



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

PROJECT:
City of Spokane:
CSO 24 Control Facility

Application for Project Approval
Heavy Civil GC/CM Delivery

Submitted by
City of Spokane
Public Works and Utilities
June 30, 2016

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 (your organization): [The City of Spokane](#)

(b) Address: [808 W. Spokane Falls Blvd
Spokane, WA 99201](#)

(c) Contact Person Name: [Scott Simmons](#)
Title: [Director, Public Works](#)

(d) Phone Number: [\(509\) 625-6584](#)
Fax: [\(509\) 343-5760](#)
E-mail: smsimmons@spokanecity.org

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.

[This project involves the construction of large underground concrete tank, Combined Sewer Overflow Reduction \(CSO\) Control Facility, to hold up to 2 million gallons of combined wastewater during a storm and then meter it back to the wastewater treatment plant when the storm surge subsides. A number of these tanks already have been built and others are under construction. What makes this project unique to the others is its size, proximity to nearby businesses, depth of construction, impacts to significant public and private utility infrastructure, the adjacent buildings \(some of which are on the historic register\) constraining site logistics, and complex phasing in an urban location in downtown Spokane.](#)

[The City of Spokane's stormwater drainage system is a large, complex network of conveyances that are designed to take rainfall and direct it away from roads, buildings, and other public and private property. It consists of several different components, including:](#)

- [• More than 300 miles of separate storm sewers that discharge stormwater to infiltration facilities, the Spokane River and Latah Creek at over 100 locations, including many bridges. About 1 billion gallons of untreated stormwater enters the River annually.](#)
- [• More than 400 miles of combined stormwater and wastewater sewers that carry stormwater to the City's wastewater treatment plant when it rains. During moderate to heavy rainfall and snowmelt events, a combination of stormwater and untreated sewage can overflow to the Spokane River to prevent overloading the plant.](#)



The City of Spokane is obligated to reduce overflows events to the river from each of the storm basins/outfalls to an average of one event per year or less. The Heavy Civil GC/CM delivery method is the most appropriate approach to procuring this project.

The City and its GC/CM Consultant (OAC Services) is currently managing an approved \$32.1 million dollar GC/CM Heavy Civil CSO #26 Control Facility project. Approval to use the GC/CM alternative contract delivery method was approved in January 2016.

See Exhibit A for drawings and additional details on site and project layout.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$.2M
Estimated project construction costs (including construction contingencies):	\$ 19.0M
Equipment and furnishing costs (included with construction budget)	\$ -
Off-site costs	\$ -
Contract administration costs (Owner, CM etc.)	\$ 2.2M
Contingencies (design & owner)	\$ 1.9M
Other related project costs (briefly describe)	\$
Sales Tax	\$ 1.7M
Total	\$25.0M

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

Funding will be provided from a combination of cash reserves (approximately \$70M), ongoing sewer rate revenue, and revenue bond proceeds. Cash reserves are adequate for professional services, design, contract administration, and equipment and furnishing costs.

The Director of Public Works, the Mayor, and City Council by unanimous vote support this initial project budget and have obtained \$200 million in bond funding for a variety of projects including the CSO Program. Presentations were made to Standard and Poor's (AA) and to Moody's (AA2) in San Francisco on October 23, 2014. Bond ratings and approval were received on November 3, 2014. The final budget will require Council approval upon submittal of the GC/CM award recommendation and final GMP (MACC) agreement.



4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

PRC Application Submission	July 1, 2016
Project Review Committee Presentation	July 28, 2016
Issue Heavy Civil GC/CM RFQ	August 4, 2016
Complete short-list, interviews, fee proposals	September 26, 2016
Award GC/CM	October 10, 2016
Design, engineering, permitting	August 2016 – April 2017
Early Bid Package for Shoring/Excavation (Projected)	February 2017
Subcontract bidding, buyout, negotiate self-performed work—negotiate GMP (or interim bid package MACC's)	April 2017 - May 2017
Construction	March 2017 – April 2019
Commissioning, start-up, and testing	Nov 2018

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM or D-B contracting procedure.

Selection of and contract award for GC/CM preconstruction services will occur prior to the end of Schematic Design (30%).

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:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
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 9.*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?



- 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?
- 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?

The Spokane Falls CSO 24 Control Facility project meets five of the six criteria for use of GC/CM delivery.

The Project involves complex scheduling, phasing and coordination all supported by GC/CM delivery:

The project is located on a parcel in downtown Spokane adjacent to multiple businesses and historic buildings. The deep excavation will significantly impact the adjacent properties and businesses that will need to function throughout the 2 year project duration. The excavation limits will necessitate the closure of two arterials at various phases of the project in a busy downtown environment. Additionally, the pipe conveyance will pass a high rise condo development on two sides, under construction during the same period.

The project involves construction in an occupied facility that must continue to operate during construction:

The project site is adjacent to multiple businesses and due to the deep excavation, the project will significantly impact access, traffic control and utilities coordination with adjacent, occupied business and property owners. Additionally, the project site is bounded by two E/W arterials that will likely be closed during much of the project duration as portions of the infrastructure are in the public right-of-way (ROW).

Involvement of the GC/CM during the design phase is critical:

Contractor involvement early will provide a higher confidence level in cost estimates, schedules and other coordination efforts. In addition, we anticipate heavy pre-construction involvement throughout design including value engineering, constructability review, site logistics planning and more. The City will depend on the most highly qualified GC/CM firm to bring its construction phasing expertise to potentially benefit the use of approved early bid packages. Potential early bid (site) package could be shoring and excavation along with a temporary bypass system (if warranted) prior to design completion.

The project encompasses a complex and technical work environment:

The construction of this 2 million gallon Combined Sewer Overflow Reduction (CSO) Tank and the associated Flow Control Chamber are complex in that they include numerous chambers to address liquid storage, tank flushing, odor control, flow control, pumps and associated piping, electrical and control facilities and odor control. In addition, substantial shoring, and SCADA systems along with the reconfiguration of a large sewer conveyance system must be addressed. Surface improvements including street, utilities, walks and a significant landscaping scheme will also be a part of the project. Selection of a contractor based on qualifications rather than low bid will ensure that design and construction, especially sequencing of construction events, will be overseen by well qualified staff. Contractors with the relevant experience for this type of project and alternative delivery are limited and may not be willing to pursue on a low bid basis.



Meets the Criteria for a Heavy Civil Classification GCCM project:

The project meets statute requirements for Heavy Civil GC/CM delivery as the project work is primarily infrastructure. The City intends to procure the project as Heavy Civil in order to take advantage of the large percentage of negotiated self-performed work common in construction of this type. This contract delivery method improves the attractiveness of the project to the region's best contractors. The City intends to maintain the flexibility of allowing the GC/CM to self-perform up to the maximum allowed percentage, subject to rigorous analysis, to achieve the best overall value to the City.

6. 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 (the "design-bid-build method") 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

In addition to the justifications outlined above for the use of Heavy Civil GC/CM on this project, the City anticipates the following public benefits:

Increases predictability and reduces financial risks

GC/CM delivery improves cost and schedule predictability beyond that available using Design-Bid-Build. With the core team members involved during design, cost comparison, value engineering and constructability review efforts are more accurate and more robust.

A qualification-based contractor selection helps ensure quality execution

This project has safety and scheduling concerns. Only a limited number of local contractors have experience for a project of this scale and GC/CM delivery will help ensure the contractor that builds this project is qualified and experienced. A project that exceeds the proposed timeline will have an adverse impact the local economy. Conversely, the GC/CM contractor may be able to contribute ideas and skills to accelerate the schedule which will reduce the impact to the local community.

Planning, coordinating and executing complex building systems is best done with collaboration between designers and builders throughout the project

GC/CM construction supports close collaboration during design, buyout, and construction. The project complexities will necessitate creative phasing which would be greatly enhanced with the input of a highly experienced contractor.

Heavy Civil GC/CM serves the public interest

Heavy Civil execution for the CSO Control Facility project serves the public interest by helping to attract a wider pool of vendors, providing additional flexibility in project delivery, and possibly speeding overall delivery. Many contractors in the vendor pool provide extensive self-performed labor including concrete work, steel erection, as well as piping, pumping and controls. With the ability to negotiate certain scopes of work, early rather than public bidding, the speed of buyout and execution may be accelerated.



7. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- A Project organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)
- Staff and consultant short biographies (not complete résumés).
- 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 Attachment D for an example.)
- The qualifications of the existing or planned project manager and consultants.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

The City of Spokane Public Works Division, an experienced and successful builder, has assembled a highly qualified internal management team supported by alternative delivery experts from OAC Services.

This project is led by City Engineering Operations Manager, Kyle Twohig, and closely supported by Ken Brown, City of Spokane Principal Construction Engineer, Cindy Kinzer, City of Spokane Senior Design Engineer, and the City's Integrated Capital Management (ICM) Department. Kyle will have principal oversight of the project and will oversee GC/CM procurement, budget, execution and closeout. Ken will be the project manager working closely with Kyle and City departments. Other team members include Marcia Davis, Principal Engineer for Pre-Design and Dan Buller, Principal of Design. Collectively this team is involved in 19 CSO Control Facility projects worth over \$200 million. 11 are completed, 2 are in construction, 3 under design and 3 in pre-design phase. Kyle and Ken are currently involved in the approved GC/CM Heavy Civil Spokane Falls CSO #26 Control Facility.

The City is currently implementing two GC/CM projects approved by the PRC last summer and this January. The first was the Riverside Park Water Reclamation Facility Next Level of Treatment (NLT), and more recently the very similar Spokane Falls CSO 26 Control Facility.

The City of Spokane is the designer for this project and includes two key personnel experienced in these types of facilities, Cindy Kinzer and Dan Buller. As head of design, Dan Buller has personally designed and overseen design of multiple tanks designed by both in house and consultant design teams. Cindy Kinzer, design lead, has personally designed six CSO facilities and overseen two additional. The City of Spokane is eager to deliver an alternative delivery project with its experienced in house design team. Close coordination and timely design decisions are achieved with in-house designers and the GC/CM as a vital team member. The



City's team has extensive CSO design experience and various members have been a part of alternative delivery projects.

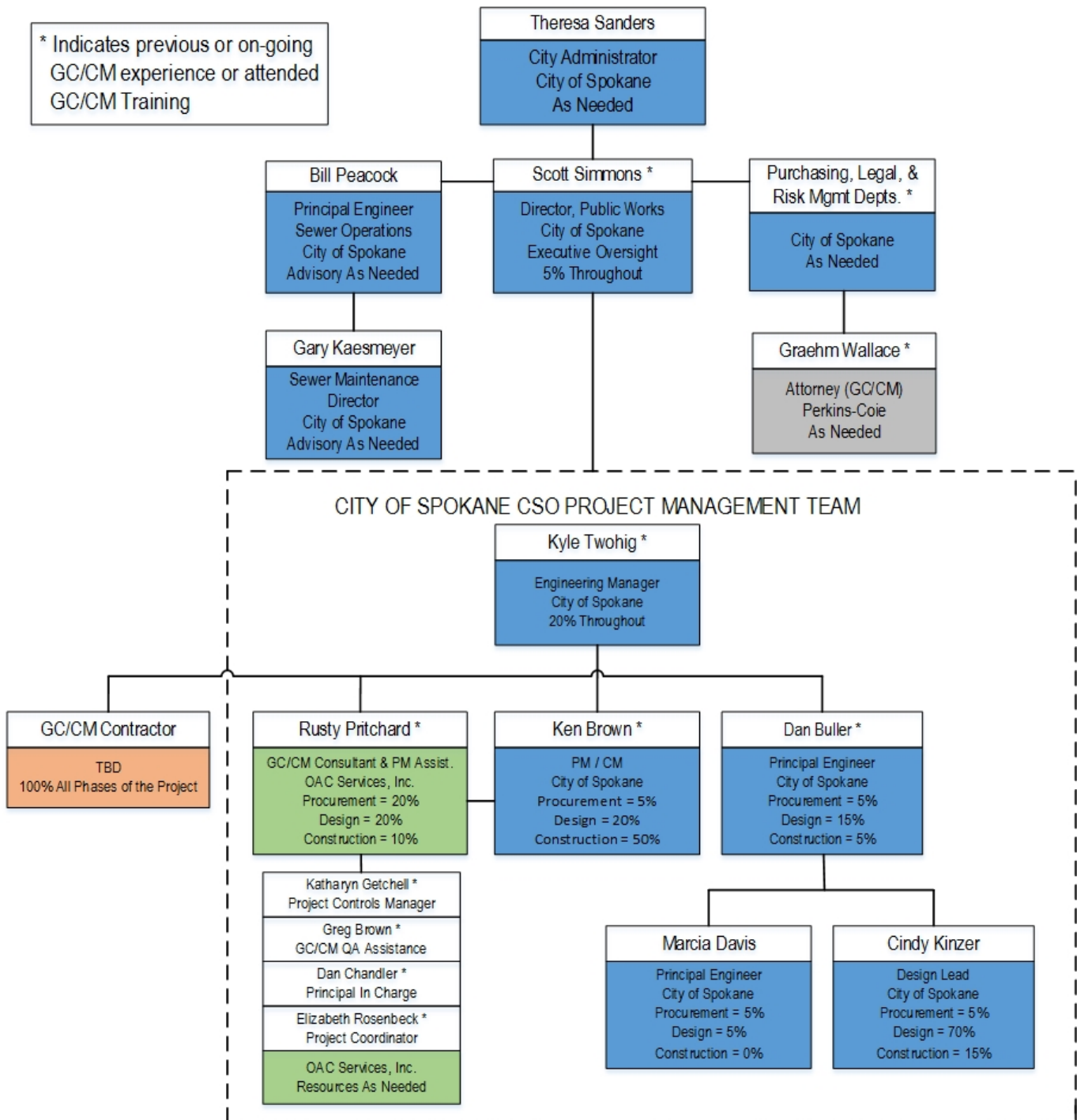
OAC Services will enhance the City of Spokane's alternative delivery implementation and support City staff with GC/CM consulting including procurement, team building, pre-construction support, subcontractor buyout, GMP negotiations, support during construction and other services as needed.

Eager to expand its internal alternative project delivery experience, the City of Spokane is committed to internal and external training, implementation of best practices, and regular lessons learned meetings. They have been working closely with the NLT GC/CM team which is further along in the project schedule to enhance their collective experience in alternative delivery procurement methods. Several of the team members have attended the AGC workshop on GC/CM, and three of the team members have been intimately involved in our other GC/CM project, Spokane Falls CSO 26 Control Facility.

With completion of its first alternative delivery project, the \$15 million Design-Build Nelson Service Center was completed within budget and ahead of schedule. The City is planning to leverage its strong relationship with OAC Services to execute another successful alternative delivery project while enhancing its internal staff capabilities.



Project Organization Chart





**Scott Simmons, Director of Public Works
City of Spokane**

Role on this project: Project Executive

Scott Simmons is the Public Works Division Director for the City of Spokane. Scott directs the City's major utility operations, including water, wastewater, and solid waste, as well as the engineering, integrated capital and streets departments. He leads a staff of about 750 employees and manages operating and capital construction budgets totaling more than \$325 million a year.

Scott has worked for the City of Spokane since 2013, serving most recently as the City's Business and Developer Services Division Director prior to assuming the Public Works Division Director position in early 2016. Before joining the City, Scott worked for Ecova for 7+ years as the Vice President, Service Delivery. In that role, he oversaw the delivery of resource management solutions, including electricity, water, waste and natural gas to Fortune 1,000 companies in the United States and Canada. He holds a Bachelor of Science Degree in Business from the University of Idaho.

Scott will provide major project oversight, communications with City Council, and strategic decision making. He is currently the project executive on both the Next Level Treatment (NLT) and CSO #26 projects, both of which are being delivered via GC/CM Heavy Civil.

**Kyle Twohig, MBA, Engineering Operations Manager
City of Spokane**

Role on this project: Project Director

Kyle Twohig is the Engineering Operations Manager for the City of Spokane, overseeing both the Design and Construction Management of capital projects. He has over 12 years of experience in construction project management in both the private and public sectors, including Air Force Base Entrances, apartment complexes, CSO, and various street/utility projects. Kyle has overseen and delivered over \$180 million in capital projects with the City of Spokane. Kyle is the director of Engineering Services, the team tasked with providing cost effective designs and responsible construction management for the City's capital infrastructure. He is the department head responsible for this project, and will oversee all aspects including the GC/CM contractor relationship. Kyle has been on the City of Spokane's team for two of the approved alternative delivery projects, including lead on another GC/CM project. Kyle has attended the two day AGC GC/CM workshop on June 13-14, 2016.

**Kenneth M. Brown, P.E., Principal Construction Engineer
City of Spokane**

Role on this project: Project Manager

Ken has over 32 years' experience of engineering in progressively responsible positions; the last 16 years in engineering management positions. The bulk of his experience is in civil design and construction of highways, streets, water systems, sanitary sewer systems, and storm sewer systems. Ken started his career as a Nuclear Engineer for the Department of the Navy (2 years) studying and testing on board Nuclear Propulsion systems. He then joined the Washington State Department of Transportation surveying, designing, and inspecting heavy civil highway projects for (4 years) before coming to the City of Spokane. Ken has been with the City of Spokane in the capacity of Associate Capital Programs Engineer (2 years); Senior Development Review Engineer (2 years); Senior Design Engineer (6 years); City Principal Design Engineer (8 years); and City Principal Construction Engineer (8 years), his current position. In his current position Ken manages a staff of 38 engineering technicians, inspectors, and engineers that manage an



annual workload of roughly \$60 million packaged in approximately 30 projects. Ken's team has managed construction of 9 recent City of Spokane CSO tanks. Ken has attended the two day AGC GC/CM workshop on June 13-14, 2016.

Daniel A. Buller, P.E., Principal Design Engineer

City of Spokane

Role on this project: Principal Engineer

Dan has 23 years' experience in design and construction engineering for public works projects. The first 11 years of his career were as a consultant designing and performing construction administration for water and wastewater projects for municipal clients throughout Washington. Dan has worked the past 12 years for the City of Spokane, first as an associate design engineer (2 years), then a senior engineer (8 years) then as the city's principal design engineer. During that time Dan designed, participated in the design or oversaw the design of most of the City of Spokane's completed or currently underway CSO tanks. Dan has attended the two day AGC GC/CM workshop on June 13-14, 2016. Dan participated in the GC/CM selection for the current CSO #26 GC/CM Heavy Civil project. He will review the project's design document and provide input during the design and construction phases as needed.

Cindy Kinzer, P.E., Senior Design Engineer and Design Lead

City of Spokane

Role on this project: Design Engineer Lead

Cindy Kinzer leads the City's design team which is specifically focused on CSO facility design and preparation of contract documents for successful public bid. Cindy manages a multi-disciplined group that has designed eight Combined Sewer Overflow Control facilities with integrated water, sewer, storm, and street infrastructure projects totaling approximately \$39 million in construction dollars in a three year period. Cindy brings 25 years of experience in the Civil Engineering field with a diverse background that includes construction inspection, survey, highway materials investigation and design, roadway, water, sewer, storm and CSO infrastructure design. She has extensive experience leading and working with multi-discipline groups, coordinating and scheduling personnel to effectively meet aggressive design schedules. Cindy is experienced in communicating within the team setting, with utilities, the public, and in partnering with outside agencies. She and her team provide construction support for their designs and follow up with City maintenance to discuss facility operation and maintenance issues in order to provide continual design improvement. Prior to her tenure with the City of Spokane, Cindy worked as a flood control engineer in Las Vegas, Nevada where she designed regional and community stormwater detention facilities, open channel and closed conduit storm infrastructure, developed storm facility and flood control master plans for large development communities, designed erosion and sediment control plans, and modeled changes to the flood plain limits for map revision submittals to FEMA. Cindy's diverse background in construction, facility master planning and design allow her to provide a rigorous design alternative evaluation for a cost effective design that addresses constructability and maintenance sustainability. Our GC/CM consultant has met with Cindy to train and guide her on the GC/CM process; working collaboratively with the GC/CM and delivering design elements to meet approved early bid packages and review/reconcile cost estimates in preparation for GMP negotiations.

Marcia Davis, P.E., Principal Engineer

City of Spokane

Role on the project: Principal Engineer and internal quality assurance

As the principal engineer of the City of Spokane's Integrated Capital Management Department, Marcia is responsible for capital project scoping, funding, and programming. She has 20 years



design, and capital programming and funding experience in water, wastewater, stormwater, and transportation projects. Marcia has worked on the City's CSO Abatement program for over 10 years and was the City's technical lead for the 2014 Integrated Clean Water Plan and the 2013 CSO Plan Amendment. For the past 3 years, Marcia has been responsible for the programming, coordination with the enhanced surface improvements, and funding of the CSO program, following projects inception to completion of construction. Marcia served as a member of the City's GC/CM selection team for the CSO #26 Control Facility project.

Rusty Pritchard, CCM, Project Management Assistance and GC/CM Consultant
OAC Services

Role on the project: GC/CM consultant and project management augmentation

Rusty's role will be to augment Kyle's staff by providing GC/CM consultant project and construction management expertise in all phases of the project. He will collaborate with the City's Engineering Operations Manager and Project Manager during all phases of the project. He will assist in the GC/CM procurement, preconstruction services and MACC/GMP and contract negotiations, design, early bid package reviews, change order risk management and construction phase services. As needed, Rusty will provide scalable project management and GC/CM experience as determined by the Engineering Operations Manager.

Rusty has over 38 years of construction industry experience in the public and private sectors as an Owner and Owner's Representative. He is a seasoned Washington State alternate public works GC/CM, Design-Bid-Build and Design-Build practitioner for municipal K-12, and higher education owners. He is a Certified Construction Manager from CMAA. He served on the Project Review Committee for six years from 2010 to 2016 representing the Construction Manager profession.

Rusty was involved in one of the first K12 GC/CM demonstration projects (Clovis Point Intermediate School) and has been the Owner's Representative on two K12 GC/CM projects totaling \$67 million dollars. Currently he is providing GC/CM consultant services on two City of Spokane GC/CM heavy civil projects totaling \$222 million dollars.

Katharyn Getchell, CCP, PSP
OAC Services

Role on the project: Project controls (schedule and budget) assistance

Katharyn possesses 30 + years of project controls project management experience. She has been involved in GC/CM project delivery as a project controls consultant to Washington State University in 1999 to our current client, Central Valley School District and its five approved GC/CM projects. Katharyn will assist the City of Spokane and Rusty with project controls services on a monthly basis to align the project budget with expenditures, prepare the master project milestone schedule, and review monthly GC/CM CPM schedules.

Greg Brown, AIA, Project Management Assistance and GC/CM Consultant
OAC Services

Role on the project: GC/CM quality assurance and advisor to the City of Spokane

Greg has over 31 years of construction industry experience, and has spent twelve years as the Director of Capital Projects and Planning for Spokane Public Schools, the second largest district in the state of Washington. Greg has also led bond programs and/or managed projects for Bethel, Puyallup and Tacoma School Districts. His experience includes projects throughout the northwest, using a variety of delivery methods including GC/CM, and design-bid-build.



Greg led Spokane Public Schools as the first district in the state to receive GC/CM Public Body approval. While at Spokane Public Schools, he worked on nine GC/CM projects totaling \$354.2 million dollars and has extensive knowledge on GC/CM procurement, and the advantages that GC/CM has over traditional procurement methods. His current public works GC/CM experience includes two heavy civil GC/CM projects and two additional K12 GC/CM projects totaling \$267 million dollars. Greg provided the City of Spokane's two GC/CM heavy civil projects with GC/CM procurement and contract coordination/negotiations. Greg's role is to provide local City GC/CM experience, OAC quality assurance checks and advice to Kyle and Rusty as needed.

**Dan Chandler, PE, AIA, GC/CM Consultant
OAC Services**

Dan Chandler leads one of the region's premier project management consulting firms and will support the CSO project with GC/CM, EC/CM and MC/CM procurement, on-boarding, contracting and GMP negotiations. A veteran of 40 alternative delivery projects including 27 GC/CM projects, Mr. Chandler will work closely with the overall team to bring GC/CM best practices to the project and help the City of Spokane build its internal management capability. Dan is currently advising the City of Oak Harbor on its \$70 million Heavy Civil GC/CM WWTP project. Dan serves as the Principal-in-Charge and advising Kyle and his project team as needed.

**Graehm Wallace, Partner
Perkins Coie**

Mr. Wallace is a partner in the Seattle office of Perkins Coie and focuses his practice on representing owners on construction projects, particularly public owners. Mr. Wallace previously drafted and negotiated GC/CM contracts for the City of Spokane's NLT project and so has a head start for this project. Mr. Wallace and his firm are highly respected throughout the industry for their knowledge in RCW 39.10 and public contracting in general. They have advised public entities across the State on the details and aspects of alternative delivery methods. He provided the forms of agreement and the general conditions specifically tailored to the City's two GC/CM heavy civil projects currently in their design phases. His role in this project will be similar to the previously mentioned City GC/CM projects.

See Exhibit B for additional details on Spokane Falls CSO 24 Control Facility project team experience.

Organizational Controls

The City will implement extensive project controls and reporting systems to manage the scope, schedule, and budget, and report progress to administrators, elected officials, and the public. Kyle Twohig and Ken Brown with support from Jacob Hensley, Engineering Accounting Lead, and Marlene Feist, City of Spokane Utilities Public Information Officer, will utilize City standard project budgeting tools and procurement processes (adapted as needed for GC/CM). Detailed schedule and budget progress will be monitored and reported using the Owner's Representative's project management tools and reporting to City officials and stakeholders.

Procurement, including the GC/CM contractor, will be supported by the City of Spokane's Purchasing and Legal Departments and Risk Manager in close coordination with the Owner's Representative. Extensive project status reporting will be initiated with the Owner's Representative, including weekly and monthly status updates.

Rusty Pritchard will work with City personnel to refine its existing GC/CM Heavy Civil project controls and reporting systems to effectively manage the scope, schedule, and budget for the



project. He will utilize OAC's standard project budgeting tools, and project management websites to manage communications, monitor progress in order to meet City of Spokane requirements. OAC will share their experience in managing GC/CM projects with the City and will proactively consult on issues and concerns. Schedule progress will be tracked on a monthly basis against the master schedule for the program. The project budget will be tracked against the approved baseline budget on a monthly basis.

Planned GC/CM Process

The City will be using a customized owner-contractor agreement developed by Perkins Coie in close coordination with consultant team members. In addition, the City is planning on a comprehensive Pre-Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the contract agreement for the GC/CM construction procurement within Washington State.

Preparation of the GC/CM RFP and selection process, already underway, will be based on an OAC proven approach and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews and fee proposals.

GC/CM Procurement

The City is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
 - a. Focusing on relevant experience, proposed team and approach
 - b. Short list for interviews—three, possibly four firms
2. Extensive interviews and reference checks:
 - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
 - a. Focusing on competitive but reasonable fees

The City and Perkins Coie have revised the GC/CM Contract form similar to that used on the first Heavy Civil GC/CM project in the state—the Oak Harbor Clean Water project, currently under construction. The City of Spokane's CSO 26 and NLT projects are using these documents as well. This work is being developed in close coordination with the City's Attorney and Risk Manager.

Completing the Design

The City intends to involve the GC/CM prior to the end of schematic design with preconstruction services that will occur during all design phases of the project. The value engineering, constructability and cost estimating input sought from the GC/CM during schematic design would continue through final design, prior to the preparation of the MACC and GMP. A valuable lesson learned from the City's current CSO #26 project is the inclusion and value of having the GC/CM on board prior to the end of the schematic design phase. The City leveraged the GC/CM's experience to improve that project's schematic design layout and addressed construction access and safety controls into the 30% design submittal.

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: 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

See Exhibit C for representative City of Spokane projects.

9. Preliminary Concepts, sketches or plans depicting the project

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

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

Exhibit A includes site plan, historic property locations in proximity to the site and concept drawings which demonstrates the site constraints and project location stated earlier.

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.

The City of Spokane has been audited on multiple occasions by the Washington State Auditor's Office. Consistently, there have been no 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: Scott Simmons

Name: (please print) Scott Simmons

Title: Director of Public Works

Date: 6/28/16

Exhibit A – Aerial Photo and Site Layout



Project Vicinity Map



Birds Eye View of Project Site



View of Project Site from 1st Ave. looking North



Exhibit A – Historic Properties in Proximity to the Project Site

City - County of Spokane
Historic Preservation Office

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Spokane City and County Historic Properties

Map Satellite

W Riverside Ave
N Adams St
W Spi
S Cedar St
S Adams St
W 1st Ave
W Railroad Alley
W Railroad A

Integrus Architecture PS
SWX
KHQ-TV
Carnegie Nail Design
Rocket B...
River City Brewing
Motion Auto Supply
Pacific Pal

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Listed Properties

Historic Properties Map

Historic Spokane Heritage Tours

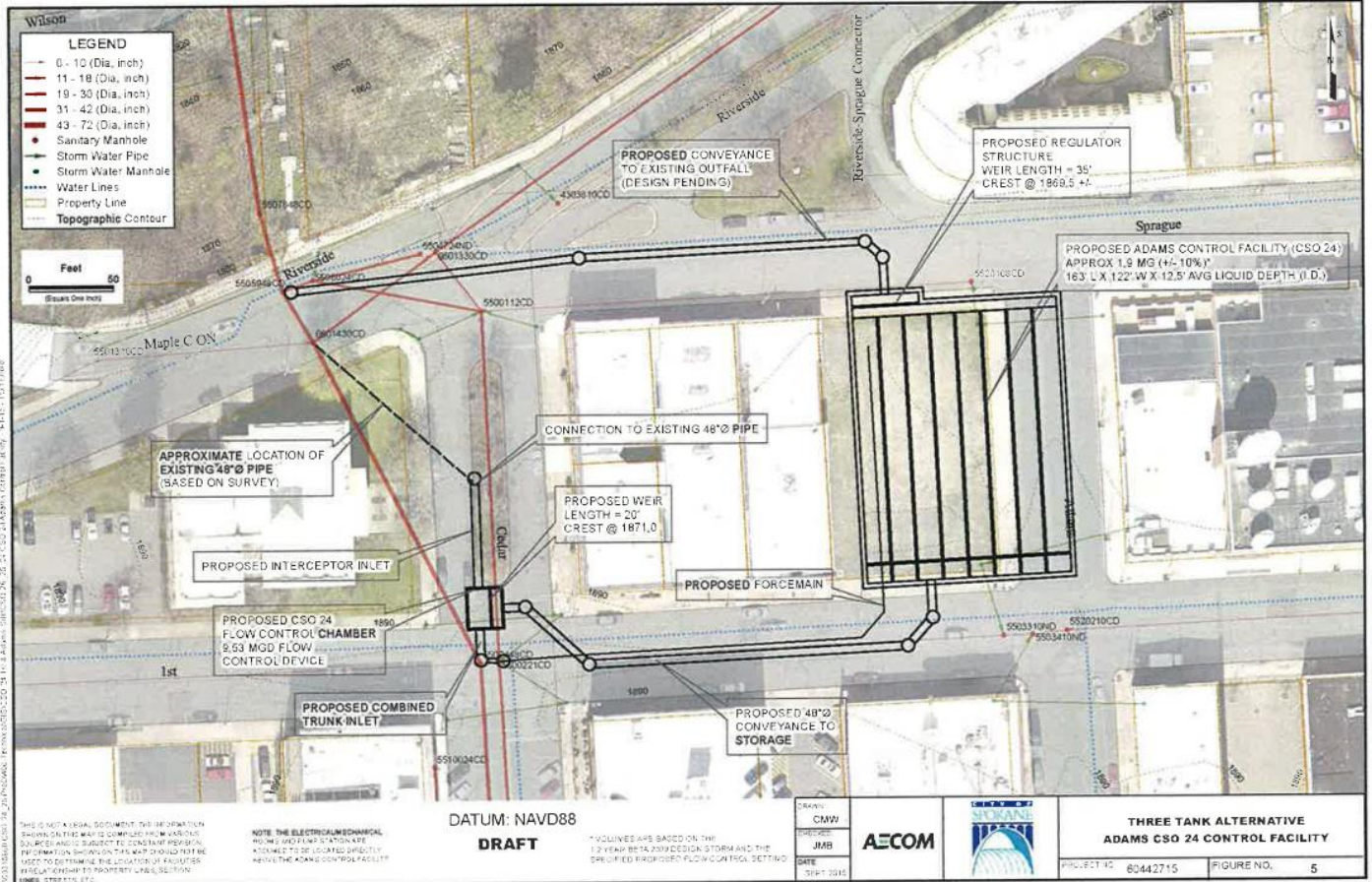
CSO #24 PROJECT SITE LOCATION



Exhibit A – Concept Drawing

AECOM

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Technical Memorandum
December 23, 2012



P:\60442715 CSO 24 Model Support and CSO 26 Report\400-Technical\400-CSO 24 Recalibration\Report\FINAL to City 123115\FINAL CSO Basin 20_24 Calibration Runoff Reduction and Adams CSO 24 Control Facility Analysis.docx

CSO #24 Control Facility Concept Drawing



Exhibit A – Concept Drawing

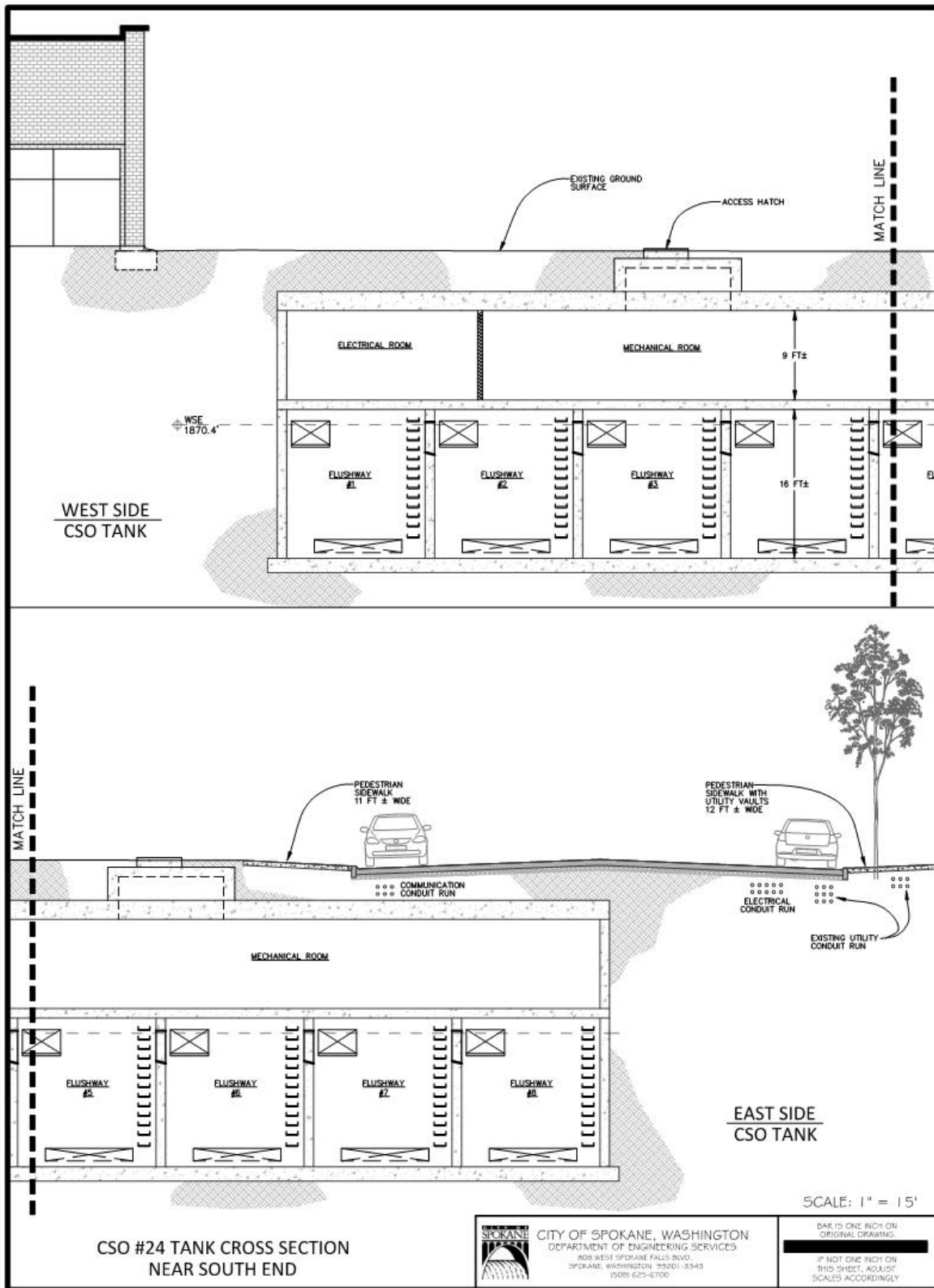


Exhibit B – Project Team Experience Matrix

The following table lists some (but not all) of the relevant experience of the Project team.

Name	Summary of Experience	Projects	Construction Budget	Delivery Method	Role During Project Phases		
					Pre-Design	Design	Construction
Kyle Twohig, MBA	Engineering Operations Manager City of Spokane	Spokane Falls CSO 26 Control Facility High Drive Phases 1 & 2 CSO Program Nelson Service Center	\$22M \$7M \$186M \$15M/year	GC/CM (HC) DBB DBB DB	Director Director Director Advisor	Director Director Director Advisor	Director Director Director Advisor
Ken Brown, PE	Principal Construction Engineer City of Spokane	Spokane Falls CSO 26 Control Facility CSO Program Monroe/Lincoln Street Corridor (2-phase) Freya Street Bridge	\$22M \$186M \$7.5 M \$7.5 M	GC/CM (HC) DBB DBB DBB	N/A	Constructability Review	Construction Management Oversight
Dan Buller, PE	Principal Design Engineer City of Spokane	CSO 42, CSO 38, CSO 38, CSO 40 CSO 34-2 CSO 34-3 CSO 33-2	\$5.5M \$8.1M \$5.1M \$5.3M	DBB DBB DBB DBB	Design Lead n/a n/a n/a	Design Lead Design Oversight Design Oversight Design Oversight	Design Support
Cindy Kinzer, PE	Senior Engineer City of Spokane	CSO 6 Phase 1 and Phase 2 (combined) CSO 12 Control Facility/Pettet Drive IO3 Control Facility (TJ Meenach CSO) CSO 41 Control Facility Riverside Drive Phase 2A Masters at Southern Highlands Gated Community	\$7M \$7M \$8M \$1M \$3M \$30M	DBB DBB DBB DBB DBB DB	Design Engineer	Lead Engineer Lead Engineer Lead Engineer Lead Engineer Lead Engineer Design Engineer	Design Support Engineer
Rusty Pritchard	Project Manager, GC/CM Project Management Assistance and Consultant OAC Services	Wellpinit High/Middle School Steilacoom High School Clovis Intermediate School	\$17M \$35M \$15M	GC/CM GC/CM GC/CM	Owner's Rep/PM Owner's Rep/PM CM	Owner's Rep/PM Owner's Rep/PM CM	Owner's Rep/PM Owner's Rep/PM CM
Greg Brown, AIA	Senior Project Manager GC/CM Project Management Assistance and Consultant OAC Services	Ferris High School Rogers High School Shadle Park High School Salk Middle School Hutton Elem School	\$98M \$65M \$74M \$36M \$24M	GC/CM GC/CM GC/CM GC/CM GC/CM	Director Director Director Director Director	Director Director Director Director Director	Director Director Director Director Director
Dan Chandler, PE, AIA	Principal GC/CM Advisor OAC Services	Mason General Hospital Oak Harbor WWTP Olympia City Hall Nelson Service Center Tahoma High School	\$40M \$70M \$40M \$15M \$120	GC/CM GC/CM D/B D/B GC/CM	PM PIC Advisor PM PIC PM PIC PM PIC	PM PIC Advisor PM PIC PM PIC PM PIC	PM PIC Advisor PM PIC PM PIC PM PIC
Graehm Wallace	Partner Perkins Coie, LLP	Ferris High School Rogers High School Shadle Park High School Salk Middle School Hutton Elem School	\$98M \$65M \$74M \$36M \$24M	GC/CM GC/CM GC/CM GC/CM GC/CM	Attorney	Attorney	Attorney

Exhibit C– Public Body Construction Experience

Project Name	Project Description	Budget (\$MM)		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
		Planned	Actual				Planned	Actual	
Nelson Service Center	Vehicle Maintenance Facility	\$15.0	\$17.0	DB	Jun-2012	Apr-2014	Sep-2015	Dec-2015	Project scope changes requested by City.
Spokane Falls CSO 26 Control Facility	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$32.0	\$32.0	Heavy Civil GC/CM	2015	Anticipated Feb – 2017	Dec -2018	TBD	N/A to date
Egg-Shaped Digester High-Low Gas/Sludge Inter-tie	Installation of Emergency Transfer System to Equalize Volume in Digesters	\$1.0	\$1.0	D/B/B	Sep-2011	Sep-2011	Apr-2012	Oct-2012	Project scope changes requested by City
RPWRF Upgrades Package A	Odor Control System Installations on Primary Clarifiers	\$15.0	\$15.0	D/B/B	Aug-2010	Aug-2010	Apr-2012	Aug-2013	Redesign of Primary Solids Pump Station
Small Projects Package No. 1	Upgrade Primary Clarifier Sludge Pumping System	\$5.0	\$5.0	D/B/B	Sep-2012	Sep-2012	Apr-2014	Sep-2014	Primary Solids Pump Change
RPWRF Upgrades Package B	Upgrade to Digester Gas Handling System	\$8.0	\$7.0	D/B/B	Aug-2013	Jan-2014	Aug-2015	Jan-2016	Includes changes issued to date, finish date projected
RPWRF Upgrades Package C	New Silo Digester	\$14.0	-	D/B/B	Sep-2014	Sep-2014	Sep-2016	Sep-2016	Under Construction
City Swimming Pools	Six New Outdoor Swimming Pools and Splash Pads at Various City Parks	\$28.0	\$28.0	D/B/B	Feb-2009	Aug-2008	Jun-2009	May-2010	Phased construction completion, schedule adjusted based on unusual weather
Dwight Merkel Facility (playfield concession facility)	Baseball and Soccer Venue Including Artificial Turf and Amenities	\$11.0	\$11.0	D/B/B	Feb-2008	Nov-2008	Aug-2009	Aug-2009	On time on budget
CSO 34-2 Underhill	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$10.0	\$8.1	D/B/B	2014	Jan-2014	Sep-2015	Oct-2015	Considered on-time and under-budget-
CSO 34-3- Ray Street	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$5.6	\$5.1	D/B/B	2013	Oct-2013	Mar-2015	Apr-2015	Considered on-time and under-budget
CSO 10	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$1.0	\$0.9	D/B/B	2010	Jan-2011	Jun-2011	Aug-2011	On-budget but behind schedule with weather days added
CSO 33-2	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$3.8	\$5.3	D/B/B	2014	Aug-2014	Nov-2015	Dec-2015	Unknown underground site conditions and City requested additional surface improvements

Project Name	Project Description	Budget (\$MM)		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
		Planned	Actual				Planned	Actual	
CSO 6 Phase 1 & 2	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$7.4	\$7.0	D/B/B	2015	Mar-2015	Jan-2016	Jan-2016	To-date: On-time and under-budget
CSO 38-39-40	Combined Storm Overflow (Combined Sub-basins): Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$4.8	\$4.5	D/B/B	2010	Oct-2010	Mar-2012	Mar-2012	On time and on budget
CSO 20	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$4.3	\$3.8	D/B/B	2010	Jul-2015	Jan-2016	Jan-2016	To date: Considered on time and on budget
Lincoln Heights Booster	City water supply booster station including two pump structures.	\$2.20	\$1.80	D/B/B	2011	Apr-2013	Oct-2013	Apr-2014	City allowed winter shutdown
3rd Ave Street Rehabilitation	Full Depth Street Rehabilitation, Utilities, Sidewalks	\$2.35	2.3	D/B/B	2013	May-2013	Oct-2013	Dec-2013	Delays due to rock excavation and utility conflicts
Maple-Ash Street Rehabilitation Broadway to NW Blvd	Full Depth Street Rehabilitation, Utilities, Sidewalks	\$5.30	\$4.20	D/B/B	2008	Apr-2008	Sep-2008	Nov-2008	City added \$800k additional work and additional work days to accomplish, still finished under budget