Mount Vernon School District #320
Mount Vernon High School – Old Main Building Modernization

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

Application for GC/CM Project Delivery Approval

Submitted by

Mount Vernon School District #320
October 28, 2016

October 28, 2016

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

Attention: Talia Baker, Administrative Support

Dear PRC members:

Please find attached our application for approval to utilize GC/CM contracting for the Mount Vernon High School – Old Main Building Historic Modernization project.

This project will be the third project that Mount Vernon School District (MVSD) has elected to use the GC/CM delivery method. The other projects, New East Division Elementary School and Madison Elementary School Replacement have recently completed procurement and will be entering Pre-Construction Services very soon. Like the prior project, MVSD has hired Parametrix as our GC/CM Procurement Consultant and GC/CM Advisor for this project. We will draw upon the experience and knowledge of our team to be able to ensure the success of GC/CM delivery on this project.

The District has retained Graehm Wallace of Perkins Coie for GC/CM legal assistance. He will draft the GC/CM contract language and will be used as a resource for this project through completion. Jim Dugan, from Parametrix, is currently a member of the PRC and will be readily accessible to our team as an internal advisor as we move through the procurement and design/construction process.

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

Sincerely,

Suzanne Gilbert

Suzanne Gilbert
Project Manager for Capital Projects
Mount Vernon School District #320

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

APPLICATION FOR PROJECT APPROVAL
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE

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1. Identification of Applicant

(a)	Legal Name of Public Body:	Mount Vernon School District #320
(b)	Address:	124 E. Lawrence Street, Mount Vernon, WA, 98273
(c)	Contact Person Name: Suzanne Gilbert	Title: Project Manager for Capital Projects
(d)	Phone Number: 360-770-5878 Fax: 360-428-6172	E-mail: sgilbert@mvsd320.org

2. Brief Description of Proposed Project

Please describe the project in no more than two short paragraphs.

The original Mount Vernon High School Building (Old Main) was constructed in 1921/22 and is a beautiful example of early 20th century, multi-story, masonry school construction. The building is not on the state historic register, but the historical character of the building and the legacy of what it represents is very important to the surrounding community. The building sits at the "front door" of the campus and is the cornerstone of a multi-building campus that serves more than 1,900 student in grades 9-12. The Old Main building will be vacated during construction, but the surrounding campus, will remain occupied and fully functional during the renovation work.

The existing Old Main Building comprises 54,303 s.f. of total floor area including a daylight basement at ground level, two upper floors and a "crow's nest" at the roof. Though now used exclusively as a high school building, earlier in its life, the building housed the high school program on the lower two floors and the original local community college programs on the upper floor. Currently, the building houses 22 classrooms, a 100 seat auditorium, high school administration/counselling and miscellaneous support spaces. The building has had a number of renovations during its 95 years of use. The latest remodels occurred in 1989 & 1992 and included some earthquake upgrades and a tenant improvement of offices (support for administration and instruction) but to the demise of the auditorium, which had to shrink and give up space to accommodate the improvements; subsequently, the auditorium is too small and difficult to utilize. The building has many challenges from an accessibility standpoint. The building is multi-story and accessed primarily by stairs, there is only one, small, old, elevator. The restrooms are not easily accessible to persons with limited mobility. From an infrastructure standpoint, many of the buildings current systems (mechanical, electrical, plumbing, security and technology) are outdated, inefficient and far beyond their useful life cycle. The modernization project will address upgrading/replacement of these building systems as well as improvements to the buildings accessibility, seismic/structural systems, fire sprinklers, and fire alarm. The desire is to preserve and protect the historical character of this valuable asset, create a building that will be energy efficient, less costly to operate and provide a safe, inclusive and flexible educational environment that will support programmatic requirements well into the 21st century.

It should be noted that the modernization of the Old Main Building has some precursory work that will have to be accomplished in order for the construction work to be able to happen. The District is currently master-planning for the relocation of 24 teaching stations and the Administrative functions, currently housed by Old Main, into temporary housing. That temporary housing may involve all or part of the following: the use of existing underutilized spaces at other existing buildings on campus; additional portable classrooms; the acceleration of construction of other structures on campus (Vocational Shop/AG Building). The District would like to reserve the right to increase the scope of the GC/CM contract to include work related to any, or all, of this precursory work.

3. Projected Total Cost for the Project

A. Project Budget

GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	17,015,000
GC/CM Fee, SGC's & NSS Allowance (10% of MACC)	$	2,050,000
Owners Construction Contingency (7% of MACC)	$	1,435,000
Subtotal (Owner's MACC)	**$**	**20,500,000**
Owners Project Contingency (5% of MACC)	$	1,025,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (7% of MACC)	$	1,435,000
Professional Services Allowance (Architects & Engineers) (14% of MACC)	$	2,870,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (2.5% of MACC)	$	512,500
Pre-Con Services Fee	$	400,000
Contract Administration Costs (PM/CM, etc.) (3% of MACC)	$	615,000
Other Related Project Costs (Permits, Fees, etc.)	$	359,000
Sales Tax (8.7% of MACC)	$	1,783,500
Total	**$**	**29,500,000**

B. Funding Status

Please describe the funding status for the whole project. Note: If funding is not available, please explain how and when funding is anticipated

The project is funded from a $106M capital bond issue approved by District voters in February of 2016. Therefore, the District anticipates that sufficient funds will be available from these funds to complete the project.

4. Anticipated Project Design and Construction Schedule

Anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Project milestone dates are shown in the table below.

Project Schedule	Start	Finish
Architect Selection	March 2017	April 2017
Programming (Ed Specs)	May 2017	June 2017
Schematic Design	July 2017	September 2017
Design Development	October 2017	December 2017
Construction Documents	January 2018	May 2018
Agency Review/Permitting	February 2018	May 2018
Subcontract Bidding	May 2018	June 2018
Construction	June 2018	September 2019
Substantial Completion	August 2019	August 2019

Punchlist/Final Completion/Closeout	July 2019	August 2019
Owner Move-in	August 2019	August 2019
First Day of School	September 2019	September 2019
Warranty	July 2019	July 2020
GC/CM Schedule	**Start**	**Finish**
PRC Application	10/1/16	10/28/16
PRC Presentation	12/1/16	12/1/16
First publication of RFP for GC/CM Services	12/5/16	12/5/16
Second publication of RFP for GC/CM Services	12/12/16	12/12/16
Project Information Meeting (Date subject to change.)	12/14/16	12/14/16
RFP Submittal Deadline	1/4/17	1/4/17
Open & Score Submittals Received	1/5/17	1/9/17
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	1/10/17	1/10/17
Interviews with Short-Listed Firms	1/24/17	1/24/17
Notify Submitters of Most Highly Qualified Firms & Invited to Submit RFFP	1/27/17	1/27/17
RFFP Submittal Deadline & Opening	2/13/17	2/13/17
Notify Submitters of Scoring and Most Qualified GC/CM	2/14/17	2/14/17
Pre-Con Work Plan Due	3/7/17	3/7/17
School Board Approval of GC/CM Selection	3/15/17	3/15/17
GC/CM Agreement w/ Pre-Con Services Executed	3/20/17	3/20/17
Pre-Con Services	3/20/17	5/4/18
MACC Estimate/Negotiation (90% CD's)	March 2018	April 2018
School Board Approval of MACC/GMP	5/2/18	5/2/18
GMP Amendment Executed	5/7/18	5/7/18

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

Not applicable. The project has not started Schematic Design yet. It's our intent to contract with a GC/CM and have them on board to assist with the selection of the Design Team. Selection of the Design Team will be heavily weighted towards acquiring a Design Team that has had extensive experience successfully utilizing the GC/CM delivery method as well as experience with modernization of historic structures.

5. 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:

We feel that the Mount Vernon High School Old Main Building strongly meets at least three of the five criteria (highlighted in bold text below) for determination of whether it is appropriate for use of the GC/CM Contracting method:

(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.

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

Coordination & Safety – The school site is situated adjacent to a neighborhood of urban residential developments with families and children. Because the majority of the high school campus lies behind the Old Main Building, it is likely that access to the site for construction activities will come through the residential developments. Logistics planning will need to consider the haul routes between Interstate 5 and the construction site. The balance of the high school campus will remain occupied and fully functional during construction. During the school year, there will be approximately 1,900 students and the associated staff learning, working and walking within a stone's throw of the construction area. The construction activity will be an attractive temptation for both the teenage students and the younger children in the adjacent neighborhood. The contractor will have to secure the entire site perimeter to deter the curious from wandering onto the site during and/or after work hours. The surrounding neighborhood will be affected by construction traffic, noise, and dust. Having a GC/CM onboard will assist in strategizing mobilization, staging, and lay down so as not to disrupt the neighborhood any more than necessary. For these reasons, GC/CM involvement during design and planning is critical to developing a feasible site safety and logistics plan.

Scheduling, Inflation/Escalation & Early Bid Packages – In the current economy and a construction market with volatile cost escalation, time is not our "friend". In order to expedite construction and minimize the effects of inflation/escalation, it's anticipated that early bid packages may be required to allow us to achieve a shortened construction window and avoid bidding during unfavorable timeframes. Since a large portion of the modernization package will include Mechanical and Electrical system components that may have long lead times, it would also be feasible to procure long lead items using early procurement packages so that they can be ordered in a timely manner as to not delay the construction process. The assistance of the GC/CM contractor will be instrumental to managing and coordinating these early bid packages. Anticipated early bid packages may include the following:

- Abatement & Selective Demolition
- Structural Steel
- Structural/Seismic Upgrades
- Electrical Distribution Equipment
- HVAC Equipment

The consideration of early bid/procurement packages might allow the contractor to get a jump on construction, allowing the project a better chance to reach substantial completion within the tight construction window and prior to the beginning of the 2018/19 school year.

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 9.

Occupied Site - Heavy demolition and construction activity will occur on this site, a site that has other educational buildings on campus that must remain occupied and functional and is directly adjacent to a densely populated, urban, residential neighborhoods on the south and the west. The GC/CM will need to help develop detailed construction/logistics plans, safety plan and also support the District in responding to community and jurisdictional concerns about construction impacts on the campus and the neighborhood.

The Old Main Building population will be entirely relocated elsewhere onsite during construction, but the existing, adjacent buildings, parking and access points on the high school campus will need to remain occupied and functional. Safety issues related to use of and separation between the two buildings is critical. Care will need to be taken to not disrupt the adjacent, occupied portions of the campus or impact them in ways that will become unsafe for the students and staff.

Construction Controls – The Old Main Building will be unoccupied and modernized within a single phase of construction. The project will benefit from the involvement of a GC/CM to help develop plans for barriers and controls that maintain site access to other occupied buildings on campus, parking lots, the bus drop-off, cross-campus circulation routes and the athletic fields. The controls will need to be established to minimize sound, odor, and dust to fully address safety and disruption concerns. The GC/CM will be able to assist in methods to isolate building construction activity from the public so that construction crews can safely perform the activities required in a major modernization project.

Construction must be coordinated to always maintain public safety. Construction deliveries, student/staff vehicle circulation/parking, pedestrian circulation offsite/onsite and between buildings, material delivery and laydown, and construction parking areas will all need to be carefully planned to avoid hazards from conflict during construction. Contractor lay-down space, construction access, and construction zones will all need to be planned, and will likely change to accommodate students, staff and the public as the project progresses.

The potential for interruption of construction work due to these issues is difficult to identify and include in lump sum low bid subcontract documents. The GC/CM delivery method allows for more creative solutions such as the creation of detailed logistics planning, involvement of the GC/CM contractor during pre-construction, logistics and safety related allowances and other methods to mitigate these issues.

Neighborhood Traffic/Access/Contractor Staging Constrictions – The Mount Vernon High School campus is located in an urban residential area of town, overlooking the residential neighborhoods and downtown core. Due to residential traffic, continued community use of the campus buildings and athletic fields, construction traffic, the movement of heavy equipment and building materials on-site and off-site will affect construction logistics. Adequate, adjacent space for contractor parking and lay-down space are also a concern. General project material deliveries and haul routes will need to be

coordinated and communicated to the neighboring community in order to not impact daily commuter traffic and quality of life.

The GC/CM Contractor would participate during pre-construction both as a valued team member and the responsible party to implement and maintain temporary construction measures, access, and lay-down.

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

Existing Conditions Investigation, Verification, and Coordination – Old Main is a complex building. The original building was construed in 1922. Subsequent building modifications occurred over time and most recently in the 1980s and 1990s.

The GC/CM will perform numerous investigations early in the design phase to verify actual as-built information for architectural, mechanical, electrical, and plumbing systems. These investigations will confirm conditions for design details, reducing the chances of costly unforeseen conditions, especially at an occupied campus.

The GC/CM Contractor will play a vital role during pre-construction to assist in preparing the 100% CDs, and most importantly to assume the risks related to cost and schedule of delivering the project.

Need for Contractor Input to Investigate and Verify Existing Conditions and Coordinate Contract Documents – The historic nature of the existing building may impact schedule and project scope and could involve special phasing of construction, specific early selective demolition, artifact removal, storage, refurbishment, and re-installment of architectural items or spaces of significance.

Constructability – Tie-in to Existing Structure – The planned modernization will be incorporated within the existing historic building that involves work above and below existing foundations, the envelope, and roof, and will require sensitive structural connections. GC/CM involvement during pre-construction can assist the design team with construction means and methods.

Complex or Technical Work Environment – Complex work will include major demolition, selective historic removal, protection, and reconstruction. Indeterminate soil conditions may result in the need for structural augmentation at the foundation level. Seismic reinforcing requirements for the 1922 structure are likely to include the addition of a secondary load path and major structural assemblies being additionally supported and tied together. Work will also include heavy renovation work in a historical building that contains building materials and craftsmanship that is no longer available or that is very rare in today's construction industry. Work will require protection of and selective removal, storage, refurbishment, and replacement of historic building components during the course of construction.

The GC/CM will have significant input during the design process to ensure that systems and facilities, circulation and safety considerations are all integrated into the design and bid documents and that the project will remain on budget and can be completed in a timely manner. Based on the experience of Parametrix at other projects, input from the GC/CM Contractor during design has proven invaluable in achieving Owner's goals for the design and construction of K-12 facilities: staying in budget, minimizing the impact to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM Contractor will provide expertise to the District and the design team, helping to determine the best approach that will allow construction to be accomplished as efficiently and effectively as possible. The GC/CM will also provide value in advising on constructability, feasibility, value analysis,

and other design phase deliverables. The GC/CM Contractor plays a vital role during pre-construction to assist in preparing the 100% CDs, early bid packages and most importantly to assume the cost and schedule risk of delivering the project.

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

GC/CM Contractor involvement during the design phase is critical. Effectively planning and executing educational projects relies on a clearly developed and effectively executed plan to communicate to all project participants the specific scope, boundaries, constraints, and contingency plans for each discreet phase of the project. Leading the development of the phased work plan will be a crucial role of the GC/CM Contractor during the pre-construction phase. This plan will detail the precise steps needed by each sub-trade to effectively and safely complete the work.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Constructed in 1922, the Old Main High School building has served as the pinnacle of K-12 public education in the Mount Vernon community for almost 100 years. Old Main is not currently registered as a Historic Landmark. However, there is the desire to acknowledge the historic significance of the building to the Mount Vernon community and possibly obtain historic registry. As such, there is strong desire in the District and the community to modernize the building, including providing seismic upgrades and renovation of the exterior building envelope while maintaining the historic character of the exterior and interior of the school.

The Mount Vernon community has high interest in preserving the historic character of the Mount Vernon High School Old Main Building and providing a new educational facility that meets the operational, safety, academic, and technological requirements of a modern school. It is likely that the design process will include community involvement through the use of public workshops during design. This will impact the design and construction and require additional flexibility.

What is the specialized work that must be done? – Much of the work will involve modernization at interior spaces where the existing architectural features may be impacted by new building systems and structural upgrades. Features encountered at the interior are likely to include unreinforced clay tile block interior walls, plaster ceilings, ornamental plaster work and terrazzo flooring. At the exterior we will encounter cleaning, repair, pinning and repointing of clay brick and stone copings. We will likely also replace or refurbish original wood sash windows and copper or sheet metal flashings.

The project involves numerous complex, technical construction challenges including:

- Selective documentation, removal, storage, refurbishment, and re-installation of historically significant building components.
- Demolition of ancillary building components and old HVAC, plumbing and electrical systems.
- Renovating the main building.
- Construction of new additions to integrate aesthetically and functionally into the existing historic building.
- Occupied site with pedestrian and vehicle circulation constraints.

6. 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

High Degree of Unknowns in Historic Structures – Due to the age of the structure and lack of complete documentation of existing conditions, there is a high likelihood of surprises and expensive change orders during construction. Having a GC/CM Contractor on board during design will help to focus design phase work to more cost effectively explore existing conditions and enable the District to keep better and more prudent control of construction phase changes.

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

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

Allocation of Risk – Our experience is that construction delay claims are expensive and take a tremendous amount of staff time and resources to resolve.

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

Better Ability to Match the Contractor Team to the Needs of the Project – Selection of the GC/CM entity is based largely on qualifications and experience relevant to specific challenges of this project, and such control over qualifications will likely lead to best value and corresponding fiscal benefit to the Owner.

- Contractor relationships with Owner, CM, and Architect are built on teamwork.
- The GC/CM acts as an advocate of the Owner.
- GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum, level.

- Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of ensuring top quality work.

How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.

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

Improving the Efficiency of Utility Routing in Crowded Interstitial Spaces – The GC/CM will have the opportunity to assist the design team with utility routing during the preconstruction phase—a step not readily available in traditional design-bid-build.

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

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

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

Better Ability to Accommodate Ongoing Activities at Site – The fiscal benefit of GC/CM Contractor involvement is to play a critical role in preparing a feasible and safe construction plan at a school facility adjacent to heavily populated residential neighborhoods. The GC/CM delivery method also allows for advanced and early work that is coordinated and overseen by a single prime contractor under one contract, reducing the risks associated with multiple prime contractors with multiple contracts on a single site.

Complex Scheduling – The project construction schedule prepared by a GC/CM Contractor, rather than the Design Team, provides a more detailed, market and condition driven, accurate CPM schedule of how the project will actually be built. This schedule will better indicate when and where major construction impacts will occur, facilitating better design phase discussions on how to reduce or eliminate these impacts during the design phase rather than finding them and addressing them during construction.

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

7. Public Body Qualifications

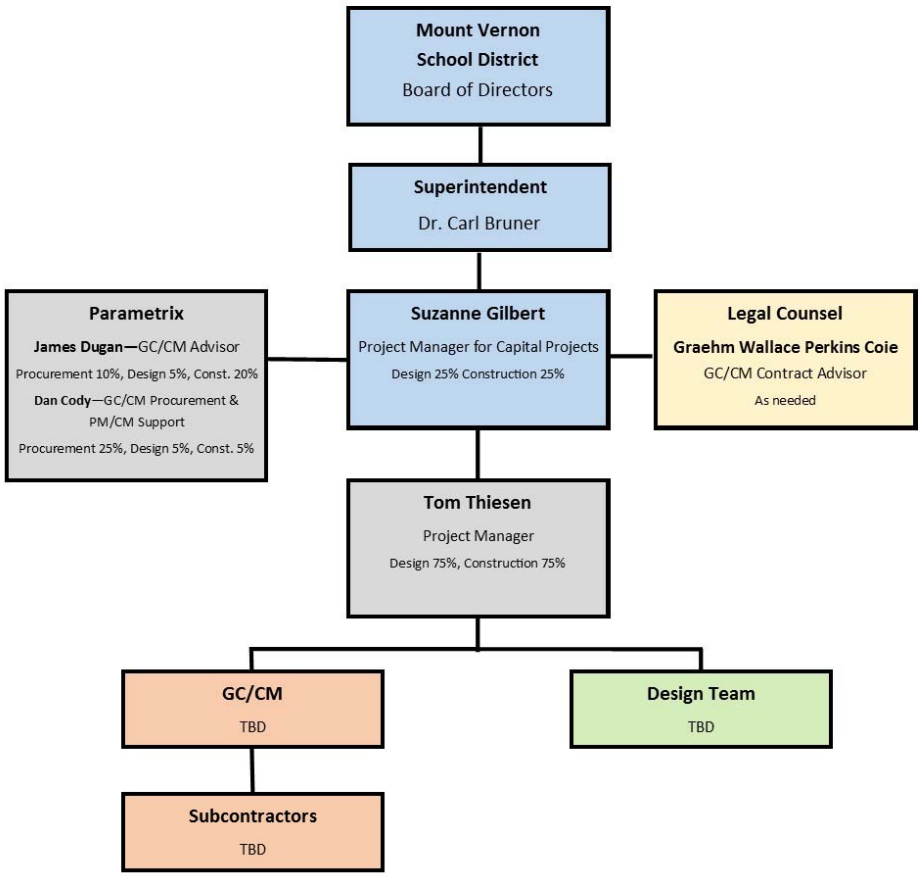
Description of Organization's Qualifications to Use the GC/CM Contracting Procedure:

Until recently, the Mount Vernon School District has not had experience utilizing the GC/CM delivery method. Besides this project, they currently have two projects that are completing the GC/CM procurement process and will be starting Pre-Con services. In addition, the District's attorney is Graehm Wallace of Perkins Coie and the District has hired Parametrix to provide a GC/CM Program Management role and PM/CM services through the course of this project. Both Perkins Coie and Parametrix have extensive experience in the GC/CM contracts and delivery method.

Graehm Wallace and the Perkins Coie team have provided legal and contract related services to numerous clients for projects using the GC/CM delivery method. Members of the Parametrix team involved on this project have implemented, the GC/CM procurement/delivery method on no less than ten major projects totaling nearly $630M in total project costs. The table below identifies those projects.

Project	Total Project Value	Delivery Method	Time Involved
Madison Elementary School Replacement, Mount Vernon School District	$40,500,000	GC/CM	2016-present
East Division Elementary School, Mount Vernon School District	$39,800,000	GC/CM	2016-present
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177,400,000	GC/CM	2016-present
Olympic High School Addition & Modernization, Central Kitsap School District	$38,500,000	GC/CM	2016-present
Browns Point Elementary School, Tacoma Public Schools	$31,000,000	GC/CM	2016-present
Eastside Community Center, Metro Parks Tacoma	$32,000,000	GC/CM	2016-present
Stewart Middle School, Tacoma Public Schools	$66,000,000	GC/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	$39,000,000	GC/CM	2013-present
Stadium High School, Tacoma Public Schools	$107,967,000	GC/CM	2004 to 2007
Greater Tacoma Convention and Trade Center	$58,200,000	GC/CM	2002 to 2004
Total Value GC/CM Projects Implemented	**$630,367,000**		

Project organizational chart, showing all existing or planned staff and consultant roles:



Mount Vernon High School - Old Main Building

Project Organization Chart

Staff and consultant short biographies (not complete résumés):

Suzanne Gilbert, Project Manager for Capital Projects (Mount Vernon School District)

Suzanne has more than 30 years of experience in the project planning, design, construction, and third party inspection fields, including 25 years as a registered Architect in the State of Washington and more than 20 years working directly for public organizations managing people, projects and programs, the majority of which has been work for County and K-12 agencies. She has been responsible for the direct management and oversight of millions of dollars of voter approved capital levy, bond and State funding.

As a Registered Architect in the State of Washington, Suzanne has a full spectrum of design project experience in addition to an extensive background in project management, a combination of skills that uniquely positions and qualifies Suzanne to lead integrated multi-disciplinary development teams in the development and implementation of multiple concurrent projects, a program approach to development. Her background includes experience in project management, construction management, master planning, design and construction documents, code review and permitting processes, procurement best practices, compliance inspections and reporting and contract negotiations. Suzanne is highly experienced in managing programming, design teams, general contracts and a wide array of construction support services.

While the vast majority of her experience is on design/bid/build public works projects with wide ranging budgets and schedule constraints, her experience with the complexity and density of small capital projects coupled with the extensive planning and risk management demands that comprises large capital, multi-phase, multi-year, occupied facility projects, uniquely positions her for the projects planned in the Mount Vernon School district Capital Improvement Plan. Suzanne is an exceptional communicator and collaborative leader in nurturing and forging decisions with all stakeholders. She is known for her common sense approach to problem solving, her sense of "fair play" at all times and above all, her dedication and compassion for her profession, her school district and all the young minds it serves.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Madison Elementary Replacement, Mount Vernon School District.	$40,500,000	GC/CM	Owners Project Director	2016-present
New East Division Elementary, Mount Vernon School District.	$39,800,000	GC/CM	Owners Project Director	2016-present
Edmonds Community College SET Building	$44,000,000 (in funding queue)	D/B/B	Project Manager	2013-2015
Edmonds Community College SNH Roof Replacement	$650,000	D/B/B	Project Manager	2015
Edmonds Community College Student Services TI	$1,750,000	D/B/B	Project Manager	2014-2015
Edmonds Community College Gateway Building	$1,250,000	ESCO	Project Manager	2014
Edmonds Community College Gateway Bridge	$650,000	D/B/B	Project Manager	2014
Edmonds Community College Maltby Renovation	$750,000	D/B/B	Project Manager	2014
Suzanne Gilbert – Private Practice	$10,000,000	D/B/B	Architect	2008-2014

Skagit County Small Capital Development Program	$160,000,000	D/B/B	Project Manager	2006-2008

Tom Theisen, Project Manager

Tom Theisen has more than 38 years of experience in the project planning, design, construction, and third party inspection fields, including 33 years as a registered Architect in the State of Washington. Nearly all of Tom's time, since graduating with a Masters Degree in Architecture from Montana State University in 1978, has been spent designing and administering Public Works projects, primarily K-12. Tom started out working for large firms on large projects and in 1989 started his own firm Theisen Architects. Since then he has programmed, designed, bid, negotiated contracts and provided construction administration services on a wide variety of projects, some with very unique programs and special requirements. In addition to "traditional" architectural services Tom has routinely provided Feasibility Studies and Master Planning. Tom is also a certified Value Engineer and has contributed to well over 150 VE studies on projects including K-12, higher education, medical, correctional and several unique National Guard "Readiness" facilities. Tom also has provided Constructability Review services on many K-12 and higher education projects.

While the vast majority of Toms experience is on design/bid/build public works projects with wide ranging budgets and schedule constraints, his experience with managing multiple projects of varying complexities as well as his depth of knowledge of K-12 Facilities provides an exceptional experience profile. Tom has led many Facility committees in the process of establishing goals and priorities and is very familiar with local Planning, Building and elected officials. And, because he has successfully executed hundreds of projects he is very familiar with the construction community. Tom prides himself on the ability to be firm and yet respectful during challenging negotiations during construction administration "complications". Tom is a competent communicator and collaborative leader in nurturing and forging decisions with all stakeholders.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Madison Elementary Replacement, Mount Vernon School District.	$40,500,000	GC/CM	Owners Project Manager	2016-present
New East Division Elementary, Mount Vernon School District.	$39,800,000	GC/CM	Owners Project Manager	2016-present
Skagit County Administration Building	$4,000,000	D/B/B	Architect	2008
Mount Vernon Christian High School	$5,000,000	GC/CM	Architect	2007
Skagit County Data Center	$2,000,000	D/B/B	Architect	2007
Skagit County Guemes Island Ferry Terminal	$1,000,000	D/B/B	Architect	2007
Mount Vernon School District, CTE Building	$2,000,000	D/B/B	Architect	2005
Mount Vernon Transportation and Operations Campus	$6,000,000	D/B/B	Architect	2006

Jim Dugan – GC/CM Consultant (Parametrix)

Jim has 38 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project

management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation.

Jim is highly experienced in alternative project delivery using GC/CM and D/B. He is currently the GC/CM Project Director for Tacoma Public School's Browns Point Elementary School which has a scheduled completion date in the Fall of 2018. Jim is also providing GC/CM Advisory Services for the Central Kitsap School District for their Olympic High School Addition/Renovation project and their Central Kitsap high School & Middle School replacement project. Jim will serve as the GC/CM Advisor for the CKHS/MS project which will complete construction in the Fall of 2018. Finally, he's the GC/CM advisor and PM for the Eastside Community Center GC/CM project with Metro Parks Tacoma, which will be completing in the Fall of 2017.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Madison Elementary Replacement, Mount Vernon School District.	$40,500,000	GC/CM	Project Director, GC/CM Advisor	2016-present
New East Division Elementary, Mount Vernon School District.	$39,800,000	GC/CM	Project Director, GC/CM Advisor	2016-present
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177,400,000	GC/CM	Project Director, Project Manager	2016-present
Olympic High School Addition & Modernization, Central Kitsap School District	$38,500,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Browns Point Elementary School, Tacoma Public Schools	$31,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Eastside Community Center, Metro Parks Tacoma	$32,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Stewart Middle School, Tacoma Public Schools	$66,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	$39,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
Stadium High School, Tacoma Public Schools	$107,967,000	GC/CM	GC/CM Coordination, CM (Full Time On-site During Construction)	2004 to 2007
Greater Tacoma Convention and Trade Center	$58,200,000	GC/CM	Project Manager (Full Time On-site During Construction)	2002 to 2004

Dan Cody – GC/CM Procurement & PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 30 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has

been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan's expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the K-12 educational market, providing design and construction services for many school districts in western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time he has been closely involved in the management of the GC/CM procurement process of six K-12 projects, totaling nearly $369M in total project cost, that will/are being delivered using the GC/CM delivery method. Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities.

Project	Project Value	Delivery Method	Tasks Performed	Timeframe
Madison Elementary Replacement, Mount Vernon School District	$40,500,000	GC/CM	GC/CM Procurement	2016-present
New East Division Elementary, Mount Vernon School District	$39,800,000M	GC/CM	GC/CM Procurement	2016-present
Central Kitsap High School & Middle School Replacement, Central Kitsap School District	$177,940,000	GC/CM	GC/CM Procurement	2016
Olympic High School, Central Kitsap School District	$38,500,000	GC/CM	GC/CM Procurement	2016
Browns Point Elementary School, Tacoma Public Schools	$31,000,000	GC/CM	GC/CM Procurement	2016
Eastside Community Center, Metro Parks Tacoma	$32,000,000	GC/CM	GC/CM Procurement, Pre-Construction, PM/CM Support	2016 - present
Tumwater Middle School Renovation, Tumwater School District	$23,100,000	D/B/B	PM/CA	2015-present
George Washington Bush Middle School, Tumwater School District	$23,900,000	D/B/B	PM/CA	2015-present
South Puget Sound Community College, Lacey Campus Bldg. 1*	$12,000,000	D/B	PM/CA	2013 to 2015
Franklin Pierce Early Learning Center, Franklin Pierce School District*	$12,500,000	D/B	PM/CA	2014 to 2015

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. In connection with many GC/CM projects, Mr. Wallace has provided legal assistance for school districts, including preparation of GC/CM contract documents and providing advice regarding compliance with the requirements of RCW Chapter 39.10 for GC/CM projects. For example, Mr. Wallace does all of the GC/CM contracts for the Spokane School District, including Ferris High School Modernization and Addition (2010-2012), North Central High School Classroom Addition (2013-present), and Mullan Road

Elementary Modernization and Addition (2013-present). Mr. Wallace has seventeen years of experience working in all areas of construction transactions, counseling and litigation, and has provided legal assistance to over 50 Washington school districts. This work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, GC/CM, design-build, bidding, advice during construction, and claim prosecution and defense. Mr. Wallace is recognized in The Best Lawyers in America for the practice area of Construction Law.

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 experience for each proposed staff members and consultants is described in each of the Staff and Consultant Biographies above.

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

Qualifications of the project manager and consultants are described in the Staff and Consultant Biographies above.

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

Parametrix was selected for the GC/CM Procurement and GC/CM Advisory role. The District has hired Tom Theisen to fill the PM/CM role for this project.

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

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

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

This project will be managed through Mount Vernon School District Capital Projects Office, Suzanne Gilbert, Architect. The project's overall organizational format starts at the top with the project reviews and approvals by MVSD's Board of Directors. From there it proceeds to the Superintendent, then to the Assistant Superintendent, and then to the Project Manager for Capital Projects. The District's project specific staffing will include a full-time project manager, Tom Theisen, from start of design through occupancy, including on-site construction representation.

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

Controls are also exercised through a signature authority process for changes which is consistent across all projects in the District's Capital Program. The MACC will include a risk contingency (maximum 3% of construction cost) to be used by the team during coordination of the work and specifically during subcontract buyout. Use of any of these contingency funds by the GC/CM shall be approved by the District.

The Project Manager for Capital Projects and the Assistant Superintendent will have signature authority to approve spending from the Owner's contingency funds up to $40,000 per occurrence. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above $40,000 are approved by the MVSD Board of Directors. If increased signature authority is required by the Executive Director to support the project, it will be obtained. The day to day site Project Management team works closely with the Superintendent and Assistant Superintendent to keep them fully informed of any potential cost issues.

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

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

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding. They will also create a construction schedule showing any Mini-MACC's, early procurement and phased construction. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the GC/CM MACC will be mitigated.

A brief description of your planned GC/CM procurement process

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

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

We anticipate being able to advertise the GC/CM Request for Proposals by early-December 2016. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms by Mid-February 2017. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval in mid-March 2017. This will allow the GC/CM to join the project team before the design team is selected. This is unique, but our past experience with historical buildings is that there would be value in having the GC/CM involved in selection of the design team and to provide investigation and assist with as-built documentation of the historical building and its building systems.

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

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

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

8. Owners Recent 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:

This is the first major round of Capital Projects that the District has undertaken in more than a decade. In the past 10-12 years, the Districts projects have consisted mostly of small capital and maintenance type projects. Mount Vernon School District's most recent construction activity is summarized below.

Project No.	Project Name	Project Description	Contract Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Original Construction Budget	Actual Cost of Construction	Reasons for Budget or Schedule Overruns
1	Madison Elementary	Replacement School	GC/CM	June 2018	August 2018	TBD	TBD	$25,950,000	TBD	N/A
2	East Division Elementary	New School	GC/CM	March 2017	August 2017	TBD	TBD	$25,600,000	TBD	
1	Mount Vernon High School Main Gym & Fieldhouse	Renovation/ Addition	D/B/B	June 2014	August 2015	June 2014	August 2015	$7,119,000	$7,636,562	District Directed CO's

9. Preliminary Concepts, Sketches, or Plans Depicting the Project

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

At a minimum, please try to include the following:

- Overview site plan (indicating existing structure and new structures)

- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

A design team has not yet been selected for this project. The only drawings that are available are the very conceptual floor plans that were used for bond planning purposes. It is likely that the design that will be used for construction will differ greatly from these conceptual drawings.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, 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.

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: Suzanne Gilbert

Name: (please print) Suzanne Gilbert

Title: Project Manager for Capital Projects, Mount Vernon School District #320

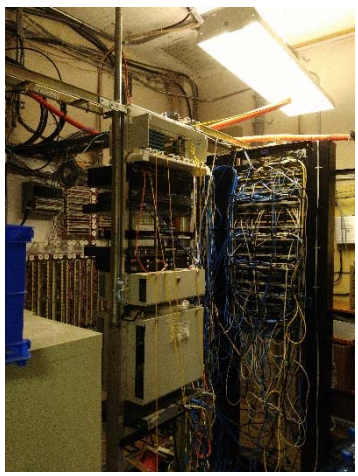
Date: 10/20/16

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

Figure 1 – Mount Vernon High School - Aerial Photograph

Figure 2 – Old Main Building – Aerial View

Figure 3 – Old Main Building - Photographs

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