

December 23, 2013

The Honorable Mark Leno, Chair
Joint Legislative Budget Committee
1020 N Street, Room 553
Sacramento, CA 95814

Attention: Peggy Collins, Principal Consultant

Pursuant to the requirements of Government Code Section 14661.1(h), the Department of General Services (DGS) is submitting the Design-Build Projects Report, dated December 2013.

In keeping with our commitment to encourage conservation, we have posted this report to our website and can be viewed at:

<http://www.dgs.ca.gov/ola/home/2014Reports.aspx>. The report is entitled Design-Build Projects Report – December 2013.

If you wish to receive a printed copy of this report, please contact Stella Gloria, Office Technician, Project Management and Development Branch, Real Estate Services Division, Department of General Services at (916) 376-1679 or by email at stella.gloria@dgs.ca.gov.

Sincerely,



Fred Klass
Director

cc: See attached Distribution List #3
Stella Gloria, Office Technician, Project Management and Development Branch,
Real Estate Services Division, Department of General Services

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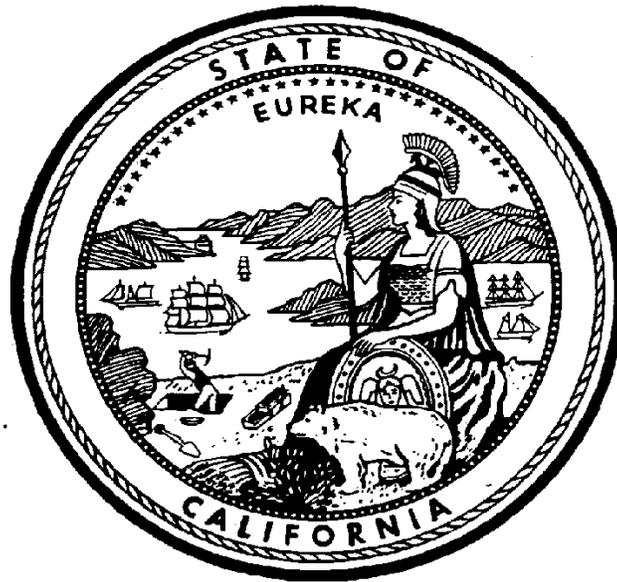
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Department of General Services

Design-Build Projects Report



Prepared by:

State of California
Department of General Services
Real Estate Services Division
Project Management and Development Branch

December 2013

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I. Executive Summary

Government Code (GC) Section 14661.1(h) requires the Department of General Services (DGS) to prepare a report containing a description of each public works project procured through the Design-Build project delivery process that is completed after January 1, 2009, and before December 1, 2013. Design-Build is a project delivery process in which the design and construction responsibilities are combined and are contracted with a single entity.

Since 1995 DGS has delivered ten Design-Build projects of over 5,000,000 square feet at a cost of \$1.8 billion. The extremely varied and complex project types include historic renovations, high rise and mid-rise office buildings, a central plant facility and residential / skilled nursing homes. Without exception, the projects were completed with significant enhancements and innovations beyond the state's programmatic requirements and all of the projects were delivered without claims.

Pursuant to the requirements of GC Section 14661.1 (h), the documentation contained in this report delineates the requested information for the four Design-Build projects that were completed after January 1, 2009. The projects are as follows:

1. DGS' Central Plant Renovation (Central Plant), Sacramento;
2. Department of Transportation District 3 Marysville Office Building Replacement (DOT Marysville), Marysville;
3. Department of Veterans Affairs, New Veterans Home (VA Redding), Redding;
4. Department of Veterans Affairs, New Veterans Home (VA Fresno), Fresno;

hereafter referred to as "Projects".

The "Projects" utilized a two-phase, best value selection process. The first phase consisted of issuing a Request for Qualifications (RFQ) from potential Design-Build teams who submitted their Statement of Qualifications (SOQ) which were evaluated and shortlisted by a Technical Evaluation Team. The second phase consisted of issuing the Request for Proposal that was created by DGS and the Master Architect based upon the specific programmatic needs as provided by the client Agency of each project. The Design-Build selection process utilized the "enhancements" proposed by the competing Design-Build teams as part of the criteria to determine best value.

Utilizing the "best value" Design-Build legislation where award is made to the Design-Build entity whose proposal is judged as providing the best value in meeting the interests of the department and meeting the objectives of the project allowed the state to designate five license classifications or trades that were deemed most important during the prequalification phase. This provides for a reduction of potential claims or litigation after project completion as issues are resolved by the members of the Design-Build team throughout the process.

It is significant to point out that a combined final value of the four projects of \$443,129,323 were completed with a combined average of 2.5 percent contingency costs. While Design-Build does not guarantee 'no claims', the flexibility of reacting to change allows mutually acceptable solutions to changes and conflicts.

The DGS Project Management team is unanimous in their endorsement of the Design-Build delivery method. When all the elements are evaluated, the Design-Build projects were delivered at a reduced cost and schedule duration, reduced the risk to the public entity, achieved superior design innovation, and delivered the highest quality project within the authorized budget.

II. Design-Build Projects Report Overview

Legislation

The specific project information in Section III of this document follows the outline as dictated in GC Section 14661.1(h), which reads as follows:

- (h) The Department of General Services or the Department of Corrections and Rehabilitation, as appropriate, shall each submit to the Joint Legislative Budget Committee, before January 1, 2014, a report containing a description of each public works project procured by that department through the Design-Build process described in this section that is completed after January 1, 2009, and before December 1, 2013. The report shall include, but shall not be limited to, all of the following information:
- (1) The type of project.
 - (2) The gross square footage of the project.
 - (3) The Design-Build entity that was awarded the project.
 - (4) The estimated and actual project costs.
 - (5) An assessment of the prequalification process and criteria.
 - (6) An assessment of the effect of any retention on the project made under the law.
 - (7) A description of the method used to award the contract. If the best value method was used, the report shall describe the factors used to evaluate the bid, including the weighting of each factor and an assessment of the effectiveness of the methodology.

The Central Plant Renovation project and the DOT Marysville projects were executed within the Authority for Design-Build per Senate Bill 776, Chapter 252, Statutes of 1998, Senators Johannesen and Hughes. As DGS' authority to construct additional Design-Build projects had reached the limit of Senate Bill 4, Cogdill (Second Extraordinary Session, Chapter 2, Statutes of 2009) the VA New Veterans Homes in Redding and Fresno were completed based upon additional authority for Design-Build granted on an individual project basis per GC Section 15819.60.

Design-Build Delivery Process

In the traditional Design-Bid-Build (DBB) procurement process, the state contracts with a design firm to complete the design of the project. The construction documents produced are then issued for competitive bidding and the state contracts with the lowest responsible bidder for the construction of the project. In contrast, Design-Build is a project delivery process in which the two distinct responsibilities are combined and are contracted with a single entity. This entity, typically referred to as the Design-Builder, is responsible for the design and the subsequent construction of the project.

The Design-Build method used to deliver the "Projects" is more correctly defined as "bridged" or modified Design-Build. This method provides that the state contract services of a 'Master Architect' (MA) to define the project program requirements and performance criteria for the project, including document development sufficient to establish the scope, size, character, and quality of the project. The compiled data becomes the basis for a Request for Proposal (RFP) that is issued to the Design-Build entities. In addition to the program and performance criteria, the RFP required each Design-Build team to propose project enhancements without an increase in the overall contract value (in the case of the stipulated sum projects). This resulted in several quality enhancements which are delineated in Section III - Projects. The contracted Design-Builder is then responsible to complete the design, produce construction documents, and construct the project in accordance with the RFP documents, as amended. The MA had a continued responsibility to assist the state in the review of submittal documents and to generally

assure conformance to the criteria and design intent of the RFP. Inspection for construction quality assurance and building code compliance was performed by the Construction Services Branch of the DGS.

The “Projects” utilized a two-phase, best value selection process. The first phase consisted of issuing a request for Request for Qualifications (RFQ) from potential Design-Build teams who submitted their Statement of Qualifications (SOQ) which were evaluated and shortlisted by a Technical Evaluation Team. The second phase consisted of issuing the RFP that was created by DGS and the Master Architect based upon the specific programmatic needs as provided by the client agency of each project.

With the exception of the Central Plant project, the Design-Build delivery for the projects was based upon a Best Value - Build to Budget or Stipulated sum structure. As a requirement of the RFP, each pre-qualified Design-Build entity was required to agree to complete the design and construct the project for a stipulated sum as estimated by the state. This provided a level playing field for each team to be evaluated on their particular list of enhancements and other RFP responses. The evaluation was based on “best value” as designated by the provisions of GC Section 14661 (Chapter 252, Statutes of 1998 (SB 776, Johannessen)).

The Central Plant utilized Best Value with a competitive cost component as part of the ranking criteria. The RFPs delineated the state’s required and desired programmatic needs as well as desired enhancements identified by the individual project stakeholders of each of the “Projects”.

Benefits Realized with Design-Build Delivery

- **Schedule Reduction through:**

- Concurrent or overlapping of the design and construction phases for different segments of the project which expedites the overall project schedule. In comparison to the Design Bid Build process a typical savings of 18-24 months of schedule time may be realized.
- Elimination of a separate construction contractor bid phase following completion of the design phase.

- **Budget savings through:**

- Early involvement of the contractor and specialty subcontractors in coordination with the design professionals facilitates a collaborative sharing of experience which results in early coordination of value engineering and value added design.
- Fewer change and extra work orders resulting from more complete field data and earlier identification and elimination of design errors or omissions that might otherwise show up during the construction phase.
- Reduction of potential claims or litigation after project completion as issues are resolved by the members of the Design-Build team throughout the process.
- The state’s administrative burdens are reduced as the procurement of design and construction services is consolidated into a single selection process. Utilizing the “best value” Design-Build legislation where award is made to the Design-Build entity whose proposal is judged as providing the best value in meeting the interests of the department and meeting the objectives of the project allowed the state to designate five license classifications or trades that were deemed most important during the prequalification phase. This approach benefited the state by allowing a thorough evaluation of the major project participants rather than accepting the team that simply provided the lowest price. With acceptance of the Stipulated Sum, the Design-Builder assumed the risk of budgeting and possible cost overruns for the procurement of the remaining trades and goods. By sequencing the

construction documents with the bidding schedule, the remaining trades were procured by the Design-Builder utilizing the public contracting process, which included low bid and Small Business/Disabled Veteran Business Enterprise (SBE/DVBE) requirements, but allowed for the pre-qualification of the trade prior to acceptance of the bid.

- **Improved Quality - through:**

- Focus on quality control and quality assurance through continuous involvement by design team and state stakeholders throughout project development.
- Project innovations uniquely fashioned by project needs and contractor capabilities.

- **Transfer of Risk**

- A significant benefit to the state is transfer of risk from the State to the Design-Builder. The design and construction tasks are combined contractually into one entity resulting in an improved communication between the designer, builder and subcontractors. This shifting of management risks to the Design-Build team minimizes change orders through early collaboration between design and construction disciplines taking advantage of the constructors' experience and expertise much earlier in the process. Critical processes such as scheduling, commissioning, and coordination also occurred much earlier, maximizing their influences in delivering a superior quality project.
- The Design-Builder's scope of work included verification of the tenant's program requirements prior to completion of interior design, thereby greatly reducing changes in tenant needs during construction.
- Design Errors and Omissions - The burden on the state to mediate disputes between the Architect of Record and the contractor is eliminated as the Design-Builder is held contractually accountable and responsible for the entire project. In comparison, the design-bid-build project delivery system requires the state to be concerned about loss of communication and misunderstanding between designers and contractors, which can create legal and liability issues, as well as additional costs.

- **Quality of Design and Construction**

- The Design-Build selection process utilized the enhancements proposed by the competing Design-Build teams as part of the criteria to determine best value. These enhancements were proposed by the teams that each would provide the project within the agreed Stipulated Sum (with the exception of the Central Plant as previously noted utilized a cost component in evaluation). These enhancements were above and beyond the RFP requirements or criteria.
- The Design-Build process allowed the builders greater flexibility and opportunities for innovation especially in the area of alternative sustainable building materials not widely used in traditional construction as well as in the area of energy efficiency. The Design-Build teams were allowed to conduct their own market research and develop their own specifications based on general performance goals set forth by the state.

Comparison of Design-Build and Design Bid Build Delivery Method

PROJECT METRICS COMPARISON

Comparison of Project Delivery Methods (CI/Penn State Study)			
Metric	Design Build vs. Design Bid Build (Traditional)	Construction Manager @ Risk vs. Design Bid Build	Design Build vs. Construction Manager @ Risk
Unit Cost	6.1% lower	1.6% lower	4.5% lower
Construction Speed	12% faster	5.8% faster	7% faster
Delivery Speed (Overall Project)	33.5% faster	13.3% faster	23.5% faster
Cost Growth	5.2% less	7.8% more	12.6% less
Schedule Growth	11.4% less	9.2% less	2.2% less

Re: "Comparison of U.S. Project Delivery Systems", Mark Konchar & Victor Sarvido, Journal of Construction Engineering and Management, Vol. 124, No. 6 (1998), pp. 436-444. Comparing 351 projects ranging from 5K - 2.5M square feet. Projects were of various types and from various industries.

In an independent Pennsylvania State (Penn) study of "Comparison of U.S. Project Delivery Systems" which evaluated Design-Build vs. Design Bid Build projects, the critical metric elements of cost and schedule were reported as lower and faster respectively.

In a review of the three recently completed Veterans Homes in West Los Angeles, Lancaster, and Ventura which were constructed utilizing the Design Bid Build (DBB) method against the Veterans homes in Fresno and Redding which utilized Design-Build as outlined in this report, the metrics of the Penn State study are further substantiated. The combined contingency utilized for the DBB projects was 10 percent whereas the combined contingency for the Design-Build projects was 2 percent. The schedule for the DBB projects from the commencement of Preliminary Plans through Working Drawings and Construction completed in just over six years for the Lancaster and Ventura projects and seven years for the West Los Angeles project. The Design-Build projects were completed four years from the procurement of the MA through the completion of construction.

III. Projects

A. Department of General Services, Central Plant Renovation Project #113072



STATE OF CALIFORNIA CENTRAL UTILITY PLANT

625 Q ST., SACRAMENTO, CA

1. Project Description:

- Location: 625 Q Street, Sacramento, CA
- Project Type: Utility Plant
- Gross Square Footage (GSF): 78,000 GSF
- Scope: The Central Plant provides chilled water, steam, and compressed air to heat and cool 23 downtown state buildings, including the Capitol. The Project includes new boilers, chillers, cooling towers, a thermal energy storage tank, pumps, piping, and a steam turbine generator. Redundancy of the major pieces of equipment provides for maintenance, fuel flexibility, and increased reliability. The Project also includes sophisticated energy management, power monitoring, fire alarm, and security control systems. Upon completion of the new Plant, the Project demolished the old plant and remediated hazardous materials. In addition, the Project abandoned the Ranney and Front Street wells, and stopped discharging water into the Sacramento River to comply with the Central Valley Regional Water Quality Control Board's Cease and Desist Order.
- Awards:
 - a. State of California: 2012 Governor's Environmental and Economic Leadership Award for Sustainable Facilities
 - b. Construction Managers Association of America, NW Region: 2012 Honorable Mention
 - c. US Green Building Council: 2011 LEED Platinum Certification
 - d. ENR California: 2011 Best Government / Public Building Project

- e. Design-Build Institute of America, Western Pacific Region: 2011 Regional Award for Civic Buildings
 - f. National Concrete Masonry Association: 2011 Award of Excellence Winner Sustainability Category.
 - g. Sustainable Facilities Magazine: 2011 Honorable Mention
 - h. Sacramento Business Journal: 2011 Best Utility Project
 - i. SacTown Magazine: 2011 Best of the City
 - j. Building Design+Construction: 2011 Building Team Bronze Award
 - k. Steel Tank Institute: 2010 Tank of the Year
 - l. Liberty Mutual Group: 2009 Silver Award for Safety Excellence
2. Design-Build Entity
 - a. DGS awarded the Project to Skanska USA Building, Inc., Oakland, CA.
 3. Costs
 - a. Design-Build Contract Value:
 - (1) Estimated: \$181,000,000 + \$5,430,000 Contingency = \$186,430,000
 - (2) Actual: \$185,435,198.00
 - b. Total Project Costs:
 - (1) Estimated: \$214,180,000
 - (2) Actual Costs to Date: \$211,289,857. Some work remains at the Ranney Well Site which is outside of the Design-Build contract and should be completed within budget.
 4. Prequalification
 - a. Process - RFQ: In response to DGS' advertised RFQ and a RFQ briefing conference, six (6) Design-Build entities submitted SOQ, Parts A and B, for the state's review. In the event a Design-Build entity failed any of the questions in Part A, the Design-Build entity's SOQ was not further evaluated. DGS ranked the SOQs based on predetermined criteria. The Design-Build entities with top five highest ranked SOQs were invited to oral interviews. DGS ranked the interviews based upon a predetermined criteria and shortlisted the Design-Build entities with the top three (3) highest ranked interviews to receive the RFP and submit project proposals.
 5. Criteria:
 - a. SOQ Part A – Questionnaire:
 - (1) Declare the information provided has been prepared using reasonable diligence and is true and complete.
 - (2) Design-Build Team Members
 - (3) Licensure
 - (4) Financial Information
 - (5) Insurance
 - (6) Termination/Failure to Complete; Violations; Claims, Arbitration and Litigation
 - b. SOQ Part B – Experience: The Design-Build entity and the Design-Build team members submitted evidence to establish that they had completed, or demonstrated the capability to complete, projects of similar size, scope, or complexity, and that proposed key personnel had sufficient experience and training to competently manage and complete the design and construction of the Project and responded to the following criteria:
 - (1) Project Design-Build Team: Organizational Chart and Firm Profiles

- (2) Personnel Resumes: Design-Build Entity Management, Design Team & Construction Team
- (3) Profiles: Design and Construction Experience
- (4) Project References: Firm Profiles, Personnel Resumes, and Project Profiles were to clearly identify the relevance of specific project experience to the requirements of the proposed Project. The responses were evaluated and scored based upon the following:
 - a) Experience demonstrated by projects of similar size to the proposed Project.
 - b) Experience demonstrated by projects of similar scope to the proposed Project.
 - c) Experience demonstrated by projects of similar complexity to the proposed Project including: working in occupied facilities, working in downtown urban environments, phasing to avoid shutdown of critical facility functions, protecting existing facilities or other complex project elements.
 - d) Design-Build Experience.
 - e) Collaborative experience between Design-Build team member firms and personnel proposed in the SOQ.
 - f) Exemplary design or construction acknowledged for energy efficiency, design distinction, sustainable building features, and/or (United State Green Building Council (USGBC) or other industry recognitions.
 - g) Overall credentials & years of experience. (Firm Profiles and Personnel Resumes only)
 - h) Degree of involvement by Key Personnel. (Personnel Resumes and Project Profiles only)
- (5) Project Approach: The Design-Build entities demonstrated their understanding of Design-Build projects by identifying those features that are critical to Design-Build projects with a description of how those features had been addressed to ensure successful projects. Their response was evaluated based upon the following items:
 - a) How had the Design-Build entity ensured the design was in conformance with the Agreement and fulfilled a high level of quality and functionality.
 - b) How had the Design-Build entity ensured a high level of quality and that the intent of the design was fulfilled during construction.
 - c) How had the Design-Build entity protected and limited the impact on existing occupied facilities and ensured continuous operation.
 - d) How had the Design-Build entity limited the impact on adjacent neighborhoods and ensured good relations with the community.
 - e) How had the Design-Build entity addressed safety and security on sites.
 - f) How had the Design-Build entity ensured facilities are maintainable, and function with superior energy efficiency and reliability after construction is complete.
- c. Interview – Part C: The Design-Build entities provided information to establish they had completed or had the capability to complete projects of similar size, scope and complexity to the Central Plant Renovation Project, emphasizing experience on previous projects designed and constructed by personnel who will be assigned to the Project, and present information in the following areas:

- (1) Design-Build Team (Firms and Key Personnel Assigned to the Project);
- (2) Project Experience (Design and Construction);
- (3) Project Management.

a) Assessment: The RFQ process and evaluations resulted in the selection of three very highly qualified and experienced Design-Build teams to provide project proposals.

6. Retention

- a. Description: 5 percent was retained on progress payments to the Design-Builder. After the Project was 95 percent complete, retention was reduced to not less than 125 percent of the value of the work remaining to be completed.
- b. Assessment: The amount of retention was sufficient to protect the taxpayers from costs associated with Stop Work Notices and correcting defects and to ensure project completion.

7. Contract Award

- a. Methodology Description – Request for Proposal (RFP), Best Value:
- b. The three Design-Builders (Proposers) which received the RFP prepared proposals and were awarded a stipend of \$150,000.
- c. During the proposal preparation period:
 - (1) The Proposers submitted written requests for information regarding the RFP. Responses were distributed to all Proposers.
 - (2) The Proposers could request up to two technical meetings to provide the Proposers an opportunity to ask the state technical questions specific to their proposal. Information gained by the state in these meetings was kept confidential, unless it required a change to the RFP and then the information was shared with all parties.
 - a. Proposers submitted written project proposals with the following information (including allocated points):
 - (3) General Information (500 points):
 - a) Executive Summary
 - b) Project Management Plan
 - c) Preliminary Schedule
 - d) Phasing Plan
 - (4) Architectural (1,000 points):
 - a) Narrative
 - b) Building Program
 - c) Conceptual Designs
 - d) Site, Floor and Roof Plans
 - e) Exterior Building Elevations
 - f) Overall Building and Exterior Wall Sections
 - g) Study Model
 - h) Rendering
 - i) 3D Computer Walk-thru
 - (5) Structural (500 points)
 - (6) Mechanical (1,000 points)
 - a) Narrative

- b) Chiller Plant
 - c) Cooling Tower
 - d) Boiler Plant
 - e) Thermal Energy Storage Tank
 - f) HVAC
- (7) Energy Model (1,200 points)
 - (8) Sustainable Design (500 points)
 - (9) Commissioning (400 points)
 - (10) Electrical (800 points)
 - (11) Steam-Turbine Generation Systems and Equipment (300 points)
 - (12) Controls and Systems Integrations (600 points)
 - (13) Acoustical and Vibration (700 points)
 - (14) Enhancements (500 points)
 - a) Proposers presented additional information and answered questions in an oral interview. (2,000 points)
 - b) Proposers submitted a proposal price.
- d. Evaluation Factors Description and Weighting
- e. Scoring from the RFQ process was not considered in the RFP process.
- f. The written project proposals and oral interviews were evaluated and scored based upon the above weighting and the following criteria:
- (1) The quality of the project with special emphasis on design excellence, sustainability, energy conservation, quality of work place environment, long-term economic benefit due to each system and schedule.
 - (2) Critical Success Factors:
 - a) Maintain continuous operation of the existing Plant's steam, chilled water and compressed air service to the state's building campus during construction.
 - b) Create a secure and safe operation for the Plant's staff.
 - c) Increase the reliability in Central Plant operations and equipment.
 - d) Improve the energy efficiency of the Central Plant's operations and equipment.
 - e) Expand the capacity of the Central Plant to accommodate increasing heating and cooling demands from the State's existing downtown office district and additional facilities as envisioned in the 1997 Capitol Area Plan.
 - f) Cease utilization of the open loop condenser water system and discharge into the Sacramento River as soon as reasonably possible, and meet or shorten the contract duration.
 - g) Provide a Project design that minimizes the aesthetic impact of the Project on the affected local communities. Continue public outreach during design and construction to maintain good community relations.
 - h) Achieve a Leadership in Energy and Environmental Design (LEED) "LEED™ Silver" or higher certification from the U.S. Green Building Council, and use sustainable design elements and construction practices.
 - i) Seamlessly integrate new and existing control systems.
 - j) Meet or exceed the RFP's acoustical criteria.
 - k) Thoroughly commission new systems to ensure efficient and reliable operation.

- l) Systematically furnish all required warranties, operation and maintenance manuals, and record documents, and quickly close out the Project.
 - g. After scoring the written proposals and oral interviews, the state opened the proposal prices and performed a dollar per point scored analysis. The Design-Builder who submitted the proposal with the lowest dollar per point scored was awarded the project.
- 8. Assessment:
 - a. The RFP process resulted in the state awarding the Project to the Design-Builder who offered the best value to the state. The proposal with the highest score also had the lowest proposal price.
 - b. The State maintained a collaborative working relationship with Skanska throughout the Design-Build project and ended the project with no claims (as opposed to the typical adversarial relationship characterized by most design-bid-build projects).
 - c. The new Plant began serving the downtown Sacramento campus ahead of schedule and the contract was completed under budget.
 - d. The finished Plant is an award winning facility which is extremely energy efficient, a good working environment for plant staff, of high quality, attractive and met all the project's critical success factors.
 - e. By all measures, largely due to the Design-Build delivery method, this complex project was a complete success.

B. Department of Transportation, District 3 Marysville Office Building Replacement, Project #114126



1. Project Description:

- Location: 703 "B" Street, Marysville, CA 95901
- Project Type: District Office Building
- Gross Square Footage: 212,041 GSF (208,476 Office + 3,565 Daycare)
- Scope: The project constructed a new Caltrans District 3 Office located in downtown Marysville. The Project included purchasing 27,200 SF (.62 acres) of land for offsite parking of state vehicles as well as the ceding of one block of city street to the State to accomplish continuity.
- Awards:
 - a. USGBC: 2012 Silver Certification
 - b. Design-Build Institute of America, Western Pacific Region: 2009 Regional Award for Best Project - Public Sector Building
 - c. Precast / Pre-stressed Concrete Institute: 2010 National Award for Public / Institutional Project 10,000 Sq. Ft. and Larger
 - d. Real Estate Services Division (RESA) Deputy Director Award 2009

2. Design-Build Entity

- a. DGS awarded the Project to Turner Construction / AC Martin Partners.

3. Project Costs

- a. Design-Build Contract Value (includes hard + soft Design-Build costs):

- (1) Estimated: \$63,885,400 + \$1,857,000 Contingency = \$65,742,400
- (2) Actual: \$66,366,713 Note – During foundation excavation work an unknown, unmapped and unrecorded underground fuel storage tank was discovered which had been ruptured and leaking for an indeterminate number of years. The remediation of this hazardous materials situation cost nearly \$983,000 in unanticipated funds and added 31 days to the project schedule.

b. Total Project Costs:

- (1) Estimated: \$73,185,000
- (2) Actual Costs to Date: \$74,918,017.

4. Prequalification

- a. Process - RFQ: In response to DGS' advertised RFQ and a RFQ briefing conference, five Design-Build entities submitted SOQs, Parts A and B, for the state's review. In the event a Design-Build entity failed any of the questions in Part A, the Design-Build entity's SOQ was evaluated further. DGS ranked the five entities based upon a predetermined criteria applied to SOQ reviews and an oral interview with each of the five entities. DGS then shortlisted the Design-Build entities with the top three highest ranked SOQ/Interview scores received the RFP and were asked to submit project proposals.

5. Criteria:

a. SOQ Part A – Questionnaire:

- (1) Declare the information provided has been prepared using reasonable diligence and is true and complete.
- (2) Design-Build Team Members
- (3) Licensure
- (4) Financial Information
- (5) Insurance
- (6) Termination/Failure to Complete; Violations; Claims, Arbitration and Litigation

- b. SOQ Part B – Experience: The Design-Build entity and the Design-Build team members submitted evidence to establish that they had completed, or demonstrated the capability to complete, projects of similar size, scope, or complexity, and that proposed key personnel had sufficient experience and training to competently manage and complete the design and construction of the Project and responded to the following sections:

- (1) Relevant experience of the architect/designated design architect.
- (2) Designer's identity and Statement of design philosophy and approach.
- (3) Relevant experience/training of key personnel.
- (4) Relevant experience of work previously completed in a teaming approach.
- (5) Firm Profiles, Personnel Resumes, and Project Profiles were to clearly identify the relevance of specific project experience to the requirements of the proposed Project. The responses were evaluated based upon the following:
 - a) Experience demonstrated by projects of similar size to the proposed Project.
 - b) Experience demonstrated by projects of similar scope to the proposed Project.

- c) Experience demonstrated by projects of similar complexity to the proposed Project
 - d) Design-Build Experience.
 - e) Collaborative experience between Design-Build team member firms and personnel proposed in the SOQ.
 - f) Exemplary design or construction acknowledged for energy efficiency, design distinction, sustainable building features, and/or USGBC or other industry recognitions.
 - g) Overall credentials and years of experience (Firm Profiles and Personnel Resumes only).
 - h) Degree of involvement by Key Personnel (Personnel Resumes and Project Profiles only).
6. Project Approach: The Design-Build entities demonstrated their understanding of Design-Build projects by identifying those features that are critical to Design-Build projects with a description of how those features had been addressed to ensure successful projects. Their response was evaluated based upon the following criteria:
- a. How had the Design-Build entity ensured the design was in conformance with the Agreement and fulfilled a high level of quality and functionality?
 - b. How had the Design-Build entity ensured a high level of quality and that the intent of the design was fulfilled during construction.
 - c. How had the Design-Build entity addressed safety and security on site?
 - d. How had the Design-Build entity ensured facilities are maintainable, and function with superior energy efficiency and reliability after construction is complete?
 - e. Interview – Part C: The Design-Build entities provided information to establish they had completed or had the capability to complete projects of similar size, scope and complexity to the new District 3 Marysville Office Building project, emphasizing experience on previous projects designed and constructed by personnel who will be assigned to the Project, and present information in the following areas:
 - (1) Design-Build Team (Firms and Key Personnel Assigned to the Project)
 - (2) Project Experience (Design and Construction)
 - (3) Project Management
 - f. Assessment: The RFQ process and evaluations resulted in the selection of three very highly qualified and experienced Design-Build teams to provide project proposals.
7. Retention
- a. Description: 5 percent was retained on progress payments to the Design-Builder. After the Project was 95 percent complete, retention was reduced to not less than 125 percent of the value of the work remaining to be completed.
 - b. Assessment: The amount of retention was sufficient to protect the taxpayers from costs associated with stop work notices and correcting defects and to ensure project completion.
8. Contract Award
- a. Methodology Description – RFP, Stipulated Sum, Best Value:
 - (1) The three Design-Builders (Proposers) which received the RFP were awarded a stipend of \$50,000.

(2) During the proposal preparation period:

- a) The Proposers submitted written requests for information regarding the RFP. Responses were distributed to all Proposers.
- b) The Proposers could request up to three technical meetings to provide the Proposers an opportunity to ask the state technical questions specific to their proposal. Information gained by the state in these meetings was kept confidential, unless it required a change to the RFP in which case the information was shared with all parties.
- c) Project Objectives as Stated in the RFP:
 - i) Consolidate District 3 operations and staff into a new facility to better serve regional transportation responsibilities;
 - ii) Maintain the District 3 office location in downtown Marysville;
 - iii) Avoid significant interruptions to existing District 3 operations during construction;
 - iv) Optimize use of the existing state-owned property;
 - v) Provide an efficient, accessible, code-compliant, and energy-efficient facility;
 - vi) Provide a Project design that is compatible and responsive to the setting of downtown Marysville;
 - vii) Provide a facility that will serve the needs of Caltrans District 3 for the next 30 to 50 years;
 - viii) Provide building occupancy by the agreed upon date within the approved budget.

b. Evaluating Factors Description and Weighing

- (1) Technical Proposal Review and Proposal Clarification Interviews—Point Scoring System (480 Points Each).
 - (2) Three technical Design-Build proposals were submitted. A Technical Evaluation Committee (TEC) made up of numerous state/consultant design, technical, management, and user personnel evaluated the proposals and presented a report to the Selection Panel based on standardized evaluation criteria and scoring (480 points total).
 - (3) Following the TEC's evaluation it was determined that only one of the proposals was considered fully responsive to the state's RFP. The other two teams failed to certify that they could design and construct their proposed design for the stipulated sum and were thus rejected.
 - (4) The remaining Design-Build team, Turner Construction/AC Martin Partners, presented their project proposal to the Selection Panel in the Proposal Clarification Interview which was scored by the Selection Panel using the same criteria and scoring as was used by the TEC in their review. The TEC acted as observers and technical support for the Selection Panel during the interview.
 - (5) After the conclusion of the interview the Selection Panel was asked to vote on whether or not they derived that the Turner Construction team should be given the contract. The vote was unanimous that the state should award the contract to Turner Construction.
 - (6) The Selection Panel was comprised of: two DOT representatives (facilities and management); two DGS representatives; the State Architect; and a City of Marysville Planning Department representative as a non-voting member.
- c. Standardized Criteria and Scoring used by both the TEC and the Selection Panel:

- (1) Stipulated Sum Certification (Mandatory Requirement) — Submit certification stating that the Design-Builder will complete the design and construct the Project for the stipulated sum provided by the state.
- (2) Design-Build Team Confirmation (Mandatory Requirement) — Submit identification and confirmation of those individuals and/or firms listed and described during the RFQ process. Substitution of the individuals and/or firms identified herein is not allowed except with written approval of the state.
- (3) Designated Subcontractors and Competitive Bidding Procedures (40 Points) — Submit a list of the Designated Subcontractors consisting of the five subcontractor trades identified by the state with the option for the Design-Builder to list up to two additional/optional subcontractors. All subcontractors not designated by or performed by the Design-Builder shall be competitively bid and awarded by the Design-Builder. Designated subcontractors will not require public bidding.
- (4) Proposed Design for The New Office Building (250 Points) — The Design-Builder shall prepare documents (drawings, sketches, descriptions and other detail as required) to depict the Design-Builder's proposed New Caltrans District 3 Office Building for each of the design components shown below:
 - a) Architecture. (40 Points)
 - b) Civil Engineering. (10 Points)
 - c) Landscape Architecture & Urban Design (20 Points)
 - d) Geotechnical/Soils. (10 Points)
 - e) Structural Engineering. (20 Points)
 - f) Mechanical, Plumbing and Electrical Engineering / Energy Management / Monitoring Systems. (30 Points)
 - g) Parking. (10 Points)
 - h) Security and Fire Alarm Systems. (10 Points)
 - i) Vertical Transportation Systems. (10 Points)
 - j) Acoustical, Vibration and Audio-Visual. (20 Points)
 - k) Food Service / Cafeteria / Child Day Care Center. (10 points)
 - l) Programming, Space Planning & Tenant Interiors. (40 Points)
 - m) Data/Communications. (20 Points)
- (5) Sustainable Design Enhancements and Solid Waste Management (50 Points) — Submit a narrative description and illustrations of the proposed sustainable design measures/solid waste management and approach, responding to the information required in the RFP.
- (6) Project Management Plan (100 Points) — Submit a draft Project Management Plan responding to the information required in the RFP.
- (7) SB/DVBE Utilization Plan (40 Points) — Submit a SB/ DVBE Utilization Plan responding to the information required in the RFP.

9. Assessment

- a. The RFP process resulted in the state awarding the Project to the Design-Builder who offered the best value to the state.
- b. The state maintained a collaborative working relationship with Turner Construction throughout the Design-Build project and ended the project with no claims (as opposed to the typical adversarial relationship characterized by most design-bid-build projects).
- c. By all measures, largely due to the Design-Build delivery method, this complex project was a complete success.

C. Department of Veterans Affairs, Redding Veterans Home Project #116547



1. Project Description:
 - o Location: 3400 Knighton Road, Redding, CA 96002
 - o Project Type: CA Veterans Home
 - o Gross Square Footage: 161,000 sf
 - o Scope: The project constructed a new Veterans Home of approximated 161,000sf on 26 acres in Redding. The project provided a 150-bed facility for residential care, memory care, and skilled nursing.
2. Design-Build Entity
 - a. DGS awarded the Project to Clark Construction / Jacobs Engineering.
3. Costs
 - a. Design-Build Contract Value:
 - b. Estimated: \$66,000,000 + \$3,300,000 Contingency = \$69,300,000
 - c. Actual: \$ 66,978,061
4. Total Project Costs:
 - a. Estimated: \$88,102,000
 - b. Actual Costs to Date: \$82,110,684. *Note – Project included a budget of \$4,608,000 for Agency Retained items to furnish the facility; purchasing is ongoing at this time.*

5. Prequalification
 - a. Process - RFQ: In response to DGS' advertised RFQ and a RFQ briefing conference, 15 Design-Build entities submitted SOQ, Parts A and B, for the state's review. In the event a Design-Build entity failed any of the questions in Part A, the Design-Build entity's SOQ was not further evaluated. DGS ranked the SOQs based upon predetermined criteria. The Design-Build entities with the top five highest ranked SOQs were invited to oral interviews. DGS ranked the interviews based upon predetermined criteria and invited the short listed Design-Build entities with the top three (3) highest ranked interviews to receive the RFP and submit project proposals.
6. Criteria
 - a. SOQ Part A – Questionnaire:
 - (1) Declare the information provided has been prepared using reasonable diligence and is true and complete.
 - (2) Design-Build Team Members
 - (3) Licensure
 - (4) Financial Information
 - (5) Insurance
 - (6) Termination/Failure to Complete; Violations; Claims, Arbitration and Litigation.
 - b. SOQ Part B – Experience: The Design-Build entity and the Design-Build team members submitted evidence to establish they completed, or demonstrated the capability to complete, projects of similar size, scope, or complexity, and that proposed key personnel had sufficient experience and training to competently manage and complete the design and construction of the Project and responded to the following sections:
 - (1) Design-Build Team: Organizational Chart and Firm Profiles
 - (2) Personnel Resumes: Design-Build Entity Management, Design Team and Construction Team
 - (3) Project Profiles: Design and Construction Experience
 - (4) Project References: Firm Profiles, Personnel Resumes, and Project Profiles were to clearly identify the relevance of specific project experience to the requirements of the proposed Project. The responses were evaluated and scored based upon the following:
 - a) Experience demonstrated by projects of similar size to the proposed Project.
 - b) Experience demonstrated by projects of similar scope to the proposed Project.
 - c) Experience demonstrated by projects of similar complexity to the proposed Project.
 - d) Design-Build Experience.
 - e) Collaborative experience between Design-Build team member firms and personnel proposed in the SOQ.
 - f) Exemplary design or construction acknowledged for energy efficiency, design distinction, sustainable building features, and/or USGBC or other industry recognitions.
 - g) Overall credentials and years of experience. (Firm Profiles and Personnel Resumes only)
 - h) Degree of involvement by Key Personnel. (Personnel Resumes and Project Profiles only)
 - (5) Project Approach: The Design-Build entities demonstrated their understanding of Design-Build projects by identifying those features that

are critical to Design-Build projects with a description of how those features had been addressed to ensure successful projects. Their response was evaluated based upon the following criteria:

- a) How had the Design-Build entity ensured the design was in conformance with the Agreement and fulfilled a high level of quality and functionality.
 - b) How had the Design-Build entity ensured a high level of quality and that the intent of the design was fulfilled during construction.
 - c) How had the Design-Build entity addressed safety and security on site.
 - d) How had the Design-Build entity ensured facilities are maintainable, and function with superior energy efficiency and reliability after construction is complete.
- c. Interview – Part C: The Design-Build entities provided information to establish they had completed or had the capability to complete projects of similar size, scope, and complexity to the new Veterans Home project, emphasizing experience on previous projects designed and constructed by personnel who will be assigned to the Project, and present information in the following areas:
- (1) Design-Build Team (Firms and Key Personnel Assigned to the Project)
 - (2) Project Experience (Design and Construction)
 - (3) Project Management
- d. Assessment: The RFQ process and evaluations resulted in the selection of three very highly qualified and experienced Design-Build teams to provide project proposals.
7. Retention
- a. Description: 5 percent was retained on progress payments to the Design-Builder. After the Project was 95 percent complete, retention was reduced to not less than 125 percent of the value of the work remaining to be completed.
 - b. Assessment: The amount of retention was sufficient to protect the taxpayers from costs associated with stop work notices and correcting defects and to ensure project completion.
8. Contract Award
- a. Methodology Description – RFP, Stipulated Sum, Best Value:
 - (1) The three Design-Builders (Proposers) which received the RFP were awarded a stipend of \$50,000.
 - (2) During the proposal preparation period:
 - a) The Proposers submitted written requests for information regarding the RFP. Responses were distributed to all Proposers.
 - b) The Proposers could request up to two technical meetings to provide the Proposers an opportunity to ask the state technical questions specific to their proposal. Information gained by the State in these meetings was kept confidential, unless it required a change to the RFP in which case the information was shared with all parties.
 - b. Evaluating Factors Description and Weighing — Point Scoring System (10,000 Points) – The total points available for scoring were 10,000 points. Technical Proposals consisted of 8,000 points and the Proposal Interview consisted of 2,000 points of the total 10,000 point scoring system.
 - (1) Technical Proposals (8,000 Points) –

- a) Critical Success Factors (CSF): CSFs are those issues that the Client Agency (CDVA) and the State Project Team (DGS and its project consultants) agreed are essential to the success of the Project, and are the core essence of the Contractor's responsibility:
 - i. Create a new California Veterans Home that responds to Members' desires and needs providing an environment that reflects the comforts of home, providing the highest quality of life with dignity and positive self-image, and by the nature of the design, nurtures the human spirit of the members and the staff.
 - ii. Create a built environment that is stress-free, secure, safe, reliable, consistent, easy to access, and responsive to members' needs in every way, as well as meet the needs of operators/staff. Meet the contracted design and construction schedule and deliver required completed documents to state on time to meet federal requirements for funding.
 - iii. Meet or exceed the 5 percent minimum participation goal set for the DVBE program for this Project.
 - iv. Create a Project that is energy efficient. Achieve a LEED® v.2.2 "Silver" or higher certification from the USGBC and use sustainable design elements and construction practices.
 - v. Create a Project design that has a positive aesthetic impact on the local community of Redding. Continue public outreach efforts during design and construction to maintain good community relations.
 - vi. Provide a Project design that gives a positive impression to the surrounding veterans' communities. Join in the state's outreach efforts during design and construction to maintain good relations with veterans' groups and representatives.
 - vii. Thoroughly commission new systems to ensure efficient and reliable operation.
 - viii. Systematically furnish all required warranties, operation and maintenance manuals, and record documents and quickly close out Project with no defects.
- (2) Pass / Fail Mandatory Requirements:
 - a) Certification of Stipulated Sum.
 - b) Design-Build Team Confirmation.
- (3) General Requirements (500 Points)
 - a) Executive Summary (250 Points)
 - b) Format and Organization (250 Points)
- (4) Designated Subcontractors (800 Points)
 - a) Designated Subcontractors (400 Points)
 - b) Designated Subcontractors DVBE Incentive (400 Points)
- (5) Proposed Design (3,700 Points)
 - a) Architectural (1,500 Points)—Prepare documents listed below to depict the Proposers architectural design in response to the state's requirements.
 - i. Design Narrative
 - ii. Building Program Report
 - iii. Conceptual Design Plans
 - (a) Site Plan

- (b) Floor Plans
 - (c) Illustrations demonstrating eldercare way-finding concepts and Proposer's unique approach to address memory challenged residents.
 - (d) Roof Plans and Narrative Descriptions
 - (e) Exterior Building Elevations
 - (f) Overall Building Sections
 - (g) Exterior and Interior Wall Systems and Sections
 - (h) One (1) study model
 - (i) Architectural Renderings:
- b) Structural (200 Points)
 - c) Mechanical and Energy Management Systems (350 Points)
 - d) Plumbing and Fire Protection Systems (250 Points)
 - e) Electrical Systems (350 Points)
 - f) Low Voltage Systems (350 Points)
 - g) Site Civil and Utilities Systems (200 Points)
 - h) Landscaping (500 Points)
- (6) Not Used
 - (7) Sustainable Design (500 Points)
 - (8) Draft Project Management Plan (350 Points)
 - (9) SB/DVBE Utilization Plan (400 Points)
 - (10) Preliminary Schedule (750 Points)
 - (11) Enhancements (1,000 Points)
 - a) All enhancements were to be uniquely identified in the Project proposals with detailed explanations of their benefits to the State (including home members as applicable).
 - b) Potential enhancements included but were not limited to:
 - i. FACILITY – The following facility enhancements have been suggested and prioritized by the California Department of Veterans Affairs (CDVA), and are considered highly desirable to better meet United States Department of Veterans Affairs space guidelines, over and above the requirements of CDVA's space program. The highest priority begins this list of facility enhancements:
 - (a) Provide one private bedroom for each member.
 - (b) Enlarge the shower depth to a minimum 4'-0" clear, allowing better access for members.
 - (c) Provide one Living Room (Hearth Room) of 420 SF House in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (d) Provide one Quiet (Reading) Room of 120 SF per in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (e) Provide one Living Room (Hearth Room) of 460 SF with a gas fireplace in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (f) Provide one Quiet (Reading) Room of 120 SF per in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (g) Provide a Dining Room of 510 SF in lieu of providing a shared dining space inside the Recreation Room.
 - (h) Provide a Pantry of 90 SF per Neighborhood as additional space to the existing Recreation (dining) rooms.

- (i) Provide one Conference/Classroom of 240 SF per Neighborhood.
 - (j) Provide one Medical Supplies Storage Room of 100 SF per Neighborhood.
 - (k) Provide individually-controlled, heated floors in Whirlpool Rooms.
 - (l) Provide additional exterior features for recreational activities. Some examples include, but are not limited to:
 - (i) Putting green(s)
 - (ii) shuffleboard court
 - (iii) Age-appropriate fitness course.
 - (m) Increased safety and security measures.
 - (n) Additional finished interior area for Member social activities.
 - (o) Upgraded finishes, such as ceilings, millwork, carpet, etc.
- ii. Building Efficiency and Sustainability
 - (a) Achieve a LEED® Silver rating (submit a revised LEED checklist -- required to evaluate the enhancement).
 - (b) Increase thermal and/or acoustic insulation.
 - iii. Post Acceptance Support
 - (a) Furnish extended warranties and guarantees for major equipment.
- c. Proposal Interview (2,000 Points)
 - (1) In addition to the Project Proposal, Project Interview presentation materials shall include, but are not limited to:
 - a) Renderings of the proposed Project.
 - b) 3-D visualization: Provide a computer-generated BIM, 3-D visualization "walk-thru" video graphic presentation of the proposed facility.
9. Assessment
- a. The RFP process resulted in the state awarding the Project to the Design-Builder who offered the best value to the state.
 - b. The state maintained a collaborative working relationship with Clark Construction throughout the Design-Build project and ended the project with no claims (as opposed to the typical adversarial relationship characterized by most design-bid-build projects).
 - c. By all measures, largely due to the Design-Build delivery method, this complex project was a complete success.

D. Department of Veterans Affairs, Fresno Veterans Home Project #118643



1. Project Description:
 - o Location: 2811 W. California Avenue, Fresno, CA 93706
 - o Project Type: CA Veterans Home
 - o Gross Square Footage: 291,000 sf
 - o Scope: The project constructed a new Veterans Home of approximated 291,000sf in the Fresno County region. The project provided a 300-bed residential care facility.
2. Design-Build Entity
 - a. RESD, Project Management Branch awarded the Project to Hensel Phelps Construction / KMD Architects.
3. Costs
 - a. Design-Build Contract Value:
 - b. Estimated: \$121,000,000 + \$6,050,000 Contingency = \$127,050,000
 - c. Actual: \$ 124,349,351
4. Total Project Costs:
 - a. Estimated: \$158,633,000
 - b. Actual Costs to Date: \$146,314,743. *Note – Project includes a budget of \$8,462,852 for Agency Retained items to furnish the facility; purchasing is ongoing at this time.*
5. Prequalification
 - a. Process - RFQ: In response to DGS' advertised RFQ and a RFQ briefing conference, 15 Design-Build entities submitted SOQ, Parts A and B, for the state's review. In the event a Design-Build entity failed any of the questions in Part A, the Design-Build entity's SOQ was not further evaluated. DGS ranked the SOQs based upon predetermined criteria. The Design-Build entities with the top five highest ranked SOQs were invited to oral interviews.

DGS ranked the interviews based upon predetermined criteria and invited the short listed Design-Build entities with the top three (3) highest ranked interviews to receive the RFP and submit project proposals.

6. Criteria

a. SOQ Part A – Questionnaire:

- (1) Declare the information provided has been prepared using reasonable diligence and is true and complete.
- (2) Design-Build Team Members
- (3) Licensure
- (4) Financial Information
- (5) Insurance
- (6) Termination/Failure to Complete; Violations; Claims, Arbitration and Litigation

b. SOQ Part B – Experience: The Design-Build entity and the Design-Build team members submitted evidence to establish they completed, or demonstrated the capability to complete, projects of similar size, scope, or complexity, and that proposed key personnel had sufficient experience and training to competently manage and complete the design and construction of the Project and responded to the following sections:

- (1) Design-Build Team: Organizational Chart and Firm Profiles
- (2) Personnel Resumes: Design-Build Entity Management, Design Team and Construction Team
- (3) Project Profiles: Design and Construction Experience
- (4) Project References: Firm Profiles, Personnel Resumes, and Project Profiles were to clearly identify the relevance of specific project experience to the requirements of the proposed Project. The responses were evaluated and scored based upon the following:
 - a) Experience demonstrated by projects of similar size to the proposed Project.
 - b) Experience demonstrated by projects of similar scope to the proposed Project.
 - c) Experience demonstrated by projects of similar complexity to the proposed Project.
 - d) Design-Build Experience.
 - e) Collaborative experience between Design-Build team member firms and personnel proposed in the SOQ.
 - f) Exemplary design or construction acknowledged for energy efficiency, design distinction, sustainable building features, and/or USGBC or other industry recognitions.
 - g) Overall credentials and years of experience. (Firm Profiles and Personnel Resumes only)
 - h) Degree of involvement by Key Personnel. (Personnel Resumes and Project Profiles only)
- (5) Project Approach: The Design-Build entities demonstrated their understanding of Design-Build projects by identifying those features that are critical to Design-Build projects with a description of how those features had been addressed to ensure successful projects. Their response was evaluated based upon the following criteria:

- a) How had the Design-Build entity ensured the design was in conformance with the Agreement and fulfilled a high level of quality and functionality?
 - b) How had the Design-Build entity ensured a high level of quality and that the intent of the design was fulfilled during construction.
 - c) How had the Design-Build entity addressed safety and security on site?
 - d) How had the Design-Build entity ensured facilities are maintainable, and function with superior energy efficiency and reliability after construction is complete?
- c. Interview – Part C: The Design-Build entities provided information to establish they had completed or had the capability to complete projects of similar size, scope and complexity to the new Veterans Home project, emphasizing experience on previous projects designed and constructed by personnel who will be assigned to the Project, and present information in the following areas:
- (1) Design-Build Team (Firms and Key Personnel Assigned to the Project)
 - (2) Project Experience (Design and Construction)
 - (3) Project Management
- d. Assessment: The RFQ process and evaluations resulted in the selection of three very highly qualified and experienced Design-Build teams to provide project proposals.
7. Retention
- a. Description: 5 percent was retained on progress payments to the Design-Builder. After the Project was 95 percent complete, retention was reduced to not less than 125 percent of the value of the work remaining to be completed.
 - b. Assessment: The amount of retention was sufficient to protect the taxpayers from costs associated with stop work notices and correcting defects and to ensure project completion.
8. Contract Award
- a. Methodology Description – RFP, Stipulated Sum, Best Value:
 - (1) The three Design-Builders (Proposers) which received the RFP were awarded a stipend of \$50,000.
 - (2) During the proposal preparation period:
 - a) The Proposers submitted written requests for information regarding the RFP. Responses were distributed to all Proposers.
 - b) The Proposers could request up to two technical meetings to provide the Proposers an opportunity to ask the state technical questions specific to their proposal. Information gained by the state in these meetings was kept confidential, unless it required a change to the RFP.
 - b. Evaluating Factors Description and Weighing—Point Scoring System (10,000 Points) – The total points available for scoring were 10,000 points. Technical Proposals consisted of 8,000 points and the Proposal Interview consisted of 2,000 points of the total 10,000 point scoring system.
 - (1) Technical Proposals (8,000 Points) –
 - a) Critical Success Factors (CSF): CSFs are those issues that the Client Agency (CDVA) and the State Project Team (DGS and its

project consultants) agreed are essential to the success of the Project, and are the core essence of the Contractor's responsibility.

- i. Create a new California Veterans Home that responds to members' desires and needs providing an environment that reflects the comforts of home, providing the highest quality of life with dignity and positive self-image, and by the nature of the design, nurtures the human spirit of the embers and the staff.
- ii. Create a built environment that is stress-free, secure, safe, reliable, consistent, easy to access, and responsive to members' needs in every way, as well as meet the needs of operators/staff.
- iii. Meet the contracted design and construction schedule and deliver required completed documents to state on time to meet federal requirements for funding.
- iv. Meet or exceed the 5 percent minimum participation goal set for the DVBE program for this Project.
- v. Create a Project that is energy efficient. Achieve a LEED® v.2.2 "Silver" or higher certification from the USGBC and use sustainable design elements and construction practices.
- vi. Create a Project design that has a positive aesthetic impact on the local community of Redding. Continue public outreach efforts during design and construction to maintain good community relations.
- vii. Provide a Project design that gives a positive impression to the surrounding Veterans' communities. Join in the state's outreach efforts during design and construction to maintain good relations with Veterans' groups and representatives.
- viii. Thoroughly commission new systems to ensure efficient and reliable operation.
- xi. Systematically furnish all required warranties, operation and maintenance manuals, and record documents and quickly close out Project with no defects.

(2) Pass / Fail Mandatory Requirements:

- a) Certification of Stipulated Sum.
- b) Design-Build Team Confirmation.

(3) General Requirements (500 Points)

- a) Executive Summary (250 Points)
- b) Format and Organization (250 Points)

(4) Designated Subcontractors (800 Points)

- a) Designated Subcontractors (400 Points)
- b) Designated Subcontractors DVBE Incentive (400 Points)

(5) Proposed Design (3,700 Points)

- a) Architectural (1,500 Points) — Prepare documents listed below to depict the Proposers architectural design in response to the state's requirements.
 - i. Design Narrative
 - ii. Building Program Report
 - iii. Conceptual Design Plans
 - (a) Site Plan
 - (b) Floor Plans

- (c) Illustrations demonstrating eldercare way-finding concepts and Proposer's unique approach to address memory challenged residents.
 - (d) Roof Plans and Narrative Descriptions
 - (e) Exterior Building Elevations
 - (f) Overall Building Sections
 - (g) Exterior and Interior Wall Systems and Sections
 - (h) One study model
 - (i) Architectural Renderings:
- b) Structural (200 Points)
 - c) Mechanical and Energy Management Systems (350 Points)
 - d) Plumbing and Fire Protection Systems (250 Points)
 - e) Electrical Systems (350 Points)
 - f) Low Voltage Systems (350 Points)
 - g) Site Civil and Utilities Systems (200 Points)
 - h) Landscaping (500 Points)
- (6) Not Used
 - (7) Sustainable Design (500 Points)
 - (8) Draft Project Management Plan (350 Points)
 - (9) SB/DVBE Utilization Plan (400 Points)
 - (10) Preliminary Schedule (750 Points)
 - (11) Enhancements (1,000 Points)
 - a) All enhancements are to be uniquely identified in the Project proposals with detailed explanations of their benefits to the state (including home members as applicable).
 - b) Enhancements may include but are not limited to:
 - i. FACILITY – The following facility enhancements have been suggested and prioritized by the CDVA, and are considered highly desirable to better meet USDVA space guidelines, over and above the requirements of CDVA's space program. The highest priority begins this list of facility enhancements:
 - (a) Provide one private bedroom for each member, each with its own private bathroom.
 - (c) Enlarge the shower depth to a minimum 4'-0" clear, allowing better access for members.
 - (d) Provide one Living Room (Hearth Room) of 420 SF in lieu of one (1) Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (e) Provide one Quiet (Reading) Room of 120 SF per in lieu of one (1) Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (f) Provide one Living Room (Hearth Room) of 460 SF with a gas fireplace in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (g) Provide one Quiet (Reading) Room of 120 SF per in lieu of one Living Room/Reading Room combination of 150 SF per Neighborhood.
 - (h) Provide a Dining Room of 510 SF in lieu of providing a shared dining space inside the Recreation Room.
 - (i) Increase the size of the Recreation Rooms from 450 SF to 550 SF.
 - (j) Provide a Pantry of 90 SF per Neighborhood as additional space to the existing Recreation (dining) rooms.

- (k) Provide one Conference/Classroom of 240 SF per Neighborhood.
 - (l) Provide one Laundry of 100 SF per House.
 - (m) Provide one Medical Supplies Storage Room of 100 SF per Neighborhood
 - (n) Provide individually-controlled, heated floors in Whirlpool Rooms.
 - (r) Provide additional exterior features for recreational activities. Some examples include, but are not limited to:
 - (i) Putting green(s)
 - (ii) Shuffleboard court
 - (iii) Age-appropriate fitness course
 - (s) Increased safety and security measures.
 - (t) Additional finished interior area for Member social activities.
 - (u) Upgraded finishes, such as ceilings, millwork, carpet, etc.
- ii. Building Efficiency and Sustainability
 - (a) Achieve a LEED® Gold rating (submit a revised LEED checklist -- required to evaluate the enhancement)
 - (b) Increase thermal and/or acoustic insulation.
 - iii. Post Acceptance Support
 - (a) Furnish extended warranties and guarantees for major equipment.
- b. Proposal Interview (2,000 Points)
- (1) In addition to the Project Proposal, Project Interview presentation materials shall include, but are not limited to:
- a) Renderings of the proposed Project
 - b) 3-D visualization: Provide a computer-generated BIM, 3-D visualization 'walk-thru' video graphic presentation of the proposed facility.
9. Assessment
- a. The RFP process resulted in the state awarding the Project to the Design-Builder who offered the best value to the state.
 - b. The state maintained a collaborative working relationship with Hensel Phelps Construction throughout the Design-Build project and ended the project with no claims (as opposed to the typical adversarial relationship characterized by most design-bid-build projects).
 - c. By all measures, largely due to the Design-Build delivery method, this complex project was a complete success.