



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

**Application for Project Approval
GC/CM Delivery
Juanita High School Rebuild Project**

**Submitted by
Lake Washington School District
February 2, 2016**

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

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9.

1. Identification of Applicant

(a) Legal name of Public Body (your organization): Lake Washington School District

(b) Address: 15212 NE 95th ST
Redmond, WA 98052

(c) Contact Person Name: Forrest Miller
Title: Director of Support Services

(d) Phone Number: 425-936-1108
Fax: 425-883-8387
E-mail: FMiller@lwsd.org

2. Brief Description of Proposed Project.

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

The Juanita High School Rebuild Project will be a 217,000 sq ft replacement/expansion of the 45 year old Main Building on the Kirkland campus. One of four comprehensive high schools in the Lake Washington School District (LWSD), Juanita is the oldest campus in the fast growing school district. Originally constructed in 1971, the Main Building housing academics, cafeteria, commons, library, administration and specialty education classrooms is past its useful life, and too small to meet growing needs. The existing physical education building including a pool, locker room and large gymnasium complex will be retained as-is and a likely candidate for future modernization. Site work associated with the project will include reconfigured parking, storm water system upgrades, landscaping and site lighting. The 43 acre site is constrained by wetlands, streams and steep slopes.

Funded as part of a \$398 million April, 2016 bond program, the Juanita High School Rebuild Project will be the largest and most complex project in the program. Anticipating extensive pre-construction services to begin immediately, adequate funding is available for design and preconstruction services to continue even in the event of the bond measure not passing. Phased construction will be required including temporary classrooms, demolition, construction and occupancy all while maintaining safe school operations on site.

See Exhibit A for Preliminary Site Plan

3. Projected Total Cost for the Project

A. Project Budget

Costs for Professional Services (A/E, Legal, etc.)	\$ 17.4M
Estimated Construction Cost (including GCCM contingency and escalation)	\$ 98.3M
FF&E, Move-in, Post-occupancy	\$ 10.7M
Off-site costs	\$ -
Owner-held contingency	\$ 7.3M
Other related project costs (Permits, Inspections, Insurance)	\$ 2.0M
Sales Tax	\$ 9.8M
Total	\$ 146M

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

Funding will be provided from a \$398M bond (going to voters on April 26, 2016), State School Construction Assistance Program and local impact fees. Adequate funding is available now for design, pre-construction and project management services.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The 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.

Hold pre-proposal information meeting, release RFQ	TBD (Feb 2016)
Project Review Committee presentation	Feb 25, 2016
Receive SOQ's, Short-List	Mar 4, 2016
Interviews, fee proposals	Mar 7-11, 2016
Award GC/CM Preconstruction	Mar 14, 2016
Bond election	April 26, 2016
Design, permitting, estimating, scheduling	Feb 2016 – Feb 2018
Subcontract bidding, buyout, negotiate GMP	Feb 2018 – May 2018
Construction ¹ (including temp classrooms, new building, demobilize temporary classrooms and site restoration)	June 2018 – Dec 2021
Occupancy	Sept 2021

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM or D-B contracting procedure.

Preliminary concept design studies have been completed to assist in budget development only. Contractor will be used throughout the design process.

¹ Conservative construction schedule. Likely to finish sooner, subject to verification by selected contractor.

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?
- ✓ 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.*
- ✓ If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
 - If the project encompasses a complex or technical work environment, what is this environment?
 - 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?
 - 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?

The **Juanita High School Rebuild Project** meets three of the six criteria for GC/CM delivery:

Project involves complex scheduling, phasing and coordination:

Successful completion will involve likely extensive temporary classroom construction, demolition and reconstruction on the existing building footprint, relocation of the entire academic function twice all while maintaining a safe productive learning environment. Developing a detailed plan to minimize temporary construction costs, deliver the project at the fastest practicable speed and complete it all safely will best be accomplished with the assistance of a committed contractor.

The project involves construction at an occupied facility which must continue to operate during construction:

Without another location for the 1400 student population the only solution is to complete construction while safely maintaining school operations. Used extensively by the school and public, it is the District's desire to maintain safe public access to these facilities throughout construction.

Involvement of the GC/CM during the design phase is critical:

The involvement of the contractor during the design phase will be critical to determine the building configuration, developing overall phasing plans, developing and executing plans for temporary classrooms and administrative space, estimating, value engineering, constructability reviews all in support of safe, on time and under budget delivery. In addition, the project team will be required to demonstrate its compliance with community design principles as expressed by the Long Term Facilities Planning Task Force convened by the District.

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; 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

Public Benefits include:

Maximizing value for available funding

The contractor’s involvement from the beginning of design will support high-consequence decision making associated with the building configuration, temporary classroom construction, construction phasing, and building system selection. Assessing, mitigating and reserving contingency funding to address project risks will best be done with the support of the contractor executing the project.

A qualification-based contractor selection helps ensure quality execution

Qualification-based contractor selection virtually ensures that a highly-qualified and experienced contractor management team will lead the pre-construction and construction phase services. Despite the busy local construction market, we anticipate aggressive competition for the JHS project with many highly-qualified teams submitting. Design-bid-build delivery provides no such assurance.

Planning, coordinating and executing complex building systems is best done with collaboration between designers and builders throughout the project

GC/CM project delivery promotes close collaboration during design, buyout, and construction and the use of modern technologies including Building Information Modeling and Virtual Design. In addition, the District is considering the early award of mechanical and electrical subcontracts through EC/CM and MC/CM.

Selecting a contractor under Design-Bid-Build is not practical

Using design-bid-build delivery for JHS would greatly increase project delivery risks for the LWSD including safety during construction, construction phasing, cost estimating and less than qualified construction teams being awarded the project.

7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
- 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 Attachment C for an example.)

- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM projects** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

(See Attachment D for an example.)

- The qualifications of the existing or planned project manager and consultants.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

Brief Description of LWSD Qualifications to use GC/CM Contracting

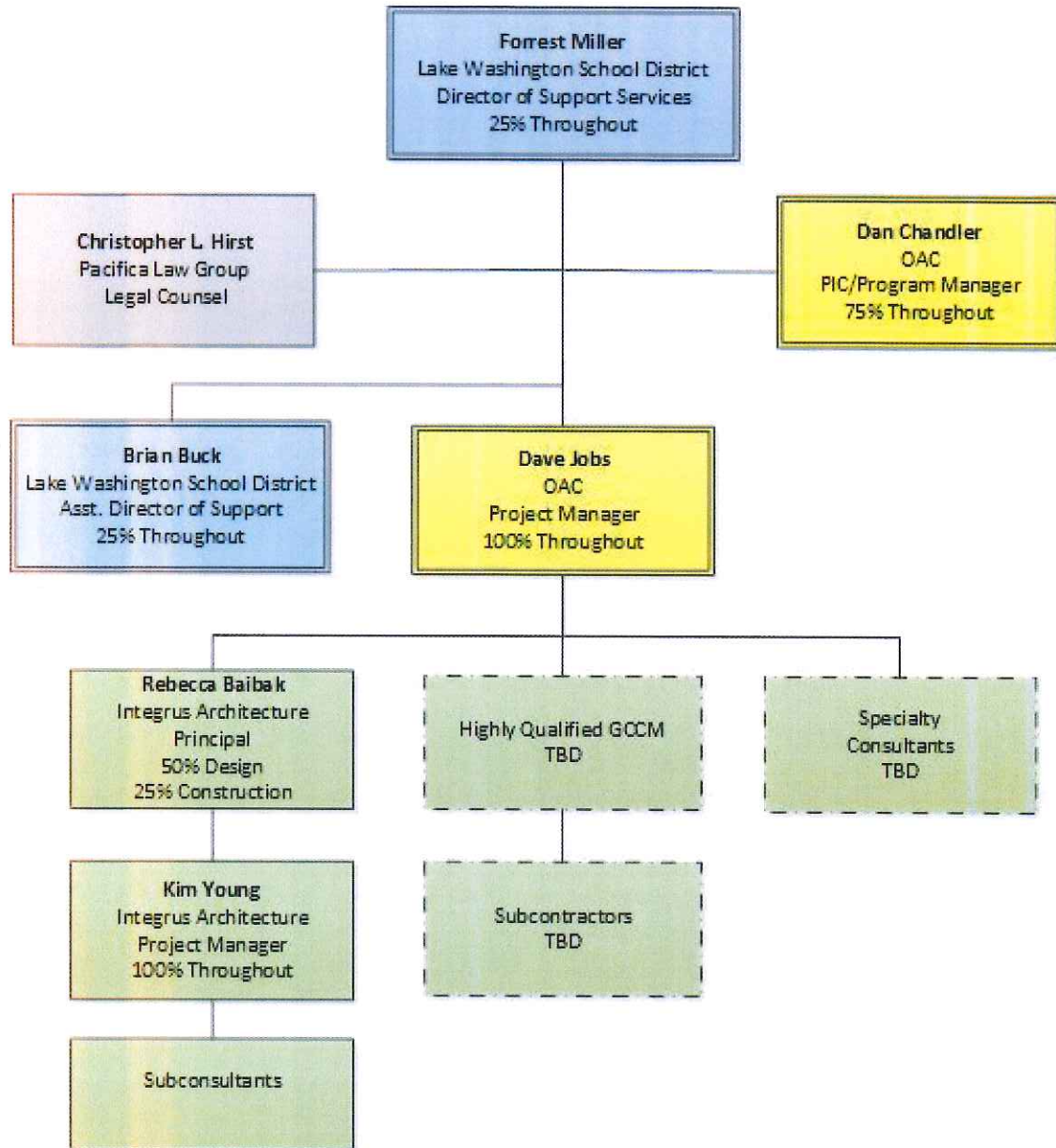
The Lake Washington School District, a very experienced and successful public builder has assembled a highly qualified team of design and project management professionals to use GC/CM delivery.

The Juanita High School Rebuild Project, the flagship project of the 2016 Bond Program, will be managed by program and project managers from OAC Services and internal LWSD executive and administrative staff members—all with extensive, successful capital projects experience including GC/CM delivery.

The fourth largest school district in Washington and the fastest growing in King County, the LWSD Support Services group manages 52 sites enclosing over 3 million square feet, and serving 27,830 students. LWSD has delivered 25 major new and replacement building projects since 2004 with a total value of \$700M including three successful GC/CM projects.

Led by Forrest Miller, Director of Support Services, Dan Chandler, Program Manager and David Jobs, Project Manager the Project will be managed by three senior level professionals all with extensive GC/CM experience. In addition to Forrest, Dan and David, a capital projects management team of 16 experienced professionals will manage the 2016 Bond Program including 8-10 consultant and 6-8 in-house staff. (Staffing levels will vary throughout the bond program to meet schedule demands.)

Juanita High School Rebuild Project Organization Chart



Staff Bios

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

Forrest Miller has worked for the Lake Washington School District for over 24 years and for the last 11 years as the Director of Support Services. He is responsible for Real Estate, Construction, Maintenance, Operations, Utility Management, Risk Management, and Student Transportation. Over the last 18 years, he has been responsible for 25 major construction projects totaling more than \$700,000,000. 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.

Brian Buck, Associate Director of Support Services:

Brian Buck is the Associate Director of Support Services serving this role since 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 IT organization. Brian has completed the AGC GC/CM training course.

Dan Chandler, PE, AIA, Program Manager, OAC Services

Dan Chandler has 35 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. Dan leads OAC alternative delivery practice with 33 GC/CM projects completed or underway value at \$1.5B.

Dave Jobs, CCM, AVS, LEED AP, Project Manager, OAC Services

Dave Jobs brings 26 years of industry experience including two previous GC/CM projects and GC/CM training to his role as day to day project manager. Dave is a Certified Construction Manager and Associate Value Specialist with experience on 20 school projects throughout Western Washington.

Rebecca Baibak, AIA, Principal, Integrus Architecture

Rebecca Baibak is a leader of the K-12 Education group at Integrus Architecture, has extensive GC/CM experience, including Rush Elementary School replacement for the Lake Washington School District. She is responsible for overseeing the production of all projects phases-and has led many large, complex, and phased occupied school projects.

David Van Galen, AIA, Design Principal, Integrus Architecture

David Van Galen is the Lead Designer for Juanita High School and brings extensive K-12 and higher education GC/CM experience to the team. David will work collaboratively with the successful contractor to develop the design, select materials plan the work. David brings not only his extensive, creative talent, but also a great deal of experience working with public clients and the community.

Chris Hirst, Partner, Pacifica Law Group

Chris Hirst practices in the areas of municipal and education law, and represents a variety of public school districts and other public entities, both directly and indirectly through a major school district risk retention pool. He represents school districts and other public owners in construction contracting, GC/CM delivery and dispute resolution. Chris has extensive GC/CM experience including CPARB member from 2007-2015.

In addition to Dave and Dan, OAC's 64-person staff are available to support the project and program including:

Current Staff:

- 64 total employees
- 45 PM/CM staff members
- 26 AGC GC/CM trained
- 24 GC/CM experienced

See Exhibit B for additional details on the Juanita project team experience

Organizational Controls

The District along with OAC Services have a robust project control system in place to manage the JHS Rebuild Project as well as the other large and small projects in the 2016 Bond Program. Project control systems include a web-based collaboration platform open to all LWSD vendors for project documentation, extensive cost reporting and control tools and regular structured meeting protocols. Engaged with the District for the past two years, OAC has delivered over 50 small projects valued at approximately \$30M. OAC has been extensively involve in planning, programming and estimating for the 2016 Bond Program for the past year.

Planned GC/CM Process

The District will be using a customized owner-contractor agreement developed by Chris Hirst in close coordination with consultant team members.

Preparation of the GC/CM RFP and selection process, already underway, will be based on an OAC proven approach and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews and fee proposals.

GC/CM Procurement

The District is planning on using a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
 - a. Focusing on relevant experience, proposed team and approach
 - b. Short list for interviews—three, possibly four firms
2. Extensive interviews, site and office visits
 - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
 - a. Focusing on competitive but reasonable fees

Completing the Design

The District intends to engage the GC/CM prior to initiation of Schematic Design. The value engineering, constructability and cost estimating input sought from the GC/CM during schematic design would continue through final design, a.

8. **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:

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

See Exhibit C for representative Lake Washington project experience.

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. At a minimum, please try to include the following:

- An 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.

See Exhibit A

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.

The Lake Washington School is audited annually by the Washington State Auditor's office. Consistently, there have been no findings.

Caution to Applicants

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

Signature of Authorized Representative

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

Title: Director of Support Services, Lake Washington School District

Date: February 2, 2016

Exhibit A – Aerial Photo, Preliminary Site Plan

Aerial Photo



Preliminary Site Plan and Preliminary Concept Rendering

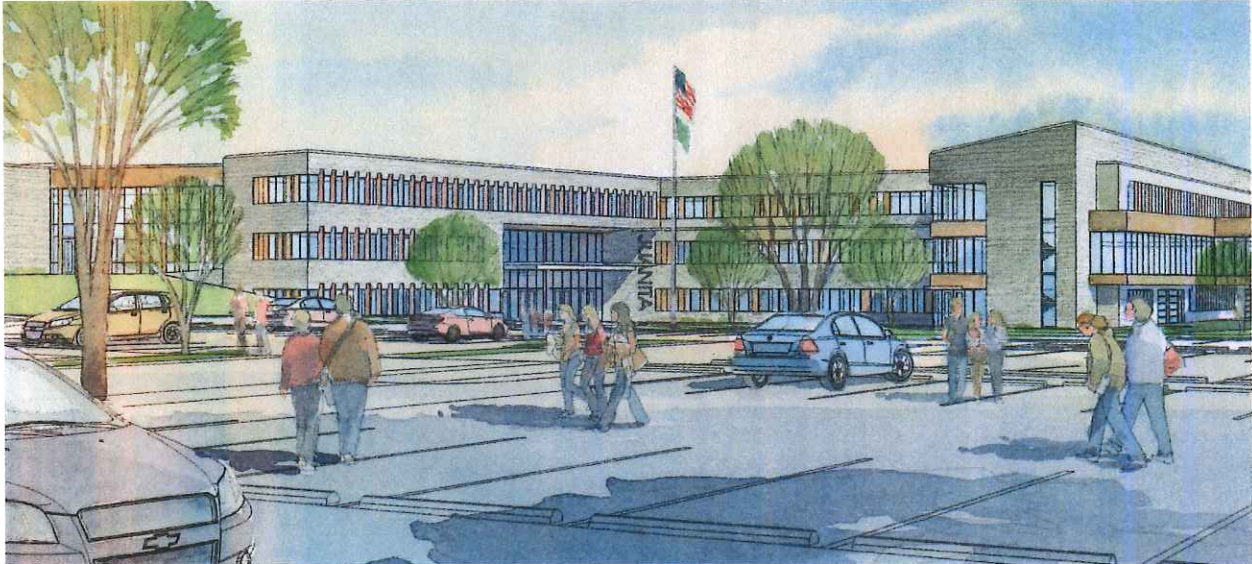
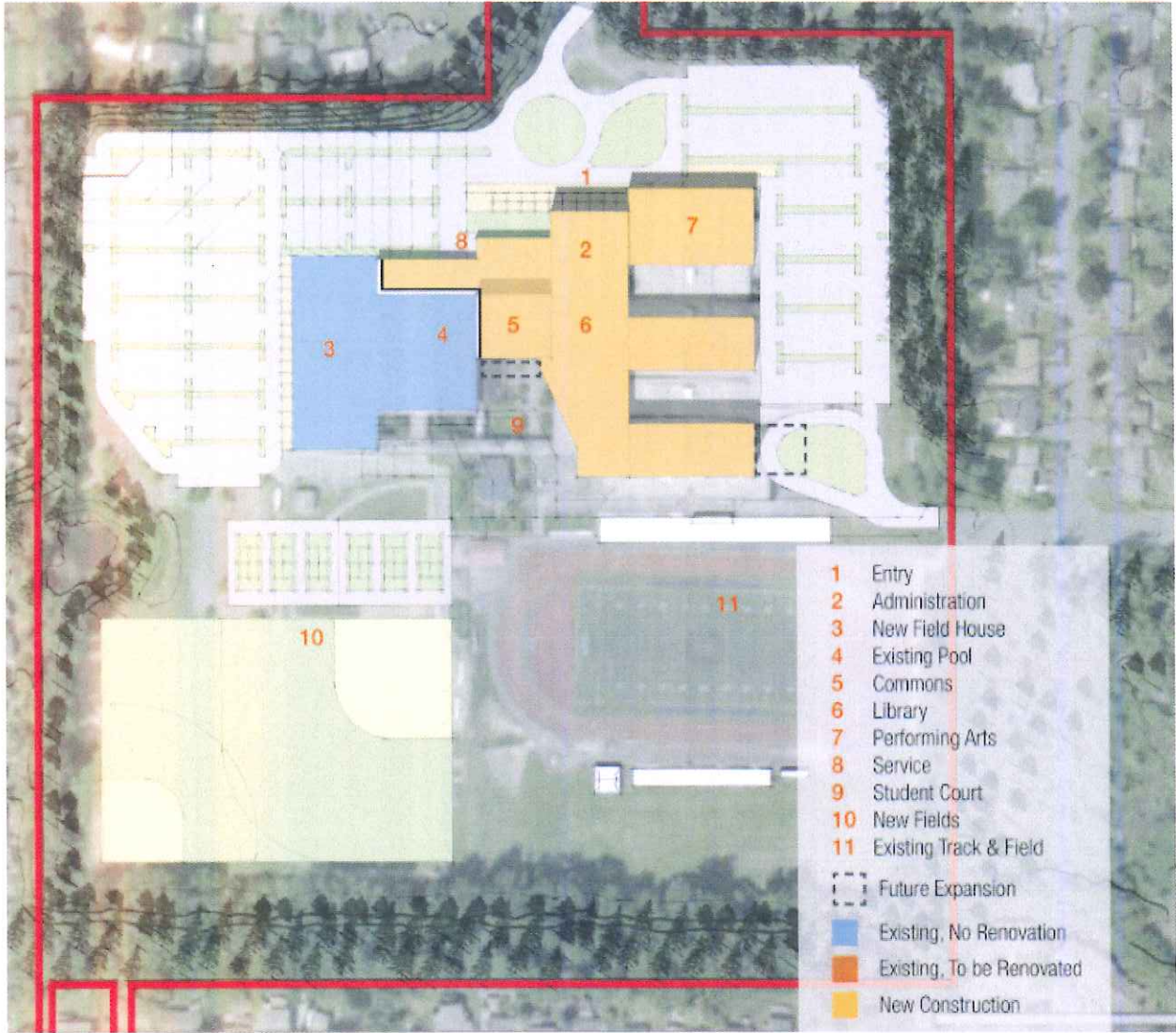


Exhibit B – Project Team Experience Matrix

Name	Summary of Experience	Projects	Construction Budget	Delivery Method	Role During Project Phases		
					Pre-Design	Design	Construction
Dave Jobs, CCM	Senior Project Manager, 24 years, GCCM trained and experienced	Snohomish County Courthouse	\$112M	GC/CM	PM	PM	Pending
		Seahome High School	\$73M	GC/CM	Advisor	ongoing	na
		University Place School District	\$6M	DB / ESCO	PM	PM	PM
		King County: Harborview, Elections, Maleng RJC	\$25M	DB / ESCO	PM	PM	PM
Dan Chandler, PE, AIA	Program Manager, 35 years, 33 GC/CM projects, past PRC Chair	Oak Harbor WWTP	\$70M	GC/CM	Advisor	Advisor	Advisor
		Northcreek High School	\$133M	GC/CM	Advisor	Advisor	Advisor
		Clover Park Elementary Schools	\$140M	GC/CM	PM PIC	PM PIC	PM PIC
		Tahoma High School	\$120	GC/CM	PM PIC	PM PIC	PM PIC
Forrest Miller, CFM, REFP, EFM	Director of Support Services, 24 years, \$700M delivered, 3 GC/CM projects	Lake Washington High School	\$87M	GC/CM	Director	Director	Director
		Mann Elementary	\$12.5M	GC/CM	Director	Director	Director
		Rush Elementary	\$32M	GC/CM	Director	Director	Director
		Finn Hill Middle School	\$43M	DBB	Director	Director	Director
Brian Buck	Associate Director of Support Services, 3 years at LWSD, small capital projects leader, GC/CM trained	Small capital projects 2013	\$10M	DBB	Asst Dir	Asst Dir	Asst Dir
		Small capital projects 2014	\$20M	DBB	Asst Dir	Asst Dir	Asst Dir
		Small capital projects 2015	\$20M	DBB	Asst Dir	Asst Dir	Asst Dir
Rebecca Baiback, AIA	Principal Architect Integrus Architecture, GCCM experienced	Rush Elementary	\$32M	GC/CM	PA	PA	PA
		Northshore Junior High	\$16M	GC/CM	PA	PA	PA
		Park Place Middle School	\$70M	GC/CM	PA	PA	PA
David Van Galen, AIA	Design Lead Integrus Architecture GC/CM Experienced	Alderwood Middle School	\$59M	GC/CM	DL	DL	DL
		Vashon Island High School	\$34M	GC/CM	DL	DL	DL
		Meadowdale Middle School	\$39M	GC/CM	DL	DL	DL
Chris Hirst	Partner, Pacifica Law Group, past CPARB member	Rush Elementary	\$32M	GC/CM			
		Northshore Junior High	\$16M	GC/CM			
		Park Place Middle School	\$70M	GC/CM	Atty	Atty	Atty
		Northcreek High School	\$133M	GC/CM			

Exhibit C-- Public Body Construction Experience

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

Exhibit C-- Public Body Construction 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
Muir Elementary	Replace Elementary School	DBB	Mahlum/ Allied Const.	2008	2010	2010	2012	29,639,422	29,470,507	n/a	
Keller Elementary	Replace Elementary School	DBB	BLRB/ Cornerstone	2012	2013	2011	2012	26,343,000	24,892,445	n/a	
Sandburg Elementary	Replace Elementary School	DBB	NAC/ Spee West	2011	2012	2011	2012	30,575,000	25,294,961	n/a	
Rose Middle School	Replace Middle School	DBB	Bassetti/ Absher	2012	2013	2012	2013	59,779,000	52,132,332	n/a	
Bell Elementary	Replace Elementary School	DBB	DLR/ Cornerstone	2011	2014	2012	2013	32,531,000	28,259,066	n/a	
Rush Elementary	Replace Elementary School	GCCM	Integrus/ Mortensen	2011	2011	2011	2012	34,062,269	31,944,106	n/a	
ICS/Community	Replace High School	DBB	Magellan/ Allied Const.	2012	2013	2012	2013	26,648,990	24,278,761	n/a	
Eastlake High School Add'n	Addition	DBB	Hutteball & Oremus/ Bayley	2011	2012	2011	2012	18,169,620	17,417,857	n/a	
Redmond High School Add'n	Addition	DBB	McGranahan/ Pellico Const	2011	2012	2011	2012	15,830,380	14,773,746	n/a	
STEM Secondary Choice	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		