



December 28, 2007

Roland Orr, Contracts Manager  
General Administration, Engineering & Architectural Services  
P.O. Box 41012  
Olympia, Washington 98504-1012

**COUNCIL**

Mark Foutch  
Mayor

Laura Ware  
Mayor Pro Tem

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**CITY MANAGER**

Steven R. Hall

**RE: City of Olympia – Design Build Project Application**

Dear Mr. Orr:

Please find attached the City of Olympia's application to CPARB PRC for a new city hall design build project. As per the instructions, I am also e-mailing a copy to you at [Rorr@GA.WA.GOV](mailto:Rorr@GA.WA.GOV).

This application is being submitted for the committee's meeting on January 24, 2008.

Please feel free to contact me at 360-753-8066 or [smukerje@ci.olympia.wa.us](mailto:smukerje@ci.olympia.wa.us) if you have any questions.

Thank you.

Subir Mukerjee  
Assistant City Manager

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)**  
**OR DESIGN-BUILD (D-B) ALTERNATIVE 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. *(Note: A **Public Body** that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than **\$10 million** is not required to submit information for Questions 7 or 8.)*

**1. Identification of Applicant**

(a) Legal name of Public Body (your organization):

City of Olympia

(b) Address:

900 Plum Street, SE  
P.O. Box 1967  
Olympia, WA 98507-1967

(c) Contact Person Name: Rick Dougherty

**Title:** Project Manager (Public Works Department)

(d) Phone Number: (360) 753-8485 Fax: 360-753-8771

E-mail: rdougher@ci.olympia.wa.us

**2. Brief Description of Proposed Project**

Please describe the project in no more than two short paragraphs. (See Attachment A for an example.)

- The new Olympia City Hall is currently planned to be an 89,000 sq ft, LEED certified building.
- Building programming needs have been researched and are substantially complete.
- The preferred site for the City Hall project is the location of the former Safeway building located on the 600 block of 4th Street. In addition to this site, two other sites, including the present City Hall campus, have been considered. The former Safeway site has been purchased by the City and is the preferred site subject to final evaluations and SEPA review.

**3. Projected Total Cost for the Project:**

*Note: By law, the D-B contracting procedure cannot be used unless the total cost of the project is over \$10 million. Although there is no total project cost requirement for using the GC/CM contracting procedure, every applicant must provide the information requested in Question 3.*

The project budget listed below is preliminary and will be finalized pending site selection and programming fine tuning.

**A. Project Budget**

Estimated Land Purchase & site remediation .....	\$ 3,500,000
Estimated project design and construction cost (89,000 sq.ft.@ \$332)	\$ 29,500,000*
Estimated Equipment and furnishing costs .....	\$ 1,500,000**
Allowance for off-site mitigation costs .....	\$ 1,000,000
Contract administration costs (owner, cm, Legal, etc) .....	\$ 1,000,000
Other related project costs (permits, contingency, utilities).	\$ 3,000,000
<b>Total (with sales tax &amp; contingency)</b>	<b>\$ 39,500,000</b>

\* Estimated 2009 dollars

\*\* To be separately funded through sale of property holdings.

**B. Funding Status**

Please describe the funding status for the whole project.

Funding will be a combination of available funds and municipal bonds.

*(If funding is not available, please explain how and when funding is anticipated)*

**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. *(See Attachment B for an example schedule.)*

Project Milestones:

<i>Milestone</i>	<i>Target</i>	<i>Worse case</i>
Retain Project Management Consultant	Nov-2007	Nov-2007
CPARB Project Review Completed	Jan-2008	Feb-2008
Establish Design-Builder Selection Committee	Feb-2008	Mar-2008
Complete Site Selection	Feb-2008	Jun-2008
Complete Design-Build RFQ process	Apr-2008	May-2008
Complete Design-Build RFP Draft	Apr-2008	May-2008
Issue Design-Build RFP	May-2008	Jun-2008
Complete Design-Builder proposals & contract	Jul-2008	Sep-2008
VE & Design review	Aug-2008	Nov-2008
Foundation permit & start construction	Sep-2008	Mar-2009
Building permit	Jan-2009	Apr-2009
Complete construction	Dec-2009	May-2010

- 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.

**5. Why the GC/CM or D-B 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:

For GC/CM projects:

- 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? . (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?

For D-B projects:

- If the design and construction activities, technologies, or schedule to be used are highly specialized and a D-B approach is critical in developing the construction methodology or implementing the proposed technology, (1) What are these highly specialized activities, technologies or schedule, and (2) Why is D-B critical in the development of the methodology or the implementation of the proposed technology?
- If the project design is repetitive in nature and an incidental part of the installation or construction, why is the design repetitive and incidental to the installation or construction?
- If regular interaction with and feedback from facilities users and operators during design is not critical to an effective facility design, why is regular interaction and feedback not critical?

### **Complex Technologies Integration**

The City aspires to have a very low-energy and low carbon emissions City Hall. It will seek USGBC LEED certification. Considerable integration of design and construction disciplines, particularly in mechanical, electrical, and building envelope systems, is essential to achieve cost-effective energy efficiency. The design and construction teams are most effectively integrated when merged at the very start of the design process. They are then able to create synergies between disciplines as they make trade-offs between first-costs and life-cycle-costs. Design-build delivery actually requires such early integration of disciplines. Traditional design-bid-build delivery does not allow this integration, and the GC-CM delivery does not foster integration from the outset of design.

### **Fast Schedule**

The City of Olympia has outgrown the capacity of the present City Hall building. Many city services are currently housed in off-campus buildings, with the lease costs exceeding \$500,000/yr. For more than eighteen months the City has been researching the programming needs for a new City Hall facility development, pursuant to a lease-purchase process, at a new location on Port of Olympia property. However, this potential solution has recently proven to be unworkable.

The fastest procurement route for the new Olympia City Hall is now to build on City property using a design-build proposal solicitation process. Studies by the Project Delivery Institute have shown that the design-build delivery method typically offers the fastest schedule to complete a building project. (See [Exhibit A](#)). This “fast-track” advantage is largely due to the overlapping of design and construction activities with design-build delivery. The early final cost commitment achievable through design-build

allows construction work to start much earlier in the design process than is typically possible with the GC-CM delivery method, or with design-bid-build.

### **Facility Users Feedback Addressed**

Language in RCW 39.10 infers that design-build delivery is appropriate in situations that do not require regular interaction with future facility users during the design phase. However, the City of Olympia has already held town-hall meetings with the public and it has substantially completed its internal design programming research. Because this programming information will be included in the RFP solicitation document that will be given to competing design-build proposers, the Olympia City Hall project does not conflict with this statute inference. Input from facility users will actually be provided to all design-build proposers during the solicitation process. By distributing the programming work previously completed by the City, the project will be completed using design-build without need for regular design interaction from facility users.

Though user interaction with the design is not expected to be requested, the City's project management consultant advises that (in their design-build project experience) there is a brief window of opportunity for design comments from facility users just after the winning design-build team is chosen. Such brief design review by facility users is typically accommodated by minor, no cost, design tweaking by the winning team.

In short, when the RFP solicitation document is done well, as is expected of the experienced project management consultant, there is little need for regular interaction with facility users during the design-builder's design process. By its nature, the design-build procurement process focuses the design attention of facility users into a short and structured time period, thereby limiting the potential for a drawn out design process with consequential "scope creep" and a ballooning budget.

Finally, it should be noted that the City has enjoyed recent staff and public support for the previously attempted developer led lease-purchase process. From the standpoint of facility users, the design-build process is quite similar to the previously supported lease-purchase building process. Consequently, the City believes that it already has public and staff endorsement of a design process with controlled user interaction.

### **6. Public Benefit**

In addition to the above information, please provide information on how use of the GC/CM or D-B 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.

### **Design-build will benefit the public by increasing predictability and reducing financial risks.**

Using the two phase design-build procurement process, the project cost and schedule outcome is predictable earlier than with the design-bid-build method or with GC-CM. Competing design-build teams offer a guaranteed price with their conceptual design proposals, so, once the winning team is selected, the project budget is fixed at a very early time. When the traditional design-bid-build process is used, the cost of construction is not known until much later in the delivery process. All too often with design-bid-build, a painful cost reality hits when bids are received on a finished design that turns out to be unaffordable, thereby producing further procurement delays. Late budget adjustments

are also more likely with the GC-CM method as compared to design-build, though to a somewhat lesser degree than design-bid-build.

Studies by the Project Delivery Institute have shown that design-build is more likely to deliver a project in a shorter time, within budget, and with less disputes than the design-bid-build and GC-CM methods. (See the [Exhibit A](#) reference).

### **Design-Build sole-source acquisition reduces potential conflicts and change orders.**

Design-build delivery requires the melding of designers and constructors into a single business entity. With other delivery methods the two groups are kept contractually separate. When design and construction functions are proposed and contracted together through one united entity, the City is not caught in the middle coordinating the two separate functions. Using single source responsibility for both design and construction functions, design-build delivery provides a clear flow of communications and a much lower potential for misunderstandings or conflict than with the other delivery options. Also, with design-build there are typically no change orders for the City to settle relating to misunderstandings between the designer and constructor. The result is less risk of project "cost creep" due to design errors, oversights, and omissions. This also translates into less need for City staff to coordinate the designer with the contractor, which has the effect of reducing City project management expense.

### **Design-Build competition produces best value.**

By using a two-phase design-build procurement process, pre-qualified design-build teams will present competing proposals. Each proposal will have a unique conceptual design and a unique mix of benefits to the City. Consequently, the City gets to compare the differing benefit mixes and choose the best value proposed. No other delivery method can provide the opportunity to compare value between competing designs that have approximately the same price tag. Therefore, so long as there is good competition at the proposal stage, with the two-phase design-build selection process the City will receive the best value possible for its available budget dollars.

When using either GC-CM or the design-bid-build delivery methods, a single design team is chosen at the start of a project to develop a single design concept for the facility. Typically, that design team's concept is never *cost competitively* compared with another designer's concept. Unlike design-build, with either the GC-CM or the design-bid-build methods of delivery the City could never have confidence that a final facility design produced by their designer (typically chosen at the project outset strictly on the basis of past history and credentials) will produce the best value building possible for their fixed project budget.

### **Design-Build life-cycle cost benefit**

A life cycle cost-benefit can also accrue to the City using design-build delivery. The City of Olympia plans to require each design-build proposer to provide life-cycle energy consumption projections as a part of the design-build competition. (Consumption verification will be required during the first year warranty period). This will allow the City to compare projected energy consumption between differing design proposals. As with the advantages already cited above, this energy efficiency comparison is not feasible with either design-bid-build delivery or with GC-CM. Therefore, design-build delivery is likely to produce higher long-term operational cost savings for the City.

## 7. Public Body Qualifications

Please provide:

- a) A description of your organization's qualifications to use the GC/CM or D-B contracting procedure.

The City of Olympia has engaged Olympic Associates Company (OAC) as project management consultants to lead the City Hall project team. OAC's team leader for this project is Court Olson. Court is supported by OAC Managing Principal, Dan Chandler. Through the course of this project Court will work closely with Rick Dougherty, Project Manager with the City of Olympia Public Works Department.

Court Olson holds the Design-Build Institute of America Professional Designation which verifies his professional training and expertise in design-build project delivery. He is also a U.S. Green Building Council LEED Accredited Professional, and a SAVE Associate Value Specialist. Court started his career with three degrees in Civil Engineering and Construction Management. Before joining Olympic Associates as a project management consultant, Court had twenty-two years of project management and estimating experience working for northwest general contractors.

In his general contracting experience, Court was estimator and project manager for a large design-build project. Since joining Olympic Associates early in January of 2002, he has been the lead managing consultant for three design-build projects:

- A Public Facilities District project: Three Rivers Convention Center, Kennewick, WA
- A small private business headquarters: Pacific Northwest Equipment Headquarters, Kent, WA
- A non-profit association's office building: Washington Public Utility Districts Association Headquarters, Olympia, WA

Court Olson's design-build projects have all been completed within budget, without contract disputes, and all have enjoyed high Owner satisfaction feedback. Most recently, the Washington PUD Association Building is being submitted to the U.S. Green Building Council for LEED Platinum certification. That project and the Three Rivers Convention Center are discussed in more detail in the following paragraphs.

In April 2002, Olympic Associates Company was invited by the Kennewick Public Facilities District to assist them in preparing their design-build RFP for a new convention center with a minimum program of 74,000 s.f. When OAC's Court Olson completed that assignment, the Public facilities District asked him to continue assisting them with selecting the winning design-builder. The winning design-build team of Lydig Construction and ALSC Architects (both of Spokane) proposed to include all of the minimum program and all of the alternate "wish list" scope the PFD had suggested in the RFP for the same budget used by other proposers. Shortly thereafter Court became the PFD's Owner Representative administering the design-build contract.

After construction was about 60% complete, the Lydig/ALSC team realized that a significant part of their project contingency budget was unspent and much of it would accrue to the PFD (consistent with the OAC drafted contract shared savings clause). At about the same time, the PFD realized that their contingency funds were largely unspent and their (sales tax) income stream was greater than originally forecast. Consequently, building enhancements, including an internet café and wine bar were added to the project scope. The final 80,000 s.f. facility with enhancements was completed on the originally scheduled May 1, 2004 date. This Three Rivers

Convention Center has subsequently received wide popular acclaim in the Tri-Cities and it has won several building industry awards.

In August of 2004, the Washington Public Utility Districts Association (WPUDA) engaged Olympic Associates Company to shepherd them through the design and construction process for a new headquarters building. At that time, WPUDA had not outlined its program needs, and it was undecided on how large a building to build. It had, however, purchased property near the state capital in Olympia as it anticipated relocating its office from Seattle. Because WPUDA is an association of 29 public utilities, their decision process was slow, deliberate, and at times contentious. In September of 2005, by working closely with the association's elected leaders and their politically skilled Executive Director, Court Olson had guided WAPUDA to decide their new headquarters building project scope, project budget, and the program needs for the portion of the building that WPUDA would occupy. He also had convinced them to use a two phase design-build delivery, though few members had heard of the concept before. Also, Court educated the association on the merits of the USGBC LEED certification, and convinced the association to seek design-build proposals based upon LEED certification at the Silver or Gold level --depending on the affordability of the added cost difference proposed by the winning design-build team.

The WPUDA Headquarters design-build selection process was successfully concluded in December 2005. It was then apparent that the cost to achieve LEED Gold certification was well within the original project budget. The winning design-build team, Mountain Construction and Helix Architects (both of Tacoma), was directed to proceed with design development documents based on a Gold certification goal. At the same time, the Mountain/Helix team was asked to quickly prepare an additional proposal for LEED Platinum certification. Within a few months, more than half of the WPUDA membership individually volunteered sufficient funds to increase the project budget to a LEED Platinum level, so the design was modified to reach that goal just before the project broke ground in August of 2006. In October of 2007 the project completed within the higher LEED Platinum budget set in the spring of 2006. It has since gained much public praise, and a very high level of internal WPUDA pride --even among member utility districts that had not voluntarily funded the added LEED Platinum cost premium. At this time the formal LEED Platinum documentation is currently being submitted to the USGBC for review and official certification.

- b) 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.)*

See the attached [Exhibit B](#).

- c) Staff and consultant short biographies (not complete résumés).

Court Olson's biography is discussed in Section 7-a, above.

Dan Chandler, Managing Principal for Olympic Associates Company, is a Professional Engineer and Registered Architect in Washington State. He serves on the CPARB Project Review Committee (though he has recused himself from review of this application).

Rick Dougherty has over twenty years experience managing infrastructure projects for the City of Olympia Public Works Department.

Steve Hall is the City Manager and has held that position since 2004. Previously he was the Olympia Assistant City Manager for thirteen years.

Subir Mukerjee is the Assistant City Manager and has held that position since 2004. Previously, he was the Director of Olympia's Community Planning and Development Department for twelve years. He holds a degree in Architecture and Urban Planning.

Jane Kirkemo is the Director of Administrative Services and Finance and has held that position since 1983.

Tom Morrill is the City Attorney and has held that position since April of 2007. Previously he was the Deputy City Attorney for two years, and prior to that he worked in the Washington State Attorney General's Office for twelve years. During his last three years as an Assistant Attorney General, Mr. Morrill served as the General Counsel to the Washington State Treasurer.

Athan Tramountanas and Thomas Wolfendale are supporting attorneys with K & L Gates. Both have relevant construction law experience.

Mike Schaefer is President of Pacific Construction Consultants, an independent auditing firm experienced in auditing construction costs for major projects in the Northwest.

Selected detailed resumes may be found in Exhibit C.

- d) Provide the **experience and role on previous GC/CM or D-B projects** for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example.)

See Section 7-a (above).

- e) The qualifications of existing or planned for project manager and consultants.  
*Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.*

See Paragraph 7-a (above).

- f) The qualifications of an interim project manager until your organization has employed staff or hired a consultant as the project manager. Also indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. *Note: This information is required only if your organization has yet to select a project manager at the time of application.*

(Not Applicable)

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

See Paragraphs 7-a and 7-c (above), as well as Exhibit C resumes.

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

After contract procurement is completed, the design-build delivery method requires much less owner control than the traditional design-bid-build or the GC-CM delivery methods. This is because the designer and contractor are contractually bound together as a single entity, so the owner does not have the role of coordinating them.

Nevertheless, the City will carefully monitor all aspects of the selected design-builder's work.

During both the design development and the construction stages of the project, the City will hold regular review meetings with design-build team leaders. Olympic Associates Company (OAC) will facilitate these twice-monthly meetings in which both schedule and quality control subjects will be reviewed.

To facilitate communications through the life of the City Hall project, Olympic Associates and the City will establish a project website. All project schedules, logs, design progress documents, permitting information, independent technical inspection reports, OAC field observation reports, design-builder submittals, and other information critical to project advancement will be posted for immediate viewing at this website.

Each month OAC will carefully review the design-builder's updated schedule and progress payment application. The City will make progress payments after OAC confirms that the value of work progress meets or exceeds the requested funds. OAC will also have the responsibility to review the design-builder's quality control program during construction. In conjunction with review of this quality control program and the monthly progress payment applications review, OAC will make jobsite visits to observe the work of field crews on a weekly basis.

OAC will also assist the City with review of any change proposals that develop due to unforeseen site conditions, or due to any project scope adjustments that the City may elect to make.

i) A brief description of your planned GC/CM or D-B procurement process.

Design-Builder procurement will be a two-phase process.

Phase 1. The procurement process will begin with the City Manager's appointment of a Design-Builder Selection Committee. Olympic Associates Company (OAC) will then make recommendations to this committee on the selection evaluation and scoring process. Also, OAC will draft a Request for Qualifications to prospective design-build teams.

Once the Selection Committee has had opportunity to decide their design-builder scoring criteria, and the RFQ document is signed, the City will publicly advertise the project and issue the RFQ to interested design-build teams. Design-build team qualifications packets will then be received and evaluated by the Selection Committee with the goal of selecting three or four qualified teams to advance to Phase 2.

Phase 2. The top three or four design-build teams qualified in Phase 1 will receive the City's Request for Proposal document and be invited to commit to making a proposal. (OAC will have prepared the RFP document with extensive input and review from the City, concurrent with the activities in Phase 1).

Invited design-build teams will have 70 days to respond with their proposals. Proposals must include at a minimum the specific concept drawings listed in the RFP, a schedule of interior and exterior finish materials, a doors and hardware schedule, an HVAC system design outline with listed equipment including controls, a lighting schedule, major product cut sheets, an annual energy consumption projection, a LEED certification scorecard, a project completion schedule, a quality control program, plus a guaranteed maximum cost for design and construction that is within the City's stated budget goal.

Proposals will be carefully reviewed by the Selection Committee following a predetermined score card that will have been included in the RFP document given to proposers. Scoring will be finalized after proposing teams make personal presentations to the selection committee. The proposing team with the highest combined scores from Phase 1 and Phase 2 evaluations will be asked to sign the Design-Builder contract included in the RFP document. In the event that the contract is not signed in a timely fashion by the highest scoring design-build team, the City may elect to offer the contract to the team with the next total score.

Finalists who successfully complete Phases 1 and 2, but who are not awarded the winning contract, will receive an honorarium for their efforts.

- j) Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or D-B contract terms.

On prior design-build projects has used edited forms of both the AGC and the DBIA standard Design-Builder contract forms. City legal staff is currently reviewing OAC's recommendation to use the DBIA standard contract form 530 with minor edits.

**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: (*labeled Att. 'E'*)

- 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

Please see [Exhibit D](#) for a six year City of Olympia Construction History Matrix Summary.

Please see [Exhibit E](#) for a similar summary of projects managed by Olympic Associates Company.

**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.

*Note: applicant may utilize photos to further depict project issues during their presentation to the PRC*

The City has purchased the former Safeway property which is tentatively the preferred location for the new City Hall. Two other sites have been contenders. The City is in the process of conducting a SEPA analysis on this preferred site. The Olympia Planning & Development Department has recently issued a Determination of Non-Significance (DNS) for

the Safeway site, the comment period for which will end on January 4th, 2008. The City expects that site selection will be finalized shortly thereafter.

As the project milestones outlined above in Section 4 show, the City plans to concurrently proceed with preparation of design-builder RFQ and RFP documents while the site selection is being finalized, so that the project is on a schedule for completion by December 2009.

A plan showing streets and utilities bounding the preferred former Safeway site along with an aerial photo of the contending back up site locations for the new City Hall are both attached as [Exhibits F & G](#).

**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.

City of Olympia Administrative Services Director, Jane Kirkemo, reports that there have been no audit findings on any City of Olympia projects identified in the Question 8 response (above).

**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 or D-B 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 or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB



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Name (please print): Steven R. Hall

Title: City Manager

Date: 12-27-07

# EXHIBIT A

Excerpts from:

## SELECTING PROJECT DELIVERY SYSTEMS

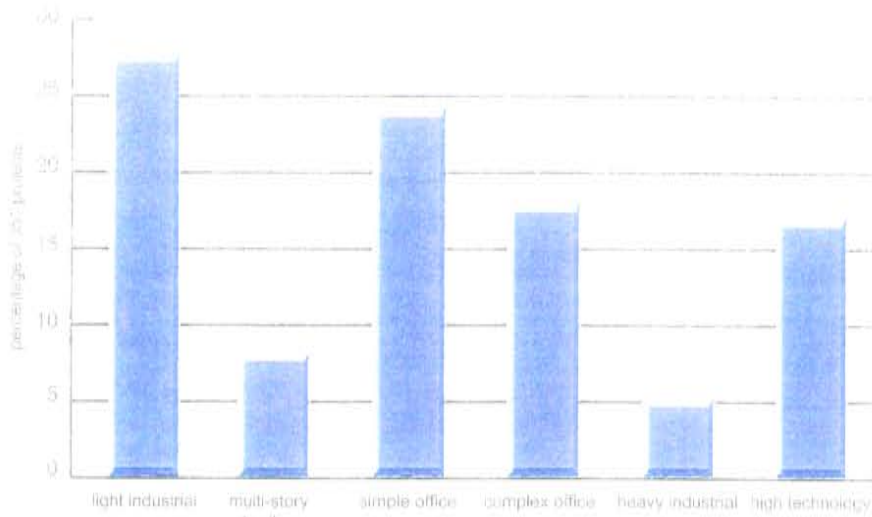
COMPARING DESIGN-BUILD,  
DESIGN-BID-BUILD AND  
CONSTRUCTION MANAGEMENT AT-RISK

Published by:

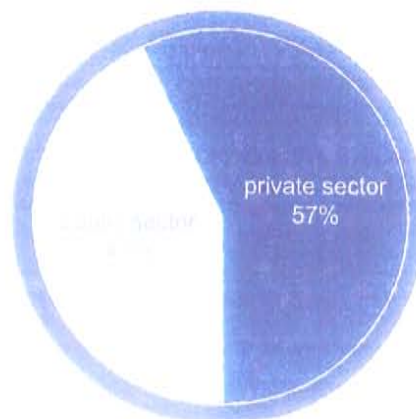
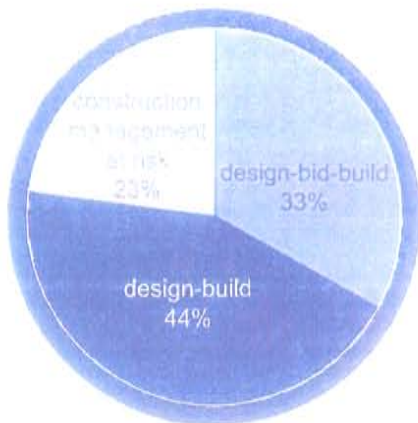
the project delivery institute  
p.o. box 1142  
state college, pa 16804  
email: pdipubl@aol.com

By VICTOR SANVIDO AND MARK KONCHAR

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Percent of projects represented from each market.



## 5.1 SELECT THE PROJECT DELIVERY SYSTEM

Step 1 in Chapter Four defined the facility business goals. Using the three goals that were most critical to the project, use Table 5.1 and Figure 5.1 to select the project delivery system that best fits the owner's goals. For example, if finishing the project by a certain date is most critical, examine the average delivery speed performance of each system. Table 5.1 indicates average differences between each project delivery system, regardless of facility type, for the listed performance metrics.

Table 5.1 compares relative performance for each of three pairs of project delivery systems. If one or more of the critical goals include quality, then the reader should review Figure 5.1.

Metric	Comparisons			Level of Certainty
	Design-Build vs. Design-Bid-Build	CM@R vs. Design-Bid-Build	Design-Build vs. CM@R	
Unit Cost	6.1 % lower	1.6 % lower	4.5 % lower	99 %
Construction Speed	12 % faster	5.8 % faster	7 % faster	89 %
Delivery Speed	33.5 % faster	13.3 % faster	23.5 % faster	88 %
Cost Growth	5.2 % less	7.8 % more	12.6 % less	24 %
Schedule Growth	11.4 % less	9.2 % less	2.2 % less	24 %

Table 5.1 – Summary of average differences between project delivery systems.

Figure 5.1 indicates the average differences between project delivery systems for quality measures. Use the table and the figure to understand average differences and to select a theoretically optimum project delivery system.

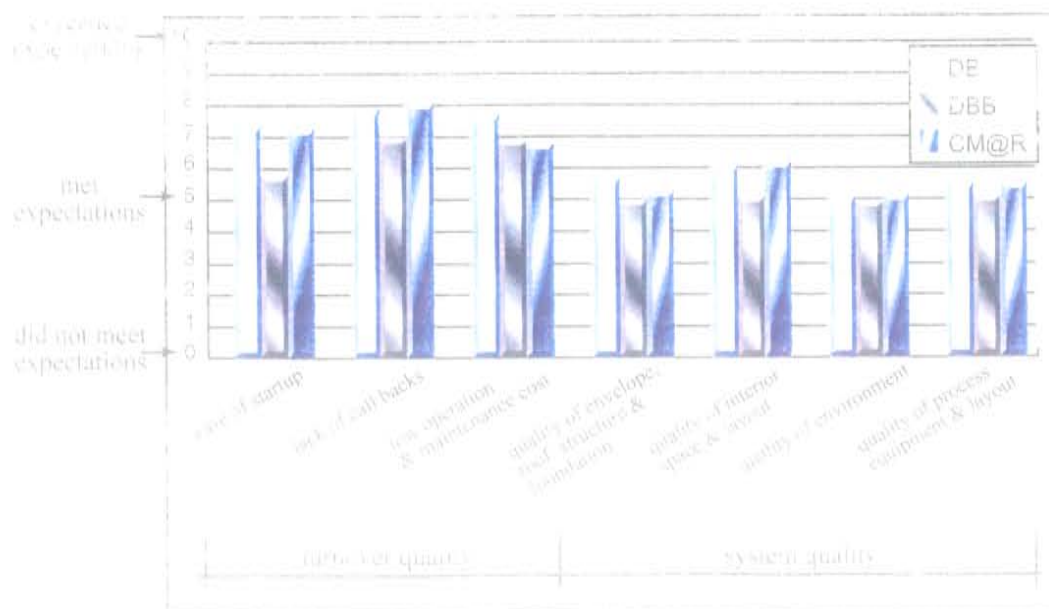


Figure 5.1 – Summary of quality scores by project delivery system

**EXHIBIT B**

**Olympia City Hall Project Team**

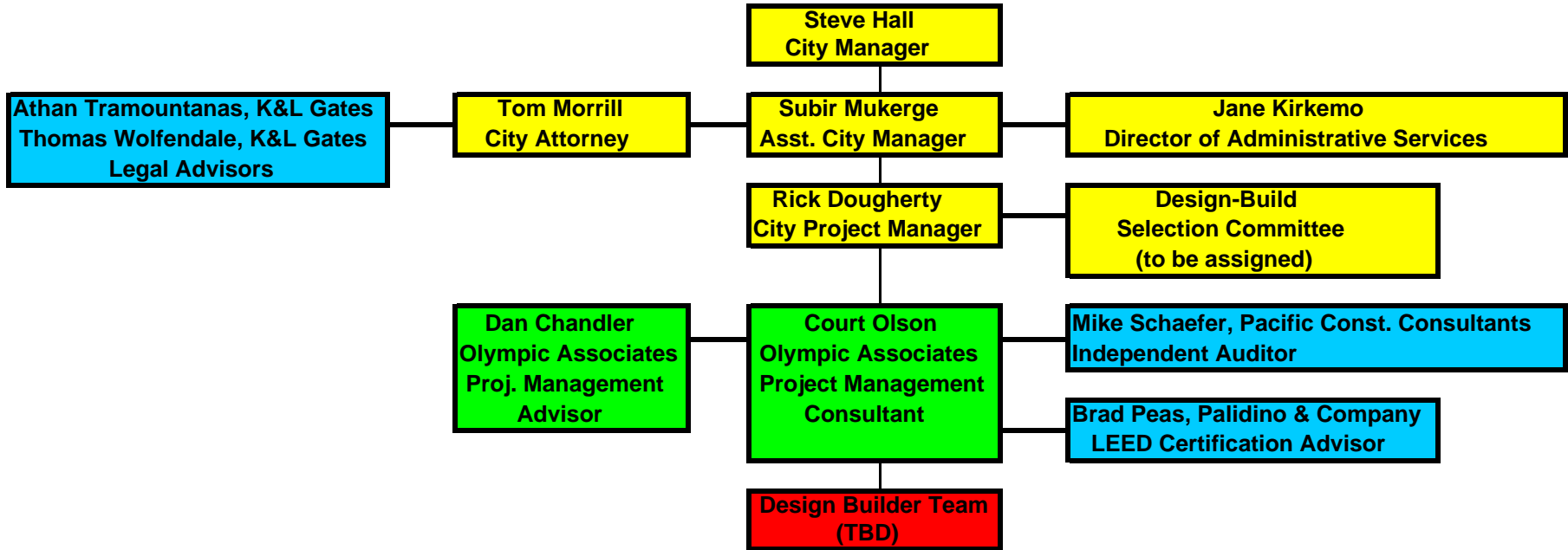


Exhibit C

RICHARD S. DOUGHERTY  
ENGINEERING PROJECT MANAGER  
CITY OF OLYMPIA PUBLIC WORKS, ENGINEERING  
December 18, 2007

***JOB EXPERIENCE:***

City of Tumwater, WA. - Public Works, Engineering:

- Sep 1980 - Sep 1983            Engineering Designer/Construction Inspector

City of Olympia, WA – Public Works, Engineering:

- Sep 1983 - Dec 1985            Engineering Plans Examiner
- Dec 1985 - Mar 1991 Development Engineer
- Mar 1991 - Present              Engineering Project Manager

Rick has over 27 years of work experience in the engineering field both in design and construction of municipal infrastructure improvements to include water, sanitary sewer, stormwater and street construction and improvement projects. Rick has successfully managed over 60 municipal public works projects to include Local Improvement District (LID) projects, and over 15 projects involving Transportation Improvement Board (TIB) and/or Federal Highway Administration (FHWA) funds. Rick has also successfully negotiated, purchased and/or managed the process for over 26 property acquisitions associated with the construction of public works projects. Rick is currently the Project Manager for the new \$15 million Hands On Children's Museum project in Olympia. Rick has been the Project Manager for this new Olympia City Hall project for the past year to establish internal building programming needs, consultant selection process and site selection for the new City Hall.

Exhibit C

**Thomas C. Morrill**

**Education**

<b>Cornell Law School, JD</b>	1988
<b>The Evergreen State College, BA</b>	1981

**Professional Experience**

**City Attorney – City of Olympia** April 2007- present  
Provide legal advice to the City in all areas of municipal law and assist in the implementation of the City Council’s goals. Advise department directors on all employment issues and act as the lead attorney on significant issues facing the City such as: development and construction of a new City Hall, revitalizing downtown Olympia, increasing and securing Olympia’s water supply, purchasing and developing new parks and pathways throughout Olympia, improving and updating Percival Landing, constructing a new Hands On Children’s Museum, and creating a sustainable and environmentally friendly City. Supervise two Assistant City Attorneys, including distributing and monitoring their work assignments. Supervise two criminal prosecutors and a professional support staff of five individuals.

**Deputy City Attorney – City of Olympia** August 2005-April 2007  
Acted as the primary attorney for City legal requests in areas such as: water rights, real estate, environmental cleanup, finance, public records, conflicts, and general litigation. For example, was the lead attorney for the City’s purchase of a salt water access park on West Bay Drive. Supervised the Assistant City Attorney.

**Assistant Attorney General – Washington State Attorney General’s Office** 1993-2005  
From 2002 to 2005, acted as the **General Counsel to the Washington State Treasurer**. Advised the Treasurer and the staff in the Office of the State Treasurer in areas such as municipal finance, tax, contracts, government authority, public records, open public meetings, and constitutional debt limits. Also represented the Governor, the Lieutenant Governor and the Treasurer, as **Counsel to the State Finance Committee**, in the issuance of the state debt and state certificates of participation. Advised the **Washington State Public Works Board** on issues such as public contracts, constitutional law, open public meetings and public records.

From 1993 to 2002, advised the **Washington State Department of Ecology** on a variety of environmental issues and represented the agency in state and federal court and before administrative agencies. Practiced in all areas of environmental law, with an emphasis on water law and the cleanup of contaminated properties. Acted as the lead attorney for numerous significant programs and issues for the Department of Ecology. Advised the Department of Ecology on the cleanup of numerous contaminated properties. Was the state’s lead attorney on the issue of how the state’s cleanup standards can be applied to the cleanup of a federal dangerous waste site.



## Athan E. Tramountanas

### AREAS OF PRACTICE

Mr. Tramountanas is a partner in the Seattle office. His practice focuses on construction law, which includes advising public and private clients on various issues throughout the construction process, negotiating and drafting design and construction contracts, preparing bid documents, and dispute resolution. Mr. Tramountanas also has extensive experience in real property litigation and eminent domain for public entities. He also represents clients on a variety of landlord-tenant issues, including the enforcement of leases and unlawful detainer actions. Mr. Tramountanas has served as lead counsel and second chair for civil bench trials while working at K&L Gates and has tried criminal felony jury trials while participating in a trial fellowship program with the King County Prosecutor's office. He has also served as a third-party neutral, assisting parties in resolving their disputes.

### SEATTLE OFFICE

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athan.tramountanas@klgates.com

Mr. Tramountanas co-authored chapters 3, 4, and 4.1 of the 2002 edition of the *Washington Civil Procedure Deskbook*. He is also an occasional contributor to *Northwest Construction Magazine*, for which he writes a construction law column. He has presented sections on public construction law for government contracting and continuing legal education seminars. Mr. Tramountanas is a member of the Litigation and Construction Law sections of the Washington State Bar Association, and is a member of the Design-Build Institute of America.

### PROFESSIONAL BACKGROUND

Prior to entering law school, Mr. Tramountanas worked as a construction project engineer for a general contractor and developer. During law school, Mr. Tramountanas was an associate editor of the *Seattle University Law Review* and he earned CALI awards in Legal Writing, Contracts, Property, and Intellectual Property.

### PUBLICATIONS

- "Effective Use of Expert Claims Consultants," presentation materials for Construction Claims Seminar, Professional Education Systems Institute, LLC (April 2004).
- "Affirmative Defenses to the Spearin Doctrine: Government Attempts to Avoid the Implied Warranty of Specifications," *Construction Briefings*, May 2003, West Group.
- *Washington Civil Procedure Deskbook*, Chapters 3, 4, and 4.1 (2002).
- "Out of the Woods II: Recent Case Changes Law on Statute of Repose," *Northwest Construction*, September 2002, at p. 38.
- "Contractual Waivers of Subrogation: Ensuring that Insurance Companies Pay for Property Damage," *Northwest Construction*, May 2002, at p. 60.
- "Government Contract Law: Construction Law," presentation materials for Government Contract Law Seminar, Federal Publications, Inc.
- "Out of the Woods: Washington's Statute of Limitations and Statute of Repose," *Northwest Construction*, January 2002, at p. 53.
- "Liening the Owner's Property Interest: A pitfall for contractors performing work

**EXHIBIT D**

**City of Olympia Project History**

CFP FUND		2001	2002	2003	2004	2005	2006	FUND TOTAL COST
322	4TH & 5TH AVE CIORRIDOR	\$ 6,470,405.70	\$ 13,905,654.71	\$ 11,034,500.00	\$ 2,584,878.00	\$ 90,978.65	\$ 30,745.27	\$ 34,117,162.33
317	GENERAL FUND							
	PARKS	\$ 919,737.64	\$ 971,087.66	\$ 2,637,024.50	\$ 847,124.00	\$ 1,665,265.00	\$ 5,875,966.00	\$ 12,916,204.80
	TRANSPORTATION	\$ 2,707,354.71	\$ 4,721,745.23	\$ 3,542,541.97	\$ 3,622,364.00	\$ 2,987,874.00	\$ 5,274,693.00	\$ 22,856,572.91
	WATER RESOURCES							
461	WATER	\$ 1,611,648.45	\$ 812,377.54	\$ 3,742,283.96	\$ 3,390,445.50	\$ 2,376,345.10	\$ 2,940,949.94	\$ 14,874,050.49
462	SEWER	\$ 386,282.07	\$ 1,367,958.92	\$ 1,057,771.50	\$ 1,519,987.05	\$ 1,870,951.71	\$ 1,993,188.29	\$ 8,196,139.54
434	STORMWATER	\$ 1,064,208.50	\$ 508,702.66	\$ 1,171,984.00	\$ 442,772.95	\$ 1,480,910.86	\$ 419,810.86	\$ 5,088,389.83
		\$ 13,159,637.07	\$ 22,287,526.72	\$ 23,186,105.93	\$ 12,407,571.50	\$ 10,472,325.32	\$ 16,535,353.36	\$ 98,048,519.90

**EXHIBIT E**

<b>OLYMPIC ASSOCIATES COMPANY PROJECT EXPERIENCE</b>						<b>Role during Project Phases</b>		
<b>Name</b>	<b>Summary of Experience</b>	<b>Project Names</b>	<b>Project Size</b>	<b>Project Type</b>	<b>Planning</b>	<b>Design</b>	<b>Construction</b>	
1 Dan Chandler	Managing Principal of Olympic Associates Company. 60 person project management and specialty AE firm.	Seattle University Phase 1 Science Building	\$16M	GC/CM		PM PIC	PM PIC	
		Microsoft Building 33	confidential	GC/CM		PM	PM	
		Puyallup School District 2004 Bond Program--Multiple Projects	\$250M	D-B-B	PM PIC	PM PIC	PM PIC	
		Nine Mile Falls Elem Schools	\$12M	GC/CM	PM PIC	PM PIC	PM PIC	
2 Court Olson	Senior Project Manager	Pierce County Environmental Services Office Building	\$18M (2001\$)	D-B-B			PM	
		Three Rivers Convention Center, Kennewick Public Facilities District	\$20M (2002\$)	D-B	PM	PM	PM	
		City of Olympia Arts & Conference Center	\$16M (2004\$)	D-B	PM	PM	(cancelled)	
		Washington Public Utility Districts Association Headquarters	\$4M (2006\$)	D-B	PM	PM	PM	
		Pacific Northwest Equipment Headquarters	\$1.5M (2006\$)	D-B	PM	PM	PM	
		Trace Lofts and 12th & Madison Projects	\$23M (2006\$)	GC-CM			PM	
		Olympia City Hall	\$38M (2008\$)	D-B	PM	PM	PM	

