

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): **Spokane International Airport**
- b) Mailing Address: **9000 W Airport Dr, Spokane, WA 99224**
- c) Contact Person Name: **Lisa Corcoran** Title: **Chief Development Officer**
- d) Phone Number: **(509) 455-6406** E-mail: **Lcorcoran@spokaneairports.net**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Runway Intersection Rehabilitation**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Runway Intersection Rehabilitation Project involves the removal and replacement of asphalt pavement at the intersection of the primary runway (RWY 3-21) and secondary runway (RWY 8-26) at Spokane International Airport. This critical infrastructure project is necessary to address aging pavement conditions, improve safety and operational efficiencies, and ensure compliance with FAA standards. The work will include milling of existing asphalt, repairing isolated sections, paving, grooving of pavement surfaces, painting and associated airfield systems upgrades.

Due to the operational nature of the airport, the project requires a high level of coordination with airport operations, airlines and FAA stakeholders. Flight schedules will be limited during construction, a closure will be implemented for the secondary runway, and the usable length of the primary runway will be temporarily relocated. The relocated threshold will reduce the runway length from 11,002 feet to 6,000 feet. In order to accomplish these major airfield changes, coordination on safety, phasing, hauling, staging, and constructability are essential with the contractor for the completion of this project. These constraints demand a contractor with proven experience in complex airfield projects. The use of the (heavy civil) GC/CM delivery method will allow early collaboration with a contractor experienced in similar environments. This delivery method will also support to reduce risk and allow for both runways to return to full-length service within the established schedule.

- 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.)                            | \$ <b>700,000</b>    |
| Estimated project construction costs (including construction contingencies): | \$ <b>10,000,000</b> |
| Equipment and furnishing costs                                               | \$ <b>500,000</b>    |
| Off-site costs                                                               | \$ <b>N/A</b>        |
| Contract administration costs (owner, cm etc.)                               | \$ <b>350,000</b>    |
| Contingencies (design & owner)                                               | \$ <b>350,000</b>    |
| Other related project costs (briefly describe)                               | \$ <b>N/A</b>        |
| Alternative Subcontractor Selection costs                                    | \$ <b>0</b>          |
| Sales Tax                                                                    | \$ <b>1,082,900</b>  |
| <b>Total</b>                                                                 | \$ <b>12,982,900</b> |

## B. Funding Status

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

Funding is programmed under the Federal Aviation Administration (FAA) Airport Improvement Program (AIP).

## 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

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

*Below is a breakdown of currently projected design/construction schedule as well as GC/CM Procurement schedule.*

| PROJECT DESIGN/CONSTRUCTION SCHEDULE (DRAFT) |                |                |
|----------------------------------------------|----------------|----------------|
| Task                                         | Start          | Completion     |
| Prime Consultant Procurement (AE & CM)       | Complete       |                |
| PRC Application                              | August 2025    | September 2025 |
| GC/CM Selection                              | October 2025   | November 2025  |
| GC/CM Pre-Construction Services              | December 2025  | May 2026       |
| Preliminary Design                           | January 2025   | October 2025   |
| Design Development                           | September 2025 | June 2026      |
| Construction Documents                       | July 2026      | July 2026      |
| Construction                                 | September 2026 | September 2026 |

| GC/CM PROCUREMENT SCHEDULE (DRAFT)                               |                      |
|------------------------------------------------------------------|----------------------|
| Activity                                                         | Date                 |
| Submit PRC Application                                           | August 20, 2025      |
| PRC Presentation                                                 | September 24, 2025   |
| SIA/AGC Co-Host GC/CM Training for HC Contractors                | Oct. 7, 2025         |
| Advertisement for Request for Proposals Published (1st Notice)   | Oct. 13, 2025        |
| Advertisement for Request for Proposals Published (2nd Notice)   | Oct. 20, 2025        |
| Pre-Proposal Conference                                          | Oct. 21, 2025        |
| Statement of Qualifications Due                                  | Oct. 30, 2025        |
| Selection Committee SOQ Review and Scoring                       | Oct. 13-Nov 10, 2025 |
| Notification of Short-Listed Firms (w/draft contract)            | Nov. 10, 2025        |
| Interviews with Short Listed Firms                               | Nov. 17-18, 2025     |
| Notification to most highly qualified firms to submit RFFP       | Nov. 19, 2025        |
| RFFP Responses Due (Public Opening)                              | Nov. 25, 2025        |
| Board Approve GC/CM Selection and Award Preconstruction Services | December 2025        |

#### 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 Runway Intersection Rehabilitation project involves significant complexities in scheduling and coordination due to its location at the intersection of active airfield operations. Construction must be carefully phased to maintain runway functionality, requiring close coordination with airport operations, airline carriers, and FAA representatives, including the air traffic control tower personnel. Flight schedules will be modified, and the usable length of the runway will be temporarily reduced, creating narrow work windows and strict sequencing requirements.

Work will be performed 24 hours per day to maximize construction activities and minimize operational impacts. Construction activities must be planned around critical airport functions and safety/security protocols. These constraints demand a delivery method that allows for early contractor involvement to collaboratively develop phasing plans, mitigate risks, and ensure that construction activities align with operational needs. The GC/CM model is essential to managing these complexities effectively.

- 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.

The project will occur within an active airfield environment, requiring continuous coordination to maintain safe and uninterrupted airport operations. Construction will impact critical runway and taxiway intersections, necessitating phased work, off-peak scheduling, and close coordination with FAA and airport operations. Safety, security, and access protocols will be strictly enforced. The GC/CM's early involvement is essential to develop detailed phasing and logistics plans that minimize disruption and ensure operational continuity.

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

GC/CM involvement during the design phase is critical for the success of the Runway Intersection Rehabilitation project due to the operational complexity and safety requirements of working within an active airfield environment. Early collaboration with the GC/CM will allow the project team to evaluate constructability, develop phasing strategies, and identify potential risks that could impact airport operations or project delivery.

The GC/CM's expertise will be essential in shaping a feasible construction schedule that aligns with limited runway closure windows and FAA-mandated safety protocols. Their input will also help optimize design solutions to reduce construction duration, minimize operational disruptions, and control costs. Additionally, early involvement will support the development of bid packages that reflect real-world market conditions and subcontractor availability, which is especially important for specialized airfield work.

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

The Runway Intersection Rehabilitation project will take place within a highly regulated and technically demanding airfield environment. This includes strict FAA safety and operational requirements, continuous coordination with air traffic control, and adherence to airport security protocols. The work zone is located at the intersection of active runways, which introduces additional complexity due to the need to maintain partial airfield operations throughout construction.

The technical nature of the work includes precision grading and paving, installation of airfield lighting and integration with existing airfield systems. These tasks must be executed with minimal tolerance for error and within tightly controlled timeframes. The environment also demands specialized subcontractors familiar with airfield construction standards and materials. These factors make it essential to have a GC/CM partner with experience in similarly complex and technical aviation projects.

- 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?  
The heavy civil GC/CM model is particularly well-suited for the Runway Intersection Rehabilitation project because it allows the GC/CM to self-perform up to 50% of the construction work on a negotiated basis, with the potential to perform up to an additional 20% through competitive bidding. This flexibility is critical for a project of this nature, where specialized airfield construction expertise, tight scheduling windows, and operational constraints demand a highly coordinated and experienced team.

Allowing the GC/CM to self-perform key scopes such as paving ensures that critical path work can be executed by a contractor with proven capabilities and a vested interest in the project's success. It also reduces the risk of subcontractor unavailability or performance issues, which can be particularly challenging in the specialized airport construction industry. The ability to negotiate self-perform work enables the owner and GC/CM to collaboratively manage cost, schedule, and quality, while still preserving competitive bidding for a significant portion of the project.

## 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 provides substantial fiscal benefits for the Runway Intersection Rehabilitation project by enabling early contractor involvement, which leads to more accurate cost estimating, constructability reviews, and value engineering during design. This proactive collaboration helps identify cost-saving opportunities and avoid expensive design revisions or change orders during construction.

Additionally, the ability to negotiate self-perform work under the heavy civil GC/CM model allows the project team to lock in pricing for critical scopes with a trusted contractor, reducing exposure to market volatility and subcontractor risk. This is particularly valuable in the specialized airfield construction market, where qualified subcontractors are limited and pricing can fluctuate significantly. The GC/CM's input also supports the development of efficient phasing plans that minimize operational disruptions, which in turn reduces indirect costs associated with flight cancellations, temporary closures, and extended construction durations.

Together, these factors contribute to a more predictable and efficient project delivery, ultimately maximizing the value of public funds, and reducing the impacts to the traveling public.

- 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.  
The traditional design-bid-build method is not practical for the Runway Intersection Rehabilitation project due to the high degree of uncertainty and operational complexity inherent in the work. Under the traditional method, the contractor is brought on board only after design is complete, which limits opportunities for early input on constructability, phasing, risk mitigation, and other factors that are critical when working within an active airfield environment.

This approach also increases the likelihood of change orders and claims, as unforeseen conditions, schedule impacts, or operational constraints may not be fully captured in the bid documents. In contrast, the GC/CM model allows for early collaboration between the contractor, designer, and owner, enabling the team to proactively address risks, refine the schedule, and develop realistic cost models.

This is especially important for maintaining airport operations and meeting timelines coordinated with the Airlines, which require a flexible and responsive delivery approach that the traditional bidding method cannot provide.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. The heavy civil GC/CM model serves the public interest because it reduces the unknowns of the preparation necessary to begin the construction, e.g. setting up runway closures, modifying airfield lighting, and revising markings, etc. Limiting such unknowns and negotiating the schedule and GMP before commencing construction allows for a collaborative construction approach during the design and phasing stages which results in returning the airport to optimal service without delays.

Direct execution of key scopes by the GC/CM helps reduce risk, improve quality, and maintain tight timelines. At the same time, the model ensures transparency and competition by requiring at least 30% of the work to be publicly bid without GC/CM participation. This balance supports efficient delivery while protecting public investment.

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure. Spokane International Airport (SIA) utilized its first GC/CM (heavy civil) project in 2016 for a security upgrades project. SIA is well versed with this alternative delivery method. Currently, SIA is managing three GC/CM projects: Concourse C Terminal Renovation and Expansion (TREN), Central Hall TREN, and the New Administration Office Building. SIA has also worked with the Washington State Department of Enterprise Services for almost a decade under the Energy Service Company (ESCO) Partnership to deploy design build teams for energy savings related projects. SIA is qualified to utilize the alternative delivery methods and sees value for certain projects that would otherwise be challenging under the traditional design-bid-build method.

SIA's legal counsel, Brian Werst of Workland-Witherspoon, PLLC, brings experience providing GC/CM legal and contract services to public clients. He is supported by Andrew Greene of Perkins Coie, who has provided GC/CM legal guidance on SIA's current projects and is well-versed in the airport's contracting practices and requirements.

To further strengthen its GC/CM capabilities, SIA has retained Turner & Townsend Heery (TTH) to provide advisory services specific to Washington State's alternative delivery methods. Stacy Shewell will serve as the GC/CM advisor, supported by David Beaudine, CCM. Stacy will lead the GC/CM procurement process and provide ongoing strategic and technical guidance to SIA's Chief Development Officer of Planning and Development and project Staff. TTH's broader construction management team will be available to support the project through design and construction as needed.

- 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
- Staff and consultant short biographies (*not complete résumés*).  
**Lisa Corcoran – Chief Development Officer, Planning & Development, SIA**  
*Role on this project: Chief Development Officer*

Lisa brings 29 years of airport development experience. Lisa joined the Airport in 2014. As Chief Development Officer, Lisa is responsible for the Planning & Development Department where she oversees staff and the capital improvement projects. Lisa also oversees the procurement and implementation of planning, environmental, design and construction projects. Lisa also oversees all airport commercial development and land sales for the Airport. Prior to joining the Airport, Lisa was a partner and the PNW Aviation Leader at a private aviation consulting. Prior to that, Lisa worked for the Alaska Department of Transportation and Public Facilities.

Lisa is directly overseeing the alternative procurement projects, including ESCO Design Build Projects (Electrochromic Glass Windows, Vestibules, Lighting, Roofs, HVAC, Elevators, etc) and GC/CM Projects (New Administrative Building and TREX - Concourse C and Central Hall). Lisa works with her Project Managers, which manage the day-to-day activities.

Lisa holds a Bachelor of Science in Civil Engineering and is a Certified Member of the American Association of Airport Executives (AAAE). Lisa was recently awarded the 2024 Northwest AAAE Airport Executive of the Year. Lisa also received an Innovative Transportation Solution of the Year Award in 2024 for the Concourse C TREX Project by Women in Transportation Seminar.

**Joseph Hoeing – Project Manager, SIA**

*Role on this project: Project Manager*

Joseph is a Project Manager at Spokane International Airport, where he has over 18 years of aviation operations and project leadership expertise. Since joining the Spokane team in 2012, Joseph has held progressive roles, including Airport Duty Manager and now Project Manager, where he manages complex public works and capital improvement projects that enhance passenger experience and operational efficiency. Prior to this, he served as an Airport Operations Specialist at the Port of Bellingham, deepening his knowledge of airport systems, safety, and compliance. Joseph is directly involved in the alternative procurement projects New Administrative Building and TREX – Concourse C and Central Hall with past experience in Heavy Civil GCCM with the Security Upgrades Project.

Joseph holds a Bachelor of Science in Aviation Management from Auburn University and is a Certified Member of the American Association of Airport Executives (AAAE). Joseph also holds Airport Certified Employee (ACE) certifications in Planning and Environmental and Operations.

**Jennifer Leui – Project Coordinator, SIA**

*Role on this project: Project Specialist*

Jennifer has been with the Airport since 2014. Jennifer prepares the project folders for all new projects and assists with developing and advertising RFQs and Call for Bids. Jennifer receives, reviews, and oversees payment for invoices and pay applications within the Planning & Development Department. Jennifer also coordinates and reviews certified payroll for federally funded projects and assists with the audit process of a project.

**Rob Schultz – Chief Financial Officer, SIA**

*Role on this project: Chief Financial Officer*

Rob has been with the Airport since 2021. Rob leads and directs the Finance & Accounting and Properties & Contracts Departments. Rob brings more than 27 years of finance experience in both the public and private sectors. He worked for the Port of Portland for 13 years and most recently served as the Financial Analysis Manager.

Rob works closely with Lisa on projects to manage the budget, grants and payments. He is responsible for the project closeout financial reporting as required per the funding sources and audit guidelines.

**Ryan Sheehan – Chief Operating Officer, SIA**

*Role on this project: Chief Operating Officer*

Ryan has worked in the aviation industry for more than 30 years, and has been with Spokane Airports since 2008, where he is currently the Chief Operating Officer. He holds a bachelor's degree in management of Technical Operations from Embry-Riddle Aeronautical University, and a master's degree in Organizational Leadership from Gonzaga University. Ryan is an Accredited Member of the American Association of Airport Executives. Ryan oversees the Operations, Maintenance, Police, Fire, and IT Departments and is responsible for the safe and continuous operation of Spokane Airports.



Ryan works closely with the Planning & Development Department during the planning, design, and construction phases of projects and coordinates the involvement of each of the other departments.

#### **Ryan Garrison – Airport Operations Manager, SIA**

*Role on this project: Operations Manager*

Ryan Garrison is the Airport Operations Manager for Spokane Airports. In addition to his work at GEG, he is a licensed pilot, skydiver, and drone operator. He has contributed in various disciplines within the aviation industry for the last 20+ years. He earned a B.S. in Aviation Management from Metropolitan State College of Denver as well as a B.S. in Public Administration with emphasis on Emergency Management and Homeland Security from Arizona State University.

In his role, Ryan has been involved with a number of construction and maintenance projects including new build and rehabilitation of airfield surfaces; inspecting/maintaining compliance with FAA Part 139 regulations, and final inspections.

#### **Jeff Mitchell – Maintenance Manager, SIA**

*Role on this project: Maintenance Manager*

Jeff Mitchell serves as the Maintenance Manager for Spokane International Airport, bringing over two decades of experience in airport and facility maintenance. Since beginning his career at the airport in 2004 as a Facility Technician, Jeff has progressed through various roles within the maintenance department before assuming his current leadership position.

In his role, Jeff oversees all maintenance activities for Spokane International Airport, the Airport Business Park, and Felts Field. His responsibilities include participating in design and plan reviews, coordinating construction projects, and managing facility operations upon project completion.

Jeff holds a Bachelor of Arts in Organizational Management from Whitworth University and has earned Certified Member (CM) accreditation from the American Association of Airport Executives (AAAE). His extensive experience and strategic oversight contribute to the safe, efficient, and effective operation of the airport's infrastructure.

#### **David Beaudine, CCM, Assoc DBIA – Vice President, Turner & Townsend Heery**

*Role on this project: Owner Representative Principal in Charge*

David Beaudine, Vice President at Turner & Townsend Heery, will provide executive-level support for the Runway Intersection Rehabilitation project. In a strategic advisory capacity, he will offer guidance to ensure alignment with industry best practices and support the GC/CM process as needed. His involvement will complement the leadership of GC/CM Advisor Stacy Shewell, who will manage the day-to-day advisory services and coordination.

With over 20 years of experience, primarily supporting Washington State public agencies, David has contributed to numerous GC/CM projects, including SIA's Concourse C TREX and Spokane School District's Rogers and Ferris High Schools. He also serves on the Project Review Committee (PRC), representing construction managers, and brings valuable insights from that role to the project team.

#### **Representative Project Experience for David Beaudine**

| <b>Project</b>                | <b>Delivery Method</b> | <b>Project Value</b> | <b>Role</b>   |
|-------------------------------|------------------------|----------------------|---------------|
| SIA – Concourse C TREX        | GC/CM                  | \$149.7M             | GC/CM Advisor |
| Grant County – New Jail       | GC/CM                  | \$100M               | GC/CM Advisor |
| Asotin County Justice Complex | GC/CM                  | \$14.6M              | GC/CM Advisor |

|                                                          |       |         |                             |
|----------------------------------------------------------|-------|---------|-----------------------------|
| Apple Valley & Summitview Elementary School Replacements | GC/CM | \$68.7M | Program Manager             |
| Market Street Complex                                    | GC/CM | \$65.4M | Program Manager             |
| Highland Middle School                                   | GC/CM | \$51.6M | Program Manager & Senior PM |
| Mullan Road Elementary School                            | GC/CM | \$16.2M | GC/CM Assistance            |
| Ferris High School                                       | GC/CM | \$97.7M | Senior Project Manager      |
| Rogers High School                                       | GC/CM | \$64.5M | Project Manager             |

### **Stacy Shewell – Senior Director, Turner & Townsend Heery**

*Role on this project: 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's degree from Washington State University.

### **Representative Project Experience for Stacy Shewell**

| <b>Project</b>                                             | <b>Delivery Method</b> | <b>Project Value</b> | <b>Role</b>           |
|------------------------------------------------------------|------------------------|----------------------|-----------------------|
| Lake Chelan Health, EMS and Administration Building        | GC/CM                  | \$12.5M              | GC/CM Advisor         |
| Ellensburg School District, Ida Nason Elementary School    | GC/CM                  | \$29M                | Project Manager       |
| Ellensburg School District, Mt. Stuart Elementary School   | GC/CM                  | \$24M                | Project Manager       |
| King County Metro, Atlantic Bus Base Refurbishment Project | Heavy Civil GC/CM      | \$45M                | Project Manager       |
| Washington State Convention Center Addition Project        | GC/CM                  | \$1.8N               | Construction Controls |
| Juanita High School                                        | GC/CM                  | \$100M               | Project Manager       |

### **Alex McKean – RS&H, Project Principal**

*Role on this project: Design Principal*

Alex McKean, West Region Division Leader and Vice President of RS&H, has worked on projects at SIA since 2009 and brings over 23 years of experience leading aviation projects. With deep expertise in airfield infrastructure and construction management, Alex leads multidisciplinary teams across the West Region, driving technical excellence and strategic coordination on complex aviation projects. Alex has worked throughout the nation on highly visible and impactful projects, including GC/CM projects, and will bring his experience to the SIA team.



**Tal Glass – RS&H, Senior Airfield Engineer**

*Role on this project: Designer*

Tal Glass, Washington Aviation Discipline Leader and Senior Airfield Engineer at RS&H, will lead the design and construction administration services for the Runway Intersection Rehabilitation project. Tal has worked with SIA since 2016 and has served as the Lead Design Engineer, Lead Construction Administration & Field Engineer, and Project Manager on numerous projects at SIA.

Tal brings more than 13 years of experience in airport design and construction on large, medium, small, and non-hub airports across the country. Tal will use his extensive knowledge of airport operations, safety, phasing, and construction to help mitigate impacts to the Airport and the traveling public. He has a thorough knowledge and understanding of the demands, requirements, and issues surrounding the aviation industry and is keenly aware of the requirements of GC/CM projects.

**Steve Howe – RS&H, Senior Inspector**

*Role on this project: Inspector*

Steve Howe, Senior Inspector at RS&H, will lead the field inspection team during the Runway Intersection Rehabilitation project. Steve has worked with SIA as a Resident Project Representative (RPR) and field inspector since 2018.

Steve has 28 years of aviation resident engineering experience and has served as RPR on numerous projects and was responsible for on-site construction and supervising construction inspectors. His experience includes services for runway and taxiway construction, utility relocations and upgrades, grading, airfield lighting, navigational aids and airport terminal construction. Steve has achieved a NICET Level III certifications. His experience serving as RPR for SIA's has given him the knowledge and understanding of Airport conditions, as well as with SIA regulations and processes, which will prove invaluable in the execution of Runway Intersection Rehabilitation project under a GC/CM.

**Brian Werst – Workland-Witherspoon, PLLC.**

*Role on this project: SIA Legal Counsel and GC/CM Legal Advisor*

Brian serves as General Counsel to the Spokane Airports Board of Directors. He assists Lisa Corcoran with consultant procurement agreements and construction contracts. Brian has served as General Counsel to Lewis County Public Hospital District No. 1, d/b/a Morton General Hospital. In 2010 and 2011, the Hospital sought Brian's assistance in evaluating the GC/CM procedure for this project, including the PRC application and approval process and contracting issues. The Hospital ultimately opted to not pursue this process, despite detailed and extensive analysis of the GC/CM procedure and legal provisions.

He similarly advised Public Hospital District No.1 of Pend Oreille County d/b/a Newport Hospital and Health Services regarding a proposed project, although the project was ultimately paired down and was not necessarily suitable for GC/CM procedure.

Additionally, he has served as bond counsel, underwriter or bank counsel, and/or disclosure counsel for many publicly financed projects that have involved procurement, design, and construction governed by Title 39 RCW and other related Washington laws.

**Andrew Greene – Partner, Perkins Coie**

*Role on this project: GC/CM Legal Counsel*

Perkins Coie has been retained as legal counsel to SIA. Andrew is a partner in the Seattle office of Perkins Coie. He has extensive experience assisting a broad group of public clients, including airports, school districts, public utility districts, universities, ports, public hospitals, and others, with their construction-related legal needs. Andrew regularly drafts GC/CM and design-build agreements under RCW 39.10, including for "heavy civil" projects, and has worked on a diverse group of significant projects (everything from tidal energy in the Admiralty Inlet to road construction in the South Sudan) of

all sizes (less than \$100,000 to more than \$500 million) throughout the United States and internationally. His recent lead public GC/CM experience includes project support for the Metropolitan Park District of Tacoma (Point Defiance Waterfront Phase I), Washington State University, Point Defiance Zoo and Aquarium (Pacific Rim Aquarium), Olympia School District (Olympia Regional Learning Academy and Garfield Elementary), and Vashon School District (Vashon High School Addition and Renovation).

Andrew also has participated in many of the other public GC/CM agreements that Perkins Coie has handled for Washington public entities over the past several years and will be fully supported, as needed, by others in the Perkins Coie Construction Group. Perkins Coie has been involved with many of the largest and most complicated “Alternative Public Works” projects in state history, including serving as construction counsel to the Seattle Symphony for its design-build concert hall project in downtown Seattle, to the Everett Public Facilities District in the design and construction of the Everett Event Center, and to the Seattle Mariners for their GC/CM stadium project. In recent years, the firm has prepared GC/CM contracts for numerous public entities throughout the state, including cities and towns (Winthrop, Yakima, Kenmore, Bellevue), wastewater districts (Spokane Riverside Park Water Reclamation Facility and the Oak Harbor Clean Water Facility), public hospital districts (Grays Harbor County Public Hospital District), public utility districts (Mason County PUD), universities (Washington State University), numerous school districts (Seattle, Tacoma, Spokane, Tahoma, Washougal, Edmonds, Evergreen, Clover Park, etc.) and others. In addition, Perkins Coie has represented private owners in the construction of billions of dollars of projects using design-build and GC/CM contracts over the past five years.

- 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.)*  
The GC/CM experience of each proposed staff member and consultant is outlined in their respective biographies. In addition, all Spokane International Airport (SIA) staff proposed for this project are currently serving in similar roles on three active GC/CM projects: New Administrative Office Building (\$40M), Concourse C Terminal Renovation and Expansion (Trex) project (\$185M), and the Central Hall Trex project (\$300M). These same team members also contributed to SIA’s first GC/CM project—the Safety and Security Upgrades project (\$15M) — which began in late 2016 and was successfully completed in 2019. Their continued involvement in GC/CM delivery reflects a strong and growing foundation of experience under RCW 39.10.
- The qualifications of the existing or planned project manager and consultants.  
Qualifications of the project manager and consultants are described in the staff and consultant biographies 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.  
PM is not interim.
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.  
Construction experience for each proposed staff member and consultant is described in the staff biographies.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.  
**Organizational Controls**  
The project will be managed through the Spokane International Airport’s Planning & Development Department. The project’s approval, budget and contract authority resides with the Spokane Airport Board.

SIA's Chief Executive Officer (Frank Miller) has overall responsibility for management of the Airport and executive staff. Lisa Corcoran, an executive staff member and Chief Development Officer, oversees the Planning and Development Department and all capital improvement projects. The project is led by Lisa Corcoran, whose staff is comprised of seasoned public works project and construction administration staff.

SIA's Project Manager, Joseph Hoeing will oversee the day-to-day management and operational requirements of the project, including consultant procurement, project budget and integration of SIA staff, coordination with external agencies and tenants for the project.

Turner & Townsend Heery augments the Planning & Development staff with its significant GC/CM procurement and project expertise and services.

Turner & Townsend Heery will work with the Chief Development Officer, Planning & Development Department and SIA Staff to refine the established controls and reporting systems to effectively manage the scope, schedule, and budget for the project.

Budget authority controls are exercised through a Airport Board approval process for consultant and contractor procurements and project contingencies. All change orders are discussed and reviewed by the Airport Board's Engineering Subcommittee. Change order amounts exceeding the Board-approved contingency and signature authority of the CEO require Board approval. Use of the GC/CM contingency must be approved by the Chief Development Officer.

The Spokane Airport Board retains approval authority for use of the Owner's design and construction contingency which is typically budgeted at 10% of the project overall funds.

The project budget will be tracked against the approved baseline budget on a monthly basis. Turner & Townsend Heery's standard budgeting tools are adapted to meet SIA local and federal funding budget reporting requirements.

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

Turner & Townsend Heery will lead the GC/CM procurement process in accordance with RCW 39.10, in close collaboration with Spokane International Airport (SIA) and its Planning and Development Department. The process will follow the standard GC/CM format informed by CPARB best practices and enhanced by lessons learned from the Concourse C TREX project and other public agency experience.

The procurement will be structured as a transparent, competitive, and qualifications-based process designed to attract highly experienced heavy civil GC/CM firms with a proven track record of delivering complex projects in active airfield environments. The project has already generated strong interest in the local and regional market.

**The selection process will be administered in three parts:**

1. Request for Proposals (RFP) – Publicly advertised and focused on relevant GC/CM experience, proposed team qualifications, and project approach.
2. Interviews – Conducted with shortlisted firms, emphasizing the proposed team members and their compatibility with the SIA team and project goals.
3. Request for Fee Proposal (RFFP) – Finalists will submit sealed bids for the specified general conditions and fee percentage, based on the preliminary MACC. These cost components will be evaluated alongside qualitative criteria as part of the final scoring.

A recommendation will be presented to the Airport's Engineering Committee and then forwarded to the Spokane Airport Board for final approval.

Careful consideration will be given to ensure the selected GC/CM demonstrates strong capabilities in both preconstruction and construction services, aligning with the project's complexity, budget sensitivity, and the operational demands of working within an active airport environment.

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

SIA has engaged Andrew Greene of Perkins Coie to provide legal counsel for GC/CM and construction-related matters. Perkins Coie will prepare customized versions of the AIA A133 agreement and A201 general conditions, tailored to SIA's best practices, incorporating the airport's general conditions, safety and operations of airfield, and other applicable requirements. These draft documents will be shared with prospective GC/CM firms during the procurement process to allow for review and clarification prior to final fee proposal submission.

## **7. Owner Readiness (*To be answered by the Owner*)**

What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

The team at SIA, led by Chief Development Officer Lisa Corcoran, have managed several successful GC/CM projects. The project team has engaged with other local and regional clients in the development of their own understanding and best practices.

- i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?

Serving as a member of the PRC, Lisa Corcoran, is in constant communications with other owners and practitioners of alternative delivery. These connections and networking have bolstered the understanding of what makes a good owner in alternative delivery as well as help evaluate the internal and external needs to execute projects of various size and complexity.

Locally, SIA has communicated with other public owners like Spokane County which has provided best practice understanding to help the airport in delivering exception results.

- ii. What training have you as an Owner and your staff taken?

Our team has actively engaged in a variety of trainings to grow our own understanding and prepare for successful implementation of the GC/CM delivery method. We have engaged in alternative delivery training/understanding sessions with TTH, who are advising us on this project and provided guidance specific to the GC/CM process, including contract structure, procurement, and team alignment.

In addition, our team has reviewed several foundational resources to deepen our understanding of alternative delivery.

These include:

*DBIA – Choosing a Project Delivery Method*  
*CPARB – GC/CM Best Practices Outline*  
*CPARB – GC/CM Best Practices Manual*  
*AGC – GC/CM Workshop*

- iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

In commitment to review each airport project on its own merits, we thoughtfully considered the key differences between GC/CM, Progressive Design-Build and design-bid-build (DBB) delivery methods, particularly in terms of project risk, management of contract changes, and dispute resolution.

As part of our early project development, we compared merits and implications of DBB vs. PDB vs. Heavy Civil GC/CM for this project. These discussions helped shape our understanding of project timing, stakeholder engagement, and how each effects the allocation of risk among the owner and contractor.

When reviewing this specific scope of work, and the associated risks related to airline traffic, downtime on the runway and foreign object debris along with our current understanding of the GC/CM delivery model it became clear on what delivery method would be best for this project.

Additionally, we are working closely with Andrew Greene of Perkins Coie, who is providing GC/CM legal counsel. His involvement ensures that our best practices and contractual approach appropriately will be reflect the nuances of GC/CM delivery, including risk management

- a) How does your organization ensure that knowledge is passed down to your staff and project team?

As SIA continues to bring in new staff to the planning and development department, these staff members have been cross training on other projects which are occurring at SIA. This has allowed each of the airport staff members to gain understanding of the process and therefore distribute oversight and management processes over the duration of the project.

SIA takes great pride in knowledge sharing and documentation to ensure continuity and informed decision-making throughout the project lifecycle. Project files are maintained on a shared network drive, allowing all team members consistent access to current documentation. We promote open-communication across departments – particularly between our internal facilities and fiscal teams – to support transparency and alignment on the financial and administrative aspects of the project.

Our internal team holds weekly staff meetings to encourage open collaboration amongst our team members which allows us to lean on each others experiences. We additionally meet regularly with our project team to discuss milestones, challenges and solutions as they occur.

- b) How have you familiarized yourself and your staff with GC/CM Best Practices?

We have taken several steps to familiarize ourselves and our staff with GCCM best practices, which includes cross training across current ongoing GC/CM projects. Our team has reviewed key documents, including the CPARB GC/CM Best Practices Manual, and DBIA's Choosing a Project Delivery Method.

Additionally, we are engaging in training sessions led by TTH. This has provided targeted insight into GC/CM-specific strategies, including procurement, early contractor involvement, GMP development, and collaborative risk management and behavioral expectations.

Lastly, Lisa Corcoran's time serving on the Project Review Committee has provided her the opportunity to network with other practitioners to better understand other organizations' best practices and ways to improve delivery at SIA.

- c) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

We understand the importance of transparency and compliance in the GC/CM subcontractor bidding process. Specifically in a heavy civil GC/CM process where the self-performance percentages drastically differ. As the owner in each of our previous projects, we have and will continue to play an active role in monitoring the development of the bid packages to ensure they align with public procurement requirements, GC/CM best practices and opportunities to create bid packages that encourage SBE/DBE participation and competitive bids.

TTH provides guidance throughout this process, assisting with scope review, advertisement compliance, and ensuring a competitive and compliant selection of subcontractors in accordance with RCW 39.10. Subcontractor bids are opened in person at the Airport with the owner present, which allows us to stay closely involved in the process. This direct engagement ensures that when the information is presented to the Airport Board for approval, we are fully informed and able to respond to any questions that may arise so the Board can make an informed decision.

In addition to support from TTH, we have Andrew Greene available to review contractual terms and legal compliance.

## 8. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(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 Exhibit B](#)

## 9. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(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 Exhibit C](#)

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

If your organization had audit findings on **any** project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

[Spokane International Airport has not had any audit findings.](#)

## 11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization (\$).

[Spokane International Airport \(SIA\) is committed to inclusion and supporting the participation of small, minority-, women-, and veteran-owned businesses \(SMWVBes\) in public contracting. This commitment extends beyond compliance—it is a core value that shapes how we plan, procure, and deliver capital projects.](#)

[As part of the GC/CM procurement process, the Airport will require proposers to clearly articulate their approach to promoting SMWVBE participation.](#)

[To broaden awareness and increase subcontractor interest, SIA actively partners with local and regional organizations such as Greater Spokane Inc. \(GSI\), the Inland Northwest Associated General Contractors \(NWAGC\), and other community-based business networks. The airport also engages with the DBE Matchmaker system through Federal Aviation Administration. These partnerships help promote upcoming opportunities and connect the project team with a diverse pool of qualified firms.](#)

[During the preconstruction phase, the selected GC/CM will be contractually required to conduct targeted outreach to disadvantaged and underrepresented subcontractors. This includes:](#)

[Hosting informational sessions to explain project scope, schedule, and bid packaging strategies. Providing early visibility into bid opportunities and timelines. Offering technical assistance or partnering opportunities to help smaller firms compete effectively. Coordinating with SIA and its partners to ensure outreach efforts are inclusive and well-publicized. SIA will also monitor and track participation throughout the project, using](#)



both aspirational goals and actual utilization data to assess performance. SIA has established an inclusion goal of 2.4% to be accomplished through 2.1% Race Conscious and .3% Race Neutral, following the Federal Aviation Administration guidance.

By embedding equity into the procurement and delivery process, SIA aims to ensure that the economic benefits of this project are shared broadly across the community.

## 12. 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.

Use of alternative subcontractor selection is not anticipated for this project.

### 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.

The PRC strongly encourages all project team members to read the [GC/CM Best Practices Guidelines](#) as developed by CPARB and attend any relevant applicable training. 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.

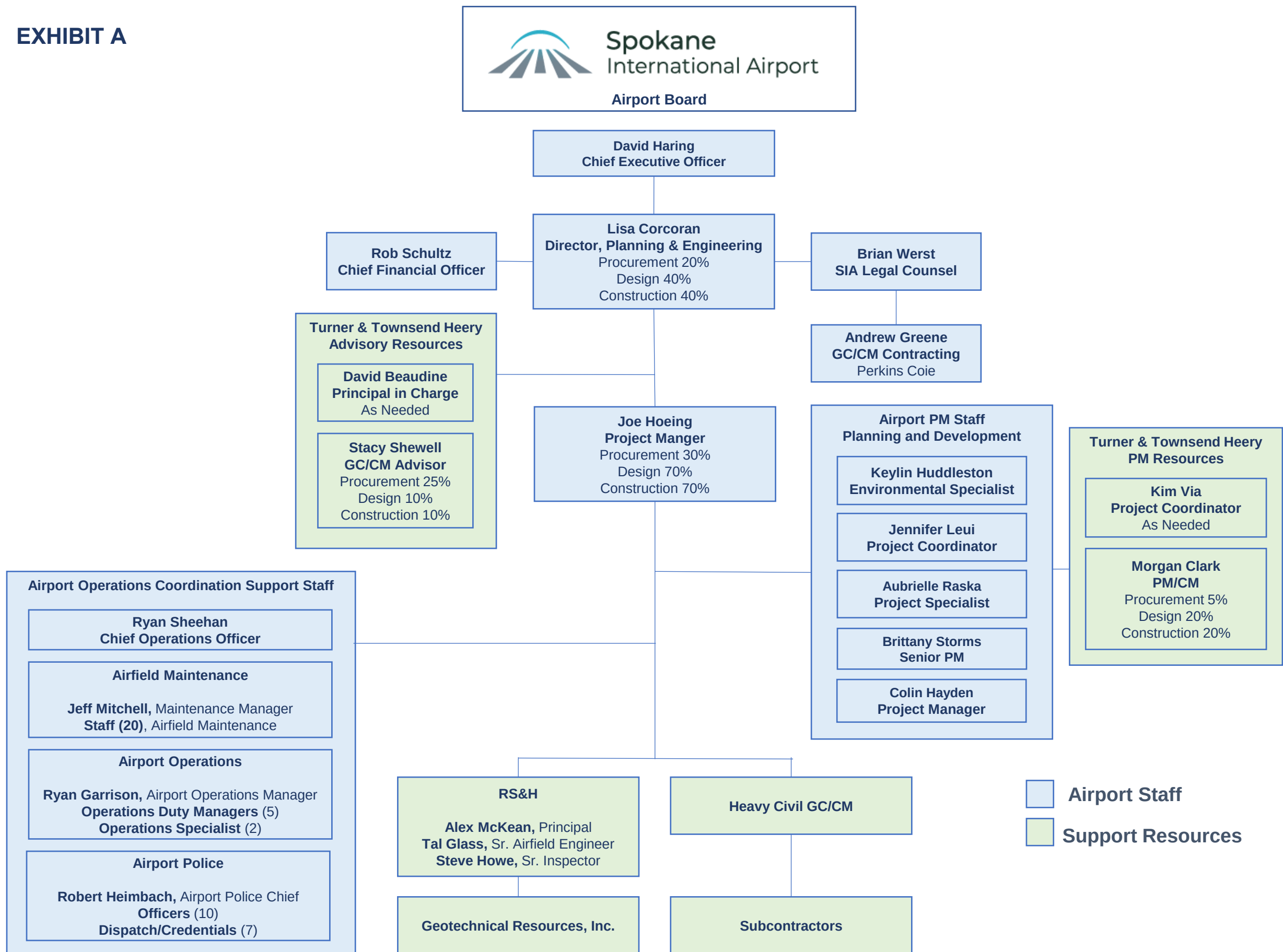
Signature: 

Name (please print): LISA L. CORCORAN (public body personnel)

Title: CHIEF DEVELOPMENT OFFICER

Date: 08/20/2025

## EXHIBIT A



Select Airport Public Works Projects

| Project # | SIA<br>Project Number | Project Name                                                 | Project Description                                                                                                                                                                                                                                                                                              | Contracting Method | Planned Start | Planned Finish | Actual Start | Actual Finish      | Planned Budget | Actual Budget | Reason for budget or schedule overrun                                                            |
|-----------|-----------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|----------------|--------------|--------------------|----------------|---------------|--------------------------------------------------------------------------------------------------|
| 1         | 15-43-1866            | Airport Security Upgrades                                    | Security upgrades to perimeter security, terminal flight and baggage information display systems, and terminal access control systems.                                                                                                                                                                           | GC-CM              | 7/3/2018      | 2/28/2019      | 7/3/2018     | 10/6/2019          | \$ 11,887,109  | \$ 11,178,496 |                                                                                                  |
| 2         | 16-30-9999-016        | Felts Field Historic Flight Foundation Hangar                | Construct new hangar with office space and viewing mezzanine.                                                                                                                                                                                                                                                    | D-B-B              | 8/20/2018     | 6/24/2019      | 8/20/2018    | 9/12/2019          | \$ 5,108,160   | \$ 5,196,254  |                                                                                                  |
| 3         | 16-41-1885            | Runway 7-25 & Taxiway C Shoulder Improvements                | Reconstruct Taxiway C concrete sections and asphalt shoulders, install airfiled lighting and signage, and Runway 7-25 MagVar change to Runway 8-26. Federally-funded project (FAA Grant).                                                                                                                        | D-B-B              | 7/16/2018     | 11/2/2018      | 7/16/2018    | 11/2/2018          | \$ 18,441,313  | \$ 18,262,338 |                                                                                                  |
| 4         | 17-43-1896            | Trunk Rail Extension                                         | Procurement and installation of 4,500 linear feet of railroad track. Funded with State grant.                                                                                                                                                                                                                    | D-B-B              | 11/6/2018     | 2/26/2019      | 11/6/2018    | 6/10/2019          | \$ 1,811,305   | \$ 1,926,027  |                                                                                                  |
| 5         | 18-40-1919            | Economy Parking Lot 1                                        | Construct 12-acre, 1400-stall parking lot.                                                                                                                                                                                                                                                                       | D-B-B              | 7/5/2018      | 11/5/2018      | 7/5/2018     | 11/5/2018          | \$ 6,444,012   | \$ 6,543,093  |                                                                                                  |
| 6         | 18-43-1926            | Terminal Windows & Roof Upgrades                             | Terminal Roof and Window Energy Efficiency Upgrades.                                                                                                                                                                                                                                                             | DES ESCO<br>D-B    | 5/6/2019      | 8/30/2022      | 5/6/2019     | 10/28/2022         | \$ 10,330,549  | \$ 10,379,200 |                                                                                                  |
| 7         | 19-40-1944            | West Parking Lot                                             | Construct 3.8-acre, 490-stall parking lot.                                                                                                                                                                                                                                                                       | D-B-B              | 7/15/2019     | 10/23/2019     | 7/15/2019    | 10/23/2019         | \$ 2,278,288   | \$ 2,082,261  |                                                                                                  |
| 8         | 20-41-1980            | East Terminal Remain Over Night Ramp Expansion               | Construct 4.5 acres, 5 commercial aircraft parking positions with trenchdrains, lighting, and triturator access road. Federally-funded project (FAA Grant).                                                                                                                                                      | D-B-B              | 6/14/2021     | 11/4/221       | 6/14/2021    | 11/4/2021          | \$ 10,500,000  | \$ 9,646,387  |                                                                                                  |
| 9         | 19-44-1943            | Rental Car Improvements Phase 1                              | Improvements to Quick Turn-around Area (QTA) including overhead doors, mechanical, electrical, drainage and pavement. (CFC Funds)                                                                                                                                                                                | D-B-B              | 3/2/2020      | 6/17/2020      | 3/2/2020     | 9/30/2020          | \$ 1,100,000   | \$ 1,142,767  | Pandemic caused a slight pause in the contract.                                                  |
| 10        | 19-44-1943            | Rental Car Improvements Phase 2                              | Improvements to Ready-Return Area (RRA) on existing canopies, underground infrastructure, lighting and pavement. (CFC Funds)                                                                                                                                                                                     | D-B-B              | 6/21/2021     | 3/31/2021      | 6/21/2021    | 8//2/2021          | \$ 3,000,000   | \$ 2,915,585  | Light Poles were long lead item.                                                                 |
| 11        | 18-41-1937            | Airport Drive Inbound Phase 1                                | First phase of roadway, lighting, signage and landscape with available dollars to create new extended inbound drive and open up additional areas for parking and growth. Federally-funded project (FAA Grant).                                                                                                   | D-B-B              | 6/1/2020      | 10/29/2021     | 6/15/2020    | 11/2/2021          | \$ 4,100,000   | \$ 4,488,410  | Owner added work within project limits to take advantage of low traffic activity during Pandemic |
| 12        | 18-41-1937            | Airport Drive Inbound Phase 2                                | Second phase to connect phase 1 work into the existing airport drive in front of terminal which included roadway, lighting, signage and landscape to create new extended inbound drive and open up additional areas for parking and growth. Federally-funded project (FAA grant).                                | D-B-B              | 6/1/2021      | 10/31/2021     | 6/1/2021     | 1/21/2022          | \$ 2,000,000   | \$ 1,941,243  | Contractor was required to fix failing electronics within security gates and lights              |
| 13        | 19-43-1966            | Rail-Truck Transload Facility                                | Federally-funded project (FRA and State Grants).                                                                                                                                                                                                                                                                 | D-B-B              | 9/20/2021     | 4/15/2023      | 9/20/2021    | 11/25/2022         | \$ 14,300,000  | \$ 14,100,000 |                                                                                                  |
| 14        | 21-44-1708            | Concourse C Terminal Renovation and Expansion (TREX) Project | Expansion for additional passenger boarding bridge gates, renovation of the existing concourse area and relocation of existing ground boarding to main level for bridge gates as well as additional land side ticketing and all necessary infrastructure to support. (FAA Grants - AIP, CARES, BIL AIG, BIL ATP) | GC/CM              | 6/24/2022     | 3/3/2026       | 7/27/2022    | In<br>Construction | \$ 149,743,862 |               |                                                                                                  |
| 15        | 20-41-1980            | East Terminal Ramp RON Expansion                             | Expansion to allow for 5 additional overnight parking positions for commercial aircraft. (FAA Grants - AIP, PFC)                                                                                                                                                                                                 | D-B-B              | 6/11/2021     | 11/4/2021      | 6/11/2021    | 11/4/2021          | \$ 8,228,000   | \$ 8,064,441  |                                                                                                  |
| 16        | 21-41-1727            | West Terminal RON Ramp Expansion                             | Ramp expansion to allow for two additional overnight parking positions for commercial aircraft. Additional taxilane to provide access for new aircraft gates from the TREX Project                                                                                                                               | D-B-B              | 12/5/2022     | 11/1/2023      | 12/5/2022    | 12/15/2023         | \$ 34,008,684  |               |                                                                                                  |
| 17        | 22-42-1764            | New Administrative Office Building                           | New administrative office building to support staff increases. Building will accomidate, parking, staff offices, as well as meeting spaces for the Airport Board.                                                                                                                                                | GC/CM              | 11/5/2024     | 11/3/2026      | 11/5/2024    | In<br>Construction | \$ 37,270,228  |               |                                                                                                  |

\* estimate on dates  
\*\* estimate on finish dates



EXHIBIT C

