



# Eckstein Middle School

Project Review Committee Presentation

March 23, 2023



Seattle Public Schools

# Presentation Agenda

- Introduction of key team members
- Project overview
- GC/CM as appropriate method
- GC/CM Public benefit
- Alternative Subcontractor Glazier C/CM
- Glazier C/CM Public benefit
- Agency experience
- Team organizational chart and qualifications
- Summary
- Questions



# Key Team Members

## Seattle Public Schools

- Richard Best, Director of Capital Projects and Planning
  - 41 years of industry experience
- Tom Gut, Senior Project Manager
  - 30 years of industry experience,
- Mark Emelko, Project Manager
  - 30 years of industry experience

## Stemper AC: Architect

- Scott Stemper, Principal
  - 40 years of industry experience
- Marc Tegen, Project Architect
  - 19 years of industry experience



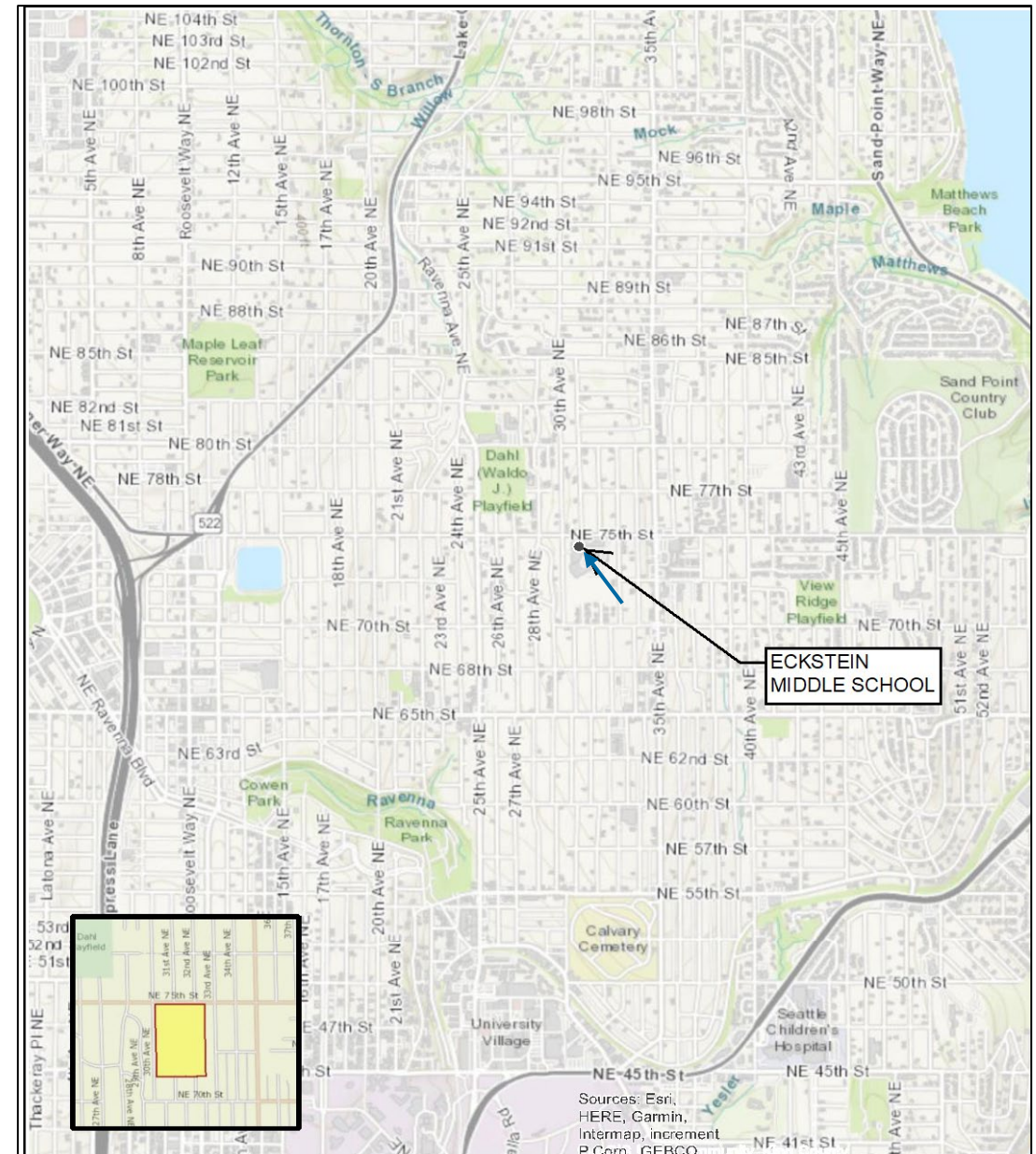
# Project Overview: Eckstein Middle School

- Replace all original windows and make related repairs to building designated as a landmark by the City of Seattle
  - Replacement of 797 original steel-framed windows with new thermally broken steel-frame windows
  - Replacement of approximately 3,300 broken glass blocks
  - Repairs to brick and glass block masonry mortar joints
  - Limited refurbishment of wood doors and frames
- Funding Source: Building Excellence V Capital Levy (BEX V), approved by Seattle voters in February 2019
- Total Project Cost: \$13M
- Construction Budget: \$10.1M (including construction contingencies)



# Project Overview: Vicinity Map

- Located in northeast Seattle
- Total site area: 13.9 acres
- Centered between Wedgwood and Ravenna neighborhoods to north and south
- Between Lake Washington and Interstate 5 to east and west

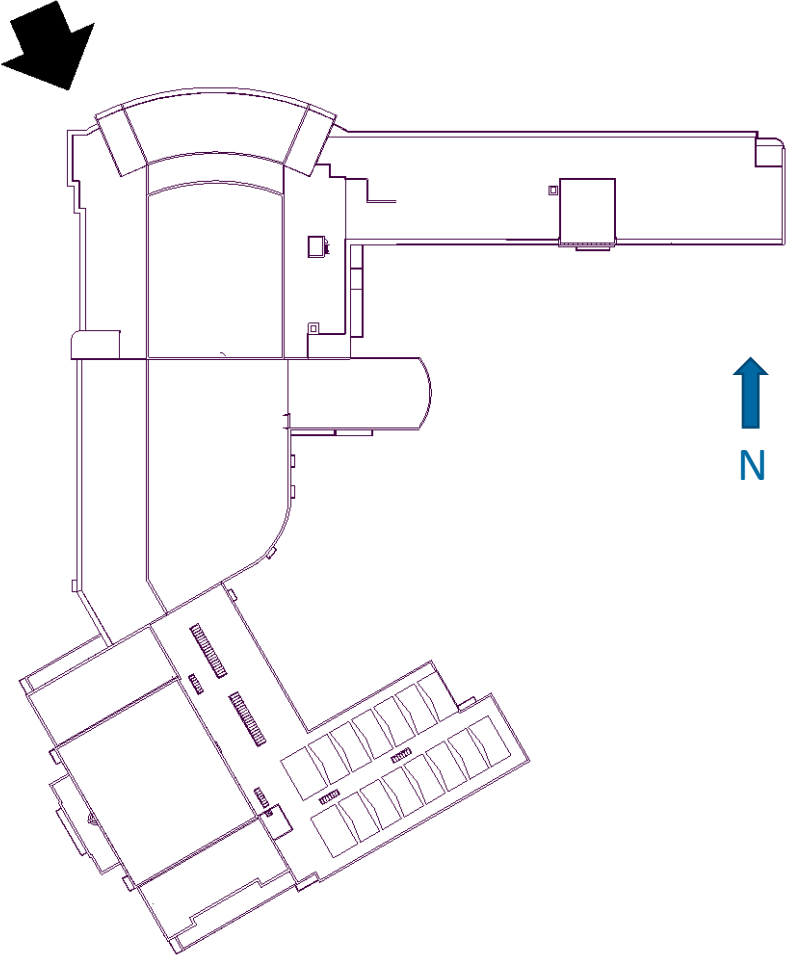


# Project Overview: Site

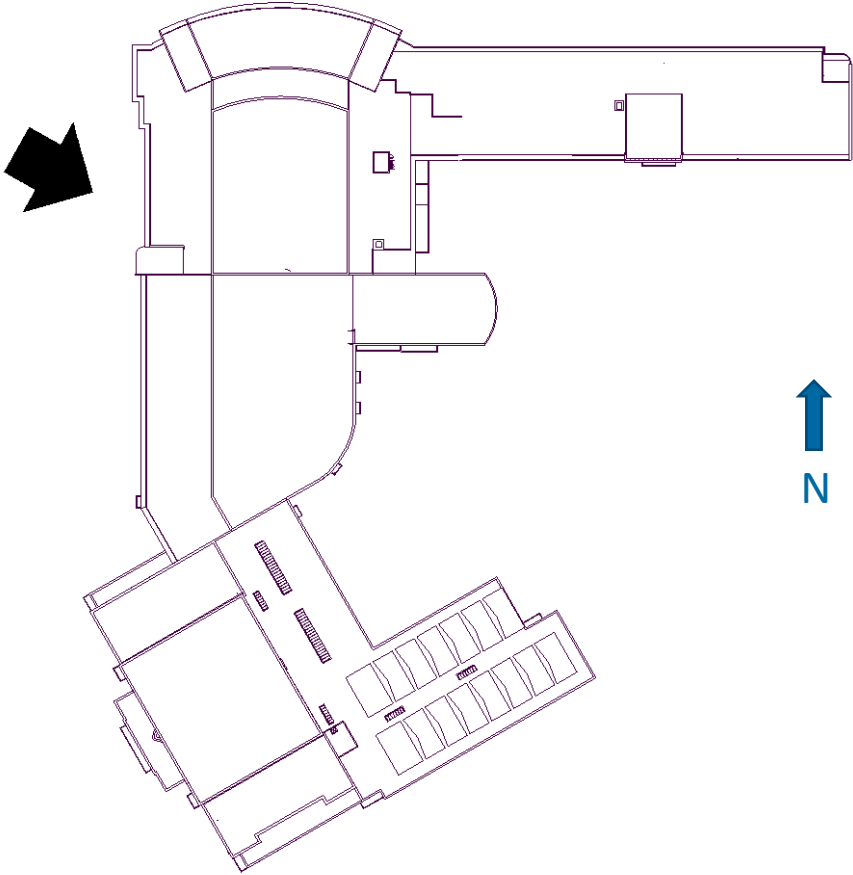
- Constrained urban area surrounded by primarily single-family residential properties
- Work will occur around the entire perimeter of the main school building
- Work must be done during summer break when school is not in session



# Project Overview: Existing Conditions



# Project Overview: Existing Conditions





# Project Overview: Preliminary Schedule

ECKSTEIN MIDDLE SCHOOL	2021				2022					2023					2024					2025																			
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
Design Procurement (AE)																																							
Schematic Design																																							
GC/CM Procurement																																							
GC/CM Preconstruction Services																																							
Design Development																																							
Construction Documents																																							
Building Permits																																							
Bidding, Approval, Award																																							
Construction																																							



# RCW 39.10 Alternative Project Works Criteria

At least one of the following:

- ✓ Involves complex scheduling, phasing, or coordination
- ✓ GC/CM during the design stage is critical to the project's success
- ✓ Complex or technical work environment
- (Heavy civil construction not applicable)



# GC/CM as Appropriate Delivery Method

- Historic landmarked designation of building including original steel-framed and glass block windows
  - Requires numerous mock-ups to ensure new steel windows meet requirements of Landmarks Certificate of Approval
  - Original glass block no longer available requiring salvage of existing block in obscured locations and replacement of those removed with new blocks approved by Landmarks Board
- Requires complex scheduling, sequencing, and coordination within tight timeframe with multiple crews and long lead times for material procurement
- Critical coordination with contractor needed to ensure adequate protection and preservation of landmarked building
- Current market conditions indicate labor and material shortages; bidders more reluctant to hard bid technically challenging projects with extremely tight schedules like this one



# Public Benefit: GC/CM

- GC/CM selection based on qualifications and relevant experience will be critical to success of project with site constraints, schedule requirements, and protection of the existing building
- GC/CM participation will improve familiarity with issues and reduce omissions, thus saving cost and improving quality
- GC/CM early design participation ensures collaboration with Landmarks Commission if issues arise with currently approved material availability
- GC/CM will verify dimensions and proper fit of existing openings for new windows during design phase allowing windows to be ordered prior to bidding subcontractor packages
- Top-tier contractors are more likely to compete for this project as a GC/CM, leading to likelihood of improved quality, timely completion, better sub coverage, and better safety
- Earlier cost information to better manage budget and prioritize needs
- Discuss how to position project for greater M/WBE participation



# Alternative Subcontractor: Glazier C/CM

- Early measurement of window opening dimensions for long lead time window frame order
- Confirmation of window opening conditions and waterproofing materials and methods during design
- Early GC/CM and Glazier C/CM sequencing and scheduling coordination



# Public Benefit: Glazier C/CM

- Selection based on qualifications and relevant experience will be critical to success of project with variety of unique window opening conditions and schedule requirements.
- Design participation will improve Glazier C/CM and EC/CM familiarity with issues and reduce errors or omissions, thus saving cost and improving quality.
- Top-tier contractors are more likely to compete for this project as a Glazier C/CM, leading to likelihood of improved quality, timely completion, better sub coverage, and better safety
- Earlier cost information to better manage budget and prioritize needs
- Discuss how to position project for greater M/WBE participation



# Agency Experience

## Major Capital Projects

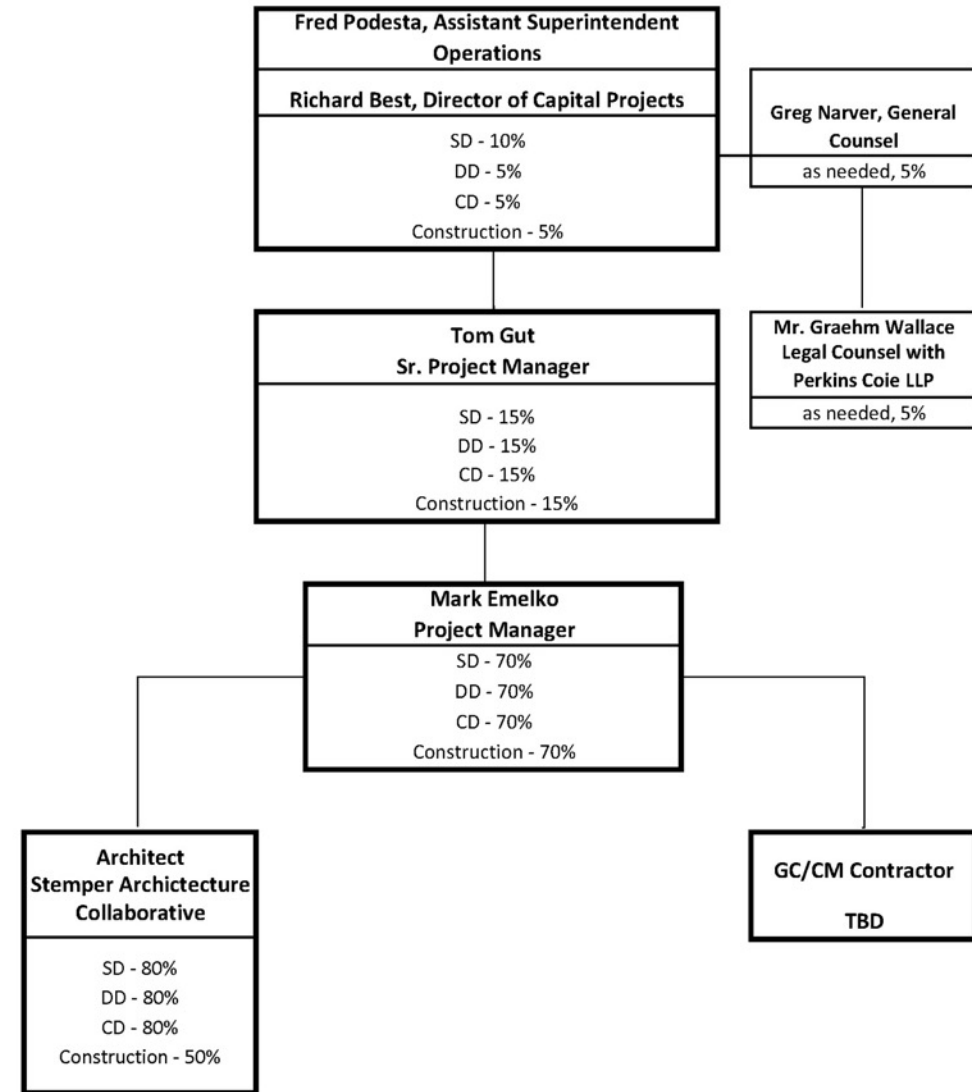
Project Name	Scale/Description	Delivery Method	Completion	Project Cost
Montlake Elementary School	Landmark Modernization & Addition	GC/CM	2025 (in Design)	\$65 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	\$92 M
Alki Elementary School	Replacement/New Building & Gym Modernization	GC/CM	2025 (in Design)	\$67 M
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Design)	\$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Const)	\$238 M
Van Asselt School	Landmark Modernization & Addition	GC/CM	2023 (in Const)	\$50 M
Northgate Elementary School	Replacement/New Building	GC/CM	2023 (in Const.)	\$90 M
Viewlands Elementary School	Replacement/New Building	DBB	2023 (in Const.)	\$88 M
Kimball Elementary School	Replacement/New Building	DBB	2023 (in Const.)	\$85 M
North Queen Anne Elementary	Landmark Modernization	DBB	2023 (in Const.)	
West Seattle Elementary School	Modernization & Addition	DBB	2023 (in Const.)	\$29 M
Lincoln High School phase II	Modernization	GC/CM	2023 (in Const.)	\$36 M
Wing Luke Elementary	New building	DBB	2021	\$48 M
Webster K-8 School	Landmark Modernization & Addition	GC/CM	2021	\$41 M
West Woodland Elementary School	Modernization & Addition	DBB	2021	\$22 M
Bagley Elementary School	Landmark Modernization & Addition	GC/CM	2020	\$41 M
Lincoln High School	Modernization	GC/CM	2019	\$101 M
Magnolia Elementary School Phase 1	Landmark Modernization & Addition	DBB	2019	\$40 M
Queen Anne Elementary School	Modernization & Addition	DBB	2019	\$19 M
Ingraham High School	Modernization & Addition	GC/CM	2019	\$41 M
E. C. Hughes Elementary School	Landmark Modernization & Addition	DBB	2018	\$14 M
Loyal Heights Elementary	Landmark Modernization & Addition	GC/CM	2018	\$47 M

## Major Capital Projects (continued)

Project Name	Scale/Description	Delivery Method	Completion	Project Cost
Cascadia Elementary & Robert Eagle Staff Middle Schools	Two New Schools	GC/CM	2017	\$122 M
Meany Middle School	Modernization & Addition	DBB	2017	\$30 M
Olympic Hills Elementary School	New Building	GC/CM	2017	\$45 M
Jane Addams Middle School	Modernization	DBB	2017	\$13 M
Genesee Hill Elementary School	New Building	DBB	2016	\$41 M
Thornton Creek Elementary School	New Building	DBB	2016	\$43 M
Arbor Heights Elementary School	New Building	DBB	2016	\$41 M
Hazel Wolf K-8 School	New Building	DBB	2016	\$40 M
Seattle World School @ T.T. Minor	Modernization	DBB	2016	\$20 M
Horace Mann School	Landmark Modernization & Addition	DBB	2015	\$13 M
Fairmount Park Elementary School	Modernization	DBB	2014	\$19 M
Denny Middle School/Chief Sealth High School, project III	Community/Sealth Athletic Fields	GC/CM	2011	\$5.9 M
Denny Middle School/Chief Sealth High School, projects I and II	Sealth 230K SF Modernization/Denny New Building	GC/CM	2010/2011	\$149 M
Nathan Hale High School Project II	Modernization & Addition	GC/CM	2011	\$72.8 M
Garfield High School	Landmark Modernization & Addition	GC/CM	2008	\$87.5 M
Cleveland High School	Landmark Modernization & Addition	GC/CM	2007	\$67 M
Roosevelt High School	Landmark Modernization & Addition	GC/CM	2006	\$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	\$10 M

# Project Team: Organizational Chart

**Project Organization Chart**  
Seattle Public Schools (SPS)





# Summary

- Project meets criteria for GC/CM & Alternative Subcontracting
- Project team has necessary qualifications
- GC/CM delivery provides a fiscal benefit for a window replacement project with multiple constraints on a designated landmark



# Previous Panel Question 1

Will you expedite hiring a Glazier contractor/Glazier manager to extend their involvement during pre-con beyond CDs?

*Yes. Seattle Public Schools (SPS) has approximately 40 landmarked school facilities. SPS experience working on landmarked buildings has brought to our attention the need to carefully review each window opening, identify the required scope of work and confirm window opening measurements so that an order can be accurately generated and placed with a window supplier and repairs efficiently made during the summer construction period (late June to late August). We will work with the General Contractor/Construction Manager (GC/CM) and Architect to select the Glazier Contractor/Construction Manager (Glazier) to successfully implement these activities. In addition, SPS has experienced significant supply chain interruption post COVID-19 pandemic and will need the Glazier to confirm the availability of the glazing films currently specified and previously approved by the Landmarks Board. If the Board approved films are not available in the quantities needed, the Glazier's industry knowledge and expertise would be valuable to quickly pivot to a different glazing film that meets Board approval and is feasible for the project.*



# Previous Panel Question 2

Please explain your expectations for the Glazier contractor/Glazier manager during pre-con.

*As noted in the response to question #1 above, one of the more notable and significant risks to completion of this project is the variability in window opening sizes and a thorough understanding as to the repairs required to the landmarked glass block openings. Due to the short summer construction periods, SPS believes we can minimize our risk both financially and from a schedule perspective by having the GC/CM and Glazier be active participants in the design phase and having their input prior to making any decisions relating to the window installation, project schedule and sequencing. Again, there are 797 windows that need to be replaced at Nathan Eckstein Middle School and having the Glazier understand the desired installation will create success for the project.*



# Previous Panel Question 3

In your description of organization controls part E, you reference estimate reconciliation at the end of each design phase which appears to be the old school way of alternative delivery. Doesn't that take away the advantage of using GC/CM which is supposed to be collaborative in nature?

*Due to the landmark status of the building we had to generate a design up to a point that could be reviewed and approved by the Landmarks Preservation Board. Since the project is currently mid-Schematic Design, we have a conceptual idea of the project costs. We desire to collaborate with the GC/CM and Glazier to receive their input on the current Landmark Preservation Board approved design and identify the scope of work that is tangential to the new steel windows that is not yet fully designed, i.e., what will the rough opening flashings products and methods be, as an example. Once we have more detailed cost information, we may have to make alterations to the Landmark Preservation Board approved scope of work. This is to say we will need the GC/CM and Glazier to maintain an updated cost estimate throughout the remainder of the design process along with established check points at each design phase.*



# Previous Panel Question 4

What are the other related project costs shown at \$85,000? There was no explanation.

*Other Costs include permits, builder's risk insurance, SPS Shops Work Orders, advertising, printing.*



# Questions



Seattle Public Schools