

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

The 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 County**
- b) Mailing Address: **Spokane County Parks, Recreation and Golf, 404 N. Havana, Spokane, WA 99202**
- c) Contact Person Name: **Doug Chase** Title: **Director – Parks, Recreation and Golf Department**
- d) Phone Number: **(509) 477-2720** E-mail: **dchase@spokanecounty.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Avista Stadium Improvements**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
In 2021, Major League Baseball (MLB) imposed new standards on all minor league teams that must be met in order for the franchises to continue to operate by March of 2025. Based upon the master plan study conducted renovation work required at the ballpark to meet the new standards consist of improved home and visitor clubhouses, new batting cage and workout facilities, additional foul ball safety netting, improved video scoreboard, replacement of dugouts, stadium light replacements and field renovations. As part of this project, additional spectator amenity projects will look to be completed as finances allow.
This project is in partnership between Spokane County and Longball Inc. (Spokane Indians), who have an agreement in place for shared funding of the project.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 1,000,000
Estimated project construction costs (including construction contingencies):	\$17,800,000
Equipment and furnishing costs	\$ 0
Off-site costs	\$ 0
Contract administration costs (owner, cm etc.)	\$ 500,000
Contingencies (design & owner)	\$ 900,000
Other related project costs (Testing, relocation...)	\$ 100,000
Sales Tax	\$ 1,700,000
Total	\$22,000,000

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*
Through a shared expense agreement between Spokane County and the Spokane Indians, the County is committed to invest Eight Million Dollars (\$8,000,000) in matching funds towards the renovations of the stadium. A deposit schedule for the funding has been establish and there is already \$1M deposited from each party into the capital account with the next deposit of \$4M each at the end of June. This first \$10M of funding is not at risk to the project. There is a current ask of \$5.8M for the project from the State of Washington, which will be known on, or about April 20th. That \$15.8M expected to be deposited by the end of June will fund all MLB compliance items. The remaining funding is available for

match from the County once received from the Indians which will be accumulated over the course of the project in alignment with the agreed upon deposit schedule. These additional funds will fund the spectator amenity projects which are currently scheduled to occur on the back end of the project which will allow for the project team to make decisions appropriately on the award of scopes of work.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement; (including the use of alternative subcontractor selection, if applicable)

Task	Start	Completion
PRC Application	April 2023	May 2023
GC/CM Selection	May 2023	August 2023
GC/CM Pre-Construction	August 2023	November 2023
Schematic Design	August 2022	April 2023
Design Development Design	April 2023	June 2023
Construction Documents	July 2023	January 2024
Permitting	July 2023	April 2024
Construction – Early Work	October 2023	March 2024
Construction - Remainder	March 2024	March 2025

GC/CM PROCUREMENT SCHEDULE (DRAFT)

Date	Activity
April 20, 2023	Submit PRC Application
May 25, 2023	PRC Presentation
May 30, 2023	Advertisement for Request for Proposals Published (1st Notice)
June 6, 2023	Advertisement for Request for Proposals Published (2nd Notice)
June 8, 2023	Pre-Proposal Conference
June 20, 2023	Statement of Qualifications Due
	SOQ Scoring and Shortlisting of Firms
June 23, 2023	Notification of Highly Qualified Firms with draft contracts
June 29, 2023	Interviews with Short Listed Firms
June 30, 2023	Notification to most highly qualified firms to submit RFPF
July 10, 2023	RFPF submissions and Public Opening
July 18, 2023	Board Approve GC/CM selection and award Preconstruction Services

b) Hiring consultants if not already hired; and

Via a public procurement process, the County has contracted with ALSC Architects as their designer of record for this project along with their team of subconsultants. The County additionally has an ongoing roster via MRSC which can be utilized for additional owner consultants such as special inspections and Geotech services as required.

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

(See Example on Design & Construction Schedule)

The County, through a public procurement process has retained the services of CBRE|Heery to provide GC/CM advisory and project/construction management support for the duration of the project.

Internally, the County and Parks and Recreation department is supported by Kyle Twohig (Senior Director of Public Works), Doug Chase (Director of Parks, Recreation and Golf), Jamie Kelly (Project Manager) and Bruce Russell (Construction Manager) who have each worked on a variety of capital projects for the County 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?

Due to MLB requirements, the ballpark must be in compliance by March of 2025 with a large portion of the work not being able to be executed during the active baseball season. With that in mind a strong GC/CM will be required to help look at each scope of work and assist the County and Indians in developing an execution schedule that will hopefully maintain a consistent flow of work without disrupting baseball operations nor negatively impacting the fan experience at the ballpark.

There are currently twelve (12) individual components of work that must be completed in order to meet MLB compliance, and in addition to that are seven (7) different spectator amenity components that are desired to be completed as a part of this overall project. Each component will make up the entire project and therefore do not need to be tracked separately. Some of the components are independent (Full field renovation) while others are tied to other improvements (existing grounds crew building needs to be demolished and replaced elsewhere on the campus, to make room for a new workout facility building to be constructed in its' place), this creates a very complex schedule and coordination with the operations that will be occurring at the ballpark throughout the season. It is believed that it would be in the best interest for the GC/CM to be able to continue work throughout the season as to not shut down and have the potential to lose key staff to other projects; therefore the County and Indians are desiring to find ways to be the most efficient and work to understand better project durations and impacts from a skilled GC/CM that can provide an additional perspective to the various scopes of work and how they can be executed.

- 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?

The Spokane Indians are a high A minor league affiliate of the Colorado Rockies. With this current classification, their season starts in April and continues through mid-September. While there are many components of the work that cannot be executed during the league season (i.e. field improvements), there are scopes that can. How the work is phased in combination of in and out of season will be a primary pre-construction scope of the GC/CM in order to determine how to execute all the components without disruption to baseball operations and maintain the highest level of safety for the players, staff and spectators. The GC/CM will need to work alongside the entire project team to make sure that, while in season, spectators are safely able to move around the ballpark and access all the amenities in which the ballpark offers; staff must be able to access all necessary maintenance and operation spaces to continue to serve the teams and fans in an efficient and friendly manner and the players must be able to access all their spaces so that they can train, practice and play in conditions that enable them to be successful.

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.

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

Similar to the previous two criteria items, the input in which the GC/CM can provide throughout the design will be critical to the overall execution of the project and overall success. The timeline established by MLB can jeopardize a major community asset and therefore missing that deadline is not an option. Similarly, the budget on this project is very tight as it is a combination of funds from the ballclub, the County and state appropriations. Therefore, gaining up to date cost models for the work and getting value engineering contributions early on will allow all stakeholders to make educated decisions that could result in lower short or long term operational costs that could ultimately allow for desired ballpark amenity scopes to proceed.

The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is volatile, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Spokane area market, is still proving to be busy 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 for work 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 eliminating 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 design estimates. The GC/CM's involvement during design will also provide value to the County in the form of constructability reviews, safety coordination, 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 highly qualified group of experts working with the County, 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.

- If the project encompasses a complex or technical work environment, what is this environment?
Being that the site will be occupied through a portion of the construction creates a level of complexity in itself. In addition, the ballpark is located directly adjacent to the Spokane Fair and Expo center which has an assortment of events throughout the entire calendar year which could impact a variety of items related to dust and noise, material deliveries and product staging. A skilled GC/CM that understands how to work in these environments will provide additional value to the overall project by providing guidance into the means and methods of the work and how to execute each of the components within the timelines and without impacting operations.
- 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 Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). 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.

By utilizing the GC/CM delivery method, the project is able to obtain much higher cost and schedule predictability than with the traditional design-bid-build method. With the contactor as an integrated member of the project team throughout design and construction they are able to provide constant market costs trends, labor and material availabilities and in addition, be able to determine the best ways to schedule and execute the project the most efficiently. In relation to this projects overall project schedule, we intend to bring the GC/CM on board near the end of schematic design for a majority of the individual project scopes in order to maximize their overall impact to the project. This assistance early on will look at construction methodologies based upon the baseball season which impacts the scopes of work but understanding the imposed MLB deadlines for compliance.

Retaining a contractor via the GC/CM method is much more likely to result in predictable cost and broader sub-contractor bid coverage. By working with the GC/CM in the development of a subcontracting plan as well as cost estimating, they are able to leverage their relationships, promote local disadvantaged business interest in the project which will increase 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 maximizing safety of the players/staff/fans while developing a plan to execute within the tight timelines mandated.

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.
- Ongoing constructability reviews, value analysis and design coordination: This approach will help lower the construction costs, maximize scope and protect the 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 and logistics plan that considers the factors of safety, noise, odor and dust control which will be very important specifically for work occurring in-season. The GC/CM will be able to inform the team of potential risks associated with all aspects of the project, 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 team in timely decision making, coordination with ballpark operations and other stakeholders for proper notifications.

Aligning Construction Schedule - The potential for the GC/CM and the project team to plan and schedule bid packages to align with the design deliverable and developed phasing will be key to the success. Determinations will need to be made related to if the project is bid out as a complete package or with early phased scope packages. In addition, as the project commences around the ballpark there will be potential impacts on the players, spectators and staff and therefore it will one of the main focuses of the GC/CM and project team to minimize risky elements by working through the various components of the work.

Open Book Accounting - The GC/CM alternative contract delivery method allows for open book cost accounting and verification process.

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 County can develop a subcontracting plan that meets project requirements resulting in increased competition, and if needed qualified subcontractors. Additionally, the GC/CM method allows for more focused DBE outreach to the local and regional market.

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. This project has multiple unique components related to a variety of different aspects of the ballpark consisting of clubhouse work, field improvements as well as office space creating a variety of various bid packages and opportunities for ways to execute the various components. GC/CM recommendations on product or quality standards and developing a complete, understandable and cost-effective construction document set controls costs.

Traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules – The renovations through Avista stadium have numerous complexities from both a scheduling perspective as well as overall desired quality. With the phasing components of the work over the next couple of years, in a traditional delivery we would have to either wait till all components of the work were completed and create our own schedule for the work and therefore not obtain the expertise that may allow work to continue throughout the year. This would likely cost the project more time and costs that could ultimately put the ballpark out of compliance by not being completed by the 2025 deadline. In addition, if we phased the work components out in a traditional delivery method then we could up with multiple different contractors on site which would cost more money, and variation in overall standards (means and methods) and create complications with any work that may require overlap within.

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
Spokane County has decades of experience delivering projects and an organizational structure that supports this work. Throughout the years, the county has primarily utilized the traditional design-bid-build delivery method. The County’s Public Works department is currently engaged in their first alternative delivery project, but this will be their first project that will utilize the GC/CM alternative contract delivery method.
Due to the County’s limited level of experience in GC/CM, it has retained CBRE|Heery to Owner Rep, project and construction management services which includes providing Washington State alternative contract delivery advisory services. David Beaudine, CCM will be acting the GC/CM advisor. This team provides the County with GC/CM experience and will guide and assist them to administer the procurement of the GC/CM and contract negotiations. David will lead the procurement then have constant oversight and provide advice to the entire project team. Sr. Project Manager Rob Gross, who will be managing the day-to-day aspects of the project has recent experience in GC/CM as well after recently completing the successful Apple Valley and Summitview Elementary School projects for the West Valley Yakima School District.
Spokane County has also contracted with Graehm Wallace of Perkins Coie to provide GC/CM legal support. This legal team has provided contract and general legal guidance on numerous municipal GC/CM projects.
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 Spokane County 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 A for project organization chart

- Staff and consultant short biographies (*not complete résumés*).
Kyle Twohig, Senior Director of Public Works, Spokane County
Role on this project: Project Support

Kyle brings extensive experience in capital project delivery, including nearly every form of alternative delivery. Kyle spent the last decade delivering over \$1B in public capital projects. He is the currently serving his second term on the Project Review Committee and is the acting Vice Chair. Kyle has delivered projects utilizing Design Build, Progressive Design Build, Gc/Cm, and Heavy Civil Gc/Cm along with traditional DBB. Several of these projects have won state and national awards, including the DBIA National Award for Merit and Excellence in Process awards with the City of Spokane on a project very similar and scope to this project (Nelson Service Center). He has attended the AGC Gc/Cm

training as well as several DBIA educational sessions, workshops, and conferences while continuing to work closely with public owners to make improvements to project delivery methodologies. Kyle will have an advisory role, bringing his array of experience and lessons learned to the County to ensure success.

Representative Project Experience for Kyle Twohig

Project	Project Value	Tasks Performed	Time Involved
Spokane Nelson Service Center (DB)	\$14.2M	PM/Advisor	6/2013 - 8/2015
Combined Sewer Overflow Facility 24 (Heavy Civil GC/CM)	\$23M	PIC	4/2017 - 5/2019
Combined Sewer Overflow Facility 26 (Heavy Civil GC/CM)	\$29M	PIC	9/2016 – 11/2019
Post Street Bridge Replacement (PDB)	\$16M	PIC	6/2020 – 7/2022
City of Spokane Construction Management Office (GC/CM)	\$2.3M	PIC	11/2020 – 8/2021
Spokane County Public Works Operations Building (PDB)	\$15M	PIC	3/2023-present

Doug Chase, Director of Parks, Recreation and Golf, Spokane County.

Role on this project: Project Director

With over 22 years' experience in this position Mr. Chase has overseen, advised and/or managed numerous projects from concept through planning, design, and construction. Projects ranging from a few thousand dollars to over 7 million dollars. Doug's experience has been exclusively in the design-bid-build format of project delivery so he will rely on Kyle's experience with the GC/CM and the Owners Advisors to provide training and insight into the procurement, design, and construction process under the alternative delivery approach. Past project examples include commercial aquatic facilities, golf courses and club houses, raceway, shoreline stabilization / restoration, large sports complex and several community and regional parks incorporating infrastructure and improvements such as onsite potable water and sanitary sewer systems, roads, playgrounds, trails, trailheads, sport courts, ball fields, playgrounds, concessions buildings, restroom/shower facilities, office buildings, irrigation systems, operations buildings/facilities, campgrounds and cabins. As a Parks Department facility, Doug will be directly responsible for this project, working in an Advisory role.

Representative Project Experience for Doug Chase

Project	Project Value	Tasks Performed	Time Involved
MeadowWood Golf Course Irrigation Renovation (DBB)	\$3.5M	PIC	11/2016 – 10/2018
Bidwell Park Construction Phase 2 & 3 (DBB)	\$7.9M	PIC	7/2018 – 6/2022
Prairie View Aquatics Enhancement (DBB)	\$1.2M	PIC	12/2018 – 6/2022
Latah Creek Clubhouse / Parking lot Renovation (DBB)	\$2.9M	PM/ PIC	11/2020 – 6/2023
Avista Stadium Weatherization Enhancements (DBB)	\$0.5M	PIC	12/2021 – 3/2022
Liberty Lake Regional Park Phase 1 Renovation (DBB)	\$3.1M	PIC	3/2022 – Present
Fair & Expo Building Bays 2 & 3 Roof/HVAC (DB)	\$4.5M	PIC	1/2023 – Present

Jamie Kelly, County Project Manager, Spokane County

Role on this project: Project Manager

Jamie has over 11 years of experience working on capital projects for two public agencies. His previous experience includes working as the Park Planning and Development Manager for the City of Auburn where he managed projects from the master planning process through design and construction. Jamie has extensive experience managing projects such as new park development, historical building renovations, synthetic turf conversion and replacement, ball field lighting, plazas, parking lots, and levee setbacks. Jamie’s experience as a project manager has been limited to the design-bid-build format so he will rely on county staff team members with experience with the GC/CM and the Owners Advisor to provide insight into the procurement, design, and construction process under the alternative delivery approach.

Representative Project Experience for Jamie Kelly

Project	Project Value	Tasks Performed	Time Involved
Auburn Arts and Culture Center (DBB)	\$2.2M	PM	3/2019 – 4/2022
Game Farm Park Field Turn Replacement (DBB)	\$1M	PM	1/2021 – 6/2021
Latah Creek Parking Lot Renovation (DBB)	\$1M	PM	4/2022 – 6/2023
Liberty Lake Regional Park Phase 1 Renovation (DBB)	\$3.1M	PM	4/2022 - Present

Bruce Russell, Construction Manager, Spokane County

Role on this project: Architectural and Spokane County Facilities Standards Assistance

Bruce is a licensed Architect in Washington, California, and Utah, and has over 32 years of experience delivering a variety of projects ranging in cost from a few thousand dollars up to over forty million dollars. He has been with Spokane County for over 7 years and has managed multiple design and construction projects during that time. Bruce’s experience has been exclusively in the design-bid-build format of project delivery but has received some training in alternative delivery methods. Bruce has extensive experience designing and managing multifaceted projects such as schools, city halls, performing arts theaters, wellness centers, medical examiner facilities, office buildings, mental health stabilization facilities, small arms shooting ranges, and manufacturing facilities. Bruce’s role in this project is to provide architectural and Spokane County Facilities standards assistance to the Parks Department for building and stadium improvements.

Representative Project Experience for Bruce Russell

Project	Project Value	Tasks Performed	Time Involved
Spokane County Medical Examiner Facility (DBB)	\$11.9M	PM	5/2019 – 5/2020
Mental Health Crisis Stabilization (DBB)	\$6.8M	PM	10/2020 – 10/2021
Spokane County Small Arms Range and Training (DBB)	\$31.6M	PM	2/2022 – Present

David Beaudine, CCM, Assoc DBIA, Vice President, CBRE | Heery

Role on this project: GC/CM Advisor & Project Support

David Beaudine, a Vice President with CBRE | Heery has been selected to oversee the GC/CM process for the County. David’s role will be to oversee the GC/CM procurement and support the project from design through construction and close-out. David has over 20 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 Spokane Airports Terminal Renovation and Expansion Projects as well as assisting the Spokane School District through two of their largest GC/CM projects as project manager on the Rogers and Ferris High School projects. David is currently serving his second term as a member of the PRC, representing construction managers and will be providing guidance to the overall program related to best practices established and learned by the committee.

Representative Project Experience for David Beaudine

Project	Project Value	Tasks Performed	Time Involved
SIA – Concourse C TREX (GC/CM)	\$149.7M	GC/CM Advisor	2021 – Present
Grant County – New Jail (GC/CM)	\$100M	GC/CM Advisor	Aug 2022 - Present
Asotin County Justice Complex (GC/CM)	\$14.6M	GC/CM Advisor	May 2022 - Present
Apple Valley & Summitview Elementary School Replacements (GC/CM)	\$68.7M	Program Manager	Apr 2019 – Sept 2022
Market Street Complex (GC/CM)	\$65.4M	Program Manager	Mar 2018 – Dec 2021
Highland Middle School (GC/CM)	\$51.6M	Program Manager & Senior PM	Mar 2018 – Dec 2020
Mullan Road Elementary School (GC/CM)	\$16.2M	GC/CM Assistance	Apr 2013 – Mar 2016
Ferris High School (GC/CM)	\$97.7M	Senior Project Manager	Apr 2010 - Mar 2015
Rogers High School (GC/CM)	\$64.5M	Project Manager	Feb 2005 - July 2009

Rob Gross, Senior Project Manager, CBRE | Heery

Role on this project: Senior Project Construction Manager

Rob Gross, a senior project manager with CBRE|Heery, will manage the day-to-day activities for the project from design through construction and close-out and will work hand in hand with the design team and selected GC/CM. Mr. Gross has over 20 years of experience in the project management industry and has worked on projects for the federal government, state community colleges, and K-12 schools. His experience includes all phases of construction, including planning and design through commissioning and close-out. Rob’s experience also includes all aspects of project/construction management including budget and schedule management, RFI and submittal processing, and change order management, including negotiations.

Representative Project Experience for Rob Gross

Project	Project Value	Tasks Performed	Time Involved
West Valley Yakima SD – Apple Valley & Summitview ES (GC/CM)	\$68M	Sr. Project Manager	2019-2022
Quincy High School	\$67M	Sr. Project Manager	2017 - 2019
Quincy Jr High Modernization	\$14M	Sr. Project Manager	2016 – 2019
Quincy SD 3 Elementary Gym & Classroom Addition	\$9M	Project Manager	2016 – 2017
Quincy SD – 2018 – 2019 Summer Improvements	\$6M	Project Manager	2017 –2019
Portland Public Schools Bond Program – Misc. Assist	\$13.5M	Construction Manager	Jan 2016 – April 2016

Rustin L. Hall, AIA, Principal, ALSC Architects P.S.

Role on this project: Principal-In-Charge

Rustin Hall has 39 years of architectural experience and has spent the last 15 of his 30 years at ALSC as CEO. Rustin has degrees in both Architecture and Construction Management and has 30+ years of experience delivering projects via alternative delivery methods. Rustin spent 6 years serving on the CPARB PRC with 1 year as the Chair.

Rustin has extensive experience with sports and recreation facilities. He will maintain a highly active role in the Avista Stadium project from design through completion. Rustin will oversee the full A/E team process and the integration of his team into the GCCM process. Rustin will also assist the Owner in their scheduling, understanding and anticipation of GCCM activities given that this will be their first experience with that delivery method. He will look for every opportunity to use his local industry contacts to ensure every advantage of the GCCM delivery method will be realized.

Representative Project Experience for Rustin L. Hall

Project	Project Value	Tasks Performed	Time Involved
WSU Martin Stadium Southside Expansion (GC/CM)	\$46.0M	Principal-in-Charge	Feb 2011 – Oct 2012
WSU Cougar Football Complex (GC/CM)	\$42.0M	Principal-in-Charge	Jan 2013 – Mar 2015
Mead SD Union Station Stadium (GC/CM)	\$19.7M	Principal-in-Charge	May 2018 – Oct 2021
Spokane Downtown Stadium (GC/CM)	\$38.0M	Principal-in-Charge	Jun 2021 – Present
Sandpoint ID Travers Park Sportsplex (CM/GC - Idaho)	\$7.8M	Principal-in-Charge	Jun 2022 – Present
A Sunriver Resort, The Cove (CM/GC, Oregon)	\$7.9M	Principal-in-Charge	Jan 2019 – May 2021
Fairchild AFB Fitness Center (DB)	\$20.1M	Principal-in-Charge	May 2010 – Mar 2012
Airway Heights Recreation Center (Progressive DB)	\$15.1M	Principal-in-Charge	Jan 2016 – Jul 2019

Andrew Leeper, AIA, LEED AP, Associate, ALSC Architects P.S.

Role on this project: Senior Project Manager

Andrew Leeper is a senior project manager focused on coordinating the design team throughout the project and working with the selected GC/CM to ensure the project is coordinated. Andrew has been involved in alternative delivery methods across the country during his 16-year career. Projects range from a couple million to hundreds of millions of dollars. Mr. Leeper is a detail-oriented professional with a focus on design and documentation excellence, to improve project deliverables.

Representative Project Experience for Andrew Leeper

Project	Project Value	Tasks Performed	Time Involved
Spokane Downtown Stadium (GC/CM)	\$38.0M	Sr. Project Manager	Jun 2021 – Present
Blue Mountain Community College, FARM II Indoor Arena, Pendleton, OR (Progressive DB)	\$12.6M	Sr. Project Manager	Sept 2022 - Present
Sunriver Resort, The Cove (CM/GC, Oregon)	\$7.9M	Project Manager	Jan 2019 – May 2021
Mead School District, Union Stadium (GC/CM)	\$19.7M	Project Manager	May 2018 – Dec 2020
Yakima Family YMCA (GC/CM)	\$22.9M	Project Manager	April 2016 – Sept 2019
Airway Heights Recreation Center (Progressive DB)	\$15.1M	Project Manager	April 2016 – Jul 2019
Ross Athletic Campus, University of Michigan (CM/GC, Michigan)	\$106M	Project Manager	Jan 2014 – March 2015
Saint Joseph Hospital, Denver, CO (Construction Manager at Risk)	\$623M	Project Architect	Dec 2011 – Jul 2013

Graehm Wallace, Partner, Perkins Coie

Role on this project: GC/CM Legal Counsel

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 the 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 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, Renton, Richland, Shoreline, Spokane, Seattle, Steilacoom, Tacoma, Tahoma, Vancouver, West Valley, and Yelm School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, Lakehaven Water and Sewer District, Pullman-Moscow Regional Airport, Spokane Public Libraries, and Asotin County, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-five years of legal counsel experience working in all construction areas and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This counsel includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution, and defense work.

- 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. This is the first GC/CM alternative delivery project in which the County has undertaken and has therefore procured the services of CBRE|Heery based upon their vast GC/CM experience.

- The qualifications of the existing or planned project manager and consultants.
Qualifications of the project manager and consultants are described in the staff and consultant biographies 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.

The County has retained CBRE|Heery to provide full Project and Construction management services in addition to GC/CM support to support the County's internal team. CBRE|Heery is under contract and will serve in this role for this project through 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

This project will be managed through the County's Park, Recreation and Golf department in collaboration with the Spokane Indians. The project's approval, budget and contractual authority resides within the County and ultimately the County Commissioners.

Authority and decision-making responsibility reside with Director Doug Chase in coordination with CBRE Heery. Doug is supported by Senior Director of Public Works, Kyle Twohig, as well as County Project Manager, Jamie Kelly. Doug is the single point of contact for project management, consultant procurement, project budget and integration of staff, external agencies and tenants.

The project is led by Doug Chase, Director, Parks, Recreation and Golf Department whose staff is comprised of public works project management, public procurement and associated administration staff. Doug is the full-time Director who has initiated this project and will continue through procurement to occupancy. CBRE|Heery augments the County staff with its significant GC/CM procurement and project expertise and services. The CBRE staff of David Beaudine and Rob Gross are committed throughout the entire duration and to the day-to-day operations and success of the projects and will be responsible to the County for the project.

CBRE|Heery will work with the Doug Chase and his staff to refine the establish controls and reporting systems to effectively manage the scope, schedule, and budget for the project.

Budget Monitoring – CBRE|Heery will be managing and tracking the project finances using Spokane County's accounting codes. Financial reporting will be provided on a regular basis to the County and other appropriate stakeholders. Spokane County will maintain its own contingency and Owner's Management Reserve line item in the project budget to address any owner betterment changes and appropriate change orders.

Budget authority controls are exercised through a signature authority process for consultant procurement and project changes which are consistent with County capital project policies and procedures. As per Spokane County standard resolution language, Doug Chase and the County

Purchasing Director will have the authority to negotiate and execute all change orders that are within the existing budget being used to fund the project. If the change order amount(s) exceed the existing budget, Doug Chase will need to have additional funding authorized by the County Commissioners. Use of the GC/CM contingency must be approved by Doug Chase, Director.

Spokane County has standard communication protocols to manage its construction projects, County personnel and CBRE|Heery will review the communications protocol and refine processes to meet the project requirements within the project management plan.

The project's master milestone schedule includes design around each project component, preconstruction services, subcontractor buyout, construction, occupancy and closeout phases. Schedule progress will be reviewed and tracked on a monthly basis as required by the AIA agreement. Inclusion of permitting meetings and approval timelines, potential early bid packages approved by the County 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 the County, 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, GC/CM, A/E team 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 the County and their procurement 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 lessons learned from and other public agencies and all team member experiences. 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 similar type project experience. Due to the publicity of this project, it has already received a great amount of attention in the local market, and with those that have similar type project experience.

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 County Commissioners for approval.

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 services related specifically to this project and the scheduling and phasing demands due to the ongoing use of the facility, as well as current concerns of budgeting and community awareness.

The County has engaged with Graehm Wallace, 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 which will be modified to align with County best practices and will be providing them to the County 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. The County will utilize a customized agreement by Perkins Coie in close coordination with the County and its GC/CM consultant team. The contract will be drafted to comply with Washington State law and County's policies and procedures. Perkins Coie's significant GC/CM experience is detailed above.

The County 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 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:

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

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

See Exhibit 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.

Spokane County has not had any audit findings on the projects listed in Exhibit B

10. Subcontractor Outreach

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

This is the first alternative delivery project for the Parks and Recreation department of Spokane County and the second alternative delivery project for the County overall. All previous projects performed by the department have been design-bid-build, and disadvantaged business utilization has not been

tracked. The County is currently in procurement for their public works design build project, and our intent is to leverage any efforts being used there for this project as well.

Spokane County is committed to inclusion of diverse businesses in their projects. In the past 2 years Spokane County has delivered approximately \$1.73 Million in participation by certified small, women and minority-owned business. Spokane county has delivered multiple Federal grant funded projects including 12 in the past 2 years. Federal projects are assigned goals upwards of 20% participation based on the availability of certified businesses able to perform the expected items of work. Spokane County has successfully met or exceeded the federal goals set for its projects.

Spokane County has met these goals by advertising construction projects and consultant proposals early, coordinating with the local association of general contractors, and attending open Contractor forums to promote subcontractor participation. Consultant requests for proposals and qualifications scoring provides added points for consultants who are certified or can demonstrate their small, women and minority-owned business inclusion. As appropriate Spokane County seeks minority-owned business participation throughout all opportunities for the project including the design, inspections and so forth.

Spokane County will include a requirement in the RFQ for proposers to describe their past utilization of OMWBE certified business. The County will send the Advertisement for RFQ to OMWBE, and work with the selected GC/CM as part of buyout to do so as well so it can be posted and viewed on their website for contracting opportunities to aid in the encouragement of small, woman and minority-owned businesses to participate in the project. The GC/CM contract will also require the selected team to develop an inclusion approach to track and report utilization of minority and women's business enterprises certified business and veteran certified businesses. The RFP will include scoring components connected to their past performance and ability to demonstrate meeting project goals and supporting small, woman, and minority owned businesses.

Spokane County will work with CBRE Heery and their selected design firm on a plan to further reach out to the diverse business community in advance of solicitation to generate interest and provide education around the delivery method. While one recently occurred, the team is planning to participate in another upcoming outreach event alongside Greater Spokane Incorporated, Procurement Technical Assistance Center (PTAC) advisor to reach out to local disadvantaged business trade partners who are in the local area but have not obtained certification.

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package**.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

Alternative Subcontractor selection is not desired at this time as part of this project.

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 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 you also agree to provide additional information if requested. 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.

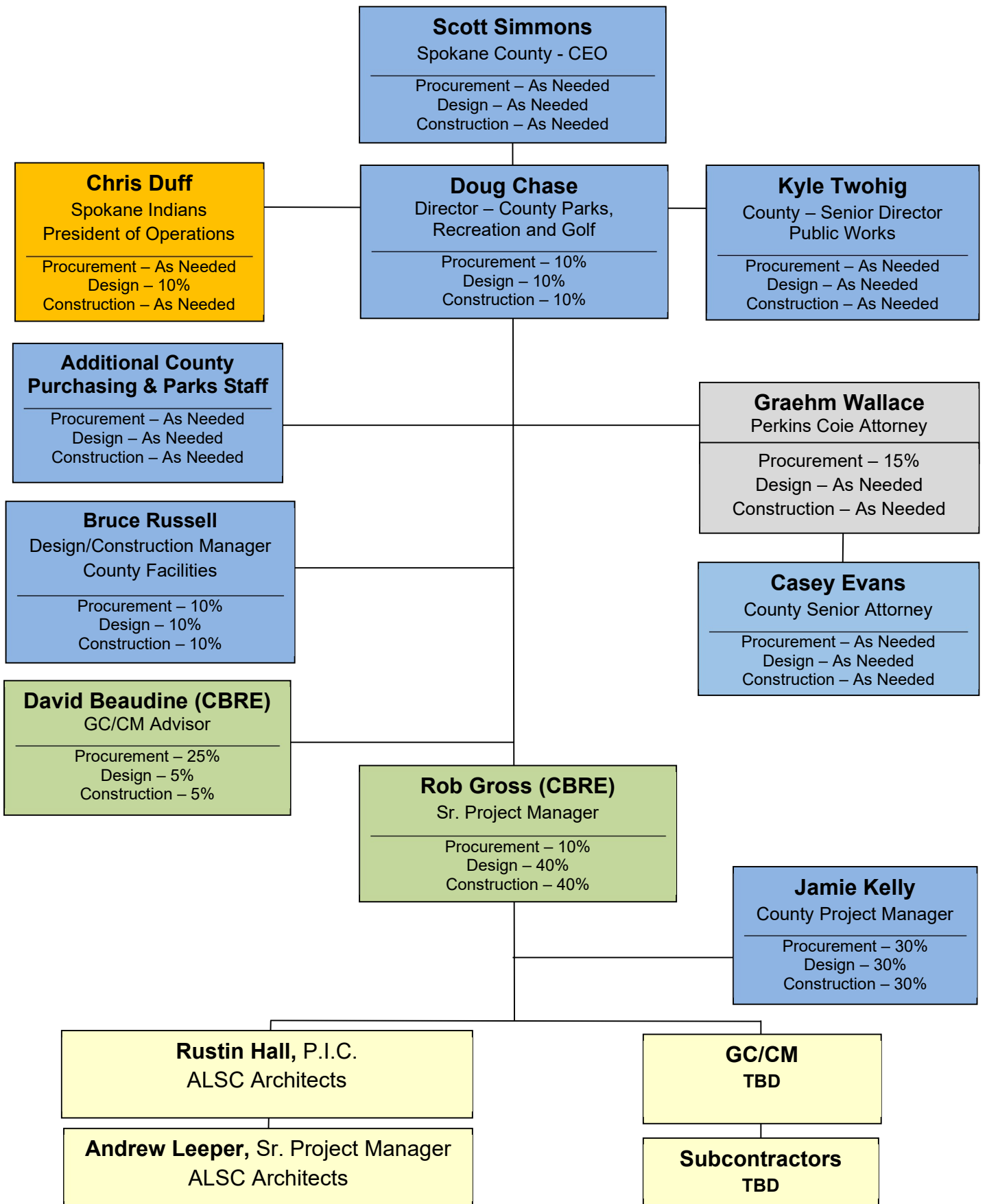
Signature: Doug Chase

Name (please print): Doug Chase (public body personnel)

Title: Director, Spokane County Parks, Rec. & Golf Department

Date: 4/18/2023

EXHIBIT A
SPOKANE COUNTY
AVISTA STADIUM RENOVATION
ORGANIZATION CHART



SPOKANE COUNTY - CONSTRUCTION HISTORY (10 YEARS)

Project #	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	P12455, P12456, P12958	Latah Creek Clubhouse / Parking lot Renovation	Deck, Epoxy, ADA Ramp, Driveway/Parking, Clubhouse Improvements	Design Bid Build	11/1/2020	6/1/2023	11/1/2020	**6/1/2023	\$ 2,966,000	\$ 2,870,000	Actual cost as of 4/2023 @ 99% complete
2	P12304	Etter Ranch (Trentwood) Trailhead Construction	Construction of a 20-stall paved trailhead parking lot, 1/4 mile of new paved road, new 200 amp electrical service, landscaping.	Design Bid Build	5/11/2021	10/15/2022	5/11/2021	**4/30/2023	\$ 571,000	\$ 578,000	Schedule: Extended out to cover warranty items.
3	P12575	Avista Stadium Weatherization Enhancements	Ballpark weatherization & backflow prevention. Weatherize concessions building, temp heat tape/plumbing protection on Clubhouses.	Design Bid Build	12/1/2021	4/1/2022	12/1/2021	4/1/2022	\$ 585,000	\$ 477,000	
4	P10940	Bidwell Park Construction Phase 2 & 3	Construction of remaining 14 (phases 2 & 3) of 19 acre park. Restrooms, lighted sand volleyball courts, basketball court. Playgrounds (natural & traditional) pickleball courts, ball fields, paved parking/trails, enhancements to existing phase 1 Aquatic facility, amphitheater.	Design Bid Build	6/1/2018	6/1/2021	7/1/2018	6/1/2022	\$ 7,552,000	\$ 7,930,000	Budget: Disagreement(s) between GC and Architect over design and construction drawing specifications. Some additional elements added to project during construction timeframe (e.g. donation for additional play equipment) Schedule: Construction delay driven by Pandemic shutdowns / Health Department inability to perform construction review during the pandemic. GC staff turnover.
5	P11227	Prairie View Aquatics Enhancement	Auxiliary building, Additional Water Slides, deck expansion, shade structures	Design Bid Build	12/1/2018	6/1/2020	12/1/2018	6/1/2022	\$ 1,050,000	\$ 1,180,000	Budget: Actual low bid exceeded initial planned budget. Additional funds had to be allocated to proceed. Schedule: Auxiliary building portion of project was delayed due to pandemic. This also contributed to cost increases over planned budget
6	P11656	Phillips Creek Trailhead Construction	Construction of a 20-stall paved trailhead parking lot, 1/8 mile of new paved road, new 200 amp electrical service, landscaping.	Design Bid Build	4/30/2020	12/15/2020	4/30/2020	10/7/2021	\$ 372,000	\$ 387,000	Schedule: Extended out to cover warranty items.
7	P10384	MeadowWood Golf Course Irrigation Renovation	Replace golf course irrigation system w/ new pump house	Design Bid Build	11/1/2016	10/1/2018	11/1/2016	10/1/2018	\$ 3,700,000	\$ 3,510,000	
8	P9849	Prairie View Park Expansion	ball fields, pickleball courts, sand volleyball courts	Design Bid Build	8/1/2016	12/1/2018	8/1/2016	12/1/2018	\$ 1,010,000	\$ 1,490,000	Budget: Additional park enhancements were desired and funded by new leadership after initial planned budget was established.
9	P8814M	Liberty Lake/MeadowWood and Latah Creek Golf maintenance shop remodel	maintenance shop remodel (2)	Design Bid Build	1/1/2015	12/1/2015	1/1/2015	12/1/2015	\$ 530,000	\$ 500,000	
10	N/A	MeadowWood Golf Course bunker sand	Remove and replace sand in all golf course bunkers.	Work done "in house"	5/1/2014	9/1/2014	5/1/2014	9/1/2014	\$ 350,000	\$ 350,000	
11	P8138, P8340	Centennial Trail Realignment	Demo and relocate / construct 1/2 mile of paved, (Centennial) trail.	Design Bid Build	11/1/2011	4/1/2013	11/1/2011	4/1/2013	\$ 280,000	\$ 270,000	
12	P7086	Latah Creek Golf Course Clubhouse Restroom Remodel		Design Bid Build	1/1/2012	5/1/2012	1/1/2012	5/1/2012	\$ 175,000	\$ 160,000	

* estimate on dates
** estimate on finish dates

BIG PICTURE/ MASTER PLAN IMPROVEMENTS

- 1 NEW SAFETY NETTING
- 2 FIELD RENOVATION
- 3 HOME CLUB HOUSE REMODEL/ ADDITION
- 4 VISITOR CLUBHOUSE/ REMODEL/ ADDITION
- 5 NEW STRENGTH/ CONDITIONING BUILDING
- 6 INFRASTRUCTURE IMPROVEMENTS
- 7 DUGOUT REPLACEMENT
- 8 OUTFIELD WALL IMPROVEMENTS
- 9 NEW FIELD LIGHTING
- 10 LEGENDS LOOKOUT IMPROVEMENTS
- 11 EXPANDED DUGOUT ON BOTH SIDES FOR VIP SEATING
- 12 OUTFIELD WALL TIMELINE/WALKWAY, DRINK RAILS
- 13 BULLPEN RENOVATION/ FENCE
- 14 LANDSCAPE IMPROVEMENTS
- 15 NEW DIGITAL SCORE BOARD/ ADD OLD SCOREBOARD TO OUTFIELD
- 16 RELOCATE FENCE
- 17 STRUCTURAL ANALYSIS
- 18 MAINTENANCE STORE RELOCATION
- 19 MOVE ADMINISTRATION TO PARKS BUILDING
- 20 PEDESTRIAN PLAZA IMPROVEMENTS

