AUBURN
SCHOOL DISTRICT
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FOUR ELEMENTARY SCHOOL REPLACEMENT PROGRAM

Dick Scobee, Pioneer, Chinook, and Terminal Park Elementary Schools

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

Application for GC/CM Project Delivery Approval

Submitted by

Auburn School District No. 408
June 30, 2017

AUBURN
SCHOOL DISTRICT
ENGAGE • EDUCATE • EMPOWER

June 30, 2017

Talia Baker, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

Dear PRC Members:

Please accept the attached application requesting approval for Auburn School District to utilize the GC/CM delivery method for a program to replace four schools: Dick Scobee Elementary, Pioneer Elementary, Chinook Elementary, and Terminal Park Elementary. These replacement schools will be built sequentially, one per year, at their current site. Each school has critical phasing and must be completed on schedule so that the successive school can begin construction.

These projects will be the second time Auburn School District has elected to utilize the GC/CM delivery method. Our decision to request approval to utilize the GC/CM delivery method is one that has not been taken lightly. We have conducted extensive research and spoken with architects, engineers, contractors, consultants and other school districts who have used the GC/CM delivery method on capital projects. We are encouraged by the feedback we received and believe, based on critical phasing, these replacement schools will benefit significantly by utilization of the GC/CM process.

I will serve as Project Manager and oversee the preconstruction phase of each project in this program. I participated in the AGC GC/CM Training Seminar in January 2017 and I am currently involved as the Project Manager in a GC/CM delivery approach for our Olympic Middle School Replacement project.

Auburn School District selected Parametrix as our GC/CM Procurement Manager and GC/CM Project Advisor for this program of projects. We will utilize their services and expertise during the preconstruction, negotiation, construction and close out phases of the project. As you know, Parametrix has successfully proposed and executed the GC/CM delivery process on numerous K-12 projects. Parametrix will also provide staff assistance to our school district Project and Construction Management staff, as required, to support this four-project program.

We will also utilize the technical and legal assistance of Graehm Wallace of Perkins Coie. Mr. Wallace has had extensive experience advising and assisting school districts with GC/CM projects.

Lastly, Auburn School District will draw upon the experience and knowledge of our project Architect, NAC Architecture of Seattle, to help ensure the success of this program.

We are excited about the opportunity to execute this project using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our program to the Project Review Committee.

Sincerely,

Jeffrey L. Grose
Executive Director of Capital Projects
Auburn School District No. 408

Cc: J. Dugan - Parametrix, C. Blansfield – Auburn School District

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

Contents

1. Identification of Applicant

(a)	Legal Name of Public Body:	Auburn School District No. 408			
(b)	Address:	915 4th St. NE, Auburn, WA 98002			
(c)	Contact Person Name:	Jeffrey Grose	Title:	Executive Director of Capital Projects	
(d)	Phone Number:	(253)931-4826	Fax:	(253)931-8006	E-mail: jgrose@auburn.wednet.edu

2. Brief Description of Proposed Project

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

Auburn School District is planning a building program that will replace four elementary schools with new schools at their existing sites. The schools are Dick Scobee Elementary, Pioneer Elementary, Chinook Elementary, and Terminal Park Elementary Schools. The schools will be replaced sequentially, one per year, between the years 2019-2023. The students and staff from each school will be relocated to an interim school during construction. The old Olympic Middle School will serve as the interim school for each of the four replacement schools.

The district believes that GC/CM delivery is the best model for this four school program. The construction of each school is dependent on timely completion of the prior school. The other challenge that we face is unprecedented market saturation and escalating cost of construction. The GC/CM process will allow us the transparency to monitor the project budget against market costs and make timely, informed design decisions to keep the cost of the projects within the allowable funds for construction. Consequently, the success of this program relies on effectively addressing complex scheduling/phasing of the work and the ability to work with the contractor to monitor costs and adjust design over a four-year construction program.

Dick Scobee Elementary School

The Dick Scobee Elementary School site is 8.9 acres in size and located in an established residential neighborhood. The school faces 14th Street NE on the south and is comprised of a main building, detached gymnasium and seven portable classrooms. The existing buildings are 62,669 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original building was completed in 1954 with subsequent modernization and addition occurring in 1955, 1956, 1982 and 1997. The new school will be approximately 74,000 square feet in size including a covered play area. The building will include general classrooms, specialty classrooms such as music and special education, administration area, gymnasium, library, kitchen and other support spaces. Site improvements will include playground and playfield, student pick-up and drop-off, bus loading and unloading, staff and visitor parking, event parking, delivery area, infrastructure and space for 6 portable classrooms, and landscape areas. The school district's budgeted MACC for this project is $29,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.

Pioneer Elementary School

The Pioneer Elementary School site is 8.41 acres in size and located in an established residential neighborhood. The school faces M St. SE on the east and is comprised of a main building, detached covered play area, and seven portable classrooms. The existing buildings are 41,173 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original

building was completed in 1959 with subsequent modernization and addition occurring in 1981. The new school will be approximately 74,000 square feet in size including a covered play area and include the same features as the new Dick Scobee Elementary School. The school district's budgeted MACC for this project is $30,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.

Chinook Elementary School

The Chinook Elementary School site is 10.99 acres in size and located adjacent to residential and commercial development. The school faces Auburn Way South on the south and is comprised of a main building, detached covered play area, and six portable classrooms. The existing buildings are 43,214 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original building was completed in 1963 with subsequent modernization and addition occurring in 1981. The new school will be approximately 74,000 square feet in size including a covered play area and include the same features as the new Dick Scobee Elementary School. The school district's budgeted MACC for this project is $31,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.

Terminal Park Elementary School

The Terminal Park Elementary School site is 6.09 acres in size and located in an established residential neighborhood. The school faces D St. SE on the east and is comprised of a main building, detached covered play area, and six portable classrooms. The existing buildings are 38,744 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original building was completed in 1945 with subsequent modernizations or additions occurring in 1948, 1952, 1966, 1982 and 1985. The new school will be approximately 74,000 square feet in size including a covered play area and include the same features as the new Dick Scobee Elementary School. The school district's budgeted MACC for this project is $30,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.

3. Projected Total Cost for the Project

A. Project Budget

Dick Scobee Elementary School		
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	26,680,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (8% of MACC)	$	2,320,000
Subtotal (Owner's MACC)	**$**	**29,000,000**
Owner's Construction Contingency (5% of MACC)	$	1,450,000
Owner's Project Contingency (5% of MACC)	$	1,450,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	$	1,740,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	$	2,900,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	$	290,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	$	1,450,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	$	1,160,000
Sales Tax (10% of MACC)	$	2,900,000
Total	**$**	**42,340,000**

Pioneer Elementary School		
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	27,600,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (8% of MACC)	$	2,400,000
Subtotal (Owner's MACC)	**$**	**30,000,000**
Owner's Construction Contingency (5% of MACC)	$	1,500,000
Owner's Project Contingency (5% of MACC)	$	1,500,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	$	1,800,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	$	3,000,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	$	300,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	$	1,500,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	$	1,200,000
Sales Tax (10% of MACC)	$	3,000,000
Total	**$**	**43,800,000**

Chinook Elementary School		
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	28,520,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (8% of MACC)	$	2,480,000
Subtotal (Owner's MACC)	**$**	**31,000,000**
Owner's Construction Contingency (5% of MACC)	$	1,550,000
Owner's Project Contingency (5% of MACC)	$	1,550,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	$	1,860,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	$	3,100,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	$	310,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	$	1,550,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	$	1,240,000
Sales Tax (10% of MACC)	$	3,100,000
Total	**$**	**45,260,000**

Terminal Park Elementary School		
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	27,600,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (8% of MACC)	$	2,400,000
Subtotal (Owner's MACC)	**$**	**30,000,000**
Owner's Construction Contingency (5% of MACC)	$	1,500,000
Owner's Project Contingency (5% of MACC)	$	1,500,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	$	1,800,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	$	3,000,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	$	300,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	$	1,500,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	$	1,200,000
Sales Tax (10% of MACC)	$	3,000,000
Total	**$**	**43,800,000**

B. Funding Status

Please describe the funding status for the whole project. Note: If funding is not available, please explain how and when funding is anticipated.

The building program to replace Dick Scobee, Pioneer, Chinook, and Terminal Elementary Schools will be funded from revenue provided by a capital bond proposition approved by Auburn School District voters in November 2016. This bond proposition provides sufficient funds to complete all four projects.

4. Anticipated Project Design and Construction Schedule

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.

Anticipated Project Schedules are shown in Attachments A1 & A2.

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

Not Applicable. The Schematic Design phase for the first project will tentatively begin November 2017 and the GC/CM will begin working on the project before the Schematic Design phase is completed.

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?

The GC/CM contracting method is appropriate for the Dick Scobee, Pioneer, Chinook, and Terminal Park Elementary Schools replacement program for the following reasons:

Complex Scheduling & Critical Phasing – The four replacement schools will be built on the site of each existing school. The projects have a shorter than normal time schedule and the work must accommodate the neighboring community. Multiple phases will be needed to execute the construction work.

Each project requires an aggressive construction schedule. Each school must be built within 13 months. This includes abatement of hazardous materials from the existing school buildings; demolition of existing buildings and parking lots; construction of new 74,000 square foot facility and extensive site improvements; utility line relocations and street improvements.

It is essential the first project, Dick Scobee Elementary School, is complete and ready for students by August 2020. Completion by August 2020 will ensure the interim elementary school facility will be available for students and staff from the second project, Pioneer Elementary School. This dependency applies to the following replacement schools, Chinook and Terminal Park Elementary Schools. Failure to complete a school project on schedule will delay the construction of the following school.

GC/CM input during the design and permitting phases will assist the design team and Owner in making prudent, efficient and timely decisions. It will also assist in establishing a construction schedule that will meet the critical deadlines and phasing. GC/CM involvement during construction creates the

opportunity for early procurement of materials and equipment and an expeditious start of construction work. A competent GC/CM creates greater certainty that work will be executed in a safe manner that minimizes disruption of the adjacent neighborhood. It will also help ensure that these projects, with aggressive schedules, will be completed on time so that the successive project can start construction on schedule.

Site Constraints:

All four sites are surrounded by public sidewalks, busy streets, residences and in some cases commercial development. This creates a situation where extensive and heavy construction activities will occur within a limited area while surrounded by vehicular traffic, pedestrian traffic, homes and businesses. In addition, all four project require street improvements that must be completed while the roadways remain in operation.

GC/CM involvement in these projects will help ensure the construction work is executed in an organized and coordinated manner while minimizing disruptions to the public and respecting the surrounding neighborhoods and businesses.

Safety – The close proximity of the construction site to public sidewalks, streets, and family homes and businesses creates a high level of need for well-organized, carefully monitored and safe construction activities. The limited size of the construction work area at each site, the need to perform work on sites located in residential neighborhoods, and the need to provide street improvements while roadways remain in operation creates additional challenges for maintaining a controlled and harm-free public construction environment.

A well-qualified GC/CM will help ensure the construction activities are properly planned, phased and safely executed at all times.

Inflation/Escalation – Utilization of the GC/CM process will assist in completing the projects in an expedited manner. This will reduce the impact of volatile cost escalation that is currently present in the Puget Sound construction market. This will also reduce the cost of the project.

During the past few months a unique situation has developed that hasn't been seen in decades. The construction market in the greater Puget Sound region is becoming saturated and is nearing capacity. The availability of general contractors, subcontractors and suppliers who construct K-12 projects of the dollar value listed in this application ($25-35M) is becoming more and more limited. Recently, this has been reflected in skyrocketing construction bids. (In some instances, design/bid/build projects originally budgeted at $320/s.f. are now bidding at upwards of $450/s.f., 30-40% higher than budgeted.) GC/CM involvement in the design and procurement process will provide substantial fiscal benefit by helping reduce the potential for cost impacts due to price escalation, product availability problems, and labor shortfalls. The transparent estimating and accounting process, inherent in GC/CM, will allow the owner and the design team to work with the contractor to monitor the budget through design and construction and make informed decisions to keep the project on track with the funds available for construction.

GC/CM involvement will also allow the opportunity to expedite construction and minimize the effects of inflation by the use of early procurement and/or bid packages. The assistance of the GC/CM contractor will be instrumental in determining whether to implement early procurement and bid packages and, if so, utilizing the GC/CM to effectively manage and coordinate this work.

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?

Not applicable.

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.

Critical Phasing – This school replacement program will be completed in four phases.

- Phase 1 will construct a new elementary school at the site of the existing Dick Scobee Elementary School. Students and staff at the existing school will be relocated to an interim elementary school during construction of the new facility. The new construction will require the demolition of the existing Dick Scobee Elementary School. The timing of this work is critical to the operation of the existing school, critical to the relocation of the existing school, and critical to the construction and occupancy of the new school. Failure of timely completion will result in setbacks for this project and the following projects in the program.
- Phase 2 consists of a similar operation to construct a replacement school at the existing Pioneer Elementary School site. As with Phase 1, the timing of this work is critical to operation of the existing school, relocation of the existing school and construction of the new school. Failure of timely completion will result in setbacks for this project and following projects.
- Phase 3 consists of another sequential phase that will replace Chinook Elementary School on its existing site. Timely completion is essential for the success of this project and following projects.
- Phase 4 is the final phase of the program and is a similar operation for the replacement of an elementary facility on the site of the existing Terminal Park Elementary School. Timely completion of Phases 1, 2 and 3 is critical to successful completion of this last phase of the program.

Safety – Construction activities will need to be conducted in a manner that ensures the safety and health of nearby neighbors and the public. This includes sound, odor, and dust control; construction deliveries and traffic control; safe work activities within the existing school campus; a secure construction site that is not an attractive nuisance; and protections for pedestrians who are in the vicinity of the construction work.

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

The GC/CM will be able to provide input during the design process for four projects to ensure that critical construction activities, building systems, construction scheduling and phasing, and safety considerations are properly integrated into the project designs. GC/CM assistance will also help make sure the projects can be completed on budget and on schedule. Based on the experience of Parametrix, input from the GC/CM during the design phase has proven invaluable in achieving the Owner's goals for the design and construction of school facilities: staying on budget and schedule, minimizing adverse impacts to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM will also provide value in advising the design team and Owner on constructability, value analysis, construction document quality, and other design phase deliverables. The GC/CM will play a vital role during pre-construction phase of each project by assisting in preparing early bid packages and most importantly assuming the cost and schedule risk of delivering the project.

GC/CM involvement during the design phase is critical to the success of projects of this type that are being constructed adjacent to active neighborhoods and with expedited construction schedules. The GC/CM will help in successfully planning the projects with realistic and specific scope, boundaries, constraints, and contingency plans for each phase of each project.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Not applicable to this project.

What is the specialized work that must be done? – Not applicable to this project.

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

Manage Costs in an Inflating Market – Having a GC/CM Contractor on board during design phase of these projects will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus providing the Owner with better control of construction costs and time.

During the past few months a unique situation has developed that hasn't been seen in decades. The construction market in the greater Puget Sound region is becoming saturated and is nearing capacity. The availability of general contractors, subcontractors and suppliers who construct K-12 projects of the dollar value listed in this application ($25-35M) is becoming more and more limited. Recently, this has been reflected in skyrocketing construction bids. (In some instances, design/bid/build projects originally budgeted at $320/s.f. are now bidding at upwards of $450/s.f., over 33% higher than budgeted.) GC/CM involvement in the design and procurement process will provide substantial fiscal benefit by helping reduce the potential for cost impacts due to price escalation, product availability problems, and labor shortfalls. The transparent estimating and accounting process, inherent in GC/CM, will allow the owner and the design team to work with the contractor to monitor the budget through design and construction and make informed decisions to keep the project on track with the funds available for construction.

Allocation of Risk –The GC/CM process can reduce risks and claims in the following manner:

- A GC/CM Contractor is highly motivated to maintain a schedule that they helped develop.
- The GC/CM delivery process offers an "open book" cost accounting of the work.
- The GC/CM understands the nature and scope of the construction work before bids, which reduces the learning curve and potential for surprises.
- The GC/CM will participate in establishing the schedule and scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are bought, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
- The GC/CM participates in and "owns" pre-construction cost estimates.
- The GC/CM will participate in value analysis and constructability reviews throughout the design process. This helps ensure cost-effective and value-based solutions.
- The potential for serious construction claims and litigation is diminished because of the collaborative relationships among the GC/CM, Owner and design team.

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.

The GC/CM delivery method provides substantial public benefit over traditional design-bid-build by:

Real Time, Market Based Cost Estimates – A GC/CM Contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable by having the GC/CM participate in constructability reviews, value analysis, design team/contractor/Owner coordination, and the use of design phase overlap to accelerate project completion. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner.

Better Coordination of Materials and Equipment Purchases – A GC/CM Contractor can provide better coordination of material and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage resulting in a benefit to the Owner. This level of coordination is often difficult to achieve on a design-bid-build project.

More Responsive and Responsible Bids – A GC/CM Contractor is able to exercise greater control in the organization of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the design/bid/build process. This reduces the potential for non-responsible bidders, submittal of non-responsive bids, and the claim of constructability errors and scheduling issues being raised after bids have been received and contracts executed with subcontractors.

Better Ability to Accommodate Activities at Site – A GC/CM Contractor can play a critical role during the design phase in preparing a feasible and safe construction plan. This is especially beneficial for projects of this type where construction will occur adjacent to active residential neighborhoods and roadways. This opportunity for construction planning input during the design phase is not available on a design/bid/build project.

Complex Scheduling – The preparation of a construction schedule by a GC/CM Contractor, in collaboration with the design team and Owner, provides a more detailed, market driven, accurate and realistic CPM schedule. This is important because these projects must be constructed in a shorter than normal time period. Schedule input from the GC/CM Contractor will better address major construction impacts and will help ensure the projects are completed on time.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates an ongoing process of value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion.

7. Public Body Qualifications Description of Organization's Qualifications to Use the GC/CM Contracting Procedure:

Auburn School District has a long and successful history of building and modernizing schools and support facilities. This four-school program will be the second time the school district has chosen to utilize the GC/CM delivery method. The school district conducted extensive research when evaluating the potential use of GC/CM for its projects and is continuing to refine its skills in the execution of the GC/CM process. The school district's Executive Director of Capital Projects will manage this project during the preconstruction phase and will transition the project to an in-house construction manager for construction. The Executive Director of Capital Projects has attended the AGC GC/CM training seminar and the District is currently executing its first GC/CM project.

Auburn School District has procured the services of Parametrix to serve as a GC/CM Advisor and to assist them with procuring a GC/CM and managing the GC/CM process. Parametrix has extensive experience and success in the GC/CM procurement and delivery process and is a strong proponent of the GC/CM delivery method. Parametrix will assist and advise the school district during the

preconstruction, construction and project close out phases for each school and, via staff augmentation, will provide additional PM/CM services and support as required for the district's development program.

Graehm Wallace and the Perkins Coie team will assist Auburn School District with the GC/CM process by serving as their legal counsel. The Perkins Coie team has provided legal and contract related services to numerous clients using the GC/CM delivery method. This includes a number of Washington State school districts.

The district ired NAC Architecture as their designers for this project. NAC comes with an in-depth knowledge of the design and implementation of K-12 construction projects. However, their teams alternative delivery experience consists of one GC/CM project and some negotiated contract projects. While this could be viewed as a detriment, Parametrix sees this as a mentoring opportunity. We will work with NAC advising and nurturing them along the way, thus exposing and educating another design team to the benefits and procedures of the GC/CM delivery model.

Members of the Parametrix team supporting the District in delivering this four-school program have helped implement or are currently working on the GC/CM procurement and delivery process on numerous projects totaling over $970 million in total project value. The following table identifies these projects.

Project	Project Value	Delivery Method	Time Involved
McLoughlin Middle School, Vancouver Public Schools	$74,310,000	GC/CM	2017-present
Marshall Elementary School, Vancouver Public Schools	$35,150,000	GC/CM	2017-present
Lieser School, Vancouver Public Schools	$12,970,000	GC/CM	2017-present
Olympic Middle School, Auburn School District	$65,700,000	GC/CM	2016-present
Lake Stevens High School, Lake Stevens School District	$87,000,000	GC/CM	2016-present
Mount Vernon High School – Old Main Building Modernization, Mount Vernon School District	$29,500,000	GC/CM	2016-present
Blakely Elementary School, Bainbridge Island School District	$38,900,000	GC/CM	2016-2017
Madison Elementary School Replacement, Mount Vernon School District	$40,500,000	GC/CM	2016-2017
East Division Elementary School, Mount Vernon School District	$39,800,000	GC/CM	2016-2017
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177,941,000	GC/CM	2016-2017
Olympic High School, Central Kitsap School District	$38,500,000	GC/CM	2016-2017
Browns Point Elementary School, Tacoma Public Schools	$31,000,000	GC/CM	2016-2017
Eastside Community Center, Metro Parks Tacoma	$32,000,000	GC/CM	2016-2017
Stewart Middle School, Tacoma Public Schools	$66,000,000	GC/CM	2013-2016
McCarver Elementary School, Tacoma Public Schools	$39,000,000	GC/CM	2013-2016
Stadium High School, Tacoma Public Schools	$107,967,000	GC/CM	2004 to 2007
Greater Tacoma Convention and Trade Center	$58,200,000	GC/CM	2002 to 2004

The combination of Auburn School District's success in managing school construction projects and the GC/CM expertise of Parametrix and Perkins Coie create a strong team that is well-suited to successfully execute the GC/CM delivery process for these projects.

Project organizational chart, showing all existing or planned staff and consultant roles:

Refer to Attachment B.

Staff and consultant short biographies (not complete résumés):

Jeffrey Grose, Executive Director of Capital Projects (Auburn School District)

Jeffrey Grose has been involved in the design and construction industry for 42 years. During this time he obtained Bachelor of Science and Master Degrees in Architecture and a Bachelor of Science Degree in Building Construction. His construction experience began in 1975 when he supported his college education by working in the construction trades as a laborer, beginning carpenter and iron worker.

After completion of his first degree in architecture, Jeffrey expanded his construction and design experience by working in the offices of a general contractor and architectural firms in the states of Michigan and Washington. In 1980, Jeffrey began working for Auburn School District managing their Capital Projects Department. He has continued in this role and has been responsible for the school district's Capital Projects program for the past 37 years.

During his tenure at Auburn School District, Jeffrey has overseen the design and construction of over 100 projects. This includes the modernization of every school and support facility in the school district, the expansion of 17 facilities, construction of 8 new schools, construction of new Support Services and Transportation Center facilities and the placement or relocation of over 100 portable classrooms.

The scope of projects for which Jeffrey has been responsible range from simple modernization improvements to a $120 million, highly-complex, multi-phase modernization and reconstruction of an existing high school. This project was built while the school remained in operation with 1,500 students and staff on the premises.

Jeffrey has extensive dispute resolution experience that includes serving 30 years as an arbitrator of construction disputes for the American Arbitration Association. He has also served as a presenter for topics related to construction administration for classes at the University of Washington and at workshops for educational facility planners at the Project Management Institute. The following table identifies examples of Auburn School District projects Jeffrey has been responsible for:

Project	Project Value	Delivery Method	Role	Construction Time Frame
Olympic Middle School Replacement	$65,700,000	GC/CM	Project Manager	2016-present
Auburn High School Modernization and Reconstruction	$120,000,000	D/B/B	Project Manager	2013-2016
Capital Levy Improvements Program (60 Modernization Projects)	$46,400,000	D/B/B	Project Administrator	2010-present
New Elem. School No. 14 (Arthur Jacobsen Elem.)	$21,028,000	D/B/B	Project Manager	2006-2007
New Elem. School No. 13 (Lakeland Hills Elem.)	$14,710,000	D/B/B	Project Administrator	2005-2006
New High School No. 4 (Auburn Mountainview HS)	$58,500,000	D/B/B	Project Manager	2004-2005
New Transportation Center	$5,715,001	D/B/B	Project Manager	1996-1997

New Support Services Center	$4,135,609	D/B/B	Project Manager	1995-1996
New High School No. 3 (Auburn Riverside HS)	$29,158,234	D/B/B	Project Manager	1994-1995
New Jr. High School No. 4 (Mt. Baker JHS)	$11,926,700	D/B/B	Project Manager	1993-1994
New Elem. School No. 12 (Ilalko Elem.)	$6,241,756	D/B/B	Project Manager	1991-1992
New Jr. High School No. 3 (Rainier JHS)	$9,839,345	D/B/B	Project Manager	1990-1991
New Elem. School No. 11 (Hazelwood Elem.)	$4,477,136	D/B/B	Project Manager	1989-1990
New Alternative High School (West Auburn HS)	$3,229,726	D/B/B	Project Manager	1989-1990

Jim Dugan – GC/CM Advisor

Jim has 39 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternative project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly-experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the GC/CM Advisory and Project Management team for a number of Owners and projects. The table below identifies Jim's GC/CM project experience.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
McLoughlin Middle School, Vancouver Public Schools	$74.31 M	GC/CM	GC/CM Advisor	2017-present
Marshall Elementary School, Vancouver Public Schools	$35.15 M	GC/CM	GC/CM Advisor	2017-present
Lieser School, Vancouver Public Schools	$12.97 M	GC/CM	GC/CM Advisor	2017-present
Olympic Middle School, Auburn School District	$65.7 M	GC/CM	GC/CM Advisor	2016-present
Lake Stevens High School, Lake Stevens School District	$87 M	GC/CM	GC/CM Advisor	2016-present
MVHS Old Main Building Historic Renovation, Mount Vernon School District	$29.5M	GC/CM	Project Director, GC/CM Advisor	2016-present
Blakely Elementary School Replacement, Bainbridge Island School District	$38.9M	GC/CM	Project Director, GC/CM Advisor	2016-2017
Madison Elementary Replacement, Mount Vernon School District	$40.5M	GC/CM	Project Director, GC/CM Advisor	2016-2017

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
New East Division Elementary, Mount Vernon School District	$39.8M	GC/CM	Project Director, GC/CM Advisor	2016-2017
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177.94M	GC/CM	Project Director, Project Manager	2016-2017
Olympic High School Addition & Modernization, Central Kitsap School District	$38.5M	GC/CM	Project Director, GC/CM Coordination	2016-2017
Browns Point Elementary School, Tacoma Public Schools	$31M	GC/CM	Project Director, GC/CM Coordination	2016-2017
Eastside Community Center, Metro Parks Tacoma	$32M	GC/CM	Project Director, GC/CM Coordination	2016-present
Stewart Middle School, Tacoma Public Schools	$66M	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-2016
McCarver Elementary School, Tacoma Public Schools	$39M	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-2016
Stadium High School, Tacoma Public Schools	$107.96M	GC/CM	GC/CM Coordination, CM (Full Time On-site During Construction)	2004 to 2007
Greater Tacoma Convention and Trade Center	$58.2M	GC/CM	Project Manager (Full Time On-site During Construction)	2002 to 2004

Dan Cody – GC/CM Procurement & PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 30 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan's expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the K-12 educational market, providing design and construction services on projects for numerous school districts in western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time he has been closely involved in the GC/CM procurement process of thirteen K-12 projects, totaling over $620M in total project value, that will/are being delivered using the GC/CM delivery method. Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities. The table below identifies Dan's GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
McLoughlin Middle School, Vancouver Public Schools	$74.31 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Marshall Elementary School, Vancouver Public Schools	$35.15 M	GC/CM	GC/CM Procurement, Project Management	2017-present

Lieser School, Vancouver Public Schools	$12.97 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Olympic Middle School, Auburn School District	$65.7 M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Lake Stevens High School, Lake Stevens School District	$87 M	GC/CM	GC/CM Procurement, Project Management	2016-present
MVHS Old Main Building Historic Renovation, Mount Vernon School District	$29.5M	GC/CM	GC/CM Procurement	2016
Blakely Elementary School Replacement, Bainbridge Island School District	$38.9M	GC/CM	GC/CM Procurement	2016
Madison Elementary Replacement, Mount Vernon School District	$40.5M	GC/CM	GC/CM Procurement	2016
New East Division Elementary, Mount Vernon School District	$39.8M	GC/CM	GC/CM Procurement	2016
Central Kitsap High School & Middle School Replacement, Central Kitsap School District	$177.94M	GC/CM	GC/CM Procurement	2016
Olympic High School, Central Kitsap School District	$38.5M	GC/CM	GC/CM Procurement	2016
Browns Point Elementary School, Tacoma Public Schools	$31M	GC/CM	GC/CM Procurement	2016
Eastside Community Center, Metro Parks Tacoma	$32M	GC/CM	GC/CM Procurement, Pre-Construction, PM/CM Support	2016 - present
Tumwater Middle School Addition/ Renovation, Tumwater School District	$23.1M	D/B/B	PM/CM	2015-present
George Washington Bush Middle School Addition/Renovation, Tumwater School District	$23.9M	D/B/B	PM/CM	2015-present

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous school districts including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm prepares all GC/CM contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on GC/CM projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

Steven M. Shiver, FAIA, LEED AP, Architect, Principal-in-Charge (NAC Architecture)

Steve has been the principal-in-charge or managed more than $500 million in public and private educational projects. This includes planning and design for projects ranging from new construction, to small remodels, to multi-phased renovations. He has led teams on over 30 elementary school projects

through his career, including several private school projects that were completed through a negotiated construction procurement process. As a principal, Steve's hands-on approach to project leadership, coupled with his experience in the construction trades early in his career, will provide a deep resource of construction and design knowledge for the design team to draw on throughout each of the projects in the program. Steve will lead the production of the project manuals and specifications for all of the elementary school replacements. Recent projects similar to the Auburn Elementary Replacements include:

Project	Project Value	Delivery Method	Role	Timeframe
Stevens Creek Elementary School and Early Learning Center, Lake Stevens School District	$38,480,500	Design-Bid-Build	Principal-in-Charge	2015-2017
Risdon Middle School, Renton School District	$35,872,427	Design-Bid-Build	Project Manager	2012-2017
Secondary Learning Center, Renton School District	$21,338,389	Design-Bid-Build	Project Manager	2008-2013
Atlas Charter School, Washington Charter School Development, Seattle (negotiated procurement)	$10,159,680	Negotiated	Principal-in-Charge	2014-2017
Sunnycrest Elementary School Modernization and Addition, Lake Stevens School District	$9,815,610	Design-Bid-Build	Project Manager	2007-2010

Guy Overman, AIA, LEED AP, Architect, Lead Planner and Designer (NAC Architecture)

Guy's background spans 40 years with a focus on K-12 facility planning, design and construction, including many projects in the Auburn School District. His experience includes modernization, replacement and new facility construction for all grade levels, and a variety of educational support occupancies. Guy's experience with the GC/CM delivery method through his leadership on the Lakes High School project will contribute to the success of the Auburn Elementary Replacements program. As a PK-12 educational planning specialist, he has been a lead designer, principal-in-charge or project manager on more than 13 high schools, six middle schools, and eight elementary schools including:

Project	Project Value	Delivery Method	Role	Timeframe
Auburn High School Replacement, Auburn School District	$86,626,798	Design-Bid-Build	Principal-in-Charge	2010-2017
Bellevue High School Modernization and Replacement, Bellevue School District	$66,705,209	Design-Bid-Build	Principal-in-Charge	2008-2012
Lakes High School Modernization (GC/CM procurement), Clover Park School District	$54,765,540	GC/CM	Principal-in-Charge	2007-2010
Secondary Learning Center, Renton School District	$21,338,389	Design-Bid-Build	Principal-in-Charge	2008-2013
Stevens Creek Elementary School and Early Learning Center, Lake Stevens School District	$38,480,500	Design-Bid-Build	Lead Planner and Designer	2015-2017

Karee Loghry, AIA, LEED AP, Architect, Project Manager (NAC Architecture)

Karee is considered one of NAC Architecture's most experienced project managers with more than 20 years' experience. She is very articulate, well organized and a proven team leader. Karee has the capability to adapt and respond to multiple priorities, including creative problem solving, clear, concise, persuasive communication and enthusiasm, with dedication to consistency and detail. As a project manager, consultants appreciate and value Karee's attention to detail and organized manner in which she manages her projects. Her experience in consultant leadership, navigating sometimes complex jurisdictional requirements and professionalism with contractors will ensure each of the elementary

school projects is completed on time and within the budgets. Some similar sized recent projects she has led include:

Project	Project Value	Delivery Method	Role	Timeframe
Wilson High School, Phase 2, Tacoma School District	$29,970,000	Design-Bid-Build	Project Manager	2015-2017
Atlas Charter School, Washington Charter School Development, Seattle (negotiated procurement),	$10,159,680	Negotiated	Project Manager	2014-2017
Little Cedars Elementary School, Snohomish School District	$17,606,502	Design-Bid-Build	Project Architect	2004-2008
Glacier View Junior High School Replacement, Puyallup School District	$26,398,379	Design-Bid-Build	Project Architect	2004-2008
Aylen Junior High School Replacement, Puyallup School District	$27,775,949	Design-Bid-Build	Project Architect	2004-2010

Heidi Deaver, RA, LEED AP, Architect, Project Architect (NAC Architecture)

Heidi is known for her superb communication skills as well as her dedicated technical quality and service. She is proficient in all phases of the design process, from client-architect meetings to construction administration. She has a very organized approach to translating requirements to details and incorporating the work of multiple consultants on large project teams. Heidi's strong communication skills with owner representatives, sub-consultants, and in-house staff are critical to the development of accurate and coordinated project documents. Heidi will be focused on coordination and technical production of the overall drawing document where her attention to detail will ensure coordinated and organized documents. Similar sized projects that Heidi has recently worked on include:

Project	Project Value	Delivery Method	Role	Timeframe
Riverview Elementary School, Snohomish School District	$22,932,896	Design-Bid-Build	Project Architect	2008-2011
Risdon Middle School, Renton School District	$35,872,427	Design-Bid-Build	Project Architect	2012-2017
Secondary Learning Center, Renton School District	$21,338,389	Design-Bid-Build	Project Architect	2008-2013
Atlas Charter School, Washington Charter School Development, Seattle (negotiated procurement)	$10,159,680	Negotiated	Project Architect	2014-2017
Sunnycrest Elementary School Modernization and Additions, Lake Stevens School District	$9,815,610	Design-Bid-Build	Project Architect	2007-2010

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.

Specific GC/CM experience for each proposed staff member and consultant is described in each of the staff and consultant biographies above.

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

Qualifications of the project manager and consultants are described in the staff and consultant biographies above.

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.

Parametrix has been selected for GC/CM Consultant Services from GC/CM Procurement through Pre-Construction Services and GC/CM Advisor through project completion. The District will use a combination of an in-house Project Manager, in-house construction manager, and the Parametrix PM/CM team for this project. The Project Manager will administer the project during the preconstruction phase and monitor the project during the construction phase. The construction manager will administer the project during construction. The consultants PM/CM team will provide support and advisory services during the design and construction phases. The District will also utilize a combination of in-house and consultant staff to fill the roles of Project Coordinator and Administrative Assistant. Funds for services provided by Parametrix and all in-house staff are available from the 2016 bond issue proceeds.

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

Construction experience for each proposed staff member and consultant is described in the staff and consultant biographies above.

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

This four-school program will be managed by Auburn School District's Capital Projects Department. The project will be overseen by the Executive Director of Capital Projects. The Executive Director will serve as the school district's Project Manager during the preconstruction phase with support provided by other members of the Capital Projects Department staff. During construction, the project will be administered by a staff member with expertise in construction administration and the Executive Director will have an oversight role. These individuals have extensive experience managing and administering school construction projects and will be provided with adequate time, resources and staff support to successfully manage the project.

The Executive Director will manage the contractual obligations of the design team, GC/CM consultant and GC/CM Contractor. He will monitor all project communications and meet regularly with the Capital Projects staff to review project status and address critical tasks and issues. He will meet at least monthly with the School Board Building Program Subcommittee and Assistant Superintendent of Business and Operations to review the project and Change Orders. All Change Orders will be presented to the school board for review and approval at regularly scheduled school board meetings.

The school district will utilize Construction Change Authorizations to authorize changes to the construction work if needed to avoid a delay to the project schedule. The Proposal Request process will be used for potential changes in work which are not time critical. The school district Superintendent and the Assistant Superintendent of Business and Operations have the authority to approve Construction Change Authorizations less than $25,000. These individuals are also authorized to approve Construction Change Authorizations exceeding $25,000 when circumstances present an immediate threat to the performance of the construction project.

The school district's Capital Projects Department staff will be supported by Parametrix who specializes and excels in Project Management/Construction Management and GC/CM project delivery. Parametrix will provide GC/CM Advisory and support role through GC/CM procurement, Pre-Construction and construction phases of the project. Parametrix will report to the Executive Director

of Capital Projects and will work directly with the school district staff, design team and GC/CM to nurture a successful project. Parametrix will provide additional PM/CM support as needed.

During the preconstruction phase, the GC/CM will investigate and potentially develop a schedule for early procurement, early bid and work packages, and phased construction. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's construction documents will be integrated with the GC/CM bidding and construction plan. The design team will conduct early and frequent meetings with the permit agencies, fire authority, and other code officials prior to permit submittal to ensure the plan review process flows smoothly and plan review comments that affect the project scope and cost will be limited.

Project cost control will be exercised by adherence to the designated project scope, schedule and budget. Construction cost estimates by the design team and the GC/CM Contractor will be reconciled at the end of each design phase. Value analysis and constructability review measures will be ongoing during the design phase and will be an established agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project cost. Once the MACC is negotiated, the GC/CM, school district, and the Architect will continuously evaluate the construction documents to determine if there are changes that may impact the MACC. If deviations arise, adjustments will be made to keep the project on budget and within the established MACC.

The roles and responsibilities that have been established for the school district, design team, GC/CM Advisor and GC/CM Contractor have been tailored to create a successful GC/CM process that is properly managed and will help support a project that will be completed safely, on time and within budget.

A brief description of your planned GC/CM procurement process

The procurement process will build upon the experience and success Parametrix has had in GC/CM project delivery and will include the following:

- Marketing of the project to potential GC/CM experienced candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.
- Soliciting pricing proposals (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

GC/CM Request for Proposals will be advertised in late July 2017. By early October 2017, the full GC/CM procurement process will have been completed and a preconstruction services agreement will be negotiated. It is anticipated the GC/CM agreement for preconstruction services will be presented for approval to the school board on October 23, 2017. This will allow the GC/CM Contractor to join the project team at the beginning of schematic design for the first project and participate with the owner and design team in cost estimating, value analysis, constructability and scheduling exercises throughout the design process for the complete program of all four schools.

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

Auburn School District will utilize General Conditions and GC/CM Contract and Guaranteed Maximum Price Amendment documents based on the AIA-A103 and AIA-A201 prepared by Graehm Wallace of Perkins Coie. The school district will also use, in conjunction with the Perkins Coie documents, standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix. A complete draft of the RFFP including draft Contract Documents will be

included in the GC/CM procurement process for review and reference by the GC/CM candidates prior to interviews. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

8. Owners Recent 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:

Auburn School District's recent construction activity is summarized in Attachment C.

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:

- 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

Design programs and conceptual site plans have been prepared for all four projects. The Schematic Design phase for the first project will begin in November 2017. Aerial photographs of the existing site and conceptual site plans are provided in Attachment D.

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.

Auburn School District has received no audit findings on their capital projects.

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: Jeffrey L. Grose

Name: (please print) Jeffrey L. Grose

Title: Executive Director of Capital Projects

Auburn School District

Date: 6/30/17

Attachment A1 – Project Schedule (Table Format)

Auburn School District – Four Elementary School Replacement Program
Dick Scobee, Pioneer, Chinook and Terminal Park Elementary Schools

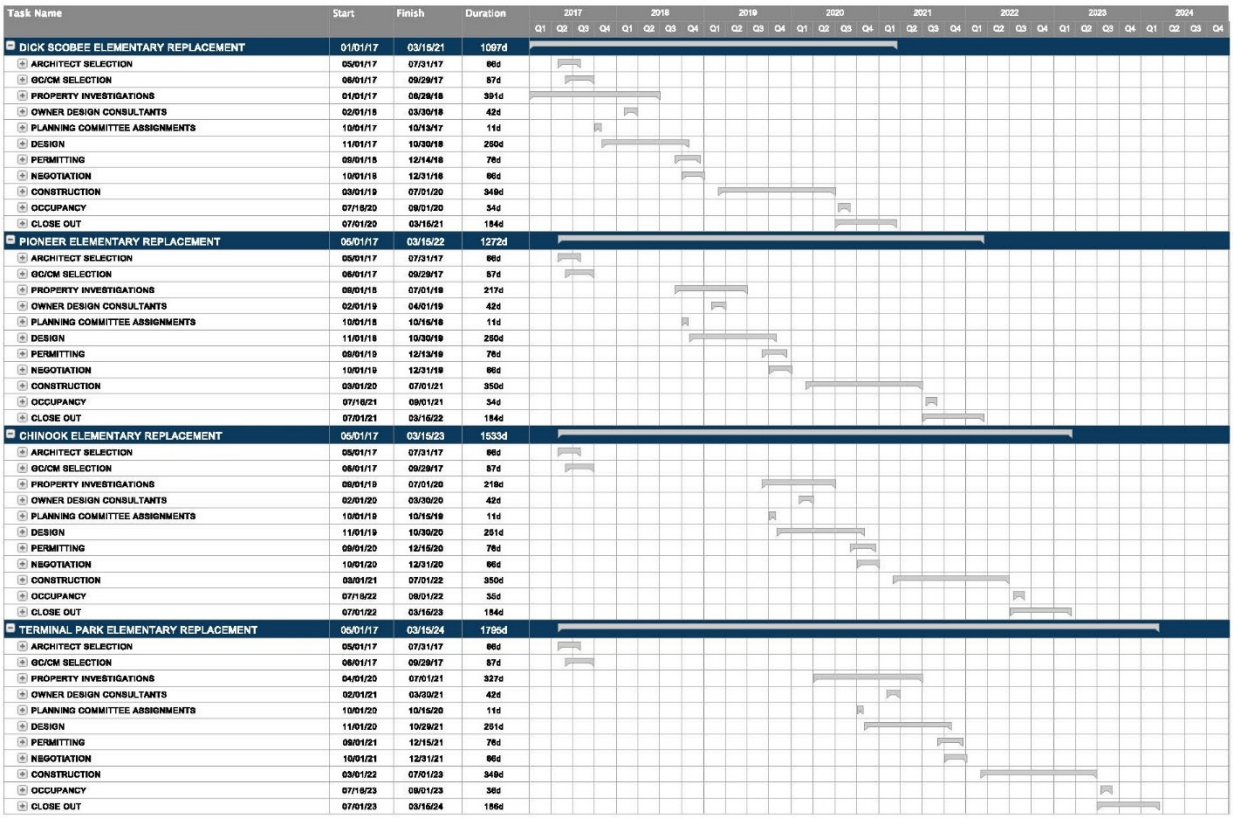
Anticipated Project Schedule:

GC/CM Schedule (All Projects)	**Start**	**Finish**
PRC Application	June 1, 2017	July 3, 2017
PRC Presentation	July 27, 2017	July 27, 2017
First publication of RFP for GC/CM Services	August 2, 2017	August 2, 2017
Second publication of RFP for GC/CM Services	August 9, 2017	August 9, 2017
Project Information Meeting (Date subject to change.)	August 11, 2017	August 11, 2017
RFP Submittal Deadline	August 21, 2017	August 21, 2017
Open & Score Submittals Received	August 22, 2017	August 23, 2017
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	August 24, 2017	August 24, 2017
Interviews with Short-Listed Firms	Sept. 6, 2017	Sept. 6, 2017
Notify Submitters of Most Highly Qualified Firms & Invite to Submit RFFP	Sept. 8, 2017	Sept. 8, 2017
RFFP Submittal Deadline & Opening	Sept. 22, 2017	Sept. 22, 2017
Notify Submitters of Scoring and Most Qualified GC/CM	Sept. 25, 2017	Sept. 25, 2017
Pre-Con Work Plan Due	Oct. 9, 2017	Oct. 9, 2017
School Board Approval of GC/CM Selection	Oct. 23, 2017	Oct. 23, 2017
GC/CM Agreement w/ Pre-Con Services Executed	Oct. 27, 2017	Oct. 27, 2017
Pre-Con Services (Dick Scobee ES)	Jan. 1, 2018	Sept. 30, 2018
Pre-Con Services (Pioneer ES)	Jan. 1, 2019	Sept. 30, 2019
Pre-Con Services (Chinook ES)	Jan. 1, 2020	Sept. 30, 2020
Pre-Con Services (Terminal Park ES)	Jan. 1, 2021	Sept. 30, 2021
Project Schedule (Dick Scobee Elementary School)	**Start**	**Finish**
Design	Nov. 2017	Oct. 2018
Permitting	Sept. 2018	Dec. 2018
Subcontract Bidding	Dec. 2018	Jan. 2019
Owner Move-out	Aug. 2019	Aug. 2019
Construction	Mar. 2019	June 2020
Owner Move-in	July 2020	July 2020
Final Completion/Closeout	July 2020	Aug. 2020

First Day of School	Sept. 2020	Sept. 2020
New Building Warranty Period	June 2020	May 2021
Project Schedule (Pioneer Elementary School)	**Start**	**Finish**
Design	Nov. 2018	Oct. 2019
Permitting	Sept. 2019	Dec. 2019
Subcontract Bidding	Dec. 2019	Jan. 2020
Owner Move-out	Aug. 2020	Aug. 2020
Construction	Mar. 2020	June 2021
Owner Move-in	July 2021	July 2021
Final Completion/Closeout	July 2021	Aug. 2021
First Day of School	Sept. 2021	Sept. 2021
New Building Warranty Period	June 2021	May 2022
Project Schedule (Chinook Elementary School)	**Start**	**Finish**
Design	Nov. 2019	Oct. 2020
Permitting	Sept. 2020	Dec. 2020
Subcontract Bidding	Dec. 2020	Jan. 2021
Owner Move-out	Aug. 2021	Aug. 2021
Construction	Mar. 2021	June 2022
Owner Move-in	July 2022	July 2022
Final Completion/Closeout	July 2022	Aug. 2022
First Day of School	Sept. 2022	Sept. 2022
New Building Warranty Period	June 2022	May 2023
Project Schedule (Terminal Park Elementary School)	**Start**	**Finish**
Design	Nov. 2020	Oct. 2021
Permitting	Sept. 2021	Dec. 2021
Subcontract Bidding	Dec. 2021	Jan. 2022
Owner Move-out	Aug. 2022	Aug. 2022
Construction	Mar. 2022	June 2023
Owner Move-in	July 2023	July 2023
Final Completion/Closeout	July 2023	Aug. 2023
First Day of School	Sept. 2023	Sept. 2023
New Building Warranty Period	June 2023	May 2024

Attachment A2 – Project Schedule (Bar-chart Format)

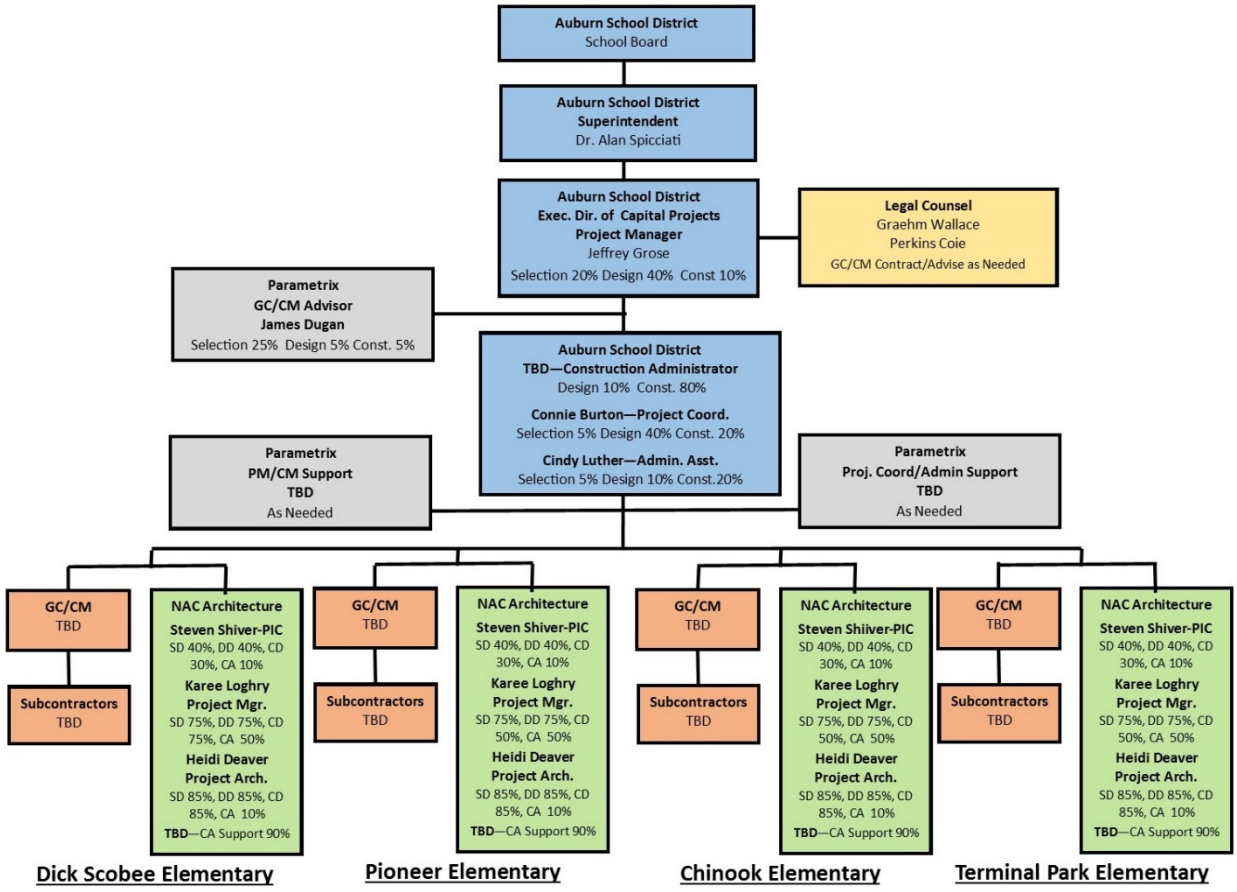
Auburn School District – Four Elementary School Replacement Program
Dick Scobee, Pioneer, Chinook and Terminal Park Elementary Schools



Task Name	Start	Finish	Duration
DICK SCOBEE ELEMENTARY REPLACEMENT	01/01/17	03/15/21	1097d
ARCHITECT SELECTION	05/01/17	07/31/17	66d
GC/CM SELECTION	08/01/17	09/29/17	57d
PROPERTY INVESTIGATIONS	01/01/17	08/28/18	391d
OWNER DESIGN CONSULTANTS	02/01/18	03/30/18	42d
PLANNING COMMITTEE ASSIGNMENTS	10/01/17	10/13/17	11d
DESIGN	11/01/17	10/30/18	250d
PERMITTING	09/01/18	12/14/18	76d
NEGOTIATION	10/01/18	12/31/18	66d
CONSTRUCTION	03/01/19	07/01/20	349d
OCCUPANCY	07/18/20	09/01/20	34d
CLOSE OUT	07/01/20	03/15/21	184d
PIONEER ELEMENTARY REPLACEMENT	05/01/17	03/15/22	1272d
ARCHITECT SELECTION	05/01/17	07/31/17	66d
GC/CM SELECTION	08/01/17	09/29/17	57d
PROPERTY INVESTIGATIONS	08/01/18	07/01/19	217d
OWNER DESIGN CONSULTANTS	02/01/19	04/01/19	42d
PLANNING COMMITTEE ASSIGNMENTS	10/01/18	10/15/18	11d
DESIGN	11/01/18	10/30/19	250d
PERMITTING	09/01/19	12/13/19	76d
NEGOTIATION	10/01/19	12/31/19	66d
CONSTRUCTION	03/01/20	07/01/21	350d
OCCUPANCY	07/19/21	09/01/21	34d
CLOSE OUT	07/01/21	03/15/22	184d
CHINOOK ELEMENTARY REPLACEMENT	05/01/17	03/15/23	1533d
ARCHITECT SELECTION	05/01/17	07/31/17	66d
GC/CM SELECTION	08/01/17	09/29/17	57d
PROPERTY INVESTIGATIONS	08/01/19	07/01/20	218d
OWNER DESIGN CONSULTANTS	02/01/20	03/30/20	42d
PLANNING COMMITTEE ASSIGNMENTS	10/01/19	10/15/19	11d
DESIGN	11/01/19	10/30/20	251d
PERMITTING	09/01/20	12/15/20	76d
NEGOTIATION	10/01/20	12/31/20	66d
CONSTRUCTION	03/01/21	07/01/22	350d
OCCUPANCY	07/19/22	09/01/22	35d
CLOSE OUT	07/01/22	03/15/23	184d
TERMINAL PARK ELEMENTARY REPLACEMENT	05/01/17	03/15/24	1795d
ARCHITECT SELECTION	05/01/17	07/31/17	66d
GC/CM SELECTION	08/01/17	09/29/17	57d
PROPERTY INVESTIGATIONS	04/01/20	07/01/21	327d
OWNER DESIGN CONSULTANTS	02/01/21	03/30/21	42d
PLANNING COMMITTEE ASSIGNMENTS	10/01/20	10/15/20	11d
DESIGN	11/01/20	10/29/21	251d
PERMITTING	09/01/21	12/15/21	76d
NEGOTIATION	10/01/21	12/31/21	66d
CONSTRUCTION	03/01/22	07/01/23	349d
OCCUPANCY	07/18/23	09/01/23	36d
CLOSE OUT	07/01/23	03/15/24	186d

Attachment B – Project Organizational Chart

Auburn School District – Four Elementary School Replacment Program
Dick Scobee Elementary, Pioneer Elementary, Chinook Elementary and Terminal Park Elementary Schools



Four Elementary School Replacement Program - Project Organization Chart

Attachment C – District Construction Experience

AUBURN SCHOOL DISTRICT - RECENT CONSTRUCTION PROJECTS - Exceeding $1 Million Construction Cost

Proj. No.	Project Name	Project Description	Contract Method	Scheduled Const. Start Date	Actual Const. Start Date	Planned Substantial Completion Date	Actual Substantial Completion Date	Construction Bid Amount	Final Construction Cost	Reason for Difference Between Bid and Final Construction Cost
1	Olympic Middle School Replacement	Replacment	GC/CM	March 2018	TBD	Phase 1: June 2019 Phase 2: Aug. 2019	Phase 1: TBD Phase 2: TBD	$45,000,000	TBD	Project is in design and has not begun construction yet. Bid Amount identified is the MACC budget.
2	Auburn High School Modernization and Reconstruction	Replace & Modernization	D/B/B	Feb. 2013	Feb. 2013	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	$80,570,700	$87,190,363 (99% Complete)	School board approved change orders at 8.22%.
3	Wireless Network Improvements	Multi-School Technology Modernization	D/B/B	March 2015	March 2015	Aug. 2015	Aug. 2015	$1,396,280	$1,415,656	School board approved change orders at 1.39%.
4	Auburn Riverside HS Site Improvements	Site Improvements	D/B/B	March 2015	May 2015	Nov. 2015	Feb. 2016	$3,609,000	$3,896,267	School board approved change orders at 7.96%.
5	Auburn Riverside HS Modernization	Modernization	D/B/B	Feb. 2015	Feb. 2015	Aug. 2015	Aug. 2015	$1,596,754	$1,618,211	School board approved change orders at 1.34%.
6	Cascade MS & Mt. Baker MS Improvements	Modernization	D/B/B	April 2015	April 2015	Aug. 2015	Sept. 2015	$2,987,209	$3,156,814	School board approved change orders at 5.68%.
7	Evergreen Hts. Elementary Modernization	Modernization	D/B/B	May 2014	May 2014	Aug. 2014	Aug. 2014	$2,001,000	$2,178,510	School board approved change orders at 8.87%.
8	Lake View Elementary Improvements	Modernization	D/B/B	May 2013	May 2013	Aug. 2013	Sept. 2013	$1,938,500	$2,184,486	School board approved change orders at 12.69%.
9	Phase 2 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	Dec. 2012	Dec. 2012	Dec. 2014	Jan. 2015	$1,650,973	$1,800,392	School board approved change orders at 9.05%.
10	Gildo Rey Elementary Improvements	Modernization	D/B/B	May 2012	May 2012	Aug. 2012	Aug. 2012	$1,777,500	$1,881,226	School board approved change orders at 5.84%.
11	Pool & Stadium Improvements	Multi- Facility Modernization	D/B/B	May 2011	May 2011	Aug. 2011	Sept. 2011	$2,369,500	$2,572,526	School board approved change orders at 8.57%.
12	Hazelwood Elem. & Rainier MS Modernization	Modernization	D/B/B	April 2011	April 2011	Aug. 2011	Sept. 2011	$1,796,800	$1,965,080	School board approved change orders at 9.37%.
13	Phase 1 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	April 2011	Nov. 2010	Sept. 2011	Sept. 2011	$2,235,268	$2,235,268	No difference.
14	Athletic Field & Track Improvements	Multi- Facility Modernization	D/B/B	April 2010	April 2010	Aug. 2010	Aug. 2010	$1,458,638	$1,368,388	School board approved change orders at - 6.19%.

Attachment D – Preliminary Concepts, Sketches, or Plans Depicting the Project

Figure 1.1 – Existing Dick Scobee Elementary School Neighborhood Aerial

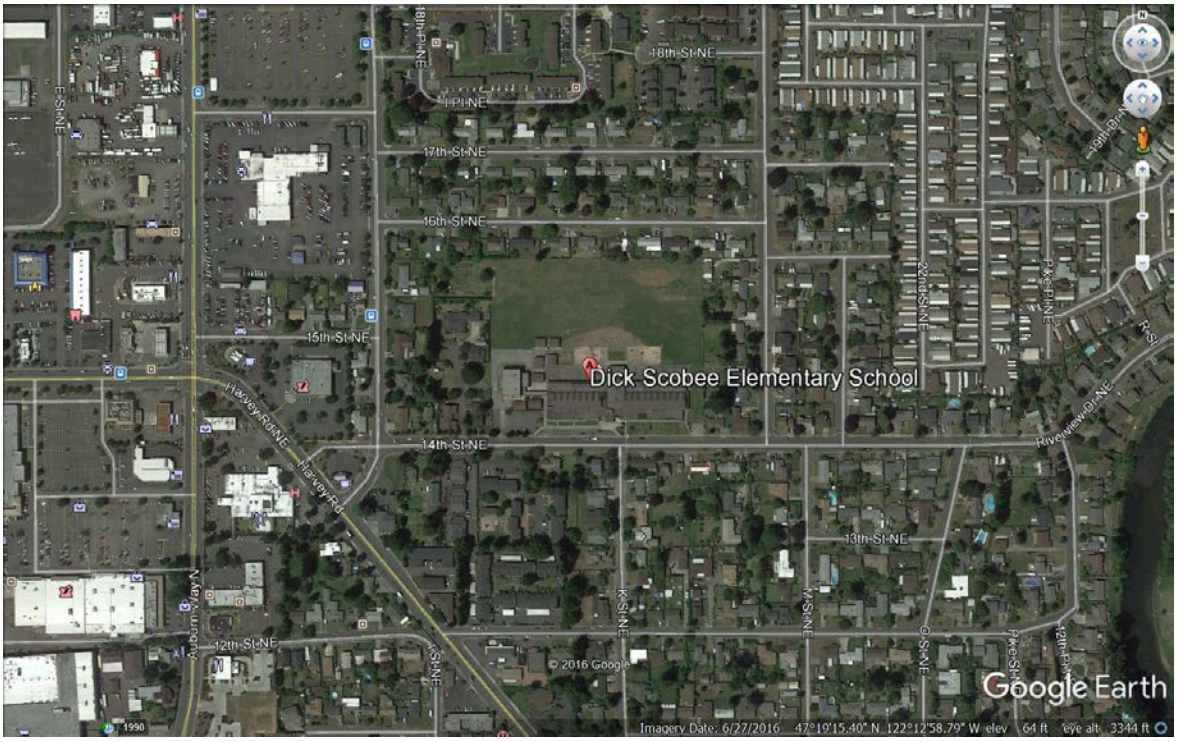


Figure 1.2 – Existing Dick Scobee Elementary School Site Aerial

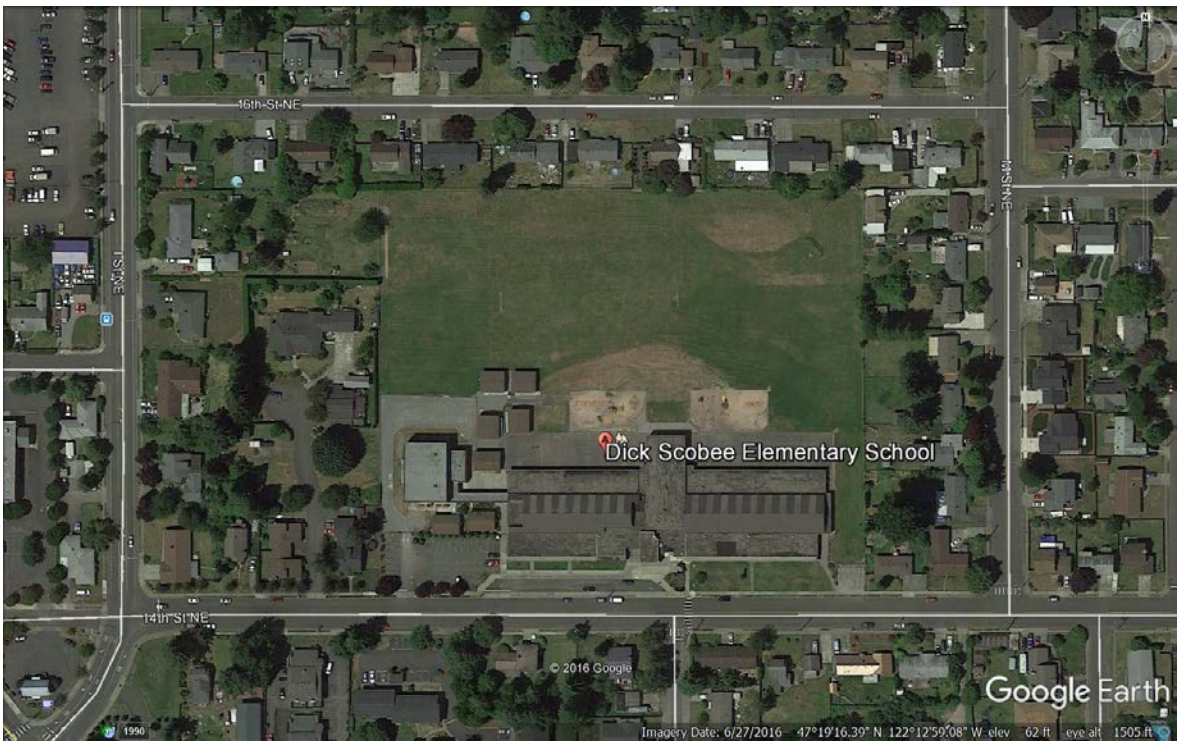
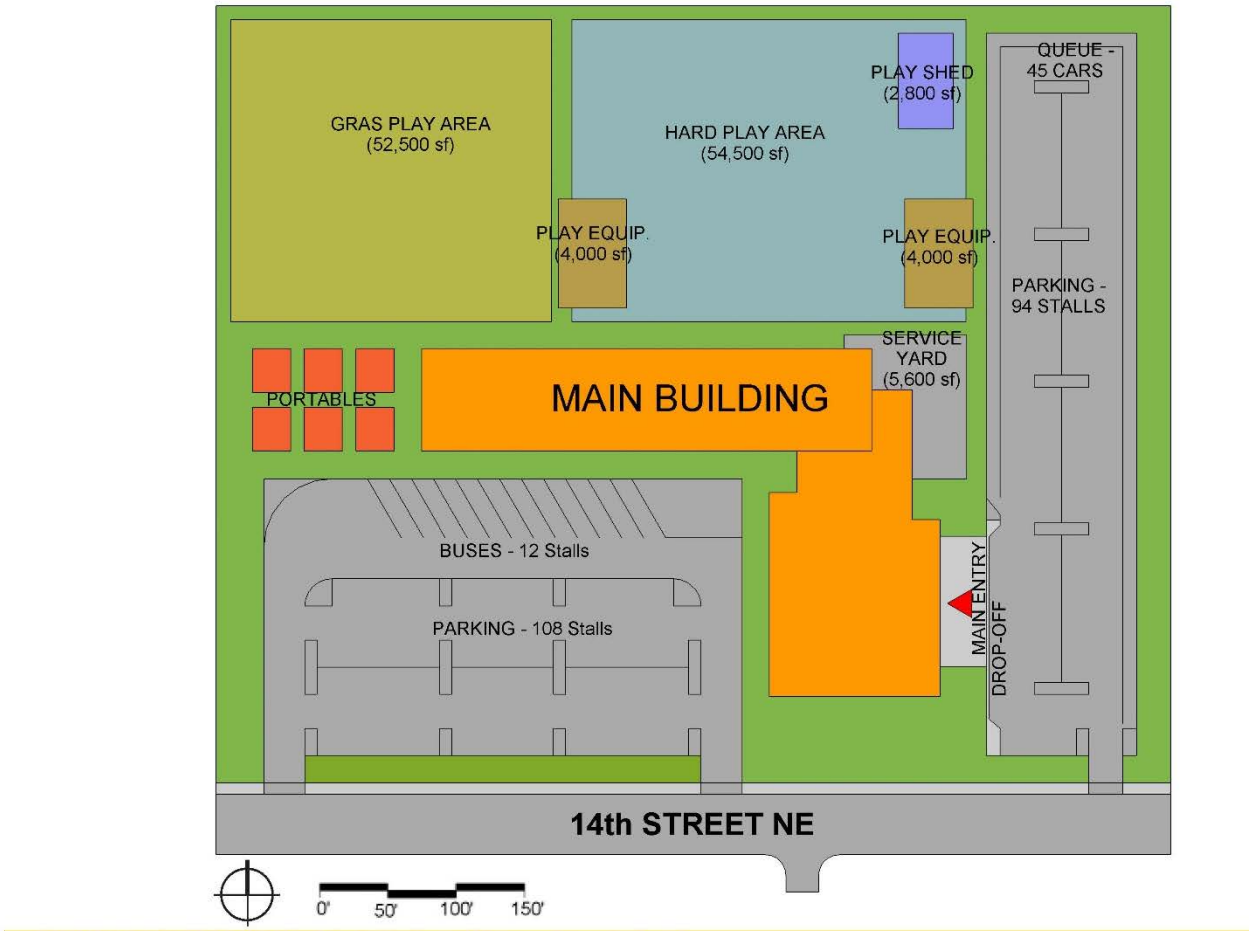


Figure 1.3 – Dick Scobee Elementary School Concept Site Plan



CONCEPT SITE PLAN - Dick Scobee Elementary School

Figure 2.1- Existing Pioneer Elementary School Neighborhood Aerial

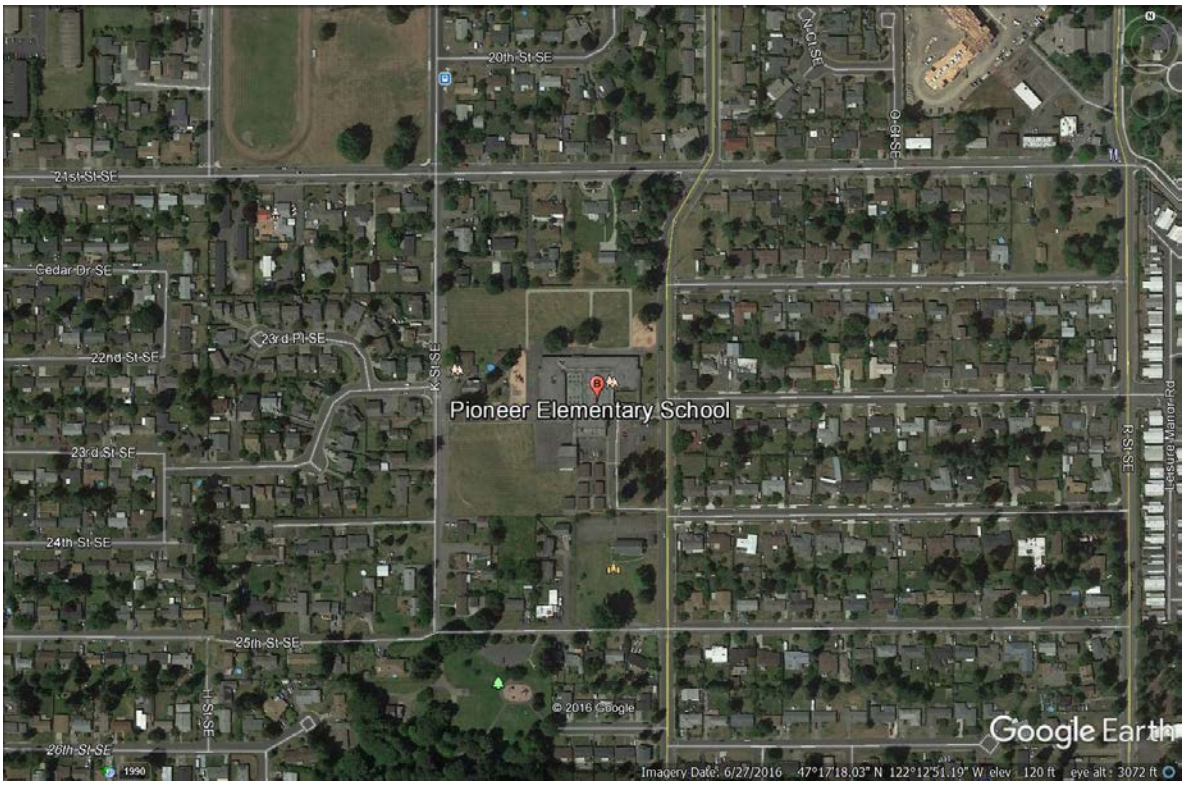


Figure 2.2- Pioneer Elementary School Site Aerial

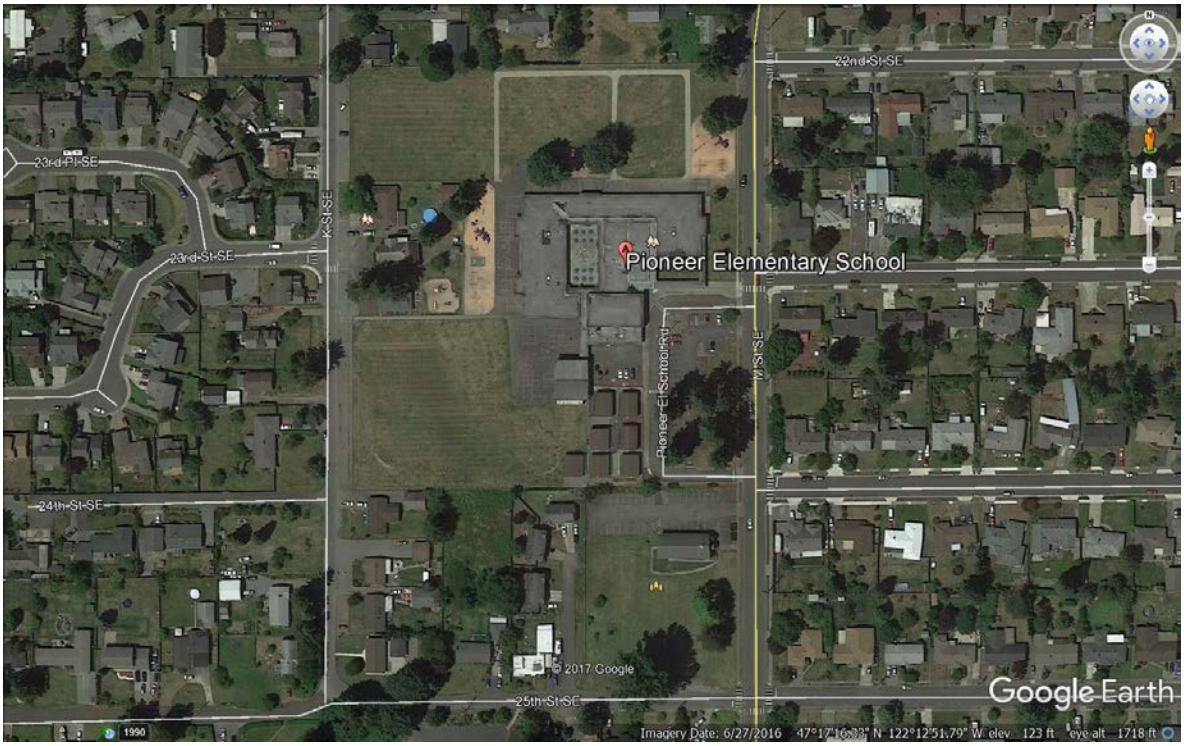
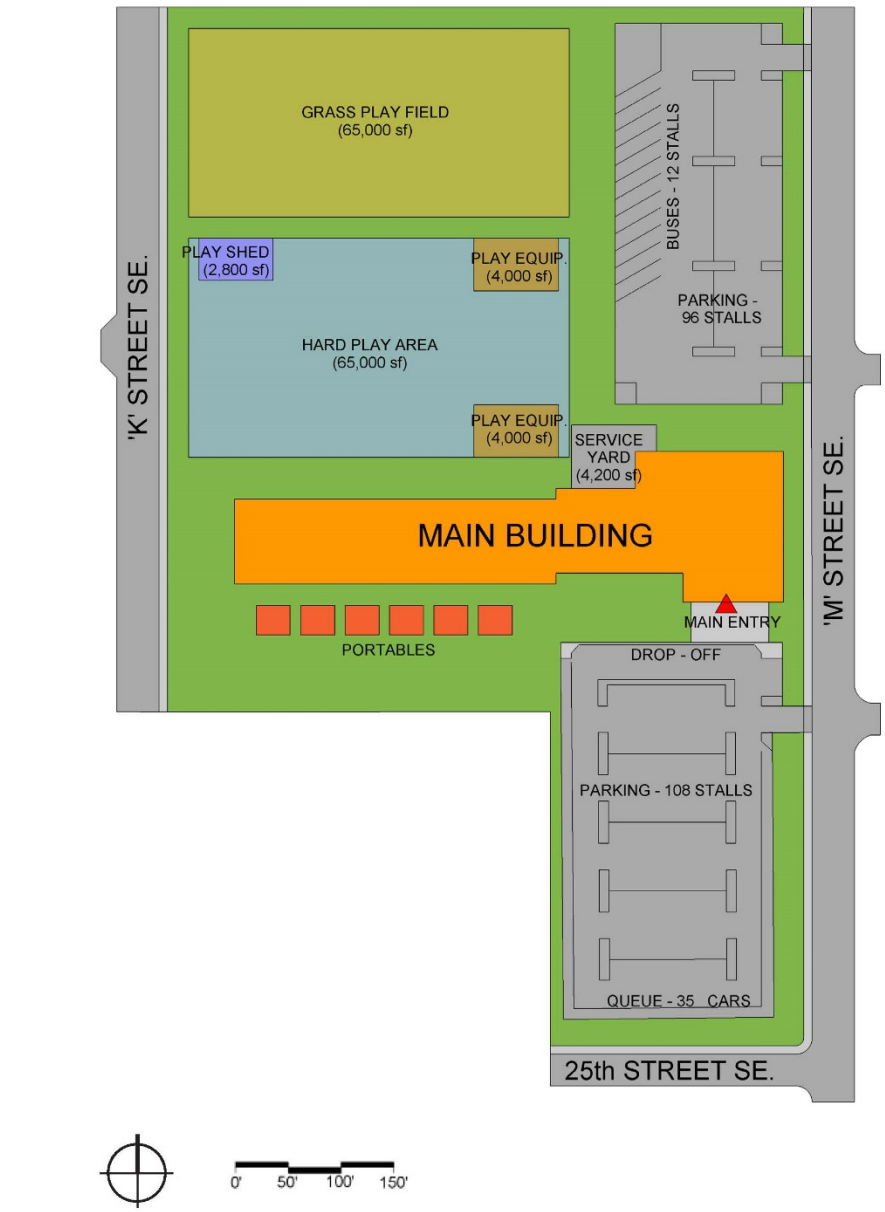


Figure 2.3 – Pioneer Elementary School Concept Site Plan



CONCEPT SITE PLAN - Pioneer Elementary School

Figure 3.1- Existing Chinook Elementary School Neighborhood Aerial

Figure 3.2- Existing Pioneer Elementary School Site Aerial

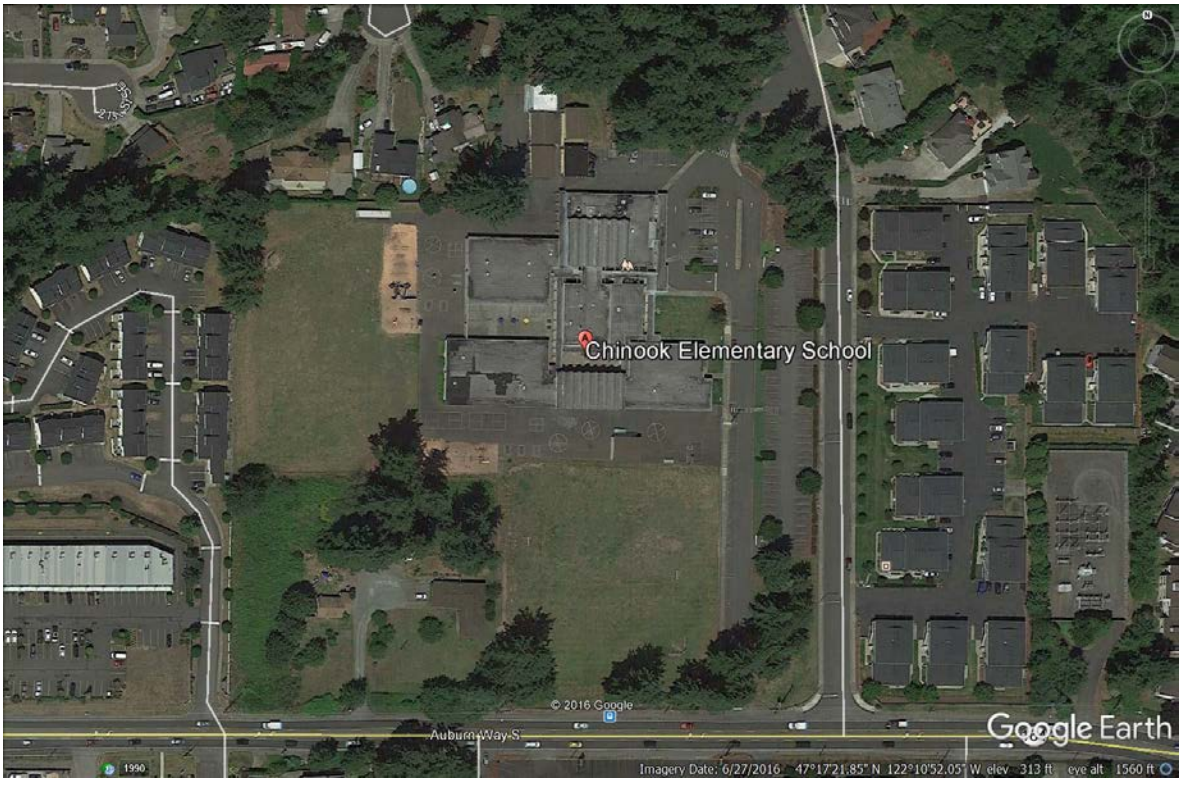
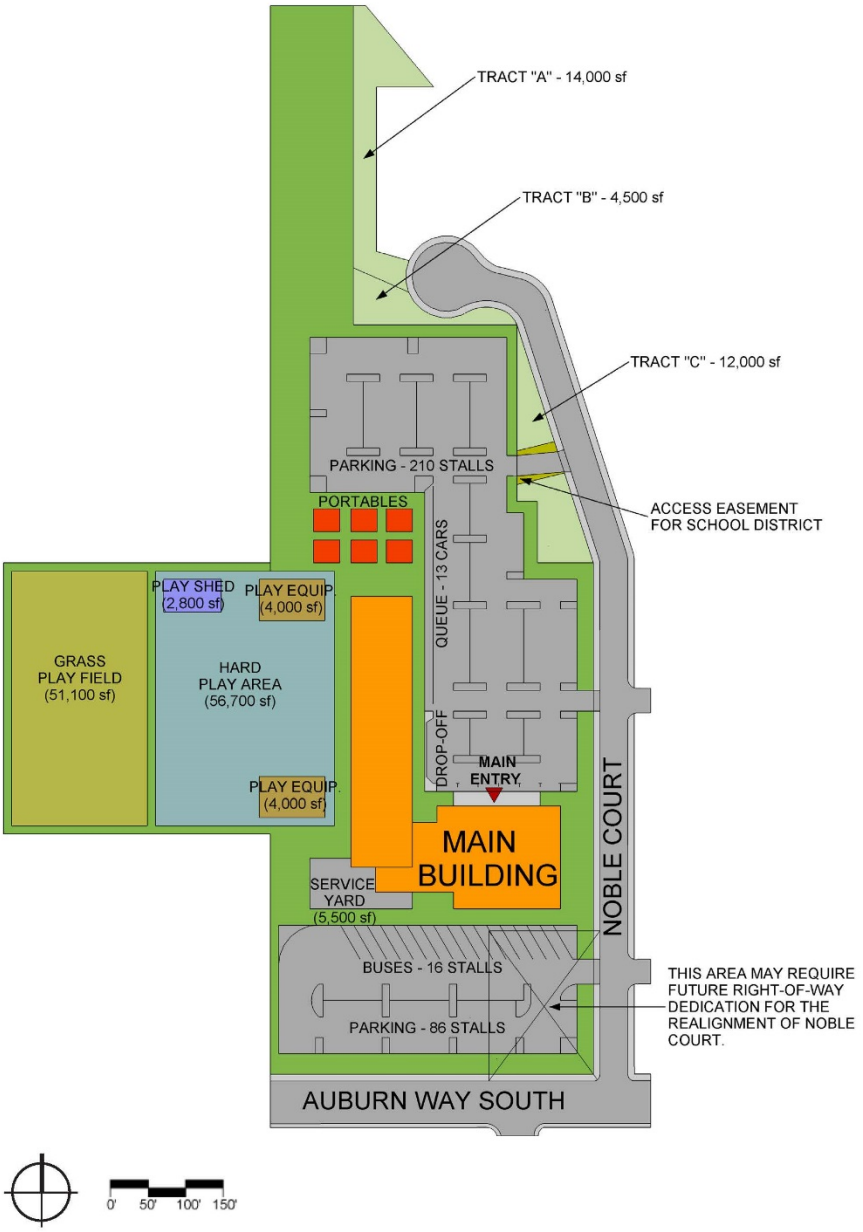


Figure 3.3 – Chinook Elementary School Concept Site Plan



CONCEPT SITE PLAN - Chinook Elementary School

Figure 4.1- Existing Terminal Park Elementary School Neighborhood Aerial

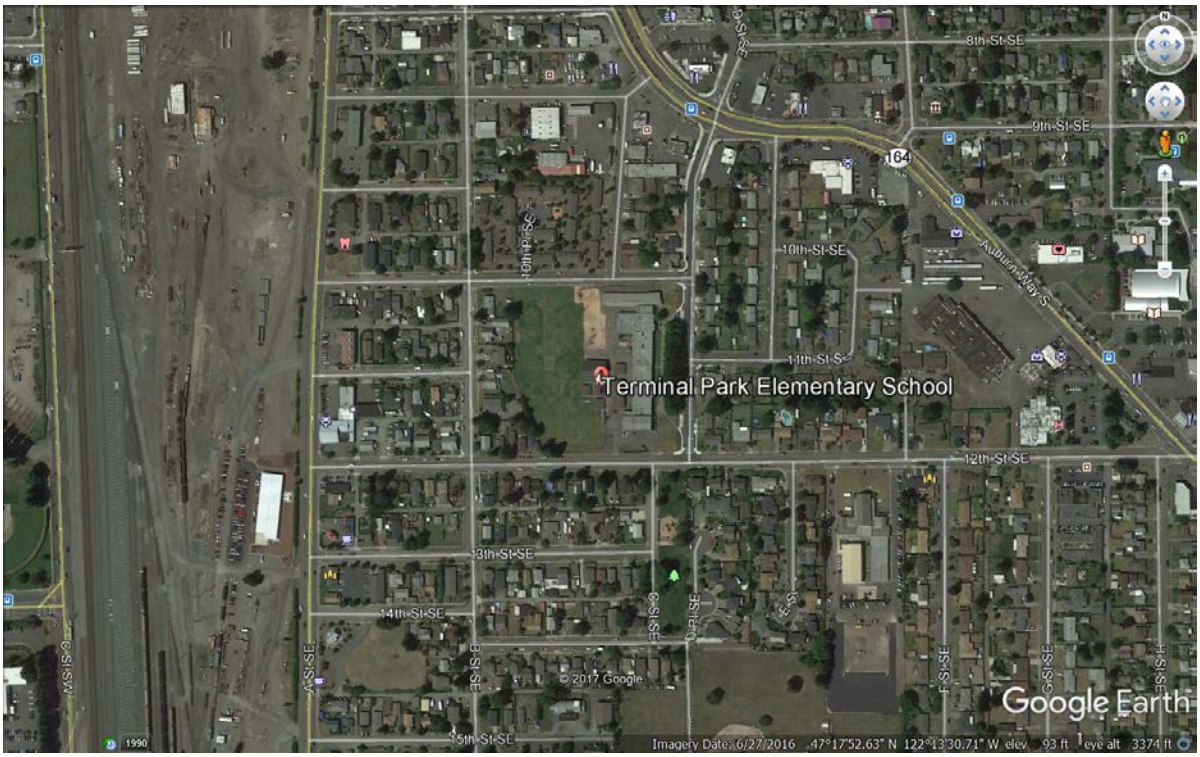


Figure 4.2- Existing Terminal Park Elementary School Site Aerial

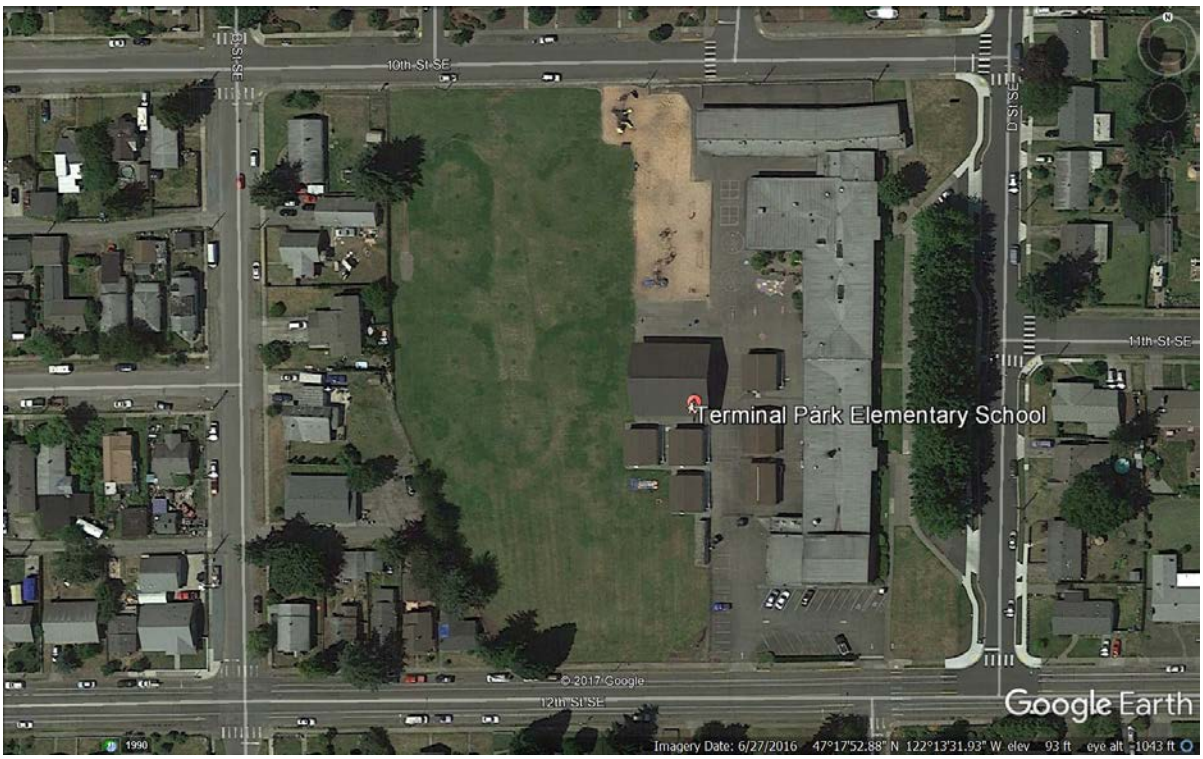
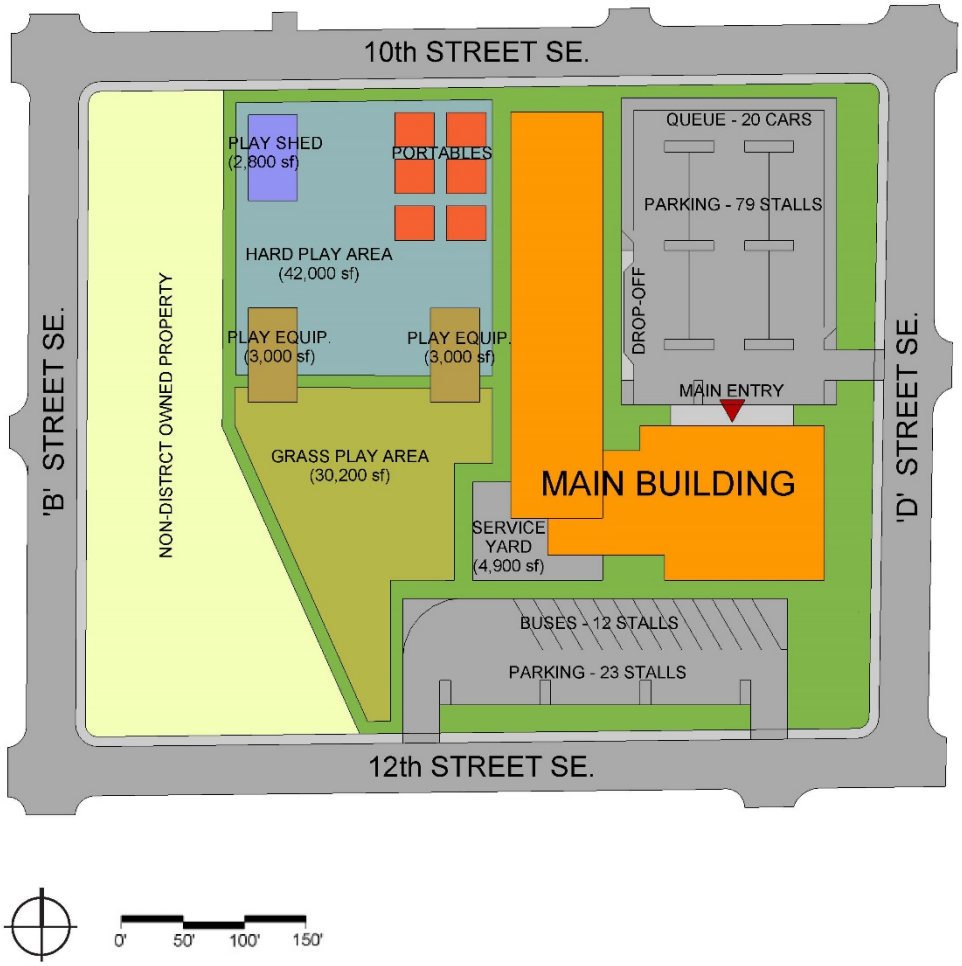


Figure 4.3 – Terminal Park Elementary School Concept Site Plan



CONCEPT SITE PLAN - Terminal Park Elementary School