



**Centralia School District  
Fords Prairie and Jefferson Lincoln Elementary Schools  
Replacement**

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

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

**Submitted by  
Centralia School District  
June 30, 2017**



June 30, 2017

Project Review Committee  
State of Washington Department of Enterprise Services  
Engineering and Architectural Services  
P.O. Box 41476  
Olympia, Washington 98504-1476

Dear PRC Members,

Please find attached, the application for approval to utilize GC/CM contracting method for the Centralia School District and construction of Fords Prairie and Jefferson Lincoln Elementary Schools.

This project will be the second project that the Centralia School District (CSD) has elected to deliver using the GC/CM delivery method. Our decision to request approval to use the GC/CM delivery method is one that we have done our due diligence in exploring and we strongly believe that the GC/CM process would be the ideal method of procurement for construction services given the Project's constraints, budget limitations, and potential adverse impact on the staff, students, and community if not completed successfully and on-time.

The Centralia School District has retained OAC Services, Inc. to serve as our Program and Project Manager as well as GC/CM Advisors. Additional team members include BCRA Architects, as the design team of record, and Perkins Coie, as our legal counsel.

We look forward to your review of our application and the opportunity to present our project to the Project Review Committee. Should you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Davalos", written in a cursive style.

Mark Davalos  
Superintendent  
Centralia School District

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

**APPLICATION FOR PROJECT APPROVAL**

TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE

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State of Washington  
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**APPLICATION FOR PROJECT APPROVAL**

TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE

**1. Identification of Applicant**

(a) Legal name of Public Body: Centralia School District #401  
(b) Address: 2320 Borst Avenue  
Centralia, WA 98531  
(c) Contact Person Name: Mark Davalos  
Title: Superintendent  
(d) Phone Number: 360-330-7600  
Fax: 360-330-7646  
E-mail: mdavalos@centralia.wednet.edu

**2. Brief Description of Proposed Project**

**Fords Prairie Elementary School**

The original building was constructed in 1947 with additions in 1957, 1978 and 1984. The building square footage is 36,265 and serves the K-3 population. The replacement elementary school will be built on the existing site which will remain occupied and in operation during the construction process. The district plans to replace the existing school with a 58,500 square foot building that will house a capacity of 525 students in K-6.

**Jefferson Lincoln Elementary School**

The original building was constructed in 1957 with an addition in 1977. The building square footage is 34,651 and serves the K-3 population. The replacement elementary school will be built on the existing site which will remain occupied and in operation during the construction process. The district plans to replace the existing school with a 58,500 square foot building that will house a capacity of 525 students in K-6.

The work for both elementary school replacements shall include the development of educational specifications and the design and construction documents for classrooms, art/music rooms, science rooms, library, cafeteria, gymnasium and covered outdoor space. For both sites, it is anticipated that the construction will begin in the summer of 2018 and be completed in 2019 to allow for occupancy for the fall of 2019.

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

**A. Project Budget**

**Fords Prairie Elementary School**

Construction GMP (including GC/CM Contingency at 3.5%)	\$19,497,650
Cost of Professional Services (Design, Management & Staff)	\$3,229,360
Sales Tax	\$1,598,807
Equipment & Furnishings	\$1,200,000
Project Contingencies (5% of GMP)	\$974,883
Other project costs (utilities, testing/reports, permits, consumables, moving)	\$1,238,000
<b>Total</b>	<b>\$27,738,700</b>

### Jefferson Lincoln Elementary School

Construction GMP (including GC/CM Contingency at 3.5%)	\$19,481,510
Cost of Professional Services (Design, Management & Staff)	\$3,228,874
Sales Tax	\$1,597,484
Equipment & Furnishings	\$1,200,000
Project Contingencies (5% of GMP)	\$974,076
<u>Other project costs (utilities, testing/reports, permits, consumables, moving)</u>	<u>\$1,238,000</u>
<b>Total</b>	<b>\$27,719,944</b>

### **B. Funding Status**

Please describe the funding status for the whole project.

*(If funding is not available, please explain how and when funding is anticipated)*

The Centralia School District elementary schools replacement project will be funded from revenue provided by a capital bond proposition approved by voters in February 2017 for \$74 million. This bond proposition provides sufficient funds to complete the replacement of two elementary schools, Fords Prairie and Jefferson Lincoln, and the modernization of Centralia High School.

### **4. Anticipated Project Design and Construction Schedule**

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired. *(See Attachment B for an example schedule.)*

#### **Project Milestones:**

<b>Submit PRC Application</b>	<b>July 3, 2017</b>
<b>PRC Presentation</b>	<b>July 27, 2017</b>
<b>1<sup>st</sup> Advertisement for GC/CM RFQ</b>	<b>July 31, 2017</b>
<b>2<sup>nd</sup> Advertisement for GC/CM RFQ</b>	<b>August 7, 2017</b>
<b>GC/CM Presubmittal Meeting</b>	<b>August 10, 2017</b>
<b>Statement of Qualifications Due</b>	<b>August 21, 2017</b>
<b>Short-list Most Qualified GC/CM's</b>	<b>August 25, 2017</b>
<b>Interview GC/CM Finalists</b>	<b>September 12, 2017</b>
<b>Open GC/CM Fee Proposals</b>	<b>September 14, 2017</b>
<b>Programming/Ed Specs</b>	<b>August 2017 – October 2017</b>
<b>Schematic Design</b>	<b>August 2017 – October 2017</b>
<b>Design Development</b>	<b>November 2017 – February 2018</b>
<b>Construction Documents</b>	<b>February 2018 – June 2018</b>
<b>Permitting</b>	<b>April 2018 – June 2018</b>
<b>Construction</b>	<b>May 2018 – July 2019</b>
<b>Occupancy</b>	<b>August 2019</b>

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

It is anticipated that a GC/CM will be selected at the time that Schematic Design is getting underway.

## 5. Why the GC/CM or D-B 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:

For GC/CM projects:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
- 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? *(Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.)*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

**The Fords Prairie and Jefferson Lincoln Elementary Schools Replacement Project meets the following GC/CM criteria listed above.**

- **Complex scheduling, phasing, and coordination are involved/Construction at Existing Sites and Operational Impacts:**  
The new schools will be built on the existing school sites. The existing schools will remain occupied and in operation for the entire duration of construction. The project sites are constrained at 6.8 acres for Fords Prairie and 4.1 acres for Jefferson Lincoln. The new buildings will be constructed directly adjacent to, or encroach into, the occupied portion of the existing school buildings. Multiple well-planned phases will be required to efficiently execute the construction to minimize the disruption of school activities and to ensure a safe school environment. The GC/CM will play a critical role in the development of logistics planning for safe walk routes, deliveries to the school and the construction site and the delivery of outdoor physical education/recess programs during construction. Early GC/CM involvement in the project will help ensure the construction work is executed in a manner that ensures the sites are safe, organized and coordinated while minimizing disruptions to the occupied schools. There will be demolition and construction activities requiring phased access points and pathways, utility interruptions and potential dust and noise issues. Additionally, the moving of both schools and newly accepted grades along with the demolition of the existing schools will require thoughtful scheduling. The GC/CM will provide leadership in determining how to mitigate issues during the design phase.

- **Involvement of GC/CM during the design phase is critical for the following reasons:**
  - The size and nature of the project will require additional input to effectively manage risks and costs. The GC/CM will become a critical project partner in material selection, design details, value engineering, constructability reviews as well as construction phasing, FF&E coordination, and occupancy.
  - The GC/CM will have significant input during the design process to ensure that systems and facilities, circulation and safety considerations are all integrated into the design and bid documents and that the project will remain on budget and be completed in a timely manner.
  - The GC/CM developed phasing plan will help reduce the cost of construction, minimize disruption to the educational learning, and identify, establish and monitor the safety of students, staff and the community.
  - The GC/CM will be able to identify long-lead materials and bid those items early so that the schedule is not impacted. The high performance and sustainability goals, along with technical elements of the project will make accurate cost estimating extremely important and challenging in order to meet budget and schedule constraints. Engaging a GC/CM will improve cost estimating accuracy and identification of items that will require an early buyout.
  - Attracting and keeping quality subcontractors actively engaged during the design through the buyout phase will be a critical component to managing the budget. Having a qualified GC/CM on board provides accurate cost estimates throughout the duration of design and lowers cost risk. The GC/CM will partner with Centralia School District, its consultants and the design team to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made to the local community. The uncertainty and increasing costs of subcontracted work make this paramount to the success of the project.

## 6. **Public Benefit**

In addition to the above information, please provide information on how use of the GC/CM or D-B 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
  - How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.
- **Having a GC/CM on board early in the design phase will increase the credibility of schedules and timelines**  
 Having a GC/CM during the design phase will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient. The GC/CM will help develop the project schedule and will assist the District with coordinating activities and mitigating time and scope impacts. The construction schedule addresses pending or immediate construction impacts and assists school staff and administrators to prepare for and provide timely notification to students, parents and the community on impending construction activities.

- **GC/CM will benefit the public by increasing predictability and reducing financial risks**

The GC/CM is closer to actual costs for subcontractors, increasing the confidence level of preconstruction estimates. With the GC/CM delivery method, cost and schedule certainty is much higher as the contractor is on board throughout design and construction. This provides the District a higher degree of predictability in estimating anticipated construction costs during the design effort.

- **The GC/CM delivery method is practical for meeting desired quality standards and delivery schedules (vs. the “Design-Bid-Build method”)**

The GC/CM Contractor can utilize real-time, current market pricing to validate scope and budget 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 the design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of the District.

The GC/CM preconstruction services align scope and budget so that bid packages/strategies are biddable and are aligned with marketing timing and the construction project schedule.

This project has the potential for early site work and phased construction and occupancy. The collaborative work provided by the GC/CM during preconstruction services with the project team provides greater success to reduce the overall project duration and cost.

## 7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM or D-B contracting procedure.
- 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 Attachment C for an example.)*
- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM or D-B projects** for each staff member or consultant in key positions on the proposed project. *(See Attachment D for an example.)*
- The qualifications of existing or planned for project manager and consultants. *Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.*
- The qualifications of an interim project manager until your organization has employed staff or hired a consultant as the project manager. Also indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. *Note: This information is required only if your organization has yet to select a project manager at the time of application.*

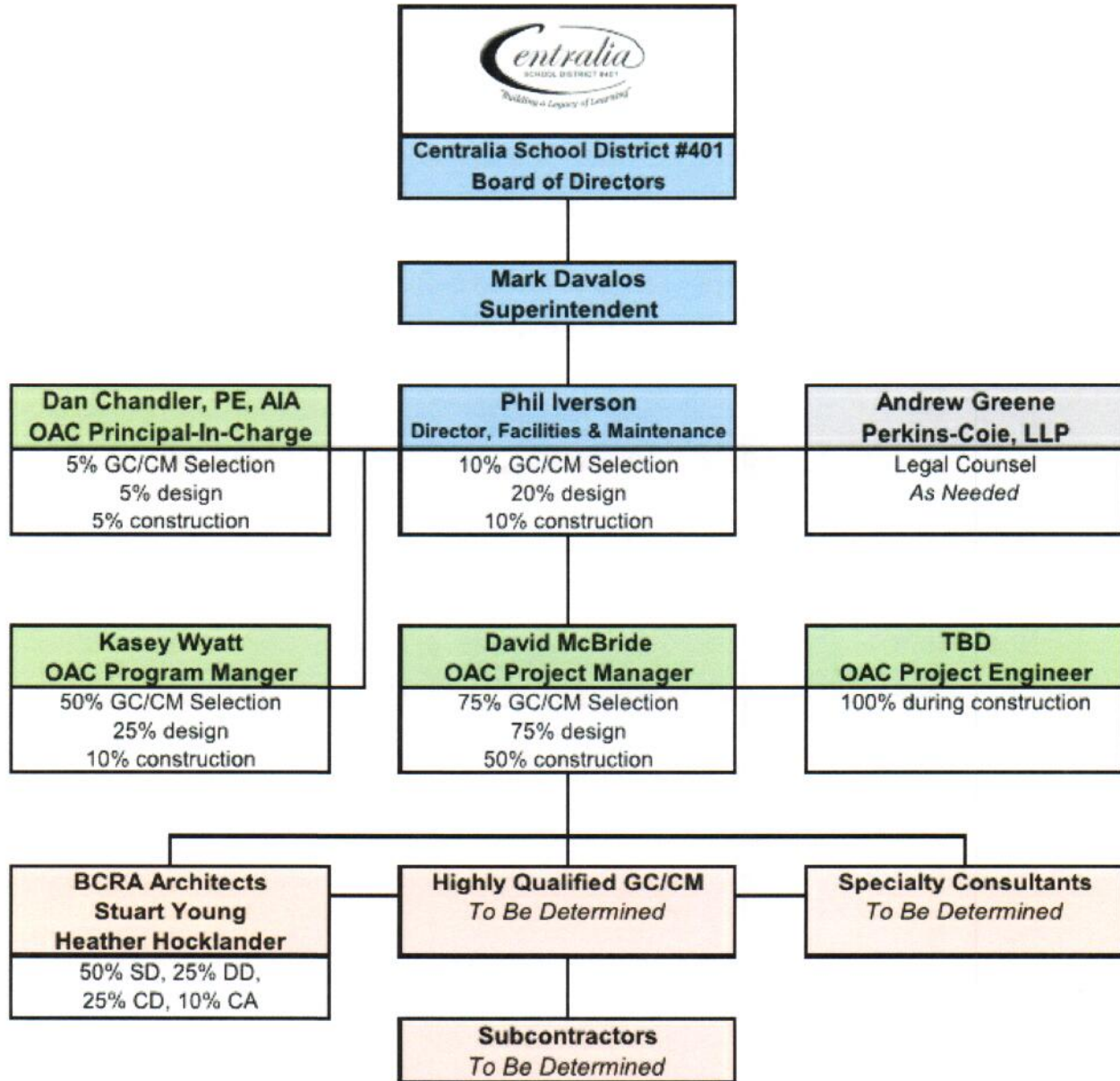


- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM or D-B procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or D-B contract terms.

**Centralia School District has retained a highly qualified project management firm with extensive GC/CM expertise. See Attachment A for additional detail.**

The Centralia School District has retained OAC Services, Inc. to manage the overall program including the GC/CM process. OAC has vast knowledge and experience in alternative delivery contracting in the state of Washington. OAC's alternative contracting projects include over 50 GC/CM projects worth in excess of \$1.5 billion dollars. Twenty of those projects were K12 facilities within the last 7 years. OAC is committed to sharing its GC/CM knowledge and expertise to mentor the District in alternative contracting to increase the chances of a successful project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction, occupancy, and closeout.

**Project Organization Chart – Fords Prairie and Jefferson Lincoln Elementary Replacement**



## **Mark Davalos, Superintendent, Centralia School District**

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Mark Davalos became Superintendent of the Centralia School District on July 1, 2015. He previously served as Superintendent of the St. Helens school district in Oregon, and as a Deputy Superintendent for Portland Public Schools. Before moving into district-level administration, Mr. Davalos was a principal at schools in Salem, OR and Duarte, CA. His career in education began in 1978.

He is overall responsible to the Centralia School Board of Directors for the voter-approved 2017 capital improvement bond program. Under his leadership and guidance, the project team will plan and deliver a high school modernization and the construction of two elementary school facilities that support the vision, mission and goals of the Centralia School District and the expected outcome CSD promised its voters and community.

## **Phil Iverson, Director of Facilities & Maintenance, Centralia School District**

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Phil Iverson has been with Centralia School District since 2015. Phil oversees the district maintenance and operations which includes all systems, preventative maintenance, long-term facility plans and district operations. Phil brings valuable knowledge of district standards and will serve as one of the primary contacts for the construction process.

## **Andrew Greene, Partner, Perkins Coie LLP**

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Andrew Greene is a partner in the Seattle office of Perkins Coie, LLP and chair of its national construction practice. He has been retained as project legal counsel and will be the main point of contact for legal issues that arise during the project.

Andrew has served as a project counsel and drafted agreements (construction, architectural, consultant, and construction management) for numerous school district and public owner construction projects. Recent GC/CM experience includes projects for Metro Parks of Tacoma, the Point Defiance Zoo & Aquarium, Spokane International Airport, Washington State University, and numerous school districts (Highline, Vashon, Clover Park, Olympia, and Edmonds, etc.). Andrew is recognized in *The Best Lawyers in America* for the practice area of construction law.

## **Kasey Wyatt, Sr. Associate/Program Manager, OAC Services**

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Kasey has over 22 years of school construction and project management experience including 12 GC/CM projects valued over \$479 million. Kasey will serve as the program manager and will oversee and manage the GC/CM selection, design and construction phases of the project. She will be the CSD's lead in the oversight of bid, contract and project management documents, and procedures prepared by the GC/CM. She builds highly collaborative designer-contractor-owner teams focused on the owner's needs throughout.

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

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Dan has over 30 years of construction experience. Dan will serve as the Principal-In-Charge (PIC) and will support the Centralia School District and the OAC team during GC/CM procurement, contracting and subcontractor procurement including possible MC/CM and EC/CM. Dan is a respected and seasoned GC/CM practitioner with seven years' experience serving on the CPARB's Project Review Committee. His background includes extensive experience in all construction delivery methods including GC/CM, design-build and design-bid-build projects in the public, private and not-for-profit sectors.

## **David McBride, Project Manager, OAC Services**

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David has more than 12 years of project management experience. His project management expertise combined with his education in engineering and construction management provides him a robust perspective on planning and construction.

David's experience in K12 construction and project management include the new construction of Tahoma High School, replacement of Lake Wilderness Elementary School, long range capital facility and bond planning for South Kitsap School District, bond and levy program support for Lake Washington School District and the replacement of Evergreen Elementary School in Clover Park School District. David attended the AGC Education Foundation's GC/CM training in June 2016.

## **Stuart Young, NCARB, LEED AP, A4LE, BCRA**

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Stuart has 31 years of experience and will serve as Principal-in-Charge, with overall project responsibility. He will support the design team and district and will attend steering committee meetings and check in with school leadership. Past projects include improvements and renovations at Jefferson Middle School in Olympia, renovations at Tumwater and Bush Middle Schools, Renovations at two elementary and middle schools in Tahoma School District, five elementary schools at Clover Park School District, as well as many other school sites.

## **Heather Hocklander, LEED BD+C, A4LE**

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Heather brings 16 years of experience designing support learning environments. For all projects, her added level of quality control will help all disciplines focus on targeted goals and objectives, including sustainability protocol, and assure an integrated design approach. Her past experience helping clients prioritize programmatic and building performance goals has consistently attained the best value for the established budget.

### **Organizational Controls**

Centralia School District has engaged OAC Services, Inc., who has extensive project controls and reporting systems to effectively manage the scope, schedule, and budget for the projects. Ms. Wyatt will work with CSD in the implementation of standard project budgeting tools and project management websites to manage communications and monitor progress. Budget tracking tools will establish the overall detailed budget to be approved by the CSD Board and then track actual expenses and forecast future costs. Schedule progress will be tracked against the master schedule.

### **Planned GC/CM Process**

CSD is planning on utilizing a modified AIA133 owner agreement along with modified AIA201 general conditions developed in close coordination with legal counsel. In addition, CSD is planning on a comprehensive preconstruction services scope of work and general requirements (Division 01) that will be coordinated thoroughly with the modified AIA documents for the GC/CM construction procurement within Washington State.

Preparation of the GC/CM RFP and selection process will be based on an OAC standard form and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews, and final selection evaluations.

The roles and responsibilities of the owner, construction management team, architect, and the GC/CM are defined and coordinated through a number of responsibilities and contractual requirements.

### **GC/CM Procurement**

CSD is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications, and Approach
  - a. Focusing on relevant experience, proposed team, and approach
  - b. Shortlist for interviews—three, possible four firms
2. Extensive interviews, site and office visits
  - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
  - a. Focusing on competitive and reasonable fees

### **8. 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: *(labeled Att. 'E')*

- 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

**Please refer to Attachment B.**

**9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- An 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*

**Please refer to Attachment C.**

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

**No unresolved findings.**

**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 or D-B 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 or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB.

Signature 

Name: Mark Davalos

Title: Superintendent

Date: June 30, 2017

# ATTACHMENT “A”

## Team Experience

The following table lists some (but not all) of the relevant Alternative Delivery Experience of the Fords Prairie and Jefferson Lincoln Elementary Schools replacement.

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phases		
					Pre-Design	Design	Construction
<b>Dan Chandler, PE, AIA</b>	Principal, OAC Services	Lake Washington School District (6 schools)	\$399M	GC/CM	PM PIC	PM PIC	PM PIC
		Snohomish County Courthouse	\$160M	GC/CM	PM PIC	PM PIC	PM PIC
		Clover Park School District (6 elementary schools)	\$190M	GC/CM	PM PIC	PM PIC	PM PIC
		Tahoma School District (High School, Elementary, and Renovations)	\$229M	GC/CM	PM PIC	PM PIC	PM PIC
<b>Kasey Wyatt</b>	Senior Associate/ Program Manager OAC Services	Central Valley School District (5 schools)	\$140M	GC/CM	PM PIC	PM PIC	PM PIC
		Clover Park School District (6 elementary schools)	\$190M	GC/CM	PGM	PGM	PGM
		Tahoma School District (High School, Elementary, and Renovations)	\$229M	GC/CM	PGM	PGM	PGM
		Evergreen State College Olympia School District (High School, Elementary Renovation)	\$18M \$42M	GC/CM GC/CM	PGM PGM	PGM PGM	PGM PGM
<b>David McBride</b>	Project Manager OAC Services	Evergreen Elementary (CPSD)	\$39M	GC/CM	-	-	PM
		Tahoma High School	\$174M	GC/CM	-	-	PM
		Lake Wilderness Elementary	\$42M	GC/CM	-	PM	PM
		Tahoma School District Realignment	\$13M	GC/CM	PE	PM	PM





# ATTACHMENT "C"

## Site Plans and Preliminary Drawings

Fords Prairie Elementary School



Contractor Parking  
 Construction Trailers  
 Secondary Const. Entrance/Exit at Non Bus-Loading Hours

- **Phase 1A**
  - Early Site Work
  - Relocate Play Toys
  - Prep Building Pad
- **Phase 1B**
  - Building Construction
- **Phase 2**
  - Demo Existing School
  - Parent Drop-off Parking
  - Playfields

Jefferson Lincoln Elementary School



- Phase 1A**
  - Early Site Work
  - Demo Covered Play
  - Prep Building Pad

- Phase 1B**
  - Building Construction

- Phase 2**
  - Demo Existing School
  - Bus Loop/Parking
  - Playfields