

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 International Airport (SIA)**
- b) Mailing Address: **9000 West Airport Drive, Suite 204, Spokane, WA 99224**
- c) Contact Person Name: **Lisa Corcoran** Title: **Director, Planning & Engineering**
- d) Phone Number: **(509) 455-6406** E-mail: **LCorcoran@SpokaneAirports.net**

1. Brief Description of Proposed Project

- a) Name of Project: **New Administrative Office Building**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
Due to staff increase and heightened security concerns within the terminal, the airport has elected to construct a new administrative building to allow for ongoing operations through an emergency. The project is currently planned to be a two-story structure located over top of a one- or two-story parking garage to support staff and visitor parking. The new facility will consist of offices, meeting rooms, and necessary support spaces. The Airport desires this building meet LEED standards, with potential for LEED gold status as well as meet high safety standards as deemed appropriate in case of threats.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$1,050,000
Estimated project construction costs (including construction contingencies):	\$12,000,000
Equipment and furnishing costs	\$100,000
Off-site costs	\$0
Contract administration costs (owner, cm etc.)	\$600,000
Contingencies (design & owner)	\$750,000
Other related project costs (briefly describe)	\$0
Sales Tax	\$1,100,000
Total	\$15,600,000

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*

This project is to be funded with multiple funding sources. The Airport has allocated approximately \$7M in non-restricted federal CARES dollars which are to be allocated to this project. The remaining funding for the project are being funded through general revenue in which the airport already has approximately \$5M in-hand. It is anticipated the Airport will provide the remaining funding through future land sales.

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*)
Below is a breakdown of currently projected design/construction schedule as well as GCCM Procurement schedule.

PROJECT DESIGN/CONSTRUCTION SCHEDULE (DRAFT)

Task	Start	Completion
Prime Consultant Procurement (AE & CM)	October 2022	December 2022
PRC Application	December 2022	January 2023
Site Selection	January 2023	April 2023
GC/CM Selection	April 2023	July 2023
GC/CM Pre-Construction	July 2023	November 2023
Schematic Design	January 2023	April 2023
Design Development Design	April 2023	June 2023
Construction Documents	July 2023	November 2023
Permitting	October 2023	November 2023
Construction	November 2023	December 2024

GC/CM PROCUREMENT SCHEDULE (DRAFT)

Date	Activity
December 20, 2022	Submit PRC Application
January 26, 2023	PRC Presentation
January 31, 2023	Advertisement for Request for Proposals Published (1st Notice)
February 7, 2023	Advertisement for Request for Proposals Published (2nd Notice)
February 14, 2023	Pre-Proposal Conference
February 28, 2023	Statement of Qualifications Due SOQ Scoring and Shortlisting of Firms
March 7, 2023	Notification of Highly Qualified Firms with draft contracts
March 16, 2023	Interviews with Short Listed Firms
March 21, 2023	Notification to most highly qualified firms to submit RFFP
March 28, 2023	RFFP submissions and Public Opening
April 12, 2023	Board Approve GC/CM selection and award Preconstruction Services

b) Hiring consultants if not already hired; and

At time of application, the airport is conducting their standard selection design procurement, through this process they will select their designer of record along with their team of subconsultants. In addition, SIA has a continual consultant roster which is utilized for owner consultants such as HAZMAT and Geotechnical services.

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

(See Example on Design & Construction Schedule)

SIA, through their on-call services contract has retained CBRE|Heery to provide GC/CM advisory services and project support throughout the duration of the project.

Internally, SIA is supported by Lisa Corcoran (Director of Planning and Engineering), Colin Hayden (Project Manager), Joe Hoeing (Project Manager) and Jennifer Lieu (Project Coordinator) who have each worked on multiple capital projects in and around the airport and who are each 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?

The intended location for the facility will require strict coordination within the airport parking operations as well as general airport traffic flow. The logistical movement of construction related activities (personnel, deliveries and

laydown) will require intense coordination due to the limited space available while still making available access to the parking garage and maintaining flow for passenger pick-up and drop-off. In order to minimize the amount of parking stalls removed during the project, reduce impact to travelers the construction site, and not conflict with other airport projects; this job site will not have a lot of extra space for contractor and lay down. While there is ample space beyond this site where materials could be stored, determining a logistics plan with the insights directly from the builder will be instrumental in lieu of a DBB scenario where the owner and design team are making assumptions that may or may not work which could ultimately increase overall project costs.

In addition, it is expected that the west helix of the parking garage will need to be removed as part of the project in order to provide enough space for this facility in the proposed space. The scheduling of this work will need to be coordinated with airport operations and in conjunction with other projects occurring around the airport. Phasing for potential coordination of demolition of existing parking structure helix will be crucial to the project success as the timing will need to occur, potentially as an early bid package, in order to maintain desired overall construction schedule. In addition, this demolition is right in front of the terminal and therefore will require a high level of safety for the sake of operations, staff and travelers.

- 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.

While the location of construction is not occurring within the occupied facility, the proposed site location will be amongst consistent 24/7 traffic flow. The work will occur in a location that is right at the entry into the airport and therefore operations related to parking traffic flow as well as inbound operations will need to be highly coordinated in order to maximize security.

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

The airport is desiring this facility to be energy sustainable and meet LEED standards, with a potential to acquire LEED gold accreditation. Therefore, having a GC/CM engaged during the design phase will provide the owner and design team with additional market understanding and product knowledge to drive these project goals. With the inclusion of the parking garage and the associated construction, the airport is very much interested in the use of concrete beyond just the garage, and for implementation of it into the design and construction of the administration building portion as well. Coordinating these aspects with a GC/CM and implementing the best possible means and methods as well as product understanding to construction will greatly benefit SIA and the project.

The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Spokane area market is 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 early design estimates. The GC/CM's involvement during design will also provide value to the Airport 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 qualified team working with the Airport, together as a team, will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made.

- If the project encompasses a complex or technical work environment, what is this environment?

While previously noted, working in and around a 24/7 operational airport alone is a complex work environment. This project site is planned to be centered among current garage and outdoor parking, as well as active airport

drive and passenger pick up areas. Minimizing the impact to travelers is one of the paramount goals for any project that occurs in and around the airport and bringing that understanding to the contractor early in the design will only benefit the project in the way it is designed and constructed.

- 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 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.

GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contractor is on board throughout design and construction, providing constant market condition costs, labor and material availabilities as well and schedule information to the benefit of the project. In relation to our overall project schedule, we intend to bring the GC/CM on board near the end of schematic design in order to maximize their overall impact to the project. This assistance early on will look at construction methodologies based upon the concrete nature of the job, site planning, construction logistics and material selections.

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

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

Other specific fiscal benefits include:

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

Aligning Construction Schedule - The potential for the GC/CM and the SIA project team to plan and schedule bid packages to align with the ongoing needs of the airport along with other neighboring projects 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 site/demolition packages. In addition, as the project commences around other airport work there will be a significant impact on the travelers and staff of the airport and therefore it will one of the main focuses of the GC/CM and project team to minimize these risky elements by working through these components of the work.

Open Book Accounting - The GC/CM alternative contract delivery method allows for open book cost accounting and verification process. This method meets the needs of potential federal grant opportunities that may arise for this project.

Broader Reach of Qualified Subcontractors - Retaining a contractor via the GC/CM method is much more likely to result in predictable costs and broader subcontractor bid coverage. The GC/CM and SIA can develop a subcontracting plan that meets project security and systems with local or specialty contractors 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 very unique components related to combining parking with and office space on top, in addition to the desired sustainability and safety goals. GC/CM recommendations on product or quality standards and developing a complete, understandable and cost-effective construction document set controls costs.

6. Public Body Qualifications

Please provide:

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

Spokane International Airport is currently engaged in their second project utilizing the GC/CM alternative contract delivery method (Concourse C TREX). However, SIA’s legal counsel, Mr. Brian Werst, Workland-Witherspoon, PLLC, has experience providing GC/CM legal and contract related services to clients. Additional information is found in the staff biography sections below. SIA has also contracted with Andrew Greene of Perkins Coie to provide additional GC/CM legal support. This legal team has provided contract and general legal guidance as part of SIA’s previous GC/CM projects and understands the airport’s best practices and contract requirements. In addition, due to their current level of experience in GC/CM, SIA has retained CBRE|Heery to provide Washington State alternative contract delivery advisory services. David Beaudine, CCM will be acting the GC/CM advisor. This team provides SIA with GC/CM experience and will guide and assist SIA to administer the procurement of the GC/CM and contract negotiations. David will lead the procurement then have constant oversight and provide strategic business and technical advice to SIA’s Director, Planning & Engineering and SIA staff.

With over twenty successful GC/CM projects on their resume, CBRE|Heery is committed to sharing their GC/CM knowledge, lessons learned and expertise with Spokane International Airport 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*).

The Project Team

Mr. Larry Krauter – Chief Executive Officer, SIA

Role on this project: Chief Executive Officer and Board Liaison

Larry has served as the CEO of the airport since 2011. He has overall responsibility to plan, manage and operate the Spokane International Airport, the Airport Business Park and Felts Field. He manages a current annual operating budget of \$34 million dollars and capital improvement budget of \$24 million dollars. His professional experience includes: Interim Director, Lehigh-Northampton Airport Authority (PA), Deputy Directory and Director of Planning and Engineering, Lehigh-Northampton Airport Authority (PA) and Airport Planner, Columbus, Ohio.

Larry has executive oversight and involvement in all phases of the project and has signature authority on changes that exceed that of the Director, Planning & Engineering.

Ms. Lisa Corcoran – Director, Planning & Engineering, SIA

Role on this project: Director, Owner Representative and single point of contact for SIA

Lisa brings 27 years of airport development experience. Lisa joined the Airport in 2014. As Director, Lisa is responsible for the Planning & Engineering Department where she oversees staff and the capital improvement projects. Lisa also oversees the procurement and implementation of planning, environmental, design and construction projects, as well develops grant applications for projects. Prior to joining the Airport, Lisa was a partner and worked as an Airport Engineer at a private aviation consulting firm for 17 years. Prior to that, Lisa worked for the Alaska Department of Transportation and Public Facilities.

Lisa is directly managing the alternative procurement projects, including ESCO Design Build Projects (Electrochromic Glass Windows, Vestibules, Lighting, Roofs, HVAC, Elevators, etc) and GC/CM Projects (New Administrative Building and TREX - Concourse C and Central Hall).

Ms. Jennifer Leui – Project Coordinator, SIA

Role on this project: Project Coordinator

Jennifer has been with the Airport since 2014. Jennifer prepares the project folders for all new projects and assists with developing and advertising RFQs and Call for Bids. Jennifer receives, reviews, and oversees payment for invoices and pay applications within the Planning & Engineering Department. Jennifer also coordinates and reviews certified payroll for federally funded projects and assists with the audit process of a project.

Mr. Rob Schultz – Chief Financial Officer, SIA

Role on this project: Chief Financial Officer

Rob began his new position over a year ago. Rob leads and directs the Finance & Accounting, Parking & Ground Transportation, and Properties & Contracts Departments. Rob brings more than 25 years of finance experience in both the public and private sectors. He worked for the Port of Portland for 13 years and most recently served as the Financial Analysis Manager.

Rob works closely with Lisa on projects to manage the budget, grants and payments. He is responsible for the project closeout financial reporting as required per the funding sources and audit guidelines.

Mr. Brian Werst, Workland-Witherspoon, PLLC.

Role on this project: SIA Legal Counsel and GC/CM Legal Advisor

Brian serves as General Counsel to the Spokane Airports Board of Directors. He assists Lisa Corcoran with consultant procurement agreements and construction contracts. Brian has served as General Counsel to Lewis County Public Hospital District No. 1, d/b/a Morton General Hospital. In 2010 and 2011, the Hospital sought Brian's assistance in evaluating the GC/CM procedure for this project, including the PRC application and approval process and contracting issues. The Hospital ultimately opted to not pursue this process, despite detailed and extensive analysis of the GC/CM procedure and legal provisions.

He similarly advised Public Hospital District No.1 of Pend Oreille County d/b/a Newport Hospital and Health Services regarding a proposed project, although the project was ultimately paired down and was not necessarily suitable for GC/CM procedure.

Additionally, he has served as bond counsel, underwriter or bank counsel, and/or disclosure counsel for many publicly financed projects that have involved procurement, design, and construction governed by Title 39 RCW and other related Washington laws.

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

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

David Beaudine, a Managing Director with CBRE | Heery has been selected to oversee the GC/CM process for SIA. David's role will be to oversee the GC/CM procurement and operations for the project from design through construction and close-out and will work hand in hand with the design team and selected GC/CM. David has over 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 SIA's current Concourse C TREX project 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

Mr. Andrew Greene, Partner, Perkins Coie

Role on this project: GC/CM Legal Counsel

Perkins Coie has been retained as legal counsel to SIA. Andrew is a partner in the Seattle office of Perkins Coie. He has extensive experience assisting a broad group of public clients, including airports, school districts, public utility districts, universities, ports, public hospitals, and others, with their construction-related legal needs. Andrew regularly drafts GC/CM and design-build agreements under RCW 39.10, including for “heavy civil” projects, and has worked on a diverse group of significant projects (everything from tidal energy in the Admiralty Inlet to road construction in the South Sudan) of all sizes (less than \$100,000 to more than \$500 million) throughout the United States and internationally. His recent lead public GC/CM experience includes project support for the Metropolitan Park District of Tacoma (Point Defiance Waterfront Phase I), Washington State University, Point Defiance Zoo and Aquarium (Pacific Rim Aquarium), Olympia School District (Olympia Regional Learning Academy and Garfield Elementary), and Vashon School District (Vashon High School Addition and Renovation).

Andrew also has participated in many of the other public GC/CM agreements that Perkins Coie has handled for Washington public entities over the past several years and will be fully supported, as needed, by others in the Perkins Coie Construction Group. Perkins Coie has been involved with many of the largest and most complicated “Alternative Public Works” projects in state history, including serving as construction counsel to the Seattle Symphony for its design-build concert hall project in downtown Seattle, to the Everett Public Facilities District in the design and construction of the Everett Event Center, and to the Seattle Mariners for their GC/CM stadium project. In recent years, the firm has prepared GC/CM contracts for numerous public entities throughout the state, including cities and towns (Winthrop, Yakima, Kenmore, Bellevue), wastewater districts (Spokane Riverside Park Water Reclamation Facility and the Oak Harbor Clean Water Facility), public hospital districts (Grays Harbor County Public Hospital District), public utility districts (Mason County PUD), universities (Washington State University), numerous school districts (Seattle, Tacoma, Spokane, Tahoma, Washougal, Edmonds, Evergreen, Clover Park, etc.) and others. In addition, Perkins Coie has represented private owners in the construction of billions of dollars of projects using design-build and GC/CM contracts over the past five years.

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

Specific GC/CM experience for the proposed staff members and consultants is described in each of the staff and consultant biographies, with the exception of each SIA employee is currently working in similar capacity of the Concourse C TREX project that began construction in fall of 2022 and participated in the airports first GCCM project which was the \$11M Safety and Security Upgrades GCCM project which began in late 2016 and completed in 2019.

- The qualifications of the existing or planned project manager and consultants.
Qualification of the project manager and consultants are described in the staff and consultant biographies.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.
SIA has retained CBRE|Heery to provide GC/CM advisory and CM services as needed which will supplement the Airport'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

The project will be managed through the Spokane International Airport's Planning & Engineering Department. The project's approval, budget and contract authority resides with the Spokane Airport Board.

SIA's Chief Executive Officer (Larry Krauter) has overall responsibility for day-to-day management and operational requirements. Lisa Corcoran is the single point of contact for project management, consultant procurement, project budget and integration of SIA staff, external agencies and tenants for all capital improvement projects.

The project is led by Lisa Corcoran, Director, Planning & Engineering Department whose staff is comprised of seasoned public works project and construction administration staff. Lisa is the full-time director who has initiated this project and will continue through procurement to occupancy. CBRE|Heery augments the Planning & Engineering staff with its significant GC/CM procurement and project expertise and services.

CBRE|Heery will work with the Director, Planning & Engineering department and SIA staff to refine the establish controls and reporting systems to effectively manage the scope, schedule, and budget for the project.

Budget authority controls are exercised through a signature authority process for consultant procurement and project changes which are consistent with SIA capital project policies and procedures. Lisa Corcoran's change order signature authority is up to \$25,000 dollars. The CEO's change order signature authority is \$50,000 dollars. All change orders are discussed and reviewed by the Airport Board's Engineering Subcommittee. Change order amounts exceeding the Board-approved contingency and signature authority of the CEO require Board approval. Use of the GC/CM contingency must be approved by the Planning & Engineering Director.

The Spokane Airport Board retains approval authority for use of the Owner's design and construction contingency which is typically budgeted at 10% of the project overall funds.

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

The team will be taking forward lessons learned from their current GC/CM project and CBRE|Heery will share their experience in managing GC/CM projects with SIA and will proactively consult on issues and concerns in order to continue to refine process and procedures. A project roles and responsibilities matrix will be developed and will be published as part of the GC/CM Request for Proposal.

SIA's Planning & Engineering Department has standard communication protocols to manage its construction projects. SIA and CBRE|Heery will review the communications protocol and refine processes to meet the project requirements.

The project's master milestone schedule includes site selection, design, preconstruction services, subcontractor buyout, construction, occupancy and closeout phases. Schedule progress will be reviewed and tracked on a monthly basis. Inclusion of permitting meetings and approval timelines, potential early site and bid packages approved by SIA will be incorporated into the master project schedule as the design matures.

Adherence to the established scope, phasing of the work and project budget is critical. Ongoing design meetings will be held with SIA, the project team and the selected GC/CM to monitor, update and align the budget, scope of the work and the contract documents. The GC/CM will be required to develop and maintain a design decision log throughout the design phase to capture all design decisions, deviations or additions to project. The GC/CM will assist the project team with updated market costs to aid decision makers in making timely decisions.

Once the GC/CM GMP contract amendment is approved, the Planning & Engineering 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 SIA and their Planning and Engineering department, including the preparation of the GC/CM RFP and selection process which will be based on CBRE | Heery's internal methods that have been refined over the years, along with the latest lessons learned from the Concourse C TREX procurement, and other public agencies. 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 sustainable construction. This project 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 Airport Board's Engineering Subcommittee and then ultimately to the Board.

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

SIA has engaged with Graehm & Andrew Greene, 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 SIA best practices as done on previous projects and will be providing them to the Airport and CBRE|Heery for utilization through the procurement. These documents will be provided during the process to the potential GC/CM's to allow for them to review and provide questions so that a final contract is understood before going into the final fee proposals

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

Perkins Coie will be responsible for preparing the GC/CM contract. As utilized on the Concourse C TREX project, SIA used a customized agreement which was developed by Perkins Coie in close coordination with SIA and its GC/CM consultant team. The contract will be drafted to comply with Washington State law and SIA's policies and procedures. The agreement from this project will be modified from the last project with lessons learned in order to continue to refine and provide a clear set of contract documents. Perkins Coie's significant GC/CM experience is detailed above.

SIA and CBRE|Heery will work closely with Perkins Coie to develop selection criteria and to write Divisions 00 and 01 language that will address specific requirements of the project, including a comprehensive pre-construction services scope of work.

7. Public Body (your organization) Construction History:

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

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

[See Exhibit 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.

[See Exhibit C – Site selection is underway.](#)

9. Resolution of Audit Findings on Previous Public Works Projects

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

[Spokane International Airport has not had any audit findings on the projects listed at Attachment B](#)

10. Subcontractor Outreach

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

SIA is committed to not only supporting the local Spokane economy but also in promoting the participation of disadvantaged, small-, women- and minority-owned businesses. As part of our RFQ, the Airport will be asking applicants to submit their own plan(s) to encourage participation on the project and will factor in SBE/MWBE as one of the evaluation factors.

To improve subcontractor interest the Airport coordinates with local agencies such as GSI and NWAGC to promote subcontractor participation. The Airport will also require the GC/CM to perform outreach during the preconstruction services for subconsultant work. This will assist with promoting the project to subcontracting tiers and explain the bidding process to further encourage DBE/SBE/MWBE bid involvement.

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.

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: _____

Name (*please print*): Lisa L. Corcoran _____ (*public body personnel*)

Title: Director, Planning & Engineering _____

Date: 12/20/2022 _____

EXHIBIT A
SPOKANE INTERNATIONAL AIRPORT
NEW AIRPORT ADMINISTRATION OFFICE BUILDING

ORGANIZATION CHART

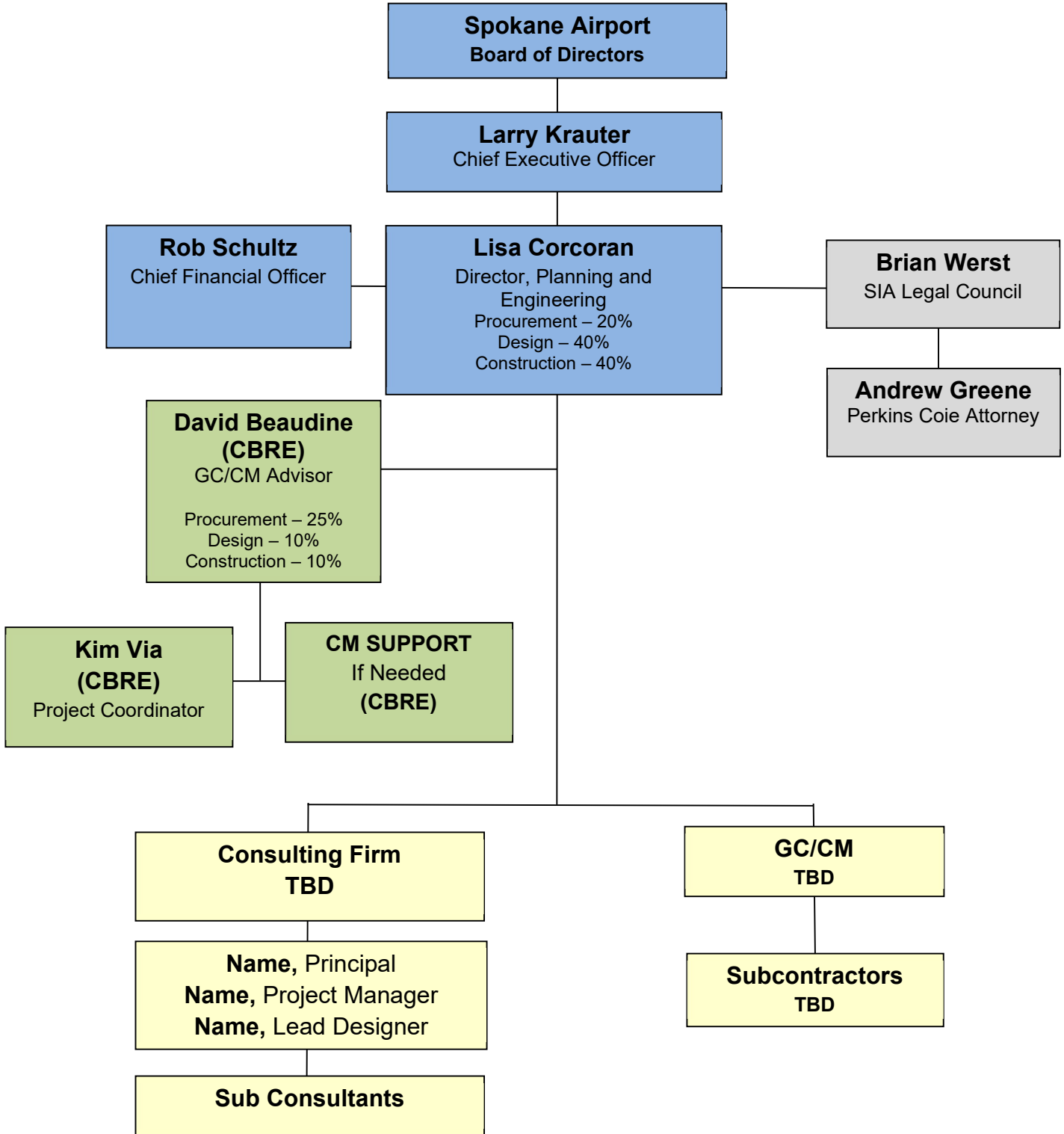


EXHIBIT B SPOKANE INTERNATIONAL AIRPORT
CONSTRUCTION HISTORY - SELECTED PROJECTS

Select Airport Public Works Projects

Project #	SIA Project Number	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for budget or schedule overrun
1	15-43-1866	Airport Security Upgrades	Security upgrades to perimeter security, terminal flight and baggage information display systems, and terminal access control systems.	GC-CM	7/3/2018	2/28/2019	7/3/2018	10/6/2019	\$ 11,887,109	\$ 11,178,496	
2	16-30-9999-016	Felts Field Historic Flight Foundation Hangar	Construct new hangar with office space and viewing mezzanine.	D-B-B	8/20/2018	6/24/2019	8/20/2018	9/12/2019	\$ 5,108,160	\$ 5,196,254	
3	16-41-1885	Runway 7-25 & Taxiway C Shoulder Improvements	Reconstruct Taxiway C concrete sections and asphalt shoulders, install airfield lighting and signage, and Runway 7-25 MagVar change to Runway 8-26. Federally-funded project (FAA Grant).	D-B-B	7/16/2018	11/2/2018	7/16/2018	11/2/2018	\$ 18,441,313	\$ 18,262,338	
4	17-43-1896	Trunk Rail Extension	Procurement and installation of 4,500 linear feet of railroad track. Funded with State grant.	D-B-B	11/6/2018	2/26/2019	11/6/2018	6/10/2019	\$ 1,811,305	\$ 1,926,027	
5	18-40-1919	Economy Parking Lot 1	Construct 12-acre, 1400-stall parking lot.	D-B-B	7/5/2018	11/5/2018	7/5/2018	11/5/2018	\$ 6,444,012	\$ 6,543,093	
6	18-43-1926	Terminal Windows & Roof Upgrades	Terminal Roof and Window Energy Efficiency Upgrades.	DES ESCO D-B	5/6/2019	8/30/2022	5/6/2019	10/28/2022	\$ 10,330,549	\$ 10,379,200	
7	19-40-1944	West Parking Lot	Construct 3.8-acre, 490-stall parking lot.	D-B-B	7/15/2019	10/23/2019	7/15/2019	10/23/2019	\$ 2,278,288	\$ 2,082,261	
8	20-41-1980	East Terminal Remain Over Night Ramp Expansion	Construct 4.5 acres, 5 commercial aircraft parking positions with trenchdrains, lighting, and triturator access road. Federally-funded project (FAA Grant).	D-B-B	6/14/2021	11/4/221	6/14/2021	11/4/2021	\$ 10,500,000	\$ 9,646,387	
9	19-44-1943	Rental Car Improvements Phase 1	Improvements to Quick Turn-around Area (QTA) including overhead doors, mechanical, electrical, drainage and pavement. (CFC Funds)	D-B-B	3/2/2020	6/17/2020	3/2/2020	9/30/2020	\$ 1,100,000	\$ 1,142,767	Pandemic caused a slight pause in the contract.
10	19-44-1943	Rental Car Improvements Phase 2	Improvements to Ready-Return Area (RRA) on existing canopies, underground infrastructure, lighting and pavement. (CFC Funds)	D-B-B	6/21/2021	3/31/2021	6/21/2021	8/2/2021	\$ 3,000,000	\$ 2,915,585	Light Poles were long lead item.
11	18-41-1937	Airport Drive Inbound Phase 1	First phase of roadway, lighting, signage and landscape with available dollars to create new extended inbound drive and open up additional areas for parking and growth. Federally-funded project (FAA Grant).	D-B-B	6/1/2020	10/29/2021	6/15/2020	11/2/2021	\$ 4,100,000	\$ 4,488,410	Owner added work within project limits to take advantage of low traffic activity during Pandemic
12	18-41-1937	Airport Drive Inbound Phase 2	Second phase to connect phase 1 work into the existing airport drive in front of terminal which included roadway, lighting, signage and landscape to create new extended inbound drive and open up additional areas for parking and growth. Federally-funded project (FAA grant).	D-B-B	6/1/2021	10/31/2021	6/1/2021	1/21/2022	\$ 2,000,000	\$ 1,941,243	Contractor was required to fix failing electronics within security gates and lights
13	19-43-1966	Rail-Truck Transload Facility	Federally-funded project (FRA and State Grants).	D-B-B	9/20/2021	4/15/2023	9/20/2021	11/25/2022	\$ 14,300,000	\$ 14,100,000	
14	21-44-1708	Concourse C Terminal Renovation and Expansion (TRE)	Expansion for additional passenger boarding bridge gates, renovation of the existing concourse area and relocation of existing ground boarding to main level for bridge gates as well as additional land side ticketing and all necessary infrastructure to support. (FAA Grants - AIP, CARES, BIL AIG, BIL ATP)	GC/CM	6/24/2022	3/3/2026	7/27/2022	In Construction	\$ 149,743,862		

* estimate on dates
** estimate on finish dates

Exhibit C

Preliminary Site Concept

Final Site Selection TBD



AREA BEING STUDIED UNDER SITE SELECTION EFFORTS





AREA BEING STUDIED UNDER SITE SELECTION EFFORTS

