

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

APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Bremerton School District 100-C**
- b) Address: **134 Marion Avenue N, Bremerton, WA 98312**
- c) Contact Person Name: **Garth Steedman** Title: **Assistant Superintendent of Finance, Operations & Human Resources**
- d) Phone Number: **360-473-1031** E-mail: **Garth.Steedman@BremertonSchools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **West Sound Technical Skills Center Improvement Project**
- b) County of Project Location: **Kitsap**
- c) Please describe the project in no more than two short paragraphs.

The West Sound Technical Skills Center Improvement Project (WSTSC) is located in Bremerton, Washington. It consists of an expansion and renovation of the existing WSTSC, a 70,000 sf facility built in 1977. The total improved area is anticipated to be approximately 120,000 sf to house up to 14 highly technical academic programs¹ serving students in grades 11 and 12 from ten surrounding school districts. Site improvements on the 13.67 acre parcel, will include improved school bus circulation, separated vehicle parking, storm water mitigation, new utility connections, as well as frontage and off-site improvements, as required by the City of Bremerton. Construction will occur on an occupied site, with academic programs remaining operational through the course of construction. As such, carefully orchestrated, phased construction will be necessary.

The aforementioned improvements will address life-safety and code-required upgrades, ADA compliance, security improvements, and improved space allocation to serve new and continued program offerings. The modernization and expansion will be executed in a manner that accommodates flexibility and adaptation as programming needs and career demands evolve over time. Capital improvements to WSTSC will provide an environment for students to obtain the skills and experience they need to enter and succeed in the local workplace. These contributions to the workforce will in turn benefit the economic climate of the local area.

¹ WSTSC academic programs include:

Automotive Technology
Collision Repair
Cosmetology
Criminal Justice
Culinary Arts

Dental
Diesel Technology
Digital Animation & Video Design
Esthetics
Fire Safety

Professional Medical Careers
Manufacturing Maritime
Multi-Craft Construction Trades
Welding

2. Projected Total Cost for the Project:

A. Project Budget – Pre-Construction Stage

Pre-Design Study	\$ 90,000
Costs for Professional Services (site reconnaissance, DB advisor, etc)	\$ 265,000
Contract Administration (owner, cm, etc)	\$ 145,000
Total	\$ 500,000

Project Budget – Construction Stage

Costs for A/E Professional Services	\$ 6,673,000
Off-site Costs	\$ 611,000
Estimated Project Construction Costs (including construction contingencies):	\$54,440,000
Subtotal – Anticipated Design-Build Contract	\$61,724,000
Costs for Other Professional Services (Owner’s Consultants)	\$ 1,003,000
Equipment and Furnishing Costs	\$ 3,630,000
Contract Administration Costs (owner, cm etc.)	\$ 1,178,000
Contingencies (design & owner)	\$ 7,503,000
Other related project costs (briefly describe) Permits & Insurance	\$ 647,000
Other related project costs (briefly describe) Artwork	\$ 377,000
Sales Tax	\$ 6,596,000
Total	\$82,658,000

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 WSTSC Improvement Project is being funded by the State Legislature, via OSPI, in two stages: Pre-Construction and Construction.

\$500,000 in Pre-Construction funding was awarded by OSPI on July 24, 2019.

\$82.66m of Construction Stage funding has been requested for the balance of the project. The funding request was presented with two options as outlined below: fully funded in the 2021-2023 biennium, or phased appropriations over two biennia.

Funding Scenario #1

	Gross SF	Budget Request
Single funding allocation for entire project in 21/23 Biennium	121,695 gsf	\$82,658,000

Funding Scenario #2

	Gross SF	Budget Request
Phase 1 funding request for 21/23 Biennium This includes on-site/off-site work + expansion facility	54,271 gsf	\$49,959,000
Phase 2 funding request for 23/25 Biennium This includes modernization of the existing facility.	67,424 gsf	\$37,148,000
TOTAL Funding Scenario #3 (Phase 1 + Phase 2)	121,695 gsf	\$87,107,000

OSPI ranked the project as priority #1 amongst all skills center projects in the 21/23 biennium. The budget will be reviewed by the State Legislature beginning in early 2021, and approval is anticipated in July 2021.

Bremerton School District’s intent and ability to progress this project into the Construction Stage is contingent upon Legislative budget approval.

3. Anticipated Project Design and Construction Schedule

Please provide (See Attachment B for an example schedule.):

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.

PROJECT ASSEMBLY & PRELIMINARY STUDY	
Pre-Construction Stage Funding Approved	July 24, 2019
Bremerton School District and Central Kitsap School District enter into Inter-local Agreement (ILA) for Project Management/Construction Management (PM/CM) Services	March 4, 2020
Pre-Design Study & Cost Estimate	March-April 2020
Capital Project Request (CPR) Submitted to OSPI	May 5, 2020
DESIGN-BUILD ADVISOR	
Solicit RFQ for Design-Build Advisor	September 18 and 25, 2020
DB Advisor Selection Process	October 9 – 30, 2020
Notice of Intent to Award DB Advisor	November 13, 2020
Execute DB Advisor Contract	November 23, 2020
Submit Application to PRC/CPARB	December 21, 2020
PRC Presentation and Determination	January 28, 2021
DESIGN-BUILD TEAM SOLICITATION	
Develop and Validate Program and Building Standards	January 4, 2021-March 19, 2021
Issue RFQ for Design-Build Team	March 19, 2021
Receive SOQs	April 9, 2021
Notify Finalist Teams	April 19, 2021
Issue RFP (Management Plan & Fee) to Shortlisted Firms	April 22, 2021
Proprietary Meetings/Interviews	May 10-11, 2021
Proposals Due (Management Plan & Fee)	May 21, 2021
Notice of Intent to Award	June 3, 2021
BSD Board Approval	June 17, 2021
Execute DB Team Contract	June/July 2021
DESIGN & CONSTRUCTION PHASE¹	
Construction Stage Funding Approved	July 2021
Commence Design	July-August 2021
Permit Application – Phase 1 (expansion facility + site work)	February 2022
Construction Begins	no later than July 2022
FFE Procurement – Phase 1	January - March 2023
Permit Application – Phase 2 (modernization of existing facility)	May 2023
Substantial Completion – Phase 1	October 2023
Phase 1 Special Equipment Install & Move-In	Nov - December 2023
FFE Procurement – Phase 2	August - October 2024
Substantial Completion – Phase 2	April 2025
Phase 2 Special Equipment Install & Move-In	May - June 2025
Final Completion	July 2025

¹ Schedule subject to OSPI's approval of funding scenario 1.

4. Explain why the DB 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 the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?
- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Design-Build methodology is being sought for the WSTSC Improvement Project because the project satisfies all of the criteria necessary to utilize the delivery method, as outlined below.

Criteria: Highly Specialized Construction Activities

Construction activities will need to be carefully planned, phased, and orchestrated as construction will be occurring on an occupied site with academic programs remaining operational through the course of construction. Phased construction is anticipated in two primary phases.

- Phase 1 will include on-site/off-site redevelopment, new utility services, storm water mitigations, and new-construction of the expansion-portion of the facility.
- Phase 2 will commence after the Phase 1 area is occupied. The areas of the existing building that become vacated by Phase 1 occupancy, will provide swing space for the remaining programs to be temporarily housed while the interior of the existing building is modernized and incrementally opened for use. Strategic sub-phasing within Phase 2 will be critical to facilitate continued operations of programs that utilize significant industrial equipment while surrounding construction occurs. As such the construction phasing may influence the locations where particular programs are temporarily and permanently housed. A Design-Build partnership is ideal for analyzing and solving such logistics.

The multi-phased construction will require careful coordination with all parties (Bremerton School District, Project Management Team, Design-Build Team) in concert with review and approval of the proposed approach by the AHJ.

Additionally, Construction of the WSTSC facility will need to respond to the varying needs of the school's diverse program offerings, which currently include 11 highly specialized programs from Esthetics to Automotive. Building systems will need to be designed to meet current and future needs and may need to be installed in phases to accommodate academic operations. Design-Build will allow the greatest amount of flexibility in procuring this work and ensure the appropriate players are at the table early so needs are all met, and implementation is as streamlined as possible. Examples of areas for opportunity on the project include:

- Several programs utilize **space-intensive specialized equipment** that require diligent coordination between its configuration and service needs. These spaces include automotive technology (vehicle lifts), collision repair (paint and powder-coating rooms), welding technology (welding booths), culinary arts (kitchen equipment, walk-in freezer/refrigeration), and dental and professional medical careers (patient beds and associated care equipment)
- Many programs require **ventilation-intensive building systems** such as culinary arts, cosmetology, esthetics, welding, collision repair, and digital animation and video.
- Programs that require **specialized plumbing waste and/or drainage mitigations** include cosmetology and esthetics (chemical disposal), culinary arts (3-compartment sinks and associated waste disposal), automotive technology and collision repair (oil/water separator).
- **Robust electrical service and network communications** will be required across all programs to serve specialized equipment that support current/future curriculum needs. Electrical coordination is particularly important in spaces that house specialized equipment such as

welding, diesel technology, as well as kitchen and cosmetology equipment. The digital animation and video program will require significant electrical and networking to support high-performance equipment and associated recording studio with control booth.

Criteria: Opportunity for Innovation or Efficiencies

Design-Build is well suited for WSTSC because:

- Successful integration of the aforementioned criteria will be significantly improved by collaborative and innovative efforts during pre-construction planning and design. Pre-construction affords time for design decisions to be thoroughly vetted, potential conflicts identified and resolved, and cost-effective strategies to be identified and implemented. Additionally, construction phasing will need to consider the unique logistical requirements associated with construction activities on an occupied site. Construction must be planned and coordinated in innovative ways to always maintain public safety for staff, students, and the public who will be present while construction progresses.
- The Design-Build Team will be asked to evaluate the cost-benefit of implementing the facility's expansion as either a detached stand-alone building or as an addition to the existing facility.
- Should the project be funded in multiple phases, use of Design-Build will allow for greater price certainty and flexibility of procurement timing and scoping of the project.
- Building in flexibility for evolving industry needs and educational program offerings is paramount to the longevity of WSTSC. The Design-Builder will be expected to provide innovative approaches to designing and constructing the facility in a way that will allow WSTSC to adapt as efficiently as possible to future needs. Including provisions for flexible and adaptable space development and consideration of infrastructure investments that will provide long term resiliency.

Criteria: Significant Savings in Project Delivery Time

Shortening construction duration for the WSTSC Improvement Project is in the best interest of Bremerton School District for the simple reasons of minimizing school disruptions and construction cost. However, if the phased construction of an occupied facility, as described above, were pursued via design-bid-build, the project would risk a protracted schedule duration due to inability for pre-construction planning with a contractor. Design-Build will afford the Design Builder and District flexibility to procure subcontractors via the most appropriate method (design-build, design assist, or lump sum) for each discipline to support the phasing planning activities when their expertise is most impactful to the project. Design-Build will also benefit phased delivery by allowing for phased design and procurement of early bid packages.

Realizing significant savings in delivery time is only possible through collaboration between Designers and Contractors with adequate advanced planning prior to the start of construction. Design-Build is an excellent methodology for identifying and incorporating schedule efficiencies to shorten the project delivery time.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB 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; or
- 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.

A Design-Build delivery will provide substantial fiscal benefit to Bremerton School District, and its use of public funds, as compared to a traditional design-bid-build method.

- **Design-Build delivery will result in reduced fiscal risk of state funds.** By engaging the expertise of the Contractor on the Design-Builder and utilizing its market-based insights of the current bid climate, the project will stand to benefit from the ability to course-correct early in the

project, thereby avoiding unfavorable and costly surprises that are otherwise frequently encountered through design-bid-build.

- **Design-Build will provide predictable cost control.** Design-Build delivery will provide a single source of responsibility to ensure that the project's complex requirements are achieved in a way that meets the budget allocation. Additionally, early Contractor participation with value analysis, constructability reviews, and frequent market checks position a project to achieve the target budget set forth for the project. Such early Contractor engagement is not feasible in a design-bid-build project methodology.
- **Design-Build will identify the fastest project schedule with the greatest schedule control.** The Contractor on the Design-Builder will be expected to have a skilled and experienced scheduling team. Also, the Design-Build contract will include milestone commitments aimed at minimizing the likelihood of schedule slippage that often develops on design-bid-build projects. During pre-construction, the scheduling team will study the existing conditions, the desired scope of work, and the unique scheduling constraints associated with school operations in order to build the most efficient phasing plan possible. Executing a compressed project schedule will save the District costs associated with general conditions while minimizing the duration of disruption.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

Through an inter-local agreement, Bremerton School District (BSD) has engaged Central Kitsap School District's (CKSD) Capital Projects team to provide Project Management/Construction Management (PM/CM) services on its behalf for the WSTSC Improvement Project (WSTSC), including delegation of decision making authority. The CKSD team brings prior experience using alternative project delivery including three recent GC/CM projects totaling over \$200M in construction costs. Project-specific details are provided in the subsequent bullet points. The CKSD team also recently completed the DBIA Design-Build Certification Workshop and will be pursuing Associate DBIA Certification in coming months.

The PM/CM team is augmented by OAC Services, who has been retained to support the Central Kitsap Capital Projects team for the duration of the project and will participate in key project meetings. As one of the regions most experienced alternative delivery project management consultants, OAC has successfully managed Design-Build projects ranging from \$2 million to \$200+ million for clients including WSU, King County, City of Spokane, General Services Administration, and the Washington Public Utility District.

Additionally, Graehm Wallace of Perkins Coie will represent the District as its attorney. He and the Perkins Coie team have extensive experience in alternative project delivery contracts, including Design-Build, and have provided legal and contract-related services to numerous clients.

- 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 Next Page



Bremerton
School District

Aaron Leavell
Superintendent

As Needed

Shani Watkins
Skills Center Director,
West Sound Tech
D-B Procurement 5%
Design 20%
Construction 10%

Garth Steedman
Director of Finance
Operations &
Human Resources

As Needed



PM/CM Team

OAC
Design-Build Advisor

Dan Chandler
OAC, Sr. VP, Principal
D-B Procurement 5%
Design AN
Construction AN

Robin Shoemaker
CKSD Director of Capital Projects
D-B Procurement 15%
Design 20%
Construction 15%

Perkins Coie
Graehm Wallace
Legal Counsel
D-B Contract Advisor

As Needed

Steve Murakami
OAC, Vice President
D-B Procurement 10%
Design AN
Construction AN

Sydney Thiel
CKSD Project Manager
D-B Procurement 40%
Design 75%
Construction 90%

Stacy Shewell, DBIA
OAC, Sr. Project Manager
D-B Procurement 20%
Design 5%
Construction 5%

Design-Build Team
Contractor + Architect
TBD

**Sub-Consultants +
Sub-Contractors**
TBD

Legend:

- D-B Design-Build
- ILA Inter-Local Agreement
- PM/CM Project Management/
Construction Management
- TBD To Be Determined
- AN As Needed

- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Robin Shoemaker, Director of Capital Projects (Central Kitsap School District)

Robin has 41 years of experience in the project, design, and construction fields, including 28 years working directly for public organizations managing people, projects, and programs. The majority of Robin’s work experience has been in K-12 and higher education in Washington State. She has been responsible for the direct management and oversight of millions of dollars of voter approved capital levies, bond, and state funding for capital improvements on both K-12 and higher education projects. Robin holds a Civil Engineering degree from the University of Virginia and is a registered engineer in the states of Washington and Alaska. Robin is highly experienced in managing programming and design consultants and managing contractors and construction support services. She has excellent relationships with agencies having jurisdiction in Kitsap County. As the Director of Capital Projects at CKSD, she oversaw the three GC/CM projects including the entirety of the Olympic High School Modernization and Addition Phase 1, and Central Kitsap High School and Middle School Replacement. She is presently overseeing Phase 2 of the Olympic High School Modernization. Robin also worked at the University of Washington during the period when alternative public works processes were being developed and approved for use in the State of Washington, and interfaced with the GC/CM delivery process on the new Law School Building. Robin is an effective communicator and collaborative leader in forging decisions with stakeholders. She has also enjoyed a career of successful construction contract completion, delivering projects on time, budget and scope.

Robin Shoemaker - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Olympic High School Modernization & Addition, Phase 2	\$29 M	GC/CM	Project Director	2020 - ongoing
Olympic High School Modernization & Addition, Phase 1	\$39 M	GC/CM	Project Director	2017 - 2018
Central Kitsap High School & Middle School Replacement Project	\$141 M	GC/CM	Project Director	2016 - 2020
Klahowya Secondary School Addition	\$16 M	D/B/B	Project Director	2016 - 2018
Operations Service Center	\$17 M	D/B/B	Project Director	2013 - 2017
Silverdale Elementary School Modernization	\$14 M	D/B/B	Project Director + PM	2011 - 2016
Hawk Elementary School at Jackson Park	\$19 M	D/B/B	Project Manager	2011 - 2014
North Kitsap High School Renovation, Poulsbo Middle School Renovation, Renovate 3 Elementary Schools	\$62 M (project value)	D/B/B	Project Director + PM	2001 - 2010
Kingston High School (new construction)	\$38 M (project value)	D/B/B	Project Director + PM	2001 - 2007

Sydney Thiel, Project Manager (Central Kitsap School District)

Sydney Thiel has 23 years of experience in the fields of construction, architecture, and project management. Sydney’s experience with alternative project delivery includes a non-profit boathouse facility, public library renovations, and most recently, the new construction of Central Kitsap High School and Middle School Replacement which was delivered via RCW 39.10 GC/CM procurement. Sydney’s role on the CKHS/MS project included the successful management and contract administration of the A/E team and GC/CM contractor, as well as delivering the project on-time and within-budget. Like many projects within Sydney’s portfolio, the CKHS/MS project has been recognized for its architectural achievements as well as fostering healthy, respectful, and collaborative working relationships amongst the project team, suppliers, and end-users – qualities that are equally important to a successful design-build project delivery. Sydney holds an undergraduate architecture degree from the University of Washington and a Master of Architecture degree from the Rhode Island School of Design. In November 2020, Sydney attended the DBIA Certification Workshop and plans to obtain Associate DBIA credentials in the near future.

Sydney Thiel - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Central Kitsap High School & Middle School Replacement Project	\$141 M	GC/CM	Project Manager	2016 - 2020
Boston Public Library, Jamaica Plain Branch Renovation	\$10 M	D/B/B	Project Manager	2014 - 2016
Boston Public Library, Central Library Renovation phases 1 and 2	\$75 M	GC/CM	Project Manager	2013 - 2016
Ankara Office Tower	undisclosed	International D/B/B	Project Architect	2010 - 2013
Community Rowing Boathouse	\$14 M	GC/CM	Project Architect	2005 - 2008

Dan Chandler, PE, AIA, Design-Build Advisor Team (OAC Services)

Dan has 40 years of experience in the construction industry and is known for his integrity, leadership, and team-building skills. Dan has a successful track record of serving public, private, and nonprofit owners and guiding his clients through the development process’s challenges. Dan is a published author, speaker, and experienced practitioner in all project delivery methods, including Design-Build, GC/CM, and design-bid-build. Dan has promoted the expansion of alternative delivery since 2003, testified before the legislature, served on Project Review Boards, and has served on the Project Review Committee from 2007-2010 including serving as chair.

Dan Chandler - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Sound Transit, Sounder Maintenance Base	\$100M	DB	Principal in Charge & Design-Build Advisor	2019-2020
Lake Washington School District, 2016 Bond Program	\$400	GC/CM	Principal in Charge	2015-Present

Issaquah School District, New Middle and High School	TBD	PDB	Principal in Charge & Design-Build Advisor	2018-2019
Clover Park School District	\$190M	GC/CM	Principal in Charge	2012-2014
Tahoma School District 2014 Bond Program	\$229M	GC/CM	Principal in Charge	2014-2018
King County, Children and Family Justice Center	\$210M	DB	Principal in Charge & Design-Build Advisor	2012-2021
Washington State University (8 projects)	\$230M	DB	Design-Build Advisor	2008-2016
Spokane Central Services Center	\$15M	DB	Principal in Charge & Design-Build Advisor	2012-2015
City of Liberty Lake Town Square	\$12	DB	Principal in Charge & Design-Build Advisor	2019

Steve Murakami, Design-Build Advisor Team (OAC Services)

Steve has more than 20 years of experience working as a contractor, designer, consultant, and the COO of Tacoma Public Schools. He has a diverse portfolio of education projects; architect for 22 projects across 18 school districts totaling more than \$155 million in construction costs. As an owner, he oversaw 27 projects that totaled more than \$1 billion. Steve currently serves as the Governor of the A4LE Washington Chapter and is the current Executive Chair of the OSPI Technical Advisory Committee. As a respected leader in the K12 design and construction field, Steve brings passion, experience, and leadership to OAC's education practice. His master planning and program management skills transition smoothly into project and construction management. With experience guiding projects through alternative delivery processes, Steve's holistic approach to K12 projects provides school districts with an expert in every phase - from planning to moving in.

Stephen Murakami - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Discovery Elementary School	\$19.5 M	GC/CM	GC/CM Advisor	2020-Current
Challenger & Horizon Elementary School Additions	\$20.6 M	GC/CM	GC/CM Advisor	2020-Current
Juanita High School Enlargement and Modernization	\$106.9 M	GC/CM	Program Manager	2017-2020
Timberline Middle School	\$58.5 M	GC/CM	Program Manager	2017-2019
Kirk & Mead Elementary Schools - Enlargement and Modernization	\$78.8 M	GC/CM	Program Manager	2017-2019
Baker Elementary School	\$35 M	GC/CM	Program Manager	2017-2018
Barton Elementary School	\$40.2 M	GC/CM	Program Manager	2017-2018
McCarver Elementary School – Historic Renovation	\$32 M	GC/CM	Program Director	2013-2016
Stewart Middle School Historic Renovation and Addition	\$51 M	GC/CM	Program Director	2013-2017

Stacy Shewell, DBIA, Design-Build Advisor Team (OAC Services)

Stacy has over 10 years of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has worked on multiple Design-Build projects varying in scope, complexity, and design-build procurement style, from traditional to progressive, with a combined value of over \$200 million dollars. On these projects, she has acted both in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with the RCWs and ongoing project management to ensure successful implementation of the alternative delivery process. Her projects include two that were honored at the national level by DBIA for excellence in teaming and process.

Stacy Shewell - Project Experience

Project	Construction Value	Delivery Method	Role	Time Involved
Sound Transit, Souder Maintenance Base	\$100M	DB	Design-Build Project Manager	2019-2020
Bothell Fire Stations 42&45	\$35.5M	PDB	Advisor	2019
Issaquah School District, New Middle and High School	TBD	PDB	Advisor	2018-2019
Washington State Convention Center*	\$1B	GC/CM	Construction Contract Manager	2017-2018
Juanita High School	\$106.9M	GC/CM	Project Manager	2016-2017
Washington State University, Spark Academic Building (Digital Classroom)	\$65M	DB	Project Manager	2014-2016
Washington State University, Everett Academic Center	\$65M	DB	Project Manager	2013-2016
Global Innovation Exchange (GIX) – MS	\$20	PDB**	Project Manager	2015-2016
Spokane Central Services Center	\$15M	DB	Owner Project Manager	2012-2015

Graehm Wallace, District Legal Counsel (Perkins Coie LLP)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided project legal assistance under RCW 39.10 for dozens of public entities including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm has prepared Design-Build contract documents under RCW 39.10 for the Ellensburg, Mt. Vernon, Tacoma, and Willapa Valley School Districts, the Chelan County PUD, the Spokane Valley Fire Department, the Washington State School Directors Association, and West Plains Airport Area Public Development Authority; Design-Build contract documents for dozens of private projects; and RCW 39.10 GC/CM contract documents for dozens of public entities. Graehm has over twenty-four years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. 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 also provides legal advice during construction, claim prosecution and defense work.

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

Specific experience for each proposed team member is described within each Staff and Consultant Biography listed above.

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

Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

The qualifications of the project manager and consultants are described within each Staff and Consultant Biography listed 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.

The Project Management/Construction Management (PM/CM) Team consists of CKSD Capital Projects Director, CKSD Project Manager, and OAC Services as described in the aforementioned Organization Chart and Staff/Consultant Biographies. Currently proposed personnel are expected to fulfil their respective roles for the duration of the project. The associated fees have been anticipated within the project funds.

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

In recent history, Bremerton School District has had limited experience with capital improvements. As a result, we have partnered with Central Kitsap School District's Capital Projects Office to draw upon their recent experience, knowledge, and success with projects of robust scope and alternative delivery. Central Kitsap School District's Capital Projects team will act on our behalf to deliver all project management services for the project, including Design-Build procurement, delivery, close out, transition to occupancy and everything in between.

Central Kitsap School District (CKSD) has experience utilizing alternative project delivery including three recent GC/CM projects totaling over \$200M in construction costs. This experience includes Olympic High School Modernization, phases 1 and 2 (both GC/CM) and Central Kitsap High School and Middle School Replacement Project (GC/CM). CKHS/MS Replacement and OHS phase 1 were successfully completed and occupied, less than 3.5 years after passing a voter-approved capital bond. OHS phase 2 is presently under construction. Each of these projects have involved complicated construction phasing on occupied campuses. Specific construction experience for each PM team member and consultant is described in the Staff and Consultant Biographies noted above.

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

The WSTSC Improvement Project will be managed through CKSD's Capital Projects Office with assistance from OAC Services as the Design-Build Advisor who will assist with administering the contract. Project changes are controlled through designation of signing authority, under the overarching authority of the Bremerton School Board. Signing authority is granted to the following individuals: BSD Superintendent, Dr. Aaron Leavell (\$50,000), BSD Assistant Superintendent of Finance, Operations, and Human Resources, Garth Steedman (\$40,000), and Robin Shoemaker, CKSD Director of Capital Projects (\$20,000).

The CKSD PM/CM team will be led by Robin Shoemaker, who will have oversight of contract negotiations and approval of financial matters up to the aforementioned limit. For the duration of the project, day to day project management will be provided by CKSD Project Manager, Sydney Thiel who will be the Design-Builder's main point of contact, responsible for coordinating interaction with both BSD and CKSD project stakeholders as appropriate to ensure timely decision making and direction in support of streamlined delivery of the project. Sydney and Robin will be supported by Stacy Shewell, and Dan Chandler, OAC Services, Design-Build Advisors in the development of the Progressive Design-Build approach, including development of the: contract, RFQ and RFP, and Steve Murakami in development of OPRs. CKSD will lean heavily on OAC to establish the approach to delivery, and execute the procurement process, following procurement, OAC will continue to provide support in an advisory role, participating in leadership meetings and making themselves available as needed by CKSD, especially during GMP negotiations and subcontractor procurement. CKSD has OAC's commitment to support the project as necessary through its completion. Additional support will be provided by CKSD's Capital Projects' contract specialists and accounting technician. The District will also employ the legal expertise of Graehm Wallace, a construction attorney who is highly experienced in the construction industry and alternative delivery methods, including Design-Build.

Additional organizational controls are outlined below:

Project Management and Decision Making

- Authority and decision-making responsibility will be provided by Robin Shoemaker with implementation by Sydney Thiel.
- Weekly project meetings will occur to discuss, and plan project implementation and ensure resources are well aligned.
- Sydney Thiel will be the Design-Builder's point of contact.

Selection Committee

- The Design-Build selection committee will be comprised of WSTSC administrative staff, CKSD capital project's staff, and BSD leadership.
- OAC will facilitate and monitor the process and may act as a voting member of the committee.

Communication

- CKSD will use established tools to consistently provide effective communications with all project stakeholders.
- CKSD in collaboration with BSD will advertise the RFQ via common bidding platforms. ‘
- During the RFP phase, the selection committee will meet with the shortlisted teams in a Design Builder-led proprietary meeting to discuss project objectives, project approach, project procedures and project specific ideas to allow the Design-Build team to complete their proposal.
- During project implementation regular project meetings will occur between the PM/CM team, project stakeholders, and the Design-Builder to ensure the project is progressing as expected by the owner. Formal interim reviews of drawings, schedule and budget will also be conducted.

Project Progress

- The Design-Builder will be required to report on progress weekly to the CKSD PM/CM team.
- Formal reporting will be provided to the BSD School Board and Superintendent at key milestones.

Budget Monitoring

- Sydney will be managing, and tracking project estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided and monitored by Sydney to CKSD and BSD leadership regularly.

- Owner may retain a third-party cost consultant to demonstrate appropriate use of public funds. The cost consultant's responsibility will include review of preliminary estimates at key milestones and the GMP prior to its acceptance by the Owner.
- Target value design will be utilized during design, and the selected Design-Builder will be highly skilled in this method of cost management as well as conceptual estimating.
- The District will maintain an owner contingency consistent with WA State statutory requirements, to address any owner driven changes following establishment of the GMP.
- A risk contingency will be established within the Design-Builder's GMP based upon a detailed project specific risk register, which will be developed collaboratively by the Design-Builder and PM/CM team. Use of this contingency will require CKSD approval.

Schedule

- The project schedule will be developed in collaboration with the Design-Builder during the initial planning phase of the work. They will be required to develop a highly detailed project schedule accounting for permitting, design, bidding, phased construction activities, occupancy, close out and warranty.
 - The baseline schedule may be reviewed by a third-party scheduler prior to approval and incorporation into the contract during the GMP process.
 - Weekly look ahead schedules will be delivered as well as updates with each pay application.
- A brief description of your planned DB procurement process.

The District intends to follow a two-step, qualifications based, Progressive Design-Build procurement process as outlined below:

- Industry outreach, including pre-bid conference/informational meeting, facilitation of teaming opportunities, publication of intent to procure Progressive Design-Build services.
 - Following PRC approval, the final RFQ will be issued. RFQ will include draft Design-Build Agreement and outline of RFQ requirements.
 - Statements of Qualifications (SOQ) received in response to the RFQ will be reviewed and scored by the selection committee based upon the evaluation criteria outlined in the RFQ to determine a shortlist of no more than five proposers, but likely three.
 - Shortlisted proposers will be invited to respond to a Request for Proposal (RFP), which will include a Proposal, and participation in proprietary meetings. The Proposal will consist of a management plan, and price component, which is anticipated to consist of proposed profit factor (fee), General Conditions unit rates and estimated Preconstruction Services fee. Evaluation Criteria for the Proposal components will be outlined in the RFP.
 - Selection of the successful Design-Builder will be based upon combined scoring of their SOQ and Proposal per the Criteria outlined in the RFQ and RFP.
 - Following selection of the Design-Builder, the District, with OAC's support, will participate in subconsultant and subcontractor procurement. Subcontractors will be procured using, lump sum, design assist, and Design-Build approach as deemed appropriate based on the content of each package.
- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.
BSD has teamed with Graehm C. Wallace, Perkins Coie to develop project specific progressive Design-Build terms and conditions. District general counsel, Graehm, the CKSD Capital Projects team, and OAC Services will work together to align contract terms, the RFQ, and RFP, which will be specifically tailored to meet the specific needs of the project.

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 Attachment E. 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

CENTRAL KITSAP SCHOOL DISTRICT CONSTRUCTION HISTORY

Project Name and #	Project Description	Contract Method	Planned Const. Start/Finish	Actual Const. Start/Finish	Original Const. Budget	Actual Const. Cost	Reasons for Budget or Schedule Overruns
Silverdale Elementary School (1149)	Renovation/ Addition	D/B/B	June 2015 - July 2016	July 2015 - Sept 2016	\$12,666,000	\$13,772,075	Project was completed within budget. Increased construction costs were attributable to added scope imposed for Site Development Activity Permit, Right of Way improvements, and revisions to water system.
Operations Service Center (1148)	New Construction	D/B/B	Aug 2016 – June 2017	Sept 2016 – Sept 2017	\$17,245,203	\$16,379,669	Project was completed within budget. Project completion was impacted by delay of contract award due to permit.
Klahowya Secondary School Addition (1513)	New-in-Lieu Construction	D/B/B	Mar 2017 - Aug 2018	Mar 2017 – Sept 2018	\$14,768,934	\$15,534,648	Project was completed within budget. Project completion was affected by a limited work force that caused construction delays.

Project Name and #	Project Description	Contract Method	Planned Const. Start/Finish	Actual Const. Start/Finish	Original Const. Budget	Actual Const. Cost	Reasons for Budget or Schedule Overruns
Olympic High School Modernization & Addition, Phase 1 (1515)	New-in-Lieu Construction	GC/CM	Jun 2017 – Aug 2018	Jun 2017 – Dec 2018	\$38,893,633	\$41,702,032	Project was completed within budget. Schedule extension and cost increased due to Owner's acceptance of add-alternates and other scope-added changes.
Central Kitsap High School & Middle School Replacement Project (1514 + 1517)	New Construction	GC/CM	Jun 2017 – Sept 2019	July 2017 – Sept 2019	\$132,284,911	\$144,926,089	Project was completed on time and within budget. Start of construction was delayed due to permit approval. Costs increased due to Owner's acceptance of add-alternates and other scope-added changes.
Olympic High School Modernization, Phase 2 (1715)	New-in-Lieu Construction	GC/CM	July 2020 - Dec 2021	July 2020 - ongoing	\$22,675,469	TBD	N/A (under construction)

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. Some examples are included in attachments E1 thru E6. 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

Please refer to the following Attachments for pre-design materials:

- Attachment A: Existing Site Plan
- Attachment B: Conceptual Site Plan
- Attachment C: Conceptual Floor Plans
- Attachment D: Conceptual Massing Studies

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.

Neither Bremerton School District nor Central Kitsap School District have received any audit findings on any projects.

10. Subcontractor Outreach

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

The Bremerton and Central Kitsap School Districts' are committed to diverse business practices. As an element to be scored in the SOQ, the Design-Builder will be asked to describe their approach to ensuring WMBE subconsultant and subcontractor participation as well as their past performance relating to participation. During the early planning phases of the project, they will be asked to provide a project specific outreach plan and procurement plan with special attention to providing opportunities to WMBE firms. Outreach efforts will include, at minimum:

- Owner outreach: A pre-proposal meeting will be held in advance of issuing the Design-Build RFQ and during subconsultant and subcontractor procurement post Design-Build award.
- Contractor outreach: The Design-Builder will be required to consider WMBE participation in the organization of their bid packages, including proving a procurement plan indicating procurement approach for each bid package and an identified participation target. This plan will require District approval prior to implementation.
- On-going engagement with community advocacy groups: This will be further refined once the Design-Builder is on board and may include organizations such as: Olympic Peninsula Trades Council, Tabor 100; National Association of Minority Contractors; Black Collective; National Association of Women in Construction; Hispanic Chamber of Commerce; Korean American Chamber of Commerce; Regional Contracting Forum; Contractors, Designers and Entrepreneurs; and, the Ethnic Chambers of Commerce Coalition.

CAUTION TO APPLICANTS

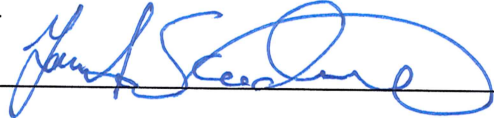
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

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.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request to use the DB 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 DB 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) Garth Steedman _____ (public body personnel)

Title: Bremerton School District, Assistant Superintendent of Finance, Operations, and Human Resources

Date: 12.17.20 _____



**ATTACHMENT B
CONCEPTUAL SITE PLAN**



FIRST STREET

EXISTING BUILDING
MODERNIZATION

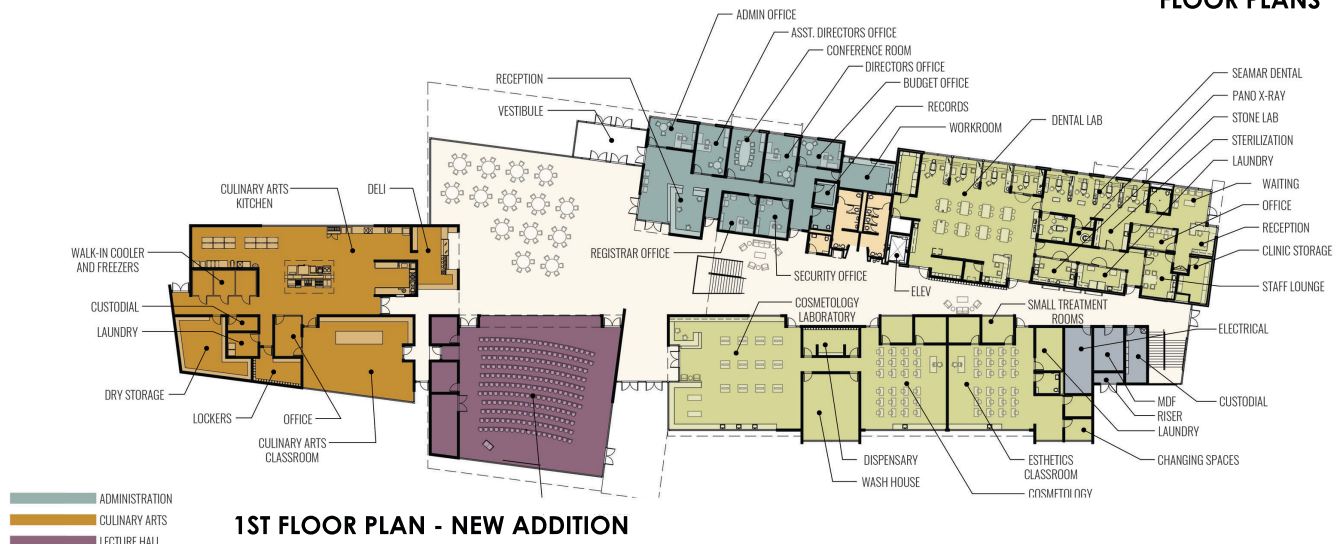
NEW ADDITION

NATIONAL AVE NORTH

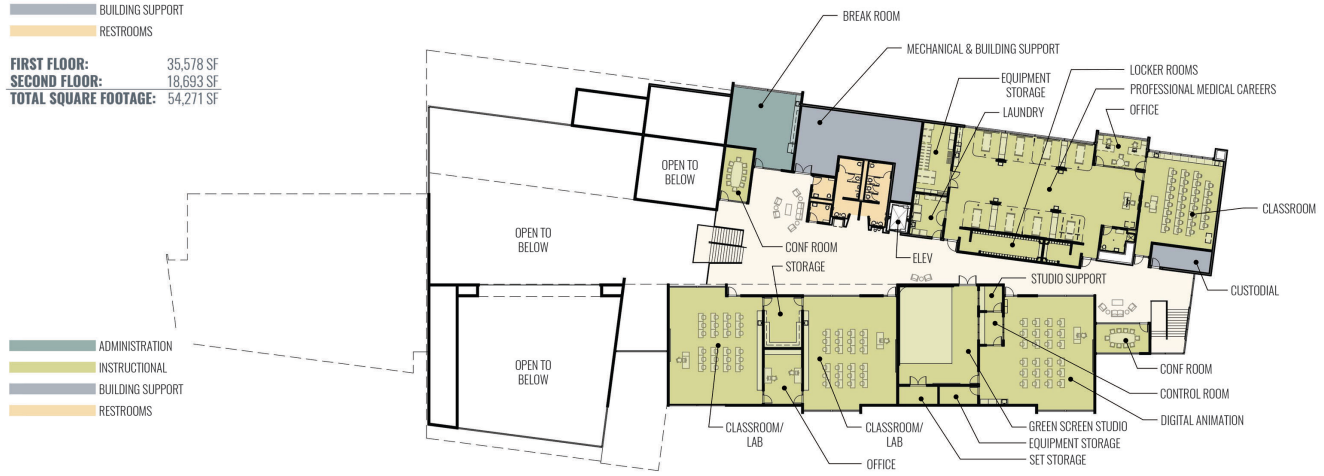
GRAPHIC SITE PLAN
PREPARED BY
HUTTEBALL & OREMUS
ARCHITECTURE



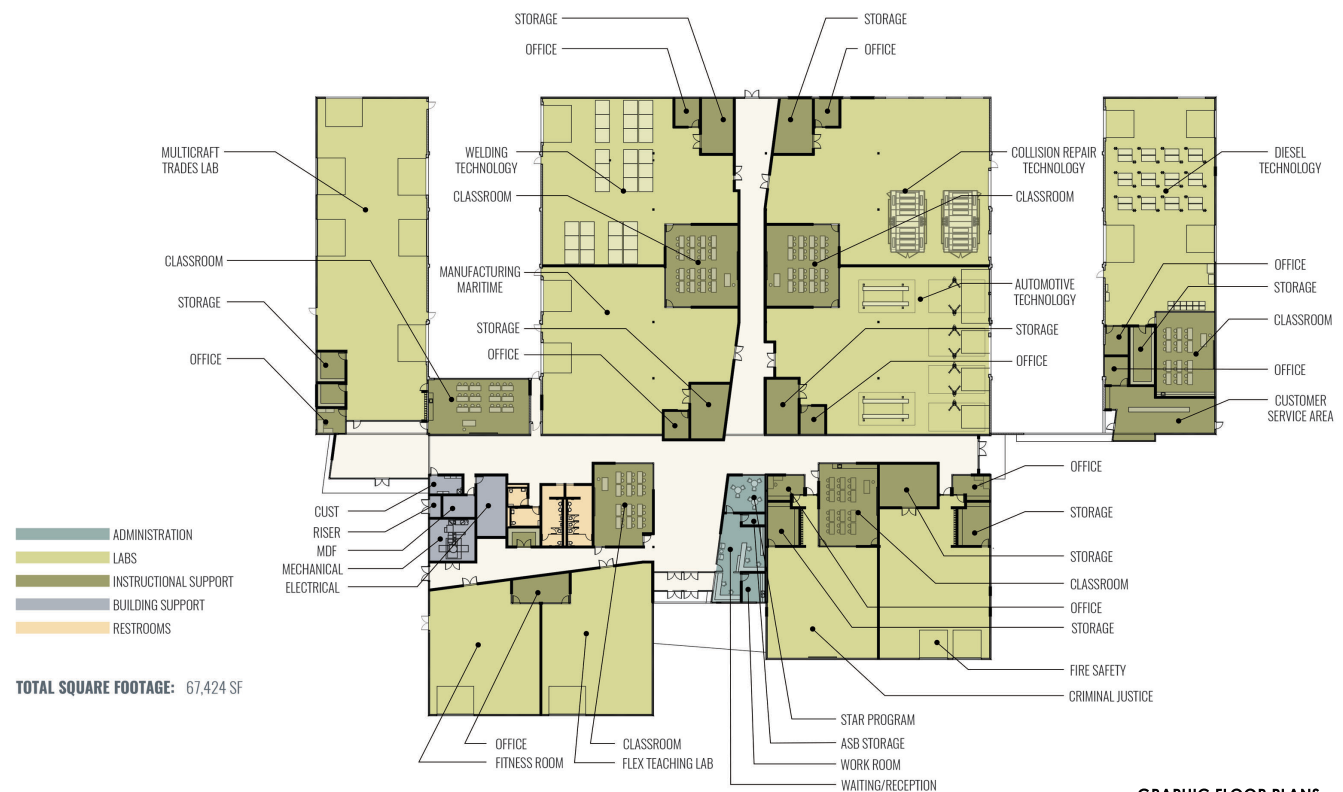
ATTACHMENT C CONCEPTUAL FLOOR PLANS



FIRST FLOOR: 35,578 SF
SECOND FLOOR: 18,693 SF
TOTAL SQUARE FOOTAGE: 54,271 SF



2ND FLOOR PLAN - NEW ADDITION



TOTAL SQUARE FOOTAGE: 67,424 SF

MAIN FLOOR PLAN - EXISTING BUILDING



RENDERINGS ARE OF THE CONCEPTUAL
DESIGN FOR THE NEW ADDITION

