

**Management:**

1. Explain the Owner's strategy or decision process to hire several A/E firms to design its capital improvement program and use one GC/CM firm to deliver all the projects?

The overall program for Riverfront Park is varied and diverse, reflecting its role as a destination urban park for the region. It includes a complete upgrade to park grounds and infrastructure, but also, four new buildings alongside a remodeled iconic building, the U.S. Pavilion. Each scope of work has a unique set of program and technical requirements.

Based on the Master Plan 2014, the Spokane Park Board and the Citizen Advisory Committee strongly recommended an overall coordinated park design, but also a completed park that both honors the architectural diversity established during EXPO '74 as well as incorporating unique high quality design. By soliciting architectural, landscape, engineering skills unique to each scope of work, Parks and Recreation aims to maximize the quality and capacity of A/E firms selected for the project, as well as potentially increasing the number of local and regional firms that can contribute to this legacy project.

By involving a GC/CM early in the design phase, Parks and Recreation intends to minimize risk to the owner around cost, scheduling and access, particularly as it relates to public safety. The use of a single GC/CM for the entire project also minimizes the gaps in construction that occur as some of design packages intertwine with one another. Attempting to delineate work and construction between multiple contractors would carry a lot of risk and create gaps in the overall development, and, possibly, final delivery of the park.

Parks and Recreation will select their first A/E consultant team this summer for the "Design of Public Spaces and Park Grounds." This design team will establish overall design guidelines for the park including materials, furnishings, lighting and plantings. The "Design of Public Spaces" team and the selected GCCM will meet both jointly and individually with Parks, and periodically with the other four A/E teams to develop and coordinate design and cost/material efficiencies that might otherwise be overlooked.

- a. How do you envision the GC/CM will coordinate with several design teams?

It will be the responsibility of Parks and Recreation/Owner to manage the overall design coordination between the A/E consultants and the GCCM throughout the duration of the project. The GC/CM will act in the same way as the Owner by attending design meetings for each individual project as well as participating in larger coordinated design meetings among the five design teams.

2. Exhibit 'C' within the application Org chart: Indicates direct reporting relationship between the GCCM and the Parks & Rec. Department, namely Ms. Sinisterra and Mr. Eadie.
  - a. Please indicate the FTE participation levels of these two key staff for both the design and construction phases of the projects.  
See table response below to following question noting participation of two key internal Parks staff.

- b. Revise and identify on the Org Chart the amount of time (percentage) in each of the project(s) phases (Predesign/SD/DD/CD, Closeout) for the proposed team members.

	Predesign	SD	DD	CD	Construction	Closeout
Leroy	30	15	15	15	15	5
Juliet	100	100	100	100	50	10
David	20	40	50	75	100	100
Mike	10	5	5	5	5	5

Parks and Recreation recently hired Executive Officer, Jason Conley to support the work of Parks Director, Leroy Eadie. With Mr. Conley’s management and oversight related to Parks and Recreation in general, Mr. Eadie’s schedule is open to allocate the percentages of time listed above toward the Riverfront Park Bond.

- c. Please define level of approval authority for these two individuals without necessity of referring to higher levels within the organization (Riverfront Park Committee and Parks & Rec. Board).

Parks Director Leroy Eadie, has full authority over management of all Parks and Recreation staff and all expenditures less than \$50,000. All expenses above \$50,000 go to the Park Board through the Riverfront Park Committee for approval.

All expenses related to the Riverfront Park Bond are initiated through Juliet Sinisterra and then go to Leroy Eadie for final approval, or agreement to move forward to the Park Board, depending on the amount for approval. Mr. Eadie does not approve any expenses without support and documentation via Ms. Sinisterra.

- d. Please describe reporting relationship(s) [if any] between the GC/CM and Heery during construction phases of the project(s).

Presently, Heery International works directly with Project Manager Ms. Sinisterra. During Pre-Construction services, Heery will continue to act as support to the design development process and Parks and Recreation/Owner. As the project moves into construction Heery will directly manage and act as the lead point-of-contact with the GC/CM. If additional support is needed to manage the project, Heery has the capacity to quickly bring on staffing as needed.

Presently, Parks and Recreation is looking to integrate a Management Information System that will be accessed by all team members regularly, so that work is transparent. During construction, Heery will report at a minimum, on a weekly basis to Parks staff regarding updates to all projects and to the Park Board’s Riverfront Park Committee on a monthly basis.

3. Bottom of page 12/15 within the application describes anticipated policies/procedures to be undertaken with the team at 95% CD stage of design and subsequent MACC negotiations presumably concluding with establishment of TCC for each of the project's Phases. Please clarify both the sequence and timing of this process; it's not clear whether the designer has responsibility for identifying scope creep in the documents or the GCCM and at what point in the process [before, during, or after establishment of the TCC presumably for each phase/project.] *See also question 1 below with respect to **Schedule**.*

Each project will negotiate a MACC at the 95% stage of each design which will establish the TCC for each project. As for identification of scope creep, there is the responsibility of everyone throughout the design process. If there is creep between the 95% and the actual bid documents then it will be the GCCM's responsibility to provide the owner with a summarization of the scope that increased along with the associated costs, if the owner is in agreement and the negotiated MACC was bid over budget for these reason then owner adjustments will be made to the contract.

The GCCM will be required to maintain a Decision Tracking Log that identifies additional scope and estimated costs since the last approved phase estimate.

The other potential scope creep to track will be change in scope from when an early bid package is bid out and contract pre-approved by the Owner before establishing the project TCC. There may be cost change due to the sub if the 100% CDs include scope changes from the early package bid scope. These will be need to be identified as early as possible and will have to be addressed via change orders if scope approved by the owner.

4. Please describe the anticipated ultimate disputes avoidance/resolution process for this project. Does the City intend to utilize the help of a DRB on the project?

Obviously the hope is to be able to solve all disputes throughout the project at the field level between the on-site CM, architects CA and the GCCM project manager. The next step from there would be to move it up to the executive level between Leroy, Mike Finnegan, Architects principal-in-charge and principal in charge for the GCCM. If agreements are not able to be made at that stage of the process then a dispute resolution board would be utilized as the preferential method for the City.

5. Expand on Mike Finnegan's role and involvement on this project.

Supplemental Training to Parks  
GCCM RFP and Contract Documents  
GCCM Selection  
MACC Negotiations  
Disputes intervention  
Executive Oversight for Heery

6. How does the Parks & Recreation Board intend to manage the 16 member evaluation committee? Will the committee remain active during the project?

The Design Steering Committee consists of 16-18 community stakeholders. The Design Steering Committee's primary tasks will be to score and interview the three finalist A/E teams for each of the five A/E projects, and to periodically review and respond to design presentations from each of the five A/E teams once selected and under contract. The committee will be acting in an advisory role providing their recommendations to the riverfront Park committee and Park board. The Design Steering Committee will begin their work in June 2015 and conclude in June 2016. We expect the Design Steering Committee to meet on average, once or twice a month during the duration of the committee.

7. Heery was the consultant for the Seattle and Spokane Public Schools. What lessons learned will be incorporated into the City's project?

Heery has been fortunate enough to work for Seattle Schools since the mid 90's and Spokane since 2005. Some of the lessons learned in which we intend to incorporate into the City project are:

- Shared savings has been eliminated
- Increase the weight of qualification factors other than price
- Work packages/subcontract scopes to be more aligned with typical lump sum low bid process.
- Self-perform bid packages to include scopes of work that can be competitively bid
- Inclusion of tight scheduling contract terms to protect the owner in case of schedule delays
- For hard-to-determine Negotiated support services, utilize allowances that are approved by owner. Examples of this include temporary pathways and utilities based upon events going on at the park as well as keeping people moving safely through the park.

8. Provide a short explanation of how the Owner intends to implement and comply with the requirements of RCW 39.10.360 (4) (5). Specifically address the GC/CM selection summary process.

In anticipation of receiving approval Parks has already established a committee consisting of Park board members, Parks staff and GC/CM Advisor to review submitted proposals and participate within the interviews of the short listed firms. Firms that are then taken to the pricing phase of the process will then submit their cost proposals based upon the overall project/program cost to City purchasing, which will then be opened publicly at the city and each firms score for each step of the process then revealed. City protest procedures are in line with the RCW and City Purchasing will lead the process for confirmation.

**Budget:**

1. The application and pertinent exhibits describe a 'multi-phased' project with different designers and differing schedules for execution—both for design and construction phases of each. It appears that the only designer 'on board' is for the Howard St. Bridge. Please clarify how the overall construction cost budget was derived without input from the various project's designers.

Parks and Recreation established costs in working with regional and local architects, designers and engineers that were brought on to develop the Conceptual Plan and related imagery during the Master Plan process. These costs are based on the area market and best practices from licensed firms from throughout the region. As the owner, Parks and Recreation along with support from Heery International will work to hold all design and construction budgets to these established costs. The budget will dictate the design versus design dictating the budget.

2. Pages 4 and 5 within the application indicate concern for potential project challenges related to unknown or undetermined site conditions with respect to the old rail yards and bridge demolition/replacement to occur as a part of the project. Please clarify parameters of responsibility for and budget considerations to address such unknowns and indeterminate scope issues.

The budget currently includes a \$300,000 line item for geotechnical and hazardous materials survey and testing to make sure that proper testing is completed throughout the park. Parks staff will work with the GC/CM and design teams to make sure proper sampling is completed in areas that will be impacted by construction.

- a. Does the Owner believe that its 6% of construction budget for design/owner contingency is sufficient based upon the above?

Current budgets establishes an Owner contingency of 5% of the construction budget as well as a program level contingency of about 8% of the construction costs for use as a safety and for unknowns that have not been identified within the budget. There is some internal discussion that an allowance be included within the project MACC for soil related issues and, if costs are encumbered beyond that figure, then contingency will have to be utilized.

3. How and when will the MACC for all the projects be determined?

Preliminary MACC has been determined based upon the Master Plan and Bond development. That cost is what the architect will be held to for the scope of design. In conjunction with the owner, the GCCM and A/E estimators will perform estimate reconciliation and confirmation at SD and DD phases. Then as we get to 95% the negotiations for the final project MACC will be made with the intentions of being in line with the preliminary MACC, barring any owner scope increases.

**Schedule:**

1. Exhibit 'B' within the application consists of master schedule elements for the six (6)-phased project, with separate [but overlapping] design activities running over the period 4/2015 – 3/2018 (almost 3 years) and associated construction activities between 11/2015 – 5/2019 (3.5 years +/-). Please clarify the following with respect to this schedule:
  - a. Duration of preconstruction period for the GCCM will vary slightly per project but will be integral with other projects within the Park. Overall preconstruction will begin soon after the GCCM is brought onto the job and continue through the completion of the design which is currently expected at the end of 2017 or early 2018.
  - b. Anticipated preconstruction budget for the nearly 3 years design time indicated. Current budget line item is \$500,000. Preliminary numbers had a price of \$300,000 which was reviewed with local Spokane contractors who felt that number would work but was likely low for desired level of service.
  - c. Timing of MACC negotiation for the project—is it multiple MACC at each phase's 95% design point, cumulative MACC as the schedule progresses, one MACC/TCC at completion of entire design?

That is correct, we will have multiple MACC negotiations at the 95% of each phase, each of these will include their own specified GC's, Negotiated support services and contingencies.

- d. Anticipated process for distinguishing between 'construction' vs. 'preconstruction/design phase work' by the GCCM.

Per AIA –A133 Construction phase shall commence upon the Owner's acceptance of the GC/CM's maximum price per project by execution of a Total contract cost amendment or the owners issuance of a notice to proceed, whichever occurs earlier. There will be many times where the GC/CM will be in construction on one project and in pre-construction for another project.

Owner may approve the GC/CM award of a subcontract, undertaking work with its own forces, or issue a purchase order for equipment or materials without causing the construction phase to commence, work though will be subject to the A201 General Conditions and construction contract terms.

2. Does the "State Review Board" indicated on the schedule have any authority over approval of contracting methodology or contract award for either the designers or GC/CM?

This line item in the schedule is in reference to this approval process. It was a carryover from a previous schedule and was not removed when the GCCM selection was broken out separately.

**Design:**

1. At what stage beyond 30% is the design?

To date, the only design team selected is the engineer for the Howard Street South Bridge work. Their work began in mid April of this year. While we had hoped to expedite this Bridge design in anticipation of summer events starting in May of 2016, due to extensive agency oversight related to the Avista Dam facilities, we are now moving at a more regular, slower schedule for this design work and do not expect to reach 30% design until mid to late fall of this year.

We expect the remaining A/E work to be under contract before the end of this year, with most design reaching 30% before June 2016. The design team for the "Design of Public Spaces" will be selected in the month of June and will not have reached 30% prior to procurement of the GCCM.

2. Please clarify as to necessity of 2 years' time to complete design for the Loof Carrousel pavilion.

Overall construction scheduling was developed around maintaining, to the best of our ability, Riverfront Park revenue generation as well as overall construction and access considerations. Park staff did not feel comfortable going without Carrousel revenue for an entire year until new attractions and revenue generating opportunities were up and running within the park. In addition, coordinating the development of all design, expedites input from the stakeholder Design Steering Committee during the first year and allows for the greatest amount of coordination between design teams, early on in the process.