February 15, 2025

Project Review Committee
Department of Enterprise Services
Engineering & Architectural Services
PO Box 41476
Olympia, WA 98504

Re: Ocean Beach School District – 6-12 New School

Dear PRC Members:

The Ocean Beach School District is pleased to submit its application for the use of the General Contractor/Construction Manager (GC/CM) alternative project delivery method in accordance with RCW 39.10 for the 6-12 New School. The existing high school will continue to operate adjacent to the new construction for the 112,000 GSF 6-12 new school.

We firmly believe that the GC/CM method is essential for this challenging project site, which involves complex scheduling, phasing, and coordination due to the challenges of constructing on an occupied site in a remote location. Successful delivery presents unique challenges that require seamless coordination between school operations, contractor, and architect.

The 6-12 new school will allow the District to reduce its overall square footage footprint by combining the middle school and high school into one campus on the existing high school site. This limited buildable area outside the seismic tsunami inundation zone and other site hazardous is currently occupied by existing school structures. As a result, the construction of the new 6-12 school will require a phased approach, involving the replacement of Ilwaco High School students through a sequence of construction, demolition, and occupancy stages. GC/CM involvement during both the design and construction phases is critical to ensuring safety, minimizing disruption to teaching and learning, and meeting the timely opening of the new facility.

To achieve this, the project will require careful management of class relocations, phased construction, adjustments to high school bus pick-up/drop-off, and safe, secure access for students, staff, and parents to the existing school.

Our district has assembled a project team with extensive GC/CM experience. Our project managers from ESD 112/Construction Services Group, along with our architects from Mahlum Architects, have successfully managed multiple GC/CM projects across Washington State. We are confident that this team will deliver the new 6-12 School our community and State of Washington expects—on time and within budget—thanks to the collaboration and early contractor involvement that the GC/CM process enables.

Thank you for considering our application for GC/CM. We look forward to your review and comments at the March 27, 2025 meeting.

Sincerely,

Amy Huntley

Amy Huntley, Superintendent
Ocean Beach School District

Application for Project Approval
GC/CM Delivery

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

OCEAN BEACH SCHOOL
DISTRICT No. 101
6-12 NEW SCHOOL

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): Ocean Beach School District #101
b) Mailing Address: 500 Washington Ave. South Long Beach, WA 98631
c) Contact Person Name: Amy Huntley Title: Superintendent
d) Phone Number: (360) 642-3739 E-mail: amy.huntley@oceanbeachschools.org

1. Brief Description of Proposed Project

a) Name of Project: 6-12 New School
b) County of Project Location: Pacific County
c) Please describe the project in no more than two short paragraphs. *(See Example on Project Description)*

The Ocean Beach School District (OBSD) is situated in a remote area on the southwestern tip of Washington State, near the Juan de Fuca Plate. This oceanic plate is subducting beneath the North American Plate along the Cascadia Subduction Zone. Scientists estimate a 37% likelihood of a megathrust earthquake (magnitude 7.0-9.0) originating from this zone within the next 50 years and some models have shown a greater percentage with in a shorter time span.

In such an event, the community of Ocean Beach faces significant challenges. The area has minimal high ground for safety, no tsunami towers, and no designated safe refuges for students. Current school buildings not seismically stable, built on liquifiable soils. Models predict the earthquake will last approximately 8 minutes, followed by a tsunami impact just 8 minutes later.

To address these risks, OBSD is actively working to replace two aging and seismically vulnerable school buildings by consolidating Hilltop Middle School and Ilwaco High School into a new, facility for grades 6-12. This new school will be built on high ground at the current Ilwaco High School site (404 School Rd, Ilwaco, WA). The vacated Hilltop Middle School site will provide valuable high-ground land for relocating other district facilities currently situated on liquefiable soils within the tsunami inundation zone, where no safe refuge currently exists.

The planned 6-12 school facility will span approximately 112,500 square feet and accommodate around 530 students. It will feature age-appropriate spaces for all grades, with a thoughtful balance of integration and separation where needed. Typical spaces for grades 6-12 will include classrooms, music rooms, a cafeteria, a library, physical education areas, diverse science labs, and administrative offices with a secure entrance. Additionally, the school will incorporate specialized spaces such as a robust Career and Technical Education (CTE) area and an auditorium. Site amenities will include parking and designated areas for bus drop-off and pick-up.

The 32-acre parcel currently houses both Hilltop Middle School and Ilwaco High School. This site is the only district-owned property located outside the tsunami inundation zone, offering critical high-ground safety. Within this parcel, two small, elevated sections remain above water in the event of a tsunami. The new 6-12 school will be constructed on the same elevated section currently occupied by Ilwaco High School. The other elevated section, currently home to Hilltop Middle School, can then serve as a future relocation site for one or more elementary schools within the district that are presently located in the tsunami zone.
This project is a priority project being funded through the School Seismic Safety Grant Program administered by OSPI.

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*)* No

2. Projected Total Cost for the Project(s):

A.1 6-12 Project Budget

Costs for Professional Services (A/E, Legal, PreCon, etc.)	$6.6M
Estimated project construction costs:	$66M
(including 5% construction contingencies per RCW39.10.320)	
Equipment and furnishing costs	$3.0M
Off-site costs (Included in construction costs above)	$0
Contract administration costs (owner, cm, etc.)	$3.5M
Contingencies (design & owner)	$7.1M
Other related project costs (briefly describe)	$3.5M
(Owner site development services, survey, appraisal, hazmat, transportation, Geo, Archaeological, Wetland/mitigation, SEPA, Permits, CR, VE, Cx, 3rd Party Inspections, Printing, Builder Risk Insurance, Advertising, etc.)	
Alternative Subcontractor Selection costs	$0
Sales Tax	$5.4M
Total	$95.1M

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 legislature passed Substitute Senate Bill 5933, establishing the School Seismic Safety Program to fund grants that enable schools to relocate or reinforce their structures for seismic and tsunami safety. The Ocean Beach School District has the opportunity to participate in this program by consolidating and relocating its 6-12 schools. Relocating and consolidating the 6-12 students will create a seismically stable learning environment while freeing up property for the future relocation of other district schools. The funding for the project is divided into three financial phases. Phase I was completed in 2023, and in October 2024, OSPI and the School Seismic Safety Committee awarded funding for Phase 2.

The complete School Seismic Safety program funding phases for the 6-12 New School are:

Phase 1 Complete (Scoping for Geotech and existing high school structural) fully funded by Capital Construction and School Seismic Safety Grant Program (CSGP).

Phase 2 6-12 Conceptual/Schematic design awarded $3.1M in October 2024, Mahlum Architects was selected December 2024.

Phase 3 & 4 Anticipated to be awarded in November 2025 (DD, CD documents, and construction) immediately following Conceptual/Schematic Design pending fund distribution.

The Ocean Beach School District is collaborating with OSPI to assess whether any local funding will be required. If needed, the district may seek voter approval for a levy or bond. However, if the levy or bond is not successful, there is a strong likelihood that the project will still be fully funded through the grant program.

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)*

The Ocean Beach School District will procure site evaluation services over the next several months such as geotechnical investigation, wetlands assessment, archaeological and cultural assessment, topographic and boundary survey, and transportation planning services. The District has selected Mahlum Architects as their prime architectural firm, through an RFQ process. Together with Mahlum Architects, and following approval

from PRC, the Ocean Beach School District selection committee will immediately begin solicitation and procurement of the GC and engage services during conceptual/schematic design phase.

b) Hiring consultants if not already hired; and

All remaining consultants will be secured through the RFQ process.

c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

Construction Services Group (CSG), a program of ESD112, has been selected through an RFQ process to act as the District's Program Management and Construction Management for Ocean Beach School District Capital Construction Program and the 6-12 new School. The PM/CM firm has appropriate staffing and technical expertise in the GC/CM process, who have successfully completed fourteen GC/CM Projects in the past 30 years.

d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

Project Milestones	Date
OSPI Seismic Master Planning - Phase 1 (Visioning Process)	2/1/2022
Pre-Design and Refine Owners' Project Requirements	4/24/2024
First Publication A/E RFQ	10/30/2024
Second Publication A/E RFQ	11/6/2024
AE Site Visit	11/13/2024
AE RFQ Due	11/28/2024
AE Interviews	12/12-13/2024
AE Contract for EdSpecs	12/18/2024
AE Contract Negotiations / Award	1/15/2025
AE Board Acceptance	2/19/2025
Project Review Committee Applications Due	**2/20/2025**
Project Review Committee Presentation	**3/27/2025**
First Publication of RFQ for GC/CM Services	4/2/2025
Mandatory Site Walk	4/16/2025
RFQ Submittal Deadline	4/30/2025
Open and Score Submittals	5/1-2/2025
Notify Short-List	5/2/2025
Interviews with Short-Listed Firms	5/15-16/2025
Notify the Most Highly Qualified Firms & Invitation to	
Submit Final Proposals	5/16/2025
RFFP Submittal Deadline and Opening	5/22/2025
Notify Most Qualified GC/CM	5/29/2025
Pre-Con Work Plan Due	6/11/2025
School Board Approval of GC/CM Selection	6/25/2025
GC/CM Agreement w/ Pre-Con Services Executed	6/26/2025
Begin Schematic Design	2/5/2025
Begin Design Development	12/8/2025
Begin Construction Documents	6/12/2026
Consider Construction for early site work	1/28/2027-6/30/2027
Negotiations	7/29/2027
School Board Approval of MACC/GMP	8/29/2027
Anticipated Substantial Completion	5/7/2029
Anticipated Final Building and Site Completion	8/1/2029

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?

The Community of Ocean Beach is situated on the coast in the southern tip of Washington state.

The new 6-12 school will be constructed on the same site as the existing Ilwaco High School, which will remain fully operational throughout the project. We strongly believe this project qualifies for alternative project delivery under RCW 39.10, making the use of GC/CM an ideal approach.

While the site appears to have ample open space, only a limited portion of the property is considered high ground in the event of a tsunami. This constraint necessitates careful phasing of the new school's construction over the existing facility.

The project involves complex scheduling, phasing, and coordination due to the challenges of constructing on an occupied site. Successful delivery will require seamless collaboration between school operations, the contractor, and the architect.

The limited buildable area outside the seismic tsunami inundation zone and other site hazardous is currently occupied by existing school structures. As a result, the construction of the new 6-12 school will require a phased approach, involving the replacement of Ilwaco High School through a sequence of construction, demolition, and occupancy stages.

Many of the design decisions will require thoughtful approaches to the implementation and phasing in order to minimize student impacts during construction and obtain greater cost certainty for the life of the project. The ability of the GC/CM to participate in the early decision-making process provides realistic phasing and approach to a tightly occupied site while maximizing each public capital dollar invested by the citizens of Washington and the District.

Additionally, the Ocean Beach School District is located in a remote area, making it challenging to attract contractors and subcontractors with the capability and expertise to execute large-scale construction projects. However, by utilizing the General Contractor/Construction Manager (GC/CM) method, we believe a contractor can leverage their network to bring in more qualified subcontractors, ultimately delivering superior project outcomes.

- 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, two new schools will be combined into one school and constructed on the same site as the existing school while remaining in operation. To accommodate the phased construction many aspects of the current site operations will be temporarily disrupted and/or relocated, often many times throughout the life of the project.

- Student movement around campus between existing facilities that will remain in operation during construction, including parking, sports fields, and classroom buildings. Establishing, maintaining, and modifying safe pedestrian routes will be paramount.
- This High School Campus site and access points are also shared with Hilltop Middle School, High School Athletics, District Transportation Center, District Maintenance, and District Technology Bldgs.
- The Transportation Center is located at the center of campus between the High School and Middle School. Bus operations will need to continue throughout the construction phases.

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

Complex scheduling

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

The site appears to be relatively large; however, the buildable High ground outside of the tsunami inundation zone is limited and already occupied with the existing Ilwaco High School and will require phasing and shared space with construction. Relocation of high school students, and relocation of high school classes will need to be shared at the middle school periodically during the construction phases. Safe routes from the high school to the middle school will be paramount during these phases.

The phased modifications to site utilities will involve critical disruptions, including overhead and underground power lines, data fiber connections, water supply, and sewer systems directly beneath the high school building. On the north side of the campus, essential city infrastructure—including the main waterline, stormwater lines, and natural gas lines—will be impacted. These utilities serve the high school but also provide vital support to surrounding neighborhoods, amplifying the potential for widespread disruption. Having the GC/CM involved early in the process will ensure coordination, planning, and appropriate communication with all parties including the AHJ, school district, and neighborhood, minimizing impacts to the community.

Having the contractor participate in early design decisions will ensure the constructability of all facets of the building including the foundation, site utilities, structural elements, and use of environmental materiality, to ensure and increase the lifespan of the building, and may lead to potential cost and schedule savings for the District.

- 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?

The school facility does not have a historical designation, either local or national.

- 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?

The project does not anticipate utilizing the Heavy Civil contracting option.

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The GC/CM contracting method provides a significant risk management benefit of scheduling and phasing work to allow for the school to open on time and improve the safety and well-being of the students and staff while mitigating the ongoing risk of cost escalation. The District and Ocean Beach community place the safety and security of students as the highest priority. The constrained nature of the site will require detailed phasing and construction plans to ensure student safety while attending school adjacent to active construction areas. By engaging the contractor early in the design process, many safety issues can be mitigated or even avoided during construction. This saves the District time, energy, and funds which would have been required to manage safety issues during construction, not to mention possible schedule delays.

The Ocean Beach School District, located in the remote southwest corner of Washington State, has historically faced challenges in attracting qualified school construction contractors. We believe that utilizing the GC/CM delivery method will provide significant benefits by engaging highly qualified general contractors who bring substantial expertise to the project. These contractors can also appreciate the importance of supporting the local economy by including small and disadvantaged businesses in advocating and seeking out participation in bidding on construction packages structured to encourage participation.

Additionally, the district's remote location makes it difficult to attract a skilled labor force. Through the GC/CM process, the selected contractor can leverage established relationships to bring in qualified laborers and tradespeople, ensuring the project stays on schedule and meets the community's needs.

The GC/CM Contractor will also participate in the allocation of risk. Construction delay claims are expensive, take time to resolve, and impact the scope, schedule, and budget of the project. The GC/CM Contractor is part of the decision-making process during pre-construction, participating in the estimating, constructability, and schedule development. Because of this arrangement, the chance of costly litigation is likely reduced for the public and the GC/CM contractor regularly bringing current marketplace capital cost realities to the project in both the preconstruction and construction phases of the work.

The volatile construction labor and material cost marketplaces with uncertain construction cost escalation present a significant schedule and budget risk to the School District and the state of Washington. Research on current and prior projects in the immediate geographic region indicates that labor may be extremely hard to schedule and commit to this project, so advanced planning regarding materials costs and greater certainty of trade availability is a critical objective for Ocean Beach School District to manage this risk in the southwest Washington coastal region.

The GC/CM will also be able to assist the design by identifying and evaluating building systems, such as steel, heavy timber, masonry or mechanical system options, that may have significant procurement challenges allowing the architect/engineer team to modify design planning which will result in more efficient and cost-effective alternative approaches informing the final design of the project.

- 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 design-bid-build delivery method lacks the framework for contractors to fully grasp, plan for, bid on, and manage the day-to-day impacts on an occupied school campus. Many design decisions necessitate careful planning and phased implementation to minimize disruptions to students during construction and achieve greater cost predictability throughout the project. Involving the GC/CM in the early stages of decision-making enables practical, market-driven phasing strategies and tailored approaches for a remote, occupied site, ensuring the efficient use of every public capital dollar invested by Washington State citizens.

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

Not Applicable

6. Public Body Qualifications

Please provide:

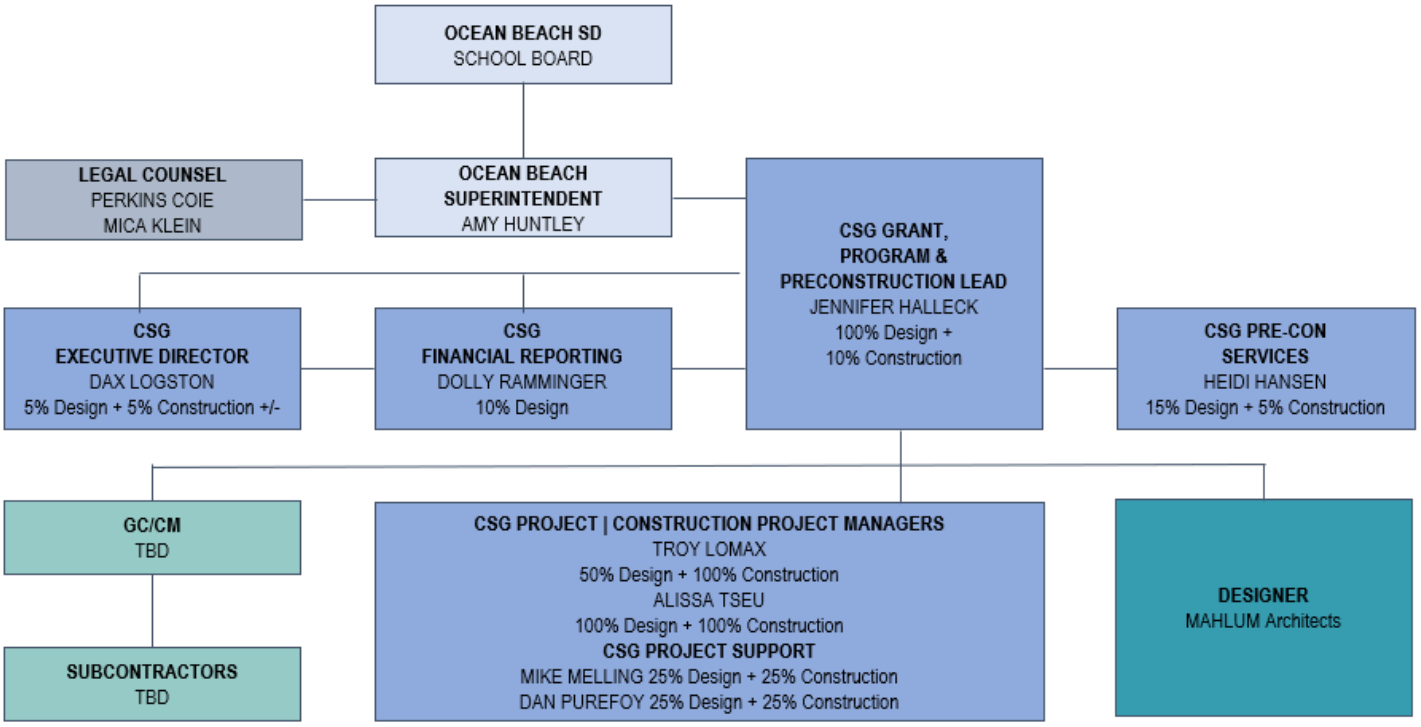
- A description of your organization's qualifications to use the GC/CM contracting procedure.

Ocean Beach School District has hired the Construction Services Group (CSG) to provide GC/CM Program Management and PM/CM services throughout the course of these projects. In addition, the district has hired Perkins Coie as its construction attorney and Mahlum Architects as the designer. All have extensive experience with GC/CM contracts and alternative delivery methods. Members of the proposed CSG team have managed GC/CM projects within Washington State. The Perkins Coie team has provided legal and contract-related services to dozens of clients using the GC/CM delivery method. CSG and Ocean Beach School District have a longstanding history of successful collaboration, with ESD 112 and CSG providing valuable support to this small, remote district with limited resources. To navigate upcoming challenges, Ocean Beach School District will rely on the expertise of CSG and Perkins Coie—a team with extensive experience working together effectively.

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 Organizational Chart
Management Plan



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

Ocean Beach School District

Amy Huntley, Superintendent of Ocean Beach School District

31 years of experience in the Ocean Beach School District and serving as Superintendent since 2019, I have supported the resurfacing of Ilwaco High School. Additionally, I have attended numerous sessions at WSSDA focused on GCCM and Design Build.

EDUCATIONAL SERVICE DISTRICT 112 – CONSTRUCTION SERVICES GROUP (CSG)

Jennifer Halleck, Associate Director Construction Operations and Projects of CSG/ESD 112

17 years of experience working with school operations and construction. Her expertise is in school district capital facilities master planning and bond program execution of programs ranging in size and scope. In addition to assisting Ocean Beach to secure the Seismic Grant funding, most recently over the past two years, Jennifer has been the Program Lead for Fife Public School's $200M+ bond program, and Program Bond Planning Lead for four school districts in Washington State.

Recent Alternative Public Works, GC/CM's include:

GC/CM Fife PS, High School $225M paused at end of Schematic Design 2024
GC/CM Fife PS, New Elementary School $77.5M opened in 2022
GC/CM Fife PS, Surprise Lake Middle School $62.9M opened in 2021
GC/CM Vancouver SD, 2017 Bond Measure McLoughlin Middle/George C. Marshall Elementary $112M

Dolly Ramminger, Associate Director Construction Operations and Projects of CSG/ESD 112

With over 30 years of construction industry experience in program management, project management, cost management, quality management, contract management, accounting, document control and project set-up and human resource management.

Dax Logston, Executive Director of CSG/ESD 112

Dax Logsdon has over twenty-five years dedicated to CSG owner-based construction management and planning for school projects exceeding $700 million dollars in school construction projects. This experience in managing various school renovations and additions as well as his general contracting perspective brings immense value to every project owner. He is an important liaison with various State, County, and Federal officials.

Recent Alternative Public Works, GC/CM's Alternative Delivery Advisor Services include:
GC/CM Richland SD, Fran Rish Stadium and Track Renovation $14M 2017 Bond Program
GC/CM Ferndale SD, Ferndale High School Replacement, Performing Arts Center $134M opened in 2024
GC/CM White Pass SD, High School Modernization, K-8 Modernization $24M opened in 2011
GC/CM Kalama SD, Middle School Addition and HS Renovation $28.3M opened in 2020
GC/CM Kalama SD, Elementary $23.7M opened in 2020
GC/CM Marysville SD, Getchell High School $68M opened in 2010
GC/CM Othello SD, Lutacaga Elementary School Modernization and Addition $15M opened in 2010
GC/CM Othello SD, McFarland Jr High School Modernization and Addition $16M opened in 2011

Heidi Hansen, Associate Director of CSG/ESD 112

25 years working in K-12 educational settings providing pre-construction, planning, and project management services. Ms. Hansen has served as the director or manager for the Capital Projects Department at Monroe, Arlington, and Mukilteo School Districts, and was responsible for multiple new school and modernization projects, including GC/CM project delivery. She started her career in land use planning and permitting, then moved to managing capital project programs for various public entities, including some of the first design-build projects for transit facilities.

Recent Alternative Public Works, GC/CM's PM for the following:
GC/CM Ferndale SD, Ferndale High School Replacement, Performing Arts Center $134M opened in 2024
GC/CM Fife PS, High School $225M paused at end of Schematic Design 2024
GC/CM Monroe SD, Park Place Middle School Replacement & Modernization $60M opened in 2018
GC/CM Marysville SD, Getchell High School $68M opened in 2010

Troy Lomax, Senior Project Manager of CSG/ESD 112

Over 25 years of experience in project and construction management projects including Fife Public School's $200M+ bond program.

Recent Alternative Public Works, GC/CM's PM for the following:
GC/CM Fife PS, High School $225M paused at end of Schematic Design 2024
GC/CM Fife PS, New Elementary School $77.5M opened in 2022
GC/CM Fife PS, Surprise Lake Middle School $62.9M opened in 2021

Alissa Tseu, Assistant Project Manager of CSG/ESD 112

With 10 years of combined experience in Project Management and Mechanical Engineering, her dedication, drive, and meticulous attention to detail ensure that every project she maintains meets the highest safety and quality standards.

Mike Melling, Associate Director of CSG/ESD 112

Mike Melling provides guidance to the project construction management team and is recognized as a leader with an innate ability to succeed with over 15 years of experience in Project and Construction management.
Recent Alternative Public Works, GC/CM's PM for the following:
GC/CM Richland SD, Fran Rish Stadium and Track Renovation $14M 2017 Bond Program

Dan Purefoy, Senior Project Manager of CSG/ESD 112

Dan Purefoy has 20 years' experience in construction and capital project management with the last 15 years spent managing K-12 projects in Eastern WA. Dan is qualified to manage all phases of the project from initial project planning through design and construction.

PERKINS COIE – DISTRICT LEGAL COUNSEL

Mica Klein, of Perkins Coie, will serve as the School District's lead construction counsel. Mica's practice focuses on complex public construction and dispute resolution. As a Partner with Perkins Coie's Construction Group, Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, public projects. Among these projects, Mica has successfully counseled a number of clients on all aspects of GC/CM procurement under the RCW 39.10 framework. She is currently representing multiple school districts as lead counsel across their capital projects programs, including in connection with the construction of multiple $100M+ RCW 39.10 GC/CM bond projects.

MAHLUM – ARCHITECTS

David Mount, AIA LEED AP, Principal-in-Charge of Mahlum Architects

David has more than 24 years of educational facilities design experience. He oversees Mahlum's PK-12 education work and manages all aspects of this market sector. David offers a broad perspective on cost effective, efficient solutions to enhance community and learning within educational environments. He brings extensive experience working with the GC/CM project delivery on complex new construction and renovation projects and considers partnering with the contractor to be very beneficial to the project outcomes. He has worked with Washington state school districts on 19 GC/CM projects.

Recent Alternative Public Works, GC/CM's PM for the following:

GC/CM Lake Washington SD, Alcott Elementary School $55M will open in 2027
GC/CM Lake Washington SD, High School Additions $53M will open in 2026
GC/CM Seattle PS, Alki Elementary School $68M will open in 2026
GC/CM Seattle PS, Lincoln High School Phase 2 $22M opened in 2023
GC/CM Evergreen SD, Wy'East Middle School $48M opened in 2022
GC/CM Puyallup SD, Ballou JH School Addition $16M opened in 2021
GC/CM Bainbridge Island SD, Bainbridge HS 100 Building $30M opened in 2020
GC/CM Shoreline SD, Kellogg Middle School $65M opened in 2020
GC/CM Shoreline SD, Early Learning Center $23M opened in 2018

Rebecca Hutchinson, AIA, Project Manager of Mahlum Architects

Becky has 17 years of experience, with a focus on educational projects and the design of learning environments for our next generation of students, teachers, and communities. Becky works closely with school districts to solve technical and organizational issues affecting education, and to develop strategies that meet the needs of 21st century learners. She has led her teams on 6 GC/CM projects and prides herself on the close and positive collaboration with our general contractor partners.

Recent Alternative Public Works, GC/CM's PM for the following:

GC/CM Seattle PS, Alki Elementary School $68M will open in 2026
GC/CM Mukilteo SD, Explorer Middle School Addition $20M will open in 2025
GC/CM Seattle PS, Lincoln High School Phase 2 $22M opened in 2023
GC/CM Puyallup SD, Ballou JH School Addition $16M opened in 2021

- 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.)*

Specific GC/CM project experience for each proposed staff member and consultant is described in each of the biographies above.

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

Specific GC/CM project experience for each proposed staff member and consultant is described in each of the biographies above.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

The Project Manager is not interim. Construction Services Group was selected for PM/CM services. CSG is under contract with the District and will serve as the owner representative for construction management and the school seismic safety grant program.

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

To expand upon the Ocean Beach's team and specifically under the CSG program leadership of Jennifer Halleck and construction management of Troy Lomax, this same team successfully managed a complex and ambitious capital program for Fife Public Schools. The projects managed in their $205M+ 2018 Bond Program, which encompasses several high-profile projects are: the GC/CM Fife SD Surprise Lake Middle School ($62.9M), GC/CM Fife SD New Elementary School ($77.5M), DBB STEAM High School Addition ($28.7M), DBB District Office Remodel ($12M), DBB Early Childhood Repurpose/Remodel ($5M), and $9M in District-Wide Safety & Security and Infrastructure Renewal Projects. Most recently, the district embarked on a GC/CM $225M High School project which paused at the end of Schematic Design in 2024.The Fife Bond Program exemplifies the successful execution of GC/CM projects across three grade bands, alongside several other significant project completions—all achieved within eight years and during the challenges of the COVID-19 pandemic. This accomplishment highlights our team's expertise and capacity to deliver complex programs, further reinforcing our ability to effectively serve and represent the Ocean Beach School District.

Ferndale High School will provide CSG with relevant experience for the Ocean Beach 6-12 School as it relates with its high school connection. Ferndale High School was a $125M High School Replacement Project which kicked off with Ferndale's bond in 2019 and wrapped up its final phasing in 2024. Ferndale has similar educational spaces as the 6-12 school with an emphasis on career and Technical education. CSG provided pre-bond planning, bond program oversight, and construction project management execution for Ferndale High School. The multi-phased construction of the high school replacement GC/CM project, like Ocean Beach, was an extremely tight site and adjacent to existing learning environments.

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

The District approaches its organizational controls through a checks and balances approach with clear roles and responsibilities for each individual. Controls may be grouped into two categories: Organization controls and financial controls.

Organizational controls:

The District operates under the oversight of a five-member board responsible for approvals and reviews. Board members are elected officials who serve three-year terms. The Superintendent, Amy Huntly, reports to the board and leads a cabinet of trusted financial and operations professionals who manage various operational roles within the District.

Superintendent Huntly oversees the daily management of the project in collaboration with the contracted Owner's Representative, the Construction Services Group (CSG) and she has full authority to make timely decisions necessary for the fast paced needs of a construction project. CSG provides a dedicated team that includes individuals such as executive director, program lead, preconstruction lead, construction management, and financial specialists to assist the District in managing the project.

Additionally, the District selects sub-consultants through an RFQ process, prioritizing expertise in designing and constructing educational facilities, particularly those experienced in the GC/CM delivery method. To support the legal and procurement aspects of the GC/CM process, the District has engaged Mica Klein of Perkins Coie. Ms. Klein, a highly respected construction legal counsel, brings extensive experience in GC/CM project delivery and ensures compliance with RCW 39.10 requirements throughout the procurement process and contract execution.

CSG, as the District's program and project manager, maintains a responsibilities matrix to monitor activities and deliverables. This ensures that all parties remain accountable for their respective roles throughout the project's duration. This master responsibilities matrix ensures that all phases of the project from procurement to closeout and even warranty are complete and each consultant and contractor is held responsible for their contractual obligations.

Financial Controls:
Controls are also exercised through the signature authority process and contractual approval process. The Ocean Beach SD has tight controls on who has signature authority. Superintendent Huntly and her Director of Business & Finance will have signature authority for all capital purchases on this 6-12 school project. The School Board reviews and approves all warrants exceeding $15,000 after the issuance of purchase orders. This approach balances the need for efficient construction financing with the responsibility to review and regulate expenditures. Expenditures and budgets are reviewed by the school board in their entirety at every monthly board meeting in addition to their regular review of audited income statements.

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

The District has hired CSG to lead them through the GC/CM procurement process. As such, the District will follow CSG's standard procurement protocols, including those described in this application. CSG approaches all GC/CM procurements by following these standard procedures.

"CSG's preliminary analysis of the project has identified specific components which create challenging building and site development issues. For many projects the traditional project delivery method of hiring an architect, designing a school, and then introducing it to the construction community by advertising it for bid is appropriate. Awarding work to the lowest responsive and responsible contractor, with an excellent set of construction documents, on what may be considered a simpler site with limited building and site development constraints is the traditional, preferred project delivery method.

With traditional 'design-bid-build' projects – especially on limited, atypical, or difficult-to-develop sites – waiting for contractor involvement until bid day is often too late. The owner and design team usually do not have any contractor input on construction means and methods until the construction documents are complete and the project is ready to begin construction. Since alternative contracting methods are available to public agencies in the state of Washington, CSG supports the opportunity for school districts to solicit approval for the use of an alternative project delivery process.

Determining use of Alternate Project Delivery: Utilizing an alternative public contracting method in the state of Washington requires approval from the Capital Projects Advisory Review Board, Project Review Committee, CPARB, and PRC. The criterion for doing so is limited to that stipulated in RCW 39.10, Alternative Public Works. Upon review of the RCW 39.10 criteria, further consideration must be given to the budget, schedule, and collective experience of the proposed project team. Also, it is important to determine if the issues of difficulty driving GC/CM considerations can't be addressed in traditional delivery methods with enhanced specifications and processes.

Once a project leader has determined that GC/CM is appropriate, a memo to file, listing the reasoning for pursuing, is created. Then a meeting with the CSG Executive Director is held to discuss and gain concurrence for moving forward."

The discussion in this policy is focused on the consideration of GC/CM in lieu of Traditional Design/Bid/Build. A similar analysis was considered for the Ocean Beach 6-12 School when considering Design/Build, GC/CM, or PDB delivery methods.

Once approved by the PRC it is our intent to follow RCW 39.10.360 in selecting the most qualified general contractor / construction manager for the project. A selection committee will be convened and after advertisement, they will score written proposals, conduct interviews and evaluate final fee proposals.

- 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 engaged Perkins Coie to draft the GC/CM contract terms, ensuring full compliance with RCW 39.10 requirements. As one of Washington State's leading construction law firms, Perkins Coie brings extensive GC/CM expertise. The AIA-A133, AIA-A201, and Cost Responsibilities Matrix will be provided during the RFQ process, aligning with CSG's recommendation for best practices. This approach promotes transparency, fosters open dialogue, and supports early relationship building and effective communication.

7. **Owner Readiness** *(To be answered by the Owner)*
   a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?
      i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?
      ii. What training have you as an Owner and your staff taken?
      iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

As an Owner, we have prior experience with Design-Bid-Build (DBB) delivery, but due to our remote location, we received low bids from contractors who ultimately failed to meet our expectations and maximize the value of the citizens' tax dollars. This led to a frustrating experience with subpar outcomes for our community.

Recognizing the need for a more collaborative and value-driven approach, we chose the GC/CM delivery method. We recognized early on that managing the GC/CM delivery method requires specialized knowledge, skills, and processes that we do not currently possess in-house. To address this we hired CSG, a firm with extensive expertise in GC/CM projects, to guide us through this process. With their guidance and leadership, we are building the knowledge and processes necessary to achieve better outcomes for our buildings and students.

We've also worked closely with CSG to:

- Develop a tailored approach to align our organizational structure and processes with the collaborative nature of GC/CM.
- Establish a clear understanding of the roles and responsibilities required to successfully manage this alternative delivery method.

Through CSG, we have connected with other public owners who have successfully implemented GC/CM projects. These discussions have provided valuable insights into:

- The level of organizational alignment required for a collaborative delivery model.
- The administrative time and resources necessary to effectively manage GC/CM projects. Additionally, CSG has shared insights and best practices from their experience of public GC/CM projects, helping us align our efforts with proven strategies.

We have relied on CSG to provide targeted training for our team, covering key aspects of GC/CM delivery, such as:

- Collaborative pre-construction processes.
- Targeted GC/CM risk management allocation strategies focusing on assigning risks in a way that aligns with the collaborative nature of the GC/CM delivery method, encouraging shared accountability and

early involvement of key district stakeholders, allowing our risks to be managed more effectively and jointly.

- We continue to learn about the GC/CM process through CSG and will continue to rely on their expertise in risk allocation, contract changes and dispute resolution, along with the expertise of Perkins Coie. This training has been critical in building our understanding and we are gaining confidence in managing this type of project both from a building decision making standpoint and a financial standpoint, because we are a small district with limited resources so we will continue to rely heavily on CSG.

Our decision to transition from Design-Bid-Build to GC/CM was informed by past challenges. The DBB approach often left us with low-quality outcomes due to a lack of collaboration and contractor accountability.

We intentionally chose the GC/CM delivery method to foster a collaborative approach, mitigate risks, and minimize disputes. With GC/CM, we are prioritizing:

- **Risk Allocation**: A shared approach that allows for proactive identification and management of potential issues.
- **Contract Changes**: A collaborative process for addressing changes efficiently and transparently.
- **Dispute Resolution**: Emphasizing open communication and partnership to minimize adversarial interactions.

We understand the difficulties of building adjacent to active leaning spaces with utilities under the building. We need early collaboration of the contractor to help determine how to sequence the building for safety and efficiency CSG has been instrumental in helping us understand and implement these key differences, ensuring that GC/CM will deliver better value and results for our community.

b) How does your organization ensure that knowledge is passed down to your staff and project team?

At Ocean Beach School District there are administrative staff that can assist with oversight of capital projects. Superintendent Amy Huntley and Maintenance Director Chris Patena are the two individuals who have been and will continue to be involved in the 6-12 school project. The two Administrators are leaning the process of GCCM together.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

CSG has provided our small team with the CPARB draft document CPARB General Contractor Construction Manager Best Practices Manual. We are reading this manual and will review it together with CSG as we are experience each chapter using it as a training and reference tool.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

Ocean Beach School District's Role has been delegated to CSG for GC/CM Subcontractor Bid Package oversight. As such, CSG will be fully responsible for bid package oversight. CSG will ensure early involvement with the GC/CM in discussing and determining and the final bid package decision making and subcontract terms. Every market condition and timing of project delivery is unique and careful discussion and evaluation must be done to evaluate bid packages to ensure the right packages are being presented to provide adequate and fair competition while also attracting more diversification of qualified small, local, and underserved businesses. To accomplish this, trust must be established and built early in the process of preconstruction between the Ocean Beach School District, CSG, Mahlum and the General Contractor to build a high performing collaborative team.

8. **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

While the district has not undertaken any major construction projects in the past six years, it has maintained a highly effective and competent team of dedicated maintenance staff who routinely manage repairs, replacements, and smaller projects under $10,000. However, we are fully prepared to execute future construction initiatives.

As Superintendent, I bring experience from the previous Ocean Beach School District bond program and the levy to resurface Ilwaco High School. On the resurfacing project, I was working on my administrative internship and was tasked with being the principal in charge of working with the architect to resurface our high school which had been closed for several years. I was also in the district during the bond which expanded and remodeled the now Ilwaco Middle School and the remodel of both elementary schools. These projects were completed using the Design-Bid-Build (DBB) delivery method, a process that proved to be rigid, inefficient, and fundamentally flawed in fostering the collaboration and communication necessary to achieve our desired outcomes. The lack of integration between key stakeholders often led to misaligned priorities, delays, and compromises that undermined the overall success of the projects and in some cases, the building system components used throughout the buildings were not up to standard and were inconsistent, further exacerbating issues.

We are a people-first organization, committed to understanding situations and solving problems collaboratively to achieve the best outcomes for all stakeholders. The DBB process did not align well with our culture. While my role as principal during construction provided valuable insight, my current role as Superintendent carries significantly greater accountability and involvement in ensuring successful project outcomes.

Recognizing the importance of expert guidance, the district has engaged CSG, a reputable construction management firm, to provide professional oversight and ensure the successful delivery of future construction projects.

9. 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:

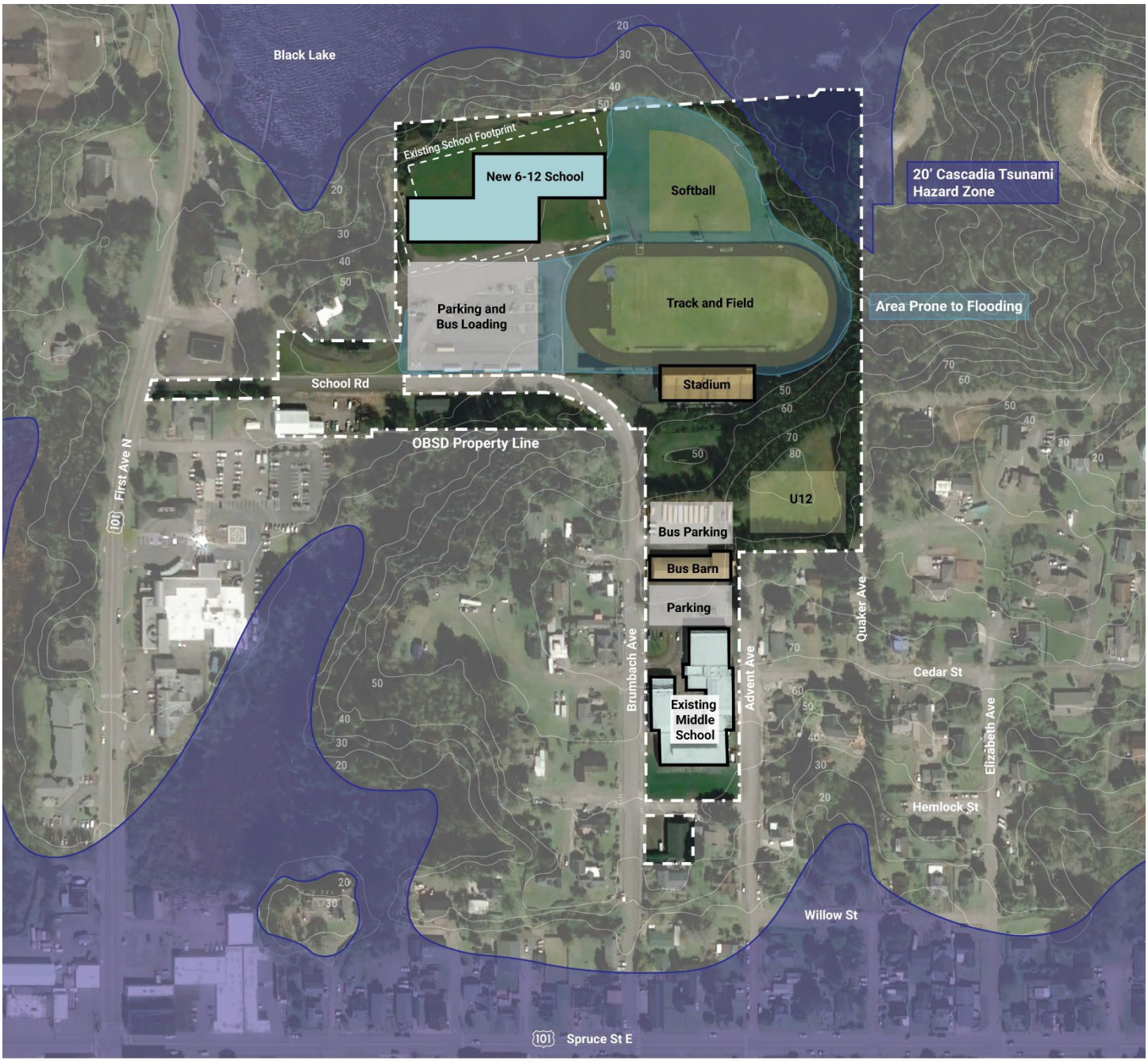
- An overview site plan *(indicating existing structure and new structures)*

See Preliminary Concepts PDF - Attachment A

Existing Site Plan:

- 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.*

Ocean Beach 6-12 School is currently in the Phase 2 conceptual/schematic design phase



10. 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.

The District has received no audit findings on any projects.

11. Subcontractor Outreach

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

The District monitors and follows all public works laws and applicable requirements. It is the Districts policy to encourage the participation of small, women, and minority-owned businesses in all of their bidding processes. Furthermore, Ocean Beach SD is dedicated to making selections that only align with their Strategic Direction.

The Purpose and Mission of the Ocean Beach School District and its community is to create a safe, orderly environment, and maximize student success by developing the knowledge and skills to become responsible, caring, lifelong learners. This mission permeates throughout all of our practices from teaching and learning to administration, which includes procurement. The project management plan in place with Construction Services Group/ESD112, Perkins Coie, as well as the future GC/CM, will support and continue to align with the Vision and Mission of the Ocean Beach School District.

Given the remote location of Ocean Beaches on the southwestern tip of Washington state and the small size of the Ocean Beaches community, the District will need to rely on the GC/CM to engage disadvantaged businesses in the project. This will be accomplished through targeted outreach and the development of bid packages. The District plans to include a requirement in the RFQ and allocate part of the scoring to proposers based on their strategies for outreach and their proven success in collaborating with disadvantaged businesses on previous projects.

Additionally, early in the preconstruction phases, we will discuss with the Contractor strategies to maximize underserved businesses through the bid package process. Having the contractor on early can help us understand the current market conditions that would allow different trades to have better awareness and thus better success in bidding packages successfully and thus expanding inclusion on the job site.

12. 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.

Not Applicable

- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over $3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application and* submit it to the PRC for consideration at a future meeting.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

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

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

Signature: Amy Huntley

Name *(please print)*: Amy Huntley *(public body personnel)*

Title: Superintendent

Date: February 14, 2025