

# **SPOKANE PARK BOARD**

Park Board Study Session – December 11, 2014, 3:30 P.M.  
City Hall Conference Room 3B

## **NOTES**

1. **Roll Call:** *Leroy Eadie*  
Randy Cameron, President; Chris Wright, Vice President; Leroy Eadie, Secretary; Jim Santorsola, Ross Kelley, Susan Traver, Ken Van Voorhis, Andy Dunau, Sam Selinger, Preston Potratz, Lauren Pendergraft, Mike Allen, Jason Conley, Tony Madunich, Garrett Jones, Nancy Goodspeed, Juliet Sinisterra, Roger Flint, Steve McNutt, Bob Droll, Laura McAloon, and Gavin Cooley
  
2. **Discussion Items:**
  - A. Park Bond, Next Steps – *Leroy Eadie, Juliet Sinisterra and Laura McAloon* lead the discussion on the next steps for Riverfront Park and the Park Bond. The discussion overviewed the following: the Park Bond Ordinance, State and Federal Laws regarding Bond Funds and Taxes, the Conceptual Construction Schedule, Design and Construction; and Riverfront Park Bond Delivery Methods. *See attached documents.*
  - B. There will be a Special Meeting of the Park Board on January 16, 2015 at John A. Finch Arboretum at 8:00 a.m.
  
3. **Adjournment**
  - A. The meeting adjourned at 5:20 p.m.
  
  - B. **Next Joint City Council and Park Board Study Session: January 8, 2014, 3:30 p.m. City Hall Briefing Center**

**CITY OF SPOKANE, WASHINGTON  
 UNLIMITED TAX GENERAL OBLIGATION BONDS, 2014 (PARKS)  
 SCHEDULE OF EVENTS (11-12-2014)**

**2014**

NOVEMBER						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

DATE	EVENT	RESPONSIBILITY
Thu, Nov 13	1 <sup>st</sup> Draft of Preliminary Official Statement (POS)	FA
Thu, Nov 13	10:30 am meeting regarding 1 <sup>st</sup> Draft of Bond Ordinance	City, BC, FA BC
	Bond Ordinance Available for Council Packet	City, BC
Mon, Nov 21	Documents to Rating Agencies	FA
Mon, Dec 1	First reading of Bond Ordinance	City, BC
Week of Dec 1	Rating Presentations	City, FA
Mon, Dec 8	Second reading of Bond Ordinance/Ordinance Effective	City, BC, FA
Mon, Dec 8	Ratings Received	City, FA
Tue, Dec 9	Post POS	FA
Tue, Dec 16	Competitive Bond Sale – 9:00 am	City, FA
Wed, Dec 17	Draft Final OS	FA
Mon, Dec 22	Publish Final OS	FA
Tue, Dec 30	Closing / Receipt of Funds	City, BC, UW

City: City of Spokane  
 FA: Financial Advisor: A. Dashen & Associates  
 BC: Bond Counsel: K&L Gates  
 UW: Underwriter: TBD at Competitive Sale

## Riverfront Park Bond Implementation

### Delivery Method Analysis & Recommendation

December 9, 2014

Following outlines information to be used in determining the best delivery method for implementation of the Riverfront Park Bond. A chosen delivery method should easily accommodate the Project Development & Construction Goals listed below as well as meet the complexities of a project of this size and nature, and meet with public approval.

#### Project Development & Construction Goals

1. Complex scheduling managed for the ability to keep Park attractions and events accessible and open as much as possible
2. Large percentage involvement of multiple local consultants and builders
3. Complex scheduling coordination around multiple contractors being able to access the site
4. Design excellence exhibited throughout Park grounds, public art and facilities
5. Budget managed within limits
6. Health, safety and sustainability of site management during construction

#### Comparative Delivery Methods of Construction & Development

	<b>DESIGN BUILD</b>	<b>GC/CM</b>	<b>DESIGN BID BUILD</b>
<b><i>Owner - Consultant Legal Relationship</i></b>	Owner contracts with General Prime Contractor. Architect, Landscape Architect, etc. are all contracted directly to General Prime Contractor.	Owner contracts separately with General Prime Contractor (GCCM) and other needed consultants, such as Architect, Landscape Architect, etc. GCCM can hire other sub-Prime Contractors and Trade Contractors to implement overall scope.	Owner contracts separately with needed consultants, such as Architect, Landscape Architect, etc. General Prime Contractor is hired at the completion of Construction Documents and bids on documents submitted. GCCM can hire other sub-contractors to implement overall scope.
<b><i>Owner Pros &amp; Cons</i></b>	Cost is established at the outset by the owner. Owner is not subject to disagreements between A+E and Contractor.	Owner has control over all consultants. Pulled into disagreements between A+E Consultants and Contractor.	Owner has control over all consultants. Pulled into disagreements between A+E Consultants and Contractor.

	Owner does not have control over A+E Consultants. No one represents the Owner during construction. Best suited to simple, straightforward projects.	Integrative method hopes to alleviate too many differences and resulting change orders.	
<b><i>Integrative Approach</i></b>	A+E Consultants report to Contractor under integrated Project Team. Owner is separate entity and not represented. Ideally both the Design Build team and Owner work together through all design and construction stages as an integrated team.	Integrated team through Owner. Both design teams and GCCM report to Owner separately. Team meets early and often at Owners guidance. Pricing sets developed throughout design process.	Design Bid Build is not an integrative approach.
<b><i>Procurement Process</i></b>	Design Build Team selected through a design competition, reviewing both design quality and cost, or Design Build Team selected on qualifications only and then allowed to design/cost project in an accelerated timeframe.	Separate RFQ/Ps issued for GCCM, Architect, Landscape Architect, etc. GCCM hired early in design process, if not at the start. Selection based on qualifications.	Architect, Landscape Architect and other needed design and engineering consultants hired on qualifications. General Prime Contractor hired on project cost.
<b><i>Ability to hire multiple local Prime Contractors. Flexibility in Procurement</i></b>	Less flexibility in sub-consultant and sub-contractor selection. Because cost is established upfront and sub-consultants contract directly with Contractor and not owner. Owner can request certain sub-consultants be used. Difficult to hire sub-Prime Contractors due to overall initial cost and scope established up front.	Great amount of procurement flexibility on behalf of owner.	Great amount of procurement flexibility on behalf of owner.
<b><i>Supports Project Complexity &amp;</i></b>	Because cost is established at the	Due to integrated nature of	Because General Prime

<b><i>Use of Site during Construction</i></b>	beginning, more difficult to allow for flexibility as it arises during construction process. Difficult to have one coordinator of overall construction schedule unless entire project is one DB project.	contractor early and flexibility in procurement, it is the most appropriate development method for complex projects. Since one GCCM can oversee multiple sub-Prime Contractors, the GCCM can coordinate all construction, access and existing operations.	Contractor comes in at the end of design, and has not been part of the entire planning and design process, more difficult to coordinate all construction, especially if multiple Prime Contractors will be accessing the site individually.
<b><i>Quality Controls</i></b>	Contractor controls budget and related design development. No inherent quality control since architect works for Contractor. Third Party Project Manager can assist on behalf of the owner.	A+E Consultants oversee quality of work implemented by Contractor on behalf of Owner.	A+E Consultants oversee quality of work implemented by Contractor on behalf of Owner.
<b><i>Schedule &amp; Timeline Benefits</i></b>	Moves more quickly than other development methods, particularly when employing the design competition process. Design phase is shorter. If project is more than one large DB project, overall scheduling and access could be difficult to coordinate and would increase construction time. If DB was one component of amongst other delivery methods, time savings would be minimal to none to due complexity in coordinating other methods as well.	Central GCCM for all coordination and site access could alleviate scheduling difficulties and save time in the long run. Early involvement by GCCM in planning and design could plan for an efficient construction schedule. Design phases will be longer than Design Build. Any sub-Prime Contractor work could be bid out post-construction documents by GCCM, increasing sub-contractor selection time.	A General Prime Contractor overseeing multiple sub-Primes could alleviate some scheduling and access difficulties, but a General Prime would be coming on post-bid documents and would not have input earlier in design and planning phases to oversee schedule coordination. Any sub-Prime work would be bid out post-construction documents by central General Prime, increasing sub-contractor selection time. If multiple General Primes with no central, complexity and as a result, timeline would greatly increase.
<b><i>Ease of Public Outreach &amp; Engagement</i></b>	Design Competition process allows for public feedback and input prior to final decision	Because A+E procurement is flexible allows for a great amount of public outreach, presentations,	Because procurement is flexible allows for a great amount of public outreach, presentations,

	making. Creates better proposals due to competition.	and public forums to analyze the issues.	and public forums to analyze the issues.
<b>Existing Market – Community Support for Method</b>	Presently in Spokane and throughout the State there is a lot of pushback against Design Build from the A+E community. As a result the State is looking to put in place “Best Practices” around DB.	No known concerns from the A+E community or Contractors.	Traditional delivery method. It is the process all A+E consultants and Contractors feel most comfortable with.

Risk Assessment

Following is a list of “Areas of Concern” related to Riverfront Park Bond Implementation and whether these concerns apply to each of the delivery methods listed.

<b>Areas of Concerns</b>	<b>Design Bid Build</b>	<b>Design Build*</b>	<b>GC/CM</b>
Scheduling around existing Park Operations/Events difficult			
Quality of Design Not Publicly Supported			
Over Budget			
Over Schedule			
Lack of Transparency in Selection Process			
Little Community Support for Delivery Method			
Health & Safety Concerns not Properly Mitigated			
Singular large Prime Contractor Selected at the Expense of multiple smaller Prime Contractors			

\*Evaluations based one large Design Build team for the entire project.

# Riverfront Park Bond

Conceptual Construction Schedule

December 1, 2014

## 1. Fall/Winter 2015

- Demo Howard Street Bridges (2), Post Street Bridge
- Start Bridge Re-Build, Repair
- Start Infrastructure (Power & Water) – still allow for pedestrian access through Park in Summer.

## 2. Spring/Summer 2016 (Rides run through Summer 2016 under Pavilion)

- Start North River Drive Extension from Washington
- Start North Bank & Bosch Parking Lots
- Demo Skyride Ticketing (Late Summer)
- Start Ice Rink/Building

## 3. Fall/Winter 2016 (New Ice Rink Opens)

- Demo Ice Palace/East Pavilion/IMAX
- Start Pavilion & New South Gateway Approach
- Start Post Street Parking/Havermale Playground/Red Wagon Playground

## 4. Spring/Summer 2017 (New Parking Lots & Small Playgrounds Open)

- Relocate Amusement Rides to North Bank
- Demo CPM Building (west end of North Bank)
- IMAX Retrofit Building Open for Park Maintenance Staff
- Start Regional Playground

## 5. Fall/Winter 2017

- Demo Post Street Restrooms
- Demo Shelters
- Start Havermale and North Bank Shelters
- Start Plazas & Promenades

## 6. Spring/Summer 2018 (North Bank Plaza/Shelters/Regional Playground Open)

- Demo & Start Carrousel
- Install Art

## 7. Fall/Winter 2018

- Demo Overlook Terraces (3) & Canada Island Storage Building
- Upgrade Overlooks Terraces & Trails on Canada Island

## 8. Spring/Summer 2019 (Pavilion/Central Plaza/Overlook Terraces/Carrousel Open)

- Install lighting, landscape, signage, furnishings and new security measures

Riverfront Park Bond Implementation																		
Construction Planning and Procurement Development																		
					2015													
	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December		
<b>Master Plan 2014 Completion</b>																		
- Business Plan Completion																		
- Urban Forestry Management Plan (With Urban Forestry)																		
- Grants Research (RFQ completed)																		
- Market Analysis (meet with CVB)																		
- Market Testing - Market Strategy Development																		
<b>Interagency Permit Meeting</b>																		
<b>Pre-Design Study</b>																		
- Utility Infrastructure & Power Study (McKinstry)																		
- Pavilion/Park Light & Sound Concept Study (Issue RFQ)																		
- Stormwater Management Plan (Coffman)																		
- Performance Goals around Water Use																		
- Habitat Management Plan (GeoEngineers)																		
- Traffic & Pedestrian Study (Bill White)																		
- Operational Study - Ice Rink																		
<b>Hire Park Development Manager</b>																		
<b>RFQ Project Management Team &amp; Hire</b>																		
<b>State Review Board Interview Preparation</b>																		
<b>Present to State Project Review Committee (March 26)</b>																		
<b>RFQ Grants Development Team &amp; Hire (RFQ Completed)</b>																		
<b>RFQ Capital Campaign Manager &amp; Hire</b>																		
<b>Public Art Committee Convenes</b>																		
<b>Spokane Tribal Heritage Committee Convenes</b>																		
<b>Conditional Use Permit (Shoreline Master Program) Preparation</b>																		
- Department of Ecology																		
- Tribes																		
- Army Corps of Engineers																		
- City of Spokane Design Review Board																		
- Plan Commission																		
- FERC/Avista																		
- Fish/Wildlife																		
<b>Issue Public Art RFQs</b>																		
<b>Steering Committee Convenes</b>																		
<b>Family Use &amp; Accessibility Committee Convenes</b>																		
<b>Issue RFPs - Architects, Landscape Architects, Contractor, Engineers, Consultants</b>																		
<b>Select GCCM (Develop Budget and Construction Schedule)</b>																		
<b>Select Finalists for Presentations/RFPs</b>																		
<b>Finalists Present Concepts/Public Exhibit &amp; Final Selection</b>																		
<b>Schematic Design Commences</b>																		
	2015				2016													
	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December		
<b>Fall Winter 2015</b>																		
- Demolition Howard Street Bridges (Blue Trestle & South)																		
- Start all Bridge Repair																		
- Power/Water Upgrades/Sewer Upgrades/Geothermal Installation																		
<b>Spring/Summer 2016 (Rides run through Summer of 2016 under the Pavilion)</b>																		
- North River Drive Extension																		
- Bosch Lot Parking Upgrade																		
- North Bank Parking Lot Upgrade																		
- Start Ice Rink Construction/Skyride Building Demo																		
<b>Fall/Winter 2016 (New Ice Rink Opens)</b>																		
- Demolition IMAX Tower, Ice Palace, East Pavilion																		
- Start U.S. Pavilion & New South Gateway Approach																		
- Start Post Street Parking Lot/Havermale Playground/Red Wagon Playground																		
					2017													
<b>Spring/Summer 2017 (New Parking Lots &amp; Small Playgrounds Open)</b>																		
- Relocate Amusement Rides to west end of North Bank																		
- Demo CPM Building																		
- IMAX Retrofit Building Complete for Park Maintenance																		
- Start Regional Playground																		
<b>Fall Winter 2017</b>																		
- Demo Post Street Restrooms																		
- Demo Shelters																		
- Start Havermale & North Bank Shelters																		
- Start Plazas & Promenades																		
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<b>Spring/Summer 2018 (North Bank Plaza/Shelters/Regional Playground Open)</b>																		
- Demo & Start Carousel																		
- Install Art																		
					2019													
<b>Fall/Winter 2018</b>																		
- Demo Overlook Terraces (3) & Canada Island Storage Building																		
- Upgrade Overlook Terraces & Trails on Canada Island																		
<b>Spring/Summer 2019 (Pavilion/Central Plaza/Overall Terraces &amp; Carousel Open)</b>																		
- Install lighting, landscape, furnishings and final new security measures																		





# Riverfront Park Bond Delivery Method

Riverfront Park Master Plan 2014

December 11, 2014

# **PRE-DESIGN STUDY**

**Estimated Costs: \$200,000 - \$250,000**

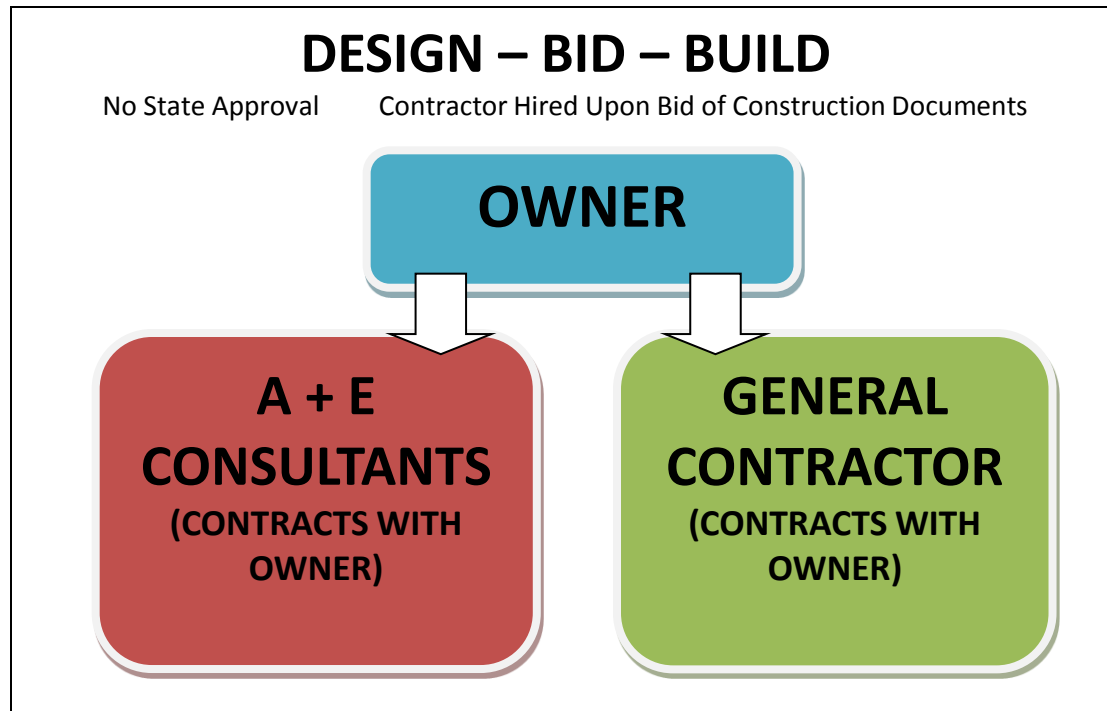
**Timeframe: January 2015 – April 2015**

- Stormwater Management Plan
- Power/Utility Study
- Traffic, Pedestrian and Parking Study
- Habitat Management Plan
- Light & Sound Concept Study
- Ice Rink Operational Study
- Market Analysis/Market Strategy (Business Plan)

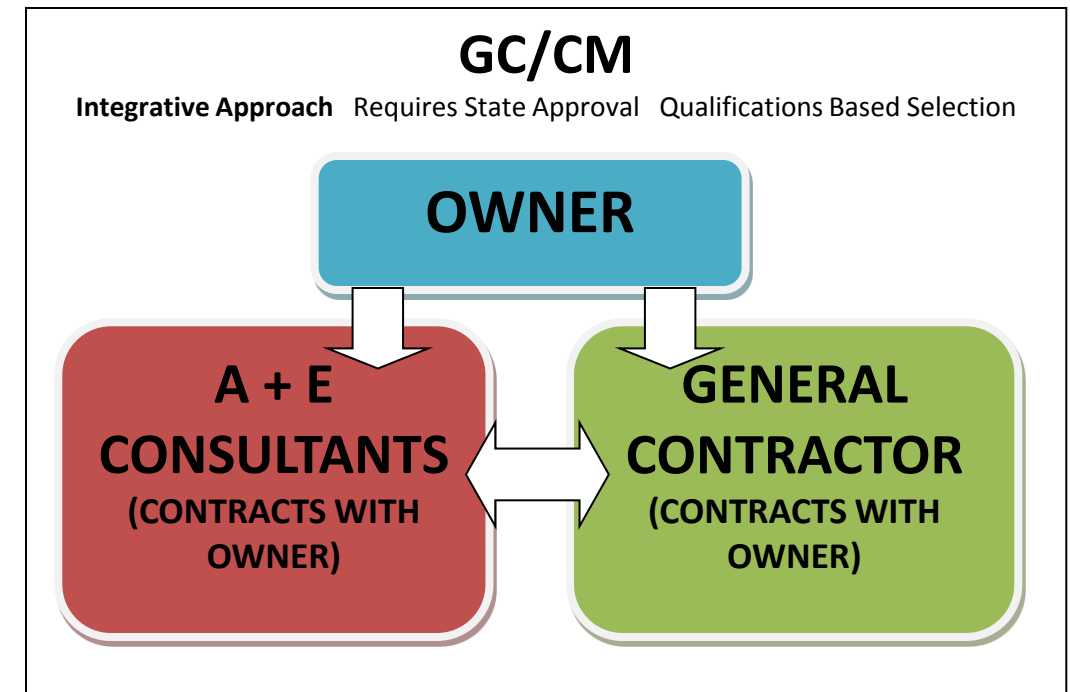
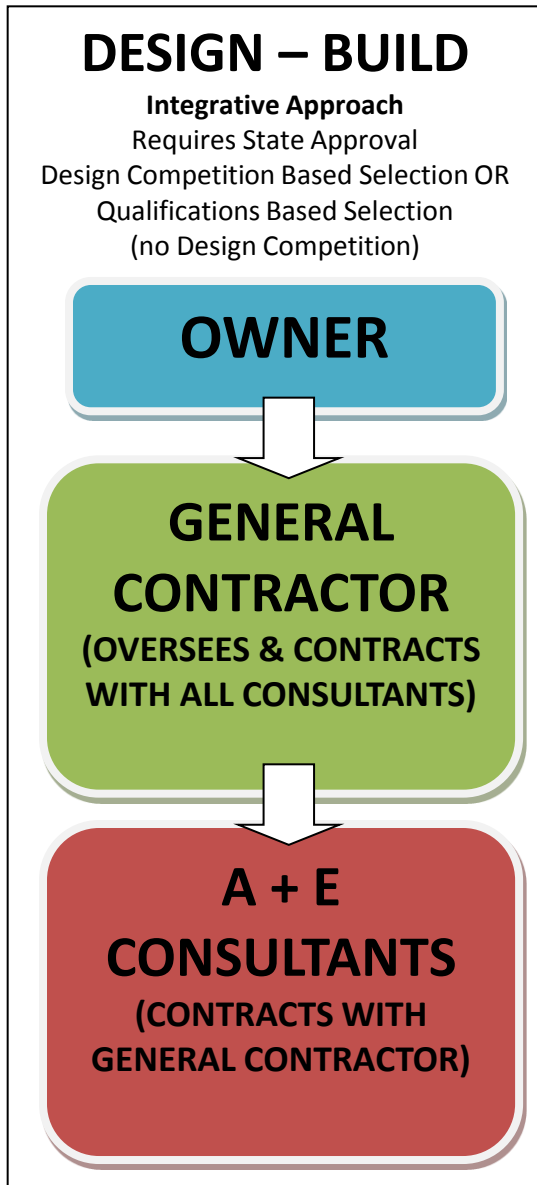
# BOND DEVELOPMENT GOALS

1. Complexity around construction scheduling as it relates to keeping Park attractions and events accessible and open as much as possible
2. Large percentage involvement of numerous local consultants and contractors
3. Complexity around construction scheduling and coordination involving multiple contractors and site access
4. Design excellence exhibited throughout Park grounds, public art and facilities
5. Budget managed within limits
6. Health, safety and sustainability of site management during construction.

# TRADITIONAL DELIVERY METHOD



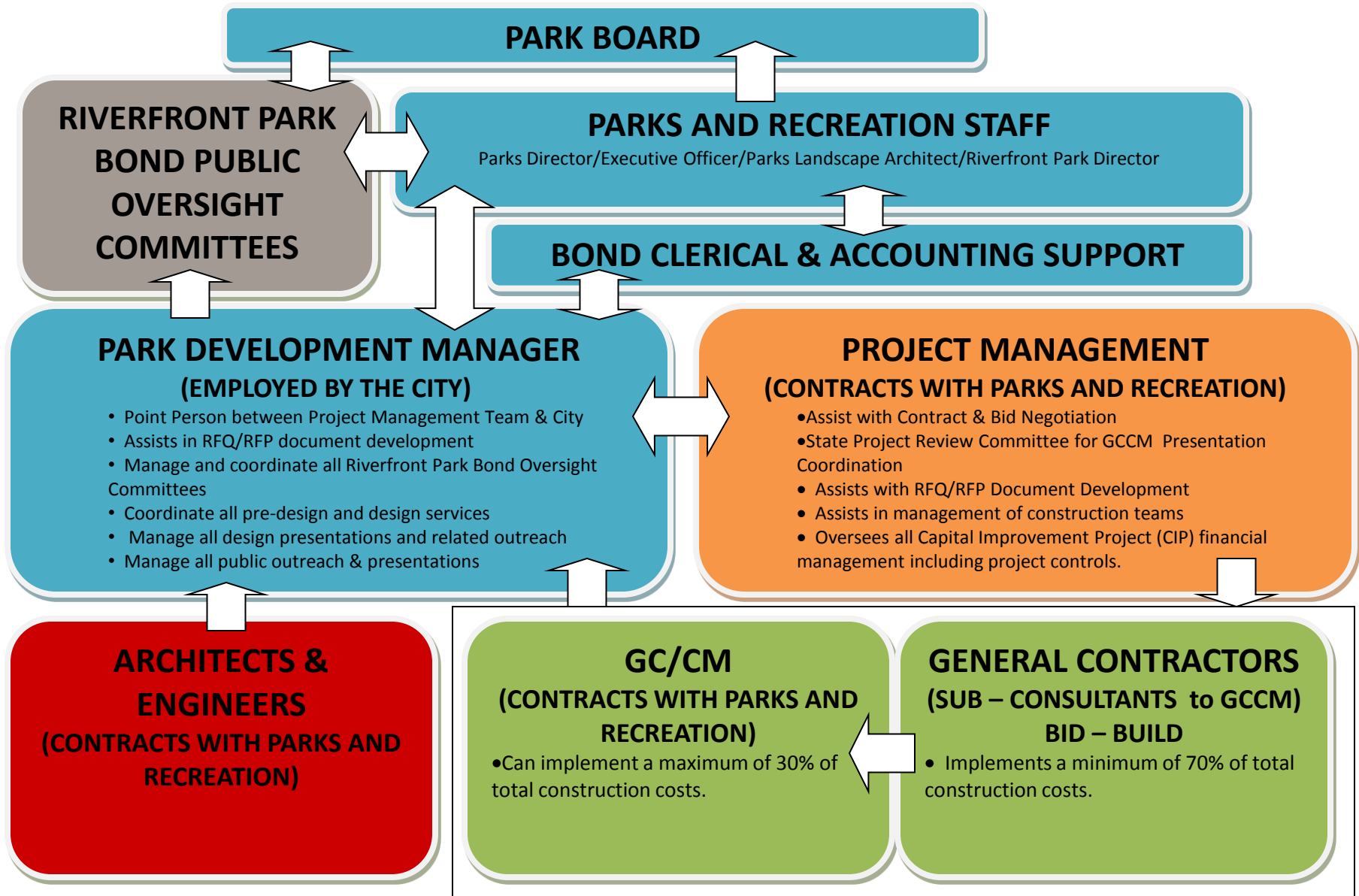
# ALTERNATIVE DELIVERY METHODS



# STATE APPROVAL PROCESS

1. Project Review Committee meets every two months.
2. Need to meet requirements defined in RCW 39.10
3. Design Build Projects need to show “significant savings in project delivery” – difficult to do without a design competition (shortens delivery time and money spent) and projects below \$10 million.
4. Might be difficult to receive State Approval for more than one alternative delivery method due to lack of previous experience in Parks Division.

# GC/CM DELIVERY METHOD



# GC/CM BENEFITS

- Ideal for complex projects
- Ideal for projects needing to operate during construction
- Integrative approach leads to less change orders during construction
- One Contractor coordinating and controlling site access during construction
- Early participation by Contractor (GC/CM) in budgeting and scheduling
- Owner controls Architect & Engineering Consultants
- Because Architect & Engineering Consultants work for the owner, they can provide construction oversight
- Greater flexibility related to procurement and selection requirements
- Greater ability to hire more local contractors under Bid-Build