

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): [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](#) E-mail: [MBreen@spokaneairports.net](mailto:MBreen@spokaneairports.net)

**1. Brief Description of Proposed Project**

- a) Name of Project: [Terminal Renovation and Expansion \(TREX\)](#)
- b) County of Project Location: [Spokane](#)
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)  
[With increasing passenger enplanements, the TREX Program will provide space for more efficient airport and airline operations. The TREX program consists of a new Central Bag Claim Hall and Consolidated Security Screen Checkpoint \(SSCP\); remodeling of the Terminal A/B Baggage Claim and A/B SSCP; addition for the Concourse C West Expansion; additional passenger boarding bridge gates; relocation of the police facilities; and related building improvements. The project includes new construction of approximately 236,000sf and remodeling of approximately 45,000sf.](#)

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

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$ 14,500,000
Estimated project construction costs (including construction contingencies):	\$ 117,700,000
Equipment and furnishing costs	\$ 1,030,000
Off-site costs	\$ 0
Contract administration costs (owner, cm etc.)	\$ 2,000,000
Contingencies (design & owner)	\$ 6,000,000
Other related project costs (utility fees, permits, bid advertising, legal services, moving costs, etc.)	\$ 200,000
Sales Tax	\$ 10,570,000
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Total	\$ 152,000,000

**B. Funding Status**

Please describe the funding status for the whole project. Note: *If funding is not available, please explain how and when funding is anticipated*

[The project has been approved by the Spokane Airport Board and will be funded with multiple bond issuances backed by a combination of local Passenger Facility Charges \(PFC\), general airport revenue as well as unrestricted funds.](#)

**3. Anticipated Project Design and Construction Schedule**

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement

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## GC/CM Procurement Schedule - DRAFT

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Date	Activity
February 20, 2020	Submit PRC Application
March 26, 2020	PRC Presentation
March 31, 2020	Advertisement for Request for Proposals Published (1st Notice)
April 7, 2020	Advertisement for Request for Proposals Published (2nd Notice)
April 14, 2020	Pre-Proposal Conference
April 28, 2020	Statement of Qualifications Due
	SOQ Scoring and Shortlisting of Firms
May 5, 2020	Notification of Highly Qualified Firms with draft contracts
May 19, 2020	Interviews with Short Listed Firms
May 21, 2020	Notification to most highly qualified firms to submit RFFP
May 26, 2020	RFFP submissions and Public Opening
June 18, 2020	Board Approve GC/CM selection and award Preconstruction Services
June 22, 2020	GC/CM Preconstruction Services

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SIA has been working through the design of TREX since July 2018 which has included alternative concepts to be studied due to the price estimates that have been developed thus far.

In aviation there are certain steps that must be followed when funding sources like FAA and PFC funds are utilized which in turn can slow down the design schedule. In August, 2019 the Airport approved an alternative concept which was since approved in December.

*See Exhibit A for current design and construction delivery schedule*

Design development has just begun, and is the ideal time for SIA to engage a GC/CM. While construction documents will begin for the Concourse C west expansion soon after the GC/CM is engaged, that scope of work is the most straightforward piece and doesn't require as much review and coordination in comparison to the following scopes which are amongst the heart of the airfield and will require the highest volume of coordination, and therefore the GC/CM will still be able to provide the necessary and desired preconstruction services for each phase of the project.

b) Hiring consultants if not already hired; and

Via a thorough selection process, SIA selected Alliance as their architect of record for this project and their team of aviation backed subconsultants. In addition, SIA has a continual consultant roster which is utilized for owner consultants such as HAZMAT and Geotechnical.

c) Employing staff or hiring consultants to manage the project if not already employed or hired.

*(See Example on Design & Construction Schedule)*

SIA, through a public procurement process, has selected CBRE|Heery to provide GC/CM advisory as well as program support through the duration of the project.

Internally SIA is supported by Matt Breen (Director of Planning and Engineering), Lisa Corcoran (Project Manager) and Jennifer Leui (Project Coordinator) who have each worked on numerous aviation capital projects and are experienced in construction and public procurement.

#### 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?

Spokane International Airport is a 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, operations and public safety at risk.

All phases of construction are completed around the public, both on the land side as well as the secure air side. The GC/CM, as part of their preconstruction services, will assist the team in coordinating, scheduling and phasing the work amongst all affected agencies. Heightened attention will be paid to construction logistics and implementation will be emphasized to maintain the highest levels of safety as well as maintaining a positive traveler experience.

Involvement of the GC/CM is critical to maintain in depth understanding of operations of each agency to address each project phase and associated requirements. Additional understanding of all Airport systems to verify that all are maintained throughout each phase of the project is also required.

The TREX program consists of four (4) distinct phases within the operational Airport. Each phase is dependent upon its predecessor in order to maintain the secure environment of the Airport as well as maintain the highest level of customer experience desired by SIA. The phases of the project are as follows:

1. Extension of Concourse C west to allow for additional ground gates, this first phase is required to relocate the ground gates for phase 2
2. Conversion of the Concourse C ground gates into a temporary Concourse C baggage claim.
3. Demolition of existing C baggage area, parking lot skybridge and central connector between Concourse C and remainder of Airport. Then construction of new central hall with lower level C baggage, upper level consolidated TSA screening, skybridge to parking garage and secure side connectors to Concourses A/B and C.
4. Removal of temporary C baggage claim and convert to new bridge loading gates as well as decommissioning of original TSA screening checkpoints at Concourses A/B and C.

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.

As previously noted, SIA is a 24/7 occupied facility, consisting of the travelling public, TSA personnel, airline employees, FAA personnel and SIA staff.

All airfield and terminal operations must remain operational with no impact to operations or security. Throughout this project, there are various elements of new and remodel work which will cause relocation of existing systems, for example

- o Baggage claim system at Concourse C will have to be constructed, tested and approved at the temporary location prior to decommissioning the existing handling systems.
- o Replacement of the baggage handling systems at Concourse A/B with new systems.
- o The coordination with TSA in order to bring the new consolidated checkpoint online with appropriate commissioning and security inspections, along with taking the existing security checkpoints down at Concourse A/B and C.

The GC/CM will work alongside the owner and design team in the identification, mitigation and implementation of risk management and safety plans to maximize public safety and operational excellence.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
  - The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Spokane area market is very active and has been stretching the limits of the local subcontractors, which are not as ample as other major markets. In a traditional design-bid-build, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board will provide accurate cost estimates throughout the duration of design. The project will have the ability to tailor and procure early bid packages, long-lead materials and find opportunities for potential schedule escalation, including environmental remediation, that can be concurrently executed while the design team is completing the construction documents for the building. Involving the GC/CM and selected subcontractors during the design process will allow the design team to vet their assumptions with the construction team, minimizing potential constructability issues and eliminate unnecessarily costly solutions. In addition to the above, a real-time ongoing value engineering process can occur by utilizing the GC's cost estimating abilities and access to subcontractors and suppliers pricing expertise.
  - By partnering with the GC/CM, the design team can resolve many of these issues and have real-time costs associated with them by means of early design estimates. The GC/CM's involvement during design will also

provide value to the Airport in the form of constructability reviews, value analysis, construction document quality control, and other design phase deliverables. The GC/CM will also provide input into the products, installation methods and materials used to optimize the return on investment. With a qualified team working with the Airport, together as a team, will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made.

- With a phased timeline where the next phase is completely dependent on its predecessor, coordinating the schedule and activities within in the most effective manner will provide value to the owner in getting the project completed in the most efficient manner that minimizes impacts to the traveler and potentially saves time which saves money.
  - Early involvement of the GC/CM allows for better familiarity of the site, scope and existing building conditions which will help reduce the risk associated with unforeseen conditions and missing scopes.
  - Early involvement of the GC/CM will allow for consistent constructability reviews that will hopefully assist the Airport in determining additional ways to execute the work.
  - Early involvement will allow time for thorough planning, coordination, phasing and scheduling for the project.
  - Early involvement of the GC/CM creates the opportunity for detailed site investigations and as-built drawing verification. This allows the GC/CM to analyze how to execute the scope of work alongside the design and owner team while taking into account the occupied and secured nature of the site.
- If the project encompasses a complex or technical work environment, what is this environment?
    - Work in and around SIA is complex and technical in nature due to the security provisions in place throughout the facility. These include managing work on the secure airside, working in an environment that is operational 24/7, and has existing systems and controls that will need to remain operational at all times through crossovers and tie ins.
    - Having the GC/CM involved in the earliest phases of the project allows them a clear understanding of each of the various components by working alongside the various Airport stakeholders. This knowledge set will set a strong foundation for the execution of the work, eliminating much of the learning curves to the processes and knowing each of the team players in order to deliver the project successfully.
  - 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? **N/A**
  - 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? **N/A**

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

### **GC/CM will benefit the public by increasing predictability and reducing financial risks.**

With a GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contractor is on board throughout design and construction, providing constant market condition costs, labor and material availabilities as well and schedule information to the benefit of the project.

Retaining a contractor via the GC/CM method is much more likely to result in predictable cost and broader subcontractor bid coverage. By working with the GC/CM in the development of a subcontracting plan and leveraging their contacts and relationships, local interest in the project will be heightened, increasing competition and local participation.

Additional fiscal benefit will be gained through using the GC/CM's expertise in value engineering and constructability reviews to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in building a safe, simple and productive construction phasing plan is critical to the success of this project and minimizing impacts to the Airport's operations.

Other specific fiscal benefits include:

- Real-time, subcontractor-verified cost estimates: During the design process, the GC/CM contractor can engage subcontractors to accurately reflect the current market conditions and validate scope and budgets.
- Continual constructability reviews, value analysis and design coordination: This approach will help lower the construction costs and protect the Airport's project budget and contingency dollars.
- Responsible bidders and responsive bids: The GC/CM is able to exercise greater control in the assembly and tailoring of bid packages and subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- Better control of site activities: The GC/CM will play an important role in the design phase by preparing a construction plan that considers the factors of safety, noise, odor, FOD, and dust control which is extremely important in and around the Airport. The GC/CM will be able to inform the Airport of potential risks associated with the site, allowing appropriate planning for risk reduction strategies prior to breaking ground.
- Complex scheduling: The preparation of a construction schedule by the GC/CM in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will assist the Airport in timely decision making, coordination with TSA and other stakeholders for proper notifications, as well as foreseeing other potential impacts related to the construction of the project.

**Aligning Construction Schedule** - The potential for the GC/CM and the SIA project team to plan and schedule bid packages to align with the various phases of the project will be key to the success. Determinations will need to be made related to how the project is bid out - either as a complete package or as various phased components with mini MACC's. In addition, as the project moves from one phase to the next there are many critical construction activities on the land and air side that will have a significant impact on the travelers and staff of the Airport and therefore it will be one of the main focuses of the GC/CM and project team to minimize these risky elements by working through these sensitive and 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 systems with local or specialty contractors resulting in increased competition, and if needed qualified subcontractors.

**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.

**Critical Systems Quality Planning and Integration** – Inclusion of the GC/CM during the design phase helps to address critical Airport systems and processes which includes but is not limited to baggage handling operations and TSA commissioning 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.

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.  
Spokane International Airport is currently completing their first project 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 multiple clients. Additional information is found in the staff biography sections below.  
In addition, due to their current level of experience in GC/CM, SIA has retained CBRE|Heery to provide Washington State alternative contract delivery advisory as well as project and construction management services for the duration of the project. David Beaudine, CCM will be acting the GC/CM advisor and Program Manager and Becky Hamilton, 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 GC/CM and contract negotiations. Becky will be the day-to-day point of contact for SIA after GC/CM procurement while David will lead the procurement then have constant oversight and provide strategic business and technical advice to SIA's Director, Planning & Engineering and SIA staff.

With over twenty successful GC/CM projects on their resume, CBRE|Heery is committed to sharing their GC/CM knowledge, lessons learned and expertise with SIA 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 Example on Project Organizational Chart)*

**See Exhibit B for 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 Director 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. David 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.

David 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 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.

**Tom Hysell, FAIA, LEED ap BD+C, NCARB, Principal, Architectural Alliance International**

*Role on this project: Design Team Project Manager*

Tom Hysell, a Principal at Architectural Alliance International, also known through the brand name Alliance, has been working with Spokane International Airport on the TREX project since fall of 2017. He oversees the day-by-day development of the design and implementation of the project. Tom has led many significant public projects, including major national and international Airport terminal projects as well as the \$145 million award winning renovation of the Target Center, the home of the NBA Minnesota Timberwolves. Internationally, in Brazil, Ecuador, and Papua New Guinea, Tom has been served as a Technical Advisor for the preparation of tender documents for PPP procured airport projects

Tom is currently serving a ten-year term on the national AIA Documents Committee and was extensively involved with the newly released AIA CMC (equivalent to GC/CM or CMaR) and CMA documents. His GC/CM (CMaR) projects include the \$145 million Target Center; and the \$280 million University of Minnesota TCF Bank Stadium; as well as numerous CMA and negotiated GC projects.

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Spokane International Airport TREX	\$152M	Project Manager	Jan. 2018 - Present
Target Center Renovation, Minneapolis, MN (CMaR - GC/CM)	\$145M	Principal in Charge / Manager	Sept. 2014 - Sept. 2017
Jacksons International Airport, Papua New Guinea	\$225M	Principal in Charge/Technical Advisor and Design Consultant	Jan. 2014 - Jan. 2018
Minneapolis Central Library (CMA)	\$138.8M	Managing Principal	June 2001 - May 2006 & Ongoing
Cincinnati/Northern Kentucky Terminal 3 Renovation	\$13M	Principal in Charge / Manager Design Architect	Aug. 2011 - Sept. 2012
José Joaquín de Olmedo International Airport, Guayaquil, Ecuador	Study	Principal in Charge/Technical Advisor and Design Consultant	Jan 2014 - Dec 2015
Dayton International Airport 30-year Master Plan	Master Plan	Principal in Charge / Project Manager	Completed 2014
University of Minnesota TCF Bank Stadium (CMaR - CC/CM)	\$280M	Managing Principal	July 2007 - August 2009
Minnesota Zoo Russia's Grizzly Coast (CMaR - GC/CM)	\$23M	Principal in Charge / Project Manager	Completed 2007

**Ben Johnson, Assoc. AIA, Senior Associate, Architectural Alliance International**

*Role on this project: Lead Project Designer & Terminal Planner*

Ben Johnson is a Senior Associate and Airport Terminal Designer/Planner at Architectural Alliance International. In addition to being the lead project designer on the Spokane International Airport TREX project, Ben has been involved in airport terminal design projects ranging from the new Greenfield Airport Terminal (GC/CM project) in

Williston, ND, to the new International Arrivals Concourse Redevelopment at Milwaukee Mitchell International Airport in Milwaukee, WI.

Ben's design talent is rooted in a holistic approach combining aesthetics with a technical understanding of terminal requirements. His experience ranges from regional airport terminal design to international airports including Reunion Island and the Hamad International Airport in Doha, Qatar (which included three and a half years on site in Doha).

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Spokane International Airport TREX	\$152M	Lead Project Designer	Jan. 2018 - Present
Lincoln Airport Terminal Expansion and Renovation (CMaR - GC/CM)	\$24M	Project Designer	Jan. 2020 - Present
Williston, ND, New Airport Terminal (CMaR - GC/CM)	\$60.3M	Designer	Apr. 2014 - Sept. 2019
Williston, ND, New Airport Aircraft Rescue & Fire Fighting Building (CMaR - GC/CM)	\$11.8M	Designer	Apr. 2014 - Sept. 2019
Jacksons International Airport, Papua New Guinea	\$225M	Project Designer	Jan. 2014 - Jan. 2018
Milwaukee International Airport FIS Facility	\$55M	Project Designer	May 2019 - Present
Roland Garros Airport Visioning Plan, Saint-Marie, Reunion Island	N/A	Project Designer	Aug. 2016 - Nov. 2017
Oakland International Airport, Oakland, CA, Tenant Design Guidelines	N/A	Project Designer	Jan. 2018 - Present
Minneapolis/St. Paul International Airport Food Court Expansion	\$24M	Design Support	Jan. 2018 - Nov. 2019
Vail / Eagle County Regional Airport Terminal and Concourse Expansion, Gypsum, CO	\$38M	Project Designer	Mar. 2016 - Mar. 2017
Minneapolis/St. Paul International Airport Baggage Claim Expansion	\$50M	Design Support	Jan. 2018 - Present
Doha International Airport (Hamad International Airport), Doha, Qatar [with another firm]	\$16.5B	Interiors Job Captain & Construction Administrator for Passenger Interface Millwork, Signage, Graphics, and Wayfinding	Sep. 2008 - May 2013

**David Beaudine, CCM, Assoc DBIA, Managing Director, CBRE | Heery**

*Role on this project: GC/CM Advisor & Program Manager*

David, a Managing Director with CBRE | Heery, has been selected to oversee the GC/CM process for SIA. David's role will be to oversee the GC/CM procurement and operations for the project from design through construction and close-out and will work hand in hand with the design team and selected GC/CM. David has over 17 years of industry experience with majority of that working within Washington State public agencies. David's experience includes being involved in over a dozen GC/CM projects which includes assisting the Spokane School District through two of their largest GC/CM projects as project manager on the Rogers and Ferris High School projects. Most recently David, as Program Manager, has been guiding the Quincy School District through their current bond program, acting in the same capacity for the Moses Lake School District while also assisting West Valley and Mead School Districts through their GCCM Projects. David recently completed his term as a member of the PRC providing guidance to the overall program related to best practices established and learned by the committee.

**Representative Project Experience for David Beaudine**



<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Apple Valley & Summitview Elementary School Replacements (GCCM)	\$68.7M	Program Manager	April 2019 - Present
New Elementary School #11 (GC/CM)	\$27.5M	Program Manager	March 2019 - Present
Market Street Complex (GC/CM)	\$65.4M	Program Manager	March 2018 - Present
Highland Middle School (GC/CM)	\$51.6M	Program Manager & Senior PM	March 2018 - Present
Mullan Road Elementary School (GC/CM)	\$16.2M	GC/CM Assistance	April 2013 – March 2016
NEWTECH Skills Center Addition (GC/CM)	\$13.0M	Senior Project Manager	April 2014 - March 2016
Ferris High School (GC/CM)	\$97.7M	Senior Project Manager	April 2010 - March 2015
Rogers High School (GC/CM)	\$64.5M	Project Manager	February 2005 - July 2009
Roosevelt HS (GC/CM)	\$93.9M	Assistant Project Manager	2004 – June 2006

**Becky Hamilton, Project Manager, CBRE/Heery**

*Role on this project: Project Manager*

Becky, a Project Manager with CBRE|Heery has been selected as project manager for the TREX Project. Becky's role will be to manage the day-to-day activities for the project from as needed through design and then fully through construction and close-out and will work hand in hand with the design team and selected GC/CM. Becky has over 15 years of industry experience, 14 of those years working within Washington State. In addition to extensive project management experience, Over the past year and a half Becky has been assisting SIA through many of their smaller capital and maintenance projects on both the land and air side. In addition, Becky has completed the AGC's GC/CM course. Becky has been integral in assisting the Spokane School District, Northern Virginia University and the Moses Lake School District managing their construction projects.

**Representative Project Experience for Becky Hamilton**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Misc On Call Spokane Airport	\$100k - \$5M	Construction Manager	March 2019 – Present
Lewis and Clark Addition and Modernization	\$15M	Project Manager	January 2019 – Present
Elementary School #11	\$19M	Project Manager	February 2017 – January 2018
Mullan Road Addition	\$4M	Project Manager	May 2016 – Sept 2018

**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 will serve as lead partner upon his return from his sabbatical, in the meantime Graehm Wallace will assist in his place.

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.

- 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.)

Specific GC/CM experience for the proposed staff members and consultants is described in each of the staff and consultant biographies, with the exception that each SIA employee is currently closing out the \$11M Safety and Security Upgrades GCCM project which began in late 2016.

- 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 has retained CBRE|Heery to provide PM/CM services which will supplement the Airport's internal team. CBRE|Heery 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.
- 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 has been with the project since early programming and will continue through procurement to occupancy. CBRE|Heery augments the Planning & Engineering staff with its significant GC/CM procurement and project expertise and services.

CBRE|Heery will work with the Director, Planning & Engineering department and SIA staff to refine the establish 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 \$50,000 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 5% of the project overall funds.

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

CBRE|Heery 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 CBRE|Heery will review the communications protocol and refine processes to meet the project requirements. SIA and CBRE|Heery have 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 which will be evaluated per phase, 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. Ongoing 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 decision log throughout the design 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 CBRE|Heery will closely monitor the design 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.**

CBRE | Heery will lead the GC/CM procurement process as specified within RCW 39.10, and in close coordination with SIA and their Planning and Engineering department, including the preparation of the GC/CM RFP and selection process which will be based on CBRE | Heery's internal methods that have been refined over the years, along with the latest lessons learned from other public agencies, including Spokane Public Schools, and the Seattle School Districts. We have an open selection process to promote as much competition as we can within the contracting community. The intention is to market this project throughout the state and beyond to firms with experience in

GC/CM and knowledge of occupied institutions. This project is of sufficient value that we believe it will receive interest from contractor from Seattle, Spokane and surrounding states to potentially propose.

The RFP/RFQ is intended to be a 3-step process, which involves proposals, interviews and submittal of sealed bids for the specified general conditions and fee percentage, based upon the preliminary MACC, each of which will be weighted as part of the final score. A recommendation will then be given to the Spokane Airport Board's Engineering Subcommittee and then ultimately to the Board.

Careful considerations will be made in the selection of the GC/CM to make sure that their qualifications related to both construction and pre-construction are in line with the comprehensive services in which the Airport is desiring and the project will demand due to the occupied nature of the project, as well as current concerns of budgeting and community awareness.

The Airport, as they did on their previous GC/CM project, has engaged with Graehm Wallace & Andrew Greene with Perkins Coie, to provide GC/CM and construction legal services for the project. Perkins Coie will be preparing drafts of the AIA A133 agreement and A201 general conditions and will be providing them to the Airport and CBRE|Heery for utilization through the procurement. These documents will be provided during the process to the potential GC/CM's to allow for them to review and provide questions so that a final contract is understood before going into the final fee proposals.

- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil 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 which will be primarily based upon the agreement used previously on the Safety and Security Upgrades project which was also 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.

SIA and CBRE|Heery 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.

## 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

[See Exhibit C](#)

## 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.

[See Exhibit D](#)

**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.

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

**10. Subcontractor Outreach**

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

SIA is committed to not only supporting the local Spokane economy but also in promoting the participation of small, women and minority-owned businesses. As part of our RFQ, the Airport will be asking applicants to submit their own plan(s) to encourage participation on the project. In addition, as part of the Airport’s consultant selection process, will factor in SBE/MWBE as one of the evaluation factors. In fact, our GC/CM and Program support consultant teamed with an MWBE firm as part of their submission.

To improve subcontractor interest, the Airport will make it a requirement for preconstruction services for the GC/CM to hold outreach open houses to highlight the projects and to explain their bidding process to further encourage SBE/MWBE bid involvement.

**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 (please print):  Matt Breen  (public body personnel)

Title:  Director, Planning & Engineering

Date:  February 19, 2020

EXHIBIT A

CURRENT DESIGN AND CONSTRUCTION SCHEDULE



# Project Delivery – Schedule

## DESIGN SCHEDULE



# Project Delivery – Schedule

## CONSTRUCTION SCHEDULE

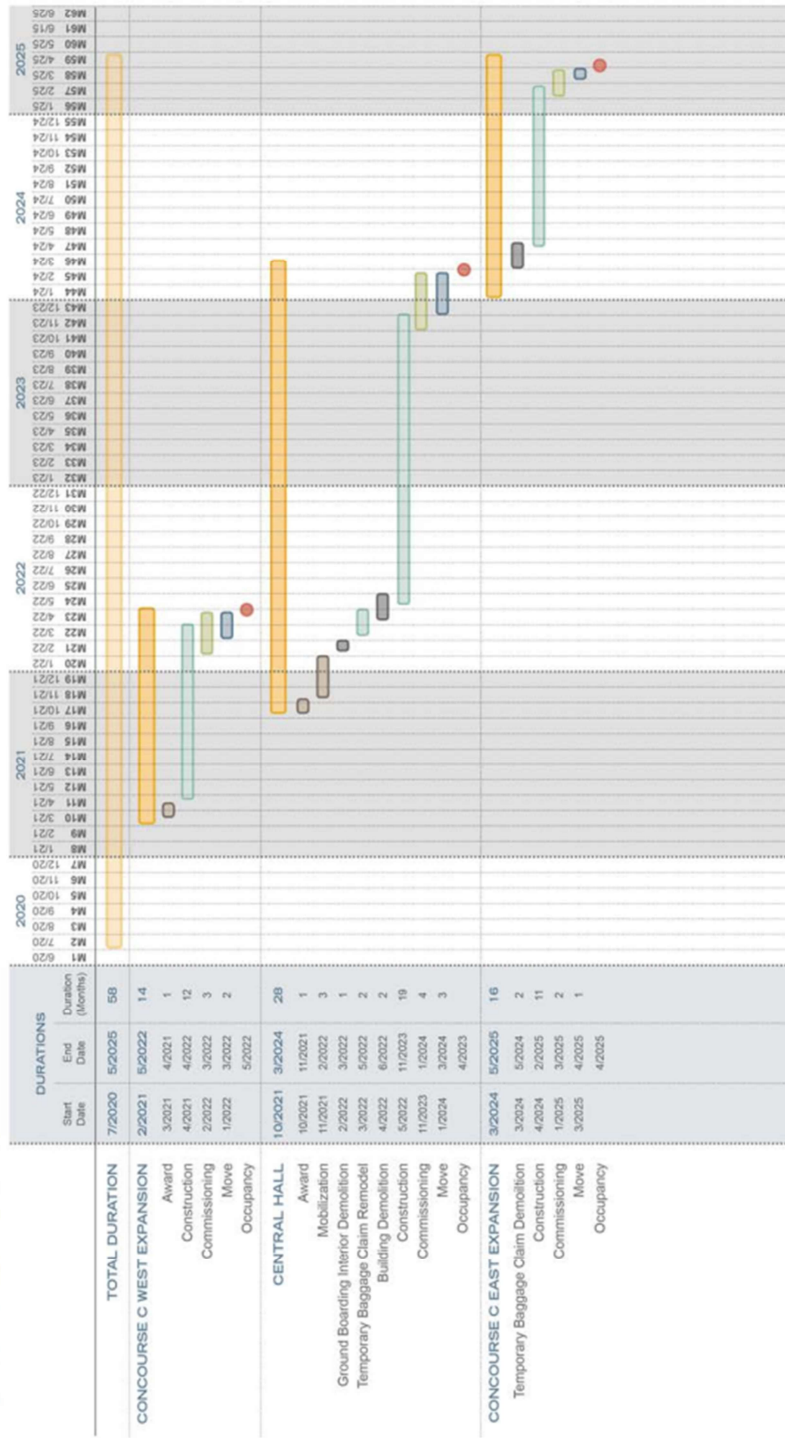


EXHIBIT B  
PROJECT ORGANIZATIONAL CHART

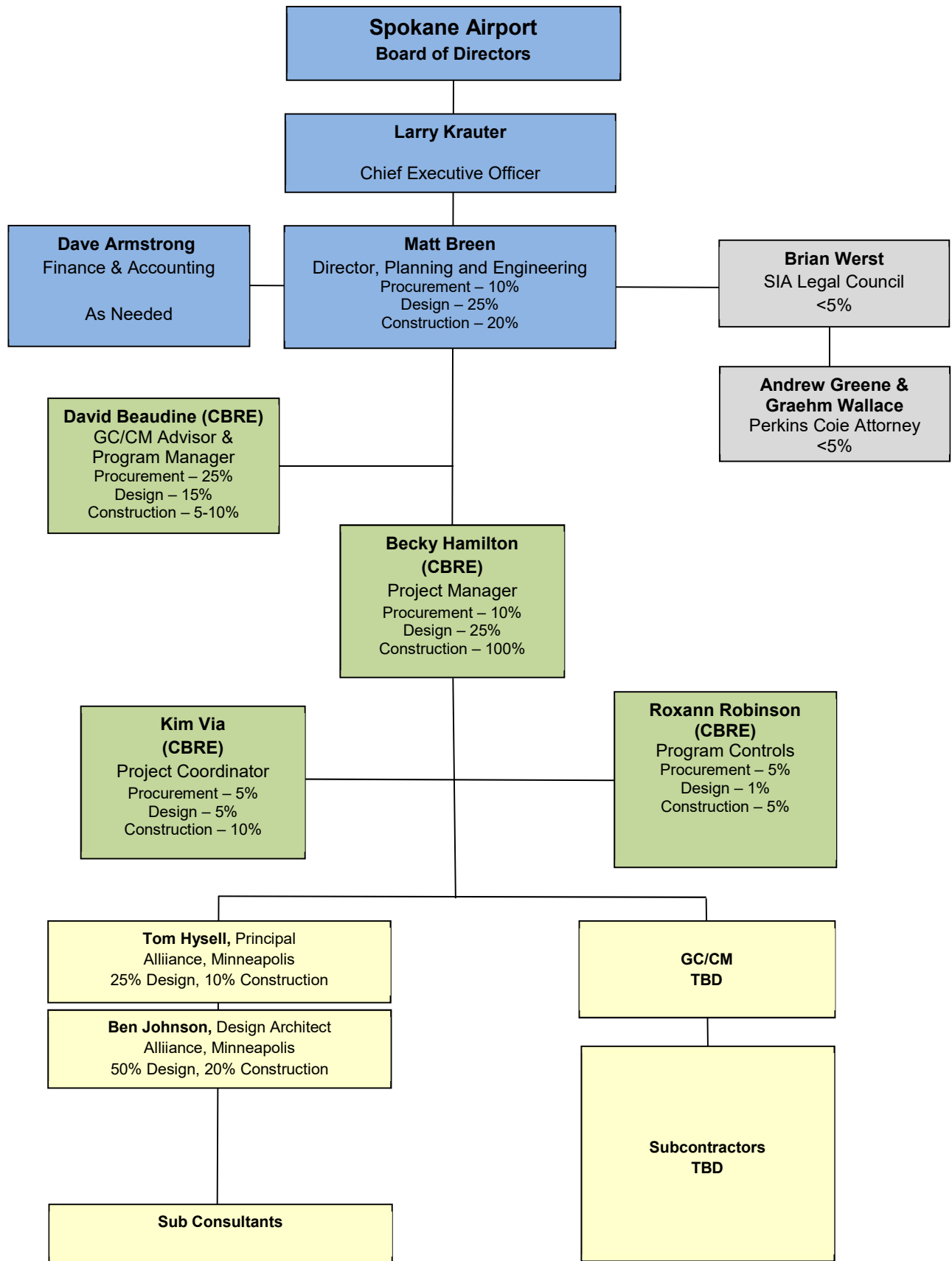


EXHIBIT C  
CONSTRUCTION HISTORY

Select Airport Public Works 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
1	12-07	Fuel Facility Improvements	Modified existing Jet-A and AvGas fueling piping and controls systems and replacing AvGas tanks.	D-B-B	4/17/2015	5/6/2016	2/24/2015	2/8/2016	\$ 2,225,382	\$ 2,224,715	
2	12-34	EDS Upgrade and CBRA Improvements	Upgraded technology to the explosive detection systems (EDS), modified the baggage handling systems(BHS) and improved the checked baggage resolution areas (CBRA).	D-B-B	3/3/2017	10/13/2017	3/3/2017	10/30/2017	\$ 4,674,476	\$ 5,019,691	Added additional conveyors to the BHS to eliminate manual portering at ticket counters to an automated by-pass system.
3	14-07	Felts Field Taxiways & Taxilanes Rehabilitation	Rehabilitation of Taxiway B, a portion of Taxiway D, Taxiway E, and 12 Taxilanes.	D-B-B	3/14/2016	11/18/2016	3/14/2016	11/18/2016	\$ 6,068,326	\$ 6,263,486	FAA allowed for additional paved areas within project scope.
4	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	
5	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	
6	15-40-1867	Parking Operations Garage	Addition of a new garage onto the existing Parking Operations Building.	D-B-B	4/18/2016	10/12/2016	4/18/2016	10/12/2016	\$ 1,625,382	\$ 1,652,861	
7	15-43-1866	Airport Security Upgrades	Security upgrades to perimeter security, terminal complex flight and baggage information display systems and flight announcement systems, and terminal access control systems.	GC-CM	7/3/2018	2/28/2019	7/3/2018	Still In Construction	\$ 1,362,215	\$ 1,341,069	
8	15-44-1860	Elevator Upgrades	Removal and replace three public elevator cars and all associated operational nad life safety systems.	DES ESCO	8/26/2016	4/30/2018	8/26/2016	4/30/2018	\$ 1,422,173	\$ 1,606,269	
9	16-30-9999-016	Felts Field Historic Flight Foundation Hangar	Construct new hangar with office space and viewing Mezzanine.	D-B-B	8/20/2018	6/24/2019	8/20/2018	Still In Construction	\$ 5,108,160	\$ 5,196,254	
10	16-41-1885	Runway 7-25 & Taxiway C Shoulder Improvements	Remove Taxiway C pavement and asphalt shoulders.	D-B-B	7/16/2018	11/2/2018	7/16/2018	11/2/2018	\$ 18,441,313	\$ 18,262,338	
11	17-43-1896	Trunk Rail Extension	Procurement and installation of 4,500 linear feet of railroad track.	D-B-B	11/6/2018	2/26/2019	11/6/2018	Still In Construction	\$ 1,811,305	\$ 1,926,027	
12	18-40-1919	East Parking Lot	Construct 12-acre, 1400-stall parking lot.	D-B-B	7/5/2018	11/5/2018	7/5/2018	11/5/2018	\$ 6,444,012	\$ 6,543,093	
13	18-43-1926	Terminal Windows & Roof Upgrades	Terminal Roof and Window Energy Efficiency Upgrades.	DES ESCO	5/6/2019	12/26/2020	5/6/2019	Still In Construction	\$ 4,177,661	\$ 4,177,661	
14	19-40-1944	West Parking Lot	Construct 3.8-acre, 490-stall parking lot.	D-B-B	7/15/2019	10/23/2019	7/15/2019	10/23/2019	\$ 2,278,288	\$ 2,082,261	

\* estimate on dates  
\*\* estimate on finish dates



EXHIBIT D  
PRELIMINARY CONCEPTS AND PLANS

# Design Project Diagram - Existing



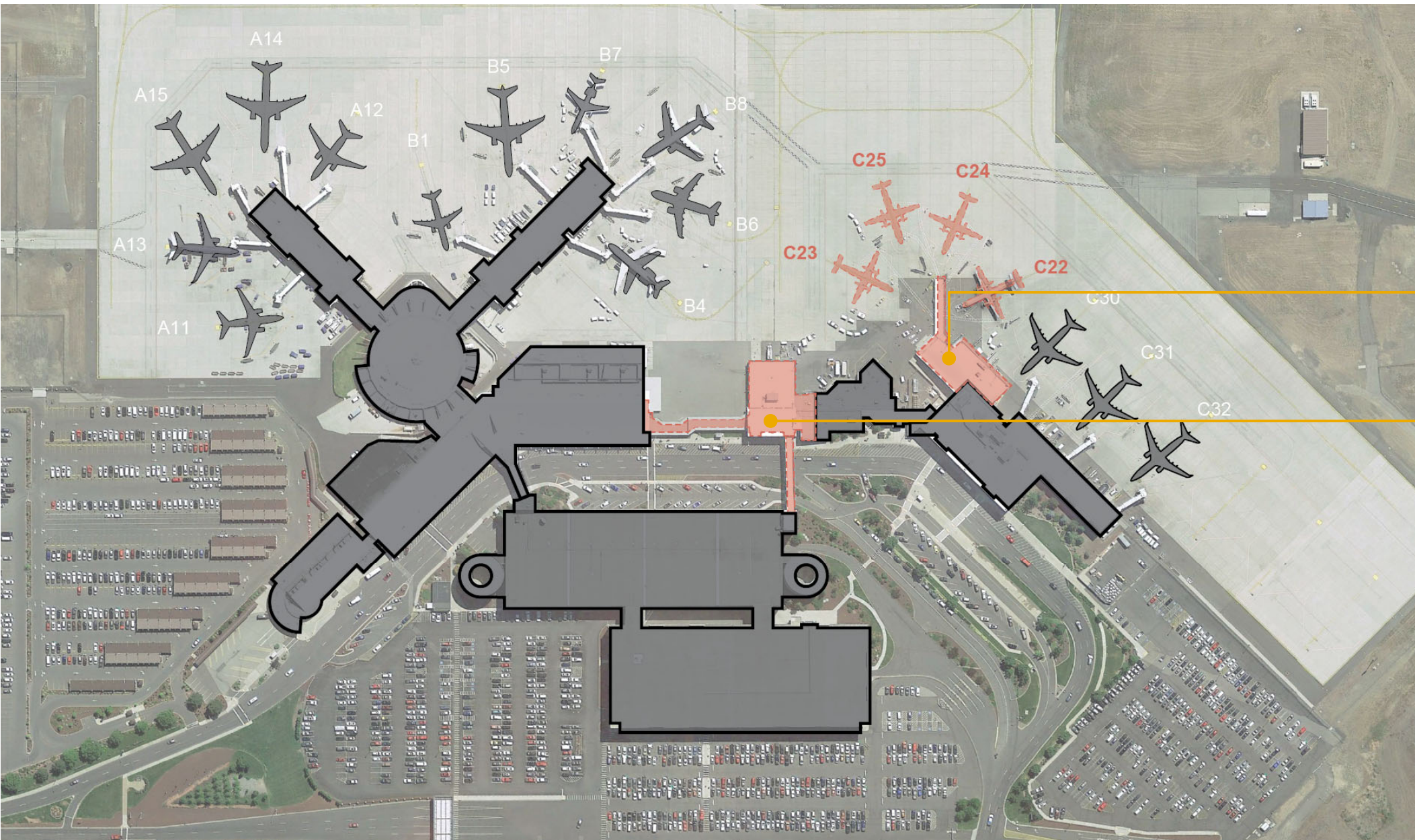
Ground Boarding Gates and Holdroom

Terminal C Baggage Claim and Main Terminal Corridor

Remain Overnight (RON) Aircraft Stands



## Design Project Diagram - Demolition



Convert Existing Ground Boarding Area to Temporary Baggage Claim

Demo Existing Terminal C Baggage Claim, Corridor to Main Terminal, and Existing Skybridge



## Design Project Diagram – New Construction



Central Hall and A/B Connector

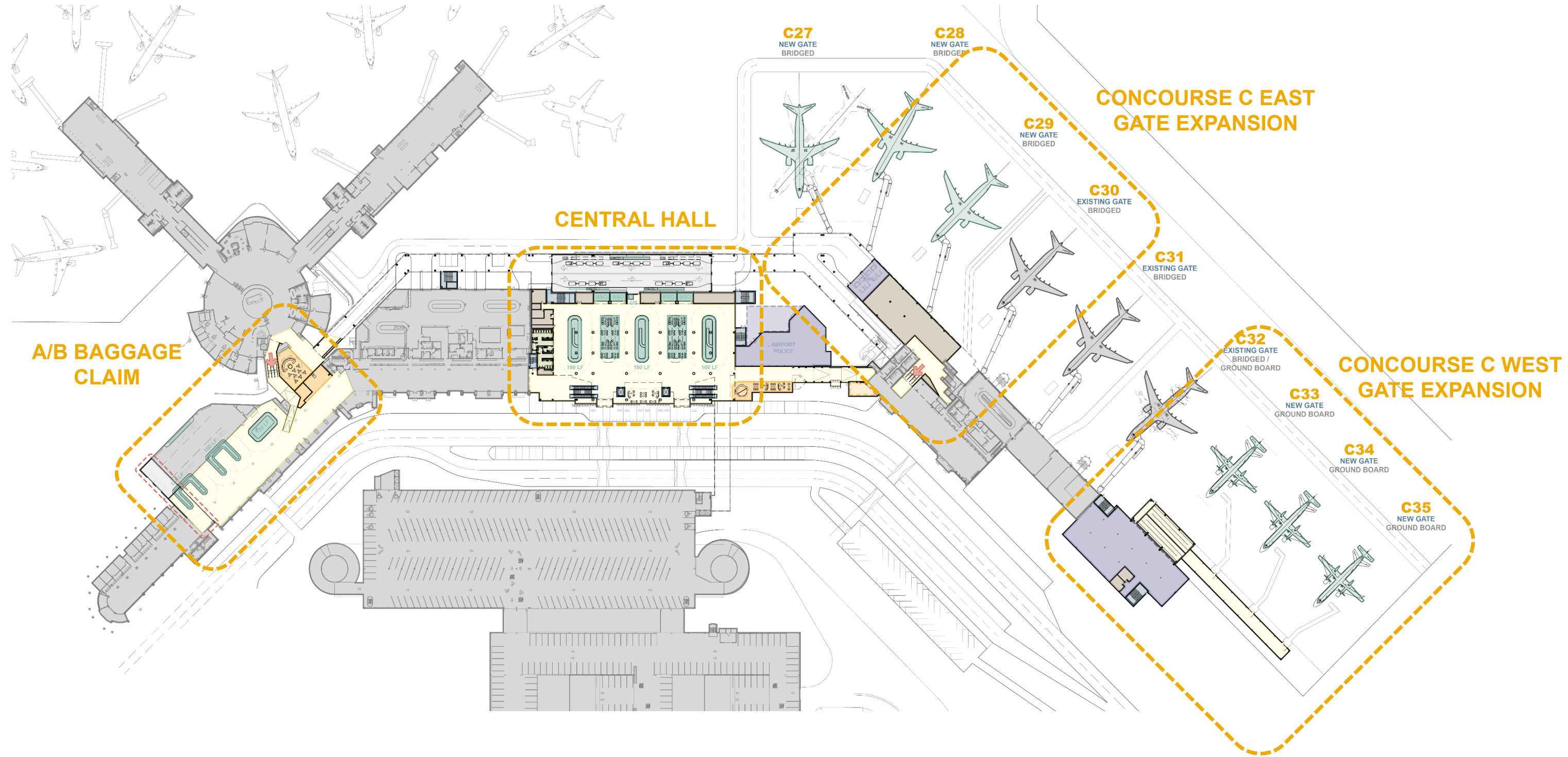
Concourse C East Gate Expansion  
(Three Boarding Bridge Gates)

Expand and Relocate Airport Police

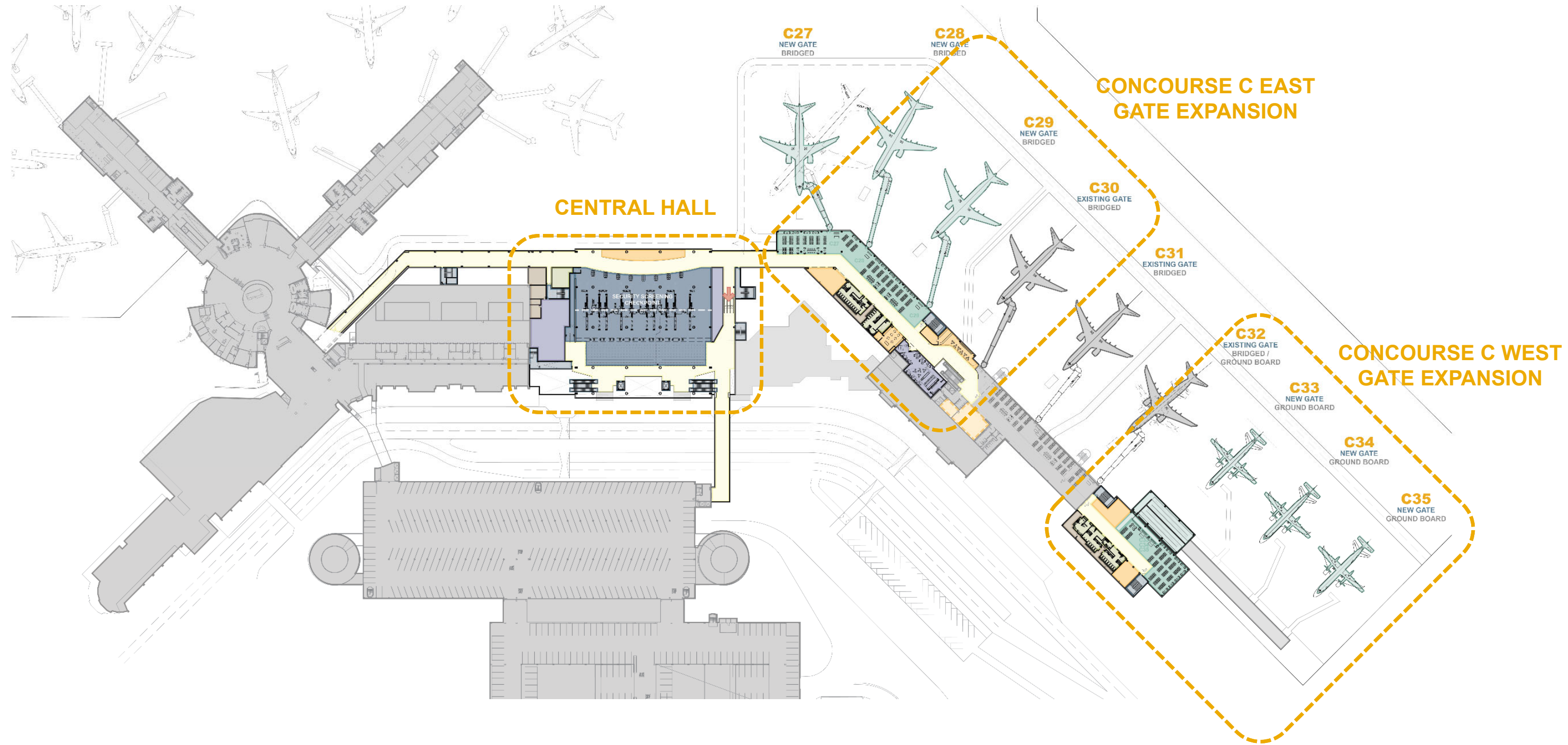
Reduced Concourse C West Gate  
Expansion (Ground Board Gates),  
Convert Three Existing RON Stands



# Design Overall Level 1 Plan



# Design Overall Level 2 Plan







Exterior - Central Hall