



Vancouver Public Works Operations Campus



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

Application for GC/CM Project Delivery Approval

Submitted by
City of Vancouver
August 20, 2024

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): **City of Vancouver**
- b) Mailing Address: **PO Box 1995 Vancouver, WA 98668-1995**
- c) Contact Person Name: **Jean Singer, PE** Title: **Facilities Capital Projects Division Manager**
- d) Phone Number: **360-487-6740** E-mail: **Jean.Singer@CityofVancouver.us**

1. Brief Description of Proposed Project

- a) Name of Project: **Vancouver Public Works Operations Campus (VPOC)**
- b) County of Project Location: **Clark**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The City of Vancouver Public Works Operations Campus (VPOC) will be a 24/7 hub for a variety of essential City services and disaster response. This new facility will replace multiple facilities that are currently scattered throughout the City, consolidating multiple City departments and services onto one campus. The project site is a currently undeveloped, 32-acre property located at 8713 NE 94th Ave. in Vancouver WA. The site is bounded by dense single-family residential neighborhoods to the northeast, south, west and northwest, and an undeveloped property and a public landfill to the north.

The concept study site plan (Refer to Exhibit C) includes eight new buildings, totaling 233,342 square feet of enclosed space and an additional 36,089 square feet of covered parking. Site development will include extensive grading, retaining wall systems, installation of utilities, stormwater system/facilities, landscaping, site lighting and extensive parking for staff, public and fleet vehicles. The campus development will include an additional traffic signal and two new entry drives at Northeast 88th Street.

The buildings to be constructed on the site will house administrative offices, operations facilities and support facilities for City departments including Fleet Services, Warehousing, Emergency Management, Utility Admin, Operations & Admin, Streets & Transportation, Water, Grounds, Stormwater & Greenways, Wastewater Collection & Treatment and Facilities Maintenance. The City of Vancouver Public Works Department is responsible for providing essential public infrastructure and maintenance services for water, sewer, streets, bridges, traffic signals, street lighting, grounds and facilities maintenance, fleet services, and surface water management. The new Operations Campus will be a unified hub supporting the field crews and administrative staff responsible for delivering these critical public services. Through thoughtful design responding to articulated goals and operational criteria, the campus will serve current and future Public Works demands by maximizing the efficiency and resilience of operations, modernizing services, and acting as a Public Works Emergency Operations Campus (EOC) during severe weather or other challenging events.

The facility is designed to serve the community for the next 100 years with room to expand as the city grows. The facility will be a more prepared, accessible, sustainable, and resilient operations hub to serve the current and future City of Vancouver.

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

Yes. Please see attached applications for permission to utilize MC/CM (Attachment 1) and EC/CM (Attachment 2) on this project.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) (@15% of Const Cost)	\$ 18,360,000
Estimated project construction costs (including construction contingencies):	\$122,400,000
Equipment and furnishing costs (@ 4% of Total Budget)	\$ 6,800,000
Off-site costs (included in Const. Costs)	\$ 0
Contract administration costs (owner, cm etc.) (@ 2.5% of Total Budget)	\$ 4,250,000
Contingencies (design & owner) (Owner @ 5% of Const. Budget, Design Contingency included in Construction Budget)	\$ 6,120,000
Other related project costs (includes GC/CM selection, pre-con services, permitting, commissioning agent, auditor, geo-tech, other Owner consultants and other Owner soft costs)	\$ 829,600
Alternative Subcontractor Selection costs (incl. in Other Project Costs above)	\$ 0
Sales Tax (@ 8.7% of Const Cost + Equipment & Furnishings)	\$ 11,240,000
Total	\$170,000,000

Note that the budget figures above are preliminary and will be refined once the GC/CM has been selected.

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 City will fund the project with a combination of cash reserves and revenue bonds. Cash reserves will be utilized to cover the costs of A/E design and GC/CM pre-construction phase services. Two types of bonds will be issued to cover the construction phase of the project. These do not need voter approval. There is a general bond which will cover 40% of the costs. A utility revenue bond will be issued to cover the remaining 60% of the construction cost. The City has set aside revenue streams to fund the debt service on the bonds. The general bond will be funded by internet sales tax revenue. The utility bond debt service has been accounted for in city council approved increased utility fees.

The bonds will be issued in June/July 2025. The bond process will be scheduled so that the bond funds will be in place before the GMP is executed. The value of the bonds will be informed by ongoing cost estimating and budget reconciliation.

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)

The City is applying to the PRC for approval to utilize EC/CM and MC/CM. We will work with the selected GC/CM to determine whether the project might benefit from alternative subcontractor selection. If determined to be beneficial to the project, alternative subcontractor procurement would take place as soon as reasonably possible so that they would have the opportunity to have meaningful input and collaboration with the team during the design process.

- 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)

Not applicable. Parametrix has been hired to provide Owner's Representative, GC/CM Advisory, GC/CM Procurement and PM/CM services to augment the City's team. Pacifica Law has been hired as external counsel to assist the City in assembling Contract Documents for the project and to provide legal advisory services during the course of GC/CM procurement and the project.

- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

Milestone/Task	Start Date	Finish Date
<u>Procurement Phase</u>		
Submit PRC Application		August 20, 2024
PRC Presentation & Approval		September 26,2024
Publish 1 st Advertisement & Release RFP		October 1, 2024
Publish 2 nd Advertisement		October 8, 2024
Pre-submittal Meeting		October 10, 2024
Last Date for Questions to be Submitted		October 17, 2024
Issue RFP Addendum		October 18, 2024
Responses to RFP (Proposals) due		October 30, 2024
Review and Score Proposals	November 1, 2024	November 8, 2024
Notify Proposers of Shortlisted GC/CMs and Invite to Interview		November 8, 2024
Statutory Waiting Period	November 12, 2024	November 15, 2024
GC/CM Interviews	November 18, 2024	November 22,2024
Release RFFP to GC/CM Finalists		November 25, 2024
Last Date for Questions to be Submitted		December 5, 2024
Issue RFFP Addendum		December 11, 2024
Response to RFFP (Final Proposals) Due		December 18, 2024
Open Price Factor Proposals and Tally Scoring		December 18, 2024
Notify all Submitters of Most Qualified GC/CM		December 20, 2024
Statutory Protest Period	December 23, 2024	December 27, 2024
Negotiate Scope and Fee for GC/CM Early Services PO	December 30, 2024	January 6, 2025
Negotiate GC/CM Contract Terms and Pre-Con Services	December 30, 2024	January 23, 2025
Execute GC/CM Early Services PO		January 15, 2025
GC/CM Contract with Pre-Con Services to City Council		February 10, 2025
City Council Approve GC/CM Contract with Pre-Con Services		February 10, 2025
Execute GC/CM Contract and Issue NTP		February 17, 2025
<u>Design Phase</u>		
Pre-Design/Concept Design	Current	September 30, 2024
Schematic Design (0-30% Design)	October 1, 2024	March 31, 2025
GC/CM Early Services (via PO)	January 15, 2025	February 14, 2025
Schematic Design Cost Estimating/Budget Reconciliation	March 1, 2025	March 31, 2025
Design Development (30-60% Design)	April 1, 2025	August 31, 2025
Submit Early Sitework and Grading Documents for Permit Review		May 1, 2025
Early Sitework and Grading Permit Review	May 1, 2025	July 31, 2025
Early Sitework and Grading Permit Available		July 31, 2025
Design Development Cost Estimating/Budget Reconciliation	August 1, 2025	August 31, 2025

Construction Documents (60-100% Design)	September 1, 2025	September 30, 2026
Permit Documents (+/- 85% Design)	September 1, 2025	May 31, 2026
Submit Site Development and Building Documents for Permit Review		June 1, 2026
Site Development and Building Permit Review	June 1, 2026	September 30, 2026
Site Development and Building Permit Available		September 30, 2026
GMP Documents (+/- 90% Design)	September 1, 2025	July 1, 2026
GMP (Site Dev & Building) Cost Estimate and Negotiations	July 1, 2026	August 14, 2026
GMP (Site Dev & Building) Executed		August 30, 2026
Site Development and Building Permit Available		September 30, 2026
Construction Phase		
Early Procurement of Long-lead Materials and Equipment	TBD	TBD
Early Sitework & Grading Subcontractor Bidding/Buy-out/GMP	July 1, 2025	July 31, 2025
Early Sitework & Grading Construction	August 1, 2025	October 31, 2025
Subcontractor Bidding/Buy-out (Site Dev & Building)	July 1, 2026	August 31, 2026
Construction (Site Dev & Building)	October 1, 2026	September 30, 2028
Punchlist	September 1, 2028	September 30, 2028
Substantial Completion		September 30, 2028
Owner Move-in	October 1, 2028	November 30, 2028
Closeout	October 1, 2028	December 31, 2028
Final Completion		December 31, 2028
Warranty Period	October 1, 2028	September 30 2029

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?

This project has multiple buildings being constructed on the same site. There has been discussion about utilizing phased construction and/or “trade phasing” on the project to minimize the construction duration and optimize construction efficiency. If the construction of the buildings was able to be staggered to allow the trades to move from one building to the next with minimal down time and mobilizations/demobilizations, efficiencies could be realized and construction duration minimized, resulting in savings to the project. The feasibility of this approach will be discussed with the selected GC/CM.

- 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.

Not applicable.

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

- Having GC/CM input during the design and permitting phases will assist in making prudent, efficient and timely decisions. It will also assist in establishing design, permitting and construction schedules that will allow the team to meet the critical deadlines and phasing.
- Having the GC/CM, and possibly some subcontractors, involved during design creates the opportunity for evaluation of market conditions and the potential for early procurement of long lead time materials and equipment that might otherwise create delays during the construction work.
- Having GC/CM involvement during design will result in the development of safety plans, procedures and logistics planning that creates greater certainty that the work will be executed in a safe manner and will minimize impacts/disruptions of the adjacent roadways, neighborhoods and neighbors.
- The collaboration and input from the GC/CM, and possibly some subcontractors, during design will allow the project design to draw from the expertise of the contractor related to constructability, value engineering, selection of materials and systems and construction sequencing, scheduling and phasing.
- The ability to have the GC/CM, and possibly some subcontractors, work with the Owner and design team during design to provide market-based cost estimating will result in greater cost certainty, allowing more informed decisions to be made on the scope of the project that can be afforded for the available budget.
- Having GC/CM involvement in the design and procurement process has the potential to provide substantial fiscal benefit by helping reduce the potential for cost impacts due to price escalation, product availability problems, or labor shortfalls.
- Because the GC/CM will be developing cost estimates throughout the design process, we will have the potential for earlier and higher cost certainty on the project than we might have on a Design/Bid/Build project.
- Having the GC/CM, and possibly some subcontractors, as a member of the team during design will allow us to take advantage of their construction knowledge for QA/QC of the design documents during the various phases of design. This QA/QC could result in reduced errors, omissions and discrepancies in the design and bidding documents.
- The City will issue bonds to fund the project construction work. (Refer to response to item 2B above.) It will be extremely beneficial for the City to have both the Architect and the GC/CM collaborating as partners in cost estimating and budget reconciliation during the design process. This will allow us to draw consensus on the anticipated project cost and will help to inform the City in our bond planning and ultimately the issuance of the bonds.
- If the project encompasses a complex or technical work environment, what is this environment?
Not applicable.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
Not applicable.
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?
Not applicable.

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For 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

Successful Project Funding – The City will issue bonds to fund the project construction work. (Refer to response to item 2B above.) The collaborative cost estimating and budget reconciliation between the Architect and the GC/CM during construction will allow the City to properly structure the correct amount of debt service.

Manage Costs in an Inflating Market – Having a GC/CM Contractor on board during design phase will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the City better control of construction costs and time.

Allocation of Risk –The GC/CM process can reduce risks and claims in the following manner:

- A GC/CM Contractor is highly motivated to maintain a schedule that they had a hand in developing.
 - The GC/CM delivery process offers an “open book” cost accounting of the work which will allow the team to track costs and forecast effectively.
 - The GC/CM understands the nature and scope of the construction work long before it bids, which reduces the “learning curve” associated with design-bid-build projects and lowers the potential for surprises that can become added cost/time during construction.
 - The GC/CM will participate in setting schedule for and packaging the scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are bought, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
 - The GC/CM participates in and ultimately “owns” pre-construction cost estimates leading up to the MACC negotiations.
 - The GC/CM will participate in value-engineering and constructability reviews early in the design process. This helps ensure cost-effective and value-based design and construction solutions.
 - The potential for serious construction claims and litigation is greatly diminished because of the collaborative relationships among the GC/CM, Owner and design team.
- 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.

Real Time, Market Based Cost Estimates – Although the construction market has corrected some post-COVID, there are still challenges related to cost escalation and the availability and cost of materials, equipment and labor. A GC/CM Contractor can utilize real time, current market pricing to help the team validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable by having the GC/CM participate in constructability reviews, QA/QC reviews, value analysis, and coordination between the Owner, design team, subconsultants and suppliers. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner’s budget.

Better Coordination of Materials and Equipment Purchases – A GC/CM Contractor can provide better coordination of materials and equipment purchases including MEP coordination, vendor coordination, timing, procurement, delivery, off-loading, storage, rough-in and installation resulting in benefit to the Owner. This level of coordination is often difficult to achieve on a design-bid-build project.

More Responsive and Responsible Bids – A GC/CM Contractor is able to exercise greater control in the organization and assembly of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the design-bid-build process. This reduces the potential for non-responsive bidders and the submittal of non-responsive bids. It also reduces the potential for constructability issues, design errors and omissions and scheduling issues being raised after bids have been received and contracts executed with subcontractors.

Better Ability to Accommodate Activities at Site – A GC/CM Contractor can play a critical role during the design phase by preparing feasible and safe construction sequencing and logistics plans. This is especially beneficial for a project of this type where construction will occur at a site that is located near arterials and residential neighborhoods. Good planning will allow us to minimize impacts on surrounding neighborhoods and maintain the operation of existing streets and infrastructure. This opportunity for design phase planning and input, from the contractor who will be building the project, is not available on a design-bid-build project.

Complex Scheduling – The preparation of a construction schedule by a GC/CM Contractor, in support of the design team, provides a more detailed, market driven, accurate and realistic CPM schedule. This schedule will better address construction activities that might have impacts and will assist City staff and administration in the preparation and timely notification of the adjacent neighbors and the community regarding upcoming construction phases, construction logistics and other potential disruptions or impacts related to the project.

Ongoing Cost Estimating, Value Analysis and Constructability Review – The GC/CM method of delivery facilitates an on-going process of cost estimating, value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion and cost overrun.

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

6. Public Body Qualifications

Please provide:

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

The City of Vancouver has done many projects including and beyond those shown in the attached project history. Although we have substantial project experience, our experience delivering projects utilizing alternative project delivery is limited.

However, the City has augmented our team with consultants who have extensive alternative project delivery experience. TCF Architecture will lead our design team and they bring along with them an extensive background in GC/CM project delivery, as well as extensive background in the design of K-12 facilities. We have also contracted with Parametrix to provide consultant services related to Owner's Representative, GC/CM Advisory, GC/CM Procurement and PM/CM throughout the life of our project. As a team member, Parametrix brings extensive GC/CM experience, knowledge of the statutory requirements, industry best practices and lessons learned related to GC/CM delivery. Last, we have enlisted the services of Pacifica Law Group to help us develop our contract documents and advise us on legal issues and best practices related to RCW 39.10 and GC/CM delivery.

- 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 Exhibit A - Org Chart

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

Jean Singer, PE – Facilities Capital Projects Division Manager (City of Vancouver)

Jean Singer, as part of the City's Facilities Capital Projects Division, is responsible for the planning, siting, programming, design, construction, and transition to operations of new City-owned facilities and large remodel/modernization/addition projects.

Jean's primary role will be to serve as the City's program manager for this capital project during planning, design, construction and close out. She will collaborate with City staff, A/E consultants, the GC/CM Advisory Consultant, external legal counsel and contractors. She will also provide coordination with key stakeholders, including city council, city senior leadership, facilities operations, public works management and operations staff, and other city departments.

Relevant Experience: Jean brings extensive experience as a program manager, project manager and a construction manager. Over her twenty-five-year career, Jean has worked on public projects in California and Washington and is experienced in leading complex programs and projects with a wide variety of technical challenges. Jean is a licensed professional civil engineer with a Bachelor of Science degree in architectural engineering. She has led DBB projects through conception to closeout for parks, facilities, transportation, and bridges. The following table lists relevant projects and programs for Jean:

Project	Project Value	Delivery Method	Project Role	Time Involved
VFD Fire Station 11	\$10.5M	DBB	PM and CM	2019-2021
NE 10 th Avenue Bridge Replacement	\$20M	DBB	PM	2012-2018
Bridge Program – multiple bridge replacement projects; federally funded by grants	Varied	DBB	PM	2012-2018
Salmon Creek Interchange Project	\$133M	DBB	PM/Partnered with WSDOT	2005-2010
NE 72 nd Avenue Widening	\$10M	DBB	PM	2005-2007
San Francisco International Airport: New International Terminal – various terminal, airfield and roadway projects	Varied	DBB	Project Engineer and Resident Engineer (CM)	1998-2005
San Francisco Public Works – Park Facilities Bond projects: Mission Bay Pool, Golden Gate Park Carousel Renovation, Conservatory of Flowers Renovation	Varied	DBB	Resident Engineer (CM)	2001-2002

Anna Vogel – Procurement Manager (City of Vancouver)

Role: Anna’s primary role will be during procurement and contract administration to provide oversight of the procurement process and contract administration support during construction.

Relevant Experience: Anna has twenty-five years of experience in public procurement. This experience includes work with public works construction projects of various sizes, including Job Order Contracting, an alternative method approved under RCW 39.10.

Project	Project Value	Delivery Method	Role	Time Involved
Vancouver Fire Station 11	\$10.5M	DBB	Procurement and Contract Admin.	2021-2024
Fourth Plain Bus Rapid Transit Project	\$16M	DBB	Procurement and Contract Admin.	2015-2016
Fourth Plain Bus Rapid Transit Maintenance Facility Project	\$10.3M	DBB	Procurement and Contract Admin.	2015-2016
Hilton Lobby Tenant Improvements	\$2M	DBB	Procurement and Contract Admin.	2022-2023
Job Order Contracting General Contractor Services	\$4M	JOC	Procurement and Contract Admin.	2022-2024
Water Station 5 Transmission Main	\$4.2M	DBB	Procurement and Contract Admin.	2020-2022

Brian Taylor – Operations Superintendent (City of Vancouver)

Role: Brian’s primary role during design and construction will be to provide insight relating to maintenance and operations for the final project, as well as the responsibility for maintenance and operations post-construction.

Relevant Experience: Brian has similar experience in this field from his time at Portland Public Schools (PPS). As the Director of Maintenance at PPS, Brian was responsible for the maintenance and operations of 104 buildings with a total of 9.1 million square feet, including several modernizations. The following is a table of projects during his tenure at PPS that utilized the CM/GC delivery method:

Project	Project Value	Delivery Method	Role	Time Involved
Kellogg Middle School, Portland Public Schools	\$60M	D/B/B	Director of Maintenance	2017-2021

Project	Project Value	Delivery Method	Role	Time Involved
Leodis McDaniel High School, Portland Public Schools	\$199M	CM/GC	Sr. Program Manager - Electrical	2016-2021
Lincoln High School Renovation, Portland Public Schools	\$243M	CM/GC	Sr. Program Manager - Electrical	2015-2020
Grant High School Renovation, Portland Public Schools	\$158M	CM/GC	Sr. Program Manager - Electrical	2015-2019
Franklin High School Renovation, Portland Public Schools	\$113M	CM/GC	Sr. Program Manager - Electrical	2013-2017
Faubion Elementary School Construction, Portland Public Schools	\$45.5M	CM/GC	Sr. Program Manager - Electrical	2013-2017
Roosevelt High School Renovation, Portland Public Schools	\$92M	CM/GC	Sr. Program Manager - Electrical	2013-2017

Craig

Redlinger – Construction Manager (City of Vancouver)

Role: Craig’s primary role will be to provide construction management for the capital project during design and construction. He will collaborate with City staff, A/E consultants and contractors and will provide coordination with key stakeholders, including operations management, associated facilities staff, and individual operations staff.

Relevant Experience: Craig brings experience to the design and construction industry as a construction manager. Craig has worked on public projects primarily in the Pacific Northwest and is experienced in leading complex programs and projects with a wide variety of technical challenges over a twenty-five year career. Craig understands the risks associated with the GC/CM delivery methods and the management strategies needed to mitigate these risks. Craig’s attention to detail and broad professional experience enables him to bridge gaps between stakeholders, the design team, and the contractor. He strictly follows the contract and applies fair and balanced leadership and decision making to foster an unbiased and predictable environment for all parties. He prioritizes team adoption of shared values in safety, security, environmental stewardship, and adherence to a defined scope, schedule, and budget. The following table lists relevant projects for Craig:

Project	Contract Value	Delivery Method	Tasks Performed	Year
Replace Access Control System	\$49.0M	CM/GC	CM	2014
Deicing Collection and Treatment System Enhancements	\$51.2M	CMGC	CM	2009
Troutdale Reynolds Industrial Park Phase 1 Public Improvements	\$9.4M	CM/GC	CM	2008
Taxiway B - West End Rehabilitation	\$9.6M	UP	CM	2005
Concourse Corridor Connector	\$14.6M	CM/GC	PC	2004

Jim Dugan – Principal in Charge and GC/CM Advisor (Parametrix)

Role: As the principal in charge for Parametrix, Jim will be the point of contact with the City on all issues related to the GC/CM Advisor/Consultant contract and Parametrix staff. As the GC/CM Advisor to the project, Jim will be responsible for working with the team to consult, recommend and advise the team as required to ensure that the team is proceeding in a manner that meets the intent of RCW 39.10 as it relates to GC/CM project delivery.

Relevant Experience: Jim has over 45 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is highly skilled at alternative

project delivery (GC/CM and D/B), long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation.

Jim has intimate knowledge of RCW 39.10 and has served as a member of the GC/CM Advisory and Project Management team for numerous public sector Owners and projects. In 2016, he was appointed to a three-year term on the PRC; in 2018, he was elected to the role of vice chairman; and from July 2019 to July 2020, served as the PRC chairman. Following his chairmanship, Jim returned to the PRC representing Construction Managers and continues to serve a commitment to APD in WA.

Project	Project Value	Delivery Method	Role	Time Involved
Everett Municipal Building Renovations	\$26.5M	GC/CM	GC/CM Advisor	2022-current
Lakehaven Redondo Sewer Treatment Plant Electrical & Odor Control Upgrade	\$21.2M	GC/CM	GC/CM Advisor	2021-current
Lakehaven New Headquarters	\$50M	GC/CM	GC/CM Advisor	2019-current
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4 M	GC/CM	GC/CM Advisor	2018-2023
Downtown Elementary School, Vancouver Public Schools	\$39.5 M	GC/CM	GC/CM Advisor	2018-2023
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Advisor	2018 - 2022
McLoughlin MS/Marshall ES Replacement, Vancouver Public Schools	\$105.4M	GC/CM	GC/CM Advisor	2017-2023
New Headquarters, Chelan County PUD	\$136.4M	GC/CM	GC/CM Advisor	2017 - 2023
RI & RR Dam Support Facilities, Chelan County PUD	\$70 M	GC/CM	GC/CM Advisor	2017 - 2021
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2019
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2020
Mann Middle School Replacement, Clover Park School District	\$68 M	GC/CM	GC/CM Advisor	2017 - 2020
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-2023

Dan Cody – PRC Approval, GC/CM Procurement Manager & GC/CM Advisor (Parametrix)

Role: As the GC/CM Procurement Manager, Dan will be responsible for GC/CM procurement including development of the RFP and RFFP documents, Interview criteria and scoring criteria and project score sheets. During design and construction, Dan will also be available to provide support, mentoring and GC/CM advise to the City and other team members. He will also be available to monitor the work of the A/E and GC/CM in order to ensure that they are operating within their contractual obligations to the City.

Relevant Experience: Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 36 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the educational, commercial and public sector markets, providing design and construction services on projects throughout western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time, he has been closely involved in the GC/CM procurement process for more than thirty major projects totaling nearly \$1.65B in total project value. Dan is a proponent of alternative project delivery (APD) methods (GC/CM & Design-Build) and believes that APD has become the preferred delivery method utilized by

public agencies because it offers a level of collaboration, communication, transparency and innovation that is not afforded by traditional low-bid delivery. The table below identifies some of Dan’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Everett Municipal Building Renovations	\$26.5M	GC/CM	PRC Approval, GC/CM Procurement, PM/CM Support	2022-current
Lakehaven Redondo Sewer Treatment Plant Electrical & Odor Control Upgrade	\$21.2M	GC/CM	PRC Approval, GC/CM Advisor	2021-current
Lakehaven New Headquarters	\$50M	GC/CM	PRC Approval, GC/CM Procurement, Project Manager	2019-current
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4M	GC/CM	PRC Approval, GC/CM Procurement, GC/CM Advisor	2018-2023
Downtown Elementary School (VITA), Vancouver Public Schools	\$39.5M	GC/CM	PRC Approval, GC/CM Procurement, GC/CM Advisor	2018-2023
Three Elementary School Replacement Program, Auburn School District	\$157.7M	GC/CM	PRC Approval, GC/CM Procurement, GC/CM Advisor	2018 - 2022
McLoughlin MS/Marshall ES Replacement, Vancouver Public Schools	\$105.4M	GC/CM	PRC Approval, GC/CM Procurement, Project Manager	2017-2023
New Headquarters and Service Center, Chelan County PUD	\$136.4M	GC/CM	PRC Approval, GC/CM Procurement	2017 - 2018
Chelan County PUD – RI & RR Dam Support Facilities	\$70M	GC/CM	PRC Approval, GC/CM Procurement	2017
Grant Elementary School, Tacoma Public Schools	\$34.9M	GC/CM	GC/CM Procurement	2017-2018
Birney Elementary School, Tacoma Public Schools	\$39.15M	GC/CM	GC/CM Procurement	2017-2018
Mann Middle School Replacement, Clover Park School District	\$68M	GC/CM	PRC Approval, GC/CM Procurement	2017-2018
Four Elementary School Replacement Program, Auburn School District	\$208.0M	GC/CM	PRC Approval, GC/CM Procurement, GC/CM Advisor	2017-2023

Doug Wiser – Program Manager/Sr. PM/CM (Parametrix)

Role: Doug will be Program Manager for projects assigned to Parametrix and will provide PM Services, during design and construction, for select projects in support of City staff.

Relevant Experience: Doug is a Senior Project Manager/Construction Manager with Parametrix. He has over 40 years of experience in the design and construction industry and a strong background providing OSHA safety training and safety assessments. Prior to joining Parametrix, Doug spent twenty-three years in construction and then thirteen years as the principal owner of Wiser Construction Management Group, providing owner’s representation, project management and construction management services to clients. In addition to his consulting background, Doug has served as Adjunct Professor at the Northwest College of Construction in Portland since 2005, teaching and training construction trades apprentice courses including OSHA 10 & 30-hour safety training, OSHA confined space, OSHA fall protection, Project Management, Construction Math, and AGC Supervisory Training. Doug successfully completed the AGC GC/CM training seminar in June 2020 and has recent and relevant PDB experience with our clients at Tacoma Public Schools and the City of Snoqualmie. The following is a table of Doug’s recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Time Involved
Tacoma Water New Warehouse, Shop and Yard Improvements	\$33M	PDB	Project Manager	2023-current
Snoqualmie Community Center Expansion, City of Snoqualmie	\$21M	PDB	Project Manager	2023-2024
Swimming Pools Upgrade Bundle, Tacoma Public Schools	\$10M	PDB	Project Manager	2023-2024
McKinley ES Elevator Addition, Tacoma Public Schools	\$1M	D/B/B	PM/CM	2022-2023
McLoughlin MS/Marshall ES Replacement, Vancouver Public Schools	\$105.4M	GC/CM	Construction Manager	2019-2021
Albany School District	\$140M	CM/GC	Program Manager	2017-2019

Eric Niessen – Senior Project Manager/Construction Manager (Parametrix)

Role: As a Senior PM/CM, Eric will provide assistance with the PRC application and procurement tasks, as well as day-to-day PM duties from now until project closeout. He has a well-earned reputation for being a calm, solutions-oriented team leader, mentor and advocate for design excellence. Key to his success is his strong emotional range and empathetic core that allows him to work well with individuals and build meaningful working relationships with teams. Eric’s extensive architectural knowledge and many years of experience with permitting, consultant coordination and construction administration will directly benefit the team and project.

Relevant Experience: Eric is a Senior Construction Manager/Project Manager with Parametrix. A DBIA Certified Associate, his experience goes back decades and, with over 20 years of architectural experience, he has a solid understanding of architectural project management, construction administration, multi-disciplinary coordination, constructability reviews, processes, and partnerships. A strong asset to project teams for his solid understanding of construction schedules, building codes and permit processing, QA/QC procedures, value engineering, field reports, cost controls, pay application reviews/processing, punch listing and closeout activities. Paired with his creative abilities, focus on sustainable design, and overall construction management experience, Eric is a trusted asset to complex project types requiring strategic and innovative thought processes. The following is a table of Eric’s recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Time Involved
Bend Airport Traffic Control Tower-City of Bend	\$13M	D/B/B	Project Manager	2023-2024
25 th Avenue Elementary School-Vancouver School District	\$49M	D/B/B	Project Manager	2021-2023
Mill Plain Elementary School-Evergreen School District	\$45M	D/B/B	Project Manager	2022-2023
McLoughlin Middle School/Marshall Elementary School-Vancouver School District	\$105.4M	GC/CM	Project Manager	2018-2022
Westgate Apartments and Mixed Use	\$65M	Negotiated GMP, D/B MEP	Project Manager	2016-2018
Timberland Senior Living Community	\$38M	Negotiated GMP, D/B MEP	Project Manager	2014-2016

Randy Cook, AIA, Principal-in-Charge/Project Advisor (TCF Architecture)

Registered Architect, Washington State

Role: As the Principal-in-Charge and Project Advisor, Randy will be the point of contact for the contract between the City and TCF and will oversee the Key Design Team members for compliance with the contract, implementation of the Design Team’s scope of services, and advising the City on issues of

design and Project direction. Randy has operated in this role for the Vancouver Operations Campus project, leading the Predesign work since the work began in 2022.

Relevant Experience: Randy has nearly 40 years of experience in the architectural profession, and has been leading the planning, design, and implementation of publicly owned maintenance, operations, and administrative (MOA) facilities for more than thirty-five years. Under Randy’s leadership, TCF has established one of the leading practices in the Pacific Northwest for this facility type, producing at least 25 new multi-building MOA campus facilities representing 1.2 million square feet and 75 separate buildings. Among these projects are three GC/CM delivered MOA campus facilities for Chelan County PUD including an eight building, 330,000sf new MOA campus for which Randy led the Design Team. The following is a table of Randy’s recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Timeframe
Chelan County PUD, Service Center	\$150M	GC/CM	PIC	2016-2024
Chelan County PUD, Rock Island Support Facilities	\$38M	GC/CM	PIC	2016-2021
Chelan County PUD, Rocky Reach Support Facilities	\$43M	GC/CM	PIC	2016-2023
Chelan County PUD, Rocky Reach Discovery Center	\$9.5M	GC/CM	PIC	2016-2023
Maritime Center / Maritime Skills Center, Port of Tacoma/TPS	\$145M	PDB	Advisor	2023-Present
Sewer & Traffic Operations Facility (STOP), Pierce County Public Works & Utilities	\$46M	D/B/B	PIC/PM	2012-2016
Sound Transit Maintenance of Way Facility, Seattle, WA	\$10M	DB	PIC/PM	2014-2016
Central Maintenance Facility (CMF), Pierce County Public Works & Utilities	\$31M	D/B/B	PIC/PM	2003-2008
John’s Prairie Operation Center, Mason County PUD No.3	\$35M	D/B/B	PIC/PM	2009-2011
Washington State Army National Guard – Combined Support Maintenance Shop, JBLM	\$29M	D/B/B	PIC/PM	2008-2012
City of Sammamish Maintenance & Operations Facility	\$5.5M	D/B/B	PIC/PM	2008-2011
Link Transit MOA, Link Transit, Wenatchee, WA	\$13.5M	DB	PIC/PM	1999-2000

Ryan Cornwall. Architect, Project Manager (TCF Architecture)

Registered Architect, Washington State

Role: As the Project Manager, Ryan is responsible for the day-to-day management of TCF’s internal team members and the extended consulting team members, and communication with the City’s Project Manager. Ryan has managed the Vancouver Operations Campus Project through the Predesign phase work (2022 to the present) including scheduling, primary team communications, and team deliverables. Ryan’s attention to detail and superb organizational skills are highly valued on the Vancouver Project, and he will continue in this role throughout the duration of the Project.

Relevant Experience: Ryan has over 20 years of experience in the architectural profession and has been with TCF since 2016. Ryan’s experience ranges from K-12 schools to public MOA facilities, contributing to TCF’s teams in both Project Architect and Project Management roles. Ryan was the Project Architect for a new elementary school for the Lake Wilderness School District delivered under the GC/CM delivery method and was the Project Manager/Project Architect for the Chelan County PUD Rocky Reach Discovery Center project also delivered under the GC/CM delivery method, a highly complex renovation project for a 1960’s building. Additionally, Ryan has played key design and technical

development roles on multiple other public GC/CM and PDB projects. The following is a table of Ryan’s recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Timeframe
Chelan County PUD, Service Center	\$150M	GC/CM	Technical Architect	2016-2024
Maritime Center / Maritime Skills Center, Port of Tacoma/TPS	\$145M	PDB	Technical Architect	2023-Present
Skagit Transit MOA Facility	\$3M*	D/B/B	PA/PM	2019-2024
City of Sumner Maintenance & Operations Facility	\$47M*	D/B/B	PA	2020-2024
Chelan County PUD, Rocky Reach Discovery Center	\$9.5M	GC/CM	PA / PM	2019-2022
Lake Wilderness Elementary School, Tahoma School District	\$32M*	GC/CM	PA	2016-2017
Construction Cost Only *				

Scott Olson, Design Director (TCF Architecture)

Registered Architect, Washington State

Role: Scott led the conceptual architectural design work developed during the Predesign Phase of the Vancouver Operations Campus Project, (2023-2024). Scott will lead the full architectural design process, once the Schematic Design Phase commences with a GC/CM partner, guiding the direction of the architectural design and the integration of systems to meet the City’s technical, functional, and aesthetic goals & criteria to produce an affordable, yet enduring design solution for the City of Vancouver.

Relevant Experience: Scott is recognized for his innovative ideas and collaborative approach to design and project delivery, and he has been a key contributor to many alternative delivery projects at TCF. Scott has more than twenty-five years of experience in the architecture profession and has led design for the majority of TCF’s public projects over the past ten years, including three GC/CM MOA facilities for Chelan County PUD. The following is a table of Scott’s recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Timeframe
Chelan County PUD, Service Center	\$150M	GC/CM	Lead Designer	2018-2024
Chelan County PUD, Rock Island Support Facilities	\$38M	GC/CM	Lead Designer	2018-2021
Chelan County PUD, Rocky Reach Support Facilities	\$43M	GC/CM	Lead Designer	2018-2023
Chelan County PUD, Rocky Reach Discovery Center	\$9.5M	GC/CM	Designer	2019-2022
Maritime Center / Maritime Skills Center, Port of Tacoma/TPS	\$145M	PDB	Lead Designer	2023-Present
Bryant Montessori School, Tacoma Public Schools	\$37M*	GC/CM	Lead Designer	2022-Present
Lake Wilderness Elementary School, Tahoma School District	\$32M*	GC/CM	PM/Lead Designer	2015-2017
ORLA, Olympia School District	\$23M*	GC/CM	Designer	2012-2014
Construction Cost Only *				

Zak Tomlinson – External Legal Counsel (Pacifica Law Group)

Role: Provide legal guidance for the Project with respect to the requirements of RCW 39.10, as well as other procurement, negotiation, contracting, and contract administration matters.

Relevant Experience: Zak has practiced law in Washington since 2004. His primary practice involves representing public entities in construction and procurement matters, and he has served as outside

counsel to numerous Washington state municipalities, including cities, counties, port districts, school districts and other special-purpose districts. Zak advises routinely on projects authorized under RCW 39.10, including GC/CM projects, Design-Build projects and Progressive Design-Build projects, including the following recent experience:

- Outside counsel for Mukilteo School District on multiple GC/CM projects, including the Mariner High School Renovation & Addition, Challenger & Horizon Elementary Schools.
 - Outside counsel for Pierce Transit on GC/CM projects including the Maintenance & Operations Base Infrastructure & Facility Improvements Project.
 - Outside counsel to Lake Washington School District on GC/CM projects, including Levy Middle School Additions project currently under development.
 - Outside counsel to Lake Washington School District on upcoming Progressive Design Project.
 - Outside counsel for Seattle Art Museum on Seattle Asian Art Museum Renovations Project, procured and constructed in accordance with GC/CM requirements of RCW 39.10.
 - Outside counsel for the City of Everett on the Reservoir 3 Structural Upgrade Project, under development as a Progressive Design-Build project.
 - Outside counsel for the City of Everett on the Water Filter Plant Phase 2 Capital Upgrades Project, which is currently under development as a Progressive Design-Build project.
 - Outside counsel for Snohomish County on the Arlington Operations Center project, under development as a Progressive Design-Build project. The project involves upgrade and modification to the County's Arlington Operations Center.
 - Outside counsel for Issaquah School District in procurement and construction of new high school and middle school, under development as a Progressive Design-Build project.
 - Outside counsel for Seattle Tunnel Partners JV on SR 99 Viaduct Replacement Project (Bertha). The Project, one of the largest Design-Build projects in state history, is now complete.
- 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.)*

(Refer to bios above.)

- The qualifications of the existing or planned project manager and consultants.
(Refer to bios above.)
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

The City's internal Program Manager, Jean Singer, will remain involved in the project through completion. The City has also contracted Parametrix to provide Owner's Representative, GC/CM Advisory, GC/CM Procurement and PM/CM services through project completion.

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

(Refer to the bios and project experience above.)

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

The organizational chart included in this application describes the relationships between the various parties and the bios above describe the roles for each member of the project team. The City's staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The City completes numerous construction projects of various size and value every year. These projects include infrastructure, parks, maintenance related work and large-scale building construction. In order to be successful, the City has developed a cohesive management system, operated by proven staff, that has been successful in delivering infrastructure and capital projects on time and within budget during a time of unprecedented industry-wide cost escalation.

Controls will be exercised through a signature authority process for changes. The Maximum Allowable Construction Cost (MACC) will include a GC/CM Risk Contingency that may be used by the team during coordination of the work and specifically during subcontract buyout. Use of any of these contingency funds by the GC/CM requires approval by the City, but the City cannot unreasonably withhold use of the contingency. The City will also carry a 5% Owner's Project Contingency outside of the MACC that can be utilized for costs such as unforeseen conditions, errors/omissions in the construction documents and owner directed changes in project scope. City Council will approve the initial contract amount. The City's Project Manager or Program Manager has signature authority for all change orders. If change orders exceed 10% of the approved contract value, the City Manager, or their designee, must sign off on the change order. That approval process typically takes 2-3 business days.

The City's Project Manager will meet regularly with the contracted consultants and will have authority to approve spending from the Owner's contingency funds up to limits established by the City in advance. This will allow most items to be resolved quickly, reserving more expensive matters for further review.

The Parametrix PM/CM consultant team will not have signature authority for changes in the contract value. They will work closely with the City's Project Manager or Program Manager to keep them fully informed of any potential cost issues. This approach balances the need for direct decisions/direction to be made by the City with the capability to manage emerging issues that arise at the site and has proven to work well in General Contractor/Construction Manager (GC/CM) projects.

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

The procurement process will build upon the experience and success that Parametrix has had in GC/CM project delivery and will include the following:

- Contact/Outreach to experienced, potential GC/CM candidates prior to the release of the RFP.
- Develop the RFP and RFFP documents.
- Issue RFP to solicit qualification/proposal statements from GC/CM candidates.
- Receive and evaluate/score/rank the SOQs received.
- Check references of the highest ranked GC/CM firms and their team members.
- Notify all submitters of the shortlisted, most qualified GC/CM firms who have been invited to the interview stage.
- Interview and score/rank the shortlisted GC/CM candidates.
- Notify proposers of the GC/CM Finalists.
- Issue an RFFP to solicit final proposals (price factors) from the highest ranked GC/CM candidates.
- Receive and open/score the final proposals (price factors) received to identify the most highly qualified GC/CM.
- Request approval from the City Council to negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Negotiate pre-construction services and terms and conditions of the contract with the most highly qualified GC/CM.
- Present pre-construction scope/fee and contract to the City Council and make recommendation to award a contract to the most highly qualified GC/CM.
- Execute GC/CM Agreement with Pre-Construction services.
- Issue notice to proceed.

The GC/CM RFP will be advertised in early October 2024. By mid-December 2024, the GC/CM procurement process will have been completed and a GC/CM Agreement with Pre-construction Services will be negotiated. (The City may opt to issue an early Purchase Order to allow the selected GC/CM to

begin working with the Owner and design team while the GC/CM Agreement is being negotiated.) A GC/CM Agreement for Pre-Construction services will be presented for approval to the City Council for approval and will be executed by mid-February 2025. This will allow the GC/CM Contractor to join the project team prior to the end of Schematic Design and participate in the Schematic Design, Cost Estimating and Value Analysis exercises.

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

The City will utilize a GC/CM Contract, Guaranteed Maximum Price Amendment and General Conditions documents prepared by Pacifica Law Group and City staff. The City will also use a standardized GC/CM RFP, RFFP and selection documents created with best practices language from other agencies such as UW. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix.

These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

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

[Refer to Exhibit B – Construction History](#)

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.

[Refer to Exhibits C – Concept Site Plan and Exhibits D-F – Project Renderings](#)

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.

[The City has not received any audit findings on the projects listed in the response to question 7 above.](#)

10. Subcontractor Outreach

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

[The City is committed to encouraging the participation of small business enterprises, women and minority business, and socially and economically disadvantaged business enterprises on their projects. The City is committed to soliciting bids and quotes from certified firms and performing outreach to encourage](#)

participation in all City solicitations by utilizing the Office of Minority and Women Business Enterprises database to notify firms directly of City projects and events. In addition, the City has partnered with our Job Order Contracting Contractors to host outreach events to encourage small business enterprises, women and minority business, and socially and economically disadvantaged business enterprises on their projects.

The GC/CM will be expected to demonstrate due diligence to attempt to encourage and include participation of these businesses to bid and be successful at winning work on the project. Our RFP/RFFP documents will require the contractor to provide their approach for outreach and to encourage participation of local businesses, small business enterprises, women and minority businesses, and socially and economically disadvantaged business enterprises. We will also request their success and performance related to inclusion on prior, completed projects.

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.

The City of Vancouver intends to collaboratively discuss and determine with our selected GC/CM if the use of alternative subcontractor selection would be beneficial to the project. Although this determination will be made at a later date, as a time-saving measure, the City is opting to submit applications for approval to utilize MC/CM (Attachment 1) and EC/CM (Attachment 2) alternative subcontractor selection with this GC/CM application.

- 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.

[See response above.](#)

- 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.

[See response above.](#)

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.

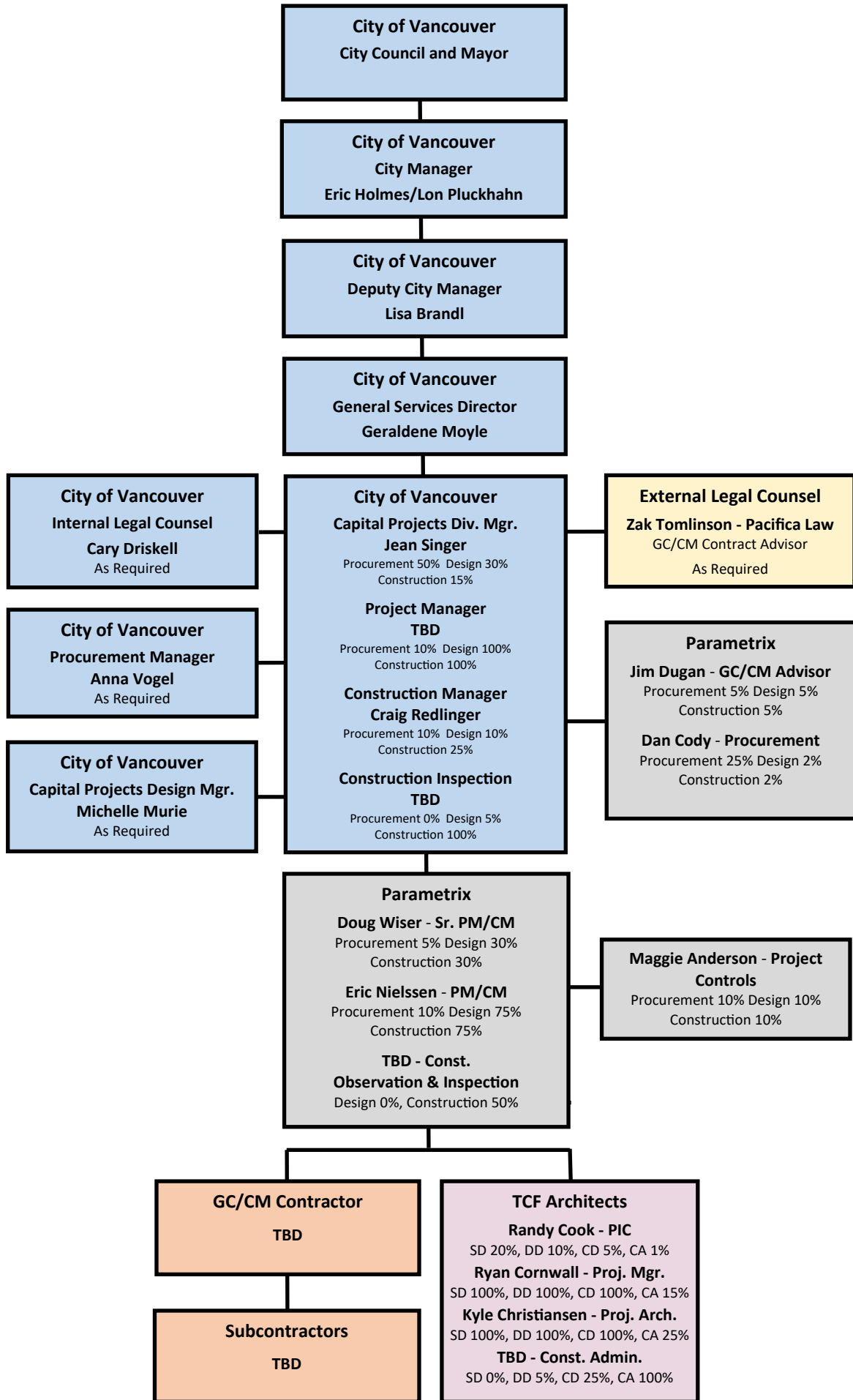
Signature: Jean Singer

Name (please print): Jean Singer (public body personnel)

Title: Capital Projects Division Manager

Date: 8/19/2024

Exhibit A Organizational Chart



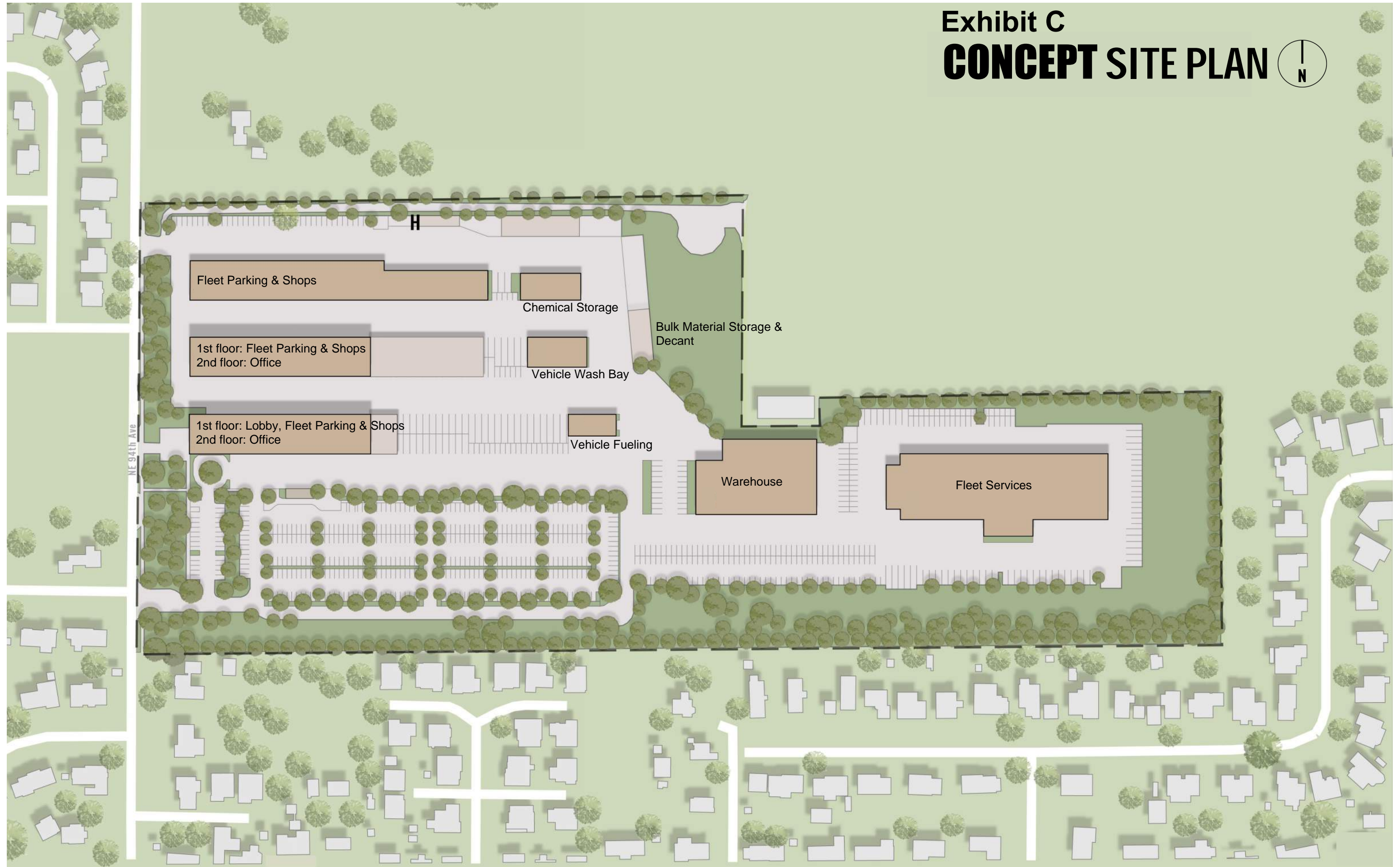
**CITY OF VANCOUVER
VANCOUVER PUBLIC WORKS OPERATIONS CAMPUS**

Exhibit B – City of Vancouver Construction History

Project #	Project Name	Project Description	Contracting Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Original Const. Budget	Actual Cost of Const.	Disadvantaged Business Utilization	Reasons for Budget or Schedule Overruns
23-2	Grant House Re-Roofing Project	Re-Roofing of a Historic Building	D/B/B	May-23	Jun-23	May-23	Jun-23	\$200,953.44	\$203,454.01	N/A*	Demolition of additional underlying materials
23-23	2023 Resurfacing Project	Pavement repairs including planning and paving of existing roads with minor utility adjustments	D/B/B	Jun-23	Oct-23	Jun-23	Oct-23	\$6,266,266.00	\$6,278,403.21	N/A*	Delay costs associated with a sink hole and modification of speed tables
21-2	Industrial Pretreatment Lagoon Upgrades	Installation of new high-speed blower and associated work	D/B/B	May-21	Oct-23	Jun-21	Feb-23	\$5,287,752.00	\$5,680,279.31	N/A*	Added work needed to transfer stored treatment solids in facility
21-12	Fire Station 11	Construction of a new Fire Station	D/B/B	Jun-21	Sep-22	Jun-21	Dec-23	\$7,126,767.98	\$7,603,418.49	N/A*	Product manufacturing and delivery delays and product quality issues
21-20	SE 1st Street - 164th Avenue to 177th Avenue	Corridor improvements including pavement widening, resurfacing, traffic signals, curbs, sidewalks and landscaping	D/B/B	Dec-21	Aug-22	Dec-21	Dec-23	\$9,869,587.00	\$10,718,898.39	N/A*	City requested revisions of several components of the fiber interconnect design
19-1	Water Station 1 Phase 2	Replacement of two new concrete reservoirs and improved site security and access.	D/B/B	May-19	Oct-21	Apr-19	Oct-22	\$20,501,041.60	\$21,037,653.43	N/A*	The increase can be mostly attributed to modifications identified as needed during construction that were not easily identified prior, including pandemic related issues

N/A* = This project was delivered D/B/B and there was no requirement for utilization of disadvantaged business enterprises.

Exhibit C CONCEPT SITE PLAN





The public entry plaza celebrates local landforms, including the iconic Columbia River: its shape as it flows through the city is represented in the paving.



Sky bridges join buildings together to promote efficient, safe circulation, collaboration, and a culture of transparency.



Site layout and Circulation

Attachment 1

State of Washington
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

ALTERNATIVE SUBCONTRACTOR SELECTION APPLICATION

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for each desired subcontractor/subcontract package as part of your Project Application.

Identification of Applicant

- a) Legal name of Public Body (your organization): **City of Vancouver**
- b) Address: **PO Box 1995 Vancouver, WA 98668-1995**
- c) Contact Person Name: **Jean Singer, PE** Title: **Facilities Capital Projects Division Manager**
- d) Phone Number: **360-487-6740** E-mail: **Jean.Singer@CityofVancouver.Us**
- e) Name of Project: **Vancouver Public Works Operations Campus (VPOC)**
- f) Subcontractor/Subcontract Package desired for Alternative Selection: **Mechanical/Plumbing**
- g) Subcontract Value: **\$7,286,185**

1. Public Benefit –

- a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

The City of Vancouver (City) sees the following benefits with utilizing alternative subcontractor selection for the Mechanical Subcontractor on our project:

- The ability to select a mechanical subcontractor on qualification/experience basis, with a minor price factor, rather than solely on a lowest responsive bidder basis.
- Including the mechanical subcontractor as a “partner” during design will allow them to provide input and collaboration on:
 - Innovative approaches to the selection and design of mechanical systems.
 - Assistance in selecting materials, equipment, systems and manufacturers that can bring greater “value” to the project in one or more of the following categories: cost, availability, maintenance and operation and performance.
 - QA/QC of mechanical drawings and specifications during design.
 - Input on value engineering and constructability of mechanical systems during design.
 - Assistance in cost estimating that is current and market based rather than estimating that is based on historical cost data.
- With the current market conditions, some of the schedule-critical mechanical equipment and materials are “long-lead” times that will require early procurement to allow us to meet the project schedule. Having the mechanical subcontractor on board during design allows us to make informed decisions on the early procurement of materials and equipment.

- b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public.

We will meet with the design team, GC/CM consultant and the GC/CM soon after the GC/CM is under contract to discuss the pros/cons of alternative subcontractor selection. We anticipate that the decision will be based upon whether our project would benefit from the use of alternative subcontractor selection. Items for discussion might include, but not be limited to:

- Pros/cons of utilizing qualification-based selection versus lowest responsible bidder.
- Complexity of the anticipated mechanical systems.
- Current market conditions.

State of Washington
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

- Opportunities for greater innovation and efficiencies.
- Opportunities for cost savings and/or cost certainty.
- Opportunities for time savings and/or schedule certainty.

- c. Please provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

The City intends to discuss the use of alternative subcontractor selection with the selected GC/CM and collaboratively determine if alternative subcontractor selection will be beneficial to this project. If it is decided to move forward, we will work with the selected GC/CM to amend our schedule accordingly.

2. Public Body Engagement/Knowledge

- a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?

If the decision is to move forward with procurement of an MC/CM for the project, the City will expect the GC/CM to involve members of our team (City, GC/CM consultant & design team) to be involved in the oversight of the development of the alternative subcontractor procurement documents and active panel members during the review/selection process.

- b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

The City of Vancouver intends to take an engaged and active role in the GC/CM-led alternative subcontractor selection process. Although the RCW outlines a minimum level of involvement required by an Owner, we anticipate that our role and level of involvement will exceed the statutory requirements.

The Public Body is a partner to the GC/CM during alternative subcontractor selection, providing oversight, assistance and approvals along the way. In review of RCW 39.10.385, we understand the specific responsibilities of the public body during the alternative subcontractor selection process to include, but not be limited to:

- Authorize GC/CM to proceed with alternative subcontractor selection.
- Working with the GC/CM, engage in a public process to determine whether the use of alternative subcontractor selection is in the best interest of the public.
 - Publish a notice of intent to utilize alternative subcontractor selection.
 - Conduct a public hearing.
 - Consider comments and determine whether alternative subcontractor selection is in the best interest of the public.
 - Issue a final determination to all interested parties.
 - Receive and respond to written protests related to the determination.
- Serve on the committee that reviews Qualifications received and selects the most qualified subcontractors.
- Receive and respond to written protests related to the selection of the most qualified subcontractors.
- Review cost proposals received from the most qualified subcontractors and score/determine the selected firm.
- Review Preconstruction service fees and contract terms received from the selected firm to determine that they are fair, reasonable and within the available funds.
- Approve the GC/CM to contract with the selected firm for Preconstruction Services.
- At the time of GMP negotiations, review proposed maximum allowable subcontract costs.
- Provide agreement/approval of the final maximum allowable subcontract costs.
- Hire and pay for an independent 3rd party audit to determine the proper accrual of subcontract costs, following completion of the subcontract work.

State of Washington
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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 may delay action on your application.

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

Signature: Jean Singer

Name (please print): Jean Singer (public body personnel)

Title: Capital Projects Division Manager

Date: 8/19/2024

Attachment 2

State of Washington
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

ALTERNATIVE SUBCONTRACTOR SELECTION APPLICATION

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for each desired subcontractor/subcontract package as part of your Project Application.

Identification of Applicant

- a) Legal name of Public Body (your organization): **City of Vancouver**
- b) Address: **PO Box 1995 Vancouver, WA 98668-1995**
- c) Contact Person Name: **Jean Singer, PE** Title: **Facilities Capital Projects Division Manager**
- d) Phone Number: **360-487-6740** E-mail: **Jean.Singer@CityofVancouver.Us**
- e) Name of Project: **Vancouver Public Works Operations Campus (VPOC)**
- f) Subcontractor/Subcontract Package desired for Alternative Selection: **Electrical**
- g) Subcontract Value: **\$6,538,790**

1. Public Benefit –

- a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

The City of Vancouver (City) sees the following benefits with utilizing alternative subcontractor selection for the Electrical Subcontractor on our project:

- The ability to select an electrical subcontractor on qualification/experience basis, with a minor price factor, rather than solely on a lowest responsive bidder basis.
- Including the electrical subcontractor as a “partner” during design will allow them to provide input and collaboration on:
 - Innovative approaches to the selection and design of electrical systems.
 - Assistance in selecting materials, equipment, systems and manufacturers that can bring greater “value” to the project in one or more of the following categories: cost, availability, maintenance and operation and performance.
 - QA/QC of electrical drawings and specifications during design.
 - Input on value engineering and constructability of electrical systems during design.
 - Assistance in cost estimating that is current and market based rather than estimating that is based on historical cost data.
- With the current market conditions, some of the schedule-critical electrical equipment and materials are “long-lead” times that will require early procurement to allow us to meet the project schedule. Having the electrical subcontractor on board during design allows us to make informed decisions on the early procurement of materials and equipment.

- b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public.

We will meet with the design team, GC/CM consultant and the GC/CM soon after the GC/CM is under contract to discuss the pros/cons of alternative subcontractor selection. We anticipate that the decision will be based upon whether our project would benefit from the use of alternative subcontractor selection. Items for discussion might include, but not be limited to:

- Pros/cons of utilizing qualification-based selection versus lowest responsible bidder.
- Complexity of the anticipated electrical systems.
- Current market conditions.

State of Washington
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

- Opportunities for greater innovation and efficiencies.
- Opportunities for cost savings and/or cost certainty.
- Opportunities for time savings and/or schedule certainty.

- c. Please provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

The City intends to discuss the use of alternative subcontractor selection with the selected GC/CM and collaboratively determine if alternative subcontractor selection will be beneficial to this project. If it is decided to move forward, we will work with the selected GC/CM to amend our schedule accordingly.

2. Public Body Engagement/Knowledge

- a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?

If the decision is to move forward with procurement of an EC/CM for the project, the City will expect the GC/CM to involve members of our team (City, GC/CM consultant & design team) to be involved in the oversight of the development of the alternative subcontractor procurement documents and active panel members during the review/selection process.

- b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

The City of Vancouver intends to take an engaged and active role in the GC/CM-led alternative subcontractor selection process. Although the RCW outlines a minimum level of involvement required by an Owner, we anticipate that our role and level of involvement will exceed the statutory requirements.

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- Working with the GC/CM, engage in a public process to determine whether the use of alternative subcontractor selection is in the best interest of the public.
 - Publish a notice of intent to utilize alternative subcontractor selection.
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State of Washington
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SUPPLEMENT A

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

Signature: Jean Singer

Name (please print): Jean Singer (public body personnel)

Title: Capital Projects Division Manager

Date: 8/19/2024