

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

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

The CPARB PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process.

Incomplete applications may delay action on your application.

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: **Brian Buck** Title: **Director, Support Services**
- d) Phone Number: **425-936-1102** E-mail: **bbuck@lwsd.org**
- e) Effective Dates of current Certification **5/26/16** GC/CM _____ DB
- f) Type of Certification Being Sought GC/CM _____ DB

1. **Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10**

(RCW 39.10.270 (2)(a)) *Limit response to two pages or less.*

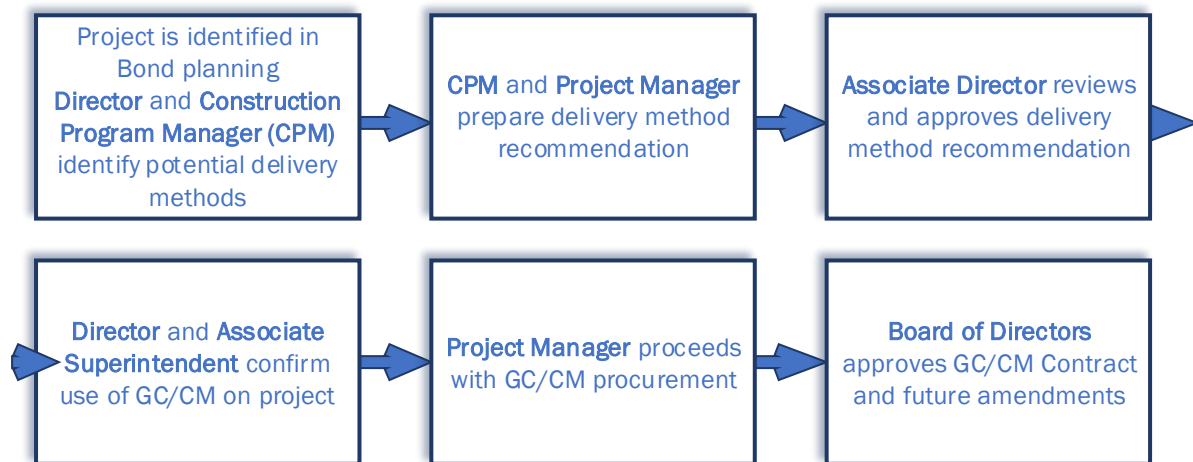
If there have been any changes to your agency's processes addressing items (a) and (b) below, please submit the revised process chart or list.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

Include and describe any such process changes since your original certification (*and reasoning for same*) to your determination process based upon your experience to date in utilizing the delivery method(s).

Lake Washington School District's process for determination and approval of procurement methods for capital projects, based on the criteria of RCW 39.10, has not materially changed since our 2016 certification. The chart and process summary below have been updated from the 5/2/2016 application to reflect organization changes in the district and to clarify responsibility at each stage of the process.

Process



At project conception, potential delivery methods are identified by the Director of Support Services and the Construction Program Manager (CPM). The Project Manager, with guidance from the CPM, prepares a recommendation for the delivery method and presents it to the Associate Director. If approved by the Associate Director, the recommendation proceeds to review by the Director of Support Services and the Associate Superintendent of Business and Support Services for final approval. With their approval, the Project Manager proceeds with the determined procurement method.

2. **Project Delivery Knowledge and Experience**

(RCW 39.10.270 (3)(b)(i)) *Limit response to two pages or less.*

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project [*planned, underway, or complete, dates, and projected/determined construction cost*]. Describe any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification.

Knowledge and Experience

The Lake Washington School District currently has 6 GC/CM capital projects underway with a projected value of over \$432 million; 5 additional GC/CM projects are in the planning stages with budgets to be determined.

GC/CM Projects

Baker Elementary School

Status: Underway (NTP: 2017; Occupied 2018; Est. Final Completion: 2019)

Cost: \$47,630,192

RCW 39.10.340 Criteria: 1, 3

No litigation or Significant Disputes

Barton Elementary School

Status: Underway (NTP: 2017; Occupied 2018; Est. Final Completion: 2019)

Cost: \$54,725,559

RCW 39.10.340 Criteria: 1,3

No litigation or Significant Disputes

Kirk Elementary School Rebuild & Enlarge

Status: Underway (NTP: 2018; Est. Final Completion: 2020)

Cost: \$50,856,884

RCW 39.10.340 Criteria: 1, 2, 3

No litigation or Significant Disputes

Mead Elementary School Rebuild & Enlarge

Status: Underway (NTP: 2018; Est. Final Completion: 2020)

Cost: \$52,880,609

RCW 39.10.340 Criteria: 1, 2, 3

No litigation or Significant Disputes

Timberline Middle School

Status: Underway (NTP: 2017; Est. Final Completion: 2020)

Cost: \$81,471,600

RCW 39.10.340 Criteria: 1, 3

No litigation or Significant Disputes

Juanita High School Rebuild & Enlarge

Status: Underway (NTP: 2017; Est. Final Completion: 2021)

Cost: \$144,477,000

RCW 39.10.340 Criteria: 1, 2, 3

No litigation or Significant Disputes

Lake Washington High School Addition

Status: Planned (NTP: TBD; Est. Final Completion: 2021)

Cost: TBD

RCW 39.10.340 Criteria: 1, 2, 3

No litigation or Significant Disputes

Franklin Elementary Addition

Status: Planned (NTP: TBD; Est. Final Completion: 2022)

Cost: TBD

RCW 39.10.340 Criteria: 1, 2, 3

No litigation or Significant Disputes

Rose Hill Elementary Addition

Status: Planned (NTP: TBD; Est. Final Completion: 2022)

Cost: TBD

RCW 39.10.340 Criteria: 1, 2, 3
No litigation or Significant Disputes

Twain Elementary Addition

Status: Planned (NTP: TBD; Est. Final Completion: 2022)
Cost: TBD
RCW 39.10.340 Criteria: 1, 2, 3
No litigation or Significant Disputes

Carson Elementary Addition

Status: Planned (NTP: TBD; Est. Final Completion: 2023)
Cost: TBD
RCW 39.10.340 Criteria: 1, 2, 3
No litigation or Significant Disputes

3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification.

Personnel with GC/CM Experience

Barbara Posthumus: Associate Superintendent, Business & Support Services
Serving the Lake Washington School District for the past 28 years, Barbara supervises the financial and business functions for the District including capital projects. Barbara and her staff are responsible for bond sales to fund projects, management of capital accounting infrastructure, procurement, and fiscal policies; further, Barbara is deeply involved in all capital projects, receiving weekly updates and paying special attention to risks and opportunities. She actively participates in the guidance of specific projects and the overall program in the district. Barbara has served in this and similar roles on all GC/CM projects executed by the district. Barbara reports directly to the Superintendent, Dr. Jane Stavem, and coordinates contracting, payments, procurement and accounting functions with Brian Buck and other capital project staff members.

Brian Buck: Director, Support Services
Brian Buck became Director of Support Services in 2018. In his previous five years as Associate Director of the department for Lake Washington School District, Brian has provided leadership and direction of the roughly \$435 million capital bond program and two capital levy programs of over \$40 million each for the 3rd largest school district in the state. In overseeing the eight bond projects and over 300 small capital projects, Brian has worked on new construction, rebuilds, building additions, field upgrades, portable classrooms, and roof replacements. Brian has also completed GC/CM training at the AFC Foundation. Prior to joining the district, Brian had more than 23 years of experience in facilities and financial management.

Scott Emry: Risk, Health & Safety Manager
Scott has over 29 years in insurance and risk management, with the past 15 years as Risk, Health & Safety Manager for the Lake Washington School District. Scott is a regular speaker/presenter at many conferences and seminars on many different subjects, including: job description/job analysis development, managing risks, AED implementation, OSHA compliance, emergency preparedness and security. Scott oversees the District's insurance program including setting insurance provisions included in construction and consulting contracts for the capital program, and personally manages the Builders Risk Insurance program for the district.

Cheryl Hendrix: Administrative Support Services Supervisor
Cheryl has nine years of capital projects administrative experience at the LWSD supporting the Director, Associate Director, and project managers on eight GC/CM projects. Cheryl currently

supervises a staff of six administrative professionals including a dedicated contracting specialist. Cheryl's staff assists with the preparation and distribution of contracts, purchase orders, payments, document control and governmental compliance.

Steve Murakami: Program Manager, OAC Services

Over the last 22 years, Steve has been involved in construction as an architect, owner and now owner's representative. During his time at Tacoma Public Schools, Steve led the effort for Agency approval there to support their \$500M Building for Achievement program. While in Tacoma, Steve completed two historic modernizations that were executed under a single GCCM contract with multiple architectural design teams. Prior to leaving Tacoma, four additional elementary schools were executed using the GCCM procedure. Steve came to the Lake Washington School District in April of 2017 as a full time contracted employee. His role is the District's Construction Program Manager and oversees all major capital construction projects. Six of the eight projects included in the \$435M Building on Success program have been executed through the GCCM process, with the first two elementary schools opening in the Fall of 2018. In all, Steve has been integrally involved in the execution of nearly \$750M in GCCM contracts with six different GCCM firms.

Dan Chandler: Principal, OAC Services

Dan has over 40 years of construction experience including education, alternative delivery and public works experience, employing that experience as an advisor for the district. Dan was a charter member of the Project Review Committee and a past chair.

Christopher L. Hirst: Pacifica Law Group, GC/CM Attorney

Chris is knowledgeable and experienced in design and construction contracting and procurement processes for public construction as well as private construction using GC/CM processes. Mr. Hirst is a partner in the Seattle office of Pacifica Law Group. He is also a member of the Capital Projects Advisory Review Board (CPARB). He has assisted numerous school districts on projects using the GC/CM process including Stadium 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, in addition to all of Lake Washington School District's capital program's GC/CM projects. Chris has advised LWSD for many years.

David Alskog: Livengood Alskog, GC/CM Attorney

As the district's contracted legal counsel, David Alskog's three decades of experience offer immense value. David Alskog's practice focuses on public contract and construction law, school law, real estate and commercial litigation offers immense benefit. David's school and municipal law practice has allowed him to advise the Lake Washington School District concerning a broad range of issues including land use and construction, contracts and transactions, procurement and purchasing, public bidding and bid documents, bid protest and claims analysis, and litigation supervision.

**See: *Attachment A: Personnel GC/CM Project Experience Matrix*
 *Attachment B: LWSD Organizational Structure***

4. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (3)(c)) Limit response to one page or less.

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

Findings

There have been no audit findings on any Lake Washington School District public works projects.

Audit History

During the district's state audit in Summer of 2018, two GC/CM projects (Baker Elementary School and Timberline Middle School) were selected for audit. There were no findings related to either project.

5. Project Data Collection

Please provide a matrix listing of all projects with a total value of greater than \$5 million with a design agreement or DB agreement in place in the last **5 years**. This list shall also include projects within the public body's capital plan **projected** for the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Whether or not project data has been entered into the CPARB Data Collection System? *(RCW 39.10.,320 and .350) [Yes or No; if No, why not?]*
- Is the project complete *[Yes or No]*

Program	Project Title	Description of Project	Agency Project Number	Project Value	Method	Entered into CPARB Data Collection System?	If N, Why?	Complete?
2016 Bond	Baker Elementary School	New 2-Story, 78,000 square foot, elementary school, constructed to serve 690 students.	3160	\$47.63 M	GC/CM	N	Data collection suspended	No (Occupied; Est. 2019)
2016 Bond	Barton Elementary School	New 2-Story, 78,000 square foot, elementary school, constructed to serve 690 students.	2860	\$54.73 M	GC/CM	N	Data collection suspended	No (Occupied; Est. 2019)
2016 Bond	Kirk Elementary Rebuild and Enlarge	New 2-Story, 78,000 square foot, replacement elementary school, constructed to serve 690 students on an occupied, existing elementary school site.	0960	\$50.86 M	GC/CM	N	Data collection suspended	No (Est. 2019)
2016 Bond	Mead Elementary Rebuild and Enlarge	New 3-Story, 78,000 square foot, replacement elementary school, constructed to serve 690 students on an occupied, existing elementary school site.	5860	\$52.88 M	GC/CM	N	Data collection suspended	No (Est. 2019)
2016 Bond	Timberline Middle School (RRMS)	New 3-Story, 134,000 square foot, middle school, constructed to serve 900 students.	7260	\$81.47 M	GC/CM	N	Data collection suspended	No (Est. 2019)

2016 Bond	Juanita High School Rebuild and Enlarge	New 3-Story, 219,000 square foot, high school addition, constructed to serve 1,800 students.	8360	\$144.48 M	GC/CM	N	Data collection suspended	No (Est. 2020)
2019 Levy	Lake Washington High School Addition	New 2-story, 40,000 square foot, 20-classroom wing addition and auxiliary gym addition to add capacity of 500 students.	0159	TBD	GC/CM	N	Data collection suspended	No (Est. 2020)
2019 Levy	Franklin Elementary Addition	New 2-story, 8-classroom addition at an occupied site.	TBD	TBD	GC/CM	N	Data collection suspended	No (Est. 2021)
2019 Levy	Rose Hill Elementary Addition	New 2-story, 8-classroom addition at an occupied site.	TBD	TBD	GC/CM	N	Data collection suspended	No (Est. 2021)
2019 Levy	Twain Elementary Addition	New single-story, 4-classroom addition at an occupied site.	TBD	TBD	GC/CM	N	Data collection suspended	No (Est. 2021)
2019 Levy	Carson Elementary Addition	New single-story (second floor), 4-classroom addition at an occupied site.	TBD	TBD	GC/CM	N	Data collection suspended	No (Est. 2022)

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for recertification you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Additionally, you understand that should this recertification be approved it is only valid for one additional three year period beyond your current certification expiration and that re-certification must be applied for under RCW 39.10.

Signature:  _____

Name: (please print) Brian Buck

Title: Director, Support Services

Date: 2/15/19

Appendix A: Personnel GC/CM Project Experience Matrix (2014-15 to current)

Name	Role	GC/CM Projects	Project Size	Project Type	Role Start	Role Finish
Siri Bliesner Mark Stuart Chris Carlson Eric Laliberte Cassandra Sage (*2017)	Board of Directors	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2015	Est. 2021
		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Dr. Jane Stavem	Superintendent	Baker Elementary School	\$47.63 M	GC/CM	2018	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2018	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2018	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2018	Est. 2020
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		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Dr. Traci Pierce	Former Superintendent Current Director, College and Career Readiness	Baker Elementary School	\$47.63 M	GC/CM	2015	2018
		Barton Elementary School	\$54.73 M	GC/CM	2015	2018
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	2018
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	2018
		Timberline Middle School	\$81.47 M	GC/CM	2015	2018
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2015	2018
		Lake Washington High School Addition	TBD	GC/CM	2018	2018
		Franklin Elementary Addition	TBD	GC/CM	2018	2018
		Rose Hill Elementary Addition	TBD	GC/CM	2018	2018
		Twain Elementary Addition	TBD	GC/CM	2018	2018
Carson Elementary Addition	TBD	GC/CM	2018	2018		
Barbara Posthumus	Associate Superintendent, Business and Support Services	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
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		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Brian Buck	Director, Support Services	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
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		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
John Love	Capital Fund Analyst	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
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		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Steve Murakami	Construction Program Manager	Baker Elementary School	\$47.63 M	GC/CM	2017	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2017	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2017	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2017	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2017	Est. 2020
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2017	Est. 2021
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		Twain Elementary Addition	TBD	GC/CM	2017	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2017	Est. 2023		

* Role start year if different than Role Start column

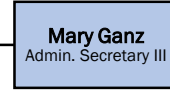
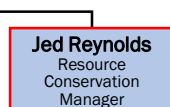
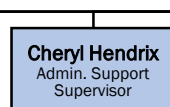
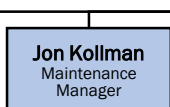
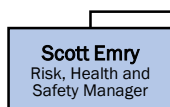
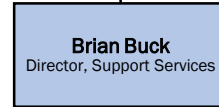
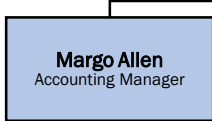
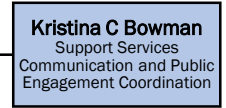
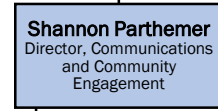
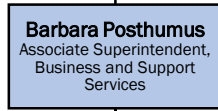
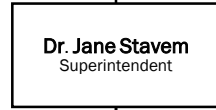
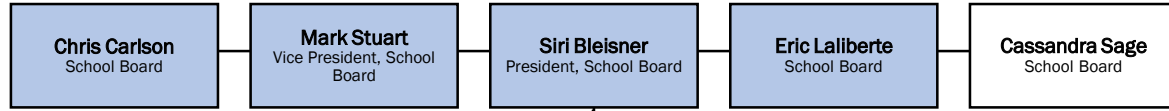
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Name	Role	GC/CM Projects	Project Size	Project Type	Role Start	Role Finish
Andrew Sahl Jon Shepherd (*2016) Ethel Vural (*2016) Tansy Hansen (*2017) Laura DeGooyer (*2017) Marybeth Lathen (*2017) Carly Parkins (*2018) Alec Weintraub (*2018) Ina Holzer (*2018) Andrew Johnson (*2018)	Construction Program Support	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
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		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
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		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Jed Reynolds	Resource Conservation Manager	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
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		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Kristina Courtnage-Bowman	Support Services Communication and Public Engagement Coordinator	Baker Elementary School	\$47.63 M	GC/CM	2016	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2016	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2016	Est. 2020
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Carson Elementary Addition	TBD	GC/CM	2016	Est. 2023		
Cheryl Hendrix	Administrative Support Supervisor	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
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		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2015	Est. 2021
		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Mary Ganz Lydia Wheeler (*2018)	Administrative Secretarial Support	Baker Elementary School	\$47.63 M	GC/CM	2016	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2016	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2016	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2016	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2016	Est. 2020
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2016	Est. 2021
		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
David Alskog	Legal Counsel (Partner, Livengood Alskog)	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2015	Est. 2021
		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		
Chris Hirst	Legal Counsel (Partner, Pacifica Law Group)	Baker Elementary School	\$47.63 M	GC/CM	2015	Est. 2019
		Barton Elementary School	\$54.73 M	GC/CM	2015	Est. 2019
		Kirk Elementary Rebuild and Enlarge	\$50.86 M	GC/CM	2015	Est. 2020
		Mead Elementary Rebuild and Enlarge	\$52.88 M	GC/CM	2015	Est. 2020
		Timberline Middle School	\$81.47 M	GC/CM	2015	Est. 2020
		Juanita High School Rebuild and Enlarge	\$144.48 M	GC/CM	2015	Est. 2021
		Lake Washington High School Addition	TBD	GC/CM	2018	Est. 2021
		Franklin Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Rose Hill Elementary Addition	TBD	GC/CM	2018	Est. 2022
		Twain Elementary Addition	TBD	GC/CM	2018	Est. 2022
Carson Elementary Addition	TBD	GC/CM	2018	Est. 2023		

* Role start year if different than Role Start column

Lake Washington School District

GC/CM Organizational Structure



QUESTIONS RE: RECERTIFICATION APPLICATION SUBMITTED 12/20/2018

1. Summarize the three major lessons learned from your most complex projects?

We have learned the vital importance of considering a higher general contractor/construction manager contingency within the GMP. Related, on such complex projects we've learned that the district should also carry a project contingency to support changes not covered by the contractor's contingency.

We have also learned the importance of bringing in our GCCM partners as soon as possible during the design process to provide critical input on phasing and constructability. For the Juanita High School Rebuild and Enlarge project we worked with the GCCM to site the building and phase the construction. This early collaboration reduced cost and allowed us to cut a year out of the schedule. Other lessons learned relate to budget and schedule efficiencies such as the release of early bid packages, identification of long lead procurement items, and the flexibility to release later bid packages at advantageous times to attract greater interest from subcontractors.

Similarly, we have learned that early partnering with Authorities Having Jurisdiction is a vital component of our program, especially for more complex projects. Ensuring clear expectations and working in alignment with these stakeholders is vital for maintaining project schedules and minimizing the impact of potential permit delays.

2. What are the benefits and disadvantages of using consultants to fill the GCCM experience role required in the RCW for agency certification?

The greatest benefit comes from scalability of staff. By hiring consultants, we can draw from a pool of highly qualified candidates with extensive K-12 and GC/CM construction experience – vital experience which we might not be able to quickly hire directly. Utilizing consultants in this way, we have managed to scale our team as needed throughout the 2016 Bond Program in one of the most competitive construction markets in the world.

A potential disadvantage of using consultants is the lack of experience specific to our district. However, our consultants' experience working with numerous other districts in Washington state such as Mukilteo School District, Northshore School District, Tahoma School District, Seattle Public Schools, Tacoma Public Schools, and Highline Public Schools helps mitigate this potential downside, as do the district's standards, lessons learned, and shared tools which allow team members to quickly transfer knowledge and develop Lake Washington School District specific expertise.

Two other factors help mitigate potential disadvantages and underline the benefits of the use of consultants: our long-term contracts and our practice of housing consultants in-district at Support Services. Long term contracts that cover the life of projects or even programs ensure knowledge continuity is retained throughout the life of a project and even on to future ones. Housing contracted team members at the same site as the Director and Associate Director of Support Services foster healthy, communicative working relationships and lead to more agile, flexible working relationships.

3. Please describe any outreach or participation for OWMBE on your project.

GCCM firms send out monthly newsletters to subcontractors soliciting bids; they also request from LWSD the information of any local, minority or women owned businesses they

should solicit directly. Contractor bid forms state that the owner and contractor are equal opportunity employers and request bids from all interested bidders including firms listed as disadvantaged, minority, women, disabled veterans and emerging small business enterprises.

4. Please include the current status of your incomplete GCCM projects noting if you are on schedule and on budget.

Baker Elementary School

Occupied – in closeout; on budget

Barton Elementary School

Occupied – in closeout; on budget

Peter Kirk Elementary School Rebuild and Enlarge

Approximately 50% complete; on schedule and on budget

Margaret Mead Elementary School Rebuild and Enlarge

Approximately 50% complete; on schedule and on budget

Timberline Middle School

Approximately 80% complete; on schedule and on budget

Juanita High School Rebuild and Enlarge

Approximately 50% complete; on schedule and under budget

Lake Washington High School Addition:

0% complete; schedule and budget TBD

Franklin Elementary School Addition:

0% complete; schedule and budget TBD

Rose Hill Elementary School Addition:

0% complete; schedule and budget TBD

Twain Elementary School Addition:

0% complete; schedule and budget TBD

Carson Elementary School Addition:

0% complete; schedule and budget TBD

5. Which of your current projects have MCCM or ECCM and what are some of the steps you are taking to make sure the GCCM is following the RCW?

The Baker Elementary School, Timberline Middle School, and Juanita High School Rebuild and Enlarge projects have utilized the MCCM and ECCM process.

The Project Managers participate in the MCCM and ECCM procurement, as well as the subsequent competitive lower-tier sub bidding process. GCCMs work with us to ensure negotiations and procurement are in line with the RCW during bidding and as part of the final GMP negotiations. The Associate Director and Project Manager(s) participated in the MCCM and ECCM selection process, which provides oversight and allows us to help guide

Addendum 1: Questions Re: Recertification Application Originally Submitted 12/20/2018

the selection process to ensure we work in compliance and find a true partner to work alongside the district and the GCCM.

We are additionally engaging a 3rd party audit service to ensure contracts and billings by the MCCM and ECCM are in line with the GCCM and contract as required by law.

APPLICATION ADDENDUM FOR RECERTIFICATION OF PUBLIC BODY

Lake Washington School District will need additional time to satisfy the new Addendum request related to records of Subcontract Awards, Payments, and Self-Performance. We will submit the additional requested information by noon on Friday, March 22nd.