

PRC RE\CERT PRESENTATION QUESTIONS

– SEPTEMBER 22, 2016 –

Seattle Public School District – GCCM

1. Please clarify SPDS's intentions during design and construction where the listed involvement of key roles might indicate gaps in project oversight.

Please be assured that there will be no gaps in oversight. It is difficult to assign percentages in a realistic manner when there really is a range of oversight. Capital Projects has plenty of depth in the organization and will be able to commit necessary resources to ensure project success. Capital Projects has 3 senior project managers, 10 project managers, and two construction management firms under contract (Herry and SOJ). This past summer, the Department opened 5 new schools, one renovated school, relocated another school, and opened 90 new classrooms at 65 schools. Capital Projects is well experienced in proactively moving resources around so there will be no gaps.

- a. Mr. Best's experience lists 5 GC/CM projects, but none of the projects are listed as complete. His involvement in the upcoming project is listed as somewhat minimal with only 5% of his time anticipated through the project. Mr. Best is managing two GC/CM projects under design and three GC/CM projects under construction they are all tracking well to finish on budget and within schedule. Mr. Best will commit whatever time is necessary to ensure project success and can even call in other resources at his disposal (other project managers, CM firms, consultants) when needed.
- b. Mr. Becker's experience lists 4 GC/CM projects but only one completed project. His involvement in the upcoming project is also listed as somewhat minimal with only 15% of his time anticipated through the project. Mr. Becker completed Woodinville HS (\$50 M; GC/CM) in 2012 while working for Studio Meng. He has been working for Seattle Public schools since March 2013. Currently, he is the senior project manager for Wilson Pacific project (\$116 M; GC/CM), one of the school district's largest projects, where construction started in June 2015 and the completion date is May 2017. He is also responsible for the Loyal Heights ES (\$37 M; GC/CM) where construction is due to start within the next few months and Bagley ES (\$30M; GC/CM) where preconstruction is to start shortly. Mr. Becker completed Genesee Hill ES (\$38.9M; Design-Bid-Build) this summer. His involvement with these projects gives him excellent and recent experience in all phases of construction. The construction market has remarkably changed in the last few years and during this time Mr. Becker has been intimately involved with all aspects of project management: design, preconstruction, permitting, bidding, construction execution, City of Seattle certificate of occupancy process, commissioning, etc. He brings this wealth of knowledge and experience to the Webster ES project. As discussed above, we probably should show a range of involvement of up to 25%.

- c. Ms. Myers' experience is impressive; however, it does not include any project completed under the requirements of RCW 39.10. It appears that she is intended to be the day-to-day project manager but only 75% of her time is dedicated to the project. Ms. Myers primary responsibility will be to the Webster project with 80% of her time dedicated to this project and other resources available to support her efforts. Ms. Myers has completed construction work in several different States over her career as a Civil Engineer Corps officer with the US Navy and her skill set can easily be transferable to Washington State. She recently completed the GC/CM course offered by the AGC in Spring 2016. Additionally, she is able to collaborate with the other project managers and consultants who are overseeing the 5 GC/CM projects currently on-going within Seattle Public Schools to ensure no repeat challenges.
2. With only one listed GC/CM project shown as completed by a member of the primary team, please discuss how involvement with the current unfinished GC/CM projects might influence decisions on the Webster Elementary School project.

The Capital Project Department meets each week with all project managers to review project status, discuss issues and develop lessons learned. Additionally, every few months the meeting occurs at different project sites in order for project managers to share different challenges and opportunities at that particular site. The Capital Project team collaborates well, communicates about challenges and issues, and will utilize available resources to ensure challenges are addressed and success is achieved. Four out of the five GC/CM projects currently underway with the Capital Projects Department will be completed prior to the completion of Webster project which might help to influence decisions on the Webster project when related challenges are addressed program wide.

Capital Projects meets with the BEX oversight committee who are subject matter experts on construction each month. This meeting gives opportunities to discuss the status and challenges of all projects including the 5 GC/CM projects and make any required adjustments to projects in the pipeline including Webster.

For this specific project and to minimize risk for the District, the current GC/CM contractors are more attuned to presenting the project schedule and delivering the project on time and making adjustments in the schedule-based collaborative discussion with project team. In addition, the current GC/CM contractors have shown significant skill in coordinating between subcontractors for higher quality installation of building systems. GC/CM contractors have also shown that having a team structure in place can help to achieve projects possibly not achievable with Design/Bid/Build/Delivery Method. An example of this would be: Incorporating Seattle Public Utility work within the Wilson Pacific and Olympic Hills project scope.