

KENNEWICK PUBLIC FACILITIES DISTRICT

- THREE RIVERS CONVENTION CENTER EXPANSION PROGRESSIVE DESIGN-BUILD PROJECT

1. On your application you have stated that KPFD will work with Turner & Townsend Heery for further reach out. Can you please share if there is a MWBE inclusion manager for this project and if so, who that person is in the shared biographies/resumes of Turner & Townsend Heery? And any relevant experience they have in outreach?

There is not yet an inclusion manager for this project, however Turner & Townsend Heery has already begun communications with the local APEX Accelerator (formerly Washington PTAC) Counselor about the project. Turner & Townsend Heery, KPFD, and the selected PDB contractor will work closely with the APEX Counselor, who is based out of Kennewick and the Tri-City Regional Chamber of Commerce, to develop the most effective strategy to outreach and engage with the local MWBE, DBE, Small Business, and Veteran Owned businesses. MWBE outreach is an extremely important part of this project, and utilizing the Kennewick based APEX Counselor will maximize the potential for utilization of these firms. ALSC will also work together with Turner & Townsend Heery, KPFD, the selected PDB contractor and the inclusion manager during the process of design consultant selection, which has not yet commenced.

2. It appears the architect has already been selected; however, no timeline was shown for that procurement process. Please provide additional information on the steps and timeline associated with the architect selection as the request is for Progressive Design Build. And please clarify as the Architect has already been hired, why then not a GC/CM delivery method?

Steps and Timeline:

ALSC was first hired as the designer (working for the contractor as the design-builder) in 2002 through a competitive design-build selection process to design the original Three Rivers Convention Center in Kennewick, which was completed in June of 2004. With a highly successful first few years of operations, the KPFD started considering how to best expand the new facility. ALSC was then hired directly to study expansion options for the convention center, and this work grew into a full master plan conceptual study of the entire Vista Entertainment District, which is the campus that the convention center resides within.

In 2012, ALSC was hired to prepare programming and conceptual convention center expansion images to prepare the KPFD for a bond measure. The package was completed, and the KPFD opted to conduct a selection process for programming, design and construction administration for the expansion of the convention center. The programming phase of the work was completed; unfortunately, the project design scope was put on hold due to an unsuccessful bond measure. ALSC continued to serve the KPFD with A/E services in 2012 to design the connection between the convention center and the private hotel (Springhill Suites) built on the south end of the convention center. The project was completed in 2014.

Needing a new approach to the expansion project, ALSC was hired by the KPFD to update the Vista Entertainment District master plan and convention center expansion concept in 2013. Promotional graphics were produced in 2014 to promote the upcoming bond measure for the expansion of the convention center. With the failure of the bond in 2015, the expansion project was once again put on hold.

CAPITAL PROJECTS ADVISORY REVIEW BOARD

PROJECT REVIEW COMMITTEE

QUESTIONS RE: PROJECT APPLICATION

Meeting Date: January 26, 2024

In 2017 the expansion project began to gain needed momentum, and ALSC was hired to provide parking studies with an eye on master plan revisions. In 2018, a private developer approached the KPFD with interest in building a hotel as a part of the convention center expansion project. ALSC was hired to do a conceptual design of the hotel and other future amenities by the developer and KPFD. Due to the sale of Vista Entertainment properties over time, the closure of the adjacent Vista Field Airport for new development and the new hotel development, ALSC was hired in April 2023 to make revisions and finalize the master planning concept for the Vista Entertainment District. The City of Kennewick city council approved the master plan, expansion concept, expansion project funding mechanism, and new hotel location in 2023.

With all pieces finally in place to complete the expansion project, the KPFD hired Turner & Townsend Heery for their Owner's Representative in 2023. Together they determined that a Progressive Design/Build delivery would best serve the project, with ALSC already pre-selected. ALSC has extensive design/build and progressive design/build experience under RCW 39.10 in the State of Washington.

Kennewick Public Facilities District – Timeline of prior ALSC Services:

2002 – Selected as designer as part of D/B team (Facility opened June 2004)

2009 – Vista Entertainment District Conceptual Site Master Plan

2012 – February – Selected for TRCC Conceptual Expansion Study & Program

2012 – April - Qualifications-based Selection Process – Programming, design and construction administration services for the TRCC Expansion project

2012 –Hotel Connection project for South Hotel (Springhill Suites)

2013 – New Conceptual Expansion, Master Planning Services

2013 – Bond Support Graphics - “The Link” - Expansion Planning Concepts

2014 - Convention Center Bond Support - Conceptual Expansion Re-Design

2017 – Vista Entertainment District Ice Rink & Parking Concept Study

2018 - 2020 - Convention Center Expansion and Addition Concepts, Graphics for New North Hotel (A-Loft)

2023 - Vista Entertainment District New Conceptual Master Plan

2024 – Completion of TRCC Expansion Programming, Design

ALSC also completed the Spokane Convention Center Expansion in 2015 (design/build), the Yakima Convention Center Expansion in 2021 (DBB), and are currently working on the Wenatchee Convention Center Expansion (DBB), due to bid next month.

GC/CM versus PDB:

As to why GC/CM was not chosen, that is a very valid question and something we took a deep dive into. Once design-bid-build was ruled out as an option due to project complexity, GC/CM was an initial first choice, given that the architect has already been selected. As we dove deeper into the budget, scope, logistics and schedule, it became apparent that GC/CM will not give us the best chance of success to meet the project goals of this project. The controls PDB offers from the outset of pre-construction related to cost control through validation, means and methods strategies and site access logistics far outweigh a GC/CM joining the project at 30% design completion. While GC/CM is a great fit for many projects, based the specific risks and challenges associated with this project, GC/CM would not be the best fit for the convention center expansion. One of the biggest risks we identified if GC/CM was chosen was the possibility of the design

exceeding the available budget during one of the interval cost estimates. When a cost estimate far exceeds the budget, design must halt, and be redesigned to get the project back within budget. Our schedule does not allow for any unexpected cost overruns during design, which would cost us critical months within our schedule.

PDB by far gives us the best chance to deliver this challenging project on budget, and on schedule. The validation phase will be critically important for an experienced and highly qualified design-builder to align scope, schedule and budget, so once design starts, we move forward without any delays. It will also be critically important to bring in the right trade partners to help us keep this project within budget and schedule, something that GC/CM does not offer the same flexibility on.

Additionally, MWBE involvement is important to us on this project. GC/CM makes it far more difficult to get those firms involved in the project. By utilizing PDB we can maximize involvement of MWBE, DBE, Small businesses, and veteran owned business from the outset of the project.

3. Per the requirements for Design-Build projects the Public Body must have the necessary experience or team, including sufficient contract administration personnel with construction experience, It is a very large job to have not many people committed and those people committed are also currently listed on 2 or 3 other PDB projects. Please provide clarity and assurance that this requirement is satisfied.

Turner & Townsend Heery understands the requirements to manage a project of this size and complexity, especially under the PDB delivery method. Jonathan and David have a combined 37 year experience explicitly as Owner's Representatives, and understand the level of effort to sufficiently manage such a project.

To clarify the percentages on the org. chart, below is the level of involvement when adding up the listed T&T Heery staff through each phase of the project:

- Procurement – 70% Heery staff with additional support from Perkins Coie, and Bill Dobyms, Sr. Project Management Director, (not shown on org. chart)
- Design – 110% Heery staff with additional support from Bill Dobyms, a Sr. Project Controls Manager, and Sr. Project Coordinator, not shown on the org. chart
- Construction – 140% Heery staff with additional support from a Sr. Project Controls Manager, and Sr. Project Coordinator, not shown on the org. chart

Furthermore, the percentages shown in the org. chart are a first pass showing project involvement. Turner & Townsend Heery is organized in a manner with a deep bench of experienced Project Managers to easily ramp up involvement if, and when necessary.

4. Per the requirements for Design-Build projects, construction personnel independent of the DB team must be knowledgeable in DB process & capable to oversee & administer the contract. From the application, it appears that the consultant team has limited PDB experience of any substantive size. Please expand on the specific consultant team members PDB experiences and knowledge.

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Jonathan Miller has completed projects in upwards of \$98M and participated in the procurement of a PDB project nearing \$200M. Jonathan has extensive alternative delivery experience over the course of his 15-year career. Jonathan has participated in six (6) total PDB projects under RCW 39.10, and understands how to manage the process of PDB. Whether it's a \$10M PDB project, or a \$70M PDB project, the process is still the same. Furthermore, Jonathan holds his Assoc. DBIA credentials, and has been on the local DBIA board for over two years, and presents on DBIA Best Practices, including the 2023 Best Practices updates.

David Beaudine also holds his Assoc. DBIA credentials and has been involved in three (3) separate PDB projects valued at over \$60M. David will be involved in an advisory role for the duration of the project.

Additionally, Turner & Townsend Heery will utilize Bill Dobyons as an additional PDB advisor. Bill has been involved with six (6) PDB projects, and multiple other DB projects valued at over \$300,000,000. Bill has already assisted Jonathan in crafting the RFQ, development of the RFP, and crafting terms of the contract specific for the Convention Center Expansion.

Graehm Wallace also has extensive PDB experience including dozens of design-build projects under RCW 39.10 and will be involved throughout the course of the project advising and providing guidance as necessary.

5. Please elaborate on the funding sources for the project.

City of Kennewick staff has identified clear funding options within the full control of City Council. These funds consist of approximately \$21 million in one-time funds and the remainder is ongoing annual funding. The City Council has recently approved the Purchase and Sale Agreement with the hotel developer and within the agreement the City Council is required to expand the convention center as a condition of the sale to the developer. Based on this, the City has a commitment to fund the whole project, and funding is not at risk. An accurate cash flow projection will be developed by the project team to ensure annual funding disbursements will match the payment requirements of the project.