



**New Mead Elementary School,
Transportation Co-Operative/
District Maintenance Facility
and
Performing Arts/Athletic Complex
Project**

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

**Application for Project Approval:
General Contractor as Construction
Manager (GC/CM)**

**Submitted by:
Mead School District No. 354**

April 20, 2018

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)
Alternative Contracting Procedure*

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

Identification of Applicant

- (a) Legal name of Public Body (your organization): **Mead School District No. 354**
- (b) Address: **2323 East Farwell Road, Mead, WA 99021**
- (c) Contact Person Name: **Ned Wendle** Title: **Director of Facilities and Planning**
- (d) Phone Number: **(509) 465-7657** E-mail: **ned.wendle@mead354.org**

1. Brief Description of Proposed Project

- a) Name of Project: **New Mead Elementary School, Transportation Co-Operative/District Maintenance Facility and Performing Arts/Athletic Complex**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Mead School District plans to undertake a project with multiple components on the same site and adjacent sites in the same time frame. The components include a new 65,000 sf elementary school, a 4,500 seat performing arts/athletic complex, a new transportation cooperative for 110 busses and a new district maintenance facility. Due to the proximity of the work sites, the fact that all the timeframes overlap, the work will be diverse and complex and much of the site will be occupied during construction; it makes this project a good candidate for the GC/CM alternative delivery method.

The components are quite distinctive from one another so they will have separate management teams under the leadership of one architectural firm. The 52-acre site is bordered on all sides by a residential neighborhood which includes an active fire station and it is expected that there will be a fair amount of street and utility infrastructure required by the local jurisdiction. Access to the multiple construction sites will require pin-point coordination.

2. Projected Total Cost for the Project:

- A. **Project Budget** **\$61,911,000**
(Please see chart below for breakdown of work packages)

a) New Elementary School		
Costs for Professional Services (A/E, Legal etc.)		\$2,600,000
Estimated project construction costs (including construction contingencies):		\$17,500,000
Equipment and furnishing costs		\$1,000,000
Off-site costs		\$500,000
Contract administration costs (Owner, CM etc)		\$800,000
Contingencies (design & owner)		\$1,900,000
Other related project costs (utility fees, permits, bid advertising, moving costs, etc.)		\$997,400
Sales Tax		\$1,400,000
	Total	\$26,697,400
b) Transportation Co-Operative/District Maintenance Facility		
Costs for Professional Services (A/E, Legal etc.)		\$3,475,000
Estimated project construction costs (including construction contingencies):		\$36,500,000
Equipment and furnishing costs		\$1,600,000
Off-site costs		\$100,000
Contract administration costs (Owner, CM etc)		\$1,100,000
Contingencies (design & owner)		\$1,800,000
Other related project costs (utility fees, permits, bid advertising, moving costs, etc.)		\$675,000
Sales Tax		\$1,400,000
	Total	\$46,650,000
c) Performing Arts/Athletic Complex		
Costs for Professional Services (A/E, Legal etc.)		\$2,200,000
Estimated project construction costs (including construction contingencies):		\$15,100,000
Equipment and furnishing costs		\$100,000
Off-site costs		\$400,000
Contract administration costs (Owner, CM etc)		\$500,000
Contingencies (design & owner)		\$1,725,000
Other related project costs (utility fees, permits, bid advertising, moving costs, etc.)		\$350,000
Sales Tax		\$1,300,000
	Total	\$21,675,000

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The project is fully funded. On February 13, 2018, Mead voters approved a \$114.5 million general obligation capital projects bond for five flagship construction projects. The District is also eligible for approximately \$10 million in state funding assistance from OSPI, for a total program budget of \$124.5 million. The District plans to front-fund the project without depending on State assistance.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

New Elementary School:

Task	Start	Completion
Prime Consultant Procurement (CM)	-	Complete
AE Consultant Procurement	Feb 2018	March 2018
PRC Application	March 2018	May 2018
Design	May 2018	April 2019
GC/CM Selection	May 2018	June 2018
GC/CM Pre-Construction	June 2018	April 2019
Construction Documents	Nov 2018	Apr 2019
Permitting	April 2019	May 2019
Bid Early Site Package	April 2019	April 2019
Early Site Package	May 2019	Aug 2019
Buyout Subs/Suppliers/Negotiate GMP	June 2019	July 2019
Primary Construction	July 2019	July 2020
Owner Move-in / FFE	Aug 2020	Aug 2020
School Starts	Sep 2020	

Transportation Co-operative/District Maintenance Facility:

Task	Start	Completion
Prime Consultant Procurement (CM)	-	Complete
AE Consultant Procurement	Feb 2018	March 2018
PRC Application	March 2018	May 2018
Design	May 2018	Aug 2019
GC/CM Selection	May 2018	June 2018
GC/CM Pre-Construction	June 2018	Nov 2018
Construction Documents	Aug 2018	Nov 2018
Permitting	Nov 2018	Feb 2019
Bid Early Site Package	Feb 2019	Mar 2019
Early Site Package	April 2019	Aug 2019
Buyout Subs/Suppliers/Negotiate GMP	Mar 2019	April 2019
Primary Construction	May 2019	Sep 2019
Owner Move-in / FFE	Oct 2019	Oct 2019

Performing Arts/Athletic Complex:

Task	Start	Completion
Prime Consultant Procurement (CM)	-	Complete
AE Consultant Procurement	Feb 2018	March 2018
PRC Application	March 2018	May 2018
Design	May 2018	April 2019
GC/CM Selection	May 2018	June 2018
GC/CM Pre-Construction	June 2018	April 2019
Construction Documents	Nov 2018	Apr 2019
Permitting	April 2019	May 2019

Bid Early Site Package	April 2019	April 2019
Early Site Package	May 2019	Aug 2019
Buyout Subs/Suppliers/Negotiate GMP	June 2019	July 2019
Primary Construction	July 2019	July 2020
Owner Move-in / FFE	Aug 2020	Aug 2020
School Starts	Sep 2020	

See Attachment D for additional schedule details

4. 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 district is growing at over 1000 students per year currently making the completion of this facility crucial to combat current and projected over-crowding issues. Currently the district has over 34,000 square feet of non-compliant student classroom space that it needs to build. It is imperative that the new elementary school be brought online as soon as possible, no later than the start of the 2020-2021 school year. This is a necessity in this community due to the ongoing home developments in the area and current overcrowding issues which the District is already experiencing in this and adjacent attendance zones. Meeting the aggressive schedule requires successful project organizing, planning and execution from design through construction. A collaborative relationship between the School District, Project Manager, Architect, permitting authorities, the State of Washington and Contractor is essential to executing the project on schedule.

In order to accomplish this aggressive schedule, a skilled GC/CM will have to coordinate an early bid packages and release of main bid packages in order for work to progress in a manner that will result in success for the project. As it is with all schools, a new building opening late is not an option and therefore having the GC in the discussion during design helping with the scheduling, phasing and coordination is key to the overall success of this project.

Project risk drivers—such as volatile cost escalation, subcontractor buyout, materials and labor shortages, site environmental remediation, or otherwise—must be identified and mitigated as soon as possible to meet the project schedule and budget constraints. For example, a phased approach to construction may be beneficial to address road access improvements, utility installation, demolition, erosion control, steel procurement and site environmental remediation activities prior to construction. The design-bid-build delivery method—which does not allow contractor engagement during project planning and design phases—would leave the project more vulnerable to these potential risks.

- 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 8.

The site is occupied during construction. Existing facilities on site during construction include the District's existing transportation center, the existing maintenance department, the existing District Warehouse, and a Boys and Girls Club. All of these facilities operate continuously during the

school day and some throughout the evenings and weekends making the ability to get the work done extremely challenging without a good plan.

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

There are multiple components of the project adjacent to each other and on the same site. Phasing and sequencing of work will be critical and the GC/CM's assistance will help the planning process. The new Transportation Co-operative and District Maintenance Facility need to be completed before the Performing Arts/Athletic Complex can begin because the current Transportation and Maintenance facilities are housed in buildings where the Athletic Complex will be built. The new Elementary School is right next door to the Athletic Complex. In addition, there are limited opportunities for busses and vehicles to serve the site which may involve early site packages to implement the work.

The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Spokane market is extremely busy and stretching the limits of the local subcontractors. In a traditional design-bid-build, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board will provide accurate cost estimates throughout the duration of design. The project will have the ability to tailor and procure early bid packages, long-lead materials and complete early site construction work, including potential environmental remediation, that can be concurrently executed while the design team is completing the construction documents for the building. Involving the GC/CM and selected subcontractors during the design process will allow the design team to vet their assumptions with the construction team, minimizing potential constructability issues and eliminating unnecessarily costly solutions.

By partnering with the GC/CM, the design team can resolve many of these issues and have real-time costs associated with them by means of early design estimates. The GC/CM's involvement during design will also provide value to the Mead School District in the form of constructability reviews, value analysis, construction document quality control, and other design phase deliverables. The GC/CM will also provide input into the products, installation methods and materials used to optimize the return on investment. This streamlined process may allow the design phase to be compressed and reduce the need for lengthy and complicated value engineering exercises at the end of design, enabling an earlier start to construction and saving the Mead School District a significant amount of money in cost escalation. With a qualified team working with Mead School District, together as a team will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made to the local community.

- If the project encompasses a complex or technical work environment, what is this environment?

The existing and continuously operating on-site District Transportation facility will be rebuilt on-site as part of this project but will need to be operational throughout the construction period of all the components. In addition, the site has limited utility services and may require early bid packages to handle these issues.

The site is in close proximity to neighbors. Creating an effective plan to minimize dust, sound, and other disruptions will play an important role in determining the success of the project, and to keep the community happy for future bond endeavors. The nearby neighborhood has mixed feelings

about a school being built there, so extra care in planning to minimize disruption issues during design with the GC/CM can help alleviate the neighborhood concerns.

The masterplan of the site will include multiple facilities and other public park-like amenities. New access points and internal roadways will need to be planned and established. Making cost and time sensitive decisions will be more effective with a GC/CM partner on-board early.

- 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?
Not applicable for this project.
- 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?
Not applicable for this project.

5. 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 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.

GC/CM will benefit the public by increasing predictability and reducing financial risks.

With GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contractor is on board throughout design and construction, providing constant cost and schedule information.

Retaining a contractor via the GC/CM method is much more likely to result in predictable cost and broader sub-contractor bid coverage. By working with the GC/CM contractor in the development of a subcontracting plan and leveraging their contacts and relationships, local interest in the project will be heightened, increasing competition and local participation.

Additional fiscal benefit will be gained through using the GC/CM's expertise in value engineering and constructability reviews to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in building a safe, simple and productive construction phasing plan is critical to the success of this project and minimizing impacts to the District's operations.

Other specific fiscal benefits include:

- Real-time, subcontractor-verified cost estimates: During the design process, the GC/CM contractor can engage subcontractors to accurately reflect the current market conditions and validate scope and budgets.
- Continual constructability reviews, value analysis and design coordination: This approach will help lower the construction costs and protect the Mead School District's project budget and limited contingency dollars.
- Responsible bidders and responsive bids: The GC/CM is able to exercise greater control in the assembly and tailoring of bid packages and subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- Better control of site activities: The GC/CM will play an important role in the design phase by preparing a construction plan that considers the factors of safety, noise, odor and dust control which is extremely important to the neighborhood. The GC/CM will be able to inform the District

of potential risks associated with the site, as mentioned above, allowing appropriate planning for risk reduction strategies prior to breaking ground.

- Complex scheduling: The preparation of a construction schedule by the GC/CM in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will assist the District in timely decision making, coordination with the neighborhood and other interested stakeholders for proper notifications, as well as foreseeing other potential impacts related to the construction of the project.

Design-Bid-Build Increases Fiscal Risks

While delivering this project via the traditional design-bid-build process is possible, the close proximity to the neighbors and the limited site access make the project relatively unattractive when there will be cleaner jobs to bid. The use of the GC/CM process will help resolve potential issues earlier in the process and make the project more attractive to subcontractors to bid. This district has had problems passing bonds in the past due to neighborhood issues from this area in the past. Having any setbacks could cost the district the confidence of the community for future bond programs.

Due to the anticipated early packages and overlapping of early work, having the possibility of multiple general contractors working on the same can create a lot of difficulties and a finger pointing to potential overlapping responsibilities creating tension and opportunities for claims against the District. Having the GC/CM as the single GC overseeing the work shifts the risk away from the owner and places the burden and responsibility on a single entity who is better suited to manage.

6. 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 Example on Project Organizational Chart)
- 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 Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.*)
- 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.

GC/CM Project Manager – Mead School District has retained CBRE/Heery to provide program and project management services for their entire 2018 Capital Bond Program. Greg Brown will be the Senior Program Manager for Mead and primary Project Manager for this project specifically. Greg will also provide guidance for the District over the entire program. Greg was the lead for Mead School District's 2015 Bond Program. In addition to Greg, Senior Project Manager David Beaudine will assist Greg on the project from start to finish. David has provided similar services for GCCM project for the past 12 years in the state of Washington.

GC/CM Consulting Commitment – With over fifteen (15) successful GC/CM projects on their resume, CBRE/Heery is committed to sharing their GC/CM knowledge and expertise with the District to increase the chances of a successful project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction, occupancy and closeout.

Value Engineering and Constructability Review Services – CBRE/Heery will lead these efforts with an integrated team from the GC/CM staff and the project team. This will help maximize the level of pre-construction effort for the district.

The Project Team: (See Attachment A for Project Organization Chart)

Mr. Wayne Leonard – Assistant Superintendent, Mead School District

Role on this project: Capital Fund Manager

Mr. Leonard oversees the business operations for Mead School District. Under his leadership all of the financing, contracts, invoicing and change orders will be processed. He will also be advising the design committee relating to budgetary decisions to help the project remain within budget.

Representative Project Experience for Wayne Leonard

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School Replacement (GC/CM) Mead School District	\$40.0 M	Capital Fund Manager	April 2015 to December 2017
Midway Elementary School Modernization and Additions (GC/CM)	\$21.5 M	Capital Fund Manager	February 2016 to Present
Shiloh Hills Elementary School Modernization and Additions	\$21.0 M	Capital Fund Manager	November 2017 to Present

Ned Wendle - Director of Facilities and Planning, Mead School District

Role on this project: Project Point of Contact for Mead School District

Mr. Wendle will be the overall project lead and retain decision making authority on all matters related to the design and construction as delegated by the School Board. Mr. Wendle and the Mead School District have arranged with the region’s top experts to advise him. Mr. Wendle has completed the AGC GC/CM training to further his understanding of the GC/CM process and the critical role he will play throughout the duration of the project. Ned is currently serving this same role for the Northwood Middle School GC/CM project approved by the PRC in 2015.

Representative Project Experience for Ned Wendle

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School Replacement (GC/CM) Mead School District	\$40.0 M	District Point of Contact/Project Lead	April 2015 to December 2017
Midway Elementary School Modernization and Additions (GC/CM)	\$21.5 M	District Point of Contact/Project Lead	February 2016 to Present
Shiloh Hills Elementary School Modernization and Additions	\$21.0 M	District Point of Contact/Project Lead	November 2017 to Present

Greg Brown, AIA, Senior Program Manager, CBRE/Heery

Role on this project: Program Manager

Greg and CBRE/Heery were selected by the Mead School District to serve as the overall program/project manager directly overseeing all aspects of the design and construction of their capital bond program. He and CBRE/Heery will lead the GC/CM selection process through design, construction and closeout. Mr. Brown has over 32 years of construction industry experience, and has spent the twelve years as the Director of Capital Projects and Planning for Spokane Public Schools (2003 -2015), the second largest district in the state of Washington. Greg has also led bond programs and/or managed projects for Bethel, Puyallup and Tacoma School Districts. His experience includes projects throughout the northwest, using a variety of delivery methods including GC/CM, and design-bid-build.

Greg led Spokane Public Schools as the first district in the state to receive GC/CM Public Body approval. In his time at Spokane Public Schools, Greg worked on nine GC/CM projects and has extensive knowledge on GC/CM procurement, and the advantages that GC/CM has over traditional procurement methods. Greg resides in the Mead School District and lives less than ten minutes from the New Five Mile Prairie Middle School.

Representative Project Experience for Greg Brown
(All Spokane Public Schools, unless noted otherwise)

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School Replacement (GC/CM) Mead School District	\$40.0 M	Bond Program Manager	April 2015 to December 2017
Salk Middle School Replacement (GC/CM)	\$36.0 M	Director of Capital Projects	September 2014 March 2015
Mullan Road Elementary Modernization (GC/CM)	\$16.0M	Director of Capital Projects	April 2013 to March 2015
North Central Commons Addition (GC/CM)	\$14.0M	Director of Capital Projects	September 2014 to Present
North Central STEM Classroom Addition (GC/CM)	\$15.0M	Director of Capital Projects	April 2013 March 2015
NEWTECH Skills Center Addition (GC/CM)	\$13.0M	Director of Capital Projects	April 2014 to March 2015
Hutton Elementary Replacement (GC/CM)	\$24.0M	Director of Capital Projects	April 2014 to March 2015
Ferris High School (GC/CM)	\$97.7M	Director of Capital Projects	April 2010 to March 2015
Rogers High School (GC/CM)	\$64.5M	Director of Capital Projects	February 2005 to July 2009
Shadle Park High School (GC/CM)	\$74.0M	Director of Capital Projects	January 2006 to July 2010
Westview Elementary School	\$17.0M	Director of Capital Projects	April 2010 to July 2012
Ferris Gymnasium/Health and Fitness Facility	\$14.9M	Director of Capital Projects	2004 to 2007
Lidgerwood Elementary School Replacement	\$ 9.0M	Director of Capital Projects	2003 to 2006

Lincoln Heights Elementary School Replacement	\$ 11.0M	Director of Capital Projects	2003 to 2006
Ridgeview Elementary School Replacement	\$ 10.0M	Director of Capital Projects	2003 to 2006
Graham-Kapowsin High School Bethel School District	\$47.0M	Director of Capital Projects	2001 to 2003
New Cougar Mountain Junior High School Bethel School District	\$18.0M	Director of Capital Projects	2001 to 2003

David Beaudine, CCM, Senior Project Manager, CBRE/Heery

Role on this project: Senior Project Manager

David Beaudine, a Senior Project Manager with CBRE|Heery has been selected to oversee the new Middle School on the Five Mile Prairie. David's role will be to manage the day to day activities for the project from design through construction and close-out and will work hand in hand with the design team and selected GC/CM. David has over 15 years of industry experience with majority of that working within Washington State K-12. David's experience includes assisting the Spokane School District through two of their largest GC/CM projects as project manager on the Rogers and Ferris High School projects. Most recently David, as Program Manager, has been guiding the Quincy School District through their current bond program while specifically managing their new high school project, and acting in the same capacity for the Moses Lake School District which is currently redefining the parameters of work in which they intend as part of their recently passed bond program. In addition, David serves as CBRE/Heery's central and eastern Washington lead and is a current member of the PRC providing guidance to the overall program related to best practices established and learned by the committee.

Representative Project Experience for David Beaudine

Project	Project Value	Tasks Performed	Time Involved
New Quincy High School	\$80.88M	Program Manager & Senior PM	May 2016 - Present
Quincy Junior High Renovation	\$20.4M	Program Manager	May 2016 - Present
Quincy ES Additions	\$12.1M	Program Manager	May 2016 - Present
NEWTECH Skills Center Modernization	\$8.7M	Senior Project Manager	December 2015 – June 2017
Mullan Road Elementary School (GC/CM)	\$16.2M	GC/CM Assistance	April 2013 – March 2016
NEWTECH Skills Center Addition (GC/CM)	\$13.0M	Senior Project Manager	April 2014 - March 2016
Ferris High School (GC/CM)	\$97.7M	Senior Project Manager	April 2010 - March 2015
Rogers High School (GC/CM)	\$64.5M	Project Manager	February 2005 - July 2009

Roosevelt HS (GC/CM)	\$93.9M	Assistant Project Manager	2004 – June 2006
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Dave Huotari, Principal - ALSC Architects

Role on this project: Principal-in-Charge

Dave Huotari is identified as the Principal-in-Charge for this project. Mr. Huotari has been involved with numerous K-12 school GC/CM projects including Northwood Middle School Replacement (Mead School District), Evergreen Middle School (Central Valley School District), Sunrise Elementary School (Central Valley School District), Franklin Elementary School (Spokane Public Schools) and Mullan Road Elementary School (Spokane Public Schools). Other K-12 school projects include Naches Elementary School (Naches School District), Westview Elementary (Spokane Public Schools) and Ridgeview Elementary (Spokane Public Schools).

Representative Projects for Dave Huotari

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School (GC/CM) Mead School District	\$40.0 M	Principal-in-Charge	April 2015 to Dec. 2017
Franklin Elementary School (GC/CM) Spokane Public Schools	\$20.5 M	Principal-in-Charge	Dec. 2015 to Oct. 2018
Mullan Road Elementary School (GC/CM) Spokane Pubic Schools	\$16.0 M	Principal-in-Charge	April 2013 to March 2015
Evergreen Middle School (GC/CM) Central Valley School District	\$21.7 M	Principal Support	April 2015 to Oct. 2017
North Pines Middle School (GC/CM) Central Valley School District	\$22.2 M	Principal Support	July 2016 to August 2018
Sunrise Elementary School (GC/CM) Central Valley School District	\$20.7 M	Principal Support	March 2015 to August 2017
Opportunity Elementary School (GC/CM) Central Valley School District	\$17.0 M	Principal Support	March 2015 to July 2012

Ken Murphy, Principal - ALSC Architects

Role on this project: Managing Principal

Mr. Murphy and ALSC Architects (ALSC) are identified as the Designer of Record for this project. ALSC and Mr. Murphy have been involved with numerous K-12 school GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Murphy's GC/CM experience with ALSC includes Northwood Middle School (Mead School District), Cheney High School (Cheney School District), Franklin Elementary School (Spokane Public Schools), Mullan Road Elementary School (Spokane Public Schools), Sunrise Elementary School (Central Valley School District), Opportunity Elementary School (Central Valley School District), Jim Darcy Elementary School (Helena School District), Washington Middle School (Missoula County Public Schools and Clovis Point Middle School (Eastmont School District).

Additional GC/CM projects that ALSC has completed include Evergreen Middle School (Central Valley School District), North Pines Middle School Replacement (Central Valley School District), the

WSU Cougar Football Complex (Washington State University) and WSU Martin Stadium Expansion (Washington State University). Additional alternative delivery method projects completed by ALSC include the WSU Wine Science Center, Richland (D-B), Volkar Center for Athletic Achievement, Gonzaga University (Integrated Project Delivery/Cost Plus), McCarthy Athletic Center, Gonzaga University (D-B), Three Rivers Convention Center, Kennewick (D-B), and the Spokane Convention Center Expansion (D-B).

Representative Projects for Ken Murphy

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School (GC/CM) Mead School District	\$40.0 M	Managing Principal ALSC: Architect of Record	April 2015 to Dec. 2017
Cheney High School (GC/CM) Cheney School District	\$25.3 M	Managing Principal ALSC: Architect of Record	May 2017 to Oct. 2019
Franklin Elementary School (GC/CM) Spokane Public Schools	\$20.5 M	Managing Principal ALSC: Architect of Record	Dec. 2015 to Oct. 2018
Mullan Road Elementary School (GC/CM) Spokane Public Schools	\$16.0 M	Managing Principal ALSC: Architect of Record	April 2013 to March 2015
Sunrise Elementary School (GC/CM) Central Valley School District	\$20.7 M	Managing Principal ALSC: Architect of Record	March 2015 to August 2017
Opportunity Elementary School (GC/CM) Central Valley School District	\$17.0 M	Managing Principal ALSC: Architect of Record	March 2015 to July 2012

Indy Dehal, Principal - ALSC Architects

Role on this project: Project Designer

Indy Dehal is identified as the Project Designer for this project. Mr. Dehal has been involved with numerous K-12 school GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Dehal's GC/CM experience with ALSC includes Northwood Middle School (Mead School District), Cheney High School (Cheney School District), North Pines Middle School Replacement (Central Valley School District), Evergreen Middle School (Central Valley School District), Franklin Elementary School (Spokane Public Schools) and Mullan Road Elementary School (Spokane Public Schools). Additional Alternative Delivery projects projects that Indy has designed include the Washington State University Cougar Football Complex (GC/CM), the Volkar Center for Athletic Achievement at Gonzaga University (Integrated Project Delivery/Cost Plus) and the Ste. Michelle Wine Estates WSU Wine Science Center, Richland (Design-Build).

Representative Projects for Indy Dehal

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School (GC/CM) Mead School District	\$40.0 M	Project Designer	April 2015 to Dec. 2017

Cheney High School (GC/CM) Cheney School District	\$25.3 M	Project Designer	May 2017 to Oct. 2019
North Pines Middle School (GC/CM) Central Valley School District	\$22.2 M	Project Designer	July 2016 to August 2018
Evergreen Middle School (GC/CM) Central Valley School District	\$21.7 M	Project Designer	April 2015 to Oct. 2017
Franklin Elementary School (GC/CM) Spokane Public Schools	\$20.5 M	Project Designer	Dec. 2015 to Oct. 2018
Mullan Road Elementary School (GC/CM) Spokane Pubic Schools	\$16.0 M	Project Designer	April 2013 to March 2015

Rustin Hall, Principal - ALSC Architects

Role on this project: Managing Principal

Rustin Hall is identified as the Managing Principal for this project. Mr. Hall has been involved with numerous GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Hall's GC/CM experience with ALSC includes the WSU Cougar Football Complex (Washington State University) and WSU Martin Stadium Expansion (Washington State University). Additional alternative delivery method projects completed by Rustin include the WSU Wine Science Center, Richland (D-B), Three Rivers Convention Center, Kennewick (D-B), and the City of Airway Heights Community Recreation Facility (Progressive D-B).

Representative Projects for Rustin Hall

Project	Project Value	Tasks Performed	Time Involved
City of Airway Heights Recreation Center (Progressive Design- Build)	\$17.25 M	Principal-in- Charge	November 2017 to January 2018
WSU Wine Science Center (Design-Build) Washington State University, Tri-Cities Campus	\$23.0 M	Principal-in- Charge	July 2013 to February 2015
WSU Cougar Football Operations Building (GC/CM) Washington State University	\$60.0 M	Principal Support,	March 2012 to July 2014
WSU Martin Stadium Expansion (GCCM) Washington State University	\$65.0 M	Principal-in- Charge	July 2011 to August 2012
Three Rivers Convention Center (Design-Build) Kennewick, WA	\$18.0 M	Principal-in- Charge	August 2002 to July 2004

Steve Walther, Principal - ALSC Architects

Role on this project: Managing Principal

Steve Walther is identified as the Managing Principal for this project. Mr. Walther has been involved with numerous GC/CM projects, as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Walther's K-12 School GC/CM experience with ALSC includes Cheney High School (Cheney School District), Evergreen Middle School (Central Valley School District), North Pines Middle School (Central Valley School District) and Clovis Point Middle School (Eastmont School District). Alternative delivery method projects completed by Steve include the Volkar Center for Athletic Achievement at Gonzaga University (Integrated Project Delivery/Cost Plus).

Representative Projects for Steve Walther

Project	Project Value	Tasks Performed	Time Involved
Evergreen Middle School (GC/CM) Central Valley School District	\$21.7 M	Principal-in-Charge	April 2015 to Oct. 2017
North Pines Middle School (GC/CM) Central Valley School District	\$22.2 M	Principal-in-Charge	July 2016 to August 2018
Sunrise Elementary School (GC/CM) Central Valley School District	\$20.7 M	Principal-in-Charge	March 2015 to August 2017
Opportunity Elementary School (GC/CM) Central Valley School District	\$17.0 M	Principal-in-Charge	March 2015 to July 2012
Cheney High School (GC/CM) Cheney School District	\$25.3 M	Principal-in-Charge	May 2017 to Oct. 2019
Volkar Center for Athletic Achievement (Integrated Project Delivery/Cost Plus) Gonzaga University	\$24.0 M	Principal-in-Charge	Nov. 2015 to May 2018

Jodi Kittel, Project Manager - ALSC Architects

Role on this project: Project Manager

Jodi Kittel is identified as the Project Manager for this project. Ms. Kittel brings a strong background in K-12 school projects. Her GC/CM experience with ALSC Architects includes Sunrise Elementary School Modernization & Expansion (Central Valley School District) and Franklin Elementary School Modernization & Expansion (Spokane Public Schools). Other K-12 school projects include Amistad Elementary School Replacement (Kennewick School District) and Betz, Sunset and Windsor Elementary Schools (Cheney School District).

Representative Projects for Jodi Kittel

Project	Project Value	Tasks Performed	Time Involved
Franklin Elementary School (GC/CM) Spokane Public Schools	\$20.5 M	Project Manager	Dec. 2015 to Oct. 2018
Sunrise Elementary School (GC/CM) Central Valley School District	\$20.7 M	Project Manager	March 2015 to August 2017

Amistad Elementary School (Design-Bid-Build) Kennewick School District	\$24.0 M	Project Manager	May 2017 to June 2019
Betz, Sunset & Windsor Elementary School (Design-Bid-Build) Cheney School District	\$13.3 M	Project Manager	May 2017 to Aug. 2019
Maintenance Shops & Facilities Offices (Design-Bid-Build) Kennewick School District	\$4.6 M	Project Manager	Oct. 2015 to March 2017

Dan Bresnahan, Associate - ALSC Architects

Role on this project: Project Manager/Architect

Dan Bresnahan is identified as the Project Manager/Architect for this project. Mr. Bresnahan has been involved with K-12 school GC/CM projects as well as many other alternative delivery method projects (design-build, negotiated construction contract). Mr. Bresnahan's GC/CM experience with ALSC includes Franklin Elementary School (Spokane Public Schools) and Mullan Road Elementary School (Spokane Public Schools). Additional Alternative Delivery projects that Dan has been involved with include Washington State University's Cougar Football Complex (GC/CM), McCarthy Athletic Center at Gonzaga University (Design-Build), the City of Airway Heights Community Recreation Center (Progressive Design-Build), the Three Rivers Convention Center in Kennewick (Design-Build) and the Ste. Michelle Wine Estates WSU Wine Science Center, Richland (Design-Build).

Representative Projects for Dan Bresnahan

Project	Project Value	Tasks Performed	Time Involved
Franklin Elementary School (GC/CM) Spokane Public Schools	\$20.5 M	Project Architect	Dec. 2015 to Oct. 2018
Mullan Road Elementary School (GC/CM) Spokane Pubic Schools	\$16.0 M	Project Architect	April 2013 to March 2015
City of Airway Heights Recreation Center (Progressive Design-Build)	\$17.25 M	Project Manager	November 2017 to January 2018
WSU Cougar Football Operations Building (GC/CM) Washington State University	\$60.0 M	Project Manager	March 2012 to July 2014
WSU Wine Science Center (Design-Build) Washington State University, Tri-Cities Campus	\$23.0 M	Project Manager	July 2013 to February 2015
Three Rivers Convention Center (Design-Build) Kennewick, WA	\$18.0 M	Project Manager	August 2002 to July 2004

Graehm Wallace, Capital Legal Counsel, Partner, Perkins Coie LLP:

Role on this project: Legal Counsel

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 public entities 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 has prepared GC/CM contracts for the Auburn, Bainbridge

Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Lake Stevens, Mead, Mount Vernon, Port Townsend, Shoreline, Spokane, Seattle, Tacoma, Tahoma, and Vancouver School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-one years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. 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.

Organizational Controls

Mr. Brown is working with District personnel to continue to refine the controls and reporting systems to effectively manage the scope, schedule, and budget for the project based on lessons learned during the previous program. CBRE/Heery will utilize personalized project budgeting tools alongside District internal accounting practice, and project management websites to manage communications, monitor progress in order to meet school district requirements. CBRE/Heery will share their experience in managing GC/CM projects with the district and will proactively consult on issues and concerns. Schedule progress will be tracked on a monthly basis against the master schedule for the program. The project budget will be tracked against the approved baseline budget on a monthly basis.

Planned GC/CM Process

CBRE/Heery will lead the GC/CM procurement process in close coordination with the Mead School District including the preparation of the GC/CM RFP and selection process which will be based on CBRE/Heery's internal methods that have been refined over the years, along with the latest lessons learned from other school districts, including Spokane Public Schools, Mead and the Seattle School Districts. We have an open selection process in order to promote as much competition as we can within the contracting community. The intention is to market this project throughout the state to firms with experience in GC/CM and knowledge of the local market. The eastern Washington market is fortunate enough to have multiple high-level contractors that have extensive experience in the GC/CM delivery method.

The RFP/RFQ is intended to be a 3-step process, which involves proposals, interviews and submittal of sealed bids for the specified general conditions and fee percentage, based upon the preliminary MACC, each of which will be weighted as part of the final score. A recommendation to the school board will be performed by utilizing a panel that will include District representatives (Facilities, Maintenance, Business, teaching and learning), CBRE/Heery (Greg Brown and David Beaudine), and potentially a school board member.

Careful considerations will be made in the selection of the GC/CM to make sure that their qualifications related to both construction and pre-construction are in line with the comprehensive services in which the District is desiring and the project will demand due to the current concerns of budgeting, scheduling and community awareness.

7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates

- Planned and actual budget amounts
- Reasons for budget or schedule overruns

For Matrix of Mead School District's Construction History: See Attachment B.

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: Applicant may utilize photos to further depict project issues during their presentation to the PRC.

See Attachment C, Exhibits 1 – 2

9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

There are no Audit 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.

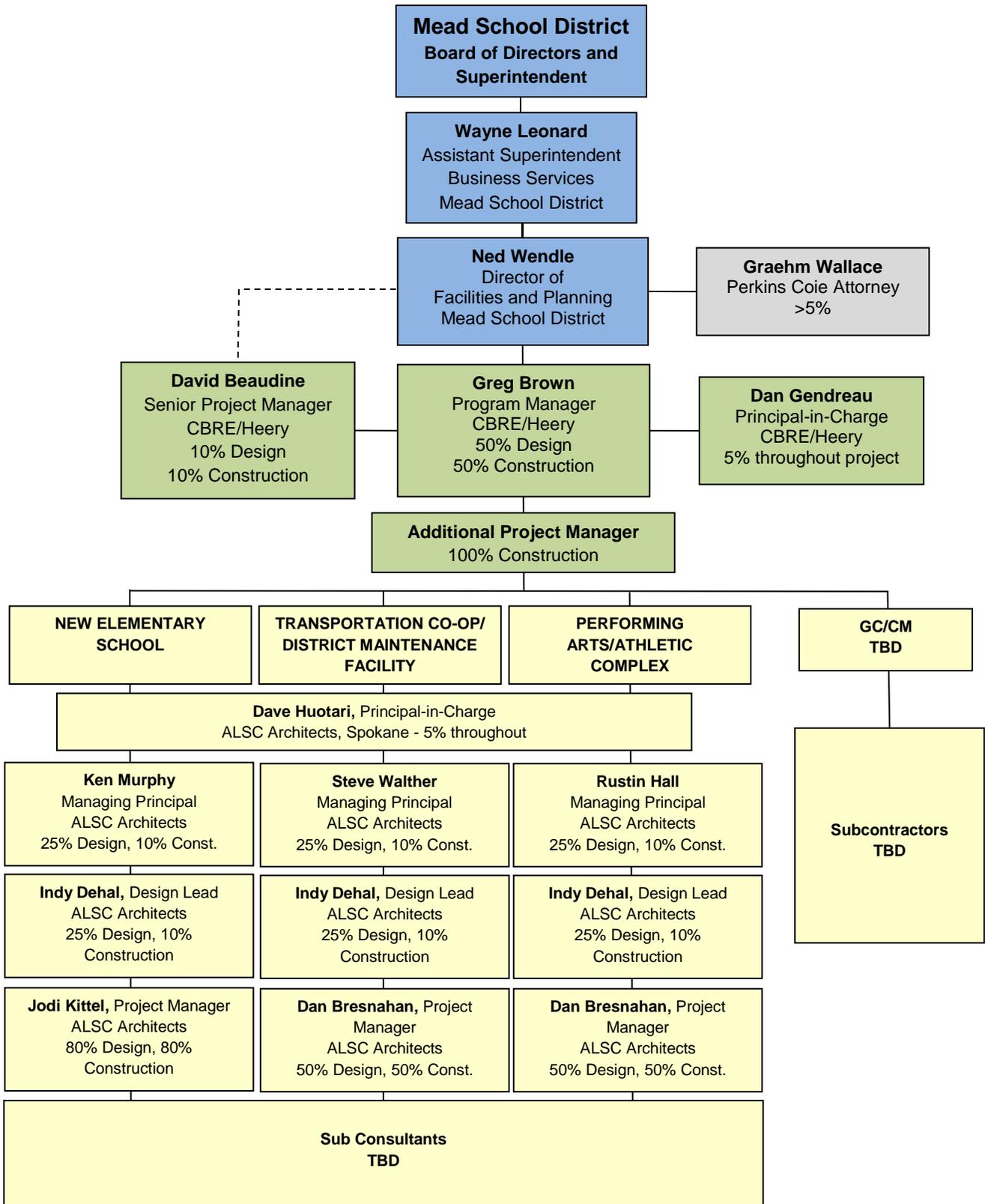
Signature: 

Name (please print): NED P. WENDLE

Title: DIRECTOR OF FACILITIES AND PLANNING

Date: 4-20-18

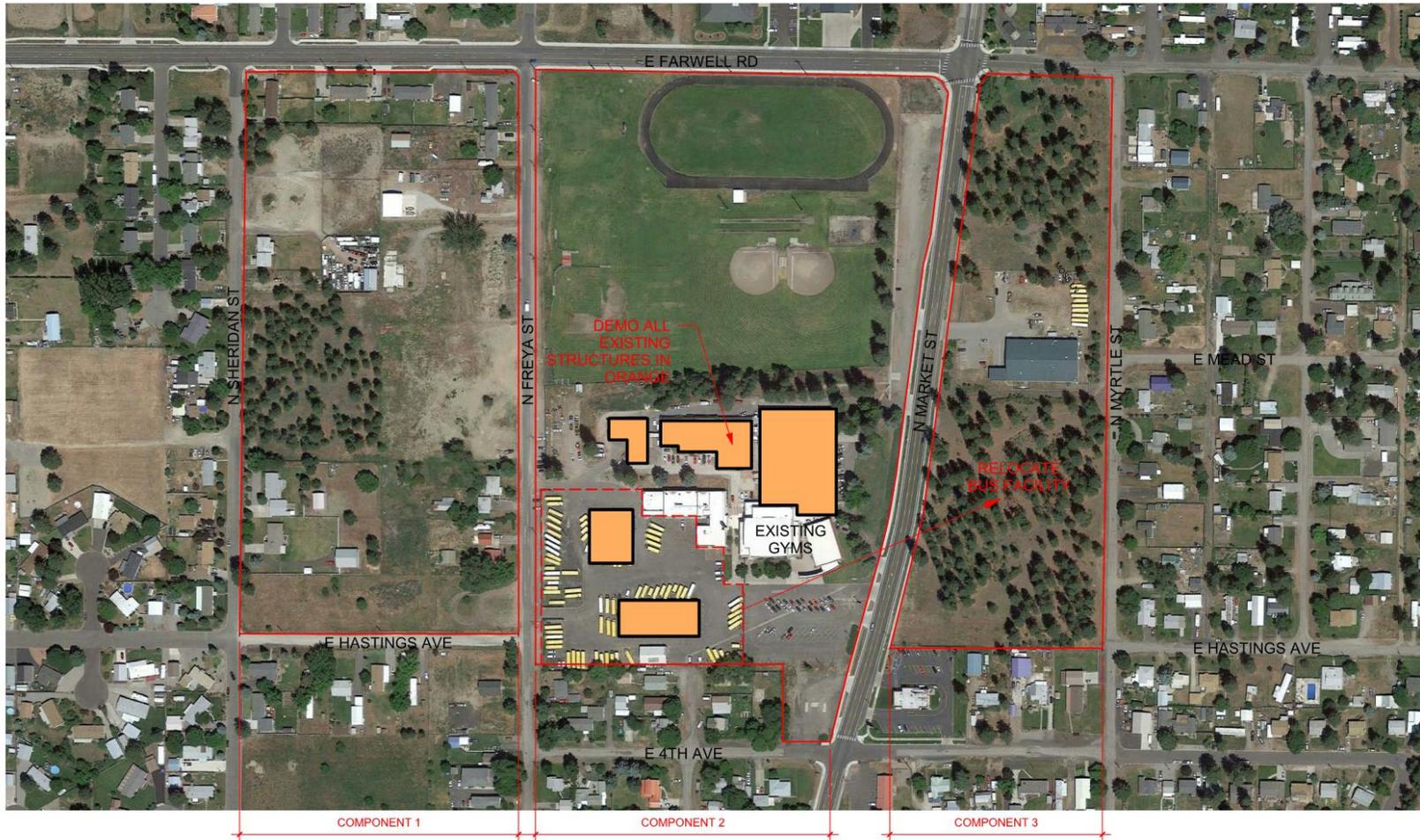
Attachment A: Project Organization Chart



ATTACHMENT B: Public Body Construction History – Mead School District

Project Name	Project Description	Total Project Cost	Method of Delivery	Lead Design Firm	General Contractor /GCCM	Planned Constr. Start	Planned Finish	Actual Start	Actual Finish	Original Construction Budget	Final Construction Cost	Reason for Cost Overrun
Northwood Middle School Replacement	120,000 sq. ft. mostly new construction/replacement of an existing middle school	\$40,000,000	GC/CM	ALSC Architects, Ken Murphy 509-838-8568 kmurphy@alscarchitects.com	Garco Construction, Jamie Welsh 4114 E. Broadway, Spokane, WA 99202 509-535-4668	04/2016	04/2018	04/2016	12/2017	\$30,100,000	\$29,800,000	None. Project finished under budget
Midway Elementary School Modernization and Additions	63,000 sq. ft. of heavy phased remodel and additions to an existing occupied school	\$21,500,000	GC/CM	MMEC Architects and Planners, Walt Huffman 509-624-6800 walt@mmecarchitecture.com	Bouten Construction, Ryan Brown 627 N Napa Street, Spokane, WA 99202 509-535-3531	04/2017	08/2018	04/2017	Planned for 08/2018	\$15,488,000	TBD	TBD
Shiloh Hills Elementary School Modernization and Additions	65,000 sq. ft. of heavy remodel and additions to an elementary school	\$20,800,000	D-B-B	MMEC Architects and Planners, Walt Huffman 509-624-6800 walt@mmecarchitecture.com	Garco Construction, Jamie Welsh 4114 E. Broadway, Spokane, WA 99202 509-535-4668	04/2018	08/2019	04/2018	Planned for 08/2019	\$14,990,306	TBD	TBD
Mountainside Junior High School	115,260 sq. ft. building. New construction	\$31,889,778	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Lydig Construction, Larry Swartz 603 N. Havana, Spokane, WA 99202	09/2006	06/2008	09/2006	09/2006	\$23,901,907	\$31,889,778	Hyperinflation, lack of subs in a robust market.
Prairie View Elementary School	57,713 sq. ft. elementary school, new construction	\$16,867,812	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Northwestern Construction of Washington, Inc. Randy Smith 210 N. Helena Street Spokane, WA 99202	06/2006	09/2007	06/2006	08/2007	\$16,867,812	\$16,867,812	On time and on budget
Mead High School Modernization	Comprehensive modernization and 24,921 sq. ft. addition	\$31,500,000	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Swank Enterprises Dewey Swank 750 West Reserve Kalispell, Mt 59901	06/1998	09/2001	06/1998	09/2001	\$31,500,000	\$31,065,000	Under budget and on time
New Mt. Spokane High School	230,177 sq. ft. high school, new construction	\$23,200,000	D-B-B	NAC Architecture, Steve McNutt 509-838-8240 smcnutt@nacarchitecture.com	Lydig Construction, Larry Swartz 603 N. Havana, Spokane, WA 99202	05/1996	09/1997	05/1996	08/1997	\$22,636,500	\$23,200,000	Owner scope changes

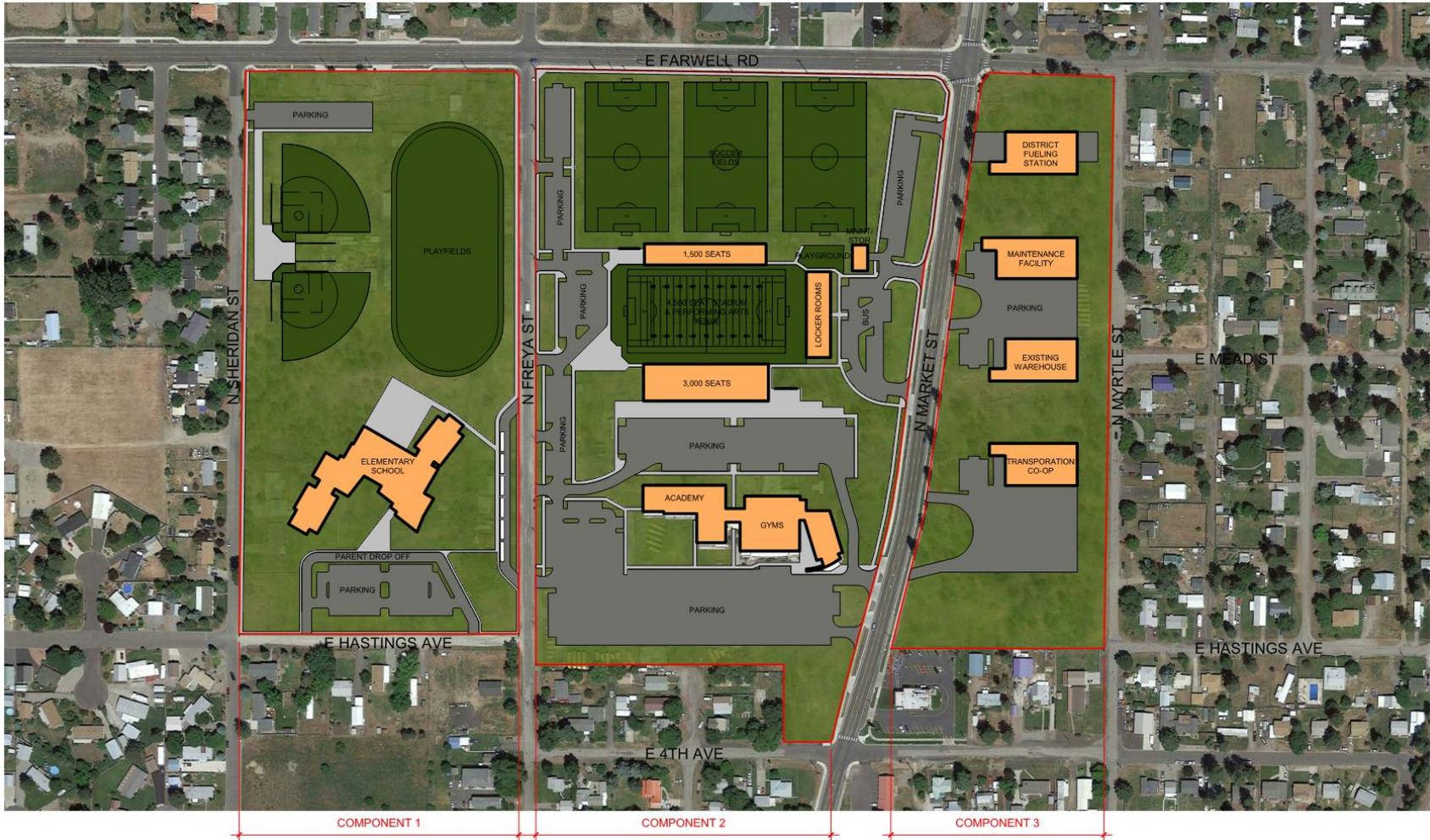
ATTACHMENT C: EXHIBITS



MEAD SCHOOL DISTRICT
PRC APPLICATION
04/16/18

NEW MEAD ELEMENTARY - EXISTING SITE

ALSC ARCHITECTS



MEAD SCHOOL DISTRICT
 PRC APPLICATION
 04/16/18

NEW MEAD ELEMENTARY - PROPOSED SITE PLAN

ALSC ARCHITECTS

ATTACHMENT D: COMPREHENSIVE SCHEDULE

Mead School District \ Project Schedule \ ALSC Architects

