

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

The 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): **Highline Public Schools**
- b) Mailing Address: **17810 8th Avenue South, Building A, Burien, WA 98148**
- c) Contact Person Name: **Ellie Daneshnia** Title: **Executive Director, Capital Planning & Construction**
- d) Phone Number: **(206) 631-7500** E-mail: **Ellie.Daneshnia@highlineschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Pacific Middle School Replacement Project**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The new Pacific Middle School Replacement project is being constructed to replace the existing, aging Pacific Middle School and to accommodate growth and over-enrollment. The new building will consist of approximately 40 classrooms, associated administration spaces, and instructional support spaces across an 11.85-acre site. The three-story facility will serve up to 950 students in 6th through 8th grades, in approximately 132,800 square feet.

The overall school campus consists of a series of joined parcels that includes Pacific Middle School to the south, Midway Elementary to the north-east, and Mt. Rainier High School to the east. A variety of sports and play fields are located between Midway Elementary and Mt. Rainier, and to the west of Pacific Middle School. The replacement middle school will be constructed in place of the existing Pacific Middle School buildings.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 12.80
Estimated project construction costs (including construction contingencies):	\$ 99.80
Equipment and furnishing costs	\$ 4.49
Off-site costs	\$ 0.38
Contract administration costs (owner, cm etc.)	\$ 5.36
Contingencies (design & owner)	\$ 7.54
Other related project costs (permits, insurance, utility charges & T&I)	\$ 2.27
Sales Tax	<u>\$ 10.08</u>
Total	\$142.72

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*

Highline Public Schools (HPS) will fund the project costs for the new Pacific Middle School Replacement Project through a combination of voter-approved bonds from November 2016 and 2022 bond issues, as well as the Port of Seattle/FAA Airport Noise Attenuation program, as detailed below.

Remaining 2016 Bonds Funds	\$ 2,641,441
2022 Bond Funds	\$ 136,687,926
Port of Seattle Noise Attenuation Funding	\$ 2,384,526
FAA Noise Attenuation Funding	<u>\$ 1,004,842</u>
Total Funding	\$ 142,718,735

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- 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)

Project Schedule	Start	Finish
FAA Application for Contracting Method	4/17/23	5/5/23
PRC Application	4/20/23	4/20/23
PRC Presentation / Decision	5/25/23	5/25/23
FAA Approval for Contracting Method	5/30/23	5/30/23
Issue RFQ for GC/CM Services	5/30/23	6/26/23
Receive and Review SOQ Submittals	6/27/23	7/3/23
Shortlist GC/CMs	7/4/23	7/24/23
Issue RFP to Finalists	7/25/23	8/14/23
Conduct Interview of Finalists	8/3/23	8/4/23
Receive Fee Proposals from Finalists	8/15/23	8/15/23
Select GC/CM	8/17/23	8/17/23
School Board Approval of GC/CM	8/30/23	8/30/23
Schematic Design	6/21/23	12/5/23
Design Development	12/6/23	7/16/24
City Design Review	1/3/24	7/16/24
Construction Documents	7/17/24	5/20/25
Grading & Land Use Permitting	11/6/24	3/25/25
Building Permitting	1/1/25	6/17/25
Relocate to Swing Site	6/23/25	7/7/25
Advertise Bid Packages	5/21/25	6/24/25
Procurement / Contracts / Mobilization	6/25/25	7/22/25
Building Demolition	7/23/25	9/16/25
Construction	9/17/25	7/20/27
Substantial Completion	7/20/27	7/20/27
School Move-in and Occupancy	7/21/27	8/13/27
School Opens	8/25/27	8/25/27

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:

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

The GC/CM contracting procedure under RCW 39.10 was developed for technically complex and challenging projects like Pacific Middle School. The GC/CM procedure is appropriate for this project for the following reasons:

Occupied Site: The new Pacific Middle School will be constructed on an 11.85-acre campus that is shared by two operational and occupied schools: Midway Elementary School and Mt. Rainier High School. Construction activities will need to be closely coordinated with teachers, staff, and students on the adjacent sites to minimize disruption of ongoing operations at these sites and ensure safety. There are shared utilities between all three contiguous campuses, Close coordination and sequencing will be necessary to mitigate operational impacts at the occupied schools. GC/CM involvement in the pre-construction and construction phases will facilitate a safe environment during construction and mitigate potential operational disruptions to shared services at the adjoining schools.

Demolition and Site Coordination: The project scope and schedule include relocation of the Pacific Middle School operations to the temporary swing school site. Demolition of the existing old Pacific Middle School will follow the relocation. The GC/CM will utilize this window of late summer to complete the demolition while students are on summer break. The GC/CM will be onboard and active in managing the schedule to ensure demolition begins on time. The GC/CM will also provide expertise in phasing and scheduling the export of poor soils and the import of appropriate fill, if needed, to reduce impacts to the campus and neighborhood operations.

Site Challenges: Exploratory soil borings indicate that a large portion of the site is underlain by undocumented fill material extending from 2.5 to 6 feet deep. The total extent of this material could not be determined due to the presence of the existing building and site improvements. Groundwater was also encountered at a depth of 3.5 to 12.7 feet below the surface. The unconsolidated fill and the presence of groundwater create a moderate potential for liquefaction. Value engineering with the assistance of GC/CM input will be critically important to arrive at the most appropriate economical design decision for this project. Solutions currently being analyzed consist of 1) total export and import, 2) deep foundations, 3) geogrid reinforced subgrade, and 4) geo-piers or pin piles. This decision will have a significant impact on the project schedule and budget.

Port of Seattle (POS) / Federal Aviation Administration (FAA) Coordination: The project site is near SeaTac Airport and is subject to POS/FAA regulations and requirements. The POS/FAA will require specific sound attenuation performance of the exterior building shell, special cost accounting, and adherence to Federal Contract Provisions, Federal Wage Rates, and Buy American Provisions. This project will benefit from the GC/CM's assistance in obtaining competitive bids operating under these additional requirements.

Schedule: Project completion is tied to the school year with no flexibility on opening dates. Timely completion of this project during the summer of 2027 is critical to the operations of the entire District. The project start date is critically tied to the availability of the swing school site. It is important to finish on schedule to ensure the swing site is available for other HPS projects. The GC/CM delivery method provides critical management of construction scheduling and the procurement process allowing early bid packaging to accommodate specific long-lead materials and equipment.

- 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.

Construction activities for the new Pacific Middle School will take place on an active campus with functioning elementary and high schools. All three schools on the campus share vehicle and pedestrian access routes, shared areas, and play fields. During the construction phase, full operations at the Midway ES and Rainier HS will continue. It will be imperative that the GC/CM develop a site-specific safety plan that ensures safe separation of the active construction site from the functioning campus activities that allow school operations to continue without disruption. The site contains two active schools on an operating campus both of which will remain in session during construction. There are critical utilities on the site that support these two schools, which must be maintained during construction, as well as maintaining their service to off-site neighborhoods and businesses. Students, staff, and surrounding residents all use the same local public pedestrian and vehicle access routes to circulate the campus and neighborhood. The expertise of the GC/CM will assist HPS with the planning and maintenance of safe access routes for both pedestrians and residents, including thoughtful coordination of construction deliveries to work around student drop-off and pick-up schedules. Demolition of the old Pacific MS is scheduled to begin in late July 2025 and HPS must have relocation efforts to the swing site complete the summer of 2025 to accomplish the project schedule. HPS will work with the management team and the GC/CM to make timely decisions so that demolition occurs on schedule while students are on their summer break.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
HPS will benefit from expert pre-construction planning with GC/CM oversight and input on the design parameters for keeping the design within HPS's budget while maintaining all the program attributes that have been identified in the schematic design work. It will be essential for the design team to have ready access to the expertise of the GC/CM to evaluate the conditions of the current soil conditions outlined in the soils report so that informed decisions are incorporated into the design. Due to the low value and unknown soil conditions, the site may require over-excavation and removal of unsuitable soils from the site via local streets. To counter poor soil conditions and ensure acceptable building pads, the GC/CM will work with the design team to consider cost effective options during the civil and site work drawing development. These may include options for foundational piers, geo-grid installation and/or backfill with structural fill. Reliance on an experienced GC/CM during pre-construction design development is a recognized value and has been successful on other occupied sites to keep the project in line with the budget and program parameters and to also address site safety at the forefront.
- If the project encompasses a complex or technical work environment, what is this environment?
The project site is in a residential area and is surrounded by single family dwellings, as well as a functioning elementary school, high school, and sports fields on the campus. The GC/CM will have the expertise, means, and methods to responsibly manage construction noise, dust, and light generated from the construction site during demolition and construction. The GC/CM will develop a plan that includes acceptable hours of operation that will mitigate construction nuisances but will also accommodate the campus operations and the daily life of the nearby neighborhoods while maintaining the construction schedule and milestones.

Due to the low value and unknown soil conditions, the site may require over-excavation and removal of unsuitable soils from the site via local streets. To counter poor soil conditions and ensure acceptable building pads, the GC/CM will work with the design team to consider cost effective options during the civil and site work drawing development. These may include options for foundational piers, geo-grid installation and/or backfill with structural fill. Partnering with an experienced GC/CM will help HPS and

the design team develop the most cost-effective design to mitigate these complex and technical conditions.

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.

- 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.

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 Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The GC/CM delivery method provides substantial public benefit over traditional D-B-B as it allows for current market-based cost estimates, tighter coordination of building materials, a more responsive and experienced bidder environment, more inclusive bidding opportunities for SBE, MBE and WBE firms to achieve HPS's goals, more control over the project's complex schedule, and ongoing value analysis and constructability processes.

A GC/CM Contractor has greater control in the organization of bid packages, the establishment of sub-bidder qualifications, and the selection of subcontractors compared to the D-B-B process. This reduces the potential for non-responsible bidders and the submittal of non-responsive bids.

A GC/CM Contractor will prepare a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur directly adjacent to two operational school facilities and a populated residential neighborhood. This opportunity for construction planning input during the bidding of subcontractor packages is not available in D-B-B.

The development of the master project schedule by a GC/CM Contractor, along with input from HPS, its project management team, and the design team, results in a more detailed, market-driven, accurate and realistic CPM schedule. This results in earlier procurement packages which are more in line with the GC/CM's construction schedule and more efficient installation of the work.

- 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.

The project site's complexities, as well as HPS's commitment made to the voters to open Pacific MS in the Fall of 2027, require a knowledgeable General Contractor that has experience in successfully working on complex construction sites. The selection of the GC/CM is principally based upon their qualifications and experience. Additionally, the successful GC/CM contractor will need to have experience working on occupied sites with tight spaces. GC/CM solicitation will more likely lead to top tier Contractors who prefer to compete based upon qualifications. This will result in a higher likelihood of timely completion within budget expectations, better quality assurance, and a more robust project safety program. An experienced GC/CM will also have experience maneuvering a project schedule to lessen impacts from supply chain fluctuations and will better employ agile and practiced methods to work around the ebbs and flows of the current construction supply chain environment.

The Pacific Middle School site is a complex site that has questionable soils reliance, utility relocations on and off the project site, the need for uninterrupted utility services for the campus and surrounding neighborhood, and jurisdictional required off-site public improvements. These noted conditions would

pose a significant risk to HPS if D-B-B delivery were to be applied to this project. Engaging an experienced and competent GC/CM partner early in the pre-construction phase lessens the risk of change to the scope due to these parameters that may include unforeseen conditions. The GC/CM will be onboard to assist the design team to make informed, cost-efficient design decisions and will also assist HPS to have informed discussions with authorities having jurisdiction over off-site improvements. The GC/CM will also have the option of early works if that scenario is present during the permitting process. Encountering these conditions in the traditional D-B-B delivery exposes HPS to more cost and schedule risk which could possibly jeopardize delivering the project with all the program objectives intact.

Another fiscal benefit is to have the GC/CM performance of an early estimate of the project rather than awaiting a hard bid via the D-B-B process. With the benefit of GC/CM input on estimates, budget concerns can be addressed early on, and schedules can be maintained. Having the GC/CM on board at the 50% SD phase, will provide valuable and collaborative input as the designers finish their drawings. There will be time to incorporate design suggestions from the GC/CM which will have the potential to provide bid alternates to maintain budget. The budget is established and HPS will benefit from the expertise of the experienced GC/CM to review design development drawings and provide valuable input on design, scheduling, and materials that will contribute positively to keeping the design development within the budget that HPS represented to the community. The selected GC/CM will be more adept in managing the POS/AFF contracting requirements, including the Federal Buy American provisions, and with accommodating and incorporating HPS's MBE, WBE, and local business inclusion goals.

In this current market, early procurement of long lead items and materials is necessary not only to hedge escalation risks but also to mitigate construction schedule risks. The GC/CM will be able to work with the design team to get commitments from subcontractors and suppliers for those scopes that are historically long lead, an option that is not available using D-B-B.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. Not Applicable.

6. Public Body Qualifications

Please provide:

A description of your organization's qualifications to use the GC/CM contracting procedure.

HPS has deep experience in managing complex construction projects, and in recent years has applied this experience to successfully implement the GC/CM delivery model.

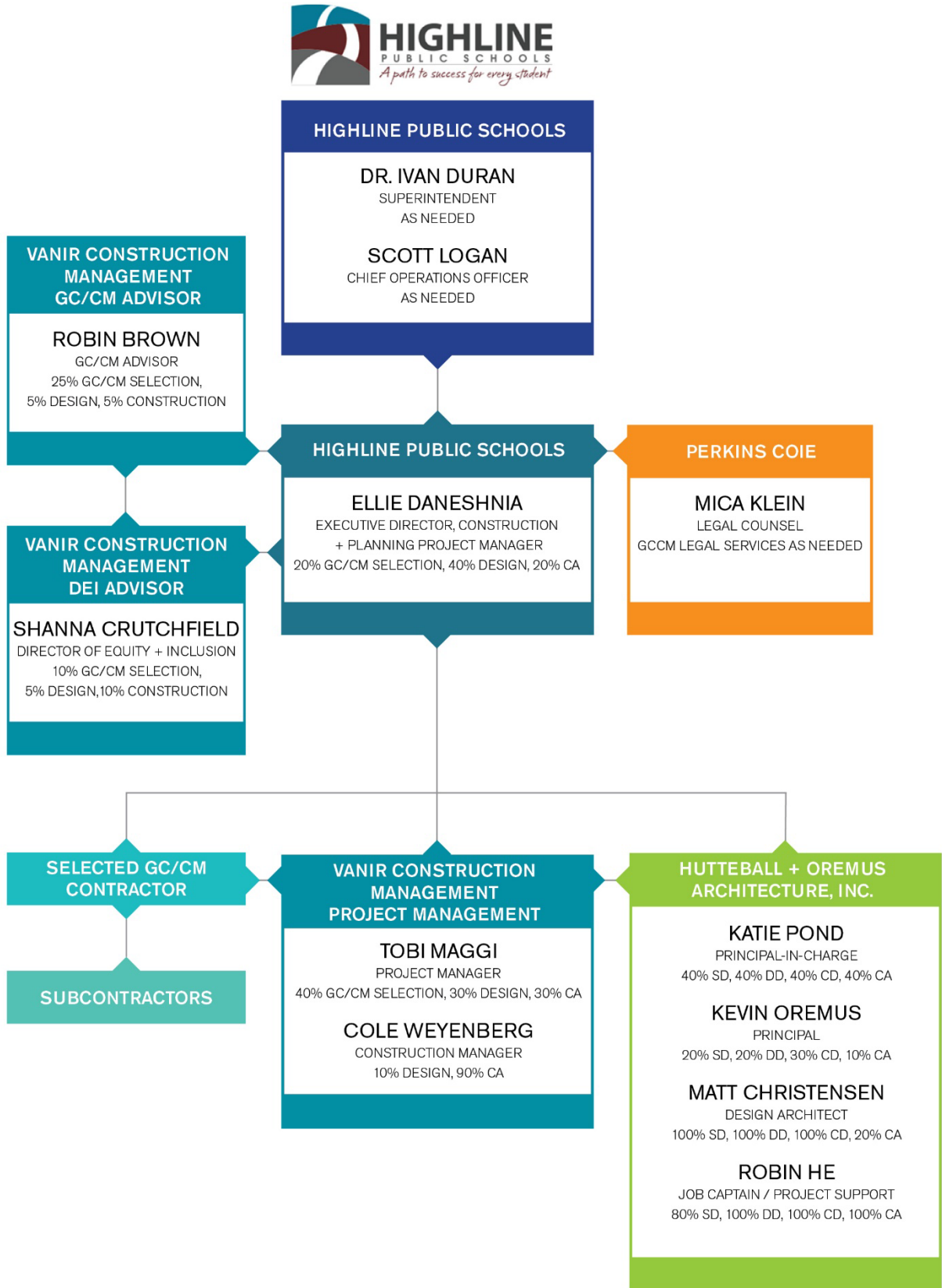
Most recently, HPS successfully completed the Highline High School Replacement Project using the GC/CM delivery model. This project was a \$125M new construction build with a significant historical element. The project schedule was heavily impacted by the pandemic shutdowns and supply chain delays. Nonetheless, HPS managed the GC/CM to the successful completion of the project *on time* to open for Fall 2021 classes and within program budget. Even with the challenges of the Covid-19 pandemic, the project was completed without claims or compromise to the educational specifications and ambitions or end-user's expectations.

In addition to the Highline High School Replacement Project, HPS has recently received approval from the PRC to use GC/CM delivery for the Evergreen High School Replacement Project. HPS has successfully awarded a GC/CM contract and is on schedule to commence construction starting May 2023.

Through the above and other projects, HPS has demonstrated the skill and knowledge of the GC/CM delivery method necessary to deliver on its promises to its bond voting constituents. Additionally, HPS is supported by experienced PM/CM consultants. HPS is confident it will successfully execute the Pacific Middle School Replacement Project using the GC/CM model.

A **Project** organizational chart, showing all existing or planned staff and consultant roles.

PACIFIC MIDDLE SCHOOL TEAM ORGANIZATIONAL 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.)

Ellie Daneshnia, Executive Director of Capital Planning & Construction (Highline School District)

Role: Ellie Daneshnia, the Executive Director of Capital Planning and Construction for HPS, will be in the role of Senior Project Manager for the Pacific Middle School Replacement Project. Ms. Daneshnia will oversee all phases of the project and is responsible for the financial performance of the project and the teams.

Relevant Experience: Ellie served as the consultant supporting the \$377M Highline School Bond Program. She assisted in the planning, design, construction, inspection, and management of the projects for Highline HS, Glacier MS and Olympic HS Projects. Later on, Ellie was employed by HPS and she provided oversight for all phases of 2016 Bond project through completion. She is responsible for the financial performance of the project and the team.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	\$125M	GC/CM	Executive Director of Planning and Construction and Project Manager	2017 - 2022
Glacier Middle School	\$82M	D-B-B	Senior Project Manager	2017 - 2019
Olympic HS Renovation	\$30M	D-B-B	Senior Project Manager	2017 - 2019
Des Moines Elementary School	\$58M	D-B-B	Project Manager	2017 - 2019
Evergreen High School	\$213M	GC/CM	Executive Director	2022 - 2026

Robin Brown, DBIA, Senior Project Director (Vanir Construction Management)

Role: Robin Brown act as the GC/CM advisor. Additionally, he will lead the Vanir team through the planning, design, permitting, procurement, construction, and closeout phases of the project. Robin has extensive K-12 public school experience on major bond programs.

Relevant Experience: Robin was the Program Manager for HPS \$377M 2016 Bond Program. Additionally, Robin has served as the Development Program Manager/Regional Director of Construction for the Los Angeles Unified School District's \$21 billion program; Bond Program Manager for Pasadena Unified School District's \$365 million Measure TT Bond Program, and other major school District facilities capital improvement bond programs.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	\$125M	GC/CM	Program and Project Manager	2017 - 2022
Evergreen High School	\$213M	GC/CM	Program and Project Manager	2022 - 2026
Glacier Middle School	\$82M	D-B-B	Program and Project Manager	2017 - 2022
Des Moines Elementary School	\$58M	D-B-B	Program and Project Manager	2017 - 2022
Olympic HS Renovation	\$30M	D-B-B	Program and Project Manager	2017 - 2022

Edward R. Roybal Learning Center	\$202M	GC/CM*	Director of PM/CM Team	2005 - 2008
Helen Bernstein High School	\$182M	D-B-B	Director of PM/CM Team	2004 - 2008
Miguel Conteras High School	\$169M	GC/CM*	Director of PM/CM Team	2004 - 2006
Sotomayor High School	\$231M	GC/CM*	Director of PM/CM Team	2008 - 2011

*Projects in California were contracted as a Lease/Lease Back method which is similar to GC/CM

Shanna Crutchfield, Community Outreach and Contracting Equity Manager (Vanir Construction Management)

Role: Shanna Crutchfield will act as the Diversity, Equity, and Inclusion advisor to HPS and the project management team during GC/CM selection phase, the design phase and during construction. Shanna has developed outreach planning strategies and events for HPS, the design team and the GC/CM and will guide the project towards the outlined goals established by HPS.

Relevant Experience: Shanna has 21 years of experience in the public sector providing planning, development, coordination and implementation of community outreach and race and social justice projects that contribute to equity goals for projects and capital programs. She collaborates with project management teams, ensuring that projects meet client requirements for implementing outreach and engagement strategies and are inclusive of all stakeholders. Shanna also develops contract inclusion plans for disadvantage business enterprises and minority and women business enterprises.

Tobi Maggi, DBIA, Project Manager, (Vanir Construction Management)

Role: Tobi Maggi is a project manager for Vanir Construction Management and will be the project manager for Pacific MS Project. Tobi will lead the design firm, owner consultants, GC/CM contractor, and project through the planning, pre-construction, design, permitting, procurement, construction, and close-out phases of Pacific Middle School Project.

Relevant Experience: Tobi has 29 years of experience in construction project management. Tobi has managed a broad spectrum of construction projects in both public and private venues including K-12, commercial, corporate, military, and public utility. She is an equitable leader who promotes positive and cohesive team conditions and is a dedicated owner's representative. Tobi was part of the leadership that assisted HPS their successful completion of HHS Replacement Project using GC/CM delivery. Tobi is experienced with HPS's goals and commitments and will bring that knowledge to the successful leadership to Pacific MS to ensure that project is completed within the program expectations set by the HPS.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	\$125M	GC/CM	Senior Project Director	2020 - 2022
Highline Olympic HS Renovation	\$30M	D-B-B	Senior Project Manager	2017 - 2018
UW Stevens Court Bldgs. J, K, L Renovation	\$15M	GC/CM	Project Manager	2018 - 2021
UW Various Small Works	\$500K - \$1.5M	JOC	Project Manager	2018 - 2023
SCL Technical Metering Operations Bldg.	\$15M	ESCO	Senior Project Manager	2014 - 2016

Cole Weyenberg, Construction Manager, (Vanir Construction Management)

Role: Cole will lead the field coordination on behalf of Highline PS. Cole will manage all field documentation and will oversee and coordinate change management.

Relevant Experience: Cole Weyenberg has more than six years of experience in the construction industry. Cole has an ability to structure an environment of trust, confidence, and professionalism with all involved in the program/project team, stakeholders, clients, and senior management. His expertise includes his ability to oversee projects throughout the entire life cycle, from pre-design to closeout.

Project	Project Value	Delivery Method	Role	Timeframe
UW Behavioral Health Teaching Facility	\$240M	IPD	Safety Manager/Superintendent	2022 - 2023
KC Public Facilities District	1.9B	GC/CM	Superintendent	2021 - 2022
Sea-Tac Airport International Arrivals Facility	\$968M	PDB	Assistant Superintendent	2017 - 2021

Katie Pond, Principal-in-Charge, (Hutteball + Oremus Architecture)

Role: Katie Pond is an owner and partner of Hutteball + Oremus Architecture and will be actively involved as the Principal-in-Charge for this project, responsible for leading the design team, and overseeing the production of all project phases. Katie understands the importance of developing a partnership with the GC/CM to foster teamwork to deliver a project that meets the owner's needs, schedule, and budget utilizing the expertise of all parties.

Relevant Experience: Katie brings over 12 years of experience focused on public educational projects. Her experience includes complex, phased projects on occupied sites, finding solutions to challenging site constraints, working closely with jurisdictions and their permitting processes, and community outreach. Katie will lead the design team with a focus on full-team collaboration to find the most effect solutions. She is currently nearing completion of construction on a \$45M GC/CM elementary school for Renton School District and is collaborating with a GC/CM partner on the master planning and first phase of the replacement of Mukilteo Elementary for Mukilteo School District.

Project	Project Value	Delivery Method	Role	Timeframe
Mukilteo Elementary Replacement – Phase 1	\$16.2M TCC	GC/CM	Principal Architect	2022 - 2025
Hilltop Heritage Elementary	\$45M TCC	GC/CM	Principal Architect	2020 - 2023
Discovery Elementary School Addition	\$18.7M TCC	GC/CM	Design Principal	2020 - 2022
River Ridge Elementary	\$39.3M Construction Cost	DBB	Design Principal	2018 – 2021
Anacortes High School Additions & Modernization	\$68.7M TCC	GC/CM	Architect	2015 - 2020
Des Moines Elementary	\$39.6M Construction Cost	DBB	Architect	2017 - 2019

Kevin Oremus, Principal, (Hutteball + Oremus Architecture)

Role: Kevin Oremus is an owner and partner of Hutteball + Oremus Architecture and will provide oversight and support for this project.

Relevant Experience: Kevin brings 36 years of experience in K-12 architectural design, having completed over 200 major projects in 38 different public school districts throughout western Washington. He has recently completed a \$29M GCCM/ECCM Concert Hall project at Inglemoor High School and is currently working on a multi-phased high school project for Northshore School District.

Project	Project Value	Delivery Method	Role	Timeframe
Inglemoor High School Replacement – Phase 1	\$75M TCC	GC/CM	Principal Architect	2022 - 2027
Discovery Elementary School Addition	\$18.7M TCC	GC/CM	Principal Architect	2020 - 2022
Northshore Concert Hall & Music Building	\$29.3M TCC	GC/CM	Principal Architect	2018 - 2022
Anacortes High School Additions & Modernization	\$68.7M TCC	GC/CM	Principal Architect	2015 – 2020
Des Moines Elementary	\$39.6M Construction Cost	DBB	Principal Architect	2017 - 2019

Mica Klein, Partner (Perkins Coie)

Role: HPS is represented by Perkins Coie LLP’s Construction Group. Perkins Coie has deep experience with Chapter 39.10 RCW alternative project delivery and has represented numerous public agencies in connection with complex GC/CM projects.

Mica Klein, Partner, will serve as the School District’s lead attorney. Mica’s practice focuses on complex public construction and dispute resolution. As a Partner with Perkins Coie’s Construction Group, Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, \$20M+ public projects. Among these projects, Mica has successfully counseled a number of clients on all aspects of GC/CM procurement.

Mica will be supported by Andrew Greene, Firmwide Chair of Perkins Coie’s Construction Group, in her representation of HPS. Andrew has almost 20 years of experience advising clients on a diverse array of construction law issues and projects. He has provided GC/CM-specific assistance and project counsel support for dozens of public entities, including school districts, universities, ports, and park districts.

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

The team, consisting of HPS’s Capital Planning and Construction, Vanir Construction Management, and Hutteball + Oremus Architecture, is a proven and cohesive team that has completed projects together during the previous bond. Vanir assisted HPS on the 2021 completion of Des Moines Elementary. Vanir is also currently assisting HPS using GC/CM for Evergreen High School, and recently completed the Highline High School Replacement with GC/CM delivery. Please refer to the biographies and project experience tables noted above for pertinent details regarding this team’s qualifications.

- 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.

Ellie Daneshnia, the Executive Director of Capital Planning and Construction, will be in the role of Senior Project Manager for the Pacific Middle School Replacement Project. Ms. Daneshnia will oversee all phases of the project and is responsible for the financial performance of the project and teams. HPS, along with Vanir Construction Management, will team together to administer the project completely through final completion. Funds for these services are supported by the successful passage of the November 2022 bond. Additionally, there is FAA and Port of Seattle funding to support a noise reduction component to be incorporated into the design and construction of Pacific Middle School.

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

The Pacific Middle School Replacement Project management team is an experienced team with a proven recent work history of working together to successfully deliver projects for HPS. Please see the tables above in the staff and consultant biographies. Please also see HPS's project experience in our response to Item 7.

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

The Pacific Middle School Replacement Project will be managed by HPS's Capital Planning and Construction Department. As of June of 2021, this Department, under the guidance of Ellie Daneshnia, successfully completed the Highline High School Replacement Project using GC/CM delivery. The Pacific Middle School Replacement Project will be overseen by Ms. Daneshnia. Her project team has pertinent experience managing and administering school construction projects and public funding. The team will be provided with adequate time, resources, and staff support to successfully manage the project.

Ms. Daneshnia will manage the contractual obligations of the design team and GC/CM contractor. She will monitor all project communications and meet regularly with the Capital Projects staff to review project status and address critical tasks and issues. Ms. Daneshnia will meet as needed with the School Board Building Program Subcommittee and Assistant Superintendent of Business and Operations to review the project and any Change Modifications. HPS follows the District's set policies and OSPI guidelines for any approvals of Change Modification Authorization. HPS will utilize Construction Change Authorization to authorize changes to the construction as needed.

HPS's Capital Projects Department staff will be supported by Vanir, which specializes and excels in Program, Project, and Construction Management, including GC/CM project delivery. Vanir will provide a GC/CM advisory and support role through all phases of the project. Vanir will report directly to the Executive Director of Capital Projects and will work directly with HPS staff, the design team, and GC/CM to nurture a successful project.

Project cost control will be exercised by adherence to the designated project scope, schedule, and budget. Construction cost estimates by HPS and the GC/CM Contractor have, and will continue to be, reconciled at the end of each phase of the project development. Value analysis and constructability review measures will be ongoing and will be a consistent agenda item at project coordination meetings. Market prices will be regularly monitored for impacts to cost estimates and project material costs. Once the MACC is negotiated, the GC/CM, HPS, and the architect will continuously evaluate the construction documents to determine if there are changes that may impact the MACC. If deviations arise, adjustments will be made to keep the project on budget and within the established MACC.

The roles and responsibilities that have been established for HPS, the design team, GC/CM advisor, and GC/CM contractor have been tailored to create a successful GC/CM process that is effectively managed and will help support a project that will be completed safely, on time, and within budget.

- A brief description of your planned GC/CM procurement process.
Our procurement process will match the same process the project team used for Highline High School and Evergreen High School and will include the following:
 - Developing a thorough RFP with clear expectations for phasing, safety, DEI goals, and early works.
 - Marketing the project to potential GC/CM candidates
 - Soliciting and ranking Statements of Qualifications submitted
 - Interviewing the firms shortlisted
 - Soliciting pricing proposals for fee and supplemental conditions from the highest-ranked firms
 - Recommendation of Award to School Board
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
HSD's legal counsel at Perkins Coie LLP has developed a GC/CM construction agreement for use on the project. The agreement, written on modified AIA A133 / A201 documents, contains all terms required by the RCW 39.10 statutory scheme.

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

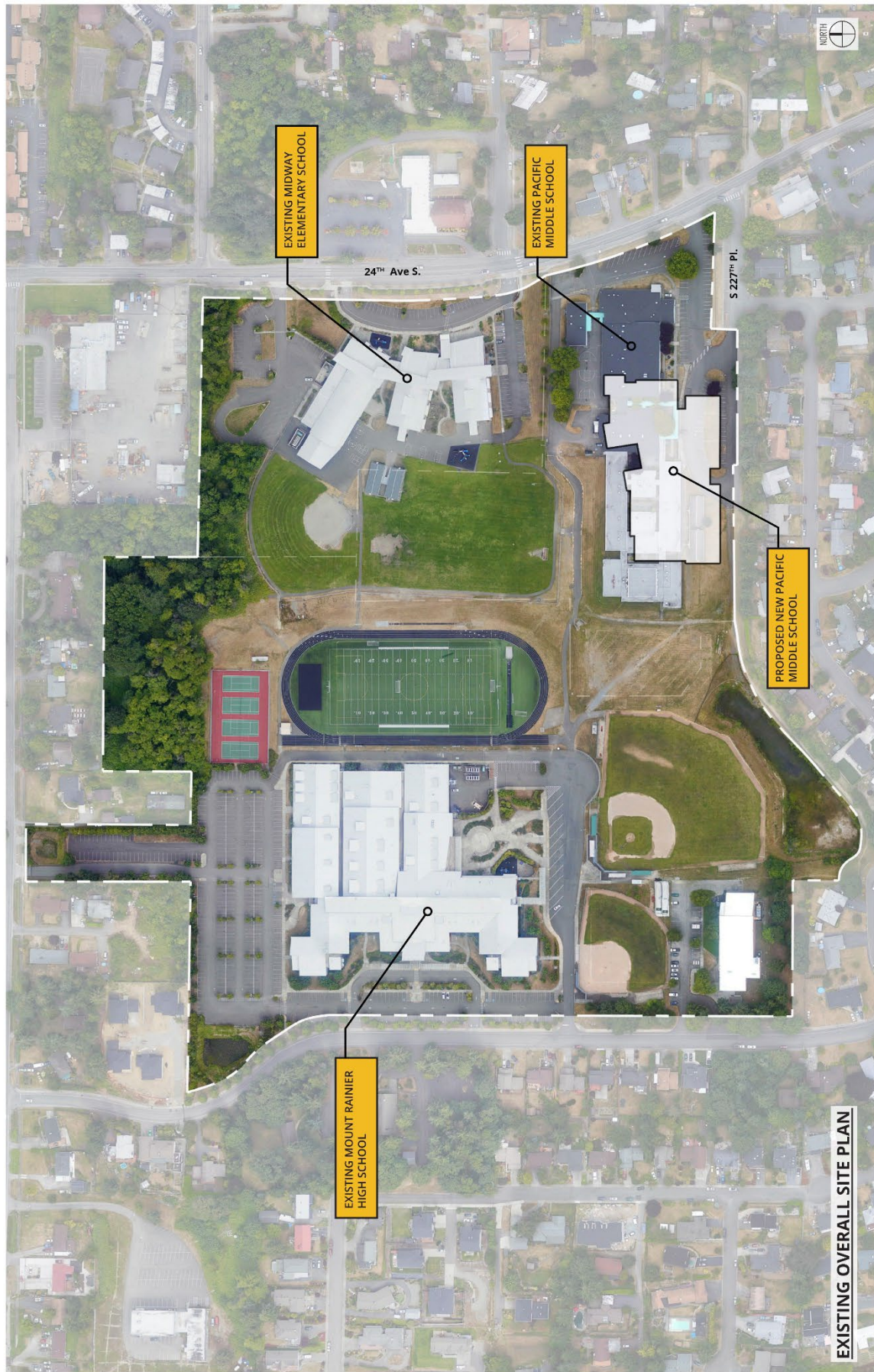
Highline School District - Construction History (6-years)

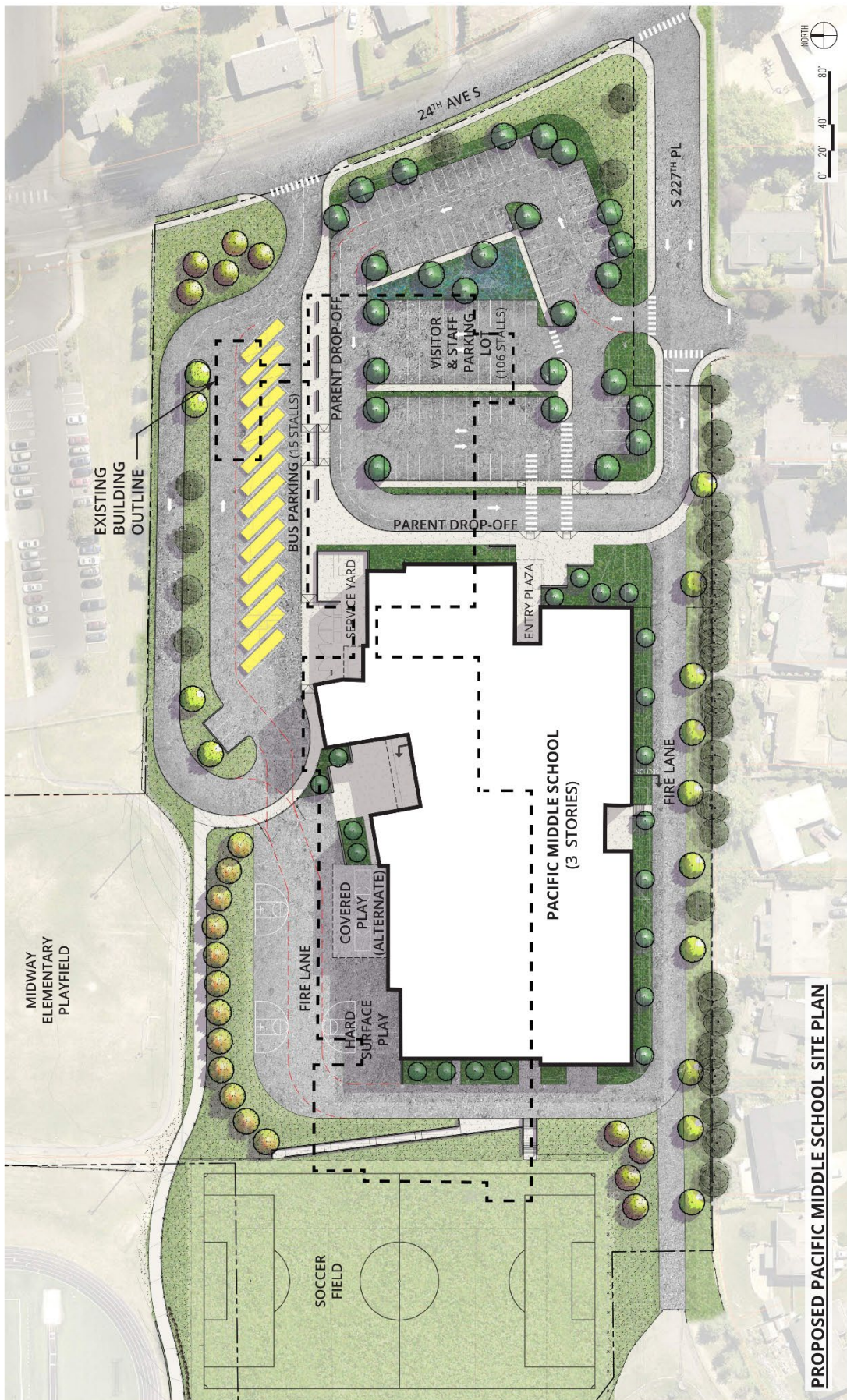
Project #	Project Name	Project Description	Contracting Method	Planned Construction Start	Planned Construction Finish	Actual Start	Actual Finish	Planned Project Budget	Actual Project Budget	Reason for Budget or Schedule Overrun.
1	Evergreen High School Replacement	Demolition of existing high school and construction of new high school	GC/CM	May-23	Jul-26			\$213.3M		
2	Tyee High School Replacement	Demolition of existing high school and construction of new high school	D-B-B	Aug-23	Jun-25			\$189.7M		
3	Highline High School Replacement	Demolition of existing high school and construction of new high school	GC/CM	Jul-19	Jul-21	Jul-19	Jul-21	\$146M	\$146M	Project was completed during the pandemic and was delivered within original program budget and schedule.
4	Glacier Middle School	Demolition of existing Hhigh school and construction of new middle school.	D-B-B	Apr-18	Jul-19	Apr-18	Aug-19	\$83.9M	\$91.4M	Added production kitchen and district-wide cold storage. Delay due to brace frame conflict.
5	Des Moines Elementary School	New school construction	D-B-B	May-18	Jul-19	Jun-18	Aug-19	\$55.4M	\$57.8M	Additional off-site street improvements and additional grading requirements. Deley due to delayed Corps of Engineers' permit.
6	Olympic Interium High School Reconstruction	Reconstruction of Olympic school	D-B-B	Sep-17	Jul-18	Sep-17	May-19	\$17.2M	\$30.6M	Serveral buildings were deemed unsafe after construction commenced and needed to be demolished. Constructed
7	Pruget Sound Skills Center Health Science Building	New building on existing campus	D-B-B	Mar-16	Mar-17	Jul-16	Aug-17	\$19.4M	\$19.5M	Added off-site improvements. Delay due to completing off-site imprvements.

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:

- An 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.





PROPOSED PACIFIC MIDDLE SCHOOL SITE PLAN



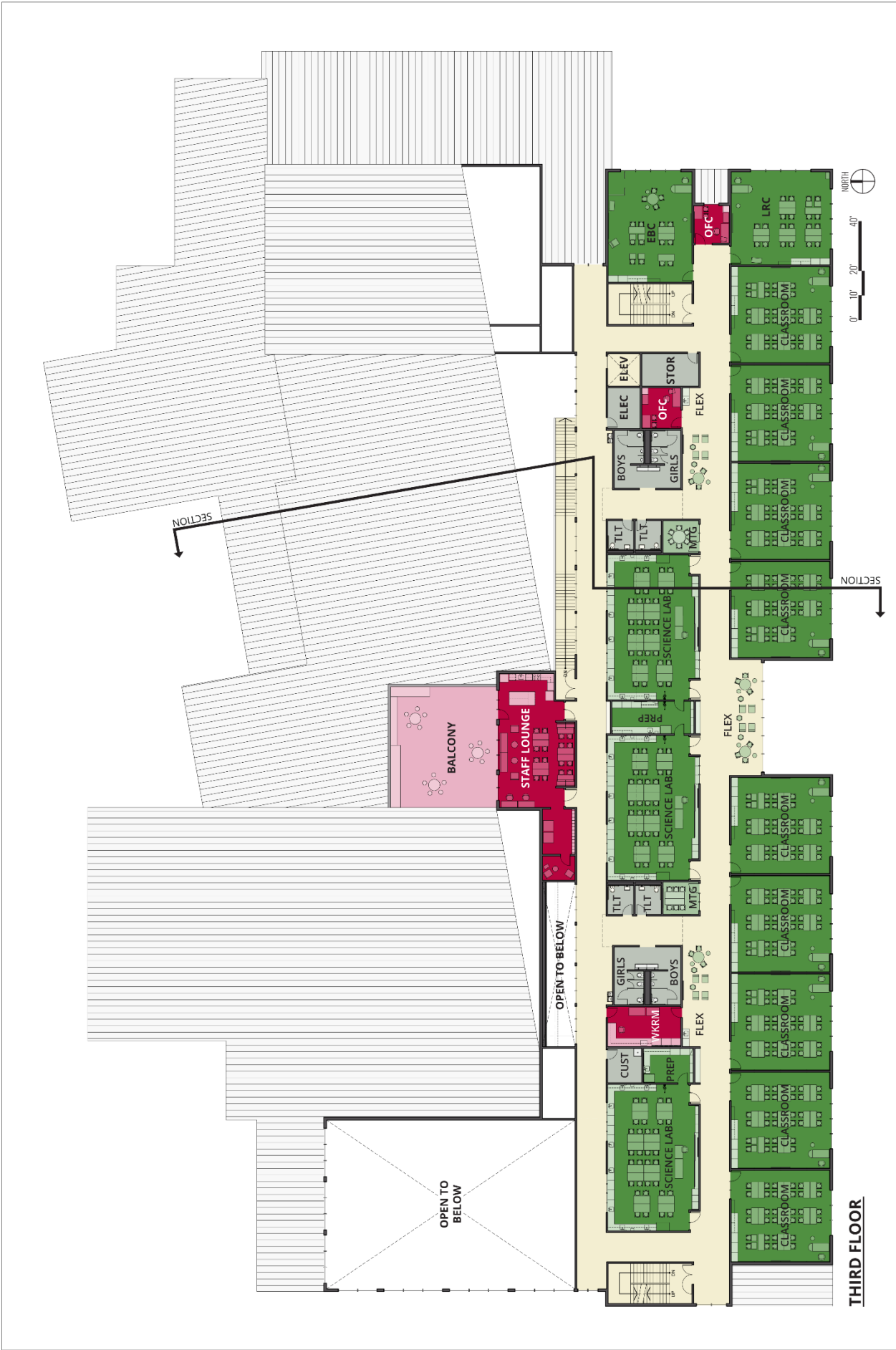
FIRST FLOOR



SECTION

SECTION

SECOND FLOOR



THIRD FLOOR



BUILDING SECTION

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.
[Not Applicable.](#)

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women, and minority-owned business participation.

HPS is deeply committed to ensuring an inclusive contracting and procurement environment on all its projects. HPS has employed the expert services of Vanir Construction Management's Director of Equity and Inclusion to develop a Diversity, Equity, and Inclusion (DEI) program for HPS's Capital Planning and Construction projects and also specifically for Pacific Middle School Replacement Project outreach. HPS's DEI goals for Pacific MS are supplemented by, and in compliance with, Federal DEI goals.

HPS's minimum DEI goals for Pacific Middle School are:

- MBE - 10%
- WBE - 6%
- SBE - 5%
- Local - 20% (defined by King County)

HPS's commitment to these DEI goals ensures a rich and diverse response to HPS's outreach intent. HPS's planned contracting outreach efforts for the Pacific Middle School project include:

- The RFP will require the selected GC/CM to fully engage in the DEI process. The GC/CM will be evaluated and scored on its approach to outreach and inclusion plans as well as past performance.
- HPS will actively encourage GC/CM contractors with a positive track record of utilizing diverse subcontractors to submit proposals for the project.
- HPS place heavy weight on and evaluate each interested GC/CM's past performance in utilization of MBE, WBE, SBE, DBEs, and the GC/CM's inclusion plans as part of the selection process.
- HPS will conduct MBE, WBE, SBE, and DBE outreach in the Daily Journal of Commerce, with the Office of Minority and Women's Business Enterprises (OMWBE), WA Procurement Technical Assistance Center, and through communication with organizations such as the National Association of Minority Contractors (NAMC) and Tabor 100.
- HPS plans to require interested GC/CMs to submit, as part of their proposal documents, draft bid packaging plans designed to support MBE, WBE, SBE, and DBE participation. HPS will review and conduct detailed, independent evaluation of these plans as part of the selection process.
- HPS will conduct in-person and virtual networking events with participation from HPS's leadership and project teams.
- HPS will utilize and research the OMWBE's Directory of Certified Firms.
- HPS will individually meet with each MBE, WBE, SBE, and DBE firm to provide education on HPS's strengths, capabilities, and expectations and discuss areas for partnership and mentorship.
- HPS will also provide coaching and support to all MBE, WBE, SBE and DBE firms to ensure their success on the project and to position them for future pursuits.

These activities serve as a catalyst for HPS to develop meaningful relationships with each MBE, WBE, SBE, and DBE firm in order to identify partners in support of executing HPS's and the public's expectations.

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package**.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

[Not Applicable](#)

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Signature: _____

Name (please print): [Ellie Daneshnia](#) _____ (public body personnel)

Title: [Executive Director of Capital Planning and Construction](#) _____

Date: [April 19, 2023](#) _____