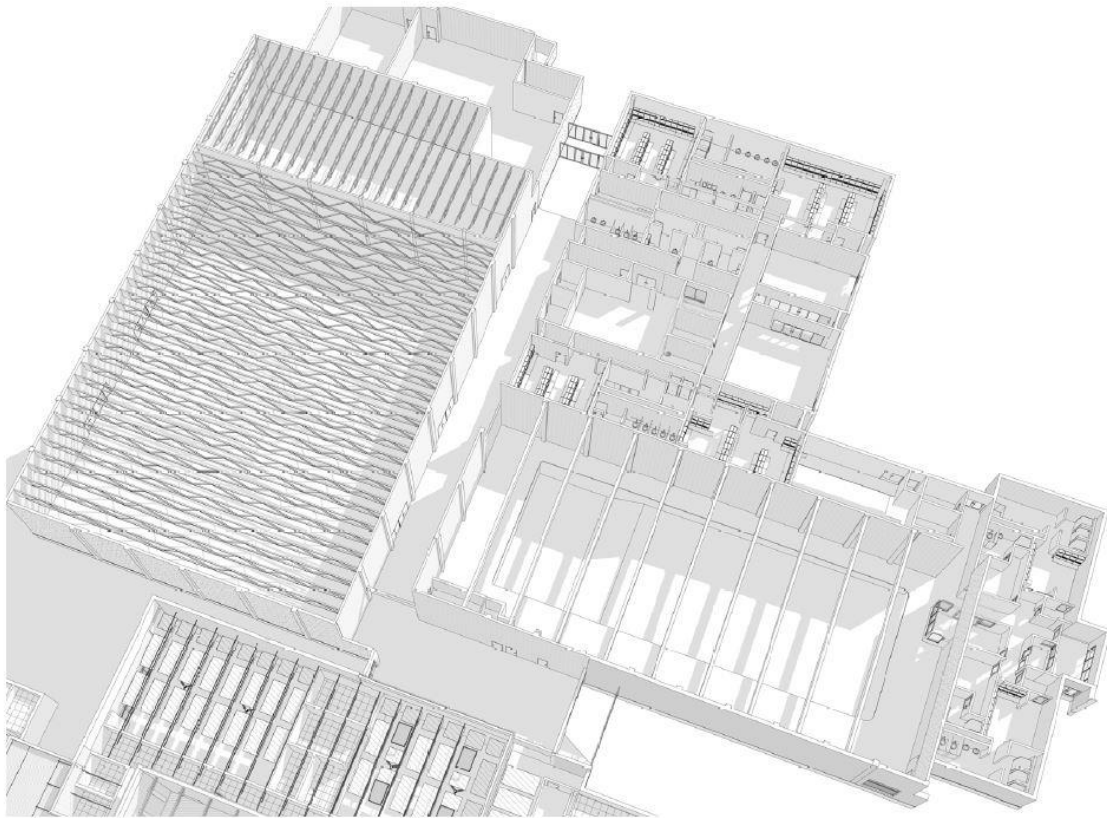


# **Central Kitsap School District #401 Olympic High School Modernization Phase 2**



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

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

**Central Kitsap School District #401  
October 22, 2018**

– Board of Directors –

ERIC K. GREENE

JEANIE SCHULZE

ROBERT C. MACDERMID

SCOTT R. WOHRMAN

BRUCE J. RICHARDS



**Central Kitsap School District**

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October 22, 2018

Attention: Talia Baker  
PRC, Administrative Support  
Department of Enterprise Services,  
Engineering & Architectural Services  
P.O. Box 41476  
Olympia, Washington 98504-1476

Dear PRC members:

Please find attached our application for approval to utilize GC/CM contracting for the Olympic High School (OHS) Modernization Phase 2 project.

This project will be the third project that Central Kitsap School District (CKSD) has elected to use the GC/CM delivery method. Our project managers, Dennis Burch, Joel Hansen and Sydney Thiel, that have worked on our first two GC/CM projects, Olympic High School Modernization and Addition Phase 1 and Central Kitsap High School and Middle School Replacement, will apply their knowledge and experience to ensure the success of GC/CM delivery on this project. Additionally, CKSD receives legal assistance from Graehm Wallace of Perkins Coie who has an extensive background in the GC/CM delivery method.

In addition to the experience that I've gained during CKSD's two GC/CM projects, I've had some earlier exposure to the process. Prior to my employment here at CKSD, I was the director of the Capital Projects Office for the University of Washington's Central and Tacoma branch campus, where, prior to 2002, I worked with the GC/CM delivery process on the project for the new Law School Building.

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

Sincerely,

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

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

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

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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*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

**Identification of Applicant**

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

**1. Brief Description of Proposed Project**

- a) Name of Project: [Olympic High School Modernization Phase 2](#)
- b) County of Project Location: [Kitsap](#)

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

[Olympic High School \(OHS\)](#) is located between Bremerton and Silverdale, just east of Dyes Inlet, on a 37 acre site. Originally constructed in 1979, it had minor expansions in 1989 and 1991 and the current modernization project that will be completed later this year. The existing 196,000 SF facility is comprised of three distinct wings, or “Units” that step up the sloped site from south to north. See Figure 3 in Attachment A. The southernmost wing, Unit #1, contains Classrooms. The middle portion, Unit #2, is currently undergoing modernization and an addition (Phase 1), is two stories and houses Administrative Offices, the student Commons, Theater, Classrooms, Library and a detached manufacturing facility (CTE Classrooms). Completion is expected at 2018 year end. Unit #3, to the north, is dedicated to physical education, housing a Gymnasium, Auxiliary Gymnasium, two Weight Rooms, Locker Rooms and a Natatorium. The Phase 1 Modernization and Addition has allowed students to move into permanent space and work has included the removal of four double classroom portables. Four portables totaling 6,000 SF remain on the west side of the site and are expected to be used as rotational surge space for students during the Phase 2 Modernization. Ideally once Phase 2 is done, those portables would no longer be needed. Additionally, the project programming and design will explore a future addition to the north of Unit #3. Consideration will be given to what utility connections, or program connections and adjacencies might be constructed now to accommodate this future addition.

The \$20.5 million MACC project proposes to modernize Units #1 and #3, while maintaining school operation, necessitating phased construction. In Unit #1 the project will update the Classrooms, convert interior (windowless) classrooms to flex spaces, renovate restrooms and incorporate a staff room. In Unit #3 the locker rooms will be reconfigured in the school and Natatorium, a team classroom constructed, exterior updated and remaining spaces modernized. It is anticipated that construction will begin in late fall 2019 and conclude in summer 2021, with a goal of pursuing an earlier construction start and potential earlier completion. The school will remain open during construction (School Years 2019-20 and 2020-21). Functions in Unit #1 and where feasible, Unit #3, will be re-located to existing portables, Unit #2, and if necessary temporary facilities during construction. The District and the Design Team are currently in the early stages of Programming and will soon commence Schematic Design. The District desires to bring aboard a GC/CM contractor early in Design Development, with a special emphasis on construction phasing to maintain enough classrooms, moving during available school breaks, and phasing athletic spaces to accommodate school and community sports and activity schedules where feasible.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Owner Consultants, Legal etc.)	<b>\$3,235,000</b>
Estimated project construction costs (including construction contingencies):	<b>\$20,202,000</b>
Equipment and furnishing costs	<b>\$960,000</b>
Off-site costs	<b>\$Incl. Constr.</b>
Contract administration costs (owner, cm etc.)	<b>\$500,000</b>
Contingencies (design & owner)	<b>\$1,963,000</b>
Other related project costs (Permits, Insurance, Principal/Staff Salaries)	<b>\$660,000</b>
Sales Tax	<b>\$1,955,000</b>
<b>Total</b>	<b>\$29,475,000</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 through local and state construction assistance funding. In July 2018, the Office of Superintendent of Public Instruction (OSPI) committed \$18,852,000 to the Phase 2 Modernization project. Local funding of \$10,623,000 is provided from a combination of 2018 and projected 2019 Federal Heavy Impact Aid funding, and funding from the 2016 voter approved Capital Bond for athletic facilities at Olympic High School.

**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)

Project milestone dates are shown in the table below.

<b>Project Schedule</b>	<b>Start</b>	<b>Finish</b>
Programming (Ed Specs)	10/15/2018	2/15/2019
Schematic Design	11/15/2018	3/15/2019
Design Development	3/16/2019	7/16/2019
Construction Documents	7/17/2019	11/17/2019
Agency Review/Permitting	7/18/2019	11/3/2019
Subcontract Bidding*	9/15/2019	11/30/2019
Construction	12/1/2019	7/30/2021
Substantial Completion		7/31/2021
Punchlist/Final Completion/Closeout	7/15/2021	8/31/2021
Owner Move-In (Overall Project phased as determined with GC/CM)	7/31/2021	9/1/2021
Warranty	7/31/2021	7/31/2022

<b>GC/CM Schedule</b>		
PRC Application to Utilize GCCM	10/22/2018	10/22/2018
PRC Presentations	11/29/2018	11/29/2018
Public Body Project Approval Determination - GCCM	12/13/2018	12/13/2018
Advertisement for GC/CM Services (1st)	12/14/2018	12/14/2018
Advertisement for GC/CM Services (2nd)	12/28/2018	12/28/2018
Pre-Submission Conference and Walkthrough	1/10/2019	1/10/2019
Deadline for questions on RFP	1/14/2019	1/14/2019
Final Addendum for RFP	1/15/2019	1/15/2019
RFP Submittal Deadline	1/17/2019	1/17/2019
Open & Score Submittals Received	1/18/2019	1/18/2019
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	1/22/2019	1/22/2019
Interviews with Short-Listed Firms	2/5/2019	2/5/2019
Notify Submitters of Most Highly Qualified Firms & Invited to Submit RFFP	2/6/2019	2/6/2019
RFFP Submittal Deadline & Opening	2/15/2019	2/15/2019
Notify Submitters of Scoring and Most Qualified GC/CM	2/18/2019	2/18/2019
School Board Approval - Use of GC/CM Procedure	2/27/2019	2/27/2019
Pre-Con Work Plan Meeting	2/28/2019	2/28/2019
Draft Proposal for Pre-Con Services	3/7/2019	3/7/2019
Review of Proposals by CKSD	3/8/2019	3/8/2019
Final Draft of Pre-Con Services	3/15/2019	3/15/2019
GC/CM Agreement w/Pre-Con Services Executed	3/22/2019	3/22/2019
Pre-Con Services	4/1/2019	10/30/2019
MACC Estimate/Negotiation (90% CD's)	10/1/2019	10/30/2019
School Board Approval of MACC/GMP*	11/6/2019	11/6/2019
GMP Amendment Executed*	11/7/2019	11/7/2019

\* Pending Construction Document completion.

#### 4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

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

**Occupied Site, Complex Scheduling & Critical Phasing** – Construction phasing will need to consider the unique logistical requirements associated with a project that involves modernizing and renovating the classroom and athletic portions of the building, while maintaining ongoing operations in the center wing and occupied spaces in the wings under construction during the 2019-20 and 2020-21 school years. Construction scheduling will have to consider the project will be on an occupied site with children, staff and the public present. School is in session from September through June and the athletic fields onsite are used year around by the school and the community. The schedule is tied to maintaining enough classrooms, moving during available school breaks and between school years, and phasing athletic spaces to accommodate school and community sports and activity schedules where feasible. Properly identifying the phased completion of work areas will be a critical task to maintain school operations, as well as educational and public use of the Natatorium. It is further complicated by anticipated public and community processes and unpredictable permitting processes for environmental and off-site improvements.

**Site Constraints** – Heavy construction activity will occur on this site, a site that is adjacent to residential neighborhoods on the south, east and west and a public athletic complex and fairgrounds to the north; the GC/CM will need to support the District in responding to community concerns about construction impacts. The high school track and fields are used year around by the community for outdoor recreation opportunity. It will be a requirement to maintain community access to the playfields during construction. Special needs students use the Natatorium during the school day. It is an important part of their curriculum. Maintaining Natatorium operation and maintaining access during the school day and after hours is required. Safety issues exist related to use of and separation between the construction site, the existing buildings, the track and fields and the community at large.

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

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

- Gymnasium Renovation
- Hazardous Materials Abatement
- Selective Demolition

This would also allow for the project to reach substantial completion within the 20 month construction window and phased appropriately to properly maintain adequate number of classrooms and athletic facilities for instruction, school operations and community athletics and activities where feasible. Without bid package flexibility, bids may come in substantially higher than anticipated and getting bid packages on the street will also allow us to take full advantage of pursuing work in fall 2019.

- 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.*

**Occupied Site** – For this project, the high school population will remain on-site and the existing buildings (Unit #2 and Portable Classrooms) will be fully occupied during construction while there is partial occupancy of Units #1 and #3 based on phased construction execution. It is also required to maintain community access/use of the existing track and football field during construction. Safety issues related to use of and separation between the construction site, the existing building and the track and football field complex is critical. Care will need to be taken to not disrupt the occupied school and athletic complex and to assure the safety of students, staff and the public during construction.

**Critical Phasing** – The classroom wing and athletic facilities will be modernized in phases while Unit #2 remains occupied. The project will benefit with the involvement of a GC/CM to help develop phasing plans and implement temporary barriers and controls that maintain site access to parking lots, the athletic complex and the occupied areas of the school. The construction controls will need to minimize sound, odor, and dust to address occupant safety and health concerns. The GC/CM will be engaged to assist in planning and implementing methods to isolate building construction activities from staff, students and the public so that construction crews can safely and efficiently perform construction related activities while minimizing impacts on the school, the neighborhood and the community.

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

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

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

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?  
The GC/CM will have significant input during the design process to ensure that systems and facilities, circulation and safety considerations are all integrated into the design and bid documents, can support phased operation and phased occupancy and that the project will remain on budget and can be completed in a timely manner. Based on the District's experience, input from the GC/CM Contractor during design has proven invaluable in achieving Owner's goals for the design and construction of K-



12 facilities: staying in budget, minimizing the impact to the educational process, and maintaining a safe environment for staff, students and the community.

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

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

GC/CM Contractor involvement during the design phase is critical. Effectively planning and executing educational projects relies on a clearly developed and effectively executed plan to communicate to all project participants the specific scope, boundaries, constraints, and contingency plans for each discrete 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 encompasses a complex or technical work environment, what is this environment?

The complexity of the project is the staging, phasing and scheduling of each portion of the project to ensure full school operation is uninterrupted. It also will require maintaining access for fire and life safety responders during the project. This will be difficult given the small site. Additionally, student safety is the number one priority for the District, and every effort will be needed to ensure every scenario is planned for to prevent the possibility of harm to any student during the work. Also, due to the close proximity of the neighboring homes it is imperative that the architect and contractor collaborate early in the design and planning phases to ensure that there is a thorough safety and access plan developed and implemented for the surrounding homes.

- 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?

Not applicable to this project.

- 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?

Not applicable to this project.

## 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; or

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

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

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

- A design-bid-build contractor may not be as willing to maintain a schedule that it did not participate in developing and may have nothing to lose if the schedule slides due to scope changes.
  - The GC/CM delivery process offers an “open book” cost accounting of the work.
  - Through pre-construction, the GC/CM Contractor will understand the work long before it bids; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, lowering the risk of non-responsible sub-bidding.
  - The GC/CM Contractor participates in and “owns” pre-construction cost estimating.
  - The GC/CM Contractor participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Design Team welcomes.
  - Because the basic arrangement between Owner and GC/CM is relationship-based, the chance of costly litigation diminishes greatly.
  - Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by the Owner and GC/CM team.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

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

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

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

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

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

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

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

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

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

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

Not applicable to this project.

## 6. Public Body Qualifications

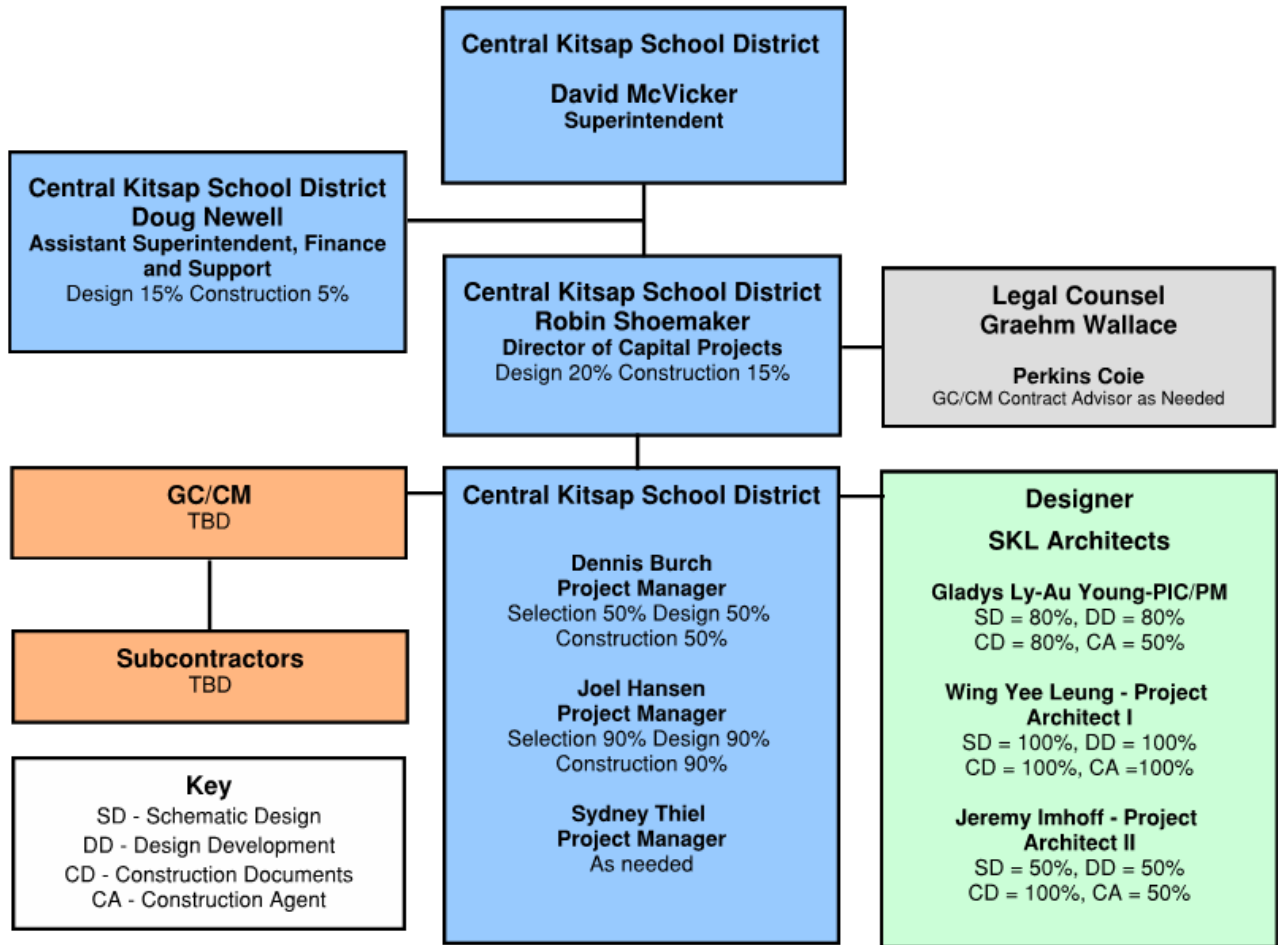
Please provide:

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

The Central Kitsap School District has experience utilizing the GC/CM delivery method with two projects totaling nearly \$171.2M in construction costs. This experience includes the Olympic High School Modernization and Addition Phase 1 project and Central Kitsap High School and Middle School Replacement project, both of which are currently in construction. Design on both of these projects commenced in February 2016, immediately after a voter approved capital bond measure. GC/CM selections were made and contractors under contract by early fall 2016. Construction on both projects commenced in spring (Olympic High School) and early summer (Central Kitsap High School and Central Kitsap Middle School) 2017. Olympic High School Phase 1 construction will complete in December 2018, less than three years after bond approval. Central Kitsap High School and Central Kitsap Middle School will occupy one building, but have a phased occupancy. The middle school will open in April 2019, and the high school will open in September, 2019. The phased opening allows the old middle school to be torn down to complete overall sitework and primarily parking to support the high school. The overall timeline will be about three and a half years after bond approval.

Additionally, the District’s attorney is Graehm Wallace of Perkins Coie. He and the Perkins Coie team have extensive experience in the GC/CM contracts and delivery method and have provided legal and contract related services to numerous clients.

- 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)*



**Olympic High School Project Organization**

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

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

Robin has 39 years of experience in the project, design and construction fields, including 26 years working directly for public organizations managing people, projects and programs, the majority of which has been work in K-12 and higher education in Washington State. She has been responsible for the direct management and oversight of millions of dollars of voter approved capital levy and bond, and state funding for capital improvements on both K-12 and higher education projects. Robin holds a Civil Engineering degree from the University of Virginia and is a registered engineer in the states of Washington and Alaska. Robin is highly experienced in managing programming and design consultants, and managing contractors and construction support services, and has excellent relationships with agencies having jurisdiction in Kitsap County. While the vast majority of her experience is on design/bid/build public works projects with wide ranging budgets, she has worked as the Director of Capital Projects at Central Kitsap School District during the entirety of the Olympic High School Modernization and Addition Phase 1 project and Central Kitsap High School and Middle School Replacement project. She also worked at the University of Washington during the period when alternative public works processes were being developed and approved for use in the State of Washington, and interfaced with the GC/CM delivery process on the new Law School building. Robin is an effective communicator and collaborative leader in forging decisions with stakeholders. She

has also enjoyed a career of successful construction contract completion, delivering projects on time, budget and scope absent of claims mediation and arbitration.

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Olympic High School Modernization and Addition Phase 1	39,000,000	GC/CM	Project Director	2016-Present
Central Kitsap High School and Middle School Replacement	133,000,000	GC/CM	Project Director	2016-Present
Klahowya Secondary School Addition	16,000,000	D/B/B	Project Director	2016-Present
Operations Service Center	\$17,000,000	D/B/B	Project Director	2013- 2017
Silverdale Elementary School	\$14,000,000	D/B/B	Project Director/PM	2011- 2016
Hawk Elementary School at Jackson Park	\$19,000,000	D/B/B	Project Manager	2011-2014
North Kitsap HS Renovation, Poulsbo MS Renovation, Renovate Three Elementary Schools	\$62,000,000 (Project value)	D/B/B	Project Director/PM	2001- 2010
Kingston High School (New School)	\$38,000,000 (Project value)	D/B/B	Project Director/PM	2001- 2007

**Dennis Burch–Project Manager (Central Kitsap School District)**

Dennis has over 40 years of experience in the project, design and construction fields, including 10 years working directly for school districts managing design and construction of new and renovation projects, the majority of which has been work in K-12 in Washington State. Dennis holds a degree in Architecture from Washington State University. Dennis is experienced in managing design consultants, contractors and construction support services, Dennis has excellent relationships with agencies having jurisdiction in Kitsap County as well as states throughout the U.S. and foreign countries. While his K-12 school project experience is in design/bid/build (D/B/B) and GC/CM delivery approach with wide ranging budgets, he has also worked on physician owned Design Build (D/B) medical projects in 12 states. Through his own company, he supported design and construction management teams of high-rise office and apartment buildings. These were in 14 states for the 4<sup>th</sup> largest development company in North America. Dennis is an effective communicator and leader in forging decisions with stakeholders, architects, contractors, and jurisdictional agency managers. He has also enjoyed a career of successful construction, project deliveries on time, scope and budget.

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Olympic High School Modernization and Addition Phase 1	39,000,000	GC/CM	Project Manager	2016-Present
Operations Service Center	\$17,000,000	D/B/B	Project Manager	2013- 2017
Silverdale Elementary School	\$14,000,000	D/B/B	Project Manager	2011- 2016
North Kitsap HS Renovation, Poulsbo MS Renovation, Renovate Three Elementary Schools	\$62,000,000 (Project Value)	D/B/B	Project Manager	2003-2008

**Joel Hansen – Project Manager (Central Kitsap School District)**

Joel Hansen has 12 years of experience managing projects throughout the planning, design and construction stages. Joel brings a unique perspective to CKSD from his time in the United States Air Force (USAF) and experience in overseas and contingency environments. Since joining CKSD, Joel has been a member of the project management team for the Olympic High School Modernization and Addition Phase 1 project and gained exposure to the GC/CM project delivery method. Joel has a Civil Engineering degree from Michigan Technological University and Master of Science in Engineering Management from the Air Force Institute of Technology.

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Olympic High School Modernization and Addition Phase 1	39,000,000	GC/CM	Project Manager	2018-Present
Joint Intelligence Analysis Complex, Phases 1, 2, 3	\$235,000,000	D/B	Deputy Branch Chief/Project Manager	2015-2018
F-35A Beddown Program	\$282,000,000	D/B	Deputy Branch Chief	2015-2018
Expeditionary Air Base Beddown	60,000,000	USAF Design and Construction	Construction Manager	2016
Department of Defense Education Activity – Replace Two Schools	150,000,000	D/B	Deputy Branch Chief	2015-2018

**Sydney Thiel, Project Manager (Central Kitsap School District)**

Sydney Thiel has 20 years of experience in the fields of design and construction. During the past six years, she has managed projects for Boston Public Library and presently, Central Kitsap School District.

Sydney’s experience with GC/CM project delivery includes a non-profit boat house facility, public library renovations, and most recently, the new construction of Central Kitsap High School and Middle School Replacement Project.

Sydney holds an undergraduate architecture degree from the University of Washington, and in 2004 earned her Master of Architecture degree from the Rhode Island School of Design.

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Central Kitsap High School and Middle School Replacement	\$133,000,000	GC/CM	Project Manager	2016-Present
Boston Public Library, Jamaica Plain Branch Renovation	\$10,000,000	D/B/B	Project Manager	2014-2016
Boston Public Library, Central Library Renovation, phase 1, 2	\$75,000,000	GC/CM	Project Manager	2013-2016
Ankara Office Tower	Undiscl.	D/B/B	Project Architect	2010-2013
Community Rowing Boathouse	\$14,000,000	GC/CM	Project Architect	2005-2008

### **Graehm Wallace – District Legal Counsel (Perkins Coie LLP)**

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous public entities including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm has prepared GC/CM contracts for the Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Federal Way, Fife, Lake Stevens, Mead, Mount Vernon, Port Townsend, Shoreline, Spokane, Seattle, Tacoma, Tahoma, and Vancouver School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-two years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work.

### **Gladys Ly-Au Young, Principal in Charge/Project Manager (SKL Architects)**

Gladys Ly-Au Young specializes in managing and designing School and Library projects in existing buildings on tight budgets. She is committed to collaborating closely with all stakeholder groups and understands the benefits of early interaction with contractors to develop a cost-effective building. She recently completed construction administration for Westside School, a K-8 adaptive reuse project built for \$182 per square foot and is currently closing out the Olympic High School Modernization and Addition Phase 1 project. Gladys graduated from Washington State University in 1994, and later went back to school to earn a Master of Science in Sustainable Design from Carnegie Mellon University, thus bringing a deep understanding of sustainable design issues to her projects.

<b>Project</b>	<b>Construction Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Olympic High School Modernization and Addition Phase 1	\$39,000,000	GC/CM	Principal/PM	2016-Present
Pratt Fine Arts Center	\$40,000,000	Neg.	Principal	2017-2018
Southeast Opportunity Center	\$22,000,000	Neg.	Principal	2017-2018
Westside School	\$9,800,000	Neg.	Principal/PM	2013-2016
Kingsgate Library	\$2,460,000	D/B/B	Principal/PM	2013-2016
Kalmiopsis Retreat Center	\$2,100,000	Neg.	Principal/PM	2014-2016

### Wing Yee Leung, Project Architect I (SKL Architects)

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

Project	Construction Value	Delivery Method	Tasks Performed	Time Involved
Olympic High School Modernization and Addition Phase 1	\$39,000,000	GC/CM	Project Architect	2016-Present
Westside School	\$9,800,000	Neg.	Project Architect	2013-2016
Kingsgate Library	\$2,460,000	D/B/B	Project Architect	2013-2016
Chophouse Row Mixed Use	\$8,100,000	Neg.	Project Architect	2012-2015
Seattle U Rec Center	\$7,200,000	D/B/B	Project Architect	2011

### Jeremy Imhoff, Project Architect II (SKL Architects)

Jeremy is well-versed in new and repurposed residential and large-scale design projects—including Native American cultural centers and museums, environmental learning centers, school facilities, and mixed-use retail buildings.

Project	Construction Value	Delivery Method	Tasks Performed	Time Involved
Olympic High School Modernization and Addition Phase 1	\$39,000,000	GC/CM	Project Architect	2016-Present
Pratt Fine Arts Center	\$40,000,000	Neg.	Project Architect	2017-2018
Southeast Opportunity Center	\$22,000,000	Neg.	Project Architect	2017-2018
Chophouse Row Mixed Use	\$8,100,000	Neg.	Project Architect	2012-2015

- 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.)*

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.

The Central Kitsap School District has employed full time staff that will serve as the project management team on the project.

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

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

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

This project will be managed through Central Kitsap School District Capital Projects office. The project's overall organizational format starts at the top with project reviews and approvals by CKSD's



School Board. From there, it proceeds to the Superintendent, then to the Assistant Superintendent of Finance and Support and then to the Director of Capital Projects. The District's project specific staffing will include a full-time project manager from start of design through occupancy, on-site construction representatives, and support from the Capital Projects office staff. District Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The project will be led by the District's Director of Capital Projects, Robin Shoemaker and her staff who have experience with GC/CM processes and procedures. The Architect, SKL Architects, has expertise in design and construction of educational and cultural facilities, including projects delivered using GC/CM, traditional design/bid/build and the negotiated contract delivery method. In addition, the District will employ the legal expertise of Graehm Wallace, a construction attorney who is highly experienced in the construction industry and with alternative delivery methods.

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

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

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

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

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to

permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

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

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

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

We anticipate being able to advertise the GC/CM Request for Proposals by mid-December 2018. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms by February 2019. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval in late February 2019. This will allow the GC/CM team to join the project team as Schematic Design is wrapping up and prior to Design Development.

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

The District's attorney, Graehm Wallace at Perkins Coie, has developed standardized General Conditions, a GC/CM Contract and Guaranteed Maximum Price Amendment documents, based on the AIA-A103 and AIA-A201 documents. Standardized GC/CM RFP, RFFP and selection documents that have been utilized for the District's previous GC/CM projects will be adapted as necessary and will be used in conjunction with the Perkins Coie contract information on this project. Our intent is to complete a draft of the RFFP with draft Contract Documents for this project and include them for review/reference by the submitters in the GC/CM procurement process sometime following release of the RFP and prior to the Interviews. The documents will likely include drafts/samples of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix including cost items, definitions, and how they will be paid.

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

## **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

Project Name and Number	Project Description	Contract Method	Planned Const. Start/ Finish	Actual Const Start/ Finish	Original Const Budget	Actual Cost of Const	Reasons for Budget or Schedule Overruns
Hawk Elementary School (1147)	New in Lieu Construction	D/B/B	Jun - 13/ Jul - 14	Jun -13/ Jul - 14	\$17,954,420	\$18,846,000	Board approved additional scope and bid alternates.
Silverdale Elementary School (1149)	Renovation/ Addition	D/B/B	Jun - 15/ Jul -16	Jul - 15/ Sep - 16	\$12,666,000	\$13,772,075	Added scope imposed for Site Development Activity Permit, Right of Way improvements, and revisions to water system
Operations Service Center (1148)	New Construction	D/B/B	Aug - 16/ Jun - 17	Sep - 16/ Sep - 17	\$17,245,203	\$16,379,669	N/A – cost. Delay of contract award due to permit.
Klahowya Secondary School Addition (1513)	New in Lieu Construction	D/B/B	Mar-17/ Aug -18	Mar-17/ TBD	\$15,944,928	TBD	Under Construction. Limited workforce has delayed schedule.
Olympic High School Modernization and Addition Phase 1 (1515)	New in Lieu Construction	GC/CM	Jun - 17/ Aug -18	Jun 17/ TBD	\$38,904,595	TBD	Under Construction. Board approved scope and bid alternates.
Central Kitsap High School and Middle School Replacement (1514 and 1517)	New Construction	GC/CM	Jun - 17/ Sep -19	Jun-17/ TBD	\$132,284,911	TBD	N/A (Under Construction)

**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.*

Attachment A has figures that depict the Olympic High School neighborhood plan, project site, and concept site plan.

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

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

The District has received no audit findings on any projects.

**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 shall render your application incomplete.

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

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

Signature: 

Name (please print): Robin Shoemaker

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

Date: 10/22/18

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

Figure 1 – Existing Olympic High School Neighborhood Plan

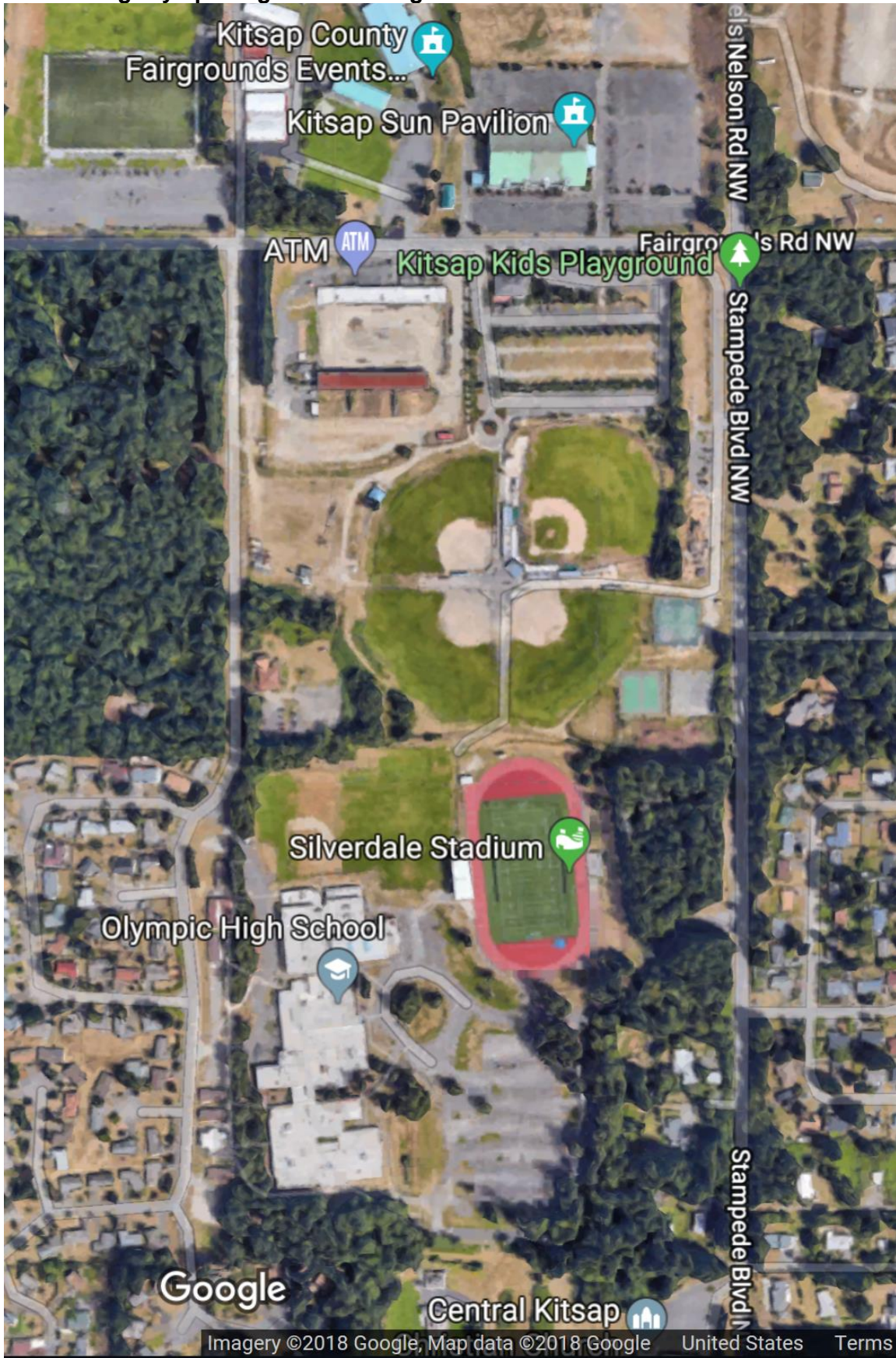


Figure 2 – Olympic High School – Project Site

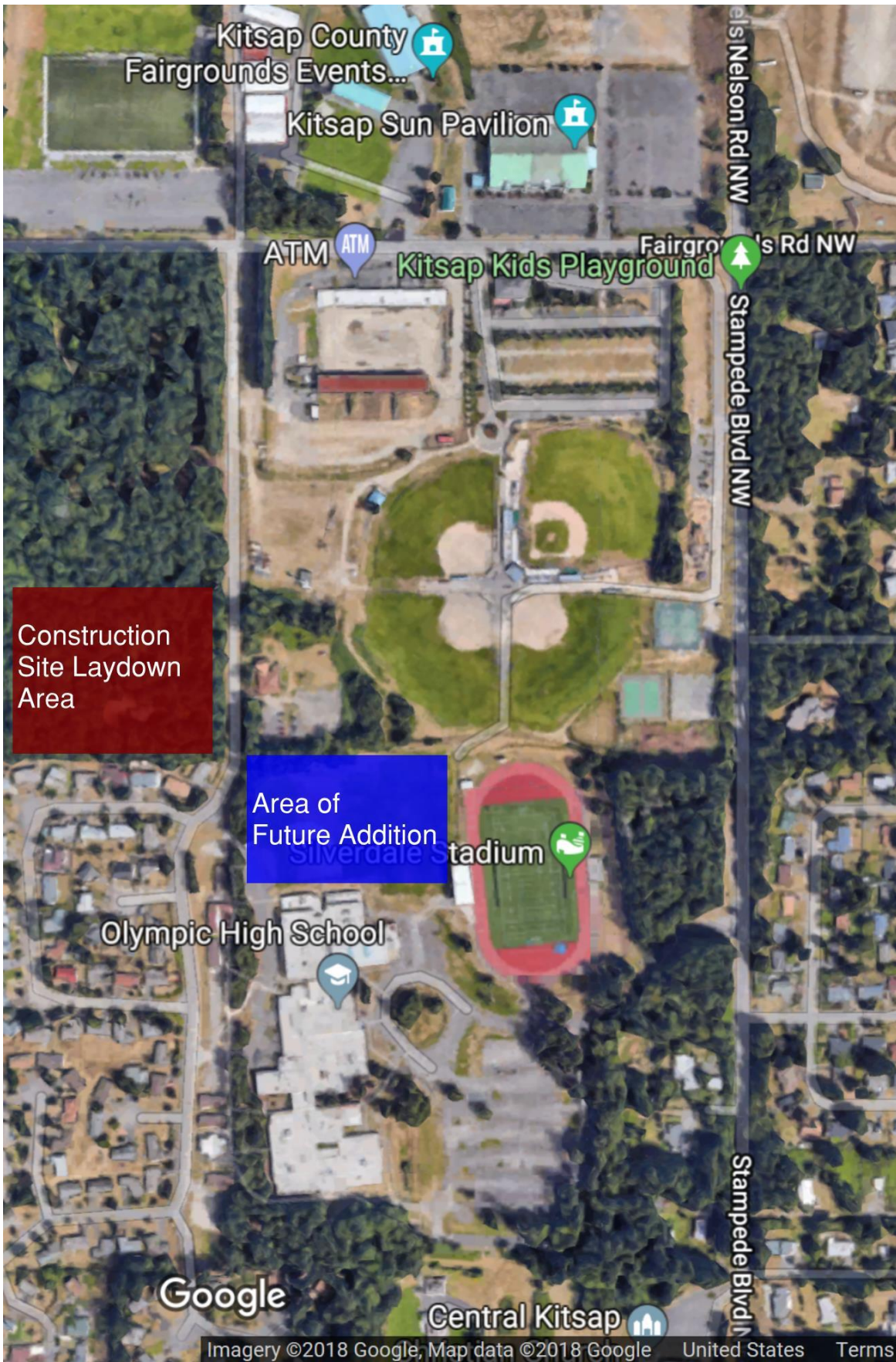


Figure 3 – Olympic High School – Concept Site Plan

