



Vancouver Public Schools New Downtown Elementary School



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

Application for GC/CM Project Delivery Approval

Submitted by

Vancouver Public Schools

June 22, 2018

June 20, 2017

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:

Attached is an application requesting approval for Vancouver Public Schools to utilize GC/CM delivery for our New Downtown Elementary School project. The project will be constructed on a site near the downtown, urban core of Vancouver WA. Site selection is still in progress, but has been narrowed down to two properties and the final selection should be made by the time that we present our project to the PRC in late July. Both sites are much smaller than a traditional elementary school site and are located in an urban, commercial/public service district rather than a suburban or rural neighborhood. The location of the property in the urban, downtown corridor adjacent to existing arterial streets and businesses presents a challenge that is not typically encountered in the construction of a school building in a more traditional suburban or rural location. Construction logistics, efficient operations and construction site safety and security become a critical focus in an urban location.

This project and our separate, concurrent application for our Columbia River High School project will be the second and third projects that Vancouver Public Schools has elected to construct utilizing the GC/CM delivery method. We received approval on our first GCCM project over a year ago, to replace two existing schools, McLoughlin Middle School (MMS) and Marshall Elementary School (MES) on one, shared site. Those projects have successfully progressed through Preconstruction/Design and we are currently bidding some early procurement packages and preparing to negotiate our final GMP in early August. Those projects came with their own unique set of challenges and, when combined with the current construction market conditions, the GC/CM project delivery method has helped us to successfully deliver them on time and within budget. Based on the positive experiences from those projects, we are excited to submit this application to use the GC/CM delivery method for our New Downtown Elementary School project.

I will be closely involved in this project from planning through construction and will supplement my involvement with project management and GCCM advisory support from a combination of internal district employees and outside consultants. To refresh the panel on my background and experience, I'm a licensed architect with over 30 years of experience providing project management of K-12 public schools projects. In June 2017, I attended the AGC GC/CM Training Seminar for a deeper understanding of the methods, procedures and regulations related to the GC/CM delivery process. The last year of practical experience on the MMS/MES GC/CM project has bolstered my knowledge and belief in the GC/CM project delivery method.

Vancouver Public Schools has selected Parametrix as our GC/CM Procurement, GC/CM Advisor and PM/CM consultant for this project. As such, we will utilize their services and expertise during the preconstruction, negotiation, construction and close out phases of the project. As you know, Parametrix has successfully proposed and executed the GC/CM delivery process on numerous K-12 projects. We will also utilize the technical and legal assistance of Graehm Wallace of Perkins Coie. Perkins Coie has had extensive experience advising and assisting school districts with GC/CM projects. Lastly, Vancouver

Public Schools will draw upon the experience and knowledge of our Architect, LSW Architects, to help ensure the success of GC/CM delivery on this project.

We are excited about the opportunity 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 Project Review Committee.

Sincerely,

Todd Horenstein, AIA
Assistant Superintendent, Capital Facilities Planning
Vancouver Public Schools

**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:	Vancouver Public Schools				
(b) Address:	2901 Falk Road, Vancouver, WA 98661				
(c) Contact Person Name:	Todd Horenstein	Title:	Asst. Supt. Capital Facilities Planning		
(d) Phone Number:	(360)313-1040	Fax:	(360)313-1041	E-mail:	todd.horenstein@vansd.org

2. Brief Description of Proposed Project

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

This project application for Vancouver Public Schools is for a New Downtown Elementary School of Arts and Innovation for grades Pre-K through 5 that will be constructed in the downtown, urban core of Vancouver WA. Site selection is still in progress, but has been narrowed down to two properties and the final selection should be made by the time that we present our project to the PRC in late July.

The new school will be approximately 61,000 square feet in size and will be designed for approximately 510 students in Pre-K through 5th grade. The program vision for the school will have a focus on arts and innovation in relationship to a growing creative economy in downtown Vancouver. Entrepreneurial and philanthropic partnerships will be encouraged to support both program and capital needs. The building will include the amenities of a typical elementary school including general classrooms, specialty classrooms such as innovation labs, and spaces for the arts and school/community performances. Administration area, wellness/fitness space, media center, kitchen and other support spaces will also be included. Site improvements in a downtown core will present unique challenges and ideally include an outdoor playground/playfield, student pick-up and drop-off, bus loading and unloading, staff and visitor parking, event parking, delivery/service yard and landscape areas. The school district’s GMP budget for the elementary school portion of this project is \$28,100,000 and includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services. The current plan is for design to be completed in Spring 2019, construction to take place from Summer of 2019 through the Summer of 2021 with the building opening for classes in the Fall of 2021.

It is intended that the building project will be enhanced through partnerships with local business, municipal and philanthropic partners that will result in a multi-story, mixed-use building with commercial and community (gallery, performance & incubator) spaces on the ground level, facing onto the street frontages, and the spaces for the school on the floors above. If the project ultimately includes mixed-use, commercial spaces on the ground floor street frontages, funding for that space would come from partners and would increase the anticipated construction value and area of the project.

3. Projected Total Cost for the Project

A. Project Budget

Downtown Elementary School	
GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	\$ 24,728,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (12% of MACC)	\$ 3,372,000
Subtotal (Owner's MACC)	\$ 28,100,000
Owner's Project Contingency (5% of MACC)	\$ 1,405,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (10% of MACC)	\$ 2,810,000
Professional Services Allowance (Architects & Engineers) (11% of MACC)	\$ 3,091,000
Owner's Consultants (PreCon, Survey, Geo-Tech, HazMat, Insp., etc.) (2.5% of M	\$ 702,500
Contract Administration Costs (Procurement, PM/CM, etc.) (2.5% of MACC)	\$ 702,500
Other Related Project Costs (Permits, Fees, etc.)	\$ 328,600
Sales Tax (8.4% of MACC)	\$ 2,360,400
Total	\$ 39,500,000

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 New Downtown Elementary School project will be funded from revenue provided by a capital bond proposition approved by Vancouver Public Schools voters in February 2017. This bond proposition provides sufficient funds to complete all phases of 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 tables below.

Project Schedule	Start	Finish
Programming (Ed Specs)	June 2018	August 2018
Schematic Design	September 2018	December 2018
Design Development	January 2019	May 2019
Construction Documents	June 2019	October 2019
Site Development and Land-use Review	March 2019	April 2019
Building Department Review/Permitting	November 2019	December 2019
Subcontract Bidding	November 2019	December 2019
New Building Construction	January 2019	June 2021
New Building Commissioning	April 2021	May 2021

New Building Punchlist	May 2021	June 2021
New Building Substantial Completion		June 2021
Owner New Building Move-in	July 2021	August 2021
Final Completion/Closeout	July 2021	August 2021
First Day of School		September 2021
New Building Warranty Period	June 2021	June 2022
GC/CM Procurement Schedule		
PRC Application	May 15, 2018	June 20, 2018
PRC Presentation		July 26, 2018
First publication of RFP for GC/CM Services		July 31, 2018
Second publication of RFP for GC/CM Services		August 7, 2017
Project Information Meeting (Date subject to change.)		August 10, 2017
RFP Submittal Deadline		August 20, 2018
Open & Score Submittals Received	August 21, 2018	August 23, 2018
Notify Submitters of Short-listed Submitters & Invite to Interview		August 24, 2018
Interviews with Short-listed Firms	August 31, 2018	August 31, 2018
Notify Submitters of Finalists & Invite to Submit RFFP		Sept. 4, 2018
RFFP Submittal Deadline & Opening		Sept. 14, 2018
Notify Submitters of Scoring and Most Qualified GC/CM		Sept. 17, 2018
Negotiate Pre-Con Work Plan & Fees	Sept. 17, 2018	Sept. 28, 2018
Final Pre-Con Work Plan & Fees Due		Sept. 28, 2018
School Board Approval of GC/CM Selection		Oct. 9, 2018
GC/CM Agreement w/ Pre-Con Services Executed		Oct. 12, 2018
Pre-Con Services	Oct. 12, 2017	TBD
MACC Estimate/Negotiation (90% CD's)	TBD	TBD
School Board Approval of MACC/GMP	TBD	TBD
GMP Amendment Executed	TBD	TBD

Note: The above design and construction dates are preliminary and may be adjusted after the project team, including the successful GC/CM, has further evaluated project scheduling and phasing. Early procurement and bid packages will be considered and may be utilized to maximize construction efficiency, take best advantage of seasons & weather, meet the project schedule and minimize cost impacts due to weather and bid climate.

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 is currently in Pre-design/Programming and the Schematic Design phase will run from July-October 2018. The GC/CM will begin working on the project as the Schematic Design phase is being completed for the project.

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:

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

The GC/CM contracting method is appropriate for the New Downtown Elementary School project for the following reasons:

Complex Scheduling, Coordination and Critical Phasing – Construction work in a downtown, urban environment comes with its own set of unique challenges. The construction work will have to be scheduled and phased to take into consideration not only the activities taking place on site, but also the impact on activities of the neighboring properties, the surrounding infrastructure and the possible impacts on the businesses and public if access to or operation of those entities is impacted. Urban construction sites, such as this, are smaller and typically aren't going to have the luxury of ample space for construction parking, materials receiving/staging and jobsite trailers and storage that are often taken for granted on the suburban or rural sites that are more commonly utilized for schools. Scheduling and Phasing of the project will need to be vetted to maximize efficiency of construction sequencing and minimize the number of staff on site, amount of materials being delivered and stored at any one time. Detailed coordination with the subcontractors/suppliers before and during construction activities will be required to achieve the maximum efficiency in construction sequencing, staffing and materials delivery/storage.

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.

Minimizing Operational Impacts - It isn't anticipated that the project site, itself will be occupied during construction. However, this project will be built in the downtown, urban core of Vancouver where there will need to be consideration for how the construction work might impact the adjacent occupied properties/businesses, thoroughfares and supporting infrastructure. It will be critical to have a contractor on board during design to assess the existing site and adjacent property conditions and develop a detailed construction logistics plan, project phasing plan and construction site utilization plan to minimize the impact on the surrounding businesses, thoroughfares and the public.

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

System Integration - The GC/CM will be able to provide input during the design process to ensure that critical construction activities, building systems, construction scheduling and phasing, and safety considerations are properly integrated into the project design. GC/CM assistance will also help make sure the project can be completed on budget and on schedule. Based on the experience of

Parametrix, input from the GC/CM during the design phase has proven invaluable to achieving the Owner's goals for the design and construction of school facilities: staying on budget and schedule, minimizing adverse impacts to the educational process, and maintaining a safe environment for staff, students and the community.

Value Analysis & Constructability - The GC/CM will also provide value in advising the design team and Owner on constructability, value analysis, construction document quality, and other design phase deliverables. The GC/CM will play a vital role during pre-construction phase to assist in preparing early bid packages and most importantly to assume the cost and schedule risk of delivering the project.

Construction Schedule & Phasing - GC/CM involvement during the design phase is critical to the success of projects of this type that are being constructed on a typical downtown site. The GC/CM will help successfully plan a project with realistic and specific scope, boundaries, constraints and contingency plans for critical components of the project.

Safety – The close proximity of the construction site to existing businesses, public sidewalks, streets utilities and surrounding infrastructure creates a high-level of need for pre-planning during the Preconstruction Phase and well-organized, carefully monitored and safe Construction Phase activities. The limited size of the construction work area and the need to perform work on portions of a site in the urban core of a large city creates additional challenges for maintaining a controlled and harm-free construction area. This will create challenges for a contractor who must safely provide adequate areas for site access, construction vehicles, lay-down space and job shacks without impacting the existing adjacent business, streets and arterials and infrastructure.

Having a well-qualified GC/CM involved during the Preconstruction Phase will help ensure the Construction Phase activities are properly planned and phased so that the work will minimize disruption of surrounding businesses, minimize adverse impacts on streets and the surrounding buildings and will be safely executed at all times. Items to be implemented to achieve success include control of sound, odor, and dust from construction activities; control of construction deliveries and traffic; safe work activities within the site; a secure construction site that is not an attractive nuisance; and protections for pedestrians who are in the vicinity of the construction work.

Reduced Inflation/Escalation Impact – Utilization of the GC/CM process will allow us to maximize construction efficiency and minimize duration of construction which will result in completion of the project earlier than could be realized in a Design/Bid/Build delivery. A shortened construction period will reduce the impact of volatile cost escalation that is currently present in the construction market throughout Western Washington.

GC/CM involvement will allow the opportunity to consider expediting construction and minimize the effects of escalation and inflation by utilizing early bid/procurement packages and phased construction. The assistance of the GC/CM contractor will be instrumental in determining whether to implement early bid packages and, if so, utilizing the GC/CM to effectively manage and coordinate this work. Early bid packages could include demolition, site work, utilities, foundations, concrete slabs and structural steel.

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

Why is the building Historic? – Not applicable to this project

What is the specialized work that must be done? – Not applicable to this project

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

Manage Costs in an Inflating Market – Having a GC/CM Contractor, with urban construction experience, on board during the design phase will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the Owner better control of construction costs and time.

GC/CM involvement in the design process will help reduce the potential for impacts due to cost escalation, product availability problems, and labor shortfalls. This will also help control costs and schedule impacts. Refer to “Reduced Inflation/Escalation Impact” above for additional information.

Allocation of Risk –The GC/CM process can reduce risks and claims in the following manner:

- A GC/CM Contractor is highly motivated to maintain a schedule that they had a hand in developing.
- The GC/CM delivery process offers an “open book” cost accounting of the work which will allow the team to track costs and forecast effectively.
- The GC/CM understands the nature and scope of the construction work long before it bids, which reduces the “learning curve” associated with design-bid-build projects and lowers the potential for surprises that can become added cost/time during construction.
- The GC/CM will participate in setting schedule for and packaging the scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are bought, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
- The GC/CM participates in and ultimately “owns” pre-construction cost estimates leading up to the GMP negotiations.
- The GC/CM will participate in value-engineering and constructability reviews early in the design process. This helps ensure cost-effective and value-based design and construction solutions.
- The potential for serious construction claims and litigation is greatly diminished because of the collaborative relationships among the GC/CM, Owner and design team.

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:

Real Time, Market Based Cost Estimates – A 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 by having the GC/CM participate in constructability reviews, value analysis, design-team/contractor/Owner coordination, and the use of design phase overlap to accelerate project completion. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner.

Better Coordination of Materials and Equipment Purchases – A GC/CM Contractor can provide better coordination of materials and equipment purchases including MEP coordination, vendor coordination, timing, procurement, delivery, off-loading, storage, rough-in and installation resulting in benefit to the Owner. This level of coordination is often difficult to achieve on a design-bid-build project.

More Responsive and Responsible Bids – A GC/CM Contractor is able to exercise greater control in the organization and assembly of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the design-bid-build process. This reduces the potential for non-responsible bidders and the submittal of non-responsive bids. It also reduces the potential for constructability errors and omissions and scheduling issues being raised after bids have been received and contracts executed with subcontractors.

Better Ability to Accommodate Activities at Site – A GC/CM Contractor can play a critical role during the design phase in preparing a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur at a site that is located in an urban core with surrounding businesses, streets and infrastructure that must be maintained as operational. This opportunity for construction planning input during the design phase is not available on a design-bid-build project.

Complex Scheduling – The preparation of a construction schedule by a GC/CM Contractor, in support of the design team, provides a more detailed, market driven, accurate and realistic CPM schedule. This schedule will better address major construction impacts and will assist district staff and administration in the preparation and timely notification of adjacent businesses and the community of upcoming construction phases, construction logistics and other potential disruptions or impacts related to the construction project.

Ongoing Cost Estimating, Value Analysis and Constructability Review – The GC/CM method of delivery facilitates an on-going process of cost estimating, value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion and cost overrun.

7. Public Body Qualifications [Description of Organization’s Qualifications to Use the GC/CM Contracting Procedure:](#)

The District has a long and successful history of building and modernizing schools and support facilities. The District has one previous GC/CM project, McLoughlin Middle School/Marshall Elementary School Replacement, that was approved by the PRC last spring and will begin construction this summer. Based on the positive experiences from those projects, the District has realized the benefit of GC/CM delivery and the collaborative nature of the delivery method. The District’s Assistant Superintendent for Capital Facilities Planning, Todd Horenstein, will manage this project with support from his team of staff and consultants.

The District has procured the services of Parametrix to serve as a GC/CM Advisor and to assist them with procuring a GC/CM and managing the GC/CM delivery process. Parametrix will assist the school district during the preconstruction, construction and project close out phases. Parametrix has had extensive experience and success in the GC/CM procurement and delivery process. As a strong supporter of the GC/CM delivery method, Parametrix is pleased to be able to assist the District in successfully executing and receiving the benefits of GC/CM.

The Perkins Coie legal team will also assist the District with the GC/CM process by serving as their legal counsel. The Perkins Coie team has provided legal and contract related services to numerous clients, including a number of Washington State school districts, using the GC/CM delivery method.

Members of the Parametrix team working on this project have helped implemented or are currently working on the GC/CM procurement and delivery process on more than 25 major projects totaling over \$960 million in construction cost (over \$1.5 billion in total project cost).

The combination of the District’s past success in managing school construction projects and the GC/CM expertise of Parametrix, LSW Architects and Perkins Coie create a strong team that is well-suited to successfully execute the GC/CM delivery process for this project.

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

Refer to appendix, Attachment A.

Staff and consultant short biographies (not complete résumés):

Todd Horenstein, Assistant Superintendent, Capital Facilities Planning (Vancouver Public Schools)

Todd Horenstein, AIA is an assistant superintendent for Vancouver Public Schools, Vancouver, Washington. He began his career with the school district in 1984. Todd is an innovative thinker and a results-driven leader in the areas of strategic planning, facility master planning, school design, project management, and agency partnership development. His responsibilities include addressing the school district’s long-range planning needs within a dynamic community. Todd performed oversight of the district’s previous \$400 million capital facility improvement program and recently led the planning process for the \$468 million voter approved bond measure in February 2017. Todd is a licensed architect and has managed over 40 major capital development projects for Vancouver Public Schools. Todd also attended the AGC GC/CM Training Seminar in the summer of 2017. The following table identifies examples of Vancouver Public Schools projects that Todd has been responsible for:

Project	Project Value	Delivery Method	Role	Time Frame
McLoughlin Middle School/Marshall Elementary School Replacement & Lieser School Modernization	\$118.4M	GC/CM	Project oversight/ manager	2017-current
Anderson & Roosevelt elementary (additions) Vancouver Public Schools	\$3.5M	D/B/B	Project oversight/ manager	2013-2014
Eisenhower elementary school (new) Vancouver Public Schools	\$9.2M	D/B/B	Project oversight/ manager	2004-2006
Fruit Valley elementary (addition) Vancouver Public Schools	\$1.3M	D/B/B	Project oversight/ manager	2003-2005
Thomas Jefferson middle school (new) Vancouver Public Schools	\$26.0M	D/B/B	Project oversight/ manager	2002-2004
Salmon Creek Elementary school (new) Vancouver Public Schools	\$11.0M	D/B/B	Project oversight/ manager	2002-2004
Sarah J Anderson elementary (new) Vancouver Public Schools	\$11.5M	D/B/B	Project oversight/ manager	2002-2004
Washington elementary school (new) Vancouver Public Schools	\$8.5M	D/B/B	Project oversight/ manager	2001-2003
Franklin elementary school (new) Vancouver Public Schools	\$7.9M	D/B/B	Project oversight/ manager	2001-2003
Hazel Dell Elementary school (new) Vancouver Public Schools	\$9.5 M	D/B/B	Project oversight/ manager	2001-2003
Fruit Valley elementary (new) Vancouver Public Schools	\$4.7M	D/B/B	Project oversight/ manager	2000-2002
Skyview High School (new) Vancouver Public Schools	\$40.0M	D/B/B	Project oversight/ manager	1994-1996
Hudson's Bay High School (addition & Renovation) Vancouver public Schools	\$25.5M	D/B/B	Project oversight/ manager	1995-1997
Fort Vancouver High School (addition & Renovation) Vancouver Public Schools	\$24.2M	D/B/B	Project oversight/ manager	1995-1997

Columbia River high school (addition & remodel) Vancouver Public Schools	\$26.0M	D/B/B	Project oversight/ manager	1995-1997
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Jim Dugan – GC/CM Program Advisor

Jim has 40 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 alternative project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly-experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the GC/CM Advisory and Project Management team for a number of Owners and projects. The table below identifies some of Jim’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Advisor	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM Advisor	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Advisor	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Advisor	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Advisor	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Advisor	2016-present

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

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 31 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 on projects for numerous 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 GC/CM procurement process of thirteen K-12 projects, totaling over \$620M in total project value, 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. The table below identifies some of Dan’s most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	GC/CM Procurement	2017-present
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	GC/CM procurement	2017-present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Procurement	2017-present
McLoughlin Middle School, Vancouver Public Schools	\$74.31 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Marshall Elementary School, Vancouver Public Schools	\$35.15 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Lieser School, Vancouver Public Schools	\$12.97 M	GC/CM	GC/CM Procurement, Project Management	2017-present
Olympic Middle School, Auburn School District	\$93.0 M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Lake Stevens High School, Lake Stevens School District	\$87 M	GC/CM	GC/CM Procurement, Project Management	2016-present

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous school districts including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm prepares all GC/CM contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on GC/CM projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

LSW Architects, PC

LSW Architects has a strong background in GC/CM projects in Washington and Oregon. This history includes the Ridgefield GC/CM 2012 Capital Bond Program, the Washougal GC/CM 2014 Capital Bond Program, and a GC/CM high school and grade school for Evergreen Public Schools. In addition, LSW has successfully completed Oregon GC/CM projects for the Centennial, Beaverton, Sherwood, and Neah-Kah-Nie school districts.

Casey Wyckoff, Principal-in-Charge (LSW Architects)

Casey has over 20 years of experience practicing educational architecture. He has designed and managed numerous early learning, K-12, and community college projects throughout Washington and Oregon. Casey provides overall design leadership for the firm and will be hands-on in the development of the projects for VPS. He has experience with CM/GC, design-bid-build, and GC/CM delivery methods.

Project	Project Value	Delivery Method	Role	Timeframe
Excelsior High School, Washougal, WA	\$4.1M	GC/CM	Principal In Charge	2015-2017
Jemtegaard Middle School, Washougal, WA	Ongoing	GC/CM	Principal In Charge	2015-2017
Crestline Elementary Replacement, Vancouver, WA	\$16M	GC/CM	Principal In Charge	2013-2014
Ridgefield High School Additions, Ridgefield, WA	\$18.5M	GC/CM	Principal In Charge	2011-2014
South Ridge Elementary School Addition, Ridgefield, WA	\$6.6M	GC/CM	Principal In Charge	2011-2014
Union Ridge Elementary School Addition, Ridgefield, WA	\$10.5M	GC/CM	Principal In Charge	2011-2014

Esther Liu, AIA. LEED AP, Project Manager (LSW Architects)

Esther has 23 years of experience in the design industry. Her background includes K-12, multi-family housing/mixed-use, and public work. She has experience with GC/CM, negotiated contract, and design-bid-build delivery methods.

Project	Project Value	Delivery Method	Role	Timeframe
Block 8 Mixed Use, Vancouver, WA	\$50M	Negotiated Contract	Project Manager	2016-2018
The Uptown, Vancouver, WA	\$30M	Negotiated Contract	Project Manager	2015-2017
South Ridge Elementary, Ridgefield, WA	\$6.6M	GC/CM	Project Manager	2012-2014
One South Market, San Jose, CA *	\$150M	Negotiated Contract	Project Manager	2007-2009
Riverwest Redevelopment, Vancouver, WA *		Negotiated Contract	Project Manager	2006-2007
International School of Beaverton Middle School, Aloha, OR *		D/B/B	Project Architect	2003-2004
Camas Public Library, Camas, WA *		GC/CM	Project Architect	2000-2003

**Experience from another firm*

Kurtis Zenner, AIA LEED AP will be Project Architect

Kurt has 31 years of experience in the design industry with 23 years focusing on educational projects. His background includes PreK-12, Higher Education, Housing and Residential work. He has experience with CM/GC, design-bid-build, and GC/CM delivery methods.

Project	Project Value	Delivery Method	Role	Timeframe
Peter S. Ogden ES, Vancouver Public Schools Vancouver, WA	\$30M	D/B/B	Project Architect	2017-2018
Beaverton New Middle School, Beaverton School District, Beaverton, OR *	\$61M	CMGC	Project Manager	2014-2015
Forest Grove HS Additions and Fields, Forest Grove School District, Vancouver, WA *	\$21.7M	CMGC	Spec/Senior Project Architect/Construction Administration	2010-2013
Community Duncan Dunn Residence Hall, WSU Pullman, Pullman, WA *	\$24.6M	GC/CM	Project Manager	2010-2012
Riverdale K-8 School, Riverdale School District, Portland, OR *	\$16M	CMGC	Project Manager/Project Architect	2008-2010
Sue Buel Elementary School, McMinnville School District, McMinnville, OR *	\$18M	CMGC	Project Manager/Project Architect	2006-2008
South Meadows Middle School, Hillsboro School District, Hillsboro, OR *	\$33.1M	CMGC	Project Manager/ Senior Project Architect	2006-2008

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

Specific GC/CM experience for each proposed staff members and consultants is described in each of the staff and consultant biographies and project experience tables 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 has been selected to provide GC/CM Consultant Services from GC/CM Procurement through Pre-Construction Services as well as GC/CM Advisory and PM/CM support through project completion. The District will use the combination of an in-house Project Manager and the Parametrix PM/CM team for this project. The Project Manager will administer the project during the design phase and monitor the project during the construction phase. The Consultant's PM/CM team will provide support and advisory services during design and construction phases. The District will also utilize a combination of in-house and consultant staff to fill the roles of Project Lead and the Administrative Assistant for project support during the design and construction phases. Funds for Advisory, PM and CM services provided by Parametrix and all in-house staff are available from the 2017 bond issue proceeds.

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.

The project will be managed by the District's Capital Facilities Planning department. The project will be overseen by the Assistant Superintendent of Capital Facilities Planning who will serve as the District's Project Manager during all phases of the project with support provided by Parametrix and other members of the District staff. During construction, the project will be administered by a District PM/CM staff member who will be assisted and supported by the Parametrix PM/CM team. The Assistant Superintendent will have an oversight role. These individuals have extensive experience managing and administering school construction projects and will be provided with adequate time, resources and staff support to successfully manage the project.

The Assistant Superintendent and his District staff will manage the contractual obligations of the design team, GC/CM consultant and GC/CM Contractor. He will monitor all project communications and meet regularly with District staff and Parametrix to review project status and address critical tasks and issues. He will meet at least semi-monthly with the Superintendent of schools to review the project status and Change Orders. All Change Orders will be presented to the School Board for review and approval at regularly scheduled meetings that take place twice a month.

The District will utilize Construction Change Directives to authorize changes to the construction work if needed to avoid a delay to the project schedule. The Proposal Request process will be used for potential changes in work which are not time critical. Formal Change Orders will be approved by the school board. The District Assistant Superintendent of Facility Support Services has the authority to approve Construction Change Directives.

The District's Facilities Support Services Department staff will be augmented and supported during the course of the project by Parametrix who specializes and excels in Project Management/Construction Management and GC/CM project delivery. Parametrix will provide the lead during GC/CM Procurement, an Advisory and support role through Pre-Construction/Design and the construction phase of the project. Parametrix will report to the Assistant Superintendent for Capital Facilities and Planning and will work directly with the District staff, design team and GC/CM to nurture a successful project. Parametrix will not manage or direct any of the parties and has no fiduciary authority on this project.

During the Pre-Construction phase, the GC/CM will investigate and develop a schedule for any potential early procurement, early bid and work packages, and phased construction. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's construction documents will be integrated with the GC/CM bidding and construction plan. The design team will conduct early and frequent meetings with the permitting agencies, fire authority, and other code officials prior to permit submittal to ensure that the plan review process flows smoothly and plan review comments that affect the project scope and cost will be limited.

Project cost control will be exercised by adherence to the designated project scope, schedule and budget. Value analysis and constructability review measures will be ongoing during the design phase and will be an established agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project cost. The GC/CM and Architect will both develop cost estimates for the work. The GC/CM construction cost estimate will be updated on an ongoing basis by the GC/CM during design phases and will be reconciled by the design team and the GC/CM Contractor at the end of each design phase. Once the GMP is negotiated, the GC/CM, District, and the Architect will continuously evaluate the construction documents to determine if there are changes that may impact the GMP. If deviations arise, adjustments will be made to keep the project on budget and within the established GMP.

The roles and responsibilities that have been established for the District, design team, GC/CM Advisor and GC/CM Contractor have been tailored to create a successful GC/CM process that is properly managed and will help support a project that will be completed safely, on time and within budget.

A brief description of your planned GC/CM procurement process

The procurement process will build upon the experience and success Parametrix has had in GC/CM project delivery and will include 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 (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

GC/CM Request for Proposals will be advertised in late July 2018. By late-September 2018, GC/CM proposals will be reviewed, a shortlist will be developed, interviews will be conducted, fee proposals will be received from selected firms, and a Pre-construction Services agreement will be negotiated. A GC/CM agreement for Pre-Construction services will be presented for approval to the school board on October 9, 2018. This will allow the GC/CM Contractor to join the project team at the end of Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

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

The District will utilize General Conditions and GC/CM Contract and Guaranteed Maximum Price Amendment documents based on the AIA-A133 and AIA-A201 prepared by Perkins Coie. The District will also use, in conjunction with the Perkins Coie documents, standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

8. Owner's 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:

Vancouver Public Schools has only had one major capital project in its recent history. The last round of major capital projects reaches back approximately 12–15 years. However, the district will begin construction on four (4) major projects this Summer/Fall of approximately \$150,000,000. Two of the projects are through the GC/CM project delivery method. It is pertinent to note that the previous round of capital projects was also completed under the supervision of Todd Horenstein, the District's current Assistant Superintendent for Capital Facilities Planning. The District has enlisted the services of an experienced consultant team to help them manage the construction project.

Proj .No.	Project Name	Project Descript	Contract Method	Plan Const Start	Plan Const. Finish	Act. Const Start	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
1	Anderson & Roosevelt elementary (additions) Vancouver Public Schools	Add 6 classrooms to each school.	D/B/B	June 2014	Substantial completion June 2015, Final completion October 2015	May 2014	Substantial completion July 2015, Final completion January , 2016	\$4,062,000	\$3,709,000	N/A

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

The project is currently in programming and pre-design phase. Conceptual building drawings have not yet been developed. At the time of this application, the District is in the process of evaluating and determining the best suited site for this project. We anticipate that, by the time of the presentation to the PRC, additional information on the project site will be known and can be shared. A conceptual site diagram has been prepared and is included in the appendix (Attachment B) along with aerial photos of the neighborhood and project site.

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.

Vancouver Public Schools has not received audit findings on any of their capital 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.

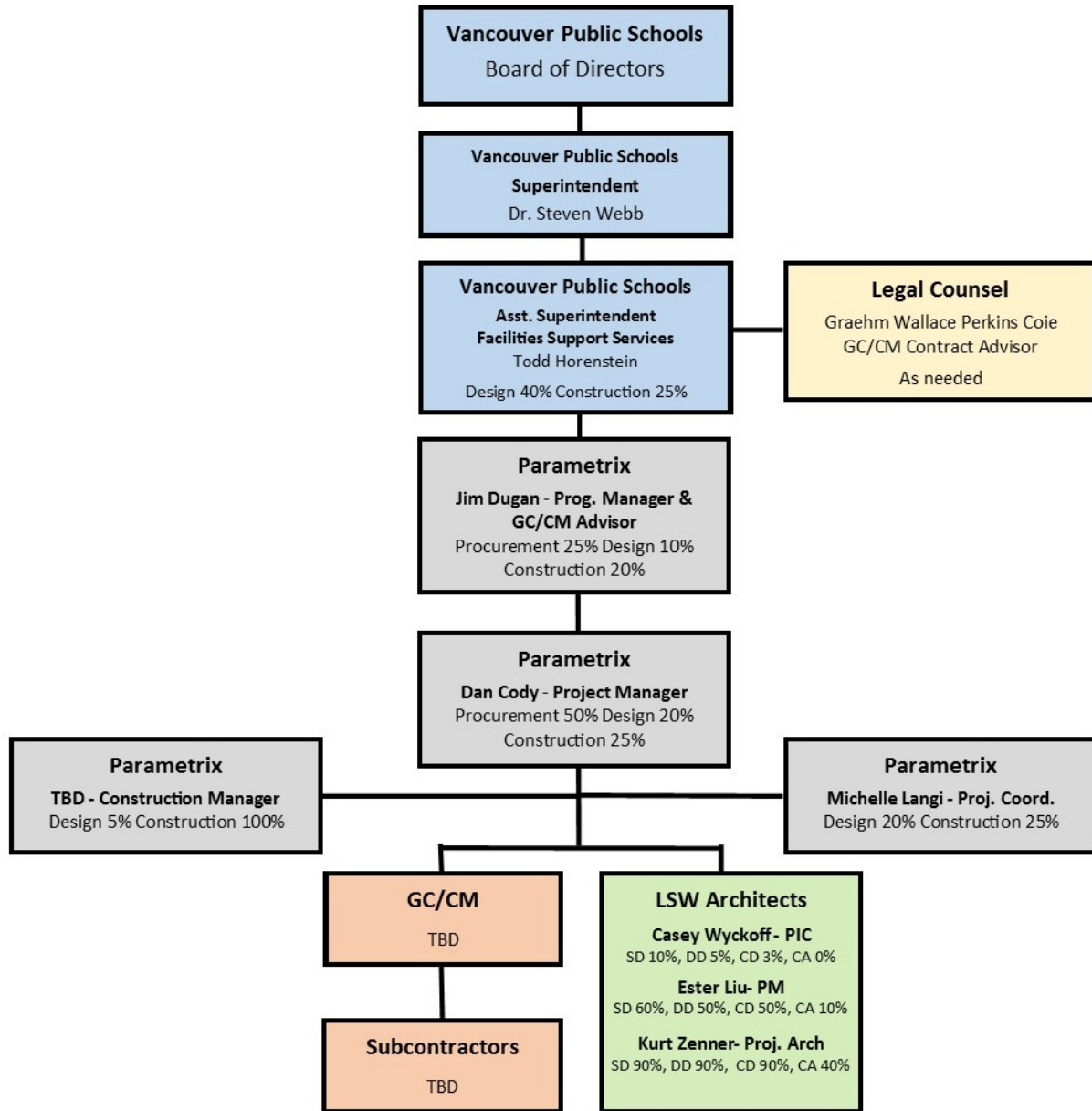
Signature: _____

Name: (please print) Todd Horenstein, AIA

Title: Assistant Superintendent of Facility Support Services
Vancouver Public Schools

Date: _____

Attachment A – Project Organizational Chart



Downtown Elementary School

VANCOUVER PUBLIC SCHOOLS PROJECT ORGANIZATION CHART

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

Figure 1 – Downtown ES Existing Neighborhood Aerial

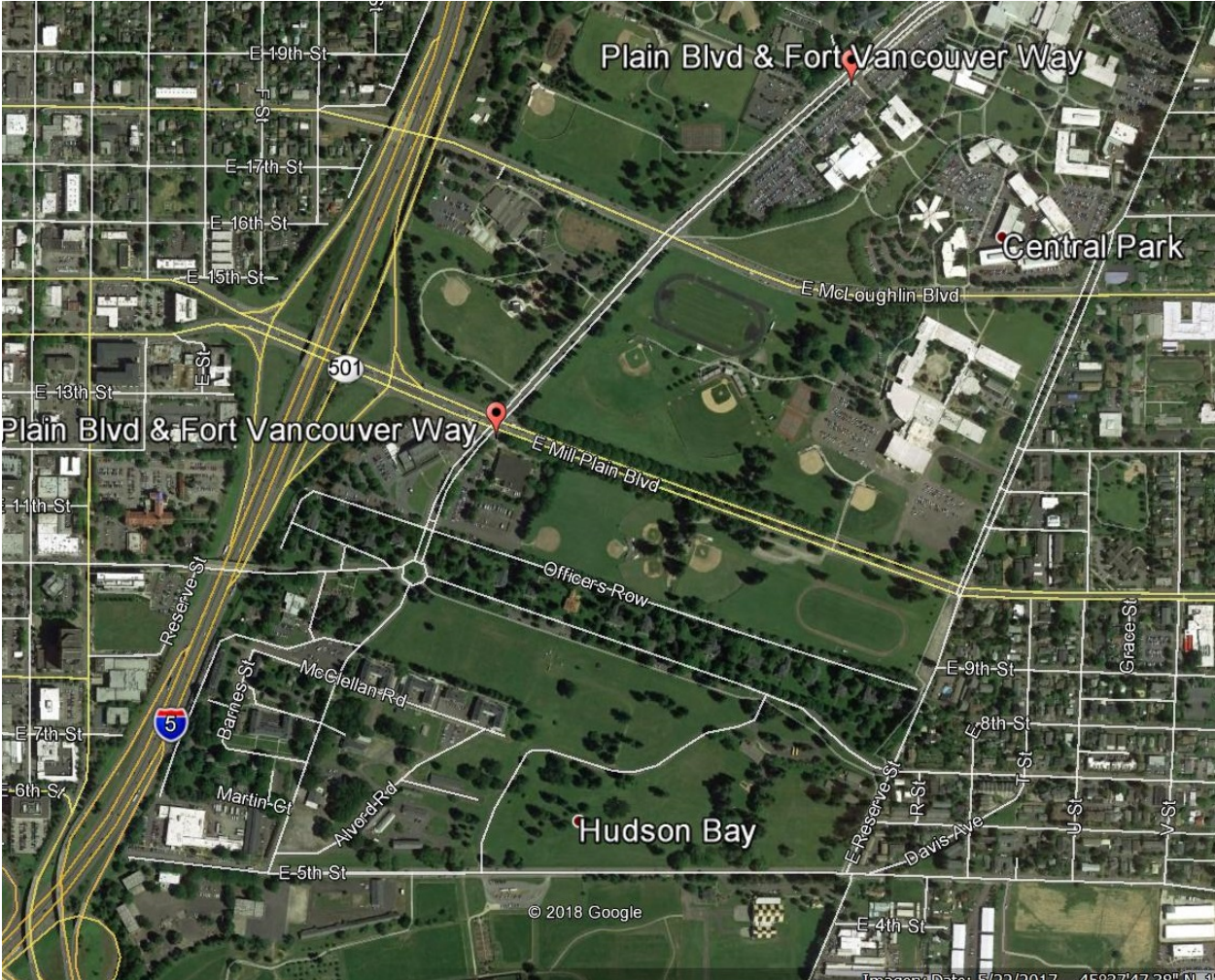


Figure 2 – Downtown ES Existing Site Aerial



Figure 3 – Site Concept Diagram

