

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

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Highline Public Schools**
- b) Mailing Address: **17810 8th Avenue South, Building A, Burien WA 98148**
- c) Contact Person Name: **Ellie Daneshnia** Title: **Executive Director, Capital Planning & Construction**
- d) Phone Number: **(206) 631-7500** E-mail: **Ellie.Daneshnia@highlineschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Evergreen High School Replacement**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Evergreen High School Replacement consists of approximately 210,000 square feet new construction including all classrooms, laboratories, Career and Technical Education (CTE) spaces, common spaces, gymnasium and fitness rooms, auditorium and performing arts classrooms, library, food service production kitchen, administration, and office space and all circulation, mechanical and electrical spaces including mechanical attics. New sitework includes grading, construction of new below grade utilities, paved and planted courtyards and teaching spaces, parking areas, roads, sidewalks, ball fields and tennis courts, and off-site right-of-way improvements.

The Evergreen High School Replacement project construction is planned to commence in May 2023 with an Early Works package. Substantial completion of the new replacement high school is anticipated in May 2025 and occupancy and classes for Fall semester 2025

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$16.47
Estimated project construction costs (including construction contingencies):	\$155.20
Equipment and furnishing costs	\$7.80
Off-site costs	\$0.38
Contract administration costs (owner, cm etc.)	\$6.36
Contingencies (design & owner)	\$9.90
Other related project costs (permits, insurance, utility charges and T&I)	\$1.62
Sales Tax	<u>\$15.60</u>
Total	<u>\$213.33</u>

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*

Highline Public Schools (HPS) plans to fund the project costs for the new Evergreen High School through a combination of voter-approved bonds from November 2016 and 2022 bond issues and School Construction Assistance Program (SCAP) funding from the Office of Superintendent of Public Instruction (OSPI). To date, existing funding from the 2016 bond has been applied to design the Project through 70% Construction Documents. Funding for the remainder of the Project design as well as construction of the Project is contingent on passage of the November 2022 bond.

A summary of HPS’s funding plan is included below:

2016 Bonds Funds Phase I	\$ 8,046,888
2022 Bond Funds (anticipated November 8, 2022)	\$187,965,206
SCAP Funding	\$ 17,317,413
Total Funding	\$213,329,507

3. Anticipated Project Design and Construction Schedule

Please provide: [Please see the schedule table below.](#)

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired. *(See Example on Design & Construction Schedule)*

Project Schedule	Start	Finish
Programming (Ed Specs)	June 2020	June 2022
Schematic Design	June 2020	April 2022
Design Development	May 2022	August 2022
Construction Documents	September 2022	June 2023
Site Development Review/ Building Department Review/Permitting	October 2022	June 2023
Early Works (Site Utilities and Grading) Package(s) Bid	March 2023	April 2023
Pre-Issuance Construction Authorization (PICA) Approved by King County	May 2023	May 2023
Early Works Construction Package(s) Commences	May 2023	July 2023
Full Building Construction	August 2023	May 2025
Full Building Substantial Completion		May 2025
Full Building Punch list/Final Completion/Closeout	May 2025	July 2025
Owner Full Building Move-In	July 2025	August 2025
Demolition and Playfields Construction	August 2025	June 2026
First Day of School		September 2025
Full Building Correction Period	June 2025	June 2026
Playfield Correction Period	June 2026	June 2027
Final Contract Closeout	June 2026	September 2026

GC/CM Schedule	Start	Finish
PRC Application	July 2022	August 22, 2022
PRC Presentation	September 22, 2022	September 22, 2022
First Publication of RFP for GC/CM Services	October 7, 2022	October 7, 2022
Second Publication of RFP for GC/CM Services	October 14, 2022	October 14, 2022
Project Information Meeting (Date Subject to Change)	Week of October 24	October 28, 2022
Proposal Submittal Deadline	November 4, 2022	November 4, 2022
November 8, 2022 Bond Vote	November 8, 2022	November 8, 2022
Evaluation Committee Scoring of Proposals Received	November 8, 2022	November 9, 2022
Notify Proposers of Most Qualified Finalists & Invite to Submit RFFP and Interview	November 10, 2022	November 10, 2022
Interviews with Short-Listed Firms	November 18, 2022	November 19, 2022
RFFP Submittal Deadline & Opening	November 30, 2022	November 30, 2022
Notify Proposers of Scoring and Most Qualified GC/CM	December 1, 2022	December 1, 2022
Pre-Con Work Plan Finalized (included in RFFP)	December 2, 2022	December 15, 2022
School Board Approval of GC/CM Selection	December 7, 2022	December 7, 2022
GC/CM Agreement w/Pre-Con Services Executed	December 16, 2022	December 16, 2022
Pre-Con Services	December 19, 20	June 30, 2023
MACC Estimate/Negotiation of Early Works Package(s)	March 2023	April 2023
School Board Approval of Early Works Package(s) MACC/GMP	May 3, 2023	May 3, 2023
Preliminary GMP Amendment Executed for Early Works Package(s)	May 5, 2023	May 5, 2023
MACC Estimate/Negotiation for Full Building and Playfields	May 2023	July 2023
School Board Approval of MACC/GMP for Full Building and Playfields	July 7, 2023	July 7, 2023
Final/Comprehensive GMP Amendment Executed	July 23, 2023	July 23, 2023

4. 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:

During early planning phases for the Evergreen High School Replacement Project, HPS planned to use traditional Design-Bid-Build (DBB) contracting for the project. There were several reasons for this approach, including that, at that time, HPS had not completed its first GC/CM project, Highline High School. As the design for the Evergreen High School project developed, the complexity of the project increased significantly, and it became apparent that consideration of the GC/CM delivery model was appropriate. In particular, the project team identified several complicated factors impacting the site development and construction phasing that require early and extra attention from a qualified and skillful GC/CM. A detailed description of these issues is included below.

In addition, HPS has recently completed its first successful GC/CM project, Highline High School. With this experience in hand, HPS now feels confident it can successfully execute the Evergreen High School Replacement project using the GC/CM model.

HPS recognizes starting the GC/CM process sooner may have provided additional benefit to this project. However, HPS believes that the project can still benefit immensely from utilizing GC/CM project delivery.

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

Early Works Phase: The project requires sophisticated phasing, including commencement of early site grading on an occupied site. The GC/CM alternative allows HPS to begin early works early in the project schedule, an option that is not available with standard DBB scenario. This phased schedule will allow the project to be completed by the Fall 2025 school year. Furthermore, the site is complicated by soils classifications that require aggregate piers at perimeter footings. Utilizing a GC/CM partnership for early site work ensures this work is completed safely on an occupied school site.

Utility Coordination: The site contains two active school campuses (Evergreen and Cascade Middle School) that will remain in session during construction. There are critical utilities on the site that support the two schools, which must be maintained during construction, as well as off-site neighborhoods and businesses. The early site work plan requires coordination expertise to protect and work around the existing utility corridors and also bring in new supporting utilities for the new Evergreen High School that will be located on the same campus.

Demolition Phase and Coordination: Final construction phases include the abatement and demolition of the old Evergreen High School on the project site. This work will also occur while school is in session and students and staff are present. A GC/CM's expertise will be crucial to maintaining student and staff safety during these phases.

- 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 8.

Occupied School Site: Two schools occupy the project site, the existing Evergreen High School and Cascade Middle School. Both schools will remain open and active during all phases of the project. The new Evergreen High School will be constructed on this shared campus. The GC/CM will take on the planning of utility management. It will be paramount to keep water and sewer services operational to both existing schools during the early site work phase, construction phase and also during demolition and final site improvements phase for both school campuses and the surrounding neighborhoods. Impacts to existing school operations during construction include reduction of on-site playfields and outdoor PE space, school bus pick-up and drop-off, and modification of some pedestrian pathways to and through the site. Involvement by a GC/CM in managing these impacts is crucial to the success of the project.

Pedestrian safety and travel corridors must be part of GC/CM's purview throughout the courses of the construction phases. Student pedestrians must be kept safe during construction phases from early site work through demolition and final site work. Access to parking areas, sports fields, and facilities as well as routes to and from the campus must be coordinated with the utmost care by the GC/CM.

Construction sequencing will require involved reorganization over the summer of 2025 for all the school pedestrian and vehicular traffic routes and patterns including school bus pick-up and drop-off. The GC/CM will have the expertise to sequence the work and phasing to reduce impacts from construction noise, dust, and light, for example, from impacting the students, staff and surrounding neighbors.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

As noted above, HPS's initial intent was to utilize DBB for delivery of the Evergreen High School. However, during the design, the team realized that there are many complicated factors impacting the

site development and construction phasing that require early and extra attention from a qualified and skillful GC/CM. In this instance, the GC/CM will be on-boarded at roughly 90% Construction Documents. However, the input of GC/CM on the early site work phase is crucial to HPS's schedule and construction start date in July 2023.

Permit Conditions: The schedule and phasing will also be adversely impacted by the current permit processing timelines. King County has advised the HPS that the permitting review time is at least six months and possibly longer, up to a year. The GC/CM's input on the project schedule and phasing during the final design and permitting phases will assist HPS in making prudent, efficient, and timely decisions. It will also assist in establishing a realistic construction schedule that will meet critical deadlines and phasing requirements. In addition, HPS plans to start early grading and utilities work through the use of a Pre-Issuance Construction Authorization (PICA) through King County as part of an early works package prior to full building permit issuance, and a GC/CM partnership allows HPS to take full advantage of PICA option.

Early Procurement: GC/CM involvement during final design, early works planning, and construction will also create a window for early procurement of long-lead time materials and equipment and an expedited start of construction work. A DBB delivery does not allow HPS to take advantage of this option. HPS needs leadership from the GC/CM to navigate current supply-chain and escalation impacts with the intent to avoid delay to the project schedule.

- If the project encompasses a complex or technical work environment, what is this environment?
The site requires attention to protecting the environment. The project site is impacted by Hicklin Lake, a Category II wetland and Type F Aquatic area.

The project documents require protection for mature trees on the campus as well as protective setbacks from the wetland, and neighboring park boundaries.

The site is surrounded by public buildings and spaces that need to be monitored to reduce impacts from construction noise, light, and dust.

The site is impacted by an existing sewer line that is more than 50-years old and its associated easement. This critical utility must not only be protected during construction but also kept operational to support the schools on the site and surrounding neighborhoods.

All major utilities will be replaced. The phasing is critical to keep all HPS buildings in service and operational during construction as well as the surrounding neighborhoods.

- 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?
Not applicable.
- 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?
Not applicable.

5. 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 Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The project site's complexities, as well as HPS's commitment made to the voters to open Evergreen HS Fall 2025 requires a General Contractor that has experience in successfully working on complex construction sites. The selection of the GC/CM is mainly based upon their qualifications and experience. Additionally, the successful GC/CM contractor will need experience in working on occupied sites with tight spaces. GC/CM solicitation will more likely lead to top-tier Contractors who prefer to compete based upon qualifications. This will result in a higher likelihood of timely completion, quality assurance and project safety.

The GC/CM contractor will need to immediately start developing a phasing plan and early site grading and utility procurement and construction packages before the final permit is issued. King County permitting process can take up to 9 months, however, King County does allow site work including site utilities to start through their Pre-Issuance Construction Authorization (PICA) process. This enables the project to commence up to three months earlier than conventional D-B-B delivery. This will mitigate some of the escalation risk associated with these early work packages, allow for the initial work to be performed while the existing schools are not occupied and provide greater assurance of the construction schedule to open for the beginning of the school year, 2025.

Another fiscal benefit is to have the GC/CM performance of an early estimate of the project rather than waiting for bids to be received via the D-B-B process. Budget concerns can be addressed early on, and schedule can be maintained. Having the GC/CM on board at the 90% CD phase, while not ideal, will provide valuable input as the designers finish their drawings. There will be time to incorporate design suggestions from the GC/CM which will have the potential to provide bid alternates to maintain the budget.

In this current market, early procurement of long lead items and materials is necessary not only to hedge the escalation risk but also to mitigate construction schedule risk. The GC/CM will be able to work with the design team to get commitments from subcontractors and suppliers for those scopes that are historically long lead.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

The GC/CM delivery method provides substantial a public benefit over traditional D-B-B as it allows for current market-based cost estimates, tighter coordination of building materials, a more responsive bidder environment, more control over complex schedules, and ongoing value analysis and constructability process.

A GC/CM Contractor has greater control in the organization of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the D-B-B process. This reduces the potential for non-responsible bidders and the submittal of non-responsive bids.

A GC/CM Contractor will prepare a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur directly adjacent to operational school facilities and a populated residential neighborhood. This opportunity for construction planning input during the bidding of subcontractor packages is not available in D-B-B.

The development of the master project schedule by a GC/CM Contractor, along with input from HPS, Vanir and the design team, results in a more detailed, market-driven, accurate and realistic CPM

schedule. This results in earlier procurement packages which are more in line with the GC/CM's construction schedule and more efficient installation of the work.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
Not applicable

6. Public Body Qualifications

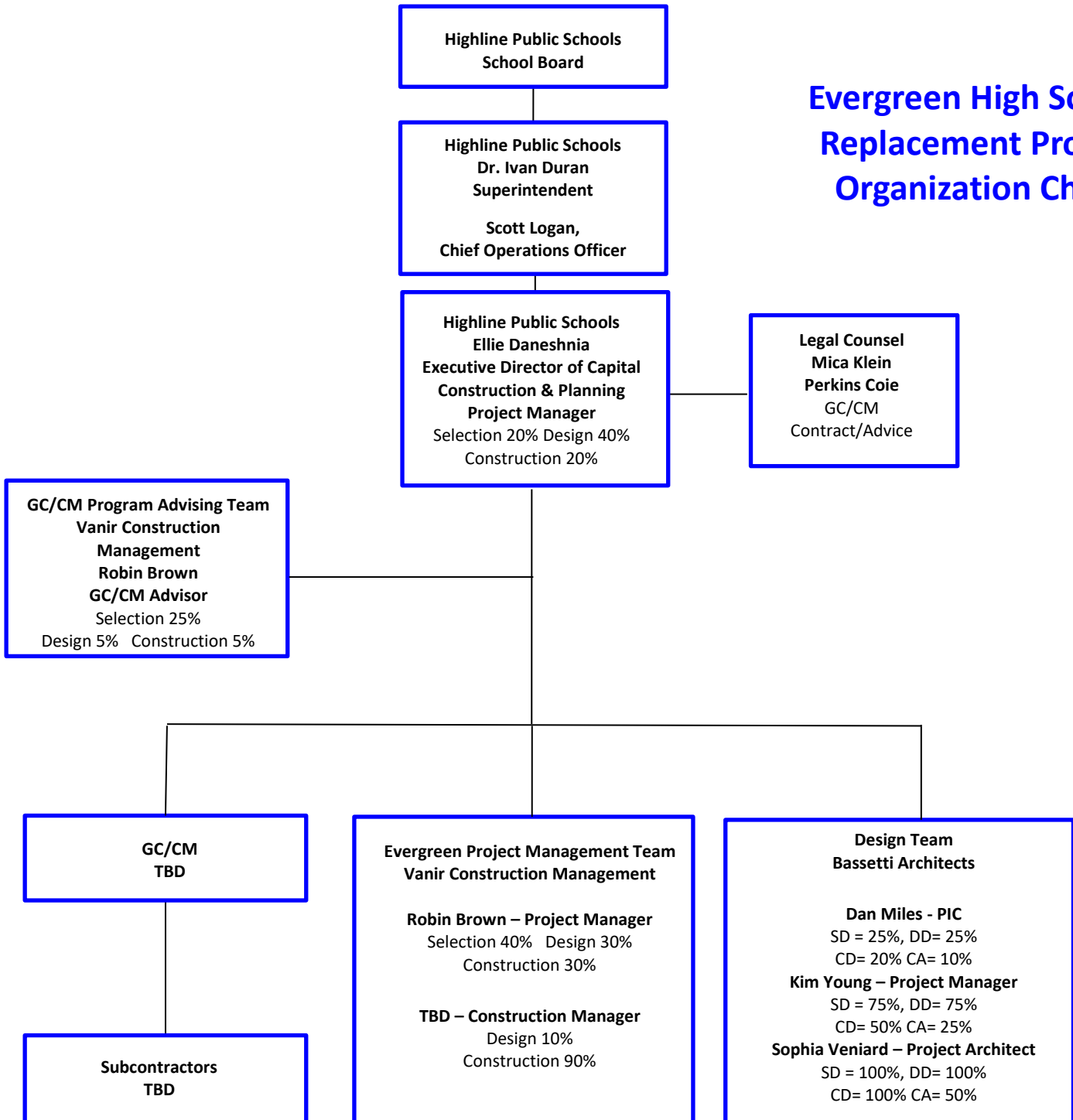
Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

The Highline Public School has successfully completed the Highline High School Replacement Project using the GC/CM delivery model. This was a \$125M new construction build. The project schedule was heavily impacted by the pandemic shutdowns and supply chain delays. HPS managed the GC/CM to a successful completion of the project on time to open for Fall 2021 classes and within program budget. Even with the challenges of the Covid-19 pandemic, the project was completed without claims or compromise to the educational specifications and ambitions or end-user's expectations. HPS is utilizing the same experienced Architects and Construction Management firms who completed the Highline High School Replacement project on the Evergreen High School Replacement Project.

- 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 Example on Project Organizational Chart)

Evergreen High School Replacement Project Organization Chart



- Staff and consultant short biographies (*not complete résumés*).
See short biographies below.
- 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 Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)

Ellie Daneshnia, Executive Director of Capital Planning & Construction (Highline School District)

Role: Ellie Daneshnia, the Executive Director of Capital Planning and Construction for HPS, will be in the role of Senior Project Manager for the Evergreen High School Replacement Project. Ms. Daneshnia will oversee all phases of the project and is responsible for the financial performance of the project and the teams.

Relevant Experience: Ellie served as the consultant supporting the \$377M Highline School Bond Program. She assisted in the planning, design, construction, inspection, and management of the projects for Highline HS, Glacier MS and Olympic HS Projects. Later on, Ellie was employed by HPS and she provided oversight for all phases of 2016 Bond project through completion. She is responsible for the financial performance of the project and the team.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	\$125M	GC/CM	Deputy Director of Planning and Construction and Project Manager	2017 - 2022
Glacier Middle School	\$82M	D-B-B	Senior Project Manager	2017 - 2022
Olympic HS Renovation	\$30M	D-B-B	Senior Project Manager	2017 - 2022

Robin Brown, DBIA, Senior Project Director (Vanir Construction Management)

Role: Robin Brown will lead the Vanir team through the planning, design, permitting, procurement, construction, and closeout phases of all projects. Robin has extensive K-12 public school experience on major bond programs.

Relevant Experience: Robin has served as the Development Program Manager/Regional Director of Construction for the Los Angeles Unified School District's \$21 billion program; Bond Program Manager for Pasadena Unified School District's \$365 million Measure TT Bond Program, and other major school District facilities capital improvement bond programs.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	\$125M	GC/CM	Program and Project Manager	2017 - 2022
Glacier Middle School	\$82M	D-B-B	Program and Project Manager	2017 - 2022
Des Moines Elementary School	\$58M	D-B-B	Program and Project Manager	2017 - 2022
Olympic HS Renovation	\$30M	D-B-B	Program and Project Manager	2017 - 2022
Puget Sound Skills Center	\$19M	D-B-B	Program and Project Manager	2017 - 2022
Edward R. Roybal Learning Center	\$202M	GC/CM*	Director of PM/CM Team	2005 - 2008
Helen Bernstein High School	\$182M	D-B-B	Director of PM/CM Team	2004 - 2008

Hawkins High School	\$192M	GC/CM*	Director of PM/CM Team	2010 – 2012
Miguel Conteras High School	\$169M	GC/CM*	Director of PM/CM Team	2004 - 2006
Sotomayor High School	\$231M	GC/CM*	Director of PM/CM Team	2008 - 2011

*Projects in California were contracted as a Lease/Lease Back method which is similar to GC/CM

Dan Miles, AIA, Assoc. DBIA Principal-In-Charge (Bassetti Architects)

Role: Bassetti’s office experience with GC/CM delivery is extensive, with current projects including two secondary schools for the Federal Way School District, one in design documents and one just completing construction, a middle school rebuild in construction, and two secondary schools in various design phases for the Seattle School District.

Relevant Experience: As Principal in Charge of the Evergreen High School project, Mr. Miles will be responsible for overseeing the production of all project phases. He has led many large, complex, and phased occupancy school projects over his 30-year career. Dan is very familiar with the issues involved in alternative delivery methods outside of the DBB process, and has an Associate DBIA accreditation. He understands the benefits of GC/CM delivery such as early collaboration with and information sharing among the owner, design team, and construction team. This fosters clear lines of communication and project protocols early in the design process, allowing the cross discipline teams to work together in creating solutions that meet the established parameters. Balancing aesthetic and educational planning considerations with schedule and budget constraints is embedded in these early design process discussions.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS	\$117 M	GC/CM	Principal in Charge	2018-2021
Fire Station #5	\$3.38M	GC/CM /D-B-B	Managing Principal	2015-2017
Thomas Jefferson HS	\$99.4 M	GC/CM	Managing Principal	2019-2022
Bishop Blanchet HS	\$6.2 M	Negotiated	Managing Principal	2017-2019
St. Luke Church	\$2.8 M	Negotiated	Managing Principal	2021-2022

Kim Young, AIA, LEED AP BD+C, Senior Project Manager (Bassetti Architects)

Role: As project manager, Kim is involved in all aspects of the project from early design through construction, overseeing the design and consultant teams, and serving as the primary contact with the Owner. She understands the importance of developing a partnership with the GC/CM to foster teamwork in order to deliver a project that meets the owner’s needs, schedule, and budget utilizing the expertise of all parties.

Relevant Experience: For the past 15 years, Kim has been focused on educational projects with alternative delivery methods in both the public and private sectors. Her experience includes complex, phased projects on occupied sites, finding solutions to challenging site constraints, working closely with jurisdictions and their permitting processes, and community outreach. Kim works closely with project GC/CM partners to best utilize the expertise the GC/CM brings to the table based on the phase of design and works closely together during construction to come up with solutions that meet the design intent while providing efficient, cost-effective solutions

Project	Project Value	Delivery Method	Role	Timeframe
Cougar Mountain Middle School	\$80M	PDB	PM	2021
Juanita High School	\$98M	GC/CM	PM	2015-2020
Assumption St Bridget School	\$5M	Negotiated	PM	2016-2019
Seattle Academy of Arts and Sciences STREAM Building	\$16M	Negotiated	PM	2011-2014
Epiphany School	\$11M	Negotiated	PM	2007-2009

Sophia Veniard, AIA, LEED AP BD+C Project Architect (Bassetti Architects)

Role: In her role as Project Architect, Sophia is primarily responsible for the technical design, code analysis, consultant coordination and oversees document production of the project. She is the day to day contact with consultants and ensures the building systems are integrated and coordinated with the structure and envelope design. She understands the importance of developing a partnership with the GC/CM to foster teamwork in order to deliver a project that meets the owner’s needs, schedule, and budget utilizing the expertise of all parties.

Relevant Experience: Prior to joining Bassetti in 2021 and going to work on the Evergreen HS project, Sophia recently worked on a number of public educational projects in California, where alternative project delivery models are structured a bit differently. She has worked with General Contractors during design phases to outline optimal phasing and sequencing on occupied school sites. She is adept at communicating design ideas and collaborating with General Contractor’s on how design and educational program priorities can most efficiently be implemented into the projects.

Project	Project Value	Delivery Method	Role	Timeframe
Terra Linda HS Gym & Frontage	\$20M	GC/CM*	Project architect / Project manager	2020-2021
Encinal HS Campus Modernization	\$42M	GC/CM*	Project architect / Project manager	2017- 2020
Dartmouth MS Wing 4 Modernization	\$3M	CM at risk	Project architect	2019
Freedom HS Maintenance Facilities	\$5M	CM at risk	Project architect	2019
San Mateo Union HS District Office Building	\$50M	GC/CM*	Project architect	2017-2018

*Projects in California were contracted as a Lease/Lease Back method which is similar to GC/CM

Mica Klein, Partner (Perkins Coie)

Role: HPS is represented by Perkins Coie LLP’s Construction Group. Perkins Coie has deep experience with Chapter 39.10 RCW alternative project delivery, and has represented numerous public agencies in connection with complex GC/CM projects.

Mica Klein, Partner, will serve as the School District’s lead attorney. Mica’s practice focuses on complex public construction and dispute resolution. As a Partner with Perkins Coie’s Construction Group, Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, \$20M+ public projects. Among these projects, Mica has successfully counseled numerous clients on all aspects of GC/CM procurement.

Mica will be supported by Andrew Greene, Firmwide Chair of Perkins Coie's Construction Group, in her representation of HPS. Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and projects. He has provided GC/CM-specific assistance and project counsel support for dozens of public entities, including school districts, universities, ports, and park districts.

- The qualifications of the existing or planned project manager and consultants.

The team consisting of HPS, Vanir Construction Management and Bassetti Architects is a proven team who have completed the Highline High School Replacement project with GC/CM delivery. The project was completed successfully by this proven team in 2021. Please refer to the biographies and project experience tables noted above for pertinent details regarding this team's qualifications.

- 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.

Ellie Daneshnia, the Executive Director of Capital Planning and Construction, will be in the role of Senior Project Manager for the Evergreen High School Replacement Project. Ms. Daneshnia will oversee all phases of the project and is responsible for the financial performance of the project and teams. HPS, along with Vanir Construction Management, will team together to administer the project completely through final construction. Funds for these services will be provided by the successful passage of the November 2022 bond.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

Please see the tables above in the staff and consultant biographies. Please also see HPS's project experience in our response to Item 7.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

The Evergreen High School Replacement project will be managed by HPS's Capital Planning and Construction Department. As of June of 2021, this Department, under the guidance of Ellie Daneshnia, successfully completed the Highline High School Replacement Project using GC/CM delivery. The Evergreen HS Replacement project will be overseen by Ms. Daneshnia. Her project team has pertinent experience managing and administering school and public construction projects and will be provided with adequate time, resources, and staff support to successfully manage the project.

Ms. Daneshnia will manage the contractual obligations of the design team, GC/CM consultant and GC/CM Contractor. She will monitor all project communications and meet regularly with the Capital Projects staff to review project status and address critical tasks and issues. Ms. Daneshnia will meet as needed with the School Board Building Program Subcommittee and Assistant Superintendent of Business and Operations to review the project and any Change Modifications. HPS follows the District's set policies and OSPI guidelines for any approval Change Modification Authorization. HPS will utilize Construction Change Authorization to authorize changes to the construction if needed to avoid a delay to the project schedule.

HPS's Capital Projects Department staff will be supported by Vanir who specializes and excels in Program, Project Management and Construction Management and GC/CM project delivery. Vanir will provide the GC/CM Advisory and support role through all GC/CM phases of the project. Vanir will report to the Executive Director of Capital Projects and will work directly with HPS staff, the design team and GC/CM to nurture a successful project.

During the remainder pre-construction phase, the GC/CM will be required to investigate and develop a schedule for early procurement, early bid work packages, and phased construction. They will also develop a subcontracting bid plan and schedule for bidding. The Architect's construction documents will be integrated with the GC/CM bidding and construction plan concurrently. The design team will conduct early and frequent meetings with the permit agencies, local jurisdictions having authority, and other

code officials prior to permit submittal to ensure that the plan review process flows smoothly and plan review comments that affect the project scope and cost will be limited.

Project cost control will be exercised by adherence to the designated project scope, schedule, and budget. Construction cost estimates by HPS and the GC/CM Contractor have, and will continue to be, reconciled at the end of each phase of the project development. Value analysis and constructability review measures will be ongoing and will be a consistent agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project material costs. Once the MACC is negotiated, the GC/CM, District, and the Architect will continuously evaluate the construction documents to determine if there are changes that may impact the MACC. If deviations arise, adjustments will be made to keep the project on budget and within the established MACC.

The roles and responsibilities that have been established for HPS, design team, GC/CM Advisor, and GC/CM Contractor have been tailored to create a successful GC/CM process that is properly managed and will help support a project that will be completed safely, on time and within budget.

- A brief description of your planned GC/CM procurement process.

Our procurement process will match the same process the project team used for Highline High School and will include the following:

- Developing a thorough RFP with clear expectations for phasing, safety and early works.
- Marketing the project to potential GC/CM candidates
- Soliciting and ranking Statements of Qualifications submitted
- Interviewing the firms shortlisted
- Soliciting pricing proposals for fee and supplemental conditions from the highest ranked firms
- Recommendation of Award to School Board

- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
HSD's legal counsel at Perkins Coie LLP have developed a GC/CM construction agreement for use on the project. The agreement, written on modified AIA A133 / A201 documents, contains all terms required by the RCW 39.10 statutory scheme.

7. 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 Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.*)

- 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

Highline School District - Construction History (6 years)										
Project #	Project Name	Project Description	Contracting Method	Planned Construction Start	Planned Construction Finish	Actual Start	Actual Finish	Planned Project Budget	Actual Project Budget	Reason for Budget or schedule overrun
1	Highline High School Replacement Project	Demolition of existing high school and construction of new high school	GC/CM	Jul-19	Jul-21	Jul-19	Jul-21	\$148.M	\$148M	Project was completed during the pandemic and was delivered within original program budget and schedule.
2	Glacier Middle School	Demolition of existing high school and construction of new middle school	D-B-B	Apr-18	Jul-19	Apr-18	Aug-19	\$83.9M	\$91.4M	Added Production Kitchen and District wide Cold and Storage, Delay due to brace frame conflicts.
3	Des Moines Elementary School	New school construction	D-B-B	May-18	Jul-19	Jun-18	Aug-19	\$55.4M	\$57.8M	Additional offsite street improvements and additional grading requirements. Delay due to delayed Corp of Engineers permit.
4	Olympic Interium High School Reconstruction	Reconstruction of Olympic	D-B-B	Sep-17	Jul-18	Sep-17	May-19	\$17.2M	\$30.8M	Several buldings were deemed unsafe after construction commenced and needed to be demolished. Constructed modular buildings to replace lost program. Delay due to redesign and construction.
5	Puget Sound Skills Center Health Science Building (PSSC)	New bulding on existing campus	D-B-B	Mar-16	Mar-16	Jul-17	Aug-17	\$19.4M	\$19.5M	Added off-stie improvements. Delay due to completing off-site improvments.

8. 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. (See Example concepts, sketches or plans depicting the project.) 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.

Note: Applicant may utilize photos to further depict project issues during their presentation to the PRC.

Please see the following sketches depicting the site:

- Existing site plan
- Proposed site plan
- Phasing plan

Existing Site Plan

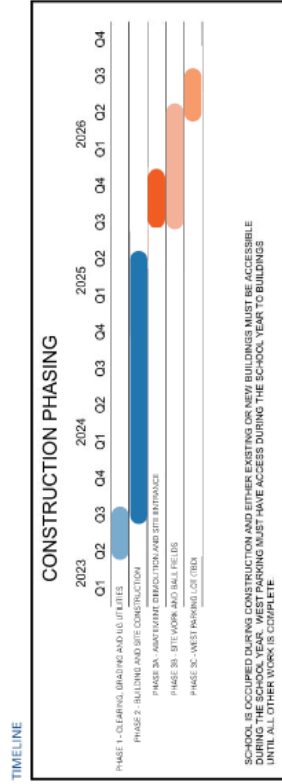
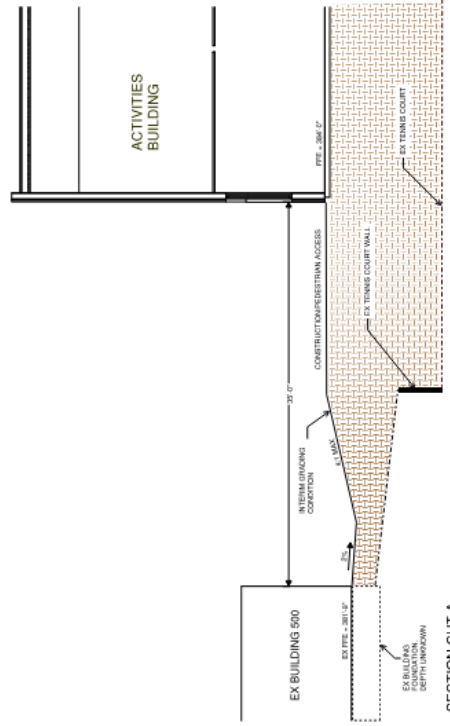
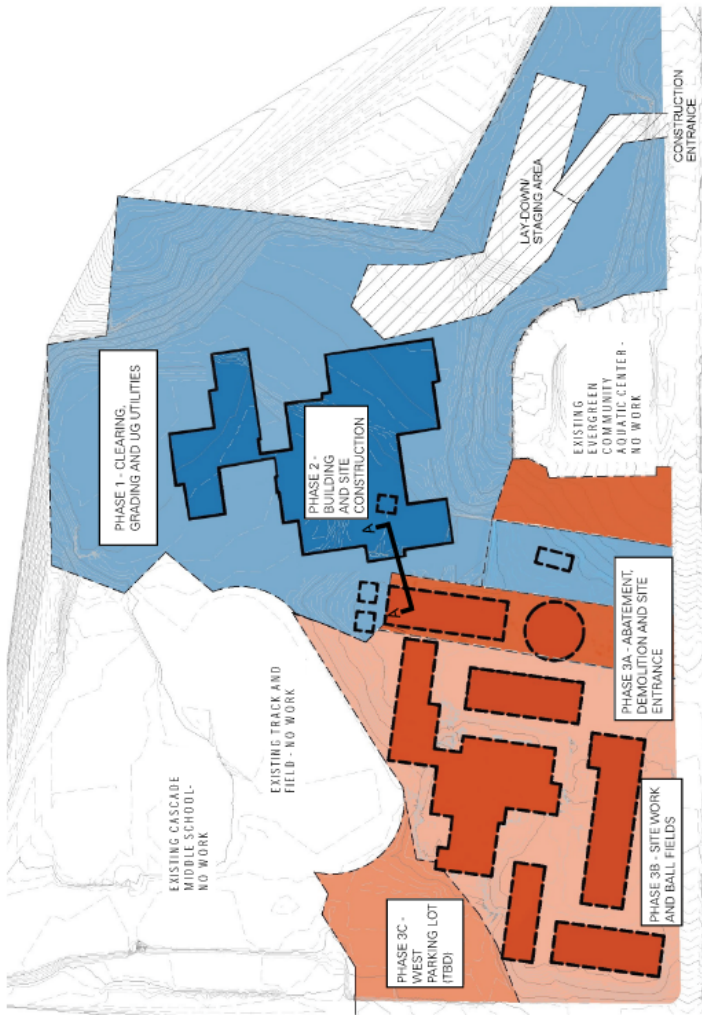
EVERGREEN HIGH SCHOOL / EXISTING SITE PLAN



AUGUST 2022

Phasing Plan

EVERGREEN HIGH SCHOOL / PHASING PLAN



AUGUST 2022



9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.
[Not applicable.](#)

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

[HPS is deeply committed to ensuring an inclusive environment on all its projects. HPS's contracting outreach efforts include:](#)

[Outreach:](#)

- [• Conduct SBE, MBE, and WBE outreach in the Daily Journal of Commerce, with the Office of Minority and Women's Business Enterprises \(OMWBE\), WA Procurement Technical Assistance Center, and through communication with organizations such as the National Association of Minority Contractors \(NAMC\) and Tabor 100.](#)
- [• Conduct in-person and virtual networking events with participation from District's leadership and project teams.](#)
- [• Utilize and research the OMWBE's Directory of Certified Firms.](#)
- [• Individually meet with each SBE, MBE, and WBE firms to provide education on our District's strengths, capabilities, expectations and discuss areas for partnership.](#)

[These activities serve as a catalyst for HPS to develop meaningful relationships with each SBE, MBE and WBE and identify our partners in support of executing HPS's and the public's expectations.](#)

11. Alternative Subcontractor Selection

- [• If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \\$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package**.](#)
- [• If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \\$3M, respond with **N/A** to this question.](#)
- [• If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \\$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.](#)

[Not applicable.](#)

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: _____

Name (*please print*): Ellie Daneshnia _____ (*public body personnel*)

Title: Executive Director of Capital Planning and Construction _____

Date: August 22, 2022 _____