



**Northshore School District  
New High School**

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

**Application for Project Approval  
GC/CM Delivery**

**Submitted by  
Northshore School District  
December 21, 2012**

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

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

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9. (Note: A **Public Body** that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than **\$10 million** is not required to submit information for Questions 7 or 8.)

**1. Identification of Applicant**

(a) Legal name of Public Body (your organization):

**Northshore School District (NSD)**

(b) Address:

**22105 23<sup>rd</sup> Drive SE  
Bothell, WA 98021**

(c) Contact Person Name: **Evan Ujiye**

Title: **Director of Capital Projects**

(d) Phone Number: **425-408-7853**

Fax: **425-408-7852**

E-mail: **eujiye@nsd.org**

**2. Brief Description of Proposed Project**

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

Northshore School District's new High School is being built to accommodate student population growth and a recently approved district-wide grade configuration. Becoming the district's fourth high school campus, the project is planned to be an ultra-high performance building—possibly Net Zero or meeting the Living Building Challenge. Currently under development, the educational program may include technology-centered vocational-technical curriculum partnered with local industry.

The new campus will serve 1600 students grades 9-12, enclose 225,000 square feet, and feature 4-7 athletic fields and surface parking. Currently, the site is also encumbered by a number of wetlands that will require mitigation, enhancement and/or replacement and protection. The 61 acre irregular shaped site currently being used as pasture land will require wetland mitigation.

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

*Note: By law, the D-B contracting procedure cannot be used unless the total cost of the project is over \$10 million. Although there is no total project cost requirement for using the GC/CM contracting procedure, every applicant must provide the information requested in Question 3.*

**A. Project Budget**

Construction GMP, including GC/CM Contingency	92,800,000
Cost of professional services	8,200,000
Sales Tax	9,200,000
Equipment & Furnishings	5,000,000
Construction contingencies	8,800,000
Other related project costs	6,000,000
<b>Total</b>	<b>130,000,000</b>

**B. Funding Status**

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

Project funding will be done through a bond issue planned for a February 2014 election. The District plans to use the designs, estimates and schedules developed over the next year to promote interest in the bond issue and support passage.

**4. Anticipated Project Design and Construction Schedule**

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired. *(See Attachment B for an example schedule.)*

**Project Milestones:**

<b>Retain Architect and GC/CM consultant</b>	<b>December, 2012</b>
<b>Submit PRC Application</b>	<b>December, 2012</b>
<b>PRC Presentation</b>	<b>January 24, 2013</b>
<b>Issue GC/CM RFQ</b>	<b>February 1, 2013</b>
<b>Shortlist, Interview, Select GC/CM</b>	<b>March, 2013</b>
<b>Schematic Design</b>	<b>March-July 2013</b>
<b>Design Development</b>	<b>July 2013-January 2014</b>
<b>Construction Documents</b>	<b>January 2014-July 2014</b>
<b>Bond Vote</b>	<b>February 2014</b>
<b>Early Site Work</b>	<b>Spring Summer 2014</b>
<b>Building Construction</b>	<b>October 2014-July 2016</b>
<b>Occupancy</b>	<b>September 2016</b>

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

N/A

**5. Why the GC/CM or D-B 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:

For GC/CM projects:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
- 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? . *(Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.)*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- 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?

**The Northshore High School meets four of the five GC/CM criteria listed above.**

**Complex phasing and scheduling is involved**

The most efficient, least-risk schedule involves starting the extensive site development activities shortly after the anticipated bond vote in February 2014. GC/CM delivery facilitates this phased delivery by early bidding of mass excavation, utilities, erosion control and early paving in good weather.

**Construction is adjacent to an occupied site**

Site access will include truck routing on 39<sup>th</sup> Ave SE, adjacent to the occupied Fernwood Elementary School. GC/CM planning during preconstruction will help mitigate traffic, dust and noise impacts to Fernwood.

**GC/CM involvement is critical during the design phase**

The high performance and sustainability ambitions of the project along with possible innovative instructional-vocational-technical elements will make accurate cost estimating extremely important and challenging in order to meet budget and schedule constraints. Building a highly qualified team including the GC/CM, the MCCM and ECCM will support rigorous alternative analysis, accurate estimating and strategic buyout.

**The project involves complex and technical work environment**

Design and construction strategies to achieve or approach Net Zero energy use or the Living Building Challenge will be complex and technical. Design, comparative analysis, cost estimating, buyout and integration of technical elements including photo voltaic panels, ground source heat pumps, super-insulated building envelopes will best be achieved using GC/CM delivery. We anticipate engaging ECCM and MCCM expertise during pre-construction as well to improve cost estimating accuracy, engage in early buyout of critical components and develop a fully integrated team aligned with the District's goals and ambitions.

**6. Public Benefit**

In addition to the above information, please provide information on how use of the GC/CM or D-B 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 (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.

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

GC/CM delivery improved cost and schedule predictability beyond that available using Design-Bid-Build. With the core team members involved during design, cost comparison, value engineering and constructability review efforts are more accurate and more robust. The GC/CM delivery method significantly improves the "total cost of ownership" discussion, allowing for best facility/operation practices to be fully assessed from both a capital and life of the building cost.

**Attracting a highly qualified contractor pool to a project of this scale is more likely with GC/CM**

A project of this scale is biddable by only a few of the region's general contractors, many of whom would be unlikely to bid the project in a design-bid-build delivery model. These same contractors and high-quality MEP subcontractors have already expressed interest if the project is delivered using GC/CM.

**Having a GC/CM on board prior to the bond vote in February 2014 will increase the credibility of estimates and schedules**

Passage of the bond issue in February 2014 is also critical to project delivery. Presentation materials for the School Board and voters will include design documents, budgets, and schedules prepared by Dykeman Architects as well as the GC/CM and its MEP subcontractors. NSD believes the involvement of the GC/CM team in the final development of budgets and schedules will increase the credibility and support overall bond measure passage.

## 7. Public Body Qualifications

Please provide:

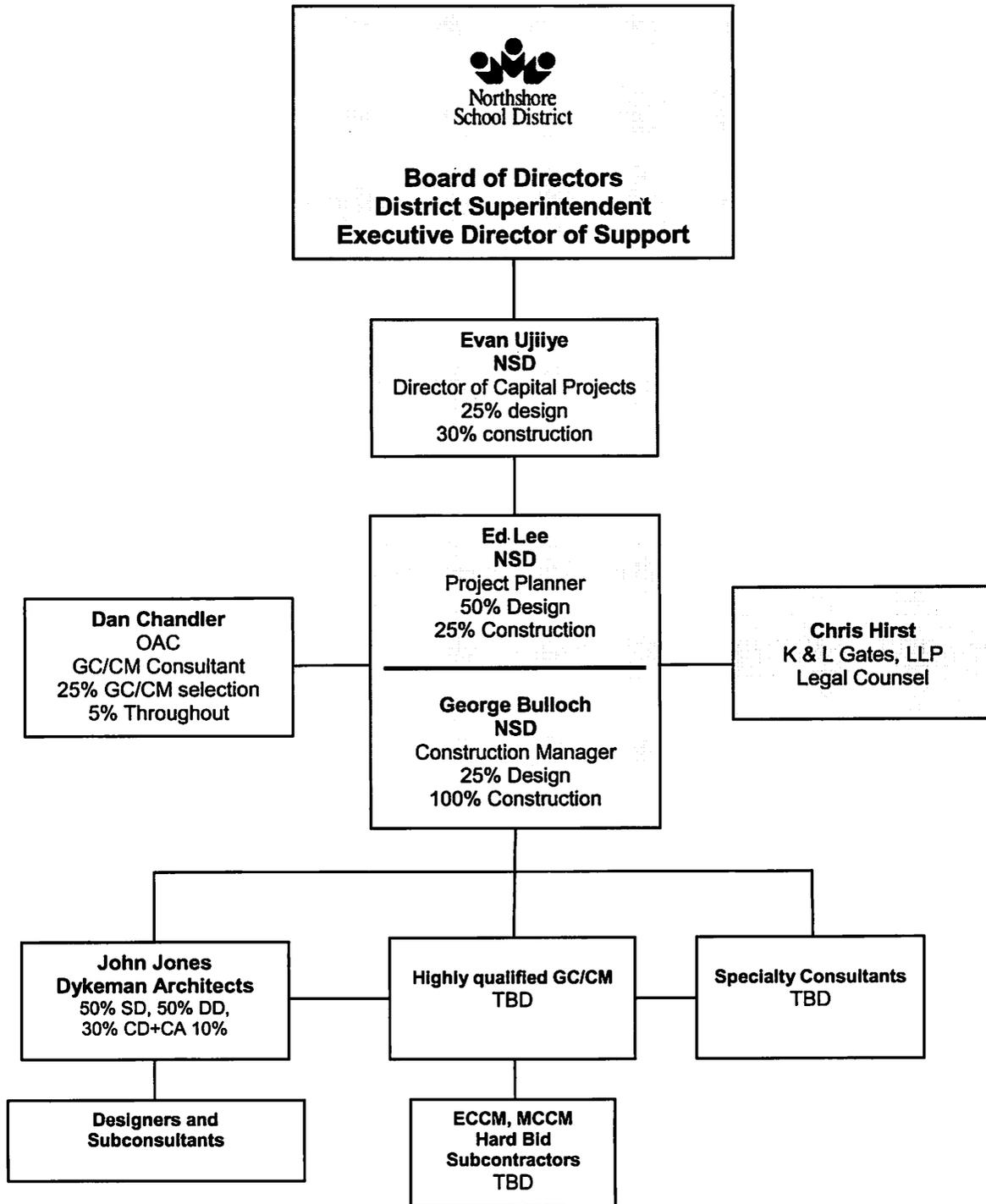
- A description of your organization's qualifications to use the GC/CM or D-B contracting procedure.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles. *Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)*
- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM or D-B projects** for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example.)
- The qualifications of existing or planned for project manager and consultants. *Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.*
- The qualifications of an interim project manager until your organization has employed staff or hired a consultant as the project manager. Also indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. *Note: This information is required only if your organization has yet to select a project manager at the time of application.*
- 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 or D-B procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or D-B contract terms.

**Already an experience GC/CM owner, Northshore School District has even added expertise. See Attachment A for additional detail.**

As one of Washington's most experienced and successful school districts using GC/CM, the Northshore School District has executed five GC/CM projects. The staff currently planned for the Northshore High School includes six individuals with GC/CM experience.

The organization chart below illustrates the Northshore team.

**Project Organization Chart—Northshore High School**



## **The Project Team**

### **Evan Ujiye**

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Director of Capital Projects, Northshore School District

Mr. Ujiye, with Northshore School District since 2002, has served as Director of Capital Projects for both the Woodinville HS GC/CM project and Phase 3 of the Bothell HS GC/CM project. Mr. Ujiye is a strong leader/project manager with the unique ability to help all stakeholders be successful in the design and development of public school facilities. He has a comprehensive understanding and superior track record associated with the GC/CM delivery method and draws on a broad background in finance, accounting and technology. His Capital Projects team is highly competent and well respected state wide by both the architectural and construction communities.

### **Ed Lee**

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Planner, Northshore School District

On the planning and design side, Mr. Lee brings a broad perspective of design and construction, having designed and managed numerous educational facilities as an architect prior to coming to the district. Ed has worked on all of our GC/CM projects and has also been instrumental in the development of our design and construction standards manual.

### **George Bulloch**

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Construction Manager, Northshore School District

Mr. Bulloch is the construction manager for our Woodinville HS Phase 2 GC/CM project, his third GC/CM project with Northshore School District. George has a civil engineering and construction background and has overseen over \$100 million worth of construction for the district since 2002 successfully using both DBB and GC/CM delivery methods.

### **Christopher Hirst**

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Partner, KL Gates LLP

Mr. Hirst is a partner in the Seattle office of K&L Gates LLP. In connection with numerous GC/CM projects, he has provided legal assistance for several school districts (including Northshore School District) and a water utility, including preparation of contract documents and other assistance with compliance with the requirements of RCW Chapter 39.10. Mr. Hirst has been a member of the Capital Projects Advisory Review Board since January 2008.

## **John Jones**

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Principal, Dykeman Architects

Mr. Jones is Managing Principal at Dykeman and specializes in the design of school facilities, including Valley View Middle School, a Net Zero energy school. With 30 years of industry experience Mr. Jones has completed two GC/CM projects for the Northshore School District. He will provide principal level leadership throughout GC/CM selection, design, and construction.

## **Dan Chandler**

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OAC Principal

Mr. Chandler leads one of the region's premier project management consulting firms and will support the Northshore High School project with GC/CM, ECCM and MCCM procurement, onboarding, contracting and GMP negotiations. A veteran of 22 alternative delivery projects including eight GC/CM school projects, Mr. Chandler will work closely with the overall team to bring GC/CM best practices to the project.

### **Organizational Controls**

As a very experienced owner-builder, NSD has extensive project controls and reporting systems to effectively manage the scope, schedule and budget for the projects. Mr. Lee and Mr. Bulloch will utilize NSD's standard project budgeting tools and project management websites to manage communications and monitor progress. Budget tracking tools will establish the overall detailed budget to be approved by the NSD Board and then track actual expenses and forecast future costs. Schedule progress will be tracked against the master schedule.

### **Planned GC/CM Process**

NSD is planning on utilizing a modified AIA121/CMC owner agreement along with modified AIA201 general conditions developed in close coordination with legal counsel. In addition, NSD is planning on a comprehensive Pre-Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the modified AIA documents for the GC/CM construction procurement within Washington State.

Preparation of the GC/CM RFP and selection process will be based on an OAC standard form and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews and final selection evaluations.

The roles and responsibilities of the owner, construction management team, architect, and the GC/CM are defined and coordinated through a number of responsibilities and contractual requirements.

### **GC/CM Procurement**

NSD is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
  - a. Focusing on relevant experience, proposed team and approach
  - b. Short list for interviews—three, possible four firms
2. Extensive interviews, site and office visits
  - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
  - a. Focusing on competitive but reasonable fees

OAC and NSD will be comparing previous procurement approaches for refinement and implementation on this project.

**8. 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: (*labeled Att. 'E'*)

- 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

**Please refer to Attachment B.**

**9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A 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 refer to Attachment C.**

**10. Resolution of Audit Findings on Previous Public Works Projects**

No unresolved findings. One informal finding presented back in 2006 relative to obtaining/maintaining affidavits of Prevailing Wage. No issues since.

### Caution to Applicants

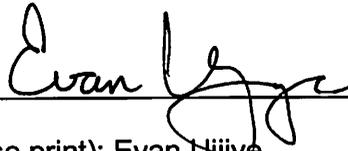
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

### 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 or D-B 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 or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB

Signature \_\_\_\_\_



Name (please print): Evan Ujive

Title: Director of Capital Projects

Date: December 27, 2012

## ATTACHMENT "A" Team Experience

The following table lists major relevant Alternative Delivery Experience of the NSD team, not including performance contract projects.

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phases		
					Pre-Design	Design	Construction
Evan Ujiye	Director of Capital Projects Northshore School District	Kenmore JH Phase III Woodinville HS Phase II Pop Keeney Field Improvements Woodinville HS Phase I Bothell HS Phase III	\$15.4 \$49.3M \$8.0M \$13M \$24.7M	D/B/B GC/CM D/B/B GC/CM GC/CM	Evan oversees all projects addressed by Northshore School District Capital Projects office.		
Ed Lee	Planner, Northshore School District	Kenmore JH Phase III Woodinville HS Phase II Woodinville HS Phase I Bothell HS Phase III Bothell HS Phase II Northshore JH Modernization	\$15.4M \$49.3M \$13M \$24.7M \$15.8M \$20M	D/B/B GC/CM GC/CM GC/CM GC/CM GC/CM	PM PM PM PM PM PM	PM PM PM PM PM PM	PM PM PM PM PM PM
George Bulloch	Construction Manager, Consultant, Northshore School District	Woodinville HS Phase II Secondary Academy of Success Kenmore JH Phase II Woodinville HS Phase I Canyon Park JH Phase II Bothell HS Phase II Northshore JH Modernization	\$49.3M \$6.7M \$10.1M \$13M \$12.1M \$15.8M \$20M	GC/CM D/B/B D/B/B GC/CM D/B/B GC/CM GC/CM			CM CM CM CM CM CM CM
K. John Jones, AIA	Managing Principal, Dykeman, Inc. Architecture, interior and visual design firm	Bothell High School Phase III Bothell High School Phase II	\$24.7 \$15.8	GC/CM GC/CM			
Dan Chandler, PE, AIA	Principal, OAC Services PM CM Consulting Firm	Mason General Hospital Nine Mile Falls Elementary Schools Olympia City Hall Four Clover Park Elementary Schools Northside Residence Hall, WSU	\$40M \$19M \$40M \$140M \$35M	GC/CM GC/CM D/B GC/CM DB	PM PIC PM PIC PM PIC PM PIC CM Cons.	PM PIC PM PIC PM PIC PM PIC CM Cons.	PM PIC PM PIC PM PIC PM PIC CM Cons.
Christopher Hirst	Partner, K&L Gates LLP	Woodinville HS Phase II Woodinville HS Phase I Bothell HS Phase III Bothell HS Phase II Northshore JH Modernization Stadium HS, Tacoma	\$49.3M \$13M \$24.7M \$15.8M \$20M \$85M	GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM	Atty	Atty	Atty

## ATTACHMENT "B"

### Public Project Experience

The following table lists some (but not all) of Northshore School District capital projects executed from 2000-2012. Actual costs exclude sales tax.

Project Name	Budget		Delivery Method	Planning Start	Construction Start	Project Completion		Explanation of Budget or Schedule Overruns
	Planned	Actual				Planned	Actual	
Northshore JH Modernization	\$20M	\$21.4M	GC/CM	Dec-00	Jun-02	Dec-03	Dec-03	Added two classrooms and new auditorium
Administration Building	\$3.0M	\$3.3M	D/B/B	Jun-02	Apr-03	Sep-04	Sep-04	HVAC control upgrades
Bothell HS Phase 2	\$15.8M	\$15.8	GC/CM	Dec-02	Jun-04	Sep-05	Aug-05	
Cottage Lake Phase 2	\$7.1M	\$6.7M	D/B/B	Jan-03	Jul-04	Sep-05	Sep-05	
Support Svcs Ctr Tenant Improvements	\$3.9M	\$4.0	D/B/B	Jan-03	Jan-04	Sep-05	Aug-05	Overtime to accelerate schedule by one month
Canyon Park Phase 2	\$12.1M	\$11.7	D/B/B	Jan-05	Apr-06	Sep-07	Sep-07	
Bothell HS Phase 3	24.7M	\$24.5M	GC/CM	Dec-05	Apr-07	Aug-09	Aug-09	
Kenmore JH Phase 2	\$10.1M	\$9.3M	D/B/B	Dec-06	May-08	Aug-09	Aug-09	
Woodinville HS Phase 1	\$13M	\$12.1M	GC/CM	Mar-07	Sept 08	Sep-09	Sep-09	
Canyon Creek Improvements	\$4.4M	\$4.2M	D/B/B	Jun-07	May-08	Sep-09	Aug-09	
Transportation Facility	\$13.8M	\$13.6M	D/B/B	Nov-07	Apr-09	Sep-10	Aug-10	
SAS Tenant Improvements	\$6.7M	\$6.7M	D/B/B	Dec-07	Mar-09	Sep-10	Sep-10	
Fernwood Modernization	\$4.0M	\$3.8M	D/B/B	Jul-08	May-09	Sep-10	Sep-10	
Pop Keeney Field Improvements	\$8.0M	\$7.6M	D/B/B	Feb-09	Apr-10	Sep-10	Sep-10	
ESCO 9.1A - Canyon Creek	\$5.4M	\$4.9M	ESCO	Mar-09	Feb-10	Sep-11	Sep-11	
ESCO 9.1C - Glazing Project	\$1.8M	\$1.5M	ESCO	Mar-09	May-11	May-11	Sept-11	Defective product required replacement
Woodinville HS Phase 2	\$49.3M	In Process	GC/CM	Dec-09	Apr-10	Jan-13	Nov-12	
ESCO Arrowhead Roofing/HVAC	\$4.6M	\$3.4M	ESCO	Jun-10	Jun-11	Sep-11	Sep-11	
ESCO Kenmore Elem Roofing/HVAC	\$4.0M	\$3.6M	ESCO	Jun-10	Jun-11	Sep-11	Sep-11	
Kenmore JH Phase 3	\$15.4M	In Process	D/B/B	Sep-10	Mar-11	Sep-13	In Process	

