



SHORELINE SCHOOL DISTRICT NO. 412

Capital Projects Advisory Review Board (CPARB) Project Review Committee (PRC)
GC/CM Application

MAY 1, 2017

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1. IDENTIFICATION OF APPLICANT

- a. Legal Name of Public Body: Shoreline School District No. 412
- b. Address:

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Shoreline, WA 98155
- c. Contact Person Name: Marla Miller, Title: Deputy Superintendent
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2. BRIEF DESCRIPTION OF PROPOSED PROJECT

Shoreline School District (the District) is rapidly growing and overcrowding issues are an ongoing issue at District facilities. A recent demography study conducted by Dr. Les Kendrick predicts our student population will grow by nearly 1,500 students over the next 10 years. With Shoreline's elementary school facilities currently at 96.4 percent capacity, additional classroom space needs to be created to provide suitable learning environments for all Shoreline and Lake Forest Park students without overcrowding classrooms.

The District received bond approval by voters for a \$250 million capital improvements program on February 14, 2017, which is expected to qualify for 10 percent state school construction matching grants. The drivers of the bond program are:

- Alleviate elementary overcrowding and prepare for state-funded class size reductions that will increase the need for classrooms;
- Provide learning environments to support student achievement;
- Expand and enhance early learning opportunities; and
- Design new buildings to enhance school safety and security.

These projects funded by the bond will provide the District with the capacity and flexibility to meet the needs of our growing student community.

Projects to be completed as part of the bond program include:

- Constructing an Early Learning Center (ELC) at the Shoreline Children's Center site to house tuition-based preschool, Head Start and Early Childhood Education
- Rebuilding Einstein Middle School

- Rebuilding Kellogg Middle School
- Rebuilding Parkwood Elementary School

The ELC site is shared with Meridian Park Elementary and the varsity baseball and softball fields for Shorewood High School, and the project is the first of the major projects in the bond issue to begin design. *Due to the lack of available 'swing' space in the District, North City Elementary School (the facility slated to temporarily house the ELC) is available only until August, 2018 when it will be used to house elementary school students displaced by other construction projects.* Therefore, the ELC project will need to be completed on an accelerated schedule at an occupied site, making it an ideal candidate for GC/CM project delivery.

The District is proposing a two-phase construction project to build the new ELC. Phase 1 will consist of demolition of the existing Shoreline Children's Center, site clearing and grading, and construction of underground utilities and building foundations. The facility to be demolished includes approximately 28,000 square feet of preschool classrooms, a kitchen and cafeteria, gym, library, and support spaces connected by covered outdoor walkways. The buildings are single-story masonry and steel construction. Site demolition includes outdoor play areas with equipment to be removed or salvaged and demolition of two parking areas for approximately 100 vehicles. The building demolition will be preceded by hazardous material abatement. Phase 1 is scheduled to begin in September 2017.

Phase 2 will include all remaining above-grade construction and site work and is scheduled to be complete by the end of August 2018. The building will consist of one- or two-story construction to accommodate approximately 450 children, ages 3- to 5-years old and will include classrooms, specialized instruction space, food service, administrative, and building support space. The project will include covered outdoor play and outdoor learning environments. Additional site improvements will include parking for staff and visitors, parent drop-off area, and a separate bus loading area.

The Education Specifications and Schematic Design phase will be complete at the end of May 2017. Design Development will begin in early June followed by the Construction Documentation phase, scheduled to be complete by the end of October 2017. A phased permitting process with the City of Shoreline will begin in August 2017 for demolition, clearing and grading, and foundations and underground utilities. Permitting for the above-grade construction will begin in September for construction to begin in January 2018.

Currently, North City Elementary is being renovated, and upon completion, will act as a transition school for the Early Learning Center and Parkwood Elementary while they are under construction.

The four projects within the bond program are independent and are being managed as an integrated program. While final phasing has yet to be determined, based on the current condition of the facilities and the efficient and cost-effective use of transition spaces, the District is currently planning the following order of projects and transition spaces after the ELC construction is complete:

- 2016-2017: North City Elementary is upgraded and opened, while design and early construction for the ELC begins.
- 2017-2018: The ELC is constructed and opened.
 - Upon opening, all Parkwood Elementary students will attend North City Elementary.
 - Phased construction commences at Einstein and Kellogg Middle Schools, which will allow students and staff to stay on-site while the two schools are rebuilt in sections.
- 2019-2020: Parkwood Elementary opens.
 - Construction continues at Einstein and Kellogg Middle Schools.
- 2020-2021: The New Kellogg and Einstein Middle Schools open.
 - Bond program is completed.

3. PROJECTED TOTAL COST FOR THE PROJECT

A. PROJECT BUDGET

Item	Project Budget
Professional Services	\$2.0m
Estimated Construction Costs	\$14.5m
Equipment and Furnishings	\$0.4m
GC/CM Construction Contingency (3%)	\$0.4m
SSD Construction Contingency (7%)	\$1.1m
District Project Contingency	\$0.2m
Off-Site Costs (permits and utilities)	\$0.5m
Contract Administration	\$0.8m
Program Contingencies	\$0.2m
Other Costs (Moving and legal costs)	\$0.3m
Sales Tax	\$1.8m
Project Total	\$22.5m

B. FUNDING STATUS

The ELC is funded by the \$250 million capital improvement bond that was approved by voters on February 14, 2017. The bond will fund the four construction projects to allow the District to reduce elementary class sizes, prepare for state-funded class size reductions, and implement the board-approved IPPC recommendation to move the 6th grade to the middle schools. This will

provide the District with the capacity and flexibility to meet the needs of our growing student community.

The entire bond program (including the ELC) is fully funded by the bond issue, and does not include state matching funds.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

The following exhibit contains the GC/CM procurement schedule for the single GC/CM contract, and also the design schedule for the Early Learning Center. A milestone schedule exhibit for design and construction of the Early Learning Center is included in Exhibit 1 of this application.

GC/CM Procurement Schedule

Activity	Dates
PRC Application	5/1/17
PRC Meeting	5/25/17
First publication of RFP for GC/CM Services	4/25/17
Second publication of RFP for GC/CM Services	5/2/17
Project Information Meeting (tentative)	5/2/17
GC/CM RFP Submittal Deadline to Shoreline SD by 10:00am (PST)	5/12/17
Open & Score Submittals Received for RFPs	5/12/17
Notify Submitters of Most Highly Qualified Submitters and Invite to Interview	5/15/17
Interviews with Short-Listed Firms	5/23/17
Notify Submitters of Most Highly Qualified Firms and Invite to Submit RFFP	5/26/17
RFFP Submittal Deadline and Opening by 10:00 am (PST)	6/2/17
Notify Submitters of Scoring and Most Qualified GC/CM	6/5/17
NTP/Preliminary Contract Award by School Board	6/5/17
School Board Approval of GC/CM Selection	6/5/17
Pre-Construction Work Plan Due	6/9/17
GC/CM Agreement w/ Pre-Con Services Executed	6/10/17
Pre-Construction Services by GC/CM	6/10/17-10/31/17
MACC Estimate/Negotiation (90% CDs)	November 2017
School Board Approval of MACC/GMP	December 2017
GMP Amendment Executed	December 2017

Design and Construction Schedule

Activity	Start	Finish
Architect Selection	2017 Jan	2017 Jan
Site Investigation	4/1/2017	5/1/2017
Pre-Design Phase	2/2/2017	6/9/2017
Schematic Design	4/6/2017	6/8/2017
Land Use/Environmental	6/2/2017	8/17/2017
Conditional Use Permit	6/2/2017	8/17/2017
Design Development	6/2/2017	7/7/2017
Construction Documents	7/7/2017	10/31/2017
Early Work (Abatement/Demo)	9/1/17	10/31/17
Construction	10/31/2017	9/5/2018
Punchlist	7/13/2018	7/26/2018
Substantial Completion	n/a	7/27/2018
Move In	7/27/2018	8/9/2018
Start of School	n/a	9/5/2018
Closeout	7/27/2018	12/31/2018

Construction is anticipated to be phased and scheduled to minimize impacts on school schedules and operations. A temporary certificate of occupancy (TCO) will be needed to allow ELC staff to set up rooms after the FF&E provided by the District is installed. TCO is anticipated after the end date of move-in, which is currently August 9, 2017. Early bid packages will be considered and may be utilized to maximize construction efficiency, meet the project schedule, and minimize cost impacts.

The GC/CM will be selected at the beginning of the design development phase (approximately 30 percent complete design).

The above Design and Construction dates are preliminary and may be adjusted after the Project team (including the GC/CM) has evaluated project scheduling.

Schedule Status

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

The District has begun GC/CM selection prior to PRC approval in order to bring the GC/CM aboard by the start of the Design Development phase.

[Note: GC/CM proposers have been advised that the completion of the selection process is contingent on PRC approval.]

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:

Of the six criteria outlined in RCW 39.10.340, four are applicable:

- Complex scheduling, phasing, or coordination,
- Construction at an existing facility,
- Involvement of the GC/CM is critical during the design phase, and
- Complex or technical work environment.

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

A. Complex Scheduling, Phasing, and Coordination

Interdependent Projects

The ELC is the key link for transitioning students throughout the new and existing facilities once it is completed. The ELC and Parkwood Elementary school projects are linked and have specific interdependencies that must be met to achieve maximum returns, measured through student safety, reduced project costs, and accelerated completion schedules. The District is considering phasing the order of projects and transition spaces after the ELC construction is complete.

B. Complex Phasing

As mentioned earlier, each of the bond program projects are linked and will be built in phases. The breakdown of the program and the ELC's role in the program includes:

- 2016-2017: North City Elementary is constructed and opened, while design and early construction for the ELC begins.
- 2017-2018: The ELC is constructed and opened.
 - After the ELC program returns to the permanent ELC facility, all Parkwood Elementary students will attend North City Elementary.
 - Phased construction commences at Einstein and Kellogg Middle Schools, which will allow students and staff to stay on-site while the two schools are re-built in sections.
- 2019-2020: Parkwood Elementary opens.
 - Construction continues at Einstein and Kellogg Middle Schools.
- 2020-2021: The New Kellogg and Einstein Middle Schools open.
 - Bond program is completed.

The ELC is expected to be completed as a two-phase construction project (subject to input and assistance by the GC/CM).

Phase 1 will consist of demolition of the existing Shoreline Children's Center, site clearing and grading, and construction of underground utilities and building foundations during the fall of 2017 (see schedule in previous sections). Major demolition activities of Phase 1 include:

- Approximately 28,000 square feet of preschool classrooms.
- Kitchen, cafeteria, gym, library, and support spaces and covered walkways.
- Site amenities including outdoor play areas, with equipment to be removed or salvaged.
- Two parking areas for approximately 100 vehicles.

All building hazmat and abatement activities will occur prior to the demolition work, and will start the first week of September 2017.

Phase 2 will include all remaining above-grade construction and site work. The activities include:

- New construction of the ELC facility to house approximately 450 students.
- Facility to include classrooms, specialized instruction spaces, food service, and administrative and support spaces.
- New covered outdoor play and outdoor learning environments.
- New parking for staff and visitors.
- New parent drop-off area.
- New bus loading areas.

Phasing of the District's bond program is critical to the overall success of delivering the ELC on time to activate the remainder of the projects. To manage these interdependencies effectively and efficiently, the District must work with a single GC/CM Contractor that understands the complexities of the project and can develop an overall phasing plan that protects student safety, as well as the District's calendars and budget.

The scheduling complexities at the ELC have been identified and cannot be overcome using a traditional design-bid-build (D/B/B) approach. To deliver this project by fall of 2018 and avoid further exacerbation of existing overcrowding, the District desires to use a GC/CM Contractor to optimize the design, construction, commissioning, and activation of the ELC and work with the District to implement suitable risk management strategies. Complexities include:

- Occupancy by the fall of 2018.
- A very short 14-month construction schedule.
- Expedited permitting processes with the AHJs that have little to no window for error.
- Only having a 2-month window to execute all environmental reviews and work on the site during this summer.
- Completing all hazmat and abatement activities during the summer of 2017.

- Completing all demolition on time during the early portion of the fall of 2017.
- Completing all site work amenities and parking while the campus is vacant in the spring and summer of 2018 while the campus is vacant.
- Completing excavation during early fall prior to the wet weather window.
- Completing all site work while the campus is vacant, because any construction equipment working outside of the footprint of the addition will not be possible at a site with over 800 students.
- Scheduling shutdowns and interruptions to utilities during windows of time where it does not affect the District facilities or neighboring properties.
- Executing constructability and value engineering activities in parallel efforts designed to minimize impacts to construction documents.
- Having to obtain a temporary certificate of occupancy with the City of Shoreline prior to any move-in by staff or FF&E installation.
- Providing enough time for ELC staff and District Operations and Maintenance representatives to go through any training of new systems in the facility prior to the start of school.

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?

C. Construction at an Existing Facility

The existing ball fields and elementary school are located on the same parcel of land as the ELC project. Therefore, the project demolition and construction activities will need to account for the adjacent uses, staff and student safety, and business operational hours. Phases 1 and 2 will take into consideration the days when the elementary school is in operation, holidays or breaks, or special events at the facilities.

Phase 1 will consist of demolition of the existing Shoreline Children’s Center, site clearing and grading, and construction of underground utilities and building foundations. The facility to be demolished includes approximately 28,000 square feet of preschool classrooms, a kitchen and cafeteria, gym, library, and support spaces connected by covered outdoor walkways. The buildings are single-story masonry and steel construction. Site demolition includes outdoor play areas with equipment to be removed or salvaged and demolition of two parking areas for approximately 100 vehicles. The building demolition will be preceded by hazardous material abatement. Phase 1 is scheduled to begin in September 2017.

Throughout abatement, demolition, and construction, the Meridian Park and Ball fields, as well as Meridian Elementary School (during the regular academic year) will be in operation. The GC/CM will need to accommodate the existing site pedestrian and vehicle flows (which also includes not impacting the bus drop off and pick up area zones). During times such as baseball games or seasonal events on the site, the GC/CM will need to provide a mitigation plan for construction access, traffic, and activities to prevent disruption. In particular, since the site is shared with Meridian Park Elementary, the GC/CM will need to incorporate additional measures and communicate them to

ensure the safety of students and staff are maintained at all times. Additionally, the GC/CM will have to coordinate with the site for any utility shutdowns, overnight, off-shift or weekend work to make sure events and activities are not impacted.

The surrounding neighborhood experiences heavy traffic congestion during athletic events and functions at the school, which could impact construction vehicles and access during critical times (i.e. major equipment deliveries and concrete placement). The GC/CM will need to work closely with the District Construction Project Manager to build these events into their look ahead and long-term schedules.

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

D. Involvement of the GC/CM is Critical during the Design Phase

By having the GC/CM join the District's team at the design development phase, the team can identify and create a plan for long lead items to meet the phasing and scheduling milestones. The team will be able to see where design for items, such as access control, HVAC, and any specialty system, need to be finalized in order to be procured in time for installation, commissioning, and training with District staff. The District has currently identified potential early bid packages for abatement/demolition and site work. Additional early bid packages may be identified in collaboration with the GC/CM once the bidders are on board. Critical path activities of the ELC include completing the demolition of the existing Shoreline Children's Center and early site work to prepare for the base building construction activities.

The preconstruction phase will begin at approximately mid-June and conclude late October 2017, and will overlap with the design development and construction document design submittals. As part of their role, the GC/CM will work with the team to develop the best ways to maximize the actual site for all phases of construction to identify trade access, phased staging areas, truck haul routes, job offices and amenities, and pedestrian pathways along the perimeter of the site. During preconstruction, the District will also work with the GC/CM to develop their overall safety program for the ELC construction and to protect adjoining uses.

During preconstruction, the District will work with the GC/CM to identify and maximize the bidding process with strategic bid packages, key advertisement dates, and bid ads or alternates as required. The experience of having the District and GC/CM work together to develop and implement bid packages during economic climates that are currently occurring will result in better coordination of documents, the content of the bid packages, and response times for bid questions. All of these items will result in better bid pricing and economies of scale amongst the trades.

Development of phasing plans will also be a critical activity between the GC/CM and team during construction. The District will rely on the GC/CM's expertise of past projects; and, therefore, the GC/CM will lead the development of the phase planning during the preconstruction. The ELC phasing plan will detail the precise steps needed by each sub-trade to effectively and safely complete the work. With expertise in contracting, the GC/CM will perform due diligence on all information gathered during this planning period and assess it for safety and efficiency. These early investigations by the GC/CM will inform all design decisions and streamline the construction process.

The GC/CM will also be responsible for the cost estimating, cost control, constructability review, value engineering exercise, feasibility studies, life cycle cost analyses, value analysis, quality control plans, and other design phase deliverables. To meet the requirements of the District's bond funding, the GC/CM will provide continuous cost estimating, value analysis, and constructability through the design to validate construction costs on a continuous basis, and not just at the end of the project.

If the project encompasses a complex or technical work environment, what is this environment?

E. Complex or Technical Work Environment

The construction processes of the ELC will have many coordination items ranging from budget exercise, safety coordination (for on-site construction and with the general public), risk assessment, schedule analysis and updates, continual evaluation of compressing the construction schedule even more, project phasing, and strategies to make the move-in and occupancy of the project seamless with the start of the 2018 academic year. These are all concerns that would be difficult to describe in plans and specifications when using the D/B/B procurement methods and can only truly be solved using the GC/CM process. Additional complexities are further discussed throughout Section 5B.

6. PUBLIC BENEFIT

A. 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:

The Pacific Northwest region has experienced construction cost inflation rates of 7.5 to 10 percent over the last 3 years. It is critical to the success of the program that a GC/CM Contractor is selected. The GC/CM process will allow the District to utilize real-time, current market pricing to validate scoping and budgeting during the design process. The GC/CM delivery process, as opposed to the D/B/B process, assists in making the project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design team/contractor coordination, and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of the District.

Reduced Costs – In periods of construction inflationary cycles, as we are currently experiencing, the risk of contractors and subcontractor financial failures is substantial. The GC/CM process provides a means for the District to investigate the financial stability of the firm with which it is contracting, minimizing risk of costly litigation or time extensions due to subcontractor failures. The GC/CM will evaluate the design documents and participate during the design process, reducing unforeseen impacts and leading to reduced costs and schedule impacts. During the design, the GC/CM will be charged with finding buildable, cost-effective solutions that enable the District to control construction phase changes. Constructability and value engineering exercises will also be employed by the GC/CM as a means to identify better solutions for not only construction, but for the overall operational life of the ELC.

Experienced Partner – Using a Contractor that has been thoroughly vetted, with a proven track record of similar project experience, budget management, scheduling, claim avoidance, project

phasing, effective safety plans for construction, lean construction practices, and being a proactive member of the team will ensure student safety and protect the District's schedule and budget.

Allocation of Risk – The GC/CM delivery approach to risk is quite different than D/B/B. The organization of the team allows for integrated and collaborative approaches to risk, changes, and issues that arise. Some of the distinctions include:

- A D/B/B contractor may not be as willing to maintain a schedule that it did not participate in developing if the schedule slides due to scope changes.
- Risk is not just on the Owner or GC/CM, it is distributed amongst the team.
- The GC/CM process provides 'open book', transparent accounting and financial reporting to the Owner.
- The GC/CM will develop a true understanding of the work by being involved in the design, and will have a full understanding of the Owner's expectations prior to any bidding of the work.
- The GC/CM will participate and provide feedback during constructability reviews and value analysis exercises, and will have ownership of any changes they suggest that become incorporated. This provides real buy-in from the GC/CM and not a hands-off approach to decisions involving the design.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by the District and the GC/CM team.

B. 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

Real Time, Market-Based Cost Estimates – The Pacific Northwest region has experienced construction cost inflation rates of 7.5 to 10 percent over the last 3 years. It is critical to the success of the ELC that a GC/CM Contractor is selected, so they can utilize real-time, current market pricing to validate scoping and budgeting during the design process. The GC/CM delivery process, as opposed to the D/B/B process, assists in making the project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design team/contractor coordination, and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of the District.

Producing a More Efficient, Accurate Phasing Plan – By engaging the expertise of the GC/CM who will actually perform the work, they will study the existing conditions, desired scope of work, and unique scheduling constraints of ELC to build the most efficient phasing plan possible. This is critical for the 14-month project construction schedule, and is critical to having the ELC available to the general public on September 5, 2018.

Increased Engagement with the Small Business Trade Community – By engaging the GC/CM during the design, the District can work with them to identify small business goals and strategies for outreach. The GC/CM will be able to use their phasing plans and bidding strategies as tools to develop targeted opportunities for small businesses within the trades.

Enhanced Coordination of Materials and Equipment Purchases – Providing better coordination with materials and equipment purchases, including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage, will benefit the District and their Operations and Maintenance staff. Communicating the need for this level of coordination on a D/B/B method is complex and very difficult to enforce with potentially uncooperative contractors who have not developed a vested interest in the project.

More Responsive and Responsible Bids – Because of the scale and complexity of these projects, the District believes a GC/CM will have a greater ability to prequalify and attract firms with resources needed to do the work and meet the schedule. On non-GC/CM projects, constructability, errors and omissions, and scheduling issues are often not raised by the contractor or sub-contractors until after bidding has been completed. Many of those issues become costly change orders during construction. Utilization of the GC/CM delivery method can minimize the risk of these types of changes cropping up during construction.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates more of an ongoing Value Analysis and Constructability Review Process during design. This ongoing approach during design results in a more economical design and a better bid package with fewer change orders and less risk of lost time or delay to the project completion.

7. PUBLIC BODY QUALIFICATIONS

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

Construction experience for each proposed staff member and consultant is described in the Staff and Consultant Biographies in the following section.

Shoreline Public Schools

Marla Miller, Deputy Superintendent

Marla Miller, Deputy Superintendent of Shoreline Public Schools, has served K-12 public education in the State of Washington since 1979. Marla’s construction and property development/management experience has primarily been gained as Executive Director in Edmonds School District from 1998 to 2012, and as Deputy Superintendent with Shoreline since 2012. Her position in Shoreline includes primary responsibility for labor relations/employee negotiations, as well as leadership of the team responsible for Maintenance and Operations, Human Resources, Food Service/Warehouse, Transportation, Business Operations/Payroll, Safety/Emergency Planning, and Capital Projects.

In addition to negotiating property development leases, sales, and purchases, Marla has developed numerous construction contracts and led resolution of construction-related matters with contractors, consultants, regulatory agencies, and school and community stakeholders. She worked with the design team for the GC/CM approval for replacement of Meadowdale Middle School and was an integral part of the development of the GC/CM contract and an ongoing participant in the project management team for that project.

Marla's experience in school construction and property-related development is outlined in the following tables:

Construction Projects	Project Value	Procurement Method	Role	Completion Date
Meadowdale High School	~\$42m	D/B/B	Responsible District Administrator (occupancy, closeout, arbitration)	1998
Edmonds-Woodway High School	~\$42m	D/B/B	Responsible District Administrator (occupancy and closeout)	1998
Meadowdale Elementary	~\$20m	D/B/B	Responsible District Administrator (financing, contracts, schedule, occupancy, and closeout)	2000
Chase Lake Elementary	~\$20m	D/B/B	Responsible District Administrator (financing, contracts, schedule, occupancy, and closeout)	2000
Maplewood K-8 School and Maplewood Center	~\$28m	D/B/B	Responsible District Administrator (financing, contracts, schedule, occupancy, and closeout)	2002
Terrace Park School	~\$28m	D/B/B	Responsible District Administrator (financing, contracts, schedule, occupancy, closeout, including bankruptcy of GC and bonding company)	2002
Lynnwood High School	~\$102m	D/B/B	Responsible District Administrator & Weekly Project Management Team (financing, contracts, schedule, significant community engagement/regulatory negotiations, construction, occupancy, closeout, arbitration)	2009
Cedar Valley K-8 School	~\$30m	D/B/B	Responsible District Administrator (financing, contracts, construction, occupancy, and closeout)	2011
Meadowdale Middle School	~\$48m	GC/CM	Responsible District Administrator & Weekly Project Management Team (financing, contracts, construction, occupancy, and closeout)	2011
Shorecrest High School	\$84m	D/B/B	Responsible District Administrator & Weekly Project Management Team (construction, occupancy, and closeout)	2014

Construction Projects	Project Value	Procurement Method	Role	Completion Date
Shorewood High School	\$95m	D/B/B	Responsible District Administrator & Weekly Project Management Team (construction, occupancy, closeout, and arbitration)	2014
Aldercrest Elementary Renovation	\$21.5m	D/B/B	Responsible District Administrator & Ongoing Project Management Team (financing, construction, occupancy)	2016-2018
North City Elementary Renovation	\$12m	D/B/B	Responsible District Administrator & Ongoing Project Management Team (financing, construction, occupancy)	2017-2018
Redevelopment of 40-acre Former Lynnwood High Site	\$425m	99-year lease, Costco & mixed use	Responsible District Administrator & Lead Negotiator	2012/2013

Michael Romero, Construction Project Manager (Shoreline Public Schools)

Michael Romero has over 20 years of experience in public project and construction management. Michael recently joined the Shoreline Public Schools Capital Projects team after the passage of the 2017 bond. Previously, Michael worked as project/construction manager for the Lake Washington and Seattle School Districts, the City of Bainbridge Island, and Washington State on complex projects, typically involving a high degree of coordination with operating public facilities and highly involved constituencies. Michael has supported several GC/CM projects and previously completed the AGC/UW GC/CM training.

Project	Project Value	Delivery Method	Role	Timeframe
Annual Systems Programs, Lake Washington School District	\$10-24 Million Annual budget	D/B/B, JOC D/B/B	Program Manager Project Manager	2016-2017 2013-2016
Redmond Elementary Addition, Lake Washington School District	\$12,000,000	D/B/B	Project Manager	2014-2016
Rose Hill Middle School, Lake Washington School District	\$72,000,000	D/B/B	Project Manager	2010-2013
Hamilton Middle School, Seattle School District	\$68,000,000	D/B/B	Project Manager	2005-2010
Winslow Way, City of Bainbridge Island	\$12,000,000	D/B/B	Project Manager	2007-2009
East Capitol Campus, Olympia, Washington	\$14,000,000	D/B/B	Construction Manager	2002-2005

Dan Stevens, Capital Projects Manager

Dan has over 35 years of experience in the construction industry, ranging from contractor, and facilities manager to Owner’s Representative. Dan’s background includes both public and private projects

throughout the Northwest. Previously, Dan worked as the Owner’s Representative for the Yakima Courthouse Modernization project with the City of Yakima, Washington. His current range of projects with the District includes various HVAC, site amenities improvements, renovations, and phasing of facilities in preparation for this \$250m bond program.

Construction Projects	Project Value	Procurement Method	Role	Completion Date
Yakima County Courthouse Modernization	\$1,400,000	D/B/B	Owner’s Representative/Project Manager	August 2013
Yakima County Main Jail Security Upgrades	\$5,300,000	D/B/B	Owner’s Representative/Project Manager	Still underway when I left
Yakima City/County Rail Road Overpass Project	\$10,000,000	City Procedure	Responsible for representing Yakima County throughout the 18-month construction project	Still underway when I left
Shorewood HS Field and Track Replacements	\$7,969,729	D/B/B	District Project Manager	August 2013
Shorecrest HS Baseball and Softball Replacement	\$5,000,000	D/B/B	District Project Manager	March 2016
Ridgecrest ES Field Replacement	\$1,400,000	D/B/B	District Project Manager	February 2013
Syre ES HVAC Replacement	\$1,240,000	D/B/B	District Project Manager	On Going
District-wide Safety and Security/ Electronic Access	\$1,000,000	State Contract	District Project Manager	On Going
Aldercrest Campus Phase 1	\$5,600,000	D/B/B	District Project Manager	September 2016
North City Elementary Renovation	\$12,000,000	D/B/B	District Project Manager	On Going

GC/CM Advisors: Parametrix

Parametrix will support the District for all issues related to the GC/CM process. Parametrix has served as advisor and/or project manager on over 16 current and recent GC/CM projects conducted under the authority of RCW 39.10.

Howard Hillinger has extensive GC/CM experience on recent and current GC/CM projects for Tacoma and Washougal school districts, Washington State Ferries, Metropolitan Parks District and several others. Anne Timmermans has extensive GC/CM experience with the Port of Seattle programs, and is currently consulting on the Port/Alaska Air Group’s renovation at the North Satellite at the SeaTac Airport.

Howard Hillinger, GC/CM Advisor (Parametrix)

Parametrix is a Seattle-based consulting firm which supports a variety of public agencies in the planning, design, and construction management of complex facilities projects. Parametrix has emerged as one of the leading practitioners in alternative project delivery, with over 20 recent and current GC/CM projects.

Howard Hillinger is the GC/CM Program Advisor and has over 30 years of project management and construction management experience. He is a Principal Consultant with Parametrix for Project and Construction Management Services, where he has supported owners on more than a dozen recent projects utilizing alternative project delivery. He is a GC/CM advisor who has supported two historic school modernizations for Tacoma Public Schools and the Colman Dock/Seattle Multimodal Terminal for Washington State Ferries. He served as a member of GC/CM Heavy Civil task force, and has completed AGC/UW GC/CM class. Howard is a Certified Construction Manager.

Project	Project Value	Delivery Method	Role	Timeframe
New Middle School, Ridgefield School District	\$72,500,000	GC/CM	GC/CM Advisor	2016-Present
Seattle Multi Modal Terminal at Colman Dock	\$230,000,000	GC/CM	GC/CM Advisor	2015-Present
Jemtegaard Middle School, Washougal School District	\$37,800,000	GC/CM	GC/CM Advisor	2015-Present
Excelsior High School, Washougal School District	\$4,100,000	GC/CM	GC/CM Advisor	2015-Present
McCarver Elementary School Historic Modernization, Tacoma Public Schools	\$39,000,000	GC/CM	GC/CM Advisor	2013-2015
Stewart Middle School Historic Modernization, Tacoma Public Schools	\$66,000,000	GC/CM	GC/CM Advisor	2013-2015

Anne Timmermans, GC/CM Project Manager (Parametrix)

Anne has 14 years of experience working on construction projects throughout the Pacific Northwest. She has worked on mostly public commercial projects, ranging from large-scale aviation facilities to K-12 projects. She is a Certified Construction Manager (CCM) and a LEED Accredited Professional.

Project	Project Value	Delivery Method	Role	Timeframe
North Satellite Renovation	\$425,000,000	GC/CM	Resident Engineer	2017-present
Port of Seattle Consolidated Rental Car Facility	\$419,000,000	GC/CM	Project Manager	2006-2012

District Legal Counsel: Perkins Coie, LLP

Graehm Wallace, Legal Counsel (Perkins Coie)

Perkins Coie is a nationally recognized leader in construction law. Their team of construction attorneys practices all types of construction law on behalf of owners, contractors, suppliers, architects, engineers, consultants, and governmental entities in all stages of construction projects—

from procurement through project management to dispute resolution. The firm drafts and negotiates a wide variety of contracts on a broad spectrum of projects nationally and internationally. In recent years, the combined annual value of contracts Perkins Coie has prepared has been well in excess of \$1 billion. Graehm’s practice focuses on representation of local K-12 school districts, including drafting and reviewing legal documents regarding construction and real estate matters, with a special focus in alternate delivery methods.

Architect: Mahlum Architects

With main offices in Seattle, Washington, Mahlum has extensive experience working with the GC/CM process on complex new construction and renovation projects, and considers partnering with the contractor to be very beneficial. Mahlum’s experience with K-12 GC/CM projects began with the first pilot project, Northshore Junior High. We are advocates for the benefits of the GC/CM process, including on-going value engineering, constructability critiques, and cost updating as we work through all phases of the project.

Mahlum has also led and participated in multiple presentations about the GC/CM process regionally, and actively engages in legislative discussions about its continuation and improvement.

David Mount, Principal-in-Charge (Mahlum)

An award-winning architect of educational facilities, David has more than 23 years of experience. He serves as the K-12 Education Studio Director and manages all aspects of this market sector for Mahlum. David offers broad perspective into cost effective opportunities to enhance community and learning both inside and out of the classroom. A LEED Accredited Professional, he blends technical understanding and design sensitivity within sustainable site and building concepts for educational facilities. David holds a Bachelor of Architecture from the University of Arizona, and is a registered architect in Washington and Oregon. He has worked on seven K-12 and higher education GC/CM projects and has worked with Shoreline School District on the recent Aldercrest Campus Modernization projects.

Experience	Project Value	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Robert Eaglestaff Middle School, Seattle Public Schools	\$46M	GC/CM	–	P-I-C	P-I-C	5/2013	8/2017
Cascadia Elementary School, Seattle Public Schools	\$28M	GC/CM	–	P-I-C	P-I-C	5/2013	8/2017
Lynndale Elementary School, Edmonds School District	\$25M	GC/CM	P-I-C	P-I-C	P-I-C	9/2014	1/2017
Madrona School, Edmonds School District	\$35M	GC/CM	P-I-C	P-I-C	P-I-C	7/2015	8/2018
Issaquah Middle School, Issaquah School District	\$47M	GC/CM	P-I-C	P-I-C	P-I-C	6/2012	9/2016

Experience	Project Value	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Pine Lake Middle School, Issaquah School District	\$61M	GC/CM	P-I-C	P-I-C	P-I-C	6/2016	9/2018
Miller Hall Renovation, Western Washington University	\$35M	GC/CM	Project Designer	Project Designer	Project Designer	12/2007	12/2012

Karen Wood AIA, LEED AP, Project Manager

Karen brings more than 14 years of experience in all aspects of architecture including 12 years with Mahlum as project architect/project manager for K-12 education projects. Her leadership role on projects such as the Aldercrest Campus Modernization and Arlington Elementary School exemplify the high level of quality that Karen achieves with each endeavor. Karen holds a Master of Architecture from the University of Washington, and is a registered architect in Washington. She is also a LEED Accredited Professional and has worked on two K-12 GC/CM projects.

Karen Wood Experience	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Issaquah Middle School, Issaquah School District	\$47M	GC/CM	Project Architect	Project Architect	–	6/2012	9/2016
Pine Lake Middle School, Issaquah School District	\$61M	GC/CM	Project Architect	Project Architect	–	6/2016	12/2016

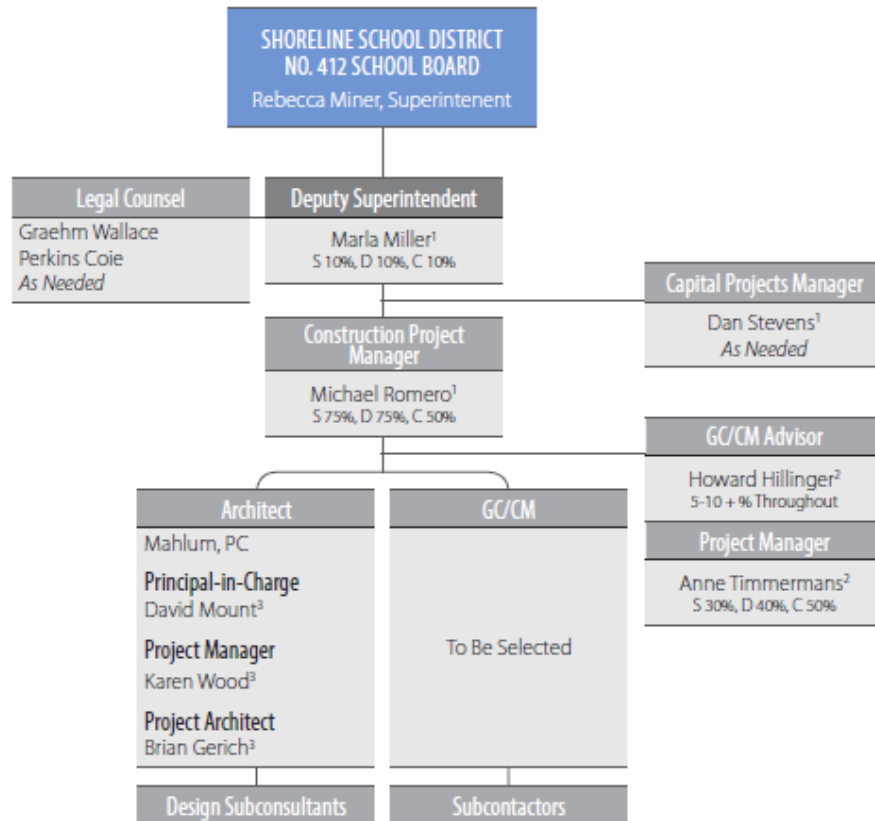
Brian Gerich, Project Architect

Brian has more than 12 years of architectural experience, with a holistic focus influenced by a dual Masters in Architecture and Landscape Architecture. He applies his expertise to understanding the site from an integrated design approach. Brian will apply his recent GC/CM experience as Project Architect on the new Lynndale Elementary School to lead the production of design and construction documents and leading Construction Administration. Brian received his Master of Architecture from the University of Virginia, and is a registered architect in Washington. He is a LEED Accredited Professional.

Brian Gerich Experience	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Lynndale Elementary School, Edmonds School District	\$25M	GC/CM	Project Architect	Project Architect	Project Architect	9/2014	1/2017

The proposed ELC new building and site work team is shown in the following organization chart.

SHORELINE
PUBLIC SCHOOLS
Early Learning Center,
New Building and Site Work Team



S – GC/CM Selection
 D – Design
 C – Construction
 1 – Shoreline School District
 2 – Parametrix
 3 – Mahlum Architects

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

The District has and will continue to adequately manage the project by surrounding itself with professionals that have a proven track record of successful GC/CM projects. The firms of Mahlum Architects, Perkins Coie, and Parametrix are proven entities. The District expects these three firms will guide the ELC project to a successful and timely completion. The District will set in place specific controls to manage the project, beginning with a management plan developed by Parametrix and reviewed and approved by the District team. Procedures and limits of authority with regards to budget, schedule, and change in the work approvals were established during the kick-off of the design phase. This plan will provide a responsibility matrix and will address specific expectations for the District, the design team, and the project management teams. Subsequent expectations of the GC/CM team will be identified in the RFP, RFFP, and GC/CM agreement.

Project budgets, schedules, MACCs, and TCC will be established early on and reviewed at each design phase by the Superintendent and School Board. The project management team will coordinate with the school Superintendent and business manager to ascertain that all parties are aware of any development that might affect the budget and that all expenditures are approved prior to payment. Expenditure limits on a per-occurrence basis will be established by the Superintendent and the Board and a line of signature authority will be implemented.

As part of the total bond program, each project will be tracked individually to maintain better control of design, schedule, and costs. The ELC will be following this structure, and may opt to use a series of Mini-MACC costs developed by the GC/CM team in an effort to better control the budget process and identify design, schedule, or quality shortfalls. Contingencies will include statute-driven contingencies and conservative owner contingencies to provide cushion beyond those figures established in the GC/CM contract and Office of Superintendent of Public Instruction recommendations.

The District will insist on reconciling budgets, designs, and schedules prior to moving forward with the next design phase. If budget shortfalls are identified, the entire team will cooperate to make whatever changes are necessary to bring the project back within budget, either through value analysis or scope reduction exercises.

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 agreed to by the District. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan, and updated on a regular basis. 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.

C. A Brief Description of Your Planned GC/CM Procurement Process.

The GC/CM procurement process is underway, with the first advertisement of the RFP on April 25, 2017. The process will follow the requirements of RCW 39.10 and is approximately 6 weeks long, with award of the GC/CM contract contingent upon obtaining PRC project approval on May 25, 2017. Notification to the GC/CM after the RFP process and School Board approval are both scheduled for June 5, 2017. The general process being adhered to by the team is as follows:

- Marketing of the project to experienced potential GC/CM candidates.
- Advertising RFP for GC/CM (two advertisements in the Daily Journal of Commerce and Builder's Exchange).
- Interviewing shortlisted GC/CM firms.
- Requesting RFFPs from highest ranked firms from interviews.
- Reviewing RFFPs and recommending award to highest ranked firm.
- Conducting legal counsel review in parallel to RFP and RFFP processes.
- Notification of intent to award to selected GC/CM.
- Presentation to Shoreline School Board.
- Approval received from Shoreline School Board.
- GC/CM contract executed.

D. Verification That Your Organization Has Already Developed (or Provide Your Plan to Develop) Specific GC/CM Contract Terms.

We plan to utilize the GC/CM documents developed by the Perkins Coie. Those documents will be edited specific to the needs of the District's projects and informed specifics developed by the District, Parametrix, and Mahlum. Our intent is to release these documents for review and comments prior to final PRC approval. Prior to issuing the final RFFP, we will update these documents to reflect the recommendation of the GC/CM Contractors and current industry best practices. As part of the review, we will solicit input from our legal counsel and revise to incorporate any recent statutory updates. Final construction documents will be modeled upon documents that have successfully been used with other Washington school districts and GC/CM projects.

8. PUBLIC BODY (SHORELINE SCHOOL DISTRICT) 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:

Project	Description	Project Value	Contracting Method	Schedule (start/finish)	Planned Budget & Actual Budget*
Modular Units	Purchase and installation of 19 modular elementary class units	\$5,000,000	D/B/B/	May 2008-Fall 2008	\$5,000,000 \$5,000,000
Central Kitchen/Warehouse	Installation of a new central kitchen at existing warehouse	\$6,390,000	D/B/B	Spring 2010-March 2011	\$6,390,000 \$4,222,374
Kellogg MS Painting & Gutter Upgrades	Exterior painting and installation of new gutters	\$1,758,626	D/B/B	5/11/2009-8/21/2009	\$1,758,626 \$1,712,630
2009 Elem Playfield Upgrade Project, multiple sites	Design and installation of modified grass/synthetic play fields at 3 ES sites	\$1,355,689	D/B/B	December 2008-August 2009	\$1,355,689 \$1,153,658
Flooring Upgrades, District-Wide	Complete flooring replacement for 2 ES & walk-off mats 9 other schools	\$1,207,412	D/B/B	May 2009-10/5/2009	\$1,207,412 \$1,097,941
SLC Roof Upgrade	Complete replacement of the Shoreline Center roofing material	\$1,541,000	D/B/B	5/1/11-July 2012	Info Unavailable \$2,313,087
MP Baseball/Softball Field Improvement	Construction of Varsity Baseball & Softball Fields	\$3,700,000	D/B/B	8/8/11-3/12/2012	\$4,621,000 \$4,446,498
SC HS Replacement (w/o Fields)	Replacement (New In-lieu)	Share of \$192m	D/B/B	2009-February 2014	Share of \$192m \$82,146,701
SW HS Replacement (w/Fields & Ronald School)	Replacement (New In-lieu)	Share of \$192m	D/B/B	2009-August 2013	Share of \$192m \$95,826,571
Syre Elementary HVAC	Replacement of the existing HVAC system (like for like)	\$1,240,000	D/B/B	200-August 2013	\$1,240,000 \$1,047,101
SC Baseball & Softball Field Improvement	Replacement of the existing baseball and softball field	\$5,000,000	D/B/B	6/15/15-3/23/16	\$5,000,000 \$4,182,835
District-wide Safety & Security/Electronic Access	Design and installation of access control at all schools	\$1,000,000	D/B/B	June 2015-ongoing	\$1,000,000 \$134,775 (to date)
Ridgecrest Fields	Replacement of the existing play field	\$1,400,000	D/B/B	7/27/16-2/3/17	\$1,400,000 \$890,278
Aldercrest Phase I	Phase 1 of the Aldercrest Campus Modernization Project	\$5,600,000	D/B/B	6/1/2016-9/6/2016	\$5,600,000 \$5,595,076
North City Elementary Campus Modernization (Temp Transition Site)	North City Elementary Campus Modernization (Temp Transition Site)	\$12,000,000	D/B/B	5/9/17-ongoing	\$359,021 (to date)

* These figures do not include encumbered monies, and are only actual expenditures through April 20, 2017.

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

Index of Exhibits:

Exhibit 1: Milestone Schedule

Exhibit 2: Shoreline School District 2017 Bond Project Phasing Plan

Exhibit 3: Early Learning Center Site Plan

Exhibit 1 Milestone Schedule



Early Learning Center,
New Building and Site Work Schedule

2017									2018									
APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
4/25 ▼	First Publication of RFP																	
5/2 ▼	Second Publication of RFP																	
5/2 ▼	Project Information Meeting (Tentative)																	
5/12 ▼	GC/CM RFP Submittal Deadline																	
5/12 ▼	Score Submittals																	
5/15 ▼	Shortlist																	
5/23 ▼	Interviews																	
5/25 ▼	PRC Meeting																	
5/26 ▼	Selection																	
5/30 ▼	SD's Complete																	
6/2 ▼	RFP Submittal Deadline and Opening																	
6/5 ▼	Notify Submitters of Scoring and Most Qualified GC/CM																	
6/5 ▼	Notice to Proceed																	
6/5 ▼	Shoreline School Board Award of Contract																	
6/19 ▼	Pre-Construction Work Plan Due																	
6/30 ▼	DD Complete																	
				Permit														
					Asbestos Abatement													
						10/31 ▼	MACC											
						10/31 ▼	CD's Complete											
						Construction												
															Commissioning			
															7/27 ▼	Substantial Completion		
															Move In			
															7/27 ▼	Closeout		
																8/15 ▼	Occupy	
																	9/5 ▼	Start of School

Exhibit 2: Phasing Plan

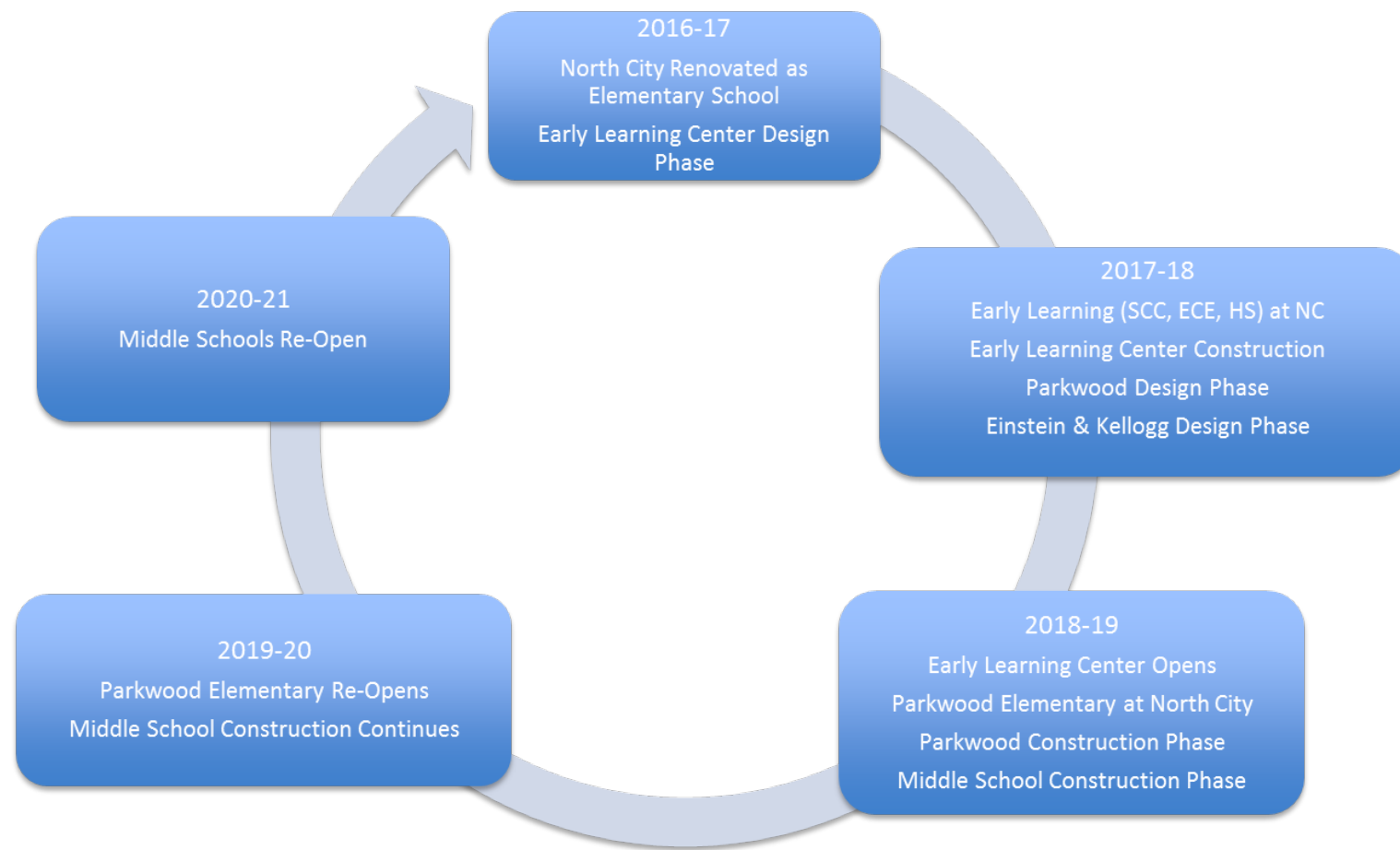


Exhibit 3: Site Plan



mahlum

CONCEPTUAL SITE PLAN
EARLY LEARNING CENTER
SHORELINE PUBLIC SCHOOLS | 24 APRIL 2017
MAHLUM ARCHITECTS



0 50' 100' 200'

10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

The Shoreline School District has received no audit findings on any project.

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 frame required by CPARB.

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

Signature: Marla S. Miller
Name (please print): MARLA S. MILLER
Title: DEPUTY SUPERINTENDENT
Date: 4/28/2017