

City of Shoreline Parks Improvements Bundle



State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

Application for Approval to Utilize Progressive D/B Project Delivery

Submitted by
City of Shoreline
February 21, 2022



State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **City of Shoreline**
- b) Address: **17500 Midvale Ave N, Shoreline, WA 98133**
- c) Contact Person Name: **Sara Lane** Title: **Administrative Services Director**
- d) Phone Number: **(206) 801-2301** E-mail: slane@shorelinewa.gov

1. Brief Description of Proposed Project

- a) Name of Project: **Shoreline Parks Improvements Bundle**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

In May 2018, the City of Shoreline began a process of solicited and selected community members to participate on a Parks Funding Advisory Committee (PFAC). The purpose of the PFAC was to make a recommendation to the City Manager on the priority parks and recreation improvements that ought to be included in a funding measure, the dollar amount of the funding measure, and any other important considerations. Recommendations on a number of parks improvements across the City came out of that process. Those improvements are the subject of this application to utilize Progressive Design/Build (PD/B) delivery.

Significant improvements will be made at Brugger’s Bog Park, Hillwood Park, Richmond Highlands Park, Briarcrest Community Park (Hamlin East), and James Keough Park. These improvements, depending on the location, are anticipated to include some combination of playgrounds, splash-pads, multi-sports courts, walking trails, picnic shelters, off-leash dog areas, and a fully accessible play area for people of all physical abilities. Improvements will also be made at Ridgecrest Park and Shoreview Parks and are anticipated to include creation/improvement of off-leash dog areas and improvements to play and field areas. Investments at Kruckeberg Botanic Garden are anticipated to include an education center and children’s garden that will be accessible to persons of all physical abilities.

2. Projected Total Cost for the Project:

A. Project Budget

Estimated project construction costs (MACC including D/B cont. @3%)	\$ 20,300,000
Costs for Professional Services (A/E provided by D/B) (@10% of MACC)	\$ 2,030,000

Equipment and furnishing costs (@ 3% of MACC)	\$ 609,000
Off-site costs	\$ N/A
Contract administration costs (owner, pm/cm, etc.) (@ 4% of MACC)	\$ 810,000
Contingencies (Owner Project Contingency @ 10% of MACC)	\$ 2,045,100
Other soft costs (Owner's consultants, permits/fees, etc. @5.5%)	\$ 1,115,000
Sales Tax (@ 10.3% of A/E + Construction Cost + FF&E)	\$ 2,090,900
Total	\$ 29,000,000

Note: The above budget information is preliminary and subject to change.

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The City of Shoreline Parks Improvement Bundle project will be funded from the proceeds of a \$38.5 million capital bond issue that was passed by voters on February 8, 2022.

3. Anticipated Project Design and Construction Schedule

Please provide (See Attachment B for an example schedule.):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

The D/B Consultant (Parametrix) is intended to augment the City staff and are under a master agreement to provide D/B procurement, D/B advisory, and D/B PM/CM services as required.

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
PRC Application		Feb 21, 2022
PRC Presentation		Mar 24, 2022
RFQ 1 st Advertisement		Apr 4, 2022
RFQ 2nd Advertisement		Apr 11, 2022
Pre-submittal Meeting		Apr 14, 2022
Statement of Qualifications Due		Apr 29, 2022
Review & Score SOQs/Shortlist Finalists	May 2, 2022	May 6, 2022
Notify Submitters/Release RFP		May 9, 2022
Proprietary Meetings w/ Finalists	May 18, 2022	May 19, 2022
Proposals Due – Cost Factors and Approach		May 27, 2022
Review Proposals	May 30, 2022	June 9, 2022
Interviews	June 7, 2022	June 8, 2022
Score/Identify Most Qualified D/B		June 9, 2022
Notify Submitters		June 10, 2022
Contract Negotiations (3 weeks)	June 20,2022	July 8, 2022
NTP/Board Approval of D/B Contract		July 2022

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
Preconstruction & Design (60%) (6 months)	July 2022	Dec 2022
Negotiate GMP (1 month)	Jan 2023	Jan 2023
Permit & Construction Documents (6 months)	Jan 2023	June 2023
Site Permitting (2 months)	Apr 2023	May 2023
Building Permitting (3 months)	June 2023	Aug 2023
Construction (15 months)	June 2023	Aug 2024
Substantial Completion		Aug 2024
Final Completion		Oct 2024

Schedule information above is preliminary and is subject to change.

4. Explain why the DB Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

Not applicable.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

One of the primary benefits of design-build delivery is the ability of the contractor to collaborate directly with the designer to increase the efficiency and constructability of the project and in doing so, lower the overall development cost and reduce the risk to the Owner. In this project, the Design-Builder’s early involvement will benefit the project by allowing the contractor to work closely with the designer and Shoreline Parks to refine the desired program, optimize the location of the program elements, optimize efficiency of construction activities and maximize program achieved for the available budget.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

We are living in an unprecedented time in the construction marketplace. The limited labor force, supply chain issues and cost of materials have all combined to result in construction escalation numbers that can be detrimental to project success. At the current construction escalation rate, the cost of a month of time for a project of this size is nearly \$200,000. With this knowledge in hand, the focus on this project will be to find ways to shorten the overall project duration. We will need to design and construct the work as efficiently and quickly as possible to minimize the impacts of time and, in doing so, maximize the value realized for the available budget. Early Design-Builder involvement will allow for opportunities of innovation, collaboration, exploration of existing conditions and

efficiencies of design, schedule and logistics to reduce the owner's risk of schedule and cost impacts related to the cost of:

- Time in an ever-increasing, escalating market;
- Labor and material resources in the marketplace due to the heightened demand of both
- Unforeseen conditions on the site that may manifest themselves during construction

As bidding and construction documents are being developed, Design/Build offers the opportunity for the project team to utilize early procurement, early bid packages and fast-track portions of the work. Some of the more likely "early packages" might include sitework, utilities and structural foundations. If allowed by the permitting agency, utilization of separate grading/utility/foundation permitting and "early packages" could result in moving the construction start date forward by 2-3 months over D/B/B delivery where no work is begun until all permits are in hand and all construction documents are completed.

Additionally, it is highly likely that there is an opportunity to create a construction schedule for this project that treats all of the sites as one large project, includes concurrent work at multiple sites and/or maybe staggers the work of the various subcontracts so that it progresses sequentially from one site to another during the course of the contract work, rather than taking one site at a time and completing all of the construction at one site before beginning the next.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The fiscal benefits of the PD/B delivery method far outweigh those available through either GC/CM and D/B/B.

- PD/B allows the City to set a construction budget and program requirements for the project and then require the D/B team to provide a design solution that aligns with the available budget.
- PD/B allows the City and the D/B to come to certainty on cost of construction much earlier than either GC/CM or D/B/B delivery.
- PD/B reduces the City's risk of added cost from change orders.
 - The D/B hires and contracts with the Designer and is therefore responsible for the accuracy and completeness of the bid documents. Errors and Omissions in the bid documents are one of the leading causes for added cost and change orders in both GC/CM and D/B/B delivery.

- In PD/B the Owners risk of added costs from change orders lies primarily in either unknown/latent conditions and/or Owner directed changes in scope after the GMP has been set.
- PD/B allows the City and the Designer to work with the Contractor to make educated/informed decisions on materials and systems based on cost effectiveness, durability and availability.

Additionally, on a project of this size, utilizing PD/B delivery, we believe that:

- Streamlining of programming and design time could result in a reduction of as much as 2-3 months in the project schedule. Considering a combination of inflation and construction escalation that is currently averaging in the range of 8-12% per year, the resultant increased purchase value of the project MACC budget (\$23.3M) from this reduction in schedule could easily equate to \$500K;
- By utilizing separated permitting and “early packages” for things like sitework, utilities and foundations, the project schedule could potentially be moved forward by approximately 2-3 months. Considering a combination of inflation and construction escalation that is currently averaging in the range of 8-12% per year, the resultant increased purchase value of the project MACC budget (\$23.3M) from this reduction in schedule could easily equate to \$500K;
- Additionally, we believe that, in utilizing PD/B delivery, there may be opportunity for greater efficiencies of project management and administration costs over the life of the project, as compared to D/B/B delivery, that might be realized and could ultimately result in cost savings to the project.

In addition, it is important to point out that, once the GMP has been set, the risk of the final project cost exceeding the approved GMP, due to change orders, is significantly reduced over a D/B/B project of similar size/scope. Because the designers of a PD/B project are hired by the builder and not the Owner, the builder therefore warrants the completeness and constructability of the design, and the risk to the Owner of change orders from errors and omissions in the design documents is nearly nullified. The exception would be the discovery of unknown subsurface site conditions or Owner directed increases to project scope.

- How the use of the traditional method of awarding contracts in a lump sum (*the “design-bid-build method”*) is not practical for meeting desired quality standards or delivery schedules.

In addition to the items listed in the response above, the PD/B delivery method offers several attractive advantages and opportunities over a Design-Bid-Build (D/B/B) delivery method. Some of those include:

- The potential to save significant time and money in the design and construction phases of the project.

- The ability to have collaborative discussions that include Shoreline, the Architect and the Contractor and make impactful, informed decisions during the design process.
- The ability to establish certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule.
- Allows for Shoreline to hire both the general contractor and design team under one contract and involve both entities as a “team”, along with Shoreline, during programming, design, bidding and construction.
- Utilizing the combined strength of highly qualified design and construction professionals, who have a contractual relationship, will provide for better communication and allow us to more efficiently design to a budget, plan for early procurement and early bid packages and break ground much quicker.
- Reduction in Shoreline’s “risk” due to errors/omissions in the bidding and construction documents.
- Allows the Contractor to inform Shoreline and the design team of forecasted market, materials and labor conditions and for the team to plan/design accordingly, avoiding potential cost/schedule impacts.

Utilizing the traditional D/B/B delivery method is not practical for this project, primarily due to cost and changing market conditions. Construction costs in the greater Puget Sound region, for projects in the \$20-30M range, have been experiencing cost escalation at a rate of 8-12% per year. This drastic cost impact has been due to market saturation with projects of this value/scope have resulted in the limited availability of labor and materials. Additionally, the resulting impacts of the COVID pandemic have resulted in supply chain issues and impacts on the manufacturing of construction materials. As a result, the D/B/B market has become volatile, resulting in projects bidding higher than anticipated, not completing on time and final construction costs (with change orders) that can exceed the available project construction budget.

The City of Shoreline and our taxpayers simply cannot afford the uncertainty of a D/B/B project in the current construction environment. The traditional D/B/B project delivery method where we design “in a vacuum” with no contractor input on design, value engineering, constructability, schedule, logistics and the associated costs is no longer reasonable for this type of project.

D/B delivery provides for earlier and greater certainty of cost, lower Owner risk and, in our opinion, is the most advantageous delivery method currently available to a Public Agency in Washington State. The City of Shoreline believes that D/B, and more specifically PD/B, is the appropriate delivery method for our project.

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the DB contracting procedure.

This will be the first Design/Build delivery project for the City of Shoreline. We've come to the decision to utilize PD/B delivery after researching the various options available to public agencies and, for many of the reasons listed in our responses above, settled in on PD/B as our preferred delivery method.

Understanding that we need to augment our internal team with a highly qualified subject matter expert, we ran a qualification and experience-based procurement for the services of a consultant who will provide Project Management and APD Consultant Services. Through that process, we selected Parametrix as the City's consultant.

Jim Dugan and the Parametrix team have extensive experience in leading clients through the process of PRC approval, PD/B procurement, contract negotiations and the management of design and construction activities. In addition to the project management and PD/B consultant services, we will be looking to the Parametrix team to mentor, teach, train and advise our staff on industry standards and best practices related to PD/B delivery.

The City will provide internal staff members who will participate in the roles of Project Director and Internal Legal Counsel. Parametrix will provide consultant staff who will fill the roles of D/B Advisor, D/B Procurement Manager, D/B Project Manager, D/B Construction Manager, Construction Observer and Document Controls Specialist. Parametrix is under a master professional services agreement to provide these D/B Consultant Services and has the capacity to increase the level of their involvement, if required. Additionally, the City will enlist the services of Graehm Wallace of Perkins Coie as external D/B Legal Counsel to assist with the development of D/B contract documents and provide legal counsel throughout the project. For additional information on the qualifications of the individual project team members, please refer to the staff and consultant biographies listed below.

- A project organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)

Please refer to Exhibit G for the Project Org Chart.

- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Sara Lane – Program Manager (City of Shoreline – Administrative Services Director)

Sara became the City's Administrative Services Department Director in June 2015. In Administrative Service Sara leads the City's Financial Operations, Budget, Tax, Information Technology, Parks, Fleet, Facilities, Utility Billing and Accounting functions. During her time at Shoreline she has led or been actively involved several major projects including the Financial Sustainability Advisory Committee, in Parks Citizens Advisory Committee, and development of the 2022 Parks Improvements and Park Land Acquisition bond measure and the Assumption of Ronald Wastewater District. She also supervised the \$ 9M expansion of Shoreline's City Hall to construct a Police Station at City Hall, the \$ 1.2M remodel of the Shoreline Richmond Recreation Center, the

demolition of the Shoreline Pool, Highland Plaza, and several residential homes to accommodate growth of the City’s parks and facilities. Before coming to Shoreline, Sara worked at the City of Bellevue for almost 23 years serving in leadership roles in every aspect of Finance as well as roles in Information Technology and Risk Management. During her career at Bellevue, she was able to work on several Citywide and regional initiatives including performance management, process improvement, budgeting for outcomes, and local tax simplification.

Jim Dugan – Program Manager and D/B Advisor (Parametrix)

Jim has 44 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering Jim has long-standing experience with program management, project management, design, and construction management, including a focus in APD for educational and public works projects. His experience includes 19 years managing DB projects as a contractor, 9 years managing design teams as a consultant, and 14 years in an owners’ representative role. Jim has managed the design and construction of multiple K-12 and public-sector projects utilizing Design/Bid/Build, GC/CM, and PDB delivery methods. In his role as APD advisor, he often finds himself mentoring team members, supporting project managers, and providing advice on all aspects of APD. Jim has intimate, working knowledge of the statutory requirements of RCW 39.10 and the associated processes and procedures related to both DB and GC/CM alternative delivery methods. In 2016, he was appointed to a three-year term on the State of Washington PRC; in 2018, he was elected to the role of PRC vice chairman; and from July 2019 to July 2020, he served as the PRC chairman. Following his chairmanship, Jim returned to the PRC, representing construction managers for another three-year commitment to serving APD in Washington State. The following is a table of Jim’s recent project experience:

Project Name & Client	Delivery Method	Role	Timeframe
2013 & 2020 Capital Bond Program, Multiple APD Projects, Tacoma Public Schools	GC/CM & PD/B	Program Manager and D/B Advisor	2013 - current
2016 Capital Bond Program, Multiple APD Projects, Mt. Vernon School District	GC/CM & PD/B	Program Manager and D/B Advisor	2016 - current
Multiple APD Projects, Chelan County PUD	GC/CM & PD/B	D/B Advisor	2018 - current
2016 Capital Bond Program, Multiple GC/CM Projects, Auburn School District	GC/CM	GC/CM Advisor	2016 - current

Jeremy Woolley – Project Manager/Construction Manager (Parametrix)

Jeremy is a Construction Manager/Project Manager with Parametrix. With over 12 years of experience in the design and construction industry, he has worked with a variety of public & private agencies in the role of project manager for either the design team, or the Owner. Jeremy’s experience includes work within a variety of project types ranging from

educational facilities, to community centers, to industrial maintenance facilities for both public and private clients within Washington State. His experience has included several alternative delivery projects, delivered utilizing both GC/CM and Design/Build.

Project Name & Client	Delivery Method	Role	Timeframe
Laventure Middle School, Mt. Vernon School District	PD/B	PRC Approval, APD Procurement and PM/CM	2020 - current
Mt. Vernon High School Fine Arts Building Modernization, Mt. Vernon School District	GC/CM	PM/CM	2019 - 2021
Mt. Vernon High School New Shop Building Modernization, Mt. Vernon School District	PD/B	PM/CM	2019 - 2020
Eastside Community Center, Metro Parks Tacoma (While employed by MPT.)	GC/CM	PRC Approval, GC/CM Procurement and PM/CM	2015 - 2018
People's Community Center, Metro Parks Tacoma (While employed by MPT.)	D/B/B	PM/CM	2015 - 2016

Dan Cody, DBIA Associate – D/B Procurement and PM/CM Support (Parametrix)

Dan is a senior level PM/CM and has managed the design and construction of numerous projects in the educational, institutional, and commercial markets throughout the greater Puget Sound region. A licensed architect, he has over 33 years of experience in the design and construction industry. In addition to providing APD PM/CM and Advisory Services, he has been instrumental in the PRC approval and APD procurement efforts for numerous projects over the last six years. Dan has a thorough understanding of the requirements, nuances, and best practices related to design and construction of facilities, as well as a comprehensive knowledge of APD and the governing RCW 39.10 statutes. Since 2013, Dan has been involved in more than 40 APD project applications to the PRC, 3 Agency Certification Applications to the PRC, D/B procurement for 14 projects, and Owner's Rep/PM/CM services for 3 D/B projects. The following is a table of Dan's recent project experience:

Project Name & Client	Delivery Method	Role	Timeframe
2013 & 2020 Capital Bond Program, Multiple APD Projects, Tacoma Public Schools	GC/CM & PD/B	PRC Approval and APD Procurement	2016 - current
2016 Capital Bond Program, Multiple APD Projects, Mt. Vernon School District	GC/CM & PD/B	PRC Approval and APD Procurement	2016 - 2019
Multiple APD Projects, Chelan County PUD	GC/CM & PD/B	PRC Approval, APD Procurement and APD Advisory	2018 - current
2016 Capital Bond Program, Multiple GC/CM Projects, Auburn School District	GC/CM	PRC Approval, GC/CM Procurement and GC/CM Advisory	2016 - current

Lakehaven New Headquarters, Lakehaven Water and Sewer District	GC/CM	PRC Approval, GC/CM Procurement, GC/CM Advisory, PM/CM	2019 - current
Willapa Valley Elementary School New Gymnasium, Willapa Valley School District	PD/B	PD/B Procurement, GC/CM Advisory, PM/CM	

Graehm Wallace – External Legal Counsel (Perkins Coie, LLP)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm prepares alternate delivery contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on alternate delivery projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiations. This includes preconstruction, architectural, engineering, construction-management, alternative delivery (GC/CM & Design/Build), bidding and contract negotiations. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

Please refer to Exhibit H.

- The qualifications of the existing or planned project manager and consultants.
Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

Please refer to Section 7.3 and Exhibit H.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not Applicable. The Parametrix team is already under a contract with a Master Agreement to provide D/B procurement, advisory and PM/CM services, as required. The D/B Project Manager needs for the project will be met by Jeremy Woolley of Parametrix and Dan Cody is available to provide additional Project Management support, as required.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

Historically, the City of Shoreline has executed capital projects through the Public Works department. This bond program, however, focuses on the inclusion of Parks and Facilities staff to complete the series of projects identified in the bond. The City's construction history/experience is identified in Exhibit F.

Although the City of Shoreline has not been involved in many design and construction projects utilizing alternative project delivery, the City has supplemented their staff with a very experienced D/B consultant. The experience of the Parametrix consultant team is indicated in their biographies and Exhibit H of this application.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

Unlike previous major capital projects managed through the City's Public Works department, this project will be managed through a team within City of Shoreline focused on the projects of the voter approved Capital Bond. The project's overall organizational format starts at the top with project reviews and approvals by City Council & Park Board. From there, it proceeds to the City Manager, then to the Administrative Services Director, who will oversee and manage the work of this bond program. The D/B Project Manager will handle the day-to-day communication, coordination and collaboration with the D/B team and will report directly to the Administrative Services Director. Additional Parks staff will be involved in the City's Parks Capital Bond Program Team. They will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The City's Capital Bond Program Team, will be augmented and supported by D/B consultants, Parametrix Inc., who specialize and excel in alternative project delivery requirements, processes and procedures. In addition, the City will employ the legal expertise of Graehm C. Wallace, a construction attorney with Perkins Coie LLP who is highly experienced in the construction industry and with alternative delivery methods.

The following high-level summaries clearly articulate our organizational controls:

Project Management and Decision Making

- Authority and decision-making responsibility will be provided by City of Shoreline Administrative Services Director, Sara Lane, Project Executive, with implementation by the Parks Bond Project Manager and other Parametrix staff. This role will be supported by an Executive Steering Committee that will include the City Manager, Public Works Director, Recreation, Cultural and Community Services (RCCS) Director and other key staff.
- APD Advisor and PM/CM consultant, Parametrix, will meet weekly with Project Executive Sara Lane to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.
- For Parametrix, Jeremy Woolley will be the Project Manager and primary point of contact with Sara Lane. He will also be the single point of contact for the D/B team on project related issues during design and construction.

Selection Committee

- The D/B Selection Committee will consist of City staff, administration and leadership personnel.

- The D/B Selection Committee will include City of Shoreline Parks, Fleet & Facilities staff, Public Works Staff, RCCS Staff and others with construction and programming knowledge and experience.
- The Selection Committee will review the D/B Teams RFQs and RFPs and make recommendations of D/B Team scoring and shortlisting.
- The Selection Committee will make the recommendation for D/B selection to the City of Shoreline Administrative Services Director, Sara Lane, City Manager Debbie Tarry, and the City Council.
- Parametrix will plan, facilitate and monitor the selection process but will not be a scoring member of the Selection Committee.
- For Parametrix, Jim Dugan & Jeremy Woolley will be the two points of contact with the City.

Communications

- The City will use a variety of well-established formal and informal tools to provide effective communications with all of those involved in the project.
- At the appropriate time, the City will advertise the RFQ and post the RFQ on the City's website. During the RFQ phase, D/B proposers will be encouraged to submit questions that will be addressed by addendum. In addition to the written RFQ, the City will hold a Project Information Meeting during the RFQ phase.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in D/B led proprietary meetings to discuss project objectives, project approach, project procedures and project specific ideas that will allow the D/B team to complete their Proposal. Selection Committee will provide appropriate input and feedback to the D/B teams during the proprietary meetings.
- Once a "most qualified" D/B team is selected and under contract, the City and Parametrix will meet with the D/B team at regularly scheduled meetings during the design and construction phases and partake in interim reviews of the program, design, costs and schedule to ensure the City's expectations and vision of the finished project are achieved.

Project Progress

- Progress will be reported weekly by the D/B team to Parametrix who will report up to the City of Shoreline Program Manager.
- Formal reports will be sent to the City Manager, the Park Board, City Council and other stakeholders as determined by the City.
- Regular project status updates will be communicated to the public to make sure end users are informed.

Budget Monitoring

- The City of Shoreline team will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided on a regular basis to the Project Executive, City Manager, Park Board and the City Council.
- The City will maintain its own project contingency and reserves to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or demolition and appropriate resultant change orders.

Schedule

- The proposed project milestone schedule will be provided in the D/B RFQ/RFP documents.
- Successful D/B team will work with the City of Shoreline project team to produce a more detailed project schedule that will show subcategories for design, permitting, phasing, bidding and construction.
- Weekly Project Progress Meetings will include 3 week look-ahead schedule forecasts of activities.
- Monthly D/B construction progress updates with a narrative will be a project requirement.
- The Parametrix Project Manager will review the baseline construction schedule and comment on monthly construction schedule updates.
- A brief description of your planned DB procurement process.

Since we intend to use Progressive Design/Build, our procurement/selection process will be based primarily on a number of qualification, experience and project approach based factors plus a minor pricing factor. Due to the qualifications-based selection, design efforts by the Proposers will be discouraged.

Our procurement process will include the following:

- Market the project to experienced and highly qualified, potential D/B candidates.
- Issue an Advanced Notice of RFQ approximately 4 weeks prior to the release of the RFQ.
- Issue RFQ to solicit Statements of Qualifications (SOQ) from D/B candidates.
- Review/score SOQs received from Candidates to arrive at a shortlist of 2-3 of the highest ranked Candidates who will be identified as Finalists.
- Notify all submitters of the selected Finalists
- Issue RFP to solicit written Final Proposals and Cost Factors from the Finalists.
- Conduct Proprietary Meeting with each Finalist to answer questions that will help them complete their Final Proposals.

- Receive and review Final Proposals. (With the exception of Price Factors which will be held confidential until after scoring of other proposal information.)
- Interview each D/B Finalist.
- Score Interviews and Final Proposals from Finalists.
- Publicly open and score Price Factors.
- Recommend award to the most highly qualified D/B Finalist.
- Notify all proposers of the most highly qualified D/B and provide a summary of the procurement process scoring.
- No sooner than 4 business days after notification, begin Preconstruction Services and Contract negotiations with the most highly qualified D/B.
- Present the negotiated Preconstruction Services and Contract terms to the City Council for approval.
- Execute Contract and issue Notice to Proceed.

The first phase will be to issue a Request for Qualifications (RFQ) with a project description, published scoring and weighted criteria, proposed project budget, proposed project schedule and proposed project site information. The RFQ will also ask for specific qualifications, experience and prior performance of the D/B team firms and the key D/B team members within those firms who would be assigned to the project. Submittals will be reviewed and scored by the Selection Committee with facilitation and input on D/B technical and process questions being provided to the Selection Committee by Parametrix and Perkins Coie as needed. Shoreline would like to shortlist not less than three and no more than four Finalists to move to the RFP phase.

The second phase will be to provide the Request for Proposal (RFP) documents to the Finalists. The RFP will include, but may not be limited to:

- Request for the D/B's approach to project specific criteria
- D/Bs project specific Outreach and Inclusion plan for disadvantaged business enterprises.
- Price Factor Proposal Form
- Draft of proposed D/B Contract documents

A D/B led Proprietary Meeting will be held with each firm during the Proposal development phase to allow the D/B teams to ask questions, test their ideas/thoughts on project approach and project concepts with the Owner's Selection Committee for feedback and input. Following the Proprietary Meetings, the Proposals will be submitted for review, with the exception of the price factor information that will be held confidential until the later scoring. Following review of the written proposal information, the Finalists will be invited to an Interview where they will be given the opportunity to present their project approach and answer questions from the Selection Committee. Following the Interviews, the written, project approach portion of the Proposals and the Interview will be evaluated and

scored by the Selection Committee. Following the Selection Committee scoring, the Price Factor portion of the Proposal will be publicly opened, scored and the points added to the project approach score to arrive at a total score for the Proposals. The highest scoring Finalist will be identified as the most qualified D/B and invited to negotiate fees for Preconstruction Services and a Design/Build Agreement. Parametrix and Perkins-Coie will facilitate and provide technical consultation, as required, during this phase.

Qualitative factors such as design expertise, D/B expertise, past project performance, project management plan, location of D/B team, D/B team capacity, technical factors, MWBE participation and other published criteria will be the primary criteria for evaluation and selection. The City will also include points for the interview and the cost factors during the RFP stage as part of the evaluation and selection process. The weighting of the price and cost factors will be minor in comparison to the weighting of the project approach and interview.

Pending approval by the PRC, we anticipate that the procurement process will begin with the advertising of the D/B Request for Qualifications on, or near, April 4, 2022 and will culminate with the identification of our “Most Qualified” D/B contractor and notification of all proposers on, or near, June 10, 2022. (Refer to Section 3 for additional schedule information.)

Once the most qualified D/B is identified, we will then go to the City Council for permission to negotiate Preconstruction Services and the D/B Contract terms with the intent to complete negotiations and take the D/B contract to City Council for approval in early July 2022. Shoreline Parks intends to utilize Parametrix as external industry experts to participate with us in the D/B selection and contracting process. We will also use the services and advice of Graehm Wallace of Perkins Coie for legal issues, during procurement, contract negotiations and the course of the project.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

Graehm C. Wallace, JD, Perkins-Coie, will assist the City’s internal counsel with preparation of the D/B contract terms and conditions for the project. He will also work with the Shoreline Parks team members and Parametrix to prepare and tailor the RFQ and RFP documents to meet the needs of this project.

7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization’s construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts

- Reasons for budget or schedule overruns

Please refer to Exhibit F.

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

There were conceptual site plans developed for a few of the park properties under this project. Those concept plans have been provided in appendix Exhibits A-E.

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

The City of Shoreline has not received any audit findings on any of the projects identified in our response to Question 7 above.

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

The City of Shoreline has not adopted specific inclusion goals but is committed to supporting the local community and economy by encouraging our contractors to provide outreach to and include participation of certified small businesses, women and minority owned businesses, socially and economically disadvantaged businesses and local businesses on our projects. This is intended help build a strong business community, able to tackle the increased construction contract load in Washington State and to invest dollars back into the local community.

The selected D/B will be expected to demonstrate due diligence to encourage and include participation of these socially/economically disadvantaged businesses and local businesses to bid and be successful at winning work on the project. Our RFQ/RFP documents will require the contractor to provide their approach for outreach and encouraging such participation and will also request data to show their success and performance related to inclusion on prior, completed projects.

Caution to Applicants

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature:  _____

Name: Sara Lane

Title: Administrative Services Director

Date: February 21, 2022

Exhibits

- Exhibit A Brugger’s Bog Park Plan**
- Exhibit B Hamlin (Briarcrest) Park Plan**
- Exhibit C Hillwood Park Plan**
- Exhibit D James Keough Park Plan**
- Exhibit E Richmond Highland Park Plan**
- Exhibit F City of Shoreline Historical Public Body Construction Project Experience**
- Exhibit G Shoreline Parks Improvement Bundle Project Team Organizational Chart**
- Exhibit H Project Team Design Build & Alternative Project Delivery Experience**

Exhibit A

Brugger's Bog Park Plan

BRUGGER'S BOG PARK



Brugger's Bog Park would be upgraded to provide enhanced and added amenities including added boardwalk with a picnic area, picnic shelter, restroom facility, play areas, and a sports court. The current playground in this park is substandard, located in relatively hidden place and is frequently flooded. The concept design relocates the active features closer to the front of the park along 25th Ave NE where they would be visible to the community. This opportunity provides environmental stewardship in the interior of the Park along the stream and bog. It provides trails through the park and a loop around the natural areas of the Park.

Exhibit B

Hamlin (Briarcrest) Park Plan

HAMLIN PARK (BRIARCREST)



A new community park would be created to provide a community anchor for the Briarcrest neighborhood. The portion of Hamlin Park facing 25th Ave NE would be redeveloped with a mix of park amenities to be oriented towards the east and create a presence in the Briarcrest neighborhood. The concept design retains the existing restroom, trees, one ball field, and adds an entry plaza, perimeter trail, picnic shelter, playground, open lawn, splash pad, and public art.

Exhibit C

Hillwood Park Plan

HILLWOOD PARK



Hillwood Park would remain in the same basic configuration but with added amenities. The environmental restoration area would remain in place. The concept design adds a Splash Pad, multisport court, replacement playground, picnic shelter, benches, picnic tables, restroom replacement, ballfield and landscape improvements.

Exhibit D

James Keough Park Plan

JAMES KEOUGH PARK



James Keough Park once had a multisport court and playground. Both have fallen into disrepair. The concept design would restore both of those amenities as well as add new features including buffer enhancements, off-leash area, , play area, multi-sport court, restroom, perimeter trail, landscape improvements, picnic shelter, picnic tables and parking.

Exhibit E

Richmond Highland Park Plan

RICHMOND HIGHLANDS PARK



Perimeter trail, landscape improvements, sensory trail, picnic shelter, picnic tables, site access improvements, ADA accessible play area for Patrons of all ages and abilities multi-sport court, picnic tables, community garden, streetscape and parking improvements.

EXHIBIT F

City of Shoreline Construction History

Project Name	Project Description	Delivery Method	Architect/ General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget \$	Actual Cost \$	Reason for Budget or Schedule Over-run
Park Restroom Renovations	Renovate Existing Restrooms	JOC	Forma Construction					\$404	\$ 442,000.00	Cost Escalation
15th Avenue NE Pavement Preservation Project	Pavement rehabilitation utilizing federal funds.	DBB	Reid Middleton / A&M Contractors	2019	2020	2019	2020	\$620K	\$ 618,000.00	N/A
Sidewalk Rehabilitation Program	Multi-phased, multi-year sidewalk construction/repair throughout the City.	DBB	Varies. Being done in multiple contracts.	2019	2028	2021	TBD	\$110M	TBD	I-976 delayed funding and start. Project still under construction.
2018 Voter Approved Sidewalks	Multi-phased, multi-year sidewalk construction.	DBB	Varies. Being done in multiple contracts.	2019	2028	2019	TBD	\$41.9	TBD	Project still under construction.
Westminster Way N & N 155th Intersection Design	Intersection and pedestrian/bicycle safety improvements. Multiple funding sources.	DBB	Reid Middleton / Marshbank	2019	2021	2019	2021	\$5M	\$ 5,126,925.00	Added scope of work for adjacent developer at 90% including funding agreement
Meridian Ave N and N 155th Intersection Improvements	Improve safety to pedestrians and vehicles by upgrading the signal, curb ramps and overlay the intersection	DBB	DKS Associates / Westwater Construction Company	2016	2017	2018	2019	\$2M	\$ 2,116,444.00	delay in resources delayed start of project
175th Pavement preservation	Overlay NE 175th Street from I5 to 15th Ave NE including curb and curb ramp improvements	DBB	KPFF & Tetra Tech / Watson Asphalt Paving Company	2018	2019	2018	2019	\$2.2M	\$ 2,222,300.00	N/A
Police Station at City Hall	An addition to City Hall was constructed to serve as the Police Station	DBB	David A Clark Architects / Shreve Construction & Veca Electric Company	2017	2019	2017	2019	\$9M	\$ 8,975,000.00	N/A
Shoreline Park Turf Replacement A&B	Replace field turf at Shoreline A&B	DBB	DAHogan	2017	2018	2017	2018	\$1.4M	\$ 1,365,600.00	
Pump Station 26	Replace existing stormwater pump system.	DBB	BHC/TBD	2019	2023	2019	TBD	\$3.7M	TBD	Project still under construction.
Hidden Lake Dam Removal	Remove dam and restore creek and lakebed.	DBB	Herrera/TBD	2020	2023	2020	TBD	\$8.4M	TBD	Project still under construction.

Exhibit G

Shoreline Parks Improvement Bundle Project Team Organizational Chart

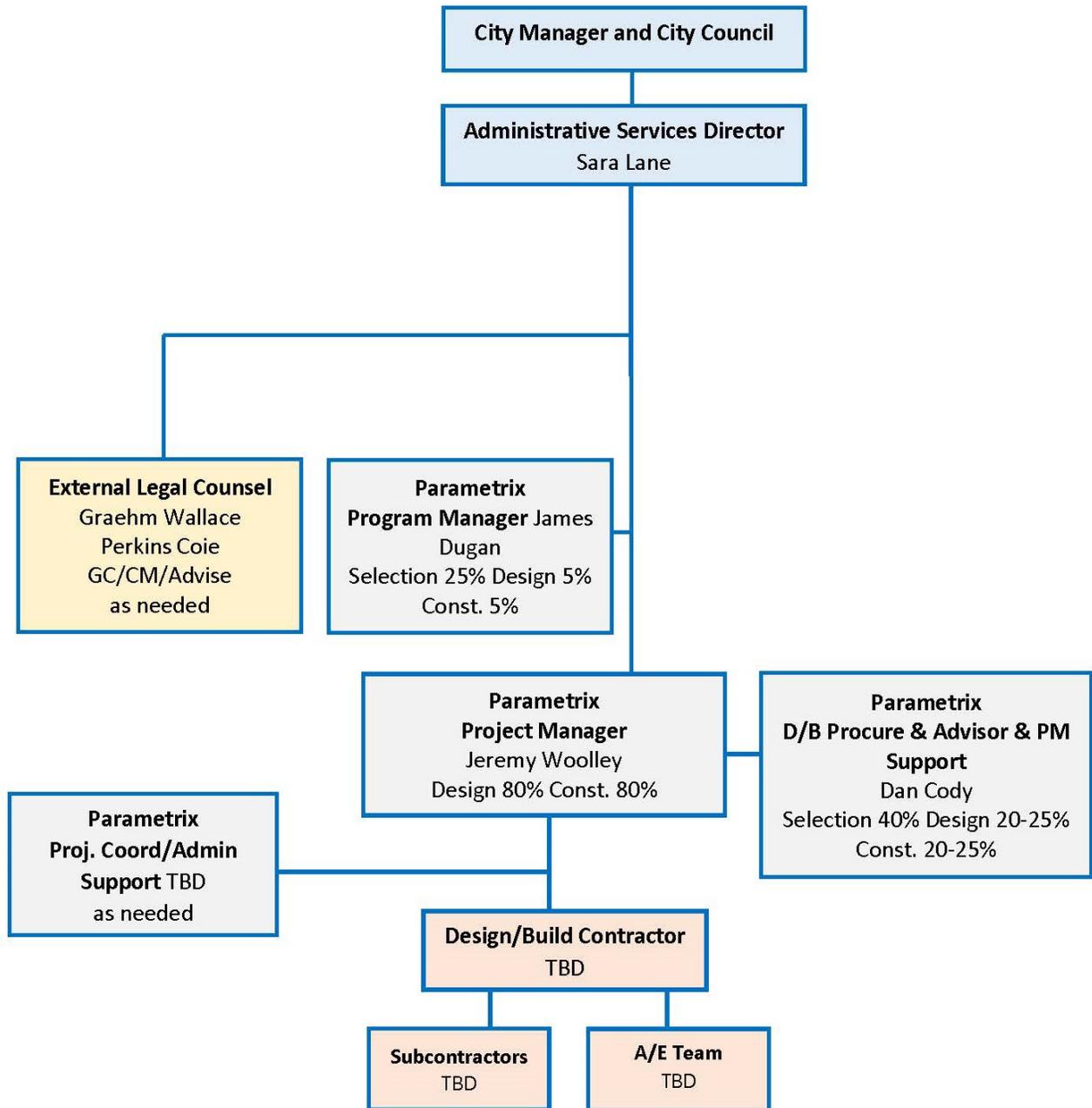


EXHIBIT H

Project Team DB & APD Experience

Name	Role	Summary of Experience	Projects	Construction Budget	Project Budget	Delivery Method	Year Completed	Role During Project Phases		
								Planning	Design	Construction
Jim Dugan	PIC D/B Advisor	TPS Capital Projects Program Manager 44 Years Development Experience - Comprised Of: 19 Years: DB Experience 16 Years: GC/CM Experience 2005-2011 Tacoma PS Board of Directors 2016-Present PRC Member 2018-2019 PRC Vice Chair 2019-2020 PRC Vice Chair	Building 13-03 Boeing AWACS Command Center	\$ 22,100,000	\$ 34,000,000	D/B	2003	PM	PM	PM
			Philadelphia Newspapers Inc., Newspaper Printing Plant	\$ 256,750,000	\$ 395,000,000	D/B	1997	PM	PM	PM
			Columbus Dispatch, Newspaper Printing Facility	\$ 113,750,000	\$ 175,000,000	D/B	1993	PM	PM	PM
			General Motors Car & Engine Assembly Plants/Mexico	\$ 162,500,000	\$ 250,000,000	D/B	1991	CM	CM	CM
			Rapid Deployment Joint Task Force Headquarters/Florida	\$ 36,400,000	\$ 56,000,000	D/B	1989	CM	CM	CM
			Malaysian Air, Aircraft Maintenance Facility/Malaysia	\$ 48,750,000	\$ 75,000,000	D/B	1995	CM	CM	CM
			Kent Space Center, Building 16-23 Research Facility	\$ 81,250,000	\$ 125,000,000	D/B	1983	NA	NA	Superintendent
			Coca Cola Bottling Plant/Bellevue	\$ 15,600,000	\$ 24,000,000	D/B	1980	NA	NA	Superintendent
			Tacoma PS, Boze Elementary School Replacement	\$ 27,125,000	\$ 35,500,000	D/B	2020	PIC	PIC	PIC
			Tacoma PS, Hunt Middle School Replacement	\$ 47,879,000	\$ 61,500,000	D/B	2021	PIC	PIC	PIC
			Chelan County PUD, Rock Island Dam Turbine Replacement	\$ 276,000,000	\$ 352,000,000	D/B	TBD	PIC	PIC	PIC
			Tacoma PS, Skyline Elementary School Replacement	\$ 31,575,000	\$ 42,670,000	D/B	2022*	PIC	PIC	PIC
			Tacoma PS, Downing Elementary School Replacement	\$ 31,575,000	\$ 42,670,000	D/B	2022*	PIC	PIC	PIC
			Tacoma PS, Fawcett Elementary School Replacement	\$ 24,800,000	\$ 35,910,000	D/B	2023*	PIC	PIC	PIC
			Tacoma PS, Synthetic Fields Bundle	\$ 20,000,000	\$ 26,313,900	D/B	2022*	PIC	PIC	PIC
			Tacoma PS, Safety & Security Bundle	\$ 9,375,000	\$ 6,250,000	D/B	2022*	PIC	PIC	PIC
			Chelan County PUD, Rock Island Dam Generator Leads	TBD	\$ 6,436,648	D/B	TBD	PIC	PIC	PIC
			Chelan County PUD, Rock Island Dam Draft Tube Gates	TBD	\$ 7,045,000	D/B	TBD	PIC	PIC	PIC
Tacoma PS, Pools Upgrade Bundle	\$ 2,500,000	\$ 5,000,000	D/B	2022*	PIC	PIC	PIC			
Tacoma PS, 9th & Broadway Tacoma Online Learning TI	\$ 5,000,000	\$ 7,500,000	D/B	2022*	PIC	PIC	PIC			
Tacoma PS, 9th & Broadway Ground Floor TI	\$ 3,000,000	\$ 5,000,000	D/B	2023*	PIC	PIC	PIC			
Tacoma PS, Bryant Montessori K-8 Replacement	\$ 31,640,720	\$ 47,940,480	D/B	2024*	PIC	PIC	PIC			
							*anticipated			
Dan Cody	D/B Procurement PM Support	35+ Years Experience in Design and Construction 20+ Years Experience in K-12 & Educational Market Last 6 years focused on APD PM/CM 16 previous D/B Projects, some still in process Licensed Architect, State of WA, 1995 Design/Build Training: AGC 2016, DBIA 2018 GC/CM Training: AGC 2016	South Puget Sound Community College, Lacey Bldg. 1	\$ 12,500,000	\$ 18,000,000	D/B	2015	Design PM	Design PM	Design PM/CM
			Tumwater SD, Tumwater Middle School Add/Mod	\$ 12,000,000	\$ 20,500,000	D/B/B	2017	Owner's PM	Owner's PM	Owner's PM/CM
			Tumwater SD, Bush Middle School Add/Mod	\$ 14,600,000	\$ 21,000,000	D/B/B	2017	Owner's PM	Owner's PM	Owner's PM/CM
			Metro Parks Tacoma, Eastside Community Center	\$ 22,400,000	\$ 31,000,000	GC/CM	2018	PM Support	PM Support	CM Support
			Willapa Elementary New Gym	\$ 1,500,000	\$ 2,000,000	D/B	2018	Owner's PM	Owner's PM	Owner's PM/CM
			Vancouver SD, MacArthur Middle School	\$ 54,000,000	\$ 74,300,000	GC/CM	2020	Owner's PM	Owner's PM	Owner's PM
			Vancouver SD, Marshall Elementary School	\$ 26,625,000	\$ 35,150,000	GC/CM	2020	Owner's PM	Owner's PM	Owner's PM
			Tacoma PS, Boze Elementary School Replacement	\$ 27,125,000	\$ 35,500,000	D/B	2020	Owner's PM	PM Support	Owner's CM
			Tacoma PS, Hunt Middle School Replacement	\$ 47,879,000	\$ 61,500,000	D/B	2021	Procurement	N/A	N/A
			Chelan County PUD, Rock Island Dam Turbine Replacement	\$ 276,000,000	\$ 352,000,000	D/B	TBD	Procurement	Advisor	Advisor
			Tacoma PS, Downing Elementary School Replacement	\$ 31,575,000	\$ 42,670,000	D/B	2022	Procurement	Advisor	Advisor
			Tacoma PS, Skyline Elementary School Replacement	\$ 31,575,000	\$ 42,670,000	D/B	2022*	Procurement	N/A	N/A
			Tacoma PS, Fawcett Elementary School Replacement	\$ 24,800,000	\$ 35,910,000	D/B	2023*	Procurement	Advisor	Advisor
			Tacoma PS, Synthetic Fields Bundle	\$ 20,000,000	\$ 26,313,900	D/B	2022*	Procurement	Advisor	Advisor
			Tacoma PS, Safety & Security Bundle	\$ 9,375,000	\$ 6,250,000	D/B	2022*	Procurement	Advisor	Advisor
			Chelan County PUD, Rock Island Dam Generator Leads	TBD	\$ 6,436,648	D/B	TBD	Procurement	Advisor	Advisor
			Chelan County PUD, Rock Island Dam Draft Tube Gates	TBD	\$ 7,045,000	D/B	TBD	Procurement	Advisor	Advisor
			Tacoma PS, Pools Upgrade Bundle	\$ 2,500,000	\$ 5,000,000	D/B	2022*	Procurement	N/A	N/A
Tacoma PS, 9th & Broadway Tacoma Online Learning TI	\$ 5,000,000	\$ 7,500,000	D/B	2022*	Procurement	Advisor	Advisor			
Tacoma PS, 9th & Broadway Ground Floor TI	\$ 3,000,000	\$ 5,000,000	D/B	2023*	Procurement	Advisor	Advisor			
Tacoma PS, Bryant Montessori K-8 Replacement	\$ 31,640,720	\$ 47,940,480	D/B	2024*	Procurement	Advisor	Advisor			
							*anticipated			
Jeremy Woolley	Project Manager	12 years Project and Construction Management Experience MVSD Capital Project Project Manager: 1 Year Experience 5 years GC/CM Experience	MVSD, La Venture Middle School Expansion	\$ 8,400,000	\$ 10,400,000	D/B	2022*	PM	PM	PM
			Metro Parks Tacoma, Eastside Community Center	\$ 22,400,000	\$ 31,000,000	GC/CM	2018	PM	PM	PM
			Mount Vernon SD, MVHS Shop Building	\$ 2,300,000	\$ 3,100,000	D/B	2020	N/A	N/A	Owner's CM
			MPT, People's Community Center Pool	\$ 6,900,000	\$ 8,900,000	D/B/B	2016	N/A	N/A	CM
			MPT Various small and large capital projects	\$ 5,000,000	\$ 7,000,000	D/B/B	2015-2018	PM	PM	PM
			Mount Vernon SD, MVHS Fine Arts	\$ 7,200,000	\$ 9,400,000	GC/CM	2020	N/A	N/A	Owner's CM
			Olympia Regional Learning Academy	\$ 20,000,000	\$ 28,274,000	GC/CM	2015	PM Support	PM Support	N/A
			Sound Transit, Maintenance of Way	\$ 12,000,000	\$ 16,000,000	D/B	2016	PM Support	PM Support	N/A
			Mason County PUD 3 Maintenance Facility	\$ 24,500,000	\$ 35,000,000	D/B/B	2011	PM Support	PM Support	PM Support
			VA American Lake Community Living Center	\$ 23,000,000	\$ 32,000,000	D/B/B	2010	N/A	N/A	PM Support