

SEATTLE SCHOOL DISTRICT

- CLEVELAND HIGH SCHOOL ADA FIELD ACCESS POINT DESIGN-BUILD PROJECT

1. Who does the Design-Build team report to and how are decisions made?
 - a. It appears there is several layers of Seattle Public Schools' people and who will make decisions. If things keep needing to move up the ladder how long does it take?

Answer:

1. Definition of Responsibilities

- Paul Wight is the day-to-day decision-maker and focuses on making operational decisions, ensuring that projects are executed according to plan, and resolving issues that fall under his purview. His role will be critical in keeping projects on track and preventing delays.
- For cost issues to \$50K, Paul has authority to make quick decisions, ensuring smooth project flow without bottlenecking.
- The structured escalation process based on cost thresholds helps ensure that higher-level management is engaged when financial implications increase. It's essential that Paul is very familiar with the specific decision points and thresholds to ensure that issues are escalated at the appropriate time to avoid delays and inefficiencies.
- For issues over \$25K: Paul consults with Senior Project Manager Mike Skutack to ensure transparency and documentation for accountability.
- For issues between \$50K and \$75K: Senior Project Manager, Mike Skutack is provided a detailed explanation of the problem, cost impacts and alternative solutions and Mike must approve the way forward.
- For issues between \$75K and \$100K: Executive Director of Capital Projects and Facilities Operations is consulted and provided a detailed explanation of the problem, cost impacts and alternative solutions and must approve the way forward.
- For issues over \$100K: These are likely significant decisions. The involvement of the Superintendent means a final review, which can help prevent major missteps and also ensure that public trust and accountability are maintained for high-impact decisions.
- Seattle Public Schools' e-Builder software is an excellent tool to streamline this approval process. Paul leverages the system to manage decisions, track approvals, and maintain a centralized record of approvals for transparency and auditing.
- E-Builder routes approval processes efficiently, which reduces delays. Paul ensures that all decisions (even minor ones) are logged in e-Builder, so that when escalations occur, there is a documented trail of decisions made and steps taken.
- Using e-Builder for each level of approval ensures that communication is seamless across the teams and allows all relevant stakeholders to review and approve decisions. This minimizes the risk of miscommunication and missed approvals.
- Documentation is essential at every stage of this process, especially when escalating issues to higher levels. Since issues above \$50K require a supervisor's sign-off, and above \$100K require Superintendent approval, Paul ensures that each step in the escalation chain is documented, with full justifications, impact assessments, and expected outcomes to facilitate decision-making at higher levels.

CAPITAL PROJECTS ADVISORY REVIEW BOARD

PROJECT REVIEW COMMITTEE

QUESTIONS RE: PROJECT APPLICATION

Meeting Date: December 5, 2024

- Since each approval involves multiple levels of review, it's important for Paul to be proactive in managing timelines, ensuring that he submits any issues requiring escalated approval well in advance of any identified deadlines.
- Communication with stakeholders makes sure that Paul maintains constant communication with his superiors (Mike, Richard, Fred, and the Superintendent) about ongoing issues, especially when problems requiring potential escalation may arise. The goal is to make the process transparent and collaborative.

Conclusion

By having a structured, tiered approval process with the use of eBuilder software, Paul Wight can effectively manage day-to-day decisions while ensuring that financial accountability and transparency are maintained at all stages of the project. Regularly reviewing the process with Mike, Richard, Fred, and the Superintendent ensures that it remains efficient and well-executed, while still adhering to budget constraints and operational needs.