



New Five Mile Prairie Middle School 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 Five Mile Prairie Middle School**
- 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 build a new middle school in the Five Mile Prairie neighborhood. The district enrollment is busting at the seams, and this neighborhood has been underserved for eight years due to a bond failure in 2010. The neighborhood straddles the City limits to the north and has limited access, utilities and services. Hundreds of students are being bused off the prairie daily due to the lack of school classrooms in their neighborhood.

The new school will be the third middle school in the district. It is planned to be 120,000 square feet and house 850 student in a 6 to 8 grade configuration. The 61-acre site is in a residential neighborhood and it is expected that there will be a fair amount of street and utility infrastructure required by the local jurisdiction.

2. Projected Total Cost for the Project:

A. Project Budget

| | |
|--|---------------------|
| Costs for Professional Services (A/E, Legal etc.) | \$ 3,475,000 |
| Estimated project construction costs (including construction contingencies): | \$36,200,000 |
| Equipment and furnishing costs | \$ 1,600,000 |
| Off-site costs | \$ 400,000 |
| Contract administration costs (Owner, CM etc) | \$ 1,100,000 |
| Contingencies (design & owner) | \$ 3,750,000 |
| Other related project costs (briefly describe: utility fees, permits, bid advertising, moving costs, etc.) | \$ 675,000 |
| Sales Tax | \$ <u>3,100,000</u> |
| Total | \$50,500,000 |

B. Funding Status

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

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)

| Task | Start | Completion |
|---|------------|------------|
| Prime Consultant Procurement (CM) | - | Complete |
| AE Consultant Procurement | Feb 2018 | Mar 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 Subcontractors/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 middle 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 the attendance zone. 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, 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 not occupied during construction but will be in close proximity to neighborhoods.

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

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 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.

The site will have limited access during construction and require creativity on the contractor's part to access the site without disruption to the neighborhood. Additional permanent access points will need to be determined. The general vicinity of the school has inadequate surface roads and transportation access will be limited during high-peak traffic periods.

There will be complex permitting issues. This site has limited utility services and may require early bid packages to handle these issues.

- 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 GCCM 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 will 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 act as the primary project manager overseeing 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 |

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), McCarthey 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 Pubic 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 Site. 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 |

Kathy Russell, Project Architect - ALSC Architects

Role on this project: Project Architect

Kathy Russell is identified as the Project Architect for this project. Ms. Russell recently completed a similar role for the Northwood Middle School Replacement project (Mead School District. Her GC/CM experience with ALSC includes Northwood Middle School (Mead School District), Franklin Elementary School (Spokane Public Schools), Mullan Road Elementary School (Spokane Public Schools), Sunrise Elementary School (Central Valley School District) and Opportunity Elementary School (Central Valley School District).

Representative Projects for Kathy Russell

| Project | Project Value | Tasks Performed | Time Involved |
|---|---------------|-------------------|---------------------------|
| Northwood Middle School (GC/CM) Mead School District | \$40.0 M | Project Architect | April 2015 to Dec. 2017 |
| 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 |
| Sunrise Elementary School (GC/CM) Central Valley School District | \$20.7 M | Project Architect | March 2015 to August 2017 |
| Opportunity Elementary School (GC/CM) Central Valley School District | \$17.0 M | Project Architect | March 2015 to July 2012 |

Other Alternative Delivery Method Projects for ALSC Architects

| Project | Project Value | Tasks Performed | Time Involved |
|---|---------------|--|-------------------------------|
| WSU Cougar Football Operations Building (GC/CM) Washington State University | \$60.0 M | Programming, Design, Construction Phases | March 2012 to July 2014 |
| WSU Martin Stadium Expansion (GCCM) Washington State University | \$65.0 M | Programming, Design, Construction Phases | July 2011 to August 2012 |
| Volkar Center for Athletic Achievement (Integrated Project Delivery/Cost Plus) Gonzaga University | \$24.0 M | Programming, Design, Construction Phases | Nov. 2015 to May 2018 |
| City of Airway Heights Recreation Center (Design-Build) | \$17.25 M | Design through Construction | November 2017 to January 2018 |
| WSU Wine Science Center (Design-Build) Washington State University, Tri-Cities Campus | \$23.0 M | Design through Construction | July 2013 to February 2015 |
| Spokane Convention Center Expansion (Design-Build) Spokane Public Facilities District | \$17.0 M | Design through Construction | May 2013 to January 2015 |

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

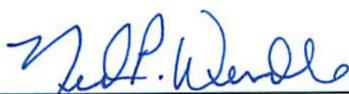
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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.

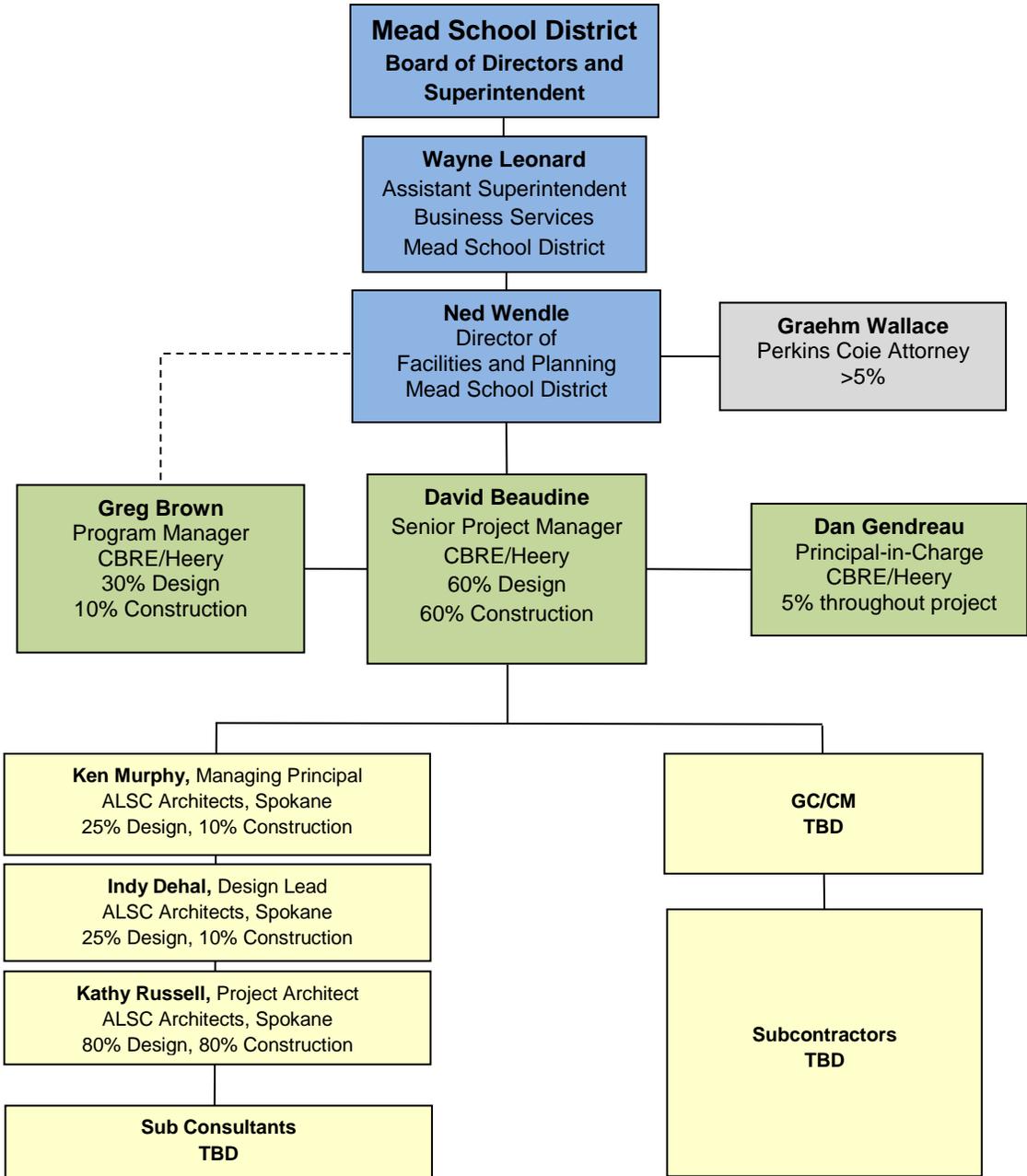
Signature: 

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
04/18/18

FIVE MILE PRAIRIE MIDDLE SCHOOL - EXISTING SITE

ALSC ARCHITECTS



MEAD SCHOOL DISTRICT
 PRC APPLICATION
 04/18/18

FIVE MILE PRAIRIE MIDDLE SCHOOL - PROPOSED SITE PLAN

ALSC ARCHITECTS

ATTACHMENT D: COMPREHENSIVE SCHEDULE

Mead School District \ Project Schedule \ ALSC Architects

