For our children, our community, our world, our future

CHENEY PUBLIC SCHOOLS

12414 S. ANDRUS RD., CHENEY, WA 99004

(509) 559-4599 * FAX 559-4508
www.cheneysd.org

June 30, 2017

Ms. Talia Baker, Administrative Support
Project Review Committee (PRC)
State of Washington Department of Enterprise Services (DES)
PO Box 41476
Olympia, WA 98504-1476

Subject: Cheney Public Schools (CPS) Application for Project Approval using GC/CM
Cheney High School Expansion and Modernization Project

Dear Ms. Baker and PRC Panel Members:

Cheney Public Schools is pleased to submit our project application utilizing the GC/CM alternative public works contracting procedure for the Cheney High School Expansion and Modernization project.

This project will be CPS's first capital project elected to construct using this delivery method. We consulted with school districts in our area who are successfully utilizing this delivery method. We are better educated on and encouraged by the process and its benefits. We believe the Cheney High School project, District patrons and the public will significantly benefit from the use of the GC/CM delivery method.

To augment our staff, CPS hired three first class and GC/CM experienced firms that possess seasoned and exceptional GC/CM practitioners, possess deep resources and have successfully delivered numerous K-12 GC/CM projects. OAC is our project/construction management firm and GC/CM consultant during predesign, design, construction and closeout phases of the project. OAC has proposed and successfully completed numerous K-12 GC/CM projects. They will guide, facilitate and lead CPS in procurement of the GC/CM, GMP negotiations, and administer the GC/CM and other consultant contracts. ALSC Architects is our architect/engineer design team that possesses significant K-12 GC/CM experience. Its proposed Cheney High School team also has significant K-12 GC/CM experience. Lastly, CPS will utilize the services of Perkins-Coie, LLP to provide legal GC/CM agreements, specified general conditions and technical expertise as needed, during the project.

If you have any questions, please direct them to Rusty Pritchard, CCM, DBIA, our Senior Project Manager, OAC Services, Inc. at rpritchard@oacsvcs.com or phone (509) 216-2032.

We are excited for this opportunity to use the GC/CM delivery method and look forward to your review of our application and subsequent presentation to the PRC.

Sincerely,

Robert W. Roettger

Robert W. Roettger
Superintendent

Cheney Public Schools (CPS)
Cheney High School Expansion and Modernization Project

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

Application for Project Approval

Submitted by:
Cheney Public Schools

July 1, 2017

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

APPLICATION FOR PROJECT APPROVAL

TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) or DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURE

1. Identification of Applicant

(a) Legal name of Public Body (your organization): **Cheney Public Schools**

(b) Address: **12414 S. Andrus Road, Cheney, WA 99004**

(c) Contact Person Name: **Robert W. Roettger**
Title: **Superintendent**

(d) Phone Number: **(509) 559-4500**
Fax: **N/A**
E-mail: **rroettger@cheneysd.org**

2. Brief Description of Proposed Project

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

The Cheney High School (CHS) Expansion and Modernization project for the Cheney Public Schools represents a comprehensive modernization of an occupied high school. The high school was originally built in 1966 with new additions added in 1970 and 1991.

The project includes modernization of 27,200 square feet and construction of 66,000 square feet of new instructional and educational support space to meet code and education program requirements, and to address current capacity issues (over capacity by approximately 300 students currently). Modernization includes providing a secure front entrance, installing new security and life safety systems, and realignment of the existing administrative and counseling functions, wood and metal shops, science/chemistry labs and a business classroom. Expansion and new construction will provide program and instructional space to include fourteen new classrooms, expansion of the existing commons and kitchen; new wrestling and weight rooms, an auxiliary gym, a performing arts theatre, a greenhouse and related support spaces. Site improvements include new and relocated utilities, improvements to pedestrian and traffic circulation, parking changes and minor athletic field improvements.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E)	$ 2,712,672
Estimated total contract construction costs: (Includes Cost of Work, GC/CM Contingency, NSS, SGC and GC/CM Fee)	$25,471,823
Equipment and furnishing costs	$ 1,000,000
Off-site costs	$ 0
Contract Administration Costs (Owner, CM)	$ 1,466,939
Owner Contingencies (Design & Construction)	$ 1,944,813
Other Project and Professional Services Costs	$ 858,000
Sales Tax (8.9%)	$ 2,334,616
Project Budget Total	$35,788,863

Consistent with RCW 39.10.350 (1) (c), CPS has established budget contingencies of more than 5% for this project.

B. Funding Status

Please describe the funding status for the whole project.

On February 14, 2017, Cheney voters approved a $52 million general obligation capital projects bond for six construction projects and a related land purchase. The District is eligible for $2.2 million in state funding assistance from OSPI, for a total program budget of $54.2 million.

The CHS project is the only project that is eligible for $2.2 million in state funding assistance, this funding is reflected in the project budget above in paragraph 3A.

4. Anticipated Project Design and Construction Schedule

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

Consultant Selection and Hiring:

CPS selected OAC Services, Inc. to provide project and construction management services. Robert Roettger, Superintendent and Jeff McClure, Director, Maintenance, Operations and Safety, are working directly with Rusty Pritchard, CCM, DBIA of OAC Services who is serving as the Senior Project Manager for the project.

CPS selected ALSC Architects, as the project's designer of record. OAC and ALSC possess significant and relevant GC/CM alternative project delivery experience. (Team resumes and qualifications are at paragraph 7.)

See Attachment B for the anticipated project design, GC/CM selection process, and construction schedule.

OAC and ALSC Architects are currently working collaboratively with CPS leadership and CHS staff in the programming (educational specifications) phase of the project. Schematic design is anticipated to be complete in late October 2017. GC/CM procurement and contract negotiations will be completed in early October 2017.

Cheney High School Modernization and New Addition Anticipated Project Design, Construction and GC/CM Procurement Schedule

Project Design Schedule	Start	Finish
Programming (Educational Specifications)	May 2017	August 2017
Schematic Design	September 2017	October 2017
Design Development	November 2017	January 2018
Construction Documents	February 2018	July 2018
Authority Having Jurisdiction (AHJ) Review	March 2018	May 2018
90% GMP Set Construction Documents		May 2018
Negotiate MACC	May 2018	June 2018
100% Construction Documents	June 2018	July 2018
Subcontract Bid Packages	July 2018	August 2018
Construction	July 2018	May 2020
Substantial Completion		May 2020
Commissioning / Owner Occupancy	May 2020	July 2020
Final Completion		August 2020
GC/CM Procurement Schedule	**Start**	**Finish**
PRC Application		July 1, 2017
PRC Presentation and Assumes Project Approval Granted		July 27, 2017
1st Advertisement for GC/CM Services	July 31, 2017	July 31, 2017
2st Advertisement for GC/CM Services	August 6, 2017	August 6, 2017
Pre-Proposal Conference	August 8, 2017	August 8, 2017
SOQ Submittals Due	August 15, 2017	August 15, 2017
Owner Reviews/Scores Submittals	August 16, 2017	August 22, 2017
Notification to Highly Qualified Firms	August 23, 2017	August 23, 2017
Conduct Interviews (tentative)	September 11, 2017	September 15, 2017
Notification to Most Highly Qualified Firms to Submit RFFP	September 18, 2017	September 18, 2017
RFFP Submittal Date and Opening	September 25, 2017	September 25, 2017
Notify Firms of Scoring and Intent to Award	September 26, 2017	September 26, 2017
CPS Board Approve GC/CM Contract Precon Svcs	October 11, 2017	October 11, 2017

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:

The Cheney High School Modernization and Additions project meets the statutory criteria for several reasons:

A. The project involves complex scheduling, phasing and coordination

The project has several elements of complexity that must be addressed:

- An occupied site requires detailed phasing plans to lessen the impact and disruption to educational learning and to promote safety of students, staff, parents and the general public. CPS will engage a GC/CM early in the design to develop a well-thought out and deliberate phasing plan to provide a safe, secure environment that aligns construction sequencing with minimal impact to educational and operational requirements.
- Early GC/CM engagement to identify critical life/safety, environmental and utility services will help CPS to identify, mitigate and positively manage risks to reduce impacts to the educational experience of CHS while under construction.
- There is a limited laydown and staging area, which requires close coordination and execution monitoring with the school and revisions to pedestrian and traffic circulation.
- An occupied high school creates the opportunity for potential safety issues. Safety is a paramount concern for CPS and early GC/CM participation will be critical to identifying potential safety risks and exploring mitigation measures and implement plans for the safest alternatives.
- There will be extensive demolition and construction requiring the a phased occupancy approach and use of portable classrooms and pathways, utility interruptions and potential dust and noise issues. The GC/CM can help mitigate these issues during the design phase.
- The Betz Elementary School project will be located adjacent to the Cheney High School site and is scheduled to be under construction by the end of the design phase of the Cheney High project. Close coordination between the GC/CM and the Betz contractor will be critical to coordinate utility installation and traffic circulation issues.

B. The project involves construction at an existing facility that must continue to operate during construction

- Cheney High School's academic and educational support spaces and functions, site parking and athletic facilities will be occupied during construction. Additional onsite swing space is available. The educational and operational missions of the school must continue throughout construction. Traffic and pedestrian circulation, parking and wayfinding will be affected during construction.
- The school is full and has eight portable classrooms on site. Two of the portables house the Three Springs Alternative High School program and six CHS classrooms. CPS is relocating the alternative high school to another location to will free up two of the portables for swing space and phased occupancy during the project. CPS does not have the ability to relocate students off-site for this project. Therefore, the contractor must work around students, staff, parents, and buses.
- Cheney High School is a community focal point and its facilities are used extensively during off hours for year round extra-curricular and athletic sports activities. This too will require extensive coordination.

C. Involvement of GC/CM is critical during design

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

- The GC/CM-developed phasing plan will help reduce the cost of construction, minimize disruption to educational learning and identify, mitigate and monitor the safety of students, staff, and the community.
- Due to a tight budget, having GC/CM involvement throughout the design phase will provide accurate and detailed cost information as the design progresses. The GC/CM will provide input into the products and materials used to optimize the return on investment and consider the total cost of ownership for critical environmental systems. Continuous value engineering and constructability reviews during design will allow for the free flow and critical thinking to test design intent and solutions. This collaboration should also benefit the quality of construction.
- Attracting and keeping quality subcontractors engaged during the design through the buyout phase is a critical component to managing the budget. In a traditional design-bid-build scenario, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board provides accurate cost estimates throughout the duration of design and lowers cost risk. The GC/CM will partner with Cheney Public Schools, its consultants, and the entire project team to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill the commitments made to the local community.
- The site is in close proximity to neighbors. Creating an effective plan to minimize dust, sound, traffic circulation and other disruptions will play an important role in determining the success of the project, and to meet and/or exceed the voter's expectations of being a 'good neighbor' and prepare for future bond proposals.

6. Public Benefit

How this contracting method provides a substantial fiscal benefit.

A. GC/CM will benefit the public by increasing predictability and reducing financial risks.

- With GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contactor is on board throughout design and construction, providing consistent cost and schedule information.
- Retaining a contractor via the GC/CM method is much more likely to result in broader sub-contractor bid coverage. The GC/CM contractor's subcontracting plan leverages their relationships, heightens local subcontractor interest, increases competition and manages costs during an inflationary material and labor markets.
- An additional fiscal benefit is gained through using the GC/CM's expertise in value engineering and constructability reviews during the design phase to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in developing clear, concise scopes of work, and building a safe, simple and productive phasing plan is critical to the success of this project and minimizing impacts to the District's operations.

B. Risk allocation is identified and controlled by the party who can best manage the risk.

- As a viable and trusted partner, a GC/CM can help to develop a joint risk management matrix that tracks unknowns or issues to resolution that results in positively affecting the project's quality, time, and cost and risk mitigation.

- The GC/CM helps to develop the overall project schedule and assists the Owner with coordinating activities and mitigating time or scope impacts. The construction schedule addresses pending or immediate major construction impacts and assists school staff and administrators to prepare for and provide timely notification to students, parents and the community on impending construction activities.

- Preconstruction services will be tailored to provide site investigations, minimal destructive or non-destructive testing; confirmation of existing utilities, services and structural conditions all of which should resolve significant uncertainly regarding unknown conditions.

- CPS will utilize modified AIA agreements drafted by Perkins-Coie to align each party's responsibilities. The alignment of agreements brings clarity, responsibility and authority to manage the alternative delivery process and associated risks.

How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

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

- CPS envisions the potential for early site work and phased construction and occupancy. GC/CM involvement during the preconstruction services and coordination with the project team should allow CPS to reduce the overall project schedule duration and cost.

- Budget management is controlled along the entire design continuum with weekly design meetings to discuss, test design or construction options and provide proof of those options that might have time or financial impacts.

- Alignment with District best practices and product standards allows for better coordination and consideration of the 'total cost of ownership' for MEP and security systems.

- The GC/CM preconstruction services align scope and budget so bid packages/strategies are biddable and are aligned with marketing timing and the construction project schedule.

- Subcontractor prequalification is an option. CPS will discuss subcontractor prequalification with its GC/CM per the requirements of RCW 39.10.400 and determine if it is in the best interest and critical for project success.

7. Public Body Qualifications

Description of your organization's qualifications to use the GC/CM contracting procedure.

Prior to determining the right contract delivery method for its 2017 bond projects, CPS leadership met with the Central Valley School District leadership to discuss its experience using GC/CM. Central Valley's $200+ million dollar capital improvement program has six PRC approved GC/CM projects with four of them preparing for occupancy this summer.

CPS invited Central Valley's leadership to present its experience using GC/CM to the Board of Directors. From that discussion and dialogue, CPS determined that the Cheney High School project is a great candidate for GC/CM and meets the project criteria of RCW 39.10.340. CPS also recognized the potential fiscal benefit of using the GC/CM project delivery method to the District and its residents.

The high school project is Cheney Public Schools first alternative public works project delivered under RCW 39.10. The District is committed to the process and will become an educated and collaborative GC/CM practitioner. CPS has a successful history of delivering construction projects and has experienced managers, supported by staff from OAC, to successfully complete the project. See Attachment E for CPS's construction history.

Cheney Public Schools has retained OAC Services, Inc. (OAC) to provide GC/CM PM/CM services for this project. OAC's alternative contracting experience includes over fifty GC/CM projects totaling over $1.5 billion dollars. Twenty of those projects are K-12 facilities within the last 7 years. OAC is committed to sharing its GC/CM knowledge and expertise to mentor the District in alternative contracting and ensure a successful project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction, occupancy and closeout. OAC also provides GC/CM PM/CM services to Central Valley (Evergreen and North Pines Middle Schools, Chester, Greenacres, Opportunity and Sunrise Elementary Schools) and Mead (Northwood Middle School and Midway Elementary School) School Districts in Spokane County.

ALSC Architects of Spokane, WA is CPS's architectural firm for the project and has a deep bench of qualified designers in delivering K-12 facilities. As a firm, ALSC's GC/CM experience includes work on one of OSPI's original GC/CM demonstrations projects and its project staff have worked on many GC/CM K-12 projects including Central Valley (Evergreen and North Pines Middle School, Opportunity and Sunrise Elementary Schools) and Mead (Northwood Middle School) School Districts.

CPS retained Andrew Greene with Perkins Coie LLP to provide GC/CM agreements and general conditions aligned with Washington State RCW 39.10 procurement processes and best practices. Perkins Coie is a leader throughout Washington State and provides alternative public works contracts and procurement-related legal services to public owners and school district clients on a wide variety of projects.

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

See Attachment C for the project team organization chart.

Staff and consultant short biographies (not complete résumés).

Mr. Robert Roettger, Superintendent, Cheney Public Schools
Role on this project: District Leadership

Mr. Roettger is the Superintendent for the Cheney Public Schools. His 18+ year professional career includes teacher, building administrator and recently 6 years with holding the position of superintendent with the Lind and Ritzville School Districts and since July 2016 with Cheney Public Schools. He is overall responsible to the Cheney Public School Board of Directors for the voter approved 2017 capital improvement bond program. Under his leadership and guidance, the project team will plan and deliver a superior educational facility that supports the vision, mission and goals of the Cheney Public Schools and the expected outcome CPS promised to its voters. He possesses previous capital improvement and energy saving grants project experience over his career and he is excited to learn and be an active leader/participant in this his first GC/CM project.

Mr. Jeff McClure, Director, Maintenance, Operations & Safety, Cheney Public Schools
Role on this project: Program Manager and Point of Contact for Cheney Public Schools

Mr. McClure has been employed by CPS for 34 years and for the past 12 years he has been the Director of the department. He is directly responsible for all CPS capital projects, maintenance and safety plans and programs. As Director, Jeff leads the project team of consultants and staff and possesses decision making authority on all matters related to the project's design and construction standards and cost responsibility as delegated by the School Board and Superintendent.

He was responsible for the successful planning and day to day execution of CPS's 2010 $70 million dollar capital improvement bond program that delivered two new middle schools, a new elementary school and a sports complex and utility infrastructure projects.

He is directly responsible for integrating CPS design and construction standards, design reviews, contract and agreement negotiations, and overseeing owner administration duties from design through the occupancy and warranty phases.

Representative Capital Projects Experience for Jeff McClure

			Role During Project Phases		
Project	**Project Type**	**Project Value**	**Planning**	**Design**	**Construction**
Snowdon Elementary School	D-B-B	$13.4M	Director	Director	Director
Crunk's Sports Complex	D-B-B	$2.3M	Director	Director	Director
Westwood Middle School	D-B-B	$27.4M	Director	Director	Director
Abbott Rd. Waterline	D-B-B	$752K	Director	Director	Director
Cheney Middle School Replacement	D-B-B	$25.4M	Director	Director	Director

Andrew Greene, Partner, Perkins Coie, LLP
Role on this project: Legal Counsel

Andrew Greene is a partner in the Seattle office of Perkins Coie, LLP and chair of its national construction practice. He has been retained as project legal counsel and is the main point of contact for the District for legal issues that arise during the project.

Andrew has served as project counsel and drafted RCW 39.10 compliant agreements (construction, architectural, construction management, etc.) for numerous school districts and other public owners. Recent GC/CM experience include projects for Metro Parks of Tacoma, The Point Defiance Zoo & Aquarium, Spokane International Airport, Washington State University and numerous school districts (Highline, Vashon, Clover Park, Olympia and Edmonds, etc.). He is recognized in *The Best Lawyers in America* for construction law.

Rusty Pritchard, CCM, DBIA, Program/Senior Project Manager, OAC Services Inc.
Role on this project: Senior Project Manager

OAC Services Inc. were selected by the Cheney Public Schools to serve as the overall program/project manager directly overseeing all aspects of the design and construction of the capital bond program.

Mr. Pritchard will lead the GC/CM procurement process, GMP negotiations and administration of the GC/CM contract through design, construction and closeout. Rusty has over 38 years of managing the planning, design and construction of public facilities at the federal, state and local level. He reports directly to the Director, Maintenance & Operations & Safety and supports the Superintendent with information for Board action and decisions.

He is a seasoned Washington State alternate public works GC/CM, Design-Build and Design-Bid-Build practitioner for K-12, higher education and municipal owners. He served six years as a member of the Project Review Committee (2010-2016).

Rusty was involved in one of the first K-12 GC/CM demonstration projects (Clovis Point Intermediate School) and has been the Owner's Representative on two other K-12 GC/CM projects. He is a GC/CM Advisor on two City of Spokane GC/CM heavy civil projects providing the City with GC/CM procurement, GMP negotiations and GC/CM contract administration services during construction. Both heavy civil GC/CM projects are in final GMP Amendment (MACC) negotiations and under construction. He serves, when required, as a GC/CM quality assurance technical expert on Mead School District's two previously PRC approved GC/CM projects (Northwood MS and Midway ES). These projects are in construction.

He is a Certified Construction Manager (CCM) (CMAA) and certified DBIA professional (Design Build Institute of America).

Representative Alternative Public Works (GC/CM) Experience for Rusty Pritchard

			Role During Project Phases		
Project	**Project Type**	**Project Value**	**Planning/ Procure**	**Design**	**Construction**
City of Spokane CSO #26 Facility (Apr 2016 to present)	(GC/CM) (Heavy Civil)	$31.0M	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor
City of Spokane CSO #24 Facility (Apr 2016 – present)	(GC/CM) (Heavy Civil)	$25.0M	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor
Spokane International Airport Security Upgrades Project (Apr 2016 – Mar 2017)	(GC/CM)	$11.0M	PM	N/A	N/A
Wellpinit High/Middle School Modernization (Mar 2010 – Jun 2013)	(GC/CM)	$17.1 M	PM	PM	PM
Steilacoom High School Addition and Modernization (Jan 2006 – Dec 2009)	(GC/CM)	$31.0M	PM	PM	PM
Clovis Point Intermediate School (Sep 2002 – Jan 2003)	(GC/CM)	$13.0M	N/A	CM	CM

Todd Smith, Project Manager, OAC Services Inc.
Role on this project: Project Manager

Mr. Smith has more than 16 years of construction experience as a project and a senior construction manager, on public and private projects up to $215 million. Todd will be actively involved in assisting Rusty Pritchard in all phases of GC/CM procurement, preconstruction services, and design management and GMP negotiations. He will serve as Rusty's back up during construction and be actively involved in the project until its completion.

Todd's strong project and construction management, scheduling and estimating skills allow him to continually complete projects under budget and ahead of schedule. His K-12 construction experience in fast-tracked, occupied and continuous operating facilities is value added to the project. Todd clearly communicates with individuals working in varying capacities on a project. He is a third generation contractor who worked his way to being a PM/CM consultant. He is proficient with industry-standard project controls software including Oracle Expedition, Primavera P6, P3 and Sure Trak, Microsoft Project, CostWorks, MC2 and AutoCAD.

Representative Alternative Public Works (GC/CM) Experience for Todd Smith

			Role During Project Phases		
Project	**Project Type**	**Project Value**	**Planning /Procure**	**Design**	**Construction**
Spokane International Airport Security Upgrades Project (Apr 2016 – March 2017)	(GC/CM)	$11.0M	N/A	N/A	PM
Abraham Lincoln Elementary School Addition & Modernization (Jun 2015 - Mar 2017)	(GC/CM)	$25.0M	N/A	PM	PM
Ellensburg Middle School Addition & Modernization (Jan 2016 – Mar 2017)	(GC/CM)	$43.0M	CM	CM	CM
WSU Football Operations Building (Apr 2013 – Sep 2015)	(GC/CM)	$60.0M	N/A	N/A	CM

Representative Alternative Public Works (GC/CM) Experience for Todd Smith (cont.)

			Role During Project Phases		
Project	**Project Type**	**Project Value**	**Planning /Procure**	**Design**	**Construction**
WSU Pharmaceutical & Biomedical Sciences (Nov 2012 – Aug 2013)	(GC/CM)	$72.0M	N/A	N/A	CM
Wellpinit High/Middle School Modernization (Mar 2010 – Jun 2013)	(GC/CM)	$17.1 M	CM	CM	CM
Steilacoom High School Addition and Modernization (Jan 2006 – Dec 2009)	(GC/CM)	$31.0M	N/A	CM	CM

Kathryn Getchell, CCP, PSP, Project Controls Manager, OAC Services Inc.
Role on this project: Project Controls Manager

Ms. Getchell is a highly skilled project controls professional with more than 30 years of experience in scheduling, budget development and cost controls, and all phases of project planning, from inception through completion.

Kat's GC/CM experience began in 1999 when WSU was one of the first public owners to deliver capital projects using GC/CM. Her GC/CM project experience includes over 20+ projects in higher education and K-12 markets. Kat provides project controls management services to support client programs and projects on large-scale projects up to $200 million dollars from various funding sources.

Her vast areas of controls expertise include CPM scheduling services, baseline schedule development, budget development, cost management, monthly update reporting-budget versus actual, trend report, change order/risk management reporting various costs, estimate to complete, contract management, and invoice administration.

She is a Certified Cost Professional (CCP) and Certified Planning and Scheduling Professional (PSP).

Additional local OAC resources with extensive RCW 39.10 GC/CM experience includes:

Greg Brown, AIA, LEED AP, Program Manager, OAC Services Inc.
Role on this project: GC/CM Procurement Quality Assurance

Mr. Brown has over 30 years of public works project management experience. Prior to joining OAC Greg served as the Director of Capital Projects and Planning for Spokane Public Schools for 12 years, and also has experience as the Owner's Representative in Western Washington for the Bethel, Tacoma and Puyallup School Districts. Greg has managed over $900 million dollars of capital construction projects. Greg specializes in the GC/CM alternative project delivery method and has had a leadership role in fifteen GC/CM projects since 2003.

Greg will assist the OAC team by providing GC/CM quality assurance and technical assistance to OAC's project team's GC/CM procurement process and documents. Greg's vast K-12 capital and GC/CM experiences provides the CPS project team with a seasoned owner's perspective.

Greg is a board member of the Washington State's Association for Learning Environments (A4LE) committee and serves on OSPI's Technical Advisory Committee (TAC).

Jonathan Miller, Project Manager, OAC Services Inc.
Role on this project: Cheney Public Schools Design Standards Integration and GC/CM Project Management Experience

Mr. Miller is an eight year seasoned capital project manager and practitioner for three Central Valley School District and one Nine Mile Falls School District GC/CM projects. As a project manager he was heavily involved in GC/CM procurement, GMP negotiations, and design, construction phases through closeout.

Jonathan served as a project manager for three of Cheney Public Schools 2010 capital improvement projects and is very experienced with the owner's design and construction standards. He will assist the OAC team with owner-focused quality assurance design reviews and integration of CPS's construction standards into the design and bid documents.

Dan Chandler, PE, AIA, Principal, OAC Services Inc.
Role on this project: Principal for OAC Services

Mr. Chandler has 30 years of construction experience and will serve as the Principal-In-Charge (PIC) of the OAC project team and has a direct line of communication to the Superintendent and Director, Maintenance, Operations & Safety. He will advise and consult with CPS senior leadership during the project.

He is a respected and seasoned GC/CM practitioner with seven years' experience serving on the CPARB's Project Review Committee and was once Chair of the PRC. Dan's role is to support the OAC team during the GC/CM application, selection process, through the GMP negotiation phases and during construction. His background includes extensive experience in all construction delivery methods including GC/CM, design-build and design-bid-build project in the public, private and not-for-profit sectors.

Steve Walther, AIA, NCARB, A4LE - Principal, ALSC Architects
Role on this project: Team Leader/PIC ALSC Architects

As Team Leader and Principal-In-Charge (PIC), Mr. Walther provides overall team leadership, QC/QA oversight and guidance with Owner/Client and design team members throughout all project phases. Steve will also work closely with the design team and GC/CM project managers during cost management activities and reconciliation of the GMP.

A licensed architect in the State of Washington, Steve holds national licensing certification from the National Council of Architectural Registration Boards (NCARB). He has been an active member of A4LE (formerly CEFPI) and served in leadership positions on several community boards of directors. His 37 year professional career has focused on educational design and construction of which a majority of the projects have involved phased construction on occupied campuses.

Representative Alternative Public Works (GC/CM) Experience for Steve Walther

Project	Project Value	Delivery Method	Role	Time Involved
North Pines Middle School - Central Valley School District	$22.2M	GC/CM	Team Leader/PIC	2016 - 2018
Evergreen Middle School - Central Valley School District	$21.8M	GC/CM	Team Leader/PIC	2015 - 2017

Ken Murphy, AIA, NCARB, LEED AP - Principal, ALSC Architects
Role on this project: Managing Principal, ALSC Architects

As Managing Principal, Mr. Murphy provides day to day leadership and management with Owner/Client and Design Team members, beginning in the educational specification phase and continuing through to the construction phase and project closeout.

A licensed architect in the State of Washington, Ken holds national licensing certification from the National Council of Architectural Registration Boards (NCARB). He has been an active member of A4LE (formerly CEFPI) and served in lead (NCARB). His 30 year professional career has focused on design and construction of K-12 and higher educational facilities many of which involved phased construction on occupied campuses.

Representative Alternative Public Works (GC/CM) Experience for Ken Murphy

Project	Project Value	Delivery Method	Role	Time Involved
Franklin Elementary School - Spokane Public Schools	$19.9M	GC/CM	Co-Managing Principal	2015 - 2017
Northwood Middle School - Mead School District	$30.1M	GC/CM	Managing Principal	2015 - 2017
Opportunity Elementary School - Central Valley School District	$15.1M	GC/CM	Managing Principal	2015 - 2017
Sunrise Elementary School - Central Valley School District	$14.7M	GC/CM	Managing Principal	2015 - 2017
Mullan Road Elementary School Spokane Public Schools	$11.9M	GC/CM	Managing Principal	2013 - 2015

Indy Dehal, AIA, NCARB - Principal, ALSC Architects
Role on this project: Design Manager ALSC Architects

As Design Manager, Mr. Dehal will provide project design leadership and management with Owner/Client and design team members, throughout the schematic, design development and construction document phases.

A licensed architect in the State of Washington, Indy holds national licensing certification from the National Council of Architectural Registration Boards (NCARB). He has been an active member on several community boards of directors. His 17 year professional career includes the design and construction of several K-12 and higher educational facilities on occupied campuses.

Representative Alternative Public Works (GC/CM) Projects for Indy Dehal

Project	Project Value	Delivery Method	Role	Time Involved
Franklin Elementary School - Spokane Public Schools	$19.9M	GC/CM	Design Manager	2015 - 2016
North Pines Middle School - Central Valley School District	$22.2M	GC/CM	Design Manager	2016 - 2017
Northwood Middle School - Mead School District	$30.1M	GC/CM	Design Manager	2016 - 2017
Evergreen Middle School - Central Valley School District	$21.8M	GC/CM	Design Manager	2015 - 2016

Kris Jeske, AIA, LEED SBA/BD+C - Associate Principal, ALSC Architects
Role on this project: Project Manager ALSC Architects

As Project Manager, Mr. Jeske provides day to day leadership and project management of all design team members and consultants, regarding project scope, quality, budget and schedule. Kris' role will span from the beginning of the educational specification phase through to the construction and project closeout phases.

In addition to being a licensed architect in the State of Washington, Kris holds certification from LEED as a Sustainable Building Advisor (SBA) and the BD+C designation. He has served in leadership positions the local AIA chapter and serves in an advisory role with Spokane County Environmental Health. His 23 year professional career has focused on educational design and construction of which most projects involve phased construction on occupied campuses.

Representative Alternative Public Works (GC/CM) Projects for Kris Jeske

Project	Project Value	Delivery Method	Role	Time Involved
Northwood Middle School - Mead School District	$30.1M	GC/CM	Project Manager	2015 - 2017
Mullan Road Elementary School - Spokane Public Schools	$11.9M	GC/CM	Project Manager	2013 - 2016

Kim Phelps, Architect, ALSC Architects
Role on this project: Project Architect, ALSC Architects

As Project Architect, Kim will coordinate with all Design Team members and consultants, regarding technical design development and documentation. She will work closely with the PIC, design team Project Manager and the GC/CM Project Team members regarding constructability, value engineering, contract buy-out and commissioning activities. Kim's' role will span from the beginning of the schematic design phase through to the construction and project closeout phases.

Kim is a licensed architect in the states of Washington and Idaho. Her 20 year professional career has included the design and construction of complex expansions and modernizations of existing facilities remaining in operation during construction.

Representative Alternative Public Works (GC/CM) Projects for Kim Phelps

Project	Project Value	Delivery Method	Role	Time Involved
North Pines Middle School - Central Valley School District	$22.2M	GC/CM	Project Manager	2016 - 2018
Evergreen Middle School - Central Valley School District	$21.8M	GC/CM	Project Manager	2015 - 2017

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

Organizational Controls

The Cheney High School project is managed by the Director, Maintenance & Operations & Safety Office. He will oversee the project, manage contractual obligations, and direct the OAC project management and ALSC design and selected GC/CM Contractor teams. He assists with coordination and input from several CPS staff departments during program, design, construction and occupancy phases. CPS Maintenance & Operations & Safety staff has extensive construction experience with minor to major capital improvement projects and programs. Over the years, it developed a design and construction best practices manuals that has been shared with OAC and ALSC Architects.

The OAC team augments CPS staff and are seasoned PM/CM practitioners who specialize in GC/CM procurement, contract administration, preconstruction, GMP negotiations expertise. OAC will procure, negotiate contracts and manage the required CPS consultants to support the project, coordinate with authorities having jurisdiction and assist with occupancy planning and warranty procedures and protocols.

CPS project leadership and OAC will hold regularly schedule meetings to report on and coordinate activities within CPS. Roles and responsibilities will be tailored for the project to create highly collaborative opportunities, create clear lines of communication, decision making authority and provide flexibility that is beneficial to the Owner and responsive to project requirements and needs.

Authority to change to the project scope and budget rests with the Board of Directors. Specific project board resolutions and OSPI School Facilities required D Forms will be coordinated with the Superintendent and OAC.

Delegation of authority to the Superintendent and leadership team to sign and obligate CPS contractually, make timely decisions and avoid delays is accomplished via Board policy, resolutions or requirements.

CPS staff will have day to day operational control and decision making authority for the project. Authority to sign change orders during construction rest with the Superintendent and/or the Director, Maintenance, Operations & Safety.

The project will have “Principal’s-In-Charge” (Owner, Design and GC/CM contractor) meetings so senior leaders are kept ahead of the issues, make timely business decisions or commit project resources to positively affect the project.

Project controls include processes and procedures to manage project documents, record, budget and the schedule.

Document Control: CPS will utilize OAC's SharePoint site as it did during its 2010 bond program. SharePoint is a web-based 24/7 software that allows project users with internet access to upload, download, modify and transmit electronic documents quickly and easily in all phases of the project. Taking lessons learned from Central Valley School District's GC/CM projects, OAC will tailor the CHS project's SharePoint site to fit the project needs based upon the project team's communications plan and matrix. Standard work flows and security access controls will be established for efficient and effective collaborative interaction.

Budget/Cost Control:

CPS and OAC have met to align project budget, develop a work breakdown structure (WBS) and reporting requirement on the project budget that meet the *Accounting Manual for Public School Districts in the State of Washington (The Accounting Manual)* and OSPI School Facilities claims reimbursement requirements. The project budget will be tracked against the approved baseline budget monthly.

AIA A133 (Owner - GC/CM) and B103 (Owner – Designer) agreements require reconciliation of estimates in schematic, design development and construction document phases. OAC will lead estimate reconciliation process and document budget record of negotiations.

OSPI School Facilities value added measures (VAMs) such as value engineering/analysis, commissioning and constructability reviews will be conducted during all phases of design. Design decision logs will track and align design and the budget. CPS Board of Directors will approve the design documents and budgets in each phase of the design prior to authorizing proceeding to the next phase of design or bidding.

Early site and/or subcontractor bid packages will be developed in the design development phase using target value design budgets and updated as the design matures per the contract. Early and frequent engagement of the local authorities having jurisdiction (AHJ) post predevelopment meetings will be held to identify and mitigate design issues, time or cost issues prior to permit issuance.

OAC, ALSC and the GC/CM contractor will closely evaluate post MACC negotiations during construction to evaluate appropriate use and approval of the GC/CM or Owner contingencies.

Schedule:
OAC's refined Division 1 scheduling specifications are included in the GC/CM RFP documents. The scheduling specifications align with the AIA A133 and A201 contract documents. Monthly updates of the project master milestone schedules during preconstruction, design, subcontractor buyout, and subsequent construction and occupancy phases are required and standard processes and procedures.

The owner, with OAC assistance, approves all project schedule submittals.

A brief description of your planned GC/CM procurement process.

Planned GC/CM Process

The planned GC/CM procurement schedule was provided in paragraph 4. The GC/CM preconstruction services contract will be presented to CPS Board of Directors at its October 2017 meeting and will provide services prior to the end of schematic design per RCW 39.10. CPS has its GC/CM procurement selection team in place and will include a Board member during the selection process. OAC will facilitate and manage the procurement process.

Preparation of the GC/CM RFP and selection process is based on the OAC's internal methods that have been refined over the years, with the latest lessons-learned items from other school districts and universities, including Central Valley School District, Lake Washington School District, Spokane Public Schools, Clover Park School District, and Tahoma School District, as well as Washington State University and the City of Spokane. We have an open selection process to promote competition within the contracting community.

CPS plans to use a three-step GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
    a. Focusing on experience, proposed team and approach
    b. Short list three or four firms for interviews
2. Extensive Interviews, site and office visits
    a. Gather more information regarding team proposed, approach and experience
3. Fee and Specified General Conditions Bidding
    a. Maximizing a combination of qualifications and value based approach

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

CPS engaged Andrew Greene, Perkins Coie, LLP to provide GC/CM and construction legal services for the project. Andrew has prepared drafts of the AIA A133 (Agreement) and A201 (General Conditions) documents and provide them to CPS and OAC. The draft documents will be provided in the RFP to proposers for review and provide questions during the GC/CM procurement phase. Revisions to the documents, if needed, will be done prior to a request for final fee proposals to reflect input from shortlisted firms and best practices used on previous GC/CM projects using the same contract documents.

Perkins Coie drafted the AIA B103 Agreement between CPS and ALSC and that agreement is aligned with the GC/CM AIA family of agreements and specified general conditions for alternative public works contracts.

8. Public Body (your organization) Construction History:

See Attachment E for Cheney Public School's Construction History.

9. Preliminary Concepts, sketches or plans depicting the project

See Attachment A for the project's concept drawings. See Attachment A for the project concept design. The drawings are conceptual for discussion purposes.

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.

Cheney Public School has no audit findings on projects identified in this application.

Caution to Applicants

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

Attachments:

A – Cheney High School Project Concept Drawings
B - Project design, GC/CM selection process, and construction schedule
C - Project team organization chart
D – Public Body Team Experience (not used – Information in Paragraph 7).
E – Cheney Public Schools Construction History

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: Robert W. Roettger

Name: (please print) Robert W. Roettger

Title: Superintendent

Date: 6/29/17

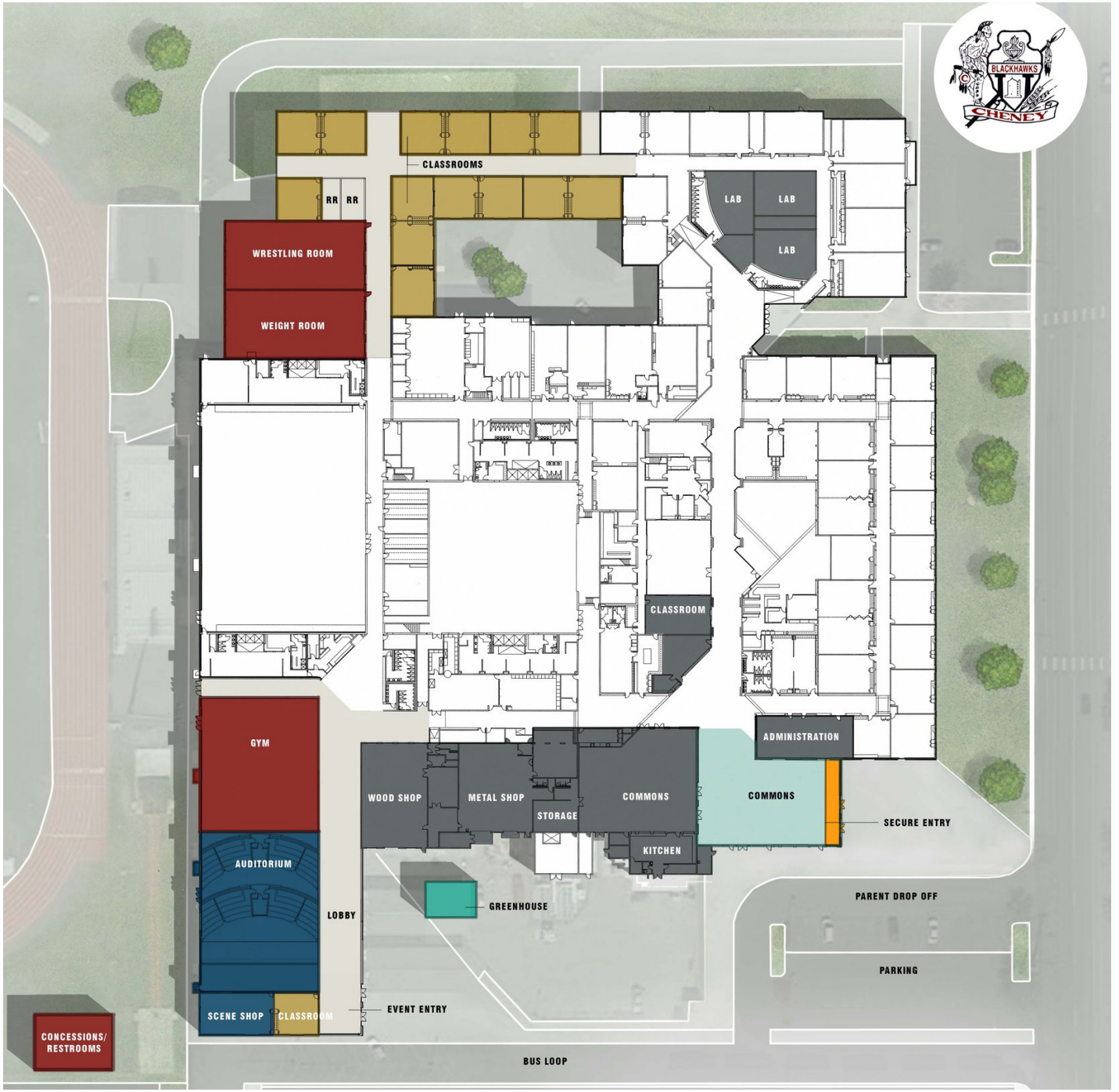
EXPANSION:

- Classrooms
- Commons
- Auditorium
- Athletics:
  - Gym
  - Wrestling Room
  - Weight Room
  - Concessions Building
- Greenhouse
- Service:
  - Restrooms
  - Storage
  - Circulation

RENOVATION:

- Renovation:
  - Commons
  - Classroom
  - Wood Shop / Metal Shop
  - Kitchen
  - Science Labs
  - Administration
- Secure Entry
- Site Work:
  - Bus Loop
  - Parent Drop-Off
  - Parking

ESTIMATE: $35.7 million

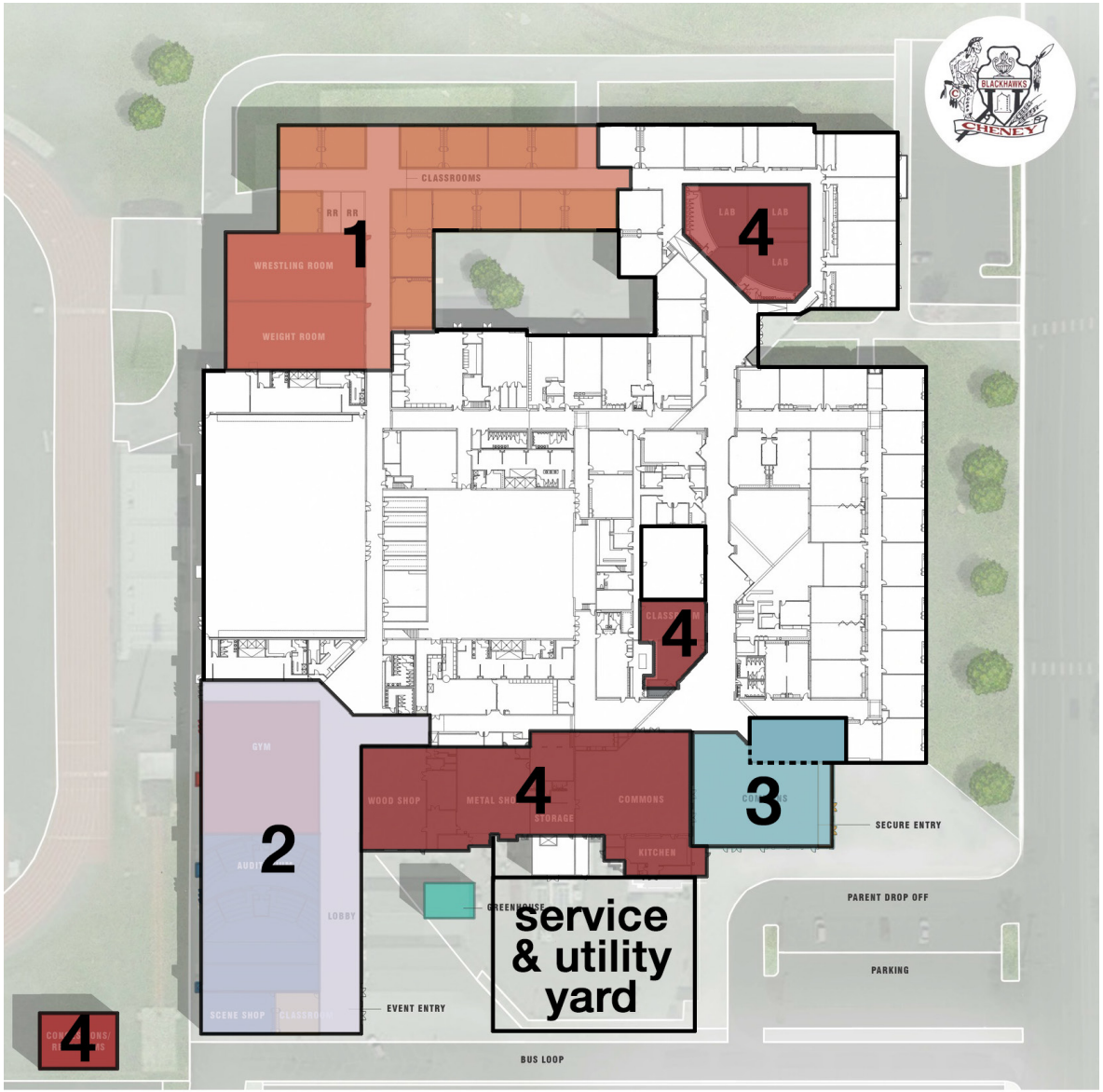


Phase 1

Phase 2

Phase 3

Phase 4



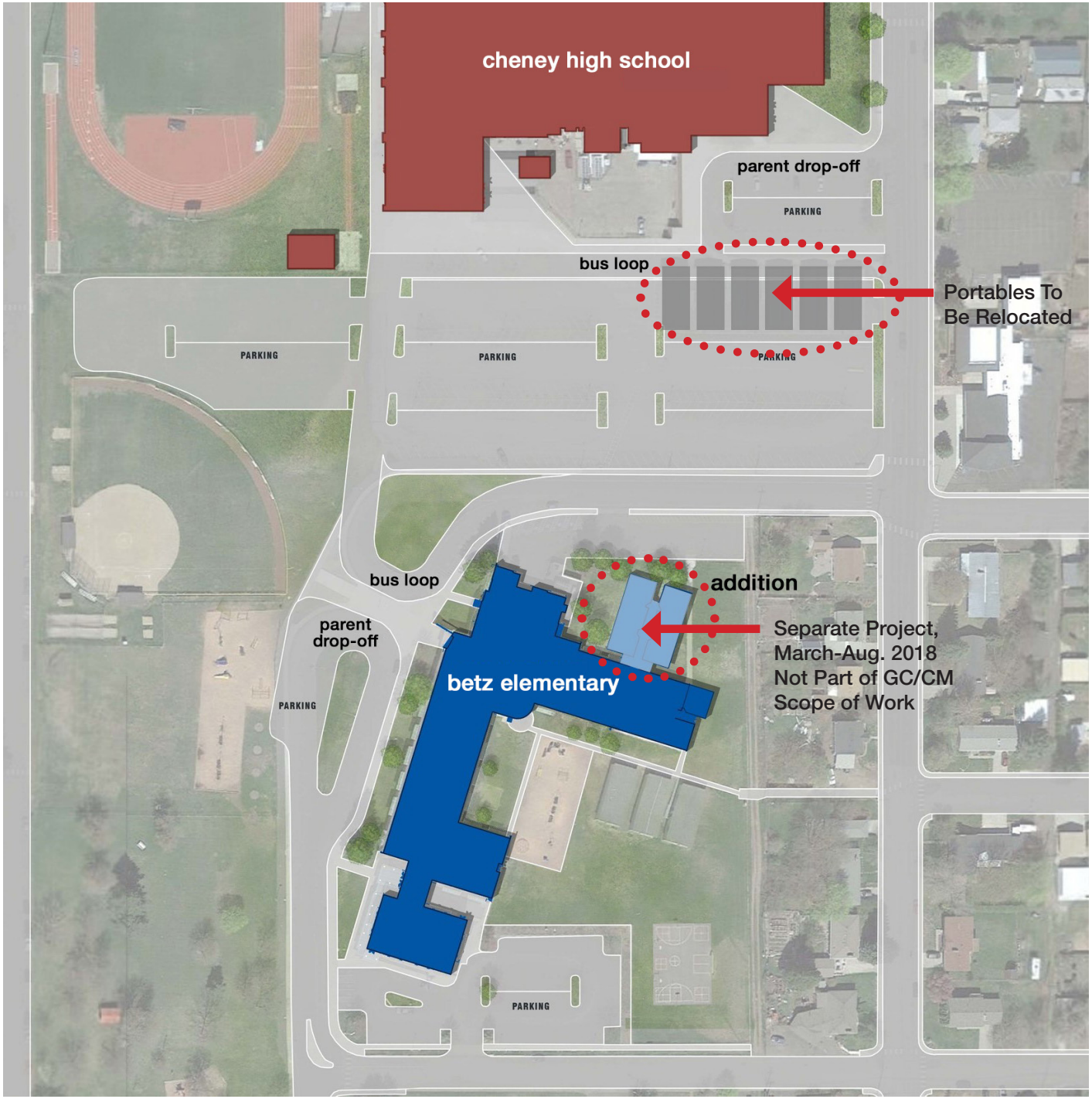
SITE Phase 4

portable relocation	3

Cheney High School
& Betz Elementary
Cheney School District

VEHICULAR MOVEMENT (Current) - ATTACHMENT A (Concept Drawings)

ALSC ARCHITECTS



Cheney High School
& Betz Elementary
Cheney School District

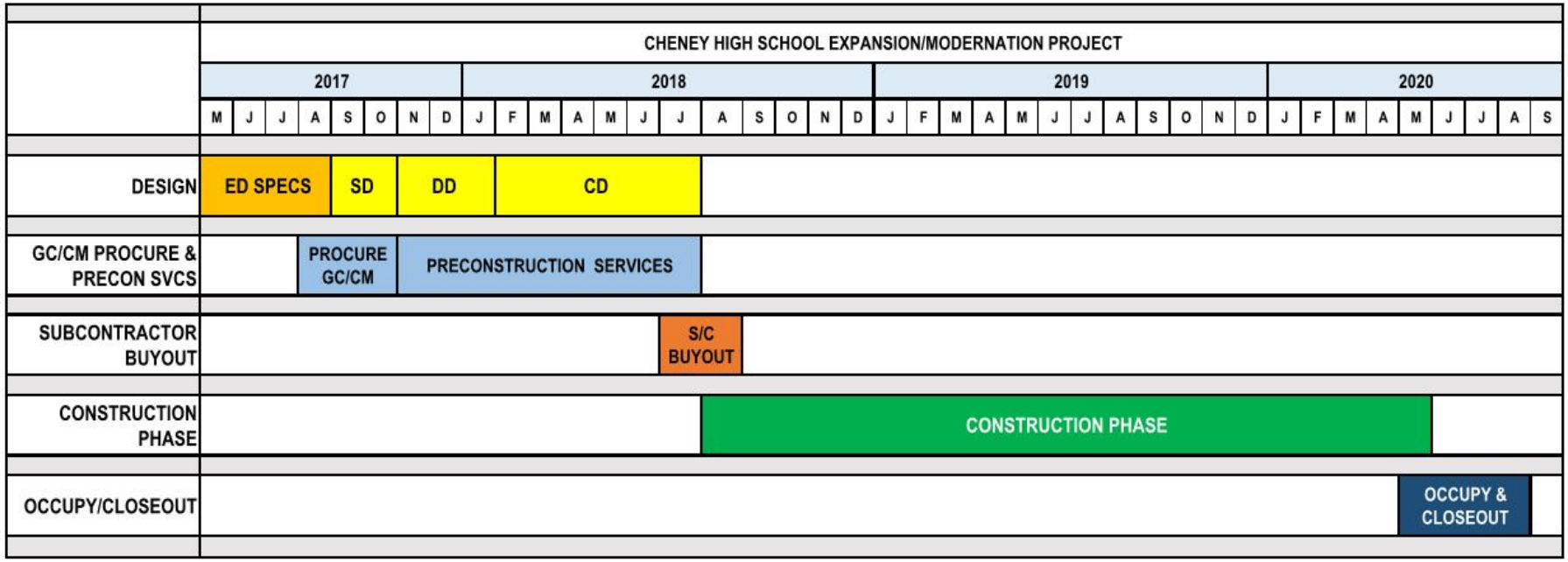
VEHICULAR MOVEMENT (Proposed) - ATTACHMENT A (Concept Drawings)

ALSC ARCHITECTS

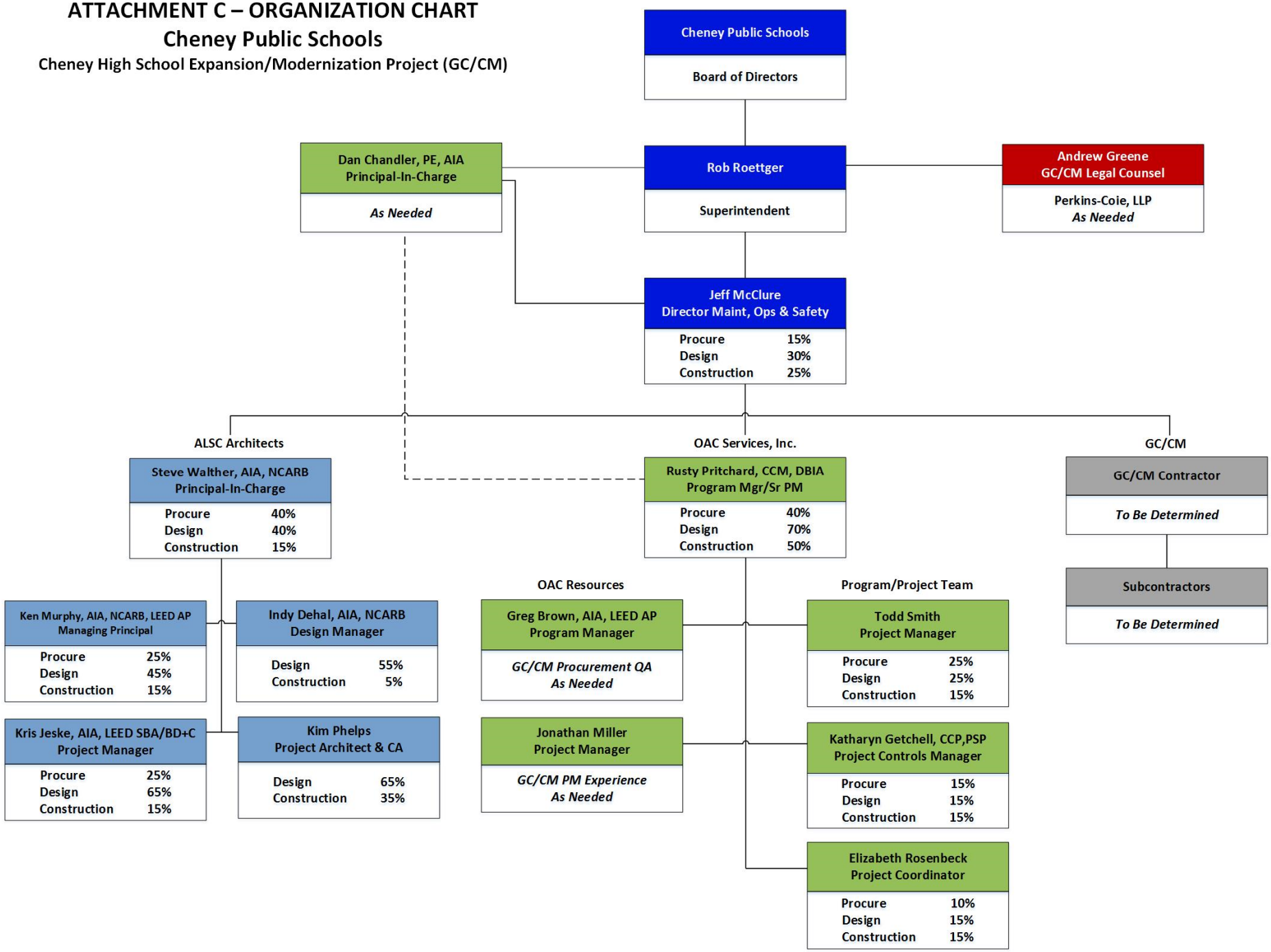
ATTACHMENT B - Project design, GC/CM selection process, and construction schedule

ATTACHMENT B

Anticipated Project Schedule
Design-GC/CM Procurement- Construction



ATTACHMENT C – ORGANIZATION CHART
Cheney Public Schools
Cheney High School Expansion/Modernization Project (GC/CM)



ATTACHMENT E – Cheney Public Schools Construction History

Project Name	*Project Description*	*Method of Delivery*	*Planned Constr. Start*	*Planned Constr. Finish*	*Actual Constr. Start*	*Actual Constr. Finish*	*Original Construction Budget*	*Final Construction Cost*	*Reason for Budget or Schedule Overrun*
Snowdon Elementary School	55,580 sq. ft. new elementary school	D-B-B	05/2012	07/2013	05/2012	07/2013	$13,571,177	$13,444,652	
Crunk's Sports Complex	New soccer and softball sports complex	D-B-B	07/2011	05/2012	07/2011	05/2012	$2,386,962	$2,359,228	
Westwood Middle School	110,750 sq. ft. new middle school	D-B-B	04/2011	07/2012	04/2011	07/2012	$27,285,783	$27,400,256	Unforeseen Conditions - R blasting and Owner added scope - tennis courts
Abbott Rd. Waterline	18" waterline to serve new Westwood Middle School	D-B-B	04/2011	09/2011	04/2011	09/2011	$736,000	$752,830	Unit price contract – adjustments to final quantities via change order
Cheney Middle School Replacement	110,750 sq. ft. replacement building on occupied campus	D-B-B	03/2011	07/2012	03/2011	07/2012	$28,306,041	$25,490,157	