

State of Washington
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): [Seattle School District No.1](#)
- b) Mailing Address: [2445 3rd Avenue South, Seattle, WA 98124](#)
- c) Contact Person Name: [Richard Best](#) Title: [Executive Director of Capital Projects and Facilities](#)
- d) Phone Number: [206-252-0647](#) E-mail: rlbest@seattleschools.org

1. Brief Description of Proposed Project

- a) Name of Project: [B. F. Day Elementary School \(BFDES\) - Exterior Windows Replacement](#)
- b) County of Project Location: [King](#)
- c) Please describe the project in no more than two short paragraphs. (See Example on Project Description)

[BFDES is located at 3921 LINDEN AVE N, Seattle, WA 98103 on a 3.87-acre site owned by Seattle Public Schools \(SPS\). \(See Attachment A – Vicinity Map\) B. F. Day is the oldest continually operating school in the Seattle School District. First opened at this location in 1891, the City of Seattle designated the building's exterior as a landmark in 1981. This project proposes replacement of all original wood-framed windows with new aluminum-clad wood-framed windows \(212 windows\), and attendant repairs to jambs, sills and headers.](#)

[The City of Seattle Department of Neighborhoods Landmarks Preservation review of the Window Assessment report and any expected mock-up installations occur summer / fall of 2024. To minimize the impact to classroom instruction, the construction work is scheduled during student non-occupied times of holiday \(winter, mid-winter and spring\) breaks and the summers of 2025 and potentially 2026. The opportunity to complete the entire project in the first summer will be discussed with the selected the GC/CM firm.](#)

- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? [No](#)
(if no, applicant must apply separately at a later date utilizing Supplement B)

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$366,000
Estimated project construction costs (including construction contingencies):	\$4,210,000
Equipment and furnishing costs	\$50,000
Off-site costs	\$0
Contract administration costs (owner, cm etc.)	\$150,000
Contingencies (design & owner)	\$421,000
Other related project costs (Permits, builder's risk insurance, SPS Shops Work Orders, advertising, printing.)	\$162,000
<u>Sales Tax (10.35%)</u>	<u>\$436,000</u>
Total	\$5,795,000

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

[The BFDES Exterior Windows Replacement project is funded by the Building Excellence \(BEX\) V](#)

Capital Levy passed by Seattle voters in February 2019 for \$2.8M with additional funding to be requested in the District's BEX VI capital levy to be submitted to the voters for their approval February 2025.

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)*
- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process. *(If applicable)*

Task	Start	Completion
Design Procurement (AE)	December 2023	January 2024
GC/CM Procurement (3-step process: (Qualifications, Interview and Sealed Bid/Fee)	May 2024	August 2024
GC/CM Pre-Construction Services	September 2024	February 2025
Schematic Design	August 2024	September 2024
Design Development	October 2024	December 2024
Construction Documents	December 2024	February 2025
Building Permits	January 2025	March 2025
Bidding, Approval, Award	March 2025	May 2025
Construction Phase 1	June 2025	August 2025
Construction Phase 2	June 2026	August 2026
Final Board Acceptance		February 2027

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:

- 1) If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
 - a) The replacement of 212 large wood windows will involve detailed scheduling, complex multi-story scaffolding, advanced coordination with SPS regarding removal of mature landscaping, sequencing and coordination of hazardous material abatement, window removal, masonry opening preparation and repair where needed. The GC/CM will be valuable in orchestrating the work at building elevations partially obscured by mature trees and within tight timeframes when school is not in session. Opportunities to access the site during holiday school breaks ahead of each brief construction season is a key advantage of the GC/CM procurement process.
 - b) As a landmarked school, several mock-ups will be required to ensure that the new window installation meets the requirements of the required Seattle Department of Landmarks - Certificate of Approval. The GC/CM will be valuable in coordinating these mock-ups and incorporating changes to the design as necessary across the unique and unforeseen conditions that are expected to occur.
 - c) The Window Assessment Report indicates that there is significant masonry and concrete repair / restoration needed to ensure a weather-tight installation. Complex coordination of the various subcontractors will be necessary and serve to minimize risk.
- 2) 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.

- a) An interim site is not available to relocate the school while the windows are replaced. The existing elementary school program will remain on-site and has approximately 400 students. Replacing the windows impacts the thermal conditions in each classroom. Temporary dust-containing barriers must be installed in each zone of work. Once a window has been removed it will be secured with a removable construction barrier to maintain the internal building environment and ensure the building is secure. See Attachment B – Floor Plan Barrier Diagram, for anticipated barrier layout. These precautions and intrusions into each classroom necessitate the barriers be constructed when school is not in session, during summer breaks.
- 3) If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- a) **Early Involvement** - allows the GC/CM an opportunity to plan the logistics for example - figuring out site logistics and staging strategies, requirements for scaffolding and type of scaffold such as elevating or fixed, overall crew scheduling, all items that can affect the cost of the work.
- b) **Verify Conditions** - The window sizing is more likely to have a greater level of variance and be more complex than new construction. Historic drawings are available for the GC/CM to guide field measurement at each window opening to ensure proper fit of the new windows. Completing the dimension verification during the design phase can reduce unknowns and improve design accuracy prior to bidding subcontractor packages, ensuring the window installation will occur in a timely manner.
- c) **Advantageous Procurement** - The lead time for the windows is anticipated to be over four months. Working with the GCCM will minimize iterative shop drawing cycles and improve fabrication and delivery.
- 4) If the project encompasses a complex or technical work environment, what is this environment?
- There are several different and unique types of operable and fixed windows, which need to be validated by the Seattle Department of Landmarks. Most of the windows are quite large. They include unique details that are anticipated to be challenging to include in modern thermally-broken windows. The installation duration from start to finish per grouping of windows is anticipated to be over 40 days. Restoring existing rough opening conditions at numerous locations concurrently with several crews, while coordinating sequenced installation of very large windows will require continuous supervision.
- 5) 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?
- a) B. F. Day Elementary School is the oldest, continuously operated school within Seattle Public Schools. The original 4-room school opened in 1892 and was expanded twice before 1916. A majority of the windows are very large and are operable using concealed counterweights or pivoting hinges. Over 90% of the existing windows are in poor and failing condition and have been mechanically fixed in the closed position.
- b) Some of the windows have unique exposed concrete jambs, which over time have spalled to reveal internal reinforcement. Concrete and masonry repairs to satisfy the Landmark status and reinstallation over a very short construction window will require experienced supervision and well-coordinated trades.
- c) Construction activities must occur during the district's summer break and be complete prior to the start of school each fall.
- 6) 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
- a) **Highly Qualified Contractors** - Selection of the GC/CM is based on qualifications and experience relevant to the specific nature and challenges of each project. The GC/CM partner will be selected

for demonstrated experience removing and replacing windows with hazardous material abatement; performing landmarked renovation work; working on compressed timelines; and experience performing work on constrained sites.

- b) **Preconstruction Services** - Participation in the design process facilitates the GC/CM's understanding the work before bidding developing the preconstruction and construction schedule; minimizing errors and/or omissions in scope and providing opportunities to specify the best value materials and develop the most efficient construction methods.
 - c) **Transparency** - Open book cost accounting of the work brings transparency to the actual value of work to be constructed.
 - d) **Quality** - Top tier contractors are more likely to compete for this project as a GC/CM opportunity, thus carrying a higher likelihood of quality assurance, timely completion, and project safety, which brings value in the short and long term.
- 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.
 - a) **Timely Engagement** - Constructability and error/omission issues are often not raised by the contractor until after the bid/award phase is complete. This results in lower quality results and higher maintenance costs.
 - b) **Change Order Premiums** - Changes made during construction are costlier than changes made prior to bidding. Utilizing the GC/CM procurement process for the project greatly reduces scope gaps and installation challenges.
 - c) **Site Access during Design** - In the case of a landmark renovation, likely unforeseen conditions where a lump sum, low bid contractor will claim additional costs and potential schedule impacts while early investigation and planning with a GC/CM team can mitigate these events. Investigative deconstruction activities related to the concealed installation conditions facilitate a more coordinated result.
 - d) **Minimal Disruption** - Construction impacts to the learning environment are unacceptable. The district, architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with the school community prior to the start of construction. The GC/CM's early involvement can significantly mitigate these issues.
 - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
 - a) Not Applicable.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
 - a) **Experience** - SPS has used GC/CM procurement on twenty-seven projects as listed in Attachment C – Major Projects in the last 6 Years.
 - b) **Qualified Staff** - Within the organization the Executive Director, three Senior Project Managers (Sr. PM), and eight Project Managers (PM), are very seasoned and have experience in GC/CM procurement and construction methods.
 - c) **Third-party Oversight** - SPS utilizes an eleven-member Building Excellence / Building, Technology & Academics/Athletics (BEX/BTA) Oversight Committee which meets monthly to review major issues and make recommendations to the district concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)

See Attachment D - Project Organization Chart

- Staff and consultant short biographies (*not complete résumés*).

Richard Best, Hon. AIA, SPS Executive Director for Capital and Facilities:

Extensive architectural and construction experience over past 42 years including school (K-12), hospital, laboratory, and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight.

Tom Gut, SPS Senior Project Manager:

With over 35 years of design and construction related experience and a Bachelor of Science in Civil Engineering degree from Iowa State University, Mr. Gut is a licensed civil engineer in Washington state. He has worked in both the private and public sectors including seven years as the public works director for the City of SeaTac. He is experienced in all aspects of design and construction including GC/CM and Design-Build, from conceptual planning to project close-out. Current responsibilities include supervision of Project and Construction Managers and coordinating activities for assigned school construction projects from initial planning and design through construction with the goal of producing high quality learning environments. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

Mitch Kent, AIA SPS Project Manager:

Mitch has nearly 30 years of K-12 design experience and is a registered architect with a Master of Architecture degree from University of Washington. In the roles of project architect and project manager, his breadth and depth of experience ranges from single classroom summer renovations up through multi-phased concurrently occupied comprehensive high schools, with many school districts in western Washington using DBB, GC/CM and negotiated bid (for independent schools) procurement. He is experienced in all aspects of design and construction from civic entitlement, conceptual planning to project management, construction administration and project close-out. Mitch’s strengths include communication, teamwork, planning, and coordination with communities, schools and stakeholders.

Graehm Wallace, Perkins Coie (Legal Consultant):

A partner within the firm's Construction Law practice, he has over 30 years of experience working in all areas of construction transactions, counseling, and conflict resolution. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Mr. Wallace has represented scores of Washington school districts and other Washington public entities in drafting and negotiating GC/CM contracts under RCW 39.10.

- 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.*)

Richard Best, Hon. AIA, SPS Executive Director for Capital Projects and Facilities:

GC/CM Projects	Value	Role/Tasks	Completion
Eckstein MS Ext. Window Replacement (GC/CM)	\$10.1M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Franklin High School HVAC Upgrades (Design-Build)	\$4.5M	Director for Capital Projects	Sept. 2024 (Const. Phase)
John Muir ES (GC/CM)	\$14.9M	Director for Capital Projects	Sept. 2025 (Const. Phase)

Montlake ES (GC/CM)	\$87M	Director for Capital Projects	Sept. 2025 (Const. Phase)
John Rogers ES (GC/CM)	\$92M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Alki ES (GC/CM)	\$80M	Director for Capital Projects	Sept. 2026 (Const. Phase)
Mercer MS (GC/CM)	\$152M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Rainier Beach HS (GC/CM)	\$240M	Director for Capital Projects	2025 (Const. Phase)
JSCEE Central Kitchen Phase 2 (GC/CM)	\$11.9M	Director for Capital Projects	Sept. 2024 (Const Phase)
Van Asselt School (GC/CM)	\$50M	Director for Capital Projects	Sept. 2023
Northgate ES (GC/CM)	\$90M	Director for Capital Projects	Sept. 2023
Lincoln HS Phase II (GC/CM)	\$40M	Director for Capital Projects	Sept. 2023
Webster ES (GC/CM)	\$37M	Director for Capital Projects	Sept. 2020
Bagley ES (GC/CM)	\$40M	Director for Capital Projects	Sept. 2020
Ingraham HS Addition (GC/CM)	\$41M	Director for Capital Projects	Sept. 2019
Lincoln HS (GC/CM)	\$101M	Director for Capital Projects	Sept. 2019
Loyal Heights ES (GC/CM)	\$46M	Director for Capital Projects	Aug. 2018
Olympic Hills ES (GC/CM)	\$42M	Director for Capital Projects	Sept. 2017
Cascadia ES / Robert Eagle Staff MS (GC/CM)	\$119M	Director for Capital Projects	Sept. 2017

Tom Gut, SPS Senior Project Manager:

Major Projects	Value	Role/Tasks	Completion
Spokane St Warehouse (DBB)	\$2M	Senior Project Manager	2025 (Design Phase)
Eckstein MS Ext. Window Replacement (GC/CM)	\$10.1M	Senior Project Manager	Sept. 2025 (Const. Phase)
Franklin High School HVAC Upgrades (Design-Build)	\$4.5M	Senior Project Manager	Sept. 2024 (Const. Phase)
JSCEE Central Kitchen Phase 2 (GC/CM)	\$11.9M	Senior Project Manager	Sept. 2024 (Const. Phase)
Blaine K-8 Electrical System Upgrades (DBB)	\$8M	Senior Project Manager	Sept. 2024 (Design Phase)
McClure MS Exterior Cladding, Exterior Window & Door Replacements (DBB)	\$5M	Senior Project Manager	Sept. 2023 (Design Phase)
Cascade Parent Partnership @ N. Queen Anne (DBB)	\$9M	Senior Project Manager	Sept. 2023 (Const. Phase)
Ingraham HS Athletic Fields and Tennis Courts (DBB)	\$5M	Senior Project Manager	July 2023 (Const. Phase)

McClure MS Science Room & Seismic (DBB)	\$4M	Senior Project Manager	Sept. 2022
Gatewood ES HVAC (DBB)	\$3M	Project Manager	Sept.2022
Boren K-8 HVAC (DBB)	\$2M	Project Manager	March 2022

Mitch Kent, AIA, SPS Project Manager:

Major Projects	Value	Role/Tasks	Completion
Seattle SD Spokane Street Warehouse (DBB)	\$2M	Project Manager	2025 (in Design)
Sno-Isle Skills Center Campus Improvements (DBB)	\$3M	Project Manager	2023
Franklin HS Gym (DBB)	\$1.5M	Project Manager	2023
White River SD Glacier MS (DBB)	\$30M	Project Manager	2021
Mukilteo SD Kamiak HS Fieldhouse (DBB)	\$1.8M	Project Manager	2020
Mukilteo SD Mariner HS Women's Locker-room (DBB)	\$4.5M	Project Manager	2020
White River SD HS Grandstand (DBB)	\$2M	Project Manager	2019
Mukilteo SD Olympic View MS Expansion (DBB)	\$6.7M	Project Manager	2017
Mukilteo SD Discovery ES Gym (DBB)	\$3.2M	Project Manager	2016
Seattle SD Olympic Hills ES (GC/CM)	\$12M	Project Manager	2015
Mukilteo SD Community Based Transition Center (DBB)	\$4.5M	Project Manager	2014
Kennedy Catholic HS Science Labs (Negotiated)	\$3.5M	Project Manager	2012
Lake Washington SD John Muir ES (DBB)	\$19M	Project Manager	2010
University of Puget Sound Anderson Langdon Hall Renovation (Negotiated)	\$3.5M	Project Manager	2010
Issaquah SD Issaquah High School (DBB)	\$84M	Project Manager	2009
Lake Washington SD Finn Hill Junior High (DBB)	\$32M	Project Manager	2009
King's School Science & Technology Building (Negotiated)	\$6.7M	Project Manager	2009

Lake Washington SD District Board Room (DBB)	\$250,000	Project Manager	2008
Edmonds SD Scriber Lake Interim Site (DBB)	\$750,000	Project Manager	2007
Edmonds SD Scriber Lake HS (DBB)	\$13M	Project Manager	2005
Dearborn Park ES Daycare & Classroom Addition (DBB)	\$2.7M	Project Manager	2004
Lake Washington SD Rosa Parks ES (DBB)	\$13M	Project Manager	2004
Lake Washington SD Franklin ES (DBB)	\$11.5M	Project Manager	2003
Three Cedars School Schematic Design and CUP		Project Manager	2003
Northshore SD Kenmore JH Gym (DBB)	\$4.5M	Project Manager	2001
Edmonds SD 2001 Small Works (DBB)	\$4M	Project Manager	2001
Edmonds SD Cedar Valley K-8 (DBB)	\$13M	Project Manager	2000
Edmonds SD 1999 Small Works (DBB)	\$4M	Project Architect	1999

- The qualifications of the existing or planned project manager and consultants.
 - a) Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.
 - b) Over the last few years, the number of GC/CM projects implemented by SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-Builder analysts.
- 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.
 - a. Not Applicable.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
 - a. Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
 - a. The roles and responsibilities of SPS, Architect/Engineer (A/E) team, and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposals and other GC/CM contract documents. The Senior Project Manager (Sr. PM) and Project Manager (PM) will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on task for their respective work throughout the life of the project.
 - b. Weekly coordination meetings with the SPS PM, A/E team, and GC/CM will be conducted and

timely meeting minutes that assign action items will be published throughout the life of the project. The purpose of the meeting will be to ensure adherence to the established scope, budget and schedule and also resolve any issues brought up by any party. These weekly meetings will be paramount in the management and control of the project.

- c. SPS requires the A/E team and the GC/CM to use e-Builder software to monitor, control and track the budget, schedule, changes, pay applications, RFI's, submittals, issues, etc. This software allows collaboration from any computer through a cloud-based system and allows easy tracking of issues, cost impacts, and also archives the information for easy retrieval. Team members are notified by the software when actions are needed. Management reports which give current status on action items will be discussed at the weekly coordination meeting.
- d. As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive construction schedule that will be reviewed at each weekly coordination meeting.
- e. Construction cost estimates by the A/E team and the GC/CM are to be reconciled at the end of each design phase and as otherwise deemed necessary.
- f. In addition to what is required by the Washington Administrative Code, engineering and constructability review will be ongoing and will also be an established agenda item in the weekly coordination meetings.
- g. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the GC/CM, SPS PM and A/E team will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC.
- h. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to reconfirm the MACC and the TCC.
- i. SPS conducts monthly meetings with Seattle's Department of Construction and Inspections, Seattle Fire Department, Seattle City Light, Department of Neighborhoods and Seattle Department of Transportation on all SPS projects in order to monitor the status of various approvals and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire marshal and code officials and allows SPS to alert officials on scheduling concerns.
- j. Any changes to be charged to the contingency will be thoroughly reviewed by SPS PM, Architect and GC/GM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work.
- k. Monthly, the Director of Capital Projects and Planning attends an O/A/C meeting with executives from the architectural firm and the GC/CM contractor to review any issues that have arisen that are not easily resolved.
- A brief description of your planned GC/CM procurement process.
 - a. As shown in Attachment C – Major Projects in the last 6 Years, SPS has successfully procured GC/GM projects with over 14 design firms and 10 different contractors.
 - b. The procurement plan will include publicly advertising the solicitation, contacting GC/CM firms and other parties who qualify, based on District ties in the marketplace.
 - c. The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The final bid

requires GC/CMs to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include SPS project managers, Architect, legal counsel and external representatives from either the BEX/BTA Oversight Committee, industry or both.

- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
 - a. Through added language to AIA documents A201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GG/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.
 - b. For GC/CM projects we typically use an "elevation" process for Dispute Resolution as follows: the project site team (District/Contractor/Architect) are expected to resolve disputes at their level. If the site team cannot reach agreement, the issue is moved to the next level of supervision, typically the firms' managing directors or program managers. Again, if this team is unable to resolve disputes then the issue is elevated to the firms' ownership level. Typically, this group will be composed of the SPS's Director of Capital, an owner of the GC/CM firm and an owner of the Architectural firm.
 - c. On some projects SPS also employs a formal disputes resolution process, either a 3-person Disputes Review Board (DRB) or a 3rd-party neutral during the construction to attend weekly OAC meetings on a periodic basis and to listen and informally provide comment on ownership of an issue. Formal hearings by a DRB or by a 3rd-party neutral can also be used if one of the contract parties' desires.

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.*)

[See Attachment C – Major Projects in the last 6 Years](#)

- 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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

The District reaches out to Women and Minority Business Enterprise (WMBE) firms by advertising our projects to National Association of Minority Contractors (NAMC), Northwest Minority Builder's Alliance (NWMBA), Tabor 100, a local minority/small business association, as well as posting on the WA State's Office of Minority and Women's Business Enterprise (OMWBE) site. We have also participated in reverse vendor trade shows with the City of Seattle to meet local small businesses and firms.

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 – [See Attachment E – Existing Conditions & Staging](#)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction. [See Attachment F – Scaffolding Options](#)

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

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.

SPS embraces the practice of continuous improvement and recognizes that independent audits are helpful because procedures, which need improvement, are brought to light. The Building Excellence Program (BEX) began in 1995 and the fifth cycle of levies were approved by Seattle voters in February 2019. In addition, the SPS BTA levies are also on their fifth cycle with the most recent BTA levy passed in February 2022 with an approval percentage greater than 78%. SPS recognizes its responsibility to serve as responsible stewards of public funds, to use prudent management practices to ensure the investment of over \$2.1 billion of current levy funds is effectively managed. Accordingly, SPS continues to hone its procedures and processes as findings are identified by the audits.

1. Internal Audit of Fairmount Park ES Construction Contract - issued 12-16-14
 - A. **Change order process** - The district does not include the cost of pending obligations from change directives with the change orders submitted for review and approval. Resolved by implementing new procedures where fund amounts for change directives are part of change order logs and reviewed/updated each month.
 - B. **Contractor Insurance coverage** - The district does not demand an additional insured endorsement with the COI and lacks procedures to ensure a new certificate and endorsements are obtained. Resolved by implementing new procedures where insurance endorsements and expiration dates are tracked as part of the pay app procedure.
2. Internal Audit of Horace Mann (NOVA) HS Construction Contract- issued 6-16-15
 - A. **Construction delay costs** - The hourly rate the district paid to its construction manager for schedule analysis exceeded rates paid for similar services on other district projects. Response -Project managers should confirm personnel pricing is consistent with contract documents and should be similar to pricing for other projects when the same or similar scope of work is being proposed. Review contract documents prior to approving contract modifications to confirm proposed hourly rates are consistent with the contract documents.
 - B. **Construction progress schedule** - The district did not require CPM schedules throughout the project. Response - Critical Path Method (CPM) schedules will be required for all BEX and BTA projects in excess of \$5,000,000 and exceeding six months in duration.
 - C. **Permitting delays** - Due to an oversight by the district, there was a delay in the permitting authority's review of plans and specs for the serving kitchen. Response - Project Master Use Permits (MUP) and building permits will be tracked. Representatives from Seattle Public Schools and City of Seattle Department of Construction and Inspections are now meeting on a monthly basis to identify project required permits and discuss status. Meeting agendas are prepared prior to the meeting and minutes issued following the meeting. Charge accounts are set-up for paying City of Seattle permit fees.
 - D. **Calculation and Assessment of Liquidated Damages** - The district does not maintain a record of the anticipated administrative costs, temporary facilities costs, additional designer fees, etc. that comprise the liquidated damages calculation. Response - Capital Projects Staff will work with the Business Office to calculate financial loss per day if project is delayed and delivered late. This calculated amount will be project specific and notated in the bid and contract documents.
 - E. **Responses to Requests for Information (RFI)** - The district has not defined a reasonable response time for RFI's. - Response- Project Managers will review with project architects and engineers time allowed responding to a RFI. RFI response duration is noted in the project General Conditions for the construction contract.

- F. **Change Order Processing** -Some approved change orders contained no indication that additional time was considered for the contractor to perform the work. Response-SPS will address time delay in all change orders and include a narrative in the record of negotiations with the contractor that the time delay was discussed and is either resolved or a 30-day period was reserved to allow contractor to determine the impact of the changed condition.
3. Internal Audit of Genesee Hill ES Project Design Contract - issued 6-21-16
- A. **Late Redesign of Project Increased Costs** - The district incurred additional costs due to the late redesign of the project. The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. Response-During the design process, the Capital Projects Office learned that the project was over budget at the end of conceptual design. We agree that the project should not move forward without either reconciling to the project budget or seeking additional funds. Providing a Value Analysis Study at the conclusion of this phase to assist in this effort is a tool to assist in reconciling the project to the budget and may provide some value but does not alleviate the architect's contractual responsibility.
- B. **Maximum Allowable Construction Cost Did Not Include Escalation** -The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. Response-Inflation is common on any multi-year project and needs to be considered when budgeting a project with funds allocated in the project budget to address this cost.
- C. **Stakeholder Roles Could Be More Clearly Defined** - Project budget and other restrictions should be more clearly communicated to School Design Advisory Team (SDAT). Response-Clear guidelines need to be provided to all committees working on a project so that they have a clear understanding of their role and responsibilities.
4. External Audit of Ingraham High School Classroom Addition – issued 2/1/2023
- A. **Labor Add-Ons**
- **Safety**: Contract documents do not explicitly state what is and is not allowed as labor add-ons for construction base work. AIA 201 - Section 7.5 of the GCs indicates what should comprise Labor, Materials, Equipment and what specifically is included in the OH&P markups. ACTION: To prevent contractors from marking up base work in NSS with these types of markups, similar language has been added to the AIA 133 - Section 6.5 of the Standard Form.
 - **Miscellaneous Consumables**: AIA 201 - Section 6.5.1 states consumables and small tools are to be recorded at actual costs. The contract language is not that specific. ACTION: The language in AIA 133 - Section 6.5 of the Standard Form has been strengthened to align with the language in AIA 201 - Section 7.5 of the GCs to prevent these types of markups.
 - **Small Tools**: AIA 201 - Section 6.5.1 states consumables and small tools are to be recorded at actual costs. The contract language is not that specific. ACTION: The language in AIA 133 - Section 6.5 of the Standard Form has been strengthened to align with the language in AIA 201 - Section 7.5 of the GCs to prevent these types of markups.
- B. **Construction Office Trailer Cost** - Certain office trailer costs were charged to NSS whereas the SGC's spelled out that Office Trailer costs, including mobilization and demobilization costs, should be covered under SGC's. ACTION: Obtain from GC/CM information and details regarding the actual charges of Office Trailer costs in the NSS and a listing of what was included in the SGC's, to ensure that no duplication existed.
- C. **GC/CM Owned-Equipment NSS charges** – GC/CM amount billed to NSS was over the contractually allowed 75% threshold. ACTION: The Owner, and GC/CM should track how

they are billing contractor-owned equipment and know when contractual thresholds are met to discuss and have on record the decision to either continue to use the contractor-owned equipment or move on to third party rentals.

5. External Audit of Webster Elementary School Modernization & Addition – issued 12/14/23

- A. **Self-Performed Work (SPW) Labor Factors on Change Orders** - Change Orders including SPW labor included an associated Equipment cost factor intended to cover the cost of tools and equipment. In addition, the GC/CM separately charged for applicable rental equipment used on change work. ACTION: Any add on cost without supporting documentation or a specific description should be questioned.
- B. **NSS Fees on Change Orders** – The GC/CM included a 5% fee added to NSS on Change Proposals (CPs). ACTION: CPs should be reviewed for incorrect charges such as the Fee on NSS charges when they are submitted for review.
- C. **Change Order Pricing – Items Covered by Fee** – The GC/CM included labor charges which may be considered covered by the Fee. These charges included, but are not limited to: Superintendent, Foreman Coordination, and Contract Administration. The GC/CM stated that the Foremen were working foremen, and the other charges were warranted based on the scope of the change. ACTION: CPs will be reviewed for charges covered by the fee when they are submitted for review. GC/CM's will be required to notate the reason for these charges on the CPs.
- D. **Related Parties** – The GC/CM used a related party for tool & equipment rentals and purchases. They provided a listing showing the 75% cost of the equipment vs. what had been billed. The contract included several clauses regarding equipment and related parties:
- Section 6.5.1 – Costs of materials, supplies, temporary facilities, machinery, equipment and tools that are not fully consumed shall be based on the cost or value of the item at the time it is first used on the project site less the value of the item when it is no longer used at the Project site.
 - 6.5.2 – The total rental cost of any GC/CM owned item may not exceed 75% of the purchase price of any comparable item.
 - 6.10.2 – If any of the costs to be reimbursed arise from a transaction between the GC/CM and a related party, the GC/CM shall notify the Owner of the specific nature of the contemplated transaction, including the identity of the related party and the anticipated cost to be incurred, before any such transaction is consummated or cost incurred.

ACTION: Contract language will be strengthened to require GC/CM to document any related parties they may use for the project. In addition, the contract language will be specifically reviewed to ensure full transparency regarding the cost and Fair Market value of any GC/CM purchased or rented tools or equipment.

- E. **Competitive Bids for Self-Performed Work** - The GC/CM pursued competitive bids for the Self-Performed Work (SPW) and was compliant with RCW 39.10. The bid opening managed by the Owner resulted in no competitive bids being received. ACTION - The Owner will implement the following:
- Review bid packages for logical scopes consistent with industry practice to maximize participation and competition across all trades.
 - Where GC/CM's SPW is bid and result in no competitive bidders, the Owner will require the GC/CM to provide detailed estimates that will be independently verified by a third-party cost estimator.
 - Make NSS a true allowance and review any additional costs to ensure they meet the Matrix of Cost definition.

- Establish programs and practices which encourage subcontractors' participation in bidding SPW.

F. **30% Maximum for Self-Performed Work** - RCW 39.10.390 states the following: "The value of subcontract work performed and equipment and materials supplied by the general contractor/construction manager may not exceed 30 percent of the negotiated maximum allowable construction cost." At the time the Bid Package Subcontracting Plan was provided, the percentage of SPW was shown to be 29.8%. By the end of the project the percentage had increased to 40%. ACTION: The Owner will require the re-evaluate the percentage threshold when adding additional self-performed scope to the project.

Please note that all internal audits with responses are available for public view on SPS's website.

10. Subcontractor Outreach

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

Seattle Public Schools has also launched a Priority Hire program with a Student and Community Workforce Agreement (SCWA). This SCWA is among the first in the nation to build a construction training and employment program that has students, former students and student families at its center. The SCWA will create priority training and employment for SPS construction projects at or above \$5 million. The SCWA will prioritize career, training and employment for SPS students, former SPS students who are ready to seek careers in the construction trades, and wage-earners who have SPS students in their households. In addition, the priority hire program includes workers from: Distressed Zip Codes within the City of Seattle, Black, Indigenous and People of Color, and LGBTQ+ communities and women. The SCWA is modeled after the City of Seattle's Community Workforce Agreement.

Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work 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.

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.

Attachments:

- [Attachment A – Vicinity Map](#)
- [Attachment B – Floor Plan Barrier Diagram](#)
- [Attachment C – Major Projects in the last 6 Years](#)
- [Attachment D – Project Organization Chart](#)
- [Attachment E – Existing Conditions & Staging](#)
- [Attachment F – Scaffolding Options](#)



Signature: _____

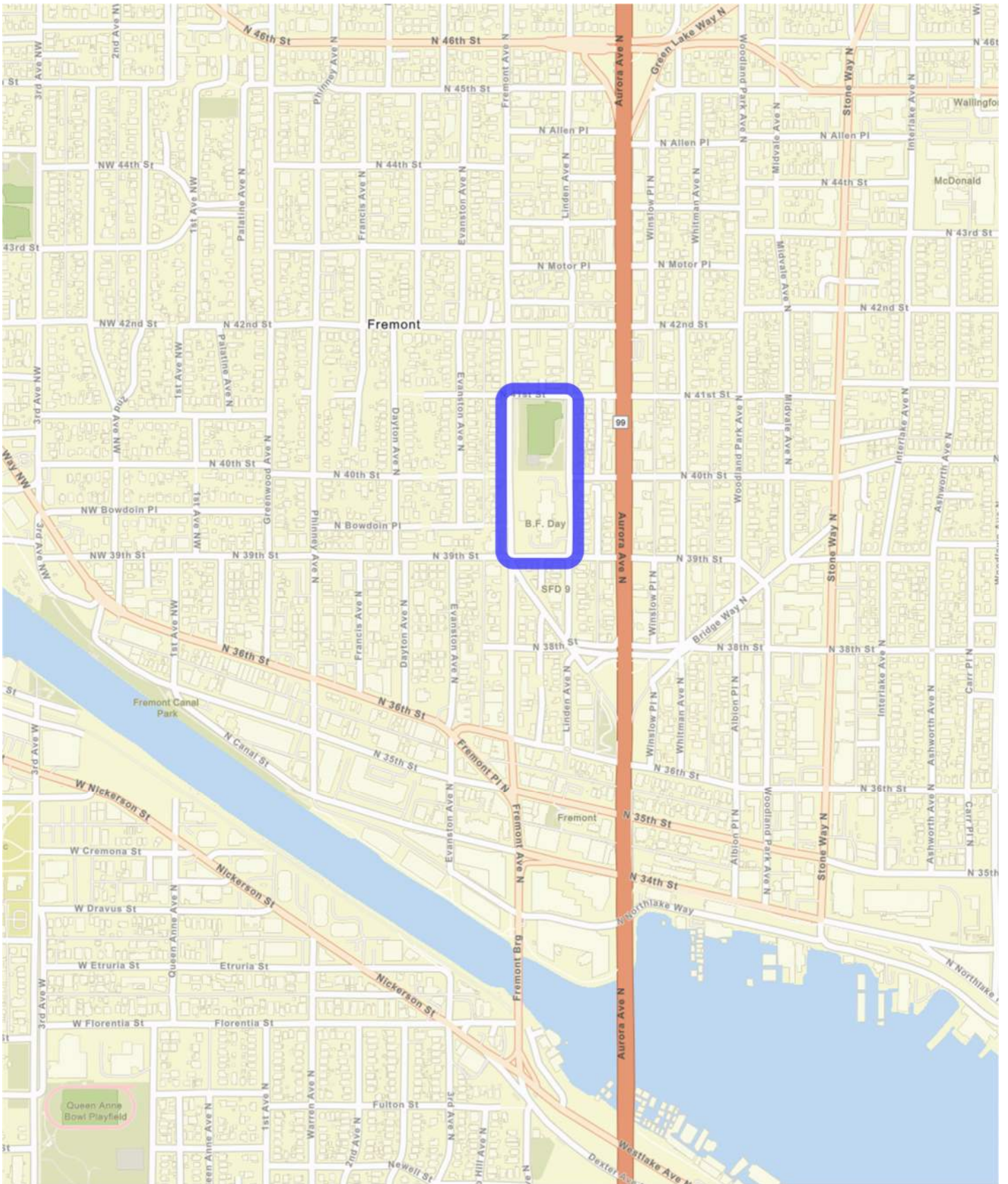
Name (*please print*): [Richard Best, Hon. AIA](#) _____ (*public body personnel*)

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

Date: [April 22, 2024](#) _____

APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT

ATTACHMENT A - Vicinity Map



APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT
ATTACHMENT B - Floor Plan Barrier Diagram

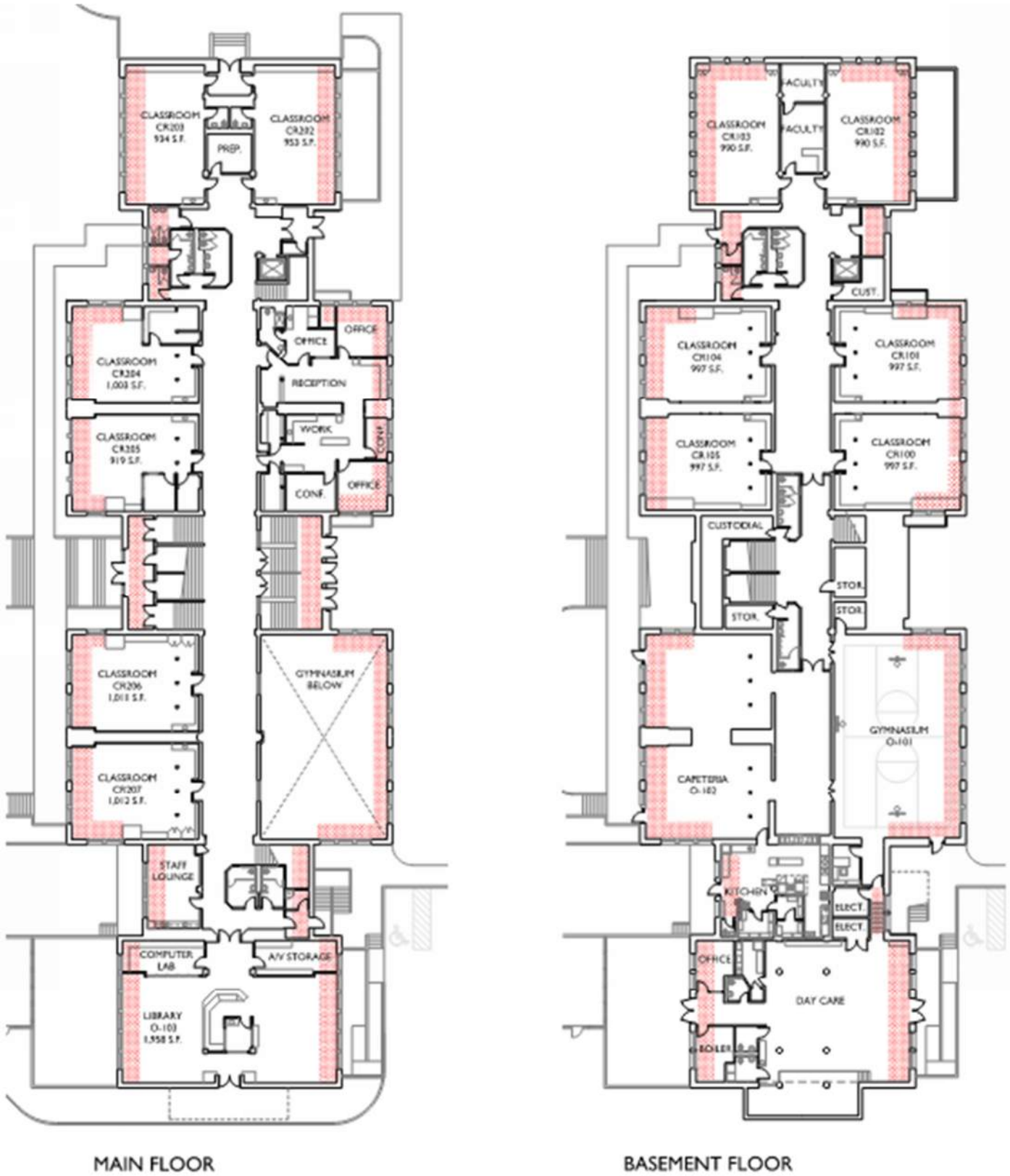


Figure 1 - Floor Plans

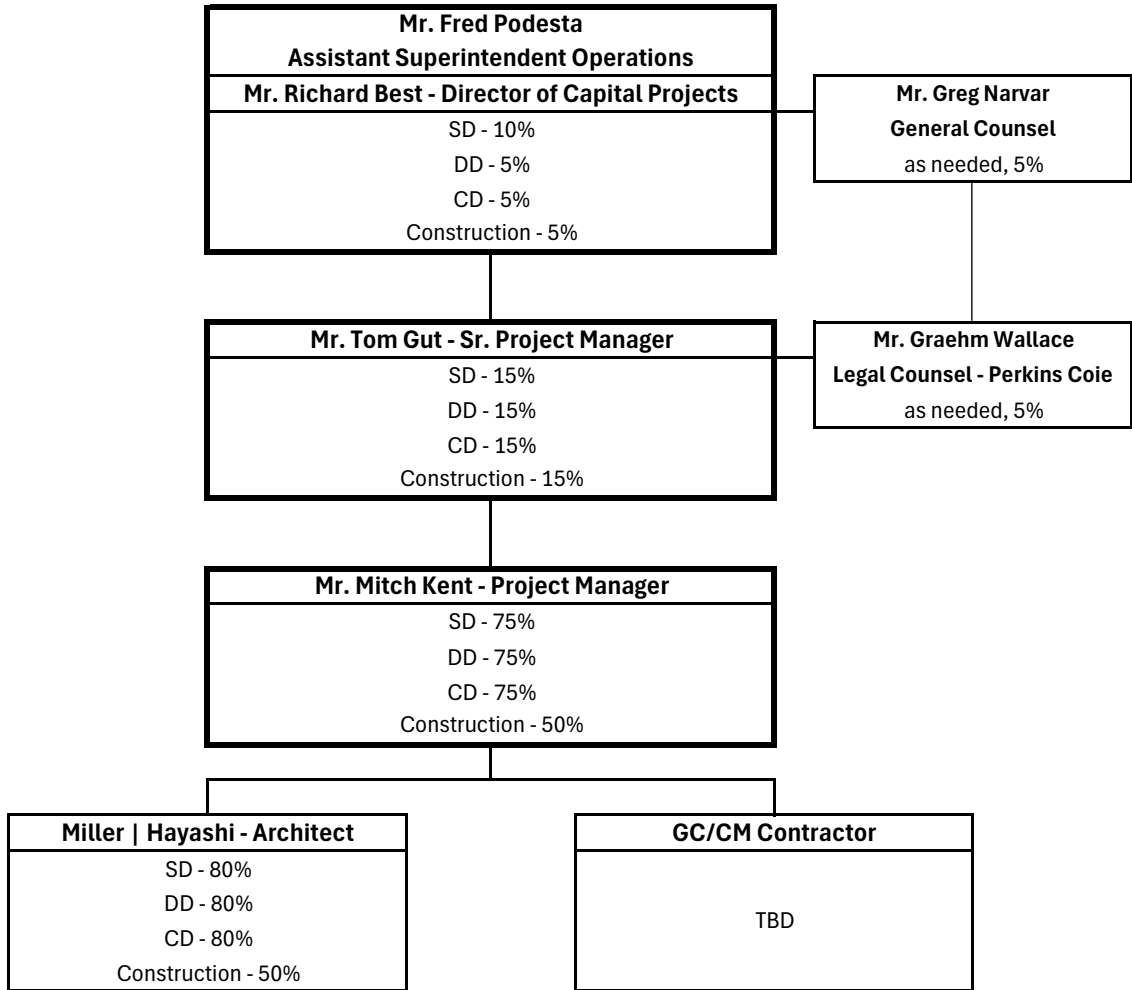
**APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT**

ATTACHMENT C - Major Projects Last 6 Years

Project Name	Scale / Description	Contracting Method	Completion	Project Cost
Aki Kurose MS	Replacement/New Building	GC/CM	2026 (in Design)	\$212.6 M
John Muir Early Learning Addition	Addition	GC/CM	2026 (in Design)	\$15.5 M
Sacajawea ES	Replacement/New Building	GC/CM	2026 (in Design)	\$107 M
Eckstein Exterior Cladding & Window Replacement	Landmark Window and Glass Block Restoration	GC/CM	2025 (in Const)	\$11.7 M
JSCEE Central Kitchen Upgrades	Renovation of Commercial Kitchen	GC/CM	2025 (in Const)	\$20.3 M
McClure Exterior Cladding, Window & Door Replacements	Renovation	DBB	2025 (in Design)	\$5.4 M
Spokane Street Warehouse	Renovation	DBB	2025 (in Design)	\$3.5 M
Montlake Elementary School	Landmark Modernization and Addition	GC/CM	2025 (in Const)	\$65 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Const)	\$92 M
Alki Elementary School	Replacement/New Building & Gym Modernization	GC/CM	2025 (in Const)	\$67 M
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Const)	\$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Const)	\$238 M
Van Asselt School	Landmark Modernization and Addition	GC/CM	2025 (in Const)	\$50 M
Northgate Elementary School	Replacement/New Building	GC/CM	2023 (in Const)	\$90 M
Viewlands Elementary School	Replacement/New Building	DBB	2023 (in Const)	\$88 M
Kimball Elementary School	Replacement/New Building	DBB	2023 (in Const)	\$85 M
North Queen Anne Elementary	Landmark Modernization	DBB	2023 (in Const)	\$8 M
West Seattle Elementary School	Modernization and Addition	DBB	2023 (in Const)	\$29 M
Lincoln High School, Phase 2	Modernization	GC/CM	2022 (in Const)	\$36 M
Wing Luke Elementary School	Replacement/New Building	DBB	2021	\$48 M
Webster K-8 School	Landmark Modernization and Addition	GC/CM	2021	\$41 M
West Woodland Elementary	Modernization and Addition	DBB	2021	\$22 M
Bagley Elementary School	Landmark Modernization and Addition	GC/CM	2020	\$41 M
Lincoln High School, Phase 1	Landmark Modernization and Addition	GC/CM	2019	\$101 M
Magnolia Elementary School, Phase 1	Landmark Modernization and Addition	DBB	2019	\$40 M
Queen Anne Elementary School	Modernization and Addition	DBB	2019	\$19 M
Ingraham High School	Modernization and Addition	GC/CM	2019	\$41 M
E.C Hughes Elementary School	Landmark Modernization	DBB	2018	\$14 M
Loyal Heights Elementary School	Landmark Modernization and Addition	GC/CM	2018	\$47 M

**APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT**

ATTACHMENT D - Project Organization Chart



APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT
ATTACHMENT E - Existing Conditions & Staging

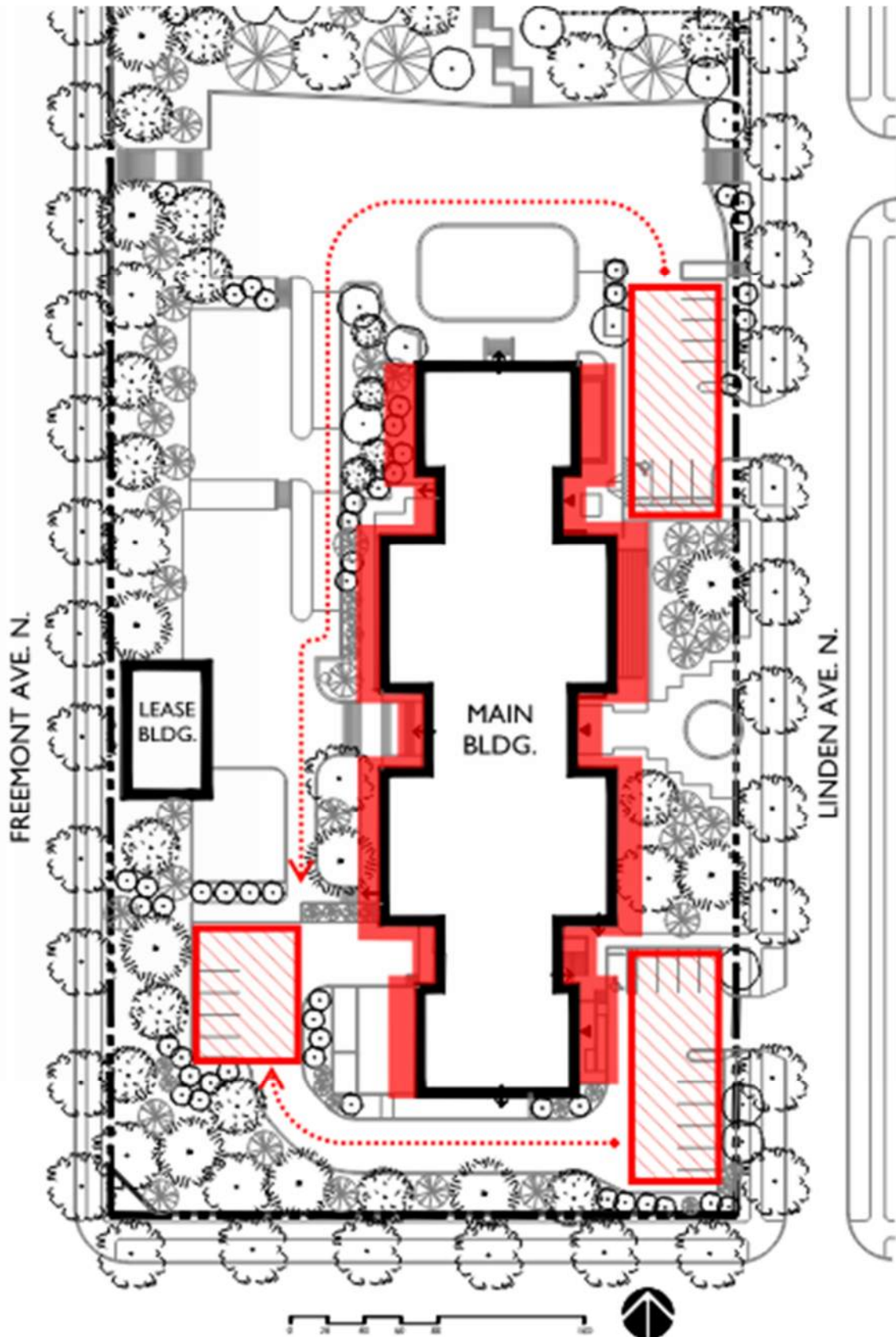


Figure 1 - Site Logistics Options

APPLICATION
SEATTLE PUBLIC SCHOOLS
B.F. DAY EXTERIOR WINDOW REPLACEMENT PROJECT

ATTACHMENT F - Scaffolding Options



Photo 1 - Existing Landscaping



Figure 1 - Potential Scaffolding Strategies