



**Lake Stevens School District  
Lake Stevens High School Modernization**



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

**Application for GC/CM Project Delivery Approval**

**Submitted by**

**Lake Stevens School District  
December 28, 2016**



**LAKE STEVENS**  
School District

December 28, 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: Talia Baker, Administrative Support

Dear PRC members:

Please find attached our application for approval to utilize GC/CM contracting for the Lake Stevens School District – Lake Stevens High School (LSHS) Modernization project.

This project will be the first project that the Lake Stevens School District (LSSD) has elected to deliver using the GC/CM delivery method. Our decision to request approval to use the GC/CM delivery method is one that has not been taken lightly. We've done research and spoken with other Districts who have used the delivery method on their Capital projects. We are very encouraged with the feedback that is being shared with us. As part of our fact finding, we've also looked into the GC/CM Training Seminar that is offered by the Seattle AGC office and I've enrolled to attend the next seminar session in January of 2017.

To guide us through the process, LSSD has retained Parametrix as our GC/CM Procurement Manager and GC/CM Project Advisor. We also plan to maintain their services in a PM/CM Support role through construction. Parametrix has successfully proposed and implemented the GC/CM delivery process on a number of other K-12 projects for other clients. In addition to Parametrix, we also have the technical and legal assistance of Graehm Wallace of Perkins Coie who has had extensive GC/CM experience. We will draw upon the experience, knowledge and mentorship of our consultant team to guide us and help ensure the success of GC/CM delivery on this project.

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,

Robb Stanton  
Executive Director of Operations  
Lake Stevens School District

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

**APPLICATION FOR PROJECT APPROVAL  
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE**

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# 1. Identification of Applicant

|                                |   |        |                                  |         |          |
|--------------------------------|---|--------|----------------------------------|---------|----------|
| (a) Legal Name of Public Body: | Lake Stevens School District                          |        |                                  |         |          |
| (b) Address:                   | 12309 22 <sup>nd</sup> St. NE, Lake Stevens, WA 98258 |        |                                  |         |          |
| (c) Contact Person Name:       | Robb Stanton  | Title: | Executive Director of Operations |         |          |
|                                |   |        | robb_stanton@lkstevens.we        |         |          |
| (d) Phone Number:              | (425)335-1500   | Fax:   | (425)335-1549                    | E-mail: | dnet.edu |

# 2. Brief Description of Proposed Project

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

The District is planning a multi-phased modernization of their Lake Stevens High School facility. The work is currently planned to include a mix of additions, modernization of some buildings and some new buildings to replace existing buildings. The school will remain occupied and operational throughout construction. Construction work is anticipated to take place for approximately three years and be phased through the campus.

The existing site is approximately 35.6 acres and is surrounded by single-family residential neighborhoods. The site is flanked by two-lane streets on the north (30th St. NE & 28th St. NE) and east (113th Ave NE & 115th Ave NE). The existing school is a campus-type facility with multiple buildings connected by walkways. The total building area is approximately 208,000 gross square feet, single story buildings, primarily of masonry and wood-framed construction. The original construction dates to 1979 and there were subsequent additions/modernizations in 1995 and 2008.

The completed, modernized school is anticipated to be approximately 250,000 gross square feet and will likely be a combination of single & multi-story components. It will be designed to accommodate 1,800 students in grades 9-12 and will include general classrooms, specialized classrooms for art, science, technology, engineering, music, special education and athletics, a performing arts center, two gymnasiums, a pool, cafeteria/commons, library, administrative office and spaces for a range of other student support resources. Site improvements in the construction will include separated parent drop-off and bus loading/unloading areas, staff/visitor parking and infrastructure improvements required for the new construction. The anticipated Owner’s MACC for this project is approximately \$60M. (Note that the “Owner’s MACC” is slightly different than the “GC/CM MACC”. The Owner’s MACC includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.)

This project has a comprehensive, community-involved design process and has begun Education Specifications with Schematic Design to begin in the late winter. The design process, construction documents and permitting is anticipated to culminate in the spring of 2018, with construction slated to begin in summer of 2018. It is anticipated that the phased construction will take place over three consecutive school years and will be completed for the 2021/22 school year.

### 3. Projected Total Cost for the Project

#### A. Project Budget

|  |                      |
|--|----------------------|
| GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)                  | \$ 54,000,000        |
| GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (10% of MACC)              | \$ 6,000,000         |
| <b>Subtotal (Owner's MACC)</b>   | <b>\$ 60,000,000</b> |
| Owners Construction Contingency (5% of MACC)                               | \$ 3,000,000         |
| Owners Project Contingency (2.5% of MACC)                                  | \$ 1,500,000         |
| Furnishings, Fixtures, Equip and Data/Tech Allowance (7% of MACC)          | \$ 4,200,000         |
| Professional Services Allowance (Architects & Engineers) (10% of MACC)     | \$ 6,000,000         |
| Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (2.5% of MACC) | \$ 1,500,000         |
| Contract Administration Costs (PM/CM, etc.) (6% of MACC)                   | \$ 3,600,000         |
| Other Related Project Costs (Permits, Fees, etc.)                          | \$ 1,860,000         |
| Sales Tax (8.9% of MACC)   | \$ 5,340,000         |
| <b>Total</b>   | <b>\$ 87,000,000</b> |

#### B. Funding Status

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

The project is funded from a capital bond issue approved by District voters in February of 2016. Therefore, the District anticipates 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)                            | November 2016 | January 2017  |
| Schematic Design                                  | January 2017  | May 2017      |
| Design Development                                | June 2017     | November 2017 |
| Construction Documents                            | November 2017 | May 2018      |
| Site Development Review                           | December 2017 | February 2017 |
| Building Department Review/Permitting             | March 2017    | May 2018      |
| Subcontract Bidding                               | May 2018      | June 2018     |
| Construction (Multi-phased)                       | June 2018     | July 2021     |
| Substantial Completion (Final Phase)              | July 2021     | July 2021     |
| Punchlist/Final Completion/Closeout (Final Phase) | June 2021     | July 2021     |
| Owner Move-in (Final Phase)                       | July 2021     | August 2021   |

|   |                |                |
|---|----------------|----------------|
| First Day of School   | September 2021 | September 2021 |
| New Building Warranty Period  | July 2021      | July 2022      |
| <b>GC/CM Schedule</b>   |                |                |
| PRC Application   | 12/28/16       | 12/28/16       |
| PRC Presentation  | 1/26/17        | 1/26/17        |
| First publication of RFP for GC/CM Services                                 | 1/30/17        | 1/30/17        |
| Second publication of RFP for GC/CM Services                                | 2/6/17         | 2/6/17         |
| Project Information Meeting (Date subject to change.)                       | 2/8/17         | 2/8/17         |
| RFP Submittal Deadline  | 2/14/17        | 2/14/17        |
| Open & Score Submittals Received  | 2/15/17        | 2/16/17        |
| Notify Submitters of Most Highly Qualified Submitters & Invite to Interview | 2/17/17        | 2/17/17        |
| Interviews with Short-Listed Firms  | 3/1/17         | 3/1/17         |
| Notify Submitters of Most Highly Qualified Firms & Invited to Submit RFFP   | 3/3/17         | 3/3/17         |
| RFFP Submittal Deadline & Opening   | 3/13/17        | 3/13/17        |
| Notify Submitters of Scoring and Most Qualified GC/CM                       | 3/14/17        | 3/14/17        |
| Pre-Con Work Plan Due   | 3/31/17        | 3/31/17        |
| School Board Approval of GC/CM Selection                                    | 4/12/17        | 4/12/17        |
| GC/CM Agreement w/ Pre-Con Services Executed                                | 4/17/17        | 4/17/17        |
| Pre-Con Services  | 4/17/17        | March 2018     |
| MACC Estimate/Negotiation (90% CD's)  | March 2018     | March 2018     |
| School Board Approval of MACC/GMP   | March 2018     | March 2018     |
| GMP Amendment Executed  | April 2018     | April 2018     |

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

Not Applicable. The project has just recently completed the pre-design and programming phase and is beginning the Schematic Design Phase. It is our intent to contract with a GC/CM and have them on board providing predesign services as the Schematic Design phase is wrapping up and the Design Development phase is beginning.

## 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 scheduling will have to consider the project is on an occupied site with students, staff and the public present. School is in session from September through June and the ballfields and track 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.

**Site Constraints** – Heavy construction activity will occur on this site, a site that is adjacent to residential neighborhoods on all sides; the GC/CM will need to support the District in responding to community concerns about construction impacts on the surrounding neighborhoods and traffic. Portions of the existing school will remain occupied and functional on a very tight site, while other portions of the existing school, located just steps away, will receive major renovations/additions. Site logistics will be a challenge. If not properly strategized, safety issues may exist related to use of and separation between the construction site, the existing campus, the ball fields and the community at large.

**Safety** – The neighborhood is suburban, single-family residential properties. The school fronts on 30<sup>th</sup> St. NE and 28<sup>th</sup> St. NE on the north and 113<sup>th</sup> Ave NE and 115<sup>th</sup> Ave NE to the east. Since nearly all of the site is occupied by buildings, parking lots, a bus loop, ball fields and a stadium 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, public access and the ball fields. Care will need to be taken to minimize impacts on continuing school operations and to keep the site safe for the students, staff and community. 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 to minimize disruption and insure a safe interface with the existing school and surrounding neighborhood. 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”. The anticipated phased, multi-year construction period compounds the impact. The assistance of the GC/CM contractor will be instrumental to deciding how to phase the construction work to minimize impacts on the budget due to duration of construction.

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, portions of the existing school will remain occupied and functional on a very tight site, while other portions of the existing school, located just steps away, will receive major renovations/additions. Safety issues related to use of and separation between the construction areas, the existing building and the ball fields and pedestrian/vehicle circulation will be critical. Care will need to be taken to not disrupt the occupied areas of the school and to assure the safety of students, staff and the public during construction.

**Critical Phasing** – Portions of the existing school will remain occupied and functional while other portions of the existing school, located just steps away, will receive major renovations/ additions. It is anticipated that the construction work will move through the entire campus as part of a very difficult, multi-phased project. 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, ball fields, parking lots, bus loop and the occupied areas of the school.

**Safety** – 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. Construction must be planned and coordinated to always maintain public safety. Circulation to and around occupied buildings, parking lots and the bus loop will all need to be carefully planned and managed to avoid hazards from construction areas, material drop-off, and construction traffic/parking.

**Neighborhood Traffic/Access/Contractor Staging Constrictions** – The surrounding neighborhood is primarily a suburban, single-family residential development. The school fronts on 30th St. NE and 28th St. NE on the north and 113th Ave NE and 115th Ave NE to the east. Construction logistics will be a challenge due to the mix of school related vehicle traffic, residential vehicle traffic, pedestrian traffic, construction traffic, public/student recreation and the movement of heavy equipment and building materials on-site and off-site. Contractor lay-down space, construction access, and construction zones will all be very tight, will need to be well planned, and will change/transition as the project progresses through the campus. 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.

#### 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 on 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, possible early bid packages and/or early procurement and most importantly to assume the cost and schedule risk of delivering the project.

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 their involvement in 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 value-engineering and 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.

**Better Coordination of Materials and Equipment Purchases** – Providing better coordination with materials and 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 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 and many of those issues become change orders during construction. 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 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:](#)

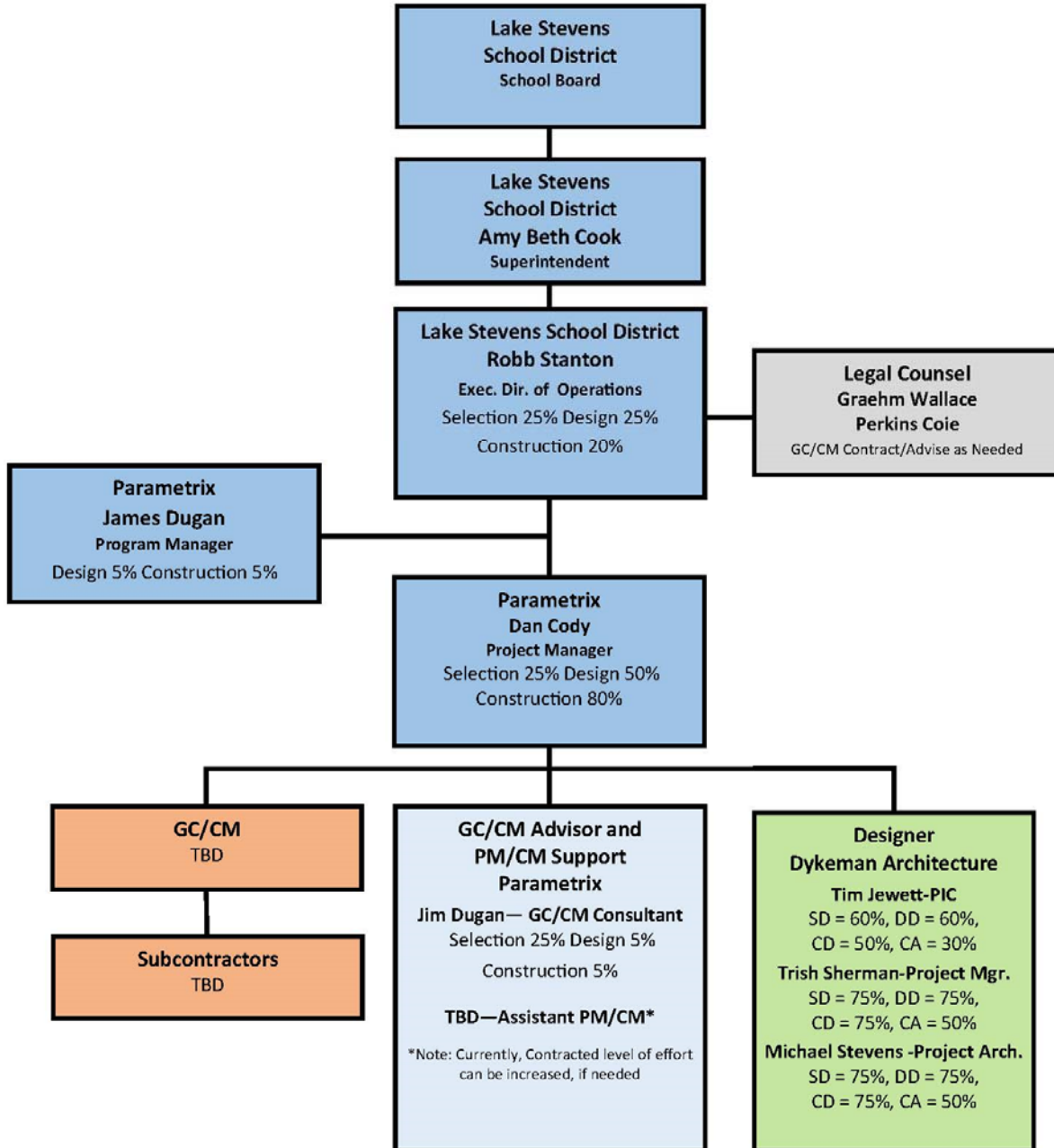
The Lake Stevens School District has not had previous experience utilizing the GC/CM delivery method. That said, the District’s Operations Office, who oversees and directs Capital Projects work, is committed to becoming educated in the GC/CM delivery method and is looking forward to the benefits of a collaborative delivery process on this challenging project. The District Executive Director of Operations is enrolled in the upcoming January 2017 AGC GC/CM Training Seminar.

To initiate the GC/CM ground work and to bolster their chance for a successful project, the District has contracted the services Parametrix to provide GC/CM Procurement, GC/CM Advisor and PM/CM roles throughout the duration of project. Parametrix has had extensive experience in the GC/CM procurement and delivery process. As a staunch advocate for the GC/CM delivery method, Parametrix sees this as an opportunity to mentor and expose yet another public entity to the benefits of GC/CM.

As well as having acquired the services of Parametrix, the District also utilizes the legal counsel of Graehm Wallace and the Perkins Coie team. Their team has 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 been involved in implementation of the GC/CM procurement/delivery method on no less than ten major projects totaling nearly \$700M in total project costs. The table below identifies those projects.

| <b>Project</b>   | <b>Project Value</b> | <b>Delivery Method</b> | <b>Time Involved</b> |
|--|----------------------|------------------------|----------------------|
| Mount Vernon High School – Old Main Building Modernization, Mount Vernon School District | \$29,500,000         | GC/CM                  | 2016-present         |
| Blakely Elementary School, Bainbridge Island School District                             | \$38,900,000         | GC/CM                  | 2016-present         |
| Madison Elementary School Replacement, Mount Vernon School District                      | \$40,500,000         | GC/CM                  | 2016-present         |
| East Division Elementary School, Mount Vernon School District                            | \$39,800,000         | GC/CM                  | 2016-present         |
| Central Kitsap High School and Middle School Replacement, Central Kitsap School District | \$177,941,000        | GC/CM                  | 2016-present         |
| Olympic High School, Central Kitsap School District                                      | \$38,500,000         | GC/CM                  | 2016-present         |
| 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                  | 2013-2016            |
| McCarver Elementary School, Tacoma Public Schools  | \$39,000,000         | GC/CM                  | 2013-2016            |
| 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         |

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



**Lake Stevens High School Project Organization Chart**

Staff and consultant short biographies (not complete résumés):

**Robb Stanton, Executive Director of Operations (Lake Stevens School District)**

Robb Stanton has over 24 years of experience in operations and project management and has managed construction projects as part of his responsibilities for the past 18 years. Robb has worked for the Lake Stevens School District since 2002 as Director and then Executive Director of Operations, which includes responsibilities for district facility planning and construction.

Robb’s planning and construction responsibilities have included: master planning and bond development, building condition assessments, bond project selection and packaging, bond campaign presentations and support, architect and consultant recruitment and selection, budget establishment and monitoring, state grant writing, state funding assistance coordination, design coordination, serving as owner’s representative on design committees and teams, permit coordination and wrangling, jurisdictional liaison, contractor recruitment, bid development, contractor qualifications review and award, contract preparation and administration, construction team owner’s representative, liaison between facility owner, tenant and contractor, change order review and approval, community and school board presentations and communications, documentation coordination and tracking, invoice and pay application review, approval and tracking, closeout review and approval, and other project management tasks.

Robb began his construction management experience as the tenant representative for the renovation and expansion of Everett Memorial Stadium while with the Everett Giants/AquaSox. Robb worked with the Everett School District to develop improvements that benefitted both the Minor League Baseball team and other users of the facility.

Later, Robb helped to develop the project package for a successful \$65.5-million bond for the Lake Stevens School District, the largest bond in its history to that point. Robb served as Project Manager for the construction of a new 220,000-square foot mid-high campus, designed to become a second high school in the future, as well as the full modernization of three elementary schools and the high school office and cafeteria. A replacement of the high school football stadium was also included, as were several other projects beyond the anticipated scope of the bond campaign due to favorable market conditions and careful project oversight.

In 2015 Robb coordinated a community-wide facilities master planning committee to establish a project scope for a new bond. Ultimately the community recommended a \$116-million measure which was passed by voters in February, 2016, with a 62% approval rate. Projects included in this bond are a new 80,000 square foot elementary school, an early learning center, modernization of the district’s only high school, built in 1979, and security and infrastructure improvements district wide. Robb will oversee these projects and others during what is expected to be a five-year campaign.

| Project   | Project Value | Delivery Method | Role            | Timeframe    |
|---|---------------|-----------------|-----------------|--------------|
| P-5 campus (elementary and early learning center) | \$43M         | D/B/B           | Project Manager | 2016-current |
| LSHS stadium replacement                          | \$7.5M        | D/B/B           | Project Manager | 2009-2010    |
| Sunnycrest Elementary modernization               | \$13.5M       | D/B/B           | Project Manager | 2008-2009    |
| Hillcrest Elementary modernization                | \$12M         | D/B/B           | Project Manager | 2007-2008    |
| Mt Pilchuck Elementary modernization              | \$11.2M       | D/B/B           | Project Manager | 2007-2008    |
| LSHS cafeteria and office modernization           | \$6.2M        | D/B/B           | Project Manager | 2007-2008    |
| Cavelero Mid High School                          | \$66.8M       | D/B/B           | Project Manager | 2005-2008    |
|   |               |                 |                 |              |

**Jim Dugan – GC/CM Advisor**

Jim has 39 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. In 2016, Jim was appointed to a 3-year term on the Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly experienced in alternative project delivery utilizing both GC/CM and Design/Build. He was the project director for the Tacoma Public School’s McCarver Elementary School and Stewart Middle School GC/CM projects that completed construction and opened this Fall/Winter. He is also currently the GC/CM Project Director for Tacoma Public School’s Browns Point Elementary School which has a scheduled completion date in the Fall of 2018. Jim is also providing GC/CM Advisory Services for the Central Kitsap School District for their Olympic High School Addition/Renovation project and their Central Kitsap High School & Middle School Replacement project which will complete construction 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 |
|--|---------------|-----------------|--|---------------|
| MVHS Old Main Building Historic Renovation, Mount Vernon School District               | \$29.5M       | GC/CM           | Project Director, GC/CM Advisor                                | 2016-present  |
| Blakely Elementary School Replacement, Bainbridge Island School District               | \$38.9M       | GC/CM           | Project Director, GC/CM Advisor                                | 2016          |
| Madison Elementary Replacement, Mount Vernon School District.                          | \$40.5M       | GC/CM           | Project Director, GC/CM Advisor                                | 2016-present  |
| New East Division Elementary, Mount Vernon School District.                            | \$39.8M       | GC/CM           | Project Director, GC/CM Advisor                                | 2016-present  |
| Central Kitsap High School & Middle School Replacement, Central Kitsap School District | \$177.94M     | GC/CM           | Project Director, Project Manager                              | 2016-present  |
| Olympic High School Addition & Modernization, Central Kitsap School District           | \$38.5M       | GC/CM           | Project Director, GC/CM Coordination                           | 2016-present  |
| Browns Point Elementary School, Tacoma Public Schools                                  | \$31M         | GC/CM           | Project Director, GC/CM Coordination                           | 2016-present  |
| Eastside Community Center, Metro Parks Tacoma  | \$32M         | GC/CM           | Project Director, GC/CM Coordination                           | 2016-present  |
| Stewart Middle School, Tacoma Public Schools   | \$66M         | GC/CM           | Project Director, GC/CM Coordination, PM/CM                    | 2013-present  |
| McCarver Elementary School, Tacoma Public Schools                                      | \$39M         | GC/CM           | Project Director, GC/CM Coordination, PM/CM                    | 2013-present  |
| Stadium High School, Tacoma Public Schools   | \$107.96M     | GC/CM           | GC/CM Coordination, CM (Full Time On-site During Construction) | 2004 to 2007  |

| Project                                    | Project Value | Delivery Method | Tasks Performed   | Time Involved |
|--|---------------|-----------------|---|---------------|
| Greater Tacoma Convention and Trade Center | \$58.2M       | GC/CM           | Project Manager (Full Time On-site During Construction) | 2002 to 2004  |

**Dan Cody – GC/CM Procurement & PM/CM (Parametrix)**

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 30 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan’s expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the K-12 educational market, providing design and construction services on projects for numerous school districts in western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time he has been closely involved in the GC/CM procurement process of seven K-12 projects, totaling nearly \$396M in total project cost, that will/are being delivered using the GC/CM delivery method. Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities.

| Project  | Project Value | Delivery Method | Role   | Timeframe      |
|--|---------------|-----------------|--|----------------|
| MVHS Old Main Building Historic Renovation, Mount Vernon School District               | \$29.5M       | GC/CM           | GC/CM Procurement, PM/CM Support                   | 2016-present   |
| Blakely Elementary School Replacement, Bainbridge Island School District               | \$38.9M       | GC/CM           | GC/CM Procurement                                  | 2016           |
| Madison Elementary Replacement, Mount Vernon School District                           | \$40.5M       | GC/CM           | GC/CM Procurement, PM/CM Support                   | 2016-present   |
| New East Division Elementary, Mount Vernon School District                             | \$39.8M       | GC/CM           | GC/CM Procurement, PM/CM Support                   | 2016-present   |
| Central Kitsap High School & Middle School Replacement, Central Kitsap School District | \$177.94M     | GC/CM           | GC/CM Procurement                                  | 2016           |
| Olympic High School, Central Kitsap School District                                    | \$38.5M       | GC/CM           | GC/CM Procurement                                  | 2016           |
| Browns Point Elementary School, Tacoma Public Schools                                  | \$31M         | GC/CM           | GC/CM Procurement                                  | 2016           |
| Eastside Community Center, Metro Parks Tacoma  | \$32M         | GC/CM           | GC/CM Procurement, Pre-Construction, PM/CM Support | 2016 - present |
| Tumwater Middle School Addition/Renovation, Tumwater School District                   | \$23.1M       | D/B/B           | PM/CM  | 2015-present   |
| George Washington Bush Middle School Addition/Renovation, Tumwater School District     | \$23.9M       | D/B/B           | PM/CM  | 2015-present   |

**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). More recently he has worked with Parametrix on GC/CM projects for clients in the Central Kitsap, Mount Vernon and Bainbridge Island School Districts. 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.

**Tim Jewett, AIA, Principal-in-Charge (Dykeman Architects)**

With Dykeman since 1997, Tim holds a Bachelor of Arts in Architecture and a Master of Architecture from the University of Washington. Tim has worked on three previous GC/CM High School projects. As Principal-in-Charge, Tim is personally committed to ensure that the project reaches all goals set by the school district and the team. He 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. Tim recently completed the \$100M North Creek High school with the Northshore School District through the GCCM Process.

| Project   | Project Value | Delivery Method | Role | Timeframe    |
|---|---------------|-----------------|------|--------------|
| Sehome High School, Bellingham School District          | \$70M         | GC/CM           | PIC  | 2015-Present |
| North Creek High School, Northshore School District     | \$100M        | GC/CM           | PIC  | 2012-2016    |
| Valley View Middle School, Snohomish School District    | \$60M         | D/B/B           | PIC  | 2008-2012    |
| Bothell High School Phase 3, Northshore School District | \$35M         | GC/CM           | PIC  | 2005-2008    |
| Bothell High School Phase 2, Northshore School District | \$25M         | GC/CM           | PM   | 2002-2005    |
| Cascade High School, Everett School District            |               | D/B/B           | PM   | 1997-2001    |

**Trish Sherman, Assoc. AIA, Project Manager (Dykeman Architects)**

With Dykeman since 1991, Trish is a thoughtful, dedicated, and versatile team leader. Trish holds a Bachelor of Arts in Architecture from Wellesley College. She has an extensive project portfolio that includes K-12 schools in Washington and Alaska. Her GC/CM experience includes two high school projects for the Northshore School District: the New North Creek High School and Bothell High School, Phase II – New Performing Arts Center and Classroom Additions. As Project Manager, Trish 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. Trish recently completed the \$100M North Creek High school with the Northshore School District through the GCCM Process.



| Project   | Project Value | Delivery Method | Role              | Timeframe |
|---|---------------|-----------------|-------------------|-----------|
| North Creek High School, Northshore School District     | \$100M        | GC/CM           | PM                | 2012-2016 |
| Valley View Middle School, Snohomish School District    | \$60M         | D/B/B           | PM                | 2008-2012 |
| Canyon Park Middle School, Northshore School District   | \$8M          | D/B/B           | PM                | 2003-2006 |
| Bothell High School Phase 2, Northshore School District | \$25M         | GC/CM           | Project Architect | 2002-2005 |
| Penny Creek Elementary, Everett School District         | \$20M         | D/B/B           | Project Architect | 1995-1998 |
| Everett High School, Everett School District            | \$20M         | D/B/B           | Job Captain       | 1991-1994 |
| Jackson High School, Everett School District            | \$23M         | D/B/B           | Job Captain       | 1988-1991 |

**Michael Stevens, AIA, Project Architect (Dykeman Architecture)**

Michael is a thoughtful planner and creative architect. With Dykeman since 2007, he strives to cultivate lasting relationships with clients through collaborative design. Michael excels at listening to the goals of his clients, interpreting their desires, and ultimately transforming their dreams into creative, functional design solutions. He enjoys the spirit of collaboration at Dykeman and is a proud member of the team.

Throughout his architectural and planning career, Michael has been involved in a variety of projects, including public, retail/mixed-use, education, residential, and civic projects. He is especially passionate about his work on education projects, as he greatly values the impact schools have on communities. Michael’s architectural project experience has been vast; it includes local, national, and international projects - with numerous projects in Russia, China, and Singapore.

| Project  | Project Value | Delivery Method | Role              | Timeframe |
|--|---------------|-----------------|-------------------|-----------|
| North Creek High School, Northshore School District  | \$100M        | GC/CM           | Project Architect | 2012-2016 |
| Valley View Middle School, Snohomish School District | \$60M         | D/B/B           | Project Architect | 2008-2012 |

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 to provide GC/CM Procurement Services, GC/CM Advisor Services and PM/CM Services through project completion. Funds for project management 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 Lake Stevens School District Operations office. The District's Executive Director of Operations will utilize Construction Change Directives (CCD) to authorize timely changes to the work without delay to project schedule. Changes in scope which are not time critical may utilize a Proposal Request (PR) or Change Order Proposal (COP).

The District's overall organizational format will be overseen by the Executive Director of Operations. From Pre-Construction through Construction, the Executive Director will function as the District's Program Director with support being provided by other District staff members and District consultants. The District's GC/CM Consultant, Parametrix, will fill the PM/CM role on behalf of the District from Pre-Construction through Construction. During construction the Executive Director will have signature authority for changes in the project scope through the use of Change Order Proposals. The COPs will be packaged into Change Orders on a regular basis. These Change Orders will require approval by the District's Superintendent.

The Executive Director of Operations will have direct involvement in the project through Pre-Construction/Design and during Construction. He will manage the contractual obligations of the Design Team and GC/CM and will oversee/manage the work of District staff. He will meet on a regular basis with the PM/CM to debrief on current project status and issues. He will update the superintendent on a regular basis and the School Board twice monthly. Board meetings where pay applications are approved are typically held twice a month.

The District's staff will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management/Construction Management and GC/CM processes and procedures. Parametrix will provide GC/CM Advisory and PM/CM support roles from GC/CM procurement, pre-construction and construction. Parametrix will report directly to the Executive Director of Operations and will work directly with the District staff, Design Team and GC/CM to nurture a successful project, mentor District staff and provide advice, consultation and support as necessary. Parametrix will not manage/direct any of the parties and has no signature authority on this project without the District's authorization.

We believe that the roles and controls explained above will support the ability for timely, direct decisions to be made by the District and will ensure the ability to manage and quickly address emerging issues in an expedient manner whether during the Pre-Construction/Design or Construction phase of the project.

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 regularly scheduled 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, the PM/CM, and the Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If deviations arise, changes will be made to bring the project back into alignment with the budget and the established MACC.

As part of the Pre-Construction Services, the GC/CM will develop, with the District and the Design Team's input, a schedule for early procurement, early bid/work packages and phased construction, as applicable. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the 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 (RFFP) 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 late January 2017. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, receive bids from selected firms and negotiate a Pre-construction Services agreement by early April 2017. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval at the April 12, 2017 Board Meeting. This will allow the GC/CM team to join the project team at the end of Schematic Design and participate in the SD Cost Estimating and Value Engineering exercises.

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

The Districts 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 developed 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 of 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:

Lake Stevens School District’s recent construction activity is summarized below.

| Proj. No. | Project Name | Project Description   | Contract Method | Plan Const. Start | Plan Const. Finish | Act. Const. Start | Act. Const. Finish | Original Const. Budget | Actual Cost of Const. | Reasons for Budget or Schedule Overruns |
|-----------|--------------|---|-----------------|-------------------|--------------------|-------------------|--------------------|------------------------|-----------------------|---|
| 1         | P-5 Campus   | Const. 80,000sf Elem. School & 22,000sf Early Learning Center | D/B/B           | Sept 2016         | Jan 2018           | Sept 2016         | Current            | \$40M                  | TBD                   | Currently under construction            |

|   |   |   |       |           |            |           |            |         |         |   |
|---|---|---|-------|-----------|------------|-----------|------------|---------|---------|---|
| 2 | Phase I sitework, P-5 campus                | Early Site Package for new Elem. & ELC            | D/B/B | June 2016 | Sept 2016  | June 2016 | Sept 2016  | \$600K  | \$590K  | N/A   |
| 3 | LSHS baseball/softball infield replacements | Replace infields with FieldTurf                   | D/B/B | Aug 2011  | Feb 2012   | Aug 2011  | Mar 2012   | \$770K  | \$660K  | N/A   |
| 4 | LSHS Stadium Replacement                    | Replace bleachers and accessory buildings         | D/B/B | Oct 2009  | Sept 2010  | Oct 2009  | Sept 2010  | \$7.5M  | \$7.1M  | N/A   |
| 5 | Sunnycrest Elementary Modernization         | Mod. of exist. Elem. School                       | D/B/B | June 2008 | Sept 2009  | June 2008 | Sept 2009  | \$13.5M | \$13.3M | N/A   |
| 6 | Hillcrest Elementary Modernization          | Mod. of exist. Elem. School                       | D/B/B | June 2007 | Sept 2008  | June 2007 | Sept 2008  | \$12.0M | \$12.5M | CO for portables reused from Sunnycrest Elem. Costs paid through additional state match.                            |
| 7 | Mt Pilchuck Elementary Modernization        | Mod. of exist. Elem. School                       | D/B/B | June 2007 | Sept 2008  | June 2007 | Sept 2008  | \$11.2M | \$11.7M | CO for portables reused from Sunnycrest Elem. Costs paid through additional state match.                            |
| 8 | LSHS 500 Bldg. Modernization                | Mod. of exist. High School's Offices & Cafeteria. | D/B/B | June 2007 | Jan 2008   | June 2007 | Jan 2008   | \$6.2M  | \$6.0M  | None  |
| 9 | New Cavelero Mid-High School                | Construction of new 220,000 sq. ft. high school   | D/B/B | June 2005 | Sept. 2007 | June 2005 | Sept. 2007 | \$66.8M | \$68.1M | CO to construct a road crossing of the City of Everett water mains. Funds came from \$9M in additional state match. |

## 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 project is currently transitioning from the programming and pre-design phase into schematic design. At this point, there aren't any conceptual floor plans or sections developed for the project. However, something may be available by the time that we present to the PRC. See Attachment A for an existing site aerial photograph, conceptual site plan and site diagrams that were produced during the Bond Planning process.

## **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.

In 2011 the State Auditor's office issued a finding to the District stating that the District did not have adequate internal controls to ensure it complied with state bid laws. The finding stemmed from an audit of construction projects and a review of change orders on the Lake Stevens High School stadium project and the modernization of Hillcrest and Mt. Pilchuck Elementary Schools. The Auditor's office stated that a change order to renovate tennis courts damaged during the stadium construction should have been publicly bid and that work to install classroom audio systems in the two elementary schools using a project subcontractor should have been procured using competitive quotations.

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) \_\_\_\_\_ Robb Stanton \_\_\_\_\_

Title: Executive Director of Operations

Lake Stevens School District

Date: 12/28/16 \_\_\_\_\_

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

Figure 1 – Lake Stevens High School Neighborhood Aerial

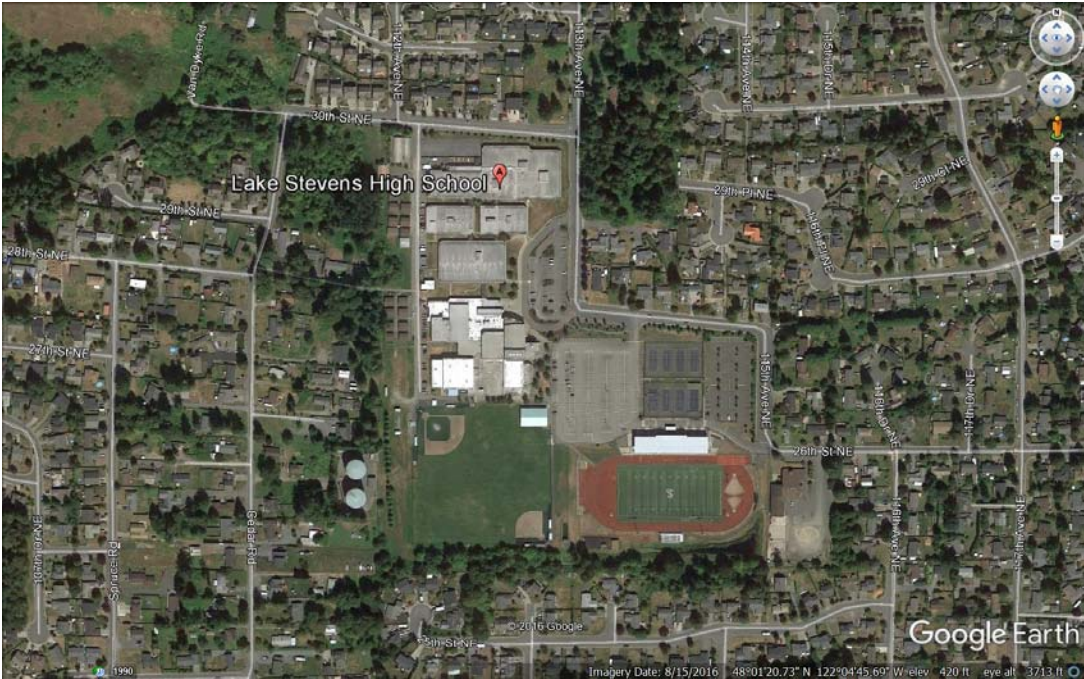


Figure 2 – Lake Stevens High School Existing School Site Aerial





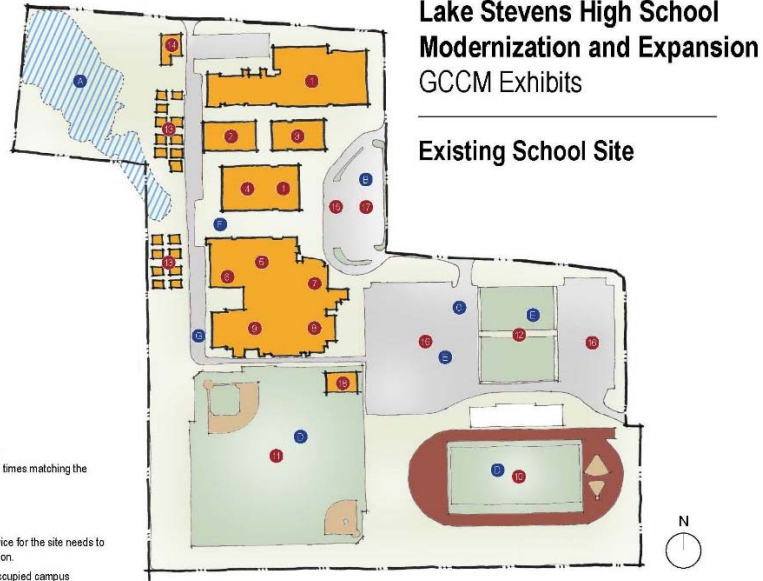
Figure 3 – Lake Stevens High School Conceptual Site Phasing Diagrams

**Site Features**

- 1 General Education
- 2 Life skills
- 3 Career center/ COVE
- 4 Library
- 5 Commons
- 6 Music
- 7 PAC
- 8 Pool
- 9 Gym/ PE
- 10 Track and Field
- 11 Baseball and Softball
- 12 Tennis
- 13 Portables
- 14 Greenhouse
- 15 Bus loop
- 16 Parking
- 17 Drop-off Pick-up
- 18 Batting cages

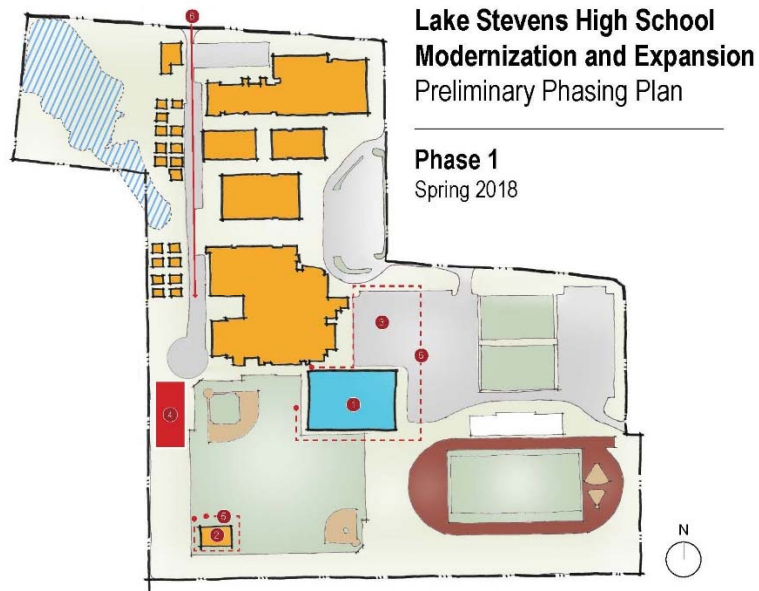
**Site Constraints**

- 19 Wetland area
- 20 Bus loop conflicting with parent drop-off pick-up
- 21 Parking spaces must be maintained on site at all times matching the existing count
- 22 Existing fields can not be impacted
- 23 Maximize value of existing development
- 24 Central plant containing boiler and electrical service for the site needs to be maintained throughout the construction duration.
- 25 Site access for construction will be through an occupied campus



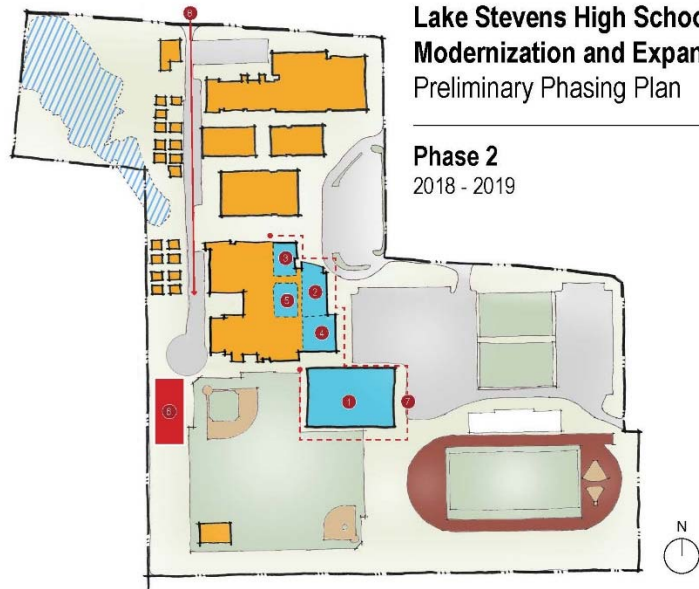
**Phasing Features**

- 1 Construct new Gym and Athletics building
- 2 Relocate Batting Cages
- 3 Modify parking lot
- 4 Construction staging area
- 5 Phase 1 construction area
- 6 Construction access



### Phasing Features

- 1 Move Gym & Athletics into new facility
- 2 Modernize PAC
- 3 Modernize Admin
- 4 Modernize Pool
- 5 Modernize Music
- 6 Construction staging area
- 7 Phase 2 construction area
- 8 Construction access

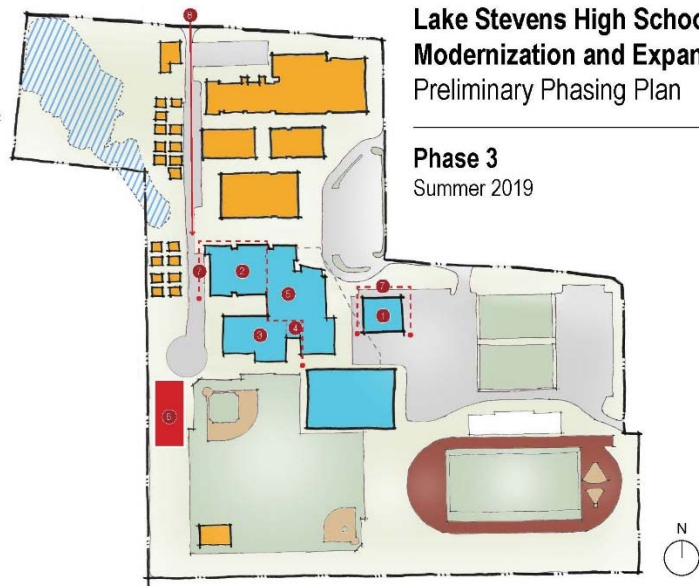


### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

**Phase 2**  
2018 - 2019

### Phasing Features

- 1 Construct temp Commons/ Cafeteria
- 2 Modernize Commons
- 3 Modernize existing Gym/ Athletics into CTE & Art
- 4 Construct Drama
- 5 Move Music into new facility
- 6 Construction staging area
- 7 Phase 3 construction area
- 8 Construction access

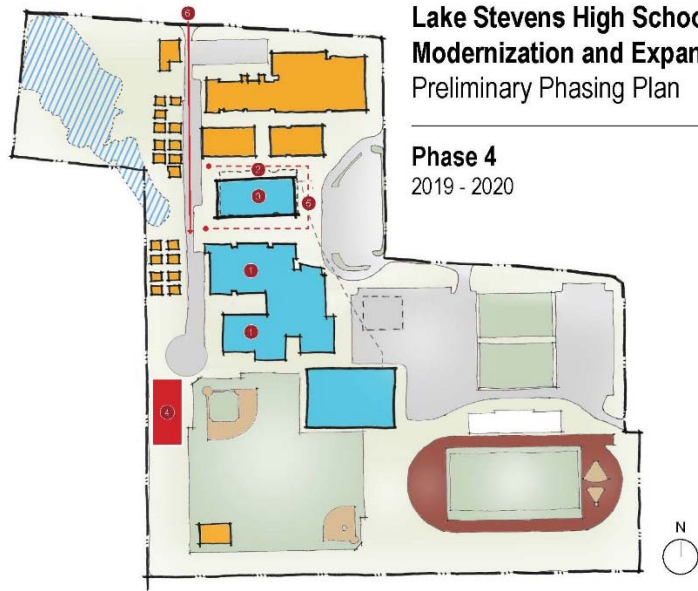


### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

**Phase 3**  
Summer 2019

### Phasing Features

- 1 Move CTE& Art, Drama, and Commons into new facility
- 2 Demo existing 400 building
- 3 Construct Science, Business, Special Education and Library wing
- 4 Construction staging area
- 5 Phase 4 construction area
- 6 Construction access

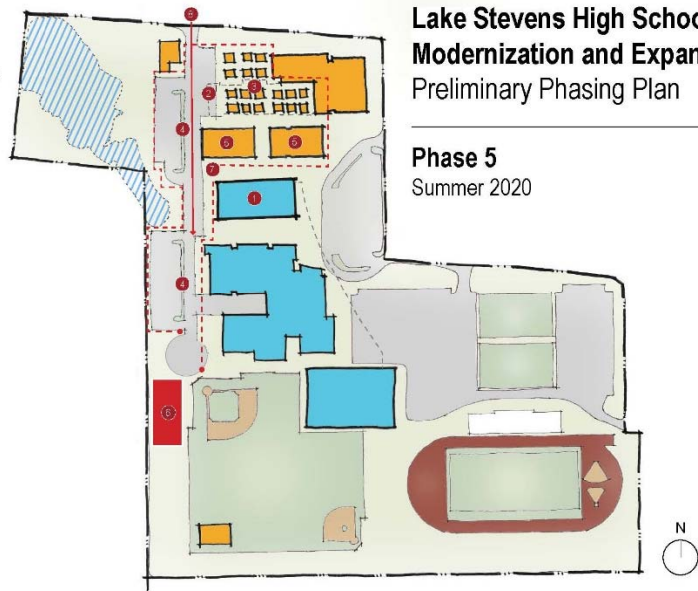


### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

**Phase 4**  
2019 - 2020

### Phasing Features

- 1 Move Science, Business, Special Education, and Library wing into new facility
- 2 Demo 1/2 of 100 building
- 3 Move portables
- 4 Replace staff parking and bus loop
- 5 Demo 200 & 300 buildings
- 6 Construction staging area
- 7 Phase 5 construction area
- 8 Construction access

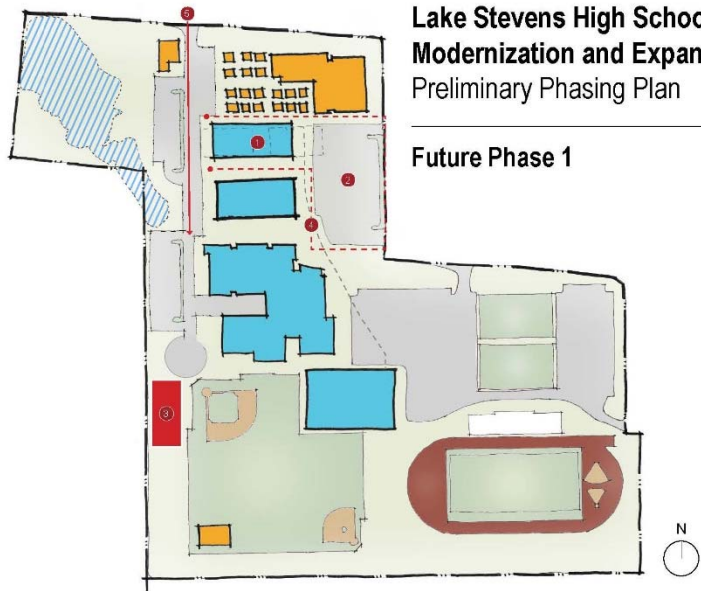


### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

**Phase 5**  
Summer 2020

### Phasing Features

- 1 Construct new classroom wing
- 2 Replace visitor parking/ drop-off
- 3 Construction staging area
- 4 Future phase 1 construction area
- 5 Construction access

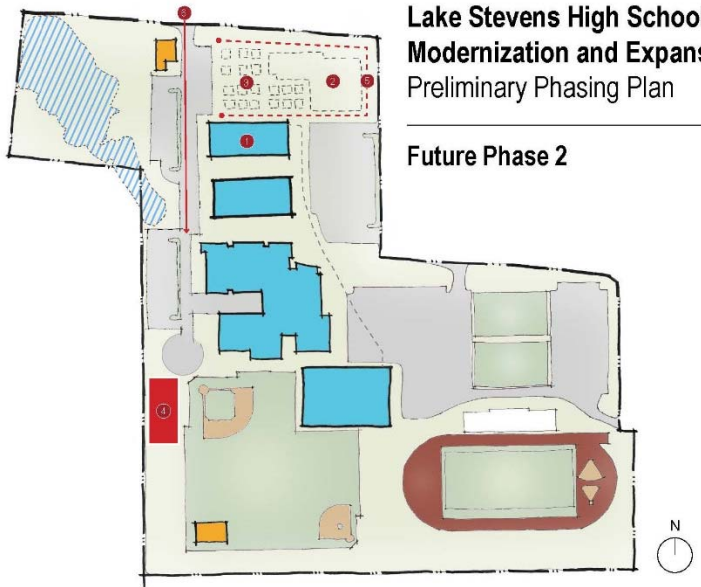


### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

#### Future Phase 1

### Phasing Features

- 1 Move classrooms into new wing
- 2 Demo 100 building
- 3 Remove portables
- 4 Construction staging area
- 5 Future phase 2 construction area
- 6 Construction access



### Lake Stevens High School Modernization and Expansion Preliminary Phasing Plan

#### Future Phase 2

### Phasing Features

- 1 Gym/ Commons/ Performing Arts/
- 2 CTE and Art
- 3 Science/ Library/ Business/ Special Education
- 4 General Education
- 5 Administration
- 6 Gym and Athletics
- 7 Greenhouse
- 8 Bus loop
- 9 Parking
- 10 Drop-off/ Pick-up
- 11 Batting cages
- 12 Track and field
- 13 Baseball and softball
- 14 Tennis

