



THREE ELEMENTARY SCHOOL GC/CM PROGRAM
Elementary School No. 15, Elementary School No. 16, and
Lea Hill Elementary School Replacement



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

Application for GC/CM Project Delivery Approval

Submitted by

Auburn School District No. 408

April 20, 2018

Project Review Committee
State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

Attention: Talia Baker, Administrative Support

Dear PRC Members:

Please accept the attached application requesting approval for Auburn School District to utilize the GC/CM delivery method for a program to replace Lea Hill Elementary School and construct two new elementary schools. These projects will be built sequentially, one per year. Each school has critical phasing and must be completed on schedule.

These projects will be the third time Auburn School District has elected to utilize the GC/CM delivery method. Our decision to request approval to utilize the GC/CM delivery method is not taken lightly. We conducted extensive research and spoke with architects, engineers, contractors, consultants and other school districts who have used the GC/CM process. We are encouraged by the feedback we received and believe, based on critical phasing and other factors, these three school projects will benefit significantly by utilization of the GC/CM process.

I will serve as Project Manager and oversee the preconstruction phase of each project in this program. I participated in the AGC GC/CM Training Seminar in January 2017 and am currently serving as the Project Manager in the GC/CM process for our Olympic Middle School Replacement and our Four Elementary School Replacement Program.

Auburn School District selected Parametrix as our GC/CM Procurement Manager and GC/CM Project Advisor for this program. We will utilize their services and expertise during the preconstruction, negotiation, construction and close out phases of the project. As you know, Parametrix has successfully executed the GC/CM delivery process on numerous K-12 projects.

We will also utilize the technical and legal assistance of Graehm Wallace of Perkins Coie. Mr. Wallace has had extensive experience advising and assisting school districts with GC/CM projects.

Lastly, Auburn School District will draw upon the experience and knowledge of our project architect, BLRB Architects, to help ensure the success of this program. BLRB Architects will serve as architect for all three projects included in this program. BLRB Architects and the school district are currently working together on the Olympic Middle School GC/CM project that is now under construction.

We are excited about the opportunity to execute this program using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our program to the Project Review Committee.

Sincerely,



Jeffrey Grose
Executive Director of Capital Projects
Auburn School District

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

**APPLICATION FOR PROJECT APPROVAL
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE**

Contents

1. Identification of Applicant	2
2. Brief Description of Proposed Project.....	2-3
3. Projected Total Cost for the Project.....	3-4
A. Project Budget	3-4
B. Funding Status	4
4. Anticipated Project Design and Construction Schedule	4-5
5. Why the GC/CM Contracting Procedure is Appropriate for this Project	5-8
6. Public Benefit	8-10
7. Public Body Qualifications.....	10-17
8. Owners Recent Construction History.....	17
9. Preliminary Concepts, Sketches, or Plans Depicting the Project.....	17-18
10. Resolution of Audit Findings On Previous Public Works Projects.....	18
11. Signature of Authorized Representative	19
Attachment A – Anticipated Project Design and Construction Schedule (Table Form).....	20-21
Attachment B – Project Organizational Chart.....	22
Attachment C – Owners Recent Construction History	23
Attachment D - Aerial Photographs.....	24-25

1. Identification of Applicant

(a) Legal Name of Public Body:	Auburn School District No. 408				
(b) Address:	915 4 th St. NE, Auburn, WA 98002				
(c) Contact Person Name:	Jeffrey Grose	Title:	Executive Director of Capital Projects		
(d) Phone Number:	(253)931-4826	Fax:	(253)931-8006	E-mail:	jgrose@auburn.wednet.edu

2. Brief Description of Proposed Project

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

Three Elementary School Program

Auburn School District will build two new elementary schools, Elementary Schools No. 15 and No. 16, at sites currently occupied by residential dwellings, and will demolish one existing elementary school, Lea Hill Elementary, and build a new school at its current site. Students attending Lea Hill Elementary will be relocated to the new Elementary School No. 16 during construction of the replacement school. Facilities at each school will consist of a pre-Kindergarten – Grade 5 elementary school and be approximately 74,000 square feet in size plus approximately 3,000 square feet of covered play area. Each school will accommodate 650 students in permanent facilities plus 150 students in 6 portable classrooms.

The school district believes GC/CM delivery is the best method for delivery of this three-school program. Complex scheduling, phasing and construction are required for each school. Complex and technical work environment challenges are present. Involvement of the GC/CM during design will be highly beneficial. In addition, these projects will be built during a time of unprecedented market saturation and escalating cost of construction. The GC/CM process will allow the school district to monitor the budget of each project against market costs and make timely, informed design decisions to keep the cost of the program within budgeted funds.

Elementary School No. 15

Elementary School No. 15 site is 22 acres in size and located at the outer limits of a large, planned, residential community. The building will include general classrooms, specialty classrooms such as music and special education, administration area, gymnasium, library, kitchen and other support spaces. Site improvements will include playground and playfield, student pick-up and drop-off, bus loading and unloading, staff and visitor parking, event parking, delivery area, infrastructure and space for six portable classrooms, and landscape areas. In addition to construction of the school, this project will require extensive road improvements and utility extensions at a major arterial, Kersey Way, while the road remains in operation. The estimated cost of these road improvements is \$2,750,000 and include a traffic signal, additional traffic lanes, curb/gutter/sidewalk, landscaping, street lights, pavement restoration, retaining walls and storm drainage. Utility extensions have an estimated construction cost of \$1,100,000 and include 1/3 mile extension of water and sewer mains below the existing roadway. The permitting and construction for the right-of-way and utility work will require coordination and approval of both the City of Auburn and Pierce County. The completion of these right-of-way improvements and utility work are critical to the completion and occupancy of the new school. The school district’s GMP budget for this project, including right-of-way improvements and utility extension work, is \$38,000,000. This includes the GC/CM Risk Contingency, GC/CM Fee, Specified General Conditions, and Negotiated Support Services.

Elementary School No. 16

Elementary School No. 16 site is 10.5 acres in size and located in an area with a mix of residential development and rural use. The facility will have the same features and components as Elementary School No. 15. The completion the Elementary School No. 16 in the summer of 2021 is essential so that Lea Hill Elementary School students and staff can use the facility as an interim school during the 2021-2022 school year. The interim use of Elementary School No. 16 will allow the construction on the Lea Hill Elementary School at its existing site without students or staff present during construction. The school district's GMP budget for this project is \$35,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Specified General Conditions, and Negotiated Support Services.

Lea Hill Elementary School Replacement

The Lea Hill Elementary School site is 20 acres in size and has approximately 11 acres of buildable property. It is located in a growing residential neighborhood. The school faces 124th Ave. SE and is comprised of a main building, detached playshed and six portable classrooms. The existing buildings are 42,061 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original building was completed in 1965 with subsequent modernization or additions occurring in 1965 and 1981. In the summer of 2021, the Lea Hill Elementary School students and staff will need to move into the newly completed Elementary School No. 16 facility to allow for demolition of the existing facility and construction of a replacement school. The new facility will have the same features and components as Elementary Schools No. 15 and No. 16. The school district's GMP budget for this project is \$35,000,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Specified General Conditions, and Negotiated Support Services.

3. Projected Total Cost for the Project

A. Project Budget

New Elementary School No. 15	
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	\$ 33,820,000
GC/CM Fee, SGC's & NSS Allowance (11% of MACC)	\$ 4,180,000
Subtotal (Owner's GMP Budget)	\$ 38,000,000
Owner's Construction Contingency (5% of MACC)	\$ 1,900,000
Owner's Project Contingency (5% of MACC)	\$ 1,900,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	\$ 2,280,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	\$ 3,800,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	\$ 380,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	\$ 1,900,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	\$ 1,520,000
Sales Tax (10% of MACC)	\$ 3,800,000
Total	\$ 55,480,000

Elementary School No. 16	
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	\$ 31,150,000
GC/CM Fee, SGC's & NSS Allowance (11% of MACC)	\$ 3,850,000
Subtotal (Owner's GMP Budget)	\$ 35,000,000
Owner's Construction Contingency (5% of MACC)	\$ 1,750,000
Owner's Project Contingency (5% of MACC)	\$ 1,750,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	\$ 2,100,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	\$ 3,500,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	\$ 350,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	\$ 1,750,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	\$ 1,400,000
Sales Tax (10% of MACC)	\$ 3,500,000
Total	\$ 51,100,000

Lea Hill Elementary School	
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	\$ 31,150,000
GC/CM Fee, SGC's & NSS Allowance (11% of MACC)	\$ 3,850,000
Subtotal (Owner's GMP Budget)	\$ 35,000,000
Owner's Construction Contingency (5% of MACC)	\$ 1,750,000
Owner's Project Contingency (5% of MACC)	\$ 1,750,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	\$ 2,100,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	\$ 3,500,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	\$ 350,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	\$ 1,750,000
Other Related Project Costs (Permits, Fees, etc.) (4% of MACC)	\$ 1,400,000
Sales Tax (10% of MACC)	\$ 3,500,000
Total	\$ 51,100,000

Note that the above budget information is preliminary and is subject to change.

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.

Funding for the Three Elementary School GC/CM Program has been approved by the Auburn School District community with passage of a \$456 million bond proposition in November 2016. A portion of bonds have been sold and bond sale fund deposited into school district's construction program account. Additional bonds will be sold when funds are needed for construction.

4. Anticipated Project Design and Construction Schedule

Anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Project Schedules are shown in Attachments A.

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

Not applicable. Schematic design for the first project will be completed by August 1, 2018. GC/CM services for the first project will commence July 16, 2018. GC/CM services for the remaining two projects will begin at the start of the schematic design phase.

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

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

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

The GC/CM contracting method is appropriate for Elementary School No. 15, Elementary School No. 16 and Lea Hill Elementary School Replacement projects for the following reasons:

Complex Scheduling & Critical Phasing

General Factors:

- Each of the three schools in this program has critical phasing that is related to the sequential completion of the projects and the cycle of the school year.
- The projects have a shorter than normal overall completion schedule and the work must be done in manner that minimizes impacts on the neighboring community.
- Multiple phases will be needed to execute the construction work.
- Each project requires an aggressive construction schedule and must be constructed and ready for occupancy within 13 to 14 months.
- GC/CM input during the design and permitting phases will assist in making prudent, efficient and timely decisions. It will also assist in establishing design, permitting and construction schedules that will allow the team to meet the critical deadlines and phasing.
- GC/CM involvement during construction creates the opportunity for early procurement of materials and equipment and an expeditious start of construction work.
- GC/CM involvement during construction creates greater certainty that work will be executed in a safe manner that minimizes disruption of the adjacent roadways and neighbors.
- GC/CM involvement during construction will help ensure these projects, with aggressive schedules, will be completed on time.

Elementary School No. 15:

- In addition to construction of the school, the project includes extensive road improvements and utility line extensions at a major arterial, Kersey Way, while the road remains in operation.
- Road improvements include construction of a traffic signal, additional traffic lanes, curbs and gutters, sidewalks, landscaping, street lights, pavement restoration, retaining walls and storm drainage. Utility extensions include 1/3 mile of new water and sewer lines below Kersey Way.
- Design and permitting for the installation of a traffic signal permitting and road construction must be coordinated with and approved by both City of Auburn and Pierce County.
- Failure to complete road improvements and utility extensions during a short summer month construction period will have a significant negative impact on traffic that relies on Kersey Way as one of two major north-south arterials serving City of Auburn.

- Timely completion of road and utility improvements is required for occupancy of the new school facility.
- The combination of extensive road work and utility construction work along with a shorter than normal building construction time period creates multiple challenges for contractors who typically deal primarily with vertical construction.
- Completion of Elementary School No. 15 by the summer of 2020 is essential to relieve significant overcrowding at other elementary schools in the area.

Elementary School No. 16:

- In addition to construction of the school, the project includes construction of curbs and gutters, sidewalks, landscaping, street lights, and pavement restoration at an arterial road, SE 304th St., while the road remains in operation.
- It is essential the new school is completed and ready for students and staff by August 2021.
- Timely completion will ensure the new building will be available as the interim elementary school facility for students and staff from the third project, Lea Hill Elementary School.
- Failure to complete Elementary School No. 16 on time will delay the start of construction of Lea Hill Elementary School project.

Lea Hill Elementary School Replacement:

- Construction work on this project may not begin until July 2021 because the work is being done at an existing school that will be occupied and in use until June 2021.
- In addition to construction of the school, the work includes abatement of hazardous materials from the existing school buildings and demolition of existing buildings and parking lots before construction on the new school building can begin. This work reduces the time available for construction of the new facility.
- In addition to construction of the school, the project includes construction of curbs and gutters, sidewalks, landscaping, street lights, and pavement restoration at an arterial road, 124th Ave. SE, while the road remains in operation.
- Completion of Lea Hill Elementary School by the summer of 2022 is essential allow Elementary School No. 16 to open up for new students to relieve significant overcrowding at other elementary schools in the area.

Involvement of GC/CM during Design

- GC/CM participation during the design phase of these projects will provide schedule and phasing expertise and help ensure the projects can be constructed within 13-14 month time periods.
- GC/CM input during design will provide construction expertise for these projects that will assist in the planning and design of roadway improvements and utility line extensions that must be constructed while roadways remain in operation.
- GC/CM input during design will provide valuable cost control at a time of unprecedented market saturation and escalating cost of construction. This will be highly beneficial for a three school program that spans five years.
- GC/CM involvement during the design phase of three similar schools, constructed sequentially, creates a unique and valuable opportunity for the GC/CM to apply lessons learned during early projects to later projects. These lessons may help improve cost estimating, value analysis, constructability, phasing and scheduling, and procurement planning.

Project Encompasses a Complex and Technical Work Environment

- Each project requires roadway improvements at busy roads that must remain in operation during construction of the improvements. These improvements will be complex because of the invasive nature of the work and the multiple public agencies involved in permitting and construction approvals. Permit and construction approvals of roadway improvements will be required by City of Auburn, Pierce County, Department of Ecology, PSE, Century Link and Comcast.
- Roadway improvements required at the Elementary No. 15 project are especially complex because of need to install a traffic signal, traffic lanes, sidewalks, and street lights at a busy road, Kersey Way, which has steep slopes on both sides of the road.
- Utility extensions required at the Elementary School No. 15 project must be constructed in a challenging, complex and technical work environment. The utility work consists of extending 1/3 mile of water and sewer lines below Kersey Way while the road remains in operation. The utility line work must be done to high standards of public utilities. Road closures and detour will not be possible. In addition, steep slopes on both sides of the road create challenges for lane closures. All work must be done during a two-month summer construction period when conditions are dry and traffic loads are reduced.
- GC/CM involvement in the planning, scheduling and construction of road improvements and utility extensions will help ensure this challenging work is completed safely, on time, and with controlled impact on vehicle and pedestrian traffic.

Site Constraints

- All three project sites are adjacent to busy streets and residences. This creates a situation where extensive and, at times, heavy construction activities will occur in an area surrounded by vehicular traffic, pedestrian traffic and homes.
- GC/CM involvement in these projects will help ensure the construction work is executed in an organized and coordinated manner while minimizing disruptions to surrounding traffic, the public and the surrounding neighborhoods.

Safety

- The close proximity of the construction site of each project to public sidewalks, streets, and homes creates a need for well-organized, carefully monitored and safe construction activities.
- The need to perform work on sites located in residential neighborhoods, and the need to provide street improvements while roadways remain in operation creates additional challenges for maintaining a controlled and harm-free public construction environment.
- GC/CM involvement in these projects will help ensure the construction activities are properly planned, phased and safely executed at all times.

Inflation/Escalation

- The construction market in the greater Puget Sound region is becoming saturated and is nearing capacity. The availability of general contractors, subcontractors and suppliers who construct K-12 projects is becoming more and more limited. This has been reflected in skyrocketing construction bids.
- GC/CM involvement in the design and procurement process has the potential to provide substantial fiscal benefit by helping reduce the potential for cost impacts due to price escalation, product availability problems, and labor shortfalls.
- The transparent estimating and accounting process, inherent in the GC/CM process, will allow the Owner and the design team to work with the contractor to monitor the budget through design and construction and make informed decisions to keep the project on track with the funds

available for construction. This is especially important for a three-school program designed and built over a period of five years.

- GC/CM involvement will also allow the opportunity to expedite construction and minimize the effects of inflation by the use of early procurement and bid packages.
- Utilization of the GC/CM process will assist in completing these projects in an expedited manner. This will reduce the impact of volatile cost escalation, help control the cost of the project, and help ensure this three school program is completed within budgeted funds.

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

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.

Not applicable.

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

The GC/CM will be able to provide input during the design process for three projects to ensure that critical construction activities, building systems, construction scheduling and phasing, and safety considerations are properly integrated into the project designs. GC/CM assistance will also help ensure projects can be completed on budget and on schedule. Based on the experience of Parametrix, input from the GC/CM during the design phase has proven invaluable in achieving the Owner's goals for the design and construction of school facilities: staying on budget and schedule, minimizing adverse impacts to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM will also provide value by advising the design team and Owner on cost estimates, constructability, value analysis, construction document quality, and other design phase deliverables. The GC/CM will play a vital role during pre-construction phase of each project by assisting in preparing early bid packages and most importantly, assuming the cost and schedule risk of delivering the project.

GC/CM involvement during the design phase is critical to the success of projects of this type that are being constructed adjacent to busy roads and residential neighborhoods with expedited construction schedules. The GC/CM will help ensure successful planning the three projects with realistic and specific scope, boundaries, constraints, and contingency plans for each phase of each project.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Not applicable.

What is the specialized work that must be done? – Not applicable.

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

How this contracting method provides a substantial fiscal benefit

Manage Costs in an Inflating Market

- Having a GC/CM contractor on board during design phase of these projects will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus providing the Owner with better control of construction costs and time.

Allocation of Risk

The GC/CM process can reduce risks and claims. The GC/CM contractor:

- Is highly motivated to maintain a schedule that they helped develop.
- Provides an “open book” cost accounting of the work.
- Understands the nature and scope of the construction work before bids, which reduces the learning curve and potential for surprises.
- Will participate in establishing the schedule and scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are bought, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
- Participates in and “owns” pre-construction cost estimates.
- Participates in value analysis and constructability reviews throughout the design process. This helps ensure cost-effective and value-based solutions.
- Reduces the potential for serious construction claims and litigation because of the collaborative relationships with the Owner and design team.

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 GC/CM delivery method provides substantial public benefit over traditional design-bid-build in the following areas:

- Real Time, Market Based Cost Estimates – A GC/CM contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable by having the GC/CM participate in constructability reviews, value analysis, design team/contractor/Owner coordination, and the use of design phase overlap to accelerate project completion. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner.
- Better Coordination of Materials and Equipment Purchases – A GC/CM contractor can provide better coordination of material and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage resulting in a benefit to the Owner. This level of coordination is often difficult to achieve on a design-bid-build project.
- More Responsive and Responsible Bids – A GC/CM contractor is able to exercise greater control in the organization of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the design/bid/build process. This reduces the potential for non-responsible bidders, submittal of non-responsive bids, and the claim of constructability errors and scheduling issues being raised after bids have been received and contracts executed with subcontractors.
- Better Ability to Accommodate Activities at Site – A GC/CM contractor can play a critical role during the design phase in preparing a feasible and safe construction plan. This is especially beneficial for projects of this type where construction will occur adjacent to active residential neighborhoods and roadways. This opportunity for construction planning input during the design phase is not available on a design/bid/build project.
- Complex Scheduling – The preparation of a construction schedule by a GC/CM contractor, in collaboration with the design team and Owner, provides a more detailed, market driven, accurate and realistic CPM schedule. This is important because these projects must be constructed in a

shorter than normal time period. Schedule input from the GC/CM Contractor will better address major construction impacts and will help ensure the projects are completed on time.

- Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates an ongoing process of value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion.

7. Public Body Qualifications Description of Organization’s Qualifications to Use the GC/CM Contracting Procedure:

Auburn School District has a long and successful history of building and modernizing schools and support facilities. This three-school program will be the third time the school district has chosen to utilize the GC/CM delivery method. The school district conducted extensive research when evaluating the potential use of GC/CM for its projects and is continuing to refine its skills in the execution of the GC/CM process. The school district’s Executive Director of Capital Projects will manage this project during the preconstruction phase and will transition the project to an in-house construction manager for construction. The Executive Director of Capital Projects has attended the AGC GC/CM training seminar and the District is currently executing its first GC/CM project.

Auburn School District has procured the services of Parametrix to serve as a GC/CM Advisor and to assist them with procuring a GC/CM and managing the GC/CM process. Parametrix has extensive experience and success in the GC/CM procurement and delivery process and is a strong proponent of the GC/CM delivery method. Parametrix will assist and advise the school district during the preconstruction, construction and project close out phases for each school and, via staff augmentation, will provide additional PM/CM services and support as required for the district’s development program.

Graehm Wallace and the Perkins Coie team will assist Auburn School District with the GC/CM process by serving as their legal counsel. The Perkins Coie team has provided legal and contract related services to numerous clients using the GC/CM delivery method. This includes a number of Washington State school districts.

The district hired BLRB Architecture as their designers for this project. BLRB comes with an in-depth knowledge of the design and implementation of K-12 construction projects. BLRB, as a firm, has been successfully involved in a number of GC/CM projects and they are currently working with Auburn School District on the Olympic Middle School Replacement project that began construction in May 2018.

Members of the Parametrix team supporting Auburn School District in delivering this three-school program have helped implement or are currently working on the GC/CM procurement and delivery process on numerous projects with a cumulative value of over \$1.1 billion.

The combination of Auburn School District’s success in managing school construction projects and the GC/CM expertise of Parametrix and Perkins Coie create a strong team that is well-suited to successfully execute the GC/CM delivery process for these projects.

[Project organizational chart, showing all existing or planned staff and consultant roles:](#)

Refer to Attachment B.

[Staff and consultant short biographies \(not complete résumés\):](#)

Jeffrey Grose, Executive Director of Capital Projects (Auburn School District)

Jeffrey Grose has been involved in the design and construction industry for 43 years. During this time he obtained Bachelor of Science and Master Degrees in Architecture and a Bachelor of Science Degree in Building Construction. His construction experience began in 1975 when he supported his college education by working in the construction trades as a laborer, beginning carpenter and iron worker.

After completion of his first degree in architecture, Jeffrey expanded his construction and design experience by working in the offices of a general contractor and architectural firms in the states of Michigan and Washington. In 1980, Jeffrey began working for Auburn School District managing their Capital Projects Department. He has continued in this role and has been responsible for the school district’s Capital Projects program for the past 38 years.

During his tenure at Auburn School District, Jeffrey has overseen the design and construction of over 100 projects. This includes the modernization of every school and support facility in the school district, the expansion of 17 facilities, construction of 8 new schools, construction of new Support Services and Transportation Center facilities and the placement or relocation of over 100 portable classrooms.

The scope of projects for which Jeffrey has been responsible range from simple modernization improvements to a \$110 million, highly-complex, multi-phase modernization and reconstruction of an existing high school. This project was built while the school remained in operation with 1,500 students and staff on the premises.

Jeffrey has extensive dispute resolution experience that includes serving 30 years as an arbitrator of construction disputes for the American Arbitration Association. He has also served as a presenter for topics related to construction administration for classes at the University of Washington and at workshops for educational facility planners at the Project Management Institute. The following table identifies examples of Auburn School District projects Jeffrey has been responsible for:

Project	Project Value	Delivery Method	Role	Time Frame
Auburn Four Elementary Replacement	\$208,000,00	GC/CM	Project Manager	2017-present
Olympic Middle School Replacement	\$93,000,000	GC/CM	Project Manager	2016-present
Auburn High School Modernization and Reconstruction	\$110,000,000	D/B/B	Project Manager	2013-2016
Capital Levy Improvements Program (60 Modernization Projects)	\$46,400,000	D/B/B	Project Administrator	2010-present
New Elem. School No. 14 (Arthur Jacobsen Elem.)	\$21,028,000	D/B/B	Project Manager	2006-2007
New Elem. School No. 13 (Lakeland Hills Elem.)	\$14,710,000	D/B/B	Project Administrator	2005-2006
New High School No. 4 (Auburn Mountainview HS)	\$58,500,000	D/B/B	Project Manager	2004-2005
New Transportation Center	\$5,715,001	D/B/B	Project Manager	1996-1997
New Support Services Center	\$4,135,609	D/B/B	Project Manager	1995-1996
New High School No. 3 (Auburn Riverside HS)	\$29,158,234	D/B/B	Project Manager	1994-1995
New Jr. High School No. 4 (Mt. Baker JHS)	\$11,926,700	D/B/B	Project Manager	1993-1994
New Elem. School No. 12 (Ilalko Elem.)	\$6,241,756	D/B/B	Project Manager	1991-1992
New Jr. High School No. 3 (Rainier JHS)	\$9,839,345	D/B/B	Project Manager	1990-1991
New Elem. School No. 11 (Hazelwood Elem.)	\$4,477,136	D/B/B	Project Manager	1989-1990

New Alternative High School (West Auburn HS)	\$3,229,726	D/B/B	Project Manager	1989-1990
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Jim Dugan – GC/CM Advisor

Jim has 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternative project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly-experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the GC/CM Advisory and Project Management team for a number of Owners and projects. The table below identifies some of Jim’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Advisor	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM Advisor	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Advisor	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Advisor	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Advisor	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Advisor	2016-present

Dan Cody – GC/CM Procurement & PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 31 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and

construction administration. He has extensive experience in the K-12 educational market, providing design and construction services on projects for numerous school districts in western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time he has been closely involved in the GC/CM procurement process of thirteen K-12 projects, totaling over \$620M in total project value, that will/are being delivered using the GC/CM delivery method. Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities. The table below identifies some of Dan’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Procurement	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM procurement	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Procurement	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Lake Stevens High School, Lake Stevens School District	\$87 M	GC/CM	GC/CM Procurement, Project Management	2016-present

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous school districts including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm prepares all GC/CM contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on GC/CM projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

Ron Harpel, AIA, Architect, Principal-in-Charge (BLRB Architects)

Ron is a principal and project manager with a strong background in K-12 architecture. He is an exceptionally motivated and motivating professional who brings leadership in educational planning and architectural design specific to the learning environment. Ron will be involved with the GC/CM process from selection to project close-out. His recent experience with GC/CM delivery contracts will help lead this three elementary School program efforts. He has worked with Northshore School District on the Skyview Middle School and Canyon Creek Elementary GC/CM projects, Lake Washington School District on the North Redmond Elementary School GC/CM, and Auburn School District on the Olympic Middle School project. This experience will directly apply to this three-school GC/CM program to help ensure the success of the program.

Project	Project Value	Delivery Method	Role	Timeframe
Olympic Middle School, Auburn School District	\$93.0M	GC/CM	PIC	2016-present
Skyview Middle School, Northshore School District	\$31M Combined	GC/CM	PIC	2016-present
Canyon Creek Elementary School Addition & Modernization, Northshore School District		GC/CM	PIC	2016-present
North Redmond Elementary School, Lake Washington School District	\$34M	GC/CM	PIC	2015-present
Margaret Mead Elementary School, Lake Washington School District	\$33M	GC/CM	PM	2016-present
Wilburton Elementary School, Bellevue School District	\$34M	D/B/B	PIC	2014-present
Chinook Middle School Replacement, Bellevue School District	\$40.8M	D/B/B	PM	2011-2014
Washington Elementary School Historic Rehabilitation/Addition, Tacoma School District	\$20.2M	D/B/B	PM	2014-16

Bob Lindstrom, AIA, Architect Project Manager (BLRB Architects)

Bob brings more than 26 years of experience as a K-12 architect and project manager. He is a creative and experienced design professional whose experience includes new, replacement and modernized facilities for secondary schools. Bob's involvement in the GC/CM process for this three-school program will span from early design and cost modeling through all levels of design and documentation, cost control, BIM management, bidding coordination and construction administration. His experience and leadership of the sub-consulting team members, jurisdictional coordination and direct interface with the general contractor will assure efficient and effective schedule and budget control.

Project	Project Value	Delivery Method	Role	Timeframe
Olympic Middle School, Auburn School District	\$93.0M	GC/CM	PM	2016-present
Forks High School Addition & Modernization, Quillayute Valley School District	\$12.5M	D/B/B	PM	2010-12
Lakeridge Middle School Replacement, Sumner School District	\$21M	D/B/B	PM	2008-10
Mt. Rainier High School Replacement, Highline School District	\$52.5M	D/B/B	PA	2005-08

Bow Lake Elementary School Replacement, Highline School District	\$23.2M	D/B/B	PA	2005-08
Martin Luther King Jr. Elementary School Replacement, Seattle School District	\$12M	D/B/B	PA	2002-04
Mt .Tahoma High School Replacement, Tacoma School District	\$58.2M	D/B/B	PA	2001-04

Provide the experience and role on previous GC/CM projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

Specific GC/CM experience for each proposed staff member and consultant is described in each of the staff and consultant biographies above.

The qualifications of the existing or planned project manager and consultants.

Qualifications of the project manager and consultants are described in the staff and consultant biographies 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.

Parametrix has been selected for GC/CM Consultant Services from GC/CM Procurement through Pre-Construction Services and GC/CM Advisor through project completion. The District will use a combination of an in-house Project Manager, in-house construction manager, and the Parametrix PM/CM team for this project.

The Project Manager will administer the project during the preconstruction phase and monitor the project during the construction phase. The construction manager will administer the project during construction. The consultants PM/CM team will provide support and advisory services during the design and construction phases.

The District will also utilize a combination of in-house and consultant staff to fill the roles of Project Coordinator and Administrative Assistant. Funds for services provided by Parametrix and all in-house staff are available from the 2016 bond issue proceeds.

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

Construction experience for each proposed staff member and consultant is described in the staff and consultant biographies above.

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

This three-school program will be managed by Auburn School District’s Capital Projects Department. The project will be overseen by Jeffrey Grose, Executive Director of Capital Projects. The Executive Director will serve as the school district’s Project Manager during the preconstruction phase with support provided by other members of the Capital Projects Department staff. During construction, the project will be administered by a departmental staff member with expertise in construction administration and the Executive Director will have an oversight role. These individuals have extensive experience managing and administering construction projects and will be provided with adequate time, resources and staff support to successfully manage the project.

The Executive Director will manage the contractual obligations of the design team, GC/CM consultant and GC/CM contractor. He will monitor all project communications and meet regularly with the Capital Projects staff to review project status and address critical tasks and issues. He will meet at least monthly with the School Board Building Program Subcommittee and Assistant Superintendent of Business and Operations to review the project and Change Orders. All Change Orders will be presented to the school board for review and approval at regularly scheduled school board meetings.

The school district will utilize Construction Change Authorizations to authorize changes to the construction work if needed to avoid a delay to the project schedule. The Proposal Request process will be used for potential changes in work which are not time critical. The school district Superintendent and the Assistant Superintendent of Business and Operations have the authority to approve Construction Change Authorizations less than \$25,000. These individuals are also authorized to approve Construction Change Authorizations exceeding \$25,000 when circumstances present an immediate threat to the performance of the construction project.

The school district's Capital Projects Department staff will be supported by Parametrix who specializes and excels in Project Management/Construction Management and GC/CM project delivery. Parametrix will provide GC/CM Advisory and support role through GC/CM procurement, Pre-Construction and construction phases of the project. Parametrix will report to the Executive Director of Capital Projects and will work directly with the school district staff, design team and GC/CM to nurture a successful project. Parametrix will provide additional PM/CM support as needed.

During the preconstruction phase, the GC/CM will investigate and potentially develop a schedule for early procurement, early bid and work packages, and phased construction. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's construction documents will be integrated with the GC/CM bidding and construction plan. The design team will conduct early and frequent meetings with the permit agencies, fire authority, and other code officials prior to permit submittal to ensure the plan review process flows smoothly and plan review comments that affect the project scope and cost will be limited.

Project cost control will be exercised by adherence to the designated project scope, schedule and budget. Construction cost estimates by the design team and the GC/CM Contractor will be reconciled at the end of each design phase. Value analysis and constructability review measures will be ongoing during the design phase and will be an established agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project cost. Once the GMP is negotiated, the GC/CM, school district, and the Architect will continuously evaluate the construction documents to determine if there are changes that may impact the GMP. If deviations arise, adjustments will be made to keep the project on budget and within the established GMP.

The roles and responsibilities that have been established for the school district, design team, GC/CM Advisor and GC/CM contractor have been tailored to create a successful GC/CM process that is properly managed and will help support a project that will be completed safely, on time and within budget.

A brief description of your planned GC/CM procurement process

The procurement process will build upon the experience and success Parametrix has had in GC/CM project delivery and will include the following:

- Marketing of the project to potential GC/CM experienced candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.

- Soliciting pricing proposals (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

GC/CM Request for Proposals will be advertised in late May 2018. By mid-August 2018, the full GC/CM procurement process will have been completed and a preconstruction services agreement will be negotiated. It is anticipated the GC/CM agreement for preconstruction services will be presented for approval to the school board on August 27, 2018. This will allow the GC/CM Contractor to join the project team during design development phase for the first project and participate with the Owner and design team in cost estimating, value analysis, constructability and scheduling exercises throughout the design process for the complete program of all three schools.

Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.

Auburn School District will utilize General Conditions and GC/CM Contract and Guaranteed Maximum Price Amendment documents based on the AIA-A103 and AIA-A201 prepared by Graehm Wallace of Perkins Coie. The school district will also use, in conjunction with the Perkins Coie documents, standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix.

A complete draft of the RFFP including draft Contract Documents will be included in the GC/CM procurement process for review and reference by the GC/CM candidates prior to interviews. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

8. Owners Recent 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:

Auburn School District’s recent construction activity is summarized in Attachment C.

9. Preliminary Concepts, Sketches, or Plans Depicting the Project

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

At a minimum, please try to include the following:

- 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

A comprehensive design program has been prepared for all three projects. The Schematic Design phase for the first project began in May 2018. Consequently, conceptual site and building plans are not available at the time of this application. Aerial photographs of the construction sites for the new and replacement schools are provided in Attachment C.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

Auburn School District has received no audit findings on their capital projects.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) The PRC may request additional information about your organization, its construction history, and the proposed project; and (2) Your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) Your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB.

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



Signature:

Name: Jeffrey L. Grose

Title: Executive Director of Capital Projects

Auburn School District

Date: April 19, 2018

Attachment A – Project Schedule (Table Format)

Auburn School District – Three Elementary School Program

Elementary School No. 15, Elementary School No. 16 and Lea Hill Elementary School

Anticipated Project Schedule:

GC/CM Schedule (All Projects)	Start	Finish
PRC Application	April 20, 2018	April 20, 2018
PRC Presentation	May 24, 2018	May 24, 2018
First publication of RFP for GC/CM Services	May 29, 2018	May 29, 2018
Second publication of RFP for GC/CM Services	June 5, 2018	June 5, 2018
Project Information Meeting (Date subject to change.)	June 8, 2018	June 8, 2018
RFP Submittal Deadline	June 14, 2018	June 14, 2018
Open & Score Submittals Received	June 15, 2018	June 15, 2018
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	June 16, 2018	June 16, 2018
Interviews with Short-Listed Firms	July 2, 2018	July 2, 2018
Notify Submitters of Most Highly Qualified Firms & Invite to Submit RFFP	July 3, 2018	July 3, 2018
RFFP Submittal Deadline & Opening	July 12, 2018	July 12, 2018
Notify Submitters of Scoring and Most Qualified GC/CM	July 13, 2018	July 13, 2018
Early Services Contract	July 16, 2018	Aug. 15, 2018
Pre-Con Work Plan Due	Aug. 3, 2018	Aug. 3, 2018
School Board Approval of GC/CM Selection	Aug. 13, 2018	Aug. 13, 2018
GC/CM Agreement w/ Pre-Con Services Executed	Aug. 15, 2018	Aug. 15, 2018
Pre-Con Services (Elementary School No. 15)	July 16, 2018	Mar. 30, 2019
Pre-Con Services (Elementary School No. 16)	Jan. 1, 2019	March 30, 2020
Pre-Con Services (Lea Hill Elementary School)	Jan. 1, 2020	May 30, 2021

Project Schedule - Elementary School No. 15	Start	Finish
Schematic Design	May 2018	July 2018
Design Development	Aug. 2018	Sept. 2018
Construction Documents	Oct. 2018	Mar. 2019
Permitting	Dec. 2018	April 2019
Subcontract Bidding	Mar. 2019	Apr. 2019
Construction	May 2019	June 2020
Owner Move-in	July 2020	July 2020

Final Completion/Closeout	Aug. 2020	Aug. 2020
First Day of School	Sept. 2020	Sept. 2020
New Building Warranty Period	July 2020	July 2021

Project Schedule - Elementary School No. 16	Start	Finish
Schematic Design	Jan. 2019	Mar. 2019
Design Development	Apr. 2019	June 2019
Construction Document	July 2019	Jan. 2020
Permitting	Oct. 2019	Mar. 2020
Subcontract Bidding	Jan. 2020	Feb. 2020
Construction	Apr. 2020	June 2021
Owner Move-in	July 2021	July. 2021
Final Completion/Closeout	Aug. 2021	Aug. 2021
First Day of School	Sept. 2021	Sept. 2021
New Building Warranty Period	July 2021	July 2022

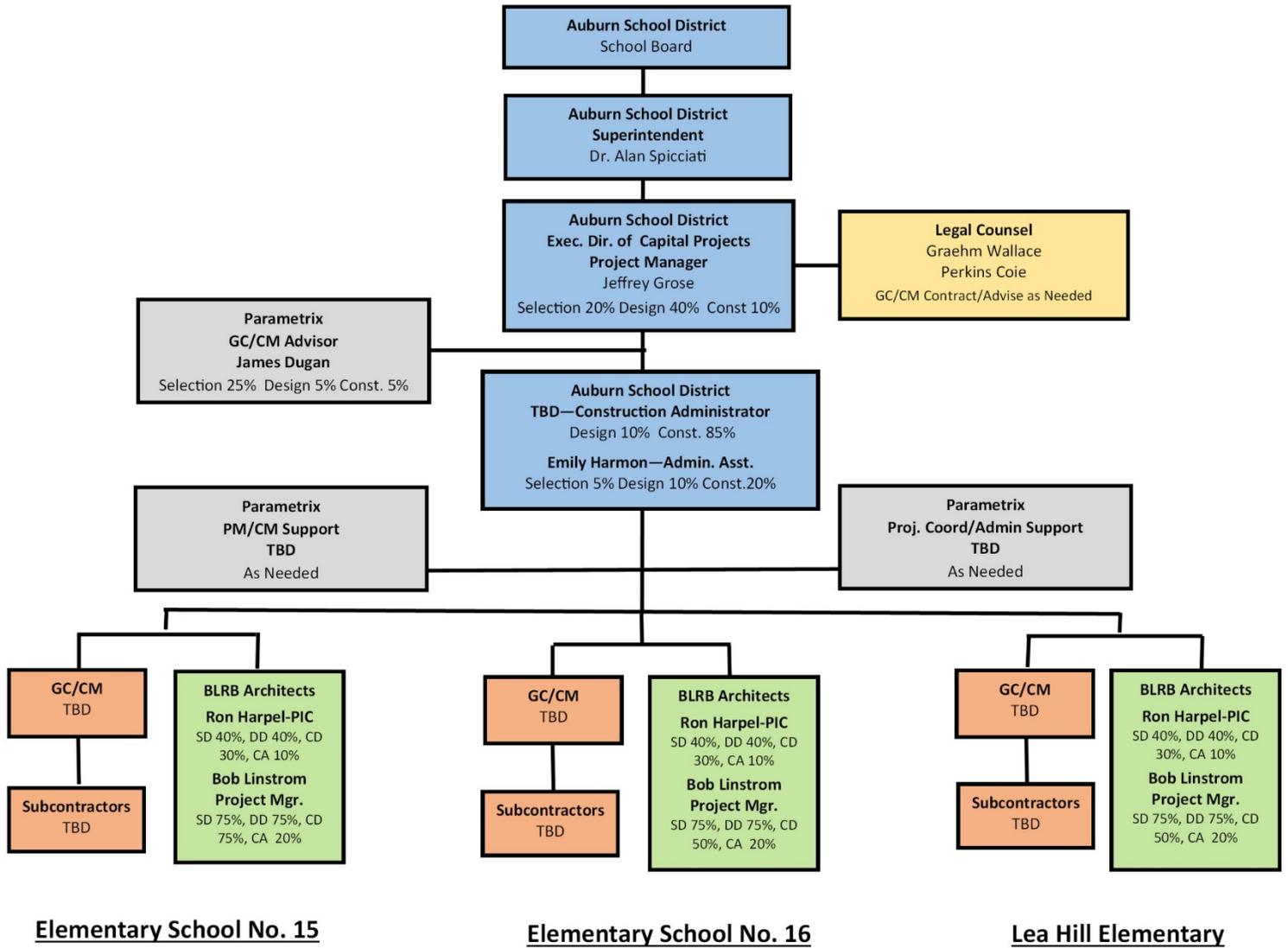
Project Schedule - Lea Hill Elementary School	Start	Finish
Schematic Design	Jan. 2020	Mar. 2020
Design Development	Apr. 2020	June 2020
Construction Documents	July. 2020	Jan. 2021
Permitting	Oct. 2020	Mar. 2021
Subcontract Bidding	Jan. 2021	Feb. 2021
Construction	July 2021	July 2022
Owner Move-in	Aug. 2022	Aug. 2022
Final Completion/Closeout	Aug. 2022	Aug. 2022
First Day of School	Sept. 2022	Sept. 2022
New Building Warranty Period	Aug. 2022	June 2023

Note that the above schedule information is preliminary and is subject to change.

Attachment B – Project Organizational Chart

Auburn School District – Three Elementary School Replacment Program

Elementary School No. 15, Elementary School No. 16 and Lea Hill Elementary School Replacement



Three Elementary School GC/CM Program - Project Organization Chart

Attachment C – District Construction Experience

AUBURN SCHOOL DISTRICT - RECENT CONSTRUCTION PROJECTS - Exceeding \$1 Million Construction Cost

Proj. No.	Project Name	Project Description	Contract Method	Scheduled Const. Start Date	Actual Const. Start Date	Planned Substantial Completion Date	Actual Substantial Completion Date	Construction Bid Amount	Final Construction Cost	Reason for Difference Between Bid and Final Construction Cost
1	Olympic Middle School Replacement	Replacement	GC/CM	March 2018	TBD	Phase 1: June 2019 Phase 2: Aug. 2019	Phase 1: TBD Phase 2: TBD	\$53,732,565	TBD	Project is in design and has not begun construction yet. Bid Amount identified is the MACC budget.
2	Auburn High School Modernization and Reconstruction	Replace & Modernization	D/B/B	Feb. 2013	Feb. 2013	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	\$80,570,700	\$87,190,363 (99% Complete)	School board approved change orders at 8.22%.
3	Wireless Network Improvements	Multi-School Technology Modernization	D/B/B	March 2015	March 2015	Aug. 2015	Aug. 2015	\$1,396,280	\$1,415,656	School board approved change orders at 1.39%.
4	Auburn Riverside HS Site Improvements	Site Improvements	D/B/B	March 2015	May 2015	Nov. 2015	Feb. 2016	\$3,609,000	\$3,896,267	School board approved change orders at 7.96%.
5	Auburn Riverside HS Modernization	Modernization	D/B/B	Feb. 2015	Feb. 2015	Aug. 2015	Aug. 2015	\$1,596,754	\$1,618,211	School board approved change orders at 1.34%.
6	Cascade MS & Mt. Baker MS Improvements	Modernization	D/B/B	April 2015	April 2015	Aug. 2015	Sept. 2015	\$2,987,209	\$3,156,814	School board approved change orders at 5.68%.
7	Evergreen Hts. Elementary Modernization	Modernization	D/B/B	May 2014	May 2014	Aug. 2014	Aug. 2014	\$2,001,000	\$2,178,510	School board approved change orders at 8.87%.
8	Lake View Elementary Improvements	Modernization	D/B/B	May 2013	May 2013	Aug. 2013	Sept. 2013	\$1,938,500	\$2,184,486	School board approved change orders at 12.69%.
9	Phase 2 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	Dec. 2012	Dec. 2012	Dec. 2014	Jan. 2015	\$1,650,973	\$1,800,392	School board approved change orders at 9.05%.
10	Gildo Rey Elementary Improvements	Modernization	D/B/B	May 2012	May 2012	Aug. 2012	Aug. 2012	\$1,777,500	\$1,881,226	School board approved change orders at 5.84%.
11	Pool & Stadium Improvements	Multi-Facility Modernization	D/B/B	May 2011	May 2011	Aug. 2011	Sept. 2011	\$2,369,500	\$2,572,526	School board approved change orders at 8.57%.
12	Hazelwood Elem. & Rainier MS Modernization	Modernization	D/B/B	April 2011	April 2011	Aug. 2011	Sept. 2011	\$1,796,800	\$1,965,080	School board approved change orders at 9.37%.
13	Phase 1 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	April 2011	Nov. 2010	Sept. 2011	Sept. 2011	\$2,235,268	\$2,235,268	No difference.
14	Athletic Field & Track Improvements	Multi-Facility Modernization	D/B/B	April 2010	April 2010	Aug. 2010	Aug. 2010	\$1,458,638	\$1,368,388	School board approved change orders at - 6.19%.

Attachment D – Aerial Photographs

Figure 1.1 – Elementary School No.15 Neighborhood Aerial - 57th St. SE / Kersey Way, Auburn WA



Figure 1.2 – Elementary School No. 16 Neighborhood Aerial – SE 304 St. / SE 304th Place, Auburn WA



Figure 1.3 – Lea Hill Elementary School Neighborhood Aerial – 30908 124th Ave. SE, Auburn WA

