

# CITY OF LIBERTY LAKE – DESIGN-BUILD PROJECT

## - TRAILHEAD GOLF COURSE CLUBHOUSE RECONSTRUCTION & DRIVING RANGE RENOVATION

1. Does the project anticipate the need for any specialty golf course subcontractors or subconsultants that may be subject to availability challenges?

Yes, we expect the need for a specialty golf course driving range specialist. No, we do not expect any availability challenges.

In 2017, the City of Liberty Lake contracted with Tanner Consulting, a highly qualified Driving Range consultant. Based on the existing layouts, potential future layouts, and a possible double decker driving range, most of the “leg work” and “heavy lifting” has already been completed. Furthermore, in 2017, a quote was also obtained from a specialty netting and barrier specialist contractor based on the identified design from the netting consultant. At this point, will need to evaluate Value Analysis and Value Engineering options to determine the best and most appropriate approach to netting with our scope. Our goal is to work with the DB contractor and evaluate the most efficient path forward for design and construction of the reconfigured Driving Range.

Given the lead time challenges for most materials, there will be plenty of time to schedule the installation, and special work scopes, while materials are procured and shipped. This is another reason to use design-build and the flexibility on such matters that RCW 39.10 offers. The main focus is to establish the budget, scope, and lead times so we have a clear, concise and accurate plan to complete the work.

2. In Item #3, your schedule projects a 3-month programming and validation period, followed by a 6-week design completion and permitting.
  - a. Have you allotted enough time to get your Design-Builder fully engaged in the 3-month programming & validation phase; design and permitting? The schedule outlined in the PRC Application was developed with input from the local Design-Build community. While it is admittedly, aggressive, given the time and parameters of the project, the timeline outlined is critical to the success and timing of the project. Staff availability and current workload is a scoring criteria as part of the selection process. Proposing teams will need to understand the schedule, and have the appropriate staff available to keep the project on track. OAC has extensive knowledge and experience in the Spokane area market, and the outlined schedule for the proposed scope of work, is not out of the ordinary in the area, especially when utilizing the Progressive Design Build model.

Additionally, design will be ongoing concurrently with the programming and validation phase. Once scope and the GMP is finalized, the remaining design won't take long to complete. One of the main advantages of utilizing Progressive Design build is that we don't need every aspect of the design 100% complete in order to begin work. For example, we don't need carpet color finalized in order to begin initial earthwork, or start demolition of the existing clubhouse.

While the outlined schedule is a good starting point that demonstrates to proposing firms that they need to be ready to “hit the ground running” we understand that as more information

develops, timing and plans may need to be adjusted. One of the main advantages of PDB is the flexibility it offers, and we understand that we need to be flexible when it makes sense. We understand there are different ways and paths to cross the finish line, so if the PDB team has better ideas on how to accomplish the same goals, we are happy to listen to their advice, and make adjustments as necessary.

Furthermore, the head golf pro, Chris Johnston, has over 20 years of experience in golf course and clubhouse management. He knows the requirements of the clubhouse, how it should function, flow and operate. His experience and knowledge will be invaluable to this process. Chris will be relied upon heavily during programming to efficiently guide the PDB team to a design that meets our needs and requirements. With Chris' experience, there will not be a need for any specialty clubhouse consultant. An experienced and qualified PDB team will be able to design a functional, practical, cost effective solution with guidance from Chris. The City of Liberty Lake staff understands the time commitment and level of decision making required on their part in order to keep the project on schedule and are committed to the required work for a successful project.

Given these reasons, yes, the outlined schedule is enough time to be fully engaged for the programming, validation, design and permitting.

- b. Within the same time period(s), have you allotted enough time to select and engage your other key consultants during this time period? (*i.e. - DB MEP, kitchen consultant, netting and your civil contractor?*) Yes, there is enough time:
- 1) DB MEP – the clubhouse scope is not overly complex or large. DB firms have great relationships with the subcontracting community, and gather input continuously from the them during design, even without a formal contract in place.
  - 2) Kitchen consultant – kitchen consultants are always busy. Whether we stick to the existing schedule, or wait a year, the kitchen consultants will still be busy. They are used to working in this market with aggressive timeframes. Additionally, this kitchen and restaurant will be relatively small in comparison to the overall project scope, so the level of effort is not overwhelming.
  - 3) Netting – In 2017, the City of Liberty Lake contracted with Tanner Consulting, a highly qualified Driving Range consultant. Based on the existing layouts, potential future layouts, and a possible double decker driving range, most of the “leg work” and “heavy lifting” has already been completed. Furthermore, in 2017, a quote was also obtained from a specialty netting and barrier specialist contractor based on the identified design from the netting consultant. At this point, will need to evaluate Value Analysis and Value Engineering options to determine the best and most appropriate approach to netting with our scope. Our goal is to work with the DB contractor and evaluate the most efficient path forward for design and construction of the reconfigured Driving Range.
  - 4) Civil contractor – a design build civil contractor is not considered necessary given the current project information. Design build teams will be able to gather input and design ideas from local earthwork contractors without a formal agreement.
3. In Item #4, you state 90% of Trailheads revenue is generated within a 7-month window. Please state the 7-month window of revenue so we can assess this information w/your anticipated project design and construction window stated in Item #3. Otherwise we can assume an April thru

**CAPITAL PROJECTS ADVISORY REVIEW BOARD**

**PROJECT REVIEW COMMITTEE**

**QUESTIONS RE: PROJECT APPLICATION**

Meeting Date: 9/23/2021

October window. Confirmed, but this is approximate and varies per year depending upon the weather. Approximately 90% of the revenue is generated within an approximate 7-month window depending on weather.

a. HS Golf plays an abbreviated schedule in the Fall quarter and again in the spring quarter from March to May. In Item #4, you stated HS Golf is a priority; is their schedule part of the 7-month window? Yes, high school golf is within that 7-month window. In an effort to be good community members, we want to work with local school districts to make sure that our work only has minimal disruption to their normal golf practices. If there is a need to make alternative arrangements for practice, we want to make sure there is adequate time for them to plan, given the limited options in the area.

4. In Item #4, you state a restaurant vendor will be responsible for all TI costs. Assuming the DB will be providing a shell and core space to support a full service restaurant,

a. When will your Restaurant Vendor be selected?

The restaurant vendor RFP will be issued concurrently and in parallel with our PDB process. The restaurant vendor will be selected immediately following the PDB selection, so that their input, thought process, and procurement ideas can be considered and implemented. An experienced broker will help the City of Liberty Lake in selecting the restaurant vendor.

Do you expect your restaurant to be fully built out on 5/31/2023?

This is currently unknown. It would be ideal if the restaurant is opened at the same time as the rest of the clubhouse, but given that we do not have a restaurant vendor selected yet, or the terms of the contract identified, it would be premature to provide a definitive answer at this point.

Once the restaurant vendor is selected, we will work with them to identify what makes the most sense for schedule, insurance and how the TI work is completed. No matter what process or schedule is identified for the restaurant work, it needs to be an agreement that works for the PDB firm, the restaurant vendor, and the City of Liberty Lake. These are negotiations that will take place during the programming and validation portion of the project, and is again a great example of why the progressive design-build process is perfect for this project.