



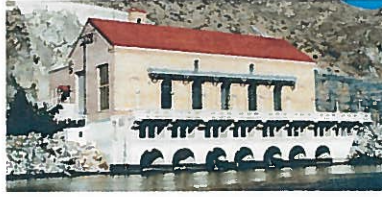
**Chelan County  
Public Utility District No.1:  
Service Center**

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

**Application for GC/CM Project Delivery Approval  
Submitted by**

Chelan County Public Utility District No.1  
December 20, 2018





**PUBLIC UTILITY DISTRICT NO. 1 of CHELAN COUNTY**

P.O. Box 1231, Wenatchee, WA 98807-1231 • 327 N. Wenatchee Ave., Wenatchee, WA 98801

(509) 663-8121 • Toll free 1-888-663-8121 • [www.chelanpud.org](http://www.chelanpud.org)

December 20, 2018

Project Review Committee  
c/o State of Washington Department of Enterprise Services  
Engineering & Architectural Services  
P.O. Box 41476  
Olympia, Washington 98504-1476  
Attention: Talia Baker, Administrative Support

Dear PRC members:

Please find attached Chelan County Public Utility District's application for approval to utilize the GC/CM project delivery method for the planned PUD Service Center Project.

This will be the second Project that the Chelan County PUD has elected to deliver using the GC/CM delivery method. Our decision to request approval to use GC/CM delivery is predicated on the successful ongoing implementation of a GC/CM program for our current project for the Rock Island & Rocky Reach Hydroelectric Facility Improvements and direct discussion with Project consultants. We are very encouraged with our experience thus far in using the GC/CM process on our current project and look forward to using GC/CM to deliver this project to provide the best value to the customer-owners of Chelan County.

To guide us through the process, the District has once again retained Parametrix as our GC/CM Procurement Manager and GC/CM Project Advisor. We will also maintain the option to procure their services in a PM/CM support role through construction, as needed. Parametrix has successfully proposed, and is in the process of implementing, the GC/CM delivery process for Chelan County PUD and has successfully implemented GC/CM projects throughout the state with a number of other clients. In addition to Parametrix, the District has also retained the technical assistance of other GC/CM experts, including legal assistance from Graehm Wallace of Perkins Coie, as well as our A/E team and sub consultants. We will draw upon the experience, knowledge and mentorship of our consultant team to guide us and help ensure the success of GC/CM delivery on this project.

We are excited about the potential to construct this project using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our project to the PRC. Should you have any questions, please contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Daniel Frazier".

Daniel Frazier  
Director of Shared Services  
Public Utility District No. 1 of Chelan County



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

**APPLICATION FOR PROJECT APPROVAL  
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)  
CONTRACTING PROCEDURE**

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# PROJECT REVIEW COMMITTEE (PRC)

## APPLICATION FOR PROJECT APPROVAL

*To Use the General Contractor/Construction Manager (GC/CM)  
Alternative Contracting Procedure*

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

### Identification of Applicant

- a) Legal name of Public Body (your organization): **Public Utility District No. 1 of Chelan County**
- b) Address: **327 N. Wenatchee Ave, Wenatchee WA 98801**
- c) Contact Person Name: **Dan Frazier** Title: **Director of Shared Services**
- d) Phone Number: **509-661-4250** E-mail: **dan.frazier@chelanpud.org**

### 1. Brief Description of Proposed Project

- a) Name of Project: **Public Utility District No. 1 of Chelan County – Service Center**
- b) County of Project Location: **Chelan County**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

In 2015, Public Utility District No. 1 of Chelan County (the “District”), recognized the need to reinvest in its core facilities at its two hydroelectric sites, its downtown Wenatchee “Headquarters” campus, and the Hawley Street Operations Center to fulfill a recently adopted strategic goal of reinvesting in its people and core assets. To further understand and evaluate the level of needed investment, the District initiated a long-range strategic facilities plan; an in-depth process to assess the conditions of its current facilities, to determine both short and long-term program needs, and evaluate alternatives for facility reinvestment. Following nearly two years of analysis and exploratory planning, the District determined that the most cost effective and beneficial solution for meeting its long-term facility needs, and living up to the District goal of “*doing the best for the most for the longest*”, was to consolidate the operational, customer service, and administrative functions of the District on one site located near the center of the District’s service area. This approach will provide the opportunity to capture significant productivity and efficiency savings, maximize service levels, create greater long-term cost predictability, and provide higher levels of safety and security for the District.

In an effort to satisfy this need, the District entered into a purchase and sale agreement to acquire an ideal, 19.05 acre parcel of land in the Olds Station commercial area in North Wenatchee near property that the District already owned. The District is now investigating the possibility of constructing a multi-building Service Center campus of approximately 300,000SF. The campus would accommodate all District staff not located at the hydro projects, including: crew operations, customer services, and administration. The project would include centralized crew space, warehousing, fleet, operations shops, enclosed and covered storage, integrated customer lobby for multiple services, accessible board room, and consolidated administrative offices for nearly 500 District staff. This approach would benefit the customer-owners of Chelan PUD by improving their ability to interact with the District at a one-stop customer service center, by providing more efficient operations on a consolidated campus, by reducing District crew travel times, and by providing a location for future growth.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	<b>\$ 9,500,000</b>
Estimated project construction costs (including 3% risk contingency and 10% construction contingencies):	<b>\$ 90,000,000</b>
Equipment and furnishing costs	<b>\$ 1,500,000</b>
Off-site costs	<b>\$ 1,500,000</b>
Contract administration costs (owner, cm etc.)	<b>\$ 2,000,000</b>
Contingencies (design & owner)	<b>\$ 7,600,000</b>
Other related project costs	<b>\$ 400,000</b>
Sales Tax	<b>\$ 7,500,000</b>
<b>Total</b>	<b>\$ 120,000,000</b>

**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*

Through intensive planning, analysis, community involvement and commissioner review, the Board of Commissioners has created a designated facilities improvement fund with a current balance of \$50M, and has budgeted funds in 2019 to acquire the necessary property and begin the design process for the service center. Funding for the remainder of the Project is included in the District's 5-year forecast, subject to Board of Commissioner's Project and Budget approval.

**3. Anticipated Project Design and Construction Schedule**

Please provide:

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.  
(See Example on Design & Construction Schedule)

<b>GC/CM Procurement Schedule</b>		
<b>Task</b>	<b>Start</b>	<b>Finish</b>
PRC application	12/20/18	12/20/18
PRC presentation	1/24/19	1/24/19
First publication of RFP for GC/CM Services	2/19/19	2/19/19
Second publication of RFP for GC/CM Services	2/26/19	2/26/19
Project Information Meeting <i>(Date/time subject to change; not-mandatory to attend)</i>	2/28/19 10:00 AM	2/28/19 12:00pm
RFP submittal deadline	3/12/19 2:00 pm	3/12/19 2:00 pm
Review & score submittals received	3/13/19	3/18/19
Notify Submitters of shortlisted submitters & invite to interview	3/19/19	3/19/19
Interviews with shortlisted firms <i>(Time slots TBD.)</i>	3/28/19	3/29/19
Notify submitters of Finalists & invite to submit RFFP	4/1/19	4/1/19

RFFP submittal deadline & opening <i>(Date/time subject to change.)</i>	4/18/19 2:00 pm	4/18/19 2:00 pm
Notify Submitters of Most Highly Qualified GC/CM	4/19/19	4/19/19
Contract and Pre-Con Work Plan/Fee Negotiation	4/22/19	5/17/19
Pre-Con Work Plan due	5/17/19	5/17/19
Board of Commissioners authorization to award	6/3/19	6/3/19
GC/CM Agreement w/ Pre-Con Services executed	6/7/19	6/7/19
Pre-Con Services	6/10/19	9/17/20
MACC Estimate/Negotiation (90% CD's) <i>(Mini-MACCs anticipated. This is the Final Phase GMP)</i>	8/27/20	9/16/20
Board of Commissioners Approval of MACC/GMP <i>(Mini-MACCs anticipated. This is the Final Phase GMP)</i>	9/16/20	9/16/20
GMP Amendment Executed <i>(Final Phase)</i>	9/18/20	9/18/20
<b>Design and Construction Schedule</b>	<b>Start</b>	<b>Finish</b>
Schematic Design Phase	3/18/19	7/12/19
Design Development Phase	7/15/19	1/15/20
Construction Document Phase	1/16/20	9/30/20
Site & Building Permitting <i>(Multi-phased)</i>	9/1/19	7/1/20
Subcontract Bidding <i>(Multi-phased)</i>	10/5/20	10/30/20
Construction <i>(Multi-phased)</i>	8/1/20	8/1/22
Substantial Completion <i>(Final Phase)</i>	6/1/22	8/1/22
Punchlist/Final Completion/Closeout <i>(Final Phase)</i>	7/14/22	9/7/22
Owner Move-in <i>(Final Phase)</i>	9/1/22	11/1/22
Building Warranty Period <i>(Final Phase)</i>	8/1/22	7/30/23

**4. Why the GC/CM 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 implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The District's Operations portion of the Project is expected to house multiple utility trade disciplines with varying technical needs. These groups are currently working in a variety of facilities on separate sites within the City of Wenatchee and will need to remain in operation and occupied as needed, as new facilities are built and brought online. The challenge of keeping essential community utility resources running seamlessly through the development and construction of a new facility, all while integrating and moving others creates a need for GC/CM involvement in design, for sequencing coordination. In addition, the GC/CM approach allows for more effective planning of SGC's & NSS details, as well as evaluating constructability throughout the project. The District's customers cannot endure service outages as a result of construction, causing need for multi-phased operations including repositioning of essential and non-essential equipment and the movement of workgroups and/or related facilities (portables, sheds, etc.).



- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

**Note:** Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.

Construction on this project will include occupied, essential facilities as part of a phased occupancy. It is anticipated that there will be operational impact to many or all District staff at various times throughout construction. These impacts could range from power outages, life safety and evacuation changes, etc. The impact will be mitigated by the GC/CM, and sequencing of the project will be expected by the District to ensure that planning and moving of critical infrastructure equipment, following design and construction of separate, redundant facilities for critical operations, information services groups, work crew and administrative vehicles, and utility vehicle storage locations, etc. is disrupted as little as possible.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

The Public Utility District of Chelan County is an organization where all buildings can be considered Essential Facilities and cannot be shut down for construction. Existing sites will have to remain in service and/or have temporary services provisioned to service public needs throughout any active project. Therefore, having GC/CM Contractor involvement during the design phase is critical. Effective planning and execution of complex projects such as this, relies on a clearly developed and effectively executed plan for communication to all Project participants. This effort would include creation and implementation of the specific scope, boundaries, constraints, and contingency plans for each phase of the Project. The GC/CM will also need to have significant input during the design process to ensure that systems, facilities, and safety considerations are all integrated into the design and bid documents, and that the Project will remain on budget and schedule. The GC/CM will provide its specific expertise to the District and the design team, helping to determine the best approach for construction phasing/sequencing that will allow construction to be accomplished as efficiently and effectively as possible.

The GC/CM method also provides additional value in advising on constructability, feasibility, value analysis, and other design phase deliverables. The GC/CM Contractor plays a vital role during pre-construction by providing input on development of both bid and construction documents, to assist in preparing the 100% CDs, possible early bid packages and/or early procurement and most importantly to assume the cost and schedule risk of delivering the Project. Input from GC/CM Contractors during design, regarding critical phasing, bid packages, and sequencing of Work has been proven invaluable in achieving Owner goals; which are to stay on budget, minimize the impact to ongoing operations, and maintain a safe environment for Owner staff and the contractor's forces.

- If the project encompasses a complex or technical work environment, what is this environment?

Chelan PUD operates one of Washington state's largest open-access, fiber-to-the-premises fiber-optic network and as part of this project, the system's Network Operations Center (NOC) will be relocated to the new service center. This highly technical relocation will involve rerouting and cutting over hundreds of fiber circuits and network operation equipment without interruption of service to commercial data centers, businesses, and the PUD's mission critical operations. This project also includes relocation of the District's own Data Center, associated network logistics operations, and specialty maintenance shops with both commercial and industrial equipment.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

Not applicable.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Not applicable.

## 5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM 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
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

The GC/CM delivery method provides substantial public benefit in the following ways:

**Real Time, Market Based Cost Estimates** – The GC/CM Contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the Project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design-team/contractor coordination and the use of design phase overlap to accelerate Project completion, thus lowering construction costs and stretching the buying power of the District.

**Manages Costs in an Inflating Market** – With the GC/CM Contractor involved in evaluating the design documents and participating during the design process, it's anticipated that unforeseen impacts due to inflation/escalation and product or labor shortfalls and market conditions will be greatly reduced, leading to reduced costs and to a reduced potential for detrimental schedule and cost impacts during construction. Having a GC/CM Contractor on board during design will help to focus design phase work to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the District to keep better and more prudent control of construction phase changes in cost or time.

**More Responsive and Responsible Bids** – Because of the complexity of this Project, the District team believes that without GC/CM, there could be higher risk associated to achieving timely, cost-effective completion of the work by subcontractors that may otherwise not be responsible, responsive sub-bidders. On traditional Design/Bid/Build (DBB) projects, constructability issues, errors, omissions, and scheduling issues are often not raised by the Contractor or sub-contractors until after bidding has been completed. Many of those issues become change orders and additional project cost during construction. Changes made during construction are more costly than changes made prior to bidding. Utilization of the GC/CM delivery method and early involvement of the GC/CM during design can minimize the risk of these types of changes coming up during construction.

**Allocation of Risk** – Construction delay claims are expensive and take a tremendous amount of staff time and resources to resolve. The GC/CM method offers opportunity that helps mitigate and defer risk in the following (but not limited to) ways:

- The GC/CM delivery process offers an “open book” cost accounting of the work. The GC/CM Contractor participates in and “owns” pre-construction cost estimating.
- The GC/CM Contractor participates actively in value-engineering and constructability reviews early in the design process, resulting in cost-effective and value-based solutions.
- Through their involvement in pre-construction, the GC/CM Contractor will understand the work long before it bids and will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, lowering the risk of non-responsible sub-bidding.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by the District and GC/CM team.

- A GC/CM Contractor will be more willing to maintain a schedule that it participated in developing.
- The relationship-based arrangement between the District and GC/CM diminishes the likelihood of costly litigation.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

The GC/CM delivery method provides substantial public benefit over traditional design-bid-build by:

**Better Coordination of Materials and Equipment Purchases** – Providing better coordination with materials and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage will benefit the public. Communicating the need for this level of coordination on a D/B/B Project is complex and very difficult to enforce with potentially uncooperative contractors who haven't developed a vested interest in the Project.

**Better Ability to Accommodate Ongoing Activities at Site** – A GC/CM delivery will best accommodate a desired phased move-in and provides logistical and financial advantage over the course of the Project. The fiscal benefit of GC/CM Contractor involvement also includes NSS and SGC Costs being easier assessed in real time through the design development phase. It provides more certainty to the associated costs due to time being spent on site along with immersion into site traffic, and future scheduling; often with the ability to revise egress paths for convenience and cost. Traditional D/B/B delivery can be difficult to manage site activities, and failure to properly forecast logistics planning can lead to problems on the project, especially in a low-bid environment.

**Early Procurement and Bid Packages** – The GC/CM delivery method, utilizing 'Mini-MACCs', allows for early bid & work packages that are planned, scheduled, procured, coordinated and overseen by a single prime contractor under one contract; reducing the risks associated with multiple prime contractors with multiple contracts on a single site. This type of action is not achievable in a traditional delivery method.

**Complex Scheduling** – A Project Construction Schedule prepared by a GC/CM Contractor, rather than the Design Team, provides a more detailed, market and condition driven, accurate CPM schedule of how the Project will actually be built. This schedule will better indicate when and where major construction impacts will occur, facilitating better design phase discussions on how to reduce or eliminate these impacts during the design phase rather than finding them and addressing them during construction. This early detection will also assist District staff in the preparation and timely notification of facility staff, visitors, and the community of upcoming construction, operational relocations, and other potential disruptions or impacts that might otherwise be surprise, unforeseen issues.

**Ongoing Value Analysis and Constructability Review** – The GC/CM method of delivery facilitates more of an on-going Value Analysis and Constructability Review Process during design. This "ongoing" approach during design results in a more economical design and a better bid package with fewer change orders, and less risk of lost time or delay to the project's completion.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. Not applicable.

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

This Project will be the second GC/CM delivery project for Chelan County Public Utility District No.1. The District's first GC/CM experience was for the Rock Island and Rocky Reach Dam Hydroelectric Support Facility Improvements Project, that was approved by the PRC earlier this year and is now nearing the end of the design process. Although that project is still in design and

has not yet begun construction, the GC/CM delivery method has immediately allowed better opportunity for collaboration, innovation and solutions that likely would not have been afforded by the traditional D/B/B delivery method. The District's staff have already been enjoying the flexibility and function of seeing GC/CM delivery up close. That said, the District's Engineering and Project Management Department, who oversees and directs Capital Projects work, is committed to becoming more educated and experienced in the GC/CM delivery method and is looking forward to the benefits of another collaborative delivery process on this challenging project and others.

In addition, the District's Project Manager, David Lodge has GC/CM experience prior to his employment at CCPUD. Additionally, a number of District staff have taken and/or will be enrolling in the next AGC GC/CM Training Seminar scheduled on Jan 30 and Feb 01, 2019. The District has contracted the services of Parametrix to provide GC/CM Procurement, and GC/CM Advisory services, as well as elective, hourly, on-call PM/CM support as needed, throughout the duration of the Project;. Parametrix has extensive experience in GC/CM procurement and delivery. A strong and continuous advocate for the GC/CM delivery method; Parametrix sees this as another opportunity to mentor and expand the District's management staff knowledge and appreciation for the GC/CM delivery method by fostering successful projects.

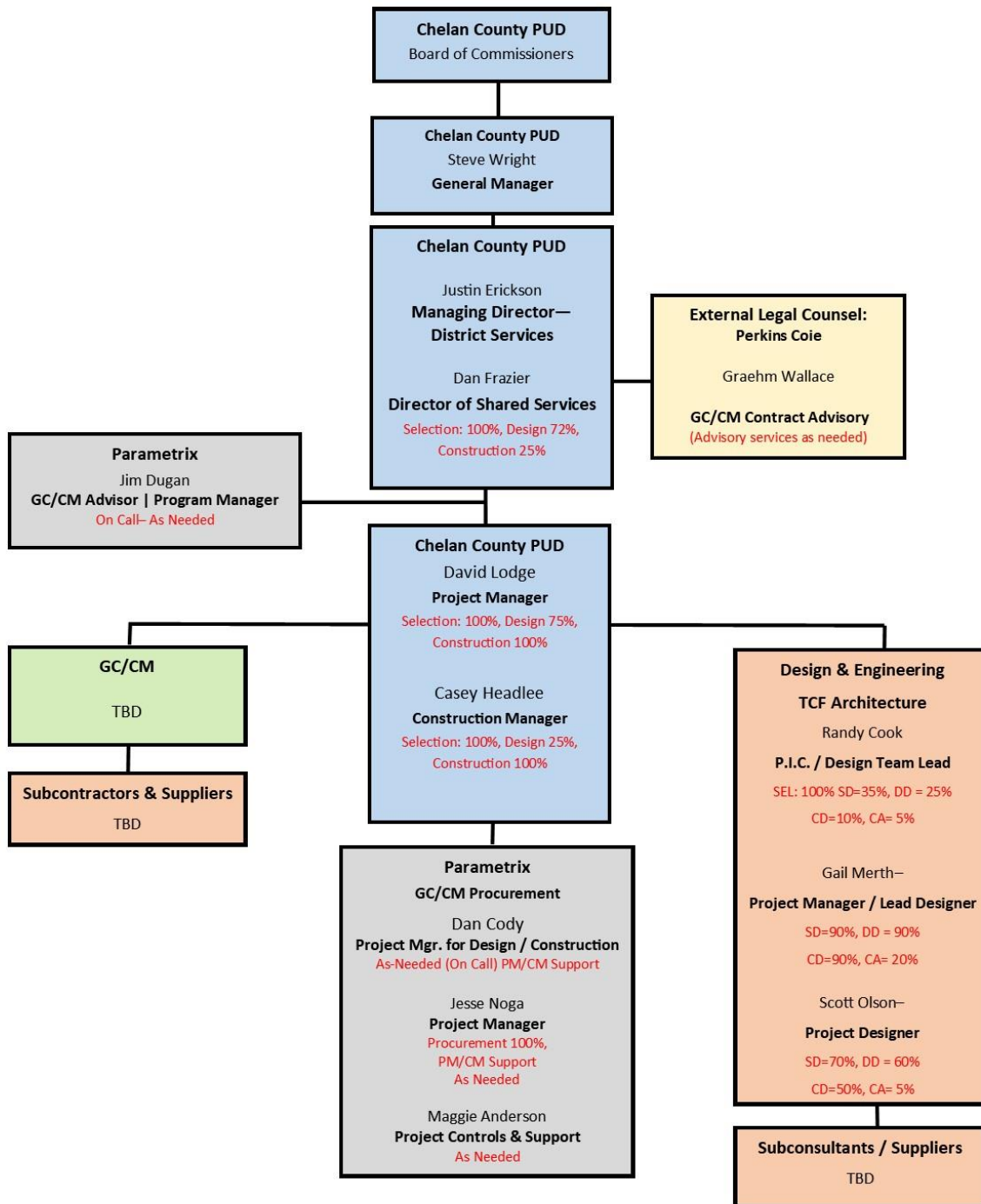
As well as having acquired the services of Parametrix, the District also utilizes internal and external legal counsel to supplement their contract management. The District's Legal Department is experienced at creating teams to develop and manage complex legal contracts for all types of procurement methods. Perkins Coie have also been retained for this Project's contract compilation.

Members of the Parametrix team involved on this project have been involved in implementation of the GC/CM procurement/delivery method on not less than twenty-five major projects totaling nearly \$1.3B in Total Project Costs. The included team resumes identify some of those projects.

- 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 Example on Project Organizational Chart)*

**\*See Next Page for Org. Chart**

# CHELAN COUNTY PUD: SERVICE CENTER GC/CM PROJECT ORGANIZATION CHART



- Staff and consultant short biographies (*not complete résumés*).

**Dan Frazier, Director of Shared Services (Public Utility District No. 1 of Chelan County)**

Dan Frazier has 27 years of public works/public utility experience and has been with the District for 2 years after spending 8 years at the City of Wenatchee as the Director of Public Works and 3 years as the Maintenance Manager. During that time, he managed the development and construction of the City’s Public Services Center and oversaw the renovation of the City’s Wastewater Treatment Plant as well as other major capital improvement projects throughout the City. Dan also managed the City’s first three Energy Services Performance Contracts (ESPC) utilizing both the direct RFP process and the DES ESCO process.

Dan was previously the Public Works Director for the City of Quincy, Washington for 4 years. During his tenure he managed the Design-Build-Operate-Maintain (DBOM) contract for the City’s industrial and domestic wastewater treatment facilities. Prior to his position at Quincy, Dan worked for the Grant County Public Works Department and the Douglas County Transportation and Land Services Department in positions ranging from Survey Party Chief to Construction Engineer. His primary area of experience prior to moving into administration of public works operations was in the design and construction of transportation and utility infrastructure.

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Timeframe</b>
City of Wenatchee (COW) Wastewater Treatment Plant Upgrades	\$13.5M	D/B/B	Program Manager/PM	2010-2013
COW Public Services Center	\$16M	D/B/B	Program Manager/PM	2006-2009
Wenatchee Valley Regional Educator Waste Decant Facility	\$500K	D/B/B	Program Manager/PM	2014
COW Squilchuck Lift Station	\$775K	D/B/B	Program Manager/PM	2013
Regional Water Electrical Upgrades	\$1.5K	D/B/B	Program Manager/PM	2015

**David Lodge, PMP, LEED AP - Project Manager (Public Utility District No. 1 of Chelan County)**

David Lodge has worked in the construction industry for 14 years. He earned a Construction Management degree from the University of Washington. He worked for Mortenson Construction for seven years in the role of Project Engineer to Project Manager on several projects using GCCM delivery, including higher education, data center, and wastewater treatment facilities.

The last 4 years have been with the District as a Project Manager, overseeing construction and technology Projects for its various business units. These include facility capital projects, parks infrastructure, wastewater treatment plant improvements, and telecommunication systems.

David Lodge is an accomplished Project Manager with skills in stakeholder engagement and building relationships with construction partners. He has managed all phases of construction projects and has extensive experience managing GC/CM Project Delivery.

<u>Project</u>	<u>Project Value</u>	<u>Delivery Method</u>	<u>Role</u>	<u>Timeframe</u>
Peshastin WWTF Improvements	\$3M	D/B/B	PM	2017-Present
Land Mobile Radio Replacement	\$4.6M	RFP (Competitive Negotiation)	PM	2017-Present
Lincoln Rock Evaporative Lagoon Relining	\$750k	D/B/B	PM	2016
Headquarters Restroom Renovations	\$400k	D/B/B	PM	2014-2015
McDougall & Sons Packing and Cold Storage Facility	\$30M	D/B	PM (GC)	2013-2014
City of Bellingham Post Point WWTP Improvements	\$47M	GC/CM	PM (GC/CM)	2011-2013
Oak Lodge WWTP Improvements Phase 1 and 2	\$45M	CM/GC (Oregon)	PM (CM/GC)	2010-2011
University of Washington Tower Data Center	\$20M	GC/CM	Asst. PM (GC/CM)	2009-2010
Bellevue College Science and Technology Building	\$27M	GC/CM	PE (GC/CM)	2007-2009

***Casey Headlee- Construction Manager (Public Utility District No. 1 of Chelan County)***

Casey Headlee has invested 15 years in residential, commercial and civil construction projects including 10 years as a Plans Examiner for a County Building Department. His higher education studies include Wenatchee Valley College and Washington State University. He has attained multiple certifications from ICC (International Code Council), Estimating Courses and a Project Manager Certificate from University of Washington. The last 2 years have been spent with the District, performing Construction Manager activities for its various business units. This management responsibility has included a multitude of small work including Shoreline Restoration, Telecommunication Systems, Parks Infrastructure, Facility Maintenance, Waterlines and associated infrastructure.

Casey is an accomplished Construction Manager with skills in estimating, planning/scheduling, monitoring Project performance, managing Project quality, coordination of multiple projects, problem resolution, and professional relationship development.

<u>Project</u>	<u>Project Value</u>	<u>Delivery Method</u>	<u>Role</u>	<u>Timeframe</u>
WW Park Shoreline Stabilization	\$352K	D/B/B	Construction Manager	2017
IP Telephony Power Supply	\$108K	D/B/B	Construction Manager	2017
Water Meter Installation Phase 1	\$379K	D/B/B	Construction Manager	2018
Telemetry and Generator / Flow Meter	\$438K	D/B/B	Construction Manager	2018
District Wide Asphalt Bi-Annual Contract	\$2M	U/P	Construction Manager	2017-2018

**Jim Dugan – GC/CM Advisor/Program Manager (Parametrix)**

Jim has 40 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 and Project Management, he provides his clients with Project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at Alternative Project Delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly-experienced in Alternative Project Delivery utilizing both GC/CM and Design/Build. He has served as a member of the GC/CM Advisory and Project Management team for a number of Owners and projects. The table below identifies some of Jim’s most recent GC/CM project experience.

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Rocky Reach & Rock Island Dam Support Facilities, CCPUD	\$70M	GC/CM	GC/CM Advisor	2017-current
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Advisor	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM Advisor	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Advisor	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Advisor	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Advisor	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Advisor	2016-present

**Dan Cody – GC/CM Procurement & PM/CM (Parametrix)**

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 32 years of experience in the design and construction industry. He has extensive experience in the K-12 educational market, providing design and construction services on projects for numerous school districts in western Washington.

A staunch supporter of Alternative Project Delivery (APD), Dan is well versed in the guidelines of RCW 39.10 and the requirements related to APD. He has successfully spearheaded and managed the Project Review Committee (PRC) application/approval process and the APD procurement process on numerous projects utilizing both GCCM and Design/Build delivery methods.

In addition to his role in APD procurement, Dan also provides Project management and construction management services for clients in the APD and Design/Bid/Build markets.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time, he has been closely involved in the GC/CM procurement process of more than eighteen K-12 Projects, totaling nearly \$980M in Total Project Cost, that will/are being delivered using the GC/CM delivery method.



Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities.

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Timeframe</b>
Rocky Reach & Rock Island Dam Support Facilities, CCPUD	\$70M	GC/CM	GC/CM Procurement	2017-current
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Procurement	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM procurement	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Procurement	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Lake Stevens High School, Lake Stevens School District	\$87 M	GC/CM	GC/CM Procurement, Project Management	2016-present

***Jesse Noga, Maggie Anderson: GC/CM Procurement & PM/CM Support, Project Controls (Parametrix)***

Jesse, having recently assisted in Building Replacement and Modernization Projects with Central Kitsap School District; a total value of nearly 50 million in K-12 Design-Bid-Build projects over the last 2 years, will be assuming the PM role for this activity with Parametrix. Jesse has a rich background in Facilities and Contractor Management, as well as Client side and Client facing Customer service. A tireless advocate for his client, Jesse focuses on all aspects of the work no matter how small the detail; so that the Client/Owner gets top value for their project dollar.

Jesse successfully completed the WA State AGC GC/CM Workshop in 2018.

Maggie provides construction management and support services within the construction industry. With a background in residential and commercial construction, she has worked with public and private stakeholders. She excels at providing on-time project execution, close attention to detail, and consistent delivery on client commitments. Maggie has supported a wide range of projects including schools, data centers, healthcare facilities, and municipal buildings; also, in hi-rise residential, and tenant improvements with an average construction value of \$35 M to \$210 M. Her diverse background in construction management is a critical asset to creating and maintaining positive working relationships with internal and external staff, as well as multiple stakeholders. Recently, Maggie has provided project support to include monitoring all elements of the project budgets, processing and tracking forms, and organizing project files for the Everett and Mount Vernon School Districts. Maggie would primarily assist the District for this work in the form of handling project controls, from Schematic Design phase through Pre-Construction, if that work is requested by the District.

Maggie successfully completed the WA State AGC GC/CM Workshop in 2017.

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Timeframe</b>
Tacoma Eastside Community Center: Metro Parks Tacoma, Tacoma Public Schools, Boys & Girls Clubs of America	\$27.9M	GC/CM	Construction Observation & Inspection; Closeout Project Manager	2018
Bainbridge Island High School Bldg. 100 Replacement, Bainbridge Island School District, Bainbridge Island, WA	\$36.0M	GC/CM	GC/CM Procurement Project Manager	2018
Klahowya Secondary School Modernizations, Central Kitsap School District, Silverdale, WA	\$22.5M	D/B/B	Owner's Rep / PM Services & Construction Management	2017-2018
Klahowya Secondary School Field Replacement; Central Kitsap School District, Silverdale, WA	\$4.5M	D/B/B	Owner's Rep / PM Services & Construction Management	2017-2018
Combined Transportation & Foodservice Warehouse Replacement (AKA Operations Support Center); Central Kitsap School District, Silverdale, WA	\$21.7M	D/B/B	Owner's Rep / PM Services & Construction Management	2016--2017
Barker Creek Community School / The Teaching & Learning Center @ Barker Creek; Central Kitsap School District, Silverdale, WA	2.8M	D/B/B	Owner's Rep / PM Services & Construction Management	2016-2017

***Graehm Wallace – External GC/CM Legal Counsel (Perkins Coie)***

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous clients in both the private and public sector, including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. Recently, Graehm has worked with Parametrix on Alternate Delivery Projects for a number of clients including school districts and public agencies. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance, drafting contract documents, contract negotiations and counsel to over 100 Washington school districts.

Graehm's work includes preconstruction services, architectural/engineering services, construction-management, GC/CM, Design-Build, and bidding. 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.

***Randy Cook, AIA, Principal-in-Charge/Team Leader/Client Manager*** Registered Architect, WA State

TCF Principal, Randy Cook, has been leading the planning, designing, and implementation of publicly-owned maintenance, operations, and administrative facilities for more than thirty years, establishing one of the leading practices in the Pacific Northwest for this facility type. The unique facilities that TCF has produced for public works and utilities agencies, including the three largest new campus facilities of their kind anywhere in the State, are the result of Randy's and the firm's commitment to continual learning in this project type over nearly three decades; setting new standards for functionality, efficiency, durability, organizational culture, and civic pride. Randy will be the primary Team Leader and Client manager for the duration of the project.

**Gail Merth, Architect, Project Manager/Designer** Registered Architect, WA State

Gail Z. Merth, AIA, has more than twenty years of experience designing buildings ranging from commercial office, retail and mixed-use complexes, to educational facilities such as K-12 schools and performing arts centers. A graduate of the University of Minnesota College of Architecture, Ms. Merth also holds teaching certifications for middle-level Science and Humanities through master’s studies at Saint Martin’s University in Olympia, Washington. Ms. Merth will be the Project Manager for the Headquarters Project, working closely with TCF Principal, Randy Cook, to manage guide the day to day activities of the Project Team and the District’s Team.

**Scott Olson, Associate, Design Lead** Registered Architect, WA State

TCF Architecture’s Design Manager, Scott Olson is recognized for his innovative ideas and collaborative approach to Project Delivery. He plays an instrumental role in the development of projects, encouraging teams to dig deep into project history and goals, as part of crafting meaningful, tailored design solutions. Scott has more than twenty years of experience in planning, designing, and producing contract documents for complex public and private-sector work, including the District’s Rock Island facilities, for TCF Architecture. For the District’s Service Center Project, he will guide the team in thoroughly; creatively blending District goals, functional criteria and appropriate aesthetic to achieve an authentic, enduring design solution for the end users and community.

**TCF Architecture Sample of Experience**

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>TCF Role</b>	<b>Timeframe</b>
<b>Maintenance, Operations, and Administrative Facilities Experience (Sample)</b>				
Chelan PUD, Rock Island Support Facilities	\$28M	GC/CM	Prime	2018-2020
Chelan PUD, Rocky Reach Support Facilities	\$30M	GC/CM	Prime	2018-2021
Sound Transit Maintenance of Way Maintenance and Administration Facility, Seattle, WA	\$7M	Design-Build	Prime	2014-2016
Link Transit MOA, Link Transit, Wenatchee, WA	\$10M	Design-Build	Prime	1999-2000
Central Maintenance Facility (CMF), Pierce County Public Works & Utilities	\$23M	D/B/B	Prime	2003-2008
John’s Prairie Operation Center, Mason County PUD No.3	\$26M	D/B/B	Prime	2009-2011
Sewer & Traffic Operations Facility (STOP), Pierce County Public Works & Utilities	\$34M	D/B/B	Prime	2012-2016
Washington State Army National Guard – Combined Support Maintenance Shop, JBLM	\$21.8M	D/B/B	Prime	2008-2012
Maintenance & Operations Facility, City of Sammamish	\$4.1M	D/B/B	Prime	2008-2011
<b>Other Relevant TCF Experience (GC/CM)</b>				
East Division Elementary School, Mount Vernon School District	\$32M	GC/CM	Prime	2016-2018

Madison Elementary School, Mount Vernon School District	\$31.5M	GC/CM	Prime	2017-2019
ORLA, Olympia School District	\$22.2M	GC/CM	Prime	2012-2014
Washington Elementary, Wenatchee School District	\$24.6M	GC/CM	Prime	2014-2016
Lake Wilderness Elementary School, LW School District	\$29.7M	GC/CM	Prime	2015-2017

- Provide the ***experience and role on previous GC/CM projects delivered*** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*  
Please refer to the experience tables above.
- The qualifications of the existing or planned project manager and consultants.  
Please refer to the experience tables above.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.  
Please refer to the team member bios and experience tables above.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

This Project will be managed through the District's Engineering and Project Management Department in coordination with Permitting, Procurement, and Legal department support. The District performs over 300 projects annually and has built business processes to manage capital projects of this size and scope.

The District's overall organizational format will be overseen by the Director of Shared Services who is responsible for all facility assets within the Utility District. From Pre-Construction through Construction, the Director will ensure project support by necessary District departments. The District's GC/CM Consultant, Parametrix, will fill the PM/CM procurement and advisory role on behalf of the District and will remain eligible for on-call work from Pre-Construction through Construction. During construction the Director will have signature authority for changes in the project scope through the use of Construction Change Directives and Change Order Proposals. The CCD/COPs will be packaged into Change Orders on as regular basis as becomes necessary. These Change Orders will require approval by the District's management with various levels of financial authority.

The District's internal Project Manager will represent the District through Pre-Construction/Design, and during Construction. They will manage the contractual obligations of the Design Team and GC/CM and will oversee/manage the work of District staff. He will meet on a regular basis with the GC/CM to debrief on current project status and issues. He will update the Director and Executive Management on a regular basis. The Board of Commissioners meetings where pay applications are approved will provide the opportunity to communicate larger needs at higher levels, as needed.

The District's staff will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management/Construction Management and GC/CM processes and procedures.

Parametrix will provide GC/CM Advisory and PM/CM support roles for GC/CM procurement and will remain available to the District through pre-construction and construction on an on-call basis; elective to the Project Manager as the District's Representatives and/or Consulting Services. Parametrix will report directly to the Director of Shared Services and will work directly with the District's staff, Design Team and GC/CM to nurture a successful project; mentoring and providing advice, consultation, and support as necessary. Parametrix will not manage/direct any of the parties and has no signature authority on this Project without the District's authorization.

We believe that the roles and controls explained above will support the ability for timely, direct decisions to be made by the District, and will ensure the ability to manage and quickly address emerging issues in an expedient manner whether during Procurement, the Pre-Construction/Design, or Construction phase of the Project.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the Project. Construction cost estimates by the Architect and the GC/CM Contractor are to be reconciled at the end of each design phase. Value analysis and Constructability review will be ongoing and are an established agenda item in the regularly scheduled coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated, the GC/CM, the PM/CM, and the Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If deviations arise, changes will be made to bring the Project back into alignment with the budget and the established MACC. As part of the Pre-Construction Services, the GC/CM will develop, with the District and the Design Team's input, a schedule for early procurement, early bid/work packages and phased construction, as applicable. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

- A brief description of your planned GC/CM procurement process:

Our procurement process will build upon our previous experience with GC/CM Project Delivery, and will including the following:

- Marketing of the Project to experienced potential GC/CM candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.
- Soliciting pricing proposals (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

We anticipate being able to advertise the GC/CM Request for Proposals by late February 2019. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, receive bids from selected firms and negotiate a Pre-construction Services agreement by late May 2019. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval at the June 3, 2019 Commissioner's Board Meeting. This will allow the GC/CM team to join the Project team during Schematic Design and early Design Development on some of the earlier phased work and participate in both the SD and DD Cost Estimating and Value Engineering exercises. It's anticipated that some Mini-MACC's will be established for early work services to be performed during Pre-Construction, to allow for more efficient work based on phasing of schedule and weather windows.

- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

The District has worked with internal and external counsel to develop standardized General Conditions for GC/CM, a GC/CM Contract and Guaranteed Maximum Price Amendment documents, based on the AIA-A103 and AIA-A201 documents. Parametrix has developed standardized GC/CM RFP, RFFP and selection documents that will be used in conjunction with the GC/CM legal counsel contract information on this Project. The RFFP documents will include drafts/samples of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix including cost items, definitions, and how they will be paid. We will provide adequate time during the RFFP phase of the procurement process for Finalists to review and comment on these draft documents.

Prior to issuing the final draft of the RFFP, we will be updating these documents to reflect the input of submitters and current industry best practices. As part of this review, we will evaluate model documents such as those developed by the University of Washington, solicit input from our outside legal counsel and revise to incorporate any recent RCW updates. If revisions/ clarifications to the contract documents need to be provided during the RFFP, they will be released by addendum well enough in advance of the RFFP opening for the Finalists to receive input that might affect their final proposals. Construction contract documents will be modeled upon contract documents that have successfully been used with other Washington school districts on GC/CM Projects. There will also be an opportunity for the District and the selected GC/CM to negotiate the specifics of the contract documents during the contract negotiation period, prior to signing of the final contract.

**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 Example Construction History. 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

The District has had extensive construction activity related to its dams and related facilities. A Select list of recent construction activity is summarized below:

<b>Project Name</b>	<b>Contract Method</b>	<b>Plan Const. Start</b>	<b>Plan Const. Finish</b>	<b>Act. Const. Finish</b>	<b>Original Const. Budget</b>	<b>Actual Cost of Const.</b>	<b>Reasons for Budget or Schedule Overruns</b>
Rocky Reach & Rock Island Dam Support Facilities, CCPUD	GC/CM	2019	2021	TBD	\$70M	TBD	Finalizing Design

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Rock Island B1-B4 Generating Unit Modernization	D/B/B	Dec. 2014	Feb 2020	2017	\$41.8 M	\$46.3 M	Increase Project value
Lake Wenatchee Wastewater Treatment Facility Improvements	Bid	Aug. 2016	July 2017	2017	\$722K	\$763K	Increase Project Value
Headquarters Building Re-roof	Bid	Oct. 2016	July 2017	2017	\$268K	\$270K	Increase Project Value
Rocky Reach Dam Powerhouse Bridge Cranes Refurbishment	Bid	May 2016	Feb 2018	Current	\$4.4 M	\$5.4 M	Increase Project Value
Rocky Reach Dam Intake Gantry Crane Refurbishment	Bid	Oct 2015	Dec 2017	2017	\$4.5M	\$4.7M	Increase Project Value
Lincoln Rock State Park Cabin Loop and Group Camp	Bid	Feb 2015	Jan 2016	2016	\$2.5 M	\$2.5 M	N/A
Entiat Park Revitalization	Bid	July 2013	May 2016	2016	\$6.1 M	\$6.2 M	Increase Project Value

#### 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. (See *Example concepts, sketches or plans depicting the project.*) At a minimum, please try to include the following:

- An 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.

Please see image on next page of conceptual site plan.

## Conceptual Site Plan:



### 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.

Chelan County PUD District No. 1 has not had any audit findings.



**CAUTION TO APPLICANTS:**

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria 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 shall render your application incomplete.

Should the PRC approve your request to use the GC/CM 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 GC/CM 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 (please print): DANIEL FROUIER

Title: DIRECTOR OF SHARED SERVICES

Date: DEC 20, 2018