

Questions for the Three Finalists

1. Describe your understanding of the project and its duration.

- 5-year millage approved program with two bond issues proposed (\$1.5 million and \$1.7 million), with the first bonding in April 2017. Working with Paul Stauder of PFM Investment Group.
- Street Rehabilitation/Reconstruction with strategic storm sewer & drainage improvements to address short and long term goals.
- Sanitary and water main replacement (with laterals) based on existing recommendations in areas where streets are being rehabilitated.
- Initial street and drainage needs evaluation contained in 2015 consultant report.
- Understanding of local minor/major street system and MDOT eligible funded road sections.

2. What types of problems or challenges, if any, do you anticipate on this project?

- Need to minimize construction impacts to residents, especially during the summer tourist season.
- Prioritizing what streets get addressed first.
- Developing and implementing a thoughtful drainage improvement plan that will address this short-term program but will also consider long term Village needs.
- 5th Street condition is probably one of the worst in Village and should be addressed immediately. Culvert replacement should be considered.
- Success of program will largely be one of effective, timely communication.

3. Confirm the professional person indicated in your proposal as project manager and how quickly and where key staff can be mobilized and a team formed.

- David will be Pentwater's primary point of communication for committee, Council and the public. We see David's local connection as a critical success factor.
- Don will provide the technical lead for the project team and is designated as Project Manager.
- An experienced inspector will be assigned to monitor construction activities and provide a point of contact for resident concerns.
- It is our intention to maintain a consistent team throughout the 5-year program.

4. What do you consider as a reasonable underground utility contractors seasonal work period?

- April 1 through October 15. Work is possible outside these timeframes but weather impacts production greatly. We are very sensitive to working in a shoreline community during the summer months when tourism is vital.

- 5. Putting inconvenience of residents aside for the moment, what steps could be considered for maximizing the utility contractors' stages of work?**
 - Focus yearly program construction to specific geographic areas in Village to minimize movement of equipment and further impact on roadways.
 - Project localized road closures (with access to homes and for emergency equipment) to allow contractors full access to construction sites and maximize efficiency in which they can work.
 - Financial incentives for construction completion ahead of schedule.
 - Enhanced liquidated damages provisions for delays in work completion.
 - A complete and quality design that identifies utilities and minimizes utility delays.

- 6. From your limited perspective at this time, in an effort to reduce project management costs, escalation impact and further street deterioration, is it feasible to compress this project into a four or possibly a 3-year period?**
 - Yes, but impacts to residents during construction will be more widespread and seasonal construction projects may need to be longer in duration. There is a trade-off here.
 - Accelerated schedule requires acceleration of capital costs for design and construction.

- 7. In your firm, do you have a structured project design review process? Briefly explain.**
 - Yes, F&V has a documented quality assurance/quality control process, which will be followed throughout the duration of this program. See attached.

- 8. How do you keep the client informed of design/project progress?**
 - F&V will develop a communication and meeting schedule with Village staff, Services Committee, Council and residents for approval that will set the standard for our year by year communications.
 - We anticipate monthly progress reports (or more frequently) to the Village Manager on program progress.
 - The Village's website, F&V's Street Program Project Portal and social media are all efficient/effective methods to communicate if managed properly.

- 9. Please address your Project Manager's process and techniques.**
 - David owns a house in the Village and spends significant time in Pentwater between April 1 and November 1. His accessibility and knowledge of the Village and residents cannot be quantified.
 - Don has over 25 years of designing and construction roads and utilities, and has seen about everything possible of what is successful and what is not. Communication with the Village is a huge part of a successful project. Working with the contractor and understanding their needs and issues is also key to making the project successful.

- 10. What would be your plan for identifying projects (big or small) and establishing priorities? As these priorities are established what steps would your firm take to prepare bid packages to maximize projects phases to minimize contractor's mobilization and demobilization costs?**
 - A yearly evaluation of prior year's construction, current street conditions, evaluation of available funding (bonding or otherwise) in the fall to set the next year's project priority recommendations is critical.
 - Review project recommendations with staff, committee and/or Council to finalize coming years' program.
 - Survey and design work in the fall for early project bidding will assure favorable construction pricing.
 - Tight but realistic construction time frame conditions will minimize mob/demob costs.

QA/QC PROCESS

DEFINITIONS OF QC, QA AND QCP

Quality Control (QC)

The review, supervision and guidance by experienced individuals at various stages of a project conducted to assist and guide the Project Team in completing the Work correctly while meeting the goals and objectives of the client.

Quality Assurance (QA)

The process of continuous updating and improving the firm's standards, guidelines and checklists as they are used by the Project Team in completing a Project to assure that the work and services provided to the Client are complete, accurate and useful.

Quality Control Plan (QCP)

A written statement or plan with outlined procedures and guidelines including both QC and QA to be used by the Project Team in meeting the Client's expectations, goals and objectives. The QCP identifies individuals responsible for QC and the specific work plan, budget and schedule to be followed by the Project Team.

QA/QC PHILOSOPHY

Quality shall always be considered first and foremost. The hiring of staff, workplace and materials provided, management guidance, training, time and effort shall all reflect the requirement that quality is the number one issue at F&V. The ability of F&V to provide a quality product shall be required during the consideration, acquisition, initiation, completion and closing of all projects.

F&V has set five goals with quality based objectives:

- Goal 1:** Provide "top of the line" engineering services to solve our client's problems while maintaining a work environment that is fun and challenging.
- Goal 2:** Serve the client as a firm; not as individuals. Internal peer review on project designs, studies and important issues is required. All work shall have consistent presentations from the firm.
- Goal 3:** Provide value in what we design and in the services rendered. Alternatives shall be properly studied with senior staff being part of the team to evaluate alternatives. Allow creativity yet manage risk. Facilitate the training of staff and allow for ongoing personal and technical growth.
- Goal 4:** Provide our services on a timely basis. A team effort requires total cooperation and communication from all members of the team. The QA/QC process must help – not hinder our success.
- Goal 5:** Provide services on a "cost-effective" basis, minimizing re-designs, minimizing risks to our client and to the firm and making a profit. Internal and external communication is critical. Projects must be thought out well and scope of services monitored. Checklists shall be utilized where appropriate.

RESPONSIBILITY

In order to maintain the quality objectives of this firm, the President, in cooperation with the Vice President, shall be responsible for overseeing QA/QC responsibilities of the firm, QA/QC manager, project manager and staff as outlined in the full F&V QA/QC document.

Quality Statement

A Quality Statement shall be prepared for each project. The QS shall contain:

- All information to properly identify the project, the client, the form of contract, the project locations and scope, the scope of services, the Project Manager and Principal in Charge, the project team members, the schedule, the budget, and the milestones for QA/QC reviews;
- Procedures and standards to be used on the project.

We feel that the effectiveness of our quality is demonstrated in the fact that, on the average, our construction costs have averaged to be within 1% of the as-bid amount.