

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 No. 417**
- 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 Modernizations – Kenmore Elementary School; Maywood Hills Elementary School**
- b) County of Project Location: **King County**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

The proposed project is the modernization of two elementary schools serving areas and programs in the Northshore School District with students having some of the highest need and that have seen recent significant population growth. These modernizations will be awarded as one project to the selected Design-Builder:

- **Kenmore Elementary School** - Adds 12 new classrooms, provides a new gym and commons, additional parking, and improves entry and administrative areas and site circulation. This modernization includes the renovation of two existing classroom wings to improve interior circulation and restroom access. It also removes nine portable classrooms.
- **Maywood Hills Elementary School** - Adds 20 new permanent classrooms, provides a new gym, additional parking, and improves site circulation. It also removes ten portable classrooms.

Modernization at each site will replace existing portable classrooms with much needed additional permanent classroom spaces. These modernizations also provide expanded program support spaces and improve 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-Build team.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 4,114,000
Estimated project construction costs (<i>including construction contingencies</i>):	\$ 51,426,120
Equipment and furnishing costs	\$ 1,542,782
Off-site costs	included
Contract administration costs (owner, cm etc.)	\$ 1,542,784
Contingencies (design & owner)	\$ 2,571,306
Other related project costs (permits, utilities, testing, inspection, moving)	\$ 2,160,306
Sales Tax	\$ 5,142,702
Total	\$68,500,000

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*

This project is fully funded by a \$425M capital bond approved by voters on February 8, 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	Jul 2022	Aug 2022
Prepare PRC Presentation & Receive PRC Determination	1 month	Aug 2022	Sep 2022
PDB PROCUREMENT (Pending PRC Approval)			
Anticipated PRC Approval	1 day	September 22, 2022	
Issue RFQ	1 day	October 20, 2022	
SOQs Due	1 day	November 9, 2022	
Announce Shortlisted Finalists	1 day	November 17, 2022	
Issue RFP to Shortlisted Finalists	1 day	November 28, 2022	
Interactive Meetings	2 days	December 5-6, 2022	
Proposals Due (Management Plan and Fee)	1 day	December 15, 2022	
Public Fee Opening + Notice of Intent to Award	1 day	December 22, 2022	
PDB Contracting	2 months	Dec. 27, 2022 – Feb. 2023	
DESIGN, CONSTRUCTION PHASE & OCCUPANCY			
Validation Phase/Estimating/Preliminary Design	6 months	Feb. 2023	August 2023
Negotiate GMP	1 month	August 2023	
Final Design, Permitting & Early Construction Packages (to be optimized w/D-B)	14 months	Sept. 2023	Oct. 2024
Construction	22 months	Oct. 2024	July 2025
Substantial Completion/ Beneficial Occupancy	1 month	August 2025	
Closeout/ Post Occupancy	12 months	Sept. 2025	Sept. 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?

Progressive Design-Build (PDB) is the appropriate contracting procedure for the Kenmore Elementary School and Maywood Hills Elementary School modernization projects for several reasons, including the specialized nature of the project and the need to execute the project in an occupied environment and on a tight timeframe.

First, 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.

In addition, the two sites are in different jurisdictions with an assortment of design challenges needing creative solutions to address modernization of existing facilities, educational needs, traffic impacts, student safety and increasing cost escalation and supply chain risks. NSD expects extensive exploration of unique design solutions in close coordination with each jurisdiction and both school staffs to develop cost-effective design solutions that will benefit greatly from real-time cost and planning input from the contractor as part of an integrated team.

Moreover, both sites will be occupied by elementary students during construction. Construction activities will need to be closely coordinated with teachers, staff, and students and integrated into the design and planning processes to minimize disruption with the ongoing operations and ensure safety.

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 NSD to take full advantage of the Design-Build team's collective expertise during the pre-construction stages to provide optimal construction sequencing and planning strategies. It will allow NSD the opportunity to collaborate across the jurisdictions, school staff, Design-Build team and management staff for the schools, both with 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.

It is expected that the existing buildings will require infrastructure modifications to accommodate building renovations and additions, which will be assessed during the design process. Constructability input from the contractor at this time will be invaluable, as will integrating the engineering and subcontractor teams responsible for building systems.

Additionally, both facilities require 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-Build team engagement will also ensure a safe and effective construction staging plan is put in place.

PDB delivery will be critical to successfully planning for and implementing modernizations that honor the existing building elements in ways that meet the needs of each school community. Most importantly, PDB will allow for early engagement of all team members and drive decision-making based on the best cost and constructability information available.

- 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 more than one site. Immense efficiency will be gained by having one team responsible for both sites, collaborating on how best to deliver each from a singular project perspective, with the goal of maximizing the value delivered to NSD. Significant savings in delivery time is also anticipated, as traditional delivery would likely demand the sites be addressed as individual projects involving more time and effort for NSD to manage and eliminating opportunities for use of resources across both 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 flux. PDB delivery offers a means to lock in costs earlier and more accurately through the benefits of collaboration, early planning, and flexibility. The potential for securing contracts and

materials early mitigates potential supply chain and escalation impacts and reduces risk caused by long lead times. With PDB, NSD will have access to the best cost information available and subcontracting opportunities that will allow it 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.

Finally, PDB contracting provides the best opportunity to attract OMWBE subconsultants and subcontractors, which is consistent with NSD'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 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 on site 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 team members have attained Assoc. DBIA designation.

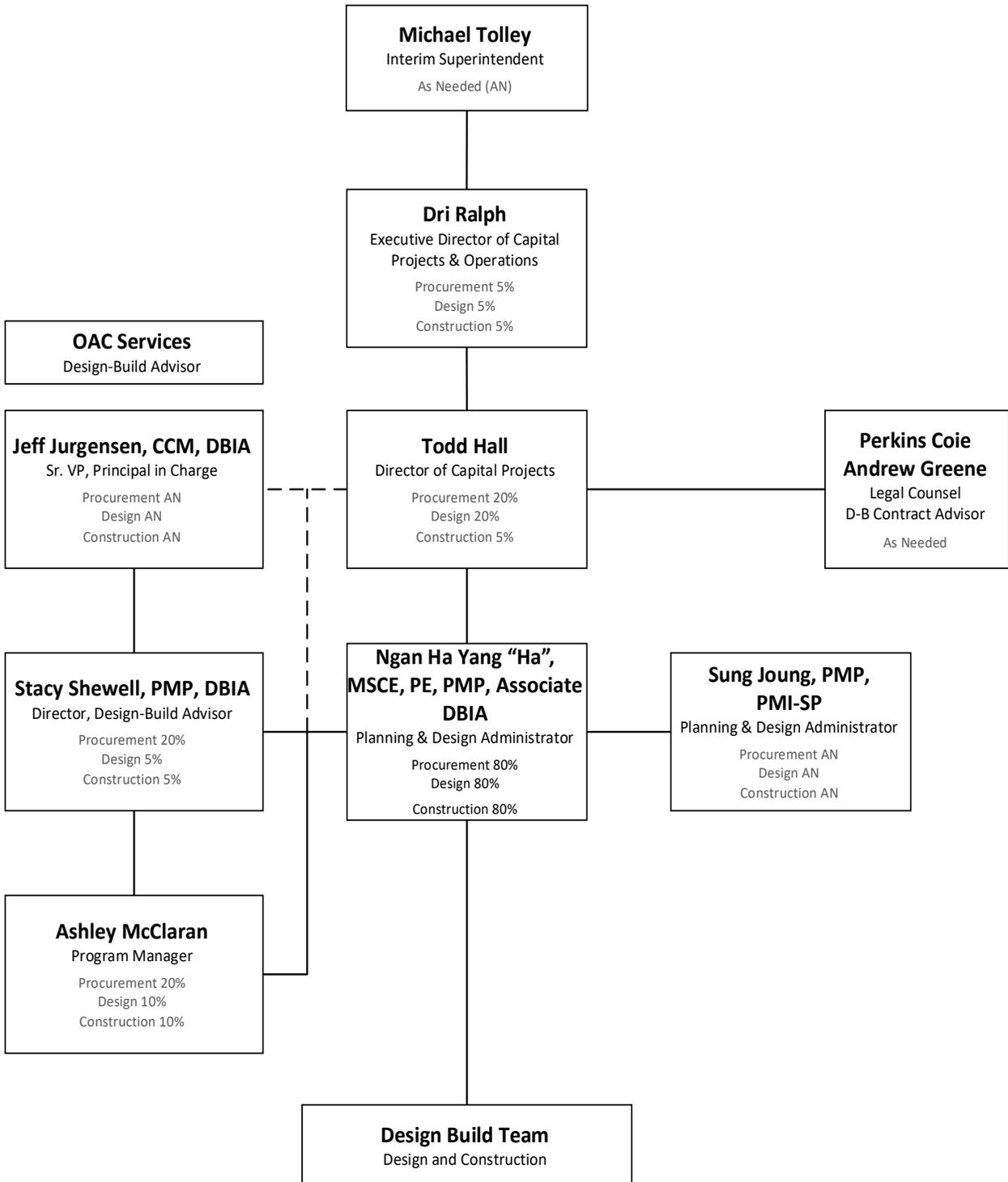
NSD also has a long-standing relationship with OAC Services and has teamed with them on this project to act as the Design-Build Advisor. OAC will have considerable involvement in the early project phases through negotiation of the GMP and will continue to be an active participant throughout design and 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, Issaquah School District and the General Services Administration.

Additionally, Andrew Greene of Perkins Coie will represent NSD 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, including NSD, since enactment of the RCW 39.10 alternative project delivery statute.

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

See next page.

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 14 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 NSD, Dri has 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 School and Ruby Bridges Elementary. Each of these projects were GC/CM utilizing the EC/CM process. Ruby Bridges and Skyview/Canyon Creek also utilized the MC/CM process. Together, these projects totaled \$147 million.

Along with these major growth projects, Dri has led the team through the completion of numerous Energy Services Companies (ESCO), fields, and interior modernization projects.

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

Todd Hall, Director of Capital Projects, Northshore School District

Todd has over 20 years of land use planning, environmental review, and permitting experience.

Prior to recently joining the Northshore School District this year, Todd spent 17 years working for various Puget Sound area local jurisdictions, most recently serving the City of Lynnwood where he managed all long-range and strategic planning activities, reviewed multiple large-scale commercial, residential and public projects, including several school project applications for Edmonds School District. He also coordinated the City’s environmental (SEPA) review process and was responsible for reviewing multiple essential public facility projects, including Sound Transit’s Lynnwood Link Light Extension & Station.

Todd also has previous private sector experience, working both for an environmental planning and landscape firm, as well as a survey/engineering/planning firm, both in the Seattle area.

Todd Hall – Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Sound Transit Lynnwood Link Extension	\$3.2B	GC/CM	Planning Manager	2017-2019
Northline Village Development Agreement (Lynnwood City Center)	*	Private	Planning Manager	2017-2019
Lynnwood Place (Costco/Home Depot)	*	Private	Planning Manager	2017-2019
Lynnwood Elementary (replacement) (Edmonds School District)	\$42M	GC/CM	Planning Manager	2017-2019
Lynndale Elementary (replacement) (Edmonds School District)	\$35M	GC/CM	Planning Manager	2016-2017
Alderwood Mall Expansion	*	Private	Sr. Planner/Manager	2012-2019

*Private, ongoing, multi-phased projects. Budget is undisclosed.

Ngan Ha Yang “Ha”, MSCE, PE, PMP, Associate DBIA™, Planning and Design Administrator, Northshore School District

Ha is a registered professional engineer, associate DBIA™, and certified project management professional. She has over 14 years of experience in the design and construction industry with a proven track record in ESCO Design-Build and Design-Bid-Build projects. She has worked on multiple Design-Build projects (ESCO) when she serves as a Planning and Design Administrator for the Northshore School district with a combined value of \$27.6 million dollars. She has also worked on a variety of building improvements and field projects. She was the project manager for the City of Lynnwood, overseeing comprehensive planning, development of policies and guidelines, administration, record keeping, reporting and budgeting of 16 capital projects with total budget of approximately \$52M. She played a key role in the development of Basis of Design, selection of design consultants, feasibility assessment of existing facilities, preparation of RFP documents and management of design consultants and budgets throughout the design and construction process.

Ngan Ha Yang - Project Experience

Project	Project Value	Delivery Method	Role	Time Involved
Woodinville HS Phase1 ESCO	\$3.3M	ESCO	Project Manager	2021-Present
District Wide Flooring Upgrade Program	\$4.6M	DBB	Project Manager	2020-Present
Westhill ES HVAC Improvements	\$3M	ESCO	Project Manager	2020-2021
Lockwood ES Remediation	\$4.7M	ESCO	Project Manager	2020-2021
Kokanee ES HVAC Improvements	\$7.5M	ESCO	Project Manager	2019-2021
East Ridge ES HVAC Improvements	\$5M	ESCO	Project Manager	2019-2020
Lockwood ES HVAC Improvements	\$7.5M	ESCO	Project Manager	2019-2020
36th Ave Improvements, COL	\$14M	DBB	Owner/Design PM	2015-2018
5-year Pavement program, COL	\$14M	DBB	Owner/Design PM	2016-2018

Sung Joung, PMP, PMI-SP, Planning and Design Administrator, 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 and pricing structures including: Fixed Price, Cost plus 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 Experience

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 International School, Songdo Central Park,	\$1B	CM at Risk	Owner Project Control Manager	2008-2011
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
WSU Northside Residence Hall	\$33M	DB	PM Advisor	2011 - 2013
WSU 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, Souder 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 three major US cities (New York, New Orleans, and Seattle). She has managed three capital GC/CM projects with NSD as well as supported with Program Management, Project Management, and Bond Planning services for over four 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
Northshore Concert Hall	\$30M	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 law 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 he was named "Construction Law Lawyer of the Year" in 2020 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.

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

Refer to project team bios above and Attachment A for additional details.

- 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 NSD's Design-Build advisors, OAC Services. Project changes will be controlled through delegation 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:

- 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
- Todd Hall, Director of Capital Projects – 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. Dri is supported by Todd Hall, Director of Capital Projects who will provide day to day leadership for NSD Planning and Design Administrators. The financial management and forecasting for the District's 2022 bond program is led by Capital Projects Budget Analyst (Finance Lead), Aaron Huotari.

Daily project management and oversight will be provided by Planning and Design Administrator (Planner), Ha Yang, who 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 Ralph, Todd Hall, and Ha Yang will be supported by Stacy Shewell and Jeff Jurgensen, Design-Build advisors of OAC Services, throughout the PDB process.

ORGANIZATIONAL CONTROLS OUTLINED BELOW:

Project Management and Decision Making:

- Authority and decision-making responsibility will be in accord with the organization described within.
- Planning and Design Administrators meet weekly with Dri Ralph or Todd Hall and bi-monthly 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 projects.
- Planning and Design Administrators coordinate all documentation and communication and serve as the primary point of contact for the Design-Builder.

Procurement Selection Committee:

- The PDB Selection Committee will at minimum consist of the Executive Director of Capital Projects and Operations, the Director of Capital Projects, two Planners, and NSD's Budget Analyst. 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, NSD will meet regularly during the design and construction phases to conduct interim reviews of the program, design, costs, and schedule to ensure NSD expectations and vision is being achieved and the project is being executed in accordance with the plans.

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 Planning and Design Administrator to all project stakeholders.
- Project status updates will be provided to the Superintendent weekly.
- Monthly expenditures and project updates will be provided to Board for all outstanding capital projects.

Budget:

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

Schedule:

- The successful Design-Builder will work with NSD 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, per the Design-Build contract.
- 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 schedule, monthly.

Risk and Opportunities:

- NSD and the Design-Builder will develop and track project risks on a risk register.
 - The 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, a RFQ will be issued. The RFQ will include all elements required by RCW 39.10.330, including a 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.
 - Fees will be opened publicly following scoring of all other Proposal elements.
 - Selection of the successful Design-Build team will be based upon combined scoring of their SOQ and Proposal per the Criteria outlined in the RFQ and RFP.
 - The team 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 of 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 – 'Northshore School District Construction History'

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 the Northshore School District passed a four-year bond to fund a total of eight school expansion projects. A middle school and high school are proposed as the first phase of multi-phase replacements to be accomplished over several bond cycles. In addition, the five elementary schools and one early learning facility add capacity and provide for 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 facilities.

NSD is requesting PRC approval of the 'Elementary School Modernizations Project' which includes the two sites with added complexity, 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.

See Attachment B – 'Site Feasibility Sketches'

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:

- NSD 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 Selection Committee will evaluate each team's inclusion plan to ensure small, women, and minority-owned businesses are included. Past performance will also be evaluated.
- The Design-Build team 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: the Design-Build team will be required to include WMBE & Small Business participation in the organization of their bid packages, provide a detailed inclusion plan and identify participation targets.
- As part of the RFQ process, we will ask the Proposers to submit their plans 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-Build team 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.

- NSD will also work with the Design-Build team 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-Build team.
- Continued Engagement with Community and Advocacy Groups: NSD will collaborate with the selected Design-Build team 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 Capital Projects and Operations

Date: 22 August 2022

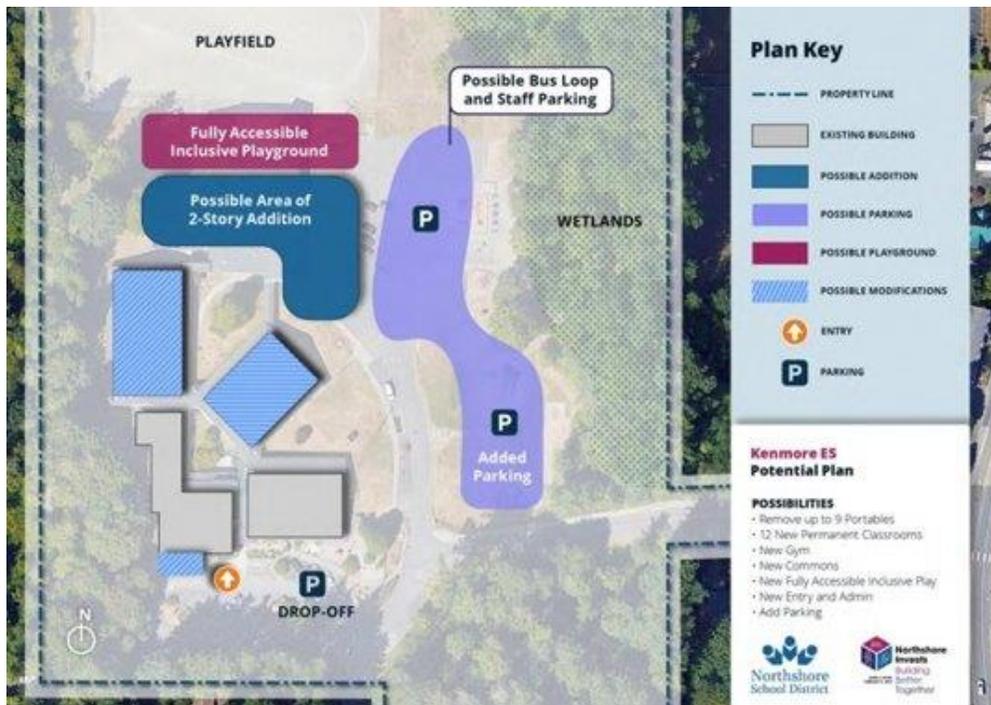
Northshore School District Construction History

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	125M	
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	

Kenmore Elementary School – Existing vs. Potential



Maywood Hills – Existing vs. Potential

