

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
Project Review Committee (PRC)

**APPLICATION FOR PROJECT APPROVAL**  
**TO USE THE**  
**GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)**  
**CONTRACTING PROCEDURE**

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9.

**1. Identification of Applicant**

(a) Legal name of Public Body (your organization): **Seattle School District No. 1**  
(b) Address: **2445 3<sup>rd</sup> Avenue South  
MS 22-322  
PO Box 34165  
Seattle, WA 98124**

(c) Contact Person Name: **Richard Best, Title: Director of Capital  
Projects & Planning**  
(d) Phone Number: **206-252-0644**  
(e) E-mail: **rlbest@seattleschools.org**

**2. Brief Description of Proposed Project.**

This combined BEX IV and BTA IV project will modernize the existing 38,380 square-foot building by renovating the existing kitchen and cafeteria as well as building a two story addition of classrooms and gymnasium. This project will construct a 150-seat permanent addition to address current and projected elementary enrollment growth in North Seattle. The completed school will have a 503-seat capacity.

**3. Projected Total Cost for the Project: \$30.4 million**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$ 2.7 M
Estimated project construction costs (including construction contingencies):	\$17.2 M
Equipment and furnishing costs	\$ 2.3 M
Off-site costs	\$ 0.4 M
Contract administration costs (Owner, CM etc)	\$ 1.2 M
Contingencies (design & owner)	\$ 2.6 M
Other related project costs (permits/utilities fees, testing/inspection fees, etc.	\$ 2 M
Sales Tax	\$ 2 M
<b>Total</b>	<b>\$ 30.4 M</b>

**B. Funding Status**

The project is funded through the Seattle School District's BEX IV and BTA IV Capital Levies, approved by Seattle voters in February 2013 and February 2016, respectively.

**4. Anticipated Project Design and Construction Schedule**

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

(See Attachment B for an example schedule.)

Task	Start	Completion
Prime Consultant Procurement (CM)	December 2015	January 2016
Design Procurement (AE)	October 2015	December 2015
Programming / Pre Design	April 2016	September 2016
Schematic Design	September 2016	March 2017
Design Development	April 2017	December 2017
Construction Documents	January 2018	December 2018
Permitting – MUP	April 2017	July 2018
Permitting – Construction	March 2018	August 2018
GCCM Procurement	January 2017	February 2018
GCCM Pre-Construction	March 2017	October 2019
Early Package Construction	January 2019	April 2019
Primary Construction	March 2019	May 2020
FF & E /Owner Move-in	June 2020	September 2020

- is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.

N/A

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

#### This project carries potential risk factors including the following:

- Significant scale of project over \$30M and very tight budget
  - Historic Landmark building with complex constructability issues and unforeseen conditions
  - Sizable addition to a historically sensitive design on a tight site
  - Ambitious schedule with essential opening / occupancy dates tied to fixed academic school year calendar, complicated by anticipated public and community processes.
  - High level of community interest in the project, due to its urban location
  - Unpredictable permitting process for Master Use and Building Permits
  - Potential continued escalation in the bid market in the next few years
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

N/A – Interim site will be utilized

*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 9.*

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

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



exploration of existing conditions manage risks associated with unforeseen conditions; and cost planning by the entity accountable and responsible for construction to a budget in this period of potential volatile construction cost escalation.

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

The existing historic building has various construction methods and complex building systems. Integrating a new addition and upgrading the historic structure while obtaining the Landmarks approval process will be challenging. The public outreach to the neighboring residence will be important.

- 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 original 1930 Landmark building will require specialized coordination to be upgraded to meet the current codes. Structural, seismic and building systems modernization may require creative approach which would be provided by a GCCM to arrive at solutions that addresses multiple stakeholders and agency requirements. GCCM can also be playing an important role in cost and market analysis as well as constructability and guidance for optimal design to achieve Seattle Public Schools Green Resolution Guidelines.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

N/A

## 6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- Selection of the GC/CM entity is based largely on qualifications and experience relevant to specific challenges of this project;
- Contractor relationships with Owner, CM and Architect are built on teamwork;
- The GC/CM acts as an advocate of the Owner;
- Through pre-construction the GC/CM will understand the work long before bids; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought;
- Incentives to achieve early completion and cost savings can be used;
- Open book cost accounting of the work;
- GC/CM participates and owns pre-construction cost estimating;
- GC/CM participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Architect welcomes;
- Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of ensuring top quality work;
- GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum, level;
- Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly litigation diminish greatly;
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.



- How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.

Constructability and error/omission issues are often not raised by the Contractor until after bidding, and changes made during construction costlier than changes made prior to bidding. Unforeseen conditions can be minimized by early investigation and exploratory work by the GCCM.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

N/A

**7. Public Body Qualifications**

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
- The Seattle School District has retained (1) new Sr. Project Manager within the capital projects division who has past experience on a GC/CM project. SSD has legal counsel with considerable GC/CM experience. Additionally, it has retained construction management firm Shields Oblatz Johnsen (SOJ), which has considerable GC/CM management experience. The District utilizes a 9-member BEX Oversight Committee which meets monthly to review major issues and makes recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.

**See Exhibit A – Project Organization Chart**

- Staff and consultant short biographies (not complete résumés).
- 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.
- The qualifications of the existing or planned project manager and consultants.

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

Over 20 years’ experience in K-12 education. From 2009 – 2013, he served as Superintendent for the Bremerton School District, a system with 5,000 students and 10 school sites. Accomplishments include establishing a Pre-K8 STEM school with community partnership, developing a new Montessori program, building a new alternative program for students in grades 9 and 10 and creating online school options. Herndon led the passage of two levies, including Bremerton’s first capital levy. During his tenure, Bremerton was honored for an Innovative School and multiple Washington Achievement Award winning schools.

Prior to Bremerton, Herndon served as Assistant Superintendent of K-12 Support for Tacoma Public Schools. In this role, he was responsible for supervision of eight directors, 100 building administrators, 60 school sites and 28,500 students.

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

\* = GC/CM Projects



**Richard Best, SPS Director for Capital and Planning:**

Extensive architectural and construction experience over past 31 years including school (K-12), hospital, laboratory and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, project specifications; contract administration and construction oversight.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Loyal Heights	\$37.3M	Director for Capital & Planning	2018
Wilson-Pacific ES/MS *	\$116M	Director for Capital & Planning	2017
Olympic Hills ES*	\$42M	Director for Capital & Planning	2017
Bainbridge Island SD	\$32M	Project Manager	1997-2001
Central Kitsap School District		Director for Capital & Planning	2001-2014

**Eric Becker, Senior Project Manager at Seattle Public Schools**

Registered Washington State architect with 26 years of extensive experience working in architecture, project management and construction. In depth understanding and experience in the entire building design and construction process – from initial concept to commissioning and occupancy. Unique perspective having worked as an owner’s representative as well as a project manager and architect within an architectural firm. Managed design, bidding construction and commissioning of large institution and industrial facilities. Responsibilities included selection and management of design teams, general contractors and other consultants; coordinated with utilities and municipalities; facilitation of program and design development with educators; administration of the public bid process as well as budget management.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Cascadia & Robert Eagle Staff		Senior PM	Current
Loyal Heights	\$37.3 M	Senior PM	Current
Woodinville High School	\$50M	Design Project Manager	2012

**Justine Kim Consultant Construction Project Manager**

29 years of professional design, development, project management and construction management experience. Serving in current role and firm as development and project management consultant for 2 years. Oversees broad range of complex development and building projects including education, commercial, retail, & residential. Manages site/project planning; organizational structure development; project scheduling, budgeting, financing, tracking & compliance; program, design and construction management; and negotiating, managing and enforcing all contracts associated with development.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Cascadia ES & Robert Eagle Staff MS	116M	Project Manager	Current
Market Front at Pike Place Market	74 M	Project Manager	Current
Burien City Hall & Library	38M	Project Manager	2012
King Street Station Renovation	55M	Project Manager	2013
Seattle Fire Station 10	55M	Project Manager	2009



**Cheri Hendricks, Consultant Project Construction Management Team (programming & design)**

For the last 24 years Cheri has represented school facility owners, first as a capital projects manager for a large public school district, and since 2003, as an independent owner's representative and project manager. Cheri has been involved with 27 school projects. 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.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Cascadia & Robert Eagle Staff	116M	Program Manager	Current
Olympic Hills	42M	Program Manager	Current
Educare Early Learning Center	19.1 M	Principal / PM	2010
King's School Science and Technology Building		Principal / PM	2013
Terrace Park K-8 School	18.6 M	PM	2002
Maplewood K-8 School	17.5 M	PM	2002
Forest Ridge School Additions	12.9 M	PM	2006

**Mike Tihista, Consultant Project Construction Management Team (on-site construction manager)**

27 years of construction and construction management experience of major public project. Mike is providing project management services for various projects in Seattle including the Sound Transit University Link project, the South Lake Union Streetcar project, and urban trail construction. He has been a Sub consultant to Shiels Obletz Johnsen for various Seattle Civic Projects, including the Seattle Justice Center, Seattle City Hall & Plaza, SFD and SPU's Joint Training Facility, and the Seattle Emergency Operations Center. He is Consultant to private and public entities for project management services on several local area commercial projects.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Cascadia & Robert Eagle Staff	116M	Onsite Construction Manager	Current
Olympic Hills	42M	Onsite Construction Manager	Current
Seattle City Hall	90M	Onsite Construction Manager	2003-2005
Seattle Justice Center	92M	Onsite Construction Manager	2007
Burien City Hall/Library	38M	Onsite Construction Manager	2002
ShoWare Center	80M	Onsite Construction Manager	2009
First Hill Streetcar	140 M	Onsite Construction Manager	2014

**Bradley S. Miller, AIA, LEED AP, Principal-in-Charge, Miller Hayashi Architects LLC**

Registered Architect in Washington, Oregon, California, Idaho. 29 years of architectural experience specializing in public sector projects including over twenty projects for Early Learning, K-12 and Higher Education. 16 years as founding partner of Miller Hayashi Architects. Experience includes programming, leading public design process, and managing design and construction administration for projects ranging from \$5M to \$25M. Extensive background leading multi-disciplinary teams in the assessment and design of renovation and addition projects for historic structures. Project experience with GCCM, Design/Bid/Build, and Negotiated GMP contracts.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Meany Middle School Reconfiguration	\$24.9 M (17.8)	Principal in Charge	Current
Fairmount Park Elementary School Expansion	\$17.4 M (12.4)	Principal in Charge	2014
UW Hall Health Renovation & Addition	\$7.8 M (5.6)	Principal in Charge	2011
Educare Early Learning Center	\$19.1M (13.8)	Principal in Charge	2010



- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- Beyond in-house District staff assigned and available to this project, the District has retained Shields Oblatz Johnsen (SOJ) as its consultant project construction manager (CM) to oversee and represent the District in implementation of this project. SOJ has completed the management of approximately 19 major public / civic projects in the Pacific Northwest region through GC/CM or CM/GC delivery, totaling approximately \$2.1 billion in project value. SOJ has demonstrated its ability to effectively manage GC/CM projects for public clients to meet program, budget and schedule goals.
  - A description of the controls your organization will have in place to ensure that the project is adequately managed.
- SOJ is contracted to the District to provide continuous owner representation on this project programming through design construction and turnover. The services SOJ will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters with dedicated integration or coordination with the District's capital projects division accounting system.
- As described elsewhere in this application, SOJ brings to the District significant record of successfully managing the delivery of major capital projects in the region, in the private and public sectors and particularly in GC/CM delivery. SOJ has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do same here. SOJ has led the management, negotiation and coordination of the GC/CM's MACC, GMP and contract agreements, subcontract bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. SOJ has performed all of these functions for public agencies including the City of Seattle, City of Burien, City of Kent, City of Portland and King County, Pike Place Market PDA
- The District utilizes a 9-member BEX Oversight Committee which meets monthly to review major issues and makes recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternative public works contracting and delivery such as GC/CM.
  - A brief description of your planned GC/CM procurement process.
- SOJ will lead the procurement process in close coordination with District capital project staff and general counsel. The District has procured GC/CM firms 8 times in the past and SOJ has procured approximately 21. The plan is to market this project to GC/CM firms and others who qualify, based on District and SOJ ties in the marketplace, and will also publicly advertise the solicitation. The RFQ and RFP process is a 2-step process, the latter which involves interviews and submittal of sealed bids for certain general conditions and fee percentage. The selection will be performed utilizing a panel that will include District Representatives, the Construction Manager (SOJ) and external representative from either the BEX Oversight Committee, the industry or both.
  - Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.
- The District has generated standard GC/CM contract terms and language for its GC/CM agreements for use on past GC/CM projects. SOJ has developed standard GC/CM contract terms and language for GC/CM agreements used on other projects for public agencies in King County, and intends to tailor both sets of language and terms to best fit the specific needs of the Daniel Bagley Elementary School.

**8. Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (See *Attachment E*)

See Exhibit B

**9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- An 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.

See Exhibit C

**10. Resolution of Audit Findings On Previous Public Works Projects**

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

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

**Caution to Applicants**

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

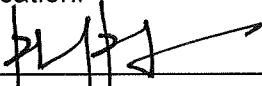


**Signature of Authorized Representative**

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

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

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

Signature: 

Name: (please print) RICHARD BROWN

Title: DIRECTOR OF CAPITAL PROJECTS

Date: JULY 1, 2016

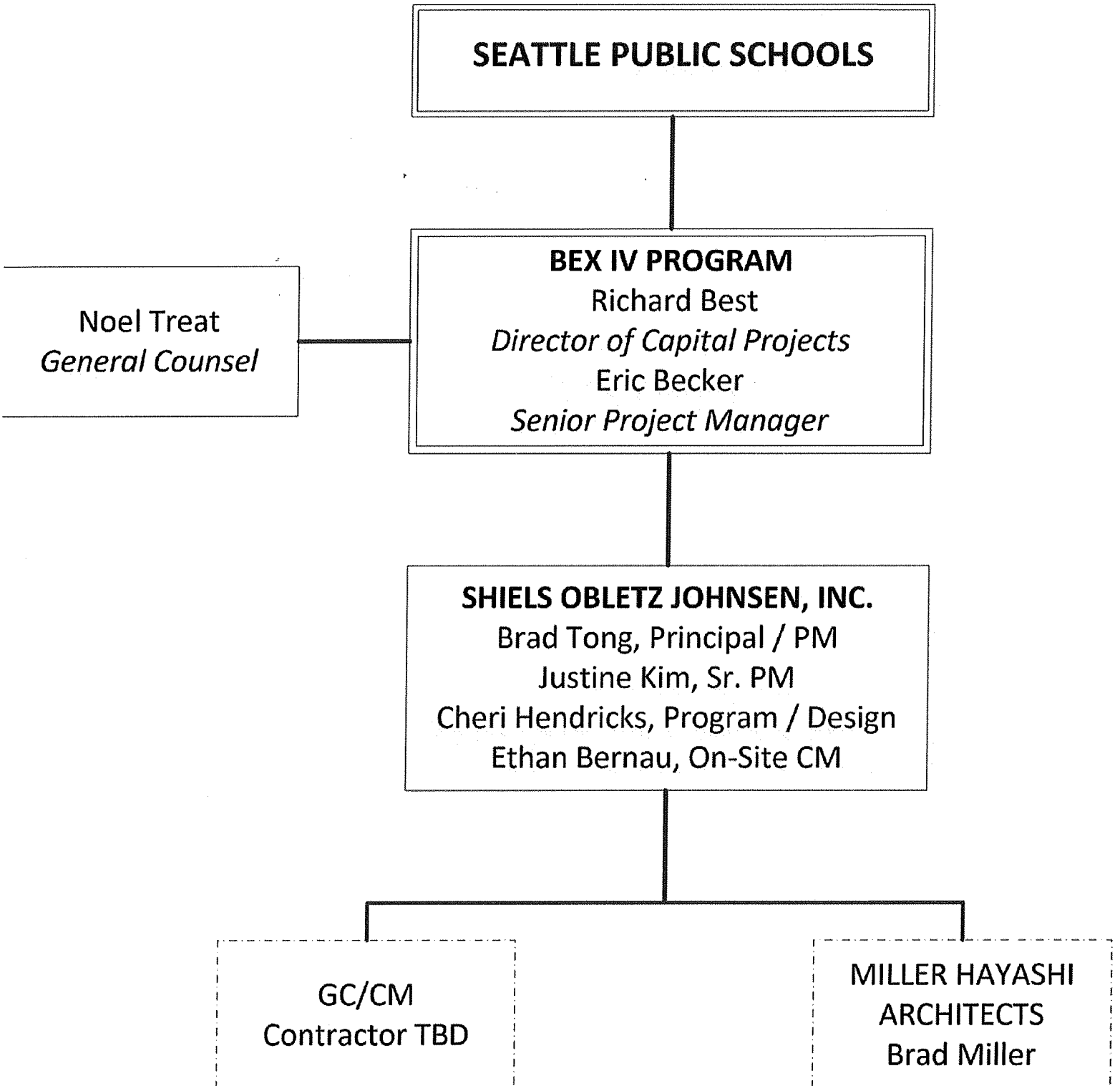
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# EXHIBIT A

## Project Organization Chart

### Daniel Bagley Elementary School







## EXHIBIT B

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

<u>Project Name</u>	<u>Scale / Description</u>	<u>Delivery Method</u>	<u>Completion</u>	<u>Project Cost</u>
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#### MAJOR CAPITAL PROJECTS

Loyal Heights Elementary	Modernization & Addition	GC/CM	2018	\$37.3M
Cascadia Elementary and Robert Eaglestaff Middle School	Two New Schools	GC/CM	2017	\$118.2 M
Olympic Hills Elementary	New Building	GC/CM	2017	\$45.2 M
Denny Middle School / Chief Sealth High School - Projects 1 + 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010 / 2011	\$149 M
Denny Middle School / Chief Sealth High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	\$5.9 M
Hamilton Middle School	Complete Renovation	D-B-B	2010	\$72.2 M
Ingraham High School	New Building Addition	D-B-B	2012	\$25.8 M
Nathan Hale High School - Project 1	Modernization + New Library Addition	D-B-B	2009	\$14 M
Nathan Hale High School - Project 2	Major Modernization	GC/CM	2011	\$72.8 M
South Shore School - New K-8	New 130,000 SF Building	D-B-B	2009	\$64.7 M
South Lake	New Building	D-B-B	2008	\$14.4 M
Garfield High School	Complete Renovation	GC/CM	2008	\$87.5 M
Cleveland High School	Complete Renovation	GC/CM	2007	\$67 M
Roosevelt High School	Complete Renovation	GC/CM	2006	\$84.5 M
Nathan Hale High School - Auditorium	New Addition	GC/CM	2004	\$10 M

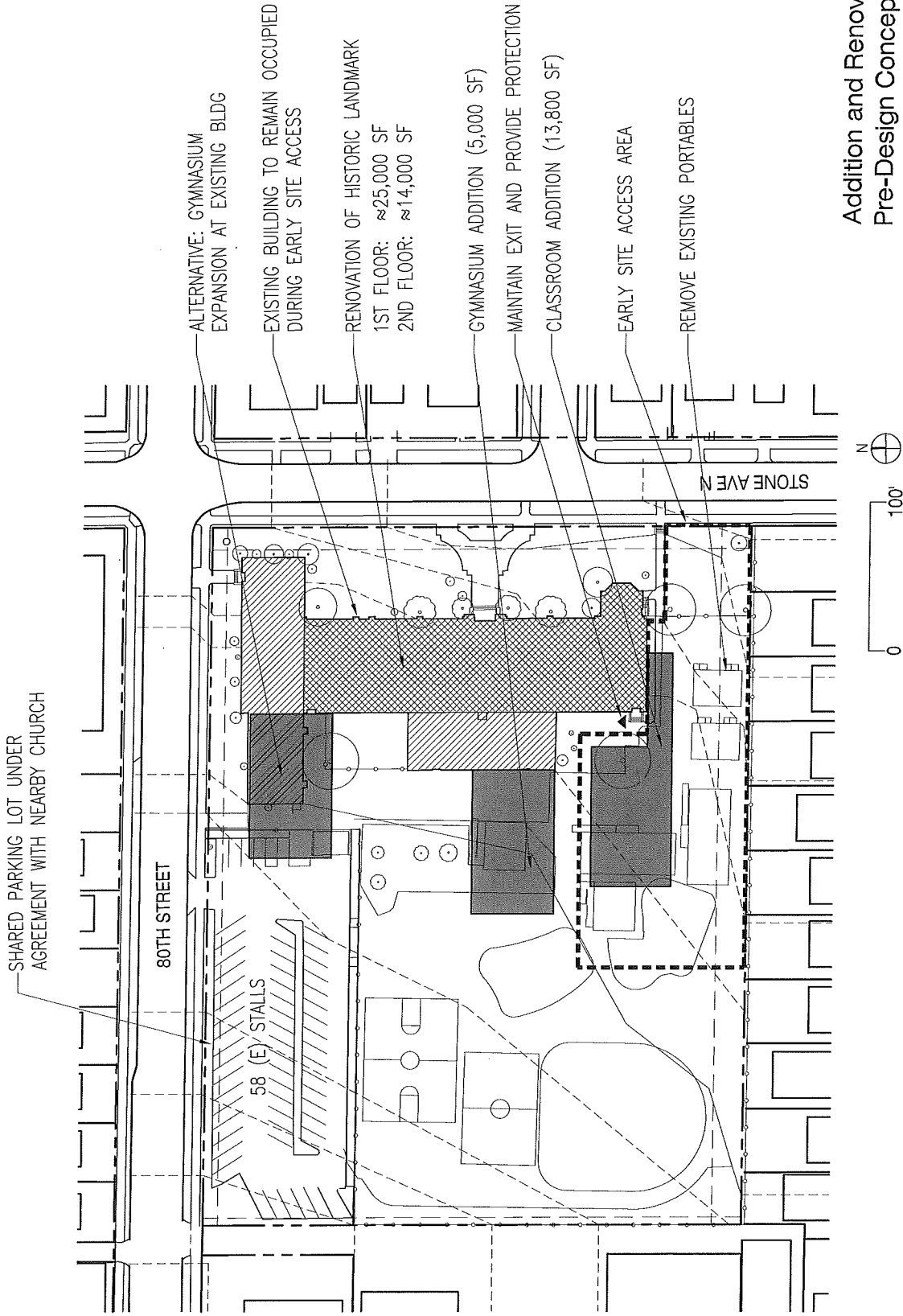
#### OTHER CAPITAL PROJECTS

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





# EXHIBIT C



Addition and Renovation  
Pre-Design Concept June 2016

**Daniel Bagley  
Elementary School**

7821 Stone Avenue N  
Seattle, WA 98103

Miller Hayashi Architects LLC

