

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): **North Kitsap School District**
- b) Mailing Address: **18360 Caldart Ave. NE, Poulsbo, WA 98370**
- c) Contact Person Name: **Luis Adan** Title: **Director of Capital Projects**
- d) Phone Number: **360-979-8061** E-mail: **ladan@nkschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **District-Wide Safety, Security, and Equity Improvements**
- b) County of Project Location: **Kitsap**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
In November 2025, North Kitsap School District passed a capital projects levy for nearly \$32 million, with the main portion of those funds supporting both safety and security, and program equity improvements district-wide. The project consists of safety and security improvements, including secure entry vestibules and site circulation improvements, as well as some facility improvements for equitable facilities programming, including two minor additions and systems improvements.

We have packaged these upgrades together as a single project to maintain consistency in design standards, as well as efficiency in implementation with the goal of completing this work phased in the most effective way possible. While the core focus of the projects is on safety and security improvements, the equity enhancements are integrated into the facility improvements scope, desiring a single approach for better efficiency. Considering current market and economic risks, the grouping of these upgrades into a single project also helps manage that risk in the most effective way.

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

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$3.5 M
Estimated project construction costs (including construction contingencies):	\$15.1 M
Equipment and furnishing costs	\$100 K
Off-site costs	\$0
Contract administration costs (owner, cm etc.)	\$400 K
Contingencies (design & owner)	\$1.8 M
Other related project costs (briefly describe) (Permits and Misc.)	\$500 K
Alternative Subcontractor Selection costs	\$0
Sales Tax	\$1.4 M
Total	\$22,800,000

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*

Funding for this project was made available from the successful passage in November of 2024 of a Capital Levy by the voters of North Kitsap. These funds will be collected starting the month of April 2025, and the project will be fully funded by October 2026. The district also has adequate existing reserves in the capital budget to ensure the project avoids any cash flow constraints.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- Procurement; (including the use of alternative subcontractor selection, if applicable)
- Hiring consultants if not already hired; and
- Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)
- Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

DESCRIPTION	STATUS/DURATION
Procure Management Consultant and GC/CM Advisor	Complete
Procure GC/CM Legal Services	Complete
Design Team Selection	Complete
NKSD Board Approval of Design Contract	Complete
Planning and Design	Jan. 2024 – May 2026
GC/CM PROCUREMENT	
PRC Application Submitted	4/18/25
PRC Presentation	5/22/25
GC/CM RFQ Advertisement #1	5/23/25
GC/CM RFQ Advertisement #2	5/30/25
Pre-Submittal Meeting	6/4/25
GC/CM SOQ's Due	6/13/25
NKSD Selection Committee SOQ Review and Scoring	6/16/25 – 6/19/25
Notify Shortlisted Finalist Teams	6/20/25
GC/CM Interviews	6/30/25 – 7/3/25
GC/CM Site Visits	7/1/25 – 7/8/25
Issue RFP to Finalists	7/9/25
NKSD Open Proposals	7/17/25
NKSD Notice of Award upon approval of NKSD BOD	7/18/25
NKSD Board Approval of GC/CM Contract	7/24/25
Begin Construction (Est.)	June 2026
Substantial Completion	September 2027

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 project has several elements of complexity that must be addressed:

- An occupied site requires detailed phasing plans to lessen the impact and disruption to educational learning, therefore, GC/CM support will provide a better benefit than design-bid-build to promote the safety of students, staff, parents and the general public. The district will engage a GC/CM early enough in the design to develop a well-thought out and deliberate phasing plan to provide a safe, secure environment that aligns construction sequencing with minimal impact to educational and operational requirements.

- Early GC/CM engagement to identify critical life/safety, environmental and utility services will help the district and design team to identify, mitigate and positively manage risks to reduce impacts to the educational experience of School Facilities occupants while under construction.
- There are limited laydown and staging areas, which requires close coordination and execution monitoring with the school and revisions to pedestrian and traffic circulation.
- System improvements will be completed on older facilities of various ages and condition within the district, and will require careful selective demolition and phasing, increasing the complexity of the scope of work.

- 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.

While we anticipate planning as much of the scope as possible to be completed while school is out of session, North Kitsap's academic and educational support spaces and functions, site parking and athletic facilities will be occupied during much of the construction. There are no additional swing spaces available and we must work with the GC/CM to have very detailed phasing and traffic control plans. The educational and operational missions of the school must continue throughout construction. Traffic and pedestrian circulation, parking and wayfinding will be affected during construction. Safety for students, staff and parents is paramount.

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

The GC/CM-developed phasing plan will help reduce the cost of construction, minimize disruption to educational learning and identify, mitigate and monitor the safety of students, staff, and the community.

Due to a tight budget, having GC/CM involvement throughout the remainder of the design phase will provide accurate and detailed cost information as the design progresses. The GC/CM will provide input into the products and materials used to optimize the return on investment and consider the total cost of ownership for critical environmental systems. Continuous value analysis and constructability reviews during design will allow for free flow and critical thinking to test design intent and solutions. This collaboration should also benefit the quality of construction.

Attracting and keeping quality subcontractors engaged during the design through the buyout phase is a critical component to managing the budget. In a traditional design-bid-build scenario, the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board provides accurate cost estimates throughout the duration of design and lowers cost risk. The GC/CM will partner with North Kitsap School District, its consultants, and the entire project team to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill the commitments made to the local community.

Many of the effected school sites are in close proximity to neighbors. Creating an effective plan to minimize dust, sound, traffic circulation and other disruptions will play an important role in determining the success of the project, and to meet and/or exceed the voter's expectations of being a 'good neighbor' and prepare for future bond proposals.

- If the project encompasses a complex or technical work environment, what is this environment?
While the work environment for this project is not necessarily complex, the occupied facilities and necessary integration into existing systems of various ages increase the complexity. This necessitates having a well-qualified GC/CM partner to help mitigate risks associated with these complexities.
- 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?
None of the facilities have any historical significance.
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?
Will not be using heavy civil GCCM.

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

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

With GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method as the contractor is on board throughout design and construction, providing consistent and more accurate cost and schedule information.

Retaining a contractor via the GC/CM method is much more likely to result in broader subcontractor bid coverage. The GC/CM contractor's subcontracting plan leverages their relationships, heightens local subcontractor interest, increases competition and manages costs during an unknown and unpredictable material and labor market. There are still far too many uncertainties and risks in today's economic climate.

An additional fiscal benefit is gained through using the GC/CM's expertise in value analysis and constructability reviews during the design phase to assist in developing a complete, understandable and cost-effective construction document set. Collaborating with the GC/CM in developing clear, concise scopes of work, and building a safe, simple and productive phasing plan is critical to the success of this project and minimizing impacts on the district's operations.

Risk allocation is identified and controlled by the party who can best manage the risk.

As a viable and trusted partner, a GC/CM can help to develop a joint risk management matrix that tracks unknowns or issues to resolution that results in positively affecting the project's quality, time, cost and risk mitigation.

The GC/CM helps to develop the overall project schedule and assists the Owner with coordinating activities and mitigating time or scope impacts. The construction schedule addresses pending or immediate major construction impacts and assists school staff and administrators to prepare for and provide timely notification to students, parents and the community on impending construction activities.

Preconstruction services will be tailored to provide site investigations, minimal destructive or non-destructive testing; confirmation of existing utilities, services and structural conditions all of which should resolve significant uncertainty regarding unknown conditions.

NKSD will utilize modified AIA agreements drafted by Perkins-Coie to align each party's responsibilities. The alignment of agreements brings clarity, responsibility and authority to manage the alternative delivery process and associated risks.

- 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 capital levy proposed completion of several facility improvements as well as select expansions and system upgrades to support future planning and ensure maximum use of taxpayer dollars. It is paramount that the project budget be strictly adhered to in order to protect the overall levy program budget and complete the promised scopes of work for each school site. For this reason and due to the timing of these projects, relying on a traditional method of awarding contracts in a lump sum manner, especially with current economic uncertainties and supply chain issues, would risk this limited project budget and all of the promised scope to be completed within the capital levy.

NKSD envisions the potential for early site work and phased construction and occupancy. GC/CM involvement during the preconstruction services and coordination with the project team should allow the district to reduce the overall project schedule duration and cost. The necessary phasing and sequencing of work would pose a greater risk to the district using traditional methods of contracting.

Budget management is controlled along the entire design continuum with weekly design meetings to discuss test design or construction options and provide proof of those options that might have time or financial impacts. The GC/CM preconstruction services align scope and budget so bid

packages/strategies are most cost effective and are aligned with market timing and the construction project schedule.

- 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:

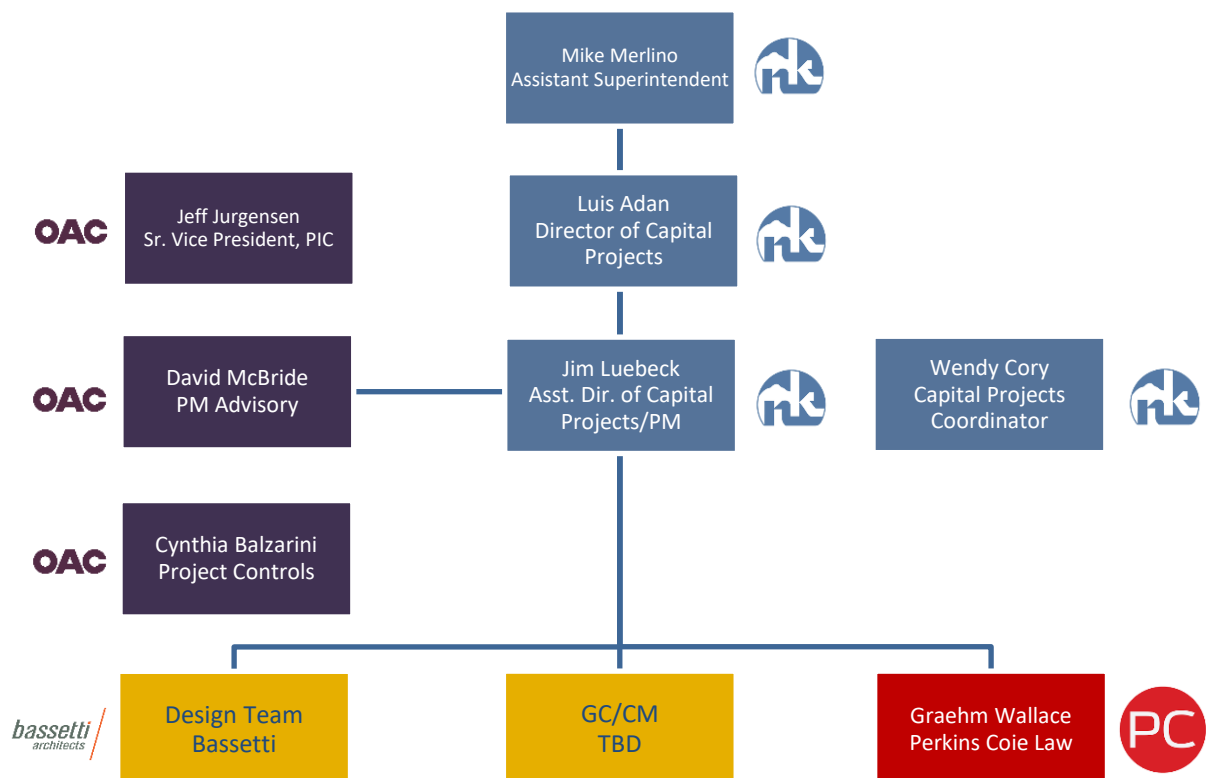
- A description of your organization's qualifications to use the GC/CM contracting procedure.

Prior to determining the best delivery model for this project, District leadership met with several other districts leadership as well as attended several project delivery workshops to better understand the choices they have. NKSD engaged early with Bassetti Architects to support the immediate design upon passage of the capital levy, and as a team discussed and agreed that the early involvement of a GC/CM partner will give NKSD and this project a better chance for success. NKSD staff has also attended multiple project delivery workshops presented by OAC to the Washington Association of School Administrators in which they are presented with the different types of delivery methods, the pros and cons of each and lessons learned from all methods, and reviewed the CPARB GC/CM Best Practices Manual.

The District contracted with OAC Services as their GC/CM and Project Management Advisor for this project. OAC Services has been retained to provide Project Management and Owner Advisor services for the duration of the project and to augment district staff and support GC/CM selection, contracting and project delivery.

- 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)



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

Mike Merlino, Assistant Superintendent of Business, Finance & Operations, North Kitsap School District

Mike has over 35 years of experience in school finance at various school districts in Washington State. This experience includes managing multiple bond sales, and construction projects during that time. Specifically, while at the Evergreen School District in Vancouver, Wa, Mike participated in the passage and sale of \$167.9 million in bonds from a 2002 voter approved bond, and \$695 million in bonds from a 2018 voter approved bond. During this time Evergreen had several GCCM projects approved and authorized by the committee. In addition to experience in bond financing and projects, Mike has been part of several state-wide committees on school finance, been used as an expert witness in state-wide finance lawsuits, and participated in several Legislative bills providing data used in final bills such as the McLeary bill in 2018.

Luis Adan, Director of Capital Projects, North Kitsap School District

Luis has over 30 years of construction management experience in both the public and private sectors. He worked on several GC/CM projects while a Senior Project Manager at Seattle Public Schools in the early 2010's and was responsible for closing out BEX III and assisting in the planning for BEX IV. He more recently managed several high-rise tower projects in the commercial sector, utilizing the CM-at-Risk approach. In the private sector, he managed a 36-story office tower now occupied by Amazon, the 5-story Weyerhaeuser HQ building, and a 39-story residential tower, besides multiple other projects in the pre-construction phase. Most recently, he managed the adaptive reuse of an urban mall into an office building in the City of Bellevue, a CM-at-Risk delivery.

Jim Luebeck, Asst. Dir. Of Capital Projects, North Kitsap School District

Jim has 42 years of construction experience, with over 25 years working in the trades. Jim's experience includes a wide variety of construction types from high-rise construction, hospitals, and K-12 to heavy civil and marine construction. He has assisted in Capital Bond and Levy planning while at NKSD, and at South Kitsap School District while working for OAC Services. While The majority of Jim's project management experience has been Design-Bid-Build, Jim worked on the Seattle Opera Center, a Progressive Design-Build project. Jim earned his DBIA Associate certification through the Design Build Institute of America.

Jeff Jurgensen, Sr. Vice President, CCM, DBIA – Principal in Charge and GC/CM Advisor

Jeff has over 30 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Spokane Public School District agency approval. He also has worked on six major capital design-build projects, one design-build project at Spokane International Airport as well as one K12 design-build project with the Paschal Sherman Indian School in Omak Washington and led the City of Spokane through their first design build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington and Spokane local construction market.

David McBride, Assoc. DBIA – Project Management and GC/CM Advisor

David has over 19 years of experience of engineering and project management. He will serve as the primary advisor for the North Kitsap Levy Program and be the primary point of contact for the District project team. He has served as program manager for several programs including Bremerton School District and Centralia School District and previously project manager for Tahoma School District Bond program and Clover Park School District programs. David has overseen eight previous GC/CM projects, three of which used Alternative Subcontractor Procurement, and three PDB projects. David will support the district and project team throughout this project.

Cynthia Balzarini – Project Controls

Cynthia has over 15 years of experience in the industry and has worked on multiple bond programs and projects in the public work sector including Bremerton School District, Ellensburg School District, Centralia School District, City of Bothell Fire Stations, Jefferson Healthcare, Mason General, Thurston County and Snohomish County Emergency. These included 6 GC/CM and 6 PDB projects. Her project control expertise includes master scheduling, CPM baseline schedule and progress schedule reviews, budget development and cost management, cashflow projections, contract administration and all phases of project planning from inception through completion

Graehm Wallace, Partner, Perkins Coie

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous public entities, contract documents and providing legal counsel regarding compliance with RCW Chapter for GCCM projects. Graehm has over twenty-eight years' legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architecture and engineering, construction-management, GC/CM, design-build, and bidding. Graehm also provides legal advice during construction, claim prosecution and defense work.

- 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.)*

See Attachment A

- The qualifications of the existing or planned project manager and consultants.
See Attachment A as well as the qualifications listed 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.

OAC was selected as the project management advisor to North Kitsap School District, and alternative delivery consultant for the planning, procurement of the GC/CM team, design, construction, and closeout phases of the project. The funds for OAC are allocated within the Total Project Budget for planning through closeout. OAC is currently under contract with the North Kitsap School District.

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

Both Luis and Jim of North Kitsap School District bring extensive project management experience to the North Kitsap School District, per their biographies above. As advisor to NKSD, OAC has worked with 30 public clients on a variety of 50+ GC/CM projects. Our project managers oversaw the first heavy civil GC/CM and first K-12 GC/CM projects approved in Washington. We've guided 20 public clients through their first GC/CM project. An active participant in Alternative Project Delivery promotion and workshops, three OAC staff members, including one on this project, still serves on the Project Review Committee and have provided training in GC/CM and Design-Build delivery in Washington, Montana and Alaska.

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

Project Management and Decision Making:

Authority and decision-making responsibility rests with the Assistant Superintendent, Mike Merlino. Delegation of authority to the Assistant Superintendent and leadership team to sign and obligate NKSD contractually, make timely decisions and avoid delays is accomplished via Board policy, resolutions or requirements.

The 2024 Capital Levy Program project will be led by Luis Adan. He will oversee the project, manage contractual obligations, direct the NKSD and OAC project management team and Bassetti design team and the selected GC/CM Contractor team. He will assist with coordination and input from several internal departments during programming, design, construction, and occupancy phases. NKSD Facilities and Maintenance staff have extensive construction experience with minor to major capital improvement projects and programs.

The OAC team augments NKSD staff and are seasoned PM/CM practitioners who specialize in GC/CM procurement, contract administration, preconstruction, GMP negotiations expertise. OAC will procure, negotiate contracts and manage the required NKSD consultants to support the project, coordinate with Authorities Having Jurisdiction and assist with occupancy planning and warranty procedures and protocols.

NKSD project leadership and OAC will hold regularly scheduled meetings to report on and coordinate activities within NKSD. Roles and responsibilities will be tailored for the project to create highly collaborative opportunities, create clear lines of communication, decision making authority and provide flexibility that is beneficial to the Owner and responsive to project requirements and needs.

Selection Committee

The GC/CM Selection Committee will consist of District leadership, administration, staff, design team representation, and may include community involvement.

OAC is a non-voting member of the selection committee and is responsible for managing the GC/CM procurement process. OAC will organize, educate, and facilitate the selection committee in its roles, and document the selection process per RCW 39.10.

Communication

The District will use a variety of well-established formal and informal tools to provide effective and impactful communications with all of those involved in the project consistently.

The District will advertise the RFQ and post it on its website, a newspaper of general circulation – published in the Kitsap Sun – as well as the DJC.

After SOQ's have been scored, the selection committee will meet with the shortlisted teams to better understand the project approach and have an opportunity to meet each team member in person.

Once a "most qualified" GC/CM is selected, the District and OAC will meet the project team during the design and construction phases and partake in interim reviews of the design, costs, and schedule to verify the owners' expectations and goals of the completed project are being achieved.

Document Control:

NKSD will utilize OAC's web-based document site. OAC1 is a web-based 24/7 software, based on Smartsheet, that allows project users with internet access to upload, download, modify and transmit electronic documents quickly and easily in all phases of the project. OAC will tailor the project's site to fit the project needs based upon the project team's communications plan and matrix. Standard workflows and security access controls will be established for efficient and effective collaborative interaction.

Budget/Cost Control:

NKSD and OAC have met to align project budget, develop a work breakdown structure (WBS) and reporting requirements on the project budget that meet the Accounting Manual for Public School Districts in the State of Washington (The Accounting Manual) and OSPI School Facilities claims reimbursement requirements. OAC will support the management and tracking of the project finances and analysis of cost estimates against the approved baseline budget on a regular basis.

Financial reporting will be provided by Cynthia Balzarini of OAC to the District's Accounts Payable personnel. Cynthia will meet with the finance department to reconcile costs every two weeks or as desired by the District. These reports will be tailored for use by the Superintendent in OAC presentations to the Board of Directors, as needed.

AIA A133 (Owner - GCCM) and B103 (Owner – Designer) agreements require reconciliation of estimates in schematic, design development and construction document phases. OAC will lead the estimate reconciliation process and document the budget record of negotiations.

NKSD Leadership will approve the design documents and budgets in each phase of the design prior to authorizing proceeding to the next phase of design or bidding. OAC, Bassetti and the GC/CM will closely evaluate post MACC negotiations during construction to evaluate appropriate use and approval of the GC/CM or Owner contingencies. The District will maintain its own project contingency and owner's management reserve to address any owner driven scope changes or unforeseen conditions.

Schedule:

The desired project milestone schedule, and OAC's refined Division 1 scheduling specifications, will be provided in the GC/CM RFQ documents. The scheduling specifications align with the AIA A133 and A201 contract documents. Monthly updates of the project master milestone schedules during preconstruction, design, subcontractor buyout, and subsequent construction and occupancy phases are required and standard processes and procedures.

The successful GC/CM will work with the design team and owner to produce a very detailed project schedule accounting for permitting, design, bidding and construction, closeout, and warranty. Weekly look ahead schedules will be delivered along with monthly construction schedule reports/updates for each pay application. Cynthia of OAC will review the GC/CM construction progress schedule with the OAC team and provide analysis and comments on the submitted baseline and actual schedule.

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

The District intends to follow a three-step, qualifications based, GC/CM procurement process as outlined below:

- Following PRC approval, the Request for Qualifications (RFQ) will be issued and will include a draft GC/CM Preconstruction Agreement and outline of RFQ response requirements and evaluation criteria pursuant to Washington law.
- Statements of Qualifications (SOQ) received in response to the RFQ will be reviewed and scored by the selection committee based upon the criteria outlined in the RFQ to determine a shortlist of finalist teams. The SOQ's will specifically include the finalists' inclusion plans for soliciting small, disadvantaged and OMWBE certified businesses and their historical results compared against goals. Two to four GC/CM teams will be shortlisted for interview.
- Shortlisted GC/CM teams will be interviewed and asked to demonstrate one of their active jobsites to the selection committee. Due to the nature of this work with occupied facilities, observation of site conditions and safety management of the shortlisted GC/CM's will be paramount in the interview scoring.
- Shortlisted finalists will be invited to respond to a Request for Proposal (RFP) following the interview, which will include the team's proposed fee percentage and preconstruction services. Evaluation criteria for the Proposal components will be outlined in the RFP.
- Selection of the successful GC/CM will be based upon combined scoring of their SOQ, Interview and Site Visit, and Proposal per the criteria outlined in the RFQ and RFP.
- The Finalist with the highest combined score will enter contract negotiations with North Kitsap School District.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.

NKSD has engaged Graehm Wallace, Perkins Coie, LLP to provide GC/CM and construction contract legal services for the project. Graehm will prepare drafts of the AIA A133 (Agreement) and A201 (General Conditions) documents and provide them to NKSD and OAC. The draft documents will be provided in the RFQ to proposers for review and NKSD and OAC will provide answers to questions during the GC/CM procurement phase. Revisions to the documents, if needed, will be done prior to a request for final fee proposals to reflect input from shortlisted firms and best practices used on previous GCCM projects using the same contract documents.

Perkins Coie will also draft the agreement between NKSD and Bassetti to ensure the designers contract is built around the RCW 39.10 GC/CM language.

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?

Both Luis and Jim with North Kitsap School District have communicated with Seattle Public Schools and Central Kitsap School District Capital Projects staff to understand the organizational alignment and administrative time needed to manage an alternative delivery project, specifically GC/CM.

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

Both Luis and Jim have registered for the AGC GC/CM Workshop, and Jim is an Associate DBIA, providing further alternative delivery training including best practices in collaborative delivery methods. Additionally, OAC provided a dedicated training session to NKSD on alternative delivery.

- 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.?

We have had discussions with Graehm Wallace, Perkins Coie, OAC, Barker Creek and Bassetti Architects regarding contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.

- b) How does your organization ensure that knowledge is passed down to your staff and project team?
- NKSD staff will develop formalized documents and processes that capture the GC/CM process for future use and staff.

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

Both Luis and Jim have read through the CPARB GC/CM Best Practices Manual, and have discussed with OAC in dedicated training sessions.

- 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?

Working closely with the GC/CM, Jim will monitor and oversee the Subcontractor Bid Packaging, with support from OAC. Jim is fully dedicated to managing this project and will have adequate time allocated to provide necessary oversight.

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 Attachment 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 Attachment 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.

None

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 is committed to diverse business practices. Outreach efforts will include, at minimum:

Owner Outreach: An outreach plan will be developed with project stakeholders to inform, advertise, and promote the project to the local communities within the Kitsap Peninsula. MWBE participation goals will be a topic of discussion as well as general information for the community.

Throughout the project, outreach events will be planned to continually promote the project and potential opportunities for employment. Once selected the GC/CM will become part of this vital outreach plan. The following outlines NKSD's goals for the 2024 capital levy program:

- Local to Kitsap Peninsula: 15-20%
- Woman-Owned: 5-10%
- Minority-Owned: 5-10%

GC/CM Selection Criteria: As an element to be scored in the SOQ, GC/CM teams will be asked to describe their approach to best facilitate MWBE subcontractor participation as well as their past performance with such participation.

GC/CM Outreach Plan: During the design phases of the project, the selected GC/CM will be asked to provide a project specific outreach plan with special attention to providing opportunities to MWBE and local subcontractors. The GC/CM will be required to consider MWBE participation in the organization of their subcontract packages, including proving a procurement plan indicating procurement approach for each subcontract package and an identified participation target. This plan will require the District's approval prior to implementation. The plan will also be required to outline outreach strategies, including but not limited to training, mentoring, and public meetings designed to enhance interest and emphasize the encouragement for small, local, minority and women owned business participation.

OAC will investigate if there are state certified MWBE firms in Kitsap and surrounding counties to target engagement early in the procurement plan.

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.

Not Applicable

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:  Mike Merlino (Apr 17, 2025 14:58 PDT)

Name *(please print)*: Mike Merlino *(public body personnel)*

Title: Assistant Supt Business Finance and Operations

Date: 04/17/2025

Attachment A (Experience and Roles on Previous GC/CM Projects)

Name	Affiliation/Role (Exp in section 6.3)	Projects	Construction Budget	Procurement Type	Pre-Design Role	Design Role	Construction Role
Jeff Jurgensen	OAC Services, Principal In Charge						
		Almira School District Replacement	\$30M	PDB	PIC		
		Central Valley School District (6 GC/CM projects)	\$180M	GC/CM	PM	PM	PM
		Washington State University Visitors Center	\$2M	DB	DB Advisor	DB Advisor	DB Advisor
		Washington State University Northside Residence Hall	\$33M	DB	DB Advisor	DB Advisor	DB Advisor
		Pascal Sherman Indian School	\$16.5M	DB	PM	PM	PM
		City of Liberty Lake Town Square	\$12M	DB	PM	PM	PM
		Nelson Service Center	\$15M	DB	PM	PM	PM
		Spokane International Airport DB Parking Garage	\$15M	DB	PM	PM	PM
		Ellensburg School District – Lincoln Elementary School	\$20.0M	PDB	PIC	PIC	PIC
		Central Valley School District – Horizon Middle School	\$28.0M	GC/CM	PIC	PIC	PIC
		Central Valley School District – Evergreen Middle School	\$34.5M	GC/CM	PIC	PIC	PIC
		Central Valley School District – North Pines Middle School	\$29.5M	GC/CM	PIC	PIC	PIC
		Ellensburg School District – Lincoln Elementary School	\$26.5M	PDB	PIC	PIC	PIC
		Ellensburg SD Ida Nason Elementary School	\$33.0 M	GC/CM	PIC	PIC	PIC
		Ellensburg SD Mt Stuart Elementary School	\$28.0 M	GC/CM	PIC	PIC	PIC

David McBride	OAC Project Management Advisor						
		Bremerton SD Armin Jahr Elementary School	\$69.3 M	PDB	Program Manager	Program Manager	Program Manager
		Bremerton SD View Ridge Elementary Arts Academy	\$58.7 M	PDB	Program Manager	Program Manager	Program Manager
		Bremerton SD District-Wide HVAC Upgrades	\$15.7 M	GC/CM	Program Manager	Program Manager	Program Manager
		Bremerton SD Consolidated Facilities	\$23.5 M	PDB	Program Manager	Program Manager	Program Manager
		Centralia SD Centralia High School	\$55.6 M	GC/CM	Program Manager	Program Manager	Program Manager
		Centralia SD Fords Prairie Elementary School	\$27.3 M	GC/CM	Program Manager	Program Manager	Program Manager
		Centralia SD Jefferson-Lincoln Elementary School	\$27.3 M	GC/CM	Program Manager	Program Manager	Program Manager
		Tahoma SD Tahoma High School	\$156 M	GC/CM	N/A	N/A	Project Manager
		Tahoma SD Lake Wilderness ES	\$40.8 M	GC/CM	N/A	Project Manager	Project Manager
		Tahoma SD Shadow Lake ES	\$3.9 M	GC/CM	Project Manager	Project Manager	Project Manager
		Clover Park SD Evergreen Elementary	\$46.5 M	GC/CM	N/A	N/A	Project Manager
Cynthia Balzarini	OAC Service, Project Controls Manager						
		Bremerton SD Armin Jahr Elementary School	\$69.3 M	PDB	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Bremerton SD View Ridge Elementary Arts Academy	\$58.7 M	PDB	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Bremerton SD District-Wide HVAC Upgrades	\$15.7 M	GC/CM	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Bremerton SD Consolidated Facilities	\$23.5 M	PDB	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Ellensburg SD Lincoln Elementary School	\$26.5M	PDB	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Ellensburg SD Ida Nason Elementary School	\$33.0 M	GC/CM	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Ellensburg SD Mt Stuart Elementary School	\$28.0 M	GC/CM	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Thurston County Courthouse	\$50 M	PDB	Project Controls		

					Manager		
		Snohomish County 911 Emergency Communication Center Facility	\$68.9 M	PDB	N/A	Project Controls Manager	Project Controls Manager
		City of Bothell Fire Station 42 & 45	\$22.8	PDB	N/A	Project Controls Specialist	Project Controls Specialist
		Centralia SD Centralia High School	\$47.1 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist
		Centralia SD Fords Prairie Elementary School	\$21.5 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist
		Centralia SD Jefferson-Lincoln Elementary School	\$22.7 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist
Luis Adan	NKSD Director of Capital Projects						
		1918 Eighth, 36-story commercial office tower	\$145 M	CM at Risk			SPM
		Los Angeles Unified District, Hollywood HS and Helen Bernstein High School and Feeder Schools. Misc. modernization projects	\$20 M	Design-Bid-Build	SPM	SPM	SPM
		Seattle Public Schools BEX III and BEX IV Programs	\$230 M	GC/CM	SPM	SPM	SPM
		Madison Centre, 37-story commercial office tower	\$160 M	CM at Risk	SPM	SPM	SPM
		Centre 425, 16-story commercial office tower	\$96 M	CM at Risk	SPM	SPM	
		Urban Union, 12-story commercial office tower	\$116 M	CM at Risk	SPM	SPM	
		200 Occidental, Weyerhaeuser HQ, 8-story commercial office tower	\$86 M	CM at Risk	SPM	SPM	PIC
		West Edge Tower, 39-story residential tower	\$140 M	CM at Risk	SPM	SPM	SPM
		West Main, 3-tower commercial office development	\$450 M	CM at Risk	SPM	SPM	
		555 108 th Ave NE, 42-story office tower	\$440 M	CM at Risk	SPM	SPM	
		Bellevue Connection					
		Bellevue Connection, adaptive reuse of urban mall into mixed-use office	\$45 M	CM at Risk			PIC
		200 112 th Ave NE, 16-story commercial office tower	\$140 M	CM at Risk		SPM	

		Baker View Industrial Park, 166,490 SF Warehouse	\$35 M	CM at Risk			PIC
		Arlington Air Industrial Park	\$160 M	CM at Risk	PIC	PIC	
		Poulsbo Middle School Addition	\$12 M	Design-Bid-Build			PIC
		Suquamish Elementary School Gym addition	\$4.9M	Design-Bid-Build			PIC
		David Wolfle Elementary School Gym addition	\$4.5 M	Design-Bid-Build			PIC
Jim Luebeck	NKSD Asst. Dir. Ca[Proj/PM						
	NKSD	Poulsbo Middle School Addition	\$12.1M	DBB	N/A	N/A	PM
	NKSD	Suquamish Elementary School Gymnasium	\$3.3M	DBB	N/A	N/A	PM
	NKSD	Wolfle Elementary School Gymnasium	\$4.2M	DBB	N/A	N/A	PM
	Pease & Sons	Pierce County Prosecutors Office	\$2.9M	DBB	N/A	N/A	PM
	Pease & Sons	Bates College Boardroom	\$1.6M	DBB	N/A	N/A	PM
	Pease & Sons	Okanogan School District Modular	\$1.3M	DBB	N/A	N/A	PM
	Pease & Sons	Central Kitsap School District, Kitsap Regional Library Silverdale Branch	\$11M	DBB	N/A	N/A	N/A
	Lease Crutcher Lewis	Seattle Opera Center	\$60M	PDB	PM	PM	PM
	Compass Construction PM	Marina Square, Bremerton	\$130M	PDB	PM	PM	PM
	Pacific Pile & Marine	Swan Lake Reservoir Expansion, Ketchikan, AK	\$9M	DBB	N/A	N/A	PM
	Pacific Pile & Marine	Kodiak City Pier, Kodiak, AK	\$25M	DBB	N/A	N/A	PM
	Pacific Pile & Marine	AKDOT – Kodiak Ferry Terminal	\$18M	DBB	N/A	N/A	PM
	Pacific Pile & Marine	WSDOT/WSF – Coleman Dock Test Pile Program	\$3.5M	DBB	N/A	N/A	PM

Attachment B: North Kitsap School District - Construction History (10 years)

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
1	Poulsbo Middle School Addition	An 18,452 sf, nine classroom addition, with an outdoor learning space. The removal of six portable classrooms. Upgraded security and fire alarm systems campus wide.	Design Bid Build	Jun-23	Jul-24	Jun-23	Jan-25	\$12,142,137	\$12,640,888	Design changes and unforeseen conditions led to additional time and costs, but the contractor's failure to properly sequence work was the main factor for the extended duration.
2	Suquamish Elementary School Gym Addition	A 4,200 sf gymnasium additon, giving the school a dedicated space for PE.	Design Bid Build	Apr-24	Sep-24	Apr-24	Dec-24	\$3,264,752	\$3,329,824	This project had some fairly unique challenges with site logistics, including adequate laydown area. Long lead items, subcontractor availability, and contractor sequencing also contributed to schedule delays.
3	David Wolfe Elementary School Gym Addition	A 4,600 sf gymnasium addition, and a new 3,000 sf ISP playground.	Design Bid Build	Aug-24	Mar-24	Aug-24	Jun-25	\$4,211,844	\$4,353,624	This project is scheduled for completion in early June. The reason for cost overruns are design errors & omissions, minor design changes, and unforeseen conditions. Schedule delays are the result of unforeseen conditions, sequencing issues, procurement problems, and contractor inefficiencies

Attachment C: Preliminary Concepts, Sketches, and Plans

District-Wide Safety, Security, and Equity Improvements Scope of Work:

Safety and Security:

- Security upgrades, including secure entry vestibules, cameras, and fencing at several locations
- Parking and transportation enhancements for safer pick-up and drop-off
- Improved vehicle and pedestrian circulation

Equitable Facilities:

- Hilder Pearson Elementary Gymnasium addition to address inadequate space. This ensures that students have dedicated space for PE classes and a separate common space for student meals and larger gatherings. The addition will be placed to ensure it can be incorporated into future building replacement on the site.
- Suquamish Elementary classroom and student resource addition and system improvements to meet student needs and replace portable classrooms.
- Americans with Disabilities Act (ADA) improvements and site accessibility
- Mechanical, electrical, and plumbing replacements, upgrades, or improvements to extend the life of aging school buildings and ensure that systems are up-to-date, reducing the risk of mechanical failures and other hazards that can endanger students and staff.
- HVAC system updates to improve air quality and temperature control, creating a more comfortable and healthier environment for students and staff.

SITE DEVELOPMENT /

PARKING COUNT: 97 STALLS
PARENT LOOP QUEUE LENGTH: 800 FT

LEGEND

XXXXXXXXXX

EXISTING FENCE

-X-X-

NEW FENCE

PROPERTY LINE

.....

ACCESSIBLE PATH

P

PARKING

M

GATE

Bus

BUS LOOP

Car

PARENT LOOP

HARDSCAPE

PEDESTRIAN PAVING

PAVEMENT

LANDSCAPE

FIELD

DENSE TREES

Lock

SECURE VESTIBULE

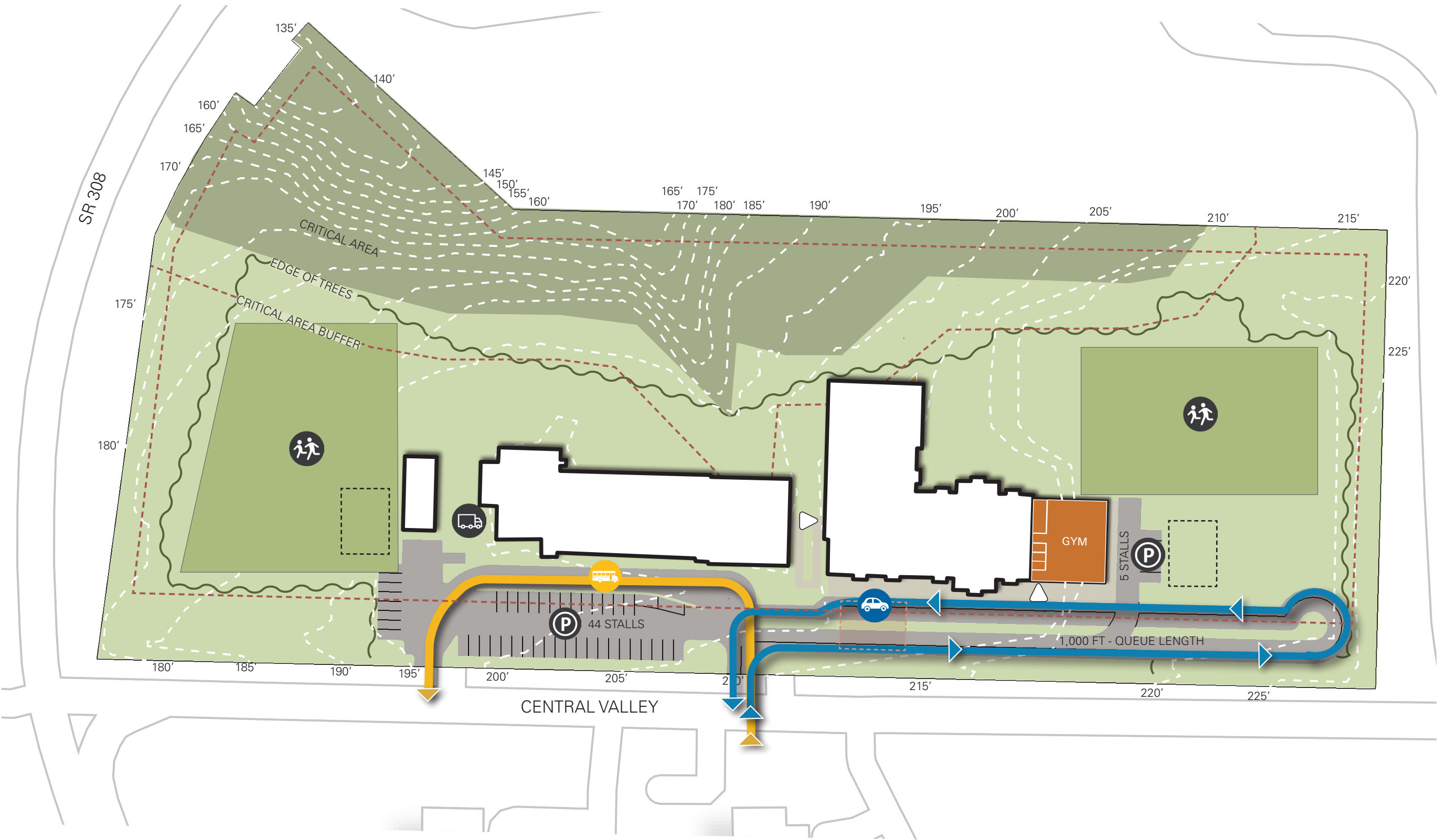
STAIR

The site plan illustrates the layout of David Wolfle Elementary School and its surrounding infrastructure. The school building is a large, irregular white shape with several wings. To the left of the building is a row of smaller white rectangular structures. The site is bounded by a red dashed line representing the property line. A red dashed line also runs along the bottom edge, labeled 'HIGHLAND ROAD NE'. A grey road on the right side is labeled 'NE STATE HWY 104'. The plan includes several parking areas: a central area with 16 stalls, a lower area with 19 stalls, a bottom area with 23 stalls, and a right-side area with 21 stalls and 18 stalls. A blue line with arrows indicates the 'PARENT LOOP' circulation path, which is 800 feet long. A yellow line with arrows indicates the 'BUS LOOP'. A green line with arrows indicates an 'ACCESSIBLE PATH'. A 'SECURE VESTIBULE' is marked with a red lock icon. An 'AMBULANCE PARKING AREA' is designated near the top right. The plan also shows 'EXISTING FENCE' (dotted line), 'NEW FENCE' (line with X's), and 'PROPERTY LINE' (dashed line). Landscaping is indicated by green areas, and hardscape by tan areas. A north arrow and a scale bar (0, 40, 80 feet) are located at the bottom left.

DAVID WOLFLE ELEMENTARY SCHOOL / MARCH 11, 2025

0 40 80'

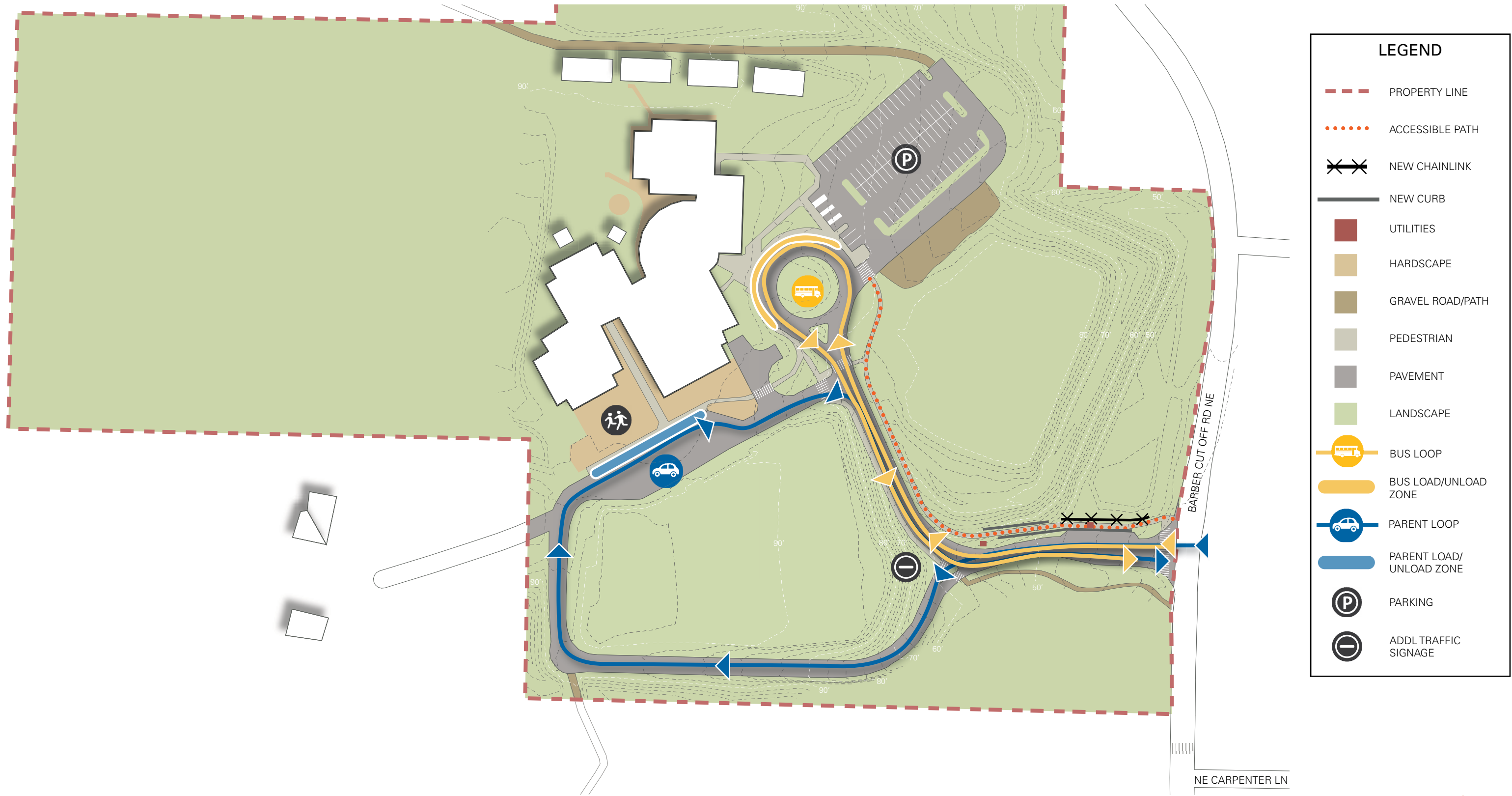
bassetti
architects



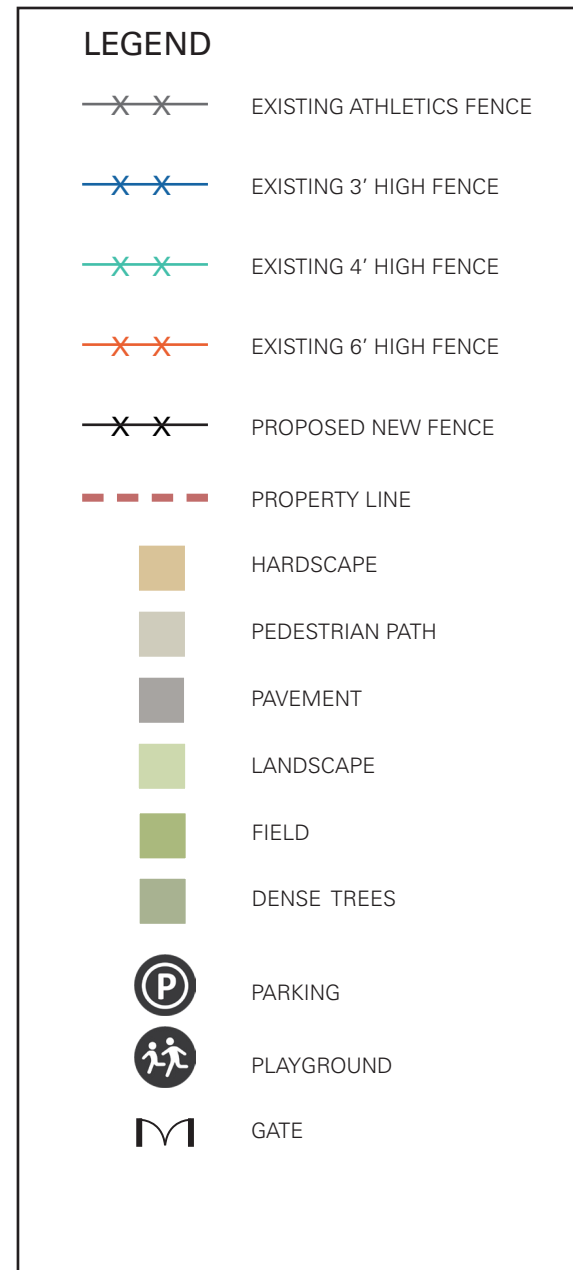
LEGEND

- LEARNING / SPED
- LEARNING SUPPORT
- ATHLETICS
- COMMONS
- MUSIC
- RESOURCES / LIBRARY
- SUPPORT
- BUILDING SUPPORT
- HARDSCAPE
- PEDESTRIAN
- PAVEMENT
- LANDSCAPE
- FIELD
- CRITICAL AREA
- DEMOLISHED BLDG
- BUFFER / SETBACK
- VEHICULAR PARKING
- PLAY AREA
- LOADING
- COVERED PLAY
- CAR DROP OFF
- BUS DROP OFF
- MAIN ENTRANCE





ENTRY AND ADMIN FLOOR PLAN / PROPOSED FENCING



SITE DEVELOPMENT / SITE PLAN

PARKING COUNT: 75 STALLS
PARENT LOOP QUEUE LENGTH: 800 FT

- SUMMARY OF SITE IMPROVEMENTS
- + Improved accessible paths
 - + Secure entry vestibule
 - + Increased parent loop queue
 - + Added fencing and gates
 - + Added stair between Park Blvd NE and the building

LEGEND

SITE WALL

EXISTING FENCE

NEW FENCE

PROPERTY LINE

ACCESSIBLE PATH

GATE

HARDSCAPE

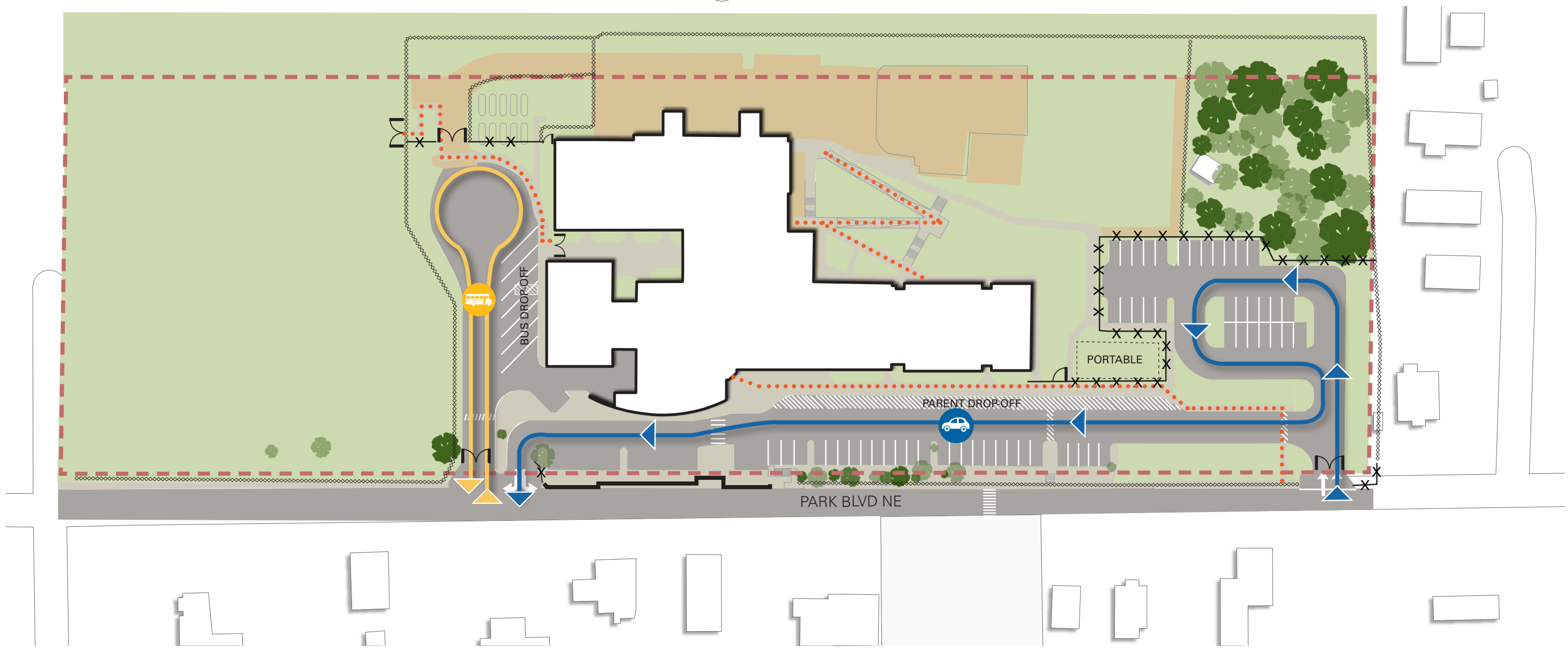
PEDESTRIAN

PAVEMENT

LANDSCAPE

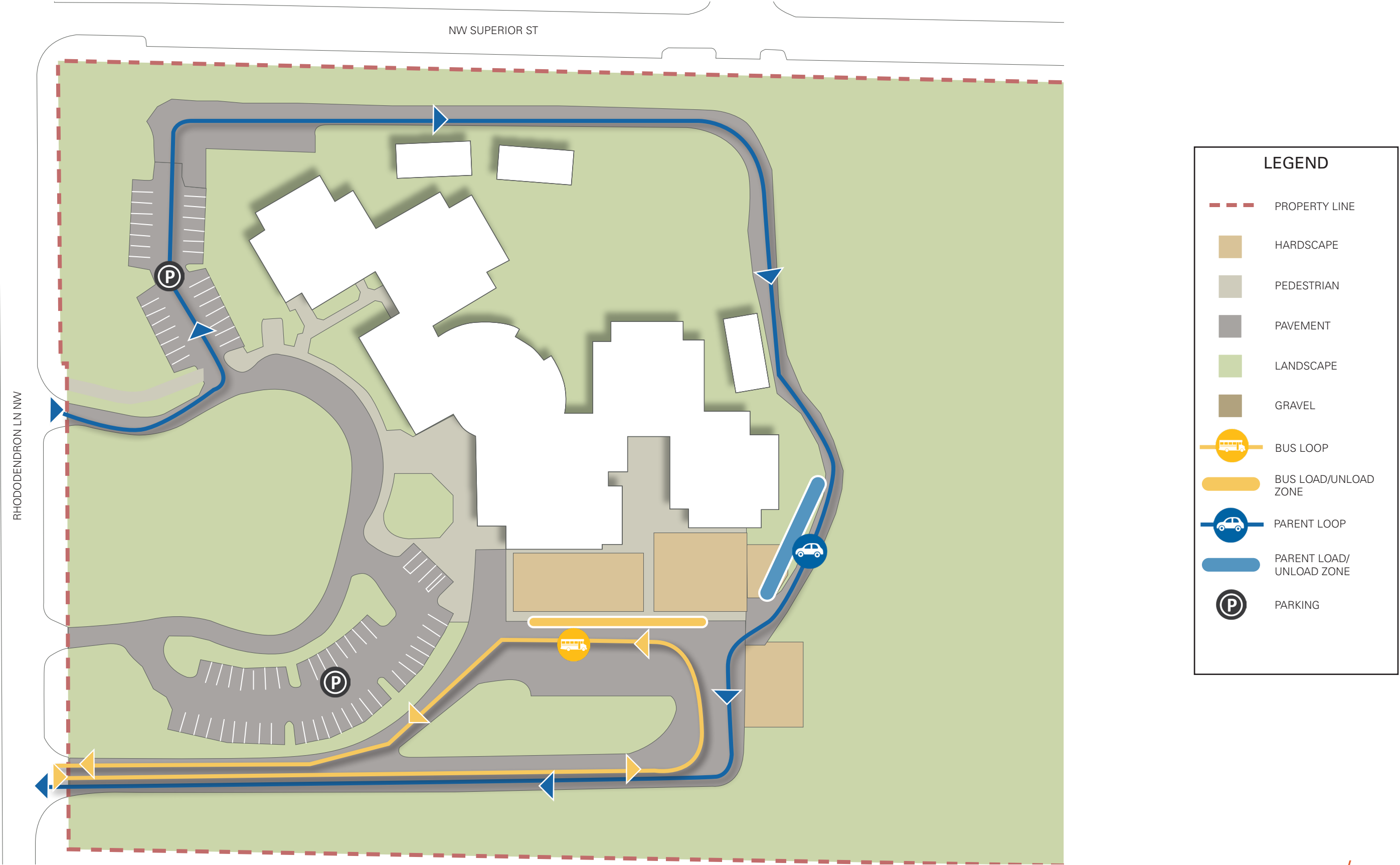
BUS LOOP

PARENT LOOP



SITE DEVELOPMENT / OPTION 1

PARENT LOOP QUEUE LENGTH: +/- 1200 FT



PARENT LOOP QUEUE LENGTH: +/- 650 FT

