

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

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

Identification of Applicant

- a) Legal name of Public Body (your organization): **City of Everett**
- b) Mailing Address: **805 E Mukilteo Blvd. Suite 100, Everett, WA 98203**
- c) Contact Person Name: **Ruben Sanchez** Title: **Planning and Capital Development Manager**
- d) Phone Number: **425.257.6293** E-mail: **rsanchez@everettwa.gov**

1. Brief Description of Proposed Project

- a) Name of Project: **City of Everett Municipal Building – Public Works Tenant Improvements**
- b) County of Project Location: **Snohomish**

c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The City of Everett Municipal Building is a 10-story, mid-rise office building of approximately 117,800 sf and is located in downtown Everett at 2930 Wetmore Avenue. The building houses many of the City Administrative and Support functions including the Police Department, Engineering, Public Utilities, Human Resources, Permitting Services and the Prosecutor’s Office. The building was constructed in 1980 and is of concrete and steel construction with glass curtainwall and a low-slope roof system. This project will provide modernizations and tenant improvements, primarily to the building systems, building core and support areas that will generally include, but is not limited to:

- Modernization of the elevator systems
- HVAC equipment and controls upgrades
- Reroof of building
- New emergency generator and transfer switch
- Modernization of Lobby, corridor and support spaces on multiple floors of approximately 60,000 SF of tenant improvement of occupied space.
 - Modernization of restrooms,
 - Replacement of lighting and lighting controls,
 - Replacement of HVAC systems on all floors
 - Replacement of door/frame assemblies and hardware,
 - Replacement of floor finishes,
 - Replacement of suspended ceiling panels and
 - Interior painting and interior finish upgrades

Construction is anticipated to begin in the summer of 2023 and be completed in the fall of 2024. The total construction value of the work is approximately \$17,640,000.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) \$ 1,910,000

Estimated project construction costs (including construction contingencies):	\$17,640,000
Equipment and furnishing costs	\$ 1,550,000
Off-site costs	\$ N/A
Contract administration costs (owner, cm etc.)	\$ 700,000
Contingencies (design & owner)	\$ 1,975,190
Other related project costs (briefly describe)	\$ 805,000
Sales Tax	\$ 1,899,810
Total	\$26,480,000

B. Funding Status

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

The project will have a couple of internal funding sources. The plan is to initially fund the general fund portion of the remodel with a combination of Capital Improvement Program on-hand funds and an inter-fund loan from the Utilities Department. The inter-fund loan will be defeased with a general obligation bond issue likely in 2024. The utilities portion will be funded either by cash-on-hand or a combination of cash on hand and a revenue bond issue.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*

Refer to schedule below.

- b) Hiring consultants if not already hired; and

APD Advisory and PM/CM Consultant already chosen (Parametrix).

- c) Employing staff or hiring consultants to manage the project if not already employed or hired. *(See Example on Design & Construction Schedule)*

Refer to schedule below.

GC/CM Schedule	Start	Finish
Develop PRC Application	May 27, 2022	June 19, 2022
Submit PRC Application		June 20, 2022
Develop PRC Presentation	June 20, 2022	July 27, 2022
PRC Presentation		July 28, 2022
Develop RFP Document	June 20, 2022	July 28, 2022
Develop RFFP Document	June 20, 2022	Sept 8, 2022
First publication of RFP for GC/CM Services		Aug 1, 2022
Second publication of RFP for GC/CM Services		Aug 8, 2022
Project Information Meeting		Aug 16, 2022
RFP Submittal Deadline		Aug 22, 2022
Review & Score RFP Submittals Received	Aug 23, 2022	Aug 26, 2022
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview		Aug 30, 2022
Interviews with Short-Listed Firms	Sept 7, 2022	Sept 8, 2022
Notify Shortlisted Firms of Most Highly Qualified Firms & Invite to Submit responses to RFFP		Sept 12, 2022
RFFP Submittal Deadline & Opening		Sept 26, 2022
Notify Submitters of Scoring and Most Qualified GC/CM		Sept 27, 2022

Council Approval of GC/CM Selection and Authorization to Negotiate Pre-Con Services Agreement		Oct 5, 2022
Pre-Con Work Plan Due From GC/CM		Oct 19, 2022
GC/CM Agreement w/ Pre-Con Services Executed		Oct 31, 2022
Pre-Con Services	Nov 2022	July 2023
Council Approval of MACC and MACC Contract Amendment Executed		Aug 2023
Design & Construction Schedule	Start	Finish
Schematic Design	Oct 2022	Dec 2022
Design Development	Jan 2023	Mar 2023
Permit and Construction Documents	Apr 2023	Aug 2023
Building Permit Process	May 2023	Aug 2023
Subcontractor Bidding	July 2023	July 2023
MACC Negotiation (98% CD's)		July 2023
Council Approval of MACC and MACC Contract Amendment Executed		Aug 2023
Construction	Aug 2023	Sept 2024
Substantial Completion		July 2024
Final Completion/Closeout	Aug 2024	Sept 2024
Warranty Period	July 2024	June 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?

This project will require the contractor to work within the building core and support areas and on the building systems of an occupied and operational office building. It will be critical that the construction work be scheduled and phased in a manner to minimize impacts to the operations of the City's governmental and administrative offices that are housed within the building.

The GC/CM's input on schedule and phasing during the design and permitting phases will assist the Architect and Owner in making prudent, efficient and timely decisions. It will also assist in establishing a construction schedule that will meet the critical deadlines and phasing. GC/CM involvement during design and construction may also create the opportunity for early procurement of long-lead time materials and equipment and an expeditious start of construction work. A competent GC/CM creates greater certainty that work will be executed in a safe manner that minimizes disruption of existing facilities/systems and departmental operations and will help ensure that this project will be completed on time.

- 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 Everett Municipal building operates on a typical business schedule (Mon-Fri, 8am-5pm) and houses a number of City departments that are critical to the continued operation of City government, public services and life/safety services. The facility will be required to remain accessible, occupied and operational during construction and it is critical that construction activities minimize impacts to the existing building systems and operations. In order to achieve this, the work will need to be coordinated,

scheduled and phased to avoid impact on public access, employee access and the ability to provide essential services. It is anticipated that after-hours, shift work may be a consideration.

The Everett Municipal Building site has limited open/accessible space, so areas for construction trailers, parking, laydown and staging will have to be carefully thought out and planned by the GC/CM contractor and the City. The construction work will have to be scheduled and phased to take into consideration not only the construction activities, but also the City's operational activities and access for both the staff and employees who provide services essential to the continued operation of City services. Well thought out construction phasing/sequencing and logistics plans will be critical to the success of this project.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
Having the involvement of the GC/CM will be beneficial to this project. Having the GC/CM involved during design to give input on QA/QC of drawing and specifications, constructability, construction sequencing, cost and value engineering and scheduling/phasing is critical to a successful project that will meet the needs of the City, minimize operational impacts and can be built on time and within budget.
- If the project encompasses a complex or technical work environment, what is this environment?
Not applicable.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
Not applicable.
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?
Not applicable.

5. Public Benefit

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

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

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

GC/CM involvement in the design process will help plan for and reduce the potential for impacts due to cost escalation, product availability problems, and labor shortfalls. This will also help control cost and schedule impacts.

Real Time, Market Based Cost Estimates – The construction market in the greater Puget Sound region has recently been experiencing unprecedented cost escalation and price increases to materials and labor. GC/CM contractor partner can utilize real time, current market pricing to help the team validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable by having the GC/CM participate in constructability reviews, value analysis, design-team/contractor/Owner coordination, and the use of design phase overlap to accelerate project completion. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner's budget.

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

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

- A GC/CM Contractor is highly motivated to maintain a schedule that they had a hand in developing.
 - The GC/CM delivery process offers an “open book” cost accounting of the work which will allow the team to track costs and forecast effectively.
 - The GC/CM understands the nature and scope of the construction work long before it bids, which reduces the “learning curve” associated with design-bid-build projects and lowers the potential for surprises that can become added cost/time during construction.
 - The GC/CM will participate in setting schedule for and packaging the scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are put out to bid, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
 - The GC/CM participates in and ultimately “owns” pre-construction cost estimates and budget reconciliation leading up to the MACC negotiations, resulting in greater cost certainty.
 - The GC/CM will participate in value-engineering and constructability reviews early in the design process. This helps ensure cost-effective and value-based design and construction solutions.
 - The potential for serious construction claims and litigation is greatly diminished because of the collaborative relationships among the GC/CM, Owner and design team.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

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

Better Ability to Accommodate Activities at Site – A GC/CM contractor can play a critical role during the design phase in preparing a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur at a site that is located in an environment with access points, streets and infrastructure that must be maintained as operational. This opportunity for construction planning input during the design phase is not available on a design-bid-build project.

Complex Scheduling and Phasing – The preparation of a construction schedule and phasing plan by a GC/CM contractor in support of the design team, provides a more detailed, market driven, accurate and realistic CPM schedule. This schedule will better address potential construction impacts and will assist City staff and of upcoming construction phases, construction logistics and other potential disruptions or impacts related to the construction project.

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

6. Public Body Qualifications

Please provide:

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

Everett Public Works employs approximately 20 licensed engineers who are responsible for managing and designing a wide variety of infrastructure improvement projects. We are well-networked with leading A/E firms that we call on to assist with larger projects, or those that require specialized experience or capabilities.

The City of Everett has a track record of successful completion of projects using alternative delivery methods. Recent projects include:

Project Name	Delivery Method	Cost	Comp. Date
WFP Phase 2 Capital Upgrades	PDB	\$19.5M	In Progress

Reservoir 3 Structural Repairs	PDB	\$3.4M	In Progress
East Clearwell Roof Replacement	Fixed-Price Design-Build	\$3.1M	11/2018
Reservoir 6 Roof Replacement	Fixed-Price Design-Build	\$5.1M	10/2016
Transmission Line #5 Replacement	Fixed-Price Design-Build	\$3.6M	12/2015
WPCF Expansion – Phase C	GC/CM	\$24M	3/2016

In addition to the experience and qualifications of City staff, for this project we've augmented our team with Parametrix, an external APD consultant, who will be providing the City with GC/CM Advisory Services, GC/CM Approval/Procurement Services and Project Management/Construction Management Services throughout the course of this project. With extensive APD experience, Parametrix brings broad knowledge of the statutory requirements, industry best practices and lessons learned related to GC/CM delivery. Parametrix will be involved in the primary project and construction management effort for the project under the supervision and direction of Ruben Sanchez, City of Everett Parks & Facilities Planning and Capital Development Manager.

- 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)

Refer to Attachment A for Project Organizational Chart.

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

Ruben Sanchez, Planning and Projects Manager (City of Everett)

Role: Ruben will be the main contact for the City of Everett on this project. He will be the liaison for the team with the building tenants, Parks and Facilities Department staff, City Council, Internal Legal Counsel and the Permitting Department. Ruben will also be the liaison for the Architect, Contractor and GCCM Consultant providing oversight, direction and working collaboratively with the team during the design and construction process.

Relevant Experience: Ruben has worked for the City of Everett for the past 17 years as a Project Manager. His primary role has been the Project Manager for larger projects for the Facilities Department which has now been merged with the Parks Department. His many years has been managing high level capital construction projects with the city totaling approximately \$23,700,000. Although he is new to the GC/CM project delivery method, he has managed multiple large design-bid-build capital renovation and construction projects. Ruben has also managed various smaller projects throughout his career with the City. Ruben also has a depth of experience with securing project funding, and the management of permitting efforts for public works construction projects. Prior to working for the City, Ruben retired from the U.S. Navy as Senior Chief Petty Officer; he has managed both ship repair/maintenance and facility construction projects during his 23 year Naval career. He has a BS degree in Management from the University of Maryland College Park.

Project	Project Value	Delivery Method	Role	Time Frame
Carl Gipson Senior Center Expansion	\$1,263,000	DBB	Project Manager	2011
Cope Gillet (Former Key Bank) Shell Improvements	\$1,358,092	DBB	Project Manager	2011
Evergreen Branch Library Expansion	\$6,900,000	DBB	Project Manager	2019
Everpark Garage Structural Repairs	\$1,300,000	DBB	Project Manager	2019
Fire Admin. Building Tenant Improvements	\$1,435,000	DBB	Project Manager	2021

John Nottingham, P.E., PM Support (City of Everett)

Role: John is a Principal Engineer/Project Manager with the City and has past experience with GC/CM and Progressive Design/Build delivery. He will provide internal guidance and support to the City's Planning and Projects Manager.

Relevant Experience: John has worked for the City of Everett for the past 12 years as a Project Manager. His primary role has been the Project Manager for the larger projects at the City's Water Filtration Plant and the Water Pollution Control Facility. John was originally hired to manage the City's \$24 million Phase C project, which was a GC/CM project at the Water Pollution Control Facility. This project was approved by the PRC on July 22, 2010. John managed this GC/CM project from the point of 30% design to completion of the project. This included overseeing and conducting the GC/CM selection process, managing the Pre-Construction phase with the GC/CM and the Design Engineers, and being the on-site Project Manager during the two-year construction period. John has also managed various other treatment plant projects during his time with the City including the city's two ongoing Progressive Design projects. Prior to working for the City, John was a Principal Engineer/Partner of an engineering firm with close to 30 people. His prior work experience includes the design and management of multiple water and wastewater projects. John also has a depth of experience with writing comprehensive plans, securing project funding, and the management of permitting efforts for public works construction projects. He has an AA degree from Bellevue College in Pre-Engineering, and a BS degree in Civil Engineering from the University of Washington. John is a licensed Professional Engineer in the State of Washington and holds a DOH Water Distribution Manager Level 4 certification.

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

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

Relevant Experience: Jim has over 43 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is highly skilled at alternative project delivery (GC/CM and D/B), long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation.

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

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Lakehaven Redondo Sewer Treatment Plant Electrical & Odor Control Upgrade	\$21.2M	GC/CM	GC/CM Advisor	2021-current
Lakehaven New Headquarters	\$50M	GC/CM	GC/CM Advisor	2019-current
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4 M	GC/CM	GC/CM Advisor	2018 - present
Downtown Elementary School, Vancouver Public Schools	\$39.5 M	GC/CM	GC/CM Advisor	2018 - present
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Advisor	2018 - present
New Headquarters, Chelan County PUD	\$136.36M	GC/CM	GC/CM Advisor	2017 - present
RI & RR Dam Support Facilities, Chelan County PUD	\$70 M	GC/CM	GC/CM Advisor	2017 - present

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2019
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2020
Mann Middle School Replacement, Clover Park School District	\$68 M	GC/CM	GC/CM Advisor	2017 - 2020
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present

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

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

Relevant Experience: Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 34 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the educational, commercial and public sector markets, providing design and construction services on projects throughout western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time, he has been closely involved in the GC/CM procurement process for more than thirty major projects totaling nearly \$1.65B in total project value. Dan is a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by public agencies for projects that pose interesting challenges and opportunities. The table below identifies some of Dan’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Lakehaven Redondo Sewer Treatment Plant Electrical & Odor Control Upgrade	\$21.2M	GC/CM	GC/CM Advisor	2021-current
Lakehaven New Headquarters	\$50M	GC/CM	GC/CM Procurement, Project Manager	2019-current
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4 M	GC/CM	GC/CM Procurement	2018
Downtown Elementary School, Vancouver Public Schools	\$39.5 M	GC/CM	GC/CM Procurement	2018
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018 - present
Chelan County PUD – RI & RR Dam Support Facilities	\$70M	GC/CM	GC/CM Procurement	2017
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Procurement	2017
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM Procurement	2017
Mann Middle School Replacement, Clover Park School District	\$68 M	GC/CM	GC/CM Procurement	2017
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2017-present

Doug Wiser – Project Manager (Parametrix)

Role: As the Project Manager for this project, Doug will report to the City’s Planning and Projects Manager and will collaborate closely with the City, Design Team and GC/CM to manage the project as

it progresses through design, permitting and construction. He will be responsible for ensuring that the project team endeavors to deliver a project that will meet the City’s program, budget and schedule requirements. During construction, Doug will work closely with and oversee the efforts of the Parametrix Construction Observer/Inspector.

Relevant Experience: Doug is a Construction Manager/Project Manager with Parametrix. He has over 40 years of experience in the design and construction industry and a strong background in OSHA safety training and safety assessment. Prior to joining Parametrix, Doug spent twenty-three years in construction and then thirteen years as the principal owner of Wisser Construction Management Group, providing owner’s representation, project management and construction management services to clients. In addition to his consulting background, Doug has served as Adjunct Professor at the Northwest College of Construction in Portland since 2005, teaching and training construction trades apprentice courses including OSHA 10 & 30-hour safety training, OSHA confined space, OSHA fall protection, Project Management, Construction Math, and AGC Supervisory Training. Doug successfully completed the AGC GC/CM training seminar in June 2020 and recently served a role as the Construction Manager for a \$91.2M combined Middle School/Elementary School project for Vancouver Public Schools that was delivered utilizing GC/CM.

Project	Project Value	Delivery Method	Role	Timeframe
McKinley ES Elevator Addition	\$1M	D/B/B	PM/CM	Summer 2022
McLoughlin MS/Marshall ES Replacement, Vancouver Public Schools	\$91.2M	GC/CM	Construction Manager	2019-2021
Albany School District	\$140M	CM/GC	Program Manager	2017-2019
Multnomah Athletic Club	\$2M	D/B/B	Project Manager	2017-2018
Luckiamute New Elementary School	\$10M	D/B/B	Program Manager	2016-2017
Widmer Brewing Expansion Project	\$2M	D/B/B	PM/CM	2013-2016

Brett Hanson – Principal in Charge | Architect of Record (Mackenzie)

Role: Brett Hanson is an Associate Principal at Mackenzie and manager of the firm’s Seattle office. Brett co-leads Mackenzie’s public projects business unit, which focuses specifically on delivering municipal projects within our region. As Principal-in-Charge, he will provide executive level leadership and overall team oversight throughout the duration of the project. Through the course of the project, Brett will bring design and executive leadership alongside the Owner, design and contractor team from day one as an active participant in the project process, quality control and major design making milestones.

Relevant Experience: With over 18 years of experience at Mackenzie, Brett has focused his career primarily on municipal projects across the Pacific Northwest. Beyond municipal work, Brett additionally has experience collaborating on and delivering complex projects in Mackenzie’s industrial, retail, corporate office and higher education sectors. As a licensed Architect, his experience includes successfully delivering projects in design/bid/build, GCCM/CMGC and design/build delivery methods. Through the course of his career, he has provided services to over 50 agencies in our region and involved in delivering built projects estimated at over \$250 million in project construction value. Beyond Brett’s personal passion for public projects, Mackenzie itself embraces the GC/CM delivery process, and recognizes the value of having our fully integrated in-house design teams coupled early on with the construction expertise of our contractor partners from project kick-off through construction. The following represents a sampling of projects delivered through alternative delivery methods.

Project	Project Value	Delivery Method	Role	Timeframe
Port of Seattle ARFF Fire Station	\$6m	Design-Build	Project Manager/AOR	Completed 2022
Lake Oswego City Hall & Police	\$37m	GCCM (OR CMGC)	Project QA/QC Reviewer	Completed 2021
Interbay Self-storage	\$24m	GCCM	Project Manager/AOR	Completed 2019

Project	Project Value	Delivery Method	Role	Timeframe
Lakeland Commons Retail Center	\$10m	GCCM	Project Manager/AOR	Completed 2017
Consumers Power Inc Headquarters/Shops	\$9m	CMGC	Project Manager	Completed 2015
Monmouth Police Facility	\$2m	CMGC	Project Manager	Completed 2015
Rockwood Public Safety Facility	\$3.5m	CMGC	Project Designer	Completed 2013
Canby Police Facility	\$8m	CMGC	Project Manager	Completed 2013
Concordia Law School	\$14m	CMGC	Project Manager	Completed 2012
Concordia Library	\$17m	CMGC	Project Architect	Completed 2008
Rivereast Office Building	\$12m	CMGC	Project Coordinator	Completed 2007

Kim Doyle – Project Manager (Mackenzie)

Role: Kim Doyle is a integral part of Mackenzie’s architectural & interior design team in Seattle. Kim brings extensive expertise in all phases of public & federal project implementation, including project management, construction contract administration, space planning, programming, finish and furniture specifications, procurement, wayfinding, construction documentation, and construction contract administration.

Relevant Experience: Kim has over 20 years of experience working on Civic & Public Safety Facilities, Federal Government, Education and Corporate office in both GCCM and Design | Build delivery methods. Kim oversees the Federal Market Sector within Mackenzie, and has managed projects ranging from \$2-72 million, with construction delivery methods ranging from Design | Build, GCCM and traditional Design, Bid & Build. Kim is well versed in the various deliver methods, and a seasoned project manager that is able to assist each client with selecting the construction delivery method that is best for their needs. The following represents a sampling of projects delivered through alternative delivery methods.

Project	Project Value	Delivery Method	Role	Timeframe
Puyallup Public Safety Facility	\$82m	TBD	Project Manager	Design 2023
Lynnwood Community Justice Center	\$70m	D B B	Project Manager	In Construction
Lynnwood Community Recover Center	\$17m	D B B	Project Manager	Bidding
Renton City Hall Tenant Improvements	\$2-4m	D B B	Project Manager	In Design
Lake Oswego City Hall & Police	\$37m	GCCM (OR CMGC)	Interior Designer	Completed 2021
Concordia Nursing School	\$8m	GCCM (OR CMGC)	Project Manager	Completed 2020
Port of Seattle ARFF Fire Station	\$6m	Design-Build	Interior Designer	Completed 2022
Monmouth Police Facility	\$2m	CMGC	Interior Designer	Completed 2015

Zak Tomlinson – External Legal Counsel (Pacifica Law Group)

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

Relevant Experience: Zak has practiced law in Washington since 2004. His primary practice involves representing public entities in construction and procurement matters, and he has served as outside counsel to numerous Washington state municipalities, including cities, counties, port districts, school

districts and other special-purpose districts. Zak advises routinely on projects authorized under RCW 39.10, including GC/CM projects, Design-Build projects and Progressive Design-Build projects, including the following recent experience:

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

Tim Benedict - Deputy City Attorney (City of Everett)

Role: Provide legal guidance and advice for the Project with respect to RCW 39.10 compliance, procurement, negotiation, contracting, and contract administration.

Relevant Experience: Tim has served as the legal advisor to City of Everett's Procurement, Public Works, and Parks/Facilities Departments for thirteen years. He has been practicing law in Washington since 2000. Tim has worked on the City's previous GC/CM projects, Design-Build projects, and Progressive-Design-Build projects.

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

Refer to the Bios and project experience tables 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.

N/A. Project Management will be provided by Parametrix on behalf of and under the supervision and direction of the City of Everett.

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

Refer to the Bios and project experience tables above.

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

The City of Everett's Public Works Department has established project management processes and controls that are designed to ensure projects are being properly managed. These systems have been key to the City's ability to successfully manage and deliver public works projects on time and within budget. The City has also engaged with Parametrix to provide GC/CM advisory and PM/CM Services on the project. Their vast experience in managing projects with alternate delivery methods makes them a valuable asset to the project team and increases the team's effectiveness in managing this project. The Parametrix Project Manager will work closely with the City's Planning and Capital Development Manager and will be expected to be knowledgeable of the City's established processes and controls.

City Project Management controls and processes include:

- A comprehensive project management handbook. This handbook documents established and expected project management processes for our projects.
- Weekly coordination meetings for key staff members. Staff are expected to regularly update others on the status of their projects.
- Monthly resource group technical review meetings. Public Works staff meets in larger groups on a monthly basis to comprehensively review all projects and outstanding issues related to particular systems and teams (i.e., water, sewer, drainage, etc.). These meetings help ensure that projects are moving forward, that technical questions are resolved, and that key stakeholders remain informed and provide input on a continuous basis.
- Internal construction management staff capable of handling inspections, documentation, pay apps, etc. on projects of all sizes.
- Strict budgetary controls and approval processes.

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

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

- Contact/Outreach to experienced, potential GC/CM candidates prior to the release of the RFP.
- Develop/Issue RFP to solicit qualification/proposal statements from GC/CM candidates.
- Receive and score/rank the qualifications/proposals received.
- Check references of GC/CM firms and team members.
- Notify all submitters and shortlist the most qualified GC/CM firms to the interview stage.
- Interview and score/rank the shortlisted GC/CM candidates.
- Develop/Issue an RFFP to solicit final proposals (price factors) from the highest ranked GC/CM candidates.
- Receive and open/score the final proposals (price factors) received to identify the most highly qualified GC/CM.
- Request approval from the City Council to negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Recommend that the City Council award a contract to the most highly qualified GC/CM.
- Execute GC/CM Agreement with pre-construction services.

The GC/CM RFP will be advertised in early July 2022. By early October 2022, the GC/CM procurement process will have been completed and a Pre-construction Services agreement will be negotiated. A GC/CM agreement for Pre-Construction services will be presented for approval to the City Council in late October 2022. This will allow the GC/CM Contractor to join the project team prior to the end of Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

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

The City will utilize a GC/CM Contract, Guaranteed Maximum Price Amendment and General Conditions documents prepared by Pacifica Law Group and Internal Legal Counsel. The City will also

use standardized GC/CM RFP, RFFP and selection documents developed and previously used successfully by Parametrix. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended, as required, prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

7. Public Body (your organization) Construction History:

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

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
Reasons for budget or schedule overruns

Refer to Attachment B for City of Everett Construction History.

8. Preliminary Concepts, sketches or plans depicting the project

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

A overview site plan *(indicating existing structure and new structures)*

Not Applicable.

- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

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

Refer to Attachment C for Concept Design Floor Plans.

9. Resolution of Audit Findings on Previous Public Works Projects

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

N/A – The City has no audit findings to report.

10. Subcontractor Outreach

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

The GC/CM contract and related General Conditions currently being developed will include a clause similar to the following:

“The GC/CM shall actively and in good faith provide opportunities for Underutilized Firms as subcontractors and suppliers to provide bids for the supply of goods and/or the subcontracting of services for work in the construction of this project. GC/CM shall implement an Outreach Plan, reviewed and approved by the Owner prior to the execution of the GC/CM Agreement, that outlines the proactive strategies, resource commitments and specific steps that the GC/CM will take to effectively reach out to Underutilized Firms, provide bid packages conducive to Underutilized Firms and encourage Underutilized Firms to provide bids for this project. As used in this section, the term “Underutilized Firms” shall include Veteran Business Enterprises (VBE), Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Minority Business Enterprises (MWBE), Combination Business Enterprises (CBE) and Socially and Economically Disadvantaged Business Enterprises (SEDBE). The term VBE means a business at least 51% of which is veteran-owned. The terms MBE, WBE, MWBE, CBE and SEDBE are any such business that has been so certified by the State of Washington.”

11. Alternative Subcontractor Selection

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

N/A. It is not anticipated that any of the subcontractor packages will be large enough to meet the \$3M threshold for alternative subcontractor selection.

CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

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

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

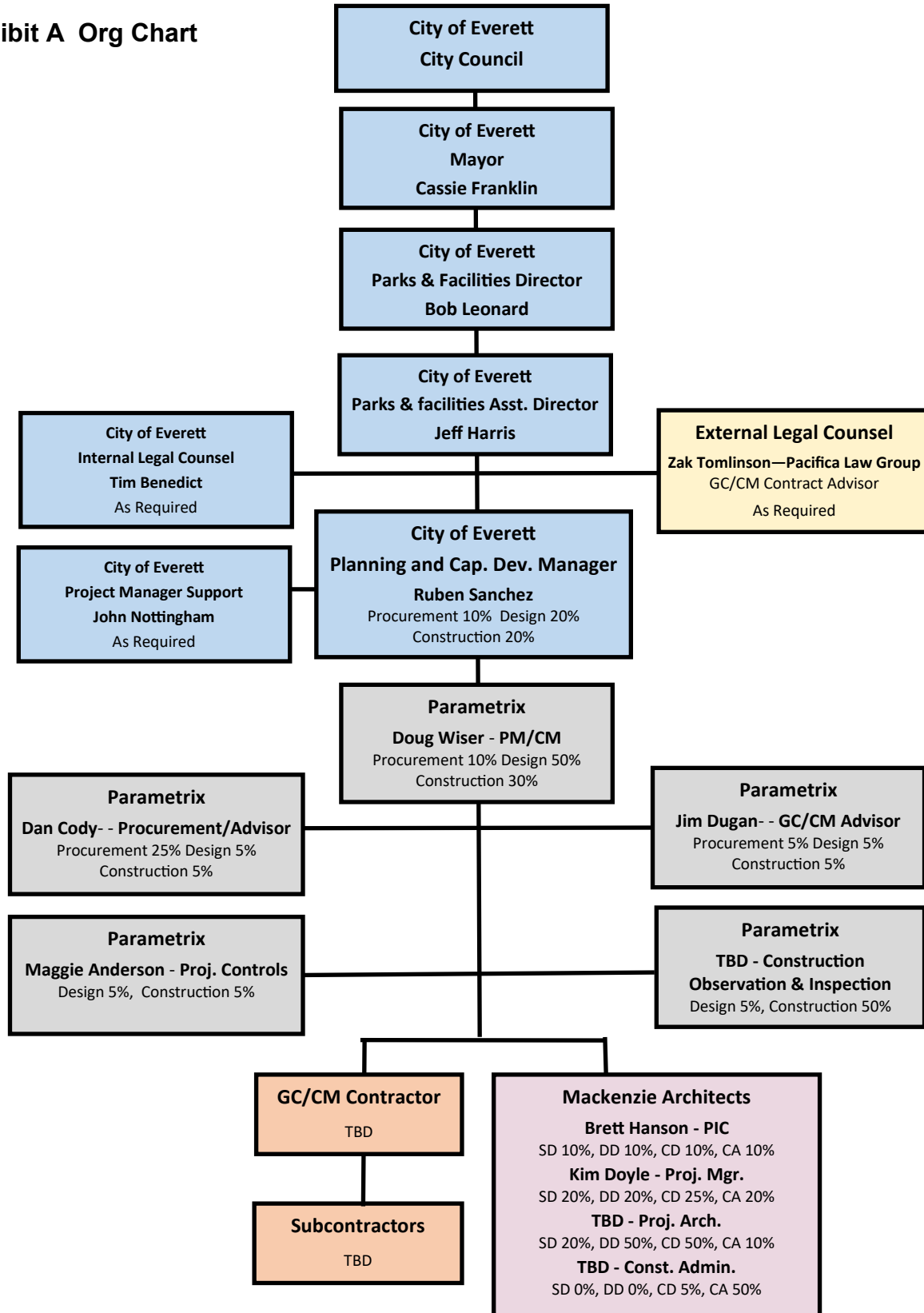
Signature: _____

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

Title: City of Everett Planning and Capital Development Manager

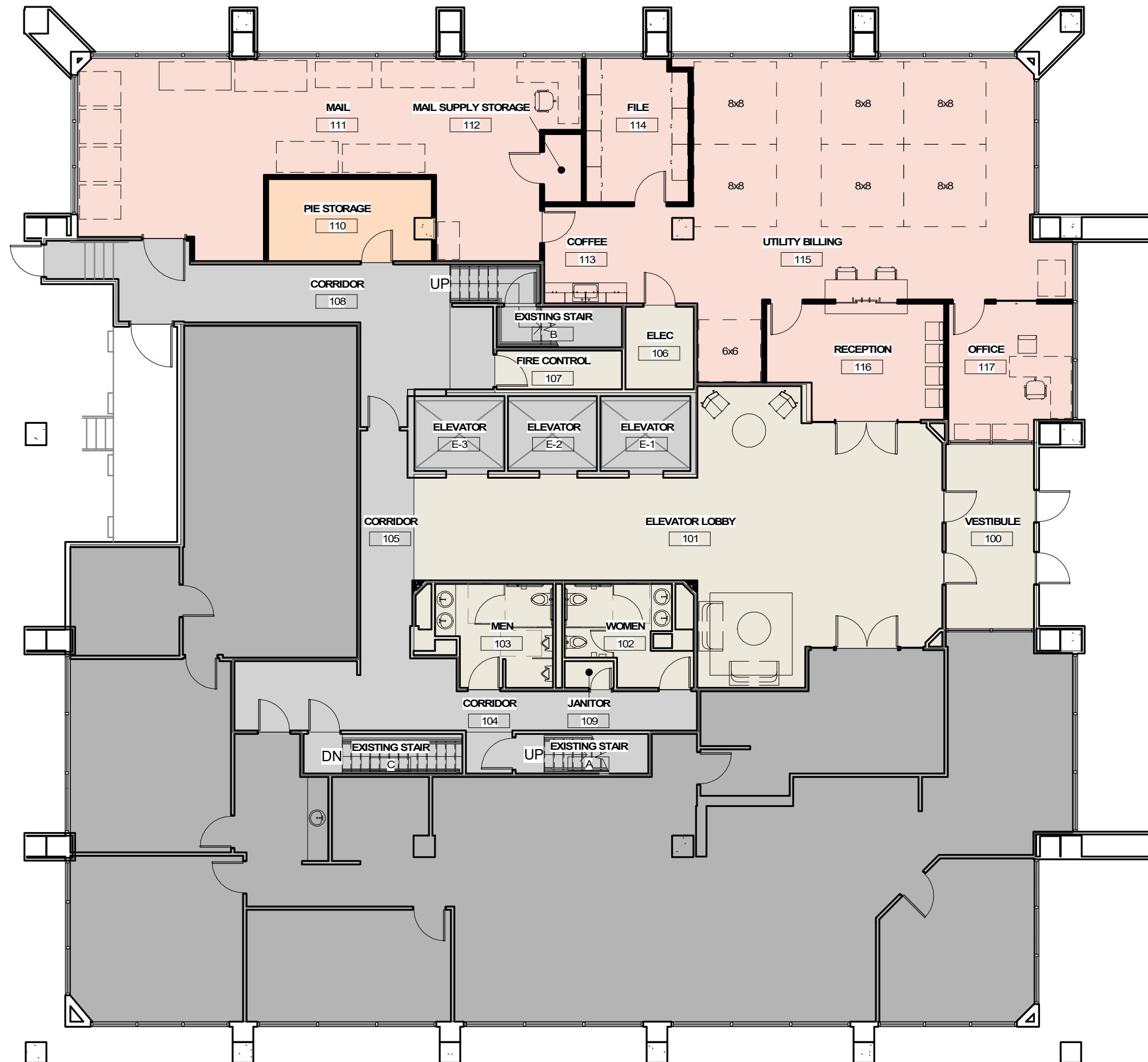
Date: _____

Exhibit A Org Chart



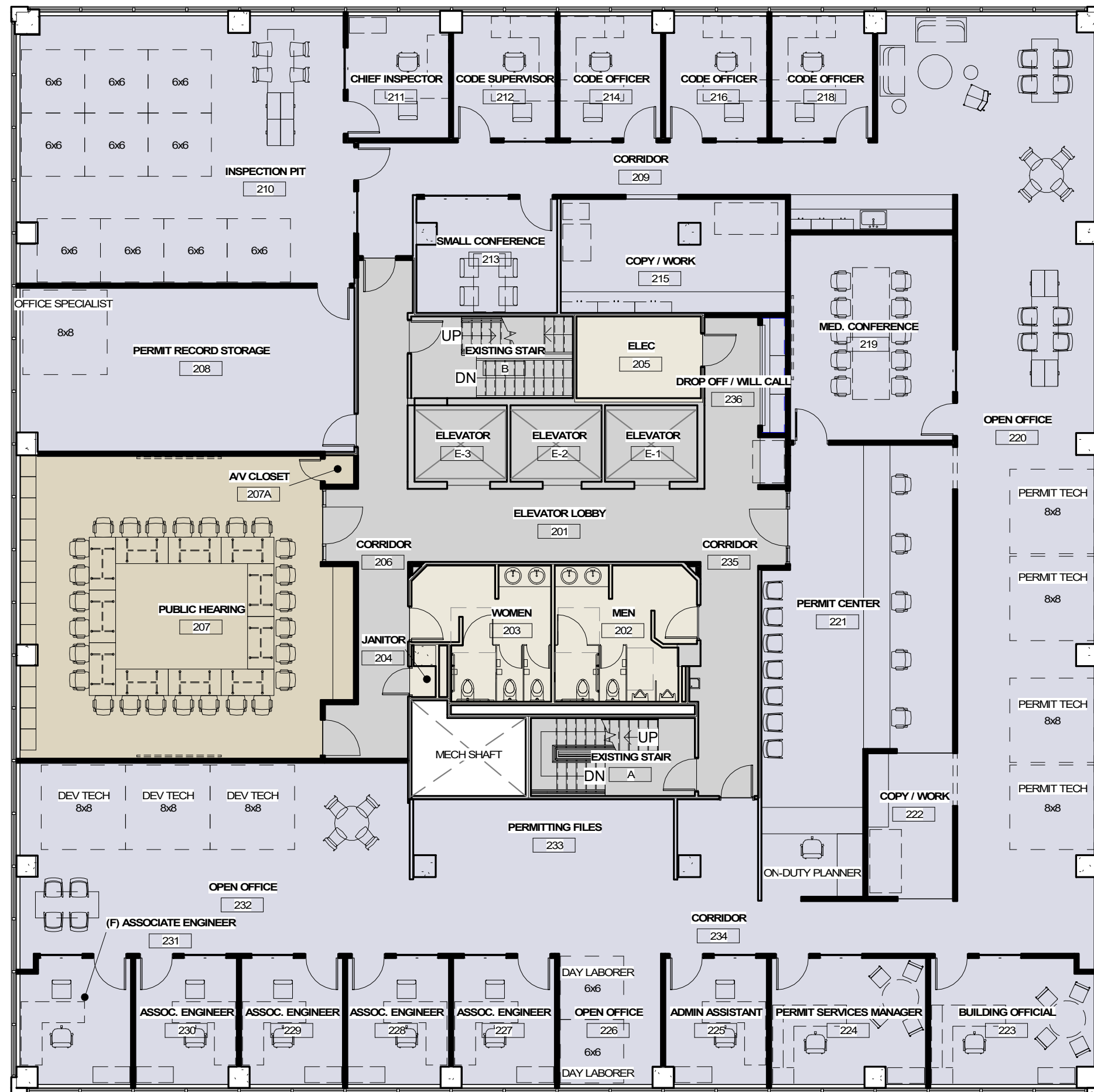
**CITY OF EVERETT
EVERETT MUNICIPAL BUILDING
MODERNIZATION AND TENNANT IMPROVEMENTS**

EXHIBIT B - CONCEPT FLOOR PLANS



LEGEND

- PERMITTING SERVICES
- PUBLIC INFORMATION & EDUCATION
- ENGINEERING
- UTILITY BILLING / FINANCE
- TRAFFIC
- PROSECUTOR'S OFFICE
- POLICE
- HUMAN RESOURCES
- SHARED AMENITIES
- BUILDING SUPPORT
- CIRCULATION
- NOT IN SCOPE



LEGEND

- PERMITTING SERVICES
- PUBLIC INFORMATION & EDUCATION
- ENGINEERING
- UTILITY BILLING / FINANCE
- TRAFFIC
- PROSECUTOR'S OFFICE
- POLICE
- HUMAN RESOURCES
- SHARED AMENITIES
- BUILDING SUPPORT
- CIRCULATION
- NOT IN SCOPE

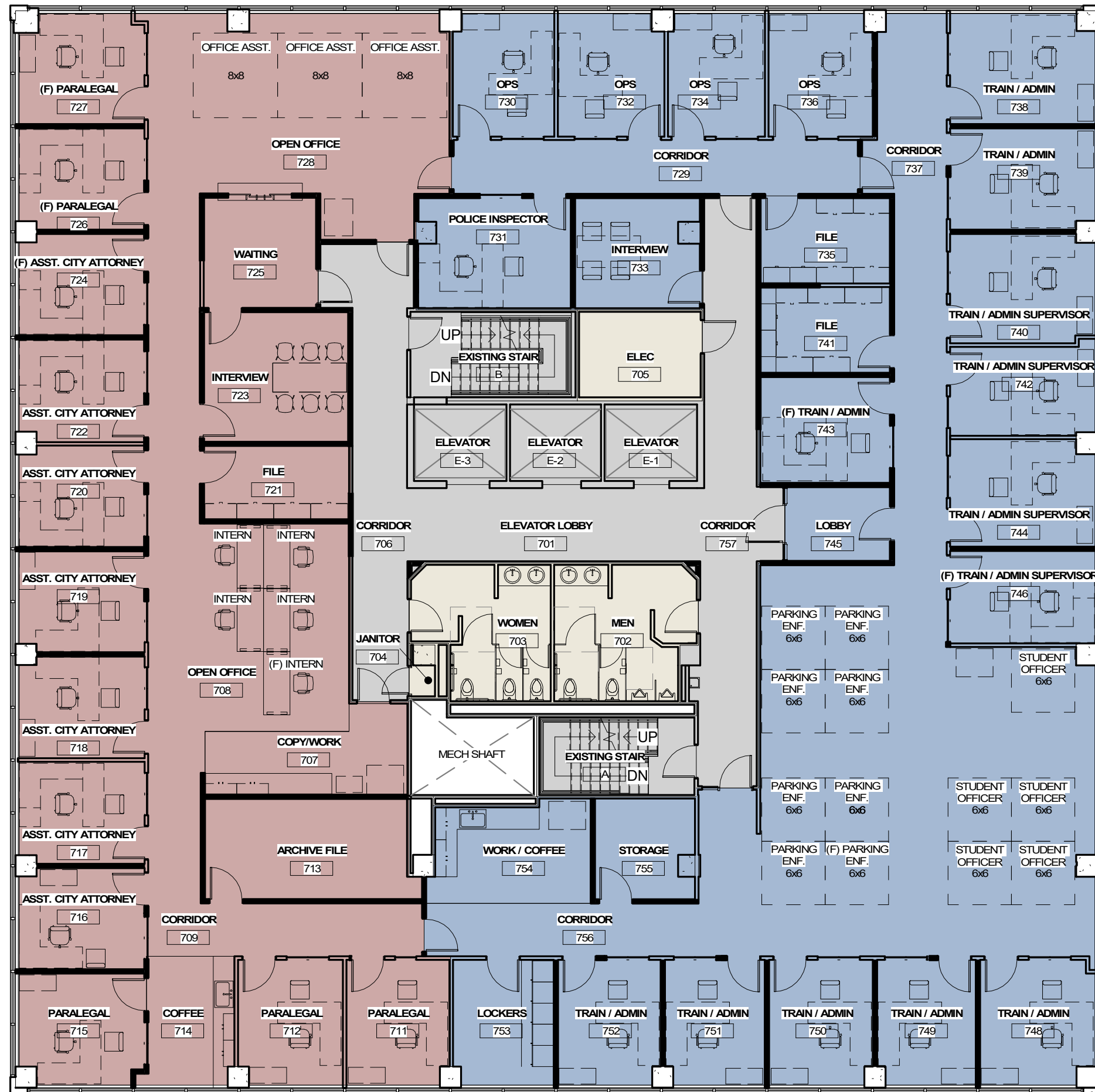


LEGEND

- PERMITTING SERVICES
- PUBLIC INFORMATION & EDUCATION
- ENGINEERING
- UTILITY BILLING / FINANCE
- TRAFFIC
- PROSECUTOR'S OFFICE
- POLICE
- HUMAN RESOURCES
- SHARED AMENITIES
- BUILDING SUPPORT
- CIRCULATION
- NOT IN SCOPE

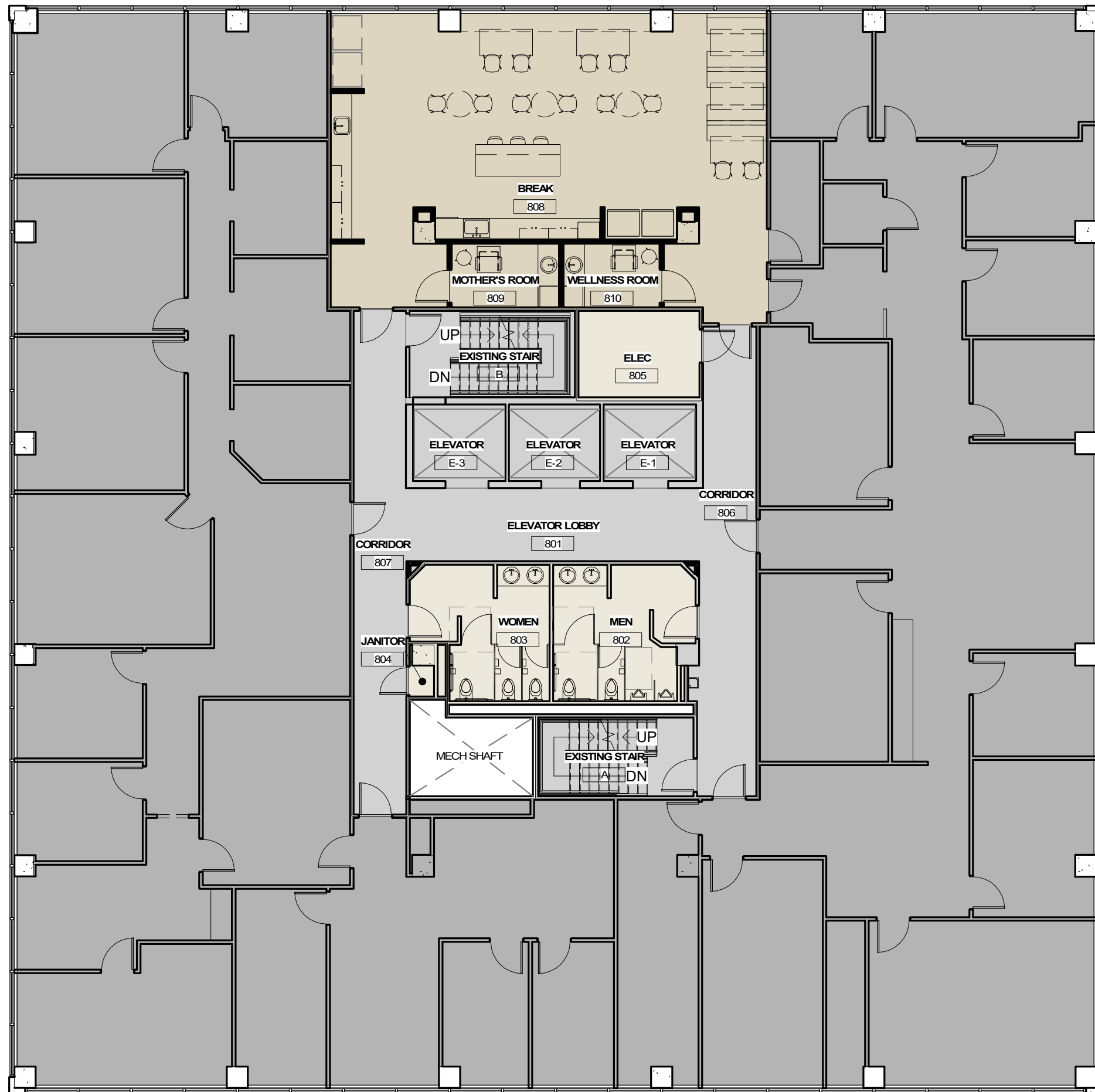


- ### LEGEND
- PERMITTING SERVICES
 - PUBLIC INFORMATION & EDUCATION
 - ENGINEERING
 - UTILITY BILLING / FINANCE
 - TRAFFIC
 - PROSECUTOR'S OFFICE
 - POLICE
 - HUMAN RESOURCES
 - SHARED AMENITIES
 - BUILDING SUPPORT
 - CIRCULATION
 - NOT IN SCOPE



LEGEND

- PERMITTING SERVICES
- PUBLIC INFORMATION & EDUCATION
- ENGINEERING
- UTILITY BILLING / FINANCE
- TRAFFIC
- PROSECUTOR'S OFFICE
- POLICE
- HUMAN RESOURCES
- SHARED AMENITIES
- BUILDING SUPPORT
- CIRCULATION
- NOT IN SCOPE



LEGEND

- PERMITTING SERVICES
- PUBLIC INFORMATION & EDUCATION
- ENGINEERING
- UTILITY BILLING / FINANCE
- TRAFFIC
- PROSECUTOR'S OFFICE
- POLICE
- HUMAN RESOURCES
- SHARED AMENITIES
- BUILDING SUPPORT
- CIRCULATION
- NOT IN SCOPE

Project Name	Project Description	Contract Method	Date of NTP	Original Contract Duration	Work or Calendar Days	Actual Contract Duration	Planned Budget Amount	Actual Budget Amount	Reason for Budget and Schedule Overruns
Fire Administration Building Renovation	Work being performed includes, but not limited to, office space renovation on both the 1st and 2nd floors; 1st floor ADA restroom, electrical, mechanical, phone and data systems; 1st and 2nd floor selected window replacements; and garage door replacements.	DBB	9/22/2020	170	working	196	\$1,600,000.00	\$1,611,649.00	Correct unforeseen conditions in the existing site and building due to asbestos abatement, install electrical generator connection and manual transfer switch and improve the quality of appearance and performance of the site and building.
Everett Downtown Streetscape Improvement Project	Construction of frontage and street improvements required to achieve overall redevelopment goals for the City of Everett.	DBB	7/8/2019	150	working	210	\$9,577,841.02	\$11,569,000	Additional schedule requirements, pandemic, working hours extended, and inclement weather conditions.
Evergreen Branch Library Renovation and Expansion	Work comprised of the building expansion of 5,580 sq. ft. and interior modernization of 8,730 sq. ft., including the addition of a fire suppression system; associated site and utility improvements	DBB	2/4/2019	230	working	338	\$6,504,861.00	\$6,900,000.00	Correct unforeseen conditions in the existing site and building, correct oversights in the original plans and specifications, comply with codes or rulings of building officials, and building inspectors and improve the quality of appearance and performance of the site and building. Inclement weather delays.
WPCF FEN Chlorination Building Upgrade (UP 3614)	Replace portions of the pump station and outlet piping systems to increase discharge capacity at the pump station, replace/upgrade the existing chlorination building.	DBB	12/3/2018	394	calendar	633	\$8,200,000.00	\$8,031,300.59	Additional investigation, design, and construction scope was required to address several conditions that were not observable or foreseeable prior to construction
Three Lakes Valve Bypass	Install 36-inch diameter bypass pipe around an existing vault that will allow maintenance on the valve/vault structure without shutting down Transmission Line 5.	DBB	10/16/2017	201	calendar	254	\$1,217,490.34	\$1,306,828.14	Some design changes were necessary, relating to safety and constructability issues. Contractor earned an incentive bonus for limiting transmission line shutdown time. Schedule was extended due to increased scope and weather delays.
East Clearwell Roof Replacement (UP 3662)	Replace failing roof on an existing finished water storage reservoir (clearwell) at Everett's Water Filtration Plant	DB	10/10/2017	248	calendar	307	\$3,022,197.06	\$3,116,022.97	Additional investigation, design, and construction scope was required to address several conditions that were not observable or foreseeable prior to construction
Grand Ave Park Bridge	Construction of a 283-foot pedestrian bridge that connects the Grand Avenue neighborhood to the waterfront area. The bridge, which crosses the railroad and West Marine View Drive, also carries large utility pipelines that had previously been supported on a steep slope.	DBB	8/28/2017	360	working	481	\$13,789,438.50	\$15,000,000	Insufficient design, required additional design and contractual amendments.
Sewer Regulators R4 & R39 Modifications (UP 3633)	Sewer Hydraulic and Flow Improvements	DBB	8/28/2017	115	working	115	\$1,098,104.63	\$1,155,037.44	Change order related to design changes.
Hayes Street Regulator & CSO Controls (UP 3398-31)	Sewer Improvements	DBB	5/8/2017	244	calendar	289	\$3,034,395.00	\$3,112,368.08	Additional quantities of grading/paving needed over what was included in original contract, design changes needed to accommodate geometric constraints. Additional time added to schedule to accommodate.

Watermain Replacement "R" (UP 3646)	Replacement of old watermain	DBB	5/2/2017	N/A	calendar	269	\$1,700,000.00	\$1,252,714.73	N/A. Project remained on schedule and under budget.
Shore Ave Storm Water Outfall (UP 3118)	Stormwater system improvements, including cathodic protection.	DBB	8/5/2015	100	working	185	\$2,300,000.00	\$1,919,191.94	Additional time needed for ordering of long-lead items and various design changes.
Riverfront Lift Stations 33, 43, & 21 (UP 3314)	Construct 3 new sewer lift stations	DBB	5/11/2015	275	working	344	\$6,800,000.00	\$6,550,732.53	Design changes
Sewer M Phase I (UP 3470)	Sewer Improvements	DBB	3/20/2015	260	working	300	\$11,500,000.00	\$11,398,259.79	Scope of project increased during construction due to City pursuing additional improvements.
Riverfront Lift Stations 33, 43, & 21 (UP 3314)	Construct 3 new sewer lift stations	DBB	5/11/2015	275	working	344	\$6,800,000.00	\$6,550,732.53	Design changes
Sewer M Phase I (UP 3470)	Sewer Improvements	DBB	3/20/2015	260	working	300	\$11,500,000.00	\$11,398,259.79	Scope of project increased during construction due to City pursuing additional improvements.
Riverfront Lift Stations 33, 43, & 21 (UP 3314)	Construct 3 new sewer lift stations	DBB	5/11/2015	275	working	344	\$6,800,000.00	\$6,550,732.53	Design changes
Sewer M Phase I (UP 3470)	Sewer Improvements	DBB	3/20/2015	260	working	300	\$11,500,000.00	\$11,398,259.79	Scope of project increased during construction due to City pursuing additional improvements.
Sewer Lift Station #24 (UP 3313)	Demolition of existing structure and replaced lift station with new building.	DBB	12/1/2014	280	working	263	\$7,958,188.85	\$7,800,022.66	Contract extended to accommodate additional work not anticipated during the design.
E Grand SS Replacement & Stormwater Separation (UP 3398)	Improvements to sanitary sewer system and separation of sewer and storm flows along East Grand Ave.	DBB	10/20/2014	260	working	288	\$5,797,021.15	\$6,149,491.15	Design changes
Water Main Replacement N (WO#-3569)	4,400 feet of existing 6-in. and 8-in diameter water main and appurtenances with new 8-in. and 12-in. water main and new appurtenances.	DBB	8/11/2014	120	working	134	\$1,062,406.59	\$995,407.73	Time extension granted due to adding additional work.
Transmission Line 5 Crossing Pilchuck River (WO# - 3521)	Install a new replacement segment of 51-in welded steel pipeline beneath the Pilchuck River	DB	7/1/2014	7/1/2014	NA	12/31/2015	\$3,292,000.00	\$3,609,685.00	DNR required existing pipe removal under the river that was added to the contract.
Water Pollution Control Facility Phase C - (WO# - UP3412)	Project includes expansion of the existing Aeration Basin by 30%, construction of a new Trickling Filter with a feed pump, construction of a new Secondary Clarifier, one additional 5 MGD Pump at the South Effluent Pump Station, relocation and increased capacity of the 3W Pump Station, relocation and increased capacity of the 3W Pump Station, and extensive electrical control upgrades throughout the plant.	GC/CM	3/14/2014	2 years	calendar	2 years	\$31,300,000.00	\$24,000,000.00	Using GC/CM process led to more work being performed than was planned at a lower cost than planned.

