

**FIFE SCHOOL DISTRICT  
NEW ELEMENTARY SCHOOL #4  
Application for Project Approval  
GC/CM Delivery**

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



**Fife Public Schools**  
**Linking Learning to Life**

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



# FIFE PUBLIC SCHOOLS

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fifeschools.com

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June 20, 2019

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

Re: Fife New Elementary School #4 Project Application

Dear PRC Members:

The Fife School District is pleased to submit its application for use of the General Contractor/Construction Manager (GC/CM) alternative project delivery method on the Fife New Elementary School #4 Project.

We strongly believe that the use of GC/CM is warranted for this project, due to its complexity, site constraints, and safety concerns. The project will require complex scheduling and phasing due to this very limited access points for construction logistical operations, particularly deliveries of materials and access for the construction labor forces where parking and site access is severely constrained. Pre-project logistical planning with a GC/CM is critical to ensuring student, teacher, and visitor safety. In addition, experience on current and prior projects in the immediate geographic region indicate that trades may be extremely hard to schedule and commit to this project, so advanced planning regarding materials costs and greater certainty of trade availability is a critically objective for the Fife School District to manage this risk in the south Puget Sound region.

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin Alfano".

Kevin Alfano  
Superintendent

*Fife School District is an equal opportunity employer.*



# State of Washington

Capital Projects Advisory Review Board, Project Review Committee

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

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**Identification of Applicant**

- a) Legal name of Public Body (your organization): **Fife School District #417**
- b) Address: **5802 20<sup>th</sup> Street East, Fife, Washington 98424**
- c) Contact Person Name: **Kevin Alfano** Title: **Superintendent**
- d) Phone Number: **253-517-1000** E-mail: **kalfano@fifeschools.com**

**Brief Description of Proposed Project:**

- a) Name of Project: **Fife School District New Elementary School #4**
- b) County of Project Location: **Pierce County**
- c) Please describe the project in no more than two short paragraphs.

The Fife School District plans to construct a New Fife K-5 Elementary School #4 in the existing sports field at Fife High School, of approximately 113,000 gross square, to serve 850 students. The new school will be designed to meet the needs and growth of the community with an estimated completion date of August 2021. It will also allow the District to re-purpose an existing, older elementary school for non-instructional uses.

Pressing capacity needs at the existing K-5 schools in the District was a primary factor for including construction of a new fourth elementary school. Doing so will help maintain low class sizes with strong elementary school programming for the District’s youngest learners. In addition, the proposed New Fife Elementary School #4 project efficiently utilizes the existing site planned for a new elementary school which is crucial since the District has limited options for school building sites now and into the future. The implementation of one larger elementary school would eliminate the need for placing another new elementary school on a future bond measure, allowing the District to focus a next capital bond measure on major improvements to the Fife High School facilities.

**1) Projected Total Cost for the Project**

**A. Project Budget**

Construction: Guaranteed Maximum Price (GMP) .....	\$52,003,000
Off-Site Costs .....	included in GMP
A/E Basic & Add'l Services, Consultant Fees, Legal .....	\$5,259,763
Permitting, Impact Fees, Utilities .....	\$640,000
Project Administration .....	\$3,101,626
Equipment & Furnishings .....	\$2,700,000
Owner & Design Contingency .....	\$7,800,450
Sales Tax .....	<u>\$5,148,297</u>
Total Project Cost .....	\$76,653,136

**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*

Project is funded by capital bonds in a tax measure passed by the school district voters in the February 2018 special election with the first portion sold on May 22, 2018. The District is working with the Office of the Superintendent of Public Instruction to obtain State funding for the project. The District has fully funded the project should State funds not be obtained.

## 2) Anticipated Project Design and Construction Schedule

The anticipated project design and construction schedule, including:

Project Milestones	Milestone Dates
Begin Pre-Design & Visioning Process	February 1, 2019
Start Educational Specifications	March 1, 2019
Project Review Committee Application	June 20, 2019
Project Review Committee Presentation	July 25, 2019
First publication of RFP for GC/CM Services	July 29, 2019
Second publication of RFP for GC/CM Services	August 5, 2019
Project Information Meeting (Tentative)	August 7, 2019
RFQ Submittal Deadline	August 19, 2019
Open and Score Submittals	August 21, 2019
Notify Short-List	August 22, 2019
Interviews with Short-Listed Firms	August 29, 2019
Notify Most Qualified Firms & Invitation to Submit Final Proposals	August 30, 2019
RFP Submittal Deadline and Opening	Sept. 12, 2019
Notify Most Qualified GC/CM	Sept. 13, 2019
Pre-Con Work Plan Due	Sept 20, 2019
School Board Approval of GC/CM Selection	Sept 24, 2019
GC/CM Agreement w/ Pre-Con Services Executed	Sept 24, 2019
Begin Schematic Design	July 30, 2019
Begin Design Development	October 15, 2019
Begin Construction Documents	January 2020
MACC Estimate / Negotiation (90% CDs)	May 1 2020
School Board Approval of MACC / GMP	May 25 2020
Begin Construction	July 2020
GMP Amendment Executed	July 2020
Anticipated Substantial Completion	August 15, 2021
Anticipated Final Completion	October 2021

- a) **Procurement:** The District has procured owner-managed services such as geotechnical investigation, wetlands assessment, archaeological and cultural assessment, topographic and boundary survey, and transportation planning services. The District has also selected a prime architectural firm, Integrus Architecture, Seattle. The firm is currently completing Pre-Design phase work for the Fife School District for this project.
- b) **Hiring consultants if not already hired:** All consultants are secured and have made commitment to the project.
- c) **Employing staff or hiring consultants to manage the project if not already employed or hired:** ESD 112, Construction Services Group, has been engaged to act as the District's Project/Construction Manager for this bond project.

### 3) Why the GC/CM Contracting Procedure is Appropriate for this Project

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

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

The GC/CM contracting procedure is appropriate for this project for many reasons, including the following:

**Site Constraints:** Access and safety concerns for the school will affect material delivery and handling, crane access and hoisting restrictions, as well as limiting construction vehicle access during occupied school hours. During construction, buses for all schools within the District will originate from the same street and must be coordinated with construction traffic. The site is directly adjacent to the Fife High School buildings, athletic facilities, and school parking. District Administration offices and multiple school district sports playfields directly adjacent to the construction site will require to be fully functional throughout the construction phases of the work. These constraints impact the ability to directly and safely access the site without crossing student, teacher, and visitor pathways. Pre-project logistical planning with a GC/CM is critical to ensuring student, teacher, and visitor safety, and under the GC/CM procedure, will be given far greater and much more effective consideration than utilization of the design-bid-build method.

**Risk Management:** The volatile construction labor and material cost marketplaces with rapidly rising construction cost escalation presents a significant schedule and budget risk to the School District and citizens in the district. Experience on current and prior projects in the immediate geographic region indicate that trades may be extremely hard to schedule and commit to this project, so advanced planning regarding materials costs and greater certainty of trade availability is a critically objective for the Fife School District to manage this risk in the south Puget Sound region. The GC/CM will also be able to assist the design by identifying and evaluating building systems, such as masonry or mechanical system options, that may have significant procurement challenges allowing the architect/engineer team to modify design planning which will result in more efficient and cost-effective alternative approaches informing the final design of the project.

If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.*

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

The project site and planned construction activities combine to have a direct and very high impact on the daily activities of the students, staff, and the success of district's educational mission. The new facility will be in close proximity to the existing Fife High School facilities including classes, sports fields, student parking, and district-wide bus access. In addition, the New Elementary School will require re-districting of the students and a grade reconfiguration. These changes make it pertinent that the school open in the fall in time for the new school year as the opening impacts the students at all of the elementary schools in Fife. GC/CM involvement during the design phase is critical to ensure limited impacts to teaching and learning during construction and to ensure timely opening of the new facility. In order to accomplish this, there may need to be relocations



of classes, phased construction and/or site packages, relocation of student parking and student/staff/parent access to the existing school in a safe and secure manner.

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

The project will require complex scheduling and phasing due to very limited access points for construction logistical operations, particularly deliveries of materials and access for the construction labor forces where parking and site access is severely constrained. The ability to create additional access points for construction will be severely limited due to surrounding residences and businesses. In general, the site is an urban site with limited access.

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

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

The school facility does not have an historical designation, either local or national.

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

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

#### 4) Public Benefit

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

How this contracting method provides a substantial fiscal benefit:

The GC/CM contracting method provides a significant risk management benefit of scheduling and phasing work to allow for the school to open on time and by improving the safety and well-being of the students and while mitigating the ongoing risk of cost escalation.

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

As noted above, the New Elementary School #4 will impact every elementary school in the District. It will be the first K-5 school in the district since the early 1990s requiring a re-districting of all K-5 students throughout the District. Schedule delays will significantly impact the youngest students served by the school district's mission.

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

brings current marketplace capital cost realities to the project in both the preconstruction and construction phases of the work.

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

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

In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.  
Not Applicable

## 5) Public Body Qualifications

Please provide:

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

The Fife School District has successfully completed the initial phases of GCCM procurement and delivery on the Surprise Lake Middle School. The District has hired the Construction Services Group (CSG) to provide GC/CM Program Management and PM/CM services throughout the course of the project. In addition, the District has hired Perkins Coie as their construction attorney and Integrus Architects as their prime design consultant. All three have extensive experience with the GC/CM contracts and alternative delivery method.

Members of the CSG team have managed GC/CM projects since alternative project delivery method was first initiated within Washington State. The Perkins Coie team have provided legal and contract related services to dozens of clients using the GC/CM delivery method.

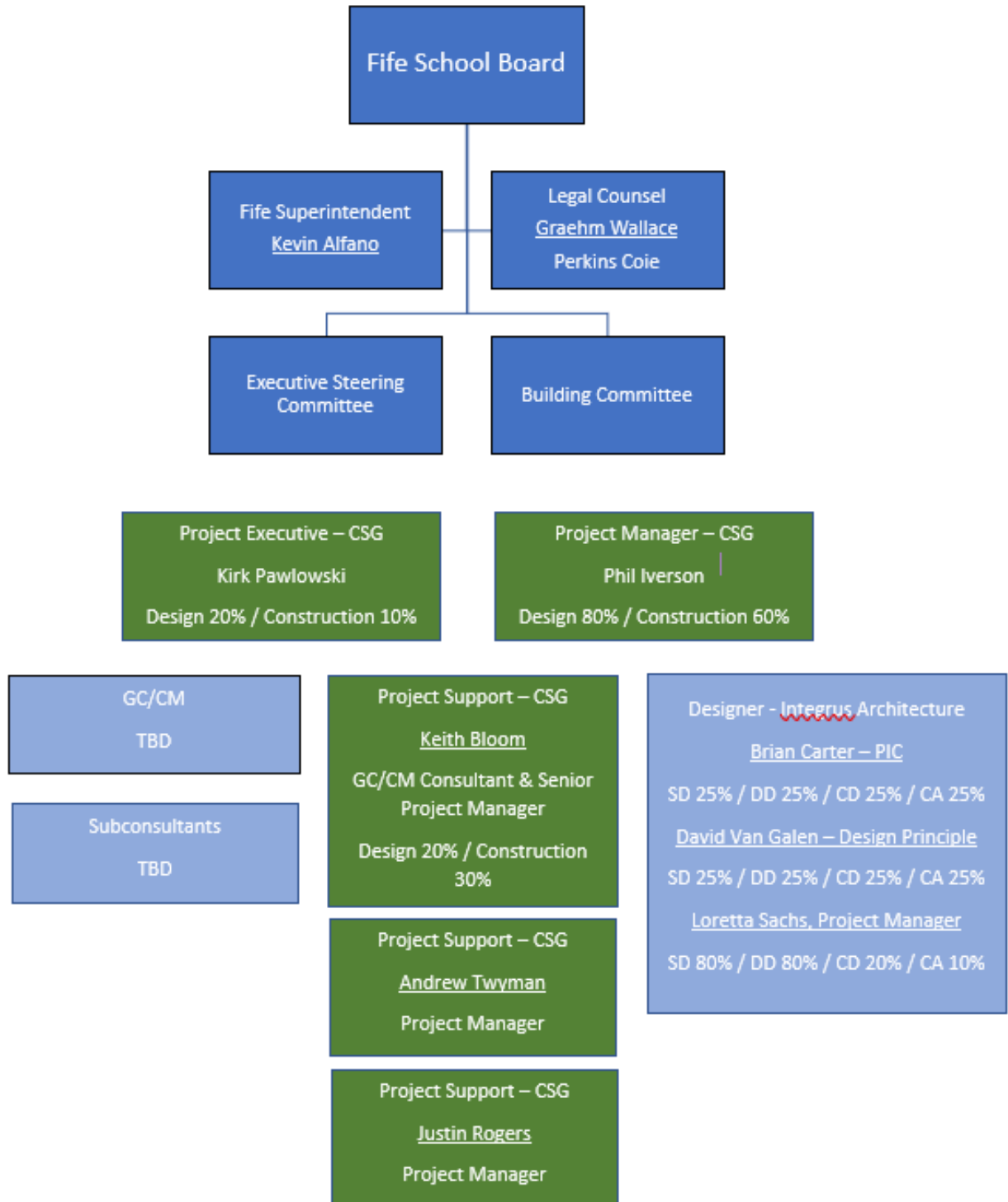
Integrus Architecture has extensive experience working with the GC/CM delivery model, particularly with the design and construction of complex phased modernizations. The firm has participated in the evolution of GC/CM process as an accepted and allowable delivery model in Washington through several ways such as:

- Integrus Architecture was selected for one of the first GC/CM pilot projects in Washington in 1995.
- The CEO, Brian Carter, has served on OSPI's Technical Advisory Committee for 14 years, and played a role in adapting the D-Form process to accommodate GC/CM delivery.
- The firm has actively participated at CPARB and at the Project Review Board over recent years.
- Integrus has appeared before the PRC multiple times, each in support of our clients as they have pursued permission to utilize the GC/CM alternative project delivery method.



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

### Fife School District Organization Plan for GC/CM Project Delivery



## Staff and consultant short biographies.

### **EDUCATIONAL SERVICE DISTRICT 112 – CONSTRUCTION SERVICES GROUP (CSG)**

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

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

As the Assistant Vice Provost for Capital Resource Planning at the University of Washington’s Office of Planning and Budgeting, Mr. Pawlowski responsibilities included chairing the University of Washington’s Environmental Stewardship Implementation Work Group, developing the recommendations for the UW President’s Seismic Resilient Committee, guiding implementation of all major capital projects at the University, and was responsible for the development and management of UW’s \$1.6B 10-year capital plan which included the UW’s deferred maintenance backlog reduction plan. He has also served as the Executive Director of the Washington State University (WSU) and Oregon State University (OSU) Offices of Capital Planning and Development. As Director of Facilities Planning and Real Estate at the Oregon Health Sciences University in Portland, Oregon, Mr. Pawlowski led the planning and development on OHSU’s Marquam Hill, South Waterfront, and National Primate Research Center Beaverton campuses.

<b>Representative Projects</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Casey Eye Institute, Oregon Health Sciences University (first CM/GC Project in the State of Oregon)	\$28,000,000 (in 1989 Dollars)	GC/CM (First Oregon CM/GC)	OHSU Project Manager	100%
OHSU Hospital Bond Renovation Project (Three CM/CG Contractors and Four A/E Firms)	\$125,000,000	GC/CM (Oregon CM/GC)	Consulting Executive Architect/Senior Project Manager	75%
Kaiser Permanente KSMC West Expansion Project (and multiple other projects in the Portland area)	\$20,000,000	NTE MACC	Kaiser Permanente Campus Architect	65%
State of Oregon Portland State Office Building (new 250,000 GSF)	\$35,000,000	Design / Build	Consulting Senior Project Manager for State of Oregon	100%
OHSU Biomedical Research Building	\$60,000,000	GC/CM (Oregon CM/GC)	OHSU Facilities Planning Director/Project Manager	25%
OHSU South Hospital Expansion	\$110,000,000	GC/CM (Oregon CM/GC)	OHSU Facilities Planning	10%

			Director/Project Manager	
School of Nursing Facility WSU Spokane	\$35,000,000	GC/CM	Executive Director	10%
Residence Hall Modernization WSU Pullman	\$24,000,000	GC/CM	Executive Director	10%
Health Science Classroom Facility WSU Pullman	\$30,000,000	GC/CM	Executive Director	10%
Bio-Tech Life Science Facility WSU Pullman	\$65,000,000	GC/CM	Executive Director	20%
Compton Student Union Renovation (230,000 GSF) WSU Pullman	\$95,000,000	GC/CM	Executive Director	35%
Veterinary Medical Research Building WSU Pullman	\$65,000,000	GC/CM	Executive Director	10%
WSU Global Animal Health Research Center WSU Pullman	\$80,000,000	GC/CM	Executive Director	15%
College of Engineering Building WSU Vancouver	\$58,000,000	GC/CM	Executive Director	15%
BioProducts, Sciences, and Engineering Laboratory WSU TriCities	\$32,000,000	Design-Bid-Build	Executive Director	10%
Pharmaceutical and Biomedical Sciences Building WSU Spokane	\$68,000,000	GC/CM	Executive Director	5%
Engineering and Computer Science Building (VESC) WSU Vancouver	\$37,500,000	GC/CM	Executive Director	10%
Undergraduate Building (VUB) WSU Vancouver	\$24,000,000	Design-Bid-Build	Executive Director	20%
Foster School of Business – Phases I and II UW Seattle	\$75,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
Odegaard Library Renovation UW Seattle	\$20,000,000	GC/CM	Assistant Vice Provost for Capital Resources	15%
Animal Care Research Facility (ARCF) UW Seattle	\$125,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
West Campus Central Utility Plant (WEST CUP) UW Seattle	\$20,000,000+	Design-Build	Assistant Vice Provost for Capital Resources	5%
UW West Campus Housing Precinct UW Seattle	\$450,000,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
UW Tacoma Tioga Library Building	\$19,500,000	GC/CM	Assistant Vice Provost for Capital Resources	5%
Oregon State University College of Engineering, Johnson Hall	\$24,500,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	5%
Oregon State University, College of Forestry Peavy Hall Replacement (CLT Building)	\$65,000,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	10%

Oregon State University Marine Sciences Building, Newport, Oregon	\$50,000,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	10%
Oregon State University Cascades Campus, Academic Building, Bend, Oregon	\$22,500,000	CM/GC (State of Oregon)	Executive Director of Capital Planning and Development	5%

**Phil Iverson, Regional Project Manager (VMA, VE Team Lead)**

Phil Iverson has more than 19 years working in educational settings providing pre-construction, planning, and project management services for both K-12 and Higher Education. Phil has both private and public construction management experience. Additionally, he has Bachelor of Science in Construction Engineering Technology, and attended the June 2018 AGC Education Foundation GC/CM workshop to further his understanding of the GC/CM delivery. Most recently Phil has led the Kelso School District through the preconstruction phase of two elementary schools that are utilizing the GC/CM delivery method.

Prior to his hire with CSG, Mr. Iverson was the Director of Facilities for the Centralia School District, where he led the District with its recent capital bond program. In his role he provided the District with his expertise in estimating, planning, and establishing the professional teams to complete all phases of the capital improvement plan that included the delivery of two New in Lieu Elementary Schools and the Modernization of the Centralia High School. All three projects are utilizing the GC/CM delivery method. Prior to working for the Centralia School District Mr. Iverson provided estimating and project management for the University of Montana. There he managed projects for every department on campus allowing for wide ranging practical experience for projects ranging from research facilities to road improvements. His responsibilities included establishing the initial project budget and scope, owner team selection, design team selection, advertising, contract negotiations, bidding, phasing, initial site investigations, budget oversight and cost control. Phil carried one of the largest projects loads during his time with MSU Planning Design and Construction, during which he managed well over \$250M in new construction and renovation projects that utilized Design Bid Build as well as GC/CM delivery Methods

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Kelso School District Lexington Elementary School	\$55,000,000	GC/CM	Lead Project Manager	75%
Kelso School District Wallace Elementary School	\$36,500,000	GC/CM	Lead Project Manager	75%
Centralia School District Jefferson Lincoln Elementary	\$23,000,000	GC/CM	Owners Project Management	100%
Centralia School District Fords Prairie Elementary	\$23,000,000	GC/CM	Owners Project Management	100%

Centralia High School Modernization	\$57,000,000	GC/CM	Owners Project Management	100%
Gains Hall Renovation Renovation & Addition	32,000,000	GC/CM	Project Manager	20%
Chemistry & Biochemistry Research Facility New Construction	\$23,300,000	Design Bid Build	Project Manager	40%
Jutila Research Laboratory New Construction	\$2,500,00	Design Bid Build	Project Manager	30%
Marga Hosaeus Fitness Center Modernization and Addition	\$18,000,000	Design Bid Build	Project Manager	30%
Black Box Theater New Construction/Building Addition	\$4,500,000	Design Bid Build	Project Manager	50%
Outdoor Recreation Building New construction	\$3,000,000	Design Bid Build	Project Manager	50%
Cobleigh Hall Sub-Zero Research Facility Renovation	\$2,500,000	Design Bid Build	Project Manager	50%
Animal Bioscience Facility New Construction	\$18,000,000	Design Bid Build	Project Manager	60%
Yearly Campus Major Maintenance Projects	\$23,000,000	Design Bid Build - Direct Award – Negotiated Contracts - in-house design professions and union trades	Project Manager	100%

**Keith Bloom, GC/CM Consultant + Senior Project Manager / Value Engineering Manager (CCMA, VMA)**

CSG Senior Manager, Keith Bloom has over four decades of capital program, public project delivery experience around the world. With over \$5 billion worth of construction project participation at every level, Mr. Bloom has been successfully delivering public works construction in the state of Washington for over twenty years. Mr. Bloom spent most of those years with Washington State University where he led many of the University’s significant projects and campus development efforts. Mr. Bloom completed WSU’s first GC/CM project in 2000 and went on to manage and oversee almost a billion dollars of Higher Education expansion on four campuses around the state of WA until he left WSU in 2012. Mr. Bloom managed and provided oversight on projects ranging from JOC program, to GC/CM to senior leadership on the first Design/Build project to be completed at WSU, the Northside Residence Hall. Mr. Bloom has turned his career toward helping K-12 school districts improve the educational environment for our



children. Keith has returned to Washington State after a sabbatical that included developing a unique community with the Navajo, managing Job Order Contracting process for University of Arizona and managing a couple of traditional delivery projects in Southern California. Keith brings his vast project experience to the school districts served by CSG.

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

**PERKINS COIE – DISTRICT LEGAL COUNSEL**

**Graehm Wallace**

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

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



## **INTEGRUS PROJECT TEAM**

### **Brian Carter, AIA, ALEP, LEED AP, Principal-in-Charge**

As CEO and leader of the K-12 Education group at Integrus Architecture, Mr. Carter has extensive GC/CM experience, most recently on Salish Coast Elementary School for Port Townsend School District, Alderwood Middle School for Edmonds School District, three middle school projects in Montana, Vashon Island High School, two elementary school projects on Joint Base Lewis McChord for Clover Park School District, Rush Elementary School in Redmond, WA for the Lake Washington School District and previously Meadowdale Middle School in Lynnwood, WA for the Edmonds School District. He is responsible for overseeing the production of all projects phases and has led many large, complex, and phased occupancy school projects in recent years. Brian is familiar with the issues involved in alternative delivery methods outside of the usual design-bid-build process and understands the benefits of GC/CM such as early collaboration between the owner, the design team, and the construction team. Brian also is a longstanding executive member of the Technical Advisory Committee at OSPI and has participated actively in efforts to integrate the GC/CM model into OSPI's school construction assistance funding process (D forms, etc).

### **David Van Galen, AIA, LEED AP, Design Principal**

Mr. Van Galen is currently Lead Designer for the Einstein Middle School GC/CM project for the Shoreline School District. He held the same role for the Park Place Middle School, Alderwood Middle School and Vashon Island High School projects and is responsible for developing design concepts and carrying them through to completion. He has worked on all GC/CM projects at Integrus, as well as higher education GC/CM projects such as the UW Paul G. Allen Center, UW New Business School and WSU Intercollegiate Center of Nursing while at another firm. His talent and design sensitivity are enhanced by his ability to translate clients' ideas and concerns into building designs. David brings not only his extensive, creative talent, but also a great deal of experience working with public clients and the community. His design approach to GC/CM projects includes early, extensive interaction with the GC/CM cost estimating team.

### **Loretta Sachs, Project Manager**

Loretta has extensive experience as a Project Manager for complex educational projects, including recent GC/CM projects such as Surprise Lake Middle School, Salish Coast Elementary School and Vashon Island High School. Along with her exceptional organizational skills, Loretta has a passion for working together with clients. Whether talking directly with teachers, students, custodians, or district personnel, she solves their problems while building relationships. She has also worked on the District's-side, most notably during the always exciting but sometimes challenging move-in period. While at the Edmonds School District, it was her job to make sure all staff questions and concerns were not only heard but addressed. This has proven to be an invaluable experience while designing K-12 schools. Loretta has worked exclusively on K-12 schools for the past 18 years, with specific GC/CM experience on elementary, middle and high school projects.

## **Integrus PK-12 GC/CM Education Projects**

<b>School Name</b>	<b>District</b>	<b>State</b>	<b>SF</b>	<b>Complete</b>
Ellensburg Lincoln Elementary School	Ellensburg	WA	55,000	2022
Ellensburg Mt. Stuart Elementary School	Ellensburg	WA	55,000	2021
Ellensburg New Elementary School	Ellensburg	WA	57,000	2021
Lake Grove Elementary	Federal Way	WA	60,000	2020

Mirror Lake Elementary	Federal Way	WA	60,000	2020
Wildwood Elementary	Federal Way	WA	60,000	2020
Lexington Elementary School	Kelso	WA	105,000	2020
Wallace Elementary School	Kelso	WA	54,000	2020
Surprise Lake Middle School	Fife	WA	94,000	2020
Einstein Middle School	Shoreline	WA	150,000	2020
Juanita High School	Lake Washington	WA	217,000	2020
Central Kitsap MS and HS	Central Kitsap	WA	325,000	2019
Ingraham High School Phase 2	Seattle PS	WA	40,000	2019
Salish Coast Elementary School	Port Townsend	WA	65,000	2018
Park Place Middle School	Monroe	WA	133,744	2018
St. Francis K-8	Billings Catholic	MT	90,000	2017
Ben Steele Middle School	Billings	MT	118,000	2017
Sacajawea Middle School	Bozeman	MT	145,829	2017
Alderwood Middle School	Edmonds	WA	121,000	2017
Medicine Crow Middle School	Billings	MT	115,000	2016
Maintenance & Transportation Building	Edmonds	WA	61,692	2016
Elysian K-8 School	Elysian	MT	68,846	2015
Meriwether Elementary School	Clover Park/JBLM	WA	67,748	2014
Rainier Elementary Schools	Clover Park/JBLM	WA	77,167	2014
Vashon Island High School	Vashon Island	WA	84,000	2014
Benjamin Rush Elementary	Lake Washington	WA	65,700	2013
Wellpinit Middle/High School Renovation	Wellpinit	WA	64,000	2013
Meadowdale Middle School	Edmonds	WA	102,925	2011
Eastside Catholic Middle & High School	Eastside Catholic	WA	200,000	2008

Provide the ***experience and role on previous GC/CM projects delivered*** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

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

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

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

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

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

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

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

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

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

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

The District has created an Executive Steering Committee for the overall \$176.3 million bond program responsible for assisting the Superintendent and School Board with recommendations for approvals and reviews. The District's Executive Steering Committee includes the Superintendent, cabinet and a representative from the Fife School District School Board. The Executive Steering Committee is responsible for daily management of the project in partnership with its contracted Owner's Representative, the Construction Services Group (CSG) of Educational Service District 112. CSG employs a project executive, project manager, and construction management specialists that assist the District with the management of their project.

Reporting to the Executive Steering Committee is a Building Committee, created to assist with the outreach, engagement, and to make recommendations to the Executive Steering Committee on educational components related to the project.

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

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

Financial Controls: Controls are also exercised through the signature authority process and contractual approval process. The Business Director has delegated signature authority for all purchases. An additional signature is required by the Superintendent for purchases in excess of \$5,000. This authority will likely increase to \$10,000 in the near future. Additionally, the School

Board requires to be briefed and have the opportunity to review and comment on all expenditures above \$100,000. Expenditures and budgets are reviewed by the school board in their entirety at every monthly board meeting in addition to their regular review of audited income statements. All contractual relationships for construction or renovations in excess of \$100,000 require progress at regular intervals.

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

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

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

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

#### Determining Use of Alternate Project Delivery:

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

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

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

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

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

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

#### 6) Public Body (your organization) Construction History

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

The District is in process of building a replacement Middle School of approximately 100,000 GSF. The Middle School is using the GC/CM alternative delivery process to successfully mitigate the challenges of the site including reducing the occupied space to allow for a single phase of construction with the assistance of the GC/CM. The project is on schedule to open in fall 2020. Prior to this project, the District has not had any other major construction since the early 2000s.

#### 7) 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:

- 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.

*(Please see the Attachment A for current site plan/photos and conceptual phasing plans.)*

The Fife New Elementary School #4 project is currently in programming and pre-design phase and will not begin the schematic design phase July 2019. At this point there are not any conceptual plans or sections developed for the new buildings. If available, the District will provide further developed conceptual plans when presenting to the PRC.

#### 8) 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.

#### 9) Subcontractor Outreach

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

The District is committed to monitoring and following all public works laws and applicable requirements. It is District policy (FSD Policy 6220) to encourage participation of small, women, and minority-owned businesses in all of their bidding processes. Part of the GC/CM selection

scoring will evaluate the general contractors' efforts to solicit and contract with these types of businesses. Lastly, the District will expect the contractor to prepare an outreach plan as part of their preconstruction services. This plan may contain such things as preparing bid packages below the required \$300,000 bonding threshold, direct solicitation of certified SBE, DBE, MWBE suppliers and subcontractors, and conducting preconstruction outreach meetings prior to issuance of the bid package solicitations.

#### SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

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

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

Signature: 

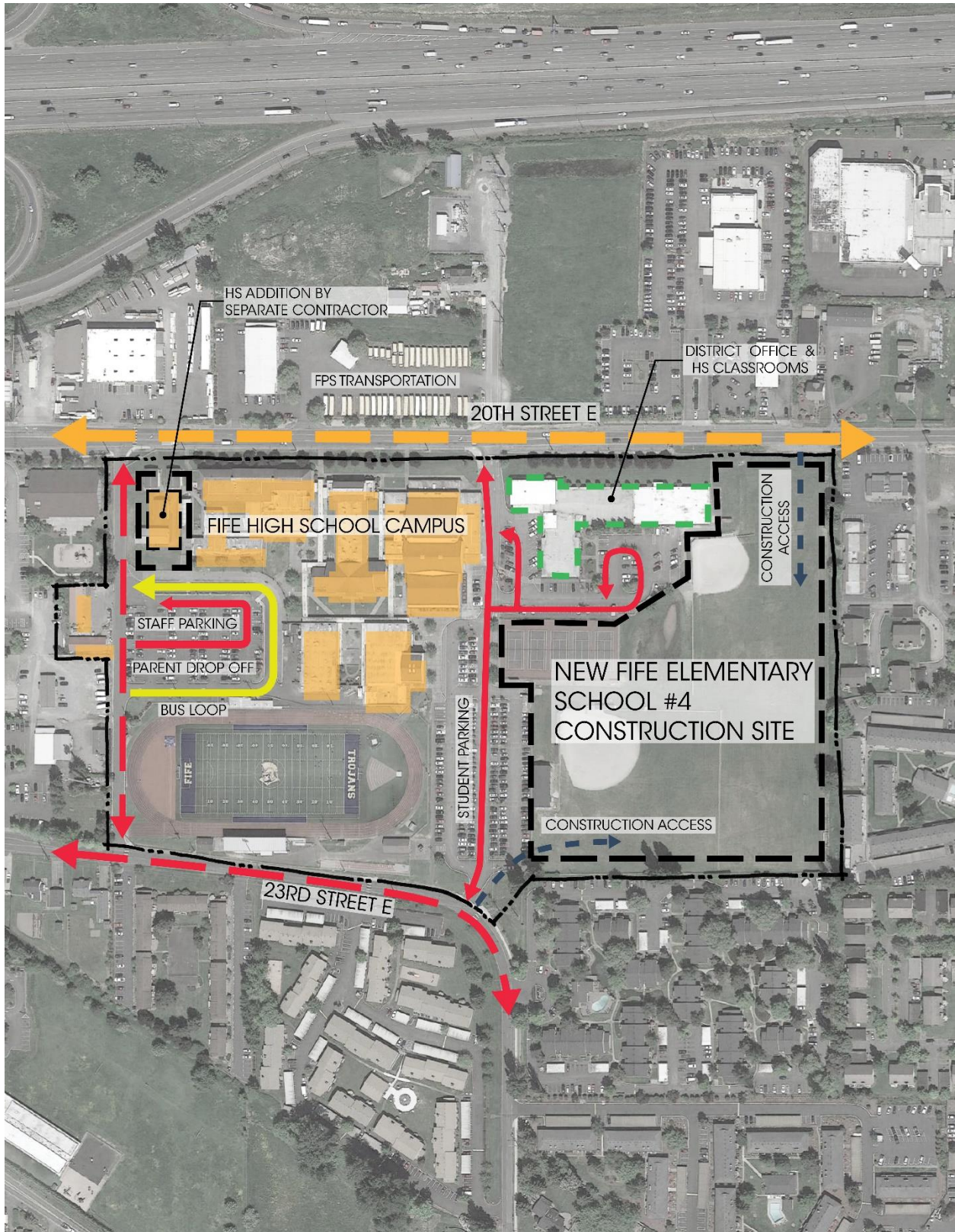
Name (please print): Kevin Alfano

Title: Superintendent, Fife School District

Date: June 19, 2019



Attachment A – Site Plan/Photos and Conceptual Phasing Plans





Photographs of proposed new elementary school location, taken from Fife School District Office:

Existing high schools ball fields and storm water retention areas.





