



# Memo

To: Clay Pearson, City Manager

From: Jameson S. Appel, Project Manager

CC: Jon Branson, Deputy City Manager  
Trent Epperson, Assistant City Manager  
Robert Upton, Director Engineering and Capital Projects  
Vance Riley, Fire Chief  
Johnny Spires, Police Chief  
Chad Randall, Assistant Chief of Police  
Skipper Jones, Assistant Director of Capital Projects

Date: May 28, 2020

Re: Construction Manager at Risk Pre-Award, Fire Station #4 and Shari D. Coleman Animal Shelter and Adoption Center

28 May 2020  
To: Mayor and City Council members  
CMAR recommendation forthcoming after review to enable both replacement Fire Station #4 and new Animal Shelter and Adoption Center on City-owned land on Freedom Drive. Clay

---

## Purpose

This memo provides information about the process and result for the selection of a Construction Manager At Risk (CMAR) for the construction of the Fire Station #4 and Shari D. Coleman Animal Shelter and Adoption Center (Animal Shelter) projects, notification of a forthcoming request to award a contract for pre-construction services and to provide information on the current status of design for the project.

## Background

The existing Fire Station #4 was built in 2002 and was originally designed and constructed for an all-volunteer fire department. When the City converted to a full staffed Fire and EMS Department, modifications were retroactively made, as best as possible, over the years to accommodate the change to a full-time staffed department. However, the modifications have not addressed the needs and requirements of a full-time Fire/EMS staff, the demands of a large complex city, and the expectations of a modern fire service. Insufficient bathrooms, small living spaces, ineffectively sized HVAC system, no gear cleaning machines or EMS equipment cleaning room, and lack of storage has restricted the efficiency of full-time operations from this facility. To address these issues and provide a facility meeting best practices for full-time operation, Fire Station No. 4 is to be decommissioned and re-built near the same location within the Public Safety Complex.

The proposed Fire Station # 4 will be located on an existing twelve-acre site currently owned by the City of Pearland located northeast of the intersection of Cullen Blvd. and Freedom Drive and partially occupied by the Public Safety Building (PSB). The scope of the project consists of construction of a new state of the art fire station of approximately 14,000 square feet intended to house one - 4-person engine crew, one – 2-person ambulance crew, 1 Shift Commander, and 1 Fire Captain-EMS. The facility will be constructed to operate with full staff on a 24/7 basis. The station will include 10 dorm rooms, restrooms with showers, a kitchen dining area, a day room, a watch office, a treatment/PD room, offices, personnel and equipment decontamination areas, with storage areas for bunker gear and medical supplies. The facility will contain four 80-foot-deep drive through apparatus bays and the site will include secure parking for all on duty staff as well as limited number of visitor parking. The

structural envelope will be designed to 140 mph 3 second gust criteria for wind loads and will include back-up generator and a bay workshop with ancillary support systems. Design services are being performed by Joiner Architects and the project is currently in 60% design development.

The original City of Pearland Animal Shelter structure was built in 1995 with an area of roughly 4,000 sf. In the year 2000, a covered concrete slab was added to the rear of the building, which is currently used as a dock/loading/unloading area by staff. Additional office space in the front of the building for the Animal Control officers was constructed in 2003. The 2009 an additional 2,305 square feet was added bring it to the facilities current size of 10,100 SF. In 2018, a needs assessment was performed on the facility when it became clear that the shelter had met and exceeded its capacity, in part due to the significant growth the City has experienced in the last 20 years. The existing shelter has many deficiencies with animal housing and state health standards that require the City to bring the facility up to the standards of a modern animal shelter and adoption facility. On February 11, 2019, Council passed Resolution R2019-51 calling for a May 2019 Bond Referendum on five propositions, including the proposed Animal Shelter, and in May 2019 all five referendums were passed.

The proposed Animal Shelter will be in the southeast corner of this same site, approximately 200 feet east of the proposed Fire Station #4. The scope of the Animal Shelter consists of construction of a new updated facility focused on improving adoption rates, providing improved medical capabilities and lowering euthanasia numbers. This project will consist of 17,200 SF of enclosed space that is intended to house 16 staff members, kennels to house 103 canines and space for 98 felines with approximately 4,400 SF of exterior dog runs. Multiple outdoor fenced playyards will be designed to give dogs space to exercise and meet their future family. Interior spaces will consist of animal meet and greet rooms, quarantine and isolation rooms, food prep and grooming rooms, laundry room, dry food storage, along with a spay / neuter clinic and drive-thru Sally port. Design services are being performed by Quorum Architects and the project is currently in 60% design development.

### **Construction Manager at Risk Request for Proposals**

On Tuesday, March 24 the City received responses to the Request for Proposals (RFP 0220-21) for Construction Manager at Risk (CMAR) for the pre-construction services and construction services for Fire Station #4 and Animal Shelter. CMAR is an alternative delivery methodology identified and defined in Chapter 2269 of the Government Code. CMAR delivery method incorporates the construction contractor into the mid and final stages of the design process to draw upon the knowledge, experience, cost estimating, and design guidance of a seasoned construction manager to assist in producing the most cost-effective design, construction methodology, and accelerated schedule for the project.

This RFP advertised in the local paper and on the City's electronic bidding system on February 19<sup>th</sup> and February 26<sup>th</sup> and requested qualifications and cost proposals from construction firms with a history and successful track record of performing construction management at risk, with reference to fire stations and animal shelter projects. The services in the proposed scope of work included: Pre-Construction Services which requires the CMAR to work with the Project Team to assist in the development of the final construction documents, provide cost estimating at various stages of plan development and to provide a Guaranteed Maximum Price (GMP) at 90% construction documents for the complete construction of the project per plans and specifications.

In addition to qualifications the RFP requested that responders provide a cost proposal for Pre-Construction Services, outlined above, their proposed General Conditions costs for the construction of the fire station and animal shelter and a Fee for construction, expressed as a percentage of the cost to construct.

The CMAR delivery process utilizes a single contract that is initially issued in the amount of the Pre-Construction Services. Once the CMAR provides a GMP meeting the City's budgetary requirements, the contract is amended to include the cost of construction, plus General Conditions and the CMAR's Fee.

Once the Animal Shelter location was determined to be next to Fire Station #4, staff started to evaluate the best options for delivering both projects, which are on similar schedules. To avoid risk with site proximity/site conflicts, trade/work coordination, and to gain economy of scale it was determined that a single CMAR for Fire Station # 4 and Animal Shelter would provide the best benefit and value to the City. A single CMAR will be able to schedule site work for the entire site without coordination or impact to another general contractor and have the ability to move subcontractors from one building to the next. Eliminating the coordination and reducing the risk by having two general contractors will lead to better costs and scheduling efficiencies. To ensure internal accounting allocates funding properly to each project, the costs will be tracked, specific to each building, with clear delineations for each building's share of the site work.

### **Current Status**

The City received nine responses to the RFP. On April 9<sup>th</sup> and April 22<sup>nd</sup>, the project team (Engineering & Projects, Public Works Staff, Fire Department Staff, Police Department Staff and the Architects, 8 reviewers total) met virtually to discuss the results of their individual evaluations of the submitted responses. The submittal included a list of the CMAR's Government Projects & performance on similar facilities, a list of their Key Personnel and their years of experience, A History Meeting Cost and Schedule, Client References, Management and Safety Record and Quality Assurance Procedures, Project Approach and Ability to Meet Schedule, Self-perform Capabilities, and once qualifications were totaled Fees and Rate Proposals. Four firms were shortlisted based on the RFP response evaluation. The shortlisted firms received an additional allotment of points from the interview/presentation process. Scores were based on the following criteria and point values:

#### All Proposers Criteria/Scoring:

- Government projects & Performance on similar facilities – 15 pts.
- Firm's key personnel to be assigned to the project – 15 pts.
- History meeting cost & Schedule in past five years – 10 pts.
- Client References – 5 pts.
- Management and safety record & Quality Assurance procedures – 10 pts.
- Approach and ability to meet schedule – 20 pts.
- Self- perform capability – 10 pts
- Preconstruction services billing rate – 7 pts.
- Construction phase services fee & General Conditions – 8 pts.

#### Short-listed Proposers Criteria/Scoring:

- Interviews/Presentations – 15 pts.

## Short-listed Proposers Evaluation Scoring:

### Bid #0220-21 CMAR FS#4 and Animal Shelter - Evaluation Recap

	Anchor Construction	Brookstone	Christensen Building Group	Durotech	JE Dunn Construction	Joeris General Contractors	O'Donnell Snider Construction	SpawGlass Construction	Teal Construction
Firm's Past Experience, Gov't projects, & performance on similar facilities-15 pts	7.25	11.75	10.00	12.75	12.63	8.75	9.25	13.50	13.38
Firm's Key Personnel to be Assigned to the Project-15 pts	7.63	12.63	10.75	13.50	13.13	9.38	9.88	11.13	11.88
History Meeting Cost & Schedule in Past 5 Years - 10 pts	9.00	9.60	10.00	10.00	9.60	9.66	8.60	9.87	8.40
Client References -5 pts	4.54	4.73	4.90	4.94	4.73	4.86	4.38	4.90	4.17
Organization, Management and Safety Record, QA Procedures-10 pts	6.13	9.13	8.50	10.00	9.75	8.25	8.13	10.00	9.13
Approach and Ability to Meet Schedule-20 pts	12.38	17.00	17.44	19.69	19.06	15.13	15.63	19.38	18.38
Self-perform Capability 10 pts	5.57	7.71	8.14	9.43	8.43	7.71	7.29	9.43	9.14
<b>FEE AND RATE PROPOSAL - Maximum 15 Pts</b>									
Preconstruction Services Billing Rate 7 pts	2.33	4.54	5.98	4.92	5.60	7.00	6.22	4.00	3.91
Construction Phase Services Fee - 8 Pts	3.73	3.79	4.47	5.26	3.95	7.32	7.93	3.84	4.83
<b>Total Points</b>	<b>58.55</b>	<b>80.87</b>	<b>80.18</b>	<b>90.48</b>	<b>86.87</b>	<b>78.05</b>	<b>77.29</b>	<b>86.04</b>	<b>83.20</b>
<b>Scores from Interview - Maximum 15 Points</b>									
<b>Total Interview Points</b>				10.63	9.83			11.14	12.88
<b>Combined Total Points</b>	<b>58.55</b>	<b>80.87</b>	<b>80.18</b>	<b>101.10</b>	<b>96.70</b>	<b>78.05</b>	<b>77.29</b>	<b>97.18</b>	<b>96.08</b>

Based on the responses received and the above ranking criteria, the project team ranked Durotech as providing the Best Value to the City based on the demonstrated experience of the firm, proposed personnel, the demonstrated quality control in prior projects, the firm's Safety Record and the proposed fees taken as a total cost of the project. Durotech has experience on 29 Fire Stations and EMS facilities as CMAR including 18 in conjunction with Joiner Architects and is currently constructing the City of Pearland's Fire Station # 8. Durotech also carries experience in large animal facilities, an animal hospital, and several medical facilities. Durotech's four-man project team for construction has a combined 105 years' experience in the construction industry, 73 of those years as employees with Durotech. The firm also demonstrated a strong safety record, warranty process, and acceptable Fees as noted below:

- Pre-Construction Services, consisting of the estimating, design consultation, material and methodology guidance
  - Fire Station # 4 - \$18,173 Animal Shelter - \$18,173

- General Conditions, this is a fixed fee for project supervision, insurance, bonds, on-site superintendent personnel, tools and equipment and construction office facilities
  - Fire Station # 4 - \$402,058 Animal Shelter - \$442,593
- Profit and Overhead rate calculated based on the final GMP for the construction costs not including general conditions.
  - Fire Station # 4 – 3.38% Animal Shelter – 2.46%

Under these terms, the CMAR will return any unused portions of the GMP upon completion of the work. Because all sub-contract and material supply will be bid out and costs are “open book” to the City, actual costs will be known to the project team. Durotech has a history of completing projects at or below the stated GMP and returning unused funds to the owner. Durotech is currently working on Fire Station #8 and has proven itself a valuable partner and a well-qualified building contractor earning good reviews from all involved parties.

### Next Steps

On June 8<sup>th</sup> Staff will bring to Council a contract obligating the CMAR to the project for Pre-Construction Services in the amount of \$36,346 per the proposal. Once awarded Staff will issue a Notice to Proceed and Durotech will begin working on the completion of the construction drawings. The CMAR will be tasked with providing constructability reviews, an opinion of probable construction cost, and value engineering of the final fire station and animal shelter design.

At 90% completion of the plans the CMAR will provide the City with a Guaranteed Maximum Price (GMP) for the project to include the entire scope of work for a finished and accepted Fire Station #4 and Animal Shelter. That GMP is negotiable based on budget, scope and schedule and should Staff and the CMAR fail to reach an agreement on the GMP, negotiations can be terminated, and the project publicly bid on a Lowest Responsible Bidder basis. Staff will return to Council with that GMP proposal and if acceptable and within budget, will recommend Council to award the contract for construction at that later time.

### Budget Info

#### Animal Shelter:

Funding Sources	Series	To Date	Future	Total Budget
General Revenue - Cash		12,000		12,000
Certificates of Obligation		150,000		150,000
Certificates of Obligation				-
General Obligation Bonds	TBS 2020	1,534,000	11,341,000	12,875,000
General Obligation Bonds				-
W/S Revenue Bonds				-
Impact Fee - Debt				-
Other Funding Sources				-
<b>Total Funding Sources</b>		<b>1,696,000</b>	<b>11,341,000</b>	<b>13,037,000</b>

Expenditures	To Date	Future	Total
PER	20,240		20,240
Land			-
Design	769,565		769,565
Construction		9,100,000	9,100,000

Construction Management/Inspection			-
Construction Materials Testing		100,000	100,000
FF&E		600,000	600,000
<b>Total Expenditures</b>		<b>789,805</b>	<b>9,800,000</b>

<b>Project Balance/Contingency</b>			<b>2,447,195</b>
------------------------------------	--	--	------------------

#### Fire Station 4:

Funding Sources	Series	To Date	Future	Total Budget
General Revenue - Cash				-
Certificates of Obligation	TBS 2020	1,435,000		1,435,000
Certificates of Obligation			7,364,000	7,364,000
General Obligation Bonds				-
General Obligation Bonds				-
W/S Revenue Bonds				-
Impact Fee - Debt				-
Other Funding Sources				-
<b>Total Funding Sources</b>		<b>1,435,000</b>	<b>7,364,000</b>	<b>8,799,000</b>

Expenditures	To Date	Future	Total
PER			-
Land			-
Design	616,525		616,525
Construction		6,200,000	6,200,000
Construction Management/Inspection			-
Construction Materials Testing		45,000	45,000
FF&E		264,000	264,000
<b>Total Expenditures</b>	<b>616,525</b>	<b>6,509,000</b>	<b>7,125,525</b>

<b>Project Balance/Contingency</b>			<b>1,673,475</b>
------------------------------------	--	--	------------------

#### Schedule Info

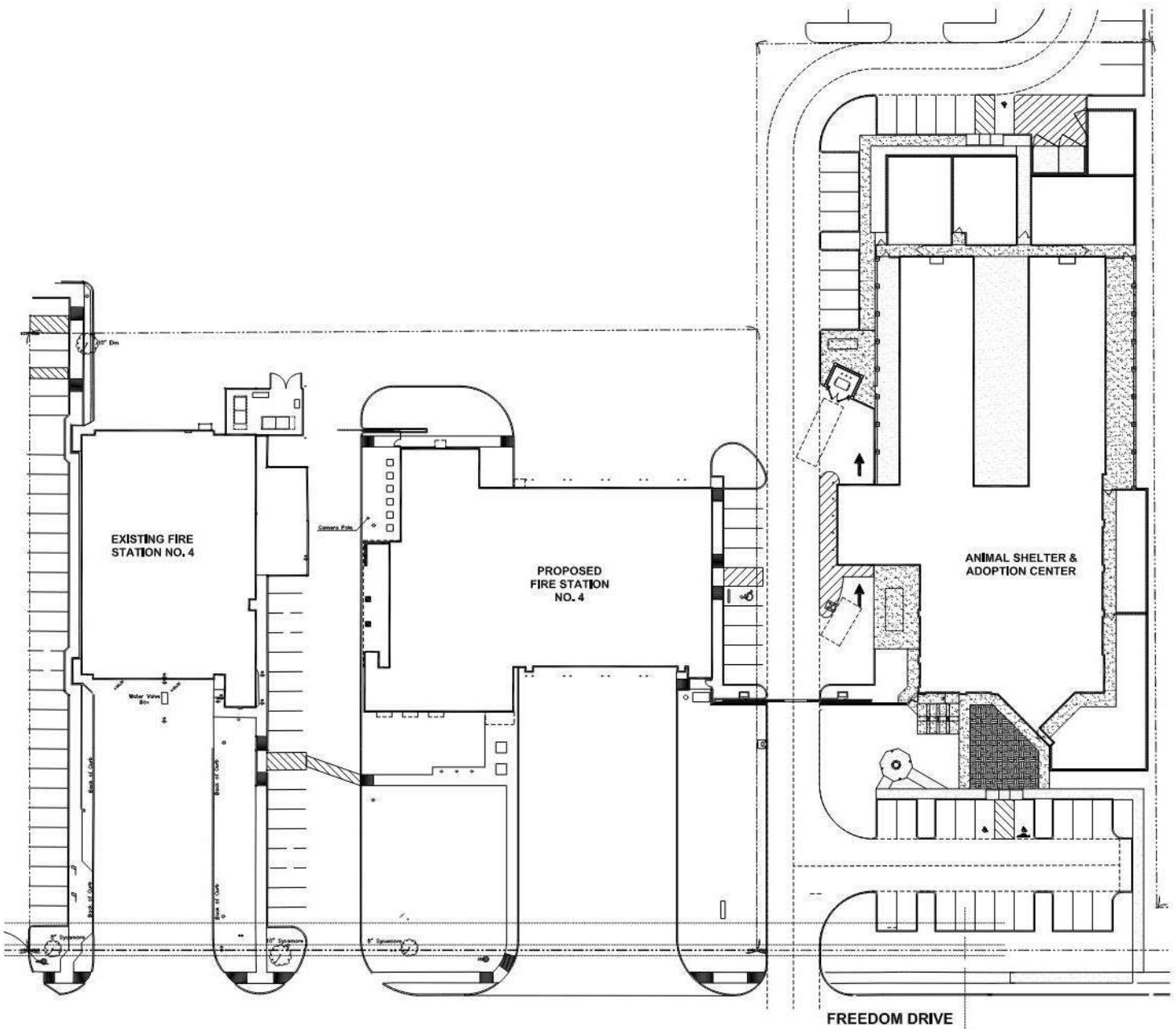
Construction time for the project, which consist of both facilities, from Notice to Proceed to substantial completion is 13 months with an additional 60 days for final completion & Owner move-in. An assumed NTP of September 2020 would place owner move-in December 2021. This construction schedule is based on the design documents and will be further refined as the GMP is developed. Durotech's reputation for past projects indicates that they have delivered on time or slightly ahead of schedule and returned portions of the GMP that were unused.

	<b>Base Line</b>	<b>Current</b>
<b>Design Start</b>	July-19 October-19	August-19 November-19
<b>Bid Start</b>	October-20	February-20
<b>Construction Start</b>	October-20	
<b>Proposed Construction Completion</b>	December-21	

\*This project is being procured through the Construction Manager at Risk (CMAR) process. The original/ base line schedule was projected using the design-bid-build process.

Previous Memo: 6.20.19 (2019 Bond Projects), 9.12.19

Project Map (60% Site Layout):



**Fire Station # 4:**





**Shari D. Coleman Animal Shelter and Adoption Center:**

