

S3R3 SOLUTIONS, INC. DESIGN-BUILD

- MAINTENANCE FACILITY HANGAR PROJECT

1. Regarding your response to question #3

- a. What information will be included in your RFQ since it does not look like you have an RFP step?
 - i. There will be an RFP step, that will include a Management Plan. The RFQ will include the typical team qualifications and experience and past project information as well as other required information per the RCW. The teams will be shortlisted to interviews further to determine the teams to be brought forward to the RFP and Fee Proposal stage.
- b. Would you be awarding the DB contract to a single firm after Fee Submittal & Opening, but before Programming & Validation?
 - i. Absolutely. The tenant will also be involved in the selection process as well.
- c. Explain at high level, the structure of your GMP accounting. How do you capture risks and contingencies?
 - i. As a complete design-build team, we together will develop a risk register to track all risks, associated costs and the probability of the risk occurring.
- d. Who do you plan to own the permitting responsibility and risk? You or the Design-Builder? E.g. the City of Spokane permits (SEPA, Building permit, trade permits, etc.).
 - i. The design-build team will be responsible for the management of the permitting process. Spokane International Airport issues the grading and storm drainage permits while the city of Spokane will issue the building permits. The water and sewer hook-ups are per the interlocal agreement between SIA and City of Spokane. S3R3 will be the responsible party for the SEPA process. The design builder is the owner of the permitting process. The owner will help to move the process faster by helping to remove barriers.
- e. Who do you plan to manage the design review process? Who is authorized to make decisions and choices? (not asking about the technical design decisions for the Engineer of Record)
 - i. S3R3 will be the only party able to make decisions on behalf of the tenant along with coordination from the tenant. Like the Amazon Air Cargo facility, the tenant will be a part of the process but will not slow down or hinder the process and will not communicate with the team without S3R3.

2. Regarding Responses in question #6

- a. Reg. Selection Committee:
 - i. How much design-build knowledge that the directors (DB Selection Committee) have? What is the reasoning for this committee make up?
 - i. Todd Coleman will be the only executive with design build experience on the selection committee. The remainder of the committee has multiple projects of GC/CM and heavy civil GC/CM committee experiences. OAC Services, Stacy Shewell will be guiding and leading the design build selection process and acting

- as a technical advisor to the selection committee. The reason for a committee is to be responsible for selecting the design build team.
- ii. Please expand on the project team org chart showing additional roles within S3R3 and how the public body is managing the consultant team and the design builder. Please identify percent of each team members time spent on the project for each role.
 - i. Todd Coleman is 100% available to this project from start to finish as the Executive Director.
 - ii. Jeff Jurgensen is just for oversight and assistance to the team as needed.
 - iii. Stacy Shewell is 50% available to this project during the procurement process and during GMP validation and design development. Of course, will be available anytime needed.
 - iv. Phil Johnson will be 75% for the design/construction phases. This will be Phil's first progressive design build project and will be alongside Stacy to learn and get experience of the process but has 20+ years of construction experience as a general contractor.
 - v. Graehm Wallace is available as needed throughout the process but will be heavily involved in the beginning with the development of the RFQ/RFP and contracts as well as the development of the GMP.
 - iii. Does S3RS have any staff supporting procurement, design or construction besides the Executive Director?
 - i. Todd Coleman has 30 years of procurement and project management experience and has 1 project utilizing progressive design build in the last 2 years. They only have 2 other full-time employees 1 of which was hired about 3 months ago.
 - iv. Since OAC appears to be highly experienced in DB and PDB, and trusted by the Owner, have you considered making OAC as a technical evaluator? May not have a voting authority but you can gain advantage from their expertise to evaluate the DB competing firms.
 - i. OAC will be heavily involved in the entire process as a technical advisor and evaluator. OAC will not have a vote in the selection process, however, will be leaned on just as they were in the selection process for Amazon Air Cargo facility.
- b. Reg. Project Progress:
- i. How can you make sure design decisions or choices are made timely so as not to hold up the Design-Build contractor's progress? Who is authorized to make those decisions and choices?
 - i. Great question and it was a lesson learned in the Amazon Air Cargo project. Therefore, we met weekly as a team and involved the tenant in all meetings. We agree to a partnering and teaming agreement for the project where the owner and tenant understand that hesitance on their part could create delays or cost increase. The design build team is also made to understand they need to provide as much accurate information as possible during meetings to allow decisions to be made. S3R3 will hold the contract and will be therefore authorized to make all agreements and final decisions.

- ii. Does the potential tenant need to be involved in reviewing the design? If not, are their needs clearly understood by S3R3 and relayed to the DB?
 - i. Absolutely and they will heavily involved, however all communication with the design build team will be through S3R3.
 - iii. Do you plan to have all of the hangar performance criteria clear by the time the GMP is negotiated?
 - i. We have done programming and workflows already with consultants which will all be available to the teams. The tenant will be involved in all of the hangar design with the team as well. Major project elements will be clear prior to negotiating the GMP.
 - c. Reg. Schedule:
 - i. Is there going to be an RFP step? Your response here appears to conflict with your response on Page 2 of 9, which listed only RFQ step.
 - i. Yes, there is an RFQ, then interviews and RFP consisting of management plan and fee proposal.
 - ii. The 2nd bullet of your response includes sequence of activities that do not appear to reflect Design-Build or Progressive Design-Build delivery method. Please clarify.
 - i. The RFP response including the management plan will be submitted with the fee.
 - d. Reg. Planned DB Procurement Process:
 - i. Do you plan to include project scope and key design performance criteria (at least some, if not all) for the main facilities in your Request for Qualification (RFQ)?
 - i. All planning documents completed to date will be available for the teams to review while they are responding to the RFQ.
 - ii. What is the structure of your evaluation criteria and scoring formula for the technical and financial parts of the SOQ? Will that be made known to the bidding firms during procurement?
 - i. Per the RCW requirements of the state of Washington the scoring criteria must be made available to the teams prior to responding. The criteria are currently being refined and will be provided in the RFQ. We anticipate that the fee component will be work approximately 5% of the total combined RFQ and RFP response scores. The RFQ and RFP will be developed in conjunction with each other to reduce the opportunity of mistakes or gaps.
 - iii. Do you plan on having Perkins Coie to also review your Design-Builder procurement plan, steps, evaluation criteria and scoring formula?
 - i. Our legal counsel Graehm Wallace will be heavily involved in the development of the RFQ/RFP/Fee Proposal and subsequent GMP development etc.
3. Response to Question 7.
- a. Please provide more detail on the Amazon Air Cargo progressive design-build project listed on page 8 of the application as this completed project does not appear on the list of project applications reviewed by the PRC.

- i. It was a preengineered metal building and therefore was not required to be approved by the PRC. However, the owner used OAC for the project and everything was done just as if it were an approved project. Perkins Coie was the attorney S3R3 used as legal counsel as well.

4. Please submit an anticipated project milestone schedule per Attachment B.

- i. The schedule has not been fully developed and we only know a few of the milestones that matter to the tenant. Their maintenance season begins October 1 and runs through May 1. We are working with input from the tenant on when they would like to move. It will either impact maintenance or ongoing operations depending on the completion which will be a huge part of the selection process.

Description	Start	Finish
PRC Meeting and Approval	3/24/22	3/24/22
Advertise RFQ and Collect SOQ's	4/4/22	4/25/22
Score SOQ's and Shortlist	4/26/22	4/29/22
Interviews	5/4/22	5/4/22
Issue RFP	5/6/22	5/6/22
Management Plan and Fee Proposal Due	5/20/22	5/20/22
Score Management Plans	5/21/22	5/25/22
Public Fee Opening	5/26/22	5/26/22
Programming and Validation	5/26/22	8/1/22
Negotiate GMP	8/1/22	8/16/22
Design Completion/Permitting	8/1/22	11/1/22
Construction	10/1/22	12/1/23
Project Completion	12/1/23	12/1/23

5. Please expand on the plan for OMWBE subcontractor outreach plan, how heavily it will be weighted, and clarify who will lead it on the project team?

- i. The OMWBE program from the City of Spokane will be referred to and the program manager from the City will also be available to assist. Representatives from the City and County and Spokane International Airport will be on the selection committee. The decision on how heavily the plan will be weighted has not yet been decided.

6. Your budget appears to be missing Contract Administration costs, please elaborate.

- i. An updated budget is included below that more accurately reflects the project costs and in the correct buckets. Very sorry for the confusion.

CAPITAL PROJECTS ADVISORY REVIEW BOARD
PROJECT REVIEW COMMITTEE
QUESTIONS RE: DB PROJECT APPLICATION
Meeting Date: March 24, 2022

Budget	
Professional Services (CM, Legal, etc.)	\$1,000,000
Estimated Design Build Costs	\$30,000,000
Equipment & Furnishings	By Tenant
Off-site Costs	\$1,000,000
Contract Administration (Owner, CM, etc.)	\$1,000,000
Contingencies (Design & Owner)	\$2,500,000
Other Project Costs (Permits)	\$100,000
Sales Tax	\$3,200,000
Total	\$38,800,000