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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).

**June 27, 2007**

**1. Identification of Applicant**

Applicant: Washington State University  
Address: 110 Commons Building, PO Box 643611, Pullman, WA 99163-3611  
Contact Person: Gerald Schlatter, AIA  
Title: Associate Vice President  
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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.

**RESPONSE:**

The written evaluation to determine utilization of the general contractor/construction manager procedure for a Washington State University capital project will always include specific detailed response to the following criteria identified in Part 3 General Contractor/Construction Manager of the Certificate of Enrollment, Second Substitute House Bill 1506:

- (1) Implementation of the project involves complex scheduling, phasing, or coordination.
- (2) The project involves construction at occupied facilities which must continue to operate during construction.
- (3) The involvement of the general contractor/construction manager during the project design phase is critical to project success.
- (4) The project encompasses a complex or technical work environment.
- (5) The project requires specialized work on a building that has historic significance.

The written evaluation and recommendation by the WSU Capital Planning and Development Project Manager will be reviewed by the WSU Capital Planning and Development Executive Director and the Director of Construction Services. Following their joint written approval of the evaluation and recommendation, a review will be scheduled with the Associate Vice President for Capital Planning and Development for a final review and approval.

This process has been successfully implemented on all GCCM projects with no significant problems. The University plans to continue utilizing these procedures on all future GCCM projects.

Please see Exhibit A: Project Approval Flow Chart

**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.

**RESPONSE:**

Over the past ten years, Washington State University has a proven track record of designing and constructing quality projects utilizing both the traditional Design-Bid-Build project delivery method as well as the alternative General Contractor/Construction Manager method. WSU is one of the public agencies originally authorized to utilize alternative contracting procedures and currently has nine GCCM projects in the design or construction phase. Since 1997, WSU Capital Planning and Development has delivered nearly fifty projects, including 17 GCCM projects, with a total construction value in excess of \$380 million.

The Capital Planning and Development department, under the leadership of Gerald R. Schlatter, AIA, has consistently delivered high quality projects that meet functional needs while consistently meeting the demands of both schedule and budget. As outlined in Exhibit B, the management and staff of the department include professional architects and engineers with significant experience managing public works projects.

Washington State University has managed the design and construction of technically complex projects ranging from agricultural and biomedical research laboratories to new energy plants and athletic facilities. The staff and management of WSU Capital Planning and Development have successfully balanced the demands of these complex projects.

Over the past several years, Washington State University has continued to refine procedures, contracts, and agreements to specifically address the GCCM contracting method. These refined processes establish a strong framework that promotes partnerships throughout the design and construction of quality facilities and infrastructure.

Capital Planning and Development is structured so that the Associate Vice President, Executive Director, and Director of Construction Services are integrated into the planning, design, and execution of each and every project. In addition to weekly manager meetings, bi-weekly staff meetings are held where ideas and knowledge are shared within the department. Over the past ten years, WSU has also implemented "Lessons Learned" staff meetings where issues are discussed and the positive results of open communication are realized. Quarterly Project Manager Review Meetings have also been a consistent avenue for PM's to share the details of their projects with management of the department. WSU has also developed a strong quality control program that includes detailed reviews at each phase of a project.

In addition to these internal reviews, WSU consistently implements value-added strategies into each project including constructability reviews, VE studies and peer reviews. WSU has also recruited an in-house code specialist that works with the WSU Fire Marshall and CPD staff to confirm that life-safety issues remain the highest priority.

**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)*

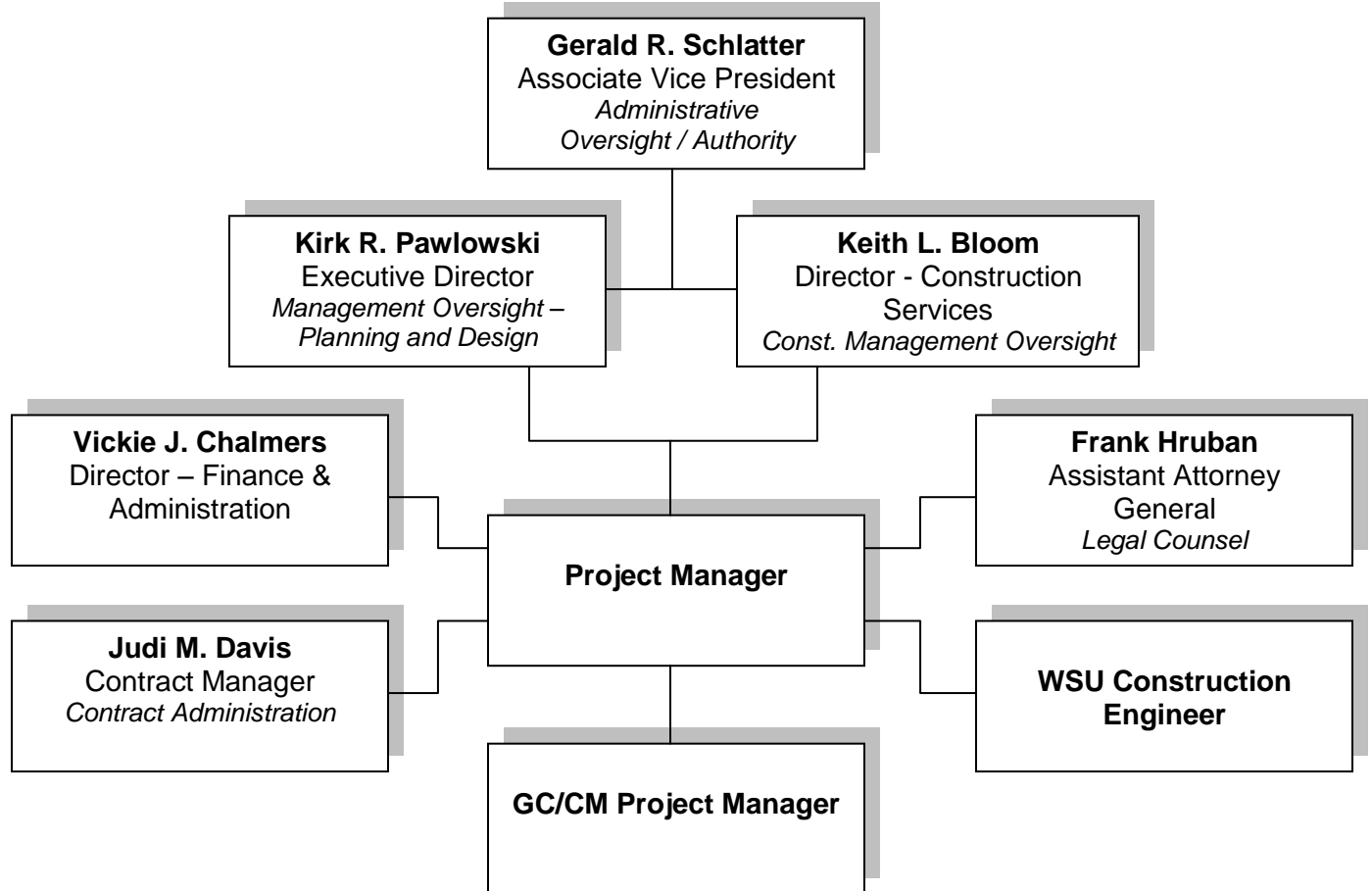
Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted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

**RESPONSE:**

Please see Exhibit B: Personnel with GC/CM Construction Experience

**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).



**Experience, Roles, Responsibilities**

Associate Vice President: Administrative Oversight and Final Project Authority  
Campus Architect and Campus Planner

Executive Director: Management Oversight of Planning and Design  
Resource for Project Managers

Director – Construction Services: Management and Oversight of Construction Activities

Project Manager: Project Lead and Point of Contact for all project-related issues and activities  
Responsible for Project schedule, budget, program, design, documentation

Director – Finance & Administration: Oversight of funding and budget; Project Liaison with OFM

Contract Manager: Administers all A/E and GC or GCCM proposals and contracts

Legal Counsel: Review of all legal documents and contracts

Construction Engineer: On-site observation of all construction-related activities

**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.)*

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)

*\*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.*

**RESPONSE:**

Please see Exhibit C: Management of Public Works Projects

**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:

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

**RESPONSE:**

The use or appropriateness of utilizing the GCCM project delivery method is outlined in the Revised Code of Washington. In addition the criteria outlined in the RCW, Washington State University has also considered the following local and campus issues when considering the delivery method:

- 1.) Constraints of working within an occupied campus environment
- 2.) Weather-related scheduling issues
- 3.) Soil concerns and/or unforeseen conditions
- 4.) Sensitive research and/or materials within the structure
- 5.) Need for specialty trades
- 6.) Critical occupancy dates

Some of the lessons learned include the following:

- 1.) Need for quality control during design and construction phases
- 2.) Consistent review of Drawings and Specifications to verify completeness and coordination
- 3.) Promote clear communication between all parties
- 4.) Forecasting of economic and workforce conditions which may impact budget and/or schedule
- 5.) Testing of project program and scope at start of each phase

A few of the advantages of the GCCM experience include the following:

- 1.) An environment of teamwork and partnering can be established very early in the process which provides an atmosphere of trust
- 2.) An open exchange of ideas has proven beneficial to all parties and results in a higher-quality project
- 3.) The design intent is clearly understood by all parties
- 4.) All parties understand the logistics of construction during the design process resulting in a more diligent and thoughtful approach
- 5.) The team can more easily evaluate all potential impacts of a decision
- 6.) Open dialog amongst all parties regarding budget, contingencies, and schedule

**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.

**RESPONSE:**

Capital Planning and Development works closely with the University Budget Office in the planning and coordination of all major capital project requests and prioritization.

Capital Planning and Development is structured so that the Associate Vice President, Executive Director, Director of Construction Services, and Director of Finance and Administration all play key roles during the planning and development of project scope, schedules, and budgets.

Project planning, including budget preparation, is initially prepared within the Capital Planning and Development department. As a first step, a Project Manager is assigned to work with a College or Department to gain an understanding of the needs and scope of the project. Subsequently, the Project Manager and Director of Finance and Administration work together to prepare the first C-100 outlining the scope, budget, and schedule. This information is routed through the department's management group and then refined, before being forwarded by the Associate Vice President to the University Administration for review and prioritization.

**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.*

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

**RESPONSE:**

Washington State University is proud of its history of delivering technically complex and challenging projects over the past ten years. In addition to the strong leadership and seasoned experience of the department's management, the Capital Planning and Development staff is mostly made up of licensed professionals. Over the past ten years, WSU has successfully recruited architects, mechanical engineers, electrical engineers, structural engineers, and code specialists. This internal expertise has proven to be of significant value to both the University and Washington State.

Washington State University has also been requested by other public agencies and school districts to assist and/or advise them in the implementation of the GCCM alternative contracting method. WSU assisted the Spokane Public Facilities District during the GCCM process and also advised Spokane Public Schools as they considered the use of the GCCM process.

**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.

**RESPONSE:**

Washington State University has been audited several times by the Washington State Auditor's Office. Consistently there have been no findings.

**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): Gerald R. Schlatter, AIA

Title: Associate Vice President

Date: June 27, 2007