

1. Paragraph 4 (Anticipated Project Design/Construction Schedule)

- a) Will the early site and foundation bid packages include underground utility work?

Response: The early site package in the summer/fall of 2017 may be comprised of existing building demolition work, underground utility work and possibly the removal and replacement of the high school track and field. During this period of time, some existing buildings (other than high school and middle school functions) and site structures will be demolished, underground utilities routed/re-routed, a turf multi-purpose field installed in place of an existing grass field and possibly some early site grading to accommodate the challenges of the sloping existing topography – in prep for mobilization by our GC/CM.

- b) Is the District considering the use of mechanical and electrical subcontractors as outlined in RCW 39.10.385? If so, when would you expect to start and complete that process in given this schedule?

Response: EC & MC/CM would probably not be feasible for the OHS Add/Mod project due to the shorter schedule and lower anticipated value of that work. However, both may be considered for the CKHS/MS project. This subject will be discussed with the successful GC/CM very early in the Pre-Con Services phase. A lot of the decision will be driven by whether the project schedule can bear the additional procurement process. If pursued immediately once the GC/CM was aboard, an EC/CM and/or MC/CM would likely not be onboard until the project design is in early/mid Design Development in the winter of 2016.

- c) Has the District considered meeting with the local AHJ prior to design development to educate them on the GC/CM and early bid package process?

Response: Yes, the AHJ for the CKSD projects is Kitsap County. The District has met with Kitsap County on multiple prior occasions to discuss and teach and prepare the County for the upcoming projects. CKSD has a strong relationship with the local AHJ on pre-applications as well as CUP, SDAP and building permit applications. The philosophy employed is to engage the AHJ as often as needed and remain in regular communication. Additionally, CKSD has strong experience with other key entities such as Silverdale Water District which provides water to the CKHS/MS campus. Parametrix has had great success with establishing regularly scheduled meetings with the City of Tacoma Development Services on Tacoma Public Schools projects and The City of Tumwater Building Department on Tumwater School District projects. With both AHJ's, these short weekly meetings have proven invaluable to the Owner, the Design Team and City officials. We will do the same with Kitsap County on behalf of the CKSD projects.

- d) How many GC/CM firms does the District intent to shortlist to move to interviews and RFFP phases?

Response: Ideally, three to four firms will be taken to the Interviews stage and two to three firms to the RFFP stage. In the draft RFP that we have prepared for each of these projects, we indicate that "...preferably three, but no more than four, of the most qualified firms..." will be shortlisted for interviews and that "...the evaluation of the interview process may further reduce the number of submittals that remain..." as Finalists to be invited to submit final Percentage Fee and Specified General Conditions pricing through the RFFP process.

- e) The Schedule shows MACC negotiations ending on 3/22/17. The Design schedule shows the end of CD's on 11/30/17. Please clarify MACC negotiations at 90% which shows CD phase starting on 5/1/17.

Response: The last few dates in the CKHS/MS GC/CM Procurement Schedule were incorrect and have been modified for our PRC presentation and our draft RFP. CD's will run from 5/1/17 – 11/30/17. Completion of 90% CD's will coincide with the Agency Review Set, scheduled for 8/14/17. MACC negotiations would be done with the 90% CD set from 8/14/17 – 9/6/17. School Board approval of the MACC/GMP is planned for the meeting on 9/14/17 with the GMP Amendment executed following Board approval.

2. Paragraph 7 (Public Body Qualifications)

- a) Does Parametrix have additional in-house PM/CM staff with GC/CM experience that are being proposed for this project and what level of effort is envisioned for this project?

Response: Parametrix has additional PM/CM staff in-house that have GC/CM experience. Krista Lutz, Shannon Thompson and Paul Popovich to name a few. We are not currently planning to assign any of them to the CKHS/MS and OHS projects, rather, to use them as needed. Note: Shannon Thompson is currently assigned to the CKSD to plan and manage the Small Capital Projects program, and, he is registered to attend the June 13/14 AGC GC/CM training to refresh his understanding of the delivery method.

- I. What will/would be their roles and responsibilities for each phase?

Response: As stated in the above response (2.a) and in the response below (3), the Central Kitsap Capital Projects Office has ample staff and leadership to fulfill the traditional PM and CM support for projects of this size and complexity. The GC/CM experience needed and proposed to augment the in-house PM/CM staff includes:

- (1) Robin Shoemaker, Director of Capital Projects: During her earlier career and in the years of GC/CM delivery development, Robin worked in the UW CPO with Doug Holen. Although she has not done a GC/CM project recently, she does have the knowledge of the method and its unique attributes. Additionally, Robin is scheduled to attend the June 13/14 AGC GC/CM training as a refresher course on the method.
- (2) Integrus: The design firm for the CKHS/MS campus, has an exceptionally deep and comprehensive GC/CM experience and background.

- (3) SKL: While SKL does not have GC/CM experience specifically, they have an extensive background and experience in the private sector performing in the design role on Negotiated Bid projects. Working in a GC/CM environment will be a short reach for SKL, one that they will accomplish with ease.
- (4) Howard Hillinger: Howard's role will be as internal GC/CM advisor, the local and immediate project team assist on a day to day basis as needed if needed.
- (5) Doug Holen: We continue to contract with Doug as our external GC/CM advisor due to his extensive practical knowledge of the GC/CM delivery method, his keen understanding of how to use the method, and the great working relationship our team has with Doug in his role.
- (6) Graehm Wallace: We continue to utilize Graehm for our external GC/CM general Counsel and contracts advisor. Graehm brings an exceptional body of experience and wisdom to all of our GC/CM questions and discussions.
- (7) Jim Dugan: Jim will be both the CKHS/MS PM and the CKSD Program Advisor overseeing both the CKHS/MS project and the OHS project. In this role Jim will connect the OHS team to the CKHS/MS team regarding GC/CM practices, documents and controls. The CKHS/MS project is the only GC/CM project that Jim fulfills the PM role. All other GC/CM projects with which Jim is affiliated, he is in an Advisor role only. The excel summary attached and referenced below (2.a.II) describes this in a chart format.

- II. Jim Dugan has several ongoing commitments at the same time as the proposed project. Please provide and outline/schedule (Gantt possibly) of the projects and the time allotted for each during the course of this project.

Response: Please see the attached excel summary document titled, "Dugan Current Project Commitments Summary".) The project summary clearly shows ample capacity for Jim's role on both CKSD projects. Most of Jim's commitments are in an advisory role or only the GC/CM procurement role. Jim's role as PM on a GC/CM project is for the CKHS/MS campus only.

3. It appears that Central Kitsap School District is planning to deliver two GC/CM projects simultaneously, how do you plan to provide sufficient project management to cover both projects?

Response: The projects begin design at a similar time but, as they progress towards construction, they separate themselves from one another. The OHS project wraps up design and goes to Construction in June 2017, reaching Substantial Completion in August of 2018. The CKHS/MS project wraps up design and goes to construction in January 2018, reaching Substantial Completion in July of 2019. If early packages (Summer 2017) for site work, foundations and steel were executed for CKHS/MS, it would coincide with the construction start for OHS. However, the vastly differing scale of work between the two projects would separate the type of work that would be going on at any point in time.

The Central Kitsap School District Capital Projects office staff includes the Capital Projects Director, four full-time Project Managers and four additional administrative/support staff with extensive experience in managing the design and construction of K-12 related projects. One of the full time project managers, Charlie Demming, has GC/CM experience on a number of K-12 projects during his time at Heery International before joining CKSD. In addition to current District employees, there's the available contractual option for the District to contract with Parametrix to provide additional PM/CM support, as required, during the design and construction process.

OHS will have the Executive Director of Business and Operations (Doug Newell) involved in a supervisory/ support role (20% FTE), a District-employed Project Manager (Dan Miller) dedicated to the project as his primary full time assignment (90% FTE) and part-time PM/CM support (15-20% FTE) by Parametrix as needed from design through construction.

CKHS/MS will have have the Director of Capital Projects (Robin Shoemaker) involved in a supervisory/support role (40% FTE) and will contract with Parametrix to provide the primary Project Management role (60% FTE) combined with a District-employed full time Project manager Sydney Thiel in a support role (90%) followed by part-time PM/CM support (15-20% FTE) role from Parametrix as needed from design through construction.

We are committed to increasing staffing levels, as required, to keep these projects moving forward efficiently. Both CKSD and Parametrix have experienced PM/CM staff available to step in temporarily at times of spikes in the project workload on either project. Construction on OHS will likely begin to wind down in Fall of 2018, at which point Dan Miller may be re-assigned to help carry some PM/CM responsibilities through the remaining year of construction on CKHS/MS.

Jim Dugan

Current Project Commitments Summary

Effective: Thursday, June 9, 2016

<u>Client</u>	<u>Project</u>	<u>Project Delivery Method</u>	<u>Role</u>	<u>Hrs/Wk</u>	<u>Comments</u>
Tacoma Public Schools	McCarver Elementary School (MES)	GC/CM	GC/CM Procurement	0	GC/CM Procurement is complete. Skanska. MES is in final stages of punchlisting. Under budget. Early completion.
Tacoma Public Schools	Stewart Middle School (SMS)	GC/CM	GC/CM Procurement	0	GC/CM Procurement is complete. Skanska. MES is on schedule and on budget. Completion is scheduled for February 2017.
Tacoma Public Schools	Browns Point Elementary School (BPES)	GC/CM	GC/CM Procurement	2 to 4	GC/CM selection is complete. Skanska. GC/CM contract negotiation is in progress. GC/CM Procurement will be complete by the end of June 2016.
Metro Parks Tacoma	Eastside Community Center (ECC)	GC/CM	GC/CM Procurement & PM Support	4 to 6	GC/CM Procurement is complete. Korsmo. Design is in progress. Construction start is planned for February 2017. PM support role demands are averaging 4 to 6 hours a week.
Central Kitsap School District	CK High School/Middle School Campus CKHS/MS)	GC/CM	GC/CM Procurement & Project Management	20 to 24	June 9, 2016 Presentation to the PRC.
Central Kitsap School District	Olympic High School (OHS)	GC/CM	GC/CM Procurement & GC/CM Advisor	4 to 6	June 9, 2016 Presentation to the PRC.
GC/CM Totals				30 to 40	Current hours per week in a GC/CM project role. Drops by 4 to 6 hours by the end of June 2016.
Tumwater School District	Bush Middle School (BMS)	Design-Bid-Build	Project Executive	1	Occupancy planned for September 2017.
Tumwater School District	Tumwater Middle School (TMS)	Design-Bid-Build	Project Executive	1	Occupancy planned for September 2017.
North Thurston School District	North Thurston High School (NTHS)	Design-Bid-Build	Principle in Charge	2	Occupancy planned for September 2016.
City of Gig Harbor	Welcome Center	Design-Bid-Build	Principle in Charge	1	Occupancy planned for May 2017.
Other Projects Total				5	
Grand Total				35 to 45	