

Questions/Comments Panel Member

- 1) *It appears that the existing building will be vacated prior to start of construction in 2017. Is that correct?*

**Response:** The school will be unoccupied by the end of June 2017. The District will salvage FF&E soon after the school year is out. The intent is to turn over the site to the GCCM soon after July 4, 2017.

There is one exception. The District had completed a substantial alteration within the last few years to provide a comprehensive CTE space for a nursing program. The room is located at the southwest corner of the auditorium/music/band/classroom structure. As a condition of the contract with the GCCM, this program will remain in operation during construction.

- 2) *Response to Q6 states that “GC/CM participates and owns the pre-con cost estimating” while page 9 paragraph 4 talks about Architect and GCCM reconciling cost estimates. Please clarify.*

**Response:** The Architect is contractually required to design the project within a given construction amount. They will provide a schematic design cost estimate virtually concurrent with the GCCM. The Project Team (inclusive of the GCCM) will reconcile the estimates such that the resulting estimate will be scope comprehensive and representative of the cost to construct. The Project Team will perform value engineering/ value analysis on the Schematic Design to reduce costs, as needed, and develop elements for additive alternates.

At the Design Development completion the Architect is also required to perform a DD cost estimate. The process described above for the Schematic Design estimate will be repeated. Once the Design Development is approved and the cost estimate accepted, the “ownership of the pre-construction estimate transfers to the GCCM.” The Architect and District will perform estimate reviews. The District, at its sole option may forego the Architect’s independent DD cost estimate.

- 3) *Exhibit C appears to be missing several required data on the project. Please provide the information per the template – for Planned vs. Actual and Reason for overruns.*

**Response:** Please see the attached augmented exhibit, dated March 24, 2016.

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- 1) *Described your Dispute Resolution philosophy.*

**Response:** We typically use an “elevation” process. We expect that the Project Site team (District/Contractor/Architect) 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 District’s Director of Facilities, an owner of the Contractor and an owner of the Architectural firm.

The dispute elevation process needs to happen timely and effectively especially if there are subcontractor’s involved. Issues are not to fester into claims.

The District also employs a formal disputes resolution process, either a 3-person Disputes Review Board (DRB) or a 3<sup>rd</sup>-party neutral during the construction to attend weekly OAC meetings on a periodic basis and to listen and informally provide comment on ownership on an issue. Formal hearings by a DRB or by the 3<sup>rd</sup>-party neutral can also be used if one of the contract parties desires.

The last dispute resolution is mediation, and if not resolved then litigation.

We use the pre-construction (design) phase as a means for the Project Team to identify risks and to mitigate, with a goal to eliminate, disputes during construction.

- 2) *Project Organization Chart – provide FTE breakdown for various phases for personnel.*

**Response:** Please see the attached augmented exhibit, dated March 24, 2016.

- 3) *Within project controls there is no discussion related to authority levels and responsibilities between Heery and Seattle Schools. For example with owner contingency. Please explain.*

**Response:** Heery Project Managers and support staff are fully integrated into the District’s capital organization in a staff augmentation role. They work under the supervision of District senior management and perform project management/construction management functions, roles and responsibilities in accordance with Capital policy and procedures.

The following chart identifies the various monetary authority levels to direct changes in construction.

Entity	Authority Limits
<b>Heery</b> Project/Construction Manager	\$10,000 per change that are required by field conditions. \$25,000 per change if the PM/CM determines that a change is necessary to avoid personal injury or property damage or to avoid substantial delay to the completion of the project
<b>SPS</b> Senior Project Manager	\$50,000
<b>SPS</b> Director	\$75,000
<b>SPS</b> Assistant Superintendent	\$100,000
<b>SPS</b> Superintendent	\$250,000
<b>SPS</b> School Board of Directors	Over \$250,000