State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR PROJECT APPROVAL

To Use the Design-Build (DB)
Alternative Contracting Procedure

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

Identification of Applicant

a) Legal name of Public Body (your organization): **Northshore School District**
b) Mailing Address: **3330 Monte Villa Parkway, Bothell, WA 98021**
c) Contact Person Name: **Dri Ralph** Title: **Executive Director of Capital Projects and Operations**
d) Phone Number: **425.408.7864** E-mail: **dralph@nsd.org**

1. Brief Description of Proposed Project

a) Name of Project: **Elementary School Expansions – SECC, FW, CS, WO**
b) County of Project Location: **King County and Snohomish County**
c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*

The proposed project is a collection of four additions to early learning and elementary schools, all serving areas and programs in Northshore School District that have seen recent significant population growth. The following additions will be awarded as one project to the selected Design-Builder.

- **Crystal Springs Elementary School** - Adds 16 new classrooms, provides a new gym, fully inclusive playground, additional parking, and improves site circulation. Removes 10 portable classrooms.
- **Fernwood Elementary School** - Adds 22 new permanent classrooms, provides a fully inclusive playground, additional parking, and improves site circulation. Removes 17 portables.
- **Woodin Elementary School** - Adds 20 new permanent classrooms, provides a new gym, fully inclusive playground, additional parking, and improves site circulation. Removes up to 6 portables.
- **Sorenson Early Center** - Adds 8 new permanent classrooms and provides fully inclusive playground. Removes 2 portables.

Expansion at each site will replace existing portable classrooms with much needed additional permanent classrooms. These modernizations also provide expanded program support spaces, fully inclusive playgrounds, and improved site circulation and parking. Additional upgrades and renovations at each location may ultimately be included in the project as funding allows; further studies are required and will be conducted with the selected Design-Builder.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**6,120,000**
Estimated project construction costs *(including construction contingencies)*:	$**76,500,000**
Equipment and furnishing costs	$**2,295,000**
Off-site costs	included
Contract administration costs (owner, cm etc.)	$**2,295,000**
Contingencies (design & owner)	$**3,825,000**
Other related project costs (permits, utilities, testing, inspection, moving)	$**3,315,000**
Sales Tax	$**7,650,000**
Total	$**102,000,000**

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*

On February 8, 2022, Northshore School District voters passed a $425M capital bond. The first $150M tranche will fund this project and is anticipated in July 2022.

3. Anticipated Project Design and Construction Schedule

Please provide *(See Attachment B for an example schedule.)*:
The anticipated project design and construction schedule, including:

a) Procurement;
b) Hiring consultants if not already hired; and
c) Employing staff or hiring consultants to manage the project if not already employed or hired.

DESCRIPTION	DURATION	START	FINISH
NSD PRELIMINARY PLANNING & FUNDING			
Capital Bond Planning Task Force Research & Recommendations	4 months	Mar 2021	Jun 2021
Northshore School District School Board Research & Resolution	4 months	Jul 2021	Oct 2021
Board Adopts 2022 Capital Bond Projects & Voters Approve	4 months	Nov 2021	Feb 2022
PROJECT PROCUREMENT PLANNING / PRC			
Project Procurement Review & Recommendation	15 months	Jun 2021	Aug 2022
PDB Research and Team Education	15 months	Jun 2021	Present
Prepare & Submit Application to PRC/CPARB	1 month	May 2022	Jun 2022
Prepare PRC Presentation & Receive PRC Determination	1 month	Jun 2022	Jul 2022
PDB PROCUREMENT (Pending PRC Approval)			
Anticipated PRC Approval	1 day	July 28, 2022	
Issue RFQ	1 day	August 17, 2022	
SOQs Due	1 day	September 9, 2022	
Announce Shortlisted Finalists	1 day	September 16, 2022	
Issue RFP to Shortlisted Finalists	1 day	September 20, 2022	
Interactive Meetings	2 days	October 3-4, 2022	
Proposals Due (Management Plan and Fee)	1 day	October 11, 2022	
Public Fee Opening + Notice of Intent to Award	1 day	October 18, 2022	
PDB Contracting	2 months	Oct 21, 2022 – Jan 2023	
DESIGN, CONSTRUCTION PHASE & OCCUPANCY			
Validation Phase/Estimating/Preliminary Design	6 months	Jan 2023	June 2023
Negotiate GMP	1 month	June 2023	
Final Design, Permitting & Early Construction Packages (to be optimized w/D-B)	4 months	July 2023	Oct 2023
Construction	21 months	November 2023	July 2025
Project Completion	1 month	Aug 2025	Sep 2025
Closeout/ Post Occupancy	12 months	Oct 2025	Oct 2026

4. Explain why the DB 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 the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

  Learning environments have very specific materials and equipment requirements to meet the program needs of their users. Delivery schedules are tied to the school year with no flexibility on opening dates.

  Four sites in multiple jurisdictions with an assortment of design challenges require creative solutions to address educational needs, traffic impacts, student safety, inflexible schedules, and increasing escalation. NSD expects extensive exploration of unique design solutions in close coordination with each jurisdiction and each school staff team to develop cost-effective design solutions that will benefit greatly from real-time cost and planning input from the contractor.

  Each site will be occupied by elementary and pre-kindergarten aged students during construction. Construction activities will need to be closely coordinated with teachers, staff, and students to minimize disruption with the ongoing operations and ensure safety.

  Progressive Design-Build (PDB) delivery will be critical to successfully planning for and implementing additions that honor these elements in a way that meet the needs of each school community. Most importantly, PDB will allow for early engagement of all team members that will drive decision making based on the best cost and constructability information available.

  If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

  The collaborative nature of PDB will allow the district to take full advantage the Design-Builder's collective expertise during the pre-construction stages to provide optimal construction staging strategies. It will allow NSD the opportunity to collaborate across the jurisdictions, school staff, DB team and management staff for four schools, where each school will have unique jurisdictional, site circulation and existing conditions to be addressed. The Design-Builder will offer efficiency in approach and opportunities to benefit from increased buying power by combining sites.

  In all cases, it is expected that the existing buildings will require infrastructure modifications to accommodate building additions, which will be assessed during the design process. Constructability input from the contractor at this time will be invaluable.

  Additionally, each facility requires modifications to site circulation to improve safety and provide more efficient circulation. PDB offers the ability to collaborate and plan these modifications early in the design process with neighborhood and contractor input so they can be implemented effectively during the short school closure windows. Early Design-Builder engagement will also ensure a safe and effective construction staging plan is put in place.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

  PDB offers enhanced collaboration throughout the design and construction process over traditional Design-Bid-Build (DBB) delivery. This project will especially benefit from this collaboration from an implementation and planning perspective as it is comprised of four sites. Immense efficiency will be gained by having one team responsible for all sites collaborating on how best to deliver each from a singular project perspective, with the ultimate goal of maximizing the value delivered to the district. Significant savings in delivery time is certain to occur, as traditional delivery would likely demand the sites be addressed as individual projects involving more time and effort for the district to manage and eliminating opportunities for use of resources across all sites.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB 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

  The current construction market is extremely unpredictable with product availability, lead times, and pricing in constant flux. PDB delivery offers a means to predict costs earlier and more accurately through the benefits of collaboration, early planning, and flexibility it provides. The potential for securing contracts and materials early reduces the impact of escalation and reduces risk caused by long lead times. With PDB, the district will have access to the best cost information available and subcontracting opportunities that will allow them to lock significant cost items in as early as possible.

  In addition to enhanced ability to manage unpredictable market conditions, PDB offers the opportunity to maximize project value through early cost and constructability input that can help aid in design decision making that best aligns with all project constraints. Use of Target Value Design will ensure that design decisions are consistently in line with the project budget.

  In addition to the cost benefit, PDB contracting provides the best opportunity to attract OMWBE subconsultants and subcontractors, which is consistent with the district's commitment to supporting and sustaining an educational community that is inclusive, diverse, and equitable.

- 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.

  The complexity of this project, the volatility of the current construction market, and the safety precautions required to maintain multiple occupied elementary school sites during construction make the Design-Bid-Build method impractical.

  PDB will provide the ability to identify the scope that fits the budget, and develop an implementation plan that honors school schedules, jurisdictional requirements, and minimizes disruptions to school communities. PDB will also allow for early procurement of long lead time items well before construction takes place. This ensures materials will be onsite in time for installation and the reduces risk of delay that would be disruptive for a school project. DBB does not guarantee these elements, which could increase safety, schedule and cost risks on the project.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

  NSD has significant experience delivering capital projects, including four recent GC/CM projects totaling nearly $300M in construction costs. Project-specific details are provided herein. The NSD team also recently completed the DBIA Certification Workshop and multiple members have attained Assoc. DBIA designation.

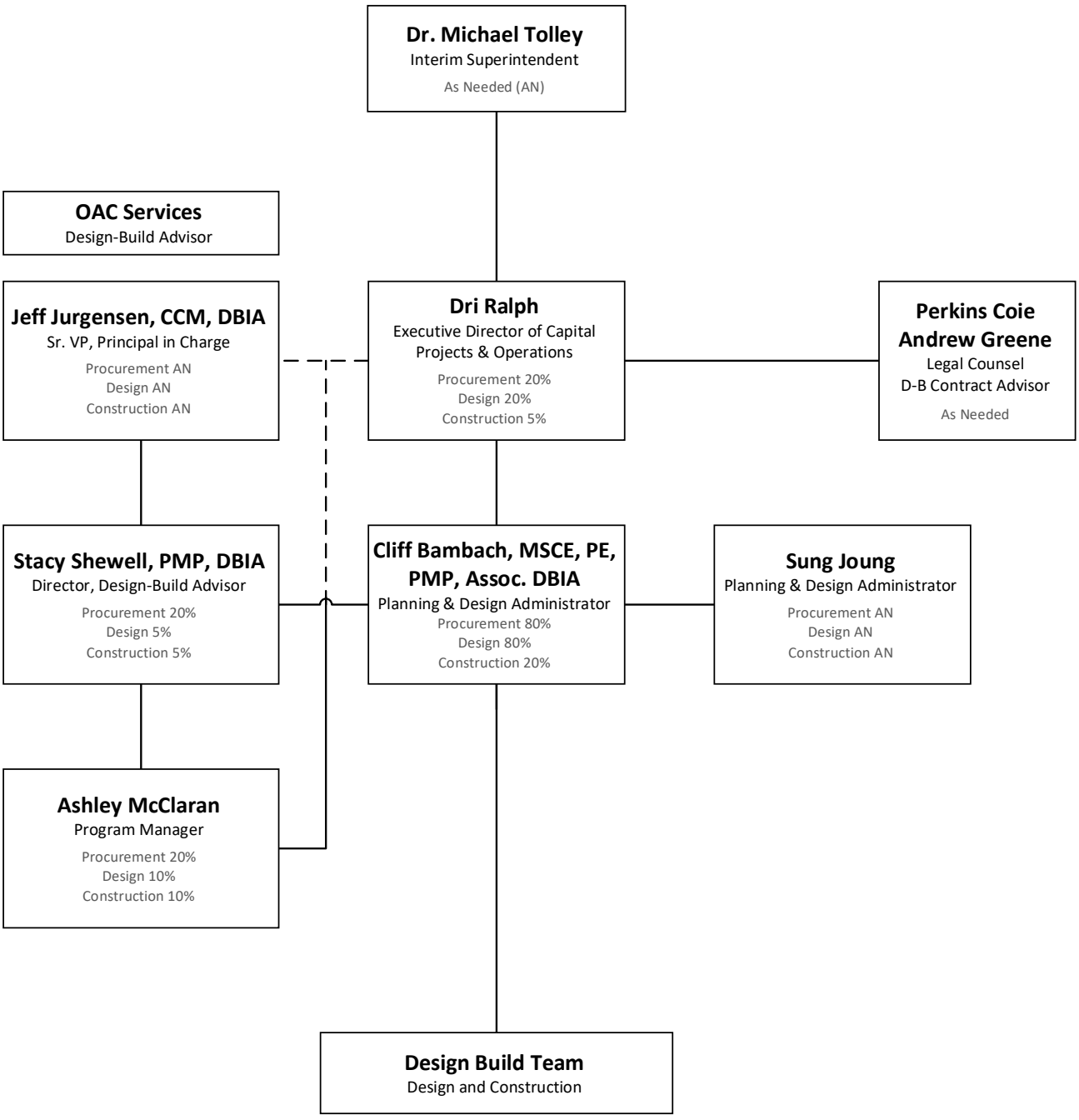
  NSD has a long-standing relationship with OAC Services and has teamed with them on this project to act as the district's Design-Build Advisor. OAC will have considerable involvement in the early project phases through negotiation of the GMP and will continue to be an active participant throughout design and construction. As one of the region's most experienced alternative delivery project management consultants, OAC has successfully managed DB and PDB projects ranging from $2 million to $200+ million for clients including WSU, King County, City of Spokane, General Services Administration, and the Washington Public Utility District.

  Additionally, Andrew Greene of Perkins Coie will represent the district as its attorney. He and the Perkins Coie team have extensive experience in alternative project delivery contracts, including DB, and have provided legal and contract-related services to numerous clients.

- A project organizational chart, showing all existing or planned staff and consultant roles.

  See next page.

Northshore School District



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 that demonstrate experience with DB contracting and projects (not complete résumés).

Dri Ralph, Executive Director of Capital Projects and Operations, Northshore School District

Dri has over 18 years of experience leading civic construction projects.

Prior to joining the Northshore School District, Dri spent fourteen years working for the King County Library System. During her time there, she oversaw 46 library construction projects totaling $190 million. These 46 projects included various building methodologies including traditional Design-Bid-Build, Design-Build, and GC/CM.

Since coming to the District, Dri led the permitting and construction of the $46 million Skyview Middle School/Canyon Creek Elementary and supervised the team through the design and construction of the Northshore Concert Hall at Inglemoor High and Ruby Bridges Elementary. Each of these projects were GC/CM and EC/CM projects. Ruby Bridges and Skyview/Canyon Creek were also MC/CM projects. Together these projects totaled $147 million.

Along with these major growth projects, Dri has led the team through the completion of numerous ESCO, fields, and interior modernizations.

Dri Ralph - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Northshore Concert Hall	$38.2M	GC/CM	Planner, Executive Director Capital Projects	2018-2022
Skyview MS/Canyon Creek	$48.7M	GC/CM	Planner, Capital Projects Director	2018-2022
Ruby Bridges Elementary	$66.3M	GC/CM	Executive Director of Capital Projects	2019-2022
5 King County Design-Build libraries	$17.3M	DB	Project Manager	2004-2008
Burien Library and City Hall	$17.5M	GC/CM	Project Manager	2004-2007

Cliff Bambach, MSCE, PE, PMP, Assoc. DBIA, Planning and Design Administrator (Planner), Northshore School District

Cliff has over 25 years of project and construction management experience. He has a multitude of experience with differing types of contracts – architect/engineers, surveys/assessments, design-bid-build, purchasing cooperatives such as KCDA, and Job order contracting involving direct negotiations of $1M+ projects. He has worked on multiple initiatives where either the end result was not defined, the path forward was not defined, or both. One example includes development and implementation of a K12 District-wide security assessment, which built a $25M security program for Northshore Schools and drove project funding and execution decisions. Along the way, he built rapport with the Security Department and delivered a project that both met security objectives and schedule and budget requirements. Another example was the implementation of a new financial system for the Coast Guard. For this project, Cliff led the pilot program of developing and implementing processes/procedures for all Coast Guard units in the Pacific Northwest which would ultimately be extended Coast Guard wide. This effort exemplified his abilities to build meaningful, trustful relationships that were needed to implement this program.

He is a registered Professional Engineer in the State of WA for over 15 years, a Project Management Professional (PMP) of over 10 years, Lean Six Sigma Green Belt and recently earned his Associate DBIA certification and certificate for General Contractor/Construction Management (GC/CM) training.

Cliff Bambach - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
K-12: Northshore School District, WA - Safety & Security Field Upgrades projects; Growth Project Assistance	$25M - Security Program Build/ Prioritization	Consultant; Self	Program Developer and Manager	2018-Present
	$9M various security projects	DBB; KCDA	Project Manager and Project Designer	2018-Present
	$160M - three (3) growth projects	GC/CM	Project Assistance - Security Reviews	2018-Present
	$18M	Consultant; Self	Program Develop and Manager	2018-Present
	$7M	KCDA/Field Architect	Project Manager	2018-Present
USCG Financial Management Business Process Re-Engineering - West Coast Pilot Program	$600M ($100M in purchasing; $500M in property management)	Planning Consultants	Project and Program Manager	2015-2018

Sung Joung, Planning and Design Administrator (Planner), Northshore School District

Sung has 24 years of construction and project management experience. Sung is a highly motivated, results-focused construction professional representing owners, developers, contractors, and designers in the construction industry. He has been responsible for overall project management, including developing and managing project schedules and budgets for projects ranging up to 1.3 billion US Dollars. His projects have been delivered in the public and private sector under various delivery models including: Firm Fixed Price, Cost plus Fixed Fee, T&M, DBB, DB, CM at Risk, GC/CM, and ESCO. Sung is recognized for his extensive experience and knowledge in CPM schedules and consistent delivery of savings in cost and time through developing and managing Time Impact Analysis (TIA), delay mitigation strategies, contract risk management, time extension negotiations, claims analysis, and change order management.

Sung Joung – Project Examples

Project	Construction Value	Delivery Method	Role	Time Involved
Innovation Lab High School	$32M	ESCO	Owner PM	2019-2021
Ruby Bridges Elementary School	$53M	GC/CM	Owner PM	2018-2020
US Army Garrison Humphreys Land Development and Utilities Infrastructure	$450M	DB	Prime Contractor Project Control Manager	2011-2018
New Songdo International City Development. Northeast Asia Trade Tower, Songdo	$1B	CM at Risk	Owner Project Control Manager	2008-2011

International School, Songdo Central Park,				
Sounder Commuter Rail and Regional Express	$1.3B	NA	Owner Project Control Specialist	2005-2008
Beacon Hill Tunnel	$309M	DBB	Owner Project Estimator	2004-2005
US Embassy of Lisbon, Portugal Perimeter Security Upgrade	$7M	DBB	Prime Contractor Project Control Engineer	2003-2004

Jeff Jurgensen, Sr. Vice President, CCM, DBIA, Principal in Charge, OAC Services

Jeff has over 29 years of construction experience. He has worked on six major capital Design-Build projects, one DB at Spokane International Airport, one K12 DB project with the Paschal Sherman Indian School in Omak, Washington, and led the City of Spokane with their first DB project, Spokane Central Services Center. He also has worked on over 15 major capital GC/CM projects in the state of Washington and assisted the Spokane Public School District in achieving agency certification for use of GC/CM. He is DBIA certified and very experienced and knowledgeable regarding the construction market in Washington.

Jeff Jurgensen - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Spokane International Airport DB Parking Garage	$15M	DB	PM	2001 - 2004
Nelson Service Center	$15M	DB	PM	2013-2015
City of Liberty Lake Town Square	$12M	DB	PM	2015 - 2016
Pascal Sherman Indian School	$16.5M	DB	PM	2000 - 2004
Washington State University Northside Residence Hall	$33M	DB	PM Advisor	2011 - 2013
Washington State University Visitors Center	$2M	DB	PM Advisor	2013 - 2015
Central Valley School District (6 GC/CM projects)	$180M	GC/CM	PM	2015 - 2022
Almira School District Replacement	$30M	PDB	PIC	2021 - 2023

Stacy Shewell, DBIA, PMP, Design-Build Advisor, OAC Services

Stacy has more than a decade of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has worked on multiple DB projects varying in scope, complexity, and procurement style, from traditional to progressive, with a combined value $500 million dollars. On these projects, she has acted both in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with the RCWs and ongoing project management to ensure successful implementation of the alternative delivery process. Her DB projects include two that were honored at the national level by DBIA for excellence in teaming and process.

Stacy Shewell - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Jefferson Healthcare, South Campus Replacement and Addition	$113M	PDB	DB Advisor	2021-*Present*
Central Kitsap School District – WSTSC	$83M	PDB	DB Advisor	2020-*Present*
Central Kitsap School District, Fairview Middle School	$65M	PDB	DB Advisor	2020-*Present*
Sound Transit, Sounder Maintenance Base	$100M	DB	DB Project Manager	2019-2020
Bothell Fire Stations 42&45	$36M	PDB	DB Advisor	2019
Washington State Convention Center	$1B	GC/CM	Construction Contract Manager	2017-2018
Juanita High School	$107M	GC/CM	Project Manager	2016-2017
Washington State University, Spark Academic Building (Digital Classroom)	$65M	DB	Project Manager	2014-2016
Washington State University, Everett Academic Center	$65M	DB	Project Manager	2013-2016
$Global Innovation Exchange (GIX) – MS	$20M	PDB*	Project Manager	2015-2016
Spokane Central Services Center	$15M	DB	Owner Project Manager	2012-2015

*Private client representing UW, followed state RCW requirements for DB.

Ashley McClaran, Director, Program Manager, OAC Services

Ashley has over 20 years of design and construction management experience with both public and private procurement in 3 major US cities (New York, New Orleans, and Seattle). She has managed 3 capital GC/CM projects with Northshore School District and has supported the district with Program Management, Project Management, and Bond Planning services for over 4 years.

Before moving to Seattle, Ashley directed over 10 Federally funded K-12 facilities including the Design-Build delivery of G. W. Carver High School in New Orleans, LA. On these projects, she acted both as Design and Project Manager to ensure that the performance standards she helped develop for the district were specified, procured, and installed as designed. Additionally, in her role as Project Manager she ensured compliance with the Federal mandates for procurement, payment, and goals for participation of Disadvantaged Businesses.

With the DBIA Certification workshops behind her, Ashley is in the process of obtaining her Assoc. DBIA certification.

Ashley McClaran - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Concert Hall at Northshore HS	$130M	GCCM	Program & Sr. Project Manager	2018-19 & 2020-21

Ruby Bridges ES	$66.3M	GCCM	Program & Sr. Project Manager	2018-2019
Skyview MS/Canyon Creek ES Addition	$48.7M	GCCM	Program & Sr. Project Manager	2018-2019
Aquarium of the Americas Modernization & Addition	$40M	DBB	Vice President & Sr. Project Manager	2015-2018
North Kenilworth K-8 Elementary School	$30M	DBB	Design/Project Manager	2011-2014
John McDonough K-8 Elementary School	$45M	DBB	Design/Project Manager	2012-2015
Eleanor McMain HS Addition	$60M	DBB	Design/Project Manager	2012-2015
Morris Jeff Community K-8 Elementary School	$30M	DBB	Design/Project Manager	2011-2014
Phillis Wheatley K-8 Elementary School	$30M	DBB	Design/Project Manager	2011-2014
G.W. Carver High School	$60M	DB	Project Manager	2012-2015

Andrew Greene, District Legal Counsel, Perkins Coie

Andrew Greene is a partner in the Seattle office of Perkins Coie LLP and chair of the firm's national Construction Law practice (ranked "Tier 1" nationally for Construction Law in U.S. News "Best Lawyers and Law Firms" and the only firm designated "Band 1" in Washington by Chambers USA). Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and projects and in 2020 he was named "Construction Law Lawyer of the Year" in Washington by *The Best Lawyers in America*. Andrew has provided legal assistance to over 100 Washington public entities and Design-Build and GC/CM-specific assistance and project counsel support for dozens of public entities, including school districts, universities, ports, and park districts. Based on this experience, Andrew is well versed in PDB, including preparing contract documents and helping public owners comply with the requirements of Chapter 39.10 RCW. His work also includes drafting and negotiating preconstruction, architectural, engineering, construction management, construction, and DB agreements; providing procurement and compliance support; and helping public owners resolve disputes that can arise during a project and after construction is complete.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (*See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)*

  Included in team member bios above.

- The qualifications of the existing or planned 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.

  Included in team member bios above.

- 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.

  N/A

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

  Refer to project team bios above and Attachment A for more detail.

  Northshore has an extensive history of project management, as exemplified in the team member bios and project experience provided herein. The district is well versed in various delivery models, including traditional DBB, and alternative methods, GC/CM, ESCO and JOC. The team has attended DBIA certification training and in most cases obtained Associate DBIA certification. We are committed to successful PDB delivery and have the right people, in the right roles to ensure it.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

  The project will be managed by the NSD Capital Projects team within the Support Services department with assistance from Design-Build advisors, OAC Services. Project changes will be controlled through designation of signing authority, under the overarching authority of the NSD Board of Directors. Review, approval, and signing authority are granted to the following individuals as outlined below:

  - Dr. Michael Tolley, Interim Superintendent – Signs all Contracts and Purchase Orders
  - Tracy Patterson, Chief Financial Officer – Review approval of all Purchase Orders and signs all Contracts
  - Duggan Harman, Dept Supt – Review approval of all Contracts and Purchase Orders
  - Dri Ralph, Executive Director of Capital Projects and Operations – Review approval of all Purchase Orders and Contracts
  - Joy Kuhlmann, Contracts and Procurement Manager – Signs all Contracts and Purchase Orders

  The NSD team is led by Executive Director of Capital Projects and Operations, Dri Ralph, who has oversight of contract negotiations and approval of financial matters for all capital projects. The financial management and forecasting for the District's 2022 bond program is led by Assistant Fiscal Director of Support Services (Finance Lead), Paul Field.

  Daily project management and oversight will be provided by Planning and Design Administrator (Planner), Cliff Bambach. He will be the Design-Builder's main point of contact, responsible for coordinating interaction with all project stakeholders to ensure timely decision-making and direction in support of efficient delivery of the project. Dri and Cliff will be supported by Stacy Shewell and Jeff Jurgensen, Design-Build advisors of OAC Services, throughout the DB process.

  ORGANIZATIONAL CONTROLS OUTLINED BELOW:

  Project Management and Decision Making:

  - Authority and decision-making responsibility will be provided by Northshore School District through the organization described above.
  - Each member of the Capital Projects team meets weekly with Dri and bi-weekly as a group to discuss and plan, assist with decision-making, develop and track schedules, identify project needs, develop and track budget, establish strategy and recommend courses of action for implementation of the project.
  - Cliff Bambach will manage and coordinate all documentation and communication and be the primary point of contact for the design-builder's team.

  Procurement Selection Committee:

  - The PDB Selection Committee will at minimum consist of the Executive Director of Capital Projects and Operations, two Planners, and the District's Finance Lead. The committee will also include an operational team member from each school.

- Stacy Shewell and Jeff Jurgensen from OAC Services will serve as facilitators to support and advise during the selection process. Stacy, Jeff, and Ashley McClaran (also from OAC Services) will be non-voting members of the selection committee.

Communication:

- NSD will use a variety of well-established formal and informal tools to provide continuous, effective, and impactful communications with all project stakeholders.
- Following Design-Builder selection, we will meet with them regularly during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to verify NSD expectations and assure the district's vision of the completed project is being achieved.

Project Progress:

- Design and construction progress will be discussed daily and reported weekly by the Design-Builder to NSD via meeting notes and project deliverables.
- Monthly status reports will be completed and distributed by the Planner to project stakeholders.
- Project status updates will be provided to the District Superintendent weekly.
- Monthly expenditures and project updates by project will be provided to Board for all outstanding capital projects.

Budget:

- The Planning and Design Administrator will be managing and tracking the project finances and reporting budget status, committed costs, costs to date and project cost forecast monthly.
- Program financials are reconciled monthly with NSD accounting to assure accurate reporting.
- NSD will utilize project contingency to address any owner-driven scope changes or unforeseen conditions.

Schedule:

- The proposed project milestone schedule will be provided in the PDB RFQ/RFP documents.
- The successful Design-Builder will work with the district to produce a detailed project schedule with critical path dependencies reporting task and duration for all permitting, design, bidding and construction, closeout, and warranty activities.
- 3-week "look ahead" schedules will be delivered and reviewed at weekly meetings.
- Schedules with monthly updates will be delivered at each pay application.
- NSD will review, analyze, and report on the baseline schedule, and on updates to project schedule monthly.

Risk and Opportunities:

- NSD and the Design-Builder will develop and track project risks on a risk register.
- Risk register will identify all potential risks, quantify the likelihood of each risk, identify potential schedule and monetary impacts, develop risk mitigation measures and assign responsibilities.
- Project risks to be evaluated and updated monthly as new risks are identified and others are mitigated.

- A brief description of your planned DB procurement process.

  NSD intends to follow a two-step, qualifications based, Progressive Design-Build procurement process as outlined below:

  - Following PRC approval, RFQ will be issued. RFQ will include all elements required by RCW 39.10.330, including draft Design-Build Agreement and outline of RFQ response requirements and evaluation metrics.
  - Statements of Qualifications (SOQ) received in response to the RFQ will be reviewed and scored by the selection committee based upon the evaluation criteria outlined in the RFQ to determine a shortlist of no more than five proposers, but likely three.

- Shortlisted proposers will be invited to respond to a Request for Proposal (RFP), which will include all elements required by RCW 39.10.330, including the team's project-specific Management Plan, participation in Interactive Meetings and Fee. Evaluation Criteria for the Proposal components will be outlined in the RFP.
- Selection of the successful Design-Builder will be based upon combined scoring of their SOQ and Proposal per the Criteria outlined in the RFQ and RFP.
- Fees will be opened publicly following scoring of all other Proposal elements.
- The Finalist with the highest combined score will enter contract negotiations with NSD.
- Following selection and contracting of the Design-Builder, NSD and OAC will participate in subconsultant and subcontractor procurement. Subcontractors will be procured using lump sum, design assist, and DB approach as deemed appropriate based on the content of each package and per the advice of the Design-Builder.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

  NSD has teamed with Andrew Greene, Perkins Coie to develop project-specific Progressive Design-Build terms and conditions. Andrew, the NSD Capital Projects team, and OAC Services will work together to align contract terms, the RFQ, and RFP, which will be specifically tailored to meet the needs of the project.

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 Attachment E. 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

See Attachment A for projects exceeding $1M since 2016.

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. 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

In 2022 the voters of Northshore School District passed a four-year bond with a total of eight school expansions. A middle school and high school are proposed as the first phase of multi-phase replacements to be accomplished over several bond cycles. Alternatively, the five elementary schools and one early learning facility are a combination of added capacity and major modernization on sites not scheduled for additional growth in near future bonds. Among the single-phase sites there is a natural divide between the four which add capacity on larger, simpler sites and the two where added site complexity is coupled with the need for interior modernization of the existing facility.

NSD is requesting PRC approval of the 'Elementary School Expansions Project' which include all of less complex sites slated for expansion, described above, as a means to maximize buying power, maintain budget, capitalize on simultaneous program development between sites, and expedite the design and construction schedule to ensure delivery to the community with four years.

For site feasibility sketches, see Attachment B.

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.

None.

10. Subcontractor Outreach

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

NSD is committed to increasing business opportunities for historically disadvantaged businesses. The Capital Projects Team is in the process of developing metrics and goals for increasing participation of small, women and minority-owned businesses on the project. Our outreach efforts for this project will include, at a minimum, the following:

- Owner Outreach: a pre-proposal meeting will be held in advance of issuing the PDB RFQ and during subconsultant and subcontractor procurement post award.
- As part of the scoring, the district will evaluate each team's plan for subcontractor outreach to ensure small, women, and minority-owned businesses are included. Past performance will also be evaluated.
- Design-Builder will be required to consider WMBE and Small Business participation when considering the make-up of all their designer, engineer, and consultant teams.
- Contractor Outreach: Design-Builder will be required to include WMBE & Small Business participation in the organization of their bid packages, provide a detailed inclusion procurement plan and identify participation targets.
- As part of the RFQ process, we will ask the Design-builder to submit their plan to ensure local, small, women, and minority-owned businesses are encouraged to participate in bidding for this project.
- The Executive Director of Capital Projects and Operations and the Design-Builder will work together to achieve a 10% participation goal (or good faith effort) of small, women and minority-owned, and local business participation goals for this project specifically.
- The District will also work with the Design-Builder to assist with their outreach plan and connect them to local resources. Outreach and progress to our goals will be reviewed on a regular basis with the Design-Builder.
- Continued Engagement with Community and Advocacy Groups: NSD will collaborate with the selected Design-Builder to further define this process. Our goal is to engage with community advocacy groups in an effective and meaningful way. This may include organizations such as Tabor 100, the National Association of Minority Contractors, Black Collective, National Association of Women in Construction, the Hispanic Chamber of Commerce, the Korean American Chamber of Commerce, and the Regional Contracting Forum.

CAUTION TO APPLICANTS
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 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 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.

The PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also agree to provide additional information if requested.

The 2021 Legislature updated RCW 39.10.330(8) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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

Signature: Dri Ralph

Name: *(please print)* ____Dri Ralph_____ *(public body personnel)*

Title: _Executive Director of Capital Projects & Operations___

Date: ___June 20, 2022_____

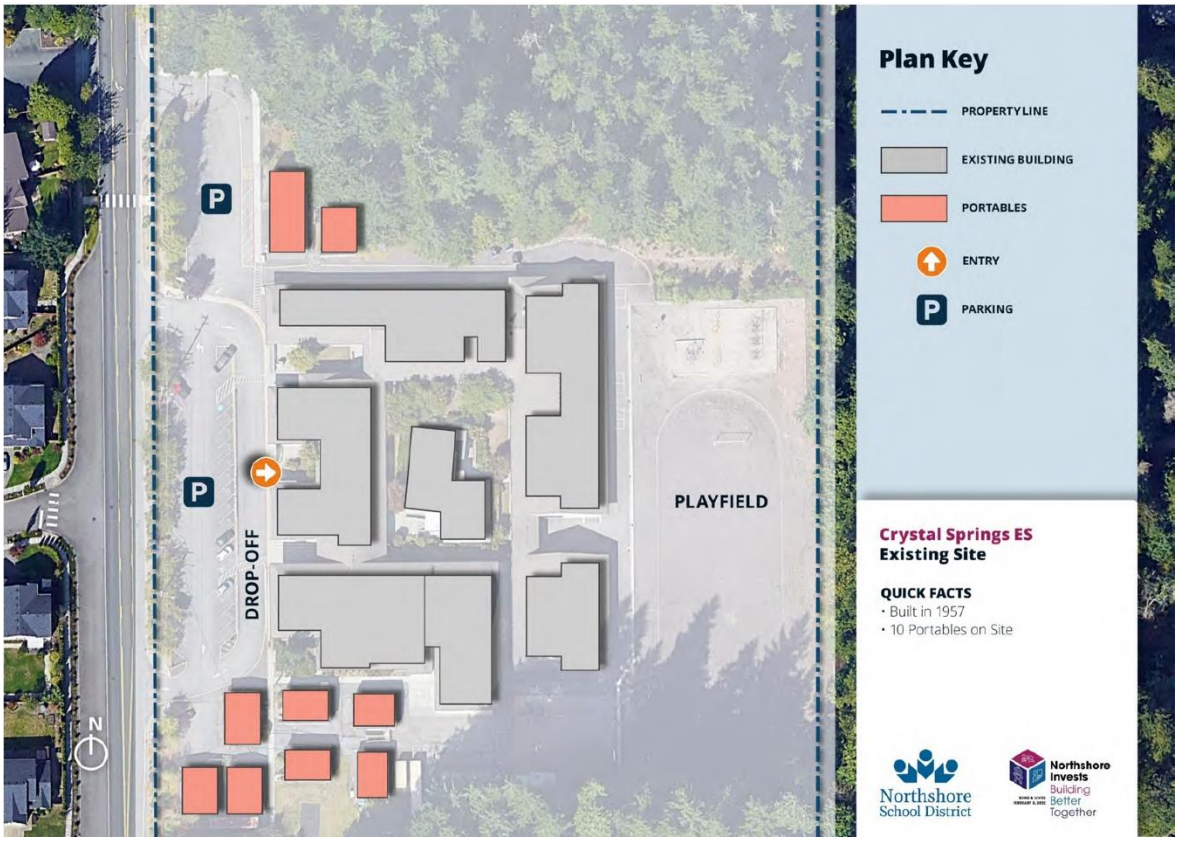
Northshore School District Construction History

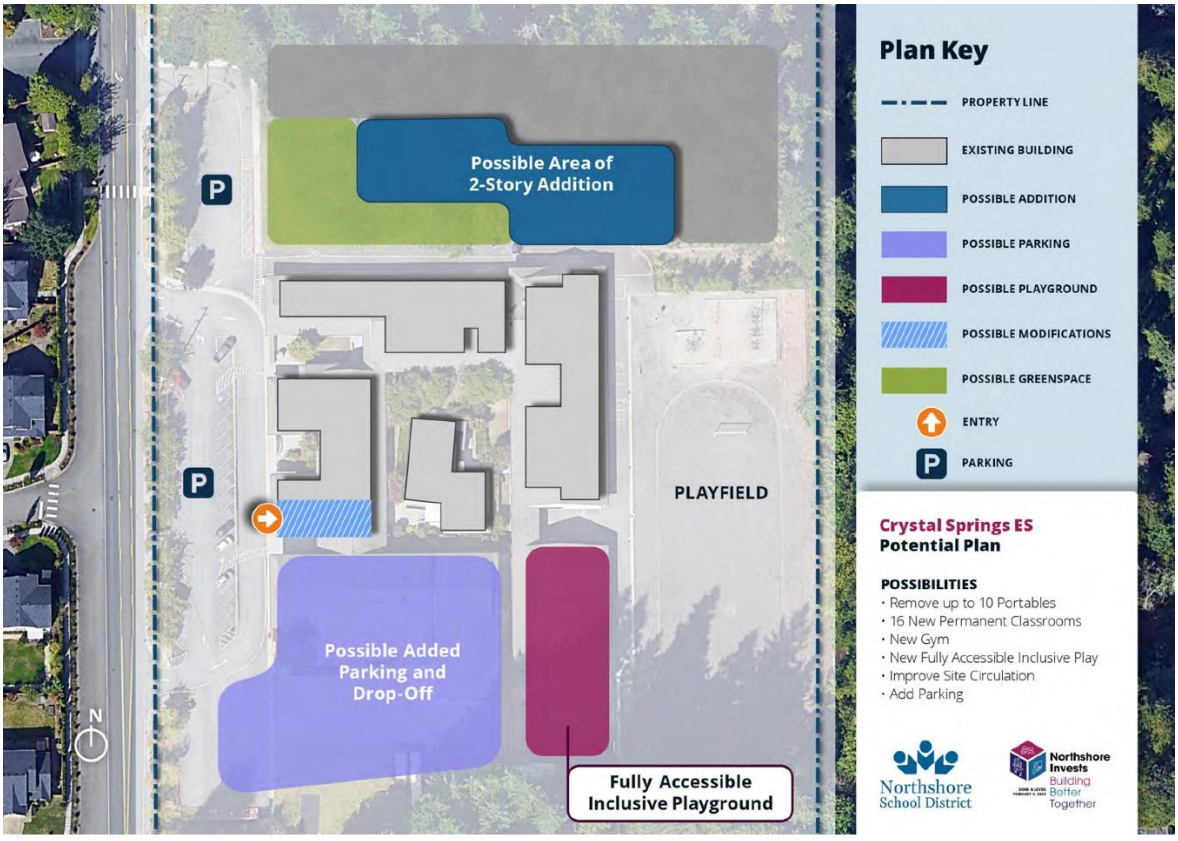
Attachment A

All projects completed or underway with budgets over $1M in the last 6 years

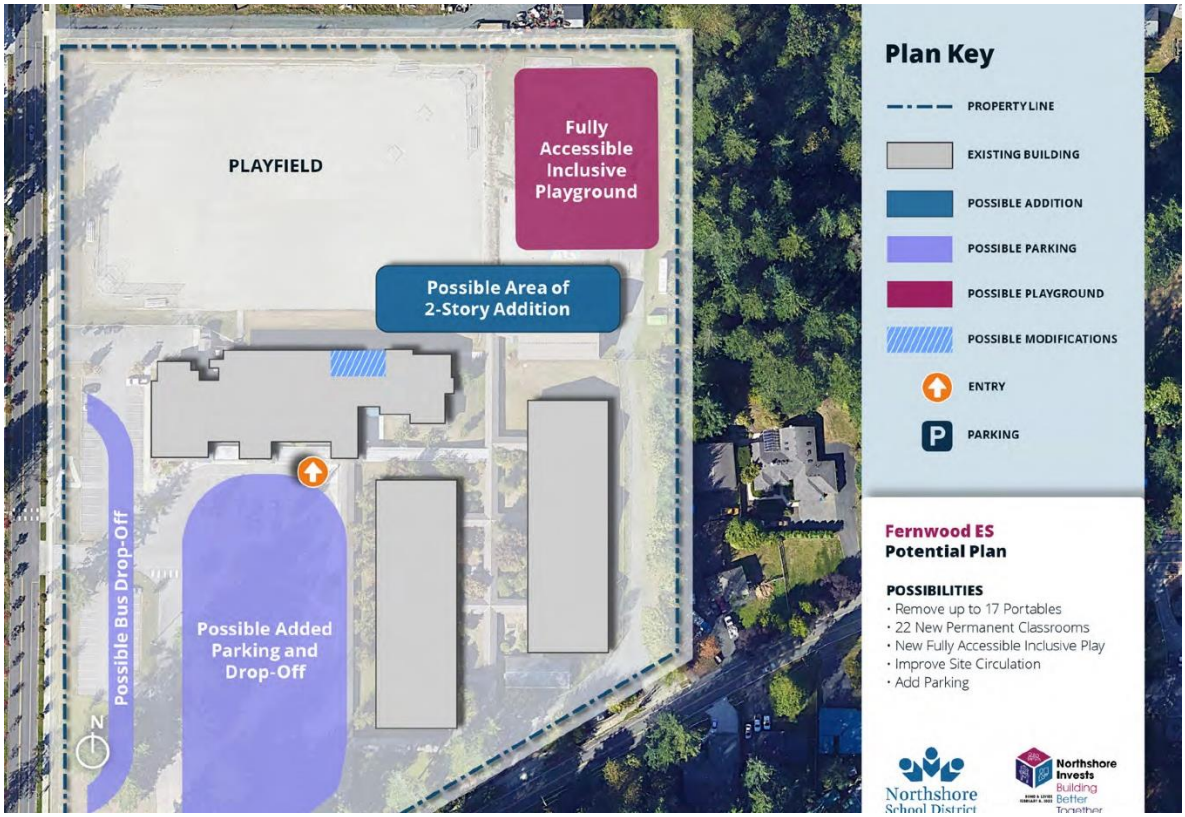
	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for budget or schedule overrun
1	North Creek High School	New construction of HS	GCCM	Dec-12	Mar-19	Dec-12	Mar-19	130M	1.25M	
2	Ruby Bridges Elementary	New construction of ES	GCCM	Dec-15	Dec-21	Dec-15	Dec-21	80M	66.3M	
3	Skyview Middle/Canyon Creek Elementary	New construction classroom addition	GCCM	May-16	Jan-21	May-16	Jan-21	50M	48.7M	
4	Northshore Concert Hall at Inglemoor High School	New construction concert hall and classrooms	GCCM	Jan-18	Jun-22	Jan-18	Jun-22	30.5M	38.2M	Authorized additions to the project
5	Innovation Lab High School	Renovation of office building for choice HS	ESCO	Feb-20	Aug-21	Feb-20	Aug-21	14.7M	14M	
6	Timbercrest Middle School	Roof replacement	D-B-B	Feb-16	Dec-16	Feb-16	Dec-16	1.2M	1.2M	
7	Frank Love Elementary HVAC and Roof	HVAC upgrade and roof replacement	ESCO	Apr-16	Nov-17	Apr-16	Nov-17	3.9M	3.8M	
8	Multiple site upgrades	Multiple site lighting and underground piping upgrade	ESCO	Jun-18	Oct-21	Jun-18	Oct-21	4.8M	4.7M	
9	Lockwood Elementary Phase 1	Heating system upgrade and roof replacement	ESCO	May-19	Aug-20	May-19	Aug-20	7M	6.3M	
10	Lockwood Elementary Phase 2	HVAC improvements and portable roofing replacement	ESCO	Mar-20	Jun-21	Mar-20	Jun-21	1.5M	1.2M	
11	Lockwood Elementary Phase 3	New hot water heated air handling unit and gas-fired condensing boilers	ESCO	May-21	Aug-22	May-21	in progress	1.5M	in progress	
12	Kokanee Elementary	HVAC, roofing, and fire sprinkler upgrades	ESCO	May-19	Apr-21	May-19	Apr-21	7.6M	7.4M	
13	East Ridge Elementary	HVAC and roofing upgrades	ESCO	Feb-19	Apr-21	Feb-19	Apr-21	5.4M	5M	
14	Westhill Elementary	Roofing and ventilation upgrades plus high efficiency BARD units on portables	ESCO	Mar-20	Aug-21	Mar-20	Aug-21	2.9M	3M	Authorized additions to the project
15	Bothell High School Softball Field Replacement	Turf Field upgrade	D-B-B	Mar-21	Aug-22	Mar-21	in progress	1.8M	in progress	
16	Inglemoor High School Field Replacement	Turf Field upgrade	D-B-B	Feb-19	Nov-20	Feb-19	Nov-20	1.4M	1.4M	
17	Woodinville High School Softball Field Replacement	Turf Field upgrade	D-B-B	Feb-19	Sep-20	Feb-19	Sep-20	1.1M	1.1M	
18	Woodinville Mechanical Replacement Phase 1	HVAC, roofing and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	3.3M	in progress	
19	Cottage Lake Elementary Mechanical Replacement Phase 1	HVAC, roofing and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	4.7M	in progress	
20	Sunrise Elementary Mechanical Replacement Phase 1	HVAC, and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	2.6M	in progress	

Crystal Springs Elementary School – Existing vs. Potential

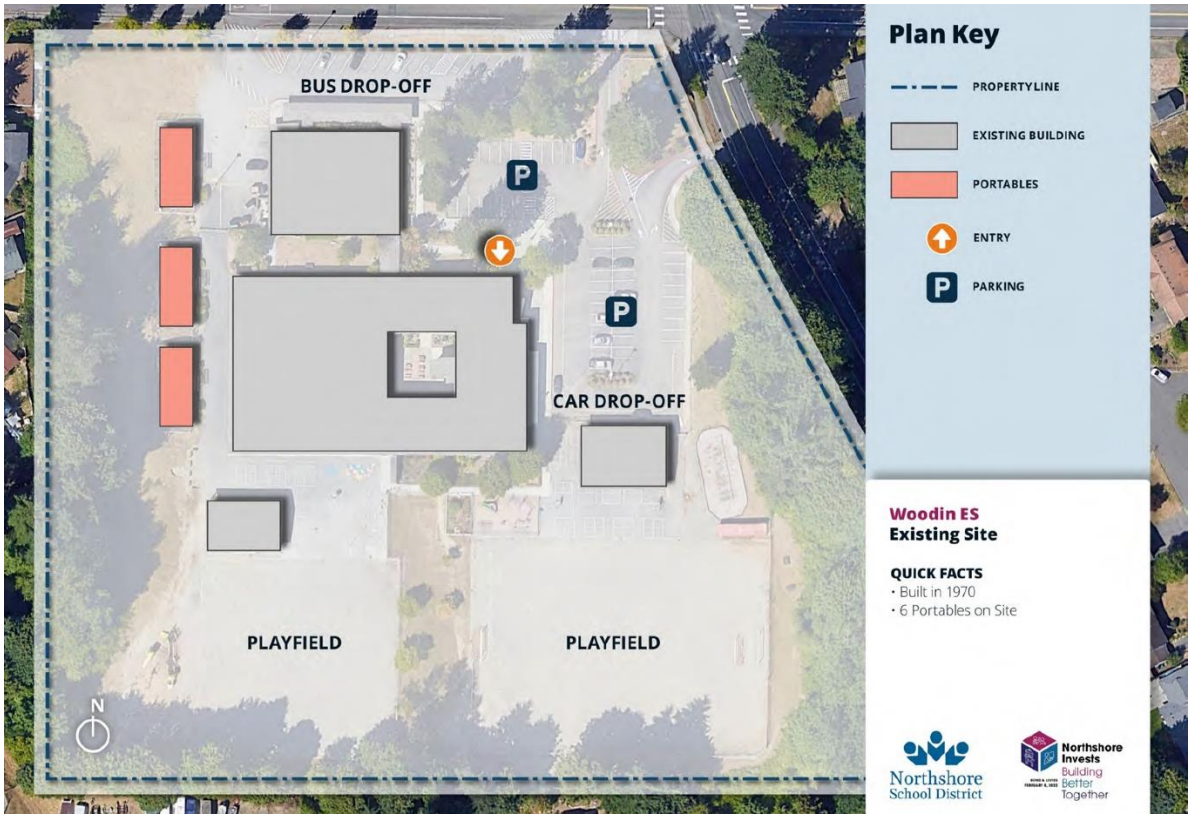


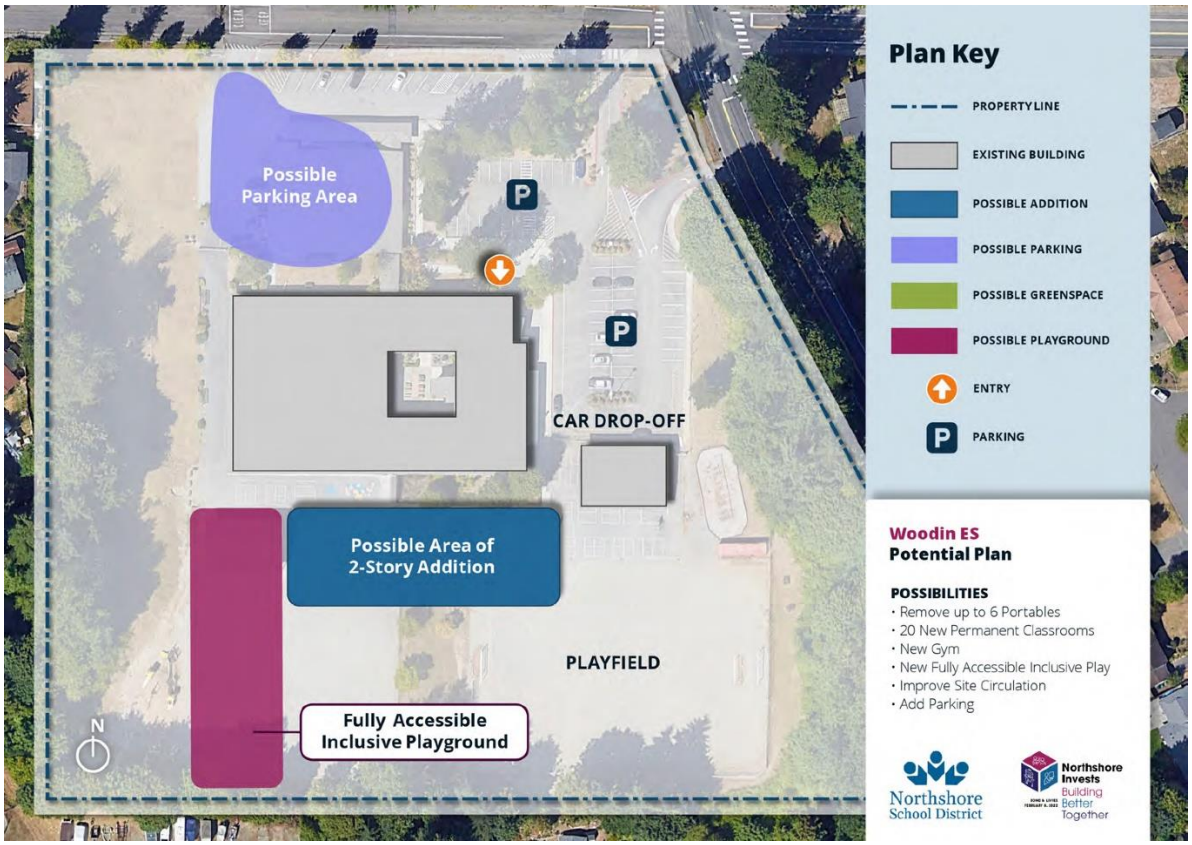


Fernwood Elementary School – Existing vs. Potential



Woodin Elementary School – Existing vs. Potential





Sorenson Early Center – Existing vs. Potential