



Board of Directors
Deborah Ehrlichman
Mike Jacobs
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Rebecca L. Miner
Superintendent
Secretary to the Board

May 23, 2017

Project Review Committee
Capital Projects Advisory Review Board
Washington State Department of Enterprise Services

Dear members of the committee,

Thank you for your questions of May 16, 2017 regarding Shoreline Public Schools' application for GC/CM authorization for the Early Learning Center (ELC) project, which is critical in addressing overcrowding of our schools.

Our team offers the following clarifications and additional information in response to your questions:

- 1. It appears that the District has already assumed that GC/CM will be used and is well underway with design and GC/CM selection processes prior to PRC Application and approval. Why is this application coming to the PRC so late in your project schedule?*

Originally, Shoreline Public Schools did not anticipate using the GC/CM process for this project. Following passage of the bond issue on February 14, 2017, our initial planning led us to realize that conventional DBB delivery of the project would result in substantial cost and schedule risk to our program. Input from the construction community and especially the design consultant we selected strongly recommended that we consider GC/CM. See the response to question #3 below for further information on the timing of our decision to pursue GC/CM.

The design effort started in early April, and we are still completing programming. We have accelerated the GC/CM selection process in order to be able to bring a GC/CM partner into the design by 30% design in compliance with RCW 39.10, early enough to have significant input on fundamental issues that will affect budget and schedule.

We have not assumed approval by the PRC, and have been forthright and transparent with all GC/CM candidates about the PRC application schedule. In consideration of the time and effort involved by the prospective GC/CM's prior to the PRC decision, we will not request final proposals from the finalists unless our application is approved by the PRC.

2. *Please clarify that this application is only for the Early Learning Center Project and not for the other projects referenced in the application.*

This is correct – we are only requesting authorization to proceed with the first project (the ELC) using GC/CM delivery.

3. *It appears that most or all of the scheduling issues identified in 5.B are due to time constraints that are self-imposed. Please explain what has caused the schedule to be so compressed.*

The time constraints were not self-imposed, but are due to enrollment growth exceeding forecasts and industry input that we reconsider our project delivery plans accordingly.

- A. Enrollment growth has used up most of the available K-6 capacity of the District's facilities; reasons include:

- Rising housing demand in Seattle has pushed growth to Shoreline
- The Legislature has passed additional mandates such as all day kindergarten and K-3 class size reduction that have increased classroom demand beyond capacity.
- The result is that elementary schools in the District are at between 92 and 110% capacity, with more students enrolling each year.

- B. The ELC program needs to be relocated to temporary 'swing' space offsite during construction; reasons include:

- The student population is very young (ages three to five) and could not be safely co-located on site with construction;
- The student population served by the ELC would be unacceptably impacted by construction

- C. The District had initially planned to build the project using Design Bid Build delivery, but following the passage of the bond in February we received input from the design and construction community suggesting we consider GC/CM. After further analysis, we determined that utilizing GC/CM would be beneficial, but in order to meet the requirements of RCW 39.10 we would need to accelerate the selection process.

4. *Please be prepared to explain why you consider this to be an occupied site during construction, as it appears on the site plan to be easily separated from the remaining site uses.*

This site includes three separate facilities: The ELC, Meridian Park Elementary, and Shorewood High School's varsity baseball and softball fields.

- Adjoining uses that will interact with the project:
- Meridian Park is Shoreline Public Schools' largest elementary school, and the campus is correspondingly busy throughout the school day and into the evening. Construction

will impact transportation and shared utilities, frontages and right of ways, and emergency services access.

- The baseball and softball fields are scheduled most days of the week during spring and summer. Construction will impact access and parking, frontages and right of ways, and emergency services access.
- Even with the most careful construction site isolation, the GC/CM will be working with access, utility, and emergency responder infrastructure shared between the construction site and the operating facilities. The facilities share common communication and water utility infrastructure as well.
- The City of Shoreline has indicated that site, stormwater, and frontage improvements are likely to be required throughout the site as a result of the ELC construction – close coordination with these operating facilities will be required throughout construction to protect public safety
- Additionally, the City will be undertaking significant street improvements on the primary arterial to the north of the site, and is in the planning phases of a significant renovation to the transfer station two blocks south.

5. *There are no GC/CM projects listed in Section 8, and only one GC/CM project listed under qualifications for District staff (Marla – Meadowdale Middle School) with no information on the success of that project. The Org chart shows only two Parametrix employees with partial commitment of time to this project. Please clarify how this approach satisfies RCW 39.10.350 1.e.*

Shoreline Public Schools' staff has a solid history of delivering complex educational and public facilities for more than twenty years. Results for completed projects include:

- Shorewood High School and Shorecrest High School were built simultaneously: \$180m initial budget, \$180 Million budget at completion; Shorewood HS planned finish September 2014, actual finish September 2014; Shorecrest HS planned finish February 2014, actual finish February 2014.
- Rose Hill Middle School: \$72 Million initial budget, \$70 Million budget at completion; planned finish September 2013, actual finish September 2013
- Meadowdale Middle School: \$50 Million initial budget, \$50 Million budget at completion; planned finish September 2011, actual finish September 2011
- Hamilton Middle School: \$68 Million initial budget, \$66 Million budget at completion; planned finish September 2010, actual finish September 2010

Deputy Superintendent (Marla Miller):

- 21 years' successful completion of 13 major school construction projects
- Responsible district official for GC/CM application, procurement, and construction of Meadowdale Middle School, Edmonds School District's first GC/CM project; Ed Peters and Debra Born, Project Managers, Integrus Architects, Skanska GC

Project Manager (Michael Romero):

- 12 years' school projects
- Completed AGC/UW GC/CM training
- Part of a program team delivering multiple simultaneous GC/CM projects for twelve years (Heery/Seattle, Heery/OAC/Lake Washington School District) – familiar with selection, preconstruction, and construction. Assisted with change management on multiple GC/CM projects.
- Will be devoting 75% of his time during design and preconstruction, 50% of his time during construction

Parametrix:

The time shown for Howard Hillinger and Anne Timmermans is an estimate based on the attached draft of roles and responsibilities. Parametrix is willing to increase time if needed, in particular if the GC/CM contractor who is selected needs additional assistance.

6. *Please clarify how much time David Mount, the Principal-in-Charge for Mahlum, plans to spend on the project.*

David's time will be approximately 20% throughout the project. Karen Wood will be the primary contact for day-to-day operations, dedicated up to 100% of her time.

Sincerely,



Marla Miller
Deputy Superintendent