



December 14, 2016
Western Washington Chapter Meeting
Roundtable Discussion Notes

Group 1 – Reporter, Brett Ernest

Top Priorities for Owners to Focus in on Developing an RFP & How Should \$\$ Play Into Selection?

- Should price be the leading factor?
- State value proposition
- TVD vs. fee based – meet program, add value
 - o Sniff test vs. hard evaluation
- Understanding factors of importance & how cost sits on that scale
- Performance specifications
- How the team is going to work together
 - o Prop meetings & interview
 - o Efficiency and collaborative team
 - Willing to pay more for best team if all other factors are equal?
 - How does team attack problems?
- Once shortlisted: does price become bigger factor because owner feels like all team are good?

-Team experience (people)

-Team collaboration/interaction

-Design (if traditional d/b) or looking at past designs in progressive

-Problem solving

-Price (sniff test or award value)

D/B on Smaller Projects

- Depends on Traditional vs. Progressive
 - o Traditional: cost too much, even with stipend
 - o Traditional: reduces competition
- What benefit does client see?
- Deliverable needs to meet size of project
- Factors: owner acumen and complexity of project
- If you know exactly what you want, d/b may not be right option. Needs to have opportunity for value-add.
 - o Blank slate or overly prescriptive?
- Do clients have desire to go through d/b process?



- Is it a stepping stone for client to do more/bigger d/b?
- Is there opportunity to investigate while designing?
- People/competitive

Group 2 – Reporter, Scott Ellis

Top Priorities to Focus On in RFPs; How should price play in selection

- Emphasize collaboration – team, response, design manager, budget control
- Cost is minimal – de-emphasize fee
- Focus on individuals – not company
- Avoid cookie cutter RFP – not tailored to project
- Here is our budget – contractor to provide best value
- What is the driver?
 - o Schedule betterment
 - o Not necessarily cost
- Qualifications based
 - o Similar scope and complexity
- SMWBE Participation
- Progressive D/B might accomplish more goals

D/B for Smaller Projects

- Challenges
 - o Market – sloppy work / busy
 - o Total team expectations – GC Hire
 - o High cost of entry for GCs – likelihood of win vs. cost to pursue
 - o Size of project
 - o Experience personnel assigned
- Opportunities
 - o Having control at beginning of project
 - o Schedule-driven
 - o Quals and fit-based selection vs. price
 - o Streamlined teams

Group 3 – Reporter, Bill Kent

RFP

- 1) Standardization of RFP Format
- 2) Resource allocation and commitment of responders' \$\$
- 3) Depth of team @ RFQ phase
- 4) Behavioral vs. technical aspects of team



- 5) Past performance / team + individual
- 6) Price –

D/B for Small Proj

Opportunity

- Increase/change contractor pool
- Make LOE scalable w/ project size
- Prequal list of proposed – roster

Challenges

- Time commitment of owner
- Change contractor pool

Group 4 – Reporter Joan Zhong-Brisbois

Top Priorities to Focus On in RFPs; How should price play in selection

- 1) Balance of clarity/room for innovation
 - 2) Performance-based criteria
 - 3) Clearly identified price (range)
 - 4) Horizontal infrastructure/vertical = price factor
 - 5) Open for future usage/multi-functions
- Opportunities
 - o Risk management among owner/design/DBers
 - o Open to access for more participants
 - o Flexibility in process (private owners)
 - o Early team formation
 - o Collaboration
 - Challenges
 - o New process: public owners
 - o Scale down – how

Group 5 – Reporter, Ken Dyckman

- Organized, strong tech criteria (OPR)
- Project definition, RFP definition, program definition
 - o Leads to the right team formation
- Stipulated budget
- How will proprietary meetings be handled (who, how often, what?)
- How risk will be allocated
- Price – lump sum vs. GMAX



- Owner have capital & OP people at the table

Challenges

- Costly for small jobs (pursuit)

Opportunities

- Good for solving a problem – developing a scope
- Innovation
- Project efficiency
 - o Repeatable
 - o Same team
 - o Like projects

Group 6 – Reporter, Steve Tatge

PRICE

- Competitive vs. Progressive
 - o Gross Price
 - o Subs at risk
 - o Lot of work
- Stipulated Price
 - o Complete on scope
 - o Price factor is fee, etc.
- Performance guarantee?
 - o Time frame? 1yr, 3yr?
- Cx team member?

SCHEDULE

- Varies by project

QUALIFICATIONS

- Individuals & team vs. firm
 - o Need to educate owners

SUSTAINABILITY

Small Project DB

- “multiplies the efficiency”
- Good way to integrate new firms
- MWBE inclusion benefit
- Downside: firms may not be familiar / learning curve
- Small projects tend to be renovations



- Program type is very important
 - Harder to stay within budget – lacks economic scale
 - Not that different if you're used to GC/CM
 - Risk in proposal assembly – even more important to stipulate price vs. price comp.
 - SPG of a major GC – may be more experienced
 - What is valid experience for small firm if you haven't done DB before?