

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)
Alternative Contracting Procedure

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 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) Address: **2445 3rd Avenue South, Seattle, WA 98124**
- c) Contact Person Name: **Richard Best** Title: **Director of Capital Projects**
- d) Phone Number: **206-252-0647** E-mail: **rlbest@seattleschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Van Asselt School Addition and Mercer Middle School Replacement**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The project consists of two major school improvements on separate (but nearby) sites with a critical schedule sequence and dependency. The first, **Van Asselt School Classroom and Gym Addition** (Van Asselt Addition) at 7201 Beacon Ave S, Seattle, WA 98108, will construct a 30-classroom and gym addition to expand the capacity of an existing elementary school facility to accommodate 1,000 students at this interim school site. The work will also include renovation and potential relocation of the existing historic landmarked 1909 schoolhouse and may include minor improvements to the existing 1950 school building. The Van Asselt site will be temporarily occupied by Kimball Elementary School during construction. The second, **Asa Mercer International Middle School Replacement** (Mercer MS Replacement) at 1600 S. Columbian Way, Seattle, WA 98108, will demolish the existing buildings and construct a new multi-story middle school of approximately 176,000 square feet to provide permanent space for up to 1,000 students.

Mercer MS students and staff will be located at the Van Asselt School site during Mercer MS construction. Van Asselt Addition construction must start in Spring 2022 and be completed by Summer 2023 to be open and available to house the 1,000 student Mercer MS population during the 2023-24 and 2024-25 school years while the replacement for Mercer MS is being constructed. Any significant delay in the construction and occupancy of Van Asselt will have a corresponding impact on the construction and occupancy of Mercer MS. To ensure the achievement of this critical schedule sequence and dependency, Seattle Public Schools (SPS, or "the District") is proposing to select a single Architect and a single GC/CM to be responsible for the design and construction of both projects.

2. Projected Total Cost for the Project:

A. Project Budget

Van Asselt Addition

Costs for Professional Services (A/E, Legal etc.)	\$ 3,000,000
Estimated project construction costs (including construction contingencies):	\$ 27,800,000
Equipment and furnishing costs	\$ 2,000,000
Off-site costs	\$ 200,000
Contract administration costs (owner, cm etc.)	\$ 2,000,000
Contingencies (design & owner)	\$ 4,700,000
Other related project costs (permit/utility fees, testing/inspections, SEPA)	\$ 1,600,000

Sales Tax	\$ 2,800,000
Total	\$ 44,100,000

Mercer Middle School Replacement

Costs for Professional Services (A/E, Legal etc.)	\$ 8,500,000
Estimated project construction costs (including construction contingencies):	\$104,000,000
Equipment and furnishing costs	\$ 6,000,000
Off-site costs	\$ 200,000
Contract administration costs (owner, cm etc.)	\$ 5,000,000
Contingencies (design & owner)	\$ 15,000,000
Other related project costs (permit/utility fees, testing/inspections, SEPA)	\$ 3,200,000
Sales Tax	\$ 10,600,000
Total	\$152,500,000

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 project is funded by the Building Excellence (BEX) V Capital Levy approved by voters in February 2019. In addition, Washington State School Construction Assistance Program (SCAP) funding from the Office of Superintendent of Public Instruction (OSPI) is available and is being sought by the District.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- 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)

Van Asselt Addition

Task	Start	Complete
Construction Project Manager Procurement	June 2019	September 2019
Design Team Procurement (A&E)	November 2019	January 2020
Programming & School Design Advisory Team	January 2020	March 2020
GC/CM Procurement (3-step process: Qualifications, Interview, Sealed Bid/Fee)	January 2020	March 2020
Schematic Design	February 2020	July 2020
GC/CM Pre-Construction	April 2020	October 2021
Design Development	July 2020	December 2020
Permitting – MUP	October 2020	July 2021
Construction Documents	December 2020	July 2021
Permitting – Construction (phased permits)	March 2021	January 2022
Bidding, Approval, Award (incl. early sitework)	October 2021	April 2022
Construction (incl. early sitework)	February 2022	May 2023
Owner Move-in / FF&E	June 2023	September 2023
School Starts		September 2023

Mercer Middle School Replacement

Task	Start	Complete
Construction Project Manager Procurement	June 2019	September 2019
Design Team Procurement (A&E)	November 2019	January 2020
Programming & School Design Advisory Team	October 2020	December 2020
GC/CM Procurement (3-step process: Qualifications, Interview, Sealed Bid/Fee)	January 2020	March 2020
Schematic Design	January 2021	July 2021
GC/CM Pre-Construction	January 2021	February 2023
Design Development	July 2021	December 2021
Permitting – MUP	July 2021	September 2022
Construction Documents	January 2022	September 2022
Permitting – Construction (phased permits)	June 2022	February 2023
Bidding, Approval, Award (incl. early sitework)	February 2023	June 2023
Construction (incl. early sitework)	July 2023	May 2025
Owner Move-in / FF&E	June 2025	September 2025
School Starts		September 2025

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?

The project includes complex phasing and critical schedule deadlines, affecting multiple schools in southeast Seattle as follows:

- ✓ The Van Asselt School site is the only interim school site in southeast Seattle under direct control of Seattle Public Schools. It is currently designed to house elementary school populations with a total capacity of 350 students. Interim school sites are a critical facilities planning component to provide space for schools that are undergoing major renovations or replacements within the same general geographic area of the city.
- ✓ Van Asselt currently houses Wing Luke Elementary School while their existing building is being replaced. Van Asselt will then house Kimball Elementary School from 2021-2023 while their existing building is being replaced. The Van Asselt site will remain occupied by elementary school students throughout construction of the Van Asselt Addition.
- ✓ Once the Van Asselt Addition is completed, increasing the interim site's capacity to 1,000 students, Mercer MS will occupy the interim site starting in September 2023.
- ✓ Mercer MS' move to the Van Asselt interim site will allow for replacement of their existing building starting in 2023. Mercer MS will move back into its new middle school in September 2025.
- ✓ Once Mercer MS is replaced, Van Asselt is intended to house Aki Kurose Middle School while their existing building is being replaced.
- ✓ These series of schedule dependencies and sequences and tight project schedule durations involving 2 sites, 4 school populations and 6 moves are highly complex for a single project, and demand tight orchestration across all players including the contractor.

- 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.

The 9.5-acre Van Asselt School site will be occupied by Kimball Elementary School during construction. Students will be located in the 1950 main classroom building and eight portables on-site while the new classroom addition is constructed and the 1909 building is renovated (and possibly relocated within the site). The athletic field will also be occupied and used by the school during construction. If minor renovations to the 1950 main classroom building are necessary, they will occur during the summer while students are not occupying that building. The occupied site will require careful planning and vigilance by the GC/CM including:

- ✓ Appropriate separation of the construction work zone including fencing and gates to keep students and staff safe and out of the work zone(s).
- ✓ Mitigation measures to control noise, dust and vibration to avoid impacting the nearby learning environment.
- ✓ Traffic control to avoid vehicle and pedestrian conflicts especially during school dropoff and pickup.

The Mercer Middle School site will not be occupied during construction of its replacement.

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

- ✓ For the Van Asselt Addition, the District is considering the use of a modular or a prefabricated mass timber structural system to achieve its goals for cost efficiency, accelerated construction schedule and sustainability/carbon footprint. While such systems can be designed and fabricated with a high degree of efficiency in repetitive modules, they require extensive early coordination with mechanical, plumbing and electrical systems during design, to avoid clashes and inefficiencies in the field. Engaging the GC/CM early in design will allow the District and design team to assess the opportunities and constraints of a mass timber structural system and if pursued, will allow for early design coordination with key trades. The District may utilize MC/CM and/or EC/CM delivery, if applicable, in order to achieve early coordination with these key trades.
- ✓ The Van Asselt site includes a 1909 schoolhouse that has been designated as a historic Landmark by the City of Seattle. The project scope includes modernization/renovation of this building to accommodate classrooms and/or administrative space. The design team will also need to explore the potential relocation of this building within the site, in order to provide adequate space for the classroom and gym addition and better organize the site. This may or may not include incorporation of the schoolhouse into the addition building. Given the complexities of this renovation and relocation work, including necessary approvals of the Landmarks Board, early involvement of the GC/CM is critical to assessing the feasibility, cost and schedule implications of these alternatives during design.
- ✓ Early involvement will allow for increased knowledge of the site and existing building to reduce the risk of unforeseen conditions and scope gaps. Early involvement will provide opportunities for the GC/CM to perform destructive testing in order to investigate above ceilings, in attic spaces and behind walls to help eliminate unforeseen conditions.
- ✓ For Mercer Middle School, the existing site conditions are such that the soils may have low structural bearing capacity. Early explorations of existing subsurface conditions with the GC/CM will allow for the optimal design decisions for the type of foundation(s) necessary to support the school buildings.
- ✓ Early involvement and planning will allow more thorough and timely constructability reviews that illuminate more efficient and less costly ways to complete the work.
- ✓ Early involvement will provide an early opportunity for the GC/CM to plan the site logistics such as the construction work zone, school and athletic field access, laydown areas,

equipment access, crane location, scaffolding, concrete delivery, etc. These issues affect educational program delivery, cost, schedule and jobsite safety.

- ✓ With such a tight site, the construction work will need to be accomplished in a well-orchestrated manner and early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, better scheduling, and more favorable pricing.
- If the project encompasses a complex or technical work environment, what is this environment?
 - ✓ Van Asselt School is located in the Beacon Hill neighborhood, an urban, densely populated residential environment. Interstate 5 runs along the southwest boundary of the site, at an elevation roughly 80 feet lower than the site. An overgrown steep slope lies in between the freeway and school site. The project site is bounded on the north by South Myrtle Street, a principal arterial, and on the east by Beacon Avenue South, a collector arterial. Both are busy streets with speed limits of 30 mph. Single family residences are directly adjacent to the south boundary of the site.
 - ✓ The site logistics at Van Asselt will be complex and require an experienced GC/CM partner to engage in site logistics planning early in preconstruction. The 1950 main school building, located along the east portion of the site, will remain occupied (by Kimball Elementary) during construction. Several portables, currently located on the south portion of the site, will remain occupied and may be relocated to the north portion of the site. The athletic playfield in the west portion of the site will also remain open for school use.
 - ✓ If it is determined that the existing 1909 schoolhouse building needs to be relocated within the site to make room for the new Van Asselt Addition, this building move will require a technically experienced subcontractor to plan and execute this work without damaging the historic wood-frame structure.
 - ✓ As stated above, the existing site conditions at Mercer MS include soils that may have low structural bearing capacity. Early explorations of existing subsurface conditions with the GC/CM will allow for the optimal design decisions for the type of foundation(s) necessary to support the school buildings.
 - ✓ Mercer MS also occupies a tight site for a 1,000-student middle school, at 8.4 acres, directly adjacent to the Veterans Administration Medical Center. This site will benefit from an experienced GC/CM partner to carefully manage site logistics and neighbor relations.
- 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?

The Van Asselt School site includes a 1909 historic schoolhouse building, currently unoccupied, that has been designated by the City of Seattle Landmarks Preservation Board as a historic landmark. The project includes renovating the building to allow for school use, potentially relocating the building within the site and potentially integrating it into the classroom and gym addition. The exact scope of work has not been set at this time, but will be determined based on site planning, programming, architectural design, constructability and cost criteria. Modifications to the building will have to be submitted to the Landmarks Board for approval, which poses schedule challenges.
- 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?

Not applicable.

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 example, your description must address, but is not limited to:

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

GC/CM delivery of these levy funded projects will provide significant fiscal benefit to the District. The early involvement of and collaboration with the design team will allow the GC/CM to have significant input during the design of the projects, encouraging its investment in the success of the design and avoiding confusion over details or systems during the construction process. This partnership should result in the highest quality building possible for the taxpayer dollar, which is especially important for voter-approved public facilities.

Furthermore, the GC/CM process can reduce risks and claims in a way that the traditional design-bid-build process typically cannot. The GC/CM is highly motivated to maintain the construction schedule it helps develop, understands the nature and scope of the construction work prior to the bid period (which reduces the potential for surprises during construction), and participates in producing the estimates and ultimately guarantees the price at the time of Total Contract Cost negotiations. The potential for serious construction claims and litigation is substantially reduced with the development of collaborative relationships among the team members.

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 GC/CM will need experience working next to occupied schools, experience coordinating work on tight urban sites, success with maintaining good neighborhood relations on past projects, and ability to demonstrate installed systems are economical to operate, easy to maintain, and fully commissioned. Additionally, the GC/CM will need experience working on historic renovations.

Other specific fiscal benefits include:

- ✓ Design participation will allow the GC/CM to understand the work long before bidding, reducing possible errors and omissions in scope and help guide the designers on what may be the most efficient construction methods. This will reduce the quantity and cost of change orders during construction.
 - ✓ The GC/CM will participate in setting the schedule and creating subcontractor bid packages to fit the marketplace in order to receive competitive bids for subcontract bid packages.
 - ✓ Open book cost accounting of the work brings transparency to better reflect the actual value of work to be constructed.
 - ✓ Top tier contractors are more likely to compete for this project as GC/CM delivery, thereby increasing quality assurance, timely completion, and project safety which offers significant value to the District in the short and long term.
 - ✓ The GC/CM will be valuable in participating in planning for phasing and site logistics to ensure a productive and safe school environment on the constricted site.
- 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.
 - ✓ Constructability and errors and omissions issues are often not raised by the Contractor until after the bid/award phase is complete.
 - ✓ Changes made during construction have significantly greater impacts to cost and schedule than changes made prior to bidding.
 - ✓ The renovation and possible relocation of the 1909 schoolhouse building on the Van Asselt site will likely have unforeseen conditions where a lump sum, low bid contractor would likely claim additional costs and potential schedule impacts, while early investigation and planning with a GC/CM could mitigate those risks.
 - ✓ 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 prior to the start of construction.

- ✓ Utilizing alternative delivery for the modular or mass timber system for Van Asselt Addition is ideal for effective design and construction method integration; and the nature of wholly dependent and sequential schedules of the 2 projects across 2 sites, 4 school populations and 6 moves is not practical for a lump sum contractor or contractors to coordinate.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. **Not applicable.**

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
 - ✓ The District has utilized GC/CM delivery on several projects as listed in Attachment B.
 - ✓ The District’s Capital Projects Director and Senior Project Manager for this project have experience in GC/CM delivery.
 - ✓ The District has hired construction project management firm Shiels Obletz Johnsen, Inc. (SOJ), which has extensive successful GC/CM management experience as detailed below.
 - ✓ The District utilizes an eleven-member Building Excellence (BEX)/Building Technology & Academics (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 delivery including GC/CM construction and it supports the use of GC/CM procurement and 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](#)

- Staff and consultant short biographies (*not complete résumés*).

[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. (*See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.*)

[See below.](#)

- The qualifications of the existing or planned project manager and consultants.

[Richard Best, Director of Capital Projects and Planning, SPS](#)

Extensive architectural and construction experience over past 37 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 Project	Value	Role	Completion
Webster ES	\$37M	Director	2020
Bagley ES	\$40M	Director	2020
Ingraham HS Addition	\$41M	Director	2019
Lincoln HS	\$101M	Director	2019

Loyal Heights ES	\$46M	Director	2018
Olympic Hills ES	\$45M	Director	2017
Cascadia ES/Robert Eagle Staff MS	\$116M	Director	2017

Eric Becker, Sr. Project Manager, SPS

Registered Washington State architect with 32 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 institutional and industrial facilities. Responsibilities included selection and management of design teams, general contractors and other consultants; coordinated with utilities and municipalities; facilitation of program and design development with educators; administration of the public bid process as well as budget management.

GC/CM Project	Value	Role	Completion
Webster ES	\$37M	Sr. Project Manager	2020
Bagley ES	\$40M	Sr. Project Manager	2020
Ingraham HS Addition	\$41M	Sr. Project Manager	2019
Loyal Heights ES	\$46M	Sr. Project Manager	2018
Cascadia ES/Robert Eagle Staff MS	\$116M	Sr. Project Manager	2017
Woodinville High School	\$50M	Design Project Mgr	2012

Brad Tong, Principal in Charge, SOJ

Brad has 34 years of professional experience in the development, design and construction industry. He has 27 years leading private and public development projects in education (K-12 and university), civic, transportation, athletic, retail, residential, commercial, arts and culture sectors, nearly all utilizing GC/CM or GMP-negotiated delivery. Brad manages site/project feasibility & market analysis; planning; organizational structure development; procurement; project scheduling, budgeting, financing, tracking & compliance; program, design and construction management; and negotiating, managing and enforcing all contracts associated with development.

GC/CM Project	Value	Role	Completion
Ingraham HS Addition	\$41M	Project Manager/PIC	2019
Olympic Hills ES	\$45M	Project Manager/PIC	2017
Cascadia ES/Robert Eagle Staff MS	\$116M	Principal-In-Charge	2017
ShoWare Center Arena	\$84M	Principal / Sr. PM	2009
Burien City Hall & Library	\$38M	Principal / PM	2007
Seattle City Hall & Plazas	\$90M	Sr. PM	2005
Seattle Justice Center	\$92M	Sr. PM / advisor	2003

Justine Kim, Construction Project Manager – Mercer MS, SOJ

With 29 years of professional design, development, project management and construction management experience, Justine oversees a broad range of complex development and building projects varying from civic, educational, institutional, commercial and residential in nature. Her work includes project site/project planning, organizational structure development, project scheduling, budgeting, financing audit and compliance, program, design and construction management, and contract management. Justine has successfully completed six (6) GC/CM projects totaling over

\$390M and brings outstanding experience on phased projects spanning multiple years in duration for design and construction.

GC/CM Project	Value	Role	Completion
Bagley ES	\$40M	Project Manager	2020
Cascadia ES/Robert Eagle Staff MS	\$116M	Project Manager	2017
MarketFront at Pike Place Market	\$74M	Project Manager	2017
King Street Station Rehabilitation	\$55M	Project Manager	2013
Burien City Hall & Library	\$38M	Project Manager	2012
Seattle Fire Station 10 EOC & FAC	\$55M	Project Manager	2009

Ethan Bernau, Construction Project Manager – Van Asselt Addition, SOJ

Ethan has 15 years of experience as a Project Manager and Owner’s Representative, having delivered a wide array of capital projects ranging in value from \$2 million to over \$120 million, including renovations and new construction. His portfolio includes several schools, public safety, education, sports/public assembly, open space and civic building projects. Ethan has successfully delivered five GC/CM projects, in addition to several traditional design-bid-build projects.

GC/CM Project	Value	Role	Completion
Tukwila Justice Center	\$67M	Project Manager	2020
Ingraham HS Addition	\$41M	Construction Manager	2019
Cascadia ES/Robert Eagle Staff MS	\$116M	Construction Manager	2017
Olympic Hills Elementary School	\$45M	Construction Manager	2017
ShoWare Center Arena	\$84M	Deputy PM	2009

Cheri Hendricks, Design Manager

Cheri has 29 years of experience as an Owner’s Project Manager, first as a capital projects manager for a large public school district, and since 2003, as a consultant project manager. In that role she has managed ~25 major projects as well as dozens of smaller ones. She also brings eight years of experience as a general contractor’s project manager, as well as degrees in construction management and architecture. Her projects have all been completed on time and within budget, and some have received national, regional or state recognition for excellence in planning & design.

GC/CM Project	Value	Role	Completion
Bagley ES	\$40M	Design Manager	2020
Ingraham HS Addition	\$41M	Design Manager	2019
Cascadia ES/Robert Eagle Staff MS	\$116M	Design Manager	2017
Olympic Hills ES	\$45M	Design Manager	2017
King’s School STEM Center	Confidential	Consultant PM	2013
Educare Early Learning Center	\$20M	Consultant PM	2010

Graehm Wallace, Legal Counsel for SPS, Perkins Coie LLP

Partner with the firm's Construction Law practice, he has over 24 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.

- 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.

Not applicable.

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

Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team. Over the last few years, the District has delivered a number of GC/CM projects 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.

Beyond the District leadership and staff working on this project, the District has hired Shiels Oblatz Johnsen, Inc. (SOJ) as its consultant construction project manager (CPM) to manage the project from programming through design, permitting, construction and occupancy. SOJ has managed more than 25 major GC/CM projects in the Pacific Northwest region through GC/CM (WA) or CM/GC (OR) delivery, totaling over \$2 billion in project value. SOJ has consistently demonstrated its ability to effectively manage GC/CM projects for public clients to meet program, budget and schedule goals.

The SOJ team selected for this project -- Brad Tong, Justine Kim, Ethan Bernau and Cheri Hendricks -- have worked together in partnership for the last seven years, successfully completing the design, construction and turnover of the Ingraham High School Addition, Olympic Hills Elementary School, Cascadia Elementary School and Robert Eagle Staff Middle School/Licton Springs K-8, all GC/CM projects for the Seattle School District.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.
 - ✓ The roles and responsibilities of SPS, Architect/Engineer (A/E) team, Construction Project Manager (CPM), and GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposal and other GC/CM contract documents. SOJ as CPM will monitor the activities and the deliverables established in the matrix and keep the appropriate parties on point for their respective work throughout the life of the project.
 - ✓ As the District's Construction Project Manager, SOJ will provide continuous owner representation on this project from programming through design, environmental review, permitting construction and turnover. The services SOJ will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters with dedicated integration or coordination with the District's capital projects division accounting system and e-Builder platforms.
 - ✓ SOJ brings a strong record of successfully managing the delivery of major capital projects in the region, in the private and public sectors and particularly in GC/CM delivery. SOJ routinely leads procurement and selection of GC/CM firms. SOJ has led the management, negotiation and coordination of the GC/CM's MACC, GMP and contract agreements, subcontract bidding strategy, the setting and use of MACC contingencies, negotiation of change orders and use of incentives. SOJ has performed all these functions for public agencies including the City of Seattle, City of Tukwila, City of Burien, City of Kent, City of Portland, King County, and Pike Place Market PDA.
 - ✓ Weekly coordination meetings with the District Senior PM, SOJ, 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 meetings will be to ensure adherence to the established scope,

budget and schedule and to resolve any issues brought up by any party. These weekly meetings will be paramount in the management and control of the project.

- ✓ The District requires the CPM team, A/E team and GC/CM to use e-Builder software to monitor, control and track the budget, schedule, changes, pay apps, 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.
 - ✓ As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive schedule that will be reviewed at each weekly coordination meeting.
 - ✓ 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.
 - ✓ In addition to what is required by the Washington Administrative Code, value engineering and constructability reviews will be ongoing and will also be 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 (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the District Senior PM, SOJ, GC/CM 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.
 - ✓ 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.
 - ✓ The District conducts monthly meetings with Seattle's Department of Construction and Inspections, Seattle City Light, Department of Neighborhoods and Seattle Department of Transportation on all school 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 department and code officials and allows the District to alert officials on scheduling concerns.
 - ✓ Any changes to be charged to the contingency will be thoroughly reviewed by SOJ, 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.
 - ✓ Monthly, the Director of Capital Projects and Planning attends an Owner/Architect/Contractor meeting with executives from the Architect and GC/CM to review any issues that have arisen that are not easily resolved.
- A brief description of your planned GC/CM procurement process.
 - ✓ As shown in Attachment B, the District has successfully procured GC/GM firms for several past projects.
 - ✓ The procurement plan will include publicly advertising the solicitation, contacting GC/CM firms and other parties who qualify, based on District and SOJ ties in the marketplace.
 - ✓ The RFQ/RFP process is a 3-step process: qualifications, interview and final bids. The final bid requires GC/CM firms to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include District staff, construction project managers, Architect 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.

- ✓ Through added language to AIA documents A201 and consultation with Perkins Coie LLP, the District has generated standard GC/CM contract terms and language for use on GC/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.
- ✓ For GC/CM projects the District typically uses an "elevation" process for Dispute Resolution as follows: the project site team (District/CPM/Contractor/Architect) is 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 Director of Capital Projects, an owner of the GC/CM firm and an owner of the Architectural firm.

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 – Site Plans and Preliminary Concepts](#)

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.

The District 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 was approved by Seattle voters in February 2019. In addition, the SPS BTA levies are also on their fourth cycle. SPS recognizes its responsibility to serve as responsible stewards of public funds, to use prudent management practices to ensure the investment of over \$1.5 billion of levy funds is effectively managed. Accordingly, the District 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 the District'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 makes an effort to reach out to Women and Minority Business Enterprise (WMBE) firms by advertising our projects to 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. The District is also implementing its Strategic Plan and Board Policy 0030 (Ensuring Educational and Racial Equity) and highlighting related goals and procedures in its solicitations for consultants, architects and contractors.

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 may delay action on your application.

If the PRC approves 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. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. 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.

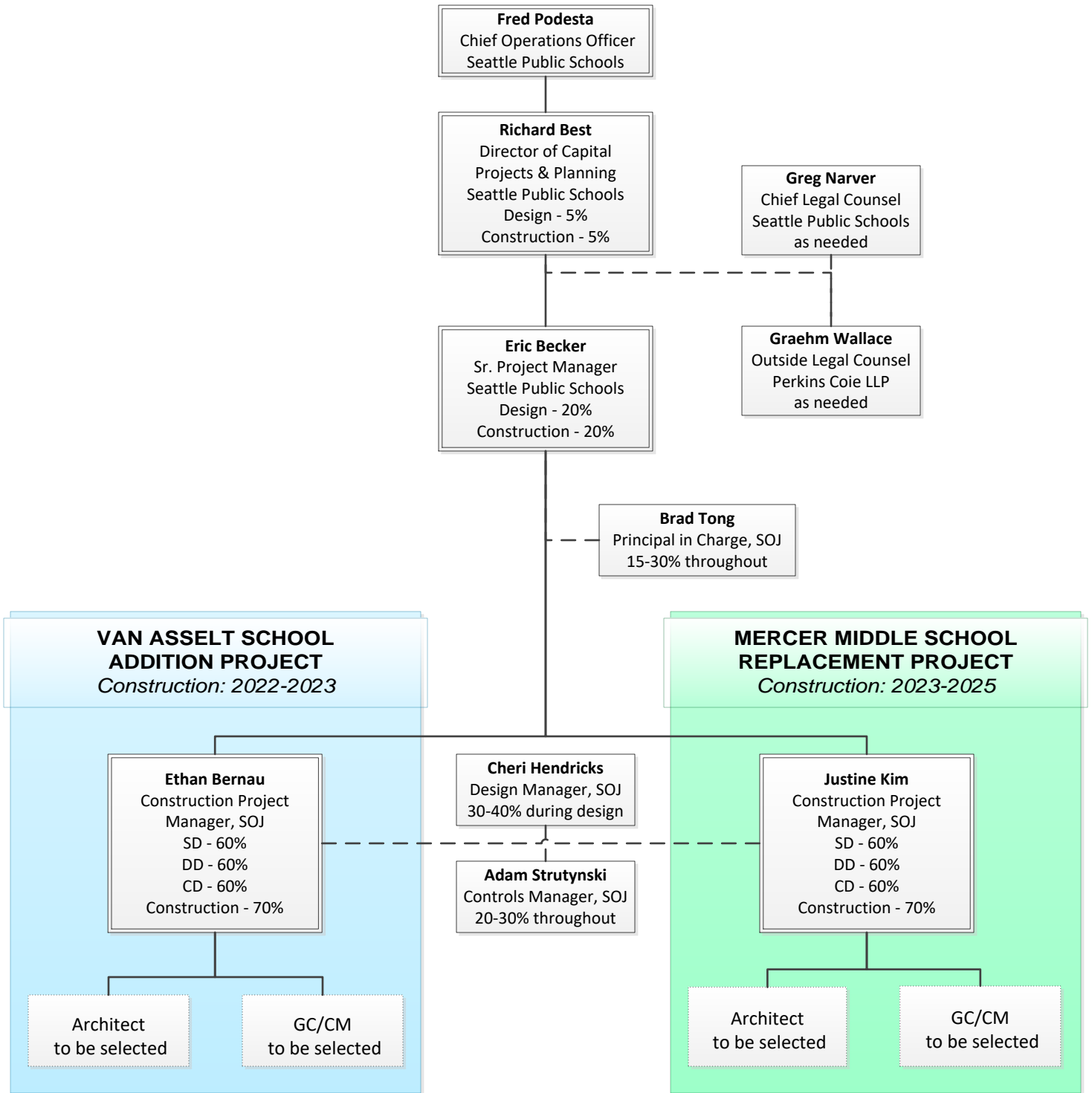
Signature: 

Name (please print): RICHARD DRETT (public body personnel)

Title: DIRECTOR OF CAPITAL PROJECTS AND FUNDING

Date: 12-19-19

Exhibit A: Project Organizational Chart



Note: One Architecture firm and one GC/CM firm will be selected for both projects. Since the projects are generally sequential, the firms' team composition/personnel may be different for each project.

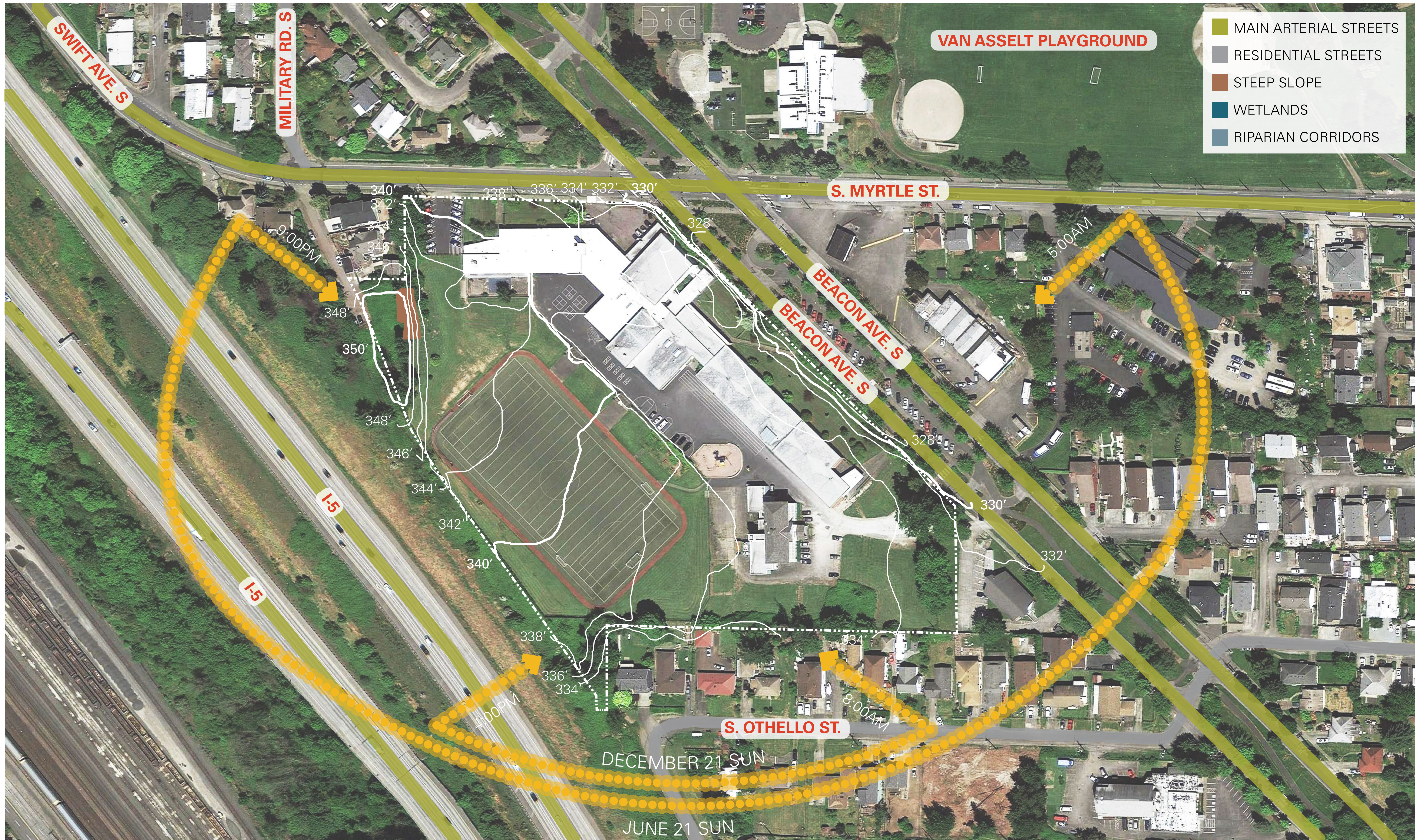
ATTACHMENT B
SEATTLE PUBLIC SCHOOLS MAJOR PROJECT LIST IN LAST 6 YEARS
Including ALL GC/CM Projects

Project Name	Scale / Description	Delivery Method	Completion	Project Cost
MAJOR CAPITAL PROJECTS				
Ingraham High School	New Building Addition	GC/CM	2019	\$41 M
Lincoln High School	Modernization	GC/CM	2019	\$101 M
Queen Anne Elementary	Addition	D-B-B	2019	\$19 M
Loyal Heights Elementary	Modernization & Addition	GC/CM	2018	\$47 M
Cascadia Elementary and Robert Eagle Staff Middle School/Licton Springs K-8	Two New Schools	GC/CM	2017	\$116 M
Olympic Hills Elementary	New Building	GC/CM	2017	\$45 M
Jane Addams Middle School	Modernization	D-B-B	2017	\$13 M
Thornton Creek Elementary	New Building	D-B-B	2017	\$41 M
Arbor Heights Elementary	New Building	D-B-B	2017	\$40 M
Hazel Wolf K-8 at Pinehurst	New Building	D-B-B	2017	\$40 M
Meany Middle School	Modernization	D-B-B	2017	\$30 M
Genesee Hill Elementary	New Building	D-B-B	2016	\$40 M
Seattle World School at TT Minor	Modernization	D-B-B	2016	\$20 M
Horace Mann	Modernization / Addition	D-B-B	2015	\$13 M
Fairmount Park Elementary	Modernization / Addition	D-B-B	2014	\$18 M

OTHER CAPITAL PROJECTS

Buildings	Roof Replacements	BTA II 2004-2010 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 2004-2010 BTA III 2010-2016 BTA IV 2016-2022	\$ 141 M
Academics	Literacy, Arts, Science Facilities	BTA II 2004-2010 BTA III 2010-2016 BTA IV 2016-2022	\$102 M
	High School Modernization		
	Athletics Improvements		

VAN ASSELT MIDDLE SCHOOL / SITE ANALYSIS Attachment C – Site Plans and Preliminary Concepts



- MAIN ARTERIAL STREETS
- RESIDENTIAL STREETS
- STEEP SLOPE
- WETLANDS
- RIPARIAN CORRIDORS

Old Van Asselt Master Plan Option B: Level 1



PLAN SPACES KEY

- LEARNING
- LIBRARY / CTE
- ARTS
- PE.
- SUPPORT
- RESOURCE



Mercer International Master Plan Option B: Level 1

