



April 16, 2020

re: Edmonds School District PRC Recertification

To the PRC Review Committee,

As a local GC active in the integrated teaming, alternative delivery marketplace—FORMA Construction has executed GC/CM contracts with fourteen Western Washington public agencies. In our experience, the Edmonds School District is among the most savvy and well-prepared owners we have had the pleasure of partnering with.

Knowledgeable about the process and clear about their objectives, the District puts well qualified personnel in charge of their projects who are experienced in the delivery method and capable of managing their GC/CM projects in-house. This experience is in evidence from the very beginning of their procurement process. An ESD GC/CM RFQ thoroughly details the scope and scale of the project; clearly documents the priorities and concerns of the District; and demands targeted, thoughtful responses to relevant, project-specific questions. In consequence, the District is better able to successfully identify the most-qualified partner to manage the unique needs of *that specific project*.

With a strong team selected, ESD takes a clinical view of the work, developing a clear roadmap and collaborative culture for each project at the earliest opportunity with the understanding that decisions made in the first 25% of a project's development are critically important. An inclusive, cooperative atmosphere is expected and encouraged on ESD projects, and this emphasis on collaboration among the owner, architect, and contractor maximizes value and benefit to all parties.

As a collaborative team member on multiple GC/CM projects with this owner, FORMA can absolutely recommend the Edmonds School District for PRC recertification. ESD emphasizes the importance of selecting and guiding the right team for each project, has the experienced personnel in place to manage risk and collaborate with project partners, and they have developed procedures and tools for administering the entire GC/CM process in compliance with applicable statutes and regulations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Drew Phillips", is written over a light blue horizontal line.

Drew Phillips, Principal
FORMA Company Construction