

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. (Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than \$10 million is not required to submit information for Questions 7 or 8.)

**1. Identification of Applicant**

- (a) Legal name of Public Body: [Seattle School District No. 1](#)  
(b) Address: [2445 3rd Avenue South](#)  
[MS 22-332](#)  
[PO Box 34165](#)  
[Seattle, WA 98124](#)  
(c) Contact Person Name: [Flip Herndon](#)  
Title: [Assistant Superintendent for Capital, Facilities and Enrollment Planning](#)  
(d) Phone Number: [\(206\) 252 -0644](#)  
E-mail: [ltherndon@seattleschools.org](mailto:ltherndon@seattleschools.org)

**2. Brief Description of Proposed Project**

[Development of one \(1\) new replacement school, Olympic Hills Elementary School, on a single site involving demolition of existing school structures, new construction, protection or replacement of existing playfields. The project has a program of approximately 90,605 GSF to accommodate 660 students and a site area of approximately 6.6 acres.](#)

**3. Projected Total Cost for the Project: [\\$41.9 million](#)**

**A. Project Budget**

<a href="#">Costs for Professional Services</a>	<a href="#">\$ 2.8 million</a>
<a href="#">Estimated project construction costs (incl. construction contingencies):</a>	<a href="#">\$ 30.4 million</a>
<a href="#">Equipment and furnishing costs</a>	<a href="#">\$ 2.2 million</a>
<a href="#">Off-site costs</a>	<a href="#">\$ incl. constr.</a>
<a href="#">Contract administration costs (Owner, CM etc.)</a>	<a href="#">\$ 1.4 million</a>
<a href="#">Contingencies (design &amp; owner)</a>	<a href="#">\$ 0.7 million</a>
<a href="#">Other related project costs (permits, curriculum, premium environmental)</a>	<a href="#">\$ 1.8 million</a>
<a href="#">Sales Tax</a>	<a href="#">\$ 2.8 million</a>
<b>Total</b>	<b><a href="#">\$ 41.9 million</a></b>

## **B. Funding Status**

Please describe the funding status for the whole project.

The project is funded through the Seattle School District's BEX IV Capital Levy, approved by Seattle voters in February 2013.

## **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.

**The anticipated implementation schedule is summarized as follows:**

<b>Task</b>	<b>Start</b>	<b>Completion</b>
Prime Consultant Procurement (CM)	September 2012	June 2013
Design Procurement (AE)	September 2012	September 2013
Programming	October 2013	February 2014
Schematic Design	January 2014	April 2014
Design Development	May 2014	September 2014
Construction Documents	October 2014	March 2015
Permitting – MUP	May 2014	February 2015
Permitting – Construction	February 2015	August 2015
GCCM Procurement	March 2014	May 2014
GCCM Pre-Construction	May 2014	June 2015
Early Package Construction	July 2015	October 2015
Primary Construction	November 2015	May 2017
FF & E /Owner Move-in	May 2017	August 2017
School Starts	September 2017	

## **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 at close to \$41.9M and very tight budget;
- Potentially volatile escalation period over the next 3 years;
- Ambitious schedule with essential opening / occupancy dates tied to fixed academic school year calendar with robust public and community engagement processes; unpredictable permitting processes for environmental elements; high degree of community interest in the project;
- Challenging geotechnical conditions, particularly unusually high groundwater table over a broad area of the site;
- Potential for District desired sustainability goals that could exceed WSSP standards;
- Adjacent property boundaries will require formal Lot Boundary Adjustment.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

N/A

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

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 manage risks associated with high ground water table; 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 technical work environment, what is this environment?

An unusually high groundwater table over much of this site will present conditions that require careful design of sitework and foundations and utility work in close coordination with construction methods and scheduling. Unconfirmed boundaries of neighboring private property owners immediately adjacent to the project site will require formal lot boundary adjustments could create some risk to schedule. The close vicinity of Thornton Creek, approximately 200 feet from the project site, potentially triggering more rigorous regulatory approvals, drainage design and/or monitoring.

- 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?

N/A

## 6. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit
- Selection of the GC/CM entity is based largely on qualifications and experience relevant to the specific nature and challenges of this project including work experience with groundwater and wet weather construction, creative foundation solutions, strategic construction schedule planning, residential neighborhood relations, storm drainage and temporary erosion & sedimentation control.
- Contractor relationships with Owner, CM and Architect are built on teamwork;
- The GC/CM acts as an advocate of the Owner rather than not;
- 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 in order to deliver successfully on value;

- Incentives to achieve early completion and cost savings will be used, providing a powerful tool to ensure meeting of cost and schedule goals;
  - Open book cost accounting of the work brings more transparency to actual value of the work constructed;
  - 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 and timely completion;
  - GC/CM and subcontractors are motivated to build their reputations with the Owner by performing to a maximum, not minimum, level;
  - Because the basic arrangement between Owner and GC/CM is relationship-based, the chances of costly claims litigation diminish greatly;
  - Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought-out, allowing for cost management by the Owner and GC/CM team.
- 
- How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.

Constructability and error / omission issues are often not raised by the Contractor until after bidding, and changes made during construction are costlier than changes made prior to bidding. There is no practical float in the schedule without attempting early packages for demolition, abatement, site work and foundations. The risks of extraordinary site conditions and high groundwater table are often a place for lump sum, low bid contractors to claim additional costs which the District hopes to avoid by working early with a construction partner in a GC/CM.

## 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 3 Sr. Project Managers with past experience on a GC/CM project. SSD has in-house legal counsel with considerable GC/CM experience. Additionally, it has retained construction management firm Shiels Obletz Johnsen (SOJ), which has considerable GC/CM management experience. The District utilizes an 11-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, and it has recently recommended use of GC/CM delivery on this project.

- **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).

- **Experience, qualifications and role on previous GC/CM projects** delivered under RCW 39.10 or equivalent experience

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

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

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

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

**Lucy Morello, AIA, District Sr. Project Manager**

Registered WA State Architect with 36 years of architecture, planning, design and management of capital facilities construction projects and K-12 programs. Over the last 26 years, she has held numerous positions within the District, including project manager, levy program manager and director of Capital Projects and Planning. As Sr. Project Manager she currently provides oversight of project teams for major projects; manages a staff of project managers on minor projects; assists in development of documents and processes for Capital Projects; and assures project compliance with District policies and procedures.

<b>Project / Program</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Capital BTA I Levy	\$150 M **	Program Manager	2004
Capital BTA II Levy	\$178 M **	Program Manager	2010
Capital BTA III Levy	\$270 M **	Program Manager	Current – 2016
Wilson-Pacific ES/MS *	\$116 M	Fmr. Capital Projects Director	Current – 2017

\* = GC/CM Projects    \*\* = multiple projects collective value

**P. Eric Becker, District Sr. Project Manager:**

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

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Woodinville High School *	\$50 M	Design Project Manager	2012
Wilson-Pacific ES/MS *	\$116 M	Sr. Project Manager	Current – 2017

\* = GC/CM Projects

### **Mike Skutack, District Sr. Project Manager:**

Over 25 years of construction management experience; 15 with the Seattle School District. Provides oversight of project teams for major projects; manages a staff of project managers supervising minor projects; assists in development of documents and processes for capital projects; and assures project compliance with District policies and procedures.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Denny / Sealth Phase III	\$6.2 M	Project Manager	2011

\* = GC/CM Projects

### **Vince Gonzales, LEED AP, District Project Manager**

Over 13 years of design and project management experience. Joined the District in 2013 to provide direct project management for the Meany Middle School and to support the Olympic Hills Elementary School project. Primary responsibilities include direct, hands-on management of design and construction teams; procurement; assists in development of documents and processes for Capital Projects; and assures project compliance with District policies and procedures.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Meany MS	\$23 M	Project Mgr. / active PM	Current - 2017
Northwest School *	\$13 M	Architectural Project Mgr.	2013
Miller Hall / WWU *	\$42 M	Architectural Project Mgr.	2011

\* = GC/CM Projects

### **Ron English, District Deputy General Counsel, Capital Facilities:**

Over 37 years of construction-related experience. Serving in current position for over 17 years. Primary responsibilities include legal counsel to Seattle Public School District's (SPS, or the District) capital projects and capital program. Has prepared an array of service and construction contract agreements, solicitation documents, bid proposal reviews, resolution of all large claims against SPS, represents SPS in construction litigation and dispute resolution. Past Chair of WA State Bar Association Construction Section, and frequent presenter on a broad range of construction topics including risk.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Roosevelt HS *	\$93.9 M	District Legal Counsel	2006
Nathan Hale HS PAC *	\$10.2 M	District Legal Counsel	2005
Cleveland HS *	\$68.3 M	District Legal Counsel	2007
Garfield HS *	\$102.8 M	District Legal Counsel	2007
Nathan Hale HS *	\$86.1 M	District Legal Counsel	2011
Denny/Sealth Phase II *	\$110.2 M	District Legal Counsel	2011
Denny/Sealth Phase III *	\$6.2 M	District Legal Counsel	2011

\* = GC/CM Projects

**Brad Tong, P.E., Consultant Project Construction Manager (Principal & Project Manager):**

28 years of professional design, development, project management and construction management experience. Serving in current role and firm as development and project management consultant for 18 years. Oversees broad range of complex development and building projects including education, commercial, retail, residential, and major civic and transportation infrastructure for public and private clients. 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.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Seattle City Hall & Plazas *	\$90 M	Sr. PM / active PM	2003 – 2005
Seattle Justice Center *	\$92 M	Sr. PM / advisor	2003
Burien City Hall & Library *	\$38 M	Principal / active PM & advisor	2007
ShoWare Ctr. Arena *	\$80 M	Principal-Sr. PM / active PM	2009
Casey Family Programs **	\$9.2 M	Principal / active PM & advisor	2010
Wilson Pacific ES/MS*	\$116 M	Principal / advisor	Current – 2017

\* = GC/CM Projects      \*\* = negotiated GMP

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

22 years representing school facility owners, first as a capital projects manager for a large public school district, and since 2003, as an owner's representative and project management consultant. Cheri has been involved with 25 school projects. Her projects have all been completed on time and within budget, with some having received national, regional or state recognition for excellence in planning & design.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Educare Early Learning Center *	19.1 M	Principal / active PM	2010
King's School Science and Technology Building **	\$11.0 M	Principal / active PM	2013
Terrace Park K-8 School	18.6 M	Project Manager / active PM	2002
Maplewood K-8 School	17.5 M	Project Manager / active PM	2002
Forest Ridge School Additions **	12.9 M	Project Manager / active PM	2006
Wilson Pacific ES/MS	\$116M	CM Team / Program-Design	Current – 2017

\* = GC/CM Projects      \*\* = negotiated GMP

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

25 years of construction and construction management experience of major public project. Mike has provided on-site construction 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 member of the SOJ team on 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.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Seattle City Hall & Plazas *	\$90 M	Onsite CM	2003 – 2005
Seattle Justice Center *	\$92 M	Onsite CM	2003
Burien City Hall & Library *	\$38 M	Onsite CM	2007
ShoWare Ctr. Arena *	\$80 M	Onsite CM	2009
South Lake Union Streetcar *	\$53 M	Onsite CM	2007
First Hill Streetcar *	\$140 M	Onsite CM	2014

\* = GC/CM Projects

- 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 Shiels 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 15 major public / civic projects in the Pacific Northwest region through GC/CM or CM/GC delivery, totaling approximately \$1.5 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 a 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 an 11-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 7 times in the past and SOJ has procured approximately 15. 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), legal counsel and external representation 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 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 this project.

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

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

[See Exhibit B – Agency's Prior Construction Activity](#)

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

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

- An overview site plan (indicating existing structure and new structures)

[See Exhibit C, which illustrates a preliminary site concept diagram as envisioned by the Architect; and an existing site plan.](#)

### **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.

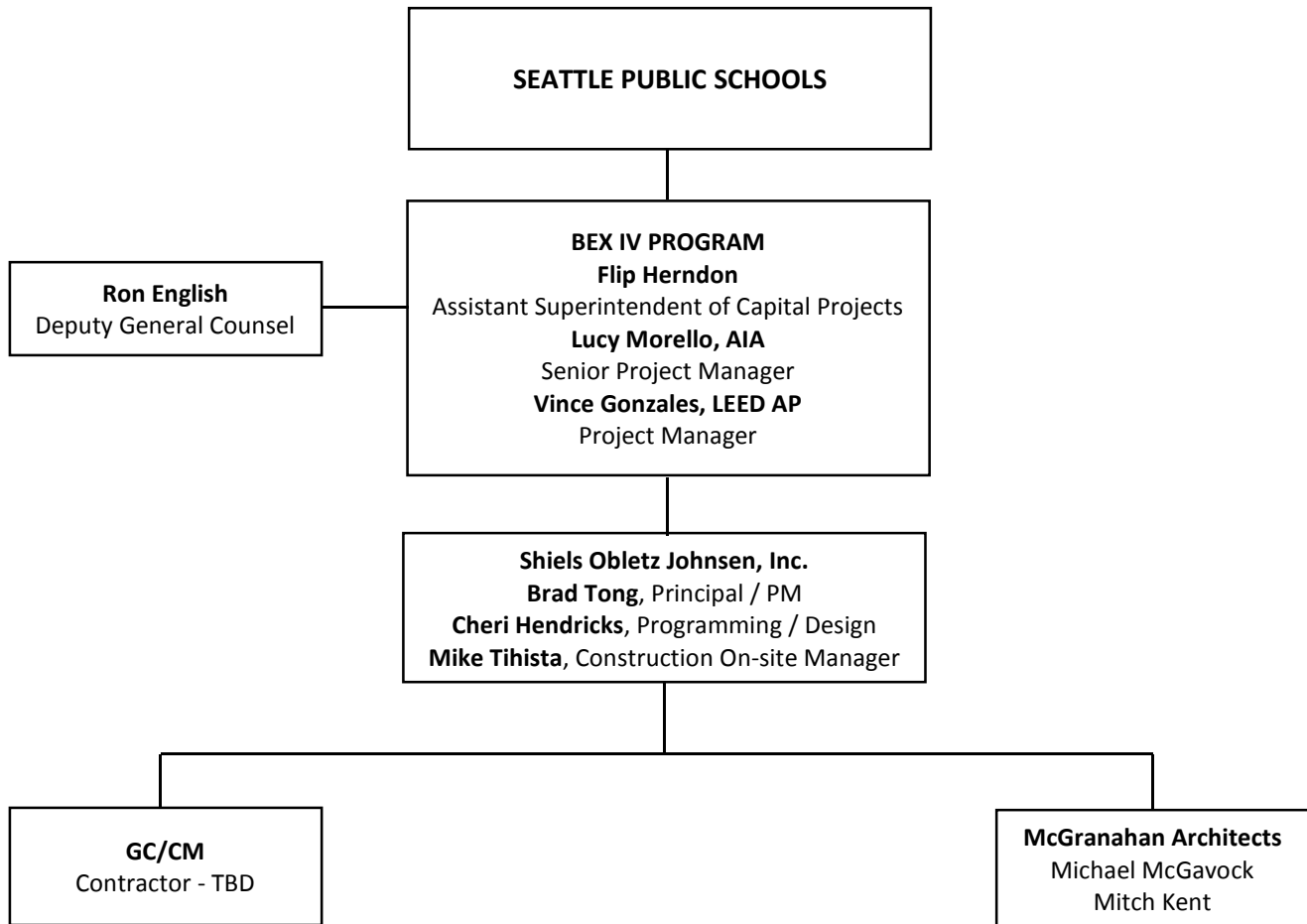
[There are no audit findings on projects listed in Question 8 above.](#)



# EXHIBIT A

## Project Organization Chart

### Olympic Hills 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

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 Improvements		
	Athletics Improvements		

**EXHIBIT C - PRELIMINARY SITE CONCEPT DESIGN**

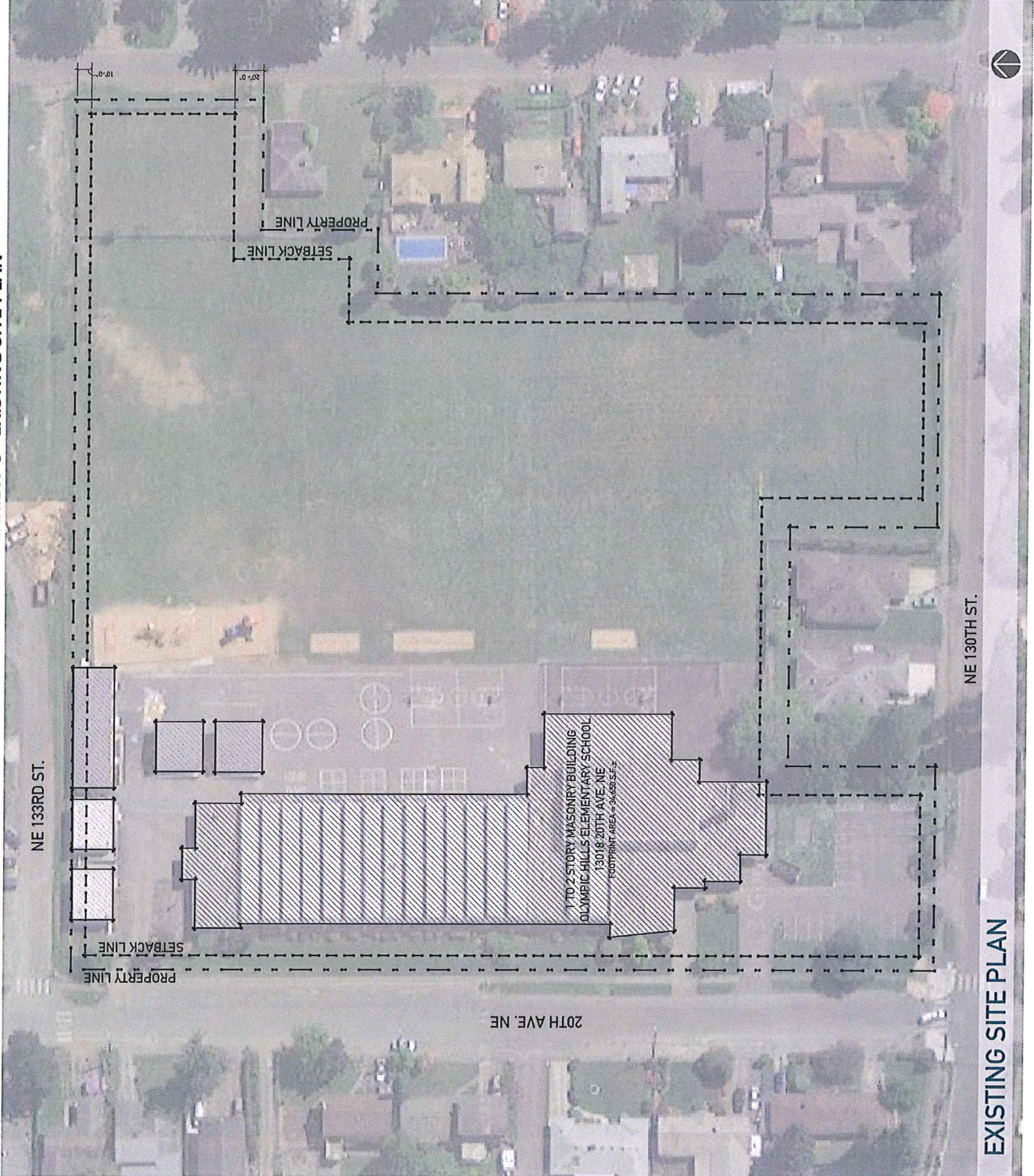


**OPTION B : HOPSCOTCH**



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EXHIBIT C - EXISTING SITE PLAN



EXISTING SITE PLAN

**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: Flip Hernandez

Title: Assistant Superintendent of Capital Exp. T. Files & Enrollment Planning

Date: 2/26/14