



Lake Washington School District #414



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

APPLICATION FOR CERTIFICATION of PUBLIC BODY **TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)** **AND/ OR** **DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURES**

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-11 should not exceed 15 pages (font size 11 or larger).

1. Identification of Applicant

- (a) Legal name of Public Body (your organization): **Lake Washington School District #414**
- (b) Address: **15212 NE 95th Street NE, Redmond, WA 98052**
- (c) Contact Person Name: **Forrest Miller** Title: **Director of Support Services**
- (d) Phone Number: **425-882-5108** Fax: **425-882-5146** E-mail: **fmiller@lwsd.org**

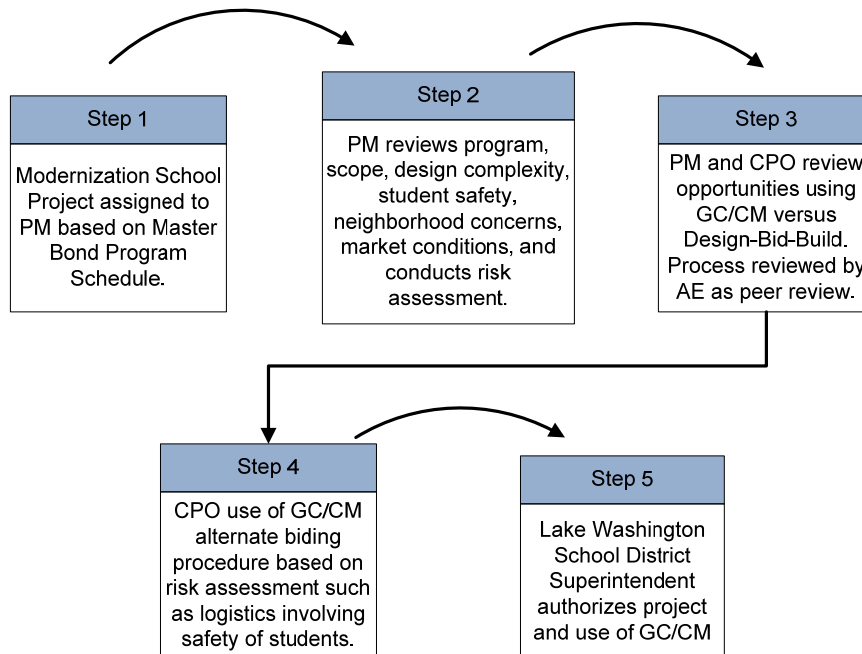
2. Type of Certification Being Sought

- GC/CM** **D-B** **Both**

If your organization is seeking certification for both procedures, your responses to Questions 3, 4, 5, 6 and 8 must address your organization's activities with both. Otherwise your application will be considered incomplete.

3. Experience and Qualifications for Determining Whether Projects Are Appropriate for the Alternative Contracting Procedure (House Bill 1506, Section 107(2)(a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

RESPONSE:**Key:**

PM = Project Manager
 CPO = Capital Project Office
 AE = Architect/ Engineer

This Process follows our existing procedures. To date we have been quite successful using this process and will continue to use the same.

4. Project Delivery Knowledge and Experience *(House Bill 1506, Section 107(2)(b)(i).)* Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

RESPONSE:

The Lake Washington School District has completed more projects in the last 10 years than any other school district in the state including Seattle. We were the first school district to receive approval to use the GC/CM process on Mann Elementary in 2002. Mann Elementary is considered a successful CC/CM project by all accounts as detailed in response #8 below.

Our staff is skilled and knowledgeable in the area of Construction Management, Design, Facilities Management, Property Management, Real Estate, and Finance. In addition to public sector experience many members of our staff have worked for private sector, with such recognized firms such as Turner Construction, Howard S Wright Construction, Safeco Insurance, Callison Architects, and World Vision. Individually, our senior managers have well over 20-30 years of applicable experience. They have been trained in Construction Management and Architecture @ schools including University of Washington, Washington

State University, and Stanford University. We strive for diversity in background and education and trust in collaboration for successful outcomes. Staff retention has been exceptional during the past 10 years; we are seeking to hire additional staff at this time

Going forward, our Capital Facilities Plan includes eleven (11) new school projects valued at \$436 million. Lake Washington High School, currently under design, is an approved GC/CM project. This project was an ideal candidate for GC/CM due to its size, duration, complexity, logistics, and risk associated with completing a new school while students are located on the existing campus. The project is in the early stage of design and the GC/CM was hired soon after the Architect was selected.

Delivery methods which our Capital Projects Office staff has used in the past include:

- (1) Design/Bid/Build,
- (2) GC/CM, (3) Job Order Contracting,
- (4) Small Works Roster, and
- (5) ESCO energy project procurement.

The majority of major projects have been completed with Design/Bid/Build. We see GC/CM as another tool we can use for the most complex and challenging of our projects. We have found using GC/CM is a relationship and knowledge based system. Being able to choose your construction partner like your architectural partner makes good sense. Having the entire team on board from beginning to the end is a best practice that we adhere to in managing our projects. We are not choosing GC/CM to save money per se, but to increase quality of completed project. Coordination of our efforts improves and enhances accountability and student safety and is an effective vehicle for optimum community relations. The GC/CM process yields all this process improvement, not all of which can be measured simply by looking at first cost dollars.

Our management structure is rather straight forward and generally implements the best management practices associated with the effective delivery of capital projects as outlined in the California Multi-Agency CIP Benchmarking Study and recommendations contained therein. Some of these practices include but are not limited to the following:

1. Assign a Project Manager to a project with cradle to grave responsibility
2. Use a standardized project delivery manual we call a "responsibility matrix"
3. Provide clear and prompt direction to the contractor during course of construction.
4. Perform and use formal post project reviews for lessons learned.
5. Define requirements for reliability, maintenance, and operations prior to start of design. We hold formal expectations and standards presentations with our designers and builders at the onset of our relationship.
6. As appropriate, implement use of green building standards which meet or exceed the industry.
7. Adapt successful elements of design to new project whenever possible
8. Provide for significant project construction contingency.
9. Provide feedback loop to designer and contractors post construction.

All of our school projects are complex, with the exception of new schools on a new site. All of our projects going forward are projects in which the students will remain on site during the course of construction. Even if it is a new school on the same site, the logistics, safety, and general coordination in the neighborhood and site are very complex with multiple phases. In particular, safety is a paramount concern when students and staff will be on-site, and where the public will have some confirmed access. Our ability to manage school and neighborhood expectation is critical for purposes of achieving taxpayer satisfaction and successful project management.

5. Personnel with Construction Experience Using the Contracting Procedure (*House Bill 1506, Section 107(2)(b)(ii).*) *Limit response to two pages or less. (See attached sample to display personnel experience)*

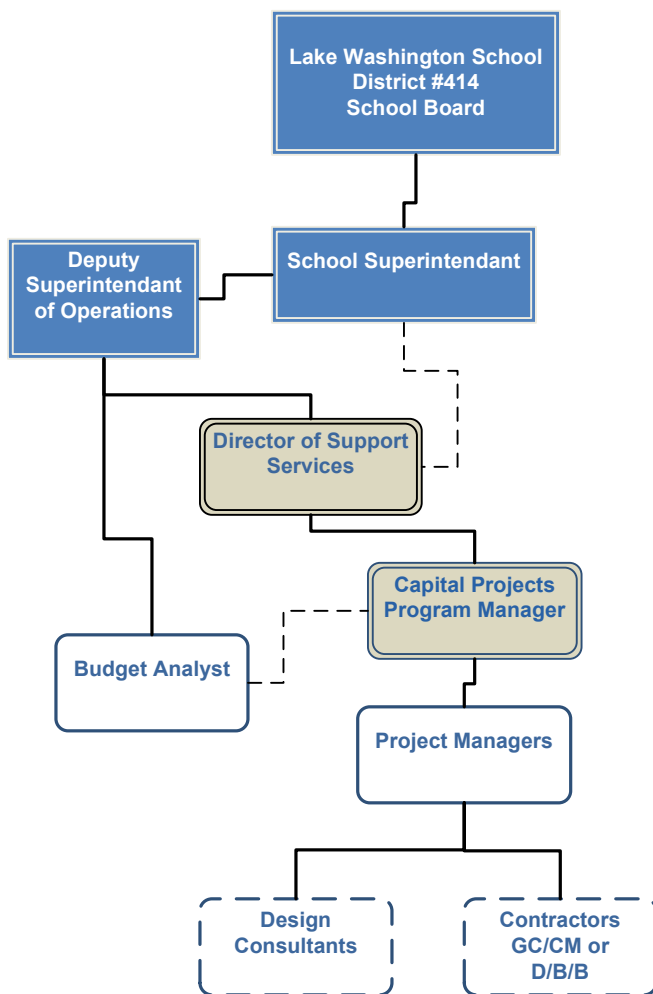
Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

Name	Summary of Experience	Project	Dollar Amount	Role	Time
Forrest Miller	17 yrs Lake Washington School District, Current Director of Support Services	D/B/B '00 Audubon El	11M	PM	Cradle to Grave
		D/B/B '00 Twain El	11M	PM	Cradle to Grave
		D/B/B '01 Lakeview El	14M	PM	Cradle to Grave
		D/B/B '01 Redmond Jr.	23M	PM	Design Phase
		D/B/B '03 Red High	53M	PM	Design Phase
Steve Cole	30 years Total 15 years Private Development and General Contracting (Turner and HS Wright)	D/B/B '98 Redmond El	9M	PM	Cradle to Grave
		D/B/B '98 Blackwell El	9M	PM	Cradle to Grave
		D/B/B '98 Admin Bldg	10M	PM	Cradle to Grave
		Roberto Zamora	4 years with LWSD. Safeco Insurance Capital Projects Manager	GC/CM '03 Mann El	12M
		D/B/B '03 Thoreau El	11M	PM	Const Phase
		D/B/B '05 Kirkland Jr.	22M	PM	Cradle to Grave
		D/B/B '06 Rose Hill El	15M	PM	Cradle to Grave
		D/B/B '06 Inglewood Jr.	8M	PM	Cradle to Grave
		D/B/B '08 Site 52 El	24M	PM	Cradle to Grave

Name	Summary of Experience	Project	Dollar Amount	Role	Time
David Zeitlin	3 years with LWSD. Callison Mahlum				
	D/B/B	'05 Franklin El	14m	PM	Const Phase
	D/B/B	'05 Juanita El	13M	PM	Const Phase
	D/B/B	'06 Parks El	18M	PM	Cradle to Grave
	GC/CM	'11 L Wash High	93M	PM	Cradle to Grave

6. Management Plan and Rationale for Alternative Contracting Projects (*House Bill 1506, Section 107(2)(b)(iii).*) *Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)*

Please provide your typical management plan or protocol that you would use to manage a GGCM or DB project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).



Role	Experience and Responsibility
School Board	Elected Officials responsible for the management and operation of the school district. The school board's governance policy sets executive limitations and defines end results desired for Lake Washington School District education. Approves all Contracts and Change Orders on major Capital Projects.
School Superintendent	Reviews and approves all major projects including architect selection, determination to build new-in-lieu of modernization, contractor low bid or GC/CM selection and educational design parameters. Reviews and approves Schematic Design Documents.
Deputy Superintendent	Leads development of program scope and budget including liaison with the citizen's bond committee. Oversight of funding and budget.
Director of Support Services	Administrative oversight and project authority. Ensures compliance with all State of Washington, Lake Washington School District, and Capital Projects Office, rules, laws, and procedures. Reviews and approves all projects.
Capital Projects Manager	Experienced in type and size of projects and well as negotiated and complex work including alternative contracting methods. Management oversight of planning and design and a resource/coach for Project Managers. Lead responsibility for GC/CM selection and contract negotiation.
Project Managers	Project lead and point of contact for all project related issues and activity. Responsible for schedule, budget, program adherence, design, and documentation.
Budget Analyst	Regular and periodic updates to budgets including monthly indicated outcome and variance reporting to assist Project Managers in timely management of direct construction costs and all other project costs.

7. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures (*House Bill 1506, Section 107(2)(b)(iv).*) *Limit responses to two pages or less. (See attached example table of how to display construction history.)*

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (design-bid-build, GC/CM, or design-build)
- Lead Design Firm (including current contact information)
- General Contractor, GC/CM, or Design/Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

Project # 1	Twain Elementary	Project # 2	Audubon Elementary
Description	New-in-Lieu	Description	Modernization
Total cost	10.6 million	Total cost	10.9 million
Method	Design/Bid	Method	Design/Bid
A/E	Northwest Architects	A/E	Northwest Architects
GC	Kassel Construction	GC	Pacific Construction
Planned Start	Spring 1998	Planned Start	Spring 1998
Planned Completion	Sept 1, 2000	Planned Completion	Sept 1, 2000
Actual Start	Spring 1998	Actual Start	Spring 1998
Actual Completion	Sept 3, 2000	Actual Completion	Sept 3, 2001
Reason for delay	Fire Damper delay	Reason for delay	Contractor Bankrupt
Original Budget	10.5 million	Original Budget	10.5 million
Final Cost	10.6 million	Final Cost	10.9 million
Reason For Overrun	Fire Dampers	Reason For Overrun	Change to Bonding Company Contractor

Project # 3	Redmond Jr. High	Project # 4	Lakeview Elementary
Description	New-in-Lieu	Description	Modernization
Total cost	10.6 million	Total cost	14.0 million
Method	Design/Bid	Method	Design/Bid
A/E	McGranahan	A/E	Northwest Architects
GC	Berschauer Phillips	GC	Berschauer Phillips
Planned Start	Spring 2000	Planned Start	Spring 1998
Planned Completion	Sept 1, 2002	Planned Completion	Sept 1, 2000
Actual Start	Spring 2000	Actual Start	Spring 1998
Actual Completion	Oct 15, 2002	Actual Completion	Spring 2001
Reason for delay	Drywall and mechanical coordination	Reason for delay	Unforeseen structural conditions
Original Budget	23.5 million	Original Budget	13.2 million
Final Cost	23.4 million	Final Cost	14.0 million
Reason For Overrun	Under budget	Reason For Overrun	Structural unforeseen in Existing walls.

Project # 5	Redmond High	Project # 6	Thoreau Elementary
Description	New-in-Lieu	Description	Mod/New-in-Lieu
Total cost	53.8 million	Total cost	11.1 million
Method	Design/Bid	Method	Design/Bid
A/E	McGranahan	A/E	DLR Architects
GC	Kassel Construction	GC	Rushforth
Planned Start	Spring 2000	Planned Start	Spring 2002
Planned Completion	Sept 1, 2003	Planned Completion	Sept 1, 2003
Actual Start	Fall 1999	Actual Start	Summer 2002
Actual Completion	Spring 2004	Actual Completion	May 30, 2003
Reason for delay	Re-sequence Schedule	Reason for delay	No Delay
Original Budget	51.5 million	Original Budget	11.3 million
Final Cost	53.8 million	Final Cost	11.1 million
Reason For Overrun	Re-sequence Final Phase	Reason For Overrun	Under budget

Project # 7	Mann Elementary	Project # 8	Kirkland Jr. High
Description	New-in-Lieu	Description	Mod/New-in-Lieu
Total cost	12.5 million	Total cost	21.5 million
Method	GC/CM	Method	Design/Bid
A/E	McGranahan	A/E	Northwest Architects
GC	Kirtley Cole	GC	Lydig Construction
Planned Start	Spring 2002	Planned Start	Spring 2004
Planned Completion	Sept 1, 2003	Planned Completion	Sept 1, 2005
Actual Start	Spring 2002	Actual Start	Spring 2004
Actual Completion	Aug 20, 2003	Actual Completion	Aug 25, 2005
Reason for delay	No Delay	Reason for delay	No Delay
Original Budget	12.3 million	Original Budget	23.4 million
Final Cost	12.5 million	Final Cost	21.5 million
Reason For Overrun	Unsuitable Soils	Reason For Overrun	Under budget

Project # 9	Juanita Elementary	Project # 10	Franklin Elementary
Description	New-in-Lieu	Description	New-in-Lieu
Total cost	13.4 million	Total cost	13.5 million
Method	Design/Bid	Method	Design/Bid
A/E	Hutteball & Oremus	A/E	Mahlum Architects
GC	Babbit Neuman	GC	Spee West
Planned Start	Spring 2004	Planned Start	Spring 2005
Planned Completion	Sept 1, 2005	Planned Completion	Sept 1, 2005
Actual Start	Spring 2004	Actual Start	Spring 2004
Actual Completion	August 15, 2005	Actual Completion	August 20, 2005
Reason for delay	No Delay	Reason for delay	No delay
Original Budget	13.5 million	Original Budget	13.6 million
Final Cost	13.4 million	Final Cost	13.5 million
Reason For Overrun	Under budget	Reason For Overrun	Under budget

Project # 11	Rose Hill Elementary	Project # 12	Inglewood Jr. High Addition
Description	New-in-Lieu	Description	Addition
Total cost	14.6 million	Total cost	7.6 million
Method	Design/Bid	Method	Design/Bid
A/E	DLR Architects	A/E	Northwest Architects
GC	Korsmo Construction	GC	Kassel Construction
Planned Start	Spring 2005	Planned Start	Spring 2005
Planned Completion	Sept 1, 2006	Planned Completion	Sept 1, 2006
Actual Start	Spring 2005	Actual Start	Spring 2005
Actual Completion	August 25, 2006	Actual Completion	August 20, 2006
Reason for delay	No delay	Reason for delay	No Delay
Original Budget	14.6 million	Original Budget	7.6 million
Final Cost	14.6 million	Final Cost	7.6 million
Reason For Overrun	On budget	Reason For Overrun	On budget

Project # 13	Rosa Parks Elementary	Project # 14	Site 52 Elementary
Description	New	Description	New
Total cost	18.1 million	Total cost	21.5 million
Method	Design/Bid	Method	Design/Bid
A/E	Mahlum Architects	A/E	Integrus Architects
GC	Spee West Construction	GC	Kassel Construction
Planned Start	Spring 2005	Planned Start	Spring 2007
Planned Completion	Sept 1, 2006	Planned Completion	Sept 1, 2008
Actual Start	Spring 1996	Actual Start	Spring 2007
Actual Completion	Aug 15, 2006	Actual Completion	Not complete
Reason for delay	No Delay	Reason for delay	Not complete
Original Budget	18.1 million	Original Budget	21.5 million
Final Cost	18.1 million	Final Cost	21.5 million
Reason For Overrun	On budget	Reason For Overrun	None expected

Project # 15	Lake Washington High School	Project # 16	Frost Elementary
Description	New-in-lieu	Description	New-in-lieu
Total cost	Not complete	Total cost	Not complete
Method	GC/CM	Method	Design/Bid
A/E	McGranahan	A/E	Meng Architects
GC	Lydig Construction	GC	No Bid
Planned Start	Spring 2009	Planned Start	Spring 2008
Planned Completion	Sept 1, 2011	Planned Completion	Sept 1, 2009
Actual Start	Not started	Actual Start	Not started
Actual Completion	No complete	Actual Completion	Not complete
Reason for delay	Not complete	Reason for delay	Not complete
Original Budget	93.2 million	Original Budget	21.5 million
Final Cost	Not complete	Final Cost	Not complete
Reason For Overrun	On budget	Reason For Overrun	None expected

8. Demonstrated Success in Managing at Least One Project Using the Contracting Procedure Within the Last Five Years (*House Bill 1506, Section 107(2)(b)(v).*)(*Limit response to one page or less.*)

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Lessons learned from your experience.

RESPONSE:

The Lake Washington School District was the first school district to receive approval to use the GC/CM process on Mann Elementary in 2002. Although the dollar amount was relatively small, less than \$10 million, the project was complex, with logistical obstacles, and upmost safety concerns, on a tight site with limited access. The existing school would have to remain operational while an entirely new school would be built behind the

existing school. Parents and community safety concerns were paramount. Avoiding disruption of the educational process was of utmost concern.

Eleven contractors responded to the RFP. The district selected a well qualified contractor who familiar with complex and negotiated contracts despite having no prior experience in GC/CM. Establishing an early relationship with this contractor was invaluable to the success of the project. The contractor fully understood the site logistics, the community, and educational concerns. An immediate benefit was the contractor's safety and access plan, which virtually eliminated the majority of our concerns. In addition, the early timeline allowed the GC/CM to negotiate access to the site from the rear by obtaining a temporary easement through adjacent City owned property. This would not have been done using a D/B/B method. The second big advantage was, because the GC/CM was brought on early, they were able to meet with staff, parents, and the community at public meetings long before construction started, becoming a familiar face and a trusted entity. This particular GC/CM had a prior positive relationship with the City of Redmond. This too proved to be invaluable and a lesson we learned on selection. If the contractor has good relations with the jurisdiction the project will run smoother.

Not only did we learn that the relationship was so important but on the contractual side the flexibility of the contracting and buyout procedure provided better quality to the project and helped in managing cost overruns. For example we rebid steel and roofing, which yielded cost control savings, and in the case of roofing, quality improvements. We would not have had this flexibility or benefit using D/B/B.

9. Ability To Properly Manage the Public Body's Capital Facilities Plan (*House Bill 1506, Section 107(2)(b)(vi).*)(*Limit response to one page or less.*)

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

RESPONSE:

Good planning does indeed start with a well thought out written plan. The Lake Washington School District has a great track record of establishing the needs through documented Capital Facilities Plans. Our plans include a long range plan, a six-year plan, adjusted yearly, and Bond and Levy improvement plans. Our service area is 75 square miles and includes the City of Redmond, City of Kirkland, City of Sammamish, and unincorporated King County.

We have never failed to pass a Bond initiative nor a Capital Improvement Levy. In our most recent initiative, 2006, we passed a Bond for \$436 million to modernize 11 schools over 8 years and \$64 million for Capital and Technology improvement over the next 4 years.

Our long term plan is to replace every building on a 40 year cycle. By the time we complete this current initiative we will be half way to replacing our school building infrastructure.

All of our projects have been completed per the established schedule and within the funding allocated. We have not diminished the scope or quality of the work to meet these ends.

During this time of hyper-inflation for construction costs, we anticipated this in our bond planning. Eleven schools for our Phase I Bond, 1998, were \$200 million. Our Phase II Bond,

current work, we anticipated a cost of \$436 million for same scope of work, eleven more schools.

We have established Educational Specification's by grade level for our program. The public is satisfied with our work and understands our long term plans to improve facilities and address changes to the schools based on the educational specifications which will facilitate delivery of education now and in the future.

10. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington (House Bill 1506, Section 107(2)(b)(vii).) Limit response to one page or less.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

RESPONSE:

The Lake Washington School District is a leader in designing a quality building and responsive school facilities. Many of our projects are being recognized as local and national award winners for our designs, high quality educational space, and for sustainable features. One our most recently completed elementary schools, Franklin Elementary, was recognized as the only educational facility to be on the "Top 10" list of AIA green projects in America in 2006.

We have the proven capability, the professional staff expertise, and long and successful record of delivering capital projects, both using the traditional design-bid-build procurement method as well as past and present GC/CM alternative procurement.

We have attended round table conferences sponsored by the Associated General Contractors for Alternative Procurement Contracting and are well-informed regarding JLARC reports, the LAW, Oversight Studies, and other national alternative public works procurement methods. We are leaders in the local and regional affiliation with the Council of Educational Facility Planners International and attend all work conferences and have participated in several workshops about GC/CM procurement.

11. Resolution of Audit Findings on Previous Public Works Projects (House Bill 1506, Section 107(2)(c).) (Limit response one page or less.)

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.

RESPONSE:

Our GC/CM project, Mann Elementary, was audited by JLARC and no exceptions were found.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).

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Name (please print) **Forrest W. Miller**

Title: **Director of Support Services**

Date: 9/6/07 _____