



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

**Application for Project Approval  
GC/CM Delivery  
Sehome High School Project**

**Submitted by  
Bellingham Public Schools  
November 2, 2015**

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*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9.

**1. Identification of Applicant**

- (a) Legal name of Public Body (your organization): [Bellingham Public Schools](#)
- (b) Address: [1306 Dupont Street  
Bellingham, WA 98225-3118](#)
- (c) Contact Person Name: [Ron Cowan](#)  
Title: [Executive Director, Capital Projects and School Facilities](#)
- (d) Phone Number: [\(360\) 676-6521](#)  
Fax: [\(360\) 647-6886](#)  
E-mail: [Ron.Cowan@bellingshamschools.org](mailto:Ron.Cowan@bellingshamschools.org)

**2. Brief Description of Proposed Project.**

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

The replacement Sehome High School will be designed for 1,050 to 1,200 students in grades 9-12, enclosing 175,000 gross square feet. Occupancy is planned for August 2019. The school will be a state of the art facility that fosters innovation and provides flexibility for future programmatic initiatives. New synthetic athletic fields (baseball, softball, and football), tennis courts, and synthetic running track will also be part of the project. The new school will provide a healthy learning and teaching environment, be designed to enhance student safety, be energy efficient and take advantage of the beautiful setting.

The existing school on the same site will remain in operation during construction, and will be demolished upon completion of the replacement school. As a result, careful master planning and phasing must be incorporated into the overall project strategy to ensure that student safety and learning are not compromised.

**See Exhibit A for aerial photo and site map.**

### 3. Projected Total Cost for the Project

#### A. Project Budget

|  |               |
|--|---------------|
| Costs for Professional Services (A/E, Legal, etc.)                   | \$ 6.5M       |
| Estimated construction costs (including construction contingencies): | \$ 51.9M      |
| FF&E, Move-in, Post-occupancy  | \$ 2.9M       |
| Off-site costs   | \$ -          |
| Contingencies  | \$ 5M         |
| Other related project costs (Bldg Demo, Temp Classrooms)             | \$ 1.9M       |
| Sales Tax  | \$ 4.8M       |
| <b>Total</b>   | <b>\$ 73M</b> |

#### 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 will be provided from a \$160M capital bond approved by voters with 66% approval, in November 2013. \$73M has been secured from the \$160M approved capital bond. State-match funding is estimated at approximately \$10M and will serve as additional contingency for this project as well as other 2013 bond projects, if needed. These two sources provide adequate funding for construction, professional services, design, contract administration, and equipment and furnishing costs.

### 4. Anticipated Project Design and Construction Schedule

Please provide:

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

|   |                       |
|---|-----------------------|
| Hold pre-proposal information meeting, release draft RFQ                                    | Dec 2015              |
| Project Review Committee Presentation   | Dec 3, 2015           |
| Issue GC/CM RFQ   | Dec 2015              |
| Complete short-list, interviews, fee proposals  | Dec 2015 – Jan 2016   |
| Award GC/CM Preconstruction   | Feb 2016              |
| Design, engineering, permitting   | Nov 2015 – April 2017 |
| Subcontract bidding, buyout, negotiate self-performed work—negotiate GMP (or interim GMP's) | Feb 2017 – May 2017   |
| Construction  | Apr 2017 – Aug 2019   |
| Commissioning, start-up, testing  | Jun 2019 – Aug 2019   |
| Occupancy   | Aug 2019              |

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

The design is not past the 30% stage.

## 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?  
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.*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

The Sehome High School project meets three of the six criteria for use of GC/CM delivery.

### **Project involves complex scheduling, phasing and coordination all supported by GC/CM delivery:**

Current design concepts and construction phasing have work taking place adjacent to and within the existing Sehome High School campus. The sloping topography of the site changes nearly 80' from the highest to the lowest point of the site. This significant site elevation change, and the proximity of the new school to the old, will necessitate careful planning of site access, staging, and safety during construction. The initial phase of work will likely include some demolition of existing structure. Coordination of construction deliveries, parking, safety, and utilities will be critical to maintaining ongoing school operations while planning for an efficient construction site. The current schedule may support one or more early Contract Amendments (mini MACC's) to facilitate the most efficient delivery and risk reduction. Site excavation and underground utilities may be purchased early in the design process to support summer excavation and erosion control.

### **The project involves construction at an occupied facility which must continue to operate during construction:**

Site safety and ongoing proactive community outreach will be paramount given that work will be performed on an active high school campus that supports many school activities and athletics as well as community events.

### **Involvement of the GC/CM during the design phase is critical:**

GCCM pre-construction involvement throughout design will include value engineering, constructability review, site logistics planning, and cost estimating. The GCCM involvement is critical in developing a design that is efficient, constructible, and safe, while delivering a design that achieves the requirements identified during programming.

## 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; or
- How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

Bellingham Public Schools anticipates the following public benefits:

### **Increases predictability and reduces financial risks**

GC/CM delivery improves cost and schedule predictability beyond that available using Design-Bid-Build. With the core team members involved during design, cost comparison, value engineering and constructability review efforts are more accurate and more robust.

### **A qualification-based contractor selection helps ensure quality execution**

This replacement high school project will benefit greatly from the early involvement of a quality contractor that is able to advise on unit costs and escalation trends, phasing of work, student and staff safety, risk mitigation, and general scope development.

### **Planning, coordinating and executing complex building systems is best done with collaboration between designers and builders throughout the project**

GC/CM project delivery promotes close collaboration during design, buyout, and construction and the use of modern technologies including Building Information Modeling and Virtual Design. In addition, the District is considering the early award of mechanical and electrical subcontracts through EC/CM and MC/CM.

### **Selecting a contractor under Design-Bid-Build is not practical**

Selecting a contractor at the completion of design will greatly increase risks to child safety, cost overruns, schedule certainty, and construction change orders. It may also negatively affect the District’s ability to reuse some portion of the old building and best coordinate work with the closely scheduled New District Central Kitchen Facility located on the same site.

## 7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)*
- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM 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 qualifications of the existing or planned project manager and consultants.
- 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.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

Bellingham Public Schools is an experienced and successful builder and is supported by alternative delivery experts at Dykeman Architects, OAC Services, and Perkins Coie.

The Sehome High School project is led by Executive Director of Capital Projects & Facilities, Ron Cowan, and closely supported by Capital Project Manager, Curtis Lawyer, and other Capital Projects & Facilities staff. Ron and Curtis are managing the project and will oversee GC/CM procurement, execution, and closeout with support from OAC Services, Inc. Ron and Curtis have cumulative experience working on over \$300M in capital projects specifically for K-12 and higher education.

Over the past 6 years, the District has successfully completed six major capital improvement projects and many smaller renovations and equipment replacements. This work totals in excess of \$100M and has been delivered on time and within budget.

The District has a fully dedicated in-house capital project team that is highly qualified, experienced, and field-tested. In addition, there is strong capability, experience, tenure, and commitment from key District staff and officers such as the Sehome HS Principal, Assistant Superintendent, and Building & Grounds Director. Dykeman Architects is providing design and specifications, OAC Services is providing GC/CM Advisory services, and Perkins Coie is providing legal services. The GC/CM will provide estimating, scheduling, phasing, early procurement, and eventual execution.

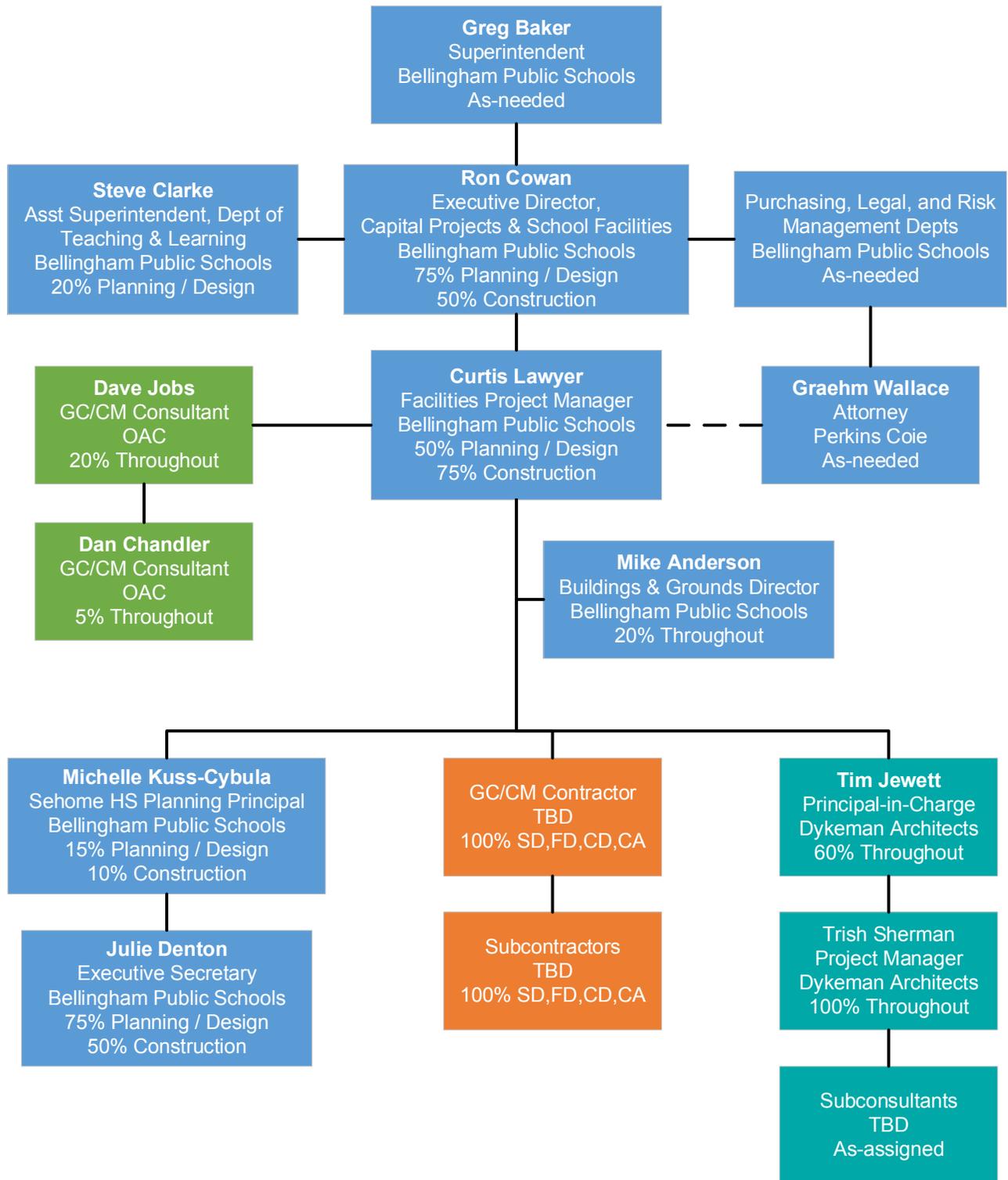
The project team is structured to optimize the experience and qualifications of District in-house resources and early involvement of the GC/CM to achieve the following objectives:

1. Involvement of key District staff who are experienced with high school programming and planning will minimize or eliminate late changes associated with stakeholder requirements.
2. Collaboration with the GC/CM on design approaches that achieve functional needs while reducing construction and/or operational complexity, risk, and cost.
3. Close coordination among Sehome High School staff, Dykeman Architects, and the GC/CM on construction activities that affect staff and student safety, school operations, and the most efficient use of space on this sloping site.

OAC Services will enhance Dykeman Architect's extensive alternative delivery experience and support District staff with GC/CM consulting including procurement, team building, pre-construction support, subcontractor buyout, GMP negotiations, support during construction and other services as-needed.

Eager to expand its internal alternative project delivery experience, the District is committed to internal and external training, implementation of best practices, and regular lessons learned meetings. This is demonstrated through the attendance of both Ron Cowan and Curtis Lawyer at the AGC of Washington two day GC/CM Workshop on January 21-22, 2016, in Seattle.

## Project Organization Chart



### **Ron Cowan, Executive Director, Capital Projects & Facilities**

Ron has served in the educational field for 36 years and has provided oversight for K-12 capital construction projects for 27 years. He has a Masters in School Administration, holds a Certified School Business Administrator (CSBA) credential through the Washington School Business Officials (WASBO), and is a member of CEFPI as well as WASA. While with Ferndale School District from 1988-2005, Ron was responsible for bond planning and issuance, A/E and consultant selection/negotiation, bidding, permitting, project management, and close out for seven school projects worth over \$40M. With the Bellingham Public Schools from 2006-present, Ron has provided planning, A/E and consultant selection/negotiation, bidding, project management. Ron has 100% focus and responsibility on capital projects, buildings and grounds maintenance, and custodial services.

Ron is registered for the AGC of Washington **GC/CM Workshop** on January 21-22, 2016.

### **Curtis Lawyer, Facilities Project Manager, Bellingham Public Schools**

Curtis has 15 years' experience, has a B.S. in Civil Engineering from Clemson University, is an EIT having passed the FE exam, and is a Certified Erosion and Sediment Control Lead. Curtis joined Bellingham Public Schools in 2011 and has provided project management on seven District K-12 construction projects. Prior to joining the District, Curtis performed as Project Manager for multiple projects with U.C. Berkeley and the San Francisco United School District. He has worked as cost estimator, project engineer, and project manager on projects totaling over \$500M. Delivery of this work included Design-bid-build, GC/CM, and Construction Manager as Contractor.

Curtis is registered for the AGC of Washington **GC/CM Workshop** on January 21-22, 2016.

### **Steve Clarke, Assistant Superintendent, Department of Teaching & Learning**

Steve has been with Bellingham Public Schools for 28 years and has a Master's in School Administration. His high school planning and design background includes: 1) Squalicum High School Planning Team (1996-1998); 2) Bellingham High School Planning Principal (1998-2000); and 3) Options High School Planning Team (2014-2015). He is proficient with the planning process and works effectively with parents, students, staff, planning teams, district leaders, architects, and designers.

### **Mike Anderson, Buildings & Grounds Director, Bellingham Public Schools**

Mike has been the Director of Buildings and Grounds for the District since 1993. Prior to joining the District, he worked as a general contractor and Journeyman Carpenter. He has represented the District's interests as an integral member of the design teams for three high schools, two middle schools, and six elementary schools. His observations and expertise promote the design and implementation of a more functional, maintainable, and operable building for the District.

### **Michelle Kuss-Cybula, Sehome HS Planning Principal, Bellingham Public Schools**

Michelle is the Principal for the existing Sehome High School. She has a Master of Science in Curriculum and Instruction and will be integral as a facilitator and overseer for program design and implementation. Michelle's experience includes the construction and opening of the West Salem High School in Oregon. She was a collaborative project team member with

the design team, carefully tracked the contractor's schedule, and was fully integrated into the visioning, planning, construction, and opening of the new school.

**Tim Jewett, AIA, Principal-in-Charge, Dykeman Architects**

With Dykeman since 1997, Tim holds a Bachelor of Arts in Architecture and a Master of Architecture from the University of Washington. Tim has worked on three previous GC/CM High School projects. As Principal-in-Charge, Tim is personally committed to ensure that the project reaches all goals set by the school district and the team. He will oversee the project, will be involved at critical points of project development, and will remain informed throughout the duration. His understanding of educational projects, codes and government agencies, as well as his ability to communicate with various groups to reach consensus makes him a perfect choice for this role. Tim is currently working with the Northshore School District on its GC/CM-delivered New North Creek High School Project.

**Trish Sherman, AIA, CEFPI, Project Manager, Dykeman Architects**

With Dykeman since 1991, Trish is a thoughtful, dedicated, and versatile team leader. Trish holds a Bachelor of Arts in Architecture from Wellesley College. She has an extensive project portfolio that includes K-12 schools in Washington and Alaska. Her GC/CM experience includes two high school projects for the Northshore School District: the New North Creek High School and Bothell High School, Phase II – New Performing Arts Center and Classroom Additions. As Project Manager, Trish will be the main point of contact and will carry out the day-to-day management of the project. Her responsibilities include establishing the budget, scheduling, staffing, team coordination, and deliverables. She will ensure that all milestones and goals are met and that information is properly integrated into the design process and contract documents. Trish is currently working with the Northshore School District on its GC/CM-delivered New North Creek High School Project.

**Dave Jobs, CCM, AVS, LEED AP, GC/CM Consultant, OAC Services**

With OAC since 1990, Dave Jobs will serve the project as OAC's primary service provider and coordinator for other staff support when needed. A veteran of GC/CM and Design-Build (ESCO) projects, Dave will advise the District on GC/CM procurement, pre-construction services, GMP negotiations, use of incentives, changes during construction, and project closeout. Dave is a Certified Construction Manager and Associate Value Specialist with 25 years of industry experience. He has worked on over 20 school projects throughout Western Washington. Dave completed GC/CM training at AGC of Washington in Seattle in 2012 to enhance his knowledge of this important delivery method.

**Dan Chandler, PE, AIA, GC/CM Consultant, OAC Services**

With OAC since 1995, Dan Chandler leads one of the region's premier project management consulting firms and will support the Sehome High School project with GC/CM procurement, on-boarding, contracting and GMP negotiations. A veteran of 40 alternative delivery projects including 27 GC/CM projects, Mr. Chandler will work closely with the overall team to bring GC/CM best practices to the project and help Bellingham Public Schools build its internal management capability. Dan is currently advising the Northshore School District on its GC/CM-delivered New North Creek High School Project.

## **Other available OAC staff members:**

### **Glen Lyons, Project Coordinator, OAC Services**

Glen has 13 years of experience in design and construction, including completion of the AGC GC/CM training. Recent project experience includes two GC/CM and two Design-Build projects as well as multiple negotiated projects. Glen has advanced experience and skills with SEPA and permitting, document control, process improvement, and project management / collaboration software and technologies. Glen will support Dave and the Project Team on an as-needed basis.

**OAC's 60-person staff** are available to support the project on a moment's notice.

### **Current Staff:**

- 60 total employees
- 43 PM/CM staff members
- 25 AGC GC/CM trained
- 23 GC/CM experienced

### **Graehm Wallace, Partner, Perkins Coie, LLP**

Mr. Wallace is a partner in the Seattle office of Perkins Coie. He and his colleagues have represented public entities in hundreds of Washington projects. Mr. Wallace and his firm are highly respected throughout the industry for their knowledge in RCW 30.10. They have advised school districts across the State on the details and aspects of alternative delivery methods.

**See Exhibit B for additional details on the Sehome High School project team experience**

## **Organizational Controls**

The District project team will implement project controls and reporting systems to manage the scope, schedule, and budget, and report progress to District staff, elected officials, and the public. Ron Cowan and Curtis Lawyer with support from OAC will utilize District and OAC project budgeting tools, procurement processes (adapted as needed for GC/CM), and project management websites to manage communications and monitor progress. OAC will share their experience in managing GC/CM projects with the District and will proactively consult on issues and concerns. Schedule and budget progress will be monitored and reported on a monthly basis. A project SharePoint site may be provided to enhance the availability and communication of the most current information to the project team, District stakeholders, and the public. Procurement, including the GC/CM contractor, will be supported by the Bellingham Public Schools Purchasing Department in close concert with OAC.

## **Planned GC/CM Process**

The District will be using a customized owner-contractor agreement developed by Perkins Coie in close coordination with consultant team members. In addition, the District is planning on a comprehensive Pre-Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the contract agreement for the GC/CM construction procurement within Washington State.

Preparation of the GC/CM RFP and selection process, already underway, will be based on an OAC proven approach and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews and fee proposals.

## **GC/CM Procurement**

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

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

The District and Perkins Coie are currently assembling the GC/CM Contract. This work is being developed in close coordination with the District's risk and procurement specialists.

## **Completing the Design**

The District intends to engage the GC/CM with the design firm in preparation of the schematic design. The value engineering, constructability and cost estimating input sought from the GC/CM during schematic design would continue through final design, prior to the preparation of the MACC.

### **8. Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided:

- 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 Exhibit C for representative Bellingham Public Schools projects.**

### **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. At a minimum, please try to include the following:

- An 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.

**Exhibit A** includes potential constraints and conceptual site plan images which illustrate the possible location and associated opportunities associated with building a new replacement high school adjacent to the existing Sehome High School.

**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.

The Bellingham School District is audited annually by the Washington State Auditor's office. Consistently, there have been no findings.

**Caution to Applicants**

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

**Signature of Authorized Representative**

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

Should the PRC approve your request to use the GC/CM 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.

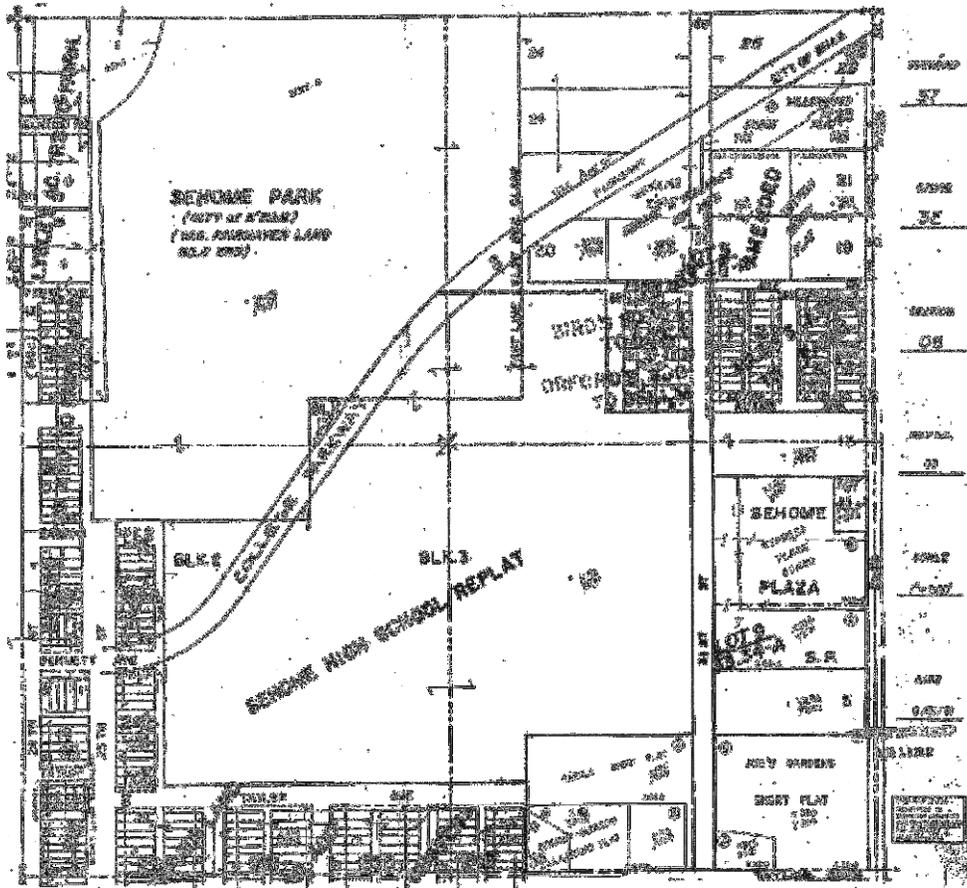
Signature: 

Name: (please print) Ron Cowan

Title: Executive Director, Capital Projects & School Facilities

Date: October 29, 2015

**Exhibit A – Aerial Photo, Site Map, Preliminary Phasing Plan**



# Sehome High School

## GCCM Exhibits

### Existing School Site

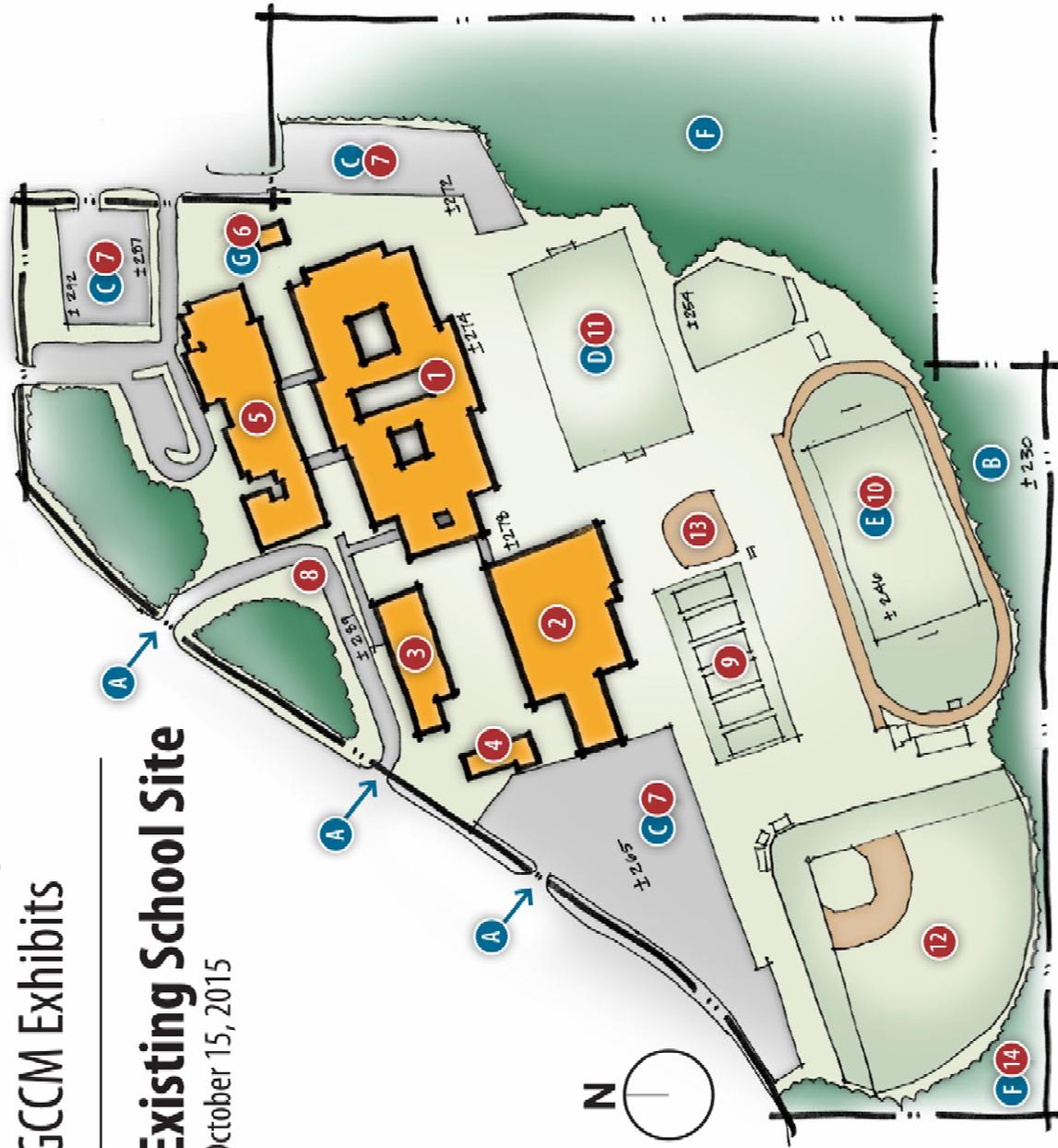
October 15, 2015

## Site Constraints

- A** Entry points off of Bill Mac Donald Parkway cannot be relocated.
- B** Steeply sloping site has over 80' of fall North to South.
- C** 550 parking spaces must be maintained on site at all times matching the existing count.
- D** Due to budget constraints existing terracing of site must be largely maintained and thus field location is significantly constrained.
- E** A minimum of one soccer or football field must be maintained on site for PE.
- F** Design Goal – Impact to steeply vegetated slopes is to be minimized.
- G** Central plant containing boiler and electrical service for the site needs to be maintained throughout the construction duration.

## Site Features

- 1** Classroom building
- 2** Gym / PE
- 3** Robotics and music
- 4** Labs and ceramics
- 5** Performing arts and library
- 6** Central plant
- 7** Parking
- 8** Bus loop
- 9** Tennis
- 10** Football and track
- 11** Soccer
- 12** Baseball
- 13** Softball
- 14** Steep vegetated area



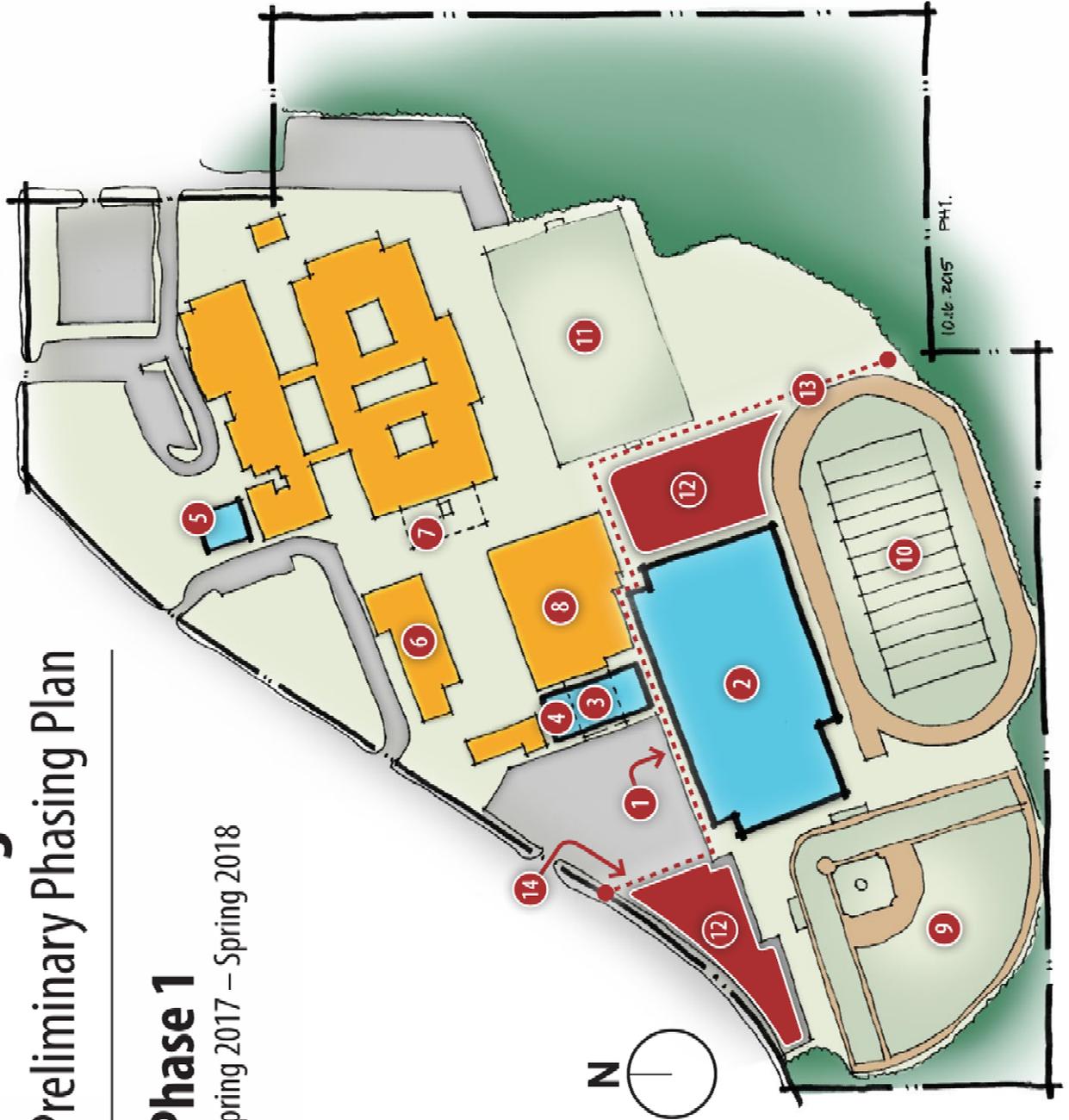
# Sehome High School

## Preliminary Phasing Plan

**Phase 1**  
Spring 2017 – Spring 2018

### Phasing Features

- 1 Modify east parking
- 2 Build new gym / PE complex
- 3 Demo covered play
- 4 Build temp labs and music
- 5 Build temp admin
- 6 Demo existing music and labs
- 7 Demo existing admin
- 8 Demo existing gym complex
- 9 Replace baseball field
- 10 Replace football fields/track
- 11 Temporary overflow parking if necessary
- 12 Construction staging area
- 13 Phase 1 construction area
- 14 Construction access



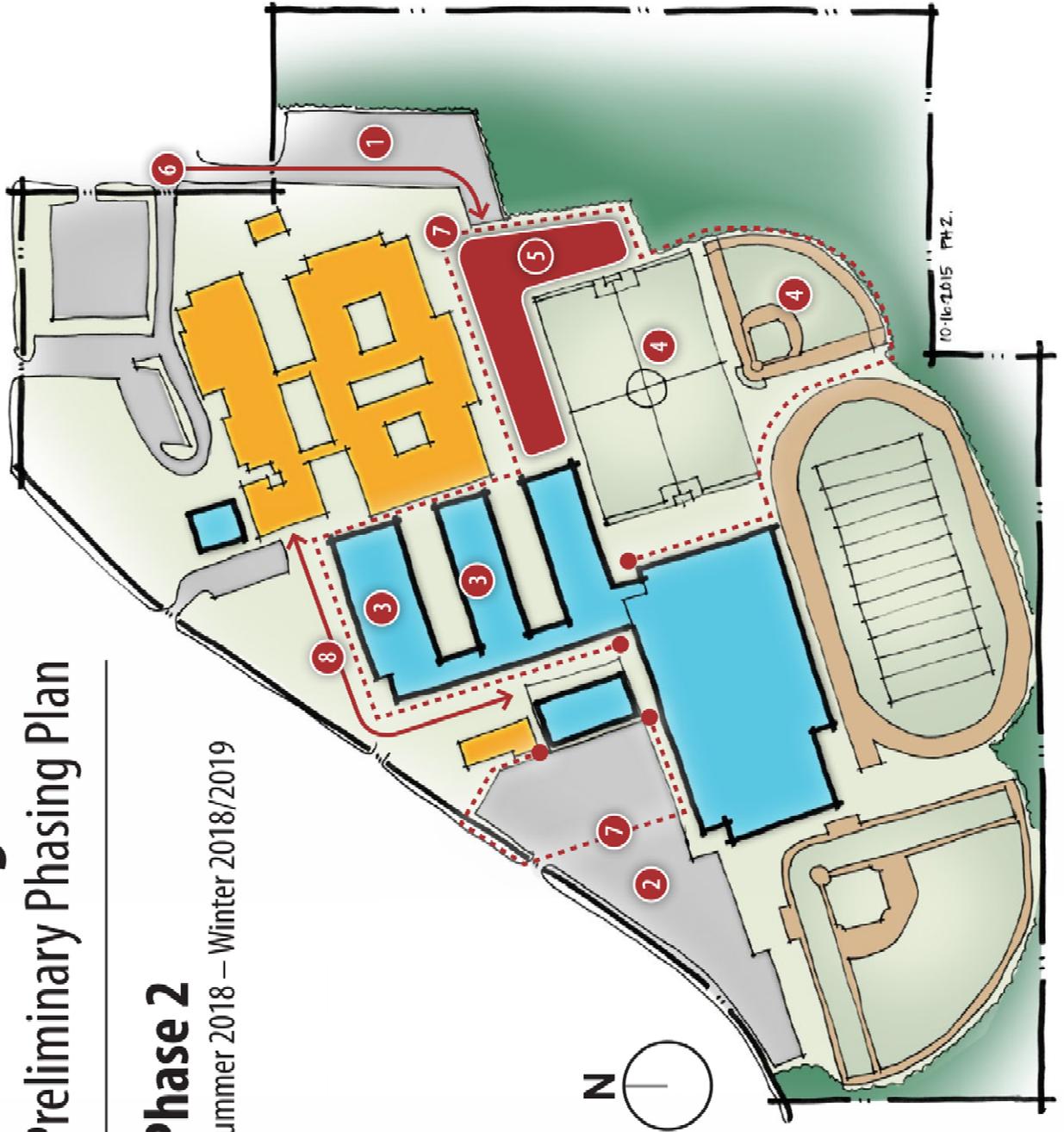
# Sehome High School

## Preliminary Phasing Plan

**Phase 2**  
 Summer 2018 – Winter 2018/2019

### Phasing Features

- 1 Construct temp bus loop
- 2 Construct new west parking lot
- 3 Build two new three story classroom wings including admin
- 4 Build soccer and softball fields
- 5 Construction staging area
- 6 Construction access
- 7 Phase 2 construction area
- 8 Student circulation



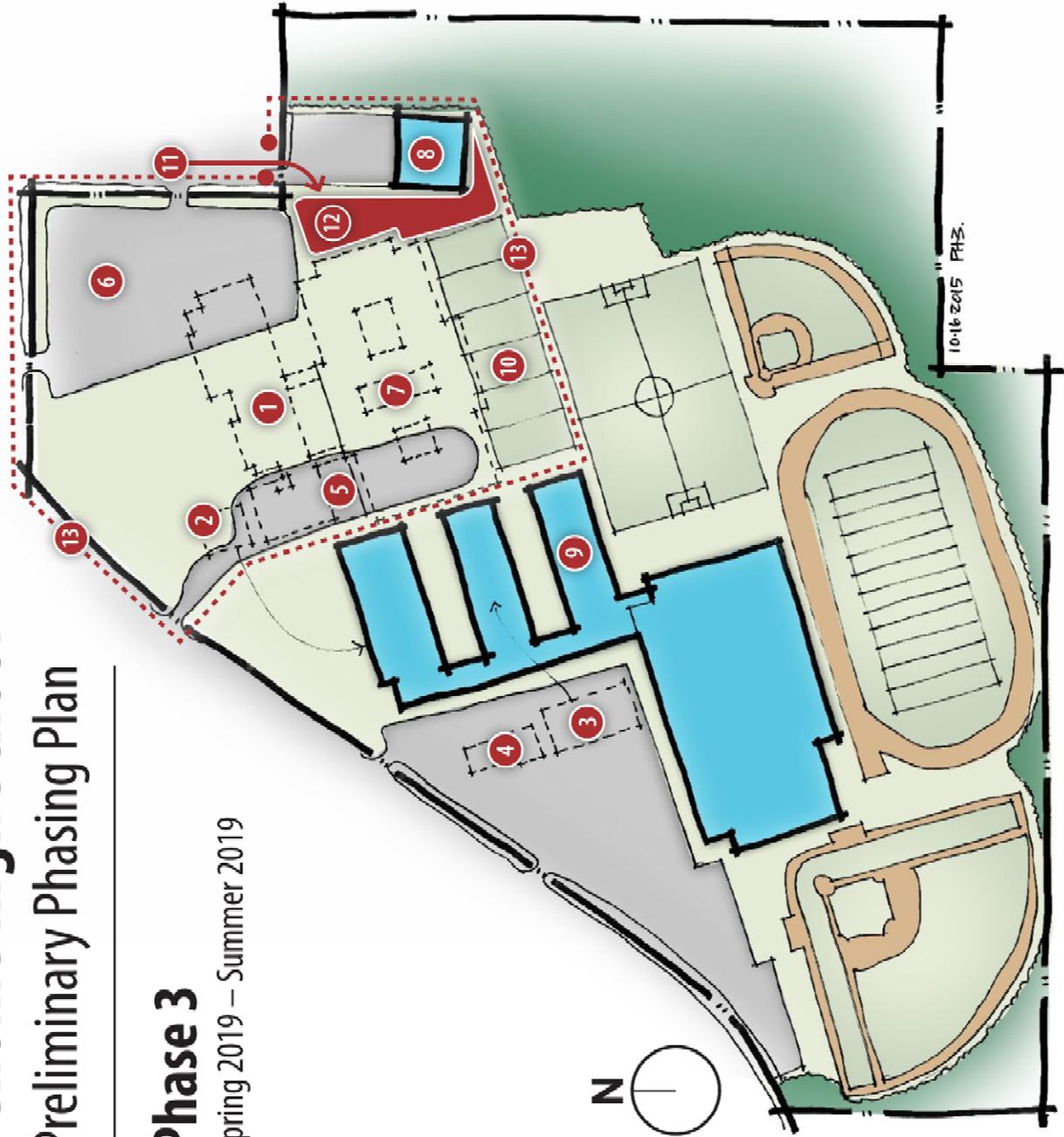
# Sehome High School

## Preliminary Phasing Plan

**Phase 3**  
Spring 2019 – Summer 2019

### Phasing Features

- 1 Demo north classroom wing
- 2 Move admin into new facility
- 3 Move temp labs and music into new facility
- 4 Demo existing labs and ceramics
- 5 Construct new bus Loop
- 6 Construct north parking lot
- 7 Demo south classroom wing
- 8 Construct central kitchen
- 9 Build new three story classroom wing
- 10 Construct tennis courts
- 11 Construction access
- 12 Construction staging area
- 13 Phase 3 construction area



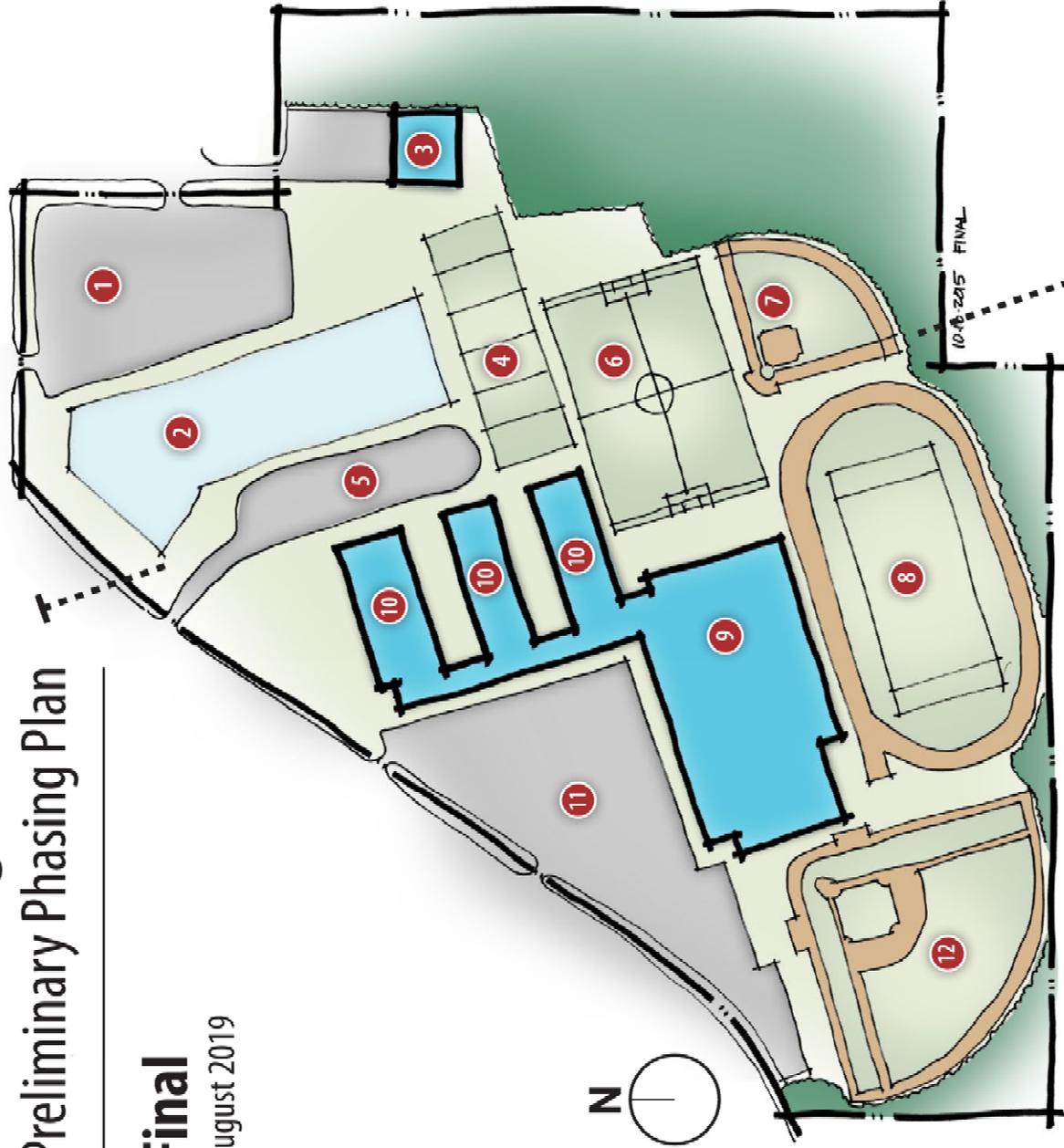
# Sehome High School

## Preliminary Phasing Plan

**Final**  
August 2019

### Phasing Features

- 1 North parking lot
- 2 Future expansion
- 3 Central kitchen
- 4 Six tennis courts
- 5 Bus loop
- 6 Soccer field
- 7 Softball field
- 8 Football field / track
- 9 Gym / commons / performing arts / music
- 10 Three story classroom wing
- 11 West parking lot
- 12 Baseball field



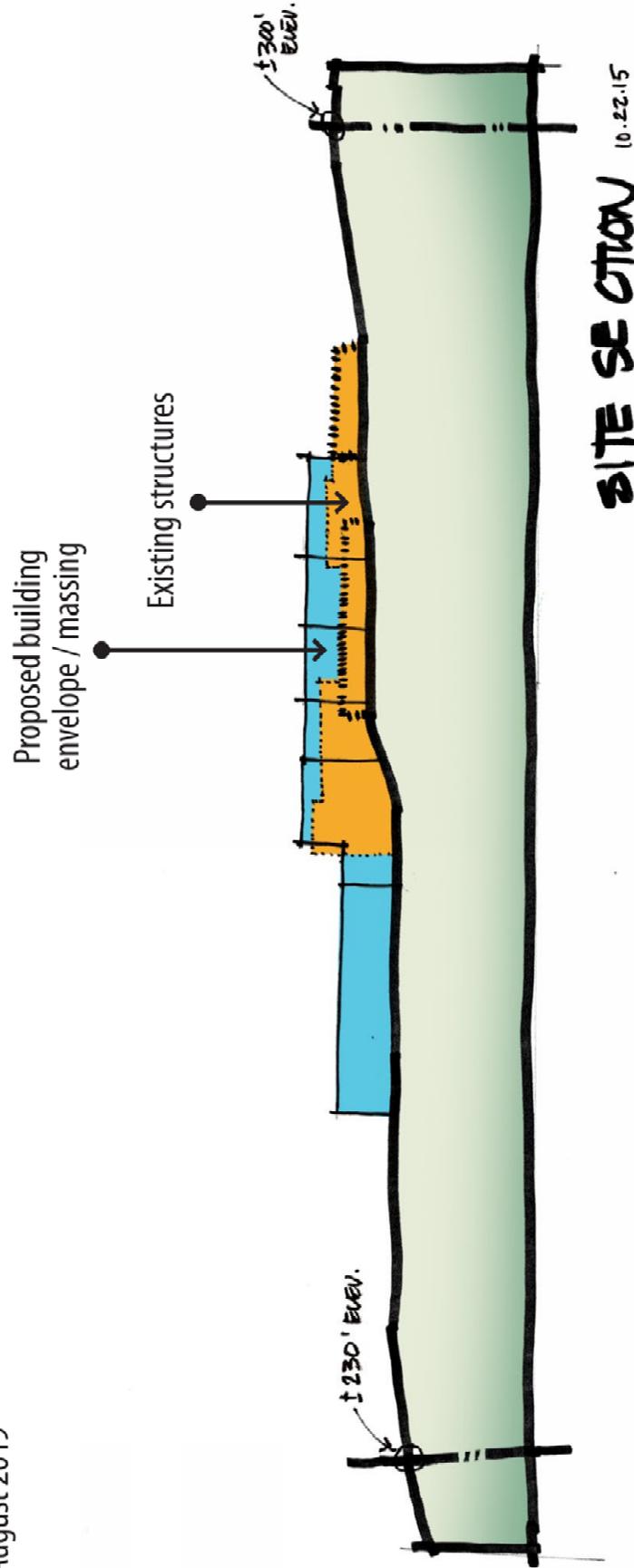
See site cross section on following page »

# Sehome High School

## Preliminary Phasing Plan

### Final Site Cross Section

August 2019



### Exhibit B – Project Team Experience Matrix

The following table lists some of the relevant experience of the Sehome High School team.

| Name                             | Role   | Projects  | Budget | Delivery Method | Role During Project Phases |             |              |
|----------------------------------|--|---|--------|-----------------|----------------------------|-------------|--------------|
|                                  |  |   |        |                 | Pre-Design                 | Design      | Construction |
| Ron Cowan                        | Executive Director,<br>Capital Projects &<br>School Facilities | Options High School                                       | \$21M  | D/B/B           | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Lowell Elementary School                                  | \$6M   | D/B/B           | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Birchwood Elementary School                               | \$14M  | D/B/B           | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Happy Valley Elementary School                            | \$19M  | D/B/B           | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Whatcom Middle School Rebuild                             | \$42M  | D/B/B           | PM PIC                     | PM PIC      | PM PIC       |
| Curtis Lawyer                    | Facilities Project<br>Manager                                  | Bellingham Public Schools, Eight K-12 Projects            | \$109M | D/B/B           | PM                         | PM          | PM           |
|                                  |  | Central Utility Plant, Hospital Tower, & Support Building | \$55M  | GC/CM           | PM                         | PM          | PM           |
|                                  |  | San Francisco Unified School District                     | \$10M  | D/B/B           | PM                         | PM          | PM           |
|                                  |  | UC Berkeley Stanley Hall Replacement                      | \$162M | CM at Risk      | PM/CM                      | PM/CM       | PM/CM        |
|                                  |  | San Francisco Federal Building                            | \$143M | CMc             | Project Eng                | Project Eng | Project Eng  |
| Tim Jewett, AIA,<br>CEFPI, NCARB | Principal<br>Dykeman Architects                                | New North Creek High School                               | \$100M | GCCM            |                            |             |              |
|                                  |  | Bothell High School, Phase II,                            | \$15   | GCCM            | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Bothell High School, Phase III                            | \$25M  | GCCM            | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Cascade High School                                       | \$22M  | D/B/B           |                            |             |              |
| Trish Sherman, CEFPI             | Project Manager<br>Dykeman Architects                          | New North Creek High School                               | \$100M | GC/CM           | PM                         | PM          | PM           |
|                                  |  | Bothell High School, Phase II                             | \$15M  | GC/CM           | PM                         | PM          | PM           |
|                                  |  | Henry Jackson High School                                 | \$3M   | D/B/B           | PM                         | PM          | PM           |
|                                  |  | Canyon Park Jr High School                                | \$10M  | D/B/B           | PM                         | PM          | PM           |
|                                  |  | Everett High School                                       | \$10M  | D/B/B           | PM                         | PM          | PM           |
| Dave Jobs, CCM, AVS,<br>LEED AP  | GC/CM Advisor<br>OAC Services                                  | Snohomish County Courthouse                               | \$112M | GC/CM           | PM                         | PM          | PM           |
|                                  |  | Lake Washington School District                           | \$6M   | DB / ESCO       | PM                         | PM          | PM           |
|                                  |  | Highline School District                                  | \$5M   | DB / ESCO       | PM                         | PM          | PM           |
|                                  |  | University Place School District                          | \$6M   | DB / ESCO       | PM                         | PM          | PM           |
|                                  |  | King County: Harborview, Elections, Maleng RJC            | \$25M  | DB / ESCO       | PM                         | PM          | PM           |
| Dan Chandler, PE, AIA            | Principal<br>GC/CM Advisor<br>OAC Services                     | North Creek High School                                   | \$100M | GC/CM           | Advisor                    | Advisor     | Advisor      |
|                                  |  | Oak Harbor WWTP   | \$70M  | GC/CM           | Advisor                    | Advisor     | Advisor      |
|                                  |  | Olympia City Hall   | \$40M  | D/B             | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Nelson Service Center                                     | \$15M  | D/B             | PM PIC                     | PM PIC      | PM PIC       |
|                                  |  | Tahoma High School  | \$120  | GC/CM           | PM PIC                     | PM PIC      | PM PIC       |
| Graehm Wallace                   | Partner<br>Perkins Coie, LLP                                   | North Central High School                                 | \$12M  | GC/CM           |                            |             |              |
|                                  |  | Oak Harbor WWTP   | \$70M  | GC/CM           |                            |             |              |
|                                  |  | Northwood Middle School                                   | \$30M  | GC/CM           | Atty                       | Atty        | Atty         |
|                                  |  | Stewart Middle School                                     | \$45M  | GC/CM           |                            |             |              |

**Exhibit C– Public Body Construction Experience**

| Project Name  | BPS Project # | Budget (\$MM) |        | Delivery Method | Planning Start | Construction Start | Project Completion |        | Explanation of Budget or Schedule Overruns |
|---|---------------|---------------|--------|-----------------|----------------|--------------------|--------------------|--------|--|
|   |               | Planned       | Actual |                 |                |                    | Planned            | Actual |  |
| <b>Birchwood Elementary School Remodel</b>            | <b>9100</b>   | \$14.6        | \$14.4 | D-B-B           | 10/11          | 6/13               | 8/14               | 8/14   | Not Applicable                             |
| <b>Shuksan Middle School</b>                          | <b>8700</b>   | \$23          | \$23   | D-B-B           | 7/07           | 6/08               | 7/09               | 7/09   | Not Applicable                             |
| <b>Wade King Elementary</b>                           | <b>8400</b>   | \$15.4        | \$15.3 | D-B-B           | 9/06           | 7/07               | 8/08               | 8/08   | Not Applicable                             |
| <b>Elementary &amp; Middle School Seismic Upgrade</b> | <b>3902</b>   | \$11.5        | \$11.1 | D-B-B           | 11/06          | 2/09               | 8/11               | 8/11   | Not Applicable                             |
| <b>Lowell Elementary Renovation</b>                   | <b>5209</b>   | \$6           | \$5.5  | D-B-B           | 3/14           | 12/14              | 8/15               | 8/15   | Not Applicable                             |
| <b>Cordata Elementary</b>                             | <b>9800</b>   | \$16          | \$15.6 | D-B-B           | 8/06           | 6/10               | 8/11               | 8/11   | Not Applicable                             |
| <b>Whatcom Middle School Rebuild</b>                  | <b>8800</b>   | \$42          | \$42   | Emerg           | 12/09          | 12/09              | 8/11               | 8/11   | Not Applicable                             |
| <b>Happy Valley Elementary</b>                        | <b>5207</b>   | \$19          | ---    | D-B-B           | 2/14           | 6/15               | 8/16               | ---    | In Progress                                |
| <b>Parkview Elementary Renovation</b>                 | <b>5211</b>   | \$4           | ---    | D-B-B           | 11/14          | 6/15               | 8/16               | ---    | In Progress                                |