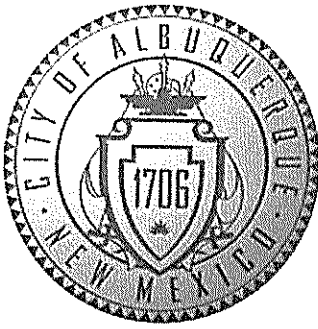


EC-21-432



CITY OF ALBUQUERQUE

Albuquerque, New Mexico

Office of the Mayor

Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM

DATE: September 2, 2021

TO: Cynthia Borrego, President, City Council
FROM: Timothy M. Keller, Mayor *TK*
SUBJECT: Mayor's Recommendation of Architectural Consultants for BioPark Aquatics/Sharks Quarantine Facility

The Selection Advisory Committee corresponded via email on August 25, 2021 to consider the following project.

Project: Project No: 6353.90; Architectural Consultants for BioPark Aquatics/Sharks Quarantine Facility

Agency: Department of Municipal Development

Project Description: The City of Albuquerque BioPark works with numerous aquatic species and strives to maintain and continually improve upon the care and management of all collections. It is essential the aquatics have appropriate facilities to care and separate species as required by Association of Zoos & Aquariums. The BioPark would like to construct an approx. 7,000 sf building for use as an aquatics/shark quarantine facility. At this time, the BioPark has identified three potential sites for the proposed facility, however guidance on site selection is warranted, including utility study, traffic study, and required resources availability. The City of Albuquerque is seeking responses from qualified architects to perform basic services which include but are not limited to a site feasibility study, programming, schematic design and a construction estimate. Previous team experience in the design of zoo animal and aquatic exhibits and guest areas is required. Specific team design experience in environmental systems, life support systems and temperature control for zoo animals and both fresh water and salt water aquatic exhibits is required.

The Committee made the following recommendation:

1. Studio Southwest Architects
2. NCA Architects

The Cover Analysis, Score-Sheet Compilation and Minutes of the SAC Meeting are attached.

NCA Architects has not had a design services contract with the City in the recent past except for Aviation and it is in the City's best interest to give them an opportunity to demonstrate their design experience in sectors other than Aviation.

Therefore, in accordance with Section 14-7-2-1 et seq, ROA 1994, the following is my consultant selection recommendation concerning the procurement of professional services for the above listed project.

NCA Architects


Mayor's Recommendation of NCA Architects for Project No: 6353.90; Architectural Consultants for BioPark Aquatics/Sharks Quarantine Facility.

This recommendation is being forwarded for Council consideration and action.

Approved:

Approved as to Legal Form:

DS
JT



Sarita Nair
Chief Administrative Officer

9/10/21


Date

DocuSigned by:
Esteban A. Aguilar 9/2/2021 | 2:47 PM MDT

7801099D010F4DB...
Esteban A. Aguilar, Jr.
City Attorney

Date

Recommended:

DocuSigned by:


9/2/2021 | 1:37 PM PDT
Patrick Montoya, Director
Department of Municipal Development

Date

MIM

Attachments:

Cover Analysis
Composite SAC Evaluation Form
Minutes of the SAC Meeting

Cover Analysis

1. What is it?

This is for the design of an aquatics/shark quarantine facility.

2. What will this piece of legislation do?

This piece of legislation will allow the BioPark to work within its Masterplan and hire a NM licensed architectural firm with a proper design team.

3. Why is this project needed?

This project is needed because the Association of Zoos & Aquariums requires this facility and it is in the best interest of the BioPark/Aquarium to preserve its collections.

4. How much will it cost and what is the funding source?

This project will cost the BioPark approximately \$100,000 for the Architect to prepare Site Feasibility and Schematic Design documents. The funding source is the Biopark GRT.

5. Is there a revenue source associated with this contract? If so, what level of income is projected?

No.

6. What will happen if the project is not approved?

If this project is not approved, the collections at the Aquarium will be at risk if there is an illness or disease breaks out.

7. Is this service already provided by another entity?

No.

Composite Selection Advisory Committee Evaluation Form

**Project No: 6353.90; Architectural Consultantss for BioPark Aquatics/Sharks
Quarantine Facility**

DATE: 8/26/21

Evaluation Criteria	Maximum Points	Firm Name	Firm Name
		Studio Southwest Architects	NCA Architects
I. General Information 1. Provide Name and Address of Respondent and, if firm, when firm was established. 2. Provide number of employees, technical discipline and registration. 3. Indicate where the services are to be performed.	25	25	25
II. Project Team Members 1. Provide organization plan for management of the project. 2. Identify all consultants to be used on the project. 3. Provide qualifications of project team members shown in organization plan, including registration and membership in professional organizations. 4. Provide any unique knowledge of key team members relevant to the project.	100	82	78
III. Respondent Experience 1. Describe previous projects of a similar nature, including client contact (with phone numbers), year services provided, construction cost (if applicable), and a narrative description of how they relate to this project. 2. Provide examples of the Project Manager's City experience within the past five (5) years that serve to demonstrate the the Project Manager's knowledge of City procedures.	125	106	98
IV. Technical Approach 1. Describe respondent's understanding of the project scope 2. Describe how respondent plans to perform the services required by the project scope. 3. Describe specialized problem solving required in any phase of the project.	150	124	103
V. Cost Control 1. Describe cost control and cost estimating techniques to be used for this project. 2. Provide comparisons of bid award amount to final cost estimate for projects designed by the respondent during the past two (2) years. The consultant may provide justification for any discrepancies that may exist with this information.	75	60	59
VI. Quality and Content of Proposal 1. Evaluator's rating of overall quality of proposal.	25	25	21
Total Possible Points		500	500
Total Points (Before Point Deductions)		422	384
Minus High and Low Scores Total		169	149
Total Points (Minus High and Low Scores)		253	235
Minus Point Deductions (If Applicable)		3	0
Sub-Total (All Applicable Deductions Applied)		250	235
Plus Tie Breaker Points (If Applicable)		0	0
SAC TOTAL SCORES		250	235
Plus Interview Scores		0	0
FINAL SCORES		250	235

Minutes of the Meeting
of the
Selection Advisory Committee
August 25, 2021

via Email

Architectural Consultants for
BioPark Aquatics/Sharks Quarantine Facility

Project No. 6353.90

Present:

Marisa Ortiz, PM, BioPark/Arts & Culture
Jerry Francis, RA, Department of Municipal Development
Hartwell Briggs, PM, RA, Aviation Department
Mark Eshelman, RA, Transit Department
Kathy Lang, BioPark/Arts & Culture

Staff:

Myrna Marquez, Administrator, Selection Advisory Committee

Two proposals were received in response to the Request for Proposals.

Project Description:

The City of Albuquerque Biopark works with numerous aquatic species and strives to maintain and continually improve upon the care and management of all collections. It is essential the aquatics have appropriate facilities to care and separate species as required by Association of Zoos & Aquariums. The Biopark would like to construct an approx. 7,000 sf building for use as an aquatics/shark quarantine facility. At this time, the Biopark has identified three potential sites for the proposed facility, however guidance on site selection is warranted, including utility study, traffic study, and required resources availability. The City of Albuquerque is seeking responses from qualified architects to perform basic services which include but are not limited to a site feasibility study, programming, schematic design and a construction estimate. Previous team experience in the design of zoo animal and aquatic exhibits and guest areas is required. Specific team design experience in environmental systems, life support systems and temperature control for zoo animals and both fresh water and salt water aquatic exhibits is required.

Estimated Compensation \$ 100,000.00

The Administrator contacted the SAC Committee on August 12, 2021 and advised them that this meeting would take place via email. She reminded the SAC Committee to have their scores and comments emailed to her by 11:00am on August 25, 2021.

One Committee member had issues getting her score sheet to the Administrator so information results for this meeting were not broadcast officially until August 26, 2021.

Committee members stated that overall, both respondents had relevant experience. Both respondents provided germane examples of prior work experience, and discussion of Technical Approach. Specific comments, however, were made regarding each of the firms. It was noted that NCA did not identify the PM for the BioPark. NCA did not discuss the details of the project scope. NCA's cost data was not from last 2 years. NCA is a well-established city firm. They have experience working with BioPark based on prep of masterplan. They have well known zoo and LSS firms on their team. As far as Studio Southwest, they presented their team's experience very well, and provided a detailed discussion of the special requirements for the project, including special mechanical systems. Studio Southwest's discussion of the mission of the BioPark was relevant. Studio Southwest presented a well thought through proposal. Studio tapped some well-known zoo/aquarist/LSS firms to help with project. They understand the BioPark process and familiar with personnel and safety standards. They provided clear examples of problem solving skills and methods with the type of outcomes they predict as well as a well thought out work plan and how to get to the finished project.

The Administrator collected the Committee members' scores and she deleted the high scores and low scores and then totaled the proposal scores. This project was not procured Federally and the top two scores were within five percent of each other, therefore point deductions were applied. The Committee and respondents were advised of the final scores and the Administrator asked the Committee if there was a motion for interviews. Committee members did not make a motion for interviews. The SAC Administrator said she would verify the scores before making the Committee's recommendation to the Mayor.

Final scores reported via the email meeting were as follows:

NCA Architects	235
Studio Southwest Architects	250

The Administrator informed the Committee of the following ranking of the firms based on their scores and subject to verification of Total Final Points:

NCA Architects	235
Studio Southwest Architects	250

There being no further business before the Committee, the Administrator adjourned the email meeting by emailing everyone the final scores on August 26, 2021 at 9:30am.

Myrna Márquez

Myrna Marquez, Administrator
Selection Advisory Committee

cc: City Clerk



ARCHITECTS • PLANNERS • AIA



City of Albuquerque

ARCHITECTURAL CONSULTANTS FOR
BIOPARK AQUATICS/SHARKS
QUARANTINE FACILITY

PROJECT NO. 6353.90
AUGUST 11, 2021



NCA Architects & Planners
1306 Rio Grande Blvd. NW
Albuquerque, NM 87104
p 505-255-6400
f 505-268-6954
www.nca-architects.com



ARCHITECTS • PLANNERS • AIA

Robert M. Calvani

Molly Calvani Butkus

John C. Layman

Thomas C. Wilber

08/11/21

Department of Municipal Development (DMD)
One Civic Plaza, 7th Floor, Room 7057
Albuquerque, NM 87102

Dear Members of the Selection Committee,

NCA Architects is pleased to present this proposal to the City of Albuquerque for The BioPark Aquatics/Sharks Quarantine Facility Architectural Services.

Our relationship with the City of Albuquerque is valued and we are committed to a collaborative design process. We have worked closely with the City of Albuquerque on the BioPark BUGarium, the BioPark Master Plan, and the Albuquerque Sunport Experiential Museum of Flight and a numerous of public buildings. We look forward to helping the City on this exciting project at the BioPark.

We have also added the **zoological consultant**, Torre Design Consortium to our team for this proposal. They bring with them years of **zoological design expertise**, which we trust will be of major use to this BioPark project.

Our mission is to listen, lead, bring vision, generate ideas and provide programming, planning, and technical expertise to the City of Albuquerque so they can make well-informed decisions and recognize cost effective solutions. We bring a team that has worked together on numerous projects over the years and has met these challenges numerous times. We will draw on our formidable, collective resources throughout the project.

NCA is committed to providing exceptional customer service. A dedicated staff is assigned to this contract to ensure consistent and immediate response.

We appreciate your consideration and look forward to continuing our working relationship with the City of Albuquerque. Our team will help you achieve your goals and deliver superior results.

Respectfully,

A handwritten signature in black ink, appearing to read 'R. M. Calvani'.

Robert M. Calvani, FAIA, NCARB
Principal-in-Charge



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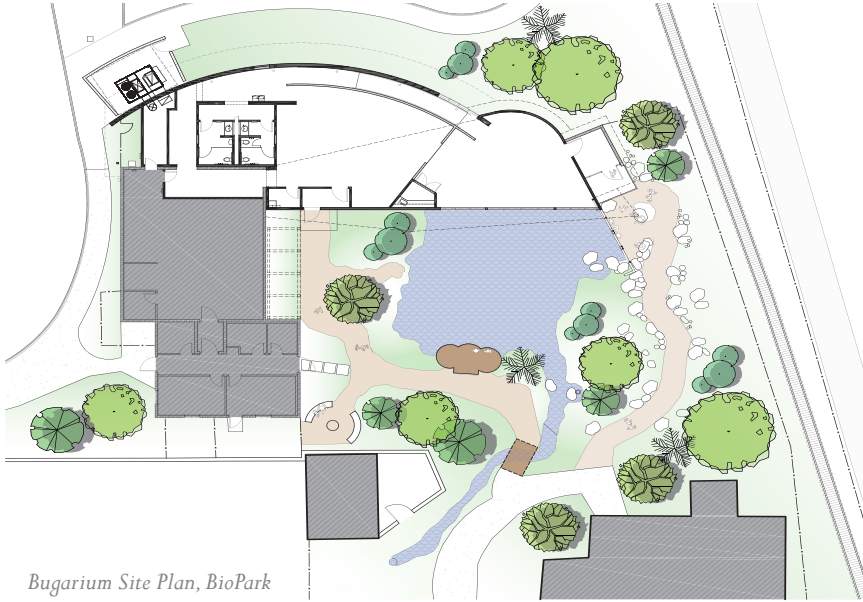
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- II. Project Team Members
- III. Respondent Experience
- IV. Technical Approach
- V. Cost Control

CERTIFICATIONS

SECTION I

GENERAL INFORMATION

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility



Founded in New Mexico in 1976, NCA Architects, LLC (NCA) is dedicated to providing quality architecture and responsive personalized service to clients regardless of project size or location. Our commitment to straight-forward, innovative design solutions has gained us recognition as one of New Mexico's leading architectural, planning, and design firms. Specializing in government projects, cultural institutions, health care facilities and educational facilities; we believe that architectural design should enhance our daily lives and add beauty and dignity to our cities and buildings.

Best Practices

NCA maintains a strong record of providing design services that stay within budget and are completed on time. As a result of this consistent performance 85% of our clients chose NCA for repeat work. We utilize the following practices:

- Collaborative design process.
- Responsive customer service.
- Principal involvement and qualified senior personnel throughout the project including construction.
- Development of a Work Plan that includes all aspects associated with the design phases.
- Quality Control practices from programming through 11-month inspection.

Customer Service

Responsiveness and availability are the foundation of a successful team. Nothing is more frustrating than trying to address a simple building issue and not being able to coordinate with your stand-by team. NCA has dedicated specific team members in this proposal to provide a consistent and available resource for all project needs.



NCA Architects
1306 Rio Grande Blvd. NW
Albuquerque, NM 87104
v 505-255-6400 | f 505-258-6954
www.nca-architects.com

Founded In 1976
Incorporated 1979

10 employees
Architects, Project Managers,
Project Designers,
CAD Technicians,
Administrative Support

Robert M. Calvani, FAIA - Owner
Registered Architect: NM #1053

Molly Calvani Butkus - Owner

Thomas C. Wilber, AIA - Owner
Registered Architect: NM #2719

John Layman - Owner

SECTION II

PROJECT TEAM MEMBERS

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility

NCA and the selected team members have the staffing capacity and design capability to achieve the City of Albuquerque's/BioPark's goals. Our team is comprised of local engineers and professionals with whom we've had years of professional success.

NCA's project management approach is thorough and functional, built to suit the goals and needs of our client. We listen closely to the needs of your specific project and interpret solutions into a comprehensive program and design. Early and consistent communication with all team members, consultants, City representatives, and users means that the project can progress in a collaborative manner leaving little room for misinterpretation or confusion.

The NCA team consists of highly qualified members who will work with the City/BioPark on every phase of the project. **Robert Calvani** is the **Principal-in-Charge**. He offers project oversight and manages quality control. **Thomas Wilber** is involved as **Project Architect** with design support to ensure that there is always a capable person available to assist City of Albuquerque/BioPark team members on site and in the office. **Dave Puritz** will lead **Project Management** efforts and supervise all drawings and project details. He is responsive to user needs and engaged in all aspects of the process. **Molly Calvani Butkus** will assist Dave with **Project Management**, design and production.

At the project start we will create a detailed work plan. It will:

- Identify roles and responsibilities.
- Develop a schedule of anticipated events.
- Establish clear lines of communication between all team members.
- Serve as a guide through the project from inception to completion.

NCA is committed to helping the City of Albuquerque and BioPark achieve the highest quality project to uphold their vision.

The current workload of NCA's team is as follows:

- **Robert Calvani:** Curry County Courthouse (Construction Documents).
- **Thomas C. Wilber:** Mas Charter School (Construction Documents).
- **Dave Puritz:** Jal City Hall (Construction Administration).
- **Molly Calvani Butkus:** MRGCD Transportation Depot (Schematic Design).

NCA's depth of staffing, coupled with the strengths of our proposed consultants, will provide the City of Albuquerque/BioPark with a fully functional Architectural/Engineering team that can keep pace with any project demand.





Robert Calvani, FAIA, NCARB

PRINCIPAL-IN-CHARGE

Registered Architect | NM #1053

Mr. Calvani has over 37 years of experience, which includes zoological & botanical Design, and high profile, culturally relevant facilities. He has provided services to a vast array of clients, which include federal, state, and local governments, as well as private institutions. His areas of expertise include facility and urban design; master planning, interior and space planning and layout, and site development.

Education

Master of Architecture | *University of California, Los Angeles*
Bachelors of Architecture | *University of New Mexico*



Thomas C. Wilber, R.A.

PROJECT ARCHITECT

Registered Architect | NM #2719

Tom has over 33 years of experience focused on the design and execution of complex projects. His experience ranges from renovation to multi-million dollar institutional facilities. His ability to deal with clients, contractors, and sub-contractors in a direct and responsible manner has won Mr. Wilber great respect in the industry as a person who gets things done and maintains the best interests of the client throughout the project.

Bringing exceptional design and management talent to the team, Mr. Wilber will be responsible for overseeing the programming and design. He will also be responsible for reviewing schematic design, design development, working drawings, and specifications.

Education

Master of Architecture | *University of New Mexico*
Bachelors of Architecture | *University of New Mexico*



Dave Puritz

PROJECT MANAGER

In his 23 years of experience, Mr. Puritz' duties have included project management, design, construction drawings and construction administration on all types of facilities including government facilities, office buildings, and educational projects. Mr. Puritz's detail-oriented approach has consistently resulted in high marks from our clientele for problem solving and customer service. **Mr. Puritz brings COA expertise to the team, as project manager to previous COA projects.**

Education

Master of Architecture | *University of New Mexico*
Bachelor of Science in Architecture | *University of Texas, Arlington*



Molly Calvani Butkus

ASSISTANT PROJECT MANAGER

Ms. Butkus has 12 years of experience in architectural design and construction. Her design knowledge covers a wide range of project types including large-scale commercial and residential projects, educational projects, & learning & community centers.

Education

Master of Architecture | *Columbia University*
Bachelors in Environmental Design | *University of Colorado*

NCA Architects currently employs 10 full-time staff members. Tom Wilber is completing construction documents for the MAS Charter School and is available to commit to the contract; Dave Puritz is completing construction administration for the Jal City Hall and is available to commit to the BioPark Exhibits/Sharks Quarantine Facility; Molly Calvani Butkus is involved in the Schematic Design for the MRGCD Transportation Depot, and is available to commit to this contract. Our consultants and engineers have assured us of their commitment to this contract. Given the current workload status of the proposed team, NCA can commit 100% to meeting the City's & BioPark's needs.



Torre Design brings zoological design expertise to the team...



Virginia Zoo, Okavanga Delta

- For over 38 years, Torre Design Consortium, Ltd. has proudly provided its clients with unmatched expertise in zoological design, we pride ourselves on developing immersive exhibits that entertain, educate, and enthrall zoo guests while exceeding the international standards for animal welfare and husbandry. TDCL has been responsible for the programming, design, construction, and commissioning of over \$1.5 billion in zoological, botanical and aquarium exhibits at 48 different zoos and aquariums throughout the United States, Canada, and China. Our designs are tailored uniquely to each zoo and its regional vernacular, leading in every case to substantial increases in attraction value, attendance and revenues.
- As a multi-disciplinary firm, TDCL has been practicing the integrated disciplines of architecture, landscape architecture, exhibit design and master planning since 1980. We are dreamers and storytellers, but we do so with pragmatic and business oriented acumen. TDCL has a proven history of delivering projects on time and on budget. Under the leadership of founder and Principal-in-Charge L. Azeo "Ace" Torre, TDCL's talented and dedicated staff provide customized, state-of-the-art zoological design solutions to national and international clients from our office in New Orleans.



L. Azeo Torre, LEED AP

Registered Architect | NM #003564

"Ace" is TDCL's founder with over 40 years' experience in zoological design and construction. He has led and personally designed all of TDCL's projects from master planning through implementation with over \$1.4 billion in exhibits and facilities having been realized to date. With an extensive background in operations and capital campaign development, he brings additional capability in establishing cost-benefit issues and proper balance between exhibit costs and visitor services facilities.

Education

Fellow in Landscape Architecture | *American Academy in Rome*

Bachelors of Landscape Architecture | *Louisiana State University*

PROJECT ARCHITECT

38 YEARS
IN
BUSINESS

48 ZOOS
&
AQUARIA

\$1.5
BILLION
IN
EXHIBITS

49 STATE
LICENSES

160
AWARDS
FOR
DESIGN

NCA has developed faithful relationships with our proposed consultants. Experience with our primary consultants spans over 25 years and the consulting team has a proven record of success with our firm. Each consultant understands our process for providing the client with exceptional service. This relationship provides the owner with an experienced team familiar with each other's working methodologies.



Aaron Zahm

Registered Landscape Architect | NM #448

MRWM Landscape Architects

1102 Mountain Road NW #201
Albuquerque, NM 87102

LANDSCAPE ARCHITECTURE



Verlyn Miller, PE

Registered Professional Engineer | NM #14507

Miller Engineering

3500 Comanche Rd NE
Albuquerque, NM 87107

CIVIL ENGINEERING



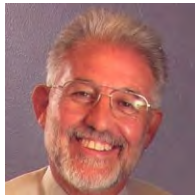
George Bradley, PE

Registered Professional Engineer | NM #11786

Chavez-Grievess Consulting

4700 Lincoln Rd NE, #102
Albuquerque, NM 87109

STRUCTURAL ENGINEERING



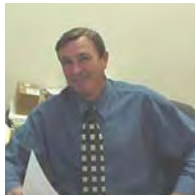
Patrick Sedillo, PE

Registered Professional Engineer | NM #6378

ArSed Engineering Group

4700 Lincoln Rd NE
Albuquerque, NM 87109

MECHANICAL ENGINEERING



Fred Telck, PE

Registered Professional Engineer | NM #6297

AC Engineering Group

120 Aliso Dr SE
Albuquerque, NM 87108

ELECTRICAL ENGINEERING



Jon Balis

Balis & Co

4600 Montgomery Blvd NE, #202
Albuquerque, NM 87109

COST ESTIMATING



Terri L. Johnson, PE

President/Project Manager

TJP Inc. Engineering

56880 Venture Ln. Suite 104N
Bend, OR 97707

LIFE SUPPORT ENGINEERS/WATER TREATMENT

SECTION III

RESPONDENT EXPERIENCE

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility



BUGarium at Rio Grande Botanical Gardens

Albuquerque, NM

The BUGarium is approximately 3,500 sf and sits adjacent to the Bio-lab at the Rio Grande Botanical Gardens. This sensory exhibit encourages visitors to explore the unseen complexities and success of insects from around the world. NCA provided full programming and design of this unique indoor/outdoor facility. The building design, which resembles a dragon fly wing, was inspired by the Botanic Gardens' Dragon Fly Pond. This conceptual architectural approach further enhances the Botanic Gardens' mission, to provide an educational and entertaining environment that immerses the visitor.

Completed: 2015
Construction Cost: \$1.2 M



Living Desert Zoo & Gardens State Park

Carlsbad, NM

NCA has been the project architect for renovations and remodels at the Living Desert State Park since 1989. The park was initially constructed in the early 1970s and is a sister project to the Arizona Sonoran Desert Museum in Tucson, AZ. The facility includes zoological and botanical exhibits related to the Chihuahuan Desert.

Completed: 2003
Construction Cost: \$3.3 M
Additional Project:
Master Plan

Bobcat and Mountain Lion Exhibits

The existing bobcat (2) and mountain lion (1) exhibits, located within an aviary complex, were inadequate by modern standards. New exhibits were constructed to house the animals within the existing park. Upon completion of the big cats new homes, the aviary program utilized the cats previous home after some minor modifications.

Nocturnal / Aviary Exhibit Renovations

NCA in partnership with Jones & Jones also completed extensive renovations to the Nocturnal & Aviary exhibits at the park. Upon completion of the big cats new homes, the aviary program utilized the cats previous home after some modifications.

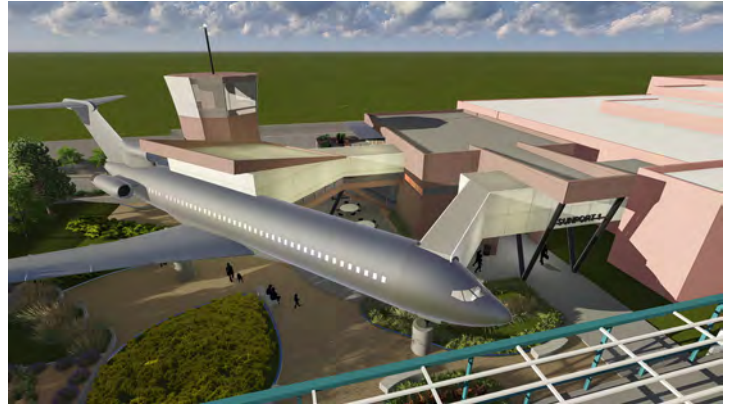


City of Albuquerque BioPark Master Plan

Albuquerque, NM

NCA, in partnership with Jones & Jones Architects, created a fiscally-sustainable master plan for the Albuquerque BioPark. This document outlines a mission to reorganize and focus the four elements of the BioPark (Aquarium, Botanical Garden, Tingley Beach, and the Zoo) on conservation and education of New Mexico's wildlife. The ABQ Master Plan serves as a 20-year guide to the development, maintenance, and improvement of care and management of the animal and plant collections as well as provide an important recreational and educational venue to the community and visitors.

Completed: 2013



Sunport 1 - Experiential Museum of Flight

Albuquerque, NM | Albuquerque International Airport

NCA completed the conceptual design phase for the Sunport 1, Experiential Museum of Flight. Project scope consisted of the conversion of a Boeing 727 aircraft into an interactive educational facility at the Sunport. Scope also included an event space to be utilized for a variety of users and programs.



Contact: Stephanie Kitts
Department of Aviation
505-244-7785
Completed: 2018



City of Albuquerque: Los Altos Golf Course Clubhouse

Albuquerque, NM

This project for the City of Albuquerque Parks and Recreation Department involved completely demolishing the existing clubhouse at the Los Altos Championship Golf Course and building a new facility. The golf course consists of an 18-hole course and an executive 9-hole track, along with a driving range and putting green. The goal for this project was to increase the amount of tournament business by catering to large groups, corporations and to the community at large. **Completed:** 2003 • **Cost:** \$1,200,000



City of Albuquerque: Ladera Golf Course Pro Shop & Clubhouse

Albuquerque, NM

This project for the City of Albuquerque Parks and Recreation Department involved completely demolishing the existing pro shop and restaurant. This 13,740 sf multipurpose complex has an 18-hole championship layout and executive 9-hole track. The primary features of the new complex are: 2,700 sf pro shop area that includes offices and meeting space, banquet room, and full service restaurant. **Completed:** 2001 • **Cost:** \$1,622,661



Aquarium of the Americas

Audubon Nature Institute, New Orleans, LA

The Aquarium of the Americas opened in 1992 with great success and has continued to receive nearly **one million visitors per year**. Torre Design Consortium, Ltd. was a team member in the original design and was later hired by the Audubon Nature Institute to completely renovate the Aquarium,

the surrounding Woldenberg Park, and integrate the Insectarium into the facility, making it a unique multi-use complex. Completed to date are **\$6 million in improvements** including the Woldenberg Fountain Plaza, The Great Mayan Reef exhibit, facility relighting and reduced energy consumption elements, as well as completed design for the Insectarium relocation, penguin exhibit and improvements to guest facilities.



Zambezi River Hippo Camp

Memphis Zoo, Memphis, TN

Project Scope: Design and build a major new African Ndebele rondavel event center which would appear to be located at a bend in the Zambezi River connected with underwater viewing to hippos and Nile crocodiles, flamingos and mandrills, okapis, and an African bird aviary with mixed species. **Design Approach:** To create a believable experience of visiting Zimbabwe while presenting a host of African exhibits and take zoo guests meandering along the Zambezi River, at the river's edge, in low water.

3-Acre Exhibit / Construction Cost: \$27M





Florida Biome

Zoo Tampa at Lowry Park, Tampa, FL

The Florida Biome at Tampa's Lowry Park Zoo was the first in the United States to exhibit the endangered manatee. This engaging exhibit delineates the relationship between animal and man in equal measure to promote the preservation of these gentle giants. The Manatee Hospital and Rehabilitation Complex is a **comprehensive 20,000sf research, rehabilitation, surgery and recovery complex** that has successfully treated and released over 300 manatees back into the wild since its inception. This **seven-acre 14 million project** was completed in 1990, with 500,000 gallons of habitat divided between salt and freshwater in the recovery and shift tanks. Due in large part to the success of the Florida Biome exhibit and manatee program, Zoo Tampa at Lowry Park remains the #1 attended no-profit facility in Florida.



Dallas Zoo Projects

Dallas, TX



In 2009 TJP completed the **Elephant Exhibit at Dallas Zoo**. This project was done with a design build approach and TJP's contract was held by the Contractor. The project included a series of pools with a total volume of 300,000 gallons. The design challenge for this project was that the concept design used as the basis of bid had a pool turnover exceeding six (6) hours. TJP was tasked with coming up with an LSS process that would reduce the turnover time to three (3) hours or less, but still fit the system in the allocated footprint for the initial budget developed for the concept system. **The water quality intent for the project was to have the water bodies look like natural, healthy ponds**—there was no requirement for "gin clear" water.

In 2017 TJP completed the **Hippo Facility at Dallas Zoo**. The LSS circulates water in both the exhibit and the three holding pools. This system includes a mechanical screen, sand filters, ozonation, chlorination, and provisions for gas exchange. To reduce system footprint and cost the LSS is configured so that 100% of the recirculated water passes through the fine screen and only 70% of the recirculated flow is polished for underwater viewing. The holding pools and waterfall features are provided with screened water from the screen basin. **This approach has resulted in a system that uses less water and energy than a traditional system where all water is filtered through the sand filter.**

SECTION IV

TECHNICAL APPROACH

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility

UNDERSTANDING PROJECT SCOPE

NCA is accustomed to providing architectural services for the City of Albuquerque. In the past several years, we have been awarded multiple contracts. Through our current experience and previous BioPark experience, NCA understands that the goal of such contract is to take up challenges quickly and to provide all the necessary A/E services in an effective and efficient manner, saving the client time and money.

Management of City Projects

With a City contract for architectural services we expect the scope of work to be varied and inclusive.

- The service should emphasize flexibility and prioritization, in order to successfully accomplish city and user group goals within budgetary constraints. This ability must be provided within a framework of consistent and reliable service.
- The firm must have the ability to design and manage projects of varying degrees of difficulty. Extensive experience in both areas and manpower to provide adequate resources are essential to successful outcome.
- The architectural team selected must be able to accommodate tight schedules and deadlines.

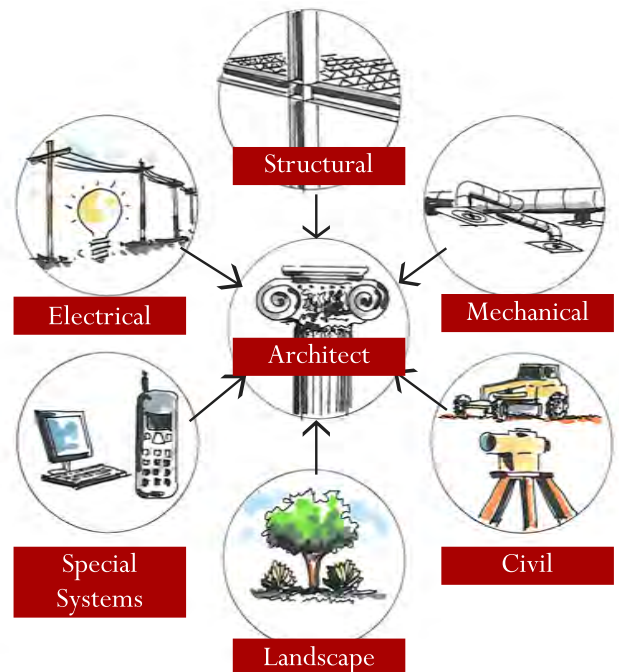
SPECIALIZED PROBLEM SOLVING

The architectural firm selected must be able to accommodate tight schedules and deadlines. The firm must have the ability to design and manage projects of varying degrees of difficulty. Extensive experience in both areas and manpower to provide adequate resources are essential to successful outcome.

Life-Cycle Costing

Life-cycle cost analysis works in tandem with value engineering to identify the most cost-balanced solutions for the selection of building features, systems, equipment, and materials that will achieve the most consistent performance, quality, reliability, and safety for the life of the building. We utilize value engineering to help identify less expensive alternatives for our clients **without sacrificing the desired functionality**. Life-cycle cost analysis helps inform our value engineered alternatives.

Our team will work closely with COA/BioPark to identify design solutions that will lead to **maximum efficiency** and comfort. The project management team will help evaluate any and all reports provided by the Owner. These reports, which may include environmental assessments, will aide in determining **best solutions** for the project, and help the NCA team ensure that all regulatory compliance are being adhered to.



During design development we incorporate all engineering systems

Sustainable Design

The success of any project is amplified by the NCA team's ability to consider sustainable design opportunities throughout the design and construction process. Our experience demonstrates that we can enhance life-cycle value and improve sustainable design performance within the established budget. With the NCA team **you will gain a partner committed to designing an energy efficient building that incorporates traditional and innovative design methods to reduce heating, cooling, operations, and maintenance costs.**

LEED Certified, Silver or Gold

- Santa Fe County First Judicial Court House
- NM Court of Appeals
- McKinley Middle School
- Inez Elementary School
- Baca/Dio' Ay Azhi School-1st LEED Project in NM
- Valley High School
- Allied Health Facility
- CNM Culinary Arts Facility
- CNM Ted Martinez Building
- Sandia Mountain Natural History Center

WE INTEGRATE &
INCORPORATE
ENVIRONMENTAL
PRACTICES
& RESOURCE
MANAGEMENT INTO
ALL OUR PROJECTS

Meeting Time Schedules and Milestones

Our present and projected workloads will allow our team to immediately begin supporting COA/BioPark on this contract. Our team has an exceptional record of providing design services that **stay within budget and are completed on time**; two elements absolutely critical to any project.

This is achieved by utilizing the following practices:

- Collaborative Design Process: Communication and consensus building.
- On-Site Design Charrettes.
- Principal involvement and qualified senior personnel throughout the project including construction.
- Development of a Work Plan that includes all aspects associated with the design phases.
- Quality Control practices from programming through 11-month inspection.



Sandia Mountain Natural History Center | LEED GOLD

SECTION V

COST CONTROL

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility



MRWM: Tingley Pond



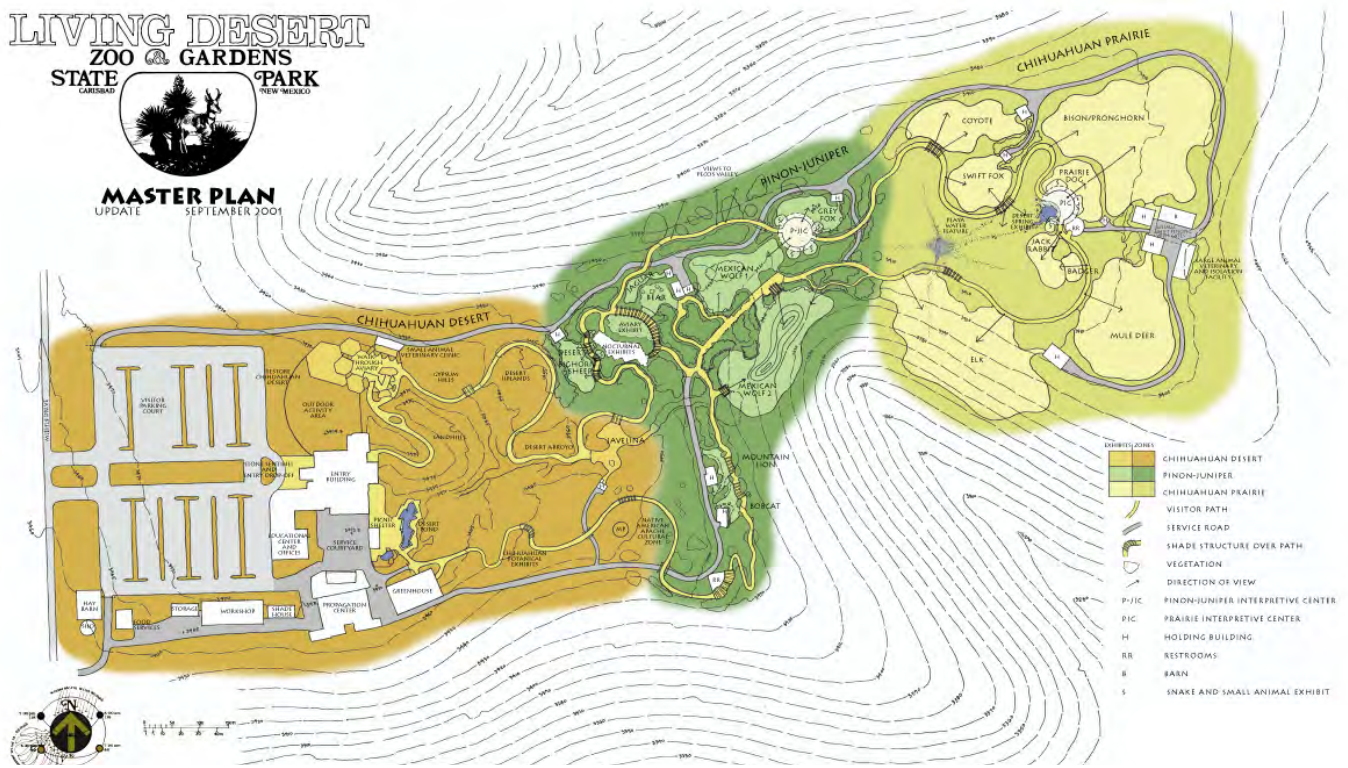
MRWM: Vermejo Park Ranch

Cost Control of the Design Process

NCA works with what we call an "80/20 rule." This means 80% of the important questions/decisions are made in the first 20% of the project. This makes the programming and schematic design phases most crucial to the design and success of this project.

It is at this initial stage of a project where most of the important decisions are made and the project is set. This is why our collaborative design process and on-site charrettes work so well.

Working closely with the Owner we can reach constructible solutions on budget and on schedule. This is not only good for the Owner, it is important for us to not fall behind in our design and end up looking at subsequent phases to make up for time, diluting the design process. It also provides us with invaluable input from the Owner and their buy-in. The Project Manager will be responsible for overall cost control and to make sure the disciplines do not exceed their allocated budgets. This will be the basis of all subsequent phases of design and costing.



Having a clear understanding of the project's needs with respect to real-time construction costs guarantees that your project is designed and completed within the defined budget.

Balis & Company, our cost estimator, will work with NCA in developing estimated construction cost models at different phases of this project. A cost estimate will be prepared for each level of the design for the design staff, project managers, and user. The estimate will allow the design and management activities, required to complete programming through final documents, to adhere to the budget requirements. Construction costs will be developed at each design benchmark and will be based on the current record drawings, contract documents, site visits, and parametric. The cost estimates will also be meshed with operating costs, construction quality and maintainability – called “life cycle costing”.

Value engineering, or value analysis, establishes a concept of value in relation to a specific problem being examined. This exercise occurs during the **early stages** of the design process, and provides a method for selecting the best balanced cost-value solution, taking into account not only first and annual costs, but also functional adequacy. It is most effective when used to rationalize system design and material and component choices.

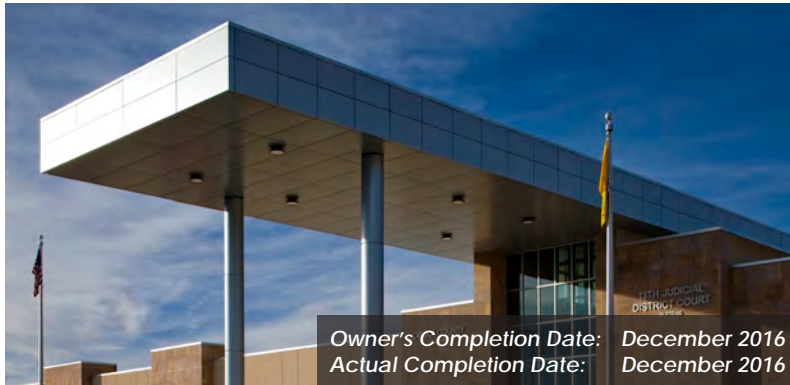
Life cycle costing is used to analyze alternative system designs in relation to time, operations, and maintenance. Life-cycle costing is a technique involving appraisal of the initial costs, operation and maintenance expenses, renovation and replacement costs of a facility, component, or material over a particular period of time, such as the life of a building. Studies can also be applied by analyzing **alternative methods of satisfying space needs**. For instance, the option could be to build a new building or to renovate an existing building; to build for long term life or for temporary, short term use and rebuilding later. Sometimes long-term implications of **alternate system designs** must be appraised: a dual duct versus a terminal reheat HVAC system; a masonry wall versus curtain wall; etc. Cost differentials between materials of component selections must be evaluated; such as resilient tile versus carpet or metal stud wall versus demountable partitions, etc.

The ultimate goal of meshing the cost estimating with the design and maintainability of the project is to achieve a **cost effective, technically sound building** which will not only be effective in the initial costs of the construction, but also effective in the operation, maintenance, and replacement costs throughout the life of the building.



Living Desert State Park



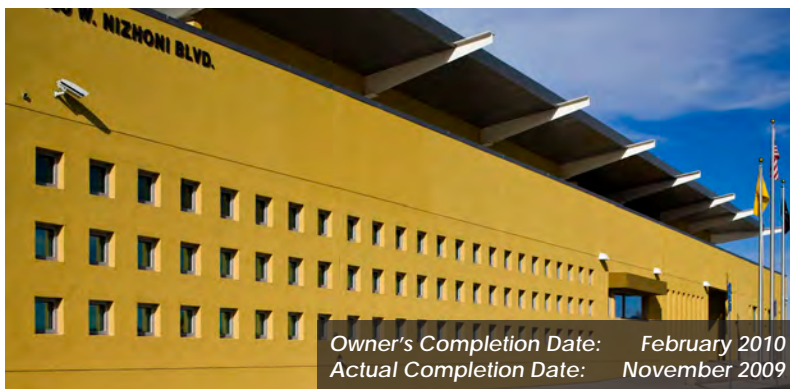


Cibola County Admin Building

Cost Estimate:	\$12,948,000
Final Bid:	\$12,909,985
Change Orders:	\$0

Final Cost: **\$11,520,985**
\$1,389,000 Under Budget

CMAR Project

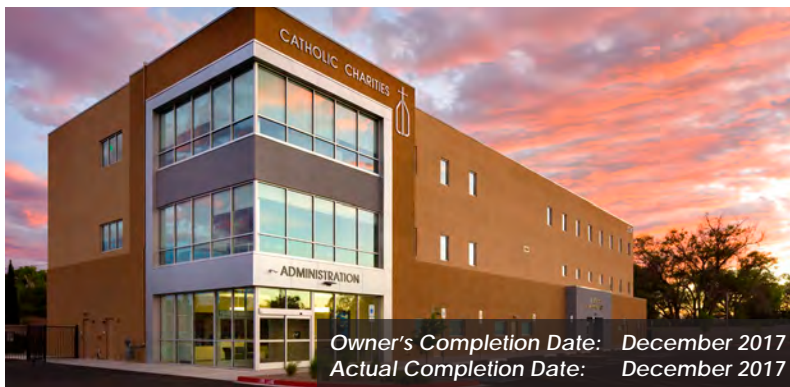


McKinley County Law Enforcement

Cost Estimate:	\$5,875,000
Final Bid:	\$5,736,531
Change Orders:	\$188,928*

Final Cost: **\$5,925,459**

* Owner Initiated Change Orders



Catholic Charities

Owner's Budget	\$6,200,000
Cost Estimate:	\$5,600,000
Final Bid:	\$5,600,000
Change Orders:	\$0

Final Cost: **\$5,508,609**

\$691,391 Under Budget

CMAR Project



Curry County Administration

Cost Estimate:	\$3,935,000
Final Bid:	\$3,800,000
Change Orders:	\$21,370*

Final Cost: **\$3,821,370**

* Owner Initiated & Unforeseen Change Orders

CERTIFICATIONS

City of Albuquerque
BioPark Aquatics/Sharks Quarantine Facility

City of Albuquerque Capital Implementation Program

Agreement and Insurance Certification


We have reviewed the standard agreement for Engineering or Architectural or Landscape Architectural Services that are required for the project listed below, and hereby certify that we will, if selected for the project, enter into this standard agreement for this project and meet all insurance requirements listed therein.

This Certification is intended for the use of the City of Albuquerque only, in conjunction with the award of the Engineering or Architectural or Landscape Architectural Services Agreement for Project:

Project Name BioPark Aquatics/Sharks Quarantine Facility

Project Number 7303.98

Date August 11, 2021 Firm Name NCA Architects

Signature 

Title Principal-in-Charge

STATE OF NEW MEXICO)

) ss

COUNTY OF BERNALILLO)

The above Certification was subscribed before me, the undersigned authority, by:

who swore upon oath that this Certification was signed of free act and deed, on this

_____ day of _____, 20 _____

(Notary Public)

My commision expires: _____



NCAARCH-01

EHUGHES

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/4/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Professional Liability Insurers, Inc. 6101 Moon Street NE Suite 1000 Albuquerque, NM 87111	CONTACT NAME: RJ Dean & Associates	
	PHONE (A/C, No, Ext): (505) 822-8114	FAX (A/C, No): (505) 822-0341
	E-MAIL ADDRESS: ehughes@cressinsurance.com	
INSURED NCA Architects LLC 1306 Rio Grande Blvd NW Albuquerque, NM 87104	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Travelers P&C of America	
	INSURER B: AXA Insurance Company	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

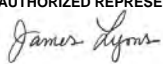
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			6801J913378	6/10/2021	6/10/2022	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N <input type="checkbox"/> N/A If yes, describe under DESCRIPTION OF OPERATIONS below			UB9J060280	1/1/2021	1/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER \$
							E.L. EACH ACCIDENT \$ 500,000
							E.L. DISEASE - EA EMPLOYEE \$ 500,000
							E.L. DISEASE - POLICY LIMIT \$ 500,000
B	Professional Liab			DPR9965930	9/5/2020	9/5/2021	Each Claim 1,000,000
							DPR9965930

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Proposal Purposes	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 




CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/04/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER  LANELL ANDERSON INS AGENCY INC 5600 MENAUL BLVD NE ALBUQUERQUE, NM 87110 BUS 505-881-0550 FAX 505-881-7258	CONTACT NAME: LANELL ANDERSON PHONE (A/C, No, Ext): 505-881-0550 FAX (A/C, No): 505-881-7258 E-MAIL ADDRESS: LANELL@STATEFARM.COM
	INSURER(S) AFFORDING COVERAGE INSURER A: State Farm Mutual Automobile Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
INSURED NCA ARCHITECTS LLC 1306 RIO GRANDE BLVD NW ALBUQUERQUE, NM 87104 505-255-6400	NAIC # 25178

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ OTHER:
	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> DED		026 1326-F02-31F 104 6646-E15-31C 126 3740-F27-31	06/02/2003 05/15/2015 06/27/2017	12/02/2021 11/15/2021 12/27/2021	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ 250,000 BODILY INJURY (Per accident) \$ 500,000 PROPERTY DAMAGE (Per accident) \$ 50,000 COMP/COLL \$ 500
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ OTHER:
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E L EACH ACCIDENT \$ E L DISEASE - EA EMPLOYEE \$ E L DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

For Proposal Use

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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Pay Equity Reporting Form



City of Albuquerque
www.cabq.gov



Bernalillo County
www.berri.co.gov



Water Authority
www.abcwua.org

Company Details

Company Name	NCA Architects, LLC
Phone	(505)255-6400
Email Address	mcalvani@nca-architects.com

Mailing Address	1306 Rio Grande Blvd NW Suite A Albuquerque, NM 87104
NM Employees?	yes

Job Category	No. Females	No. Males	Gap (Abs. %)
1.1 Exec/Senior Level Officials/Mgrs	0	3	N/A
1.2 First/Mid Level Officials/Mgrs	2	2	1.53%
2 Professionals	0	1	N/A
3 Technicians	0	1	N/A
4 Sales Workers	0	0	N/A
5 Office and Admin. Support	1	0	N/A
6 Craft Workers (Skilled)	0	0	N/A
7 Operatives (Semi-Skilled)	0	0	N/A
8 Laborers (Unskilled)	0	0	N/A
9 Service Workers	0	0	N/A
Overall Total	3	7	1.53%

Total # of Females (all categories)	3	Total # of Males (all categories)	7
Total # Female Only Job Categories	1	Total # Male Only Job Categories	3
Total # Part Time Females	1	Total # Part Time Males	0
Female % Workforce	30.00%	Male % of Workforce	70.00%
Total # Employees	10	Total # Non-Binary Employees	0

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third party verification at your own expense.

Robert M. Calvani / Principal in Charge

Robert M. Calvani

May 17, 2021

Name and Title

Signature

Date Submitted

All Pay Equity Reporting Forms are reviewed by the Gender Pay Equity Initiative within two business days of submission. A copy of the reviewed form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, the Gender Pay Equity Initiative will certify your Pay Equity Reporting Form. A Certified Pay Equity Reporting Form may allow you to obtain a 5% preference. Please keep in mind that a Pay Equity Reporting Form - whether certified or uncertified - must be submitted with all bids and proposals. Please contact the Gender Pay Equity Initiative with any questions: oei@cabq.gov or (505) 768-3512.

☐

Certified - Overall Gap is 0%

☒

Uncertified - Overall Gap is more than 0%

Gender Pay Equity Representative