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

APPLICATION FOR PROJECT APPROVAL

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

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

Identification of Applicant

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

1. Brief Description of Proposed Project
   a) Name of Project: Rainier Beach High School Replacement Project
   b) County of Project Location: King
   c) Please describe the project in no more than two short paragraphs. *(See Example on Project Description)*

The existing Rainier Beach High School is located in southeast Seattle at 8815 Seward Park Ave. South on a 21.52 acre site. The site is bounded by Beer Sheva Park to the east, commercial and multi-family to the south, school district properties to the west and single-family residential to the north. The project will build a new multi-story high school of approximately 233,700 square foot and retain and modernize the existing 19,300 square foot theater. The new facility will be programmed to house 1,600 students in grades 9-12. The Design Phases are anticipated to occur between February 2020 and January 2022.

Construction is anticipated to be phased and would begin in July 2022 with the final phase achieving Substantial Completion May 2025. The new facilities will be constructed on the existing site and portions of the existing facility will remain occupied and fully operational during construction. As the new school facilities are completed and occupied the portions of the existing school that they replace will be selectively demolished.

2. **Projected Total Cost for the Project:**

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**20,000,000**
Estimated project construction costs (including construction contingencies):	$**157,600,000**
Equipment and furnishing costs	$**8,000,000**
Off-site costs	$**6,200,000**
Contract administration costs (owner, cm etc.)	$**6,500,000**
Contingencies (design & owner)	$**8,000,000**
Other related project costs: testing & inspections, survey, hazmat, Geotechnical, SEPA, permits, licensing, other professional services, misc. supplies, and playground equipment	$**10,300,000**
Sales Tax	$**21,700,000**
Total	$**238,300,000**

B. Funding Status

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

The Rainier Beach High School project is funded by the recently approved, February 2019, Building Excellence V (BEX V) Capital Levy. In addition, Washington State School Construction Assistance Project funding from the Office of the Superintendent of Public Instruction is available for this project and will be sought by Seattle Public Schools.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement;
b) Hiring consultants if not already hired; and
c) Employing staff or hiring consultants to manage the project if not already employed or hired.

(See Example on Design & Construction Schedule)

GC/CM Procurement Schedule	**Start**	**Finish**
PRC Application		Dec 20, 2019
PRC Presentation		Jan 23, 2020
First publication of RFP for GC/CM Services		Feb 3, 2020
Second publication of RFP for GC/CM Services		Feb 10, 2020
Project Information Meeting (Date subject to change.)		Feb 13, 2020
RFP Submittal Deadline		Feb 28, 2020
Review & Score Submittals Received	Mar 2, 2020	Mar 5, 2020
Notify Submitters of Short-listed Submitters & Invite to Interview		Mar 6, 2020
Interviews with Short-listed Firms	Mar 17, 2020	Mar 18, 2020
Notify Submitters of Finalists & Invite to Submit RFFP		Mar 20, 2020
RFFP Submittal Deadline & Opening		Apr 3, 2020
Notify Submitters of Scoring and Most Qualified GC/CM		Apr 7, 2020
Negotiate Pre-Con Work Plan & Fees	Apr 8, 2020	Apr 28, 2020
Final Pre-Con Work Plan & Fees Due		Apr 29, 2020
School Board Approval of GC/CM Selection		May 13, 2020
Interim Contract for GC/CM SD Phase Services		May 15, 2020
GC/CM Agreement w/ Pre-Con Services Executed		Aug 15, 2020
Pre-Con Services	May 18, 2020	TBD
MACC Estimate/Negotiation (90% CD's)	TBD	TBD
School Board Approval of MACC/GMP	TBD	TBD
GMP Amendment Executed	TBD	TBD
Project Schedule	**Start**	**Finish**
Programming (Ed Specs)	Mar 2020	July 2020
Schematic Design	May 2020	Sept 2020
Design Development	Aug 2020	Mar 2021
Construction Documents	Apr 2021	Jan 2022
Site Development and Building Department Review/Permitting	Aug 2021	Jun 2022
GMP Negotiation	Oct 2021	Nov 2021

Subcontract Bidding	Mar 2022	Apr 2022
Phased Construction, Move-in and Demolition	July 2022	Aug 2025
Final Phase Commissioning	Mar 2025	May 2025
Final Phase Substantial Completion		May 2025
Final Phase Punchlist & Closeout	June 2025	July 2025
Final Phase Owner Move-in	June 2025	July 2025
Final Completion		September 2025
First Day of School		September 3, 2025
New Building Warranty Period	June 2025	May 2026

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

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

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

a. The District has submitted for Landmark review of Rainier Beach High School. A final determination will occur in February or March 2020. It is possible that Landmarks will nominate the school site or portions of the school as culturally significant. The District does not anticipate a Landmark requirement to keep portions of the building such as the theatre, as it was built in 1997. However, there may be other building components or features that are required to be saved.

b. There is no interim site available for the relocation of this school program. It will be continually occupied by 700 students and staff during construction. As an occupied project it will need to be constructed in phases. The GC/CM will be valuable in the planning and design of the project such that the design can be responsive to the means and methods the contractor will use for project phasing. This is critical for student safety and ensuring a productive school environment during construction. This planning will include identifying areas that are needed for construction staging while preserving area for recreation, student drop-off and pick-up and other school related outdoor functions. In addition, the site also includes four adjoining sports fields. At least three of the fields will be in continual use by students as well as the community. SPS has a joint use field agreement with Seattle Parks.

c. The Phasing of construction will also require existing systems to be maintained such as sprinklers, intercom, other building controls, fire alarm, electrical and mechanical systems as portions will be occupied. It is anticipated that the selected GC/CM will pursue MC/CM and EC/CM as part of the project.

d. The facility is located within a dense neighborhood of single-family residential and small commercial developments. There is limited land surrounding the facility and the new construction will further limit the available staging and laydown space. A GC/CM can develop the best means and methods necessary to construct the building and lessen the impact to the surrounding community.

e. The existing building is of an age that presence of asbestos, lead paint, PCB lighting ballast, potential underground fuel oil tanks will require careful removal and disposal during the construction process. Early identification will occur by other District consultants but removal coordination by the GC/CM may assist in reducing project risk.

f. The site layout and topography create some constraints that will affect the proposed design, construction activities, and use of the site by the school during construction. Specifically, there is over 24 feet of topographic elevation change from north to south, and

the site is L shaped with the existing building in an area to the south and the long narrow portion of land along the north. In addition, difficult soil conditions including liquefaction zones exist on this site. The GC/CM will be valuable in assisting the design process to address the topography in a cost-efficient manner and propose how to best utilize the available land for school and contractor activities during construction.

g. SPS standards for energy efficiency may include the use of a geothermal heat loop system that involves drilling a well field for the heat loop, which is typically in a playfield or other open ground area. Site restrictions and phasing dictate that there will be very limited open ground. Plus, the use of the existing building during construction of the new school will likely preclude the use of this part of the site for the well-field. A GC/CM will be valuable in addressing cost effective phasing options that will provide the area needed for these wells.

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

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

  a. Noise impacts: Coordinating construction activity during hours of school operation.

  b. Pedestrian and vehicular traffic impacts including student/staff parking, construction parking and staging.

  c. Safety impacts. Coordinating site fencing, gates, security among students, staff, community members and construction workers/vendors.

  d. Community and off-site impacts. Coordinating off-site utility work as well as traffic impacts to the community and the school. The Rainier Beach High School is located across the street from a public park as well as the publicly populated sports fields.

  e. MEP impacts. Keeping existing systems functioning. Demolition of the various building phases will require coordination of existing, or augmenting with temporary systems, Developing work around plans for construction activity within occupied portions of the building. Assuring systems remain active and functioning within the occupied school.

  f. Maintaining a quite functional teaching and learning environment mitigating undo construction distractions as well as distractions resulting from teacher/student logistical relocations.

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

  a. Early involvement of the GC/CM allows better familiarity with the site and existing buildings to help reduce the risk of unforeseen conditions and missing scope.

  b. Early involvement and planning of the GC/CM will allow more thorough constructability reviews that often lead to more efficient and less costly ways to complete the work.

  c. Early involvement gives the GC/CM an opportunity to plan the logistics associated with a major project, for example: figuring out cranes swings, sizes, and locations; figuring out if concrete can be chute delivered or pumped and where the pump can be set up, requirements for scaffolding and type of scaffold such as elevated or fixed, etc. All items that can affect the cost of the work.

  d. For portions of the building that remain there are limited accurate as-built drawings available. Existing building analysis by the GC/CM who can verify equipment types as well as field dimensions will be of help to the design team to ensure fit of various equipment pieces. This upfront site confirmation will reduce unknowns before subcontractor packages are bid.

  e. Early involvement allows opportunities for the GC/CM to perform any destructive testing in order to check above ceilings, in attic spaces, and behind walls; activities which will help to eliminate unforeseen conditions. Coordination maintaining existing MEP systems in an occupied building are critical in phased construction. As an example, knowing where electrical and various controls actually run is paramount to maintaining a functional school.

f. With such a tight site, the construction work will need to be accomplished in a well-orchestrated manner. Early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, better scheduling, and more favorable pricing.

g. There are extensive Community events and after school programs that occur beyond basic school hours. These programs will need to continue and be coordinated throughout construction. The GC/CM will not only need to plan for construction around general school activities but also for the specialized needs and after-hours programs and Community activities, both within the building and around the site and sports fields. Early involvement by the GC/CM and familiarity with the school will allow for the level of coordination that is important for the success of the students. Detailed phasing analysis and plans will be important to minimize the impact on the day to day operations and mission of this school.

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

  a. The project is located in a densely populated, single-family residential environment.

  b. All the major utility systems will need replacement. Phasing this work so that it does not impact the other construction activities and on-site activities is critical. Many subcontractors will require power or water in order to perform their scope of work and phases will need to be planned to accommodate utility requirements during construction.

  c. Occupied site would impact material delivery, unloading and staging becomes a complex component 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?

  a. Rainier Beach High School is presently under review by Landmarks. – it is yet to be determined if portions of the building will be designated historically significant.

  b. If the City of Seattle Department of Neighborhoods Landmarks Preservation Board designates the existing building or portions of the building it will require close coordination between the GC/CM, design team and the Owner to develop a construction phasing plan to maintain operation of the existing facility while other phases are constructed.

  c. The existing Theater and Performing Arts building are planned to remain and there will need to be significant and extensive upgrades to the building including seismic upgrades. Additionally, all building mechanical, electrical and plumbing systems will need to be fully replaced and coordinated through the very limited interstitial space provided in the current structure.

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

  Not applicable.

5. Public Benefit

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

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

  a. Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of each project. For this project the GC/CM will need experience working on owner occupied sites, experience coordinating work on tight urban sites, success with maintaining good neighborhood relations on past projects, and demonstrate knowledge to ensure systems installed are economical to operate, easy to maintain, and fully commissioned. Additionally, if portions of the existing facility and site become designated landmark status the GC/CM will need experience working on historic renovations to existing buildings.

  b. Design participation will allow the GC/CM to understand the work long before bidding reducing possible errors and/or omissions in scope and help guide the designers on what may be most efficient construction methods.

c. The GC/CM will participate in setting schedule and packaging scope to fit the marketplace in order to receive competitive bids.
d. Open book cost accounting of the work brings transparency to actual value of work to be constructed.
e. Top tier Contractors are much more likely to compete for this project versus using a low bid delivery method, thus carrying a higher likelihood of quality assurance, timely completion, and project safety which is a better value to Seattle Public Schools both in the short and long term.
f. The GC/CM will be valuable in participating in the phasing planning to address the means and methods of construction that will ensure a productive and safe school environment on this constricted site.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

a. In low-bid/lump-sum, constructability and error/omission issues are often not raised by the Contractor until after the bid/award phase is complete.
b. Changes made during construction are more costly than changes made prior to bidding.
c. Traditional methods award to the lowest, qualified bidder and set means and methods as the contractor's responsibility; the unique population of the school and the related special programs are more likely to be disrupted by a low-bid/lump-sum contractor who is bidding with less opportunity to develop means and methods that will minimize disruptions and accommodate the school's needs.
d. If a historic renovation is required, it will likely have unforeseen conditions where a low-bid/lump-sum contractor will claim additional costs and potential schedule impacts while early investigation and planning with a GC/CM team can mitigate these events.
e. To minimize the construction impact to the surrounding neighborhood the owner, architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with community members prior to the start of construction.

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

Not Applicable

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

a. Seattle Public Schools has successfully utilized GC/CM procurement on a number of previous projects including recent projects at Ingraham High School, Lincoln High School, Loyal Heights Elementary School, Cascadia Elementary School, Robert Eagle Staff Middle School and Olympic Hills Elementary School. (Refer to Section 7)
b. Current staff within the SPS Capital Project Office who have previous experience utilizing GC/CM delivery include the director, two senior project managers and two project managers.
c. Seattle Public Schools utilizes an eleven-member Building Excellence/Building Technology & Academics Oversight Committee which meets monthly to review major issues and make recommendations to the District concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.
d. In addition to the internal GC/CM experience, SPS has procured the services of Parametrix to provide Construction Project Management (CPM) and GC/CM Advisory Services for this project. The Parametrix team has extensive experience successfully managing and delivering projects under the GC/CM delivery method.

- A ***Project*** organizational chart, showing all existing or planned staff and consultant roles.

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

See Attachment A - Project Organization Chart

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

Richard Best, Director for Capital and Planning (Seattle Public Schools):

Richard has extensive architectural and construction experience over past 37 years including school (K-12), hospital, laboratory and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight. The table below identifies Richard's most recent project experience.

Project	Project Value	Delivery Method	Role/Tasks Performed	Time Involved
Webster Elementary School	$37M	GC/CM	Director for Capital Projects	2016 - 2020
Bagley Elementary School	$40M	GC/CM	Director for Capital Projects	2016 - 2020
Ingraham High School Addition	$41M	GC/CM	Director for Capital Projects	2016 - 2019
Lincoln High School	$101M	GC/CM	Director for Capital Projects	2016 - 2019
Loyal Heights Elementary School	$46M	GC/CM	Director for Capital Projects	2014 - 2018
Olympic Hills Elementary School	$42M	GC/CM	Director for Capital Projects	2013 - 2017
Cascadia Elementary School and Robert Eagle Staff Middle School	$119M	GC/CM	Director for Capital Projects	2013 - 2017

Mike Skutack – Sr. Project Manager (Seattle Public Schools):

Over 20 years of experience managing Capital Projects for Seattle Public Schools and more than 25 total years of experience managing construction projects including, but not limited to, major modernizations and new construction of K-12 facilities, industrial facilities infrastructure improvements and multi-family developments. 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. Mike graduated from Auburn University's College of Architecture, Design and Construction with a degree in Construction Management.

Project	Project Value	Delivery Method	Role/Tasks Performed	Time Involved
Lincoln HS	$101M	GC/CM	Sr. Project Manager (Construction only)	2017 -2019
Wing Luke ES	$47M	DBB	Sr. Project Manager	2016 -2020
Magnolia ES	$40M	DBB	Sr. Project Manager	2016 -2019
E.C. Hughes ES	$14.5M	DBB	Sr. Project Manager	2015-2018
Thornton Creek ES	$43M	DBB	Sr. Project Manager	2013 - 2016
Hazel-Wolf MS	$40M	DBB	Sr. Project Manager	2013 - 2016
Seattle World School	$40M	DBB	Sr. Project Manager	2013 -2016
Cedar Park ES	$12.5M	DBB	Sr. Project Manager	2013 - 2015
Fairmount Park ES	$19.5M	DBB	Sr. Project Manager	2012 - 2014
Mann HS	$13M	DBB	Sr. Project Manager	2012 - 2014
Denny MS Phase III	$8.2M	GC/CM	Project Manager	2010 - 2012

Jim Dugan – Principal in Charge and GC/CM Advisor (Parametrix):

Jim has over 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is highly skilled at alternative project delivery (GC/CM and D/B), long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation.

Jim has intimate knowledge of RCW 39.10 and has served as a member of the GC/CM Advisory and Project Management team for numerous Owners and projects. Jim has been a member of the PRC for the last three years and, as of July 2019, will serve a one-year term as the PRC Chairman. The table below identifies some of Jim's most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role/Tasks Performed	Time Involved
Three Elementary School Replacement Program, Auburn School District	$157.7 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018 - present
New Headquarters, Chelan County PUD	$136.36M	GC/CM	GC/CM Advisor	2017 - present
RI & RR Dam Support Facilities, Chelan County PUD	$70 M	GC/CM	GC/CM Advisor	2017 - present
Grant Elementary School, Tacoma Public Schools	$34.9 M	GC/CM	Program Manager, GC/CM Advisor	2017 - present
Birney Elementary School, Tacoma Public Schools	$39.15 M	GC/CM	Program Manager, GC/CM Advisor	2017 - present
Mann Middle School Replacement, Clover Park School District	$68 M	GC/CM	GC/CM Advisor	2017 - present
Four Elementary School Replacement Program, Auburn School District	$208.0 M	GC/CM	GC/CM Advisor	2017-present

Paul Popovich – Senior Project Manager/Construction Manager (Parametrix):

Paul is a Senior Project Manager/Construction Manager with Parametrix. Paul is an accomplished and experienced project manager and licensed architect with over 39 years of experience managing public and private projects, with an emphasis on educational facilities. His management style brings all stakeholders together, developing solutions that meet each client's program, budget, and schedule requirements. Paul's relevant experience includes the recently completed Harriet Rowley Elementary School for the Mount Vernon School District, as well as Stewart Middle School, Wainwright Intermediate School, and McCarver Elementary School for TPS. The table below identifies some of Paul's most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role/Tasks Performed	Time Involved
Mount Vernon High School – Old Main Building, Mount Vernon School District	$29M	GC/CM	Project Manager	2017-2019
Mount Vernon School District – Harriet Rowley (East Division) Elementary School, Mount Vernon School District	$25.6M	GC/CM	Project Manager/ Construction Manager	2017-2018
Browns Point Elementary School Replacement, Tacoma Public Schools	$25.5M	GC/CM	Project Manager/ Construction Manager	2016-2017
Stewart Middle School Renovation, Tacoma Public Schools	$44.5M	GC/CM	Project Manager/ Construction Manager	2015-2017
McCarver Elementary School, Tacoma Public Schools	$23.5M	GC/CM	Project Manager/ Construction Manager	2014-2016

Joe Missel – Assistant PM/CM (Parametrix)

Joe is a Senior Project Manager/Construction Manager with Parametrix. A licensed architect, he has over 33 years of experience in the design and construction industry. Joe is a skilled facilities program/ project and design and construction manager with experience in the design and construction industries. He has been responsible for the complete development, scheduling, estimating, and management of up to 6 concurrent projects with costs ranging from $500,000 to $75M. Joe's experience encompasses a variety of project types including educational facilities; commercial office, retail, and industrial developments; maintenance; as well as utility and infrastructure for private and public clients. He has led significant projects as the architectural project manager, as well as general construction efforts as a senior PM. Joe is sensitive to the client's perspective and strives to assist his clients in recognizing their goals, while providing a functional and financially responsible facility that will represent the owner's character in the community.

Project	Project Value	Delivery Method	Role	Timeframe
North Thurston High School – Phases 1-3, North Thurston School District	$56.5M	D/B/B	Project Manager/ Construction Manager	2015-2019
Tumwater Middle School, Tumwater School District	$23.2M	D/B/B	PIC/Project Manager	2015-2017
George W Bush Middle School, Tumwater School District	$24M	D/B/B	PIC/Project Manager	2015-2017

Dan Cody – GC/CM Procurement Manager & Assistant PM/CM (Parametrix):

Dan is a Senior Project Manager/Construction Manager with Parametrix. A licensed architect, he has over 32 years of experience in the design and construction industry and has developed the ability to manage all phases of projects from programming through construction closeout. Dan has been heavily involved in design, production and construction administration for a large number and variety of educational, institutional, and commercial projects. Dan's expertise includes programming, budget analysis, space planning/design, project team coordination, quality control review, production and construction administration. He has extensive experience in the educational, commercial and public sector markets, providing design and construction services on projects throughout western Washington.

Dan successfully completed the AGC GC/CM training seminar in January 2016. Since that time, he has been closely involved in the GC/CM procurement process for more than 24 projects, totaling nearly $1.5B in total project value, that will/are being delivered using the GC/CM delivery method. Dan is a proponent of the GC/CM delivery method and believes that it will soon become the preferred delivery method used by public agencies for projects that pose interesting challenges and opportunities. The table below identifies some of Dan's most recent GC/CM project experience.

Project	Project Value	Delivery Method	Role	Timeframe
Columbia River High School Mod/Add, Vancouver Public Schools	$21.4 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018
Downtown Elementary School, Vancouver Public Schools	$39.5 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018
Three Elementary School Replacement Program, Auburn School District	$157.7 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018 - present
Chelan County PUD – RI & RR Dam Support Facilities	$70M	GC/CM	GC/CM Procurement	2017
Grant Elementary School, Tacoma Public Schools	$34.9 M	GC/CM	GC/CM Procurement	2017
Birney Elementary School, Tacoma Public Schools	$39.15 M	GC/CM	GC/CM Procurement	2017
Mann Middle School Replacement, Clover Park School District	$68 M	GC/CM	GC/CM Procurement	2017
Four Elementary School Replacement Program, Auburn School District	$208.0 M	GC/CM	GC/CM Procurement	2017-present

Graehm Wallace – District Legal Counsel (Perkins Coie):

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 Cities of Oak Harbor and Spokane; for the Chelan County PUD and Spokane Public Libraries; for Columbia County Health System, Grays Harbor Public Hospital District, and Lake Chelan Community Hospitals; and for the following School Districts: Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Edmonds, Evergreen, Federal Way, Ferndale, Fife, Kalama, Lake Stevens, Mead, Mount Vernon, Port Townsend, Puyallup, Seattle, Shoreline, Spokane, Tacoma, Tahoma, Vancouver, West Valley, and Yelm. Graehm has twenty-three 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 also provides 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.)*

  Refer to the experience charts above.

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

  Refer to the bios and experience charts above.

- 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.

  a. Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.

  b. Over the last few years, the number of GC/CM projects for SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-builder analysts.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

  a. The roles and responsibilities of Seattle Public Schools, the CPM Consultant (Parametrix), the Architect-Engineer (A/E) team, and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposal and other GC/CM contract documents. The SPS Sr. PM and CPM Consultant will monitor the various activities and the deliverables established in the matrix and keep the appropriate parties on task for their respective work throughout the life of the project.

  b. Weekly coordination meetings with the SPS Sr. PM, CPM Consultant, A/E team, and GC/CM will be conducted and timely meeting minutes that assign action items will be published throughout the life of the project. The purpose of the meeting will be to ensure adherence to the established scope, budget and schedule and also resolve any issues bought up by any party. These weekly meetings will be paramount in the management and control of the project.

  c. The District requires the CPM Consultant, A/E team and the GC/CM to use e-Builder construction management software to monitor, control and track the budget, schedule, changes, pay apps, RFIs, submittals, issues, etc. This software allows collaboration from any computer through a cloud-based system and allows easy tracking of issues, cost impacts, and also archives the information for easy retrieval. Team members are notified by the software when actions are needed. Management

reports which give current status on action items will be discussed at the weekly coordination meeting.

d. As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive schedule that will be reviewed at each weekly coordination meeting.

e. Construction cost estimates by the A/E team and the GC/CM are to be generated and reconciled at the end of each design phase and as otherwise deemed necessary.

f. In addition to what is required by the Washington Administrative Code, value engineering and constructability reviews will be ongoing and will also be an established agenda item in the weekly coordination meetings.

g. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the SPS Sr. PM, CPM Consultant, GC/CM and A/E team will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC.

h. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to reconfirm the MACC and the TCC.

i. SPS conducts monthly meetings with Seattle's Department of Construction and Inspection, Seattle City Light, The Department of Neighborhoods and Seattle Department of Transportation on all SPS projects in order to monitor the status of various approvals and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire department, code officials and other authorities having jurisdiction and allows SPS to alert officials on scheduling concerns.

j. Any changes to be charged to the contingency will be thoroughly reviewed by SPS Sr. PM, CPM Consultant, Architect and GC/GM as to the scope, schedule impact, and costs. All parties will sign off on changes prior to proceeding with the work.

k. Monthly, the Director of Capital Projects and Planning attends an Owner/Architect/Contractor (O/A/C) meeting with executives from the Architect and the GC/CM to review any issues that have arisen that are not easily resolved.

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

  The procurement process will build upon the experience and success that SPS and the alternative project delivery consultant (Parametrix) has had in GC/CM project delivery. Prior to beginning the formal solicitation and issuance of the RFP, we will conduct outreach to experienced, potential GC/CM firms in the area to notify them of the upcoming project and determine project interest.

  The RFP/RFFP process will be a 3·step process: qualifications, interview and final bid. The final bid requires GC/CM firms to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include SPS project managers, Architect and external representatives from either the BEX/BTA Oversight Committee, industry or both.

  GC/CM Request for Proposals will be advertised in early February 2020. By late March 2020, GC/CM proposals will be reviewed, a shortlist will be developed, interviews will be conducted, fee proposals will be received from selected firms, and a Pre-construction Services agreement will be negotiated. A GC/CM agreement for Pre-Construction services will be presented for approval to the school board approximately in May 2020. This will allow the GC/CM Contractor to join the project team prior to the end of Schematic Design and participate in the Schematic Design Cost Estimating and Value Analysis exercises.

- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.

  a. Through added language to AIA documents A 201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GG/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.

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

  c. SPS also employs a formal disputes resolution process, either a 3-person Disputes Review Board (DRB) or a 3rd-party neutral during the construction to attend OAC meetings on a periodic basis and to listen and informally provide comment on ownership of an issue. Formal hearings by a DRB or by a 3rd-party neutral can also be used if one of the contract parties' desires.

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

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

See Attachment B – Agency's Prior Construction History

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

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

  The A/E for this project has not yet been selected, so no design information exists. Refer to Attachment C for aerial of existing site.

- 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.*

  The A/E for this project has not yet been selected, so no design information exists.

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 a RFI. RFI response duration is noted in the project General Conditions for the construction contract.*
6. Change Order Processing - Some approved change orders contained no indication that additional time was considered for the contractor to perform the work. *Response - SPS will address time delay in all change orders and include a narrative in the record of negotiations with the contractor that the time delay was discussed and is either resolved or a 30-day period was reserved to allow contractor to determine the impact of the changed condition.*

c. Internal Audit of Genesee Hill ES Project Design Contract - issued 6-21-16

1. Late Redesign of Project Increased Costs- The district incurred additional costs due to the late redesign of the project. The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. *Response - During the design process, the Capital Projects Office learned that the project was over budget at the end of conceptual design. We agree that the project should not move forward without either reconciling to the project budget or seeking additional funds. Providing a Value Analysis Study at the conclusion of this phase to assist in this effort is a tool to assist in reconciling the project to the budget and may provide some value but does not alleviate the architect's contractual responsibility.*
2. Maximum Allowable Construction Cost Did Not Include Escalation - The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. *Response - Inflation is common on any multi-year project and needs to be*

considered when budgeting a project with funds allocated in the project budget to address this cost.

3. Stakeholder Roles Could Be More Clearly Defined - Project budget and other restrictions should be more clearly communicated to School Design Advisory Team (SDAT). *Response - Clear guidelines need to be provided to all committees working on a project so that they have a clear understanding of their role and responsibilities.*

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

10. Subcontractor Outreach

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

The District makes an effort to reach out to Women and Minority Business Enterprise (WMBE) firms by advertising our projects to Tabor 100, a local minority/small business association, as well as posting on the WA State's Office of Minority and Women's Business Enterprise (OMWBE) site. We have also in the past participated in reverse vendor trade shows with the City of Seattle to meet local small businesses and firms. The District is also implementing it's Strategic Plan and Board Policy 0030 (Ensuring Educational and Racial Equity) and highlighting related goals and procedures in its solicitations for consultants, architects and contractors.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

If the PRC approves your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include, but is not limited to, a construction management and contracting plan, final subcontracting plan, and/or a final TCC/MACC summary with subcontract awards, or similar.

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

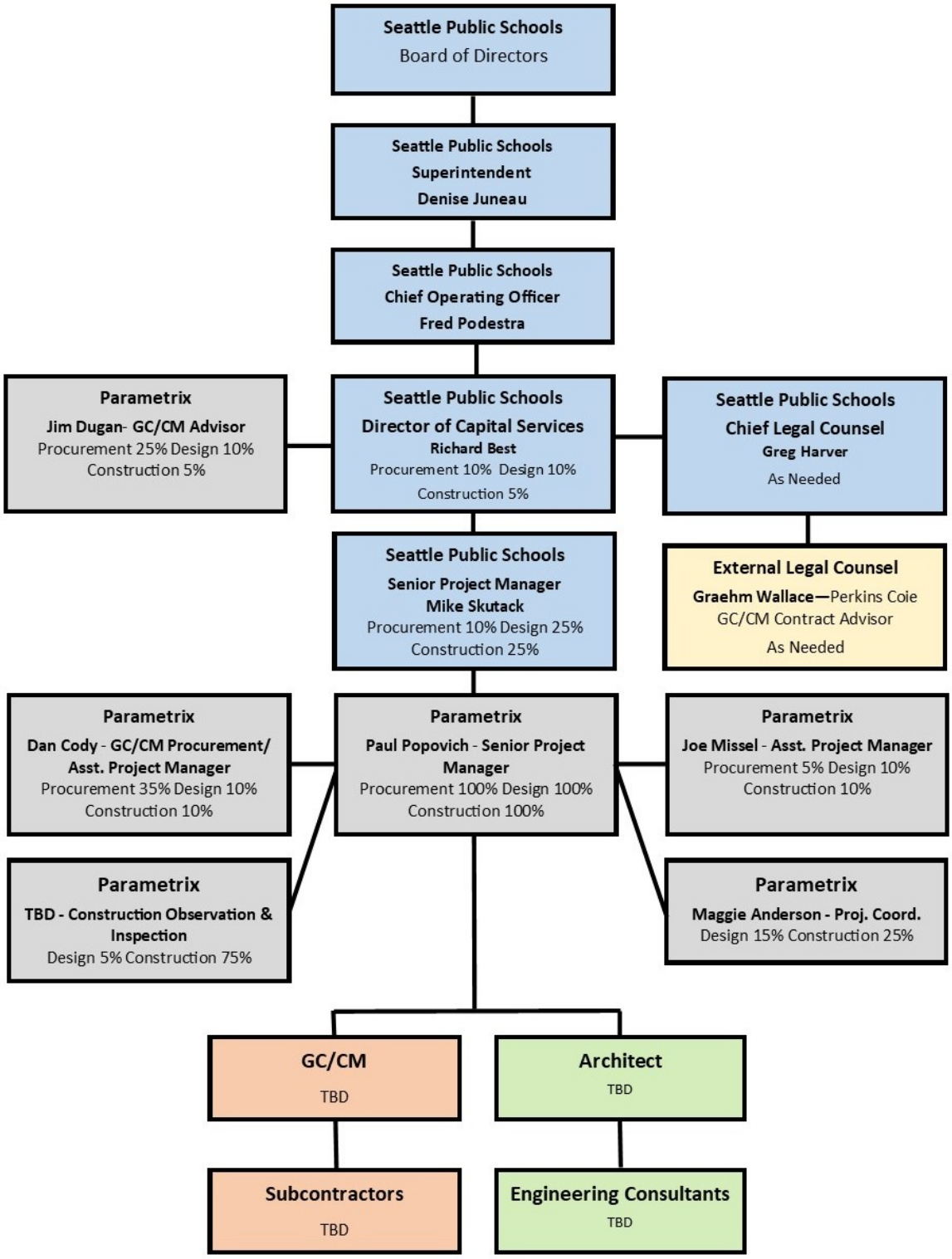
Signature: _____

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

Title: Director of Capital Projects for Portland

Date: 12/19/19

Attachment A – Project Organizational Chart



Rainier Beach High School

SEATTLE PUBLIC SCHOOLS
PROJECT ORGANIZATION CHART

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 Saftey / 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			

Attachment C– Existing Site Aerial View