

**Request for Qualifications & Proposal for GC/CM Services**

**Project Number 2025-782**  
**Bellevue College Parking Garage Update**

**Department of Enterprise Services**

*Submitted by GC/CM:*

**Centennial Contractors Enterprises, Inc.**

*5700 6<sup>th</sup> Avenue South, Suite 105*

*Seattle, WA 98108*

*(206) 547-0135*

*www.cce-inc.com*

April 7, 2026

Michele M. Hill, Project Manager  
Department of Enterprise Services  
Facility Professional Services, Engineering & Architectural Services  
1500 Jefferson Street SE  
Olympia, WA 98504

**RE: Request for Qualifications & Proposal for GC/CM Services, Bellevue College Parking Garage Update, Department of Enterprise Services, Project Number 2025-728**

Dear Ms. Hill and Evaluation Committee Members:

Centennial Contractors Enterprises, Inc. (Centennial) is very interested in providing GC/CM services to Washington DES and Bellevue College for the Parking Garage Update project. Our core business is to minimize the risk to the Owner by providing dependable preconstruction and construction services, resources, and solutions for facility owners and managers of public and private organizations.

Centennial has expertise in efficiently bridging the gap from traditional construction delivery models to integration and collaboration among the Owner, Architect, Program Manager, construction contractor, and key qualified subcontractors. Our relationship-based delivery model allows us to consistently provide a level of service, expertise, and resources for renovation, repair, and remodeling that are normally expected only on large new-build projects. The predictability of results and the confidence that develops from our relationship-based solutions are what have earned Centennial an excellent reputation with our clients, and which will allow us to work closely with both DES and Bellevue College.

An integral part of our projects is planning and scheduling work to minimize potential disruptions. As a solution-provider, we develop our performance plans to overcome any challenges. Such measures may include timely communication, timing and control of access and egress, consideration for public thoroughfares, security, traffic control, site cleanliness, etc. We will coordinate as necessary with the appropriate owner representatives to manage all aspects of this contract.

We have proposed a highly qualified team to manage this contract, including a Project Executive, Project Manager, Superintendent, Project Engineer, and individuals assigned to handle estimating, the construction schedule, and quality control – all of whom are locally based and operating out of our Seattle office. Additional staff are available in this office and our Fort Lewis office to support this contract if necessary. All proposed personnel are available and committed to taking on this contract for DES and Bellevue College.

The proposal following this cover letter will demonstrate that Centennial has highly relevant experience. We have a thorough understanding of the right processes and procedures necessary to successfully fulfill a GC/CM contract for DES and Bellevue College. Our services reflect our commitment to serving as an extension of your team in the achievement of your construction goals.

We are confident in the significant benefits we can offer both DES and Bellevue College through this contract. Centennial has the right experience, the comprehensive management systems, and the highly experienced and qualified project management team needed to successfully perform the services required for this renovation.

Below, Centennial acknowledges all addenda released in Phase One of this Request for Qualifications:

Addenda 1, dated March 24, 2026

Addenda 2, dated March 31, 2026

Sincerely,  
Centennial Contractors Enterprises, Inc.



Geoff Preisman  
President and CEO

**A. EXPERIENCE AND TECHNICAL COMPETENCE OF KEY PROFESSIONAL PERSONNEL****A.1 ORGANIZATIONAL CHART AND KEY PERSONNEL ROLES/RESPONSIBILITIES**

Centennial's Organizational Chart and key positions and responsibilities are illustrated on the following page.

**A.2 RESUMES OF ALL INDIVIDUALS**

Centennial has developed a team of qualified construction professionals with the skills and experience needed to successfully manage all elements of this project. Centennial does not anticipate using any consultants on this project.

---

**QUINN DOLAN, PE, LEED AP BD+C, PMP****PROJECT EXECUTIVE**

- ❑ **27** years of experience in the construction industry, all of which are with Centennial.
- ❑ Adept at monitoring contract operations, including quality and progress of work, and ensuring client satisfaction.
- ❑ Continuously monitors contract efficiencies and provides suggestions for improvement to ensure strategic alignment between the customer and Centennial.
- ❑ Previously served as the Project Executive/Program Manager assigned to similar contracts in Washington, including Washington DES and City of Bellevue.

**Previous Employment (Past 10 Years):** *Project Executive, Centennial Contractors Enterprises, Inc., 1999-Present*

**Relevant Education, Trainings, and Certifications:** B.S., Mechanical Engineering, Saint Martin's College; LEED Accredited Professional, Building Design & Construction; Professional Engineer; Project Management Professional; USACE Quality Management for Contractors Certification; OSHA 30-Hour Safety Certification; First Aid/CPR/AED

---

**JOHN EMERSHAW****PROJECT MANAGER**

- ❑ **40+** years of construction experience, including **30** years with Centennial.
- ❑ Has overseen construction services for higher education, municipalities, healthcare, military installations, K-12 education, and private manufacturing customers.
- ❑ Particularly adept at minimizing disruption to occupants in operational facilities.
- ❑ Familiarity with various types of infrastructure and safety/security needs required by complex projects

**Previous Employment (Past 10 Years):** *Project Manager, Centennial Contractors Enterprises, Inc., 1996-Present*

**Relevant Education, Trainings, and Certifications:** Careers in Construction School of Estimating; USACE Quality Management for Contractors Certification; ABC Building & Blueprint Course; Design-Build Course; NCCER Training in Sustainability & Awareness of Green Construction; OSHA 10- and 30-Hour Safety Certifications; First Aid/CPR/AED

---

**CHRIS ADAM****SUPERINTENDENT**

- ❑ **15** years of experience in construction as a tradesman and general contractor, including **5** years with Centennial.
- ❑ Has a keen understanding of the quality and safety measures necessary to successfully supervise multidiscipline construction in occupied facilities needing special focus on minimized disruption and public safety.

**Previous Employment (Past 10 Years):** *Superintendent, Centennial Contractors Enterprises, Inc., 2021-Present; Maintenance Supervisor, OTO Development, 2020-2021; Warehouse Employee, Bailey Sales and Associates, 2017-2020; General Laborer, Seattle Iron and Metals, 2011-2017*

**Relevant Education, Trainings, and Certifications:** USACE Quality Management for Contractors Certification; OSHA 30-Hour Safety Certification; WABO Stick Welding Certification; Forklift Certified; First Aid/CPR/AED

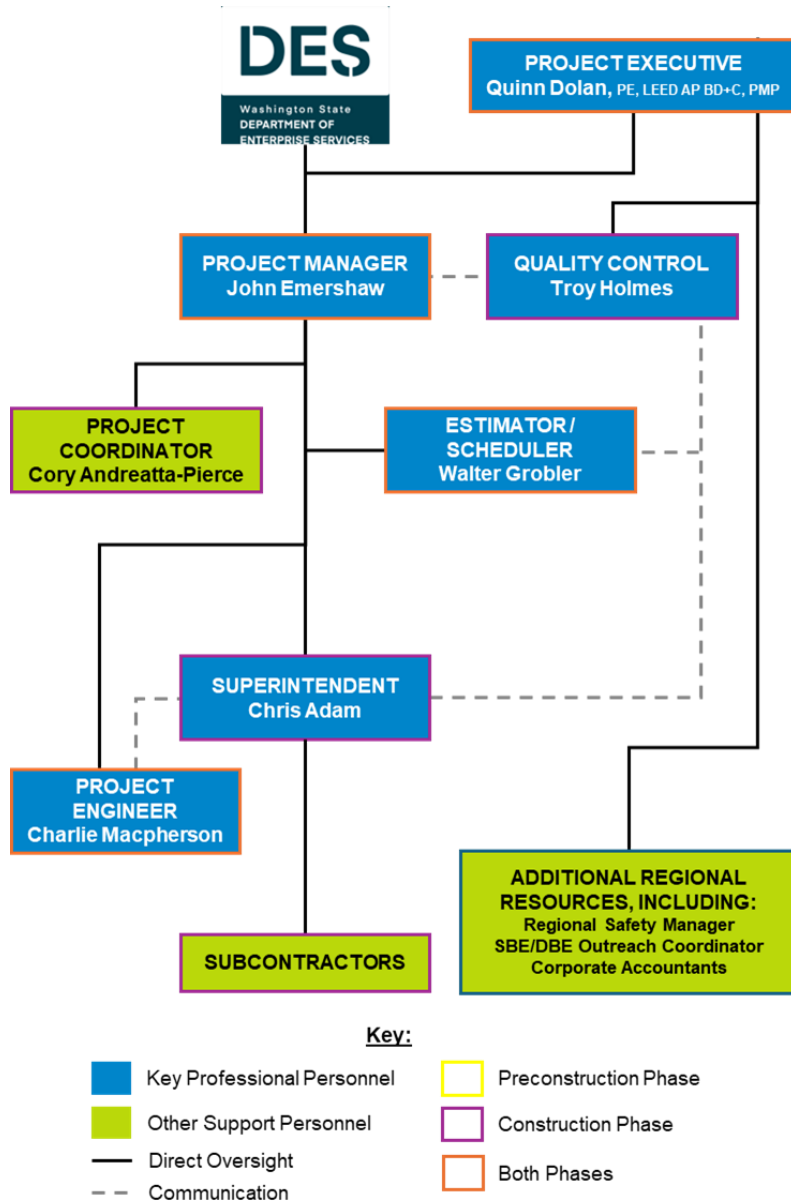
---

**CHARLIE MACPHERSON****PROJECT ENGINEER**

- ❑ **11+** years of experience in construction, including **4** years with Centennial
- ❑ Proficient in construction-related software applications, including Microsoft Project, Bluebeam, and WinEst.
- ❑ Regularly assists with scoping, sourcing, submittals, change orders, RFIs, subcontractor procurement, estimating, scheduling, and field supervision.

**Previous Employment (Past 10 Years):** *Project Engineer, Centennial Contractors Enterprises, Inc., 2022-Present; Construction Intern, PCL Construction Services, 2011-2022*

**Relevant Education, Trainings, and Certifications:** B.S., Civil Engineering, University of Washington; USACE Quality Management for Contractors Certification; OSHA 30-Hour Safety Certification; First Aid/CPR/AED



\* Lines of Communication are implied where lines of oversight exist  
 \* Designated Construction Phase personnel are estimated to spend less than 5% of their work hours supporting this project during the Design Phase

Position Roles and Responsibilities			
<p><b>Project Executive:</b></p> <ul style="list-style-type: none"> <li>Monitors contract operations, including the quality and progress of work in accordance with specifications, budget, and schedule</li> <li>Ensures client satisfaction</li> <li>Attends key preconstruction meetings, partnering sessions, and all crucial meetings with DES/Bellevue College</li> </ul>	<p><b>Project Manager:</b></p> <ul style="list-style-type: none"> <li>Oversees Estimator and Scheduler, and coordinates with design team to ensure project meets its cost, sustainability, and schedule targets during preconstruction</li> <li>Provides input on constructability reviews, design issues, value analysis, and procurement</li> <li>Responsible for construction phase performance, including supervising Superintendent and fieldwork</li> <li>Visits jobsite regularly to monitor quality and timely construction performance</li> <li>Attends key meetings in both phases</li> </ul>	<p><b>Superintendent:</b></p> <ul style="list-style-type: none"> <li>Primarily participates in construction phase, but provides input on constructability reviews during preconstruction</li> <li>Day-to-day supervision, coordination, and QC of subcontractors on site</li> <li>Safety and well-being of personnel at project sites</li> <li>Daily compliance with contract requirements</li> <li>Assists with developing the project schedule; primary responsibility for schedule maintenance during construction</li> </ul>	
<p><b>Project Engineer:</b></p> <ul style="list-style-type: none"> <li>Acts as technical liaison, assisting the construction team in the preparation of RFIs, Submittals, field-related reports, including scoping, estimating, procuring, and submittals</li> <li>Assists with QC</li> </ul>	<p><b>Estimator:</b></p> <ul style="list-style-type: none"> <li>Analyzes drawings/specs to develop cost estimates and manages the bid packages and procurement of subcontractors quotes to support the finalization of the MACC</li> <li>Ensures alignment with MACC during construction.</li> </ul>	<p><b>Scheduler:</b></p> <ul style="list-style-type: none"> <li>Develops schedule during preconstruction in collaboration with Project Manager and design team to ensure key milestones are incorporated</li> <li>Maintains the construction schedule in support of the superintendent</li> </ul>	<p><b>Quality Control:</b></p> <ul style="list-style-type: none"> <li>Ensures work is performed in accordance with codes, plans, and specifications as well as the standards and methods specified in the QC plan.</li> <li>Develops preconstruction risk assessment.</li> </ul>
<p><b>Project Coordinator:</b> Office administration, including daily communications, payroll processing, record keeping, and other duties. Provides subcontractor support and small/diverse business outreach programs.</p>			
<p><b>Subcontractors:</b> Subcontractors will participate in key preconstruction meetings to incorporate their specialized expertise into the final design.</p>			
<p><b>Additional Resources:</b> 20+ in-state personnel will be available if needed.</p>			

---

**WALTER GROBLER****ESTIMATOR AND SCHEDULER**

---

- ❑ **21** years of experience in construction, including **9** years with Centennial.
- ❑ Adept at coordinating with project management and stakeholders to ensure a well-developed schedule and estimate that keeps projects on track and within a desired budget without sacrificing an owner's vision.

**Previous Employment (Past 10 Years):** *Estimator/Scheduler, Centennial Contractors Enterprises, Inc., 2017-Present; Lead Painter, All Pro Painting, 2015-2016*

**Relevant Education, Trainings, and Certifications:** B.S., Construction/Business/Safety, Central Washington University; USACE Quality Management for Contractors Certification; OSHA 30-Hour Safety Certification; Healthcare Construction Certificate (HCC); HAZMAT (Mold, Lead, Silica, Asbestos) Training; Right of Way Training; Mass Electric Training; First Aid/CPR/AED

---

**TROY HOLMES****QUALITY CONTROL**

---

- ❑ **26** years of experience in construction, including **8** years with Centennial and their associated joint ventures.
- ❑ Specializes in regularly assisting with quality checks, conducting inspections, and providing daily safety/quality awareness to craft personnel on jobsites.
- ❑ Experience working on large-scale contracts with complex requirements while maintaining ongoing operations with minimal disruption and ensuring compliance with all safety and security protocols.

**Previous Employment (Past 10 Years):** *Quality Control Manager, Centennial Contractors Enterprises, Inc., 2018-Present; Field Supervisor, Legacy Renovation, 2010-2018*

**Relevant Education, Trainings, and Certifications:** USACE Quality Management for Contractors Certification; OSHA 30-Hour Safety Certification; Certified Erosion & Sediment Control Lead; EM385 Safety Program; RRP (Lead in Construction Certified); Scaffold Certification; 24-Hour fall Protection/Broom Lift Certification; First Aid/CPR/AED

---

**CORY ANDREATTA-PIERCE****PROJECT COORDINATOR**

---

- ❑ **12** years of experience in administrative/logistical management, including **4** years with Centennial.
- ❑ Experience coordinating project goals/milestones with larger department, office, and program calendars.
- ❑ Specializes in team engagement, communication, and account management to enhance client experiences.
- ❑ Manages all essential paperwork, including production, maintenance, and routing of project documents related to contract administration, outreach efforts, and small/disadvantaged business utilization tracking.

**Previous Employment (Past 10 Years):** *Project Coordinator, Centennial Contractors Enterprises, Inc., WA, 2022-Present; Course Coordinator/Administrator, Sultan High School, 2021-2022; Course Coordinator/Administrator, East Lake High School, 2020-2021; Department/Program Lead Instructor, South Medford High School, 2014-2020*

**Relevant Education, Trainings, and Certifications:** M.A., Teaching, Southern Oregon University; B.A., History, Southern Oregon University; First Aid/CPR/AED

---

**A.3 KEY PERSONNEL GC/CM EXPERIENCE**

---

Centennial is better known for job order contracting than GC/CM, but we offer a strong history of providing relevant preconstruction and construction services. Within our contracts, Centennial's Seattle team works with each owner to ensure program- and project-level processes and procedures are adapted to meet evolving needs. Each team member has provided planning and design support services, including collaboration with architects/engineers and end users as well as owner representatives, as needed to help these clients define and accomplish their construction goals. They regularly participate in the early project stages according to the owner's needs to provide constructability reviews, budgeting/scheduling input, and/or value engineering suggestions to help develop the final design and transition smoothly into the construction process.

Centennial's design-build experience is also highly relevant to this work. Regardless of who holds the design contract – whether us or the owner – we actively participate in the preconstruction process as the construction contractor. Proposed Project Manager, John Emershaw, managed a design-build project to convert the existing BIMBO Bakeries Fort Worth bakery into a state-of-the-art distribution center. On this project, he partnered with the designer through formal charrettes and other reviews and ensured that the design schedule was maintained. Constructability reviews were conducted at every stage of design completion. The MACC and construction estimated at identified milestones were generated. Companywide, we have held design-build contracts for the U.S. Army Non-Appropriated Funds Instrumentality and

Department of the Interior. Projects on these contracts are structured during both the preconstruction and construction phases essentially the same as a GC/CM model with the exception that Centennial directly held the designer's contract.

Our team also has the benefit of close connections with our entire company. Proposed Project Executive, Quinn Dolan, serves as our Senior Project Executive for the Northwest as well as the Gulf Coast, where Centennial holds an active on-call construction manager agreement with Oklahoma State University and has performed multiple GC/CM-style projects for Texas Health and Human Services Commission and the City of Lewisville, TX. Mr. Dolan can call upon his direct reports on these contracts to share best practices and lessons learned with our assigned team members.

Proposed team experience with GC/CM activities (1=primary/lead role, X=participant)	Quinn Dolan, PEX	John Emershaw, PM	Wally Groebler, Scheduler and Estimator	Charlie Macpherson, Project Engineer	Chris Adam, Super.	Troy Holmes, QC	Cory Andreatta-Pierce, PC
Participating in design meetings with Owner, designer, stakeholders	1	1	1	X		X	
Developing construction safety requirements	1	1	1			X	
Addressing site logistics requirements	1	1	1	X	1	1	
Developing phasing, sequencing of work, and construction scheduling	1	1	1	X	1	1	
Developing a GMP	1	1	1	X		X	
Conforming cost of construction to a budget	1	1	1	1			
Conducting constructability analysis prior to subcontract bidding	1	1	1	X		X	
Managing the permitting process		1	1	1	X	1	
Fast-tracking critical construction elements or material procurement	1	1	1	X	X	X	
Assessing alternative construction options for cost savings	1	1	1	X		X	
Value Engineering (VE)	1	1	1	X		X	
Creative management of Budget to maximize potential scope	1	1	1	X			
Coordinating design and construction documents	1	1	1				
Developing subcontract bid packages and managing the bidding process	1	1	1	1	X	X	X
Investigating site conditions in support of design	1	1	1	X	X	1	
Coordinating RFI, Submittals, and other documentation	1	1	1	1	1	1	X
Managing on-site safety	X	1	1	X	1	1	
Ensuring construction alignment with plans and specifications (QC)	1	1	1	X	1	1	
Supervising multiple trade subcontractors	X	1	1	X	1	1	
Managing close-out process	1	1	1	1	X	X	X
Coordinating modifications in response to unforeseen conditions or owner-added scope	1	1	1	1	X	X	X
Subcontractor outreach and subcontracting onboarding	1	1	1	1	X	1	1
Complying to RCW 39.1	1	1	1	X	X	X	1

**A.4 LEVEL OF EFFORT OF EACH PERSON DURING PRECONSTRUCTION AND CONSTRUCTION PHASES**

Centennial commits to any level of participation necessary to provide exemplary service. The percentages below represent each team member's portion of their work hours devoted to supporting each phase. Actual participation, with both greater and lesser amounts, will vary depending on what activities are occurring at any given point in time.

Team Member, Position	Key Personnel Involvement	
	Preconstruction Phase	Construction Phase
Quinn Dolan, Project Executive	15%	10%
John Emershaw, Project Manager	30%	20%
Chris Adam, Superintendent	5%	100%
Charlie Macpherson, Project Engineer	20%	25%
Walter Grobler, Estimator & Scheduler	20%	20%

<b>Troy Holmes, Quality Control</b>	5%	25%
<b>Cory Andreatta-Pierce, Project Coordinator</b>	5%	15%
<b>Regional Safety Manager</b>	5%	25%
<b>Corporate Accountant</b>	5%	15%

## B. CENTENNIAL'S APPROACH TO EXECUTING THE PROJECT / PRECONSTRUCTION SERVICES

Centennial's approach to the Bellevue College Parking Garage Update is founded on early engagement and integrated management of schedule, cost, quality, safety, and coordination. We will serve as a technical partner to DES, Bellevue College, and KPFF, providing constructability insight to reduce uncertainty, appropriately allocate risk, and maintain alignment with project budget, schedule, and operational requirements. Our approach is based on extensive experience delivering complex renovation projects on active college campuses in Washington, where the majority of our work occurs in occupied facilities. Centennial carries preconstruction decisions directly into construction through continuity of personnel, documented assumptions, and integrated project controls. Risks identified during pre-construction are embedded into the schedule, logistics plans, subcontract scopes, and safety planning, allowing them to be actively managed in the field.

- **Project Scheduling and Phasing Integration:** We develop a CPM schedule that integrates design activities, permitting, investigations, long-lead procurement, phased construction, testing, inspections, and closeout. Milestones are established with constraints and durations mapped backward to define the critical path, supporting work packaging. During construction, Centennial actively manages the schedule through regular updates, weekly coordination meetings, and rolling three-week look-ahead schedules that support timely resequencing or recovery actions as conditions evolve.
- **Cost Management:** This is a continuous, collaborative process integrated into each design milestone, with estimates reconciled against pricing to maintain budget alignment, often through the application of value engineering solutions. We balance cost, life-cycle performance, constructability, and schedule impacts to support informed decision-making and development of the MACC. During construction, Centennial's estimator remains actively involved, tracking actual costs against the MACC, updating forecasts as work progresses, and developing corrective actions when variances or changes are identified.
- **Quality Assurance and Quality Control (QA/QC) Integration:** We integrate QA/QC into preconstruction through defined roles, review procedures, and documentation requirements. Early coordination with KPFF, inspectors, and testing agencies ensures design clarity and reduces the risk of delays or disputes during construction. Centennial implements a construction QA/QC process consistent with the USACE three-phase inspection approach, supplemented by continuous field inspections, and coordination with inspectors and testing agencies to verify work conforms to the contract documents and to prevent rework prior to final acceptance.
- **Safety Planning and Risk Management:** Safety planning comprises early identification of hazards such as, in this case, those associated with occupied parking structures, elevated decks, demolition, and coatings work. Our team applies comprehensive knowledge of OSHA and WISHA requirements and performs task-level hazard analysis for all definable features of work to inform safe means and methods. Site-specific safety and traffic-control strategies are incorporated into design reviews to eliminate or mitigate risk before construction begins. During construction, Centennial actively manages safety through a site-specific safety plan, regular toolbox talks, and Activity Hazard Analyses (AHAs) for each definable feature of work, supported by near-miss and unsafe-condition reporting to promote continuous hazard awareness and corrective action.
- **Stakeholder Engagement and Communication:** Centennial implements a communication plan defining meeting structures, information flow, decision-making protocols, and escalation paths. The Project Manager serves as the primary point of contact to ensure timely, accurate communication among all stakeholders. Procore™ project management software serves as the central platform for document management, RFIs, submittals, schedules, meeting minutes, and reporting, providing real-time access and transparency.

### B.1 CENTENNIAL'S APPROACH TO WORKING WITH THE DES, KPFF, AND PROJECT STAKEHOLDERS

Centennial will integrate fully into the design process to confirm goals, constraints, assumptions, and communication protocols. This early alignment establishes a shared understanding of operational priorities, including maintaining partial garage operations. Centennial participates in coordination meetings and conducts reviews of constructability, sequencing, access, safety, and coordination among structural, civil, architectural, and traffic elements. Procore™ provides a platform for RFIs, submittals, schedules, and reporting, granting real-time access to authorized participants.

As the project transitions into construction, Centennial ensures preconstruction assumptions and strategies are carried into field execution. The collaborative framework established during design continues through construction, with regular coordination meetings, transparent issue resolution, and active engagement with DES, Bellevue College, KPFF, and campus stakeholders to address evolving conditions while protecting schedule, budget, safety, and campus operations.

Regardless of phase, Centennial promotes a collaborative, solutions-focused team environment grounded in trust, open communication, and accountability, with professional coordination across all participants. We encourage early involvement of specialty subcontractors, value diverse perspectives, and approach challenges as shared problems to be solved collaboratively. Our team emphasizes accountability, responsiveness, and professionalism in all interactions.

Effective communication is essential to addressing project challenges. Centennial implements a project-specific work plan that defines meeting structures, information flows, decision-making protocols, and escalation paths, tailored to DES and Bellevue College's preferences and refined during preconstruction and construction. Key elements include:

- *A formal project kickoff meeting to confirm goals, assumptions, and communication protocols*
- *Regular design progress and coordination meetings during preconstruction*
- *Weekly construction coordination meetings during construction*
- *Timely distribution of meeting minutes, schedules, and reports*
- *Use of Procore™ to ensure real-time access to project information and status*

## **B.2 MAJOR CHALLENGES TO SUCCESSFUL COMPLETION AND CENTENNIAL'S APPROACH TO ADDRESSING THEM**

This project presents a series of interrelated technical, operational, and coordination challenges that require proactive planning, disciplined communication, and early GC/CM involvement to manage successfully. By anticipating challenges and developing mitigation strategies in preconstruction, Centennial works to protect the budget, schedule, and safety.

- **Challenge 1: Maintaining Garage Operations in an Active Campus Environment:** During preconstruction, we will work closely with Bellevue College facilities, transportation/parking services, and campus safety to understand peak usage periods, academic constraints, special events, and circulation priorities. These considerations will be incorporated into the phasing plan and schedule. Our approach includes: 1) phased work sequences to limit the number of parking stalls out of service at any one time; 2) early identification of work requiring temporary closures, lane shifts, or ramp restrictions; 3) detailed traffic control and pedestrian rerouting plans reviewed with campus stakeholders prior to implementation; 4) clear signage and wayfinding strategies to maintain safe and intuitive circulation; 5) coordination of work windows to avoid peak demand periods whenever feasible.
- **Challenge 2: Uncontrolled Scope Expansion:** Centennial mitigates scope creep through disciplined preconstruction planning, clear scope definition, and structured change management. We will work to establish well-defined limits, assumptions, exclusions, and risk contingencies to incorporate investigations into the construction documents before design advances. Our approach includes: 1) validating scope through constructability reviews; 2) establishing a formal change management process so no unapproved changes are implemented; 3) developing clearly defined work packages aligned with construction documents and the phasing plan; and 4) evaluating approved changes for cost and schedule impacts and incorporating them transparently into the MACC and schedule. This disciplined approach combines control with responsiveness to project needs and unforeseen conditions.
- **Challenge 3: Sitework Behind the Structure and Limited Access on the North Side:** Required sitework behind the north side of the parking garage – including regrading, reestablishing drainage, and installation or repair of area drains – presents access and logistics challenges in a constrained campus environment. Limited ground-level access and proximity to the existing structure make it difficult to perform this work without significant disruption or demolition, while material delivery, staging, and placement must be carefully planned to avoid impacts to the environment, garage operations, and campus circulation. Centennial intends to address this challenge through early coordination, detailed logistics planning, and creative access solutions developed in collaboration with the civil engineer. During preconstruction, we will work with the civil engineer to define access routes, sequencing, and protection measures for north-side sitework. Our current approach includes: 1) evaluating selective removal of panels on the first and second levels to create controlled access points for material delivery and placement; 2) coordinating material handling, staging, and installation sequencing to minimize the need for ground-level disruption; 3) integrating sitework activities into

the CPM schedule to align with garage phasing and operational constraints; and 4) reviewing logistics and safety controls with campus stakeholders prior to implementation.

For additional information on potential challenges/risks and mitigation strategies, please see Section F, Project Risk Assessment.

### B.3 CENTENNIAL'S EXPECTATIONS OF THE OWNER AND A/E

Successful completion of the Bellevue College Parking Garage Update relies on a collaborative partnership among the DES, Bellevue College, KPFF, and Centennial. Our expectations of the Owner and design team are intended to support timely decision-making, effective coordination, and alignment between preconstruction planning and field execution:

- ❑ *Timely review and response to submittals, RFIs, and cost reconciliations*
- ❑ *Active participation by the DES, Bellevue College, and KPFF in key coordination meetings, including Design reviews, preconstruction planning sessions, and construction coordination meetings*
- ❑ *Active participation by the DES, Bellevue College, and KPFF in essential inspection activities, including approach and methodology inspections, closure inspections, phased inspections relating to coatings, post-tension rods, and miniatous repairs, and final Inspections*
- ❑ *Availability for meetings to discuss unforeseen conditions and collaboration in resolving scope, schedule, or budget challenges as they arise*

### B.4 CENTENNIAL'S PHILOSOPHY AND APPROACH TO PRECONSTRUCTION SERVICES

Centennial's philosophy and approach to preconstruction services is rooted in thorough planning, transparency, and early collaboration to allocate risk appropriately and improve project outcomes. As the GC/CM, we integrate cost, schedule, constructability, and operational considerations throughout design to support informed decision-making and successful MACC development. The following describe Centennial's approach to preconstruction responsibilities:

- ❑ **Cost tracking, cost-estimating, and reconciliation with second parties:** Centennial manages cost tracking and estimating from pre-construction through closeout, utilizing historical pricing, unit-cost data, and trade partner input to align scope, schedule, and budget. Costs are maintained in a shareable format to provide a transparent view of cost drivers. At each design milestone, costs are reconciled with KPFF's estimate, with a detailed estimate prepared at the 90% design.
- ❑ **Experience working within an occupied facility and campus:** Centennial brings extensive experience delivering complex projects in occupied campus environments and other mission-critical facilities that remain operational throughout construction. We minimize disruption by identifying operational constraints early and integrating access, safety, logistics, and sequencing controls into preconstruction planning. Our teams are well-versed in OSHA and WISHA regulations and public-safety practices.
- ❑ **Providing Design and MACC Negotiated Support Services budgeting:** Centennial manages cost estimating as a continuous process throughout design to support MACC and Negotiated Support Services development. We will apply targeted value design principles, working in real time to align scope, cost, and schedule with the available budget. Estimates are reconciled at each design phase using clearly defined assumptions, ranging from rough-order-of-magnitude to detailed line-item pricing as appropriate, and supported by value engineering options and alternative pricing to inform Owner decisions.
- ❑ **Providing document coordination comments and verifying their implementation:** Centennial helps align design and construction documents through regular interdisciplinary design reviews from pre-design and schematic design through issued-for-construction documents. The Project Executive and Project Manager participate in formal and ad-hoc meetings to provide constructability, phasing, life-safety, schedule, and value input. Comments and cost impacts are documented, tracked, and reconciled in CSI format, with side-by-side reviews at each design milestone to verify incorporation before design advances.
- ❑ **Investigation of existing conditions to verify the construction documents will reflect the actual site conditions:** Centennial verifies existing conditions through targeted investigations early in preconstruction, including selective demolition and subsurface investigation to support design development. Initial efforts will include early bid packages to expose post-tension tendon anchorages for testing, review of as-built drawings, and coordination with testing and inspection agencies. Findings are documented and reviewed side-by-side with the designer to ensure conditions are incorporated into subsequent drawing iterations before design advances.

- ❑ **Scheduling, making recommendations for change and advising long-lead procurement packages to ensure the project schedule is met:** Centennial develops and manages a realistic CPM schedule beginning with preconstruction and incorporating design, procurement, construction, testing, inspections, and closeout. Materials and systems are reviewed early to identify long-lead constraints and value-engineering opportunities, and change recommendations are made for early or phased procurement where appropriate. Schedule updates support resequencing, phasing adjustments, or recovery actions as risks or changes arise.
- ❑ **Assessing and recommending site logistics requirements:** Centennial assesses site logistics early in preconstruction by evaluating access, circulation, parking, safety, delivery constraints, emergency egress, and operational needs in coordination with campus end users and safety personnel. Based on this assessment, we identify staging areas and material delivery routes that minimize impacts to ongoing operations. Fire access routes and alternate egress paths are identified and protected, and high-use areas are incorporated into logistics planning. We then develop and document a site-specific logistics plan defining access routes, work zones, delivery protocols, and phasing requirements, which are incorporated into subcontractor scopes and schedules.
- ❑ **Subcontract plan preparation, procurement planning, and bid management:** Centennial prepares subcontract plans by breaking the project into clearly defined, constructible work packages and developing a coordinated bid-package and material procurement plan during preconstruction. Bid packages are developed collaboratively with DES, Bellevue College, and KPFF and advertised in accordance with public-works requirements, with outreach performed to qualified trade partners to promote competition. Bidding is managed through BuildingConnected®, with vetting, follow-up, and responsiveness reviews performed prior to award, and design-assist pricing validated through market competition once documents are complete.

---

#### PREVIOUS EXAMPLES OF CENTENNIAL'S PRECONSTRUCTION SERVICES

---

##### **Project Example 1: University of Washington Job Order Contracting (JOC) Program**

Centennial has provided comprehensive preconstruction and construction services to the University of Washington, delivering more than 300 individual projects across the campus. Although delivered under a JOC framework, these projects required early contractor involvement, cost development, constructability analysis, and coordination that closely parallel GC/CM delivery. On our most recent JOC, approximately half of the projects included design-phase collaboration, working closely to support design development and conducting constructability reviews. Preconstruction services routinely included constructability reviews, value engineering, evaluation of alternative means and methods, schedule and phasing development, and integration of life-safety requirements. Many projects required detailed phasing and logistics planning to maintain building operations, pedestrian circulation, and emergency access.

Across the UW JOC program, Centennial's preconstruction services included:

- ❑ *Early collaboration with the Designer to review design concepts and incorporate constructability input*
- ❑ *Development and reconciliation of project pricing to align scope with available funding*
- ❑ *Evaluation of alternative materials, systems, and construction methods to reduce cost, duration, or operational impacts*
- ❑ *Schedule development and phasing plans tailored to academic calendars and occupied facilities*
- ❑ *Life-safety planning and coordination to maintain code compliance during construction*

The majority of UW JOC work was performed by a Seattle-based team, including personnel proposed for the Bellevue College Parking Garage project. This team brings direct experience delivering preconstruction services on complex university projects involving active campus environments, multiple stakeholders, and constrained logistics. The lessons learned from the UW JOC program (particularly around scope definition, constructability, phasing, and coordination with campus users) will directly inform Centennial's approach to GC/CM preconstruction services for Bellevue College.

##### **Surgery Pavilion Parking Garage Repair – University of Washington (\$459K), Seattle, WA**

An example of preconstruction services occurred during a JOC project for emergency structural repairs to the UW Medical Center's Surgery Pavilion parking garage, serving a 24-hour hospital environment. Working closely with UW, end users, and **KPFF** as the Designer of Record, Centennial supported scope definition, constructability review, investigation planning, and evaluation of alternative repair strategies prior to construction. During preconstruction, Centennial coordinated Ground Penetrating Radar scanning and investigation to better define repair limits and validate design assumptions. Initial repair concepts included extensive demolition and rebar replacement; however, through constructability analysis and collaboration with KPFF, Centennial proposed an alternative carbon-fiber reinforcement approach. This recommendation significantly reduced demolition,

shortened duration, lowered cost, and minimized disruption to hospital operations—demonstrating the type of value-based decision support expected under GC/CM delivery.

**Project Example 2: Building 20 Water Damage Repairs – South Puget Sound Community College (SPSCC), Olympia, WA administered by the Washington State Department of Enterprise Services (DES)**

Centennial provided GC-led preconstruction services for a \$970K emergency water damage repair project at an occupied childcare facility adjacent to active academic and outdoor spaces. With no designer of record initially assigned, Centennial worked directly with SPSCC and DES to define scope, validate assumptions, and establish an executable plan prior to mobilization. Preconstruction services included rapid assessment of existing conditions, development of an initial rough-order-of-magnitude estimate, and refinement of scope as investigations progressed. Centennial coordinated selective demolition, mold remediation planning, life-safety controls, and trade sequencing to support a fast return-to-use while maintaining occupant safety. Cost tracking and reconciliation were performed continuously, with final costs reflecting actual labor and material quantities and approved scope additions. This project demonstrates Centennial's ability to deliver effective preconstruction services under time-constrained, high-risk conditions, support informed Owner decisions without a fully developed design, and manage scope, schedule, and safety in an occupied campus setting—capabilities directly applicable to GC/CM delivery.

**C. PAST PERFORMANCE IN NEGOTIATED AND SIMILARLY COMPLEX PROJECTS**

The following projects demonstrate Centennial's ability to provide the preconstruction and construction services needed to perform repairs to occupied parking garages, concrete repairs, and similar work in Washington. All required early contractor involvement for cost control and construction expertise and required Centennial to assume the risk for approved budgets and schedules.

**C.1 HIGHLIGHTED RELEVANT PROJECT**

<b>University of Washington Medical Center Surgery Pavillion Parking Garage Repair</b>		
<b>Description of Project:</b> 1300 SF of structural repairs to an existing parking garage where concrete and rebar were failing in a Post tension system closure strip on two levels. Scopes included containment, electrical, Fiber reinforced panels, concrete, rebar, GPR scanning, and fire suppression work.		
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> Centennial provided CM/GC services on this JOC project including design-assist responsibilities, joint scope development, and management of all construction phase activities. Tradeswork was performed by key subcontractors; ~20%.	
<b>Location:</b> Seattle, WA	<b>Owner Point of Contact:</b> University of Washington, Jeannie Natta, Interim Director, PDG, (206) 724-5304, jnatta@uw.edu	
<b>Schedule Data</b>		
<b>Initial Schedule / Final Schedule</b>	6/1/2022 – 1/31/2023 6/1/2022 - 12/23/2022	Centennial completed this job over a month ahead of schedule.
<b>Cost Data</b>		
<b>Original Estimate / Final Construction Cost:</b>	\$445,456 / \$459,055	CO for complete construction after initial investigation award, added containment around work areas, repaired cracks with epoxy injection per owner direction
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 3 / \$13,599	
<b>Number/Cost of Claims:</b>	0 / \$0	
<b>Total No. of Bid Packages:</b> 6	<b>Craft Labor Relations:</b> N/A	

This emergency project was necessitated by failing concrete creating a safety hazard. The shoring strips that were placed to manage the greater structure deficient were sagging and documented personal injuries had occurred from the tripping hazard created by failing concrete. Creating a joint design between Contech and KPFF was necessary in order to find the most cost-effective solution. The initial design created called for significantly more demolition around existing post tension anchors requiring more concrete and rebar. In partnership with our subcontractor, we created an alternative FRP repair design in conjunction with a smaller concrete and rebar package. Centennial presented the design team with this plan and the option to use fiber reinforcement rather than performing a full demo; this solution met the extremely sensitive time and budget constraints presented by this project and we were praised for our flexible and innovative coordination efforts. Day and night work was performed, working alongside the other GC conducting work in same location.

Phase 1 required our assistance with traffic control while GPR scanning took place to allow for the structural issue(s) to be identified and a solution to be designed. In Phase 2, pricing for the FRP design (completed by Centennial) and containment for the affected areas took place. Phase 3 involved final structural repairs with Centennial receiving praise from the project owner and engineer who appreciated both the cost and time savings provided by Centennial's innovative design solutions.

Some of the detailed aspects of structural repairs we performed included shoring, demolition, and pouring concrete closure strips between post tension slabs of parking garage. Carbon fiber reinforcing panels were also used to expedite a remedy to the safety hazard the structure had caused. Scopes included containment, electrical, fiber reinforced panels, concrete, rebar, GPR scanning, and fire suppression work. Additionally, because of the complex nature of this work, we contracted directly with a specialty firm for the concrete/rebar/FRP. All containment work was completed by an MBE subcontractor which accounted for roughly 5% of the project contract value.

## C.2 ADDITIONAL RELEVANT EXPERIENCE

<b>ADA Parking Lot Upgrades, Phase 2, University of Washington</b>	
<b>Description of Project:</b> Centennial performed work on an occupied parking garage for the University of Washington, overseeing various ADA upgrades, bringing the building up to code with ADA requirements, including adding striping for accessibility routes and parking stalls. Centennial worked in conjunction with the designer to rectify sloping issues, and key tradeswork was performed by subcontractors and involved concrete, abatement, and striping.	
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> GC services overseeing grinding and overlay, striping for accessibility route and stalls, concrete, abatement, and added handrailing; ~20%.
<b>Location:</b> Seattle, WA	<b>Owner Point of Contact:</b> University of Washington, Holly Simon, Project Manager, (206) 565-8886, hbsimon@uw.edu
<b>Initial Schedule / Final Schedule:</b>	4/3/2022 - 2/16/2024 Centennial completed this project 3 months ahead of schedule 4/11/2022 - 11/1/2023
<b>Original Estimate / Final construction cost:</b>	\$328,006 / CO for installation of new ADA signs, relocation of ADA stalls, and added handrail work \$474,813
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 4 / \$146,807
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 3	<b>Craft Labor Relations:</b> N/A
<b>E320 South Bellevue Parking Garage, Puget Sound Regional Transit Authority (Sound Transit)</b>	
<b>Description of Project:</b> Centennial was instructed by Sound Transit to perform several construction tasks in a Parking Garage in South Bellevue. We installed fence panels for security, performed shotblasting, grinding, skimming and restriping, and relabeled all garage levels. This consisted of approx. 1500 individual parking stalls.	
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> GC services and to oversee painting, shotblasting, grinding, skimming, restriping, and fence installation; ~20%.
<b>Location:</b> Seattle, WA	<b>Owner Point of Contact:</b> Sound Transit, Bill Gardner, Principal Construction Manager, (425) 591 8527, bill.gardner@soundtransit.org
<b>Initial Schedule / Final Schedule</b>	9/13/2021 – 8/31/2022 9/13/2021 – 8/31/2022
<b>Original Estimate / Final construction cost:</b>	\$289,804 / Owner-added painting, conduit covers, bike rack install, gates, delineators, repairs for existing unforeseen patch repairs, bench install, bollard, clearance bar and footings, restroom renovations \$444,407
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 5 / \$154,603
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 8	<b>Craft Labor Relations:</b> N/A
<b>112th Street Soundwall Strengthening, Sound Transit</b>	
<b>Description of Project:</b> Centennial was awarded the opportunity to core the existing concrete soundwall and install five 20' pretension threaded anchors in non-shrink grout in 6" casings.	
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> GC services, concrete, overseeing drilling, soundwall installation, grout, anchor installation; ~20%.
<b>Location:</b> Seattle, WA	<b>Owner Point of Contact:</b> Sound Transit, Bill Gardner, Principal Construction Manager, (425) 591 8527, bill.gardner@soundtransit.org
<b>Initial Schedule / Final Schedule:</b>	8/25/2023 - 9/8/2023 The project was started 3 days late but completed on time 8/28/2023 - 9/8/2023
<b>Original Estimate /</b>	\$203,861 /

<b>Final construction cost:</b>	\$203,861
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 4 / \$0
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 6	<b>Craft Labor Relations:</b> N/A
<b>Mercer Island Park and Ride Garage, Sound Transit</b>	
<b>Description of Project:</b> Under our JOC with Sound Transit, Centennial was tasked with performing repairs to the 450+ space parking lot on Mercer Island. This lot facilitates the use of access to King County Metro and Sound Transit bus services. Our responsibilities also included scheduling phasing for continuous operation, shotblasting and top coating the upper deck with polyurethane waterproofing, resetting wheel stops, and restriping.	
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> GC services, phasing, and overseeing painting, shotblasting, restriping, and miscellaneous lot upkeep activities; ~20%.
<b>Location:</b> Seattle, WA	<b>Owner Point of Contact:</b> Sound Transit, Bill Gardner, Principal Construction Manager, (425) 591 8527, bill.gardner@soundtransit.org
<b>Initial Schedule / Final Schedule:</b>	7/17/2023 - 8/24/23      Project was finished several days ahead of schedule 7/17/2023 - 8/18/23
<b>Original Estimate / Final construction cost:</b>	\$497,986 / \$497,986
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 1 / \$0
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 2	<b>Craft Labor Relations:</b> N/A
<b>Concrete Repairs, Amtrak Bingen-Salmon River Station</b>	
<b>Description of Project:</b> ADA upgrades to a concrete Amtrak station platform	
<b>Customer Type:</b> Private	<b>Centennial's Scope:</b> Pre-construction and construction services including GC of site work helical piles, electrical upgrades, platform lighting, rebar and concrete repair/replacement, DWS, signage, guardrails, asphalt, and site drainage; ~20%.
<b>Location:</b> Bingen-Salmon River, WA	<b>Owner Point of Contact:</b> Amtrak, Wendy Hebein, Director of Procurement, (714) 225-4027, wendy.hebein@amtrak.com
<b>Initial Schedule / Final Schedule:</b>	11/08/21 to 11/08/22      Flagging unavailability caused the delayed start, 03/01/22 to 02/28/23      subsurface obstructions caused delay in the schedule
<b>Original Estimate / Final construction cost:</b>	\$1,983,000      Subsurface obstructions, increase in material prices due \$2,120,134      to the delay in the start, added scope (sealant, signage, additional concrete, gutters, bollards)
<b>Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 4 / \$137,134
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 20	<b>Craft Labor Relations:</b> N/A
<b>Water Damage Repairs, Building 20, South Puget Sound Community College</b>	
<b>Description of Project:</b> This 16,500 SF project was classified as an emergency as it involved a compressed timeline, mold treatment, and involved a building that housed children and their caretakers. This project had an incredibly quick turnout – there was less than 30 days from the event to being onsite working and less than 5 months to completion.	
<b>Customer Type:</b> Public Works	<b>Centennial's Scope:</b> Centennial provided the scope of work, schedule, and product data for pre-approval before mobilizing. Additional scope included Demolition, Mold Remediation, Carpentry, Plumbing, Electrical and Flooring; ~20%.
<b>Location:</b> Olympia, WA	<b>Owner Point of Contact:</b> South Puget Sound Community College, Laura Price, Director of Facilities, (360) 596-5227, Lprice4@spscc.edu
<b>Initial Schedule / Final Schedule:</b>	9/16/2022– 2/3/2023      Centennial completed the work early 9/16/2022–1/26/2023
<b>Original Estimate / Final construction cost:</b>	\$808,611 /      Owner added cabinetry replacement, replacing plumbing \$967,849      fixtures
<b>No./Cost of Change Orders:</b>	Centennial-requested: 0 / \$0; Owner-requested: 1 / \$159,238
<b>Number/Cost of Claims:</b>	0 / \$0
<b>Total No. of Bid Packages:</b> 5	<b>Craft Labor Relations:</b> N/A

## D. SCHEDULING AND COST CONTROL

### D.1 SCHEDULING

Successful project control is rooted in an accurate, realistic schedule that captures all tasks from start to finish. An initial schedule is developed as part of our preconstruction services. Throughout the project, we maintain and revise this time-scaled critical path method (CPM) schedule to reflect the status of the project. Milestones considered include (but are not limited to) the following major activity categories.

- ❑ **Design/Preconstruction:** Tracked design activities shall include but are not limited to all design and design review activities, permitting, Centennial deliverables and participation activities such as constructability reviews; material submittals and selection assistance; schedule development, cost estimating, release of individual bid packages, and field investigations/surveys. Also included are the development of various plans (safety, QA/QC, unforeseen conditions, parking, etc.).
- ❑ **Procurement (Design and Construction Phases):** Centennial will work with DES and KPFF to refine the preconstruction workplan and ensure all parties are kept informed. The release of early bid packages will ensure the timely contracting of subcontractor(s) and material procurement of long lead items. This will be phased in conjunction with the preconstruction workplan to ensure no delays are caused by the procurement process. Other procurement activities include material submittal preparation, submission, and approval; delivery of O&M manuals; and notification of owner-furnished materials timing.
- ❑ **MACC Negotiations:** Development of the MACC will be integrated into the construction schedule through defined preconstruction milestones, allowing cost development and schedule validation to proceed in parallel. We will work closely with the DES and KPFF to align design assumptions, quantities, and risk allowances to finalize the MACC and support timely issuance of the Notice to Proceed.
- ❑ **Owner/Facility:** Academic schedules, special events, campus holidays, and other organizational activities that could impact progress will be identified since this garage will remain open. Activities will include submittal reviews; owner inspections/tests; rerouting and/or relocation of facility users, shutting down sections of the parking garage, utility outages; and notice(s) to proceed.
- ❑ **Construction:** These include mobilization or demobilization; phasing; site layout; orientation and training; safety measures; completion of construction activities; QA/QC testing and inspections; punch-list inspection, pre-final inspection, and final completion / closeout; final clean-up; and administrative tasks necessary to start, proceed with, and accomplish/finalize the contract.

---

### DEVELOPMENT AND IMPLEMENTATION OF A DESIGN SCHEDULE

---

After award, Centennial will work with the DES and KPFF to develop the design phase schedule. While KPFF will control the design schedule, Centennial will integrate KPFF and our responsibilities into a preconstruction schedule to help track and manage performance. The critical path method (CPM) schedule will be used to generate the project schedules.

Adherence with the schedule by all parties is critical to ensure design milestones are completed and delays do not impact the critical path. Centennial's Project Manager will track the completion of all design deliverables as indicated by the preconstruction schedule and will participate in regular meetings (as determined in the preconstruction workplan) with DES and designer personnel to review progress. If delays are identified on any design phase activity that is the responsibility of Centennial or our subcontractors, we will establish a corrective plan. At appropriate stages of completion, formal design review meetings will be held with a discussion of the schedule status included in these conversations.

---

### DEVELOPMENT AND IMPLEMENTATION OF A CONSTRUCTION SCHEDULE

---

During preconstruction, Centennial will explore schedule acceleration strategies informed by subcontractor input and long-lead item considerations. Opportunities may include creative phasing, fast-tracking work or material procurement, and sequencing concurrent activities to improve efficiency while maintaining the critical path. Centennial will provide constructability input at each design iteration and identify opportunities for early procurement where appropriate.

A preliminary Construction Schedule will be developed at the appropriate design milestone and refined as the design progresses to cover the full period from Notice to Proceed through final acceptance. Work activities will be broken into discrete tasks to establish accurate durations, with sequencing coordinated among trades, inspections, staffing, and

material deliveries. Schedule compliance is monitored through on-site oversight, look-ahead reviews, and coordination meetings, with updates issued regularly to reflect progress.

Potential delays—such as submittal reviews, material deliveries, weather, site conditions, or safety incidents—are actively managed through Centennial’s disciplined scheduling practices. If impacts occur, recovery plans may include extended work hours or additional shifts, with any cost implications evaluated against the MACC and available contingencies prior to implementation.

## D.2 COST CONTROL

### CONSTRUCTION COSTS DURING THE DESIGN PHASE

Centennial collaborates with the Owner, design team, key subcontractors, and stakeholders to control both direct and indirect costs while maintaining schedule certainty. During preconstruction, we perform constructability reviews and prepare detailed budget and schedule estimates to validate and reconcile the engineer’s estimates. When projected costs fall below the MACC, we work with DES, Bellevue College, and KPFF to reinvest savings into additional scope or value-enhancing improvements, informed by life-cycle cost analysis. Cost and schedule alignment is maintained through regular design reviews, early identification of unforeseen conditions, and active engagement of subcontractors to provide input on materials, availability, performance, and pricing. At the construction document phase, competitive subcontractor pricing is solicited and validated against historical benchmarks. Life-cycle considerations are incorporated into material selection, including durable waterproofing systems and coatings with extended reapplication cycles that reduce long-term operating and maintenance costs.

It is our understanding that the MACC at 100% design may not exceed \$1.35M. Once established, Centennial will work closely with the design team to ensure the approved scope is maintained, providing ongoing constructability reviews and budget support to meet project objectives.

### CONSTRUCTION COSTS DURING CONSTRUCTION PHASE

Once we enter the construction phase, our team will employ the following cost control methods:

- ❑ **Real-Time Status and Control:** Once work begins, our management software lets us know, instantaneously, the status of every task in progress and the project as a whole, including financial data. Centennial’s schedules, also maintained in real time and formally updated at least weekly, contribute to our ability to assess progress and control costs that may result from schedule creep.
- ❑ **Quality and Safety Management:** Effective quality management results in reduced costs and timely adherence to schedules. Centennial’s strong quality management program helps ensure the project is delivered on time and within budget. Similarly, we recognize that a safety incident, accident, or work stoppage can have significant impacts on project schedules and result in income loss or additional costs. Our close supervision of both quality and safety ensures that work is performed properly the first time, on time and on budget, and without incident.
- ❑ **Price Accuracy and Schedule Realism:** We will have worked closely with your team throughout the preconstruction phase to fully understand all project details. This proactive evaluation supports the development of accurate estimates and realistic schedules and helps mitigate unforeseen conditions that could increase costs or cause delays during construction.
- ❑ **Adequate Personnel:** In addition to our dedicated project team, we commit to providing any level of qualified staff, including subcontractors, as well as the corporate support needed to ensure that all requirements of the project are met on time and within budget.
- ❑ **Managing Unforeseen Conditions:** Centennial will investigate any anticipated issue or unforeseen condition, to the degree possible without encroaching on campus operations. Comparing existing conditions to as-built drawings, reviewing existing configurations and comparing them to design assumptions, and conducting limited destructive testing and investigations as required. During construction, the Project Manager will negotiate any schedule or cost effects with subcontractors to minimize the impact on both the cost and schedule.

### Change Management

Best practices for minimizing changes begin with establishing goals early and managing work to consistently advance those objectives. This is achieved through frequent communication among stakeholders, comprehensive design reviews,

and continuous monitoring of cost-to-budget status and schedule. Centennial's early involvement during the design phase helps reduce potential change orders by addressing constructability issues before construction begins.

Change management policies and procedures define how changes to scope or schedule are requested and reviewed. Requests received outside authorized channels will be redirected to the appropriate personnel. Throughout construction, Centennial will maintain ongoing coordination with the DES and the design team and will promptly communicate any potential changes as they arise. Centennial will evaluate the cost and schedule impacts and present this analysis for review. Once a path forward is agreed to, formal documentation will be submitted for approval.

**SCHEDULE/COST DATA OF REFERENCED PROJECTS**

To preserve the page limitation, this information is included in the project information submitted in Section C.

**E. CENTENNIAL'S CAPACITY TO PERFORM THE WORK**

Our **Corporate Office**, in Reston, VA, is home to senior executive leadership, corporate accounting, corporate safety, human resources and training, legal, proposal management, and information technology departments. While our operations and resources are national in scope, Centennial functions as a local contractor with strong ties to the community and in-depth knowledge of the local market. Our **Seattle** office will be the managing office for this project and is home base for our contract and project management personnel and our proposed project team is available to begin work on this contract immediately upon award. Key Dates in Centennial's history:



**Centennial is financially strong and has never been in financial difficulty or failed to complete a project for financial (or any other) reasons.** Centennial's volume history and projections are as follows:

Year	2021	2022	2023	2024	2025	2026	2027	2028
National	\$129.8M	\$159.6M	\$224.8M	\$225.2M	\$ 272M	\$ 290M	\$305M	\$335M

Centennial's available bonding capacity is approximately \$750,000,000 in excess of currently executed bonds. We have considered the potential award of this contract when developing our staffing and resource allocation plans. Elements that contribute to our ability to apply the necessary resources to ensure the success of every project include:

- Our proposed team is currently staffed to accommodate the work anticipated under this contract.
- We have available capacity to provide proposed personnel during both preconstruction and construction phases.
- We have additional staff in our Washington offices to support temporary personnel absences.
- Centennial holds the licenses and registrations needed to perform for Bellevue College.
- We work with hundreds of local WA subcontractors who have been approved to do work with our firm.

Centennial performs all management functions. All trade work will be subcontracted. Participation in the Bellevue College Parking Garage Update has been accounted for in Centennial's current and projected workload and will not adversely affect staffing availability, financial capacity, or performance on other commitments.

**F. RISK IDENTIFICATION AND ANALYSIS**

The following Project Risk Assessment identifies key risks that are largely outside Centennial's direct control, along with proactive strategies to mitigate their potential impacts on cost, schedule, safety, and ongoing operations. Risks are delineated by Category, Work Stage (Preconstruction, Investigation [1], and Construction [2]), Likelihood, Impact, Risk Rating (Likelihood x Impact), and are followed by our proposed response strategy.

**PROJECT RISK ASSESSMENT**

Risk Description	Category	Work Stage	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Response Strategy
AHJ code interpretation or directional changes during construction	Permitting / AHJ	All	2	4	8	Hold pre-inspection meetings; designate single AHJ point of contact; rapidly update submittals
Late Changes to Owner Operational Requirements	Stakeholders / Operational	All	3	4	12	Confirm operational constraints during precon meetings; document agreed phasing assumptions; build schedule flexibility into non-critical activities; maintain ongoing coordination with facility operations
Delayed Design Clarifications or Late Issuance of Construction Document	Design / Engineering	Precon	3	4	12	Identify decision-critical design elements and elevate early; Develop milestones when deliverables are due and track in weekly meetings
Incomplete or Inaccurate Existing Condition Information	Existing Conditions / Technical	Precon	4	4	16	Conduct early site walks with designer and PT specialist; perform targeted exploratory investigations during preconstruction
Concealed deterioration of PT tendons discovered during selective demolition	Structural / Existing Conditions	1	4	5	20	Perform expanded early probes; carry predefined unit pricing and allowances; engage certified PT specialist; expedite RFIs to maintain progress
Noise and vibration constraints during PT exposure and demolition	Community / Noise	1&2	3	3	9	Coordinate work hour variances; pre-notify occupants; schedule high-impact work during approved periods
Material testing results do not initially meet specifications	Quality / Testing	1&2	3	3	9	Perform mock-ups and early testing; pre-approve alternate details; implement defined retest procedures
Public safety incidents in an active, occupied facility	Safety / Public Interface	1&2	2	5	10	Install tiered barricades and overhead protection; provide flaggers and signage; conduct joint safety walks
Active garage operations limit access or work windows	Operations / Stakeholders	1&2	4	4	16	Develop phased access plan with stall counts; publish blackout dates; provide weekly look-aheads and dynamic wayfinding
Environmental compliance (SWPPP BMPs, washouts, discharge turbidity)	Environmental / Compliance	2	3	3	9	Implement site-specific SWPPP; control slurry and washouts; maintain BMP kits and storm response plan
Limited availability of specialty subcontractors (PT, coatings)	Labor / Subcontractors	2	2	4	8	Secure early subcontractor commitments; confirm staffing plans; maintain qualified backups
Unidentified stormwater utility conflicts at north tie-in	Utilities / Coordination	2	3	4	12	CCTV inspect storm lines early; pre-evaluate reroute/upsizing options; plan pump-around sequencing
Supply chain volatility in availability or pricing of specialty repair materials (traffic coating resins, PT / repair hardware, admixtures)	Procurement / Supply Chain	2	3	4	12	Procure long-lead items early; submit critical submittals first; maintain approved equal and dual sourcing
Weather conditions restrict coating and repair operations	Schedule / Weather	2	4	3	12	Seasonally sequence work; use temporary enclosures and heat; pre-approve alternate products
Structural repair quantities exceed initial assumptions	Scope / Cost	2	4	4	16	Include quantified allowances and unit prices; track quantities daily; validate trends with Owner/Engineer
Permit review or approval durations exceed planned timelines	Permitting / AHJ	2	3	5	15	Submit permits early; assign dedicated permit coordinator; maintain active AHJ follow-up
Unforeseen existing conditions, including embedded items, rebar mislocation, or anchor conflicts	Structural / Existing Conditions	2	4	4	16	Use GPR/X-ray scanning; define no-drill zones near PT tendons; authorize field-fit solutions with contingencies

G. VALUE ENGINEERING AND CONSTRUCTABILITY ANALYSIS

G.1 VALUE ENGINEERING

Value engineering (VE) provides a forum to explore all possible alternatives through discussion of "value" versus "function" as they relate to scope, schedule and budget. Centennial's value engineering approach begins on day-one. We consider a facility's function(s), its supporting systems and existing conditions, owner definition of value, and the goals for the finished project and weigh these against the anticipated costs. In general, our VE considerations focus on the following:

- ❑ **Cost Reduction Analysis:** Identification of a less expensive alternative to a specified product or system, which may or may not include a difference in quality.
- ❑ **Value Added Analysis:** Identification of a higher quality product that may or may not carry a higher price but will bring added value to the project.
- ❑ **Life-Cycle Analysis:** Identification of options that strike a balance between initial construction cost and long-term operational costs/savings.
- ❑ **Maintainability Analysis:** Identification of design elements or products that produce long-term savings through reduced maintenance costs, demonstrate greater durability, or support greater ease of maintenance.

**NOTES TO OFFERORS:**

(a) CONTRACTORS shall complete all CLINS in Attachment J-02. Price Schedule and shall include a detailed itemized cost breakdown of all costs in sufficient detail for the Fund to evaluate the CONTRACTOR's price proposal. Detailed itemization means breakdown of construction cost by labor category types, materials, rental equipment, etc. Data shall be provided stating unit quantities, unit prices, unit of measures, and extended price for each cost element supporting the lump sum amounts provided by the CONTRACTOR for each Division.

(b) The shortest TOTAL number of calendar days to deliver all contract line items is MOST desirable to the NAFI.

**(c) VALUE ENGINEERING AND/OR SCOPE VARIANCE OPTIONS**  
List Description of Proposed VE or Variance Options if Total Design and Construction (inclusive of mark-ups) IS OVER proposed budget amount. Show as fully burdened deductive Lump Sum amounts. Reference Section B.2 Project Magnitude

		DEDUCTIVE AMOUNTS	
	DESIGN		CONSTRUCTION
Repolish and seal existing exposed concrete instead of epoxy coating	\$ - LS		\$ (8,455.25) LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS

**(e) BETTERMENT OPTIONS**  
List Description of Proposed Betterments if Total Design and Construction (inclusive of mark-ups) IS UNDER proposed budget amount. Show as fully burdened Additive Lump Sum amounts. Total of betterments + Total Cost of Design and Construction Proposed above SHALL NOT exceed budgeted amount. Reference B.2 Project Magnitude

		ADDITIVE AMOUNTS	
	DESIGN		CONSTRUCTION
CCE to move/store all furniture, pool tables etc.	\$ - LS		\$ 54,000.00 LS
Replace internet access/computer work stations w/ new to match updated color scheme. Excludes electronics.	\$ - LS		\$ - LS
Replace countertops throughout bar area and replace remaining section of bar front with new stainless-steel to match new color scheme.	\$ - LS		\$ 80,892.00 LS
Replace seating table tops with stainless-steel to match new color scheme.	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS
	\$ - LS		\$ - LS

Centennial leverages the technical expertise of our entire team, including key trade subcontractors, during the VE process. We track all ideas or suggestions, engage in stakeholder discussions about the viability of each option, and, for those determined to be worthy of consideration, develop workable solutions.

EXAMPLES OF HOW CENTENNIAL MEASURES AND INCREASES VALUE	
Measure of Value Offered	Elements of Possible Execution
The desired level of quality within a shorter project duration (value gained: reduced time and minimized disruption to facility mission)	Fast-tracking; additional shifts after hours and/or on weekends; creative phasing; expediting material delivery, especially of long-lead items; selecting equivalent alternate materials  <b>Example:</b> On the UW Surgery Pavillion Garage, we recommended a change from epoxy drill and dowel system to FRP epoxy sheet overlay, which reduced the project duration by approximately 25%.
Completion with minimized disruption to facility (value gained: operational efficiency)	Evaluating whether a complete facility closure (if possible) for a limited time would significantly expedite completion of disruptive work; recommending alternate workflows that slightly extend the project duration while maintaining a greater level of facility operations.  <b>Example:</b> During the replacement of flooring and wall repairs to the existing bowling alley on Joint Base Lewis McChord we worked with key stakeholders to limit our work hours. We only demolished floor/wall areas that could be repaired while the facility was shut down or in locations where we could close off the area from the public.

<p><b>The desired level of quality or performance at reduced cost (value gained: initial cost savings)</b></p>	<p>Recommending reuse of existing items in good condition (e.g., doors) rather than replacement; selecting alternate means and methods; identifying the most cost-effective suppliers for specified items; proposing alternate products that provide similar quality at a lower cost; recommending changes to architectural elements that add cost and time without increasing operational functionality; timing large material purchases to take advantage of favorable market conditions; packaging work activities for economies of scale; adjusting construction timing to periods of reduced trade demand, where schedule allows.</p> <p><b>Example:</b> <i>The change to FRP epoxy sheet overlay on the UW Surgery Pavillion Garage achieved greater structural repair than originally specified at a reduced cost.</i></p>
<p><b>Additional scope for the same budget (value gained: quality)</b></p>	<p>Breaking down multiple scope items into individual cost packages, allowing owners to prioritize critical elements while deferring others; providing early notification of anticipated cost savings so owners may apply remaining funds to additional scope through a modification.</p> <p><b>Example:</b> <i>On the E320 Parking Garage, we coordinated with Sound Transit (ST) on funding needs, with the result that ST was able to add restroom renovations, misc. site furnishing installations, additional security fencing, additional painting of directional and stall numbering, and conduit covers while staying below the project MACC.</i></p>
<p><b>Reduced long-term cost or effort with a limited increase in current budget (value gained: life-cycle cost or time savings)</b></p>	<p>Planning for future expansion without requiring full system overhauls; minimizing future operational disruptions by incorporating features such as isolation valves; providing cost comparisons for upgrades with longer material life (e.g., roofing systems); coordinating installations to match existing standards for ease of future maintenance (e.g., consistent HVAC systems); identifying opportunities for sustainable upgrades such as led lighting and water conservation features; coordinating additional or future construction needs concurrently, when feasible; incorporating safety measures to help prevent future incidents; performing underground utility work concurrently with renovations, as appropriate.</p> <p><b>Example:</b> <i>On an Oklahoma State University laboratory renovation, we recommended an upgrade to an older closed-in electrical system while we were performing other electrical work behind the wall, so that when increased capacity was needed, it would be available with limited additional work.</i></p>

At the current design development stage, Centennial will focus value engineering efforts on evaluating alternative repair strategies, materials, and sequencing options that balance initial cost, constructability, durability, and long-term maintenance performance to support informed Owner decisions prior to final design. We—led by the Project Manager and supported by our Superintendent and, as applicable, our safety and quality managers—will collaborate closely with DES, Bellevue College, and KPFF to identify and advance feasible value engineering opportunities for the new parking garage. Leveraging our team’s expertise and Centennial’s strong relationships with qualified subcontractors and suppliers, we will evaluate alternative repair strategies, materials, and sequencing approaches that balance initial cost, constructability, durability, and long-term maintenance performance.

**G.2 CONSTRUCTABILITY ANALYSES**

Before we begin any constructability review, we will work to fully understand owner, end user, and all other stakeholder needs, wants, and expectations for the project. Then, at key stages of design development, constructability reviews will be conducted. The process for constructability reviews during design and the due dates for each review are established in initial team meetings. Centennial typically invites our Superintendent, and safety and quality personnel to participate in this to help ensure we are looking at the constructability from all aspects. In addition, key subcontractors – for this project will likely include civil, concrete rehabilitation, and waterproofing contractors – to lend their expertise to the review.

Collectively, Centennial’s team will assess the nature of the work and conduct a detailed review of the design documents. Elements of our review include, among others:

- Identification of discrepancies between the design and the existing conditions (including field measurements and surveys)
- Permitting requirements
- Material acquisition timelines, especially long-lead / early procurement items
- Consideration of impact on design on future maintenance activities
- Logistics requirements supporting construction activities to achieve the design (e.g. haul routes and equipment)
- Ability to maintain safe working conditions during construction
- Impacts on facility mission during construction (e.g. need for shutdowns, potential for hazardous conditions, etc.)
- Workflow and impacts on timelines / schedules (e.g testing, phasing needs, conditioning needs, etc.)
- Environmental impacts, such as stormwater run-off
- Viability of design in compliance with the established construction budget

Our review of the design takes into consideration both the concrete data and the more abstract intentions. We pay particular attention to properly ensuring the individual discipline designs (e.g., as applicable, mechanical, electrical, architectural, structural, and civil design documents) are aligned.

As part of our constructability reviews, we develop detailed work breakdown structures to map out the means and methods needed to achieve the end result defined by the drawings. We carefully consider the sequence necessary for each discipline of work to be completed while avoiding conflict with other trades. These support the development of the final construction schedule and project budget, as well as becoming the basis of subcontractor procurement.

Another key element of our approach is that these reviews are not conducted on a singular basis. **Our attention to constructability begins at the concept stage and continues throughout the design process.** Interdisciplinary coordination meetings are scheduled throughout the design process. Design documents are exchanged at each meeting for further review as a scheduled part of the design process. An appropriate amount of time is allowed in the project schedule for all team members to check and coordinate the construction documents. Review comments are then incorporated into the construction documents prior to completion of the owner review submittal. Additional reviews are conducted at any time during construction when the scope of work is altered, for example, if unforeseen conditions are realized. By eliminating the unknown and avoiding conflict, we are able to refine the design to minimize risk of the unknowns for each trade package, resulting in more accurate (and typically lower) construction costs and eliminating future change orders related to design.

### Sample Constructability Notes from a City of Richardson, TX CM/GC Project

#### 50% Comment - 262416 – Panelboards:

There are current lead time concerns with Square D Panelboards and Breakers due to manufacturing delays beyond normal conditions. Possible Solutions: Specify standard panels and breakers that can be obtained locally from home improvements stores if needed.

#### 50% Comment - A111 – Need to show

temporary partitions in Phasing Plan separating new addition from interior space.

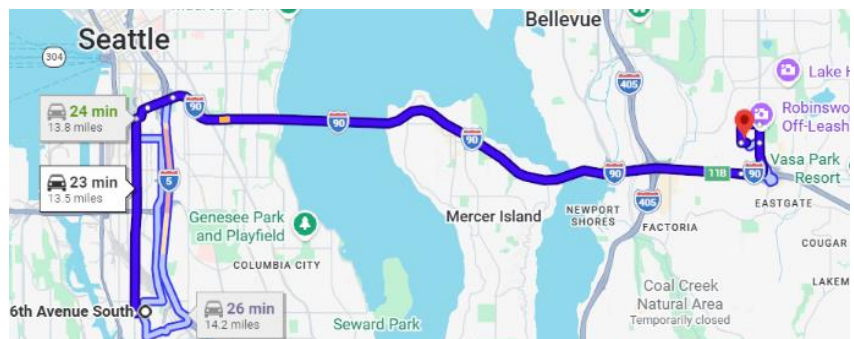
**50% Comment - AS-101 – Dog Park Alternate not shown; We recommend adding demo notes on the Architectural Site Plan, to correspond with the Civil Site Plan.**

**50% Comment – AS 401 - Insulation & Fluid Applied Barrier System is shown on Monument Sign front wall. This won't be needed on an exterior monument wall.**

As the design nears completion, Centennial's role expands to include the development of individual work packages for subcontractor procurement and begins finalizing safety and quality plans. One element of this is compilation of Activity Hazard Analyses that assess each element of work, its associated risks, and identify the planned approach, PPE, and activities to mitigate each risk and ensure safe performance. Experience from previous relevant projects and those with similar conditions, including near-miss reports, is available to the team as an added consideration.

## H. PROXIMITY TO THE PROJECT LOCATION / PROPOSED SELF PERFORMANCE

Located within 30 minutes of the Bellevue College campus, Centennial's **Seattle office** will provide the GC/CM services under this contract. Our established relationships with prequalified subcontractors in western Washington—including small, minority-owned, women-owned, and other disadvantaged businesses—facilitate our ability to rapidly mobilize for any local project and begin work upon contract execution.



Centennial focuses on local subcontractor recruitment by utilizing our connections in the construction contracting community and developing outreach and inclusion plans for our contracts that rely on best practices and lessons learned. Applied to our contracts, these efforts maximize diverse participation. However, our standard outreach policies also prevent any risk of dependence on a subcontracting team to the exclusion of other qualified firms.

Subcontractors are essential members of our team, and their participation in a project begins in the preconstruction phase. This early participation makes our estimates more accurate, especially for specific trades in which the trade-specific subcontractor is an expert. Our experienced subcontractors often have an unparalleled understanding of labor durations due to their narrow focus and experience in a single trade, and as such we frequently ask them to contribute their specialized knowledge to the development and review of scopes of work. To assist with value engineering a specific project to meet both schedule and budget requirements, input from subcontractors is solicited regarding task durations, staffing requirements, sequencing of trades, long-lead materials, utility outages, and any other issues that might affect the construction schedule or cost.

**H.1 SCOPE OF WORK CENTENNIAL PROPOSES TO SELF-PERFORM**

Centennial performs all management functions. All trade work will be subcontracted.

**I. SUSTAINABLE ENVIRONMENTAL LEED EXPERIENCE**

Centennial’s corporate portfolio includes numerous projects throughout the country that have included LEED requirements up to and including formal certification as high as **LEED Gold**.



This project is not expected to include LEED requirements, and no point criteria have been specified. Had there been, Centennial’s approach would have included a careful analysis of the requirements along with KPFF and, similar to value engineering, and design and constructability reviews, we would work with our subcontracted trade team members to identify opportunities to expand the achievement of points, ensured subcontractor compliance, tracked successful completion, and submitted all relevant documentation in support of certification. Regardless of a requirement for LEED certification, we will work to identify any opportunities to improve our impact on the environment throughout the performance of this work.

**J. PAST UTILIZATION OF DIVERSE BUSINESS ENTERPRISES (DBE) AND SMALL BUSINESS ENTITIES**

Centennial awards all trades work across construction disciplines to subcontractors, which enables us to offer small and diverse businesses opportunities in every area of work whenever possible. For over 35 years, the overall objective of Centennial’s diversity inclusion program has been to maximize opportunities for and participation of small, minority owned, women-owned, and veteran-owned firms on our projects, while still controlling the safety, quality, and costs of awarded work.

Utilization in Previous Efforts		
Project/Program	Goal(s)	Utilization*
Pierce Transit JOC	DBE: 3%	DBE: 15.5%**
Port of Seattle JOC (2015)	WMBE 9%	WMBE: 20.89%
Port of Seattle Noise Reduction JOC (2018)	DBE: 5%, MBE: 7.2%, WBE: 6.9%	DBE: 29.17%, MBE: 28.81%, WBE: 28.33%
Port of Seattle Noise Remediation (2021)	WMBE: 5%	WMBE: 16.08%
Port of Seattle JOC (2022)	WMBE: 5%	WMBE: 23.68%
Port of Seattle JOC (2023)	WMBE: 6.3%	WMBE: 1.5%**
Sound Transit JOC	DBE: 5%, SBE: 20%	DBE: 4.88%, SBE: 14.81%
University of Washington JOC	20% combined SB/WBE/MBE	19.4% combined SB/WBE/MBE
Washington Department of Transportation Statewide JOC	VOSB: 2%, SBE: 5%, MBE: 10%, WBE: 6%	SBE: 0.64%, MBE: 2.02%, PWSBE: 0.45%, WBE (Self-Certified): 2.72% (DBE: 5.84%)

\*Centennial has **fully engaged in good faith efforts on all contracts**

\*\*These figures are for ongoing contracts

**With our deep experience in occupied campus environments, Centennial is prepared to partner with Bellevue College to transform the complex challenges of this project into safe, efficient, and high-value outcomes.**