

Capital Projects Advisory Review Board

**PROJECT REVIEW COMMITTEE**

November 29, 2018

**Minutes**

*Northwest Carpenters Facility  
25120 Pacific Highway South  
Kent, Washington 98032*

**Attendees:**

Ato Apiafi, Minority/Women Business	Matthew Lane, Design Industry Architect
David Beaudine, Construction Manager	Art McCluskey, Owner – General Public
Kurt Boyd, Specialty Contractor	Sherrie Montgomery, Owner – Higher Education
James Dugan (Vice-Chair), Construction Manager	Jason Nakamura, Private Sector
Bryan Eppler, Specialty/ Subcontractor	Sam Obunike, Design Industry Engineer
Rustin Hall, Design Industry – Architect	Mark Ottele, General Contractor
Howard Hillinger, Construction Manager	Janice Zahn (Chair), Owner – Ports
Brian Holecek, General Contractor	

**Guests:**

Maggie Anderson, Parametrix	Michael Kay, Walla Walla Public Schools
Hollis Barnett, Garco Construction	Bill Kent, Mortenson
Daal Bodoce, R&C Management	Dan Marcinko, City of Snoqualmie
Dennis Burgh, Central Kitsap School District	Mike Merlineo, Evergreen School District
Ed Champagne, Walla Walla Public Schools	Doug Newell, Central Kitsap School District
Andrew Chanse, Spokane Public Library	Jesse Noga, Parametrix
Dan Cody, Parametrix	Drew Phillips, Forma Construction
Kevin Cole, Architects West	Scott Rose, R&C Management
Adam Cormack, R&C Management	Robin Shoemaker, Central Kitsap School District
Quinn Dolan, Centennial	Wade Smith, Walla Walla Public Schools
Michelle Dunne, Parametrix	Andrew Staples, City of Spokane
Dave Fishel, Walla Walla Public Schools	Clint Steele, Pierce Transit
Brett Freshwaters, Piers Transit	Joel Theodore, Parametrix
Heath Gardner, Walla Walla Public Schools	Kyle Thomas, City of Spokane
Jeff Hamlin, City of Snoqualmie	Graehm Wallace, Perkins COIE
Joel Hansen, Central Kitsap School District	Casey Wyckoff, LSW Architects
Howard Hillinger, Parametrix	Gladys Ly-ah Young, SKL Architects
Jeff Jurgensen, OAC	

8:00 am **Pierce Transit (PTBAC) – Maintenance & Operations Improvements GC/CM Project**

**Panel Chair:** Jim Dugan

**Panel:** David Beaudine, Rustin Hall, Brian Holecek, Matt Lane, Art McClusky, Jason Nakamura, Mike Shinn

**Presentation:**

Pierce Transit put together a base master plan in 2016 that was completed early 2018. They have an aging infrastructure approaching 30 years old in Lakewood. Both Pierce Transit and Sound Transit are projected to grow in the future. They also operate the commuter bus service for Sound Transit from Pierce into King County.

Phase 1 of the master plan includes expansion of the south-based parking lot, which is a visitor parking lot. They plan to fill in some existing maintenance pits to address their increasing fleet of articulated buses. They have 17 that are coming soon to support the bus rapid transit project. They are also in the process of increasing capacity to fuel and wash the buses. And finally are talking about electrification.

Pierce Transit hopes to have 30 electric buses in 2020 and need infrastructure to support that. Support includes a roof system that gives them more flexibility for providing electricity, charge up the buses at night and possibly install solar panels. They also need to increase the bus lot and restripe. They will remove a couple of old buildings that are on this site and then design and build a two-story facility that will increase their ability to maintain the fleet.

*Next meeting: January 24, 3018*

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This project needs complex scheduling and phasing. It includes 14 individual sub projects. The flow of funds are not completely secured and may come at different times. Pierce Transit put together next year's budget as well as a six year capital plan, which goes through 2025 for \$75M, along with approximately \$12M in local funding. They are also working with Sound Transit to secure approximately \$40M, which is about half of the anticipated cost for the phase 1 projects.

They are currently moving the van fleet to building six with employee parking below. They are moving fuel and wash facilities right now, and need the help of a GC/CM to determine where to put the facilities maintenance group. All these changes are happening while they maintain their current operations. Safety is a high priority and the construction market is challenging. The goal is to create opportunity for local contractors.

The agency has a previous GC/CM experience, but also the necessary personnel and support from their consultants as well as the funding and budget. They think this project meets all of the public benefits.

**Public Comment:** *No public comments.*

#### **Deliberations:**

This project meets the criteria and is appropriate for GC/CM. This is the first project of this magnitude. Some industry outreach could have been done upfront prior to coming to the PRC. The owner has brought in the right expertise and has an advisor.

***Rustin Hall made a motion to accept the application. Matt Lane seconded the motion.***

**Unanimous Approval**

9:00 am **Walla Walla Public Schools– *Walla Walla High School Renovation GC/CM Project***

**Panel Chair:** Matt Lane

**Panel:** David Beaudine, Jim Dugan, Rustin Hall, Brian Holecek, Art McClusky, Jason Nakamura, Mike Shinn

#### **Presentation:**

Wade Smith, Superintendent of Walla Wall public schools began the presentation with an overview of their understanding of the GC/CM process. He reviewed the scope of work, which represents one of three primary projects.

The Walla Walla project is the largest in scope in both cost and size. It encompasses a renovation of about 230,000 sf for a high school originally constructed in 1963. The total anticipated budget is \$77M. Renovation includes the classrooms, commons, kitchens, original gym, and infrastructure. They are also looking at adding a new science wing to match the existing architecture, additional classroom for culinary arts, and career education.

The project fits all the criteria for GC/CM according to RCW 39.10. This is an open campus on roughly 38-40 acres, with a student population of 1,800 students. The project will take place on the existing campus while class is in session. They were looking initially at the coordination of system replacements, safety upgrades, and program review of the construction phasing. The grounds are close to a flowing creek that houses steelhead and salmon which creates some interesting challenges.

The Superintendent will be intimately involved in the project work and they have hired additional support staff to help steward the project. It is a well-rounded team supported by Perkins, who is very versed in the Washington GC/CM model.

**Public Comment:** *No public comments.*

#### **Deliberations:**

The panel appreciated the fact that the owners worked on building the right team. The Superintendent talked about support staff to take up some of his other duties so that he can focus on the project. When you read RCW 39.10, it requires previous GC/CM experience or equivalent. It could've been a cleaner work chart, however, the final decision is still being made by the Superintendent and the school district, so that makes a difference.

*Next meeting: January 24, 3018*

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*Art McCluskey made a motion to accept the application. Janice Zahn seconded the motion.*

**Unanimous Approval**

10:00 am **Spokane Public Library – Shadle Branch Expansion GC/CM Project**

**Panel Chair:** Mike Shinn

**Panel:** David Beaudine, Kurt Boyd, Rustin Hall, Howard Hillinger, Brian Holecek, Art McClusky, Jason Nakamura

**Presentation:**

Shadle Business Facility was built in 1996, and is centrally located on the north side of a very busy community area. It is conveniently located for the public long principle arterial and Spokane. It is one of the more heavily used branches with over 225 visits per year. The Library is looking to expand the facility both on the north and south side of the current structure, adding 12,000 sf to a 2,000 sf structure. They hope to do this without disrupting service.

There is an active high school across the street to the west, and it is next to a Safeway\Walmart Shopping Center. Just to the south of the Library is another middle school. It will be important to maintain a parking area for the public and keep everyone safe.

This project necessitates phased construction as they move patrons and library staff surrounding the facility through the construction process. They want to bring the GC/CM on onboard during Design process at the very beginning so that they can have earlier cost certainty and earlier schedule certainty. It is a constrained site with a \$16M budget.

**Public Comment:** *No public comments.*

**Deliberations:**

The panel is anxious to see the conversion to the library. They have the right team and experience. Management's roles and responsibilities should be developed more as they grow in the project, but they certainly have an experienced team. Their preplanning and reach out to the community for this project was impressive. They've done their due diligence to understand it and work with an occupied facility. There's no question that this is the best process for the project.

*David Beaudine made a motion to accept the application. Janice Zahn seconded the motion.*

**Unanimous Approval**

11:00 am **Spokane Public Library – Downtown Branch Expansion GC/CM Project**

**Panel Chair:** Rustin Hall

**Panel:** Kurt Boyd, Quinn Dolan, Howard Hillinger, Jason Nakamura, Mark Ottele, Mike Shinn, Janice Zahn

**Presentation:**

The Downtown Library branch was built in 1994. It's a three-story facility with a parking garage underneath. It has the highest day count and a lot of different services. The Library wants to shrink the staff spaces and have more spaces like art gallery spaces, a small café, larger program rooms and opening up a music recording studio for free use for the public. Also of note, this is the only library in the county that's connected via skywalk to the north towards the sea.

This is a very tight site. There's currently a trailer on the west side of the building. The Library is in the downtown core with lots of pedestrians. The construction is going to be constrained and with an occupied facility during the construction phase. The owner of the project is the Spokane Public Library. They have all of the alternative delivery experience in the city of Spokane. The City Council is engaged and very supportive of this project.

Budget for this project is just under \$33M, and is scheduled to finish in September 2022.

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**Public Comment:**

**Carlos Garnett, Gartner Construction** – I've worked with both Kyle and Andrew, and they have done an excellent job of representing the city of GC/CM partners. There's been a lot of value having them involved in the preconstruction phase. It's great to have an owner who is engaged like that to make decisions early on. They have a really good partnership with the library in Spokane. They've been integral partners in the process and experience in the GC/CM process.

**Deliberations:**

They have a well-qualified team and meets the criteria for GC/CM.

**David Beaudine made a motion to accept the application. Jason Nakamura seconded the motion.**

**Unanimous Approval**

12:30 pm **Evergreen School District – Mt. View High School Replacement GC/CM Project**

**Panel Chair:** Bryan Eppler

**Panel:** Ato Apafi, Quinn Dolan, Jim Dugan, Rustin Hall, Sherrie Montgomery, Sam Obunike, Mark Ottele

**Presentation:**

Evergreen School District is in East Vancouver and is the sixth largest school district in the state with about 25,500 students. The current building is just under 250,000 sf belonging to just under 2,000 students, grades 9-12. The campus is 43 acres with three possible approaches to this project. They are expecting to get a General Contractor on board to determine the most feasible approach.

The project meets four of the five criteria for GC/CM. The current phase [referring to the slide show] is replacing the current footprint, looking at phased demolition, and integrating student operations during the project. There are complex scheduling phases, and integration of contractor traffic and student traffic with safety in the forefront. There are 400-500 cars there daily, bus traffic and traffic for the athletic fields. This will be a project with several phases.

The project team has almost 100 years combined construction experience having worked on over 500 school projects. This is a team that has worked together on multiple projects and are intimately familiar with their roles and responsibilities.

Perkins Coie and Parametrix have already looked at the general conditions and contractual documents. They have broken down the budget for both the construction and development the approach. The building budget and site budget each already have contingencies associated with them. There are tree contingencies or safeguards totaling about \$30M or 20 % of the project budget. This project is already fully funded.

**Public Comment:** *No public comments.*

**Deliberations:**

A well done presentation, both in written form and the presentation. More examples of inclusion would have been good, but the panel was in support.

**Quinn Dolan made a motion to accept the application. Ato Apafi seconded the motion.**

**Unanimous Approval**

1:30 pm **Central Kitsap School District – GC/CM – Olympic High School Modernization Phase 2 Project**

**Panel Chair:** Jim Dugan

**Panel:** Ato Apafi, Quinn Dolan, Bryan Eppler, Rustin Hall, Sherrie Montgomery, Sam Obunike, Mark Ottele

**Presentation:**

Robin Shoemaker, Director of Capital Projects in Central Kitsap School District introduced the project team.

**Minutes**

The site for the project is a co-located site with the Kitsap County Parks Department. Kitsap County is in support of this project. They have just completed work on Unit 2, and would like to turn around and do work on Units 1 and 3 as part of this application.

This is a 37 acre site. Original construction was in 1979. The site has elevation gain, and there's some storm water issues. The project itself is to improve units 1 and 3, updating classrooms, eliminating interior classrooms, continue the work for flexible spaces, restrooms, staff room, locker rooms, all of the athletic facilities and the gym building. They are also looking to incorporate the future addition on this school campus, which will become a middle school.

The School District is looking forward to having the GC/CM and Design team work with them on how it will be accomplished. They anticipate there will be some shifts on the early dates in the schedule as they progress through the RFP process. They want to make sure the GC/CM is on board while advancing the schematic design. The hope is to start construction in December 2019. The more time they have with the GC/CM for the design, the better they feel the whole process will go.

There are two authorities in the jurisdiction, permitting agencies, for various components of the work. This is a \$29M project that encompasses a complex and technical work environment.

Qualifications of the team include up to \$171M worth of GC/CM projects. Lessons learned include optimizing the pre-construction period, which is why having a GC/CM early is critical. They would like to utilize the GC/CM outreach efforts, and optimize inclusions for subcontractors. It's also really important to understand the risk contingency of utilization. They want to hit the road running with the GC/CM during preconstruction and have a continuity team for contract administration.

**Public Comment:**

**Drew Phillips, Forma Construction** – We have built for the school district and have every confidence in their ability to manage this project. They have the expertise.

**Dan Cody, Parametrix** – I'm familiar with the project and I don't think there's any other way to deliver this project other than GC/CM. They're moving classrooms around, moving staff, and the first phase was very difficult. I don't see this as a candidate for design-build.

**Deliberations:**

Central Kitsap has demonstrated considerable competence in their projects. There is nothing more difficult than keeping a school operating at the same time as construction. The project meets the requirements of complex phasing out of the ground site.

**Ato Apafi made a motion to accept the application. Bryan Eppler seconded the motion.**

**Unanimous Approval**

2:30 pm **City of Snoqualmie – Reclaimed Water Disinfection Facility DB Project**

**Panel Chair:** Janice Zahn

**Panel:** Ato Apafi, Quinn Dolan, Bryan Eppler, Rustin Hall, Sherrie Montgomery, Sam Obunike, Mark Ottele

**Presentation:**

The City of Snoqualmie is about 30 miles north of Seattle, and is the number two tourist destination of the state. The population is growing. The Department of Ecology notified the city that new regulations were coming in place for a supplemental treatment plant. They consulted with two engineers to help gather information and want to bring our design-builder on board as soon as possible to help decide what this facility is going to end up being.

The City has a \$32M bond, and has done a lot of design-build work. It's a fairly new city putting a lot of infrastructure in place. There's a challenge in the market of design-build, where the owner hires a consultant team to do the design and everybody gets maxed out on capacity. The city is experiencing some challenges with errors and omissions in the design-bid-

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build approach to delivering projects. This has led to a discussion about alternative options. Progressive Design-build is preferred over GC/CM because of the ability to shift risk and responsibility from the owner side to the design-builder side. There is a collaborative effort in design-build projects that are important if there's a lot of technology in play. The City also believes that working with the contractor up front and with their design team will help save time on this project.

The city hired Parametrix as their consultant to utilize staff augmentation. The project team has extensive experience in design and project management with a combined 98 years of experience in design-build.

**Public Comment:** *No public comments.*

**Deliberations:**

The City is taking the right approach on this project. There was some concern that they have access to a budget that goes beyond what they're thinking right now. Based on the data they are collecting, they will make an informed decision. They are going to select based on qualification and work together to establish a solution and prices. They're chasing a moving target from Ecology that they can't control. It is recommended the City not wait until the month before advertising, so they can let the community know about this project and their need for a design builder to help solve meet their schedule.

*Mark Ottele made a motion to accept the application. Quinn Dolan seconded the motion.*

**Unanimous Approval**

3:30 **Adjourn**