

Item Title: Approval to Proceed with Construction Management at Risk Delivery Method for Wake County Swinburne Building Renovation Project

Specific Action Requested:

That the Board of Commissioners approves the Construction Manager at Risk delivery method for the renovation of the Wake County Swinburne Building, based on concluding that this delivery method is in the best interest of the project, in accordance with NC General Statutes.

Item Summary:

Purpose: North Carolina General Statute §143-128.1(e) requires public bodies to evaluate and conclude that the Construction Manager at Risk delivery method is in the best interest of the public body for a particular project, after documenting the advantages and disadvantages of this construction delivery method over conventional methods.

Background: Opened to the public in 1994, the 5-Story, 162,000 SF Swinburne Building has served as the flagship facility housing most of Wake County's social services programs. The building has also been the administrative hub for Health and Human Services leadership for many years. As the County has grown and has begun to implement the 20-Year Human Services Facilities Master Plan (HSMP) and an updated countywide Safety and Security Space Guideline, HHS leadership has moved its administrative functions from Swinburne to other facilities providing opportunities for the vacated space in the building to be repurposed to serve clients in new and different ways. Staff recommend the Board approves the use of the Construction Manager at Risk method for this substantial project.

Strategic Plan: This action supports routine County business.

Fiscal Impact: This project is funded in the CIP. No additional appropriation is needed.

Additional Information:

The 20-Year Human Service & Facilities Master Plan (HSMP) identifies the interior renovation of the Swinburne Center as an opportunity to meet the growing needs of the county staff and the clients they serve. The facility has undergone some past renovations, but these have not addressed the new space standards and metrics the county is pursuing, which would allow this valuable square footage to be used more efficiently. The Social Services Division of Health and Human Services is also transitioning to a new workflow model, where services/programs are less siloed, limiting the need for the client to navigate through the building and thus receiving multiple

services from a single location. Due to the complexity of the building, and the need to maintain an efficient construction schedule and budget, staff proposes utilizing the Construction Manager at Risk (CMAR) delivery method for this project. This delivery method allows the owner to select a construction management firm that will act as a consultant to the owner during the design and bidding phases (preconstruction), and then act as the general contractor during the construction phase. This project will involve major space renovations for at least the lowest three floors, and extensive building systems upgrades.

The CMAR method has successfully been implemented by the County for the Justice Center, Hammond Road Jail Expansion, WakeBrook Campus, Vernon Malone College & Career Academy, Davie Street Parking Deck, Cary Regional Library and Parking Deck, Oak City Center, Public Safety Center Renovations and is currently being utilized in the construction of the Public Health Center.

In the 2014 Session of the North Carolina General Assembly, House Bill 1043 was ratified to require public bodies to compare advantages and disadvantages and conclude that the construction management at risk delivery method is in the best interest of the project, prior to using this delivery method in lieu of the conventional delivery methods of multi-prime, single prime or dual bidding. A report providing the above analysis is attached to this agenda item to satisfy the requirements of the state statute.

Generally speaking, there are numerous advantages to utilizing the CMAR delivery method on this project. CMAR is a very collaborative process, which introduces construction expertise into the design project to compliment the design expertise from the design team. The CMAR firm provides constructability advice and cost analysis services during the design phase, preparation and coordination of bid packages, scheduling control, cost control and value engineering. This early expertise and advice is crucial for a complex project during this period of rapid cost escalation.

By being introduced into the project in the early design phase, the CMAR becomes vested in the project before it is bid and can guide the project team with appropriate cost-based advice. The CMAR also becomes an advocate of the Owner throughout the project rather than an adversary, which can be a frequent occurrence in a hard bid environment. The CMAR delivery method is thus an excellent resource for information as well as a very collaborative process between Owner, Design Team and CMAR.

During the next 90 days, County staff will complete a process to select a Construction Manager at Risk for this project. The process for selecting a CMAR must comply with other various NC General Statutes. The Board's long standing "Policy for Selection of Consultants" complies with these requirements and will be followed for this selection process. Consistent with this Policy, a selection committee will be established to solicit and evaluate proposals, interview finalists, and rank CMAR firms, culminating in a final selection of a CMAR for this project.

Attachments:

1. Report on Recommendation for Use of Construction Management at Risk Delivery Method for Renovations to the Swinburne Building