



## ***PUBLIC WORKS***

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September 1, 2016

State of Washington  
Project Review Committee  
Department of Enterprise Services  
Engineering and Architectural Services  
Attention: Danelle Bessett  
PO Box 41476  
Olympia, Washington 98504-1476

Sent via email to [danelle.bessett@des.wa.gov](mailto:danelle.bessett@des.wa.gov)

**Re: City of Everett Application to use GC/CM for  
Service Center Redevelopment Project**

Dear Members of the Project Review Committee:

We have attached the City of Everett's application to the Project Review Committee (PRC) to use the GC/CM project delivery method for the City's \$74 million Service Center Redevelopment Project. The Project is an ideal candidate for delivering through the GC/CM process, and will be successfully managed by an outstanding team with Washington State GC/CM experience.

Project Meets GC/CM Use Criteria: This multi-year Project meets four of the six criteria identified in RCW 39.10.340. The Project involves complex scheduling and phasing at a mission-critical City site that must remain in continuous operation during construction, and is the type of project for which the GC/CM process is ideally suited. The Project calls for demolition and new construction at the 14 acre Service Center site that houses multiple City departments, parking for the 160 departmental vehicles along with providing parking for public and staff while continuously providing a range of critical services including Public Works administration along with the operation and maintenance of the City's drainage, sewers, drinking water, traffic control, developer services, street repair and maintenance, vehicle maintenance, public transportation, utility finance and billing, and building facilities. The GC/CM's involvement during preconstruction is critical to the successful sequencing and phasing of what the architect has preliminarily identified as a two phase Project extending over a 24 month period. Without use of the GC/CM process, the City faces risks of these critical functions not being able to respond to the public's needs at all times.

Project Team GC/CM Qualifications: This Project will be the third GC/CM project managed by the City of Everett. In addition to other staff, we have carefully assembled the following team of outstanding professionals to manage the GC/CM contracting process, all of whom have Washington State GC/CM experience:

- Mike Purdy (GC/CM Consultant)
- John Nottingham (City's Senior GC/CM Project Manager)
- Erica Loynd (Architect – DLR Group Project Manager)
- Sheri O'Brien (Architect – DLR Group Construction Administration)
- Tim Benedict (Deputy City Attorney)
- John Parnass (Outside Legal Counsel with Pacifica Law Group)

Thank you for your consideration of our application to use the GC/CM process for this critical Project for the City of Everett. We look forward to meeting with the PRC on September 22, 2016 and responding to any questions you may have about the Project.

If you need additional information, or have questions, please contact our Project Manager, Chris Lark at (425) 257-8897 or by email at [Clark@everettwa.gov](mailto:Clark@everettwa.gov).

Sincerely,



David H. Davis, PE  
Public Works Director  
City of Everett

Enclosure: City of Everett GC/CM Application including Attachments



# City of Everett

## Service Center Redevelopment Project

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**

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

**1. Identification of Applicant**

- (a) Legal name of Public Body: City of Everett
- (b) Address: 3200 Cedar Street, Everett, Washington 98201
- (c) Contact Person Name: Chris Lark, Project Manager
- (d) Phone Number: (425) 257-8897 Fax: (425) 257-8916  
E-mail: [Clark@everettwa.gov](mailto:Clark@everettwa.gov)

**2. Brief Description of Proposed Project.**

The Service Center Redevelopment Project is a comprehensive, phased redevelopment of a 14 acre site currently occupied by the City of Everett. Approximately 140,000 sf of buildings will be demolished. These buildings have reached the end of their useful life, are seismically unfit, and no longer have the functional capacity to support the City's operational and emergency response needs. The Project has been designed as a multi-year, two phase project that will involve demolition, new construction, and intense open space management in order to ensure that the City is able to continuously offer mission-critical services to the public. Space management includes providing staff with locations from which to work, parking for customers, employees and City vehicles, along with providing the required lay down area for the GC/CM's construction activities.

The existing Service Center was originally built in 1971 and has been expanded over the years by acquisition of adjacent properties and buildings. The Service Center is the operational hub for the Public Works Department, Facilities Department, and the Transit & Motor Vehicles Department. These departments currently operate out of 11 buildings. The Project involves buildings and site improvements to support the Public Works Department

and the Facilities Department. There are approximately 260 employees working for these two departments to serve both the office and maintenance/repair functions for the City. Public Works and Facilities operations also include approximately 160 on-site service vehicles. New construction will include a 42,994 sf office building for City administrative functions, 31,829 sf of office and support spaces for employees, 22,090 sf of maintenance shops, 23,617 sf for a consolidated warehouse, on grade parking for employees and public vehicles, covered parking for 24 maintenance vehicles, and enclosed parking for the City's vector trucks. There are also a few portions of the larger site that may be developed in future years for the Transit and Motor Vehicles Department under separate Design-Bid-Build contracts once programmatic and funding issues are addressed.

### 3. Projected Total Cost for the Project:

#### A. Project Budget:

Costs for Professional Services (A/E, Legal etc.)	\$5,492,000
Estimated project construction costs (including construction contingencies)*	\$55,660,000
Equipment and Furnishing costs	\$3,345,000
Site costs (no site acquisition costs and site work is included in the construction costs above)	\$0.00
Contract administration costs (Owner, CM, Special Inspections, Testing, Preconstruction Services, etc)	\$1,050,000
Contingencies (design & owner)	\$888,000
Other related project costs (Permitting; Phone, Data and Communications Systems; Utilities; Moving, etc.)	\$2,500,000
Sales Tax at 9.2%	\$5,122,000
<b>Total</b>	<b>\$74,057,000</b>

Note: \* The City of Everett has included in the project construction costs above a 10% construction budget contingency amount for change orders, well above the required 5% construction budget contingency required by RCW 39.10.350.

B. Funding Status: The Project will be funded from a combination of sources, including current capital reserves, future rate funded capital contributions from charges for water and sewer services, and revenue bonds.

Funding Source	Amount	Notes
Capital Reserves	\$10,000,000	Funds currently on-hand and expected to be used on this Project.
Rate Funded Capital	\$10,000,000	Additional capital funds derived from charges for water and sewer utility service provided by the City of Everett utility (an enterprise fund), and fees for development.
Revenue Bonds	\$54,057,000	Revenue Bonds to be paid back from rate revenues and interfund leasing of portions of the new Service Center to other governmental departments.
<b>Total Funding Available</b>	<b>\$74,057,000</b>	

#### 4. **Anticipated Project Design and Construction Schedule**

- **Procurement:** The draft procurement schedule is included as part of our response to question 7 in this application. In addition, a more detailed project design and construction schedule is included in Attachment A, outlining major milestone events during design, GC/CM selection process, and construction.
  
- **Hiring Consultants:**
  - **Architect:** The City has hired and contracted with DLR Group to develop the master plan for the site, serve as the architect for the project, and for construction administration duties, including inspection. DLR Group has been practicing throughout the United States and internationally for 50 years. Through acquisitions, the Seattle office has been practicing in Seattle since 1901. DLR Group has 21 offices in the United States, and 2 global offices in Dubai and Shanghai. DLR Group has over 750 employees with architects, engineers, interior designers, and planners to provide an Integrated Design team on all projects. The Seattle office specializes in public work for government agencies and public schools, and private corporate clients. Roen Associates is a sub-consultant to DLR Group and will provide cost estimating services for the Project.
  
  - **GC/CM Procurement and Contracting Consultant:** Mike Purdy, Principal of Michael E. Purdy Associates, LLC, has been hired by, and is under contract with, the City as a consultant and will guide and assist the City with the Washington State required GC/CM selection and contracting process, as well as providing GC/CM related support throughout the Project.
  
  - **Outside GC/CM Legal Counsel:** John Parnass of the law firm Pacifica Law Group, has been selected to provide outside legal counsel for the Project regarding specific GC/CM selection and contracting issues.
  
- **Employing Staff:** The City's Project Manager will be Chris Lark, a project manager in the City's Facilities & Project Management Division. John Nottingham, who has successfully managed the City's recent GC/CM project (Water Pollution Control Facility Expansion, Phase C), will be the City's Senior GC/CM Project Manager. Bill Fisher, who has served as a construction inspector on City projects for 26 years, will be the inspector on the Project.
  
- **Percent Complete of Design Documents:** The City anticipates that the Schematic Design documents will be complete by January 31, 2017.

#### 5. **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:

- **Complex Scheduling, Phasing, or Coordination:** The Project will require complex and dynamic scheduling, phasing, and coordination to ensure that the Service Center remains operational throughout demolition of seismically unfit buildings and construction of multiple buildings that will be built in new locations on the existing site. One of the most complex phasing issues is parking. A large number of the City's service vehicles that require space on the site and must be mobile compete for space with staff and visitor parking. Service vehicles need to move in and out daily, and service vehicles must be in proximity to where staff report.



Parking Required for Site	
Number of Spaces	Parking For
340	City Employees
160	City Service Vehicles
30	Visitor Parking
530	<b>Total</b>

The phasing will help ensure that there is adequate parking at all times during construction, meet the cost-reduction objective of moving each work group a minimum number of times, and reduce the costs otherwise associated with leasing alternate spaces or providing portables. Without effectively coordinating the complex phasing and multiple moves by various City departments and functions, all functions of the Service Center would not be available to the public at all times. Working with the GC/CM, the project team will develop a phasing plan that ensures constant operation of the facility. Without a GC/CM, and using the traditional Design-Bid-Build project delivery method, the City would be unable to plan for all of the complexities, contingencies, and ensure adequate coordination to keep all of the mission-critical functions of the City operational at all times during construction.

Phase 1 will include the demolition of 3 buildings (Service Center Annex, Former Insurance Building, Morgan Brothers Building) and the clearing of the site located to the east of Cedar Street between Pacific Avenue and 32<sup>nd</sup> Street. The reasoning behind this phase is that demolition and grading construction documents can be expedited allowing the work to occur in the summer of 2017. This allows additional time to complete final Phase 2 design and commence construction of footings and slabs in the fall of 2017. Phase 1 will also prepare the site for the construction of the Office Building and Maintenance Office. These buildings are on the project's critical path as they are the largest and most complex buildings to construct. The additional time gained through the 2017 summer start of Phase 1 enables the City to capture a portion of the 2017 construction season and proceed with the Phase 2 footings, slabs, and erection of the structural frames through the winter.

Phase 2 will include the building of the 5 new buildings (Office & Admin, Maintenance Office, Warehouse, Maintenance Shop, Garage & Covered Parking) and the demolition of 3 buildings (Service Center Public Works, Building No.4, Supply, Storage & Dispatch) along with associated site work. The sequence of construction will be determined with the help of the GC/CM and will need to take into account the ongoing operations of the entire Service Center, employee and service vehicle parking, and construction staging and lay down areas.

- [Construction at an Existing Facility:](#) The City of Everett anticipates that construction of the Service Center Redevelopment Project will take approximately 24 months, depending on the phasing plan developed by the project team once the GC/CM is selected. During that time, the Service Center must remain in continuous operation, 24 hours a day, seven days a week, without any disruption of services in order to adequately meet the needs of the public in not only the City of Everett, but the greater Snohomish County area as well. Service disruption and facility events occur with no notice and staff must be able to assemble and activate crews and vehicles without delay. In the event of a major disaster, the Service Center is designated as the Public Works Command Center, meaning it must be available to large numbers of staff to work extended shifts for unknown segments of time. After evaluating existing real estate and logistical issues, the City has concluded that there are no options available

for moving portions of the Service Center to another facility or location during construction. The functions provided by the various City departments on the 14-acre site provide a wide variety of critical services including Public Works administration, along with the operation and maintenance of the City's drainage, sewers, drinking water, traffic control, developer services, street repair and maintenance, vehicle maintenance, public transportation, utility finance and billing, and building facilities. All of these work groups will need to be kept fully functional throughout the project to continuously provide these services to Everett citizens, and construction must therefore occur at the same time while the Service Center remains operational. GC/CM is the best project delivery tool for managing the complex sequencing and phasing of the work that will be required to keep the Operations Center in operation during construction. Engaging the construction expertise and problem-solving skills of a qualified GC/CM will help ensure that the public interest is protected. Please refer to Attachment E for drawings that show the preliminary phasing plan for the Project, subject to discussions with and input from the selected GC/CM.

- [GC/CM Involvement Critical During Design Phase:](#) The involvement of a GC/CM during the design phase will be critical to the success of the project, not only to help develop the complex phasing and coordination that will be required to keep the Service Center in continuous operations during construction, but the GC/CM's essential involvement during preconstruction will assist them in developing an accurate understanding of existing conditions and operations at the Service Center and to accurately estimate the cost of working within this complex environment. The GC/CM will be involved during the design phase to provide critical recommendations from a contractor's perspective for adjusting the design to meet City of Everett's programmatic and budgetary objectives. The GC/CM will also work with the City of Everett and architect in providing valuable constructability reviews and value engineering that will help in constructing the project in the most efficient manner with the least disruption. This Project is simply too risky to deliver using a traditional Design-Bid-Build model that does not include early involvement by the GC/CM to assist with phasing and ensuring continuous operations.
- [Complex or Technical Work Environment:](#) The Service Center site (both current and as it will be redeveloped with the Project) includes a number of mission-critical City functions that creates a complex and technical work environment in which the GC/CM must operate. Response to emerging community needs creates an intricate dance between crews that must layer their efforts with precision to get the job done. Safety and efficiency are paramount considerations in their work, and deficiencies in facility and resource accessibility and logistics could create response-time delays that negatively affect individual, neighborhood, and community quality of life. It is impossible to predict when aging infrastructure will fail, where it will fail, and the magnitude of the impact it will have. In some cases, response inefficiencies could be catastrophic. The Project will recreate a multi-city department public works service center over an existing footprint of a multi-department public works service center. The City of Everett Public Works Service Center is home to three city departments (Public Works, Facilities, and Everett Transit & Motor Vehicles) and all are contained within the approximately 14 acre site. The Project will provide new buildings for the Public Works and Facilities departments within the same 14 acre site, while keeping these three key city departments functional with adequate parking, meeting high customer service demands, and providing adequate lay down areas for the GC/CM. New buildings for the Everett Transit & Motor Vehicles Department are not part of this Project and will be the subject of future Design-Bid-Build projects. The complexity of

the site to be redeveloped is illustrated with a couple of key statistics of the programs supported and maintained at the site:

- Water maintenance program:
    - 342 miles of service mains
    - 22,000 service connections
    - Nearly 2,000 fire hydrants
    - 4 water transmission lines that range from 18.4 miles to 23.5 miles long.
    - 700,000 total water supply customers (3<sup>rd</sup> largest water supplier in Washington state)
  - Street maintenance program:
    - 255 miles of street infrastructure, consisting of the City's alleys, streets, shoulders, bridges, and sidewalks
  - Facilities department:
    - Management and maintenance crews to operate 40 City offices and buildings
- Work on Building With Historic Significance: The Project does not involve work on any building with historic significance.
  - Heavy Civil GC/CM Project: The Project is not a heavy civil construction project.

## 6. Public Benefit

The use of GC/CM for this project will serve the public interest by keeping all operations operational during construction through appropriate phasing and sequencing of the work, bringing contractor expertise in planning for construction at an existing complex facility, and providing critical feedback and value engineering during design. In addition, there is a substantial fiscal benefit to using GC/CM, and the use of Design-Bid-Build is not a practical alternative for a number of reasons, all as outlined below.

- Substantial Fiscal Benefit: The use of the GC/CM contracting procedure for this Project will significantly reduce the financial risk of potential claims to the City based on the following:
  - Operations: Loss of operational continuity for mission-critical City services including Public Works administration along with the operation and maintenance of the City's drainage, sewers, drinking water, traffic control, developer services, street repair and maintenance, vehicle maintenance, public transportation, utility finance and billing, and building facilities.
  - Health: Health of the public through ensuring no disruption of utility services including drainage, sewers, and drinking water.
  - Facility Costs: By phasing this project as a GC/CM project rather than constructing all of the buildings on the site at once, the City will be saving hundreds of thousands of dollars by not having to locate alternate space to lease (which would also not be operationally efficient).
  - Value Engineering: The involvement of the GC/CM during preconstruction will reduce costs through the input provided by the GC/CM on value engineering.
  - Claims: GC/CM familiarity with physical conditions at the Service Center and schedule/phasing issues, gained during preconstruction, will reduce construction delays and potential claims/change orders from the contractor.
- Design-Bid-Build Not Practical for Project: As described above for how the Project meets the criteria for a GC/CM project under RCW 39.10.340, this Project involves a complex work environment, where existing mission-critical functions must remain operational at all times, and therefore requires phasing to accomplish these objectives. The input from the GC/CM



will be critical in successfully planning and sequencing the work. Design-Bid-Build does not afford the City with the critical preconstruction services that will be necessary to plan for the redevelopment of this complex and always operational site.

## 7. **Public Body Qualifications**

**A description of your organization's qualifications to use the GC/CM contracting procedure.** The City of Everett has been conducting and managing major capital improvement projects for many years, with internal engineering and architectural staff, and on larger, more complex projects, through the use of the support provided by architectural/engineering firms, and other outside construction management organizations. The City intends to utilize the same model on this Project, and has developed the following team to manage the GC/CM contracting process, all of whom have Washington State GC/CM experienced:

- Mike Purdy (GC/CM Consultant)
- John Nottingham (City's Senior GC/CM Project Manager)
- Erica Loynd (DLR Group Project Manager)
- Sheri O'Brien (DLR Group Construction Administration)
- Tim Benedict (Deputy City Attorney)
- John Parnass (Outside Legal Counsel with Pacifica Law Group)

With this Washington State GC/CM team in place and the other support provided by City staff and architect DLR Group, the City's existing project management system can be effectively integrated into the GC/CM model of project delivery. Refer to Attachment D of this application for a summary of the construction projects managed by the Project team.

Previous collaboration between GC/CM experienced team members: One of the benefits of using the GC/CM expertise of Mike Purdy, John Nottingham, Tim Benedict, and John Parnass on this project is that they have successfully collaborated together on the City of Everett's most recent GC/CM project, the Water Pollution Control Facility Expansion, Phase C project.

GC/CM Training: The Project team has been deliberate to ensure its members are educated and have a thorough understanding of how GC/CM operates under chapter 39.10 RCW, the complexities of GC/CM cost categories, preconstruction services, subcontract bidding, MACC negotiations, etc. On August 31, 2016, Mike Purdy provided GC/CM training and led a Project strategy discussion to ensure that City personnel and DLR Group staff have a common understanding of the legal framework for GC/CM, along with an understanding of best practices and strategic decisions that are necessary for this GC/CM project.

- **A Project organizational chart, showing all existing or planned staff and consultant roles.** Please refer to Attachment B for the Project organizational chart.

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

## PROJECT MANAGEMENT

### **Chris Lark, RA**

#### **Project Manager**

**Role:** Manage all aspects of the Service Center Redevelopment Project from the initial preliminary study, managing the delivery of architectural design, through construction, final completion, and beyond. Chris will serve as the City's point of contact in coordinating with and managing the GC/CM throughout the Project.

**Relevant Experience:** As a licensed architect for 22 years and a project manager for the City of Everett for 25 years, Chris Lark has managed 32 public works construction projects, and has been the project manager for all major Facilities projects since 1992. From 1983 to 1992, Chris worked at Dykeman Architects in Everett where he gained experience in commercial, educational and governmental design and construction which included work on the South Branch Library, Main Library, and Sewer Utility Building. As a Project Manager, Chris has managed projects through a variety of project delivery methods including Design-Bid-Build, Small Works Roster, and Job Order Contracting. Chris has spent most of his career managing public works projects and working on the site of the Service Center Redevelopment Project, giving him unique insight into how the various City departments and buildings work, and effective working relationships with the various key City departments that will all have a role in this project: Administration, City Council, Legal, Accounting, Planning Department, Building Department.

### **John Nottingham, PE**

#### **Senior GC/CM Project Manager**

**Role:** Collaborate closely with the Project Manager on an ongoing basis throughout the Project to provide GC/CM related strategic advice based on state law, contract terms, best practices, and lessons learned. Help guide the City through the GC/CM selection process; Serve as a key negotiator of preconstruction services amount; review preconstruction deliverables including but not limited to subcontracting plan, estimates, and schedule; assist in MACC negotiations including Negotiated Support Services; review of change orders and monthly pay estimates to ensure consistency with provisions of GC/CM contract; provide advice on use of Risk Contingency Account during construction;

**Relevant Experience:** John has worked for the City of Everett for the past 5 years as a Project Manager. His primary role has been as the Project Manager for the City's \$31 million Water Pollution Control Facility – Phase C project, approved by the PRC on July 22, 2010. John managed this GC/CM project from the point of 30% design to completion of the project. This included overseeing and conducting the GC/CM selection process, managing the Pre-Construction phase with the GC/CM and the Design Engineers, and being the on-site Project Manager during the two year construction period. John has also managed various smaller projects during his time with the City. Prior to working for the City, John was a Principal Engineer/Partner of an engineering firm with close to 30 people. His prior work experience includes the design and management of multiple water and waste water projects. John also has a depth of experience with writing comprehensive plans, securing project funding, and the management of permitting efforts for public works construction projects. He has an AA degree from Bellevue College in Pre-Engineering, and a BA degree in Civil Engineering from the University of Washington. John is a licensed Professional Engineer in the State of Washington.

### **Bill Fisher**

#### **Construction Inspector**

**Role:** During design: Plan and specification review, constructability review, and coordination with City forces. During construction: Onsite City representative assisting with construction

management, inspection, and reviewing work performed by testing agencies, special inspectors and surveyors.

**Relevant Experience:** Bill has worked as a construction inspector for the City for 26 years. Prior to starting with the City, he worked for eight years for WSDOT doing structural and civil site inspection, and spent four years prior to that with Reid Middleton working on a survey crew. His experience and responsibilities with the City includes contract administration, inspection, oversight of testing agencies and special inspections, review of survey layout, constructability reviews, and preparing record drawings. Bill was the City's inspector on the GC/CM Water Pollution Control Facility project, and has served in a similar role on multiple other building and water related projects, including a number of other multimillion dollar public works contracts.

## ARCHITECTURAL DESIGN & CONSTRUCTION ADMINISTRATION

### **Erica Loynd, AIA, LEED AP**

#### **Architect Project Manager (DLR Group)**

**Role:** Manage the architectural delivery of design and coordination with the GC/CM throughout the Project.

**Relevant Experience:** Erica has 14 years experience designing and constructing public projects for all project delivery types, including Washington State GC/CM, Design-Build, and traditional Design-Bid-Build. Erica has led projects throughout the northwest region, California, and Tennessee and internationally working in the United Kingdom. Her projects have been recognized for design excellence and sustainability achievements. She chairs knowledge communities with the AIA Academy of Architecture for Justice, leading workshops and speaking engagements on sustainability on Justice and Civic projects. Erica has a Master of Architecture from Pratt Institute in Brooklyn, NY and a Bachelor of Arts in Architecture from Washington University in St. Louis. She is a licensed architect in the states of Washington, Oregon, and Hawaii.

### **Lori Coppenrath, LEED AP**

#### **Principal-in-Charge (DLR Group)**

**Role:** Program management and oversight of the daily requirements of the architectural, engineering, and construction, and manage the contractual relationship with the City.

**Relevant Experience:** Lori has more than 17 years of master planning, justice and civic programming, and sustainability in multiple project types for municipal, county, and state agencies throughout the country that are recognized for their innovations and design excellence. Lori's experience includes public GC/CM projects in Oregon and other alternative delivery method projects that total in excess of \$1 billion (half of which were GC/CM or CM/GC). Lori works with clients from the outset of a project by programming the essential needs of the jurisdiction to define the project parameters. With DLR Group, she works hand-in-hand with the design team to ensure the programmatic needs are carried into the design and final construction. Lori holds multiple degrees including a Master of Arts in Criminology and Criminal Justice from the University of Memphis and two Bachelor of Arts degrees from Ithaca College.

### **Sheri O'Brien, AIA**

#### **Construction Administration and Inspection**

**Role:** Manage the City's expectations, design intentions and documentation, and permitting and constructability reviews. During construction, lead the architectural observation, coordination of the design team, and on-site responses to conditions in the field. Ensure design excellence and coordination in construction through understanding of contractual requirements for quality control.

**Relevant Experience:** Sheri has 10 years of experience working through design quality and management as project manager and architect on various public projects. Her projects range in scale and complexity from small scale renovations, to the largest ground up high school in Washington state. She provides a consistent design excellence from early programming to final

construction. She has a Masters of Architecture from University of Oregon, a Bachelor of Science degree in Architectural Studies from the University of Illinois, Urbana-Champaign, and is a licensed architect in the state of Washington.

**William Valdez, PE, LEED GA**  
**GC/CM Advisor (DLR Group)**

**Role:** Provide expert advice to the architectural team about issues relating to the use of GC/CM as the project delivery method.

**Relevant Experience:** William Valdez has more than 17 years of architecture experience in project design, project management, and construction administration over a diverse range of project types, including courthouse and detention projects in Colorado, Wyoming, Washington, Oregon, and Hawaii. William has extensive experience in various public project delivery types, including public GC/CM projects in Oregon, Colorado, and Wyoming, Design-Build, and traditional Design-Bid-Build. He has a Bachelor of Science degree from the University of Wyoming in Architectural Engineering. He is a licensed Structural and Civil Engineer. He is a member of the Design Build Institute of America (DBIA), is a LEED Green Associate, and an active member in the Maple Valley Rotary.

**GC/CM PROCUREMENT AND CONTRACTING**

**Mike Purdy**

**GC/CM Procurement and Contracting Consultant (Michael E. Purdy Associates, LLC)**

**Role:** Provide strategic GC/CM guidance and advice to the City for the GC/CM selection, negotiations, contract administration, and close-out processes, including but not limited to the following: compliance with RCW 39.10, provide training to Project team on GC/CM, develop RFP and RFFP and related documents for the GC/CM selection process, assist in negotiation of preconstruction and construction contracts, pre-bid eligibility for subcontractors, bidder responsibility criteria, early subcontract bidding, review of proposed subcontract bid packages by the GC/CM, bonding, prevailing wages, review of schedule of values for consistency with GC/CM cost categories and the contract, review of change orders, review of appropriateness of using funds from various GC/CM cost categories.

**Relevant Experience:** With more than 30 years of experience as a manager in public contracting and procurement with some of the largest government agencies in the State of Washington, and as an independent consultant for more than 10 years, Mike Purdy is one of the State's most experienced and respected leaders and experts in public contracting, especially GC/CM. As the Contracts Manager at the University of Washington, Mr. Purdy was a key player in the selection, contracting, and administration of more than a dozen GC/CM projects at the University. He served in a similar role for three multi-million dollar GC/CM housing redevelopment projects when he was the Contracting and Procurement Manager at the Seattle Housing Authority. As the Principal of Michael E. Purdy Associates, LLC, Mr. Purdy has provided GC/CM consulting services to 11 public bodies (City of Seattle, Sound Transit, Tacoma Water, City of Bellingham, Port of Pasco, Ridgefield School District, Kennewick School District, City of Everett, Kitsap County, Port Townsend School District, LOTT Clean Water Alliance), guiding them through the GC/CM procurement and contracting process for their first GC/CM projects. Mr. Purdy is a frequent trainer and speaker on GC/CM and other public procurement and contracting issues, and was the author for many years of the popular Mike Purdy's Public Contracting Blog, followed by thousands of contracting professionals in the state and around the country.

**Tim Benedict**

**Deputy City Attorney (City of Everett)**

**Role:** Provide legal guidance and advice for the Project with respect to RCW 39.10 compliance, procurement, negotiation, contracting, and contract administration.

**Relevant Experience:** Tim has served as the legal advisor to City of Everett's Public Works Department for eight years. He has been practicing law in Washington since 2000. After graduating from University of Washington Law School, he worked for 8 years as an attorney at Hillis Clark Martin & Peterson in Seattle. Tim was the legal advisor on one of the City's GC/CM projects (Water Pollution Control Facility, Phase C), and on City Design-Build projects (Reservoir 6 Roof Replacement, and Transmission Line 5 Replacement)

### **John Parnass**

#### **Outside GC/CM Legal Counsel (Pacifica Law Group)**

**Role:** Provide legal guidance to the City for RCW 39.10 compliance, procurement, negotiation, contracting, subcontracting, and contract administration.

**Relevant Experience:** John Parnass is a construction lawyer with 27 years of experience representing clients on public and private infrastructure projects. John joined Pacifica Law Group (PLG) as a partner in 2013. PLG is a 34 lawyer law firm focusing on representation of public sector clients in construction and development matters, public finance, and general litigation. Before joining PLG in 2013, John was a partner with the law firm of Davis Wright Tremaine in Seattle, where he chaired the firm's Construction Law Group. John has successfully represented numerous large public entities in connection with major alternative procurements involving Washington State GC/CM, Design-Build, and Job Order Contracting. Projects have included transit facilities, water/wastewater systems, roads, bridges, tunneling projects, large commercial structures, airport facilities, pollution control facilities, criminal and civil justice facilities, hospitals, sports stadiums, and educational facilities. His practice is equally divided between transactional work (contracts, bid documents, specifications review) and litigation/dispute resolution. John's GC/CM experience includes work for the City of Everett on the Water Pollution Control Facility, Phase C project.

## **MANAGEMENT AND OVERSIGHT (City of Everett)**

### **David H. Davis, PE**

#### **Public Works Director**

**Role:** Dave will act as the executive administrator for the project.

**Relevant Experience:** Dave Davis has 40 years of public sector engineering and management experience. He has served as the City of Everett's Public Works Director for seven years and has worked for the City since 1979, serving in a variety of positions including Director of Engineering and Public Services, City Engineer, City Traffic Engineer, and Project Manager. As Public Works Director, Dave supervises almost 300 employees and is responsible for the maintenance, operation, engineering, planning and finance of Everett's utilities, filtration and waste water plants, streets and bridges, building permits and inspections, and public services. He has a Bachelor's degree in Civil Engineering from Washington State University, and a Master's degree in Civil Engineering from the University of Washington.

### **Jim Miller, PE**

#### **Engineering Superintendent, Public Works**

**Role:** With previous GC/CM experience, Jim will provide general program oversight for the project.

**Relevant Experience:** Jim has 43 years of experience in the public and private sectors as an engineering manager, designer and construction manager, and has been with the City of Everett for 21 years with responsibility for water, sewer, and surface water planning, Capital Improvement Program (CIP), project management, construction management, surface water management, and information services including mapping, GIS, and records. He is an expert in water resource and water supply issues. Jim supervised the City of Everett's two GC/CM projects for the Water Pollution Control Facility: the Phase A Expansion and the current Phase C



Expansion. He is the former Chair of the Washington Water Utility Council (WWUC). Presently, he is the Chair of the WWUC Water Rights Committee. Prior to his employment with the City, Jim was the Water Resource Program Manager for Parametrix, a local engineering consulting firm. He has an undergraduate degree in civil engineering from Seattle University and a master's degree in Water Resource Management from the University of Washington.

**Mike Palacios**

**Facilities/Real Property Director**

**Role:** Coordinate with the project team to ensure the Facilities Department remains operational during construction. Supervise and monitor work load for Project Manager Chris Lark. Review bi-weekly project status updates. As needed, acquire leased property for temporary parking or operational relocations. Manage the process for the vacation of 32<sup>nd</sup> Street if required by the design.

**Relevant Experience:** Mike has been employed for 33 years with the City of Everett and has been with the City's Facilities and Real Property Division since 2002. He oversees and is involved with capital improvement projects for new city facilities as well as the ongoing maintenance and operations of these city-owned facilities, including office buildings, libraries, fire stations, police stations, maintenance buildings, and warehouse buildings. He oversees and is personally involved in the acquisition, leasing, licensing, surplus and managing of all city-owned real property and also has oversight responsibilities for city right of ways, ranging from acquisition of right of way to the vacation of right of way in accordance with local, state, and federal regulations. He began his career with the City in the Planning Department where he spent 19 years responsible for the review of land use development proposals, including large scale multiple family developments, commercial/retail developments, public developments, land subdivisions and binding site plan developments for consistency with local, state, and federal regulations. He spent ten years as the city's liaison to the Board of Adjustment (variance board) responsible for the public hearings, review, and recommendations to the board for variance requests.

**Matt Welborn**

**Utilities Finance Manager**

**Role:** Matt will provide financial administration for the project, from securing and making available at the appropriate times the necessary funds, to ensuring accurate job cost reporting, to facilitating timely payment to the GC/CM, architect, and other consultants and service providers.

**Relevant Experience:** Matt has been with the City of Everett since 1989. He has two bachelor degrees from Central Washington University, a degree in Finance and a degree in Accounting.

**Project Team Level of Involvement**

Individual	GC/CM Procurement and Contracting	Preconstruction Phase	Construction Phase
<b>PROJECT MANAGEMENT</b>			
<b>Chris Lark</b> Project Manager (City of Everett)	80%	90%	90%
<b>John Nottingham</b> Senior GC/CM Project Manager (City of Everett)	30%	50%	50%

<b>Individual</b>	<b>GC/CM Procurement and Contracting</b>	<b>Preconstruction Phase</b>	<b>Construction Phase</b>
<b>Bill Fisher</b> Construction Inspector (City of Everett)	0%	10%	90%
<b>ARCHITECTURAL DESIGN AND CONSTRUCTION ADMINISTRATION</b>			
<b>Erica Loynd, AIA, LEED AP</b> Architect Project Manager (DLR Group)	30%	70%	25%
<b>Lori Coppentrath</b> Principal-in-Charge (DLR Group)	20%	40%	10%
<b>Sheri O'Brien</b> Construction Administration (DLR Group)	0%	25%	80%
<b>William Valdez</b> GC/CM Advisor (DLR Group)	5%	10%	5%
<b>GC/CM PROCUREMENT AND CONTRACTING</b>			
<b>Mike Purdy</b> GC/CM Consultant (Michael E. Purdy Associates, LLC)	30%	20%	15%
<b>Tim Benedict</b> Deputy City Attorney (City of Everett)	As needed	As needed	As needed
<b>John Parnass</b> Outside GC/CM Legal Counsel (Pacifica Law Group)	As needed	As needed	As needed
<b>MANAGEMENT AND OVERSIGHT (City of Everett)</b>			
<b>Dave Davis</b> Public Works Director (City of Everett)	20%	10%	5%
<b>Matt Welborn</b> Utilities Finance Manager (City of Everett)	5%	5%	10%
<b>Jim Miller</b> Engineering Superintendent (City of Everett)	5%	5%	As needed

<b>Mike Palacios</b> Facilities/Real Property Director (City of Everett)	5%	5%	As needed
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- 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.** Please refer to Attachment C for a chart describing the team's project experience.
- The qualifications of existing or planned for project manager and consultants.** Please refer to the bios above for the qualifications of the City's staff and consultants that are part of the Project team.
- 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.** There will be no interim Project Manager for this Project. Chris Lark of the City of Everett has been selected by the City to serve as the Project Manager.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.** Please refer to Attachment D that summarizes the relevant construction projects from question 8 that involved the project management team.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.** For many years, the City of Everett has been extremely successful in managing and delivering public works projects on time and within budget. This is partially due to the comprehensive management systems provided by selected consultants hired by the City, and the outstanding quality of the employees at the City responsible for managing capital projects. The City of Everett, in collaboration with the selected architect (DLR Group), and the selected GC/CM will collaboratively implement and apply management tools and practices to control the scope, schedule, and budget through preconstruction, construction, and testing and startup. Project control tools related to cost, schedule, and scope will include clear, accessible, and accurate information, as well as appropriate performance measures. The City of Everett will benefit from the construction management framework and expertise established and implemented by this team.
- A brief description of your planned GC/CM procurement process.** The City of Everett's GC/CM procurement process will be based on the requirements of chapter 39.10 RCW and emerging best practices for Washington State GC/CM projects, with significant input and advice from our GC/CM consultant, Mike Purdy, along with City staff and the Architect. The selection process will include initial proposals focused on bidder qualifications and project approach, interviews of qualified firms, and then final proposals in which the finalist contractors will submit their prices for Percent Fee and a fixed amount for Specified General Conditions work. The firm with the highest total score from the scoring of Proposal, Interview, and Final Proposal, will be selected to provide Preconstruction Services and MACC negotiations. During the selection process, in the unlikely event of a tie, the firm with the lowest proposal price will be selected. The RFP and RFFP documents that will be used are time-tested documents used on many previous Washington state GC/CM projects. Below is a list of key dates in the procurement and contracting schedule:

Activity	Date
<b>PRC Review and Approval Process</b>	
PRC Application Submittal	September 1, 2016
PRC Presentation and Decision	September 22, 2016
<b>GC/CM Selection Process</b>	
Advertise and Issue Request for Proposals (RFP)	September 27, 2016
Second Date of Advertisement for RFP	October 4, 2016
Pre-Proposal Meeting and Site Visit	October 12, 2016
Submission of RFP Questions Due	October 18, 2016
Proposal Submission Deadline	October 25, 2016
Proposal Reviews Completed	October 31, 2016
Notify Short-Listed Firms	November 1, 2016
Interview Short-Listed Firms	November 10, 2016
Notify Finalists	November 14, 2016
Issue Request for Final Proposals (RFFP)	November 14, 2016
Pre-Pricing Proposal Meeting with Finalists	November 21, 2016
Final Proposal Submission Deadline	November 30, 2016
Notification of Selected GC/CM	November 30, 2016
<b>Preconstruction and Construction</b>	
Preconstruction Work Plan Due and Start of Preconstruction Contract Negotiation	December 22, 2016
Preconstruction Contract Signed	January 12, 2017
Begin Preconstruction Services	January 13, 2017
Begin MACC Negotiation (Phase 1 – Mini-MACC)	May 29, 2017
Mini-MACC Negotiation Completed	June 9, 2017
Construction Begins for Phase 1	August 1, 2017
Begin Full MACC Negotiation (Phase 2)	July 24, 2017
Full MACC Negotiation Completed	August 4, 2017
Construction Begins for Phase 2	October 2, 2017
Construction Substantially Complete	August 2, 2019

- **Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.** Using the GC/CM expertise and procurement and contract documents previously developed by our GC/CM consultant, Mike Purdy, on close to a dozen successful Washington State GC/CM projects, the effort to develop the RFP, RFFP and associated contract documents is well underway including but not limited to the following: Preconstruction Services Contract, GC/CM Construction Contract, General Conditions, Division 01, Summary Matrix of Cost Allocation). These documents reflect compliance with chapter 39.10 RCW and best practices for GC/CM in the state.

**8. 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:** Please refer to Attachment B.

**9. Preliminary Concepts, sketches or plans depicting the Project.** Please refer to Attachment E for concept drawings and diagrams.

**10. Resolution of Audit Findings on Previous Public Works Projects**

**If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.** There have been no audit findings on any of the projects identified in response to Question 8.

**Attachments to PRC Application:**

- Attachment A – Schedule
- Attachment B – Organizational Chart
- Attachment C – Team Experience with Project Delivery
- Attachment D – City’s Project Construction History
- Attachment E – Diagrams for Existing Condition, Phase 1, Phase 2, Final Project Completion

**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.

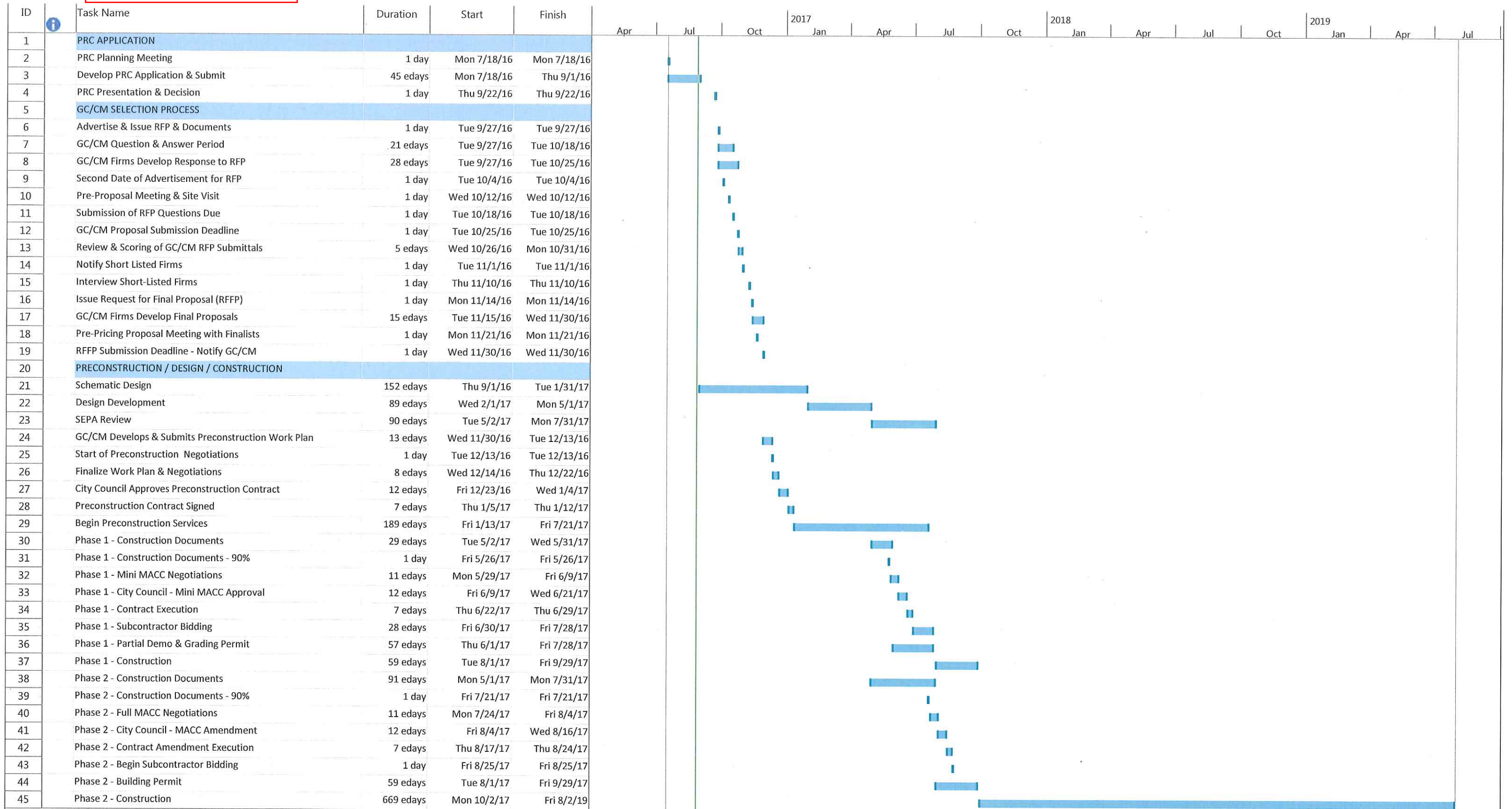
Signature: \_\_\_\_\_ 

Name: David H. Davis, Public Works Director, City of Everett

Date: \_\_\_\_\_ 

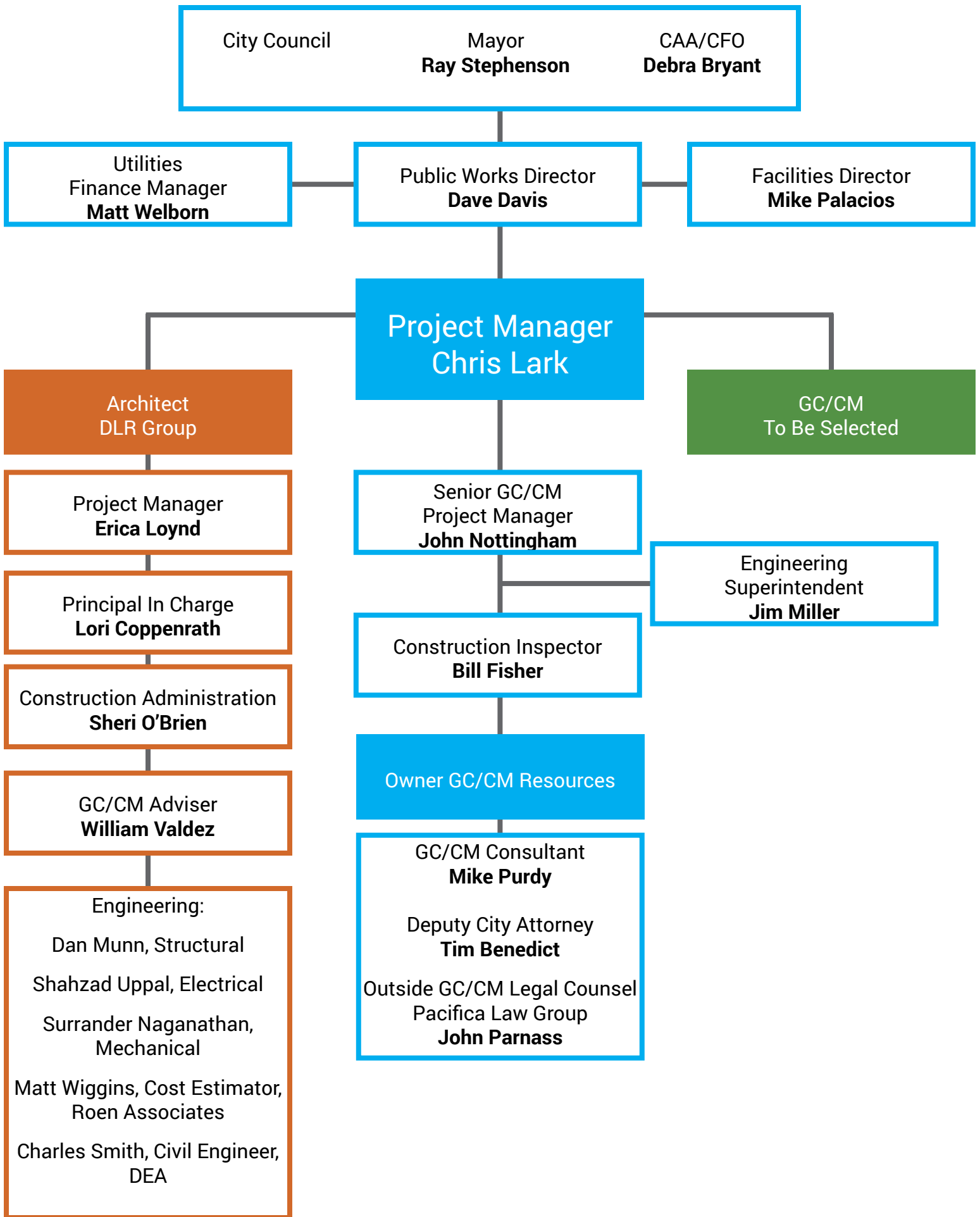


**Attachment A - Schedule**



Project: PRC Application Schedule Date: Mon 8/29/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

# CITY OF EVERETT SERVICE CENTER REDEVELOPMENT PROJECT



## Attachment C Team Experience with Project Delivery

Role During Project Phases							
Name / Title	Organization	Project Names	Construction Budget	Procurement Type	Planning	Design	Construction
<b>Chris Lark</b> Project Manager	City of Everett	Fire Department Warehouse	\$ .5 M	DBB	OPM	OPM	OPM
		Municipal Court	\$6.2M	DBB	OPM	OPM	OPM
		Fire Administration Complex Seismic Improvements	\$1.8M	DBB	OPM	OPM	OPM
		Animal Shelter	\$5.2M	DBB	OPM	OPM	OPM
		Fire Station No.5	\$2.5M	DBB	OPM	OPM	OPM
		Fire Station 6	\$.6M	DBB	OPM	OPM	OPM
		South Precinct	\$2.8M	DBB	OPM	OPM	OPM
<b>John Nottingham</b> Senior GC/CM Project Manager	City of Everett	Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	OPM	OPM	OPM/OCM
		Water Pollution Control Facility – Sludge Pump Mod	\$316K	DBB	OPM	OPM	OPM/OCM
		Supply Station #1	\$1.2M	DBB	OPM	OPM	OPM/OCM
		175th Water Main Replacement	\$750K	DBB	OPM	OPM	OPM/OCM
		2.0 Reservoir Supply Station /Fill Line	\$950K	DBB	PM	DES	CM
<b>Bill Fisher</b> Construction Inspector	City of Everett	Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	N/A	OREP/OCM	OREP/OCM
		WPCF Phase B-2 Improvements	\$2.7M	DBB	N/A	OREP	OREP/OCM
		WPCF Phase B-2A Improvements	\$700K	DBB	N/A	OREP	OREP/OCM
		Landslide Repair - Lowell Larimer Rd.	\$372K	DBB	N/A	OREP	OREP
		2012 HMA Overlay	\$1.3M	DBB	N/A	OREP	OREP
		WPCF Sludge Piping Improvements	\$290K	DBB	N/A	OREP	OREP/OCM
		WPCF Chlorine Contact Channel Rehabilitation	\$168K	DBB	N/A	OREP	OREP/OCM
		Lake Chaplain Recovered Water Outfall Improvements	\$1.1M	DBB	N/A	OREP	OREP/OCM
<b>Jim Miller</b> Engineering Superintendent	City of Everett	Water Pollution Control Facility (WPCF), Phase A	\$36M	WA GC/CM	OEX	OEX	OEX
		Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	OEX	OEX	OEX
		Reservoir 6 Roof Replacement	\$4.9M	WA DB	OEX	OEX	OEX
		Transmission Line 5 Replacement @ Pilchuck River	\$3.6M	WA DB	OEX	OEX	OEX
		Transmission Lines #2 & #3 replacement	\$24M	DBB	OEX	OEX	OEX
		Broadway Bridge	\$7.8M	DBB	OEX	OEX	OEX
<b>Erica Loynd</b> Architect Project Manager	DLR Group	Steilacoom High School, WA	\$21.3M	WA GC/CM	DES	DES	DES
		Marysville Getchell High School Campus, WA	\$67.2M	WA GC/CM	DES	DES	DES
		Bledsoe County Correctional Complex, TN	\$143.4M	PU CM@R	DES	DES	DES
		Deer Ridge Correctional Institute	\$142.8M	OR CM/GC	DES	DES	DES
		King County Children and Family Justice Center	\$160M*	PU DB	SUBADV	SUBADV	SUBADV
	RMJM, Scotland	Glasgow School District 4-school Prototypical	\$100M	PU DB		DES	DES
	RMJM, Scotland	North Glasgow College	\$54M	PU DB		DES	DES
<b>Lori Coppenrath</b>	DLR Group	Bledsoe County Correctional Complex	\$143.4M	PU CM@R	DES	DES	DES

## Attachment C Team Experience with Project Delivery

Principal-in-Charge		Deer Ridge Correctional Institute	\$142.8M	OR CM/GC	DES	DES	DES
		Coffee Creek Correctional Facility	\$92M	OR CM/GC	DES	DES	DES
		Wayne L. Morse United States Courthouse	\$75.2M	OR CM/GC	DES	DES	DES
		LADPW Mira Loma Detention Center Master Plan	\$100M*	PU DB	DES	DES	DES
		Kern County 790 Bed AB900 Jail	\$100M*	PU DB	DES	DES	DES
		Chillicothe Correctional Center	\$104.8M	PU DB	DES	DES	DES
<b>Sheri O'Brien</b> Construction Administrator	DLR Group	Tahoma High School and Regional Learning Center	\$121.7M	WA GC/CM	DES	DES	---
		Steilacoom High School, WA	\$21.3M	WA GC/CM	---	---	DES
		Lake Washington School District – AG Bell Replacement Elementary	\$20M	WA GC/CM	---	DES	DES
		Marysville Getchell High School Campus, WA	\$67.2M	WA GC/CM	DES	DES	---
		Klamath Falls Union High School Addition and Renovations	\$23.4M	OR CM/GC	---	DES	---
		Chillicothe Correctional Center	\$104.8M	PU DB	---	DES	---
<b>William Valdez</b> GC/CM Advisor	DLR Group	Pueblo County Courthouse	\$54.8M	PU CM@R	DES	DES	DES
		El Paso County Terry R. Harris Judicial Complex Addition	\$41.1M	PU CM@R	DES	DES	DES
		Wyoming Medium Correctional	\$108.2M	PU CM@R	DES	DES	DES
		Jefferson County Courts	\$11.6M	OR CM/GC	DES	DES	DES
		The Portland Building	\$120M*	OR DB	DES	DES	DES
		76 Space Control & RAIDRS	\$13.9M	PU DB	DES	DES	DES
		Fort Carson Warrior in Transition Facilities	\$18.6M	PU DB	DES	DES	DES
<b>Mike Purdy</b> GC/CM Procurement and Contracting Consultant	Michael E. Purdy Associates, LLC	LOTT Clean Water Alliance, Budd Inlet Treatment Plant Improvements	\$31M	WA GC/CM	PROC	PROC	PROC
		Sound Transit, University of Washington Station	\$115M	WA GC/CM	PROC	PROC	PROC
		City of Bellingham, Post Point Wastewater Treatment Plant Improvements	\$28M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		City of Tacoma (Water), Green River Filtration Facility	\$161M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		City of Seattle, Fire Station 14 Renovation	\$6M	WA GC/CM	PROC	PROC	PROC
		Kennewick School District, Kennewick Elementary Modernization Project	\$26M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		Ridgefield School District, Ridgefield Capital Improvements Project	\$49M	WA GC/CM	PROC	PROC	PROC
		City of Everett, Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		Port Townsend School District, Grant Street Elementary School Replacement Project	\$20M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		Port of Pasco, Tri-Cities Airport Expansion and Modernization Project	\$26M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
	Kitsap County, Pump Station 16/67 Upgrades Project	\$2M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC	
<b>Tim Benedict</b> Deputy City Attorney	City of Everett	Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	---	---	OPROC
		Reservoir 6 Roof Replacement	\$4.9M	WA DB	---	---	OPROC

## Attachment C Team Experience with Project Delivery

		Transmission Line 5 Replacement @ Pilchuck River	\$3.6M	WA DB	---	---	OPROC
<b>John Parnass</b> Outside GC/CM Legal Counsel	Pacifica Law Group	Port of Seattle North Satellite Expansion	\$250M	WA GC/CM	---	---	OPROC
		Snohomish County Courthouse	\$80M	WA GC/CM	---	---	OPROC
		City of Everett Water Pollution Control Facility (WPCF), Phase C	\$31M	WA GC/CM	---	---	OPROC
		Port of Seattle – Job Order Contract	N/A	WA JOC	---	---	OPROC
				*Estimates			



## Attachment C Team Experience with Project Delivery

### PROJECT DELIVERY

#### TYPE KEY

WA DB	WA State Design-Build project administered under RCW 39.10.
PU DB	A public/federal Design-Build project
PR DB	A Design-Build project for a private owner
WA GC/CM	WA State GC/CM project administered under RCW 39.10.
OR CM/GC	OR State CM/GC project
PU CM@R	A public/federal CM at Risk project
PR CM@R	A CM at Risk project for a private owner
DBB	Public or Private Design-Bid-Build project

#### INDIVIDUAL ROLE KEY

##### As the Public Body:

OEX	The executive or manager for the Owner responsible for the project
OPM	The Owner's Project Manager
ODM	The Owner's Design Manager
OCM	The Owner's Construction Manager
OENG	As the Owner acting as the resident engineer or field engineer
OREP	The Owner's Representative
OPROC	The Owner's Procurement Manager or Attorney
OCTR	Provided project controls, scheduling, or estimating support to the project as the Owner

##### As a Prime Consultant or Prime Contractor providing service to the Public Body:

PROC	A prime consultant providing procurement services
ADV	A prime consultant providing project advisory, oversight, or audit services
PM	A prime consultant providing project management services
CTR	A prime consultant providing project controls, scheduling, or estimating services
DES	Designer of Record or prime consultant providing design services
CM	A prime consultant providing construction management, resident engineering, or field engineering services
CON	The prime contractor responsible for building the project

##### PRECON The prime contractor responsible for preconstruction services

##### As a Subconsultant or Subcontractor to a Prime:

SUBPROC	A subconsultant providing procurement services
SUBADV	A subconsultant providing contract advisory, oversight, or audit services
SUBPM	A subconsultant providing project management services
SUBCTR	A subconsultant providing project controls, scheduling, or estimating services
SUBDES	A subconsultant providing design or engineering services
SUBCM	A subconsultant providing construction management, resident engineering, or field engineering services
SUBCON	A subcontractor to the prime on the project

### Attachment D - City of Everett's Project Construction History - 2010 - 2016

Year	Project Name, Number, Description	Contracting Method	Start Date	Finish Date	Planned Budget Amount	Actual Budget Amount	Reasons \$/Days Overruns
2010	2008 Signal Improvements	DBB	Nov-09	Mar-10	\$295,942.00	\$356,402.48	1
	2010 Asphalt Overlay	DBB	Aug-10	Dec-10	\$676,300.80	\$589,414.62	1
	Bond St CSO Fac. Interceptor	DBB	Feb-10	Apr-10	\$586,480.00	\$521,747.24	NA
	Fire Station No 4 - Exterior Renovation	DBB	May-09	Apr-10	\$5,000,000.00	\$434,432.00	
	Lk Chaplain Recovered Water Outfall	DBB	NA	NA	\$1,110,545.20	\$1,163,093.46	1, 2, 3
	Riverfront Surcharge Ph 2	DBB	Jun-09	Oct-10	\$1,663,402.00	\$1,754,339.84	1
	Sewer System Capacity Impr J	DBB	Aug-09	Apr-10	\$2,205,110.00	\$1,901,454.16	1
	Signal Impvmnt Broadway and Everett Ave	DBB	Apr-09	Sep-09	\$587,503.50	\$665,631.42	1,3
	Snohomish Riverfront Trail & 36th Street Crossing	DBB	Feb-10	May-10	\$504,309.00	\$540,084.81	1,3
	WFP Clearwell	DBB	Jul-07	Nov-10	\$17,769,880.00	\$19,534,619.90	1,2,3
2011	7th Ave SE - 92nd to 10th	DBB	Mar-11	Jun-11	\$354,705.23	\$515,731.74	1,3
	112th St Safety Improvments	DBB	Jun-11	Jun-11	\$50,666.00	\$50,666.00	NA
	126th St Drainage Improvements	DBB	Aug-10	Oct-10	\$265,047.00	\$252,167.00	NA
	Holly Drive Non-Motorized Improvements	DBB	Jul-09	Mar-10	\$698,000.00	\$831,537.84	1,2,3
	River Point Fill	DBB	Jun-11	Sep-11	\$613,941.50	\$575,046.47	NA
	River Front Surcharge Phase 3	DBB	Jul-10	Sep-11	\$2,918,101.38	\$2,720,525.00	NA
	Senior Center Expansion	DBB	Mar-10	Mar-11	\$916,589.00	\$1,263,000.00	1,2,3
	Sewer Main Replacement - F	DBB	Sep-08	Jan-12	\$2,614,900.05	\$3,001,085.62	1,2,3
	Water Trans 2&3 Repl-Phase 6(D)	DBB	Jun-08	Oct-10	\$22,691,646.42	\$23,801,315.49	1,2,3
	Trans Line 2 Repl 8B	DBB	Apr-10	Jan-11	\$2,492,100.00	\$2,593,267.88	1,2,3
	WFP Recovery Water Outfall	DBB	Jul-10	Mar-11	\$1,082,699.00	\$1,083,638.26	1
	WMVD ARRA Project	DBB	Sep-09	Mar-10	\$1,110,545.20	\$1,163,093.46	1
	WPCF B-1 Improvements	DBB	May-10	Jan-16	\$793,355.00	\$794,240.22	1
	WPCF B-1A Improvements	DBB	Dec-10	Jun-11	\$373,707.00	\$385,939.00	1
	2011 Asphalt Overlay	DBB	Aug-11	Oct-11	\$1,193,644.00	\$1,059,756.05	NA
	Casino Rd & Rucker Ave Ped	DBB	Feb-12	Jun-12	\$365,403.50	\$362,363.04	NA
	Evergreen Swift Stations	DBB	Apr-16	Aug-16	\$515,777.00	\$555,201.72	1,2,3
	Hoyt & Rucker Streetscape Improvements	DBB	Sep-10	Jun-12	\$3,734,975.46	\$3,892,899.37	1,2,3
	Key Bank - Shell Improvements	DBB	May-10	Mar-11	\$2,007,376.00	\$1,312,939.00	NA

Year	Project Name, Number, Description	Contracting Method	Start Date	Finish Date	Planned Budget Amount	Actual Budget Amount	Reasons \$/Days Overruns
2012	Portal # 3 Relocation	DBB	Jun-11	Jul-12	\$781,000.00	\$890,092.59	1,2,3
	Sewer F Schedule B	DBB	Aug-10	Sep-11	\$2,800,980.00	\$3,128,759.61	1,2,3
	Sewer Main Replacement - L	DBB	Mar-11	Nov-11	\$3,224,841.20	\$3,356,592.51	1,2,3
	Trans Line 3 - Phase 7	DBB	Jun-11	May-12	\$5,686,000.00	\$5,539,707.83	NA
	Trans Line 4 Cathodic Protection	DBB	Jan-12	Jul-12	\$1,161,960.00	\$1,076,046.85	NA
	Pipeline No. 5 Pile Replacement	DBB	Apr-12	Jun-12	\$820,675.00	\$896,127.25	2,3
	WPCF Phase B-2 Improvements	DBB	May-11	Sep-12	\$2,307,445.00	\$2,705,998.12	1,2,3
	WPCF Phase B-2A Improvements	DBB	Oct-11	Jun-12	\$728,000.00	\$700,068.59	NA
2013	2012 Asphalt Overlay	DBB	Aug-12	Mar-13	\$1,509,885.00	\$1,342,561.03	NA
	Biosolids Removal 2013	DBB	Jun-13	Jul-13	\$552,098.00	\$595,577.21	1
	BNSF Pacific Intersection	DBB	Jun-12	Jun-13	\$661,585.00	\$759,001.35	1,2,3
	City Center Safety Improvements	DBB	Apr-13	Jul-13	\$395,365.00	\$403,358.19	1,2,3
	Fire Admin. Complex Seismic Imprvmnt.	DBB	Aug-12	Oct-13	\$2,544,296.00	\$2,432,295.00	NA
	Lift Station 24-Replacement	DBB	Sep-12	Nov-14	\$4,340,300.00	\$4,178,869.49	NA
	Lift Station #24-Emerg Force Main	DBB	Jul-12	Apr-13	\$819,100.00	\$2,614,872.06	1,2
	Landslide Repair - Lowell Larimer Rd	DBB	Oct-12	Feb-13	\$391,901.00	\$371,625.00	NA
	Municipal Court	DBB	Sep-11	Mar-13	\$8,357,000.00	\$8,281,000.00	NA
	SR99/Evergreen Wy BRT Imp.	DBB	Mar-13	Sep-13	\$1,086,302.00	\$1,196,948.20	1,2
	Senior Center - Roof Replacement	DBB	Jul-13	Nov-13	\$293,176.00	\$327,489.00	1,2,3
	Water Improvement L	DBB	Oct-12	Mar-13	\$776,702.50	\$907,611.89	1,2,3
	Water Main Replacement - K	DBB	May-12	Feb-13	\$2,351,916.00	\$2,496,273.00	1,2,3
	West Marine View Dr. Ped Improvements	DBB	Apr-11	Jun-12	\$772,708.00	\$691,394.90	NA
	WPCF Chlorine Contact Channel Rehab	DBB	May-13	Jun-13	\$177,408.00	\$168,058.44	NA
	WPCF Sludge Piping Improvements	DBB	Jan-13	Dec-13	\$260,420.00	\$289,755.00	2,3
	41st Extension and Roundabout	DBB	Jun-11	Mar-13	\$5,865,558.00	\$6,317,432.78	1,2,3
	112th St. Corridor Completion	DBB	Sep-12	May-14	\$2,587,019.35	\$2,699,088.21	1,2,3
	112th St SE (I-5 to 19th)	DBB	Sep-12	Apr-13	\$539,355.39	\$998,060.01	1,2,3
	2013 Aphalt Overlay	DBB	Aug-13	Jun-14	\$2,344,550.15	\$2,339,019.64	NA
	Citywide Guardrail Improvements	DBB	Feb-14	Apr-14	\$472,558.58	\$506,305.48	2,3
	Culmback Building Masonry Restoration	DBB	Sep-13	Mar-14	\$580,672.00	\$210,182.00	NA

Year	Project Name, Number, Description	Contracting Method	Start Date	Finish Date	Planned Budget Amount	Actual Budget Amount	Reasons \$/Days Overruns
2014	Evergreen Way and Peck's Drive	DBB	Jun-14	Aug-14	\$256,905.09	\$224,473.77	NA
	Horizon Elementary Safety Imp.	DBB	May-13	Jun-14	\$453,635.00	\$536,741.89	1,2,3
	Lift S# 2 Force Main Exxon Cln	DBB	Jan-12	Apr-13	\$782,290.00	\$941,279.30	1,2
	Main Library Garage Fire Sprinkler Replace	DBB	Jun-14	Oct-14	\$238,819.00	\$234,580.00	NA
	N Everett Ped & Bike Safety	DBB	Mar-14	Jun-14	\$295,928.42	\$313,690.30	1,2
	Powder Mill Gulch	DBB	Aug-13	Oct-14	\$741,325.00	\$724,492.64	NA
	Riverfront Corridor Trail & Enhanced Channel	DBB	Apr-13	Nov-14	\$1,034,992.40	\$1,475,173.40	1,2,3
	Service Center No.1 - Roofing	DBB	Aug-14	Sep-14	\$286,753.00	\$278,156.00	NA
	Stormwater Facility Access Retrofit	DBB	Nov-14	Apr-16	\$324,520.00	\$338,171.97	2,3
	Water Main Replacement - M	DBB	Oct-13	Mar-14	\$1,102,951.50	\$1,256,820.14	1,2,3
2015	2014 Asphalt Overlay	DBB	Jul-14	Nov-14	\$1,545,067.35	\$1,553,882.29	1
	East Everett Ped Walkway	DBB	Sep-13	Jun-14	\$669,334.00	\$904,569.94	1,2,3
	Everett Performing Arts - Roofing	DBB	Aug-15	Oct-15	\$426,422.00	\$424,103.00	NA
	Fire Department Warehouse Conversion	DBB	Jun-15	Dec-15	\$900,000.00	\$843,770.00	NA
	Fire Station No.1 - Roof Replacement	DBB	Oct-15	Oct-15	\$137,189.00	\$194,977.00	1
	Lift Station 24	DBB	Sep-12	Aug-14	\$4,340,300.00	\$4,178,869.49	NA
	Main Library - Roof Replacement	DBB	Jul-15	Sep-15	\$515,826.00	\$401,255.00	NA
	Senior Center - Remodel	DBB	Jul-15	Oct-15	\$255,500.00	\$117,744.00	NA
	SRO 7 Sno River Outfall	DBB	Jul-13	Oct-13	\$100,749.35	\$75,509.79	NA
	Stormwater Facility Access Retrofit 2014 B	DBB	Nov-14	Apr-16	\$332,782.25	\$322,103.95	NA
	Water Improvement O	DBB	Jun-14	Aug-14	\$615,620.00	\$658,075.97	1,2,3
	Water Main Replacement - N	DBB	Aug-14	Mar-15	\$972,899.81	\$916,045.54	NA
Water Pollution Control Facility (WPCF), Phase C	GC/CM	Feb-14	Dec-15	\$31,000,000.00	\$24,000,000.00	NA	
2016	2015 Asphalt Overlay	DBB	Jun-15	Jan-16	\$4,776,428.62	\$4,970,297.57	1,2
	2016 Asphalt Overlay Project	DBB	May-16	Aug-16	\$1,818,939.50	\$1,859,316.31	1
	Lk Chaplain S Dam Tunnel Decommissioning	DBB	Mar-16	Jul-16	\$399,111.00	\$397,763.22	NA
	Reservoir 6 Roof Replacement	WA DB	Sep-14	Feb-16	\$4,569,715.00	\$4,851,684.75	1,2
	Shore Ave Drain Outfall	DBB	Aug-15	Aug-16	\$1,529,647.00	\$1,917,493.88	1,2,3
	Trans Line 5 Replacement @ Pilchuck River	WA DB	Feb-16	Jul-16	\$3,292,000.00	\$3,609,685.62	1
	Broadway Bridge Replacement	DBB	Dec-14	Apr-16	\$7,685,423.50	\$7,800,022.66	1,2,3

Year	Project Name, Number, Description	Contracting Method	Start Date	Finish Date	Planned Budget Amount	Actual Budget Amount	Reasons \$/Days Overruns
	Evergreen Way - Airport to 112	DBB	Nov-15	May-16	\$233,268.05	\$267,131.16	1,2,3
	Sewer Main Replacement - M	DBB	Mar-15	Jul-16	\$9,924,064.00	\$10,950,000.00	1,2,3
	Water Main Replacement - P	DBB	Feb-16	Jul-16	\$873,987.00	\$916,930.35	1,2,3

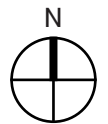
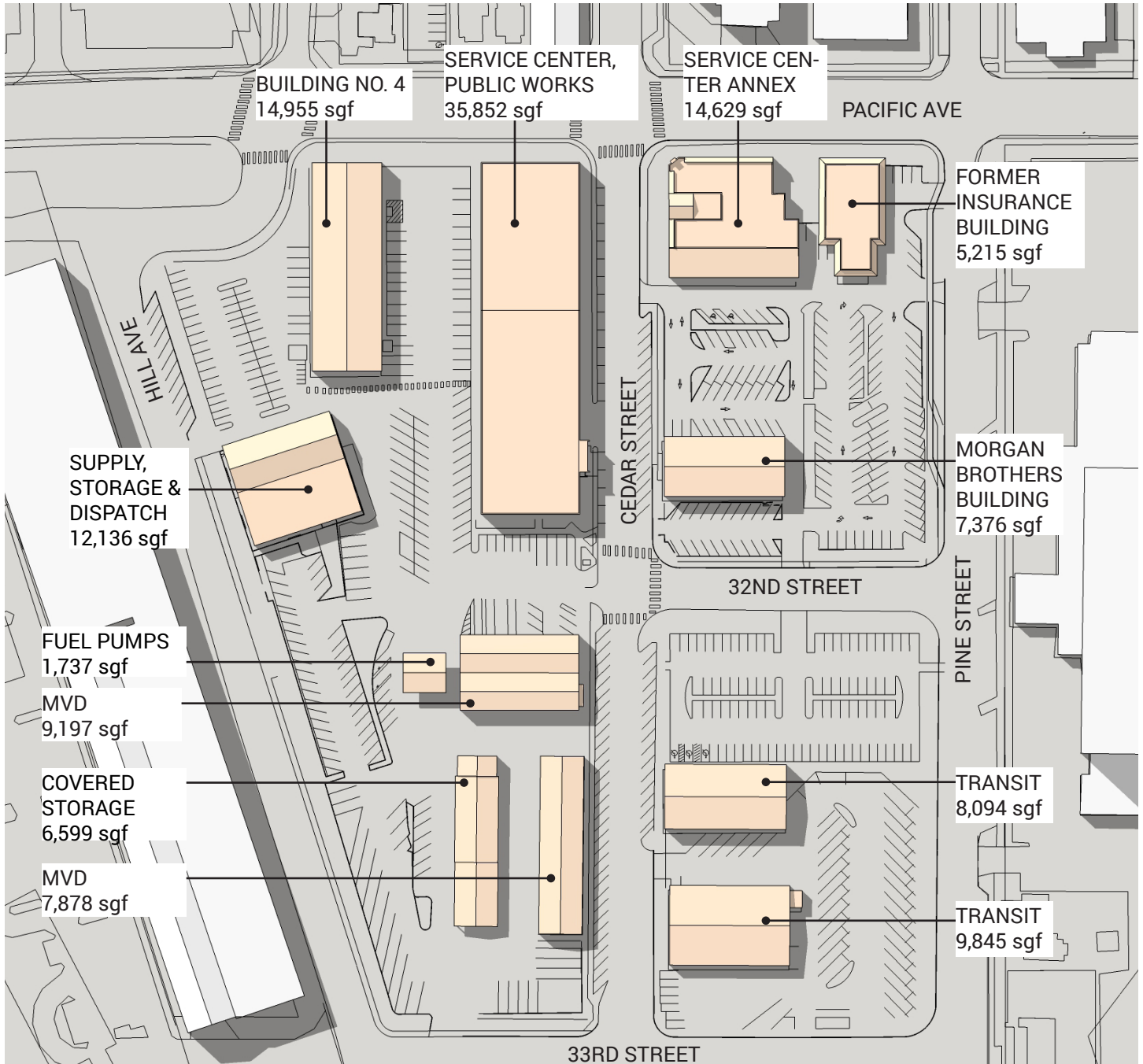
Reasons for time and budget changes: 1) Owner added scope, 2) Unforeseen conditions, 3) Design document corrections

*Note:* In addition to the projects listed above, the City had 110 additional public works projects during the period 2010 through the present. We have listed the highest dollar amount projects for each year. We believe that the 86 projects listed provides a sufficient basis to assess the City's abilities and comfort level with managing public works construction projects.



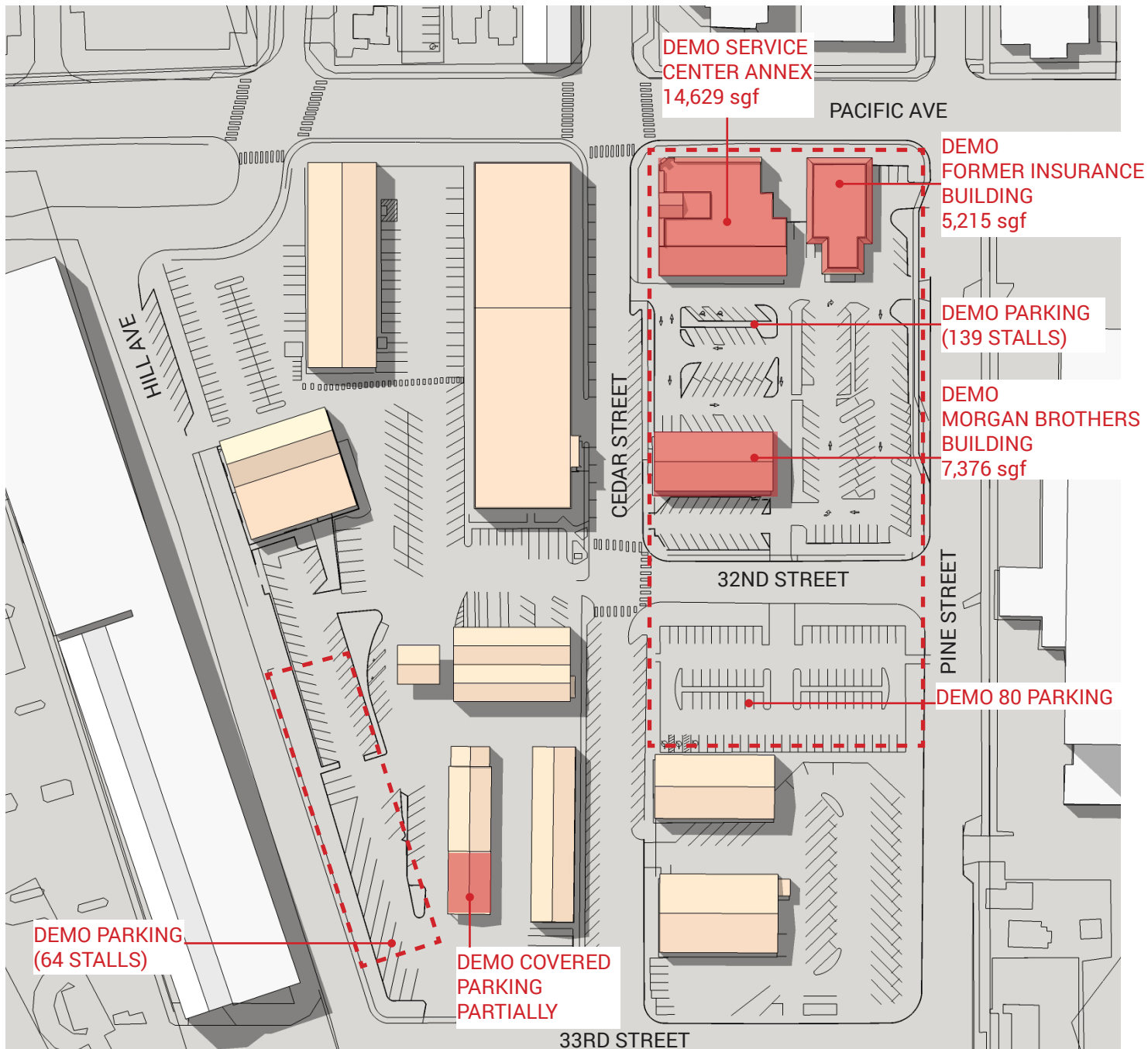
# SERVICE CENTER REDEVELOPMENT PROJECT

## EXISTING CONDITION



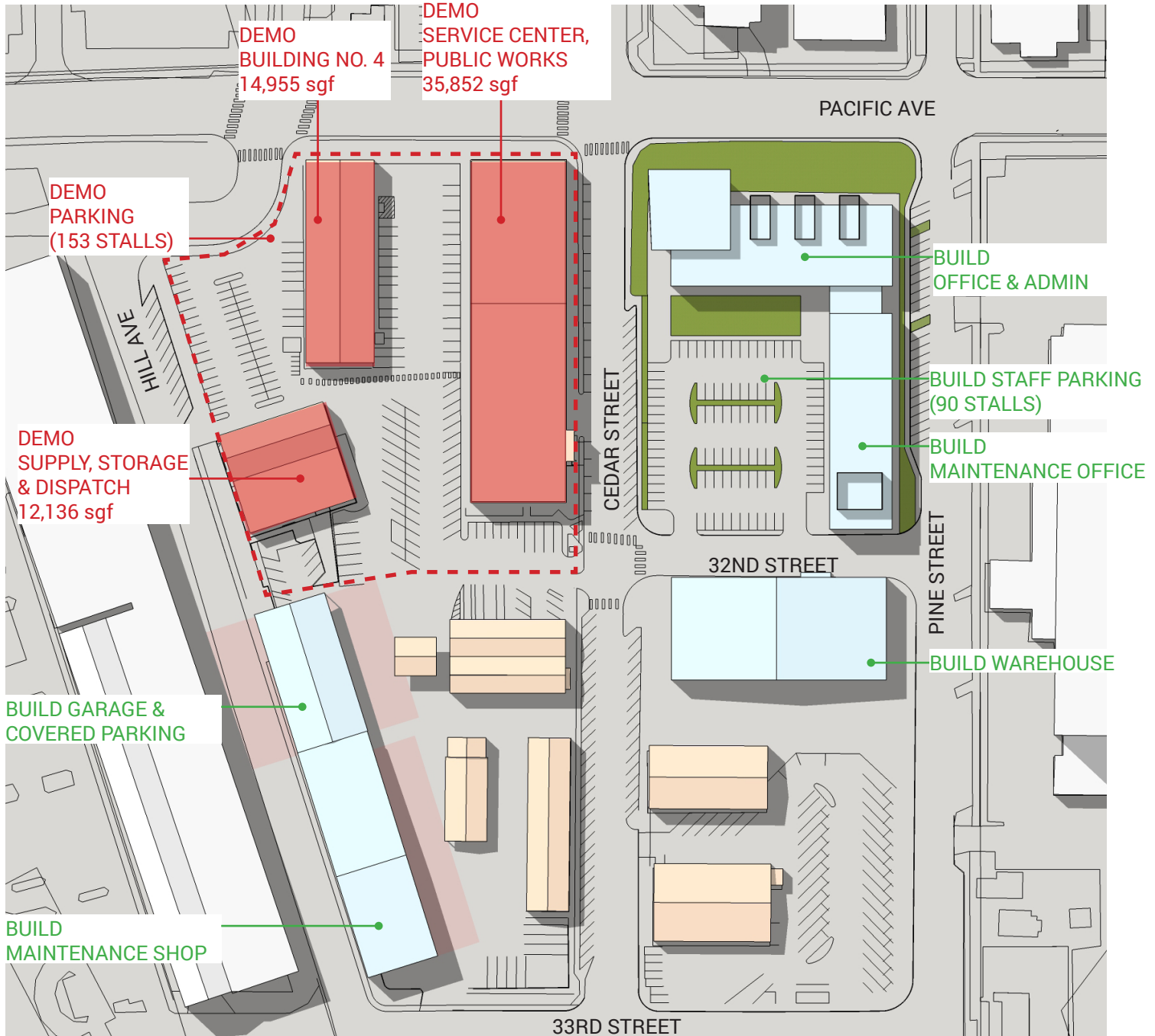
# SERVICE CENTER REDEVELOPMENT PROJECT

## PHASE 1 DEMO AND GRADING



# SERVICE CENTER REDEVELOPMENT PROJECT

## PHASE 2 DEMO AND BUILD



# SERVICE CENTER REDEVELOPMENT PROJECT

## FINAL PROJECT COMPLETION

