

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)  
Alternative Contracting Procedure*

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

**Identification of Applicant**

- (a) Legal name of Public Body (your organization): [Federal Way School District No. 210](#)
- (b) Address: [33330 8th Avenue South, Federal Way, WA 98003](#)
- (c) Contact Person Name: [Casey Moore](#) Title: [Capital Projects Director](#)
- (d) Phone Number: [\(253\) 945.5935](#) E-mail: [cmoore@fwps.org](mailto:cmoore@fwps.org)

**1. Brief Description of Proposed Project**

- a) Name of Project: [Star Lake Elementary and Totem Middle Schools Replacement](#)
- b) County of Project Location: [King](#)

Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Federal Way School District plans to replace an elementary school and a middle school co-located on the same site. The schools are Star Lake Elementary School and Totem Middle School. Both schools are being planned by McGranahan Architects. The intention is to hire one GC/CM firm to contract both schools since they will have a common architect, possible shared program spaces, phased schedule and similar design. These schools will be constructed in phases on their current sites while each school is occupied.

Star Lake school is planned to be approximately 55,000 square feet and house approximately 600 students and 90 faculty and support staff. Totem Middle School is planned to be approximately 100,000 square feet and house approximately 800 students and 100 faculty and support staff. The current schools will be demolished after the new facilities are completed. All projects are on a tight schedule and budget.

The District is exploring efficiencies of shared commons spaces between the two schools. A GC/CM would be instrumental in studying these options regarding constructability, cost efficiency and safety while occupied.

**2. Projected Total Cost for the Project: \$ 107 million (2 schools)**

**A. Project Budget**

***Star Lake Elementary School***

Costs for Professional Services (A/E, Legal etc.)	\$ 3.3 million
Estimated project construction costs (including construction contingencies):	\$ 28.4 million
Equipment and furnishing costs	\$ 1.7 million
Off-site costs	\$ incl. constr.
Contract administration costs (Owner, CM etc)	\$ 1.3 million
Contingencies (design & owner)	\$ 1.5 million
Other related project costs (permits, curriculum, environmental)	\$ 1.1 million
Sales Tax	<u>\$ 2.8 million</u>
<b>Total</b>	<b>\$ 40.1 million</b>

**Totem Middle School**

Costs for Professional Services (A/E, Legal etc.)	\$ 5.7 million
Estimated project construction costs (including construction contingencies):	\$ 47.8 million
Equipment and furnishing costs	\$ 3.1 million
Off-site costs	\$ incl. constr.
Contract administration costs (Owner, CM etc)	\$ 2.2 million
Contingencies (design & owner)	\$ 2.6 million
Other related project costs (permits, curriculum, environmental)	\$ 2.0 million
Sales Tax	\$ 3.5 million
<b>Total</b>	<b>\$ 66.9 million</b>

**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 projects are fully funded through the Federal Way Public Schools 2017 Bond, approved by voters in November 2017.

**3. Anticipated Project Design and Construction Schedule**

Please provide:

The anticipated project design and construction schedule, including:

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

**Combined Schedule**

<b>Task</b>	<b>Start</b>	<b>Completion</b>
Prime Consultant Procurement (CM)	Completed	-
Design Procurement (AE)	Completed	-
Programming	January 2018	September 2018
Schematic Design	August 2018	January 2019
GCCM Procurement	August 2018	September 2018
Design Development	January 2019	April 2019
Construction Documents	April 2019	September 2019
Permitting - Construction	July 2019	January 2020
GCCM Pre-Construction	September 2018	September 2019
Bidding	September 2019	March 2020
Primary Construction	March 2020	August 2022
Owner Move-in / FFE (Totem)	August 2021	August 2021
Demolition Totem	September 2021	October 2021
Owner Move-in / FFE (Star Lake)	August 2022	August 2022
School Starts (Totem)	September 2021	
School Starts (Star Lake)	September 2022	

Demolition Star Lake	September 2022	October 2022
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#### 4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

The GC/CM method is appropriate for Star Lake Elementary and Totem Middle Schools for the following reasons:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  - The Project Schedule proposed is very aggressive in efforts to alleviate overcrowding issue within the district. Star Lake and Totem are targeted to be completed in an approximately 18-month construction duration, potentially with multiple phases. A GC/CM will be able to identify risks and prepare for these complexities early.
  - At this time, it is the district's plan to maintain school operation at Star Lake and Totem while construction occurs. The occupied site creates several complex challenges with project phasing, site access, construction storage and delivery, but most important school safety. Coordinating safe access and operation for scholars, staff and parents will be a focus of the GC/CM. The GC/CM will be able to help the district prepare and weigh the critical decision of an occupied construction site.
  - The project concept is to share some common spaces between the Star Lake and Totem which will require significant coordination and phasing between the building and occupancy of the spaces.
  - There will be complex permitting issues as there generally are with urban neighborhood schools due to competing neighborhood interests, on-going traffic issues associated with a now more-dense zoning ordinance that have promoted more traffic within neighborhood streets that weren't originally designed to handle this current capacity. The GC/CM will help evaluate these complexities.
  - As all facility vehicle traffic is on-site, we anticipate there will be off site measures to help mitigate traffic congestion and the GC/CM will help coordinate and maintain traffic mitigation measures.
  - Potential volatile escalation period over the next several years, could be helped with strategic bid phasing.
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?
 

*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.*

  - An occupied site requires detailed phasing plans and site coordination to enable ongoing education and promote safety of children, staff and parents. This combined site with two operating facilities adds even greater complexity with the scheduling and coordinating of the work. Additionally, this site is located in a residential neighborhood which is in close proximity to neighbors. This will require careful coordination with the school and community to manage deliveries but again more importantly the smooth operation of the schools and safety for children.
  - There is a limited laydown and staging space, which will require close coordination with the school.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
  - GC/CM involvement during the design phase is critical. Early involvement is critical to complete a thorough investigation of site conditions, which conditions will influence the design.
  - The District is exploring efficiencies of shared commons spaces between the two schools. A GC/CM would be instrumental in studying these options regarding constructability, cost efficiency and safety while occupied.
  - As these schools will be designed concurrently and the option to bid as one project, the GC/CM will provide guidance on repetitive building systems and bid packaging to maximize cost efficiency.
  - Due to a tight budget, having a GC/CM throughout the design phase will provide accurate and detailed cost information as the design progresses. The GC/CM will also provide input into the products and materials used to optimize the return on investment.
  - Potential volatile escalation period over the next several years. With this in mind, in a traditional design-bid-build scenario the lowest responsive and responsible bids may exceed allocated funds. Having a qualified GC/CM on board will provide accurate cost estimates throughout the duration of design. With a qualified team working with Owner, together they will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all commitments made to the local community.
  
- If the project encompasses a complex or technical work environment, what is this environment?
  - An occupied site requires detailed phasing plans to enable ongoing education and promote safety of children, staff and parents. This combined site with two operating facilities adds even greater complexity with the scheduling and coordinating of the work. Additionally, this site is located in a residential neighborhood which is in close proximity to neighbors. This will require careful coordination with the community. The close proximity of the surrounding residences will require GC/CM outreach to minimize impacts.
  
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
  - Not applicable to this project
  
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?
  - Not applicable to this project

## 5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
  - Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of this project including experience with projects of this nature, strategic construction schedule planning, coordination on tight urban site, storm drainage and temporary erosion and sediment control and successful residential neighborhood relations.
  - Contractor relationships with Owner, CM and Architect are built on teamwork;

- The GC/CM acts as an advocate of the Owner rather than not;
  - Through pre-construction the GC/CM will understand the work long before bidding;
  - The GC/CM will participate in setting schedule and packaging of the two projects as one, to fit the marketplace and realistically set expectations before work is bought, in order to successfully deliver on value;
  - Open book cost accounting of the work brings transparency to actual value of work to be constructed;
  - GC/CM participates and owns pre-construction cost estimating;
  - GC/CM participates actively in an on-going constructability reviews throughout the design process, resulting in cost-effective and value-based solutions which the Architect welcomes;
  - Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of quality assurance and timely completion;
  - GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum level;
  - Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly claims litigation diminish greatly;
  - Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.
  - Packaging two projects together will promote efficiency and cost savings.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
    - Constructability and error / omission issues are often not raised by the Contractor until after bidding;
    - Changes made during construction are costlier than changes made prior to bidding;
    - In a DBB situation, contractors have little time to consider items associated with an occupied site and how that might impact the project.
  - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
    - Not applicable to this project

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.  
FWPS has a successful history over the last two decades of building and modernizing schools and support facilities. This will be the School District's third request to use the GC/CM alternative delivery method therefore FWPS has retained construction management firm of CBRE/Heery which has considerable K-12 GC/CM management experience. McGranahan Architects have also participated in numerous GC/CM projects many other local school districts.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*  
**See Exhibit A – Project Organization Chart**
- Staff and consultant short biographies (*not complete résumés*).
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the

proposed project. (See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)

**Casey Moore, Capital Project Director, FWPS:**

Mr. Moore with over 30 years of experience in the building industry with his education and experience in Construction, Architecture and Business, and brings a broad range of very relevant and continuously successful experience.

Mr. Moore has worked with a large commercial contractor managing projects in the Puget Sound area totaling over on quarter billion in current dollars including 26 story Arbor Place mixed use/condominium project down town Seattle, Boeing Flight Test and Delivery Building, and Newport towers office building in Bellevue.

A licensed Architect in the State of Washington for over 20 years, designing and managing a broad array of projects for over 25 years, ranging from Military, Commercial, Residential, Higher Ed, and K-12. He has been the primary Architect/Project manager of over 20 K-12 projects in Washington State managing all aspects of the projects totaling over one-half billion in current dollars.

Mr. Moore has served as the Owners representative for the State Department of Social and Health Services as a Capital Projects Manager for some their largest facilities including the 200 acre Secure Commitment Center on McNeil Island, 85 acre Fircrest RHC, and 22 acre Yakima RHC, and multiple Juvenile offender facilities. In this role he was responsible for identifying and developing the project scopes for the facilities, developing and presenting biennial and supplemental budget funding requests for the projects, and managing all aspects of delivery of the projects utilizing numerous State recognized delivery methods as managed through the Department of Enterprise Services.

Mr. Moore served as the Director of School Facilities for the Office of the Superintendent of Public Instruction during the transition from the most recent outgoing and incoming administration, responsible for administering \$800+ million dollars in various State School Assistance Grant programs, and presenting a Capital Budget for the 2017-19 biennia ranging from \$1.2 to \$4.5 billion.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Auburn HS Aquatic Center and Stadium	\$2.5M	Project Manager	2012
Beacon Elementary School	\$6.4M	Project Manager	2011
Simpson Intermediate School	\$10.4M	Project Manager	2010
Garfield High School *	\$102.8	Architect	2008
Pioneer Elementary School	\$5.5M	Project Manager	2007
Olympic Interim School	\$9.M	Project Manager	2005
Mt. Rainier High School	\$30M	Project Manager	2004

\* = GC/CM Projects

**Sally McLean, Chief Finance and Operations Officer:**

Sally D. McLean has worked in Washington State public schools for over 30 years, with the last 17 years in the Federal Way Public School District as the Chief Finance & Operations Officer. Sally D. McLean has overseen the financing and managing of funds for the 2007 bond which provided \$149M and supported the rebuilding of four elementary schools (Lakeland, Panther Lake, Sunnycrest & Valhalla), Lakota Middle School and the construction of the Support Service Center (Maintenance &

Transportation) and a new Central Kitchen. With the exception of Sunnycrest Elementary, all of the school projects were completed with students on site. Additionally, all of these projects were completed within the allocated budgets and time frames. Most recently, Sally has assisted with the multi-phase construction project for Federal Way High School, which was funded by the voters with a \$60M six-year levy.

**Robert Evans, Senior Project Manager:**

Robert has 30 years in construction industry including planning, program management, project management, and construction management serving as Project Manager on Seattle Public Schools, Lake Washington School District and Cleveland Municipal School District (Ohio) projects. Robert Evans was responsible for permitting and community engagement as well as construction management. Robert Evans has managed major capital programs which included DBB, D-B, DBO, DBFO, GCCM, multi-prime delivery approach. He has been on Federal Way Public Schools conducting planning and programming activities since March 2018.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Thornton Creek ES	\$43.0M	Project Manager	2016
Carl Sandburg ES	\$32.0M	Project Manager	2013
Redmond HS Addition	\$16.0M	Project Manager (Design)	2012
Denny MS*	\$42M	Project Manager	2011
Chief Sealth HS*	\$86M	Project Manager	2010
Westside Relief HS	\$85M	Project Manager (Design)	2003
East High School Gym	\$16M	Project Manager	2003

\* = GC/CM Projects

**Greg Brown, AIA, Program Manager, CBRE/Heery**

Mr. Brown and CBRE/Heery were selected by the Federal Way School District to serve as the overall program/project manager directly overseeing all aspects of the design and construction of their capital bond program. He and CBRE/Heery will lead the GC/CM selection process through design, construction and closeout. Mr. Brown has over 32 years of construction industry experience, and has spent the twelve years as the Director of Capital Projects and Planning for Spokane Public Schools (2003 -2015), the second largest district in the state of Washington. Mr. Brown has also led bond programs and/or managed projects for Bethel, Puyallup and Tacoma School Districts. His experience includes projects throughout the northwest, using a variety of delivery methods including GC/CM, and design-bid-build.

Mr. Brown led Spokane Public Schools as the first district in the state to receive GC/CM Public Agency approval. In his time at Spokane Public Schools, Mr. Brown worked on nine GC/CM projects and has extensive knowledge on GC/CM procurement, and the advantages that GC/CM has over traditional procurement methods.

**Representative Project Experience for Greg Brown (All Spokane Public Schools, unless noted otherwise)**

<b>Project</b>	<b>Project Value</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Northwood Middle School Replacement Mead School District *	\$40.0 M	Bond Program Manager	April 2015 to December 2017

Salk Middle School Replacement *	\$36.0 M	Director of Capital Projects	September 2014 to Present
Mullan Road Elementary Modernization *	\$16.0M	Director of Capital Projects	April 2013 to Present
North Central Commons Addition *	\$14.0M	Director of Capital Projects	September 2014 to Present
North Central STEM Classroom Addition *	\$15.0M	Director of Capital Projects	April 2013 to Present
NEWTECH Skills Center Addition *	\$13.0M	Director of Capital Projects	April 2014 to Present
Hutton Elementary Replacement *	\$24.0M	Director of Capital Projects	April 2014 to Present
Ferris High School *	\$97.7M	Director of Capital Projects	April 2010 to Present
Rogers High School *	\$64.5M	Director of Capital Projects	February 2005 to July 2009
Shadle Park High School *	\$74.0M	Director of Capital Projects	January 2006 to July 2010

\* = GC/CM Projects

**Steven Moore, Consultant Project Manager (Sr. Project Manager)**

Over 20 years of construction-related experience including General Contractor, planning, program management, project management, and construction management. Serving in the current role and firm, providing program and project management services for the past 18 years. Has worked with SPS as a senior project manager and/or construction manager for over 13 years on numerous large capital projects under Building Excellence Programs I, II and IV. Manages the planning, project feasibility, scheduling, budget, contract management, quality assurance, bid document development, construction management, claim resolution and assures project compliance with program guidelines.

Project	Value	Role / Tasks	Completion
Garfield High School *	\$102.8M	Project Manager	2008
Snohomish HS Set 3 & 4*	\$86.1M	Program Manager	2013
Loyal Heights*	\$43M	Project Manager (design)	2016
Lincoln High School*	\$101M	Project Manager	2019

\* = GC/CM Projects

**Nenad Curqus PSP, Consultant Scheduler (Senior Scheduler):**

Over 33 years of engineering and construction-related experience including CPM schedule review - baseline and monthly updates, project controls - monitor construction/billing progress, analysis of contractor claims for time and cost impacts. Has developed construction CPM scheduling requirements. Has worked with SPS as a senior scheduler for over 16 years on numerous large capital projects under Building Excellence Programs I, II, III and IV. Primary responsibilities: develop scheduling requirements, cash flow projections, scheduling, and claim resolution.

Project	Value	Role / Tasks	Completion
Roosevelt High School *	\$93.9M	Scheduler	2006
Nathan Hale HS PAC *	\$10.2M	Scheduler	2005



Cleveland High School *	68.3M	Scheduler	2007
Garfield High School *	\$102.8M	Scheduler	2007
Nathan Hale High School *	\$86.1M	Scheduler	2011
Denny / Sealth Phase II *	\$110.2M	Scheduler	2011
Denny / Sealth Phase III *	\$6.2M	Scheduler	2011
Snohomish HS Set 3 & 4*	\$86.1M	Scheduler	2013
Vashon Island HS*	\$45M	Scheduler	2014
Loyal Heights*	\$43M	Scheduler	2016
Lincoln High School*	\$101M	Scheduler	2019

\* = GC/CM Projects

### **McGranahan Architects**

Since 1980, McGranahan Architects has been an industry leader in the utilization of alternative project delivery methods, including GC/CM, design/build, and private sector “negotiated” design/construction contracts. McGranahan designed the first GC/CM projects for Pierce and Snohomish County, the first K-12 GC/CM demonstration project in Washington State (Mann Elementary, Lake Washington School District). They are intimate with the GC/CM process and experienced in all the issues associated with that process. They have learned significant lessons over the years that allow them to be a valuable advisor to their clients.

McGranahan’s GC/CM experience includes:

- Birney Elementary School, Tacoma Public Schools (\$27M)
- Grant Center for the Expressive Arts, Tacoma Public Schools (\$23M)
- Redmond Ridge Middle School, Lake Washington School District (\$52.5M)
- Olympic Hills Elementary School, Seattle Public Schools (\$29M)
- Lake Washington High School, Lake Washington School District (\$59.5M)
- Garfield Elementary School, Olympia School District (\$14M)
- Mann Elementary School, Lake Washington School District (\$8.8M)
- Pierce County Jail, Pierce County (\$39.9M)
- Denney Juvenile Justice Facility, Snohomish County (\$17.1M)
- University of Washington Tacoma Phase 2B Expansion (\$36.3M)

### **Michael F. McGavock, AIA, Principal in Charge**

Michael brings over 30 years of educational facility design to the project leadership. He maintains an active presence throughout the life of the design process and seeks to be a trusted resource to the Federal Way Public Schools team. He excels at overseeing multiple projects and brings both elementary school and secondary school design expertise to the team. Michael will be the primary point of contact for all projects.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
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Birney Elementary School, Tacoma Public Schools *	\$27M	P-I-C	2019
Grant Center for the Expressive Arts, Tacoma Public Schools *	\$23M	P-I-C	2019
Olympic Hills Elementary School, Seattle Public Schools *	\$29M	P-I-C	2017
Garfield Elementary School, Olympia School District *	\$14M	P-I-C	2015
Lake Washington High School, Lake Washington School District *	\$59.5M	Programming Principal	2008

**Kris J. Stamon, AIA, Project Manager**

Kris’s expertise lies in both the design and documentation of projects, and he is typically involved in all phases from programming through construction. He has extensive experience in the K-12 market having spent the majority of his career designing schools. Kris is a strong technical architect who works closely with the District, our in-house team, and our design consultants to ensure the quality of our construction documents.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Birney Elementary School, Tacoma Public Schools *	\$27M	Project Manager	2019
Grant Center for the Expressive Arts, Tacoma Public Schools *	\$23M	Project Manager	2019
Garfield Elementary School, Olympia School District *	\$14M	Project Architect	2015
Y Student Center, University of Washington Tacoma	\$27M	Project Manager	2015

**Graehm Wallace, Capital Legal Counsel, Partner, Perkins Coie LLP:**

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 public entities 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 has prepared GC/CM contracts for the Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Lake Stevens, Mead, Mount Vernon, Port Townsend, Shoreline, Spokane, Seattle, Tacoma, Tahoma, and Vancouver School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-one years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work.

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

**See Exhibit B – CBRE | Heery GC/CM Experience**

- 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.

CBRE | Heery has been contracted.

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

In addition to the in-house District staff assigned and available to this project, the District has retained CBRE/Heery as its consultant project construction manager (CM) to oversee and represent the District in implementation of this project. CBRE/Heery has completed the management of 18 significant public projects and one \$101M project currently in construction, in the Pacific Northwest region through GC/CM totaling approximately \$1.6 billion in project value. Of these, 7 were for Seattle Public Schools and the balance were for Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District. CBRE/Heery has demonstrated its ability to effectively manage GC/CM project for public clients to meet program, budget and schedule goals.

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

CBRE/Heery is contracted to the District to provide continuous owner representative on these projects programming through design, construction, and closeout. The services CBRE/Heery will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters with dedicated integration or coordination with District capital projects accounting system.

As described elsewhere in this application, CBRE/Heery brings to the District a significant record of successfully managing the delivery of major capital projects in the region, for private and public agencies particularly in the GC/CM delivery method. CBRE/Heery has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do the same here. CBRE/Heery has led the management, negotiation and coordination of GC/CM's MACC, GMP and contract agreements, subcontractor bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. CBRE/Heery has performed all of these functions for private and public agencies including; Seattle Public Schools, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District.

The FWPS utilizes a Bond Advisory Committee which meets regularly to review major issues and make recommendations to the District on such activities and decisions. This committee currently includes members with a variety of backgrounds.

The roles and responsibilities of the District, Architect and their consultants and the GC/CM will be established in a matrix of responsibilities that is published with the Request for Proposal and other GC/CM contract documents. Casey Moore, Capital Projects Director and CBRE/Heery will monitor the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project. Robert Evans, Senior Project Manager and CBRE | Heery Team Integrator will provide oversight (10% capacity) to the project team.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the

GC/CM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated after the 95% construction documents are in place, the GC/CM, Project Manager and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary. Combining the bidding of both Star Lake and Totem will require strategic procurement planning which the GC/CM can bring their expertise. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

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

CBRE/Heery will lead the procurement process in close coordination with District capital project staff and legal counsel, Perkins Coie LLP. The plan is to market this project to GC/CM firms and other who qualify, based on District and CBRE/Heery ties in the marketplace, and will also publicly advertise the solicitation.

The Capital Department also plans to hold a Town Hall meeting, publicly inviting local GC/CM talent, to listen and engage in an informational presentation. This will allow the district to engage with GC/CM to help structure the plan, gain input and improve the process.

The RFQ and RFP process is a 2-step process, the latter which involves interviews and submittal of sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include District Representatives, the Construction Manager (CBRE/Heery), legal counsel and external representatives from either the District Bond Advisor Committee, the industry or both.

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

The District will be utilizing Perkins Coie LLP guidance to generate standard GC/CM contract terms and language for its GC/CM agreements. CBRE/Heery has also developed standard GC/CM contract terms and language for GC/CM agreements used on other public agencies including school districts and county agencies and intends to tailor both sets of language and terms to best fit the specific needs of this project.

## **7. Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates

- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

[See Exhibit C – Agency’s Prior Construction Activity \(Update\)](#)

**8. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- 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.

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

[See Exhibit D, which illustrates the existing building and site. \(Update\)](#)

**9. Resolution of Audit Findings on Previous Public Works Projects**

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

[There are no audit findings on projects listed in Question 7 above.](#)

**CAUTION TO APPLICANTS**

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria to be approved.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit 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: Tommy Campbell

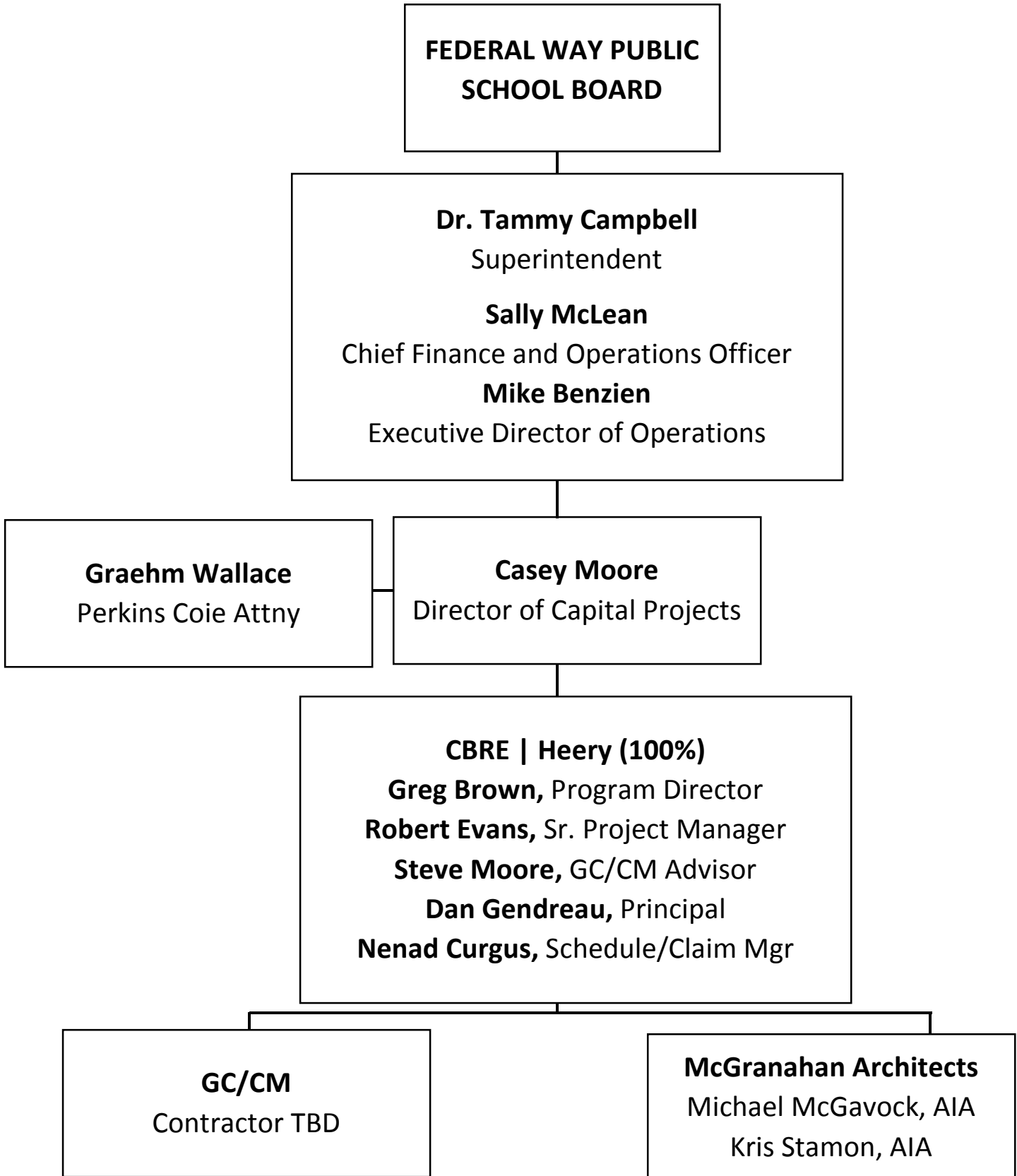
Name (please print): Tommy Campbell

Title: Superintendent

Date: 6/20/18

# EXHIBIT A

## Project Organization Chart



**EXHIBIT B: Question #6: Personnel Construction Experience Using Various Contracting Procedures**

Name	Title	Agency/Co	Project Name or Description	Description	Method	Cost	Role During Project Phases			Complete
							Planning	Design	Constr	
Casey Moore (FWPS)	Capital Projects Director	FWPS	Capital Projects Director							current
	Project Manager	BLRB	Responsible for management of numerous K-12 projects in the Pacific NW	Numerous projects of varying size	D/B/B	vary		PM	PM	2003-2012
	Design Architect	BLRB	Garfield High School	Modernization and Addition	GC/CM	\$102.8M		arch	arch	2008
	Project Manager	BCRA/Tsang	Responsible for management of numerous K-12 projects in the Pacific NW	Numerous projects of varying size	D/B/B	vary		PM	PM	1997-2003
Sally Mclean (FWPS)	Chief Finance and Operations Officer	FWPS	Chief Finance Officer during the completion of 200? Capital Bond. Successfully helped developer \$149M in capital improvements for FWPS	New Buildings (4ea ES & 1ea MS, support center)	D/B/B	\$149 M	Financial Oversight	Financial Oversight	Financial Oversight	2018
Robert Evans (CBRE   Heery) / Team Integrator	Senior Project Manager	CBRE   Heery	Thornton Creek Elementary School	New Elementary School	D/B/B	\$43M	PM	PM	PM	2016
	Senior Project Manager	CBRE   Heery	Carl Sandburg Elementary School	New Elementary School	D/B/B	\$32M	PM	PM	PM	2013
	Senior Project Manager	CBRE   Heery	Redmond High School Addition	Building Addition	D/B/B	\$16M			PM	2012
	Senior Project Manager	CBRE   Heery	Denny Middle School	New Middle School	GC/CM	\$42M	PM	PM	PM	2011
	Senior Project Manager	CBRE   Heery	Chief Sealth High School	Modernization and Addition	GC/CM	\$86M	PM	PM	PM	2010
	Senior Project Manager	CBRE   Heery	Westside Relief High School	New High School	D/B/B	\$85M	PM	PM		2003
	Senior Project Manager	CBRE   Heery	East High School Gym	Building Addition	D/B/B	\$16M			PM	2003
Greg Brown (CBRE   Heery)	Bond Program Manager	Mead SD	Northwood Middle School Replacement Mead School District	New Building	D-B-B	\$40M	Program Mgr	Program Mgr	Program Mgr	2015-2017
	Director of Capital Projects	Spokane PS	Salk Middle School Replacement	New Building	GC/CM	\$36M	Director	Director	Director	2014-2017
	Director of Capital Projects	Spokane PS	Mullan Road Elementary Modernization	Building Modernization	GC/CM	\$16M	Director	Director	Director	2013-2017
	Director of Capital Projects	Spokane PS	North Central Commons Addition	Building Addition	GC/CM	\$14M	Director	Director	Director	2014-2017
	Director of Capital Projects	Spokane PS	North Central STEM Classroom Addition	Building Addition	GC/CM	\$15M	Director	Director	Director	2013-2017
	Director of Capital Projects	Spokane PS	NEWTECH Skills Center Addition	Building Addition	GC/CM	\$13M	Director	Director	Director	2014-2017
	Director of Capital Projects	Spokane PS	Hutton Elementary Replacement	New Building	GC/CM	\$24M	Director	Director	Director	2014-2017
	Director of Capital Projects	Spokane PS	Ferris High School	New Building	GC/CM	\$97.7M	Director	Director	Director	2010-2017
	Director of Capital Projects	Spokane PS	Rogers High School	New Building	GC/CM	\$64.5M	Director	Director	Director	2005-2009
	Director of Capital Projects	Spokane PS	Shadle Park High School	New Building	GC/CM	\$74M	Director	Director	Director	2006-2010
Steve Moore (CBRE   Heery)	Senior Project Manager	CBRE   Heery	Lincoln High School	Modernization and Addition	GC/CM	\$101.3M		PM	PM	2019
	Senior Project Manager	CBRE   Heery	Loyal Heights Elementary School (design)	Modernization and Addition	GC/CM	\$48M		PM	PM	2016
	Senior Project Manager / Program Mgr	CBRE   Heery	Snohomish Aquatic Center	New Building	D/B/B	\$26.8M	PM	PM	PM	2013
	Program Manager	CBRE   Heery	Snohomish High School Sets 3/4	Modernization and Addition	GC/CM	\$86.1M	PM	PM	PM	2013
	Senior Project Manager	CBRE   Heery	Garfield High School	Modernization and Addition	GC/CM	\$102.8M		PM	PM	2009
Nenad Curgus (CBRE   Heery)	Consultant Scheduler	CBRE   Heery	Roosevelt High School	Modernization and Addition	GC/CM	\$93.9M			Scheduler	2006
	Consultant Scheduler	CBRE   Heery	Nathan Hale HS PAC	New Building	GC/CM	\$10.2M			Scheduler	2005
	Consultant Scheduler	CBRE   Heery	Cleveland High School	Modernization and Addition	GC/CM	68.3M			Scheduler	2007
	Consultant Scheduler	CBRE   Heery	Garfield High School	Modernization and Addition	GC/CM	\$102.8M			Scheduler	2007
	Consultant Scheduler	CBRE   Heery	Nathan Hale High School	Modernization and Addition	GC/CM	\$86.1M			Scheduler	2011
	Consultant Scheduler	CBRE   Heery	Denny / Sealth Phase II	New Building	GC/CM	\$110.2M			Scheduler	2011
	Consultant Scheduler	CBRE   Heery	Denny / Sealth Phase III	Modernization and Addition	GC/CM	\$6.2M			Scheduler	2011
	Consultant Scheduler	CBRE   Heery	Snohomish HS Set 3 & 4	Modernization and Addition	GC/CM	\$86.1M			Scheduler	2013
	Consultant Scheduler	CBRE   Heery	Vashon Island HS	New Building	GC/CM	\$45M			Scheduler	2014
	Consultant Scheduler	CBRE   Heery	Loyal Heights	Modernization and Addition	GC/CM	\$43M			Scheduler	2016
	Consultant Scheduler	CBRE   Heery	Lincoln High School	Modernization and Addition	GC/CM	\$101M			Scheduler	2019
Michael F. McGavock	Architect	McGranahan	Birney Elementary School, Tacoma Public Schools * Grant Center for the Expressive Arts, Tacoma Public Schools *	Modernization and Addition	GC/CM	\$27M				2019
	Architect	McGranahan	Olympic Hills Elementary School, Seattle Public Schools *	Modernization and Addition	GC/CM	\$23M	PIC	PIC	PIC	2019
	Architect	McGranahan	Garfield Elementary School, Olympia School District *	Modernization and Addition	GC/CM	\$14M	PIC	PIC	PIC	2015
	Architect	McGranahan	Lake Washington High School, Lake Washington School District *	Programing	GC/CM	\$59.5M	PIC	PIC	PIC	2008
Kris J. Stamon	Architect	McGranahan	Birney Elementary School, Tacoma Public Schools *	Modernization and Addition	GC/CM	\$27M	Proj Arch	Proj Arch	Proj Arch	2019
	Architect	McGranahan	Grant Center for the Expressive Arts, Tacoma Public Schools *	Modernization and Addition	GC/CM	\$23M	Proj Arch	Proj Arch	Proj Arch	2019
	Architect	McGranahan	Garfield Elementary School, Olympia School District *	Modernization and Addition	GC/CM	\$14M	Proj Arch	Proj Arch	Proj Arch	2015
	Architect	McGranahan	Y Student Center, University of Washington Tacoma	Modernization and Addition	D/B/B	\$27M	Proj Arch	Proj Arch	Proj Arch	2015
Graehm Wallace	Legal Counsel	Perkins Coie	Legal Counsel							



## EXHIBIT C: CBRE | HEERY GC/CM Experience

Project Name	Description	Method	Complete	Cost
Lincoln High School	Modernization + New	GC/CM	2019	\$101.3M
Loyal Heights Elementary School	Modernization + New	GC/CM	2018	\$48M
Mullan Road Elementary	Renovation	GC/CM	2015	\$17M
NEWTECH Skill Center (Ph 1 & 2)	Addition	GC/CM	2015	\$9.3M
Ferris High School	New High School	GC/CM	2014	\$87M
North Central High School (Spokane SD)	Addition	GC/CM	2014	\$16M
Vashon Island High School	New High School	GC/CM	2014	\$42.5M
Alexander Graham Bell Elementary School	New	GC/CM	2013	\$32M
Snohomish High School Sets 3 & 4	Modernization + New	GC/CM	2013	\$65.5M
Denny Middle School / Chief Sealth HS P: 1 & 2	HS Modernization / MS New	GC/CM	2011	\$149M
Nathan Hale High School - Project 2	Major Modernization	GC/CM	2011	\$72.8 M
Shadle Park High School (Spokane SD)	Renovation	GC/CM	2011	\$50M
Garfield High School	Modernization + New	GC/CM	2008	\$102.8 M
John Rogers High School	Modernization	GC/CM	2008	\$50.5M
Aberdeen High School	New	GC/CM	2007	\$33M
Cleveland High School	Modernization + New	GC/CM	2007	\$68.3 M
Lincoln High School (Tacoma SD - CX)	Addition / Renovation	GC/CM	2006	\$24M
Roosevelt High School (SPS)	Modernization + New	GC/CM	2006	\$93.9 M
Nathan Hale High School - Auditorium	New Addition	GC/CM	2004	\$10 M

**EXHIBIT D: Question #7: Public Body Construction History**

Project	Scope	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
Federal Way High School	New Buildings	D-B-B	2014	2018	2014		\$71M		Construction in progress
Lakeland Elementary School	New Buildings	D-B-B	2010	2011	2010	2011	\$16M	\$16M	
Sunnycrest Elementary School	New Buildings	D-B-B	2010	2011	2010	2011	\$16M	\$16M	
Lakota Middle School	New Buildings	D-B-B	2009	2010	2009	2010	\$27M	\$27M	
Panther Lake Elementary School	New Buildings	D-B-B	2009	2010	2009	2010	\$18M	\$18M	
Valhalla Elementary School	New Buildings	D-B-B	2009	2010	2009	2010	\$17M	\$17M	

# Exhibit E

## Star Lake and Totem Middle School Project Site



Exhibit E  
Star Lake and Totem Middle School Project Site  
Project Feasibility

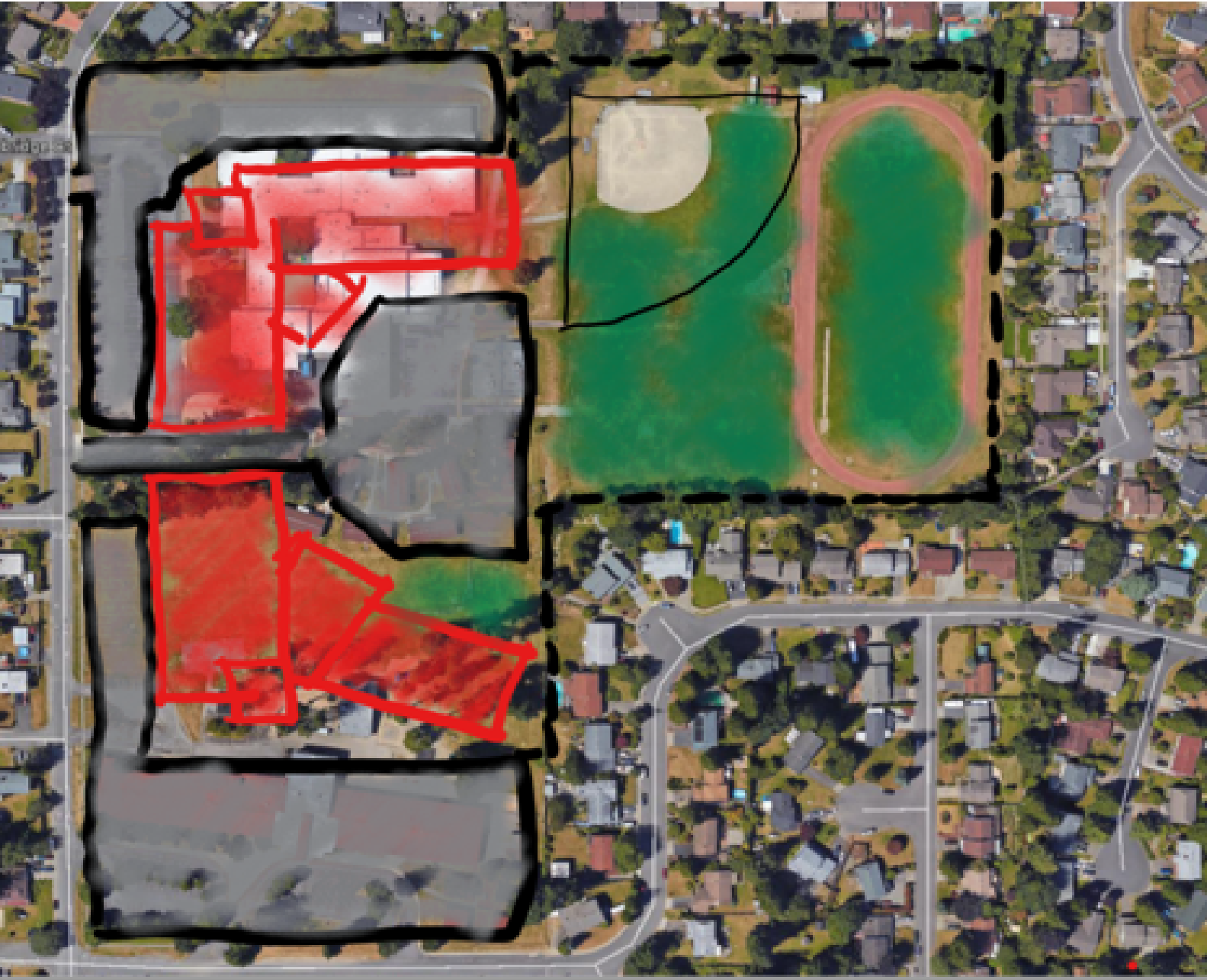


Exhibit E  
Star Lake and Totem Middle School Project Site  
Project Feasibility

