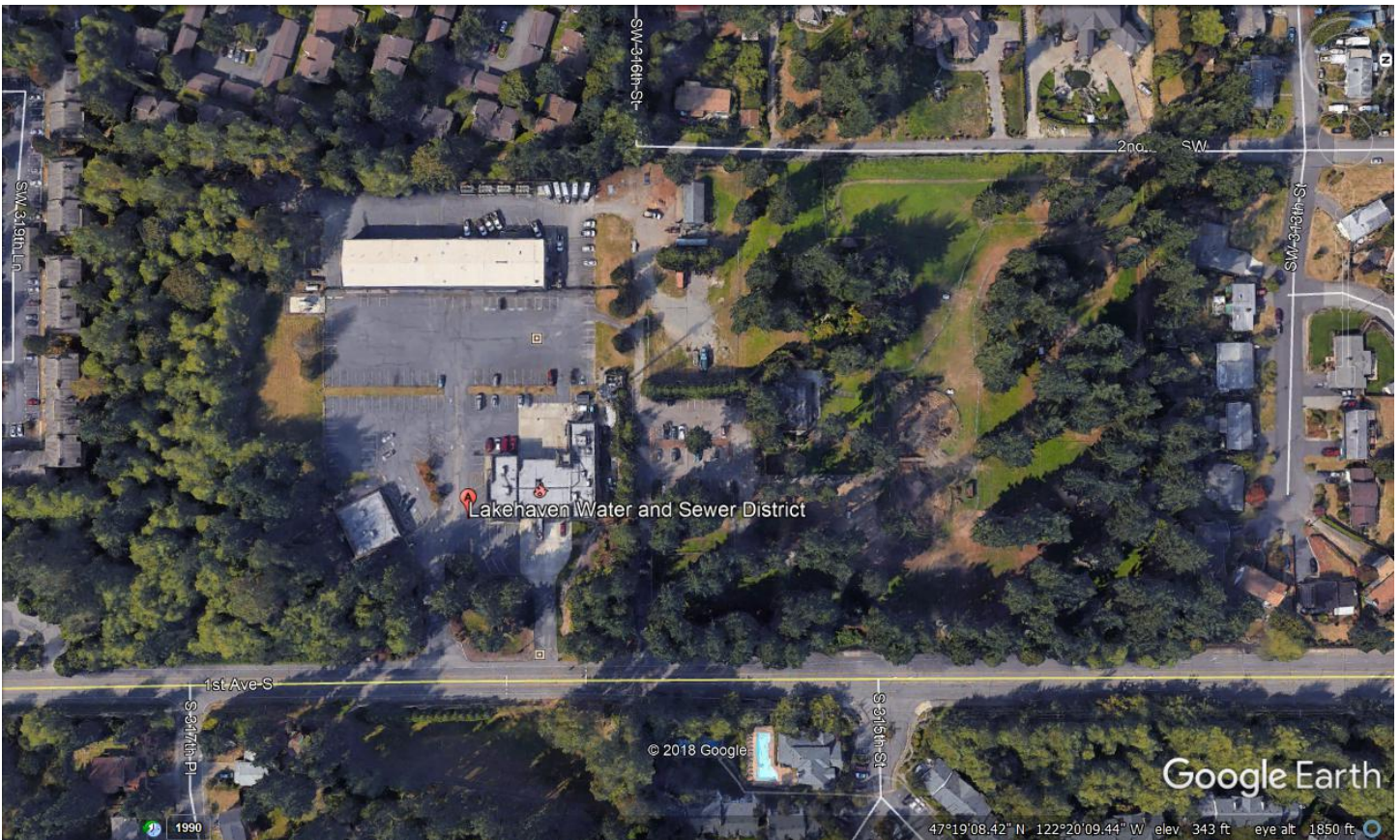


# Lakehaven Water & Sewer District New Headquarters



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

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

Submitted by

**Lakehaven Water and Sewer District**

August 20, 2019

August 20, 2019

Project Review Committee  
c/o State of Washington Department of Enterprise Services  
Engineering & Architectural Services  
P.O. Box 41476  
Olympia, Washington 98504-1476

Attention: Talia Baker, Administrative Support

Dear PRC Members:

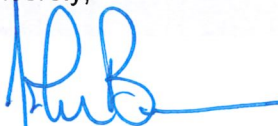
Attached is our application requesting approval for Lakehaven Water and Sewer District (District) to utilize General Contractor/Construction Manager (GC/CM) delivery for our New Headquarters project. The project will be constructed in phases on the District's existing Headquarters site. This site is shared by the District's facilities (headquarters, operations, maintenance, and vehicle storage) and South King Fire & Rescue's Fire Station who both access their facilities through a shared entrance. Both the District's existing facilities, along with the existing Fire Station will be fully occupied and must remain fully operational during construction, making this project an ideal candidate for GC/CM delivery.

This project will be the first project that the District has elected to deliver using the GC/CM delivery method. Our decision to request approval to use the GC/CM delivery method is the result of significant internal discussion, training, and evaluation. Feedback received from other public agency clients and projects that have used this delivery method recently on projects of similar size and complexity, is encouraging.

To guide us through the process, the District has hired Parametrix as our GC/CM Advisor, GC/CM Procurement Manager, Project Manager and Construction Manager. As such, we will utilize their services and expertise during the procurement, preconstruction, Maximum Allowable Construction Cost (MACC) negotiation, construction and close out phases of the project. As the PRC is undoubtedly aware, Parametrix has successfully proposed and executed the GC/CM delivery process on numerous projects. In addition to Parametrix, we have engaged external legal assistance from Graehm Wallace of Perkins Coie to support our GC/CM team. We will draw upon the experience, knowledge and mentorship of our GC/CM consultant team to guide us and help ensure the success of GC/CM delivery on this project.

We are excited at the opportunity to deliver this project by utilizing the GC/CM method. We look forward to your review of our application and the opportunity to present our project to the Project Review Committee.

Sincerely,



John Bowman, P.E.  
General Manager  
Lakehaven Water and Sewer District

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)  
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 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

**Identification of Applicant**

- a) Legal name of Public Body (your organization): Lakehaven Water and Sewer District
- b) Address: 31627 1<sup>st</sup> Avenue South (P.O. Box 4249), Federal Way, WA 98063
- c) Contact Person Name: Ken Miller, P.E. Title: Engineering Manager
- d) Phone Number: 253.946.5405 E-mail: [kmiller@lakehaven.org](mailto:kmiller@lakehaven.org)

**1. Brief Description of Proposed Project**

- a) Name of Project: Lakehaven Water and Sewer District - New Headquarters
- b) County of Project Location: King
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The District’s existing administration offices, operations, maintenance, and vehicle storage facilities are located at 31623 and 31627 1st Avenue South, in Federal Way, Washington. New and replacement buildings are proposed on the existing site. A master plan was prepared in 2019 by Helix Design Group for upgraded and new facilities for the District’s 20-year growth needs. The proposed project is a significant portion of this master plan and consists of a new 40,000 square foot 2-story administration building with approximately 145 parking stalls, a new vehicle storage building, remodel of the existing maintenance building (a.k.a “Water Shop”), replacement of the existing stormwater system, new underground utility work, demolition of the existing administration building, new material storage areas, and other miscellaneous buildings and features. The District’s existing administration and maintenance facilities, as well as the adjacent fire station that shares the site, will be occupied and must remain fully operational throughout construction, therefore requiring the new work to be completed in phases in order to minimize impacts on site access and facility operations.

Structurally, the new buildings will be designed and constructed to the classification of a “critical facility,” given the importance of the District remaining operational at all times even in the event of an emergency or disaster. In addition to the buildings and on-site development, street frontage improvements will be required along 1st Avenue South as a condition of the site development and building permit.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

|  |                     |
|--|---------------------|
| Costs for Professional Services (A/E, Legal etc.)                            | \$ 2,721,142        |
| Estimated project construction costs (including construction contingencies): | \$29,382,515        |
| Equipment and furnishing costs   | \$ 2,529,158        |
| Off-site costs   | \$ included         |
| Contract administration costs (Owner, PM/CM, etc.)                           | \$ 1,400,000        |
| Contingencies (owner project contingency @ 5%)                               | \$ 2,108,348        |
| Other related project costs (Assessments/Fees & BR Insurance)                | \$ 834,638          |
| Sales Tax (Construction and FF&E @ 10%)                                      | \$ 3,191,167        |
| <b>Total</b>   | <b>\$42,166,968</b> |

## 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*

This District currently has \$55M in cash reserves on hand that could fully fund the design and construction costs for the project. However, in order to preserve the cash reserves for other possible needs, the District is pursuing the issuance of \$40M in revenue bonds to fund the majority of the project. Funding for the A/E design, GC/CM advisor services and the GC/CM preconstruction services are being provided from the cash reserves until the revenue bonds are in place. The remaining cost of project manager/construction manager (PM/CM) services, design services and construction of the project will be funded from a combination of funds from the revenue bonds and cash reserves.

## 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

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

| <b>GC/CM Schedule</b>   | <b>Start</b>  | <b>Finish</b> |
|---|---------------|---------------|
| Develop PRC Application   | July 29, 2019 | Aug 19, 2019  |
| Submit PRC Application  |               | Aug 20, 2019  |
| PRC Presentation  |               | Sept 26, 2019 |
| First publication of RFP for GC/CM Services   |               | Oct 1, 2019   |
| Second publication of RFP for GC/CM Services  |               | Oct 8, 2019   |
| Project Information Meeting   |               | Oct 11, 2019  |
| RFP Submittal Deadline  |               | Oct. 18, 2019 |
| Open & Score RFP Submittals Received  | Oct 21, 2019  | Oct 23, 2019  |
| Notify Submitters of Most Highly Qualified Submitters & Invite to Interview                 |               | Oct 25, 2019  |
| Interviews with Short-Listed Firms  |               | Nov 4, 2019   |
| Notify Submitters of Most Highly Qualified Firms & Invite to Submit responses to RFFP       |               | Nov 6, 2019   |
| RFFP Submittal Deadline & Opening   |               | Nov 20, 2019  |
| Board Approval of GC/CM Selection and Authorization to Negotiate Pre-Con Services Agreement |               | Nov 21, 2019  |
| Notify Submitters of Scoring and Most Qualified GC/CM                                       |               | Nov 25, 2019  |
| Pre-Con Work Plan Due   |               | Dec 9, 2019   |
| GC/CM Agreement w/ Pre-Con Services Executed  |               | Jan 2, 2020   |
| Pre-Con Services  | Jan 2, 2020   | Nov 2020      |
| MACC Negotiation (90% CD's)   | Nov 2020      | Dec 2020      |
| Board Approval of MACC and MACC Contract Amendment Executed                                 |               | Jan 2021      |
|   |               |               |
| <b>Design &amp; Construction Schedule</b>   | <b>Start</b>  | <b>Finish</b> |
| Schematic Design  | Oct 2019      | Feb 2020      |
| Site Development and Land-use Review  | Jan 2020      | June 2020     |

|                                       |           |           |
|---------------------------------------|-----------|-----------|
| Design Development                    | Mar 2020  | July 2020 |
| Construction Documents                | Aug 2020  | Jan 2021  |
| Building Department Review/Permitting | Oct 2020  | Mar 2021  |
| Construction                          | Mar 2021  | Jun 2022  |
| Substantial Completion                |           | June 2022 |
| Final Completion/Closeout             | June 2022 | Aug 2022  |
| Sitework Warranty Period              | June 2022 | May 2023  |
|                                       |           |           |

#### 4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The site is currently shared by the District and the South King Fire & Rescue fire station. Both facilities are served by a common site entrance and it is critical that both remain occupied and fully accessible and fully operational during construction. In order to achieve this, the work will need to be coordinated, scheduled and phased to avoid impact on critical services. The construction work will have to be scheduled and phased to take into consideration not only the construction activities, but also the District's and the fire station's operational activities and access for staff members, customers, vendors, and other visitors to the business functions and public activities that take place on site.

This project will require phased construction over an extended period of time to limit the construction impact on site access and the operations of the facility. It is anticipated that the phases of work will include: off-site development, on-site development and utility work; construction of the new Administration Building, demolition of the existing Administration Building; construction of the new Shop Building and construction of improvements at the existing Shop Building.

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

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.*

The existing facility houses the main administrative building, operations support buildings and yard space that supports all of the functions and work that is required to keep this essential utility provider operational and able to provide services.

The District also maintains a source well on site that feeds into its water supply system. The well, pumps and filtration systems that are housed on site must remain undisturbed and fully operational during construction.

The District shares the site and access to the site with South King Fire & Rescue's fire station that is located adjacent to the existing District Administration Building. It is extremely critical that this facility and their first responder services can continue to function without impact or delay, 24/7/365, throughout the duration of construction.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?  
Not applicable.
- If the project encompasses a complex or technical work environment, what is this environment?  
Not applicable.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?  
Not applicable
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?  
Not applicable.

## 5. Public Benefit

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

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

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

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

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

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

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

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

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

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

**Complex Scheduling** – The preparation of a construction schedule by a GC/CM Contractor, in support of the design team, provides a more detailed, market driven, accurate and realistic CPM schedule. This schedule will better address major construction impacts and will assist District staff and administration in the preparation and timely notification of adjacent neighbors and the community of upcoming construction phases, construction logistics and other potential disruptions or impacts related to the construction project.

**Ongoing Cost Estimating, Value Analysis and Constructability Review** – The GC/CM method of delivery facilitates an on-going process of cost estimating, value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion and cost overrun.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

Not applicable

## 6. Public Body Qualifications

Please provide:

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

The District has not had previous experience utilizing the GC/CM delivery method. That said, the District is looking forward to utilizing the benefits of the GC/CM delivery method with its collaborative process on this challenging project.

To initiate the GC/CM ground work and to bolster the opportunity for a successful project, the District has supplemented their team with an experienced GC/CM consultant. We have contracted the services of Parametrix to provide not only GC/CM advisory services (PRC application and GC/CM procurement) but also Project and Construction Management services throughout the duration of project. Parametrix has had extensive experience in the GC/CM procurement and delivery process. Members of the Parametrix team involved on this project have been involved in implementation of the GC/CM procurement/delivery method on not less than thirty major projects totaling nearly \$1.6B in total project costs.

As well as having acquired the services of Parametrix, the District has engaged the services of an external legal counsel (Graehm Wallace of Perkins Coie) to supplement their internal general counsel and provide assistance in contract development and negotiation. Perkins Coie has provided legal and contract related services to numerous public agencies utilizing the GC/CM delivery method.

The District's Architect for the project is Helix Design Group. Helix has succeeded in establishing and maintaining valued working relationships with a number of municipalities

throughout the Puget Sound region. They have been an involved in many successful alternative delivery projects. They appreciate that alternate delivery method works well with open, shared, hands-on style of communication as well as proven project management methodology. It also offers Owners the opportunity to generate an efficient, streamlined approach to the project.

The combination of the District’s past success in managing capital improvement projects and the GC/CM expertise of Parametrix, Helix Design Group and Perkins Coie creates a strong team that is well-suited to successfully execute the GC/CM delivery process for this project.

- **A *Project* organizational chart, showing all existing or planned staff and consultant roles.**  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*

Refer to Appendix ttachment A.

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

***John Bowman, P.E., District General Manager (Lakehaven Water & Sewer District)***

Role: General Manager for District and reports directly to the Board. Will meet with the District’s Project Manager on a regular basis and coordinate issues from a District upper management perspective.

Relevant Experience: John Bowman was appointed General Manager of Lakehaven Water and Sewer District in 2011. He earned his B.S. in Civil Engineering from the University of Washington and currently oversee the District’s operations and capital improvement programs with a \$30 million annual O&M budget and a 10-year capital improvement budget of over \$220 million. He holds a professional Civil Engineer license in Washington State since 1994. Between 2010 and 2016, he was also the District’s project representative on a \$187 million GC/CM water filtration plant project built by the City of Tacoma in partnership with Lakehaven, the City of Kent, and Covington Water District. His primary role was to secure the District’s \$21 million share of project funding, participate on the Project Committee, and contribute in value engineering discussions. From that experience, he has learned the importance of building an experienced and cohesive project team as the key to success (the project was completed \$30M under its initial budget). His other work experience includes regional water supply planning, design and construction management of water and sewer infrastructure projects and water treatment facilities.

***Ken Miller P.E., District Project Manager (Lakehaven Water & Sewer District)***

Role: Ken’s Role will be Project Manager for Lakehaven Water and Sewer District (LWSD) on the project. He will be the daily onsite contact for Parametrix and the contractor. He has administered and been involved with numerous projects during his 40 years of experience in design and construction of public infrastructure.

Relevant Experience: Ken graduated from Saint Martin’s University with a BSCE and the University of Washington with a MSCE. He has been a licensed professional engineer for over 35 years. His design and construction experience includes water, sewer, wastewater, roads, bridges, parks and municipal building projects. This experience includes all phases of the project from planning to warranty work. Currently Ken performs the role of Engineering Manager and is responsible for the planning, engineering and construction of the capital program for LWSD.

| <b>Project</b>                           | <b>Project Value</b> | <b>Delivery Method</b> | <b>Role</b>     | <b>Time Frame</b> |
|--|----------------------|------------------------|-----------------|-------------------|
| 2019 I&I Sewer Lining                    | \$ 1.2M              | D/B/B                  | Project Manager | 2017              |
| 2017 I&I Sewer Lining                    | \$ 1.6M              | D/B/B                  | Project Manager | 2019              |
| 2019 Lakota Turbo Blowers                | \$ 2.4M              | D/B/B                  | Project Manager | 2019              |
| 2018 Redondo Shoring Wall Rehabilitation | \$ 825K              | D/B/B                  | Project Manager | 2018              |
| 2016 Lakota UV Replacement               | \$ 3.13M             | ESCO (DES)             | Project Manager | 2017              |



|   |          |       |                 |      |
|---|----------|-------|-----------------|------|
| 2017 Lakota Headworks Screens Replacement | \$ 1.56M | D/B/B | Project Manager | 2017 |
|---|----------|-------|-----------------|------|

**Steve Pritchett, District General Counsel (Lakehaven Water and Sewer District)**

Role: As the Lakehaven Water and Sewer District General Counsel, Steve will work with all of the team participants and, in specific consultation and cooperation with Special Counsel Graehm Wallace, advise the Board and staff on matters of drafting and interpreting contract terms and the resolution of any contract issues or disputes that may arise during the Project.

Relevant Experience: Steve has been serving as a legal advisor to the Lakehaven Water and Sewer District for over 35 years. Initially as a private attorney, and then as in-house counsel for the past 26 years, Steve has represented the District in legal matters and advised the Board of Commissioners and staff on matters relating to all areas of general municipal practice; including property, construction, employment, labor relations, and public procurement law, as well as matters of compliance with Chapter 57 of the RCW and other statutory provisions regulating special purpose water/sewer districts. As the supervisor of Lakehaven’s Administration Department, Steve oversees the District’s contracting for public works and procurement of materials, equipment and supplies. In addition to overseeing direct District procurement, Steve advises the District on matters relating to the development of water/sewer system infrastructure through system extension contracts with developers.

**Mike Purdy – PM Advisory Consultant to District's Project Manager (Michael E. Purdy Associates, LLC)**

Role: Provide strategic guidance and advice to the District's Project Manager on a variety of alternative delivery, procurement and project management related issues - all in cooperation and partnership with the GC/CM Procurement, Advisory and PM/CM services provided to the District by Parametrix.

Relevant Experience: With more than 30 years of experience as a manager in public contracting and procurement with some of the largest government agencies in the State of Washington, and as an independent consultant for more than a dozen years, Mike Purdy is one of the State’s most experienced and respected leaders and experts in public contracting. As the Contracts Manager at the University of Washington, Mr. Purdy was a key player in the selection, contracting, and administration of more than a dozen GC/CM projects at the University. He served in a similar role for three multi-million-dollar housing redevelopment projects when he was the Contracting and Procurement Manager at the Seattle Housing Authority. As the Principal of Michael E. Purdy Associates, LLC, Mr. Purdy has provided consulting services to 12 public bodies, successfully guiding them through the procurement and contracting process for their first alternative delivery projects. Mr. Purdy is a frequent trainer and speaker on alternative delivery other public procurement and contracting issues and was the author for many years of the popular Mike Purdy’s Public Contracting Blog, followed by thousands of contracting professionals in the state and around the country.

| Project   | Project Value | Delivery Method | Role          | Time Frame |
|---|---------------|-----------------|---------------|------------|
| William Shore Pool District, Expansion & Renovation Project | \$15M         | GC/CM           | GC/CM Advisor | 2018 - now |
| Port Townsend School District, Grant Street Elementary      | \$20M         | GC/CM           | GC/CM Advisor | 2016       |
| Port of Pasco, Tri-Cities Airport Expansion/Modernization   | \$26M         | GC/CM           | GC/CM Advisor | 2013-2017  |
| City of Everett, Water Pollution Control Facility Phase C   | \$31M         | GC/CM           | GC/CM Advisor | 2012-2016  |
| Ridgefield Schools, Ridgefield Capital Improvement Project  | \$49M         | GC/CM           | GC/CM Advisor | 2012-2013  |
| Kennewick School District, Kennewick Elementary             | \$26M         | GC/CM           | GC/CM Advisor | 2011-2012  |

|   |        |       |               |           |
|---|--------|-------|---------------|-----------|
| Kitsap County, Pump Station 16/67 Upgrades Project        | \$2M   | GC/CM | GC/CM Advisor | 2011-2013 |
| City of Bellingham, Post Point Wastewater Treatment Plant | \$28M  | GC/CM | GC/CM Advisor | 2010-2015 |
| City of Tacoma (Water), Green River Filtration Facility   | \$187M | GC/CM | GC/CM Advisor | 2010-2015 |
| City of Seattle, Fire Station 14 Renovation               | \$6M   | GC/CM | GC/CM Advisor | 2009-2012 |
| LOTT Clean Water Alliance, Budd Inlet Treatment Plant     | \$31M  | GC/CM | GC/CM Advisor | 2009-2012 |
| Sound Transit, University of Washington Station           | \$115M | GC/CM | GC/CM Advisor | 2009-2012 |

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

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

**Relevant Experience:** Jim has over 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is highly skilled at alternative project delivery (GC/CM and D/B), long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation.

Jim has intimate knowledge of RCW 39.10 and has served as a member of the GC/CM Advisory and Project Management team for numerous of Owners and projects. Jim has been a member of the PRC for the last three years and, as of July 2019, will serve a one-year term as the PRC Chairman. The table below identifies some of Jim’s most recent GC/CM project experience.

| <b>Project</b>  | <b>Project Value</b> | <b>Delivery Method</b> | <b>Tasks Performed</b>           | <b>Time Involved</b> |
|---|----------------------|------------------------|----------------------------------|----------------------|
| Columbia River High School Mod/Add, Vancouver Public Schools        | \$21.4 M             | GC/CM                  | GC/CM Advisor                    | 2018 - present       |
| Downtown Elementary School, Vancouver Public Schools                | \$39.5 M             | GC/CM                  | GC/CM Advisor                    | 2018 - present       |
| Three Elementary School Replacement Program, Auburn School District | \$157.7 M            | GC/CM                  | GC/CM Procurement, GC/CM Advisor | 2018 - present       |
| New Headquarters, Chelan County PUD                                 | \$136.36M            | GC/CM                  | GC/CM Advisor                    | 2017 - present       |
| RI & RR Dam Support Facilities, Chelan County PUD                   | \$70 M               | GC/CM                  | GC/CM Advisor                    | 2017 - present       |
| Grant Elementary School, Tacoma Public Schools                      | \$34.9 M             | GC/CM                  | Program Manager, GC/CM Advisor   | 2017 - present       |
| Birney Elementary School, Tacoma Public Schools                     | \$39.15 M            | GC/CM                  | Program Manager, GC/CM Advisor   | 2017 - present       |
| Mann Middle School Replacement, Clover Park School District         | \$68 M               | GC/CM                  | GC/CM Advisor                    | 2017 - present       |

| Project  | Project Value | Delivery Method | Tasks Performed | Time Involved |
|--|---------------|-----------------|-----------------|---------------|
| Four Elementary School Replacement Program, Auburn School District | \$208.0 M     | GC/CM           | GC/CM Advisor   | 2017-present  |

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

Role: As the GC/CM Procurement Manager and PM/CM, Dan will be responsible for GC/CM procurement including development of the RFP and RFFP documents, Interview criteria and scoring criteria and project score sheets. During design and construction, as the PM/CM, Dan will be providing oversight of the A/E and GC/CM to ensure that the Owner’s programmatic needs, budget and schedule are being met. He will also be responsible for monitoring the work of the A/E and GC/CM and ensuring that they are operating within their contractual obligations to the District.

Relevant Experience: Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 32 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the educational, commercial and public sector markets, providing design and construction services on projects throughout western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time, he has been closely involved in the GC/CM procurement process for more than 24 projects, totaling nearly \$1.5B in total project value, that will/are being delivered using the GC/CM delivery method. Dan is a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by public agencies for projects that pose interesting challenges and opportunities. The table below identifies some of Dan’s most recent GC/CM project experience.

| Project   | Project Value | Delivery Method | Role                             | Timeframe      |
|---|---------------|-----------------|----------------------------------|----------------|
| Columbia River High School Mod/Add, Vancouver Public Schools        | \$21.4 M      | GC/CM           | GC/CM Procurement                | 2018           |
| Downtown Elementary School, Vancouver Public Schools                | \$39.5 M      | GC/CM           | GC/CM Procurement                | 2018           |
| Three Elementary School Replacement Program, Auburn School District | \$157.7 M     | GC/CM           | GC/CM Procurement, GC/CM Advisor | 2018 - present |
| Chelan County PUD – RI & RR Dam Support Facilities                  | \$70M         | GC/CM           | GC/CM Procurement                | 2017           |
| Grant Elementary School, Tacoma Public Schools                      | \$34.9 M      | GC/CM           | GC/CM Procurement                | 2017           |
| Birney Elementary School, Tacoma Public Schools                     | \$39.15 M     | GC/CM           | GC/CM Procurement                | 2017           |
| Mann Middle School Replacement, Clover Park School District         | \$68 M        | GC/CM           | GC/CM Procurement                | 2017           |
| Four Elementary School Replacement Program, Auburn School District  | \$208.0 M     | GC/CM           | GC/CM Procurement, GC/CM Advisor | 2017-present   |

**Joe Missel, Assistant PM/CM (Parametrix)**

Role: As the assistant PM/CM, Joe will provide additional PM/CM support for the project at times of peak workload and will also backfill the PM/CM role when necessary to satisfy the needs of the project.

**Relevant Experience:** Joe is a skilled senior PM/CM with experience acting as a project manager in both the design and construction industries. He has been responsible for the complete development, scheduling, estimating, and management of up to 6 concurrent projects with costs ranging from \$500,000 to \$75M. Joe’s experience encompasses a variety of project types including educational facilities; commercial; office; retail; industrial developments; maintenance; as well as utility and infrastructure for both private and public clients. He has led significant projects as the architectural project manager, as well as general construction efforts as a senior PM. His experience working as both the architect and the contractor gives Joe a unique perspective on projects. Joe is sensitive to the client’s perspective and strives to assist his clients in recognizing their goals, while providing a functional and financially responsible facility that will represent the owner’s character in the community.

| <b>Project</b>   | <b>Project Value</b> | <b>Delivery Method</b> | <b>Role</b>          | <b>Time Frame</b> |
|--|----------------------|------------------------|----------------------|-------------------|
| North Thurston High School Phase 3, North Thurston School District | \$5M                 | D/B/B                  | Owners Rep & PM/CM   | 2019-current      |
| Bush Middle School, Tumwater School District                       | \$13M                | D/B/B                  | Program Manager & PM | 2016-2018         |
| Tumwater Middle School, Tumwater School District                   | \$16M                | D/B/B                  | Program Manager & PM | 2016-2018         |
| North Thurston High School Phase 2, North Thurston School District | \$27.9M              | D/B/B                  | Owners Rep & PM/CM   | 2015-2019         |
| Moctezuma’s Restaurant, Tukwila WA                                 | \$1.3M               | Negotiated             | Owner’s Rep, PM/CM   | 2014-2015         |
| North Thurston High School Phase 1, North Thurston School District | \$5M                 | D/B/B                  | Owners Rep & PM/CM   | 2014-2016         |

***Graehm Wallace – District Legal Counsel (Perkins Coie)***

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous public entities including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm has prepared GC/CM contracts for the Cities of Oak Harbor and Spokane; for the Chelan County PUD and Spokane Public Libraries; for Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals; and for the following School Districts: Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Edmonds, Evergreen, Federal Way, Ferndale, Fife, Kalama, Lake Stevens, Mead, Mount Vernon, Port Townsend, Puyallup, Seattle, Shoreline, Spokane, Tacoma, Tahoma, Vancouver, West Valley, and Yelm. Graehm has twenty-three years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm also provides legal advice during construction, claim prosecution, and defense work.

***Bruce McKean, AIA, Principal in Charge (Helix Design Group)***

**Role:** As the Principal in Charge for Helix, Bruce will be the point of contact for all issues related to the A/E contract. Bruce will also provide oversight of the A/E design team.

**Relevant Experience:** Bruce has over 30 years of experience completing a broad range of projects including work with multiple local municipalities, the State of Washington, the Department of Transportation, Department of Defense, and other private clients. Bruce is an experienced manager and has coordinated multi-discipline projects exceeding \$30 million in construction value. Bruce is also Helix Design Group’s Founding Principal, and has throughout his career exhibited exceptional management skills, both as a business executive and as Principal-in-Charge for a wide variety of design projects including those that include alternative delivery.

| Project  | Project Value | Delivery Method | Role                | Time Frame |
|--|---------------|-----------------|---------------------|------------|
| Muckleshoot Indian Tribe Casino Expansion      | \$40M         | D/B             | Principal in Charge | current    |
| North Shore Golf Course                        | \$6M          | D/B             | Principal in Charge | 2017-2018  |
| Titus-Will Ford                                | \$7.3M        | D/B             | Principal in Charge | 2013-2014  |
| SR 520 Floating Bridge Maintenance Facility    | \$5M          | D/B             | Principal in Charge | 2011-2017  |
| Franciscan Medical Office Building Bonney Lake | \$12.9M       | D/B             | Principal in Charge | 2011-2013  |
| Tahoma Market                                  | \$9M          | D/B             | Principal in Charge | 2010-2011  |
| Titus-Will Toyota                              | \$7.1M        | D/B             | Principal in Charge | 2009-2010  |

**Jeff Blachowski, RA, LEED AP, Architect Project Manager (Helix Design Group)**

Role: As the Architect's Project Manager, Jeff will be the point of contact for all issues related to program, design and budget adherence. Jeff will also provide oversight and direction of the A/E team members and coordinate with the Owner and other Owner's consultants during design and construction.

Relevant Experience: Over the course of his 22 year career, Jeff Blachowski has been a project architect, project manager, and construction administrator for a diverse range of new and renovation projects that encompass educational, municipal, commercial, housing, hospitality, medical, automotive, retail and light industrial facilities. His experience spans both the private and public sectors and has been involved in many successful alternative delivery projects. Jeff's creative design skills, alongside his strong, detail-oriented management, technical skills, and team approach have contributed to his ability to guide successful projects from concept development through completion.

| Project  | Project Value | Delivery Method | Role                          | Time Frame |
|--|---------------|-----------------|-------------------------------|------------|
| Muckleshoot Indian Tribe Casino Expansion      | \$40M         | D/B             | Architect and Project Manager | current    |
| North Shore Golf Course                        | \$6M          | D/B             | Architect and Project Manager | 2017-2018  |
| Titus-Will Ford                                | \$7.3M        | D/B             | Architect and Project Manager | 2013-2014  |
| SR 520 Floating Bridge Maintenance Facility    | \$5M          | D/B             | Architect and Project Manager | 2011-2017  |
| Franciscan Medical Office Building Bonney Lake | \$12.9M       | D/B             | Architect and Project Manager | 2011-2013  |
| Tahoma Market                                  | \$9M          | D/B             | Architect and Project Manager | 2010-2011  |
| Titus-Will Toyota                              | \$7.1M        | D/B             | Architect and Project Manager | 2009-2010  |

- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Example Staff Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)

Refer to the Bios above.

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

Refer to the Bios above.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Parametrix has been selected to provide full Owner's Rep and PM/CM Consultant Services as well as GC/CM Advisory Services through project completion.

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

Refer to the Bios and project experience tables above.

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

Ken Miller, the District's Engineering Manager, will serve as the District's focal point for the project serving as Project Manager. He will receive significant support from Parametrix who will be the District's Project and Construction Manager. The organizational chart included in this application describes the relationships between the various parties and the Bios above describe the roles for each member of the project team. The District's Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The District completes numerous construction projects every year. Those projects are typically infrastructure or maintenance related work rather than building construction. In order to be successful, the District has developed a comprehensive management system that has been successful in delivering infrastructure and capital projects on time and within budget during a time of unprecedented industry-wide cost escalation.

Controls will be exercised through a signature authority process for changes. The Maximum Allowable Construction Cost (MACC) will include a GC/CM Risk Contingency that may be used by the team during coordination of the work and specifically during subcontract buyout. Use of any of these contingency funds by the GC/CM requires approval by the District, but the District cannot unreasonably withhold use of the contingency. The District will also carry a 5% Project Contingency outside of the MACC that can be utilized for costs such as unforeseen conditions, errors/omissions in the construction documents and owner directed changes in project scope.

The District's General Manager and Project Manager will meet regularly and will have authority to approve spending from the Owner's contingency funds up to limits established by the District's Board This will allow most items to be resolved quickly, reserving more expensive matters for further review.

The Parametrix PM/CM consultant team will not have signature authority for changes in the contract value. They will work closely with the District's Project Manager to keep him fully informed of any potential cost issues. This approach balances the need for direct decisions/direction to be made by the District with the capability to manage emerging issues that arise at the site and has proven to work well in General Contractor/Construction Manager (GC/CM) projects.

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

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

- Contact/Outreach to experienced, potential GC/CM candidates prior to the release of the RFP.
- Develop/Issue RFP to solicit qualification/proposal statements from GC/CM candidates.
- Receive and score/rank the qualifications/proposals received.
- Check references of GC/CM firms and team members.
- Shortlist the most qualified GC/CM firms to the interview stage.
- Interview and score/rank the shortlisted GC/CM candidates.
- Develop/Issue RFFP to solicit final proposals (price factors) from the highest ranked GC/CM candidates.
- Receive and open/score the final proposals (price factors) received to identify the most

- highly qualified GC/CM.
- Request approval from the Board to negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Recommend that the Board award to the most highly qualified GC/CM.
- Execute GC/CM Agreement with pre-construction services.

The GC/CM RFP will be advertised in early October 2019. By late December 2019, the GC/CM procurement process will have been completed and a Pre-construction Services agreement will be negotiated. A GC/CM agreement for Pre-Construction services will be presented for approval to the Board of Commissioners in early January 2020. This will allow the GC/CM Contractor to join the project team at the end of Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

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

The District will utilize GC/CM Contract, Guaranteed Maximum Price Amendment and General Conditions documents based on the AIA-A133, AIA-A133A and AIA-A201 prepared by Perkins Coie. The District will also use, in conjunction with the Perkins Coie documents, standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

#### **7. Public Body (your organization) Construction History:**

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

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

Refer to Appendix Attachment B.

#### **8. Preliminary Concepts, sketches or plans depicting the project**

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

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

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

Refer to Appendix Attachment C.

#### **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.

The District has not received any audit findings on the projects listed in the response to question 7 above.

**10. Subcontractor Outreach**

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

The District is committed to supporting the local community and economy by encouraging their contractors to include participation of local businesses, small business enterprises, women and minority business, and socially and economically disadvantaged business enterprises on their projects. This is intended to invest tax-payer dollars back into the community, as well as help build a strong professional community able to tackle the increased construction project load that is being experienced in Washington State and especially the greater Puget Sound region.

The GC/CM will be expected to demonstrate due diligence to attempt to encourage and include participation of these businesses to bid and be successful at winning work on the project. Our RFP/RFFP documents will require the contractor to provide their approach for outreach and to encourage participation of local businesses, small business enterprises, women and minority businesses, and socially and economically disadvantaged business enterprises. We will also request their success and performance related to inclusion on prior, completed projects.

**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 may delay action on your application.

If the PRC approves 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. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

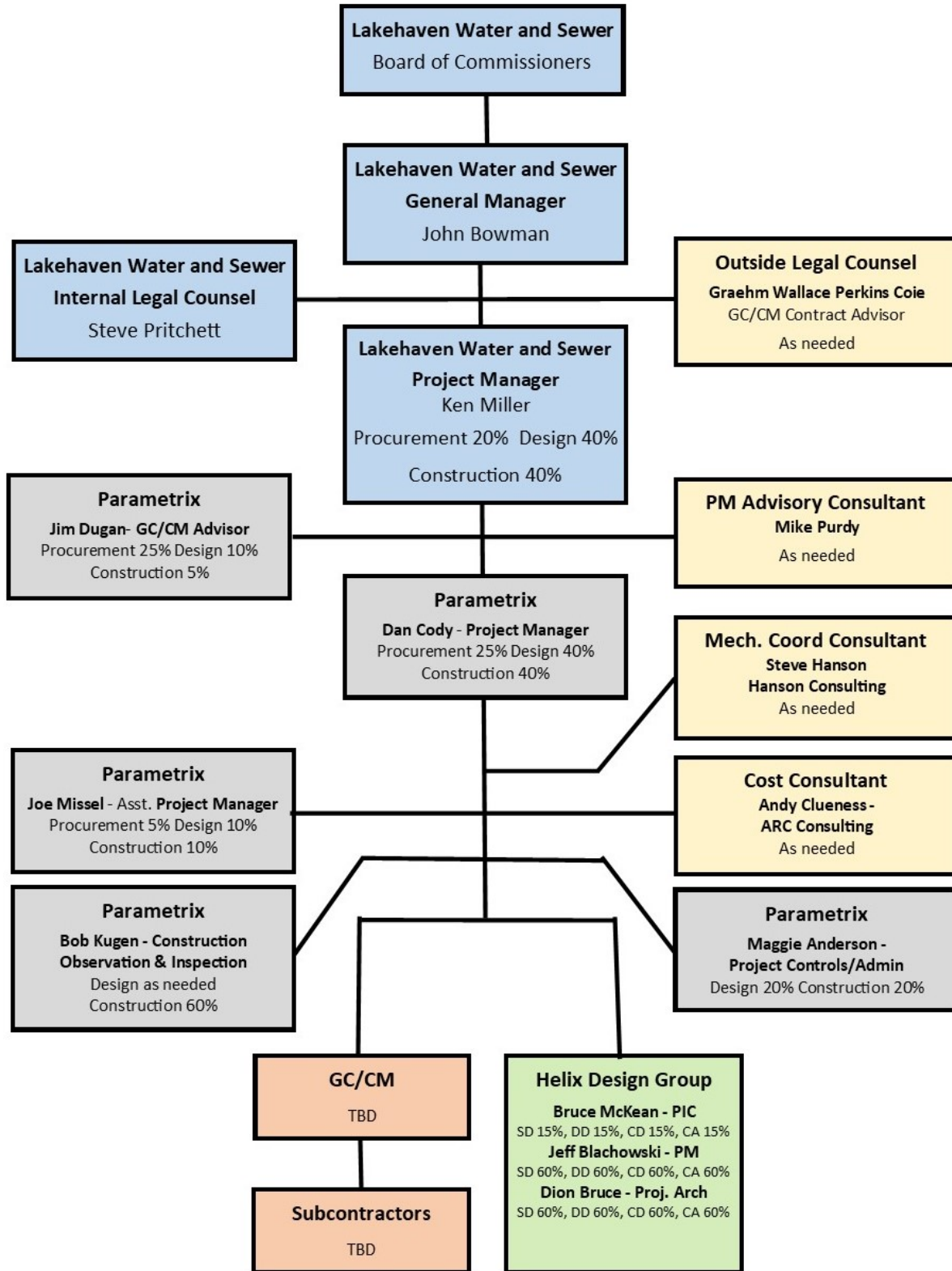
Signature:  \_\_\_\_\_

Name: John Bowman, PE  
Title: General Manager  
Date: August 20, 2019



## Appendix Information

**Attachment A – Project Organizational Chart**



**Lakehaven Water and Sewer District**

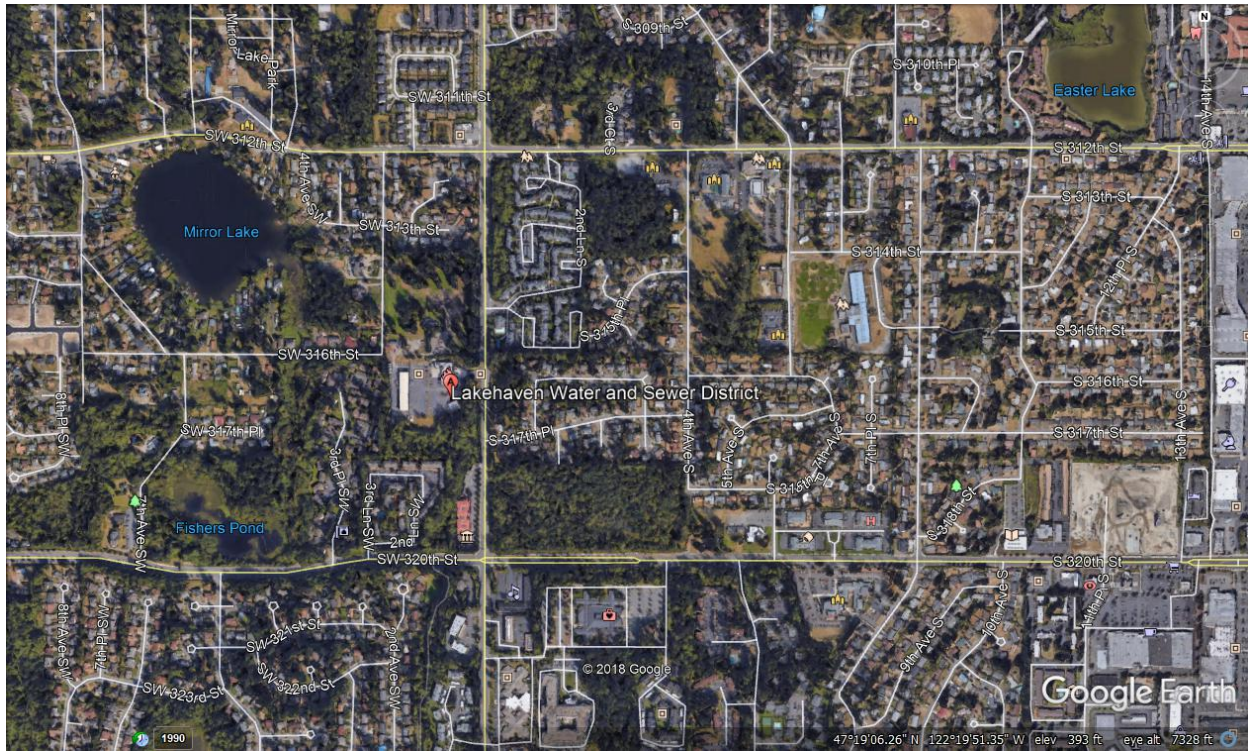
**NEW HEADQUARTERS  
PROJECT ORGANIZATION CHART**

## Attachment B – District Construction History

| Project Name               | Contract Method | Plan Const. Start | Plan Const. Finish | Act. Const. Finish | Original Const. Budget | Actual Cost of Const. | Reasons for Budget or Schedule Overruns |
|----------------------------|-----------------|-------------------|--------------------|--------------------|------------------------|-----------------------|---|
| Lakota Turbo Blower        | D/B/B           | Feb 2019          | Sept 2019          | On Schedule        | \$ 1.2M                | \$ 1.25M              | Additional Scope                        |
| Redondo Shoring Wall Rehab | D/B/B           | June 2018         | Oct 2018           | Oct 2018           | \$ 511,500             | \$ 541,846            | Added Project                           |
| I & I Sewer Lining         | D/B/B           | Sept 2017         | Dec 2017           | June 2018          | \$ 1.4M                | \$ 1.37M              | Weather and Scope                       |
| Lakota Headworks Screens   | D/B/B           | April 2017        | Sept 2017          | Dec 2017           | \$ 1.08M               | \$ 1.06M              | Equipment Delivery and O&M Review       |
| Lakota UV Replacement      | ESCO (DES)      | Aug 2016          | July 2017          | April 2017         | \$ 3.134M              | \$ 3.036M             |   |
| Lakota Disk Thickener      | D/B/B           | Jan 2016          | July 2016          | Sept 2016          | \$ 1.05M               | \$ 1.04M              | Coordination of Equipment "Start Up"    |

**Attachment C – Preliminary Concepts**

**Figure 1 – Lakehaven Sewer and Water District – Neighborhood Aerial**



**Figure 2 – Lakehaven Sewer and Water District – Site Aerial**

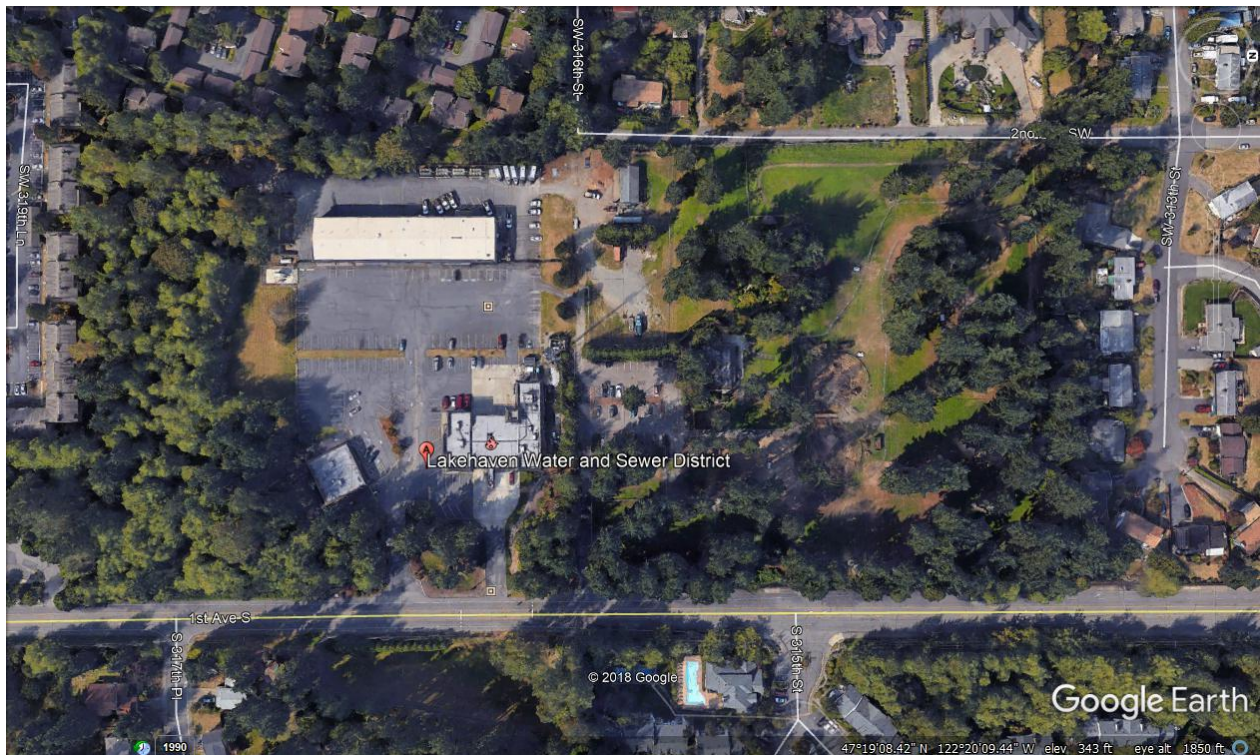
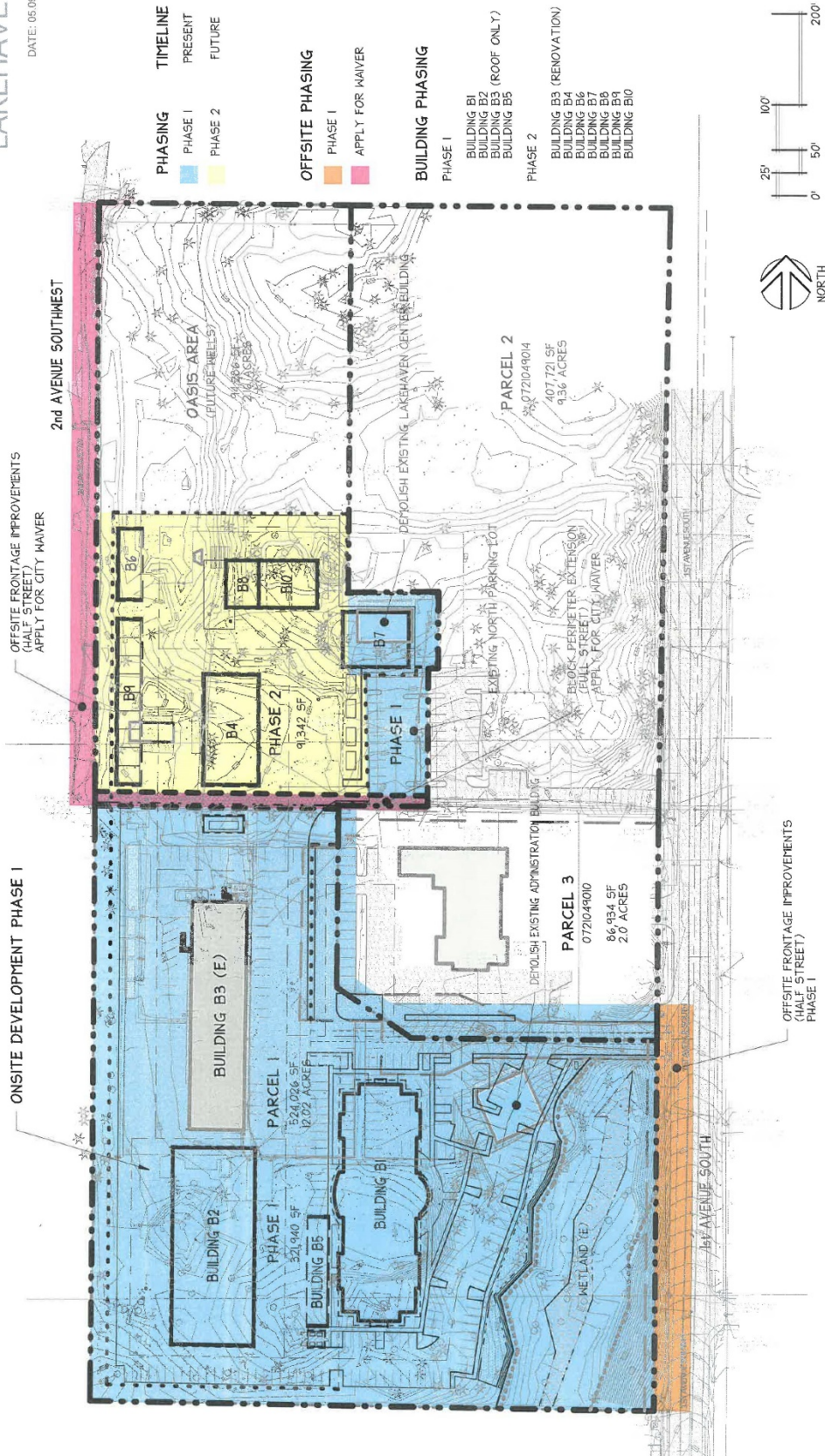


Figure 3 – Concept Phasing/Site Plan

LAKEHAVEN

DATE: 05/08/19



CONCEPT SITE PLAN - PHASE 1



HELIX DESIGN GROUP, INC.

Figure 4 – Concept Floor Plans – HQ Building

