City of Camas - GC/CM Application

Project: Camas-Washougal Fire Department New Headquarters & Station 41

Due June 20, 2025

June 20, 2025
Project Review Committee
c/o State of Washington Department of Enterprise Services,
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476
Attention: Talia Baker, Administrative Support

Re: City of Camas, Washington GC/CM Application for Project: New Headquarters and Station 41 for Camas-Washougal Fire Department.

Dear PRC Members:
We are excited to apply for approval for the City of Camas to utilize the GC/CM project delivery method for our new Headquarters and Station 41 Project for Camas-Washougal Fire Department. The community approved a bond in 2024 to fund capital facility improvements to address the need for additional stations. The new station is intended to meet our ongoing mission to provide critical safety and support services to our greater community.

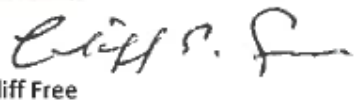
We feel our project is appropriate for GC/CM and, per RCW 39.10.340, qualifies for approval based on:

- the need for complex scheduling and phasing
- construction at a facility site with extensive occupied private and public adjacenies
- the success of the project requires GC/CM participation early in the design phase
- the project encompasses a complex work environment

Our team, which includes R&C Management (Owner's Representative), AETTA Architects (Architect of Record), and TCA Architecture (Design Consultant) have been trained in and have extensive experience utilizing the GC/CM process. We have also assembled additional capital project team members: Legal Counsel for the City of Camas is: Shawn R. MacPherson - City Attorney, and the additional support of City of Camas staff.

Thank you for your consideration of our application. We look forward to meeting with the PRC next month and responding to any questions you may have about the project.

Sincerely,



Cliff Free
Fire Chief
Camas-Washougal Fire Department
Enclosure: Application and Exhibits

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IDENTIFICATION OF APPLICANT

a) **Legal name of Public Body:** City of Camas, Washington

b) **Address:** 616 NE 4th Ave, Camas, WA 98607

c) **Contact Person Name:** Cliff Free **Title:** Fire Chief

d) **Phone Number:** (360)834-2262
E-mail: cfree@cityofcamas.us

1. BRIEF DESCRIPTION OF PROPOSED PROJECT

a) **Name of Project:** Camas Washougal Fire Department Station 41
b) **County of Project Location:** Clark
c) **Please describe the project in no more than two short paragraphs.**

CWFD HQ Fire Station 41 is planned as a 23,280 square foot station to be developed on a .57 acre parcel located at 528 NE 4th Ave, Camas, WA. The City of Camas owns this property. The construction of Station 41 will include the street vacation of NE Everett, relocation of existing utilities and demolition of the building currently in place on the site.

The project will be designed to accommodate the Fire Department headquarters offices and replace the existing antiquated Station #41. The headquarters spaces consist of Fire Department administration staff and the Fire Marshal's offices. The Fire Station will consist of bedrooms, dining, fitness and living spaces for fire personnel, and an apparatus bay for vehicles, with maintenance, storage and decontaminations spaces to support operation.

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? No, the City doesn't intend to apply for alternative subcontractor selection.

2. PROJECTED TOTAL COST FOR THE PROJECT

A. Project Budget

Costs for Professional Services (a/e, Legal etc.)	$2,311,000
Estimated Project Construction Costs – (including construction contingencies)	$18,332,518
Equipment and Furnishing Costs	$568,832
Estimated Project Construction Costs – Offsite	in Const. Cost
Contract Administration Costs (owner, cm etc.)	$350,000
Contingency – (design & owner)	$1,055,065
Other Related Project Costs, Permits	$200,000
Alternative Subcontractor Selections costs	$0
Sales Tax	$1,625,942
TOTAL	**$24,443,357**

B. Funding Status - Please describe the funding status for the whole project.

The whole project budget is fully funded. Funding has been secured through the successful passage of Proposition 1 on August 6, 2024, which authorized the issuance of $26,300,000 in General Obligation Bonds for Fire Safety Improvements, including the Camas Washougal Fire Department Headquarters and Station 41 project. The bond measure was formally enacted through City of Camas, Washington Ordinance No. 24-006.

3. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

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.

*All staff and consultants required to manage the project have been hired.

Activity	Estimated Start	Estimated End
PRC Approval Process		
PRC Application Due	6/20/2025	6/20/2025
PRC Meeting / Interview / Approval	7/24/2025	7/24/2025
GC/CM Procurement		
STEP ONE (Statement of Qualifications)		
Public Advertisement	7/30/2025	8/6/2025
Mandatory Information Meeting/Site Tour	8/8/2025	8/8/2025
Last Day for Questions	8/12/2025	8/12/2025
Addendum Issued	8/15/2025	8/15/2025
RFQ/P Responses Due	8/21/2025	8/21/2025
Initial Screening & Short Listing	8/21/2025	8/28/2025
Notifications Sent to Shortlisted Firms	8/28/2025	8/28/2025
STEP TWO (Interviews)		
Interviews Conducted	9/2/2025	9/2/2025
City Evaluate / Shortlist	9/3/2025	9/3/2025
STEP THREE (RFFP – Pricing)		
Issue RFFP to Shortlist GC/CM Firms	9/3/2025	9/3/2025
Mandatory RFFP Information Meeting	9/5/2025	9/5/2025
RFFP Sealed Fee Proposals Received & Publicly Opened	9/11/2025	9/11/2025
City Review / Select	9/12/2025	9/12/2025
NOI to Award	9/12/2025	9/12/2025
Negotiate Preconstruction Services Agreement	9/12/2025	9/19/2025
Board Meeting Approval *(Potential Special Board Meeting)*	9/22/2025	9/22/2025
DESIGN ACTIVITIES		
Programming	3/1/2025	6/15/2025
Schematic Design	6/16/2025	10/15/2025
Design Development	10/16/2025	2/1/2026
Construction Documents	2/2/2026	5/31/2026
AGENCY PROCESS – CITY		
Agency Review, Land Use and Permitting	6/1/2025	6/30/2026
CONSTRUCTION		
Bidding (includes early bidding of site work/demo)	1/15/2026 (site/demo)	8/1/2026
Construction-street vacation/demo	5/1/2026	7/30/2026
Construction-building/site	7/1/2026	6/30/2027
Building Warranty Periods	6/30/2027	6/30/2028

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

The GC/CM contracting procedure is not only appropriate but essential to the success of the City of Camas and the Camas-Washougal Fire Department's new Station 41 project. The site presents significant complexity involving **phased construction on an occupied site within, constrained site**, **coordination with essential public services**, and the need to **optimize cost and schedule through early contractor involvement**.

The existing adjacencies surrounding the site include restaurants, retail stores & shops, gas station, high-traffic fast food restaurants, libraries, City Hall, and shared community spaces hosting events, parades, markets, etc. It is important to the community that the adjacent community and access will remain fully operational during construction, requiring precise phasing, utility planning, and staging strategies to maintain emergency response capacity throughout the project. These challenges are best addressed during early design by a GC/CM who can shape the construction approach, not merely respond to it.

Complex Phasing and Site Constraints

The selected site is limited in size, bordered by public facilities and residential areas, with minimal staging space to spare. Construction of Station 41 will require a phased approach due to the complexities and limitations of the project site. Phase 1 will consist of the street vacation of NE Everrett and related utility relocation. Phase 2 will consist of demolition of the existing building. Phase 3 will consist of the building construction, which includes complex logistical planning for material delivery, laydown and construction parking due to the extreme site constraints and direct adjacency to active public and private facilities. Construction will need to be carefully sequenced to preserve response times, staff safety, and uninterrupted public and private services.

A GC/CM will be instrumental in helping the project team:

- **Refine and validate phasing strategies** that support uninterrupted operations.
- **Minimize disruptions** to public safety and emergency response services during construction.
- Develop detailed plans for **staging, access, and material delivery** that avoid peak public use hours.

Early preconstruction input from the GC/CM will also be essential for:

- Maintaining **safe, secured access corridors** during construction.
- Planning utility relocations with **redundancy and zero downtime**, timed to service windows.
- Scheduling critical crane lifts and major deliveries **outside of operational periods**.

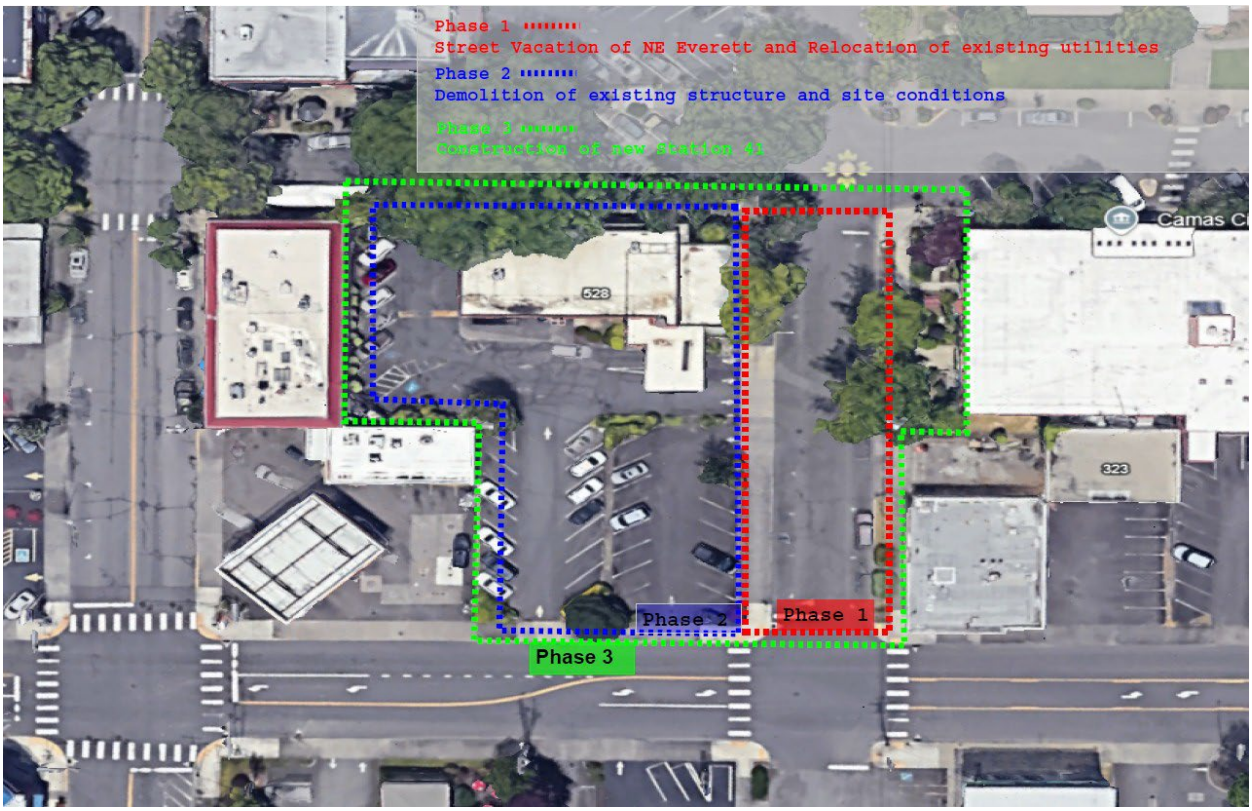


Exhibit 2: Phasing Plan

Schedule Risk and Multi-Phase Dependencies The project must meet firm milestone dates that hinge on the success of prior phases, completion of the new station, transition of services, demolition of the old facility, and final site development. Because public operations cannot be interrupted, schedule slippage in any phase risks cascading delays and increased costs.

A GC/CM is uniquely positioned to:

- Establish a **realistic, coordinated master schedule** during schematic design.
- **Sequence complex trade work** around active operations and shared infrastructure.
- Provide **cost and schedule certainty** before bidding, reducing change orders and risk premiums.

Early Contractor Involvement Drives Value Bringing a GC/CM on board early will influence major project decisions: siting, building orientation, utility tie-ins, and phasing options. Their expertise will directly inform:

- Value engineering options that reduce cost while meeting performance goals.
- Identification of long-lead materials and risk-prone scopes requiring early bid packages.
- Logistics plans that balance construction needs with operational continuity.

In sum, this project meets multiple statutory criteria under RCW 39.10.340 for GC/CM delivery:

- **Complex scheduling, phasing, and coordination required** to maintain operations, safety, and public access on a highly constrained and active site
- **Occupied adjacent public infrastructure and critical services must remain fully operational during construction,** requiring phased delivery and continual safety planning

- **Early and continuous GC/CM involvement during design is essential** to optimize site utilization, reduce cost and schedule risks, and shape practical construction phasing options
- **Technically complex work environment,** including utility relocations, early material procurement, and vertical construction within tight spatial and time constraints, benefits from GC/CM input on constructability, logistics, and procurement strategy
- **Significant public interest is served** by reducing inflationary impact, improving schedule certainty, and enhancing safety through early contractor collaboration

Selecting a qualified GC/CM will be a foundational step in delivering a project that is safe, efficient, and responsive to the essential public mission of the Camas-Washougal Fire Department.

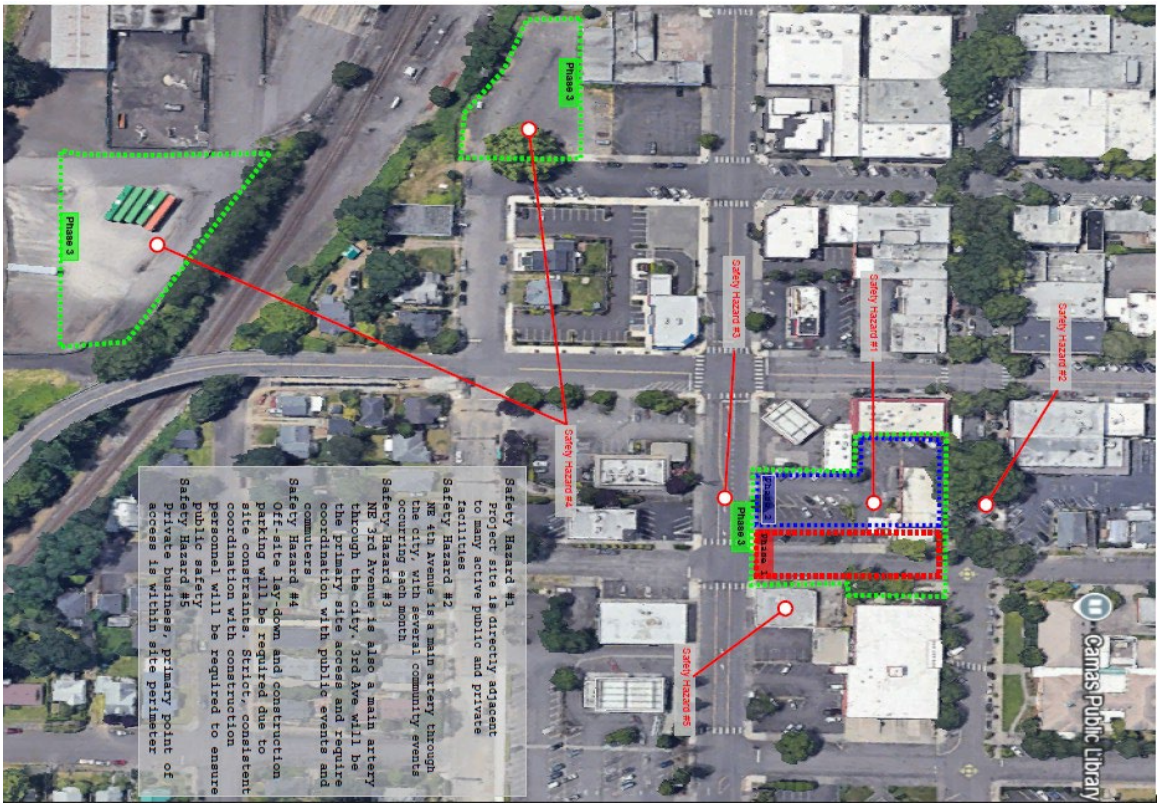


Exhibit 3 – Safety Plan

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

Safety for staff and public.

The site presents significant complexity involving phased construction on an occupied site within, constrained site, coordination with essential public services, and the need to optimize cost and schedule through early contractor involvement. We have identified 7 major safety hazards on the project, each of which requires skilled understanding to navigate between the needs of the public and the needs of the project. These hazards are defined in Exhibit 3 (above and in appendix) as follows:

1. Parking reductions and ongoing re-routes
2. Project in center of a busy downtown area
3. Demolition phasing and proximity to occupied areas

4. Existing utilities tie-ins and relocation
5. Coordination and logistics of NE Everett street vacation
6. Fire and emergency access mitigation
7. Offsite laydown and construction parking in busy downtown area

- Construction traffic will primarily access the site from 3rd Ave. 3rd Ave is a primary path of travel for businesses and commuters in the downtown area. The contractor will be required to maintain access for the adjacent businesses and commuters at times for the project duration, while still ensuring no impacts to project schedule.
- Efficient management of site logistics will be required to ensure all adjacent public facilities and private businesses can maintain daily operations.
- The site will have minimal area for material laydown and construction parking. The contractor will need to work with the City to secure offsite laydown and parking. This will include logistic planning for path of travel to and from the site during busy downtown hours of operation.

These existing challenges will only be compounded without multiple logistical work sessions incorporated into the design process and eventual design documents to create a total understanding and collaboration between the City and the GC/CM.

Complex Schedule The City intends to maintain its commitment to public safety in pre construction, through construction, and is not compromised by construction activities.

- In many cases, construction will occur as close as 20' from the existing adjacent buildings. Because of this proximity, construction activities need to be scheduled to allow for some quiet times for critical activities.
- Work that compromises community safety needs to be scheduled when the adjacent buildings are not occupied.
- Additionally, some public activities require additional site parking for the community. The GC/CM's parking and staging areas need to be shared for those activities.

To meet these challenges, the City needs a GC/CM that participates in the planning process to minimize impacts to the community. This planning needs to occur prior to bidding so that it can be included in the overall costs. During actual construction, the City needs a GC/CM that understands its needs and can flexibly shift work activities and make accommodations that will support the City's goal to provide a quality environments for the staff, and the community. To accomplish these goals, the City needs a GC/CM that fully shares its commitment to the overall project's process.

Existing conditions The planned project will require a phased approach, Phase 1 being street vacation of NE Everett, and relocation of the existing utilities which will allow for new construction. Phase 2 will include demolition of the existing building and utilities. We have just entered the schematic phase of the project and the full impact of the final design and how it affects functions of the existing buildings have not been fully realized. The ultimate impact of the relocation of existing functions will be better defined as design progresses and we've selected a GC/CM to help guide the design process with schedule, safety, and budget impacts as they relate to various design options. We have confirmed the integration and phasing of new utilities will require extreme coordination and confirmation of "as constructed" conditions in order to not interrupt service to the occupied buildings.

Siting of the new facility, and perhaps some building functions, coordinating of utilities and developing a concise construction sequencing plan are all challenges that will greatly benefit with a GC/CM as a team member.

Exhibit 1 – Existing Conditions

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

The early involvement of a GC/CM is critical to the success of the Station 41 project due to its constrained site, need for continuous public operations, and a tight 12-month construction schedule. GC/CM collaboration during design will directly influence constructability, safety, cost efficiency, and schedule feasibility, elements that cannot be adequately addressed under a traditional design-bid-build model.

Design Support To meet the project's unique challenges, working on an extremely tight downtown community site surrounded by occupied private and public adjacencies, requires navigating constrained logistics, and phasing work around essential emergency services. The GC/CM will provide real-time constructability reviews during schematic and design development phases. These reviews will inform:

- Site layout and building orientation
- Coordination of NE Everett Street vacation
- Coordination of existing utilities
- Safe work zone delineation and public interface
- Staging and delivery pathways
- Selection of structural systems and materials based on crane access, clearances, and logistics

The GC/CM will help reconcile the needs of the site with the City's operational goals, ensuring that design decisions are grounded in real-world construction constraints. Their input will shape not only the design but the sequencing, safety planning, and long-term performance of the facility.

Budget Control

With the project funded through public bond proceeds, cost certainty is essential. Without early contractor input, there is a significant risk of:

- Overdesigning systems or materials incompatible with the site
- Late-stage redesign due to phasing or utility conflicts
- Early procurement of critical materials to mitigate unforeseen costs due to market volatility
- Budget shortfalls from inaccurate estimates or risk contingencies

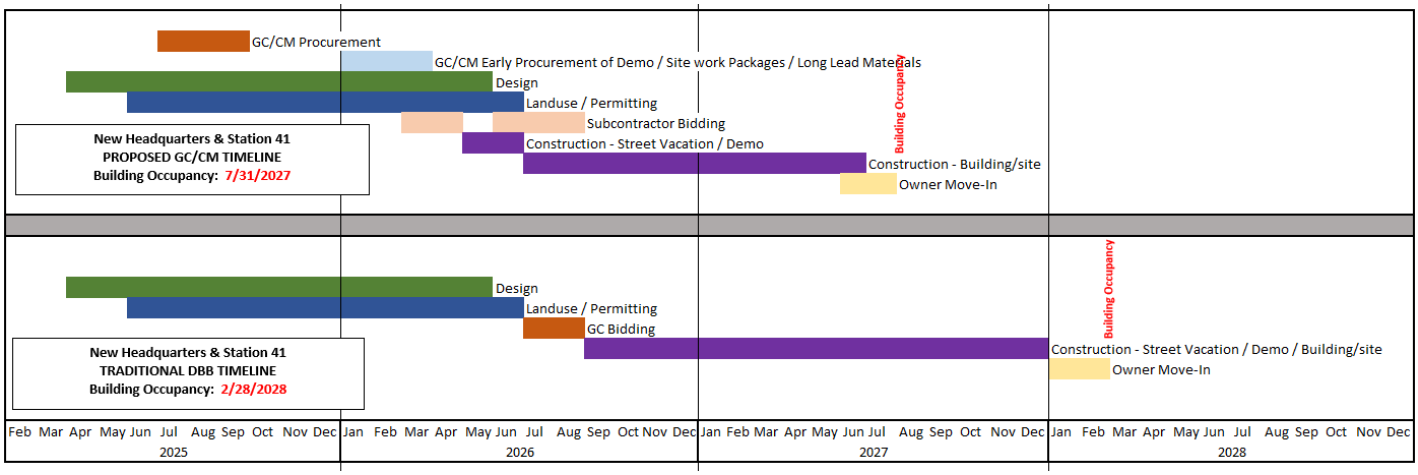
The GC/CM will provide **continuous cost estimating, value engineering, and constructability analysis** throughout design to maintain alignment between scope, cost, and schedule. Their early input enables the project to **maximize value without compromising performance or safety.**

Early Procurement of Long Lead Items

Early GC/CM engagement also enables the preordering of long-lead materials necessary to meet the aggressive construction timeline. Items such as electrical gear, structural steel, precast components, and mechanical equipment may require lead times that exceed traditional bid timelines. Under GC/CM delivery, these packages can be procured during design, allowing:

- Early fabrication and off-site preparation
- Staggered release of bid packages aligned with phasing
- Acceleration of critical-path work without risking quality or cost escalation

This early procurement strategy is a key component of achieving the **City's targeted 12-month construction duration**, which would be extremely difficult to achieve without early GC/CM involvement.



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

Complexity The complexity of the work environment is summed up by two primary concerns: site logistics and Public safety. How do we safely construct our new facility while the contractor is just a few feet away from Public?

Questions The following is just a sampling of the questions that will arise at the site and would uniquely benefit from a GC/CM approach:

- On a limited site how will some of the adjacent buildings be accessed since the new construction will surround, or in some cases displace, them?

- Where will construction staging and parking be placed, bearing in mind that the entire site is occupied by an active construction site? Construction staging and parking locations will need to be closely coordinated with the GC/CM to allow construction to proceed efficiently.
- How and when do we demo or remodel existing buildings, build new buildings, and route utilities while still maintaining community activities, and safety?

Summary The complexity of this project is compounded by the multiple factors impacting construction, from site constraints, direct adjacency to community buildings and private businesses, tieing into existing utilities, street vacation of NE Everett, early procurement, and the need for phased scheduling. The early involvement of a skilled GC/CM enables the City to make informed decisions about phasing, occupancy, and design that ultimately protect the financial and the interests of the community. By minimizing costly errors that might result from these complexities, the City can ensure that it maintains good stewardship over bond funding and continued delivery of excellent public safety.

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?

No specialized work related to historical significance is anticipated on this project.

5. PUBLIC BENEFIT

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 substantial fiscal benefit:**

The GC/CM method offers substantial fiscal and operational benefits that serve the public interest by reducing overall project costs, improving schedule certainty, enhancing safety, and minimizing community disruption. This delivery method is essential to meeting both the financial constraints and service continuity needs of the Camas-Washougal Fire Department's new Station 41 project.

Substantial Fiscal Benefit

In a market of sustained construction cost escalation, early GC/CM involvement will reduce costs by accelerating the project schedule and reducing inflationary exposure; allowing early bid packaging and procurement of long-lead items before peak market demand; performing more sitework during dry weather, reducing dewatering and winter protection costs; avoiding redundant construction phases and temporary facilities; and reducing subcontractor overlap and rework in tight working conditions.

Bringing the GC/CM on board early is expected to reduce the construction timeline by up to 5–6 months compared to design-bid-build. For example, street vacation, demolition, civil and site work can begin in Spring 2026 rather than Fall 2026, avoiding both weather delays and cost escalation. This ability to capitalize on the more favorable spring and summer construction window is a major benefit to the public. It not only saves time and mitigates costs associated with inflation, but also allows life-saving fire and emergency services to come online sooner, ensuring a faster return on the public's investment and stronger continuity of essential services.

Risk Mitigation and Schedule Certainty

The GC/CM approach supports early release of key bid packages, such as electrical gear and sitework, allowing materials to be ordered ahead of schedule disruptions and labor bottlenecks. By locking in trade partners early, the team can proactively manage risks associated with long-lead procurement, subsurface and utility conflicts, and permitting and phased construction activities. This level of strategic control is not achievable through traditional Design-Bid-Build and avoids the pitfalls of compressed timelines and unpredictable weather delays.

Reducing Unforeseen Conditions
Early GC/CM participation enables thorough preconstruction investigation of existing utilities, subsurface conditions, and building interfaces. These early discoveries can be addressed during design rather than as change orders during construction, avoiding costly schedule and budget impacts. Preventing cascading delays across the multi-phase schedule helps keep the project aligned with critical move-in and service continuity milestones, particularly important when delivering a new fire station intended to replace aging infrastructure.

Enhancing Public Safety
With the Station 41 site bordered by public and private community infrastructure and operating emergency services, safety is paramount. An experienced GC/CM will develop and enforce site-specific safety protocols in collaboration with the design team and City staff. These protocols, developed during design and before subcontractor bidding, ensure that staging, public access, and emergency routes remain safe and uninterrupted throughout construction. This proactive safety planning benefits not only the construction workforce but the surrounding community as well.

Addressing Site Complexity
The site's limited footprint, direct adjacency to active public and private entities, and need for continuous operations create complex logistics for staging, laydown, and material delivery. GC/CM delivery allows the contractor to shape a phasing and mobilization plan early, which becomes part of the bidding documents. This preempts construction-phase change orders or claims related to shifting staging areas, street closures, or rerouted public access, preserving project momentum and keeping costs predictable.

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:

Availability of General Contractors
As this is a very complicated project, it's impetrative that we get a qualified contractor that understands site logisitics, working within a tight/complex site, and understands the qualifications. We have surveyed regional general contractors with both the experience and bonding capacity that would qualify to successfully execute a project of this complexity. The majority of these general contractors have confirmed this would be a complex project for a traditional DBB project of this scope but would be interested in submitting qualifications for a GC/CM project of the same scope. The project team has real concerns that if the project was issued as a DBB they would potentially receive bids from unqualified contractors and put the City in extreme jeopardy as a result.

Delivery Schedule
The public interest is best served by providing projects that are both cost-effective and built with safety of the public as a priority. The "design-bid-build method" has been used on many of the previous Capital Improvements Projects. However, on this project which has complex site constraints and direct adjacencies to public and private entities, the GC/CM process provides the best opportunity to achieve a safe project managed by a team with a proven record of success on projects with difficult time (through intermediate milestones) and site constraints. The City believes that the complexities and size of this site, the phased delivery schedules, and the safety challenges as outlined in this document require the expertise of both a designer and a builder to fully document the scope of work. Designers document the end product. Builders strategize the path to constructing it. The GC/CM phasing plans outline specific temporary measures and system switch-overs essential for continued operation, which would simply not be conveyed in a standard D/B/B design.

Summary

The document outlines how using the GC/CM method benefits the public by expediting the schedule, saving costs, reducing risks, managing unforeseen issues, ensuring safety, and handling site complexity more effectively than traditional lump-sum bidding. It emphasizes that GC/CM enables faster, safer, and more coordinated project delivery, which is crucial for this constrained-site project.

6. PUBLIC BODY QUALIFICATIONS

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

City of Camas has experience in many capital projects, of which have been executed through the traditional DBB procurement methods. Due to the specific complexities of this project, there developed a need and want to explore alternative procurement methods. As outlined in our application the city has brought in the proposed team of R&C Management, Aetta, and TCA to ensure the successful procurement and execution of the GC/CM project delivery method.

Similarities to the statutory GC/CM process in RCW 39.10 included 1) the use of an RFP to select the general contractor, 2) common contract forms (based on AIA A133 Agreement and A201 General Conditions), and 3) maintenance of statutory requirements for public work such as prevailing wages, retention, bonds, etc. Major differences from the statutory GC/CM process included 1) a shorter length of time before the start of construction, 2) maintaining competition by bidding among at least three prequalified subcontractors (instead of open subcontractor bid packages), and 3) reducing potential problems in negotiated support services so that specific workers were reimbursed for actual costs at specific rates. The results allowed for a New Headquarters and Station 41 to be opened just 12 months following street vacation and demolition of existing building.

A Project organization chart, showing all existing or planned staff and consultant roles.

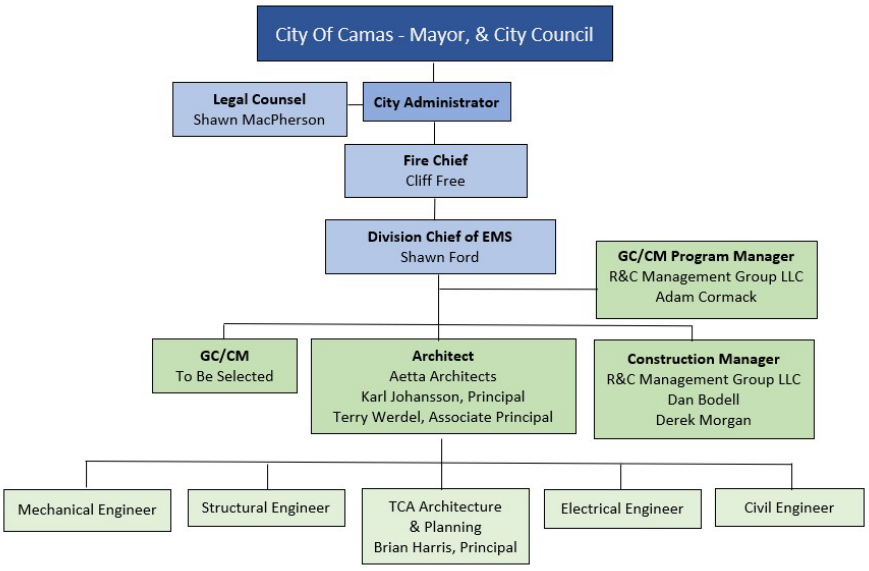


Exhibit 4 - Roles and Responsibilities Matrix

Staff and consultant short biographies. 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.

City Of Camas / Camas-Washougal Fire Department

Cliff Free (Fire Chief) has served the Camas–Washougal Fire Department since 2005, and is responsible for overseeing all department operations, including budgeting, personnel management, policy development, long-term planning, and public outreach, serving both the cities of Camas and Washougal. He has been instrumental in guiding early planning for Station 41's relocation and redevelopment, and is a leading proponent of exploring a regional fire authority to ensure sustainable, community-focused emergency services.

Shaun Ford, (Division Chief of EMS) has 10 years' experience in fire service administration during which time he has overseen several small public works projects and two larger projects. Shaun oversaw the construction of a new 6-million-dollar EMS facility from initial planning through to construction as the owner's representative during COVID which caused increased difficulties. Additionally, Shaun oversaw a 1.3-million-dollar fire station flood repair and remodel from mitigation through construction completion as the owner. Due to the hands on intimate participation in these two large projects Shaun has the knowledge to competently participate as an owner's representative in this project.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
North Country EMS Station 52 New Station	$6M	DBB	Owner	Owner	Owner
Clark Country Fire Department Remodel	$1.3M	DBB	Owner	Owner	Owner

Shawn R. MacPherson, City Attorney (City of Camas) serves as City Attorney for the City of Camas, Washington, bringing decades of legal experience to his role. oversees the City's legal affairs, including land use, public works agreements, contracting, and policy development . With his deep understanding of both municipal law and the local community, Mr. MacPherson plays a critical role in guiding key projects like Station 41, ensuring sound legal stewardship and public accountability.

R&C Management Group, LLC (Owner's Representative)

Adam Cormack (Principal Partner, Sr Program & Project Construction Manager) brings extensive GC/CM experience to the project team, including successful completion of industrial, educational, medical, and commercial projects valued at up to $200 million dollars. Supplied either Oversight or Project Management on over 150 educational projects over the last 20+ years in varying roles in the Washington and Oregon school construction markets and over $2 billion in total budgets. Prepared program and project budgets and schedules, contracting strategies, and project control documents. LEED Accredited Professional.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
EPS Music Rooms Additions	$11M	GC/CM	CM	CM	CM
Mountain View HS	$175M	GC/CM	CM	CM	CM
Wy'East Middle School	$55M	GC/CM	CM	CM	CM
Sifton Elementary	$32M	GC/CM	CM	CM	CM

Ridgefield 5-8 Schools	$72.7M	GC/CM	CM	CM	CM
Ridgefield High School	$16.5M	GC/CM	CM	CM	CM
Jemtegaard Middle School	$37.8M	GC/CM	CM	CM	CM
Excelsior High School	$4.1M	GC/CM	CM	CM	CM
Crestline Elementary School	$18.8M	GC/CM	CM	CM	CM
Toutle Lake Additions/Modernization	$10M	DBB	CM	CM	CM
100+ Oregon School Projects	$500M	CM/GC	CM	CM	CM

Dan Bodell (R&C Management Senior Project Manager) is an effective and knowledgeable construction manager with 30 years of industry experience in commercial and educational construction. Over 50 completed projects, including 10 Higher Education projects with the University of Utah and Washington State University Vancouver. Roughly half of these projects were GC/CM. He served as Operations Director for a General Contractor managing projects up to $60 million in construction cost. Dan is skilled at coordinating the multiple layers of clients, designers and contractors into a unified group focused on the safe, cost effective, timely delivery of a quality facility. Dan is a Registered Civil Engineer in the State of Washington and has competed the AGC/UW GC/CM training course.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
WSU Vancouver Applied Technology	$42M	GC/CM	CM	CM	CM
WSU Vancouver Student Services	$12M	GC/CM	CM	CM	CM
WSU Vancouver Multimedia	$20M	GC/CM	CM	CM	CM
Sifton Elementary	$32M	GC/CM	CM	CM	CM

Derek Morgan (R&C Management Project Manager) Derek is passionate about project design and construction administration. He has worked at a broad range of firms and uses his knowledge of Construction to improve the design and construction process. As a project manager, Derek has taken dozens of projects from start to finish on tight budgets and schedules while maintaining high quality and client satisfaction.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
EPS Music Rooms Additions	$11M	GC/CM	CM	CM	CM
Sifton Elementary	$32M	GC/CM	CM	CM	CM
DDSD HVAC Renovations	$16.6M	CM/GC	CM	CM	CM
Mill Plain Elementary School	$28M	DBB	CM	CM	CM
Ellsworth Elementary School	$28.5M	DBB	CM	CM	CM
CSD Multi-Site Gym Additions	$22M	DBB	CM	CM	CM
Cherry Park Elementary Renovations	$6.5M	DBB	CM	CM	CM
DDSD Multi-Site ES Renovations	$17M	DBB	CM	CM	CM

AETTA Architects (Architect of Record)

Karl Johansson, Principal-in-Charge

Karl Johansson, Managing Principal of Aetta Architects, brings over 35-years of architectural experience, with more than two decades focused on supporting public entities and private development in SW Washington. His projects prioritize functionality, resilience, and fiscal responsibility, creating facilities that reflect community pride while meeting operational needs. With collaboration and practical approach, Karl has delivered numerous successful projects that enhance public safety and deliver value to the communities of the Pacific Northwest. Karl is licensed in 13 states and AIA and NCARB certified.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
Lacamas Creek Tech Center	$14.8M	DBB	Arch	Arch	Arch
Port of Woodland – Rose Way Building 1 & 2	$5.2M	DBB	Arch	Arch	Arch
Port of Ridgefield – Wisdom Ridge	$5.6M	DBB	Arch	Arch	Arch
Port of Camas-Washougal – Steigerwald Commerce Center	$6.1M	DBB	Arch	Arch	Arch

AETTA Architects

Terry Werdel, Associate Principal

The process from a client's vision to its final construction will determine a project's affordability, durability, and constructibility. Terry's 30-year career in the practice of architecture has given him the skills to adeptly guide this process. His professional experience has been equally developed through architectural design and contract administration. This gives him a unique perspective into design development and project delivery. Terry's imagination, guided by field experience, produce designs that are creative and functional without being unrealistic or complicated, a combination that results in satisfied clients.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
New Riverview Elementary School	$24M	CM/GC	Arch	Arch	Arch
New Pioneer Middle School	$28M	CM/GC	Arch	Arch	Arch
Emerald Elementary School	$33M	DBB	Arch	Arch	Arch
Trio Pointe Apparment Complex	$23M	Owner Developer	Arch	Arch	Arch

TCA Architecture + Planning (Design Consultant)

Brian Harris, Principal

Brian has dedicated his career to pushing design innovation in fire and emergency facilities. He has programmed and designed more than 325+ fire facilities and brings unique insight on the issues facing today's fire service. Brian frequently advises and supports cities, fire industry journals, manufacturers, and generalist architects on all aspects of fire station design. Brian is a frequent contributor to *Firehouse* Magazine and has authored articles recently on cross-contamination, Covid protocols, high-performance and resiliency in fire station design. Brian's has received more than 70 fire station design awards over his lengthy career. Brian will be engaged throughout the project and provide fire facility design leadership to ensure the team meets the project goals from the initial programming effort through project completion.

Project Names	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
Tukwila Fire Station 51	9.3 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Tukwila Fire Station 52	14 M	GGCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Seattle HQ Fire Station 10, EOC, & Fire Alarm Center	28 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Seattle Fire Station 32	12.5 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Crested Butte Fire, EMS, Search & Rescue Training	19 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Ketchum HQ Fire Station 1	9.1 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Boise Fire Station 4	4.4 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Boise Fire Station 8	6.6 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert

Salt Lake City Fire Station 3	9.8 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Salt Lake City Fire Station 14	7.7 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Spanish Fork Fire Station 62	5.6 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
North Davis HQ Fire Station 42	8.4 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Yellowstone Club Public Safety Facility	13 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Bozeman Public Safety Facility	37.3 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Bozeman Fire Station 2	12.2 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Lenexa Justice Center	54.9 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Olathe Fire Station 8	5.3 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Portland Fire Station 21	6 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert
Lancaster Public Safety Facility	11 M	GCCM	Fire Facility Design Expert	Fire Facility Design Expert	Fire Facility Design Expert

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 and Consultant Biographies above.

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

City has and will continue to adequately manage the project by surrounding itself with professionals that have a proven track record of successful GC/CM projects. The firms of R&C Management (Owner's Representative), AETTA Architects (Architect of Record), TCA Architecture (Design Consultant). City expects these three firms, coupled with legal counsel from the City Attorney, will guide our projects to a successful and timely completion. We have developed **Exhibit 4**: Roles and Responsibilities Matrix, located in the exhibits section, to better illustrate the relationship of the firms and their role in the GC/CM process.

City will set in place specific controls to manage the project, beginning with a management plan developed by R&C and reviewed and approved by City. R&C will work closely with AETTA, TCA and City to establish procedures and limits of authority with regards to budget, schedule, and change in the work approvals. This plan will provide a responsibility matrix and will address specific expectations for City, the design team, and the project management teams. These expectations will be consolidated into a Program Management Plan. Subsequent expectations of the GC/CM team will be identified in the RFP, RFFP, and GC/CM agreement.

Project budgets, schedules, MACCs, and TCC will be established early on and reviewed at each design phase by the Chief, Division Chief and City Staff. The project management team will coordinate with the Chief, Division Chief and City Officials to ascertain that all parties are aware of any development that might affect the budget and that all expenditures are approved prior to payment. Expenditure limits on a per-occurrence basis will be established by the Chief, Division Chief and City Staff and a line of signature authority will be implemented.

City anticipates that the project will be bid in phases to maintain better control of design, schedule, and costs. This expectation will most likely drive mini MACCs cost development by the GC/CM team in an effort to better control the process and identify design, schedule, or budget shortfalls. Contingencies will include at a minimum statute-driven contingencies, 3% for GC/CM, 5% for owner project contingency. City will insist that each project reconcile budget, design, and schedules prior to moving forward with the next design phase. If budget shortfalls are identified, the entire team will cooperate to make whatever changes are necessary to bring the project back within budget.

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

Once under construction, work will be documented daily by the project management team and weekly meetings with be held to facilitate progress of the work. The GC/CM team will be expected to provide buyout updates on a biweekly basis and full budget overviews monthly. City will allow the Chief, Division Chief and City Staff level authority to approve budget expenditures at established limits, but within contingency allotments.

As would be expected, procurement and legal matters will be routed through City of Camas City Attorney Shawn R. MacPherson for review.

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

Our procurement process will build upon our team's previous experience with GC/CM project delivery. It will also consider the two-month duration we have scheduled for the process by engaging the GC/CM Contracting community to garner interest prior to PRC approval of the GC/CM process. Draft documents will be released via City's website and personal contact with those firms. Comments will be received and incorporated into the final documents. The goal is to alert firms to our projects and give them additional time to prepare for when the final documents will be issued. Our process will include the following:

- Early release of the Draft Documents (RFP, RFFP, and General Conditions and Agreement)
- Marketing of the project to experienced potential GC/CM candidates
- Soliciting and ranking responses to the RFP
- Interviewing shortlisted GC/CM candidates
- Soliciting pricing proposals (RFFP) from the highest ranked firms
- Recommending award to the highest ranked firms
- Engage legal to draft final agreements

We anticipate the process will be scheduled as noted in Question #3, which will allow the GC/CM to join the team during Schematic Design.

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

The City Attorney and City Staff, in collaboration with R&C Management Group, are currently developing the GC/CM Agreement and General Conditions. The contract documents will be based on existing documents utilized on previous

projects, which are modified AIA 201 and AIA 133, supplemented with best practices language from other agencies such as UW.

7. OWNER READINESS

Owner readiness for the GCCM (Construction Manager/General Contractor) contracting method in Washington State involves ensuring that the project team has the necessary expertise, clear scope, and collaborative approach to effectively implement this delivery method. Key aspects include:

- **Prepared Project Scope and Design:** Sufficient design development to enable accurate cost estimates and scheduling.
- **Team Experience:** The owner and project team should have prior experience with GCCM to manage early involvement, risk allocation, and phased construction.
- **Procurement Processes:** Clear procedures for selecting GCs based on qualifications, fees, and good faith efforts for M/WBE, SBE, and DBE participation.
- **Regulatory Compliance:** Adherence to Washington State procurement laws and local regulations for alternative project delivery methods.
- **Collaboration Culture:** Commitment to early collaboration between the owner, designers, and contractors to optimize project planning and delivery.

Establishing these elements helps ensure a smooth transition and successful implementation of the GCCM method in Washington State.

8. PUBLIC BODY (CITY) 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:

Project Names	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget Overrun
Library Mechanical	Library HVAC Equpment Upgrade/Replacement	DBB	4/12/2021	2/18/2025	4/12/2021	2/18/2025	$1,228,559.58	$1,228,559.58	NA
Pump Station	Prune Hill Station Upgrades	DBB	5/16/2022	3/11/2025	5/16/2022	3/11/2025	$1,189,211.90	$1,189,211.90	NA
Avenue Improvement	NW 14th Ave Improvements	DBB	12/1/2021	7/15/2024	12/1/2021	7/15/2024	$382,885.53	$382,885.53	NA
Street Improvement	NW Sierra Street Pavement/ADA	DBB	2/22/2022	1/2/2024	2/22/2022	1/2/2024	$999,888.29	$999,888.29	NA
Waterline Repair	NE 43rd Ave & Franklin Waterline Repair, Ph 1	Unit Price Contract	6/1/2022	4/30/2023	6/1/2022	4/30/2023	$68,291.90	$68,291.90	NA

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

Index of Exhibits: **(Please see PDF attached with application including enlarged imagery for easier reference)**
Exhibit 1: Existing Conditions
Exhibit 2: Proposed Development and Phasing Plan
Exhibit 3: Proposed Construction Plan
Exhibit 4: GC/CM Roles and Responsibilities Matrix

10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

City Of Camas has not received audit findings on any public works projects.

11. SUBCONTRACTOR OUTREACH

Subcontractor outreach is a proactive process of identifying, contacting, and engaging potential subcontractors to participate in a construction project. The goal is to ensure a competitive bidding environment that promotes diverse participation and qualified vendors for specialized work segments. Effective outreach can include informational sessions, distributing bid notices, participating in pre-bid meetings, and directly contacting known or emerging subcontractors. This process helps to maximize contractor options, foster industry involvement, and ensure the project benefits from competitive pricing, high-quality work, and equitable opportunities for all qualified firms. The City, in collaboration with the design team and R&C Management will first off engage the construction community through the effective outreach described above but also incorporate into the GCCM RFP/RFFP a section to understand the GCCM contractors Good Faith Effort (GFE): Minority and Women-owned Business Enterprise (M/WBE), Small Business Enterprise & Disadvantaged Business Enterprise SBE/DBE.

A. **Aspirational Goal**: The City's Aspirational Goal for MWESB/DBE participation in the Contract resulting from the GCMC RFP/RFFP is 15%. This means that, of the total amount the City pays for the Contract resulting from the GCMC RFP/RFFP, 15% or more is paid to MWESB/DBE firms. Such payment may be made by the City, its prime contractors, or subcontractors.
B. **MWESB/DBE:** Businesses that are certified as Minority-owned, Women-owned, or Emerging Small Businesses or disadvantaged business enterprises or as self-identify as an MWESB firm are eligible for certification.

12. ALTERNATIVE SUBCONTRACTOR SELECTION

N/A

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.

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. 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: Cliff E. Free

Name *(please print)*: CLIFF E. FREE

Title: FIRE CHIEF

Date: 6-20-2025

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

Index of Exhibits:

Exhibit 1: Phasing Plan / Proposed Development

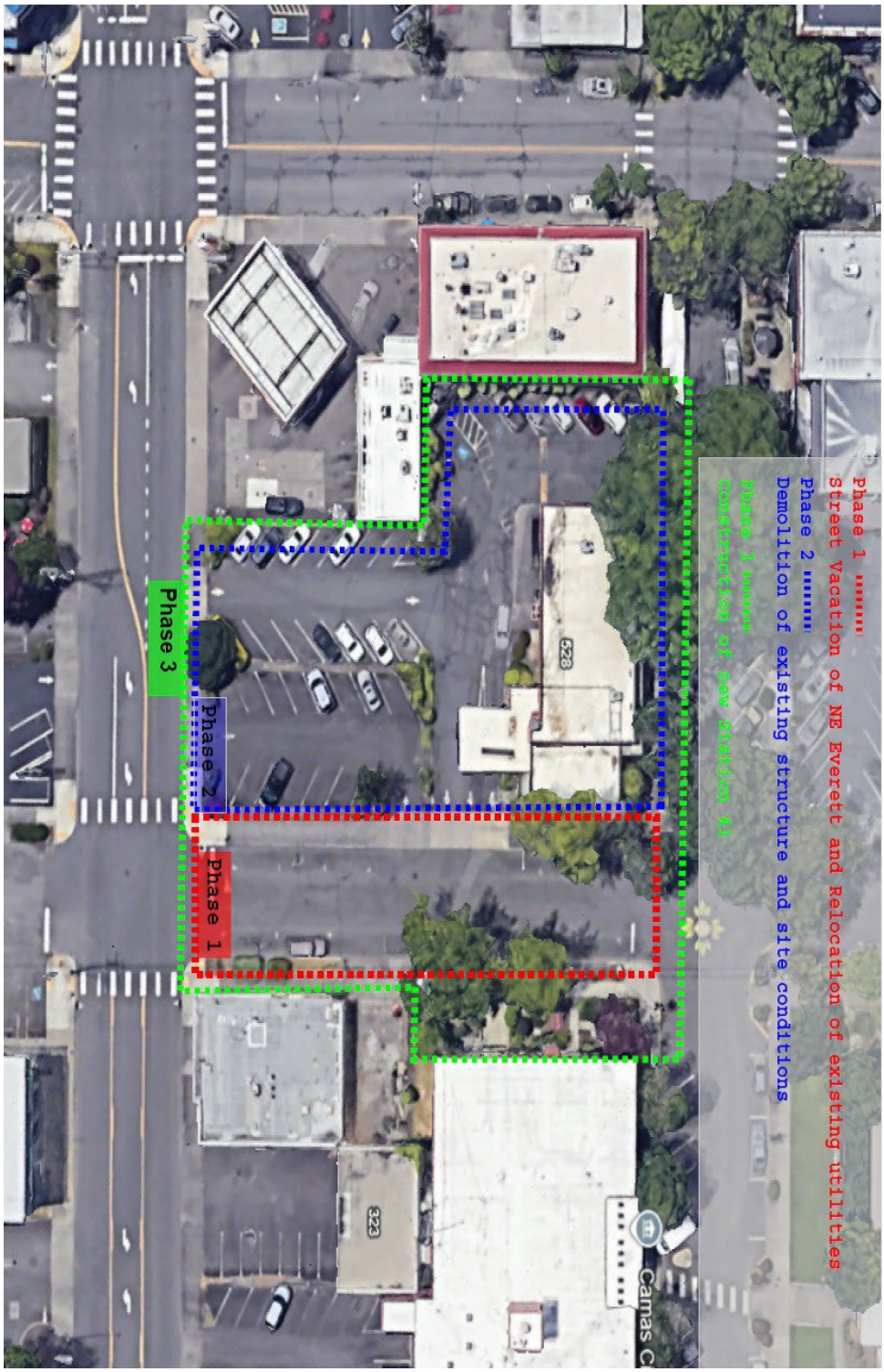


Exhibit 2: Potential Safety Hazards Plan

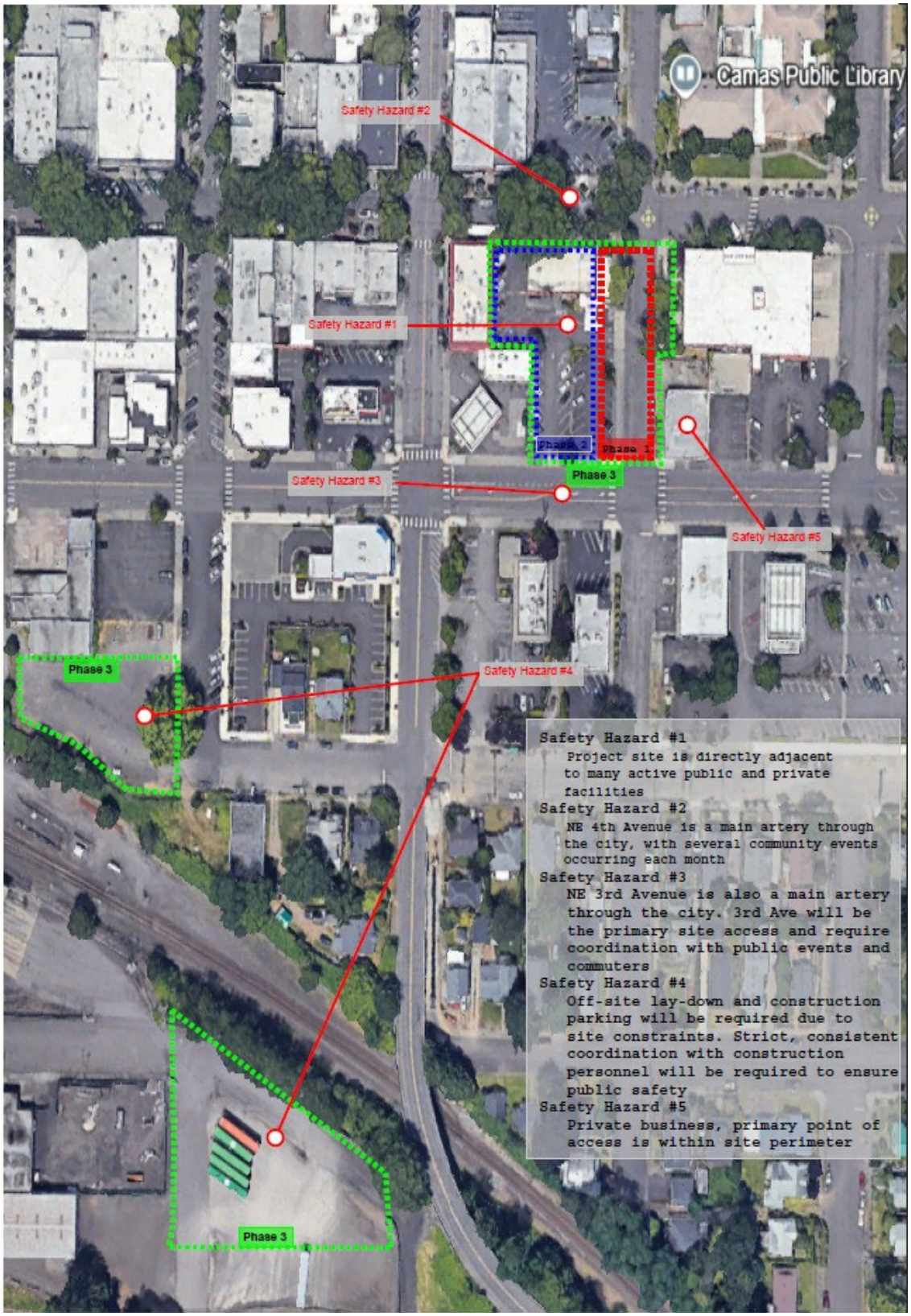


Exhibit 3: Existing Conditions

Exhibit 4: Roles and Responsibilities Matrix