

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

1. Identification of Applicant

- (a) Legal name of Public Body (your organization): [City of Spokane, Parks & Recreation](#)
(b) Address: [808 W. Spokane Falls Blvd, 5th Floor](#)
[Spokane, WA 99201](#)
(c) Contact Person Name: [Leroy Eadie](#)
Title: [Director of Parks & Recreation](#)
(d) Phone Number: [509.625.6200](#)
Fax:
E-mail: LEadie@SpokaneCity.org

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs. [Section below included as part of enhanced Project Summary included within Exhibit A.](#)

[This project consists of multiple individual projects which, collectively, will modernize and enhance Spokane Riverfront Park as envisioned in a master plan adopted by the Spokane Park Board in June, 2014. Riverfront Park \(the Park\) is located in downtown Spokane and was formed from reclaimed lands that were old rail yards the City transformed to host Exposition '74, "The World's Fair." The Park occupies 100 acres of land and water in the center of downtown Spokane and is accessible 24/7/365. The Park also serves as a corridor between neighborhoods to the north and the central downtown business district. From east to west, the Centennial Trail runs through the park and showcases critical connectivity to the University District to the east and Kendall Yards to the west, both of which are fast growing communities in our increasingly diverse urban environment. At the same time, the Park has a number of paid attractions and hosts major events throughout the year. In fact, Riverfront Park is Spokane's number one tourist attraction, hosting over two million people annually. As envisioned by the master plan, a modernized park will enable future generations to enjoy active and passive uses of the park while seamlessly connecting to surrounding neighborhoods, businesses and culture.](#)

[The project currently includes modernizing the Pavilion, providing a new building for the historic Looff Carrousel, providing a new ice skating venue, bridge upgrades, infrastructure upgrades, playgrounds, plazas, shelters, pathways, surface parking lots and other structures.](#)

3. Projected Total Cost for the Project: \$64.3M

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$4.7 million
Estimated Project Construction Costs (including construction contingencies):	\$43.43 million
Equipment and Furnishing Costs	\$5.1 million
Off-site Costs (included in Project Construction)	\$incl. constr.
Contract Administration Costs (Owner, CM, etc.)	\$2.0 million
Contingencies (design & owner)	\$4.0 million
Other related Project Costs (permits, public outreach, Temp storage/moves)	\$0.7 million
Sales Tax	<u>\$4.37 million</u>
Total	\$64.3 million

B. Funding Status

Please describe the funding status for the whole project.

The project is funded through the City of Spokane Riverfront Park Bond which the citizens of Spokane approved in November of 2014 for \$64.3 million.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Please see attached Project Schedule, Exhibit B

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.
The first bridge replacement (South Howard St. Bridge) design commenced April 2015, and is on a fast track to begin demolition in November 2015 (pending permitting) and is desired to be completed by June 24, 2016. This project will require an early demolition bid package while design is finalizing and then coordination of this work around events which will be occurring concurrently within the adjacent areas of the Park.
As for the remaining design work, the first main design (design of public spaces) package is currently in the selection process and remaining design packages will be released per schedule shown in addendum.

5. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

This project presents a number of complexities:

- Coordination of construction work with numerous park events on a site that is occupied 24/7/365 by the general public. This includes meeting the particular needs of families, young children and those with disabilities.
 - Temporarily relocating annual events to another area of the park, but cannot be moved outside of the park. Relocation includes logistical needs to meet access, sanitation and safety needs for all citizens. (See exhibit B-1 for events scheduled in the park for 2015)
 - Potentially volatile escalation of costs and labor needs over the next 5 years due to other known public and private construction work in the local and neighboring areas.
 - Scheduling work to maximize construction efficiencies while minimizing impacts to the park functioning as a gathering place, hosting events, providing attractions, and serving as a pedestrian pathway.
 - Unforeseen underground conditions due to the site previously being the central rail yards for Spokane, and lack of as-built drawings from Exposition '74.
 - The quantity of individual projects on the single site will require coordination within and between the various bid packages to mitigate the potential for scope gaps between the projects.
 - Coordination of contractor laydown, staging and deliveries at various phases of construction based upon proximity of the work.
 - Work involves coordination with shoreline setbacks.
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.

Each of the individual projects will be constructed within a park that is open to the public all day, every day for various uses. Examples of large events are the Fourth of July fireworks, which attracts 40,000 people; Bloomsday, which attracts 55,000 people; and Hoopfest, which attracts 50,000 people. Particularly during warmer months, thousands walk and bike through the area or come to smaller events. In 2014, the Park hosted over 50 events. As each project commences, public movement throughout the Park and access to events will need to be adjusted and possibly re-routed, especially in cases where multiple projects are occurring at the same time.

In addition to the work at the Park as a whole, there will be impacts to Park Operations and existing attractions. Park operations and staff will need to be relocated at various times during construction. There is also a desire to minimize downtime of revenue generating operations such as the ice rink and carrousel. Therefore, activities will be phased and coordinated so that the bulk of the construction is completed during downtime, e.g.--having the carrousel open during summer months by doing construction from fall through spring.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

Early involvement by the GC/CM is critical to the success of this overall program and each individual project in order to, along with the City, plan and execute a construction phasing schedule that will minimize impacts to downtime of attractions, safe passage, and hosting of numerous events over the construction period. In addition, the GC/CM will assure that each design team properly delineates the boundaries of construction so that there will not be any gaps between the various design teams for infrastructure and pathways.

Having the GC/CM on the team during the design phase allows for phasing of bids based on knowledge of other bids and the construction activities in the community. Part of the design coordination with the GC/CM will be looking at where the contractor can accommodate their field team and find space for equipment and material staging. With the work spread out throughout the park and unused space being at a premium, space and the timing for the availability of that space will have to be determined between the GC/CM and owner to phase the work to maximize efficiencies for the field team and their deliveries. Additionally, temporary provisions can be identified based upon the phasing of work established and movement of the public (i.e. sidewalks and fencing).

Throughout the design phase cross coordination meetings will occur with the public spaces designer in conjunction with the each of the other project designers (Pavilion, ice rink, carrousel, etc.). This meeting will be attended by the GC/CM and the owner. These meetings will provide an opportunity for the GC/CM to further coordinate the construction into each aspect of the design to assist in bringing together, along with the owner, a fluid design throughout the park.

Due to safety and access concerns, determining proper contractor trailer and staging locations through each phase will be critical to minimize delivery challenges and maximize public safety. Early involvement will also allow the contractor to play a role in site investigation related to possible underground soil conditions.

Careful considerations will be made in the selection of the GC/CM to make sure that their qualifications related to both construction and pre-construction are in line with the comprehensive services in which Parks is desiring and the project will demand due to the Park's use of different design teams for each of the projects involved within the bond program.

- If the project encompasses a complex or technical work environment, what is this environment?

As previously noted each project is occurring within a downtown park which is always open for use and can be occupied at any hour day or night. There are also complexities for storage, deliveries, field offices and lay-down space. The close proximity of the general public and being in the heart of downtown will require GC/CM outreach to minimize impacts.

With the complexity of each individual project there is a need to coordinate overlapping projects which will be occurring on the site as well as making sure that there are no gaps with the coordination from the different design teams.

Prior to the site work for the '74 Expo and building of the Park, this was the site of the Spokane rail yards. As site work for the original Park was done under significantly different regulatory requirements, the potential findings underground are considered unknown and will require extensive site exploration. Further, work on bridge improvements will require special provisions to avoid demolition and subsequent construction resulting in debris and shoreline disturbances entering the waterway. For demolition of all structures, the traffic of waste removal vehicles and the demolition itself will have to be coordinated to minimize impacts to pedestrian traffic flowing through the park.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

The Loeff Carrousel is one of America's most beautiful and well preserved hand-carved wooden carousels. It has 54 horses, a giraffe, a tiger and two Chinese dragons, all of which are hand carved. The carousel has been in its current location in the park since 1975. Park staff and the GC/CM will need to take particular care of all aspects of the carousel during removal, storage and reinstallation.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Not Applicable

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit;
 - Selection of the GC/CM will largely be based on qualifications and experience relevant to the specific nature and challenges of this project. Challenges include experience within occupied site construction, strategic construction schedule planning across multiple projects, storm drainage and temporary erosion and sediment control, coordinating the work of multiple architect and engineering design teams, and successful neighborhood and stakeholder relations.
 - Contractor relationships with Owner, CM and Architects are built on teamwork and respect;
 - The GC/CM acts as a partner of the Owner to minimize disruption to park operations and loss of income;
 - Through pre-construction the GC/CM will understand the scope of work, including the owner's desires and concerns, long before bidding.;
 - The GC/CM will develop a cost effective/efficient plan for construction, including meeting the targeted milestones established by the owner;
 - The GC/CM will participate in setting the schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought in order to successfully deliver on value;
 - Potential use of incentives, not out of the risk contingency, to achieve early completion and cost savings will be used, providing a powerful tool to ensure meeting of cost and schedule goals;
 - Open book cost accounting of the work brings transparency to actual value of work to be constructed;
 - GC/CM participates and owns pre-construction cost estimating;

- GC/CM participates actively in on-going constructability reviews throughout the design process, resulting in cost-effective and value-based solutions which the architects welcome;
 - Top tier Contractors are much more likely to compete, thus carrying a higher likelihood of quality assurance and timely completion;
 - GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum level;
 - Developing an effective team based approach between the Owner, GC/CM and A&E teams decreases the chances of costly claims litigation greatly while increasing the chances of getting the most public value for the project;
 - Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.
- How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.
 - Scheduling of work between events going on in the park is more difficult to logistically work out with low bid contractors along with all the necessary temporary provisions needed. D-B-B procurement is not practical due to the level of planning and technical coordination that is essential to make this project successful.
 - The plan for construction is developed with the GC/CM along with the owner, in turn becoming their plan, whereas using multiple low-bid contracting methodologies may not achieve the same result.
 - Ability to establish an early demolition or site preparation package while the design is still being finalized allows for, at times, aggressive scheduling to be possible. This can also fast track individual sub packages if needed (i.e. minimizing escalation costs).
 - Splitting individual projects out among multiple low bid general contractors creates the strong possibility for gaps within the construction from one area to the next. The GC/CM eliminates these gaps by using their pre-construction services expertise to work with the Owner to coordinate phasing, bid packages and other needs. Also minimizes the potential for claims that could come when working between multiple contractors on a single site.
 - Coordination of construction method standards between each of the projects for scheduling and cost efficiencies.
 - Constructability and error / omission issues are often not raised by the Contractor until after bidding.
 - Changes made during construction are costlier than changes made prior to bidding.
 - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest
Not Applicable

7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.

The City of Spokane Parks and Recreation Department has retained Heery International to provide GC/CM advisory services over the procurement of the GC/CM and throughout the Pre-construction phases of each individual project. All members

of the Parks team have attended a GC/CM Contracting training put on by Mike Purdy to better understand the GC/CM processes.

Heery's David Beaudine and Mike Finnegan have been part of more than 12 GC/CM projects in the state of Washington and are leaders within the company with regards to the GC/CM process. Heery is excited to share their expertise and knowledge with the City to help create a united and successful team through all phases of the project from GC/CM procurement through closeout.

- A **Project** organizational chart, showing all existing or planned staff and consultant roles.

See Exhibit C for the organizational chart.

- Staff and consultant short biographies (not complete résumés).

Leroy Eadie, Director - City of Spokane Parks and Recreation

Leroy graduated from Eastern Washington University in 1993 with a Bachelor of Arts in Urban & Regional Planning.

After working for a year for the Office of Robert Perron, a landscape architect and planning firm, he began working for the City of Spokane Planning Services in 1994. Leroy worked in all areas of Planning Services, including becoming the Planning Director in 2007. In 2010 the Mayor selected Leroy to be the Parks and Recreation Director.

From his 16 years of working in Planning, Leroy has extensive permitting, project management, and leadership experience. Leroy permitted major projects like the 80 acres Kendall Yards mixed use development and was a lead in Comprehensive and Neighborhood Planning efforts.

As the Parks and Recreation Director, Leroy led completion of the \$43 million dollar 2008 Park Bond which included six new aquatic centers; a recreational facility that includes a BMX track, soccer fields, softball fields, skate park, playground, and walking paths; and nine new youth baseball fields.

Leroy's planning and leadership expertise was central to the development of the new Master Plan adopted for Riverfront Park in 2014 and the citizens approving a \$64.3 million dollar bond for redevelopment of the park. Leroy assembled and led a team of staff that resulted in a master plan and bond proposal that was approved by 68.5% of the voting citizens.

Leroy also oversees over \$2 million in annual capital improvements to the Parks and Recreational facilities that is separate from the bond funds. As the Parks and Recreation Director he supported the creation of Park's first 6-year Capital Improvement Program.

Leroy manages a \$23.5 million dollar annual budget for Spokane Parks and Recreation. He works closely with the Park Board to assure citizen tax dollars are used wisely to provide parks and recreations services.

Most recently, Leroy has GC/CM training as it relates to RCW 39.10 through Michael E. Purdy & Associates, LLC out of Seattle.

Juliet Sinisterra, Project Manager, City of Spokane Parks and Recreation

Juliet graduated from Washington State University in 1993 with a Bachelor of Architecture, a Bachelor of Science in Architectural Studies, and a Certificate of Urban Design from Syracuse University.

Juliet has over twenty years of professional project management experience including overall project development and coordination, fiscal management, contract administration, professional writing, master planning, architectural and urban design, community engagement, and marketing. While working in Seattle and Spokane, Juliet served as Project Manager and/or primary author for numerous planning studies including management of a two-year study for the Tacoma Art Museum, the Jimi Hendrix Museum (now the Experience Music Project), the Bellevue Art Museum, the Burke Museum and Antioch University Seattle. Since returning to Spokane, Juliet served as Project Architect and Lead Designer for the Gonzaga Preparatory Master Plan and Barbieri Student Center, for which she received a Spokane AIA Merit Award. Juliet's residential and smaller commercial work has been recognized by the American Institute of Architects and published at local, regional and national levels.

Juliet was hired by the City of Spokane Parks and Recreation in February of 2013 to manage and oversee the development of the Riverfront Park Master Plan. Since that time, Juliet, along with Parks Director Leroy Eadie, has been central to the success of the Master Plan, the community engagement process and now the implementation of the Bond. Since 2013, Juliet has managed all consultants and staff on the project, the overall project budget, citizen advisory groups and outreach. She also authored the Master Plan and coordinated all communication for the project between Parks and Recreation, the Park Board, the City Council, and community stakeholders. Prior to the passing of the Bond in November 2014, Juliet, along with Leroy Eadie, led over 108 public presentations around the region informing and engaging citizens on proposed upgrades to the park.

Most recently, Juliet received GC/CM training through the AGC Education Foundation in Seattle, and Construction Management training through CMAA (Construction Management Association of America) in Phoenix, Arizona.

Michael Finnegan, Consultant Project Director (Executive Associate)

Highly respected in the state of Washington for his management capabilities, Mike brings extensive experience in all aspects of design and construction project management for major public building construction programs. Mike has been involved in the agency approval and development and management of GC/CM contracting approaches for several public agency construction programs. He has participated on the implementation team to develop the RFQ, RFP, and selection process for GC/CM contracting. He was also instrumental in the development of the GC/CM contract documents which included general and supplemental conditions, pre-construction services, and cost assignments for fee, site general conditions, and direct cost of work. The construction values of the projects range from \$5 million to \$75 million. He has also overseen the design phase management and participates in negotiations for the Guaranteed Maximum Price (GMP) and the Maximum Allowable Construction Costs (MACC). Mike has experience on many GC/CM projects as noted in the table below:

Project	Value	Role / Tasks	Completion
Roosevelt High School *	\$93.9M	Program Manager	2006
Nathan Hale HS PAC *	\$10.2M	Program Manager	2005
Cleveland High School *	68.3M	Program Manager	2007
Garfield High School *	\$102.8M	Program Manager	2007

Project	Value	Role / Tasks	Completion
Aberdeen High School*	\$60M	Program Manager	2008
Rogers High School*	\$67M	GC/CM Specialist	2009
Nathan Hale High School *	\$86.1M	Program Manager	2011
Denny / Sealth Phase II *	\$110.2M	Program Manager	2011
Denny / Sealth Phase III *	\$6.2M	Program Manager	2011
Vashon HS*	\$45M	Program Manager	2014

* = GC/CM Projects

David Beaudine, Consultant GC/CM Advisor (Sr. Project Manager)

Over 12 years of construction-related experience including planning, project management, and construction management with Heery. David has worked with Spokane Public Schools as a senior project manager and/or construction manager for over 8 years on numerous large capital projects under their 2003 and 2009 bond projects. In that time he helped the District establish themselves as a certified public body to use GC/CM. This includes David being an integral part of the contract, selection and on-boarding process for an additional 4 GC/CM's with the District in addition to those listed below. David has experience on multiple GC/CM projects as noted below:

Project	Value	Role / Tasks	Completion
Roosevelt HS *	\$93.9M	Assistant Project Manager	2006
John R Rogers HS*	\$50.5M**	Project Manager	2009
Joel E Ferris HS*	\$98M	Sr. Project Manager	2014
Newtech Skills Center*	\$9.3M**	Sr. Project Manager	2015

* = GC/CM Projects ** = Construction Value

Hunt Whaley, Attorney, City of Spokane Legal Department

Hunt graduated with a Bachelors of Arts in History from the University of Hawaii at Manoa in 1996 and returned to Law School in 2010 at the age of 37, graduating with a Juris Doctorate from Gonzaga School of Law in 2013. During Law School. Hunt clerked for a Federal Judge with the Federal District Courts for the Eastern District of Washington. He interned with four civilian attorneys of the Department of Defense (DOD) and U.S. Navy in Pearl Harbor, Hawaii—tasked with keeping the Navy in compliance with all operations in the Pacific Ocean. Additionally, he interned for 2 years with a medium sized Spokane private practice law firm; Etter, McMahon, Lamberson, Clary and Oreskovich, specializing in business law, litigation and defense. Since entering the legal profession in September of 2013, he has worked for the City Attorney's office in Spokane, primarily dealing with all matters of Public Works Contracting. Additionally, he oversees the majority of all contracts (above \$10,000) which include the entirety of the various City departments.

Most recently, Hunt has received Public Works Contracting training and GC/CM training as it relates to RCW 39.10 through Michael E. Purdy & Associates, LLC out of Seattle.

Jason Conley, Executive Officer, Parks & Recreation

Jason has over 10 years of employment history with the City of Spokane. Prior to rejoining the City in 2014, Jason was the Director of Safety, Security, Transportation and Risk Management and was the District's Safety/OSHA/WISHA Officer with Spokane Public

Schools for over 8 years. During this time, Jason worked on seven GC/CM school projects for Spokane Public Schools as a member of their Capital Projects team. Jason has a double major Bachelor of Arts degree from Eastern Washington University in Management and Human Resource Management.

Sam Song, Acting Director, Riverfront Park

Sam has served as the Acting Riverfront Park Director since May of 2013. With excellence in guest services and facilities management in mind, he and his team have greatly improved the operations and overall guest experience at Riverfront Park. As a direct result, Riverfront Park year-end financials of 2014 show a 50% improvement in the bottom line compared with the previous two years. Sam and his staff interact with the public on a daily basis and are one of the primary conduits between Parks staff working on the management of the project and with public opinion. Sam, who oversees all event development within the park will be key in working with the GC/CM around schedule coordination around event management and construction timelines.

Rebecca Madany, RFP Bond Accounting Support, Parks & Recreation

Rebecca brings a background in construction related accounting and finance management to the project. Most recently Rebecca served as the City of Spokane Parks Division Manager for Budget and Finance from 2003-2014. Rebecca was central to managing and coordinating the accounting for the 2007, \$48 Million Park Bond. Previous to Parks, Rebecca served as Chief Financial Officer/Budget Manager/Assistant Controller for the East Bay Regional Park District in California, handling most financial aspects of a \$225 million Park Bond passed in 1988 and an additional \$49 million matching funds.

Garrett Jones, Parks Operations Acting Assistant Director, Parks & Recreation

Garrett graduated from Washington State University in 2009 with a Bachelor of Landscape Architecture. With previous golf course construction and design/build background, Garrett began working for the City of Spokane Parks and Recreation Department in 2008. He was later hired as the Landscape Architect for the department where he managed and administered capital, citywide, neighborhood and special projects. Garrett currently holds the position of Acting Assistant Director of Park Operations where he oversees facilities and grounds maintenance along with capital and special projects.

Katie Freeman, Bond Administrative Coordinator, Parks & Recreation

Katie was recently hired by Parks & Recreation to support the work of the Project Manager, specifically around business planning and the coordination of all public outreach, engagement and events related to the project. Katie is a recent graduate of Gonzaga University with both a Juris Doctorate in Law and a Masters of Business Administration. Most recently, Katie has GC/CM training as it relates to RCW 39.10 through Michael E. Purdy & Associates, LLC out of Seattle.

- Provide the ***experience and role on previous GC/CM projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

See above staff and consultant biography section

- The qualifications of the existing or planned project manager and consultants.

See above staff and consultant biography section. In addition, all design RFQs require applicants to state their experience with GC/CM, and evaluation includes weighting responses accordingly.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project

The Parks and Recreation Division of the City of Spokane is committed to bringing together a diverse and supportive team of educated and active owners throughout the implementation of the Riverfront Park Bond. Most recently, Parks brought together over 10 City employees, including staff from Purchasing, Integrated Capital Management and Legal, along with two Park Board members, for an all-day training on GC/CM as it relates to RCW 39.10. The training was led by Michael E. Purdy & Associates, LLC out of Seattle.

Since its formation in the early 1900s, the Parks and Recreation Division is overseen by an 11-person Park Board that is appointed by the Mayor and confirmed by the City Council. The Park Board has full fiscal control over Parks and Recreation policy, the annual budget, and contracts over \$50,000. Park Board members are volunteers and recognized as leaders within the community. Current Park Board membership includes recognized leaders in the fields of law, architecture and landscape architecture, engineering, finance, communication, medicine, the military and other fields. Their individual and collective backgrounds are an on-going asset to implementation of the bond.

The Park Board has subcommittees, of which one is the seven member Riverfront Park Committee. Riverfront meets monthly to review major issues and make recommendations to the Park Board on Bond activities and decisions.

The Park Board will utilize a 16-member appointed Design Steering Committee to interview finalists and make recommendations to the Park Board. This committee will include members of the City of Spokane as well as various community stakeholders. Further, as design teams begin their work the Park Board will create family use and accessibility, art and tribal heritage committees to supplement the provision of resources and community input into the process. For ongoing coordination needs, a Thursday Riverfront Park Bond Working Group has been formed that consists of key staff, two Park Board members and the GC/CM Advisory.

Leroy Eadie, Parks and Recreation Director is responsible for the management of all staff in Parks and Recreation, and for the successful delivery of all capital projects. As noted, Leroy brings strong leadership and guidance to his management team. Leroy is also part of the Mayor's cabinet and has access to the support of all departments of the city.

Juliet Sinisterra, Project Manager, reports directly to Leroy Eadie and will be the day-to-day manager for implementing the Riverfront Park Bond, including daily correspondence and development with Heery International and coordination of all staff working on the project. Juliet will lead and coordinate all communication between consultants, the GCCM and the Park Board. Juliet leads the Thursday Working Group meetings as well as key communication with the Park Board through the Riverfront Committee. Juliet, along with Katie Freeman, will manage processes for public oversight, including the Design Steering Committee, the Public Art Committee and the Tribal Heritage Committee.

Juliet's work is supported by a diverse and highly proficient Parks staff consisting of the team listed above, as well as City staff in Purchasing and Legal. Juliet also coordinates regularly with key staff in other City departments such as Utilities and Streets, both of whom will be implementing large capital improvement projects in the City of Spokane over the next five years.

In addition to City staff, Parks retained Heery International, Inc. as its GC/CM advisor to oversee and represent Parks through the selection of the GC/CM, the pre-construction phases of the projects and provide GC/CM consulting throughout the duration of the project. The current agreement between Parks and Heery allows for contract modifications to include additional services. The City intends to amend the Heery contract to include project/construction management services that support City staff for the length of the project. Services will include supporting staff using the City's capital projects accounting system to implement full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

As described elsewhere in this application, Heery brings to the City a significant record of successfully managing the delivery of major capital projects in the region. Heery has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do the same here. Heery has led the management, negotiation and coordination of GC/CM's MACC, GMP and contract agreements, subcontractor bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. Heery has performed all of these functions for private, such as the University of Puget Sound, and public agencies including; Seattle Public Schools, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District.

The roles and responsibilities of Parks and Recreation, Heery International, design teams, and the GC/CM will be established in a matrix of responsibilities that is published with the Request for Proposal and other GC/CM contract documents. The Project Manager and Heery will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on point for their respective work throughout the life of the project.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of each of the individual projects and program as a whole. Construction cost estimates by the Project Team Architects and the GC/CM contractor are reconciled at the end of each design phase for each project. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost.

Once the MACC is negotiated after the 95% construction documents are in place, the GC/CM, Project Manager, GC/CM Advisor and Project Team Architects will continuously evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC. At intermediate review of the construction documents, A&E teams will be required to provide a list of changes from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary.

The Architects' design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

- A brief description of your planned GC/CM procurement process.

Heery will lead the procurement process in close coordination with the Parks and Recreation Division as well as the Park Board. Heery has assisted clients in procuring GC/CM firms over 18 times in the past. The plan is to market this project to firms with GC/CM experience and others who qualify. Marketing will occur through City and Heery ties in the marketplace, and public advertisement of the solicitation (as required by state law). Responses to the GC/CM Advisor and Public Spaces RFQ were robust and of very high caliber, providing confidence in this process.

The RFQ/RFP process is a 3-step process, which involves proposals, interviews and submittal of sealed bids for the specified general conditions and fee percentages each of which will be weighted as part of the final score. A recommendation to the Park Board will be performed by utilizing a panel that will include City representatives, the GC/CM advisor (Heery), and representatives from the Park Board's Riverfront Park Committee. A City purchasing representative will provide oversight.

- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

The City intends to contract with the law firm of Perkins Coie to utilize standard AIA GC/CM contract terms and language for its GC/CM and architectural agreements as used on past GC/CM projects. Heery has developed standard GC/CM contract terms and language for GC/CM agreements used on other public and county agencies and intends to tailor both sets of language and terms to best fit the specific needs of this project.

8. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided:

- [See Exhibit D](#)

9. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution.

- [See Exhibit E for graphics from the Master Plan. This includes a proposed site plan, existing site plan, and renderings of a proposed renovated Pavilion, relocated ice rink, and building to house the Loeff Carousel.](#)

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

[No findings have been found on any of the projects noted.](#)

Caution to Applicants

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature:  _____

Name: (please print) LEROY EADIE

Title: PARKS & RECREATION DIRECTOR

Date: 4/30/15

Exhibit A

Project Summary

Riverfront Park

This project consists of multiple individual projects which, collectively, will modernize and enhance Spokane Riverfront Park as envisioned in a master plan adopted by the Spokane Park Board in June, 2014. Riverfront Park (the Park) is located in downtown Spokane and was formed from reclaimed lands that were old rail yards the City transformed to host Exposition '74, "The World's Fair". The Park occupies 100 acres of land and water in the center of downtown Spokane and is accessible 24/7/365. The Park also serves as a corridor between neighborhoods to the north and the central downtown business district. From east to west, the Centennial Trail runs through the park and showcases critical connectivity to the University District to the east and Kendall Yards to the west, both of which are fast growing communities in our increasingly diverse urban environment. At the same time, the Park has a number of paid attractions and hosts major events throughout the year. In fact, Riverfront Park is Spokane's number one tourist attraction, hosting over two million people annually. As envisioned by the master plan, a modernized park will enable future generations to enjoy active and passive uses of the park while seamlessly connecting to surrounding neighborhoods, businesses and culture.

In 2012 the Spokane Park Board, supported by Park and Recreation staff, and a twenty person citizen Advisory Committee, undertook an extensive public outreach effort that culminated in the Riverfront Park Master Plan 2014 including a needs assessment, concept plan, business plan, program management plan, and a preliminary list of desired program elements. In November of 2014, citizens of Spokane overwhelmingly approved a \$64.3 Million Bond to revitalize Riverfront Park.

The project currently includes the following projects:

- Modernization of the U.S. Pavilion including Park administration space
- New building for the historic Looff Carrousel
- New ice skating venue which will include ticketing for existing gondola ride
- Bridge and infrastructure upgrades
- Playgrounds, plazas, surface parking lots and other structures.

Due to the size and consistent occupancy of the site and the amount of projects that will be occurring, often concurrently with one another (See Project Schedule, Exhibit B), it was determined that utilizing the GC/CM alternative delivery method provided the Parks Department the desired control over the while at the same time alleviating the risks associated with separating each project by itself. Being able to work with a single GC/CM throughout the design phase to assist in the planning/phasing of the work as well as determine the need for safety, temporary walks and utilities, will ensure that park operations and the user experience are minimally effected. Additionally, enabling all the projects to rest under a single GC/CM provides the owner with another layer of protection in making sure there are no gaps within the construction that will occur between the different design teams and assist in bringing together the different design teams where their work integrates with one another.

This project serves multiple purposes: (1) Modernizing outdated facilities to meet current staff and patron needs; (2) Improving the security and patron experience throughout the park; and (3) providing the City of Spokane with a vibrant new heart of downtown that will provide the same level of interest and excitement that the park had when first created as part of “The World’s Fair”.

To maximize the overall project success for the City and the community we feel that the use of GC/CM will provide the greatest opportunity to achieve our goals.

EXHIBIT B

PROJECT SCHEDULE

Riverfront Park Bond Implementation
 Construction Planning and Procurement Development
 Working Draft

Description

Master Plan 2014 Completion

- Interagency Permit Meeting
- Pre-Design Study
- GC/CM Advisor RFQ & Hire
- State Review Board Interview Preparation
- Conditional Use Permit (Shoreline Master Program) Preparation
- Present to State Project Review Committee
- RFQ Media Outreach & Public Engagement Consultant & Hire
- Steering Committee Convenes
- Public Art Committee Convenes
- Spokane Tribal Heritage Committee Convenes
- Family Use & Accessibility Committee Convenes
- Public Art

GC/CM Procurement

- PRC Application/Presentation & Approval
- RFP Issuance & Response
- Shortlist firms for Interview
- Interview
- Fee Submission
- GC/CM selection & Pre-construction contract to board

Howard St Bridge South

- Architect Selection
- Design Phase
- Permitting
- Construction
- Closeout

Public Spaces & Grounds

- Architect RFP & Selection
- Finalist Present Concepts/Public Exhibit & Final Selection
- Design Phase
- Permitting
- Construction - Misc Demo
- Construction - North Bank Event Shelter
- Construction - Central Plaza/North Bank Plaza/Howard St. Promenade
- Construction - Post Street Parking and Picnic Area
- Construction - Safety & Security
- Furnishings & Signage
- Closeout

Ice Rink

- Architect RFP & Selection
- Design Phase
- Permitting
- Early Demolition - Gondola Meadow Structure & Restrooms
- Construction
- Furnishing
- Occupancy
- Closeout

Regional Playground

- Architect RFP & Selection
- Design Phase
- Permitting
- Construction
- Furnishing
- Occupancy
- Closeout

US Pavillion & Administration Building

- Architect RFP & Selection
- Finalist Present Concepts/Public Exhibit & Final Selection
- Design Phase
- Permitting

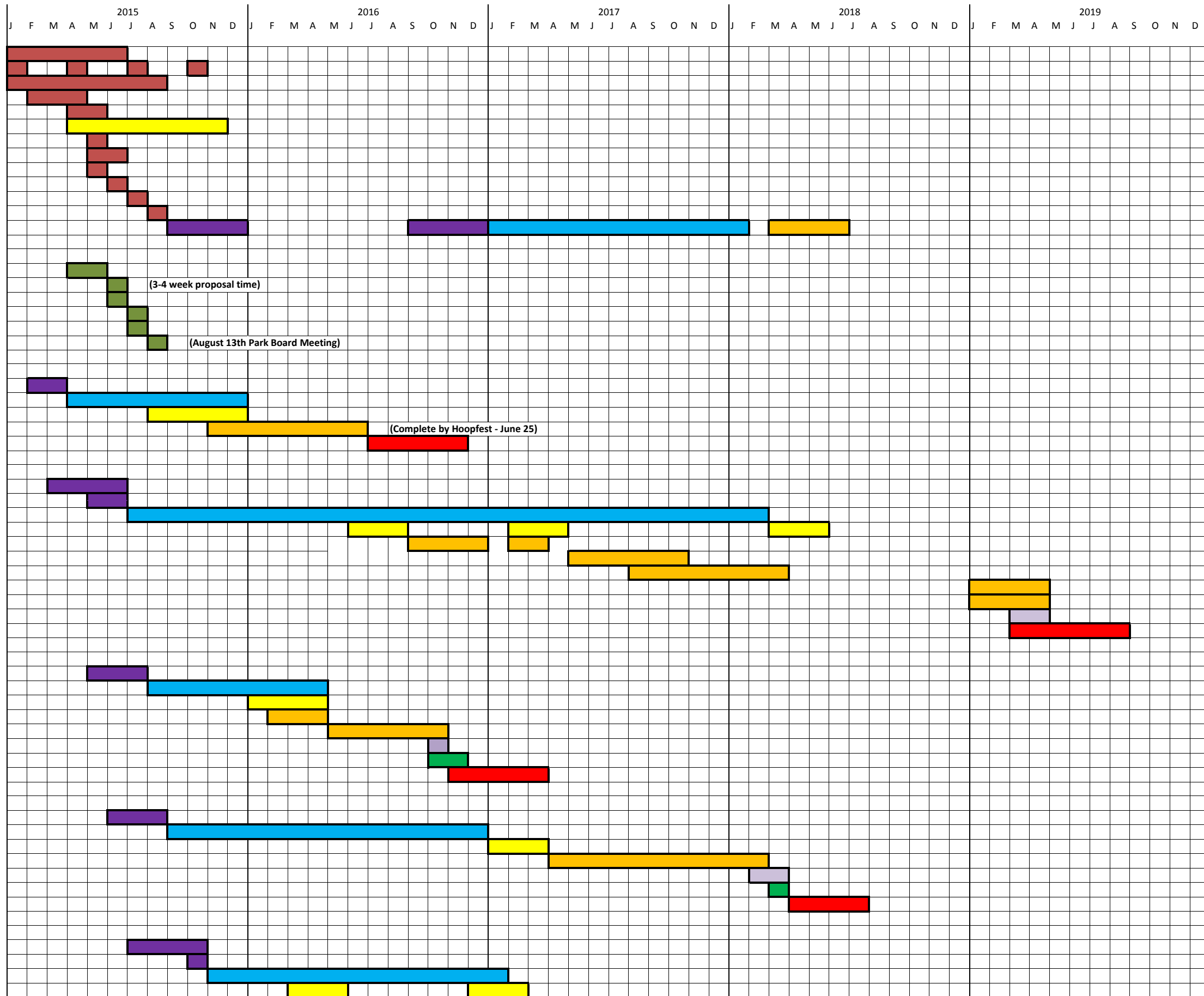


EXHIBIT B

PROJECT SCHEDULE

Riverfront Park Bond Implementation
 Construction Planning and Procurement Development
 Working Draft

Description

IMAX Demolition
 Administration Construction
 Pavillion Construction
 Furnishing
 Occupancy
 Closeout

Loof Carrousel
 Architect RFP & Selection
 Finalist Present Concepts/Public Exhibit & Final Selection
 Design Phase
 Permitting
 Construction
 Furnishing
 Occupancy
 Closeout

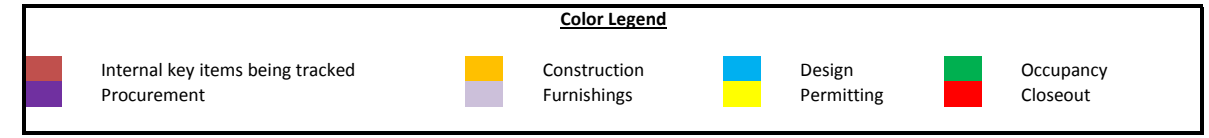
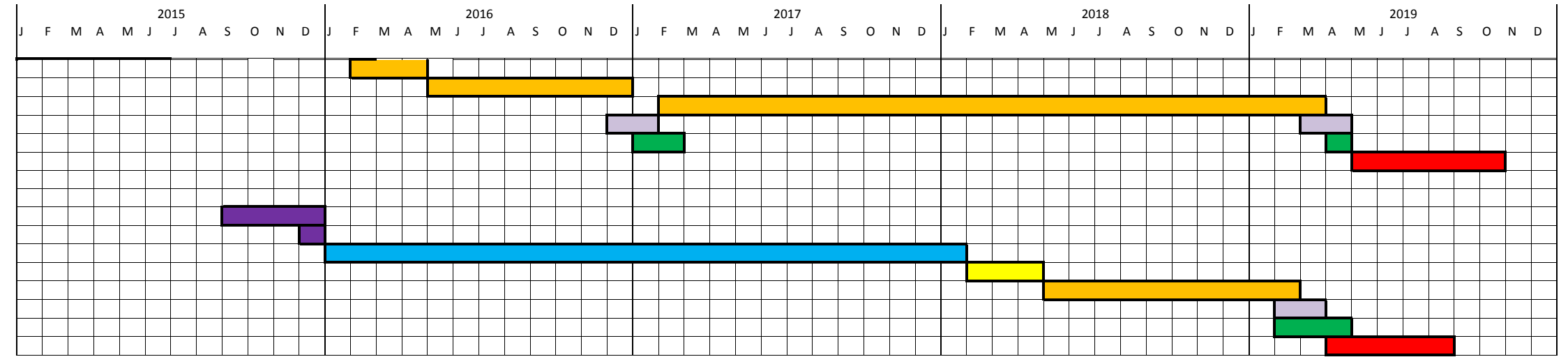


Exhibit B-1

2015 Riverfront Park Event Calendar

SpokaneRiverfrontPark.com

Schedule subject to change

Revised 1.16.15



MAJOR ATTRACTIONS

PAVILION THEATER
SPOKANE FALLS
SKYRIDE
LOOFF CARROUSEL
& GIFT SHOP
PAVILION
AMUSEMENT RIDES
TOUR TRAIN
ENCHANTED FOREST
MINI GOLF
ICE PALACE

OTHER ATTRACTIONS

SPOKANE FALLS
ROTARY FOUNTAIN
CLOCKTOWER
GARBAGE GOAT
SCULPTURE WALK
CENTENNIAL TRAIL
RED WAGON
CONSERVATION AREA
HUNTINGTON PARK

Pemco Outdoor Movie Night 8PM – 11PM

JUNE 10, 17, 24
JULY 1, 8, 15

Live After 5 Concert Series 5PM – 8:30PM

JUNE 11, 18, 25
JULY 2, 9, 16, 23, 30
AUGUST 6, 13, 20

Fountain Café Live Music

JUNE 12, 19
JULY 3, 10, 17, 24, 31
AUGUST 7, 14, 21

Riverfront Park

507 N Howard Street
Spokane, WA 99201

509.625.6601

SpokaneRiverfrontPark.org

January 1.....New Year's Day

January 19.....MLK Day

February 14 Valentine's Day

February 16 Presidents' Day

March 14.....St Patrick's Day Parade

March 28.....GU Law School Super Heroes Fun
Run

April 4 – 12 Riverfront Park Rides Open for
Spring Vacation

April 11 ServeFest

April 12 Negative Split Marathon

April 15 WAFBLA Wish Run

April 18 Earth Day; Hope School 5K Run

April 25 City of Spokane Cleaning From The
Core

April 26 Susan G. Koman Race for the Cure

May 2.....Marmot March

May 6 & 7.....2015 Wine, Dine, and Ride

May 3Bloomsday

May 9Junior Lilac Parade; Family Fun
Faire

May 10Mother's Day

May 13 & 14.....2015 Wine, Dine, and Ride

May 16Lilac Torch Light Parade;
Cruzin' The Falls Car Show

May 20 & 21.....2015 Wine, Dine, and Ride

May 23Carrousel Day

May 25Memorial Day

May 30Bridge Walk

June 6 Color Run; Sehome H.S. Band
Performance

June 7 Windermere Marathon

June 13 Out Spokane; BobFest

June 13 – 14 Loud and Proud Music Festival

June 14 Title Nine Fun

June 19 Summer Solstice Run

June 20 Epilepsy Awareness Run

June 21 Father's Day

June 25 – 26 Hoopfest Packet Pickup

June 26 Air Force Band Performance

June 27 – 28.....Hoopfest

July 3 – 54th of July Event

July 12Youth Health Expo

July 142015 U-District 5K Runs

July 212015 U-District 5K Runs

July 252015 U-District 5K Runs

July 252015 U-District 5K Runs; National
Carousel Day; Glass on Grass Car
Show

August 8..... Kids Day

August 15 Unity In The Community

August 18.....Junior League Red Wagon Event

August 19..... Worldcon First Night Event

August 23Shakespeare In The Park

August 28 – 30 ...POW WOW

September 2 – 7 Pig Out

September 7.....Labor Day

September 12.....Heart Walk; MDA Walk;
Glow In The Park Run

September 13.....SpokeFest

September 19.....Hispanic Heritage – Fiesta
Spokane; Out of the Darkness
Walk

September 20....Walk to Cure Diabetes

September 26....ARMS Walk; Aids Walk

Sept 26 – Nov 1 .WA Chinese Lantern Festival

September 27 Twin Tower 5K Run

October 3Alzheimer's Walk

October 11Spokane Marathon

October 24 The Human Race

October 31 Halloween

November 11Veteran's Day

November 14Veteran's Day Run

December 1 Winter Glow Spectacular Opening

December 5Jingle Bell Fun Run

December 31 First Night Spokane

EXHIBIT C

Project Organization Chart

Riverfront Park Bond Program

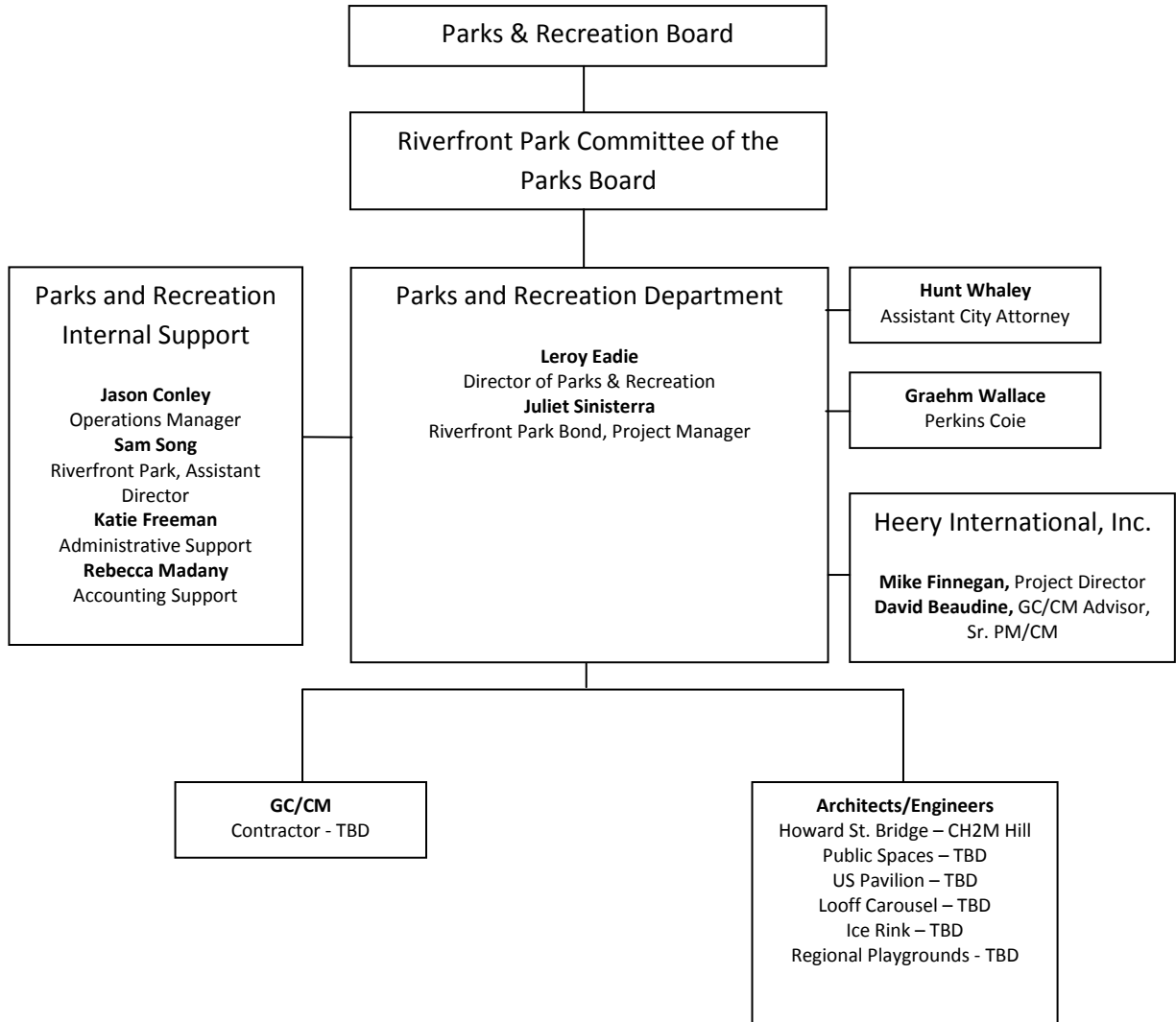


EXHIBIT D
Public Body Construction History

City of Spokane Parks and Recreation - Construction History (6 years)

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	Riverfront Park Fountain Café	Design and construct a café and restroom building with outdoor seating.	D-B-B	Aug-12	Jun-13	Aug-12	Jun-13	\$ 560,000.00	\$ 585,000.00	Additional tree and utility work requested
2	YMCA Demo and Restoration Project	Demolish the old YMCA building and restore the site into a passive, native recreational and educational area.	D-B-B	Dec-10	Aug-11	Dec-10	Nov-11	\$1.15M	\$1.07M	Weather
3	Veterans Court - Centennial Trail Improvements	Construct a section of the Centennial Trail, provide landscape improvements, picnic areas and lighting upgrades.	D-B-B	Apr-13	Sep-14	Apr-13	Oct-14	\$ 200,000.00	\$ 190,000.00	Added features requested by owner
4	Manito Mirror Pond Shoreline Restoration	Install perimeter pathway, an auto fill system, boulders and native landscaping.	D-B-B	Mar-14	Oct-14	May-14	Nov-14	\$ 145,000.00	\$ 145,000.00	Overflow Cage revisions
6	Cowley Playground Replacement	Replace playground, fall surfacing and containment curb.	D-B-B	Dec-14	Apr-15	Feb-15	Mar-15	\$ 30,000.00	\$ 27,500.00	
7	Gaiser Conservatory Center House Renovation	Upgrade heating system and install new sidewalks, water feature, railings and trellis.	D-B-B	Feb-13	Sep-14	Feb-13	Nov-14	\$ 190,000.00	\$ 197,000.00	Materials
8	Cannon Hill and Corbin Park Restroom Roof Replacements	Replace roofs	D-B-B	Oct-14	Nov-14	Oct-14	Oct-14	\$ 30,000.00	\$ 27,500.00	
9	Couer D'Alene Gazebo Renovation	Restore a historic gazebo with more sustainable, maintenance friendly materials.	D-B-B	Jan-13	Jul-13	Jan-13	Aug-13	\$ 180,000.00	\$ 190,000.00	Waiting on special ordered materials
10	Manito Picnic Shelter	Install new shelter and picnic area	D-B-B	Aug-11	Sep-12	Aug-11	Sep-12	\$ 50,000.00	\$ 49,000.00	

EXHIBIT D
Public Body Construction History

11	Harmon park Electrical Upgrades	Expand electrical services and provide upgrades for public special events.	D-B-B	Jun-12	May-13	Jun-12	Aug-13	\$ 45,000.00	\$ 50,000.00	Added scope to project
12	Howard Street "Blue" Bridge - Guardrail Retrofit	Fabrication, construction and installation of a guardrail retrofit to control pedestrian traffic on bridge through Riverfront Park	D-B-B	Jul-12	Sep-12	Jul-12	Sep-12		\$128,897	project had to be re-scaled and re- bid due to high estimates - closed out on 10/8/2012
13	Camp Sekani Privacy Shelter	Fabrication and installation of a privacy shelter to shield the public view of portable toilets	D-B-B	Dec-13	Apr-14	Dec-13	Jun-14	\$25,000	\$42,666	spring weather conditions delayed execution of the project - closed out on 8/1/2014
14	Polly Judd Picnic Shelter	Provide and install a steel picnic shelter at Polly Judd Park	D-B-B	Jan-11	Aug-11	Jan-11	Aug-11		\$43,366	
15	Mission Park Tennis Court Rebuild	Planning, demolition and construction of the tennis courts at Mission Park	D-B-B	Mar-14	Mar-15	Oct-15	Jul-15	\$185,000	\$209,023	Shedule overrun due to delayed start due rebid and budget overrun due to owner-requested amenities added during the project -- no closeout yet
16	Spokane Youth Baseball Fields	Reconstruction of various baseball fields throughout Spokane	D-B-B	May-10	Jun-11	May-10	Jun-11	\$3M	\$1.9M	



THE ARENA

SKATE PARK
WHEELS
FACILITY

PROPOSED
FIELD HOUSE
(NOT DEVELOPED
BY PARKS)

CATALDO AVENUE

DESTINATION RIDE
& CLIMBING GYM

BY PARKS)

IMPROVED
SURFACE PARKING

NORTH GATEWAY

NORTH RIVER DRIVE

PROPOSED ART

BUS DROP-OFF

EVENT
CENTER

REGIONAL
PLAYGROUND

VIEWING
TERRACE

VIEWING
TERRACE

RED LION

IMPROVED
SURFACE PARKING

VIEWING
TERRACE

CONSERVATION
AREA

MEADOW

U.S. PAVILION
EVENT CENTER

SCULPTURE GARDEN

EVENT
CENTER

MEADOW

VIEWING
TERRACE

IMPROVED
PLAYGROUND

PROPOSED ART

MEADOW

CLOCK
TOWER

HAVERMALE LOOP

BUS DROP-OFF

EXPANDED
SURFACE
PARKING

SISTER
CITIES
GARDEN

MEADOW

SOUTH
GATEWAY

MEADOW

IMPROVED
PLAYGROUND

INB PERFORMING ARTS

HUNTINGTON
PARK

SKYRIDE

ICE RINK

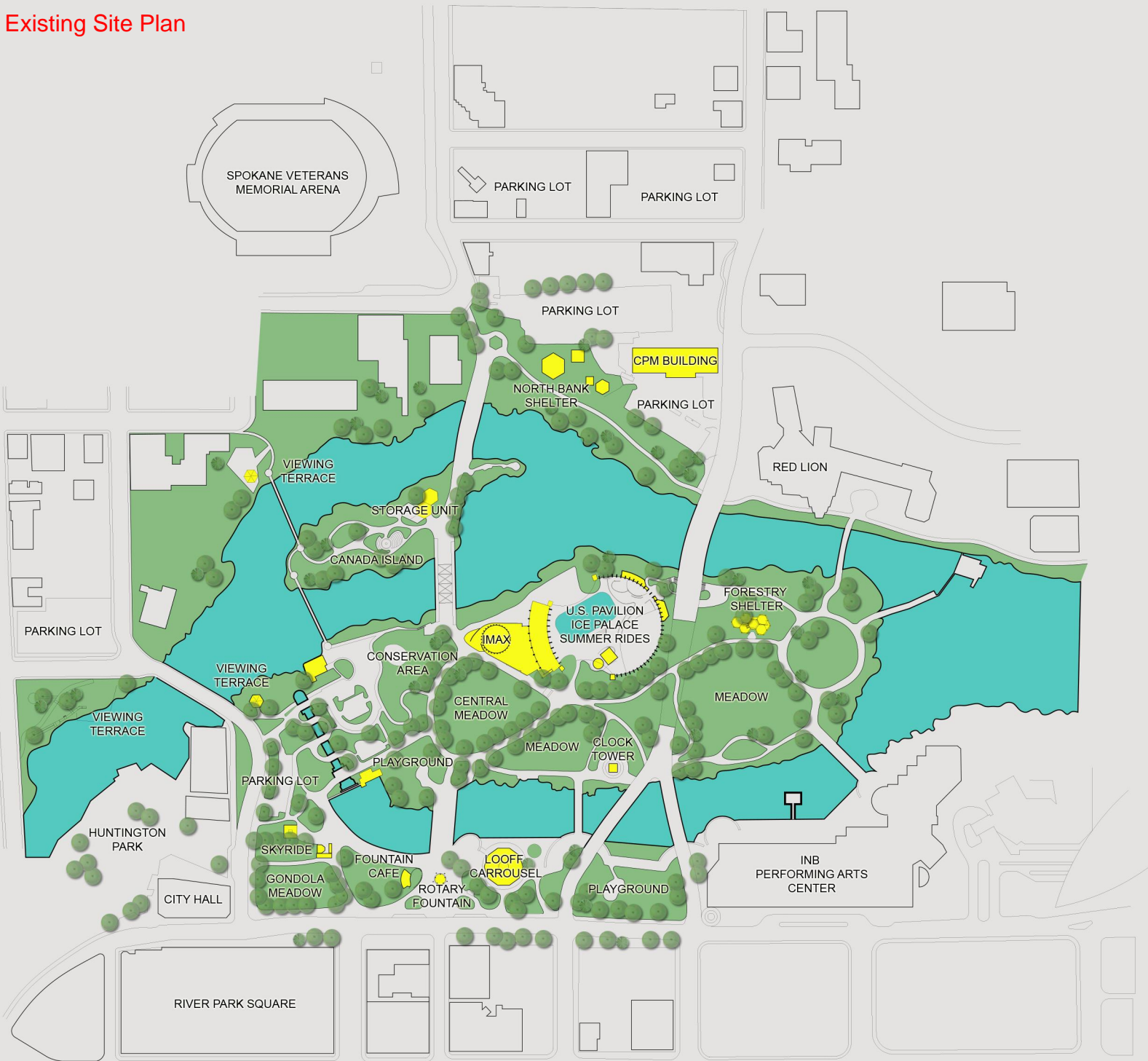
SOUTH
GATEWAY

LOOFF
GARROUSEL

CITY HALL

SPOKANE FALLS BLVD.

Existing Site Plan



Rendering of proposed US Pavilion





Rendering of Proposed Ice Rink

