

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): **Mead School District No. 354**
- b) Address: **2323 East Farwell Road, Mead WA, 99021**
- c) Contact Person Name: **Ned Wendle** Title: **Executive Director, Facilities and Operations**
- d) Phone Number: **509-465-7657** E-mail: **ned.wendle@mead354.org**

**1. Brief Description of Proposed Project**

- a) Name of Project: **New Mead Elementary School No. 10**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Mead School District plans to build a new elementary school in the Five Mile Prairie neighborhood. The district enrollment is busting at the seams, and this neighborhood has been underserved for eight years due to a bond failure in 2010. The neighborhood straddles the City of Spokane city limits to the north and has limited access, utilities and services. Hundreds of students are being bused off the prairie daily due to the lack of school classrooms in their neighborhood.

The new school will be the tenth elementary school in the district and the second new elementary in this bond. It is planned to be 64,000 square feet and house 600 student in a K-5 grade configuration. The 61-acre site is in a residential neighborhood and also includes a new middle school currently under construction.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$ <b>1,500,000</b>
Estimated project construction costs (including construction contingencies):	\$ <b>20,000,000</b>
Equipment and furnishing costs	\$ <b>950,000</b>
Off-site costs	\$ <b>200,000</b>
Contract administration costs (owner, cm etc.)	\$ <b>850,000</b>
Contingencies (design & owner)	\$ <b>1,500,000</b>
Other related project costs (briefly describe utility fees, permits, bid advertising, moving costs, etc.):	\$ <b>700,000</b>
Sales Tax	\$ <b>1,800,000</b>
<b>Total</b>	<b>\$27,500,000</b>

**B. Funding Status**

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

The project is fully funded. On February 13, 2018, Mead voters approved a \$114.5 million general obligation capital projects bond for five flagship construction projects. The District is also eligible for approximately \$22 million in state funding assistance from OSPI, for a total program budget of \$136.5 million

### 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement;

<b>GC/CM Procurement Schedule</b>	
<b>Activity</b>	<b>Date</b>
Submit PRC Application	June 20, 2019
Advertisement for Request for Proposals Published (1st Notice)	June 24, 2019
Advertisement for Request for Proposals Published (2nd Notice)	July 1, 2019
Pre-Proposal Conference	July 11, 2019
Statement of Qualifications Due	July 18, 2019
SOQ Scoring and Shortlist	July 19-24, 2019
PRC Presentation	July 25, 2019
Notification to Most Qualified Firms with Draft Contracts	July 26, 2019
Interviews with Short-Listed Firms	August 7, 2019
Notification to Most Highly Qualified Firms to Submit RFFP	August 8, 2019
RFFP Submissions and Public Opening	August 15, 2019
School Board Approval of GC/CM Selection and Award of Pre-Construction Services Contract	August 19, 2019
GC/CM Pre-Construction Services	August 2019 – May 2020
MACC Estimate/Negotiations	May-June 2020
School Board Approved GMP	June 8, 2020

<b>Design and Construction Schedule</b>		
<b>Activity</b>	<b>Start</b>	<b>Completion</b>
Prime Consultant Procurement (CM)	-	Complete
AE Consultant Procurement	May 2019	June 2019
Educational Specifications	June 2019	July 2019
Schematic Design	July 2019	September 2019
Design Development	September 2019	November 2019
Construction Documents	November 2019	April 2020
Permit Submittal and Review	March 2020	April 2020
Bid Early Site Package	March 2020	April 2020
Early Site Package/Building Pad	April 2020	June 2020
Buyout Subcontractors/Suppliers/Negotiate GMP	April 2020	May 2020
Primary Construction	July 2020	August 2021
Owner Move-in / FFE	Aug 2021	August 2021
School Starts	Sep 2021	

- b) Hiring consultants if not already hired; and

The Mead School District, through a public procurement process, selected CBRE|Heery to provide program/project and construction management services for all of their projects associated with the 2018 Bond Program. The District independently procured ALSC Architects. The ALSC team and the CBRE|Heery team are both based out of Spokane. Both firms are able to provide staffing that has the appropriate technical and GC/CM experience (See team resume and qualifications).

Internally the District has Wayne Leonard (Assistant Superintendent of Business & Finance) and Ned Wendle (Executive Director of Facilities) who have Capital Bond experience and GC/CM delivery experience and therefore are experienced in the purchasing and accounting side of capital bond programs.

- c) Employing staff or hiring consultants to manage the project if not already employed or hired.  
(See *Example on Design & Construction Schedule*)

#### 4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The district is growing at over 300 students per year currently making the completion of this facility crucial to combat current and projected over-crowding issues. Currently the district has over 34,000 square feet of non-compliant student classroom space that it needs to build. It is imperative that the new elementary school be brought online as soon as possible, no later than the start of the 2021-2022 school year. This is a necessity in this community due to the ongoing home developments in the area and current overcrowding issues which the District is already experiencing in the attendance zone. Meeting the aggressive schedule requires successful project organizing, planning and execution from design through construction. A collaborative relationship between the School District, Project Manager, Architect, permitting authorities, the State of Washington and Contractor is essential to executing the project on schedule.

In order to accomplish this aggressive schedule, a skilled GC/CM will have to coordinate an early bid packages and release of main bid packages in order for work to progress in a manner that will result in success for the project. As it is with all schools, a new building opening late is not an option and therefore having the GC in the discussion during design helping with the scheduling, phasing and coordination is key to the overall success of this project.

Project risk drivers—such as volatile cost escalation, subcontractor buyout, materials and labor shortages, site environmental remediation, or otherwise—must be identified and mitigated as soon as possible to meet the project schedule and budget constraints. For example, a phased approach to construction may be beneficial to address road access improvements, utility installation, erosion control, steel procurement and site environmental remediation activities prior to construction. The design-bid-build delivery method—which does not allow contractor engagement during project planning and design phases—would leave the project more vulnerable to these potential risks.

There is another large school project currently in construction on the adjacent site that will be using the same access points. The schedule for this existing project and the new school will overlap by 6-8 months. The new GC/CM contractor will need to be aware of this situation and plan accordingly during the pre-construction process.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.*

Although the site is not occupied by the user initially, another large project on the adjacent site will be in the last 6 months of construction (March 2021 – August 2021). Then for the following year during construction (August 2021 – August 2022) the adjacent school will be occupied and operational. Construction activities and school activities will have to be coordinated carefully to ensure safety, adherence to schedule milestones and minimization of disruptions.

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

The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Spokane market is extremely busy and stretching the limits of the local subcontractors. In a traditional design-bid-build, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board will provide accurate cost estimates throughout the duration of design. The project will have the ability to tailor and procure early bid packages, long-lead materials and complete early site construction work, including potential environmental remediation, that can be concurrently executed while the design team is completing the construction documents for the building. Involving the GC/CM and selected subcontractors during the design process will allow the design team to vet their assumptions with the construction team, minimizing potential constructability issues and eliminating unnecessarily costly solutions.

By partnering with the GC/CM, the design team can resolve many of these issues and have real-time costs associated with them by means of early design estimates. The GC/CM's involvement during design will also provide value to the Mead School District in the form of constructability reviews, value analysis, construction document quality control, and other design phase deliverables. The GC/CM will also provide input into the products, installation methods and materials used to optimize the return on investment. This streamlined process may allow the design phase to be compressed and reduce the need for lengthy and complicated value engineering exercises at the end of design, enabling an earlier start to construction and saving the Mead School District a significant amount of money in cost escalation. With a qualified team working with Mead School District, together as a team will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made to the local community.

- If the project encompasses a complex or technical work environment, what is this environment?

The site is in close proximity to neighbors. Creating an effective plan to minimize dust, sound, and other disruptions will play an important role in determining the success of the project, and to keep the community happy for future bond endeavors. The nearby neighborhood has mixed feelings about a school being built there, so extra care in planning to minimize disruption issues during design with the GC/CM can help alleviate the neighborhood concerns.

The masterplan of the site will include multiple facilities and other public park-like amenities. New access points and internal roadways will need to be planned and established. Making cost and time sensitive decisions will be more effective with a GC/CM partner on-board early.

The site will have limited access during construction and require creativity on the contractor's part to access the site without disruption to the neighborhood. Additional permanent access points will need to be determined. The general vicinity of the school has inadequate surface roads and transportation access will be limited during high-peak traffic periods.

There will be complex permitting issues. This site has limited utility services and may require early bid packages to handle these issues.

As noted above, at times there will be concurrent construction activity on the adjacent site and then an occupied fully-operational middle school on that same site.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

Not applicable to this project.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Not applicable to this project.

## 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. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- 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.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

### **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 contractor is on board throughout design and construction, providing constant cost and schedule information.

Retaining a contractor via the GC/CM method is much more likely to result in predictable cost and broader sub-contractor bid coverage. By working with the GC/CM contractor in the development of a subcontracting plan and leveraging their contacts and relationships, local interest in the project will be heightened, increasing competition and local participation.

Additional fiscal benefit will be gained through using the GC/CM's expertise in value engineering and constructability reviews to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in building a safe, simple and productive construction phasing plan is critical to the success of this project and minimizing impacts to the District's operations.

Other specific fiscal benefits include:

- Real-time, subcontractor-verified cost estimates: During the design process, the GC/CM contractor can engage subcontractors to accurately reflect the current market conditions and validate scope and budgets.
- Continual constructability reviews, value analysis and design coordination: This approach will help lower the construction costs and protect the Mead School District's project budget and limited contingency dollars.
- Responsible bidders and responsive bids: The GC/CM is able to exercise greater control in the assembly and tailoring of bid packages and subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- Better control of site activities: The GC/CM will play an important role in the design phase by preparing a construction plan that considers the factors of safety, noise, odor and dust control which is extremely important to the neighborhood. The GC/CM will be able to inform the District of potential risks associated with the site, as mentioned above, allowing appropriate planning for risk reduction strategies prior to breaking ground.
- Complex scheduling: The preparation of a construction schedule by the GC/CM in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will assist the District in timely decision making, coordination with the neighborhood and other interested stakeholders for proper notifications, as well as foreseeing other potential impacts related to the construction of the project.

## Design-Bid-Build Increases Fiscal Risks

While delivering this project via the traditional design-bid-build process is possible, the close proximity to the neighbors and the limited site access make the project relatively unattractive when there will be cleaner jobs to bid. The use of the GC/CM process will help resolve potential issues earlier in the process and make the project more attractive to subcontractors to bid. This district has had problems passing bonds in the past due to neighborhood issues from this area in the past. Having any setbacks could cost the district the confidence of the community for future bond programs.

Due to the anticipated early packages and overlapping of early work, having the possibility of multiple general contractors working on the same parcel can create a lot of difficulties and a finger pointing to potential overlapping responsibilities creating tension and opportunities for claims against the District. Having the GCCM as the single GC overseeing the work shifts the risk away from the owner and places the burden and responsibility on a single entity who is better suited to manage.

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*
- Staff and consultant short biographies (*not complete résumés*).
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (*See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.*)
- The qualifications of the existing or planned project manager and consultants.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.

**GC/CM Project Manager** – Mead School District has retained CBRE/Heery to provide program and project management services for their entire 2018 Capital Bond Program. Greg Brown will be the Senior Program Manager for Mead and will provide guidance for the District over the entire program. Greg was the lead for Mead School District's 2015 Bond Program. In addition to Greg, Senior Project Manager David Mendez will act as the primary project manager assisting Greg Brown during design and then overseeing the project during construction. David Beaudine, Managing Director, who has provided similar services for GCCM projects for the past 13 years in the state of Washington, will provide executive oversight.

**GC/CM Consulting Commitment** – With over twenty (20) successful GC/CM projects on their resume, CBRE/Heery is committed to sharing their GC/CM knowledge and expertise with the District to maximize the success of the project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction, occupancy and closeout.



**Value Engineering and Constructability Review Services** – CBRE/Heery will lead these efforts with an integrated team from the GC/CM staff and the project team. This will help maximize the level of pre-construction effort for the district.

**The Project Team:** (Please see Attachment A for Project Organization Chart)

**Mr. Wayne Leonard – Assistant Superintendent, Mead School District**

*Role on this project: Capital Fund Manager*

Mr. Leonard oversees the business operations for Mead School District. Under his leadership all of the financing, contracts, invoicing and change orders will be processed. He will also be advising the design committee relating to budgetary decisions to help the project remain within budget.

**Representative Project Experience for Wayne Leonard**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	Capital Fund Manager	February 2018 to Present
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	Capital Fund Manager	February 2018 to Present
Northwood Middle School Replacement <b>(GC/CM)</b> Mead School District	\$40.0 M	Capital Fund Manager	April 2015 to December 2017
Midway Elementary School Modernization and Additions <b>(GC/CM)</b>	\$21.5 M	Capital Fund Manager	February 2016 to Present
Shiloh Hills Elementary School Modernization and Additions	\$21.0 M	Capital Fund Manager	November 2017 to Present

**Ned Wendle – Executive Director of Facilities and Planning, Mead School District**

*Role on this project: Project Point of Contact for Mead School District*

Mr. Wendle will be the overall project lead and retain decision making authority on all matters related to the design and construction as delegated by the School Board. Mr. Wendle and the Mead School District have arranged with the region’s top experts to advise him. Mr. Wendle has completed the AGC GC/CM training to further his understanding of the GC/CM process and the critical role he will play throughout the duration of the project. Ned is currently serving this same role for the Northwood Middle School GC/CM project approved by the PRC in 2015.

**Representative Project Experience for Ned Wendle**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	District Point of Contact/Project Lead	February 2018 to Present
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	District Point of Contact/Project Lead	February 2018 to Present
Northwood Middle School Replacement <b>(GC/CM)</b> Mead School District	\$40.0 M	District Point of Contact/Project Lead	April 2015 to December 2017

Midway Elementary School Modernization and Additions <b>(GC/CM)</b>	\$21.5 M	District Point of Contact/Project Lead	February 2016 to Present
Shiloh Hills Elementary School Modernization and Additions	\$21.0 M	District Point of Contact/Project Lead	November 2017 to Present

**Greg Brown, AIA, Senior Program Manager, CBRE/Heery**

*Role on this project: Program Manager*

Greg and CBRE/Heery were selected by the Mead School District to serve as the overall program/project manager directly overseeing all aspects of the design and construction of their capital bond program. He and CBRE/Heery will lead the GC/CM selection process through design, construction and closeout. Mr. Brown has over 34 years of construction industry experience and has spent twelve years as the Director of Capital Projects and Planning for Spokane Public Schools (2003 - 2015), the second largest district in the State of Washington. Greg has also led bond programs and/or managed projects for Bethel, Puyallup and Tacoma School Districts. His experience includes projects throughout the northwest, using a variety of delivery methods including GC/CM, and design-bid-build.

Greg led Spokane Public Schools as the first district in the state to receive GC/CM Public Body approval. In his time at Spokane Public Schools, Greg worked on nine GC/CM projects and has extensive knowledge on GC/CM procurement, and the advantages that GC/CM has over traditional procurement methods. Greg resides in the Mead School District and lives fifteen minutes from the project site.

**Representative Project Experience for Greg Brown**  
(All Spokane Public Schools, unless noted otherwise)

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	Bond Program Manager	February 2018 to
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	Bond Program Manager	February 2018 to
Northwood Middle School Replacement <b>(GC/CM)</b> Mead School District	\$40.0 M	Bond Program Manager	April 2015 to December 2017
Salk Middle School Replacement <b>(GC/CM)</b>	\$36.0 M	Director of Capital Projects	September 2014 March 2015
Mullan Road Elementary Modernization <b>(GC/CM)</b>	\$16.0M	Director of Capital Projects	April 2013 to March 2015
North Central Commons Addition <b>(GC/CM)</b>	\$14.0M	Director of Capital Projects	September 2014 to Present
North Central STEM Classroom Addition <b>(GC/CM)</b>	\$15.0M	Director of Capital Projects	April 2013 March 2015
NEWTECH Skills Center Addition <b>(GC/CM)</b>	\$13.0M	Director of Capital Projects	April 2014 to March 2015
Hutton Elementary Replacement <b>(GC/CM)</b>	\$24.0M	Director of Capital Projects	April 2014 to March 2015



Ferris High School <b>(GC/CM)</b>	\$97.7M	Director of Capital Projects	April 2010 to March 2015
Rogers High School <b>(GC/CM)</b>	\$64.5M	Director of Capital Projects	February 2005 to July 2009
Shadle Park High School <b>(GC/CM)</b>	\$74.0M	Director of Capital Projects	January 2006 to July 2010
Westview Elementary School	\$17.0M	Director of Capital Projects	April 2010 to July 2012
Ferris Gymnasium/Health and Fitness Facility	\$14.9M	Director of Capital Projects	2004 to 2007
Lidgerwood Elementary School Replacement	\$ 9.0M	Director of Capital Projects	2003 to 2006
Lincoln Heights Elementary School Replacement	\$ 11.0M	Director of Capital Projects	2003 to 2006
Ridgeview Elementary School Replacement	\$ 10.0M	Director of Capital Projects	2003 to 2006
Graham-Kapowsin High School Bethel School District	\$47.0M	Director of Capital Projects	2001 to 2003
New Cougar Mountain Junior High School Bethel School District	\$18.0M	Director of Capital Projects	2001 to 2003

**David Mendez, Project Manager, CBRE/Heery**

*Role on this project: Project Manager*

David Mendez, a Project Manager with CBRE|Heery has been selected as project manager for the new Elementary School No. 10. David's role will be to manage the day to day activities for the project from design through construction and close-out and will work hand in hand with the design team and selected GC/CM. David has over 30 years of industry experience with the past 12 years working within Washington State. In addition to extensive project management experience, David also has experience providing program budgeting, cost estimating, value engineering, and constructability reviews on many K-12 projects throughout the State. David was integral in assisting the Yakima School District, Naches Valley School District, and the Wapato School District managing their construction projects.

**Representative Project Experience for David Mendez**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	Project Manager	May 2019 to Present
New Simcoe Elementary School	\$15.2M	Project Manager	May 2016 – May 2019
Wapato High School Site Improvements	\$1.2M	Project Manager	May 2016 – Sept 2018

Adams Elementary – CLT Addition	\$1.1M	Project Manager	Nov. 2017 – Aug. 2018
Naches Valley Elementary School	\$17 M	Project Manager	Nov. 2013 – July 2017
Naches Valley High School Stadium	\$3.2M	Project Manager	Nov. 2015 – Sept. 2016
YV-Tech Fire Apparatus Storage Facility	\$220K	Project Manager	Mar. 2014 – Aug. 2016
Yakima Valley -Tech Skills Center PH II	\$23.5M	Project Manager	Nov 2011 – Aug. 2014
Yakima Valley – Tech Skills Center PH I	\$21.8M	Project Manager	April 2008 - Aug 2010

**David Beaudine, CCM, Managing Director, CBRE/Heery**

*Role on this project: Managing Director*

David Beaudine, is the Managing Director with CBRE|Heery for this project. David’s role will be to provide general oversight and leadership to the team. David has over 17 years of industry experience with majority of that working within Washington State K-12. David’s experience includes assisting the Spokane School District through two of their largest GC/CM projects as project manager on the Rogers and Ferris High School projects. Most recently David, as Program Manager, has been guiding the Quincy School District through their current bond program, acting in the same capacity for the Moses Lake School District and assisting in managing the new Mead middle school GCCM Project. In addition, David serves as CBRE/Heery’s central and eastern Washington lead, as well as the company’s K-12 market leader for Washington. David recently completed his term as a member of the PRC providing guidance to the overall program related to best practices established and learned by the committee.

**Representative Project Experience for David Beaudine**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School (GC/CM) Mead School District	\$51.6 M	Senior PM	February 2018 to Present
New Quincy High School	\$80.88M	Program Manager & Senior PM	May 2016 - Present
Quincy Junior High Renovation	\$20.4M	Program Manager	May 2016 - Present
Quincy ES Additions	\$12.1M	Program Manager	May 2016 - Present
NEWTECH Skills Center Modernization	\$8.7M	Senior Project Manager	December 2015 – June 2017
Mullan Road Elementary School (GC/CM)	\$16.2M	GC/CM Assistance	April 2013 – March 2016
NEWTECH Skills Center Addition (GC/CM)	\$13.0M	Senior Project Manager	April 2014 - March 2016

Ferris High School <b>(GC/CM)</b>	\$97.7M	Senior Project Manager	April 2010 - March 2015
Rogers High School <b>(GC/CM)</b>	\$64.5M	Project Manager	February 2005 - July 2009
Roosevelt HS <b>(GC/CM)</b>	\$93.9M	Assistant Project Manager	2004 – June 2006

**Ken Murphy, Principal - ALSC Architects**

*Role on this project: Managing Principal*

Mr. Murphy and ALSC Architects (ALSC) are identified as the Designer of Record for this project. ALSC and Mr. Murphy have been involved with numerous K-12 school GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Murphy's GC/CM experience with ALSC includes Highland Middle School and Market Street Campus (Mead School District), Northwood Middle School (Mead School District), Cheney High School (Cheney School District), Franklin Elementary School (Spokane Public Schools), Mullan Road Elementary School (Spokane Public Schools), Sunrise Elementary School (Central Valley School District), Opportunity Elementary School (Central Valley School District), Jim Darcy Elementary School (Helena School District), Washington Middle School (Missoula County Public Schools and Clovis Point Middle School (Eastmont School District).

Additional GC/CM projects that ALSC has completed include Evergreen Middle School (Central Valley School District), North Pines Middle School Replacement (Central Valley School District), the WSU Cougar Football Complex (Washington State University) and WSU Martin Stadium Expansion (Washington State University). Additional alternative delivery method projects completed by ALSC include the WSU Wine Science Center, Richland (D-B), Volkar Center for Athletic Achievement, Gonzaga University (Integrated Project Delivery/Cost Plus), McCarthy Athletic Center, Gonzaga University (D-B), Three Rivers Convention Center, Kennewick (D-B), and the Spokane Convention Center Expansion (D-B).

**Representative Projects for Ken Murphy**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	Managing Principal ALSC: Architect of Record	February 2018 to Present
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	Managing Principal ALSC: Architect of Record Manager	February 2018 to Present
Northwood Middle School <b>(GC/CM)</b> Mead School District	\$40.0 M	Managing Principal ALSC: Architect of Record	April 2015 to Dec. 2017
Cheney High School <b>(GC/CM)</b> Cheney School District	\$25.3 M	Managing Principal ALSC: Architect of Record	May 2017 to Oct. 2019
Franklin Elementary School <b>(GC/CM)</b> Spokane Public Schools	\$20.5 M	Managing Principal ALSC: Architect of Record	Dec. 2015 to Oct. 2018

Mullan Road Elementary School <b>(GC/CM)</b> Spokane Public Schools	\$16.0 M	Managing Principal ALSC: Architect of Record	April 2013 to March 2015
Sunrise Elementary School <b>(GC/CM)</b> Central Valley School District	\$20.7 M	Managing Principal ALSC: Architect of Record	March 2015 to August 2017
Opportunity Elementary School <b>(GC/CM)</b> Central Valley School District	\$17.0 M	Managing Principal ALSC: Architect of Record	March 2015 to July 2012

**Indy Dehal, Principal - ALSC Architects**

*Role on this project: Project Designer*

Indy Dehal is identified as the Project Designer for this project. Mr. Dehal has been involved with numerous K-12 school GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Dehal's GC/CM experience with ALSC includes Highland Middle School and Market Street Campus (Mead School District), Northwood Middle School (Mead School District), Cheney High School (Cheney School District), North Pines Middle School Replacement (Central Valley School District), Evergreen Middle School (Central Valley School District), Franklin Elementary School (Spokane Public Schools) and Mullan Road Elementary School (Spokane Public Schools). Additional Alternative Delivery projects that Indy has designed include the Washington State University Cougar Football Complex (GC/CM), the Volkar Center for Athletic Achievement at Gonzaga University (Integrated Project Delivery/Cost Plus) and the Site. Michelle Wine Estates WSU Wine Science Center, Richland (Design-Build).

**Representative Projects for Indy Dehal**

Project	Project Value	Tasks Performed	Time Involved
Highland Middle School <b>(GC/CM)</b> Mead School District	\$51.6 M	Project Designer	February 2018 to Present
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	Project Designer	February 2018 to Present
Cheney High School <b>(GC/CM)</b> Cheney School District	\$25.3 M	Project Designer	May 2017 to Oct. 2019
North Pines Middle School <b>(GC/CM)</b> Central Valley School District	\$22.2 M	Project Designer	July 2016 to August 2018
Evergreen Middle School <b>(GC/CM)</b> Central Valley School District	\$21.7 M	Project Designer	April 2015 to Oct. 2017
Franklin Elementary School <b>(GC/CM)</b> Spokane Public Schools	\$20.5 M	Project Designer	Dec. 2015 to Oct. 2018
Mullan Road Elementary School <b>(GC/CM)</b> Spokane Public Schools	\$16.0 M	Project Designer	April 2013 to March 2015

**Jodi Kittel, Project Manager - ALSC Architects**

*Role on this project: Architect's Project Manager*

Jodi Kittel is identified as the Project Manager for this project. Ms. Kittel brings a strong background in K-12 school projects. Her GC/CM experience with ALSC Architects includes Sunrise Elementary School Modernization & Expansion (Central Valley School District) and Franklin Elementary School Modernization & Expansion (Spokane Public Schools). Other K-12 school projects include Amistad Elementary School Replacement (Kennewick School District) and Betz, Sunset and Windsor Elementary Schools (Cheney School District).

**Representative Projects for Jodi Kittel**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Market Street Campus <b>(GC/CM)</b> Mead School District	\$65.4 M	Project Designer	February 2018 to Present
Franklin Elementary School <b>(GC/CM)</b> Spokane Public Schools	\$20.5 M	Project Manager	Dec. 2015 to Oct. 2018
Sunrise Elementary School <b>(GC/CM)</b> Central Valley School District	\$20.7 M	Project Manager	March 2015 to August 2017
Amistad Elementary School <b>(Design-Bid-Build)</b> Kennewick School District	\$24.0 M	Project Manager	May 2017 to June 2019
Betz, Sunset & Windsor Elementary School <b>(Design-Bid-Build)</b> Cheney School District	\$13.3 M	Project Manager	May 2017 to Aug. 2019
Maintenance Shops & Facilities Offices <b>(Design-Bid-Build)</b> Kennewick School District	\$4.6 M	Project Manager	Oct. 2015 to March 2017

**Other Alternative Delivery Method Projects for ALSC Architects**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
WSU Cougar Football Operations Building <b>(GC/CM)</b> Washington State University	\$60.0 M	Programming, Design, Construction Phases	March 2012 to July 2014
WSU Martin Stadium Expansion <b>(GCCM)</b> Washington State University	\$65.0 M	Programming, Design, Construction Phases	July 2011 to August 2012
Volkar Center for Athletic Achievement <b>(Integrated Project Delivery/Cost Plus)</b> Gonzaga University	\$24.0 M	Programming, Design, Construction Phases	Nov. 2015 to May 2018
City of Airway Heights Recreation Center <b>(Design-Build)</b>	\$17.25 M	Design through Construction	November 2017 to January 2018
WSU Wine Science Center <b>(Design-Build)</b> Washington State University, Tri-Cities Campus	\$23.0 M	Design through Construction	July 2013 to February 2015
Spokane Convention Center Expansion <b>(Design-Build)</b> Spokane Public Facilities District	\$17.0 M	Design through Construction	May 2013 to January 2015

**Graehm Wallace, Capital Legal Counsel, Partner, Perkins Coie LLP:**

*Role on this project: Legal Counsel*

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous public entities including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm has prepared GC/CM contracts for the Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Lake Stevens, Mead, Mount Vernon, Port Townsend, Shoreline, Spokane, Seattle, Tacoma, Tahoma, and Vancouver School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-one years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work.

**Organizational Controls**

Mr. Brown is working with District personnel to continue to refine the controls and reporting systems to effectively manage the scope, schedule, and budget for the project based on lessons learned during the previous program. CBRE/Heery will utilize personalized project budgeting tools alongside District internal accounting practice, and project management websites to manage communications, monitor progress in order to meet school district requirements. CBRE/Heery will share their experience in managing GC/CM projects with the district and will proactively consult on issues and concerns. Schedule progress will be tracked on a monthly basis against the master schedule for the program. The project budget will be tracked against the approved baseline budget on a monthly basis.

**Planned GC/CM Process**

CBRE/Heery will lead the GC/CM procurement process in close coordination with the Mead School District including the preparation of the GC/CM RFP and selection process which will be based on CBRE/Heery's internal methods that have been refined over the years, along with the latest lessons learned from other school districts, including Spokane Public Schools, Mead and the Seattle School Districts. We have an open selection process in order to promote as much competition as we can within the contracting community. The intention is to market this project throughout the state to firms with experience in GC/CM and knowledge of the local market. The eastern Washington market is fortunate enough to have multiple high-level contractors that have extensive experience in the GC/CM delivery method.

The RFP/RFQ is intended to be a 3-step process, which involves proposals, interviews and submittal of sealed bids for the specified general conditions and fee percentage, based upon the preliminary MACC, each of which will be weighted as part of the final score. A recommendation to the school board will be performed by utilizing a panel that will include District representatives (Facilities, Maintenance, Business, teaching and learning), CBRE/Heery (Greg Brown and David Beaudine), and potentially a school board member.

Careful considerations will be made in the selection of the GC/CM to make sure that their qualifications related to both construction and pre-construction are in line with the comprehensive services in which the District is desiring and the project will demand due to the current concerns of budgeting, scheduling and community awareness.

The District in engaging with Graehm Wallace, Perkins Coie, to provide GC/CM and construction legal services for the project. Mr. Wallace will be preparing drafts of the AIA A133 agreement and A201 general conditions and will be providing them to the District and OAC for utilization through the



procurement. These documents will be provided during the process to the potential GC/CM's to allow for them to review and provide questions so that a final contract is understood before going into the final fee proposals.

#### **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 per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

**For a matrix of Mead School District's Construction History please see Attachment B**

#### **8. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(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.

**Please see Attachment C**

#### **9. Resolution of Audit Findings on Previous Public Works Projects**

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.

**There are no Audit Findings.**

#### **10. Subcontractor Outreach**

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation

The Mead School District is committed to not only supporting the local Spokane economy but also in promoting the participation of small, women and minority-owned businesses. As part of our RFQ scoring, the District will be asking applicants to submit their own plan(s) to encourage participation on the project. In addition, as part of the District's sub consultants, will take factor in SBE/MWBE as one of their evaluation factors.

To improve subcontractor interest the district will make it a requirement of preconstruction services for the GC/CM hold outreach open houses to highlight the projects and to explain their bidding process to further encourage SBE/MWBE bid involvement.

**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 may delay action on your application.

If the PRC approves 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. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

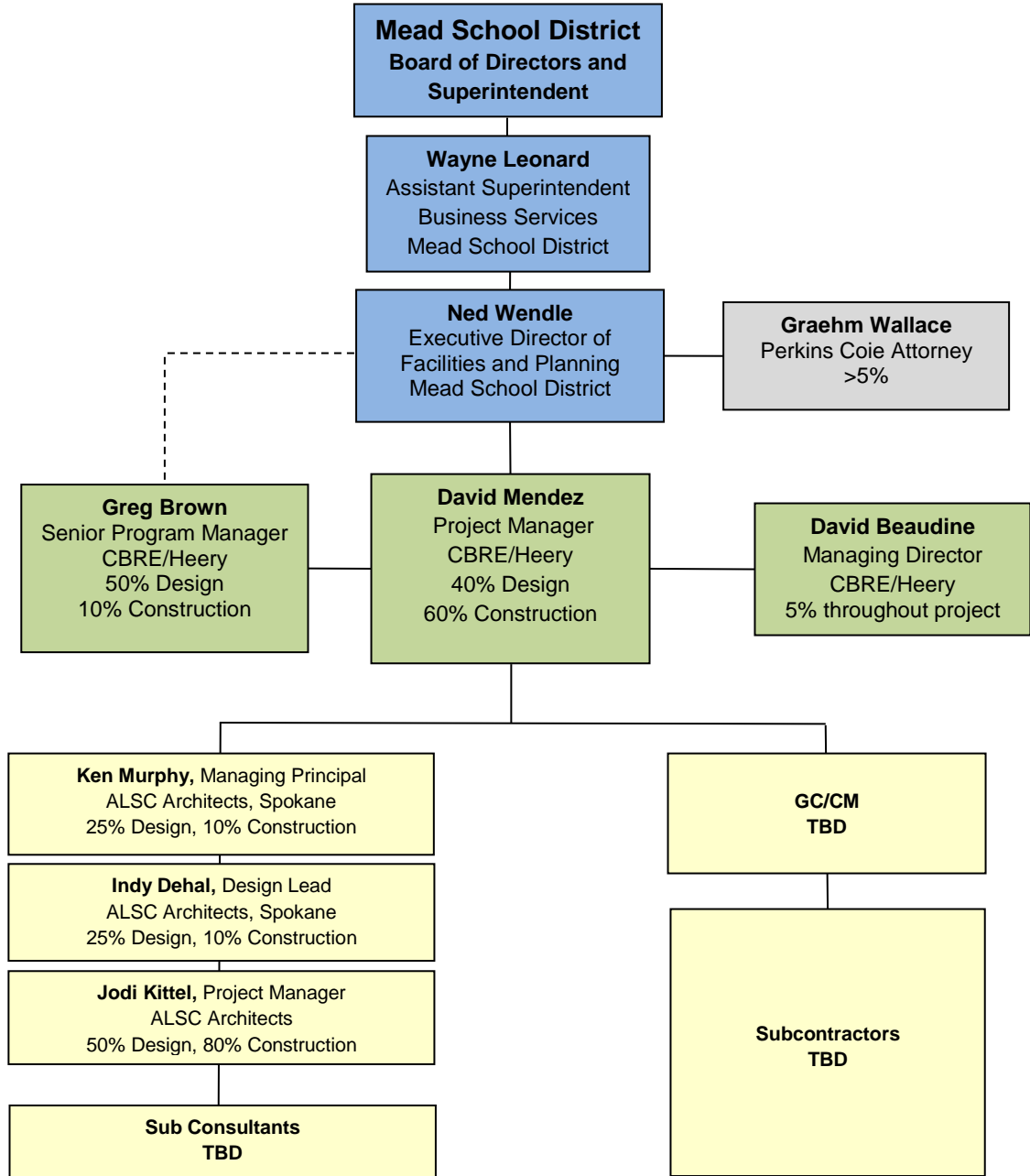
Signature: Mead School Dist By: 

Name (please print): Ned P. Wendle (public body personnel)

Title: Executive Director of Facilities and Planning

Date: 06-13-2019

## Attachment A: Project Organizational Chart

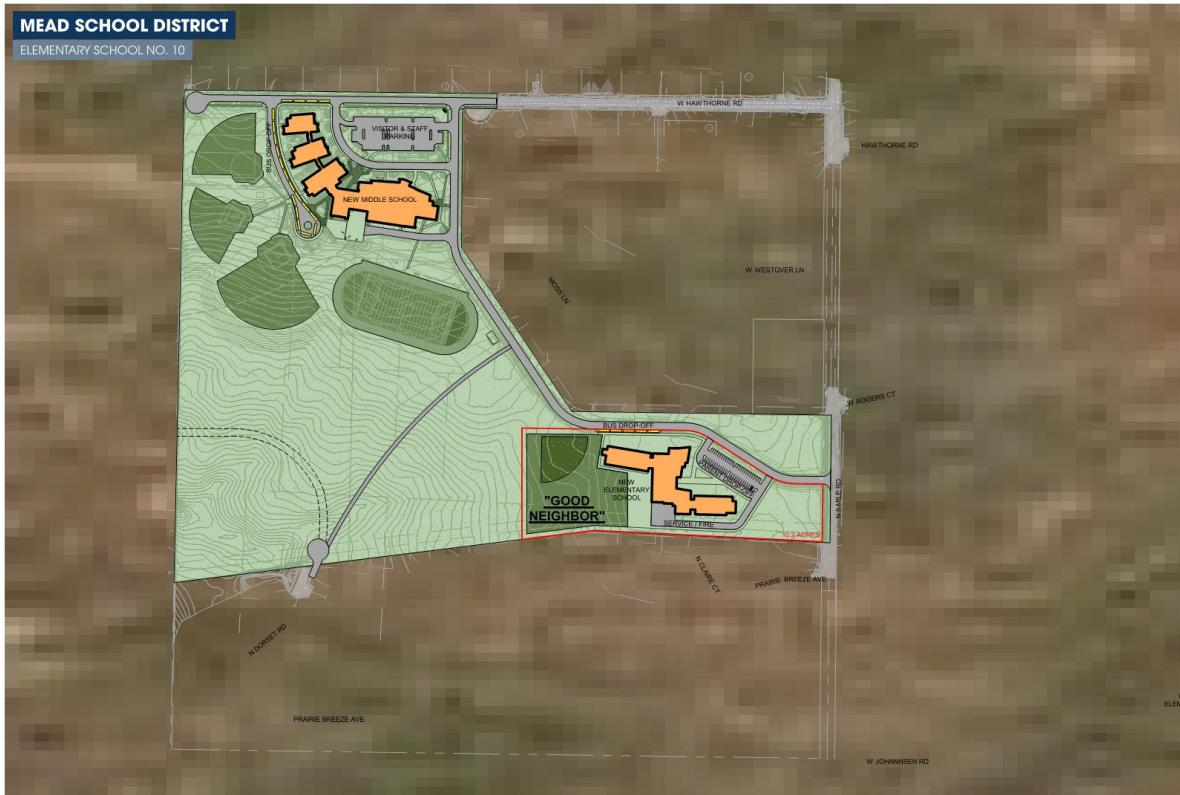


**Attachment B: Mead School District Construction History**

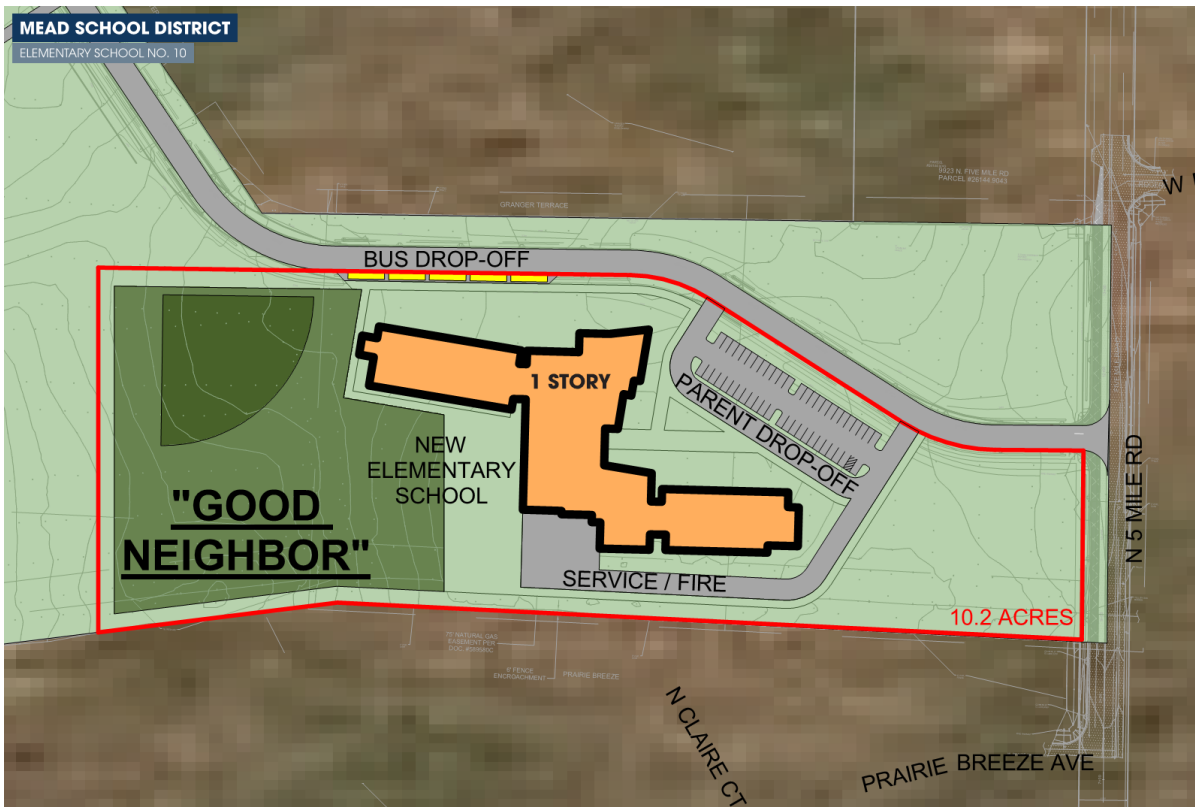
<b>Project Name</b>	<b>Project Description</b>	<b>Total Project Cost</b>	<b>Method of Delivery</b>	<b>Lead Design Firm</b>	<b>General Contractor /GCCM</b>	<b>Planned Constr. Start</b>	<b>Planned Finish</b>	<b>Actual Start</b>	<b>Actual Finish</b>	<b>Original Construction Budget</b>	<b>Final Construction Cost</b>	<b>Reason for Cost Overrun</b>
Highland Middle School	New 120,000 sf middle school	\$51.6	GC/CM	ALSC Architects, Ken Murphy 509-838-8568 kmurphy@alscarchitects.com	Graham Construction Brian Holecek 331 N. Fancher Road Spokane, WA 99212 509-534-1030	04/2019	08/2020	04/2019	TBD	\$39.5	TBD	TBD
Market Street Campus	A complex of 4 projects: New 64,000 sf elementary school, new transportation cooperative, new district maintenance facility, new athletic stadium	\$65.4	GC/CM	ALSC Architects, Ken Murphy 509-838-8568 kmurphy@alscarchitects.com	Garco Construction, Jamie Welsh 4114 E. Broadway, Spokane, WA 99202 509-535-4668	04/2019	08/2020	04/2019	TBD	\$48.9	TBD	TBD
Northwood Middle School Replacement	120,000 sq. ft. mostly new construction/replacement of an existing middle school	\$40M	GC/CM	ALSC Architects, Ken Murphy 509-838-8568 kmurphy@alscarchitects.com	Garco Construction, Jamie Welsh 4114 E. Broadway, Spokane, WA 99202 509-535-4668	04/2016	04/2018	04/2016	12/2017	\$30M	\$29,800,000	None. Project finished under budget
Midway Elementary School Modernization and Additions	63,000 sq. ft. of heavy phased remodel and additions to an existing occupied school	\$21,500,000	GC/CM	MMEC Architects and Planners, Walt Huffman 509-624-6800 walt@mmeccarchitecture.com	Bouten Construction, Ryan Brown 627 N Napa Street, Spokane, WA 99202 509-535-3531	04/2017	08/2018	04/2017	08/2018	\$15,488,000	\$16,060,846	None. Project finished within owner's contingency
Shiloh Hills Elementary School Modernization and Additions	65,000 sq. ft. of heavy remodel and additions to an elementary school	\$20,800,000	D-B-B	MMEC Architects and Planners, Walt Huffman 509-624-6800 walt@mmeccarchitecture.com	Garco Construction, Jamie Welsh 4114 E. Broadway, Spokane, WA 99202 509-535-4668	04/2018	08/2019	04/2018	Planned for 08/2019	\$14,990,306	TBD	TBD
Mountainside Junior High School	115,260 sq. ft. building. New construction	\$31,889,778	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Lydig Construction, Larry Swartz 603 N. Havana, Spokane, WA 99202	09/2006	06/2008	09/2006	09/2006	\$23,901,907	\$31,889,778	Hyperinflation, lack of subs in a robust market.
Prairie View Elementary School	57,713 sq. ft. elementary school, new construction	\$16,867,812	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Northwestern Construction of Washington, Inc. Randy Smith 210 N. Helena Street Spokane, WA 99202	06/2006	09/2007	06/2006	08/2007	\$16,867,812	\$16,867,812	On time and on budget
New Bus Garage	Replace collapsed mechanic building	\$1,700,000	Negotiated Contract: Emergency build due to a collapsed building	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Lydig Construction, Larry Swartz 603 N. Havana, Spokane, WA 99202	01/2010	09/2010	01/2010	09/2010	\$1,700,000	\$1,430,000	Under budget and on time

Mead High School Modernization	Comprehensive modernization and 24,921 sq. ft. addition	\$31,500,000	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Swank Enterprises Dewey Swank 750 West Reserve Kalispell, Mt 59901	06/1998	09/2001	06/1998	09/2001	\$31,500,000	\$31,065,000	Under budget and on time
New Mt. Spokane High School	230,177 sq. ft. high school, new construction	\$23,200,000	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Lydig Construction, Larry Swartz 603 N. Havana, Spokane, WA 99202	05/1996	09/1997	05/1996	08/1997	\$22,636,500	\$23,200,000	Owner scope changes

Attachment C: Architect's Preliminary Site Options



**GOOD NEIGHBOR**

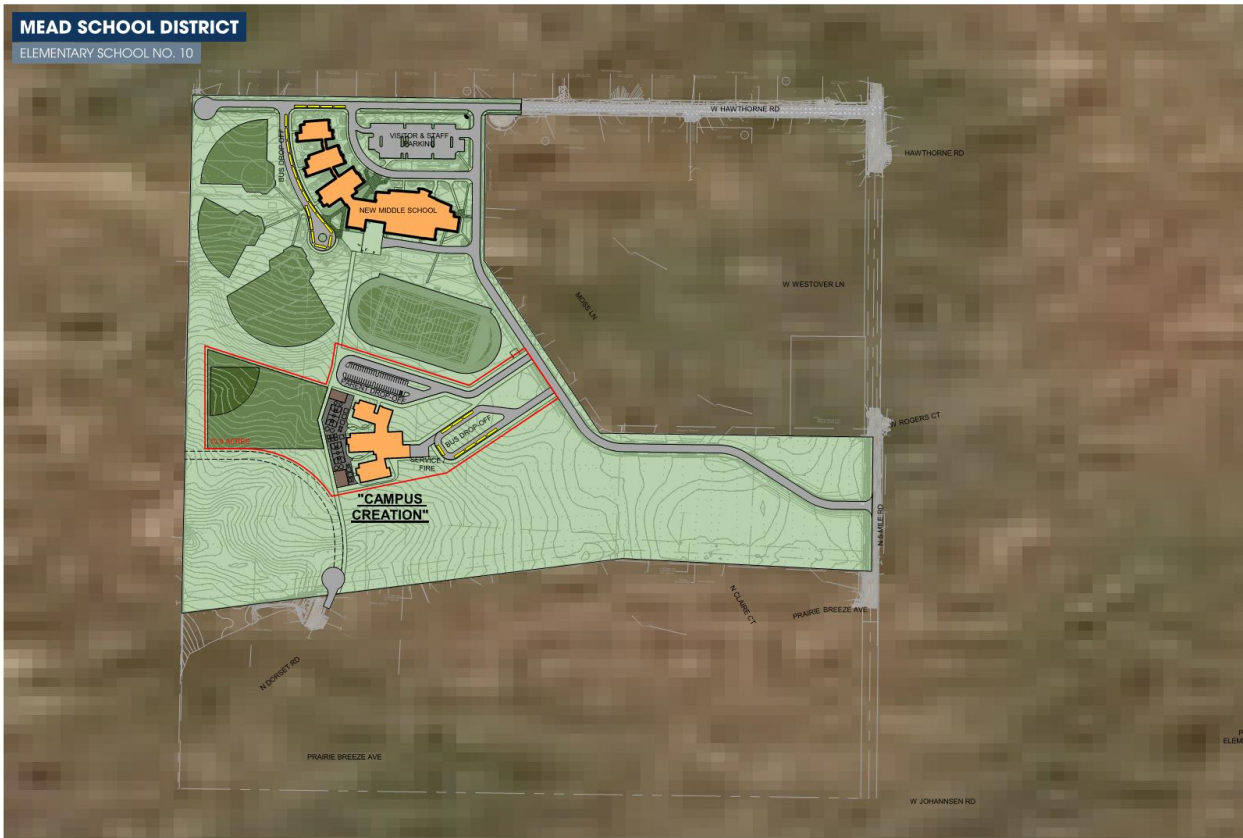


**GOOD NEIGHBOR**





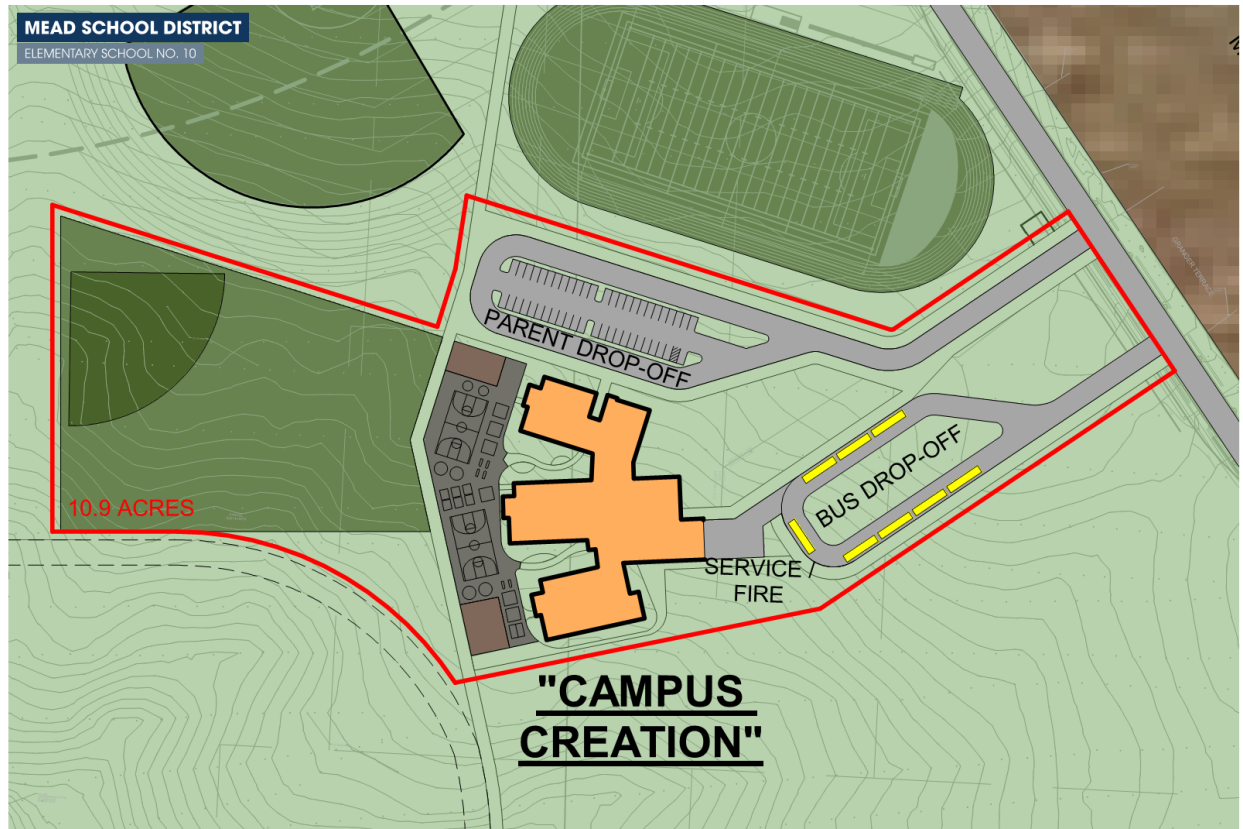
**MEAD SCHOOL DISTRICT**  
ELEMENTARY SCHOOL NO. 10



**CAMPUS CREATION**



**MEAD SCHOOL DISTRICT**  
ELEMENTARY SCHOOL NO. 10



**CAMPUS CREATION**



**MEAD SCHOOL DISTRICT**

ELEMENTARY SCHOOL NO. 10

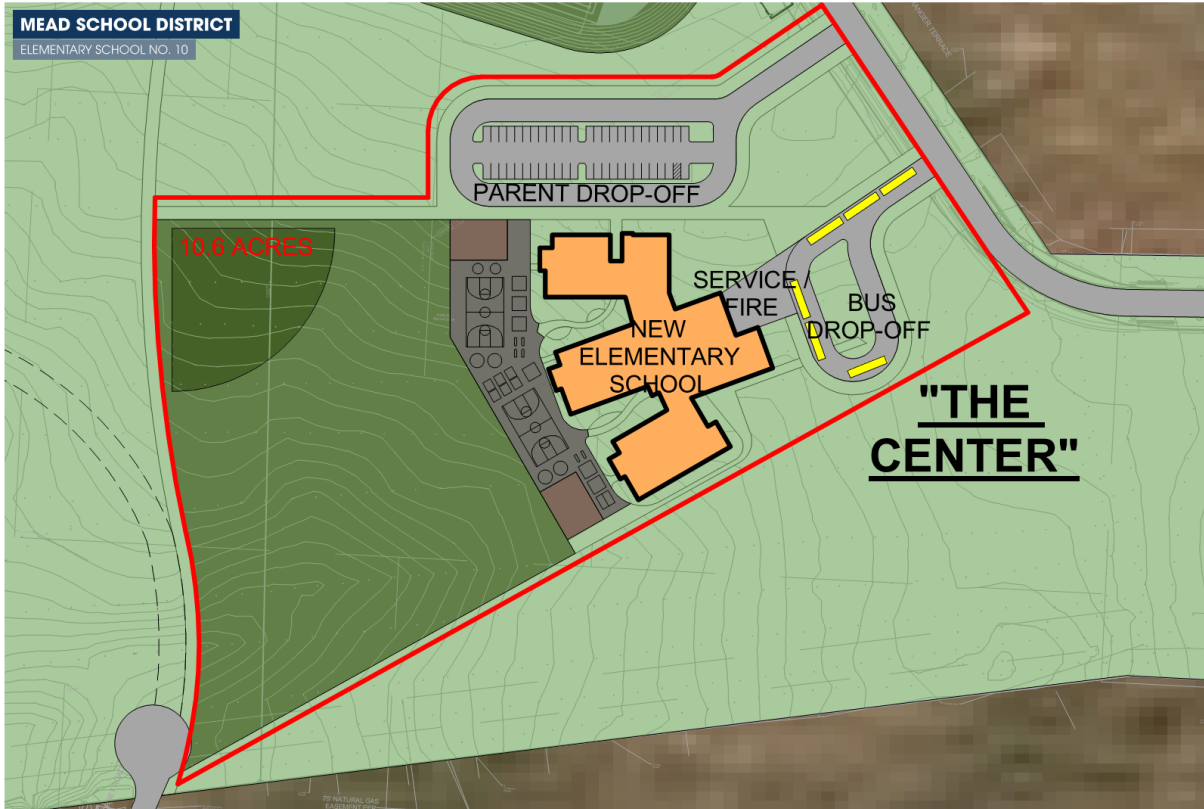


**THE CENTER**



**MEAD SCHOOL DISTRICT**

ELEMENTARY SCHOOL NO. 10



**THE CENTER**



