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): Evergreen Public Schools No. 114

b) Mailing Address: 13413 NE LeRoy Haagen Memorial Drive, Vancouver, WA 98684

c) Contact Person Name: Nicole Daltoso Title: Senior Director of Capital Facilities

d) Phone Number: (360) 604-4077 E-mail: Nicole.Daltoso@evergreenps.org

## 1. Brief Description of Proposed Project

a) Name of Project: Cascadia Technical Academy - Building 100 Replacement

b) County of Project Location: Clark

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

The proposed project would replace the existing Building 100 on campus and expand the building area by approximately 20,000 SF to meet enrollment needs, conduct site work to increase student safety and ease of access, and address the gender gap in the traditionally male dominated industries that are taught in the building. The 100 building houses Construction Technology, Automotive Technology, Diesel Technology, and Criminal Justice programs. Building 100 serves over 400 students from 10 different school districts. The new building will allow for the existing programs to expand and create a more efficient and safer facility that meets current enrollment needs and allows CTA to accept waitlisted students.

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

## 2. Projected Total Cost for the Project:

### *A. Project Budget*

| | |
|---|---|
| Costs for Professional Services (A/E, Legal etc.) | $**4,100,000** |
| Estimated project construction costs (including construction contingencies): | $**39,100,000** |
| Equipment and furnishing costs | $**2,100,000** |
| Off-site costs | $**0** |
| Contract administration costs (owner, cm etc.) | $**2,500,000** |
| Contingencies (design & owner) | $**2,200,000** |
| Other related project costs (briefly describe) | $**400,000** |
| Alternative Subcontractor Selection costs | $**0** |
| Sales Tax | $**4,100,000** |
| **Total** | ***$*54,500,000** |

### *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 to be funded with multiple funding sources. Cascadia Tech is currently funded through schematic design, via grant funding with additional school district funding from internal budgets. Cascadia Tech has been working closely with State Leaders and Legislative members to raise awareness and understanding of the project needs while the project funding request is reviewed by OSPI. Currently, the Building 100 Project is listed at #3 on the list for funding this biennium. We expect

to know about biennium funding in June 2025. Based upon these timelines we will not plan to issue the GC/CM RFQ until proper funding is in place to proceed forward with the project.

**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)*

**PROJECT DESIGN/CONSTRUCTION SCHEDULE (DRAFT)**

| Task | Start | Completion |
|---|---|---|
| Prime Consultant Procurement (AE & CM) | September 2024 | January 2025 |
| Design Programming | January 2025 | April 2025 |
| PRC Application | April 2025 | May 2025 |
| Schematic Design | April 2025 | August 2025 |
| GC/CM Procurement (To start after funding award) | July 2025 | September 2025 |
| Design Development Design | September 2025 | December 2025 |
| GC/CM Pre-Construction | September 2025 | April 2026 |
| Construction Documents | December 2025 | April 2026 |
| Permitting | April 2026 | June 2026 |
| Construction | May 2026 | August 2027 |

**GC/CM PROCUREMENT SCHEDULE (DRAFT)**

| Date | Activity |
|---|---|
| April 21, 2025 | Submit PRC Application |
| May 22, 2025 | PRC Presentation |
| July 7, 2025 | Advertisement for Request for Qualifications Published (1st Notice) |
| July 14, 2025 | Advertisement for Request for Qualifications Published (2nd Notice) |
| July 17, 2025 | Pre-Proposal Conference |
| July 28, 2025 | Statement of Qualifications Due SOQ Scoring and Shortlisting of Firms |
| August 1, 2025 | Notification of Highly Qualified Firms with draft contracts |
| August 18-22, 2025 | Interviews with Short Listed Firms |
| August 25, 2025 | Notification to most highly qualified firms to submit RFFP |
| August 28, 2025 | RFFP submissions and Public Opening |
| September 9, 2025 | Board Approve GC/CM selection and award Preconstruction Services |

b) Hiring consultants if not already hired; and

Through a public procurement process, the District has obtained the services of LSW Architects and their associated consultant team. The District has also obtained geotechnical, survey, and arborist services through public procurement processes. In addition, the District utilizes an on-call services consultant roster that was just renewed for the 2025 year. If additional consultants are needed beyond the level of the on-call roster then the District will solicit those services appropriately.

c) Employing staff or hiring consultants to manage the project if not already employed or hired.

*(See Example on Design & Construction Schedule)*

The District is utilizing the services of Turner & Townsend Heery (TTH) to provide GC/CM advisory and project and construction management services for the duration of the project. Internally, the District is supported by their staff resources consisting of Sr. Director of Capital Facilities, Nicole Daltoso; Jayson Murray, Capital Facilities Project Manager; and Joan Huston, Director for Cascadia Technical Academy.

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

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?

  There are a handful of complexities related to this project that will require enhanced coordination with a skilled GC/CM and insights into their means and methods.

  **Occupied Campus:** This project will occur within the footprint of the existing Cascadia Technical Academy campus and therefore existing surrounding facilities and site will need to remain open to the public and students for the duration of the project. This will require ongoing and detailed coordination plans to allow ongoing education and safety of students, staff and the public on the campus. A key success point of the project will be minimizing the impact to the learning environment, and therefore early planning work related to school coordinating and scheduling will go a long way to the overall success of the project. In addition, due to the limited site footprint, the contractor will require early engagement for lay down, and staging areas as well as planning of material deliveries so that staff and student safety is maintained at all time.

  **Phasing**

  While the traditional design-bid-build delivery model allows for phasing requirements to be implemented within, they do not allow for contractor input and insights in order to coordinate early on with staff to create the most efficient means and methods or drive the lowest possible cost and best outcome for the district. Significant coordination will be needed for project phasing to keep nearby buildings operational and phasing of site utility work. Additionally, once the new building is constructed, demolition of the existing building will need to occur. This phasing plan will need to be outlined early in the project and will have direct impacts to the project budget and schedule.

  **Specialized Equipment**

  Each space programmed within the new facility will have specialized and niche equipment and infrastructure needs that will need to be heavily coordinated and will require GC/CM input early in design. The project will have mechanical lifts, diesel and automotive spaces will require specialized ventilation systems, and electrical vehicle infrastructure. The construction technology space will require dust collection systems and construction equipment.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

  ***Note:*** *Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.*

  The full campus will be required to remain open and operational to all staff, students, and public for the duration of the project, including all traffic flows, bus areas, and parking. Additionally, two classrooms will need to be demolished in order to begin construction as they are currently within the new building footprint. A portable classroom will be needed to house the relocated students during the school year. Additional impacts to outdoor classroom spaces and storage will be impacted for construction to occur on the new building. These items will need to be reviewed with the GC/CM to identify additional phasing and constructability issues, site safety concerns, and utility impacts that may arise.

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

  The GC/CM's involvement during the design phase is critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. The local Vancouver area market is busy and has been stretching the limits of the local subcontractors, which are not as ample as other major markets but does reach down into the Portland market as well. In a traditional design-bid-build, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board will provide accurate cost estimates throughout the duration of design. The project will have the ability to tailor and procure early bid packages, long-lead materials and find opportunities for potential schedule escalation for work that can be concurrently executed while the design team is completing the construction documents for the building. Involving the GC/CM and select subcontractors during the design process will allow the design

team to vet their assumptions with the construction team, minimizing potential constructability issues and eliminating unnecessarily costly issues.

By partnering with the GC/CM, the design team can resolve many of these issues and have real-time costs associated with them by means of early design estimates. The GC/CM's involvement during design will also provide value to the District in the form of constructability reviews, safety coordination, value analysis, construction document quality control, and other design phase deliverables. The GC/CM will also provide input into the products, installation methods and materials used to optimize the return on investment. With a qualified team working with the District, together as a team, will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made.

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

  Three of the four programs that will be housed within the new building require complex and technical infrastructure and construction. Within the Diesel and Automotive programs, it will need specialized HVAC systems due to exhaust and particulate requirements, as well as systems in place to collect hazardous fluids from vehicles. They will also require specialized acoustical systems to buffer equipment and vehicle noise from instructional classroom spaces. Due to the range in complexity and technical space needs, having an experienced GC/CM will benefit the project both during design and construction.

  Additionally, as previously noted, the project will be executed on an operational campus requiring early demolition and construction around active students and staff. Having to maintain not only a safe working site but safe and secure pathways for students, staff, workers and deliveries is paramount.
- 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? N/A
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project? N/A

**5. Public Benefit**

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For 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
- 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.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

**GC/CM will benefit the public by increasing predictability and reducing financial risks.**

GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contactor is on board throughout design and construction, providing constant market condition costs, labor and material availabilities as well and schedule information to the benefit of the project. In relation to our overall project schedule, we intend to bring the GC/CM on board near the end of schematic design in order to maximize their overall impact to the project. This assistance early on will look at construction methodologies based upon the concrete nature of the job, site planning, construction logistics and material selections.

Retaining a contractor via the GC/CM method is much more likely to result in predictable cost and broader subcontractor bid coverage. By working with the GC/CM in the development of a subcontracting plan and leveraging their relationships, local interest in the project will be heightened, increasing competition and local participation.

Additional fiscal benefit will be gained through using the GC/CM's expertise in value engineering and constructability reviews to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in building a safe, simple and productive construction phasing

plan is critical to the success of this project and minimizing impacts to the campus' operations. Other specific fiscal benefits include:

- **Real-time, subcontractor-verified cost estimates:** During the design process, the GC/CM contractor can engage subcontractors to accurately reflect the current market conditions and validate scope and budgets.
- Continual constructability reviews, value analysis and design coordination: This approach will help lower the construction costs, maximize scope and protect the District's project budget and contingency dollars.
- **Responsible bidders and responsive bids:** The GC/CM is able to exercise greater control in the assembly and tailoring of bid packages and subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- **Better control of site activities:** The GC/CM will play an important role in the design phase by preparing a construction and logistics plan that considers the factors of safety, noise, traffic flow, odor and dust control which is extremely important in and around the campus. The GC/CM will be able to inform the District of potential risks associated with the site, allowing appropriate planning for risk reduction strategies prior to breaking ground.
- **Complex scheduling**: The preparation of a construction schedule by the GC/CM in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will assist the District in timely decision making, coordination with campus parking and other stakeholders for proper notifications, as well as foreseeing other potential impacts related to the construction of the project in relation to other campus needs and activities.

**Aligning Construction Schedule**: The potential for the GC/CM and the project team to plan and schedule bid packages to align with the ongoing needs of the District along with other neighboring projects will be key to the success. This will be critical as our local market is limited and there is an increased number of local projects due to passing bonds for educational facility construction. Therefore, it will be one of the main focuses of the GC/CM and project team to minimize these risky elements by working through these components of the work. In addition, the opportunity to best control the overall schedule and execute on potential early bid packages for demolition and/or utilities may be able to save the project significant time and costs.

**Open Book Accounting**: The GC/CM alternative contract delivery method allows for open book cost accounting and verification process required for State funding.

**Broader Reach of Qualified Subcontractors**: Retaining a contractor via the GC/CM method is much more likely to result in predictable costs and broader subcontractor bid coverage. The GC/CM and T&TH can develop a subcontracting plan that meets project security and systems with local or specialty contractors resulting in increased competition, and if needed qualified subcontractors. Additionally, the GC/CM method allows for more focused DBE outreach to the local and regional market. Early GC/CM Involvement in Value Added Measures – Traditional D-B-B contract methods do not benefit from the contractor's perspective of adding value into the project during the design phase. The added fiscal benefit gained through using the GC/CM's expertise in value added measures, value engineering and constructability reviews in all phases of the design rather than merely single points on a schedule. GC/CM recommendations on product or quality standards and developing a complete, understandable and cost-effective construction document set controls costs.

6. **Public Body Qualifications**

Please provide:

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

  Evergreen Public Schools has utilized GC/CM on three previous projects within the District. As this is not the District's typical delivery method they have retained Turner & Townsend Heery (TTH) to provide the District with alternative delivery advisory services and project management. David Beaudine, will be acting as GC/CM advisor for the project, leading the GC/CM procurement and continuing through project completion, providing guidance to the entire project team. With over thirty successful GC/CM projects on its resume, TTH is committed to sharing its GC/CM knowledge, lessons learned, and

expertise with the District to increase the likelihood of successful project delivery through all phases of the project.

- A ***Project*** organizational chart, showing all existing or planned staff and consultant roles.
  ***Note:*** *The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*

  See Exhibit A for Project Organization Chart

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

  **Nicole Daltoso, Senior Director of Capital Facilities, Evergreen Public Schools**
  *Role on this project: Owner main point of contact*
  Nicole Daltoso, Senior Director of Capital Facilities for Evergreen Public Schools will serve as the owner main point of contact on this project. Nicole has six years of experiences in K-12 facilities planning and projects for two public school districts. Nicole started at Evergreen Public Schools in 2023 assisting with the closeout of Mountain View High School and starting as the owner main point of contact for the Transportation Center Project, Music Rooms Additions at Evergreen High School and Union High School, Mill Plain Elementary School, and various annual capital renewal projects. Nicole's approach to all projects is to ensure a partnership with all involved parties and to be a leader in navigating and solving challenges collaboratively, ultimately coming to a decision that best serves the project and school district. Nicole is part of the Executive Team and reports directly to the Chief Financial Officer.

  **Jayson Murray, Facilities Project Manager, Evergreen Public Schools**
  *Role on this project: Construction Project Manager*
  Jayson Murray has been with Evergreen Public Schools since 2018 and brings with him over 20 years of project management experience and holds a BA in Construction Project Management. Jayson has an extensive history of over 12 successful projects within the K-12 sector with both new and remodel work with values up to or over $10 million dollars throughout Washington and Oregon. As project manager Jayson over sees the day-to-day operations, tracking and projecting budgets as well as coordinating with multiple prime and sub-contractors throughout the full duration of construction. At Evergreen Public Schools Jayson has been a major part of the district management team overseeing their 2018 $695 million-dollar bond.

  **Esther Liu, AIA, LEED AP, NCARB, President & CEO, LSW Architects**
  *Role on this project: Principal-in-Charge*
  Esther is the President & CEO and an Owner of LSW Architects, where she assumes the role of Principal-in-Charge for this project. Her responsibilities encompass comprehensive project oversight, guiding the process from conceptual design through successful construction completion. Esther brings over three decades of experience to the architectural profession and holds architectural licenses in Washington, Oregon, Montana, and Colorado. A substantial portion of her project experience has been based in Washington State. Esther's collaborative methodology is predominantly applied within alternative project delivery frameworks like GC/CM and CM at Risk, characterized by the early integration of general contractors to foster synergistic teamwork and achieve optimal project solutions. Beyond her professional endeavors, Esther is deeply engaged in the Southwestern Washington community, dedicating her time and expertise to numerous Boards of Directors, including Identity Clark County and the Downtown Vancouver Association.

**Representative Project Experience for Esther Liu**

| Project | Project Value | Tasks Performed | Time Involved |
|---|---|---|---|
| Vancouver Innovation Technology & Arts School **(GCCM)** | $33.5M | Principal | January 2024 – October 2026 |
| Hurley Office Building **(CMAR)** | $9.5M | Principal | February 2018 – December 2020 |

| | | | |
|---|---|---|---|
| Block 1 **(CMAR)** | $60.2M | Principal | April 2023 – May 2026 |
| RiverWest **(CMAR)** | $50M | Project Manager | June 2016 – April 2019 |
| Adera **(CMAR)** | $50M | Principal | January 2021 – September 2024 |

**Karen Q. Knauss, Associate DBIA, Associate Principal, LSW Architects**

*Role on this project: Project Manager*

Karen is an Associate Principal at LSW Architects and serves as the Project Manager for the Cascadia Tech Academy 100 Building. With over 30 years of experience in the architectural profession, she is a licensed architect in both Oregon and Washington. Her role encompasses overall project coordination, including development and management of the project schedule, alignment of scope with programmatic goals and budgetary constraints, and oversight of team responsibilities and deliverables. As the primary point of contact for the owner, Karen facilitates ongoing communication to ensure compliance with state requirements and critical project timelines. She brings extensive experience working with both public and private school districts across a range of delivery methods, including GCCM, CM/GC, and Design-Bid-Build. She is a strong advocate for the GCCM approach, recognizing the value of its preconstruction services in shaping successful project outcomes. Karen is actively engaged in the architectural community. She currently serves on the Board of the Oregon/SW Washington Chapter of A4LE, holds DBIA certification, is Washington State Building Condition Assessment Certified, and remains an active contributor to her local community.

**Representative Project Experience for Karen Q. Knauss**

| Project | Project Value | Tasks Performed | Time Involved |
|---|---|---|---|
| EPS Sifton Elementary School **(GCCM)** | $34M | Project Architect / Project Manager | January 2018 – June 2021 |
| WSD Excelsior High School **(GCCM)** | $4.4M | Project Architect / Project Manager | January 2015 – September 2017 |
| North Valley Music School **(CMAR)** | $5.5M | Project Architect | January 2017 – June 2018 |
| Witherspoon & Sons Remodel **(CMAR)** | $2.7M | Project Architect | March 2012 – January 2015 |

**David Beaudine, CCM, Assoc DBIA, Vice President, Turner & Townsend Heery**

*Role on this project: Project Executive & GC/CM Advisor*

David Beaudine, a Vice President with Turner & Townsend Heery and will serve as project executive as well as GC/CM advisor on this project. David's role will be to oversee the GC/CM procurement and operations for the project from design through construction and close-out and will work alongside with the design team and selected GC/CM. David has over 22 years of industry experience with majority of that working with Washington State public agencies. David's experience includes being involved in over 30 GC/CM projects which includes Spokane Airport's current expansion projects as well as assisting Spokane, Grant and Asotin Counties through their first GC/CM alternative delivery projects. Additionally, David has served two terms as a member of the PRC, representing construction managers and will be providing guidance to the overall project as it relates to best practices established and learned by the committee.

## Representative Project Experience for David Beaudine

| Project | Project Value | Tasks Performed | Time Involved |
|---|---|---|---|
| Stevens County Justice Center **(GC/CM)** | $94.9M | GC/CM Advisor | Dec 2024 - Present |
| Kennewick Convention Center Expansion **(GC/CM)** | $70M | GC/CM Advisor & Project Exec | January 2024 - Present |
| SIA – TREX Central Hall **(GC/CM)** | $200M | GC/CM Advisor | Nov 2022 - Present |
| SIA – New Administrative Office Building **(GC/CM)** | $15.6M | GC/CM Advisor | Nov 2022 – Present |
| SIA – Concourse C TREX **(GC/CM)** | $149.7M | GC/CM Advisor | 2021 – Present |
| Grant County – New Jail **(GC/CM)** | $100M | GC/CM Advisor | Aug 2022 - Present |
| Spokane County – Avista Stadium **(GC/CM)** | $22M | GC/CM Advisor & Project Exec | April 2023 - Present |
| Prosser Memorial Hospital **(GC/CM)** | $57.4M | GC/CM Advisor | 2020 - 2021 |
| Apple Valley & Summitview Elementary School Replacement **(GC/CM)** | $68.7M | Program Manager | Apr 2019 – Sept 2022 |
| Market Street Complex **(GC/CM)** | $65.4M | Program Manager | Mar 2018 – Dec 2021 |
| Highland Middle School **(GC/CM)** | $51.6M | Program Manager & Senior PM | Mar 2018 – Dec 2020 |

**Kelly Wheeler, Associate Director, Turner & Townsend Heery**

*Role on this project: Senior Project Manager*

Kelly Wheeler, an Associate Director with Turner & Townsend Heery and will serve as Senior Project Manager on this project. Kelly's role will be to oversee the project team and processes from design through construction and close-out to meet all project requirements. Kelly has 10 years of industry experience with majority of that working with Oregon public agencies with multiple alternative delivery projects. She has managed multiple bond programs and projects in the area and is highly involved in the local community for subcontractor outreach and small and minority owned business engagement. Her latest programs and projects include West Linn-Wilsonville SD Bond Program, Klickitat County EMS Facilities, Hope Charter School, and Tualatin Valley Fire & Rescue Bond Program.

## Representative Project Experience for Kelly Wheeler

| Project | Project Value | Tasks Performed | Time Involved |
|---|---|---|---|
| Tualatin Valley Fire & Rescue Station 67 **(CM/GC - Oregon)** | $22M | Project Executive | Dec 2024 - Present |
| Tualatin Valley Fire & Rescue Training Center **(Design-Build)** | $28M | Project Executive | October 2024 - Present |
| North Salem High School **(CM/GC - Oregon)** | $73.5M | CMGC Advisor | 2019-2021 |
| McKay High School **(CM/GC - Oregon)** | $72.4M | Project Manager | 2019-2021 |
| Lake Oswego City Hall **(CM/GC - Oregon)** | $21M | Project Manager | 2019-2020 |

| | | | |
|---|---|---|---|
| Lake Oswego Police Department **(CM/GC - Oregon)** | $23M | Project Manager | 2019-2020 |
| The Portland Building **(Progressive Design-Build)** | $195M | Project Coordinator | 2018-2020 |

**Laura Becker, Project Manager, Turner & Townsend Heery**
*Role on this project: Project Manager*
Laura has worked on numerous projects across the Pacific Northwest and has 17 years of relevant project experience. She has an extensive background with public sector projects for both the City of Beaverton and the State of Washington. Laura is responsible for the day-to-day management activities of the project and working closely with the District to fulfill this project delivery. As a Program Manager for the City of Beaverton, Laura regularly navigated, initiated, and managed public procurement and competitive selection processes with project stakeholders and selection committees, with regular reporting to the Mayor and City Council members. Projects included the Patricia Reser Center for the Arts ($55M), Beaverton Public Safety Center ($45M), and Beaverton Adult Shelter ($11.9M). As a Project Manager for the City of Seattle's Department of Transportation, she provided design input on capital projects and special initiatives. She also identified and secured opportunities for additional funding or grants, and delivered routine reviews of project budgets, and tracked project expenditures.

**Ms. Mica Klein – Partner, Perkins Coie**
*Role On this Project: GC/CM Legal Counsel*
The District is represented by Mica Klein with 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, including a majority of school district GC/CM projects in the state. Mica 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, Lake Stevens School District, 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.)*

  Specific GC/CM experience for the project team members are described in each of the biographies above.
- The qualifications of the existing or planned project manager and consultants.

  Qualifications of the project manager and consultants for the team are described in 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 District has retained Turner & Townsend Heery to provide GC/CM advisory services which will supplement the design and District team. The Heery team will serve in this capacity as well as in a PM/Owner's Representative capacity throughout the project duration. Funding for associated services is reflected in the budget and planned for through completion.

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

  Experience for each proposed staff member and consultant is described within the biographies above.

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

  EPS has historically done projects utilizing the traditional design-bid-build delivery method or GC/CM. Therefore, the District is versed in contracting issues with regards to both delivery models based upon their previous work history and already has basic level processes in place for capital projects. The District has reached out to GC/CM advisor, Turner & Townsend Heery, to bridge the knowledge gap to assist in steering the contracting process and handling changes in scope if any may arise regarding RCW 39.10. The District has also engaged Mica Klein of Perkins Coie as legal counsel with experience in RCW 39.10 in conjunction with District legal staff for review and compliance of contracting with the selected GC/CM.

  TTH internally uses SharePoint and Smartsheet, both web-based servers to communicate all documents and intends to utilize that and collaborate with the GC/CM's preferred MICS system for all document controls throughout the project. This GC/CM delivery process will be supported heavily by the design project team, TTH, Nicole Daltoso, and Joan Huston. Nicole Daltoso is responsible for reporting and communicating all activities throughout the project to the School Board and Joan Huston is responsible for that communication to end-user groups. The District is committed to the success of this project and has committed current and future resources as needed to ensure the project is delivered to its constituents.

  **Organizational Controls**

  This project will be managed through TTH alongside and in direct collaboration with the District Capital Projects Leadership. The project's approval, budget and contractual authority resides within the School Board with delegated authority to Nicole Daltoso in order to maintain the decision-making speed needed for the project. TTH will augment the district staff with its significant GC/CM procurement and project expertise and services. The TTH staff of Laura Becker, Kelly Wheeler and David Beaudine and their support team are committed throughout the entire duration and to the success of the projects and will be responsible to the District for the project. TTH is already in the works with the District to refine the established controls and reporting systems to effectively manage the scope, schedule, and budget for the project. EPS and TTH currently have standing weekly connect meetings to make sure all open items are addressed, this will be maintained throughout the project to enable timely decisions to keep design and construction moving at the appropriate speed.

  **Budget Monitoring**

  TTH along with LSW will be managing and tracking the project finances in alignment with District financials. Financial reporting will be provided on a regular basis to the District and other appropriate stakeholders. The District will have line items for its own contingency and a Management Reserve line item in the project budget to address any owner betterment changes and appropriate change orders. Budget authority controls are exercised through a signature authority process for consultant procurement and project changes which are consistent with capital project policies and procedures. Change order signature authority is delegated to Nicole for agreements valued up to $50,000 and for 1 year or less. Change order amounts exceeding the signature authority of the will require approval by the School Board. Use of the GC/CM contingency must be approved by Nicole after thorough review by the owner team. TTH is currently working with the District to determine appropriate communications protocol through their management plan and will refine processes to meet the project requirements within the project management plan as it relates to each members defined project roles.

  **Schedule Monitoring**

  The project's master milestone schedule includes design around each project component, preconstruction services, subcontractor buyout, construction, occupancy and closeout phases. Schedule progress will be reviewed and tracked monthly as required by the AIA agreement. Inclusion of permitting meetings and approval timelines, potential early bid packages approved by the District will be incorporated into the master project schedule as the design matures. Adherence to the established scope, phasing of the work and project budget is critical. Ongoing design meetings are currently and will continue to be held with the project team and the selected GC/CM to monitor, update and align the

budget, scope of the work and the contract documents. TTH will develop and maintain a design/risk decision log throughout the design phase to capture all design decisions, deviations or additions to project. The GC/CM will assist the project team with updated market costs to aid decision makers in making timely decisions.

Once the GC/CM GMP contract amendment is approved, the District, GC/CM, A/E team and TTH will closely monitor the design log against the final construction documents to determine if there are changes that may impact the agreed upon GMP. If so, then changes will be brought back into alignment with the budget and the GMP. The GC/CM will be responsible to review the specifications and drawings to determine if there are changes that may have been incorporated and confirm the GMP budget.

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

  TTH will lead the GC/CM procurement process as specified within RCW 39.10, and in close coordination with the District, including the preparation of the GC/CM RFQ and selection process which will be based on TTH's internal methods that have been refined over the years, along with the lessons learned from other public agencies and all team member experiences. We have an open selection process to promote as much competition as we can within the contracting community. The intention is to market this project throughout the state and beyond to firms with experience in GC/CM and knowledge of similar type project experience.

  The RFP/RFQ will be a 3-step process, which involves qualifications, interviews and submittal of sealed bids for the specified general conditions and fee percentage, based upon the preliminary MACC, each of which will be weighted as part of the final score in alignment with the District's values for the project. A recommendation will then be given to the School Board for approval.

  Careful considerations will be made in the selection of the GC/CM to make sure that their qualifications related to both construction and pre-construction are in line with the services related specifically to this project and the known types of construction, earthwork concerns, occupied site/phasing constraints, as well as safety and security specifics that go into a facility like this, as well as current concerns of budgeting and community awareness.

  The District has engaged with Mica Klein of Perkins Coie, to provide GC/CM and construction legal services for the project. Perkins Coie will be preparing the AIA A133 agreement and A201 general conditions which will be modified to align with best practices and will be providing them to the District and T&TH for utilization through the procurement. These documents will be provided during the process to the potential GC/CM's to allow for them to review and provide questions so that a final contract is understood before going into the 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.

  Perkins Coie will be responsible for preparing the GC/CM contract. The District will utilize a customized A133/A201 agreements by Perkins Coie in close coordination with the District and its GC/CM consultant team. The contract will be drafted to comply with Washington State law, TTH best practices and the District's policies and procedures. Perkins Coie's GC/CM experience is detailed above.

  The District and TTH will work closely with Perkins Coie to develop selection criteria and to write Divisions 00 language that will address specific requirements of the project, including a comprehensive pre-construction services scope of work.

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?

         While we have not yet formally reached out to other public agencies regarding organizational alignment and administrative time for GC/CM delivery, we plan to engage in these discussions through established relationships, including professional networks such as WAMOA, where Nicole Daltoso is active at a board-level. These connections will allow us to continue learning from peer districts and adjust our approach as needed.

Our District has direct experience with GC/CM delivery through projects completed as part of our 2018 bond program. That experience has informed our internal planning efforts. We've reviewed staff capacity and rebalanced workloads to ensure adequate oversight for this project. Additionally, we have partnered with TTH, who brings extensive experience managing GC/CM projects for public owners across the region. Their support will help us successfully manage the administrative and procedural requirements of the GC/CM process.

ii. What training have you as an Owner and your staff taken?

Our team has actively engaged in training to prepare for successful implementation of the GC/CM delivery method. We have participated in targeted sessions with TTH, who are advising us on this project and provided guidance specific to the GC/CM process, including contract structure, procurement, and team alignment.

In addition, our team has reviewed several foundational resources to deepen our understanding of alternative delivery. These include:

i. *DBIA – Choosing a Project Delivery Method*

ii. *MRSC – Alternative Public Works Contracting Methods*

iii. *CPARB – GC/CM Best Practices Outline*

iv. *CPARB – GC/CM Best Practices Manual*

a. 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.?

We have thoughtfully considered the key differences between GC/CM and design-bid-build (DBB) delivery methods, particularly in terms of risk allocation, management of contract changes, and dispute resolution.

As part of our early project development, we conducted meetings with TTH and LSW Architects to compare merits and implications of DBB vs. GC/CM for this project. These discussions helped shape our understanding of the timing and structure of the GMP, and how that milestone affects the allocation of risk among the owner and contractor.

In TTH's GC/CM training with the Owner team included a review of how GC/CM delivery redistributes DBB risks, especially with regard to early contractor involvement, design integration, and shared responsibility of cost control. We recognize the timing of the GMP and the role of preconstruction services are essential elements that help mitigate change-related disputes and improve collaboration.

Additionally, we are working closely with Mica Klein of Perkins Coie, who is providing GC/CM legal counsel. Her involvement ensures that our contractual approach appropriately reflects the nuances of GC/CM delivery, including risk management strategies, dispute resolution pathways, and clearly defined responsibilities for all parties.

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

Our organization prioritizes knowledge sharing and documentation to ensure continuity and informed decision-making throughout the project lifecycle. Project files are maintained on a shared network drive that is regularly backed up, allowing all team members consistent access to current documentation. We promote open-communication across departments – particularly between our internal facilities and fiscal teams – to support transparency and alignment on the financial and administrative aspects of the project.

We hold weekly meetings to maintain alignment across project stakeholders, and we maintain an open-door policy to encourage ongoing dialogue and responsiveness. In addition, we meet regularly with TTH & LSW to document project milestones, challenges, and solutions as they occur, helping to build a comprehensive project record.

At project closeout, it is TTH best practice to audit files to ensure all project documents were copied to the Owner's file system through the life of the project, while also retaining a backup copy of records to serve as a safeguard. TTH also facilitates a project debrief meeting with the owner team, where we review what went well, and capture insights for future projects. All project parties – including design, contracting, and owner teams – are encouraged to attend and contribute to this knowledge-sharing process. These practices help us build organizational knowledge and continuously improve our approach to delivering capital projects.

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

We have taken several steps to familiarize ourselves and our staff with GCCM best practices. Our team has reviewed key documents, including the CPARB GC/CM Best Practices Manual, MRSC's overview of Alternative Public Works Contracting Methods, and DBIA's Choosing a Project Delivery Method.

Additionally, we have participated in training sessions led by TTH. This has provided targeted insight into GC/CM-specific strategies, including procurement, early contractor involvement, GMP development, and collaborative risk management and behavioral expectations.

We are also reviewing the AGC's 2-day GC/CM training course and evaluating how to incorporate that into our team's ongoing development. These efforts demonstrate our commitment to aligning with established GC/CM best practices and ensuring a successful delivery of this project.

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?

We understand the importance of transparency and compliance in the GC/CM subcontractor bidding process. As the owner, we play an active role in monitoring the development of the bid packages to ensure they align with public procurement requirements, GC/CM best practices and opportunities to create bid packages that encourage SBE/DBE participation and competitive bids.

TTH provides guidance throughout this process, assisting with scope review, advertisement compliance, and ensuring a competitive and compliant selection of subcontractors in accordance with RCW 39.10. Subcontractor bids are opened in person at the District office with the owner present, which allows us to stay closely involved in the process. This direct engagement ensures that when the information is presented to the School Board for approval, we are fully informed and able to respond to any questions that may arise so the Board can make an informed decision.

In addition to support from TTH, we have Mica Klein available to review contractual terms and legal compliance. Members of the owner team have availability and plan to be actively involved in all stages of procurement, from bid packaging through award.

**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

See attached Exhibit B

**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)*
- 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 attached Exhibit C

**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.
All projects over $100,000 audited and returned clear findings.

**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 and project team is committed to not only supporting the local Vancouver economy but also in promoting the participation of disadvantaged, small-, women- and minority-owned businesses. As part of our RFQ, the District will be asking applicants to submit their own plan(s) to encourage participation on the project and will factor in SBE/MWBE as one of the evaluation factors as well as understanding each applicant's success on previous projects with those types of outreach. To improve subcontractor interest TTH will also coordinate subcontractor outreach and open house events to meet with interested GC/CMs to promote subcontractor participation. The District will also require the GC/CM to perform outreach during the preconstruction services for subconsultant work. This will assist with promoting the project to subcontracting tiers and explain the bidding process to further encourage DBE/SBE/MWBE bid involvement.

Evergreen Public Schools is deeply committed to promoting equity, inclusion and meaningful participation of small, minority, women and veteran-owned businesses throughout all phases of our projects. This commitment is embedded in both our internal practices and our strategic plan, including the application of our district-wide Equity Lens. This framework helps us evaluate how systems, resources, and policies impact marginalized communities and guides us in removing barriers to create more equitable outcomes.

In our past GCCM projects we have required our contracting teams to provide ample information on their subcontractor diversity and outreach plans and include that as our procurement review process. For this project, we are actively working with TTH, who brings a strong track record in supplier diversity. TTH maintains a supplier diversity database and dedicated outreach team that supports strategic subcontractor engagement. They are reviewing bid packaging with the District, with an eye toward breaking out scopes to allow more opportunities for local and diverse firms to participate. TTH will also lead the District in targeted outreach efforts to encourage diverse subcontractor participation.

In addition to reaching out to firms in Vancouver, we are expanding our outreach to the broader Portland market – home to many certified small, minority, women, and veteran owned businesses. TTH team members are actively engaged with the Oregon Associate of Minority Entrepreneurs (OAME), attending weekly meetings to connect with and promote opportunities to these businesses.

We're proud that several of our project partners reflect our diversity goals. Our architectural partner, LSW Architects, is a certified MWBE and DBE. Our third-party estimator, Wiggins Preconstruction Services, LLC, is an SBE, and our geotechnical firm, GRI, is a certified PWSBE. These selections reflect our intentional approach to building a diverse project team from the ground up.

This commitment is especially important on this project, where one of our primary goals is to create a facility that is more inclusive and accessible for all students. A key objective identified in the predesign

phase and the project's mission statement is to increase minority student enrollment and engagement. To that end, we've conducted extensive community and student outreach, including a large group symposium that brought together students, community members, team members, and local construction industry representatives. Theses efforts are designed to not only inform the project but also generate interest, build connections, and strengthen community ownership of the outcome.

**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.
- 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.
  Alternative subcontractor selection is not desired at this time.

**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)*: Nicole Daltoso *(public body personnel)*

Title: Sr. Director of Capital Projects

Date: April 18, 2025

**Exhibit A – Project Organization Chart**

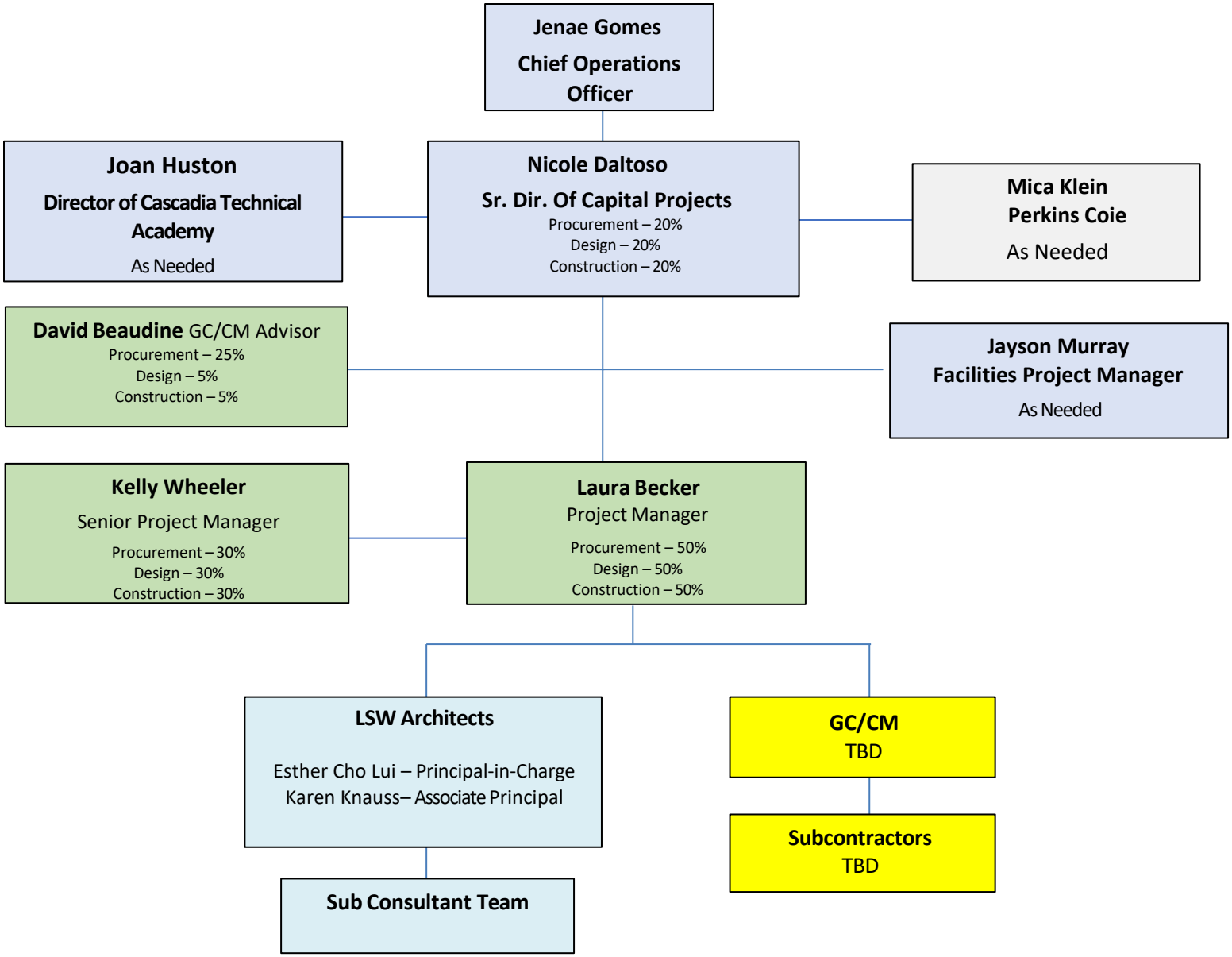


**EXHIBIT B - EVERGREEN PUBLIC SCHOOLS**
**CONSTRUCTION HISTORY – SELECTED PROJECTS**

| Project # | Project Name | Project Description | Contracting Method | Planned Start | Planned Finish | Actual Start | Actual Finish | Planned Budget | Actual Budget | Reason for Budget or schedule overrun | SBE/MWBE Planned | SBE/MWBE Planned |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **1** | High School Music Room | 3,500 SF, Existing sites | GC/CM | 2023 | 2024 | 2023 | 2024 | $6,500,000 | $9,649,243 | Scope increased by District | N/A | N/A |
| **2** | Mill Pain ES | 62,000 SF, Existing site | DBB | 2022 | 2023 | 2022 | 2023 | $27,825,000 | $28,096,279 | Market conditions | N/A | N/A |
| **3** | Transportation Improvements | Existing site | DBB | 2023 | 2024 | 2023 | 2024 | $16,403,000 | $19,573,065 | Scope increased by District | N/A | N/A |
| **4** | Wy'east MS | 140,000 SF, Existing site | GC/CM | 2021 | 2023 | 2020 | 2022 | $59,191,320 | $49,278,608 | Market conditions | N/A | N/A |
| **5** | Burton ES | 62,000 SF, Existing site | DBB | 2021 | 2022 | 2021 | 2022 | $32,242,219 | $27,460,885 | Market conditions | N/A | N/A |
| **6** | Heritage HS | 25,000 SF, Addition | DBB | 2021 | 2022 | 2021 | 2022 | $15,089,294 | $22,234,895 | Scope increased by District | N/A | N/A |
| **7** | Mountain View HS | 276,000 SF, Existing site | GC/CM | 2020 | 2022 | 2020 | 2022 | $162,151,394 | $159,000,000 | Market conditions | N/A | N/A |
| **8** | Legacy HS | 55,000 SF, New site | DBB | 2020 | 2021 | 2020 | 2021 | $24,046,404 | $29,645,777 | Scope increased by District | N/A | N/A |
| **9** | Admin. Service Center | 75,000 SF, New site | DBB | 2020 | 2021 | 2020 | 2021 | $34,955,079 | $28,768,384 | Scope reduced by District | N/A | N/A |
| **10** | Marrion ES | 62,000 SF, Existing site | DBB | 2020 | 2021 | 2020 | 2021 | $29,198,167 | $25,367,969 | Market conditions | N/A | N/A |
| **11** | Ellsworth ES | 62,000 SF, Existing site | DBB | 2020 | 2021 | 2020 | 2021 | $29,138,106 | $26,359,499 | Market conditions | N/A | N/A |
| **12** | Image ES | 62,000 SF, New site | DBB | 2019 | 2020 | 2019 | 2020 | $27,888,056 | $29,156,846 | Market conditions | N/A | N/A |
| **13** | Sifton ES | 62,000 SF, Existing site | GC/CM | 2019 | 2020 | 2019 | 2020 | $27,984,484 | $30,053,030 | Market conditions | N/A | N/A |
| **14** | New ES22 | 62,000 SF, New site | DBB | 2019 | 2020 | 2019 | 2020 | $27,106,854 | $27,764,191 | Market conditions | N/A | N/A |

*Estimate on dates

# Exhibit C

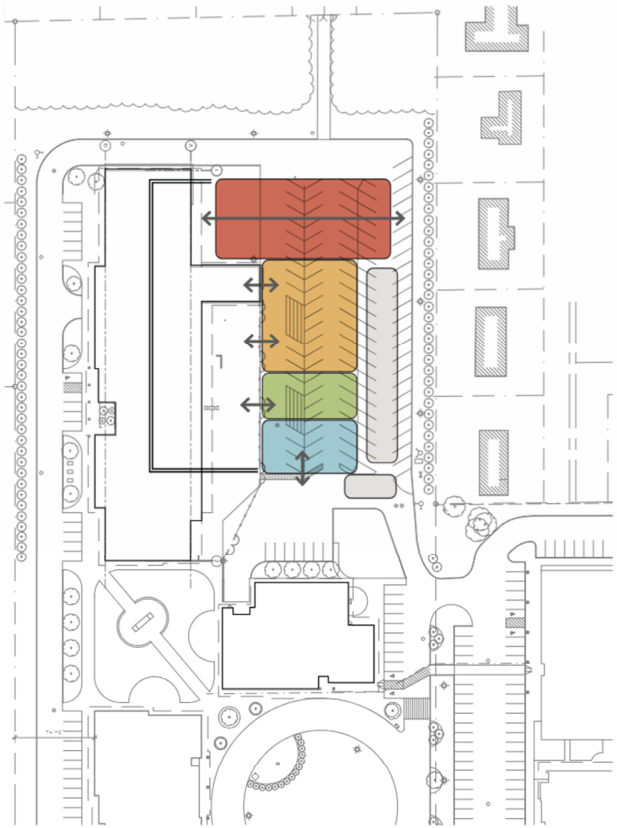
Preliminary Site Concept


# Site Context

*Existing Conditions*

**01** 100 Building | *Construction, Automotive, Diesel, Criminal Justice*
**02** 200 Building | *Culinary, Baking, Pastry Arts*
**03** 300 Building | *Fashion, Medical, Dental*
**04** 400 Building | *Aviation, Information Technology, Pre-Engineering*
**05** 500 Building | *Business, Cosmetology + Hospitality*
**06** 600 Building | *Aviation*
**07** Compound
**08** Primary Site Access Point
**09** Secondary Site Access Point
**10** Bus Drop-Off
**11** Ropes Course
**12** Outdoor Space
**13** Maintenance Facility
**14** Student Parking

(E) 100 Building Footprint
Building Access Points + Site Circulation
Sun Path + Summer and Winter Sun



# Site Planning

*Building Placement Study*

- Other Program Areas
- Criminal Justice
- Construction Technology
- Automotive Technology
- Diesel Technology
- Compound
- Access
- (E) Buildings Footprint

LSW