

Capital Projects and Planning
2815 East Garland Avenue
Spokane, WA 99207-5889

phone (509) 354-5775
fax (509) 354-7178
www.spokaneschools.org



April 15, 2023

Enterprise Services, Engineering & Architectural Services (via email – PRC@des.wa.gov)
PO Box 41476
Olympia, WA 98504-1476

Re: Spokane Public Schools – GC/CM Recertification of Public Body

Please find the enclosed application for recertification of Spokane Public Schools to utilize the GC/CM alternative project delivery method.

Spokane Public Schools has been at the forefront of GC/CM alternative delivery dating back to Rogers High School that began in 2004. In all, Spokane Public Schools has completed fourteen (14) GC/CM projects over the past 19 years with an additional three (3) in construction right now and one (1) in design. We have evaluated every project as a success for the District, school, community, contractor, and architect.

We are seeking recertification in order to continue the successful use of GC/CM in projects that meet not only the RCW criteria but our internal criteria as well. Spokane Public Schools appreciates your consideration of this application and looks forward to your review and response.

Sincerely,
SPOKANE PUBLIC SCHOOLS

A handwritten signature in blue ink, appearing to read "G Forsyth", is written over the printed name.

Gregory Forsyth
Director, Capital Projects and Planning

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

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

The PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

Identification of Applicant

- a) Legal name of Public Body (your organization): **Spokane Public Schools No. 81**
- b) Mailing Address: **2815 E. Garland Ave. , Spokane, WA 99207**
- c) Contact Person Name: **Gregory Forsyth** Title: **Director, Capital Projects and Planning**
- d) Phone Number: **509.354.5775** E-mail: **GregoryF@spokaneschools.org**
- e) Expiration Date of current Certification: **July 27, 2023** GC/CM _____ DB
- f) Type of Certification Being Sought: GC/CM _____ DB

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10

(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

Provide your agency's processes. If there have been any changes to your agency's processes since certification/recertification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

[See attached.](#)

2. Project Delivery Knowledge and Experience

(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project [*planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost*]. Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/recertification.
- (b) List lessons learned from your experience.

[See attached.](#)

3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii)) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification/recertification. Do not include outside consultants.

[See attached.](#)

4. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (3)(c)) Limit response to one page or less.

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification/recertification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

[See attached.](#)

5. Project Data Collection

Please provide a matrix listing all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body’s capital plan projected to start within the next three (3) years.

- Project Title
- Description of Project
- Agency’s Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Is the project complete *[Yes or No]*

[See attached.](#)

6. GC/CM Self Performance *(complete only if requesting GC/CM recertification)*

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. 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.

[See attached.](#)

7. Subcontractor Outreach

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


[See attached.](#)

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit information in a timely manner and understand that failure to do so may delay action on your application.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request for recertification, you also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

Signature:  _____

Name: *(please print)* **Gregory Forsyth**

Title: **Director, Capital Projects and Planning**

Date: _____

Item No. 1

**Experience and Qualifications for Determining Whether
Projects Are Appropriate for GC/CM and/or DB
Alternative Contracting Procedure(s) in RCW 39.10**

(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

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Process For Determination/Approval of Alternative Contracting Procedure

Spokane Public Schools has established a process to determine whether a project is appropriate for the General Contractor/Construction Manager (GC/CM) delivery method. This process utilizes all members of the Capital Projects staff along with the District's Associate Superintendent, and the Board of Directors.

The review of appropriate delivery methodology begins prior to the project design, where the Capital Projects staff come together to discuss the project and the challenges in which the project design and construction will face. This group reviews the project based on the various criteria (see updated "Project Delivery Method Checklist and Recommendation" form): Project size, school and community safety, schedule needs, construction access and staging along with the requirements of RCW 39.10.

Once a determination is made within the Capital Projects Department, the Capital Projects Director then takes this recommendation to the Chief Operations Officer where it is further vetted based upon their concerns of the project and ultimately confirmed or denied. The Director then recommends approval to the Board of Directors for utilizing the GC/CM delivery method.

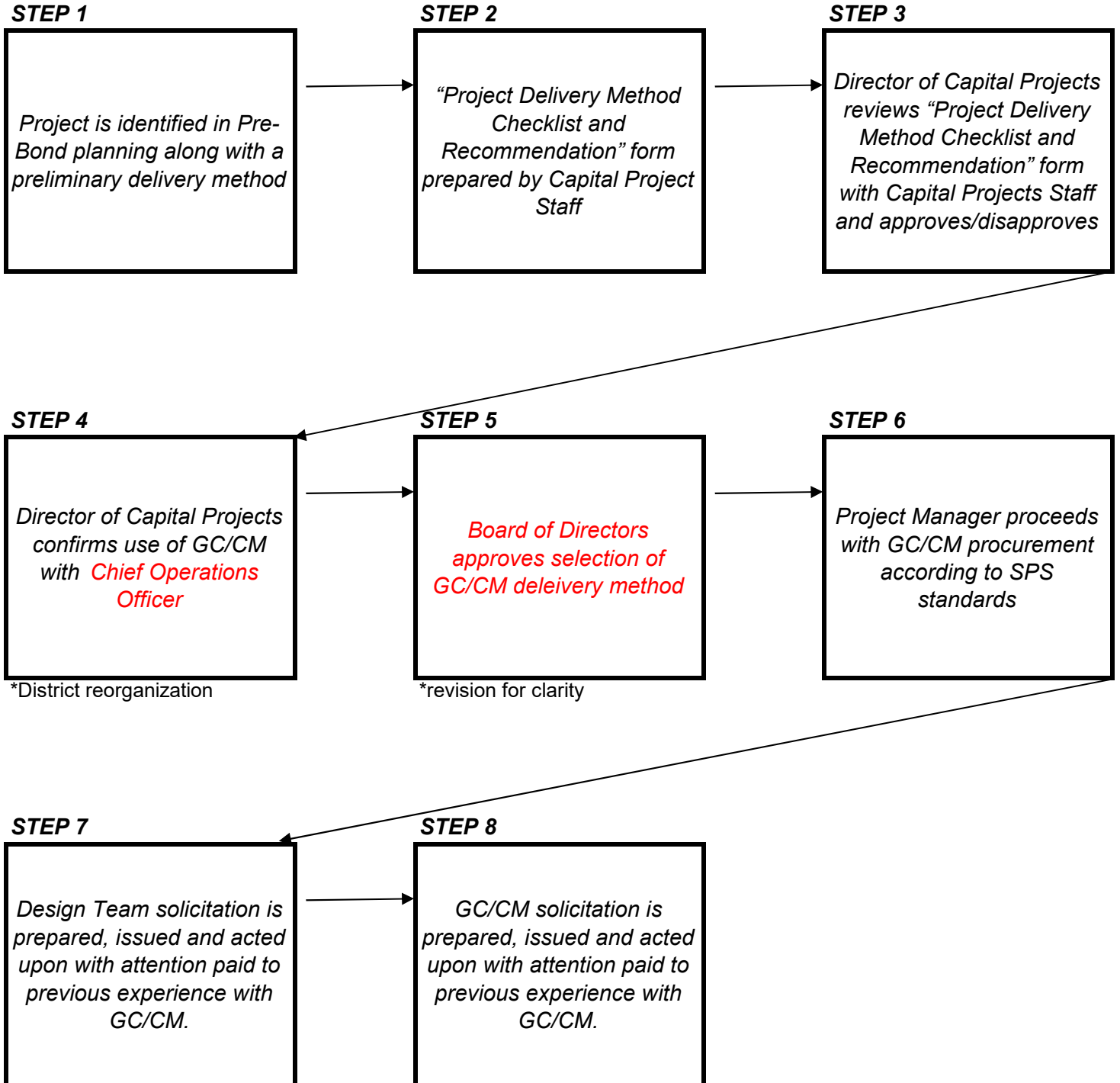
This process currently provides the District with a clear understanding of when the alternative delivery method is properly suited for the project. At the end of each project, the Project Manager and Director also review what did or did not work utilizing the GC/CM process including items ranging from interaction with the school occupants to budget, schedule and contract terms.

See attached Process Flow Chart for reference.



Spokane Public Schools - GC/CM Re-certification

Item 1 - Approval Process Flow Chart



*District reorganization

*revision for clarity

* See attached project guidelines (criteria sheet)

Project Delivery Method Checklist and Recommendation Capital Projects and Planning

Project Manager: _____

Project Name: _____

Address: _____

Architect: _____

Scope of work outline: _____

Proposed schedule:

- Schematic Design: _____
- Design Development: _____
- Construction Documents: _____
- Bid: _____
- Construction: _____

Proposed GMP for construction only: _____

Internal Project Review Questions are as follows (Circle One for each item):

- Is the project to be occupied during the construction phase? Yes or No
- Is the site very constricted with limited access? Yes or No
- The project is very complex or technical requiring high level of expertise? Yes or No
- The implementation involves complex phasing, scheduling or coordination? Yes or No
- The project requires work in historic building or in neighborhood which is very active and requires project input? Yes or No
- Budget success requires involvement of a GC/CM during the design stage? Yes or No
- Small/Disadvantaged Business opportunities enhanced by GC/CM process? Yes or No

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Brief explanation including specific complexities of this project:

- _____
- _____
- _____
- _____
- _____
- _____

Project Manager Delivery Method Recommendation: GC/CM, DBB (Circle One)

Signed: _____
Project Manager

Approved: _____
Director, Capital Projects & Planning

Confirmed: _____
Chief Operations Officer

Item No. 2

Project Delivery Knowledge and Experience

(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.



Spokane Public Schools - GC/CM Re-certification

Item 2 - Project Delivery and Experience

Project Name	Project Description	Total Cost - original	Total Cost - final	Contacting Method	Actual Start	Substantial Completion	Construction		Status	Compliance with RCW 39.10.340 Criteria
							Planned	Actual		
Wilson Elementary School Addition and Gym Replacement	approx. 11,000 sf; 2nd floor classroom addition to existing 1-story facility	\$13,500,000	-	GC/CM	Jun-19	Aug-20	\$11,000,000	\$10,500,000	completed	project was located in a tightly constrained neighborhood on a very limited site; GC/CM was involved during the design process due to extensive investigative work and site logistical issues; construction included an addition to a historically significant building
Shaw Middle School Replacement and On Track Academy	155,000 sf replacement of existing occupied facility with public library spaces and adjacent new 32,000 sf alternative high school facility	\$105,400,000	-	GC/CM	Mar-20	Aug-21	\$83,600,000	\$64,200,000	completed	project required several phases to work around existing occupied spaces; GC/CM was involved during the design process due to the complexity of the phasing of a campus setting with two separate facilities; early combination of two facilities into one project resulted in multiple efficiencies
Flett (NW) Middle School	new 140,000 sf facility and site improvements	\$66,900,000	-	GC/CM	Aug-20	Aug-22	\$52,700,000	\$43,600,000	completed	Project was originally part of a school/stadium campus, stadium project was relocated but preconstruction efforts dealt with complex logistics and coordination of infrastructure
Joe Albi Stadium Replacement	replacement 5000-6000 seat capacity multi-use stadium	\$35,200,000	-	GC/CM	Aug-20	-	\$28,000,000	-	not constructed	Project was originally part of a school/stadium campus, stadium project was relocated but preconstruction efforts dealt with complex logistics and coordination of infrastructure
Yasuhara (NE) Middle School Replacement	new 142,000 sf facility and site improvements	\$70,600,000	-	GC/CM	Aug-20	Aug-22	\$56,500,000	\$51,500,000	completed	new facility on purchased City land and located adjacent to Water Dept. including multiple water wells for public use; GC/CM was involved during the design process due to the complexity of site topography and logistics
Sacajawea Middle School Replacement	new 140,000 sf facility and site improvements	\$78,100,000	-	GC/CM	Aug-21	Aug-23	\$62,600,000	\$57,400,000	construction	project required several phases to work around existing operational school facility and neighboring businesses/residences; GC/CM was involved during the design process due to the complexity of the project phasing and site logistics
Peperzak (South Hill) Middle School	new 152,000 sf facility and site improvements	\$76,800,000	-	GC/CM	Aug-21	Aug-23	\$61,500,000	\$58,900,000	construction	new facility on surplus City land surrounded by established residential structures and EPA sensitive site; GC/CM was involved during the design process due to the complexity of site topography and logistics



Spokane Public Schools - GC/CM Re-certification

Item 2 - Project Delivery and Experience

Project Name	Project Description	Total Cost - original	Total Cost - final	Contacting Method	Actual Start	Substantial Completion	Construction		Status	Compliance with RCW 39.10.340 Criteria
							Planned	Actual		
Downtown Stadium	replacement 5000-6000 seat capacity multi-use stadium	\$37,900,000	-	GC/CM	Mar-22	Aug-23	\$37,900,000	\$37,900,000	construction	new facility on a different public agency's property surrounding by public facilities and major arterials, GC/CM was involved during the design process due to its fast-track nature plus the complexity of site topography/geography and site logistics
Projects planned for the next three (3) years:										
Adams Elementary School	approx. 60,000 sf; complete replacement of existing facility		-	GC/CM	-	-	\$29,900,000	-	design	project is surrounded by residences/businesses and major arterials; GC/CM was involved during the design process due to the complexity of the project phasing and site logistics
tbd	2024 Bond - varied projects of elementary, middle and high school facilities		-	GC/CM and Bid	-	-	tbd	-	planned	varied projects including occupied facilities and sensitive locations requiring complex scheduling and logistical analysis

Lessons Learned from experiences:

1. adjusted scoring format to properly weigh each Step (Statement of Qualifications, Interview, and Pricing)
2. modified selection process to make RFP more clear to potential respondents
3. procurement of early BP's due to recent volatility of material/equipment costs and availability
4. updated AIA Contract Documents to reflect current RCW/WAC requirements

Item No. 3

**Personnel with Construction Experience Using the
Contracting Procedure**

(RCW 39.10.270 (3)(b)(ii)) Limit response to two pages or less.



Spokane Public Schools - GC/CM Re-certification

Item 3 - Personnel Experience

Name	Title	Project Information			Project Roles				
		Name	Size	Type	Planning	Design	Construction	Start	Finish
Gregory Forsyth	Director of Capital Projects and Planning <i>19 years of construction experience, 19 years on GC/CM projects</i>	Lewis and Clark High School Classroom/Commons Addition	\$23,400,000	Bid	X	X	X	2017	2020
		Wilson Elementary School Addition and Gym Replacement	\$10,500,000	GC/CM	X	X	X	2018	2020
		Shaw Middle School Replacement and On Track Academy	\$105,400,000	GC/CM	X	X	X	2018	2021
		Glover Middle School Replacement	\$67,800,000	Bid	X	X	X	2018	2021
		Joe Albi Stadium Replacement (not constructed)	\$35,200,000	GC/CM	X	X	-	2018	-
		Libby Center - Classroom Addition	\$7,600,000	Bid	X	X	X	2019	2022
		Flett (NW) Middle School	\$66,900,000	GC/CM	X	X	X	2020	2022
		Yasuhara (NE) Middle School	\$70,600,000	GC/CM	X	X	X	2020	2022
		Peperzak (South) Middle School	\$76,800,000	GC/CM	X	X	X	2021	2023
		Sacajawea Middle School Replacement	\$78,100,000	GC/CM	X	X	X	2021	2023
		Downtown Stadium	\$37,900,000	GC/CM	X	X	X	2021	-
		Adams Elementary School	tbd	GC/CM	X	X	X	2022	-
John Elder*	Project Manager <i>13 years of construction experience, 3 years on GC/CM projects</i>	Glover Middle School Replacement	\$67,800,000	Bid			X	2020	2022
		Yasuhara (NE) Middle School	\$70,600,000	GC/CM			X	2020	2021
		Peperzak (South) Middle School	\$76,800,000	GC/CM	X	X	X	2020	2023
		Adams Elementary School	tbd	GC/CM		X	X	2023	-
Michael Keenan	Project Manager <i>40 years of construction experience, 10 years on GC/CM projects</i>	Lewis and Clark High School Classroom/Commons Addition	\$23,400,000	Bid	X	X	X	2017	2020
		Shaw Middle School Replacement and On Track Academy	\$105,400,000	GC/CM	X	X	X	2018	2021
		Joe Albi Stadium Replacement (not constructed)	\$35,200,000	GC/CM	X	X	-	2018	-
		Flett (NW) Middle School	\$66,900,000	GC/CM	X	X	X	2020	2022
		Sacajawea Middle School Replacement	\$78,100,000	GC/CM	X	X	X	2021	-
		Downtown Stadium	\$37,900,000	GC/CM	X	X	X	2021	-
Randy Lasswell*	Project Manager/ME <i>36 years of construction and design experience, 2 years on GC/CM projects</i>	Libby Center - Classroom Addition	\$7,600,000	Bid		X	X	2019	2022
		Yasuhara (NE) Middle School	\$70,600,000	GC/CM			X	2021	2023

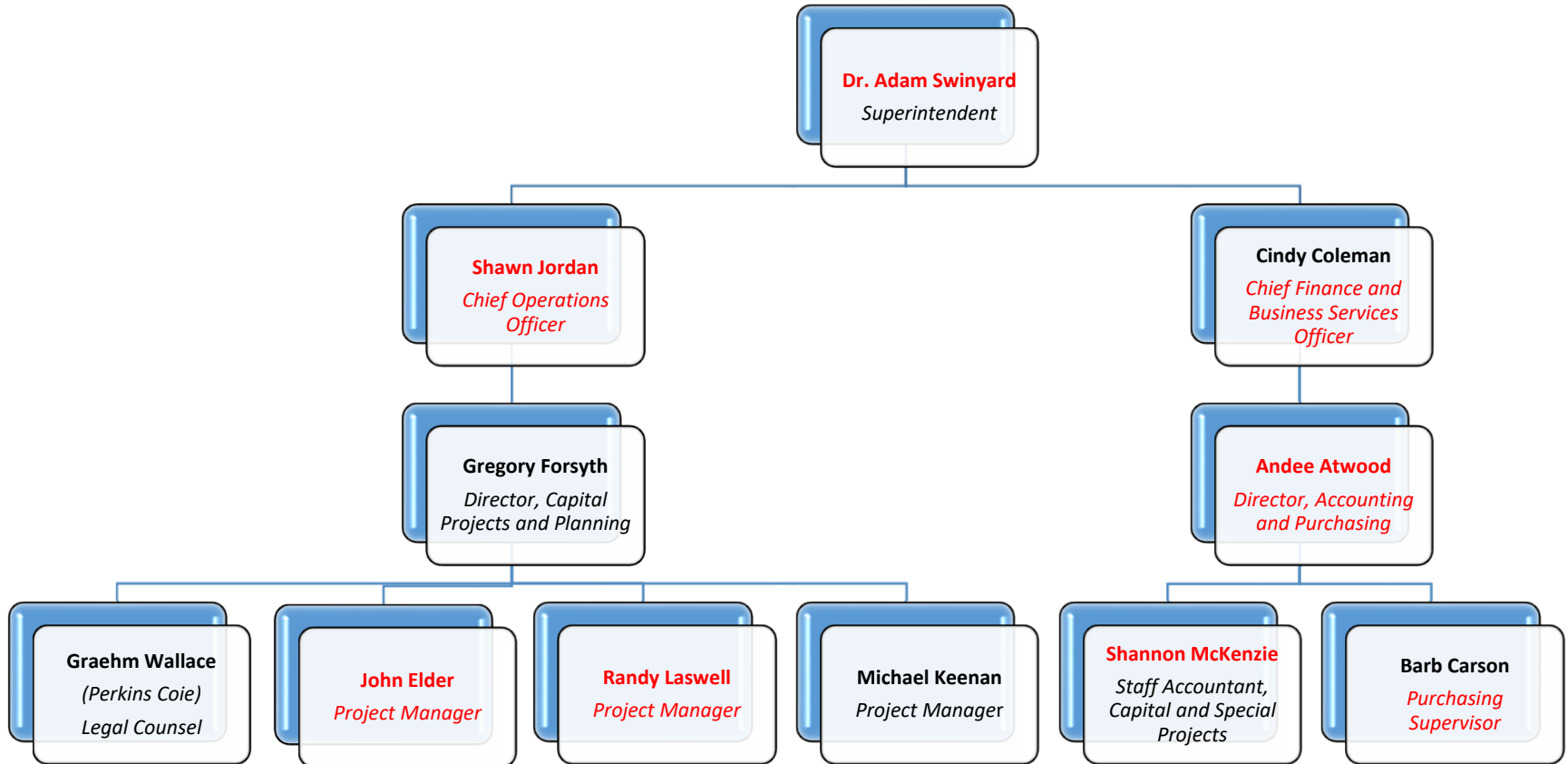
* - Staff revisions since last application/approval



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Project Control Staff

Organizational Chart



Additions/Revisions since last application/approval

Item No. 4

**Resolution of Audit Findings on Previous Public Works
Projects**

(RCW 39.10.270 (3)(c)) Limit response to one page or less.

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Resolution of Audit Findings on Previous Public Works Projects

There have been no audit findings on any Spokane Public Schools public works projects since the previous application.

Item No. 5

Project Data Collection



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Spokane Public Schools - GC/CM Re-certification Item 5 - Project Data Collection

Project Name	Project Description	Total Value	Contacting Method	Architect	Contractor	Actual Start	Actual Finish	In CPARB System?	Complete?
All SPS projects with a total value greater than \$5 million in the last three (3) years:									
Lewis & Clark High School - Classroom and Commons Addition	approx. new 8,500 gsf; lab/classroom addition to occupied existing facility	\$23,400,000	Bid	NAC	Garco	Jun-19	Jul-20	yes	yes
Wilson Elementary School Additions	22,000 gsf; two level classroom addition; plus 4,000 sf gym replacement	\$13,500,000	GC/CM	Integrus	Garco	Jun-19	Jul-20	"	yes
Glover Middle School Replacement	140,000 sf; replacement facility	\$67,800,000	Bid	NAC	Jackson	Mar-20	Aug-21	"	yes
Shaw Middle School Replacement	155,000 sf; replacement facility	\$66,300,000	GC/CM	Integrus	Lydig	Mar-20	Aug-21	"	yes
On Track Academy	32,000 sf new facility for alternative high school program	\$39,100,000	GC/CM	Integrus	Lydig	Mar-20	Aug-21	"	yes
Joe Albi Stadium Replacement	5,000-6,000 seat new stadium with support buildings	\$35,200,000	GC/CM	ALSC	Garco	-	-	"	not built
Libby Classroom Remodel	15,000 sf; remodel of existing facility	\$6,100,000	Bid	NAC	Halme Cascade	Mar-21	Aug-22	"	yes
Flett (NW) Middle School	140,000 sf; new facility	\$66,900,000	GC/CM	NAC	Garco	Mar-21	Aug-22	"	yes
Yasuhara (NE) Middle School	142,000 sf; new facility	\$70,600,000	GC/CM	MMEC	Bouten	Mar-21	Aug-22	"	yes
Sacajawea Middle School Replacement	140,000 sf; replacement facility	\$78,100,000	GC/CM	ALSC	Lydig	Mar-23	-	"	no
Peperzak (South) Middle School	152,000 sf; new facility	\$76,800,000	GC/CM	Integrus	Garco	Mar-23	-	"	no
Downtown Stadium	5,000 seat new stadium with support spaces	\$37,900,000	GC/CM	ALSC	Garco	Jan-22	-	no	no
All SPS projects planned for the next three (3) years:									
Adams Elementary School Replacement	60,000 sf; replacement facility	\$6,100,000	GC/CM	NAC	pending	-	-	no	no
2024 Bond (in planning)	+/- 65,000 sf each; multiple elementary school replacements	tbd	GC/CM/Bid	-	-	-	-	-	-
2024 Bond (in planning)	+/- 130,000 sf each; two middle school renovations	tbd	GC/CM	-	-	-	-	-	-
2024 Bond (in planning)	+/- 240,000 sf; high school renovation	tbd	GC/CM	-	-	-	-	-	-
2024 Bond (in planning)	+/- 60,000 sf; alternative program schools, replacements and/or renovations	tbd	GC/CM/Bid	-	-	-	-	-	-

Item No. 6

GC/CM Self Performance



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Spokane Public Schools - GC/CM Re-certification

Item 6 - GC/CM Self Performance

Cost Components	Revised GMP (post-buyout)	% of MACC
Flett (NW) Middle School		
MACC (with Bid Alternates):	\$ 38,202,195	100.0%
Subcontracted Work	\$ 26,690,195	69.9%
Self-Performed Work (major escalation of steel prices at bid)	\$ 11,512,000	30.1%
Specified General Conditions	\$ 1,186,531	
Negotiated Support Services	\$ 544,117	
Fee	\$ 1,135,979	
Contingency	\$ 2,065,417	
GMP	\$ 43,134,239	
Yasuhara (NE) Middle School		
MACC (with Bid Alternates):	\$ 43,374,666	100.0%
Subcontracted Work	\$ 35,748,666	82.4%
Self-Performed Work	\$ 7,626,000	17.6%
Specified General Conditions	\$ 1,697,225	
Negotiated Support Services	\$ 1,260,125	
Fee	\$ 1,252,443	
Contingency	\$ 3,351,152	
GMP	\$ 50,935,611	
Sacajawea Middle School Replacement		
MACC (with Bid Alternates):	\$ 52,660,870	100.0%
Subcontracted Work	\$ 39,312,870	74.7%
Self-Performed Work	\$ 13,348,000	25.3%
Specified General Conditions	\$ 1,088,591	
Negotiated Support Services	\$ 612,999	
Fee	\$ 1,316,522	
Contingency	\$ 1,677,877	
GMP	\$ 57,356,859	
Peperzak (South) Middle School		
MACC (with Bid Alternates):	\$ 53,631,731	100.0%
Subcontracted Work	\$ 38,456,689	71.7%
Self-Performed Work	\$ 15,175,042	28.3%
Specified General Conditions	\$ 1,495,028	
Negotiated Support Services	\$ 797,230	
Fee	\$ 1,340,793	
Contingency	\$ 1,623,267	
GMP	\$ 58,888,049	
Downtown Stadium		
MACC (with Bid Alternates):	\$ 33,571,510	100.0%
Subcontracted Work	\$ 24,121,510	71.9%
Self-Performed Work	\$ 9,450,000	28.1%
Specified General Conditions	\$ 1,082,089	
Negotiated Support Services	\$ 544,117	
Fee	\$ 923,217	
Contingency	\$ 1,806,047	
GMP	\$ 37,926,980	

Item No. 7

Subcontractor Outreach

Subcontractor Outreach

Spokane Public Schools encourages participation of women-owned, minority-owned businesses on all of our public works projects. After noticing that our bid/RFP documents had not been updated to include language for small businesses, we are incorporating such for recent and all future solicitations. The following outlines our current steps (with “SBE” appropriately added) during the solicitation phase of each applicable project:

- **Advertisements**
 - Posted in the appropriate publications
 - Specifically states the SBE/WBE/MBE entities are encouraged to participate in the solicitation
- **Pre-Proposal and Pre-Bid Conference**
 - Specific mention of encouraging SBE/WBE/MBE participation in the applicable project.
- **GC/CM Selection Process**
 - Interviews include presentation and of subcontractor outreach program and recent SBE/MBE/WBE participation results.
- **GC/CM – bid package solicitation**
 - Specific encouragement by SPS to GC/CM for inclusion of SBE/WBE/MBE entities in bidding process.
 - GC/CM, in turn, incorporates specific language in published advertisements encouraging SBE/WBE/MBE participation in their project.

SPS also promotes subcontractor outreach as part of our connections with local business groups:

- AGC – annual presentation to update members of upcoming projects.
- Greater Spokane Inc. – on going collaboration on recruitment, participation, and growth.