

CHANGING THE CULTURE IN THE OWNER TEAM

Michael Moore – City of Anaheim
Brenda Medina – City of Anaheim



ANAHEIM, CALIFORNIA

Quick Facts

- Founded in 1857
- Charter City
- 10th most populous city in California
- Covers 50 square miles, located in Orange County
- \$300Mil/yr Capital Program

Economy

- Anaheim is the hub of Orange County's tourism industry, and home to the Disneyland Resort, Anaheim Convention Center, and professional sports franchises such as Angels Baseball and Anaheim Ducks
- 20+ million people from around the world visit Anaheim each year, in addition to residents and commuters



D-B Selection Process

(Anaheim Municipal Code CH. 10.06)

Step 1 RFQ

- Firm Experience w/ similar work
- D-B Experience
- Financial Stability of DBE
- Project Manager, Design Manager and CM

Step 2 Proposal

- Project Experience and Qualifications
- Method, Approach, and Delivery
- Technical Proposal
- Preliminary Engineering and Concept
- Project Schedule
- Project Cost



TAKING BIG RISKS



Institutional Culture Change



- Over 100 years only D-B-B
- Lots of contract and legal basis
- Perceived risk transfer
- D-B well-known among industry

Institutional Culture Change



- Over 100 years only D-B-B → Large organizational change
- Lots of contract and legal basis → Industry standard contracts
- Perceived risk transfer → Well balanced RFP balances risk
- D-B-B well-known by staff → New PM's trained in D-B

Anaheim Canyon Power Plant

- D-B
- Completed 2011
- \$250Mil



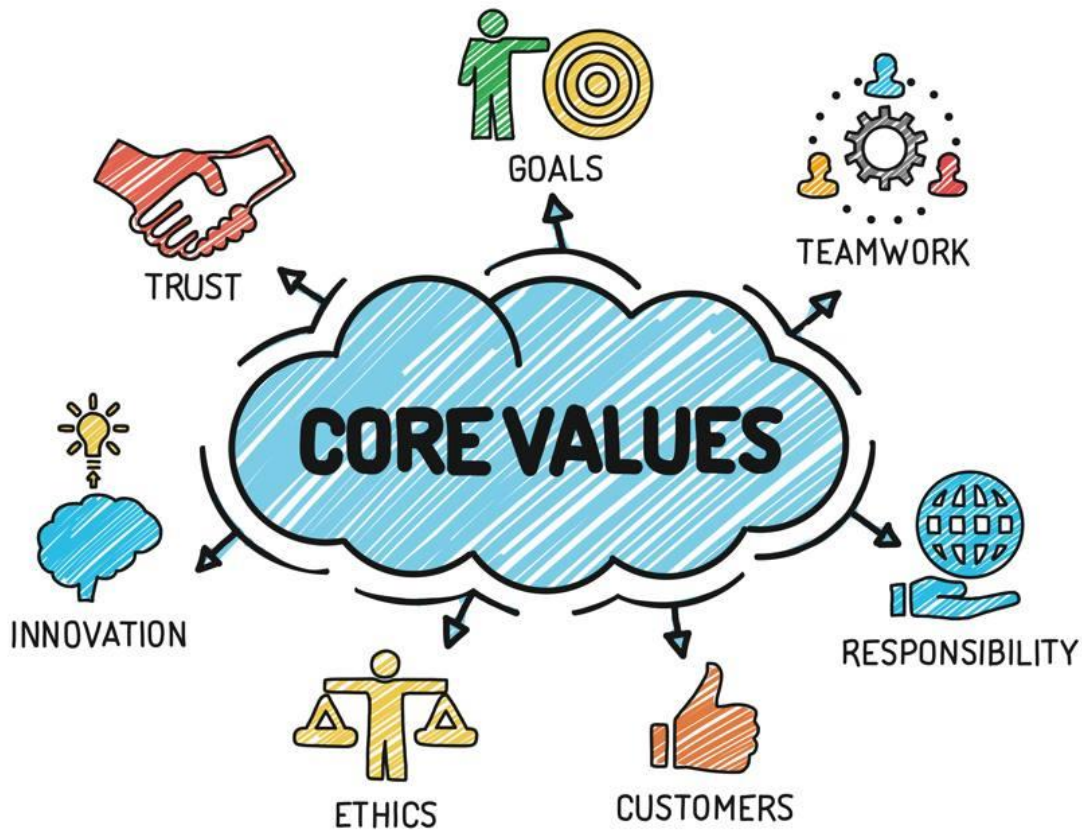
Owner Avoided Risk



Owner Avoided Risk

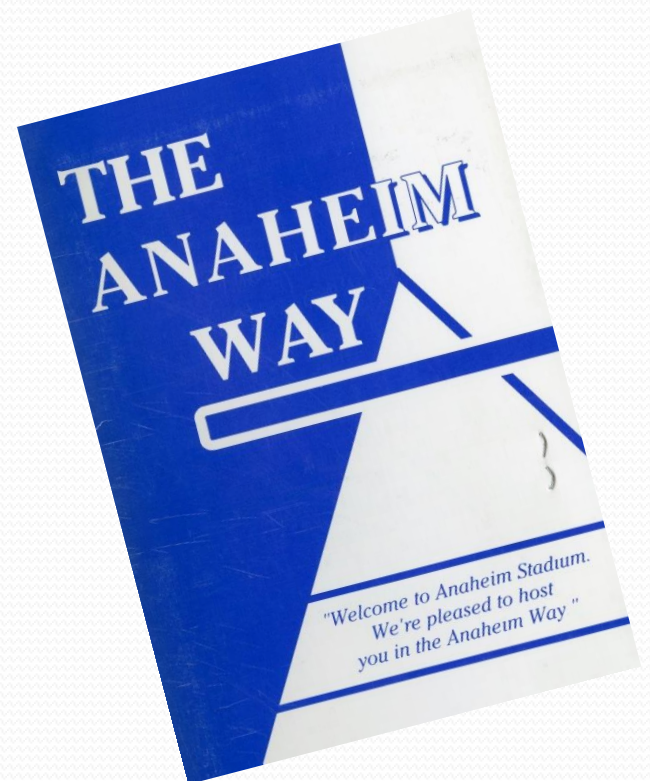


Cultural Change



Creating an Organization that Supports Change

- Stakeholder support
- Education on benefits and risk of D-B
- Involve senior management
- Legal support needed for good contracts
- Include consultants and vendors



Developing the Owner Project Team

- Early Involvement
- Education
- Identify added value of projects
- Reward success
- Bringing on the OA



Developing the Owner Project Team



Creating a Collaborative Team

- Focus on added-value
- Inspire innovation
- Enhance communication
- Balance risk
- Recognize the roles and responsibilities



Creating the RFP

- Creates a clear understanding
- Scales level of effort to of the project
- Focuses needed information
- Be reasonable
- Makes use of best practices
- Define Evaluation Process

Creating the RFP



2014 Anaheim Convention
Center Expansion

Creating the RFP



2019 Harbor Electric
Substation

Managing Expectations of Elected Officials

- Competition
- Best Value
- Project Labor Agreements
- Local firms
- Transparency

Managing Expectations of Elected Officials



Questions

Michael Moore – mrmooore@Anaheim.net

Brenda Medina – bmedina@Anaheim.net



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