

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 Public Schools District No. 1](#)
- b) Address: [2445 3rd Ave South, MS 22-332, PO Box 34165, Seattle WA. 98124](#)
- c) Contact Person Name: [Richard L Best](#)Title: [Director of Capital & Planning](#)
- d) Phone Number: [206.252.0669](#) E-mail: rlbest@seattleschools.org

1. Brief Description of Proposed Project

- a) Name of Project: [Lincoln High School Seismic Improvement & Theater Renovation](#)
- 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 includes the seismic improvement to the 1959 eastern buildings not renovated in the previous phase and renovations to the existing theater. The project has a program of approximately 80,000 GSF to the existing facility which will be occupied during the improvements.](#)

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 1.6M
Estimated project construction costs (including construction contingencies):	\$ 20.9M
Equipment and furnishing costs	\$ 0.36M
Off-site costs	\$ 0
Contract administration costs (owner, cm etc.)	\$ 1.2M
Contingencies (design & owner)	\$ 1.5M
Other related project costs (briefly describe)	\$ 1.14M
Sales Tax	\$ 2.2M

Total **\$28.9M**

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 fund through the Seattle Public School Building Excellence V Capital Levy, Approved by the Seattle Voters February 2019.](#)

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;

GC/CM Procurement Schedule - DRAFT

Date	Activity
February 20, 2020	Submit PRC Application
March 26, 2020	PRC Presentation
April 7, 2020	Advertisement for Request for Proposals Published (1st Notice)
April 14, 2020	Advertisement for Request for Proposals Published (2nd Notice)
April 21, 2020	Pre-Proposal Conference
April 28, 2020	Statement of Qualifications Due
May 5, 2020	SOQ Scoring and Shortlisting of Firms
May 12, 2020	Notification of Highly Qualified Firms with draft contracts
May 19, 2020	Interviews with Short Listed Firms
May 26, 2020	Notification to most highly qualified firms to submit RFFP
June 2, 2020	RFFP submissions and Public Opening
July, 2020	Board Approve GC/CM selection and award Preconstruction Services
July, 2020	GC/CM Preconstruction Services

b) Hiring consultants if not already hired; and

Design for the project has not yet begun, at time of submitting this application the RFQ for project architect is ready to go out for submissions. The project is currently scheduled to begin construction in the Spring of 2021 and complete the summer of 2022.

c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See *Example on Design & Construction Schedule*)

SPS, through a public procurement process, has selected CBRE|Heery to provide project management support through the duration of the project to work alongside their internal staffing noted below. The first phase of the Lincoln High School renovation project consisting of a \$101.3M historic renovation was managed by CBRE|Heery and was successfully completed utilizing a GCCM.

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?
 - In order to complete the project in the 16 months allotted, it will require detailed scheduling of each area in order to properly delineate work that (a) needs to be completed during each of the two summers and (b) how the work during the school year will have to be coordinated in order to minimize impacts to the learning environment.
 - There is minimal interim space within the school that can be utilized as part of the phasing, therefore through the design it will require a detailed analysis by the design team, CBRE|Heery, GC/CM and the District to make sure that the school is able to maintain basic operations.
 - The tight nature of the school site requires a detailed plan for how the contractor will mobilize onto the site, store materials and even find place for contractor parking. A GC/CM can assist in developing the best means and methods necessary to construct the building and lessen the impact to the surrounding community.

- 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.

- Noise – Construction activities will need to be coordinated as majority of the work will be occurring during daily school activities.
- Pedestrian and vehicular traffic impacts - Due to work occurring in and around, this management will consist of reviewing student/staff parking, pedestrian walking to and around the site, construction parking, material staging as well as contractor job office and District's desire to be a good neighbor.
- Safety Impacts – Coordinating the site fencing, construction gates, deliveries, student/staff/community movements as well as those movements of the contractor.
- Community Impacts – Coordinating traffic impacts in and around the neighborhood, as all four sides of the school are surrounded by residential housing.
- Maintaining a functional teaching and learning environment by mitigating undo construction distractions as well as distractions that can come from teacher/student logistics.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
 - Early involvement of the GC/CM allows for better familiarity of the site, scope and existing building conditions which will help reduce the risk associated with unforeseen conditions and missing scopes.
 - Early involvement of the GC/CM will allow for consistent constructability reviews that will hopefully assist the District in determining additional ways to execute the work.
 - Early involvement of the GC/CM creates the opportunity for detailed site investigations and as-built drawing verification. This allows the GC/CM to analyze how to execute the scope of work alongside the design and owner team while taking into account the occupied nature of the site.
 - Early involvement will allow time for thorough planning, coordination, phasing and scheduling for the project.
 - Plan the project to take advantage of a code provision noting that voluntary structural improvements can be made on buildings without having to enact up to date codes. Therefore having a GC/CM on the team during the design phase of the project will give the District (a) additional members of the team to push the needs for this code interpretation as well as (b) provide up to date cost estimates to compare the costs of the base scope of work versus that of having to meet the current codes which could enact the need for significant improvements or even replacement.
- If the project encompasses a complex or technical work environment, what is this environment?
 - Structural improvement work by definition can be very complex and technical in order to bring the building up to proper seismic codes.
 - The building is located within a dense urban neighborhood surrounded by homes on all four sides.
 - The scope of work is occurring within particular portions of the building requiring coordination between all other areas of the school.
 - Being an occupied site will require specific work to be completed over summer months as there is no other place for programs to go (theatre) as well as others that will need to be phased around due to availability of swing space within the building.
 - Being occupied, it will also require detailed coordination of material delivery, staging, and student movement. All of which creates complexity to the project.
- 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 buildings in which this project is focused on do not have historical significance, however the site has been landmarked therefore requiring specific permitting processes. Having the assistance from a GC/CM accustomed to historic renovations would be a benefit to the team.
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project? *N/A*

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For 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 is based largely on qualifications and experience relevant to the specific nature and challenges of this project including experience with historic renovations, structural and seismic improvements to existing buildings, strategic construction schedule planning, coordination on tight urban site, storm drainage and temporary erosion and sediment control and successful residential neighborhood relations.
 - 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 bidding;
 - The GC/CM will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, in order to successfully deliver on value;
 - Incentives may be used 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 transparency to actual value of work to be constructed;
 - GC/CM participates and owns pre-construction cost estimating;
 - GC/CM participates actively in an on-going constructability reviews throughout 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 quality assurance 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 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;
 - Changes made during construction are costlier than changes made prior to bidding;
 - A renovation will likely have unforeseen conditions where a lump sum, low bid contractors will claim additional costs which can be mitigated by thorough and early investigating and planning with a GCCM team.
 - An occupied site which will most likely require continuous coordination and adapting to school event schedules will only be successful with a dedicated GCCM team member.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
 - Seattle Public Schools has a deep portfolio of successful GC/CM projects which includes recently completed phase 1 of Lincoln High School, Ingraham High School, Loyal Heights Elementary and Cascadia Elementary School.
 - District staff, including Director and Senior PM for this project have experience utilizing the GC/CM delivery method.
 - The District has hired CBRE|Heery, who has extensive GC/CM experience to help supplement their team.
 - SPS 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 contracting and delivery including GC/CM and supports the use of the GC/CM delivery method for this project.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.
Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)

See Exhibit A – Project Organizational Chart

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

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.

Project	Value	Role / Tasks	Completion
Beaverton School District	\$146M	Project Manager	1991-1997
Bainbridge Island SD	\$32M	Project Manager	1997-2001
Central Kitsap School District		Director for Capital & Planning	2001-2014
Wilson-Pacific ES/MS *	\$116M	Director for Capital & Planning	2017
Olympic Hills ES*	\$42M	Director for Capital & Planning	2017
Loyal Heights ES*	\$46M	Director for Capital & Planning	2018
Lincoln HS*	\$101.3M	Director for Capital & Planning	2019

* = GC/CM Projects

Mike Skutack, SPS Senior Project Manager:

Over 20 years of experience managing Capital Projects for Seattle Public Schools and more that 25 total years of experience managing construction projects including, but not limited to, major modernizations and new construction of K-12 facilities, industrial facilities and infrastructure improvements. Responsibilities included selection and management of design teams, general contractors and other consultants; coordination with utilities and municipalities; facilitation of program and design development; administration of the public bid process as well as budget management.

Project	Value	Role / Tasks	Completion
Lincoln HS*	\$101M	Sr. Project Manager	2019
Wing Luke ES	\$47M	Sr. Project Manager	2020
Magnolia ES	\$40M	Sr. Project Manager	2019
E.C. Hughes ES	\$14.5M	Sr. Project Manager	2018
Thornton Creek ES	\$43M	Sr. Project Manager	2016
Hazel-Wolf ES	\$40M	Sr. Project Manager	2016
Seattle World School	\$40M	Sr. Project Manager	2016
Cedar Park ES	\$12.5M	Sr. Project Manager	2015
Fairmount Park ES	\$19.5M	Sr. Project Manager	2014
Mann HS	\$13M	Sr. Project Manager	2014
Denny MS Phase 3*	\$8.2M	Project Manager	2012

* = GC/CM Projects

Jennifer Everett, CBRE | Heery Project Manager:

Experienced project manager with over 17 years of successful project delivery for the public and private sector including ground-up construction, as well as renovations and additions. Jennifer's last eight (8) years have been working in the K-12 market from design through construction. Responsibilities have included design phase management, cost control, schedule management, contract administration and construction oversight.

Project	Value	Role / Tasks	Completion
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Glacier Middle School Renovation (Design-Bid-Build)	\$60M	Senior PM/CM - overall project oversight and administration	2020
Lopez Island Campus Improvement & Renovation (Design-Bid-Build)	\$12M	Senior PM – overall project oversight and administration	2018
Lake Stevens SD – Stevens Creek Elementary School & Early Learning Center	\$30M	Senior PM – advisory role to Executive Director	2018
Bellarmino Prep Connelly Campus Center*	\$10-12M	PM / CM – complete project oversight and administration	2017

* = GC/CM Projects

Van Nguyen, CBRE | Heery Construction Manager:

Over nine years of experience in the construction industry via time in the Navy as well as a civilian. Spent eight years in the navy managing various naval facility projects through completion. Upon joining CBRE|Heery in 2019, Van began work on the Lincoln High School Phase 1 GC/CM project where he became engrained in the Seattle Public School processes. As that project completed Van has moved to execute the construction of the Wing Luke project. Responsibilities have included Quality Control inspections, cost and schedule management, contract administration and move logistics.

Project	Value	Role / Tasks	Completion
Wing Luke ES	\$47.5M	Construction Manager	2020
Lincoln HS Phase 1*	\$93M	Construction Manager	2019
P-240 Triton Mission Control Facility Whidbey Island (DB)	\$26M	Construction Manager	2020
P-259A Apron Expansion and Supporting Facilities	\$27M	Construction Manager	2018
Airfield Pavement Repair Isa AB	\$15.6M	Construction Manager	2017
B920H Navy Gateway Inns & Suites	\$5M	Construction Manager	2013

* = GC/CM Projects

David Beaudine, CCM, Assoc DBIA, Managing Director, CBRE | Heery

Role on this project: Project Executive

David Beaudine, a Managing Director with CBRE | Heery will provide project oversight. David's role will be to oversee the CBRE|Heery team from design through construction and close-out and assistance as needed through the GC/CM procurement. David has over 17 years of industry experience with majority of that working within Washington State public agencies. David's experience includes being involved in over a dozen GC/CM projects which includes assisting the Spokane School District through two of their largest GC/CM projects as project manager on the Rogers and Ferris High School projects. Most recently David, as Program Manager, has been guiding the Quincy School District through their current bond program, acting in the same capacity for the Moses Lake School District while also assisting West Valley and Mead School Districts through their GCCM Projects. David recently completed his term as a member of the PRC providing guidance to the overall program related to best practices established and learned by the committee.

Representative Project Experience for David Beaudine

Project	Project Value	Tasks Performed	Time Involved
Apple Valley & Summitview Elementary School Replacement (GCCM)	\$68.7M	Program Manager	April 2019 - Present

New Elementary School #11 (GC/CM)	\$27.5M	Program Manager	March 2019 - Present
Market Street Complex (GC/CM)	\$65.4M	Program Manager	March 2018 - Present
Highland Middle School (GC/CM)	\$51.6M	Program Manager & Senior PM	March 2018 - Present
Mullan Road Elementary School (GC/CM)	\$16.2M	GC/CM Assistance	April 2013 – March 2016
NEWTECH Skills Center Addition (GC/CM)	\$13.0M	Senior Project Manager	April 2014 - March 2016
Ferris High School (GC/CM)	\$97.7M	Senior Project Manager	April 2010 - March 2015
Rogers High School (GC/CM)	\$64.5M	Project Manager	February 2005 - July 2009
Roosevelt HS (GC/CM)	\$93.9M	Assistant Project Manager	2004 – June 2006

Nenad Curqus PSP, Consultant Scheduler (Senior Scheduler):

Over 32 years of engineering and construction-related experience including CPM schedule review - baseline and monthly updates, project controls - monitor construction/billing progress, analysis of contractor claims for time and cost impacts. Has developed construction CPM scheduling requirements. Has worked with SPS as a senior scheduler for over 15 years on numerous large capital projects under Building Excellence Programs I, II, III and IV. Serving in the current role and firm for over 16 years. Primary responsibilities: develop scheduling requirements, cash flow projections, scheduling, and claim resolution.

Project	Value	Role / Tasks	Completion
Roosevelt High School *	\$93.9M	Scheduler	2006
Nathan Hale HS PAC *	\$10.2M	Scheduler	2005
Cleveland High School *	68.3M	Scheduler	2007
Garfield High School *	\$102.8M	Scheduler	2007
Nathan Hale High School *	\$86.1M	Scheduler	2011
Denny / Sealth Phase II *	\$110.2M	Scheduler	2011
Denny / Sealth Phase III *	\$6.2M	Scheduler	2011
Snohomish HS Set 3 & 4*	\$86.1M	Scheduler	2013
Vashon Island HS*	\$45M	Scheduler	2014

* = GC/CM Projects

Graehm Wallace, Capital Legal Counsel, Partner, Perkins Coie LLP:

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided GC/CM project legal assistance for numerous public entities including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm has prepared GC/CM contracts for the Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Lake Stevens, Mead, Mount Vernon, Port Townsend, Shoreline, Spokane, Seattle, Tacoma, Tahoma, and Vancouver School Districts, Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals, Chelan County PUD, as well as for the Cities of Oak Harbor and Spokane. Graehm has over twenty-one years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work.

- 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.)*
Specific GC/CM experience for the proposed staff members and consultants is described in each of the staff and consultant biographies
- The qualifications of the existing or planned project manager and consultants.
Qualification of the project manager and consultants are described in the staff and consultant biographies.
The District has retained CBRE | Heery as its consultant project construction manager (CM) to oversee and represent the District in implementation of this project. Furthermore, CBRE | Heery has also completed the management of over 20 significant public projects in the Pacific Northwest region through alternative procurement method (GC/CM) totaling approximately \$1.6 billion in project value. Of these, 7 were for Seattle Public Schools. BRE|Heery has demonstrated its ability to effectively manage alternative procurement method projects for public clients to meet program, budget and schedule goals.
- 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.
Construction experience for each proposed staff member and consultant is described in the staff biographies.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
Heery is contracted to the District to provide continuous owner representative on this project programming through design, construction, and closeout. The services Heery will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters with dedicated integration or coordination with District capital projects accounting system.

As described elsewhere in this application, Heery brings to the District a significant record of successfully managing the delivery of major capital projects in the region, for private and public agencies particularly in the GC/CM delivery method. Heery has led the strategy and implementation of advertising, procuring and selection of GC/CM firms and is prepared to do the same here. Heery has led the management, negotiation and coordination of GC/CM's MACC, GMP and contract agreements, subcontractor bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. Heery has performed all of these functions for private and public agencies including; Seattle Public Schools, Aberdeen School District, Eastern Washington University, Lake Washington School District, Skyline Hospital, Spokane School District, Snohomish School District, and Vashon School District.

The District utilizes an 11 member BEX Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions. This committee currently includes members who have strong experience in alternate public works contracting and delivery such as GC/CM

The roles and responsibilities of the District, Architect and their consultants and the GC/CM will be established in a matrix of responsibilities that is published with the Request for Proposal and other GC/CM contract documents. The Sr. Project Manager and CBRE|Heery will monitor the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GCCM contractor are reconciled at the end of each design phase. Value engineering and constructability review will be ongoing and are 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. Once the MACC is negotiated after the 95% construction documents are in place, the GC/CM, Project Manager and Architect 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 GCCM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

- A brief description of your planned GC/CM procurement process.

CBRE | Heery will assist SPS in the GC/CM procurement process as specified within RCW 39.10, including the preparation of the GC/CM RFP and selection process which will be based on CBRE | Heery's internal methods that have been refined over the years, along with the District's lessons learned from their extensive experiences. We have an open selection process to promote as much competition as we can within the contracting community.

The RFP/RFQ is intended to be a 3-step process, which involves proposals, interviews and submittal of sealed bids for the specified general conditions and fee percentage, based upon the preliminary MACC, each of which will be weighted as part of the final score. The selection committee will be performed utilizing a panel that will include SPS project managers and capital staff, as well as representatives from either the BEX/BTA oversight committee, industry or both.

The GC/CM RFQ is intended to be issued shortly after approval from the PRC in March with qualifications due at the end of April, Interviews in May and pricing submittals in early June. Pending durations, the intent will be to get an approved preconstruction contract before the board in July or potentially June if we are able to escalate.

The District has engaged with Graehm Wallace, Perkins Coie, to provide GC/CM and construction legal services for the project. Perkins Coie has been utilized consistently by SPS and will be preparing drafts of the AIA A133 agreement and A201 general conditions in accordance with previous GC/CM projects and will be providing them for utilization through the procurement. These documents will be provided during the process to the potential GC/CM's to allow for them to review and provide questions so that a final contract is understood before going into the final fee proposals.

- 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 we typically use an "elevation" process for Dispute Resolution as follows: the project site team (District/Contractor/Architect) are expected to resolve disputes at their level. If the site team cannot reach agreement, the issue is moved to the next level of supervision, typically the firms' managing directors or program managers. Again, if this team is unable to resolve disputes then the issue is elevated to the firms' ownership level. Typically, this group will be composed of SPS's Director of Capital Projects and Planning, 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 Exhibit B – Seattle Public Schools 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:

- 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.

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

See Exhibit C – Preliminary Concepts, Sketches and Plans

9. Resolution of Audit Findings on Previous Public Works Projects

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

SPS embraces the practice of continuous improvement and recognizes that independent audits are helpful because procedures, which need improvement, are brought to light. The Building Excellence Program (BEX) began in 1995 and the fourth cycle of levies were approved by Seattle voters in February 2013. 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, SPS continues to hone its procedures and processes as findings are identified by the audits.

a. Internal Audit of Fairmount Park ES Construction Contract - issued 12-16-14

1. Change order process - The district does not include the cost of pending obligations from change directives with the change orders submitted for review and approval. Resolved by implementing new procedures where fund amounts for change directives are part of change order logs and reviewed/updated each month.
2. Contractor Insurance coverage - The district does not demand an additional insured endorsement with the COI and lacks procedures to ensure a new certificate and endorsements are obtained. Resolved by implementing new procedures where insurance endorsements and expiration dates are tracked as part of the pay app procedure.

b. Internal Audit of Horace Mann (NOVA) HS Construction Contract- issued 6-16-15

1. Construction delay costs - The hourly rate the District paid to its construction manager for schedule analysis exceeded rates paid for similar services on other district projects. *Response - Project managers should confirm personnel pricing is consistent with contract documents and should be similar to pricing for other projects when the same or similar scope of work is being proposed. Review contract documents prior to approving contract modifications to confirm proposed hourly rates are consistent with the contract documents.*
2. Construction progress schedule - The district did not require CPM schedules throughout the project. *Response - Critical Path Method (CPM) schedules will be required for all BEX and BTA projects in excess of \$5,000,000 and exceeding six months in duration.*
3. Permitting delays - Due to an oversight by the District, there was a delay in the permitting authority's review of plans and specs for the serving kitchen. *Response - Project Master Use Permits (MUP) and building permits will be tracked. Representatives from Seattle Public Schools and City of Seattle*

Department of Construction and Inspections are now meeting on a monthly basis to identify project required permits and discuss status. Meeting agendas are prepared prior to the meeting and minutes issued following the meeting. Charge accounts are set-up for paying City of Seattle permit fees.

4. Calculation and Assessment of Liquidated Damages - The District does not maintain a record of the anticipated administrative costs, temporary facilities costs, additional designer fees, etc. that comprise the liquidated damages calculation. *Response - Capital Projects Staff will work with the Business Office to calculate financial loss per day if project is delayed and delivered late. This calculated amount will be project specific and notated in the bid and contract documents.*
 5. Responses to Requests for Information (RFI) - The district has not defined a reasonable response time for RFIs. - *Response- Project Managers will review with project architects and engineers time allowed responding to an RFI. RFI response duration is noted in the project General Conditions for the construction contract.*
 6. Change Order Processing - Some approved change orders contained no indication that additional time was considered for the contractor to perform the work. *Response - SPS will address time delay in all change orders and include a narrative in the record of negotiations with the contractor that the time delay was discussed and is either resolved or a 30-day period was reserved to allow contractor to determine the impact of the changed condition.*
- c. Internal Audit of Genesee Hill ES Project Design Contract - issued 6-21-16
1. Late Redesign of Project Increased Costs- The district incurred additional costs due to the late redesign of the project. The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. *Response - During the design process, the Capital Projects Office learned that the project was over budget at the end of conceptual design. We agree that the project should not move forward without either reconciling to the project budget or seeking additional funds. Providing a Value Analysis Study at the conclusion of this phase to assist in this effort is a tool to assist in reconciling the project to the budget and may provide some value but does not alleviate the architect's contractual responsibility.*
 2. Maximum Allowable Construction Cost Did Not Include Escalation - The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. *Response - Inflation is common on any multi-year project and needs to be considered when budgeting a project with funds allocated in the project budget to address this cost.*
 3. Stakeholder Roles Could Be More Clearly Defined - Project budget and other restrictions should be more clearly communicated to School Design Advisory Team (SDAT). *Response - Clear guidelines need to be provided to all committees working on a project so that they have a clear understanding of their role and responsibilities.*

Please note that all internal audits with responses are available for public view on SPS's website.

10. Subcontractor Outreach

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

The District 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 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.

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 Best _____ (public body personnel)

Title: Director, Capital Projects & Planning _____

Date: February 19, 2020 _____

EXHIBIT A
PROJECT ORGANIZATIONAL CHART

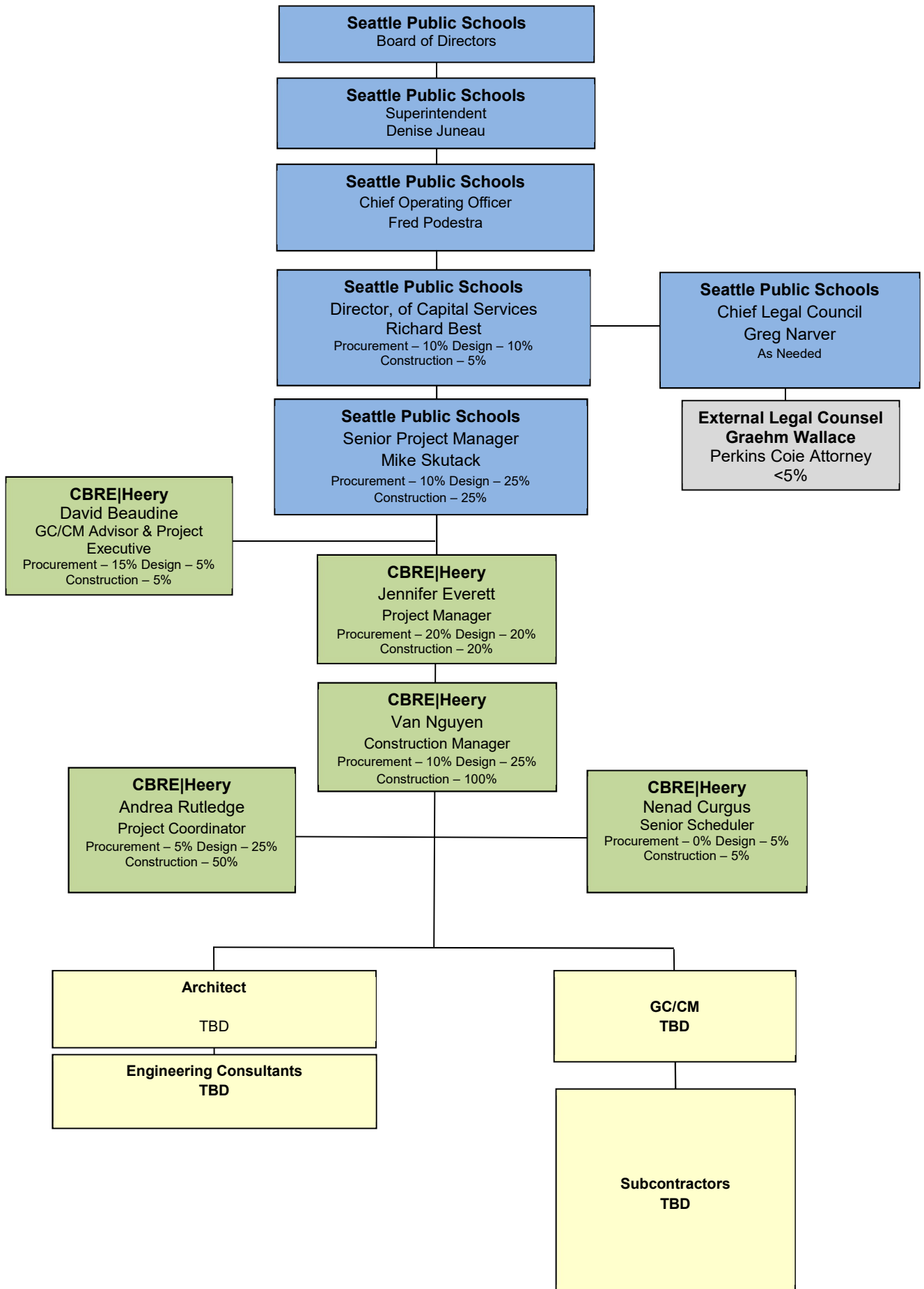


EXHIBIT B
CONSTRUCTION HISTORY

Attachment B – Agency’s Prior Construction History

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	Classroom Addition	GC/CM	2019	\$41 M
Lincoln High School	Modernization	GC/CM	2019	\$101 M
Loyal Heights Elementary	Modernization & Addition	GC/CM	2018	\$37.3 M
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

OTHER CAPITAL PROJECTS

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

EXHIBIT C
PRELIMINARY CONCEPTS AND PLANS

Lincoln High School and Project Site Plan

