Spokane International Airport
Security Upgrades Project #15-43-1866

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

Application for GC/CM Project Approval

Submitted by:
Spokane International Airport
Director, Planning & Engineering

July 1, 2016

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)
or DESIGN-BUILD (D-B) ALTERNATIVE 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. ***(Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than $10 million is not required to submit information for Questions 7 or 8.)***

1. Identification of Applicant

(a) Legal name of Public Body (your organization): **Spokane International Airport (SIA)**
(b) Address: **9000 West Airport Drive, Suite 204, Spokane, WA 99224**
(c) Contact Person Name: **Mr. Matt Breen**
Title: **Director, Planning & Engineering**
(d) Phone Number: **(509) 455-6413** Fax: **N/A**
(e) E-mail: **mattb@spokaneairports.net**

2. Brief Description of Proposed Project

Spokane International Airport (SIA) is a 7,000 acre commercial service airport served by six airlines and two air cargo carriers. The Airport processed over $3.1 million annual passengers and over 69,218 U.S. air cargo tons in 2015. It is the second busiest airport in the State of Washington and classified by the FAA as a small hub airport. The airport is an employment center for over 3,000 people and has an important and expanding airfield aerospace industry cluster. The airport has a $1 billion annual economic impact on the Spokane region. The terminal building includes three concourse areas (A, B and C) with a total of 14 passenger boarding bridges.

The SIA Security Upgrades Project is an $11 million dollar project that significantly enhances the airfield's perimeter security and vulnerable areas in close proximity to local roadways to prevent unauthorized access to the airfield. Upgrades to existing CCTV and access control systems are planned. The project replaces and improves the terminal's Flight and Baggage Information Display Systems (FIDS/BIDS) and gate information display systems with an airport-wide LAN system that supports both the FIDS and paging/announcement systems. Airline client terminals and a new local server will be replaced. Security related enhancements to the terminal area include installation of new, and expansion of, access points of entry into the terminal and from the terminal hold rooms onto jetways, and installation of terminal protection devices to prevent unauthorized access to the terminal building by vehicles at vulnerable areas in close proximity to roadways. Additional card reader licensing, wiring, panels, enclosures and new readers will be installed.

SIA is seeking approval to use the GC/CM alternative contract and procurement method to take advantage of the GC/CM's expertise to assist SIA to carefully plan, manage and implement complex scheduling, phasing and construction plans. The terminal's 24/7 operational, information, and security and passenger safety systems must not be disrupted. The added public benefit of using the GC/CM alternative project delivery is to reduce financial risk and increase project schedule and cost certainty.

See Attachment A for Project Concept Drawings.

3. Projected Total Cost for the Project:

A. Project Budget

Costs of Professional Services (A/E, Legal, etc)	$	950,000
Estimated Project Construction Costs (including construction contingencies)	$	7,700,000
Equipment and furnishing costs	$	-
Off-site costs	$	100,000
Contract Administration Costs (Owner, CM, etc)	$	500,000
Contingencies (Design & Owner)	$	1,000,000
Other related project costs (utility fees, permits bid advertising moving costs, etc.)	$	80,100
Sales Tax (8.7%)	$	669,900
Total	**$**	**11,000,000**

Consistent with RCW 39.10.350 (1) (c), SIA has more than the required 5% budget contingencies for this project.

B. Funding Status

Please describe the funding status for the whole project.

The project is approved by the Spokane Airport Board and is fully funded with the collection of local Passenger Facility Charges (PFC).

4. Anticipated Project Design and Construction Schedule

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.

Outline Schedule:

SIA has contracted with OAC Services, Inc. for the duration of the project as its GC/CM and project management consultant.

Procurement of the project design A/E and GC/CM firms will begin immediately after the GC/CM project approval from the Project Review Committee. The A/E procurement selection criteria will include showing evidence of Washington State GC/CM design and relevant project experience. Solicitation and selection process for

GC/CM services will follow the criteria prescribed in RCW30.10.360. Use of OAC's extensive GC/CM procurement documents will serve as a template and be modified to fit the project requirements and expertise needed. The selected design A/E firm should be under contract and begin design by the end of September 2016. The GC/CM selection and start of preconstruction services is expected to begin prior to the end of the schematic design phase in mid-November 2016.

See Attachment B for the detailed project A/E, GC/CM procurements, and the design and construction schedule.

The project design and construction master milestone schedule is in the table below:

Schedule Activity	**Schedule Dates**
GC/CM Consultant Procurement	Completed
A/E Contract Award	September 2016
GC/CM Contract Award	November 2016
Begin and Complete Design & Construction Documents	September 2016 – June 2017
Negotiate GMP/MACC (90% CD)	May 2017
Buyout Subcontractors / Suppliers	May – August 2017
Construction	June 2017 – Feb 2018
Substantial Completion	Feb 2018
Final Completion	May 2018

SIA will utilize the selected GC/CM's expertise on the potential to integrate early site and long lead material procurement bid packages that can benefit the project budget with fiscal certainty and schedule benefits to the project.

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?

The GC/CM contracting procedure is appropriate for the project for the following reasons:

Occupied Site, Complex Scheduling and Phasing – The SIA Security Upgrades project contains several elements of complexity that must be addressed. SIA is 24/7 occupied facility with strict Federal Aviation Administration (FAA), Transportation Security Administration (TSA) and Airport security and access requirements. The operational environment is such that a lapse in security, access control or information systems places the facility, tenant operations and public safety at significant risk.

The GC/CM will participate during preconstruction services as a valued team member assisting SIA staff to coordinate, schedule and phase the work with affected airport operators, Federal agencies and tenant airlines. Particular attention to construction logistics planning and implementation will be emphasized to maintain temporary safety

and construction zone access, lay-down areas and minimize negative impacts on operations.

Interior Site Constraints and Coordination - Construction in the terminal and at other areas of the airfield present constrained and limited contractor staging areas. Restricted access areas and their security requirements must be maintained at all times. Early GC/CM involvement with SIA staff and the A/E requires close operational, design and construction coordination throughout all phases of the project to minimize construction impact in small or restricted areas.

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.

Occupied Site – All airfield and terminal operations must remain open with no impact to operations and security. Certain elements or components of the new work in the project may cause relocation of services adjacent to the new work being performed. Examples of potential existing services or systems in close proximity to new work are access control points, existing FIDS/BIDS electronic signage locations, airline client terminals, holding areas, and security areas.

Safety & Risk Management – Identification, mitigation and implementation of risk management and safety plans is one of the public benefits of using the GC/CM contract delivery. The SIA staff and GC/CM team will plan for and monitor facility and public safety in all phases of the project.

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

Effective and Efficient Planning and Execution - Proactive planning and execution relies on clear and consistent communications. The GC/CM will have significant input in each phase of design to ensure existing and future systems and facilities requirements are integrated into the design and bid documents. The GC/CM is invaluable during this phase to develop coordinated scope, constraints and contingency plan requirements in the bid documents.

Development of clear, coordinated and phased construction plans in the bid documents reduces gaps and ambiguities in the bid documents.

Strong Project Controls – Schedule and Budget – Integration of the GC/CM early in the design phase increases the budget predictability. The project budget must be carefully managed. Having a GC/CM throughout the design phases provides accurate, detailed cost information as the design and the phasing plans are brought into alignment.

The local Spokane area market is extremely busy and is stretching the limits of the local subcontractors. With this in mind, in a traditional design-bid-build contract scenario, the

bids may exceed allocated funds. A qualified GC/CM provides expertise in accurate cost estimates and assists in marketing the project with subcontractors throughout the duration of the design.

The GC/CM will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all scope commitments. Early involvement and unique project experience of the GC/CM allows SIA to determine if prequalification of subcontractors is critical for project success. SIA will discuss this approach with its selected GC/CM firm as specified in RCW 39.10.

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

Seamless Installation and Implementation of New Systems - Installation and crossover from existing systems to the new shared use FIDS/BIDS, access control and paging systems must be a carefully planned in a seamless process. Execution of the crossover must occur without disruptions or confusion in air terminal and airfield operations.

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

Increased Predictability and Reducing Financial Risk – The GC/CM is on board throughout design and construction. With GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method. Providing constant cost, market conditions, labor and materials price factors and schedule information is beneficial to the project.

The Owner – GC/CM relationship is one built on trusting relationships thereby reducing the opportunity for unresolved claims and potential litigation. This opportunity translates into less financial risk when the Owner and GC/CM contractor corporately make sound business decisions with the best interests of the project in mind. The project schedule includes a partnering session with the project participants once the GC/CM is on board providing services.

Reducing Construction Schedule - The potential for the GC/CM and the SIA project team to plan and schedule for early site and procurement bid packages ahead of the summer 2017 bid timeframe reduces the potential for cost increases. Critical construction activities at the air terminal can then be the main focus of the GC/CM and project team if less risky elements can be constructed ahead of the critical components of the work.

Open Book Accounting - The GC/CM alternative contract delivery method allows for open book cost accounting and verification process. This method meets the FAA's Passenger Facility Charge project application requirements and once properly established will allow SIA staff maintain throughout the project.

Broader Reach of Qualified Subcontractors - Retaining a contractor via the GC/CM method is much more likely to result in predictable costs and broader subcontractor bid coverage. The GC/CM and SIA can develop a subcontracting plan that meets strict project security and operational technical requirements with local or specialty contractors resulting in increased competition, and if needed qualified subcontractors.

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.

Early GC/CM Involvement in Value Added Measures – Traditional D-B-B contract methods do not benefit from the contractor's perspective of adding value into the project during the design phase. The added fiscal benefit gained through using the GC/CM's expertise in value added measures, value engineering and constructability reviews in all phases of the design rather than merely single points on a schedule. GC/CM recommendations on product or quality standards and developing a complete, understandable and cost-effective construction document set controls costs. Collaborating with the GC/CM to build a safe, simple and productive construction phasing plan is critical to the success of this project and minimize impacts to the airport's mission, security and operations.

Critical Systems Quality Planning and Integration – Inclusion of the GC/CM during the design phase helps to address quality standards regarding materials or equipment purchases, storage or security plans. The GC/CM provides keen assistance to owners and design professionals which may solve design issues or provide experience with systems being considered. This real time advantage keeps costs down and aids in development of a quality control plan based upon the owner's design standards.

7. Public Body Qualifications

Please provide a description of your organization's qualifications to use the GC/CM contracting procedure.

Spokane International Airport has not had previous experience utilizing the GC/CM alternative contract delivery method. However, SIA's legal counsel, Mr. Brian Werst, Workland-Witherspoon, PLLC, has experience providing GC/CM legal and contract related services to clients. Additional information is found in the staff resumes on the following pages.

GC/CM Consultant Project Manager – Spokane International Airport has retained OAC Services, Inc. (OAC) to provide Washington State alternative contract delivery project and construction management services for the duration of the project. Greg Brown, AIA will be the Program Manager and Rusty Pritchard, CCM, will be the Project Manager for the project. This team provides SIA with GC/CM experience and will guide and assist SIA to administer the procurement of the A/E and GC/CM and contract negotiations. Rusty will be the day to day point of contact for SIA and Greg will have oversight and provide strategic business and technical advice to SIA's Director, Planning & Engineering and SIA staff.

GC/CM Consulting Commitment – With over thirty-six (36) successful GC/CM projects on their resume, OAC is committed to sharing their GC/CM knowledge and expertise

with Spokane International Airport to increase the chances of a successful project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction, occupancy and closeout.

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.)*

The Project Team: See Attachment C for the Project Organization Chart

Staff and consultant short biographies (not complete résumés).

The Project Team

Mr. Larry Krauter – Chief Executive Officer, SIA
Role on this project: Chief Executive Officer and Board Liaison

Larry has served as the CEO of the airport since 2011. He has overall responsibility to plan, manage and operate the Spokane International Airport, the Airport Business Park and Felts Field. He manages a current annual operating budget of $34 million dollars and capital improvement budget of $24 million dollars. His professional experience includes: Interim Director, Lehigh-Northampton Airport Authority (PA), Deputy Directory and Director of Planning and Engineering, Lehigh-Northampton Airport Authority (PA) and Airport Planner, Columbus, Ohio.

Larry has executive oversight and involvement in all phases of the project and has signature authority on changes that exceed that of the Director, Planning & Engineering.

Mr. Matt Breen – Director, Planning & Engineering, SIA
Role on this project: Owner Representative and single point of contact for SIA

Matt began his career at Spokane International Airport on 1994. Through increased roles and responsibilities, his duties include project, construction and environmental management on all types of public works design and construction projects. He has managed numerous horizontal and vertical construction projects, both small and large at SIA with individual project budgets up to $30 million dollars. In 2013, Matt was promoted to his current position and is responsible for planning and engineering activities, capital improvement budgets and projects at Spokane Airports.

Mr. Dave Armstrong – Director, Finance & Accounting, SIA
Role on this project: Financial Manager

David joined Spokane International Airport in 2008 and has distinguished himself since then by holding increased roles and responsibilities to become SIA's Director, Finance & Accounting. He assists the CEO to plan, manage and execute the Spokane Airports operating and capital budgets. He was nominated and named Airports Council International - North America's (ACI-NA) 2016 Small Hub Airport Finance Professional of the Year.

Dave will work closely with Matt on all phases of the project to manage the project budget and process payments. He is responsible for the project closeout financial reporting as required by the FAA's Passenger Facility Charge (PFC) Project Application and Audit Guide for Public Agencies.

Mr. Brian Werst, Workland-Witherspoon, PLLC.
Role on this project: *SIA Legal Counsel and GC/CM Legal Advisor*

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

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

He has served as General Counsel to other public entities in Washington and Idaho for the past two decades. He has been routinely called upon to advise on public works and alternative public works contracting projects. He has presented to various organizations and clients on public procurement and contracting, and has drafted, reviewed and advised on contracts governed by Title 39 RCW.

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

Mr. Rusty Pritchard, CCM, Senior Project Manager, OAC Services Inc.
Role on this project: GC/CM Consultant Project Manager

Rusty's role will be to augment SIA's Director, Planning & Engineering and staff by providing GC/CM consultant project and construction management expertise in all phases of the project. He is the day to day operational liaison with SIA and will assist in the GC/CM and A/E procurement phases. He will assist in consultant procurement and negotiations, GC/CM contract and MACC/GMP negotiations, and change order risk management and construction phase services. He will report directly to Matt Breen.

Rusty has over 38 years of construction industry experience in the public and private sectors as an Owner and Owner's Representative. He has led multiple Owner and stakeholder project and construction management engagements, totaling over $550 million and 2.2 million gross square feet of municipal, K-12, and higher education projects. He is a seasoned Washington State alternate public works GC/CM, Design-Bid-Build and Design-Build practitioner for K-12, higher education and municipal owners. He is a Certified Construction Manager from CMAA. He served on the Project Review Committee for six years from 2010 to 2016.

Rusty was involved in one of the first K12 GC/CM demonstration projects (Clovis Point Intermediate School) and has been the Owner's Representative on two other K12 GC/CM projects totaling $61.1 million dollars. Currently he is a GC/CM consultant – advisor on two City of Spokane GC/CM heavy civil projects totaling $222 million dollars providing the City with GC/CM procurement, design and construction services.

Representative Project Experience for Rusty Pritchard (Current and past engagements)

Project	Project Value	Tasks Performed	Delivery Method	Time Involved
City of Spokane Next Level Treatment Facility- City of Spokane	$190.0M	GC/CM consultant-advisor in Design/Construction Phases	GC/CM Heavy Civil	April 2016 to present
City of Spokane CSO #26 facility- City of Spokane	$32.1M	GC/CM consultant-advisor in Design/Construction	GC/CM Heavy Civil	April 2016 to present
Midway Elementary School Modernization and Addition- Mead School District	$18.9 M	OAC Internal GC/CM Quality Assurance Project Manager in design and construction phases	GC/CM	May 2016 to present
Wellpinit High/Middle School Modernization	$17.1 M	Owner Representative in all phases of the project	GC/CM	March 2010 to January 2013
Steilacoom High School Addition and Modernization	$31.0M	Program Manager and Owner Representative for $73M dollar 5 year bond program	GC/CM	January 2005 to March 2009
Clovis Point Intermediate School	$13.0M	Construction Manager in GC/CM procurement and design phases	GC/CM	September 2002 to January 2003

Mr. Andrew Greene, Partner, Perkins Coie
Role on this project: GC/CM Legal Counsel

Perkins Coie has been retained as legal counsel to SIA. Andrew Greene will serve as lead partner.

Andrew is a partner in the Seattle office of Perkins Coie. He has extensive experience assisting a broad group of public clients, including airports, school districts, public utility districts, universities, ports, public hospitals, and others, with their construction-related legal needs. Andrew regularly drafts GC/CM and design-build agreements under RCW 39.10, including for "heavy civil" projects, and has worked on a diverse group of significant projects (everything from tidal energy in the Admiralty Inlet to road construction in the South Sudan) of all sizes (less than $100,000 to more than $500 million) throughout the United States and internationally. His recent lead public GC/CM experience includes project support for the Metropolitan Park District of Tacoma (Point Defiance Waterfront Phase I), Washington State University, Point Defiance Zoo and Aquarium (Pacific Rim Aquarium), Olympia School District (Olympia Regional Learning Academy and Garfield Elementary), and Vashon School District (Vashon High School Addition and Renovation).

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

Mr. Greg Brown, AIA, Program Manager, OAC Services, Inc.
Role on this project: Program Manager and GC/CM Advisor to SIA

Greg has over 31 years of construction industry experience, and has spent twelve years as the Director of Capital Projects and Planning for Spokane Public Schools, the second largest district in the state of Washington. Greg has also led bond programs and/or managed projects for Bethel, Puyallup and Tacoma School Districts. His experience includes projects throughout the northwest, using a variety of delivery methods including GC/CM, and design-bid-build.

Greg led Spokane Public Schools as the first district in the state to receive GC/CM Public Body approval. While at Spokane Public Schools, he worked on nine GC/CM projects totaling $354.2 million dollars and has extensive knowledge on GC/CM procurement, and the advantages that GC/CM has over traditional procurement methods. His current public works GC/CM experience includes two heavy civil GC/CM projects and two additional K12 GC/CM projects totaling $267 million dollars.

Representative Project Experience for Greg Brown (Current GC/CM engagements)

Project	Project Value	Tasks Performed	Delivery Method	Time Involved
RPWTF – Next Level Treatment - City of Spokane	$190.0 M	GC/CM consultant and advisor	GC/CM Heavy Civil	September 2015 to Present
CSO #26 Control Facility- City of Spokane	$32.1 M	GC/CM consultant and advisor	GC/CM Heavy Civil	January 2016 to Present
Midway Elementary School Modernization and Addition- Mead School District	$18.9 M	Bond Program Manager/Project Manager	GC/CM	May 2016 to Present
Northwood Middle School Replacement- Mead School District	$41.0 M	Bond Program Manager/Project Manager	GC/CM	March 2015 to Present

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.

Specific GC/CM experience for the proposed staff members and consultants is described in each of the staff and consultant biographies.

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

Qualification of the project manager and consultants are described in the staff and consultant biographies.

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.

SIA selected OAC Services to provide PM/CM services. OAC is under contract and will serve as the project manager for this project to completion. Sufficient funding for project management services is in the budget and programmed through project completion.

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

Construction experience for each proposed staff member and consultant is described in the staff biographies and at attachment C.

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

Organizational Controls

The project will be managed through the Spokane International Airport's Planning & Engineering Department. The project's approval, budget and contract authority resides with the Spokane Airport Board.

SIA's Chief Executive Officer has overall responsibility for day-to-day management and operational requirements. The Director, Planning & Engineering Department is the single point of contact for project management, consultant procurement, project budget and integration of SIA staff, external agencies and tenants for all capital improvement projects.

The project is led by Matt Breen, Director, Planning & Engineering Department whose staff is comprised of seasoned public works project and construction administration staff. Matt is the full-time director who will be with the project from procurement through occupancy. OAC Services augments the Planning & Engineering staff with its significant GC/CM procurement and project expertise and services.

OAC will work with the Director, Planning & Engineering and SIA staff to develop the controls and reporting systems to effectively manage the scope, schedule, and budget for the project.

Budget authority controls are exercised through a signature authority process for consultant procurement and project changes which are consistent with SIA capital project policies and procedures. Matt Breen's change order signature authority is up to $25,000 dollars. The CEO's change order signature authority is $48,700 dollars. All change orders are reviewed by the Airport Board's Engineering Subcommittee. Change order amounts exceeding the signature authority of the CEO require Board approval. Use of the GC/CM contingency must be approved by the Director, Planning & Engineering.

The Spokane Airport Board retains approval authority for use of the Owner's design and construction contingency which is budgeted at 9% of the project overall funds.

The project budget will be tracked against the approved baseline budget on a monthly basis. OAC's standard budgeting tools are adapted to meet SIA local and the FAA's Passenger Facility Charge project budget reporting requirements.

OAC will share their experience in managing GC/CM projects with SIA and will proactively consult on issues and concerns. A project roles and responsibilities matrix will be developed and will be published as part of the GC/CM Request for Proposal.

SIA's Planning & Engineering Department has standard communication protocols to manage its construction projects. SIA and OAC will review the communications protocol and refine processes to meet the project requirements. SIA and OAC conducted an overview discussion on the GC/CM procurement process with internal SIA project staff members.

The project's master milestone schedule includes design, preconstruction services, subcontractor buyout, construction, occupancy and closeout phases. Schedule progress will be reviewed and tracked on a monthly basis. Inclusion of permitting meetings and approval timelines, potential early site and bid packages approved by SIA will be incorporated into the master project schedule as the design matures.

Adherence to the established scope, phasing of the work and project budget is critical. Initially, bi-weekly design meetings will be held with SIA, the project team and the selected GC/CM to monitor, update and align the budget, scope of the work and the contract documents. The GC/CM will be required to develop and maintain a design trend log in the design development phase to capture all design decisions, deviations or additions to project. The GC/CM will assist the project team with updated market costs to aid decision makers in making timely decisions.

Once the GC/CM GMP contract amendment is approved, the Director, Planning & Engineering, the GC/CM, the A/E and OAC will closely monitor the design trend log against the final construction documents to determine if there are changes that may impact the agreed upon GMP. If so, then changes will be brought back into alignment with the budget and the GMP. The GC/CM will be responsible to review the specifications and drawings to determine if there are changes that may have been incorporated and confirm the GMP budget.

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

Planned GC/CM Process

OAC follows the GC/CM procurement and contract delivery process as specified in RCW 39.10. Preparation of the GC/CM RFQ, interviews of shortlisted GC/CM firms, RFP and selection of the best qualified GC/CM are based on the OAC's internal methods that have been refined over the years, along with the latest lessons learned items from our recently PRC approved GC/CM projects at the City of Spokane, Mead and Central Valley School Districts. SIA has a public and open selection process that promotes competition within the contracting community.

SIA plans to use a three-phased GC/CM procurement model:

1. Legal advertisement for Request for Qualifications
    a. Focused on relevant experience, proposed team qualifications and project approach
    b. Shortlist three to four firms for interviews
2. Extensive Interviews, site or office visits
    a. Gather more information on the proposed GC/CM team, approach and experience
3. Fee and Specified and General Conditions Bidding
    a. Maximizing a combination of qualifications and value based approach

SIA anticipates completion of the GC/CM RFQ, RFP and selection of the most qualified GC/CM firm by mid-October 2016. SIA staff will make recommendation of contract award to the selected GC/CM firm to the Spokane Airport Board's Engineering Subcommittee in early November 2016. Spokane Airport's full board approval and award of the GC/CM contract and preconstruction services contract is scheduled for mid-November 2016. The GC/CM is expected to start preconstruction services prior to the end schematic design.

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

Perkins Coie will be responsible for preparing the GC/CM contract. At this point, SIA expects to use a customized agreement that will be developed by Perkins Coie in close coordination with SIA and its GC/CM consultant team. The contract will be drafted to comply with Washington State law and SIA's policies and procedures. Perkins Coie's significant GC/CM experience is detailed above.

Preparation of the GC/CM RFP and finalization of the selection process will begin upon PRC project approval and will be based on OAC's proven approach to procurement, as modified by the most recent lessons learned from other public projects. Legal counsel will be consulted as needed during the procurement process. SIA and OAC will work closely with Perkins Coie to develop selection criteria and to write Divisions 00 and 01 language that will address specific requirements of the project, including a

comprehensive pre-construction services scope of work.

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 D)

- **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 Attachment D for SIA's construction activity for the past six years.

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:

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

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

Attachment A, Enclosures A-1 – A-5, located after the signature page show the existing facility site plan with project's concept plans and scope of the work in very close proximity to or in existing operational and security spaces.

10. Resolution of Audit Findings on Previous Public Works Projects

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

Spokane International Airport has not had any audit findings on the projects listed at Attachment D.

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: _____

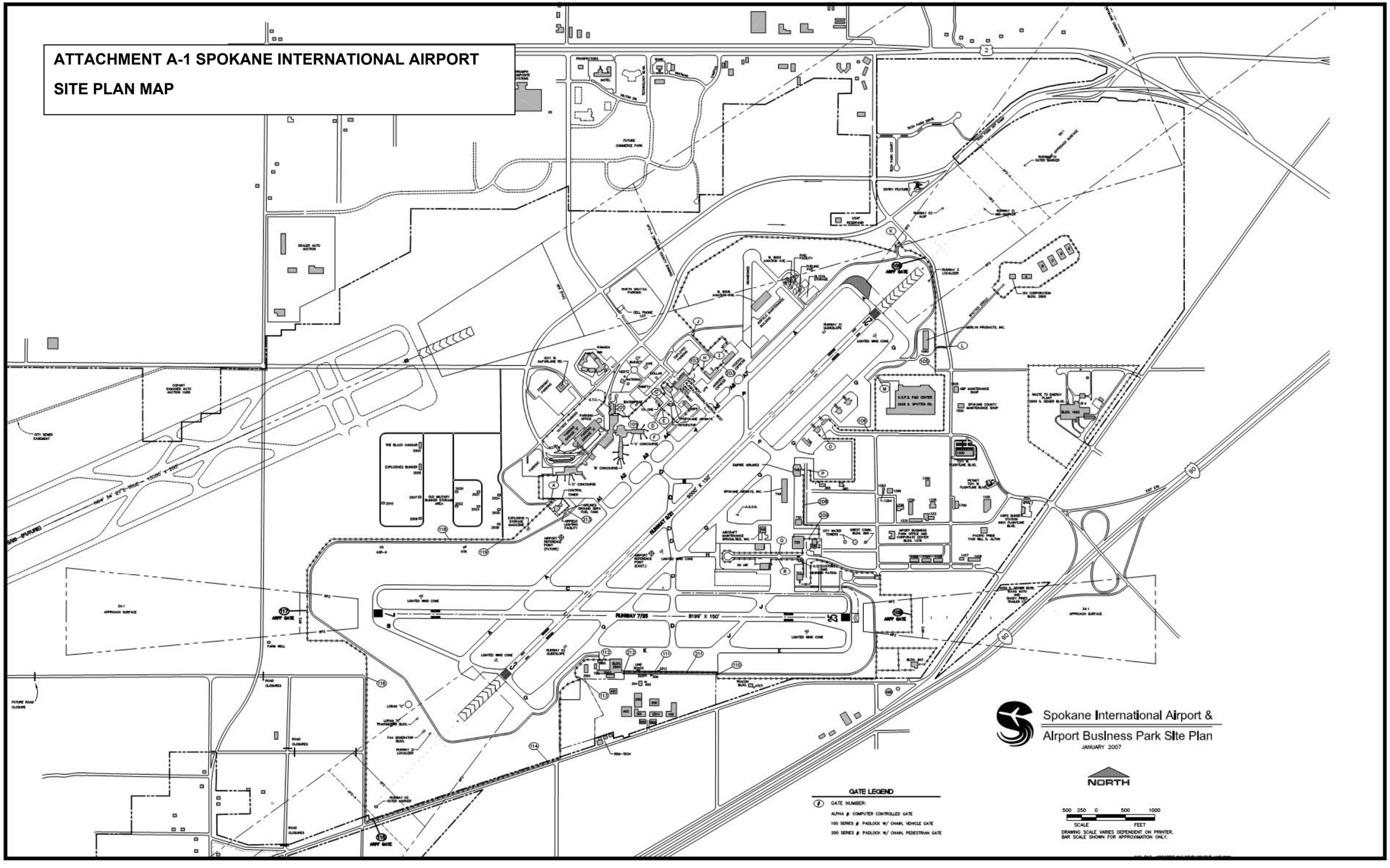
Name: Matt Breen

Title: Director, Planning & Engineering Department

Date: July 1, 2016

ATTACHMENT A-1 SPOKANE INTERNATIONAL AIRPORT

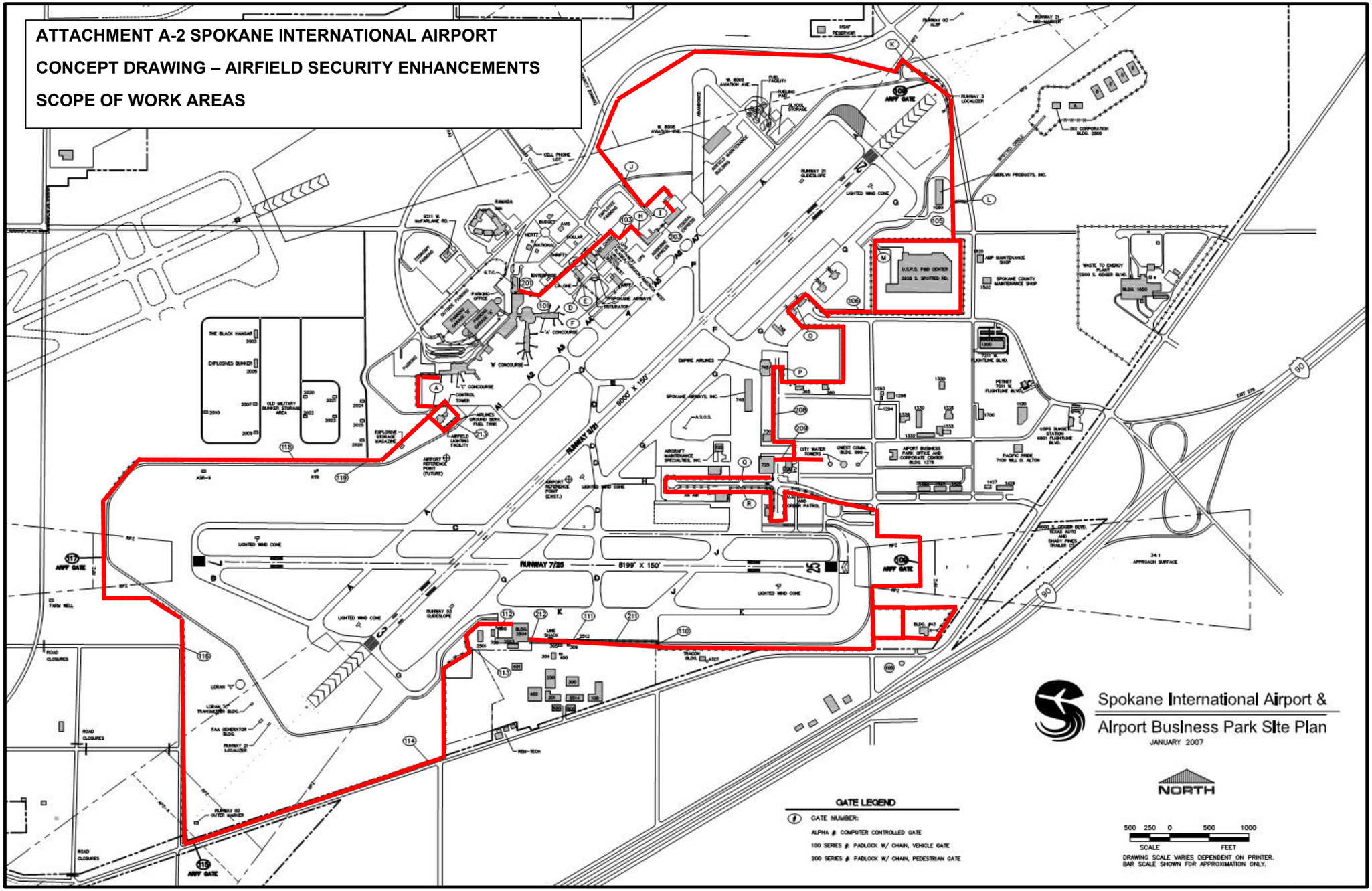
SITE PLAN MAP



ATTACHMENT A-2 SPOKANE INTERNATIONAL AIRPORT

CONCEPT DRAWING – AIRFIELD SECURITY ENHANCEMENTS

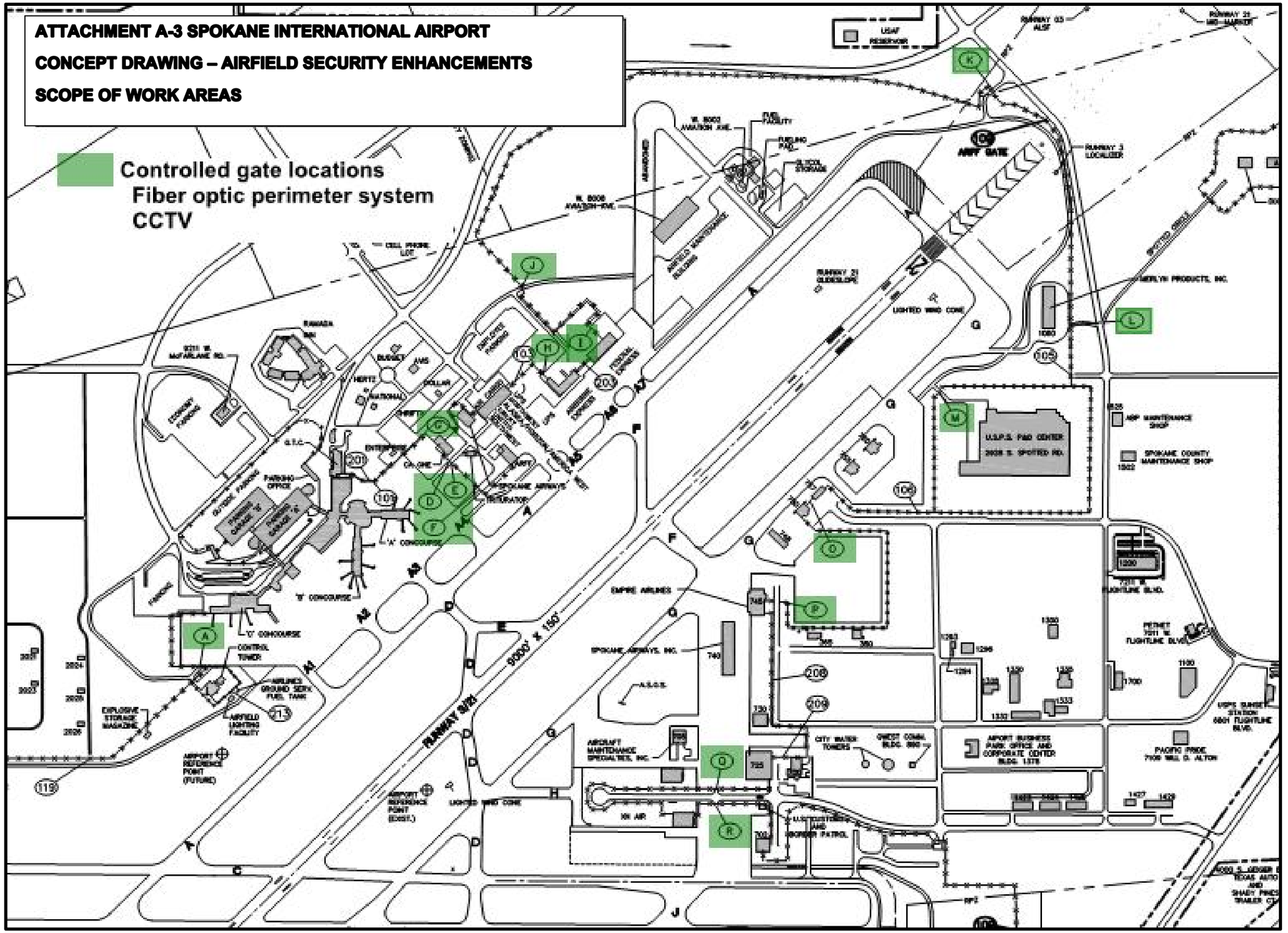
SCOPE OF WORK AREAS



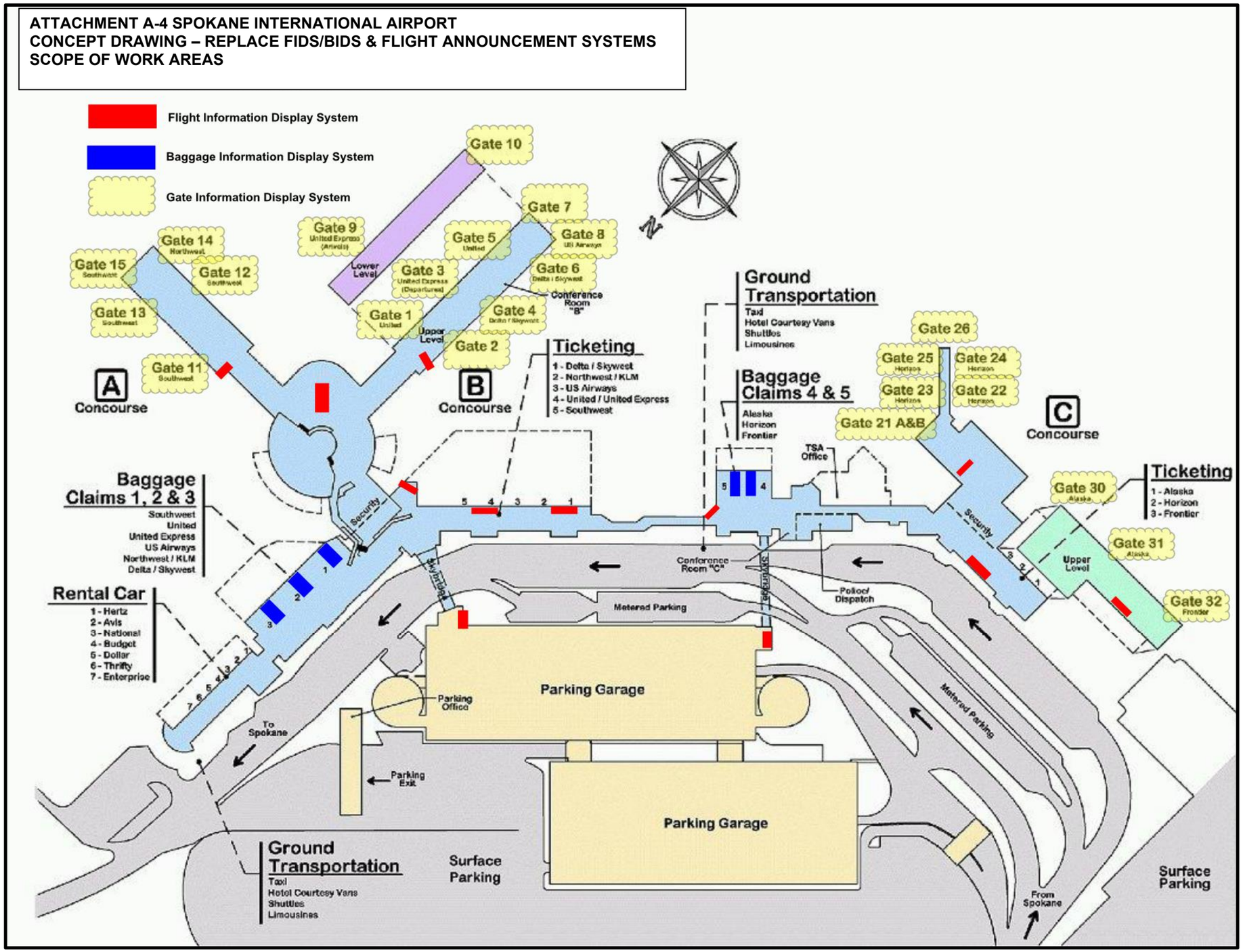
ATTACHMENT A-3 SPOKANE INTERNATIONAL AIRPORT

CONCEPT DRAWING – AIRFIELD SECURITY ENHANCEMENTS

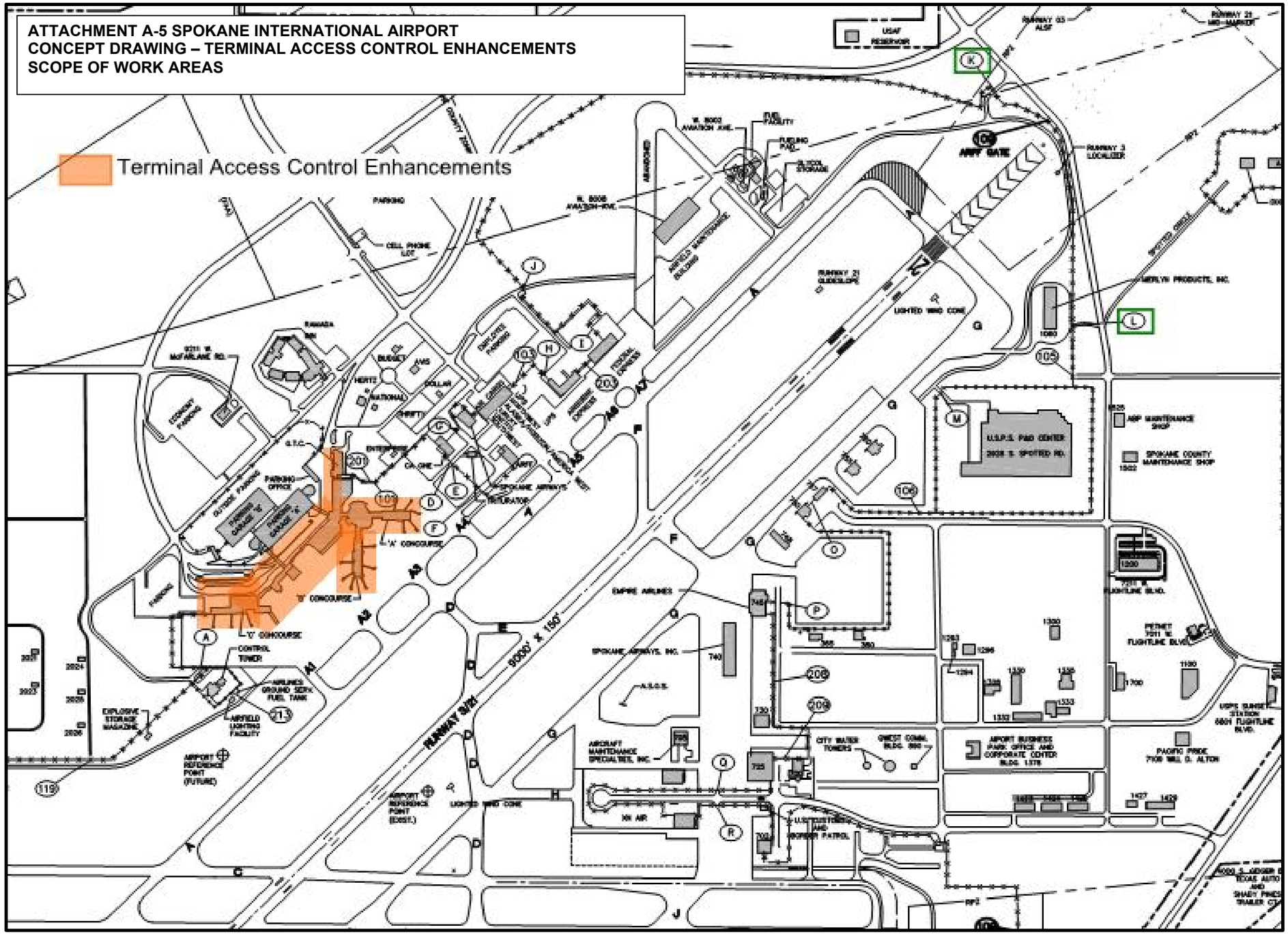
SCOPE OF WORK AREAS



ATTACHMENT A-4 SPOKANE INTERNATIONAL AIRPORT
CONCEPT DRAWING – REPLACE FIDS/BIDS & FLIGHT ANNOUNCEMENT SYSTEMS
SCOPE OF WORK AREAS



ATTACHMENT A-5 SPOKANE INTERNATIONAL AIRPORT
CONCEPT DRAWING – TERMINAL ACCESS CONTROL ENHANCEMENTS
SCOPE OF WORK AREAS



ATTACHMENT B
PROJECT PROCUREMENT, DESIGN & CONSTRUCTION SCHEDULE

A/E Procurement Schedule (2016)

Activity	Start Date	End Date
Solicit for Services (RFQ)	Aug 1	Aug 14
Pre-submittal Meeting	Aug 8	Aug 8
Receive RFQ	Aug 15	
Evaluate/Score RFQ/Shortlist/Notify most qualified A/E firms	Aug 15	Aug 19
Interview most qualified shortlisted firms	Aug 25	Aug 25
Score/Select A/E	Aug 25	Aug 25
Negotiate Contract	Aug 26	Sep 13
Engineering Subcommittee Meeting	Sep 14	
Board Action Meeting – Approve A/E and agreement	Sep 22	
Begin Design Services	Sept 26	

GC/CM Procurement Schedule (2016)

Activity	Start Date	End Date
Solicit for Services (RFQ)	Aug 29	Sep 12
Pre-submittal Meeting	Sep 7	Sep 7
Receive RFQ	Sep 13	
Evaluate/Score RFQ/Notify most qualified shortlisted firms	Sep 13	Sep 20
Interview shortlisted team	Sep 26	Sep 26
Issue RFFP to most qualified GC/CM shortlisted firms	Sep 27	
Shortlisted firms work on RFFP	Sep 28	Oct 12
Receive and Open RFFP/provide all scoring	Oct 13	
Issue notice of intent to award	Oct 17	
Negotiate contract for preconstruction services	Oct 19	Nov 2
Engineering Subcommittee Meeting	Nov 9	
Board Action Meeting – Approved GC/CM and Preconstruction Services Agreement	Nov 17	
Begin Preconstruction Services	Nov 21	

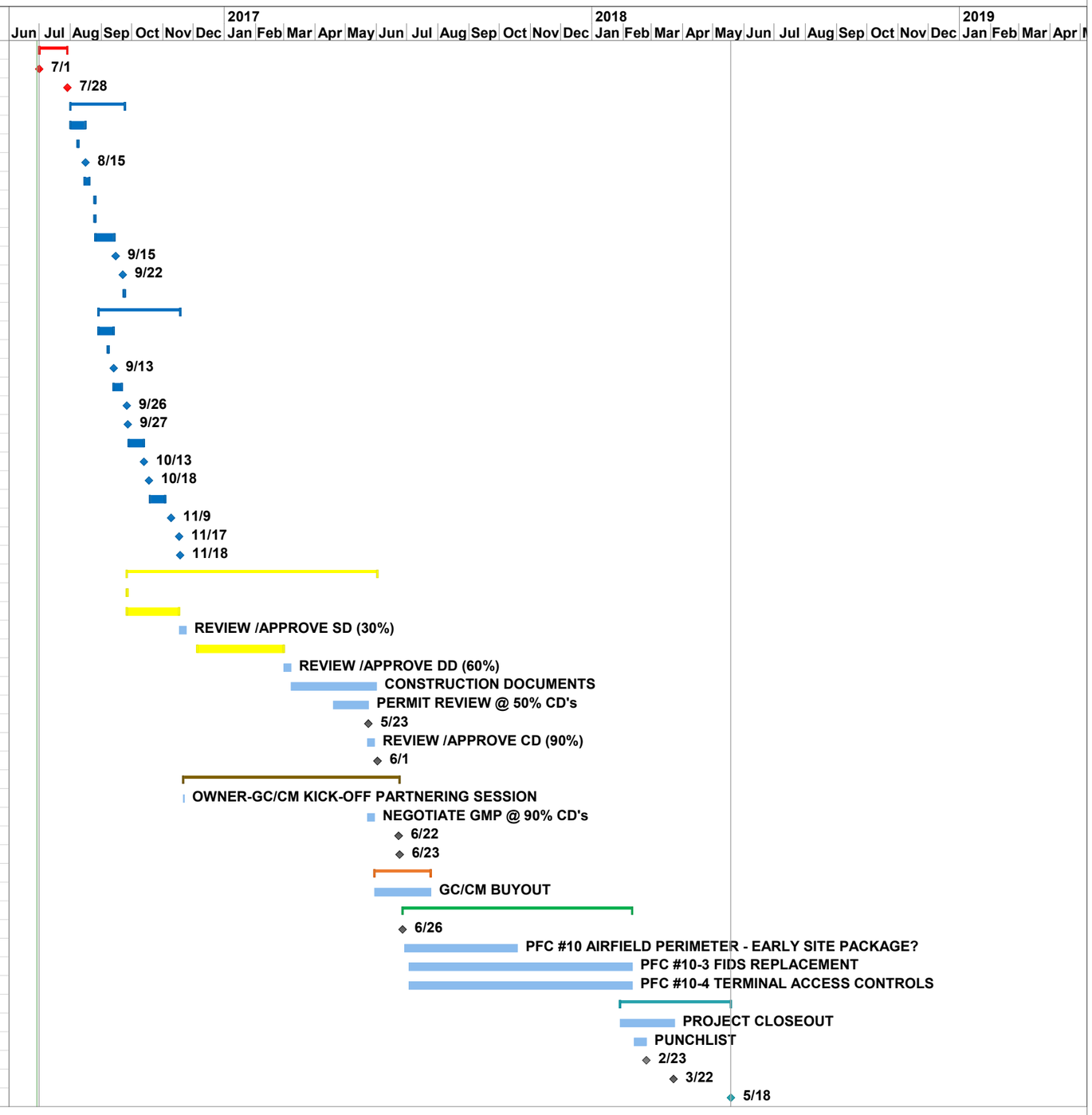
The following page is the project milestone schedule.

ATTACHMENT B PROJECT PRELIMINARY PROCUREMENT, DESIGN & CONSTRUCTION SCHEDULE

SECURITY UPGRADES PROJECT
#15-43-1866

PRELIMINARY MASTER SCHEDULE

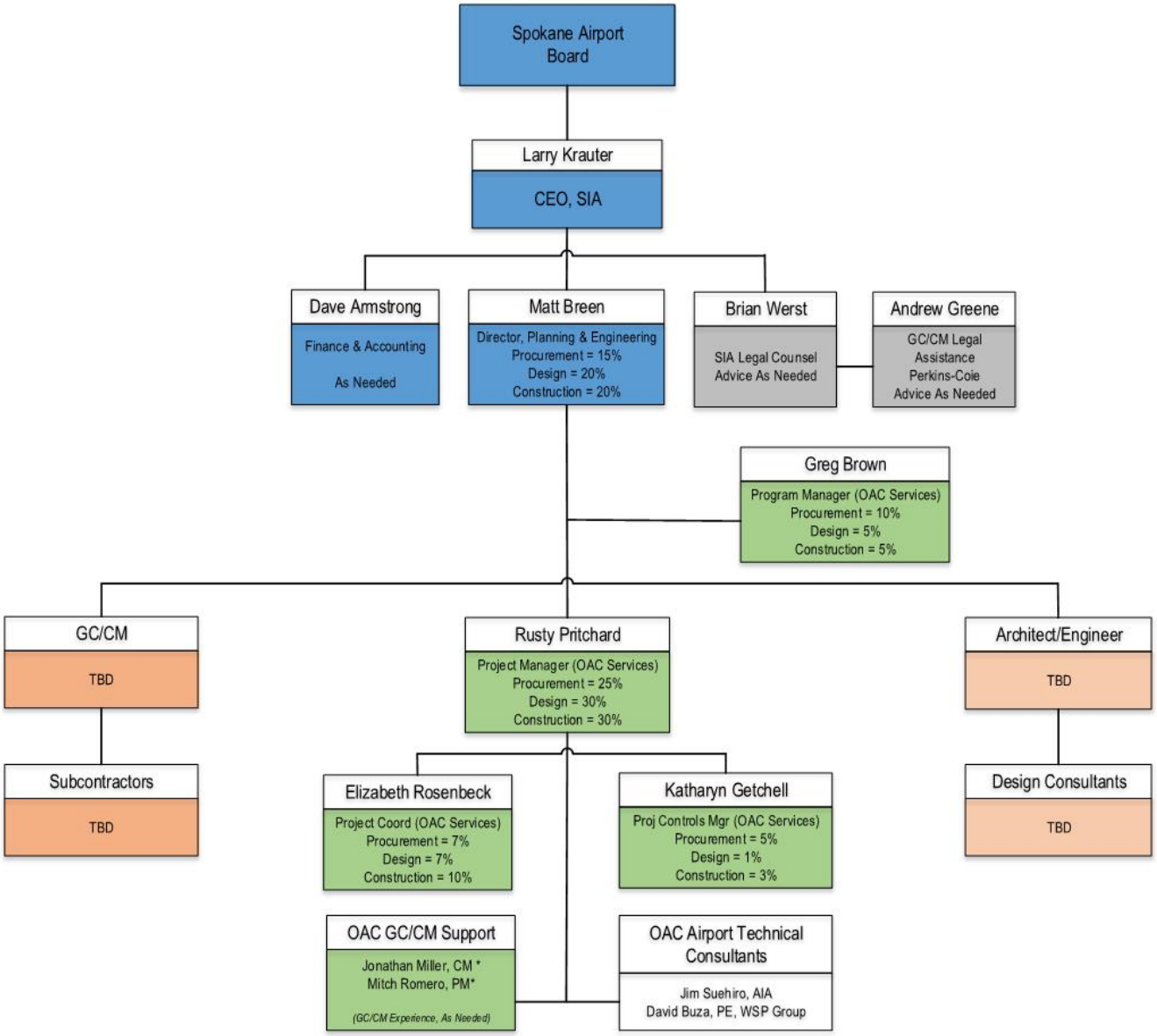
ID	Task Name	Start	Finish
1	PRC GC/CM APPROVAL	Fri 7/1/16	Thu 7/28/16
2	PRC APPLICATION SUBMITTAL	Fri 7/1/16	Fri 7/1/16
3	PRC GC/CM PRESENTATION - APPROVAL	Thu 7/28/16	Thu 7/28/16
4	TASKS 4,5,6: A/E PROCUREMENT/CONTRACT DOCS	Mon 8/1/16	Fri 9/23/16
5	SOLICIT FOR SERVICES (RFQ)	Mon 8/1/16	Mon 8/15/16
6	PRE-SUBMITTAL MEETING	Mon 8/8/16	Mon 8/8/16
7	RECEIVE RFQ	Mon 8/15/16	Mon 8/15/16
8	EVALUATE / SCORE RFQ	Mon 8/15/16	Fri 8/19/16
9	INTERVIEW SHORTLISTED FIRMS	Thu 8/25/16	Thu 8/25/16
10	SCORE / SELECT A//E	Thu 8/25/16	Thu 8/25/16
11	NEGOTIATE CONTRACT	Fri 8/26/16	Tue 9/13/16
12	ENGINEERING SUBCOMMITTEE MEETING	Thu 9/15/16	Thu 9/15/16
13	BOARD ACTION MEETING - APPROVE A/E CONTRACT	Thu 9/22/16	Thu 9/22/16
14	EXECUTE A/E CONTRACT	Fri 9/23/16	Fri 9/23/16
15	TASKS 4,5,6: GC/CM PROCUREMENT/CONTRACT DOCS	Mon 8/29/16	Fri 11/18/16
16	SOLICIT FOR SERVICES (RFQ)	Mon 8/29/16	Mon 9/12/16
17	PRE-SUBMITTAL MEETING	Wed 9/7/16	Wed 9/7/16
18	RECEIVE RFQ	Tue 9/13/16	Tue 9/13/16
19	EVALUATE/SCORE RFQ/NOTIFY SHORTLISTED FIRMS	Tue 9/13/16	Tue 9/20/16
20	INTERVIEW SHORTLISTED FIRMS	Mon 9/26/16	Mon 9/26/16
21	ISSUE RFFP TO SHORTLISTED FIRMS	Tue 9/27/16	Tue 9/27/16
22	SHORTLISTED FIRMS WORK ON RFFP	Wed 9/28/16	Wed 10/12/16
23	RECEIVE AND OPEN RFFP/PROVIDE ALL SCORING	Thu 10/13/16	Thu 10/13/16
24	ISSUE NOTICE OF INTENT TO AWARD	Tue 10/18/16	Tue 10/18/16
25	NEGOTIATE CONTRACT FOR PRECON SERVICES	Wed 10/19/16	Wed 11/2/16
26	ENGINEERING SUBCOMMITTEE MEETING	Wed 11/9/16	Wed 11/9/16
27	BOARD ACTION MEETING - APPROVE GC/CM SELECTION	Thu 11/17/16	Thu 11/17/16
28	AWARD GC/CM PRECONSTRUCTION SERVICES	Fri 11/18/16	Fri 11/18/16
29	TASK 9: DESIGN PHASE	Mon 9/26/16	Thu 6/1/17
30	A/E KICK-OFF MEETING	Mon 9/26/16	Mon 9/26/16
31	SCHEMATIC DESIGN	Mon 9/26/16	Wed 11/16/16
32	REVIEW /APPROVE SD (30%)	Thu 11/17/16	Wed 11/23/16
33	DESIGN DEVELOPMENT	Mon 12/5/16	Tue 2/28/17
34	REVIEW /APPROVE DD (60%)	Wed 3/1/17	Tue 3/7/17
35	CONSTRUCTION DOCUMENTS	Wed 3/8/17	Wed 5/31/17
36	PERMIT REVIEW @ 50% CD's	Wed 4/19/17	Tue 5/23/17
37	COMPLETE EARLY SITE DOCUMENTS	Tue 5/23/17	Tue 5/23/17
38	REVIEW /APPROVE CD (90%)	Tue 5/23/17	Mon 5/29/17
39	CONSTRUCTION DOCUMENTS APPROVED	Thu 6/1/17	Thu 6/1/17
40	TASKS 8 & 9: PRECONSTRUCTION SERVICES	Mon 11/21/16	Fri 6/23/17
41	OWNER-GC/CM KICK-OFF PARTNERING SESSION	Mon 11/21/16	Mon 11/21/16
42	NEGOTIATE GMP @ 90% CD's	Tue 5/23/17	Mon 5/29/17
43	BOARD GC/CM GMP AMENDMENT APPROVED	Thu 6/22/17	Thu 6/22/17
44	PRECONSTRUCTION SERVICES COMPLETE	Fri 6/23/17	Fri 6/23/17
45	BID PACKAGE / BUYOUT PHASE	Tue 5/30/17	Mon 7/24/17
46	GC/CM BUYOUT	Tue 5/30/17	Mon 7/24/17
47	TASK 9: CONSTRUCTION PHASE	Mon 6/26/17	Fri 2/9/18
48	PRECON MEETING	Mon 6/26/17	Mon 6/26/17
49	PFC #10 AIRFIELD PERIMETER - EARLY SITE PACKAGE?	Thu 6/29/17	Wed 10/18/17
50	PFC #10-3 FIDS REPLACEMENT	Mon 7/3/17	Fri 2/9/18
51	PFC #10-4 TERMINAL ACCESS CONTROLS	Mon 7/3/17	Fri 2/9/18
52	CLOSEOUT PHASE	Mon 1/29/18	Fri 5/18/18
53	PROJECT CLOSEOUT	Mon 1/29/18	Fri 3/23/18
54	PUNCHLIST	Mon 2/12/18	Fri 2/23/18
55	SUBSTANTIAL COMPLETION	Fri 2/23/18	Fri 2/23/18
56	BOARD APPROVED SUBSTANTIAL COMPLETE	Thu 3/22/18	Thu 3/22/18
57	FINAL COMPLETION	Fri 5/18/18	Fri 5/18/18



DATE: Wed 6/29/16

PRC APPROVAL | A/E PROCUREMENT | GC/CM PROCUREMENT | DESIGN PHASE | BID PKG / BUYOUT | PROJECT CLOSEOUT | PRECON SERVICES | CONSTRUCTION PHASE

ATTACHMENT C
PROJECT ORGANIZATION CHART



ATTACHMENT D SPOKANE INTERNATIONAL AIRPORT
CONSTRUCTION HISTORY - SELECTED PROJECTS

Project #	SIA Project Number	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for budget or schedule overrun (Legend below)
1	10-08	Snow Removal Equipment (SRE) Building Re-Roof	Remove existing roof assembly and installation of a new single ply roof system with drain piping system at the SRE Building.	D-B-B	7/8/2010	10/27/2010	7/8/2010	10/27/2010	$ 483,733	$ 483,733	N/A
2	11-01	Air Cargo Ramp PCCP Apron Rehabilitation	Rehabilitate concrete pavement and joints at the Air Cargo Ramp.	D-B-B	5/30/2012	11/8/2012	5/30/2012	11/8/2012	$ 654,463	$ 615,962	N/A
3	11-04	A & B Concourse & Ground Transportation Center (GTC) Re-Roof	Replace roof on A & B Concourses and Ground Transportation Center.	D-B-B	5/25/2011	10/28/2011	5/25/2011	10/28/2011	$ 760,900	$ 760,900	N/A
4	11-06	Airport Event Center	Renovation of an approximately 2,100 SF building and selective exterior site elements.	D-B-B	5/31/2011	8/26/2011	5/31/2011	8/26/2011	$ 199,450	$ 208,104	A
5	11-31	Airport Drive Landscaping	Install landscape irrigation and planting, including aesthetic lighting. Relocate existing boulders found within Airport properties and within a 2 mile radius of this location. Stake new pedestrian pathway throughout the site.	D-B-B	8/20/2012	9/23/2013	8/20/2012	9/23/2013	$ 661,217	$ 652,743	N/A
6	11-37	VALE Program	Installation of pre-conditioned air units and up to 14 ground power units on passenger loading bridges; installation of ground-mounted air duct reels; replacement of inflated tires with solid tires; installation of ground power units at Air Cargo Ramp; and supporting electrical and infrastructure upgrades.	D-B-B	9/18/2012	3/15/2013	9/18/2012	3/15/2013	$ 2,119,650	$ 2,248,700	D
7	12-01	Snow Equipment Removal Building (SREB)	Construction of a new SREB.	D-B-B	7/22/2012	5/19/2013	7/22/2012	5/19/2013	$ 7,534,209	$ 7,820,815	D
8	12-05D	Cell Phone Parking Lot	Construction of Cell Phone Parking Lot along In-Bound Airport Drive.	D-B-B	9/24/2012	1/17/2013	9/24/2012	1/17/2013	$ 251,519	$ 276,281	D
9	12-08	FF Taxiway & Ramp Rehabilitation									
		>>12-08A Phase 1<<	Remove and replace asphalt and concrete pavement on Taxiway C, warm-up apron, and portions of the ramp, including drainage improvements, striping and lighting.	D-B-B	7/20/2012	10/16/2014	7/20/2012	10/16/2014	$ 1,349,983	$ 1,400,567	C
		>>12-08B Phases 2 & 3<<	Removal and replacement of asphalt and concrete pavement on Taxiway ABC intersection and portions of the ramp between Taxilane A and the south fence; along with drainage improvements, striping and lighting.	D-B-B	2/19/2013	2/25/2015	2/19/2013	2/25/2015	$ 4,032,702	$ 4,445,752	C
10	12-10	SIA Aircraft Rescue and Fire Fighting (ARFF) Station	Construction of a new approximately16,500 SF ARFF.	D-B-B	9/19/2013	12/11/2014	9/19/2013	12/11/2014	$ 7,367,546	$ 7,744,203	A

BUDGET/SCHEDULE OVERRUN REASON CODE LEGEND
A = OWNER BETTERMENT
B = CODE REVISIONS
C = UNFORESEEN CONDITIONS
D = ERRORS/OMISSIONS

ATTACHMENT D SPOKANE INTERNATIONAL AIRPORT
CONSTRUCTION HISTORY - SELECTED PROJECTS

Project #	SIA Project Number	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for budget or schedule overrun (Legend below)
11	12-11	SIA Taxiway D, E, and F Reconfiguration									
		>>12-11 Phases 1A & 1B<<	Remove and construct four new taxiways, narrow one taxiway, construct drainage and electrical improvements.	D-B-B	9/19/2013	5/20/2015	9/19/2013	5/20/2015	$ 12,494,267	$ 13,010,090	A
		>>12-11B Phase 2<<	Remove existing asphalt cement and Portland cement concrete Taxiways, construct new Portland cement concrete Taxiways, and drainage and electrical improvements.	D-B-B	4/7/2015	7/31/2015	4/7/2015	7/31/2015	$ 7,865,535	$ 8,549,227	A
12	12-12	Building 725 Improvements	Improvements to existing 40,000 SF hangar, including electrical service and distribution upgrades, installation of fire suppression systems.	D-B-B	6/27/2012	2/27/2013	6/27/2012	2/27/2013	$ 1,177,906	$ 1,292,949	A
13	13-25	Parking Operations Building	Construct new office building, revise parking layout to existing airport parking, landscaping, utilities and site work.	D-B-B	5/4/2015	11/2/2015	5/4/2015	11/2/2015	$ 2,104,532	$ 2,136,415	A
14	14-07	FF Taxiways & Taxilanes Rehabilitation	Rehabilitation of Taxiway B, a portion of Taxiway D, Taxiway E, and 12 Taxilanes.	D-B-B	3/14/2016	9/27/2016	3/14/2016	Still in construction	$ 6,068,326	$ 6,039,780	N/A
15	14-22	Car Wash & Exit Canopy Improvements	Construction of a concrete masonry car wash enclosure, automatic car wash equipment with associated water reclaim facilities, buried utilities and site improvements. Work also includes modifications to the existing parking lot exit canopy.	D-B-B	7/29/2014	11/19/2014	7/29/2014	11/19/2014	$ 1,498,973	$ 1,462,737	N/A
16	14-40-1825	Cell Phone Parking Lot Expansion	Expansion of the existing cell phone parking lot to include paving, striping, curb demo and curb replacement, illumination and associated draining facilities.	D-B-B	6/5/2015	11/13/2015	6/5/2015	11/13/2015	$ 233,702	$ 254,649	A
17	15-40-1867	Parking Operations Garage	Addition of a new garage onto the existing Parking Operations Building.	D-B-B	4/18/2016	9/27/2016	4/18/2016	Still in construction	$ 1,625,382	$ 1,625,382	N/A

BUDGET/SCHEDULE OVERRUN REASON CODE LEGEND
A = OWNER BETTERMENT
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