

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

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

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

**1. Identification of Applicant**

(a) Legal name of Public Body (your organization): [Seattle School District No. 1](#)

(b) Address: [2445 3<sup>rd</sup> Ave South](#)  
[MS 22-332](#)  
[PO Box 34165](#)  
[Seattle WA. 98124](#)

(c) Contact Person Name: [Mr. Richard Best](#) Title: [Director, Capital Projects](#)

(d) Phone Number: [\(206\) 252-0647](#) E-mail: [rlbest@seattleschools.org](mailto:rlbest@seattleschools.org)

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

Please describe the project in no more than two short paragraphs.

[The Modernization and Addition at Webster Elementary School Project](#) located at 3014 NW 67<sup>th</sup> Street, Seattle, WA 98117. A project approved by the Seattle voters February 2016 as part of the Seattle Public Schools Building Technology and Academics/Athletics (BTA) IV Capital Levy to create more student capacity in the Ballard area utilizing an existing school which is currently leased out. (See Attachment A for additional description.)

**3. Projected Total Cost for the Project:      \$31.7 million**

**A. Project Budget**

	<b>\$ in Millions</b>
Costs for Professional Services (A/E, Legal etc.)	4.00
Estimated construction costs (includes CCA):	20.50
Equipment and furnishing costs	1.50
Off-site costs	.15
Contract administration costs (Owner, CM etc.)	.85
Contingencies (design & owner)	1.50
Other related project costs (permits, testing/inspection, environmental)	1.20
Sales Tax	<u>2.00</u>
<b>Total</b>	<b>\$ 31.70 Million</b>

**B. Funding Status**

Please describe the funding status for the whole project.

[The project is funded through the Seattle Public Schools \(SPS\) BTA IV Capital Levy. OSPI funding is not available because the property was previously surplus by the School District.](#)

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

Please provide:

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

<b>Task</b>	<b>Start</b>	<b>Completion</b>
Design Procurement (AE)	March 2016	July 2016
Programming	August 2016	October 2016
GCCM Procurement (3-step process: Qualifications, Interview and Sealed Bid/Fee)	September 2016	November 2016
Schematic Design	October 2016	March 2017
GCCM Pre-Construction	November 2016	August 2018
Design Development	March 2017	August 2017
Permitting - MUP	March 2017	July 2017
Construction Documents	August 2017	February 2018
Permitting - Construction	March 2018	August 2018
Bidding, Approval, Award	September 2018	December 2018
Hazmat/Demo Early Bid Package	December 2018	February 2019
Primary Construction	February 2019	June 2020
Owner Move-in / FFE	July 2020	September 2020
School Starts		September 2020

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

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  - a. Webster ES (both the original 1908 building and 1930 addition) has been designated a Historical Landmark which will require preservation and protection of exterior and interior features.
  - b. The 1908 building contains unreinforced masonry walls and so seismic improvements will most likely be required for that portion of the building.
  - c. Asbestos, lead paint, PCB lighting ballast and an abandoned underground fuel oil tank will require careful removal and disposal during the construction process. Early procurement of these activities by GC/CM may assist in reducing risk.
  - d. The existing building and limited amount of land surrounding the building creates a very tight site and will constrict the placement of the gym/covered play addition and reduce the amount of laydown and staging area available. A GC/CM can determine the means and methods necessary to construct the addition in

alternate locations and offer pros and cons which will allow informed decision making in the selection of the most suitable location.

- e. Webster ES tight urban site is flanked by a City Park and residential community and will require the contractor to continuously coordinate, outreach and monitor during construction.
  - f. The existing school site has retaining walls on two sides and the only on-grade street access is shared by the City Park which will remain in operation while the work is being completed.
  - g. The existing site and surrounding sidewalk areas have existing large trees that will also restrict placement of the addition, laydown and staging areas, and make it difficult to move around the site.
  - h. Extensive City of Seattle permitting process for both Master Use Permit and Building Permit.
  - i. Potential volatile escalation period over the next several years with a shortage of construction labor.
- **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?**
    - a. The building will be occupied by the Museum during design but not during construction. Any investigations, assessments or destructive testing of the existing facility during the design stage must be done in such a manner as to not disrupt operations of the Museum.
    - b. During construction, the adjacent City Park will continue to operate and share the only site access.
  - **If involvement of the GC/CM is critical during the design phase, why is this involvement critical?**
    - a. Early involvement allows better familiarity with the site/building to help reduce the risk of unforeseen conditions and missing scope especially for project which is a modernization of an existing historical building.
    - b. Early involvement and planning allows earlier and more thorough constructability reviews that often leads to more efficient and less costly ways to complete the work.
    - c. Early involvement gives the GC/CM an early 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 elevating or fixed, etc. All items that can affect the cost of the work.
    - d. There are no as-built drawings available so the GC/CM can check dimensions and ensure fit of various systems in an existing historical building. 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.
    - f. With such a tight site, the construction work will need to be accomplished in a well-orchestrated manner and early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, better scheduling, and more favorable pricing.

- If the project encompasses a complex or technical work environment, what is this environment?
  - a. Transforming an existing historic building into a modern, safe, and healthy school which meets current educational specifications creates a complex and technical work environment for all team members.
  - b. All the major utility systems will need replacement and phasing this work so that it does not impact the other construction activities. Many subcontractors will need power or water in order to perform their scope and phases will need to be planned to accommodate utility requirements during construction.
  - c. Seismic upgrades usually involve large amounts of concrete and transporting and installing this bulky, wet, and heavy material within the building to create interior shear walls will be complex and need technical skills to ensure efficient processes.
  - d. Two sides of the building are not on grade with the roads and there are many large trees along the streets so 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. The original 1908 Webster Elementary School was designed by Frederick Sexton as a 12 room school house and the 1930 addition was designed by Floyd Naramore and both are considered to be an outstanding work of the designer.
  - b. Landmarked areas to be preserved include: the site, the exteriors, the 1930 meeting room/auditorium, the 1930 library, and the halls and stairs for the first and second floors in the 1908 building.
  - c. Since the halls and stairs for the first and second floor are to be preserved, specialized work must be done to move materials and equipment between the floors so wooden floors, treads, and banisters are not damaged.
  - d. Specialized seismic modernization may require creative solutions in which a GC/CM would provide guidance in determining less intrusive systems and sequencing.
  - e. Most likely the exterior existing masonry will need to be re-pointed and windows repaired or replaced, these take specialized subcontractors to perform.
  - f. GC/CM can also provide assistance and cost analysis on EUI (Energy Use Intensity) of proposed systems to lower future operational costs since the MEP systems will need to be replaced.
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

N/A.

## 6. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit;
  - 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 with historic renovations, structural and seismic improvements to existing buildings, past experience working with the City of Seattle, experience coordinating work on a tight urban site, success with maintaining good neighborhood relations on past projects, and experience

working on SPS projects in order to ensure systems installed are economical to operate, easy to maintain, and fully commissioned.

- b. Through pre-construction the GC/CM will understand the work long before bidding reducing possible errors and/or omissions in the scope and help guide the designers on what may be most efficient constructability wise.
  - c. The GC/CM will participate in setting schedule and packaging the 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 if not low bid, thus carrying a higher likelihood of quality assurance, timely completion, and project safety which is a better value to SPS both in the short and long term.
- How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.
    - a. Constructability and error/omission issues are often not raised by the Contractor until after bidding.
    - b. Changes made during construction are costlier than changes made prior to bidding.
    - c. A historic renovation will likely have unforeseen conditions where a lump sum, low bid contractor will claim additional costs and potential schedule impacts while early investigation and planning with a GC/CM team can mitigate these events.
  - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

N/A

## 7. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
  - a. SPS has used GC/CM procurement on several projects as listed in Attachment C.
  - b. Within the organization the Director, three Senior Project Managers (PM), and 3 PMs, are very seasoned and have past experience in GC/CM procurement and construction methods.
  - c. The architect, TCF Architecture, has also participated on several GC/CM projects.
  - d. SPS utilizes an eleven-member Building Excellence Oversight Committee which meets monthly to review major issues and make recommendations to the District on such activities and decisions. 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 on this project.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.

**See Attachment B – Project Organization Chart**
- Staff short biographies (see below).
- Provide the **experience and role on previous GC/CM projects** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

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



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

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

<b>GC/CM Projects</b>	<b>Value (M for Millions)</b>	<b>Role / Tasks</b>	<b>Completion</b>
Wilson-Pacific ES/MS	\$116M	Asst. Superintendent	2017
Olympic Hills ES	42M	Asst. Superintendent	2017
Loyal Heights ES	37M	Asst. Superintendent	Aug. 2018
Lincoln HS	93M	Asst. Superintendent	Sept. 2019
Bagley ES	30M	Asst. Superintendent	Sept. 2020

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

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

<b>GC/CM Projects</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completion</b>
Wilson-Pacific ES/MS	\$116M	Director for Capital Projects	2017
Olympic Hills ES	42M	Director for Capital Projects	2017
Loyal Heights ES	37M	Director for Capital Projects	Aug. 2018
Lincoln HS	93M	Director for Capital Projects	Sept. 2019
Bagley ES	30M	Director for Capital Projects	Sept. 2020

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

Registered Washington State architect with 29 years of extensive experience working in architecture, project management and construction. In depth understanding and experience in the entire building design and construction process – from initial concept to commissioning and occupancy. Unique perspective having worked as an owner's representative as well as a project manager and architect within an architectural firm. Managed design, bidding construction and commissioning of large institution and industrial facilities. Responsibilities included selection and management of design teams, general contractors and other consultants; coordinated with utilities and municipalities; facilitation of program and design development with educators; administration of the public bid process as well as budget management.

GC/CM	Value	Role / Tasks	Completion
Woodinville High School	\$50M	Design Project Manager	2012
Wilson-Pacific ES/MS	116M	Sr. Project Manager	2017
Loyal Heights ES	37M	Sr. Project Manager	Aug. 2018
Bagley ES	30M	Sr. Project Manager	Sept. 2020

**Graehm Wallace, Perkins-Coie (Legal Consultant):**

Partner with the firm's Litigation practice and has over 19 years of experience working in all areas of construction transactions, counseling, and litigation. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Mr. Wallace has represented scores of Washington school districts and other Washington public entities in drafting and negotiating GC/CM contracts under RCW 39.10.

**Connie Myers, SPS Project Manager:**

Over 30 years of construction related experience with a Bachelor & Master's Degree in Civil Engineering from the University of Washington. Ms. Myers brings a unique perspective to construction contract management since she has worked as an owner's representative/resident officer in charge of construction as a Civil Engineer Corps officer with the US Navy, construction engineer/administrator for a large architectural firm, and a senior project manager for a General Contractor. She most recently served as the Capital Projects Manager for Berkeley County School District executing a \$198 million bond program where the 9 major projects were executed using the Integrated Project Delivery System which is similar to the GC/CM process. She has also recently completed the GC/CM Seminar conducted by the AGC in Seattle, WA on June 13-14, 2016.

Projects (last 6 years)	Value	Role / Tasks	Completion
Langford ES (CM – Multi-Prime)	\$18M	Construction Manager for Architect	2010
North Augusta MS Addition (DBB)	10M	Construction Manager for Architect	2011
City of Columbia Parking Garage (DBB)	11M	Construction Manager for Architect	2012
Catawba Trails ES (CM Multi-Prime)	20M	Construction Manager for Architect	2011
Cane Bay MS (DBB)	21M	Capital Projects Manager for Berkeley County School District (BCSD)	Jul. 2012
Nexton ES * (IPD)	25M	Capital Projects Manager for BCSD	Aug. 2014
Cross HS Addition and Renovations* (IPD)	5M	Capital Projects Manager for BCSD	Aug. 2015
Stratford HS Addition * (IPD)	10M	Capital Projects Manager for BCSD	Aug. 2015
Marrington MS Auditorium Addition* (IPD)	5M	Capital Projects Manager for BCSD	Jan. 2016

Goose Creek HS Addition and Renovation Phase 1 & 2* (IPD)	33M	Capital Projects Manager for BCSD	Mar. 2016
Philip Simmons ES &MS* (IPD)	45M	Capital Projects Manager for BCSD	Aug. 2016
Philip Simmons HS* (IPD)	84M	Capital Projects Manager for BCSD	Jun. 2017

\* = Integrated Project Delivery (similar to GC/CM): Projects located in SC.

**Brian D. Fitzgerald, AIA, TCF Architecture Principal in Charge / Educational Planner:**

Brian has practiced Architecture for over 37 years specializing in K-12 facility design, with services provided to twenty area school districts. Brian demonstrates unique skill in assessing the feasibility of projects of varying scopes and scale, and planning logical approach to suit challenging parameters, including both new schools and historic preservation projects. A broad-scale thinker, Brian excels in leadership of planning processes and collaboration with diverse stakeholder groups, and team members including the Owner, Consultants and GC/CM. For this project, he will lead the programming and planning process, collaborate with the Owner and GC/CM, and oversee the maintenance of the budget and schedule.

GC/CM Projects	Value	Role / Tasks	Completion
Browns Point ES Replacement-Tacoma School District	\$31M	Principal in Charge / Educational Planner	Aug. 2018
Lake Wilderness ES Replacement-Tahoma School District	43M	Principal in Charge / Educational Planner	Aug. 2017
Washington ES-Wenatchee School District	36M	Principal in Charge / Educational Planner	2016
Olympia Regional Learning Academy-Olympia School District	32M	Principal in Charge / Educational Planner	2015
Lincoln HS Modernization-Tacoma School District	75M	Principal in Charge (Teamed project with the DLR Group)	2007

**Brian Ho, AIA, TCF Architecture Project Manager / Lead Designer:**

Brian Ho specializes in managing the planning, design and construction of K-12 project, with a special focus on the design of elementary schools. Adept at balancing the many facets of planning through development of construction documents, Brian's style of communication invites collaboration and responsiveness from his teams and the GC/CM. His designs create sustainable, hardworking and flexible spaces that accommodate the variety in uses required by shared public facilities. As Project Manager/Lead Designer, Brian will create appropriate and well-resolved design approaches to this challenging historic facility, manage site assessment and planning, and oversee in-house production with the to meet the Seattle Public Schools overall schedule, budget and user group needs.

GC/CM Projects	Value	Role / Tasks	Completion
Browns Point ES Replacement-Tacoma School District	\$31M	Project Manager / Lead Designer	Aug. 2018
Lake Wilderness ES Replacement-Tahoma School District	43M	Project Manager / Lead Designer	Aug. 2017
Washington Elementary School-	36M	Lead Designer	Aug. 2016



Wenatchee School District		GC/CM Project	
Olympia Regional Learning Academy Olympia School District	32M	Project Manager / Lead Designer	2015

**Andrew Hickman, TCF Architecture, Team Leader:**

Andrew Hickman has served as Team Leader for TCF for over 22 years. He is highly experiencing in K-12 projects, with a special focus on complex modernization and addition projects. Andrew has significant experience with projects in Seattle, including historically landmarked schools. Andrew will be the technical lead for TCF, and will be responsible to coordinate consulting team members, and oversee the in-house technical development of the project, and well a serve as Construction Administrator.

Projects	Value	Role / Tasks	Completion
Seattle World School at the TT Minor Facility Seattle School District	\$14M	Team Leader / Construction Administrator Design-Build-Build Project	Aug. 2016
NOVA High School at the Mann Facility (Landmarked School) Seattle School District	8M	Team Leader / Construction Administrator Design-Build-Build Project	2014
McMicken Heights ES Highline School District	25M	Team Leader Design-Build-Build Project	2011
Parkside ES Highline School District	35M	Team Leader Design-Build-Build Project	2010
Midway ES Highline School District	33M	Team Leader Design-Build-Build Project	2008

- **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, 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 SPS, 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 Sr. PM and PM will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on point for their respective work throughout the life of the project.
  - b. Weekly coordination meetings with the SPS PM, A/E team, and GC/CM will be conducted and timely meeting minutes that assigns 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 brought up by any party. These weekly meetings will be paramount in the management and control of the project.

- c. SPS requires the A/E team and the GC/CM to use e-builder software to monitor, control and track the budget, schedule, changes, pay apps, RFIs, submittals, issues, etc. This software system 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 reconciled at the end of each design phase.
- f. Value engineering and constructability review 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 GC/CM, SPS PM 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 re-confirm the MACC and the TCC.
- i. SPS conducts monthly meetings with Seattle's Department of Construction and Inspection 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 and code officials and allows SPS to alert officials on scheduling concerns.
- j. Any changes to be charged to the contingency will be thoroughly reviewed by SPS PM, Architect and GC/CM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work.
- **A brief description of your planned GC/CM procurement process.**
  - a. As shown in Attachment C, SPS has successfully procured GC/CM firms for several past projects.
  - b. The procurement plan will be to publicly advertise the solicitation and also contact GC/CM firms and other parties who qualify, based on District ties in the marketplace.
  - c. The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The final bid requires GC/CMs 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, legal counsel and external representatives from either the BEX Oversight Committee, industry or both.
- **Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.**
  - 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 GC/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 Facilities, 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 weekly 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 the 3rd-party neutral can also be used if one of the contract parties’ desires.

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

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

**See Attachment C – Agency’s Prior Construction History**

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

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

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

**See Attachment D, which illustrates the existing building, site, and adjacent Park.**

- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

**The existing building will not be occupied only the adjacent park that shares the compact site and vehicle access point.**

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

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

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 the fourth cycle. SPS recognizes its responsibility to serve as responsible stewards of public funds, in particular 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. The State Auditor’s Office (SAO) performed an audit which focused on 7 construction projects (Roosevelt HS, Cleveland HS, Garfield HS, South Lake HS, Hamilton International MS, Nathan Hale MS, Denny/Chief Sealth HS) and 15 contracts from July 1, 2005 to June 30, 2008 and the SAO Report No. 1004710 was published on February 1, 2011. Two issues were found: 1) “Overall, Seattle Public Schools adopted

appropriate construction management practices that addressed most leading best practices, but it could make improvements in several areas”; and 2) “The District did not consistently follow its established policies and procedure and best practices on the projects and contracts we reviewed”. On January 25, 2010, the Superintendent’s letter to the auditor addressed the two issues. The letter indicated that “the District has undertaken vigorous, ongoing efforts to upgrade its practices, both as part of its general practices and in specific response to the audit”. Some upgrades to the practices included: September 2008 school board approved revisions to contracting policies; 2009 District conducted training of all staff and construction managers on the audit findings and procedures; 2010 the District prepared a construction procedures manual, July 2010 the District conducted training for all Building Excellence staff, accounting, contracting and construction manager staff on the construction procedures manual, Dec. 2010 the Superintendent adopted additional revisions to the 2008 contracting policies, and more training occurred on a yearly basis starting in 2011.

- b. 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.
- c. 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 Planning and Development 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.*
- d. 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.



## Caution to Applicants

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

### Signature of Authorized Representative

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

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

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

Signature:  \_\_\_\_\_

Name: (please print): Richard Best

Title: Director, Capital Projects

Date: August 31, 2016

- Attachment A – Complete Description of Project
- Attachment B - Project Organization Chart
- Attachment C – Agency's Prior Constructing History
- Attachment D – Plan of Existing Building, Site and Adjacent Park and Neighborhood
- Attachment E – (not used) Plans of Areas to be Occupied During Construction

## Attachment A –Complete Description of Project

Modernization and Addition at Webster Elementary School Project. The original school was built in 1908 and consists of two stories on top of a full daylight basement. In 1930, an L-shape addition was built on the north and east sides increasing the building size to approximately 49,770 square feet of total space. Since 1980, the building has been leased to the delightful Nordic Heritage Museum where modifications were completed to house the various displays and artifacts. The Museum just recently held a ground-breaking ceremony for their new facility located closer to downtown Ballard and will vacate Webster Elementary School in early 2018. Webster Elementary School building was Landmarked by the City of Seattle in 2015 and features to be preserved include the “exteriors of the 1908 building and 1930 addition, the 1930 meeting room/auditorium, the 1930 library reading rooms; and the halls and stair of the first and second floors in the 1908 building.” The Seattle Public Schools (SPS) has not conducted a condition assessment of the building and little maintenance or repair has been completed over the time the building has been leased.

The project includes modernization to meet current codes, reconfiguration to meet SPS's elementary education specifications, an addition of approximately 7,727 square foot for a gym/covered play area, and removal of hazardous materials. The completed project should provide a capacity of approximately 450 students and have an overall square footage of approximately 57,497. The heavily landscaped grounds surrounding the school is approximately 67,500 square feet or 1.5 acres and measures approximately 357 overall east-west and approximately 200 feet north-south. The site is graded flat, with the southern edge raised approximately 6 feet above the right of way by a concrete retaining wall which continues along the eastern edge tapering off to street grade at the site's northeastern corner. Site improvements will be needed to accommodate buses, parent drop off and some parking. Adjacent to the site is a City Park which will remain in operation while the school construction is ongoing and shares the only on-grade site access driveway.



Original structure's front entry (1908), southern façade (6' above NW 67th street)



1930 addition eastern façade & retaining wall viewing northwest along 30<sup>th</sup> Ave NW.



Western façade, current entrance (on grade with NW 68<sup>th</sup> street but 6' above NW 67<sup>th</sup> Street)



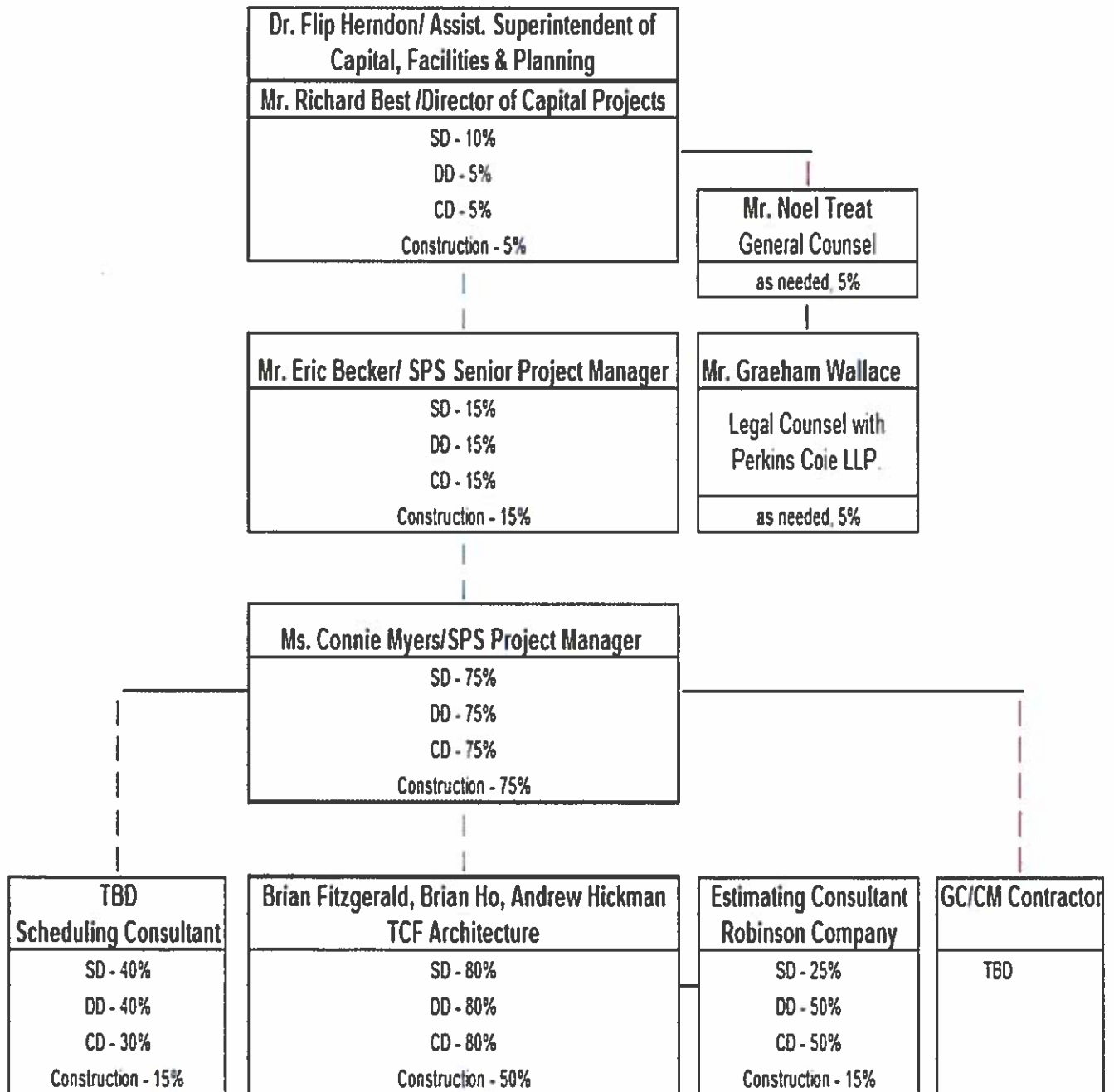
Original 1908 entry hall corridor (Landmarked)



Auditorium, 1930 addition (Landmarked)

# Modernization and Addition at Webster Elementary School

## Project Organization Chart Seattle Public Schools (SPS)





Attachment C – Agency’s Prior Constructing History

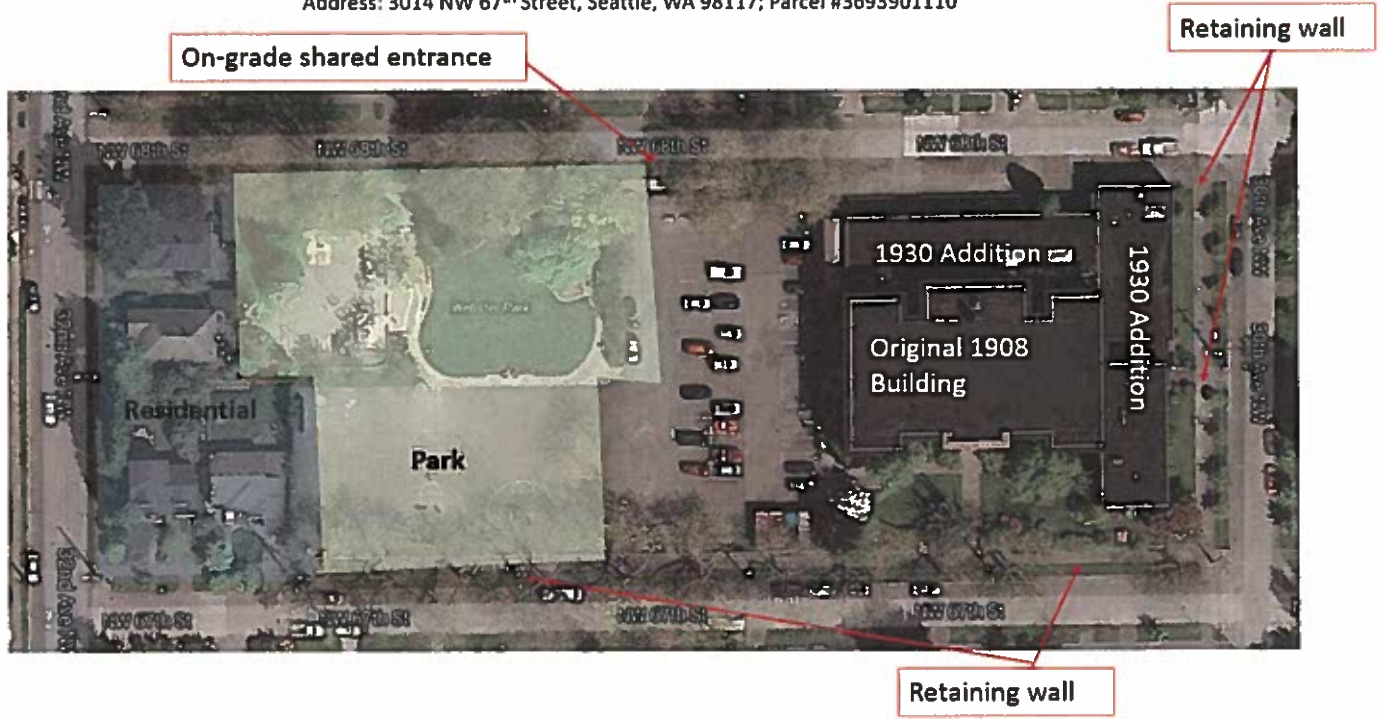
SEATTLE PUBLIC SCHOOLS - CONSTRUCTION HISTORY (MAJOR CAPITAL PROJECTS) LAST 10 YEARS

Project	Scope	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
Webster Elementary School	Historic Renovation / Addition	GC/CM	11/2018	6/2020			\$31.7 M		In Pre-Design
Wing Luke ES	Replacement/New Building	DBB	11/2018	6/2020			\$43.2 M		In Pre-Design
Bagley Elementary School	Historic Renovation / Addition	GC/CM	11/2017	6/2020			\$30.4 M		In Pre-Design
Lincoln High School	Historic Renovation / Addition	GC/CM	11/2017	6/2020			\$92.8 M		In Pre-Design
Queen Anne Elementary School	Modernization/Addition	DBB	4/2018	6/2019			\$13.3 M		Design in progress
Loyal Heights Elementary School	Historic Renovation / Addition	GC/CM	10/2016	6/2018			\$43.9 M		Design in progress
Magnolia Elementary School	Modernization/Addition	DBB	11/2016	6/2018			\$25.8 M		Design in progress
Meany ES	Modernization	DBB	6/2016	6/2017	6/2016		\$22.6 M		Design in progress
Olympic Hills Elementary School	New Building	GC/CM	12/2015	6/2017	12/2015		\$42.0 M		Construction in progress
Wilson Pacific ES/MS	New Buildings (ES & MS)	GC/CM	6/2015	6/2017	6/2015		\$116.3 M		Construction in progress
Genesee Hills Elementary School	New Building	DBB	4/2014	6/2016	4/2014	7/2016	\$38.9 M		Occupancy received July 2016
Airbor Heights ES	New Building	DBB	9/2014	5/2016	9/2014	pending	\$32.6 M		to open in September 2016
Seattle World School at TT Minor	Modernization/Addition	DBB	8/2015	6/2016	7/2016	pending	\$13.3 M		to open in September 2016
Hazel Wolf at Pinehurst K-8	New Building	DBB	4/2015	6/2016	5/2015	pending	\$39.2 M		to open in September 2016
Thornton Creek ES	New Building	DBB	4/2015	5/2016	5/2015	pending	\$42.8 M		to open in September 2016
Jane Addams MS	Multi-Year Modernization	DBB	9/2014	9/2020	9/2014	pending	\$11.4 M		to open in September 2016
Cedar Park ES	Renovations/Portables	DBB	7/2014	9/2015	7/2014	9/2015	\$40.7 M	\$40.7 M	Olympic Hills Moved in 9/2015
Fairmount Park ES	Modernization	DBB	8/2013	7/2014	5/2013	7/2014	\$11.0 M	\$13.8 M	Owner Revisions & unforeseen CO
Mann-NDVA High School	Modernization/Addition	DBB	10/2013	8/2014	11/2013	3/2015	\$8.0 M	\$9.3 M	Project delays
Denny Middle School / Chief Sealth; Facility	Sealth HS Modernization / New Denny MS	GC/CM	2008	2011	2008	2011	\$134.5 M	\$144.4 M	Added scope / Agency issues
Denny Middle School / Chief Sealth; Fields	Community / Sealth Athletic Fields	GC/CM	2011	2011	2011	2011	\$3.2 M	\$2.7 M	Project savings
Hamilton Middle School	Complete Historic Renovation	DBB	2008	2010	2008	2010	\$79 M	\$64.4 M	Project savings
Ingraham High School	New Building Addition	DBB	2008	2011	2008	2012	\$23.6 M	\$22.8 M	Project savings
Nathan Hale High School	Modernization / Library / Major Modernization	DBB / GC/CM	2009	2011	2009	2011	\$83.7 M	\$84.5 M	Owner Revisions
South Shore School - New K-8	New 130,000 SF K-8	DBB	2008	2009	2008	2009	\$69.6 M	\$63.5 M	Project savings
South Lake	New Building	DBB	2007	2008	2007	2008	\$13.5 M	\$13.6 M	In budget
Garfield High School	Complete Historic Renovation	GC/CM	2006	2008	2006	2008	\$78.7 M	\$112.7 M	Hyper-escalation & Claim
Cleveland High School	Complete Historic Renovation	GC/CM	2005	2007	2005	2007	\$60.3 M	\$67.6 M	Encountered unforeseen condition (bedrock) & Hyper-escalation
Roosevelt High School	Complete Historic Renovation	GC/CM	2004	2006	2004	2006	\$84.6 M	\$93.7 M	Hyper-escalation

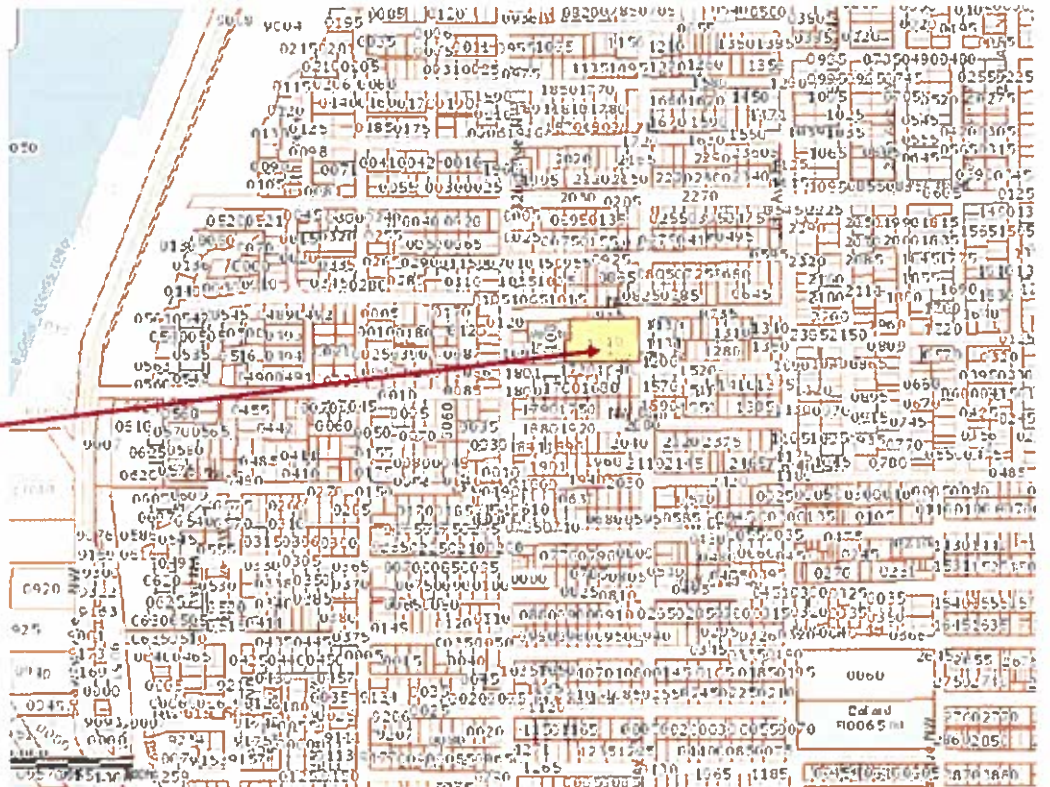


# Modernization and Addition at Webster Elementary School Project

Address: 3014 NW 67<sup>th</sup> Street, Seattle, WA 98117; Parcel #3693901110



Project Site in the middle of a residential neighborhood.







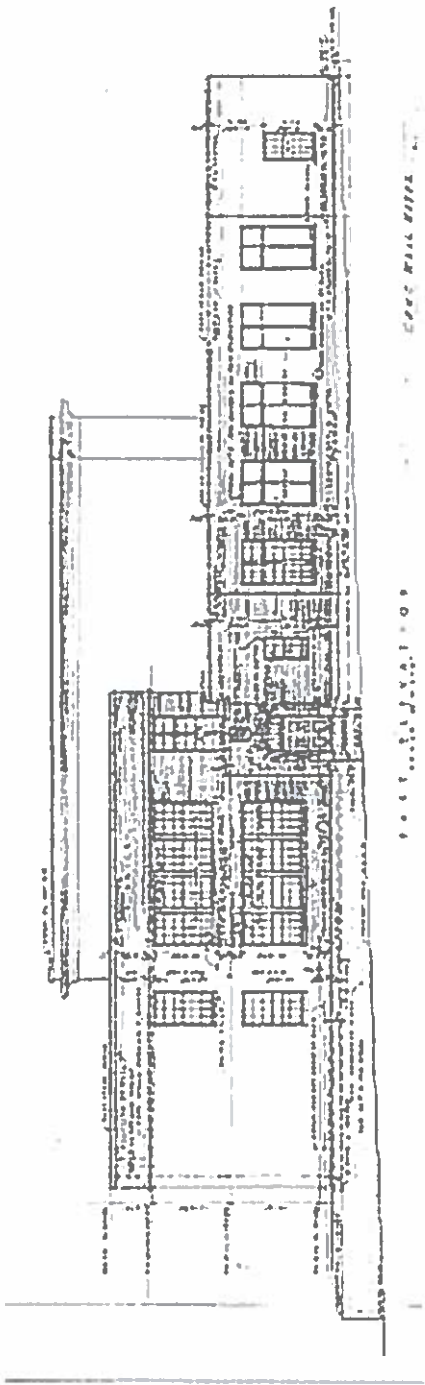


**Webster Elementary School**  
**Option A**  
**LEVEL 2**



*Note: Background is Level 2 plan, background of Level 3 not available*

**Webster Elementary School**  
**Option A**  
**LEVEL 3**



100' 0" x 100' 0" 100' 0" x 100' 0" 100' 0" x 100' 0"

