

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): Peninsula Metropolitan Park District
- b) Address: 5717 Wollochet Dr. NW, Gig Harbor, WA 98335
- c) Contact Person Name: Ed Lewis Title: Capital Projects Manager
- d) Phone Number: 253.649.5254 E-mail: elewis@penmetparks.org

1. Brief Description of Proposed Project

- a) Name of Project: PenMet Parks Community Recreation Center
- b) County of Project Location: Pierce
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Peninsula Metropolitan Park District (PenMet or District) recently acquired approximately 17 acres that are located at 2416 14th Ave. NW, Gig Harbor, WA 98335. The property is a former golf driving range and is comprised of an existing, approximately 4,000s.f. pro shop/clubhouse building, a driving range with double tier covered tees, a mini golf center, a parking lot and other supporting site amenities. The existing buildings, parking lot and mini golf are all located on the south end of the property. The remaining property consists of open field in the center that served as the driving range and some undeveloped property to the north end.

PenMet plans to redevelop the property into a new Community Recreation Center (CRC). The existing buildings will be renovated to house office spaces, meeting rooms, activity space, and support space for District operations. The existing building currently houses some of the District functions/staff including Recreation, O&M, Administration and Construction Management and is anticipated to remain occupied and operational during construction. It is also anticipated that the existing mini golf center and the parking lot will remain operational during construction. A new building and associated site amenities will be constructed where the current driving range field exists. This new building will house multi-purpose learning spaces, indoor recreation space, community activity spaces, indoor walking track and event rental space. Concept site plans identify parking to be developed to the east and north of the new building, an outdoor event area to the south and a walking trail to cross the site from the northeast corner, behind the new building and to the southwest corner of the property. When completed, the PenMet Community Recreation Center will address many of the needs of the Gig Harbor community including active space for seniors, programs for special populations and indoor, year around, recreation opportunities.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) (@ 15% of construction)	\$ 2,574,000
Estimated project construction costs (including construction contingencies):	\$17,160,000
Equipment and furnishing costs (@ 7% of construction)	\$ 1,201,200
Off-site costs	\$ included
Contract administration costs (Owner, PM/CM, etc.) (@ 6% of construction)	\$ 1,029,600
Contingencies (owner project contingency @ 5% of construction)	\$ 858,000
Other project related costs (soft costs)	\$ 1,821,560

Sales Tax (Construction and FF&E @ 7.9%)

\$ 1,355,640

Total

\$26,000,000

Budget information is preliminary and subject to change.

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 District currently has \$10M in cash reserves on hand that could fully fund the design and certain construction costs for the project. However, in order to preserve some cash reserves for other possible needs, the District is pursuing the issuance of \$18M in Limited Tax General Obligation bonds to fund the majority of the project. Funding for the A/E design, GC/CM advisor services and the GC/CM preconstruction services are being provided from the cash reserves until the LTGO bonds are in place. The remaining cost of project manager/construction manager (PM/CM) services, design services and construction of the project will be funded from a combination of funds from the LTGO bonds and cash reserves.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

(See Example on Design & Construction Schedule)

GC/CM Schedule	Start	Finish
Develop PRC Application		April 17, 2020
Submit PRC Application		April 20, 2020
PRC Presentation		May 28, 2020
First publication of RFP for GC/CM Services		June 3, 2020
Second publication of RFP for GC/CM Services		June 10, 2020
Project Information Meeting		June 15, 2020
RFP Submittal Deadline		June 22, 2020
Open & Score RFP Submittals Received	June 23, 2020	June 26, 2020
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview		June 30, 2020
Interviews with Short-Listed Firms	July 9, 2020	July 10, 2020
Notify Submitters of Most Highly Qualified Firms & Invite to Submit responses to RFFP		July 13, 2020
RFFP Submittal Deadline & Opening		July 27, 2020
Notify Submitters of Scoring and Most Qualified GC/CM		July 28, 2020
Board Approval of GC/CM Selection and Authorization to Negotiate Pre-Con Services Agreement and Early Services Agreement		Aug.4, 2020
Execute Early Services Agreement		Aug. 10, 2020
Pre-Con Work Plan Due		Sept. 3, 2019
Board Approval of Pre-Con Services Agreement		Sept. 14, 2020
GC/CM Agreement w/ Pre-Con Services Executed		Sept .16, 2020
Pre-Con Services	Sept. 21, 2020	April 2021
MACC Negotiation (90% CD's)	April 2021	April 2021

Board Approval of MACC and MACC Contract Amendment Executed		May 2021
Design & Construction Schedule	Start	Finish
Programming	May 2020	June 2020
Schematic Design	July 2020	Sept 2020
Design Development	Oct 2020	Dec 2020
Site Development and Land-use Review	Nov 2020	Jan 2021
Construction Documents	Jan 2021	May 2021
Building Department Review/Permitting	Feb 2021	April 2021
Construction	May 2021	Mar 2022
Substantial Completion		Mar 2022
Final Completion/Closeout	April 2022	May 2022
Warranty Period	Mar 2022	Feb 2023

Note that the schedule above is preliminary in nature and is subject to change.

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

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

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

The existing building will remain occupied during construction of the new building. It is anticipated that, once the new building is complete, staff and program uses will temporarily move to the new building while the existing building is renovated. The construction work will have to be scheduled and phased to take into consideration not only the construction activities, but also operational activities and access for staff members, the public, vendors, and other visitors to the business functions and public activities that take place on site.

It is anticipated that the phases of work will include: construction of the new building and associated site amenities and renovation of the existing buildings.

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

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

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

The existing building houses some District staff and program functions that will remain operational during construction of the new building. In addition, the mini golf center and the parking lot that serves the building and mini golf will need to remain operational.

It will be critical to have a GC/CM contractor on board to assist with scheduling, phasing and construction logistics planning so that the existing functions will not be interrupted during construction.

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

This project has a limited budget and a very lofty desire to maximize program for the dollar. It will be critical to have a GC/CM contractor on board during design to make recommendations on value engineering, programming, innovative alternatives and best value decisions.

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

5. Public Benefit

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

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

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

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

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

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

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

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

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

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

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

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
Not applicable

6. Public Body Qualifications

Please provide:

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

The District has not had previous experience utilizing the GC/CM delivery method. That said, the District is looking forward to a delivery method that encourages collaboration and innovation between the Owner, Architect and Contractor for this project.

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

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

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

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

Refer to Appendix Attachment A.

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

Ed Lewis, Capital Projects Manager (Peninsula Metropolitan Parks District)

Role: Ed will be the Project Manager for PenMet Park’s District during the duration of the CRC Project. Ed will be the contact for all issues related to the project management, consultant team & A/E team. He will be responsible for overseeing all construction compliance, contractual obligation for the A/E team and to make sure the design and PenMet Park’s interests are protected. Ed will be responsible for the reporting of project status to the Executive Director, Board of Commissioners, Stakeholders, and the public.

Relevant Experience: Ed has 40+ years of experience managing the planning, design, engineering and construction of industrial and commercial businesses, both domestically and internationally. With formal training in mechanical & electrical engineering, hydraulics engineering and project management, he has been responsible for the complete development, scheduling, estimating, and management of many significant projects for many major Metal Container & Packaging Companies, Department of Defense contracts, with projects ranging from \$98M to \$378M.

He has developed a reputation for being able to handle all aspects of their respective projects from ground breaking to the buy-off of the production line output. His experience includes site development to water treatment, power demands, indoor air qualities with an in-depth understanding of what is needed to keep projects on time and on budget.

The table below identifies some of Ed’s most recent experiences in Project Management.

Project	Project Value	Delivery Method	Role	Time Frame
PenMet Parks Hale Pass renovation, Gig Harbor WA	\$600K	D/B/B	Project Manager	2019-present
PenMet Parks Sehmel Homestead Turf Field & Parking Light Project, Gig Harbor WA	\$638K	D/B/B	Project Manager	2018-present
PenMet Parks Sehmel Homestead Maintenance Building and Restrooms, Gig Harbor WA	\$1.7M	D/B/B	Project Manager	2016-2018
PenMet Parks Sehmel Homestead Turf Infield replacement, Gig Harbor WA	\$957K	D/B/B	Project Manager	2015-2017
Mitsubishi/Universal Can Corp., Tokyo Japan	\$273.5M	D/B	Project Manager	2002-2005
Fountain Can Corporation, Taipei Taiwan	\$199.8M	D/B	Project Manager	2001- 2003
Doosan Continental Can Company, Incheon South Korea	\$378M	D/B	Project Manager	1997-2000

Eric Guenther, Planning and Special Projects Manager (Peninsula Metropolitan Parks District)

Role: As Planning & Special Projects Manager, Eric arranges contracting for appraisals, surveys, and property assessments, as well as managing the process for selecting and contracting with project designers, and contractors, contributes on project design, and manages the project budget including payments and closeout.

Relevant Experience: Eric has been involved in local park planning efforts for 30 years and has been providing park project planning for PenMet Parks since its formation in 2004. Eric also prepares grant applications and manages the District’s comprehensive planning process.

Project	Project Value	Delivery Method	Role	Time Frame
PenMet Parks Hale Pass renovation, Gig Harbor WA	\$600K	D/B/B	Planning Manager	2019-Present
PenMet Parks Sehmel Homestead Turf Field & Parking Light Project, Gig Harbor WA	\$638K	D/B/B	Planning Manager	2018-2020
PenMet Parks Sehmel Homestead Maintenance Building and Restrooms, Gig Harbor WA	\$1.7M	D/B/B	Planning Manager	2016-2017

PenMet Parks Sehmel Homestead Turf Infield replacement, Gig Harbor WA	\$957K	D/B/B	Planning Manager	2015-2017
Sehmel Homestead Park	\$11M	D/B/B	Planning Assistance	2006-2011

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

Role: Jim will report to the PenMet Park’s project manager and manage the project management consultant team. He will be the contact for issues related to contractual obligations and staffing for the project management consultant team overall. Jim will also provide advisory services to the PenMet Park’s project manager on issues related to consultant procurement, APD, project management, construction management, A/E contracts, and construction contracts. Jim may assist the PenMet Parks project manager in reporting project status to the Board of Commissioners, stakeholders, and the public.

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

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

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Rainier Beach High School	\$238.3M	GC/CM	GC/CM Advisor	2019-2020
New Headquarters, Lakehaven Water and Sewer District	\$42.2M	GC/CM	GC/CM Advisor	2019-present
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4 M	GC/CM	GC/CM Advisor	2018 - present
Downtown Elementary School, Vancouver Public Schools	\$39.5 M	GC/CM	GC/CM Advisor	2018 - present
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Advisor	2018 - present
New Headquarters, Chelan County PUD	\$136.36M	GC/CM	GC/CM Advisor	2017 - present
RI & RR Dam Support Facilities, Chelan County PUD	\$70 M	GC/CM	GC/CM Advisor	2017 - present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present

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

Role: Dan will be the GC/CM procurement lead and senior project manager during design and construction. He will report to the PenMet Parks’ project manager and the lead consultant. He will be responsible for developing the application and presentation to the PRC for approval to utilize GC/CM delivery. After PRC approval is received, he will lead and manage the GC/CM procurement effort and assist in GC/CM advisory services throughout the life of the project. During design and construction he will remain in a senior project manager role and provide

leadership and support to the project team.

Relevant Experience: Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 33 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the educational, commercial and public sector markets, providing design and construction services on projects throughout western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since 2015, he has been closely involved in the GC/CM procurement process for more than 24 projects that will/are being delivered using the GC/CM delivery method. Dan is a proponent of alternative project delivery (GC/CM and Design/Build) and believes that it will soon become the preferred delivery method used by public agencies for projects that pose interesting challenges and opportunities. The table below identifies some of Dan’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Rainier Beach High School	\$238.3M	GC/CM	PRC Approval	2019-2020
New Headquarters, Lakehaven Water and Sewer District	\$42.2M	GC/CM	GC/CM Procurement, PM/CM	2019-present
Columbia River High School Mod/Add, Vancouver Public Schools	\$21.4 M	GC/CM	GC/CM Procurement	2018
Downtown Elementary School, Vancouver Public Schools	\$39.5 M	GC/CM	GC/CM Procurement	2018
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018 - present
Chelan County PUD – RI & RR Dam Support Facilities	\$70M	GC/CM	GC/CM Procurement	2017
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Procurement	2017
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM Procurement	2017
Mann Middle School Replacement, Clover Park School District	\$68 M	GC/CM	GC/CM Procurement	2017
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2017-present

Joe Missel, Project Manager (Parametrix)

Role: Joe will be the project manager and the day to day point of contact working with the project team members including PenMet Parks, other consultants, the A/E team, the contractors, and authorities having jurisdiction. Joe will be responsible for tracking and enforcing the contractual obligations for the A/E team and the contractor to make sure that the project is designed and constructed in compliance with the capital projects program, budget, and schedule. He will also work with the PenMet Parks project manager as a liaison between the internal and external stakeholders, the public, the A/E team, and the contractor.

Relevant Experience: Joe is a skilled senior PM/CM with experience acting as a project manager in both the design and construction industries. He has been responsible for the complete development, scheduling, estimating, and management of up to 6 concurrent projects with costs ranging from \$500,000 to \$75M.

Joe's experience encompasses a variety of project types including educational facilities; commercial; office; retail; industrial developments; maintenance; as well as utility and infrastructure for both private and public clients. He has led significant projects as the architectural project manager, as well as general construction efforts as a senior PM. His experience working as both the architect and the contractor gives Joe a unique perspective on projects. Joe is sensitive to the client's perspective and strives to assist his clients in recognizing their goals, while providing a functional and financially responsible facility that will represent the owner's character in the community. This will be Joe's first GC/CM project, but he will be supported and mentored by Jim Dugan and Dan Cody. The table below identifies some of Joe's most recent PM/CM experience.

Project	Project Value	Delivery Method	Role	Time Frame
North Thurston High School Phase 3, North Thurston School District	\$5M	D/B/B	Owners Rep & PM/CM	2019-current
Bush Middle School, Tumwater School District	\$13M	D/B/B	Program Manager	2016-2018
Tumwater Middle School, Tumwater School District	\$16M	D/B/B	Program Manager	2016-2018
North Thurston High School Phase 2, North Thurston School District	\$28M	D/B/B	Owners Rep & PM/CM	2015-2019
Moctezuma's Restaurant, Tukwila WA	\$1.3M	Negotiated	Owner's Rep, PM/CM	2014-2015
North Thurston High School Phase 1, North Thurston School District	\$22M	D/B/B	Owners Rep & PM/CM	2014-2016

Bob Kugen, Construction Observation & Inspection (Parametrix)

Role: Bob will report to the project manager of the consultant team and is responsible for on-site observation and inspection reports, daily reports, non-conforming work identification, and A/E coordination during construction.

Relevant Experience: Bob has design and construction experience with municipal, state, federal, and private development projects. His experience includes schools, commercial buildings, sewage collection systems, wastewater treatment plants and pump stations, water distribution systems, storm drainage collection and treatment facilities, roadway improvements, and site development projects including municipal and state parks.

Project	Project Value	Delivery Method	Role	Time Frame
Boze Elementary School Replacement, Tacoma Public Schools	\$32.5M	D/B	Construction Observation & Inspection	2019-current
Fircrest Pool and Community Center, City of Fircrest	\$7.3M	D/B/B	Construction Observation & Inspection	2019-current
Eastside Community Center	\$30.8M	GC/CM	Construction Observation & Inspection	2018-2019

Andrew Greene – District External Legal Counsel (Perkins Coie)

Andrew Greene is a partner in the Seattle office of Perkins Coie LLP and chair of the firm's nationally recognized Construction practice (ranked "Tier 1" nationally for Construction Law in U.S. News "Best Lawyers and Law Firms" and the only firm designated "Band 1" in Washington by Chambers USA). Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and he recently was named "Construction Law Lawyer of the Year" for 2020 in Washington by The Best Lawyers in America. Andrew has provided legal assistance to over 100 Washington public entities and GC/CM-specific assistance and project counsel support for dozens of public entities, including universities, ports, park districts (including supporting Metro Parks of Tacoma on its recent GC/CM projects), and school districts. Based on this experience, Andrew is well versed in preparing GC/CM contract documents and helping public owners comply with the requirements of Chapter 39.10 RCW. His work also includes drafting and negotiating preconstruction, architectural, engineering,

construction management, construction, and design-build agreements; providing procurement and compliance support; and helping public owners resolve disputes that can arise during a project and after construction is complete.

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

Refer to the Bios above.

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

Refer to the Bios above.

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

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

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

Refer to the Bios and project experience tables above.

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

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

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

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

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

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

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

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

- Contact/Outreach to experienced, potential GC/CM candidates prior to the release of the RFP.
- Develop/Issue RFP to solicit qualification/proposal statements from GC/CM candidates.
- Receive and score/rank the qualifications/proposals received.
- Check references of GC/CM firms and team members.
- Shortlist the most qualified GC/CM firms to the interview stage.
- Interview and score/rank the shortlisted GC/CM candidates.
- Develop/Issue RFFP to solicit final proposals (price factors) from the highest ranked GC/CM candidates.
- Receive and open/score the final proposals (price factors) received to identify the most highly qualified GC/CM.
- Request approval from the Board to negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Recommend that the Board award to the most highly qualified GC/CM.
- Execute GC/CM Agreement with pre-construction services.

The GC/CM RFP will be advertised in June 2020. By early August 2020, the GC/CM procurement process will have been completed and a Pre-construction Services agreement will be negotiated. A GC/CM Agreement including Pre-Construction services will be presented for approval to the Board of Commissioners in September 2020. We anticipate that we may use an early services Agreement for the GC/CM between the time that the Most Qualified GC/CM is identified and the Master Agreement for GC/CM Services is executed. This will allow the GC/CM Contractor to join the project team in August during Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

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

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

7. Public Body (your organization) Construction History:

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

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

Refer to Appendix Attachment B.

8. Preliminary Concepts, sketches or plans depicting the project

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

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.
Note: Applicant may utilize photos to further depict project issues during their presentation to the PRC.

Refer to Appendix Attachment C.

9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

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

10. Subcontractor Outreach

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

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

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

CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

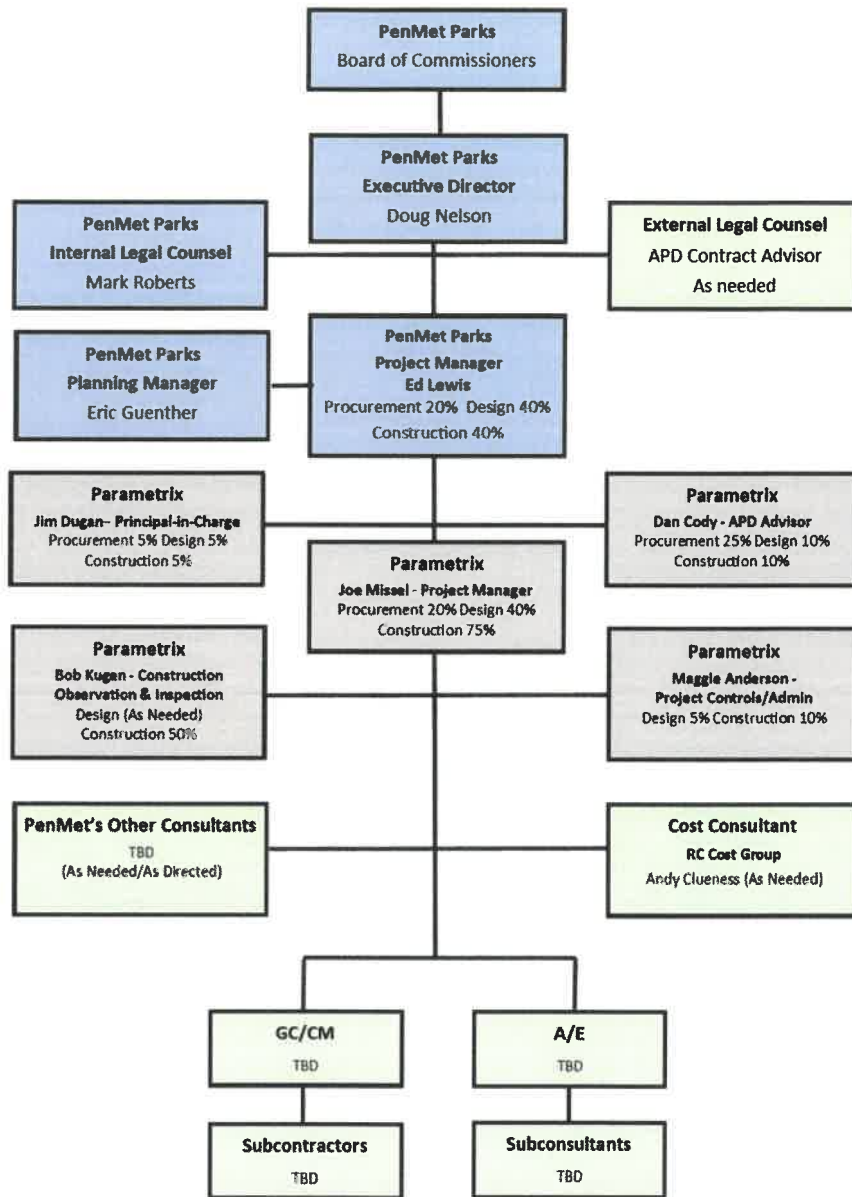
Signature: _____



Name: Ed Lewis
Title: Capital Projects Manager
Date: April 20, 2020

Appendix Information

Attachment A – Project Organizational Chart



Peninsula Metropolitan Parks Community Recreation Center

PROJECT ORGANIZATION CHART

Attachment B – District Construction History

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Sehmel Homestead Park (SHP) Field Lighting	D/B/B	Oct 2019	Mar, 2020	April, 2020	\$568K	\$638K	Additional Scope: Added Scoreboard when Bids lower than expected
SHP Maintenance Building and Restroom	D/B/B	Mar 2017	Oct 2017	Oct 2018	\$1.618M	\$1.76M	Weather dependent punch list and warranty issues
SHP Turf Infields	D/B/B	Oct 2016	Mar 2017	June 2017	\$823K	\$957K	Weather delays; significant drainage enhancement, design scaling error

Attachment C – Preliminary Concepts

Figure 1 – PenMet Community Recreation Center – Neighborhood Aerial

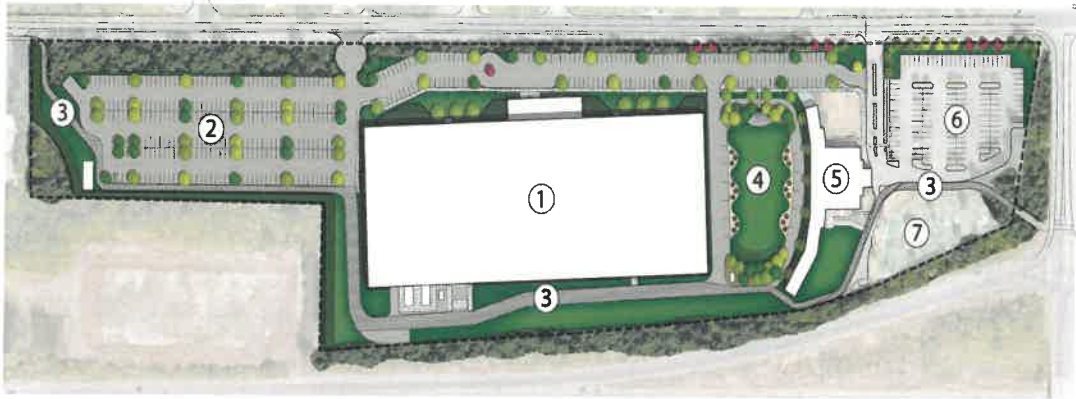


Figure 2 – PenMet Community Recreation Center – Site Aerial



Figure 3 – Concept Phasing/Site Plan

PenMet Parks Community Recreation Center
Site Plan



Site Plan Legend

- | | | |
|----------------------------|--------------------------------|---------------------------|
| ① Indoor Recreation Center | ④ Outdoor Event Hosting Area | ⑦ Existing Miniature Golf |
| ② Facility Parking | ⑤ Performance Golf Restoration | |
| ③ Cushman Trail Expansion | ⑥ Existing Parking Lot | |

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July 2, 2019