

Central Kitsap School District #401 Olympic High School Addition & Renovation



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

Application for GC/CM Project Delivery Approval

Submitted by

Central Kitsap School District #401
April 29, 2016

– Board of Directors –

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April 29, 2016

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476
Attention: Danelle Bessett, Administrative Support

Dear PRC Members:

Please find attached our application for approval to utilize GC/CM contracting for the Olympic High School (OHS) Addition & Renovation project.

This project will be one of the first projects that Central Kitsap School District (CKSD) has elected to use the GC/CM delivery method. CKSD hired Parametrix as our GC/CM Program Managers and PM/CM Consultant for our OHS project. Parametrix has successfully proposed and implemented the GC/CM delivery process on a number of other K-12 projects for other clients. We will draw upon the experience and knowledge of our team to be able to ensure the success of GC/CM delivery on this project.

We also have the assistance of additional technical GC/CM experts. This includes legal assistance from Graehm Wallace of Perkins Coie and advisory assistance from Doug Holen, the former director of University of Washington's Capital Projects Office South and one of the pioneers of GC/CM project delivery in the State of Washington. They will review draft GC/CM contract language and be used as a resource for this project through completion. Howard Hillinger from Parametrix is a current member of the PRC and will be readily accessible to our team as an internal advisor as we move through the procurement and design/construction process.

Though the District has not implemented the GC/CM delivery process before, I've had some exposure to it. Prior to my employment here at CKSD, I was the director of the Capital Projects Office for the University of Washington's Central and Tacoma branch campus, where, prior to 2002, I worked with the GC/CM delivery process on the project for the new Law School Building.

We are excited about the potential to construct this project using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our project to the PRC. Should you have any questions, please contact me.

Sincerely,

Robin S. Shoemaker, P.E.
Director of Capital Projects
Central Kitsap School District #401

**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) CONTRACTING PROCEDURE**

Contents

1. Identification of Applicant	1
2. Brief Description of Proposed Project.....	1
3. Projected Total Cost for the Project	1
A. Project Budget	1
B. Funding Status	2
4. Anticipated Project Design and Construction Schedule	2
5. Why the GC/CM Contracting Procedure is Appropriate for this Project	3
6. Public Benefit	6
7. Public Body Qualifications.....	8
Project organizational chart, showing all existing or planned staff and consultant roles:.....	10
8. Owners Recent Construction History.....	18
9. Preliminary Concepts, Sketches, or Plans Depicting the Project	18
10. Resolution of Audit Findings On Previous Public Works Projects.....	19
Attachment A – Preliminary Concepts, Sketches, or Plans Depicting the Project.....	1

1. Identification of Applicant

(a) Legal Name of Public Body:	Central Kitsap School District #401				
(b) Address:	P.O. Box 8/9210 Silverdale Way NW, Silverdale, WA 98383				
(c) Contact Person Name:	Robin Shoemaker	Title:	Director of Capital Projects		
(d) Phone Number:	360-662-8272	Fax:	360-662-8261	E-mail:	RobinSh@ckschools.org

2. Brief Description of Proposed Project

Please describe the project in no more than two short paragraphs.

Olympic High School (OHS) is located between Bremerton and Silverdale, just east of Dyes Inlet, on a 37 acre site. Originally constructed in 1979, it had minor expansions in 1989 and 1991. The existing 173,000sf facility is comprised of three distinct one story wings, or “Units”, roughly equal in size, that step up the sloped site from south to north. The southernmost wing, Unit #1, contains Classrooms and a Library. The middle portion, Unit #2, houses Administrative Offices, the Cafeteria, a small Auditorium, and a student Commons. Unit #3, to the north, is dedicated to physical education, housing a Gymnasium and a Natatorium. Due to increased enrollment over the years, a series of 8 portable units, each housing two classrooms, has been added along the west side of the site totaling an additional 12,600s.f.. The school currently serves 1,200 students.

The \$26.9M MACC project proposes to replace Unit #2, the middle portion of the school, thereby creating a new school Entry, Commons, Theatre and Cafeteria. New classrooms will also be included in order to fulfill a major goal of the bond measure, which is to remove portable units from the site. Unit #2 is currently 61,309sf and will be increased to 81,000sf on two floors. Unit #1 and Unit #3 will be left mostly unchanged, except for minor cosmetic improvements. The existing drop-off circle will also be re-configured to allow buses to drop off in front of the building rather than behind. It is anticipated that construction will begin in June of 2017, at the beginning of summer break, and conclude in the fall of 2018. The school will remain open during construction (School Year 2017-18). Functions currently located in Unit #2 will be temporarily re-located during construction, with site access paths established between Units #1, Unit #3, and the existing portables. The District and the Design Team have completed Pre-Design and Programming and are currently in early Schematic Design. The District desires to bring aboard a GC/CM contractor near the end of Schematic Design, with a special emphasis on construction phasing to allow the school to remain open while its central portion is re-built.

3. Projected Total Cost for the Project

A. Project Budget

GC/CM MACC (Includes GC/CM Risk Contingency @ max. 3% of MACC)	\$ 23,252,000
GC/CM Fee and Negotiated Support Services Allowance (+/-10% of MACC)	\$ 2,628,000
GC/CM Preconstruction Services Fee Allowance	\$ 400,000
Owners Construction Contingency (10%)	\$ 2,628,000
Owners Project Contingency (2.5% of MACC)	\$ 657,000
Fixtures, Furnishings, Equipment and Technology Allowance (7.5%)	\$ 1,971,000

Professional Services Allowance (Architects & Engineers) (10% of MACC)	\$ 2,628,000
Owners Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (2.5% of MACC)	\$ 657,000
Contract Administration Costs (PM/CM, etc.) (3% of MACC)	\$ 788,000
Other Related Project Costs (permits, fees, etc.)	\$ 605,000
Sales Tax (8.7% of MACC)	\$ 2,286,000
Total	\$ 38,500,000

B. Funding Status

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

The project is funded from a \$220 million capital bond issue approved by District voters in February of 2016. Therefore, the District anticipates that sufficient funds will be available from these funds to complete the project.

4. Anticipated Project Design and Construction Schedule

Anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Project milestone dates are shown in the table below.

Project Schedule	Start	Finish
Programming (Ed Specs)	2/29/16	5/17/16
Schematic Design	4/1/16	8/24/16
Design Development	8/24/16	11/9/16
Construction Documents	11/10/16	4/14/17
Agency Review/Permitting	1/7/17	4/7/17
Subcontract Bidding	4/18/17	6/16/17
Construction	6/19/17	9/19/18
Substantial Completion		7/20/18
Punchlist/Final Completion/Closeout	7/23/18	9/19/18
Owner Move-in	7/23/18	8/31/18
First Day of School	9/4/18	9/4/18
Warranty	7/20/18	7/20/19
GC/CM Schedule		
PRC Application	4/29/16	4/29/16
PRC Presentation	6/9/16*	6/9/16*
First publication of RFP for GC/CM Services	6/13/16	6/13/16

Second publication of RFP for GC/CM Services	6/20/16	6/20/16
Project Information Meeting (Date subject to change.)	6/22/16	6/22/16
RFP Submittal Deadline	6/27/16	6/27/16
Open & Score Submittals Received	6/28/16	6/30/16
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	7/1/16	7/1/16
Interviews with Short-Listed Firms	7/12/16	7/12/16
Notify Submitters of Most Highly Qualified Firms & Invited to Submit RFFP	7/13/16	7/13/16
RFFP Submittal Deadline & Opening	7/22/16	7/22/16
Notify Submitters of Scoring and Most Qualified GC/CM	7/25/16	7/25/16
Pre-Con Work Plan Due	8/3/16	8/3/16
School Board Approval of GC/CM Selection	8/10/16	8/10/16
GC/CM Agreement w/ Pre-Con Services Executed	8/11/16	8/11/16
Pre-Con Services	8/11/16	4/13/17
MACC Estimate/Negotiation (90% CD's)	3/1/17	3/22/17
School Board Approval of MACC/GMP	4/12/17	4/12/17
GMP Amendment Executed	4/13/17	4/13/17

***Due to key team members being out of the country on the regularly scheduled May 26, 2016 PRC Meeting, Central Kitsap School District will be requesting a special session of the PRC to present this project. Exact date to be confirmed.**

If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure

The project has recently completed pre-design and programming and is currently in early Schematic Design. It's our intent to contract with a GC/CM and have them on board providing predesign services prior to the end of the schematic design phase.

5. 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 GC/CM contracting method is appropriate for the project for the following reasons:

Occupied Site, Complex Scheduling & Critical Phasing – Construction phasing will need to consider the unique logistical requirements associated with a project that involves demolishing and rebuilding the central portion of a building, while maintaining ongoing operations in the two adjacent wings during the 2017/18 school year. Construction scheduling will have to consider the project will be on

an occupied site with children, staff and the public present. School is in session from September through June and the athletic fields onsite are used year around by the school and the community. The schedule is tied to essential opening/occupancy dates based on the fixed academic school year calendar, complicated by anticipated public and community processes and unpredictable permitting processes for environmental and off-site improvements.

Site Constraints – Heavy construction activity will occur on this site, a site that is adjacent to residential neighborhoods on the south, east and west and a public athletic complex and fairgrounds to the north; the GC/CM will need to support the District in responding to community concerns about construction impacts. The high school track and fields are used year around by the community for outdoor recreation opportunity. It will be a requirement to maintain community access to the playfields during construction. Safety issues exist related to use of and separation between the construction site, the existing buildings, the track and fields and the community at large. The work will include improvements to a storm drainage system that runs through the site from the adjacent fairgrounds. This work may involve separate, but related government grants.

Safety – The neighborhood is a unique mixture of rural and suburban residential developments. The school fronts on Tibardis Rd. NW on the west and the bus loop and student parking lot enter off of Stampede Blvd. on the east. Since nearly three quarters of the site is occupied by a building, parking lots, bus loop and a track/football field complex that will need to remain operational during construction, it will be challenging to identify adequate areas for construction vehicles, lay-down space and job shacks without impacting parking and public access. Care will need to be taken to minimize impacts on the operation of high school and to keep the site safe for the students, staff and community. Site safety concerns will include the challenge of providing safe pathways/circulation between Units #1 & #3 and the Portable Classrooms while the central portion of the facility is under construction. The surrounding neighborhood will be affected by construction traffic, noise, and dust. Having a GC/CM onboard will assist in strategizing mobilization, staging, and lay down so as not to disrupt the existing school and neighborhood any more than necessary. For these reasons, GC/CM involvement during design and planning is critical to developing a feasible site logistics and phasing plan.

Inflation/Escalation – In the current economy and a construction market with volatile cost escalation, time is not our “friend”. In order to expedite construction and minimize the effects of inflation/escalation, it’s anticipated that early bid packages may be required to allow us to achieve a shortened construction window and avoid bidding during unfavorable timeframes. The assistance of the GC/CM contractor will be instrumental to managing and coordinating these early bid packages.

Anticipated early bid packages may include the following:

- Sitework and Grading
- Hazardous Materials Abatement
- Selective Demolition
- Concrete Foundations and Slabs
- Structural Steel

This would also allow for the project to reach substantial completion within the 14 month construction window and prior to the beginning of the 2018 school year. Without early bid packages, bids may come in substantially higher than anticipated due to a glut of projects bidding in the early summer months. Getting early bid packages on the street will also allow us to take full advantage of the summer of 2017 as soon as school is out.

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 9.

Occupied Site – For this project, the high school population will remain on-site and the existing buildings (Unit #1, Unit #3 and Portable Classrooms) will be fully occupied during construction. It is also required to maintain community access/use of the existing track and football field during construction. Safety issues related to use of and separation between the construction site, the existing building and the track and football field complex is critical. Care will need to be taken to not disrupt the occupied school and athletic complex and to assure the safety of students, staff and the public during construction.

Critical Phasing – The new classroom addition will be built adjacent to the existing buildings while the existing building and the athletic complex continue to be occupied and utilized. When the new building addition is substantially completed, the addition will be occupied and renovation will begin at areas of the existing building. The project will benefit with the involvement of a GC/CM to help develop phasing plans and implement temporary barriers and controls that maintain site access to parking lots, the athletic complex and the occupied areas of the school. The construction controls will need to minimize sound, odor, and dust to address occupant safety and health concerns. The GC/CM will be engaged to assist in planning and implementing methods to isolate building construction activities from staff, students and the public so that construction crews can safely and efficiently perform construction related activities while minimizing impacts on the school, the neighborhood and the community. Central systems like fire alarm, HVAC, DDC controls, sprinkler mains and electrical service, currently located in Unit #2, but serving Unit#1 and Unit #3, will require careful phasing planning.

Safety – Construction must be planned and coordinated to always maintain public safety. Circulation between buildings, material drop-off, and construction parking areas will all need to be carefully planned and managed to avoid hazards from construction. Contractor lay-down space, construction access, and construction zones will all need to be planned, and may change as the project progresses.

Neighborhood Traffic/Access/Contractor Staging Constrictions – The school is located west Bremerton’s Meadowdale neighborhood, in the middle of an area that includes a mixture of suburban residential developments, rural residential properties and a few commercial properties. Due to the mix of school related vehicle traffic, residential vehicle traffic, commercial vehicle traffic, pedestrian traffic, construction traffic, public/student recreation and the movement of heavy equipment and building materials on-site and off-site will affect construction logistics. Parking and lay-down spaces are a concern. General project material deliveries will likely need to be specially coordinated and communicated to the neighboring community in order to not negatively impact daily commuter traffic and quality of life.

The GC/CM Contractor will participate during pre-construction both as a valued team member and the party responsible to plan the construction logistics and to implement and maintain temporary construction measures, access, and lay-down for the work which will be efficient and minimize negative impacts on the neighboring community.

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

The GC/CM will have significant input during the design process to ensure that systems and facilities, circulation and safety considerations are all integrated into the design and bid documents and that the project will remain on budget and can be completed in a timely manner. Based on the experience

of Parametrix at other projects, input from the GC/CM Contractor during design has proven invaluable in achieving Owner’s goals for the design and construction of K-12 facilities: staying in budget, minimizing the impact to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM Contractor will provide expertise to the District and the design team, helping to determine the best approach for construction phasing/sequencing that will allow construction to be accomplished as efficiently and effectively as possible. The GC/CM will also provide value in advising on constructability, feasibility, value analysis, and other design phase deliverables. The GC/CM Contractor plays a vital role during pre-construction to assist in preparing the 100% CDs, early bid packages and most importantly to assume the cost and schedule risk of delivering the project.

The GC/CM method of delivery allows for more creative tactics to pro-actively mitigate such risks as pre-qualifying and/or pre-selecting a mechanical and electrical subcontractors during pre-construction. For instance, the mechanical subcontractor could be hired during pre-construction services, participate in reviews of the documents and development of schedules and therefore be able to provide a negotiated subcontract that better reflects the coordinated scope of work.

GC/CM Contractor involvement during the design phase is critical. Effectively planning and executing educational projects relies on a clearly developed and effectively executed plan to communicate to all project participants the specific scope, boundaries, constraints, and contingency plans for each discreet phase of the project. Leading the development of the phased work plan will be a crucial role of the GC/CM Contractor during the pre-construction phase. This plan will detail the precise steps needed by each sub-trade to effectively and safely complete the work.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Not applicable to this project

What is the specialized work that must be done? – Not applicable to this project

6. 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

Manage Costs in an Inflating Market – With the GC/CM Contractor involved in evaluating the design documents and participating during the design process, it’s anticipated that unforeseen impacts due to inflation/escalation and product or labor shortfalls will be greatly reduced, leading to reduced costs and to a reduced potential for detrimental schedule and cost impacts during construction.

Having a GC/CM Contractor on board during design will help to focus design phase work to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the District to keep better and more prudent control of construction phase changes in cost or time.

Allocation of Risk – Our experience is that construction delay claims are not inexpensive and take a tremendous amount of staff time and resources to resolve.

- A design-bid-build contractor may not be as willing to maintain a schedule that it did not participate in developing and may have nothing to lose if the schedule slides due to scope changes.
- The GC/CM delivery process offers an “open book” cost accounting of the work.

- Through pre-construction, the GC/CM Contractor will understand the work long before it bids; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, lowering the risk of non-responsible sub-bidding.
- The GC/CM Contractor participates in and “owns” pre-construction cost estimating.
- The GC/CM Contractor participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Design Team welcomes.
- Because the basic arrangement between Owner and GC/CM is relationship-based, the chance of costly litigation diminishes greatly.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by the Owner and GC/CM team.

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 GC/CM delivery method provides substantial public benefit over traditional design-bid-build by:

Real Time, Market Based Cost Estimates – The GC/CM Contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design-team/contractor coordination and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of the District.

Producing a More Efficient, Accurate Phasing Plan – By engaging the expertise of the contractor who will actually be performing the work, the GC/CM will study the existing conditions, the desired scope of work, and the unique scheduling constraints of the school in order to build the most efficient phasing plan possible for the campus modernization and additions project and communicate this information to all parties involved. In the GC/CM selection, we plan to weigh the selection criteria heavily toward contractor staffing, particularly the preconstruction team and the construction superintendent.

Better Coordination of Equipment Purchases – Providing better coordination with equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage will benefit the public. Communicating the need for this level of coordination on a design-bid-build method is complex and very difficult to enforce with potentially uncooperative contractors who haven’t developed a vested interest in the project.

More Responsive and Responsible Bids – Because of the scale and complexity of this project, the District believes that, without GC/CM, there could be higher risk associated to achieving timely, cost-effective completion of the work by subcontractors that may otherwise not be responsible, responsive sub-bidders. On non-GC/CM projects, constructability, errors & omissions and scheduling issues are often not raised by the Contractor or sub-contractors until after bidding has been completed. Changes made during construction are more costly than changes made prior to bidding. Utilization of the GCCM delivery method can minimize the risk of these types of changes cropping up during construction.

Better Ability to Accommodate Ongoing Activities at Site – The fiscal benefit of GC/CM Contractor involvement is to play a critical role in preparing a feasible and safe construction plan at an occupied, operational school facility adjacent to heavily populated residential neighborhoods. The GC/CM delivery method also allows for advanced and early work that is coordinated and overseen by a single

prime contractor under one contract, reducing the risks associated with multiple prime contractors with multiple contracts on a single site.

Complex Scheduling – The project construction schedule prepared by a GC/CM Contractor, rather than the Design Team, provides a more detailed, market and condition driven, accurate CPM schedule of how the project will actually be built. This schedule will better indicate when and where major construction impacts will occur, facilitating better design phase discussions on how to reduce or eliminate these impacts during the design phase rather than finding them and addressing them during construction. This early detection will also assist school staff and administration in the preparation and timely notification of students, staff, visitors, and the community of upcoming construction zones, operational relocations, and other potential disruptions or impacts that might otherwise be surprise, unforeseen issues.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates more of an on-going Value Analysis and Constructability Review Process during design. This “ongoing” approach during design results in a more economical design and a better bid package with fewer change orders, and less risk of lost time or delay to the project completion.

7. Public Body Qualifications

Description of Organization’s Qualifications to Use the GC/CM Contracting Procedure:

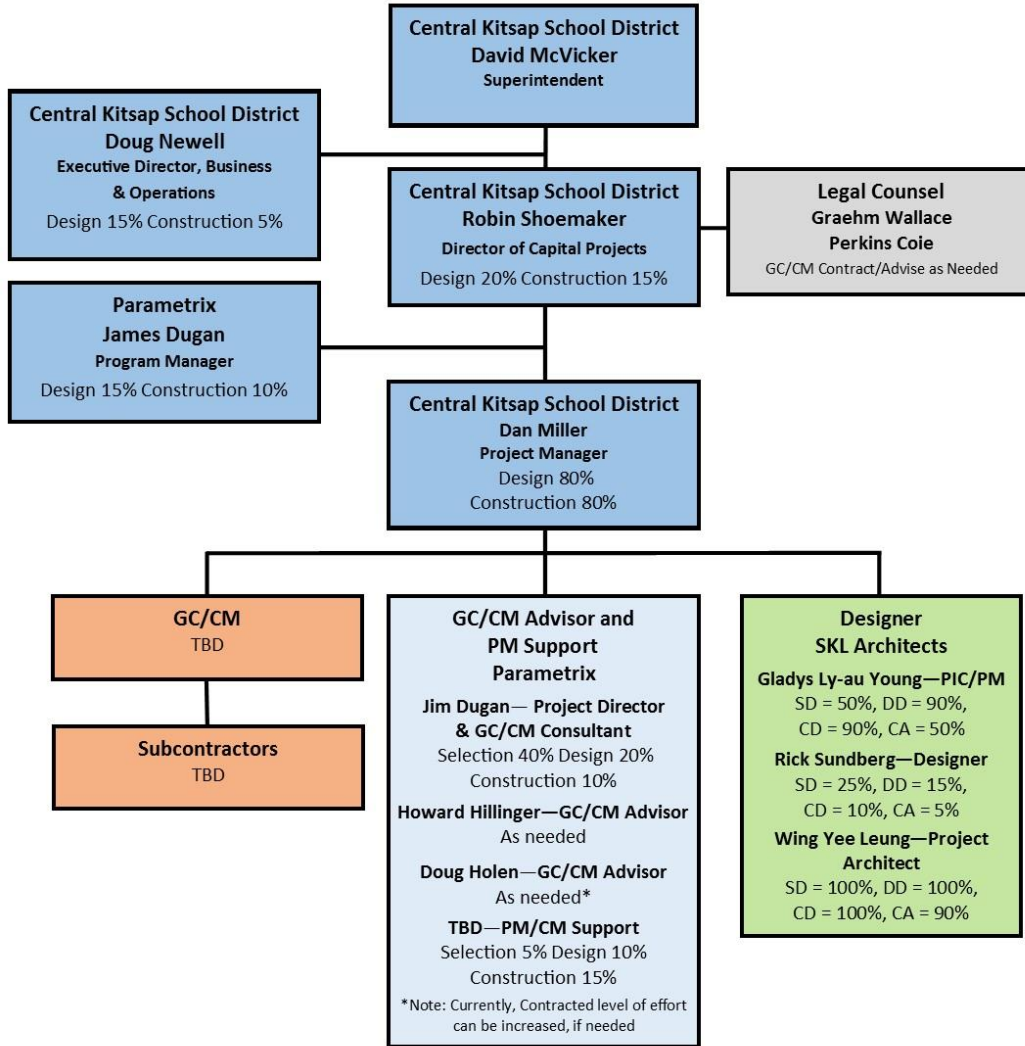
The Central Kitsap School District has not had previous experience utilizing the GC/CM delivery method. However, the District’s attorney is Graehm Wallace of Perkins Coie and the District has hired Parametrix to provide a GC/CM Program Management role and PM/CM services through the course of this project. Both Perkins Coie and Parametrix have extensive experience in the GC/CM contracts and delivery method.

Graehm Wallace and the Perkins Coie team have provided legal and contract related services to numerous clients for projects using the GC/CM delivery method. Members of the Parametrix team involved on this project have implemented, the GC/CM procurement/delivery method on no less than nine major projects totaling nearly \$700M in total project costs. The table below identifies those projects.

Project	Project Value	Delivery Method	Time Involved
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	2016-present
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	2016-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	2013-present
Stadium High School, Tacoma Public Schools	\$107,967,000	GC/CM	2004 to 2007
Greater Tacoma Convention and Trade Center	\$58,200,000	GC/CM	2002 to 2004

Seattle Multi Modal Terminal at Colman Dock (WSF)	\$300,000,000	GC/CM	2014-present
Washougal School District – Jemtegaard Middle School and Excelsior High School	\$51,800,000	GC/CM	2015-present
Grays Harbor County Public Hospital District #1 – SPMC Medical Office Building	\$12,000,000	GC/CM	2016-present

Project organizational chart, showing all existing or planned staff and consultant roles:



Olympic High School Project Organization

Staff and consultant short biographies (not complete résumés):

Robin Shoemaker, Director of Capital Projects (Central Kitsap School District)

Robin has 37 years of experience in the project, design and construction fields, including 24 years working directly for public organizations managing people, projects and programs, the majority of which has been work in K-12 and higher education in Washington State. She has been responsible for the direct management and oversight of millions of dollars of voter approved capital levy and bond, and state funding for capital improvements on both K-12 and higher education projects. Robin holds a Civil Engineering degree from the University of Virginia and is a registered engineer in the states of Washington and Alaska. Robin is highly experienced in managing programming and design consultants, and managing contractors and construction support services, and has excellent relationships with agencies having jurisdiction in Kitsap County. While the vast majority of her experience is on design/bid/build public works projects with wide ranging budgets, she worked as a Director in the Capital Projects Office at the University of Washington during the period when alternative public works processes were being developed and approved for use in the State of Washington, and interfaced with the GC/CM delivery process on the new Law School building. Robin is an effective communicator and collaborative leader in forging decisions with stakeholders. She has also enjoyed a career of successful construction contract completion, delivering projects on time, budget and scope absent of claims mediation and arbitration.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Hawk Elementary School at Jackson Park	\$27,000,000	D/B/B	Project Manager	2011-2014
Silverdale Elementary School	\$18,500,000	D/B/B	Project Director/PM	2011- 2016
Consolidated Transportation, Food Service, Warehouse Facility	\$23,700,000	D/B/B	Project Director	2013- Present
Kingston High School (New School)	\$38,000,000	D/B/B	Project Director/PM	2001- 2007
North Kitsap HS Renovation, Poulsbo MS Renovation, Renovate Three Elementary Schools	\$62,000,000	D/B/B	Project Director/PM	2001- 20010

Dan Miller – Project Manager (Central Kitsap School District)

Dan has 35 years of experience as a project manager, construction manager, administrator, procurement specialist, planner/scheduler and overall public contracts specialist. Since 2009, Dan has been directly responsible for the numerous Harrison Medical Center Hospital projects on both the Silverdale and Bremerton campuses, Harrison HealthPartners outpatient clinics and CHI Franciscan Health’s ten hospital campuses on the Kitsap peninsula and lower Puget Sound area. Much of this work occurred in operational facilities where maintaining both system operation and environmental control were critical.

Prior to 2009, Dan worked for the City of Bremerton for fifteen years as a capital project manager and was responsible for a variety of municipal facilities, including the \$25 million Norm Dicks Government Center which was financed through multiple agency funding sources and was a negotiated GMP project. He was employed by Sverdrup Corporation, Western Region for thirteen years prior to 1993 and worked on numerous transportation and maintenance facility projects for the State of California, Bay Area Rapid Transit and the United Postal Service on projects ranging from \$7 million to \$225

million. He is an accomplished communicator, with outstanding financial accountability and design and construction management experience.

Dan will start with Central Kitsap School District in June 2016 and will work with Parametrix staff during a period of transition on the project and GC/CM management.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Harrison Health Partners – Acute Care Facility, Bainbridge Island, WA	\$27,000,000	D/B/B	Senior Project Manager	2014 - 2015
Harrison Medical Center – Orthopedic Hospital, Silverdale, WA	\$38,000,000	Neg./GMP	Senior Project Manager	2013 - 2014
Harrison Medical Center – Kitchen, Dining, Food Court Expansion, Bremerton, WA	\$12,700,000	Neg./GMP	Senior Project Manager	2014
Harrison Medical Center – Heart and Vascular Clinic, Bremerton, WA	\$18,000,000	Neg./GMP	Senior Project Manager	2010 - 2011
Harrison Health Partners – Urgent & Primary Care Clinics, Port Orchard, WA	\$7,600,000	D/B/B	Project Manager	2008 - 2011
Norm Dicks Government Center, Bremerton, WA	\$26,000,000	Neg./GMP	Project Manager	2001 - 2004
Gold Mountain Golf Course, Bremerton, WA	\$5,600,000	D/B/B	Project Manager	1994 - 1996
Public Works Maintenance and Operations Facility, Bremerton, WA	\$4,500,000	D/B/B	Project Manager	1993 - 1995

Jim Dugan – Owners Project Director (Parametrix)

Jim has 38 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation.

Jim is highly experienced in alternative project delivery using GC/CM and D/B. He’s currently involved in two GC/CM construction projects for Tacoma Public Schools (Stewart M.S. & McCarver Elementary) which will be completing construction this Fall and Winter (2016). He is also the GC/CM Project Director for Tacoma Public School’s Browns Point Elementary School which is currently in the GC/CM procurement process and has a scheduled completion date in the Fall of 2018. Finally, he’s the GC/CM advisor and PM for the Eastside Community Center GC/CM project with Metro Parks Tacoma, which will be completing in the Fall of 2017.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
Stadium High School, Tacoma Public Schools	\$107,967,000	GC/CM	GC/CM Coordination, CM (Full Time On-site During Construction)	2004 to 2007
Greater Tacoma Convention and Trade Center	\$58,200,000	GC/CM	Project Manager (Full Time On-site During Construction)	2002 to 2004

Howard Hilinger – GC/CM Advisor (Parametrix)

Howard Hillinger is the GC/CM Project Advisor and has over 30 years of project management and construction management experience. He’s a Principal Consultant with Parametrix for Project and Construction Management Services, where he has supported owners on a number of projects utilizing alternative project delivery. He’s a GC/CM advisor who has supported GC/CM delivery for two historic school modernizations for Tacoma Public Schools, Colman Dock/Seattle Multimodal Terminal for Washington State Ferries and, most recently, middle and high school construction projects on occupied sites for Washougal School District. He is a PRC member, served as a member of GC/CM Heavy Civil task force and has completed the AGC/UW GC/CM class.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Seattle Multi Modal Terminal at Colman Dock (WSF)	\$300,000,000	GC/CM	GC/CM Advisor	2014-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	GC/CM Advisor	2013-2015
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	GC/CM Advisor	2013-2015
Washougal School District – Jemtegaard Middle School and Excelsior High School	\$51,800,000	GC/CM	GC/CM Advisor	2015-present
Grays Harbor County Public Hospital District #1 – SPMC Medical Office Building	\$12,000,000	GC/CM	GC/CM Advisor	2016-present
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	GC/CM Consultant	2016-present
Eastside Community Center, Metropolitan Parks Tacoma	\$32,000,000	GC/CM	GC/CM Advisor	2015-present

Doug Holen – GC/CM Advisor

Douglas J. Holen is the former Director of the Capital Projects Office at the University of Washington.

Doug has over 35 years of experience in project management, construction, contract administration, and facilities management. At the University, Doug served as the Project Director for the project management teams responsible for the planning, design, and construction of the repair, alteration, and new construction projects in the University of Washington Medical Center, School of Medicine, Health Sciences and at the Harborview Medical Center where he oversaw several projects completed using the GC/CM method of contracting. Doug recently served as a mentor for project teams at Western Washington University utilizing GC/CM procurement for the Miller Hall Renovation (a \$45M renovation of a historic structure) and Carver Gymnasium Renovation (a \$60M renovation). He also served on CPARB for five years, and has participated in over 30 GC/CM projects.

Doug will be assisting the District in preparing and reviewing GC/CM contract documents, will provide guidance to the project team during the GC/CM selection process, and will assist as needed regarding GC/CM management issues throughout the life of the project.

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. In connection with many GC/CM projects, Mr. Wallace has provided legal assistance for school districts, including preparation of GC/CM contract documents and providing advice regarding compliance with the requirements of RCW Chapter 39.10 for GC/CM projects. For example, Mr. Wallace does all of the GC/CM contracts for the Spokane School District, including Ferris High School Modernization and Addition (2010-2012), North Central High School Classroom Addition (2013-present), and Mullan Road Elementary Modernization and Addition (2013-present). Mr. Wallace has seventeen years of experience working in all areas of construction transactions, counseling and litigation, and has provided legal assistance to over 50 Washington school districts. This work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, GC/CM, design-build, bidding, advice during construction, and claim prosecution and defense. Mr. Wallace is recognized in The Best Lawyers in America for the practice area of Construction Law.

Rick Sundberg – Principal/Design Lead, SKL Architects

With over 40 years of experience as a practicing architect, Rick Sundberg has designed many of the Pacific Northwest’s beloved cultural and civic institutions, including Seattle’s Wing Luke Asian Museum, the Frye Art Museum, Westside School, West Woodland School, Seattle University School of Law, Whatcom Community College’s Science, Library, and Student Center Buildings. Rick is adept at working with school communities to develop a common vision, and has a long track record of delivering important civic and cultural projects on time and on budget. He has a deep commitment to improving the design quality of the Pacific Northwest, and is past chairman of the Seattle Design Commission and past president of the Seattle branch of the American Institute of Architects.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Westside School	\$9,800,000	Neg.	Design Principal	2013-16
Kingsgate Library	\$2,460,000	D/B/B	Design Principal	2013-16
Wing Luke Asian Museum	\$11,300,000	Neg.	Design Principal	2008
Seattle U School of Law	\$18,600,000	D/B/B	Design Principal	1999

Gladys Ly-au Young – Principal in Charge/Project Manager, SKL Architects

Gladys Ly-Au Young specializes in managing and designing School and Library projects in existing buildings on tight budgets. She is committed to collaborating closely with all stakeholder groups and understands the benefits of early interaction with contractors to develop a cost effective building. She recently completed construction administration for Westside School, a K-8 adaptive reuse project built for \$182 per square foot, and is currently closing out the Kingsgate neighborhood Library remodel, at \$230 per square foot. Gladys graduated from Washington State University in 1994, and later went back to school to earn a Master of Science in Sustainable Design from Carnegie Mellon University, thus bringing a deep understanding of sustainable design issues to her projects.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Westside School	\$9,800,000	Neg.	Principal/PM	2013-16
Kingsgate Library	\$2,460,000	D/B/B	Principal/PM	2013-16
Kalmiopsis Retreat Center	\$2,100,000	Neg.	Principal/PM	2014-16

Wing Yee Leung – Project Architect, SKL Architects

Wing Yee has 21 years of experience working on a wide variety of projects. She has a reputation for being detail oriented and is highly adept at coordinating sub-disciplines and exploring design options, especially in remodel and adaptive re-use project settings.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Westside School	\$9,800,000	Neg.	Project Architect	2013-16
Kingsgate Library	\$2,460,000	D/B/B	Project Architect	2013-16
Chophouse Row Mixed Use	\$8,100,000	Neg.	Project Architect	2012-15
Seattle U Rec Center	\$7,200,000	D/B/B	Project Architect	2011

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.

Specific GC/CM experience for each proposed staff members and consultants is described in each of the Staff and Consultant Biographies above.

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

Qualifications of the project manager and consultants are described in the Staff and Consultant 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

Parametrix was selected for PM/CM Services. The Parametrix team is under contract and will serve as the project manager for this project to completion. Funds for the position are available from the 2016 bond issue proceeds.

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

Construction experience for each proposed staff member and consultant is described in the Staff and Consultant Biographies above.

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

This project will be managed through Central Kitsap School District Capital Projects office. The project's overall organizational format starts at the top with project reviews and approvals by CKSD's School Board. From there, it proceeds to the Superintendent, then to the Executive Director of Business and Operations and then to the Director of Capital Projects. The District's project specific staffing will include a full-time project manager from start of design through occupancy, on-site construction representatives, and support from the Capital Projects office staff. District Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The project will be led by the District's Director of Capital Projects, Robin Shoemaker and her staff, and will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management/Construction Management and GC/CM processes and procedures. The Architect, SKL Architects, has expertise in design and construction of educational and cultural facilities, including projects delivered using both traditional design/bid/build and the negotiated contract delivery method. While SKL Architects does not have previous experience in the GC/CM delivery method, we feel that teaming them with a seasoned, experienced, GC/CM Contractor and an Owners Project Manager (Parametrix) with GC/CM experience would be an excellent opportunity for us to increase the pool of design teams with GC/CM experience. In addition, the District will employ the legal expertise of Graehm C. Wallace, a construction attorney who is highly experienced in the construction industry and with alternative delivery methods.

The roles and responsibilities of the District, Architect, and their consultants and the GC/CM have been established in a matrix of responsibilities that is published with the Request for Proposal and is included in CKSD's GC/CM contract documents. The Project Manager monitors the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Controls are also exercised through a signature authority process for changes which is consistent across all projects in the District's Capital Program. The MACC will include a risk contingency (maximum 3% of construction cost) to be used by the team during coordination of the work and specifically during subcontract buyout. Use of any of these contingency funds by the GC/CM shall be approved by the District. The Executive Director of Business and Operations will have authority to approve spending from the Owner's contingency funds up to the set limits with certain controls. The Executive Director has a \$40,000 per occurrence signature authority. The director of Capital Projects has a \$10,000 per occurrence signature authority. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above \$40,000 are approved by the CKSD Board of Directors. If increased signature authority is required by the Executive Director to support the project, it will be obtained. The day to day site Project Management team works closely with the Executive Director to keep him fully informed of any potential cost issues.

This approach balances the need for direct decisions made by the District with capability at the site to manage emerging issues that arise, and has proven to work well across both GC/CM and Design-Bid-Build projects.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GC/CM Contractor are reconciled at the end of each design phase. Value analysis and Constructability review

will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated, the GC/CM, Project Manager, and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC. At an intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the Total Contract Cost (TCC). At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services (Refer to Attachment C), the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

A brief description of your planned GC/CM procurement process

Our procurement process will build upon our previous experience with GC/CM project delivery, and will include the following:

- Marketing of the project to experienced potential GC/CM candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.
- Soliciting pricing proposals from the highest ranked firms.
- Recommending award to the highest ranked firm.

We anticipate being able to advertise the GC/CM Request for Proposals by mid-June 2016. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms by early August 2016. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval in mid-August. This will allow the GC/CM team to join the project team well in advance of the end of Schematic Design.

The District intends to utilize Doug Holen, former Director, Capital Projects South at the University of Washington as an industry expert to participate with us in the GC/CM selection and contracting process, the services and advice of Graehm Wallace of Perkins Coie for legal issues during the project and Howard Hillinger of Parametrix to advise our team through GC/CM procurement and design/construction.

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

The District's attorney, Graehm Wallace at Perkins Coie, has developed standardized General Conditions, a GC/CM Contract and Guaranteed Maximum Price Amendment documents, based on the AIA-A103 and AIA-A201 documents. Parametrix has begun to develop standardized GC/CM RFP, RFFP and selection documents that will be used in conjunction with the Perkins Coie contract information on this project. Our intent is to complete a draft of the RFFP with draft Contract Documents for this project and include them for review/reference by the submitters in the GC/CM procurement process sometime following release of the RFP and prior to the Interviews. The documents will likely include drafts/samples of the General Conditions, GC/CM Contract, general requirements, preconstruction

services scope of work, and cost allocation matrix including cost items, definitions, and how they will be paid.

Prior to issuing the final draft of the RFFP, we will be updating these documents to reflect the input of submitters and current industry best practices. As part of this review, we will evaluate model documents such as those developed by the University Washington, solicit input from our outside legal counsel and revise to incorporate any recent RCW updates. Final construction contract documents will be modeled upon contract documents that have successfully been used with other Washington school districts on GC/CM projects.

8. Owners Recent 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:

Central Kitsap School District’s recent construction activity is summarized below.

Project No.	Project Name	Project Description	Contract Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Original Construction Budget	Actual Cost of Construction	Reasons for Budget or Schedule Overruns
1	Hawk Elementary School	New in Lieu Construction	D/B/B	June 2013	July 2014	June 2013	July 2014	\$17,954,420	\$18,846,000	Board approved additional scope and bid alternates
2	Silverdale Elementary School	Renovation/ Addition	D/B/B	June 2015	July 2016	July 2015	TBD – Still under construction	\$12,666,000	TBD	NA (Under Construction)
3	Consolidated Transportation, Food Service, Warehouse Facility	New Construction	D/B/B	August 2016	June 2017	TBD	TBD	\$17,245,203	TBD	NA

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:

- 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

The District and the Design Team have completed Pre-Design and Programming and are currently in early Schematic Design. At this point, there aren’t any conceptual plans or sections developed for the project. However, more information may be available by the time that we present to the PRC. See Attachment A for a neighborhood plan, project site plan and conceptual site plan depicting project scope and concept based on the program that has been developed.

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.

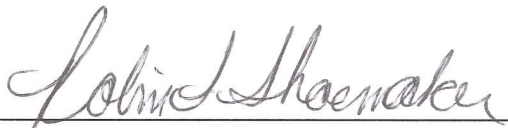
The District has received no audit findings on any projects.

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 shall render your application incomplete.

Should the PRC approve 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

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

Signature: 

Name: (please print) Robin Shoemaker

Title: Director of Capital Projects, Central Kitsap School District #401

Date: 4/29/16

Attachment A – Preliminary Concepts, Sketches, or Plans Depicting the Project

Figure 1 – Existing Olympic High School Neighborhood Plan



Figure 2 – Olympic High School - Project Site

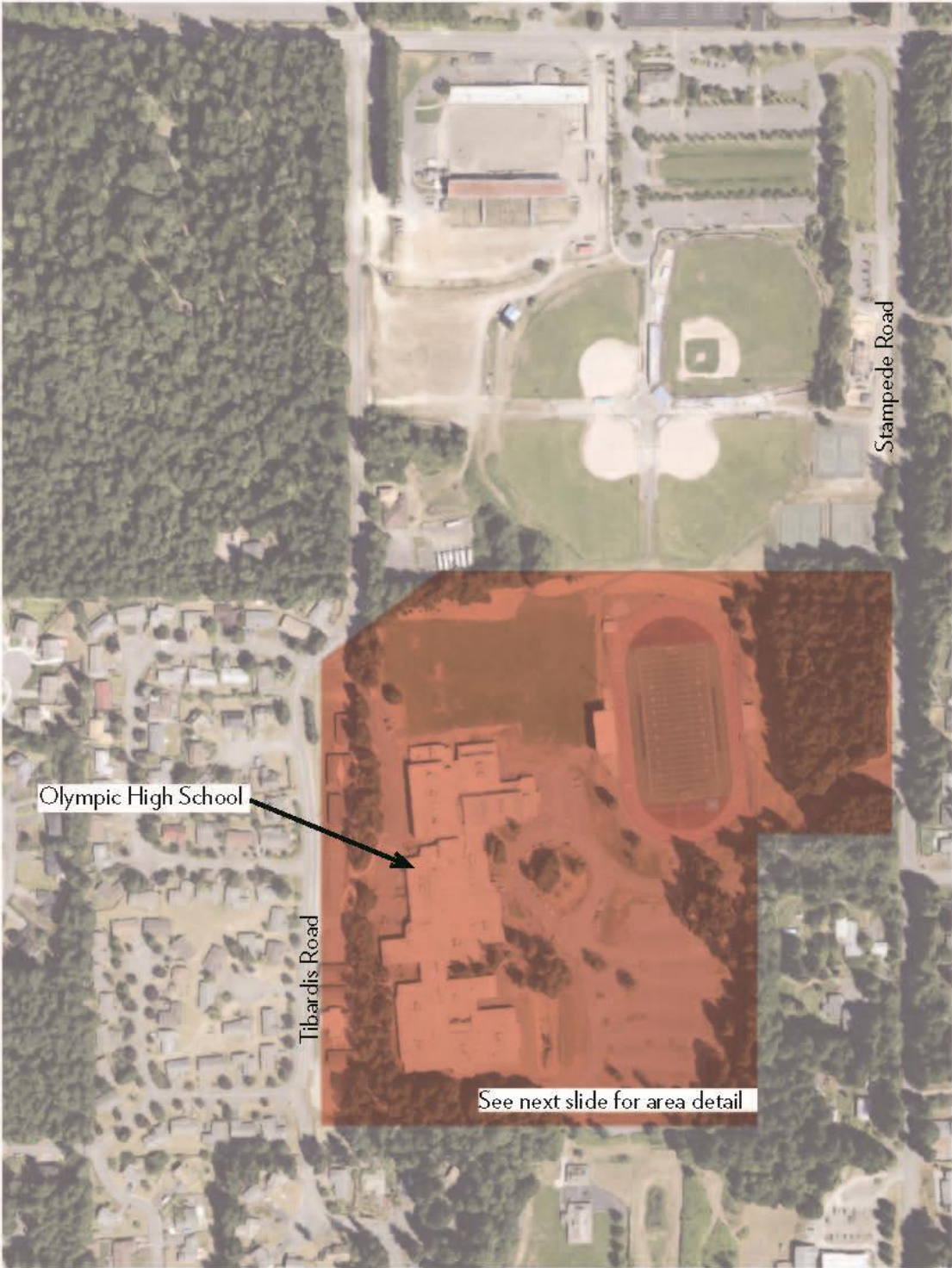


Figure 3 – Olympic High School - Concept Site Plan

