Grays Harbor Public Hospital GC/CM panel questions

April 20, 2016

1. Paragraph 4, page 4, Anticipated Project Design and Construction Schedule Targets:

   a. Looking at the timeline for selection of GC/CM it appears that an interview of shortlisted firms is not anticipated. Please confirm and if so why not?
   
   Answer: The timeline has been revised to include a GC/CM shortlist interview period scheduled for May 24, 2016, see attached schedule.

   b. Confirm that MACC negotiations will take place in December 2016.
   
   Answer: The MACC negotiations are scheduled to take place from December 2016 through January 2017, see attached schedule.

   c. Confirm that DD phase will not start before the GC/CM is on board. The project schedule shows the DD starting on 6/28/16 but the GC/CM does not begin Preconstruction Services until 7/7/2016.
   
   Answer: The DD phase will commence 7/8/2016 upon GC/CM preconstruction services starting 7/7/2016, see attached schedule.

2. Paragraph 7 b, Page 11; Expand on Parametrix’ s role during the construction and project closeout phases. Who has decision authority to negotiate change orders, scopes of work, and provide direction to the GC/CM and A/E during construction?

   Answer: Please find attached a check list of services delineating Owner Rep [Dick Bratton] responsibilities in conjunction with services provided by Parametrix. Upon approval of the GC/CM project delivery for the Summit Pacific Medical Center Medical Office Building [SPMC MOB] Parametrix will be immediately engaged to participate in project tasks during the design phase through final construction and closeout. SPMC will have the primary contract responsibility and authority to negotiate change orders, scopes of work, and provide direction the GC/CM and A/E during construction. Renee Jensen as SPMC CEO and Dick Bratton as Owner Rep/PM will provide this principal authority and overview of project contract requirements and procedures as they have performed on past projects and will engage the assistance and consultation of Parametrix on an as needed and requested basis for any specific review circumstances.
4. Anticipated Project Design and Construction Schedule Targets

<table>
<thead>
<tr>
<th>Project Schedule</th>
<th>Start</th>
<th>Finish</th>
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</thead>
<tbody>
<tr>
<td>Construction Documents</td>
<td>10/1/2016</td>
<td>1/5/2017</td>
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<tr>
<td>Permitting</td>
<td>12/15/2016</td>
<td>3/15/2017</td>
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<tr>
<td>MACC 90% CDs</td>
<td>Dec 2016</td>
<td>Jan 2017</td>
</tr>
<tr>
<td>Construction</td>
<td>April 2017</td>
<td>April 2018</td>
</tr>
<tr>
<td>Substantial Completion</td>
<td>5/1/2018</td>
<td>5/5/2018</td>
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<tr>
<td>Closeout</td>
<td>5/6/2018</td>
<td>5/12/2018</td>
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<table>
<thead>
<tr>
<th>GC/CM Schedule</th>
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<th></th>
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<tbody>
<tr>
<td>Site Meeting</td>
<td>5/13/2016</td>
<td>5/13/2016</td>
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<tr>
<td>RFP Submittal Due</td>
<td>5/17/2016</td>
<td>5/17/2016</td>
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<tr>
<td>Score Submittals</td>
<td>5/18/2016</td>
<td>5/19/2016</td>
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<tr>
<td>Interview Shortlisted Firms</td>
<td>5/24/2016</td>
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<tr>
<td>RFFP Submittal Due</td>
<td>5/25/2016</td>
<td>6/15/2016</td>
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<tr>
<td>Score and Notify Submitters-Select GC/CM</td>
<td>6/16/2016</td>
<td>6/17/2016</td>
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<tr>
<td>GC/CM Work Plan Due</td>
<td>6/18/2016</td>
<td>7/1/2016</td>
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<tr>
<td>Precon Agreement Executed</td>
<td>7/2/2016</td>
<td>7/6/2016</td>
</tr>
<tr>
<td>Pre-Con Services</td>
<td>7/7/2016</td>
<td>4/2017</td>
</tr>
</tbody>
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Summit Pacific Medical Center-Medical Office Building
Delineation of Owner Rep/PM Services [Dick] w/Parametrix Consultation Support

Key: [D=Dick]: [B = Dick and Parametrix]: [N= Not Applicable]

Project Management Planning
  - B__ Understand Owner Vision/Mission/Goals for the Project
  - D__ Develop Strategic Project Working Plan
  - D__ Define Responsibilities and Management Structure of the Project Team
  - D__ Organize and Lead team with Project Controls/Project Master Schedule
  - D__ Develop Communication Protocols
  - D__ Develop Risk Management Plan/Procedures
  - D__ Define FFE Requirements
  - D__ Develop RFP for Design Team Solicitation
  - B__ Determine Project Delivery Methodology
  - D__ Develop Project Budget Proforma
  - D__ Define Project Financing
  - D__ Audit Operations to be maintained during Project
  - D__ Formulate move in plan strategy check list
  - D__ Assess Physical Plant capacity for new Project
  - D__ Assess Infrastructure capacity for the new Project
  - D__ Review/Select Design Team
  - D__ RFP for Select Consultants
  - D__ Selection of Consultants
  - D__ Design Firm Scope and Contract Reconciliations
  - D__ Transition Planning
  - D__ Move in Planning

GC/CM Selection and Preconstruction Services
  - B__ Develop RFP GC/CM Solicitation
  - B__ Select most qualified GC/CM candidates
  - B__ Interviews/shortlist
  - B__ Develop RFFP and Cost Allocation Matrix
  - B__ Final proposals
  - B__ Negotiate preconstruction services
  - B__ Develop and negotiate GC/CM preconstruction scope of work and cost
  - B__ Subcontract plan
  - B__ Subcontract buyout
  - B__ Estimates
  - B__ Risk Register/allocation
  - B__ MACC negotiation
  - B__ Construction contract negotiation and award

Design Management
  - D__ Review Master Plan Concept
  - B__ Review City/Agency Requirements
  - B__ Review Existing Geo Tech Information
Review Project Schedule
Review Schematic Design Review/Scope Review
Assess/Select MEP Design Providers
Provide and Facilitate Design Coordination w/Consultants
Design Development Review/Scope Review
Constructability Analysis/Phasing Strategy
Review Civil Infrastructure Tie-In
Review Overall Site Management Plan
Assess Energy Related Issues
Review Budget Estimate AT DD
Determine Design Consultant Import and Schedule/Scope
Design Contract Documents/Specifications/Details/Project Manual
Review Coordinated Design per Systems

Cost Management
Develop/Review Overall Project Proforma
Cash Flow Tracking
Conduct Schedule based Budget Updates per Design Phases
Budget Updates and Tracking
Value Engineering and Constructability Analysis
Define Diff/Doc for FFE
Establish RFI/CO Procedures

Time Management
Define Master Project Schedule
Detail Design Schedule
Detail Construction Schedule Gantt chart
Define Long Lead Items
Develop CPM Schedule
 Require/Review GC/CM Three Week Look Ahead Schedule
Review Acquisition Plan and Constructability Performance Periods

Agency Management
Permitting
Due Diligence
DOE
DOH
ELMA
SEPA
NEPA
DFW
USDA
ORCAA

Quality Management
Manage Work to Conformance of Contract Documents
Monitor Risk Management and Implement Safety Plan
Monitor Effectiveness of QA/QC Team
Contract Administration

_B_ Insure Contractor Compliance with Contract Documents
_D_ Organize and Lead team Interactions
_D_ Define Partnering Process
_B_ Develop Contract Procure Plan; design/consultant/contractor/suppliers
_D_ Develop Filing System and Implementation
_B_ Develop Contracting Methods
_D_ Develop Requirements for Occupancy and Start Up
_D_ Consultant Administration – Specific Oversight/Monitoring

Safety Management

_D_ Establish Project Emergency Plan
_D_ Coordinate Life Safety Measures/ICRA
_D_ Review Contractor’s Safety Plan

Professional Owner Representative Practice

_B_ Adhere to Ethical Standards
_B_ Provide True leadership
_D_ Perform role as benevolent autocrat

Facility Management

_D_ Coordinate Phasing Plan
_D_ Inform Public/Staff Notifications
_D_ Coordinate Separate Contracts
_D_ Coordinate Third Party Consultants
_N_ Manage Key Shut Downs w/GC/CM

Construction Management

_D_ Assure all Contractors Understand Scope and Schedule
_D_ Establish Best Practices for Environ Quality Control, Recycle Measures
_D_ Deliver Timely and Concise Reports to Owner
_D_ Report on Progress/Milestones
_D_ Provide site logistics plan to maintain operations and insure safety/security
_D_ Provide Efficient CO Management
_D_ Manage Construction Process/Progress, Keep Work Flowing
_D_ Provide onsite observation and representation minimum of 3 days/ week
_D_ Administer Progress Payments
_D_ Monitor Special Inspections
_D_ Daily Site Inspections/reports
_D_ Overseer Project Commissioning Plan
_D_ Assure Contractor Provides a Safe Workplace
_D_ Conduct Weekly on Site OAC Meetings
_D_ Establish Action Plan Protocol for OAC Follow-up Tasks
_B_ Coordinate Final Stages of Construction
_B_ Provide Efficient Closeout/Punch list/Operating Manuals
Close Out
  __B__Assist with punchlist development
  __B__Insure warranties/manuals are submitted properly
  __B__Review as-built drawings
  __B__Final accounting, reporting