



Kelso School District #458
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Kelso, Washington 98626

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June 20, 2018

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

Attn: Talia Baker Administrative Support

Dear PRC Members,

Please find attached our application for approval for GC/CM project delivery for the Kelso School District's Wallace and Lexington elementary schools replacement projects.

The Kelso school district has engaged the services of experienced and qualified partners to deliver our projects. Our team consists of ESD112's Construction Services Group, Integrus Architecture, and Foster Pepper. We are excited for the opportunity to be able complete our team early this fall through the utilization of the GC/CM process.

We are confident in our project team's understanding, experience and successful track record with initiating and completing K-12 GC/CM projects. We believe it is in our Districts best interests to utilize the alternative delivery method for our projects. This will enable us to collaborate early in our project process to reduce risk and create lasting value.

Our projects demonstrate some considerable safety, logistical, and operational difficulties. We are welcoming the opportunity to partner and collaborate as team with a qualified GC/CM to join us in keeping our children safe while construction is underway. We believe the GC/CM process provides the best opportunity for protecting our students as well as the public's investment in our new schools.

We look forward to the opportunity to present our project to the Project Review Committee. Please contact me should you have any questions.

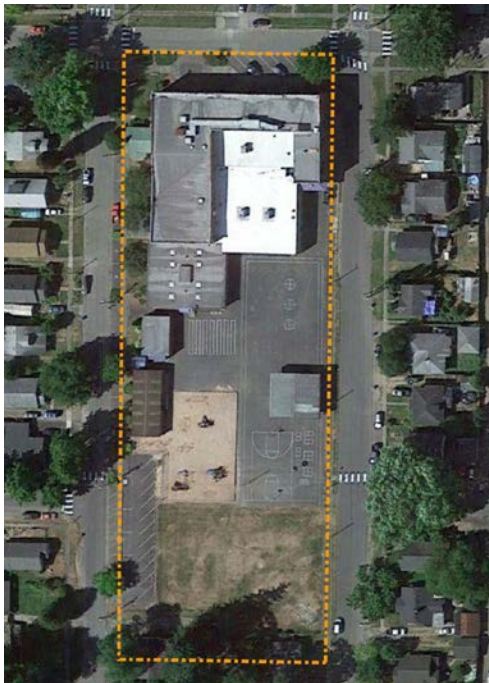
Sincerely,

Mary Beth Tack
Superintendent
Kelso School District #458

Application for Project Approval GC/CM Delivery

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

KELSO SCHOOL DISTRICT No. 458 LEXINGTON AND WALLACE ELEMENTARY SCHOOL REPLACEMENTS



2 WALLACE SITE



1 LEXINGTON SITE

**Submitted by:
Kelso School District No. 458
Kelso, WA
June 20, 2018**

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
KELSO
SCHOOL DISTRICT #458

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Identification of Applicant

- a) Legal name of Public Body: Kelso School District 458
- b) Address: 610 Crawford Street, Kelso, WA 98626
- c) Contact Person Name: Marybeth Tack Title: Superintendent
- d) Phone Number: 360-430-0679 E-mail: marybeth.tack@kelsosd.org

1. Brief Description of Proposed Project

- a) Name of Project: Kelso Wallace Elementary School and Lexington Elementary School
- b) County of Project Location: Cowlitz
- c) Please describe the project in no more than two short paragraphs.

The Kelso School District is replacing two elementary schools. Both Schools are to house k-5 students. The new school buildings will be prototypical school buildings, and due to the congested Wallace Site with limited space, and to gain further efficiency between all teams, it is intended to award both projects to a single GC/CM. The Wallace Elementary School will be constructed on an occupied site that is located in a congested residential neighborhood with a planned size 54,000 SF to enable the accommodation of 450 students. The existing school facility was originally constructed in 1940 with two later additions and will demolished as part of the project. The Lexington Elementary School is also a replacement School for another of the Districts outdated an undersized school building. The community is growing rapidly and a third elementary school replacement is planned following the completion of the Lexington Elementary and Wallace Elementary Schools.

The Lexington site is an open field formerly used for agriculture. The site is bordered on three sides by planned and established newer single family and multi-family residential units. The rear boundary of the site abuts a Cowlitz County Dike structure. Lexington is considered a wet site due to its low lying elevation and will require extensive planning for storm water mitigation. It is projected that the site will require a deep foundation for the building structure. The site will also need to be raised to accommodate the construction of the new facility on the site. The new elementary school is intended to house 650 K-5 students and be roughly 72,000 SF.

A. Projected Total Cost for the Project:

Project Budget Summary

	Lexington Elementary	Wallace Elementary	Combined Total
1 Professional Services (A&E, Legal, etc.)	3,200,000	2,396,279	5,596,279
2 Construction Costs	25,633,694	21,587,433	47,221,127
3 Washington State Sales Tax	2,829,411	1,748,582	4,577,993
4 Construction Contingency	1,281,685	1,079,372	2,361,056
5 Project Administration and Oversight	1,100,284	924,017	2,024,301
6 Fixtures Finishes & Equipment	993,586	787,674	1,781,260
7 Other costs (Permits, Utilities, impact fees, etc.)	35,500	29,017	64,517
Project total	35,074,159	28,552,374	63,626,533

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 Wallace and Lexington Projects are fully funded through sale of bonds which was completed on the first of June. The projects will receive State Construction Assistance Program reimbursement at a later date that will be utilized for future projects.

2. Anticipated Project Design and Construction Schedule

Please provide: The anticipated project design and construction schedule, including:

- a) *Procurement: The design team, Integrus, has been selected and is currently completing Pre-Design phase work to include the development of the Educational Specifications for all elementary school projects.*
- b) *Hiring consultants if not already hired: All consultants are secured and have made commitment to the projects. Consultants such as surveyors, geotechnical engineers, wetlands consultants, hazardous materials professionals, and archaeological consultants have begun work as part of the early site investigations.*
- 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 Agency's Construction Manager for this bond project.*

- d) **Anticipated Project Design and Construction Schedule** Please provide:
The anticipated project design and construction schedule, including:

Project Milestones	Milestone Dates
Educational Specifications	June 1, 2018
PRC Application	June 20, 2018
PRC Presentation	July 26, 2018
Schematic Design	August 15, 2018
First publication of RFP for GC/CM Services	August 17, 2018
Second publication of RFP for GC/CM Services	August 24, 2018
Project Information Meeting (Tentative)	August 29, 2018
RFP Submittal Deadline	September 7, 2018
Open and Score Submittals	September 12, 2018
Notify Short-List	September 14, 2018
Interviews with Short-Listed Firms	September 24, 2018
Notify Submitters of Most Highly Qualified Firms & Invite to Submit RFFP	September 26, 2018
Design Development	October 1, 2018
RFFP Submittal Deadline and Opening	October 1, 2018
Notify Submitters of Scoring and Most Qualified GC/CM	October 2, 2018
Pre-Con Work Plan Due	October 17, 2018
School Board Approval of GC/CM Selection	October 22, 2018
GC/CM Agreement w/ Pre-Con Services Executed	October 22, 2018
Construction Documents	December 1, 2018
MACC Estimate / Negotiation (90% CDs)	May 15, 2019
School Board Approval of MACC / GMP	June 10, 2019
GMP Amendment Executed	July 1, 2019
Anticipated Substantial Completion	September 1, 2020
Anticipated Final Completion	December 1, 2020

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?
 - *Wallace Elementary School is located within an actively populated residential area on a small block. The existing building will be occupied, during the project impacting the student's drop off/loading areas, access to the buildings, and play areas. This requires complex scheduling, coordination, and phasing early in design and planning phase to ensure the safety of the students, and the neighboring community members.*
 - *Due to the constrained nature of the site, there will be limited access, limited site laydown area, restricted parking, and young students on site during construction. All of these items will impact laydown areas, material handling and delivery, crane access and hoisting, as well as limited construction vehicle access during school hours. An enhanced level of pre-project logistical planning with a GC/CM will give operational safety and construction efficiency far greater consideration than the traditional low bid method.*
 - *The Lexington Elementary school project site is in a low-lying wet area adjacent to a County Dike system. Retention and removal of storm water will be complex and will require a joint effort with the County, City, Architectural and Engineering Firm, and the Contractor, to develop creative affordable solutions. The site is also anticipated to have the potential for soil liquefaction. Additionally, the site will need to be raised to accommodate the new school facility. In addition to the site's site conditions, the site is accessibly by only one side with any mitigation to be managed by the constricted access point. This will also impact the contractor's ability to stage construction, handle materials, and coordinate the work of its subcontractors.*
- 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.*

 - *The existing Wallace Elementary School was constructed in 1940 with additions in 1955 and 1997. The existing site is just over two acres and already has limited space for elementary school activities such as recess and outdoor play. Constructing a new school facility on the same site will require extensive planning to ensure the safety of the kindergarten through fifth grade students and neighborhood residents. Additionally, it is required that school activities remain in place and unaltered during construction. This includes the ability have recess and outdoor activities in safe and uninterrupted environment while the project is under construction. A following Elementary school replacement is schedule dependent of the completion of both the Wallace and Lexington projects. Timely completion of both projects is critical as the District is rapidly increasing in enrollment and the scheduled projects will alleviate the need to expend funds on temporary classrooms.*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

- *The Wallace project site is on a tight parcel of just over two acres within an active residential area. The existing school facility is to remain occupied while the replacement facility on the same site is being constructed. Construction phasing will require thoughtful pedestrian protections, circulation revisions and focused monitoring of activities during construction. The project will require phased relocation(s) for staging of student pickup and drop offs. Considerations will need to be made to accommodate and busing issues during the school year. The current outdoor covered play facility serves as a rain shelter for Recess activities. Due to the small site footprint temporary accommodations will be required to ensure safe outdoor activities.*
- If the project encompasses a complex or technical work environment, what is this environment?
 - *The complexity of the Wallace 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 a for fire life safety responders during the project. This will be difficult given the small site. Additionally, student safety is the number one priority for Kelso, 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.*
 - *The Lexington site's complexity pertains the amount of civil work associated with storm-water, and soil conditions. Again, it is likely that a large amount of fill material will be required to be placed on site to accommodate the planned construction. Unique solutions will need to be developed for both foundation system, and the storm-water disbursement/retention and treatment plan.*
- 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. However the school facility has been in the community since 1940 and as such does have sentimental value to some members of the community. It is also likely that the foundation of the building structure is not adequate for the soil conditions as it pertains to today's building standards. However, it is important to provide the newly constructed with some of the same character and elements of the existing facility.*
- 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 Heavy Civil. However, the Lexington site is anticipated to require extensive fill in the area of the project due its location. Additionally, due to the site being of poor drainage due to its adjacency to the Cowlitz County Dike increased storm-water infrastructure will be required. It is anticipated that creative solutions will need to be found developed to ensure the success of the project.*

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 fiscal benefit to the safety and wellbeing of the students as well as risk management for cost impacts and decision making.*
- *Kelso School District places the safety and security of their students as the highest priority. The congested nature of the site for the Wallace project, will require a detailed phasing and construction plan to ensure that the students are minimally impacted during construction of the new school and the following demolition of the existing school building. It will require upfront collaboration with the Owner, the Design Team, and the Contractor to provide the needed experience and knowledge to fully determine the potential impacts to the safety and security of the students, and neighboring residential community. This upfront collaboration will improve the effective use of funds to reach these goals rather than requiring additional funds stemming from delays in construction should the contractor need to wait until after it has bid the project to develop a full approach for the safety and security of the students. The greatest opportunity for public benefit on this project begins with the safety and security of Kelso students.*
- *The GC/CM Contractor will also participate in the allocation of risk. Construction delay claims are expensive and take time to resolve impacting 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 diminished and the GC/CM contractor brings marketplace realities to the project.*
- *The greatest opportunity for public benefit on this project begins with the safety and security of Kalama’s students. The GC/CM process allows for early involvement in developing and tracking solutions to pedestrian circulation, bus drop off, equipment movement, material handling and coordinating construction phase activities with protecting our students, staff and general public.*
- *The second benefit is potentially to the budget. The GC/CM will help inform the design regarding appropriate design details that facilitate the surgical nature of the work that must occur in the central core of the K/12 campus.*
- *Finally, reduction of more urgent concern is the fact that there will be a flood of projects on the street in 2019 due to state budget funding release. It is desired to protect the public’s trust to begin the process of securing quality GCCM and subcontractors in a thoughtful fashion and not risk the wild uncertainty of a bidders market in early to mid-point 2019.*
- *Extensive work analysis and coordination effort is needed to keep school kids separated from construction equipment as they literally share areas on campus. The traditional delivery method does not provide the opportunity or the impetus for a contractor to fully understand, account for, bid and manage the daily efforts of pedestrian and school bus drop-off/pick-up safety.*
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. Not Applicable

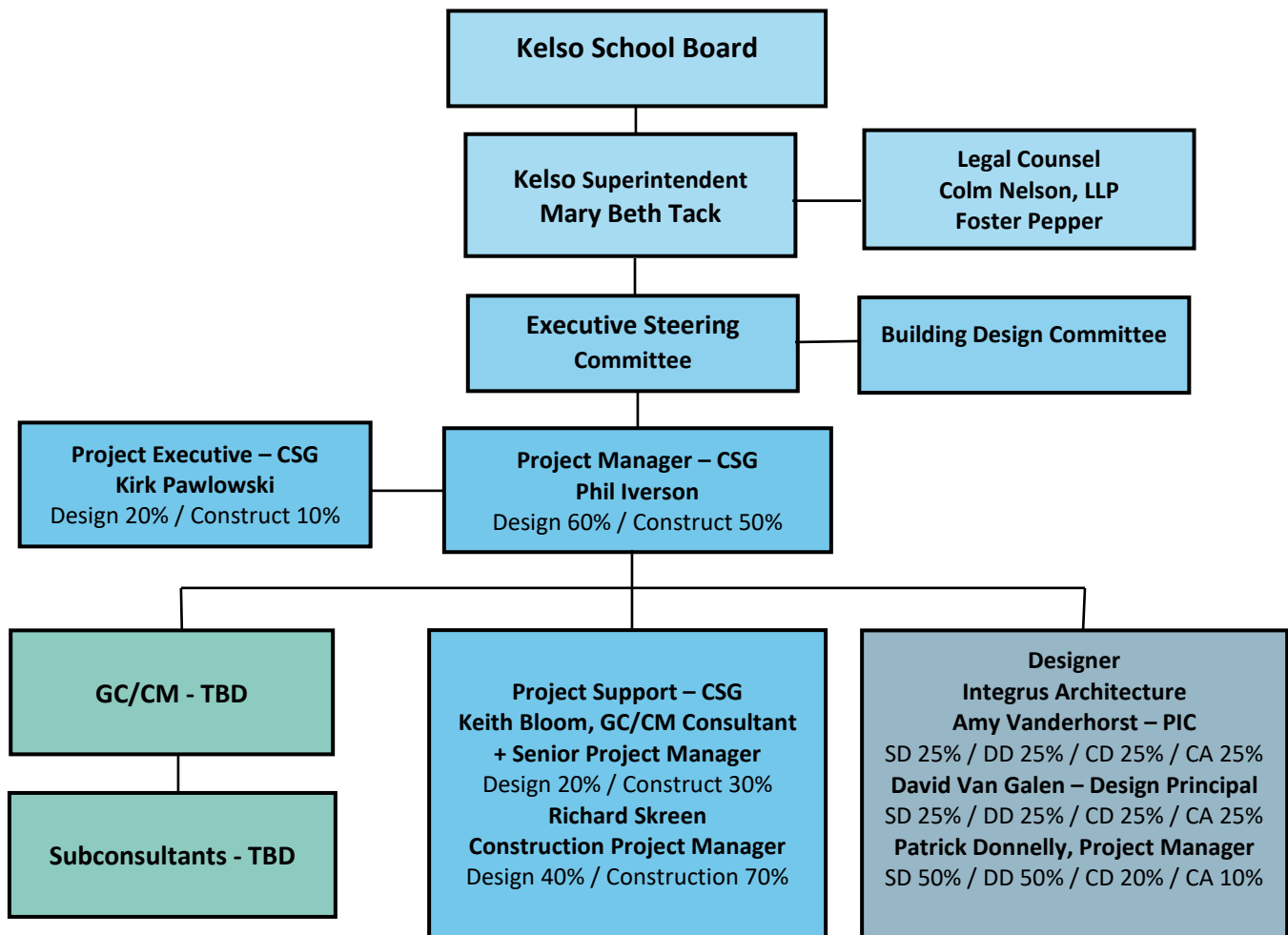
5. Public Body Qualifications

Please provide:

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

- The Kelso School District has had no construction activity in over 25 years. KSD has engaged the services of ESD112, Construction Services Group, to lead the process of delivering the districts new schools.
- 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)
Project organizational chart, showing all existing or planned staff and consultant roles.

Kelso School District Organization Plan for GC/CM Project Delivery



Staff and consultant short biographies (not complete résumés).

KELSO SCHOOL DISTRICT NO. 458

Mary Beth Tack, the incoming Superintendent for the Kelso School District will be leading the Kelso School District starting June 24th 2018. However, Scott Westlund the Chief Financial and Operations Officer has been with the District for over 19 years and brings stability to the Districts fiscal and

operations departments. While the Kelso School District does not have previous experience utilizing the GC/CM delivery method, 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 Colm Nelson of Foster Pepper as their construction attorney and Integrus Architecture as their prime design consultant. All three have extensive experience in the GC/CM contracts and alternative delivery method. Additionally, Gary Schimmel the Facilities Director for the Kelso School District attended and completed the June 2018 AGC Education Foundation GC/CM Workshop.

Members of the CSG team have managed GC/CM projects since they were first allowed as an alternative delivery method within Washington State. Colm Nelson and the Foster Pepper team have provided legal and contract related services to a number of clients for projects using the GC/CM delivery method.

Integrus Architecture has extensive experience working with the GCCM 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 maintained membership at CPARB and at the Project Review Board for the past five years
- Integrus has appeared before the PRC eight times, each in support of our clients as they have pursued permission to utilize GC/CM, have successfully supported our clients, including their request for "agency status."

EDUCATIONAL SERVICE DISTRICT 112 – CONSTRUCTION SERVICES GROUP (CSG)

The Construction Services Group, CSG, at Educational Service District 112, has been assisting school districts manage their capital project delivery process for well over two decades. Serving 290 of the 295 school districts in the state of Washington CSG has managed over \$3B in school facility construction. CSG has recently expanded their management team to include individuals well versed in public works and capital project delivery.

Kirk Pawlowski, Director and Senior Project Manager

Kirk Pawlowski, AIA, 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, 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.

Representative Projects	Project Value	Delivery Method	Tasks Performed	Time Involved
Casey Eye Institute, Oregon Health Sciences University (first CM/GC Project in the State of Oregon)	\$28,000,000 (in 1989 Dollars)	GC/CM (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 Director/Project Manager	10%
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, VMA, VE Team Lead, Regional Project Manager

Phil Iverson has more than 18 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.

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
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	32,000,000	GC/CM	Project Manager	20%

Renovation & Addition				
Chemistry & Biochemistry Research Facility New Construction	\$23,300,000	Design Bid Build	Project Manager	40%
Jutila Research Laboratory New Construction	\$2,500,000	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

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.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
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%

Richard Skreen, CSG Construction Project Manager

Richard Skreen has more than 20 years working as an Architect on educational projects providing planning, design, construction documents, construction administration and project management services for both K-12 and Higher Education. Richard has both private and firm experience including K-12 and university, civic, military, medical, industrial, and high-density residential project types. He has a professional Bachelor of Architecture degree, and is an Architect registered in Washington State and the Commonwealth of Virginia. Additionally he is a technical Project Architect with CAD skills performing all aspects of project work, and has taught Engineering Graphics courses at the community college level.

Foster Pepper PLLC– DISTRICT LEGAL COUNSEL

Colm Nelson chairs Foster Pepper’s Construction practice and represents public owners, private owners and developers, general contractors, subcontractors, suppliers, design professionals, brokers, and lenders in a wide variety of construction transactions, construction litigation, procurement and real estate matters. He has more than ten years of experience in the construction industry, and negotiates complex construction and design contracts for public and private owners. Colm represents clients in disputes over bid protests, construction defects and property damage, extra work and delay claims, terminations, terminations, errors and omissions in design documents, tenant improvements, breach of warranty, insurance coverage against insurance companies and mechanic’s liens.

Colm’s practice includes various GC/CM projects, including the Washington State Convention Center \$1.6 billion expansion project. He assisted in the GC/CM contracting process for the expansion and defended the public owner in litigation when sued by the originally-selected GC/CM concerning termination of a preconstruction services agreement. Colm has assisted public clients in the GC/CM application process, as well as been involved in litigation of claims on GC/CM projects. In addition, Colm



recently appeared before CPARB concerning a design-build dam project that was challenged by certain groups based on administrative and constitutional grounds. The case involved novel questions concerning CPARB's authority and appeal process. CPARB ultimately approved the project and rejected the challenge.

Colm is on the Washington State Bar Association's Construction Law Section Council and is an author in the Section's upcoming desk book on construction law. He frequently speaks on public works contracting issues, including GC/CM contracting.

GCCM Experience: Integrus Architecture

Integrus Architecture has extensive experience working with the GCCM 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 maintained membership at CPARB and at the Project Review Board for the past five years
- Integrus has appeared before the PRC eight times, each in support of our clients as they have pursued permission to utilize GC/CM, have successfully supported our clients, including their request for "agency status."

INTEGRUS PROJECT TEAM

Amy Vanderhorst, AIA, LEED AP, Principal-in-Charge

Amy has over fifteen years' experience in educational, civic and commercial projects. She has experience in all phases of the design process from planning and schematic design to construction administration and has managed, coordinated and monitored the production of design and construction documents for many projects. Amy is dedicated to creating dynamic public spaces and sustainable long-lasting facilities to enhance student learning and to enrich the communities they serve. She has recent GC/CM project experience with Seattle Public Schools, Clover Park School District at Joint Base Lewis McChord, and Edmonds School District. Her recent work with Seattle Public Schools has highlighted her communication and organizational skills in working with complex renovation and addition projects.

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.

Patrick Donnelly, AIA, LEED AP, Project Architect

In nearly 25 years of architectural practice, Patrick has worked on a broad range of project types, including single- and multi-family residential, civic and institutional facilities, and urban design for transit facilities and infrastructure. His recent focus over the last 10+ years has been design for K-12 and civic buildings. Patrick’s expertise includes leading teams in all phases of project work, including community outreach, programming, site planning, space planning, conceptual design, and technical design. He is a skilled communicator. Above all, Patrick values engaging clients in a collaborative relationship and a process of discovery. He approaches each design challenge as an opportunity to discover a solution that is uniquely appropriate to that particular client. Patrick has significant experience with alternate project delivery models, with seven GCCM Washington public schools completed, including projects Edmonds, Central Kitsap, Clover Park, Vashon Island, and Seattle Public School Districts.

Integrus PK-12 GC/CM Education Projects

School Name	District	State	SF	Complete
Ben Steele Middle School	Billings	MT	118,000	2017
Medicine Crow Middle School	Billings	MT	115,000	2016
St. Francis K-8	Billings Catholic	MT	90,000	2017
Sacajawea Middle School	Bozeman	MT	145,829	2017
Central Kitsap MS and HS	Central Kitsap	WA	325,000	2019
Meriwether Elementary School (<i>Greenwood</i>)	Clover Park/JBLM	WA	67,748	2014
Rainier Elementary Schools (<i>Clarkmoor</i>)	Clover Park/JBLM	WA	77,167	2014
Eastside Catholic Middle School and High School	Eastside Catholic	WA	200,000	2008
Alderwood Middle School	Edmonds	WA	121,000	2017
Edmonds SD Educational Services Center	Edmonds	WA	135,435	2007
Edmonds SD Maintenance & Transportation Building	Edmonds	WA	61,692	2016
Meadowdale Middle School	Edmonds	WA	102,925	2011
Elysian K-8 School	Elysian	MT	68,846	2015
Benjamin Rush Elementary	Lake Washington	WA	65,700	2013
Juanita High School	Lake Washington	WA	217,000	2020
Park Place Middle School	Monroe	WA	133,744	2018

Salish Coast Elementary School (<i>Grant Street</i>)	Port Townsend	WA	65,000	2018
Ingraham High School Phase 2, Addition	Seattle PS	WA	40,000	2019
Einstein Middle School	Shoreline	WA	150,000	2020
Vashon Island High School	Vashon Island	WA	84,000	2014
Wellpinit Middle/High School Renovation (6-12)	Wellpinit	WA	64,000	2013
Mirror Lake Elementary School	Federal Way	WA	60,000	2020
Lake Grove Elementary School	Federal Way	WA	60,000	2020
Wildwood Elementary School	Federal Way	WA	60,000	2020

- 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.*
- 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 Kelso School District has entered into an agreement that is in place through October of 2022 to assist with projects listed in this packet as well as addition capital projects to follow. The district anticipated the partnering with an owners representative/project management team and included in the projected project costs as part of the prebond planning.*
- 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. The qualifications of the existing or planned project manager and consultants.*
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

The Kelso School District approaches their organizational controls through a checks and balances approach with clear roles and responsibilities. Controls may be grouped into two categories: organization controls and financial controls.

Organizational controls: *The Kelso School District has a five-member board that oversees all of the approvals and reviews for the district including the Kelso School District Capital Projects Steering/Leadership Committee. 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 (IT and Facilities O&M) professionals that oversee various operational roles within the District.*

The District created an Executive Steering Committee for their \$137.6M bond program responsible for assisting the Superintendent and School Board with recommendations for approvals and reviews. The Kelso School District's Executive Steering Committee includes the Superintendent, School Board Member, Chief Financial and Operations Officer, and the Director of Facilities. 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. The District has also contracted with VE, Constructability Review and Building Commissioning professionals consistent with WAC requirements.

Reporting to the Executive Steering Committee are Building Committees, 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, selected Integrus Architecture based on their qualifications and experience in design and construction of k-12 educational facilities, including project delivery in the GC/CM delivery method. In addition, the District employs Colm Nelson with Foster Pepper. As you have read in the bio Mr. Nelson is highly experienced in the GC/CM delivery method and serves as a respected construction legal counsel to the Kelso School District and for many other public clients engaged in CM/GC delivery throughout the state.

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. The Superintendent and Chief Financial and Operations Officer have delegated signature authority.*

- A brief description of your planned GC/CM procurement process.
 - *The Kelso School District has hired CSG to provide guidance on the GC/CM procurement process. As such, the following is CSG's protocol for the procurement determination. CSG approaches the GC/CM procurement process by following the standard procedures outlined below.*

Early in the project development the best value for delivery method was vetted through a series of sessions that analyzed each project for early identification of specific components which create challenging building and site development components. 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 construction for bid is appropriate. However, when market conditions, and complexity of work create risk for additional costs from items that often difficult to identify without early contractor collaboration and engagement alternative methods will be investigated to their fullest.

In many circumstances there are limited or no "easy development" sites, contractor involvement is often "too late" to offer support to the owner and the design team on construction means methods at bid day, and construction documents are never perfect. There are alternative contracting methods available to public agencies in the state of Washington. In lieu of traditional 'design-bid-build' the school districts CSG supports the opportunity to solicit approval to engage in 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.

RCW 39.10.340

General contractor/construction manager procedure—Uses.

Subject to the process in RCW [39.10.270](#) or [39.10.280](#), public bodies may utilize the general contractor/construction manager procedure for public works projects where at least one of the following is met:

- (1) Implementation of the project involves complex scheduling, phasing, or coordination;*
- (2) The project involves construction at an occupied facility which must continue to operate during construction;*
- (3) The involvement of the general contractor/construction manager during the design stage is critical to the success of the project;*
- (4) The project encompasses a complex or technical work environment;*
- (5) The project requires specialized work on a building that has historic significance; or*
- (6) The project is, and the public body elects to procure the project as, a heavy civil construction project. However, no provision of this chapter pertaining to a heavy civil construction project applies unless the public body expressly elects to procure the project as a heavy civil construction project.*

Upon review of the above 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, shall be created. A meeting with the Director and Senior Regional Manager(s) shall be conducted to discuss and gain concurrence for moving forward.

Upon approval, the school district shall then adopt a resolution allowing the pursuit of GC/CM prior to making solicitation to CPARB. Solicitation to the Project Review Committee shall be made in format on attached 'appendix A. Reference: <https://des.wa.gov/about/boards-committees/capital-projects-advisory-review-board/project-review-committee> for current forms and required dates.

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 Kelso School District plans to obtain the services of Foster Pepper to develop the GC/CM contract terms. Foster Pepper has extensive with GC/CM specific contract terms.*

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 Kelso School District has not had significant construction activity on their facilities since the late 1990's. The Kelso district has engaged the services of Educational Services District 112, Construction Services Group.*

7. Preliminary Concepts, sketches or plans depicting the project: See Attachments.

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.
 - See attachments A & B

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 no audit 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.

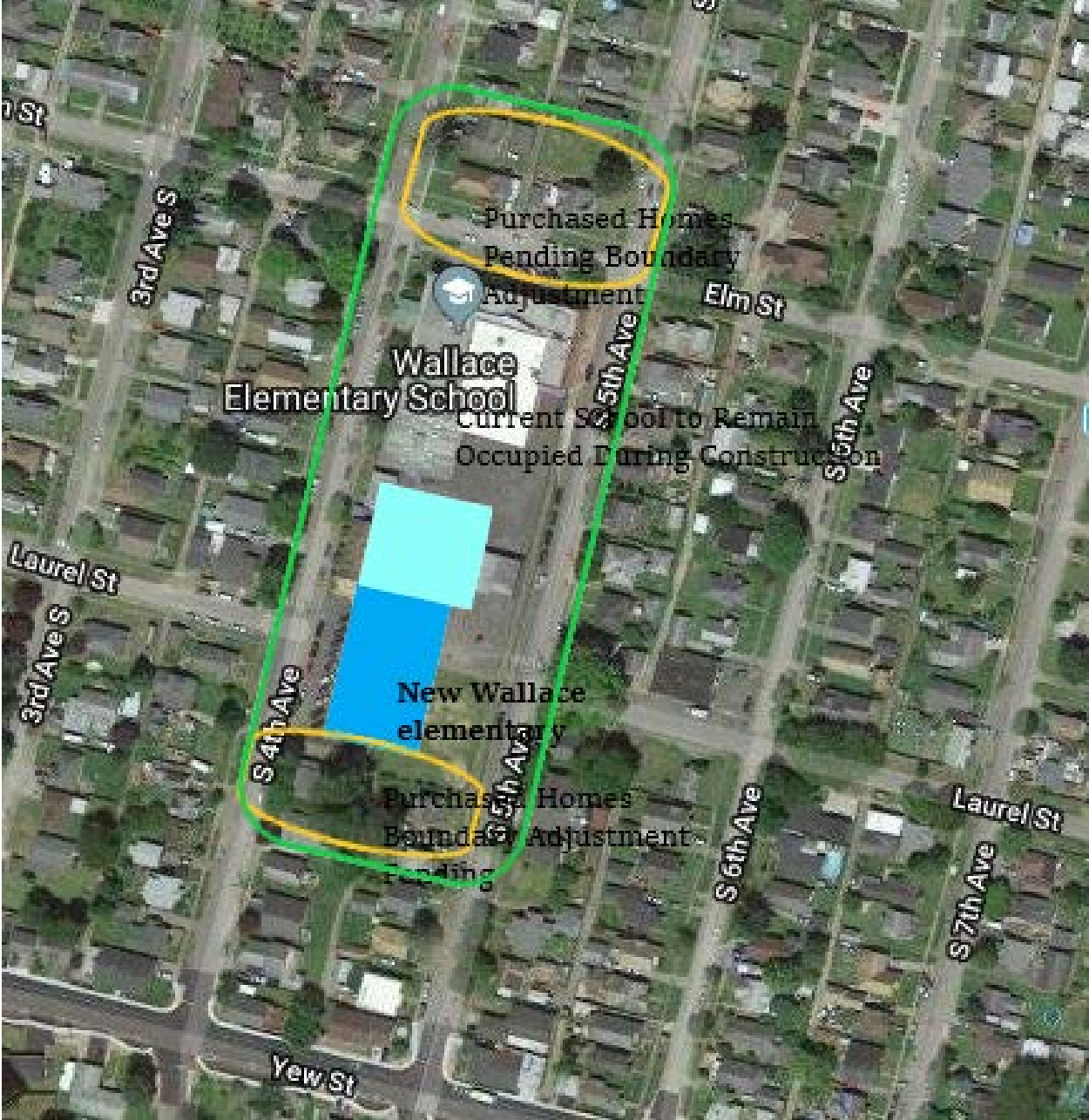
Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a 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: Mary Beth Tack
Name (please print): Mary Beth Tack
Title: Superintendent
Date: 6/19/18

ATTACHMENT A

EXISTING SITE CONDITIONS WALLACE ELEMENTARY



ATTACHMENT B

**EARLY CONCEPTUAL SITE PLAN WALLACE ELEMENTARY SCHOOL
BY INTEGRUS ARCHITECTURE**



EARLY CONCEPTUAL SITE PLAN LEXINGTON ELEMENTARY SCHOOL