



February 19, 2021

Project Review Committee
Department of Enterprise Services
Engineering & Architectural Services
Post Office Box 41476
Olympia, WA 98504-1476

Reference: Intrinium Building

Dear Project Review Committee:

The Spokane Conservation District (SCD) is pleased to submit its project application for your review and approval to use the Progressive Design Build (PDB) method for the Intrinium Building project.

After reviewing the various delivery methods with the assistance of OAC Services, Inc., SCD believes that the Progressive Design Build delivery method gives us the best opportunity to deliver the predictable outcome we strive for, while incorporating the most innovative ideas for the Intrinium Building.

OAC Services is our project manager and will be directly reporting to me for the duration of the project. OAC will lead and facilitate the PDB procurement, preconstruction service, and GMP Amendment negotiations. OAC possesses significant PDB experience and currently has a representative on the PRC.

We are excited to present our project application and qualifications to the PRC and look forward to its review and comments. If you have any questions, feel free to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Vicki C. Carter".

Vicki Carter
Director
Spokane Conservation District
vicki-carter@sccd.org
509-535-7274, ext. 213

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

APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

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

Identification of Applicant

- a) Legal name of Public Body (your organization): **Spokane Conservation District**
- b) Address: **210 N Havana St, Spokane Valley, WA 99202**
- c) Contact Person Name: **Vicki Carter** Title: **Director of Spokane Conservation District**
- d) Phone Number: **509-535-7274** E-mail: **vicki-carter@sccd.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Intrinium Building**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)
The Spokane Conservation District (SCD) would like to partner with the CERB (Washington State Department of Commerce’s Community and Economic Revitalization Board) to construct the next phase of development at SCD’s Conservation Business Park (Park) using the Committed Private Partner Program (CPPP). The SCD has entered a public-private partnership with Intrinium (private partner), a high-tech firm specializing in information technology and security solutions, to construct a new facility in the Park to house Intrinium’s rapidly growing staff and operations. Intrinium currently leases a 7,000sf building in the Park that it is outgrowing and has projected future staff needs of approximately 100 employees housed in a roughly 13,000sf facility. CERB’s CPPP low-interest loan would allow SCD to construct a \$3.75 million facility that will be leased to Intrinium that allows them to stay in the Park. The facility will contain a laboratory, 15 offices, and hotel space for their employees.

SCD has created a unique business model with development of the Park by using the natural features and heritage of a rock quarry to house SCD’s needs and those of key business partners. The Conservation Business Park seeks to provide tenants with opportunities to preserve nature, work in nature, teach nature, explore nature, and live in nature. Construction of the new building will allow Intrinium to remain in the Spokane region and in Washington State. As a tech company, Intrinium’s salaries are well over the hourly minimum required for the CPPP. Between construction and operations, this building alone is expected to generate over \$23 million in gross regional product and support close to 240 jobs over the next five years.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 300,000
Estimated project construction costs (<i>including construction contingencies</i>):	\$ 2,766,250
Equipment and furnishing costs	\$ 100,000
Off-site costs	\$ 0
Contract administration costs (owner, cm etc.)	\$ 50,000
Contingencies (design & owner)	\$ 200,000
Other related project costs (briefly describe) - Special Inspections and testing	
SEPA, Geotechnical Report, Commissioning, etc.	\$ 40,000
Sales Tax	\$ 333,750
Total	\$ 3,750,000

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*

On January 21, 2021 SCD received a \$3 million loan to construct the new facility. SCD will have 6 months to enter into a GMP contract no later than July 20, 2021. Intrinium will be contributing the additional \$375,000 into the project which will fund mainly the interior build out of tenant improvements.

3. Anticipated Project Design and Construction Schedule

Please provide (See Attachment B for an example schedule.):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

Description	Duration	Start	Finish
PRC Meeting/Approval Letter	1 day	3/26/2021	3/26/2021
Draft RFQ/Ad/Outreach/Q&A	2 weeks	3/29/2021	4/9/2021
PDB RFP Process	2 weeks	4/12/2021	4/23/2021
PDB Interviews	1 weeks	4/26/2021	4/30/2021
Design Builder Selection	1 day	4/30/2021	4/30/2021
PDB Contracting	1 months	5/1/2021	6/1/2021
Early Site Package Design	6 weeks	6/1/2021	7/15/2021
Early Site Package Construct	2 months	7/15/2021	9/15/2021
Ongoing PDB Design/Permitting	3 months	7/15/2021	10/15/2021
Final Design	1 day	10/15/2021	10/15/2021
Negotiate GMP	2 weeks	7/01/2021	7/15/2021
PDB Construct	6 months	9/15/2021	3/15/2022
Project Completion/Punch/Move -in	1 months	3/15/2022	4/15/2022
Closeout	1 months	4/15/2022	5/15/2022

4. Explain why the DB 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 the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

The CERB grant awarded to SCD requires the owner enter into a GMP contract no later than six months after the grant is awarded. This short time frame does not allow for the more standard delivery methods which require design to be mostly complete prior to bidding the project. The short duration to enter into a GMP contract requires a progressive design build delivery method to enter into a GMP contract early in design.

The Geology and Hydrology of the site also poses multiple challenges that can be more-easily overcome through the use of PDB. The site sits at a confluence of the Glenrose watershed which contains unpredictable hydrology, along with a unique geology feature in which two types of earth, basalt and granite, come together to form the bedrock. This also poses challenges for any earthwork and/or footings. Allowing the contractor to bring their expertise to the fore-front of the project to help investigate existing conditions, facilitate mitigation, coordinate the design with sub-contractors and ensuring that the goals of SCD are met are the benefits that are desired by the use of PDB.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

Even though the Intrinium Building site will pose many challenges to the PDB team due to the hydrology and geology of the site, there are countless opportunities for the project to be enhanced with innovative ideas that will make the design more efficient and the budget stretch further. SCD will look to develop a team that will be open to finding solutions that will minimize budget impacts to the ground and foundation work to maximize the building potential. The schedule for entering into a GMP is tight, so the PDB team will need to be selected and agree to a GMP as well.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.
By utilizing PDB, the team will be able to accelerate the design timeline, allowing the site package to begin construction prior to the building design being 100% complete. By expediting the schedule in this manner, construction of the site and foundations can begin prior to completing design reducing the construction schedule by several months. PDB also allows SCD to lock-in project budget early and avoid some cost escalation, which is crucial as the CERB grant is a fixed amount; there are no additional funds for cost overruns. In addition to locking-in the budget early, utilizing the outlined schedule will allow the team to strategically time the bid packages, optimizing the best value for the various scopes of work. The PDB team will also provide valuable constructability reviews, bring VE options to the table, and be able to identify long lead procurement items to stay on pace with an aggressive schedule.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or [See 5.1 & 5.2](#)
- How the use of the traditional method of awarding contracts in a lump sum (*the “design-bid-build method”*) is not practical for meeting desired quality standards or delivery schedules. [See 5.3](#)

5.1
Progressive Design Build delivery will provide a fiscal benefit to SCD by accelerating the overall delivery process, reduce the associated cost escalation, confirm the overall budget for the facility early in the design process, and increase the predictability of the outcome. By utilizing PDB, SCD can work with the DB team efficiently to plan and time bid packages, schedule the sequence of work, and time the GMP lock-in.

5.2

In addition, it is important to point out, once the GMP is set, the risk of the final project cost exceeding the approved GMP, due to unforeseen change orders, is greatly reduced over a Design Bid Build project of similar size and scope. Because the design of a Design Build project is warranted by the Design Builder and not the Owner, the risk of change orders from errors and omissions in the documents is nearly nullified. The exception would be the discovery of significant unknown subsurface site conditions or Owner directed increases to project scope.

5.3

The Spokane and Eastern Washington construction markets are extremely busy. There have been challenges not only getting General Contractors interested in jobs, but also getting adequate subcontractor coverage. The PDB method will allow our team to efficiently formulate with the use of subcontractor procurement for key scopes. In addition, the ESD has a limited budget. By utilizing the PDB method, we will have real time cost estimating abilities, maximizing our value through the design process. Too often, DBB projects either bid too high, forcing us to VE critical elements out of the project after it has been bid, or sometimes too low, due to poor estimating, which leaves out elements of the project that could enhance functionality. PDB is the best way for SCD to stay within the budget and maximize value. PDB will reduce SCD’s “risk” due to errors & omissions in the bidding and construction documents, and the ability to contract our designers and contractors under one contract will assist a department with limited personnel.

The ability to choose your team based upon qualifications rather than low bid in a very hot market is key, as we cannot afford a contractor that is not qualified or experienced.

6. Public Body Qualifications

Please provide:

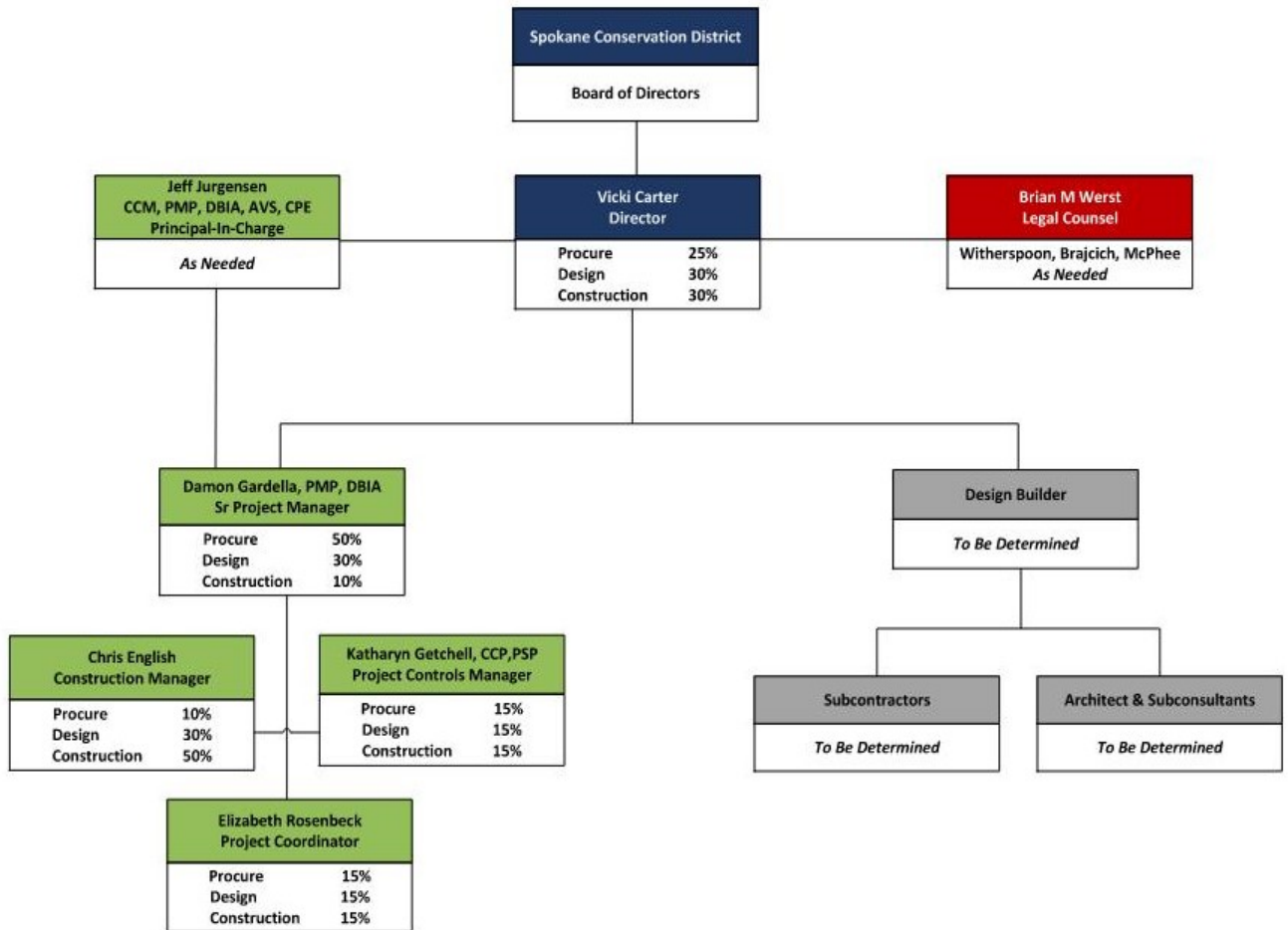
- A description of your organization’s qualifications to use the DB contracting procedure.
Over the last two years, SCD has constructed the first building on their 50-acre campus which will house their own employees. Their facility is currently under construction and nearly complete. DBB was used for this project, and while this has been a good delivery method for this project, the time frame for DBB will not work for the CERB grant timeline requirements. PDB will allow us to lock in our GMP and our budget early to minimize the risks associated with cost escalation.

SCD has retained OAC Services, Inc. for comprehensive PM/CM services. OAC will help advise SCD through the PDB procurement, planning, design, construction and closeout. Project oversight and Design Build advisement will be administered by Jeff Jurgensen. Senior Project Manager, Damon Gardella will report directly to Jeff. Project Manager Chris English will be reporting directly to Damon Gardella on the job. The identified OAC team has worked together on previous projects.

As one of the state's most experienced alternative delivery project management consultants, OAC has successfully managed DB projects ranging from \$2M to over \$200M for various clients including Washington State University, King County, City of Spokane, General Services Administration, and the Washington Public Utility District.

Vicki Carter, Director of Spokane Conservation District, will be the main point of contact for SCD for the duration of the project. Vicki is involved in the current project within SCD and is eager to be a part of the PDB process.

- 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 Attachment C for an example.)



- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Vicki Carter, Director of Spokane Conservation District

Role on this project: SCD Project Executive

Vicki Carter has served as the Director of the Spokane Conservation District since 2011 and as their Operations Director for the prior 20 years. Her experience includes program development and leadership of an organization with 20+ employees and \$8+ million annual budget. Her previous work and interests include some residential construction and real estate development. She has personally restored two historic homes in Spokane (Browne's Addition and Peaceful Valley) and built two new homes. This project was her vision to restore and build out a business campus that would provide a unique intersection between natural resources management and high-tech industry. Carter was instrumental in the negotiation and purchase of the 50-acre site including an existing 7,000 sq.ft. building. In her role as the public entity "owner", she has been actively involved in the conceptual planning, design, site development, and construction of a 12,500 sq.ft. building that will serve as the SCD's new headquarters in February of 2021.

Jeff Jurgensen, Sr. Vice President, CCM, DBIA

Jeff has over 28 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Spokane Public School District agency approval. He also has worked on six major capital Design Build projects, one Design Build project at Spokane International Airport as well as one K12 Design Build project with the Paschal Sherman Indian School in Omak, Washington and led the City of Spokane through their first Design Build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington and Spokane local construction market. He is also a current sitting member on the Project Review Committee.

Damon Gardella, Senior Project Manager, PMP, DBIA

Damon has more than 24 years of experience in the construction industry, including 18 years of experience on alternate delivery contracts including 10 Design Build projects for the Federal Government including Fairchild AFB, and the Army Corp of Engineers and 1 Design Build project for Ellensburg School District. Other alternative delivery experience includes GC/CM, Job Order Contracting, and Indefinite Delivery Indefinite Quantity. Damon also has 13 years as Program Manager for contracts in the Eastern Washington and the northwest region, with success in developing long-term relationships with his customers and internal teams while working to continually adapt his approach of project management to the specific needs and preferences of each client. Damon has successfully managed projects of varying scope, size, and complexity for multiple clients at any given time.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. 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.

Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

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Chris English, Project Manager, PMP

Chris has spent seven years working in project management in the construction industry and over 14 in the construction industry. He graduated with a construction management degree from Brigham Young University. His experience has been working on infrastructure and tenant improvement projects ranging in size from \$50k to \$17 million. Chris' ability to identify risks and opportunities and implement effective plans while keeping constant communication with clients makes him a great addition to our team. Since joining OAC in October 2016, Chris supported several major alternative delivery projects with the Lake Washington School District Bond program work, Mead School District Bond Program and the Spokane International Airport Security Upgrade Project. Chris will support the Intrinium Building Program Manager during all phases of the project.

- 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.
OAC will be used as the Project Management firm for the planning, design, construction, and closeout of the project. The funds for OAC is allocated within our Total Project Budget for planning through closeout. OAC Services is under contract with SCD from February 2021 through July 2021, and negotiating the contract for services during construction.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
OAC has completed or is currently managing 18 Design Build projects ranging from \$3M-\$200M including Progressive Design Build. OAC's project portfolio also includes fire stations in Bothell, Issaquah, Puyallup and Spokane Valley. An active participant in Alternative Project Delivery, three OAC staff members, including two on this project, have served on the Project Review Committee and have provided training in GC/CM and Design Build delivery in Washington, Montana and Alaska.

Please see the attachment D as presented.

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

Director of Spokane Conservation District, Vicki Carter, will be the point of contact for SCD, and is dedicated to this job as the primary decision maker. Vicki's time will be allocated appropriately in order to make timely decisions to keep the project moving forward. The primary Progressive Design Build advisors will be Jeff Jurgensen and Damon Gardella, who will take the lead on the PDB procurement strategy, schedule, interviews and RFP process. Reporting directly to Jeff and Damon will be Project Manager Chris English. Weekly meetings between Vicki, her staff and OAC will be held to review schedule, content, and make timely decisions. SCD will lean heavily on OAC to provide the resources, knowledge, experience, and comprehensive PM/CM management support. Close collaboration between SCD and OAC will be instrumental in successful outcomes. In addition to the aforementioned OAC staff, Kat Getchell will be providing Project Controls management, and Elizabeth Rosenbeck will be in the support role of Project Coordinator.

Our high-level summaries below clearly articulate our organizational controls.

Project Management and Decision Making

- Authority and decision-making responsibility will be provided by SCD Director, Vicki Carter with implementation by OAC Services.
- OAC is currently, and will continue, to meet with SCD weekly to discuss and plan project needs, milestones, develop strategy and courses of action for implementation of the project.
- Damon Gardella will be the primary point of contact for OAC with assistance from Jeff Jurgensen.

Selection Committee

- The DB Selection Committee will consist of SCD staff, administration and leadership personnel.
- OAC will be a non-voting member of the selection committee, but involved to organize and facilitate and monitor the selection process.

Communication

- SCD will use a variety of well-established formal and informal tools to provide effective and impactful communications with all of those involved in the project consistently.
- SCD will advertise the RFQ and post on the website.
- During the RFP phase, the selection committee will meet with the shortlisted teams in a design builder-led proprietary meeting to discuss project objectives, project approach, project procedures and project specific ideas to allow the design build team to complete their proposal.
- Once a "most qualified" design build team is selected, SCD and OAC will meet with the design build team during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to verify the owners expectations and vision of the completed project are being achieved.

Project Progress

- Progress will be reported weekly by the design build team to the SCD Director and OAC.
- Formal reports will be sent to SCD and other stakeholders as desired by the Director.
- Project status updates posted to the SCD website as desired by Director.

Budget Monitoring

- OAC will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis.
- Financial reporting will be provided by OAC to the Director after Kat Getchell meets with the SCD finance department to reconcile costs every two weeks. These reports will be then used by the Director in her presentations Board Members.
- SCD will maintain its own project contingency and reserves to address any owner driven scope changes or unforeseen conditions. SCD is currently completing geotechnical studies and investigations to help to reduce the unforeseen.

Schedule

- The proposed project milestone schedule will be provided in the Design Build RFQ/RFP documents.
 - Successful design build team will work with the owner to produce a very detailed project schedule accounting for permitting, design, bidding and construction, closeout and warranty.
 - Weekly look-ahead schedules will be delivered along with monthly updates at each pay application.
 - OAC (Kat Getchell) will review and comment on the submitted baseline schedule before approving.
- A brief description of your planned DB procurement process.
The PDB procurement process will be awarded through a competitive process. We will publish a solicitation for Design Build services in a local, and state publication for no less than two weeks. The request for qualifications will include a description of the project, estimated value, the schedule for the procurement process and the project, and the reasons for using the Progressive Design Build procedure. The RFQ will contain a description of the qualifications required, a description of the evaluation process and the weighted factors. We will set an honorarium that will be paid to the finalists submitting responsive proposals. Upon selection of the finalists, a request for proposal will be issued to the finalists. The RFP requirements will include specific forms used by the finalists and a summary of their accident prevention plan with an overview of its implementation. We will establish an evaluation committee to evaluate all proposals from the finalists, which will be scored on the factors, weighting, and process identified in the RFQ. All finalists will be notified within 24 hours of selection whether they were successful or not.

Our procurement process will include the following items:

- Market the project to the contracting community (already occurring)
- Develop the RFQ & RFP together in review with SCD for coordination purposes
- Issue RFQ to solicit Statements of Qualifications from teams
- Review & score statements of qualifications received from teams to arrive a shortlist of 2 to 3 of the highest ranked teams
- Issue the RFP to solicit written proposals from the finalists
- Proprietary meeting with finalists to answer questions helping them complete their proposals
- Receive and review proposals (with the exception of price factors, which will be held confidential until after scoring of other proposal information)
- Interview design build finalists
- Score proposals
- Open and score price factors
- Recommend award to the highest ranked team after the protest period ends
- OAC always recommends a consensus scoring process from the committee and will do so here

The first phase is to issue the RFQ with description and weighted criteria, proposed budget, schedule and experience of team and members.

The second phase will be to provide the RFP documents to the finalists which will include the following:

- Request for the DB approach to project specific criteria
- Price factor proposal form
- Draft of all proposed design build contract documents

A design build led pre-bid meeting will be held with all firms during the proposal development phase to allow them to ask questions and provide feedback on project approach and concepts for feedback and input. Following this meeting, the proposals will be submitted for review with the exception of the pricing factor which will help in confidence until the final scoring of all non-price factors are complete. Following the submission of the RFP documents, each team will be invited to an interview where they are able to present their project approach and answer questions of the selection committee. There will be points awarded for the interview as well as a price related factor as part of the RFP. The weighting

of the price and cost factors will be minor in comparison to the weighting of the project approach and interview.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.
Spokane Conservation District currently utilizes Witherspoon, Brajcich, McPhee to facilitate contract documents and terms for their construction projects. This will remain as such for the Intrinium Building.

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 Attachment E. 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

Project	Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
SCD Phase 1 office	New facility	Bid-build	7-2020	2-2021	7-2020		\$6.1M		
SCD	Addition	Bid-build	3-1998	11-1998	3-1998	11-1998	\$500k	\$500k	

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. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

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

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

[See attached sketch highlighting the areas of scope.](#)

9. Resolution of Audit Findings On Previous Public Works Projects

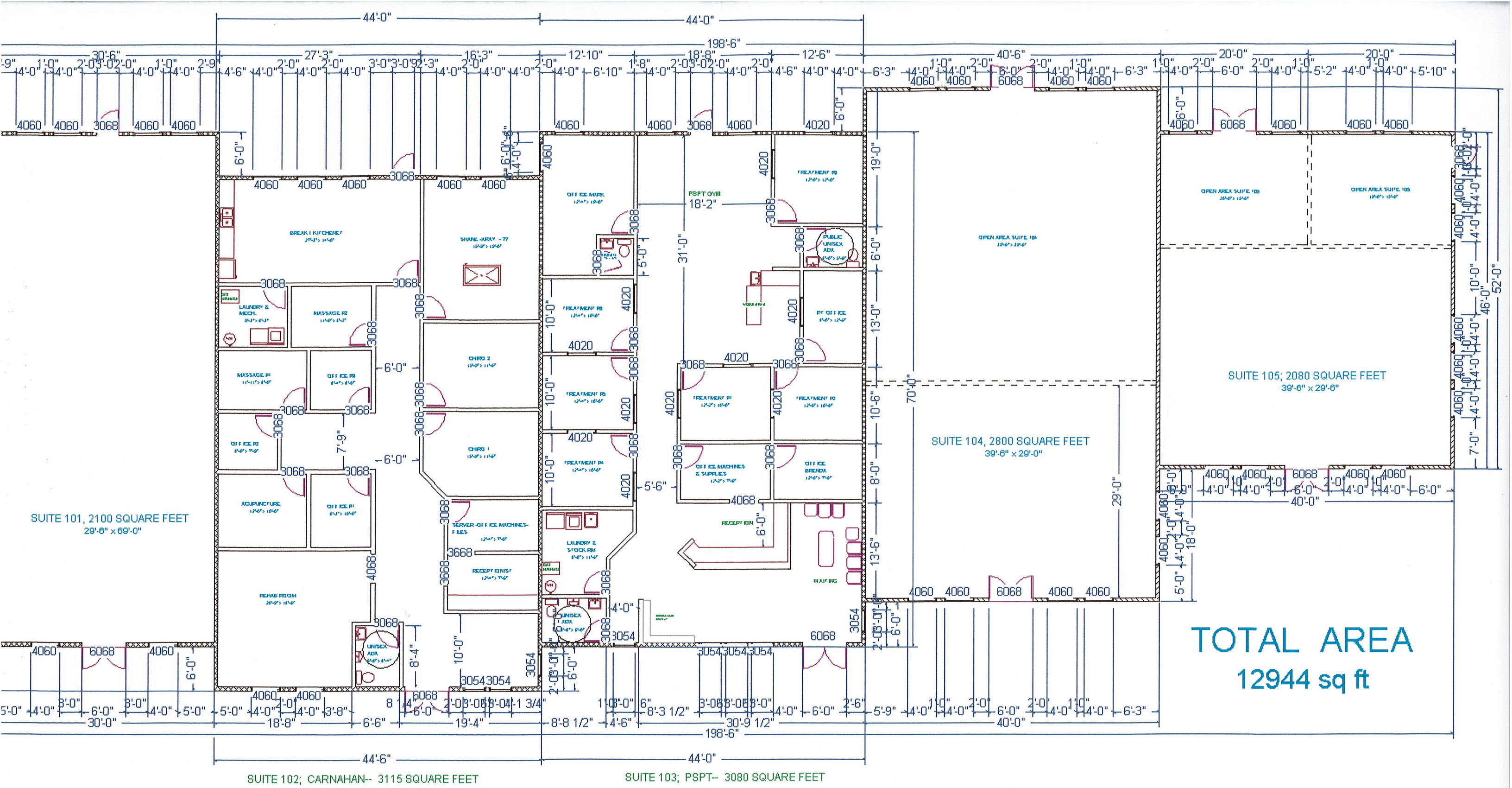
If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

[There are no known audit findings on previous public works projects.](#)

10. Subcontractor Outreach

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

[SCD and OAC will work closely with the local AGC to generate interest in the job and put it on the bidding calendar. Flyers will be produced for the job and distributed to the AGC. Public meetings will also be held to further enhance interest, and emphasize the encouragement for small contractors, women owned businesses, minority owned business participation.](#)



SUITE 101, 2100 SQUARE FEET
29'-8" x 69'-0"

SUITE 102; CARNAHAN-- 3115 SQUARE FEET

SUITE 103; PSPT-- 3080 SQUARE FEET

SUITE 104, 2800 SQUARE FEET
39'-6" x 29'-0"

SUITE 105; 2080 SQUARE FEET
39'-6" x 29'-6"

TOTAL AREA
12944 sq ft

CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 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 the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

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

Signature: 

Name: Vicki C. Carter, Director (*public body personnel*)

Title: Director _____

Date: February 18, 2021 _____