



ELLENSBURG SCHOOL DISTRICT No. 401

**CPARB PROJECT REVIEW COMMITTEE (PRC)
GC/CM PROJECT APPLICATION FOR
NEW ELEMENTARY AND NEW IN LIEU MT STUART ELEMENTARY SCHOOLS**

FEBRUARY 20, 2019



Ellensburg School District #401

1300 East Third Avenue
Ellensburg, WA 98926
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Phone 509-925-8000
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February 20, 2019

Ms. Janice Zahn
Chair, Project Review Committee
Department of Enterprise Services
Engineering & Architectural Services
Post Office Box 41476
Olympia, WA 98504-1476

Reference: New Elementary and Mt. Stuart Elementary School Project Application

Dear Ms. Zahn:

The Ellensburg School District is pleased to submit its project application for your review and approval to use the General Contractor/Construction Manager (GC/CM) for our planned New Elementary and Mt. Stuart Elementary School project.

This is the District's second GC/CM project it is requesting to use this alternate public works contract delivery method. Our first GC/CM project was the Morgan Middle School project approved by the PRC in March 2015. This project's final phase closeout and warranty phase activities remain to be completed.

Our recent GC/CM experience on the Morgan Middle School project and our GC/CM qualified and experience GC/CM consultant practitioners, OAC Services and Integrus Architecture, places the District in a great position to successfully manage and delivery of this project.

Rusty Pritchard, OAC Services is our program manager who will report directly to me and the Superintendent. He will lead and facilitate the GC/CM procurement, preconstruction service and GMP and Amendment negotiations. Rusty possesses significant GC/CM experience and was a past member of the PRC. Mark Dailey, Integrus Architecture, is the Principal in Charge of the Integrus team that possesses relevant GC/CM experience to meet project design and bid packages and construction administration requirements.

We are excited to present our project application and qualifications to the PRC panel team and look forward to its review and comment at the March 28, 2019 meeting. If you have any questions feel free to contact me.

Sincerely,

Brian Aiken
Executive Director, Business Services

The Ellensburg School District does not discriminate in any programs or activities on the basis of sex, race, creed, religion, color, national origin, age, veteran or military status, sexual orientation, gender expression or identity, disability, or the use of a trained dog guide or service animal and provides equal access to the Boy Scouts and other designated youth groups. The following employees have been designated to handle questions and complaints of alleged discrimination: Cole Kanyer, Title IX Coordinator, 509-925-8315, cole.kanyer@esd401.org, 1203 E. Capitol Avenue, Ellensburg, WA 98926, Kim Snider, Civil Rights Coordinator, 509-925-8007, kim.snider@esd401.org, and Section 504 Coordinator, Patty Kimmel, 509-925-8115, patricia.kimmel@esd401.org, 1300 East Third Avenue, Ellensburg, WA 98926.

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)
Alternative Contracting Procedure*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

IDENTIFICATION OF APPLICANT

- a) Legal name of Public Body (your organization): **Ellensburg School District No. 401**
- b) Address: **1300 E. 3rd Avenue, Ellensburg, WA 98926**
- c) Contact Person Name: **Mr. Brian Aiken** Title: **Executive Director, Business Services**
- d) Phone Number: **509-925-8014** E-mail: brian.aiken@esd401.org

1. BRIEF DESCRIPTION OF PROPOSED PROJECT

- a) Name of Project: **New Elementary and Mt Stuart Elementary School**
- b) County of Project Location: **Kittitas County, Washington**
- c) Please describe the project in no more than two short paragraphs.

The Ellensburg School District (District) is seeking approval to use the General Contractor/Construction Manager alternate public works contract procurement process for a New Elementary and Mt. Stuart Elementary Schools (Project).

The District currently has 475 unhoused elementary school students located in its three existing elementary school sites. The District current as three elementary schools with unhoused students and educational support facilities in 13 portable structures. Ellensburg’s current and future growth is projected in the City’s northwest area. The District acquired a 29-acre site in the proximity of anticipated growth to house the new elementary school.

The District received bond approval by 62.7% of voters for its \$59.5 million capital improvement program in the November 6, 2018 general election. The District is eligible for and anticipates \$14.5 million in additional OSPI School Facilities construction state funding assistance for the program. Due to the lack of swing space within the District, the original bond construction schedule was planned to start in January 2019 and be completed by August of 2024. Multiple moves were anticipated as the new elementary school was built first and used as swing space for students and staff to modernize/new additions to two other elementary schools.

The bond addresses the following District priorities:

- ✓ Build new or modern teaching and learning spaces that complement the District’s educational strategic plan, student experience and achievement
- ✓ Supports Board and District vision to re-align district boundaries to level out elementary classroom sizes, place unhoused students into permanent facilities and prepare for future growth

- ✓ Expand and enhance early learning opportunities (ECAP and Pre-school)
- ✓ Connects and increases engagement with Ellensburg and the District

Projects to be completed within the bond capital improvement program are:

- ✓ Construct a New Elementary School ***(Included in this application)***
- ✓ Construct New-in-Lieu Mt. Stuart Elementary School ***(Included in this application)***
- ✓ Modernize and new additions Lincoln Elementary School

New Elementary School Project Overview

Construct a new 57,500 square foot, 500-student elementary school on a 29-acre site. The current educational plan is to house kindergarten through 5th grades. The facility will house general classrooms, secure entry, a gymnasium, interactive educational/outdoor learning and play areas, a warming kitchen, cafeteria, administrative and counseling offices/spaces, and site improvements include landscaping, new utility services, pedestrian, traffic, life safety circulation and parking.

The project site will include coordination with many on and off site local, state, public utility and federal stakeholders due to the site’s perimeter boundaries a State Parks and Recreation recreational trail; an Ellensburg Irrigation Ditch channel on the property’s east boundary; several Bonneville Power easements on the north and west boundaries, an onsite City of Ellensburg’s 1.5 acre well easement and a 1.7-acre characterized wetland. A City of Ellensburg 8” sewer main is constructed and bisects the property perpendicular from its southern to norther property lines.

Mt. Stuart Elementary School Project Overview

The original 34,100 square foot building was built in 1967 and a 6,730 square foot gymnasium was added on in 1993. The plan is to construct a new 500 student, 55,000 square foot K-5 school on an existing Mt. Stuart site. The new school consists of new general classrooms, special education/resource rooms, library kitchen, gymnasium, commons, music room to accommodate band/choir program, administrative, counseling and educational support spaces. Once completed, students/staff and resources will occupy the new school and the existing structure will be abated and demolished. Final site and playground landscaping would be completed in this phase.

2. PROJECTED TOTAL COST FOR THE PROJECT:

A. PROJECT BUDGET

A.1 NEW ELEMENTARY SCHOOL

BUDGET LINE ITEM	PROJECT BUDGET
Costs for Professional Services (A/E, Legal etc.)	\$ 1,920,056
Estimated project construction costs (including construction contingencies):	\$19,826,630
Equipment and furnishing costs	\$ 1,363,630
Off-site costs	\$ 1,200,000
Contract administration costs (owner, cm etc.)	\$ 768,858
Contingencies (design & owner)	\$ 1,905,486
Other related project costs (briefly describe)	\$ 771,963
Sales Tax	\$ 1,790,155
TOTAL	\$29,546,147

A.1 MOUNT STUART ELEMENTARY SCHOOL

BUDGET LINE ITEM	PROJECT BUDGET
Costs for Professional Services (A/E, Legal etc.)	\$ 1,492,541
Estimated project construction costs (including construction contingencies):	\$15,576,517
Equipment and furnishing costs	\$ 1,350,000
Off-site costs	\$ 500,000
Contract administration costs (owner, cm etc.)	\$ 963,491
Contingencies (Owner and Design)	\$ 1,282,801
Other related project costs (District Consultants, Bldr's All Risk, Utils, Plan/Permit, survey, Geotech, Traffic)	\$ 500,300
Sales Tax	\$ 1,334,350
TOTAL	\$23,000,000

Each school budget contains more than the 5% contingency required by the RCW.

B. FUNDING STATUS

Please describe the funding status for the whole project.

On November 6, 2018, Ellensburg voters approved a \$59.5 million general obligation capital projects bond for three construction projects., 2019. The District is eligible to receive approximately \$15.5 million in state funding assistance for a total program budget of \$75 million. District revenue and project cash flow indicates the capability to front fund two of the three bond programs.

3. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

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

GC/CM Procurement Schedule	
Date	Activity
February 20, 2019	PRC Application Due
February 21, 2019	Advertisement for Request for Proposal Published. (1st Notice)
February 25, 2019	Advertisement for Request for Proposal Published. (2nd Notice)
February 27, 2019	Pre-proposal conference
March 8, 2019	Statements of Qualifications due at 3:00 p.m.
March 14, 2019	SOQ scoring and short-listing of firms
March 15, 2019	Notification of highly qualified firms with draft AIA A133 and A201 contracts.
March 20, 2019	Short listed firms submit contract questions/comments due
March 28, 2019	Project presented to PRC.
April 3, 2019	Interviews with short listed firm (tentative date).
April 4, 2019	Notification to most highly qualified GC/CM firms to submit RFFP.
April 11, 2019	RFFP Submittal Deadline and Publicly Open-Read by 3:00 p.m.
April 12, 2019	Owner QA proposals and issue notification of intent to award contract.
April 24, 2019	School Board approve GC/CM selection and award preconstruction services
May 19 to Jan 20	GC/CM Preconstruction Services

GC/CM Procurement Schedule (Continued)	
Date	Activity
November 2019	MACC Estimate / Negotiation (90% CD's)
December 2019	School Board Approval of MACC/GMP
January 2020	GMP Amendment Executed.

The District is in the process of creating Educational Specifications for all its schools and will begin the process of selecting a GC/CM for the New and Mt. Stuart elementary Schools. Solicitation for GC/CM services has begun. The RFP states that the District must receive project approval from the Project Review Committee, prior to District issuance and response to its Request For Final Proposal (RFFP) for the project.

The GC/CM will be under contract and providing preconstruction services at the beginning of schematic design. This approach allows the District and GC/CM to collaborate early in the schematic design and participate/consult in predevelopment meetings with the City, SEPA and regulatory requirements/processes. District design/construction standards in MEP, security systems and similar construction materials/type of construction is part of the bid package strategy which will drive the design infrastructure and systems to achieve standardization for sustainability/maintainability of the schools. Early involvement of the GC/CM allows for joint evaluation of bidding and risk management strategies, bid packages and the use of MC/CM or EC/CM packages.

During construction of both schools, the existing Mount Stuart Elementary School will be in operation adjacent to the new school site. Due to a lack of swing space available in the District, when the new school is completed, students from the third school in the bond program, students from Lincoln Elementary School will be temporarily housed in the New Elementary School while Lincoln is completely modernized, and new additions are constructed.

New Elementary and Mt. Stuart Elementary School Design and Construction Schedule

Activity	Start	Finish
Pre-design Phase	December 2019	March 2020
Educational Specifications	January 2019	April 2019
Schematic Design Phase	March 2019	May 2019
Design Development Phase	June 2019	August 2019
Land Use/Environmental Coordination/Action	January 2019	May 2019
Construction Documents Phase	August 2019	December 2019
Permit Document Review (AHJ)	September 2019	December 2019
Bid Package/ Bid Phase	December 2019	January 2020
Construction Phase	February 2020	July 2021
Substantial Completion	July 2021	July 2021
Occupy New ES and Mt Stuart Phase	July 2021	August 2021
Relocate Lincoln Elementary to New Elementary School	July 2021	August 2021
Final Completion	August 2021	October 2021
Warranty Phase	August 2021	July 2022

Consultant Selection and Hiring:

Ellensburg School District selected OAC Services, Inc. (OAC) to provide program/project and construction management services. OAC facilitated the District's A/E procurement process. The District selected Integrus Architecture to provide professional architecture/engineering services. Both firms are from Spokane and have extensive GC/CM experienced staff and technical experience. (See team resumes and qualifications in paragraph 7).

The District will hire a part-time FTE staff person to assist in processing bond program accounts payable and receivable expenses.

4. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

The New and Mt. Stuart Elementary School project meets four of the statute criteria.

A. Complex Scheduling, Phasing and Coordination

The project is located on two adjacent site locations. The New Elementary School must be completed and ready for occupancy by August 2021. Mt Stuart could have a proposed staggered start and end date but must be ready for occupancy by December 2021. We must intensively managed phasing and coordination of subcontractor construction activities/crews scheduling, site construction of onsite roads, utility tie ins and offsite road/bridge improvements. Wetlands, irrigation canal mitigation and off-site construction activities are critical to successful completion of the New Elementary School. At the program level, the on-time completion of the New Elementary School allows for the move in and scheduled acceleration of the Lincoln Elementary School modernization project. Planning for success begins in the schematic design for this project which affects capital improvement planning with major stakeholders for the Lincoln Elementary School project in 2020-21.

B. Construction at an Existing Facility

Student, Staff and Public Safety.

Construction of the new Mt Stuart Elementary School will be accomplished on the existing and active school site. Planning and cost estimating for mitigated risk measures in site and public/student/staff and construction worker safety, separation of pedestrian/traffic circulation are paramount. Access to and from the site is along Cora Street where bus, cars, pedestrian and now construction, circulation must be highly regulated to allow for safe operations of busing, public and construction worker safety. The existing green space in front of Mt. Stuart is highly utilized sports and community recreational space. Planning for safe alternate community uses during construction is a benefit to the community.

Educational and Community Operational Requirements.

Constructing a new Mt. Stuart on an existing site significantly lessens the risk to disruption of the day-to-day educational teaching and learning environment. Existing or temporary playfields and playgrounds at the existing school will need to be provided as much as possible during construction. The District is currently assessing what portion(s) of the existing Mt. Stuart will remain for district us. Once the existing school is demolished, new playground, ballfields and the remaining parking/traffic circulation can be completed in a timely manner prior to school starting in Fall 2021. Community access to the only gymnasium in the neighborhood and after-hours playfields for community sporting events will need to be relocated.

Utility and Traffic Regulation/Coordination.

Utility installation and shutdowns are more predictable when synchronized with the schools educational, operational community events calendars, availability of AHJ and utility workers and the construction schedule. New service to the new school will be coming off existing in the right of way.

Mitigate Public and Construction Access/Egress.

The New School's construction traffic must access at congested Cora Street and over the John Wayne Trail. Coordination and negotiation with the City of Ellensburg on approved haul routes is a key component to be a 'good neighbor' at each school site. The GC/CM must assist the District to prepare construction logistics and deliveries to mitigate traffic/pedestrian safe route to school plans and operational requirements for busing and parent traffic.

Land Use Planning for the 18 Acres of Recreational Conservation (RCO) Use (see Exhibit B Site Plan)

The District has an agreement with State Parks and Recreation that the District may convey parts or all 18-arces identified on the Mt. Stuart site as RCO land to the new elementary school site. Having the GC/CM on board early assist the District with possible design/construction options and estimates at both sites while maintaining the agreement between the District and State Parks and Recreation.

Involvement of the GC/CM is Critical During Design

Scope, MACC and Contingency Budget Alignment.

The Owner and Integrus uses Target Value Design (TVD) as a tool to manage MACC and design contingency budgets. The GC/CM TVD budget/cost estimating, recent market conditions and subcontracting bids/expertise will help guide and track design decisions within the MACC/Contingency budgets. Value Engineering and Constructability Review efforts will be a contiguous collaborative effort during design phase team meetings. As part of these meetings, we track design and constructability options with timely estimates or cost projections so that timely decisions can be made with the Owner.

Early Subcontractor Engagement.

The construction market and forecasted 2020-2022 projects in Eastern and Central Washington Region is significant. Our active market allows subcontractors to be selective about which projects they take on and the GC/CM will help maximize the attractiveness and competitiveness of our project to the subcontracting community. Having the GC/CM as an early team member will assist in communicating the project's strategic outreach and bid packaging schedules to the local and regional subcontracting community.

On and Off-Site Scope and Budget Alignment.

It is the District and its AE/PM teams' experiences that GC/CM construction solutions during design for on and off-site improvements is critical to managing the MACC and design contingency budgets. The New Elementary School and Mt. Stuart on and off-site road network faces significant negotiation and budget alignment with many stakeholders prior to submitting permit drawings. Having the GC/CM at the negotiating table provides creative/collaborative solutions and estimated costs in the budget/design process.

C. Complex or technical work environment

See Exhibit B (Site Plan) for the following explanation.

The City of Ellensburg Planning Department obtained a right-of-way to extend Cora Street along Mt Stuart's east boundary over the State Parks John Wayne Trail, which is under a Bonneville Power Administration easement, over an existing wetland and onto the New Elementary School site. This critically complex road access and egress issue and its solution must be an efficient and budget conscience design and construction solution during negotiations with the City, State Parks and Recreation and Bonneville Power Administration. The GC/CM will be instrumental in developing construction options/solutions for the critical coordination to construct a structure to span the irrigation ditch on Kittitas County land parcel. Real time estimates and solutions to stay in budget is essential.

5. 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

A. **Contracting Method Provides a Substantial Fiscal Benefit**

After successful bond passage, the District and its PM/CM and A/E teams analyzed options to deliver the entire bond program with the best possible outcome for the community and the District. Construction research and outreach with the Owner, contractors and the 2020 and 2022 construction project forecasts in Central and Eastern Washington reveal that local and regional subcontractor availability will be taxed and allow for selective bidding projects within the subcontracting community. The District desires begin early marketing the projects to subcontractors via local AGC chapters, presentations and mailings to maximize subcontractor visibility, availability to bid the project, obtain favorable construction commodity volume buying power and get ahead of projects that bid in early and late 2020. This approach is a fiscal benefit to the District. Subcontractor involvement and outreach lessens the element of surprise with greater predictability of results within the budget.

The use of GC/CM allows for early subcontractor involvement in identification and resolution of post bid design/construction value engineering solutions. When necessary, having subcontractors at the table to ID, recommend or solve issues with the Owner, PM, Designer and GC/CM is a very powerful team approach that works on behalf of the Owner's best interest and negotiates in good faith. This management approach results in less claims, delays and is a fiscal benefit to the voters of Ellensburg community.

B. **Fiscal benefits and Meeting Desired Quality Standards**

Engagement of the GC/CM early in the design process increases the likelihood of developing a realistic phasing plan, cost estimation accuracy, and strategic materials selection, long lead procurement and subcontractor buyout. Estimating the actual cost of difficult projects is challenging and may result in unpleasant, late-in-the-schedule surprises as experienced for design-bid-build projects.

If in the best interest of the project and critical to the successful completion of the project, the Owner and its GC/CM may conduct Prebid determination of subcontractor eligibility. Selecting and retaining subcontractor teams of professionals through a qualifications process provides the best available construction talent for the project over design-bid-build.

C. **Allocation of Risk and Open Book Accounting**

Team organization permits the integration, collaboration and accountability in risk identification and mitigation/management of risk. This includes ongoing management of budget and contingency risk. Early

involvement of the GC/CM allows to understand the issues up front to work issues to resolution as well as fix any price associated with risk.

Open book accounting and clear identification of requirements in the RFP for negotiated support services and reimbursable costs in the terms and conditions of the contract allow for clear and easy auditing of contract reimbursable costs or bid procedures and results.

D. Selection is based on Qualification and Experience

OAC and Integrus have begun to actively interview and market this project to Western and Eastern Washington general contractors prior to solicitation of services. We received very positive comments, ideas and suggestions regarding the contract delivery, collaboration on scheduling the work, priorities and being 'at the table at the start of schematic design'. Their forecasts for the construction market in the next two years makes this project a very viable project that qualified and experienced GC firms will likely pursue.

Other reasons firms are attracted to the approach are:

- ✓ The MACC project budget of \$31M +/- and alternate public works contract method makes the project a viable and attractive to pursue.
- ✓ OAC reputation and experience in GC/CM delivery is a very fair non-complicated process of selecting GC/CM contractors with low barrier to entry for firms.
- ✓ Selection of like materials, commodities and labor sequencing for a longer duration attracts top quality subcontractor.

E. Broader Reach of Qualified Subcontractors – the use of GC/CM delivery is much more likely than not to result in predictable costs and broader subcontractor bid coverage. The GC/CM and the District project team can work together to develop a subcontracting plan that meets strict project requirements with local or specialty contractors resulting in increased competition, and if needed pre-qualified subcontractors.

6. PUBLIC BODY QUALIFICATIONS

A. Organization's GC/CM Qualifications

Ellensburg School District GC/CM Qualifications

The Ellensburg School District is in the process of closing out its \$44.6 million GC/CM Morgan Middle School projects. The project was approved by the PRC in March 2015. This was the District's first endeavor with the use of GC/CM. Mr. Brian Aiken and Mr. Dale Leslie and the District's maintenance and operations departments were involved in this project. Mr. Aiken and Mr. Leslie's resumes are presented later in this paragraph.

OAC Services, Inc. (OAC) GC/CM Qualifications

OAC is the regions premier project/construction management firm that possesses unparallel GC/CM consultant services to its clients desiring to use and become GC/CM practitioners. Our unique K-12 EDU practice contains over 40 skilled program/project/construction managers, educational and facility thought

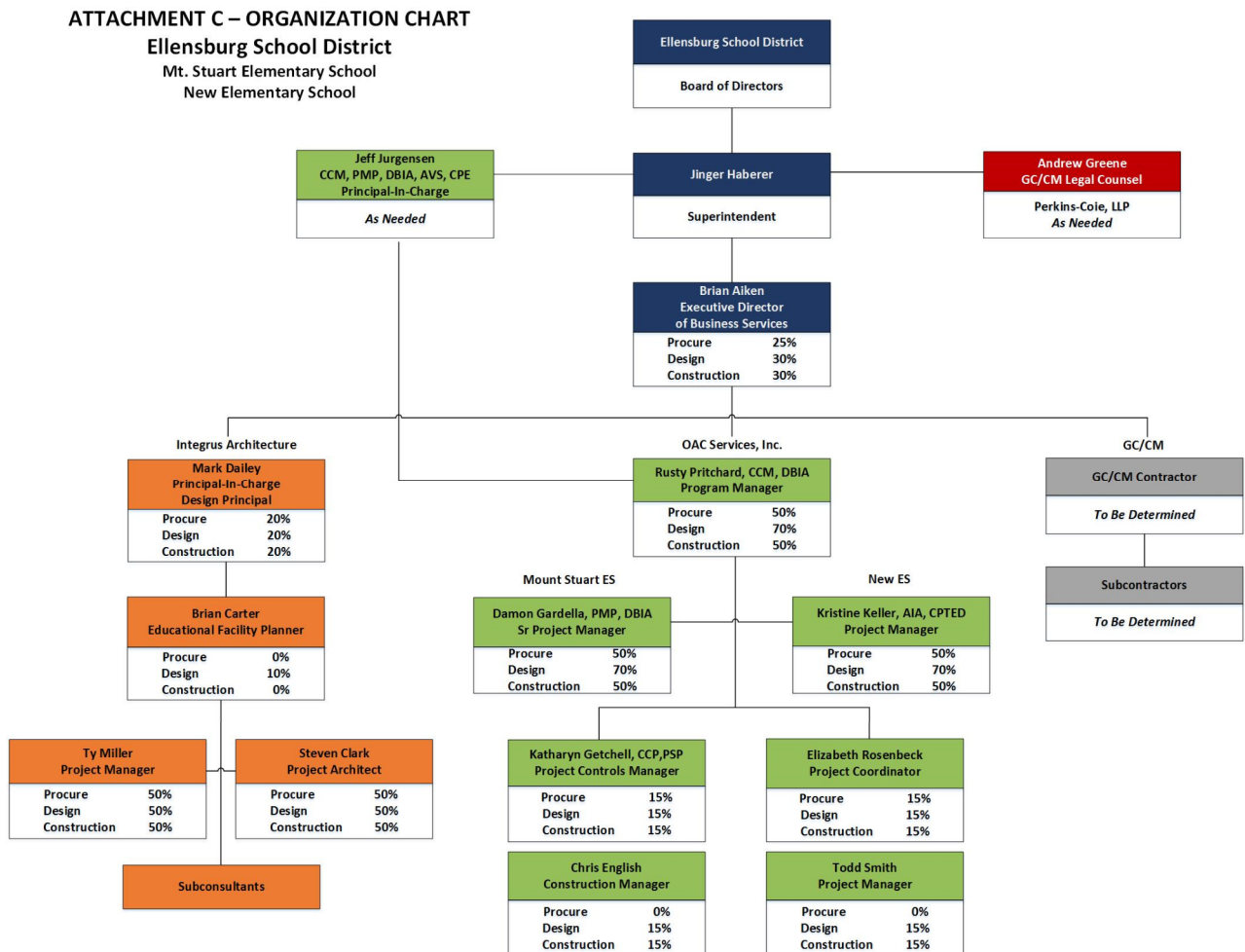
leaders, project engineers and coordinators of which 30+ are experienced in Washington State GC/CM project delivery. OAC program/project managers and principals have submitted more Project Review Committee applications and worked on more alternative procurement projects (50+ GC/CM and 30+ Design-Build) than any other PM/CM firm in the State.

Integrus Architecture GC/CM Qualifications

Integrus Architecture has extensive experience working with the GCCM delivery model, particularly with the design and construction of complex phased modernizations and new construction. The firm has participated in the evolution of GC/CM process as an accepted and allowable delivery model in Washington through several ways such as:

- Integrus Architecture was selected for one of the first GC/CM pilot projects in Washington in 1995.
- The CEO, Brian Carter, has served on OSP1’s Technical Advisory Committee for 14 years, and played a role in adapting the D-Form process to accommodate GC/CM delivery.
- Integrus has appeared frequently before the PRC in support of our clients as they have pursued permission to utilize GC/CM, have successfully supported our clients, including their request for “agency status.”
- (17) completed K-12 GC/CM projects
- (10) in process K-12 GC/CM projects
- (13) completed higher education, civic and justice GC/CM projects

B. Project Organizational Chart



C. Staff and Consultant Short Biographies

Brian Aiken, Executive Director, Business Services, Ellensburg School District

Role on this project: District Project Executive

Brian has an extensive bond and construction history in his 18 years of serving four school districts across Washington State. In 2016, he was hired as the Executive Director, Business Services at Ellensburg School District and inherited leadership of the Morgan Middle School GC/CM project half way through construction, project closeout and warranty phases. For three years he was the assistant superintendent at East Valley SD (Spokane) where he was responsible for its capital and minor improvement programs. In his six years at Cheney School District, he was responsible for development and execution of District’s 2010 Capital Bond program which delivered two new middle schools and a new elementary school. While at Fife School District, his 11 years in the Finance and Operations Department he was involved in all capital projects.

Representative Alternative Public Works (GC/CM) Experience for Brian Aiken

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Morgan Middle School Modernization and New Additions	GC/CM	\$44M	N/A	N/A	District Project Executive	2016	2019

Dale Leslie, Director, Maintenance and Operations, Ellensburg School District

Role on this project: District Leadership and Representative for Maintenance and Operations

Dale is a 28-year employee of the District and 18 years of those were serving as the Director, Operations and Maintenance. Working his way up from the trades, Dale has been involved in every major or minor capital facilities project ranging in scope from \$500,000 to \$31 million. He served on the District’s leadership team on its first GC/CM project, the 2015 Morgan Middle School Modernization and New Addition project. He provides designers and engineers with District design/construction standards and was actively involved in the day to day construction of Morgan Middle School.

Representative Alternative Public Works (GC/CM) Experience for Dale Leslie

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Morgan Middle School Modernization and New Additions	GC/CM	\$44M	Director, Maint & Ops	Director, Maint & Ops	Director, District Maint & Ops	2015	2019

Andrew Greene, District GC/CM Legal Counsel, 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, City of Spokane, Washington State University and numerous school districts (Highline,

Vashon, Clover Park, Cheney, Olympia and Edmonds, etc.). He is recognized in *The Best Lawyers in America* for construction law.

Rusty Pritchard, CCM, DBIA, Program Manager, OAC Services Inc.

Role on this project: Program Manager

Rusty will lead the GC/CM procurement process, GMP negotiations and administration of the GC/CM contract through design to closeout. Rusty has over 40 years of managing the planning, design and construction of public facilities at the federal, state and local level. He reports directly to the Executive Director, Business Services and supports the Superintendent and District Board of Directors with information for Board action, decisions and community engagement.

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 four previous K-12 GC/CM projects. He is the 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 and internal audit services during construction and closeout. Both heavy civil GC/CM projects are in their final stages of construction. He served as a GC/CM quality assurance technical advisor on Mead School District’s two PRC approved and completed GC/CM projects (Northwood MS and Midway ES). 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

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Cheney High School New Addition and Modernization	GC/CM	\$40M	Program Manager	Program Manager	Program Manager	2017	2021
City of Spokane CSO #26 Facility	(GC/CM) (Heavy Civil)	\$31M	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	2016	2019
City of Spokane CSO #24 Facility	(GC/CM) (Heavy Civil)	\$25M	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	2016	2019
Spokane International Airport Security Upgrades Project	(GC/CM)	\$11M	PM	PM	N/A	2016	2017
Midway Elementary Modernization and Addition	GC/CM	\$15M	GC/CM Advisor	GC/CM Advisor	N/A	2017	2018
New Northwood Middle School	GC/CM	\$31M	GC/CM Advisor	GC/CM Advisor	N/A	2016	2017
WSU Pharmaceutical & Biomedical Sciences Building	GC/CM	\$80M	N/A	N/A	PM	2012	2014
Wellpinit High/Middle School Modernization	(GC/CM)	\$17 M	PM	PM	PM	2010	2013
Steilacoom High School Addition and Modernization	(GC/CM)	\$31M	PM	PM	PM	2006	2010
Clovis Point Intermediate School	(GC/CM)	\$13M	N/A	CM	CM	2002	2003

Damon Gardella, PMP, Associate DBIA, Senior Project Manager, OAC Services, Inc.

Role on Project: Senior Project Manager – Mount Stuart Elementary School

Damon Gardella has over 22 years of experience in public project and construction management. Damon recently joined the Ellensburg School District Capital Projects team after the passage of the 2018 bond. Previously, Damon worked as the Program/Project Construction Manager for the Mead School District 2015 bond program. The bond consisted of one new Middle School (GCCM), and two Elementary Schools that were both modernization and additions (one GCCM and one DBB). Damon has managed several alternate delivery projects and has completed the AGC GC/CM training. He is the lead Project Manager on the Mt Stuart Elementary School and will support the Program Manager during all phases of the project until completion. He is a certified Project Manager Professional (PMI) and Associate, DBIA practitioner.

Representative Alternative Public Works (GC/CM) Experience for Damon Gardella

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Midway Elementary Modernization and Addition	GC/CM	\$15M	PM	PM	PM	2017	2018
New Northwood Middle School	GC/CM	\$31M	N/A	PM	PM	2016	2018

Kristine Keller, Project Manager, AIA, CPTED, OAC Services, Inc

Role on Project: Project Manager – New Elementary School

Kristine has over 16 years in the design and construction industry, with involvement in a variety of alternative delivery contract methods. Her experience includes educational, government, commercial and financial type projects. She is the current project manager on the Central Valley School District’s Horizon Middle School GC/CM project. She completed the AGC GC/CM Winter Training in January 2019. Kristine is the lead Project Manager on the New Elementary School and will support the Program Manager during all phases of the project until completion. She is a licensed Architect in Washington, Montana and Wyoming. She holds a certification in CPTED (Crime Prevention Through Environmental Design), which is used to focus on School Safety for her clients.

Representative Alternative Public Works (GC/CM) Experience for Kristine Keller

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Central Valley School District – Horizon MS Addition & Modernization	GC/CM	\$29M	PM	PM	PM	2018	2020
Central Valley School District – North Pines Middle School New in Lieu	GC/CM	\$29			PM	2018	2018

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 32 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 23+ 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).

Todd Smith, Project Manager, OAC Services Inc.

Role on this project: Project Manager

Todd has more than 18 years of construction experience as a project and a senior construction manager, on public and private projects up to \$215 million. Todd is an additional OAC resource for the program who can backfill either Damon or Kristine during any phase of the program.

Todd clearly communicates with individuals working in varying capacities on a project. He is a third-generation contractor who worked his way to be 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

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Cheney High School New Addition and Modernization	GC/CM	\$40M	PM	PM	PM	2017	2021
Wenatchee SD Abraham Lincoln Elementary School Addition & Modernization	GC/CM	\$25M	N/A	PM	PM	2015	2017
Ellensburg SD – Morgan MS Addition & Modernization	GC/CM	\$44M	N/A	PM	PM	2015	2017
WSU Football Operations Building	GC/CM	\$60M	N/A	N/A	CM	2013	2015
WSU Pharmaceutical & Biomedical Sciences Building	GC/CM	\$80M	N/A	N/A	CM	2012	2013
Wellpinit High/Middle School Modernization	(GC/CM)	\$17M	N/A	CM	CM	2011	2013
Steilacoom High School Addition and Modernization	(GC/CM)	\$31M	N/A	CM	CM	2008	2010

Brian Carter, AIA, ALEP, LEED AP, Integrus Architecture

Role on this project: K-12 Educational Planner

As CEO and leader of the K-12 Education group at Integrus Architecture, Brian has extensive GC/CM experience, most recently on Salish Coast Elementary School for Port Townsend School District, Alderwood Middle School for Edmonds School District, three middle school projects in Montana, Vashon Island High School, two elementary school projects on Joint Base Lewis McChord for Clover Park School District, Rush Elementary School in Redmond, WA for the Lake Washington School District and previously Meadowdale Middle School in Lynnwood, WA for the Edmonds School District. He is responsible for overseeing the

production of all projects phases and has led many large, complex, and phased occupancy school projects in recent years. Brian is familiar with the issues involved in alternative delivery methods outside of the usual design-bid-build process and understands the benefits of GC/CM such as early collaboration between the owner, the design team, and the construction team. Brian also is a longstanding executive member of the Technical Advisory Committee at OSPI and has participated actively in efforts to integrate the GC/CM model into OSPI’s school construction assistance funding process (D forms, etc.).

Mark Dailey, AIA, NCARB, Integrus Architecture

Role on this Project: Principal-in-Charge and Design Lead

Mr. Dailey is a Principal and owner at Integrus Architecture, P.S., in Spokane. As lead design principal, Mark has been responsible for the design of many of the firm’s most successful recent projects. His talent and design sensitivity, enhanced by his ability to translate client ideas and concerns into building designs, have contributed extensively to the firm’s achievements. Mr. Dailey’s work has been consistently recognized by his peers and industry organizations with local, regional and national design awards.

Representative Alternative Public Works (GC/CM) Experience for Mark Dailey

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Wellpinit High/Middle School Modernization and Additions	GC/CM	\$17M	PIC	PIC	PIC	2010	2013
WSU Spokane College of Nursing Building	GC/CM	\$68.3M	PIC	PIC	PIC	2005	2008
WSU Compton Union Building	GC/CM	\$65M	PIC	PIC	PIC	2005	2008
Spokane Convention Center Modernization and Renovation	GC/CM	\$84M	PIC	PIC	PIC	2004	2007

Ty Miller, LEED AP BD&C, Associate, Integrus Architecture

Role on this Project: Project Manager

Ty Miller has extensive experience in all phases of architectural service. She believes that design professionals have the responsibility to create environments for their clients that reflect the unique culture of the users and satisfy programmatic requirements, while retaining a healthy quality of living. Her knowledge and passion for sustainable design technologies allows her to lead design teams and clients to develop integrated design solutions. Ty holds a Bachelor of Science in Architecture and a Master of Architecture from Washington State University and is a LEED AP BD+C professional. She is also an active in the Inland Northwest Chapter of the Cascadia Green Building Council, a Board Member of Communities in Schools, and a member of the Washington Association of Maintenance and Operation Administrators. Ty’s engaging personality and collaborative spirit is a great asset to our team. Ty was recognized in 2013 with the Outstanding Branch Collaborative Leadership Award from the Cascadia Green Building Council.

Representative Alternative Public Works (GC/CM) Experience for Ty Miller

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Wellpinit High/Middle School Modernization and Additions	GC/CM	\$17M	Project Lead	Project Lead	Project Lead	2010	2013
Salish Cost Elementary School	GC/CM	\$26M	Ed Spec Planner	N/A	N/A	2017	2018

Representative Alternative Public Works (GC/CM) Experience for Ty Miller (continued)

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Career Tech Ed Building, Lewis & Clark State College, ID	GC at Risk	\$15.7	PM	PM	PM	2017	2020

Steven Clark, AIA, LEED AP, Senior Associate, Integrus Architecture

Role on this project: Project Manager

Steven brings an extensive background in all phases of architectural services for educational clients and projects. He provides technical research and detailing to the designer during the design process and coordinates systems into a fully integrated design solution. A versatile member of the project team, Steven works closely with all disciplines to coordinate and produce documents of high quality and he is an active participant in the construction process from the initial design phases through construction administration. Steven is a board member for the Washington Chapter of Association for Learning Environments (A4LE) and stays actively engaged with issues that affect the funding, design process, and successful construction of K-12 public schools in Washington state and beyond. He received his Master’s in Architecture from the University of Idaho and is a LEED Accredited Professional.

Representative Alternative Public Works (GC/CM) Experience for Steven Clark

Project	Project Type	Project Value	Planning	Design	Construction	Role Start	Role Finish
Wilson Elementary School, Spokane Public Schools	GC/CM	\$9.5M	PM	PM	PM	2018	2020
Hutton Elementary School, Spokane Public	GC/CM	\$29M	PA	PA	PA	2013	2015
Career Tech Ed Building, Lewis & Clark State College, ID	GC at Risk	\$15.7	PM	PM	PM	2017	2020

D. Organization and Project Controls Management Plan

Management and Decision-Making Authority

The project is managed by the Brian Aiken, Executive Director, Business Services and coordinated with the Dale Leslie, Director, Maintenance & Operations department. Brian will oversee the project, manage contractual obligations, and direct the OAC project management, Integrus design and selected GC/CM Contractor teams. He assists with coordination and input from several District staff departments during program, design, construction and occupancy phases. ESD Maintenance & Operations & Safety staff has extensive construction experience with minor to major capital improvement projects and programs.

The OAC and Integrus teams are contracted to provide their respective professional body of work and expertise from bond passage to final warranty of all the projects.

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

ESD project leadership and OAC will hold regularly schedule meetings to report on and coordinate activities within ESD. Roles and responsibilities are 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 Ellensburg Board of Directors per Board policies. 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 ESD contractually, make timely decisions and avoid delays is accomplished via Board policy, resolutions or requirements.

ESD 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 Executive Director, Business Services.

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.

Document Control

ESD will utilize OAC’s SharePoint site. 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. OAC has tailored the program and specific projects to its SharePoint site based upon the project team’s communications plan and matrix. Standard work flows and security access controls are established for efficient and effective collaborative interaction.

Budget/Cost Control:

ESD 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. Project ID codes have been developed and OAC will review/recommend payments based upon District cost codes.

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 MACC/TCC with 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. ESD Board of Directors will approve the design documents and TCC/MACC 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 could 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, Integrus and the GC/CM contractor will closely evaluate post MACC/TCC negotiations during construction to evaluate appropriate use and approval of the GC/CM or Owner contingencies.

Schedule:

OAC's refined Division 1 project management, scheduling, closeout, warranty specifications and other key consultant 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.

E. Planned GC/CM procurement process

The planned GC/CM procurement schedule is at Paragraph 3. The GC/CM preconstruction services contract will be presented to ESD Board of Directors at its April 2019 meeting. Execution of preconstruction services commences in the early schematic design and meets the requirement per RCW 39.10. ESD has its GC/CM procurement selection team in place and will include two Board members and other key District leadership 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 Cheney Public Schools, 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.

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

1. Contractor outreach began in December 2018 and continues and will be followed by a solicitation for GC/CM services and a Request for Qualifications
 - a. Focusing on experience, proposed team and approach
 - b. Short list three or four firms for interviews
2. Extensive Interviews, potential site and office visits
 - a. Gather more information regarding team proposed, approach and experience and identify contractual issues prior to agreement execution
3. Fee and Specified General Conditions Bidding
 - a. Maximizing a combination of interview scores and value-based approach

ESD 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 ESD 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 ESD and Integrus and that agreement is aligned with the GC/CM AIA family of agreements and specified general conditions for alternative public works contracts.

7. PUBLIC BODY (YOUR ORGANIZATION) CONSTRUCTION HISTORY:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format

Project	Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
Ellensburg High School	Resurface Track	DBB	6-2017	8-2017	6-2017	8-2017	\$500K	\$500K	Finished on time; w/in budget
Morgan Middle School	Mod & New Addition	GC/CM	8-2016	8-2018	6-2016	Summer 2019	\$44M	\$45M	Contract scope and closeout negotiations taking longer
District IP Video Security Project	Replace/Add CCTV, Access Control	DBB	2/2015	5/2015	2/2015	6/2015	\$390K	\$390K	Longer lead time on materials
Lincoln Front Entrance/Secure Entry	New Addition	DBB	6-2014	11-2014	6-2014	11-2014	\$548K	\$522K	Finished on time; w/in budget
Lincoln/Mt Stuart Intercom Security	Install new intercom system to enhance bldg. security	DBB	12-2013	2-2014	12-2013	2.2014	\$220K	\$230K	Authorized Owner Betterment Changes

8. PRELIMINARY CONCEPTS, SKETCHES OR PLANS DEPICTING THE PROJECT INTEGRUS TO PROVIDE

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. (See Example concepts, sketches or plans depicting the project.) At a minimum, please try to include the following:

- An 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.

9. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS

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

The District has zero findings on any of the projects identified in Questions No. 7.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

9. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS

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

The District has zero findings on any of the projects identified in Questions No. 7.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM 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: 

Name (please print): Brian Aiken

Title: Executive Director, Business Services, Ellensburg School District NO. 401


Date: February 20, 2019

The following exhibits are on the following pages:

EXHIBIT A Preliminary GC/CM procurement, project design and construction schedules

EXHIBIT B New Elementary School and Mt Stuart School Sites and concept plan diagram

EXHIBIT A PRELIMINARY GC/CM PROCUREMENT, PROJECT DESIGN AND CONSTRUCTION SCHEDULE

ELLENSBURG SCHOOL DISTRICT 2018 CAPITAL IMPROVEMENT BOND PROGRAM				<u>GC/CM PROJECT SCHEDULE</u>												
Activity ID	Activity Name	Start	Finish	2019			2020			2021			2022			
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
New Elementary School				01-Feb-19												
GC/CM Procurement Schedule				01-Feb-19												
GCCM-0010	PREPARE GC/CM APPLICATION	01-Feb-19*	19-Feb-19	REPARE GC/CM APPLICATION												
GCCM-0015	PRC GC/CM PROJECT APPLICATION DUE		20-Feb-19	PRC GC/CM PROJECT APPLICATION DUE												
GCCM-0035	ADVERTISE FOR GC/CM QUALIFICATIONS	21-Feb-19*	25-Feb-19	ADVERTISE FOR GC/CM QUALIFICATIONS												
GCCM-0040	MANDATORY PRE-PROPOSAL CONFERENCE	27-Feb-19	27-Feb-19	MANDATORY PRE-PROPOSAL CONFERENCE												
GCCM-0045	GC/CM STATEMENT OF QUALIFICATIONS DUE		08-Mar-19	GC/CM STATEMENT OF QUALIFICATIONS DUE												
GCCM-0055	INITIAL SCREENING AND SHORTLISTING OF FIRMS	11-Mar-19	14-Mar-19	INITIAL SCREENING AND SHORTLISTING OF FIRMS												
GCCM-0056	NOTIFICATIONS TO QUALIFIED FIRM - ISSUE DRAFT CONTRACTS	15-Mar-19	15-Mar-19	NOTIFICATIONS TO QUALIFIED FIRM - ISSUE DRAFT CONTRACTS												
GCCM-0030	PROJECT PRESENTATION TO PRC	28-Mar-19*		* PROJECT PRESENTATION TO PRC												
GCCM-0060	INTERVIEW SHORTLISTED FIRMS	03-Apr-19	03-Apr-19	INTERVIEW SHORTLISTED FIRMS												
GCCM-0065	NOTIFICATIONS TO QUALIFIED FIRMS TO SUBMIT RFFP	04-Apr-19		* NOTIFICATIONS TO QUALIFIED FIRMS TO SUBMIT RFFP												
GCCM-0070	GC/CM FEE PROPOSALS DUE / PUBLIC OPENING		10-Apr-19	* GC/CM FEE PROPOSALS DUE / PUBLIC OPENING												
GCCM-0080	REVIEW OF PROPOSALS - ISSUE NOTIFICATION INTENT TO AWARD	11-Apr-19		* REVIEW OF PROPOSALS - ISSUE NOTIFICATION INTENT TO AWARD												
GCCM-0083	BOARD APPROVAL OF SELECTED GC/CM		24-Apr-19	* BOARD APPROVAL OF SELECTED GC/CM												
GCCM-0087	NTP / PRELIMINARY CONTRACT AWARD BY BOARD	25-Apr-19		* NTP / PRELIMINARY CONTRACT AWARD BY BOARD												
GCCM-0089	PRE-CONSTRUCTION SERVICES NEGOTIATED	26-Apr-19	08-May-19	□ PRE-CONSTRUCTION SERVICES NEGOTIATED												
GCCM-0095	MACC ESTIMATE / NEGOTIATION @ 90%	19-Dec-19*		* MACC ESTIMATE / NEGOTIATION @ 90%												
GCCM-0100	BOARD APPROVAL OF MACC/GMP		08-Jan-20*	* BOARD APPROVAL OF MACC/GMP												
GCCM-0110	GMP AMENDMENT EXECUTED	10-Feb-20*		* GMP AMENDMENT EXECUTED												
Schematic Design				05-Mar-19												
NES-SD-0000	SCHEMATIC DESIGN	05-Mar-19*	31-May-19	SCHEMATIC DESIGN												
Design Development				03-Jun-19												
NES-DD-0000	DESIGN DEVELOPMENT	03-Jun-19	16-Aug-19	DESIGN DEVELOPMENT												
Construction Documents				19-Aug-19												
NES-CD-0000	CONSTRUCTION DOCUMENTS	19-Aug-19	20-Dec-19	CONSTRUCTION DOCUMENTS												
Construction				02-Mar-20												
NES-CP-0000	CONSTRUCTION PHASE	02-Mar-20*	30-Jul-21	CONSTRUCTION PHASE												
Mt Stuart Elementary School				03-Jun-19												
Schematic Design				03-Jun-19												
MSES-SD-0000	SCHEMATIC DESIGN	03-Jun-19*	30-Aug-19	SCHEMATIC DESIGN												
Design Development				03-Sep-19												
MSES-DD-0000	DESIGN DEVELOPMENT	03-Sep-19	27-Nov-19	DESIGN DEVELOPMENT												
Construction Documents				02-Dec-19												
MSES-CD-0000	CONSTRUCTION DOCUMENTS	02-Dec-19	31-Mar-20	CONSTRUCTION DOCUMENTS												
Construction				18-May-20												
MSES-CP-0010	CONSTRUCTION PHASE	18-May-20*	15-Nov-21	CONSTRUCTION PHASE												

Actual Work
 Remaining Work
 Critical Remaining Work
 ◆ Milestone

EXHIBIT B NEW ELEMENTARY SCHOOL AND MT STUART SCHOOL SITES AND CONCEPT PLAN DIAGRAM

