FERNDALE SCHOOL DISTRICT

FERNDALE HIGH SCHOOL REPLACEMENT

Application for Project Approval GC/CM Delivery

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

Submitted by: Ferndale School District
Ferndale, WA
June 20, 2019

FERNDALE
SCHOOL DISTRICT ...*Making A Difference*

June 20, 2019

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

Re: Ferndale High School Replacement Project Application

Dear PRC Members:

The Ferndale School District is pleased to submit its application for use of the General Contractor/Construction Manager (GC/CM) alternative project delivery method on the Ferndale High School Replacement Project.

We strongly believe that the use of GC/CM is warranted for this project due to its complexity and site constraints. The 1,470-student high school will continue to operate in the existing buildings, while the replacement school is constructed adjacently. In addition, the District central transportation facility and kitchen also operate from the site and must continue to operate during construction. Early and ongoing participation of the general contractor will be essential to ensure coordination of traffic flows (students, staff, buses, deliveries, construction traffic) and safe operation of the school site. Further complicating the issue is limited site access. With surrounding residences and business, as well as a major railway along the east perimeter of the site, there are few options for accessing the site.

The District has built a project team rich with GC/CM experience. Our project managers from Construction Services group and our architects from Dykeman have successfully managed multiple GC/CM projects throughout Washington State. We are highly confident that this team will deliver our community the new high school that they are expecting – on time and within budget – with the early contractor participation and collaboration that GC/CM allows.

Thank you for considering our project for GC/CM. We look forward to your review and comment at the July 25, 2019 meeting.

Sincerely,

Linda Quinn, Ed.D.
Superintendent

State of Washington

Capital Projects Advisory Review Board, Project Review Committee

APPLICATION FOR PROJECT APPROVAL TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) METHOD FOR PROJECT DELIVERY

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Identification of Applicant

a) Legal name of Public Body (your organization): **Ferndale School District #502**
b) Address: **6041 Vista Drive, Ferndale, WA 98248**
c) Contact Person Name: **Linda Quinn** Title: **Superintendent**
d) Phone Number: **360-383-9207** E-mail: **linda.quinn@ferndalesd.org**

1) Brief Description of Proposed Project:

a) Name of Project: **Ferndale School District New Ferndale High School**
b) County of Project Location: **Whatcom County**
c) Please describe the project in no more than two short paragraphs.

The proposed project is to replace the existing Ferndale High School of approximately 214,207 gross square feet with a new, 222,000 gross square feet, 2 (or possibly 3) story facility designed to meet the needs and growth of the community. Built in several phases over many decades, the high school serves grades 9 through 12 on a 52-acre campus. The oldest building was constructed in 1930, with additions and separate buildings added through the 1990's. With a majority of the campus over 50-years old, the structures are at the end of their useful life. The 27,443 Performing Arts Center (PAC) is a stand-alone building built in 1970, which has been partially upgraded over the years. The PAC structure is in good condition and will be incorporated into the new school, with some updates to the mechanical systems and stage areas. The District's transportation facility (including bus yard) is located on the high school campus, and shares the same access points. The existing high school kitchen serves as a central kitchen for the District and meals are delivered to each of the schools on a daily basis.

Due to surrounding residences, businesses and adjacent railroad tracks, access to the site is severely limited. The new school is to be constructed adjacent to the existing buildings while they are occupied. Construction is expected to occur in three separate phases. In addition, central bus transit operations and meal deliveries for the entire district will continue during construction, and will have to be coordinated with all construction logistical activities. Once students move to the new building, the 1930's building known as "Old Main" may be converted into a municipal facility for the City of Ferndale. If an agreement is not reached with the City, this building will be demolished and the area used for additional school parking and/or other educational activities.

2) Projected Total Cost for the Project:

A. Project Budget

Construction: Guaranteed Maximum Price (GMP)	$91,633,736
Off-Site Costs	included in GMP
A/E Basic & Add'l Services, Consultant Fees, Legal	$6,497,205
Permitting, Impact Fees, Utilities	$1,075,000
Project Administration	$4,798,218
Equipment & Furnishings	$4,395,000
Owner & Design Contingency (contractor contingency is in GMP)	$9,163,374
Sales Tax	$7,972,135
Total Project Cost	$124,353,069

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 by capital bonds in a tax measure passed by the school district voters in the February 2019 special election, with the first portion sold on June 19, 2019. The District is working with the Office of the Superintendent of Public Instruction to obtain State funding for the project.

3) Anticipated Project Design and Construction Schedule

The anticipated project design and construction schedule, including:

Project Milestones	Milestone Dates
Begin Pre-Design & Visioning Process	June 1, 2019
Project Review Committee Application	June 20, 2019
Project Review Committee Presentation	July 25, 2019
First publication of RFQ for GC/CM Services	July 30, 2019
Start Educational Specifications	August 1, 2019
Second publication of RFQ for GC/CM Services	August 6, 2019
Project Information Meeting (Tentative)	August 16, 2019
RFP Submittal Deadline	August 21, 2019
Open and Score Submittals	August 22, 2019
Notify Short-List	August 23, 2019
Interviews with Short-Listed Firms	August 29, 2019
Notify Most Highly Qualified Firms & Invitation to Submit Final Proposals	August 30, 2019
RFFP Submittal Deadline and Opening	September 10, 2019
Notify Most Qualified GC/CM	September 12, 2019
Pre-Con Work Plan Due	September 23, 2019
School Board Approval of GC/CM Selection	September 24, 2019
GC/CM Agreement w/ Pre-Con Services Executed	September 26, 2019
Begin Schematic Design	October 1, 2019
Begin Design Development	March 1, 2020
Begin Construction Documents	December 1, 2020
MACC Estimate / Negotiation (90% CDs)	March 15, 2021
School Board Approval of MACC / GMP	April 13, 2021
Begin Construction	June 20, 2021
GMP Amendment Executed	July 15, 2021
Anticipated Substantial Completion	September 1, 2023
Anticipated Final Completion	December 1, 2023

a) Procurement: The District has procured owner-managed services such as geotechnical, wetland assessment, archaeological, land surveying, etc. The District has also selected a design team, Dykeman Architects, and is currently completing Pre-Design phase work.

b) Hiring consultants if not already hired: All consultants are secured and have made commitment to the project.

c) Employing staff or hiring consultants to manage the project if not already employed or hired: ESD 112, Construction Services Group, has been engaged to act as the District's Project/Construction Manager for this bond project.

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 GC/CM contracting procedure is appropriate – and even critical - for this project for many reasons, including the following:

Complex Phasing, Occupied Site: A primary challenge to be addressed during the project is the safety and security of the students who will be attending school for over two years in the midst of a construction site. The existing campus with multiple buildings and complex pedestrian connections will be fully occupied during all construction phases. The new high school facility may also require phased construction with frequent changes to existing student, staff, and visitor access routes throughout the campus. The complexity of the site and implementation of phasing will be most complicated and require planning to mitigate potential negative safety impacts for each individual on the existing campus during the school year when the current high school is occupied.

Site Constraints: Site access to the building is constrained to two primary access points due to the close proximity of homes and businesses surrounding the district property. In addition, the site is bordered to the east by the BNSF railway. Access and safety concerns for the school will affect material delivery and handling, crane access and hoisting restrictions, as well as limiting construction vehicle access during school hours. Further complicating the issue is that the District's transportation facility and central kitchen are located on this campus. Buses for all schools within the District will originate from this site and must be coordinated with construction traffic. Each morning and afternoon, there are 160 bus trips (40 buses each driving 4 routes), as

well as 13 buses mid-day, plus an average of 3-4 buses for field trips (higher during Fall and Spring). The existing high school kitchen serves as a central kitchen for the entire district, and meals are sent out to all of the schools each day. Meal service occurs year-round, including summers. The kitchen will continue to operate during construction, and access for daily delivery trucks must be accommodated. Pre-project logistical planning with a GC/CM is critical to ensuring student safety and ongoing operations, and under the GC/CM procedure, will be given far greater consideration than a traditional low bid method.

Risk Management: The volatile market – particularly in a remote rural corner of NW Washington - with rapidly rising construction cost escalation presents a significant schedule and budget risk to the School District and taxpayers in the district. Experience on current and prior projects indicate that trades are hard to schedule and commit to the site, so advanced planning and guarantee of work is one method to manage this risk. Additionally, Ferndale is located 90 minutes north of the Seattle metro area, requiring additional travel time for many subcontractors particularly those trades in high demand. The GC/CM will also be able to assist the design by identifying and evaluating building systems, such as masonry or mechanical system options, that may have significant procurement challenges allowing the architect/engineer team to modify design planning which will result in more efficient and cost effective alternative approaches informing the final design of the project.

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.*

The existing high school buildings, sports fields and courts, surface parking and roadways, central storage, central kitchen, and central district transportation buildings are located either adjacent to or directly within the construction site, and will need to continue to operate during the phased construction of the replacement high school buildings and open space. After completion of the first phase, students will be moved into the classroom wing of the new school, which will allow for select demolition of existing buildings during the second phase. (Refer to Appendix A for site plans and phasing diagrams.)

Ongoing contractor coordination of construction traffic and material deliveries will be critical to ensure the safety and security of students, staff and public. It is likely that all major access points will be revised, as well as changing the main entrances of the existing facilities to new locations, moving bus pick up/drop off, relocating staff and student parking, and modifying student pathways between buildings.

Additionally, the District's transportation facility is located adjacent to the campus and shares access points with the high school. Buses will continue to operate from this location during construction, and access will need to be coordinated with construction activity to ensure the safety of students while maintaining the strict bussing schedules. Aside from buses, additional traffic will be created by daily deliveries of meals from the central kitchen to each of the schools. Meal service is provided year-round, including summers.

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

The project site and planned construction activities combine to have a direct and very high impact on the daily activities of the students and staff - including the success of district's educational

mission over the two years of construction. The new facility will be in close proximity to the existing facilities and will likely require phasing. GC/CM involvement during the design phase is critical to minimize impacts to teaching and learning during construction. Careful planning for partial relocations or multiple relocations of classes and student/staff/parent access points will be required to ensure the safety and security of the school's operations.

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

The project will require complex scheduling and phasing due to its limited access points. The ability to create additional access points for construction will be severely limited due to surrounding residences, business, and a major railway. Adding to the complexity, the District's entire school bus/van fleet and central kitchen operates from the site and must continue to run buses and meal deliveries from this facility during construction. Scheduling and planning for all types of access – student, staff, bus, and construction – will be a complex process requiring early and ongoing contractor input.

Given the site's poor soil conditions and high water table, it is anticipated that the foundation of the new buildings will require pilings of significant depth. Having the contractor participate in early design discussions will help to ensure constructability of the foundation design, and may lead to potential cost and schedule savings for the District.

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

The school facility does not have an historical designation, either local or national. However, since the oldest portion of the school (known as "Old Main") has been in operation since the 1930's, it has significance to the local community. The District is considering relocating or incorporating elements of the school's original main entrance into the new school.

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

The project does not anticipate utilizing the Heavy Civil contracting option.

5) Public Benefit

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

How this contracting method provides a substantial fiscal benefit:

The GC/CM contracting method provides a significant risk management benefit, including a fiscal benefit, by improving the safety and well-being of the students and mitigating the ongoing risk of cost escalation. It also allows for the use of Target Value Design by the design team and contractor, which will aid in the project staying on budget throughout the entire design and construction process.

The District and Ferndale community place the safety and security of students as the highest priority. The constrained nature of the site will require a detailed phasing and construction plans to ensure student safety while attending school adjacent to active construction areas. By engaging the contractor early in the design process, many safety issues can be mitigated or even avoided during construction. This saves District time, energy and funds which would have been required to manage safety issues during construction, not to mention possible schedule delays.

Early coordination by the contractor will help to ensure that the District can continue to operate buses and daily meal deliveries from the site. Any delays or obstacles to bus and delivery routes during construction would impact all of the District's schools, as well as creating fiscal impacts.

The GC/CM Contractor will also participate in the allocation of risk. Construction delay claims are expensive, take time to resolve, and impact the scope, schedule, and budget of the project. The GC/CM Contractor is part of the decision-making process during pre-construction, participating in the estimating, constructability, and schedule development. Because of this arrangement, the chance of costly litigation is likely reduced for the public. Additionally, the GC/CM contractor regularly brings current marketplace capital cost realities to the project in both the preconstruction and construction phases of the work.

How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

The traditional delivery method does not provide the opportunity nor the impetus for a contractor to fully understand, account for, bid and manage the daily impacts to the school campus. Many of the design decisions will require thoughtful approaches to the implementation and phasing in order to minimize student impacts during construction. The ability for the GC/CM to participate in the early decision-making process provides realistic, market-based phasing and approaches to a tight, occupied site while maximizing each public capital dollar invested by the taxpayers of Washington and the School District.

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

Not Applicable

6) Public Body Qualifications

Please provide:

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

While the District does not have previous experience utilizing the GC/CM delivery method, the District has hired the Construction Services Group (CSG) to provide GC/CM Program Management and PM/CM services throughout the course of the project. In addition, the District has hired Graehm Wallace of Perkins Coie as their construction attorney and Dykeman Architects as their prime design consultant. All three have extensive experience with the GC/CM contracts and alternative delivery method.

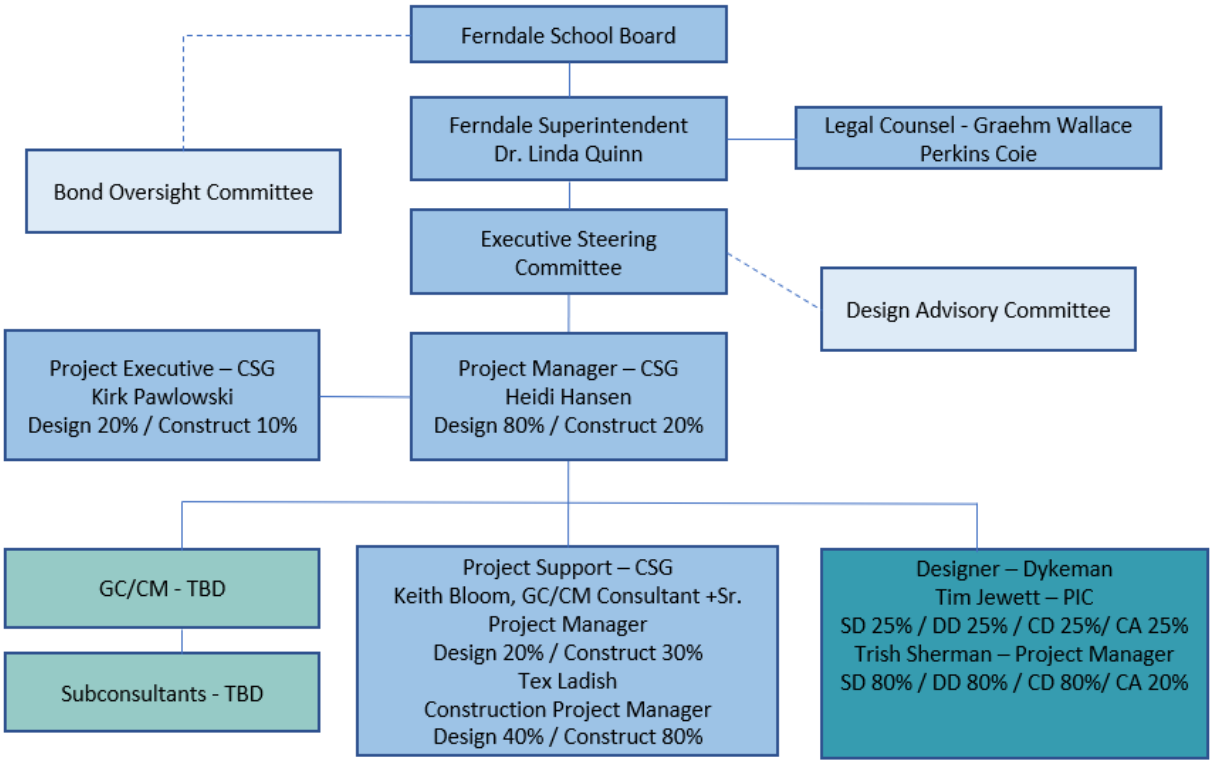
Members of the CSG team have managed GC/CM projects since they were first allowed as an alternative delivery method within Washington State. Graehm Wallace and the Perkins Coie team have provided legal and contract related services to dozens of clients using the GC/CM delivery method.

Dykeman Architects has extensive experience working with the GC/CM delivery model, particularly with the design and construction of complex phased high school projects. Most recently, the Dykeman team has completed large high school GC/CM projects in Bellingham and Bothell, with one in Lake Stevens finishing up this Fall.

To further the District's understanding of the GC/CM process, the Assistant Superintendent of Business & Support Services (who is also a member of the Executive Steering Committee) will be attending the next 2-day workshop on GC/CM project delivery sponsored by the AGC Education Foundation.

A ***Project*** organizational chart, showing all existing or planned staff and consultant roles.

Ferndale School District Organization Plan for GC/CM Project Delivery



Staff and consultant short biographies.

EDUCTIONAL SERVICE DISTRICT 112 – CONSTRUCTION SERVICES GROUP (CSG)

Kirk Pawlowski, Executive Director and Senior Project Manager (AIA, NCARB, LEED AP)

Kirk Pawlowski is a health and life sciences and educational facilities architect and former Principal at the Portland, Oregon–Seattle, Washington firm SRG Partnership. Mr. Pawlowski has served as a member of the National Academy of Sciences, Engineering, and Medicine Committees on Strengthening the Disaster Resilience of Academic Research Communities and Assessing the Capital Needs of the National Institutes of Health, as well as the National Institute of Standards and Technology's (NIST) National Resilience Building and Facilities Standing Committee. Kirk is also a member of the Technical Advisory Committee at OSPI representing the Educational Service Districts of Washington and has participated actively in efforts to integrate the GC/CM and Design/Build models into OSPI's SCAP Program

As the Assistant Vice Provost for Capital Resource Planning at the University of Washington's Office of Planning and Budgeting, Mr. Pawlowski's responsibilities included chairing the University of Washington's Environmental Stewardship Implementation Work Group, developing the recommendations for the UW President's Seismic Resilient Committee, guiding implementation of all major capital projects at the University, and was responsible for the development and management of UW's $1.6B 10-year capital plan which included the UW's deferred maintenance backlog reduction plan. He has also served as the Executive Director of the Washington State University (WSU) and Oregon State University (OSU) Offices

of Capital Planning and Development. As Director of Facilities Planning and Real Estate at the Oregon Health Sciences University in Portland, Oregon, Mr. Pawlowski led the planning and development on OHSU's Marquam Hill, South Waterfront, and National Primate Research Center Beaverton campuses.

Representative Projects	Project Value	Delivery Method	Tasks Performed	Time Involved
Casey Eye Institute, Oregon Health Sciences University (first CM/GC Project in the State of Oregon)	$28,000,000 (in 1989 Dollars)	GC/CM (First Oregon CM/GC)	OHSU Project Manager	100%
OHSU Hospital Bond Renovation Project (Three CM/CG Contractors and Four A/E Firms)	$125,000,000	GC/CM (Oregon CM/GC)	Consulting Executive Architect/Senior Project Manager	75%
Kaiser Permanente KSMC West Expansion Project (and multiple other projects in the Portland area)	$20,000,000	NTE MACC	Kaiser Permanente Campus Architect	65%
State of Oregon Portland State Office Building (new 250,000 GSF)	$35,000,000	Design / Build	Consulting Senior Project Manager for State of Oregon	100%
OHSU Biomedical Research Building	$60,000,000	GC/CM (Oregon CM/GC)	OHSU Facilities Planning Director/Project Manager	25%
OHSU South Hospital Expansion	$110,000,000	GC/CM (Oregon CM/GC)	OHSU Facilities Planning Director/Project Manager	10%
School of Nursing Facility WSU Spokane	$35,000,000	GC/CM	Executive Director	10%
Residence Hall Modernization WSU Pullman	$24,000,000	GC/CM	Executive Director	10%
Health Science Classroom Facility WSU Pullman	$30,000,000	GC/CM	Executive Director	10%
Bio-Tech Life Science Facility WSU Pullman	$65,000,000	GC/CM	Executive Director	20%
Compton Student Union Renovation (230,000 GSF) WSU Pullman	$95,000,000	GC/CM	Executive Director	35%
Veterinary Medical Research Building WSU Pullman	$65,000,000	GC/CM	Executive Director	10%
WSU Global Animal Health Research Center WSU Pullman	$80,000,000	GC/CM	Executive Director	15%
College of Engineering Building WSU Vancouver	$58,000,000	GC/CM	Executive Director	15%

BioProducts, Sciences, and Engineering Laboratory WSU TriCities	$32,000,000	Design-Bid-Build	Executive Director	10%
Pharmaceutical and Biomedical Sciences Building WSU Spokane	$68,000,000	GC/CM	Executive Director	5%
Engineering and Computer Science Building (VESC) WSU Vancouver	$37,500,000	GC/CM	Executive Director	10%
Undergraduate Building (VUB) WSU Vancouver	$24,000,000	Design-Bid-Build	Executive Director	20%
Foster School of Business – Phases I and II UW Seattle	$75,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
Odegaard Library Renovation UW Seattle	$20,000,000	GC/CM	Assistant Vice Provost for Capital Resources	15%
Animal Care Research Facility (ARCF) UW Seattle	$125,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
West Campus Central Utility Plant (WEST CUP) UW Seattle	$20,000,000+	Design-Build	Assistant Vice Provost for Capital Resources	5%
UW West Campus Housing Precinct UW Seattle	$450,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
UW Tacoma Tioga Library Building	$19,500,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
Oregon State University College of Engineering, Johnson Hall	$24,500,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	5%
Oregon State University, College of Forestry Peavy Hall Replacement (CLT Building)	$65,000,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	10%
Oregon State University Marine Sciences Building, Newport, Oregon	$50,000,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	10%
Oregon State University Cascades Campus, Academic Building, Bend, Oregon	$22,500,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	5%

Heidi Hansen, Project Manager

Heidi Hansen has more than 15 years working in K-12 educational settings providing pre-construction, planning, and project management services. Ms. Hansen has served as the director or manager for the Capital Projects Department at Monroe, Arlington, and Mukilteo School Districts. During that time, Ms. Hansen was responsible for multiple new school and modernization construction projects, including use of GC/CM project delivery. Ms. Hansen started her career in land use planning and permitting, then moved to managing capital project programs for various public entities, including some of the first design-build projects for transit facilities.

Project	Project Value*	Delivery Method	Tasks Performed	Time Involved
Monroe SD Park Place Middle School Replacement & Modernization	$60,000,000	GC/CM	Director of Capital Projects	100%
Monroe SD Salem Woods Elementary Replacement	$30,000,000	Design-Bid-Build	Director of Capital Projects	100%
Monroe SD Frank Wagner Modernization & Expansion	$22,000,000	Design-Bid-Build	Director of Capital Projects	100%
Monroe HS Baseball & Softball Complex	$6,000,000	Design-Bid-Build	Director of Capital Projects	50%
Arlington High School Replacement & Performing Arts Center	$44,000,000	Design-Bid-Build	Manager of Capital Projects	100%
Arlington High School Sports Stadium	$10,000,000	Design-Bid-Build	Manager of Capital Projects	50%
Haller Middle School Modernization	$16,000,000	Design-Bid-Build	Manager of Capital Projects	100%
Pioneer Elementary (New)	$12,000,000	Design-Bid-Build	Manager of Capital Projects	100%
Presidents Elementary Replacement	$11,000,000	Design-Bid-Build	Manager of Capital Projects	100%
Kamiak HS Addition	$8,500,000	Design-Bid-Build	Manager of Construction & Planning	100%
Weston Alternative HS	$2,500,000	Design-Bid-Build	Manager of Capital Projects	100%
Fairmount Elementary Addition	$6,000,000	Design-Bid-Build	Manager of Construction & Planning	100%
Youth Eastside Services Administration Building	$5,500,000	Design-Build	Project Manager/Owner's Rep	80%
Floating Surface Collector, Upper Baker Dam	$50,000,000	Design-Bid-Build	Project Manager	75%
Baker River Fish Hatchery	$50,000,000	Design-Bid-Build	Project Manager	10%
Replacement of Floating Surface Collector at Lower Baker Dam	$26,000,000	Design-Bid-Build	Project Manager	15%
Community Transit Administration Building	$8,300,000	Design-Build	Project Manager	100%
Community Transit Merrill Creek Base & Maintenance Facility	$22,500,000	Design-Build	Assistant Project Manager	80%
Ash Way Regional Park & Ride	$4,500,000	Design-Bid-Build	Project Manager	75%

**Project values have not been escalated to current dollars.*

Keith Bloom, GC/CM Consultant + Sr. Project Mgr. / Value Engineering Mgr. (CCM, LEED AP, VMA)
CSG Senior Manager, Keith Bloom has over four decades of capital program, public project delivery experience around the world. With over $5 billion worth of construction project participation at every level, Mr. Bloom has been successfully delivering public works construction in the state of Washington for over twenty years. Mr. Bloom spent most of those years with Washington State University where he led many of the University's significant projects and campus development efforts. Mr. Bloom completed WSU's first GC/CM project in 2000 and went on to manage and oversee almost a billion dollars of Higher Education expansion on four campuses around the state of WA until he left WSU in 2012. Mr. Bloom managed and provided oversight on projects ranging from JOC program, to GC/CM to senior leadership on the first Design/Build project to be completed at WSU, the Northside Residence Hall. Mr. Bloom has turned his career toward helping K-12 school districts improve the educational environment for our children. Keith has returned to Washington State after a sabbatical that included developing a unique community with the Navajo, managing Job Order Contracting process for University of Arizona and managing a couple of traditional delivery projects in Southern California. Keith brings his vast project experience to the school districts served by CSG.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Football Operations, Press and Premium Seats WSU	$80,000,000	GC/CM	Executive Director	10%
Bio-Medical Research & Teaching Facility	$76,000,000	GC/CM	Executive Director	10%
Animal Health Research Facility	$96,000,000	GC/CM	Executive Director	10%
Digital Electronic / Clean Room Laboratory	$45,000,000	GC/CM	Executive Director	10%
School of Nursing Facility WSU	$35,000,000	GC/CM	Director Construction	20%
Residence Hall Modernization	$24,000,000	GC/CM	Director Construction	20%
Health Science Classroom Facility	$30,000,000	GC/CM	Director Construction	20%
Bio-Technical Life Science Facility	$65,000,000	GC/CM	Director Construction	20%
Bio-Science and Engineering Facility	$35,000,000	GC/CM	Director Construction	20%
Student Recreation Center	$40,000,000	GC/CM	Project Manager	100%
Indoor Practice Facility	$10,000,000	GC/CM	Project Manager	100%
Plant Bio-Science Center	$50,000,000	GC/CM	Quality Assurance Officer	35%

Tex Ladish, Construction Manager
Mr. Ladish has over 30 years of experience of construction management, project management, facilities and construction experience. Over the past 14 years with CSG he has effectively provided project and construction management services for a variety of public school projects in Northwest

Washington, including a large GC/CM new high school project for Marysville School District. Tex has attended and completed the AGC's GC/CM certification course.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Marysville Getchell High School	$91,000,000	GC/CM	Construction Manager	100%
Lynden Middle School	$41,000,000	Design-Bid-Build	Project Manager	50%
Fisher Elementary School	$23,000,000	Design-Bid-Build	Project Manager	30%
Nooksack Valley Middle School	$23,000,000	Design-Bid-Build	Project Manager	60%
Nooksack Valley High School Modernization	$15,000,000	Design-Bid-Build	Project Manager	30%
Nooksack Elementary Addition	$2,000,000	Design-Bid-Build	Project Manager	10%
Cavelero Mid/High School	$56,000,000	Design-Bid-Build	Construction Manager	100%
Cascadia Elementary School	$16,000,000	Design-Bid-Build	Construction Manager	100%
Meridian High School	$25,000,000	Design-Bid-Build	Project Manager	60%
Meridian Elementary School	$16,000,000	Design-Bid-Build	Project Manager	40%

PERKINS COIE – DISTRICT LEGAL COUNSEL

Graehm Wallace

Graehm Wallace is a partner in the Seattle office of Perkins Coie, LLP and has over 20 years of construction law experience. He has been retained as project legal counsel and will be a main point of contact for legal issues that arise during the project.

Mr. Wallace has served as a project counsel and drafted agreements (construction, architectural, consultant, and construction management) for numerous school district and public owner construction projects, including GC/CM projects for Spokane, Mead, and Central Valley school districts, and the cities of Spokane and Oak Harbor. Graehm is recognized in The Best Lawyers in America for the practice area of construction law.

DYKEMAN PROJECT TEAM

Tim Jewett (AIA, NCARB, A4LE, Assoc DBIA), Principal-in-Charge

With Dykeman since 1997, Mr. Jewett has worked on five GC/CM school projects. As Principal-in-Charge, he is personally committed to ensuring that the Ferndale High School project reaches all goals set by the school district and the team. Mr. Jewett will oversee the project, will be involved at critical points of project development, and will remain informed throughout the duration. His understanding of educational projects, codes and government agencies, as well as his ability to communicate with various groups to reach consensus makes him a perfect choice for this role. Mr. Jewett recently completed the $86M Sehome High School with Bellingham Public Schools through the GC/CM process.

Trish Sherman (AIA, NCARB, A4LE), Project Manager

Ms. Sherman has worked on four GC/CM school projects during her 28-year career with Dykeman. With an extensive project portfolio that includes K-12 schools throughout western Washington, she is particularly passionate about the community impact of educational projects. As Project Manager, Ms. Sherman will be the main point of contact and will carry out the day-to-day management of the project. Her responsibilities include establishing the budget, scheduling, staffing, team coordination, and deliverables. She will ensure that all milestones and goals are met, and that information is properly integrated into the design process and contract documents. Ms. Sherman recently completed the $95M North Creek High School with the Northshore School District through the GC/CM process.

Dykeman K-12 GC/CM Education Projects

School Name	District	Role	Complete
Lake Stevens High School	Lake Stevens	Tim: PIC Trish: PM	Fall 2019
Sehome High School	Bellingham	Tim: PIC	2018
North Creek High School	Northshore	Tim: PIC Trish: PM	2016
Bothell High School, Phase 3	Northshore	Tim: PIC	2008
Bothell High School, Phase 2	Northshore	Tim: PM Trish: PA	2005

PIC = Principal in Charge, PM = Project Manager, PA = Project Architect

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

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

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

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

Construction Services Group was selected for PM/CM services. CSG is under contract with the District and will serve as the owner representative / capital bond program manager.

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

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

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

The District approaches their organizational controls through a checks and balances approach with clear roles and responsibilities for each individual. Controls may be grouped into two categories: organization controls and financial controls.

Organizational controls: The District has a five-member board that oversees all of the approvals and reviews for the district including the Ferndale High School Project. Board members are elected officials and serve four-year terms. The Superintendent reports to the board and has a cabinet of trusted financial, curriculum development, and operations professionals that oversee various operational roles within the District.

The District has created an Executive Steering Committee to oversee the bond program, which includes the Superintendent, Assistant Superintendents, and High School Planning Principal. This committee is responsible for daily management of the project in partnership with its contracted Owner's Representative, the Construction Services Group (CSG) of Educational Service District 112. CSG employs a project executive, project manager, and construction management specialists that assist the District with the management of their bond program.

In addition, the Board has formed a Bond Oversight Committee which reports to the School Board and the community at large. This group of appointees has experience in the construction industry and are in place to review design, schedule and budget materials.

In addition to the structure identified above, the School District, at the recommendation of the Executive Steering Committee, has contracted with an Architect and their subconsultants. Dykeman Architects has been selected based on the best experience in design and construction of educational facilities, including project delivery in the GC/CM delivery method. In addition, the District has engaged Graehm Wallace with Perkins Coie. Mr. Wallace is highly experienced in the GC/CM delivery method and serves as a respected construction legal counsel to the District and other public clients. Perkins Coie will have primary responsibility for ensuring that the procurement process and GC/CM contract comply with all RCW 39.10 requirements.

The roles and responsibilities of the school district, the School Board, CSG, Architect, and their consultants have been established in the matrix of responsibilities. The project manager for the District, CSG, monitors the various activities and deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Financial Controls: Controls are also exercised through the signature authority process and contractual approval process. The Assistant Superintendent for Business & Support Services has delegated signature authority for all purchases and contracts up to $49,999. An additional signature is required by the Superintendent for purchases in excess of $50,000. Expenditures and budgets are reviewed by the school board in their entirety at every monthly board meeting in addition to their regular review of audited income statements. All contractual relationships for construction or renovations in excess of $100,000 require progress updates at regular intervals.

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

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

CSG's preliminary analysis of the project has identified specific components which create challenging building and site development issues. For many projects the traditional project delivery method of hiring an architect, designing a school, and then introducing it to the construction community by advertising it for bid is appropriate. Awarding work to the lowest responsive and responsible contractor, with an excellent set of construction documents, on what may be considered a simpler site with limited building and site development constraints is the traditional, preferred project delivery method.

With traditional 'design-bid-build' projects – especially on limited, atypical, or difficult to develop sites – waiting for contractor involvement until bid day is often too late. The owner and design team usually do not have any contractor input on construction means and methods until the construction documents are complete and the project is ready to begin construction. Since alternative contracting methods are available to public agencies in the state of Washington, CSG supports the opportunity for school districts to solicit approval for use of an alternative project delivery process.

Determining Use of Alternate Project Delivery:

Utilizing an alternative public contracting method in the state of Washington requires approval from the Capital Projects Advisory Review Board, Project Review Committee, CPARB, PRC. The criteria for doing so is limited to that stipulated in RCW 39.10, Alternative Public Works.

Upon review of the RCW 39.10 criteria, further consideration must be given to budget, schedule and the collective experience of the proposed project team. Also, it is important to determine if the issues of difficulty driving GC/CM considerations can't be addressed in traditional delivery methods with enhanced specification and process.

Once a project leader has determined that GC/CM is appropriate, a memo to file, listing the reasoning for pursuing, is created. Then a meeting with the Director and Senior Regional Manager(s) is held to discuss and gain concurrence for moving forward.

The discussion in this policy is focused on consideration of GC/CM in lieu of Traditional Design/Bid/Build. Similar analysis would occur if/when a Design/Build delivery method may be considered.

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

The District has retained Perkins Coie to develop the GC/CM contract terms in full compliance with RCW 39.10 requirements. Perkins Coie is one of the leading legal firms for construction law in the State of Washington and has extensive GC/CM experience in the State of Washington.

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.)*

The District has not undergone any major construction in the past six years.

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.

Please see the Attachment A for current site plan and conceptual phasing plans. The Ferndale High School project is currently in programming and pre-design phase and will not begin the schematic design phase until late 2019. At this point there are not any conceptual plans or sections developed for the new buildings. If available, the District will provide further developed conceptual plans when presenting to the PRC.

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.

The District has received no audit findings on any projects.

10) Subcontractor Outreach

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

The District is committed to monitoring and following all public works laws and applicable requirements. It is District policy (FSD Policy 5010) to encourage participation of small, women, and minority-owned businesses in all of their bidding processes. Part of the GC/CM selection scoring will evaluate the general contractors' efforts to solicit and contract with these types of businesses. Lastly, the District will expect the contractor to prepare an outreach plan as part of their preconstruction services, including what the MWBE participation target should be. This plan may contain such things as preparing bid packages below the required $300,000 bonding threshold, direct solicitation of certified SBE, DBE, MWBE suppliers and subcontractors, and conducting preconstruction outreach meetings prior to issuance of the bid package solicitations.

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)*: Linda Quinn

Title: Superintendent, Ferndale School District

Date: June 17, 2019

Attachment A – Site Plan & Conceptual Phasing Plans

Existing Site Plan

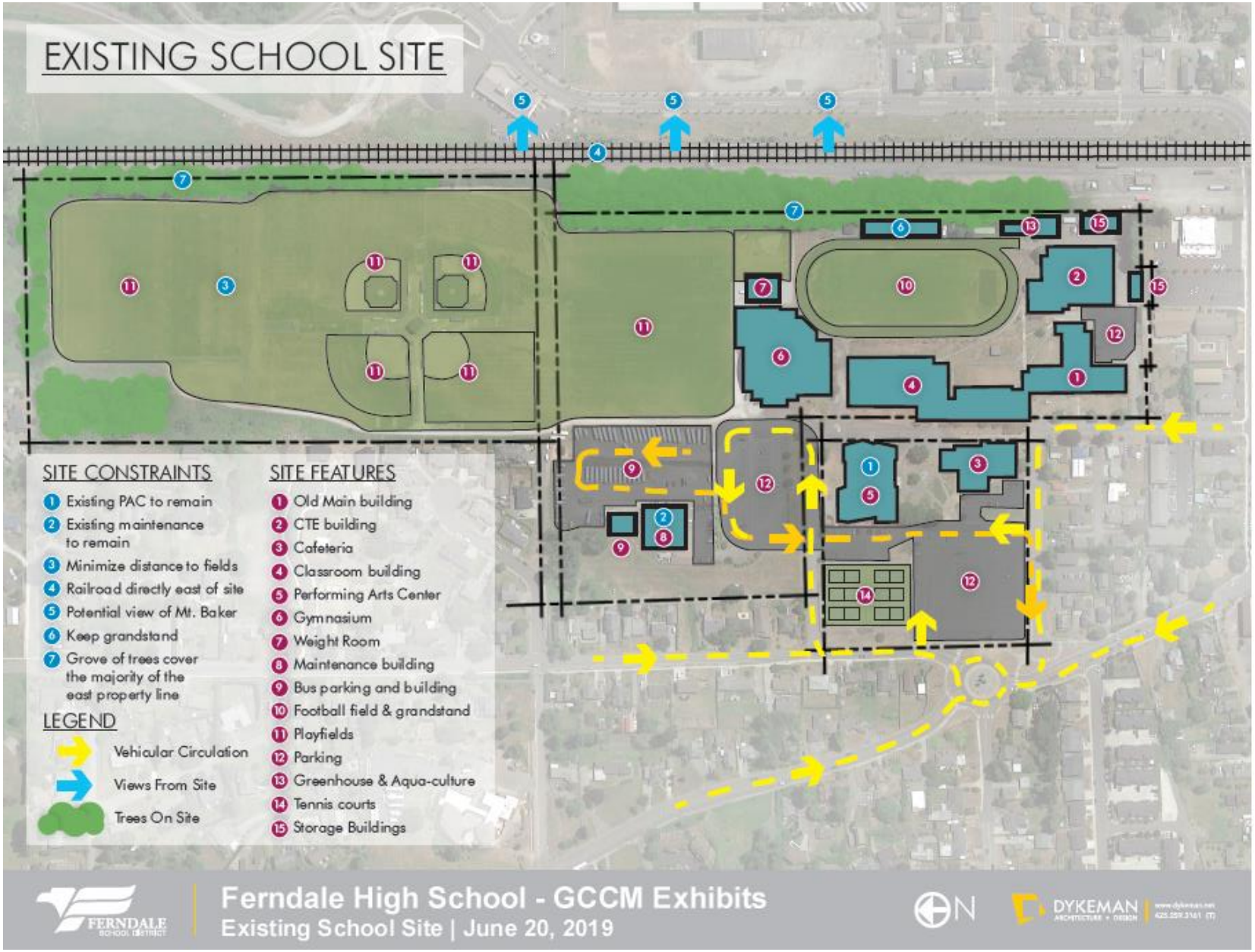
Phase 1

Phase 2

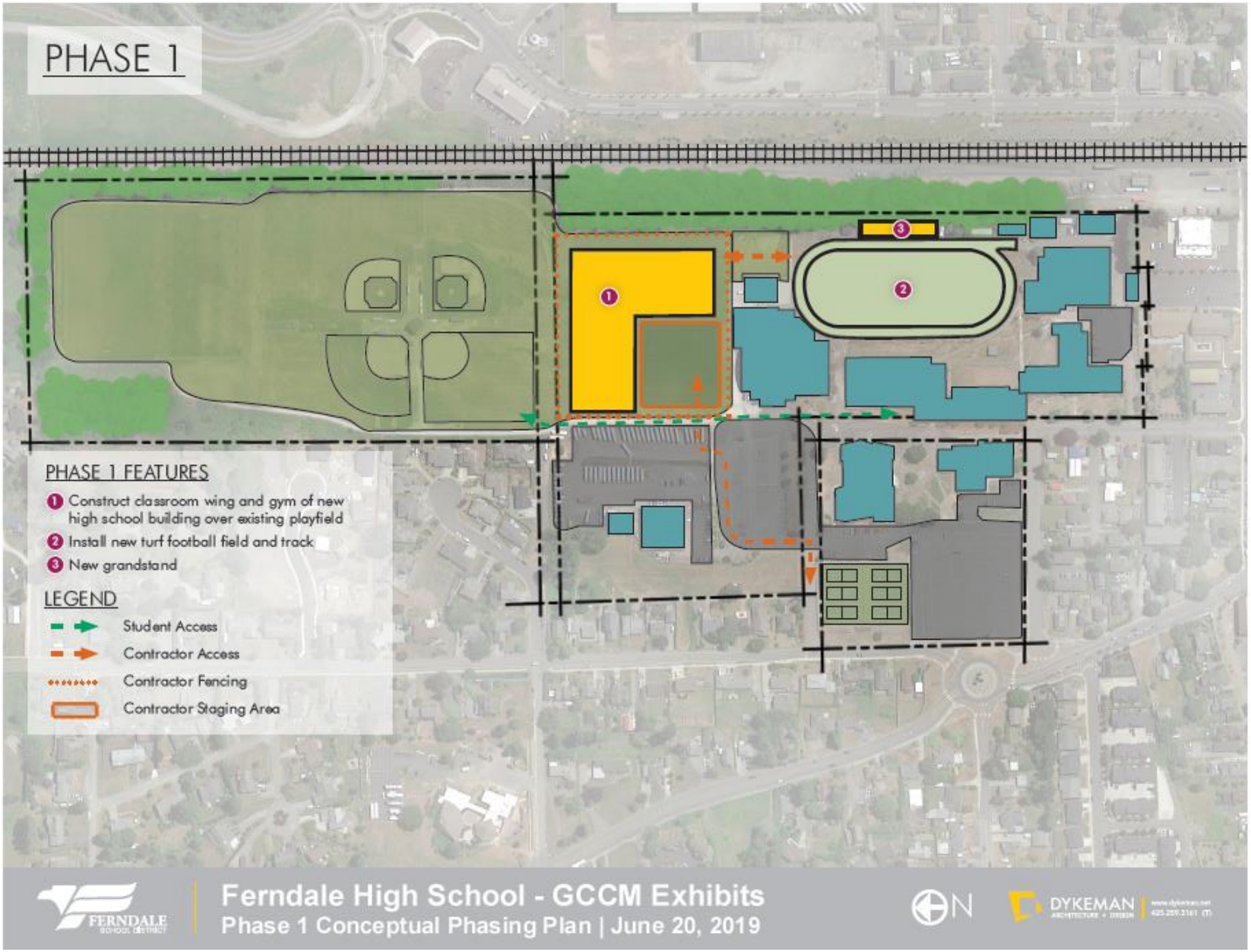
Phase 3

Final Site Plan

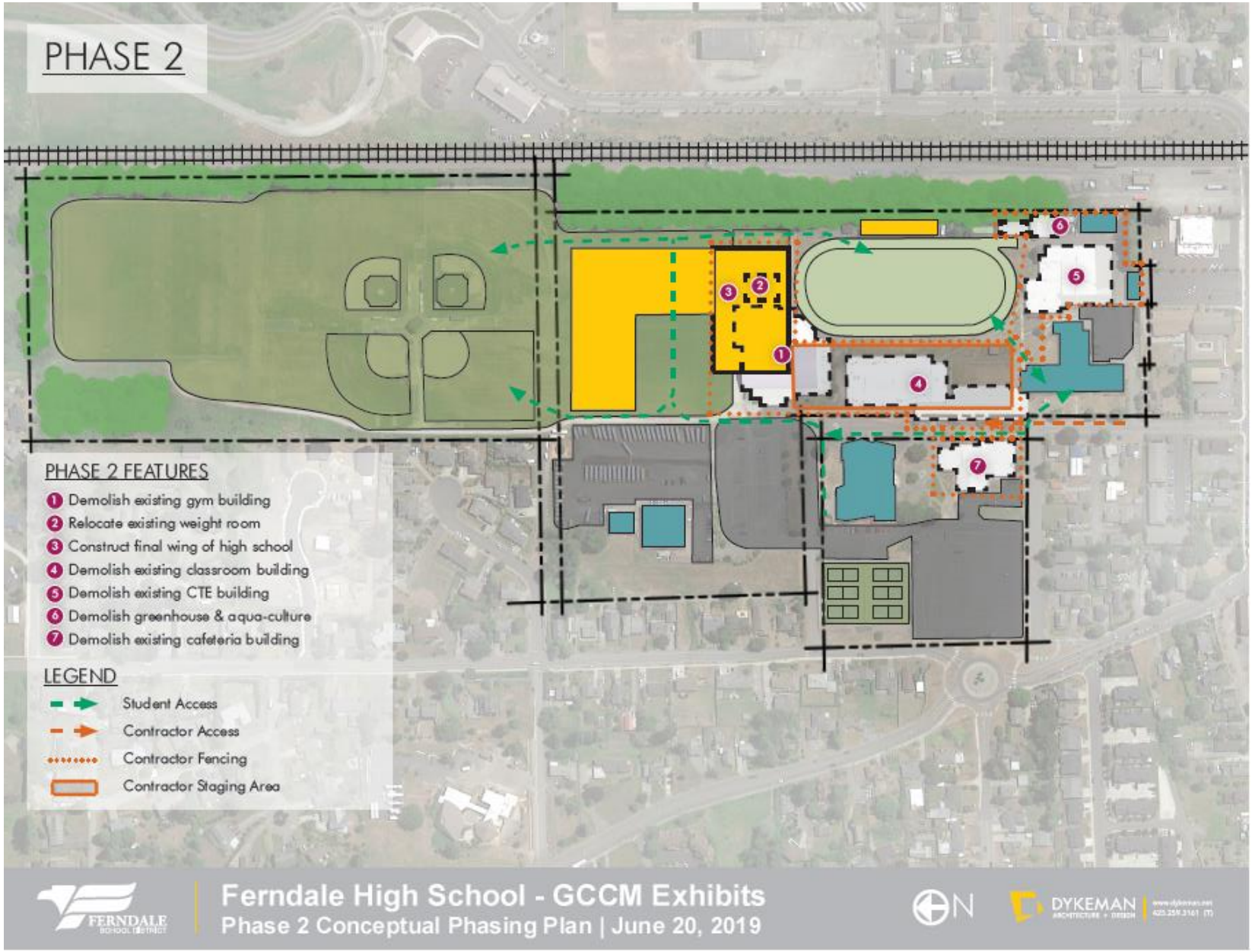
Site Photos



Attachment A



Attachment A



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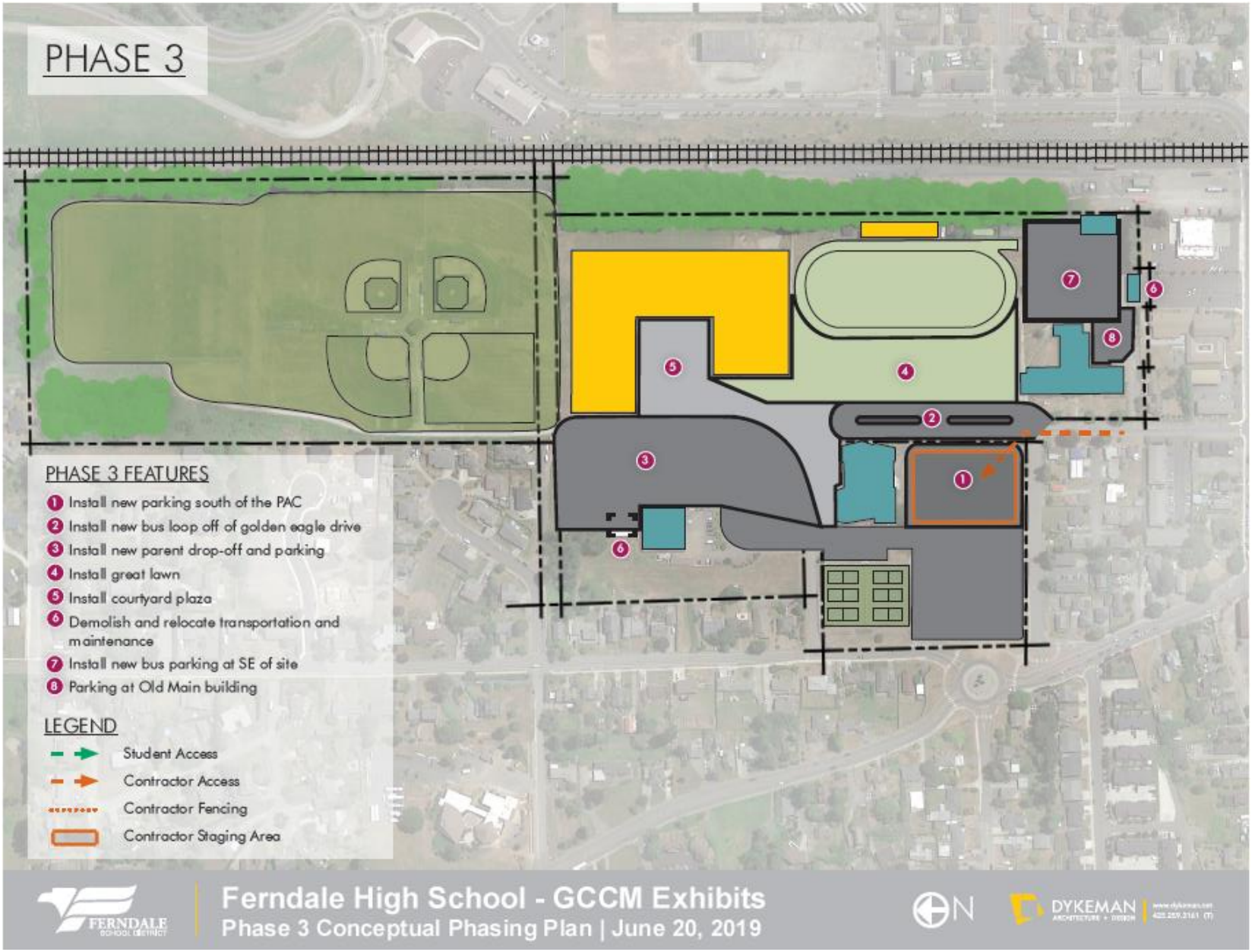
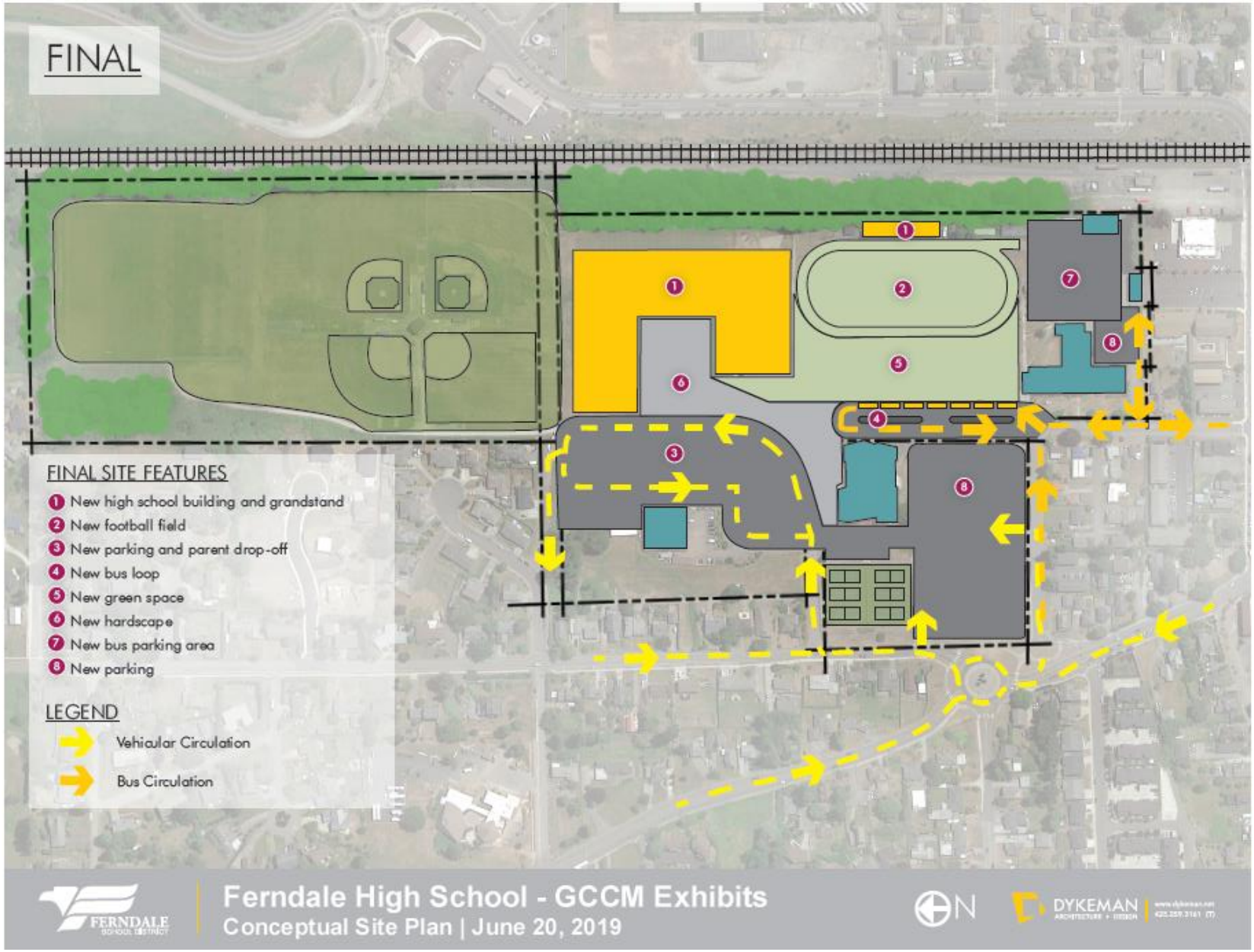


Attachment A



Attachment A

SITE PHOTOS

Shared school/bus access off of Malloy Ave

PAC Building (to remain) and shared bus/school access

Old Main Building – either to be demolished or sold to City of Ferndale

View of campus from Vista Drive traffic circle