

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

APPLICATION FOR CERTIFICATION of PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting- GCCM

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

1. Identification of Applicant

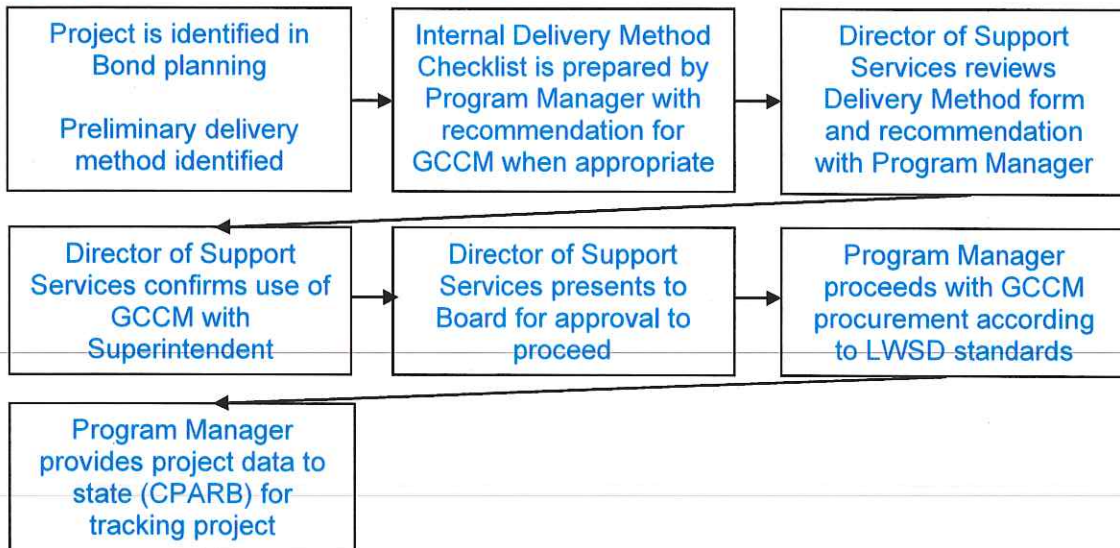
Lake Washington School District
Mr. Forrest Miller CFM, REFP, EFM
Director of Support Services
Lake Washington SD Support Services Center
15212 NE 95th St
Redmond, WA 98052
fmiller@lwsd.org, 425.936.1100

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM under Alternative Contracting Procedure (RCW 39.10.270 (2) (a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

RESPONSE:

The flow chart below indicates Lake Washington School District plan to establish the most appropriate delivery method for each project:



See Delivery Method Checklist and Recommendation—Attachment A

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

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

RESPONSE:

The Lake Washington School District has a long history of placing a high priority on Capital Improvements on their facilities and is widely considered one of the top districts in the state. Since 2000, the District has completed 26 capital projects including new schools, replacement schools and partial-modernizations of existing schools for a total of \$679,000,000 of bond or levy funding. Three of those projects have used GC/CM delivery models including Lake Washington High School for \$87M completed in August 2011, Rush Elementary for \$32M completed in August 2012, and Mann Elementary \$12.6M completed in August 2003. (Note: Amounts listed are total project costs.)

The Lake Washington School District has retained OAC Services as their Program Manager to oversee all aspects of their construction programs including delivery method recommendations and execution. Washington’s leader in Alternative Public Works delivery since 2007, OAC Services has managed or advised public owners on 23 GC/CM projects valued over \$1 billion—more than any consulting firm or public agency except the University of Washington.

Committed to the effective use and expansion of GC/CM delivery on public projects, OAC staff members are active speakers, trainers and legislative advisors regularly. OAC principal, Dan Chandler, one of the original 33 members of the Washington State Project Review Committee, he was elected by his peers to Chair in 2013 and is currently serving in this capacity. OAC managed the first school project executed under the expanded statutes in 2007. A list of alternative delivery projects performed by OAC:

Project	Budget \$M	Project Type
Kenmore City Hall	\$14.0	City Hall
Transit Community Center	\$5.0	Civic
Sno County Courthouse	\$160.0	Courthouse
Mason General Hospital	\$17.0	Hospital
Johns Prairie Ops Center	\$35.0	Industrial
Ft Vancouver Main Library	\$38.0	Library
Nine Mile Falls Elementary	\$11.8	School
Northshore High School	\$130.0	School
Olympia Schools	\$42.0	Schools
Tahoma High School	\$164.0	School
Hutton Elementary	\$25.0	School
Clover Park Schools	\$200.0	Schools
Yakima Capitol Theatre	\$10.0	Theatre
Univ. of Alaska Life Sciences	\$90.0	University
Oak Harbor WWTP	\$77.0	WWTP
Total	\$1,044.9	

Controls

Over the past decade the District has developed a comprehensive management system that has been extremely successful in delivering projects on time and within budget.

Each project is led by the Director of Support Services, Forrest Miller and his staff with assistance from the Program Manager. The Architect is selected based on the best expertise for the project and previous GCCM delivery experience where appropriate. In addition, the District uses the legal expertise of Christopher L. Hirst of K&L Gates whose reputation and knowledge in the construction industry and experience with alternative delivery methods is renowned.

The roles and responsibilities of the District, Architect, the Program and Project Managers, their consultants and the GCCM have been established in a matrix of responsibilities that is published with the Request for Proposal and other GCCM contract documents. The Project Manager monitors the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Controls are also exercised through a signature authority process for changes which is consistent across all projects in the District's Capital Program. The GMP (Guaranteed Maximum Price) will include a buyout contingency for subcontractors work as a contractor's contingency to cover their risks under the agreement with the District. Use of these contingencies by the GCCM shall be approved by the District. The Director can approve spending from the Owner's contingency funds up to the set limits with certain controls. The day-to-day site Project Management team works closely with the Director to keep him fully informed of any potential cost issues.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates.

Once the GMP is negotiated after the 95% construction documents are in place, the GCCM, Project Manager and Architect will constantly evaluate the construction document progress to determine if there are any changes that impact the agreed to GMP. At completion of the construction documents, the GCCM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the GMP. If so, then these changes will be brought back in line with the budget and the established GMP.

4. Personnel with Construction Experience Using various Contracting Procedures (RCW 39.10.270(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)

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

RESPONSE:

Lake Washington School District Staffing	
Forrest Miller	LWSD: Director of Support Services
Brian Buck	LWSD: Associate Director of Support Services
Dan Chandler	OAC Services: Program Manager
Randy Barber	OAC Services: Deputy Program Manager
Christopher L. Hirst	K&L Gates, GCCM Attorney

Forrest Miller, CFM, REFP, EFM, Director of Support Services

Forrest Miller has worked for the Lake Washington School District for over 22 years and for the last 9 years has been the Director of Support Services. He is responsible for Real Estate, Construction, Maintenance, Operations, Utility Management, Risk Management, and Student Transportation. He is also past chair of OSPI's Facilities Technical Advisory Committee, a board member of WAMOA (Washington Association of Maintenance and Operations Administrators), a member of the advisory board for the University of Washington's Facility Management certificate program, and a member and past chair of the Puget Sound Coalition of Schools. Over the last 16 years, he has been responsible for over 24 major construction projects totaling more than \$600,000,000. Three of these projects utilized GCCM (Mann Elementary – a GCCM pilot project; Lake Washington High School; and, Rush Elementary School). He has earned Facility Management certification (CFM –i.e. Certified Facilities Manager) through the International Facilities Manager Association (IFMA), and an Educational facility planner certification (REFP – Recognized Educational Facility Planner) through the Council of Educational Facility Planners International.

Project	Project Value	Tasks Performed	Procurement Type
Lake Washington High School	\$87M	Director of Capital Projects	GCCM
Mann Elementary	\$12.5M	Director of Capital Projects	GCCM
Rush Elementary	\$31.3M	Director of Capital Projects	GCCM

Brian Buck, Associate Director of Support Services

Brian Buck is the Associate Director of Support Services. Brian began his career at the Lake Washington School District in September of 2013. Brian is responsible for Construction, Maintenance, Operations, Utility Management and Community Projects. Brian is a member of WAMOA (Washington Association of Maintenance and Operations Administrators) and a member of the Puget Sound Coalition of Schools. Prior to Lake Washington School District, Brian worked at The Boeing Company for over 17 years and served in many roles within the Shared Services Group and Information Technology organization. Brian's last role was managing the Business Intelligence organization responsible for the cost modeling of over \$2.6 billion dollars of Information Technology cost annually. Outside of Boeing, Brian has served as a Senior Economist with the City of Seattle, a Finance Manager at Waste Management Inc. and a Senior Financial Analyst at AT&T Wireless.

Dan Chandler, PE, AIA, Program Manager

Dan Chandler has 30 years of construction experience including education, alternative delivery and public works experience. He will support the program during GC/CM selection, contract negotiations, and execution. He will serve as the overall program manager for the District. He will lead the GC/CM selection, pre-construction services, and GMP negotiations. The following chart shows some of Dan's experience on Alternative Delivery projects.

Project	Project Value	Tasks Performed	Procurement Type
Clover Park JBLM ES's	\$65M	Principal in Charge	GCCM
Nine Mile Falls Elementary Schools	\$19M	Principal in Charge	GCCM
Olympia City Hall	\$40M	Principal in Charge	D/B
US Courthouse, Billings	\$60M	PM, PIC	D/B

Randy Barber, PE, Assoc. DBIA, CVS, Assistant Program Manager

Randy Barber has over 30 years construction experience including extensive education and public works projects. He will support the project during GC/CM selection, contract negotiations, execution and during construction. He will assist during the GC/CM selection, pre-construction services, coordination of value-added measures, GMP negotiations, and lead oversight during construction. Randy's school experience is listed below.

Project	Project Value	Tasks Performed	Procurement Type
Olympia School District	\$21.6M	GCCM Advisor	GCCM
Auburn High School	\$75M	PM, Pre-con	D/B/B
Tahoma High School	\$65M	Principal in Charge	GCCM
Nine Mile Falls Elementary	\$19M	Asst Project Manager	GCCM

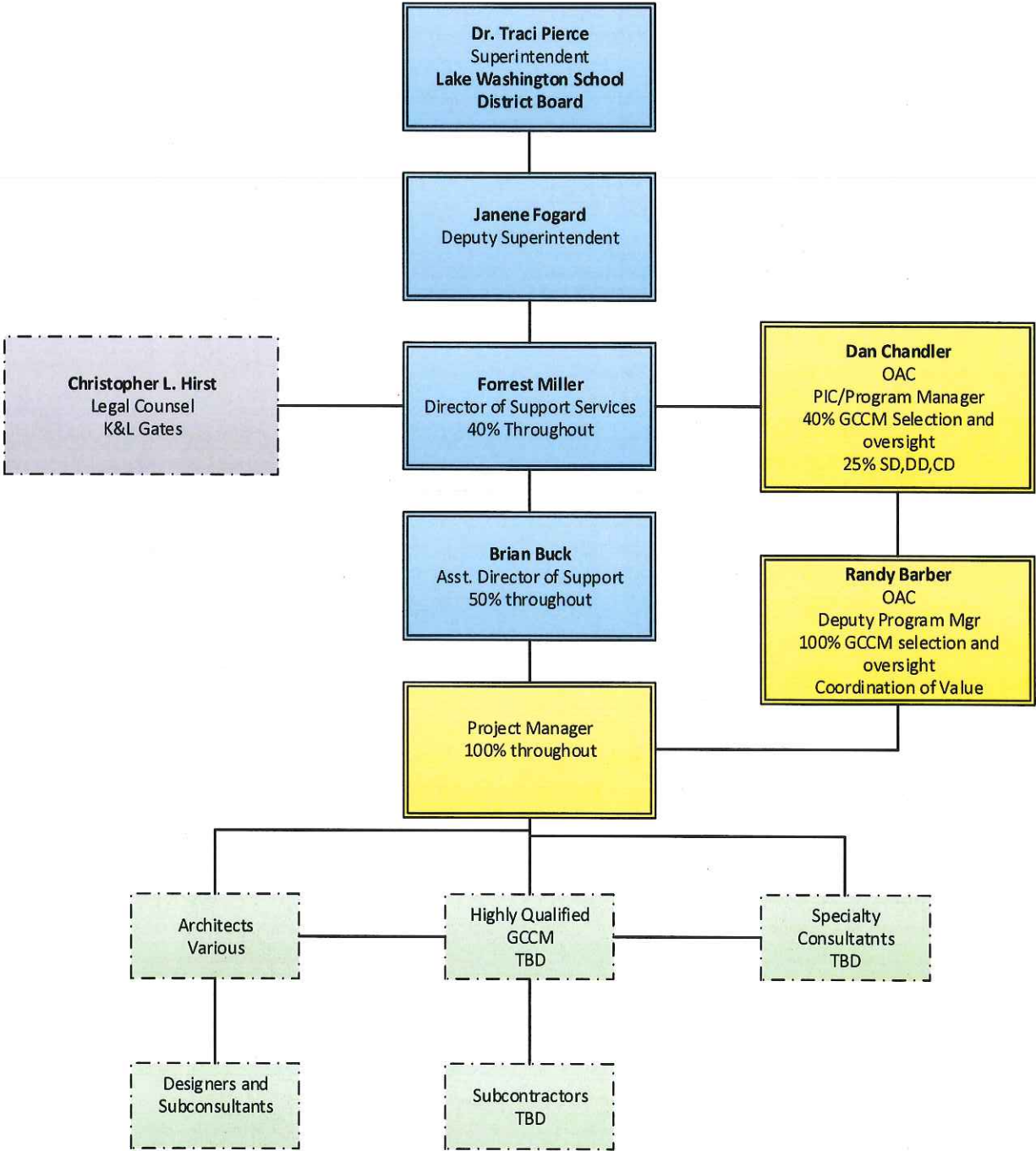
Christopher L Hirst, GCCM Attorney

Christopher L. Hirst will be legal counsel to the District for the projects. He is knowledgeable and experienced in design and construction contracting and procurement processes for public construction as well as private construction using GCCM processes. Mr. Hirst is a partner in the Seattle office of K&L Gates. He is also a member of the Capital Projects Advisory Review Board (CPARB). He has assisted numerous school districts on projects using the GCCM process including Stadium and Lincoln High Schools in the Tacoma School District, Woodinville High School in the Northshore School District, Steilacoom High School in the Steilacoom Historical School District, Snohomish High School in the Snohomish School District, Wahluke High School in the Wahluke School District, Wellpinit School in the Wellpinit School District, as well as advising LWSD for several years.

5. **Management Plan and Rationale for Alternative Contracting Projects** (RCW 39.10.270 (2)(b)(iii).) *Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)*

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

RESPONSE:
Organizational Chart



Roles and Responsibilities:

Superintendent/School Board	Approve proposed projects for development, secure funding, and oversee execution of projects, report to the public, voters and taxpayers.
Deputy Superintendent	Supervise Support Services and oversee execution of projects.
Director of Support Services	Supervise capital project decisions, execution and Capital Projects staffing. Concur/overrule delivery method determination by Program Manager.
Associate Director of Support Services	Lead and oversee all capital projects including delivery method decisions, consultant and contractor selection, supervising project managers and other Capital Projects staff. Approve delivery method recommendation prepared by Program Manager.
Attorney	Contract preparation.
Program Manager	Oversee the execution of the program. Provide direction and recommendations to the Director and Assistant Director.
Deputy Program Manager	Lead and oversee the day to day execution of the projects. Prepare delivery method recommendation. Serve as primary point of contact with Architect and GCCM.
Architect	Lead designer and prime consultant for the design of projects. Contracted to LWSD.
GCCM	General Contractor/Construction Manager selected via qualifications and fee process. Contracted to LWSD.

6. Contracting Procedures (RCW 39.10.270 (2)(b).) *(Limit responses to two pages or less. (See attached example table of how to display construction history.)*

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

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

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

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

RESPONSE:
See Attachment B

7. Demonstrated Success in Managing at Least One Project Using the GCCM Contracting Procedure Within the Last Five Years (RCW 39.10.270 (2)(b).) (Limit response to one page or less.)

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

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

RESPONSE:

Lake Washington School District has successfully completed 2 GCCM projects since 2009.

Lake Washington High School (2009-2011)

Project Cost: \$87M

Selected GCCM: Lydig Construction

Status: Completed 2011

Completed on time and under budget. This project had to be phased because it was an occupied site.

Benjamin Rush Elementary (2011-2013)

Project Cost: \$31.9M

Selected GCCM: Mortenson Construction

Status: Completed 2012

Completed on time and under budget. Occupied and constricted site.

The GCCM process was used where deemed appropriate to fit the RCW. Lessons learned are forwarded to planned projects using the process in an effort to do the process better each time. We rely on the process being transparent and fair so as to provide a fair competition to every contractor vying for the work.

8. Ability To Properly Manage the Public Body's Capital Facilities Plan (RCW 39.10.270 (2) (b) (vi).) (Limit response to one page or less.)

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

RESPONSE:

The Support Services office works closely with the Lake Washington School District finance office, as well as the District's Deputy Superintendent of Operations, the Superintendent and the Board of Directors, in the coordination of all major capital project requests and prioritization.

Project planning, including budget preparation, is prepared by the Support Services office. The Director of Support Services works with the Superintendent, staff and community to develop the Capital Improvement Plan approved by the Lake Washington School Board. The plan lays out the planned bond elections dates as well as the anticipated scope of work and the Office of Support Services works with this plan to develop scope and budget for individual elections. The Capital Plan is executed in manageable phases.

Lake Washington School District has a good bond passage rate credited to the fact they develop a Capital Improvements plan and execute them regularly on time and on or under budget.

9. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington (RCW 39.10.270 (2)(b)(vii).) (Limit response to one page or less.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

RESPONSE:

Lake Washington School District has delivered 2 very large and complex GCCM projects since 2009. We have strong leadership from within the district which has led to the success of all of their projects. They continue to have GCCM advisors (consultants) that work alongside the district to assist in utilizing the newest methods and nuances being used in the delivery method. This will continue even after receiving the Agency Approval of using GCCM.

Lake Washington School District has also developed a standardized GCCM RFP, selection documents and contract specification documents. These documents are constantly reviewed with our GCCM advisors before each project to ensure that they are adequate and proper prior to issuing.

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

If your organization had audit findings on any project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

RESPONSE:

No findings.

Submitted by:

Forrest Miller, CFM, REFP, EFM | Director of Support Services
Lake Washington School District



A handwritten signature in blue ink, appearing to read "Forrest Miller", is written over a horizontal line.

Date: April 23, 2014

Enclosures:
Attachment A
Attachment B

Lake Washington School District
RECOMMENDATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE
Internal Review Form

Project Name: _____

Project Cost: _____

Anticipated Construction Start Date: _____

In order to qualify to use the GC/CM contracting procedure, projects must meet at least one of the following criteria:

- yes no If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
- yes no 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.
- yes no If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- yes no If the project encompasses a complex or technical work environment, what is this environment?
- yes no If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
- yes no If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project:

Attachment A

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; 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.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

GC/CM Delivery Method Recommended by:

Dan Chandler, Program Manager

Date

GC/CM Delivery Method Approved by:

Forrest Miller, Direct of Support Services

Date

Attachment B

Lake Washington School District Project Experience

	Project Name	Project Description	Delivery Method	Architect & General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget (\$)	Actual Cost (\$)	Over-run (%)	Reason for Overrun
1	Juanita Elementary School	Replace Elementary School	DBB	Hutteball/ Lydig	2004	2005	2004	2005	13,500,000	13,070,900	n/a	
2	Lakeview Elementary School	Modernization New Elementary School	DBB	NAC/ Berschauer Phillips	2000	2011	2000	2011	13,202,303	13,962,897	5.76	Unforeseen condition
3	Twain Elementary School	Replace Elementary School	DBB	NAC/ Kassel	1999	2000	1999	2000	10,641,411	10,726,461	0.80	Add add'l community entrance
4	Rose Hill Elementary School	Replace Elementary School	DBB	DLR/ Korsmo	2005	2006	2005	2006	14,600,000	14,192,300	n/a	
5	Franklin Elementary School	Replace Elementary School	DBB	Mahlum/ Spee West	2004	2005	2004	2005	13,600,000	13,485,000	n/a	
6	Audubon Elementary School	Replace Elementary School	DBB	NAC/ Columbia Pacific	1999	2000	1999	2000	10,609,597	10,956,757	3.27	Contractor bankruptcy
7	Mann Elementary School	Replace Elementary School	GCCM	McGranahan/ Kirtley Cole	2002	2003	2002	2003	12,282,828	12,559,100	2.25	Unforeseen condition
8	Rosa Parks Elementary School	New Elementary School	DBB	Mahlum/ Spee West	2005	2006	2005	2006	18,177,300	18,069,100	n/a	
9	Kirkland Jr. High School	Replace junior high school	DBB	NAC/ Lydig	2003	2004	2003	2004	23,449,149	22,012,199	n/a	
10	Redmond Jr High School	Replacement junior high	DBB	McGranahan/ Berschauer Phillips	2000	2011	2000	2011	23,570,009	23,438,400	n/a	
11	Redmond High School	Replacement high school	DBB	McGranahan/ Berschauer Phillips	2000	2012	2000	2012	51,468,635	53,751,301	4.44	Extended schedule
12	Carson Elementary School	New Elementary School	DBB	Integrus/Kassel Const.	2007	2008	2007	2008	24,975,000	26,386,000	5.65	Sewer connection, land imprv & railing corrections
13	Frost Elementary School	Replace Elementary School	DBB	Studio Meng/ Cornerstone	2008	2009	2008	2009	25,600,000	24,091,360	n/a	
14	Lake Washington High School	Replace High School	GCCM	McGranahan/ Lydig	2008	2011	2008	2011	90,000,000	87,092,632	n/a	
15	Finn Hill Middle School	Replace Middle School	DBB	Mahlum/ Babbitt Neumann	2009	2010	2010	2011	45,342,602	42,835,221	n/a	

Attachment B

Lake Washington School District Project Experience (cont.)

Project Name	Project Description	Delivery Method	Architect & General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget (\$)	Actual Cost (\$)	Over-run (%)	Reason for Overrun
16 Muir Elementary	Replace Elementary School	DBB	Mahlum/ Allied Const.	2008	2010	2010	2012	29,639,422	29,470,507	n/a	
17 Keller Elementary	Replace Elementary School	DBB	BLRB/ Cornerstone	2012	2013	2011	2012	26,343,000	24,892,445	n/a	
18 Sandburg Elementary	Replace Elementary School	DBB	NAC/ Spee West	2011	2012	2011	2012	30,575,000	25,294,961	n/a	
19 Rose Middle School	Replace Middle School	DBB	Bassetti/ Absher	2012	2013	2012	2013	59,779,000	52,132,332	n/a	
20 Bell Elementary	Replace Elementary School	DBB	DLR/ Cornerstone	2011	2014	2012	2013	32,531,000	28,259,066	n/a	
21 Rush Elementary	Replace Elementary School	GCCM	Integrus/ Mortensen	2011	2011	2011	2012	34,062,269	31,944,106	n/a	
22 ICS/Community Eastlake High School Add'n	Replace High School	DBB	Magellan/ Allied Const.	2012	2013	2012	2013	26,648,990	24,278,761	n/a	
23 Redmond High School Add'n	Addition	DBB	Hutheball & Oremus/ Bayley	2011	2012	2011	2012	18,169,620	17,417,857	n/a	
24 STEM Secondary Choice	Addition	DBB	McGrannah/ Pellico Const	2011	2012	2011	2012	15,830,380	14,773,746	n/a	
25	New High School	DBB	Integrus/ Absher	2012	2012	2012	2013	34,031,922	32,897,945	n/a	
							TOTALS	698,629,437	667,991,354		