



565 NW Holly Street, Issaquah, WA 98027  
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www.issaquah.wednet.edu

**Ron Thiele**, Superintendent

June 30, 2016

Project Review Committee  
c/o State of WA Department of Enterprise Services  
Engineering & Architectural Services  
P.O. Box 41476  
Olympia, WA 98504-1476  
Danelle.bessett@des.wa.gov

Attention: Danelle Bessett, Administrative Support

Dear PRC Members:

Please find attached our application for approval to utilize GC/CM contracting procedures for the Pine Lake Middle School replacement project.

This project will replace and increase the capacity of the existing Pine Lake Middle School. The new building is scheduled to open in September 2018. In a phased process:

- The new building will be built on the existing playfield area.
- The existing building will be packed up, cleaned out and demolished shortly after the end of school in June 2018.
- Construction of the new entrance drive, parking, softball field and practice field will begin following demolition, with critical work completed before September 1, 2018.

We will draw upon the experience and knowledge of our District team to assure the successful GC/CM delivery of this project. District GC/CM experience includes:

- Issaquah Middle School, GC/CM, 90%+ complete, set to open September 1, 2016
- Gibson Ek Alternative HS, GC/CM, set to open September 1, 2016
- Clark Elementary School, GC/CM, demo/construction starts 7/5/16, set to open September 2017

We look forward to continuing our use of the GC/CM delivery method to successfully complete this project.

Sincerely,



Steve Crawford,  
Director of Capital Projects

**Board of Directors**

Lisa Callan • Harlan Gallinger • Marnie Maraldo • Anne Moore • Suzanne Weaver

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**

**Legal name of Public Body (your organization):** Issaquah School District  
**Address:** 565 NW Holly Street, Issaquah, WA 98027  
**Contact Person Name:** Steve Crawford      **Title:** Director of Capital Projects  
**Phone Number:** 425-837-7040 Fax: 425-837-7041  
**E-mail:** crawfords@issaquah.wednet.edu

**2. Brief Description of Proposed Project.**

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

*Pine Lake Middle School was originally opened in 1974. The 2016 Bond Feasibility Committee following an in-depth study of the existing facility, deficiencies and educational program requirements, determined that facility deficiencies and the need for additional capacity would best be addressed by building a new middle school on the existing site and demolish the existing buildings.*

*The new, approximately 127,000 sf, three story building largely replicating the nearly completed new Issaquah Middle School, will be constructed on the existing playfield/ballfield area. Following completion of the new building, the existing building will be demolished to allow completion of the new practice field, softball field, entrance drive and parking.*

**3. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$3,500,000
Estimated project construction costs (including construction contingencies):	\$52,250,000
Equipment and furnishing costs	\$1,250,000
Off-site costs	\$200,000
Contract administration costs (Owner, CM etc.)	
Contingencies (design & owner)	\$7,100,000
Other related project costs (briefly describe) - Soft Costs	\$7,075,000
Sales Tax	\$5,225,000
<b>Total</b>	<b>\$71,000,000</b>

**B. Funding Status**

Please describe the funding status for the whole project:

*District is fully funded with local \$533.5 million 2016 Bond Fund. No state match funding available.*

#### 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.

##### **SEE ATTACHMENT #1**

##### **Pine Lake Middle School, Anticipated Project Design and Construction Schedule**

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

*The building will replicate the plans for nearly completed new Issaquah Middle School with some minor program changes. All site-related work will be specific to the new site.*

#### 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:

*Occupied Site, Complex Scheduling Coordination, and Critical Phasing complexities make GC/CM the most appropriate process for the project.*

- *The construction site is adjacent to areas that will be occupied with students, staff and the public. Safety is paramount.*
- *Utility services will need to be extended to the new building while maintaining all services to the existing school buildings.*
- *Site logistics will be challenging and will require close coordination with school operations and community use of the gymnasiums, football field and track.*
- *The schedule is tied to essential occupancy dates and the first day of school. Completion of the building and site facilities will be phased. Each phase will be linked to and dependent on the timely completion of prior phases of work.*
- *A well planned and managed schedule, along with early bid packages, will be necessary to meet the tight, but achievable (based on previous projects) schedule.*

*While the building plan will be a replication of the nearly completed new Issaquah Middle School (a successful GC/CM project), the GC/CM will have significant input during the design process to ensure that all site work, utilities, site logistics, safety and phasing are well integrated into the overall campus design.*

#### 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:

- *Effective planning and scheduling will increase the likelihood of completion by the occupancy and start of school dates.*
- *GC/CM provides the best opportunity to meet the tight, but achievable schedule. The schedule, based on previously completed, similar projects, allows the project to open a year earlier than would be possible under a traditional design/bid/build process. The earlier opening will reduce inflation and escalation costs.*

- *Phasing bid packages, and the flexibility to adjust bid packages, allows for effective cost management.*
- *The GC/CM delivery method allows more pro-active mitigation of risk for both the GC/CM and owner, and provides transparent cost accounting.*

**7. Public Body Qualifications**

**SEE ATTACHMENT #2**

**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:

**SEE ATTACHMENT #3 FOR SIGNIFICANT RECENT PROJECTS**

**Public Body Construction History - Issaquah School District Major Project**

- *The District is in the middle of a complex, 3-part GC/CM project. The new Issaquah Middle School building is 90%+ complete and will open September 1, within budget.*
- *The Alternate High School (Gibson Ek HS) is underway and will be substantially complete for the September 1 first day of school.*
- *The third part of the GC/CM project is construction of the new Clark Elementary School, scheduled to open in September 2017. Demolition work is set to begin 7/5/16.*
- *In addition to the above current projects, the District will open the new Sunny Hills Elementary School September 1.*

*The District's Capital Projects Department has successfully completed more than 100 projects since 1997 at a cost of more than \$600,000,000. A bond approved in April 2016 provides \$533,500,000 for additional projects including the proposed project.*

**9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- 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 ATTACHED** – *Existing Pine Lake Middle School Campus*

**SEE ATTACHED** – *PLMS Rebuild/Option A/Concept Plan*

**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.

*No Audit 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:** Steve Crawford

**Title:** Director of Capital Projects, Issaquah School District

**Date:** July 1, 2016

**Attachment #1****Pine Lake Middle School****Anticipated Project Design and Construction Schedule**

<b>Project Schedule</b>	<b>Start</b>	<b>Finish</b>
Schematic Design/Site	6/15/2016	
<b>GC/CM Schedule</b>		
PRC Application	7/1/2016	7/1/2016
PRC Presentation	7/28/2016	7/28/2016
First Publication of RFQ for GC/CM Service	8/2/2016	8/7/2016
Second Publication of RFQ for GC/CM Services	8/7/2016	8/7/2016
Project Information Meeting	8/8/2016	8/8/2016
RFQ Submittal Date	8/18/2016	8/18/2016
Invite Most Highly Qualified to Interview and to Submit RFPF		
Interviews and Score Firms	9/5/2016	9/5/2016
Open RFPF & Score Firms Following Interview		
Scores	9/5/2016	9/5/2016
Notify Firms of Scoring & Most Qualified GC/CM	9/6/2016	9/6/2016
Pre-Con Work Plan Due	9/13/2016	9/13/2016
GC/CM Agreement with Pre Con Services executed	9/14/2016	9/14/2016
Commercial Site Development Submittal	10/3/2016	5/15/2017
MACC Estimate/Negotiation	5/1/2017	5/8/2017
Early Bid Package/Structural Steel	5/8/2017	
Early Bid Package/Site Work/Utilities	5/8/2017	
Start Construction Site Work	6/1/2017	
Substantial Completion	8/1/2018	8/1/2018
First Day of School	9/4/2018	9/4/2018

## **ATTACHMENT #2 PUBLIC BODY QUALIFICATIONS**

The District's Project Management Guidelines outline a very hands-on and intensive approach to complete quality projects on time and within budget. District construction management staff is assigned to projects at the planning phase and continue through completion and occupancy of the project. The continuity and knowledge of programming and design decisions are important to maintain the integrity of the design and program throughout the construction process. District staff has a focus and responsibility only to the District. Their continuing long-term sense of pride and accomplishment is important to continue and enhance the quality of projects and education in the District.

Primary staffing proposed for this project includes:

### **Steve Crawford, Director of Capital Projects**

- Bachelor of Architecture, Arizona State University, 1972; Licensed Architect 1974
- Director of Capital Projects, Issaquah School District 1997 to present; \$305M completed projects. Total funding construction program \$586M
- Director of Facilities, Central Kitsap School District 1993-1997; \$83M construction program
- Project Manager/Construction Manager/Architect, CH2MHill 1987 – 1993
- CPARB Board Member
- PRC Committee Member

### **Tom Mullins, Construction Coordinator**

- Washington State University BA, Construction and Manufacturing, 1987
- Issaquah School District, Construction Coordinator, 2002 to present
- Development Project Manager, Emeritus Corporation, 1995 – 1999
- AGC GC/CM Training, June 2016

Tom has been a Construction Coordinator with the Issaquah School District for 17 years. Before his tenure with the Issaquah School District he worked with Emeritus Senior Living and Leisure Care LLC, retirement housing companies, as a Construction Manager for 6 years. Previous to that he worked with The Shemmer Associates, a full service Architectural & Engineering firm as a Construction Manager for 5 years.

### Issaquah School District Projects

- Maywood Middle School Addition & Modernization
- Maywood Middle School Mechanical Upgrades
- Maywood Middle School Building Interior Upgrades
- Maywood Middle School Classroom Addition
- Portable Classrooms District Wide (1999 – present)
- Sunset Elementary School Modernization
- Challenger Elementary School Modernization
- Administration Facility Addition & Modernization
- Transportation Center Addition & Modernization
- Satellite Transportation Center
- May Valley Service Center Rebuild
- Various Smaller Remodels District Wide

**Debbie Massaro, Construction Specialist**

- Bachelor of Arts, Communications; California State University – Fullerton, 1981
- Issaquah School District, Administrative Assistant 1999-2005
- Issaquah School District, Construction Specialist 2008 to present. Manage daily operations of Capital Projects Department, train and supervise support staff, and monitor budgets. Oversee and manage purchase, delivery and installation of furniture and equipment for new construction and remodel projects.

Steve Crawford, Tom Mullins and Debbie Massaro are the primary District staff assigned to the project. Royce Nourigat will provide GC/CM delivery assistance. Supplemental staff will be provided as activities warrant additional support. Other District construction coordinators who can provide this support include:

**Royce Nourigat, Project/Construction Coordinator**

Issaquah School District, 1989 to present

Royce has an exceptional knowledge and understanding of educational facilities, District standards and Construction having completed the following significant projects:

- Issaquah Middle School (127,000 s.f. opens 9/2016, GC/CM)
- Gibson Ek Non-Comprehensive High School (32,000 s.f. opens 9/2016, GC/CM)
- Issaquah High School Reconstruction (285,000 s.f.; 230,000 s.f. completed in 17 months)
- Pacific Cascade Freshman Campus (111,100 s.f. completed in 12 months)
- Cascade Ridge Elementary School
- Cougar Ridge Elementary School
- Liberty High School Modernization
- Skyline High School/City of Sammamish Community Ball Fields
- Maywood Middle School Modernization
- Issaquah Middle School Modernization
- Apollo Elementary School Modernization
- Briarwood Elementary School Modernization
- Issaquah Valley Elementary School Modernization
- Sunny Hills Elementary School Modernization

**Mike Archer, Construction Coordinator**

- University of Washington, Architecture and Building Construction, 1976
- Issaquah School District, Construction Coordinator, 2002 to present
- Redevelopment Agency of San Jose, CA, 1986 – 1999, Construction Manager
- Bechtel International Corporation, 1981 – 1986, Construction Superintendent

**Ladd Stejskal**

- University of Oregon School of Design, Bachelor of Architecture, 1985
- University of Washington, Construction Management, 1987
- Licensed Architect, 1988
- Issaquah School District, Construction Coordinator, 2008 to present
- Central Kitsap School District, Construction Manager, 1992 – 2008
- AGC GC/CM Training, June 2016



The District has a team of capable and highly qualified staff dedicated to the success of the District and District construction projects. Staff understands the need for close communication and coordination with all team members, District staff, permitting agencies and the community. Our proposed staff is eager to undertake the challenge of this significant project and look forward to the opportunity to utilize the GC/CM procedures that can benefit and enhance the outcome of this complex project.

## **Mahlum Architects**

### **Staff Biographies and GC/CM Projects**

#### **David Mount**

An award-winning architect of educational facilities, David has more than 23 years of experience. He serves as the K-12 Education Studio Director and manages all aspects of this market sector for Mahlum. David offers broad perspective into cost effective opportunities to enhance community and learning both inside and out of the classroom. A LEED Accredited Professional, he blends technical understanding and design sensitivity within sustainable site and building concepts for educational facilities. David holds a Bachelor of Architecture from the University of Arizona, and is a registered architect in Washington. He has worked on two K-12 and higher education GC/CM projects, and has been involved with numerous Issaquah School District projects.

#### **Forest Payne**

Forest brings more than 14 years of experience in all aspects of architecture. His leadership role on projects such as John Muir Elementary School and Issaquah Middle School exemplify the high level of quality that Forest achieves with each endeavor. Forest holds a Bachelor of Architecture from Washington State University, and is a registered architect in Washington. He is also a LEED Accredited Professional and has worked on one K-12 GC/CM project. He has been involved with numerous Issaquah School District projects.

#### **Nicole Walter**

Nicole has 5 years of experience with educational facility designs. Her expertise has allowed her to maximize quality and efficiency, and offer creative, sustainable solutions for every project. She holds a Master of Architecture from the University of Texas at Austin and has worked on one K-12 GC/CM project. She is currently working on the Issaquah Middle School project.

#### **Kurt Zenner**

Kurt has guided efforts in the creation of efficient schools for students, staff and communities throughout the Northwest. His understanding of educational trends and sustainable strategies has influenced the design of multiple new, addition and renovation projects in over a dozen school districts. With more than 27 years of experience, he has mastered team coordination, cost control, and the timely delivery of educational facilities that meet the educational needs today and well into the future. Kurt received his Bachelor of Architecture from the University of Idaho, and is a registered architect in Oregon. He is also a LEED Accredited Professional and has worked on more than 10 K-12 GC/CM projects.

**Dwayne Epp**

Dwayne’s strengths include strong technical and design skills as well as comprehensive production of contract documents, abilities honed over 29 years of practice in Canada and the United States. He applies his significant knowledge of construction specifications and code requirements to the production of comprehensive and understandable standards and specifications. Dwayne earned a Master of Architecture and Bachelor of Environmental Studies from the University of Manitoba, Canada. He is a registered architect in Washington and has more than 10 years of GC/CM experience, including the first Washington State school test project: Northshore Junior High School. He was involved with the Issaquah High School project and is currently working on Issaquah Middle School.

**Amy Noe**

Amy has worked with lower education facilities across the Pacific Northwest to enhance educational goals through superior learning environments for the past 25 years. Working closely with the client from beginning to project completion, she creates interior environments that simultaneously inspire and perform over the long-term. Having worked on various high schools, Amy understands how space planning and interior details of educational facilities contribute to the health and happiness of the students and faculty in various environments. She received her Associate of Applied Arts from the Art Institute of Seattle and is NCIDQ certified. She has more than 10 years of experience with GC/CM projects, was involved with the Issaquah High School project and is currently working on Issaquah Middle School.

**Mahlum Team Members Percentage by Phase**

	Schematic Design	Design Development	Construction Documents	Construction Administration
David Mount	30	20	10	5
Forest Payne	80	100	100	50
Nicole Walter	50	100	100	100
Kurt Zenner	10	50	50	5
Dwayne Epp	10	20	20	5
Amy Noe	10	20	30	5

## **Mahlum GCCM Project List**

### **Edmonds School District**

Lynndale Elementary School  
Madrona School

### **Seattle Public Schools**

Cleveland High School Modernization  
Nathan Hale High School Modernization  
Nathan Hale Performing Arts Center  
Wilson Pacific Elementary & Middle School

### **Issaquah School District**

Issaquah Middle School

### **Puyallup Tribe of Indians**

Chief Leschi Schools

### **Northshore School District**

Northshore Junior High Modernization

### **Hillsboro School District**

Century High School  
Liberty High School  
Imlay Elementary School  
Witch Hazel Elementary School  
Orenco Elementary School  
Patterson Elementary School

### **Medford School District**

South Medford High School

### **University of Washington**

Poplar Residence Hall  
Cedar Apartments  
Elm Residence Hall  
Alder Residence Hall  
Clark Hall Renovation  
Suzzallo Library Renovation  
William H. Gates Law School

### **Western Washington University**

Miller Hall Renovation

### **Reed College**

Steele Street Residence Hall

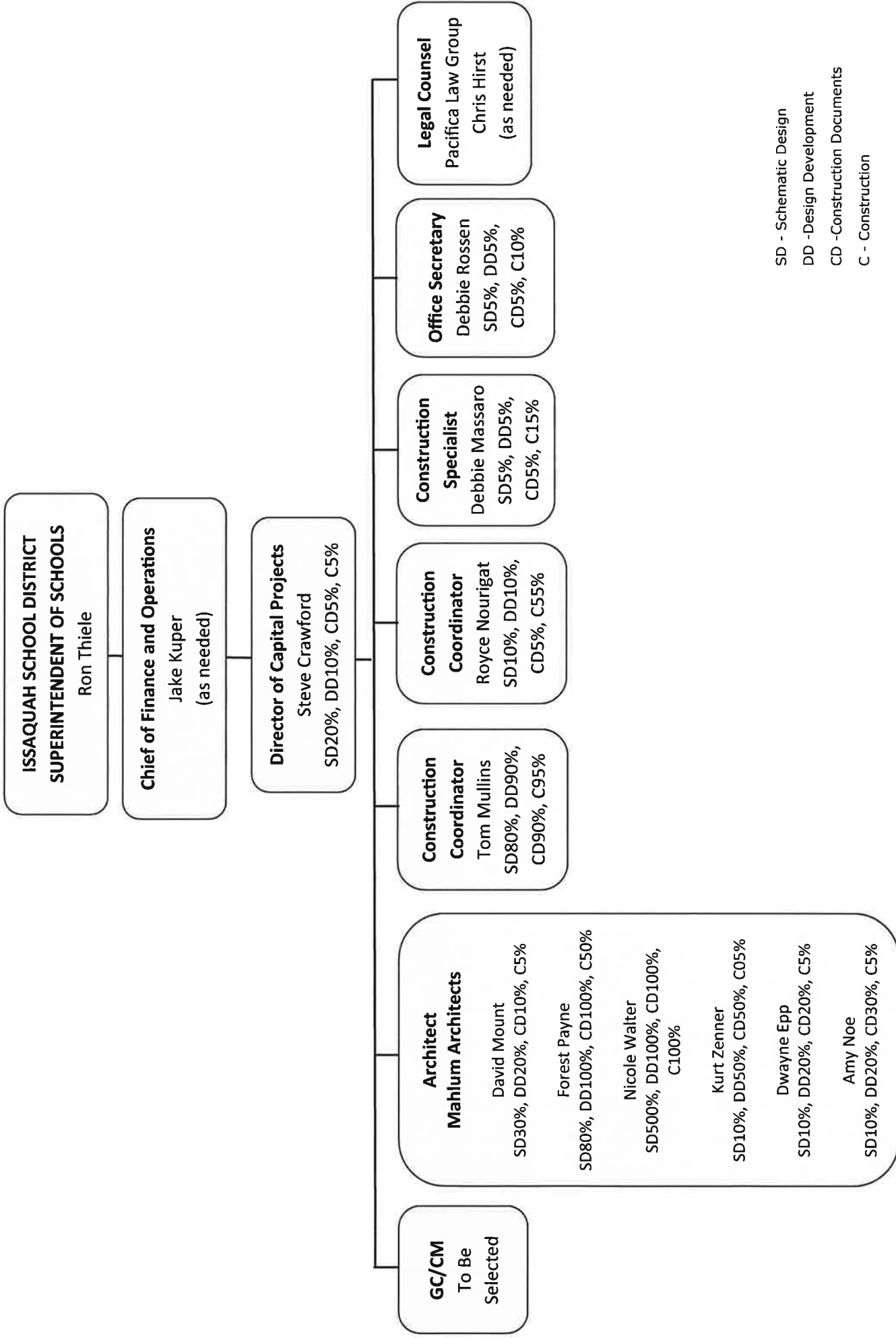
### **Portland Community College**

Aviation Technology Center

### **Portland Public Schools**

Grant High School

# ISSAQUAH SCHOOL DISTRICT — PROJECT ORGANIZATIONAL CHART



SD - Schematic Design  
 DD - Design Development  
 CD - Construction Documents  
 C - Construction

**Attachment #3**

**Public Body Construction History**

**Issaquah School District Major Project**

Project	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Schedule or Budget Overrun
Issaquah High School Reconstruction	Reconstruction of new and enlarged-enhanced campus	DBB	Mar-09	Oct-11	Mar-09	Oct-11	\$96,500,000	\$95,540,995	
Skyline High School Addition and Modernization	Addition/Remodel	DBB	Jul-08	Sep-10	Oct-08	Apr-10	\$47,900,000	\$47,882,347	Permitting delayed the effective start date. ISD scope increase and unforeseen conditions increased costs.
Liberty HS	Performing Arts Center Addition and replacement of most of existing school	DBB	Aug-11	Sep-12	Aug-11	Sep-15	\$44,585,000	\$57,864,266	3-phase project. District scope increased to rebuild campus.
Gibson Ek Non-Comprehensive High School	Addition/Remodel on new site	GC/CM	Jun-16	Sep-16	Jun-16	Sep-16	\$3,950,000	\$3,974,399	
Issaquah Middle School	Replace/enlarge school on new site	GC/CM	May-14	Sep-15	May-15	Sep-16	\$47,431,632	\$47,431,632	Project scope revised from two-story to 3-story building. Owner scope increased.
Maywood MS Modernization	Addition/Remodel	DBB	Jul-10	Sep-11	Jul-11	Sep-12	\$24,000,000	\$25,782,817	Permitting took over one year forcing a decision to delay the bid, start and completion by one year. Owner scope increased.
Pacific Cascade Freshman Campus	New Construction	DBB	Jul-04	Sep-05	Jul-04	Sep-05	\$30,988,647	\$30,812,568	
Clark Elementary	Replace/enlarge school on new site	GC/CM	Jun-16	Sep-17	Jun-16	Jun-16	\$26,400,000	\$26,400,000	
Sunny Hills Elementary	Replace/enlarge new school	DBB	May-15	Sep-16	May-16	Sep-16	\$26,151,000	\$27,083,991	Owner scope increased.
Briarwood Elementary	New Construction	DBB	Jul-11	Sep-12	Jul-11	Sep-12	\$24,104,000	\$18,590,924	

**Attachment #3**

**Public Body Construction History**

**Issaquah School District Major Project**

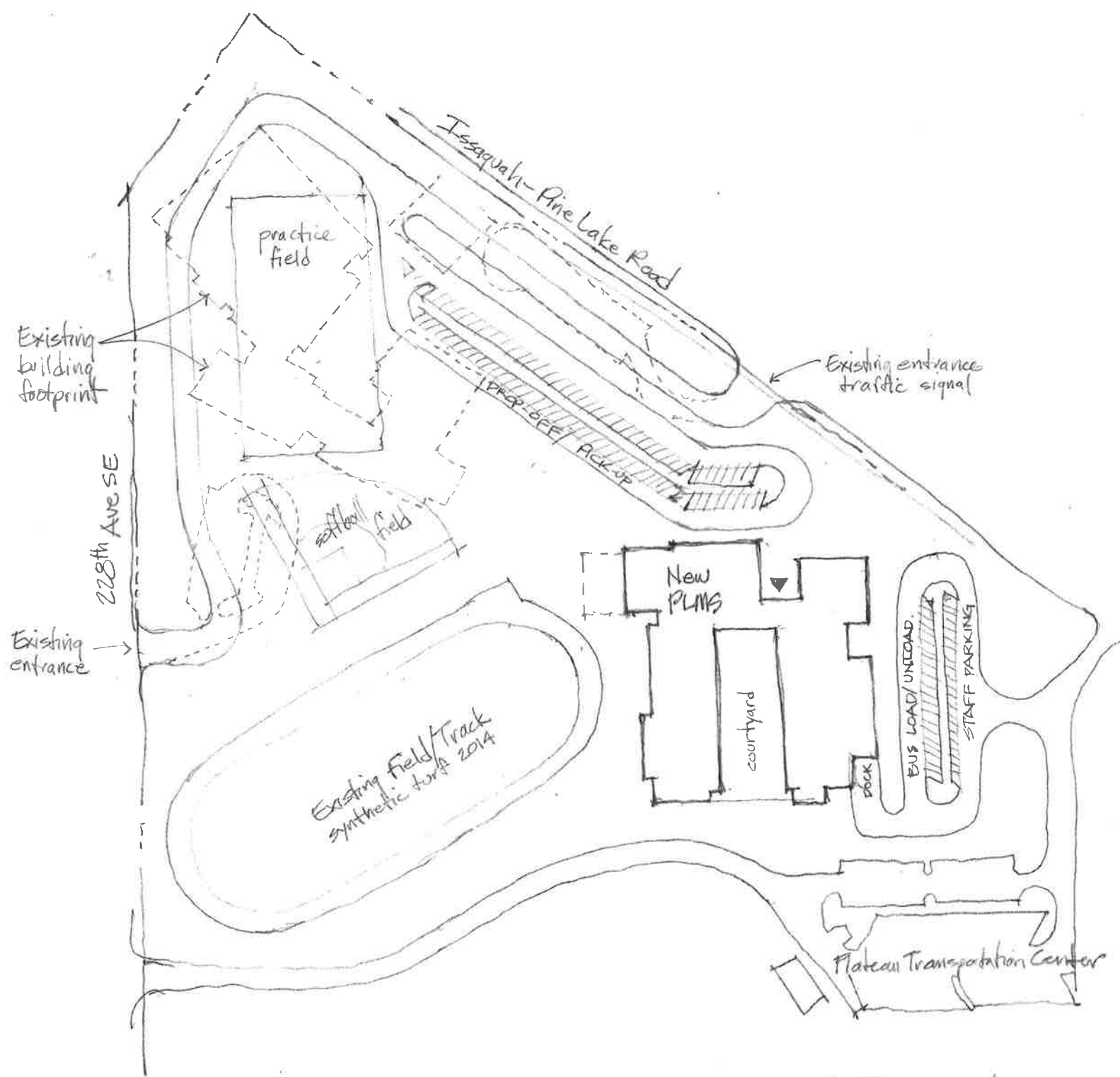
Project	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Schedule or Budget Overrun
Challenger Elementary	New Construction	DBB	Jun-11	Sep-12	Jun-11	Sep-12	\$2,285,000	\$2,207,681	
Creekside Elementary	New Construction	DBB	May-09	Sep-10	May-09	Sep-10	\$23,450,000	\$23,412,324	
Grand Ridge Elementary	New Construction	DBB	Jul-05	Sep-06	Jul-05	Sep-06	\$21,288,000	\$19,685,334	
Newcastle Elementary	New Construction	DBB	Jul-02	Sep-03	Jul-03	Sep-04	\$18,770,881	19,691,034	Permitting and the need to develop and have a blasting ordinance approved by the City delayed the start of the work. Cost escalation and more hard rock than indicated by soil borings increased cost.

**TOTAL PLANNED AND ACTUAL BUDGETS**

**\$298,482,528      \$446,360,312**



Existing Pine Lake Middle School Campus



PLMS rebuild  
 Option A - concept plan 6/7/16  
 6/24/16

