

PORT DISCOVERY Children's Museum



Request for Qualifications

Capital Projects Owner's Representative

Reponses Due May 31, 2013

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Introduction

Port Discovery Children's Museum seeks professional services of an Owner's Representative for its 90,000 square foot facility to undergo multiple capital improvements of various construction methods and features. Port Discovery resides in The Fish Market Building, a three story brick façade structure in an historic district of downtown Baltimore, built in 1906 in the reconstruction period just after the Great Fire of Baltimore in 1904. The building footprint is trapezoidal with the Jones Falls River bordering its east side and a glass atrium on its south side. The building and the glass atrium are the property of Baltimore City and Port Discovery has a ninety nine year lease that expires on December 31, 2097. It is accessed by both elevator and stairs from the glass atrium and interior of the building on the east and west sides. Offices and back of the house area make up 30,000 square feet and the 60,000 square feet are dedicated to exhibitions, circulation, public spaces and amenities. A total of \$6,000,000 has been budgeted for the design, fabrication, and installation of new exhibitions and capital renovations and improvements. The schedule for start to completion is a three year process with funding available starting July 1, 2013.

The variety of projects within these capital projects are numerous and consisting of the need to manage multiple trades, skills and expert consultants. There will be projects that can be directly bid for construction and other projects that will need design and engineering before construction bids can occur. All exhibit related projects will additionally include RFPs and contracts for Exhibit Design Firms and Exhibit Fabricators.

To reiterate: this RFQ relates only to the Owner's Representation for the entire scope of services to be contracted for these capital projects.

Project Need:

The 106-year-old Fish Market – home of one of the top-ranked children's museums in the nation and the only remaining building of Centre Market – is rapidly deteriorating, resulting in functional failure of the roof, exterior walls, and exterior doors and windows. These failures result in damage to the building, exhibits and offices. Additionally, much of the building's systems and equipment was installed prior to Port Discovery's use of the building and is inadequate for the current use as well as in danger of failure due to age. Finally, aging exhibits must be replaced prior to failure. Routine repairs and maintenance are no longer sufficient and major facilities renovations are required to ensure the integrity of the building and the Museum.

Project Overview:

Port Discovery, a nonprofit children's museum located in Baltimore's Inner Harbor and serving over 260,000 visitors each year, is undergoing major reconstruction and renovation to its historic Fish Market building, replacement of aging capital equipment, and upgrade/replacement of existing exhibits. This project will address significant internal and external infrastructure issues, improve energy efficiency, improve safety, and improve the museum's ability to effectively serve the children, parents and teachers who benefit from our informal learning environment.

Project Cost:

See Attachment 1-Project Budget

Port Discovery Children's Museum:

Port Discovery children's Museum has been serving the families of Maryland for fifteen years. Since the successful repurposing of the long-vacant Fish Market, the Museum has provided top-quality, award-winning out-of-school learning opportunities for residents of Maryland and beyond. Port Discovery is currently the only cultural institution solely dedicated to serving the children of Maryland. Each year over 260,000 children, parents and teachers visit the Museum to experience its high-quality educational programming and exhibits. Port Discovery partners with public schools and community organizations throughout the state to provide free and reduced-fee programs for under-served, special needs, and economically disadvantaged children and families. We partner with institutions of higher learning and the corporate community to bring cutting-edge information to our visitors and to expand program offerings. Port Discovery is one of the top-ranked children's museums in the country.

Through its educational exhibits and programming, Port Discovery helps children develop essential foundational skills, lights a creative spark for discovery and lifelong learning, provides an environment where families play and connect in meaningful ways, serves as a town square and builds social capital for families, helps reverse stigma and discrimination for those of differing abilities and backgrounds, and strengthens community resources that educate and care for children. Frequently featured in local, regional and national print and online publications, Port Discovery is a prime, positive showcase for Maryland and, with the 4th largest admissions in the region, contributes significantly to the local economy.

Value to the Community

Attendance: annual attendance - **260,000+**; total attendance since 1998 - **over 3.5 million**

Economic Impact:

- Employs 130 people in our community
- Spends \$1.1 million a year on goods and services in our community

Community Support: Programs serving low-income, underserved and special needs constituencies

- ArtVentures – after-school and summer enrichment program
- Discovery Days – 15 days each year dedicated to children with special needs
- School Access Program – providing free and reduced admissions to Title 1 and other schools
- Family Access Program – providing free memberships to families who could not otherwise attend
- Outreach Programs – carry our innovative programs to schools (*Art a la Carte*) and hospitals (*Hospiddidles*)

Recognition:

- **Ranked Among the 12 Best Children's Museums in the U.S. by *Forbes***
- One of the first museums designated by the Association of Children's Museums as "Good to Grow!" – through *Let's Move! Museums & Gardens*, a part of First Lady Michelle Obama's national initiative for children's health
- Received the Association of Children's Museums and MetLife Foundation "*Promising Practices Replication Award*," to develop toolkits to replicate our award-winning program for special needs children
- Recipient of the Autism Society of Baltimore-Chesapeake and Baltimore County Public Schools' Partnership Award for Outstanding Community Organization
- Ranked among the top 10 museums in the country by *Trekaroo*

- Designated Maryland VSA Affiliate (The International Organization on Arts and Disability)

Key Partners:

- Towson University – partnering to create a Children’s Learning Lab to develop, implement, and assess learning models and exhibits
- University of Maryland – bringing quality STEM learning experiences to Port Discovery visitors
- University of Maryland Baltimore County – Public Health student volunteers helping Port Discovery deliver its Healthy Family/Healthy Communities message
- Kennedy Krieger Institute and PACT– partnering on projects serving young children with special needs and their families

The Fish Market Building

The Fish Market is a significant landmark in Baltimore. Constructed in 1906 as one of three Neo-classical Centre Market buildings following the Great Fire of 1904, the Fish Market is the only remaining building of the oldest and largest municipal market in the city. The wholesale fish market closed in 1984 and was vacant until 1989, when it was adapted for use as an entertainment complex with nightclubs and restaurants, which closed within one year. It was then vacant until 1998 when it became home to Port Discovery Children’s Museum.

The Museum has successfully adapted the building for the use of the citizens of Maryland, generating jobs, enhancing the economic value of the neighborhood, and improving quality of life in the region for children and families. The Fish Market building was listed on the National Register of Historic Places in 1987 as a contributing resource to the Business and Government Historic District.

Capital Project Components

Building Envelope – At 106 years old, renovations are required to ensure the integrity of the historic Fish Market, protect the building from damage, improve energy efficiency, improve safety in and around the building, and ensure that Port Discovery can continue providing service to the community. In wet weather, the roof leaks steadily from multiple points, with new leaks appearing constantly. Cracks and decayed mortar in the exterior brick walls and granite lintels of the building leak water into the building causing interior damage and accelerating damage to the exterior walls. Warping, peeling wooden doors and damaged window frames and panes detract from the appearance of the building, waste heating and cooling resources, and create security concerns. Spot repairs are no longer effective and leaks have damaged exhibit and office areas, resulting in poor visitor experiences that impact attendance as well as negatively impacting staff efficiency and operational budgets.

Building Systems – Port Discovery’s roof-mounted emergency generator, necessary to ensure the safety of visitors and staff, must be filled by hand by staff, who must carry 5 gallon fuel cans through the hatch to the roof, climb a ladder to the generator, and hand fill each can into the fuel tank. Installation of a reserve tank and fuel pump will eliminate this hazardous activity. Life safety, general power and exhibit controls are currently managed through an electrical grid tied to an aging proprietary show control administrator, causing difficulties in managing systems and additional costs due to need for multiple contractor intervention. Additionally, the current lighting system is inadequate and contributes to a dark interior, has high energy consumption, and requires frequent, costly lamp replacement.

Interior Renovations – Development of the Atrium will allow expansion of programs and turn this underutilized 10,000 sq. ft. of space into a beautiful and flexible environment suitable for public and private events. Renovation of 15-year-old restroom facilities, including updated lighting and plumbing, and the addition of family-style restrooms will improve visitor experiences at the Museum, especially for opposite sex parents who need to accompany their children.

Exhibits – Adequately serving the public requires presenting relevant exhibits with current content for educational milestones and that meet current safety standards. Currently, Port Discovery has two exhibit spaces approaching 15 years of age that require replacement to meet the needs of our visitors. Additionally, the high-volume use of exhibits results in worn structural components requiring frequent repairs and exhibits must be modified to meet updated safety guidelines. Finally, the under-utilized Terraces area of the museum is in need of a permanent feature exhibit. A key component of the exhibit plan is the development of a Fish Market/Dock exhibit, which will help educate visitors on the important role of Maryland in the maritime industry and reflect the important history of the Fish Market and the Baltimore Harbor.

Project Goals:

- Replacement of the roof and repair of the exterior walls and windows will eliminate leaks and the resulting damage to exhibits and offices, improve the visitor experience, increase staff efficiency, and improve energy efficiency.
- Repairs to the doors and windows will allow Port Discovery to adequately maintain the historic structure and generate cost savings through improved energy efficiency.
- Insulation of exterior walls will offer a significant savings on our energy consumption
- An updated lighting and electrical system will allow systems to be managed separately, will reduce costs, will provide better lighting throughout the building, and will enhance visitor safety.
- Design and installation of new exhibits and upgrading of existing exhibits will allow Port Discovery to maintain its status as a world-class children's museum that provides imaginative, relevant, and educational experiences in a safe environment.
- Renovation of interior spaces will add program space and improve the overall visitor experience.
- Installation of a reserve tank and pump will eliminate hazardous hand-filling of the emergency generator.
- Installation of fencing around dumpsters will discourage homeless encampment in the area.

Outcomes

A reinvigorated Port Discovery Children's Museum expands in appeal to families and schools throughout the region, as well as tourists. Situated at the north-east corner of Market Place, Port Discovery draws more visitors to the east side of the Inner Harbor area, benefiting businesses throughout the area. The renovated exterior reflects the historic status of the Fish Market, while inside a new generation of visitors is charmed and fascinated by interactive, educational exhibits that reflect the most current trends in childhood education in a well-functioning environment. No longer burdened by on-going piecemeal repairs, the Museum dedicates additional funding to educational programs and to access for those who benefit most from out-of-school learning opportunities – children from low-income families, children with special needs, and other underserved constituencies throughout the region.

The integrity of the historic Fish Market building has been restored, preventing additional damage to the external structure as well as eliminating internal damage related to weather. Safety in and around the building is enhanced, and energy efficiency is improved. Resulting cost savings improve capacity for future maintenance. Renovation of internal areas and exhibits has improved the visitor experience, resulting in increased attendance and revenue that will further strengthen financial resources and operating budgets well into the future for both Port Discovery and surrounding businesses.

Reports

Critical problems outlined in this presentation have been documented in the following reports:

Maryland Historical Trust, Preservation Easement Report, May 8, 2012

PICS



Baltimore's historic Fish Market building (pictured above c. 1908). (Henry Rinn Collection, PP71.32, Maryland Historical Society, copyrighted)



Port Discovery Children's Museum today. Opened in December 1998, the 80,000 square foot facility served as the anchor for the redevelopment efforts of the City in the eastern basin of the Inner Harbor.

SCOPE OF PROFESSIONAL SERVICES TO BE PROVIDED

The Port Discovery Owner's Representative's duties may include, but shall not be limited to the following:

- Meet with Port Discovery and its user groups to discuss and learn about its vision, culture and goals for the project
- Select a group of qualified architects to compete for the design of the projects
- Draft and distribute an RFQ for design services and design/build services
- Conduct pre-proposal meetings
- Review and analyze responses to the design service and design/build RFPs
- Perform reference checks and anything else necessary to analyze the responses
- Participate in interviews of design teams
- Provide assistance with selection of design team
- Assist with negotiation and drafting of design, construction and fabrication contracts
- Attend all meetings with design team and owner
- Review and revise, as necessary, minutes of all meetings
- Review and approve design schedule
- Assist with preparation and updates of master schedule for project
- Oversee coordination and integration of architectural design with any additional planning and design
- Monitor design process in order to meet schedule
- Review and approve architect's monthly statements
- Review and respond to any requests for additional fees
- Respond promptly to questions from design team
- Educate owner on delivery methods for construction phase and design/build services
- Assist Owner with decisions concerning phasing of construction
- Provide owner with names of potential contractors
- Draft and distribute an RFPs for design, construction and design/build phase services
- Review and analyze proposals
- Perform reference checks any other due diligence required
- Participate in interviews with owner of construction firms
- Provide assistance with selection of construction firm
- Assist with negotiation and drafting of construction and design/build contracts(s)
- Provide progress reports, oral and written to Port Discovery
- Assist with project budget updates
- Assist with overall project schedule
- Review drawings and specifications produced by design team
- Assist to integrate contractor into design team
- Incorporate contractor's schedule into overall project schedule
- Schedule and attend all periodic meetings with contractor
- Review contractor's budgets and estimates
- Participate in value engineering and cost reduction process, as necessary
- Review and approve preliminary construction schedule
- Review contractor's constructability study
- Schedule and attend all design/construction team meetings
- Schedule and attend special work sessions as necessary
- Review and revise minutes, as required, for accuracy and comprehensiveness
- Review list of contractor's proposed subcontractors and suppliers
- Monitor any MBE/WBE requirements
- Review and approve final estimates for construction
- Review and approve final construction schedule
- Assist with negotiations of construction contract

- Schedule and attend bi-weekly owner progress meetings during construction for duration of project
- Communicate with owner as often as necessary in person, by e-mail or by telephone
- Review and revise minutes of owner progress meetings as required
- Review schedule and direct recovery for any lost time
- Review RFI logs
- Review change order logs and advise owner on change orders
- Review and approve monthly applications for payment
- Review releases of liens
- Monitor budget versus payment applications
- Coordinate responsibilities of inspections for Owner contractors and vendors
- Review and approve Owner contractor and vendor invoices
- Visit site at least twice weekly (or more as needed) to review progress during construction
- Provide written reports as required by Owner
- Follow up on any deficiency reports issued by design team or consultants
- Assist with any necessary correspondence on behalf of Owner
- Enforce all contracts as necessary
- Make recommendation to Owner concerning any claims for delay
- Assist to resolve any issues that arise between the design team and contractor
- Periodically review the project for quality
- Oversee punch list process
- Oversee closeout process
- Make recommendations to Owner concerning final payment to contractors and design team
- Provide any other services during the design construction period necessary to properly represent the Owner's interests, whether listed above or not

Selection Process

Written Statements of Qualifications will be due by 4:00 PM on Monday, May 31, 2013. A Selection Committee will review the submittals and select a short list of firms for participation in the second step. Short listed firms will be asked to schedule an on-site interview. The Owner's Representative will then be selected following the interviews with each of the short listed firms.

Schedule for Selection Process

The following is the anticipated Selection Process Schedule.

- Request for Qualifications issued May 6, 2013
- Site visit May 13, 2013 at 9:00 am
- Questions/queries to PD by May 24, 2013
- Statements of Qualification due May 31, 2013
- Selection Committee review of Statements of Qualification and selection of finalists completed June 5, 2013
- Short-listed firms notified and requested to schedule interviews June 10, 2013
- Interviews take place week of June 10 – 14, 2013
- Owner's Representative consultant awarded on or about June 21, 2013

Statement of Qualifications Requirements

The Statement of Qualifications must include the following elements:

- 1) Letter of interest.
- 2) Demonstration and recognition of accomplished projects.
- 3) Experience of the firm/team as Owner's Representative of similar scale, complexity, and budget, emphasizing firm's record of meeting estimated budgets and schedules.
- 4) Identification and resumes of personnel to be directly involved in this project: principal, others expected to perform work, including those in affiliation.

- 5) Identify current workload of firm and personnel to be assigned to project.
- 6) Experience of the proposed personnel with similar facilities.
- 7) Experience in working together in a collaborative effort with facility design and construction teams.
- 8) Experience in working with client developers and building contractors.
- 9) Experience in projects which meet the Americans with Disabilities Act requirements.
- 10) Identification of firm's experience with the public design process and Minority or Women Owned Business requirements. (This project is receiving funding from a governmental source.)
- 11) Description of the firm's project management philosophy.
- 12) Describe how you plan for low cost and to budget. Provide examples.
- 13) Identify any services that you would outsource.
- 14) Demonstrate experience in coordinating projects with long term management plans, including the integration of warranties, operations and maintenance manuals.
- 15) References from at least three similar projects, to include: key owner personnel and contractors.

The statement of qualifications may not exceed **15** - 8.5 by 11 inch single-spaced pages in length. By submitting a Statement of Qualifications, the respondent firm authorizes PD to contact any or all of those firms or individuals listed as references or contacts of the information provided.

Hourly Rate and Expense Schedule

Please submit an hourly rate and expense schedule included separately in your fee proposal.

Questions and Inquiries

Questions and inquiries, in written form via email, will be accepted from any and all firms. Questions will be answered in writing via email and will be distributed to all firms who receive the RFQ provided that all questions are received by **May 24, 2013**.

For project-related questions or specific questions regarding this RFQ, please contact:

David Berman

Director of Exhibits and Facilities

Port Discovery Children's Museum

dberman@portdiscovery.org

Addendum and Supplement to RFQ

If it becomes necessary to revise any part of this RFQ or if additional data are necessary to enable an exact interpretation of provisions of this request, an addendum will be issued. It is the responsibility of the Vendor to ensure that it has received all addendums prior to submitting a proposal.

Criteria for Selection

The following criteria will be used for screening and selection of the exhibit design team:

- 1) Established record of owner's representation excellence for public facilities.
- 2) Insight into the relationship between the design and programmatic success of a project.
- 3) Experience in managing projects of a similar scale and complexity.
- 4) Experience in working in a collaborative environment.
- 5) Experience in projects that are highly interactive and provide experiences with a broad appeal.
- 6) Amount of proposed interaction with Port Discovery and other stakeholders.
- 7) Experience with the public design process and Minority or Women Owned Business requirements.
- 8) Experience and availability of key individuals proposed for the project.
- 9) Reputation for thoroughness, credibility, and client responsiveness as demonstrated through references.
- 10) Insight and creativity regarding the Port Discovery desire to be innovative.

Location and Address to Which Responses Should be Submitted

A total of **4 copies** of the Statement of Qualifications should be submitted to Port Discovery at the following address:

David Berman
Port Discovery Children's Museum
35 Market Place
Baltimore, MD 21202

Date/Time for Receipt of Responses

Written Statements of Qualifications will be due by 4:00 PM on May 31, 2013.

Contractual Status of RFQ and Proposals

The RFQ is not binding on PD (Port Discovery). Furthermore, PD assumes no responsibility for the costs incurred in the preparation of a Statement of Qualifications or Proposal or related activities of any Respondent. PD reserves the right to withdraw the RFQ at any time in its sole discretion before the execution of the contract. PD reserves the right not to proceed with any of the Respondents to the proposal. In such event, PD shall not be liable to any Respondent for additional costs incurred by it as a result of the withdrawal of the RFQ or by the failure to proceed with any Respondent.

The RFQ has been prepared solely to solicit Proposals, and is not a contract offer. The only document that will be binding on PD is the contract duly executed by the successful applicant and PD after the completion of the selection process and the award and negotiation of the contract.

Proprietary Information and Confidentiality

All respondents' responses will be treated as proprietary information and will be used solely for the purposes herein. Should a Respondent require its response to be returned, PD will do so at the Respondent's request and at the Respondent's expense.