HOQUIAM
SCHOOL DISTRICT No. 28

MEANINGFUL RELATIONSHIPS | ENGAGED LEARNERS | ADAPTIVE PATHWAYS | COMMUNITY CONNECTIONS

Mike. A Villarreal Ed. D., **Superintendent**
**Directors:** Don Oliver, President | Tanya Anderson | Chris Eide | Chris Bryson | Mandy O'Hara

August 20, 2025

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

Re: Hoquiam School District New 7-12 Jr/Sr High School

Dear PRC Members,

On behalf of the Hoquiam School District, thank you for considering our application to utilize the General Contractor/Construction Manager (GC/CM) delivery method in accordance with RCW 39.10 for the new 190,511 GSF 7-12 Junior Senior High School Project.

This project represents an incredibly important and thoughtful investment in the future of our students and community. The planned new School project will consolidate our existing middle and high schools into one unified, safe and modern facility, to be constructed on an active, occupied site that presents both opportunities and challenges ahead for our team.

After extensive geotechnical studies and planning, the District was able to validate a viable site location that enables our District to address two significant geological risks while also securing the necessary project funding through the OSPI School Seismic Safety Grant program to make this project possible. Most important, this allows us to move our students and staff out of a potential tsunami inundation zone and into a safe, modern and resilient building. Second, it also locates them away from a steep hillside with known landslide runoff risks. To accomplish this orchestrated relocation, the project will require raising portions of existing on-site grades significantly to elevate the new school facility fully above the modeled tsunami risk, while also maintaining adjacent on site operations of the existing High School. This sitework will require careful planning, geotechnical coordination, and early contractor involvement to ensure that earthwork, staging, and infrastructure are properly sequenced and managed.

Given these complexities, along with the need to maintain safe, continuous school operations during construction, we believe the GC/CM delivery method is the most appropriate approach. It provides the collaborative framework necessary to plan and execute the new school construction efficiently, while prioritizing safety, cost control, and minimal disruption to adjacent on-site learning and nearby neighbors.

To support this work, the District has engaged ESD 112's Construction Services Group (CSG) as our Owner's Representative. Their team brings extensive experience in managing complex GC/CM projects across Washington's K-12 landscape. We've also selected KMB Architects, a skilled and seasoned design partner with a proven track record in delivering high-quality educational facilities within the GC/CM framework, and in the Hoquiam School District.

With a strong internal team, experienced partners, and a clear understanding of our responsibilities, we are prepared to move forward with the discipline and collaboration that the GC/CM delivery method demands. We appreciate your time and consideration, and we look forward to presenting our application at the upcoming September 25th, 2025 PRC hearing.

Sincerely,

Dr. Mike A. Villarreal, Superintendent
Hoquiam School District

# Application for Project Approval
# GC/CM Delivery

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

HOQUIAM SCHOOL DISTRICT No 28
**NEW 7-12 JUNIOR SENIOR HIGH SCHOOL**

State of Washington

# PROJECT REVIEW COMMITTEE (PRC)

# GC/CM PROJECT APPLICATION

*To Use the General Contractor/Construction Manager (GC/CM) Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages *(font size 11 or larger)*. Provide no more than six sketches, diagrams or drawings under Question 8.

**Identification of Applicant**

a) Legal name of Public Body (your organization): **Hoquiam School District No.28**

b) Mailing Address: **325 W. Chenault St. Hoquiam, WA 98550**

c) Contact Person Name: **Dr. Mike Villarreal** Title: **Superintendent**

d) Phone Number: **360-538-8200** E-mail: **mvillarreal@hoquiam.net**

**1. Brief Description of Proposed Project**

a) Name of Project: **Hoquiam New 7-12 Junior Senior High School**

b) County of Project Location: **Grays Harbor County**

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

The Hoquiam School District, as funded through the OSPI Seismic Safety Grant Program, is consolidating its aging schools into a safer, modern K-12 campus outside a known tsunami zone. This project includes building a new 190,511 SF 7-12 Junior/Senior High School on portions of the existing high school site at 501 W Emerson Ave, while also keeping the existing HS facility operational until the replacement is completed. Once built, the old high school will be demolished, and the site will be repurposed for site circulation and parking amenities. In the future, as a separate project, a new K-6 Elementary School will also be constructed on campus to complete the replacement of vulnerable facilities.

A primary challenge is constructing the new school safely within a 30+ acre site with poor soils and two known geological hazards: a tsunami inundation zone and historical landslide area. To address this, the new building will be strategically placed atop pre-loaded structural fill at or above 23' above sea level, while utilities, circulation, and site features are all reconfigured for long term safety and durability. This critical work will all occur while the existing High School maintains safe and consistent operations on site. The new High School will provide 21st century learning environments with modern classrooms, labs, arts and athletic spaces, and student support areas, along with improved transportation access and community facilities. Funded by OSPI's Seismic Safety Grant, this project will deliver safe, resilient schools designed to serve Hoquiam students, staff and community for generations to come.

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, Pre-Con, Legal etc.) | **$13.3M** |
| Estimated project construction costs (including construction contingencies): | **$157M** |
| Equipment and furnishing costs | **$8.6 M** |
| Off-site costs (included in construction costs above) | **$0** |
| Contract administration costs (owner, cm etc.) | **$8.6M** |
| Contingencies (design & owner) | **$15.7M** |
| Other related project costs (briefly describe) | **$5.2M** |

(Owner site development services, survey, appraisal, hazmat, transportation, Geo, Archaeological, Wetland/mitigation, SEPA, Permits, CR, VE, Cx, 3rd Party Inspections, Printing, Builder Risk Insurance, Advertising, etc.)

| | |
|---|---|
| Alternative Subcontractor Selection costs | **$0** |
| Sales Tax | **$14M** |
| **Total** | ***$222.4M*** |

### B. *Funding Status*

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

The Hoquiam School District is fortunate to be funded through the OSPI School Seismic Safety Grant Program.

The WA State Legislature passed Substitute Senate Bill 5933, establishing the School Seismic Safety Program to fund grants enabling schools to relocate or reinforce their structures for seismic and tsunami safety.

School Seismic Safety program funding phases for the New School are:

Phase 1 Planning and Investigations (Geotechnical, Survey and existing high school structural evaluations) fully funded by the School Seismic Safety Grant Program. This scope of work was completed in December of 2024.

Phase 2 Junior/Senior High School Conceptual Design (Pre Design, Programming, Schematic Design) awarded in January 2025. Funding awarded in this Phase is $6.8M.

Phase 3 Anticipated to be awarded as early as 2026 (DD, CD & Permitting) immediately following completion of Conceptual/Schematic Design.

Phase 4 Construction funding anticipated to be awarded as early as July 2027.

The Hoquiam School District is working closely with OSPI to evaluate overall funding requirements to confirm the most effective strategy. While the District may pursue local funding options such as a levy or bond if additional resources are needed, there remains strong support through the School Seismic Safety Grant program and OSPI's SCAP program to likely fully fund the project if a levy or bond is unsuccessful.

## 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*

The District previously selected KMB Architects (with their team) as their prime architectural firm through an earlier RFQ process, who has been integral to the onsite investigations, early programming and conceptual planning of the school. Phase I funding of the School Seismic Safety Grant Program enabled the Hoquiam School District to complete over 18 months of site evaluation services including structural and geotechnical investigations (Degenkolb Engineers and Geoengineers INC.), tsunami modeling (HyperNumerics), and survey, topographic & boundary services (LDC + MTN2COAST LLC). A traffic engineer was also procured (under KMB) and will be completing their studies in the Fall of 2025. These professional services were all provided under their selected architect, KMB Architects, as subconsultants to them. Upon PRC approval, the Hoquiam School District will immediately begin solicitation and procurement of a GCCM with their project team as part of early schematic design work.

b) Hiring consultants if not already hired; and

All future consultants will be procured through a formal RFQ Process following RCWs. In the following months, the district has plans to procure archeological & cultural assessment consultants followed by Hazardous Material and Special Inspections services later next year.

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

Construction Services Group (CSG), a program of ESD112, was formally selected through an RFQ process to serve as the District's Program Management and Construction Management team for the Hoquiam School District's Seismic Grant Construction Program including the New 7-12 Junior/Senior High School and future K-6 Elementary School. CSG brings full staffing capacity and expertise in the GC/CM delivery method, having successfully completed fourteen (14) GC/CM delivery projects over the past 30 years.

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

| Project Milestones | Date |
|---|---|
| **Project Review Committee Applications Due** | **August 20, 2025** |
| **Project Review Committee Presentation** | **September 25, 2025** |
| PRC Approval | September 25, 2025 |
| 1st Advertisement for GC/CM | September 30, 2025 |
| 2nd Advertisement for GC/CM | October 7, 2025 |
| **Optional Pre-Submittal Meeting** | **October 16, 2025** |
| **Receive GC/CM SOQs** | **October 23, 2025** |
| Open and Score Submittals | **October 24-31, 2025** |
| Notify GC/CM Short Listed Finalists | October 31, 2025 |
| Interview of GC/CMs Short Listed Finalists | November 19 & 20, 2025 |
| RFFP Issued to GC/CM Finalists (SGC's & Fee) | November 20, 2025 |
| Public Opening of Sealed Proposals (SGC's & Fee) | December 2, 2025 |
| Notify Submitters of Scoring & Most Qualified GC/CM | December 9, 2025 |
| Preconstruction Work Plan Due | January 6, 2026 |
| Approval by School Board of Selected Firm | January 19, 2026 |
| GC/CM Agreement with Pre-Con Services Executed | January 20, 2026 |
| *Begin Programming* | *April 1, 2025* |
| *Begin Schematic Design* | *November, 2025* |
| Begin Design Development | April, 2026 |
| Begin Construction Documents | October, 2026 |
| Consider Construction for Early Site Work | March thru June 2027 |
| Negotiations of MACC/GMP | July, 2027 |
| School Board Approval of MACC/GMP | August, 2027 |
| Anticipated Substantial Completion | August, 2029 |
| Anticipated Final Building and Site Completion | December, 2029 |

**4. Why the GC/CM Contracting Procedure is Appropriate for this Project**

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The Hoquiam School District is located in Grays Harbor County near the Chehalis River, Pacific Ocean and adjacent to Grays Harbor. The new 7-12 Junior/Senior High School will be built directly adjacent to (and over portions) the existing High School, which must remain operational until the replacement is completed.

The project also faces two significant natural hazard risks that heighten its complexity:

1. Large portions of the lower site are within a mapped and carefully studied tsunami inundation zone with known poor soils.
2. The northern boundary of the site also sits below a steep hillside with a documented landslide runoff history.

To address these hazards, the new facility will need to be constructed on engineered structural fill elevated above 23 feet above sea level, placing it outside the inundation zone. This requires extensive importing, placement, and preloading of fill, along with ground improvements and settlement monitoring before vertical construction can begin. Such work will demand contractor expertise early in design to properly sequence activities, evaluate constructability between multiple soil amendment strategies, and help develop cost effective solutions to mitigate those risks.

Delivering a project on an occupied site with limited laydown space presents substantial scheduling, safety, and logistical challenges that cannot be as effectively managed through traditional design-bid-build delivery. The GC/CM method is essential for early contractor involvement, proactive risk management, and the ability to phase construction safely while efficiently maintaining uninterrupted school operations.

Complex phasing, active coordination, and continuous communication between the District, Architect, and Contractor will be crucial with the following pre-identified phases:

Phase I

Demolition of the existing gymnasium, which houses the heating system and utilities for the current high school. This must be carefully sequenced to maintain heating and essential services to occupied buildings while also maintaining HS operations.

Phase II

Import and placement of structural fill, ground improvements, and preloading of the new building pad with potential for multiple soil amendment strategies.

Phase III

Construction of the new 190,511 SF Junior/Senior High School while the existing facility remains operational, will require full time safe access for students, staff, and traffic alongside active construction. Partial demolition of portions of existing facilities to construct the School Building may also be required with increased coordination and risk management.

Phase IV

Demolition of the existing high school and completion of site amenities, including parking, circulation, and road access.

We strongly believe these conditions make the project an ideal candidate for GC/CM delivery under RCW 39.10. The multiple hazards, site constraints, and operational demands require early contractor involvement to manage risks, provide cost and constructability input during design, and coordinate phasing for safety and efficiency. GC/CM allows the District to partner with an experienced contractor to collaboratively pre-plan solutions, control costs, and reduce schedule delays while maximizing value for its taxpayers.

This project is not simply new construction, it is a highly complex, hazard mitigation effort on a constrained, fully occupied site. Without GC/CM, the District could face significant risks to safety, schedule, and budget. With GC/CM, those risks can be proactively managed, ensuring the successful delivery of a safe, resilient, and modern learning environment for the students, staff and community in Hoquiam.

- 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.*

  Infrastructure

  The new 7-12 Junior Senior High School will be constructed immediately adjacent to the existing high school, which must remain fully operational throughout the project. Portions of the current site's utilities and primary heating supply are located within the planned footprint of the new facility. Demolition of the existing gymnasium and associated infrastructure will require careful consideration and phased execution. Early involvement of a GC/CM will be essential to coordinate and implement temporary utility solutions that ensure uninterrupted service that maintains a safe and healthy learning environment on our campus.

  Daily Operations

  Student and staff safety remains the District's top priority. The site currently experiences significant congestion during daily parent and bus drop-off and pick-up periods. Construction activity will further strain access due to equipment movement, material deliveries, and the loss of onsite parking. Without a proactive and coordinated approach, these conflicts could severely impact and disrupt school operations. Partnering with a GC/CM will allow the District to collaboratively develop a site logistics and phasing plan that prioritizes safety, maintains essential operations, and minimizes impacts to both construction progress and daily school functions.

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

  Complex scheduling and logistics on our occupied site requiring extensive amounts of structural fill to be imported across large, occupied portions with noted demolition and new construction must be coordinated and planned for between multiple disciplines and entities.

  The involvement of the GC/CM during design will be essential in managing these risks with early and consistent coordination between the GC/CM, the District and Design Team, local municipalities, and neighboring residents to help minimize disruptions and ensure public safety.

  By having that early participation in design, the GC/CM will provide critical constructability feedback helping to strengthen the implementation of key building systems, especially those related to subgrade and site infrastructure.

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

  As noted above, this project involves complex, phased construction on an active high school campus. Successfully executing the work while maintaining continuous on-site utility services and safe accessible routes for students and staff will require early and detailed logistical planning, coordination, and execution beginning in design.

  Construction will include the redevelopment of critical utilities with potential impacts not only to the existing High School but also to the surrounding neighborhood.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

  The buildings and site do not have any historical designation.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

  The project will not utilize the heavy civil contracting option.

**5. Public Benefit**

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

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

  Enhanced Safety During Construction on an Occupied Site

  Given the new school is being constructed on a highly active campus surrounded by housing, student and staff public safety is paramount. The GC/CM contracting method allows the construction team to be involved early in the design phase, enabling detailed phasing plans, safe site access strategies, and operational continuity during construction. This reduces the risk of accidents, unplanned shutdowns, and disruptions to learning by providing a safer environment for our students, staff, and local community.

  Informed and Cost Effective Risk Management

  The project includes significant geotechnical challenges including raising site grades out of the tsunami inundation zone and managing stormwater and stability near a known landslide runoff risk zone. Early contractor involvement through GC/CM means that logistical planning, constructability reviews, and accurate cost modeling can happen before construction begins. This reduces potential change orders, delays, and cost overruns on a major public project. We believe this is ultimately mitigating risk and saving public dollars by ensuring that every decision is made with hyper increased awareness of risk and cost.

  Budget Control through Open Book Collaboration

  With the GC/CM model operating under an open book, negotiated guaranteed maximum price (GMP) structure, this adds transparency and ultimate accountability to the financial process. The public benefits from increased visibility into the pricing, competitive bidding of subcontractor packages, and shared responsibility between the District, Contractor, and Architect for controlling costs.

  Increased Value Through Early Innovation

  By having the General Contractor engaged during design, it provides increased opportunities to explore material efficiencies (including locally sourced), schedule accelerations, and potential to tap into local work forces or manufacturers. These innovations can significantly improve value to the taxpayers and lead to longer-term operational savings for the District.

  Public Confidence Through Transparency and Accountability

  Ultimately, the GC/CM process, as governed by RCW 39.10, demands strong contractor qualifications, detailed project oversight, and collaboration every step of the way. Additionally, the involvement of our third-party Owner's Representative (CSG) and a qualified GC/CM ensures that the public's interests are protected throughout the project lifecycle.

- 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.

  Utilizing a traditional Design Bid Build (DBB) delivery method for this project would not afford the appropriate or adequate opportunity for a Contractor to plan and bid a complex project of this nature on a highly active occupied site. A project of this nature will require early engagement and collaboration between Design and Construction with a continuous feedback loop throughout its life. Given the complexities of the required construction phases including on site phased demolition, and the progressive site work on an occupied site, implementing a logistical framework to execute the design through a prescribed constructability lens will be paramount. DBB simply does not afford this opportunity. Utilizing the GC/CM method will provide that opportunity and ultimately enable reduced disruptions, increased safety, and greater cost predictability for the project.

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

  N/A

**6. Public Body Qualifications**

Please provide:

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

  The Hoquiam School District has assembled an experienced team to support the successful implementation of the GC/CM delivery method. ESD 112's Construction Services Group (CSG) will provide GC/CM program management and PM/CM services for the duration of the project. In addition, the District has retained Perkins Coie as its construction legal counsel and KMB Architects as the lead for their design team. Each of these partners brings extensive experience in GC/CM projects.

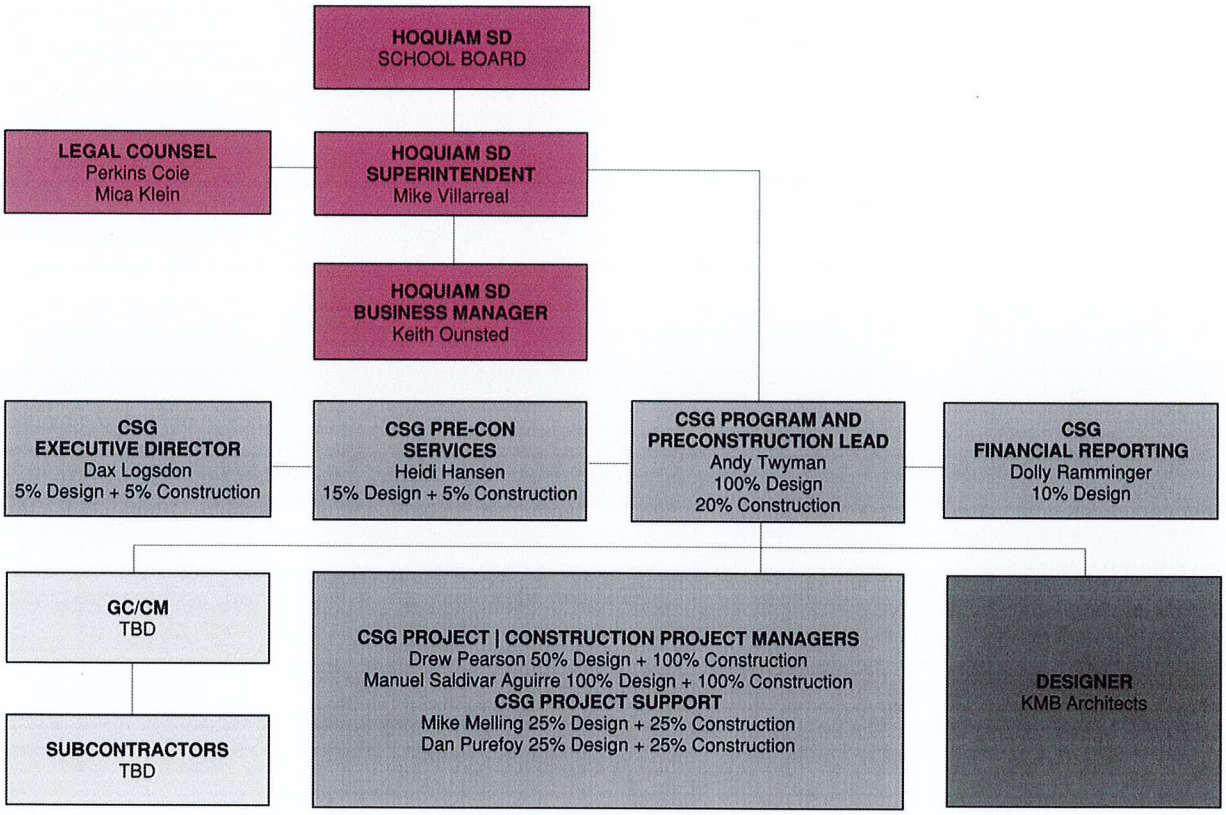
  CSG's proposed team includes professionals who have managed numerous GC/CM projects throughout Washington State. Perkins and Coie has a long-standing history of supporting public agencies with legal contract related services specific to the GC/CM delivery method. KMB adds significant experience in the design of complex educational facilities including successful projects delivered under the GC/CM method.

  Having successfully partnered on previous projects together; the Team's combined experience will be especially valuable given the unique challenges of this project including the extensive site development and the need to phase construction.

  Our District is confident that with the collective expertise of CSG, Perkins Coie, and KMB, that it has the right team in place to deliver this GC/CM project successfully, with the transparency, accountability, and collaboration that the delivery method requires.

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

## Project Organizational Chart
Management Plan




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

HOQUIAM SCHOOL DISTRICT

**Dr. Mike Villarreal, Superintendent of Hoquiam School District**
30+ years of experience in the State of Washington and serving as Superintendent of Hoquiam since 2017. A visionary and collaborative leader, he has successfully overseen district operations, strategic planning, and major initiatives in curriculum, equity, and school improvement. In Hoquiam, Villarreal has been directly involved in the Elementary School remodel (Lincoln) roof replacements (High School and Emerson Elementary) utilizing traditional DBB delivery. Prior to Hoquiam, Villarreal worked in the Othello School District where all (7) buildings underwent major modernizations and retrofitting over a ten-year span with the culminating project of a new elementary school.

Recent Alternative Public Works, GC/CM's Alternative Delivery Advisor Services include:
GC/CM Othello SD, Lutacaga Elementary School Modernization and Addition $15M opened in 2010
GC/CM Othello SD, McFarland Jr High School Modernization and Addition $16M opened in 2011

**Keith Ounsted, Business Manager of Hoquiam School District**
4 years of experience in the State of Washington leading fiscal responsibilities for the Hoquiam School District. In Hoquiam, Keith has been directly involved in the Elementary School remodel (Lincoln) roof replacements (High School and Emerson Elementary) utilizing traditional DBB delivery.

EDUCATIONAL SERVICE DISTRICT 112 – CONSTRUCTION SERVICES GROUP (CSG)

**Andy Twyman, VMA, Associate Director of CSG/ESD 112**
22+ years of experience in Design and Construction Management, including 6 dedicated to K12 providing pre-construction, master planning, and project management services for projects of various scale and complexity. He began his career in Architecture serving as a Project Manager for complex Healthcare projects located throughout Oregon and Hawaii prior to joining CSG. Andy recently assisted the Kelso School District in completing their $154M Bond Program that included (2) GC/CM projects, (4) major modernizations, and multiple smaller capital projects across the District. In addition to assisting the Hoquiam School District with their Seismic Grant Program, over the past three years, Andy has also been the Lead Program Director for the Seismic Grant Programs for the Taholah, North Beach, and Aberdeen School districts. Andy has strong partner driven and established working relationships with various local County and State officials and is also a Value Methodology Associate.

Recent Alternative Public Works, GC/CM PM for the following:
GC/CM Kelso SD, Lexington Elementary School, $42M opened in 2021
GC/CM Kelso SD, Wallace Elementary School, $28M opened in 2021
GC/CM Fife PS, New Elementary School $77.5M opened in 2022
GC/CM Fife PS, Surprise Lake Middle School $62.9M opened in 2021

**Dolly Ramminger, Associate Director Construction Operations and Projects of CSG/ESD 112**
With over 30 years of construction industry experience in program management, project management, cost management, quality management, contract management, accounting, document control and project set-up and human resource management.

**Dax Logston, Executive Director of CSG/ESD 112**
Dax Logsdon has over twenty-five years dedicated to CSG owner-based construction management and planning for school projects exceeding $700 million dollars in school construction projects. This experience in managing various school renovations and additions as well as his general contracting perspective brings immense value to every project owner. He is an important liaison with various State, County, and Federal officials.

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

**Heidi Hansen, Associate Director of CSG/ESD 112**

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

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

**Drew Pearson, Project Manager of CSG/ESD 112**
Over 6+ years of K12 Design and Construction Management experience, most recently he has been a lead Project Manager in the School Districts of Taholah, North Beach, Aberdeen, Pe Ell and Boistfort. Drew is well qualified to lead a project from pre-design thru construction.

Recent Alternative Public Works, GC/CM, CM for the following:
GC/CM Kelso SD, Lexington Elementary School, $42M opened in 2021
GC/CM Kelso SD, Wallace Elementary School, $28M opened in 2021

**Manuel Saldivar Aguirre, Project Manager of CSG/ESD 112**
10+ years of combined experience in Design and Construction Management. Prior to joining CSG he began his career in Architecture designing complex healthcare and public works projects followed by K12 Construction Management with a General Contractor. Manny brings strong attention to details and meticulous coordination between disciplines as a known strong collaborator.

Recent Alternative Public Works, CM/GC (Oregon), CM for the following:
Canby School District, Philander Lee Elemenary School Modernization, $8M opened in 2023
Portland School District, Oliver Middle School, $8M opened in 2022
Oregon City and Engineering and Operations Center, $12M opened 2021

**Mike Melling, Associate Director of CSG/ESD 112**
Mike Melling provides guidance to the project construction management team and is recognized as a leader with an innate ability to succeed with over 15 years of experience in Project and Construction management.

Recent Alternative Public Works, GC/CM's PM for the following:
GC/CM Richland SD, Fran Rish Stadium and Track Renovation $14M 2017 Bond Program

**Dan Purefoy, Senior Project Manager of CSG/ESD 112**
Dan Purefoy has 20 years' experience in construction and capital project management with the last 15 years spent managing K-12 projects in Eastern WA. Dan is qualified to manage all phases of the project from initial project planning through design and construction.

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

KMB ARCHITECTS
**James Hill, AIA, Principal-in-Charge for KMB architects**
KMB Partner and President, James Hill, brings 20 years of architectural and education design experience. James leads the educational sector at KMB and has worked with numerous school districts including Morton, Chehalis, Centralia, Franklin Pierce, Tacoma, Tumwater, and White River School District.

Recent Alternative Public Works, GC/CM's PIC for the Following:
TVW Office and Studio Expansion, $43,500,000, GC/CM – Korsmo Construction, Currently in design and expected to open in 2027
SPSCC Lacey Building 2&3 Renovation, $6,000,000, GC/CM – Forma Construction, Open - 2019
Nisqually Indian Tribe – Elder's Center, $13,600,000, GC/CM – Korsmo Construction, Open - 2024

**Bob Lindstrom, AIA, Assoc. DBIA, OSPI BCA, Project Manager for KMB architects**
Bob brings more than 25 years of experience as a K-12 architect and project manager. His experience includes over 50 new, replacement or modernized schools, including a number of challenging seismic retrofits. In addition to his design experience, Bob brings an intricate understanding of OSPI's funding process and has served on the School Seismic Safety Committee since 2022.

Recent Alternative Public Works, GC/CM's PIC for the Following:
Auburn – Olympic Middle School, $57,800,000, GC/CM – Absher Construction, Open - 2018
Aubern – Lea Hill Elementary School, $45,000,000, GC/CM – Absher Construction, Open - 2021
Aubern – Bowman Creek Elementary School, $38,000,000, GC/CM – Absher Construction, Open - 2019
Aubern – Willow Crest Elementary School, $44,000,000, GC/CM – Absher Construction, Open - 2020

- Provide the ***experience and role on previous GC/CM projects delivered*** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*

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

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

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

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

  Our Project Management Team is not interim. Construction Services Group (CSG) was selected for PM/CM services in 2024 thru an RFQ process. CSG is currently under contract with the District and will serve as the owner representative for design and construction management on this project and our school seismic safety grant program through its duration.

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

  Specific construction experience for each of the proposed staff members and consultants is described in each of the biographies above.

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

  The District maintains a strong internal control structure guided by clear roles, responsibilities, and a checks-and-balances approach. Controls fall into two primary categories: organizational controls and financial controls, each designed to ensure accountability and effective oversight throughout the GC/CM project lifecycle.

Organizational Controls

Our District is governed by a five-member elected school board, with each member serving a four-year term. The board is responsible for policy oversight and approval of major financial and contractual decisions. The Superintendent, Mike Villareal reports directly to the board and leads a team of experienced financial and operational professionals responsible for day-to-day district management.

For this capital project, Superintendent Villarreal and Mr. Ounsted provide daily leadership in collaboration with the District's contracted Owner's Representative, Construction Services Group (CSG). The Superintendent is empowered with full authority to make timely decisions that support the dynamic needs of the GC/CM delivery method.

CSG supplies a comprehensive team including a program executive, preconstruction and construction leads, and financial specialists. This team works closely with the District to guide the project through all phases from planning and procurement to construction and closeout.

Professional consultants have been and will continue to be selected through a competitive RFQ process, with emphasis on experience in educational facility design and GC/CM delivery. To provide specialized support in legal and procurement matters, the District has engaged Ms. Mica Klein of Perkins Coie, a highly regarded construction attorney with extensive GC/CM experience. Ms. Klein ensures ongoing compliance with RCW 39.10 and supports contract development and negotiation.

To ensure clarity in roles and deliverables, CSG maintains a master responsibilities matrix that tracks all consultants, contractor, and internal obligations. This tool provides real-time accountability throughout the project's lifecycle, from procurement through warranty.

Financial Controls

The District enforces strong fiscal discipline through a layered signature and expenditure approval process. Only the Superintendent holds signature authority for capital expenditures related to this project.

All purchase orders regardless of amount are paid post-approval by the School Board. Additionally, any contract amount over $150,000 to a single vendor or contractor requires prior approval by the School Board. This policy ensures timely procurement while maintaining public transparency and financial control. Additionally, all expenditures are reviewed by the School Board monthly. These reviews include presentation of audited income statements when applicable, enabling continuous oversight and alignment with approved funding strategies.

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

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

> "CSG's preliminary analysis of the project has identified specific components which create challenging building and site development issues. For many projects the traditional project delivery method of hiring an architect, designing a school, and then introducing it to the construction community by advertising it for bid is appropriate. Awarding work to the lowest responsive and responsible contractor, with an excellent set of construction documents, on what may be considered a simpler site with limited building and site development constraints is the traditional, preferred project delivery method.
>
> With traditional 'design-bid-build' projects – especially on limited, atypical, or difficult-to-develop sites – waiting for contractor involvement until bid day is often too late. The owner

and design team usually do not have any contractor input on construction means and methods until the construction documents are complete and the project is ready to begin construction. Since alternative contracting methods are available to public agencies in the state of Washington, CSG supports the opportunity for school districts to solicit approval for the use of an alternative project delivery process.

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

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

The discussion in this policy is focused on the consideration of GC/CM in lieu of Traditional Design-Bid-Build. A similar analysis was considered for the Hoquiam 7-12 School when considering Design-Bid-Build, GC/CM, or PDB delivery methods.

Following PRC approval, the District will adhere to RCW 39.10.360 in selecting the most qualified GC/CM for the project. After appropriate advertisements, our formal selection committee will then score written proposals, conduct interviews and evaluate final fee proposals before final selection.

- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.

  The District has engaged Perkins Coie to prepare GC/CM contract terms, ensuring full compliance with RCW 39.10. Perkins Coie is one of Washington States leading construction law firms and brings extensive GC/CM expertise to the team. Standard agreements, including AIA-133, AIA-201, and a Cost Responsibilities Matrix, will be used to align with CSG's recommended best practices. This approach provides clear and upfront expectations thru transparency, and open communication while supporting early relationship building for effective project delivery.

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?

      In coordination with our Architect and CSG, we have actively engaged with other public owners to further develop our understanding, organizational alignment and administrative practices required to successfully manage a GC/CM project. This has included site visits and in-depth discussions with Districts such as Central Kitsap, Kelso, and Ocean Beach, each of whom have recently completed or undertaken GC/CM projects. Through these interactions, we were able to observe their projects and processes firsthand, discuss lessons learned, and gain valuable insights into both the opportunities and challenges of the delivery method.

      These peer exchanges provided us not only with practical knowledge of contract administration and project management, but also with perspectives on best practices for collaboration between owners, architects, and contractors. This direct exposure has better prepared our staff to anticipate potential issues, begin to develop strategies, and adopt proven approaches that foster accountability, transparency, and teamwork.

By combining these lessons with the guidance of our Architect and CSG, we continue to strengthen our readiness to manage this project under GC/CM, ensuring that we are aligned with industry standards and well equipped to steward the process from procurement through project delivery.

Through these interactions and in working closely with our consultant team, we understand this approach requires:

- Dedicated Time and Administrative Resources to manage a GC/CM project
- Clearly defined roles and responsibilities to support the project and delivery method
- Organizational alignment to support the GC/CM delivery.
- Focused collaboration thru strong communication and documentation.

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

Our District and project team is scheduled to participate in an AGC led GC/CM Workshop in the coming weeks to further expand our knowledge base. Additionally, we continue to develop our understanding of the GC/CM delivery method and processes thru discussions and review of the "CPARB General Contractor Construction Manager Best Practices Manual" with KMB, CSG, and Perkins and Coie.

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.?

Our District has traditionally delivered capital projects through the Design-Bid-Build method. While that approach has produced successful projects, it has also carried limitations, including low bid environments that increase risks related to quality control, contract disputes, and change management, often discouraging true collaboration. As the District transitions to the GC/CM method, we see this project as an opportunity to overcome those frustrations and adopt a more transparent, collaborative, and accountable delivery model to set this project up for true success on additional levels.

To prepare, we have relied on CSG to provide targeted training for our team, covering essential aspects of GC/CM delivery such as:

**Collaborative Preconstruction Practices** emphasizing shared accountability and early involvement of district stakeholders

**Shared Risk Allocation**, **Contract Change Management, and Dispute Resolution** strategies that encourage proactive identification of potential issues, open communication, and partnership to minimize adversarial situations.

Through CSG guidance and training, KMB's insightful building experience, and legal expertise from Perkins Coie, our team has gained a stronger understanding of contract terms, risk allocation, and dispute resolution. These experiences have increased our confidence in managing GC/CM from both a building and financial perspective. At the same time, we recognize that our staff is still developing and will continue to rely heavily on CSG for specialized expertise throughout preconstruction and construction.

Our decision to transition from Design–Bid–Build to GC/CM was ultimately informed by lessons learned from past projects where low bid processes sometimes limited collaboration and contractor accountability. GC/CM offers a structure that fosters joint problem solving, allows for early coordination with utilities and adjacent facilities, and provides flexibility to sequence work safely and efficiently. We are confident that this delivery method will minimize risk, encourage innovation, and ensure that this project delivers maximum value for our students and community.

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

Superintendent Mike Villarreal, Business Manager Keith Ounsted, and Maintenance Director Travis Warren will all continue to be directly involved in the 7-12 Junior Senior High school project throughout its lifespan. These Administrators are actively learning the GCCM delivery method together and will continue to share their experience with the entire administrative team they support and oversee. Weekly administrative meetings occur to ensure active communication within the team. This includes sharing lessons learned and feedback loops with key stakeholders in the District and Community.

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

CSG has provided our team the "CPARB General Contractor Construction Manager Best Practices Manual" We will continue reading this manual and reference it together as a team with both CSG and KMB as we jointly experience each chapter, utilizing it as a touchstone throughout the life of the project. Additionally, we are scheduled to participate in a GC/CM workshop together with CSG and KMB.

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?

For the Hoquiam School District, responsibility for GC/CM subcontractor bid package oversight has been delegated to CSG. Working closely with the District, CSG will provide comprehensive oversight of the bid packaging process, ensuring early and active involvement with the GC/CM team. This collaboration will include careful evaluation and discussion of bid package scope, timing, and subcontract terms, recognizing that each project's market conditions require tailored solutions.

A key priority will be structuring bid packages to promote fair competition and maximize participation from a broad and diverse pool of subcontractors, including small, local, and historically underrepresented businesses.

**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: Construct Inc hired minority workers…

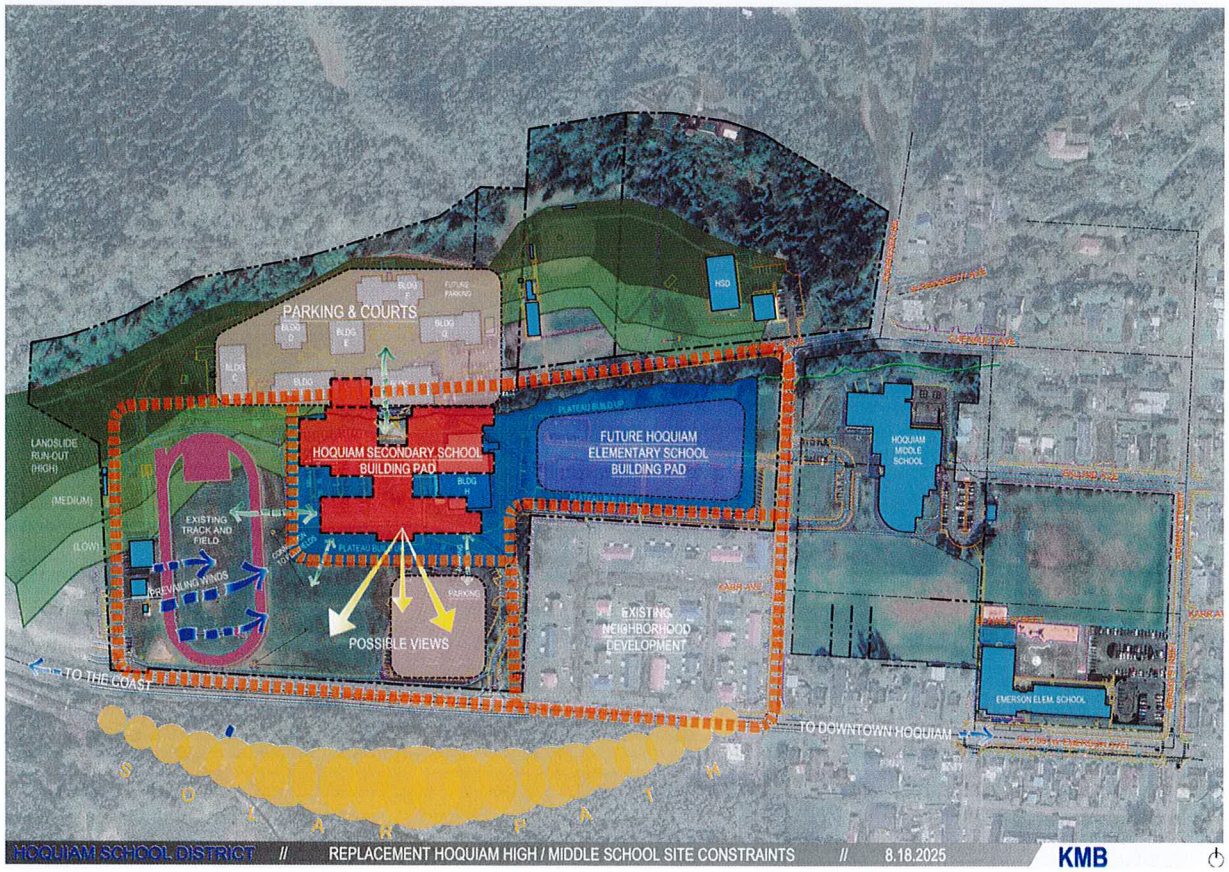
| Project Name | Scope | Contracting Method | Start date | End date | Planned Budget | Actual Budget | Reasons for Overrun |
|---|---|---|---|---|---|---|---|
| Mansford Roof - HHS | Re-roof Mansford roof at HHS | DBB | May-20 | Dec-20 | $ 3,845,000.00 | $ 4,092,601 | Additional Asbestos abatement required |
| Lincoln Elementary Renovation | Modernization of Lincoln Elementary | DBB | 19-Apr | 23-Jan | $ 9,131,593 | $ 10,730,090 | Work was required to add storm drains and modify courtyard not included in the original contract. Playground was re-paved. Other misc. additions added as well in change orders. |
| Transportation Lift replacement | Replaced old bus lifts with new | DBB | 21-Dec | 22-Mar | $ 665,586 | $ 619,331 | |
| Transportation soffit siding replacement | Replaced siding on the transportation COOP building | DBB | 22-Apr | 22-Aug | $ 200,000 | $ 155,331 | |
| Emerson Roof | Re-roof of Emerson elementary | DBB | 23-Jun | 24-Oct | $ 1,257,577 | $ 1,868,061 | Due to the state of the roof there where many rotted sections underneath that were discovered during tear off that needed to be replaced. This significantly |
| Transportation Paving | Repair and repaving of key areas around the transportation building | DBB | 24-Jun | 24-Jul | $ 250,000 | $ 135,581 | |

## 9. Preliminary Concepts, sketches or plans depicting the project

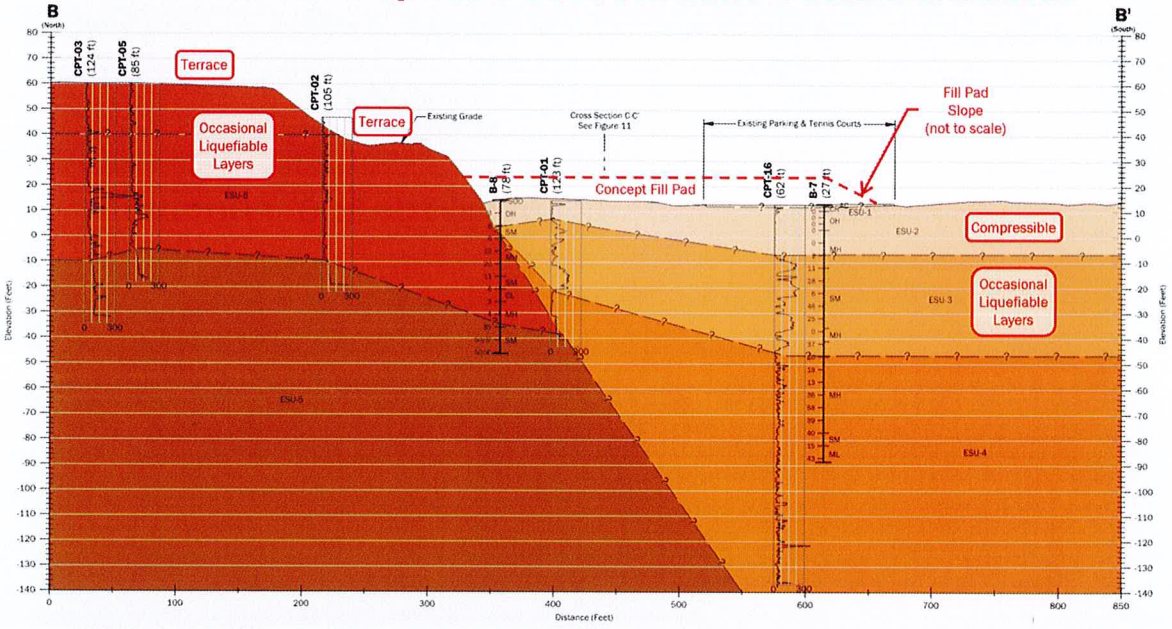
To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(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.*



# Revised Concept & Geotechnical Considerations




**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.

N/A

**11. Subcontractor Outreach**

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization ($).

Our District observes and will continue to follow all public works laws including RCW 39.19 and applicable requirements. This includes encouraging the participation of small, women, and minority owned businesses certified by the Office of Minority and Women's Business Enterprises (OMWBE) in all bidding processes.

Given our Districts more remote location and limited size of local contractor base, equitable access to opportunities is a key priority. The GC/CM will play a critical role in engaging small, minority, women and veteran owned business. This will be supported through targeted outreach, development of accessible bid packages, and early involvement in preconstruction planning.

The District intends to include clear outreach expectations in the RFQ and allocate scoring criteria to reflect a proposer's demonstrated success in collaborating with disadvantaged businesses.

Early in preconstruction, the District and GC/CM will work together to evaluate current market conditions, identify barriers, and develop strategies to maximize participation from underserved firms. The GC/CM's early involvement will enhance awareness, improve trade participation, and should result in greater inclusion and equity on the job site in alignment with the District's values and public benefit goals.

**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.

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

**CAUTION TO APPLICANTS**

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

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

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

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. 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 A Villarreal

Name *(please print)*: Mike A. Villarreal *(public body personnel)*

Title: Superintendent

Date: Aug. 20, 2025