

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. (Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than \$10 million is not required to submit information for Questions 7 or 8.)

1. Identification of Applicant

(a) Legal name of Public Body: [Seattle School District No. 1](#)
(b) Address: [2445 3rd Avenue South](#)
[MS 22-332](#)
[PO Box 34165](#)
[Seattle, WA 98124](#)
(c) Contact Person Name: [Lucy Morello](#) Title:[Director of Capital Projects](#)
(d) Phone Number: [206-252-0674](#) Fax: [206-252-0573](#)
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2. Brief Description of Proposed Project

[Development of one \(1\) new Elementary School + one \(1\) new Middle School on a shared, single site involving demolition of existing school structures, potential historic landmark designation, new construction, protection of existing playfields and potential opening of piped creek within project site. The project has a program of approximately 223,000 GSF, and a site area of approximately 16.7 acres.](#)

[There are anticipated to be structures and facilities that are shared and some that are separate between the middle and elementary schools. What is to be shared has not yet been determined and there is bound to be some major programming and operational complexities involved with those forthcoming decisions.](#)

3. Projected Total Cost for the Project: **\$97.8 million**

A. Project Budget

Costs for Professional Services	\$ 6.6 million
Estimated project construction costs (incl. constr. contingency):	\$ 64.2 million
Equipment and furnishing costs	\$ 4.7 million
Off-site costs	\$ incl. constr.
Contract administration costs (Owner, CM etc)	\$ 3.6 million
Contingencies (design & owner)	\$ 7.2 million
Other project costs (permits, curriculum, premium environmental)	\$ 5.4 million
Sales Tax	<u>\$ 6.1 million</u>
Total	\$ 97.8 million

B. Funding Status

Please describe the funding status for the whole project.

The project is entirely funded through the Seattle School District's BEX IV Capital Levy, approved by Seattle voters in February 2013.

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.

The anticipated implementation schedule is summarized as follows:

Task	Start	Completion
Prime Consultant Procurement (AE, CM)	September 2012	March 2013
Programming	April 2013	July 2013
Schematic Design	May 2013	October 2013
Design Development	October 2013	April 2014
Construction Documents	April 2014	November 2014
Permitting – MUP	October 2013	May 2014
Permitting – Construction	August 2014	February 2015
GCCM Procurement	June 2013	September 2013
GCCM Pre-Construction	September 2013	April 2014
Early Package Construction	August 2014	April 2015
Primary Construction	February 2015	May 2017
FF&E / Owner Move-In	May 2017	August 2017

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?

This project carries potential risk factors including the following:

- Very significant scale of project at close to \$100M;
- Ambitious schedule with essential opening / occupancy dates tied to fixed academic school year calendar, complicated by anticipated public and community processes, unpredictable permitting processes for environmental elements and historic landmark status;
- Two major projects or programs on a single site (co-locating of an existing and a new feeder school populations);
- Potential historic landmark designation which may impact schedule, project scope and could involve special phasing of construction;
- High level of community interest in the project;
- Potential challenging geotechnical conditions;
- Potential community interest in day-lighting of a creek / waterway across a portion of the site which is currently flowing through a pipe;
- Potential for District desired sustainability goals exceeding WSSP standards;
- Pending decision on relocation or no relocation of existing programs on the site (e.g. American Indian School);
- Pending decision on shared facilities of the elementary and middle school programs and functions;
- Pending agreements with a community artist regarding wall mural protection, relocation or other treatment.

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?

It is not certain whether any existing functions at the facility must remain operational during construction because a suitable relocation for those programs has not yet been secured by the District. These programs include the operating American Indian School.

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

GC/CM firm's involvement during design is critical because of its participation in early constructability reviews for systems efficiency in design, cost estimating during design and the knowledge of construction marketplace to create effective bid packages, particularly early bid packages that may be necessary to achieve the ambitious schedule.

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

The potential daylighting of Lichten Springs waterway (currently in a buried culvert) across a portion of the site may bring about complex environmental protection zones regulated by agencies having jurisdiction, limiting buildable footprints of the structures.

The potential requirement to preserve, protect, maintain or otherwise relocate existing public art murals of significant scale affixed to existing structures could pose severe limitations on their demolition, removal or relocation, and could cause significant complexity to the implementation schedule.

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?

It is not yet known whether any existing building(s) or portions thereof may be designated historic landmarks. The potential exists for such designation based upon the community interest in Native American murals that have been produced by local artist Andrew Morrison. Since such designation is a possibility, there exists potential significant impact and complexity to the implementation schedule.

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
 - Selection of the GC/CM entity is based largely on qualifications and experience relevant to specific challenges of this project, and such control over qualifications will likely lead to best value and corresponding fiscal benefit to the Owner;
 - Contractor relationships with Owner, CM and Architect are built on teamwork;
 - The GC/CM acts as an advocate of the Owner;
 - Through pre-construction the GC/CM will understand the work long before bids; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, lowering risk of non-responsible sub-bidding;
 - Incentives to achieve early completion and cost savings can be used to help achieve fiscal goals;
 - Open book cost accounting of the work;
 - GC/CM participates and owns pre-construction cost estimating;
 - GC/CM participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Architect welcomes;
 - 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;
 - GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum, level;
 - Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly litigation diminish greatly;
 - 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.

Because of the significant scale and complexity of this project, the District believes the risk to achieving schedule from any major sub-contractors that may not be responsible sub-bidders and not being able to complete their work could be great. Constructability and error / omission issues are often not raised by the Contractor until after bidding, and changes made during construction costlier than changes made prior to bidding.

7. Public Body Qualifications

Please provide:

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

The Seattle School District has retained (1) a new Sr. Project Manager within the capital projects division who has past experience on one GC/CM project and has legal counsel with considerable GCCM experience. Additionally, it has retained construction management firm Shiels Obletz Johnsen, SOJ, which has considerable GCCM management experience. The District utilizes a 9-member BEX Oversight Committee which meets monthly to review major issues and makes recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternative public works contracting and delivery such as GC/CM.

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

See Exhibit A – Project Organization Chart

Staff and consultant short biographies (not complete résumés).

Experience, qualifications and role on previous GC/CM projects delivered under RCW 39.10 or equivalent experience

P. Eric Becker, District Sr. Project Manager:

Registered Washington State architect with 26 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.

Project	Value	Role / Tasks	Completed
Woodinville High School	\$50M	Design Project Manager	2012

Ron English, District Deputy General Counsel, Capital Facilities:

Over 32 years of construction-related experience. Serving in current position for over 12 years. Primary responsibilities include legal counsel to Seattle Public School District's (SPS, or the District) capital projects and capital program. Has prepared an array of service and construction contract agreements, solicitation documents, bid proposal reviews, resolution of all large claims against SPS, represents SPS in litigation and dispute resolution. Past Chair of WA State Bar Association Construction Section, and frequent presenter on a broad range of construction topics including risk.

Project	Value	Role / Tasks	Completed
Roosevelt HS	\$93,874,000	District Legal Counsel	Jun 2001 - Dec 2006
Nathan Hale HS PAC	\$10,137,400	District Legal Counsel	Feb 2002 - Nov 2005
Cleveland HS	\$68,276,000	District Legal Counsel	Jun 2003 – Sept 2007
Garfield HS	\$102,788,000	District Legal Counsel	Apr 2003 – Sept 2007
Nathan Hale HS	\$86,070,120	District Legal Counsel	Feb 2007 - Present
Denny/Sealth Phase II	\$110,200,000	District Legal Counsel	Feb 2007 - Present
Denny/Sealth Phase III	\$6,160,000	District Legal Counsel	Dec 2009 – Dec 2011

Brad Tong, Consultant Project Construction Manager (Principal):

28 years of professional design, development, project management and construction management experience. Serving in current role and firm as development and project management consultant for 17 years. Oversees broad range of complex development and building projects including education, commercial, retail, residential, and major civic and transportation infrastructure for public and private clients. Manages site/project feasibility & market analysis; planning; organizational structure development; project scheduling, budgeting, financing, tracking & compliance; program, design and construction management; and negotiating, managing and enforcing all contracts associated with development.

Project	Value	Role / Tasks	Completed
Seattle City Hall	\$90M	Sr. PM / GCCM	2003 – 2005
Seattle Justice Ctr	\$92M	Sr. PM / GCCM	2003
Burien City Hall / Library	\$38M	Principal / GCCM	2007
ShoWare Ctr. Arena	\$80M	Principal-Sr. PM / GCCM	2009
Casey Family Programs	\$9.2 M	Principal / Private GMP	2010

Justine Kim, Consultant Project Construction Manager (Sr. PM):

25 years of professional design, project management and construction management experience. First 13 years of career as a licensed architect, then 12 years as owner's project manager in charge of broad range of complex development and building projects including education, commercial, retail, residential, and major civic and transportation projects for mostly public clients. Manages project process, procurement, scheduling,

budgeting, tracking & compliance; program, design and construction management; and negotiating, managing and enforcing all contracts associated with development.

Project	Value	Role / Tasks	Completed
Burien City Hall/Library	\$38M	Sr. PM / GCCM	2007
Fire Station 10/EOC/FAC	\$45M	Sr. PM / GCCM	2008
Casey Family Programs	\$ 9.2M	Sr. PM / private GMP	2010
SCORE Correctional Facility	\$97.8M	Sr. PM / DBB	2011
King Street Station Rehabilitation	\$ 53.8M	Sr. PM / GCCM	2013

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

In addition to in-house District staff assigned and available to this project, the District has retained Shiels Oblatz Johnsen (SOJ) as its consultant project construction manager (CM) to oversee and represent the District in implementation of this project. SOJ has completed the management of approximately 15 major public / civic projects in the Pacific Northwest region through GC/CM or CM/GC delivery, totaling approximately \$1.5 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.

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

SOJ is contracted to the District to provide continuous full-time representation on this project from planning and programming through 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.

As described elsewhere in this application, SOJ brings to the District significant 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 the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do same here. 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 and 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.

The District utilizes a 9-member BEX Oversight Committee which meets monthly to review major issues and makes recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternative public works contracting and delivery such as GC/CM.

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

SOJ will lead the procurement process in close coordination with District capital project staff and general counsel. The District has procured GCCM firms 5 times in the past and

SOJ has procured approximately 12. The plan is to market this project to GCCM firms and others who qualify, based on District and SOJ ties in the marketplace, and will also publicly advertise the solicitation. The RFQ and RFP process is a 2-step process, the latter which involves interviews and submittal of sealed bids for certain general conditions and fee percentage. The selection will be performed utilizing a panel that will include District Representatives, the Construction Manager (SOJ) and external representative from either the BEX Oversight Committee, the industry or both.

Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.

The District has generated standard GCCM contract terms and language for its GCCM agreements for use on past GCCM projects. SOJ has developed standard GCCM contract terms and language for GCCM agreements used on other projects for public agencies in King County, and intends to tailor both sets of language and terms to best fit the specific needs of the Wilson-Pacific project.

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 Exhibit B – Agency's Prior Construction Activity

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:

A overview site plan (indicating existing structure and new structures)

Please see Exhibit C, which illustrates early, preliminary potential site layouts as envisioned by school planning consultant.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

There are no audit findings on projects listed in Question 8 above.

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: _____

Title: _____

Date: _____