

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

**APPLICATION FOR CERTIFICATION of PUBLIC BODY**  
**TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)**  
**AND/ OR**  
**DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURES**

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-11 should not exceed 15 pages (font size 11 or larger).

**1. Identification of Applicant**

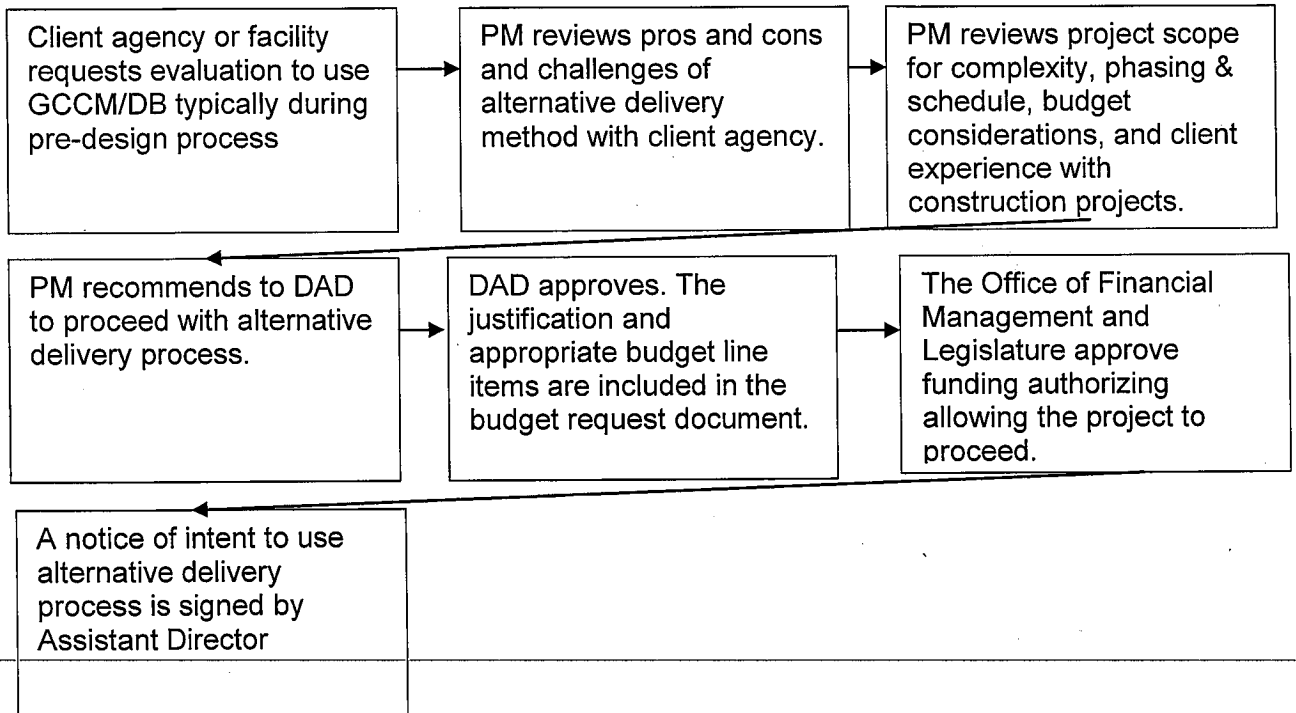
Department of General Administration  
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**2. Type of Certification Being Sought**

GC/CM       D-B       Both

*If your organization is seeking certification for both procedures, your responses to Questions 3, 4, 5, 6 and 8 must address your organization's activities with both. Otherwise your application will be considered incomplete.*

**3. Experience and Qualifications for Determining Whether Projects Are Appropriate for the Alternative Contracting Procedure** (*House Bill 1506, Section 107(2)(a).*) *Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)* Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.



1. This process is used for General Contractor/Construction Manager (GC/CM) and Design Build (DB)

**Key**

- AD: Assistant Director
- DAD: Deputy Assistant Director
- PM: E&AS Project Manager
- Owner: Client Agency

2. Our Project Managers work closely with client agencies from the very early planning stages to determine if the project meets the threshold to qualify for an alternative project delivery method.

The following questions are asked to evaluate the criteria for determination of project delivery:

- Project complexity-what are the special requirements for the building – does it require a GCCM or DB approach? Is Design-Bid-Build (DBB) a more appropriate approach?
- Is the project on an occupied campus, and if so, do the activities around the new building require special attention?
- What are the site logistics?
- If a renovation, will the building remain occupied during construction?
- Is this to be a phased project?
- Can the project be delivered without regular feedback from the client agency during the project or does the client need to be highly involved in the project development?
- Is the building type repetitive in nature?
- Are there multiple similar buildings on a single site?

**4. Project Delivery Knowledge and Experience** (*House Bill 1506, Section 107(2)(b)(i).*) *Limit response to two pages or less.*

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

Engineering and Architectural Services (E&AS) has completed more than 2,500 projects over the past ten years with a total value exceeding \$3,000,000,000. These projects range in size and complexity from simple re-roof projects to multi-million dollar new construction projects. Sixty-seven projects exceeded \$10,000,000. The majority of these projects are delivered via the traditional design-bid-build process. As one of the original agencies authorized to utilize alternative delivery methods, we have 23 GC/CM projects either completed or underway and two design build projects. We have completed complex health care facilities for the Departments of Veterans Affairs and Corrections to complicated lab classroom buildings on several of the state's community colleges to large state office complexes using GC/CM procurement. Our recent design-build projects have been with the Department of Corrections. In the early 1990's General Administration constructed the Natural Resources Building, Labor & Industries Building, and the Ecology Building as a pilot for design-build in the public works arena.

The management team, project managers (PM), and client agencies work closely together throughout a project to ensure success. In addition to managing scope, schedule and budget, risk management contributes to achieving projects completed on time, on budget without outstanding issues.

Our PMs work closely with client agencies continuously from the very early planning stages to final acceptance. In the planning process, before the pre-design request is made, the pluses and minuses are discussed and a recommendation is forwarded to the Deputy Assistant Director (DAD) for approval. All of General Administration's E&AS DADs have personally been involved with GC/CM projects at the project management level. Typically, at the pre-design stage of the project, the PM, client agency and DAD will make a decision to use an alternative procurement method and an appropriate funding request will be included in the project budget.

Throughout the project, the PM and DAD work together to ensure the project remains within budget and on schedule. Critical to the success of each project is the involvement of our Contracts Section. Each PM is assigned a Contracts Specialist (CS) who is responsible for writing the contracts and agreements, any changes that occur, and making sure funding is in place to allow the project to proceed. As each project is completed or as a new project is initiated, a group of PMs who have worked either GC/CM or Design-Build will share experiences to help inform and refine procedures and processes in place. With the first alternative public works procurement project, E&AS developed a standardized manual which has been revised and updated as the more experience was gained and as the law changed. There have been lessons learned from each project that continue to contribute to making future projects even more successful.

E&AS fosters a spirit of collaboration between PMs. With the depth of experience within E&AS, ideas and solutions are shared on a spontaneous level. Monthly team meetings are held where project issues are openly discussed and advice freely shared as well as monthly PM Meetings and quarterly All Staff Meetings.

**5. Personnel with Construction Experience Using the Contracting Procedure** *(House Bill 1506, Section 107(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)*

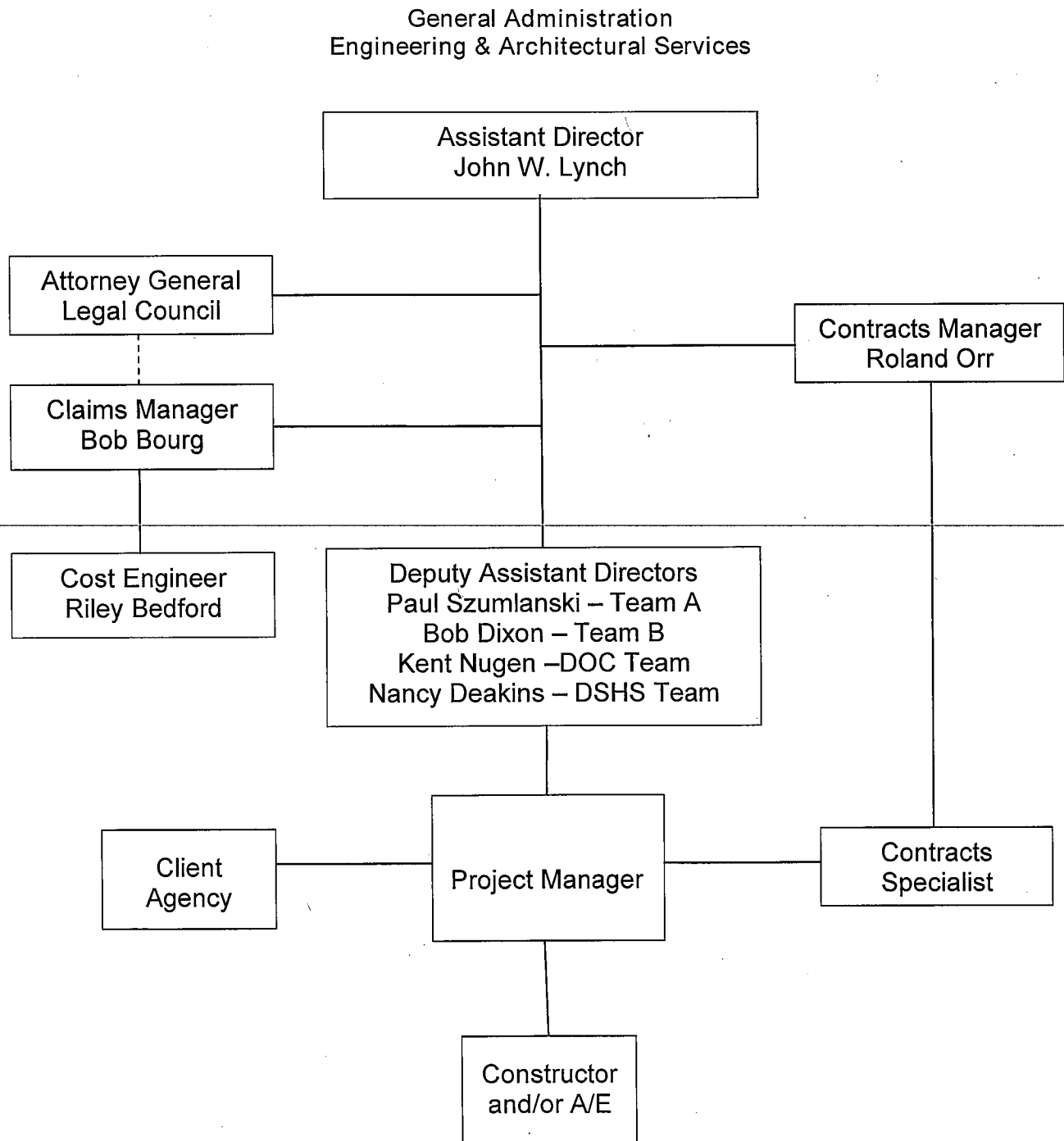
Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

The Department of General Administration, Division of Facilities, Engineering & Architectural Services (E&AS) employs over 45 project managers, 90% are licensed in the architectural or engineering professions. All of our PMs come to our division with considerable experience in the design, construction, and management of design and construction projects. Eighteen PMs have experience with E&AS in managing either GC/CM or DB projects. The Department of Corrections' (DOC) Team currently has 11 PMs while Teams A and B combined have 27 PMs and our Department of Social and Health Services (DSHS) Team has seven. Both DOC and DSHS have PMs within their respective groups assigned directly to that department. The entire management team at E&AS has managed projects and/or been involved in the development of Alternative Public Works Legislation. Our Assistant Director, John Lynch is currently serving as chairman of CPARB and one of our PMs, Penny Koal, serves on the PRC.

Please see Appendix A, for a list of our PMs who have utilized alternative public works.

6. Management Plan and Rationale for Alternative Contracting Projects (House Bill 1506, Section 107(2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)

Please provide your typical management plan or protocol that you would use to manage a GGCM or DB project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).



6. Management Plan and Rationale for Alternative Contracting Projects (*House Bill 1506, Section 107(2)(b)(iii).*) *Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)*

|                                   |  |
|-----------------------------------|--|
| Assistant Director                | Oversight of Division. Final approval on decision to use GC/CM or DB.  |
| Deputy Assistant Director         | Reviews and approves project delivery methods. Meets with project managers to monitor project progress.  |
| Attorney General<br>Legal Council | Available for consultation and interpretation of public works law.   |
| Claims & Disputes Manager         | Ensures all claim related issues and disputes are dealt with expeditiously to avoid legal claims.  |
| Contracts Manager                 | Responsible for the supervision of the Contracts Section. Ensures the laws and E&AS' procedures are being applied consistently and legally.  |
| Cost Engineer                     | Reviews budget and estimates for completeness and to ensure project remains on track.  |
| Project Manager                   | Reports on requirements of the projects; analyzes scope, schedule and budget status starting at planning and continuing through closeout. Reports findings to project team. Reviews and analyzes each phase estimates and facilitates reconciliations. Experienced with the type and size of project, as well as the alternative contracting methodology. Makes sure project documents have been prepared and reviewed for program compliance. Legal council, cost engineer, and contracts staff will advise project manager. Reviews and approves all GC/CM procedures and documents. Updates GC/CM Manual to specifically address the project; works closely with client agency. Manages projects and budget, reviews design and cost estimates to assure compliance to program and budget. Drafts contract elements, Negotiates MACC. |
| Contracts Specialist              | Reviews specifications and assists the Project Manager and writes the final contract.  |
| Client Agency                     | Agency that will "own" the building. Is responsible to provide the funding stream for the project. The Project Manager and client agency work hand-in-hand from project inception through construction.  |

**7. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures** (*House Bill 1506, Section 107(2)(b)(iv).*) *Limit responses to two pages or less. (See attached example table of how to display construction history.)*

In the past ten years, E&AS has managed more than 2,500 projects with a total value exceeding \$3,000,000,000. Sixty-seven projects exceeded \$10,000,000. Our PMs manage all types and scopes of projects from small tenant improvement projects to multi-million dollar new facilities. Attachment B shows the most recent 25 projects over \$5,000,000 either completed or else under construction in the 2007-2009 biennium.

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (design-bid-build, GC/CM, or design-build)
- Lead Design Firm (including current contact information)
- General Contractor, GC/CM, or Design/Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

Please see Appendix B.

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*\*If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

*\*\*If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

**8. Demonstrated Success in Managing at Least One Project Using the Contracting Procedure Within the Last Five Years** (*House Bill 1506, Section 107(2)(b)(v).*)(Limit response to one page or less.)

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- o Appropriateness of the alternative contracting method used for the project(s).
- o Lessons learned from your experience.

Our latest completed Design-Build (DB) project is the North Close Correctional Facility at the Washington State Penitentiary. The North Close is a \$160 million project that adds 990 beds and associated food service and support buildings to the Washington State Penitentiary. The total space constructed is 386,000 square feet. We used the DB approach as outlined in RCW 39.10. Contractor selection was initiated in mid 2004. The contractor is a joint venture of Turner Construction and HDR Architects. We experienced several challenges on the project primarily due to the rapid inflation in the construction market that occurred during the time that the subcontracts were being procured. We reached substantial completion in September, 2007.

One of our more recent GC/CM projects is the Skilled Nursing Facility at Retsil, Washington. The New 240 Bed Skilled Nursing Facility for the Washington Department of Veterans Affairs was accomplished using the GC/CM alternative procurement contracting method.

The 160,000 sf project began in the Fall of 2002 and was completed in the Spring of 2005 for a total project cost of \$47.8 million. \$16.7 million was paid by the State of Washington and \$31.1 million by the Federal Veterans Administration. The facility includes 96 shared/double occupancy rooms and 48 private rooms.

The client agency and the design team decided early on in the design process to pay attention to sustainable design practices and see what level of LEED certification could be attained. The careful selection of building materials and building mechanical systems resulted in the facility earning a certified LEED Gold award.

The Revised Code of Washington (RCW 39.10) spells out the requirements for determining the appropriateness of using both GC/CM and DB alternative contract methods. In addition, the criteria outlined in the RCW, GA's PMs also consider the following issues when addressing the delivery method with their client:

- Constraints of working within an occupied campus environment.
- Scheduling issues including class schedules, weather-related issues, and working around legislative session and inmates.
- Identifying unusual project risks.
- Early procurement of special materials for different building types and long lead materials.
- Multiple buildings in one project.
- Need for specialty trades.
- Critical occupancy dates.
- Ability of the client to participate in either the GC/CM and DB process.

Some of the lessons learned include the following:

- Need to provide adequate contingencies both for design and construction.
- Promote clear communication between design team, GC/CM or DB project manager, client and project managers.
- Check schedules for the real world accurateness.

- Need to manage quality control during design and construction phases.
- Consistent review of drawings and specifications to verify completeness, coordination and conformity to program.
- Forecasting of economic and labor conditions which may impact budget and/or schedule.
- Manage project scope to ensure correct implementation of the program.

Our experience using alternative procurement methods has resulted in an environment of teamwork and partnering with the client, design team, and contractor very early in the process. We have learned that an open exchange of ideas has proven beneficial to all parties and results in a higher-quality project. These alternative procurement methods allow all parties to understand the logistics of construction during the design process resulting in a more diligent and thoughtful approach to design and a design intent that is clearly understood by all parties.

**9. Ability To Properly Manage the Public Body's Capital Facilities Plan** (*House Bill 1506, Section 107(2)(b)(vi).*)(*Limit response to one page or less.*)

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

In 1959, the Legislature created the Division of Engineering and Architectural Services within the Department of General Administration (RCW43.19.450) defining the powers and duties for building on the State Capitol, state institutions and state agencies which have no architectural staff. With the exception of the four-year universities and the Evergreen State College, the Departments of Transportation and Parks and Recreation, E&AS manages capital projects for the remaining state agencies. Our major clients are the 34 Community Colleges, DSHS, Department of Corrections and General Administration's Capitol Campus. Each of these agencies have a 10-year agency plan that E&AS PMs produce or assist in developing. Part of our duties to our clients include recommendations for client agency design and construction standards, estimating standards, review of all project planning, programming, and budget documents. We also act as a liaison to the Office of Financial Management for our clients, advocating approval for capital projects while tracking new and proposed state statutes and regulations affecting capital projects, provide interpretations and assess the impact on clients.

E&AS will manage \$400,000,000 of construction projects annually in the next biennium.

Please see Appendix C for major projects funded either for pre-design, design, or construction that E&AS will manage in the 2007-2009 biennium.

**10. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington**  
(House Bill 1506, Section 107(2)(b)(vii).) *Limit response to one page or less.*

As demonstrated, GA has the proven capability, the professional staff expertise, and a long and successful record of delivering capital projects, both traditional design-bid-build procurement as well as alternative procurement.

In addition to information already provided which addresses the issues of competency as a public body, GA is committed to continuing its leadership role in the design and construction industry.

GA has provided assistance and mentoring to other agencies as they have worked to develop their own alternative delivery processes and expertise. They have also assisted several other public agencies on both an informal and formal structured basis.

GA members participated in the drafting and legislative process that resulted in the original Alternative Public Works Legislation. In the years since, GA has participated in the development of revised legislation, including the most recent efforts of the Capital Projects Advisory Review Board (CPARB). John Lynch, GA's Assistant Director for Engineering and Architectural Services, is currently serving as chairman of CPARB and one of our PMs, Penny Koal, serves on the PRC. GA provides the support staff for both CPARB and the PRC.

GA actively participates in most of the state-wide industry associations, as well as the periodic statewide initiatives aimed at improving alternative public works delivery methods. Through these and other means, GA has and continues to be a leader in the development of best practices that have been molded and adopted by other public agencies in Washington State.

**11. Resolution of Audit Findings on Previous Public Works Projects** (House Bill 1506, Section 107(2)(c).) (Limit response one page or less.)

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

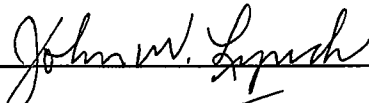
General Administration, Division of Facilities, Engineering and Architectural Services has had no audit findings.

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**Signature of Authorized Representative**

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).*

  
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Name (please print) John W. Lynch

Title: Assistant Director

Date: 10/19/07