

State of Washington  
PROJECT REVIEW COMMITTEE (PRC)  
**APPLICATION FOR PROJECT APPROVAL**  
*To Use the Design  
-Build (DB)  
Alternative Contracting Procedure*

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

**Identification of Applicant**

- a) Legal name of Public Body (your organization): **Port Townsend School District**
- b) Mailing Address: **1610 Blaine Street Port Townsend, Washington 98368**
- c) Contact Person Name: **Dr. Linda Rosenbury** Title: **Superintendent**
- d) Phone Number: **360-531-4287** E-mail: **lrosenbury@ptschools.org**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Port Townsend High School & Ocean Alternative Learning School Campus Modernization and Addition**
- b) County of Project Location: **Jefferson County**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)  
**The Port Townsend High School and OCEAN Alternative Learning School Campus Modernization and Addition Project ("Project") is a multi-phased capital investment to modernize and expand educational facilities on a single campus in Port Townsend Washington. The Project is anticipated to take place over two phases. Phase 1, funded by a 2025 Capital Levy, includes the development of Educational Specifications, the removal of the historic Lincoln Building, Field House improvements, Maintenance Shed improvements, portable removals, and predesign in preparation for the full Phase 2 scope. The Lincoln Building, originally constructed in 1894 was deemed unsafe for students in 1980. After extensive study and attempts to save the building, the Port Townsend School District voted in Spring 2024 to demolish the building. In June 2025, the Port Townsend Historic Preservation Committee unanimously approved to recommend the Director issue a waiver to the full certificate of approval process. In recognition of its cultural significance, the selected design-build team will thoughtfully incorporate salvaged architectural elements into the new construction, preserving the building's legacy for future generations while prioritizing student safety and educational improvements.**

**Phase 2, to be funded by a proposed 2026 Capital Bond, includes a comprehensive modernization and expansion of the Port Townsend High School Campus, built in phases in 1928, 1934, and 1941. The scope includes new construction of a commons, administration area, classrooms, and science labs; renovation of the main academic building; seismic upgrades to the gym and shop buildings; athletic fields and facilities improvements; and removal or repurposing of outdated spaces. The Gael Stuart Building, originally constructed in 1952 across the street from the main high school campus, currently houses the District's administrative offices. It will become the new permanent home for the OCEAN Alternative Learning School, which is presently located in aging portables behind Blue Heron Middle School. Due to the OCEAN School's growing popularity and enrollment, expansion into a permanent, modernized facility has become a necessity. Site work will include accessibility and circulation improvements across both schools. These investments will ensure Port Townsend students have safe, inspiring, and future-ready learning environments supported by a combination of local bond funds, \$4.8 million in SCAP eligibility, and grants for seismic, ADA, and sustainability enhancements. Construction will be phased to maintain continuous operations during the academic year.**

**2. Projected Total Cost for the Project:**

**A. Project Budget**

|                                                                                       |                     |
|---------------------------------------------------------------------------------------|---------------------|
| Costs for Professional Services (A/E, Legal etc.)                                     | <b>\$4,025,000</b>  |
| Estimated project construction costs ( <i>including construction contingencies</i> ): | <b>\$79,927,000</b> |
| Equipment and furnishing costs                                                        | <b>\$2,750,000</b>  |

|                                                               |                      |
|---------------------------------------------------------------|----------------------|
| Off-site costs                                                | \$1,150,000          |
| Contract administration costs (owner, cm etc.)                | \$2,687,000          |
| Contingencies (design & owner)                                | \$8,200,000          |
| Other related project costs (Permits, Insurance, and artwork) | \$1,143,885          |
| Sales Tax                                                     | \$8,682,684          |
| <b>Total</b>                                                  | <b>\$108,565,569</b> |

### 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*

Phase 1 of the project is fully funded through available Capital Levy dollars, approved by voters on February 11, 2025. This initial phase includes the development of Educational Specifications, removal of the historic Lincoln Building, removal of portables, Field House and Maintenance Shed improvements and predesign in preparation for the comprehensive Phase 2 scope.

Phase 2 is planned to be funded through a 2026 voter-approved Capital Bond measure. The District has high confidence in the success of this measure based on strong community support for educational investments—demonstrated most recently in the February 2025 election, where voters approved both the Educational Programs & Operations Levy and the Capital Projects Levy with overwhelming margins of 78.2% and 77.3%, respectively. The district is actively engaged in community outreach efforts to clearly communicate the long-term benefits of this capital investment. These ongoing engagement efforts have built trust and transparency with voters, further reinforcing confidence in bond approval.

In addition to local bond funding, the District is actively pursuing supplemental funding through SCAP, for which it is eligible to receive \$4.8 million. Additionally, targeted grant opportunities focused on seismic upgrades, sustainability, and ADA accessibility enhancements are currently in progress.

The total project budget for Phases 1 and 2 is currently estimated at \$108,516,569, based on planning-level estimates developed during the District's 2024 – 2025 Facilities Master Planning process. The anticipated funding sources are as follows:

- 2025 Capital Levy: \$1,850,000
- SCAP Funding: \$4,800,000
- 2026 Bond Measure Funding: \$101,866,569

### 3. Anticipated Project Design and Construction Schedule

Please provide (See Attachment B for an example schedule.):

The anticipated project design and construction schedule, including:

- Procurement;
- Hiring consultants if not already hired; and
- Employing staff or hiring consultants to manage the project if not already employed or hired.

| DESCRIPTION                                                    | STATUS/DURATION |
|----------------------------------------------------------------|-----------------|
| Procure Management Consultant (including Design-Build Advisor) | Completed       |
| Procure Design-Build Legal Services                            | Completed       |
| <b>PDB PROCUREMENT</b>                                         |                 |
| Anticipated PRC Approval                                       | 9/25/25         |
| PDB RFQ Advertisement #1                                       | 9/30/25         |
| PDB RFQ Advertisement #2                                       | 10/7/25         |
| Pre-Proposal Meeting                                           | 10/9/25         |
| PDB SOQ Due                                                    | 10/20/25        |

|                                                                              |                                 |
|------------------------------------------------------------------------------|---------------------------------|
| Selection Committee SOQ Review and Scoring                                   | 10/21/25 - 10/27/25             |
| Notify Shortlisted Finalist Teams                                            | 10/27/25                        |
| Issue RFP to Finalists                                                       | 10/30/25                        |
| PDB Interactive Meetings                                                     | 11/10/2025-11/11/2025           |
| PDB Management Plan and Fee Proposal Due                                     | 11/20/25                        |
| Management Plan and Fee scoring                                              | 11/21/25 -12/3/25               |
| Announce Apparent Successful Proposer                                        | 12/3/25                         |
| Contracting Negotiations                                                     | 12/11/25 – Jan 2026             |
| Owner Contract Approval                                                      | Jan 2026 board meeting          |
| Design-Builder NTP                                                           | Jan 2026                        |
| <b>DESIGN AND CONSTRUCTION</b> ( <i>anticipated, to be refined with DB</i> ) |                                 |
| Project Definition Phase                                                     | January 2026 - April 2026       |
| Design                                                                       | May 2026 - Oct 2026             |
| Construction                                                                 | Nov 2026 – September 2028       |
| Closeout / Warranty                                                          | September 2028 - September 2029 |

#### 4. Explain why the DB 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 the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?
- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Progressive design-build delivery is an ideal delivery model for this complex, phased Project. All three statutory criteria for use of progressive-design build are met.

##### **Criteria: Highly Specialized Construction Activities**

The Project will be implemented on an occupied K-12 campus which encompasses the Port Townsend High School and the relocation of the OCEAN Alternative School to the Gael Stuart Administrative building, both of which will remain operational throughout phased construction. Construction must be carefully phased and orchestrated to maintain student and staff safety, educational continuity, and access to essential services. At Port Townsend High School, the scope includes a new addition with classrooms, labs, administrative space, and commons; modernization of the existing main building; seismic improvements to the gym and shop buildings; demolition or repurposing of aging structures; and major site and street frontage improvements. The OCEAN School will relocate to the Gael Stuart Building, which will be modernized and expanded to support its unique learning model and aesthetic identity. District offices currently in the building will be relocated as part of the project.

Because both campuses will be occupied, swing space and access pathways must be sequenced precisely to minimize disruption to students and staff. Work will also include coordinating with utility providers, mitigating impacts to circulation and parking, and sequencing demolition in tandem with new construction. The presence of historic structures, such as the Lincoln Building, adds additional permitting and removal complexities. These conditions are not easily resolved through traditional low-bid procurement and instead benefit from early input from the design-builder on logistics, constructability, and sequencing.

##### **Criteria: Opportunity for Innovation or Efficiencies**

The Project is in the early planning and educational specifications phase, making it an ideal candidate for progressive design-build. The ability to align instructional needs with scope and budget in real-time through collaborative preconstruction is one of the core advantages of this delivery method. Progressive design-build supports a fluid planning process in which the team can explore options such as renovation versus replacement, integration of seismic improvements, and adaptation of spaces to support non-traditional learning environments.

The use of progressive design-build also enables the District to address funding contingencies more strategically. Early scopes such as utility relocations, seismic upgrades, or site improvements can be procured and executed while other elements continue through design refinement. Innovation in early packaging, sequencing, and procurement methodology will reduce risk, increase schedule certainty, and help ensure that the District delivers the maximum value to the community for its 2026 bond.

#### **Criteria: Significant Savings in Project Delivery Time**

Progressive design-build delivery will allow the project to advance more rapidly than traditional delivery. With design and construction occurring concurrently, and the ability to release early bid packages before the entire Project is fully designed, the District can compress the overall schedule while ensuring continuity of operations. This is critical for a multi-phase project where the final occupancy date must align with academic calendars and seasonal construction windows.

Progressive design-build will allow the team to focus early efforts on what matters most—safety, sequencing, student impacts, and cost certainty—while still allowing the flexibility to refine design through a collaborative process. The resulting time savings and reduced exposure to cost escalation directly benefit the District and the community.

### **5. Public Benefit**

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum (*the “design-bid-build method”*) is not practical for meeting desired quality standards or delivery schedules.

The progressive design-build delivery method offers substantial public benefit to Port Townsend School District by improving cost control, schedule efficiency, and design adaptability beyond what is achievable through traditional design-bid-build. This Project involves construction on an occupied campus with unique instructional models and infrastructure challenges. The integration of design and construction expertise from the outset is critical to maintaining student safety, academic continuity, and financial accountability throughout the project lifecycle.

Progressive design-build provides a more reliable approach to cost control by introducing contractor input early in the design phase. This allows for continuous cost modeling, constructability reviews, and value engineering that keep the evolving scope in alignment with available funding. With limited bonding capacity and complex requirements, the District must avoid cost overruns and redesign scenarios common in design-bid-build delivery. A single contract that integrates design and construction streamlines communication and ensures greater budget accountability.

The Project will require phased implementation across multiple occupied school sites. Progressive design-build enables the contractor’s scheduling team to participate in early planning and develop phasing strategies that consider swing space, circulation, and site safety. This collaboration supports efficient sequencing and allows construction to begin on early scopes of work such as site utilities and seismic improvements while design continues on other elements. These overlapping efforts reduce general conditions costs, enhance schedule reliability, and help the District meet academic calendar milestones.

The flexibility of the progressive design-build model is particularly important given that final space planning and programming are still underway. Educational specifications and campus visioning efforts

are actively shaping the priorities and design intent for both campuses. Progressive design-build enables design decisions to evolve in partnership with the District and community, rather than being fixed at the outset. This approach is especially valuable at OCEAN, where the school requires creative solutions that reflect a non-traditional learning environment, and at Port Townsend High School, where a mix of modernization, seismic upgrades, and selective demolition will require careful coordination and creative planning.

The District's use of progressive design-build ensures that design, cost and schedule decisions are made collaboratively and transparently. The delivery method allows the District to adjust to changing conditions, manage risk proactively, and maintain clear control over scope without compromising quality or educational goals. Traditional design-bid-build offers limited flexibility and delayed contractor involvement, making it unsuitable for a project of this scale and complexity.

Progressive design-build will allow the District to deliver a high-quality, community-centered project with a level of integration and efficiency that protects the public's investment while creating modern, functional school facilities that will serve students and families for decades to come.

## **6. Public Body Qualifications**

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

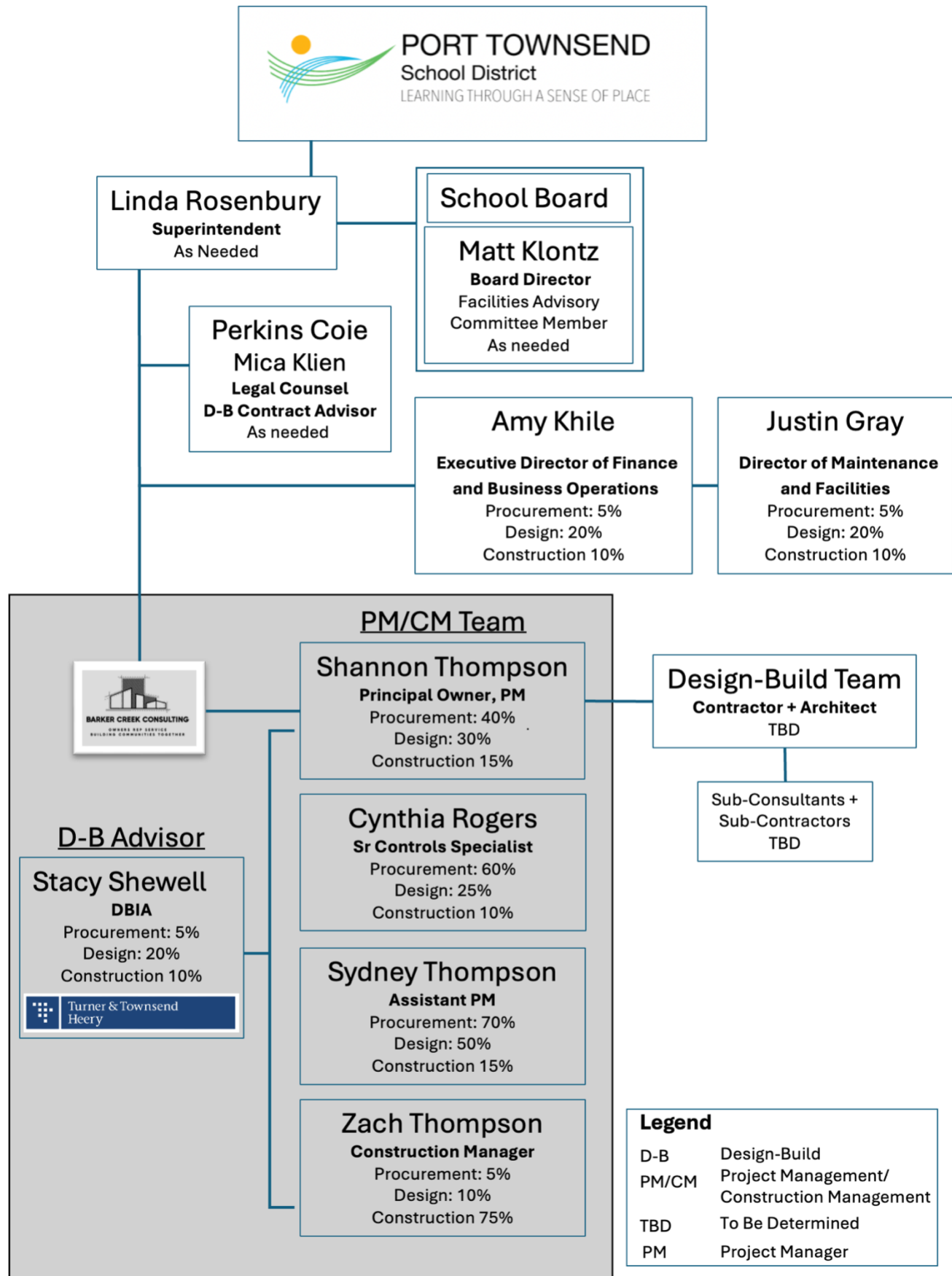
Port Townsend School District operates multiple educational facilities, including Port Townsend High School, Blue Heron Middle School, Salish Coast Elementary School, and several administrative and program spaces. The District has managed major capital projects, most notably the Salish Coast Elementary School replacement, delivered using GC/CM. That project required complex phasing and extensive stakeholder engagement, giving the District direct experience with large-scale construction in active school environments. From 2022 through 2025, the District has also undertaken critical safety, infrastructure, and athletic field improvements at Blue Heron Middle School, originally constructed in 1995. These projects included a full fire alarm system upgrade, a comprehensive intercom system replacement, roof restoration, and site enhancements. In addition, the District continues to implement routine projects district-wide, such as flooring replacements, utility and security upgrades, parking lot and lighting improvements, grounds enhancements, and other small works.

The District has retained Barker Creek Consulting as its Owner's Representative to provide Project and Construction Management and Owner Advisor services. Shannon Thompson, Principal Owner and Project Manager, brings extensive experience managing K-12 and higher education capital projects through alternative delivery methods, including progressive design-build. Barker Creek Consulting is currently managing the \$94 million West Sound Technical Skills Center modernization using progressive design-build and has supported numerous clients through successful alternative project delivery. Shannon's portfolio includes Fairview Middle School (\$85M), Milgard Hall (\$55M), Innovation Hall (\$84M), The Learning Commons (\$8.5M) and Husky Village, a \$350 million public-private partnership. Assistant Project Managers, Project Controls Specialists, and Construction Managers at Barker Creek bring additional design-build experience with Central Kitsap School District, Bremerton School District, and the University of Washington.

Barker Creek Consulting engaged Turner & Townsend Heery as Design-Build Advisor. Stacy Shewell, one of the region's most experienced alternative project delivery consultants, has managed design-build projects ranging from \$15 million to \$200+ million for clients including King County, Washington State University, the City of Spokane, Jefferson County Public Health District, Central Kitsap School District, Snohomish County 911, and Northshore School District, including more than fifteen progressive design-build projects.

Mica Klein, a Partner with Perkins Coie, will represent Port Townsend School District as its attorney. She and her team have extensive experience in alternative project delivery contracts, including progressive design-build, and have provided legal and contract-related services to numerous public owners and school districts across Washington State.

- 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 Attachment C for an example.)*





- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

**Matthew Klontz, PE, Board of Directors, Facilities Advisory Committee, Port Townsend School District**

Matthew Klontz, PE, has over 23 years of experience in public works construction, with a strong emphasis on transportation-focused design-build projects. He also serves on the Port Townsend School District Board of Directors and its Facilities Advisory Committee. Matthew has contributed to projects of varying scope, complexity, and procurement methods, including traditional design-build, with a combined value of more than \$2 billion. He has held key roles such as Design Manager, Engineering Services During Construction Lead, and Design Engineer, ensuring regulatory compliance and supporting the successful delivery of high-quality infrastructure. His technical expertise and leadership in alternative project delivery provide valuable insight to the District's capital facilities program.

**Amy Khile, Executive Director of Business, Finance & Operations, Port Townsend School District**

Amy Khile has over 30 years of experience in the finance industry with a proven record supporting public-sector capital projects. She has worked on projects of varying scope and complexity, including the \$40 million Salish Coast Elementary School replacement delivered using the GC/CM method and the \$3 million Port of Port Townsend Administration Building delivered using design-bid-build. On these projects, she served as Finance Director, overseeing project finances, ensuring compliance with all applicable regulations, and supporting successful project delivery. Her careful financial management of bond and capital funds, along with her role in communicating with the public during bond measures, has been critical in maintaining accountability, transparency, and trust in how resources are managed and projects are delivered.

**Justin Gray, Director of Maintenance and Facilities, Port Townsend School District**

Justin Gray has over 10 years of experience in school district facility operations and capital improvements. As Director of Maintenance and Facilities for the Port Townsend School District, he has managed the planning and execution of small works projects and bond- and levy-funded upgrades across multiple campuses. He is currently leading the execution of the \$7 million Capital Levy, approved by voters in 2025 to fund safety, facilities, and planning upgrades through 2028, and also supports implementation of the \$12.9 million Educational Programs & Operations Levy where it relates to facilities and technology. His current projects include safety and security enhancements, HVAC and intercom replacements, flooring and ADA improvements, energy-efficiency installations including solar arrays, and the planning phase for the deconstruction of the historic Lincoln Building. In addition to these responsibilities, Justin works closely with the District's capital projects team to ensure facility operations and capital projects are fully coordinated.

**Stacy Shewell, DBIA, Design-Build Advisor, Turner Townsend & Heery**

Stacy Shewell is a seasoned Owner Advisor with over a decade of experience in the construction industry, specializing in the delivery of design-build projects. She has supported the successful execution of more than 25 design-build projects, including 21 progressive design-build (PDB) efforts. Stacy has frequently served as both Owner Advisor and Project Manager, providing strategic leadership and hands-on management to ensure project success.

Her experience includes working with 16 public owners implementing design-build for the first time, helping them navigate the complexities of the delivery method and build internal capacity. Stacy is known for her ability to foster collaboration, align stakeholders, and drive projects toward successful outcomes.

She currently serves on the executive board of the DBIA Northwest Region and is recognized as a trusted resource in the Pacific Northwest Design-Build community.

**Shannon Thompson, Principal Owner and Senior Project Manager, Barker Creek Consulting**

Shannon Thompson has over 33 years of experience in public works project management with a strong focus on educational facilities. He has successfully delivered projects through alternative delivery methods including progressive design-build, design-build, GC/CM, and public-private partnerships, as well as traditional delivery. Shannon is currently managing the \$94 million West Sound Technical Skills Center Modernization and Addition using progressive design-build. His higher education portfolio includes major projects for the University of Washington such as the \$55 million Milgard Hall at UW Tacoma, which received a DBIA National Award of Merit in Educational Facilities, and the \$84 million Innovation Hall at UW Bothell/Cascadia College, both delivered using design-build.

In the K–12 sector, Shannon has managed bond programs and capital improvements for Bremerton, Central Kitsap, North Kitsap, and South Kitsap School Districts, delivering projects that range from new construction and phased renovations to athletic facilities and operational upgrades. He also served as Owner's Representative for the Central Kitsap Fire & Rescue Capital Bond Program, overseeing construction of new fire stations.

**Cynthia Rogers, Senior Project Controls Specialist, Barker Creek Consulting**

Cynthia Rogers has 25 years of experience managing multi-disciplined capital projects across K-12, public safety, and municipal facilities. She has supported delivery of projects under design-build, progressive design-build, GC/CM, and design-bid-build methods, with combined values exceeding \$200 million. Her portfolio includes the \$94 million West Sound Technical Skills Center, the \$53 million Olympic Middle School Addition, the \$46 million Auburn Elementary School, the \$11 million Poulsbo Middle School Addition, and the complete renovation of Endeavor & Discovery Elementary Schools. She also supported the Central Kitsap Fire and Rescue \$58.3 million Capital Bond Program. Cynthia is highly experienced in budget controls, agency documentation, and construction progress tracking, ensuring clarity and accountability across complex programs.

**Sydney Thompson, Project Manager, Barker Creek Consulting**

Sydney Thompson, LEED Green Associate, has 6 years of experience supporting public-sector capital projects across higher education, K-12, and transit. As an Assistant Project Manager, she contributed to major projects for the University of Washington, including the Chemical Sciences Building, ICA Basketball Training Facility, Innovation Hall, and the UW Medical Center Roche Automation Renovation projects, with responsibilities focused on procurement, phasing, stakeholder communication, and documentation. She also supported delivery of the West Sound Technical Skills Center Modernization and the Poulsbo Middle School Addition.

As Project Manager, Sydney has led work for the Jefferson Transit Authority, including the addition of a third bus maintenance bay and the design phase of a new transit center and facilities/maintenance building. She is completing the final semester of a Master's in Construction Management at Arizona State University and plans to sit for the DBIA Associate exam upon graduation.

**Zachary Thompson, Construction Manager, Barker Creek Consulting**

Zachary Thompson has 13 years of experience in the construction industry with a strong technical background gained through his Washington State Electrical Apprenticeship and hands-on field work. He has worked on multiple capital projects of varying scope and complexity, including the \$94 million West Sound Technical Skills Center modernization delivered through progressive design-build, and the \$85 million Fairview Middle School replacement. His expertise includes project reporting, inspection logs, budget management, and ensuring compliance with plans, specifications, and codes. Zachary holds a certificate in Construction Management from the University of Washington and is known for his attention to detail, effective communication, and ability to oversee complex projects from planning through closeout.



## Mica D. Klein, Associate DBIA, Partner, Perkins Coie

Mica Klein counsels project owners across Washington, the United States, and international jurisdictions, regarding all aspects of construction, ranging from project development to project closeout. Her practice spans both public and private projects ranging from small tenant improvement projects to \$1B+ new construction. As part of her practice, she regularly drafts and negotiates a range of agreements, including complex construction contracts (fixed price, design-build, progressive design-build, general contractor/construction manager (GC/CM), engineering, procurement, and construction (EPC), professional services contracts, and various other modified American Institute of Architects (AIA) and bespoke agreements). In addition, Mica regularly serves as project counsel, providing her clients full-service advice regarding project planning, implementation, and completion. In this role, she routinely assists her clients in the evaluation and negotiation of significant change orders, and throughout the closeout process.

For her public clients, Mica regularly advises on Washington's Public Works Law (RCW 39.04), as well as regarding design-build, progressive design-build, and GC/CM projects procured under Washington's Alternative Public Works Statute (RCW 39.10) and other similar state laws. Mica has deep experience with progressive design-build projects, in particular, and is currently lead counsel on multiple major progressive design-build projects being undertaken across Washington. In addition, she has extensive experience in responding to and defending public clients against bid protests and addressing various other public procurement issues.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See *Attachment D for an example. 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.  
*Note: For Design-Build projects, you must have personnel who are independent of the Design-Build team, knowledgeable in the Design-Build process, and able to oversee and administer the contract.*  
Included in team member bios and attachment A
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.  
N/A
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

In recent years, the Port Townsend School District has managed capital projects that included using alternative project delivery for the construction of a new elementary school, as well as levy-funded safety and facility improvements across multiple campuses. The District's team is well-versed in school construction requirements and has experience coordinating with local jurisdictions, consultants, and contractors. To augment staff capacity and expertise, the District has retained Barker Creek Consulting to provide project management and Owner Advisory services. The Barker Creek Consulting team also includes a partnership with Turner & Townsend Heery, with Stacy Shewell serving as a design-build advisor, bringing specialized expertise in progressive design-build delivery. Together, this combined team offers extensive experience with K-12 capital projects and is well-prepared to support the project.

Refer to Staff Bios and Attachment A for additional details.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.  
Our high-level summary below articulates the organizational controls in place to ensure project success:

## **Project Management and Decision Making**

- Authority and decision-making responsibility will rest with Port Townsend School District leadership, with implementation supported by the District's Facilities and Maintenance team and Barker Creek Consulting.
- Barker Creek Consulting, in partnership with Turner & Townsend Heery, will provide project management oversight, led by Shannon Thompson, Principal Owner of Barker Creek Consulting, with support from Cynthia Rogers (controls), Sydney Thompson (project management), Zachary Thompson (construction management), and design-build Advisor Stacy Shewell.
- Weekly project meetings will occur to review progress, resolve issues, and plan project implementation, ensuring alignment of resources and objectives.
- A designated point of contact from Barker Creek Consulting will coordinate with the design-builder throughout the project.

## **Selection Committee**

- The Design-Build Selection Committee will consist of Port Townsend School District staff, administration, leadership and community members from the District's Facilities Advisory Committee.
- Barker Creek Consulting will serve as a non-voting member, facilitating, organizing, and monitoring the process to ensure compliance with RCWs and transparency throughout the selection.

## **Communication**

- The District, supported by Barker Creek Consulting, will use well-established communication tools and protocols to ensure consistent and effective communication among all stakeholders.
- The RFQ will be advertised in the Daily Journal of Commerce (DJC) and local media outlets.
- During the RFP phase, shortlisted design-build teams will participate in interactive meetings with the evaluation committee to review objectives, approach, and project-specific solutions.
- Once under contract, regular project meetings will occur between the Owner team (District + Barker Creek Consulting), stakeholders, and the design-builder. Interim reviews of drawings, schedules, and budgets will be conducted formally and informally.

## **Project Progress**

- The design-builder will be required to report on progress weekly.
- Formal updates will be provided to the Port Townsend School District Board of Directors during regularly scheduled meetings, with additional in-depth reports at key milestones.

## **Budget Monitoring**

- Barker Creek Consulting's controls team, led by Cynthia Rogers, will manage and track project estimates against the approved budget throughout the project.
- Target Value Design will be emphasized during design to align scope and budget.
- The District will maintain an owner contingency in accordance with state requirements to address unforeseen conditions or owner-directed changes.
- A collaborative risk register will be developed with the design-builder to inform an appropriate risk contingency within the GMP.

## **Schedule**

- A milestone schedule will be included in the solicitation documents to establish expectations.
- The design-builder will collaborate with the Owner team to develop a detailed project schedule covering design, permitting, construction, occupancy, and warranty.
- The baseline schedule may be validated by a third-party scheduler prior to GMP negotiations.
- Weekly look-ahead schedules and monthly updates tied to pay applications will be required to maintain accountability.

- A brief description of your planned DB procurement process.

The Port Townsend School District intends to follow a two-step, qualifications based, progressive design-build procurement process as outlined below:

### **Step 1: Request for Qualifications (RFQ)**

- Upon receiving approval from the Project Review Committee (PRC), the District will issue an RFQ. This document will include a draft design-build agreement and provide detailed instructions for submitting Statements of Qualifications (SOQs), along with the criteria that will be used to evaluate them.
- SOQ Review and Shortlisting – The selection committee will evaluate and score all SOQs based on the criteria outlined in the RFQ. The top-ranked teams will be shortlisted and invited to respond to the RFP.

### **Step 2: Request for Proposals (RFP)**

- Shortlisted teams will receive an RFP that requests a project-specific Management Plan, participation in Interactive Meetings, and a proposed Fee Percentage. The RFP will also include evaluation criteria, with a specific emphasis on plans to engage small, disadvantaged, and OMWBE-certified businesses.
- Design-Builder Selection – The final selection will be based on the combined scores from both the SOQ and RFP submissions, evaluated according to the criteria provided in each document.
- Contract Negotiation – The team with the highest overall score will enter into contract negotiations with the District.

Subconsultant and Subcontractor Procurement – Once the design-builder is selected and contracted, the District and Barker Creek Consulting will collaborate on procuring subconsultants and subcontractors. Procurement methods may include lump sum, design-assist, and design-build approaches, depending on the nature of each package and the recommendations of the design-builder.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.  
Mica Klein with Perkins Coie will represent Port Townsend School District for all contracting needs associated with this project. Mica and her team at Perkins Coie have extensive experience in alternative project delivery contracts, including progressive design-build. Mica is in the process of developing a progressive design-build contract for the Project that incorporates best practices, statutory requirements, and well-tailored general conditions.

## **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 design-build project?
  - i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?
  - ii. What training have you as an Owner and your staff taken?
  - iii. How have you considered the differences in alternative delivery vs design-bid-build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

Port Townsend School District has taken extensive steps to prepare for successful implementation of this progressive design-build project. The District has prior experience with alternative project delivery through the Salish Coast Elementary School project and has continued to expand its internal capacity since that time. To guide this process, the District established a Facilities Advisory Committee composed of staff, board members, and community representatives to review facility needs and delivery options. The District also engaged with leaders from other public agencies to learn from their successes and challenges in managing alternative delivery projects, including best practices for selecting project management firms and Owner's Representatives to ensure strong guidance from the outset.

Preliminary planning has been completed with TCF Architecture, including a comprehensive Building Condition Assessment and Design Advisory Committees for both schools. The District then conducted a thorough delivery method evaluation with Barker Creek Consulting, which included consultant presentations on the advantages and risks of various methods, a board presentation, and ultimately a formal Board resolution approving the use of progressive design-build. Barker Creek submitted a detailed written recommendation outlining the risks and benefits of delivery options, which was reviewed and accepted by the Facilities Advisory Committee and the Board of Directors.

The District has also prepared its organization through staffing and consultant selection. Port Townsend School District conducted competitive selection processes to retain an Owner's Representative firm (Barker Creek Consulting), establish an on-call roster of consultants, and engage a design-build advisor (Stacy Shewell, Turner & Townsend Heery). Legal representation has been secured through Perkins Coie, who bring extensive experience with alternative delivery contracting. The district has successfully passed levies to fund critical facility improvements, and are now advancing a bond measure for February 2026 to finance major capital projects. Additionally, the District worked with the Historic Preservation Committee, presenting on two separate occasions, receiving their recommendation for a waiver that permits the deconstruction of the Lincoln Building to pave the way for future modernization plans.

To further prepare for delivery, District staff will participate in the DBIA Owners Boot Camp training or a comparable course to build additional expertise in managing progressive design-build projects and to reinforce alignment with nationally recognized best practices.

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

Port Townsend School District ensures knowledge is passed down to staff and project teams through structured documentation, open communication, and ongoing training. Prior projects have been thoroughly documented, and the Facilities Advisory Committee reviews those materials as needed to guide future decision-making. Lessons learned are captured in written records, which are shared with staff and consultants to support continuity. The District also meets regularly with its project management consultants, to reinforce best practices, ensure alignment with current project goals, and maintain consistency in project delivery.

c) How have you familiarized yourself and your staff with DB Best Practices?

Port Townsend School District has taken deliberate steps to familiarize its staff with design-build best practices, including review of DBIA and CPARB best practice resources and engagement with other public owners to understand their lessons learned. The District has engaged experienced consultants and advisors to provide ongoing guidance and context throughout planning and delivery. Scott Logan, former COO of Highline Public Schools, has served as a project advisor through the preliminary phases of this project. Staff will participate in targeted training opportunities, such as the DBIA Owner's Boot Camp workshop or similar courses, to strengthen their understanding of the unique requirements of progressive design-build. In addition, the District will continue to rely on lessons learned from prior projects, shared documentation, and guidance from its project management team to ensure consistent application of industry-recognized best practices.

**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 Attachment E. 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. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A 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 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

[The District has no audit findings.](#)

## 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 (\$).

[Port Townsend School District is committed to increasing opportunities for small, minority-, women-, and veteran-owned businesses \(SMWVBE\) through a proactive and inclusive approach to subcontractor outreach. This commitment is rooted in both policy and practice: the District complies with all applicable RCWs governing public procurement and inclusion, while striving to exceed minimum expectations through intentional outreach and equitable contracting practices.](#)

[For this project, the District will formally establish WMBE utilization goals with input from District leadership prior to the issuance of the design-builder solicitation. These goals will be embedded in the procurement and project delivery expectations, and the selected design-builder will be expected to demonstrate meaningful efforts to meet them through inclusive outreach, reporting, and subcontractor engagement strategies. The District will track and report utilization data at key milestones, review participation with the Facilities Advisory Committee and Board of Directors and publicly share results to ensure accountability and transparency. To promote meaningful participation, the District will implement the following strategies:](#)

### [Pre-Proposal Engagement](#)

- [Outreach will begin during the RFQ phase, including a pre-proposal meeting to inform and engage potential proposers.](#)
- [Additional engagement will occur during subconsultant and subcontractor procurement following award.](#)
- [Efforts will be targeted toward ensuring that small and underrepresented firms have early access to information and resources to compete effectively.](#)

### [Evaluation Criteria](#)

[Design-Build teams will be evaluated not only on their technical qualifications but also on their demonstrated record and plans for inclusion. Submissions must include strategies such as:](#)

- [Targeted outreach to underrepresented firms](#)
- [Mentorship and training opportunities to build long-term capacity](#)
- [Support for businesses seeking OMWBE certification](#)
- [Strategic subcontract packaging to increase accessibility for small firms](#)
- [Fair and inclusive subcontract terms that encourage participation](#)

### [Participation Requirements](#)

[The selected design-builder will be required to:](#)

- [Develop a detailed inclusion procurement plan tailored to this project](#)
- [Establish participation targets for WMBE and small businesses](#)
- [Track and report utilization using the most current OMWBE design-build Reporting Form](#)
- [Collaborate with the District to ensure alignment with RCW requirements and District policy](#)



**CAUTION TO APPLICANTS**

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 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 [Design-Build Best Practices Guidelines](#) as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also agree to provide additional information if requested.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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

Signature: Linda K Rosenbury

Name: (please print) Dr. Linda Rosenbury (public body personnel)

Title: Superintendent

Date: August 20, 2025

## Attachment A – Consultant Experience

Provide the experience and role on previous DB projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

| Name          | Affiliation/Role        | Projects                                                       | Construction Budget | Procurement Type | Pre-Design Role | Design Role | Construction Role   |
|---------------|-------------------------|----------------------------------------------------------------|---------------------|------------------|-----------------|-------------|---------------------|
|               | (Exp in section 6.3)    |                                                                |                     |                  |                 |             |                     |
| Stacy Shewell | Turner & Townsend Heery |                                                                |                     |                  |                 |             |                     |
|               | Design-Build Advisor    | Wenatchee Valley YMCA, New YMCA                                | \$33M               | PDB              | -               | -           | PIC/Project Manager |
|               |                         | Spokane County, Crisis and Sobering Center                     | \$18M               | PDB              | DB Advisor      |             | -                   |
|               |                         | Snohomish Conservation District, Natural Resource Center       | \$16M               | PDB              | DB Advisor      |             | -                   |
|               |                         | Snohomish County, Food and Farming Center                      | \$40M               | PDB              | -               | DB Advisor  | -                   |
|               |                         | Snohomish County, Arlington Ops. Center                        | \$35M               | PDB              | -               | DB Advisor  | -                   |
|               |                         | Grant County PUD, Ephrata Service Center                       | \$200M              | PDB              | -               | DB Advisor  | -                   |
|               |                         | Snohomish Regional Fire, Stations 32 & 81 Replacement          | \$37M               | PDB              | DB Advisor      | -           | -                   |
|               |                         | Thurston County, Courthouse Infrastructure Upgrade             | \$50M               | PDB              | DB Advisor      | -           | -                   |
|               |                         | Snohomish County 911, Emergency Communications Center          | \$35M               | PDB              | DB Advisor      |             |                     |
|               |                         | Northshore School District, Elem. Mods. –SECC, FW, CS, WO      | \$51M               | PDB              | DB Advisor      |             |                     |
|               |                         | Northshore School District, Elem. Exp. –SECC, FW, CS, WO       | \$77M               | PDB              | DB Advisor      |             |                     |
|               |                         | Ellensburg School District, Lincoln Elem. Reno/Addition        | \$18                | PDB              | -               | -           | Project Manager     |
|               |                         | Jefferson Healthcare, South Campus Replacement and Add.        | \$113M              | PDB              | DB Advisor      |             |                     |
|               |                         | West Sound Technical Skills Center - Bremerton school district | \$83M               | PDB              | DB Advisor      | -           | -                   |
|               |                         | Central Kitsap School District, Fairview Middle School         | \$65M               | PDB              | DB Advisor      |             |                     |
|               |                         | Sound Transit, Sounder Maintenance Base                        | \$100M              | DB               | Project Manager | -           | -                   |
|               |                         | Bothell Fire Stations 42&45                                    | \$36M               | PDB              | DB Advisor      |             |                     |
|               |                         | Grant County PUD, Ephrata Substations                          | \$30M               | PDB              | DB Advisor      |             | -                   |
|               |                         | Washington State University, Spark Academic Building           | \$65M               | DB               | Project Manager |             | -                   |

|                  |                            |                                                                          |         |       |                                    |                            |                                    |
|------------------|----------------------------|--------------------------------------------------------------------------|---------|-------|------------------------------------|----------------------------|------------------------------------|
|                  |                            | Washington State University, Everett Academic Center                     | \$65M   | DB    | Project Manager                    |                            |                                    |
|                  |                            | Spokane Central Services Center                                          | \$15M   | DB    | Project Manager                    |                            |                                    |
| Shannon Thompson | Barker Creek Consulting    |                                                                          |         |       |                                    |                            |                                    |
|                  | Project Manager            | Milgard Hall – UW Tacoma                                                 | \$40.5M | DB    | Project Manager                    |                            |                                    |
|                  |                            | Innovation Hall – UW Bothell (STEM Facility)                             | \$70M   | DB    | Project Manager                    |                            |                                    |
|                  |                            | Learning commons and Engineering labs                                    | 8.5M    | PDB   | Project Manager                    |                            |                                    |
|                  |                            | Husky Village – UW Bothell Dormitory                                     | 350M    | PPP   | -                                  | -                          | Project Manager                    |
|                  |                            | West Sound Technical Skills Center - Bremerton school district           | \$83M   | PDB   | Project Manager                    |                            |                                    |
|                  |                            | Fairview Middle School- Phase 2 and Phase 1 Closeout – Central Kitsap SD | \$65M   | PDB   | -                                  | Project Manager            |                                    |
| Cynthia Rogers   | Barker Creek Consulting    |                                                                          |         |       |                                    |                            |                                    |
|                  | Senior Controls Specialist | West Sound Technical Skills Center - Bremerton school district           | \$83M   | PDB   | Senior project controls specialist |                            |                                    |
|                  |                            | Fairview Middle School- Phase 2 and Phase 1 Closeout – Central Kitsap SD | \$65M   | PDB   | -                                  | Senior Controls Specialist |                                    |
|                  | BLRB/ Project Controls     | Olympic Middle School                                                    | \$53M   | GC/CM | -                                  | Senior Controls Specialist |                                    |
|                  | BLRB/ Project Controls     | Auburn Elementary                                                        | \$46M   | GC/CM | -                                  | Senior Controls Specialist |                                    |
| Sydney Thompson  | Barker Creek Consulting    |                                                                          |         |       |                                    |                            |                                    |
|                  | Assistant Project Manager  | UW Chemical Sciences Building                                            | \$191M  | DB    | Senior project controls specialist | -                          | -                                  |
|                  |                            | ICA Basketball Training Facility – UW                                    | \$44M   | DB    | -                                  | -                          | Senior project controls specialist |
|                  |                            | ASUW Shell House – UW                                                    | \$22M   | PDB   | Senior project controls specialist |                            | -                                  |
|                  |                            | Innovation Hall – UW Bothell                                             | \$70M   | DB    | -                                  | -                          | Senior project controls specialist |
|                  |                            | UW Lab Medicine Roche Automation Upgrade                                 | \$5M    | DB    | Senior project controls specialist |                            | -                                  |
|                  |                            | West Sound Technical Skills Center - Bremerton school district           | \$83M   | PDB   | Assistant Project Manager          |                            |                                    |
| Zachary Thompson | Barker Creek Consulting    |                                                                          |         |       |                                    |                            |                                    |
|                  | Construction Manager       | West Sound Technical Skills Center - Bremerton school district           | \$83M   | PDB   | -                                  | -                          | Construction Manager               |
|                  |                            | Fairview Middle School- Phase 2 and Phase 1 Closeout – Central Kitsap SD | \$65 M  | PDB   | -                                  | Construction Manager       |                                    |

Attachment B - Port Townsend School District Construction History

| 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         | Grant Street Elementary School Replacement Project | The Salish Coast Elementary School project replaced Grant Street Elementary with a new 63,000-square-foot facility featuring a library, modern classroom spaces, and a lower-level gym, cafeteria, and kitchen. | GC/CM              | 6/19/17       | 8/17/18        | 6/19/17      | 9/10/18       | \$26,787,804.00  | \$30,282,675.00 | Schedule delay: due to concrete strike<br><br>Budget increase: 2017 bid increases were experienced throughout our region |
| 2         | Blue Heron Middle School Solar                     | Installation of a rooftop solar photovoltaic system at Blue Heron Middle School to generate renewable energy, reduce utility costs, and support sustainability goals.                                           | Small Works Roster | 12/1/23       | 6/1/24         | 12/1/23      | 6/1/23        | \$500,000.00     | \$504,000.00    |                                                                                                                          |
| 3         | PTHS Art Classroom                                 | Installation of a new portable classroom at Port Townsend High School, including site preparation, utility connections, and full setup to house the school's art program.                                       | Small Works Roster | 5/5/25        | 8/2/25         | 1/5/25       | 5/20/25       | \$525,000.00     | \$510,957.00    |                                                                                                                          |
| 4         | Track Resurfacing                                  | Resurfacing of the existing all-weather track at Blue Heron Middle School, including drainage improvements, repair of damaged areas, and installation of a new track surface to restore safety and usability.   | Small Works Roster | 6/1/25        | 8/30/25        | 6/2/25       | In-Progress   | \$500,000.00     | \$504,000.00    | The schedule delay and budget increase are due to unforeseen conditions with drainage.                                   |

\* Planned budget equals contractor initial bid amount.

## PROPOSED CAMPUS IMPROVEMENTS FOR PORT TOWNSEND HS



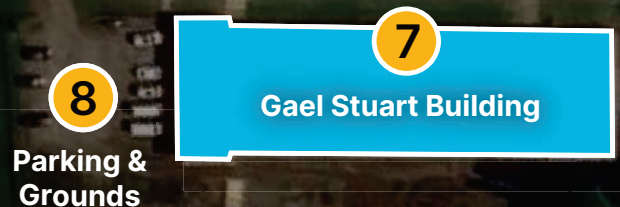
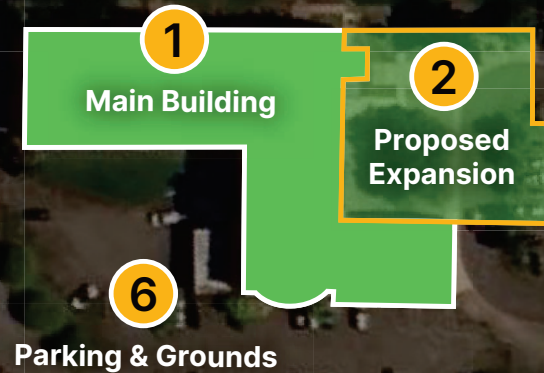
- 1 Main Building Full Renovation
- 2 Proposed Expansion of Main Building & Commons
- 3 Removal of Lincoln Building (Annex)
- 4 Renovation of Gym
- 5 Renovation of Career & Technical Education Classrooms
- 6 Improvements to Parking & Grounds

## PROPOSED CAMPUS FOR OCEAN SCHOOL



- 7 Gael Stuart Full Renovation  
*Proposed new home of OCEAN*
- 8 & Grounds

### PORT TOWNSEND HS CAMPUS



### PROPOSED OCEAN CAMPUS