

Capital Projects and Planning  
2815 East Garland Avenue  
Spokane, WA 99207-5889

phone (509) 354-5775  
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www.spokaneschools.org



June 29, 2017

Talia Baker – Administrative Support  
Department of Enterprise Services  
Engineering & Architectural Services  
PO Box 41476  
Olympia, WA 98504-1476

Re: Spokane Public Schools – GC/CM Agency Certification

Dear Talia,

Please find the enclosed Spokane Public Schools (SPS) GC/CM Agency Certification application for use of the GC/CM alternative delivery method over the next three years.

Spokane Public Schools has a tremendous track record in Washington related to the passing of construction bonds, and the delivery of projects via the traditional design-bid-build delivery method as well as the GC/CM alternative delivery method. The District is currently in the middle of their long-range plan which consists of bonds going to the voters every six years beginning back in 2003. Bonds have since been supported and passed the in the years 2003, 2009 and 2015.

Over the past ten years SPS has successfully completed seven GC/CM projects with three additional in construction. SPS was awarded Agency certification in 2013, during that time GC/CM was utilized six times. The original certification expired in May 2016. There was internal discussion around the recertification, and as we looked further into the bond project list and project check list we recognized the value to utilizing the GC/CM alternative delivery method for select projects.

Spokane Public Schools has been at the forefront of GC/CM alternative delivery dating back to John H. Rogers High School historical reconstruction that began in 2006. We have evaluated every project as a success for the District, school, community, contractor, and architect.

We are seeking Agency Certification to continue the successful use of GC/CM in projects that meet not only the RCW criteria but our internal criteria as well. Spokane Public Schools appreciates your consideration of this application looks forward to your review and response.

Sincerely,  
SPOKANE PUBLIC SCHOOLS



Gregory Forsyth  
Director, Capital Projects and Planning

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

**APPLICATION FOR CERTIFICATION OF PUBLIC BODY**  
*RCW39.10 Alternative Public Works Contracting –  
General Contractor/Construction Manager (GC/CM)*

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-10 should not exceed 15 pages (*font size 11 or larger*).

**1. Identification of Applicant**

- (a) Legal name of Public Body (your organization): **Spokane Public Schools**
- (b) Address: **200 N. Bernard Street, Spokane, WA 99201**
- (c) Contact Person Name: **Greg Forsyth** Title: **Director, Capital Projects & Planning**
- (d) Phone Number: **(509) 354-5775** Fax: **509-354-7178**
- (e) E-mail: **GregoryF@SpokaneSchools.org**

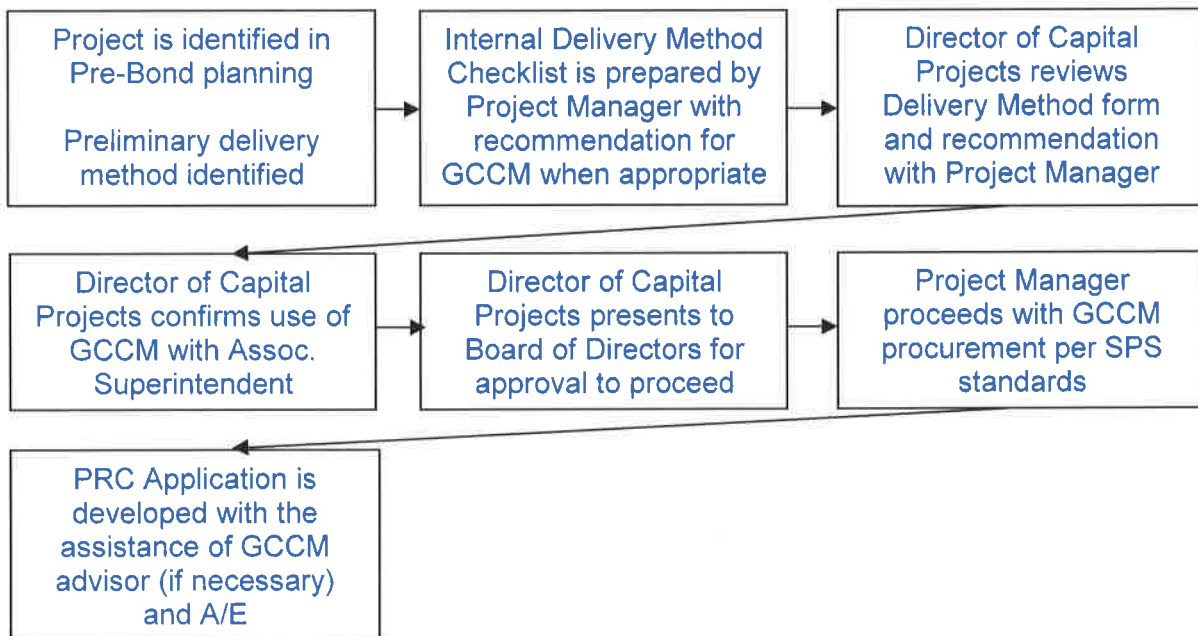
**2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM under Alternative Contracting Procedure**

*(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project. If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

**RESPONSE:**

The flow chart below indicates Spokane Public Schools plan to establish the most appropriate delivery method for each project:



See Delivery Method Checklist and Recommendation—Attachment A

**3. Project Delivery Knowledge and Experience**  
*(RCW 39.10.270 (2)(b)(i)) Limit response to two pages or less.*

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

**RESPONSE:**

Spokane Public Schools has a long history of placing a high priority on Capital Improvements on their facilities. In 2002, Spokane Public Schools Board of Directors approved a 25-year plan to replace or modernize the school district's aging facilities. In March of 2003, the first six-year installment of this plan began with the passage of a \$165.3 million bond. In this first phase of the plan, Spokane Public Schools completed six major capital projects valued at more than \$140 million in construction value. The GCCM delivery method was used on two pilot projects: Rogers High School Modernization and Additions, completed summer of 2009, and Shadle Park High School Modernization and Additions which was completed in summer of 2010. Both projects were extremely successful by District standards. Rogers High School and Shadle Park High School were completed under budget and on schedule with funds returned to the District. Both projects were bid during times of high escalation and busy construction activity. As part of the 2009 bond the GCCM delivery method was utilized on Ferris High School, North Central IST, Hutton Elementary Renovation and Addition, Mullan Road Elementary, and the NEWTECH Skill Center Phase I Addition. Each of these projects in the 2009 bond were deemed to be extremely successful projects and collaborations with local architectural and construction teams. Spokane Public Schools in fact was previously awarded agency certification for use of the GCCM alternative delivery methodology and the Hutton, Mullan Road and NEWTECH skill center projects were delivered under the agency certification, along with projects currently underway as part of the 2015 bond program. These projects are the Salk Middle School Replacement and North Central Cafeteria and Commons Addition, which are both nearing the end of construction in 2017. Franklin Elementary Renovation and Addition is just starting construction this summer. Salk and North Central are projects that were selected for GCCM based upon being occupied site construction and Franklin Elementary being a historic renovation on a very difficult site in tight proximity with neighbors.

The successful completion of these projects and those underway to date have clearly demonstrated that Spokane Public Schools has successfully implemented, learned from and executed the GCCM process. Spokane Public Schools has shown a understanding of the complexities of the GCCM process and marketplace.

CONTROLS

Over the past decade plus Spokane Public Schools has developed a comprehensive management system that has been extremely successful in delivering projects on time and within budget. These projects include Rogers High School and Hutton Elementary, both historic renovations, during a time of unprecedented industry wide escalation.

Since the time of the last agency application there has been a change in leadership within the District. Current Director of Capital Projects and Planning, Greg Forsyth, has been a part of all Capital Projects since Rogers High School in 2007. He started as a staff liaison and shortly thereafter was brought on staff as Capital Projects Administrative Planner for all projects before moving into the Director role in 2015. Greg and his staff have been able to manage all of the projects regardless of delivery method with some assistance from consultant GCCM advisor Project Managers on Rogers, Shadle Park, Ferris High Schools and the NEWTECH Skill Center Projects. The Architect was selected based on the best qualification for the project and GCCM delivery experience. Over time internal staff has developed into experienced GCCM project managers limiting the use of outside consultant assistance. In addition, Spokane Public Schools uses the legal expertise of Dick Prentke, Perkins and Coie, LLP, whose reputation and knowledge in the construction industry and experience with alternative delivery methods is renowned.

The roles and responsibilities of Spokane Public Schools staff, Architect, their consultants and the GCCM have been established in a matrix of responsibilities that is published with the Request for Proposal and other GCCM contract documents. The Project Manager monitors the various activities and the deliverables established in the matrix. This 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 Capital Program. The TCC (Total Construction Cost) includes a buyout contingency for subcontractors work as a contractor's contingency to cover their risks under the agreement with the District. Use of these contingencies by the GCCM must be approved by the District. The Director can approve spending from the Owner's contingency funds up to the set limits with certain controls. The day-to-day site Project Management team works closely with the Director to keep him fully informed of any potential cost issues. The Director has a \$50,000 per occurrence signature authority. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above \$50,000 are signed by the Associate Superintendent for School Support Services. This approach balances the need for direct decisions made at the site to manage emerging issues as they arise. This protocol has proven to work well across both GCCM and Design-Bid-Build projects.

Adherence to the established scope, phasing of the work, and budget are paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the TCC is negotiated after the 95% construction documents are in place, the GCCM, Project Manager and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to TCC. If so, then these changes will be brought back in line with the budget and the established TCC. At 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 TCC. At completion of the construction documents, the GCCM 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 TCC.

**4. Personnel with Construction Experience Using Various Contracting Procedures**  
*(RCW 39.10.270 (2)(b)(ii)) Limit response to two pages or less.*

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience *(for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task)*. Only identify those personnel that you reasonably expect will be with your organization over the next three years.

**RESPONSE:**

Spokane Schools Staffing:	
Dr. Mark Anderson	Spokane Public Schools, Associate Superintendent
Gregory J Forsyth	Director, Capital Project and Planning
Craig Caro, AIA	Project Manager
Mike Keenan	Project Manager
Kyle Holt	Staff Accountant, Capital and Special Projects



## **See attachment B – Staff Experience**

### **Gregory Forsyth, Director of Capital Projects & Planning:**

Greg has been the Director of Capital Projects for Spokane Public Schools for the past 2 years and has been responsible to oversee all activities related to the implementation of the District's \$205 million (includes bond sale proceeds, state match and other funding sources) 2015 Capital Construction Bond Program. Prior to serving as Director, served as Capital Projects Administrator throughout the \$288M 2009 Capital Bond program and \$225M 2003 Capital Bond program. Project experience includes modernization and expansion of four high schools under the GCCM delivery method, replacement of five elementary schools, an addition of a middle school gymnasium/health and fitness center, and various smaller capital projects. Greg is a licensed teacher and understands the inner workings of the facilities and programs. He has over 8 years of public works contracting experience in the K-12 arena. Over the past two years Greg has provided all oversight and decisions related to the projects attending all design and construction meetings. GCCM projects have consisted of the historic renovation of an elementary school, and construction of a new middle school and a cafeteria/commons space on occupied campuses. See the attached chart shows project experience in the last 10 years.

### **Dr. Mark Anderson, Associate Superintendent:**

Dr. Anderson has provided oversight, guidance, and leadership to the Capital Projects and Planning department from 1998 to present. During the time of his leadership the Spokane School District has successfully passed, and executed all projects within the 2003 and 2009 Capital Bond Programs as well as the currently ongoing 2015 Bond Program. Dr. Anderson is a key member of the team related to the final determination of utilizing the GCCM alternative delivery process as well as part of the committee that selects the architects for all projects and GCCM where applicable. See the attached chart shows project experience in the last 10 years.

### **Craig Caro, Project Manager:**

Craig is an AIA registered architect and Project Manager in Spokane Public School's Capital Projects office. Since his time joining the District Craig is currently or has managed four (4) GCCM projects. In addition to his role managing selected projects, Craig is the key personnel for managing the GCCM selection and contracting process for all GCCM Projects for the District. Prior to his work with the District, Craig served as a Project Architect and Manager for Integrus Architecture where he worked a variety of projects utilizing all differing types of delivery methods. Craig has been in the Construction Administration arena for over 27 years. He has worked in both the private and public sector. The attached chart shows Craig's project experience in the last 10 years.

### **Mike Keenan, Project Manager:**

Mike Keenan is a Project Manager in the Spokane Public School's Capital Projects office. Since his time joining the District 6 years ago, Mike is currently or has managed two (2) GCCM Projects. Prior to his work with the District, Mike served as a Project Manager for multiple respected general contractors in the local Spokane area managing various projects in the public and private sector. Mike has been in the construction industry for over 34 years. The attached chart shows Mikes' experience over the last 10 years.

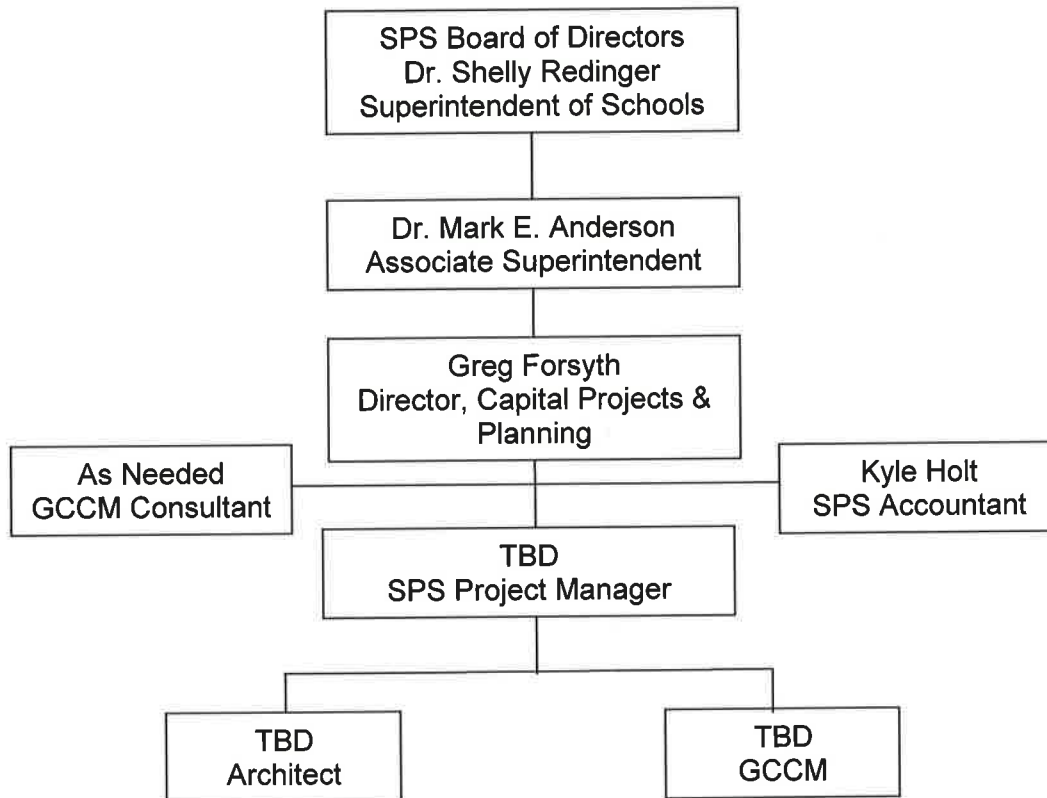
### **Kyle Holt, Capital Projects Accountant:**

Kyle is the accountant assigned to the Capital Projects department within the District and has served in this role for the past 7 years. Kyle has assisted the District through the public works financial processes, billings and budget tracking through most of the 2009 and all the current 2015 Capital Bond Programs. The attached chart shows Kyles' experience over the last 10 years.

**5. Management Plan and Rationale for Alternative Contracting Projects**

*(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.*

Please provide your typical management plan or protocol that you would use to manage a GC/CM project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).



**Roles and Responsibilities:**

<b>Board and Superintendent</b>	Approve proposed projects for development, secure funding, and oversee execution of projects, report to the public, voters and taxpayers.
<b>Associate Superintendent</b>	Supervise capital project decisions, execution and Capital Projects staffing. Concur/overrule delivery method determination by Director.
<b>Director, Capital Projects</b>	Lead and oversee all capital projects including delivery method decisions, consultant and contractor selection, supervising project managers and other Capital Projects staff. Approves delivery method recommendation prepared by Project Manager.

<b>GCCM Consultant</b>	Provide general GCCM consulting including use of best practices, procurement strategies, consulting with attorneys on contracts, staff training, and other duties as assigned.
<b>Project Manager</b>	Lead and oversee the day to day execution of the project. Prepare delivery method recommendation. Serve as primary point of contact with Architect and GCCM. Consults with attorneys on contracts and contract language.
<b>Accountant</b>	Tracking of District funds related to Capital Projects, payment of invoices, and providing proper paperwork to OSPI.
<b>Architect</b>	Lead designer and prime consultant for the design of projects. Contracted to SPS.
<b>GCCM</b>	General Contractor/Construction Manager selected via qualifications and fee process. Contracted to SPS.

**6. Contracting Procedures (RCW 39.10.270 (2)(b))** *Limit responses to two pages or less.*

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM or other)
- Lead Design Firm (including current contact information)
- General Contractor or GC/CM (including current contact information)
- Planned construction starts at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

*\*If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

*\*\*If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

**RESPONSE:**

See Attachment C

**7. Demonstrated Success in Managing at Least One Project Using GC/CM Contracting Procedure Within the Last Five Years (RCW 39.10.270 (2)(b))**

*Limit response to one page or less.*

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Lessons learned from your experience.

**RESPONSE:**

Spokane Public Schools has successfully completed five GCCM projects since 2012 and is currently executing an additional five projects.

**Ferris High School (2010-2014)**

Project Cost: \$97.7M; Contract Cost: \$77.7M  
Number of Responses to RFQ/RFP: 7  
Selected GCCM: Garco Construction  
Status: Completed September 2014  
Completed on time and under budget.

**North Central – IST Building (2013-2014)**

Project Cost: \$16M; Contract Cost: \$11.2M  
Number of Responses to RFQ/RFP: 5  
Selected GCCM: Garco Construction  
Status: Completed August 2014  
Completed on time and under budget.

**Hutton Elementary (2014-2015)**

Project Cost: \$22.7M; Contract Cost: \$16.2M  
Number of Responses to RFQ/RFP: 6  
Selected GCCM: Garco Construction  
Status: Completed August 2015.  
Completed on time and under budget.

**NEWTECH Skill Center Phase 1 (2015-2016)**

Project Cost: \$14.7M; Contract Cost: \$9.3M  
Number of Responses to RFQ/RFP: 4  
Selected GCCM: Graham Construction  
Status: Completed August 2015.  
Completed on time and under budget.

**Mullan Road Elementary (2014-2015)**

Project Cost: \$16.3M; Contract Cost: \$11.9M  
Number of Responses to RFQ/RFP: XX  
Selected GCCM: WLK Joint Venture  
Status: Completed August 2015.  
Completed on time and under budget.

**North Central Cafeteria/Commons Addition (2016 – Present)**

Project Cost: \$18.2M; Contract Cost: \$13.5M  
Number of Responses to RFQ/RFP: 4  
Selected GCCM: Graham Construction  
Status: Construction nearing completion and scheduled to be complete August 2017.  
Currently projected to finish on time and within budget.

**Salk Middle School (2014– Present)**

Project Cost: \$37M; Contract Cost: \$27.4M  
Number of Responses to RFQ/RFP: 5  
Selected GCCM: Garco Construction  
Status: Construction nearing completion and scheduled to be complete August 2017.  
Currently projected to finish on time and within budget.

**Franklin Elementary (2017 – Present)**

Project Cost Estimated: \$29.7M; Contract Cost Estimated: \$20.4M  
Number of Responses to RFQ/RFP: 3



Selected GCCM: Garco Construction

Status: Construction currently underway. Pre-construction phase completed on time and project is anticipated to be on time and within budget to be completed in December 2018.

The GCCM process was used where deemed appropriate to fit the RCW. Majority of our projects utilized the GCCM delivery method due to the complications of working in and around student on an occupied site. Other projects had historical significance requiring a high amount of early input. Lessons learned are forwarded to planned projects using the process in an effort to do the projects better each time. Internal staff meetings promote collaboration and sharing of solutions. We rely on the process being transparent and fair so as to provide a fair competition to every contractor vying for the work. To date we continue to have roughly the same number of contractors continually competing for the GCCM work at Spokane Public Schools.

**8. Ability to Properly Manage the Public Body's Capital Facilities Plan**

*(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.*

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

**RESPONSE:**

The Capital Projects and Planning office works closely with the Spokane Public Schools finance and purchasing office. We also work closely with the Superintendent of Spokane Public Schools and the Board of Directors, in the coordination of all major capital project requests and prioritization.

Project planning, including budget preparation, is prepared by the Capital Project and Planning office. The previous Director of Capital Projects worked with the board, staff and community to develop the 25-year Capital Improvement Plan approved by the Spokane Public Schools Board of Directors. The plan laid out the planned bond elections dates as well as the anticipated scope of work and the Director of Capital Projects and staff work with this plan to develop scope and budget for individual elections. The Capital Plan is executed in manageable phases by the Capital Projects and Planning office.

Spokane Public Schools is very well known throughout the state of Washington as having a very good bond passage rate. This is credited to the fact they have a well developed Capital Improvements plan and execute the projects regularly on time and on or under budget. No bond or levy has failed in the Spokane Public Schools since 1979.

**9. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington**

*RCW 39.10.270 (2)(b)(vii) Limit Response to one page or less.*

Please provide any information not presented in your answers to Questions 3-8 further demonstrating your organization's ability to meet the requirements of this chapter:

**RESPONSE:**

Spokane Public Schools has completed five GCCM projects since 2013 and is currently wrapping up construction on two additional GCCM projects and starting construction on another. We not only have strong leadership from within the district, but also very qualified internal project managers which has led to the success of all of their projects. As necessary, we utilize GCCM advisors (consultants) that work alongside the district to assist in utilizing the newest methods and nuances being used in the delivery method. This will continue, on an as needed basis, even after receiving the Agency Approval of using GCCM.

Spokane Public Schools has also developed a standardized GCCM RFP, selection documents and contract specification documents. These documents are reviewed with our GCCM advisors and legal counsel before each project to ensure that they are adequate and proper prior to issuing.

**10. Resolution of Audit Findings on Previous Public Works Projects**  
(RCW 39.10.270 (2)(c)) *Limit response to one page or less.*

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.

**RESPONSE:**

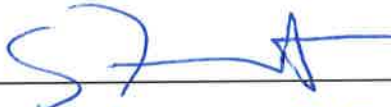
Spokane Public Schools has been audited several times by the Washington State Auditor's Office due to the number of projects regularly completed. Consistently there have been no findings.

**Signature of Authorized Representative**

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).

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

Signature:  \_\_\_\_\_  
Name (please print): GREGORY J FORSYTH  
Title: DIRECTOR, CAPITAL PROJECTS AND PLANNING  
Date: 6/28/17

## **Project Delivery Method Checklist and Recommendation Capital Projects and Planning Department Attachment A**

**Project Name:**

**Address:**

**Scope of work outline:**

**Proposed schedule (include any special constraints):**

**Total project budget:**

**Proposed GMP for construction only:**

**Contractor Access and Site Utilization Concerns:**

**Community & Staff Concerns:**

**Internal Project Review Questions are as follows (Circle):**

- Is the project to be occupied during the construction phase? Yes or No
- Is the site very constricted with limited access? Yes or No
- The project is very complex or technical requiring high level of expertise? Yes or No
- Implementation involves complex phasing, scheduling or coordination? Yes or No
- The project requires work in historic building or in neighborhood which is very active and requires project input? Yes or No
- Budget success requires involvement of a GCCM during the design stage? Yes or No

**Project Manager delivery method recommendation: GCCM, DBB (Circle)**

**Brief explanation:**

phone (509) 354-5775  
fax (509) 489-1036  
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**Signed:**

\_\_\_\_\_  
**Project Manager**

**Approved/Disapproved:  
(Circle)**

\_\_\_\_\_  
**Director, Capital Projects & Planning**

**Concur:**

\_\_\_\_\_  
**Associate Superintendent**



<p><b>Dr. Mark Anderson</b></p> <p>Associate Superintendent, xx years of executive experience planning and delivering \$xxxxm projects including 8 GC/CM</p>	Linwood Elementary School	DBB	AS	AS	AS
	Franklin Elementary School	GCCM	AS	AS	AS
	Salk Middle School	GCCM	AS	AS	AS
	North Central Commons Addition	GCCM	AS	AS	AS
	Mullan Road Elementary Addition	DBB	AS	AS	AS
	NEWTECH Skill Center Phase 2	DBB	AS	AS	AS
	NEWTECH Skill Center Phase 1	GCCM	AS	AS	AS
	Hutton Elementary School	GCCM	AS	AS	AS
	Salk Middle School - Gym Addition	DBB	AS	AS	AS
	Mullan Road Elementary Modernization	GCCM	AS	AS	AS
	Jefferson Elementary School	DBB	AS	AS	AS
	Westview Elementary School	DBB	AS	AS	AS
	Finch Elementary School	DBB	AS	AS	AS
	North Central IST Addition	GCCM	AS	AS	AS
	Hart Field	DBB	AS	AS	AS
	Ferris High School	GCCM	AS	AS	AS
	Shadle Park Fields	DBB	AS	AS	AS
	Rogers High School Fields	DBB	AS	AS	AS
	Shadle Park High School	GCCM	AS	AS	AS
Rogers High School	GCCM	AS	AS	AS	
<p><b>Greg Forsyth</b></p> <p>Director of Capital Projects and planning, responsible for oversight and overall execution of all projects.</p> <p>As Capital Projects Planner was responsible for all coordination with staff related to design and construction of projects. In addition, responsible for setting District ed spec standards for all grade levels.</p>	Linwood Elementary School	DBB	D	D	D
	Franklin Elementary School	GCCM	D	D	D
	Salk Middle School	GCCM	D	D	D
	North Central Commons Addition	GCCM	D	D	D
	Mullan Road Elementary Addition	DBB	D	D	D
	NEWTECH Skill Center Phase 2	DBB	P	D	D
	NEWTECH Skill Center Phase 1	GCCM	P	P	D
	Hutton Elementary School	GCCM	P	P	P
	Salk Middle School - Gym Addition	DBB	P	P	P
	Mullan Road Elementary Modernization	GCCM	P	P	P
	Jefferson Elementary School	DBB	P	P	P
	Westview Elementary School	DBB	P	P	P
	Finch Elementary School	DBB	P	P	P
	North Central IST Addition	GCCM	P	P	P
	Hart Field	DBB	P	P	P
	Ferris High School	GCCM	P	P	P
	Shadle Park Fields	DBB	P	P	P
	Rogers High School Fields	DBB	P	P	P
	Shadle Park High School	GCCM	P	P	P
Rogers High School	GCCM	P	P	P	

Project Team Experience - Attachment "B"

Name	Summary of Experience	Projects	Construction		Delivery		Role During Phases	
			Budget	Method	Method	Pre-Design	Design	Construction
<b>Craig Caro</b>	Project Manager, in charge of day to day operations of the projects through all phases. Lead contract developer for all GCCM projects	Franklin Elementary School		GCCM	PM	PM	PM	PM
		North Central Commons Addition		GCCM	PM	PM	PM	PM
		Mullan Road Elementary		GCCM	PM	PM	PM	PM
		NEWTECH Skill Center P1		GCCM	PM	PM	PM	PM
		NC IST			PM	PM		
	Project Manager, in charge of day to day operations of the projects through all phases.	Linwood Elementary School		DBB	PM	PM	PM	PM
		Salk Middle School Replacement		GCCM	PM	PM	PM	PM
		Salk Middle School Gymnasium		DBB	PM	PM	PM	PM
		Westview Demolition & Fields		DBB	PM	PM	PM	PM
		Hart Field Improvements		DBB	PM	PM	PM	PM
Project Manager, in charge of day to day operations of the projects through all phases.	Hutton Elementary School		GCCM	PM	PM	PM	PM	
	NC IST		GCCM	PM	PM	PM	PM	
	Jefferson Elementary		DBB	PM	PM	PM	PM	
	NC Locker Room Replacement		DBB	PM	PM	PM	PM	
			DBB	PM	PM	PM	PM	
<b>Kyle Holt</b>	Capital Projects Accountant, responsible for all financial tracking, budgeting and purchasing for department.	Linwood Elementary School		DBB	A	A	A	A
		Franklin Elementary School		GCCM	A	A	A	A
		Salk Middle School		GCCM	A	A	A	A
		North Central Commons Addition		GCCM	A	A	A	A
		Mullan Road Elementary Addition		DBB	A	A	A	A
		NEWTECH Skill Center Phase 2		DBB	A	A	A	A
		NEWTECH Skill Center Phase 1		GCCM	A	A	A	A
		Hutton Elementary School		GCCM	A	A	A	A
		Salk Middle School - Gym Addition		DBB	A	A	A	A
		Mullan Road Elementary Modernization		GCCM	A	A	A	A
		Jefferson Elementary School		DBB	A	A	A	A
		Westview Elementary School		DBB	A	A	A	A
		Finch Elementary School		DBB	A	A	A	A
		North Central IST Addition		GCCM	A	A	A	A
		Hart Field		DBB	A	A	A	A
		Ferris High School		GCCM	A	A	A	A
		Shadle Park Fields		DBB	A	A	A	A
		Rogers High School Fields		DBB	A	A	A	A

Project Team Experience - Attachment "B"

Name	Summary of Experience	Projects	Construction Budget	Delivery Method	Pre-Design	Design	Construction	Role During Phases
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KEY	
AS	Associate Superintendent
D	Director
P	Planner
PM	Project Manager
A	Accountant

Project Name	Project Description	Delivery Method	Architect/General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Budget (\$)	Actual Cost (\$)	Budget Variance	Explanation
Linwood Elementary School	Replacement	DBB	Integrus/ TBD	2017	2019	2017	2019	\$ 21,840,000.00	in progress	#VALUE!	Currently in construction documents
Franklin Elementary School	Historic Renovation and Addition	GC/CM	ALSC/Garco	2017	2018	2017	2019	\$ 26,200,000.00	in progress	#VALUE!	Under construction
Salk Middle School	Replacement	GC/CM	NAC/Garco	2015	2017	2015	2017	\$ 35,685,000.00	in progress	#VALUE!	Opening in August of 2017
North Central Commons Addition	Commons and Classroom Addition	GC/CM	NAC/Graham	2016	2017	2016	2018	\$ 14,100,000.00	in progress	#VALUE!	Phase 1 opening in August of 2017
Mullan Road Elementary Addition	8 Classroom Addition	DBB	ALSC/Halme	2016	2017	2016	2017	\$ 4,000,000.00	in progress	#VALUE!	Opening in August of 2017
NEWTECH Skill Center Phase 2	Monderization	DBB	Bernardo Wills/TW Clark	2015	2016	2015	2016	\$ 8,700,000.00	in progress	#VALUE!	Close out in August of 2017
NEWTECH Skill Center Phase 1	Adminstration and Classroom Addition	GC/CM	Bernardo Wills/Graham	2014	2015	2014	2015	\$ 13,700,000.00	\$ 13,043,784.00	\$ 656,216.00	New addition to existing building
Hutton Elementary School	Historic Renovation and Addition	GC/CM	MMEC/Garco	2014	2015	2014	2015	\$ 28,800,000.00	\$ 21,640,990.00	\$ 7,159,010.00	Historic renovation
Salk Middle School - Gym Addition	Replacement	DBB	NAC/Meridian	2014	2015	2014	2015	\$ 14,500,000.00	\$ 8,404,505.00	\$ 6,095,495.00	Phase 1 of the replacement of entire school
Mullan Road Elementary Modernization	Monderization and Classroom Addition	GC/CM	ALSC/WLK Joint Venture	2014	2015	2014	2015	\$ 16,200,000.00	\$ 15,550,529.00	\$ 649,471.00	Mondernization and classroom additions
Jefferson Elementary School	Renovation and Mondernization	DBB	MMEC/TW Clark	2009	2010	2012	2013	\$ 24,800,000.00	\$ 17,680,672.00	\$ 7,119,328.00	Additional budget was for adjacent Hart Field Renovation
Westview Elementary School	Replacement	DBB	ALSC/Leone & Keeble	2011	2012	2011	2012	\$ 24,000,000.00	\$ 16,410,000.00	\$ 7,590,000.00	Additional budget was for pase II demolition and fields
Finch Elementary School	Historic Renovation and Addition	DBB	MMEC/Graham	2013	2015	2013	2015	\$ 26,900,000.00	\$ 19,697,965.00	\$ 7,202,035.00	National historic renovation
North Central IST Addition	Classroom Addition	GC/CM	NAC/Garco	2013	2014	2013	2014	\$ 16,000,000.00	\$ 15,477,264.00	\$ 522,736.00	Sicence labs and classroom addition
Hart Field	Monderization	DBB	MMEC/Schimmels	2013	2015	2013	2015	\$ 2,437,500.00	\$ 8,715,184.00	\$ (6,277,684.00)	Scope increase and budeget adjustments from Jefferson Phase II not comlete
Ferris High School	Replacement	GC/CM	NAC/Garco	2011	2014	2011	2014	\$ 97,700,000.00	\$ 77,737,190.00	\$ 19,962,810.00	Included fields reconstruction
Shadle Park Fields	Monderization	DBB	Bernardo Wills/Kilgore	2011	2011	2011	2012	\$ 975,000.00	\$ 3,713,372.00	\$ (2,738,372.00)	Scope increase
Rogers High School Fields	Monderization	DBB	Bernardo Wills/TW Clark	2011	2011	2011	2012	\$ 1,462,500.00	\$ 2,010,339.00	\$ (547,839.00)	Scope increase
Shadle Park High School	Replacement and Mondernization	GC/CM	NAC/Garco	2007	2009	2007	2009	\$ 70,600,000.00	\$ 70,919,134.00	\$ (319,134.00)	Renovation and unforceen conditons
Rogers High School	Historic Renovation and Addition	GC/CM	NAC/Garco	2006	2008	2006	2008	\$ 66,800,000.00	\$ 60,885,063.00	\$ 5,914,937.00	National historic renovation