



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

**Application for Project Approval
GC/CM Delivery**

**Submitted by
Metro Parks Tacoma
Point Defiance Zoo & Aquarium
May 1, 2015**

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

APPLICATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

1. Identification of Applicant

(a) Legal name of Public Body (your organization):

Metro Parks Tacoma
Point Defiance Zoo & Aquarium

(b) Address:

5400 North Pearl Street
Tacoma WA, 98407

(c) Contact Person Name: Stan Chapin

Title: Operations Manager

(d) Phone Number: (253) 404-3802

Fax: (253) 591-5337

E-mail: stan.chapin@pdza.org

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.

The existing North Pacific Aquarium opened in 1963 and is nearing the end of its ability to contain saltwater. The bond funds its replacement. Through assessment of the zoo context, analysis of the previous materials developed to date, and in-depth listening sessions with the stakeholders, the Implementation Team derived six over-arching goals for the Aquarium project.

- 1) Deliver Project within Budget
- 2) Care for the Existing Collection
- 3) Raise Attendance a Minimum of 10%
- 4) Enhance the Visitor Experience
- 5) Distribute Experiences Across Zoo
- 6) Enhance Destination Point Defiance

The project itself will consist of two primary multi-gallon cast-in-place concrete tanks totaling 340,000 gallons, acrylic viewing galleries, animal life support systems, exhibit areas, education space and support spaces totaling 30,000 sq. ft. The project will be built within the current Point Defiance Zoo and Aquarium operating boundaries.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Design Services (A&E, Acrylic& Glass, and Exhibit Interior)	\$3,839,206
Estimated project construction costs (including construction contingencies):	\$32,102,198
Equipment, graphics and furnishing costs	\$4,859,317
Contract administration costs (Owner, CM, etc.)	\$695,000
Contingencies (design)	\$2,289,255
Other related project costs (Inspections, Permitting, Surveys, etc.)	\$1,149,683
Sales Tax	<u>\$3,191,131</u>
Total	\$48,125,790

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

City of Tacoma voters approved \$65.4 million for improvements at Point Defiance Zoo & Aquarium (PDZA) as part of a larger \$198 million Metro Parks Tacoma Bond in March, 2014. This bond authorized money for five projects – a new Pacific Rim Aquarium being one of them. These projects are detailed in the January 2014 Capital Program Plan.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

(See Attachment B for an example schedule.)

See Preliminary Schedule Exhibit A

Relevant milestones and activities:

Preliminary Design Complete	Spring 2015
PRC Application Submission	May 2015
PRC Presentation	May 2015
Procure GC/CM contractor	June 2015
Begin Final Design Process	Spring 2015
Permitting 90% CD	May 2016
Begin Construction	Summer 2016
Construction Complete	December 2017
Exhibit Move in	Spring 2018
Public Grand Opening	Summer 2018

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.

Not Applicable

5. 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?
- 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 9.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- 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?
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

The new PDZA Aquarium project meets four of the six GCCM criteria.

Complex Phasing and scheduling involved:

Coordination with the zoo on relocating the existing exhibit inhabitants and the nature of the complexity in building an aquarium of this size. The unique Life Support System that is required to maintain fresh sea water for the exhibit and other projects coming down the pipeline that could affect its design. The aquarium also includes a number of specialty items that will be procured separately from the main construction contract. These include the specialty acrylic tank windows, as well as furniture and equipment.

Construction at an existing facility with relocation during construction:

Critical operating functions of the zoo will need to be maintained to allow access for visitors and zoo workers throughout the construction phase.

The Project involves a complex and technical work environment at an operating zoo & aquarium:

The current Life Support System will have to be modified and expanded upon while it distributes filtered sea water to other exhibits (Rocky Shores & Arctic Tundra), which will be occupied during construction.

GCCM involvement is critical during the design phase:

In order to maximize the value of allocated funds, increase the financial and schedule predictability and coordinate the complex Life Support Systems, GCCM involvement is critical.

6. 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 example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- 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.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

GC/CM will benefit the public by increasing predictability and reducing financial risks:

GC/CM delivery improves cost and schedule predictability beyond that available using Design-Bid-Build. With the core team members involved during design, cost comparison, value engineering and constructability review efforts are more accurate and more robust.

A qualification-based contractor selection helps ensure quality execution:

A limited number of contractors in the area have the relevant experience necessary to complete a project like the new PDZA Aquarium and GCCM delivery will help ensure that only the most highly qualified contractors compete for the project.

7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
- 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 (not complete résumés).
- 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 Attachment D for an example.)
- The qualifications of the existing or planned project manager and consultants.
- 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.
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

PDZA Public Body Qualifications: Metro Parks Tacoma and the PDZA have assembled a highly qualified and collaborative Owner-Architect team fully capable to deliver the Aquarium using GC/CM delivery to its fullest potential and in the public benefit. **See Exhibit B for further details.**

The PDZA Aquarium team is made up of highly qualified GC/CM (or equivalent) professionals. Led by a 25 year veteran project manager, the PDZA will be supported by:

EHDD, San Francisco: Preeminent aquarium and zoo designer with GC/CM type experience throughout the world. Founded in 1946 EHDD is known worldwide for its work on award-winning aquariums including the Monterey Bay Aquarium. A strong proponent and practitioner of negotiated project delivery and integrated Owner-Architect-Contractor teams, EHDD was an early and strong advocate for GC/CM delivery for the PDZA Aquarium.

BCRA, Tacoma: Strong, local architect and civil engineer with extensive GC/CM experience in Washington including four elementary schools for Clover Park School District on Joint Base Lewis McChord, and the first phase of the Bay Vista Community Redevelopment project for the Bremerton Housing Authority. BCRA has a long term relationship with PDZA and four GC/CM projects with OAC.

OAC Services, Seattle: Washington's most experience GC/CM project manager and advisor with over \$3B of alternative public works projects completed or underway. OAC's team will play a supporting role throughout the project including GC/CM procurement, contracting, pre-construction consulting, buyout GMP negotiations, execution and closeout. OAC's scalable resources are available to PDZA and Metro Parks Tacoma throughout the Aquarium or other bond projects. See Exhibit F for additional details on OAC, its GC/CM experience and staff members.

Perkins Coie, Seattle: Serving the project's legal needs will be the region's premier owner's attorney providing contracting and legal advice from procurement through completion. Perkins Coie and OAC will leverage their 20 year+ relationship to speed contract development, negotiations and execution.

The Project Team:

Stan Chapin, PDZA Project Manager

Stan Chapin will be the overall project manager for the PDZA Aquarium, overseeing all aspects of design, construction, cost control, scheduling, commissioning and close out. Mr. Chapin has 25 years industry experience including 10 years in USAF as Biomedical Engineer and 15 years as PDZA Operations Director. Mr. Chapin's PDZA projects include the \$3.3M Animal Healthcare Facility, \$1.1M Maintenance Facility, \$4.3M Wild Wonder Outdoor Theater, \$10.5M Asian Forest Sanctuary, \$5.8M Entry/Café/Education Center, \$1M Clouded Leopard Exhibit, \$1.2M Carousel Facility, \$3.1M Kids' Zone Phase I and \$4.4M Kids' Zone Phase II. Mr. Chapin and the PDZA have re-organized staff assignments so that Mr. Chapin can dedicate 100% of his time to the PDZA bond projects.

Jennifer K. Devlin-Herbert, FAIA, Principal, EHDD

Jennifer K. Devlin-Herbert, FAIA, LEED® AP BD+C is a leader in the development of collaborative design processes, and principal at the award-winning San Francisco firm, EHDD. Throughout her 20-year career, Jennifer has cultivated both high-performance teams and high-performance buildings in an expanding range, scale and complexity of project types, both regionally and internationally. As Principal in Charge, Jennifer has designed and led numerous GC/CM (or equivalent) projects including the vertical campus at City College of San Francisco Chinatown/North Beach, the Yreka Courthouse for the Administrative Offices of the Courts, and Lands End Lookout Interpretive and Visitor Center, among others.

Phoebe Schenker, Designer and Project Manager, EHDD

Phoebe Schenker, AIA, LEED® AP combines her innate problem solving skills with a passion for sustainability to design spaces that raise environmental awareness and elevate user experience. As an architect and Senior Associate at EHDD, she has managed and designed GC/CM (or equivalent) projects of varying scales—from a Master Plan for the South End of the Golden Gate Bridge, to a \$100 million expansion of the California Science Center in Los Angeles, and Lycée Francais de San Francisco's new campus in Sausalito.

Stuart Young, Principal, BCRA

Stuart Young has extensive experience in all phases of architectural design, including programming, schematic design, and construction documents. He has led master planning efforts for public recreational projects throughout Tacoma and the Puget Sound region. He has met with a wide spectrum of City and County officials, council members, community groups, non-profits and private citizens to facilitate open dialogue and communication. Stuart's experience includes two GC/CM projects and three completed projects for PDZA.

Heather Hocklander, Project Architect, BCRA

Heather has designed and worked with OAC on three design and construction projects: Carter Lake Elementary School, Hillside Elementary School, and Beachwood Elementary School. Heather has designed over \$100 million in GC/CM projects within the last three years with one project currently in construction and another project scheduled to go out to bid in May/June 2015.

Ethel Vural, Senior Project Manager, OAC Services

A 15 year industry veteran including extensive negotiated project delivery as project manager for Howard S. Wright Construction and Senior Project Manager for OAC. Ethel played a key support role on OAC's largest GC/CM project, the \$1.4B Washington State Convention Center where she led the development of all GC/CM procurement documents. Ethel will be OAC's primary service provider for PDZA supported by Principal Dan Chandler and others at OAC as needed. Ethel has completed the AGC GC/CM training.

Dan Chandler, Principal, OAC Services

Dan leads one of the region's premier project management consulting firms and will support the PDZA aquarium project with GCCM, ECCM and MCCM procurement, on-boarding, contracting and GMP negotiations. A veteran of 44 alternative delivery projects including 30 GCCM projects, Mr. Chandler will work closely with the overall team to bring GCCM best practices to the project and help the Metro Parks Tacoma and PDZA build its internal management capability.

Cost and schedule support staff, OAC Services

In addition to Dan and Ethel, OAC maintains a staff of 55 project management professionals including 18 staff members with GC/CM experience, 22 that have completed GC/CM training, Certified Cost Estimators and scheduling specialists. The PDZA will have access to this support staff as needed throughout the design and construction period to review contractor-prepared estimates, proposed change orders, schedules and payment applications if needed.

Dick Prentke, Partner, Perkins Coie, LLP

Dick is a partner in the Seattle office of Perkins Coie and chair of its national construction practice. He has practiced with the firm for three decades. He and his colleagues have represented public entities in hundreds of Washington projects. He has been involved with two of the largest "Alternative Public Works" projects in the state, serving as construction counsel to the Seattle Symphony for its design/build concert hall project in downtown Seattle and to the Seattle Mariners for their GC/CM stadium project. He has also represented private owners in billions of dollars of private GC/CM contracts. Dick and Dan Chandler have collaborated on over 17 GC/CM projects.

See Exhibit B for Organization Chart and Staff Time Commitments

See Exhibit C for additional detail on Team Experience

Planned GC/CM Process

The PDZA will be using a customized owner-contractor agreement developed by Perkins Coie in close coordination with consultant team members. In addition, PDZA is planning on a comprehensive Pre-Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the contract agreement for the GC/CM construction procurement within Washington State.

Preparation of the GC/CM RFP and selection process will be based on an OAC standard form and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews and final selection evaluations.

The roles and responsibilities of the owner, construction management team, architect, and the GC/CM are defined and coordinated through a number of responsibilities and contractual requirements.

GC/CM Procurement

PDZA is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
 - a. Focusing on relevant experience, proposed team and approach
 - b. Short list for interviews—three, possible four firms
2. Extensive interviews, site and office visits
 - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
 - a. Focusing on competitive but reasonable fees

OAC and PDZA will be comparing previous procurement approaches for refinement and implementation on this project.

Project Controls

PDZA will use existing project controls, communications and tracking systems further enhanced by OAC-supplied tools including project management websites, cost tracking systems and budget management tools.

GC/CM Contracting

PDZA, OAC and Perkins Coie are currently developing GC/CM specific contract documents.

8. Public Body (your organization) Construction History:

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

- 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

See Exhibit D PDZA Public Project Experience

9. Preliminary Concepts, sketches or plans depicting the project

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

10. Resolution of Audit Findings on Previous Public Works Projects

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

PDZA has not had any audit findings in the past 14 years.

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 the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM 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 GC/CM 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: _____

Gary L. Geddes

Name: (please print) Gary Geddes

Title: Director of Zoological and Environmental Education

Date: April 30, 2015

Exhibit A Preliminary Project Schedule

Draft

Exhibit A

EXECUTIVE SUMMARY 01

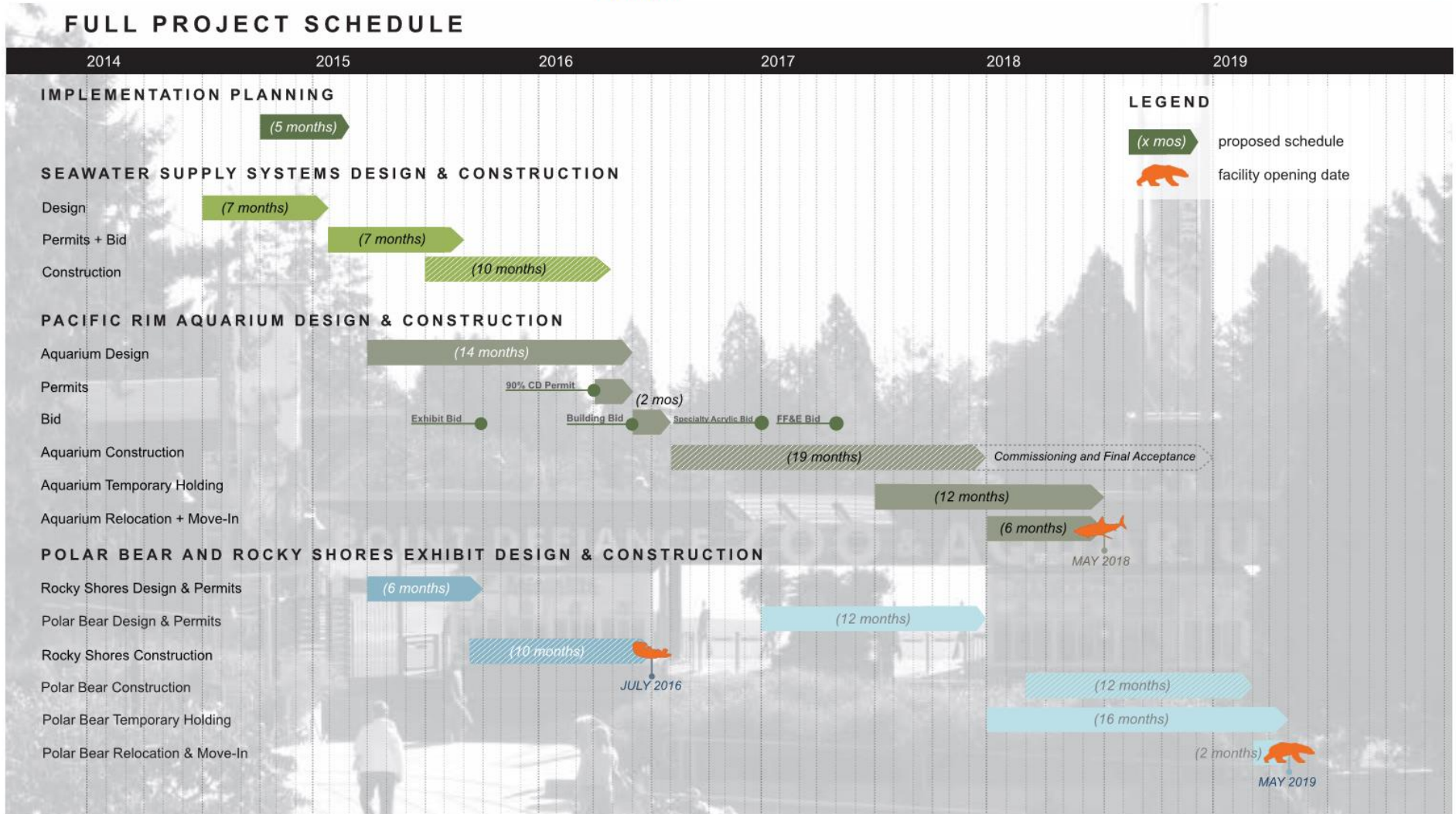


Exhibit B

PDZA Project Organizational Chart and Staff Time Commitment

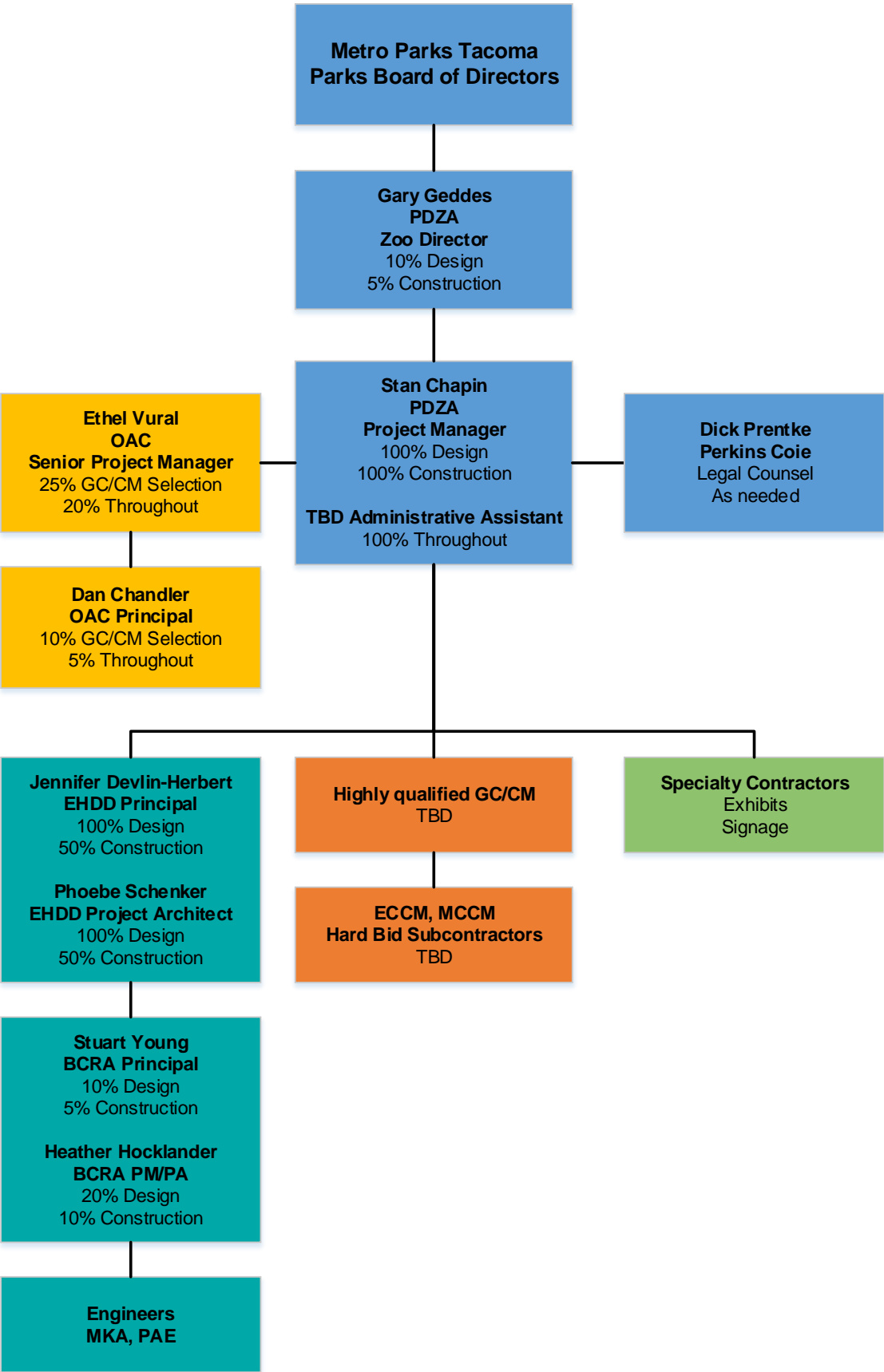


Exhibit C Team Experience

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phases		
					Pre-Design	Design	Construction
Stan Chapin	Project Manager PDZA	Asian Forest Sanctuary	\$10.5M	D/B/B	PM	PM	PM
		Entry Education Center	\$6M	D/B/B	PM	PM	PM
		Wild Wonders	\$4.3M	D/B/B	PM	PM	PM
		Kid Zone 1 & 2	\$7.8M	D/B/B	PM	PM	PM
Jennifer K. Devlin-Herbert, FAIA	Principal in Charge EHDD	City College of San Francisco	\$108M	GC/CM*	PIC	PIC	PIC
		San Mateo Public Library	\$43.5M	GC/CM*	PIC	PIC	PIC
		UC Berkeley Wurster Hall	\$24M	GC/CM*	PM	PM	PM
		Mills Natural Sciences Building	\$12M	GC/CM*	PIC	PIC	PIC
		Administrative Office of the Courts, Yreka Courthouse	\$48M	GC/CM*	PIC	PIC	PIC
		Lands End Lookout Interpretive Center	\$3M	GC/CM*	PIC	PIC	PIC
Phoebe Schenker	Project Architect EHDD	Lycee Francais de San Francisco	\$4M	GC/CM*	PM	PM	PM
		Lands End Lookout Interpretive Center	\$3M	GC/CM*	PM	PM	PM
		Golden Gate Bridge Roundhouse	\$300k	GC/CM*	PM	PM	PM
		California Science Center, Phase II - Ecosystems	\$100M	GC/CM*	PA	PA	PA
Heather Hocklander	Project Architect BCRA	Carter Lake Elementary	\$22M	GCCM	Advisor	PM	PM
		Hillside Elementary	\$23.7M	GCCM	Advisor	PM	PM
		Beachwood Elementary	\$24M	GCCM	PM	PM	PM
		Evergreen Elementary	\$34M	GCCM	-	PM	PM
Stuart Young	Principal BCRA	Beachwood Elementary	\$24M	GCCM	PIC	PIC	PIC
		Evergreen Elementary	\$34M	GCCM	-	PIC	PM
		Wild Wonders	\$4.3M	D/B/B	PM	PM	PM
		Kid Zone 1 & 2	\$7.8M	D/B/B	PIC	PIC	PIC
Ethel Vural	Senior Project Manager OAC Services	Washington State Convention Center	\$800M	GC/CM	Procurement	-	-
		Intentional Software TE	\$2M	Negotiated	PM	PM	PM
		Large Online Retailer R & D site	\$2M	Negotiated	PM	PM	PM
Dan Chandler, PE, AIA	Principal OAC Services	Comcast Spokane Call Centers	\$2.5M	Negotiated	PM	PM	PM
		Mason General Hospital	\$40M	GC/CM	PM PIC	PM PIC	PM PIC
		Oak Harbor WWTP	\$70M	GC/CM	Advisor	Advisor	Advisor
		Olympia City Hall	\$40M	D/B	PM PIC	PM PIC	PM PIC
Dick Prentke	Partner, Perkins Coie LLP	Six Clover Park Elementary Schools	\$140M	GC/CM	PM PIC	PM PIC	PM PIC
		Washington State Convention Center	\$800M	GC/CM	Advisor	Advisor	Advisor
Dick Prentke	Partner, Perkins Coie LLP	Mason General Hospital	\$40M	GC/CM	Atty	Atty	Atty
		Tahoma High School	\$120M	GC/CM			
		Six Clover Park Elementary Schools	\$140M	GC/CM			
		Spring Creek Pedestrian Bridge	\$15M	DB			

*EHDD GC/CM projects are negotiated project delivery similar to Washington GC/CM

Exhibit D PDZA Public Project Experience

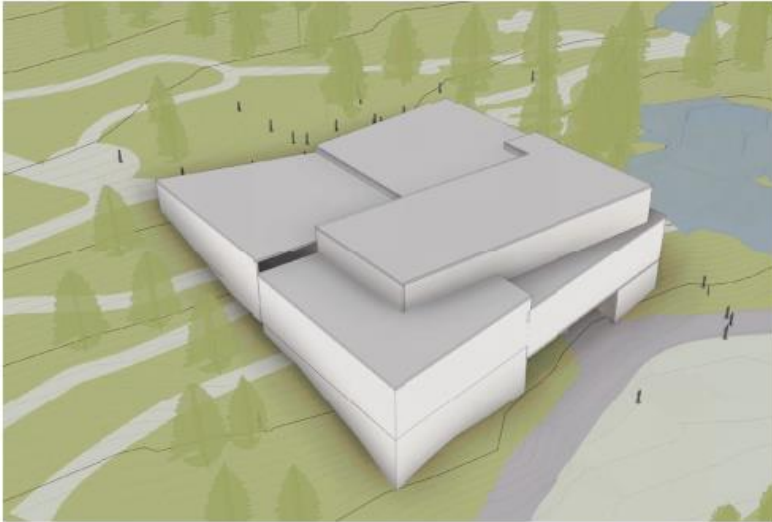
The following table lists some (but not all) of PDZA capital projects executed from 2000-2012.

Project Name	Budget		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
	Planned	Actual				Planned	Actual	
Animal Healthcare Facility	\$3.3M	\$3.2M	D/B/B	Oct-00	Jan-02	Jun-03	Dec-03	Schedule: Weather issues delayed earthwork; resolution of significant changes caused delays.
Maintenance Facility	\$1.1M	\$.95M	D/B/B	Jul-01	Jun-02	Feb-03	Dec-02	
Wild Wonders Outdoor Theater	\$4.3M	\$4.1	D/B/B	Jan-02	Oct-02	Dec-03	Dec-03	
Asian Forest Sanctuary	\$10.5M	\$10.1	D/B/B	Oct-01	Mar-03	Sep-04	Aug-04	
Entry/Café/Education Center	\$5.8 M	\$5.9M	D/B/B	Jan-02	Oct-03	Aug-04	Oct-04	Budget: Added construction of temporary entry and relocation of modular education building. Schedule: Weather issues delayed earthwork & unidentified drain lines encountered.
Clouded Leopard Facility	\$1M	\$.93M	D/B/B	Jan-09	Dec-10	Aug-11	Jul-11	
Carousel Facility	\$1.2M	\$1.15M	D/B/B	Dec-03	Jun-05	May-06	Apr-06	
Kids' Zone Phase 1	\$3.1M	\$2.9M	D/B/B	Jun-03	Sep-04	Jul-05	Jul-05	
Kids' Zone Phase II	\$4.4M	\$4.3M	D/B/B	May-06	Sep-07	April-08	May-08	Schedule: Significant weather issues delayed earthwork.

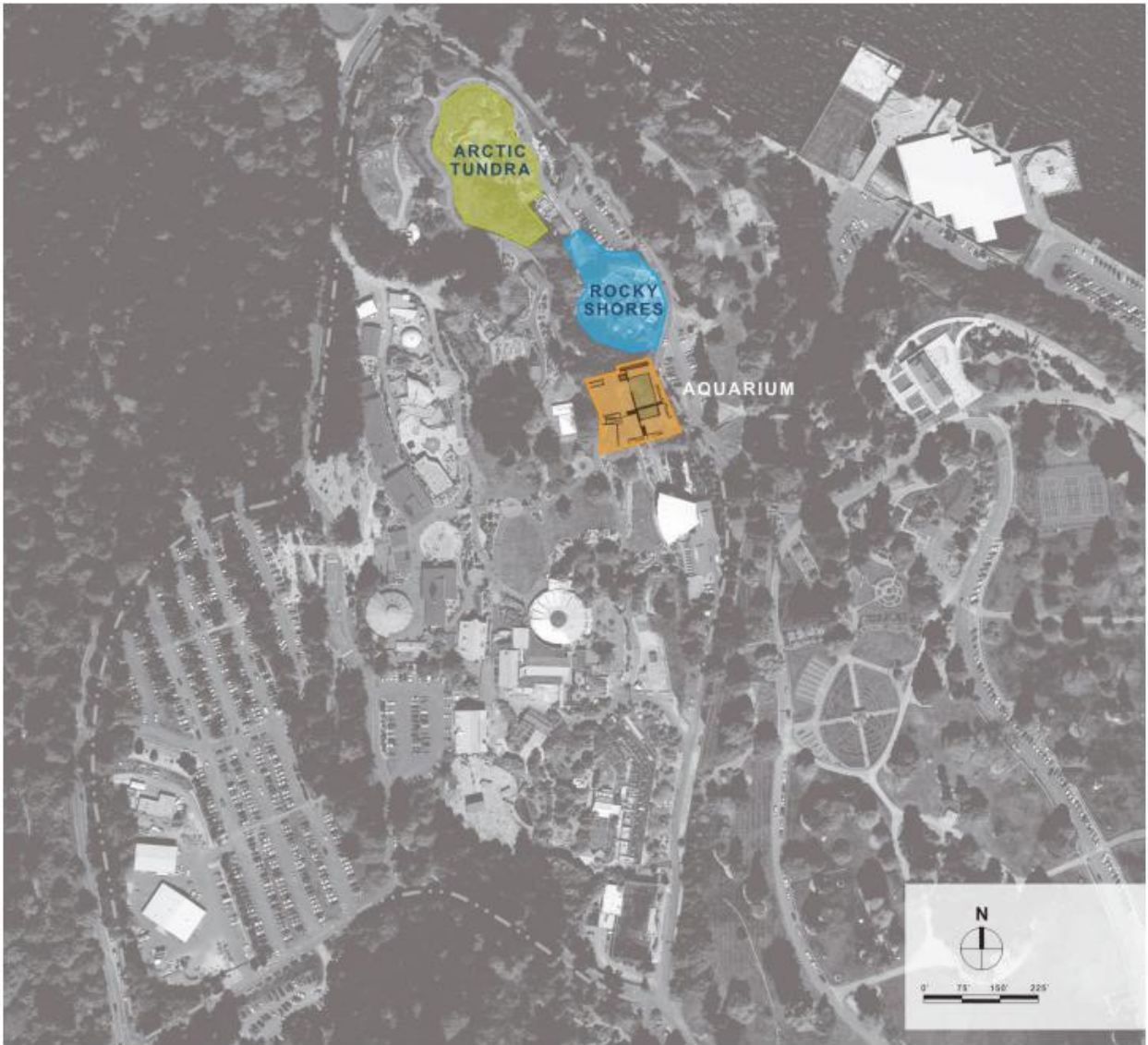
Exhibit E Preliminary Drawings

Draft

AQUARIUM **03**
concept



TOP TO BOTTOM:
SPIRAL SCHEME MASSING AT GATEWAY
SITE, EXHIBIT SEQUENCE AROUND SEA
OF CORTEX TANK, AQUARIUM APPROACH
FROM 5-MILE DRIVE (LOOKING NORTH)



THREE PROJECTS WITHIN CONTEXT OF PDZA AND POINT DEFIANCE PARK



Snohomish County Courthouse (GC/CM)
Everett, WA

Exhibit F OAC Services, Inc. Firm Profile

Founded in Seattle in 1955, OAC Services, Inc. (OAC), provides project and construction management (PM/CM) consulting services to public, private, and not-for-profit owners through our offices in Seattle and Spokane, Washington, and San Jose, California.



WSU Visitors Center (Design-Build)
Pullman, WA

With approximately 76% of our business coming from repeat clients, OAC’s professionals provide a high level of service on every engagement—from strategic guidance on project delivery method selection to the details of project closeout. Led by four principals, OAC’s staff members range from Senior Program Mangers overseeing \$1 billion programs to Project Engineers and Interns just beginning their careers.



Kenmore City Hall (GC/CM)
City of Kenmore, WA

Proud of our involvement in the advancement of Alternative Project Delivery methods, OAC’s professionals have managed or consulted on 45 separate GC/CM and Design-Build projects since 2007 in Washington, Alaska, and Montana. In addition, OAC principals have testified to the Washington Legislature, served on Project Review Boards and Committees, written white papers, and presented to professional organizations representing healthcare, education and public sector owners.

OAC Principal, Dan Chandler, served on the Public Hospital District Project Review Board from 2004 -2007 and the Project Review Committee from 2007-2014.



Olympia City Hall (Design-Build)
Olympia, WA

Alternative Public Works Experience

OAC Project Managers and Principals have submitted more Project Review Committee applications and completed more Alternative Public Works projects than any other PM/CM firm in Washington since 2007.

- 27 GC/CM projects--\$2.4 billion in value
- 13 Design-Build projects--\$500 million in value (eight for agency-certified WSU)

In addition to Washington experience, OAC’s Project Managers have led five alternative delivery public projects in Montana and Alaska.



Mason General Hospital (GC/CM)
Shelton, WA

Private Sector Negotiated Delivery Experience

Virtually all of OAC’s private sector projects are delivered using cost-reimbursable, negotiated delivery, including our extensive work for Microsoft, BECU, and Providence Hospital—equal to approximately 50% of our annual volume. We leverage this highly collaborative experience on behalf of our public clients every day. Serving Microsoft continuously since 1997, OAC has helped build what we believe to be one of the most collaborative, innovative, and integrated delivery models in our region.



Spring Creek Pedestrian Bridge
(Design-Build) Winthrop, WA



Clover Park School Dist., Hillside Elementary School (GC/CM)
JBLM/Lakewood, WA

OAC By the Numbers

Current Staff:

- 58 total employees
- 42 PM/CM staff members
- 22 AGC GC/CM trained
- 18 GC/CM experienced
- 7 Design-Build experienced
- 2 DBIA certified

Current Project Workload:

- 36 individual Clients
 - 21 Public Clients
 - 11 Private Clients
 - 4 Not-for-Profits
- 104 Active projects (\$100k-\$1.4B)
- 12 GC/CM projects
- 6 Design-Build Projects

OAC GC/CM Project Experience

Project	Awarded	Client	Budget (M)
Fort Vancouver New Main Library	2007	Ft Vancouver Regional Library Dist.	\$ 38
Greenbridge Early Learning Center	2007	Bill & Melinda Gates Foundation	\$ 19
Lake Spokane Elementary	2007	Nine Mile Falls School District	\$ 11
Nine Mile Falls Elementary	2007	Nine Mile Falls School District	\$ 9
Yakima Capitol Theatre	2008	City of Yakima	\$ 10
Kenmore City Hall	2009	City of Kenmore	\$ 14
Carter Lake Elementary	2012	Clover Park School District	\$ 21
Hillside Elementary	2012	Clover Park School District	\$ 23
Mason County PUD3 Ops Center	2010	Mason County PUD3	\$ 35
Mason General Hospital	2007	Mason Co Public Hospital District	\$ 17
Clarkmoor Elementary	2013	Clover Park School District	\$ 39
Greenwood Elementary	2013	Clover Park School District	\$ 36
Garfield Elementary Renovation	2013	Olympia School District	\$ 22
Olympic Learning Academy	2013	Olympia School District	\$ 20
Transit Community Center	2012	Mason Transit Authority	\$ 5
Beachwood/Evergreen Elementary	2013	Clover Park School District	\$ 90
Chester/Green Acres Elem	2014	Central Valley School District	\$ 40
Lake Wilderness Elementary	2014	Tahoma School District	\$ 16
Lecture Hall Renovation	2014	Evergreen State College	\$ 18
Northshore High School	2013	Northshore School District	\$ 130
Evergreen Middle School	2014	Central Valley School District	\$ 32
Opportunity Elementary	2015	Central Valley School District	\$ 20
Snohomish County Courthouse	2013	Snohomish County	\$ 160
Sunrise Elementary	2015	Central Valley School District	\$ 20
Tahoma High School	2013	Tahoma School District	\$ 174
Clean Water Project	2014	City of Oak Harbor	\$ 68
Washington State Convention Center	2015	Washington State Convention Ctr	\$ 1,400

OAC Services, Inc. Current Projects Staffing and Commitments

