



State of Washington
Capital Projects Advisory Review
Board (CPARB)
Project Review Committee (PRC)

PROJECT:
City of Spokane:
Spokane Falls CSO 26 Control Facility

Application for Project Approval
Heavy Civil GC/CM Delivery

Submitted by
City of Spokane
Public Works and Utilities
December 30, 2015

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL

TO USE THE

GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9.

1. Identification of Applicant

(a) Legal name of Public Body (your organization): [The City of Spokane](#)

(b) Address: [808 W. Spokane Falls Blvd
Spokane, WA 99201](#)

(c) Contact Person Name: [Rick Romero](#)
Title: [Utilities Director](#)

(d) Phone Number: [\(509\) 625-6361](#)
Fax: [\(509\) 343-5760](#)
E-mail: rromero@spokanecity.org

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.

[This project involves the construction of large underground concrete tanks, Combined Sewer Overflow Reduction \(CSO\) Control Facility, to hold up to 2 million gallons of combined wastewater during a storm and then meter it back to the wastewater treatment plant when the storm surge subsides. A number of these tanks already have been built and others are under construction. What makes this project unique to the others is its size, proximity to the Spokane River and 100+ year old Monroe Street Bridge, depth of construction, the terrain of the site and the urban location in downtown Spokane including impacts to significant public and private utility infrastructure.](#)

[The City of Spokane's stormwater drainage system is a large, complex network of conveyances that are designed to take rainfall and direct it away from roads, buildings, and other public and private property. It consists of several different components, including:](#)

- [• More than 300 miles of separate storm sewers that discharge stormwater to infiltration facilities, the Spokane River and Latah Creek at over 100 locations, including many bridges. About 1 billion gallons of untreated stormwater enters the River annually.](#)
- [• More than 400 miles of combined stormwater and wastewater sewers that carry stormwater to the City's wastewater treatment plant when it rains. During moderate to heavy rainfall and snowmelt events, a combination of stormwater and untreated sewage can overflow to the Spokane River to prevent overloading the plant.](#)



- The City of Spokane is obligated to reduce overflows events to the river from each of the storm basins/outfalls to an average of one event per year or less. The Heavy Civil GC/CM delivery method is the most appropriate approach to procuring this project.

See Exhibit A for drawings and additional details on site and project layout.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 2.1M
Estimated project construction costs (including construction contingencies):	\$21.8M
Equipment and furnishing costs (included with construction budget)	\$ -
Off-site costs	\$ -
Contract administration costs (Owner, CM etc.)	\$ 2.7M
Contingencies (design & owner)	\$ 3.8M
Other related project costs (briefly describe)	\$ -
Sales Tax	\$ 1.7M
Total	\$32.1M

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

Funding will be provided from a combination of cash reserves (approximately \$70M), ongoing sewer rate revenue, and revenue bond proceeds. Cash reserves are adequate for professional services, design, contract administration, and equipment and furnishing costs.

The Director of Utilities, the Mayor, and City Council by unanimous vote support this initial project budget and have obtained \$200 million in bond funding for a variety of projects including the CSO Program. Presentations were made to Standard and Poor's (AA) and to Moody's (AA2) in San Francisco on October 23, 2014. Bond ratings and approval were received on November 3, 2014. The final budget will require Council approval upon submittal of the GC/CM award recommendation and final GMP (MACC) agreement.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

PRC Application Submission	December 30, 2015
Project Review Committee Presentation	January 28, 2016
Issue Heavy Civil GC/CM RFQ	February 1, 2016
Complete short-list, interviews, fee proposals	March 15, 2016
Award GC/CM	April 4, 2016



Design, engineering, permitting	Dec 2015 – Dec 2016
Subcontract bidding, buyout, negotiate self-performed work—negotiate GMP (or interim GMP's)	Jan 2017 - Feb 2017
Construction	March 2017 - Oct 2018
Commissioning, start-up, and testing	Nov 2018
Project Complete	December 2018

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM or D-B contracting procedure.

The design is not past the 30% stage.

5. 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 9.*
- 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?

The Spokane Falls CSO 26 Control Facility project meets five of the six criteria for use of GC/CM delivery.

The Project involves complex scheduling, phasing and coordination all supported by GC/CM delivery:

The project is located on a riverbank in downtown Spokane adjacent to Spokane Falls. Depending on final design and staging, components of the project will fall within the shoreline zone and directly above a hydro-electric dam and head works. The project will be next to a major utility company's (Avista) access road to these hydro facilities requiring 24/7/365 access. During construction, a major downtown arterial (Spokane Falls Blvd.) will need to be closed down causing traffic congestion problems for businesses, commuters, the main branch of the Spokane Public Library and other neighbors. Other road projects in the area will create more traffic to divert to this location including the nearby rehabilitation project on the Post



Street Bridge. In addition, this project will be deeper than all other projects of this type built in the City, over 50 feet.

The project involves construction in an occupied facility that must continue to operate during construction:

The project site is adjacent to Avista's hydro-electric facility, access road and head works which must be maintained throughout construction. Many businesses, a public library, City Hall, and a parking garage are all neighbors to this site.

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

Contractor involvement early will provide a higher confidence level in cost estimates, schedules and other coordination efforts. In addition, we anticipate heavy pre-construction involvement throughout design including value engineering, constructability review, site logistics planning and more.

The project encompasses a complex and technical work environment:

The construction of this 2 million gallon Combined Sewer Overflow Reduction (CSO) Tank and the associated Flow Control Chamber are complex in that they include numerous chambers to address liquid storage, tank flushing, odor control, flow control, pumps and associated piping, electrical and control facilities and odor control. In addition, substantial shoring, and SCADA systems along with the reconfiguration of a large sewer conveyance system must be addressed. Surface improvements including street, utilities, walks and a significant landscaping scheme will also be a part of the project. The permitting process will be difficult and cumbersome. Selection of a contractor based on qualifications rather than low bid will ensure that design and construction including sequencing of construction events will be overseen by well qualified staff. Contractors with the relevant experience for this type of project and alternative delivery are limited and may not be willing to pursue on a low bid basis.

Meets the Criteria for a Heavy Civil Classification GCCM project:

The project meets statute requirements for Heavy Civil GC/CM delivery as the project work is primarily infrastructure. The City intends to procure the project as Heavy Civil in order to take advantage of the large self-performed work common in construction of this type. This will improve the attractiveness of the project to the region's best contractors. The City intends to maintain the flexibility of allowing the GC/CM to self-perform up to the maximum allowed percentage, subject to rigorous analysis, the best overall value to the City.

6. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") 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

In addition to the justifications outlined above for the use of Heavy Civil GC/CM on this project, the City anticipates the following public benefits:



Increases predictability and reduces financial risks

GC/CM delivery improves cost and schedule predictability beyond that available using Design-Bid-Build. With the core team members involved during design, cost comparison, value engineering and constructability review efforts are more accurate and more robust.

A qualification-based contractor selection helps ensure quality execution

This project has safety and scheduling concerns. Only a limited number of local contractors have experience for a project of this scale and GC/CM delivery will help ensure the contractor that builds this project is qualified and experienced. A project that exceeds the proposed timeline will have an adverse impact the local economy. Conversely, the GC/CM contractor may be able to contribute ideas and skills to accelerate the schedule which will reduce the impact to the local community.

Planning, coordinating and executing complex building systems is best done with collaboration between designers and builders throughout the project

GC/CM construction supports close collaboration during design, buyout, and construction and early award of mechanical electrical subcontracts through EC/CM and MC/CM.

Heavy Civil GC/CM serves the public interest

Heavy Civil execution for the CSO Control Facility project serves the public interest by helping to attract a wider pool of vendors, providing additional flexibility in project delivery, and possibly speeding overall delivery. Many contractors in the vendor pool provide extensive self-performed labor including concrete work, steel erection, as well as piping, pumping and controls. With the ability to negotiate certain scopes of work, early rather than public bidding, the speed of buyout and execution may be accelerated.

7. 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 Attachment C for an example.)
- 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 Attachment D for an example.)
- 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.



The City of Spokane Public Works and Utilities, an experienced and successful builder, has assembled a highly qualified internal management team supported by alternative delivery experts from OAC Services.

This project is led by City Engineering Operations Manager, Kyle Twohig, and closely supported by Steve Hansen PE of S.M. Hansen Consulting, and the City's Integrated Capital Management (ICM) Department. Kyle will have principal oversight of the project and will oversee GC/CM procurement, budget, execution and closeout. Steve will be the project manager working closely with Kyle and City departments. Other team members include Marcia Davis, Principal Engineer for Pre-Design and Ken Brown, Principal of Construction Management. Collectively this team is involved in 19 CSO Control Facility projects worth over \$200 million. 9 are completed, 2 are in construction, 3 under design and 5 in pre-design phase.

The City is currently implementing a GC/CM project approved by the PRC last summer. This is the Riverside Park Water Reclamation Facility Next Level of Treatment (NLT) worth over \$126 million dollars.

AECOM is the designer for this project and includes two key personnel experienced in these types of facilities, Alex Sylvain and Greta Gilman. Robert Ward will be principal-in-charge and has experience overseeing several alternative delivery projects.

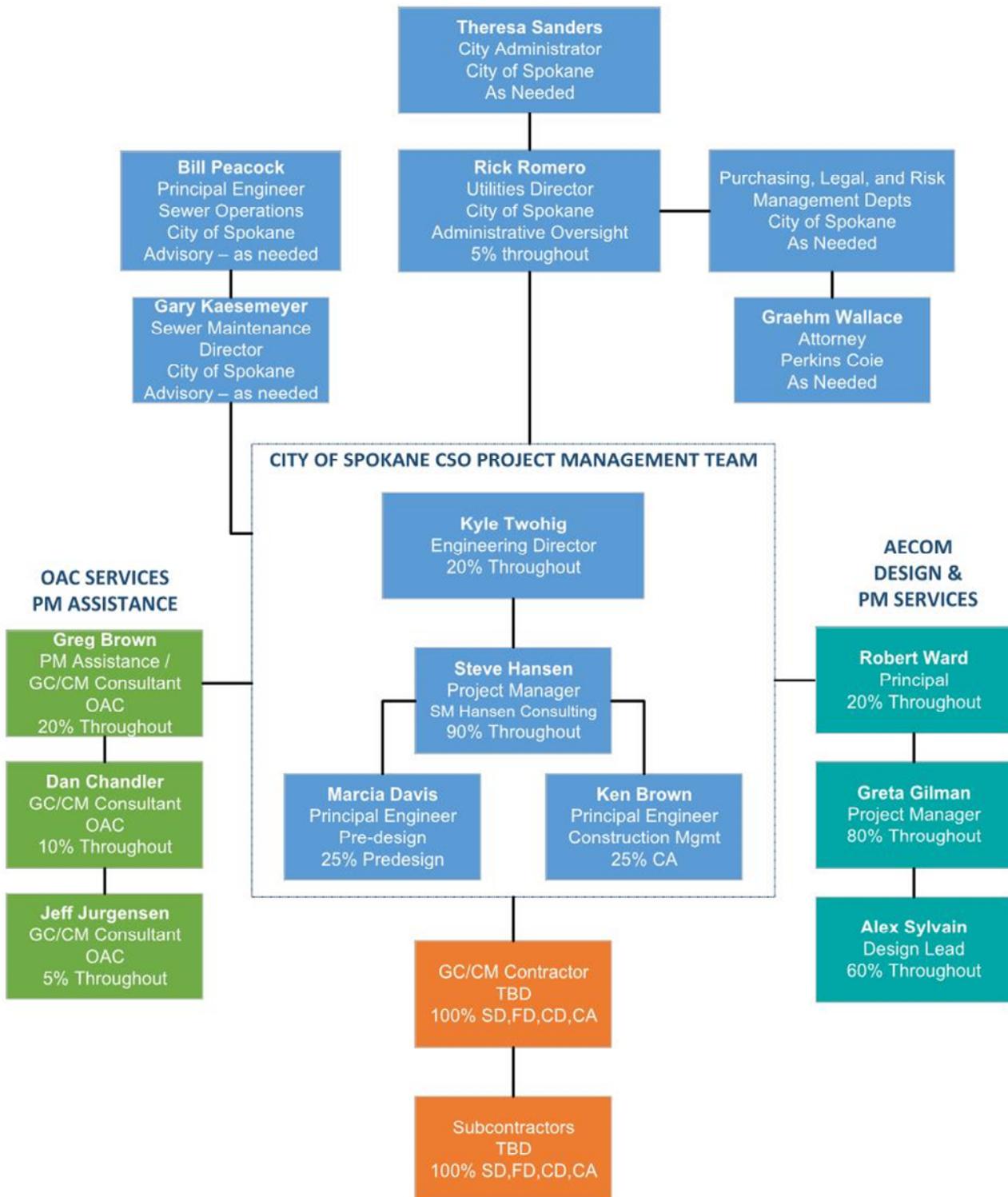
OAC Services will enhance AECOM's alternative delivery experience and support City staff with GC/CM consulting including procurement, team building, pre-construction support, subcontractor buyout, GMP negotiations, support during construction and other services as needed.

Eager to expand its internal alternative project delivery experience, the City of Spokane is committed to internal and external training, implementation of best practices, and regular lessons learned meetings. They have been working closely with the NLT GC/CM team which is further along in the project schedule to enhance their collective experience in alternative delivery procurement methods.

With completion of its first alternative delivery project, the \$15 million design-build Nelson Service Center was completed within budget and ahead of schedule. The City is planning to leverage its strong relationship with OAC Services to execute another successful alternative delivery project while enhancing its internal staff capabilities.



Project Organization Chart





**Rick Romero, Director of Utilities
City of Spokane**

Rick Romero is the Utility Division Director for the City of Spokane. Rick directs the City's major utility operations, including water, wastewater, and solid waste. He leads a staff of about 600 employees and manages operating and capital construction budgets totaling more than \$250 million a year.

Rick has worked for the City of Spokane since 2008, serving as the City's Internal Auditor until being promoted to Utility Division Director in 2012. Before joining the City, Rick worked for Eastern Washington University (EWU) for 28 years, ultimately serving as the Associate Vice President for Business Services. In that role, he oversaw three design-build projects for the University. He holds Masters and Bachelor's Degrees in Business Administration from EWU.

Rick will provide major project oversight, communications with City Council, and strategic decision making.

**Kyle Twohig, MBA, Engineering Operations Manager
City of Spokane**

Kyle Twohig is the Engineering Operations Manager for the City of Spokane, overseeing both the Design and Construction Management of capital projects. He has over 12 years of experience in construction project management in both the private and public sectors, including Air Force Base Entrances, apartment complexes, CSO, and various street/utility projects. Kyle has overseen and delivered over \$180 million in capital projects with the City of Spokane. Kyle is the director of Engineering Services, the team tasked with providing cost effective designs and responsible construction management for the City's capital infrastructure. He is the department head responsible for this project, and will oversee all aspects including the GC/CM contractor relationship. Kyle will be enrolled in the next AGC Alternative Delivery Class on January 21, 2016.

**Steve Hansen P.E., Project Manager
S.M. Hansen Consulting**

Steve Hansen is the Principal Engineer for S.M. Hansen Consulting and will serve as the Project Manager through Design and into Construction serving as liaison between the City, Consultants and the Contractor, specifically tasked with keeping the project on time and on budget. Steve served as Senior Design Engineer for 15 years prior to leaving the City in November of 2014. Tasks during that period include 13 years in the Design Section with direct responsibility for project design of street, water, storm, CSO facilities and structures totaling \$5 to \$10 million per year. In addition, Steve and his team provided Consultant Design oversight for many of the City Bridge designs along with Streets and misc. projects that were beyond the capacity of City staff to design. Currently, Steve provides both Design and Construction oversight of City Street projects. Steve will be enrolled in the next AGC Alternative Delivery Class on January 21, 2016.

**Marcia Davis, PE, Principal Engineer
City of Spokane**

As the principal engineer of the City of Spokane's Integrated Capital Management Department, Marcia is responsible for capital project scoping, funding, and programming. She has 20 years design, and capital programming and funding experience in water, wastewater, stormwater, and transportation projects. Marcia has worked on the City's CSO Abatement program for over 10



years and was the City's technical lead for the 2014 Integrated Clean Water Plan and the 2013 CSO Plan Amendment. For the past 3 years, Marcia has been responsible for the programming, coordination with the enhanced surface improvements, and funding of the CSO program, following projects inception to completion of construction.

**Kenneth M. Brown, P.E., Principal Construction Engineer
City of Spokane**

Ken has over 32 years experience of engineering in progressively responsible positions; the last 16 years in engineering management positions. The bulk of his experience is in civil design and construction of highways, streets, water systems, sanitary sewer systems, and storm sewer systems. Ken started his career as a Nuclear Engineer for the Department of the Navy (2 years) studying and testing on board Nuclear Propulsion systems. He then joined the Washington State Department of Transportation surveying, designing, and inspecting heavy civil highway projects for (4 years) before coming to the City of Spokane. Ken has been with the City of Spokane in the capacity of Associate Capital Programs Engineer (2 years); Senior Development Review Engineer (2 years); Senior Design Engineer (6 years); City Principal Design Engineer (8 years); and City Principal Construction Engineer (8 years), his current position. In his current position Ken manages a staff of 38 engineering technicians, inspectors, and engineers that manage an annual workload of roughly \$60 million packaged in approximately 30 projects. Ken's team has managed construction of 9 recent City of Spokane CSO tanks.

**Robert Ward, PE, GC/CM Advisor
AECOM**

Bob is a Vice President with AECOM. Bob has over 30 years of experience providing planning, design, operations and management for municipal infrastructure projects. He has served as project manager or project director on alternative delivery projects ranging from \$9M to \$130M in construction value. Bob oversaw the City of Spokane Combined Sewer Overflow (CSO) Program Management Office activities from 2009 to 2013.

Bob provides additional alternative delivery expertise and design support for this project.

**Greta Gilman, PE, Project Manager
AECOM**

Greta is a Senior Project Manager with AECOM. She has over 25 years of project management experience, including a number of larger complex water and wastewater treatment design projects ranging from \$6M to \$20M in construction value. Greta has also been construction manager for projects up to \$20M construction value. Greta has expertise in conceptual and detailed design, design quality management, agency coordination, and environmental permitting.

Greta serves the project as Project Manager and oversees AECOM project staff engineers and subconsultants.

**Alex Sylvain, PE, Design Lead
AECOM**

Alex is an Office Manager and Project Manager with AECOM. He has over 12 years of experience in providing planning, design and management services for various private and



municipal projects ranging from \$1M to \$10M in construction value. He has served as project manager for multi-discipline design teams and lead project engineer for construction phase engineering support of three City of Spokane Combined Sewer Overflow (CSO) projects; two of which he served as civil design lead.

Alex serves the project as Design Lead and supervises all AECOM project staff.

**Greg Brown, AIA, Project Management Assistance and GC/CM Consultant
OAC Services**

Greg Brown will serve the project as OAC's primary service provider and coordinator for other staff support when needed. A veteran of eight successful GC/CM projects valued at \$490 million, Greg will advise the city on GC/CM procurement, pre-construction services, GMP negotiations, use of incentives, changes during construction, and project closeout. Greg has over 30 years of industry experience, including 12 years as the Director of Capital Projects and Planning for the Spokane School District, prior to joining OAC. Greg recently completed GC/CM training at the AGC in Seattle to further enhance his deep knowledge of this important delivery method.

**Dan Chandler, PE, AIA, GC/CM Consultant
OAC Services**

Dan Chandler leads one of the region's premier project management consulting firms and will support the CSO project with GC/CM, EC/CM and MC/CM procurement, on-boarding, contracting and GMP negotiations. A veteran of 40 alternative delivery projects including 27 GC/CM projects, Mr. Chandler will work closely with the overall team to bring GC/CM best practices to the project and help the City of Spokane build its internal management capability. Dan is currently advising the City of Oak Harbor on its \$70 million Heavy Civil GC/CM WWTP project.

**Jeff Jurgensen, DBIA, Senior Project Manager
OAC Services**

Jeff has over 25 years of construction experience. He has worked on 8 GC/CM projects in the state of Washington, assisted in getting the Spokane Public School District agency approval. He also has worked on two design-build projects at Washington State University, 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 and resides as the sponsorship chairman for the Inland Northwest Chapter. He is very experienced and knowledgeable in the state of Washington and Spokane local construction market.

Other available OAC staff members:

**Mitch Romero, AIA, Senior Project Manager
OAC Services**

Mitch has 23 years of experience in design and construction including five GC/CM projects completed or under way. Recently recruited to OAC, Mitch's previous work was for the Department of State Overseas Building Office where he oversaw extensive complex design-build projects in Belgium and Afghanistan. Mitch will support Greg on an as needed basis.



OAC's staff of more than 60 people, include six dedicated project/construction management team members, which are located in the Spokane and available to support the project on a moment's notice.

Current Staff:

- 62 total employees
- 42 PM/CM staff members (includes Principals, Directors, Associates, PM's, PE's and PC's)
- 25 AGC GC/CM trained
- 24 GC/CM experienced

**Graehm Wallace, Partner
Perkins Coie**

Mr. Wallace is a partner in the Seattle office of Perkins Coie and focuses his practice on representing owners on construction projects, particularly public owners. Mr. Wallace previously drafted and negotiated GC/CM contracts for the City of Spokane's NLT project and so has a head start for this project. Mr. Wallace and his firm are highly respected throughout the industry for their knowledge in RCW 39.10 and public contracting in general. They have advised public entities across the State on the details and aspects of alternative delivery methods.

See Exhibit B for additional details on Spokane Falls CSO 26 Control Facility project team experience.

Organizational Controls

The City will implement extensive project controls and reporting systems to manage the scope, schedule, and budget, and report progress to administrators, elected officials, and the public. Kyle Twohig and Steve Hansen with support from Jacob Hensley, Engineering Accounting Lead, and Marlene Feist, City of Spokane Utilities Public Information Officer, will utilize City standard project budgeting tools and procurement processes (adapted as needed for GC/CM). Detailed schedule and budget progress will be monitored and reported using the Owner's Representative's project management tools and reporting to City officials and stakeholders.

Procurement, including the GC/CM contractor, will be supported by the City of Spokane's Purchasing and Legal Departments and Risk Manager in close concert with the Owner's Representative. Extensive project status reporting will be initiated with the Owner's Representative, including weekly and monthly status updates.

Mr. Brown will work with City personnel to develop the controls and reporting systems to effectively manage the scope, schedule, and budget for the project. He will utilize OAC's standard project budgeting tools, and project management websites to manage communications, monitor progress in order to meet City of Spokane requirements. OAC will share their experience in managing GC/CM projects with the City and will proactively consult on issues and concerns. Schedule progress will be tracked on a monthly basis against the master schedule for the program. The project budget will be tracked against the approved baseline budget on a monthly basis.



Planned GC/CM Process

The City will be using a customized owner-contractor agreement developed by Perkins Coie in close coordination with consultant team members. In addition, the City 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, already 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.

GC/CM Procurement

The City is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
 - a. Focusing on relevant experience, proposed team and approach
 - b. Short list for interviews—three, possibly four firms
2. Extensive interviews and reference checks:
 - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
 - a. Focusing on competitive but reasonable fees

The City and Perkins Coie are currently revising the GC/CM Contract form similar to that used on the first Heavy Civil GC/CM project in the state—the Oak Harbor Clean Water project, currently under construction. The City of Spokane’s NLT project is using these documents as well. This work is being developed in close coordination with the City’s Attorney and Risk Manager.

Completing the Design

The City intends to involve the GC/CM with the design firm in preparation of the schematic design to occur during the pilot phase of the project. The value engineering, constructability and cost estimating input sought from the GC/CM during schematic design would continue through final design, prior to the preparation of the MACC.

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: Project Number, Name, and Description

- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

See Exhibit C for representative City of Spokane 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. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan (indicating existing structure and new structures)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Exhibit A includes site plan which demonstrates the site constraints stated earlier including the proximity to the Spokane River, businesses, utility company facilities and the limited construction access.

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 of Spokane has been audited on multiple occasions by the Washington State Auditor's Office. Consistently, there have been no findings.



Caution to Applicants

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

Signature of Authorized Representative

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

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

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

Signature: _____

Name: (please print) Rick Romero

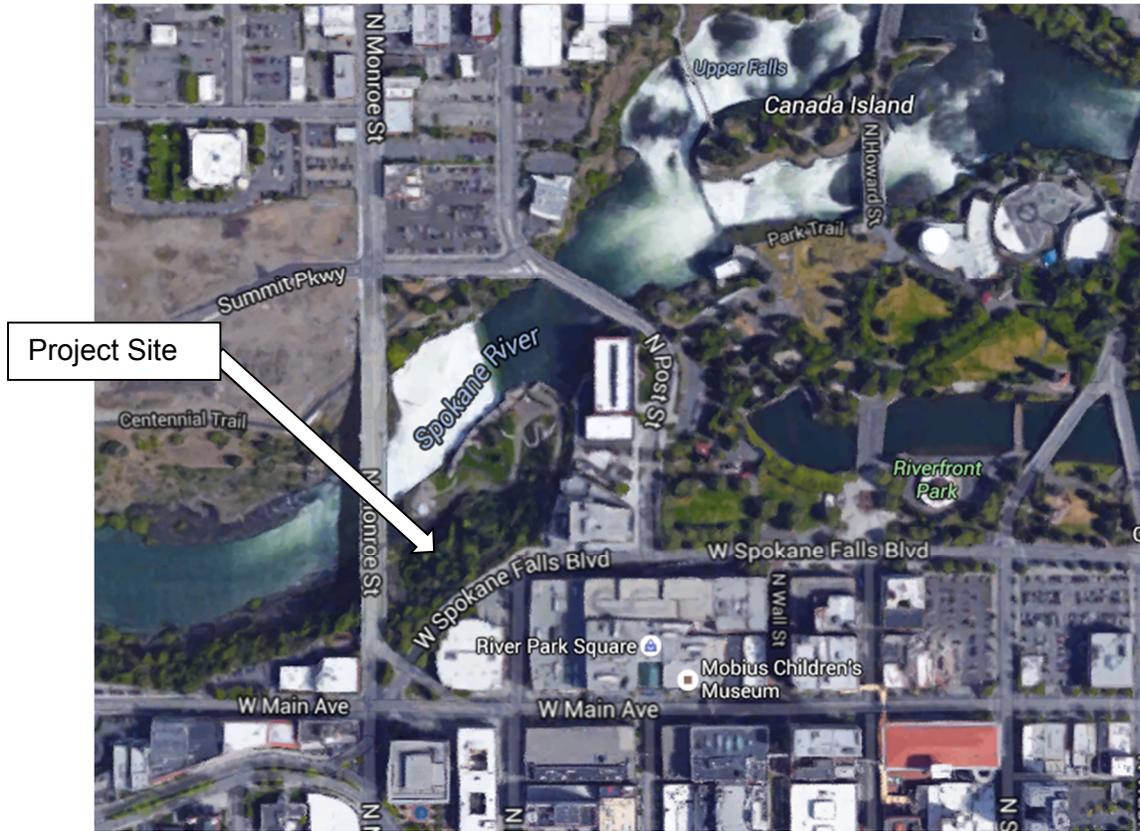
Title: Director of Utilities

Date: _____

12/30/15



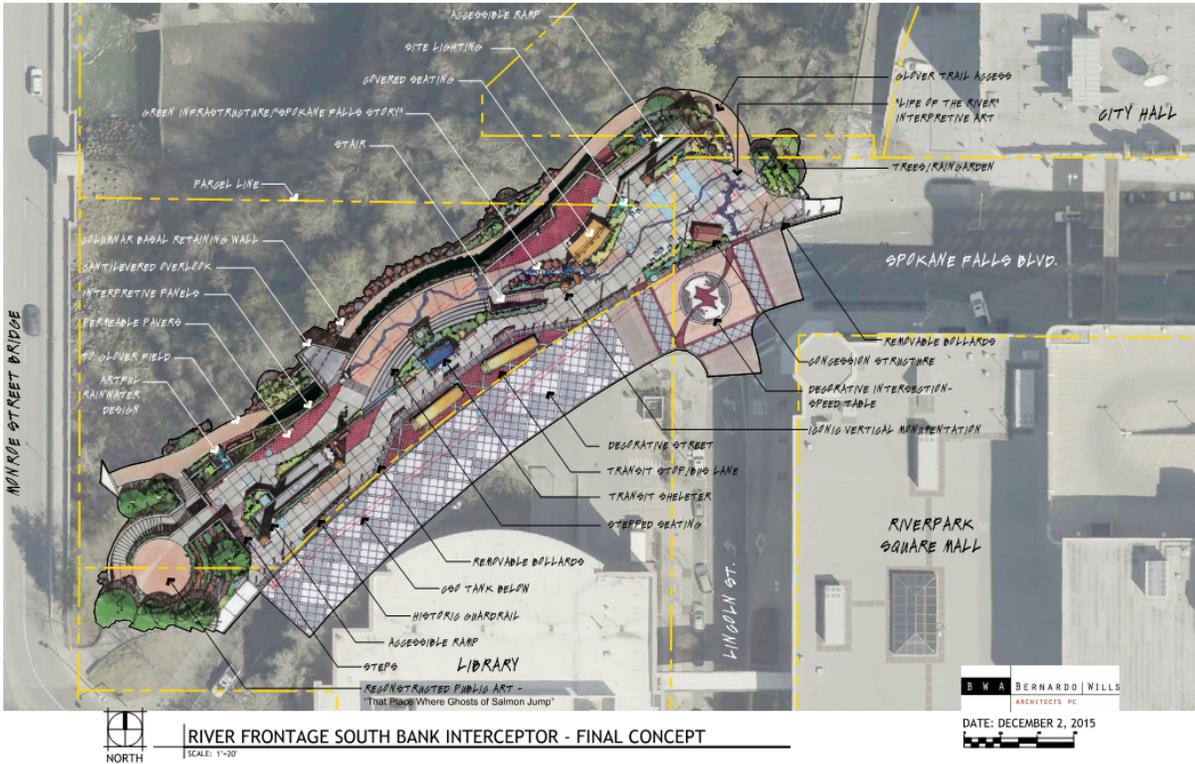
Exhibit A – Aerial Photo and Site Layout



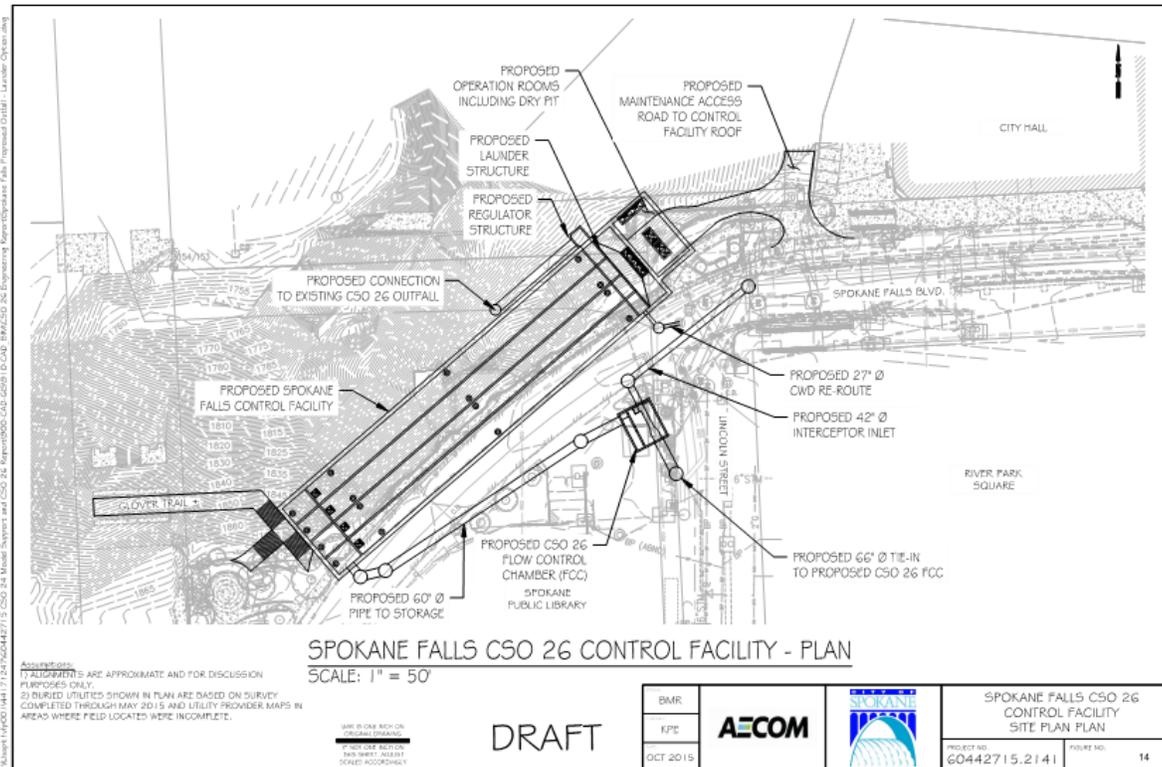
Project Vicinity Map



View of Project Site from the North Looking South



Landscaped Lid Concept



Plan of CSO Control Facility (above)

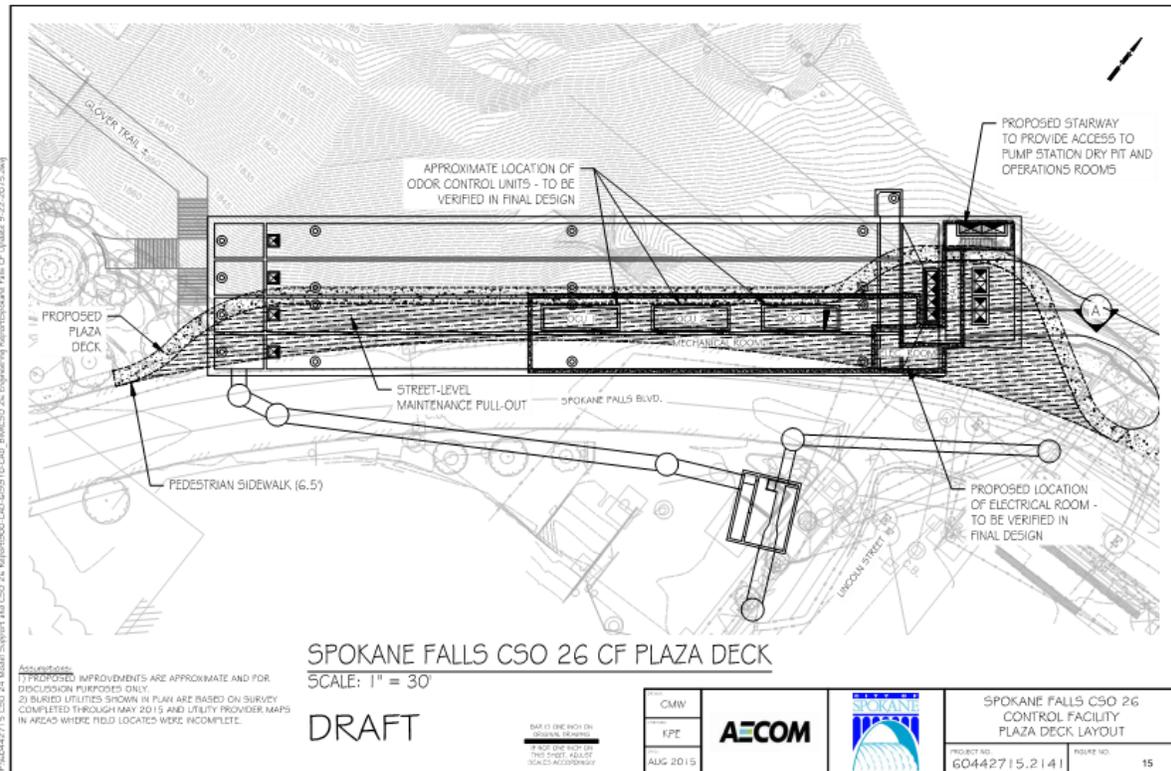
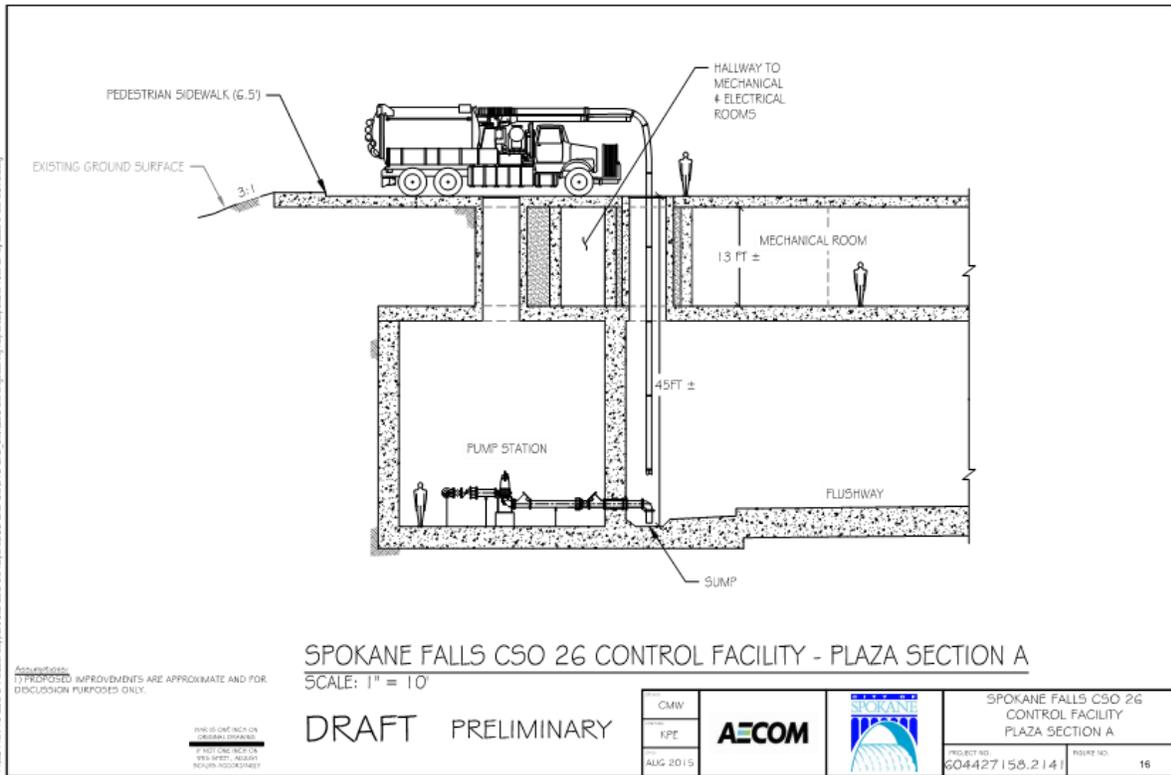


Exhibit B – Project Team Experience Matrix

The following table lists some (but not all) of the relevant experience of the Project team.

Name	Summary of Experience	Projects	Construction Budget	Delivery Method	Role During Project Phases		
					Pre-Design	Design	Construction
Kyle Twohig, MBA	Engineering Operations Manager City of Spokane	Lincoln/Monroe Corridor High Drive Phases 1 & 2 CSO Program Nelson Service Center	\$7.5M \$7M \$186M \$15M/year	DBB DBB DBB DB	Director Director Director Advisor	Director Director Director Advisor	Director Director Director Advisor
Steve Hansen, PE	Principal Engineer S.M. Hansen Consulting	CSO 16 Rowan Avenue Street Rehabilitation (2 phases) Monroe/Lincoln Street Corridor (2-phase) Freya Street Bridge Havana Street Bridge	\$2M \$5.5M \$7.5 M \$7.5 M \$12.5M	All DBB	Design Lead	PM	PM
Robert Ward, PE	GC/CM Advisor	Portland Water Bureau (PWB) Washington Park Reservoir PWB Mt. Tabor Improvements PWB Bull Run Intake Improvements UBWA Water Treatment Plant (WTP) City of Cottage Grove WTP	\$130M \$23M \$32M \$9M \$10M	CM/GC CM/GC CM/GC DB DB	Principal Principal Principal PM PM	Principal Principal Principal PM PM	Principal Principal Principal Principal
Greta Gilman, PE	Project Manager/AECOM	City of Sandpoint Lake Water Treatment Plant Upgrade City of Pullman WW Treatment Plant Upgrades City of Spokane RPWRF QC Manager Package A, Small Projects Package1, Package B	\$13M \$10M \$28M	DBB DBB DBB	PM PM QC Manager	PM PM QC Manager	PM/CM PM QC Manager
Alex Sylvain, PE	Design Lead/AECOM	City of Spokane CSO 33-2 (East Sprague) City of Spokane CSO 34-3 (20th & Ray) City of Spokane CSO 34-2 (Underhill) City of Glendale Arrowhead Ranch Water Reclamation Facility Coos Bay WWTP 2 North Albany Lift Statin and Forcemain EWEB Carmen Smith Hydropower	\$5M \$5M \$8M \$4M \$24M \$5M \$60M	DBB DBB DBB CMAR CMGC* CMGC* CMGC*	PM	PM & ENGR PM & ENGR PM ENGR PM PM PM	CPES CPES CPES CPES PM PM PM
Greg Brown, AIA	Senior Project Manager GC/CM Advisor OAC Services	Ferris High School Rogers High School Shadle Park High School Salk Middle School Hutton Elem School City of Spokane Riverside Park Water Reclamation Facility NLT	\$98M \$65M \$74M \$36M \$24M \$124M	GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM	Director Director Director Director Director GC/CM Advisor	Director Director Director Director Director GC/CM Advisor	Director Director Director Director Director GC/CM Advisor
Dan Chandler, PE, AIA	Principal GC/CM Advisor OAC Services	Mason General Hospital Oak Harbor WWTP Olympia City Hall Nelson Service Center Tahoma High School	\$40M \$70M \$40M \$15M \$120	GC/CM GC/CM D/B D/B GC/CM	PM PIC Advisor PM PIC PM PIC PM PIC	PM PIC Advisor PM PIC PM PIC PM PIC	PM PIC Advisor PM PIC PM PIC PM PIC
Graehm Wallace	Partner Perkins Coie, LLP	Ferris High School Rogers High School Shadle Park High School Salk Middle School Hutton Elem School	\$98M \$65M \$74M \$36M \$24M	GC/CM GC/CM GC/CM GC/CM GC/CM	Attorney	Attorney	Attorney

Exhibit C– Public Body Construction Experience

Project Name	Project Description	Budget (\$MM)		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
		Planned	Actual				Planned	Actual	
Nelson Service Center	Vehicle Maintenance Facility	\$15.0	\$17.0	DB	Jun-2012	Apr-2014	Sep-2015	Dec-2015	Project scope changes requested by City.
Headworks and Grit System Improvements	Replacement of Screening System & Upgrades, Grit Basin Mods, Headworks Channel Emergency Bypass	\$6.0	\$6.0	D/B/B	May-2009	May-2009	Dec-2010	Apr-2011	Project scope changes requested by City
Egg-Shaped Digester High-Low Gas/Sludge Inter-tie	Installation of Emergency Transfer System to Equalize Volume in Digesters	\$1.0	\$1.0	D/B/B	Sep-2011	Sep-2011	Apr-2012	Oct-2012	Project scope changes requested by City
RPWRF Upgrades Package A	Odor Control System Installations on Primary Clarifiers	\$15.0	\$15.0	D/B/B	Aug-2010	Aug-2010	Apr-2012	Aug-2013	Redesign of Primary Solids Pump Station
Small Projects Package No. 1	Upgrade Primary Clarifier Sludge Pumping System	\$5.0	\$5.0	D/B/B	Sep-2012	Sep-2012	Apr-2014	Sep-2014	Primary Solids Pump Change
RPWRF Upgrades Package B	Upgrade to Digester Gas Handling System	\$8.0	\$7.0	D/B/B	Aug-2013	Jan-2014	Aug-2015	Jan-2016	Includes changes issued to date, finish date projected
RPWRF Upgrades Package C	New Silo Digester	\$14.0	-	D/B/B	Sep-2014	Sep-2014	Sep-2016	Sep-2016	Under Construction
City Swimming Pools	Six New Outdoor Swimming Pools and Splash Pads at Various City Parks	\$28.0	\$28.0	D/B/B	Feb-2009	Aug-2008	Jun-2009	May-2010	Phased construction completion, schedule adjusted based on unusual weather
Dwight Merkel Facility (playfield concession facility)	Baseball and Soccer Venue Including Artificial Turf and Amenities	\$11.0	\$11.0	D/B/B	Feb-2008	Nov-2008	Aug-2009	Aug-2009	On time on budget
CSO 34-2 Underhill	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$10.0	\$8.1	D/B/B	2014	Jan-2014	Sep-2015	Oct-2015	Considered on-time and under-budget-
CSO 34-3- Ray Street	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$5.6	\$5.1	D/B/B	2013	Oct-2013	Mar-2015	Apr-2015	Considered on-time and under-budget
CSO 10	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$1.0	\$0.9	D/B/B	2010	Jan-2011	Jun-2011	Aug-2011	On-budget but behind schedule with weather days added
CSO 33-2	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$3.8	\$5.3	D/B/B	2014	Aug-2014	Nov-2015	Dec-2015	Unknown underground site conditions and City requested additional surface improvements

Project Name	Project Description	Budget (\$MM)		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
		Planned	Actual				Planned	Actual	
CSO 6	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$5.8	\$5.1	D/B/B	2015	Mar-2015	Jan-2016	Jan-2016	To-date: On-time and under-budget
CSO 38-39-40	Combined Storm Overflow (Combined Sub-basins): Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$4.8	\$4.5	D/B/B	2010	Oct-2010	Mar-2012	Mar-2012	On time and on budget
CSO 20	Combined Storm Overflow: Retention Tanks, Flow Control, Flushing Chambers, Electrical and Mechanical Rooms & Misc. Improvements	\$4.3	\$3.8	D/B/B	2010	Jul-2015	Jan-2016	Jan-2016	To date: Considered on time and on budget
Lincoln Heights Booster	City water supply booster station including two pump structures.	\$2.20	\$1.80	D/B/B	2011	Apr-2013	Oct-2013	Apr-2014	City allowed winter shutdown
3rd Ave Street Rehabilitation	Full Depth Street Rehabilitation, Utilities, Sidewalks	\$2.35	2.3	D/B/B	2013	May-2013	Oct-2013	Dec-2013	Delays due to rock excavation and utility conflicts
Maple-Ash Street Rehabilitation Broadway to NW Blvd	Full Depth Street Rehabilitation, Utilities, Sidewalks	\$5.30	\$4.20	D/B/B	2008	Apr-2008	Sep-2008	Nov-2008	City added \$800k additional work and additional work days to accomplish, still finished under budget