



**Mukilteo**  
School District

**CHALLENGER ELEMENTARY &  
HORIZON ELEMENTARY  
RENOVATION & ADDITIONS**

**Application for Project Approval**

**GC/CM Delivery**

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
Project Review Committee (PRC)  
Submitted: August 20, 2020



# Mukilteo School District

August 20, 2020

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

RE: Mukilteo School District GCCM Project Application for Challenger Elementary & Horizon Elementary Renovation & Additions

Dear Ms. Baker and PRC Members,

Mukilteo School District is pleased to submit our General Contractor/Construction Manager (GC/CM) project application for consideration as we begin two projects funded by our 2020 Capital Bond measure approved by voters in February 2020.

Mukilteo School District (MSD) is currently in the design phase of our first GC/CM project at Discovery Elementary. Since our last application and passage of our 2020 Capital Bond measure, the MSD Support Services team has changed and expanded to support upcoming projects. New members to our team bring years of experience with K-12 capital construction and GC/CM projects from neighboring districts. A combination of internal leadership and support staff with contracted consultants ensure that MSD has the needed expertise to successfully complete the GC/CM procurement process.

We strongly believe that by using GC/CM for the upcoming Challenger Elementary & Horizon Elementary Renovation & Additions, we will be better able to mitigate the complexities of working on occupied sites, minimize the potential impacts to the students, staff and surrounding communities at both schools, and gain efficiencies from two similar projects simultaneously happening less than 1.5 miles apart.

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

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

Sincerely yours,

Karen Mooseker, Executive Director  
Mukilteo School District

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

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

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## Identification of Applicant

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

## 1. Brief Description of Proposed Project

- a) Name of Project: Challenger Elementary & Horizon Elementary Renovation & Additions
- b) County of Project Location: Snohomish County

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

Challenger Elementary, located at 9600 Holly Drive, Everett WA and Horizon Elementary, located at 222 W Casino Rd, Everett WA, share a common situation of having added multiple portable classrooms over the years to accommodate growing student populations without expanding or improving common support spaces. Challenger has 12 portable classrooms and Horizon has 7 portable classrooms. Both schools currently house nearly 25% of their students in portable classrooms. Each facility relies on a single gymnasium space to accommodate physical education and also serves as a cafeteria during lunch and breakfast. The district is proposing incorporating the two projects into a single GC/CM contract due to their similar program scope, schedule, and proximity of being less than 1.5 miles apart.

The Challenger Elementary project will include replacement of the kitchen and music room, renovation to convert the gymnasium to a multi-purpose space, renovation of old kitchen to administrative spaces, and addition of a gymnasium and covered play area. The Horizon Elementary project will include a renovation to the kitchen, multi-purpose space, and music room, replacement of the covered play area, and the addition of a gymnasium and some classrooms. These projects will result in adequate common spaces for their growing populations including a dedicated gymnasium for physical education and multi-purpose space to serve food and be used for other purposes such as additional physical education.

## 2. Projected Total Cost for the Project:

### A. Project Budget - Challenger

|   |                     |
|---|---------------------|
| Costs for Professional Services (A/E, Legal etc.)   | \$616,500           |
| Estimated project construction costs (including construction contingencies):                            | \$6,850,000         |
| Equipment and furnishing costs  | \$342,500           |
| Off-site costs  | \$Incl. in Const.   |
| Contract administration costs (owner, cm etc.)  | \$342,500           |
| Contingencies (design & owner)  | \$685,000           |
| Other related project costs (briefly describe)<br>(Utility fees, permits, bid advertising, moving etc.) | \$478,500           |
| Sales Tax   | \$685,000           |
| <b>Total</b>  | <b>\$10,000,000</b> |

### Project Budget - Horizon

|   |                   |
|---|-------------------|
| Costs for Professional Services (A/E, Legal etc.)   | \$1,237,500       |
| Estimated project construction costs (including construction contingencies):                            | \$13,750,000      |
| Equipment and furnishing costs  | \$687,500         |
| Off-site costs  | \$Incl. in Const. |
| Contract administration costs (owner, cm etc.)  | \$687,500         |
| Contingencies (design & owner)  | \$1,375,000       |
| Other related project costs (briefly describe)<br>(Utility fees, permits, bid advertising, moving etc.) | \$887,500         |

|              |                     |
|--------------|---------------------|
| Sales Tax    | \$1,375,000         |
| <b>Total</b> | <b>\$20,000,000</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 design and construction of additions at both Challenger Elementary and Horizon Elementary will be funded from proceeds of a \$240 million capital bond issue passed by voters in February 2020. \$30 million of the bond proceeds are designated as the total project cost for these projects.

**3. Anticipated Project Design and Construction Schedule**

Please provide:

The anticipated project design and construction schedule, including:

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

| Overview Schedule                          |              |               |
|--|--------------|---------------|
|  | Start        | Finish        |
| Select Architect - Complete                | Mar 2020     | May 2020      |
| Advertise for GC/CM (two advertisements)   | Sep 22, 2020 | Sept 29, 2020 |
| PRC Approval                               | Sep 24, 2020 | Sep 24, 2020  |
| Receive GC/CM SOQ's, review & short-list   | Oct 13, 2020 | Oct 16, 2020  |
| GC/CM interviews                           | Nov 2, 2020  | Nov 6, 2020   |
| Open Fee and SGC proposals—Notice of Award | Nov 17, 2020 | -             |
|  |              |               |
| Concept Design                             | Jul 2020     | Oct 2020      |
| Schematic Design                           | Nov 2020     | Mar 2021      |
| Design Development                         | Apr 2021     | Aug 2021      |
| Construction Documents                     | Sep 2021     | Jan 2022      |
| Submit and obtain permits                  | Aug 2021     | Apr 2022      |
| Subcontractor bidding, negotiate GMP       | Jan 2022     | Jun 2022      |
| Construction                               | Jun 2022     | Aug 2023      |
| Occupancy                                  | Aug 2023     |               |

**Note:** Advertisements for Requests for Proposals will clearly state that the GC/CM selection will proceed subject to Project Review Committee approval of this application.

**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?

Both projects will occur on occupied school sites and involve complex phasing, scheduling and coordination.

Challenger Elementary:

- The renovation of the current gym and music room to a multi-purpose space will need to be thoughtfully scheduled and coordinated with the addition of a new gymnasium. The current gym is the only space for indoor PE instruction and is also used as a cafeteria during breakfast and lunch. There is no other space on campus to support these functions so the impact to PE and

food service must be minimized. The music room is used by all students on campus and cannot easily be taught elsewhere. Phasing work to maintain school functions will be necessary.

- The construction entrance will be shared with staff, buses, and parents. The coordination of site access and construction traffic, including deliveries and refuse pickup, will need to be closely monitored and adjusted to ensure staff and students remain safe and impact to the school is minimized.
- With the location of the project, the laydown area will be tight and require scheduled deliveries and coordination of stock on site to ensure no delays in construction. Student and staff safety is a priority so the laydown area must remain secured with students moving between the buildings and field/playground throughout the day.

#### Horizon Elementary:

- The renovation of the kitchen will need to be carefully coordinated around the school schedule as it provides breakfast and lunch for students. The multi-purpose space is used for PE instruction and as a cafeteria requiring work to be thoughtfully scheduled and coordinated with the addition of a new gymnasium. There is no other space on campus to support these functions so the impact to PE and food service must be minimized.
- The classroom wing will be added where the play area is currently located, between the existing buildings and the field where portables are located. Construction access must be carefully coordinated around recess times as well as before and after school when students access these areas. It will be critical to keep a secure construction space to ensure the safety of all students and staff as they traverse the construction area throughout the day.
- Construction will be happening at opposite ends of the school. Phasing construction and careful coordination to move materials and construction staff will need to be thought through to ensure construction areas remain secure and students/staff safety is prioritized. It may be possible to have a second location to store materials, but there will be only one location for construction staging and laydown.

#### Challenger & Horizon

- With less than 1.5 miles between Challenger Elementary & Horizon Elementary, the GC/CM can find efficiencies in schedule between the sites. The GC/CM can also coordinate procurement and deliveries to positively impact budget and schedule.
  - Volatile market conditions projected over the course of the project necessitate an alternative delivery method to ensure the project is able to be completed within the schedule and approved budget. Using GC/CM procurement will allow the District to expedite construction and minimize the effects of inflation and escalation.
  - Depending on the status of state COVID plans, the GC/CM will be essential in determining construction schedules and ensuring daily work follows any guidelines for screenings and social distancing. The GC/CM will also be able to monitor any associated fluctuations in labor force.
- 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.

Projects at both schools will take place on an occupied school site throughout the duration of construction. Safety is of paramount concern on an occupied site with construction activities in close proximity to student activities. The district has no available swing space for students so maintaining critical functions such as food services and physical education during construction is necessary.

#### Challenger Elementary:

- The renovation and addition will be at the northwest corner, a space all students access for gym class and food service situated in close proximity to the administrative offices and functions of the school. This corner of the building is a critical hub for the school connecting the students to the outdoor covered play, playfield, and playground. Intentional planning and agility will be

needed to ensure that construction access, activities and staging happen in a way that keeps students and staff safe while minimizing impact to their daily routines. A dedicated student pathway will need to be constructed and monitored to ensure safe passage on a daily basis.

- The construction area will be close to the main entrance and administrative offices of the school so it will be important to keep the construction area secure with clear signage directing people to the administrative offices. When possible, noise shall be minimized as the administrative offices serve students, staff, and community throughout the day and sometimes involve sensitive issues.
- The elementary school site is the middle site of three adjacent district properties. The District Administration Office and ACES high school share property lines with Challenger Elementary. Challenger's main vehicular entry is shared with ACES High School for buses, students, staff, and community access. The contractor will need to coordinate construction traffic to minimize impact to both schools which operate on different schedules.

#### Horizon Elementary:

- Additions are planned for both ends of the existing school facility. The contractor will be moving materials and staff on a daily basis between zones located at the front of the school and deep into the site between the building and playground and playfield area. This will require a plan to ensure the construction areas can remain secure and construction movement does not compromise student/staff activity and safety.
- The new gymnasium will be constructed at the front of the school between the existing gym and parking lot off Casino Road. Activities in this area will impact deliveries and the main fire lane.
- The addition of new classrooms and the covered play will be located between the existing building, playground and playfield areas. The school has portable classrooms located on a portion of the playfield, further complicating this same area of work. The construction area will need to remain secure as students access the playground/field and students from the portables go to the main building multiple times a day for gym, lunch, library, and music on a daily basis.
- Site access is shared with buses, students, staff, and community. The contractor will need to coordinate construction traffic to minimize impact to the school, especially at the beginning and end of the school day.

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

Involvement of the GC/CM during the design phase is critical for the following reasons:

- The District anticipates having the GC/CM onboard during Schematic Design to maximize the opportunities to prioritize options identified in conceptual design phase and to ensure a truly integrated design process.
- To mitigate the volatile marketplace complicated with a worldwide pandemic, it will be imperative to understand material and labor availability and pricing through the course of design with the use of target-value cost modeling and subcontractor outreach. Best value pricing options will be needed during design for the owner and architect to select materials and systems.
- Early investigation of the sites and existing buildings being renovated with a contractor's lens will be of great value in reducing risk of unforeseen conditions.
- Create mitigation plans for noise, vibration, dust and other issues that might adversely impact the educational environment or health of students and staff.
- To create an effective plan for site access and a secure construction area to keep students and staff safe while they move through campus. Horizon will require a complex plan to move construction staff and materials to opposite ends of the campus depending on phasing of work.
- The District plans on realizing the efficiencies of executing two concurrent projects under a single GC/CM contract in the form of savings from leveraging the combined buying power as well as being more attractive to larger contractors and subcontractors. It will be important to have the GC/CM on board to help with construction schedule at two sites to maximize any

benefits and to help understand the markets and how bid packages could be combined or separated for both projects.

- The District anticipates partnering with the GC/CM to actively solicit subcontractor support to execute the work. Understanding of material and labor availability that helped shape design will be critical in procurement.
- The GC/CM will be a valued partner in helping sequence early procurement for long-lead items and scopes of work, including metal fabrication, early site work and development.
- If the project encompasses a complex or technical work environment, what is this environment?

Both projects encompass a complex work environment as noted below:

- Both sites are situated in residential areas and it will be important to maintain good relationships with our neighbors throughout this project. Plans will need to be created to minimize dust, sound, and other disruptions to our neighbors so they can focus on the benefit of the projects and support future bond endeavors.
  - At Horizon, one of the two possible construction access points runs along a large apartment complex and construction will be occurring on the side bordered by another large apartment complex.
  - At Challenger both possible construction access points are surrounded by homes. The homes near the entrance from the district office are already impacted by school traffic so the addition of construction traffic needs to be thoughtfully planned.
- Access to both sites is limited and shared with buses, staff, parents, and community. At Challenger the entrance is also shared with ACES high school. Coordinating access to the site to minimize impact during busy times such as drop-off and pick-up will be important. The access points at both sites are not at the construction lay down areas so it will require construction traffic to go through part of campus. It will also be critical to plan how the construction traffic will go from site entrance to lay down areas as staff & student safety is a priority.
- Both Challenger Elementary & Horizon Elementary have a designated walking area that captures over half of their student populations. At Challenger 58% of students walk to school, that is roughly 300 students walking to and from school. The middle school and high school walk routes for ACES High School and Explorer Middle School in and around the Challenger site will also need to be managed each day. At Horizon 70% or roughly 360 students walk to and from school. It will be critical to maintain safe walking routes for the schools and manage construction traffic so that students and their families remain safe.
- At Challenger Elementary the parking is limited with staff already parking at the District Office next door. To add construction parking on this tight site will be difficult and may require some parking to be placed at Explorer Middle School across the street which not only means impacting the middle school, but also neighbors who will notice construction or school staff crossing the road and walking by homes. This means the plan for construction traffic will now need to consider a middle school schedule in addition the elementary, high school, and district office schedules.
- Both sites will require utility work for the renovations and additions to the buildings. Modifying existing systems that are older and adding to them can be challenging. A GC/CM can help to understand the existing system and create a plan to successfully work on the older system while keeping it operational for school.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done? *N/A*
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project? *N/A*

## 5. Public Benefit

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



- How this contracting method provides a substantial fiscal benefit;
  - By allowing the District to incorporate qualifications and experience as determining factors in contractor selection, the relationship between the District, Contractor, and Architect are created in an atmosphere of teamwork with all three parties advocating for a successful project.
  - With the GC/CM on board from design through construction; active cost-modeling, value engineering, and ongoing constructability review will yield substantial benefits to the owner and the public by mitigating impacts to cost and schedule.
  - The GC/CM procurement method allows the District to mitigate risk in errors and omission by having a construction professional in the design process. Intent and existing conditions are understood at a higher level and earlier in the process, therefore, cost impacts of the unknown are minimized.
  - The GC/CM benefits the overall cost and execution of the work by better aligning expectations and packaging the various scopes of work to better fit the current conditions of the marketplace. Economies of scale can be more appropriately applied where possible across both projects.
  - The GC/CM statutes afford the District more cost control options during buyout to ensure that the project stays on budget and is therefore completed within the expectations promised to the public.
  - In contrast to the traditional design-bid-build model, the GC/CM is motivated to perform at a high level to be able to maintain their qualifications in performing the work. This benefits the District and public by minimizing the potential for litigations and claims at the end of the project.
  - One GC/CM for two sites will provide efficiencies in schedule and budget. With two projects being completed at the same time, two school communities will be positively impacted by an improved learning environment. Additionally, the public will benefit through any cost efficiencies gained in two concurrent projects in close proximity to one another of similar scope and scale.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
  - Building a construction phasing plan without the help of a contractor often leads to confusion, conflicts and cost impacts.
  - The traditional design-bid-build procurement method often has higher costs associated with errors and omissions with no contractor insight and reduced level of constructability review through the design process.
  - Any change in conditions or design after bid are often completed at a much higher cost to the District.
  - Design-bid-build does not allow for a high level of transparency in cost issues during construction including change order pricing.
  - Changes during construction often cause delays in the project schedule as decisions take longer to work through.
  - The GC/CM partnership allows for a more coordinated and collaborative workplace leading to safer operations of the project. With a focus on safety and security in schools it is critical that those on the campus feel safe during construction.
  - Constructing facilities through a pandemic will require more agility than the traditional lump sum method allows.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.  
N/A

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.  
Mukilteo School District is in the design phase of their first GC/CM project. However, Mukilteo's staff has experience completing several GC/CM projects from their previous jobs. The biographies below outline that experience. The District has contracted with OAC Services as a GC/CM advisor to help frame the procurement and oversight of the processes and procedures for the GC/CM project delivery method. The District has hired Pacifica Law Group to provide legal services throughout this project.

Dykeman Architects will be the prime design consultant. OAC Services, Pacifica Law Group, and Dykeman Architects all have a long and successful track record with GC/CM projects.

- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
**Note:** The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart.)

See Attachment A

- Staff and consultant short biographies (*not complete résumés*).

**MUKILTEO SCHOOL DISTRICT STAFF**

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

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

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

**Shelly Henderson, Assoc. DBIA – Director of Capital Projects**

Ms. Henderson, Director of Capital Projects, is responsible for the execution of all the projects in the 2020 Bond. For this project, she will be acting as the Project Manager during planning and design and support the Project Manager, Mr. Thomsen, during construction. She will be the primary point-of-contact for the district and will support day-to-day management throughout the project. Ms. Henderson has 25 years of experience in K-12 capital construction. Her 23 years with Northshore School District (NSD) included work on eight GC/CM projects. Her roles there included fiscal and budgetary oversight

of all capital construction, including OSPI’s “D-process” and all public works procurement and documentation requirements. Her involvement in GC/CM and DBB projects spanned all phases of work from conception to closeout and included managing and facilitating critical path items for owner supplied procurements; all FF&E items and processes; occupancy logistics; and all project closeout processes and requirements. Ms. Henderson joined Mukilteo School District (MSD) in 2018 and is now the Director of Capital Projects. She has provided project management, construction management, and fiscal oversight for 3 design-bid-build projects at MSD and is the lead Project Manager for the Discovery Elementary School Addition project, MSD’s first GC/CM project. Additionally, in 2018, Ms. Henderson achieved her Associate DBIA professional certification.

|  |              |              | Role During Project Phases   |                           |              |
|--|--------------|--------------|--|---------------------------|--------------|
| Project Name   | Project Size | Project Type | Planning   | Design                    | Construction |
| <b>Mukilteo School District, Director of Capital Projects</b>          |              |              |  |                           |              |
| Discovery Elementary Addition  | \$19.5M      | GC/CM        | Shelly oversees all projects addressed by the Mukilteo School District Capital Projects office and helps with project management.  |                           |              |
| <b>Mukilteo School District, Manager of Capital Projects</b>           |              |              |  |                           |              |
| Pathfinder Kindergarten Center   | \$25.8M      | D/B/B        | N/A  | N/A                       | Closeout     |
| Harbour Pointe MS Band Room  | \$0.2M       | D/B/B        | N/A  | PM                        | PM           |
| Mariner HS Locker Room   | \$3.1M       | D/B/B        | N/A  | PM                        | PM           |
| Kamiak HS Fieldhouse/Storage   | \$0.7M       | D/B/B        | PM   | PM                        | PM           |
| Discovery Elementary Addition  | \$19.5M      | GC/CM        | PM   |                           |              |
| <b>Northshore School District, Planning Administrator</b>              |              |              |  |                           |              |
| Maltby Site ES #21   | \$51.4M      | GC/CM        | Assist PM  | GC/CM Selection Committee | N/A          |
| Skyview/Canyon Creek Addition  | \$30.7M      | GC/CM        | Assist PM  | GC/CM Selection Committee | N/A          |
| <b>Northshore School District, Capital Projects Budget Coordinator</b> |              |              |  |                           |              |
| North Creek High School  | \$95.2M      | GC/CM        | Assist PM  | GC/CM Selection Committee | PM           |
| Woodinville HS Ph. 3   | \$15.8M      | GC/CM        | Assist PM  | Assist PM                 | PM           |
| Woodinville HS Ph. 2   | \$51.9M      | GC/CM        | Provides budget coordination, contract management including changes, contingency reporting, oversee procurement and project closeout, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department |                           |              |
| Secondary Academy of Success   | \$6.4M       | D/B/B        |  |                           |              |
| Kenmore JH Ph. 2   | \$9.3M       | D/B/B        |  |                           |              |
| Pop Keeney Field Improvements  | \$5.8M       | D/B/B        |  |                           |              |
| Woodinville HS Ph. 1   | \$18.0M      | GC/CM        |  |                           |              |
| Canyon Park JH Ph. 2   | \$11.7M      | D/B/B        |  |                           |              |
| Bothell HS Ph. 2   | \$15.8M      | GC/CM        |  |                           |              |
| Northshore JH Modernization  | \$18.5M      | GC/CM        |  |                           |              |
| Transportation Center  | \$13.6M      | D/B/B        |  |                           |              |
| Frank Love HVAC & Roof Upgrade   | \$3.8M       | ESCO         |  |                           |              |
| Woodmoor HVAC, Roof, & Windows   | \$6.5M       | ESCO         |  |                           |              |
| Canyon Creek HVAC Improvements   | \$4.9M       | ESCO         | PM   | PM                        | PM           |

**Will Thomsen, RA – Capital Projects Planning Administrator**

Mr. Thomsen, Planning Administrator, will support the Project Manager, Ms. Henderson, during design and be the lead Project Manager through construction taking on day-to-day management of the project. Mr. Thomsen has 5 years of K-12 Experience working for Edmonds School District (ESD) as a Project

Coordinator where he assisted with management of large bond works including acting as a coordinator on four successful GC/CM Projects as part of the (ESD) 2014 Bond issue and acting as a project manager for small works projects as part of the (ESD) 2012, 2014, & 2016 levies. Responsibilities as both coordinator and manager spanned all project phases and included planning, budget analysis, consultant and GCCM selection, design review, construction administration, project turnover, through project closeout. During his time at (ESD) Mr. Thomsen also assisted in bond and levy planning, district security projects, environmental cleanup, and coordination of land use issues with other developers and AHJs. Previously he worked as a project manager for an architecture firm out of Mount Vernon where he designed and managed construction for commercial development. Mr. Thomsen is a Licensed architect in the State of Washington and joined the Mukilteo Capital Projects Team in 2020.

| Project Name   | Project Size | Project Type | Role During Project Phases |          |               |
|--|--------------|--------------|----------------------------|----------|---------------|
|  |              |              | Planning                   | Design   | Construction  |
| <b>Mukilteo School District, Planning Administrator</b>          |              |              |                            |          |               |
| Discovery Elementary Addition                                    | \$19.5M      | GC/CM        |                            | PM       | PM            |
| <b>Edmonds School District, Construction Project Coordinator</b> |              |              |                            |          |               |
| Maintenance & Transportation Facility                            | \$31.0M      | GC/CM        |                            | PC       | PC            |
| Alderwood Middle School  | \$67.2M      | GC/CM        |                            |          | PC (Closeout) |
| Mountlake Terrace Elementary                                     | \$39.2M      | GC/CM        |                            |          | PC            |
| Lynnwood Elementary  | \$42.2M      | GC/CM        |                            |          | PC            |
| Relocatable Classrooms   | \$5.4M       | Co-Op        | PM / PC                    | PM / PC  | PM / PC       |
| Former Maint. & Trans. Remediation                               | \$6.6M       | D/B/B        |                            | PC       | PM / PC       |
| 2012 Levy Small Works  | \$5.2M       | D/B/B        |                            | PM / PC  | PM / PC       |
| 2014 Bond Small Works  | \$26.1M      | D/B/B        |                            | PM / PC  | PM / PC       |
| 2016 Levy Small Works  | \$23.8M      | D/B/B        | PM / PC                    | PM / PC  | PM / PC       |
| <b>Carletti Architects, Project Manager</b>                      |              |              |                            |          |               |
| Targa Sound Terminal T.I.  | \$1.5M       | Negotiated   | Designer                   | Designer |               |
| Mt Vernon Riverwalk Park R.R. & Anchor                           | \$0.8M       | D/B/B        | Designer                   | Designer |               |
| Matress Firm "Grey Shell" Deliveries                             | \$22.0M      | Negotiated   | Designer                   | Designer | PM            |

### Amy Stenvall – Fiscal Analyst

Ms. Stenvall, the Fiscal Analyst, will be responsible for financial oversight and compliance review for all public works processes and requirements. She joined Mukilteo School District in 2018 as the Capital Projects Fiscal Analyst after over 10 years as Capital Projects Assistant Budget Coordinator with Northshore School District. She carefully tracks all project expenditures and changes to contracts. She manages public works paperwork and provides oversight of procurement. Ms. Stenvall provides project budget reports to District staff on a regular basis so they can make informed decisions on changes that impact overall budget. Ms. Stenvall's experience in this capacity includes six GC/CM projects.

| Project Name   | Project Size | Project Type | Role During Project Phases  |        |              |
|--|--------------|--------------|---|--------|--------------|
|  |              |              | Planning  | Design | Construction |
| <b>Mukilteo School District, Fiscal Coordinator Capital projects</b> |              |              |   |        |              |
| Mariner HS Locker Room   | \$3.1M       | D/B/B        | Provides budget and contract coordination, oversees procurement and project closeout for all projects |        |              |
| Kamiak HS Fieldhouse/Storage   | \$0.7M       | D/B/B        |   |        |              |
| Discovery Elementary Addition  | \$19.5M      | GC/CM        |   |        |              |

|  |         |       |   |
|--|---------|-------|---|
|  |         |       | addressed by Mukilteo SD Capital Projects department  |
| <b>Northshore School District, Assistant CP Budget Coordinator</b> |         |       |   |
| Maltby Site ES #21   | \$51.4M | GC/CM | Provides budget coordination, contract management including changes, contingency reporting, oversee procurement, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department |
| Skyview/Canyon Creek Addition                                      | \$30.7M | GC/CM |   |
| North Creek High School  | \$95.2M | GC/CM |   |
| Woodinville HS Ph. 3   | \$15.8M | GC/CM |   |
| Woodinville HS Ph. 2   | \$51.9M | GC/CM |   |
| Secondary Academy of Success                                       | \$6.4M  | D/B/B |   |
| Kenmore JH Ph. 2   | \$9.3M  | D/B/B |   |
| Pop Keeney Field Improvements                                      | \$5.8M  | D/B/B |   |
| Woodinville HS Ph. 1   | \$18.0M | GC/CM |   |
| Frank Love HVAC & Roof Upgrade                                     | \$3.8M  | ESCO  |   |
| Woodmoor HVAC, Roof, & Windows                                     | \$6.5M  | ESCO  |   |
| Canyon Creek HVAC Improvements                                     | \$4.9M  | ESCO  |   |

### **John Mannix - Director of Facilities**

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

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

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

### **OAC SERVICES – GC/CM ADVISOR**

#### **Stephen Murakami**

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

and has led the development and provided oversight for 6 GCCM projects. Mr. Murakami has managed over \$1 billion in projects in the last 8 years, of which over half were GC/CM.

**Dan Chandler, OAC Principal, PE, AIA**

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

**PACIFICA LAW GROUP – LEGAL COUNSEL**

**Zak Tomlinson**

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

**DYKEMAN ARCHITECTS**

**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 directly worked on over \$400M in GC/CM High School projects on five different campuses. As Principal-in-Charge, Tim is personally committed to ensuring 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 is currently working with the Ferndale School District on its GC/CM-delivered Ferndale High School Replacement Project.

| <b>Project</b>   | <b>Project Value</b> | <b>Delivery Method</b> | <b>Role</b> | <b>Time Frame</b> |
|--|----------------------|------------------------|-------------|-------------------|
| Ferndale High School, Ferndale School District         | \$93.5M              | GC/CM                  | PIC         | 2019-present      |
| Lake Stevens High School, Lake Stevens School District | \$65M                | GC/CM                  | PIC         | 2016-present      |
| Sehome High School, Bellingham School District         | \$70M                | GC/CM                  | PIC         | 2015-2018         |
| North Creek High School, Northshore School District    | \$95M                | GC/CM                  | PIC         | 2012-2016         |

|  |       |       |     |           |
|--|-------|-------|-----|-----------|
| Bothell High School Phase 3,<br>Northshore School District         | \$35M | GC/CM | PIC | 2005-2008 |
| Bothell High School Phase 2,<br>Northshore School District Phase 2 | \$15M | GC/CM | PM  | 2002-2005 |

**Trish Sherman, AIA, Project Manager, Dykeman Architects**

With Dykeman since 1991, Trish holds a Bachelor of Arts in Architecture from Wellesley College. Trish has worked on four GC/CM school projects. 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, 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 is currently working on the \$65M Lake Stevens High School modernization with the Lake Stevens School District, and wrapping up the Elementary #21 project with the Northshore School District, both through the GC/CM process.

| Project   | Project Value | Delivery Method | Role | Time Frame   |
|---|---------------|-----------------|------|--------------|
| Lake Stevens High School, Lake Stevens School District          | \$65M         | GCCM            | PM   | 2016-present |
| Elementary #21, Northshore School District                      | \$52M         | GCCM            | PM   | 2016-present |
| North Creek High School, Northshore School District             | \$95M         | GCCM            | PM   | 2012-2016    |
| Bothell High School Phase 2, Northshore School District Phase 2 | \$15M         | GCCM            | PA   | 2002-2005    |

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

See tables included with biographies above.

- The qualifications of the existing or planned project manager and consultants.  
Qualifications are described in the biographies above.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.  
Project manager is not interim.
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.  
Construction experience is described in the biographies above.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

Ms. Mooseker, Mr. Mannix, Ms. Henderson and the MSD Capital Projects team have many years of experience with GC/CM projects and will apply that knowledge to this project. The District will engage

their legal team, GC/CM Advisors, and Architects to ensure the GC/CM process goes smoothly and remains in compliance with state law and board policy. The GC/CM selection process is outlined in the next section. Pacifica Law Group will provide the draft contract and general conditions for District approval. The district has a longstanding positive working relationship with Pacifica Law Group and will remain in close contact with them throughout this project on any applicable legal matters.

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

On a monthly basis Ms. Mooseker will host a high level team meeting with Ms. Henderson, Mr. Mannix, principal-level representation from OAC, the GCCM and Architect. The focus of this meeting will be budget, schedule, staffing, and project concerns. This meeting is to be held on site so all parties can review project progress. Additional meetings will be held if deemed necessary. OAC will also be available to provide support to the project managers as needed. Mr. Mannix will coordinate any necessary meetings with the maintenance/operations side to review progress. On a weekly basis Ms. Mooseker will meet with Ms. Henderson for status updates and to discuss any changes.

Mr. Thomsen will manage the day to day operations and decision making. Decisions with significant impact to schedule and/or budget will be reviewed by and made with Ms. Henderson. Mr. Thomsen will touch base with Ms. Henderson daily to review progress and all changes to ensure success in managing contract documents, scope, budget, and schedule. Mr. Thomsen will work with Ms. Henderson to resolve time sensitive issues which might occur at both sites simultaneously. Mr. Thomsen and Ms. Henderson will be a part of weekly meetings held on site with the Architect and GC/CM to review the work completed, schedule, budget, and changes. The GC/CM will provide buyout updates and full budget overviews to the team on a regular basis.

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

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

District staff will work with Pacifica Law Group and OAC to develop a GC/CM RFP process in compliance with RCW 39.10. The RFP will be publicly advertised in multiple publications including Daily Journal of Commerce, a local publication, and the omwbe.wa.gov website. The RFP will be a 3-step process to include a statement of qualifications, interviews, and submittal of sealed bids for certain general conditions and fee percentages. District staff, along with representatives from OAC and Dykeman Architects, will make up the GC/CM selection team who will score all three steps to determine the GC/CM. The selection team will make a recommendation to the school board who will then formally approve the GC/CM. Once accepted by the school board, the District will work with legal counsel to finalize the agreement and general conditions for this project.

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

Zak Tomlinson of Pacifica Law Group will provide GC/CM and construction legal services for this project. Mr. Tomlinson will provide the draft agreement and general conditions to the District.



## 7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
  
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

[See Attachment B](#)

## 8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

*Note: Applicant may utilize photos to further depict project issues during their presentation to the PRC.*

[See Attachments C](#)

## 9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

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

## 10. Subcontractor Outreach

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

[As part of the RFQ process we will ask the GC/CM to submit their plan to ensure small, women, and minority-owned businesses are encouraged to participate in bidding for this project. As part of the scoring, the District will evaluate the plan for subcontractor outreach ensuring small, women, and minority-owned businesses are included.](#)

## CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.


## SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys

within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

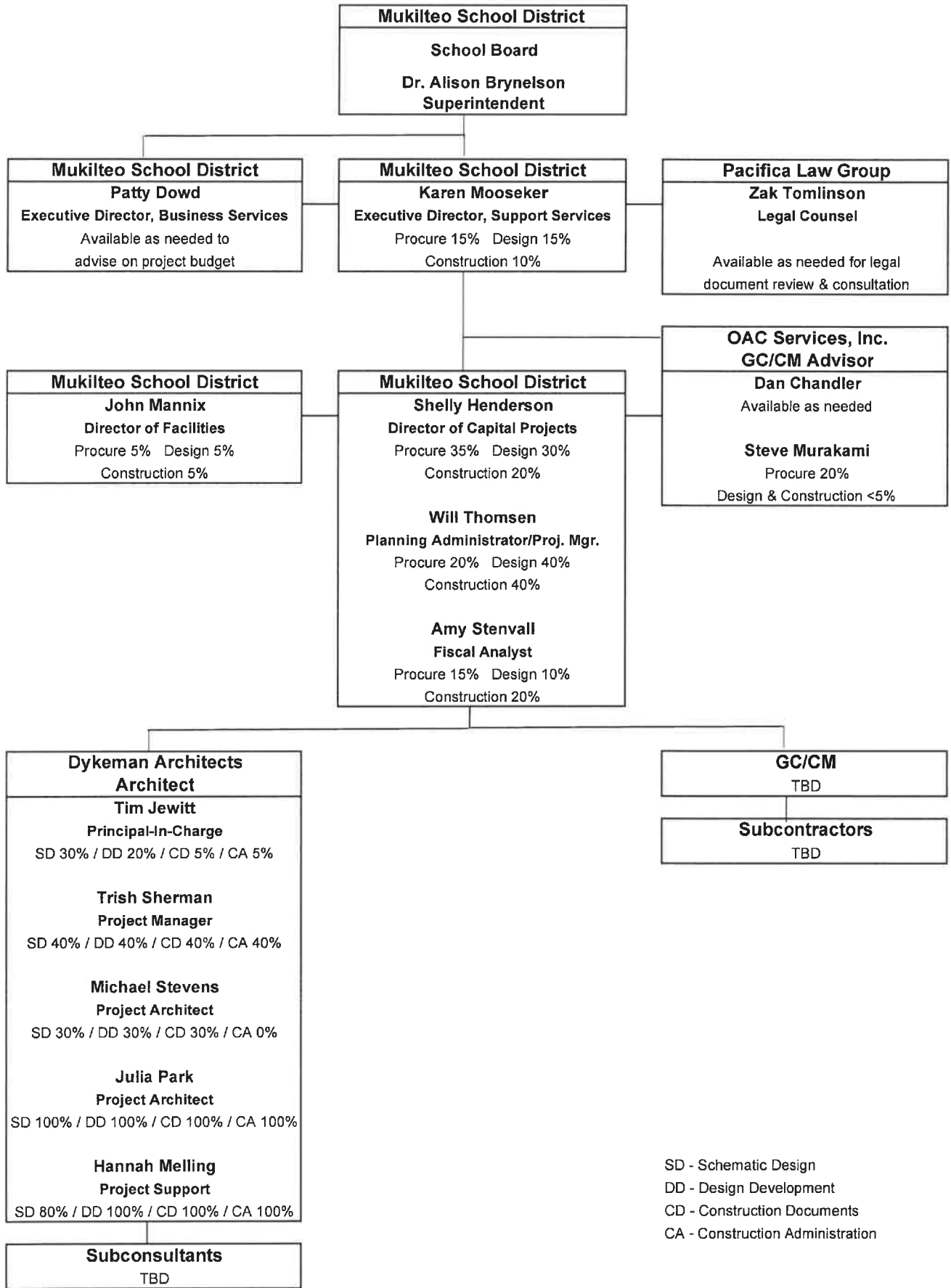
Signature:  \_\_\_\_\_

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

Title: Executive Director of Support Services

Date: August 20, 2020

# Attachment A: Challenger & Horizon Project Organization Chart

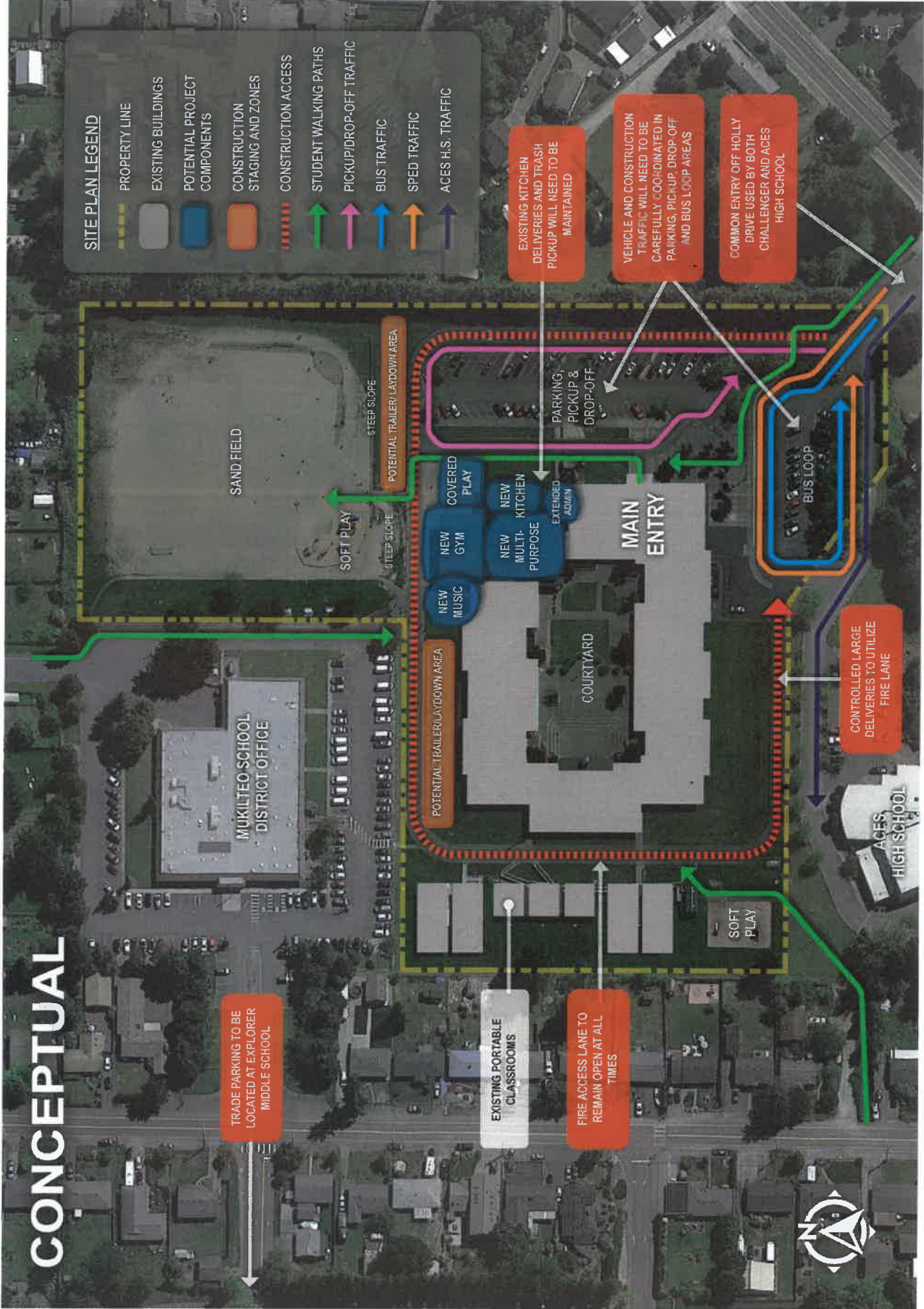


SD - Schematic Design  
 DD - Design Development  
 CD - Construction Documents  
 CA - Construction Administration

**Attachment B: Mukilteo School District Construction History**

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

# Attachment C: Challenger Elementary Preliminary Concept



**CONCEPTUAL**

# Attachment C: Horizon Elementary Preliminary Concept

