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

APPLICATION FOR PROJECT APPROVAL

TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

1. Identification of Applicant

(a) Legal name of Public Body (your organization): Seattle School District No. 1
(b) Address: 2445 3rd Ave South
MS 22-332
PO Box 34165
Seattle WA. 98124

(c) Contact Person Name: Mr. Richard Best Title: Director, Capital Projects
(d) Phone Number: (206) 252-0647 E-mail: rlbest@seattleschools.org

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.
The Addition at Ingraham High School project, is located at 1819 N. 135th Street, Seattle, WA 98133. The project is expected to meet required additional student capacity at this existing school. The project will add approximately 20 new classrooms or 500 seats of capacity; and will include seismic retrofit and re-roofing of existing buildings on the campus. (See Attachment A for additional description.)

3. Projected Total Cost for the Project: $38.39 million

A. Project Budget	***$ in Millions***
Costs for Professional Services (A/E, Legal etc.)	3.25
Estimated construction costs (includes CCA):	25.44
Equipment and furnishing costs	1.82
Off-site costs	0.00
Contract administration costs (Owner, CM etc.)	1.54
Contingencies (design & owner)	2.75
Other related project costs (permits, testing/inspection, environmental)	1.00
Sales Tax	2.59
Total	$ 38.39 Million

B. Funding Status

Please describe the funding status for the whole project.
The project is predominantly funded through the Seattle Public Schools (SPS) BTA IV Capital Levy, passed by Seattle voters in early 2016. A modest portion of the scope for seismic retrofit and re-roofing is funded by the SPS BEX IV Capital levy, passed by voters in 2013. OSPI funding is not being pursued for this project by the School District.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Task	Start	Completion
Design Procurement (AE)	March 2016	August 2016
Programming / Pre-Design	July 2016	October 2016
GCCM Procurement (3-step process: Qualifications, Interview and Sealed Bid/Fee)	October 2016	January 2017
Schematic Design	November 2016	March 2017
GCCM Pre-Construction	February 2017	February 2018
Design Development	March 2017	August 2017
SEPA Analysis & Decision	July 2016	May 2017
Permitting - MUP	March 2017	December 2017
Permitting - Construction	November 2017	May 2018
Construction Documents	August 2017	February 2018
Sub-Bidding, Approval, Award	February 2018	April 2018
Primary Construction (incl. submittals)	April / May 2018	July / August 2019
Seismic Retrofit & Re-Roofing (incl. submittals)	April 2018	September 2018
Owner Move-in / FFE	August 2019	September 2019
School Starts	September 2019	September 2019

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

  N/A

5. Why the GC/CM Contracting Procedure is Appropriate for this Project

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  a. Scheduling: Ingraham High School Addition has a very tight schedule of 3 years from pre-design and programming to the opening of the new Addition.
  b. Phasing: The new Addition is located adjacent to the existing main Building 100, and must connect to it. The seismic retrofit and re-roofing will be performed to the existing main Building 100. The entire campus will be fully occupied during the academic school years. Careful phasing of the construction and investigative work must be done to limit or avoid impacts to teaching and learning functions.

c. Coordination: Because the majority of construction scope for the main Addition will occur during the academic school years while fully occupied, significant coordination and planning between the project team, contractors and school administration will be required to minimize impact and disruption to the school occupants. While the destructive and disruptive seismic retrofit and re-roofing work to Building 100 are anticipated to be performed during the Summer 2018, the extent of affected areas, once designed, may require that work be spread over 2 summers, adding to the complexity of scheduling those disciplines.
d. Other Complexities: There exists the possibility for certain elements of the school to be designated with historic landmark status. If designated, controls and incentives would be negotiated with the City of Seattle Landmarks Board. Depending on such potential requirement to preserve elements, any controls, protections or limitations would add to the complexities of scheduling and sequence of work.
e. Ingraham High School is situated within a residential community and will require the contractor to continuously coordinate, outreach and monitor the effects of construction on the neighborhood.
f. The existing campus is fully used, continuously occupied and has existing large stands of trees that will restrict access to the construction areas, laydown and staging areas, and make mobility around the site challenging.
g. The project anticipates a lengthy and involved SEPA analysis and determination; and extensive City of Seattle permitting including a Master Use Permit and Building Permit.
h. Potential volatile escalation period over the next several years with a shortage of construction labor and saturated market.

- 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?
  a. All buildings and fields will be in full use and occupancy by the school during construction of the new Addition, except for summer recesses. All construction and any investigations, assessments or destructive testing of the existing facility during the design stage must be done in such a manner as to not disrupt school operations during the academic years while in session.
  b. During construction, the adjacent Helene Madison Pool, a City community center facility, will continue to operate.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
  a. Early involvement during design allows better contractor familiarity with the site/buildings to help reduce the risk of unforeseen conditions and missing scope especially for the retrofit, re-roofing and connections to the existing buildings.
  b. Early involvement and planning allows earlier and more thorough constructability reviews that often lead to more efficient and less costly ways to perform the work.
  c. Early involvement gives the GC/CM an early opportunity for effective logistics planning which ultimately affects the cost of the work.
  d. Early site access by the GC/CM during design can aid in site confirmation of existing physical conditions and dimensions which in turn will reduce unknowns before subcontractor packages are bid.
  e. Early involvement by the GC/CM allows for selective destructive testing to reduce the risk of unforeseen conditions and resulting costs.
  f. With a fully occupied campus during the academic year, the work will need to be accomplished in a particularly well-orchestrated manner and early GC/CM involvement will allow for thorough planning for access across the site, material

loading, staging and phasing. This can aid in better bid package bundling and timing to better define scope, better scheduling, and best value pricing.

- If the project encompasses a complex or technical work environment, what is this environment?
  a. Constructing adjacent to, connecting to and retrofitting existing, potentially historic landmark buildings creates a very complex and technical work environment for all team members, including designers, contractor, project manager and on-site academic and administrative staff.
  b. Some existing utility systems will need replacement or upgrade; phasing this work to avoid impact to remaining building elements and other construction activities during occupancy is very complex. Trades will need power and water to perform their work. The sequence of work requires planning to accommodate these utility requirements during construction.
  c. The seismic retrofit work at Ingraham High School is expected to involve delicate work around existing systems and occupied spaces; this complexity requires specialized technical skill to ensure efficiency and limit the extent of impact.
- 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. The original 1959 building was designed by NBBJ. This included Building 100 and the auditorium. The District has self-nominated the building to the Seattle Landmarks Board to seek landmark designation in August 2016.
  b. If designated, areas or elements to be preserved under controls and incentives would be negotiated: it could involve building exteriors, interiors, courtyards, special features of the campus. Preservation of any of these elements could prove challenging and require special handling or attention to means and methods by the GC/CM to avoid excessive costs and risk.
  c. Specialized seismic retrofit may require creative solutions in which a GC/CM would provide guidance as to less intrusive systems and sequencing.
  d. Modification to existing masonry and windows to be repaired or replaced take specialized trades to perform.
- 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?

  N/A.

6. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit;
  a. Selection of the GC/CM entity is based largely on qualifications and experience relevant to specific challenges of this project (as noted above);
  b. Contractor relationships with Owner, CM and Architect are built on teamwork;
  c. The GC/CM acts as an advocate of the Owner which provides enormous value through cost savings, efficiencies, seeking opportunities for best value during design and construction;
  d. Through pre-construction the GC/CM will understand the work long before bids, reducing risk of errors and omissions; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought;

e. Incentives to achieve early completion and cost savings can be used;
f. Open book cost accounting of the work results in transparency to the actual value of the work;
g. GC/CM participates and owns pre-construction cost estimating;
h. GC/CM participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Architect welcomes;
i. Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of ensuring top quality work;
j. GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum, level;
k. Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly litigation diminish greatly;
l. Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.

- How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.
  a. Constructability and error/omission issues are often not raised by the Contractor until after bidding.
  b. Changes made during construction are costlier than changes made prior to bidding.
  c. Work on and connecting to existing buildings carry inherent conditions where a lump sum, low bid contractor could claim additional costs and potential schedule impacts while early investigation and planning by a GC/CM can mitigate these events.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest
  N/A

7. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
  a. SPS has used GC/CM procurement on several projects as listed in Attachment C.
  b. Within SPS the Capital Projects Director, 3 Senior Project Managers (PM), and 3 PMs, are all very seasoned in project delivery and have past experience in GC/CM procurement and construction methods.
  c. Integrus Architecture has designed approximately 17 GC/CM projects.
  d. SSD uses external legal counsel (Perkins Coie) with considerable GC/CM experience.
  e. SPS has retained construction management firm Shiels Obletz Johnsen (SOJ), which has considerable GC/CM management experience, delivering over $2B in GC/CM project value.
  f. SPS utilizes an eleven-member Building Excellence Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions. 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 on this project.

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

  See Attachment B – Project Organization Chart

- Staff short biographies (see below).
- Provide the ***experience <u>and role</u> 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.

<u>Flip Herndon Ed. D., Associate District Superintendent for Facilities and Operations</u>:

Over 20 years' experience in K-12 education. From 2009 – 2013, he served as Superintendent for the Bremerton School District, a system with 5,000 students and 10 school sites. Accomplishments include establishing a Pre-K8 STEM school with community partnership, developing a new Montessori program, building a new alternative program for students in grades 9 and 10 and creating online school options. Herndon led the passage of two levies, including Bremerton's first capital levy. During his tenure, Bremerton was honored for an Innovative School and multiple Washington Achievement Award winning schools.

Prior to Bremerton, Herndon served as Assistant Superintendent of K-12 Support for Tacoma Public Schools. In this role, he was responsible for supervision of eight directors, 100 building administrators, 60 school sites and 28,500 students.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff ES/MS	$116M	Asst. Superintendent	2017
Olympic Hills ES	42M	Asst. Superintendent	2017
Loyal Heights ES	37M	Asst. Superintendent	Aug. 2018
Lincoln HS	93M	Asst. Superintendent	Sept. 2019
Bagley ES	30M	Asst. Superintendent	Sept. 2020
Webster School	32 M	Asst. Superintendent	2020

<u>Richard Best, SPS Director for Capital and Planning</u>:

Extensive architectural and construction experience over past 31 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, project specifications; contract administration and construction oversight.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff ES/MS	$116M	Director for Capital Projects	2017
Olympic Hills ES	42M	Director for Capital Projects	2017
Loyal Heights ES	37M	Director for Capital Projects	Aug. 2018
Lincoln HS	93M	Director for Capital Projects	Sept. 2019
Bagley ES	30M	Director for Capital Projects	Sept. 2020
Webster School	32 M	Director of Capital Projects	2020

P. Eric Becker, SPS Sr. Project Manager:

Registered Washington State architect with 29 years of extensive experience working in architecture, project management and construction. In depth understanding and experience in the entire building design and construction process – from initial concept to commissioning and occupancy. Unique perspective having worked as an owner's representative as well as a project manager and architect within an architectural firm. Managed design, bidding construction and commissioning of large institution and industrial facilities. Responsibilities included selection and management of design teams, general contractors and other consultants; coordinated with utilities and municipalities; facilitation of program and design development with educators; administration of the public bid process as well as budget management.

GC/CM Projects	Value	Role / Tasks	Completion
Woodinville High School	$50M	Design Project Manager	2012
Cascadia & Robert EagleStaff ES/MS	116M	Sr. Project Manager	2017
Loyal Heights ES	37M	Sr. Project Manager	Aug. 2018
Bagley ES	30M	Sr. Project Manager	Sept. 2020
Webster School	32 M	Sr. Project Manager	2020

Graehm Wallace, Perkins-Coie (Legal Consultant):

Partner with the firm's Litigation practice and has over 19 years of experience working in all areas of construction transactions, counseling, and litigation. 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.

Brad Tong, PE, SOJ / Construction Manager (Principal CM)

30 years of professional experience in the development, design and construction industry. 20 years leading private and public development projects in education (K-12 and university), civic, transportation, athletic, retail, commercial, arts and culture sectors, nearly all utilizing GC/CM or GMP-negotiated delivery. Manages site/project feasibility & market analysis; planning; organizational structure development; procurement; project scheduling, budgeting, financing, tracking & compliance; program, design and construction management; and negotiating, managing and enforcing all contracts associated with development.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff	$116 M	Principal-In-Charge / PM & advisor	2017
Olympic Hills ES	42 M	Principal-In-Charge / PM	2017
Seattle City Hall & Plazas	90 M	Sr. PM	2003 – 2005
Seattle Justice Center	92 M	Sr. PM / advisor	2003
Burien City Hall & Library	38 M	Principal / PM & advisor	2007
ShoWare Ctr. Arena	80 M	Principal / Sr. PM	2009

Cheri Hendricks, SOJ / CM Team (Deputy CM for programming & design)

24 years representing school facility owners, first as a capital projects manager for a large public school district, and since 2003 as independent owner's representative and project manager. Involved with 27 school projects; all completed on time and within budget. Several have received national, regional or state recognition for excellence in planning & design.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff ES/MS *	$116 M	Program & Design Manager	2017
Olympic Hills ES *	42 M	Program & Design Manager	2017
Educare Early Learning Center	19 M	Principal / PM	2010
King's School Science and Technology Building	N/A	Principal / PM	2013
Terrace Park K-8 School	19 M	PM	2002
Maplewood K-8 School	18 M	PM	2002
Forest Ridge School Additions	13 M	PM	2006

* negotiated GMP or GC/CM

Mike Tihista, Consultant Project Construction Manager (on-site construction manager)

27 years of construction and construction management experience of major public project. Provides project management services for various projects in Seattle including Sound Transit University Link, South Lake Union Streetcar project and urban trail construction. Site construction manager through SOJ for major civic projects, including the Seattle Justice Center, Seattle City Hall & Plaza, SFD and SPU Joint Training Facility and Seattle Emergency Operations Center. Consults with private and public entities for project management services on several local area commercial projects.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff ES/MS	$116 M	Onsite Construction Mgr	2017
Olympic Hills ES	42 M	Onsite Construction Mgr	2017
Seattle City Hall	90 M	Onsite Construction Mgr	2003-2005
Seattle Justice Center	92 M	Onsite Construction Mgr	2007
Burien City Hall/Library	38 M	Onsite Construction Mgr	2002
ShoWare Center	80 M	Onsite Construction Mgr	2009
First Hill Streetcar	140 M	Onsite Construction Mgr	2014

Ethan Bernau, Consultant Project Construction Manager (on-site construction manager)

12 years of project management experience, responsible for management and coordination of a wide range of project planning, design and construction activities, including procurement of consultants, vendors and contractors; management and coordination of multi-disciplinary project teams during design and construction phases; day-to-day contractor management; coordination of environmental review and permitting with federal, state and local agencies; coordination of public and private utility work; development and tracking of project budgets and schedules; and LEED certification.

GC/CM Projects	Value	Role / Tasks	Completion
Cascadia & Robert EagleStaff ES/MS	$116 M	Deputy Construction Manager	2017
Olympic Hills ES	42M	Deputy Construction Manager	2017
Seattle City Hall & Plazas	90M	Project Construction Manager	2003-2005
Burien City Hall/Library	38M	Project Construction Manager	2002
ShoWare Center	80M	Project Manager	2009
Seattle Central Waterfront	1 B	Project Manager	2019 + On-Going

Brian Carter, AIA, Integrus Architecture, Principal in Charge

Leader of K-12 education practice; has significant GC/CM project experience on mostly K-12 schools across several Districts in Washington. Oversees production of all projects, and is executive member of Technical Advisory Committee of OSPI.

GC/CM Projects	Value	Role / Tasks	Completion
Central Kitsap HS & MS	$121 M	Principal in Charge	2019
Grant Street ES	26 M	Principal in Charge	2018
Alderwood MS	48 M	Principal in Charge	2017
District Support Ctr	40 M	Principal in Charge	2016
Elysian K-8 School	8.5 M	Principal in Charge	2015
Vashon Island HS	34 M	Principal in Charge	2014
Rush ES	25 M	Principal in Charge	2014
Rainier ES	25 M	Principal in Charge	2014
Meriwether ES	23 M	Principal in Charge	2014
Meadowdale MS	38 M	Principal in Charge	2011
Eastside Catholic HS *	51 M	Principal in Charge	2008

* Negotiated GMP

Amy Vanderhorst, AIA, Integrus Architecture / Associate & Managing Principal

Over 15 years of architecture practice in educational, civic and commercial projects. Extensive experience in all design phases from planning, design, production and CA. Has recent GC/CM and complex renovation and addition projects.

GC/CM Projects	Value	Role / Tasks	Completion
Elysain K-8 School	$8.5 M	Project Manager	2015
Rainer ES	25 M	Project Manager	2014
Meriweather ES	23 M	Project Manager	2014
Meadowdale MS	38 M	Architect	2011
Edmonds School District Support Ctr	40 M	Architect	2016

Jeff Middleton, Integrus Architecture / Project Architect

Extensive experience in public and private sectors, on education, office, housing, retail, hospitality, industrial and medical projects. Proven skill in all areas of design from planning through CA. Is familiar with GC/CM delivery including on recent school projects.

GC/CM Projects	Value	Role / Tasks	Completion
Juanita HS	$98 M	Architect	2020
Central Kitsap HS & MS	121 M	Architect	2019
Grant Street ES	26 M	Architect	2018
Alderwood MS	48 M	Architect	2017
Vashon Island HS	34 M	Architect	2014
Rainier ES	25 M	Architect	2014
Meriweather ES	23 M	Architect	2014
Meadowdale MS	38 M	Architect	2011
Eastside Catholic HS *	51 M	Architect	2008

* Negotiated GMP

- 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 of the individual members of the SPS organization's project management team, including consultant CM, the Architect and legal counsel.
  b. Over the last few years, the number of GC/CM projects for SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, activation specialists, mechanical/electrical coordinators and e-builder analysts.
  c. SPS has retained Shiels Obletz Johnsen (SOJ) as consultant project construction manager (CM) to oversee and represent the District in implementation of this project. SOJ has managed approximately 19 major public / civic projects in the Pacific Northwest through GC/CM or CM/GC delivery, totaling over $2 billion in project value. SOJ has demonstrated its ability to effectively manage GC/CM projects for public clients to meet program, budget and schedule goals.

d. Integrus Architecture has extensive experience with 17 GC/CM projects including the first GC/CM pilot projects in Washington. Their architecture, structural engineering, interior design and business practice is heavily focused in civic / public projects and particularly the education sector, both K-12 and higher education markets.

- 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, CM and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposal and other GC/CM contract documents. SOJ as CM will monitor the various activities and the deliverables established in the matrix and keep the appropriate parties on point for their respective work throughout the life of the project.
  b. As owner's Construction Manager (CM), SOJ will provide continuous owner representation on this project from programming through design, construction and turnover. The services SOJ will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters with dedicated integration or coordination with the District's capital projects division accounting system and E-Builder platforms.
  c. SOJ brings a strong record of successfully managing the delivery of major capital projects in the region, in the private and public sectors and particularly in GC/CM delivery. SOJ has led procuring and selection of GC/CM firms. SOJ has led the management, negotiation and coordination of the GC/CM's MACC, GMP and contract agreements, subcontract bidding strategy, the setting and use of MACC contingencies, negotiation of change orders and use of incentives. SOJ has performed all of these functions for public agencies including the City of Seattle, City of Burien, City of Kent, City of Portland and King County, Pike Place Market PDA
  d. Weekly coordination meetings with SPS, CM, A/E team, and GC/CM will be conducted and timely meeting minutes that assigns 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 resolve any issues raised by any party. These weekly meetings are key to the management and control of the project.
  e. SPS requires the CM, A/E team and the GC/CM to use e-builder software to monitor, control and track budget, schedule, changes, invoices and CA processes. This platform allows collaboration from any computer through a cloud based system and allows easy tracking of issues, cost impacts, and archives the information for easy retrieval. Team members are notified automatically by the software when actions are needed. Management reports which give current status on action items will be discussed at the weekly coordination meeting.
  f. 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 schedule that will be reviewed at each weekly coordination meeting.
  g. Construction cost estimates by the A/E team and the GC/CM are to be reconciled at the end of each design phase.
  h. Value engineering and constructability review will be ongoing and will also be an established agenda item in the weekly coordination meetings.
  i. 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 Owner, GC/CM, CM and A/E team will 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.

j. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

k. SPS conducts monthly meetings with Seattle's Department of Construction and Inspection on all SPS projects in order to monitor the status of various approvals and permits. These meetings provide a direct and efficient venue to address any questions or concerns from the fire, planning or transportation departments and code officials and allows SPS to alert officials of scheduling concerns.

l. Any changes to be charged to the contingency will be thoroughly reviewed by SPS, CM, Architect and GC/CM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work. Change logs are reviewed at least monthly during construction.

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

  a. Unique to this project, the very aggressive schedule and a need to undertake a master plan study to refine program and project site led to an unconventional sequence to the GC/CM procurement. The project delivery date is July 2019. To meet that date, the design development phase will commence in March 2017. In order to best utilize the GC/CM resource by starting pre-construction during schematic design, an early public solicitation was commenced. Advertisement and the Step 1 review of qualifications are occurring prior to the CPARB PRC meeting to seek project approval. Step 2 Interviews and Step 3 Final Bid will be conducted ONLY if this project is approved by the PRC.

  b. As shown in Attachment C, SPS has successfully procured 10 GC/CM firms for past and current projects.

  c. The procurement plan is to publicly advertise the RFP and also solicit interest by contacting GC/CM firms and other parties who qualify, based on District and project team relationships in the marketplace.

  d. The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The bid requires GC/CMs to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a committee that includes SPS capital project management, CM, Architect and SPS facilities or external industry representative.

- 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 A 201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GC/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 Projects, an owner of the GC/CM firm and an owner of the Architectural firm.

  c. SPS also employs a formal disputes resolution process, a 3rd-party neutral during the construction to attend regular OAC meetings on a monthly basis and to listen and informally provide comment on ownership of an issue. Formal

hearings by a DRB or by the 3rd-party neutral can also be used if one of the contract parties' desires.

8. 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 Attachment C – Agency's Prior Construction History

9. 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. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- An overview site plan (indicating existing structure and new structures)

See Attachment D, which illustrates the existing buildings, site, and adjacent Community Center.

- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

See Attachment E. The new Addition site location is known. As of the date of this application, several design plan concept options are under consideration. The existing buildings will be fully occupied during the academic years, with standard student and teacher breaks during the summers of 2018 and 2019.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on <u>any</u> project identified in your response to Question 8, 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 fourth cycle of levies were approved by Seattle voters in February 2013. In addition, the SPS BTA levies are also on the fourth cycle. SPS recognizes its responsibility to serve as responsible stewards of public funds, in particular to use prudent management practices to ensure the investment of over $1.5 billion of levy funds is effectively managed. Accordingly, SPS continues to hone its procedures and processes as findings are identified by the audits.

a. The State Auditor's Office (SAO) performed an audit which focused on 7 construction projects (Roosevelt HS, Cleveland HS, Garfield HS, South Lake HS, Hamilton International MS, Nathan Hale MS, Denny/Chief Sealth HS) and 15 contracts from July 1, 2005 to June 30, 2008 and the SAO Report No. 1004710 was published on February 1, 2011. Two issues were found: 1) "Overall, Seattle Public Schools adopted appropriate construction management practices that addressed most leading best practices, but it could make improvements in several areas"; and 2) "The District did not consistently follow its established policies and procedure and best practices on the projects and contracts we reviewed". On January 25, 2010, the Superintendent's letter to the auditor addressed the two issues. The letter indicated that "the District has undertaken vigorous, ongoing efforts to upgrade its practices, both as part of its general

practices and in specific response to the audit". Some upgrades to the practices included: September 2008 school board approved revisions to contracting policies; 2009 District conducted training of all staff and construction managers on the audit findings and procedures; 2010 the District prepared a construction procedures manual, July 2010 the District conducted training for all Building Excellence staff, accounting, contracting and construction manager staff on the construction procedures manual, Dec. 2010 the Superintendent adopted additional revisions to the 2008 contracting policies, and more training occurred on a yearly basis starting in 2011.

b. Internal Audit of Fairmount Park ES Construction Contract – issued 12-16-14
    1. 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.
    2. 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.
c. Internal Audit of Horace Mann (NOVA) HS Construction Contract – issued 6-16-15
    1. 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.*
    2. 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.*
    3. 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 Planning and Development 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.*
    4. 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.*
    5. Responses to Requests for Information (RFI)- The district has not defined a reasonable response time for RFIs. – 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.*
    6. 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.*
d. Internal Audit of Genesee Hill ES Project Design Contract – issued 6-21-16

1. 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.*
2. 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.*
3. 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.*

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

Caution to Applicants

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

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

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

Signature:

Name: (please print): Richard Best

Title: Director, Capital Projects and Planning

Date: October 31, 2016

Attachment A – Description of Project
Attachment B – Project Organization Chart
Attachment C – Agency's Prior Constructing History
Attachment D – Plan of Existing Building, Site and Adjacent Community Center
Attachment E – Potential Conceptual Plans

Attachment A - Description of Project

Ingraham High School Classroom Addition. Ingraham High School is located at the north end of Seattle at 1819 N. 135th Street, Seattle WA 98133, on a site area of 28.17 acres. The existing main school Building 100 and adjacent Building 200 were both built in 1959. To date, the school has had various remodeling projects completed, with the last major project being a classroom addition in 2011 to the main building. Classroom building 100 is approximately 150,000 s.f. and Building 200 is approximately 30,70 s.f. The proposed project will include:

- Add a new two-story 43,000 s.f. classroom addition adjacent to Building 100;
- Selectively modify or remodel portions of Building 100;
- Seismic retrofit and re-roofing of Building 100;
- Include sustainability and green initiatives;
- On/off site utilities;
- Limited site development work.

The addition will add approximately 500 seats or net gain of twenty classrooms to the school. The construction of the classroom addition is anticipated to begin by December 2017 and be substantially complete by June 2019. Additionally, this project will include seismic upgrades and a new roof installation above the existing gym and classrooms. It is anticipated the seismic and roof work will be scheduled and completed in the summer of 2018. The total construction cost is anticipated to be approximately $17 million to $18 million for demolition, hazardous materials abatement, and limited onsite and offsite improvements for the classroom addition; and approximately $3 million to $4 million for the roofing and seismic work.

This Project is primarily funded through the SPS BTA IV Capital Levy, approved by Seattle voters in February 2016. No state funding will be used on this project.

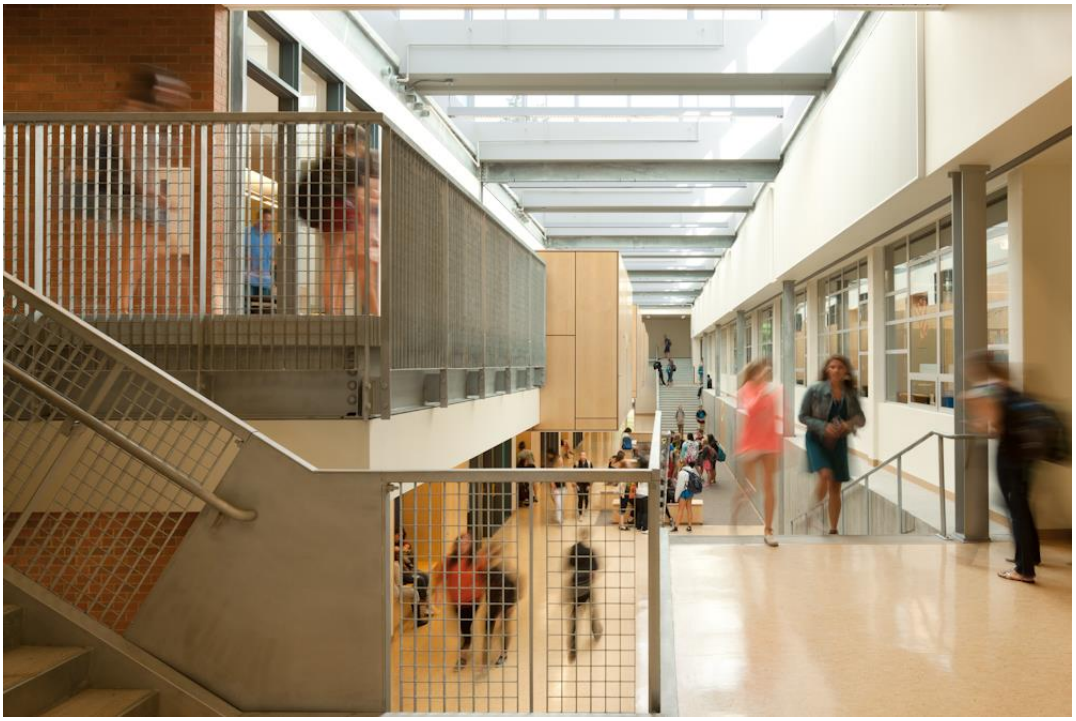
Typical Interior Hallway – Existing Building 100 (circa 1959)

Existing structures and roof (circa 1959)

Existing Building 100 - Exterior façade (circa 1959)

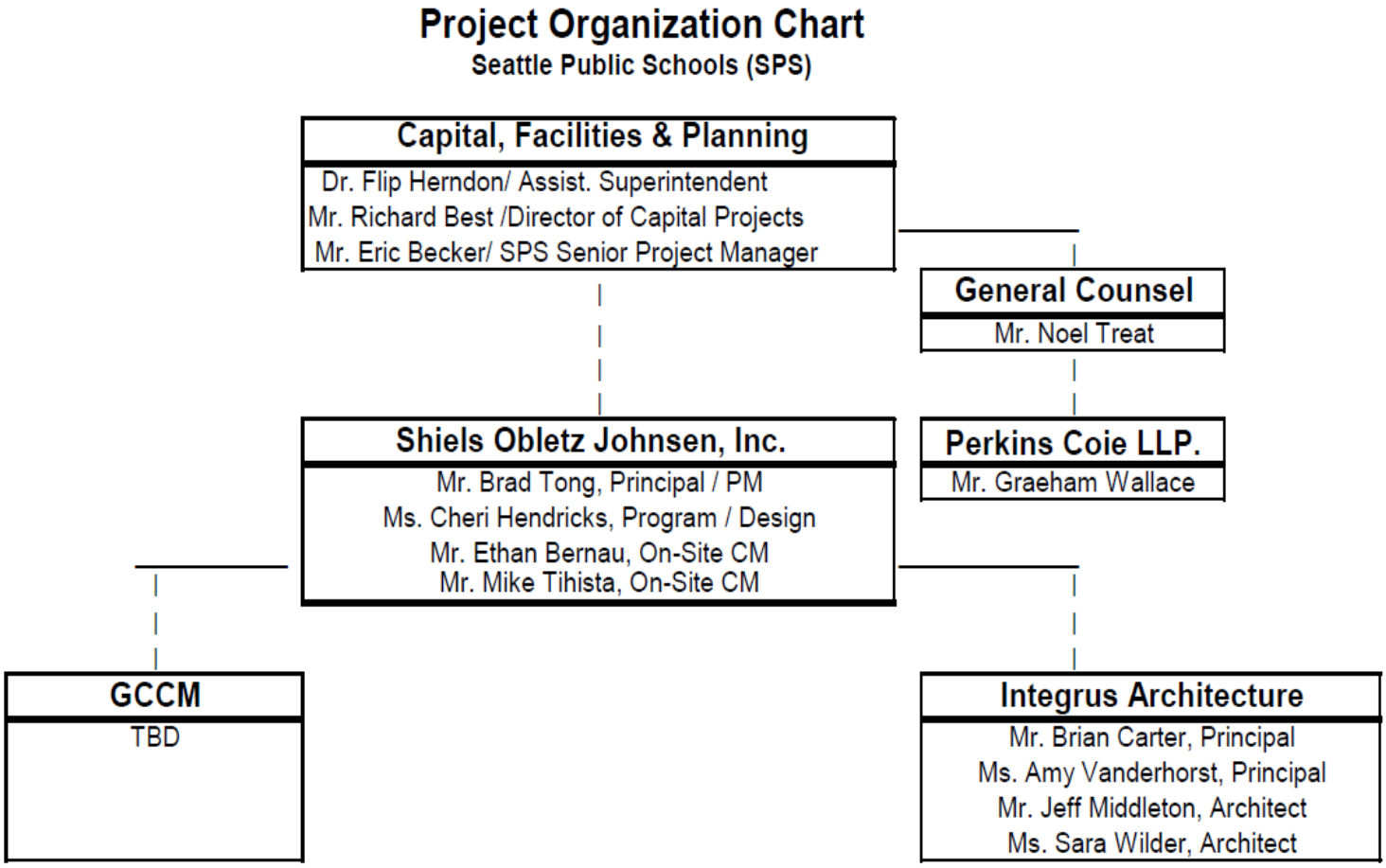
Existing Auditorium (circa 1959)

West Wing Addition (circa 2011)



West Wing Addition (circa 2011)

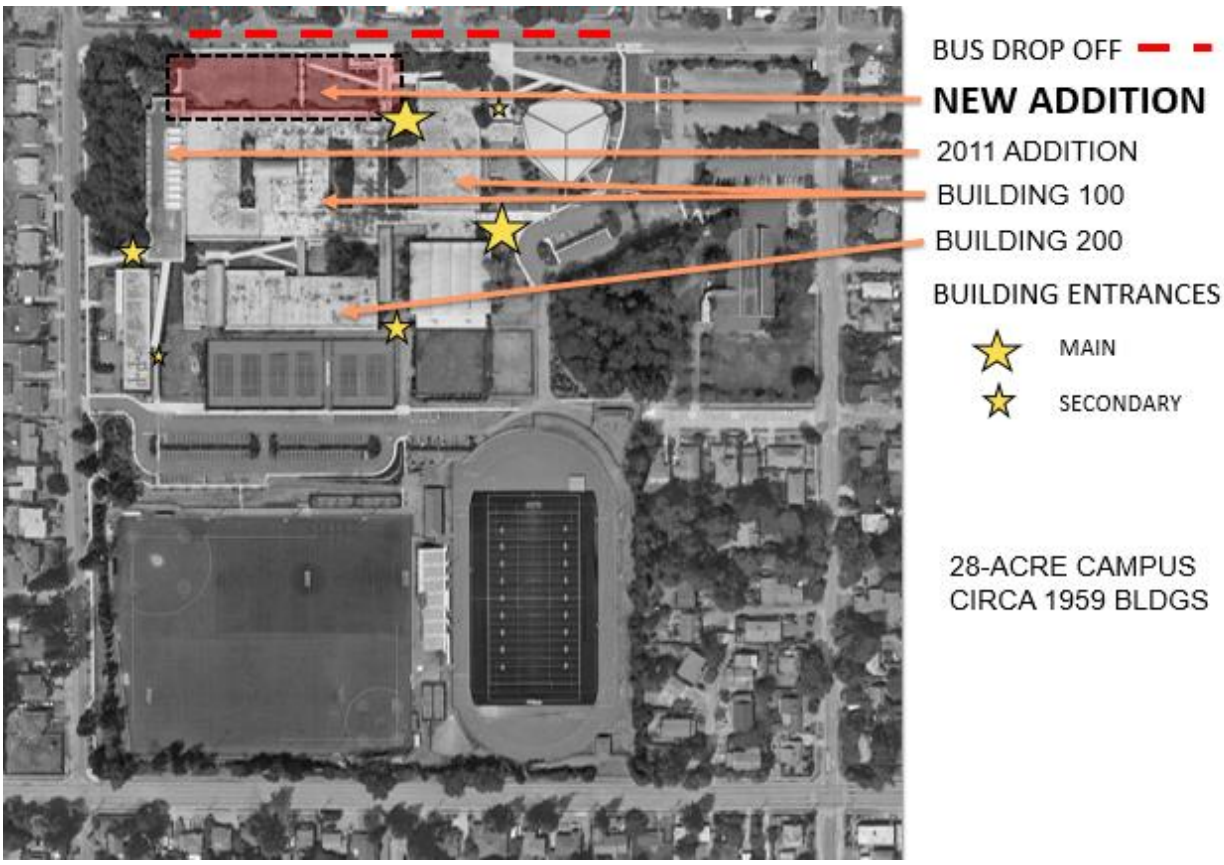
Ingraham High School Addition



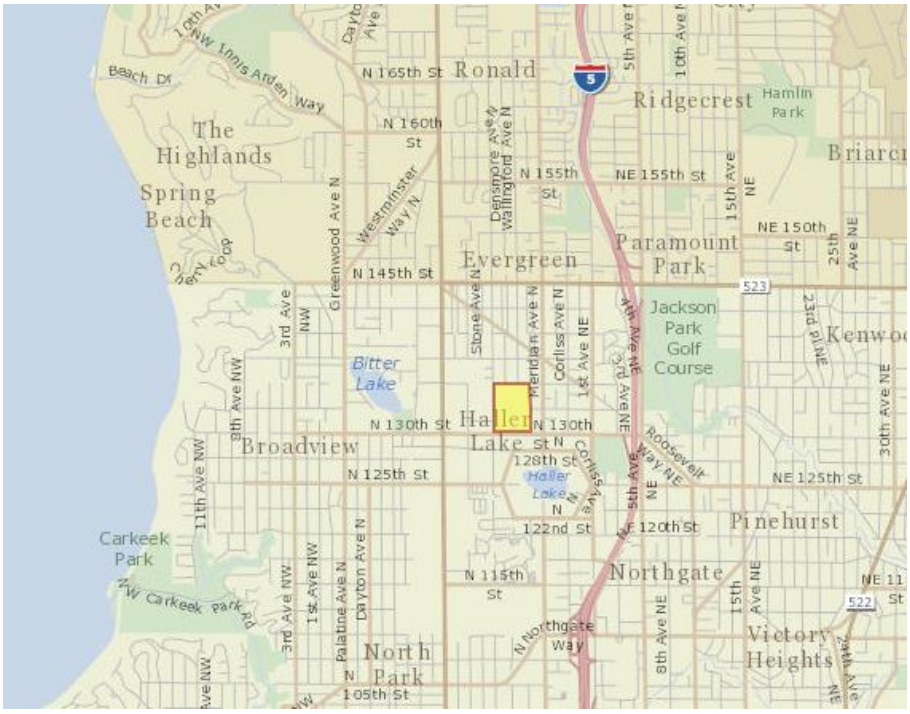
SEATTLE PUBLIC SCHOOLS - CONSTRUCTION HISTORY (MAJOR CAPITAL PROJECTS) LAST 10 YEARS

Project	Scope	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
Webster Elementary School	Historic Renovation / Addition	GC/CM	11/2018	6/2020			$31.7 M		In Pre-Design
Wing Luke ES	Replacement/New Building	TBD	11/2018	6/2020			$43.2 M		In Pre-Design
Bagley Elementary School	Historic Renovation / Addition	GC/CM	11/2017	6/2020			$30.4 M		In Pre-Design
Lincoln High School	Historic Renovation / Addition	GC/CM	11/2017	6/2020			$92.8 M		In Pre-Design
Queen Anne Elementary School	Modernization/Addition	DBB	4/2018	6/2019			$13.3 M		Design in progress
Loyal Heights Elementary School	Historic Renovation / Addition	GC/CM	10/2016	6/2018			$43.9 M		Design in progress
Magnolia Elementary School	Modernization/Addition	DBB	11/2016	6/2018			$25.8 M		Design in progress
Meany MS	Modernization	DBB	6/2016	6/2017	6/2016		$22.6 M		Design in progress
Olympic Hills Elementary School	New Building	GC/CM	12/2015	6/2017	12/2015		$42.0 M		Construction in progress
Wilson Pacific ES/MS	New Buildings (ES & MS)	GC/CM	6/2015	6/2017	6/2015		$116.3 M		Construction in progress
Genesee Hill Elementary School	New Building	DBB	4/2014	6/2016	4/2014	7/2016	$38.9 M		Occupancy received July 2016
Arbor Heights ES	New Building	DBB	9/2014	5/2016	9/2014	pending	$32.6 M		to open in September 2016
Seattle World School at TT Minor	Modernization/Addition	DBB	8/2015	6/2016	7/2016	pending	$13.3 M		to open in September 2016
Hazel Wolf at Pinehurst K-8	New Building	DBB	4/2015	6/2016	5/2015	pending	$39.2 M		to open in September 2016
Thornton Creek ES	New Building	DBB	4/2015	5/2016	5/2015	pending	$42.8 M		to open in September 2016
Jane Addams MS	Multi-Year Modernization	DBB	9/2014	9/2020	9/2014	pending	$11.4 M		to open in September 2016
Cedar Park ES	Renovation/Portables	DBB	7/2014	9/2015	7/2014	9/2015	$10.7 M	$10.7 M	Olympic Hills Moved in 9/2015
Fairmount Park ES	Modernization	DBB	8/2013	7/2014	5/2013	7/2014	$11.0 M	$13.8 M	Owner Revisions & unforeseen CO
Mann-NOVA High School	Modernization/Addition	DBB	10/2013	8/2014	11/2013	3/2015	$8.0 M	$9.3 M	Project delays
Denny Middle School / Chief Sealth; Facility	Sealth HS Modernization / New Denny MS	GC/CM	2008	2011	2008	2011	$134.5 M	$144.4 M	Added scope / Agency issues
Denny Middle School / Chief Sealth; Fields	Community / Sealth Athletic Fields	GC/CM	2011	2011	2011	2011	$3.2 M	$2.7 M	Project savings
Hamilton Middle School	Complete Historic Renovation	DBB	2008	2010	2008	2010	$79 M	$64.4 M	Project savings
Ingraham High School	New Building Addition	DBB	2008	2011	2008	2012	$23.6 M	$22.8 M	Project savings
Nathan Hale High School	Modernization / Library / Major Modernization	DBB / GC/CM	2009	2011	2009	2011	$83.7 M	$84.5 M	Owner Revisions
South Shore School - New K-8	New 130,000 SF K-8	DBB	2008	2009	2008	2009	$69.6 M	$63.5 M	Project savings
South Lake	New Building	DBB	2007	2008	2007	2008	$13.5 M	$13.6 M	In budget
Garfield High School	Complete Historic Renovation	GC/CM	2006	2008	2006	2008	$78.7 M	$112.7 M	Hyper-escalation & Claim
Cleveland High School	Complete Historic Renovation	GC/CM	2005	2007	2005	2007	$60.3 M	$67.6 M	Encountered unforeseen condition (bedrock) & Hyper-escalation
Roosevelt High School	Complete Historic Renovation	GC/CM	2004	2006	2004	2006	$84.6 M	$93.7 M	Hyper-escalation

Attachment D – Plan of Existing Campus, Site and Adjacent Community Center



Campus Plan



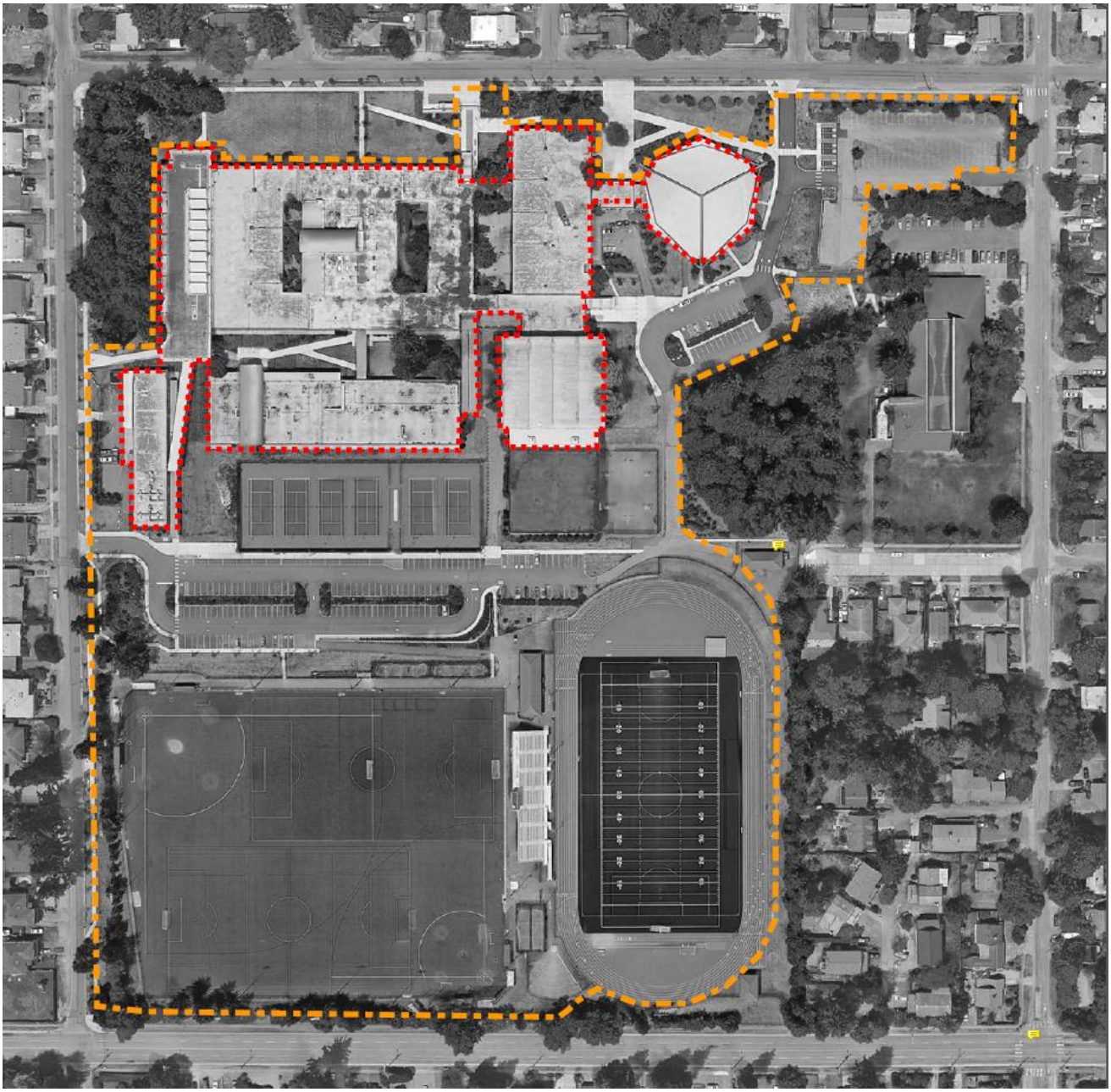
Parcel Map

Attachment E – Potential Conceptual Plans

Proposed New Addition Building Location

Conceptual Scheme 1

Conceptual Scheme 2



Buildings to be occupied during construction

Site to be occupied during construction