

## CITY OF REDMOND – GC/CM PROJECT

### – REDMOND SENIOR CENTER BUILDING

1. Where in the design process is the project currently? You mentioned it was in process, and if the GC/CM is to provide maximum benefit the project ordinarily should not be beyond Schematic Design.

The project design has not formally begun. We have retained architects to develop concept designs and aid in developing opinions of costs for budget development. The architects also helped with outreach to stakeholders as we scoped the project. The formal design effort will be a separate effort. The images included with our application were for the stakeholder outreach effort and were meant to provide a sense of scope and scale of our ideas and do not necessarily represent the direction of the design.

The City will start the selection process for the design team in the coming weeks. We are currently developing our design team Request for Qualifications/Request for Proposal (RFQ/RFP) and hope to hire the design team in the 3<sup>rd</sup> quarter of 2020.

After approval of the City's application to the PRC, we will complete development of the RFP for the GC/CM. The City intends to have the GC/CM on board as the design approaches 30% complete, the end of Schematic Design, to optimize the benefits the GC/CM can provide to the City and the project.

2. You mention a 2-step selection process. Will you not be interviewing GC/CM candidates? If so why not? GC/CM is a process based upon collaboration and communication. How will you know if this GC/CM firm is a fit by reading an SOQ and then opening pricing from them?

The 2-step process we were referring to includes; Step 1, issue an RFP and develop a shortlist from those proposers, and Step 2 is the Request for Final Proposal (RFFP).

The RFP will request qualifications of the firms, approach and past performance in meeting schedule and budget on previous projects. After the City reviews proposals, the City will conduct interviews with the shortlisted firms and then request final proposals. The highest scoring team will then be asked to negotiate a GC/CM Agreement with the City.

The following summarizes our steps to secure the services of the GC/CM.

- Issue an RFP for GC/CM firms
- Conduct an informational pre-submittal meeting with interested firms
- Score responses to the RFP
- Interview a shortlist of GC/CM Firms
- Issue RFFP's to the highest-ranking GC/CM Firms
- Open price proposals and announce the highest-ranking GC/CM Firm
- Negotiate a pre-construction agreement
- Award the GC/CM Agreement

3. In the org chart you do not have a communication line between Dan Becker and the design team. Is there no reporting relationship there at all, and if not why?

**CAPITAL PROJECTS ADVISORY REVIEW BOARD**

**PROJECT REVIEW COMMITTEE**

**QUESTIONS RE: APPLICATION**

Meeting Date: May 29, 2020

We realize lines on an org chart can be unclear. There will be continuous communication between Dan and the design team, and we expect them to coordinate and collaborate on a regular basis. In a formal sense, administration of the contract will be by the Project Manager, Eric Dawson. Dan will have a direct line of communication with all project team members and participate in meetings with all team members. It's important to us that Dan is involved in the details of the project, especially as it pertains to construction and GC/CM. Dan will also be responsible for coordinating between the Design Team and GC/CM.

4. Will you be using the EJCDC developed contracts for this project? How knowledgeable is the City attorney in the development of Alternative Delivery contracts? There are a great number of differences between them and something developed for Design Bid Build.

The City has not yet decided on the contract it will use for this work. The City and its Attorneys will be reviewing several contracts used throughout the region specifically used to comply with Washington State's GC/CM statutes and practices. We have added Athan Tramountanas, an associate of James Haney's at Ogden Murphy Wallace to our team who has extensive GC/CM experience. This is an addition we've made since we submitted the GC/CM application. Athan has extensive experience in preparing contracts and, along with Dan, will guide the City in preparing contract documents that meet the requirements of RCW 39.10 and the needs of the project.

5. Please elaborate on your project controls processes. Invoices reviewed monthly, schedule reviewed monthly, and please go into depth a bit on how you will be monitoring costs and schedule, tools etc.

The City will be implementing project systems and tools from the outset of the project. The City has project control tools that it uses to manage its capital projects. For document control and contract compliance, the City has a SharePoint website that is created for every project. The SharePoint site is based on templates developed by the City over the last 8 years. At the outset of every project, the Project Manager, Project Administrative Assistant, and Engineering Supervisor review the template and customize the SharePoint site as necessary to meet the needs of the project. For the Senior Center Building, we will work with Dan to tailor the SharePoint site for a GC/CM scenario. These systems have produced zero audit findings in the last 10 years. A screenshot of a typical SharePoint site is shown below.

The screenshot shows a SharePoint site for 'NE 51st Street Improvements'. The top navigation bar includes 'SharePoint', 'BROWSE', 'PAGE', 'SHARE', and 'FOLLOW'. The main header features the 'City of Redmond' logo and the site title 'NE 51st Street Improvements'. A search bar is located in the top right corner.

The left sidebar contains a navigation menu with categories: Home, Administration, Grants, Phase Gate Documentation, Design, Right of Way, Consultant Submittals, Bid Documents, Construction Admin, and Construction. The 'Construction Admin' category is currently selected.

The main content area is titled 'Table of Contents' and lists various project components such as 'NE 51st Street Improvements', 'Home', 'Administration', 'Grants', 'Phase Gate Documentation', 'Design', 'Right of Way', 'Construction Admin', 'Construction', 'Record of Material Controls', 'Construction Docs', 'Payment Docs', 'Contractor Docs', 'Project Closeout', 'NE 51st Street Improvements Consultant', 'NE 51st Street Improvements Contractor', and 'Site Contents'. Each item is accompanied by a list of sub-links.

On the right side, there is a 'Calendar' for May 2020, showing dates from 26 to 31. Below the calendar is a 'Newsfeed' section with a 'Start a conversation' button and the text: 'It's pretty quiet here. Invite more people to the site, or start a conversation.'

The City uses PlanGrid and tablets to assist field personnel in tracking Requests for Information (RFI), Architect's Supplemental Instructions (ASI), and change orders, and to keep detailed redlines for as-built purposes. Field inspectors also use tablets to provide full access to SharePoint and all its files and records.

The City manages approximately 12 construction projects per year, averaging about \$39M in construction. In the last 6 years, 91% of projects have finished under budget and of the 9% that exceeded budget, that overage was an average of 1.6%.

The GC/CM will be coming on board as the Design Team wraps up the Schematic Design. An early GC/CM task will be working with the City and Design Team to develop a Work Breakdown Structure (WBS) that will be used to develop the cost estimates, master Critical Path Method schedule (CPM) and the Schedule of Values (SOV). Both the Design Team and GC/CM will develop cost estimates at 30%, 60% and 90% based on the WBS. After

**CAPITAL PROJECTS ADVISORY REVIEW BOARD**

**PROJECT REVIEW COMMITTEE**

**QUESTIONS RE: APPLICATION**

Meeting Date: May 29, 2020

development of these estimates, the City will work with the Design Team and GC/CM to reconcile costs. During these cost reconciliation meetings, the Team will identify alternates that can be added or set aside for later consideration. The goal will be to keep the project moving within the approved budget.

The City, Design Team and GC/CM will use the WBS to identify work packages. These work packages will be used to develop subcontract bid packages and the basis for the subcontract plan. The subcontract plan will provide the Team the chance to identify potential M/W/DBE subcontracting opportunities.

Another early task for the GC/CM will be to take the City's schedule and develop a detailed CPM schedule. The schedule will identify major milestones such as design milestones, (30%, 60%, 90%, etc.) permitting activities, community meetings, procurement of materials and subcontracts, potential early construction packages, etc. Recognizing that construction details may be light in the early phases of design, as the project moves from Schematic Design, through Design Development and Final Design, the GC/CM will add detail to the schedule. The schedule developed towards the end of the design phase will be used to develop the Maximum Allowable Construction Cost (MACC) and SOV. The City intends to use the SOV to support payments to the GC/CM during construction.

During the design phase, the City plans to implement two cost management strategies to ensure the project remains on schedule and on budget. The first is implementation of a Risk Management Plan. The City will meet with the GC/CM and design team to identify potential risks. We will evaluate those risks and probability of occurrence and identify mitigation strategies should those risk arise. On a quarterly basis, the teams will meet to assess the Risk Management Plan and make adjustments as necessary.

The second strategy is implementation of a Value Engineering/Analysis program. As the design progresses, the GC/CM will be able to identify potential improvements and alternate materials for the project. The GC/CM, City and Design Team will evaluate these alternatives and determine which to accept and which to set aside for later consideration.

The City and GC/CM will be negotiating the MACC after the design is 90% +/- complete. The City will include a 2.5% Risk Contingency to cover changes between the 90% design and final design. The City will manage that contingency as well as a change order contingency using a Project Management System developed by the City.

Each month, the GC/CM and City will meet to review the progress of the work. We will review the CPM schedule and SOV. This SOV will then be used by the GC/CM to develop monthly pay estimates and invoices. The City will also implement a change management program to manage the risk and change order contingency funds. The City will meet with the GC/CM to review the status of work, agree on the SOV and identify changes that will affect the contingency funds.

The City included Dan Becker as the Construction Manager. He holds three certifications: Project Management Professional from PMI, Certified Construction Manager from CMAA, and Certified Cost Engineer from AACI. One of Dan's tasks on the project will be to lead the project control efforts for this project. That includes administering the contract including contingency

**CAPITAL PROJECTS ADVISORY REVIEW BOARD**

**PROJECT REVIEW COMMITTEE**

**QUESTIONS RE: APPLICATION**

Meeting Date: May 29, 2020

and change management and schedule monitoring. He has managed and administered contracts on public capital projects ranging in value from \$8 million to over \$300 million. More recently he was the Construction/Project Manager for the South Park Bridge Reconstruction Project, a \$110 million King County project. That project was completed within the County's budget.