

*Inspiring Excellence*



**LAKE STEVENS**

School District

**Agency Certification  
General Contractor/Construction Manager  
(GC/CM)**

Capital Projects Advisory Review Board

Project Review Committee

September 26, 2024



# LAKE STEVENS SCHOOL DISTRICT

## Presentation Team

**Dr. Mary Templeton**  
Superintendent  
Lake Stevens School District

**Dr. Monica Meadows**  
Director, Equity, Diversity & Inclusion  
Lake Stevens School District

**Jim Dugan**  
GC/CM Advisor  
Parametrix, Inc.

**Teresa Main**  
Assistant Superintendent  
Business and Operations Services  
Lake Stevens School District

**Robb Stanton**  
Executive Director,  
School Planning and Construction  
Lake Stevens School District

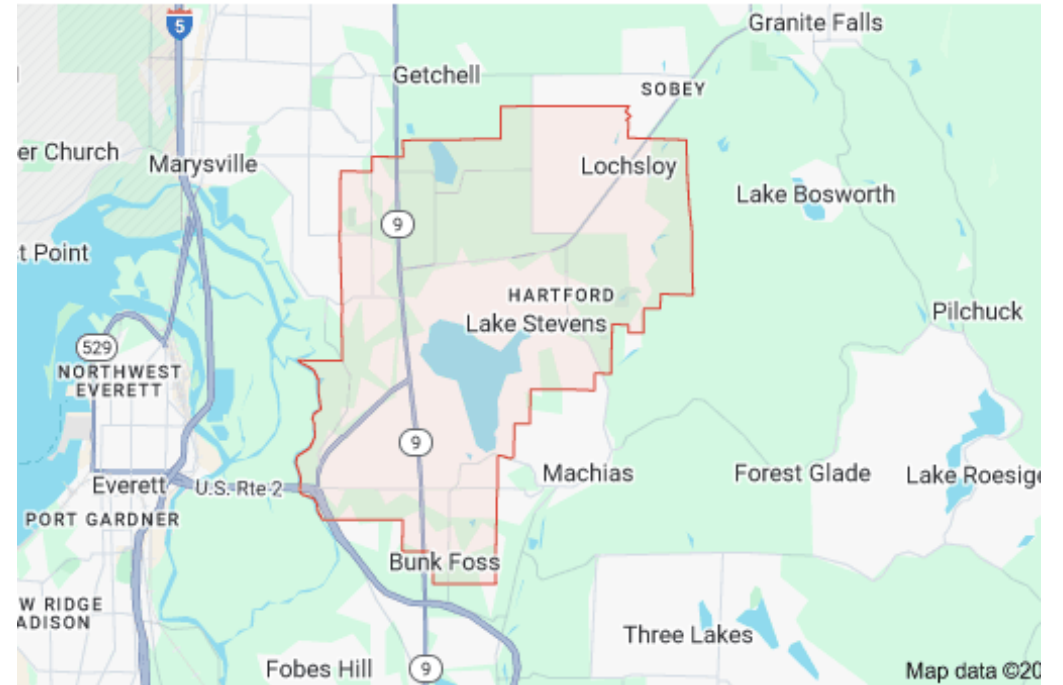
**Nicole Brown**  
GC/CM Advisor, Project Manager  
Parametrix, Inc.

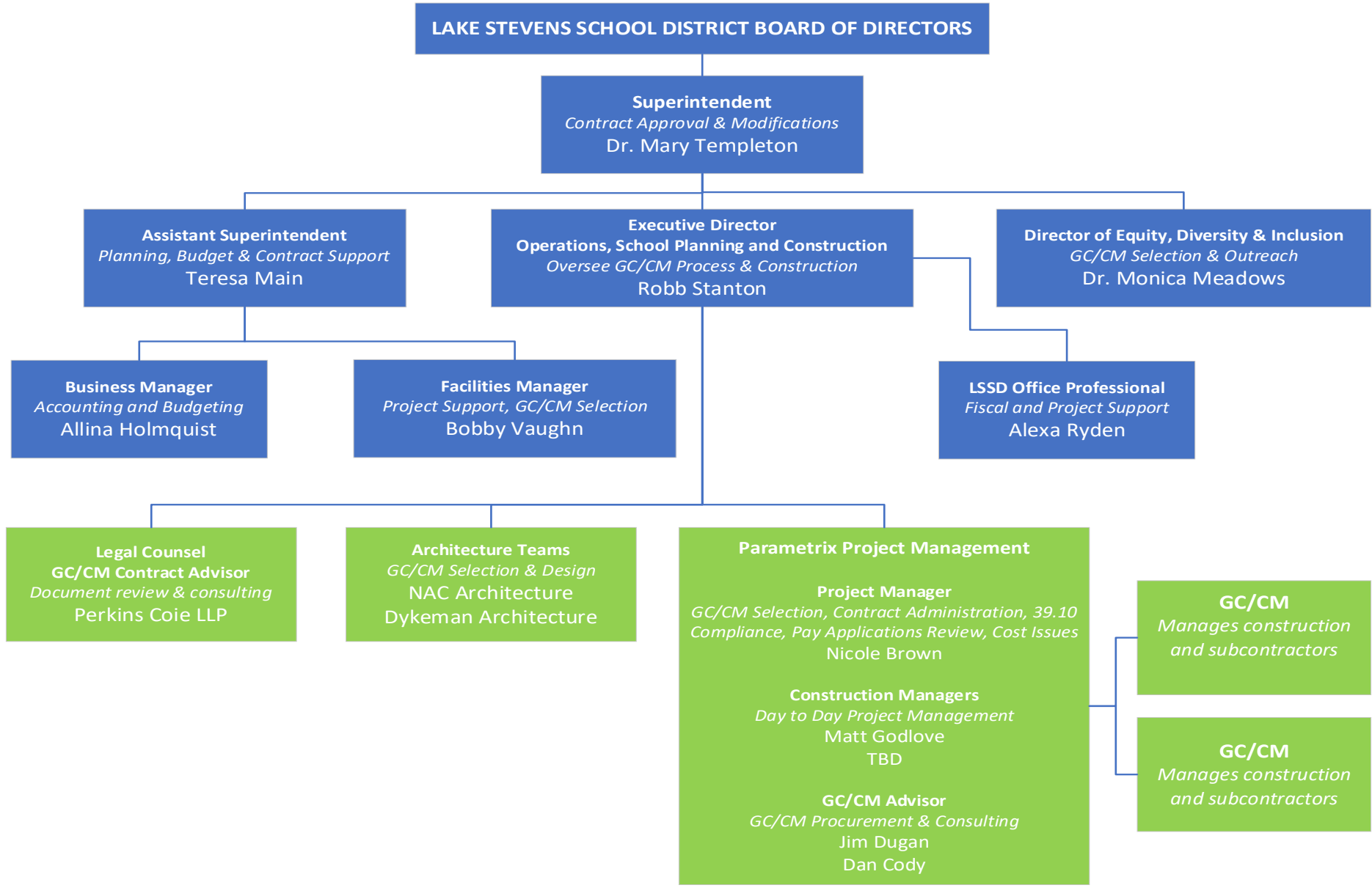


# Lake Stevens School District Overview



- Established 1955
- Located east of Everett, WA
- 11 K-12 schools
- 9,738 K-12 students
- 40.2% students of color
- 29.5% free and reduced meals
- 15.1% receiving SPED services
- 6.4% receiving multi-language services





# District Capital Project Management Experience

- ✓ Has personnel with appropriate construction experience

Board of Directors – five members, including three with 13 or more years of service on the Board and who served during the high school GC/CM project

Dr. Mary Templeton – Superintendent

- 30 years' experience in public education, 7 years as a superintendent

Teresa Main – Assistant Superintendent of Business and Operations Services

- 30 years' experience in capital and levy fund oversight, over \$300M in construction

Dr. Monica Meadows – Director of Equity, Diversity and Inclusion

- 20 years' experience in K-12 and higher public education

Robb Stanton – Executive Director, School Planning and Construction

- 25 years' experience in K-12 construction, over \$300M in construction, AGC-GC/CM

Alexa Ryden – Office Professional

- 11 years supporting District capital projects team

Bobby Vaughn – Facilities and Operations Manager

- 10 years' experience, managed over \$10M in construction



# District Capital Project Management Experience

- ✓ Has the ability to properly manage capital facilities plan including project planning and budgeting
  - ✓ Has demonstrated success in managing public works projects

## 2016 Bond Highlights

- Modernization and Expansion Lake Stevens High School (GC/CM) - \$85.5M
- New Stevens Creek Elementary School - \$42.7M
- New Early Learning Center - \$12.8M
- Multiple security upgrades across the District - \$6.6M
- New athletic tracks at two middle schools - \$1.5M

## 2005 Bond Highlights

- New Cavelero Mid-High School - \$62M
- Modernized Hillcrest Elementary School - \$7.9M
- Modernized Mt. Pilchuck Elementary School - \$8.1M
- Modernized Sunnycrest Elementary School - \$7.5M
- New football stadium at Lake Stevens High School - \$1.4M



# District Capital Project Management Experience

Over \$300 million in school capital construction

- ✓ Has the ability to properly manage capital facilities plan including project planning and budgeting

Project Name	Delivery Method	Contractor	Final Cost
Lake Stevens High School Modernization	GC/CM	Cornerstone General Contractors	\$ 85.5 M
Stevens Creek Elementary School	DBB	Roger Hickel Contracting	\$ 42.7 M
New Early Learning Center	DBB	Roger Hickel Contracting	\$ 12.8 M
District-wide Security Projects	DBB	JC Killin Construction	\$6.6 M
Portables	DBB	Various	\$ 5.07 M
Skyline K3 Modulares	DBB	Pacific Mobile/ICI	\$ 3.7 M
Hillcrest West Renovation	DBB	Moon Construction	\$3.3 M
Glenwood K3 Modulares	DBB	Pacific Mobile/ICI	\$2 M
Skyline Kindergarten Addition	DBB	Tiger Construction	\$1.8 M
Glenwood Kindergarten Addition	DBB	Tiger Construction	\$1.8 M
Sunnycrest Kindergarten Addition	DBB	Colacurcio Bros	\$1.685 M
Highland Kindergarten Addition	DBB	Colacurcio Bros	\$1.65 M
Mt Pilchuck Kindergarten Addition	DBB	Axthelm Construction	\$1.56 M
Hillcrest Kindergarten Additions	DBB	Axthelm Construction	\$1.45 M
Middle Schools Track Replacements	DBB	Field Turf Inc	\$1.52 M
PTC-South Satellite	DBB	North Hill Resources	\$1.29 M
LSHS Stadium Replacement	DBB	Ferguson Construction	\$1.4 M
LSHS Office and Cafeteria Modernization	DBB	Colacurcio Bros	\$5.25 M
Sunnycrest ES Modernization	DBB	Colacurcio Bros	\$7.53 M
Mt Pilchuck ES Modernization	DBB	Premium Construction Group	\$8.1 M
Hillcrest ES Modernization	DBB	Colacurcio Bros	\$7.93 M
New Cavelero Mid High construction	DBB	Lydig Construction	\$62 M



# District Consultant Team GC/CM Experience

- ✓ Has personnel with appropriate construction experience
- ✓ Has the necessary experience to determine appropriate use of GC/CM
  - ✓ Has the ability to meet the requirements of RCW 39.10



<u>Name</u>	<u>Firm</u>	<u>Years' Experience</u>	<u>GC/CM Years' Experience</u>
Jim Dugan	Parametrix	45 years	24 years
Nicole Brown	Parametrix	28 years	17 years
Dan Cody	Parametrix	36 years	15 years
Matt Godlove	Parametrix	45 years	3 years
Doug Nichols	Nichols Consulting	50 years	10 years
Tim Jewett	Dykeman Architects	35 years	20 years
Trish Sherman	Dykeman Architects	33 years	20 years
Michael Stevens	Dykeman Architects	25 years	15 years
Miranda Otto	Dykeman Architects	9 years	7 years
Melissa McFadgen	NAC Architecture	20 years	15 years
Karee Loghry	NAC Architecture	20 years	15 years
Kelly Hendrickson	NAC Architecture	15 years	10 years
Kevin Flanagan	NAC Architecture	25 years	15 years
Rob Kuffel	NAC Architecture	20 years	10 years
Mica Klein	Perkins Coie	11 years	11 years



# GC/CM Project Experience

## Lake Stevens High School Modernization and Expansion

- ✓ Has GC/CM project delivery knowledge and experience
- ✓ Has demonstrated success in managing at least one GC/CM project in the past five years
- ✓ Has the ability to meet the requirements of RCW 39.10



**Parametrix**



# GC/CM Experience

## Lake Stevens High School Modernization and Expansion

- ✓ Has GC/CM project delivery knowledge and experience
- ✓ Has demonstrated success in managing at least one GC/CM project in the past five years

**Multi-year, multi-phase, multi-building, multi-OSPI-funding-cycle project on an occupied high school campus with over 2,000 students and staff. Whew.**

### Timeline and Completion Dates

Design start:	April 1, 2017
Phase 1a:	November 2019
Phase 2:	January 2020
Phase 1b:	August 2020
Phase 3a:	March 2021
Phase 3b:	October 2021



# GC/CM Experience

## Lake Stevens High School Modernization and Expansion

- ✓ Has GC/CM project delivery knowledge and experience
- ✓ Has demonstrated success in managing at least one GC/CM project in the past five years

New construction – approximately 101,000 square feet

Renovated areas – approximately 121,000 square feet

### PROJECT HIGHLIGHTS

- New 3-story academic wing
- New athletic wing and gymnasium
- Natatorium modernization
- Converted old library into a new CTE and SPED wing
- New music wing and fitness rooms in the old gym
- HVAC, fire alarm, security upgrades across campus
- Energy efficiency improvements and solar panels
- No audit findings



# GC/CM Experience

## Lake Stevens High School Modernization and Expansion

- ✓ Has demonstrated success in managing public works projects
- ✓ Has the ability to properly manage capital facilities plan including project planning and budgeting

### ANTICIPATED CHALLENGES

- Occupied campus
- Soil conditions
- Unreliable civil as-builts
- Budget limitations
- Multiple GMPs
- Classroom relocations



Frank the Tank

### DISCOVERED CHALLENGES

- Undocumented underground utilities
- Hidden underground fuel tank
- Heavy equipment operators strike
- Downpour and flooding
- COVID-19 pandemic
- Supply chain issues

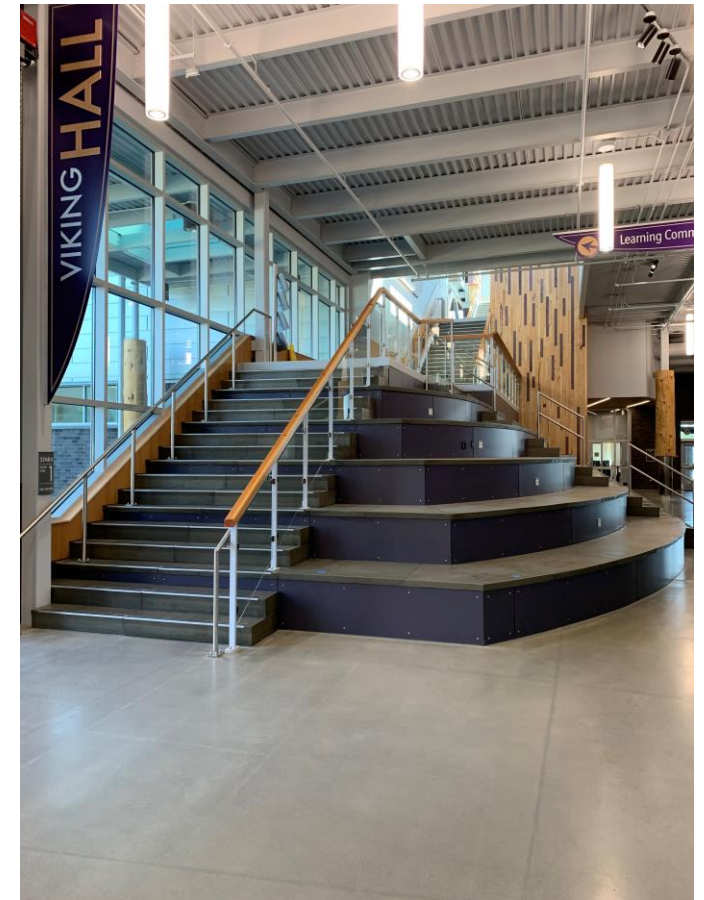
# GC/CM Experience

## Lake Stevens High School Modernization and Expansion

- ✓ Has demonstrated success in managing at least one GC/CM project in the past five years

### Lessons Learned (or, Values Reinforced):

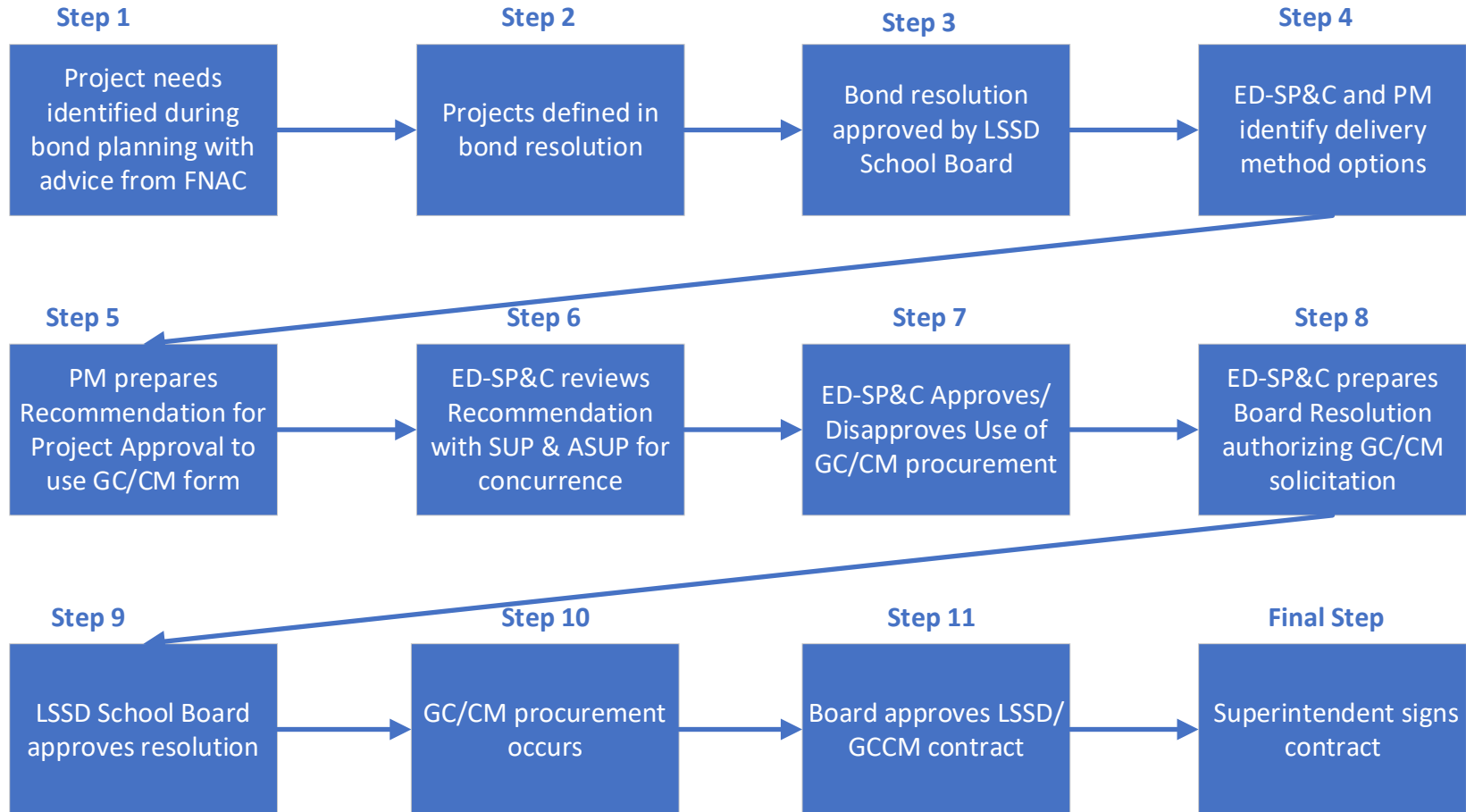
- This is not a D-B-B project - Trust
- The power of Collaboration
- The importance of Communication, and, communicating
- “Teamwork makes the dream work”
- Leveraging the contractor’s experience to make Planning more effective
- True Partnering in problem solving
- We’re smarter together - Creativity



# GC/CM Self Determination Process

## Project Approval Flow Chart

✓ Has a management plan and rationale for GC/CM projects



# GC/CM Self Determination Process

## GC/CM Project Delivery Recommendation/Approval Form

Has a management plan and rationale for GC/CM projects

Includes  
GC/CM  
Qualifying  
Criteria RCW  
39.10.340

Lake Stevens School District  
GC/CM Project Delivery  
Recommendation/Approval Form

**PART 1: PROJECT INFORMATION**

Project Name: Enter Project Name  
Project Architect: Enter Architect Name  
Proposed GMP for construction only: Enter Construction Cost  
Scope of Work Summary: Describe the project scope in a short paragraph

**PART 2: APPLICABLE PROJECT DELIVERY METHODS**

GC/CM Qualifying Criteria (RCW 39.10.340)  
If the answer to any of the questions below is **Yes**, then the GC/CM procurement methodology can be considered for the project:

- 1) Does implementation of the project involve complex scheduling, phasing, or coordination?  
 YES  NO  
If yes, provide explanation:  
Explain why project meets this criterion
- 2) Does the project involve construction at an occupied facility which must continue to operate during construction?  
 YES  NO  
If yes, provide explanation:  
Explain why project meets this criterion
- 3) Is the involvement of the GC/CM during the design stage critical to the success of the project?  
 YES  NO  
If yes, provide explanation:  
Explain why project meets this criterion
- 4) Does the project encompass a complex or technical work environment?  
 YES  NO  
If yes, provide explanation:  
Explain why project meets this criterion
- 5) Does the project require specialized work on a building that has historic significance?  
 YES  NO  
If yes, provide explanation:  
Explain why project meets this criterion

**Additional Considerations:**

- Should the District procure the project as a heavy civil construction project? A heavy civil construction project is defined as a civil engineering project where the predominant features are infrastructure improvements.  
 YES  NO  
If yes, provide explanation:  
Provide explanation why this benefits the project
- If the mechanical scope is above \$3 million, should the District and selected GC/CM consider the alternative subcontractor selection process (RCW 39.10.385) for the mechanical subcontractor?  
 YES  NO

If yes, provide explanation:

Provide explanation why this benefits the project

- If the electrical scope is above \$3 million, should the District and selected GC/CM consider the alternative subcontractor selection process (RCW 39.10.385) for the electrical subcontractor?  
 YES  NO

If yes, provide explanation:

Provide explanation why this benefits the project

**PART 3: PUBLIC BENEFIT OF GC/CM**

Provide information on how use of the GC/CM contracting procedure will serve the public interest.

- 1) How does this contracting method provide a substantial benefit?  
Provide explanation
- 2) Explain why the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.  
Provide explanation
- 3) In the case of heavy civil GC/CM, describe why and/or how the heavy civil contracting procedure serves the public interest.  
If applicable, provide explanation, otherwise N/A
- 4) In the case of an MC/CM recommendation, describe why and/or how the MC/CM subcontracting procedure serves the public interest.  
If applicable, provide explanation, otherwise N/A
- 5) In the case of an EC/CM recommendation, describe why and/or how the EC/CM subcontracting procedure serves the public interest.  
If applicable, provide explanation, otherwise N/A

**PART 4: RECOMMENDATIONS AND APPROVALS**

Project Manager recommends GC/CM Delivery Method over Design-Bid-Build:  
 YES  NO

GC/CM Delivery Method Recommended by:

Project Manager

Date

GC/CM Delivery Method Recommendation Approval:

Executive Director

School Planning & Construction

Date

Includes  
Public  
Benefit  
Justification

# Equity, Diversity and Inclusion

## Essential elements of District's Vision, Foundational Principles and Strategic Goals

- ✓ Has the ability to meet the requirements of RCW 39.10
- ✓ Has GC/CM project delivery knowledge and experience

First GC/CM project (LSHS Modernization) was performed under former statute

- 7.0% MWBE, 1.3% DBE, 14.8% SBE and 0% VBE

### Goals

- Help current consultants and contractors become certified where qualified
- Work with agencies, associations and organizations to develop a roster of contractors and consultants in region in each category
- Reach state goals of 10% MBE, 6% WBE, 5% VBE, 5% SBE and 30% local
- Exceed these goals

### Strategies to Reach and Exceed Goals

- Team responsibility (District, Contractors, Consultants) for increasing opportunities and equitable outcomes
- GC/CM Procurement
  - Require detailed Inclusion Plans from contractors
  - Use past performance as an evaluation criterion
- Post Award
  - Develop target milestones and deliverables
  - Work with contractors to develop and implement outreach activities/materials
  - Collaborate with contractor in community outreach/communication, including District resources
  - Host open houses
- Post Completion
  - Debrief after each project to improve performance on future projects
  - Use the GC/CM outreach plans to increase participation in non-GC/CM District work



# Upcoming Bond

November 5<sup>th</sup>, 2024 - \$314 million

**Safety. Growth. Preparing all students for their futures.**

## Projects include:

- New elementary school (potential GC/CM)
  - GC/CM involvement critical during design, complex work environment
- Modernization and expansion of two elementary schools (potential GC/CM)
  - Occupied facilities, GC/CM involvement critical during design
- Modernization and expansion of a middle school (potential GC/CM)
  - Occupied facility, GC/CM involvement critical during design, complex scheduling, phasing, coordination
- District-wide security upgrades (potential GC/CM)
  - Occupied facilities, complex scheduling, phasing, coordination
- Innovative Learning Center
- Central meal production kitchen
- New gyms at five schools
- Special education classroom and support spaces
- Updated athletic fields

# Lake Stevens School District Qualifications Summary

- ✓ Has the necessary experience to determine appropriate use of GC/CM
- ✓ Has GC/CM project delivery knowledge and experience
- ✓ Has personnel with appropriate construction experience
- ✓ Has a management plan and rationale for GC/CM projects
- ✓ Has demonstrated success in managing public works projects
- ✓ Has the ability to properly manage capital facilities plan including project planning and budgeting
- ✓ Has demonstrated success in managing at least one GC/CM project in the past five years
- ✓ Has the ability to meet the requirements of RCW 39.10
- ✓ Has resolved any audit findings relative to previous projects