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): **Puyallup Schools District No. 3**
b) Address: **302 2nd St. SE**
c) Contact Person Name: **Gary Frentress** Title: **Executive Director of Capital Projects**
d) Phone Number: **(253) 841-8641** E-mail: **FrentrGJ@puyallup.k12.wa.us**

1. Brief Description of Proposed Project

a) Name of Project: **Ballou Junior High School**
b) County of Project Location: **Pierce County**

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

The Puyallup School District (PSD) 2015 Bond Program includes an addition to Ballou Junior High to accommodate 300 additional student capacity to achieve a 1000 student capacity. The 22,000 square foot addition is located between Firgrove Elementary School, which is currently under construction, and Ballou Junior High. Both Ballou Junior High and Firgrove Elementary School will be occupied during construction of the addition. There will also be limited renovations to the existing buildings to make connections to the addition and potentially converting the library to classrooms after it moves to its new home in the addition. Sitework will be limited to work directly related to the addition.

See Exhibit A – Project Summary

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**1.5 million**
Estimated project construction costs (including construction contingencies):	$**10.6 million**
Equipment and furnishing costs	$**1.1 million**
Off-site costs	$**incl.constr.**
Contract administration costs (owner, cm etc.)	$**0.7 million**
Contingencies (design & owner)	$**1.5 million**
Other related project costs (briefly describe)	$**0.5 million**
Sales Tax	$**1.0 million**
Total	***$*16.9 million**

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 funded through the Puyallup School District 2015 Capital Bond, Approved by Puyallup voters November 3, 2015, and State Match funds

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
Design Procurement (AE)		**September 2018**
Programming	**October 2018**	**February 2019**
GCCM Consultant Selection	**November 2018**	**December 2018**
Schematic Design	**April 2019**	**June 2019**
Design Development	**July 2019**	**October 2019**
Construction Documents	**November 2019**	**April 2020**
Permitting – Land Use	**August 2019**	**December 2019**
Permitting - Construction	**January 2020**	**May 2020**
GCCM Procurement	**February 2019**	**April 2019**
GCCM Pre-Construction	**April 2019**	**April 2020**
Primary Construction	**April 2020**	**June 2021**
Owner Move-in / FFE	**June 2021**	**August 2021**
School Starts	**September 2021**	

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?

This project presents a number of complexities:

- Construction of addition will be occurring on an occupied site with two schools, student safety is our utmost concern;
- Existing buildings will constrict the placement of the addition;
- Significant coordination will need to occur with both schools to limit impact to flow of students, parents, staff, deliveries, and maintenance;
- Site is flanked by residential, community, highway, and commercial zone which will require continuous outreach during design and construction;
- Sports field see heavy community use and construction activities will have to be sequenced not to impact;
- Site has adjacent wetlands and flood zone which activities will have to coordinate with;
- Lay down areas will be minimal to ensure adequate play space for students;
- Relocation of portables will require coordination and sequencing to limit conflicts;
- Unpredictable permitting process for both Land Use Permit and Building Permit;
- Potential volatile escalation and construction market saturation.

- 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 Ballou Junior High will remain in operation as will the newly constructed Firgrove Elementary School. The combined site multiples the challenges of controlling the impact to operations at the schools. As the addition needs to be placed between the existing school buildings, safety of the students, staff and community are a key concern. Adequate play space for the students during the development is a concern, limiting disruptions for district deliveries and maintenance is important to maintain normal operations. Having a team member which is also concerned with the control of dust, fumes, and noise disruptions during the school day is necessary for this project.

  There may also be work in other areas of the existing school buildings which will have to be closely coordinated with school staff to limit impact to teaching and learning. In addition, Firgrove Mutual Water has indicated that they will require full replacement of the on-site water loop as a part of the Ballou construction. Maintain water service for school use and fire protection will need to be carefully coordinated.

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

  Early involvement is critical to complete a thorough analysis for the placement of the addition, sequence of the work, define staging areas, and safety focused access for both the school and construction operations. This team member will also provide guidance to the design team on building systems to maximize the cost efficiency of the addition as this project has budget constraints. The GC/CM will provide accurate cost estimates throughout the duration of the design. With a qualified team working with Owner, together they 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.

  The potential modernization of areas of the existing building will require close coordination of construction methods and sequencing of work.

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

  The addition will be positioned between two operating schools. Operation will continue through the life of the project. The occupied condition creates a very complex environment for the contractor but also the schools. Significant coordination will need to occur to limit impacts to school operation. As noted previously, this environment creates some safety concerns which need to be planned for and monitored.

  Other complexities on the site are adjacent wetlands, adjacent residential community, commercial zone and main highway running parallel with the site. The site planning will also need to accommodate relocation of portables, adequate play space, and replacement of a Firgrove Mutual watermain loop that runs through the proposed construction zone.

- 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?

  No historic significance

- 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?

  N/A

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;

  - Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of this project including experience with coordination on tight occupied site, improvements to existing buildings, strategic construction schedule planning, storm drainage, temporary erosion and sediment control and successful neighborhood relations.
  - Contractor relationships with Owner, CM and Architect are built on teamwork;
  - The GC/CM acts as an advocate of the Owner rather than not;
  - Through pre-construction the GC/CM will understand the work long before bidding;
  - The GC/CM will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, in order to successfully deliver on value;
  - Open book cost accounting of the work brings transparency to actual value of work to be constructed;
  - GC/CM participates and owns pre-construction cost estimating;
  - GC/CM participates actively in an on-going constructability reviews throughout the design process, resulting in cost-effective and value-based solutions which the Architect welcomes;
  - Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of quality assurance and timely completion;
  - GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum level;
  - Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly claims litigation diminish greatly;
  - Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.

- 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.

  - Constructability and error / omission issues are often not raised by the Contractor until after bidding;
  - Changes made during construction are costlier than changes made prior to bidding;
  - An occupied site will likely have coordinating challenges where a lump sum, low bid contractors will claim additional costs which can be mitigated by thorough and early planning with a GC/CM team.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
  N/A

6. Public Body Qualifications

Please provide:

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

The Puyallup School District (PSD) has successfully completed numerous design bid build projects over the past several decades. The District is excited to pursue alternative procurement methods to execute capital projects. The District has strategically planned for this pursuit and believes the following team meets the necessary requirements.

District Director of Construction, Mike Meadows has some past experience on both GC/CM and Design Build projects, from previous employment. PSD has retained legal counsel, Graehm Wallace with Perkins Coie, with considerable GC/CM experience. Additionally, PSD has retained construction management firm CBRE Heery which has considerable K-12 GC/CM management experience. Rounding out the team, Mahlum Architects has also participated in numerous GC/CM projects for other local school districts.

PSD utilizes a thirteen-member, nine of which are citizen members, 2015 Bond Program Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM, and has recommended use of GC/CM delivery on this project.

- 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)*

See Exhibit B – Project Organization Chart

- Staff and consultant short biographies *(see below)*.
- 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.)*

Mario Casello, Chief Operating Officer:

Over 20 years experience in K-12 education. From 2002-2013 served as an assistant principal and principal at the high school and junior high school level in the Puyallup School District. 2013-2014 served as the Secondary Principal for American Pacific International School, Chiangmai, Thailand. Since 2015, serving as Chief Operations Officer in the Puyallup School where he is responsible for 32 schools, 13 support buildings, serving Pre-K-12 with 23,000 students. Accomplishments include establishing a Highly Capable program (PAGE: Puyallup Accelerated Gifted Education), lead principal for 2004 Bond project with design and implementation of Kalles Junior High School. Mr. Casello was also principal of Kalles, was honored with 4 consecutive years of Washington Achievement Award winning schools for the State of Washington. As Chief Operations Officer, oversight of 2015 Bond program which includes 3 elementary rebuilds, 1 new elementary school, 1 elementary remodel. Oversight of State Match funds from 2015 Bond to do 3 junior high additions and construction of a 40,000 sq ft. student support building.

Puyallup School District

Project	Value	Role / Tasks	Completion
2015 Bond Projects	$292.5M	Chief Operating Officer	On-going
2015 Bond State Match	$77M	Chief Operating Officer	On-going

Gary Frentress, Executive Director for Capital Projects:
Over 35 years of professional experience in construction management and engineering primarily in the K-12 field. Extensive experience at Puyallup and Highline School Districts supervising design and construction of public schools including historic restoration projects. Involvement in both program and project level responsibilities including assessment, estimating, scheduling, programming and planning associated with bond packages, and education specification development, contract administration, design and construction oversight in the implementation phase of the work.

Puyallup School District

Project	Value	Role / Tasks	Completion
2015 Bond Projects	$292.5M	Exec Director of Capital	On-going
2015 Bond State Match	$77M	Exec Director of Capital	On-going
2014 Levy Projects	$46M	Exec Director of Capital	2017
2004 Bond Projects	$256M	Exec Director of Capital	2012
State Emergency Grants	$5M	Exec Director of Capital	2015

Highline School District; Project Manager (Listed Chronologically)

· Mount View E. S. Replacement, Seattle, WA
· White Center Heights E. S. Replacement, Seattle, WA
· Mount View E. S. Earthquake Reconstruction and Improvements, Seattle, WA
· Bow Lake E. S. Remodel, SeaTac, WA
· Camp Waskowitz Dormitory Buildings Restoration, North Bend, WA
· White Center Heights E. S. Emergency Relocation, Seattle, WA
· Chinook M. S. Kitchen Remodel, SeaTac, WA
· Hilltop E. S. Additions and Modernizations, Seattle, WA
· Salmon Creek E. S. Remodel, Seattle, WA
· Camp Waskowitz Office Building Restoration, North Bend, WA
· Transportation Fuel Station and Storage Tank Replacement, Burien, WA
· Pacific M. S. Remodel and Additions, Des Moines, WA
· Camp Waskowitz Education Building Restoration, North Bend, WA

Mike Meadows, Director of Construction:
Registered Washington State architect with 35 years of extensive experience working in architecture, project management and construction. In depth understanding and experience in the entire building design and construction process – from initial owner's representative as well as a project manager and architect within an architectural firm. Manage design, bidding construction and commission of large institution and industrial facilities. Responsibilities included selection and management of design teams, general contractors and other consultants; coordinated with utilities and municipalities; facilitation of program and design development with educators; administration of the public bid process as well as budget management. Owner's Representative on several GC/CM projects with Pierce Transit including the Tacoma Dome Station parking garage and transit station.

Project	Value	Role / Tasks	Completion
2015 Bond Projects	$292.5M	Director of Construction	On-going
2015 Bond State Match	$77M	Director of Construction	On-going
2014 Levy Projects	$46M	Director of Construction	2017

Glacier View Jr High; Puyallup SD	$28M	Director of Construction	2008
WPUDA Headquarters; Design Build	$5M	Sr Project Manager	2006
Pierce Transit Training Center; Design Build	$5.5M	Sr Project Manager	2005
Tacoma Dome Station; Parking Garage	$40M	Construction Manager	2001

* = GC/CM Projects

Steven Moore, Consultant GC/CM Advisor (Sr. Project Manager), CBRE|Heery

Over 20 years of construction-related experience including General Contractor, planning, program management, project management, and construction management. Serving in the current role and firm, providing program and project management services for the past 18 years. Has worked with SPS as a senior project manager and/or construction manager for over 15 years on numerous large capital projects under Building Excellence Programs I, II and IV. Manages the planning, project feasibility, scheduling, budget, contract management, quality assurance, bid document development, construction management, claim resolution and assures project compliance with program guidelines. Steve is also providing GC/CM advisement to the Federal Way School District on the current bond.

Project	Value	Role / Tasks	Completion
Federal Way SD Bond*	$450M	GC/CM Advisor	On-going
Lincoln High School*	$101.3M	Project Manager	2019
Loyal Heights ES*	$43.8M	Design Project Manager	2018
Garfield High School *	$102.8M	Project Manager	2008
Snohomish HS Set 3 & 4*	$86.1M	Program Manager	2013

* = GC/CM Projects

Greg Brown, AIA, Program Manager, CBRE/Heery

Mr. Brown and CBRE/Heery were selected by the Federal Way 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. Mr. Brown 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.

Mr. Brown led Spokane Public Schools as the first district in the state to receive GC/CM Public Agency approval. In his time at Spokane Public Schools, Mr. Brown 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.

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

Project	Project Value	Tasks Performed	Time Involved
Northwood Middle School Replacement Mead	$40.0 M	Bond Program Manager	April 2015 to December 2017

School District *			
Salk Middle School Replacement *	$36.0 M	Director of Capital Projects	September 2014 to Present
Mullan Road Elementary Modernization *	$16.0M	Director of Capital Projects	April 2013 to Present
North Central Commons Addition *	$14.0M	Director of Capital Projects	September 2014 to Present
North Central STEM Classroom Addition *	$15.0M	Director of Capital Projects	April 2013 to Present
NEWTECH Skills Center Addition *	$13.0M	Director of Capital Projects	April 2014 to Present
Hutton Elementary Replacement *	$24.0M	Director of Capital Projects	April 2014 to Present
Ferris High School *	$97.7M	Director of Capital Projects	April 2010 to Present
Rogers High School *	$64.5M	Director of Capital Projects	February 2005 to July 2009
Shadle Park High School *	$74.0M	Director of Capital Projects	January 2006 to July 2010

* = GC/CM Projects

Mahlum Architects

With office headquarters in Seattle, Washington, Mahlum has extensive experience working with the GC/CM process on complex new construction and renovation projects, and considers partnering with the contractor to be very beneficial. Mahlum's experience with K-12 GC/CM projects began with the first pilot project, Northshore Junior High. We are advocates for the benefits of the GC/CM process, including ongoing value engineering, constructability critiques, and cost updating as we work through all phases of the project.

Selected Mahlum GC/CM Project Experience:

Bainbridge Island School District
Bainbridge High School 100 Building Replacement
Shoreline School District
Early Learning Center
Kellogg Middle School
Edmonds School District
Lynndale Elementary School
Madrona School
Seattle Public Schools
Cascadia Elementary School
Cleveland High School Modernization
Nathan Hale High School Modernization
Nathan Hale Performing Arts Center
Robert Eagle Staff Middle School
Issaquah School District
Pine Lake Middle School
Issaquah Middle School
Northshore School District
Northshore Junior High Modernization
Puyallup Tribe of Indians
Chief Leschi Schools

Bellevue Christian School
Clyde Hill Campus
Portland Public Schools
Grant High School

David Mount AIA LEED AP, Principal-in-Charge

An award-winning architect of educational facilities, David has more than 24 years of experience. He serves as the K-12 Education Studio Director and manages all aspects of this market sector for Mahlum. David offers broad perspective into cost effective opportunities to enhance community and learning both inside and out of the classroom. A LEED Accredited Professional, he blends technical understanding and design sensitivity within sustainable site and building concepts for educational facilities. David holds a Bachelor of Architecture from the University of Arizona and is a registered architect in Washington and Oregon. He has worked on ten K-12 and higher education GC/CM projects and has worked with the Puyallup School District on the recent Firgrove and Pope Elementary School projects.

Project	Value	Role / Tasks	Completion
Bainbridge High School 100 Building, Bainbridge Island School District*	$26M	Principal-In-Charge(PIC)	4/2018-9/2020
Kellogg Middle School, Shoreline School District*	$65M	PIC	11/2017-12/2020
Early Learning Center, Shoreline School District*	$23M	PIC	4/2017-12/2018
Madrona School, Edmonds School District*	$35M	PIC	7/2015-12/2018
Robert Eagle Staff Middle School, Seattle Public Schools*	$46M	PIC	5/2013-8/2017
Cascadia Elementary School, Seattle Public Schools*	$28M	PIC	5/2013-8/2017
Lynndale Elementary School, Edmonds School District*	$25M	PIC	9/2014-1/2017
Pine Lake Middle School, Issaquah School District*	$61M	PIC	6/2016-9/2018
Issaquah Middle School, Issaquah School District*	$47M	PIC	6/2012-9/2016
Miller Hall Renovation, Western Washington University*	$35M	Project Designer	12/2007-12/2012

* = GC/CM Projects

Becky Hutchinson AIA, Project Architect/Manager

With more than 12 years of experience, Becky's work between Boston and Seattle has focused on educational clients and the design of new learning environments - both inside and out - for our next generation of students, teachers, and communities. Becky holds a Master of Architecture from Harvard University Graduate School of Design and a Bachelor of Arts from Brown University and is a registered architect in Massachusetts. She has worked on two K-12 CM/GC project has worked with the Puyallup School District on the recent Firgrove and Pope Elementary School projects.

Project	Value	Role / Tasks	Completion
Clyde Hill Campus, Bellevue Christian School*	$55M	Project Manager	4/2018-9/2020
Lynndale Elementary School, Edmonds School District*	$25M	Project Architect	9/2014-1/2017

* = GC/CM Projects

Graehm Wallace, Partner Perkins Coie LLP:

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 following School Districts: Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Edmonds, Evergreen, Federal Way, Fife, Kalama, Lake Stevens, Mead, Mount Vernon, Port Townsend, Seattle, Shoreline, Spokane, Tacoma, Tahoma, and Vancouver; also for Columbia County Health System, Grays Harbor Public Hospital District, Lake Chelan Community Hospitals, Chelan County PUD, and Spokane Public Libraries; as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-two 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 also provides legal advice during construction, claim prosecution, and defense work.

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

See Exhibit C – CBRE | Heery GC/CM Experience

- 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.

CBRE | Heery has been contracted

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

The PSD is excited to be pursuing the district's first GC/CM project. The District believes in the benefits of a construction team member to help plan, provide guidance, and to maximize the total cost of ownership of this new facility. PSD Capital Department has successfully completed numerous projects though several bond and levy programs.

In addition to the skilled in-house District staff assigned and available to this project, the District has retained CBRE Heery as its GC/CM Advisor consultant to oversee and assist the District in implementation of this project. CBRE Heery has completed the management of over 20 significant public projects in the Pacific Northwest region through GC/CM totaling approximately $1.6 billion in project value. Of these, 8 were for Seattle Public Schools and the balance were for Federal Way School District, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District. Heery has demonstrated its

ability to effectively manage GC/CM project for public clients to meet program, budget and schedule goals.

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

  CBRE Heery is contracted with the District to provide GC/CM advisement on this project programming through design and construction. The services CBRE Heery will provide includes advisement during the GC/CM selection and procurement, deliverables during the design phase, negotiation of the GMP, and advisement during the construction phase.

  As described elsewhere in this application, CBRE Heery brings to the District a significant record of successfully managing the delivery of major capital projects in the region, for private and public agencies particularly in the GC/CM delivery method. CBRE Heery has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do the same here. CBRE Heery has led the management, negotiation and coordination of GC/CM's MACC, GMP and contract agreements, subcontractor bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. Heery has performed all of these functions for private and public agencies including; Seattle Public Schools, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District.

  The District utilizes a 13 member 2015 Bond Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions.

  The roles and responsibilities of the District, Architect and their consultants and the GC/CM will be established in a matrix of responsibilities that is published with the Request for Proposal and other GC/CM contract documents. The District Project Manager and CBRE Heery will monitor the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

  Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated after the 95% construction documents are in place, the GC/CM, Project Manager and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GCCM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

  As part of the preconstruction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the county permit agencies, fire

department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

- A brief description of your planned GC/CM procurement process.

CBRE Heery, with numerous successful GC/CM projects, will advise on the procurement process in close coordination with District capital project staff and general counsel. The District is very experienced and successful in the design, bid, build procurement and is invested in developing their experience in alternative procurement methods for this and future projects. The plan is to market this project to GC/CM firms and other who qualify, based on District and CBRE Heery ties in the marketplace, and will also publicly advertise the solicitation. The RFQ and RFP process is a 3-step process, which involves statement of qualifications, interviews and submittal of sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include District Representatives, the GC/CM Advisor (Heery), Architect, legal counsel and external representatives from either the Bond Oversight Committee, the industry or both.

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

The District has retained Perkins Coie to generate standard GC/CM contract terms and language for its GC/CM agreements. CBRE Heery has also developed standard GC/CM contract terms and language for GC/CM agreements used on other public agencies including school districts and county agencies and intends to tailor both sets of language and terms to best fit the specific needs of this project.

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 Exhibit D – Agency's Prior Construction Activity

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:
   - An overview site plan *(indicating existing structure and new structures)*

See Exhibit E, which illustrates the existing building and site.

   - 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 Exhibit F, which illustrates the concept diagram created by Architect.

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 on projects listed in Question 7 above.

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)*: GARY FRENTRESS

Title: EXECUTIVE DIRECTOR

Date: 12/20/18

EXHIBIT A

Project Summary

Ballou Junior High School

The project includes an approximately 22,000 sf addition to the existing 91,000 sf Ballou Junior High School, renovation of existing spaces, and upgrades to building systems. The new construction will add permanent capacity of approximately 300 students and replace 7 existing portable classrooms. The project will be funded under the 2015 Puyallup School District Capital Bond and State Match Funding.

The school district has been experiencing significant overcrowding. In coordination with the district's new school boundaries, the addition to Ballou will increase capacity and reduce the need for temporary facilities. In addition, the project will address safety and security issues at the existing school including exterior circulation amoung buildings on a junior high campus that lacks natural boundaries.

Ballou shares a 40-acre site with Firgrove Elementary School. Both schools will be occupied during the construction activities. Between Ballou and Firgrove, approximately 1400 students will occupy the campus during construction. The site is bounded on three sides by a State Highway, residential properties, and a forested area containing wetlands. Construction site access will be required from the north and will need to be coordination with parent, staff and bus access during the school year.

Site conditions present additional challenges including the planned replacement of the Firgrove Mutual Water main water line that loops around the existing Ballou buildings. Located adjacent to wetlands and only a few feet above the flood plain, the building construction will need to address these sensitive and challenging site conditions.

In addition to the new construction, renovation, and site improvements, construction coordination will include the relocation of the existing portable buildings and phased activities to keep the systems and school operational during the 14-month construction period.

EXHIBIT B

Project Organization Chart

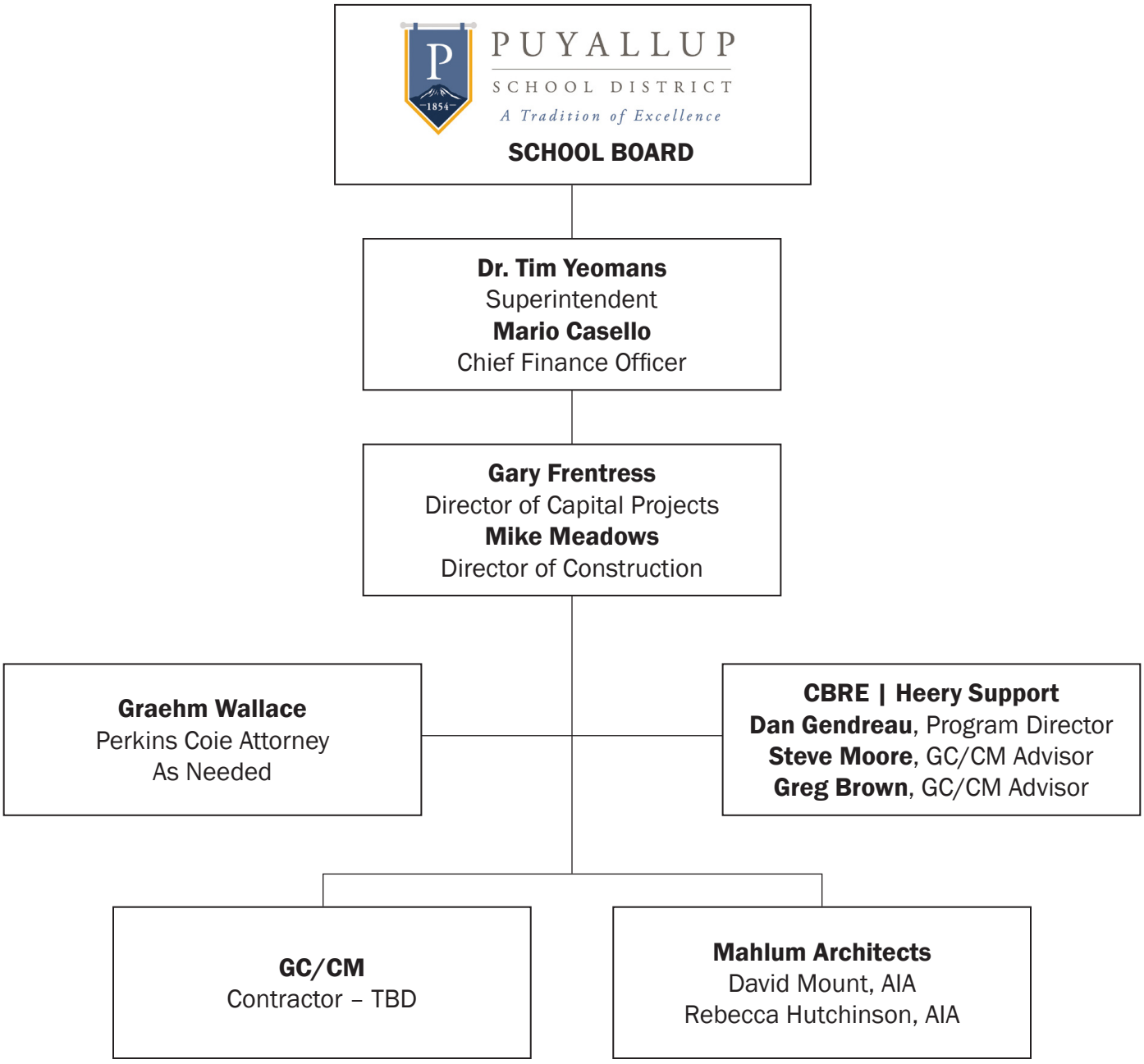

EXHIBIT C: CBRE | HEERY GC/CM Experience

Project Name	Description	Method	Complete	Cost
Federal Way; Star K-8	New	**GC/CM**	ongoing 2022	$107M
Federal Way; Thomas Jefferson	Modernization + New	**GC/CM**	ongoing 2021	$115M
Federal Way Elementaries	New	**GC/CM**	ongoing 2020	107.7M
Lincoln High School	Modernization + New	**GC/CM**	2019	$101.3M
Loyal Heights Elementary School	Modernization + New	**GC/CM**	2018	$48M
Mullan Road Elementary	Renovation	**GC/CM**	2015	$17M
NEWTECH Skill Center (Ph 1 & 2)	Addition	**GC/CM**	2015	$9.3M
Ferris High School	New High School	**GC/CM**	2014	$87M
North Central High School (Spokane SD)	Addition	**GC/CM**	2014	$16M
Vashon Island High School	New High School	**GC/CM**	2014	$42.5M
Alexander Graham Bell Elementary School	New	**GC/CM**	2013	$32M
Snohomish High School Sets 3 & 4	Modernization + New	**GC/CM**	2013	$65.5M
Denny Middle School / Chief Sealth HS P: 1 & 2	HS Modernization / MS New	**GC/CM**	2011	$149M
Nathan Hale High School - Project 2	Major Modernization	**GC/CM**	2011	$72.8 M
Shadle Park High School (Spokane SD)	Renovation	**GC/CM**	2011	$50M
Garfield High School	Modernization + New	**GC/CM**	2008	$102.8 M
John Rogers High School	Modernization	**GC/CM**	2008	$50.5M
Aberdeen High School	New	**GC/CM**	2007	$33M
Cleveland High School	Modernization + New	**GC/CM**	2007	$68.3 M
Lincoln High School (Tacoma SD - CX)	Addition / Renovation	**GC/CM**	2006	$24M
Roosevelt High School (SPS)	Modernization + New	**GC/CM**	2006	$93.9 M
Nathan Hale High School - Auditorium	New Addition	**GC/CM**	2004	$10 M

Exhibit D
Puyallup School District - Projects List since 2012
Major Projects List

Project Manager	Project #	Project Name	Description	Project Status	Budget	Actual/ Scheduled Completion
Mike Meadows	32-03-18	Ballou Junior High - Addition	20,000+ SF Addition	Pre-Design	16,900,000	Sep-21
Larry Vandeberg	36-02-18	Stahl Junior High - Addition	15,000+ SF Addition	Pre-Design	14,900,000	Sep-21
Les Gerstmann	68-02-18	South Hill Student Support Building	40,000 SF New Building (HS & Support Services)	Pre-Design	25,000,000	Sep-21
Mike Meadows	17-01-16	Pope Elementary - Remodel and Expansion	Remodel and Expansion of Pope Elementary	CD's	37,146,099	Sep-20
Les Gerstmann	77-01-18	Support Campus - Warehouse Addition	Construct a 12,000 sf warehouse, print shop and laundry building.	Bidding	5,600,000	Nov-19
Mike Meadows	01-02-16	Firgrove Elementary - Replacement	Replace and Expand Firgrove Elementary	Construction	47,382,700	Sep-19
Larry Vandeberg	08-01-16	Northwood Elementary - Replacement	Replace and Expand Northwood Elementary	Construction	44,293,700	Sep-19
Larry Vandeberg	12-01-16	Sunrise Elementary - Replacement	Replace and Expand Sunrise Elementary	Construction	43,784,700	Sep-19
Les Gerstmann	25-01-16	Elementary 25 - New Elementary Construction	Construct a New 110,000 SF Elementary School	Construction	59,582,400	Sep-19
Les Gerstmann	19-01-17	Hunt Elementary - Addition	16,000+ SF Addition	Complete	12,442,300	Sep-18
Mike Meadows	20-03-16	Shaw Road Elementary - Addition	16,000+ SF Addition	Complete	9,830,000	Sep-17

Other Capital Projects/Programs

Project Manager	Project #	Project Name	Description	Project Status	Budget	Actual/ Scheduled Completion
Frank Eshpeter/Frankie Topasna	00-01-19	District Wide - Portable Moves for 2019	Move 15 to 20 Portables and make site improvements	Design	2,500,000	Sep-19
Frank Eshpeter	82-03-16	Transportation - Facilities Fire Restoration	Replace Transportation Facilities destroyed by fire.	Construction	775,000	Sep-19
Frankie Topasna	77-01-17	Warehouse - SHSC Warehouse Storage Building	Construct a new storage building at the South Hill Support Center (Warehouse)	Construction	525,000	Dec-18
Mike Meadows	Multiple	Sparks Field Upgrades	Upgrade of stadium, athletic field and track at Sparks Stadium	Complete	2,500,000	Sep-18
Mike Meadows	61-01-14	Karshner Museum - Remodel	Center for Culture and the Arts Remodel	Complete	1,100,000	Sep-15
Mike Meadows	51-02-12	Rogers HS Field and Track Upgrades	Upgrade of athletic field and track at Rogers High School	Complete	2,900,000	Sep-13
Mike Meadows	52-01-11	Emerald Ridge HS Field and Track Upgrades	Upgrade of athletic field and track at Emerald Ridge High School	Complete	2,400,000	Sep-12
Multiple	Multiple	2014 Levy Projects	Safety and Security upgrades, Roof replacements. Building Envelop Improvements, Interior finishes, Seismic enhancements, Mechanical and Electrical Upgrades, Paving, Utilities and Field upgrades	80% Complete	20,000,000	2014-2019
Multiple	Multiple	Small Capital Projects (incl One Time Funds)	Program Improvements, Life Safety, ADA, Mechanical, Electrical	95% Complete	31,000,000	2012-2019
Multiple	Multiple	Grants	Energy, Emergency Improvements	Complete	5,000,000	2012-2015

Site Plan - Exhibit E

Site Plan - Exhibit F