State of Washington

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): **RiverCom 911**

b) Mailing Address: **140 S Mission St. Wenatchee, WA**

c) Contact Person Name: **Doug Jones** Title: **Executive Director**

a) Phone Number: **509-662-4662** E-mail: **djones@rivercom911.org**

1. Brief Description of Proposed Project

a) Name of Project: **RiverCom 911 Regional Emergency Services Dispatch Center**

b) County of Project Location: **Douglas County**

c) Please describe the project in no more than two short paragraphs. *(See Example on Project Description)*

The RiverCom 911 Public Safety Answering Point facility will be a 17,500-sf essential services building located in East Wenatchee, WA. Designed to Risk Category IV standards, the facility will provide resilient continuous 911 emergency communications for Douglas and Chelan counties serving as the regional lifeline during natural disasters and other emergencies. The building will house dispatch operations, technology infrastructure and maintenance, and administrative functions designed for uninterrupted service.

The projects rural setting and critical function introduce unique logistical and technical challenges including utility coordination, secure technology requirements, and complex scheduling to meet budget and performance goals. With project funds coming from local sources, the project demands a highly collaborative delivery approach to ensure the public receives a cost effective durable and long-lasting facility.

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **No**
(if no, applicant must apply separately at a later date utilizing Supplement B*)*

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**3,500,295**
Estimated project construction costs (including construction contingencies):	$**13,700,700**
Equipment and furnishing costs (Radio Tower + equipment)	$**4,500,000**
Off-site costs	$**122,380**
Contract administration costs (owner, cm etc.)	$**712,412**
Contingencies (design & owner)	$**735,765**
Other related project costs (Land Purchase, Permits, Utilities, Survey.)	$**1,659,793**
Alternative Subcontractor Selection costs	$**n/a**
Sales Tax	$**1,068,654**
Total	***$*26,000,000**

B. Funding Status

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

RiverCom 911 is running a levy in April of 2026 in the amount of 1/10th of 1%. We are looking for the ability to utilize the GC/CM delivery model to be able to hit the ground running when the levy passes. Time is a valuable resource, and given our limited budget, it's essential that we use it efficiently to ensure the success of this critical project.

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)*

b) Hiring consultants if not already hired; and

c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process. *(If applicable)*

The Architect, GC/CM Advisor, legal counsel, and staff associated with the project have been hired. A preliminary project schedule is below, and a graphic schedule is also attached to this application as Attachment A – Project Design and Construction Schedule

GC/CM Selection Process	
Submit Application to PRC	June 20, 2025
PRC Presentation and Determination	July 24, 2025
1st Advertisement for GC/CM	July 27, 2025
2nd Advertisement for GC/CM	August 3, 2025
Non-Mandatory Pre-Submittal Meeting	August 8, 2025
Receive Statement of Qualifications	**August 19, 2025**
Notify GC/CM Finalists	August 19 - 22, 2025
Issue RFP to Finalists (GC's & Fee)	August 22, 2025
GC/CM Interviews	September 3, 2025
Receive & Open Fee Proposals	September 8, 2025
Notify Apparent Winner	September 8, 2025
Protest Period	September 9 – 12, 2025
Board Approval of GC/CM Selection	September 17, 2025
GC/CM Contract Signed (Preconstruction Services)	September 18, 2025
Programming & Design	September – February 2026
Bidding & Construction & Closeout	April 2026 – September 2027

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?
- 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.*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?

- 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?
- 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?

Implementation of the project involves complex scheduling, phasing coordination:

The RiverCom 911 Public Safety Answering Point (PSAP) will require precise scheduling and phasing due to its mission critical PSAP services. Continuity of operations is paramount and RiverCom must maintain the ability to serve Chelan County and Douglas County. RiverCom has outgrown its existing facility and is operating under constrained conditions. Coordinating installation of dispatch systems, redundant power, data and communication infrastructure with subcontractors will require intricate phasing and lead-time management. Similarly, risk category IV construction requires specialty trades alongside long-lead time items due to enhanced structural, mechanical, and life-safety system requirements. Utilizing the GC/CM delivery method allows RiverCom to release early bid packages and manage procurement to maintain schedule integrity. RiverCom has one chance to do this project right and with limited public funding the schedule must tightly coordinate design, permitting and bidding to avoid delays that result in budget overruns.

Involvement of the GC/CM during the design phase is critical to the success of the project:

Early GC/CM involvement is critical to ensure the project is designed to be constructible and within budget while also meeting essential life-safety and PSAP performance requirements. Continuous cost estimating and constructability rather than point-in-time feedback will help ensure the design remains aligned with the limited budget. Redesign and cost overruns are not an option as this budget is fixed via levy funds. By bringing the GC/CM on in design they can help identify long-lead items (backup generators, telecom equipment etc.) and plan early procurement strategies. Given the building's Risk Category IV requirements, early contractor input is essential for practical, cost-effective detailing and sequencing. Ensuring systems are planned for efficiency and resilience during design will maximize value for both RiverCom and the community it serves.

The project encompasses a complex or technical work environment:

RiverCom 911 provides critical emergency dispatch services to Chelan County and Douglas County, and any disruption in operations, during or after construction, could have serious public safety implications. The facility must remain fully operational during extreme events such as earthquakes or storms, necessitating highly reliable infrastructure and construction practices. Because failure is not an option, this project requires a GC with expertise to manage complex scopes and ensure performance under challenging conditions. The GC/CM contracting method provides the experience and collaborative approach needed to execute a project of this technical complexity with precision and accountability.

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.

Enhanced predictability and reduced financial risk.

Project success often stems from early collaboration and trust among team members. Engaging a GC/CM early in the process fosters a cohesive design and construction team that supports informed decision-making, accurate cost estimating, and phased procurement. This proactive approach significantly improves predictability and minimizes the risk of budget overruns—especially critical amid current challenges like

supply chain disruptions and inflation. With life-safety and redundancy systems at the core of this project, early GC/CM involvement enables more strategic planning, helping to control costs and deliver a project that meets community expectations efficiently and effectively.

Attracting a highly qualified contractor pool to a project of this complexity is more likely with GC/CM.
Due to the project's complexity, few regional general contractors are likely to bid under a traditional design-bid-build model. GC/CM delivery makes the project more attractive to top-tier contractors by allowing them to engage early and influence design decisions. This increases competition, improves value for taxpayers, and ensures better alignment with market conditions. The flexible packaging of work scopes under GC/CM also maximizes interest from subcontractors, enabling stronger participation from local and MWBE firms.

Selecting a contractor under Design-Bid-Build is not optimal.
Waiting to select a contractor until after design completion introduces significant risks. These include potential cost overruns, schedule delays, challenges managing complex MEP systems, and a higher likelihood of change orders. The GC/CM contracting procedure will mitigate these risks by involving the contractor early ensuring a more controlled project execution aligned with the project's goals and technical demands.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- 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)*
- Staff and consultant short biographies *(not complete résumés)*.
- 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.)
- The qualifications of the existing or planned project manager and consultants.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.

RiverCom 911 is a public safety agency with a long-standing responsibility for managing critical infrastructure and essential operations. While this will be RiverCom's first GC/CM project under RCW 39.10, RiverCom has assembled a highly qualified team of consultants with extensive experience delivering GC/CM projects across Washington State. RiverCom has operated from its current facility for over 20 years with minimal capital investment during that time. Recognizing the importance and complexity of this project, RiverCom has engaged **OAC Services** to provide pre-construction and owner's representative services. OAC is guiding RiverCom through programming, design, and selection of the most appropriate delivery method—GC/CM.

The project team is structured to leverage RiverCom's in-house knowledge and the early involvement of the GC/CM to achieve the following key objectives:

1. **Stakeholder Alignment:** Active involvement of key staff experienced in PSAP programming will help ensure stakeholder needs are integrated early, minimizing the potential for costly late-stage changes.
2. **Collaborative Design:** Close collaboration with the GC/CM will help shape design solutions that meet operational requirements while reducing construction complexity, risks, and costs.

OAC Services will complement **SHKS Architects'** extensive experience with alternative project delivery by providing RiverCom with comprehensive GC/CM consulting services. These services include procurement strategy, team building, pre-construction coordination, subcontractor packaging and buyout, GMP negotiations, and construction phase support as needed. RiverCom is fully committed to learning and implementing alternative project delivery best practices. The agency has prioritized internal and external training, use of proven GC/CM methodologies, and "lessons learned" reviews to ensure continuous improvement throughout the project.

Project Organization

See Attachment B – Project Org Chart

Staff and Consultant Bios

Doug Jones, Executive Director, RiverCom 911
Doug has over 30 years of experience in projects related to public safety, health care security and emergency management, and US Army force protection. Over the past 2-years, as Director of RiverCom, Doug has provided oversight of several 911 system projects requiring collaboration with vendors, regional partners and other 911 centers throughout the state. Prior to his work at RiverCom, Doug was involved in multiple projects as Director of Security and Emergency Management for Confluence Health, a large regional hospital and clinic network in north central Washington. Projects included security and emergency preparedness design considerations and integration for new construction, renovations, and system upgrades. Doug also served in the US Army Reserves as an officer with many assignments over his 30 years of service involving the oversight of force protection measures at military facilities both in the United States and Iraq. Doug provided oversight and funding recommendations for numerous construction projects and programs ensuring strict standards were met to ensure the safety and survivability of military personnel and assets.

Jeremiah Jones, Operations Manager, RiverCom 911
With over 17 years of experience in a 911 dispatch center, I have served as Telecommunicator, Certified Training Officer, Dispatch Supervisor, Tactical Dispatcher and Operations Manager. I have implemented several of our current practices, such as reducing our dispatch times considerably for Fire and EMS 911 calls. I also have experience as a Radio Technician within RiverCom, participating in large projects such as radio site builds and simulcast system implementation. I coordinate and work with 23 Law, Fire and EMS agencies to provide the best service to our community and first responders. In addition, I have over 14 years of experience as a volunteer firefighter.

Mikhaela Overbay, Administrative Manager, RiverCom 911
Mihkaela brings 8 years of experience working within the Public Sector in various roles. She has been in the Administrative Manager role overseeing Finances and Human Resources for the past 4 years at RiverCom 911. She holds a B.S. in Business – Human Resource Management, MBA and M.S. in Management and Leadership.

Adam Hutschreider AIA, Assoc. DBIA, Principal-in-Charge, SHKS Architects
Adam is SHKS' municipal projects sector leader and has extensive experience working with public safety agencies across Washington. Adam brings nearly 20 years of experience designing complex projects requiring multi-disciplinary teams and effective communication with large stakeholder groups. His collaborative skills and understanding of Alternative delivery has allowed him to further embrace and appreciate the benefits of an integrated project team. Adam has developed specialized expertise in understanding public safety dispatch staff and facilities operations, including the recently completed progressive design build project for SNO911.

Kelly Holman, Assoc. DBIA, Project Manager, SHKS Architects

Kelly brings over 18 years of experience covering renovation, adaptive reuse, historic preservation, remediation projects and new construction. Kelly was the Design Project Manager for the recently completed SNO911 Progressive Design Build project. Her work consists of design-build and alternative delivery projects with an emphasis on providing enhanced public resources and spaces for regional agencies. In her nearly two decades of practicing architecture, her work has focused on the themes of social and environmental stewardship and utilizing her skills in collaboration with large, diverse teams, owners, contractors, users, and sub-consultants.

Jeff Jurgensen, CCM, DBIA, CPE, PMP, Sr. Vice President, OAC Services
Jeff has over 30 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Central Valley and Spokane Public School Districts agency approval. He also has worked on over six major capital design-build projects, one design-build project at Spokane International Airport as well as one K12 design-build project with the Paschal Sherman Indian School in Omak Washington and led the City of Spokane through their first design build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington with regard to Alternative Project Delivery.

Rob Gross, Senior Director, OAC Services
Rob gross has 30 years of construction experience with 20+ years of Owner's rep experience in Washington State. Rob has delivered 3 successful GC/CM projects, Avista Stadium and West Valley Yakima- Apple Valley & Summitview ES. Rob served as the project leader for both projects as the main point of contact.

John Minder, Project Manager, OAC Services
John Minder is a Construction Project Manager for OAC Services. John's role is providing construction project management as the owner's representative throughout the project. John has assisted in two GC/CM projects, and managed numerous commercial projects. John is a graduate of Gonzaga University and has over 8 years of industry experience in construction and construction management of projects ranging from commercial, residential, to heavy civil projects.

Graehm Wallace, Partner, Perkins Coie, LLP
Mr. Wallace is a partner in the Seattle office of Perkins Coie. He and his colleagues have represented public entities in hundreds of Washington projects. Mr. Wallace and his firm are highly respected throughout the industry for their knowledge in RCW 39.10. They have advised public agencies across the State on the details and aspects of alternative delivery methods.

Experience and Role on Previous GC/CM Projects

Please see Attachment C: Team Experience and Roles

Organizational Controls

RiverCom 911 is led by executive director Doug Jones, who has oversight of contract negotiations and approval of financial matters for all RiverCom. Financial management and forecasting for RiverCom's capital projects is led by Mihkaela Overbay.

Daily project management and oversight will be provided by OAC Services Project Manager Rob Gross. Rob Gross will be the GC/CM's main point of contact, responsible for coordinating interaction with all project stakeholders to ensure timely decision-making and direction in support of efficient delivery of the project.

ORGANIZATIONAL CONTROLS OUTLINED BELOW:

Project Management and Decision Making:
• Authority and decision-making responsibility will be in accordance with the organization described within.

• Weekly meetings with Doug and Rob, bi-monthly meetings as a group to discuss and plan, assist with decision-making, develop, and track schedules, identify project needs, develop and track budget, establish strategy and recommend courses of action for implementation of projects.
• Rob will coordinate all documentation and communication and serve as the primary point of contact for the GC/CM teams.

Communication:
• RiverCom will use a variety of well-established formal and informal tools to provide continuous, effective, and impactful communication with all project stakeholders.
• Following GC/CM selection, RiverCom will meet regularly during the design and construction phases to conduct interim reviews of the program, design, costs, and schedule to ensure expectations and vision is being achieved and the project is being executed in accordance with the plans.

Project Progress:
• Design and construction progress will be discussed daily and reported weekly by the GC/CM to RiverCom via meeting notes and project deliverables.
• Monthly status reports will be completed and distributed by the OAC team to all project stakeholders.
• Project status updates will be provided to the Executive Director weekly.
• Monthly expenditures and project updates will be provided to the RiverCom board.

Budget:
• The Project Manager will track project finances and report budget status, committed costs, costs to date and forecast project cost monthly.
• Program financials are reconciled monthly with RiverCom's accounting to assure accurate reporting.
• RiverCom will utilize project contingency to address owner-driven scope changes and unforeseen conditions.

Schedule:
• The proposed project milestone schedule will be provided in the GC/CM RFQ.
• The successful GC/CM will work with RiverCom to produce a detailed project schedule with critical path dependencies reporting task and duration for all permitting, design, bidding and construction, closeout, and warranty activities, per the GC/CM contract.
• 3-week "look ahead" schedules will be delivered and reviewed at weekly meetings.
• Schedules with monthly updates will be delivered at each pay application.
• OAC will review, analyze, and report on the schedule, monthly.

Risk and Opportunities:
• RiverCom and the GC/CM will develop and track project risks on a risk register.
• The risk register will identify all potential risks, quantify the likelihood of each risk, identify potential schedule and monetary impacts, develop risk mitigation measures and assign responsibilities.
• Project risks to be evaluated and updated monthly as new risks are identified and others are mitigated.

Planned GC/CM Process
RiverCom will be using a customized owner-contractor agreement developed by Perkins Coie in close coordination with consultant team members. In addition, the district is planning on a comprehensive Pre-Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the contract agreement for the GC/CM construction procurement within Washington State. Preparation of the GC/CM RFP and selection process, just getting underway, will be based on an OAC proven approach and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews, and fee proposals. Recent modifications to OAC's procurement process include extensive GC/CM interviews, jobsite visits and a detailed Specified General Conditions Cost Responsibilities Matrix. The overall goal is to select the most highly qualified and compatible GC/CM contractor at a competitive fee structure.

The GC/CM RFQ and RFFP and selection process will follow standard GC/CM format, typically used by OAC and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews, and final selection evaluations.

GC/CM Procurement Process

RiverCom plans to use a three step GC/CM selection model:

- Request for Qualifications (RFQ).
  - Focus on relevant experience, proposed team and approach.
- Interviews.
  - Interviews which could include official; site visits.
  - Focus on team members proposed for the work.
- Request for Fee Proposal (RFFP)
  - Fee and Specified General Conditions.
  - Focus on competitive and reasonable fees.

RiverCom and Perkins Coie are currently finalizing the GC/CM Contract. This work is being developed in close coordination with OAC's risk and procurement specialists.

Completing the Design

RiverCom intends to engage the GC/CM with the design firm during the beginning of the schematic design phase. The value analysis, constructability and cost estimating input sought from the GC/CM will be a continuous process from design until the GMP agreement.

7. **Owner Readiness** *(To be answered by the Owner)*

a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?

This will be RiverCom's first GC/CM project. Doug Jones has been in contact with other emergency communication center owners and how they delivered their projects. These communications have led to site visits at recently constructed PSAP facilities.

ii. What training have you as an Owner and your staff taken?

Doug Jones is planning to attend the AGC GC/CM workshop in the fall. He will gain a solid understanding of the GC/CM process and is committed to sharing this knowledge with the rest of the project team through internal briefings and ongoing guidance to ensure alignment with GC/CM best practices.

iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

We understand that GC/CM is different from Design-Bid-Build in several important ways, especially when it comes to how risk is shared, how changes are handled, and how disputes are resolved. GC/CM allows the contractor to be involved early, which helps identify and address potential issues before construction starts. This leads to fewer surprises and a more team-oriented approach. We know the GC/CM process relies on clear communication, shared responsibility, and flexibility in the contract, and we're prepared to set up the project in a way that supports those goals.

How does your organization ensure that knowledge is passed down to your staff and project team?

RiverCom 911 ensures effective knowledge transfer through a structured and collaborative approach. With support from OAC Services, we conduct regular team workshops, project briefings, and documentation reviews to keep staff and stakeholders informed at each stage of the GC/CM process. These sessions are designed to build internal capacity, promote understanding of roles and responsibilities, and share lessons learned as the project progresses.

We also prioritize clear communication channels and maintain organized documentation that is accessible to all. RiverCom, in collaboration with OAC, promotes a culture of shared learning by encouraging cross-functional participation, capturing meeting outcomes, and using centralized tools to track decisions and action items.

b) How have you familiarized yourself and your staff with GC/CM Best Practices?

With guidance from OAC Services, RiverCom 911 has held multiple workshops with staff and board members to gain a thorough understanding of GC/CM best practices. These sessions included in-depth discussions with key personnel, including purchasing and legal counsel, covering both the technical and strategic elements of the GC/CM delivery method. Topics included the application process, project workflow, and the advantages of GC/CM—such as early contractor involvement, enhanced cost control, improved scheduling, and stronger collaboration between design and construction teams. As a result, RiverCom and OAC have developed a shared, well-rounded understanding of the GC/CM process, ensuring both teams are fully aligned and prepared to deliver the project successfully using this method.

c) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

RiverCom 911, in partnership with OAC Services, will work in direct coordination with the GC/CM throughout the subcontractor bid packaging process. Our role includes actively engaging with the GC/CM to review and clarify bid scopes, define subcontractor involvement, and ensure that responsibilities are clearly outlined. We will also track invoicing and contract flow to maintain alignment with project goals and budget expectations.

Together with OAC Services, we will collaborate with the GC/CM to establish a transparent reporting structure that provides consistent oversight of subcontractor bidding and contract terms. This includes reviewing bid tabulations, participating in selection discussions, and ensuring that procurement activities comply with public bidding requirements and GC/CM best practices. Our team is committed to ensuring the process is well-documented, fair, and strategically aligned. Most importantly we will have input to make sure the bid packages are in the best interest of the owner and competition and not what is in the best interest of the GC/CM.

8. 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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

See Attachment D – Public Body Construction History & Relevant Project Experience.

9. Preliminary Concepts, sketches or plans depicting the project

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

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

See Attachment E – Preliminary Concepts, Sketches, & Plans Detailing the Project.

10. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on ***any*** project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

RiverCom is audited every 2-years where state auditors have reviewed our financial and operational handling of recent radio site construction projects. Audits have not resulted in any findings.

11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization ($).

RiverCom is committed to increasing business opportunities for historically disadvantaged businesses, including small, women and minority-owned businesses. Outreach efforts are anticipated to include, at a minimum, the following:

- Establish minimum participation goals for the project. This could be in the form of a percentage of participation by contract value or quantity of vendors and all other goals aimed at improving our best practices and expand or deepen our relationships with small, local, and WMBE.
- GC/CM proposers will be evaluated and scored on their approach to outreach and inclusion plans as well as past performance.
- Goals will be tracked on a project level.
- Targeted, project outreach will be conducted at the onset of the project and throughout buyout, led by RiverCom and GC/CM as appropriate. This includes preproposal and outreach meetings, etc.
- Developing internal processes for subcontractor outreach to target recruitment for underutilized businesses.
- Developing partnerships with designers and general contractors for mentorship programs and the active development of small, minority and women owned businesses. The Director of Capital Projects and GC/CM will work together to achieve participation goals (or good faith effort) of small, minority and women owned businesses, and local business participation goals for the project.

RiverCom will also work with the GC/CM to assist with their outreach plan and connect them to local resources. Outreach and progress to our goals will be reviewed on a regular basis with the GC/CM.

12. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work 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.

Not Applicable.

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.

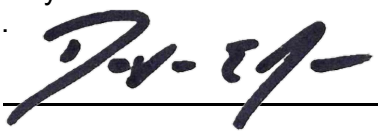
SIGNATURE OF AUTHORIZED REPRESENTATIVE

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.

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: 

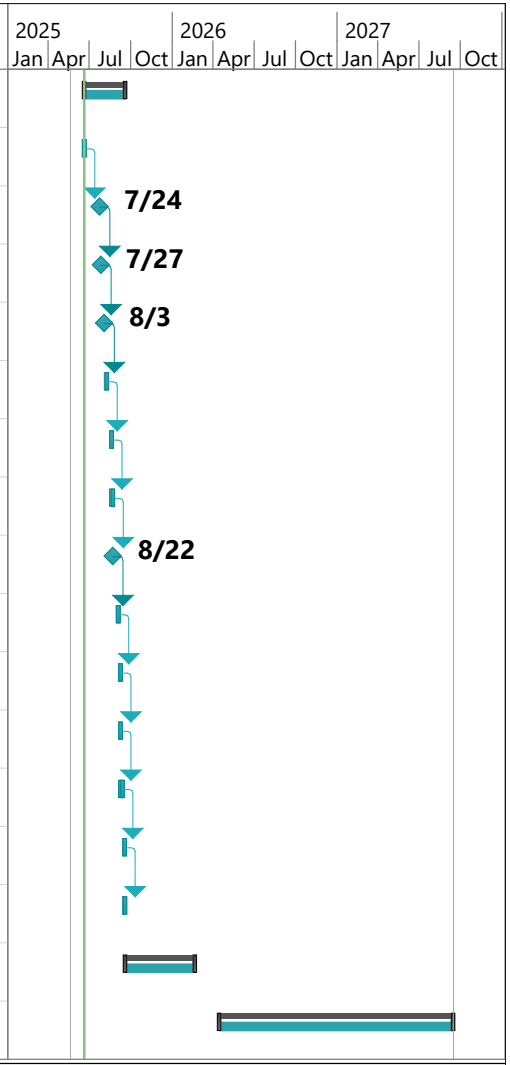
Name *(please print)*: Douglas E Jones *(public body personnel)*

Title: RiverCom Executive Director

Date: 6/20/25

RiverCom 911 Attachment A Schedule

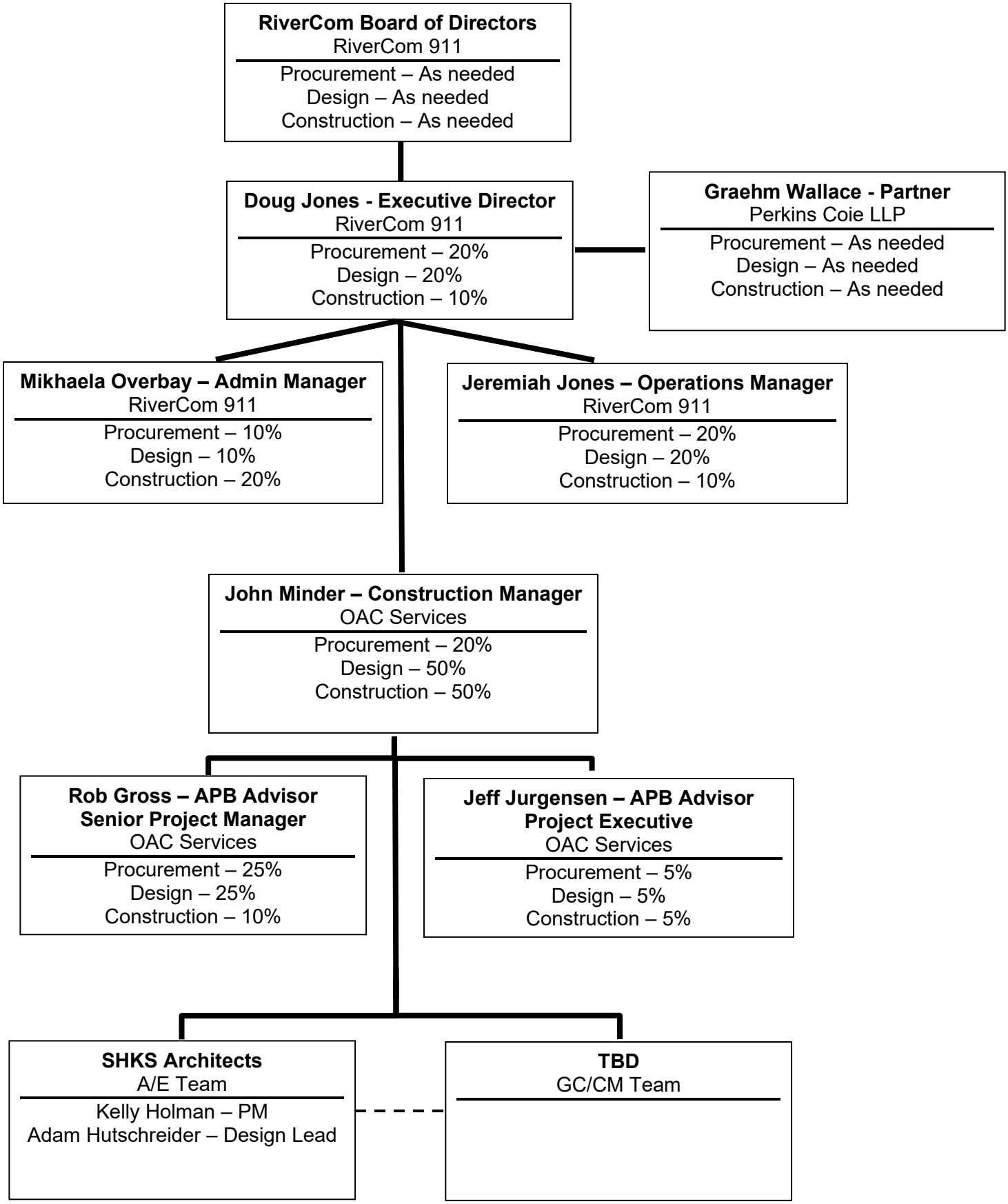
ID	Task Mode	Task Name	Duration	Start	Finish
1		**GC/CM Procurement**	**65 days**	**Fri 6/20/25**	**Thu 9/18/25**
2		Submit Application to PRC	1 day	Fri 6/20/25	Fri 6/20/25
3		PRC Presentation and Determination	0 days	Thu 7/24/25	Thu 7/24/25
4		1st Advertisement for GC/CM	0 days	Sun 7/27/25	Sun 7/27/25
5		2nd Advertisement for GC/CM	0 days	Sun 8/3/25	Sun 8/3/25
6		Non-madatory Pre-submittal meeting	1 day	Fri 8/8/25	Fri 8/8/25
7		Receive SOQs	1 day	Tue 8/19/25	Tue 8/19/25
8		Notify GC/CM Finalists	3 days	Wed 8/20/25	Fri 8/22/25
9		Issue RFP to Finalists (GCs &Fees)	0 days	Fri 8/22/25	Fri 8/22/25
10		GC/CM Interviews	1 day	Wed 9/3/25	Wed 9/3/25
11		Receive & Open Fee Proposals	1 day	Mon 9/8/25	Mon 9/8/25
12		Notify Apparent Winner	1 day	Mon 9/8/25	Mon 9/8/25
13		Protest Period	4 days	Tue 9/9/25	Fri 9/12/25
14		Board Approval of GC/CM selection	1 day	Wed 9/17/25	Wed 9/17/25
15		GC/CM Contract Signed (Precon Services)	1 day	Thu 9/18/25	Thu 9/18/25
16		**Programming and Design**	**111 days**	**Fri 9/19/25**	**Thu 2/19/26**
19		**Bidding & Construction & Closeout**	**370 days**	**Wed 4/15/26**	**Tue 9/14/27**



Project: Rivercom Project Sched
Date: Fri 6/20/25

Task	Inactive Summary	External Tasks
Split	Manual Task	External Milestone
Milestone	Duration-only	Deadline
Summary	Manual Summary Rollup	Progress
Project Summary	Manual Summary	Manual Progress
Inactive Task	Start-only	
Inactive Milestone	Finish-only	

Attachment B
Project Organization Chart

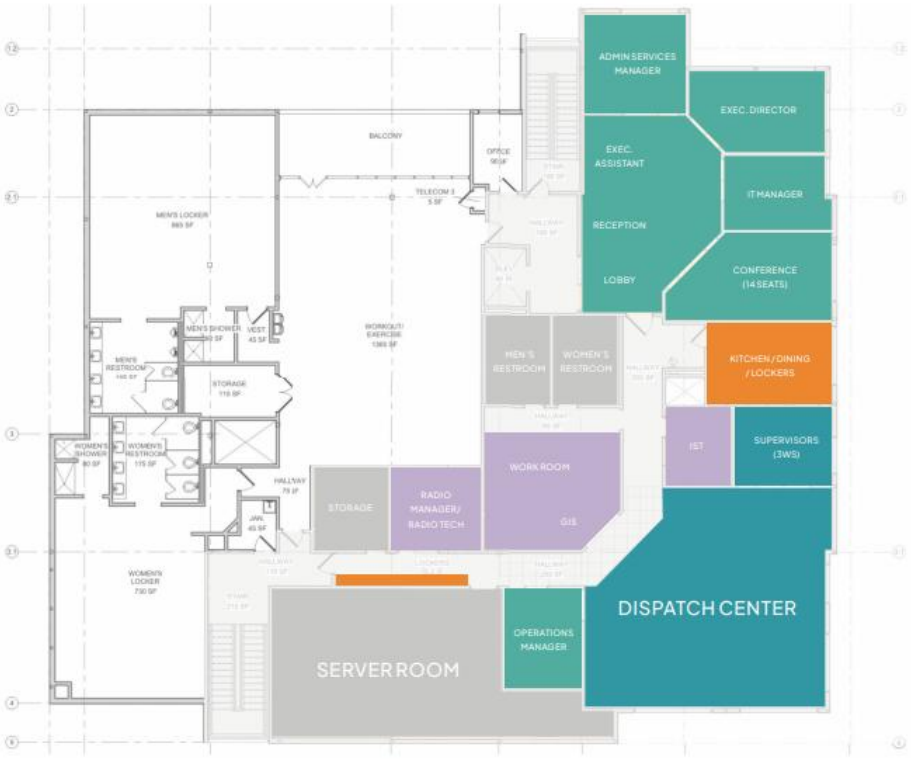


Attachment C - Alternative Delivery and Consultant Experience

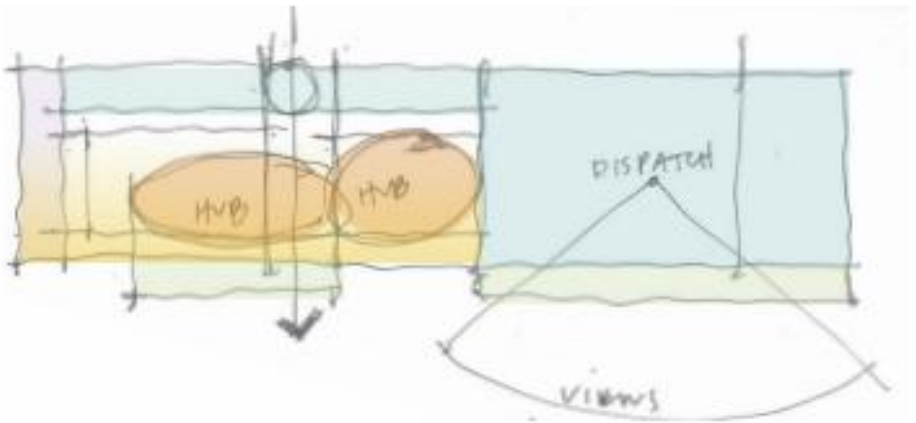
Name	Experience Summary	Project Names	Project Size	Delivery Method	Pre-Design Role	Design Role	Construction Role
Rob Gross	Senior Director, 30+ years of construction experience, 3 succseful GC/CM projects delivered.	Apple Valley Elementary School	$22.5M	GC/CM	PM	PM	PM
		Summitview Elementary School	$22.5M	GC/CM	PM	PM	PM
		Avista Stadium MLB Improvements	$18.1M	GC/CM	PM	PM	PM
John Minder	Project Manager with 8+ years of experience across public, private, and commerical sectors	Avista Stadium MLB Improvements	$18.1M	GC/CM	Assistant PM	Assistant PM	Construction Manager
		CVSD Secure Entry Vestibules	$4.2M	Progressive DB	PM	PM	Construction Manager
Jeff Jurgensen	Senior Vice President of OAC Services, a 150 person Project and Construction management firm. 29+ years of experience including several GC / CM projects	Spokane International Airport DB Parking Garage	$15 million	Design Build	PM	PM	PM
		Nelson Service Center	$15 million	Design Build	PM	PM	PM
		City of Liberty Lake Town Square	$12 million	Design Build	PM	N/A Bond Didn't Pass	N/A Bond Didn't Pass
		Pascal Sherman Indian School	$16.5 million	Design Build	PM	PM	PM
		WSU Northside Residence Hall	$33 million	Design Build	PM Advisor	PM Advisor	PM Advisor
		Washington State University Visitors Center	$2 million	Design Build	PM Advisor	PM Advisor	PM Advisor
		Central Valley School District (6 GC/CM projects)	$180 million	GC/CM	PM	PM	PM
Adam Hutschreider	Principal at SHKS Architects. Over 18 years of experience designing/administering public projects including numerous Alternative Delivery projects.	SNO911 Emergency Communication Center	$52.3 million	Progressive DB	Architect of Record	Architect of Record	Architect of Record
		Seattle Federal Office Building Exterior Restoration	$22 million	Design Build	Principal	Principal	Principal
		Port of Seattle Central Waterfront Elevator Modernizatior	$2.3 million	Progressive DB	Principal-in-Charge	Principal-in-Charge	Principal-in-Charge
		UW Kane Hall Carillon	$1.5 million	Progressive DB	-	Design PM	Design PM
		What-Com 911 Public Service Answering Point	$12 million	Design-bid-build	Principal-in-Charge	Principal-in-Charge	PIC (future phase)
		Broadmoor Golf Club Renovation	$25 million	Progressive DB	Principal-in-Charge	Pending Funding	Pending Funding
Kelly Holman	Project Manager at SHKS Architects w/ 18+ years of design experience.	SNO911 Emergency Communication Center	$52.3 million	Progressive DB	Design PM	Design PM	Design PM
		Lodge at St. Edward Park	$50 million	Negotiated	PM	PM	PM
		YMCA Camp Colman	$20 million (est	Design Build	N/A	PM	PM (future phase)

RiverCom 911 Attachment D Construction History

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overun
1	Cathedral Rock Radio Site	Phase 1: Design, Road Construction & Labor, Pre-Cast Concrete, Geotech Report, Valmont Tower, Project Management	Blag RFP Continuation and applied to Cathedral Rock	N/A	N/A	12/15/2021	4/20/2022	$ 397,395.61	$ 430,166.65	Prevailing Wage Filing/ Equipment Change
	Cathedral Rock Radio Site	Phase 2: Equipment, Labor, Public Works, Project Management	Blag RFP Continuation and applied to Cathedral Rock	N/A	N/A	7/20/2022	9/20/2023	$ 846,666.57	$ 804,225.23	Prevailing Wage Filing/ Equipment Change
	Cathedral Rock Radio Site	Phase 3: Equipment and Labor	Blag RFP Continuation and applied to Cathedral Rock	N/A	N/A	10/19/2022	4/16/2025	$ 270,742.46	$ 274,877.68	Prevailing Wage Filing/ Equipment Change
2	Slide Ridge Radio Site	Phase 1: Pre-Cast Concrete Shelter, Geotech Study, Valmont Tower, Project Management	RFP	N/A	N/A	7/19/2023	1/15/2025	$ 309,658.36	$ 304,513.47	Prevailing Wage Filing
3	Goat Mountain Radio Site	Goat to Moses Microwave parts & materials and tower labor	NASPO	N/A	N/A	11/16/2022	2/1/2023	$ 28,222.01	$ 31,925.14	Prevailing Wage Filing
4	Blag Mountain Radio Site	Radio Site Shelter Install	RFP	8/10/2017	8/10/2018	8/28/2017	12/13/2018	$ 528,638.82	$ 592,166.50	Additions and Sales Tax

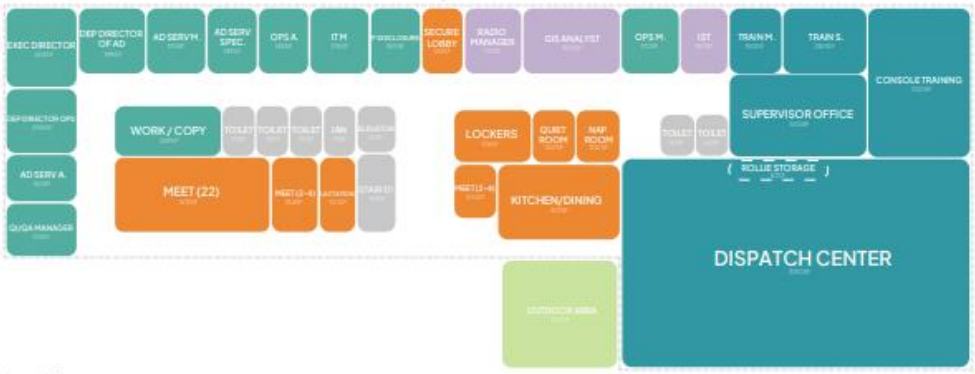


Existing floor plan with existing uses



2-Story (Preferred) Concept Diagram

Site Layout Diagram



Second Floor

First Floor

KEY

- Staff Support
- Building Support
- IT / Radio
- Dispatch / Operation
- Administration / Finance
- Site Requirements

Initial Test Fits