



Mukilteo
School District

**MARINER HIGH SCHOOL
RENOVATION & ADDITION**

Application for Project Approval

GC/CM Delivery

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)
Submitted: February 19, 2021



Mukilteo School District

February 19, 2021

Talia Baker, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Mukilteo School District GCCM Project Application for Mariner High School Renovation & Addition

Dear Ms. Baker and PRC Members,

Mukilteo School District is pleased to submit our General Contractor/Construction Manager (GC/CM) project application for consideration as we begin our fourth renovation & addition project funded by our voter approved February, 2020 Capital Bond measure.

Mukilteo School District (MSD) is currently in the construction documents phase of our first GC/CM project at Discovery Elementary and schematic design for Challenger & Horizon Elementary Schools. The MSD Support Services team bring years of experience with K-12 capital construction and GC/CM projects. A combination of internal leadership and support staff with contracted consultants ensure that MSD has the needed expertise to successfully complete the GC/CM procurement process.

We strongly believe that by using GC/CM for the upcoming Mariner High School Renovation & Addition project, we will be better able to mitigate the complexities of working on an occupied site with construction located at the heart of the school. Using GC/CM will also allow us to minimize the potential impacts to the students, staff and surrounding communities at this highly utilized building and site.

The internal team that I have established are well-versed in using the GC/CM procurement process. Mukilteo School District will also draw upon and leverage the collective experiences from our consultants to ensure the success of this project. The District has selected OAC Services as our GC/CM advisor to frame the procurement and oversight of the process. In addition, we have contracted with Integrus Architects as our prime design consultant.

We are looking forward to your review of our application and an upcoming opportunity to present our project to the Project Review Committee as you consider us for approval to utilize the GC/CM delivery method for our proposed project.

Sincerely yours,

Karen Mooseker, Executive Director
Mukilteo School District

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR PROJECT APPROVAL
To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure

Table of Contents

Identification of Applicant.....	2
1. Brief Description of Proposed Project.....	2
2. Projected Total Cost for the Project:.....	2
A. Project Budget.....	2
B. Funding Status	2
3. Anticipated Project Design and Construction Schedule	2
4. Why the GC/CM Contracting Procedure is Appropriate for this Project	3
5. Public Benefit.....	5
6. Public Body Qualifications	6
7. Public Body (your organization) Construction History:	14
8. Preliminary Concepts, sketches or plans depicting the project	15
9. Resolution of Audit Findings on Previous Public Works Projects.....	15
10. Subcontractor Outreach.....	15
Attachment A Mariner HS Renovation & Addition Project Organization Chart	17
Attachment B Mukilteo School District Construction History	18
Attachment C Mariner High School Renovation & Addition Project Preliminary Concept	19

Identification of Applicant

- a) Legal name of Public Body (your organization): Mukilteo School District No. 6
- b) Address: 9401 Sharon Drive, Everett WA 98204
- c) Contact Person Name: Karen Mooseker Title: Executive Director of Support Services
- d) Phone Number: 425.356.1239 E-mail: moosekerkw@mukilteo.wednet.edu

1. Brief Description of Proposed Project

- a) Name of Project: Mariner High School Renovation & Addition
- b) County of Project Location: Snohomish County

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

Mariner High School, located at 200 120th St SW, Everett WA, has seen significant growth and is projected to continue growing in the coming years. Mariner was built in 1968 and has had four major additions and multiple renovations. The additions and renovations have focused on instructional spaces to accommodate growth. Mariner has 16 portable classrooms in addition to the permanent structure. The schools common support spaces continue to be a challenge, the corridors are too small for the 2,300 students to travel through and the cafeteria is meant to seat roughly 700 students per lunch period. The lack of adequate space has resulted in students eating lunch in hallways, outside, and sometimes in specialists' offices. This project will create a student center, giving students a second large space to eat lunch and gather before or after school. The student store which is busy before school and during lunch will be moved to the student center so it will no longer be creating a crowd in the hallways while other students are trying to pass by. Improvements will be made to the career and counseling center to provide better access for students and alignment of programs. The library will move to the second floor which will help with congestion occurring on the first floor during passing times. Multiple flex rooms will be added including two that can accommodate full-size classes. Several portables will be relocated to accommodate the new construction.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$1,530,000
Estimated project construction costs (including construction contingencies):	\$17,000,000
Equipment and furnishing costs	\$850,000
Off-site costs	\$Incl. in Const.
Contract administration costs (owner, cm etc.)	\$850,000
Contingencies (design & owner)	\$1,700,000
Other related project costs (briefly describe) (Utility fees, permits, bid advertising, moving etc.)	\$1,370,000
Sales Tax	\$1,700,000
Total	\$25,000,000

B. Funding Status

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

The design and construction of Mariner High School Renovation & Addition will be funded from proceeds of a \$240 million capital bond issue passed by voters in February 2020. \$25 million of the bond proceeds are designated as the total project cost for this project.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

Overview Schedule		
	Start	Finish
Select Architect - Complete	Mar 2020	May 2020
PRC Approval	Mar 25, 2021	Mar 25, 2021
Advertise for GC/CM (two advertisements)	Mar 30, 2021	Apr 6, 2021
Receive GC/CM SOQ's, review & short-list	Apr 20, 2021	Apr 23, 2021
GC/CM interviews	May 10, 2021	May 11, 2021
Open Fee and SGC proposals—Notice of Award	May 19, 2021	-
Concept Design	Dec 2020	Feb 2021
Schematic Design	Mar 2021	May 2021
Design Development	May 2021	Aug 2021
Construction Documents	Sep 2021	Jan 2022
Submit and obtain permits	Aug 2021	Apr 2022
Subcontractor bidding, negotiate GMP	Jan 2022	Jun 2022
Construction	Jun 2022	Jul 2023
Occupancy	Aug 2023	

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 projects will occur on an occupied school site and involve complex phasing, scheduling and coordination.

- This project is renovating the center of the existing school building. Pathways must be maintained around the construction area so students and staff can safely get from one area of the school to another.
- The project includes demolition of spaces used daily by students and staff including the library, career and counseling center. These functions will need to be relocated elsewhere on campus until the new spaces are built and can be occupied.
- The existing portables will need to be moved to accommodate the construction and possibly relocated after construction is complete. Portables may also be added to accommodate areas demolished during construction. This work must occur when school is not in session and will need to minimize impact to the site activity including school athletics and community use.
- The laydown area will be tight given the area of construction and the need to maintain a fully functional campus. There are 16 existing portables (includes 4 doubles) that must remain on site with the possibility of adding more to accommodate construction. Access to athletic fields will need to be maintained. This leaves limited options for laydown area. The contractor will need to schedule deliveries and coordinate stock on site to ensure no delays in construction.
- The laydown area will be between the existing building and athletic fields. The laydown area must remain secured and provide safe pathways around it for students, staff and community. The emergency egress for the school will need to be planned and coordinated to ensure safe passage around the construction area.

- Connections from the new construction to existing spaces will need to be planned around the school schedule. Renovation to existing spaces, such as the gym, must be planned to minimize impact to the instructional program.
- 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.

This project will take place on an occupied school site throughout the duration of construction. Safety is of paramount concern on an occupied site with construction activities adjacent to student activities.

- The library, student success offices, career & counseling center, and school nurse will all need to be relocated on site as their existing spaces will be demolished for new spaces to be built.
- In the first summer of work separation between the building areas of construction and corridor of the school will need to be created. A safe pathway for students and staff must be maintained for daily travel between areas of the building as well as emergency egress.
- 4th Avenue, the main road to access Mariner High School, is also used to access Voyager Middle School and Discovery Elementary. There are two roads, 120th St & 124th St, from 4th to Meridian Avenue which is anticipated to be construction access, both roads are used to access Discovery Elementary. 120th St is the access point for Mariner High School busses and parent drop-off/pick-up. The contractor will need to coordinate construction traffic to minimize impact to all schools which operate on different schedules.
- The construction will be happening next to instructional spaces requiring measures be taken to minimize noise and possibly limit loud activities on critical testing days at the high school. Minimizing vibration and blocking the occupied spaces from construction dust or debris will be important to maintain safety of our students and staff.
- Mariner High School is highly utilized in evenings and on weekends by school programs and community use. Scheduling any down time of utilities or to move pathways as construction progresses will be difficult and must be carefully coordinated with the school.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
Involvement of the GC/CM during the design phase is critical for the following reasons:
 - The construction taking place in the center of a building brings logistical challenges. The contractor's early involvement, experience and ideas to work through those issues will be critical to maintaining a safe space for students, staff, and community.
 - Early investigation of the site and existing buildings being renovated with a contractor's lens will be of great value in reducing risk of unforeseen conditions.
 - To mitigate the volatile marketplace complicated with a worldwide pandemic, it will be imperative to understand material and labor availability and pricing through the course of design with the use of target-value cost modeling and subcontractor outreach. Best value pricing options will be needed during design for the owner and architect to select materials and systems.
 - The District anticipates partnering with the GC/CM to actively solicit subcontractor support to execute the work. Understanding of material and labor availability that helped shape design will be critical in procurement. Early involvement from the GC/CM will allow them to start subcontractor outreach during design to get interest and encourage participation from diverse subcontractors.
 - The contractor can help create mitigation plans for noise, vibration, dust and other issues that might adversely impact the educational environment or health of students and staff.
 - The campus at Mariner is active during and after school, including weekends. Having a contractor during design will be important to create an effective plan for access and a secure construction area to keep students and staff safe while moving through campus.

- The GC/CM will be a valued partner in helping sequence early procurement for long-lead items and scopes of work, including metal fabrication, early site work and development.
- If the project encompasses a complex or technical work environment, what is this environment?
The project encompasses a complex work environment as noted below:
 - The construction is in the center of the school along the main corridor for students and staff to travel in the building. Safe pathways must be maintained throughout construction which may involve multiple adjustments.
 - Construction is next to the existing gym and classrooms and impact to those learning spaces needs to be minimized.
 - Mariner is an active campus both during and after the school day. Safe routes around construction must be established to keep access between the building and fields open.
 - Utility systems will have to be disconnected for demolition and reconnected with the new building. Disconnecting and reconnecting new pieces to an aging utility infrastructure can be challenging. A GC/CM can understand the existing systems during design and help create a plan to successfully work on the aging utility systems while keeping it operational for the rest of the school building.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done? *N/A*
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project? *N/A*

5. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit;
 - By allowing the District to incorporate qualifications and experience as determining factors in contractor selection, the relationship between the District, Contractor, and Architect are created in an atmosphere of teamwork with all three parties advocating for a successful project.
 - With the GC/CM on board from design through construction; active cost-modeling, value engineering, and ongoing constructability review will yield substantial benefits to the owner and the public by mitigating impacts to cost and schedule.
 - The GC/CM procurement method allows the District to mitigate risk in errors and omission by having a construction professional in the design process. Intent and existing conditions are understood at a higher level and earlier in the process, therefore, cost impacts of the unknown are minimized.
 - The GC/CM can align expectations and packaging of various scopes of work to better fit the current conditions of the marketplace. The packages can be structured in a way to maximize value and interest from subcontractors. This allows for greater MWBE and local participation.
 - The GC/CM statutes afford the District more cost control options during buyout to ensure that the project stays on budget and is therefore completed within the expectations promised to the public.
 - In contrast to the traditional design-bid-build model, the GC/CM is motivated to perform at a high level to be able to maintain their qualifications in performing the work. This benefits the District and public by minimizing the potential for litigations and claims at the end of the project.
 - The GC/CM will be involved in developing the phasing plan including how to keep the site operational allowing the school and community to continue use of the building and athletic fields.
 - The GC/CM can help with schedules for procurement and construction to mitigate the risk of volatile market conditions and any fluctuations in labor force.
- 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.

- Building a construction phasing plan for an occupied school without the help of a contractor often leads to confusion, conflicts and cost impacts. Construction is in the middle of the school and a plan for safe pathways around construction will benefit from a contractor’s perspective during planning.
- The traditional design-bid-build procurement method often has higher costs associated with errors and omissions with no contractor insight and reduced level of constructability review through the design process.
- Any change in conditions or design after bid are often completed at a much higher cost to the District.
- Design-bid-build does not allow for a high level of transparency in cost issues during construction including change order pricing.
- Changes during construction often take longer to work through causing delays in the project schedule.
- The GC/CM partnership allows for a more coordinated and collaborative workplace leading to safer operations of the project. With a focus on safety and security in schools it is critical that those on the campus feel safe during construction.
- 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.
Mukilteo School District is in the construction documents design phase of their first GC/CM project and schematic design phase of their second GC/CM project. This project at Mariner High School will be Mukilteo School District’s third GC/CM project though, the district’s staff has experience completing several GC/CM projects from their previous jobs in various school districts. The biographies below outline that experience. The District has contracted with OAC Services as a GC/CM advisor to help frame the procurement and oversight of the processes and procedures for the GC/CM project delivery method. The District has hired Pacifica Law Group to provide legal services throughout this project. Integrus Architecture will be the prime design consultant. OAC Services, Pacifica Law Group and Integrus Architecture all have a long and successful track record with GC/CM projects.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart.)
See Attachment A
- Staff and consultant short biographies (*not complete résumés*).

MUKILTEO SCHOOL DISTRICT STAFF

Karen Mooseker, Assoc. DBIA – Executive Director of District Support Services Member; Capital Projects Advisory Review Board (CPARB)

Ms. Mooseker, Executive Director of Support Services, oversees several business units including Capital Projects. Her responsibilities for this project will include high level guidance and oversight to ensure functional and financial success. Joining Mukilteo School District (MSD) in 2017, she has completed the projects included in the district’s 2014 bond as well as overseeing several smaller facility improvement or renovation projects. With passage of the most recent 2020 capital bond, Ms. Mooseker and her team received approval from PRC for the current GC/CM projects at Discovery Elementary and Challenger & Horizon Elementary. Prior to MSD, Ms. Mooseker worked for Northshore School District (NSD) as Director of Capital Projects with oversight of all district capital planning and construction including involvement in four GC/CM projects. During her tenure at NSD, Ms. Mooseker led the capital department to successfully achieve Public Body Certification for GC/CM from CPARB’s Project Review Committee in 2016. Ms. Mooseker is currently a member of CPARB, representing school districts, and in 2018 achieved her Associate DBIA professional certification.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Executive Director of Support Services					
Lake Stickney Elementary	\$26.3M	D/B/B	Oversees all projects addressed by Mukilteo SD Capital Projects department		
Pathfinder Kindergarten Center	\$25.8M	D/B/B			
Discovery Elem. School Addition	\$3.2M	D/B/B			
Olympic View MS Gym & Music Bldg	\$13.2M	D/B/B			
Harbour Pointe MS Band Room	\$0.2M	D/B/B			
Mariner HS Locker Room	\$3.1M	D/B/B			
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B			
Discovery Elementary Addition	\$19.5M	GC/CM			
Fairmount ESCO (HVAC, roof, windows)	\$6.5M	ESCO			
Challenger & Horizon Renovation/Addition	\$18M	GC/CM			
Northshore School District, Director of Capital Projects					
North Creek High School	\$95.2M	GC/CM	Oversees all projects addressed by Northshore SD Capital Projects department		
Woodinville HS Ph. 3	\$15.8M	GC/CM			
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO			
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO			
Maltby Site ES #21	\$51.4M	GC/CM			
Skyview/Canyon Creek Addition	\$30.7M	GC/CM			

Shelly Henderson, Assoc. DBIA – Director of Capital Projects

Ms. Henderson, Director of Capital Projects, is responsible for the execution of all the projects in the 2020 Bond. For this project, she will be acting as the Project Manager during planning and design and support the Construction Manager during construction. She will be the primary point-of-contact for the district and will support day-to-day management throughout the project. Ms. Henderson has over 25 years of experience in K-12 capital construction. Her 23 years with Northshore School District (NSD) included work on eight GC/CM projects. Her roles there included fiscal and budgetary oversight of all capital construction, including OSPI’s “D-process” and all public works procurement and documentation requirements. Her involvement in GC/CM and DBB projects spanned all phases of work from conception to closeout and included managing and facilitating critical path items for owner supplied procurements; all FF&E items and processes; occupancy logistics; and all project closeout processes and requirements. Ms. Henderson joined Mukilteo School District (MSD) in 2018 and is now the Director of Capital Projects. She has provided project management, construction management, and fiscal oversight for 3 design-bid-build projects at MSD and is the lead Project Manager for the Discovery Elementary School Addition project, MSD’s first GC/CM project. Ms. Henderson is also supporting the Challenger and Horizon Addition projects approved by PRC last year. Additionally, in 2018, Ms. Henderson achieved her Associate DBIA professional certification.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Director of Capital Projects					
Discovery Elementary Addition	\$19.5M	GC/CM	Shelly oversees all projects addressed by the Mukilteo School District Capital Projects office and helps with project management.		
Fairmount ESCO (HVAC, roof, windows)	\$6.5M	ESCO			
Challenger & Horizon Renovation/Addition	\$18M	GC/CM			
Mukilteo School District, Manager of Capital Projects					
Pathfinder Kindergarten Center	\$25.8M	D/B/B	N/A	N/A	Closeout

Harbour Pointe MS Band Room	\$0.2M	D/B/B	N/A	PM	PM
Mariner HS Locker Room	\$3.1M	D/B/B	N/A	PM	PM
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B	PM	PM	PM
Northshore School District, Planning Administrator					
Maltby Site ES #21	\$51.4M	GC/CM	Assist PM	GC/CM Selection Committee	N/A
Skyview/Canyon Creek Addition	\$30.7M	GC/CM	Assist PM	GC/CM Selection Committee	N/A
Northshore School District, Capital Projects Budget Coordinator					
North Creek High School	\$95.2M	GC/CM	Assist PM	GC/CM Selection Committee	PM
Woodinville HS Ph. 3	\$15.8M	GC/CM	Assist PM	Assist PM	PM
Woodinville HS Ph. 2	\$51.9M	GC/CM	Provides budget coordination, contract management including changes, contingency reporting, oversee procurement and project closeout, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department		
Secondary Academy of Success	\$6.4M	D/B/B			
Kenmore JH Ph. 2	\$9.3M	D/B/B			
Pop Keeney Field Improvements	\$5.8M	D/B/B			
Woodinville HS Ph. 1	\$18.0M	GC/CM			
Canyon Park JH Ph. 2	\$11.7M	D/B/B			
Bothell HS Ph. 2	\$15.8M	GC/CM			
Northshore JH Modernization	\$18.5M	GC/CM			
Transportation Center	\$13.6M	D/B/B			
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO			
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO			
Canyon Creek HVAC Improvements	\$4.9M	ESCO			

Will Thomsen, RA – Capital Projects Planning Administrator

Mr. Thomsen, Planning Administrator, will support Ms. Henderson and Construction Manager through all phases. Mr. Thomsen has supported the Discovery Elementary Addition project, Mukilteo SD’s first GC/CM project and is also taking the lead on the Challenger and Horizon projects approved by PRC last year. Mr. Thomsen has 5 years of K-12 Experience working for Edmonds School District (ESD) as a Project Coordinator where he assisted with management of large bond works including acting as a coordinator on four successful GC/CM Projects as part of the ESD 2014 Bond issue and acting as a project manager for small works projects as part of the ESD 2012, 2014, & 2016 levies. Responsibilities as both coordinator and manager spanned all project phases and included planning, budget analysis, consultant and GCCM selection, design review, construction administration, project turnover, through project closeout. During his time at ESD Mr. Thomsen also assisted in bond and levy planning, district security projects, environmental cleanup, and coordination of land use issues with other developers and AHJs. Previously he worked as a project manager for an architecture firm out of Mount Vernon where he designed and managed construction for commercial development. Mr. Thomsen is a licensed architect in the State of Washington and joined the Mukilteo Capital Projects Team in 2020.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Planning Administrator					
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B			Support
Discovery Elementary Addition	\$19.5M	GC/CM		PM	PM
Challenger & Horizon Renovation/Addition	\$18M	GC/CM	PM	PM	PM
Edmonds School District, Construction Project Coordinator					

Maintenance & Transportation Facility	\$31.0M	GC/CM		PC	PC
Alderwood Middle School	\$67.2M	GC/CM			PC (Closeout)
Mountlake Terrace Elementary	\$39.2M	GC/CM			PC
Lynnwood Elementary	\$42.2M	GC/CM			PC
Relocatable Classrooms	\$5.4M	Co-Op	PM / PC	PM / PC	PM / PC
Former Maint. & Trans. Remediation	\$6.6M	D/B/B		PC	PM / PC
2012 Levy Small Works	\$5.2M	D/B/B		PM / PC	PM / PC
2014 Bond Small Works	\$26.1M	D/B/B		PM / PC	PM / PC
2016 Levy Small Works	\$23.8M	D/B/B	PM / PC	PM / PC	PM / PC
Carletti Architects, Project Manager					
Targa Sound Terminal T.I.	\$1.5M	Negotiated	Designer	Designer	
Mt Vernon Riverwalk Park R.R. & Anchor	\$0.8M	D/B/B	Designer	Designer	
Mattress Firm "Grey Shell" Deliveries	\$22.0M	Negotiated	Designer	Designer	PM

Amy Stenvall – Fiscal Analyst

Ms. Stenvall, the Fiscal Analyst, will be responsible for financial oversight and compliance review for all public works processes and requirements. She joined Mukilteo School District in 2019 as the Capital Projects Fiscal Analyst after over 10 years as Capital Projects Assistant Budget Coordinator with Northshore School District. She carefully tracks all project expenditures and changes to contracts. She manages public works paperwork and provides oversight of procurement. Ms. Stenvall provides project budget reports to District staff on a regular basis so they can make informed decisions on changes that impact overall budget. Ms. Stenvall's experience in this capacity includes six GC/CM projects.

Project Name	Project Size	Project Type	Role During Project Phases		
			Planning	Design	Construction
Mukilteo School District, Fiscal Coordinator Capital projects					
Mariner HS Locker Room	\$3.1M	D/B/B	Provides budget and contract coordination, oversees procurement and project closeout for all projects addressed by Mukilteo SD Capital Projects department		
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B			
Discovery Elementary Addition	\$19.5M	GC/CM			
Fairmount ESCO (HVAC, roof, windows)	\$6.5M	ESCO			
Challenger & Horizon Renovation/Addition	\$18M	GC/CM			
Northshore School District, Assistant CP Budget Coordinator					
Maltby Site ES #21	\$51.4M	GC/CM	Provides budget coordination, contract management including changes, contingency reporting, oversee procurement, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department		
Skyview/Canyon Creek Addition	\$30.7M	GC/CM			
North Creek High School	\$95.2M	GC/CM			
Woodinville HS Ph. 3	\$15.8M	GC/CM			
Woodinville HS Ph. 2	\$51.9M	GC/CM			
Secondary Academy of Success	\$6.4M	D/B/B			
Kenmore JH Ph. 2	\$9.3M	D/B/B			
Pop Keeney Field Improvements	\$5.8M	D/B/B			
Woodinville HS Ph. 1	\$18.0M	GC/CM			
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO			
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO			

Canyon Creek HVAC Improvements	\$4.9M	ESCO	
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John Mannix - Director of Facilities

Mr. Mannix, Director of Facilities, will be responsible for working with the project team to ensure design and construction consider the needs of maintenance and operations. He will also be able to provide support and guidance on the overall GC/CM process. Prior to joining the Mukilteo School District, Mr. Mannix spent twelve years as Chief Operations Officer for the Monroe School District. During that time Mr. Mannix oversaw the conceptualization, budget establishment, bond planning, and successful passage of a \$132 million bond program. Prior to that Mr. Mannix spent 11 years as Executive Director of Facilities and Planning for the Spokane School District where he oversaw the planning of two major bond programs and completed the implementation of the first 6-year phase passed in 2003. This initial phase allowed the school district to undertake \$241 million in capital construction. All projects were completed on time and within the established bond program budget. The second 6-year phase, passed in 2009, was based upon the concept and planning undertaken by Mr. Mannix, and resulted in a \$332 million district-wide plan.

Mr. Mannix has been managing and overseeing design and construction of school facilities since 1983. His personal GC/CM experience includes the following projects:

- Park Place Middle School Modernization (2016-18)
- John R. Rogers High School Modernization and Expansion (WA State K-12 GC/CM Demonstration Project, of Historic Significance)
- Shadle Park High School Modernization and Expansion (WA State K-12 GC/CM Demonstration Project)
- Founding member of Project Review Committee (2007-08; helped define and establish the process, protocols, and operating procedures of the PRC)

Gerry Ebalagoza-Tunnell – Director of Equity

Ms. Ebalagoza-Tunnell joined MSD in a newly created Director of Equity role in 2019. She has many years of experience leading and managing initiatives focusing on equity, diversity, inclusion, and belonging. She identifies as a Pacific indigenous scholar, born and raised in Honolulu, Hawaii. She is committed to nurturing a diverse population by identifying needs and implementing solution systems that lead to a deeper understanding of cultural humility, competence, and the impact on human functioning and social relations between diverse groups. Ms. Ebalagoza-Tunnell understands the importance of co-creating change and the social science of learning together. For the Discovery Elementary Addition project, she helped determine small, women, minority-owned, and local business participation goals and is working with the contractor on outreach as well as connecting our students to the construction process. She will continue this work for our other construction projects and will be part of the GC/CM selection process for Mariner HS Renovation & Addition.

OAC SERVICES – GC/CM ADVISOR

Stephen Murakami

Stephen Murakami is a Vice President with OAC Services, Inc., one of the region’s most experienced GC/CM project management consulting firms. OAC has been contracted to support the Mukilteo School District for consulting and advising on best practices, procurement strategies, selection panel participation and shared lessons learned. During his tenure at Tacoma Public Schools, Mr. Murakami led the District’s successful application for Public Body Certification and provided executive level oversight and fiscal management of 2 GCCM projects. As a consultant to the Lake Washington School District, Mr. Murakami assisted in the successful effort to recertify the District’s Public Body Certification and has led the development and provided oversight for 6 GCCM projects. Mr. Murakami has managed over \$1 billion in projects in the last 8 years, of which over half were GC/CM.

Dan Chandler, OAC Principal, PE, AIA

Dan Chandler is OAC's most experienced alternative delivery specialist with 40 years of industry experience, 46 GC/CM and 20 Design-Build projects completed or under way. Appointed by Governor Locke in 2005 to Public Hospital Project Review Board and then as a charter member of the Project Review Committee in 2007, Mr. Chandler has been active in GC/CM and Design-Build delivery for over 15 years. Mr. Chandler's GC/CM clients include: Lake Washington School District, Snohomish County, City of Spokane, City of Oak Harbor, Central Valley School District and Nine Mile Falls School District. Mr. Chandler's Design-Build clients include: City of Olympia, General Services Administration, King County, Kennewick Public Facilities District, Washington State University and Issaquah School District. In addition to 24 years at OAC, Mr. Chandler has 16 years' experience in contracting including work for Howard S. Wright and Lease Crutcher Lewis construction companies. Mr. Chandler is a frequent speaker on GC/CM and Design-Build delivery throughout the Pacific Northwest.

PACIFICA LAW GROUP – LEGAL COUNSEL

Zak Tomlinson

Zak Tomlinson is a partner in Pacific Law Group's construction law practice group, where he represents a wide variety of public and private owners, including cities, port districts, school districts, utility districts and a number of special purpose districts. He routinely counsels clients at the initial phase of the procurement and construction process, including development and review of procurement policies and procedures, preparation of RFQ/RFP documents (including both traditional design/bid/build projects and alternative GC/CM and Design-Build procurement), and drafting and negotiation of design and construction contracts. He also represents clients at all stages of the dispute resolution process, including bid protests, project claims and change order evaluation, and the mediation, arbitration and litigation of substantive claims. Mr. Tomlinson is well versed in alternative public works contracting procedures (including GC/CM and Design-Build) and has advised numerous clients (including the Port of Seattle, Pierce Transit and the Seattle Art Museum) on various aspects of procurement under RCW 39.10. Pacific Law Group has been Mukilteo School District's legal counsel for construction since 1989.

INTEGRUS ARCHITECTS

Integrus Architecture has extensive experience working with the GC/CM delivery model, particularly with the design and construction of complex phased modernizations. The firm has participated in the evolution of the GC/CM process as an accepted and allowable delivery model in Washington through several ways, such as:

- Integrus Architecture was selected for one of the first GC/CM pilot projects in Washington in 1995
- The CEO, Brian Carter, has served on OSPI's Technical Advisory Committee for over 17 years, and has played a role in adapting the D-Form process to accommodate GC/CM delivery
- The firm has maintained membership at CPARB and at the Project Review Board for the past eight years
- Integrus has appeared before the PRC over a dozen times, successfully supporting clients as they have pursued permission to utilize GC/CM, including their request for "agency status."

Rebecca Baibak, Principal-in-Charge, Integrus Architecture

For over 25 years, Ms. Baibak has dedicated her career to understanding how school design can capture the imagination of students and strengthen their surrounding neighborhoods. Ms. Baibak's expertise extends into working closely with contractors, clients, and design team members to coordinate design approaches that are long-standing civic structures that are adaptable over time, creating fully integrated learning environments that often include complicated phasing and site constraints. Ms. Baibak is a LEED Accredited Professional who works integrally with project teams to envision learning environments that meet today's needs while anticipating future goals. As a registered architect in the State of Washington, she has personally worked on eight K-12 GC/CM projects.

Experience	Project Value	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Mirror Lake Elementary School, Federal Way Public Schools	\$29M	GC/CM	P-I-C	P-I-C	P-I-C	2017	2021
Lake Grove Elementary School, Federal Way Public Schools	\$29M	GC/CM	P-I-C	P-I-C	P-I-C	2017	2021
Wildwood Elementary School, Federal Way Public Schools	\$29M	GC/CM	P-I-C	P-I-C	P-I-C	2017	2021
Einstein Middle School, Shoreline Public Schools	\$65M	GC/CM	P-I-C	P-I-C	P-I-C	2016	2020
Juanita High School, Lake Washington School District	\$98M	GC/CM	P-I-C	P-I-C	P-I-C	2014	2020
Park Place Middle School, Monroe School District	\$45M	GC/CM	Project Manager	P-I-C	P-I-C	2010	2018
Rush Elementary School, Lake Washington School District	\$32M	GC/CM	Project Manager	P-I-C	P-I-C	2010	2013
Northshore Junior High School, Northshore School District	\$16M	GC/CM	Project Architect	Project Architect	Project Architect	2001	2004

Loretta Sachs, Project Manager, Integrus Architecture

Ms. Sachs has extensive experience as a Project Manager for complex educational projects, including four GC/CM projects. Along with her exceptional organizational skills, Ms. Sachs has a passion for working together with clients. Whether talking directly with teachers, students, custodians, or district personnel, she solves their problems while building relationships. A part of her understanding of her client's needs comes from the fact that she has, in the past, worked on the client side of the team. Her time spent on staff at a local school district gives her personal knowledge of owner needs that has proven to be an invaluable experience while designing K-12 schools. Loretta has worked exclusively on K-12 schools for the past 19 years, with specific GC/CM experience on elementary, middle and high school projects.

Experience	Project Value	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Fife Elementary School, Fife Public Schools	\$56M	GC/CM	Project Manager	Project Manager	Project Manager	2019	2021
Surprise Lake Middle School, Fife Public Schools	\$48M	GC/CM	Project Manager	Project Manager	Project Manager	2018	2020
Salish Coast Elementary School, Port Townsend School District	\$26M	GC/CM	Project Manager	Project Manager	Project Manager	2015	2018
Vashon Island High School, Vashon Island School District	\$34M	GC/CM	Project Manager	Project Manager	Project Manager	2010	2014

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

See tables included with biographies above.
- The qualifications of the existing or planned project manager and consultants.

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

Project manager is not interim.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

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

Ms. Mooseker, Ms. Henderson, Mr. Mannix and the MSD Capital Projects team have many years of experience with GC/CM projects and will apply that knowledge to this project. The District will engage their legal team, GC/CM Advisor, and Architect to ensure the GC/CM process goes smoothly and remains in compliance with state law and board policy. The GC/CM selection process is outlined in the next section. Pacifica Law Group will provide the draft contract and general conditions for District approval. The District has a longstanding positive working relationship with Pacifica Law Group and will remain in close contact with them throughout this project on any applicable legal matters.

Ms. Mooseker will keep district leadership and the school board informed of project status on a regular basis. She and Ms. Henderson will facilitate any required formal board action items via regularly scheduled school board meetings to remain in compliance with school board policies. Change orders will go to the board for approval as required by school board policies.

On a monthly basis Ms. Mooseker will host a high level team meeting with Ms. Henderson, OAC, the GCCM and Architect. The focus of this meeting will be budget, schedule, staffing, and project concerns. Diverse Business Inclusion goals and progress will also be discussed during this time. This meeting is to be held on site so all parties can review project progress. Additional meetings will be held if deemed necessary. On a weekly basis Ms. Mooseker will meet with Ms. Henderson for status updates and to discuss any changes.

The Construction Manager will manage the day-to-day operations. Decisions with significant impact to schedule and/or budget will be reviewed by and made with Ms. Henderson. The Construction Manager will touch base with Ms. Henderson daily to review progress and all changes to ensure success in managing contract documents, scope, budget, and schedule. Mr. Thomsen will do periodic site visits and support Ms. Henderson and the Construction Manager as needed throughout this project. The Construction Manager and Ms. Henderson will be a part of weekly meetings held on site with the Architect and GC/CM to review the work completed, schedule, budget, and changes. The GC/CM will provide buyout updates and full budget overviews to the team on a regular basis.

Ms. Stenvall will support the day-to-day accounting and manage public works contract documentation including insurance and bonds. She will track all invoices and obtain necessary approvals prior to processing for payment. Ms. Stenvall will provide monthly project budget and expenditures reports to the District team. Ms. Stenvall will track L&I paperwork including prevailing wage and apprenticeship documentation. Any procurement related to this project will go through Ms. Stenvall to ensure compliance with board policies and state law. Ms. Stenvall will also support the project managers with managing other project documentation.

- A brief description of your planned GC/CM procurement process.
District staff will work with Pacifica Law Group and OAC to develop a GC/CM RFP process in compliance with RCW 39.10. The RFP will be publicly advertised in multiple publications including Daily Journal of Commerce, a local publication, and the omwbe.wa.gov website. The RFP will be a 3-step process to include a statement of qualifications, interviews, and submittal of sealed bids for certain general conditions and fee percentages. District staff, along with representatives from OAC and Integrus Architecture, will make up the GC/CM selection team who will score all three steps to determine the GC/CM. The selection team will make a recommendation to the school board who will then formally approve the GC/CM. Once accepted by the school board, the District will work with legal counsel to finalize the agreement and general conditions for this project.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
Zak Tomlinson of Pacifica Law Group will provide GC/CM and construction legal services for this project. Mr. Tomlinson will provide the draft agreement and general conditions to the District.

7. 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

[See Attachment B](#)

8. 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:

- 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](#)

9. 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.

[Mukilteo School District has received zero audit findings.](#)

10. Subcontractor Outreach

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

[As part of the RFQ process we will ask the GC/CM to submit their plan to ensure small, women, and minority-owned businesses are encouraged to participate in bidding for this project. We will also request the GC/CM provide their history of goals and results for subcontractor outreach. As part of the scoring, the District will evaluate the plan for subcontractor outreach ensuring small, women, and minority-owned businesses are included. Ms. Ebalagoza-Tunnell, MSD's Director of Equity, will review the outreach plans and also be part of the selection process. Once a contractor is selected, Ms. Ebalagoza-Tunnell will work with Ms. Mooseker, Ms. Henderson, and the contractor to determine small, women and minority-owned, and local business participation goals. We will also work with the contractor to assist with their outreach plan and connect them to local resources. Outreach and progress to our goals will be reviewed on a regular basis with the contractor.](#)

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 the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

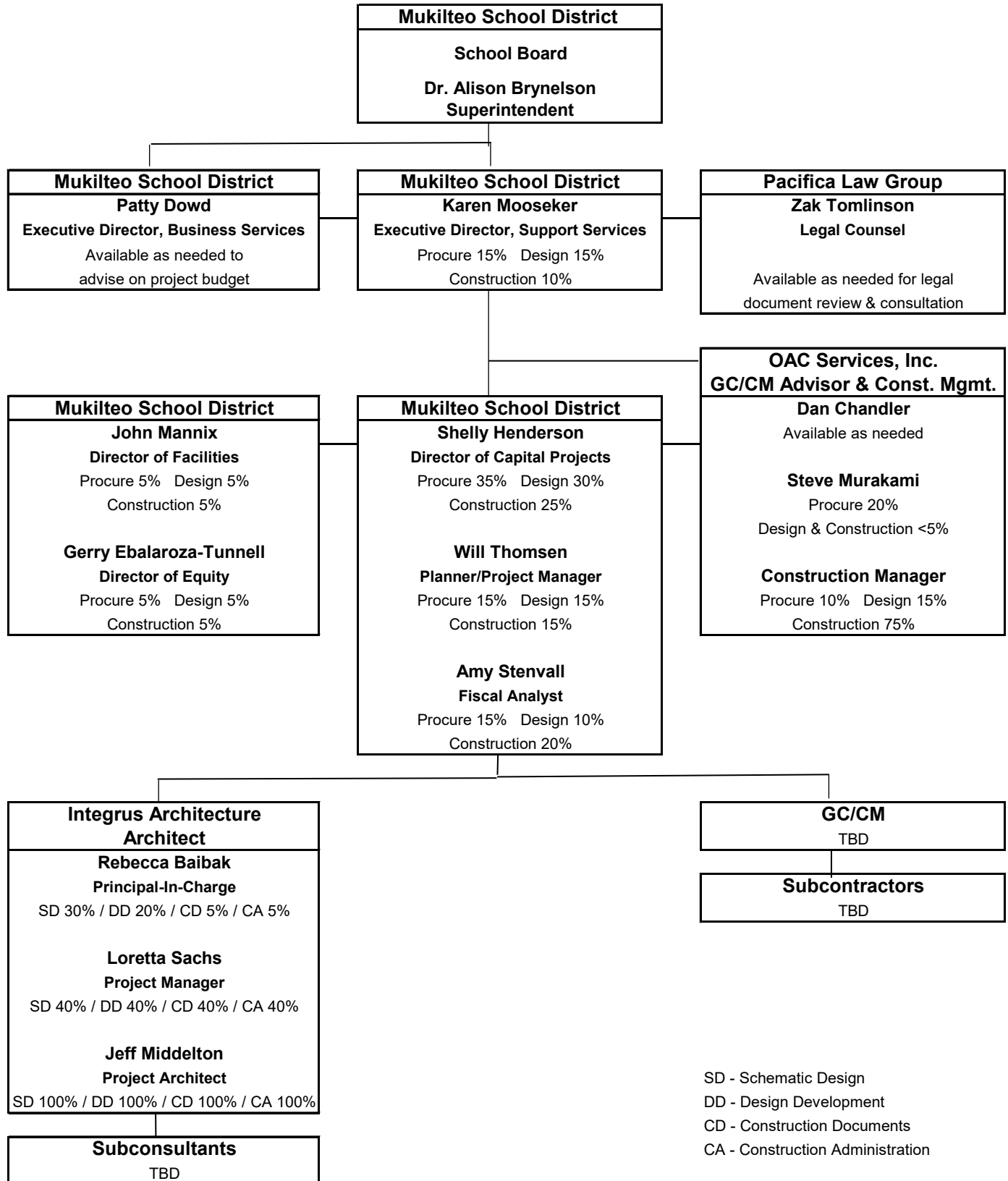
Signature: 

Name *(please print)*: Karen Mooseker *(public body personnel)*

Title: Executive Director of Support Services

Date: February 19, 2021

Attachment A: Mariner HS Renovation & Addition Project Organization Chart

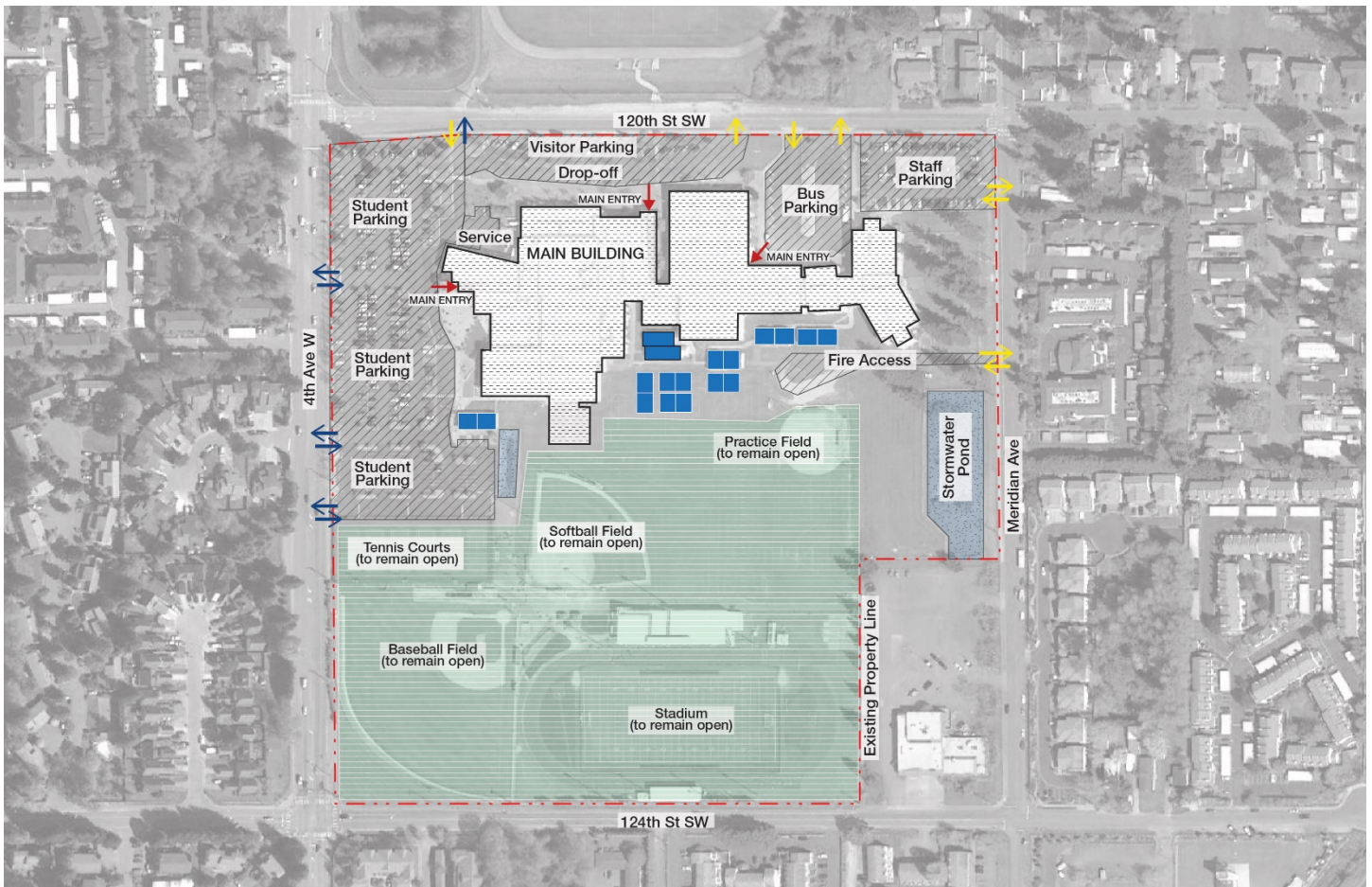


Attachment B: Mukilteo School District Construction History

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Construction Budget	Actual Construction Budget	Reason for Budget or Schedule Overrun
1	Explorer House 1/TLC	Renovation and addition to accommodate administrative offices, CBTC classroom and life-skills learning spaces, science kit distribution center	D/B/B	Oct-14	Jul-15	Oct-14	Jun-15	\$6.4M	\$4.9M	
2	Lake Stickney Elementary	Demolition of existing structures on site and construction of new elementary school	D/B/B	Apr-15	Jul-16	May-15	Aug-16	\$25.0M	\$26.3M	Added classroom pod with 5 classrooms and support space
3	Pathfinder Kindergarten Center	Construction of new kindergarten center on existing Fairmount Elementary School site.	D/B/B	Apr-16	Jul-17	May-16	Sep-17	\$26.2M	\$25.8M	
4	Discovery Elementary School Addition	New gymnasium with covered outdoor play and expanded prep kitchen with service counter. New accessible ramped entry, restrooms, office and storage to serve the new gym, renovate existing restrooms and multi-purpose room.	D/B/B	May-16	Aug-17	May-16	Sep-17	\$3.2M	\$3.2M	
5	Olympic View MS Gym & Music Building	Construction of new building on existing MS campus to include main gymnasium & locker rooms, music instruction & practice rooms, exercise rooms, general instruction classrooms, support spaces, covered porch and new central courtyard	D/B/B	Jun-16	Dec-17	Jun-16	Nov-17	\$13.2M	\$13.2M	
6	Harbour Pointe MS Band & Weight Room	Renovate band and weight rooms	D/B/B	Jun-18	Aug-18	Jun-18	Aug-18	\$0.2M	\$0.2M	
7	Mariner HS Women's Locker Room	Construction of a new women's locker room	D/B/B	Nov-18	Aug-19	Nov-18	Dec-19	\$3.3M	\$3.4M	Weather delays and unsuitable soils
8	KA Field House & Storage Bldg	Renovate training and student storage rooms, construction of new storage building	D/B/B	Dec-19	Apr-20	Dec-19	Jul-20	\$0.7M	In Progress	COVID Delay
9	Discovery Elementary School Addition	Add new building containing 16 classrooms, 2 project lags and support space. Site upgrades to accommodate new building.	GC/CM	Jun-21	Aug-22			\$19.5M	In Progress	
10	Fairmount Facility System Improvements	Upgrade HVAC system, replace roof, replace windows, replace common area flooring	ESCO	Jun-20	Sep-20	Jun-20	Oct-20	\$6.5M	In Progress	COVID Delay, working through final change order
11	Challenger & Horizon Renovation/Additio	Renovate kitchen, music, and existing gym to multi-purpose room. Add gym and replace covered play. At Horizon add 8-classroom building	GC/CM	Jun-22	Aug-23			\$18M	In Progress	

Attachment C: Mariner High School Renovation & Addition Project Preliminary Concept

Existing Site:



Attachment C: Mariner High School Renovation & Addition Project Preliminary Concept

Construction Area:

