

State of Washington
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): **Lake Stevens School District #4**
- b) Mailing Address: **12309 22nd St NE, Lake Stevens, WA 98258**
- c) Contact Person Name: **Robb Stanton** Title: **Executive Director, School Planning & Construction**
- d) Phone Number: **425-335-1506** E-mail: **robb_stanton@lkstevens.wednet.edu**

1. Brief Description of Proposed Project

- a) Name of Project: **Skyline ES/Lake Stevens MS Modernization and Expansion**
- b) County of Project Location: **Snohomish**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

Skyline Elementary (SES) and Lake Stevens Middle School (LSMS) share a 24-acre site with significant slope across the site, along with several wetlands. In the existing configuration, the parking lots at SES and LSMS are undersized with bus and parent drop-off combined, creating chronic safety hazards for students, staff and community members. The modernization and expansions planned for both schools focus on creating a unified campus with shared amenities to maximize the limited site, while also allowing all students to stay on-site while construction of the two projects occurs. This will be an extremely complicated, time sensitive campus redevelopment that will benefit from early input by a general contractor.

The current approach is to replace the elementary on the middle bench of the site, allowing for a more visible, welcoming presence and an extended dedicated parent-drop off along the south property line. Locating the project on the middle bench allows for the existing SES to remain operational while the new building is built, while also distancing educational activities from the noise of Highway 9. The middle school will be a combination addition and modernization with the goal of unifying the four independent buildings into a single one. This will create efficiency in routing utilities, a more secure building perimeter, and outdoor learning and play opportunities for the middle school students. The middle school project will also include the demolition and replacement of the current gym and athletic wing. Dedicated parking and drop-off for LSMS remain west of the building with all bus traffic on a new drive along the north of the school. Additional pick-up queuing lanes will be added to prevent vehicles from backing up onto the main arterial access to the west. These improvements are aimed at creating a safer school environment, ensuring thoughtful transitions throughout the site from kindergarten through middle school, and maximizing student and community opportunities.

- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? Yes No
(if no, applicant must apply separately at a later date utilizing Supplement B)

2. Projected Total Cost for the Project:

A. Project Budget

Skyline ES Modernization/Lake Stevens MS Modernization	
GCCM MACC (Includes 3% Risk Contingency)	\$ 110,271,000
GCCM Fee, SGCs & NSS (11% of MACC)	\$ 13,629,000
GMP BUDGET	\$ 123,900,000
Project investigations (1% of MACC)	\$ 1,102,710
Planning and Design (12% of MACC)	\$ 13,232,520
Construction Permits and Fees (5% of MACC)	\$ 5,513,550
Equipment and furnishings (4% of MACC)	\$ 4,410,840
Project Management (2% of MACC)	\$ 2,205,420
Construction Contingency (5% of MACC)	\$ 5,513,550
Project Contingency (6.7% of MACC)	\$ 7,266,207
Sales Tax (9.3% of MACC)	\$ 10,255,203
Subtotal	\$ 49,500,000
Total	\$ 173,400,000

B. Funding Status

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

This project is part of a capital bond measure on the November 5, 2024, ballot.

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)

GC/CM Procurement Schedule		
Task	Start	Finish
Develop PRC Application	10/3/2024	10/21/2024
Submit PRC Application	10/21/2024	10/21/2024
Develop PRC Presentation	10/21/2024	12/4/2024
PRC Presentation	12/5/2024	12/5/2024
PRC Approval	12/5/2024	12/5/2024
Develop RFP Document	10/21/2024	12/9/2024
Develop RFFP Document	10/21/2024	12/9/2024
Advertisement #1	12/10/2024	12/10/2024
Advertisement #2	12/18/2024	12/18/2024
RFPs Due	12/20/2024	12/20/2024
Review/Score RFPs	12/23/2024	12/27/2024
Notify Shortlist	12/30/2024	12/30/2024
Interviews with Shortlist	1/6/2025	1/8/2025
Notify Proposers invited to RFFP	1/9/2025	1/9/2025
Statutory waiting period	1/10/2025	1/15/2025
Release RFFP to Finalists	1/16/2025	1/16/2025
RFFP Questions Due	1/23/2025	1/23/2025
RFFP Addendum (if needed)	1/24/2025	1/24/2025
RFFP - Bids Due	1/28/2025	1/28/2025
Notify Bidders	1/29/2025	1/29/2025
Statutory waiting period	1/30/2025	2/4/2025
Contract negotiations	1/30/2025	2/18/2025
Board Approval of Contract Award	2/26/2025	2/26/2025
GC/CM Contract with Pre-con services executed	2/27/2025	2/27/2025

- b) Hiring consultants if not already hired; and
[See schedule below.](#)
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)
[See schedule below.](#)
- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

Skyline ES (SES)/Lake Stevens MS (LSMS)		
Design and Construction Schedule		
Task	Start	Finish
Programming SES/LSMS	5/6/2024	10/21/2024
Schematic Design SES/LSMS	10/21/2024	1/10/2024
JARPA Design - Site	11/29/2024	1/10/2025
JARPA Review - Site	2/13/2025	2/12/2026
Design Development SES/LSMS	1/13/2025	5/30/2025
Hire LSSD Construction Mgr	3/15/2025	5/31/2025
Permit Documents SES/LSMS	6/2/2025	10/31/2025
Subcontractor Outreach Event #1	11/14/2025	
Construction Documents SES/LSMS	11/3/2025	12/19/2025
Permitting (excluding JARPA)	11/3/2025	5/15/2026
Subcontractor Outreach Event #2	1/16/2026	
Subcontractor Bidding/Procure SES/LSMS	2/23/2026	5/5/2026
Construction Skyline (SES)	5/18/2026	7/6/2027
Substantial Completion SES	7/6/2027	7/6/2027
Move In SES	7/7/2027	7/31/2027
First Day of School (estimated)	9/1/2027	
Final Completion/Closeout	7/8/2027	9/8/2027
Warranty Period SES	7/8/2027	7/7/2028
Construction LSMS	5/18/2026	7/7/2028
Substantial Completion LSMS	7/7/2028	7/7/2028
Move In LSMS	7/15/2028	7/31/2028
First Day of School (estimated)	9/6/2028	
Final Completion/Closeout	7/8/2028	9/8/2028
Warranty Period LSMS	7/8/2028	7/7/2029

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?

Occupied Site

The site contains an occupied middle school with 705 students and 85 staff members as well as an occupied elementary school with 561 students and 76 staff members on 24 acres. Both schools must remain fully operational during the modernizations.

Phasing

The entire site is being reorganized. The elementary will be built on the existing football field. Parking, bus loops, and play areas at both schools will be reconfigured. A new football field/track will be built on the site of the current elementary. At the middle school, a new CTE and science wing will be added along with a replacement gym building, and the remaining classrooms will be modernized.

An occupied site requires detailed phasing plans to reduce the disruption to educational program. The GC/CM will be responsible for providing a well-thought-out phasing plan to provide a safe and secure environment for students and staff while aligning construction sequencing.

Scheduling

Since both schools will remain occupied and operational during the course of construction, the contractor will have to schedule deliveries outside of school hours to avoid conflicts with school drop-off and pick-up. Construction activities will have to be coordinated closely with school activities.

- 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.

As noted above, the new construction will take place on an occupied site while both schools remain in operation. To accommodate the anticipated phased construction, many aspects of the current site operations will be temporarily disrupted and/or relocated, often many times throughout the course of the project. These include traffic (drop-off, pick-up, bus, and visitors), teacher and classroom temporary relocations to accommodate demolition and construction, temporary pathways around the site to keep students and staff safe from construction activities, strategic scheduling of noisy and smelly work, and constant communication with the occupants informing them of planned disruptive activities.

A flexible and evolving safety plan will be critical. With 1266 students on site, safety is a critical concern. The GC/CM participation in design will help identify potential safety risks and plan mitigation measures in advance of construction. The site sits in the center of a neighborhood where many students walk to school and the site is used by the public on the weekends. The contractor will develop plans for safe egress in and around the site during construction and develop a construction plan that has the smallest possible impact on the students and staff.

Site utilities will be modified in phases including overhead and underground power, data lines, water, stormwater, and natural gas. Services will need to remain active to existing buildings while new tie-ins and pathways are constructed. Disruption to services would be very detrimental to the on-going function of the schools.

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

GC/CM participation during the design phase of these projects will provide schedule and phasing expertise and help ensure the projects can be constructed within a very strict construction schedule. Input during design and knowledge of the materials supply chain and availability will help inform the owner and the design team in the selection of materials and systems.

GC/CM involvement during the design phase to provide cost estimating, value analysis, constructability reviews and QA/QC of design, bidding and construction documents will lead to a better coordinated design that will be able to meet the project budget constraints and be constructed with fewer change orders resulting from constructability issues or discrepancies, error and omissions from the bidding and construction documents. Finally, GC/CM participation during design will provide valuable cost control.

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

The project is a complex work environment due to very limited access points for logistical construction operations. Material delivery, laydown, equipment storage, and construction parking will all be severely constrained due to a congested site. There is no ability to create additional access points due to surrounding residences. It is an urban site with limited access and having a GC/CM on board to help plan the phasing and logistics in advance will benefit the project.

- 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 community benefit;
Having a GC/CM contractor on board during design will help manage costs and help to focus design efforts to more effectively explore solutions that are viable, constructable, cost effective, available and efficient. This provides the Owner with better control of construction costs and time. The GC/CM delivery model can spread the Owner's risk and allocate certain elements to the contractor, thus reducing risks and claims. The GC/CM is highly motivated to maintain a schedule they helped to develop. They understand the nature and scope of the construction work before it begins and reduces the project familiarity timeframe for contractors usually associated with D-B-B projects. The GC/CM participates in and "owns" pre-construction cost estimates as well as value analysis and constructability reviews. This helps ensure cost effective and value-based solutions. Overall, participation by the GC/CM reduces the potential for serious construction claims and litigation because of the collaborative relationships with the Owner and design 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.
The traditional D-B-B delivery method does not provide the opportunity nor the impetus for a contractor to fully understand, account for, bid, and manage the daily impacts on a multi-phase project on an occupied school campus. Scheduling and completing work without impacting school operations is critical. Having the time during design for the contractor to get to know the District, the campus, and the culture, enables the contractor to understand and plan for the constraints the project will face. With two schools on two different daily schedules, construction coordination will be key to successful outcomes.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
N/A

6. Public Body Qualifications

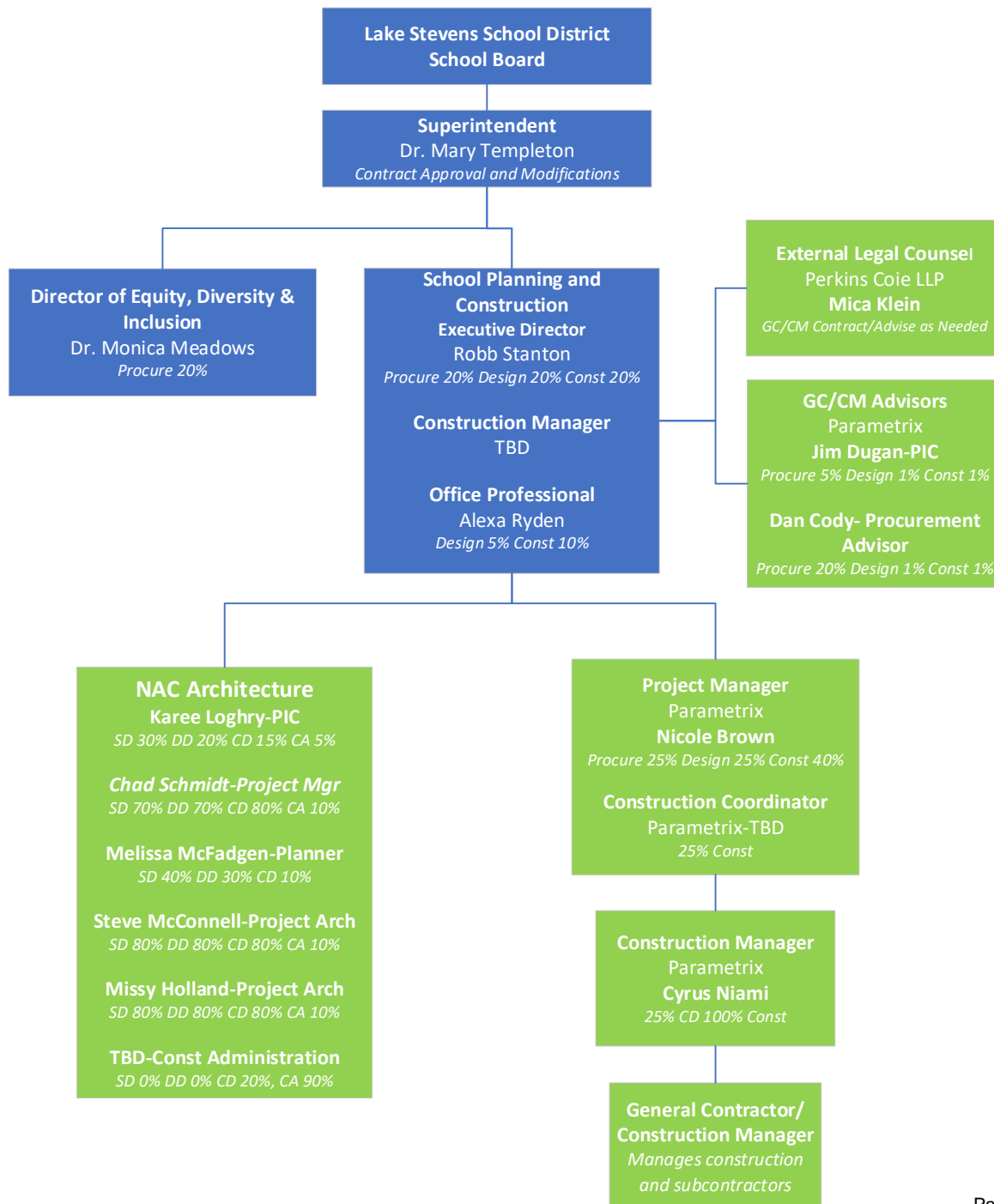
Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
The District has a long and successful history of building and modernizing schools. Please refer to Question #7 for recent construction works. Historically, the school district has used the traditional D-B-B project delivery method. In 2017, the school district expanded its delivery methods to include a GC/CM project for its largest project to date, the modernization and expansion of Lake Stevens High School with a construction budget of \$85.5 million.
The Lake Stevens High School project had multiple GMPs, multiple phases, across multiple years, and multiple OSPI funding cycles. The project was completed on budget and on-time, in spite of various challenges including an undocumented UST, a heavy equipment operators strike, a flooding cloudburst, and COVID-19. The project tested the strength of the project management staff and the strength of the contractor, both of which performed well for the District.
This project gave the District extensive experience in the GC/CM delivery method with multiple procurements and multiple GMPs. Executive Director Robb Stanton and Assistant Superintendent Teresa. Main were both leaders in this complicated project, as were three of the five District School Board members. Robb led this capital work, as he oversees all capital projects and will continue in this role for the Skyline/Lake Stevens Middle School modernizations. Robb has also attended AGC GC/CM training.

The District has augmented its team with the consultant team of NAC Architecture, Parametrix and Perkins Coie, all of whom are highly knowledgeable and experienced in GC/CM delivery. Karee Loghry of NAC Architecture will serve as the design team leader and has worked on five GC/CM projects. Nicole Brown of Parametrix will serve as project manager with Robb on this project. Nicole served as project manager on the LSHS project. She has worked on 11 GC/CM projects in her career and has attended the AGC GC/CM training. Mica Klein of Perkins Coie will serve as the District's external legal counsel and will develop the GC/CM contract documents and provide advisory services throughout the duration of the project. Mica specializes in construction law and has supported numerous public agency clients in the delivery of GC/CM projects.

- 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)

Project Organization Chart – Skyline ES/Lake Stevens MS



- Staff and consultant short biographies (*not complete résumés*).

Robb Stanton, Executive Director, School Planning and Construction

Robb has over 25 years' experience in K-12 construction and has been responsible for the District's capital construction budget for the last 22 years.

During his tenure, he has overseen the design and construction of over \$300 million in capital projects. The scope of these projects range from simple modernizations and security upgrades to the \$85.5 million, highly complex, multi-phase modernization and expansion to an existing high school. This project was built while school remained in operation with over 2,000 students and staff on the premises. Other major projects that Robb led are the construction of Stevens Creek Elementary School, a new Early Learning Center, several elementary and secondary modernizations throughout the District, and construction of Cavelero Mid-High School.

Jim Dugan – GC/CM Advisor (Parametrix)

Jim has 45 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning, scheduling, budget forecasting, public speaking/presentations, collaboration with stakeholders, and conflict resolution and claims mitigation. Jim is highly experienced in APD, utilizing both GC/CM and Design-Build delivery methods and has served as a member of the Project Management team for numerous public agency Owners and projects.

Since 2016, Jim has served as a member of the State's Project Review Committee (PRC) where, along with colleagues from the construction industry and public agencies, he volunteers his time to review applications, hear presentations and make recommendations on public agencies wishing to utilize alternative project delivery methods on publicly funded projects. In 2019 and 2020, Jim filled the consecutive roles of PRC Vice Chair and Chair and in 2023 was appointed to a three-year additional term as a PRC Member.

Dan Cody, DBIA Associate – GC/CM Procurement and PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 35 years of experience in the design and construction industry. He has extensive experience in the K-12 educational market and public-sector projects, providing design and construction services on projects for numerous school districts throughout western Washington. In addition to his role in APD procurement, Dan also provides project management and construction management services for Parametrix clients on projects that utilize PDB, GC/CM and D/B/B delivery methods.

Dan has been instrumental in APD procurement efforts for many clients in the public sector. He is well versed in the requirements of RCW 39.10 and, since 2015, has successfully spearheaded and managed the Project Review Committee (PRC) process on more than 40 applications and the APD procurement process for more than 30 projects utilizing both GC/CM and PDB delivery methods. Dan has successfully completed industry training in both GC/CM and DB project delivery and is a certified DBIA Associate.

Nicole Brown, DBIA Associate – GC/CM Procurement and Project Management (Parametrix)

Nicole is a Senior Project Manager with Parametrix. She has 28 years' experience in construction management starting her career in tenant improvement work, then leading the MAC team for Jones Lang LaSalle at Microsoft before beginning public works projects when joining OAC Services in 2007. Nicole has managed numerous public projects including Kenmore City Hall, Kirkland Public Safety Building, Mason Co PUD #3 John's Prairie Operations Center, Mason Transit Community Center.

Since joining Parametrix in 2017, Nicole has focused primarily on K-12 projects, beginning with

Lake Stevens HS, she has helped the District with multiple smaller capital projects subsequent to the high school project. Nicole has also provided project management services to the Mukilteo School District on multiple projects including Discovery ES Addition, Challenger/Horizon Additions, and Mariner High School Renovation and Addition. Nicole’s expertise is in programming, budget control and analysis, schedule oversight, quality control, project and construction management, team management, contract management, and communications.

Cyrus Naimi, Construction Management (Parametrix)

Cyrus has 12 years of experience in construction management, with the first six years of his career in tenant improvement work for a large property development and management firm. He began public works projects in 2019 when he joined the K-12 team at OAC services, working with Lake Washington School District. Cyrus has managed numerous projects including the Lake Washington High School classroom addition, various capital improvement projects, Rose Hill Elementary School Addition, Mark Twain Elementary School addition, Ben Franklin Elementary School Addition, Rachel Carson Elementary School Addition and gym floor redesigns at Juanita and Redmond high schools. Since joining Parametrix in 2022, Cyrus has focused on the Rainer Beach HS Replacement project, which a four-phase, multi-year project scheduled to complete in Fall of 2026.

Karee Loghry, Principal-in-charge (NAC Architecture)

Karee has more than 20 years of experience underscoring NAC’s reputation for excellence in school planning and design. Founded in hands-on knowledge of clients’, consultants’, and contractors’ distinct concerns, she resolves diverse interests with diplomacy. Open communication is a hallmark of her practice as she works to maximize the project’s potential. She has extensive experience working with Lake Stevens School District and is confident and capable to lead the team for the elementary and middle school modernization project.

Chad Schmidt

Chad is a highly collaborative project manager who is detail-oriented and a natural leader. He proactively builds strong relationships with clients and teams throughout projects. Chad is experienced in K-12 school design and other educational projects relevant to the elementary and middle school modernization, and he will be a critical element to the design team. Chad excels at solving complex design solutions, particularly on occupied sites and renovations, continually keeping the long-view in mind throughout the design and construction process to ensure every decision supports the priorities of the client.

Mica Klein, District’s External Legal Counsel (Perkins Coie, LLP)

The District is represented by Perkins Coie LLP’s Construction Group. Perkins Coie has deep experience with Chapter 39.10 RCW alternative project delivery and has represented numerous public agencies in connection with complex GC/CM projects. Mica Klein, Partner, will serve as the School District’s lead attorney. Mica’s practice focuses on complex public construction and dispute resolution. Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, \$20M+ public projects. Among these projects, Mica has successfully counseled numerous clients on all aspects of GC/CM procurement, including Seattle Public Schools, Bethel School District, Highline School District, and Ellensburg School District.

- 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.)

Key Members GC/CM Construction Experience							
Name	Summary of Experience	Project Name	Project Size	Project Type	Role During Project Phases		
					Planning	Design	Construction
Robb Stanton	Executive Director School Planning and Construction. Twenty years experience in K-12. Managed over \$300M in capital projects. Four years GC/CM experience.	Lake Stevens High School	\$85.5 M	GC/CM	OWN/PM	OWN/PM	OWN/PM

Jim Dugan Parametrix	Jim has over 45 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. Jim is highly skilled at alternative project delivery (GC/CM and D/B) and has intimate knowledge of RCW 39.10 and has served as a member of the PRC since 2016.	Vancouver Public Works Ops Ctr.	\$170M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Everett Municipal Bldg. Renov	\$27M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Renton High School (Renton SD)	\$11.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Lindberg High School (Renton SD)	\$36M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Lakehaven W&S - Redondo Elect & Odor Control	\$21.2M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Rainier Beach HS (Seattle Public Schools)	\$238.3M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Lakehaven W&S - New Headquarters Campus	\$45M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Columbia River HS Add/Mod (Vancouver Schools)	\$21.4M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Vancouver Institute of Technology & Arts (VPS)	\$39.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Three Elementary School Bundle (Auburn SD)	\$157.7M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Chelan CoPUD Headquarters & Ops Center	\$136.4M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Support Facilities	\$70M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Mann MS Replacement (Clover Park SD)	\$68M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Four Elementary School Bundle (Auburn SD)	\$175.2M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		McLoughlin MS/Marshal ES (VPS)	\$105.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Lake Stevens High School (Lake Stevens SD)	\$85.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Olympic Middle School Add/Mod (Auburn SD)	\$65.7M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Mt Vernon HS Old Main Bldg. (Mt. Vernon SD)	\$29.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Blakely ES Replacement (Bainbridge Island SD)	\$39M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Madison ES Replacement (Mt. Vernon SD)	\$42.4M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Harriet Rowley ES (Mt. Vernon SD)	\$42.2M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Central Kitsap HS/MS (Central Kitsap SD)	\$178M	GC/CM	PIC/AD	PIC/AD	PIC/AD
		Olympic High School Add/Mod	\$38.5M	GC/CM	PIC/AD	PIC/AD	PIC/AD
Browns Point ES Replacement (Tacoma PS)	\$31M	GC/CM	PMR	PMR	PIC/AD/PMR		
Eastside Community Ctr (Tacoma Metro Parks)	\$30.8M	GC/CM	PIC/AD	PIC/AD	PIC/AD		
Stewart Middle School Historic Add/Mod	\$58.7M	GC/CM	PMR	PMR	PIC/AD/PMR		
McCarver Elementary School Historic Add/Mod	\$36.4M	GC/CM	PMR	PMR	PIC/AD/PMR		
Dan Cody Parametrix	Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 36 years of experience in the design and construction industry. Dan has thorough knowledge of RCW 39.10 as it applies to GC/CM delivery and has led and managed the PRC approval and GC/CM procurement process for more than thirty-four major projects totaling nearly \$2.1B in total project value.	Vancouver Public Works Ops Ctr.	\$170M	GC/CM	PR		
		Everett Municipal Bldg. Renov	\$27M	GC/CM	PR/PM	AD	AD
		Renton High School (Renton SD)	\$11.5M	GC/CM	PR		
		Lindberg High School (Renton SD)	\$36M	GC/CM	PR		
		Lakehaven W&S - Redondo Elect & Odor Control	\$21.2M	GC/CM	PR/AD	AD	AD
		Rainier Beach HS (Seattle Public Schools)	\$238.3M	GC/CM	PR		
		Lakehaven W&S - New Headquarters Campus	\$45M	GC/CM	PR/PM	PM	PM
		Columbia River HS Add/Mod (VPS)	\$21.4M	GC/CM	PR		
		Vancouver Institute of Technology & Arts (VPS)	\$39.5M	GC/CM	PR		
		Three Elementary School Bundle (Auburn SD)	\$157.7M	GC/CM	PR/AD	AD	AD
		Chelan Co PUD Headquarters & Ops Center	\$136.4M	GC/CM	PR		
		Support Facilities	\$70M	GC/CM	PR		
		Mann MS Replacement (Clover Park SD)	\$68M	GC/CM	PR		
		Four Elementary School Bundle (Auburn SD)	\$175.2M	GC/CM	PR/AD	AD	AD
		McLoughlin MS/Marshal ES (VPS)	\$105.5M	GC/CM	PR/PM	PM	PM
		Lake Stevens High School (Lake Stevens SD)	\$85.5M	GC/CM	PR/PM	PM	
		Olympic MS Add/Mod (Auburn SD)	\$65.7M	GC/CM	PR		
		Mt Vernon HS Old Main Bldg. (Mt. Vernon SD)	\$29.5M	GC/CM	PR		
		Blakely ES Replacement (Bainbridge Island SD)	\$39M	GC/CM	PR		
		Madison ES Replacement (Mt. Vernon SD)	\$42.4M	GC/CM	PR		
		Harriet Rowley ES (Mt. Vernon SD)	\$42.2M	GC/CM	PR		
		Central Kitsap HS/MS (Central Kitsap SD)	\$178M	GC/CM	PR		
		Olympic High School Add/Mod	\$38.5M	GC/CM	PR		
Browns Point ES (Tacoma Public Schools)	\$31M	GC/CM	PR				
Eastside Community Ctr (Tacoma Metro Parks)	\$30.8M	GC/CM	PR				
Nicole Brown Parametrix	Nicole has 28 years of construction and project management experience representing public and private owners. Her expertise is in programming, budget control and analysis, schedule oversight, quality control, construction management, team management, and communications. Nicole has worked on 11 GC/CM projects in her career.	Everett Municipal Bldg Renov	\$27M	GC/CM		PM	PM
		MSD-Serene Lake ES	\$14M	GC/CM	PM	PM	PM
		MSD-Mariner HS Renov/Add	\$25M	GC/CM	PM	PM	PM/CM
		Challenger/Horizon Renov/Add	\$34M	GC/CM			PM/CM
		Discovery ES Addition	\$30M	GC/CM			PM/CM
		Lake Stevens HS Renov&Addn	\$85.5M	GC/CM		PM	PM/CM
		Mason Co PUD3 Ops Center	\$36M	GC/CM-DBB		PM	PM/CM
		Mason Transit/Community Ctr	\$10M	GC/CM	PM	PM	PM/CM
		Kenmore City Hall	\$14M	GC/CM-DBB	PM	PM	PM/CM
		Capitol Theatre Expansion	\$11M	GC/CM	PM		
Ft Vancouver Regional Library	\$37.7M	GC/CM	PM				
Cyrus Niami Parametrix	Cyrus has 12 years of construction experience and 6 GC/CM projects of experience.	Rainier Beach HS (Seattle Public Schools)	\$276M	GC/CM			PM/CM
		Lake Washington HS Addition/Gym	\$53.3M	GC/CM			PM/CM
		Franklin ES Addition	\$22.4M	GC/CM			PM/CM
		Rose Hill ES Addition	\$23.4M	GC/CM			PM/CM
		Mark Twain ES Additon	\$21.4M	GC/CM			PM/CM
		Rachel Carson ES Addition	\$13M	GC/CM			PM/CM
Karee Lohry NAC Architecture	Karee has more than 20 years of experience in school planning and design.	Snohomish High School	\$45M	GC/CM		A	
		Auburn Terminal Park Elementary	\$50M	GC/CM	PM	PM	PM
		Auburn Chinook Elementary	\$43M	GC/CM	PM	PM	PM
		Auburn Pioneer Elementary	\$41M	GC/CM	PM	PM	PM
		Auburn Dick Scobee Elementary	\$39M	GC/CM	PM	PM	PM
Chad Schmidt NAC Architecture	Project Manager- Chad excels at solving complex design solutions on occupied sites and renovations keeping the long-view in mind throughout the process.	Horizon Middle School Renovation	\$23M	GC/CM	PM	PM	PM
		WSU Martin Stadium*	\$64M	GC/CM	PA	PA	PA
		WSU Football Operations Building*	\$48M	GC/CM	PM	PM	PM
Melissa McFagden NAC Architecture	Planner Melissa has dedicated her career to creating spaces in which children will learn, grow, and flourish.	Horizon Middle School Renovation	\$23M	GC/CM	PIC	PIC	PIC
		Salk Middle School	\$27M	GC/CM	A	A	A
		Adams Elementary School	\$26M	GC/CM	PIC	PIC	PIC
		Flett Middle School	\$44M	GC/CM	PIC	PIC	PIC
Steve McConnell NAC Architecture	Project Architect Steve's 30+ years of experience has focused on solving complex challenges that comes with modernization of existing structures.	Auburn Dick Scobee Elementary	\$39M	GC/CM	PA	PA	PA
		Hamlin Robinson School	\$10M	GC/CM	PA	PA	PA

Missy Holland	Project Architect	Auburn Terminal Park Elementary	\$50M	GC/CM	PA	PA	PA
NAC Architecture	Missy has over 20 yers of school planning design experience wit an organized and responsive project approach.	Auburn Chinook Elementary	\$43M	GC/CM	PA	PA	PA
		Auburn Pioneer Elementary	\$41M	GC/CM	PA	PA	PA
		Auburn Dick Scobee Elementary	\$39M	GC/CM	PA	PA	PA

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

Qualifications and Experience of Project Management Team									
Name	Firm	Role on ES #8	Years in Design & Construction	Years in K-12	#Projects-Over \$1M Lifetime	# K-12 Projects	GC/CM Projects	Certifications/ Training	Degrees
Robb Stanton	LSSD	Exec Director	25	23	25+	25+	1	AGC- GC/CM Training	BA, Economics -UCLA
Jim Dugan	Parametrix	GC/CM Advisor	45	30+	70+	50+	40+	AGC-GC/CM Training AGC-GC/CM Trainer	BS, Civil & Environmental Engineering
Dan Cody	Parametrix	GC/CM Procurement	41	30+	70+	50+	30+	DBIA Associate AGC-GC/CM Training Licensed Architect	BS-Architectural Studies Bachelor of Architecture
Nicole Brown	Parametrix	Project Manager Construction	28	10	26	12	11	DBIA Associate AGC-GC/CM Training Licensed RE Broker	BA-Portland State Univ
Cyrus Naimi	Parametrix	Manager	12	6	8	8	6	AGC- GC/CM Training	BS-Univ of Washington
Karee Loghry	NAC	PIC Project Team Manager	28	28	25	24		AIA, DBIA Associate CDT, LEED AP, BCAC	BA-Western WA Univ AA-Art Institute of Seattle
Mica Klein	Perkins Coie	Legal Counsel	11	11	100+	100+	100+	DBIA Associate	BA-Univ of WA JD-UC Berkeley

- 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. *N/A*
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project. [See Qualification and Experience of Project Management Team above.](#)
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

Authorization and funding for school construction and maintenance projects is through voter-approved bond and levy measures. Bond resolutions, approved by the Board of Directors, include the bond amount, list of projects and authorized uses of bond proceeds. The District is seeking voter approval of a \$314 million bond in the November 5th, 2024, general election.

Capital projects are planned and directed by the Executive Director – School Planning and Construction (ED-SP&C), Robb Stanton. Robb works with Teresa Main, Assistant Superintendent of Business and Operations Services, on enrollment projections and any boundary adjustments to balance enrollment with school capacities. Robb is also responsible for planning facility development, project method determination, and management of capital funds.

Robb manages the entire capital program and individual projects in all phases from planning through closeout and warranty. He oversees program management, contractors and consultants. He works with Bobby Vaughn, Manager of Facilities and Operations, on design standards and inclusion of maintenance and operations teams on projects. Robb manages the overall capital budget, individual project budgets, procurement and contracts. Robb also directs the work of the Project Manager, Nicole Brown, and Construction Managers, including Cyrus Naimi. Project and construction managers provide daily oversight of projects including input on costs, schedules, and project decisions. Nicole reviews cost impacts with Robb to determine the appropriate approval process for compliance with board policies and procedures. Construction managers work with the GC/CM and architect to ensure pay applications are reflective of work completed prior to approval

and the project manager reviews for accuracy prior to recommending for payment. Alexa Ryden, Operations Office Professional, provides general project support and invoice processing for all projects on an administrative level.

Robb is responsible for ensuring all RCWs, board policies and procedures relating to public work and construction projects including procurement, change orders, and close-out are followed. Nicole supports these efforts and ensures all required documentation is in place. The superintendent, Dr. Mary Templeton, and Teresa approve change orders to the work, while the school board awards contracts and accepts projects as complete.

The Lake Stevens School District supplements staff with consultants for the roles of project and construction management using Parametrix and others as needed. Perkins Coie advises on contract documents and any legal questions or issues that arise.

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

The District intends to utilize our GC/CM Consultant, Parametrix, and external legal counsel, Perkins Coie, as external consultants who are highly knowledgeable in GC/CM project delivery to advise us in the GC/CM selection and contracting process. The procurement process will generally include the following:

- Contact/Outreach to experienced potential GC/CM candidates prior to the release of the RFP.
- Develop/Issue RFP to solicit qualification/proposal statements from GC/CM candidates.
- Receive and score/rank the qualifications/proposals received.
- Check references of GC/CM firms and team members.
- Notify all submitters and shortlist the most qualified GC/CM firms to the interview stage.
- Interview and score/rank the shortlisted GC/CM candidates.
- Develop/Issue an RFFP to solicit final proposals (price factors) from the highest ranked GC/CM candidates.
- Receive and open/score the final proposals (price factors) received to identify the most highly qualified GC/CM.
- Request approval from the School Board to negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Negotiate pre-construction services and contract with the most highly qualified GC/CM.
- Recommend that the School Board award a contract to the most highly qualified GC/CM.
- Execute GC/CM Agreement with pre-construction services.
- Issue notice to proceed.

Pending approval by the PRC, the District anticipates that the procurement process will begin with the advertising of the Request for Proposals December 10, 2024. By mid-February 2025, the GC/CM procurement process will have been completed and a pre-construction services agreement will be negotiated. A GC/CM agreement for pre-construction services will be presented for approval to the School Board in February 2025. This will allow the GC/CM Contractor to join the project team during the design development phase.

- 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 will utilize contract documents (GC/CM Agreement, General Conditions and Guaranteed Maximum Price Amendment) that are prepared by Perkins Coie and are based on the AIA-A103 and AIA-A201. The school district will also use standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix.

A draft of the contract documents (Agreement, General Conditions and GMP Amendment) will be included in the GC/CM RFP. This will allow GC/CM candidates the opportunity to review and

provide comment on the documents. The district will consider comments received and any that are deemed acceptable will be incorporated into a revised draft of the contract documents that will be included in the final draft of the RFFP.

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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

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:

- An 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.

NONE.

10. Subcontractor Outreach

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

Equity, diversity, and inclusion are an important part of the Lake Stevens School District's drive towards excellence, and are powerful components of the District's strategic plan, the Foundation For Excellence. Within this plan, inclusion and equity are essential elements of the District's Vision, Foundational Principles and Strategic Goals. It is critical to extend these goals and strategies to our public work and capital improvement projects to achieve this community-wide vision.

The District will work to increase opportunities and participation by minority-owned, women-owned, and veteran-owned business as well as small and local businesses in the areas of public work contracting, subcontracting, and consulting in the following ways:

- Include requirements and goals in project RFQs for contractors and consultants to provide inclusion plans that outline their approach to finding local partners through current partnerships, outreach, communications through various channels and in multiple languages, mentoring, and scope and bid package development, with the goal of

increasing the number of diverse partners and the value of contracts awarded to diverse firms.

- Establish selection criteria values for the contractors' and consultants' plans and their ability to share their past successes in implementing these plans.
- Provide contractors and consultants with local and diverse firms that the District is already aware of and working with.
- Collaboratively develop and implement plans with contractors and consultants to increase awareness, opportunity and outcomes through the inclusion plan, metrics, and reporting.
- Work with state and local associations and organizations, including Tabor 100, NAMC, NAWIC, OWMBE, Economic Alliance of Snohomish County, Northwest Minority Builders Alliance and others, to expand the reach of efforts to the broader community.
- Promote projects and opportunities through greater, more diverse channels, including the District's own communications.
- Host open houses for local businesses to meet District, contractor, and consultant staff to learn about projects, ask questions, and develop relationships, with emphasis on participation by diverse contractors and subcontractors.
- Develop targeted milestones and deliverables throughout the projects to maintain focus on these efforts and goals.
- Debrief following each project to examine lessons learned through specific feedback to develop better plans and create higher goals for future projects.
- Utilize what we learn and do to increase participation in non-GC/CM projects.

The District's first GC/CM project was procured prior to the update in RCW 39.10 and the focus on increasing access to contracting opportunities for small, minority, women, and veteran-owned businesses. Goals were not set for participation by MWVBE or small or local businesses on that project. However, our contracting partner did measure participation in these categories and shared with us that the Lake Stevens High School Modernization and Expansion Project achieved 7.01% participation by MWBE, 1.32% by DBE, 14.81% SBE, and 0% by VBE. This is our starting point. We will work with our contracting teams to develop specific goals for each project with targeted strategies to achieve improvement towards reaching the state's goals of 10% MBE, 6% WBE, 5% VBE, 5% SBE and 30% local.

These goals are not ceilings, or something that would indicate that we are finished with this work. We look at these as specific, measurable, reportable, achievable goals that can be met within the time horizon of our bond projects.

Working together, establishing a plan, measuring and reporting the outcome and building on the experience for the next project propels the District and community towards achieving its vision of a community-wide culture of belonging, growth and excellence, where each individual is supported and challenged, engaged and empowered and valued for their unique contributions.

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work 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.

N/A

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): Robb Stanton (public body personnel)

Title: Executive Director, School Planning and Construction

Date: October 21, 2024

**Lake Stevens School District Construction History
Past 6 Years**

Project #	Project Name	Project Description	Delivery Method	Architect	Contractor	Plan Start	Planned Complete	Actual Start	Actual Complete	Original Budget	Final Cost	Reason for Schedule or Budget Overrun	S/M/W/V Business Utilization
1	Lake Stevens High School Modernization	learning commons, new gym, renovate pool, CTE wing, music wing remodel, locker room	GC/CM	Dykeman Architects	Cornerstone GC	2018	2021	2018	2021	\$ 87 M	\$ 85.5 M		Not Required
2	Stevens Creek Elementary School	New elementary school	D-B-B	NAC Architecture	Roger Hickel Contracting	2016	2018	2016	2018	\$ 42 M	\$ 42.7 M	Added more scope due to grant funding received	Not Required
3	New Early Learning Center	Early learning center for children 3-4 years old	D-B-B	NAC Architecture	Roger Hickel Contracting	2016	2017	2016	2017	\$ 13 M	\$ 12.8 M		Not Required
4	District-wide Security Projects	security cameras at all schools, added secure entries to all schools	D-B-B	NAC Architecture	Various	2016	2023	2016	2023	\$6.6 M	\$6.6 M		Not Required
5	Portables	25 new portables across the District since 2015 to accommodate growth	D-B-B	NAC Architecture	Various	2015	2022	2015	2022	\$ 5 M	\$ 5.07 M	Added access control scope to several portables due to funds availability from bond security improvement funds.	Not Required
6	Skyline K3 Modulares	Add 3 modular buildings, (6 classrooms) with sewer/water tie-ins	D-B-B	NAC Architecture	Pacific Mobile/ICI	2021	2021	2021	2021	\$ 3.7 M	\$ 3.7 M		Not Required
7	Hillcrest West Renovation	casework, new food service area, new office area, new interior signage. Exterior	D-B-B	Dykeman Architects	Moon Construction	2019	2020	2019	2020	\$3.3 M	\$3.3 M		Not Required
8	Glenwood K3 Modulares	Add 2 modular buildings (4 classrooms)	D-B-B	NAC Architecture	Pacific Mobile/ICI	2021	2021	2021	2021	\$2.1 M	\$2 M		Not Required
9	Skyline Kindergarten Addition	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Tiger Construction	2018	2019	2018	2019	\$1.8 M	\$1.8 M		Not Required
10	Glenwood Kindergarten Addition	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Tiger Construction	2018	2019	2018	2019	\$1.8 M	\$1.8 M		Not Required
11	Sunnycrest Kindergarten Addition	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Colacurcio Bros	2017	2018	2017	2018	\$1.72 M	\$1.685 M		Not Required
12	Highland Kindergarten Addition	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Colacurcio Bros	2017	2018	2017	2018	\$1.7 M	\$1.65 M		Not Required
13	Mt Pilchuck Kindergarten Addition	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Axthelm Construction	2017	2018	2017	2018	\$1.5 M	\$1.5 M		Not Required
14	Hillcrest Kindergarten Additions	2 kindergarten classrooms with integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Axthelm Construction	2017	2018	2017	2018	\$1.5 M	\$1.45 M		Not Required
15	Middle Schools Track Replacements	integrated single occupancy restrooms, approx 2700sqft.	D-B-B	NAC Architecture	Premiere Fields	2018	2019	2018	2019	\$1.67 M	\$1.52 M		Not Required
16	PTC-South Satellite	Additional office space for transportation via new portable building at Cavelero MHS	D-B-B	NAC Architecture	Pacific Mobile	2017	2018	2017	2018	\$1.3 M	\$1.29 M		Not Required



DEMO (2)
PORTABLES AND
LOCKER ROOM
FOR CONTRACTOR
ACCESS (NEW
DRIVEWAY/FUTURE
BUS LANE)

CONTRACTOR
STAGING?

SKYLINE ES
OCCUPIED

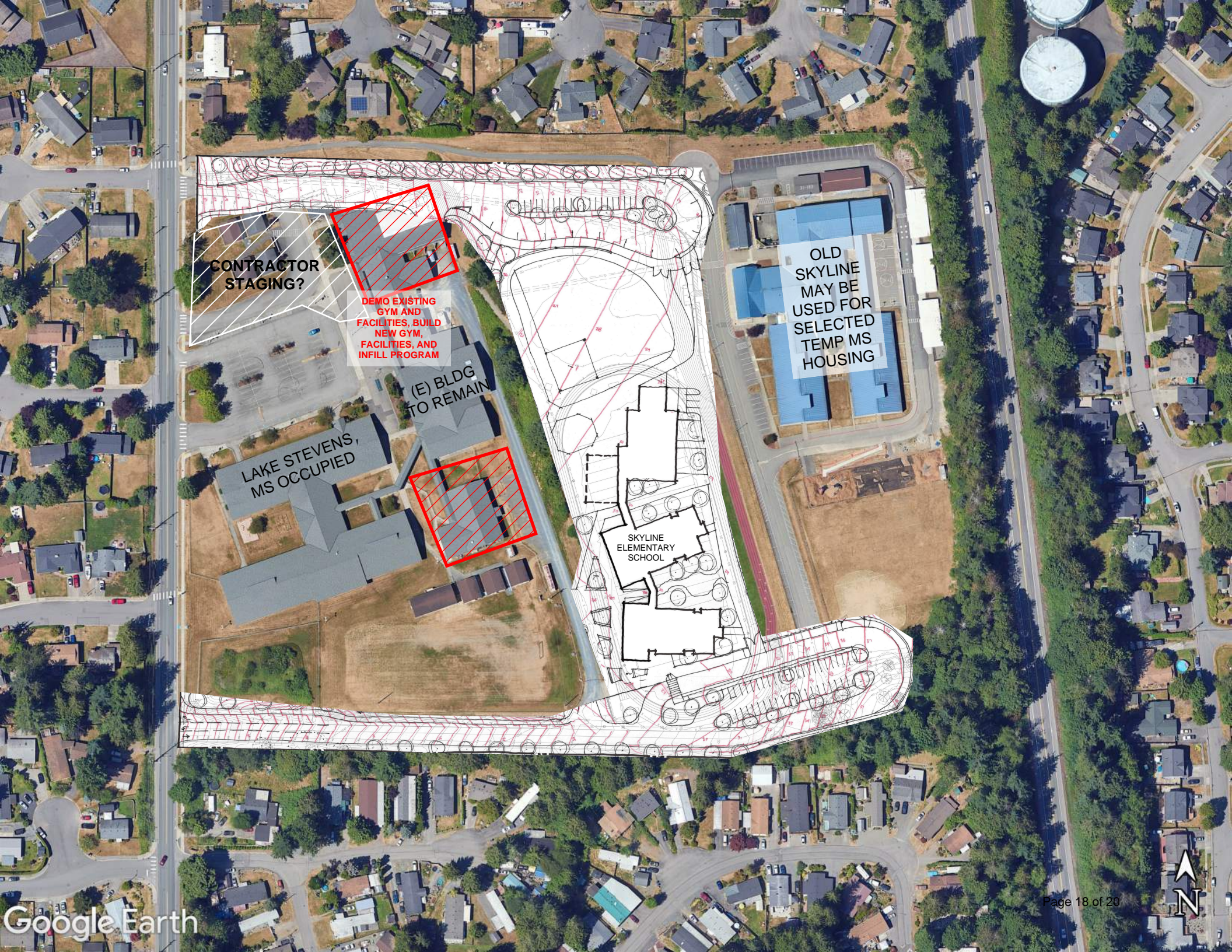
(E) BLDG
TO REMAIN

LAKE STEVENS,
MS OCCUPIED

(E) BLDG TO
REMAIN

NEW
SKYLINE ES





CONTRACTOR STAGING?

DEMO EXISTING GYM AND FACILITIES, BUILD NEW GYM, FACILITIES, AND INFILL PROGRAM

(E) BLDG TO REMAIN

LAKE STEVENS, MS OCCUPIED

SKYLINE ELEMENTARY SCHOOL

OLD SKYLINE MAY BE USED FOR SELECTED TEMP MS HOUSING



POTENTIAL PHASE 3: RENOVATE BALANCE OF MIDDLE SCHOOL, COMPLETE SITE WORK

DEMO/MOVE
PORTABLES



(E) BLDG TO
REMAIN
RENO
AREA

LAKE STEVENS,
MS OCCUPIED

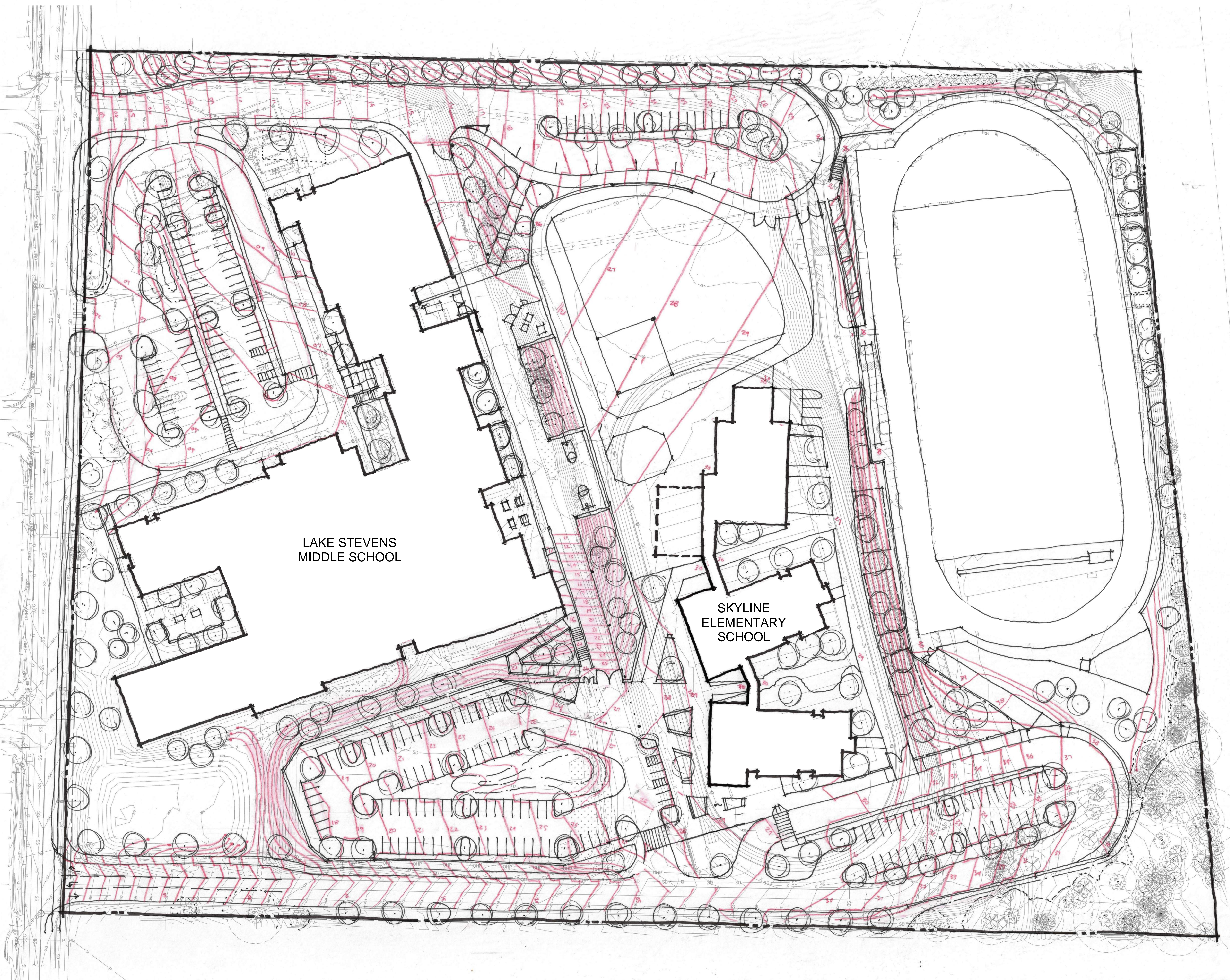
(E) BLDG TO
REMAIN

CONTRACTOR
STAGING

SKYLINE
ELEMENTARY
SCHOOL

OLD
SKYLINE
MAY BE
USED FOR
SELECTED
TEMP MS
HOUSING





LAKE STEVENS
MIDDLE SCHOOL

SKYLINE
ELEMENTARY
SCHOOL

