



# City Green - Project Delivery Method

Roswell City Council Work Session  
September 14, 2016

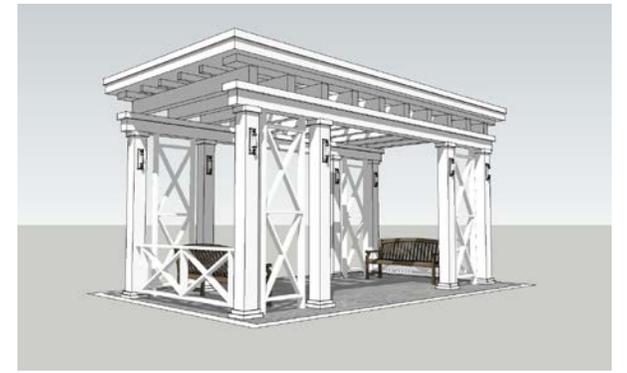
# Agenda

- Debrief on HPC Work Session
- Project Schedule Update
- Alternative Project Delivery Methods
- Discussion / Direction

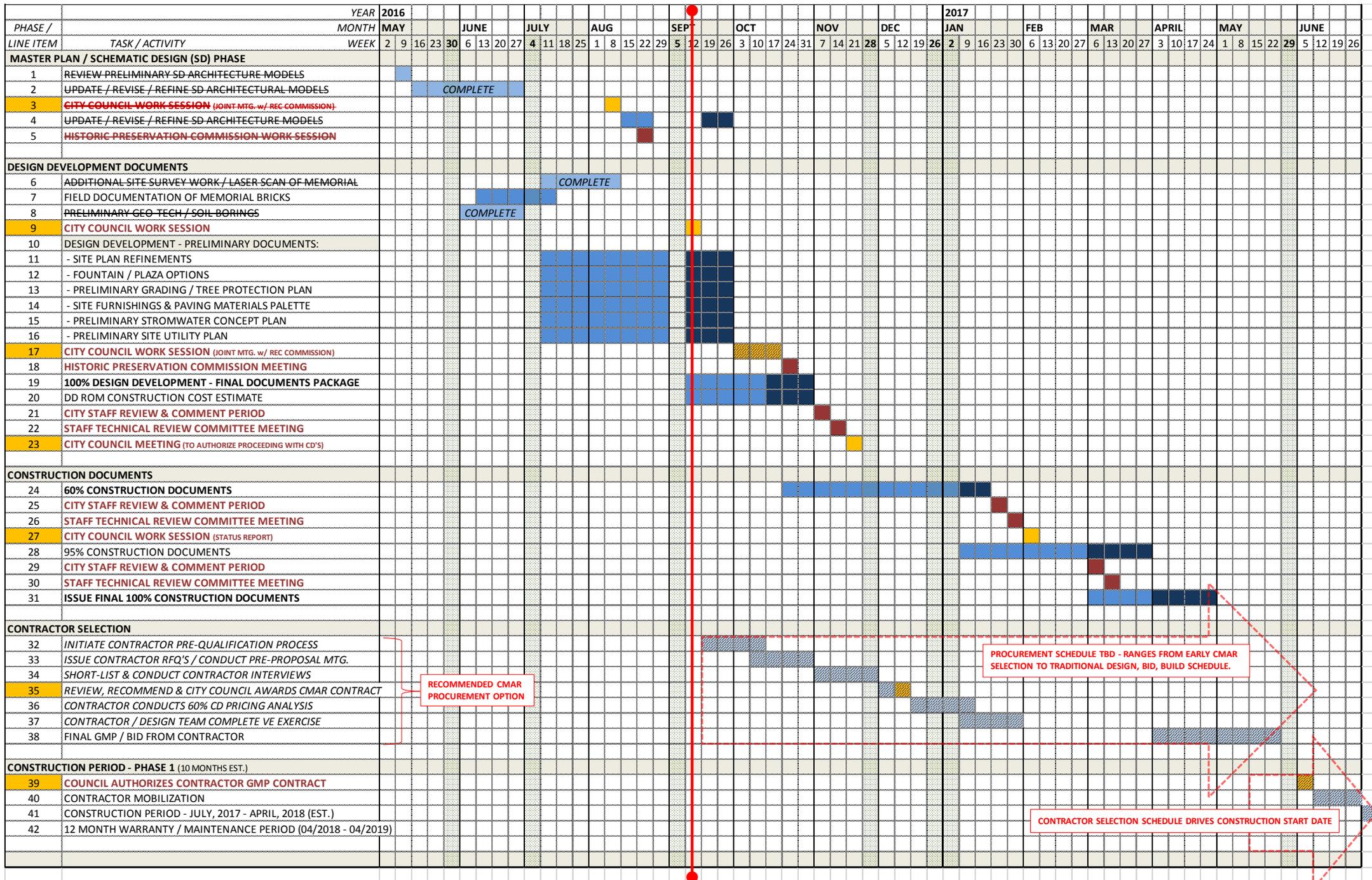


# HPC Work Session

- Reviewed Same Presentation w/ HPC as with Council
- HPC Comments / Suggestions Included:
  - Promenade structures should speak the same language but not be identical
  - Strongly disliked the contemporary options
  - Concerns about ease of maintenance
  - Lean towards the look of Smith Plantation and Canton Street
  - New structures should not change the image of the Historic District
  - Honor and respect what's around you
  - Material choices should be authentic – stone, brick, wood, etc.
  - Consider the use of steel in the structures
  - Invest in good trees
  - No support for the shade structure
  - Improve the back of City Hall itself; make it a better backdrop – consider improving the façade, adding a porch and/or a balcony
  - Need more of a WOW, bigger and bolder (*Promenade & Gateways*)
  - Make Promenade a destination, unique to Roswell
  - Include public art elements throughout – especially along Promenade



# Project Schedule



RECOMMENDED CMAR PROCUREMENT OPTION

PROCUREMENT SCHEDULE TBD - RANGES FROM EARLY CMAR SELECTION TO TRADITIONAL DESIGN, BID, BUILD SCHEDULE.

CONTRACTOR SELECTION SCHEDULE DRIVES CONSTRUCTION START DATE

# Project Milestones –

- **OCTOBER –**
  - City Council Work Session (TBD)
  - Site Plan Refinement / Fountain / Plaza Options
  - Preliminary Grading & Tree Protection Plan
  - Historic Preservation Commission Meeting (TBD)
  - 100% Design Development Drawings
  - Construction Cost Estimate
  - CMAR Procurement Process Underway
- **NOVEMBER, DECEMBER –**
  - 60% Construction Documents
  - Contractor Pre-qualification Process
  - Contractor Selection
  - 60% CD's Contractor Pricing
- **JANUARY, FEBRUARY, MARCH –**
  - 100% Construction Documents
- **APRIL, MAY, JUNE –**
  - Contractor Finalizes GMP Price
  - Council Approves Contractor GMP Price
  - Contractor Mobilization
- **JULY, 2017 – APRIL, 2018 –**
  - Construction Period

2016

2017

2018

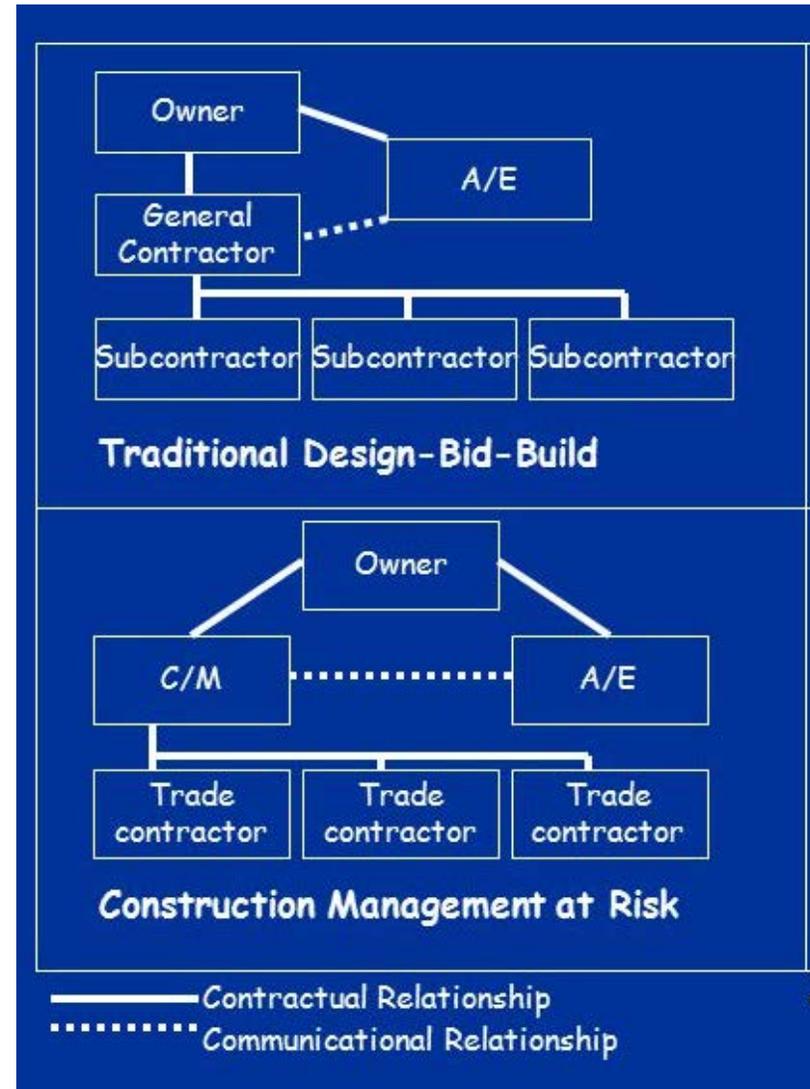
# Construction Project Delivery Methods

- **Design – Bid – Build:**

Traditional, conservative approach which typically takes longer. Little interaction between the builder and designer. Get what you pay for in the low bidder process.

- **Construction Manager At Risk:**

More fast-tracked than linear, contractor and designer work closely together. During design CM's role = project review, cost estimating, scheduling, value engineering, constructability review and trade bidding. Budgets are more attainable because the team has pricing information during the design phase, not after the fact.



# Design, Bid, Build - “The Traditional Low-bidder Model”

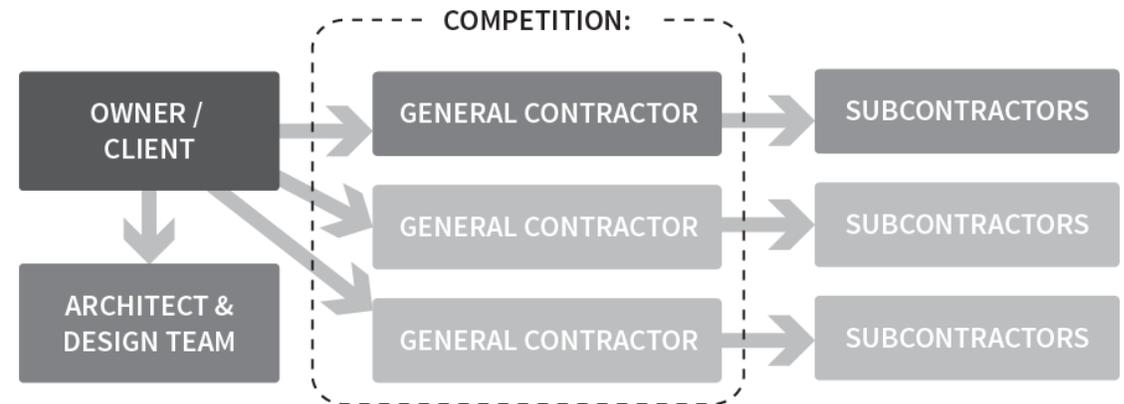
## Pros:

- Can result in lowest total construction cost due to the widest-open field of bidding competition.

## Cons:

- Contractor chosen primarily on price, secondarily on qualifications.
- Contractor not on-board early to give feedback during design process, to get acquainted with the design team and their intentions, and begin establishing trust as a team member.
- Susceptible to Change Orders (i.e. cost increases) during construction due to bidders not being available to collaborate with the design team earlier. If change orders become contentious, finger-pointing often results.
- Lowest price general contractor is not always the most qualified.

## DESIGN-BID-BUILD:



# Construction Management At Risk – “Construction Manager As A Team Member”

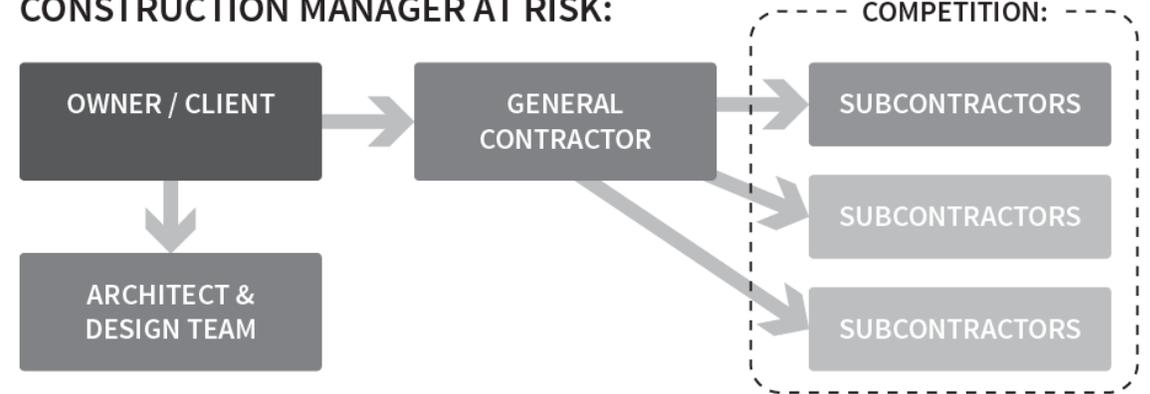
## Pros:

- Very good cost estimating at early stages in the project
- Can create the best collaborative team structure
- General contractor chosen primarily on qualifications, secondarily on price.
- faster transition from design documents to start of construction.

## Cons:

- Need to ensure a competitive bidding process; require multiple bids from subcontractors for all the major disciplines / trades.
- Need to ensure transparent accounting of project cost, require an open-book policy from CMAR so that line items for overhead costs, markups, and various contingencies are visible.

## CONSTRUCTION MANAGER AT RISK:



# Construction Services Procurement Options

	Low Bidder	Best Value	Best Qualifications
	Selection is based solely on Price	Selection is based on a weighted combination of Price and Qualifications	Selection is based solely on Qualifications
Design-Bid-Build	Most Common	Common; Price evaluation based on Construction Cost	Rare
Construction Management at Risk	Rare	Most Common; Price evaluation based on CMAR Fees and General Conditions	Common
Design/Build	Common	Most Common; Price evaluation based on fees and GCs; may or may not include Construction Cost	Common

# CMAR Selection Process & Next Steps

- Council Approves CMAR Approach
  - Council Approves Budget Amendment for CMAR Process
  - Staff Prepares Request For Qualifications (RFQ)
  - City Issues RFQ, Receives & Evaluates Responses, Develops Shortlist
  - City Requests Fee Information & Interviews Shortlisted Firms
  - City Evaluates Shortlisted Firms & Selects a CMAR Contractor to Recommend to Council
  - Staff Presents CMAR Recommendation to City Council for Approval
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- If Approved, Construction Manager At Risk Then:
    - Begins Work Under Pre-Construction Phase Contract
    - Prepares Market-based Construction Estimate Based on DD-Level Drawings
    - CMAR & Design Team Review Potential VE Options As Necessary to Achieve Budget
    - CMAR & City Agree on ( & Contract For) GMP based on Final Construction Documents

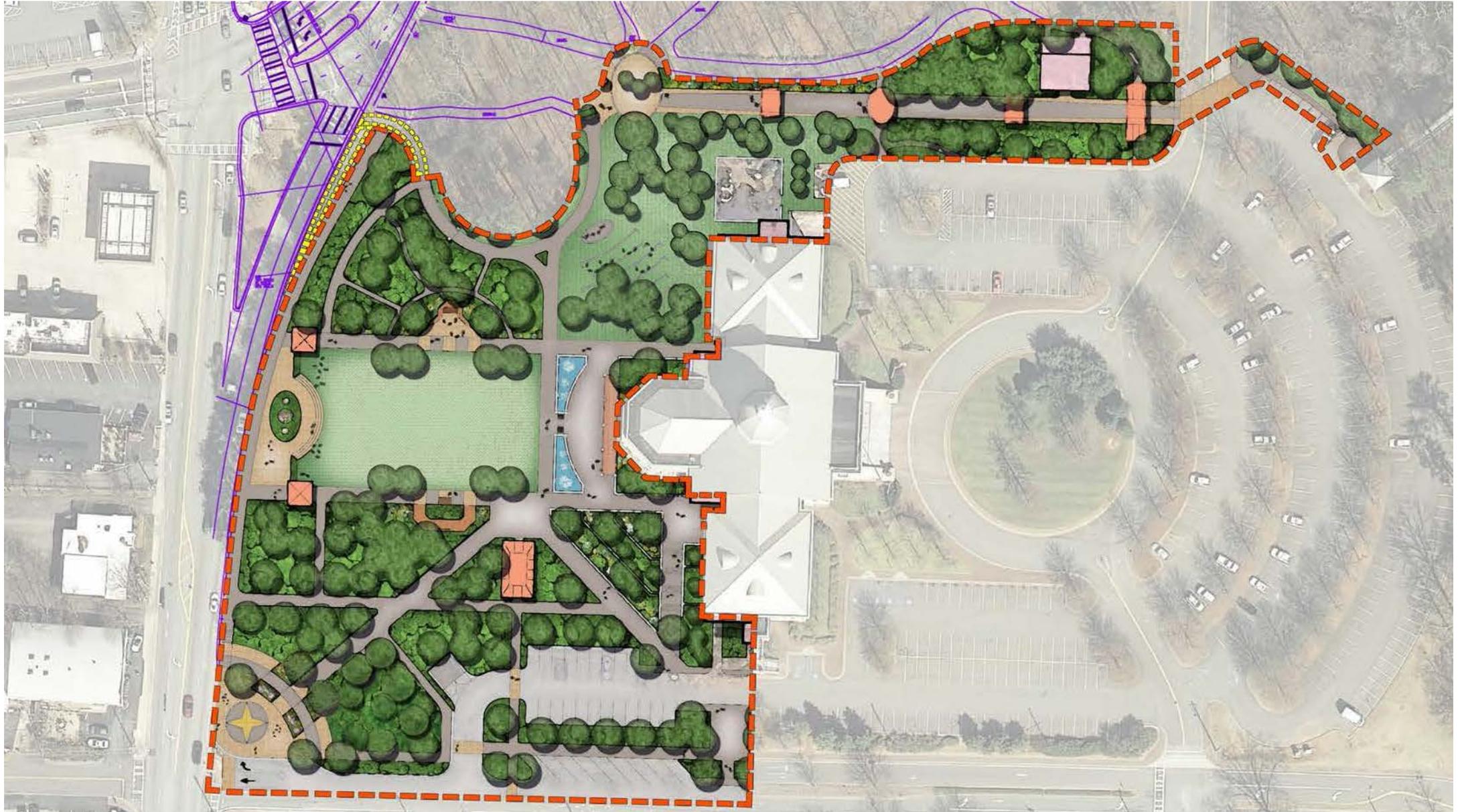
# Estimated CMAR Expense

- Typical CMAR pre-construction fees = 1%(+/-) of total project
- Fire Station CMAR preconstruction fee = \$30,370 (<1% of the project budget)
- Construction industry is busy; should not expect discounted pre-con phase services
- Request lump sum pre-con fee during procurement/RFQ process – competitive bid environment
- Phase I construction cost estimate range = \$5.8 to \$6.5M
- Recommend a CMAR pre-construction budget of \$65,000 - \$70,000

# Discussion

1. HPC Feedback / Guidance
2. CMAR Approach
3. Sun Shade Options (*Time Permitting*)

# Phase One Master Plan



# Master Plan Overview

