

ANACORTES HIGH SCHOOL

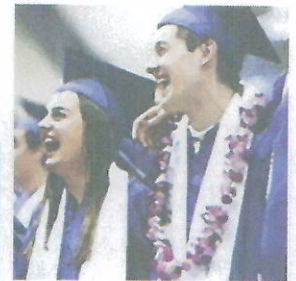
REPLACEMENT & MODERNIZATION

Anacortes School District No. 103

APPLICATION FOR PROJECT APPROVAL
GC/CM CONSTRUCTION DELIVERY METHOD

State of Washington Capital Projects Advisory Board
Project Review Committee

June 29, 2015





Anacortes School District 103

2200 M Avenue Anacortes, Washington 98221

Phone: 360-293-1200 / Fax: 360-293-1222

<http://www.asd103.org>

June 25, 2015

Project Review Committee
Attn: Robyn Hofstad
P.O. Box 41476
Olympia, WA 98504-1476

RE: *Anacortes High School Replacement and Modernization request for use of the GC/CM Alternative Construction Delivery Method.*

Dear Project Review Committee,

In February 2015, voters of Anacortes School District #103 agreed to a property tax increase to fund Reconstruction and Modernization of Anacortes High School. These improvements include replacement of approximately 100,000 square feet of the existing building and modernization of Brodniak Auditorium and the Gymnasium, approximately 60,000 square feet. As required of good stewards of public resources, we have performed substantial research to determine the construction delivery method that will most likely ensure an overall positive outcome for this large public investment. When discussing this project with our peers and professionals in the construction industry, we have been consistently advised to use the GC/CM construction delivery method.

This is one of several capital improvement projects the district will need to complete over the decades to come, and we realize the success of our next bond will hinge upon the success of this project. Success will be defined in different ways to different people. To some, it will be budget and schedule; to others, it will be student and staff safety; and to others, disruption to the student learning process. We need to give careful consideration to every aspect of this project, and select a highly skilled contractor to partner with us.

By its very nature, this endeavor will completely disrupt site circulation and will have a major effect on staff and students. Existing utility taps and services modifications will need to be accomplished in a way as not to disrupt the educational program. Substantial renovation work will need to be completed in and around a functioning educational building where dust, excess vibration and noise are intolerable. The GCCM process will afford us the deliberation, collaboration and careful planning needed to make this project a success.

Understanding early on that the GC/CM process was the best approach for these complex circumstances led us to select a team that are not only experts in K-12 design and construction, but also have a depth of experience in the successful use of the GCCM process. The ability to select the contractor through the GCCM process will perfectly position us to provide the voters of the Anacortes School District the successful legacy project the community expects.

Thank you for this opportunity to present our qualifications for your consideration. If you have any questions please contact me at any time.

Sincerely,

Dr. Mark Wenzel

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)

1. Identification of Applicant:

(b) Legal name of applicant: Anacortes school District #103
(c) Address: 2200 M Avenue, Anacortes Washington
(d) Contact Person Name: Marc L. Estvold
(e) Title: Project Manager
(f) Phone: 360-770-3994
(g) E-mail: mestvold@comcast.net

2. Brief Description of Proposed Project

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

This project consists of replacement of approximately 60% of the existing Anacortes High School and modernization of the remaining 40%. It is anticipated that the existing Gym/PE facility (40,286 sf) and Brodniak Theater (19,745 sf) will be modernized. The rest of the high school will be demolished and replaced with new construction (100,000 sf). New construction will take place over the existing football/soccer field, War Memorial Field so prior to the new construction starting renovations/upgrades to the backup field, Rice Field needs to occur. Rice Field work is scheduled for the summer of 2016 and includes new turf, 1500 seat covered stadium and associated support facilities.

Completion of Rice Field will allow construction of the main high school addition to occur on the current football field (War Memorial). Replacement construction of the main high school building will begin early 2017. The project will include a new 2-story, 100,000 square foot building located primarily on the current football field, east of the existing high school and include associated site improvements such as expanded vehicular parking and on-site bus loading/unloading areas (see attached conceptual sketch). The remaining portions of the high school (Gym & Theater) will be modernized. All of this work will be completed on, and adjacent to the existing school campus which will be required to remain in full operation.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal, etc.)	\$ 7,200,000
Estimated project construction costs (including site improvements)	\$ 60,000,000
Equipment and furnishing costs	\$ 2,500,000
Off-site costs	In Const. Cost
Contract administration costs (owner, bond, CM etc)	\$ 2,345,000

Contingency, Owners General Contingency 9.5%	\$ 5,700,000
Other related project costs (Ins., Permits, Fees, Testing, Inspections, Commissioning, Survey, Computer/Tel., Wayfinding)	\$ 5,055,000
Washington State Sales Tax (8.5% Anacortes)	\$ 5,100,000
Total (with sales tax & contingency)	\$ 87,900,000

B. Funding Status

Financing for this project will be mainly through a bond funded by a February 2015 voter approved property tax increase. There will also be a small portion of State Matching funds used to complete the project.

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.**

The Project Manager, Marc L Estvold AIA Inc. was selected in late 2013 and Architect, Hutteball & Oremus Architecture was selected in early 2014. Both have been working with the district for the past 18+ months to assist in bond passage. The team is currently about 60% complete with the Educational Specification and expect to be about 15% complete with design, or mid Schematic Design when the GC/CM comes on board.

Schedule Milestones: (Also see attached Exhibit "A")

○ Selection of the Project Manager	November 2013
○ Select project design team	January 2014
○ Educational Specification	March 2015 – July 2015
○ Board Resolution to use GC/CM Process	June 25, 2015
○ Project Review Committee Presentation	July 23, 2015
○ Advertise for GCCM SOQ Submittals	July 27, 2015
○ Short list GCCM applicants for interviews	August 11, 2015
○ Interview and select GC/CM	September 9, 2015
○ Execute Agree. & Start Pre-Con Services	September 2015
○ Schematic Design High School	July 2015 – November 2015
○ Design Development High school	November 2015 – April 2016
○ Schematic – Construction Docs. Rice Field	June 2015 – February 2016
○ 90% CDs Complete Rice Field	January 2016
○ GMP/MACC Established Rice Field	January 2016
○ Permitting, Bid package procure. Rice Fld.	February 2016 - May 2016
○ Early Bid Pckg. Rice Fld. Bleachers & Roof	March 2016
○ Rice Field Construction	May 2016 – September 2016
○ Construction docs. High School	April 2016 – January 2017
○ 90% CDs Complete High School	December 2016
○ GMP/MACC High School Established	December 2016
○ Permitting, Bid package procurement	January 2017 – March 2017
○ Construction & Mod. of High school	March 2017 – December 2018

The goal is to bring the GC/CM contractor into the project during early Schematic Design, while the design is still very flexible, in order to take maximum advantage of the contractor's constructability and value engineering expertise. The process of selecting the GC/CM contractor will start immediately after approval from the Plan Review Committee to use the GC/CM process.

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

GC/CM selection will proceed immediately upon receipt of approval from the Project Advisory Committee, which will bring the contractor on board mid-Schematic Design. The timing will be perfect as we will be starting to understand the project and will be able to incorporate the GCCM's input into design and phasing real time.

5. Why the GC/CM Contracting Procedure is Appropriate for this Project. Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- ***Complex scheduling, phasing, or coordination***
 - This project as currently envisioned will require at least 3 phases and 3 public bids, the successful GC/CM will play a large roll in formulating this process.
 - 1st Phase: 1st Bid will be an early bid package for metal bleachers and roof structure over bleachers.
 - 2nd Phase: 2nd Bid will be for the balance of improvements to Rice Field, concessions, restrooms, turf, lighting, etc.
 - 3rd Phase: 3rd Bid will be for the replacement of the High school Educational wing, approx. 100,000 sf, and the modernization of the existing Gym/PE facility (40,286 sf) and Brodniak Theater (19,745 sf)
 - Because services and utilities are so intertwined between all three of these projects, we believe it is absolutely critical we have one contractor responsible for all three phases, the only way we can assure this happens is through the use of the GCCM process.
 - There may be the requirement of additional sub phases as the program is better determined. As we are able to gather more as-built information about the existing campus we may determine it will be beneficial to move some utilities around the High School during the Rice Field portion of the project. We believe the contractor would be instrumental in helping us work through these and other phasing issues.

We believe the GCCM will be of great assistance to our project in:

- Disruption planning, and sequencing of utility installation and relocation in preparation of the new construction in and around an operating High School.
- Assistance in determining proper traffic revisions on site to allow safe vehicle, staff and public access in and around the site.
- Assistance in determining the best strategy, size and location for the laydown area - will one serve the entire project or will multiple areas need to be sequenced on the site?
- Utility tie-ins to existing High School utilities and coordination of utility disruptions
- Close coordination and scheduling with Anacortes School District Engineering with regard to construction effects on High School systems, security, fire alarm, fire-protection, building controls, mechanical, and electrical.
- Disruption planning for delivery and installation of equipment.
- Coordination of foundation systems adjacent to existing structure and impacts to existing structures as well as noise and vibration control.
- Coordination of early demolition packages for utility work and hazardous materials abatement as required.

- Continual coordination with High School & District Administration so impacts due to construction activities can be anticipated and mitigated in advance.
 - Advance scheduling and coordination with staff to assure proper exits and safety measures are in place during construction.
 - Because of the phased construction and modernization work in and around functioning High School, strategizing and aligning construction sequencing during the design phase is essential to minimize shut downs and operational disruption during construction, as well as maximizing safety for students and staff.
- ***Operational impacts from construction at a facility that must continue to operate during construction***
 - It is essential that Anacortes High School remain fully operationally during construction. GC/CM involvement during the design phase will be critical in assisting the design team and maintenance staff in minimizing shut downs and disruptions of service. Given that existing infrastructure and systems connections will be expanded and integrated with the systems of the new school, GC/CM participation will enable upfront understanding of the complexity required to maintain school operations.
 - Coordination and careful planning with the High School Administration to minimize disruption to education during construction will be critical.
 - Much care and coordination will need to be taken to insure noise and vibration are kept to acceptable minimums with construction happening within and adjacent to the operating High School.
 - Student and staff safety will need to be very carefully coordinated.
 - Coordination of service shutdowns and commissioning for utility tie-ins.
 - Security/access to facility.
 - Strategizing of construction staging and building access will be required to maintain safe public, student & staff pedestrian and vehicular access to the High School.
 - GC/CM knowledge, design participation in development and endorsement of contract documents will favorably affect schedule, budget and risk.
- ***Involvement of the GC/CM is critical during the design phase***
 - Having the GCCM at the table throughout the design process providing continual value engineering and constructability reviews will be critical to overcoming the complexities of this project and assuring success.
 - Construction cost estimating to best manage capital resources.
 - Layout, coordination and access to staging area.
 - Neighborhood and Jurisdictional liaison
 - Strategizing of construction staging and building access will be required to maintain safe public and staff pedestrian and vehicular access to the hospital. GC/CM knowledge, design participation in development and endorsement of contract documents will favorably affect schedule, budget and risk.
 - Sequencing & construction of walkway connection between High School facilities.
 - Identification of long lead items, sequencing of early bid packages associated with schedule management.
 - Ability to take advantage of ongoing and early construction added value analysis, value engineering and constructability reviews.
 - The GC/CM's ability to provide constructability, sequencing and scheduling information will influence design decisions made early in the schematic design phase. This upfront coordination will favorably affect schedule, budget and risk.
 - The GC/CM will have familiarity and in-depth knowledge of the facility conditions and operational requirements prior to bidding and construction.

This early design involvement is critical to maintaining the construction schedule, construction budget and quality of conditions with much more certainty than a low-bid scenario.

- ***Complex and technical work environment***
 - Sensitivity of working within and round an operating High School, understanding the complexities and importance of maintaining all systems fully operational.
 - Challenges of demolition and renovating areas connected to the existing fully operational High School.
 - Building foundations installed adjacent to and near existing High School foundations, whether driven/drilled pile, or traditional spread footings require concern for vibration, excessive noise, damage to existing foundations, construction access, staging, means and methods, and student safety issues.
 - Challenges of site grading on a site with significant elevation changes.
 - Understanding the complexities of current utility services, which can be removed and abandoned at what time and which need to be relocated and kept in service.
 - Maintaining Emergency Responder access to the entire building at all times while physically connecting to portions of the building, blocking this access.

- ***Historical significance***
 - Although the current campus, or buildings thereupon are not on any historical register, there is a strong community connection. Having the GCCM on board during design will help to inform the possibilities of saving key identifying exterior elements of the existing buildings for incorporation in the new High School 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. Your description must address, but is not limited to:

- ***How this contracting method provides a substantial fiscal benefit;***
 - Early and continuous monitoring of project budget against construction budget estimates.
 - Early and ongoing value added engineering.
 - Efficient construction phasing and site sequencing strategy provided during design phase offers quantifiable savings.
 - Minimize and mitigate shut-downs and interruptions in existing High School operations.
 - Constructability review to assure cost effective design and efficient use of materials, means and methods.
 - Experienced educational construction contracting for competitive bidding of sub-contractors and quality assurance in means and methods.
 - Quality of construction performance and warranty work.
 - Management of the sub-trade contractors on behalf of the owner, and maintaining the level of quality anticipated by owner.
 - Predictability and control of construction schedule and risk.
 - Minimize construction claims and disputes at end of project.
 - In summary the fiscal benefit to the Anacortes School District and community will be provided through having a predictable schedule, guaranteed price, high quality of construction and a facility that is able to operate 100% of the time during the construction period. The degree of financial risk with the GC/CM process is reduced compared to low-bid. The District and community will

receive the most for the money available to the project with use of the GCCM construction delivery method.

- ***How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.***
 - As mentioned above it is critical one contractor perform all 3 phased of the project, without use of the GCCM process, bidding would have to be delayed until all documents could be completed, adding many months to the schedule and hundreds of thousands of dollars to the cost.
 - Lowest apparent successful bidder in traditional D/B/B delivery method does not assure pre-qualification of general contractor or construction manager with experience in complex construction projects involving work within and around an operating High School.
 - GC/CM involvement in pre-design services and providing preliminary construction cost estimates at various stages of design development minimizes unforeseen surprises when project is bid.
 - GC/CM delivery methods assist in allowing team to project construction funds needed to complete project.
 - D/B/B has greater potential for increase in change order requests for work not fully documented, or otherwise reflected in the contract documents.
 - D/B/B has greater potential for post construction claims or disputes for additional costs not reviewed and approved thru the change order process.
 - The selected GC/CM can be qualified to have specific K-12 construction experience of similar or greater complexity. This experience can be weighted as part of the selection process to ensure that the GC/CM has the expertise to manage construction within an operating High School environment. D/B/B does not provide the same level of control to ensure a high level of prior educational experience. Coordination of shut downs, integrated systems, schedule and budget all will be placed at a higher level of risk.
- ***Other public benefits:***
 - Improved relationship with surrounding neighborhood & local jurisdictions having authority over the project.
 - Faster delivery of project enables less disruption to teaching and learning within the Anacortes School District.
 - Collaborative and integrated delivery fosters a team approach to problem solving rather than adversarial finger pointing.
 - Substantial fiscal benefit will be provided by predictability and control of schedule, budget and risk. The result is a high quality product delivered to an agreed upon schedule and managed within a fixed budget providing the public with maximized investment. A low bid lump sum scenario places schedule and budget at higher level of risk with greater potential for overrunning the budget.
 - The GC/CM process minimizes exposure to construction claims when compared to a low bid, lump sum contract.
 - The GC/CM process increases the ability to award elements of the contract to local businesses.

7. **Public Body Qualifications**

A description of your organization’s qualifications to use the GC/CM contracting Procedure

Over the past 20 years Anacortes School District has successfully completed a number of projects, both large and small. Please see Public Body Construction History section for a

listing of projects. Each of the major project listed had a substantial amount of modernization included, bring with it the complications of working in an occupied facility and all of the surprises of remodeling older structures. The district has had a successful track record in completing these projects on time and within the allowed budgets.

In addition to the District's own experience they have assembled a team with a substantial amount of educational construction experience. Project Manager Marc Estvold has over 40 years of experience in the industry, from Principal Architect leading the design team, to Project Management in all sectors of construction for public entities. With approval of this project, it will be Marc's 5th GCCM project.

The Hutteball & Oremus team was selected for their experience and impeccable track record in successful educational projects. Their office specializes in K-12 design and has completed over 100 significant projects for 35 different school districts within the State of Washington. They have extensive experience in new facilities, renovations and additions which includes numerous projects constructed on occupied sites. To supplement their many years of experience in the industry Kevin Oremus, Principal in Charge, Scott Williams, Project Architect and Kaitlin Pond, Architect took the 2 day course on the GCCM process offered by the AGC June 25th & 26th 2015.

As needed, Mr. Darrel Addington of Vandenberg, Johnson & Gandara, LLP will be available to provide legal advice / assistance to the team. Mr. Addington is very experienced in the industry and has worked closely with the District, Project Manager and Architect on previous construction projects.

Anacortes School District is proposing a highly qualified and experienced team to implement and manage the GC/CM process, a team that has proven their ability on multiple projects to lead complicated K-12 projects to successful completion.

A Project organizational chart, showing all existing or planned staff and consultant roles is included:

Please see Attachment "B" Project Organizational Chart

Staff and consultant short biographies:

- **Dr. Mark Wenzel, Superintendent, Anacortes School District**

Mark Wenzel is in his second year as superintendent of Anacortes School District. He previously worked as superintendent of Methow Valley School District in Winthrop, WA. In addition to a bachelor's and master's degree in Asian Studies, Mark has a master's degree from the London School of Economics and a doctorate in education leadership from the University of Washington.

Dr. Wenzel has been very involved in capital construction projects in public education. As communications director in Bethel School District (Spanaway, WA) from 2002 to 2008, he joined the superintendent's capital projects team, serving as the strategic communications officer on elementary, middle and high school projects totaling \$175 million. As superintendent in Methow Valley, Dr. Wenzel oversaw a \$1.1 million capital improvement to the elementary school. Mark believes deeply in transparency in public works projects and has created a robust community engagement process for the Anacortes High School project. It includes a Project Advisory Team of community members and staff, a Financial Advisory Committee of community members, and six community meetings between April 2015 and June 2015 to share information and receive feedback on the project.

- **Marty Yates, Maintenance Supervisor, Anacortes School District**

Marty Yates has served with the Anacortes School District for 25 years. He is responsible for all aspects of facility maintenance including upkeep, repair and remodeling efforts. Marty has extensive experience in the trades and has been an effective participant on numerous district construction projects including over \$20 million worth of modernization at Fidalgo, Island View and Whitney elementary schools, Anacortes Middle School and Anacortes High School. Marty has been closely involved in all aspects of district projects including being part of the district architect selection team, construction design and implementation team, working closely with mechanical, electrical and structural engineers to establish and maintain construction standards and performing “clerk of the works” duties for various projects.

Previously, as a private contractor, Marty Yates worked on numerous major commercial construction projects. Marty Yates has been publicly recognized for his work by numerous outside agencies and municipalities.

- **Marc L. Estvold, AIA, LEED AP, Owner’s Project Manager**

Owner of Marc L Estvold, AIA Inc., a 30 year old firm located in Anacortes, WA. Marc became a State of Washington licensed Architect in 1986. Marc’s previous publicly funded projects delivered through the GC/CM process include McIntyre Hall Performing Arts and Conference Center (\$18 M), Island Hospital Renovation and Addition (\$40M), Island Hospital Medical Arts Pavilion (\$10M) and currently entering construction, Whidbey General Hospital Renovation and Addition (\$50M). Each of these projects were administered under the requirements of RCW 39.10.

Marc’s management responsibilities for these projects included liaison between the Owner, Architect and the Contractor, with full responsibility for management of the Project, including Architect selection, contract negotiations, schedule and budget through final occupancy. Marc’s projects have all been completed on schedule and within the approved budgets.

Prior to turning his focus to project management, Marc’s architectural firm was selected and successfully completed a major renovation to Anacortes High School in the late 1990’s. This previous work on the facility has given Marc a keen knowledge of the systems and structure of the existing High School and Anacortes School District procedures.

- **Kevin Oremus, Principal-in-Charge, Hutteball & Oremus Architecture**

As one of the founding principals of Hutteball & Oremus Architecture, Kevin Oremus brings over 25 years of experience designing K-12 and higher education facilities. He has completed close to 200 projects for 35 school districts and three colleges throughout the Pacific Northwest region.

Kevin has had a close relationship with Anacortes School District beginning with significant K-12 addition and modernization projects beginning 17 years ago, and as recently as 2012 with completion of the award-winning Northwest Career & Technical Academy - Marine Technology Center.

His extensive resume features five new high schools and numerous additions and modernizations to existing high schools around the Puget Sound area.

- **Scott Williams, Project Architect, Hutteball & Oremus Architecture**

Leading the production team, Scott Williams brings 33 years of industry expertise in construction practices and production of thorough and detailed construction documents. He is a very skilled manager, technical architect and designer, as well as a respected

team leader. His projects are characterized by good team chemistry, timely results and excellent technical documents.

Scott has been instrumental in his role as Project Architect on the design of several significant high school projects. As Project Architect on the Eastlake High School Addition and Modernization project, Scott was responsible for the day-to-day production of all contract drawings, coordination with specifications, and consultant drawings. His attention to detail allowed the project to proceed smoothly despite the challenges inherent to a phased, occupied site.

The project was undertaken in order to accommodate the school district's decision to move the 9th grade into the existing facility. Work included a two-story classroom wing addition, an auxiliary gym addition, the expansion of the Commons / Cafeteria, and the partial reconfiguration of the site circulation and vehicular parking to facilitate both the construction of the two additions and to provide a second entry to the site.

Upon completion of the two separate additions to either end of the existing school complex, the capacity of the existing educational facility increased from 1500 to 2000 students and totals 247,285 sf of floor area on three levels. Both the classroom and the auxiliary gym addition were purposefully designed to integrate seamlessly with the original architecture while simultaneously communicating a fresh and contemporary feel.

Other projects of note include planning and design of the Puget Sound Skills Center Health Sciences Building. He has worked on numerous projects for Anacortes School District and is currently an integral part of the programming & educational specifications process for the new Anacortes High School.

- **Ingrida Sanders, Architect, Hutteball & Oremus Architecture**

Ingrida Sanders brings 19 years of experience in K-12 design and construction to the team. She is exceptionally talented in coordinating large, complex projects similar in size and scope to the new Anacortes High School. Extensive coordination between all consultants on a project is one of her main passions, which results in comprehensive and detailed construction documents.

Her experience designing high school projects of varying complexity and scope makes Ingrida an invaluable member of the project team. She was a major contributor on the Henry M. Jackson High School Cafeteria Addition and Modernization project, which enclosed a previously neglected exterior courtyard to create an extension to the cafeteria that the students are excited to be in, bringing the total area of the school to 210,000 sf.

She was an integral part of the Eastlake High School Additions & Modernization as well as the design for the upcoming Puget Sound Skills Center Health Sciences Building. Her contributions to the Centennial Middle School Modernization & Addition project for Snohomish School District facilitated the design of two new building additions, a science and classroom wing, and a health and fitness building. Each of these additions worked to respect the surrounding environment with minimal site disruption, and allowed construction to proceed while the site was occupied.

Ingrida actively leads the design team through all phases of a project, from programming to closeout, provides consultant coordination, leads the construction administration effort, and is involved in projects from start to finish. Her extensive background working with contractors gives her insight into potential problems in the field, and allows her to provide the documentation needed to facilitate the construction process.

- **Gary Brown, Architect, Hutteball & Oremus Architecture**

Gary Brown is a key contributor to almost every project produced at Hutteball & Oremus, having been with the firm for the last 20 years. He invests his effort in the development of complete, comprehensive construction documents. His quality standards and meticulous planning are a main reason that code officials, estimators and contractors understand the projects so well.

Gary's resume lists significant high school projects for Monroe and Everett Public Schools, and Edmonds and Granite Falls School Districts, as well as both Northwest Career & Technical Academy campuses.

One such project, Eisenhower Middle School, was completed for Everett Public Schools. Originally opened in 1970, Eisenhower's open concept was once hailed as a 'state of the art' school for its time. However, it was soon realized that the aging design began to interfere with the students' diverse learning styles.

The decision was made that a three part phased renovation would be the most efficient and the least invasive to students. A carefully detailed process was laid out in order to allow students to remain on campus with minimal disruption.

The design called for the existing buildings to be maintained with minor demolition, adding additional square footage to accommodate growing classroom needs, and increasing the overall building size by almost 26,000 sf. This detailed phasing process proved to be more successful than even originally anticipated, with students able to raise their overall state testing scores despite the construction that was taking place around them.

- **Kaitlin Pond, Architect, Hutteball & Oremus Architecture**

Kaitlin Pond brings a level of enthusiasm and resourcefulness to every project she is involved in. Her multifaceted skill set is a great asset when dealing with permitting agencies, providing exceptional graphic renderings, and assisting the team with production of accurate and detailed documentation. Kaitlin excels in her ability to engage diverse groups of people and communicate the design vision through the presentation of dynamic images and renderings.

In her seven years with Hutteball and Oremus Architecture, Kaitlin has played a significant part in the Cafeteria Expansion and Exterior Improvement projects at Henry M. Jackson High School for Everett Public Schools, the Eastlake High School Additions & Modernizations for the Lake Washington School District, and the Mountlake Terrace High School roof replacement for the Edmonds School District.

She had a major role in the completion of a recent Study & Survey and successful Bond Issue for Anacortes School District, and continues to work with the district as part of the team to complete the programming & educational specifications for the new Anacortes High School.

- **Darrel Addington, Legal Counsel, Attorney and Shareholder, Vandeberg Johnson & Gandara, Partnership of Professional Service Corporations**

Darrel Addington has for 39 years been in private practice with Vandeberg Johnson & Gandara and its predecessor firm, Kane, Vandeberg & Hartinger. Focus of practice has been representation of schools and municipal corporations regarding construction contracts, claims, change orders and building/product failures. He has represented more than 17 school districts located throughout western Washington on construction matters. He has provided advice to school districts on contract provisions necessary to comply with Washington state law and owner protective provisions to be included. School District projects have included traditional bidding and the GC/CM formats. His most

recent participation in the GC/CM contracting process was with Clover Park School District's Lakes High School replacement project. His practice includes representation of general contractors, subcontractors of every tier and suppliers. The balance of practice has been general civil, commercial and real estate litigation. He is a member of the construction law section of the Washington State Bar Association and has presented at seminars for that section and the municipal and construction practice group for the Tacoma-Pierce County Bar Association.

The qualifications of existing or planned for project manager and consultants

In the selection of Project Manager, Marc L Estvold AIA, LEED AP and the architectural firm of Hutteball and Oremus Architecture, Inc. the Anacortes School District paid close attention to their track record with respect to delivering projects on schedule and within approved budgets. As mentioned above Marc has been in the industry for over 40 years, in various capacities, and if approve this will be Marc's 5th major GCCM project.

Also with over 30 years of experience Kevin Oremus, Principal Architect and Scott Williams Project Architect have a long list of successful K-12 projects both with the Anacortes School District and with other Washington School Districts.

The Anacortes School District understands the importance of selecting a team with the proper qualifications and experience. There are more schools within the district with capital improvement needs and the district is well aware the success of future bonds will be determined by the success of this project.

If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

A project management consultant has been hired and will be fully funded from the construction budget.

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

In the selection of their Project Manager, the Anacortes School District advertised regionally for interested firms to submit their statements of qualifications. The district received a number of responses and narrowed them down to 3, with which they conducted interviews. From the interview and information submitted the district selected Marc Estvold AIA, LEED AP. Not only has Marc been in all phases of the industry, but specifically he was the Principal Architect on 3 very complicated and successful multimillion dollar Anacortes School Additions and Modernizations. In addition to this hands on experience and familiarity with the district, Marc has successful project management experience in completing numerous other large public projects in Anacortes and Skagit County. This project will be Marc's 5th GCCM project.

Having had an opportunity to work with Marc through the process of preparing for the bond, bond presentation to the voters, and now into the educational specifications, the district has found Marc to be very knowledgeable and experienced in the management of projects.

A description of the controls your organization will have in place to ensure that the project is adequately managed. Experience and role on previous GC/CM or D-B projects:

Please see attachment "C" Team Experience

Marc Estvold will have day-to-day project management responsibilities as the owner's representative and will be located within 2 miles of the site throughout design and construction. Marc will maintain continual contact with Hutteball and Oremus through the design phase by attending regularly scheduled design team meetings. The GC/CM will also participate in these design team meetings. Hutteball and Oremus will maintain meeting notes and provide regular updates as to status of schedule and budget, which Marc will relay back to the ASD Management Team. This status check will also be verified by the GC/CM at regular stages to assure buy-in from the contractor. During construction, weekly construction team meetings will be required with the Project Manager, Architect, Applicable Consultants, District Engineering Representative(s) and the Contractor each in attendance.

Anacortes School District, the Project Manager and Hutteball and Oremus will work as a coordinated team along with the GC/CM in the implementation and management of the GC/CM construction method. The project will be managed by joint development and buy-in of schedule, budget, communication guidelines, issues management and dispute resolution. Communication and issues tracking will occur during regularly scheduled project team meetings and weekly construction meetings. A key to a successful GC/CM project is a commitment by the Owner, Architect, and GC/CM to identify and solve project issues together with cooperation and effective communication.

As adherence to budget is a critical component of the project, a professional cost estimating firm will establish a realistic capital cost of construction at the beginning of this project and then continue to monitor the financial management of the design along with the GC/CM. This will enable high quality parallel cost estimates that will be reconciled with the GC/CM budget estimate helping to assure the project's completion within the approved cost structure.

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

At the June 25, 2015 board meeting, the Anacortes School District Board of Directors voted unanimously to seek approval to use GC/CM Alternative Construction Delivery method. Once the District receives approval from the Project Review Committee to proceed, they will immediately start the RFQ publication process. Contractors will have three weeks from publication of the ad to prepare and submit their Statement of Qualifications (SOQs).

Similar to the Architect selection process, a selection committee will be assembled and given time to review the Contractors' submitted SOQs. An evaluation form will be provided to the selection committee to evaluate the SOQs and select a short list of three Contractors to interview and request proposals from. The short listed contractors will be given 4 weeks to prepare their proposals and interview in front of the selection committee. During the second week of that 4 week period, a tour of the facilities will be offered to the Contractors.

At the time of the interview, contractors will be asked to submit sealed bid proposals for general conditions and fee. Contractors will be interviewed and evaluated based upon a pre-determined criteria, including, but not limited to: experience in K-12 construction, experience by specific individuals within the proposed team, the contractor's record for maintaining schedule and budget, their experience with the GC/CM process, references, their proposed management of the project site, staging, neighborhood liaison, as well as other criteria including their bid for general conditions and fee. A weighting / score will be assigned to the GC and fee submittal ranking and they will be opened publicly and read aloud. The GC and

Fee score will then be added to the interview and SOQ scoring to determine the selected GC/CM.

Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.

Anacortes School District and its selected GC/CM will use an up to date contract complying with RCW 39.10. This agreement between the District and the contractor will be facilitated by the services of Mr. Darrel Addington, Vandenberg, Johnson & Gandara, LLP. A copy of the Agreement will be included in the GC/CM short-listed solicitation for interviews. The short-listed contractors will be able to review the proposed agreement prior to the interview, and will be asked to submit any comments they have on the proposed Agreement in writing prior to their scheduled interview. Anacortes School District will negotiate a fee for pre-construction services with the highest ranked proposer. Negotiation of the Maximum Allowable Construction Cost (MACC) will be conducted following issuance of the 90% construction documents and a construction agreement executed at that time.

8. Public Body Construction History in the last 20 years:

Anacortes School District has a very successful track record of completion of projects on schedule and within approved budgets.

Project	Contracting Method	Construction Start, Planned (P) & Actual (A)	Construction Finish, Planned (P) and Actual (A)	Budget, Planned (P) and Actual (A)
1. High School Gym Reroof	D/B/B	P-June 2011 A-June 2011	P-August 2011 A-August 2011	P-\$454,000 A-\$460,961
2. Anacortes High school Modernization	D/B/B	P-June 1999 A-June 1999	P-November 2000 A-November 2000	P-\$5.2 M A-\$5.17 M
3. Anacortes Middle School Modernization	D/B/B	P-May 1998 A-May 1998	P-January 2000 A-January 2000	P-\$7.37M A-\$7.34 M
4. Island View Elementary Modernization	D/B/B	P-October 1996 A-October 1996	P-August 1998 A-June 1998	P-\$5.7 M A-\$4.7 M
5. Fidalgo Elementary Mod.	D/B/B	P-April 1996 A-April 1996	P-Oct. 1997 A-Oct. 1997	P-\$4.35 M A-\$3.98 M

The team presented to you for consideration on this project has a long history of working together on difficult project, Marty Yates was the Maintenance Supervisor during all 5 projects listed above. Marc Estvold AIA was the Project Manager for the High School Gym Reroof project and Architect for the High School Modernization and Island View Modernization projects. Marc was the principal of an Architectural firm prior to turning to Project Management in 2004. Hutteball and Oremus was the Architect for the Middle School Modernization and the Fidalgo Elementary Modernization.

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:

- ***A 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.***

The preliminary concept drawing, attachment "D", represents a general overview of the proposed project location, size, scope and attributes defining its complexity. This Application is submitted early in the design process, during the Educational Specification Phase, such that the building design is not yet developed to a schematic design level. We are starting the GC/CM application process very early with the goal of having the GC/CM contractor on board early in Schematic Design while the design is still very pliable and the contractor's input can be easily acted upon. We also look forward to the GCCM's help and expertise in determining the best phasing plan.

The preliminary concept drawing includes a representation of the project's proximity and adjacency to the existing educational building and possible connection to the Modernized Brodniak and Gym buildings.

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.

Anacortes School District has not had any audit findings on previous public works projects.

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 or D-B 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 or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB.



Name (please print) Dr. Mark Wenzel

Title: Superintendent, Anacortes School District

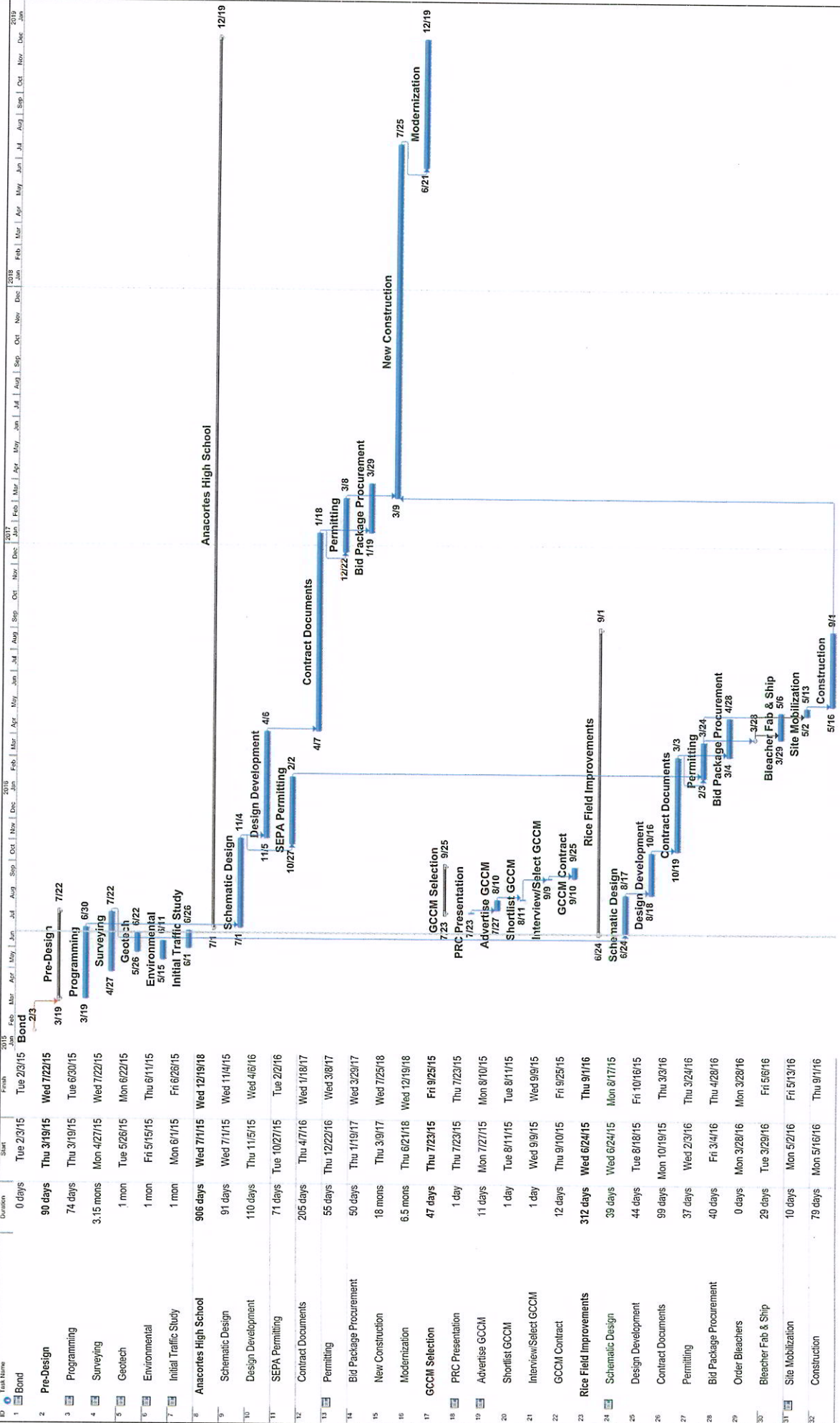
Date: 6/26/15

Anacortes School District 103
School Board Approved

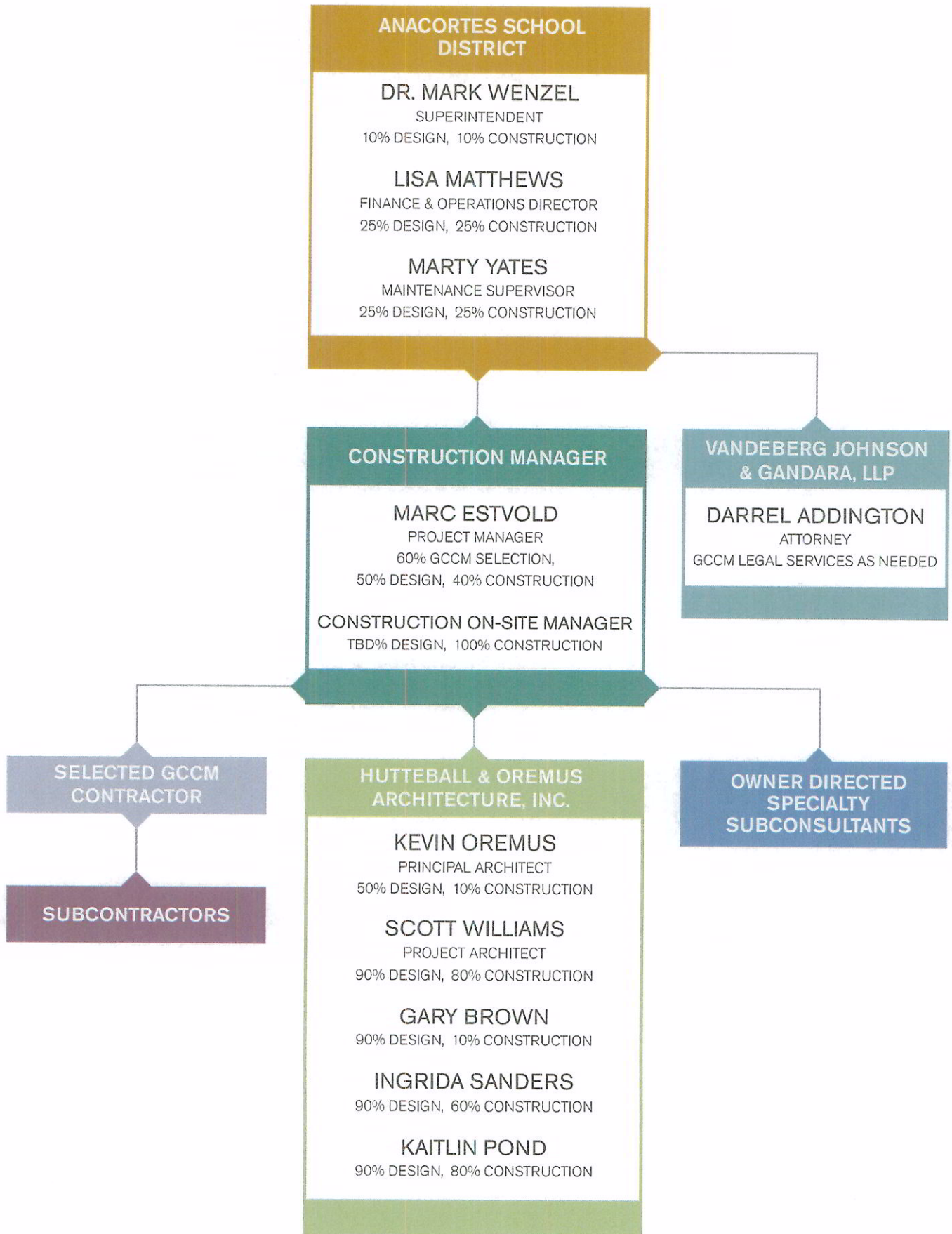
JUN 25 2015

ATTACHMENT A

ANACORTES HIGH SCHOOL REPLACEMENT & MODERNIZATION
Anacortes School District



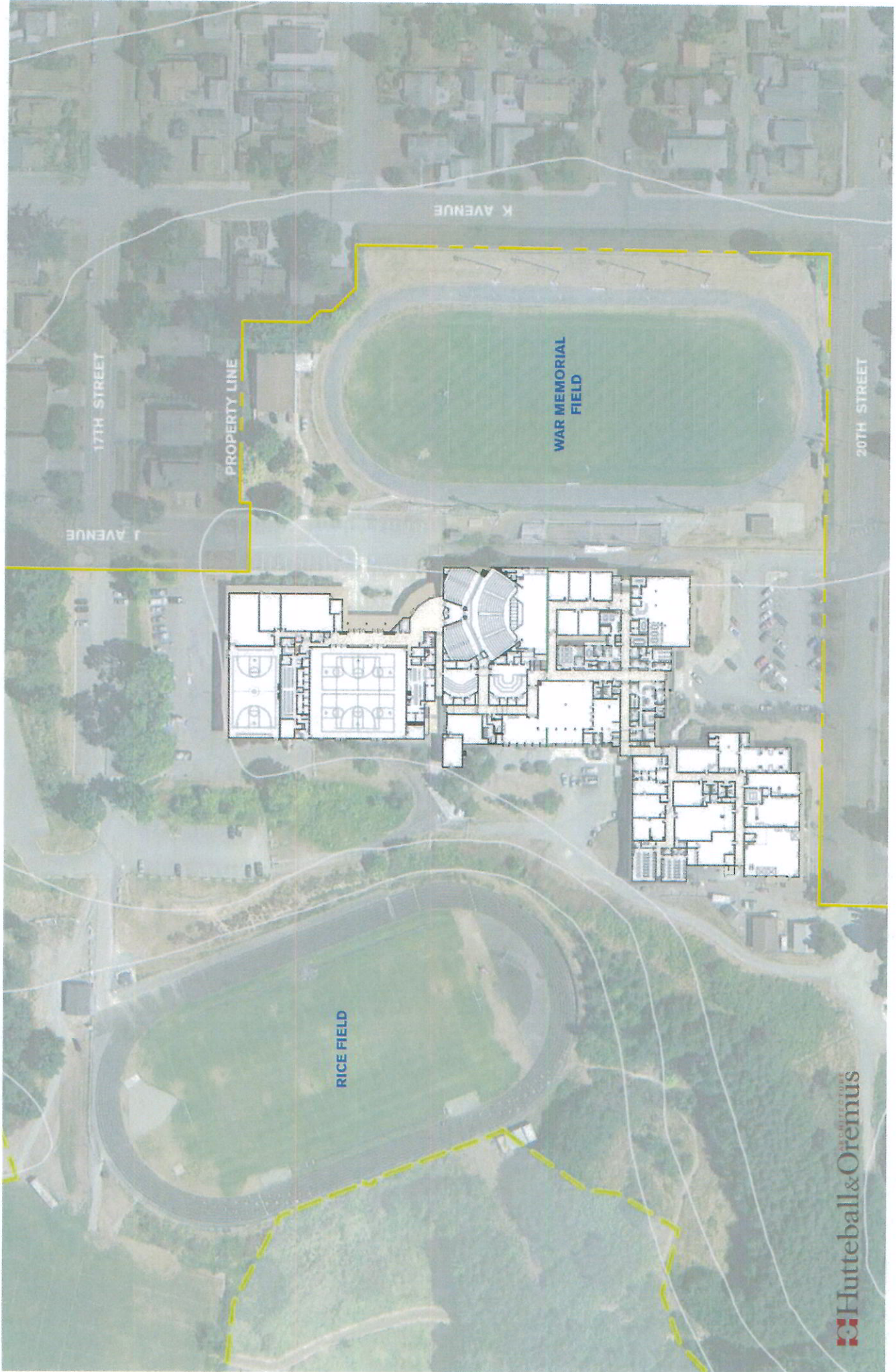
ANACORTES HIGH SCHOOL REPLACEMENT & MODERNIZATION PROJECT ORGANIZATIONAL CHART ATTACHMENT B



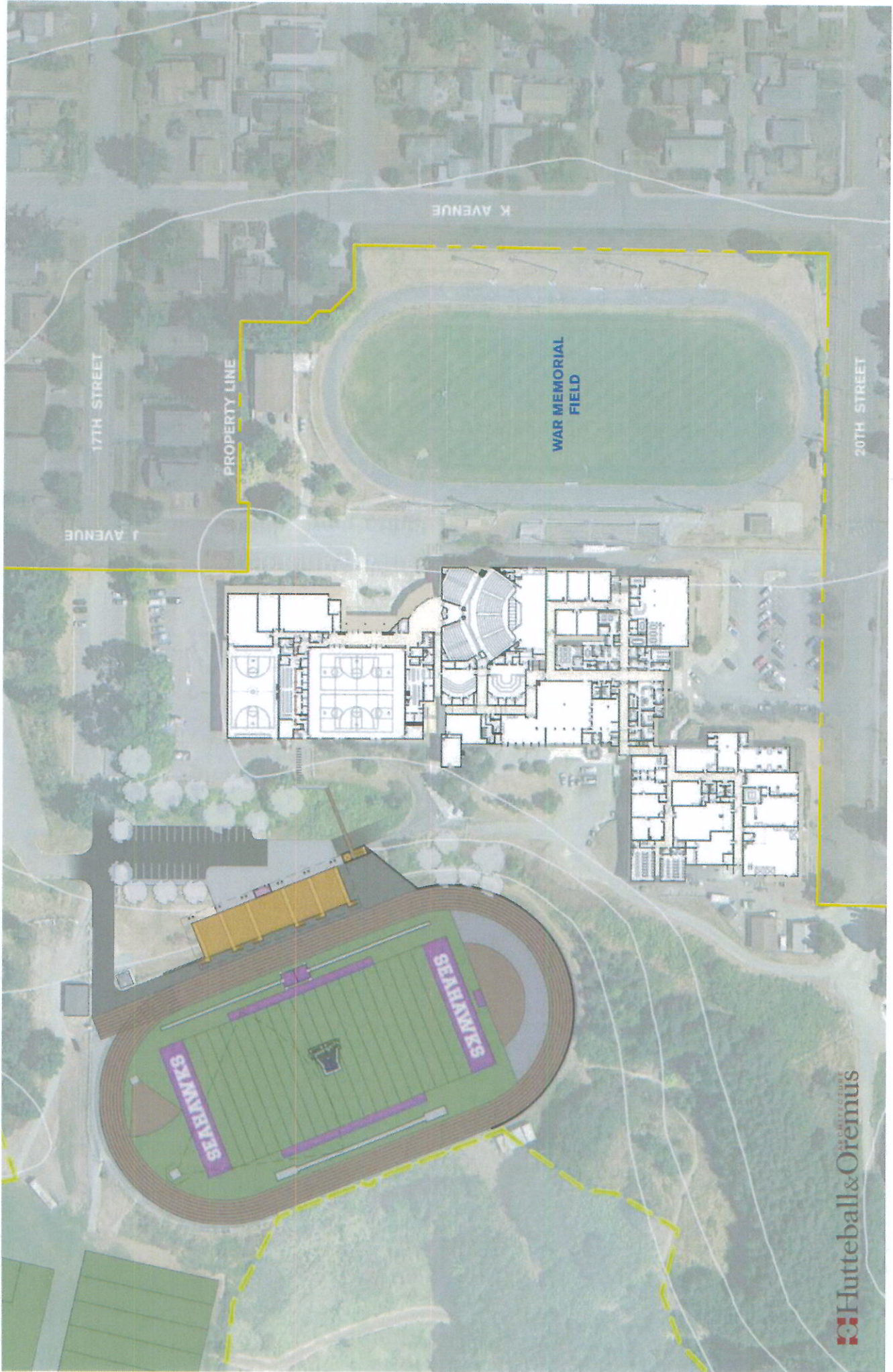
Attachment "C" Team Experience

Name	Project Role	Project	Construction Budget	Procurement Type	Role During Project Phases		
					Pre-Design	Design	Construction
Dr. Mark Wenzel	Anacortes School District Superintendent	Methow Valley Elementary	\$1.1M	D/B/B	Sup	Sup	Sup
		Spanaway Lake High school	\$32M	D/B/B	CPC	CPC	CPC
		Graham Kapowsin High school	\$33.4M	D/B/B	CPC	CPC	CPC
		Spanaway Junior High	\$23M	D/B/B	CPC	CPC	CPC
Marty Yates	ASD Maint. Supervisor	Nelson Elementary	\$18.7M	D/B/B	CPC	CPC	CPC
		High school Gymnasium Reroof	\$454K	D/B/B	MS	MS	MS
		Anacortes High School Modernization	\$5.2M	D/B/B	MS	MS	MS
		Anacortes Middle school Modernization	\$7.4M	D/B/B	MS	MS	MS
Marc Estvold AIA LEED AP	MLE Inc. Project Manager	Island View Elementary Modernization	\$5.7M	D/B/B	MS	MS	MS
		Fidalgo Elementary Modernization	\$4.4M	D/B/B	MS	MS	MS
		McIntyre Hall Performing Arts & Conference	\$18.0 M	GC/CM	PM	PM	PM
		Island Hospital Renovation & Expansion	\$40.0 M	GC/CM	PM	PM	PM
Kevin Oremus	HOA Principal	Cascade Skagit Health Alliance	\$18.0 M	D/B/B	PM	PM	PM
		Island Hospital Medical Arts Pavilion	\$10.0 M	GC/CM	PM	PM	PM
		Whidbey General Hospital	\$50.0 M	GC/CM	PM	PM	PM
		Granite Falls High School	\$33.7M	D/B/B	PIC	PIC	PIC
Scott Williams	HOA Architect	Monroe High School	\$28.3M	D/B/B	PIC	PIC	PIC
		Eisenhower MS Add/Mod	\$18.9M	D/B/B	PIC	PIC	PIC
		Geiger Montessori School Replacement	\$18.0M	D/B/B	PIC	PIC	PIC
		Northwest Career & Technical Academy	\$10.5M	D/B/B	PIC	PIC	PIC
Chris Duval	CPL Structural	Puget Sound Skills Center	\$14.7M	D/B/B	PM	PM	PM
		Eastlake High School Expansion	\$9.6M	D/B/B	PM	PM	PM
		La Conner Middle School Replacement	\$11.3M	D/B/B	PM	PM	PM
		Juanita Elementary School	\$10.0M	D/B/B	PM	PM	PM
Vern Enns	Hargis Mechanical	Stafford Elementary School	\$11.9M	D/B/B	PM	PM	PM
		Issaquah Middle School	\$40.9M	GC/CM	SE	SE	SE
		Stewart Middle School	\$40.0M	GC/CM	SE	SE	SE
		Lincoln Elementary School	\$17.0M	GC/CM	SE	SE	SE
Mike Fitzmaurice	TFA Electrical	Pioneer MS Gym & Stadium	\$5.0M	GC/CM	SE	SE	SE
		Denny MS/Stealth HS	\$80.0M	GC/CM	SE	SE	SE
		Northcreek High School	\$95.1M	GC/CM	ME	ME	ME
		Nathan Hale High School	\$58.3M	GC/CM	ME	ME	ME
Mike Fitzmaurice	TFA Electrical	Wilson Pacific	\$74.0M	GC/CM	ME	ME	ME
		Issaquah Middle School	\$40.9M	GC/CM	ME	ME	ME
		Snohomish High School Modernization	\$66.2M	GC/CM	ME	ME	ME
		Northcreek High School	\$95.1M	GC/CM	EE	EE	EE
MS = Maintenance Supervisor PM = Project Manager PIC = Principal in Charge	SE = Structural Engineer ME = Mechanical engineer EE = Electrical Engineer	Isaquah Middle School	\$40.9M	GC/CM	EE	EE	EE
		Alderwood Middle School	\$35.0M	GC/CM	EE	EE	EE
		UW Terry & Maple Halls	\$50.0M	GC/CM	EE	EE	EE
		Lyndale Elementary School	\$18.0M	GC/CM	EE	EE	EE
		Sup = Superintendent					
		CPC = Capital Projects Committee / Communications Director					

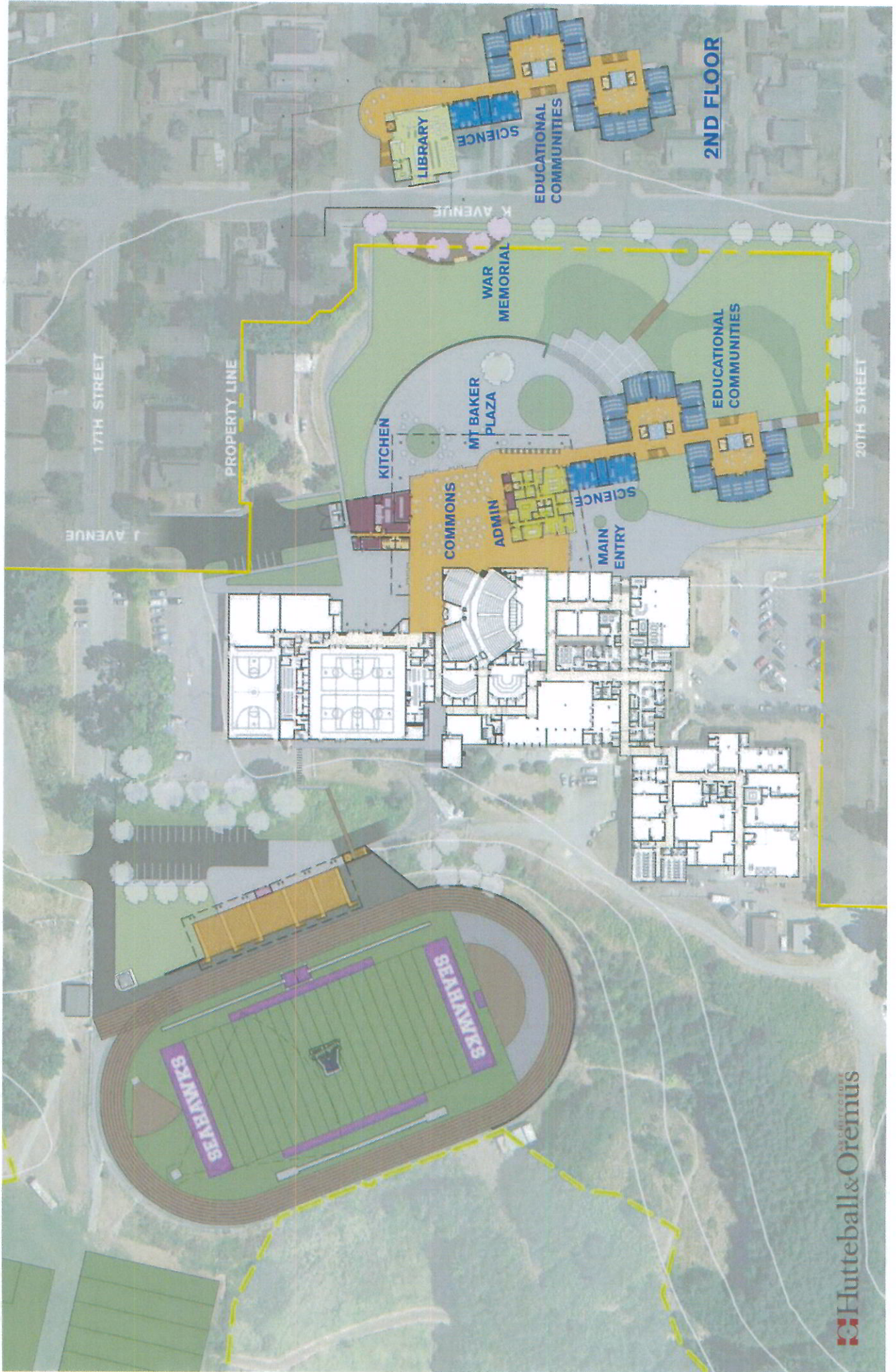
EXISTING SITE



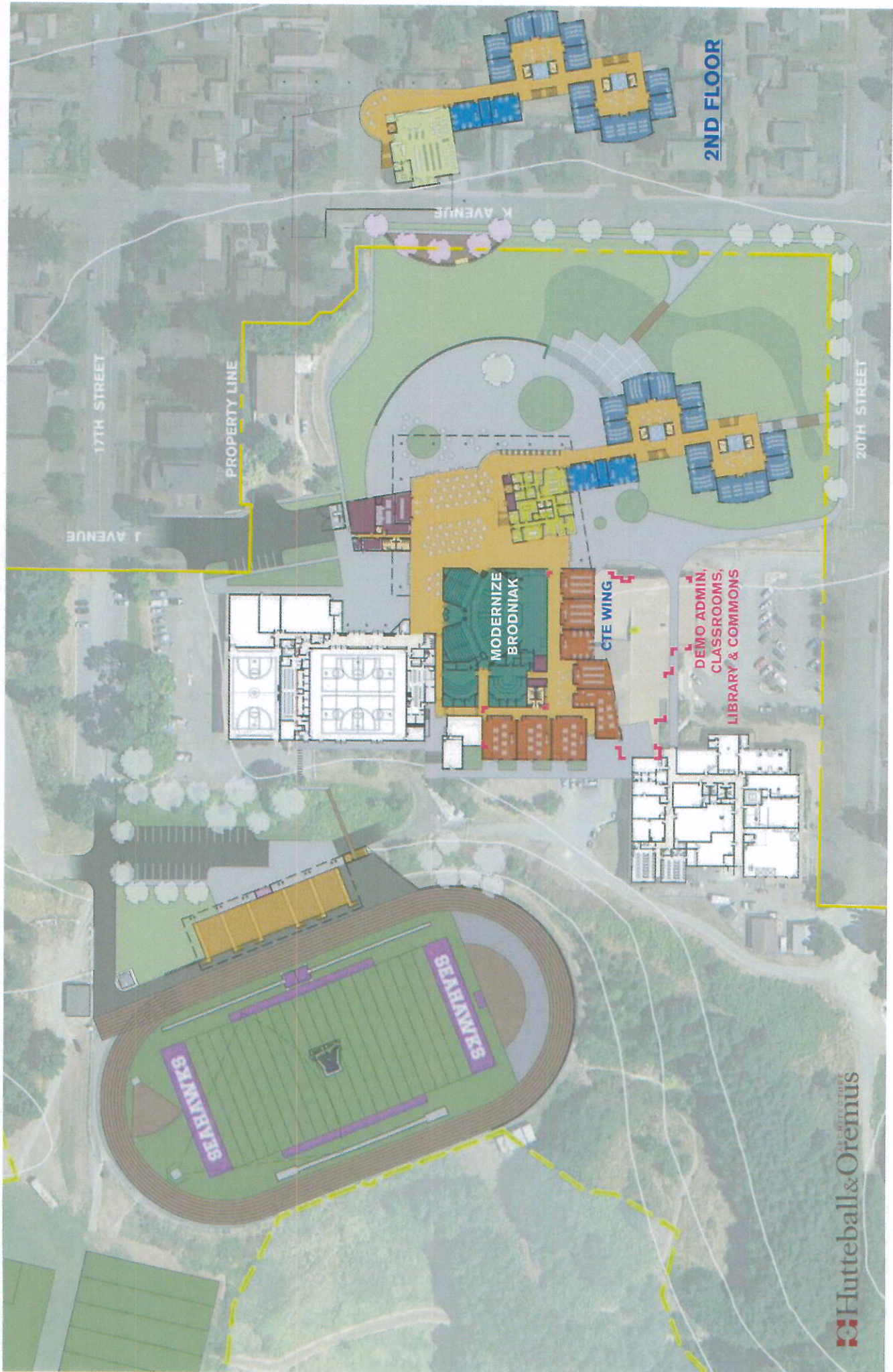
PHASE 1: UPGRADE RICE FIELD



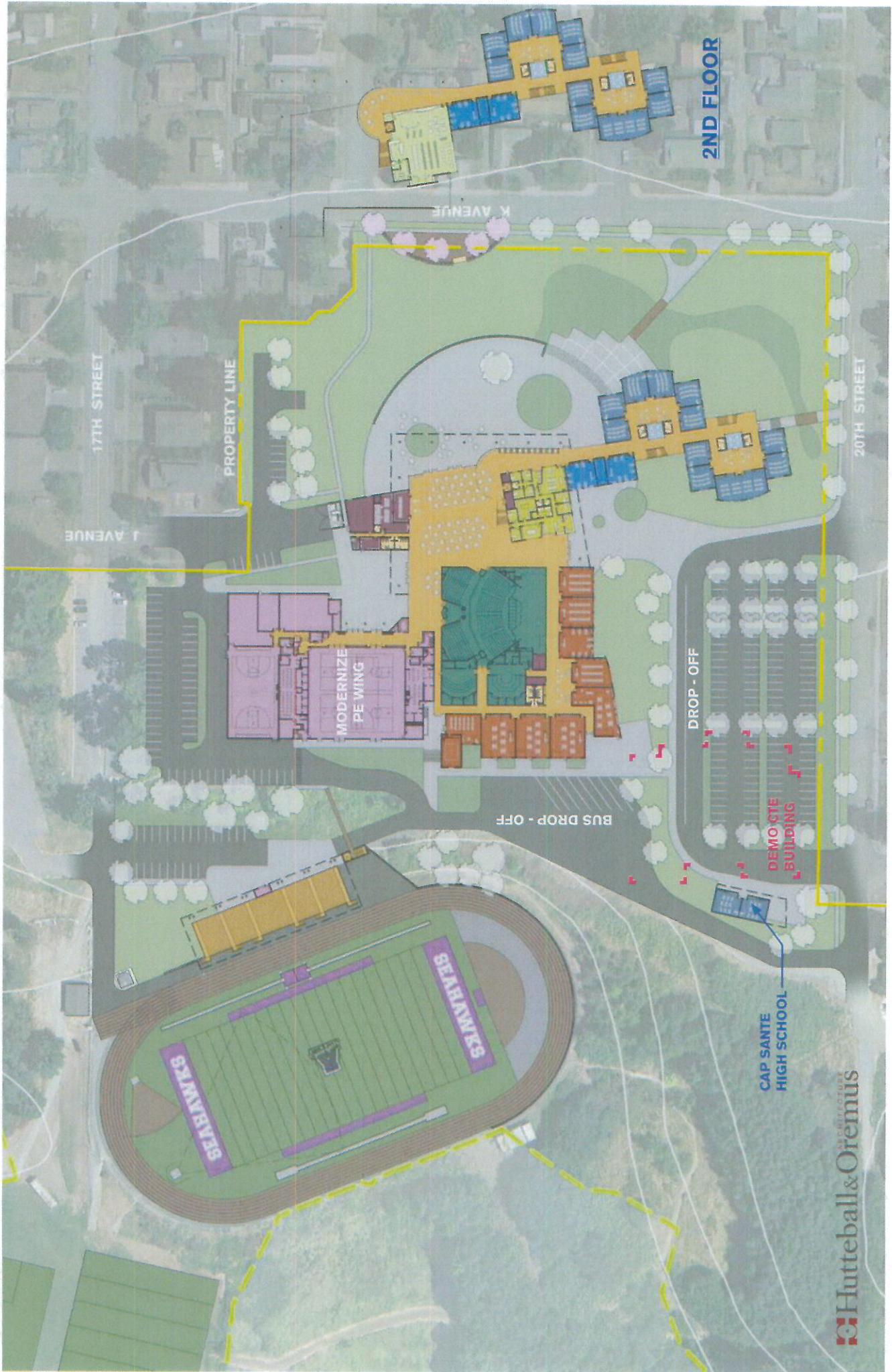
PHASE 2: NEW CLASSROOM WING



PHASE 3: DEMO EXISTING CLASSROOM WING, MODERNIZE BRODNIAK, NEW CTE WING



PHASE 4: DEMO EXISTING CTE WING, MOD. EXISTING GYM & SITE IMPROVEMENTS



COMPLETED ANACORTES HIGH SCHOOL PRE-BOND CONCEPTUAL PLAN

