



Mukilteo
School District

**DISCOVERY ELEMENTARY
ADDITION**

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

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)
Submitted: December 19, 2019



Mukilteo
School District

December 19, 2019

Talia Baker, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Mukilteo School District GCCM Project Application for Discovery Elementary School Addition

Dear Ms. Baker and PRC Members,

Mukilteo School District is pleased to submit our first General Contractor/Construction Manager (GC/CM) project application for consideration as we embark on the first of seven projects to be funded by our upcoming 2020 Capital Bond measure.

While this is the first GC/CM venture proposed for the Mukilteo School District (MSD), we have new internal leadership, support staff and contracted consultants all with lengthy histories and involvement in executing the GC/CM procurement process.

We strongly believe that by using GC/CM for the upcoming Discovery Elementary School Addition, we will be better able to mitigate the complexities of working on an occupied site, minimize the potential impacts to the students and staff at Discovery Elementary, as well as the neighboring Voyager Middle School and Mariner High School and ensure an on-time project.

The internal team that I have established are all well-versed in using the GC/CM procurement process. The Mukilteo School District will also draw upon and leverage the collective experiences from our consultants to ensure the success of this project. The District has selected OAC Services as our GC/CM advisor to frame the procurement and oversight of the process. In addition, we have contracted with Hutteball + Oremus Architecture as our prime design consultant.

We are looking forward to your review of our application and an upcoming opportunity to present our project to the Project Review Committee as you consider us for approval to utilize the GC/CM delivery method for our proposed project.

Sincerely yours,

Karen Mooseker, Executive Director
Mukilteo School District

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

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

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Identification of Applicant

- a) Legal name of Public Body (your organization): Mukilteo School District No. 6
- b) Address: 9401 Sharon Drive, Everett WA 98204
- c) Contact Person Name: Karen Mooseker Title: Executive Director of Support Services
- d) Phone Number: 425.356.1239 E-mail: moosekerkw@mukilteo.wednet.edu

1. Brief Description of Proposed Project

- a) Name of Project: Discovery Elementary School Addition
- b) County of Project Location: Snohomish County

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

The Discovery Elementary School addition project, located at 11700 Meridian Ave, Everett WA 98208 adds 16-20 classrooms, restrooms, and associated support spaces to the existing 1988 school campus. The approximate 25,000SF, two-story standalone addition will be constructed on the property shared by Discovery Elementary and Voyager Middle School with accessible connections to both facilities. The project will include modifications to each of the existing schools to create pathways for end users and utilities to connect to the new structure. The new addition will add capacity to potentially serve either or both schools over the long term. Construction on this occupied site is anticipated to take place over a 20 month, two summer schedule with early steel procurement and site development.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$2,535,000
Estimated project construction costs (including construction contingencies): (GC/CM MACC including 3% GC/CM Contingency, SGCs, Pre-Con, and NSS Allowance)	\$19,500,000
Equipment and furnishing costs	\$1,365,000
Off-site costs	\$Incl. in Const.
Contract administration costs (owner, cm etc.)	\$1,170,000
Contingencies (design & owner) (Contingencies include 3% for Design and 7% for Construction)	\$1,950,000
Other related project costs (briefly describe) (Utility fees, permits, bid advertising, moving etc.)	\$1,530,000
Sales Tax	\$1,950,000
Total	\$30,000,000

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*

On November 12, 2019, the Mukilteo School District Board of Directors passed a resolution for a \$240 million Bond to be placed on the ballot for voter consideration in the upcoming February 2020 election. If the bond passes it will generate \$30 million in local funds for this project.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

Overview Schedule		
	Start	Finish
Select Architect	Nov 2019	Dec 2019
Advertise for GC/CM (two advertisements)	Jan 2020	Jan 2020
PRC Approval	Jan 23, 2020	Jan 23, 2020
Receive GC/CM SOQ's, short-list	Jan 28, 2020	Feb 4, 2020
GC/CM interviews	Feb 7, 2020	-
Open Fee and SGC proposals—Notice of Award	Feb 10, 2020	-
Election Day	Feb 11, 2020	-
Concept Design	Jan 2020	Mar 2020
Schematic Design	Mar 2020	May 2020
Design Development	May 2020	Aug 2020
Construction Documents	Jul 2020	Feb 2021
Submit and obtain permits	Aug 2020	May 2021
Subcontractor bidding, negotiate GMP	Sep 2020	Jan 2021
Construction	Apr 2021	Aug 2022
Occupancy	Aug 2022	

Note: Advertisements for Requests for Proposals will clearly state that the GC/CM selection will proceed subject to Project Review Committee approval of this application. Should the bond measure fail to pass, the District intends to suspend the project.

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

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

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

The project involves complex phasing, scheduling and coordination in order to complete the project successfully, limit impact to ongoing education, reduce safety risks and improve the likelihood of on-time delivery.

- With 600 new elementary students projected to arrive by 2026, building new permanent classroom capacity is urgent. To meet the capacity demands for the current and projected enrollment growth, this new building will need to be open in the fall of 2022. This schedule will require design and permitting to be completed in 16 months with overlapping construction of the site and building to be completed in 20 months for a September 2022 opening. The district does not have any available “swing” space to accommodate students so opening the building on time is critical. Multiple phases will be needed to coordinate work with the school calendar. Early procurement will be required so construction can begin as soon as the school year ends.
- A significant coordination effort is required to physically connect the stand-alone building to the existing elementary school for occupants and utilities. This will need to occur while the existing school remains in operation without impacts to the teaching and learning environment.
- Discovery Elementary has two sand playfields, one of which is proposed to be repurposed to accommodate the new addition. The field location is surrounded by two active schools (Discovery Elementary & Voyager Middle School) which will remain in operation through construction, a protected native growth area, and residential neighborhoods. Mariner High School borders the site to the south, across 120th Street SW, which will be a main construction access road to the site. The location of the new building will have minimal area available for construction access, laydown and staging because of the surrounding schools in full operation. With all three schools having different start/end times, the complexity of the school bus, other vehicle, and pedestrian flows through the area increase. The coordination of site access and construction traffic, including deliveries, will need to be closely monitored and adjusted to ensure minimal impact to all schools.

- Volatile market conditions projected over the course of the project along with the saturated market necessitate an alternative delivery method to ensure the project is able to be completed within the aggressive schedule and approved budget. Using GC/CM procurement will allow the District to expedite construction and minimize the effects of inflation and escalation.
- 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 project will take place on an occupied site throughout the duration of construction.

- Discovery Elementary and Voyager Middle School which surround the area for the new building will both be occupied and operational throughout the course of construction. Voyager Middle School operates a summer school program which will also need to be operational during construction. Like most school facilities in Mukilteo SD, both schools are important assets to the community and will have public use on evenings and weekends, including Voyager's football field and track.
- Safety is of paramount concern on an occupied site with construction activities in close proximity to student activities. Construction access will be through Discovery Elementary, sharing access with bus and parent vehicle traffic lanes as well as the main fire access loop and student walkers to both Discovery Elementary and Voyager Middle School. The main road to Discovery Elementary is also the main access point for Mariner High School busses, parents, and staff. Access will need to be well thought out and coordinated on a daily basis to maintain the operation of all schools impacted by this project.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
Involvement of the GC/CM during the design phase is critical to successfully plan the work, maximize opportunities for value and build the overall phased construction plan.
 - Preconstruction
 - The District anticipates having the GC/CM onboard prior to the start of Schematic Design to maximize the opportunities to prioritize options identified in conceptual design phase and to ensure a truly integrated design process.
 - To mitigate the volatile marketplace, it will be imperative to understand material and labor availability and pricing through the course of design with the use of target-value cost modeling and subcontractor outreach. Best value pricing options will be needed during design for the owner and architect to select materials and systems.
 - GC/CM assistance in selection and integration of structural building systems and finishes will be needed to ensure on time completion of the work.
 - Early involvement and planning to understand how to mitigate the impact of adding a building on an older site and tying into aging systems. Early site investigation with a contractor's lens will be of great value in reducing risk of unforeseen conditions. Aging utility systems will need to be evaluated to determine the plan for connecting the new building to existing systems at Discovery.
 - Procurement
 - The District anticipates partnering with the GC/CM to actively solicit subcontractor support to execute the work. Understanding of material and labor availability that helped shape design will be critical in procurement during this period of competition for limited resources.
 - The GC/CM will be a valued partner in helping sequence early procurement for long-lead items and scopes of work, including metal fabrication, early site work, development, and storm water retention systems.

- Construction
 - With limited site access at Discovery Elementary, close proximity to two other schools, and neighboring single and multi-family residences, a well-orchestrated and well-communicated access and construction plan is required. From coordinated deliveries to site access/haul routes, all construction activities will need to be mapped out for daily access.
 - The onsite work has a high potential for impacting daily operations as well as posing significant safety risks. Most of the work will be occurring in close proximity to active play and learning areas onsite. The GC/CM process will afford the District a strategic partner in the work, ensuring activities such as deep excavations for utility connections and steel erection adjacent to classrooms and playgrounds are completed with the highest level of care.
- If the project encompasses a complex or technical work environment, what is this environment? N/A
- 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? N/A
- 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? N/A

5. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit;
 - By allowing the District to incorporate qualifications and experience as determining factors in contractor selection, the relationship between the District, Contractor, and Architect are created in an atmosphere of teamwork with all three parties advocating for a successful project.
 - With the GC/CM on board from design through construction, active cost-modeling, value engineering, and ongoing constructability review will yield substantial benefits to the owner and the public by mitigating impacts to cost and schedule.
 - The GC/CM procurement method allows the District to mitigate risk in errors and omission by having a construction professional in the design process. Intent and existing conditions are understood at a higher level and earlier in the process, therefore, cost impacts of the unknown are minimized.
 - The GC/CM benefits the overall cost and execution of the work by better aligning expectations and packaging the various scopes of work to better fit the current conditions of the marketplace.
 - The GC/CM statutes afford the District more cost control options during buyout to ensure that the project stays on budget and is therefore completed within the expectations promised to the public.
 - In contrast to the traditional design-bid-build model, the GC/CM is motivated to perform at a high level to be able to maintain their qualifications in performing the work. This benefits the District and public by minimizing the potential for litigations and claims at the end of the project.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
 - Building a construction phasing plan without the help of the actual builder often leads to confusion, conflicts and cost impacts.
 - The traditional design-bid-build procurement method often has higher costs associated with errors and omissions with no contractor insight and reduced level of constructability review through the design process.
 - Any change in conditions or design after bid are often completed at a much higher cost to the District.
 - Design-bid-build does not allow for a high level of transparency in cost issues during construction including change order pricing.

- Changes during construction often cause delays in the project schedule as decisions take longer to work through.
- The GC/CM partnership allows for a more coordinated and collaborative workplace leading to safer operations of the project. With a focus on safety and security in schools it is critical that those on the campus feel safe during construction.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
N/A

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
While this will be Mukilteo School District’s first GC/CM project, the staff has experience with several GC/CM projects from their previous jobs. The biographies below outline that experience. The District has contracted with OAC Services as a GC/CM advisor to help frame the procurement and oversight of the processes and procedures for the GC/CM project delivery method. The District has hired Pacifica Law Group to provide legal services throughout this project. Hutteball + Oremus will be the prime design consultant. OAC Services, Pacifica Law Group, and Hutteball + Oremus all have a long and successful track record with GC/CM projects.
- 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.)
See Attachment A
- Staff and consultant short biographies (*not complete résumés*).

MUKILTEO SCHOOL DISTRICT STAFF

Karen Mooseker, Assoc. DBIA – Executive Director of District Support Services Member; Capital Projects Advisory Review Board (CPARB)

Ms. Mooseker, Executive Director of Support Services, oversees several business units including Capital Projects. Her responsibilities for this project will include high level guidance and oversight to ensure functional and financial success. Joining Mukilteo School District (MSD) in 2017, she has completed the projects included in the district’s most recent 2014 bond as well as overseeing several smaller facility improvement or renovation projects. Prior to MSD, Ms. Mooseker worked for Northshore School District (NSD) as Director of Capital Projects with oversight of all district capital planning and construction including involvement in four GC/CM projects. . During her tenure at (NSD), Ms. Mooseker led the capital department to successfully achieve Public Body Certification for GC/CM from CPARB’s Project Review Committee in 2016. Ms. Mooseker is currently a member of CPARB, representing school districts, and in 2018 achieved her Associate DBIA professional certification.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Executive Director of Support Services					
Lake Stickney Elementary	\$26.3M	D/B/B	Oversees all projects addressed by Mukilteo SD Capital Projects department		
Pathfinder Kindergarten Center	\$25.8M	D/B/B			
Discovery Elem. School Addition	\$3.2M	D/B/B			
Olympic View MS Gym & Music Bldg	\$13.2M	D/B/B			
Harbour Pointe MS Band Room	\$0.2M	D/B/B			
Mariner HS Locker Room	\$3.1M	D/B/B			
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B			
Northshore School District, Director of Capital Projects					
North Creek High School	\$95.2M	GC/CM			

Woodinville HS Ph. 3	\$15.8M	GC/CM	Oversees all projects addressed by Northshore SD Capital Projects department
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO	
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO	
Maltby Site ES #21	\$51.4M	GC/CM	
Skyview/Canyon Creek Addition	\$30.7M	GC/CM	

Shelly Henderson, Assoc. DBIA – Manager, Capital Projects

Ms. Henderson, Manager of Capital Projects, is responsible for the execution of all the projects in the 2020 Bond. For this initial project, Shelly will be acting as the Project Manager and will be responsible for the day-to-day management of the project as the primary point-of-contact for the District. Ms. Henderson has nearly 25 years of experience in K-12 capital construction. Her 23 years with Northshore School District (NSD) included work on eight GC/CM projects. Her roles there included fiscal and budgetary oversight of all capital construction, including OSPI’s “D-process” and all public works procurement and documentation requirements. Her involvement in GC/CM and DBB projects spanned all phases of work from conception to closeout and included managing and facilitating critical path items for owner supplied procurements; all FF&E items and processes; occupancy logistics; and all project closeout processes and requirements. Ms. Henderson joined Mukilteo School District (MSD) in 2018 and is the Capital Projects Manager overseeing all district capital projects work. She has provided project management, construction management, and fiscal oversight for 3 design-bid-build projects at MSD and will be the Project Manager for the Discovery Elementary School Addition project. Additionally, in 2018, Ms. Henderson achieved her Associate DBIA professional certification.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Manager of Capital Projects					
Pathfinder Kindergarten Center	\$25.8M	D/B/B	N/A	N/A	Closeout
Harbour Pointe MS Band Room	\$0.2M	D/B/B	N/A	PM	PM
Mariner HS Locker Room	\$3.1M	D/B/B	N/A	PM	PM
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B	PM	PM	PM
Northshore School District, Planning Administrator					
Maltby Site ES #21	\$51.4M	GC/CM	Assist PM	GC/CM Selection Committee	N/A
Skyview/Canyon Creek Addition	\$30.7M	GC/CM	Assist PM	GC/CM Selection Committee	N/A
Northshore School District, Budget Coordinator					
North Creek High School	\$95.2M	GC/CM	Assist PM	GC/CM Selection Committee	PM
Woodinville HS Ph. 3	\$15.8M	GC/CM	Assist PM	Assist PM	PM
Woodinville HS Ph. 2	\$51.9M	GC/CM	Provides budget coordination, contract management including changes, contingency reporting, oversee procurement and project closeout, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department		
Secondary Academy of Success	\$6.4M	D/B/B			
Kenmore JH Ph. 2	\$9.3M	D/B/B			
Pop Keeney Field Improvements	\$5.8M	D/B/B			
Woodinville HS Ph. 1	\$18.0M	GC/CM			
Canyon Park JH Ph. 2	\$11.7M	D/B/B			
Bothell HS Ph. 2	\$15.8M	GC/CM			
Northshore JH Modernization	\$18.5M	GC/CM			
Transportation Center	\$13.6M	D/B/B			
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO			
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO			
Canyon Creek HVAC Improvements	\$4.9M	ESCO	PM	PM	PM

Amy Stenvall – Fiscal Analyst

Ms. Stenvall as the Fiscal analyst will be responsible for financial oversight and compliance review for all public works processes and requirements. She recently joined Mukilteo School District as the Capital Projects Fiscal Analyst after over 10 years as Capital Projects Assistant Budget Coordinator with Northshore School District. She carefully tracks all project expenditures and changes to contracts. Ms. Stenvall provides project budget reports to District staff on a regular basis so they can make informed decisions on changes that impact overall budget. Ms. Stenvall’s experience in this capacity includes six GC/CM projects.

			Role During Project Phases		
Project Name	Project Size	Project Type	Planning	Design	Construction
Mukilteo School District, Fiscal Coordinator Capital projects					
Mariner HS Locker Room	\$3.1M	D/B/B	Provides budget and contract coordination, oversees procurement and project closeout for all projects addressed by Mukilteo SD Capital Projects department		
Kamiak HS Fieldhouse/Storage	\$0.7M	D/B/B			
Northshore School District, Assistant CP Budget Coordinator					
Maltby Site ES #21	\$51.4M	GC/CM	Provides budget coordination, contract management including changes, contingency reporting, oversee procurement, and leads the OSPI process for all projects addressed by the Northshore SD Capital Projects department		
Skyview/Canyon Creek Addition	\$30.7M	GC/CM			
North Creek High School	\$95.2M	GC/CM			
Woodinville HS Ph. 3	\$15.8M	GC/CM			
Woodinville HS Ph. 2	\$51.9M	GC/CM			
Secondary Academy of Success	\$6.4M	D/B/B			
Kenmore JH Ph. 2	\$9.3M	D/B/B			
Pop Keeney Field Improvements	\$5.8M	D/B/B			
Woodinville HS Ph. 1	\$18.0M	GC/CM			
Frank Love HVAC & Roof Upgrade	\$3.8M	ESCO			
Woodmoor HVAC, Roof, & Windows	\$6.5M	ESCO			
Canyon Creek HVAC Improvements	\$4.9M	ESCO			

OAC SERVICES – GC/CM ADVISOR

Stephen Murakami

Stephen Murakami is a Vice President with OAC Services, Inc., one of the region’s most experienced GC/CM project management consulting firms. OAC has been contracted to support the Mukilteo School District for consulting and advising on best practices, procurement strategies, selection panel participation and shared lessons learned. During his tenure at Tacoma Public Schools, Mr. Murakami led the District’s successful application for Public Body Certification and provided executive level oversight and fiscal management of 2 GCCM projects. As a consultant to the Lake Washington School District, Mr. Murakami assisted in the successful effort to recertify the District’s Public Body Certification and has led the development and provided oversight for 6 GCCM projects. Mr. Murakami has managed over \$1 billion in projects in the last 8 years, of which over half were GC/CM.

Dan Chandler, OAC Principal, PE, AIA

Dan Chandler is OAC’s most experienced alternative delivery specialist with 40 years of industry experience, 46 GC/CM and 20 Design-Build projects completed or under way. Appointed by Governor Locke in 2005 to Public Hospital Project Review Board and then as a charter member of the Project Review Committee in 2007, Mr. Chandler has been active in GC/CM and Design-Build delivery for over 15 years. Mr. Chandler’s GC/CM clients include: Lake Washington School District, Snohomish

County, City of Spokane, City of Oak Harbor, Central Valley School District and Nine Mile Falls School District. Mr. Chandler's Design-Build clients include: City of Olympia, General Services Administration, King County, Kennewick Public Facilities District, Washington State University and Issaquah School District. In addition to 24 years at OAC, Mr. Chandler has 16 years' experience in contracting including work for Howard S. Wright and Lease Crutcher Lewis construction companies. Mr. Chandler is a frequent speaker on GC/CM and Design-Build delivery throughout the Pacific Northwest.

PACIFICA LAW GROUP – LEGAL COUNSEL

Christopher Hirst

Christopher Hirst is a partner in Pacifica Law Group's education law practice group. He was a member of the Capital Projects Advisory Review Board from 2007 until June 30, 2015 on behalf of private industry. Chris has represented many public owners in connection with projects procured via RCW Chapter 39.10, including Northshore School District (three high schools), Tacoma School District (two high schools), Snohomish School District (high school), Marysville School District (high school), Wahluke School District (high school), Wellpinit School District (secondary school), Issaquah School District (multiple projects), Lake Washington School District (multiple projects), and Steilacoom Historical School District (high school). Chris has been recognized by multiple publications, including being listed by Best Lawyers in America through 2016 and being named Seattle lawyer of the year in education Law for 2014, 2016, and 2018 by that publication. Additionally, Chris has been Mukilteo School District's legal counsel for construction since 1989.

Zak Tomlinson

Zak Tomlinson is a partner in Pacific Law Group's construction law practice group, where he represents a wide variety of public and private owners, including cities, port districts, school districts, utility districts and a number of special purpose districts. Zak routinely counsels clients at the initial phase of the procurement and construction process, including development and review of procurement policies and procedures, preparation of RFQ/RFP documents (including both traditional design/bid/build projects and alternative GC/CM and Design-Build procurement), and drafting and negotiation of design and construction contracts. He also represents clients at all stages of the dispute resolution process, including bid protests, project claims and change order evaluation, and the mediation, arbitration and litigation of substantive claims. Zak is well versed in alternative public works contracting procedures (including GC/CM and Design-Build) and has advised numerous clients (including the Port of Seattle, Pierce Transit and the Seattle Art Museum) on various aspects of procurement under RCW 39.10.

HUTTEBALL + OREMUS ARCHITECTURE

Kevin Oremus

Kevin Oremus is the managing partner for Hutteball + Oremus Architecture and will be actively involved as the Principal-in-Charge for this project. Mr. Oremus brings 33 years of experience in K-12 architectural design, having completed over 200 projects in 38 different public-school districts throughout western Washington. He is completing a \$68M GCCM multi-phased high school project for Anacortes School District and currently in the construction document phase of a \$28M GCCM/ECCM project for Northshore School District's new Concert Hall at Inglemoor High School.

Project	District	Project Size	Project Type	Pre-Design	Design	Construction
Inglemoor HS Concert Hall & Music Bldg	Northshore	\$28.9M	GC/CM EC/CM	PIC	PIC	PIC
Anacortes HS Addition & Modernization	Anacortes	\$68.7M	GC/CM	PIC	PIC	PIC
Des Moines Elementary School	Highline	\$39.7M	D/B/B	PIC	PIC	PIC
Granite Falls High School	Granite Falls	\$33.7M	D/B/B	PIC	PIC	PIC
La Conner Middle School	La Conner	\$11.3M	D/B/B	PIC	PIC	PIC

PIC – Principal In-Charge

Ingrida Sanders

Ingrida Sanders will be the Senior Design Architect. Utilizing her 18 years of experience in K-12 design, she is well positioned to lead an innovative and successful design process. Ms. Sanders will continue with the project through Contract Documents and Construction Administration. She is exceptionally talented in coordinating complex projects and enjoys utilizing her skills to accurately detail every component of the project. Her resume' includes the recently completed \$40M Des Moines Elementary School and the soon to be completed \$68M Anacortes High School.

Project	District	Project Size	Project Type	Pre-Design	Design	Construction
Des Moines Elementary School	Highline	\$39.7M	D/B/B	PA	PA	PA
Anacortes HS Addition & Modernization	Anacortes	\$68.7M	GC/CM	PA	PA	PA
Puget Sound Skills Center	Highline	\$14.5M	D/B/B	PA	PA	PA
Eastlake High School Addition	Lake Washington	\$9.6M	D/B/B	PA	PA	PA
Centennial Middle School Addition	Snohomish	\$13.1M	D/B/B	PA	PA	PA

PA – Project Architect

- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)
See tables included with biographies above.
- The qualifications of the existing or planned project manager and consultants.
Qualifications are described in the biographies above.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.
Project manager is not interim.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
Construction experience is described in the biographies above.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
Ms. Mooseker, Ms. Henderson, and Ms. Stenvall have many years of experience with GC/CM projects and will apply that knowledge to this project. The District will engage their legal team, GC/CM Advisors, and Architects to ensure the GC/CM process goes smoothly and remains in compliance with state law and board policy. The GC/CM selection process is outlined in the next section. Pacifica Law Group will provide the draft contract and general conditions for District approval. The district has a longstanding positive working relationship with Pacifica Law Group and will remain in close contact with them throughout this project on any applicable legal matters.

Ms. Mooseker will keep district leadership and the school board informed of project status on a regular basis. She will facilitate any required formal board action items via regularly scheduled school board

meetings to remain in compliance with school board policies. Change orders will go to the board for approval as required by school board policies.

On a monthly basis Ms. Mooseker will host a high level team meeting with principal-level representation from OAC, the GCCM and Architect. The focus of this meeting will be budget, schedule, staffing, and project concerns. This meeting is to be held on site so all parties can review project progress. Additional meetings will be held if deemed necessary. OAC will also be available to provide support to the project managers as needed. On a weekly basis Ms. Mooseker will meet with Ms. Henderson for status updates and to discuss any changes.

Ms. Henderson will cover the day to day operational control and decision making by compiling information on changes that must be taken to Ms. Mooseker and to the school board when required by board policy. She will manage contract documents and constantly monitor scope, budget, and schedule. Weekly meetings will be held on site with the Architect and GC/CM to review the work completed, schedule, budget, and any changes. The GC/CM will provide buyout updates and full budget overviews to the team on a regular basis. Ms. Henderson will be responsible for maintaining all documentation related to the project including those related to changes in scope, budget, or schedule.

Ms. Stenvall will support the day to day accounting and manage public works contract documentation including insurance and bonds. She will track all invoices and obtain necessary approvals prior to processing for payment. Ms. Stenvall will provide monthly project budget and expenditures reports to the District team. Ms. Stenvall will track L&I paperwork including prevailing wage and apprenticeship documentation. Any procurement related to this project will go through Ms. Stenvall to ensure compliance with board policies and state law. Ms. Stenvall will also support the project managers with managing other project documentation.

- A brief description of your planned GC/CM procurement process.
District staff will work with Legal Counsel and OAC to develop a GC/CM RFP process to be in compliance with RCW 39.10. The RFP will be publicly advertised in multiple publications including Daily Journal of Commerce, a local publication, and the omwbe.wa.gov website. The RFP will be a 3-step process to include a statement of qualifications, interviews, and submittal of sealed bids for certain general conditions and fee percentages. District staff, along with representatives from OAC and Hutteball + Oremus, will make up the GC/CM selection team who will score all three steps to determine the GC/CM. The selection team will make a recommendation to the school board who will then formally approve the GC/CM. Once accepted by the school board, the District will work with legal counsel to finalize the agreement and general conditions for this project.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.
Chris Hirst and Zak Tomlinson of Pacifica Law Group will provide GC/CM and construction legal services for this project. Mr. Hirst and Mr. Tomlinson will provide the draft agreement and general conditions to the District.

7. Public Body (your organization) Construction History:

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

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates

- Planned and actual budget amounts
- Reasons for budget or schedule overruns

[See Attachment B](#)

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

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

[See Attachments C](#)

9. Resolution of Audit Findings on Previous Public Works Projects

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

[Mukilteo School District has received zero audit findings.](#)

10. Subcontractor Outreach

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

[As part of the RFQ process we will ask the GC/CM to submit their plan to ensure small, women, and minority-owned businesses are encouraged to participate in bidding for this project. As part of the scoring, the District will evaluate the plan for subcontractor outreach ensuring small, women, and minority-owned businesses are included.](#)

CAUTION TO APPLICANTS

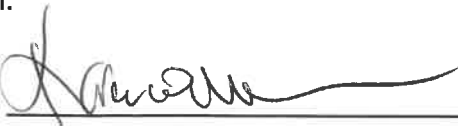
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

If the PRC approves 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. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

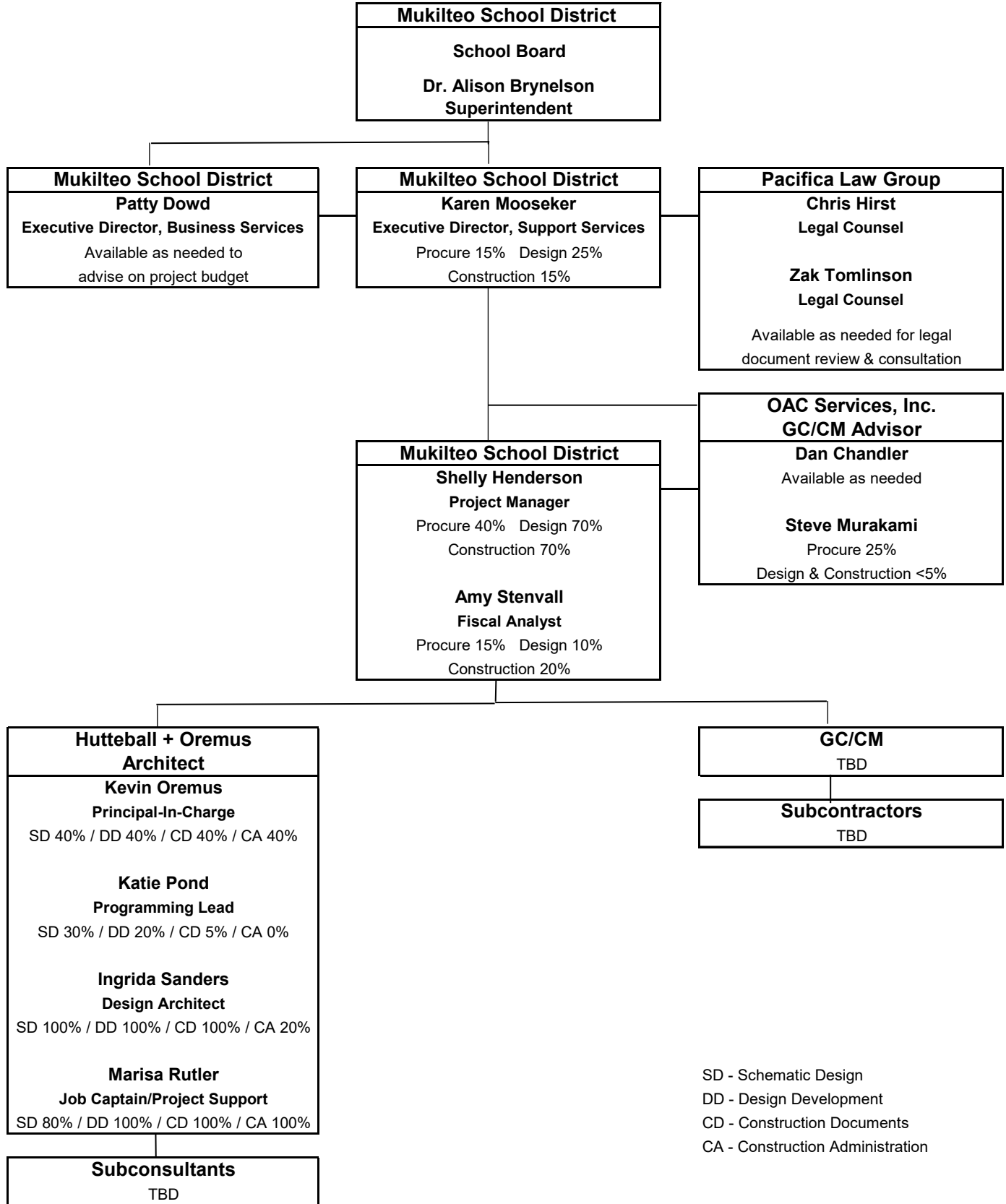
Signature:  _____

Name (please print): Karen Mooseker (public body personnel)

Title: Executive Director of Support Services

Date: December 19, 2020

Attachment A: Discovery Addition Project Organization Chart



Attachment B: Mukilteo School District Construction History

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Construction Budget	Actual Construction Budget	Reason for Budget or Schedule Overrun
1	Explorer House 1/TLC	Renovation and addition to accommodate administrative offices, CBTC classroom and life-skills learning spaces, science kit distribution center	D/B/B	Oct-14	Jul-15	Oct-14	Jun-15	\$6.4M	\$4.9M	
2	Lake Stickney Elementary	Demolition of existing structures on site and construction of new elementary school	D/B/B	Apr-15	Jul-16	May-15	Aug-16	\$25.0M	\$26.3M	Added classroom pod with 5 classrooms and support space
3	Pathfinder Kindergarten Center	Construction of new kindergarten center on existing Fairmount Elementary School site.	D/B/B	Apr-16	Jul-17	May-16	Sep-17	\$26.2M	\$25.8M	
4	Discovery Elementary School Addition	New gymnasium with covered outdoor play and expanded prep kitchen with service counter. New accessible ramped entry, restrooms, office and storage to serve the new gym, renovate existing restrooms and multi-purpose room.	D/B/B	May-16	Aug-17	May-16	Sep-17	\$3.2M	\$3.2M	
5	Olympic View MS Gym & Music Building	Construction of new building on existing MS campus to include main gymnasium & locker rooms, music instruction & practice rooms, exercise rooms, general instruction classrooms, support spaces, covered porch and new central courtyard	D/B/B	Jun-16	Dec-17	Jun-16	Nov-17	\$13.2M	\$13.2M	
6	Harbour Pointe MS Band & Weight Room	Renovate band and weight rooms	D/B/B	Jun-18	Aug-18	Jun-18	Aug-18	\$0.2M	\$0.2M	
7	Mariner HS Women's Locker Room	Construction of a new women's locker room	D/B/B	Nov-18	Aug-19	Nov-18	Dec-19	\$3.3M	In Progress	Weather delays and unsuitable soils
8	KA Field House & Storage Bldg	Renovate training and student storage rooms, construction of new storage building	D/B/B	Dec-19	Apr-20	Dec-19	In Progress	\$0.7M	In Progress	

Attachment C: Discovery Elementary Addition Preliminary Concept

