

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
**PROJECT REVIEW COMMITTEE (PRC)**

**GC/CM PROJECT APPLICATION**  
*To Use the General Contractor/Construction Manager (GC/CM)  
Alternative Contracting Procedure*

The 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): **Northshore School District No. 417**
- b) Mailing Address: **3330 Monte Villa Parkway, Bothell, WA 98021**
- c) Contact Person Name: Todd Hall      Title: **Director of Capital Projects**
- d) Phone Number: **425.408.7867**      E-mail: **thall3@nsd.org**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Leota Middle School Phase 1 Replacement**
- b) County of Project Location: **King**

Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The proposed project is the first of a two-phased replacement of a middle school addressing building improvement, capacity, and functional performance needs. This first phase will replace existing portable classrooms with much needed additional permanent classroom spaces. The work will add to the existing shared program spaces to potentially include a new gym and added commons space. Improved site circulation, new entry, and administrative area renovations are also included in the desired scope.

Building systems must remain fully functional through the life of construction in order to support daily functions of a fully occupied site.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	<b>\$3,600,000</b>
Estimated project construction costs (including construction contingencies):	<b>\$45,000,000</b>
Equipment and furnishing costs	<b>\$1,350,000</b>
Off-site costs	<b>\$ included</b>
Contract administration costs (owner, cm etc.)	<b>\$1,350,000</b>
Contingencies (design & owner)	<b>\$2,250,000</b>
Other related project costs (IT, permits, utilities, testing & inspection)	<b>\$1,950,000</b>
<u>Sales Tax</u>	<u><b>\$4,500,000</b></u>
<b>Total</b>	<b>\$60,000,000</b>

**B. Funding Status**

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

This project is fully funded by a \$425M capital bond approved by voters on February 8, 2022.

**3. Anticipated Project Design and Construction Schedule**

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- 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)*

The Architect procurement is currently in process with anticipated completion in December 2022. The GCCM advisor and staff associated with the project have been hired or are employees of the District. A preliminary project schedule is provided below.

<b>DESCRIPTION</b>	<b>TIMEFRAME</b>
<b><i>Project Procurement Planning</i></b>	
NSD Board Approval for GCCM	Oct 25, 2022
Submit Application to PRC	Dec 20, 2022
PRC Presentation and Determination	Jan 26, 2023
<b><i>GCCM Procurement (Pending PRC Approval)</i></b>	
Anticipated to Issue RFQ	Feb 6, 2023
SOQs Due	Feb 24, 2023
Announce Shortlisted Finalists	Mar 7, 2023
Interviews	Mar 14-15, 2023
Issue RFFP to Finalists	Mar 17, 2023
Public Fee Opening	Mar 24, 2023
GCCM Contracting	Mar 27 – May 2023
<b><i>Design</i></b>	
Develop/Revise Tech and Ed Specs	Aug 2022-Dec 2022
Concept/Schematic Design	Jan 2023-Sept 2023
Design Development	Oct 2023-Apr 2024
Construction Documents (Permitting and Early Construction Packages)	May 2024-Feb 2025
<b><i>Construction (to be optimized with GCCM)</i></b>	
Substantial Completion	Jun 2026
Closeout	July 2026-July 2027

**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?

Learning environments have very specific materials and equipment requirements to meet the program needs of their users. Delivery schedules are tied to the school year with no flexibility on opening dates.

The proposed project is a phased replacement of Leota Middle School, with building system improvement needs, which requires early collaboration to address traffic impacts, student safety, inflexible schedules, and increasing escalation. NSD expects extensive exploration of phasing solutions in close coordination with the design and operations team to develop cost-effective solutions that will benefit greatly from real-time logistics, cost, and construction phasing input from the contractor.

This site will be occupied by middle-school aged students during construction. Construction activities will need to be closely coordinated with teachers, staff, and students to minimize disruption with the ongoing operations and ensure safety.

GC/CM delivery is critical to successfully implementing a phase replacement dealing with these elements in a way that meet the needs of the staff, teachers, students, and community of Leota Middle

School. Most importantly, the GC/CM method will allow for early engagement of all team members that will drive decision making based on the best cost and constructability information available.

- 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 collaborative nature of GC/CM delivery allows the district to take full advantage the GC/CM collective expertise during the pre-construction stages to provide optimal construction staging strategies that ensure the safety of students, teachers, and staff while in construction. Site access for buses, student drop off and pick up, parking, and daily deliveries in addition to site access for extracurricular activities will need to be carefully scheduled and remain flexible throughout the life of the project.

It is expected that the existing buildings will require infrastructure modifications to accommodate building improvements. Constructability input from the contractor during design will be invaluable to ensure that learning environments continue to operate undisturbed during construction.

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

The GC/CM method will offer improved collaboration over traditional Design-Bid-Build (DBB) delivery throughout the design and construction process. With a limited budget and a program yet to be defined, this project will especially benefit from the collaboration during preconstruction while parameters of the first phase of the project are developed.

Efficiencies and cost savings are expected that will maximize the value delivered to the district and its communities. Significant savings in delivery time are expected with a GC/CM on board early to provide ongoing cost input, investigation of existing conditions for fewer unforeseen conditions, and input on construction efficiencies in design.

Additionally, this facility requires modifications to site circulation to improve safety and provide more efficient circulation. GC/CM offers the ability to collaborate and plan these modifications early in the design process with neighborhood and contractor input so they can be implemented effectively during the short school closure windows. Early GC/CM engagement will also ensure a safe and effective construction staging plan is put in place.

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

The project will take place on an occupied and constrained middle school site and will require a phased construction approach. Early engagement by the GC/CM contractor engagement will assist in vetting the cost and feasibility of phasing options.

- 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

- 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

## 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 Public Benefit related only to Alternative Subcontractor Selection, use*

Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or  
The current construction market is extremely unpredictable with product availability, lead times, and pricing in constant flux. GC/CM delivery offers a means to predict costs earlier and more accurately through the benefits of collaboration, early planning, and flexibility it provides. The potential for securing contracts and materials early reduces the impact of escalation and reduces risk caused by long lead times. With GC/CM, the district will have access to the best cost information available during design to alleviate value engineering efforts and subcontracting opportunities that will allow them to lock significant cost items in as early as possible.

In addition to the improved ability to manage unpredictable market conditions, GC/CM offers the opportunity to maximize project value through early cost and constructability input that can help aid in design decision making that best aligns with all project constraints.

- 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.

The complexity of this project (phased middle school replacement), the volatility of the current construction market, and the safety precautions required to maintain an occupied middle school site during construction make the Design-Bid-Build method impractical.

GC/CM will provide the ability to validate that the scope identified fits the allocated budget, develop an implementation plan that honors school schedules and jurisdictional requirements, and minimizes disruptions to school communities. GC/CM will also allow for early procurement of long lead time items well before construction takes place. This ensures materials will be onsite in time for installation and the reduces risk of delay that would be disruptive for a school project. DBB does not guarantee these elements, which could increase safety, schedule, and cost risks on the project.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.  
Not applicable

## 6. Public Body Qualifications

Please provide:

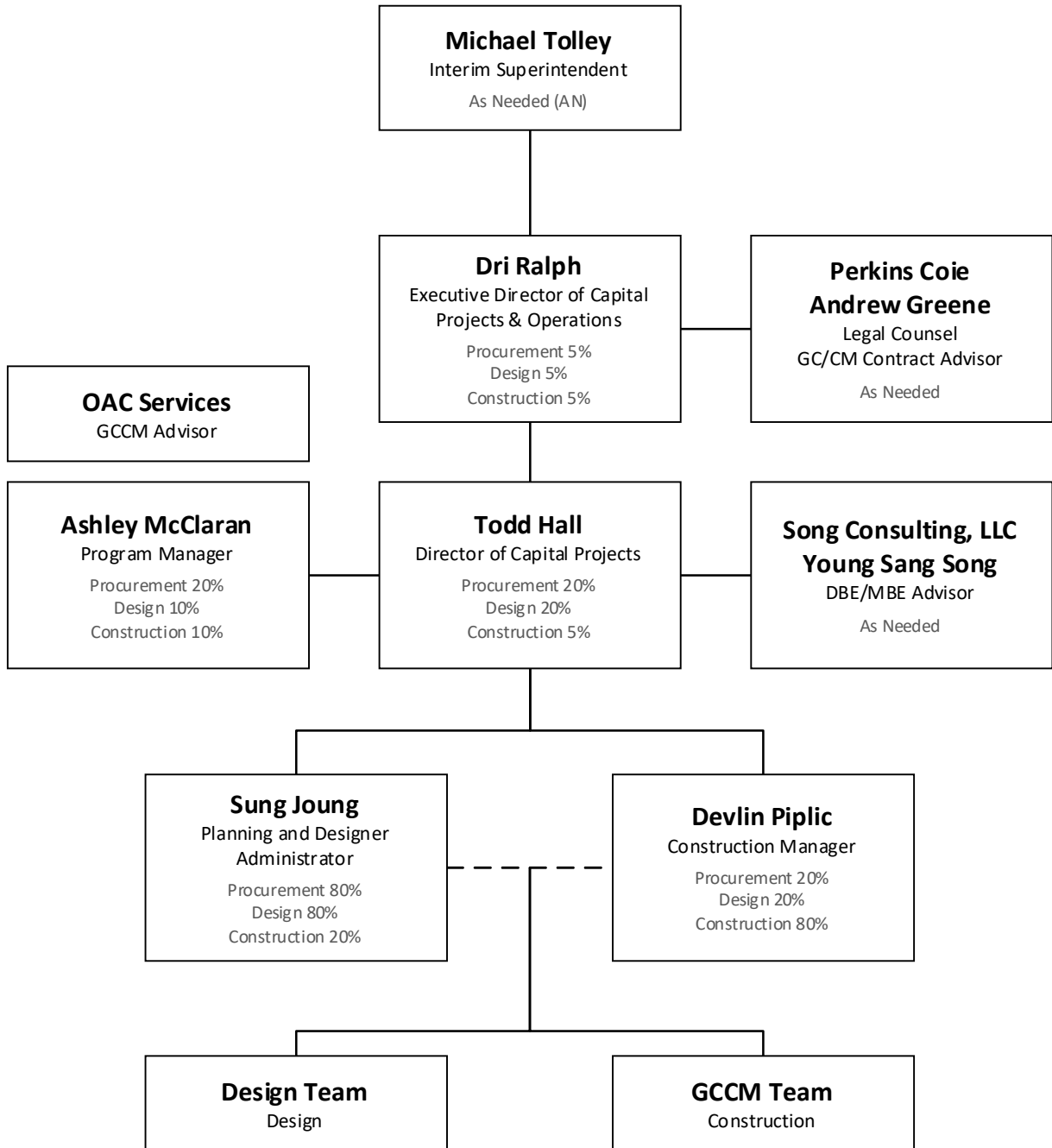
- A description of your organization's qualifications to use the GC/CM contracting procedure.

Northshore School District Capital Projects team (NSD) has an extensive history of successfully managing complex school construction projects. Since 1990, the NSD team has overseen the renovation of three high schools, two using GC/CM, and constructed a fourth, North Creek High School, utilizing GC/CM with E&MC/CM. In addition, the team has also converted a warehouse and a local office building into two different alternative high schools. They have renovated three middle schools, one using GC/CM, built a shared addition between a middle and elementary school, utilizing GC/CM with E&MC/CM and constructed a new elementary school, Ruby Bridges Elementary, utilizing GC/CM, and E&MC/CM. More recently, the NSD team constructed and opened a world-class concert hall for Northshore School District at Inglemoor High School, utilizing GC/CM with EC/CM, all while continually completing over \$39 million of building improvement projects at multiple sites with varying delivery types.

All these projects were complex, phased, and took place on occupied sites and directly managed by in-house staff.

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*).

**Dri Ralph, Executive Director of Capital Projects and Operations, Northshore School District**

Dri has over 18 years of experience leading civic construction projects.

Prior to joining the Northshore School District, Dri spent fourteen years working for the King County Library System. During her time there, she oversaw 46 library construction projects totaling \$190 million. These 46 projects included various building methodologies including traditional Design-Bid-Build, Design-Build, and GC/CM.

Since coming to the District, Dri led the permitting and construction of the \$46 million Skyview Middle School/Canyon Creek Elementary and supervised the team through the design and construction of the Northshore Concert Hall at Inglemoor High and Ruby Bridges Elementary. Each of these projects were GC/CM and EC/CM projects. Ruby Bridges and Skyview/Canyon Creek were also MC/CM projects. Together these projects totaled \$147 million.

Along with these major growth projects, Dri has led the team through the completion of numerous ESCO, fields, and interior modernizations.

**Dri Ralph - Project Experience**

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Time Involved</b>
Northshore Concert Hall at Inglemoor High School	\$38.2M	GC/CM	Planner, Executive Director Capital Projects	2018-2022
Skyview MS/Canyon Creek	\$48.7M	GC/CM	Planner, Capital Projects Director	2018-2022
Ruby Bridges Elementary	\$66.3M	GC/CM	Executive Director of Capital Projects	2019-2022
5 King County Design-Build libraries	\$17.3M	DB	Project Manager	2004-2008
Burien Library and City Hall	\$17.5M	GC/CM	Project Manager	2004-2007

**Todd Hall, Director of Capital Projects, Northshore School District**

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

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

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

**Todd Hall – Project Experience**

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Time Involved</b>
Sound Transit Lynnwood	\$3.2B	GC/CM	Planning Manager	2017-2019

Link Extension				
Northline Village Development Agreement (Lynnwood City Center)	*	Private	Planning Manager	2017-2019
Lynnwood Place (Costco/Home Depot)	*	Private	Planning Manager	2017-2019
Lynnwood Elementary (replacement) (Edmonds School District)	\$42M	GC/CM	Planning Manager	2017-2019
Lynndale Elementary (replacement) (Edmonds School District)	\$35M	GC/CM	Planning Manager	2016-2017
Alderwood Mall Expansion	*	Private	Sr. Planner/Manager	2012-2019

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

### **Sung Jung, Planning and Design Administrator (Planner), Northshore School District**

Sung has 24 years of construction and project management experience. Sung is a highly motivated, results-focused construction professional representing owners, developers, contractors, and designers in the construction industry. He has been responsible for overall project management, including developing and managing project schedules and budgets for projects ranging up to 1.3 billion US Dollars. His projects have been delivered in the public and private sector under various delivery models including: Firm Fixed Price, Cost plus Fixed Fee, T&M, DBB, DB, CM at Risk, GC/CM, and ESCO. Sung is recognized for his extensive experience and knowledge in CPM schedules and consistent delivery of savings in cost and time through developing and managing Time Impact Analysis (TIA), delay mitigation strategies, contract risk management, time extension negotiations, claims analysis, and change order management.

### **Sung Jung – Project Examples**

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Time Involved</b>
Innovation Lab High School	\$32M	ESCO	Owner PM	2019-2021
Ruby Bridges Elementary School	\$53M	GC/CM	Owner PM	2018-2020
US Army Garrison Humphreys Land Development and Utilities Infrastructure	\$450M	DB	Prime Contractor Project Control Manager	2011-2018
New Songdo International City Development. Northeast Asia Trade Tower, Songdo International School, Songdo Central Park,	\$1B	CM at Risk	Owner Project Control Manager	2008-2011
Souder Commuter Rail and Regional Express	\$1.3B	NA	Owner Project Control Specialist	2005-2008
Beacon Hill Tunnel	\$309M	DBB	Owner Project Estimator	2004-2005
US Embassy of Lisbon, Portugal Perimeter Security Upgrade	\$7M	DBB	Prime Contractor Project Control Engineer	2003-2004



### Devlin Piplic, Construction Manager, Northshore School District

Devlin has amassed more than two decades of expertise in operations, capital projects, facilities management, and support services with an emphasis in school facility operations and construction. Devlin’s knowledge of building systems, infrastructure, and construction is outstanding. He has experience managing all phases of campus construction projects, including developing scope of work, hiring subcontractors, scheduling, budgeting, and completing final project close-out.

#### Devlin Piplic – Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Transportation Rehabilitation Project	\$1.3M	DBB	Project Manager	2020-2021
Track and Field Replacement Project	\$1.1M	DBB	Project Manager	2019-2020
Hidden River Middle School	\$20M	DBB	Construction Manager	2018-2020
Salem Woods Elementary	\$22.7M	DBB	Construction Manager	2017-2019
Frank Wagner Elementary	\$14.9M	DBB	Construction Manager	2017-2019
Park Place Middle School	\$62.4M	GC/CM	Construction Manager	2015-2018

### Ashley McClaran, Director, Program Manager, OAC Services

Ashley has over 20 years of design and construction management experience with both public and private procurement in 3 major US cities (New York, New Orleans, and Seattle). She has managed 3 capital GC/CM projects with Northshore School District and has supported the district with Program Management, Project Management, and Bond Planning services for over 4 years.

Before moving to Seattle, Ashley directed over 10 Federally funded K-12 facilities in New Orleans, LA. On these projects, she acted both as Design and Project Manager to ensure that the performance standards she helped develop for the district were specified, procured, and installed as designed. Additionally, in her role as Project Manager she ensured compliance with the Federal mandates for procurement, payment, and goals for participation of Disadvantaged Businesses.

#### Ashley McClaran - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Northshore Concert Hall at Inglemoor High School	\$38.2M	GCCM	Program & Sr. Project Manager	2018-19 & 2020-21
Ruby Bridges ES	\$66.3M	GCCM	Program & Sr. Project Manager	2018-2019
Skyview MS/Canyon Creek ES Addition	\$48.7M	GCCM	Program & Sr. Project Manager	2018-2019
Aquarium of the Americas Modernization & Addition	\$40M	DBB	Vice President & Sr. Project Manager	2015-2018
North Kenilworth K-8 Elementary School	\$30M	DBB	Design/Project Manager	2011-2014
John McDonough K-8 Elementary School	\$45M	DBB	Design/Project Manager	2012-2015
Eleanor McMain HS	\$60M	DBB	Design/Project Manager	2012-2015



Addition				
Morris Jeff Community K-8 Elementary School	\$30M	DBB	Design/Project Manager	2011-2014
Phillis Wheatley K-8 Elementary School	\$30M	DBB	Design/Project Manager	2011-2014
G.W. Carver High School	\$60M	DB	Project Manager	2012-2015

### Andrew Greene, District Legal Counsel, Perkins Coie

Andrew Greene is a partner in the Seattle office of Perkins Coie LLP and chair of the firm's national Construction Law practice (ranked "Tier 1" nationally for Construction Law in U.S. News "Best Lawyers and Law Firms" and the only firm designated "Band 1" in Washington by Chambers USA). Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and projects and in 2020 he was named "Construction Law Lawyer of the Year" in Washington by *The Best Lawyers in America*. Andrew has provided legal assistance to over 100 Washington public entities and Design-Build and GC/CM-specific assistance and project counsel support for dozens of public entities, including school districts, universities, ports, and park districts. Based on this experience, Andrew is well versed in GC/CM delivery, including preparing contract documents and helping public owners comply with the requirements of Chapter 39.10 RCW. His work also includes drafting and negotiating preconstruction, architectural, engineering, construction management, construction, and DB agreements; providing procurement and compliance support; and helping public owners resolve disputes that can arise during a project and after construction is complete.

### Young Sang Song, DBE/MBE Advisor, Song Consulting, LLC

Young Sang Song graduated from the University of Washington with a degree in Construction Management in 2002. His construction career began at Kiewit where he spent 13 years. In 2014, Young transitioned to The Walsh Group and since 2017 has been the owner of Song Consulting, LLC. Young brings more than \$8 billion of design-build prime contracting experience with a combination of DBE support services. He is currently the Interim Vice President of the National Association of Minority Contractors Washington Chapter (NAMC-WA), where he serves as executive leader for the largest UDBE contracting forum in Washington. In addition, Young sits on the Project Review Committee (PRC) where he represents Disadvantaged Businesses in the State of Washington for alternative delivery approval.

Over the past three years, Young has mentored eight DBE/MBE firms, who have performed a combined \$100 million with WSDOT, Port Authority, Sound Transit, and the US Army Corps of Engineers (USACE). With Young's more than 20 years of experience in construction, he will advise NSD on approaches and best practices for increases contacting opportunities for DBE/MBE firms.

- 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.  
See staff and consultant biographies listed above.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.  
Not applicable.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

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

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

The project will be managed by the NSD Capital Projects team within the Support Services department with assistance from NSD's Alternative Delivery Advisor, OAC Services. Project changes will be controlled through delegation of signing authority, under the overarching authority of the NSD Board of Directors. Review, approval, and signing authority are granted to the following individuals as outlined below:

- Michael Tolley, Interim Superintendent – Signs all Contracts and Purchase Orders
- Tracy Patterson, Chief Financial Officer – Review approval of all Purchase Orders and signs all Contracts
- Duggan Harman, Dept Supt – Review approval of all Contracts and Purchase Orders
- Dri Ralph, Executive Director of Capital Projects and Operations – Review approval of all Purchase Orders and Contracts
- Todd Hall, Director of Capital Projects – Review approval of all Purchase Orders and Contracts
- Joy Kuhlmann, Contracts and Procurement Manager – Signs all Contracts and Purchase Orders

The NSD team is led by Executive Director of Capital Projects and Operations, Dri Ralph, who has oversight of contract negotiations and approval of financial matters for all capital projects. Dri is supported by Todd Hall, Director of Capital Projects who will provide day to day leadership for NSD Planning and Design Administrators. The financial management and forecasting for the District's 2022 bond program is led by Capital Projects Budget Analyst (Finance Lead), Aaron Huotari.

Daily project management and oversight will be provided by Planning and Design Administrator (Planner), Sung Joung, who will be the GC/CM's main point of contact, responsible for coordinating interaction with all project stakeholders to ensure timely decision-making and direction in support of efficient delivery of the project.

#### **ORGANIZATIONAL CONTROLS OUTLINED BELOW:**

##### **Project Management and Decision Making:**

- Authority and decision-making responsibility will be in accordance with the organization described within.
- Planning and Design Administrators meet weekly with Dri Ralph or Todd Hall and bi-monthly as a group to discuss and plan, assist with decision-making, develop, and track schedules, identify project needs, develop and track budget, establish strategy and recommend courses of action for implementation of projects.
- Planning and Design Administrators coordinate all documentation and communication and serve as the primary point of contact for the GC/CM teams.

##### **Communication:**

- NSD will use a variety of well-established formal and informal tools to provide continuous, effective, and impactful communications with all project stakeholders.
- Following GC/CM selection, NSD will meet regularly during the design and construction phases to conduct interim reviews of the program, design, costs, and schedule to ensure NSD expectations and vision is being achieved and the project is being executed in accordance with the plans.

## **Project Progress:**

- Design and construction progress will be discussed daily and reported weekly by the GC/CM to NSD via meeting notes and project deliverables.
- Monthly status reports will be completed and distributed by the Planning and Design Administrator to all project stakeholders.
- Project status updates will be provided to the Superintendent weekly.
- Monthly expenditures and project updates will be provided to Board for all outstanding capital projects.

## **Budget:**

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

## **Schedule:**

- The proposed project milestone schedule will be provided in the GC/CM RFQ.
- The successful GC/CM will work with NSD to produce a detailed project schedule with critical path dependencies reporting task and duration for all permitting, design, bidding and construction, closeout, and warranty activities, per the GC/CM contract.
- 3-week “look ahead” schedules will be delivered and reviewed at weekly meetings.
- Schedules with monthly updates will be delivered at each pay application.
- NSD will review, analyze, and report on the schedule, monthly.

## **Risk and Opportunities:**

- NSD and the GC/CM will develop and track project risks on a risk register.
  - The risk register will identify all potential risks, quantify the likelihood of each risk, identify potential schedule and monetary impacts, develop risk mitigation measures and assign responsibilities.
  - Project risks to be evaluated and updated monthly as new risks are identified and others are mitigated.
- A brief description of your planned GC/CM procurement process.

The GC/CM RFQ and RFFP and selection process will follow standard GC/CM format, typically used by OAC and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews, and final selection evaluations.

## **GC/CM Procurement Process**

NSD plans to use a three step GC/CM selection model:

1. Request for Qualifications (RFQ).
  - Focus on relevant experience, proposed team and approach.
2. Interviews.
  - Interviews may include office visits.
  - Focus on team members proposed for the work.
3. Request for Fee Proposal (RFFP)
  - Fee and Specified General Conditions.
  - Focus on competitive and reasonable fees.

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

NSD with input from Perkins Coie has developed GC/CM contract terms.

## 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

See Attachment A

## 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 B

## 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.

NSD has received no audit findings on any construction project to date.

## 10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

NSD is committed to increasing business opportunities for historically disadvantaged businesses, including small, women and minority-owned businesses. Outreach efforts are anticipated to include, at a minimum, the following:

- Establish minimum participation goals for the project. This could be in the form of a percentage of participation by contract value or quantity of vendors and all other goals aimed to improve our best practices and expand or deepen our relationships with small, local, and WMBE.
- GC/CM proposers will be evaluated and scored on their approach to outreach and inclusion plans as well as past performance.
- Goals will be tracked both on a project and program level.
- Targeted, project and program outreach will be conducted at the onset of the project and throughout buyout, led by NSD and GC/CM as appropriate. This includes preproposal and outreach meetings, etc.

- Developing internal processes for subcontractor outreach to target recruitment for underutilized businesses.
- Developing partnerships with K-12 designers and general contractors for mentorship programs and the active development of small, minority and women owned businesses. The Executive Director of Capital Projects and Operations and GC/CM will work together to achieve participation goals (or good faith effort) of small, minority and women owned businesses, and local business participation goals for the project.
- NSD will also work with the GC/CM to assist with their outreach plan and connect them to local resources. Outreach and progress to our goals will be reviewed on a regular basis with the GC/CM.

**11. Alternative Subcontractor Selection**

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package.**
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

**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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Signature: 

Name (please print): Todd Hall (public body personnel)

Title: Northshore School District Director, Capital Projects

Date: 12/19/22

# Northshore School District Construction History

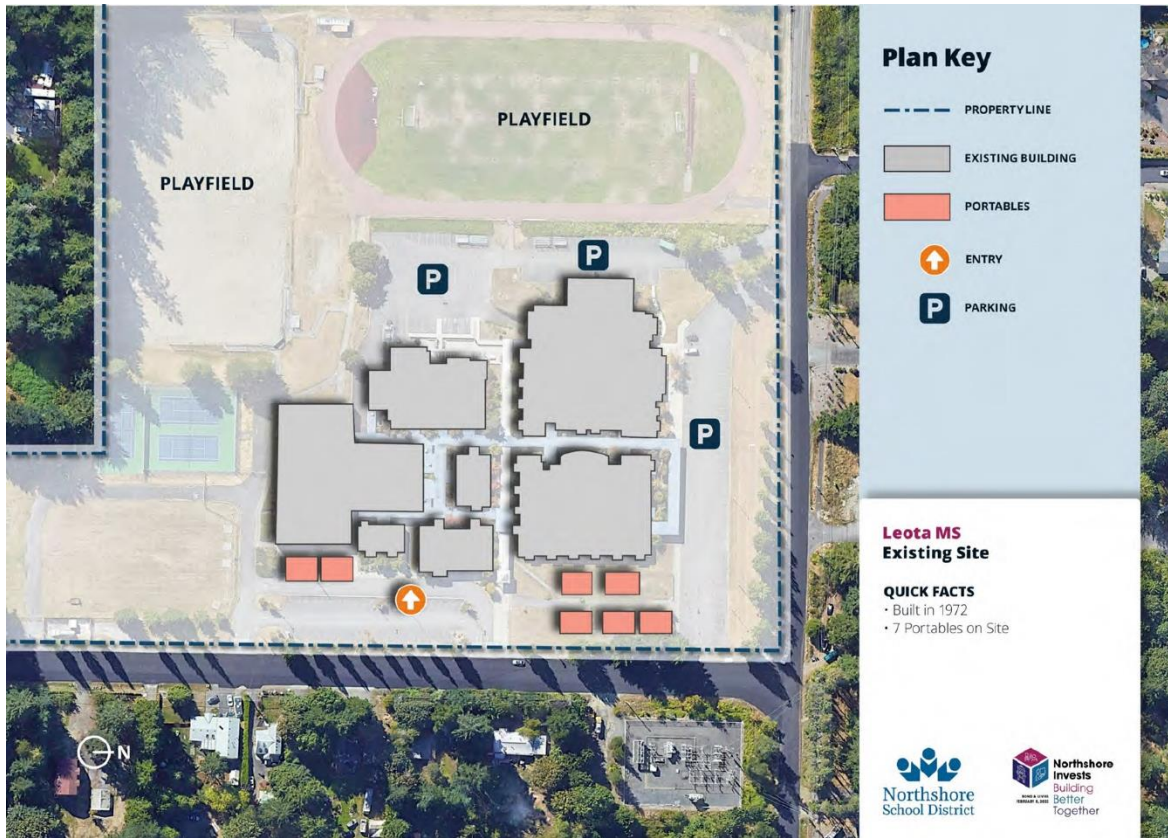
Attachment A

All projects completed or underway with budgets over \$1M in the last 6 years

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for budget or schedule overrun
1 North Creek High School	New construction of HS	GCCM	Dec-12	Mar-19	Dec-12	Mar-19	130M	125M	
2 Ruby Bridges Elementary	New construction of ES	GCCM	Dec-15	Dec-21	Dec-15	Dec-21	80M	66.3M	
3 Skyview Middle/Canyon Creek Elementary	New construction classroom addition	GCCM	May-16	Jan-21	May-16	Jan-21	50M	48.7M	
4 Northshore Concert Hall at Inglemoor High School	New construction concert hall and classrooms	GCCM	Jan-18	Jun-22	Jan-18	Jun-22	30.5M	38.2M	Authorized additions to the project
5 Innovation Lab High School	Renovation of office building for choice HS	ESCO	Feb-20	Aug-21	Feb-20	Aug-21	14.7M	14M	
6 Timbercrest Middle School	Roof replacement	D-B-B	Feb-16	Dec-16	Feb-16	Dec-16	1.2M	1.2M	
7 Frank Love Elementary HVAC and Roof	HVAC upgrade and roof replacement	ESCO	Apr-16	Nov-17	Apr-16	Nov-17	3.9M	3.8M	
8 Multiple site upgrades	Multiple site lighting and underground piping upgrade	ESCO	Jun-18	Oct-21	Jun-18	Oct-21	4.8M	4.7M	
9 Lockwood Elementary Phase 1	Heating system upgrade and roof replacement	ESCO	May-19	Aug-20	May-19	Aug-20	7M	6.3M	
10 Lockwood Elementary Phase 2	HVAC improvements and portable roofing replacement	ESCO	Mar-20	Jun-21	Mar-20	Jun-21	1.5M	1.2M	
11 Lockwood Elementary Phase 3	New hot water heated air handling unit and gas-fired condensing boilers	ESCO	May-21	Aug-22	May-21	in progress	1.5M	in progress	
12 Kokanee Elementary	HVAC, roofing, and fire sprinkler upgrades	ESCO	May-19	Apr-21	May-19	Apr-21	7.6M	7.4M	
13 East Ridge Elementary	HVAC and roofing upgrades	ESCO	Feb-19	Apr-21	Feb-19	Apr-21	5.4M	5M	
14 Westhill Elementary	Roofing and ventilation upgrades plus high efficiency BARD units on portables	ESCO	Mar-20	Aug-21	Mar-20	Aug-21	2.9M	3M	Authorized additions to the project
15 Bothell High School Softball Field Replacement	Turf Field upgrade	D-B-B	Mar-21	Aug-22	Mar-21	in progress	1.8M	in progress	
16 Inglemoor High School Field Replacement	Turf Field upgrade	D-B-B	Feb-19	Nov-20	Feb-19	Nov-20	1.4M	1.4M	
17 Woodinville High School Softball Field Replacement	Turf Field upgrade	D-B-B	Feb-19	Sep-20	Feb-19	Sep-20	1.1M	1.1M	
18 Woodinville Mechanical Replacement Phase 1	HVAC, roofing and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	3.3M	in progress	
19 Cottage Lake Elementary Mechanical Replacement Phase 1	HVAC, roofing and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	4.7M	in progress	
20 Sunrise Elementary Mechanical Replacement Phase 1	HVAC, and lighting upgrades	ESCO	Dec-21	Aug-22	Dec-21	in progress	2.6M	in progress	



# Leota Middle School – Existing Site





# Leota Middle School – Concept

