

State of Washington
PROJECT REVIEW COMMITTEE (PRC)
GC/CM PROJECT APPLICATION
To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure

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

Identification of Applicant

- a) Legal name of Public Body (your organization): **Lake Chelan Health (LCH)**
- b) Mailing Address: **110 S. Apple Blossom Drive Chelan, WA 98816**
- c) Contact Person Name: **Shawn Ottley** Title: **Chief Operations Officer**
- d) Phone Number: **509-726-6500** E-mail: **sottley@lcch.net**

1. Brief Description of Proposed Project

- a) Name of Project: **EMS and Administration Building**
- b) County of Project Location: **Chelan**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The EMS and Administration Building will provide dedicated space for EMS operations and support services (approx. 6000 SF) and hospital administration space (approx. 11,000 SF). The EMS functions will include pull through ambulance bays, staff sleep rooms, documentation/command center, office spaces, team conference space, supply storage, crew kitchen, crew day room.

The administrative portion of the building will house executive leadership, human resources, business offices, quality, and supporting functions. It will include a mix of walled and open office space, as well as small and medium conferences rooms and a training room to support large group meetings, and clinical training. The project will also, evaluate the option on the site for covered parking for larger vehicles, buses, equipment, and trailers, budget permitting.

- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **Yes** **No**
(if no, applicant must apply separately at a later date utilizing Supplement B)

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 1,050,000
Estimated project construction costs (including construction contingencies):	\$ 8,100,000
Equipment and furnishing costs	\$ 450,000
Off-site costs	\$ 180,000
Contract administration costs (owner, cm etc.)	\$ 170,000
Contingencies (design & owner)	\$ 1,200,000
Other related project costs (briefly describe)	\$ 170,000
Alternative Subcontractor Selection costs	\$ N/A
Sales Tax	\$ 830,000

Total **\$ 12,250,000**

B. Funding Status

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

The project is fully funded by a Washington State Department of Commerce grant.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)
- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

Project Design and Construction Schedule (Draft)	
Prime Consultant (AE & CM) & Legal Procurement	Complete
Site Investigations & Schematic Design	Jan. 2024 – Oct 2024
GC/CM Selection	Aug. 2024 – Oct. 2024
GC/CM Preconstruction Services	Oct. 2024 – May 2025
Design Completion and Value Engineering	Oct. 2024 – June 2025
MACC Negotiation and Bidding	April. 2025 – June 2025
Construction	April 2025 – July 2026
Closeout	July 2026 – Sept. 2026

GC/CM Procurement Schedule (Draft)	
Submit PRC Application	6/20/2024
PRC Presentation	7/25/2024
GC/CM RFQ Advertisement #1	7/30/2024
GC/CM RFQ Advertisement #2	8/6/2024
Pre-Proposal Meeting and Site Walk	8/7/2024
Statement of Qualifications (SOQ) Due	8/20/2024
Selection Committee SOQ Review and Scoring	8/20/2024 – 8/27/2024
Notification of Short-Listed Firms (w/draft contract)	8/28/2024
Interactive Meetings/Interviews with Short-Listed Firms	9/11/2024-9/12/2024
Selection Committee Interview Scoring	9/12/2024
Invitation to respond to RFP Issued to Most Highly Qualified Firms	9/16/2024
RFP Response Due (Public Opening)	9/24/2024
Board Approval of GC/CM selection and Preconstruction Svcs. Contract	10/22/2024

4. Why the GC/CM Contracting Procedure is Appropriate for this Project

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The project site presents several complexities that will benefit from early builder involvement, including environmental challenges with contaminated and previously disturbed and capped soils, and geotechnical issues due to poor soil conditions. Additionally, the site is quite small, necessitating careful planning and logistics for construction implementation, including 'on-time' delivery and off-site laydown. There are also significant site constraints, such as the proximity to the hospital, which must remain operational 24/7 during construction, and a shared driveway with the hospital that handles all deliveries, including access to the Airgas station and employee parking and lack of construction and delivery access from the east where emergency vehicles enter the campus. Furthermore, the site's geography includes a cliff to the north, adding another layer of logistic complexity.

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

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

Operational impacts on the immediately adjacent hospital will primarily involve traffic and access to the project site. Employee and delivery access must be maintained throughout the project's duration. The GC will need to carefully coordinate any drive closures to prevent disruptions or rerouting past the emergency entrance. Given the confined nature of the project site, ongoing and careful coordination will be necessary to ensure hospital operations are not negatively impacted. Additionally, noise will be a concern due to the hospital's proximity. The selected GC will need to provide a mitigation strategy to manage noise disturbances effectively.

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

GC/CM involvement during design is critical for two main reasons: receiving early input from the builder on site location and construction logistics and obtaining early cost input to guide design decisions. This early involvement ensures that the project remains within budget while maximizing value. Given the limited and fixed project budget, LCH aims to account for all risks and deliver as much building as possible within the available budget. Early GC/CM participation allows for proactive identification and mitigation of potential issues, ensuring efficient use of resources and adherence to financial constraints.

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

The project encompasses a complex work environment due to its inclusion of various program elements, such as office spaces, public education areas, and EMS functions. Each of these elements requires specific technical considerations and standards to meet the unique needs of their respective functions. Additionally, fluctuating market conditions and the project's remote location present significant challenges for staffing and bidding. Selecting a builder with broad experience will ensure that each element is effectively addressed and constructed to the high-quality standards LCH expects. This complexity, combined with challenging market conditions and the logistical difficulties of a remote location, highlights the necessity for a builder capable of managing and integrating multiple technical requirements within a single facility.

- 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?

N/A

- 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?

N/A

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest (*For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

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

The GC/CM delivery method will enable LCH to better predict project costs during the design phase, when changes are least costly to implement. This approach also offers the greatest potential for schedule efficiency by allowing for early 'mini MACC' packages and overlapping construction logistics planning with the design process. By minimizing late design changes and optimizing delivery time, more of the project budget can be dedicated to tangible components of the facility, reducing costs associated with escalation and waste.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

Due to the limited pool of available contractors in our rural market, the project may suffer from lack of coverage using design-bid-build delivery, especially coverage from qualified bidders. Bidders may lack the experience and specialized skills required for our complex project, leading to potential issues with quality, efficiency, and adherence to standards. Traditional design-bid-build under a lump sum contracting structure exacerbates this challenge for our project, as it does not provide the necessary level of contractor integration during design to ensure budget, schedule, and quality requirements can be met. Early design activity for our project has revealed several challenges, including site conditions (described herein) that cannot be fully quantified without the input of a general contractor who has unique insight into the logistics of implementing our project. Additionally, fluctuating market conditions further complicate matters. The scarcity of highly qualified bidders in our rural area emphasizes the necessity for using GC/CM delivery to ensure the involvement of experienced and capable builders, ultimately safeguarding the success of our project, maintaining high construction standards and maximizing project value, thereby protecting the financial interests of the public.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

N/A

6. Public Body Qualifications

Please provide:

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

In 2022, LCH successfully opened a new hospital facility in Lake Chelan, WA using the GC/CM contracting procedure. Our organization has demonstrated its qualifications in this area by effectively managing significant site challenges, such as unsuitable and contaminated soils, and navigating construction during the COVID-19 pandemic. The minor schedule and cost impacts we experienced were mitigated by the enhanced collaboration and coordination that GC/CM allows. Our proven ability to handle complex projects under challenging conditions underscores our proficiency and reliability in utilizing the GC/CM method.

Our staff are healthcare professionals first, with strong backgrounds in all aspects of healthcare operations. To support and advise us on the unique aspects of delivering a construction project using the GC/CM alternative delivery method, we have engaged the professional services of Hill International. The Hill International team brings extensive experience managing and delivering projects with public agencies across Washington, with a special emphasis on rural clients like us, and projects delivered under the alternative public works legislation in WA RCW 39.10.

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

See Attachment A.

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

Aaron Edwards, CEO, Lake Chelan Health – Executive Project Sponsor

Aaron is the Chief Executive Officer (CEO) of LCH He was hired by the LCH Board of Commissioners during their January 2022 meeting. Edwards comes to LCH from Ferry County Hospital, where he served as CEO for five years. His experience includes overseeing a Critical Access Hospital similar to LCH, developing patient service lines, and garnering support from local, state, and federal legislators. Edwards holds a Bachelor of Arts in Communications, a Master's Degree in Health Policy and Administration, and a National Rural Health Association Rural CEO Certification.

Shawn Ottley, COO, Lake Chelan Health – LCH Project Lead

Shawn has served LCH for over three years. His Healthcare experience goes back to 1999. Shawn has worked for the University of Washington, Harborview Medical Center, Sacred Heart Medical Center, Washington State Department of Health, Airlift Northwest, Northwest Medstar, Confluence Health, and Cascade Medical Center. Shawn was the project and procurement lead on two separate Air-Medical Transport Fixed Base of Operations (FBOS) projects. These projects involved developing site plans, crew quarters, aircraft hangers, aircraft allocation, and fueling needs to support 24/7 air-medical operations. Shawn was also the LCH project and procurement oversight lead from groundbreaking to opening day, as well as the patient transition of the LCH Replacement Project. He has been involved with the EMS and Administration Building project as the LCH Project Lead since the initial concept formalization.

Brant Truman, CFO, Lake Chelan Health – LCH Budget and Finance Lead

Brant has a diverse work experience in various industries managing logistics and business initiatives. In 2017, Truman joined Healthcare Resource Group (HRG) as a Business Analyst, where they analyzed revenue optimization opportunities, reviewed employee bonus programs, and sought improvement opportunities within MACRA legislation. During this time, Brant also worked as a Revenue Cycle Intern. Truman then served as the Chief Finance Officer/Chief Operating Officer at Ferry County Public Hospital District from 2018 until 2021, playing a crucial role in financial and operational management. In 2022, they worked as the Chief Financial Officer at La Paz Regional Hospital before LCH. They hold their master's in health care administration/management from Washington State University. Additional studies and certifications include: Business with a focus on Supply Chain Management, Brigham Young University and Lean Six Sigma certification from Washington State University.

Ken Peters, Director of Facilities, Lake Chelan Health – LCH Facilities Representative

Ken has been with LCH for over Ten Years. His Healthcare experience goes back to 1993 when he started in Facilities at Three Rivers Hospital as a bio-medical technician. He transitioned in the Facilities Management there and has been in the Management of Facilities since 1997. He has been involved with numerous construction projects at both Three Rivers Hospital and LCH. His most recent experience was project lead for the LCH Replacement Project. Additionally, Ken's construction project experience includes: 141 Civil Engineering Squadron, Washington Air National Guard. Project lead, assistant on all aspects during construction on the US Border fence and gate crossing in Yuma AZ and San Diego CA. Structural lead on the Opportunities & Resource building construction, Helemano Plantation, Wehiawa, HI. Structural Lead Assistant, US Forces in Israel, Dormitory construction, Navatim Base, Israel with other projects throughout both US and abroad to include Power Plant Superintendent at Al Jaber AB Kuwait 2003 and Sather AFB, Iraq 2007 in support of Operation Enduring Freedom. The key aspects of these projects were anticipating all of the supplies and equipment needed in advance to ensure that construction timelines were met and that downtimes were avoided.

Joe Thompson, Materials Manager, Lake Chelan Health – Procurement and Logistics Lead

Joe has served as Materials Manager at LCH since 2012. Joe has been in healthcare since 1998 and has been a Materials Manager for Oregon Surgery Center – Mercy Medical Center, Roseburg, OR, and Peace Health Ketchikan, AK. He was also a member of the Peace Health Supply Chain Leadership Team and was responsible for the relocation and transition of the Peace Health Shared Services Center in Vancouver, Washington.

Joe was responsible for the procurement of all equipment, furnishings, and supplies for the LCH Replacement Project, that opened in 2022. He also worked closely with ADAMS Management Services Corp. to provide transition and occupancy planning. This included developing new workflows relating to new equipment and spaces, and the relocation of staff, equipment, and supplies.

Colin Anderson, Hill International, Inc. – Principal in Charge

Colin has 28 years of experience in the A/E/C industry. Prior to joining Hill in 2022, he spent 10 years as a lead designer and Senior Project Manager at Integrus Architecture, where he led over \$250 million in alternative delivery contracts. These projects include the \$105M Northern Quest Hotel and Conference Center, \$47M Podium Sportsplex project, \$17M First Interstate Performing Arts Center, \$68M SGL Carbon Fiber Manufacturing Facility, \$4M Spokane Conservation District Phase 2 and the \$9M Pyrotek Headquarters Building. Prior to his architectural role, he spent 18 years in the trades, 7 of which were working for an integrated Design/Build company where he managed design and construction for numerous projects valued over \$15M. He received his Master of Architecture from WSU and his undergraduate degrees from Moorhead State University and WSU.

Stacy Shewell, Hill International – Owner Advisor & Preconstruction Manager

Stacy has over a decade of experience in the construction industry with a proven track record in the alternative delivery of both Design-Build and GC/CM projects. She has supported alternative delivery procurements for projects totaling over \$1 billion in value, encompassing a wide range of scopes, complexities, and procurement approaches. This includes five GC/CM projects ranging from \$30 million to over \$1 billion, covering various product types. In these projects, Stacy has served in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with WA State RCWs, and managing ongoing project implementation to achieve successful project delivery. Stacy has her Master of Architecture and bachelor degree from Washington State University.

Dean Gable, Hill International – Project Manager

Dean will serve as the Project Manager and Construction Manager. He has more than 20 years of experience in project and construction management, structural engineering, quality assurance, and construction inspection. Notably, Dean has served as the construction manager for the Morgan Middle School renovation project and the Spokane Public Library, Central Library renovation project, both GC/CM projects. Dean's past responsibilities include program management, project management, construction management, project engineering, contract administration, construction inspection, and utility relocation. He is skilled at identifying and resolving multi-disciplinary conflicts. His diverse background encompasses a wide range of projects, from transportation, transit, utilities, and irrigation canals, to schools, commercial buildings, aviation hangar and terminal facilities, and data center operations and maintenance. Dean holds a Master of Science in Civil Engineering from Purdue University and an MBA in Management from Willamette University.

Patrick McCord, Hill International – Project Controls Manager & Estimator

Patrick has more than 27 years of construction experience as a project manager, estimator and business developer for design-build, design-bid-build and general contractor/construction manager projects for commercial, industrial, convention, institutional, school, manufacturing and office building centers. His Washington State public works alternate contracting experience includes serving as the estimator for the City of Richland's \$3.5M D-B Fire Station #74, serving as the construction manager for the Spokane Public facilities City's \$55M D-B Convention Center Completion project and serving as construction manager for the \$29.5M GC/CM Wenatchee School District Washington Elementary Modernization and Addition and the \$6.1M GC/CM Wenatchee School District Special Education/Early Training Childhood Center.

Ellyn Freed, Principal, Forte Architects – Lead Designer

Ellyn, an Architect and Principal of Forte Architects, brings 12 years of professional experience in design and project management to her role. Her career began in New York City, where she spent five years working in the commercial and healthcare sectors, designing over 400,000 SF of commercial interior architecture. She led feasibility and space planning efforts for companies of varying sizes, showcasing her ability to handle diverse and complex needs. Her skills span feasibility studies, marketing materials, construction documents, and design direction. Ellyn's passion for architecture and her community is evident in her work, driving her success. Elevated to Principal on January 1, 2023, Ellyn's leadership and collaboration with local partners—including the Chelan Douglas Port Authority, City of East Wenatchee, Chelan County, Confluence Health, and numerous private developers—have significantly expanded Forte Architect's portfolio. These collaborations demonstrate her ability to work effectively with complex teams, fostering community growth and development.

Chyanna Marshall, Architect, Forte Architects – Lead Project Manager

Chyanna is an Architect and Architectural Project Manager with six years of professional experience. She has distinguished herself in the design world by providing exceptional design support, project management, and problem-solving for public clients, including the City of Wenatchee and Chelan County's Ohme Gardens. Known for her collaborative efforts and dedicated client support, she has been particularly instrumental in assisting numerous school districts throughout the region, including Orondo, Mansfield, and Soap Lake School Districts. Chyanna excels in collaborating with contractors during project delivery, managing the public bid process, and overseeing public projects during construction, which often involves coordinating documentation, handling Department of Commerce and Health documentation, and ensuring compliance with prevailing wage requirements.

Lenka Slapnicka, Founder, Forte Architects – Project Manager

Lenka co-founded Forte Architects in 2006 with the vision to chart a new direction for architecture and planning in Wenatchee. She has cultivated a premium design reputation for Forte Architects throughout the Central Washington Region. Her extensive portfolio spans residential, commercial, healthcare, and education sectors. Lenka excels in collaborating across project teams, working with clients on projects of all sizes and timelines. Her notable collaborations include partnerships with Confluence Health, The City of Wenatchee, The City of East Wenatchee, Lake Chelan Health, Okanogan Behavioral Health, multiple Housing Authorities, and the Wenatchee School District.

Athan Tramountanas, Counsel, Ogden Murphy Wallace – Legal Counsel

Athan focuses his practice on all aspects of construction law. He advises public clients, including public hospital districts, on issues they face throughout the construction process: he prepares and reviews procurement documents, negotiates and drafts design and construction contracts, and represents clients throughout the dispute resolution process in both trial and appellate courts. In addition to standard design-bid-build procurements, he had assisted public clients on all three alternative procurement methods allowed in Washington: design-build (DB), general contractor/construction manager (GC/CM), and job order contracting (JOC). Athan is the co-author of the alternative procurement chapter in the Washington Construction Law Deskbook.

- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*

See biographies and Attachment B.

- The qualifications of the existing or planned project manager and consultants.

See biographies and Attachment B.

- 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.

N/A

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

Several members of the LCH team supported the delivery of our replacement hospital facility which was completed in 2022 using GC/CM. In addition, LCH has retained the services of Hill International to advise and oversee GC/CM procurement, contracting and day to day management of the project. The Hill team brings an extensive resume of construction project management experience with an emphasis on alternative delivery projects.

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

The EMS project will be managed by the LCH and Hill staff identified herein, where LCH staff will provide institutional knowledge and guidance as to the needs of the organization and Hill will provide GC/CM and construction project management expertise.

Controls for the project will be implemented as follows:

Project Management and Decision Making

- Authority and decision-making responsibility will be provided by LCH staff noted herein with implementation by Dean.
- Weekly project meetings will occur to discuss, and plan project implementation and ensure resources are well aligned.
- Dean Gable, Project Manager will be the GC/CM's point of contact for the duration of the project, including preconstruction and construction.

Communication

- LCH, Forte Architects, Hill and the selected GC/CM will collaborate to determine the most effective tools to ensure effective communications across all project stakeholders.
- During project implementation regular project meetings will occur between the design and PM/CM teams, project stakeholders, and the GC/CM to ensure the project is progressing as expected by the owner. Formal interim reviews of drawings, schedule and budget will also be conducted.

Project Progress

- The GC/CM will be required to provide regular daily reports, QA/QC, site safety, CPM and short interval schedules, among others to document project progress and status.
- Project progress and status reporting from the owner team will include monthly scope, schedule and cost summaries, risk management reporting, site observation reporting, progress payment reviews, and key milestone executive reporting to LCH leadership.

Cost and Budget

- The LCH/Hill PM team will review project estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided and monitored by LCH/Hill regularly.
- Hill will review preliminary estimates at key milestones and the MACC prior to acceptance by LCH.
- LCH will maintain an owner contingency consistent with WA State statutory requirements, to address any owner driven changes following establishment of the MACC.
- A risk contingency will be included in the MACC based upon a detailed project-specific risk register, which will be developed collaboratively by the GC/CM and PM/CM team.

Schedule

- The GC/CM will be required to develop a highly detailed project schedule accounting for permitting, design, bidding, phased construction activities, occupancy, close out and warranty. The GC/CM's ongoing schedule will be reviewed, analyzed and reconciled, on a recurring basis, with the GC/CM's contractual baseline. Review and analysis of this schedule will be provided by Hill.
 - Weekly look ahead schedules will be required of the GC/CM, as well as updates with each pay application.
- A brief description of your planned GC/CM procurement process.

The GC/CM selection process will follow standard GC/CM format informed by CPARB best practices and influenced by lessons learned through experience of the project team. The procurement will be administered as follows:

1. Publicly advertise Request for Qualifications (RFQ)
 - Focus on relevant experience, proposed team, and approach.
 2. Short list for interactive meetings/interviews—three to four firms.
 - Focus on team members proposed for the work and fit with the LCH team.
 3. Fee and Specified General Conditions.
 - Focus on competitive and reasonable costs.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.

Ogden Murphy Wallace will be responsible for preparing the GC/CM contract. LCH will use customized A133/A201 agreements developed by Ogden Murphy Wallace in close coordination with the LCH/Hill team. The contract will be drafted to comply with Washington State law, GC/CM best practices, and LCH policies and procedures. The team will collaborate closely with Ogden Murphy Wallace to develop draft Divisions 00 language to address specific requirements of the project, including a comprehensive scope of work for pre-construction services.

7. Public Body (your organization) Construction History:

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

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

See Attachment C.

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. (See Example concepts, sketches or plans depicting the project.) At a minimum, please try to include the following:

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

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

See Attachment D.

9. Resolution of Audit Findings on Previous Public Works Projects

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

None.

10. Subcontractor Outreach

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

LCH is dedicated to supporting the local economy and encouraging the involvement of small, women, and minority-owned businesses throughout our operations. To maximize the value of contracts awarded to local and disadvantaged firms on this project, we will implement the following actions:

1. **GC/CM Selection Emphasis:** The RFQ will be sent to OMWBE to be posted on their 'Bids and Contracting Opportunities' page. During the GC/CM selection process, LCH will prioritize the track record and past performance of interested GC/CMs in utilizing SBE/WMBE businesses. In the RFQ phase, GC/CM proposers will be evaluated on their history of including diverse businesses in their projects and their strategy for meeting or exceeding inclusion goals for this project. GC/CM Proposers will be scored based on how well they demonstrate their plan to establish and achieve these goals.
2. **Bid Packaging Planning:** During GC/CM selection, LCH will require proposers to outline their approach to bid packaging and demonstrate how these plans will support the involvement of disadvantaged businesses. Following award, the GC/CM will be required to provide regular updates to LCH on their procurement plan. LCH will confirm that the plan adequately addresses the inclusion of disadvantaged businesses by providing bid packages that are appropriately sized and scoped for their participation. As a part of bid planning the GC/CM will also be required to conduct outreach to identify potential disadvantaged businesses and ensure that bid packages align with market opportunities. The GC/CM's plan will also be required to address outreach strategies, such as targeted posting of bid opportunities and outreach meetings.
3. **Subcontractor Buyout:** During the subcontractor buyout phase, the GC/CM will be required to demonstrate their outreach efforts, including publishing bid opportunities in predefined forums known to attract disadvantaged businesses (e.g., Office of Minority and Women's Business Enterprises), holding outreach meetings, and inviting firms identified during procurement planning. Documentation of these outreach efforts will be required.
4. **Ongoing Reporting:** Throughout the project, the GC/CM must report on their use of disadvantaged businesses within their contract. This will allow LCH to assess if the team is on track to meet or exceed participation goals. Final reporting will be required as part of the project closeout.

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over \$3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, one per each desired subcontractor/subcontract package.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

N/A

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Signature: _____

Name (please print): _____ (public body personnel)

Title: _____

Date: _____