

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Seattle School District No.1**
- b) Mailing Address: **2445 3rd Avenue South, Seattle, WA 98124**
- c) Contact Person Name: **Richard Best** Title: **Director of Capital Projects and Planning**
- d) Phone Number: **206-252-0647** E-mail: **rlbest@seattleschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Eckstein Middle School (MS) Exterior Windows Replacement**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
Eckstein Middle School is located at 3003 NE 75th St, Seattle, WA 98115 on a 13.9-acre site owned by Seattle Public Schools (SPS). First opened in 1950, the City of Seattle designated the 172,000 square foot school building as a landmark in 1981. This project includes replacement of all original steel framed windows with new thermally broken steel framed windows (approximately 797 windows), replacement of approximately 3,336 broken glass block, refurbishment of wood doors and frames, and repairs to brick and glass block masonry mortar joints.

In order to not impact classroom instruction, it is anticipated that the pre-construction investigation will occur summer of 2023, with construction work scheduled during non-occupied time during seasonal breaks and the summers of 2024 and 2025.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$844,000
Estimated project construction costs (including construction contingencies):	\$10,109,000
Equipment and furnishing costs	\$0
Off-site costs	\$0
Contract administration costs (owner, cm etc.)	\$460,000
Contingencies (design & owner)	\$594,000
Other related project costs (briefly describe)	\$85,000
Sales Tax	<u>\$1,037,000</u>
Total	<u>\$13,129,000</u>

B. Funding Status

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

The Eckstein Middle School Exterior Windows Replacement project is funded by the Building Excellence (BEX) V Capital Levy passed by Seattle voters in February 2019.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; (including the use of alternative subcontractor selection, if applicable)
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

Task	Start	Completion
Design Procurement (AE)	December 2021	June 2022
Schematic Design	June 2022	December 2022
GC/CM Procurement (3-step process: Qualifications, Interview and Sealed Bid/Fee)	April 2023	June 2023
GC/CM Pre-Construction Services	June 2023	February 2024
Design Development	January 2023	July 2023
Construction Documents	August 2023	November 2023
Building Permits	November 2023	February 2024
Bidding, Approval, Award	March 2024	May 2024
Construction	June 2024	August 2025
Final Board Acceptance		February 2026

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
 - a. The replacement of approximately 797 steel-framed windows will involve scheduling, sequencing and coordination of window removal, hazardous material abatement, masonry opening preparation, repair (where needed), new frame installation, and glazing. The GC/CM will be valuable in orchestrating the work occurring at multiple building elevations and within tight timeframes when school is not in session.
 - b. As a landmarked school, numerous mock-ups will be required to ensure that the new steel window installation is historically accurate and meets the requirements of the currently issued Seattle Department of Landmarks Certificate of Approval. The GC/CM will be valuable in coordinating mock-ups and incorporating changes to the design as necessary across the numerous unique and unforeseen conditions that are expected to occur.
 - c. Replacement of broken glass block at multiple building elevations concurrently and within tight time frames will require careful coordination by the GC/CM of a large work force working as several crews.
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.

- a. An interim site is not available to relocate the school while the windows are replaced. The existing middle school program will remain on-site and has approximately one thousand students. The project is proposed to be constructed when school is not in session, or primarily during summer breaks.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
 - a. Early involvement allows the GC/CM an opportunity to plan the logistics associated with a major project, for example: figuring out site logistics and laydown requirements, requirements for scaffolding and type of scaffold such as elevating or fixed, overall crew scheduling, etc. All items that can affect the cost of the work. Assessing conditions, measuring openings, ordering windows, coordinating appropriate staff and crew work output to accomplish the project within the available time.
 - b. As-built drawings are available for the GC/CM to verify dimensions and proper fit of existing openings for new windows. Completing the dimension verification during the design phase can reduce unknowns and improve design accuracy prior to bidding subcontractor packages, ensuring the window replacements occur in a timely manner. As this project involves work on a historic building, the window sizing is more likely to have a greater level of variance and be more complex than new construction.
 - c. The lead time for the windows is anticipated to be ten (10) months. With the window dimensions verified in the design phase, the GC/CM can place the order prior to bidding the subcontractor packages and reduce the delivery time impact to the project schedule.
- If the project encompasses a complex or technical work environment, what is this environment?
 - a. Install seventeen (17) unique window types within dozens of unique existing rough opening conditions at numerous locations concurrently with several crews.
 - b. Removal and preservation of over 3000 landmarked glass blocks will require careful, skilled and technically professional work.
- 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 City of Seattle designated Eckstein Middle School as a landmark in 1981 as a Modern-International Style work of architecture. The original steel-framed and glass block windows are integral to its recognition of landmark significance. The Seattle Landmarks Board approved a thermally broken replacement steel window to match as nearly as possible to the original steel profiles and window material.
 - b. The original glass block is no longer available so replacement of broken glass block will be accomplished using original glass block recycled from obscured areas. The locations where original glass block is salvaged will be replaced with new glass block that is similar but not an exact match as approved by the Landmarks Board. The GC/CM will have valuable input into the sequencing necessary to remove, salvage, replace and repair all the glass block locations in the same time frame as existing windows are being replaced.
 - c. Construction activities must occur during the District's summer break and be complete prior to the start of school each fall.
- 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

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest (*For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

- a. Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of each project. For this project, the district's GC/CM partner will need experience working on window replacements requiring hazardous material abatement in existing masonry openings, experience performing landmarked renovation work, working on occupied buildings, and experience performing work on constrained, urban sites while maintaining good neighborhood relations.
 - b. Design participation will allow the GC/CM to fully understand the work long before bidding, reducing possible errors and/or omissions in scope and providing opportunities to specify the best value materials and develop the most efficient construction methods.
 - c. The GC/CM will participate in developing the preconstruction and construction schedule and packaging scope to fit the marketplace in order to receive competitive bids.
 - d. Open book cost accounting of the work brings transparency to the actual value of work to be constructed.
 - e. Top tier contractors are more likely to compete for this project as a GC/CM opportunity, thus carrying a higher likelihood of quality assurance, timely completion, and project safety, which brings value to SPS both in the short and long term.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
 - a. Constructability and error/omission issues are often not raised by the contractor until after the bid/award phase is complete.
 - b. Changes made during construction are costlier than changes made prior to bidding.
 - c. In the case of a landmark renovation, likely unforeseen conditions where a lump sum, low bid contractor will claim additional costs and potential schedule impacts while early investigation and planning with a GC/CM team can mitigate these events.
 - d. To minimize the construction impact to the surrounding neighborhood, the owner, architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with community members and neighbors prior to the start of construction. The GC/CM's early involvement can significantly mitigate these issues.
 - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
N/A

6. 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 B.
 - b. Within the organization the Director, three Senior Project Managers (Sr. PM), and three Project Managers (PM), are very seasoned and have experience in GC/CM procurement and construction methods.
 - c. SPS utilizes an eleven-member Building Excellence / Building, Technology & Academics/Athletics (BEX/BTA) Oversight Committee which meets monthly to review major issues and make recommendations to the district concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.

- A **Project** organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)

[See Attachment A - Project Organization Chart](#)

- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Example Staff Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)
- The qualifications of the existing or planned project manager and consultants.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.
- Staff and consultant short biographies (*not complete résumés*).

Richard Best. SPS Director for Capital and Planning:

Extensive architectural and construction experience over past 38 years including school (K-12), hospital, laboratory, and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight.

GC/CM Projects	Value	Role/Tasks	Completion
John Muir ES	\$14.9M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Montlake ES	\$87M	Director for Capital Projects	Sept. 2025 (In Design Phase)
John Rogers ES	\$92M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Alki ES	\$80M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Mercer MS	\$152M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Rainier Beach HS	\$240M	Director for Capital Projects	2025 (In Const. Phase)
Van Asselt School	\$50M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Northgate ES	\$90M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Lincoln HS Phase II	\$40M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Webster ES	\$37M	Director for Capital Projects	Sept. 2020
Bagley ES	\$40M	Director for Capital Projects	Sept. 2020

Ingraham HS Addition	\$41M	Director for Capital Projects	Sept. 2019
Lincoln HS	\$101M	Director for Capital Projects	Sept. 2019
Loyal Heights ES	\$46M	Director for Capital Projects	Aug. 2018
Olympic Hills ES	\$42M	Director for Capital Projects	Sept. 2017
Cascadia ES/ Robert Eagle Staff MS	\$119M	Director for Capital Projects	Sept. 2017

Tom Gut, SPS Senior Project Manager:

With over 30 years of design and construction related experience and a Bachelor of Science in Civil Engineering degree from Iowa State University, Mr. Gut is a licensed civil engineer in Washington state. He has worked in both the private and public sectors including seven years as the public works director for the City of SeaTac. He is experienced in all aspects of design and construction from conceptual planning to project close-out. Current responsibilities include supervision of Project and Construction Managers and coordinating activities for assigned school construction projects from initial planning and design through construction with the goal of producing high quality learning environments. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

Major Projects	Value	Role/Tasks	Completion
Franklin High School HVAC Upgrades (Design-Build)	\$4.5M	Senior Project Manager	Sept. 2024 (In Design Phase)
JSCEE Central Kitchen Phase 2 (GC/CM)	\$11.9M	Senior Project Manager	Sept. 2024 (In Design Phase)
Blaine K-8 Electrical System Upgrades (DBB)	\$8M	Senior Project Manager	Sept. 2024 (In Design Phase)
McClure MS Exterior Cladding, Exterior Window & Door Replacements (DBB)	\$5M	Senior Project Manager	Sept. 2023 (In Design Phase)
Cascade Parent Partnership @ N. Queen Anne Improvements (DBB)	\$9M	Senior Project Manager	July 2023 (In Const. Phase)
Ingraham HS Athletic Fields and Tennis Courts (DBB)	\$5M	Senior Project Manager	July 2023 (In Const. Phase)
McClure MS Science Room & Seismic (DBB)	\$4M	Senior Project Manager	Sept. 2022
Gatewood ES HVAC (DBB)	\$3M	Project Manager	Sept. 2022
Boren K-8 HVAC (DBB)	\$2M	Project Manager	March 2022

Mark Emelko. SPS Project Manager:

Mark has over thirty (30) years of design and construction related experience, with over twenty (20) years in a K-12 Project Management role and a Five-year Bachelor of Architecture degree from Pratt Institute, in Brooklyn, New York. Mr. Emelko is a licensed architect and NCARB record-holder, allowing for reciprocal licensure nationally as well. Over his twenty + plus years of direct K-12 district Project Management experience, Mark has managed multiple renovation and new construction projects both for the Clark County School District (NV; 5th largest school district in the United States at the time) and now here at Seattle Public Schools (SPS). Mr. Emelko has been a Project Manager for SPS for over nine (9) years, managing numerous roof, building envelope and other building renovation projects, including multiple SPS projects with landmarks designation, such as the recent Franklin High School Window replacement (over 500 windows over 2 summers). He has worked in both the private and public sectors. He is experienced in all aspects of design and construction from conceptual planning to project close-out. Mark’s strengths include communication, teamwork, coordination with schools and all stakeholders and very successful execution of alternative construction delivery utilizing cooperative purchasing agreements, primarily related to roofing and building envelope projects.

Major Projects	Value	Role/Tasks	Completion
McClure MS Exterior Cladding, Exterior Window & Door Replacements (DBB)	\$5M	Project Manager	Sept. 2023 (In Design Phase)
Cascade Parent Partnership @ N. Queen Anne Improvements (DBB)	\$9M	Project Manager	July 2023 (In Const. Phase)
West Seattle HS Roof (2 separate phases)	\$11M	Project Manager	June 2021
Franklin High School Gym Roof (DBB)	\$5M	Project Manager	Nov. 2021
Cascade Parent Partnership Roof (DBB)	\$2M	Project Manager	Sept. 2020
Ballard High School Roof	\$8M	Project Manager	Nov. 2018
Olympic View ES Roof (DBB)	\$1M	Project Manager	Sept. 2019
Rising Star Elementary School Roof (DBB)	\$7M	Project Manager	Sept. 2020

Graehm Wallace. Perkins Coie (Legal Consultant):

A partner within the firm's Construction Law practice, he has over 27 years of experience working in all areas of construction transactions, counseling, and conflict resolution. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Mr. Wallace has represented scores of Washington school districts and other Washington public entities in drafting and negotiating GC/CM contracts under RCW 39.10.

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

- a. Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.
- b. Over the last few years, the number of GC/CM projects implemented by SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-Builder analysts.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
 - a. The roles and responsibilities of SPS, Architect/Engineer (A/E) team, and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposals and other GC/CM contract documents. The Senior Project Manager (Sr. PM) and Project Manager (PM) will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on task for their respective work throughout the life of the project.
 - b. Weekly coordination meetings with the SPS PM, A/E team, and GC/CM will be conducted and timely meeting minutes that assign action items will be published throughout the life of the project. The purpose of the meeting will be to ensure adherence to the established scope, budget and schedule and also resolve any issues brought up by any party. These weekly meetings will be paramount in the management and control of the project.
 - c. SPS requires the A/E team and the GC/CM to use e-Builder software to monitor, control and track the budget, schedule, changes, pay applications, RFI's, submittals, issues, etc. This software allows collaboration from any computer through a cloud-based system and allows easy tracking of issues, cost impacts, and also archives the information for easy retrieval. Team members are notified by the software when actions are needed. Management reports which give current status on action items will be discussed at the weekly coordination meeting.
 - d. As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive construction schedule that will be reviewed at each weekly coordination meeting.
 - e. Construction cost estimates by the A/E team and the GC/CM are to be reconciled at the end of each design phase and as otherwise deemed necessary.
 - f. In addition to what is required by the Washington Administrative Code, engineering and constructability review will be ongoing and will also be an established agenda item in the weekly coordination meetings.
 - g. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the GC/CM, SPS PM and A/E team will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC.
 - h. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to reconfirm the MACC and the TCC.

- i. SPS conducts monthly meetings with Seattle's Department of Construction and Inspections, Seattle Fire Department, Seattle City Light, Department of Neighborhoods and Seattle Department of Transportation on all SPS projects in order to monitor the status of various approvals and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire marshal and code officials and allows SPS to alert officials on scheduling concerns.
- j. Any changes to be charged to the contingency will be thoroughly reviewed by SPS PM, Architect and GC/GM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work.
- k. Monthly, the Director of Capital Projects and Planning attends an O/A/C meeting with executives from the architectural firm and the GC/CM contractor to review any issues that have arisen that are not easily resolved.
- A brief description of your planned GC/CM procurement process.
 - a. As shown in Attachment B, SPS has successfully procured GC/GM firms for several past projects.
 - b. The procurement plan will include publicly advertising the solicitation, contacting GC/CM firms and other parties who qualify, based on District ties in the marketplace.
 - c. The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The final bid requires GC/CMs to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include SPS project managers, Architect, legal counsel and external representatives from either the BEX/BTA Oversight Committee, industry or both.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
 - a. Through added language to AIA documents A201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GG/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.
 - b. For GC/CM projects we typically use an "elevation" process for Dispute Resolution as follows: the project site team (District/Contractor/Architect) are expected to resolve disputes at their level. If the site team cannot reach agreement, the issue is moved to the next level of supervision, typically the firms' managing directors or program managers. Again, if this team is unable to resolve disputes then the issue is elevated to the firms' ownership level. Typically, this group will be composed of the SPS's Director of Capital, an owner of the GC/CM firm and an owner of the Architectural firm.
 - c. On some projects SPS also employs a formal disputes resolution process, either a 3-person Disputes Review Board (DRB) or a 3rd-party neutral during the construction to attend weekly OAC meetings on a periodic basis and to listen and informally provide comment on ownership of an issue. Formal hearings by a DRB or by a 3rd-party neutral can also be used if one of the contract parties' desires.

7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (*See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.*)

- Project Number, Name, and Description
- Contracting method used

- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

[See Attachment B – Agency's Prior Construction History](#)

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. (See *Example concepts, sketches or plans depicting the project.*) At a minimum, please try to include the following:

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

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

[See Attachment C – \(1\) Vicinity Map, \(2\) Site Map, \(3\) Photos of Existing Conditions, \(4\) Classroom Swing In Hopper Elevations & Details](#)

9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

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

- a. 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.

- b. 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 Construction and Inspections are now meeting on a monthly basis to identify project required permits and discuss status. Meeting agendas are prepared prior to the meeting and minutes issued following the meeting. Charge accounts are set-up for paying City of Seattle permit fees.
 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 RFI's. - Response- Project Managers will review with project architects and engineers time allowed responding to a RFI. RFI/ response duration is noted in the project General Conditions for the construction contract.
 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.
- c. 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.

10. Subcontractor Outreach

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

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

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

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package**.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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



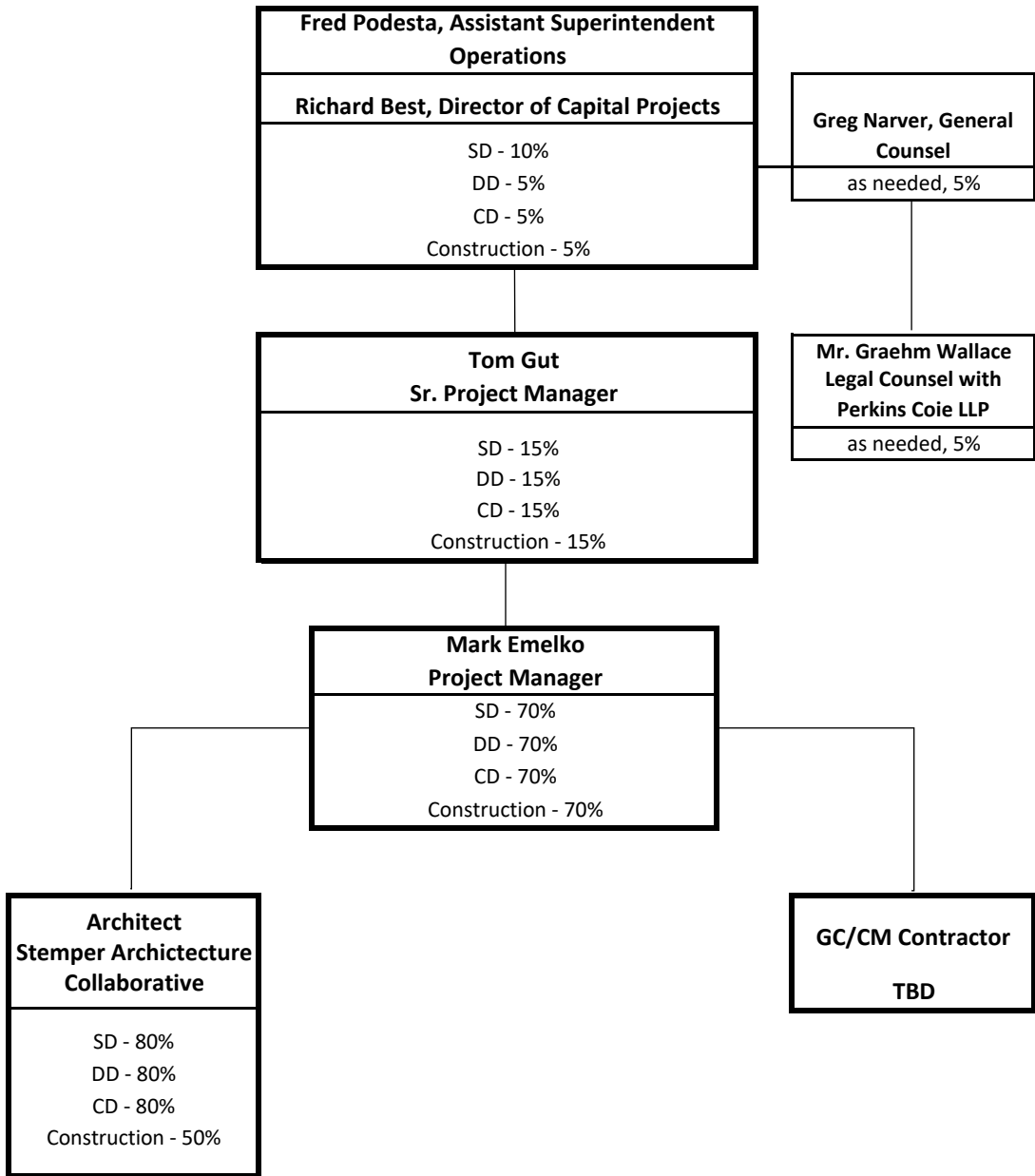
Signature: _____

Name (*please print*): Richard Best (*public body personnel*)

Title: Director of Capital Projects and Planning

Date: February 21, 2023

ATTACHMENT A
Project Organization Chart
Seattle Public Schools (SPS)



ATTACHMENT B
SEATTLE PUBLIC SCHOOLS MAJOR PROJECT LIST IN LAST 8 YEARS
Including ALL GC/CM Projects

Project Name	Scale / Description	Delivery Method	Completion	Project Cost
MAJOR CAPITAL PROJECTS				
Montlake Elementary School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	\$65 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	\$92 M
Alki Elementary School	Replacement/New Building & Gym Moderni	GC/CM	2025 (in Design)	\$67 M
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Design)	\$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Const)	\$238 M
Van Asselt School	Landmark Modernization and Addition	GC/CM	2025 (in Const)	\$50 M
Northgate Elementary School	Replacement/New Building	GC/CM	2023 (in Const)	\$90 M
Viewlands Elementary School	Replacement/New Building	DBB	2023 (in Const)	\$88 M
Kimball Elementary School	Replacement/New Building	DBB	2023 (in Const)	\$85 M
North Queen Anne Elementary	Landmark Modernization	DBB	2023 (in Const)	\$8 M
West Seattle Elementary School	Modernization and Addition	DBB	2023 (in Const)	\$29 M
Lincoln High School, Phase 2	Modernization	GC/CM	2022 (in Const)	\$36 M
Wing Luke Elementary School	Replacement/New Building	DBB	2021	\$48 M
Webster K-8 School	Landmark Modernization and Addition	GC/CM	2021	\$41 M
West Woodland Elementary	Modernization and Addition	DBB	2021	\$22 M
Bagley Elementary School	Landmark Modernization and Addition	GC/CM	2020	\$41 M
Lincoln High School, Phase 1	Landmark Modernization and Addition	GC/CM	2019	\$101 M
Magnolia Elementary School, Phase 1	Landmark Modernization and Addition	DBB	2019	\$40 M
Queen Anne Elementary School	Modernization and Addition	DBB	2019	\$19 M
Ingraham High School	Modernization and Addition	GC/CM	2019	\$41 M
E.C Hughes Elementary School	Landmark Modernization	DBB	2018	\$14 M
Loyal Heights Elementary School	Landmark Modernization and Addition	GC/CM	2018	\$47 M
Cascadia Elementary and Robert Eagle Staff Middle School	Two New Schools	GC/CM	2017	\$122 M
Meany Middle School 2017	Modernization and Addition	DBB	2017	\$30 M
Olympic Hills Elementary School	Replacement/New Building	GC/CM	2017	\$45 M
Jane Addams Middle School	Modernization	DBB	2017	\$13 M
Genesee Hill Elementary School	Replacement/New Building	DBB	2016	\$41 M
Thornton Creek Elementary School	New Building	DBB	2016	\$43 M
Arbor Heights Elementary School	Replacement/New Building	DBB	2016	\$41 M
Hazel Wolf Elementary School	Replacement/New Building	DBB	2016	\$40 M
Seattle World School @TT Minor	Modernization	DBB	2016	\$20 M
Horace Mann	Landmark Modernization and Addition	DBB	2015	\$13 M
Fairmount Park Elementary School	Modernization and Addition	DBB	2014	\$19 M
Denny Middle School/ Chief Sealth International High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	\$5.9 M
Denny Middle School/ Chief Sealth International High School - Projects 1 & 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010/2011	\$149 M
Nathan Hale High School Project 2	Modernization and Addition	GC/CM	2011	\$72.8 M

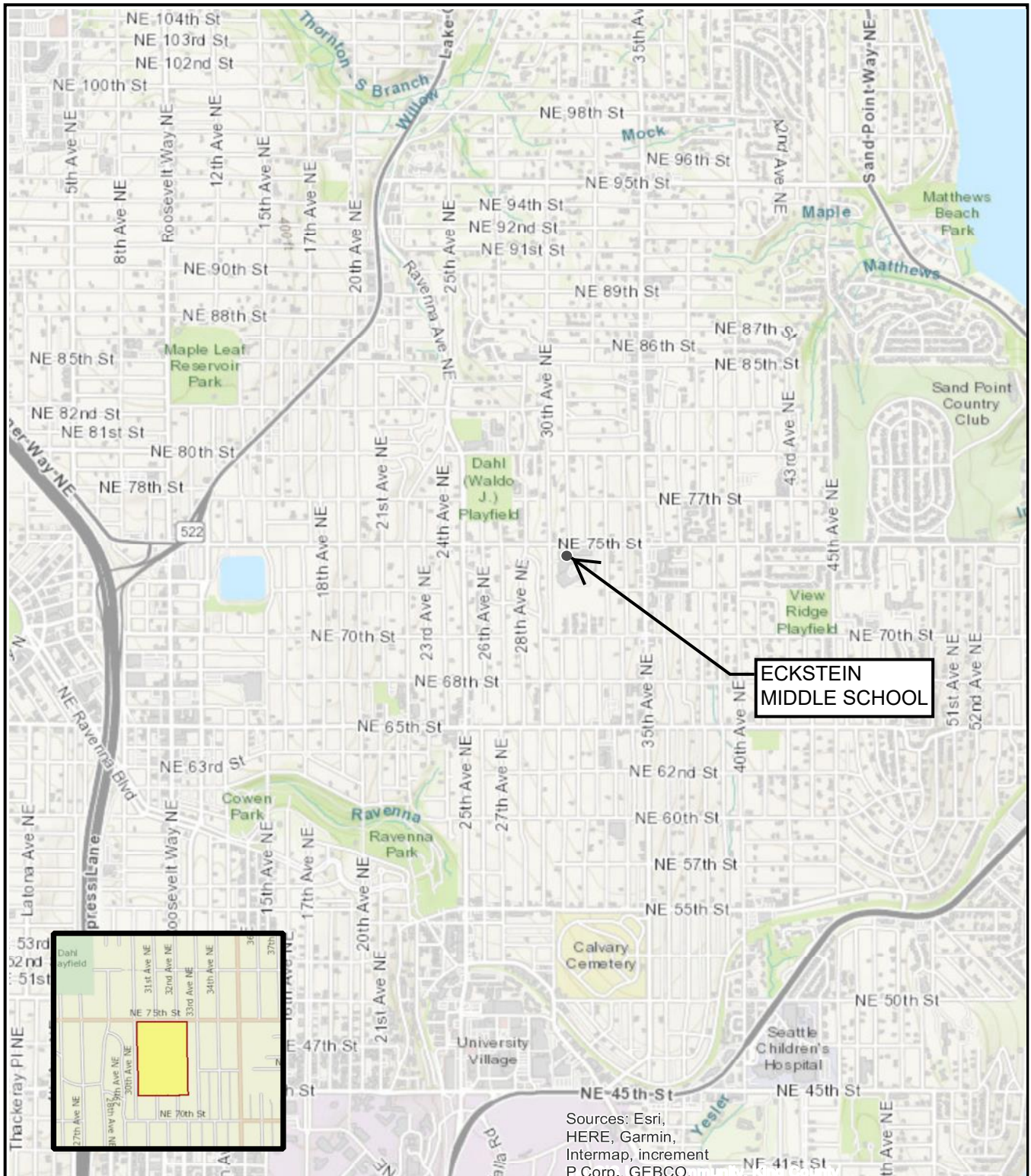
Garfield High School	Landmark Modernization and Addition	GC/CM	2008	\$87.5 M
Cleveland High School	Landmark Modernization and Addition	GC/CM	2007	\$67 M
Roosevelt High School	Landmark Modernization and Addition	GC/CM	2006	\$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	\$10 M

OTHER CAPITAL PROJECTS

Buildings	Roof Replacements	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	\$200 M
	Exterior Renovations		
	Mechanical / Air Quality		
	Life Safety / ADA		
	Interior Finishes/ Flooring		
Technology	Technology, computers, networks	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	\$ 141 M
Academics	Literacy, Arts, Science Facilities	BTA II 2005-2012 BTA III 2010-2012 BTA IV 2016-2022	\$102 M
	High School CORE 24 Program Placement		
	Athletics Improvements		

Attachment B
02/21/2023

ECKSTEIN MIDDLE SCHOOL



**ECKSTEIN
MIDDLE SCHOOL**



Sources: Esri,
HERE, Garmin,
Intermap, increment
P Corp., GEBCO

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VICINITY MAP

**ECKSTEIN MIDDLE SCHOOL
SEATTLE, WASHINGTON**

ATTACHMENT C-1



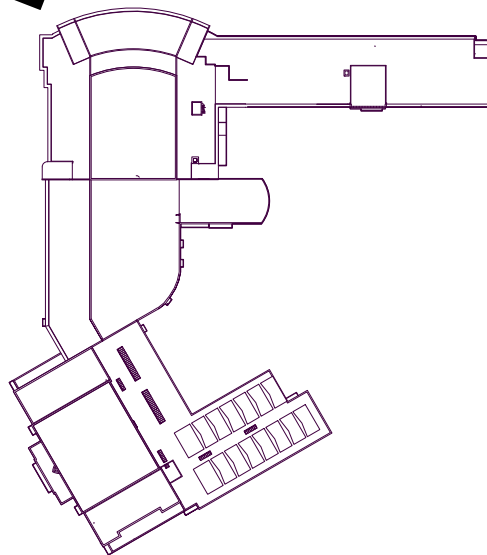
Sources: Esri,
HERE, Garmin,
Intermap, increment
P Corp., GEBCO.

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SITE MAP
ECKSTEIN MIDDLE SCHOOL
SEATTLE, WASHINGTON

ATTACHMENT C-2

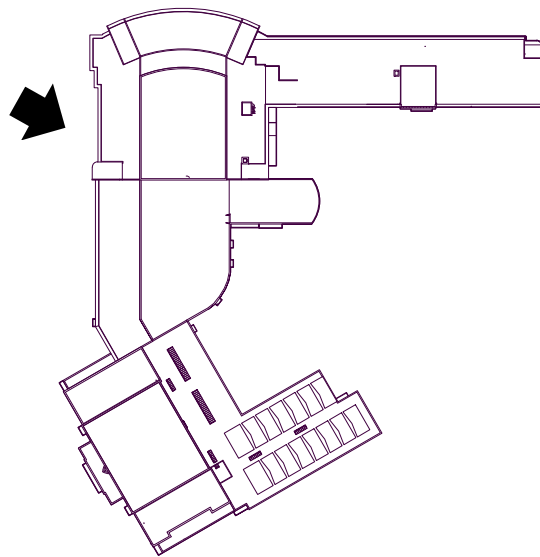


PHOTOS OF EXISTING CONDITIONS

ECKSTEIN MIDDLE SCHOOL

3003 NE 75TH ST, SEATTLE, WA 98115

PA	SMS	RELEASE DATE
PM	MT	10/6/22
DRW	SDL	B-2.17



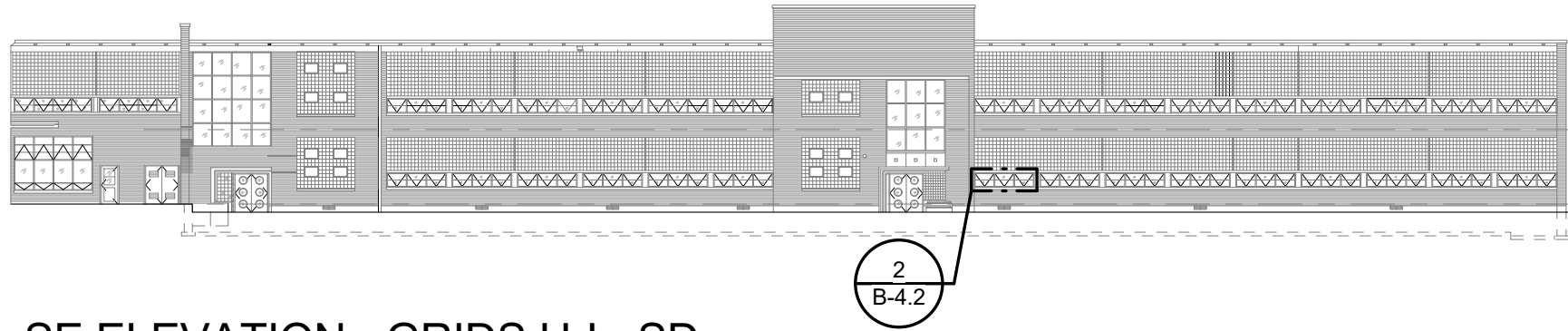
HWB | DBE | SBE | WWW.STEMPERAC.COM | 206.624.2777
4000 DELRIDGE WAY SW | SUITE 200 | SEATTLE, WA 98106

PHOTOS OF EXISTING CONDITIONS

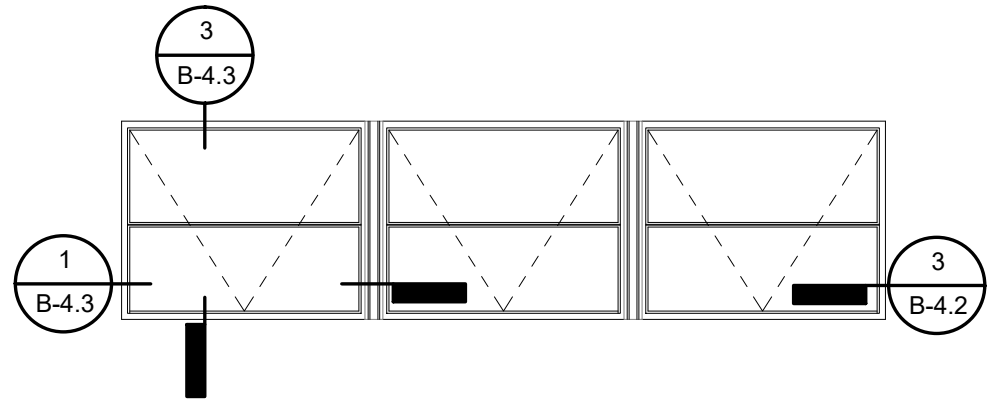
ECKSTEIN MIDDLE SCHOOL

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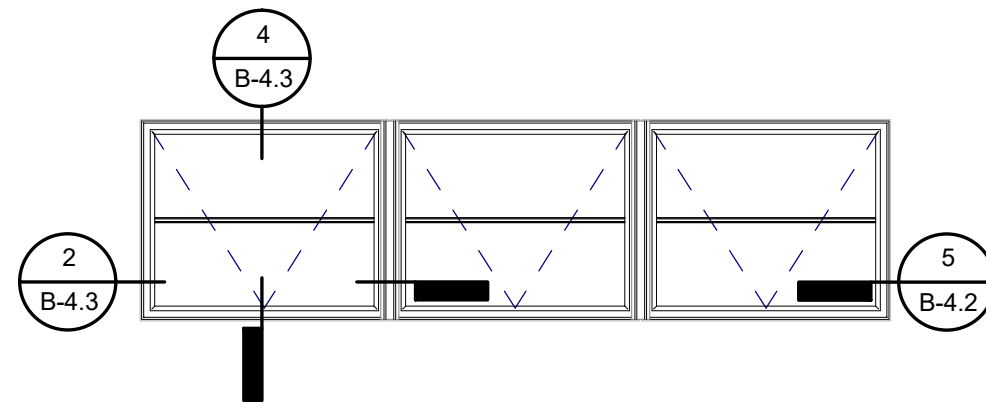
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DRW	SDL	B-2.20



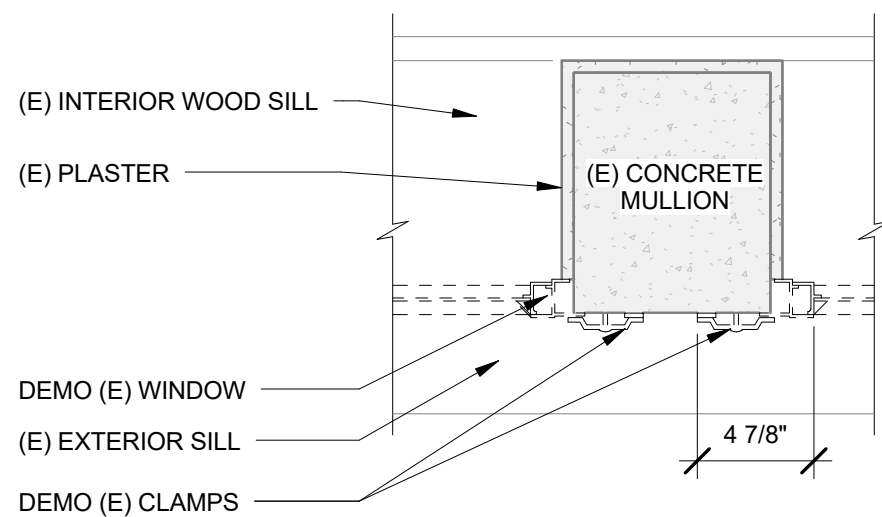
1 SE ELEVATION - GRIDS U-I - SD
 1/32" = 1'-0"



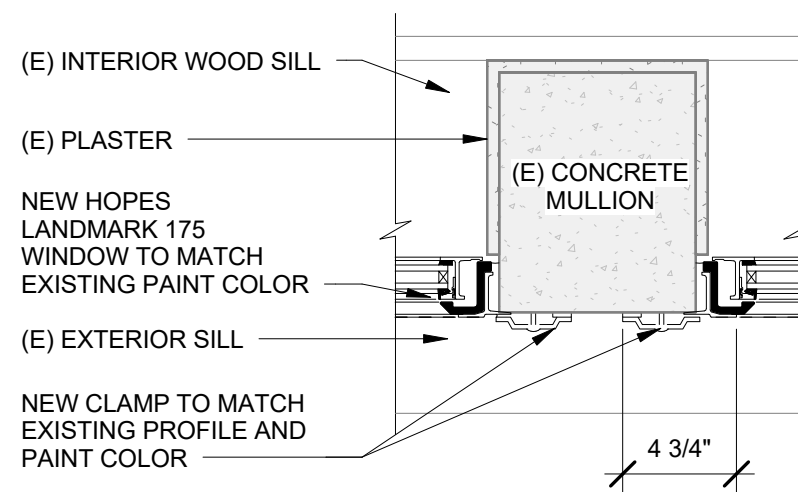
2 (E) SWING IN HOPPER ELEV
 3/8" = 1'-0"



4 NEW SWING IN HOPPER ELEV
 3/8" = 1'-0"



3 (E) PLAN SECT. AT CONC. MULLIONS
 1 1/2" = 1'-0"



5 PLAN SECT. AT CONC. MULLIONS - NEW
 1 1/2" = 1'-0"

CLASSROOM SWING IN HOPPER ELEVATION & DETAILS

ECKSTEIN MS BLDG ENVELOPE UPGRADE

3003 NE 75TH ST, SEATTLE, WA 98115

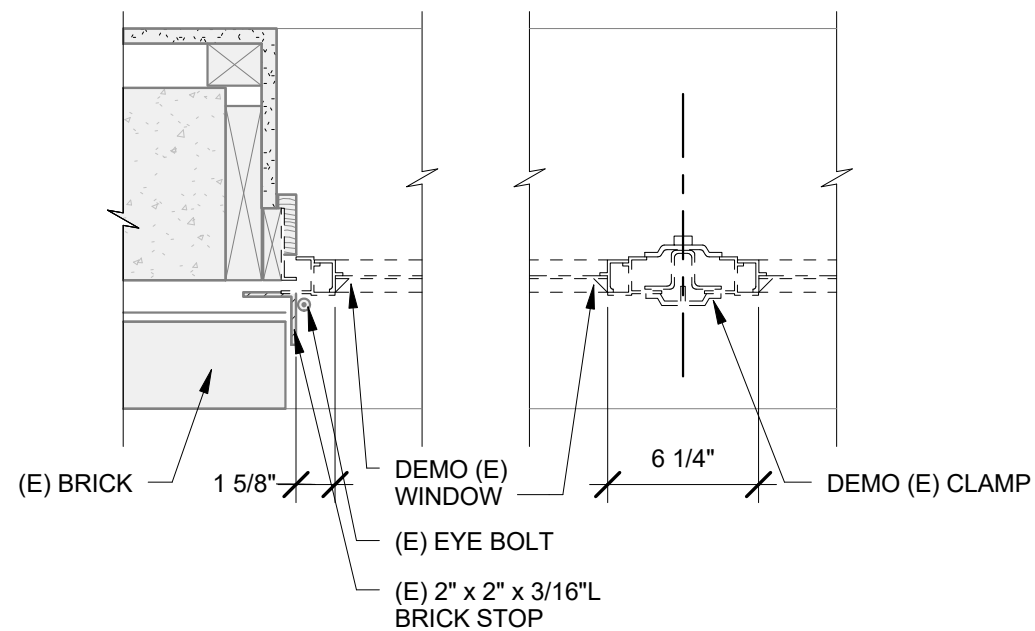
LPB BRIEFING
 10/06/2022

PIC
 SMS

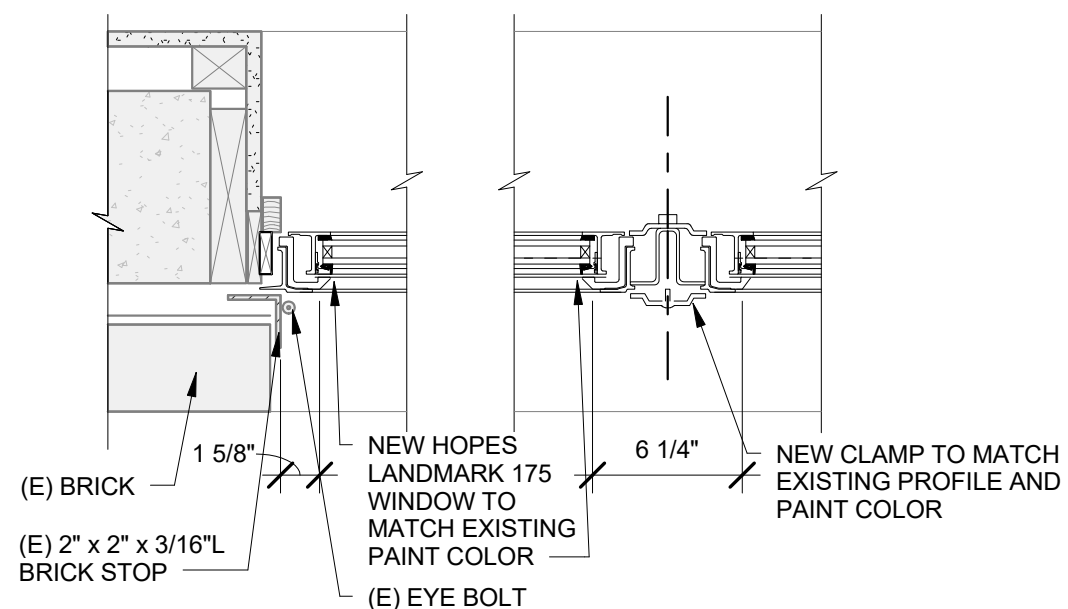
PM
 M.T.

DRW
 R.S.

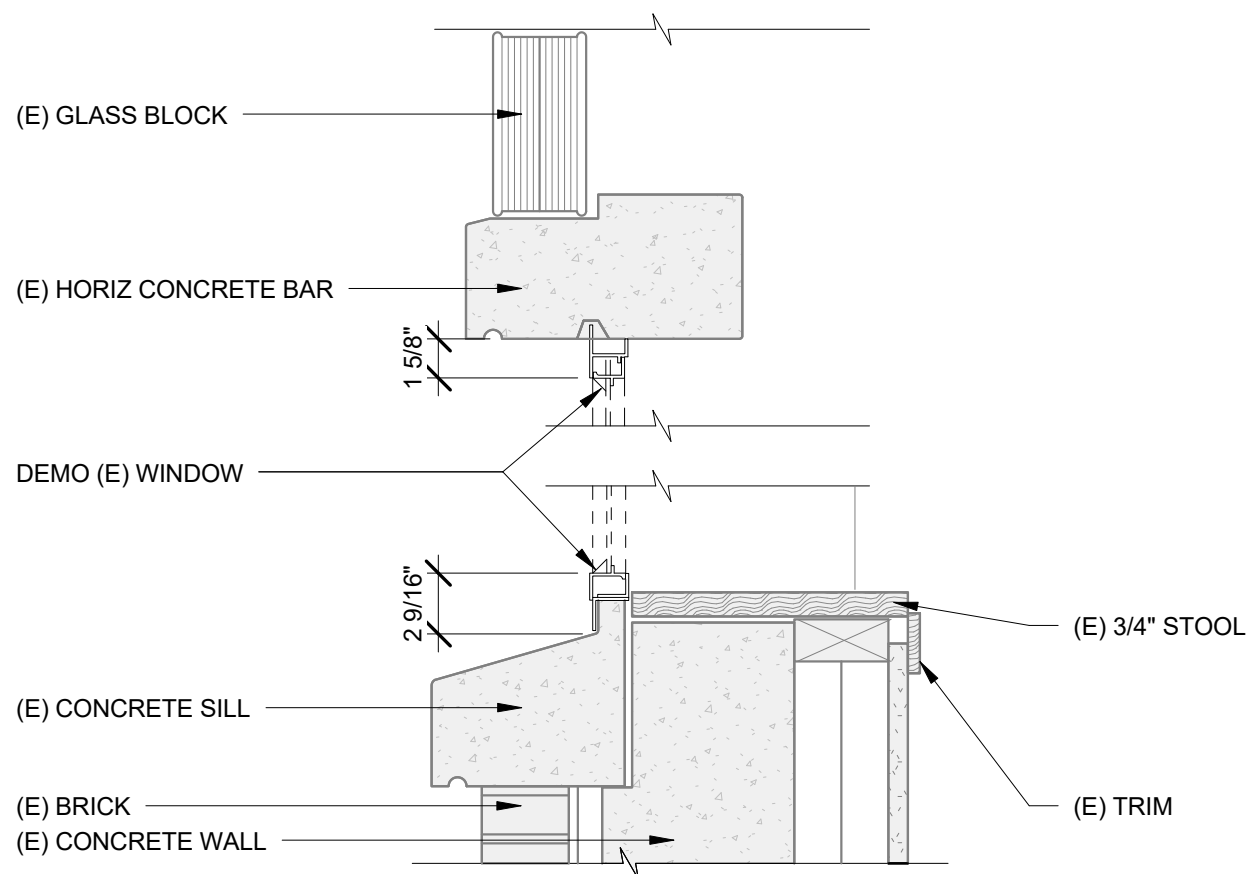
B-4.2
 proj. no.



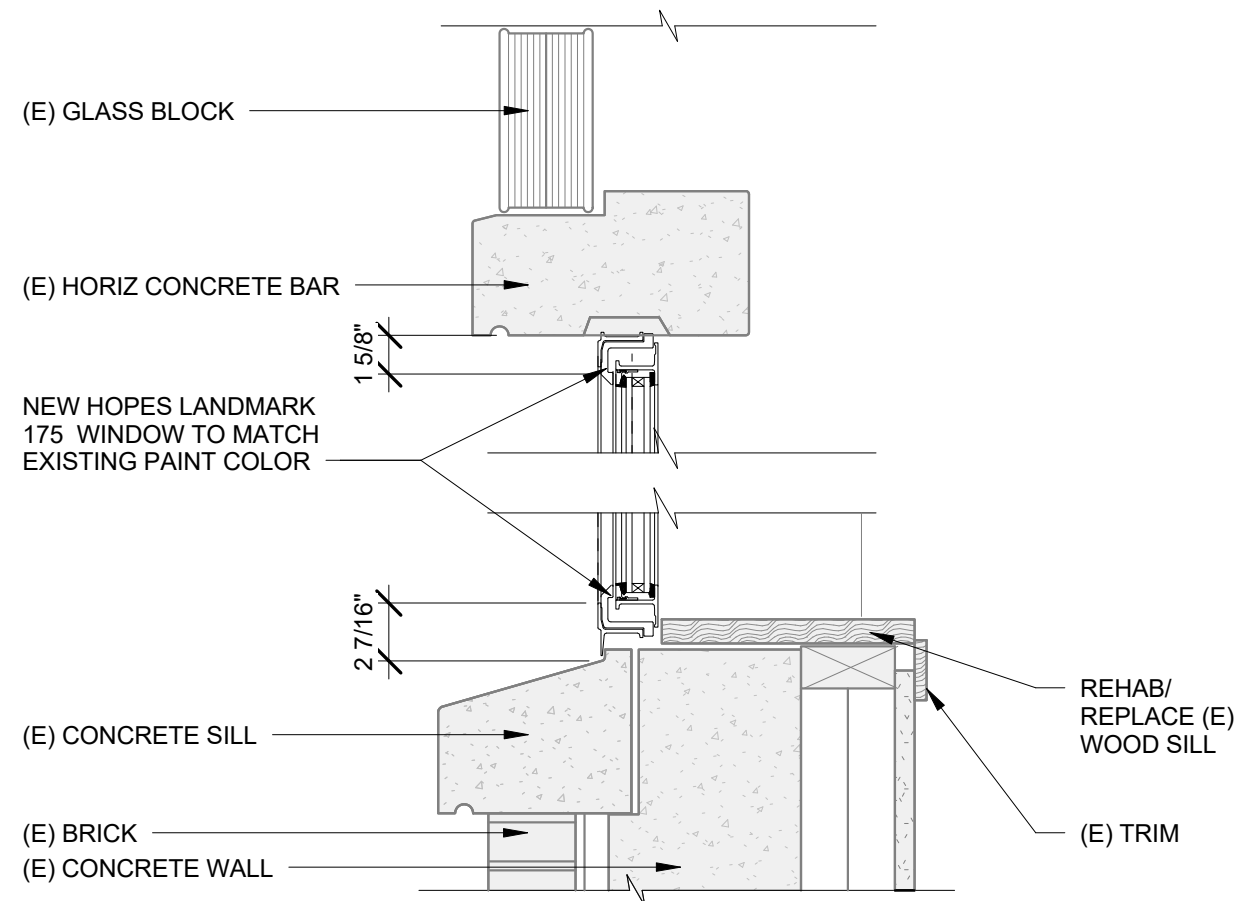
1 (E) JAMB/ VERTICAL MULLION
 1 1/2" = 1'-0"



2 JAMB/ VERTICAL MULLION - NEW
 1 1/2" = 1'-0"



3 (E) WDW SECTION W. CONCRETE HEAD & SILL
 1 1/2" = 1'-0"



4 NEW WDW SECTION W. CONCRETE HEAD & SILL
 1 1/2" = 1'-0"

CLASSROOM SWING IN HOPPER DETAILS
 ECKSTEIN MS BLDG ENVELOPE UPGRADE
 3003 NE 75TH ST, SEATTLE, WA 98115

LPB BRIEFING
 10/06/2022

PIC	SMS
PM	M.T.
DRW	R.S.

B-4.3

proj. no.

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A
ALTERNATIVE SUBCONTRACTOR SELECTION APPLICATION
FOR PRC APPROVAL

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for each desired subcontractor/subcontract package as part of your Project Application.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Seattle School District No.1**
- b) Address: **2445 3rd Avenue South, Seattle, WA 98124**
- c) Contact Person Name: **Richard Best** Title: **Director of Capital Projects and Planning**
- d) Phone Number: **206-252-0647** E-mail: **rlbest@seattleschools.org**
- e) Name of Project: **Eckstein Middle School Windows Replacement**
- f) Subcontractor/Subcontract Package desired for Alternative Selection: **Glazer**
- g) Subcontract Value: **\$3,500,000**

1. Public Benefit –

- a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?
 - The Eckstein Middle School building has been designated landmark status by the City of Seattle. The Landmarks Board's approval is predicated on utilizing a specific steel-framed window that must be carefully installed into the existing masonry openings. The design team, GC/CM and Windows C/CM will need to coordinate the window selection, existing masonry conditions assessment and installation to ensure against leaks and meet the Landmarks Board's requirements.
 - Ensures a dedicated approach to diversity, equity and inclusion is a high priority of the selected contractor.
 - Provides hands-on expertise to assist with early design decisions and pricing.
 - Provides support for budget options and value engineering efforts.
 - Allows for early integration between coordination efforts and design completion. This creates a more complete and coordinated set of final documents that reduces the risk of change orders during construction.
 - Delivers timely constructability reviews to assist with design efficiency and quality.
 - Allows for early procurement to limit impact of commodity and market escalation risks.
 - Provides certainty of price and scope from initial GMP through final cost of the work. • Results in quality installation and timely commissioning and closeout of project.
 - Reduces the risk of claims on the project.

- b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public

Representatives from Seattle Public Schools, the Architects and the GC/CM will participate in 1-2 meeting to discuss use of the Alternative Selection Process allowed by RCW 39.10.385 for the Eckstein MS Windows Replacement project. The meetings will focus on Diversity, Equity and Inclusions Goals, Quality of Construction, Design Coordination and Project Costs. After thoughtful group discussion on these topics, the group will come to a consensus to determine if Alternate Subcontractor delivery method would be the best fit for the project. After the project team makes a

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

determination to pursue Alternate Subcontractor and that it meets the criteria under the RCW, the GC/CM will move forward with procurement process in accordance with RCW 39.10.385.

2. Public Body Engagement/Knowledge

- a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?

District representatives will participate in the public hearing. The district will review and coordinate the solicitation process with the GC/CM prior to advertisement. The district will have the project manager and architect participate in the selections process, including review of submittals, short listing, interviews, the Requested Fixed Fee Proposal (RFFP) stage and final scoring.

- b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

The district must provide approval to the GC/CM to utilize the alternative subcontractor selection process. As described earlier, the district and the GC/CM must first determine that is in the best interest of the public to utilize the alternative subcontractor selection method. The district and GC/CM must do the following as described in RCW 39.10.385:

- a. Publish a notice of intent to use the alternative selection process.
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- c. District and GC/CM a written final determination to all interested parties.
- d. Solicitation for services of subcontractors must be awarded through a competitive process with the issuance of an RFQ as described in RCW 39.10.385 – paragraph 2.
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- f. GC/CM must notify all proposers of the most qualified firms to be advanced to the next phase of the selection process. The process cannot advance until two business days after all proposers are notified of committee's selection. If requested the GC/CM must provide a scoring summary to a proposer. The district will receive any protest that are submitted. The process cannot advance until two business days after the final protest decision is issued by the district and sent to the protesting party. Summary of selection steps:
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Title: Director of Capital Projects and Planning _____

Date: February 21, 2023 _____

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