

**PORT COMMISSIONERS:**  
James T. Klindworth  
Ronald P. Reimann  
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**EXECUTIVE DIRECTOR:**  
James E. Toomey

May 1, 2013

Mr. Kent Nugen  
Assistant Program Manager  
Engineering and Architectural Services  
Department of Enterprise Services  
Project Review Committee  
PO Box 41012  
Olympia, Washington 98504-1012

Re: Port of Pasco Application to use GC/CM for  
Tri-Cities Airport Expansion and Modernization Project

Dear Mr. Nugen:

We have attached the Port of Pasco's application to the Project Review Committee (PRC) to use the GC/CM project delivery method for the Port's \$36.1 million Tri-Cities Airport Expansion and Modernization 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 involves complex scheduling and phasing at a busy airport 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 modernization and new construction at the Tri-Cities Airport, and the GC/CM's involvement during preconstruction is critical to the successful sequencing and phasing of what the architect has preliminarily identified as a four phase Project extending over a two to two-and-a-half year period. Without use of the GC/CM process that will help ensure coordination of ongoing Airport operations with construction and federal Transportation Security Administration (TSA) regulations, the Airport faces the risks of significant delays to flights and construction, causing passenger dissatisfaction and additional construction costs. The involvement of a GC/CM is also critical for this Project to ensure a safe and secure airport terminal facility, neither of which can be compromised in any manner. Non-compliance with Federal Aviation Administration (FAA) regulations and/or Transportation Security Administration (TSA) regulations could result in the airport sponsor receiving a written letter of correction, leading to monetary penalties or to the suspension of commercial air service.

Project Team GC/CM Qualifications: Because this would be the first GC/CM project for the Port of Pasco, we have carefully assembled an outstanding team of professionals to manage this important Project. In addition to Airport management and operations staff, the architect, and other outside consultant resources who will be actively involved in managing the Project, the Port has engaged the services of three Washington State experienced GC/CM experts who have worked together on the highly successful GC/CM renovation project for the Kennewick School District. David Robison, of Strategic Construction Management, Inc. will serve as the Port's Project Manager. Mike Purdy will guide the project team in the GC/CM selection and

Mr. Kent Nugen  
May 1, 2013  
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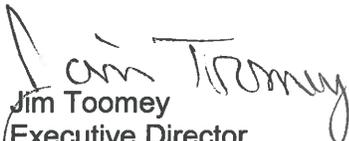
contracting process, and serve as an active advisor throughout preconstruction and construction. Greg Guedel of the law firm Foster Pepper PLLC will provide legal review, guidance, and advice specifically related to GC/CM contracting issues.

Thank you for your consideration of our application to use the GC/CM process for this critical Project for the Tri-Cities community. We look forward to meeting with the PRC on May 23, 2013 and responding to any questions you may have about the Project.

If you need additional information, or have questions, please contact either of the following two individuals:

- David Robison (Project Manager) at (509) 737-0072 or by e-mail at [drobison@strategic-cm.com](mailto:drobison@strategic-cm.com).
- Randy Hayden (Director of Planning & Engineering) (509) 547-3378 or by e-mail at [rhayden@portofpasco.org](mailto:rhayden@portofpasco.org).

Sincerely,

  
Jim Toomey  
Executive Director  
Port of Pasco

Enclosure: Port of Pasco Application and Attachments



# Tri-Cities Airport Expansion and Modernization 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. (Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than \$10 million is not required to submit information for Questions 7 or 8.)

## 1. Identification of Applicant

- (a) Legal name of Public Body: Port of Pasco
- (b) Address: 1110 Osprey Point Blvd., Suite 201, Pasco, Washington 99301
- (c) Mailing Address: P.O. Box 769, Pasco, Washington 99301
- (d) Contact Person Name: Randy Hayden Title: Director of Planning and Engineering
- (e) Phone Number: (509) 547-3378 Fax: (509) 547-9040  
E-mail: [rhayden@portofpasco.org](mailto:rhayden@portofpasco.org)

## 2. Brief Description of Proposed Project

The Tri-Cities Airport Expansion and Modernization Project for the Port of Pasco is a comprehensive expansion and modernization of an airport terminal that was built in 1966 with construction remodeling in 1986, 2002, 2006, 2009, 2010, and 2011. The Tri-Cities Airport connects over 330,000 passengers annually to eight major U.S. hubs. In just the past five years, the number of enplanements at the Airport has increased by nearly 100,000 per year. The terminal is undersized for both current and projected passenger volume and does not effectively meet operational, security, and other functional requirements. According to the 2012 Airport Master Plan, which serves as the blueprint to guide future Airport development, the terminal today is undersized by 11%, and in the

next ten years is projected to be 25% undersized. Passenger growth is anticipated to double in 20 years, and the Airport must plan for this now. The \$36.1 million expansion Project will increase the current 60,500 square feet of the terminal to 105,185 square feet. In addition, the Project involves making terminal building improvements including construction and renovation to the following areas: Baggage Claim, Ticketing, Security, Restaurant and concessions, administration, and passenger loading and unloading – all of which will improve safety, security, acoustics, indoor air quality, energy performance, and ensure ADA access and compliance. Because of the need to keep the Airport in continuous operation, it is anticipated that there will be four construction phases to this Project.

The following resources describe the proposed Project in more detail:

- Attachment E: We have attached high level plans and schematic drawings as Attachment E to this application.
- 3-D Computer Video Model: The Port’s architect, Mead & Hunt, Inc., has developed a 3-D computer video model showing their initial thinking of four construction phases for the Project that would ensure continuous Airport operations during construction. This is a very preliminary model and the Project phasing will be adjusted based on the input of the GC/CM during the preconstruction services phase. Go to the following website to view the model: <http://www.portofpasco.org/curent-news/current-projects/>. Right click on “Video of Construction Sequence,” click “Save Link As” and save the “Airport-Construction-new-renderings.wmv” to your computer. Then play the file using Windows Media Player or another player.
- Concept and Budget Report: Mead & Hunt, Inc. has also completed a 170 page Concept and Budget Report (dated February 1, 2013) for the Project. This report is available for review at the following website address: <http://www.portofpasco.org/curent-news/current-projects/>

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

#### A. Project Budget:

Costs for Professional Services (A/E, Legal etc.)	\$3,598,000
Estimated project construction costs (including construction contingencies)	\$24,000,000
Equipment and Furnishing costs	\$1,750,000
Site costs	\$1,750,000
Contract administration costs (Owner, CM, Special Inspections, Testing, Preconstruction Services, etc)	\$1,362,500
Contingencies (design & owner)*	\$1,375,000
Other related project costs (briefly describe):	\$0
Sales Tax at 8.30%	\$2,299,100
<b>Total</b>	<b>\$36,134,600</b>

Note: \*Consistent with RCW 39.10.350, the Port of Pasco has included the required 5% construction budget contingencies for this Project in this item.

**B. Funding Status:** The Project will be funded from a combination of sources including revenue bonds, current capital projects reserves, and a federal aviation trust fund. As outlined below, the funding sources identified for the Project are sufficient to pay for the Project.

Funding Source	Amount	Notes
Port of Pasco, Capital Projects Fund	\$8,722,893	Funds currently on hand, and expected over construction of project.
Revenue Bonds	\$21,511,707	The Port anticipates obtaining the bonds at the point the MACC is negotiated. Bonds will be paid back through revenues received by the Port through a passenger ticket fee: Passenger Facility Charge (PFC), and Airport operating revenues. If necessary, based on lower federal support for the Project, the Revenue Bond amount will be increased to cover the cost of the Project.
Federal Aviation Administration (FAA), Airport Improvement Program (AIP) Entitlement Funds	\$1,700,000	AIP is an aviation trust fund with revenues from ticket taxes. FAA approval is required to reprogram these funds to the Project. Based on conversations with the FAA, the Port is confident that approval will be forthcoming.
FAA Airport Improvement Program (AIP) Discretionary Funds	\$3,000,000	AIP Discretionary funding could be as high as \$5,000,000. Port is working with FAA to secure funds.
Federal Transportation Security Administration (TSA) Grant	\$1,200,000	TSA Equipment Grant
<b>Total Funding Available:</b>	<b>\$36,134,600</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 Port has hired and contracted with Mead & Hunt, Inc. to serve as the architect for the project. In addition to design, Mead & Hunt, Inc. will be under contract for construction administration duties, including inspection. Mead & Hunt, Inc. is a national firm in operation since 1900 and has more than 450

employees. With a regional office in Portland, Oregon, Mead & Hunt, Inc. has extensive experience with airport expansions and renovations.

- Project Manager: David Robison, Principal of Strategic Construction Management, Inc., a Kennewick-based construction management firm with more than 30 years in the construction industry, has been selected by the Port and is under contract to serve as the Port's Project Manager for the Project. Mr. Robison will assign an Assistant Project Manager to provide construction administration support.
  - GC/CM Procurement and Contracting Consultant: Mike Purdy, Principal of Michael E. Purdy Associates, LLC, is a sub-consultant to Strategic Construction Management, Inc. and will guide and assist the Port 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: Greg Guedel of the law firm Foster Pepper PLLC, has been selected to provide outside legal counsel for the Project regarding specific GC/CM selection and contracting issues.
  - Other Outside Legal Counsel: The Port's regular attorney is Dan F. Hultgrenn of the Pasco-based law firm of Kuffel, Hultgrenn, Klashke, Shea & Ellerd, LLC. The Port will continue to use the services of Mr. Hultgrenn for contract, administration, and dispute issues arising out of this Project.
- Employing Staff: The Port's airport operations staff (Director of Airports Ron Foraker and Deputy Director of Airports Buck Taft) and other support staff (Director of Finance Linda O'Brien) will provide logistical and administrative support and coordination to the Project team.
  - Percent Complete of Design Documents: The Port anticipates that the design documents will be approximately 30% complete by the end of May 2013. Once the 30% documents are completed by the architect, Mead & Hunt, Inc., design efforts will be put on hold for a month or two until the GC/CM has been selected and is under contract to provide preconstruction services.

## **5. Why the GC/CM Contracting Procedure is Appropriate for this Project**

- Complex Scheduling, Phasing, or Coordination: The GC/CM contracting procedure is the ideal project delivery method for this Project because of the complex scheduling, phasing, and coordination that will be required to maintain operations of the Airport during construction. The architect, Mead & Hunt, Inc., has preliminarily identified four construction phases to the Project to ensure that the Airport remains in operation at all times and that the safety of passengers is ensured and that federal TSA regulations for security are met. The selected GC/CM will work with the rest of the Project team immediately upon selection and during the preconstruction period to review Mead & Hunt's proposed phasing and to bring its construction expertise to bear on the best methods for phasing and sequencing the work. Mead & Hunt's 3-D video model of how the Project might be phased demonstrates the complexity of the scheduling, phasing,

and coordination that is required for this Project. Go to page 2 of this application for instructions on how to view the 3-D model.

- [Construction at an Operating Facility:](#) The Port of Pasco anticipates that construction of the renovations and expansion of the Airport will take approximately 24 months, depending on the phasing plan developed by the Project team. During that time, the Airport must remain in continuous operation without any disruption of services. There are no options available for moving portions of the Airport operations to another facility during construction, and thus construction must occur at the same time that the Airport continues to serve approximately 45,000 passengers per month. Airports are complex facilities, highly regulated by TSA, with multiple functions that all need to be carefully and closely coordinated (ticketing, security, boarding, baggage claim, rental cars, concessions, etc.). 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 Airport in operation during construction. Engaging the construction expertise and problem-solving skills of a qualified GC/CM will help ensure that the public is protected from both a safety and security perspective with a minimum amount of disruption to ongoing operations that will continue at the Airport during construction.
- [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 will the GC/CM be available to help develop the complex phasing and coordination that will be required to keep the Airport in continuous operation during construction, but the GC/CM's involvement during preconstruction will be critical for them to develop an accurate understanding of existing conditions and operations at the Airport, 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 the Port of Pasco's programmatic and budgetary objectives. The GC/CM will also work with the Port and Architect in providing valuable constructability reviews and value engineering that will help ensure the Project is constructed in the most efficient manner with the least amount of disruption.
- [Complex or Technical Work Environment:](#) Airports are very complex and technical work environments that are heavily regulated from both a safety and security perspective, and that have a lot of moving parts that must work together seamlessly. Use of GC/CM will enable the Project team to develop plans to ensure passenger safety from construction activity, prevent security breaches, and keep flights operating without delays caused by the construction. GC/CM is the ideal project delivery tool for an expansion and renovation project at an operating Airport.
- [Work on Building With Historic Significance:](#) The Project does not involve work on any building with historic significance.

## **6. Public Benefit**

The use of GC/CM for this project will serve the public interest in the areas noted above. 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 Port based on the following:
  - **Operations:** Loss of Airport operations, continuity of service, or utilities.
  - **Safety:** Safety of the public (passengers and those dropping off and picking up passengers), TSA and Port staff, concessions, rental car, and construction personnel
  - **Security:** Security breaches that may result in damage to property or physical injury to passengers, TSA personnel, and Port staff.
  - **Project familiarity:** Contractor familiarity with physical conditions at the Airport and schedule/phasing issues, gained during preconstruction, will reduce construction delays and potential claims/change orders from the contractor. The ability to carefully plan for the phases of the work will also reduce the costs of operations, utilities, and weather protection.
  - **Flight delays:** Passenger flight delays caused by construction.
  - **Injuries:** Passengers injured due to construction activity.
  - **Lost baggage:** Passenger baggage lost or misrouted due to construction disruptions.
- **Design-Bid-Build Not Practical for Project:** As noted earlier, phasing this Project in a complex work environment to maintain continuous Airport operations, and ensuring passenger safety and security over the 24 months of construction would be seriously compromised under a Design-Bid-Build project delivery method that would not allow critical contractor input into the design, phasing, safety, and security for the Project. Delivering the Project as a Design-Bid-Build project is simply too risky for the Airport and the general public, and not a viable option. The complex scheduling and interrelationships between the airport security, passengers, staff, and the airlines, in addition to the numerous phases that will comprise this Project, require the services of a GC/CM in order to reduce the impact on the Tri-Cities community, passengers, TSA, and the airlines that serve the Airport. Design-Bid-Build does not provide the necessary partnership model that will be necessary between the contractor and Airport in order to prepare and notify various stakeholders of upcoming construction zones, operational relocations, and site and noise disruptions before they become issues. Use of Design-Bid-Build would adversely impact the Airport operations as well as public safety. Under Design-Bid-Build, the Port of Pasco would face significant financial exposure from a contractor not familiar with all of the requirements of working at an occupied and operational airport. It is critical that the Port be able to use qualifications as part of the contractor selection process, and involve the contractor early on in the Project to help plan for and solve a variety of complex and interrelated problems.

## **7. Public Body Qualifications**

- **A description of your organization's qualifications to use the GC/CM contracting procedure.** The Port of Pasco has been conducting and managing major capital improvement projects for many years, primarily through the use of the support provided by architectural firms and other outside construction management organizations. The Port intends to utilize the same model on this Project, and has developed a Washington State GC/CM experienced team including David Robison, Mike Purdy, and Greg Guedel to manage and guide the Project. With this team in place and the support provided by Port staff and architect Mead & Hunt, the Port'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 engaging the services of three individuals with a background in Washington State GC/CM projects is the current experience they bring with emerging GC/CM related issues, and of working together on previous projects.

<b>Project</b>	<b>David Robison</b> Project Manager	<b>Mike Purdy</b> GC/CM Procurement and Contracting Consultant	<b>Greg Guedel</b> GC/CM Legal Counsel
Kennewick School District – Elementary Modernization Project	X	X	X
LOTT Clean Water Alliance – Budd Inlet Treatment Plant Improvements		X	X
City of Bellingham – Post Point Wastewater Treatment Plant Improvements		X	X

GC/CM Training: Because this Project will be the Port’s first GC/CM project, 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 following table reflects the GC/CM specific training for members of the Project team:

<b>Date</b>	<b>Description</b>	<b>Attendees</b>
March 26, 2013	All day GC/CM training and project strategy workshop with architect Mead & Hunt, Inc. and their Tri-Cities-based construction administration sub-consultant, CKJT Architects. Training provided by Mike Purdy.	<ul style="list-style-type: none"> <li>• David Robison, CCM Project Manager, Strategic Const. Mgmt.</li> <li>• Tim Dacey Project Manager, Mead &amp; Hunt</li> <li>• Jeff Mason, PE Dept. Mgr. Buildings Group, Mead &amp; Hunt</li> <li>• Mike Flowers Project Architect, Mead &amp; Hunt</li> <li>• Scott D. Lind, PE Senior Project Manager, Mead &amp; Hunt</li> <li>• Colleen Herron, PE Senior Mechanical Engineer, Mead &amp; Hunt</li> <li>• Eric Love, PE Structural Engineer, Mead &amp; Hunt</li> <li>• Mike Marley Architect, CKJT Architects</li> </ul>
January 31 – February 1, 2013	2 day GC/CM training program sponsored by the AGC, UW, and MCA. Mike Purdy was a presenter and expert panelist.	<ul style="list-style-type: none"> <li>• Randy Hayden, PE Port Director of Planning &amp; Engineering</li> <li>• Buck Taft Deputy Director of Tri-Cities Airport</li> </ul>
January 27 – 28, 2011	2 day GC/CM training program sponsored by the AGC, UW, and MCA. Mike Purdy was an expert panelist.	<ul style="list-style-type: none"> <li>• David Robison, CCM Project Manager, Strategic Const. Mgmt.</li> </ul>

- **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).**

<b>PROJECT MANAGEMENT</b>
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**David Robison, CCM, LEEP AP**

**Project Manager (Strategic Construction Management, Inc.)**

**Role:** Manage the delivery of the architectural design and serve as the Port's point of contact in coordinating with and managing the GC/CM throughout the Project.

**Relevant Experience:** As Principal of the Kennewick-based firm of Strategic Construction Management, Inc., David Robison is well-schooled in Washington State's GC/CM project delivery requirements, having successfully managed the recent Kennewick School District GC/CM project. He is a Certified Construction Manager (CCM) with the Construction Management Association of America (CMAA), and was an Adjunct Professor in construction management at San Jose State University (San Jose, California) from 1995-2000. Over the course of more than 30 years in the construction industry, Mr. Robison has managed many GC/CM (CM at Risk), Design-Build, and Design-Bid-Build projects for a variety of public bodies including educational institutions, cities, and fire stations. He has been an estimator, scheduler, general contractor (registered contractor in California and Nevada), owner's representative, project manager, and construction manager, and has experiences with preconstruction services.

**To Be Assigned**

**Assistant Project Manager (Strategic Construction Management, Inc.)**

**Role:** Attend and document project meetings on behalf of Owner. Maintain progress photos, daily reports, and monitor prevailing wage compliance on a daily basis. Update and maintain all sets of drawings, specifications, and logs. Distribute required documents and communications to all team members. Assist Owner's Project Manager with review and data entry of all RFI, submittals, and transmittals, and maintain the electronic files and reports on the CMS System. Set up and maintain project filing systems in collaboration with team members for ease of retrieval.

**Relevant Experience:** In assigning an Assistant Project Manager, a key qualification will be experience with Washington State GC/CM projects.

**Leo Sumner**

**Scheduler (The Tiburon Group)**

**Role:** Scheduling and schedule management for the Airport.

**Relevant Experience:** Leo Sumner has over 40 years of experience in all phases of design, construction, and project management. As the Principal-in-Charge at The Tiburon Group, Mr. Sumner oversees projects throughout the country. Among other projects, he has provided scheduling and project control services for construction projects at the international airports in Seattle, San Francisco, and Oakland. He has a bachelor's degree in Industrial Technology (Southern Illinois University) and an MBA (St. Mary's College). As the past president of the Northern California chapter of the Construction Management Association, he has also lectured at the University of California, Berkeley and California State University, Long Beach.

## ARCHITECTURAL DESIGN & CONSTRUCTION ADMINISTRATION

### **Matt Dubbe, AIA**

#### **Principal-in-Charge (Mead & Hunt, Inc.)**

**Role:** Management and oversight of the daily requirements of the architectural, engineering, and construction.

**Relevant Experience:** Matt Dubbe has more than 25 years of master planning, sustainability, design and construction administration experience in multiple project types with a concentration on implementing efficient green building and site development solutions within the aviation industry. He has completed projects throughout the US that are recognized for their regional, environmental and contextual excellence. In addition, Mr. Dubbe has been selected for speaking engagements by various industry groups, including the FAA and AAEE, to discuss global trends in aviation and sustainability.

### **Timothy Dacey, AIA, LEED AP**

#### **Architect Project Manager (Mead & Hunt, Inc.)**

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

**Relevant Experience:** Tim Dacey has more than 17 years of architecture experience in project design, project management, and construction administration over a diverse range of project types, including aviation projects in California, Oregon, Wyoming, and Washington. Mr. Dacey has extensive experience in various public and private project delivery types, including CM @ Risk. He has a Master of Architecture degree from the University of Texas and a Bachelor of Science degree in Architecture from the University of Virginia.

### **Mike Flowers**

#### **Project Architect (Mead & Hunt, Inc.)**

**Role:** Serve as the Architect's Project Architect during the design of the terminal with primary responsibilities for coordinating the various disciplines during design as well as architectural design and detailing.

**Relevant Experience:** Mike Flowers has 14 years of experience working as a principal project designer and architect, as well as developing client programs, scope and budget. His experience is diverse, working across several states with various project types including two airports in Texas. Mr. Flowers has managed projects from inception through occupancy, including municipal reviews and construction administration. He has a Master of Architecture degree from Montana State University and a Bachelor of Environmental Design from Texas A&M University.

### **Mike Marley**

#### **Construction Administration and Inspection (CKJT Architects)**

**Role:** Assist in coordination of existing building conditions with the planned design, as well as permitting and constructability reviews. During construction, lead the architectural observation and coordination of the design team.

**Relevant Experience:** As a licensed architect for 22 years, Mike Marley has worked for CKJT Architects in Kennewick for 27 years. Mr. Marley has experience with programming, site and building design, code review, contract document preparation, cost estimating, and construction administration. He knows the Tri-Cities Airport better than almost anyone else, having worked on the design, contract documents, and construction administration on renovation projects for the Airport in 2002, 2006, 2009, 2010, and 2011. Mr. Marley has a Bachelor of Architecture degree from Montana State University.

## GC/CM PROCUREMENT AND CONTRACTING

### **Mike Purdy**

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

**Role:** Provide strategic GC/CM guidance for the GC/CM selection, negotiations, and contract administration processes. Develop and review procurement and contracting documents. Provide training and advice to Project team on GC/CM related issues.

**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, 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 consulting services to eight public bodies, 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 maintains the popular Mike Purdy's Public Contracting Blog, followed by hundreds of contracting professionals in the state and around the country.

### **Greg Guedel**

#### **Outside GC/CM Legal Counsel (Foster Pepper PLLC)**

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

**Relevant Experience:** Greg Guedel brings over 18 years of public works contracting experience, with an emphasis on municipal contracting under the state's alternative procurement statutes. He has successfully assisted numerous municipalities with GC/CM and design-build procurements. Mr. Guedel regularly presents seminars for municipalities on how to properly conduct procurements under RCW 39.10, has appeared on lecture panels with CPARB Chair Robert Maruska, and has drafted legislation regarding the applicability of RCW 39.10 to alternative procurements by Public Housing Authorities. He is also a member of the Snohomish City Council.

### **Dan Hultgrenn**

#### **Outside Port Legal Counsel (Kuffel, Hultgrenn, Klashke, Shea & Ellerd, LLC)**

**Role:** Provide legal counsel to the Port on a variety of contracting matters related to the Project.

**Relevant Experience:** Dan Hultgrenn has served as the Port's outside legal counsel for more than 22 years. He has been practicing law in Washington since 1974. After graduating from Willamette University College of Law, he worked for three years as a deputy prosecuting attorney for Franklin County. His areas of practice include municipal law and commercial business law.

## AIRPORT MANAGEMENT

### **Buck Taft**

#### **Deputy Director of Tri-Cities Airport (Port of Pasco)**

**Role:** Coordinate Airport operations and facilities with the Port's Project Manager, the GC/CM, and the Architect to ensure continuous and uninterrupted operation of the Airport.

**Relevant Experience:** In his position as Deputy Director of the Tri-Cities Airport, Buck Taft is responsible for daily operations and maintenance of the Airport and compliance with all FAA rules and regulations. He has a Bachelor of Science in Aviation Management degree from Southern Illinois University at Carbondale, is an instrument rated private pilot who has been flying for 16 years, and has a dozen years of airport operations experience ranging from small commercial service airports to large hub airports in Illinois, Florida, and Texas.

**Randy Hayden, PE**

**Interim Deputy Director and Director of Planning and Engineering (Port of Pasco)**

**Role:** Management oversight of the design and construction of the Project.

**Relevant Experience:** Randy Hayden has been with the Port of Pasco for more than a dozen years, having joined them in September 2000. He is currently the Interim Deputy Director and Director of Planning and Engineering. His primary responsibilities include strategic planning for long range development and master plan implementation at the Port's commercial and industrial sites. He has successfully managed previous capital projects for the Port, assisted by his background as an engineering consultant, and his Professional Engineer's license that he earned in 1993. Mr. Hayden graduated from the University of Washington in 1988 with a degree in Civil Engineering. Before joining the Port, he worked as a private consultant in the Tri-Cities Washington. Mr. Hayden brings not only his construction and project management experience, but also his background as professional engineer and business owner, and is thus well aware of the complexities and impacts of construction on ongoing airport operations.

**Ron Foraker**

**Director of Tri-Cities Airport (Port of Pasco)**

**Role:** Manage all operations and administration of the Tri-Cities Airport.

**Relevant Experience:** Ron Foraker has been employed for 35 years with the Tri-Cities Airport and is intimately familiar with all aspects of the Airport. He has been the Director of the Airport since 2011. He has overseen more than 42 federally funded Airport projects including airfield paving, lighting, signage, runway approach clearances, land acquisition, planning studies, maintenance equipment and truck acquisitions. Mr. Foraker has been involved in project management including an air freight building, a parking lot operations office, a snow removal equipment storage facility, a new airport fire station, and a major terminal building renovation and expansion project. His personal involvement includes representing the Airport in consultant oversight with design and specification preparation, bidding and contract award, contractor payment request processing, attending progress meetings, project closeout, and participating in state and federal grant audits. Mr. Foraker has a Bachelor of Science degree from Central Washington State College in Aerospace Science.

**Linda O'Brien, CPA, CGFM**

**Director of Finance and Administration (Port of Pasco)**

**Role:** Supervise financial accounting personnel for the Port and oversee contractor payments for grants and all other construction projects.

**Relevant Experience:** Linda O'Brien has been with the Port since 1990. She has a bachelor's degree in Accounting from Central Washington University, with a minor in Business Administration. Ms. O'Brien is both a CPA and a Certified Government Financial Manager (CGFM). She has been the chair of the Washington Public Ports Association Finance Committee since 2009 and advises other ports with accounting issues. She has also served on the national board of the American Society of Women Accountants and the local board of the American Governmental Accountants.

**Jim Toomey**

**Executive Director (Port of Pasco)**

**Role:** Oversight and management of the Port of Pasco, including the Tri-Cities Airport

**Relevant Experience:** Jim Toomey is the Executive Director of the Port of Pasco. He came to the Port in 1991. His responsibilities include management of an organization that consists of 48 employees and an annual operating budget of \$7 million dollars. The Port of Pasco contains an intermodal transportation facility, a regional airport, industrial property and facilities. Mr. Toomey received a Mechanical Engineering degree from the U.S. Naval Academy in Annapolis, Maryland. During his career, he has managed various engineering disciplines, projects and programs, such as a fuels reprocessing plant with an annual budget of \$75 million dollars, an isotope enrichment design and construction project with a total cost of \$1 billion dollars, and managed the startup activities of a chemical processing plant. Prior to joining the Port, he was the Director of the Tri-City Industrial Development Council, where his responsibilities included identifying and developing business opportunities in the U.S. and Pacific Rim.

**Project Team Level of Involvement**

<b>Individual</b>	<b>GC/CM Procurement and Contracting</b>	<b>Preconstruction Phase</b>	<b>Construction Phase</b>
<b>PROJECT MANAGEMENT</b>			
<b>David Robison, CCM LEED AP</b> Project Manager (Strategic Construction Management)	20%	35%	50%
<b>To Be Assigned</b> Assistant Project Manager (Strategic Construction Management)	N/A	35%	100%
<b>Leo Sumner</b> Scheduler (Tiburon Group)	15%	25%	10%
<b>ARCHITECTURAL DESIGN AND CONSTRUCTION ADMINISTRATION</b>			
<b>Matt Dubbe, AIA</b> Principal-in-Charge (Mead & Hunt, Inc.)	10%	40%	10%
<b>Tim Dacey, AIA</b> Architect Project Manager (Mead & Hunt, Inc.)	15%	80%	20%
<b>Mike Flowers</b> Project Architect (Mead & Hunt, Inc.)	5%	25%	50%
<b>Mike Marley</b> Construction Administration (CKJT Architects)	5%	20%	60%

Individual	GC/CM Procurement and Contracting	Preconstruction Phase	Construction Phase
<b>GC/CM PROCUREMENT AND CONTRACTING</b>			
<b>Mike Purdy</b> GC/CM Consultant (Michael E. Purdy Associates, LLC)	30%	20%	15%
<b>Greg Guedel</b> Outside GC/CM Legal Counsel (Foster Pepper PLLC)	As needed	As needed	As needed
<b>Dan Hultgrenn</b> Outside Port Legal Counsel (Kuffel, Hultgrenn, Klashke, Shea & Ellerd, LLC)	As needed	As needed	As needed
<b>AIRPORT MANAGEMENT</b>			
<b>Buck Taft</b> Deputy Director of Tri-Cities Airport (Port of Pasco)	5%	20%	25%
<b>Randy Hayden</b> Interim Deputy Director and Director of Planning and Engineering (Port of Pasco)	15%	20%	20%
<b>Ron Foraker</b> Director of Tri-Cities Airport (Port of Pasco)	5%	10%	20%
<b>Linda O'Brien</b> Director of Finance and Administration (Port of Pasco)	N/A	5%	5%
<b>Jim Toomey</b> Executive Director (Port of Pasco)	As needed	As needed	As needed

- **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 Port's staff, the Project Manager, and other 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. David Robison of Strategic Construction Management, Inc., has been selected by the Port of Pasco 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 Port of Pasco 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 Port of Pasco, and the outstanding quality of the employees in the Port of Pasco responsible for managing capital projects. The Port of Pasco, in collaboration with the selected architect (Mead & Hunt, Inc.), construction management firm (Strategic Construction Management, Inc.), 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 Port of Pasco 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 Port of Pasco'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 consultants, Port of Pasco staff, other organizations, and public agencies. 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. 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	May 1, 2013
PRC Presentation and Decision	May 23, 2013
<b>GC/CM Selection Process</b>	
Advertise and Issue Request for Proposals (RFP)	May 28, 2013
Second Date of Advertisement for RFP	June 3, 2013
Pre-Proposal Meeting and Site Visit	June 11, 2013
Submission of RFP Questions Due	June 19, 2013

Proposal Submission Deadline	June 25, 2013
Proposal Reviews Completed	July 2, 2013
Notify Short-Listed Firms	July 3, 2013
Interview Short-Listed Firms	July 18, 2013
Notify Finalists	July 19, 2013
Issue Request for Final Proposals (RFFP)	July 23, 2013
Pre-Pricing Proposal Meeting with Finalists	August 8, 2013
Final Proposal Submission Deadline	August 14, 2013
Notification of Selected GC/CM	August 14, 2013
<b>Preconstruction and MACC Negotiations</b>	
Preconstruction Work Plan Due and Start of Preconstruction Contract Negotiation	August 26, 2013
Preconstruction Contract Signed	September 10, 2013
Begin Preconstruction Services	September 10, 2013
Begin MACC Negotiation	February 27, 2014
MACC Negotiation Completed	March 13, 2014
Begin Construction	July 24, 2014
Construction Substantially Complete	July 7, 2016

- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.** Using the GC/CM expertise and previous experiences of David Robison, Mike Purdy, and Greg Guedel, and drawing on work developed for other public bodies in the State using GC/CM, the Project team will develop the various and necessary GC/CM contract documents (Preconstruction Services Contract, GC/CM Construction Services Contract, General Conditions, Division 01, Summary Matrix of Cost Allocation) to reflect the specifics of GC/CM contracting in Washington State in accordance with chapter 39.10 RCW.

## 8. Public Body 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.** When the Washington State Auditor’s Office audited the Port for 2010 activity, they issued a finding that the Port failed to ensure timely and accurate compliance with reporting requirements on two projects funded by the federal Airport Improvement Program (AIP) and Economic Adjustment Assistance Program. The projects included in response to Question 8 that were affected are: AIP 33 – Apron Reconstruction Phase 5 and BPIC Re-Roof Bldgs – Nine Bays. Port staff has since been trained on the reporting requirements and have developed procedures to ensure future compliance. The State Auditor’s Office considers that the Port’s corrective

action has fully corrected the cause of the finding. We have attached a copy of the finding and resolution of the finding in Attachment F.

**Attachments to PRC Application:**

- Attachment A – Schedule
- Attachment B – Organizational Chart
- Attachment C – Team Experience with Project Delivery
- Attachment D – Port’s Project Construction History
- Attachment E – Site Maps and Plans
- Attachment F – State Auditor Office finding from 2011

**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.

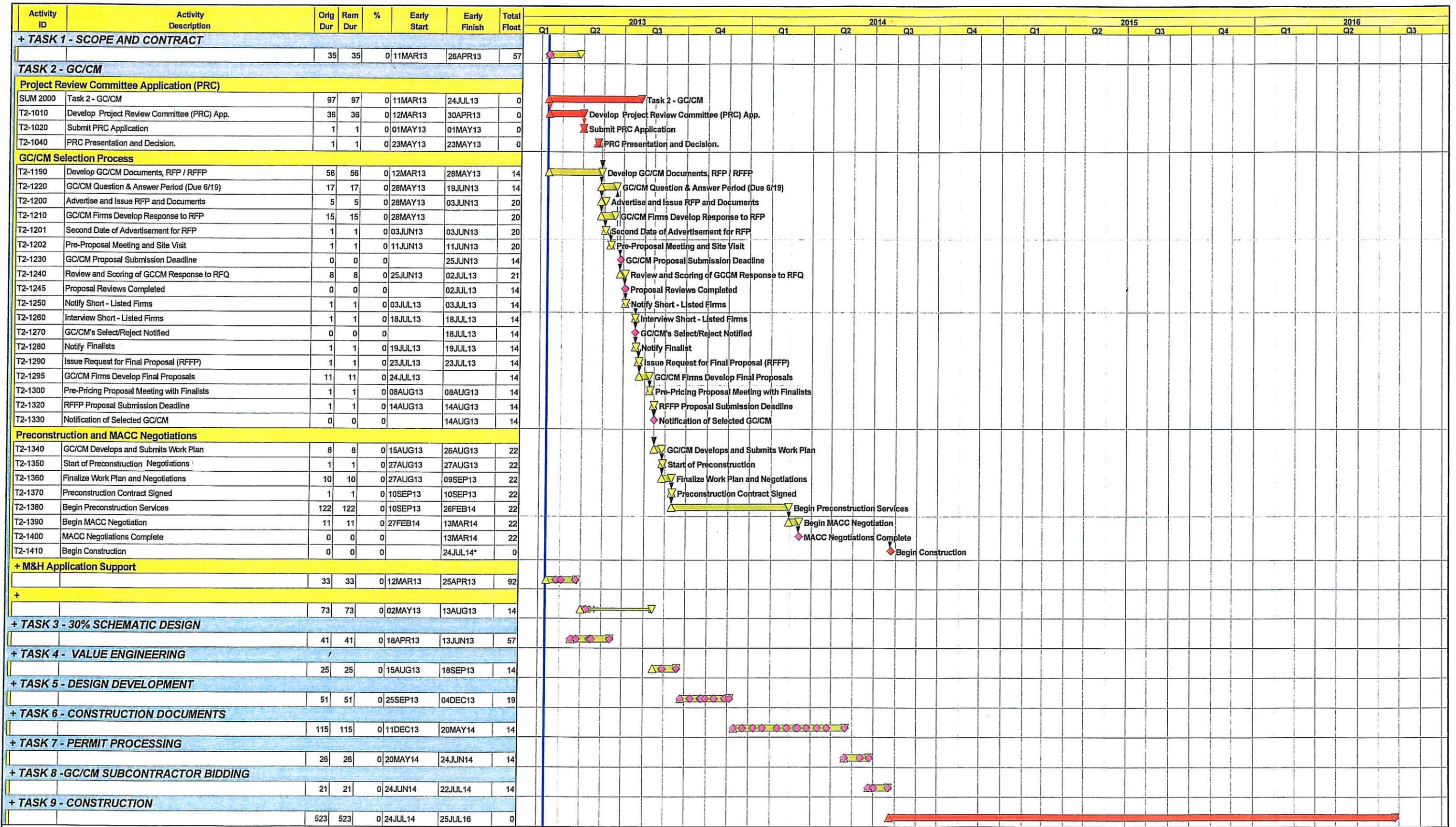
**Signature of Authorized Representative**

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.

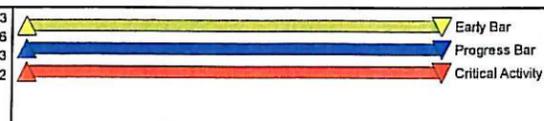
Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a 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: Jim Toomey  
Name: Jim Toomey, Executive Director, Port of Pasco  
Date: April 24, 2013

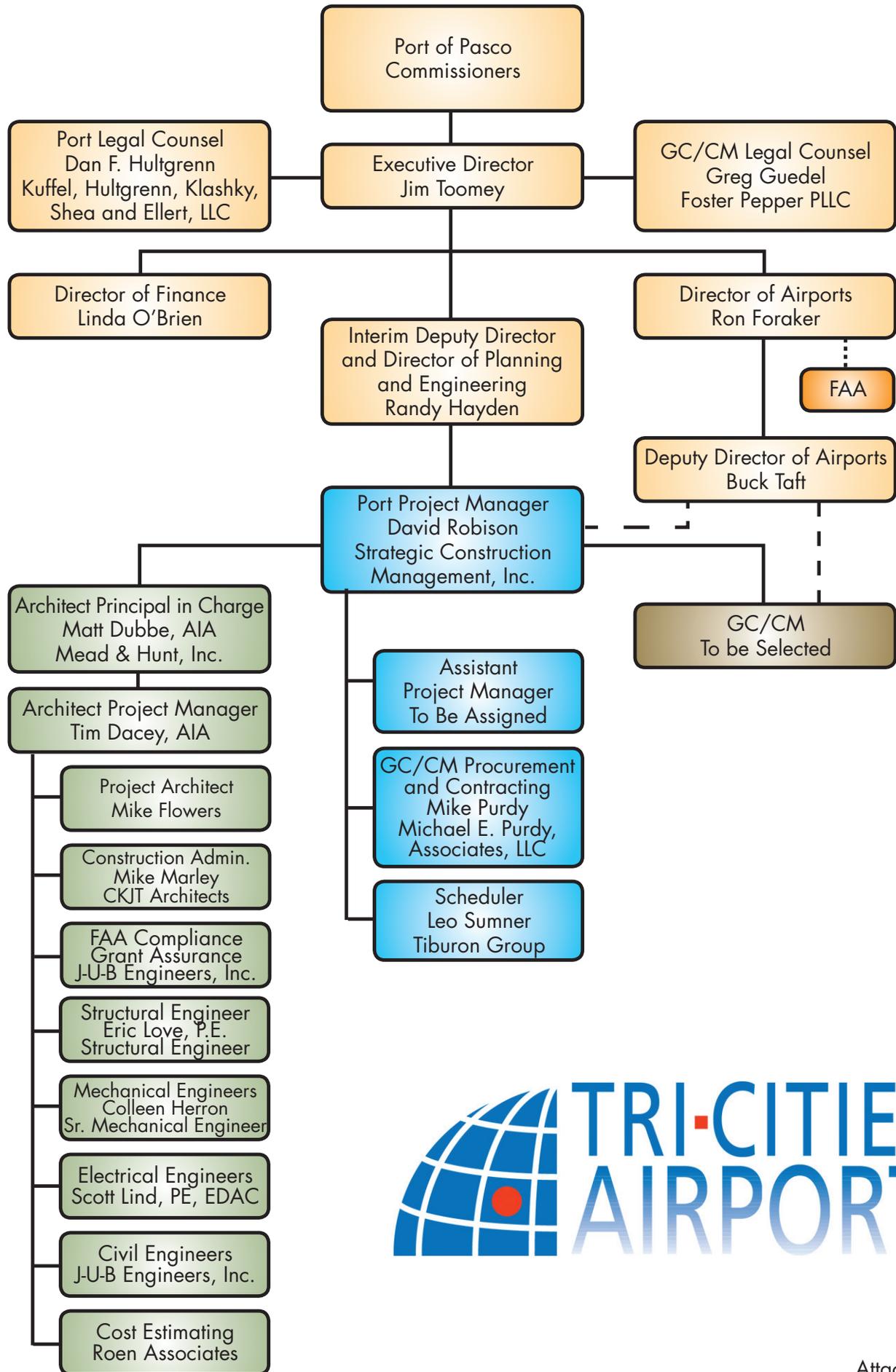


Start Date 11MAR13  
 Finish Date 25JUL16  
 Data Date 11MAR13  
 Run Date 29APR13 17:12



Sheet 1 of 1

Date	Revision	Checked	Approved



## Attachment C Team Experience with Project Delivery

Role During Project Phases								
Name / Title	Organization	Project Names	Construction Budget	Procurement Type	Planning	Design	Construction	
<b>David Robison</b> Project Manager	Principal, Strategic Construction Management, Inc.	Kennewick School District, Kennewick Elementary Modernization Program, Kennewick Washington	\$26M	WA GC/CM	OREP	OREP	OREP	
		Kennewick School District # 17, 4 <sup>th</sup> Avenue District Office, Kennewick Washington	\$7.5M	DBB	OREP	OREP	OREP	
		Port of Kennewick, Oak Development Business Park Renovation, Kennewick Washington	\$1.7M	DBB	OREP	OREP	OREP	
		Tri Cities Research District, Innovation Center Apartments, University Square Retail Center, Richland, Washington	\$15.5M	DBB	OREP	OREP	OREP	
		Santa Cruz City Schools Bond I and Bond II Improvement Programs	\$128M	DBB PU CM@R	OREP	OEX	OCM	
		Watsonville Police Department Renovation, City of Watsonville, California	\$2.2M	PU CM@R	OREP	OEX	OCM	
		Central Fire Protection District Stations #1,2 Admin Bldg. Aptos, California	\$12M	PU CM@R	OREP	OEX	OCM	
		Santa Cruz City Hall Renovations, City of Santa Cruz, California	\$11M	DBB	OREP	OREP	OREP	
<b>Leo Sumner</b> Scheduler	Tiburon Group	Kennewick School District, Kennewick Elementary Modernization Program, Kennewick Washington	\$26M	WA GC/CM	OCTR	OCTR	OCTR	
		Oakland Airport Terminal Expansion, Oakland, California	\$1.4B	PU CM@R	OCTR	OCTR	OCTR	
		Chabot College – Campus Modernization Program, Hayward, California	\$248M	DBB	OCTR	OCTR	OCTR	
		San Jose State University, Student Union Expansion and Renovations	\$65M	DBB	OCTR	OCTR	OCTR	
		San Francisco New Main Library	\$140M	DBB	OCTR	OCTR	OCTR	
		San Francisco Metropolitan Transportation Authority, Doyle Drive Replacement, San Francisco, California	\$850M	DBB	OCTR	OCTR	OCTR	
<b>Matt Dubbe</b> Principal-in-Charge	Mead & Hunt, Inc.	Terminal Addition, Chippewa Valley Regional Airport, Eau Claire, Wisconsin	\$10.5M	DBB	DES	DES	CM	
		GA Complex, Terminal & Hangars, Outagamie County Regional Airport, Appleton, Wisconsin	\$11M	DBB	DES	DES	CM	
		Terminal Addition and Car Rental Facility, Central Wisconsin Airport, Mosinee, Wisconsin	\$24M	DBB	DES	DES	CM	
			Snow Removal Equipment Facility, Austin Straubel International Airport, Green Bay, Wisconsin	\$10.5M	DBB	DES	DES	CM
			Terminal Renovation and Addition, Manhattan Regional Airport, Manhattan, Kansas	\$14M	DBB	DES	DES	
			New Terminal, Central Nebraska Regional Airport, Grand Island, Nebraska	\$11M	DBB	DES	DES	
		Architectural Alliance	Terminal Renovation and Addition, Dane County	\$70M	DBB	DES	DES	CM

## Attachment C Team Experience with Project Delivery

		Regional Airport, Madison, Wisconsin					
<b>Timothy Dacey</b> Architect Project Manager	Mead & Hunt, Inc.	Terminal Addition, Redding Municipal Airport, Redding, California	\$7M	DBB	DES	DES	DES, CM
		New Aircraft Rescue and Firefighting Facility Arcata-Eureka Airport, Eureka, California	\$4.2M	DBB	DES, CTR	DES, CTR	
		Snow Removal Equipment (SRE) Facility, Casper, Wyoming	\$11M	DBB	DES, CTR	DES	
	Ankrom Moissan	2121 Belmont Condominiums, Portland, Oregon	\$31M	PR CM@R	DES	DES	DES, CM
		Vestas North American Headquarters, Portland, Oregon	\$100M	PR CM@R	DES	DES	
	Andersson Wise	St. Edwards University, Austin, Texas	\$12M	DBB	DES, CM	DES, CM	DES, CM
		St. Paul's Episcopal Church	\$3M	DBB	DES	DES	DES, CM
		Tekoa Housing, Austin, Texas	\$16.5M	PR CM@R	DES	DES	DES, CM
<b>Mike Flowers</b> Project Architect	Mead & Hunt, Inc.						
	Gideon Toal Architects	Delta Airlines Terminal Renovations, DFW, Texas	\$5M	DBB	DES	DES	DES
		Ericsson Corporate Headquarters and Campus, Plano, Texas	\$70M	DBB	DES	DES	DES
	Luther Partnership	Main Terminal Remodel and Addition, Abilene Regional Airport, Abilene, Texas	\$11M	DBB	DES	DES	DES
		Hendrick Medical Center, Cancer Center, Abilene, Texas	\$10M	DBB	DES	DES	DES
	Hahnfeld Hoffer Stanford	Tucker Technology Center, Texas Christian University, Fort Worth, Texas	\$17M	DBB	DES, ADV	DES, SUBDES	DES, ADV
		Central High School, Keller, Texas	\$51M	DBB	DES, ADV	DES	DES, ADV
		Smith Hall, Texas Christian University, Fort Worth, Texas	\$10M	DBB	DES, ADV	DES, SUBDES	DES, ADV
	Mahlum	Helen Baller Elementary School, Camas, Washington	\$13M	DBB	DES, ADV	DES	DES, ADV
<b>Mike Marley</b> Construction Administration and Inspection	CKJT Architects	Tri-Tech Skills Center Additions & Improvements, Kennewick, Washington	\$4M	DBB	ADV, PM, CTR, DES	ADV, PM, CTR, CM	ADV, PM, CTR, CM
		Richland High School Modernization, Richland, Washington	\$32M	DBB	ADV, PM, CTR, DES	ADV, PM, CTR, CM	ADV, PM, CTR, CM
		Tri-Cities Airport Boarding Area Expansion, Pasco, Washington	\$6M	DBB	ADV, PM, CTR, DES	ADV, PM, CTR, CM	ADV, PM, CTR, CM
		Tri-Cities Airport Boarding Area Expansion, Pasco, Washington	\$6M	DBB	ADV, PM, CTR, DES	ADV, PM, CTR, CM	ADV, PM, CTR, CM
		Pasco Regional Post Office, Pasco, Washington	\$8.5M	DBB	ADV, PM, CTR	ADV, PM, CM	ADV, PM, CM
<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

## Attachment C Team Experience with Project Delivery

		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, Phase C	\$54M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
<b>Greg Guedel</b> Outside GC/CM Legal Counsel	Foster Pepper PLLC	Puget Sound Educational Service District's Greenbridge Early Learning Center	\$19M	WA GC/CM	SUBADV	SUBADV	SUBADV
		Pierce County Utility, Chambers Creek Wastewater Treatment Plant Expansion	\$263M	WA GC/CM	SUBADV	SUBADV	SUBADV
		LOTT Clean Water Alliance, Budd Inlet Wastewater Treatment Plant Upgrade	\$31M	WA GC/CM	SUBADV	SUBADV	SUBADV
		Lewis County Events Center	\$7M	WA DB	SUBADV	SUBADV	SUBADV
		Kennewick School District Elementary School Modernization	\$26M	WA GC/CM	SUBADV	SUBADV	SUBADV
		City of Bellingham, Post Point Wastewater Treatment Plant Improvements	\$28M	WA GC/CM	SUBADV	SUBADV	SUBADV
		Kennewick General Hospital	\$58M	WA GC/CM	SUBADV	SUBADV	SUBADV
		Klickitat County's Skyline Hospital	\$9M	WA GC/CM	SUBADV	SUBADV	SUBADV
		Kent Events Center	\$84.5M	WA DB	SUBADV	SUBADV	SUBADV
<b>Dan Hultgrenn</b> Outside Port Legal Counsel	Kuffel, Hultgrenn, Klashke, Shea & Ellerd, LLC	As the Port's attorney for the last 22 years, Mr. Hultgrenn has been involved in all of the construction projects of the Port of Pasco, including but not limited to those listed in Attachment D to this PRC application.					
<b>Buck Taft</b> Deputy Director of Tri-Cities Airport	Port of Pasco	Runway 12 Overlay	\$3M	DBB			OREP
		East GA Apron Reconstruction	\$1.9M	DBB	OREP	OREP	OREP
	Operations and– Maintenance Manager McAllen, TX Airport	Airfield Electrical Vault and Airfield Lighting Upgrade	\$5M	DBB			OREP
		Runway 13-31 Overlay and Shoulder Addition	\$11M	DBB	OREP	OREP	OREP
		Building Management System Upgrade	\$4M	DBB	OREP	OREP	OREP
		Access Control System Upgrade	\$1M	DBB	OREP	OREP	OREP
<b>Randy Hayden</b> Interim Deputy Director and Director of Planning and Engineering	Port of Pasco	Foster Wells Business Area - Infrastructure	\$9M	DBB	OPM	OPM	OPM
		Waterfront Office Building	\$5.9M	DBB	OPM	OPM	OPM
		BPIC Re-Roof Bldgs – 15 Bays	\$4.3M	DBB	OPM	OPM	OPM
		Parsons Office Building	\$2.4M	DBB	OPM	OPM	OPM
		BPIC Intermodal Hub Development	\$5.3M	DBB	OPM	OPM	OPM
		SR397 Overpass	\$7.7M	DBB	OPM	OPM	OPM
<b>Ron Foraker</b> Director of Tri- Cities Airport	Port of Pasco	Mr. Foraker has been employed by the Tri-Cities Airport for the last 35 years and has been involved in most, if not all of the Airport's construction projects during this period of time.					

## 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:

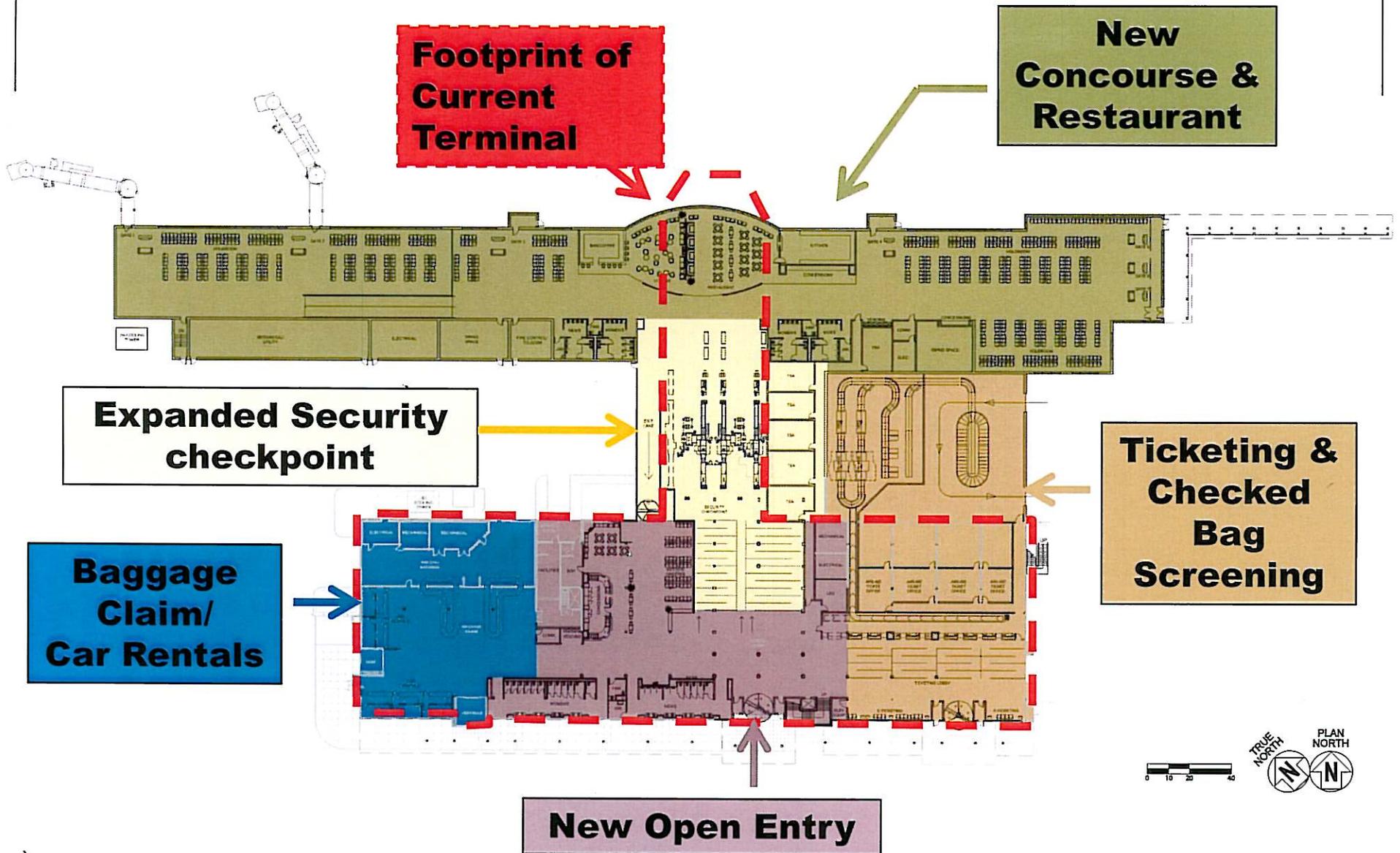
SUBPROC	A subconsultant providing procurement services
SUBADV	A subconsultant providing contract advisory, oversight, or audit services
SUBPM	A subconsultant providing project management services
SUBCTR	A subconsultant providing project controls, scheduling, or estimating services
SUBDES	A subconsultant 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 – Port's Project Construction History - 2005-2012

Year	Description	Contracting Method	Date Work Commenced	Date Work Completed	Planned Finished	Additional Days	Contractor Bid Amount	Contractor Change Order	Contractor Final Amount
2005	AIP 28 ARFF Building	DBB	8/5/2005	12/14/2006	210cd	103cd	\$ 3,210,012.00	\$ 150,724.07	\$ 3,360,736.07
	AIP 28 Runway 30	DBB	8/5/2005	11/5/2005			\$ 1,629,554.75		\$ 1,629,554.75
2006	Warehouse 3, Bay 2 Reroofing	DBB	11/1/2006	1/12/2007	60cd	17cd	\$ 402,843.51	\$ (822.00)	\$ 402,021.51
	TCA Terminal Building, Restroom Remodeling	DBB	9/22/2006	2/8/2007	2/8/2007		\$ 120,397.11	\$ 12,681.93	\$ 133,079.04
	TCA Terminal Building, Restaurant Remodeling	DBB	10/5/2006	1/25/2007	1/1/2008		\$ 100,979.81	\$ 1,083.22	\$ 102,063.03
	TCA 2006 Roofing	DBB	10/23/2006	12/22/2006	55wd		\$ 157,090.23	\$ 1,881.57	\$ 158,971.80
	TCA 2006 Re-Siding Project	DBB	5/15/2006	8/23/2007	55wd		\$ 176,945.96		\$ 176,945.96
	AIP 29 Terminal Apron - Reconstruction	DBB	5/6/2006	4/24/2008	4/24/2008		\$ 21,939.40		\$ 21,939.40
	BPIC Intermodal Hub Development	DBB	7/16/2006	6/28/2007	240cd		\$ 4,433,498.76	\$ 268,402.20	\$ 4,701,900.96
2007	AIP 30 Apron Project	DBB	3/5/2007	11/28/2007	187wd		\$ 7,189,210.73	\$ (100,264.23)	\$ 7,088,946.50
	AIP 30 De-icing Pad	DBB	1/16/2007	12/14/2007	50wd		\$ 635,504.40	\$ 77,958.73	\$ 713,463.13
	W8B1 & T131 Restroom Remodel	DBB	8/11/2008	11/10/2008	85cd		\$ 202,780.92	\$ 1,386.24	\$ 204,167.16
2008	W5B2 Breakroom/Restroom Addition	DBB	10/13/2008	1/22/2009	60cd	2cd	\$ 166,565.40	\$ 2,493.07	\$ 169,058.47
	AIP 31 - ARFF Vehicle	DBB	6/3/2008	6/30/2009	6/30/2009		\$ 679,257.00		\$ 679,257.00
	AIP 31 - Construct Taxilane	DBB	7/21/2008	3/31/2009	56wd	11wd	\$ 382,249.51	\$ 22,452.55	\$ 404,702.06
2009	Parsons Office Building	DBB	8/5/2009	3/10/2010	240cd		\$ 2,194,158.75	\$ 78,271.30	\$ 2,272,430.05
	W5B3 Reroof	DBB	3/17/2009	7/16/2009	90cd		\$ 278,672.15	\$ 8,390.21	\$ 287,062.36
	BPIC Intermodal Hub Development - Phase 4	DBB	11/17/2009	5/26/2010	86cd	4cd	\$ 385,968.20	\$ 32,756.17	\$ 418,724.37
	BPIC Re-Roof Bldgs - Nine Bays	DBB	10/22/2009	10/22/2010	365cd		\$ 1,955,156.07	\$ 503.72	\$ 1,955,659.79
	AIP 33 - Rwy3L/21R-Apron Const. (ARRA)	DBB	6/24/2009	11/30/2010	75wd+10cd	81wd	\$ 5,221,112.83	\$ 475,741.81	\$ 5,696,854.64
	AIP 33 - Apron Reconstruction Phase 5	DBB	4/9/2009	8/26/2010	120wd		\$ 3,489,415.14	\$ 135,226.12	\$ 3,624,641.26
	AIP 34 - Apron Project	DBB	4/9/2009	8/26/2010	120wd		\$ 548,139.52		\$ 548,139.52
	Security Access Control - PFC #7	DBB	12/9/2009	10/10/2011	4/22/2011		\$ 776,229.40	\$ 5,240.89	\$ 781,470.29
2010	AIP 36 - Taxiway D	DBB	6/1/2009	8/26/2010	75wd +10cd	21wd	\$ 580,609.35	\$ 1,078.02	\$ 581,687.37
	BPIC Intermodal Hub Development - Phase 5	DBB	3/29/2010	8/24/2010	62cd		\$ 391,201.26	\$ 14,543.51	\$ 405,744.77
	Long Term Parking Lot Expansion	DBB	8/12/2010	11/1/2010	10/15/2010	11wd	\$ 488,405.06		\$ 488,405.06
	Restaurant Updates-Snack/Wine Bar	DBB	10/11/2010	2/24/2011	12/3/2010	58wd	\$ 143,456.35	\$ 10,120.35	\$ 153,576.70
	Airport Sewer Line Extension	DBB	10/22/2010	4/4/2011	42cd	16cd	\$ 195,561.15	\$ 7,207.24	\$ 202,768.39
	Waterfront Office Building	DBB	2/22/2010	3/9/2011	326cd	24cd	\$ 5,050,924.45	\$ 149,923.16	\$ 5,200,847.61
2011	BPIC Re-Roof Bldgs - Six Bays	DBB	8/2/2010	8/31/2011	270cd		\$ 2,164,065.00	\$ 4,555.57	\$ 2,168,620.57
	AIP 37 Access Road	DBB	6/29/2011	9/7/2011	45wd	1cd	\$ 735,192.76	\$ 31,970.89	\$ 767,163.65
	Admin.Office/Conference Room Remodel	DBB	9/12/2011	1/2/2012	12/28/2011		\$ 134,974.29	\$ 10,678.95	\$ 145,653.24
2012	AIP 38 - Runway 12	DBB	8/1/2011	11/29/2012	52wd		\$ 2,929,436.24	\$ 160,006.84	\$ 3,089,443.08
	Foster Wells Business Area - Infrastructure	DBB	6/25/2012	11/6/2012	100cd	35cd	\$ 837,888.27	\$ 26,407.55	\$ 864,295.82
	Overflow-Credit Card Parking Lot	DBB	8/20/2012	11/16/2012	10/30/2012	16wd	\$ 715,916.51	\$ 74,463.95	\$ 790,380.46
									\$ 50,390,375.84

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

# Conceptual Design





Terminal Front Curb



## New Terminal Entry to Passenger Screening



New Expanded Restaurant



New Concourse - West



Terminal View from Airfield

# Schedule of Federal Audit Findings and Questioned Costs

**Port of Pasco  
Franklin County  
January 1, 2010 through December 31, 2010**

1. **The Port's internal controls are inadequate to ensure compliance with reporting requirements for its Economic Adjustment Assistance Program and the Airport Improvement Program.**

<b>CFDA Number and Title:</b>	11.307 ARRA - Economic Adjustment Assistance Program 20.106 Airport Improvement Program 20.106 ARRA - Airport Improvement Program
<b>Federal Grantor Name:</b>	U.S. Department of Commerce Economic Development Administration; U.S. Department of Transportation
<b>Federal Award/Contract Number:</b>	07-79-73002, 3-53-0046-31, 3-53-0046-32, 3-53-0046-34, 3-53-0046-36, 3-53-0046-33
<b>Pass-through Entity Name:</b>	NA
<b>Pass-through Award/Contract Number:</b>	NA
<b>Questioned Cost Amount:</b>	\$0

## **Description of Condition**

One goal of the American Recovery and Reinvestment Act of 2009 is to foster unprecedented levels of accountability and transparency regarding government spending. The Act intends to achieve those goals by requiring recipients of Recovery funds to report quarterly how they are using the funding. The quarterly data is compiled and posted on Recovery.gov so the public can track the use of the money.

The Port received Recovery Act funding for an Airport Improvement project and its Economic Adjustment Assistance program. The Port is responsible for submitting a quarterly financial report called the "SF-425" to the Department of Commerce and the Department of Transportation. It also must submit expenditure and jobs information to the federal government quarterly as required by Section 1512 of the Recovery Act.

Our audit of the Economic Adjustment Assistance Program and the airport project identified significant errors in the information submitted on the SF-425 and the 1512 reports. We further determined SF-425 reports were not filed for a portion of the airport project for the grant period ending March 31, 2010. These reports also were not filed for other parts of the project and the Economic Assistance grant for the period ending December 31, 2010. These reports were due at the end of the month following the reporting period.

## **Cause of Condition**

Port personnel did not understand how to complete the reports and assumed the Port was in compliance when they did not receive feedback from the grantor. The Port reported expenditures not claimed for reimbursement and completed grant reports using the incorrect method of accounting based on misunderstandings between the grantor and Port staff.

## **Effect of Condition and Questioned Costs**

Deficiencies in internal controls resulting in reporting can lead to inaccurate and incomplete information being communicated to the grantor who is relying on the report to make programmatic and funding decisions.

## **Recommendation**

We recommend the Port establish internal controls to ensure:

- Financial and Recovery Act reports are complete, accurate, and presented in accordance with program requirements.
- All required reports are submitted as required by grant requirements.

## **Port's Response**

*The Port will work to insure it understands the reporting requirements by meeting with grantor and/or audit staff to get a better understanding of which project costs need to be reported. The Port will review OMB Circular A-133 and develop a procedure to capture the correct costs and insure all required reports are submitted in a timely matter. We will research additional training to better understand the reporting requirements.*

## **Auditor's Remarks**

We thank the Port for its cooperation and assistance during the audit and look forward to reviewing the Port's corrective action during our next audit.

## **Applicable laws and Regulations**

U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, states in part:

Section 300

The auditee shall:

- (b) Maintain internal control over Federal programs that provides reasonable assurance that the auditee is managing Federal awards in compliance with laws, regulations, and provisions of contracts or grant agreements that could have a material effect on each of its federal programs.

Circular A-102, *Uniform Administrative Requirements for Grants and Cooperative Agreements With State and Local Governments*, Section 20 [15 CFR 24.20 / 49 CFR 18.20], states in part:

(b) The financial management systems of other grantees and subgrantees must meet the following standards:

(1) Financial reporting. Accurate, current and complete disclosure of the financial results of financially assisted activities must be made in accordance with the financial reporting requirements of the grant or subgrant.

(2) Accounting records. Grantees and subgrantees must maintain records, which adequately identify the source and application of funds provided for financially-assisted activities. These records must contain information pertaining to grant or subgrant awards and authorizations, obligations, unobligated balances, assets, liabilities, outlays or expenditures, and income.

# Schedule of Prior Federal Audit Findings

**Port of Pasco  
Franklin County  
January 1, 2011 through December 31, 2011**

This schedule presents the status of federal findings reported in prior audit periods. The status listed below is the representation of the Port of Pasco. The State Auditor's Office has reviewed the status as presented by the Port.

<b>Audit Period:</b> 1/1/2010-12/31/2010	<b>Report Reference No:</b> 1006465	<b>Finding Reference No:</b> 1	<b>CFDA Number(s):</b> 11.307; 20.106
<b>Federal Program Name and Granting Agency:</b> Economic Adjustment Assistance Program; ARRA - Airport Improvement Program U.S. Department of Commerce Economic Development Administration U.S. Department of Transportation		<b>Pass-Through Agency Name:</b> NA	
<b>Finding Caption:</b> The Port's internal controls are inadequate to ensure compliance with reporting requirements for its Economic Adjustment Assistance Program and the Airport Improvement Program.			
<b>Background:</b> The Port received Recovery Act funding for an Airport Improvement project and its Economic Adjustment Assistance program. Both of these programs require the submission of quarterly financial reports (SF-425) to the Department of Commerce and the Department of Transportation. It also must submit expenditure and jobs information to the federal government quarterly as required by Section 1512 of the Recovery Act. During our audit of these programs we noted the reports contained significant errors and that SF-425 reports were not submitted for a portion of the airport project for the grant period ending March 31, 2010. These reports also were not filed for other parts of the project and the Economic Assistance grant for the period ending December 31, 2010. These reports were due at the end of the month following the reporting period. Port personnel were unaware of the process for completing these reports and assumed the Port was in compliance when they did not receive feedback from the grantor. The Port reported expenditures not claimed for reimbursement and completed grant reports using the incorrect method of accounting based on misunderstandings between the grantor and Port staff.			
<b>Status of Corrective Action: (check one)</b> <input checked="" type="checkbox"/> Fully Corrected <input type="checkbox"/> Partially Corrected <input type="checkbox"/> No Corrective Action Taken <input type="checkbox"/> Finding is considered no longer valid			
<b>Corrective Action Taken:</b>  <b>Single Audit Report Action Plan</b>  <i>Staff involved in preparing reports expenditure back and submittal for payment will meet with the State Auditor to get a further understanding of the reporting process. This was completed on October 12, 2011 Attendees were: Jane Havens- Senior accountant, Randy Hayden-Director of Planning and Engineering, Ron Foraker-Director of Airports and Linda O'Brien-Director of Finance and Administration. The auditor Teresa Hanford –SAO went</i>			

over the reports and the worksheets developed during the audit to provide a better understanding of the process of filling out the SF 425. The meeting lasted 1 hour.

**Provide Staff with training class to help understand the requirements under OMB 133.**

On April 25, 2012 Staff attended Federal Grants Requirement 2012 resented by Washington Finance Association and Washington State Auditor's Office. Instructors were Brad White and Tony Martinez from the State Auditor's office. Class was 6 hours. Outline for the class is attached. Attendees were: Jane Havens- Senior accountant, Randy Hayden-Director of Planning and Engineering, Ron Foraker-Director of Airports and Linda O'Brien-Director of Finance and Administration, Tara White-Business Manager at TCA.

**Develop procedure to ensure reports are complete, accurate, and presented in accordance with program requirements.**

Copy attached. Put into place mid March and shared with staff listed above. Helped them to develop spreadsheets and understand the process. (Checklist has been in place since December 2009)

**Establish internal controls to ensure the required reports are submitted timely.**

This is covered in the procedure. Copies of the reports are filed with reimbursement requests, in the contract file and a copy sent to the airport when they are sent.

**Correct past reports to ensure cumulative expenditures are properly accounted for.**

All reports have been corrected and resubmitted and all 4/30/2012 reports have been submitted.