Auburn School District
Olympic Middle School
Reconstruction

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

Application for GC/CM Project Delivery Approval

Submitted by

Auburn School District No. 408
December 29, 2016

AUBURN
SCHOOL DISTRICT
ENGAGE • EDUCATE • EMPOWER

December 29, 2016

Talia Baker, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

Dear PRC Members,

Attached is an application requesting approval for Auburn School District to utilize GC/CM contracting for our Olympic Middle School Reconstruction project. This project will be the first project Auburn School District has elected to construct using the GC/CM delivery method. Our decision to request approval to use the GC/CM delivery method is one that has not been taken lightly.

We have conducted extensive research and spoken with architects, engineers, contractors, consultants and other school districts that have used the GC/CM delivery method on their capital projects. We are encouraged by the feedback we received and believe the Olympic Middle School project will benefit significantly by utilization of the GC/CM process.

I will oversee the project and manage the preconstruction phase. In January 2017, I will attend the AGC GC/CM Training Seminar to assist me in understanding and utilizing the GC/CM process.

Auburn School District has selected Parametrix as our GC/CM Procurement Manager and GC/CM Project Advisor. We will utilize their services and expertise during the preconstruction, negotiation, construction and close out phases of the project. As you know, Parametrix has successfully proposed and executed the GC/CM delivery process on numerous K-12 projects. We will also utilize the technical and legal assistance of Graehm Wallace of Perkins Coie. Mr. Wallace has had extensive experience advising and assisting school districts with GC/CM projects. Lastly, Auburn School District will draw upon the experience and knowledge of our project Architect, BLRB Architects, to help ensure the success of GC/CM delivery on this project.

We are excited about the opportunity to construct this project using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our project to the Project Review Committee.

Sincerely,

Jeffrey L. Grose

Jeffrey L. Grose
Executive Director of Capital Projects
Auburn School District No. 408

Cc: Superintendent A. Spicciati
Asst. Superintendent C. Blansfield

State of Washington
Capital Projects Advisory Review Board (CPARB) Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE

Contents

1. Identification of Applicant

(a)	Legal Name of Public Body:	Auburn School District No. 408
(b)	Address:	915 4th St. NE, Auburn, WA 98002
(c)	Contact Person Name: Jeffrey Grose	Title: Executive Director of Capital Projects
(d)	Phone Number: (253)931-4826 Fax: (253)931-8006	E-mail: jgrose@auburn.wednet.edu

2. Brief Description of Proposed Project

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

Auburn School District is planning a three phase project to replace and modernize Olympic Middle School. The first two phases will include construction of a new middle school at the south end of the current school site and minor renovation of the existing school buildings. The existing school will remain occupied and operational during construction of the new school. Once construction of the new school is completed, the existing building will undergo minor improvements to allow it to function as an interim elementary school. The interim elementary school will house students from other schools for a period of 4-5 years while the District replaces five elementary schools.

The third phase will be included in the Pre-Construction planning under this contract but, due to schedule and timing, this phase will not be included in the GC/CM contract. This phase consists of demolishing the existing buildings and construction of a small field house, athletic fields, parking and landscaping.

The existing site is approximately 17.4 acres in size and located adjacent to single-family and multi-family residential neighborhood. The site is flanked on the north and south by four-lane arterial streets and on the east and west by two-lane streets. The existing school is a campus plan facility with multiple buildings connected by covered walkways. The buildings are 99,467 square feet in size and consist of single-story structures constructed primarily of masonry and wood-framing. The original school was completed in 1957 with subsequent modernizations and additions occurring in 1960, 1974, 1982, 1988 and 2002.

The new school will be constructed adjacent to the existing school and is anticipated to be approximately 98,000 square feet in size. The building may be single-story, two-story or a combination of single and multi-story components. It will be designed to accommodate 800 students in grades 6-8 and will include general classrooms; specialty classrooms such as art, CTE, music, science and special education; gymnasiums, Commons support spaces. Site improvements in the first phase of construction will include student pick-up and drop-off; bus loading and unloading areas; staff, visitor and event parking; exterior courtyard and delivery areas; and infrastructure improvements required for the new construction. The school district's anticipated MACC for Phase 1 and 2 of this project is $45,000,000. This MACC includes the GC/CM Risk Contingency, GC/CM Fee, Pre-Construction Services and Negotiated Support Services.

The Educational Specification programming phase of the project is nearing completion. Schematic design will begin February 2017. The design, construction document and permitting phase is scheduled to be completed in January 2018. Phase 1 construction is slated to be completed June 2019 with Phase 2 construction completed August 2019. Students will occupy the new school and interim elementary in September 2019.

3. Projected Total Cost for the Project

A. Project Budget

GC/CM MACC (Includes GC/CM Risk Contingency @ 3% of MACC)	$	41,400,000
GC/CM Fee, SGC's, Pre-Con Serv. & NSS Allowance (8% of MACC)	$	3,600,000
Subtotal (Owner's MACC)	**$**	**45,000,000**
Owners Construction Contingency (5% of MACC)	$	2,250,000
Owners Project Contingency (5% of MACC)	$	2,250,000
Furnishings, Fixtures, Equip and Data/Tech Allowance (6% of MACC)	$	2,700,000
Professional Services Allowance (Architects & Engineers) (10% of MACC)	$	4,500,000
Owner's Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (1% of MACC)	$	450,000
Contract Administration Costs (PM/CM, etc.) (5% of MACC)	$	2,250,000
Other Related Project Costs (Permits, Fees, etc.)	$	1,800,000
Sales Tax (10% of MACC)	$	4,500,000
Total	**$**	**65,700,000**

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.

The Olympic Middle School Reconstruction project will be funded from revenue provided by a capital bond proposition approved by Auburn School District voters in February 2016. This bond proposition provides sufficient funds to complete all phases of the project.

4. Anticipated Project Design and Construction Schedule

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.

Project milestone dates are shown in the table below.

Project Schedule	Start	Finish
Programming (Ed Specs)	November 2016	January 2017
Schematic Design	February 2017	April 2017
Design Development	May 2017	July 2017
Construction Documents	August 2017	January 2018
Site Development Review	July 2017	September 2017
Building Department Review/Permitting	September 2017	December 2017
Subcontract Bidding	February 2018	March 2018
New Building Construction	March 2018	June 2019
New Building Substantial Completion	June 2019	June 2019
New Building Punchlist/Final Completion/Closeout	June 2019	July 2019

Owner New Building Move-in	July 2019	August 2019
Remodel Existing Building	July 2019	August 2019
Owner Existing Building Move-in	August 2019	August 2019
First Day of School	September 2019	September 2019
New Building Warranty Period	June 2019	June 2020
GC/CM Schedule		
PRC Application	Dec. 28, 2016	Dec. 28, 2016
PRC Presentation	Jan. 26, 2017	Jan. 27, 2017
First publication of RFP for GC/CM Services	Jan. 27, 2017	Jan. 27, 2017
Second publication of RFP for GC/CM Services	Feb. 3, 2017	Feb. 3, 2017
Project Information Meeting (Date subject to change.)	Feb. 6, 2017	Feb. 6, 2017
RFP Submittal Deadline	Feb. 10, 2017	Feb. 10, 2017
Open & Score Submittals Received	Feb. 13, 2017	Feb. 14, 2017
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	Feb. 15, 2017	Feb. 15, 2017
Interviews with Short-Listed Firms	Feb. 22, 2017	Feb. 23, 2017
Notify Submitters of Most Highly Qualified Firms & Invite to Submit RFFP	Feb. 23, 2017	Feb. 23, 2017
RFFP Submittal Deadline & Opening	March 2, 2017	March 2, 2017
Notify Submitters of Scoring and Most Qualified GC/CM	March 3, 2017	March 3, 2017
Pre-Con Work Plan Due	March 17, 2017	March 17, 2017
School Board Approval of GC/CM Selection	March 27, 2017	March 27, 2017
GC/CM Agreement w/ Pre-Con Services Executed	March 29, 2017	March 29, 2017
Pre-Con Services	March 29, 2017	Jan. 1, 2018
MACC Estimate/Negotiation (90% CD's)	Jan. 1, 2018	Jan. 31, 2018
School Board Approval of MACC/GMP	Feb. 12, 2018	Feb. 12, 2018
GMP Amendment Executed	Feb. 15, 2018	Feb. 15, 2018

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

Not Applicable. The Schematic Design phase will begin February 2017 and the GC/CM will begin working on the project as the Schematic Design phase is being completed.

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:

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

The GC/CM contracting method is appropriate for the Olympic Middle School Reconstruction project for the following reasons:

Occupied Site, Complex Scheduling & Critical Phasing – The new school will be built on an existing school site that will remain occupied and in operation for an entire school year during construction. The project has a shorter than normal time schedule and portions of the work will encroach into the occupied portion of the school campus. Multiple phases will be needed to execute the construction work.

A middle school with 800 students and a staff of 90 will occupy the north portion of the project site while a new facility is built on the south portion of the property. It is likely that a 14,000 square foot existing classroom building will need to be demolished to accommodate construction of the new school. It also appears likely that construction of the new building will require work on utility lines present in the occupied portion of the site. These conditions will require the contractor to work in areas where students, staff and public are present. In addition, the work will need to be performed in phases to minimize disruption of school activities and to ensure a safe school environment.

The project requires an aggressive design, permitting and construction schedule. It is essential the project is complete and the new school is ready for students by September 2019. Completion by September 2019 will ensure the new school can be occupied for the 2019-20 school year and the existing building can be utilized for an interim elementary school starting in September of 2019. Failure of the project to be completed on schedule will delay the construction of five elementary schools that are being replaced and need to use the existing building at Olympic Middle School as an interim school.

GC/CM input during the design and permitting phases can assist the design team and Owner in making efficient and timely decisions. It will also assist in establishing a construction schedule that will meet the deadlines needed for occupancy of the new and interim schools by September 2019. GC/CM involvement during construction creates the opportunity for early procurement of equipment and an early start of construction work in selected areas. A competent GC/CM creates greater certainty that work done in occupied areas will be executed in a safe manner that minimizes disruptions of the learning environment. It will also help ensure that a project with an aggressive schedule will be completed on time.

Site Constraints – The site is bounded on four sides by public sidewalks, busy streets and a residential neighborhood. The existing middle school will remain in operation during construction and students, staff and school visitors will be directly adjacent to the construction site. Also, the construction area for the new building is limited because a portion of the site will be occupied by the existing school. This creates a situation where extensive and heavy construction activities will occur within a limited area while surrounded by an occupied school, traffic and families.

GC/CM involvement in the project will help ensure the construction work is executed in a manner that utilizes the site in a careful, organized and coordinated manner while minimizing disruptions to the occupied school and respecting the surrounding neighborhoods.

Safety – The close proximity of the construction site to an occupied 800-student school, public sidewalks and streets, and family homes creates a high-level of need for well-organized, carefully monitored and safe construction activities. The limited size of the construction work area and the need to perform work on portions of an occupied school campus creates additional challenges for maintaining a controlled and harm-free construction and school environment.

More than half of the total site is occupied by buildings, parking lots, bus loading and playfields that will remain in operation during construction. This will create challenges for a contractor who must safely provide adequate areas for site access, construction vehicles, lay-down space and job shacks without impacting the existing school campus, parking lots, playfields and public access.

Having a well-qualified GC/CM involved will help ensure the construction activities are properly planned and phased so that the work will minimize disruption of school activities, minimize adverse impacts on streets and the surrounding neighborhoods and be safely executed at all times.

Inflation/Escalation – Utilization of the GC/CM process will assist in completing the project in an expedited manner. This will reduce the impact of volatile cost escalation that is currently present in the Puget Sound construction market. This will also reduce the cost of the project.

GC/CM involvement will allow the opportunity to expedite construction and minimize the effects of inflation by the use of early bid packages. The assistance of the GC/CM contractor will be instrumental in determining whether to implement early bid packages and, if so, utilizing the GC/CM to effectively manage and coordinate this work. Early bid packages could include site work, utilities, foundations, concrete slabs and structural steel.

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 9.

Occupied Site – 800 students and a staff of 90 will occupy the existing school building, parking lots and north playfields during construction. It is anticipated that the following school functions will be affected:

- The existing 500 Building will be demolished to accommodate construction of the new school building. This building is 14,000 square feet and contains 10 classrooms. Portable classrooms will be added to the site to replace the classrooms lost in removal of the 500 building. The timing of this work will be determined after a GC/CM joins the project team.
- Utility lines located on the existing campus may require modifications or extensions to accommodate the new building. The extent of this work will be determined during the design phase with input from the GC/CM.
- An existing cinder track and grass football/soccer field will be demolished to accommodate construction of the new building. Physical education classes that use these facilities will relocate their activities to the north playfield which will not be affected by construction the new building. Athletic teams that use football, soccer and track facilities will be transported to and use these facilities at other schools in Auburn School District.
- Construction vehicle traffic serving the project site may affect bus and passenger vehicle traffic at the existing school. This construction traffic will need to be closely coordinated and monitored by the GC/CM to ensure safe traffic conditions and to minimize interference will school buses and passenger vehicles.
- Construction vehicle traffic serving the construction site may interfere with students and staff who walk to the school. Again, this construction traffic will need to be closely coordinated and monitored by the GC/CM to ensure safe conditions for pedestrians.

Critical Phasing – The project will require the construction work to be performed in three phases.

- Phase 1 will construct a new middle school at the south end of the current school site while the existing school remains in operation at the north end of the site. As noted above, the new construction will likely require demolition of the existing 14,000 square foot 500 Building. Portable classrooms will be added to the existing school to replace the classrooms lost in removal of the 500 building. The timing of this work is critical to operation of the existing school and will be determined after a GC/CM joins the project team.
- Phase 2 consists of minor modernization of the existing middle school building to allow it to function as an interim elementary school for a period of 4-5 years while the District replaces five elementary schools. This will be done in July and August after the new school is built. The construction period for this work is short and must be finished on time. The involvement of a GC/CM will help ensure this phase is done.
- Phase 3 will be included in the Pre-Construction planning under this contract but, due to schedule and timing, this phase will not be included in the GC/CM contract. This phase consists of demolishing the existing buildings and construction of a small field house, athletic fields, parking and landscaping. This work will occur in 2024 or 2025.

Safety – Construction activities will need to be conducted in a manner that ensures the safety and health of nearby students, school staff, neighbors and the public. This includes sound, odor, and dust control; construction deliveries and traffic control; safe work activities within the existing school campus; a secure construction site that is not an attractive nuisance; and protections for pedestrians who are in the vicinity of the construction work.

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

The GC/CM will be able to provide input during the design process to ensure that critical construction activities, building systems, construction scheduling and phasing, and safety considerations are properly integrated into the project design. GC/CM assistance will also help make sure the project can be completed on budget and on schedule. Based on the experience of Parametrix, input from the GC/CM during the design phase has proven invaluable in achieving Owner's goals for the design and construction of school facilities: staying on budget and schedule, minimizing adverse impacts to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM will also provide value in advising the design team and Owner on constructability, value analysis, construction document quality, and other design phase deliverables. The GC/CM will play a vital role during pre-construction phase to assist in preparing early bid packages and most importantly to assume the cost and schedule risk of delivering the project.

GC/CM involvement during the design phase is critical to the success of a project of this type that is being constructed on an occupied site with multiple phases and an expedited design and construction schedule. The GC/CM will help in successfully planning a project with realistic and specific scope, boundaries, constraints, and contingency plans for each phase of the project.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Not applicable to this project

What is the specialized work that must be done? – Not applicable to this project

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. For example, your description must address, but is not limited to:

How this contracting method provides a substantial fiscal benefit

Manage Costs in an Inflating Market – Having a GC/CM Contractor on board during design phase will help to focus design efforts to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the Owner better control of construction costs and time.

GC/CM involvement in the design process will help reduce the potential for impacts due to cost escalation, product availability problems, and labor shortfalls. This will also help control costs and schedule impacts.

Allocation of Risk –The GC/CM process can reduce risks and claims in the following manner:

- A GC/CM Contractor is highly motivated to maintain a schedule that it helped develop and may have nothing to lose if the schedule slides due to scope changes.
- The GC/CM delivery process offers an "open book" cost accounting of the work.
- The GC/CM understands the nature and scope of the construction work long before it bids, which reduces the learning curve and potential for surprises.
- The GC/CM will participate in setting schedule for and packaging the scope of bid packages to fit the marketplace. This will help set realistic expectations before work packages are bought, will lower the risk of non-responsible subcontractor bidding, and will improve cost management and control.
- The GC/CM participates in and "owns" pre-construction cost estimates.
- The GC/CM will participate in value-engineering and constructability reviews early in the design process. This helps ensure cost-effective and value-based solutions.
- The potential for serious construction claims and litigation is greatly diminished because of the collaborative relationships among the GC/CM, Owner and design team.

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.

The GC/CM delivery method provides substantial public benefit over traditional design-bid-build by:

Real Time, Market Based Cost Estimates – A GC/CM Contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable by having the GC/CM participate in constructability reviews, value analysis, design-team/contractor/Owner coordination, and the use of design phase overlap to accelerate project completion. All of these measures have the potential for lowering construction costs and stretching the buying power of the Owner.

Better Coordination of Materials and Equipment Purchases – A GC/CM Contractor can provide better coordination of materials and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage resulting in a benefit to the Owner. This level of coordination is often difficult to achieve on a design-bid-build project.

More Responsive and Responsible Bids – A GC/CM Contractor is able to exercise greater control in the organization of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the design/bid/build process. This reduces the potential for non-responsible bidders and the submittal of non-responsive bids. It also reduces the potential for

constructability errors and omissions and scheduling issues being raised after bids have been received and contracts executed with subcontractors.

Better Ability to Accommodate Activities at Site – A GC/CM Contractor can play a critical role during the design phase in preparing a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur at an occupied, operational school facility that is adjacent to a populated residential neighborhood. This opportunity for construction planning input during the design phase is not available on a design/bid/build project.

Complex Scheduling – The preparation of a construction schedule by a GC/CM Contractor, in support of the design team, provides a more detailed, market driven, accurate and realistic CPM schedule. This schedule will better address major construction impacts and will assist school staff and administration in the preparation and timely notification of students, staff, visitors, and the community of upcoming construction zones, operational relocations, and other potential disruptions or impacts related to the construction project.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates an on-going process of value analysis and constructability review during the entire design phase. This ongoing approach has the potential to result in a more economical design, better bid packages, fewer change orders, fewer claims, and less risk of delays to project completion.

7. Public Body Qualifications Description of Organization's Qualifications to Use the GC/CM Contracting Procedure:

Auburn School District has a long and successful history of building and modernizing schools and support facilities but has not used the GC/CM delivery method on a project. The school district conducted extensive research when evaluating the potential use of GC/CM for this project and is continuing to learn about the process and how to use it successfully for the Olympic Middle School Reconstruction project. The school district's Executive Director of Capital Projects will manage this project and is enrolled in the January 2017 AGC GC/CM Training Seminar. One of his assistants will attend the AGC GC/CM Training Seminar held in June or July.

Auburn School District has procured the services of Parametrix to serve as a GC/CM Advisor and to assist them with procuring a GC/CM and managing the GC/CM process. Parametrix will assist the school district during the preconstruction, construction and project close out phases. Parametrix has had extensive experience and success in the GC/CM procurement and delivery process. As a strong supporter of the GC/CM delivery method, Parametrix is pleased to be able to assist Auburn School District in successfully executing and receiving the benefits of GC/CM.

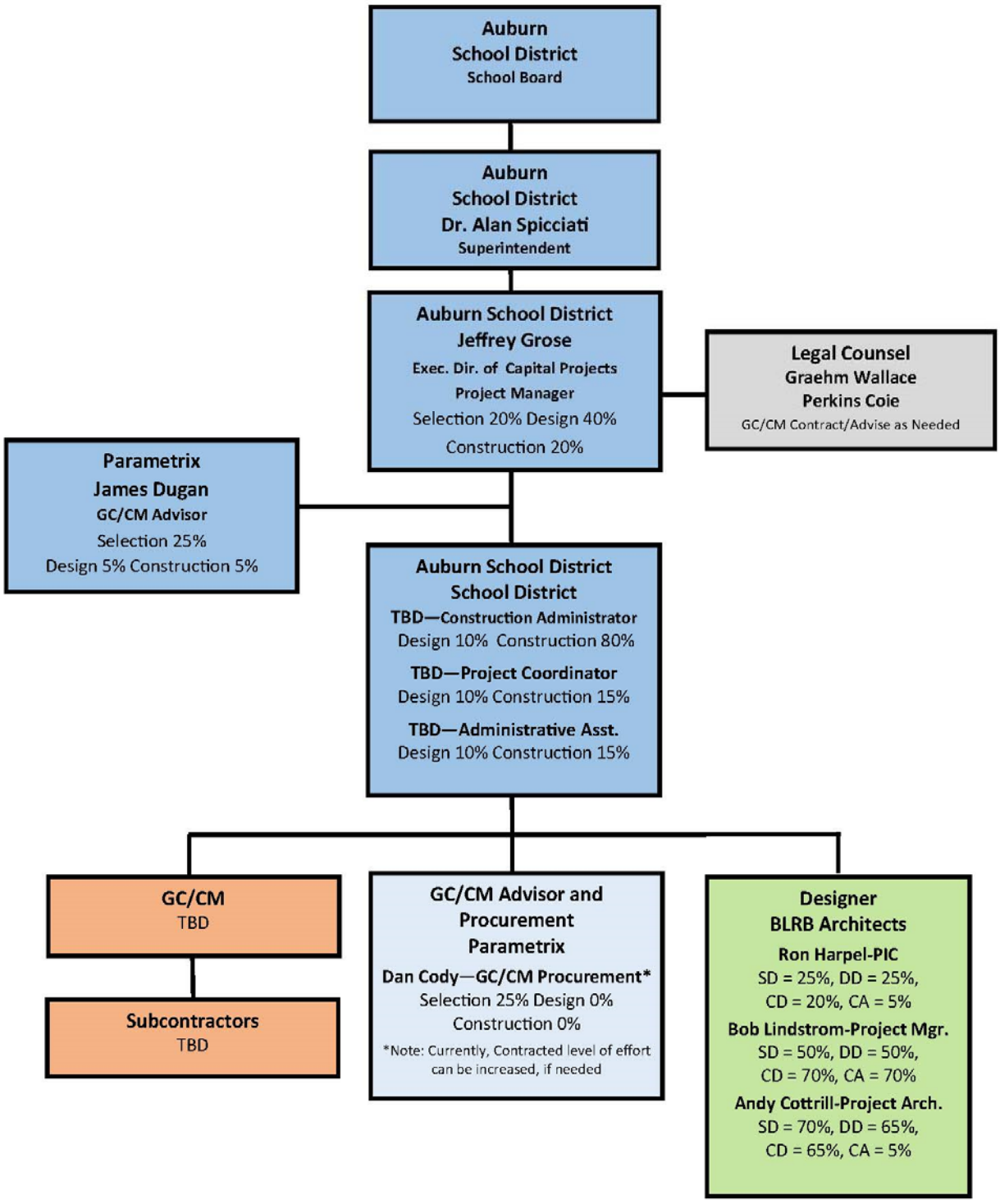
Graehm Wallace and the Perkins Coie team will also assist Auburn School District with the GC/CM process by serving as their legal counsel. The Perkins Coie team has provided legal and contract related services to numerous clients using the GC/CM delivery method. This includes a number of Washington State school districts.

Members of the Parametrix team working on the Olympic Middle School project have helped implement or are currently working on the GC/CM procurement and delivery process on twelve major projects totaling nearly $700 million in total project costs. The following table identifies these projects.

Project	Project Value	Delivery Method	Time Involved
Mount Vernon High School – Old Main Building Modernization, Mount Vernon School District	$29,500,000	GC/CM	2016-present
Blakely Elementary School, Bainbridge Island School District	$38,900,000	GC/CM	2016-present
Madison Elementary School Replacement, Mount Vernon School District	$40,500,000	GC/CM	2016-present
East Division Elementary School, Mount Vernon School District	$39,800,000	GC/CM	2016-present
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177,941,000	GC/CM	2016-present
Olympic High School, Central Kitsap School District	$38,500,000	GC/CM	2016-present
Browns Point Elementary School, Tacoma Public Schools	$31,000,000	GC/CM	2016-present
Eastside Community Center, Metro Parks Tacoma	$32,000,000	GC/CM	2016-present
Stewart Middle School, Tacoma Public Schools	$66,000,000	GC/CM	2013-2016
McCarver Elementary School, Tacoma Public Schools	$39,000,000	GC/CM	2013-2016
Stadium High School, Tacoma Public Schools	$107,967,000	GC/CM	2004 to 2007
Greater Tacoma Convention and Trade Center	$58,200,000	GC/CM	2002 to 2004

The combination of Auburn School District's success in managing school construction projects and the GC/CM expertise of Parametrix and Perkins Coie create a strong team that is well-suited to successfully execute the GC/CM delivery process for the Olympic Middle School Reconstruction project.

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



Olympic Middle School Project Organization Chart

Staff and consultant short biographies (not complete résumés):

Jeffrey Grose, Executive Director of Capital Projects (Auburn School District)

Jeffrey Grose has been involved in the design and construction industry for 41 years. During this time he obtained Bachelor of Science and Master Degrees in Architecture and a Bachelor of Science Degree in Building Construction. His construction experience began in 1975 when he supported his college education by working in the construction trades as a laborer, beginning carpenter and iron worker.

After completion of his first degree in architecture, Jeffrey expanded his construction and design experience by working in the offices of a general contractor and architectural firms in the states of Michigan and Washington. In 1980, Jeffrey began working for Auburn School District managing their Capital Projects Department. He has continued in this role and has been responsible for the school district's Capital Projects program for the past 36 years.

During his tenure at Auburn School District, Jeffrey has overseen the design and construction of over 100 projects. This includes the modernization of every school and support facility in the school district, the expansion of 17 facilities, construction of 8 new schools, construction of new Support Services and Transportation Center facilities and the placement or relocation of over 100 portable classrooms.

The scope of projects for which Jeffrey has been responsible range from simple modernization improvements to a $120 million, highly-complex, multi-phase modernization and reconstruction of an existing high school. This project was built while the school remained in operation with 1,500 students and staff on the premises.

Jeffrey has extensive dispute resolution experience that includes serving 30 years as an arbitrator of construction disputes for the American Arbitration Association. He has also served as a presenter for topics related to construction administration for classes at the University of Washington and at workshops for educational facility planners and the Project Management Institute. The following table identifies examples of Auburn School District projects Jeffrey has been responsible for:

Project	Project Value	Delivery Method	Role	Construction Time Frame
Auburn High School Modernization and Reconstruction	$120,000,000	D/B/B	Project Manager	2013-2016
Capital Levy Improvements Program (60 Modernization and Projects)	$46,400,000	D/B/B	Project Administrator	2010-present
New Elem. School No. 14 (Arthur Jacobsen Elem.)	$21,028,000	D/B/B	Project Manager	2006-2007
New Elem. School No. 13 (Lakeland Hills Elem.)	$14,710,000	D/B/B	Project Administrator	2005-2006
New High School No. 4 (Auburn Mountainview HS)	$58,500,000	D/B/B	Project Manager	2004-2005
New Transportation Center	$5,715,001	D/B/B	Project Manager	1996-1997
New Support Services Center	$4.135,609	D/B/B	Project Manager	1995-1996
New High School No. 3 (Auburn Riverside HS)	$29,158,234	D/B/B	Project Manager	1994-1995
New Jr. High School No. 4 (Mt. Baker JHS)	$11,926,700	D/B/B	Project Manager	1993-1994
New Elem. School No. 12 (Ilalko Elem.)	$6,241,756	D/B/B	Project Manager	1991-1992
New Jr. High School No. 3 (Rainer JHS)	$9,839,345	D/B/B	Project Manager	1990-1991
New Elem. School No. 11 (Hazelwood Elem.)	$4,477,136	D/B/B	Project Manager	1989-1990

New Alternative High School (West Auburn HS)	$3,229,726	D/B/B	Project Manager	1989-1990

Jim Dugan – GC/CM Advisor

Jim has 38 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Jim is highly experienced in alternative project delivery utilizing both GC/CM and Design/Build. He was the project director for the Tacoma Public School's McCarver Elementary School and Stewart Middle School GC/CM projects that completed construction and opened this Fall/Winter. He is also currently the GC/CM Project Director for Tacoma Public School's Browns Point Elementary School which has a scheduled completion date in the Fall of 2018. Jim is also providing GC/CM Advisory Services for the Central Kitsap School District for their Olympic High School Addition/Renovation project and their Central Kitsap High School & Middle School Replacement project which will complete construction in the Fall of 2018. Finally, he's the GC/CM advisor and PM for the Eastside Community Center GC/CM project with Metro Parks Tacoma, which will be completing in the Fall of 2017.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
MVHS Old Main Building Historic Renovation, Mount Vernon School District	$29.5M	GC/CM	Project Director, GC/CM Advisor	2016-present
Blakely Elementary School Replacement, Bainbridge Island School District	$38.9M	GC/CM	Project Director, GC/CM Advisor	2016
Madison Elementary Replacement, Mount Vernon School District.	$40.5M	GC/CM	Project Director, GC/CM Advisor	2016-present
New East Division Elementary, Mount Vernon School District.	$39.8M	GC/CM	Project Director, GC/CM Advisor	2016-present
Central Kitsap High School and Middle School Replacement, Central Kitsap School District	$177.94M	GC/CM	Project Director, Project Manager	2016-present
Olympic High School Addition & Modernization, Central Kitsap School District	$38.5M	GC/CM	Project Director, GC/CM Coordination	2016-present
Browns Point Elementary School, Tacoma Public Schools	$31M	GC/CM	Project Director, GC/CM Coordination	2016-present
Eastside Community Center, Metro Parks Tacoma	$32M	GC/CM	Project Director, GC/CM Coordination	2016-present

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Stewart Middle School, Tacoma Public Schools	$66M	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	$39M	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
Stadium High School, Tacoma Public Schools	$107.96M	GC/CM	GC/CM Coordination, CM (Full Time On-site During Construction)	2004 to 2007
Greater Tacoma Convention and Trade Center	$58.2M	GC/CM	Project Manager (Full Time On-site During Construction)	2002 to 2004

Dan Cody – GC/CM Procurement & PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 30 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan's expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the K-12 educational market, providing design and construction services on projects for numerous school districts in western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time he has been closely involved in the GC/CM procurement process of seven K-12 projects, totaling nearly $396M in total project cost, that will/are being delivered using the GC/CM delivery method. Dan has quickly become a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by school districts and public agencies for projects that pose interesting challenges and opportunities.

Project	Project Value	Delivery Method	Role	Timeframe
MVHS Old Main Building Historic Renovation, Mount Vernon School District	$29.5M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Blakely Elementary School Replacement, Bainbridge Island School District	$38.9M	GC/CM	GC/CM Procurement	2016
Madison Elementary Replacement, Mount Vernon School District	$40.5M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
New East Division Elementary, Mount Vernon School District	$39.8M	GC/CM	GC/CM Procurement, PM/CM Support	2016-present
Central Kitsap High School & Middle School Replacement, Central Kitsap School District	$177.94M	GC/CM	GC/CM Procurement	2016
Olympic High School, Central Kitsap School District	$38.5M	GC/CM	GC/CM Procurement	2016
Browns Point Elementary School, Tacoma Public Schools	$31M	GC/CM	GC/CM Procurement	2016

Eastside Community Center, Metro Parks Tacoma	$32M	GC/CM	GC/CM Procurement, Pre-Construction, PM/CM Support	2016 - present
Tumwater Middle School Addition/ Renovation, Tumwater School District	$23.1M	D/B/B	PM/CM	2015-present
George Washington Bush Middle School Addition/Renovation, Tumwater School District	$23.9M	D/B/B	PM/CM	2015-present

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous school districts including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm prepares all GC/CM contracts for the Spokane School District, including Ferris High School Modernization and Addition (2010-2012), North Central High School Classroom Addition (2013-present), and Mullan Road Elementary Modernization and Addition (2013-present). Recently he has worked with Parametrix on GC/CM projects for clients in the Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has seventeen years legal counsel experience working in all areas of construction and has provided legal assistance to over 50 Washington school districts. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. He has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

Ron Harpel, AIA, Architect Principal-in-Charge (BLRB Architects)

Ron is a principal and project manager with a strong background in K-12 architecture. He is an exceptionally motivated and motivating professional who brings leadership in educational planning and architectural design specific to the learning environment. Ron will be involved with the GC/CM from selection to project close-out. His recent experience with GC/CM delivery contracts will help lead the Olympic Middle School efforts. He has teamed with Northshore School District and Cornerstone Construction to assure scope and budget alignment at Skyview Middle School and Canyon Creek Elementary, which are being delivered via GC/CM. The project is currently in value analysis and the GC/CM process has benefited from an integrated delivery approach. The North Redmond Elementary School project has advanced to early bidding of site components and will follow with a phased building bidding scenario. The experience from this project will directly apply to Olympic Middle School to achieve optimal schedule management, cost control and flexibility with scope and budget reconciliation.

Project	Project Value	Delivery Method	Role	Timeframe
Skyview Middle School, Northshore School District	$31M Combined	GC/CM	PIC	2016-present
Canyon Creek Elementary School Addition & Modernization, Northshore School District		GC/CM	PIC	2016-present
North Redmond Elementary School, Lake Washington School District	$34M	GC/CM	PIC	2015-present
Margaret Mead Elementary School, Lake Washington School District	$33M	GC/CM	PM	2016-present
Wilburton Elementary School, Bellevue School District	$34M	D/B/B	PIC	2014-present

Chinook Middle School Replacement, Bellevue School District	$40.8M	D/B/B	PM	2011-2014
Washington Elementary School Historic Rehabilitation/Addition, Tacoma School District	$20.2M	D/B/B	PM	2014-16

Bob Lindstrom, AIA, Architect Project Manager (BLRB Architects)

Bob brings more than 25 years of experience as a K-12 architect and project manager. He is a creative and experienced design professional whose experience includes new, replacement and modernized facilities for secondary schools. Bob's management of the GC/CM delivery will span from early design and cost modeling through all levels of design and documentation, cost control, BIM management, bidding coordination and construction administration. His experience and leadership of the sub-consulting team members, jurisdictional coordination and direct interface with the general contractor will assure efficient and effective schedule and budget control.

Project	Project Value	Delivery Method	Role	Timeframe
Forks High School Addition & Modernization, Quillayute Valley School District	$12.5M	D/B/B	PM	2010-12
Lakeridge Middle School Replacement, Sumner School District	$21M	D/B/B	PM	2008-10
Mt. Rainier High School Replacement, Highline School District	$52.5M	D/B/B	PA	2005-08
Bow Lake Elementary School Replacement, Highline School District	$23.2M	D/B/B	PA	2005-08
Martin Luther King Jr. Elementary School Replacement, Seattle School District	$12M	D/B/B	PA	2002-04
Mt .Tahoma High School Replacement, Tacoma School District	$58.2M	D/B/B	PA	2001-04

Andy Cottrill, AIA, NCARB, Project Architect (BLRB Architects)

In his 21 years of experience, Andy has designed an impressive variety of K-12 facilities. His recent GC/CM projects include North Redmond Elementary School and he will gain additional GC/CM experience with Margaret Mead Elementary School as well. Andy has carried a project management and design leadership role with the GC/CM delivery at North Redmond Elementary. Due to permitting challenges and the resulting additional site development costs, the GC/CM and design team exercised integrated value engineering reductions in design development and construction documents to adjust scope and costs. Andy has been leading project delivery, bidding scenarios and the cost reconciliation process.

Project	Project Value	Delivery Method	Role	Timeframe
Wilburton Elementary School, Bellevue School District	$34M	D/B/B	PD	2014-present
Chinook Middle School Replacement, Bellevue School District	$40.8M	D/B/B	PD/PA	2011-14
North Redmond Elementary School, Lake Washington School District	$34M	GC/CM	PD	2015-present
Margaret Mead Elementary School, Lake Washington School District	$33M	GC/CM	PD	2016-present

Meadow Crest Early Learning Center, Renton School District	$19.3M	D/B/B	PD	2011-13
Curtis High School Aquatic Center Renovation, University Place School District	$8M	D/B/B	PD	2009-11

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.

Specific GC/CM experience for each proposed staff members and consultants is described in each of the staff and consultant biographies above.

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

Qualifications of the project manager and consultants are described in the staff and consultant biographies above.

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.

Parametrix has been selected for GC/CM Consultant Services from GC/CM Procurement through Pre-Construction Services and GC/CM Advisor through project completion. Auburn School District will use in-house Project Manager and Construction Administrator for this project. The Project Manager will administer the project during the design phase and monitor the project during the construction phase. The Construction Administrator will monitor the project during the design phase and administer the project during the construction phase. The school district will also use in-house Project Coordinator and Administrative Assistance for project support during the design and construction phases. Funds for services provided by Parametrix and all in-house staff are available from the 2016 bond issue proceeds.

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

Construction experience for each proposed staff member and consultant is described in the staff and consultant biographies above.

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

The Olympic Middle School project will be managed by Auburn School District's Capital Projects Department. The project will be overseen by the Executive Director of Capital Projects. The Executive Director will serve as the school district's Project Manager during the Pre-Construction/Design phase with support provided by other members of the Capital Projects Department staff. During construction, the project will be administered by a staff member with expertise in construction administration and the Executive Director will have an oversight role. These individuals have extensive experience managing and administering school construction projects and will be provided with adequate time, resources and staff support to successfully manage the project.

The Executive Director will manage the contractual obligations of the design team, GC/CM consultant and GC/CM Contractor. He will monitor all project communications and meet regularly with the Capital Projects staff to review project status and address critical tasks and issues. He will meet at least monthly with the School Board Building Program Subcommittee and Assistant Superintendent

of Business and Operations to review the project and Change Orders. All Change Orders will be presented to the school board for review and approval at regularly scheduled school board meetings.

The school district will utilize Construction Change Authorizations to authorize changes to the construction work if needed to avoid a delay to the project schedule. The Proposal Request process will be used for potential changes in work which are not time critical. The school district Superintendent and the Assistant Superintendent of Business and Operations have the authority to approve Construction Change Authorizations less than $25,000. These individuals are also authorized to approve Construction Change Authorizations exceeding $25,000 when circumstances present an immediate threat to the performance of the construction project.

The school district's Capital Projects Department staff will be supported by Parametrix who specializes and excels in Project Management/Construction Management and GC/CM project delivery. Parametrix will provide GC/CM Advisory and support role through GC/CM procurement, Pre-Construction and construction phases of the project. Parametrix will report to the Executive Director of Capital Projects and will work directly with the school district staff, design team and GC/CM to nurture a successful project. Parametrix will not manage or direct any of the parties and has no fiduciary authority on this project.

During the Pre-Construction phase, the GC/CM will investigate and potentially develop a schedule for early procurement, early bid and 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. The design team will conduct early and frequent meetings with the permit agencies, fire 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 the design team and the GC/CM Contractor will be reconciled at the end of each design phase. Value analysis and constructability review measures will be ongoing during the design phase and will be an established agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project cost. Once the MACC is negotiated, the GC/CM, school 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 the school district, 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 completed safely, on time and within budget.

A brief description of your planned GC/CM procurement process

The procurement process will build upon the experience and success Parametrix has had in GC/CM project delivery and will including the following:

- Marketing of the project to experienced potential GC/CM candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.
- Soliciting pricing proposals (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

GC/CM Request for Proposals will be advertised in late January 2017. By early March 2017, GC/CM proposals will be reviewed, a shortlist will be developed, interviews will be conducted, fee proposals will be received from selected firms, and a Pre-construction Services agreement will be negotiated. A GC/CM agreement for Pre-Construction services will be presented for approval to the school board on March 27, 2017. This will allow the GC/CM Contractor to join the project team at the end of Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

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

Auburn School District will utilize General Conditions and GC/CM Contract and Guaranteed Maximum Price Amendment documents based on the AIA-A103 and AIA-A201 prepared by Graehm Wallace of Perkins Coie. The school district will also use, in conjunction with the Perkins Coie documents, standardized GC/CM RFP, RFFP and selection documents developed and used successfully by Parametrix. A complete a draft of the RFFP including draft Contract Documents will be included in the GC/CM procurement process for review and reference by the GC/CM candidates prior to interviews. These documents will include a draft version of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix. These documents will be amended prior to issuing the final RFFP to reflect the input of GC/CM candidates, industry best practices and any recent revisions to applicable RCWs.

8. Owners Recent 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:

Auburn School District's recent construction activity is summarized in attachment A.

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:

- 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

The project is currently transitioning from the programming and pre-design phase into Schematic Design. Conceptual floor plans and section view drawings have not yet been developed. A conceptual site plan has been prepared and is shown below along with an aerial photo of the project site and a construction phasing plan.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

Auburn School District has not received audit findings on their capital 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 contracting procedure, you also understand that: (1) Your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

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

Signature: Jeffrey L. Grose

Name: (please print) Jeffrey L. Grose

Title: Executive Director of Capital Projects

Auburn School District

Date: 12.29.16

Attachment A

AUBURN SCHOOL DISTRICT - RECENT CONSTRUCTION PROJECTS - Exceeding $1 Million Construction Cost

Proj. No.	Project Name	Project Description	Contract Method	Scheduled Const. Start Date	Actual Const. Start Date	Planned Substantial Completion Date	Actual Substantial Completion Date	Construction Bid Amount	Final Construction Cost	Reason for Difference Between Bid and Final Construction Cost
1	Auburn High School Modernization and Reconstruction	Replace & Modernization	D/B/B	Feb. 2013	Feb. 2013	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	Phase 1: July 2014 Phase 2: Aug. 2015 Phase 3: July 2016	$80,570,700	$87,190,363 (99% Complete)	School board approved change orders at 8.22%.
2	Wireless Network Improvements	Multi-School Technology Modernization	D/B/B	March 2015	March 2015	Aug. 2015	Aug. 2015	$1,396,280	$1,415,656	School board approved change orders at 1.39%.
3	Auburn Riverside HS Site Improvements	Site Improvements	D/B/B	March 2015	May 2015	Nov. 2015	Feb. 2016	$3,609,000	$3,896,267	School board approved change orders at 7.96%.
4	Auburn Riverside HS Modernization	Modernization	D/B/B	Feb. 2015	Feb. 2015	Aug. 2015	Aug. 2015	$1,596,754	$1,618,211	School board approved change orders at 1.34%.
5	Cascade MS & Mt. Baker MS Improvements	Modernization	D/B/B	April 2015	April 2015	Aug. 2015	Sept. 2015	$2,987,209	$3,156,814	School board approved change orders at 5.68%.
6	Evergreen Hts. Elementary Modernization	Modernization	D/B/B	May 2014	May 2014	Aug. 2014	Aug. 2014	$2,001,000	$2,178,510	School board approved change orders at 8.87%.
7	Lake View Elementary Improvements	Modernization	D/B/B	May 2013	May 2013	Aug. 2013	Sept. 2013	$1,938,500	$2,184,486	School board approved change orders at 12.69%.
8	Phase 2 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	Dec. 2012	Dec. 2012	Dec. 2014	Jan. 2015	$1,650,973	$1,800,392	School board approved change orders at 9.05%.
9	Gildo Rey Elementary Improvements	Modernization	D/B/B	May 2012	May 2012	Aug. 2012	Aug. 2012	$1,777,500	$1,881,226	School board approved change orders at 5.84%.
10	Pool & Stadium Improvements	Multi- Facility Modernization	D/B/B	May 2011	May 2011	Aug. 2011	Sept. 2011	$2,369,500	$2,572,526	School board approved change orders at 8.57%.
11	Hazelwood Elem. & Rainier MS Modernization	Modernization	D/B/B	April 2011	April 2011	Aug. 2011	Sept. 2011	$1,796,800	$1,965,080	School board approved change orders at 9.37%.
12	Phase 1 Energy Improvements	Multi-Facility Energy Conservation Modernization	ESCO	April 2011	Nov. 2010	Sept. 2011	Sept. 2011	$2,235,268	$2,235,268	No difference.
13	Athletic Field & Track Improvements	Multi- Facility Modernization	D/B/B	April 2010	April 2010	Aug. 2010	Aug. 2010	$1,458,638	$1,368,388	School board approved change orders at - 6.19%.

Attachment B – Preliminary Concepts, Sketches, or Plans Depicting the Project

Figure 1 – Existing Olympic Middle School Neighborhood Aerial

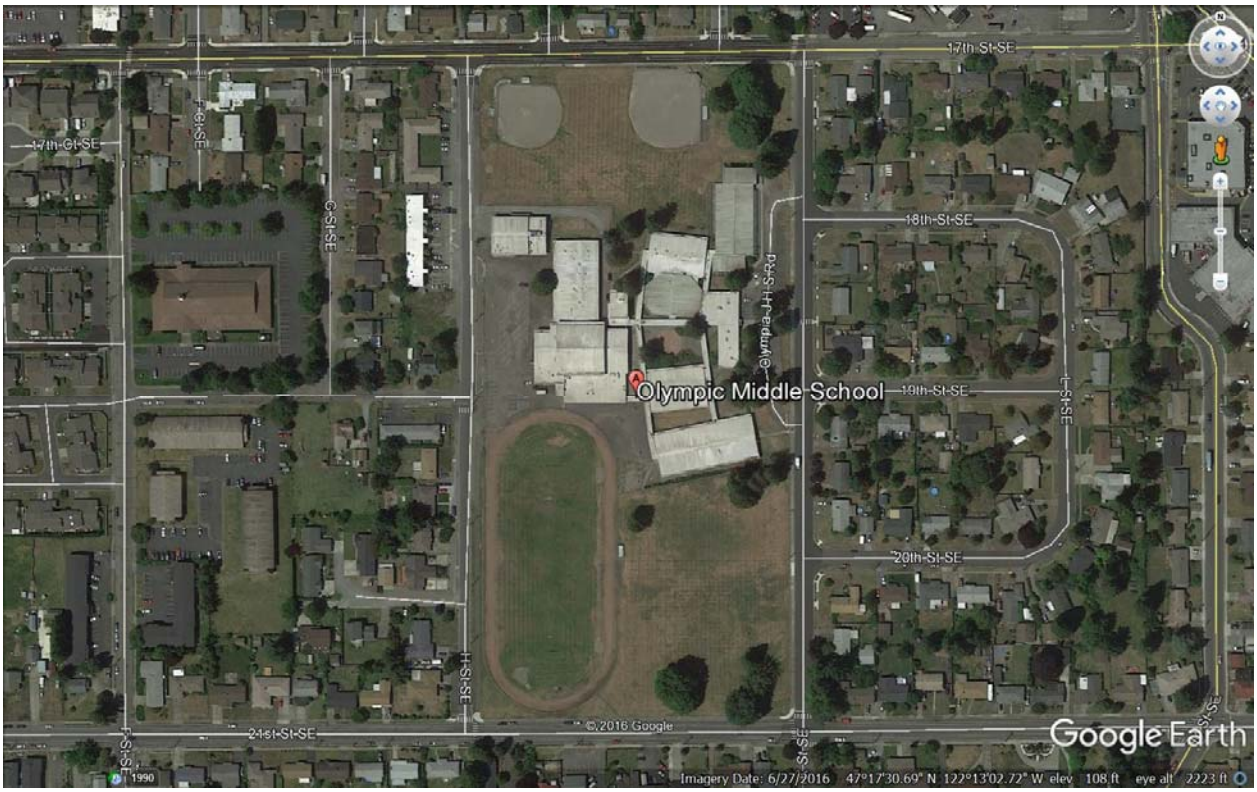


Figure 2 – Existing Olympic Middle School Site Aerial

Figure 3 – Olympic Middle School Construction Phasing Plan

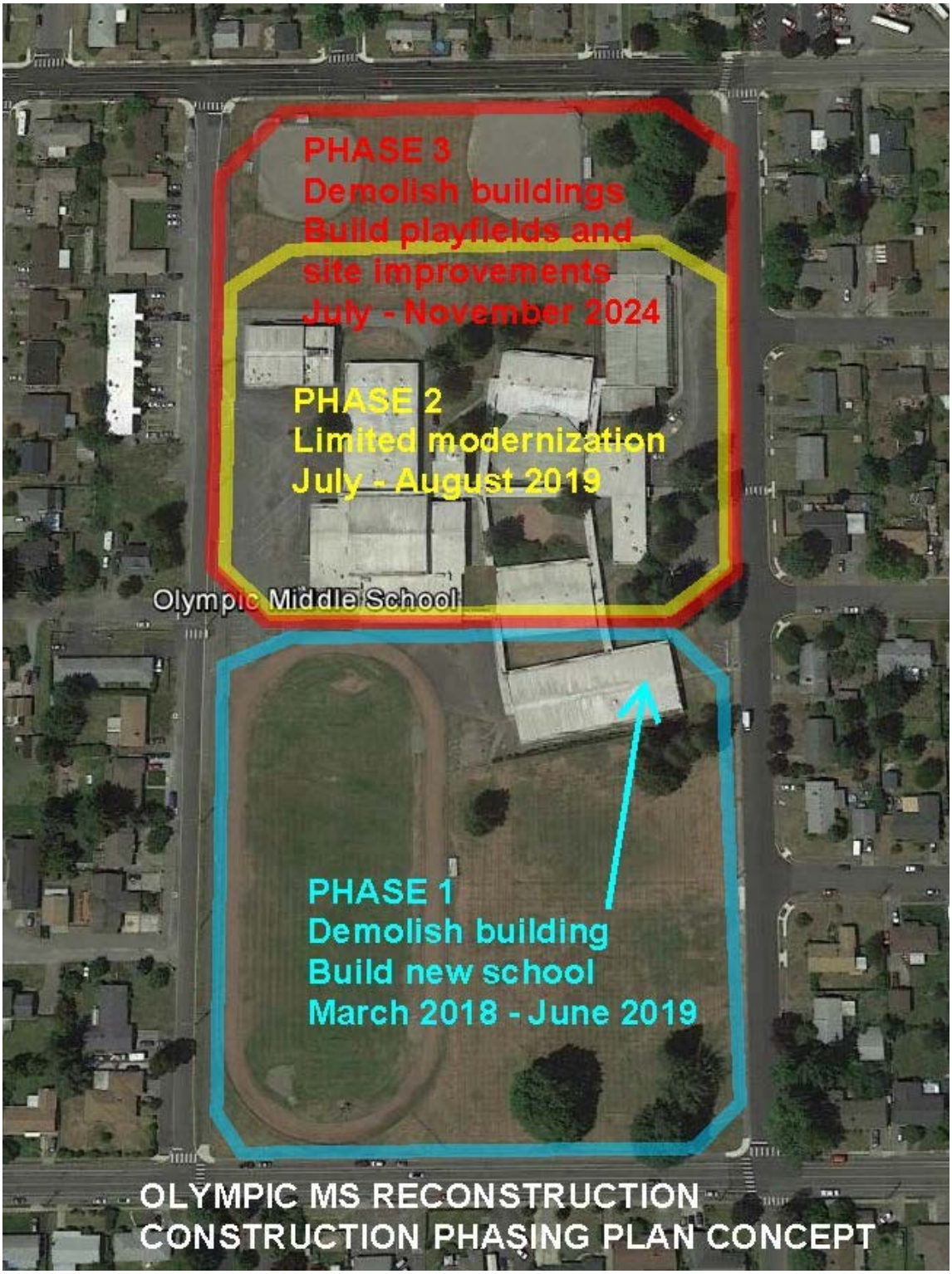


Figure 4 - Conceptual Olympic Middle School Site Diagram