

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 Public Schools District No. 1**
- (b) Address: **2445 3rd Ave South
MS 22-332
PO Box 34165
Seattle WA. 98124**
- (c) Contact Person Name: **Flip Herndon**
 Title: **Assistant Superintendent for Capital,
Facilities and Enrollment Planning**
- (d) Phone Number: **(206) 252-0644**
- (e) E-mail: **ltherndon@seattleschools.org**

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.

The project will convert the existing Lincoln School campus into a new 1,600 student comprehensive high school to help increase high school capacity in the District's growing north central community. The scope includes the modernization of the existing Lincoln School structures and improvements to the site. The project has a program of approximately 240,000 GSF to accommodate 1,600 students on a site area of approximately 6.7 acres.

Lincoln High School was closed in 1981 until the school was converted to an interim school site in 1997 to accommodate the Ballard High School program during the replacement of the Ballard HS at the beginning the major capital improvement program 1996. The facilities been used as an interim site until now and will continue as such through the 2017 school year.

3. Projected Total Cost for the Project: \$92.8 million

A. Project Budget

Cost Component	\$ in Millions
Costs for Professional Services (A/E, Legal etc.)	\$9.0
Estimated project construction costs (including construction contingencies):	\$56.6
Equipment and furnishing costs	\$5.4
Off-site costs	Included above
Contract administration costs (Owner, CM etc)	\$2.6
Contingencies (design & owner)	\$8.6
Other related project costs (permits, curriculum, environmental)	\$4.7
Sales Tax	\$5.9
Total	\$92.8

B. Funding Status

Please describe the funding status for the whole project.

The project is funded through the Seattle Public Schools Building Excellence IV Capital Levy approved by the Seattle voters in February 2013, and the BTA IV Capital Levy approved by the Seattle voters in February 2016.

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
Prime Consultant Procurement (CM)	July 2015	October 2015
Design Procurement (AE)	July 2015	October 2015
Programming	November 2015	March 2016
Schematic Design	April 2016	July 2016
Design Development	August 2016	December 2016
Construction Documents	January 2017	July 2017
Permitting – SEPA / MUP	May 2016	July 2017
Pre-Application / Permitting - Construction	July 2016	August 2017
GCCM Procurement	March 2016	June 2016
GCCM Pre-Construction	June 2016	July 2017
Early Package (Hazmat/Demo) in July/Aug/Sept	TBD by GCCM	TBD by GCCM
Primary Construction	October 2017	May 2019
Owner Move-in / FFE	June 2019	August 2019
School Starts	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.

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 presents a number of complexities:

- Landmarks designated site, exteriors of the older structures and portions of interior will:
 - require heightened attention to protecting the building, and

- unforeseen conditions that will challenge the project team
 - Tight urban site of 6.7 acres flanked by residential community will require continuous outreach during design and construction;
 - Addressing the challenges of a historic renovation while working within a tight budget;
 - Unpredictable permitting process for both Master Use Permit and Building Permit
 - Potential volatile escalation period over the next several years.
- 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?

N/A

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
Early involvement is critical to complete a thorough investigation of building conditions (destructive testing) and confirming as-built conditions; which conditions will influence the design. Modernization of the existing building will require close coordination of construction methods and sequencing of work. The site size will provide challenges with site coordination.
- If the project encompasses a complex or technical work environment, what is this environment?
The existing historic buildings are a technically complex environment. The close proximity of the surrounding residences and narrow streets will require GC/CM outreach to minimize impacts.
- 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?
Although the three historical structures (1907, 1914, & 1931) have had seismic improvements, meeting current code will require specialized coordination. In addition, there may be considerable seismic improvements needed to the 1959 structures. Building structure and seismic modernization may require creative solutions in which a GC/CM would provide guidance on systems and sequencing. Creative solutions will protect the constrained budget and minimize building footprint which will maximize open spaces for students and community. GC/CM can also provide guidance and cost analysis on EUI (Energy Use Index) systems to lower future operational costs and meet Seattle Public Schools Green Resolution Guidelines.
- 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;

- Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of this project including experience with historic renovations, structural and seismic improvements to existing buildings, strategic construction schedule planning, coordination on tight urban site, and successful residential neighborhood relations.
 - GC/CM 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 bidding;
 - The GC/CM will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, in order to successfully deliver on value;
 - Incentives to achieve early completion and cost savings may be used, providing a powerful tool to ensure meeting of cost and schedule goals;
 - Open book cost accounting of the work brings transparency to actual value of work to be constructed;
 - GC/CM participates and owns pre-construction cost estimating;
 - GC/CM participates actively in an on-going constructability reviews throughout 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 quality assurance and timely completion;
 - 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 claims 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.
 - Constructability and error / omission issues are often not raised by the Contractor until after bidding;
 - Changes made during construction are costlier than changes made prior to bidding;
 - A historic renovation will likely have unforeseen conditions where a lump sum, low bid contractors will claim additional costs which can be mitigated by thorough and early investigating and planning with a GC/CM team;
 - Minimal documentation exists for the older buildings.
 - 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.

The Seattle Public School (SPS) District has Senior Project Managers with past experience on GC/CM projects. SPS has acquired outside legal counsel with considerable GC/CM experience. Additionally, SPS has retained construction management firm Heery International, Inc. which has considerable K-12 GC/CM management experience. Bassetti Architects has also participated in numerous GC/CM projects both for SPS and other local school districts.

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 has recommended use of GC/CM delivery on this project.

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

See Exhibit B – Project Organization Chart

- Staff and consultant short biographies (see below).
- 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.

Flip Herndon Ed. D., Asst. District Superintendent for Capital, Facilities and Enrollment Planning:

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.

Project	Value	Role / Tasks	Completion
Wilson-Pacific ES/MS *	\$116M	Asst. Superintendent for Capital	2017
Olympic Hills ES*	\$42M	Asst. Superintendent for Capital	2017

* = GC/CM Projects

Richard Best, SPS Director for Capital and Planning:

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.

Project	Value	Role / Tasks	Completion
Beaverton School District	\$146M	Project Manager	1991-1997
Bainbridge Island SD	\$32M	Project Manager	1997-2001
Central Kitsap School District		Director for Capital & Planning	2001-2014
Wilson-Pacific ES/MS *	\$116M	Director for Capital & Planning	2017
Olympic Hills ES*	\$42M	Director for Capital & Planning	2017

* = GC/CM Projects

P. Lucy Morello, SPS 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	Completion
Olympic Hills Elementary School*	\$42M	Seattle School District Senior Project Manager	June 2017
Arbor Heights Elementary School	\$39M	Seattle School District Senior Project Manager	June 2016

* = GC/CM Projects

Graehm Wallace, Perkins-Coie

Graehm Wallace, a partner with the firm’s Litigation practice, has 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.

Michael Finnegan, Senior Construction Manager

Highly respected in the state of Washington for his management capabilities, Mike brings extensive experience in all aspects of design and construction project management for major educational building construction programs. Mike has been involved in the agency approval and development and management of GC/CM contracting approaches for several K-12 construction programs. He has participated on the implementation team to develop the RFQ, RFP, and selection process for GC/CM contracting. He was also instrumental in the development of the GC/CM

contract documents which included general and supplemental conditions, pre-construction services, and cost assignments for fee, site general conditions, and direct cost of work. The construction values of the projects range from \$5 million to \$75 million. He has also overseen the design phase management and participates in negotiations for the Guaranteed Maximum Price (GMP) and the Maximum Allowable Construction Costs (MACC).

Project	Value	Role / Tasks	Completion
Roosevelt High School *	\$93.9M	Program Manager	2006
Nathan Hale HS PAC *	\$10.2M	Program Manager	2005
Cleveland High School *	68.3M	Program Manager	2007
Garfield High School *	\$102.8M	Program Manager	2007
Aberdeen High School*	\$60M	Program Manager	2008
Rogers High School*	\$67M	GC/CM Specialist	2009
Nathan Hale High School *	\$86.1M	Program Manager	2011
Denny / Sealth Phase II *	\$110.2M	Program Manager	2011
Denny / Sealth Phase III *	\$6.2M	Program Manager	2011
Rush Elementary School*	\$34M	Program Manager	2013
Vashon HS*	\$45M	Program Manager	2014

* = GC/CM Projects

Bassetti Architects

Bassetti is highly experienced with the GC/CM process. Specific school GC/CM experience includes Roosevelt High School (Portland, OR), Roosevelt High School (Seattle, WA), Stadium High School (Tacoma, WA), Stewart Middle School (Tacoma, WA), Natrona County High School (Casper, WY), and Chief Sealth International High School/ Denny International Middle School (Seattle, WA), and the University of Washington's Mary Gates and Guggenheim Halls. Each of these projects demonstrates proficiency in this project delivery method. Bassetti has also lectured and moderated panels for the AIA and the Association for Learning Environments (Formerly CEFPI) on the process of collaboration between the architect, owner, and contractor for a successful GC/CM project.

Lorne McConachie (Design Principal-in-Charge) projects that utilized GC/CM delivery method:

- Roosevelt High School (Portland, OR)
- Roosevelt High School (Seattle, WA)
- Stadium High School (Tacoma, WA)
- Stewart Middle School (Tacoma, WA)
- Natrona County High School (Casper, WY)
- Chief Sealth International High School/ Denny International Middle School (Seattle, WA)
- University of Washington's Mary Gates Hall (Seattle, WA)
- Seattle City Hall (Seattle, WA)

Michael Davis (Architect Lead) projects that utilized GC/CM delivery method:

- Roosevelt High School (Portland, OR)

- Chief Sealth International High School/ Denny International Middle School (Seattle, WA)
- University of Washington's Guggenheim Hall (Seattle, WA)

Nenad Curgus PSP, Consultant Scheduler (Senior Scheduler):

Over 32 years of engineering and construction-related experience including CPM schedule review - baseline and monthly updates, project controls - monitor construction/billing progress, analysis of contractor claims for time and cost impacts. Has developed construction CPM scheduling requirements. Has worked with SPS as a senior scheduler for over 16 years on numerous large capital projects under Building Excellence Programs I, II, III and IV. Serving in the current role and firm for over 17 years. Primary responsibilities: develop scheduling requirements, cash flow projections, scheduling, and claim resolution.

Project	Value	Role / Tasks	Completion
Roosevelt High School *	\$93.9M	Scheduler	2006
Nathan Hale HS PAC *	\$10.2M	Scheduler	2005
Cleveland High School *	68.3M	Scheduler	2007
Garfield High School *	\$102.8M	Scheduler	2007
Nathan Hale High School *	\$86.1M	Scheduler	2011
Denny / Sealth Phase II *	\$110.2M	Scheduler	2011
Denny / Sealth Phase III *	\$6.2M	Scheduler	2011
Snohomish HS Set 3 & 4*	\$86.1M	Scheduler	2013
Rush Elementary School*	\$34M	Scheduler	2013
Vashon Island HS*	\$45M	Scheduler	2014

* = GC/CM Projects

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

In addition to the in-house District staff assigned and available to this project, the District has retained Heery International, Inc. as its consultant project construction manager (CM) to oversee and represent the District in implementation of this project. Heery has completed the management of 18 significant public projects in the Pacific Northwest region through GC/CM totaling approximately \$1.5 billion in project value. Of these, 6 were for Seattle Public Schools and the balance were for Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District. Heery has demonstrated its ability to effectively manage GC/CM project 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.

Heery is contracted to the District to provide continuous owner representative on this project programming through design, construction, and closeout. The services Heery will provide include full project controls tracking, monitoring, compliance and reporting

relative to established budget and schedule parameters with dedicated integration or coordination with District capital projects accounting system.

As described elsewhere in this application, Heery brings to the District a significant record of successfully managing the delivery of major capital projects in the region, for private and public agencies particularly in the GC/CM delivery method. Heery has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do the same here. Heery has led the management, negotiation and coordination of GC/CM's MACC, GMP and contract agreements, subcontractor bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. Heery has performed all of these functions for private and public agencies including; Seattle Public Schools, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District.

The District utilizes an 11 member BEX Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternate public works contracting and delivery such as GC/CM

The roles and responsibilities of the District, Architect and their consultants and the GC/CM will be established in a matrix of responsibilities that is published with the Request for Proposal and other GC/CM contract documents. The Sr. Project Manager and Heery will monitor the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated after the 90% construction documents are in place, the GC/CM, Project Manager and Architect 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. 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 GCCM 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.

As part of the preconstruction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

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

Heery will lead the procurement process in close coordination with District capital project staff and outside counsel. The District has procured GC/CM firms 8 times in the past and Heery has assisted to procure 18. The plan is to market this project to GC/CM firms and others who qualify, based on District and Heery 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 specified general conditions and fee percentage applied to the MACC. The selection will be performed utilizing a panel that will include District Representatives, the Construction Manager (Heery), legal counsel and external representatives from the BEX Oversight Committee, the 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.

The District has generated standard GC/CM contract terms and language for its GC/CM agreements for use on past GC/CM projects. Heery has developed standard GC/CM contract terms and language for GC/CM agreements used on other public agencies including school districts and county agencies and intends to tailor both sets of language and terms to best fit the specific needs of this 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 C – 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)

See Exhibit D, which illustrates the existing building and site.

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

See Exhibit E, which illustrates a concept diagram created by Architect.

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.

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) WINDY PACE

Title: DIRECTOR

Date: 2-25-10

EXHIBIT A

Project Summary

Lincoln High School

The Lincoln School campus consists of the original 4 story school built in 1907, a north addition built in 1914 and a south addition built in 1931 all with historical significance. Both additions are connected to the original structure. In 1959 two stand-alone structures were built; a gymnasium and an auditorium complete with ancillary spaces, a black box theater, music and practice rooms, and vocational classrooms. The older structures were remodeled to accommodate additional teaching / learning space.

The site, exteriors of the 1907, 1914 and 1931 buildings, interior stairs of the older structures, the elevated running track and an original drinking fountain in the 1914 boy's gym received approval for landmarks designation on February 17, 2016 by the Landmarks Preservation Board. This designation introduces complexities of protecting the building and challenges with the structural integrity of these three structures all with different structural systems. This will present structural challenges and constructability issues in which early planning and analysis by a GC/CM will be instrumental in meeting the tight budget. Thorough analysis and testing of the existing building will help mitigate unforeseen conditions which will impact both schedule and budget. The urban site is bordered by narrow streets and surrounded by an involved community in which the GC/CM can assist in creating a successful relationship.

The project serves multiple purposes: (1) to increase the high school capacity in the north central area of the District, (2) to modernize a dated facility to meet current program needs, (3) to meet current building codes and improve student safety; and (4) to improve existing facility EUI. If capacity issues are not addressed, it will put a strain on right-size capacity in other high schools in the north boundaries. To maximize the District's success, we feel that the use of GC/CM will provide the greatest opportunity.

EXHIBIT B

Project Organization Chart

Lincoln High School

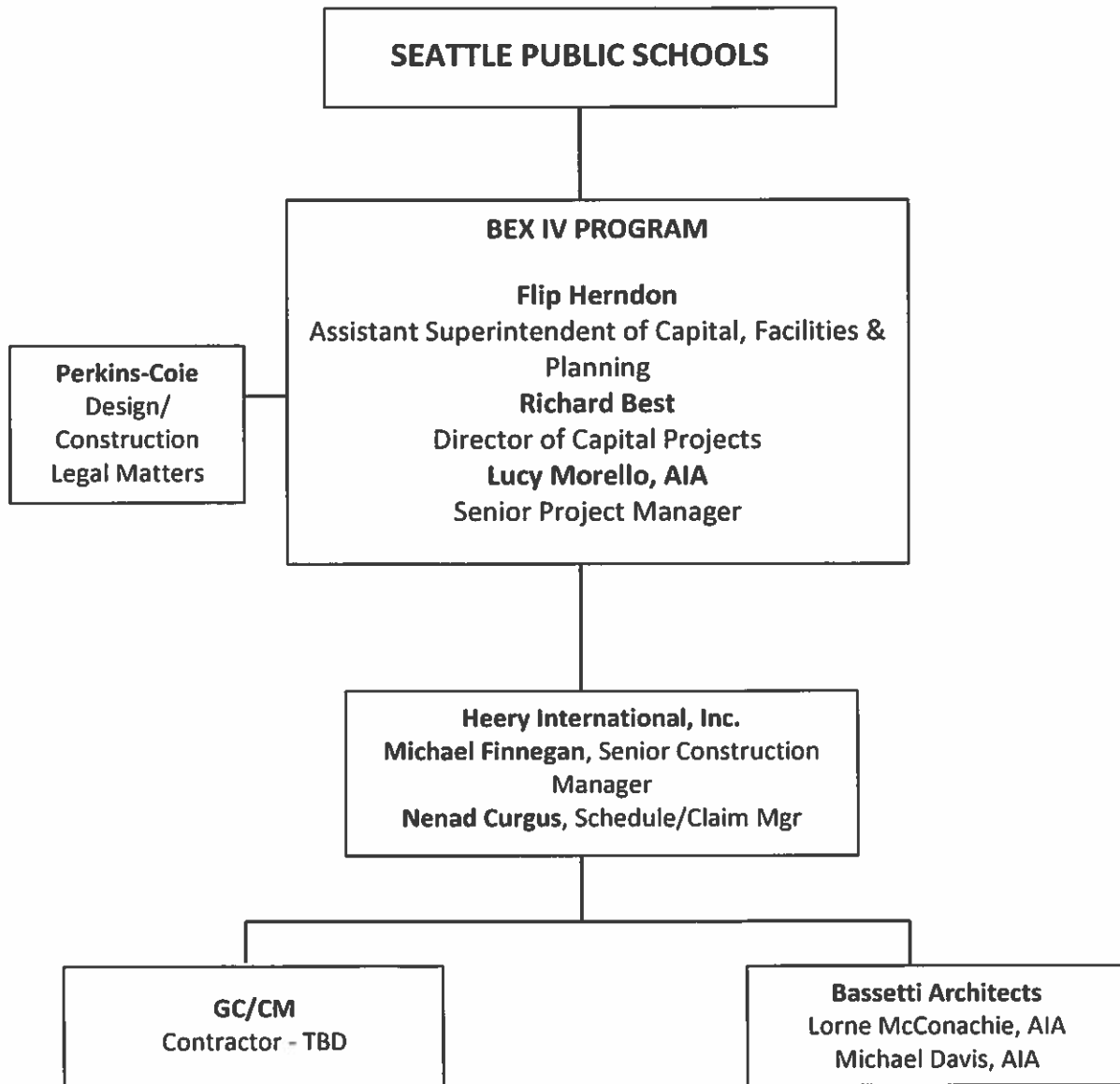


EXHIBIT C

**SEATTLE PUBLIC SCHOOLS MAJOR PROJECT LIST IN LAST 6 YEARS
Including All GC/CM Projects**

<u>Project Name</u>	<u>Scale / Description</u>	<u>Delivery Method</u>	<u>Completion</u>	<u>Project Cost</u>
MAJOR CAPITAL PROJECTS				
Lincoln High School Modernization	Modernization	GC/CM	2019	\$89.7 M
Olympic Hills Elementary School	New Building	GC/CM	2017	\$42.0 M
Wilson Pacific ES/MS	New Buildings (ES & MS)	GC/CM	2017	\$116.0 M
Denny Middle School / Chief Sealth High School - Projects 1 + 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010 / 2011	\$149.0 M
Denny Middle School / Chief Sealth High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	\$6.2 M
Hamilton Middle School	Complete Renovation	D-B-B	2010	\$72.2 M
Ingraham High School	New Building Addition	D-B-B	2012	\$25.8 M
Nathan Hale High School - Project 1	Modernization + New Library Addition	D-B-B	2009	\$14.0 M
Nathan Hale High School - Project 2	Major Modernization	GC/CM	2011	\$72.8 M
South Shore School - New K-8	New 130,000 SF Building	D-B-B	2009	\$64.7 M
South Lake Alternative High School	New Building	D-B-B	2008	\$14.4 M
Garfield High School	Complete Renovation	GC/CM	2008	\$102.8 M
Cleveland High School	Complete Renovation	GC/CM	2007	\$68.3 M
Roosevelt High School	Complete Renovation	GC/CM	2006	\$93.9 M
Nathan Hale High School - Auditorium	New Addition	GC/CM	2004	\$10.0 M

OTHER CAPITAL PROJECTS

Buildings	Roof Replacements Exterior Renovations Mechanical / Air Quality Life Safety / ADA Interior Finishes / Flooring	BTA II 2005 – 2012 BTA III 2010 – 2012	\$116 M
Technology	Technology, computers, networks	BTA II 2005 – 2012 BTA III 2010 – 2012	\$51 M
Academics	Literacy, Arts, Science Facilities High School Modernization Improvements Athletic Improvements	BTA II 2005 – 2012 BTA III 2010 – 2012	\$83 M

