

The questions refer to multiple firms Rice Fergus Miller, BRS Architects, ARC etc. The City of Sammamish hired BRS Architecture for the Community and Aquatic Center. **My responses below are only for BRS.**

Reference Checks-South Whidbey Aquatic Center Project- Rice Fergus Miller/BRS-Sammamish Aquatic Center

1. Project cost and cost estimating

- what was your original cost target for the facility?

\$30 million

- what was the response of the design team to your cost target?

BRS led a good Feasibility study initially and listened to the Community with interactive workshops involving 'shopping cards'. The result was a larger more expensive facility.

- what ended up being the initial cost estimate the design/build team came up with?

At the end of the Feasibility study the initial cost estimate was more like \$60 million based on the community's needs. Council then directed staff to reduce the scope of the project and to find an operating partner. The YMCA was identified as the operating partner and BRS worked to reduce the scope to a \$30 million facility by the design phase by eliminating a competitive pool and banquet facilities. Through the design phase, the costs went up to \$34 million, and BRS at no additional costs to the City, made modifications to the design footprint to bring the costs down.

- what was the actual finished cost for the facility?

\$32.9 million

2. Design

- What roles did Rice Fergus Miller/BRS play in the evolution of your design from what you had to what you ended up with? Who was in a leadership role and what value did each firm provide?

The City only worked with BRS Architects. Craig Bouck and Keith Hayes were in the leadership role, Craig more during the early feasibility and public engagement phase and Keith in the design/construction phase.

- How did ARC manage the process of gathering input from stakeholder organizations and the public at large?

BRS held 5 public workshops (each time with the community, and then Council). They were well planned, very interactive and a full summary can be found in the appendix section of the Feasibility Study and on the [city's website](#).

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time?

BRS kept good communication consistently throughout the project. We had successful in-person monthly meetings as well as online meetings throughout the project.

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different?

BRS had limited construction administration services on the project. Since they are not local, they identified the civil engineer to take on that role more actively.

- what was the initial project timeline estimate of your design/build team?

Approximately 6 months for the Feasibility, 1 year for design and 18 months to 2 years for construction.

- what was the actual project timeline?

We matched that timeline pretty closely except that we took a break between Feasibility and Design.

4. Operations and Maintenance

- what were your original targets for O&M costs and cost recovery?

The market analysis in the feasibility study set some targets, but the City opted to enter into an Operating Agreement with the YMCA of Greater Seattle to operate the facility.

- what was the response of the design team to your O&M cost and cost recovery targets?

See the [Feasibility Study](#)

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

N/A

- what are your actual O&M costs and cost recovery?

This has turned out to be a very successful facility, operated by the YMCA.

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context?

The design team worked with the city through close-out and then included a visit to inspect the facility at the end of the first year of operation.

6. If you were to select X firm for your next aquatic center project, would you?

Yes.

-If yes, what would you do different next time based on the experience of your prior project?

The City would likely budget more funds towards construction administration and /or higher a local firm for the construction phase of the project.

7. Is there anything else that you feel we should know about ARC/RFM based on your experience working with them?

BRS exhibited a good balance between creative design and financial responsibility. The City is very satisfied with the design of the facility, it is active through-out the day and the floor plan lends itself to constant movement with no 'dead-ends.' BRS was also responsive and tweaked the design in the final stages to bring it within the city's budget at no additional cost to the city for the effort.

Reference Checks-South Whidbey Aquatic Center Project- Rice Fergus Miller/BRS-Port Orchard

1. Project cost and cost estimating

Not gone to bid yet-won't know cost estimate accuracy for a few months

2. Design

Covid influenced-Virtual town halls, surveys, Public information office-contacts

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time?

Consistent-unique challenge-principal retired- Communication great throughout

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different? Still in design

- what was the initial project timeline estimate of your design/build team?

- what was the actual project timeline?

4. Operations and Maintenance

- what were your original targets for O&M costs and cost recovery?

- what was the response of the design team to your O&M cost and cost recovery targets?

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

- what are your actual O&M costs and cost recovery?

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context?

Design/development phase-Masterplan-cohesive plan

Currently working with them on City hall project/Community Center Project-Waterfront

7. Is there anything else that you feel we should know about RFM based on your experience working with them?

They're great firm, no egrets at all. In the two projects we have going with them, I wouldn't hesitate to hire them again.

Reference Checks-South Whidbey Aquatic Center Project- Rice Fergus Miller/BRS-Timber Ridge at Talus

1. Project cost and cost estimating

- what was your original cost target for the facility?

It was part of a larger project so the pool building wasn't tracked separately.

- what was the response of the design team to your cost target?

Wasn't applicable.

- what ended up being the initial cost estimate the design/build team came up with?

Wasn't broken out.

- what was the actual finished cost for the facility?

Overall cost did creep but not significantly.

2. Design

- What roles did Rice Fergus Miller/BRS play in the evolution of your design from what you had to what you ended up with? Who was in a leadership role and what value did each firm provide?

The design of the pool is in accordance with the Northwest Regional Heavy Timber design aesthetic of the overall master project. RFM was instructed to match the regional design aesthetic and mirror it into the aesthetic of the pool area and they were successful in doing so. This pool was a greenfield design so there was no repositioning of an existing pool. RFM was the designer of record for the greater Timber Ridge project and worked with LCS Project Development Manager and Design Manager. A pool consultant was also used.

- How did ARC manage the process of gathering input from stakeholder organizations and the public at large?

The input came from us as a developer and we had done focus groups for the design intent however they worked well with us as we navigated the local AHJ's.

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time? RFM was always attentive to the owners needs and wishes and was always willing to work with them to achieve the desired outcome. I have no specific concerns when it came to communication with RFM during the project.

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different? The project used a General Contractor to help navigate this transition. The transition was smooth in regard to RFM's role. -

- what was the initial project timeline estimate of your design/build team?

This wasn't design build. Timelines as related to design were met.

- what was the actual project timeline?

See above.

4. Operations and Maintenance

- what were your original targets for O&M costs and cost recovery?

Were not tracked.

- what was the response of the design team to your O&M cost and cost recovery targets?

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

- what are your actual O&M costs and cost recovery?

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context? RFM has always followed-up / through on various items we have had since project completion. They are always willing to send over supplemental information or receive our phone calls.

6. If you were to select RFM for your next aquatic center project, would you? The design of our pool area is one of the premier designs we have to date. They did a great job on the design. We would select RFM again.

-If yes, what would you do different next time based on the experience of your prior project?

N/A

7. Is there anything else that you feel we should know about ARC/RFM based on your experience working with them? No

Reference Checks-South Whidbey Aquatic Center Project- ARC-Eastside Tacoma Aquatic Center

This project occurred roughly from 2015 to 2018, and the project manager and project sponsor have since left for other jobs. Our Planning division doesn't have the staff capacity to research this cost data. At the time, I served as the Park District's Chief Communications Officer, so I attended all steering committee meetings and helped with the robust community engagement. I'll share what I can from that perspective.

I would note that this project involved design and construction of a large community center complex that includes a large pool with 6 lap lanes as well as recreational aquatic features (vortex, climbing wall, zip line, vortex, and zero-entry splash area). It also includes a full-size gym with an elevated walking track, a large social hall, multi-purpose rooms, a weight-lifting facility, a recording studio, and a café.

1. Project cost and cost estimating

Due to staff capacity, we are unable to research this data. ARC probably has this in their files, however.

- what was your original cost target for the facility?
- what was the response of the design team to your cost target?
- what ended up being the initial cost estimate the design/build team came up with?
- what was the actual finished cost for the facility?

2. Design

- What roles did ARC and ADG play in the evolution of your design from what you had to what you ended up with? Who was in a leadership role and what value did each firm provide?

ARC played a leading role in the design. One of my favorite aspects of the project is how it evolved during repeated engagement with the community. ARC's principal architect at the time, Stan Lokting, facilitated community steering committee meetings (which averaged 40 attendees in the early going), along with Emily Wheeler. They did a great job of showing progress, and where the community influenced the design.

- How did ARC manage the process of gathering input from stakeholder organizations and the public at large?

As noted above, we had a project steering committee with lots of stakeholders representing various interests and voices. Stan and his team gave great presentations each month, and you could see the changes as the project evolved.

We ended up building a recording studio into the community center because that kept coming up as a need. It was a fun surprise. We took a group of students to visit a recording studio so they could refine their need, and we built what they asked for.

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time?

ARC did an outstanding job of communicating with staff and the steering committee. Absolutely no complaints.

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different?

The process was smooth and collaborative.

- what was the initial project timeline estimate of your design/build team?

Due to staff capacity, we are unable to research this data. ARC probably has this in their files, however.

- what was the actual project timeline?

Due to staff capacity, we are unable to research this data. ARC probably has this in their files, however.

4. Operations and Maintenance

Due to staff capacity, we are unable to research this data. ARC probably has this in their files, however.

- what were your original targets for O&M costs and cost recovery?

- what was the response of the design team to your O&M cost and cost recovery targets?

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

- what are your actual O&M costs and cost recovery?

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context?

I know we've heard from them, but I'm unable to determine frequency and context due to staff workloads.

6. If you were to select X firm for your next aquatic center project, would you?

Absolutely!

Although I am writing this on behalf of Metro Parks Tacoma, I also moonlight as a member of the City Council in Fircrest, a small city of 7,000 next to Tacoma. As mayor from 2018-2021, I guided the development and construction of the city's new recreational complex, including an outdoor pool and community center. We selected ARC based on their extensive experience and expertise.

-If yes, what would you do different next time based on the experience of your prior project?

The project manager and project sponsor no longer work here, so I'm unable to provide an answer to this question.

7. Is there anything else that you feel we should know about ARC/RFM based on your experience working with them?

ARC did an outstanding job in designing and implementing the Eastside Community Center. They worked well with our management team and communicated effectively. We would gladly work with them again on any future project and would highly recommend them to others seeking high level design assistance.

A final note: we built this project in one of the most economically distressed neighborhoods in Tacoma. This facility is LOVED by the community. They felt heard by us, and honored by us. I swim laps at the Eastside pool three times a week, and it's fun to see people of all ages and abilities using the pool.

Reference Checks-South Whidbey Aquatic Center Project- ARC-William Shore Aquatic Center

1. Project cost and cost estimating

- what was your original cost target for the facility?

It changed over the years due to scope and economics. Went from 7m to 20m.

- what was the response of the design team to your cost target?

They were good at looking at design changes and material changes.

- what ended up being the initial cost estimate the design/build team came up with?

Their estimating was accurate once we got to 90% design. They also recommended to carry a healthy contingency budget which we appreciated, since we were able to put things back in once the project started.

- what was the actual finished cost for the facility?

20m

2. Design

- What roles did ARC and ADG play in the evolution of your design from what you had to what you ended up with? Who was in a leadership role and what value did each firm provide?

ARC took the lead role and ADG designed based upon what we requested them to do.

- How did ARC manage the process of gathering input from stakeholder organizations and the public at large?

We had them do concept drawings but we did our own outreach and stakeholder campagne.

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time?

Very well, especially since construction occurred during covid-19. Stayed good they whole time and even during he warranty period.

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different?

We used GC/CM so it was a prescriptive process that was very smooth.

- what was the initial project timeline estimate of your design/build team?

Everything went out the window once covid-19 shutdown occurred. We ended up with about a 6 month delay, mostly due to subs and materials.

- what was the actual project timeline?

1 year.

4. Operations and Maintenance

- what were your original targets for O&M costs and cost recovery?

We estimated our operational revenue would increase by 50%. Actual has been about 100% increase. In operational revenue. Our operational cost estimates came in about on target with the exception of wages due to an unanticipated inflation and workforce supply and demand.

- what was the response of the design team to your O&M cost and cost recovery targets?

We did O&M ourselves

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

N/A

- what are your actual O&M costs and cost recovery?

We do not track cost recovery over specific programs. We try to hit 50% costs paid by programs and 50% by levy. That includes loan interest and principle payments.

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context?

We refer people to each other several times per month.

6. If you were to select X firm for your next aquatic center project, would you?

Yes.

-If yes, what would you do different next time based on the experience of your prior project?

Not take certain grants due to the reporting requirements. Make sure all consultants used AutoCAD for design. Help greatly once in construction.

7. Is there anything else that you feel we should know about ARC/RFM based on your experience working with them?

You will like what you get.

Reference Checks-South Whidbey Aquatic Center Project- ARC-Rosehill Community Center

1. Project cost and cost estimating

- what was your original cost target for the facility?

The projected costs were around \$17 million, the bids came in about 5 million under that. We believe it was due to a downturn in the economy.

The construction costs were around \$14,000,000 not including soft costs. Designed based on LEED Silver criteria

- what was the response of the design team to your cost target?

- what ended up being the initial cost estimate the design/build team came up with?

- what was the actual finished cost for the facility?

2. Design

- What roles did ARC and ADG play in the evolution of your design from what you had to what you ended up with? Who was in a leadership role and what value did each firm provide?

ARC worked with the city and the public over several years before the project went before City Council. ARC spend time building relationships with the community through hosting focus groups and holding outreach meetings. When it came time to take the proposal to City Council, ARC was very prepared, they were able to answer all the City Council questions.

- How did ARC manage the process of gathering input from stakeholder organizations and the public at large?

3. Project management

- How well did the teams communicate with your staff/committee? Did things get better or worse or stay the same over time?

ARC led weekly meetings with the contractors, City and all other participants. The process was very smooth, no major issues – they did an outstanding job. There were a few change orders, that is to be expected.

- How did your teams manage the process of moving from design to construction? Was this smooth and collaborative or was your experience different?

Yes, it was smooth and collaborative process with ARC leading the way.

- what was the initial project timeline estimate of your design/build team?

Our initial timeline was 18 months and we met that.

- what was the actual project timeline?

4. Operations and Maintenance

- what were your original targets for O&M costs and cost recovery?

- what was the response of the design team to your O&M cost and cost recovery targets?

- what ended up being the initial O&M cost and cost recovery estimates the design/build team came up with?

- what are your actual O&M costs and cost recovery?

5. Long term relationship

- since you finished the project and opened the facility, have you heard from your design team? If so, how frequently and in what context?

In the beginning, they would call and stop by frequently. They would take our calls and help to navigate any issues that came up. 12 years later, they still reach out every few years or so.

6. If you were to select X firm for your next aquatic center project, would you?

Absolutely, we would reach out to ARC again

-If yes, what would you do different next time based on the experience of your prior project?

ARC was very professional with public, council and staff. We would not do anything differently.

7. Is there anything else that you feel we should know about ARC/RFM based on your experience working with them?

ARC was very professional, trustworthy, problem solvers and easy to work with.