

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): [City of Bellingham](#)
- b) Mailing Address: [2221 Pacific Street, Bellingham, WA 98229](#)
- c) Contact Person Name: [Mike Olinger](#) Title: [Public Works Deputy Director](#)
- d) Phone Number: [360-778-7725](#) E-mail: molinger@cob.org

1. Brief Description of Proposed Project

- a) Name of Project: [Incinerator Emission Control Upgrades Project](#)
- b) County of Project Location: [Whatcom County, WA](#)
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
[The Incinerator Emission Control Upgrades project at the City of Bellingham's Post Point Wastewater Treatment Plant \(PPWWTP\) is a comprehensive initiative aimed at modernizing the air pollution control \(APC\) equipment for both of the plant's multiple hearth incinerators to meet the emission standards outlined in 40 CFR Part 60 Subpart LLLL. The City's two multiple hearth incinerators were installed separately in 1972 and 1992. Following a comprehensive alternatives analysis that reviewed options for improving the aging incinerators to meet LLLL requirements, the City selected to upgrade the existing APC equipment rather than replace the incinerators entirely. This critical project will significantly reduce the air emissions from the PPWWTP.](#)
[Early planning efforts for the project have identified that the upgrades will include the installation of a new venturi scrubber, tray scrubber, wet electrostatic precipitator, regenerative thermal oxidizer, and granular activated carbon treatment unit. Various building layout alternatives are being evaluated for housing the new APC equipment. These alternatives include options to install equipment within existing buildings, partially within new structures, or entirely within a new standalone facility. The planned upgrades are anticipated to be designed to be implemented without disrupting the continuous operation of the facility, ensuring that wastewater treatment and permit compliance are maintained throughout construction.](#)
- d) Applying for permission to utilize Alternative Subcontractor Selection with this application?
(*if no, applicant must apply separately at a later date utilizing Supplement B*)

[No](#)

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$7,700,000
Estimated project construction costs (including construction contingencies):	\$26,500,000
Equipment and furnishing costs	\$Included
Off-site costs	\$
Contract administration costs (owner, cm etc.)	\$2,700,000
Contingencies (design & owner)	\$2,700,000
Other related project costs (briefly describe)	\$
Alternative Subcontractor Selection costs	\$
Sales Tax	\$2,800,000
Total	\$42,400,000

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*

The City is committed to completing the project within the regulatory deadline. The design/preconstruction phase will be funded from City wastewater rates. The City anticipates obtaining municipal bond funding for the construction phase. This is a regulatory-driven project that will proceed regardless of funding source.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- Procurement; (including the use of alternative subcontractor selection, if applicable)
- Hiring consultants if not already hired; and
- Employing staff or hiring consultants to manage the project if not already employed or hired.

(See Example on Design & Construction Schedule)

Please see attached project schedule in Attachment A. The table below summarizes the preliminary project and procurement schedule.

Activity	Start	Finish
Planning Phase	May 2024	May 2025
Preliminary Design Phase	June 2025	July 2026
GC/CM Procurement Phase	Oct 2025	Sept 2026
Final Design Phase	July 2026	December 2027
Construction	March 2028	May 2031

- Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

N/A

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

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

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

The PPWWTP operates 24/7/365 and is considered a critical facility that must remain operational during construction of the Project. Since the Project includes installing new APC equipment while also implementing major upgrades to electrical and instrumentation systems, there will be significant coordination required to avoid compromising the plant's ability to maintain an uninterrupted treatment process and comply with active effluent and air quality permits. Maintaining a tight schedule and phasing the work appropriately will be critical for coordinating the improvements with operation and maintenance activities. Implementing a multifaceted project of this scale that affects the plant's critical solids handling processes will require a high degree of scheduling, phasing and coordination to successfully integrate the improvements and minimize risk to the City.

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

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

The PPWWTP is a continuously operating critical facility that employs more than 40 staff who operate and maintain the City's water and wastewater infrastructure, including the water and wastewater treatment plants, lift and booster pump stations, and associated collection system and distribution

system infrastructure. Construction of the Project will impact both plant operations and utility staff located at the PPWWTP. Construction impacts are anticipated to include plant access and traffic limitations, construction on and in the vicinity of operational facilities and structures, and direct and indirect construction impacts on other plant infrastructure. Mitigating the impacts of construction on plant operations will require close consultation and coordination with plant staff, careful construction planning and sequencing, and a collaborative relationship during both design and construction to anticipate and address risks and challenges. Selection of a highly qualified contractor and the opportunity for early contractor input during the design phase will be essential to risk mitigation.

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

The Project is an upgrade of air pollution emission controls, including full replacement of the existing APC equipment with a suite of new air pollution controls that will achieve LLLL emission standards, all while maintaining the continuous operation of the facility. The involvement of the GC/CM will provide crucial input into the construction sequencing, constructability, cost and value engineering and scheduling/phasing to reduce costs and minimize risk to the City. For a project of this complexity, a traditional design-bid-build process will not provide the contractor a level of upfront (i.e., during the design phase) understanding of existing conditions or allow for the contractor to provide input during the design that is necessary to reduce costs and manage risks. Pushing contractor input to the construction phase and relying solely on the bid documents to communicate existing conditions, process constraints and project requirements, would unnecessarily add cost and schedule by causing the contractor to react to conditions and changes later in the process. Early collaboration between the GC/CM and engineer during the design process is critical for this complex project.

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

The PPWWTP treats up to 72 million gallons of wastewater daily. Since 2011, it has continuously processed solids generated during treatment—24 hours a day, 7 days a week. Primary and secondary solids are combined and pumped to gravity belt thickeners for co-thickening. Polymer is then added to the thickened solids before they are sent to centrifuges for further dewatering. The resulting dewatered solids are pumped to one of two multiple hearth incinerators. This process significantly reduces the volume and weight of residual solids through combustion, producing flue gas and dry ash. The flue gas passes through several pieces of process equipment designed to remove pollutants before being released into the atmosphere. The incinerators operate in a duty/standby configuration to ensure resiliency in this critical treatment process. Installing new APC equipment will require the existing incinerators to remain operational throughout construction, including a carefully sequenced cutover once the new equipment is installed. Any disruption to the mechanical, electrical, instrumentation, or incineration systems during construction could compromise the plant's ability to process sewage sludge, protect the environment, and comply with regulatory requirements. Permit violations may result in serious public impacts and financial penalties for the City. Given the complexity and interdependence of this system, an experienced and qualified contractor is essential to manage risks and avoid disruptions to this critical process during construction.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

N/A

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

N/A

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

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

Manage Inflation: Given the uncertain market conditions, including construction materials and labor cost escalation, it will be beneficial to engage the GC/CM to provide current market pricing input during the design to guide decision-making. This has the potential to lower construction costs, increase price certainty, and maintain project schedule by avoiding design and/or material changes later during construction.

Risk Management: Early engagement with the GC/CM as part of the design can manage risk as summarized below. There is a correlating fiscal benefit associated with better management of risk in each of these areas.

- Project success – Repeat work is a strong motivator for a GC/CM contractor and fosters an environment where the City's concerns are considered a high priority and resolved without formal disputes. Reducing the potential for construction claims and litigation can have significant fiscal benefits.
- Maintain schedule – The GC/CM will be motivated to maintain a schedule that they were directly involved in creating. The schedule will be grounded in market conditions, which will improve subcontractor interest/bidding and ability to manage the overall project. Furthermore, there are limited vendors that provide the suite of APC equipment required to complete this project. The GC/CM contract structure may facilitate early procurement of the APC equipment, reducing the potential schedule impacts of long equipment lead times.
- Bid padding – Since the GC/CM will be very familiar with the nature of the work before it bids, they will be less inclined to pad their bids for "unknowns" and lack of understanding of existing conditions.
- Value-engineering – The GC/CM will conduct constructability and value-engineering reviews to identify potential cost reduction measures.
- Regulatory compliance – The City is pursuing upgrades to the APC equipment to achieve compliance with more stringent emission regulations. Selection of an experienced and capable contractor is critical in ensuring the City maintains regulatory compliance through the project lifecycle.

Avoid Public Health Impacts: In addition to fiscal benefits, the City anticipates that early coordination with the contractor to plan and sequence construction activities will lessen the risk of unanticipated impacts to wastewater and air emissions treatment processes at the plant, which carry the risk of public health impacts if disrupted.

- 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.

Qualifications Informed Selection – With traditional delivery, there isn't the opportunity to select a general contractor based on qualifications and past performance. With the level of complexity and risk on this Project (see responses in Section 4 above), it will be critical that the City partner with a trusted contractor selected based on qualifications and pricing factors, not just low bid price.

Manage Inflation – As mentioned under the Fiscal Benefit section above, escalation for construction labor and materials has been a significant factor in increasing prices for infrastructure projects in the region. Early contractor input and cost feedback will help the City to plan for Project costs and implement mitigation strategies for avoiding or managing cost increases.

Align Design with Contractor Methods – By engaging the GC/CM during the design, the team can make decisions that align with the Contractor's best practices and preferred construction approach/methods. With traditional delivery, the design team may develop a design that may not align

with more efficient construction. By coordinating the design details early-on with the Contractor, the result will be the same quality design that may not require a multitude of substitution requests or deviations during construction that may cause delays. The City also anticipates benefits in environmental permitting processes – getting early input on the best approach/locations to sequence the work, and how the contractor plans to conduct construction will allow the City to submit timely and accurate applications for potential environmental permits, avoiding potential rework and schedule delays.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
N/A

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
The City of Bellingham successfully delivered a GC/CM project in 2012 at the PPWWTP to upgrade the liquids treatment process. In 2021, the City advanced a significant Biosolids Project through the majority of the GC/CM procurement process before deferring the project due to budgetary considerations associated with that project concept. The 2012 and 2021 procurement processes included multiple current staff assigned to this Project. In addition, the City of Bellingham routinely manages major construction projects using in-house resources. The Public Works department has multiple licensed engineers with design and construction experience, including experiences with alternative delivery at other municipalities. Building on the successful 2012 GC/CM delivery and 2021 procurement work with a team that provides continuity and strong GC/CM expertise, the City is well-positioned to successfully implement GC/CM for this Project.

To supplement the City's internal resources and ensure continuity from its previous GC/CM projects, the City has engaged Brown and Caldwell, the prime design consultant for the Project, to provide Owner's Advisory services including support for PRC approval, GC/CM procurement, and GC/CM contractual oversight support during the preconstruction and construction phases. Brown and Caldwell has extensive experience in delivering GC/CM projects, especially for complex treatment plant projects, as both a lead designer and Owner's Advisor. Brown and Caldwell has assigned distinct, qualified teams to provide design/technical and Owner's Advisory services.

- 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)*
Please see Attachment B, Project Organizational Chart, for all existing and planned staff and consultant roles.
- Staff and consultant short biographies (*not complete résumés*).

City of Bellingham:

Mike Olinger: Deputy Director, Public Works Department

Role: General project oversight and liaison with City elected officials.

Relevant Experience: Mike Olinger has over 30 years of progressive experience in engineering, design, construction, management, and policy direction on public works projects. He has 25 years of municipal public works experience including over 8 years of experience at the City of Bellingham as the Construction Manager and over 15 years of senior Public Works management. He has been involved with a variety of projects including new roadways, street widening, bridges, signals, water and sewer pump stations, stormwater treatment, water and wastewater treatment plant improvement. He also

served as the Construction Manager on the 2012 Post Point Project to upgrade the liquids treatment process, which was delivered as a GC/CM project.

Mike Wilson, PE: Assistant Director/City Engineer, Public Works Department

Role: General project oversight, engineering review, liaison with City elected officials.

Relevant Experience: Mike Wilson has more than 37 years of progressive experience in engineering design, construction, management, and policy direction on public works projects. He has 30 years of municipal public works experience including 2 years of experience at the City of Bellingham as the Assistant Director of Public Works-Engineering/City Engineer. He has been involved with a variety of projects including roadways, bridges, signals, water and sewer pump stations, stormwater treatment, water and wastewater treatment plant improvements, conveyance systems, and comprehensive plans. He is a registered professional engineer in Washington.

Stephen (Steve) Day, PE, SE: Project Manager

Role: Manage the design and construction of the project

Relevant Experience: Steve Day has over 25 years of experience in the design, construction, and administration of both public and private infrastructure projects. His work has included new roadways, street widening, bridges, signals, water and sewer pump stations, stormwater treatment, water and wastewater treatment plant improvements, conveyance systems, buildings, light rail transit systems, and dam removal. He has developed RFPs, project scopes, bidding and construction documents as well as administering projects through close-out. He is a registered professional and structural engineer in Washington.

Freeman Anthony, PE: Capital Project Engineer - Internal Advisor

Role: Internal Advisor on GC/CM coordination

Relevant Experience: Freeman Anthony has over 26 years of experience in the design, construction, and administration of both public and private infrastructure projects. He served as the project manager on the 2012 Post Point project to upgrade and expand the liquid treatment process, which was delivered as a GC/CM project. He oversaw the CPARB application and GC/CM contracting and delivery process for the 2012 project.

Steve Bradshaw: Superintendent

Role: Superintendent of Plants (Water and Wastewater Treatment)

Relevant Experience: Steve Bradshaw has over 16 years of progressive experience in water and wastewater plant operations and project delivery. He has been involved with a variety of projects including water and wastewater treatment plant improvements and bringing a Dissolved Air Floatation system online at the City's water treatment plant. During his 20 years in the Navy, Steve was involved in multiple ship overhauls as a Duty Engineer. He holds Wastewater Operator Group 3, Water Treatment Plant Operator 4, and Water Distribution Manager 4 certificates.

Matt Stamps: General Counsel (Senior Assistant City Attorney, City of Bellingham)

Role: Provide legal advice to the procurement, design and construction management teams

Relevant Experience: Matt Stamps has been an attorney for 18 years and has provided public bidding and contracting advice to the City of Bellingham since 2012. Before that, Matt was in private practice and his practice included the provision of public works contracting advice to small cities and port districts throughout Washington. Matt has experience in federal contracting as the City of Bellingham receives federal funds for a variety of infrastructure projects.

Paul Reed: Development Manager

Role: Internal Advisor on GC/CM

Relevant Experience: Paul Reed has over 34 years of progressive experience in construction surveying, inspection, and construction management on public works projects. He has been involved

with a variety of projects including new roadways, street widening, bridges, signals, water and sewer pump stations, stormwater treatment, water and wastewater treatment plant improvement. He also served as the Lead Inspector on the 2012 Post Point Project to upgrade the liquids treatment process which was delivered as a GC/CM project.

Design and Owner's Advisory:

Casey Gish, P.E., Brown and Caldwell

Role: Project Manager for the overall Incinerator Emission Control Upgrade Project

Relevant Experience: Casey Gish is a Project Manager and Process Mechanical Engineer at Brown and Caldwell, specializing in complex municipal water and wastewater infrastructure projects. Over the past 18 months, he has worked closely with the City of Bellingham, leading an emission control alternatives analysis that informed the City's decision to upgrade the multiple hearth incinerator air pollution control systems. Additional project experience includes managing the rehabilitation of the City of Everett's Portal 4 water distribution facility and leading the design of Everett's \$100 million Port Gardner Storage Facility. Casey's role consistently goes beyond traditional project management, encompassing technical oversight, coordination of subject matter experts, procurement strategy, and stakeholder engagement.

Matt Malin, P.E., Brown and Caldwell

Role: Deputy Project Manager

Relevant Experience: Matt brings over five years of dedicated experience in Public Works Engineering, showcasing a robust expertise in the design of essential infrastructure and management of complex projects. Additionally, Matt serves as an Owners Advisor to the King County Offsite Facilities Program, focusing on process improvements and consulting with the County's Program Manager for the Roofing Program. Beyond his technical capabilities, Matt possesses exceptional soft skills that enable him to effectively coordinate with internal teams, fostering collaboration and ensuring project success.

Lloyd Winchell, P.E., Brown and Caldwell

Role: Technical Subject Matter Expert

Relevant Experience: Lloyd is a seasoned environmental engineer with over 20 years of experience specializing in wastewater solids and high-temperature treatment technologies including incineration, pyrolysis, and gasification for municipal applications. As Brown and Caldwell's thermal processes technical lead, Lloyd has worked with the City of Bellingham and their multiple hearth incinerators since 2018. Lloyd has extensive experience with fluidized bed and multiple hearth incinerators, system design, optimization, rehabilitation, and compliance with air pollution control standards such as wet scrubber retrofits and the application of mercury removal technologies.

Patrick Weber, P.E., PMP, DBIA, Brown and Caldwell

Role: Owner Advisor

Relevant Experience: Patrick has 19 years of engineering experience in planning, design, and oversight of water and wastewater projects. Patrick provides Owner's Advisor services for delivery method evaluation, procurement, design oversight, and construction oversight of alternative delivery projects around the country, including GC/CM and design-build projects. Patrick has provided alternative delivery OA services for more than 14 alternative delivery projects in Washington. He has experience applying alternative delivery principles to the particular challenges of utility infrastructure projects.

John Nottingham, P.E., Brown Caldwell

Role: Owner Advisor SME

Relevant Experience: John has a breadth of experienced as a Professional Engineer with a

background in the planning, design, and construction management of municipal water and sewer projects. His background includes over 26 years of experience in project management with 12 years as a Consulting Engineer and 14 years as an Owner in the public sector. Alternative project delivery experience includes the management of three complex City of Everett projects including one GC/CM, and two PDB projects, and Owner's advisory support for multiple GC/CM and design-build projects.

Mike Loulakis, Esq., FDBIA, Capital Project Strategies, LLC

Role: Legal Advisor

Relevant Experience: Mike Loulakis is a nationally recognized expert in contracting for alternative delivery projects. He advises public and private sector owners on their project delivery, procurement, and contracting strategies, particularly when their projects are delivered through design-build, EPC, and EPCm. Mike's public sector work concentrates on transportation (e.g., road, bridges, rail, and airport), water/wastewater, and tunneling projects.

- 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.)*

See Attachment C, Project Experience and Role, for each staff member in key positions in the proposed project.

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

The City's project manager, Steve Day, has over 25 years of experience in the design, construction, and administration of both public and private infrastructure projects. Steve is a registered professional engineer and structural engineer in the State of Washington. Steve has led various municipal infrastructure improvement projects within the City of Bellingham and other locations, including treatment plant upgrades, road/utility/rail expansion projects, fish passage and facility renovations.

The City's OA team, including Patrick Weber, John Nottingham, and additional OA support staff, have extensive experience supporting owners through GC/CM and other alternative delivery utility infrastructure projects. Patrick and John are committed to overseeing the project and working closely with the City team to execute the work. Brown and Caldwell is currently under contract with the City to develop basis of design documents and prepare for GC/CM procurement. It is the City's intent to retain Brown and Caldwell design and Owner's Advisor services through the completion of the Project, including support for procurement, design/preconstruction, and construction phases.

The City's design team, led by Casey Gish, has significant experience in the leadership of water infrastructure projects, including planning, design, and construction of upgrades to wastewater and water treatment facilities.

- 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.

N/A. The City's Project manager, Steve Day, is a full-time, permanent City employee and assigned to this Project. As needed, the consultant Project Manager, Casey Gish, will provide support.

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

The City team, led by Steve Day, individually and collectively have decades of experience delivering large public infrastructure projects, including administration of oversight of construction. Casey has led consultant teams providing engineering services during construction and construction oversight support for multiple previous and ongoing improvements at water and wastewater facilities.

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

Steve Day will serve as the City's Project Manager during the design and construction phases of the Project. Steve is already engaged on the preliminary scoping and design phases of the project. He will be supported by Mike Wilson (City Engineer) and Steve Bradshaw (Superintendent of Plants) throughout the project duration.

The City routinely delivers construction projects and has established protocols and processes for executing the work, utilizing WSDOT and CSI standard specifications and special provisions depending on the type of project. The City has documented protocols and procedures for change orders, design milestone reviews, contract approvals, and invoicing.

An important takeaway from the 2012 PPWWTP Secondary Expansion GC/CM project was to include a project contingency (outside of the MACC) to cover costs associated with owner directed changes, errors/omissions, and unforeseen conditions. The City's projects controls will dictate a signature authority process for executing changes.

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

The following GC/CM procurement is based on lessons learned from the City's GC/CM projects at Post Point in 2012 and 2021, industry best practices, Brown and Caldwell's experiences from other successful GC/CM projects, and adherence to RCW 39.10:

- Outreach to potential GC/CM firms to generate market interest prior to the RFQ
- Request for Qualifications (RFQ)
 - Issue RFQ to solicit qualifications
 - Score and rank the SOQs
 - Check references and shortlist the most qualified GC/CM firms
 - Interview and score the shortlisted GC/CM firms
- Request for Price Proposals (RFPP)
 - Issue RFPP to solicit final proposals (including pricing factors) from shortlisted GC/CM firms
 - Score the final proposals and select highest qualified GC/CM firm
 - Negotiate a preconstruction contract with the selected firm
 - Notify and inform City Council to initiate pre-construction services

- 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 has developed draft and final contract and procurement documents for previous GC/CM projects and procurement processes. Those documents will be reviewed, refined, and updated for this Project.

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?

The City has retained an Owner Advisor team with extensive knowledge of the GC/CM delivery and contracting process. The City PM (Steve Day) is familiar with the Water Collaborative Delivery Association Handbook and was integral to the GC/CM selection and contract development process for the Post Point Biosolids Project (2021). While this project was not completed, his experience remains highly relevant to this project. Multiple staff who worked on the GC/CM delivery Post Point Liquid Stream Project (2012) remain employed by the City, and will provide internal advisory roles on the Emission Control Upgrades 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?

The City has not directly communicated with other public owners specific to this project. The City retains familiarity with the requirements of GC/CM delivery from previous projects. During the Post Point Biosolids Project (2021), informal outreach to a few other owners and consultation with industry experts helped the City to refine the expected approach to GC/CM delivery.

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

The City continues to review and develop knowledge via the Water Delivery Collaborative Delivery Association materials. We intend to review opportunities for collaborative delivery specific training where available. Current opportunities (Autumn 2025) are only available out of state, and training travel is currently limited by City policy. For the Emission Control Upgrades project, our Owner Advisor team will support and assist with development of staff knowledge in this area.

- 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.?

Yes, the City has carefully considered the GC/CM delivery method for this project against the familiar baseline of Design-Bid-Build. The project clearly meets the criteria to be considered for alternative/collaborative delivery. The City recognizes that the GC/CM delivery contracting arrangement differs from the baseline, but also recognizes that delivery of a project via Design-Bid-Build in an active and operating plant represents additional risk. The expected value gained in design phase contractor input is expected to mitigate downstream risks during the construction phase.

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

Documentation of process and involvement of internal advisors, along with junior staff involvement will be performed to allow for knowledge retention regarding this delivery method.

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

The City will rely on internal staff knowledge and Owner Advisor team knowledge to ensure the project is executed using GC/CM best practices. Part of this effort will be to jointly develop a project specific GC/CM Management Plan to aid in guidance of the project delivery and execution.

- d) 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?

As a municipal owner, the City has a duty to ensure that subcontracting is performed in accordance with RCW 39.10. The City PM, with assistance from the Owner Advisor team, internal staff advisors, and contracting staff, will support bidding procedures and review efforts.

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
Please see Attachment D, Construction History, for the City's construction activities on major projects for the past six years. In addition to the projects listed, the City of Bellingham also constructs approximately \$10M in annual typical roadway, utility, rehabilitation and environmental operations and capital projects.

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.

Please see Attachment E, Preliminary Concepts, for an overview site plan and plans depicting 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.

The City has had no audit findings on any of the projects identified in the response to Question 8.

The Office of the Washington State Auditor issued findings reports in 2021 and 2022 against the City of Bellingham related to reporting of housing grant programs. These audit findings were not related to the Public Works capital improvement program. These programs were administered by departments and divisions unrelated to the Public Works Department. These Audit Reports for 2021 and 2022 are available upon request.

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 (\$).

The City actively encourages disadvantaged-, small-, minority-, women-, and veteran-owned companies to respond to all bids and advertisements by inserting language into the advertisement and advertises projects with the Washington State Office of Minority and Women's Business Enterprises, in addition to formal procurement advertisement to the local news outlets.

In accordance with the requirements of RCW 39.10.360(3)(f), the GC/CM procurement process will include a selection factor related to the proposer's OMWBE utilization experience. The GC/CM firm will be required to develop and follow a Small Business Outreach Plan to identify opportunities to engage these firms.

All procurement documents published for subcontractors will require the bidder to provide their approach for outreach and to encourage participation of small, women and minority-owned, and local businesses, and to document good faith efforts to solicit interest from small-, minority-, women-, and veteran-owned business firms. The City and GC/CM will identify subcontract packages and sizing of packages to ensure fairness in bidding to all qualified firms.

The City Engineering staff, including the City PM, has extensive experience with outreach and management of DBE reporting for projects with state and federal mandatory goals for Disadvantaged Business Enterprise utilization. We have historically managed many projects with federal funding and applicable DBE goals as assigned by the funding program.

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.

N/A

- 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.

N/A

- 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.

N/A

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): Mike Olinger

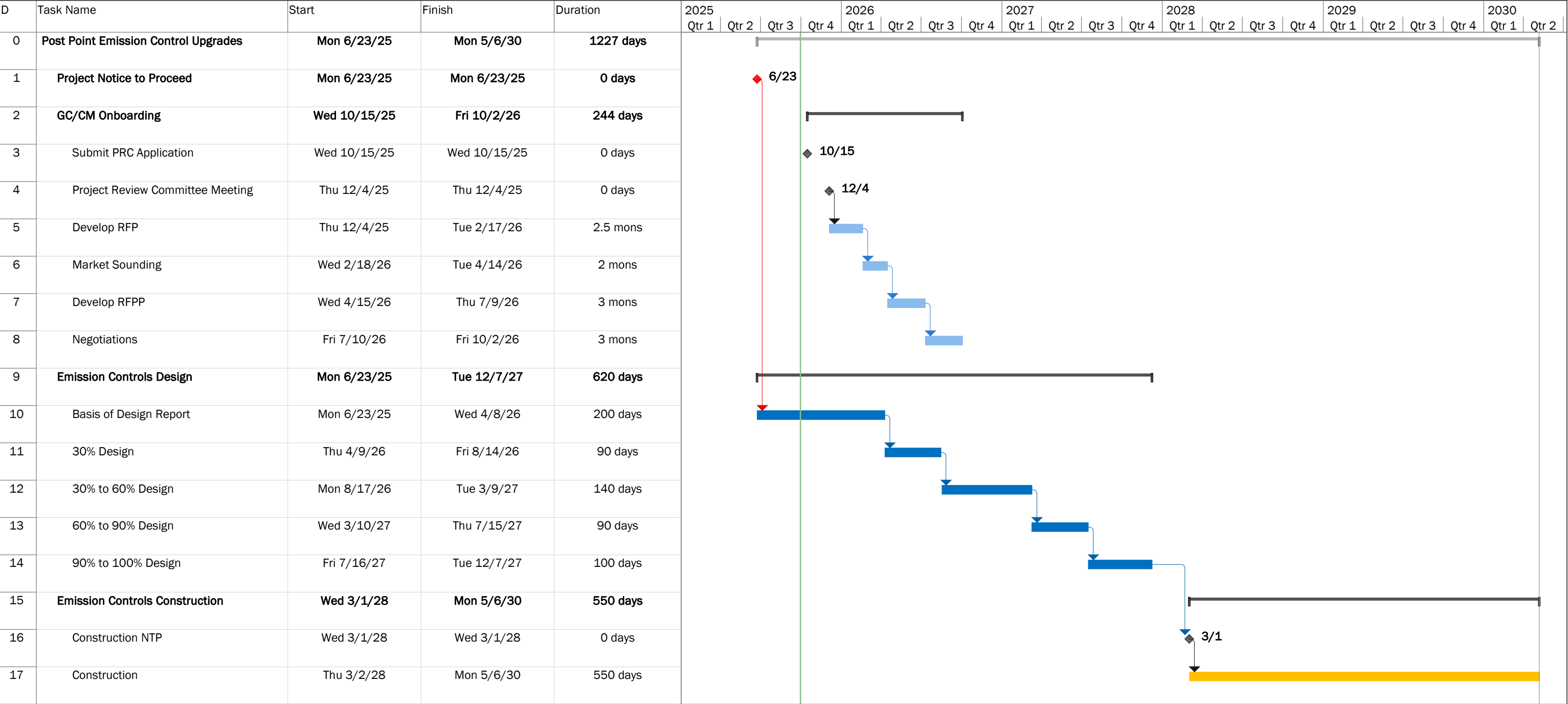
Title: Deputy Public Works Director

Date: 10/15/2025

City of Bellingham
Post Point Wastewater Treatment Plant
Emission Control Upgrades Project

ATTACHMENT A

Washington State Department of Enterprise Services
Project Review Committee Application
December 4, 2025



Project: Post Point
Emission Control Upgrades
Date: December 4, 2025

Design Notice to Proceed

GC/CM Onboarding

Design

Construction

Milestone

Summary

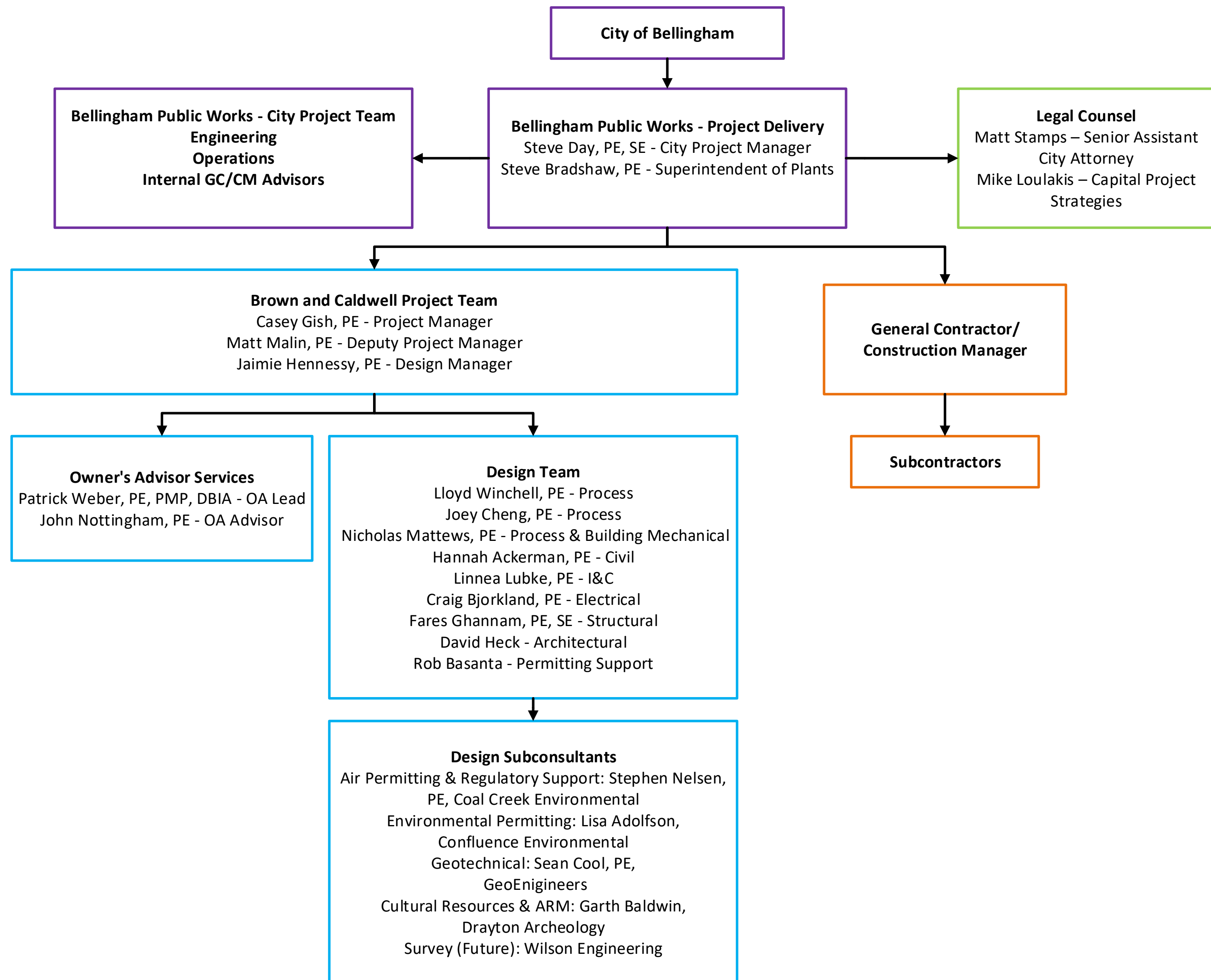
Project Summary

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PROJECT EXPERIENCE AND ROLE

Team Member	Experience	Projects	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
City of Bellingham Project Experience							
Mike Olinger Deputy Director	27 years of progressive experience in engineering design, construction, management, and policy direction on public works	Post Point Liquid Stream Project (2012)	\$50M	GC/CM	N/A	Construction Manager	Construction Manager
		Post Point Biosolids Project (2021)	\$250M	GC/CM	Oversight	Project Canceled	Project Canceled
		Diversion Facility/Dam Removal	\$20M	D-B-B	Oversight	Oversight	Oversight
Mike Wilson, PE Assist. Director/ City Engineer	37 years of progressive experience in engineering design, construction, management, and policy direction on public works projects.	Salt Lake County, UT Metro Water Project (Point of the Mountain Water Treatment Plant; Point of the Mountain Aqueduct)	\$260M	D-B-B	Owner Program Manager	Owner Program Manager	Owner Program Manager
		Salt Lake County, UT Mountain View Corridor (4100 South to SR-201)	\$230M	DB	Subconsultant (property acquisition; utility coordination)	Subconsultant (property acquisition; utility coordination)	N/A
		Salt Lake and Utah Counties, UT Mountain View Corridor (2100 North to Porter Rockwell Boulevard)	\$466M	DB	Subconsultant (property acquisition; utility coordination)	Subconsultant (property acquisition; utility coordination)	N/A
Steve Day, PE, SE Project Manager	25 years of experience in the design, construction, and administration of both public and private infrastructure projects.	Diversion Facility/Dam Removal	\$20M	D-B-B	PM	PM	PM
		Post Point Biosolids Project (2021)	\$250M	GC/CM	PM (Shared Duties)	PM-Project Canceled	Project Canceled
		Post Point Headworks Bypass and Condition Assessment	\$3M	D-B-B	PM	PM	PM
Steve Bradshaw Superintendent of Plants	12 years of progressive experience in water and wastewater plants operations.	Water Treatment Plant Pretreatment (DAF)	\$13M	D-B-B	Ops	Ops	Ops
		Post Point Biosolids Project (2021)	\$250M	GC/CM	PM (Shared Duties)	Project Canceled	Project Canceled
		Diversion Facility/Dam Removal	\$20M	D-B-B	Ops	Ops	Ops
Freeman Anthony, PE Internal Advisor on GC/CM	26 years of experience in the design, construction, and administration of both public and private infrastructure projects.	Post Point Liquid Stream Project (2012)	\$50M	GC/CM	PM	PM	PM
		Water Treatment Plant Pretreatment (DAF)	\$13M	D-B-B	PM	PM	PM
		Granary Avenue	\$12M	D-B-B	PM	PM	PM
Paul Reed Internal Advisor on GC/CM	34 years of progressive experience in construction surveying, inspection, and construction management on public works projects.	Post Point Liquid Stream Project (2012)	\$50M	GC/CM	N/A	N/A	Inspector
Matt Stamps General Counsel	18 years and has provided public bidding and contracting advice to the City of Bellingham since 2012.						

PROJECT EXPERIENCE AND ROLE

Team Member	Experience	Projects	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
Design and Owner's Advisory Project Experience							
Casey Gish, PE, Brown and Caldwell Project Manager	9 years as a Project Manager and Process Mechanical Engineer specializing in complex municipal water and wastewater infrastructure projects.	City of Bellingham Emission Control Upgrades	Estimated \$40M	Planning/Design	PM	PM - Ongoing	Estimated March 2028
		Everett Port Gardner Storage Facility	\$100M	D-B-B	Engineer	PM	PM
		Everett Water Filter Plant Portal 4 Improvements	\$4M	D-B-B	Engineer	PM	PM
		Des Moines Creek WWTP Upgrade	\$11M	D-B-B	Engineer	Engineer	Engineer
Matt Malin, PE, Brown and Caldwell Deputy Project Manager	5 years of dedicated experience in Public Works Engineering, showcasing a robust expertise in the design of essential infrastructure and management of complex projects. Serves as an OA to the King County Offsite Facilities Program as well.	Offsite Facilities Program - Roofing, King County WTD	\$10M (annual)	Multi-year contracting	Owner Advisor	Owner Advisor	Owner Advisor
		Parma WWTP Improvements, Parma, ID	\$8M	D-B-B	N/A	N/A	RPR
		Eagle Island Wastewater Improvements, Idaho Department of Parks and Recreation	\$15M	D-B-B	Project Engineer	Project Engineer	PM
		Force Avenue Pump Station, Portland Environmental Services	\$6M	D-B-B	Deputy PM	Deputy PM	N/A
		City of Wilder Water System Improvements, City of Wilder	\$3M	D-B-B	Project Engineer	Project Engineer	PM
Lloyd Winchell, PE, Brown and Caldwell Technical Subject Matter Expert	20 years of experience specializing in wastewater solids and high-temperature treatment technologies including incineration, pyrolysis, and gasification for municipal applications.	City of Vancouver, WA Scrubber Modification for Maximum and Heat Exchanger Replacement for Achievable Control Technology Compliance		Planning/Design	Process Engineer	Process Engineer	N/A
		Cedar Rapids, IA Maximum Achievable Control Technology Compliance Engineering		Planning/Design	Process Engineer	Process Engineer	N/A
		Cleveland, OH Northeast Ohio Regional Sanitary District Southerly Fluidized Bed Incinerator Optimization Study and System Improvements		Planning/Design	Process Engineer	Process Engineer	N/A
		Woodbridge, VA Prince William County Service Authority H.L. Mooney Multiple Hearth Incinerator Rehabilitation		Planning/Design	Process Engineer	Process Engineer	N/A
		Atherton, MO Little Blue Valley Sewer District Incineration Evaluation and Heat Exchanger Replacement		Planning/Design	Process Engineer	Process Engineer	N/A

PROJECT EXPERIENCE AND ROLE

Team Member	Experience	Projects	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
Design and Owner's Advisory Project Experience, Continued							
Patrick Weber, PE, PMP, DBIA, Brown and Caldwell Owner Advisor	Over 19 years of engineering experience in planning, design, and oversight of water and wastewater projects. Has over 10 years of experience providing OA services for procurement, design oversight, and construction oversight of alternative delivery projects around the country, including GC/CM and design-build projects.	Mill Creek WTP Slow Sand Filter Improvements, Walla Walla, WA	\$23M	GC/CM	OA Support	OA Support	OA Support
		Canyonfalls Creek Pump Station Project, Tacoma, WA	\$12M	PDB	Owner Advisor	Owner Advisor	Pending
		M Street Trunk Rehabilitation, King County WTD	\$40M	PDB	Owner Advisor	Owner Advisor	Owner Advisor
		Jefferson and Hood Street Surface Water Interceptor PDB, City of Tacoma, WA	\$30M	PDB	Owner Advisor	Owner Advisor	Owner Advisor
		Lakeside Redirect Conveyance Improvements, Middletown, Ohio	\$13M	PDB	Owner Advisor	Owner Advisor	Owner Advisor
		CSO Storage Basin Project, Middletown, Ohio	\$45M	PDB	Owner Advisor	Owner Advisor	N/A
John Nottingham, PE, Brown and Caldwell Owner Advisor SME	Over 26 years of experience in project management with 12 years as a Consulting Engineer and 14 years as an Owner in the public sector.	City of Everett - WPCF Phase C	\$21M	GC/CM	Owner	Owner	Owner
		City of Everett – Reservoir 3	\$3M	PDB	Owner	Owner	Owner
		City of Everett – WFP Phase 2	\$29M	PDB	Owner	Owner	Owner
Mike Loulakis, Esq., FDBIA, Capital Project Strategies, LLC Legal Advisor	Nationally recognized expert in contracting for alternative delivery projects. He advises public and private sector owners on their project delivery, procurement, and contracting strategies.						

City of Bellingham - Construction History

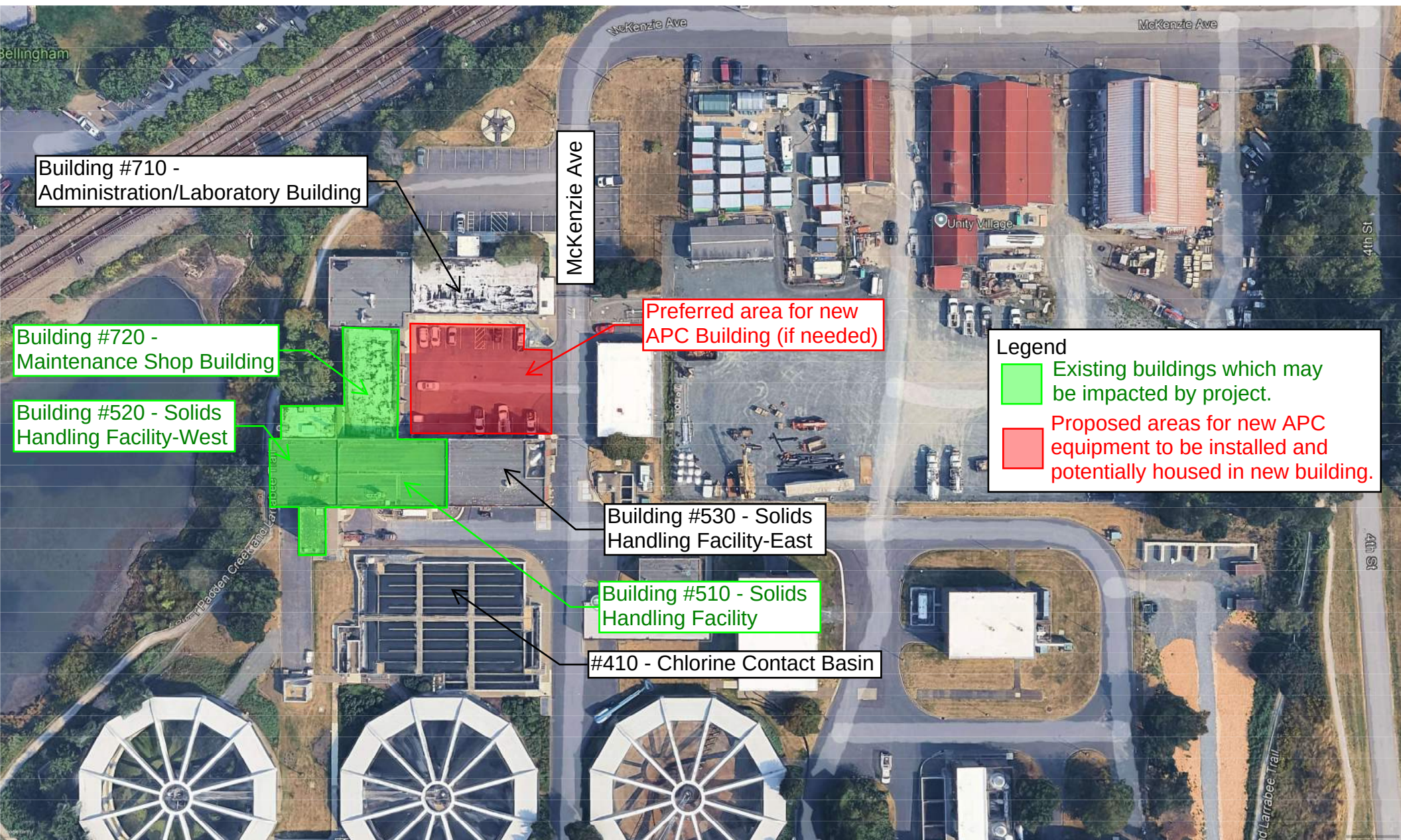
Project #	Project Name	Project Description	Contracting Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	ES399 Horton Road	Construction of a new urban arterial roadway including wetland mitigation and fish passable box culvert.	D-B-B	20-Feb	20-Oct	20-Mar	21-Apr	\$3.9M	\$2.9M	Had to winter over project due to wet soils and supply chain issues.
2	ES540 Roeder Avenue	Overlay of an existing arterial truck route with installation of new sidewalk and bicycle facilities.	D-B-B	19-Jan	19-May	19-Jan	19-May	\$2.8M	\$2.2M	N/A
3	ES440 Orchard Drive Extension	Construction of a new urban arterial roadway including a signalized intersection, wetland mitigation, and coordination with adjacent stream restoration project.	D-B-B	21-Mar	22-Mar	21-Mar	22-Mar	\$8.6M	\$7.2M	
4	WF1011 Granary Avenue/Laurel Street	Redevelopment of industrial waterfront area including construction of two new urban arterial roadways with all associated utilites, signalized intersection and railroad crossing.	D-B-B	17-Oct	18-Nov	17-Oct	19-Jun	\$10.7M	\$12.3M	Work w/in MTCA cleanup site, adjacent property owner (Port) had franchise utility come in to do work at same time so work had to be coordinated, causing a suspension of contract and delays.
5	EN047 Middle Fork Nooksack Fish Passage/Diversion Dam Removal	Partial removal of the City's diversion dam to restore fish passage in the Middle Fork of the Nooksack River and installation of a revised intake for City municipal water supply.	D-B-B	20-Jan	21-Jul	20-Jan	25-Jul	\$13.0M	\$19.7M	City added work, together with varying bedrock elevations and flood events caused added costs and delays to the project. COVID-19 pandemic extended completion schedule and project cost. Extended commissioning due to remote site.
6	EU195 Post Point Headworks Bypass	Full plant flow temporary bypass of Headworks Facilities to allow for inspection and repairs	D-B-B	24-Jun	24-Oct	24-Jun	24-Oct	\$1.7M	\$1.7M	N/A
7	2B-2021 Post Point Chlorine Gas Replacement	Replacement of Chlorine Gas System with Sodium Hypochlorite Generation System	D-B-B	21-Aug	22-Sep	21-Aug	23-Jul	\$1.7M	\$2.9M	Force Majure due to COVID-19 pandemic.
8	53B-2021 Post Point Sludge Pump System Replacement	Replacement of sludge feed pump system and associated piping	D-B-B	22-Jan	23-Jan	22-Jan	24-Jan	\$1.9M	\$1.9M	Equipment supply delays post-COVID-19 pandemic.
9	ER014 State-Ellis Bridge	Construction of a replacement bridge for State St over Whatcom Creek	D-B-B	21-May	22-Nov	21-May	23-Apr	\$3.2M	\$3.3M	Additional City Fiber Optic Installation
10	EU180 Roeder Lift Station	Construction of a 18 MGD sewer lift station replacement.	D-B-B				Ongoing	\$17.5M	Ongoing	Project is still ongoing
11	ER015/ER016 James & Meador Bridges	Construction of two replacment bridges for James St & Meador Ave over Whatcom Creek	D-B-B	24-May	25-Jul	24-May	25-Jul	\$8.5M	\$8.8M	Additional work added by City
12	EU182 Whatcom Creek Trunk Main	Relining and rehabilitation of 3990 LF of primary sewer trunk main.	D-B-B	20-Jan	22-Dec	20-Jan	23-Jun	\$7.4M	\$6.1M	Obtaining specialty liner during COVID-19 pandemic
13	ES537 Telegraph Multimodal	Multimodal corridor improvement with bike lanes, crossing and overlay work.	D-B-B	21-Jan	21-Aug	24-Feb	24-Nov	\$6.4M	\$7.6M	Permitting delays by NMFS regarding tire dust guidance and a bid challenge. Cost inflation related to COVID-19 pandemic inadequately reflected in cost estimate due to length of time permitting took.

City of Bellingham - Construction History

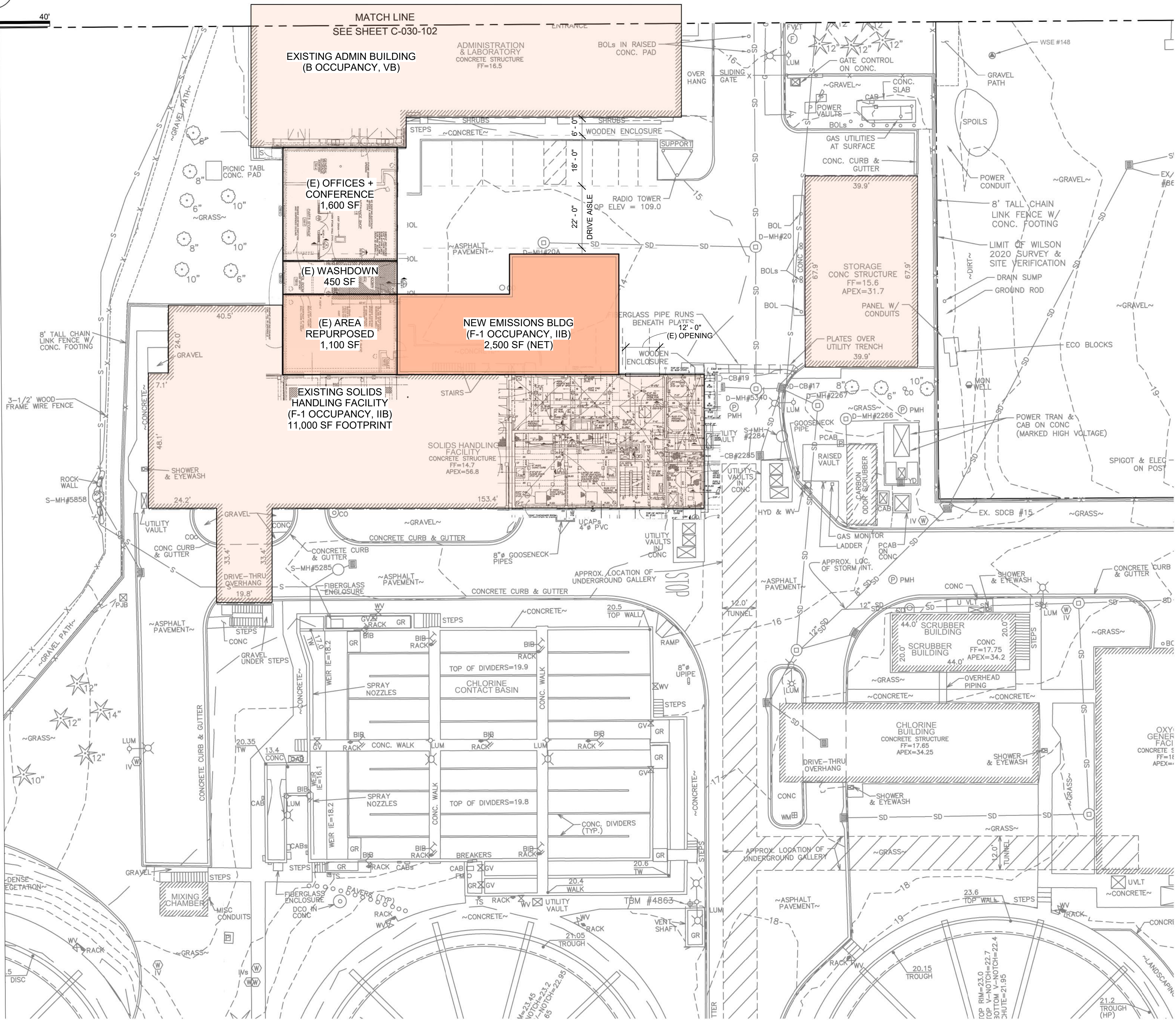
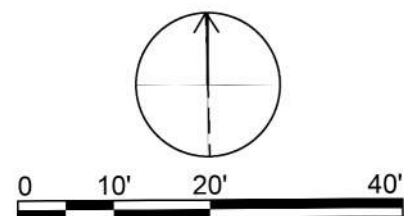
City of Bellingham
Post Point Wastewater Treatment Plant
Emission Control Upgrades Project

ATTACHMENT D

Project #	Project Name	Project Description	Contracting Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
14	EU190 Woburn Sewer Replacement	Sewer main replacement project.	D-B-B	23-Apr	23-Aug	23-Apr	24-Sep	\$3.7 M	\$5.0M	Challenging soil conditions encountered with groundwater as well as expanded grinding and paving due to past use of reinforcing fabric in the street pavement.
15	EV148 Squalicum Creek Reroute	Stream rehabilitation project.	D-B-B	20-Jul	21-Mar	20-Jul	21-Mar	\$2.6M	\$1.8M	
16	EW234 2019 Watermain Replacements	Water utility replacement project with associated street improvement work	D-B-B	20-Mar	20-Aug	20-Jul	20-Nov	\$2.1M	\$1.8M	Long procurement due to COVID-19 pandemic supply chain for DI pipe.
17	ES473 James-Bakerview Roundabout	Arterial intersection improvement and reconfiguration with new roundabout.	D-B-B	17-Mar	17-Dec	25-Mar	25-Dec	\$3.5M	\$4.8M	Project did not have construction budget upon completion of design in 2017. Upon receiving funds large parts of the project had to be redesigned to due updated design standards and philopsophies. Consruction costs increased due to rapid construction strategy, material costs, utility delays, and found contaminated soils.
18	ES566 12th-Finnegan Corridor Improvements	Arterial street and crossing improvements with signalization	D-B-B	25-Mar	25-Nov	25-Mar	25-Oct	\$1.3M	\$1.3M	
19	EN033 Little Squalicum Estuary	Stream estuary enhancement project .	D-B-B	22-Apr	23-Feb	22-Jun	23-Oct	\$3.47M	\$6.26M	Sheet pile procurement delay. Major redesign by BNSF for sheet piles and additional contaminated material removal.
20	EW238 Valencia St Watermain Replacement	Multi-block watermain replacement with stormwater and creek conveyance	D-B-B	22-Feb	24-Jun	22-Jul	24-May	\$4.35M	\$4.95M	Permitting delays by USACE. Added pipeline replacement requested by Operations.



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1 Site Plan - Option 1
1" = 20'-0"

City of Bellingham
Post Point Wastewater Treatment Plant
Emission Control Upgrades Project

ATTACHMENT E



THIS DRAWING IS NOT VALID
FOR CONSTRUCTION
PURPOSES UNLESS IT BEARS
THE SEAL OF A DULY
REGISTERED PROFESSIONAL

CONCEPT
DESIGN

City of Bellingham -
Emissions Upgrade
Project

REVISIONS

REV	DATE	DESCRIPTION

LINE IS 2 INCHES
AT FULL SIZE

DESIGNED: DH

DRAWN: DH

CHECKED: Checker

CHECKED:

APPROVED: Approver

ISSUED FOR

INTERNAL REVIEW - 9/30/2025

BC PROJECT NUMBER

195760

CLIENT PROJECT NUMBER

Preliminary APC
Equipment Building
Site Plan

DRAWING NUMBER

SHEET NUMBER
OF

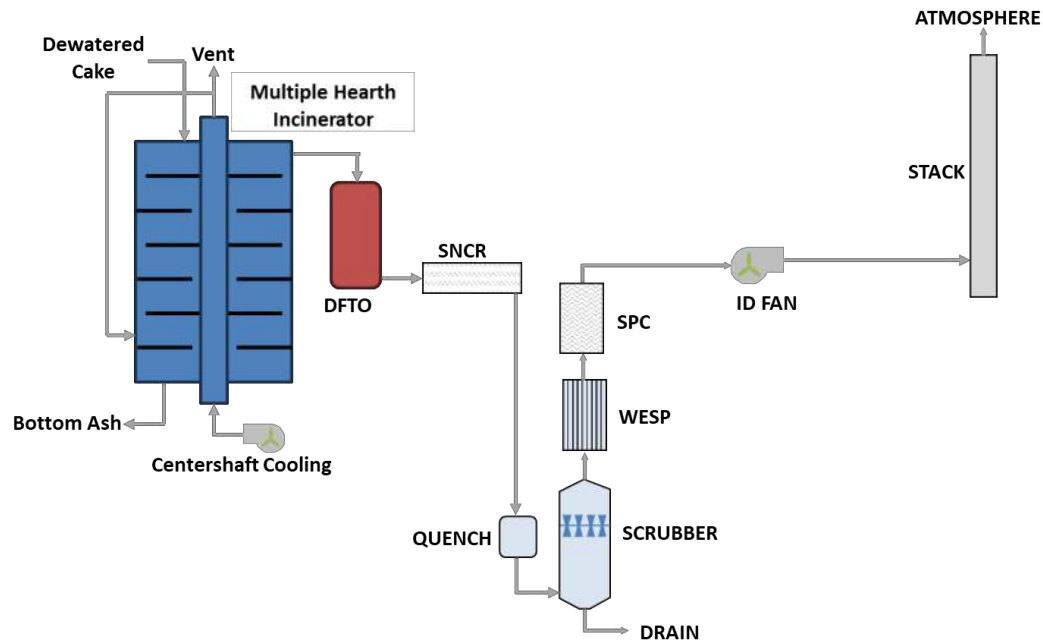
APC Equipment Process Diagrams

Options 1A and 1B

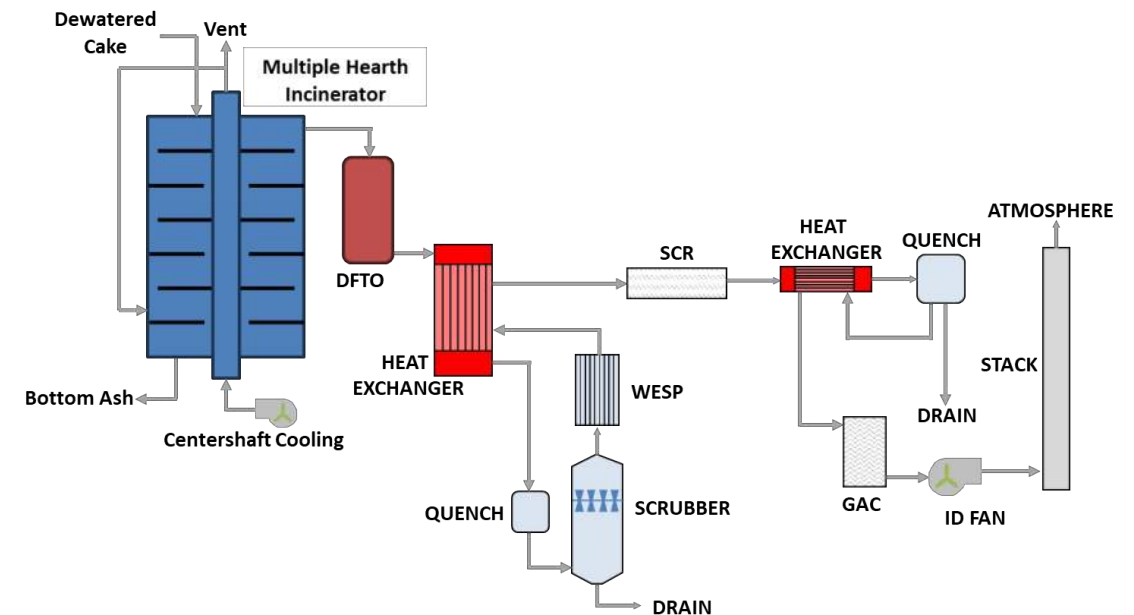
City of Bellingham
Post Point Wastewater Treatment Plant
Emission Control Upgrades Project

ATTACHMENT E

Option 1A (DFTO, SNCR)



Option 1B (DFTO, SCR)



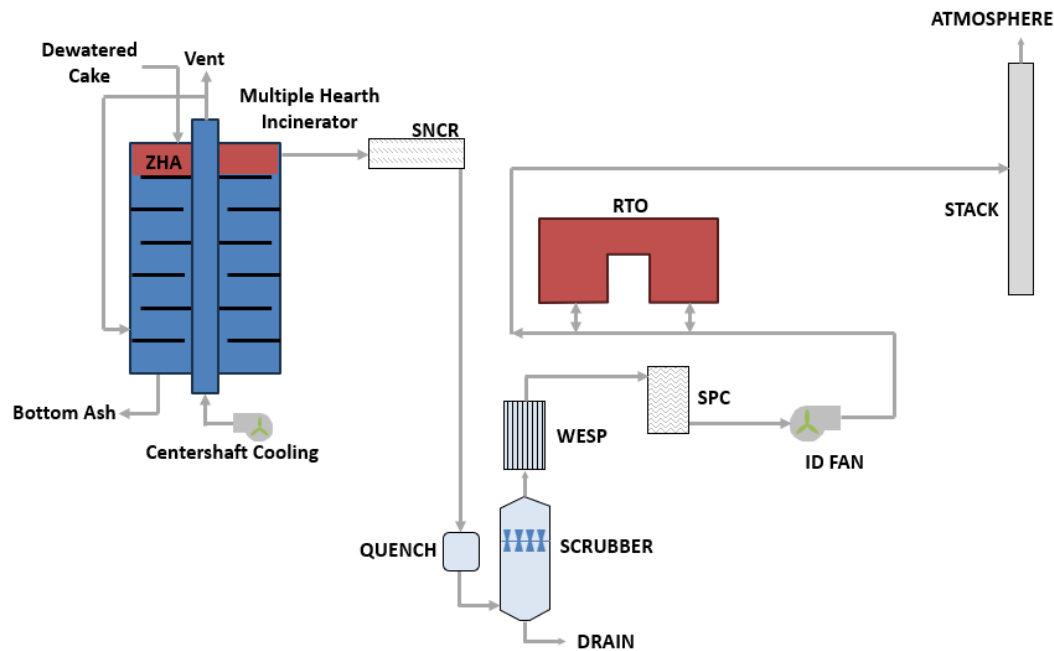
APC Equipment Process Diagrams

Options 2A and 2B

City of Bellingham
Post Point Wastewater Treatment Plant
Emission Control Upgrades Project

ATTACHMENT E

Option 2A (RTO, SNCR)



Option 2B (RTO, SCR)

