



EDMONDS SCHOOL DISTRICT

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Nick J. Brossoit, Ed. D.
Superintendent

Includes Brier, Edmonds, Lynnwood, Mountlake Terrace, and Woodway

July 22, 2014

Project Review Committee
c/o Robyn Hofstad, Administrative Support
Enterprise Services, Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

SUBJECT: Edmonds School District #15 Application for GC/CM Agency Certification

Dear Members of the Committee,

I am writing to provide both commitment and reassurance concerning the Edmonds School District's application for agency certification for GC/CM project delivery for our 2014 Construction Bond program. The commitment is that the School Board and I will provide the resources and oversight to ensure that the GC/CM delivery method is applied in accord with RCW 39.10 and all other relevant statutes and industry standards. The reassurance is that I am enthusiastic about GC/CM, and I know from ten years of working with them that the Capital Projects personnel in our District have the experience and expertise to conduct GC/CM projects successfully.

The District's voters approved our 2014 Bond measure at the 63% level. Our long record of delivering outstanding projects on time and within budget was a principal factor in this vote of confidence. Now we have to deliver again on this promise. The School Board is acutely aware that these are high visibility projects, and they take their oversight responsibility seriously. They are enthusiastic about the opportunities that GC/CM offers, especially given what it provided for our Meadowdale MS project. You can be confident that they and I will be vigilant in monitoring the GC/CM process.

I can assure you from direct experience that Edward Peters is a first class manager, and, as such, he hires first class people. For Meadowdale Middle School, he and his staff worked tirelessly to use GC/CM to produce maximum benefits for our community. You can be confident that they will manage the GC/CM process much more than competently.

I'm happy to discuss this matter further with any of you. Thank you for your time and attention to this matter.

Sincerely,

Nick Brossoit, Ed. D.
Superintendent

cc: School Board

• OUR MISSION •

To ADVOCATE for all students by PROVIDING a learning environment which EMPOWERS students, staff and the community to MAXIMIZE their personal, creative and academic potential in order to BECOME lifelong learners and responsible world citizens.

Edmonds School District Response

Project Review Committee questions RE: Agency GC/CM Certification
July 22, 2014

- 1. Please come prepared to discuss in more detail Nick, Taine, and Matt's involvement in your previous GC/CM projects. Who was your Design and Construction Manager for Meadowdale Middle School?**

Edward Peters managed all phases of the Meadowdale Middle School GC/CM Project and led all GC/CM aspects of the project. He established the budget, scope and schedule, and chaired the project Steering Committee. For particular phases, different individuals assisted him by providing day to day project management.

From initiation of the Meadowdale MS GC/CM project through mid-Design Development, Edward Peters was the sole day-to-day project manager. He developed and implemented the GC/CM selection process, including drafting the RFQ and RFP, and leading in some depth the development of the GC/CM contract documents, including the cost responsibility matrix. He wrote and presented the GC/CM selection recommendation to the School Board. He led the pre-construction phase services effort, including negotiation of the pre-construction scope and the complete GC/CM contract with the GC/CM. He negotiated the GMP with the GC/CM and oversaw the Cost-of-the Work audit at Final Completion. He managed the early site-work and early demolition phase of construction, with help from Nick Chou. Debra Born assisted Edward by creating the first draft of the original cost responsibility matrix, reviewing selection and contract documents and participating in the GC/CM selection. However, she was full-time on-site at Lynnwood High School during this period, managing construction and occupancy. In addition to GC/CM management, Edward Peters handled all non-GC/CM project manager duties during these early phases, including selection and management of the architect, geo-tech, surveyor and other consultants, facilitation of the user-group Design Review Committee and other community input, management of SEPA, land use and building permits, and all other aspects of the project.

Debra Born assumed day-to-day responsibilities for Meadowdale towards the middle/end of Design Development and managed the project through Construction and Occupancy. She was full-time on-site during construction and had an office in the construction trailer. She conducted daily site inspections and processed pay requests, RFIs, CCDs and other items. She managed the entire move-in and furniture selection, procurement and installation processes. Edward Peters remained active during these phases. He attended the weekly job-site meetings, reviewed and approved all payment and change requests, and met monthly with the other project principals (Architect and GC/CM) to resolve issues.

Nick Chou was responsible for the day-to-day management of the commissioning and close-out phases of Meadowdale. He coordinated the activities of the District's commissioning agent with the Design team, the GC/CM and District Maintenance. Matt Finch, then a Construction Coordinator, assisted Nick Chou with these matters. Nick also collaborated with Debra Born on resolving punch-list items. Edward Peters remained active during these phases. He led the effort to design, construct and commission a major revision to the classroom ventilation system. He managed resolution of outstanding contract issues with the GC/CM and final audit and payment.

Taine Wilton was not an employee of the School District during the Meadowdale Middle School Project. She is the sole day to day project manager for all phases of the District's Alderwood Middle School GC/CM project. Taine participated in GC/CM RFQ and RFP documents formulation, and GC/CM selection activities as part of her project manager duties. For Alderwood Nick Chou and Matt Finch participated in GC/CM selection activities and development of the cost responsibility matrix and GC/CM contract.

References

Chris Toher, Skanska Corporate Executive for Meadowdale MS – (206) 726-8000
Dan Curtiss, Skanska Project Manager for Meadowdale MS – (206) 714-5660
John Riedel, Skanska Project Manager for Meadowdale MS – (206) 726-8000
Brian Carter, Integrus Architecture Principal-In-Charge for Meadowdale MS, (206) 628-3137

- 2. *Has Nick Chou competed the AGC GC/CM training course? The application states he will take the course in February 2014. Please clarify.***

Please excuse our typo. Nick Chou has not yet taken the AGC/GC/CM class because the June 2014 session conflicted with the first day on-site for the contractors on three of his projects. He will attend the next available AGC/GCCM class, which we understand will occur in February 2015. He has attended GC/CM seminars conducted by CEFPI and Perkins Coie. In September of 2014 he, along with Matt Finch and Devone Miles will attend a special GC/CM seminar that Perkins Coie and Hainline Associates are conducting for the entire Edmonds School District Capital Projects Office.

- 3. *Clarify when Taine Wilton will complete the AGC GC/CM training course? The application states she will complete it in February but no year was given.***

Please excuse our typo. Taine Wilton will attend the next available AGC/GC/CM class, which we understand will occur in February 2015. She attended the first day of the June class, but missed the second day because it conflicted with the funeral of an immediate family member. She has attended GC/CM seminars conducted by CEFPI and Perkins Coie. In September of 2014 she will attend a special GC/CM seminar that Perkins Coie and Hainline Associates are conducting for the entire Edmonds School District Capital Projects Office.

- 4. *Has the District retained the services of its GC/CM consultant, Hainline & Associates? If so, what is the duration of the services?***

Hainline and Associates has been providing construction consulting services to the Edmonds School District for more than 15 years, and provided GC/CM consulting services for Meadowdale Middle School. Hainline's services during the Meadowdale GC/CM project involved 1) assistance during the GC/CM procurement process by assisting the team in developing of the RFQ/RFP documents, the contract and participation in contractor submittal and interview evaluation, 2) participation in early project cost and scoping meetings, 3) schedule review during construction and 4) miscellaneous Owner consultation. Currently we have a contract with Hainline and Associates to provide similar GC/CM consulting services for the Alderwood Middle School Replacement project. This contract will extend to the end of that project. Upon approval of agency status, we will make similar arrangements for the upcoming GC/CM projects.

- 5. *Based upon the potential GC/CM projects schedules; confirm when the GC/CM will be procured relative to the design schedules.]***

For all of the potential GC/CM projects in the future, we plan to procure GC/CM services in early to mid-Schematic Design. Please see attached summary schedule in appendix.

For example, our current plan is to select GC/CM contractors according to the following schedule:

Alderwood Middle School – July 2014, prior to the start of Schematic design. This selection is in pre-construction fee negotiation and virtually complete.

Maintenance, Transportation & Warehouse — August 2014, during Schematic Design.

Lynndale Elementary —September 2014, prior to the start of Schematic design.

6. *Matt Finch and Nick Chou have not completed a GC/CM project as the PM from the start of predesign to closeout based upon information given in the application. What management oversight processes will the district use to assist them in the GC/CM procurement and subsequent project negotiations?*

Edward Peters will provide direct management oversight to Nick Chou, Matt Finch and Taine Wilton to assist them in the GC/CM procurement, subsequent project negotiations and all other phases of the projects. He will lead the GC/CM selection, contract development and contract negotiation activities. He will participate in the pre-construction services phase on a regular basis, attending all formal design review and cost reconciliation review meetings. He will be responsible for final negotiation of the Guaranteed Maximum Price and its recommendation/ presentation to the School Board. During Construction, he will attend the weekly jobsite meetings, review and approve all payment and change requests, and meet monthly with the other project principals (Architect and GC/CM) to resolve issues.

Unlike the Meadowdale Middle School GC/CM project, all of the 2014 Construction Bond projects have a single day-to-day project manager assigned from start to finish. This continuity gives the project manager a better understanding of project issues and an enhanced ability to work directly with the GC/CM to resolve them. This approach also gives Edward Peters the time to provide necessary support on all the projects. In addition, Hainline & Associates staff will provide support with RFQ/RFP and contract review, contractor procurement, cost and schedule review and direct advice when needed.

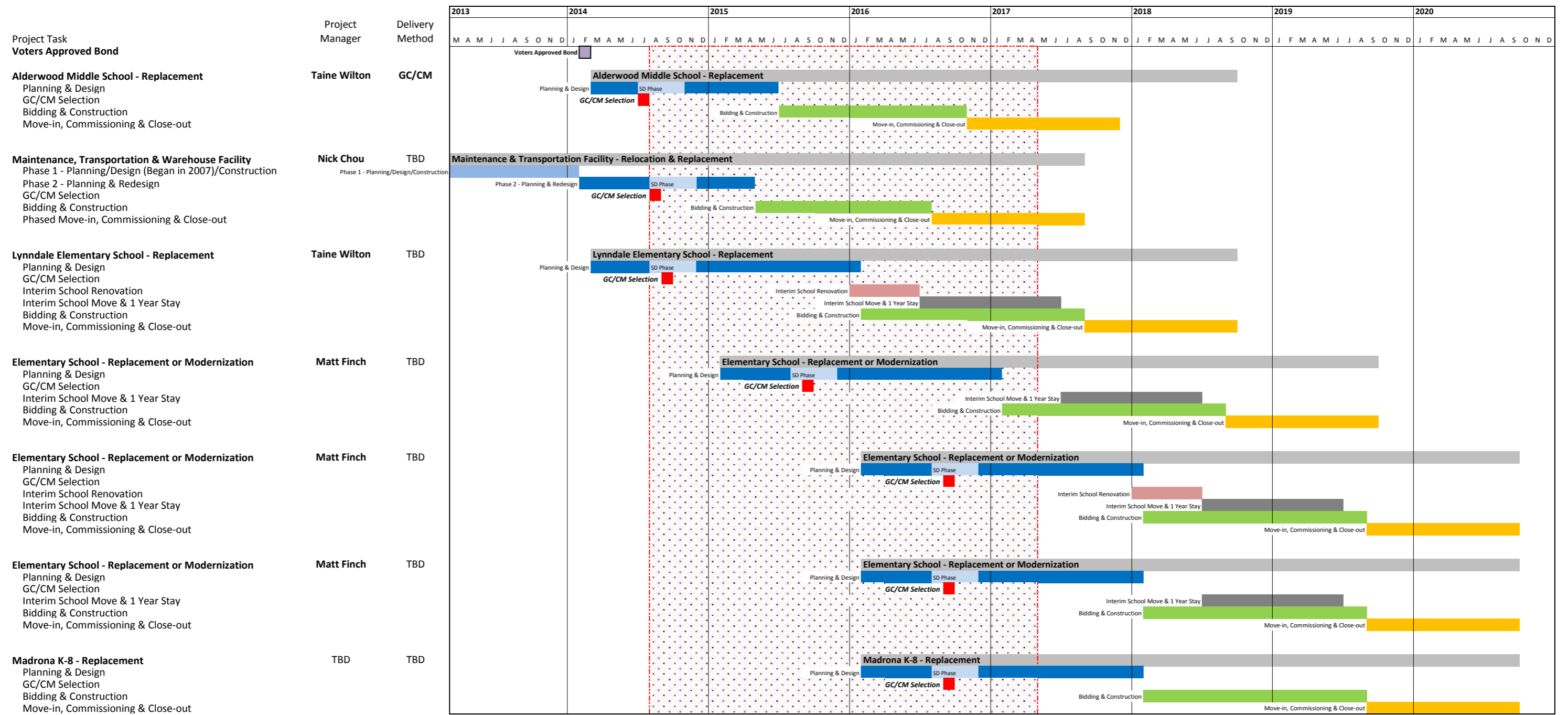
All District Capital Projects Office staff are co-located at District headquarters and meet regularly for staff meetings, informal in-house training and sharing of lessons learned. For example, all CPO staff have already participated in the development of the GC/CM contract and GC/CM selection for Alderwood Middle School.

Stewart Mhyre, Executive Director for Business and Operations, has oversight responsibility for the District's Capital Projects Office. He is a member of the Steering Committee for each project. Under any circumstance he would monitor the status of all capital projects in terms of scope, budget, schedule, legal compliance, etc. He was a member of the GC/CM interview selection committee for the Alderwood MS and participated in the final ranking of firms. In addition, he is particularly interested in the GC/CM project delivery model, and, as his schedule allows, he will participate in both project and GC/CM training activities. Mr. Mhyre meets weekly with the Superintendent, Nick Brossoit, who also has a special interest in the GC/CM process. Mr. Mhyre reports monthly to the School Board at their regular business meeting. The School Board also has expressed a special interest in the GC/CM process. CPO staff will continue to provide ongoing orientation and updates on the GC/CM process to the Superintendent and School Board.

Appendices

Master Schedule of Potential Edmonds SD GC/CM Projects

Edmonds SD Matrix of CPO Roles and Responsibilities



GC/CM Public Body Certification Period

Edmonds School District No. 15

2014 Bond Program

Roles and Responsibilities

Project Role	Meadowdale MS	Alderwood MS	MTW	Lynndale	3 El Mods/Rplcs
ESD Project Director	Edward Peters	Edward Peters	Edward Peters	Edward Peters	Edward Peters
ESD Project Manager - Planning through mid-Design Development	Edward Peters	Taine Wilton	Nick Chou	Taine Wilton	Matt Finch
ESD Project Manager - Mid-Design Development through Construction and Occupancy	Debra Born (subsequently moved to California)	Taine Wilton	Nick Chou	Taine Wilton	Matt Finch
ESD Project Manager - Design Standards, Move-in and Commissioning	Nick Chou	Taine Wilton	Nick Chou	Taine Wilton	Matt Finch
ESD Design Standards, Move-in and Commissioning Support	Matt Finch	Construction Project Coordinator	Construction Project Coordinator	Construction Project Coordinator	Construction Project Coordinator
ESD Office Support	Devone Miles	Devone Miles	Devone Miles	Devone Miles	Devone Miles
Hainline GC/CM Consultant Advisor	Charles Hartung	Charles Hartung	Charles Hartung	Charles Hartung	Charles Hartung
Perkins Coie Legal Counsel	Richard Prentke	Richard Prentke	Richard Prentke	Richard Prentke	Richard Prentke
GCCM Class with Perkins Coie, et al			Nick Chou/Devone Miles/Ed Peters 9/2014	Taine Wilton/ Devone Miles/ Ed Peters 9/2014	Matt Finch/ Devone Miles/ Ed Peters 9/2014
GCCM Class with AGC		Edward Peters 6/2014 Taine Wilton (Day 1)	Nick Chou/Devone Miles 2/2015	Taine Wilton 2/2015	Matt Finch 6/2014