

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

APPLICATION FOR CERTIFICATION of PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting- GCCM

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-10 should not exceed 15 pages (font size 11 or larger).

1. Identification of Applicant

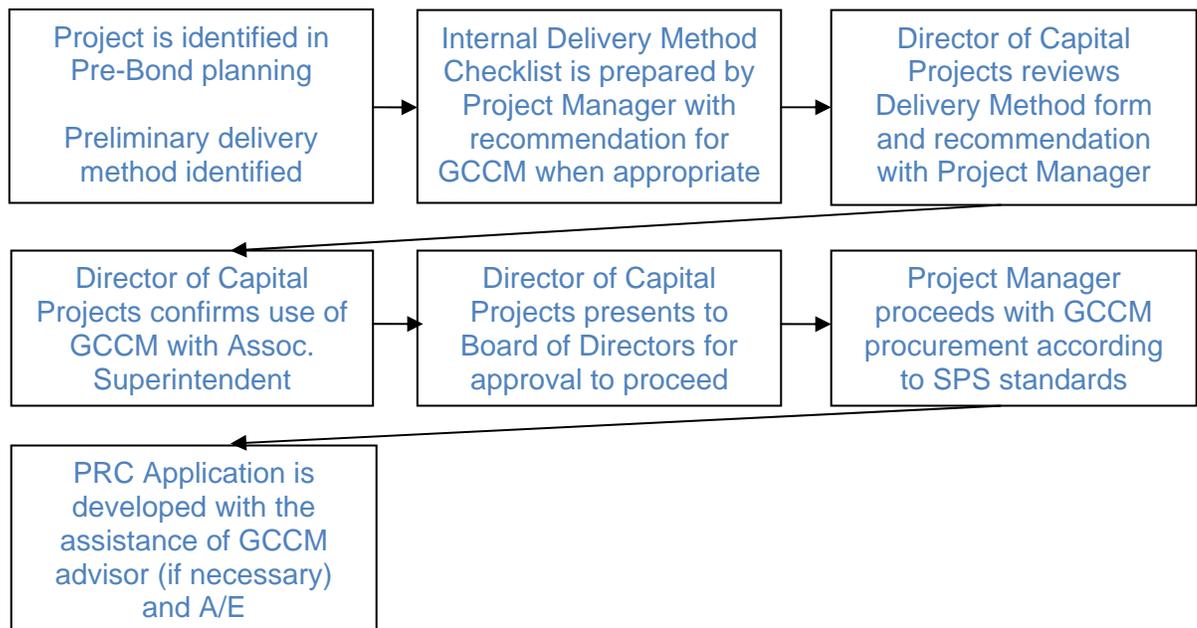
Spokane Public Schools
200 N. Bernard Street, Spokane, WA 99201
Gregory Brown, AIA, Director of Capital Projects and Planning
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gregoryb@spokaneschools.org

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM under Alternative Contracting Procedure (RCW 39.10.270 (2) (a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

RESPONSE:

The flow chart below indicates Spokane Public Schools plan to establish the most appropriate delivery method for each project:



See Delivery Method Checklist and Recommendation—Attachment A

3. Project Delivery Knowledge and Experience (RCW 39.10.270 (2)(b)(i).) Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

RESPONSE:

Spokane Public Schools has a long history of placing a high priority on Capital Improvements on their facilities. In 2002, Spokane Public Schools Board of Directors approved a 25-year plan to replace or modernize the school district's aging facilities. In March of 2003, the first six-year installment of this plan began with the passage of a \$165.3 million bond. In this first phase of the plan, the Spokane Public Schools has completed six major capital projects valued at more than \$140 million in construction value. The GCCM delivery method was used on two pilot projects: Rogers High School Modernization and Additions, completed summer of 2009, and Shadle Park High School Modernization and Additions which was completed in summer of 2010. Both projects were extremely successful by District standards. Rogers High School and Shadle Park High School were completed under budget and on schedule with funds returned to the District. Both projects were bid during times of high escalation and busy construction activity. The results of Rogers High School and Shadle Park High School to date have demonstrated that the Spokane Public Schools has successfully implemented the GCCM process given the complexities of the GCCM process and marketplace. As part of the 2009 bond the GCCM delivery method is currently being utilized on Ferris High School which is slated to have all construction completed in August of 2014, thus far the project has successfully opened up phase 1 of the construction and continues to maintain the schedule for the remaining phases all while being under budget. Similarly, the North Central High School Classroom Addition project which was recently approved in late 2012 for the use of GCCM continues to be on schedule. This project has completed the GCCM selection process and is in late Design Development phase. The first early bid packages are being prepared for a mid-summer release. All of these four projects are similar in that they are each complex multi-phased and occupied construction projects on a high school campus.

CONTROLS

Over the past decade the District has developed a comprehensive management system that has been extremely successful in delivering projects on time and within budget including a historic renovation and during a time of unprecedented industry wide escalation.

Each project has been led by the District Director of Capital Projects, Gregory Brown and his staff with assistance from consultant GCCM advisor Project Managers on Rogers, Shadle Park and Ferris High Schools. The Architect was selected based on the best expertise for the project that also had GCCM delivery experience. The project teams were supported by GCCM advisors. In addition, the District used the legal expertise of Dick Prentke, Perkins and Coie, LLP, whose reputation and knowledge in the construction industry and experience with alternative delivery methods is renowned.

The roles and responsibilities of the District, Architect and their consultants and the GCCM have been established in a matrix of responsibilities that is published with the Request for Proposal and other GCCM contract documents. The Project Manager monitors the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Controls are also exercised through a signature authority process for changes which is consistent across all projects in the District's Capital Program. The TCC (Total Construction Cost formerly Guaranteed Maximum Cost) will include a buyout contingency for

subcontractors work as a contractor's contingency to cover their risks under the agreement with the District. Use of these contingencies by the GCCM shall be approved by the District. The Director can approve spending from the Owner's contingency funds up to the set limits with certain controls. The day-to-day site Project Management team works closely with the Director to keep him fully informed of any potential cost issues. The Director has a \$50,000 per occurrence signature authority. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above \$50,000 are signed by the District's Associate Superintendent for School Support Services. This approach balances the need for direct decisions made by the District with capability at the site to manage emerging issues as they arise, and has proven to work well across both GCCM and Design-Bid-Build projects.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the TCC is negotiated after the 95% construction documents are in place, the GCCM, Project Manager and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to TCC. If so, then these changes will be brought back in line with the budget and the established TCC. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GCCM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the TCC.

4. Personnel with Construction Experience Using various Contracting Procedures (RCW 39.10.270(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

RESPONSE:

Spokane Schools Staffing:	
Gregory Brown	Director of Capital Projects & Planning
Craig Caro	Project Manager
Greg Forsyth	Capital Projects Facilities Planner & Project Manager
Dennis Cihak	Project Manager

Gregory Brown, AIA, LEED AP, Director of Capital Projects:

Greg has been the Director of Capital Projects for Spokane Public Schools for the past 10 years and has been responsible to oversee all activities related to the implementation of the District's \$225 million (includes bond sale proceeds, state match and other funding sources) 2003 Capital Construction Bond Program and \$288 million 2009 Capital Construction Bond. Projects included modernization and expansion of four high schools under the GCCM delivery method, replacement of five elementary schools, an addition of a high school

gymnasium/health and fitness center, and various smaller capital projects. Greg has been a licensed architect since 1989 and has over 28 years of public works contracting experience in the K-12 and post high school arena. On the three GCCM projects, Rogers High School, Shadle Park High School and Ferris High School, Greg provided all oversight and decisions related to the projects attending all design and construction meetings. (North Central as well, but it is only in the design stage) Greg has previously served as Director of Capital Projects in the Bethel School District, Puyallup School District and as a Project Manager with Tacoma Public Schools and the Washington State Department of Transportation. The following chart shows project experience in the last 10 years.

Project	Project Value	Tasks Performed	Time Involved
Ferris High School (GCCM)	\$87.4M	Director of Capital Projects	2009 – Present
Rogers High School (GCCM)	\$64.5M	Director of Capital Projects	2005 – 2009
Shadle Park High School (GCCM)	\$70.9M	Director of Capital Projects	2006 – 2010
Jefferson Elementary School	\$19.5M	Director of Capital Projects	2009 – 2013
Westview Elementary School	\$17.0M	Director of Capital Projects	2010 – 2012
Ferris Gymnasium/Health and Fitness Facility	\$14.9M	Director of Capital Projects	2004 – 2007
Replacement of Lincoln Heights, Lidgerwood and Ridgeview Elementary Schools	\$29.3M	Director of Capital Projects	2003 – 2007
HVAC and Roof Replacement to 8 Elementary Schools	\$28.0M	Director of Capital Projects	2004 – 2009
New Bethel High School #3	\$47.0M	Director of Capital Projects	2001 – 2003
New Cougar Mountain Jr. High School	\$18.0M	Director of Capital Projects	2001 – 2003

Craig Caro, Project Manager:

Craig is a Project Manager in Spokane Public School’s Capital Projects office. Prior to his work with the District, Craig served as a Project Architect and Manager for Integrus Architecture where he worked a variety of projects utilizing all differing types of delivery methods. Craig has been in the Construction Administration arena for over 22 years. He has worked in both the private and public sector. The following chart shows Craig’s recent experience.

Project	Project Value	Tasks Performed	Time Involved
North Central HS – Phase 1 Classroom Addition	\$16.0M	Project Architect	1998 – 2000
WSU – Health Sciences Building (GCCM)	\$25.9M	Project Manager	2000 – 2002
WSU – Intercollegiate College of Nursing (GCCM)	\$25.23M	Project Manager	2007 – 2009
Thomas S. Foley Courthouse Modernization	\$40.5M	Arch. Project Manager	2010 – 2012

Greg Forsyth, Capital Projects Planner and Project Manager:

Greg was involved as a district liaison with the staff and contractor since the start of the Rogers project and has participated on the Shadle modernization and Ferris project in the same capacity. He is a teacher with over 10 years of experience in high school education. He also has 15 years in private business. Greg is involved in coordinating construction schedules and the impact it has on how the schools function. Some of the areas he oversees include relocation of teachers during construction to minimize any disruption to the educational process and coordinating furniture and equipment delivery schedules on the projects. Greg is a primary contact for the staff at the school, the contractor and the district. The following chart shows Greg’s experience on GCCM projects.

Project	Project Value	Tasks Performed	Time Involved
Ferris High School (GCCM)	\$87.4M	Planning Coordinator with School	2010 – Present
Westview Elementary School	\$17.0M	Planning Coordinator with School	2010 – 2012
Rogers High School (GCCM)	\$64.5M	Planning Coordinator with School	2005 – 2009
Shadle Park High School (GCCM)	\$70.9M	Planning Coordinator with School	2006 – 2010

Dennis Cihak, Project Manager:

Dennis Pearson has over 40 years of Project management experience in both the private and public sector. Dennis has worked for Spokane Public Schools for over 9 years in the Capital Projects office managing major construction projects. The following chart shows Dennis’ recent experience.

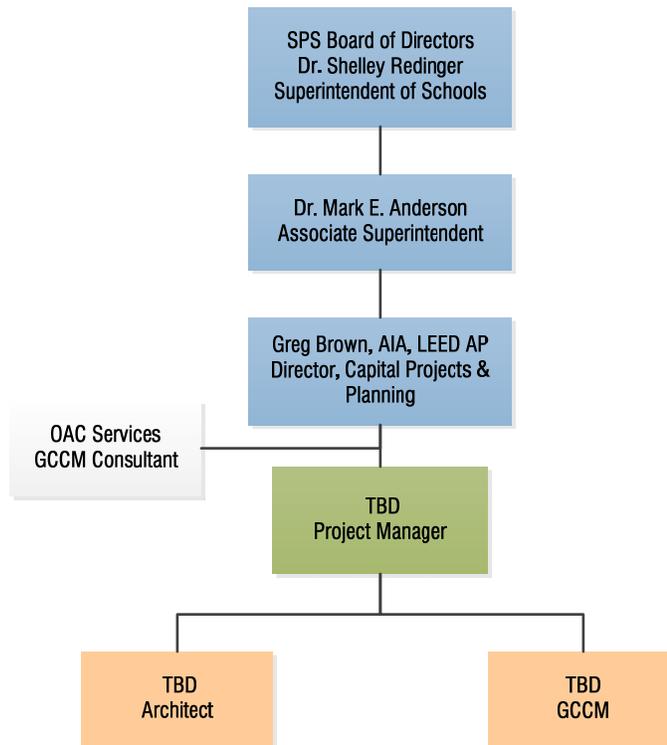
Project	Project Value	Tasks Performed	Time Involved
Westview Elementary School	\$17.0M	Project Manager	2010-2012
Shadle Park High School (GCCM)	\$70.9M	Project Manager	2006-2010
Ridgeview Elementary School	\$8.2M	Project Manager	2004-2007
Lidgerwood Elementary School	\$9.3M	Project Manager	2004-2007

5. Management Plan and Rationale for Alternative Contracting Projects (RCW 39.10.270 (2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)

Please provide your typical management plan or protocol that you would use to manage a GGCM project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).

RESPONSE:

Organizational Chart on the following page.



Roles and Responsibilities:

Board and Superintendent	Approve proposed projects for development, secure funding, and oversee execution of projects, report to the public, voters and taxpayers.
Associate Superintendent	Supervise capital project decisions, execution and Capital Projects staffing. Concur/overrule delivery method determination by Director.
Director, Capital Projects	Lead and oversee all capital projects including delivery method decisions, consultant and contractor selection, supervising project managers and other Capital Projects staff. Approve delivery method recommendation prepared by Project Manager.
GCCM Consultant	Provide general GCCM consulting including use of best practices, procurement strategies, consulting with attorneys on contracts, staff training, and other duties as assigned.
Project Manager	Lead and oversee the day to day execution of the project. Prepare delivery method recommendation. Serve as primary point of contact with Architect and GCCM.
Architect	Lead designer and prime consultant for the design of projects. Contracted to SPS.
GCCM	General Contractor/Construction Manager selected via qualifications and fee process. Contracted to SPS.

6. Contracting Procedures (RCW 39.10.270 (2)(b).) (Limit responses to two pages or less. (See attached example table of how to display construction history.)

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM or other)
- Lead Design Firm (including current contact information)
- General Contractor or GC/CM (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

RESPONSE:

See Attachment B

7. Demonstrated Success in Managing at Least One Project Using the GCCM Contracting Procedure Within the Last Five Years (RCW 39.10.270 (2)(b).) (Limit response to one page or less.)

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Lessons learned from your experience.

RESPONSE:

Spokane Public Schools has successfully completed three GCCM projects since 2007 and is currently executing its fourth.

Rogers High School (2005-2009)

Project Cost: \$64.5M; Contract Cost: \$47.3M

Number of Responses to RFQ/RFP: 4

Selected GCCM: Garco Construction

Status: Completed February 2009

Completed on time and under budget.

Shadle Park High School (2006 – 2010)

Project Cost: \$70.9M; Contract Cost: \$54.7M
Number of Responses to RFQ/RFP: 2
Selected GCCM: Garco Construction
Status: Completed August 2010.
Completed on time and under budget.

Joel E. Ferris High School (2009 – present)

Project Cost: \$87.4M; Contract Cost: \$59.5M
Number of Responses to RFQ/RFP: 7
Selected GCCM: Garco Construction
Status: Under construction anticipated completion in August 2014
Currently on time and forecast to be under budget.

North Central High School

Project Cost Estimated: \$16.0M; Contract Cost Estimated: \$11.2M
Number of Responses to RFQ/RFP: 5
Selected GCCM: Garco Construction
Status: Currently in the pre-construction phase and is anticipated to be on time and within budget to be completed in August 2014.

The GCCM process was used where deemed appropriate to fit the RCW. Lessons learned are forwarded to planned projects using the process in an effort to do the process better each time. We rely on the process being transparent and fair so as to provide a fair competition to every contractor vying for the work. To date we continue to have roughly the same number of contractors continually competing for the GCCM work at Spokane Public Schools.

8. Ability To Properly Manage the Public Body's Capital Facilities Plan (RCW 39.10.270 (2) (b) (vi).) (Limit response to one page or less.)

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

RESPONSE:

The Capital Projects and Planning office works closely with the Spokane Public Schools finance office, as well as the Superintendent of schools and the Board of Directors, in the coordination of all major capital project requests and prioritization.

Project planning, including budget preparation, is prepared by the Capital Project and Planning office. The Director of Capital Projects works with the board, staff and community to develop the 25 year Capital Improvement Plan approved by the Spokane Public Schools Board of Directors. The plan lays out the planned bond elections dates as well as the anticipated scope of work and the Director of Capital Projects and staff work with this plan to develop scope and budget for individual elections. The Capital Plan is executed in manageable phases by the Capital Projects and Planning office.

Spokane Public Schools is very well known throughout the state of Washington as having a very good bond passage rate credited to the fact they develop a Capital Improvements plan and execute them regularly on time and on or under budget. No bond or levy has failed in the Spokane Public Schools since 1979.

9. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington (RCW 39.10.270 (2)(b)(vii).) (Limit response to one page or less.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

RESPONSE:

Spokane Public Schools has delivered three very large and complex GCCM projects since 2007 (Ferris High School 75% complete) and is currently working on their fourth project with the North Central High School addition. We have strong leadership from within the district which has led to the success of all of their projects. They continue to have GCCM advisors (consultants) that work alongside the district to assist in utilizing the newest methods and nuances being used in the delivery method. This will continue even after receiving the Agency Approval of using GCCM.

Spokane Public Schools has also developed a standardized GCCM RFP, selection documents and contract specification documents. These documents are constantly reviewed with our GCCM advisors before each project to ensure that they are adequate and proper prior to issuing.

10. Resolution of Audit Findings on Previous Public Works Projects (RCW 39.10.270 (2)(c).) (Limit Response to one page or less.)

If your organization had audit findings on any project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

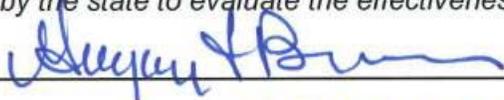
RESPONSE:

Spokane Public Schools has been audited several times by the Washington State Auditor's Office due to the number of projects regularly completed. Consistently there have been no findings.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).



Name (please print) GREGORY S. BROWN

Title: DIRECTOR, CAPITAL PROJECTS & PLANNING

Date: 4.30.13

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Project Delivery Method Checklist and Recommendation Capital Projects and Planning Department Attachment A

Project Manager:	
Project Name:	
Address:	
Architect:	
Scope of work outline:	
Proposed schedule (include any special constraints):	
Total project budget:	
Proposed GMP (MACC) for construction only:	

phone (509) 354-5775
 fax (509) 489-1036
 www.spokaneschools.org



Internal Project Review Questions are as follows (check box):	Yes	No
Is the project to be occupied during the construction phase?		
Is the site very constricted with limited access?		
The project is very complex or technical requiring high level of expertise?		
Implementation involves complex phasing, scheduling or coordination?		
The project requires work in historic building or in neighborhood which is very active and requires project input?		
Budget success requires involvement of a GCCM during the design stage?		

	GCCM	DBB
Project Manager delivery method recommendation (check box):		
Brief explanation:		

Signed:

Project Manager

**Approved/Disapproved:
 (Circle)**

Director, Capital Projects & Planning

Concur:

Associate Superintendent

Project Management History Attachment B

<i>Project Name</i>	<i>Project Description</i>	<i>Total Project Cost</i>	<i>Method of Delivery</i>	<i>Lead Design Firm</i>	<i>General Contractor /GCCM</i>	<i>Planned Constr. Start</i>	<i>Planned Finish</i>	<i>Actual Start</i>	<i>Actual Finish</i>	<i>Original Constr. Budget</i>	<i>Final Constr. Cost</i>	<i>Reason for cost overrun</i>
Ferris Gymnasium/ Health & Fitness Facility	55,355 sf gym facility replacement	\$14.9M	D-B-B	NAC, Steve McNutt, smcnutt@nacarchitecture.com, 509.838.8240	Levernier Construction, Paul Levernier, paul@levernierconstruction.com, 509.534.2699	Mar-05	Dec-06	Mar-05	Apr-07	\$10.36M	\$10.48M	Weather delays/soils issues caused 5 month delay.
Lidgerwood Elementary School	46,000 sf elementary school replacement	\$9.3M	D-B-B	MMEC, Craig Conrad, craig@mmecarchitecture.com, 509.624.6800	Bouten Construction, Tim Thomas, tthomas@boutenco.com, 509.535.3531	May-05	Aug-06	May-05	Aug-06	\$7.70M	\$7.95M	Completed on time & on budget. Change Order costs within construction contingency
Lincoln Heights Elementary School	56,500 sf LEED Gold elementary school replacement	11.8M	D-B-B	Integrus, Rick Berg, rberg@integrus.net, 509.838.8681	Walker Construction, Justin Paine, jkpaine@walkerconstructioninc.com, 509.535.3354	May-05	Aug-06	May-05	Aug-06	\$8.77M	\$9.07	Completed on time & on budget. Change Order costs within construction contingency
Ridgeview Elementary School	48,500 sf elementary school replacement	\$8.2M	D-B-B	ALSC, Ken Murphy, kmurphy@alscarchitects.com, 509.838.8568	TW Clark, Scott Rountree, scott@twclark.com, 509.927.0800	May-05	Aug-06	May-05	Aug-06	6.78M	6.87M	Completed on time & on budget. Change Order costs within construction contingency
Rogers High School	264,000 sf historic renovation & addition	\$64.5M	GCCM	NAC, Steve McNutt, smcnutt@nacarchitecture.com	Garco Construction, Clancy Welsh, clancy@garco.com, 509.535.4688	May-06	Feb-09	May-06	Feb-09	\$47.31M	\$48.69M	Completed on time & on budget. Change Order costs within construction contingency
Shadle Park High School	274,000 sf modernization & addition	\$70.9M	GCCM	NAC, Steve McNutt, 509.838.8240, smcnutt@nacarchitecture.com, 509.838.8240	Garco Construction, Clancy Welsh, clancy@garco.com, 509.535.4688	May-07	Aug-10	May-07	Aug-10	\$54.73M	\$56.27M	Completed on time & on budget. Change Order costs within construction contingency

Project Management History Attachment B

<i>Project Name</i>	<i>Project Description</i>	<i>Total Project Cost</i>	<i>Method of Delivery</i>	<i>Lead Design Firm</i>	<i>General Contractor /GCCM</i>	<i>Planned Constr. Start</i>	<i>Planned Finish</i>	<i>Actual Start</i>	<i>Actual Finish</i>	<i>Original Constr. Budget</i>	<i>Final Constr. Cost</i>	<i>Reason for cost overrun</i>
North Central High School HVAC & Roofing	HVAC Replacement & roofing	\$6.6M	D-B-B	BWA, Chuck Horgan, chorgan@bwarch.com, 509.838.4511	Northwestern Construction, Warren Moore, wwmoore@northwestern.com, 509.535.3055	Jun-07	Sep-08	Jun-07	Sep-08	\$4.80M	\$5.16M	Completed on time & on budget. Change Order costs within construction contingency
HVAC & Roof Replacement to 8 Elementary Schools	HVAC & Roof Replacement	\$28.0M	D-B-B	BWA, Chuck Horgan, chorgan@bwarch.com, 509.838.4511	Garco Construction, Clancy Welsh, clancy@garco.com, 509.535.4688	Summer 2004	Summer 2009	Summer 2004	Summer 2009	\$24.0M	\$25.0M	Completed on time & on budget. Change Order costs within construction contingency
Ferris HS Addition & Modernization	216 sf addition & partial renovation	\$87.4M	GCCM	NAC, Steve McNutt, smcnutt@nacarchitecture.com, 509.838.8240	Garco Construction, Clancy Welsh, clancy@garco.com, 509.535.4688	Apr-10	Aug-14	Apr-10	2014 (Planned)	\$59.46	\$60.54	Completed on time & on budget. Change Order costs within construction contingency
Westview Elementary School	59,850 sf LEED Silver elementary school replacement	\$17.0M	D-B-B	ALSC, Ken Murphy, kmurphy@alscarchitects.com, 509.838.8568	Leone & Keeble, Jeremy Keeble, jkeeble@leone-keeble.com, 509.327.4451	Jun-11	Aug-12	Jun-11	Aug-12	\$11.49M	\$11.56M	Completed on time & on budget. Change Order costs within construction contingency