

NORTHSHORE SCHOOL DISTRICT – GC/CM

- INGLEMOOR HIGH SCHOOL PHASE 1 REPLACEMENT PROJECT

1. The description of the project indicates the project is the first of a 2 phased replacement at the high school. The phasing drawings provided indicate 3 phases of replacement at the High School. **Can you please clarify the extent of intended scope for this GC/CM approval?**

The phasing drawings are conceptual in nature and were included in the School District's application to illustrate the complexity the site configuration adds to construction planning to fully illustrate compliance with RCW 39.10.340.

The term "2 phase replacement" refers to the School District's plan, pending a future bond funding, to complete the entire replacement of the school. However, because of the complexity of the site, there may be interim phases the first phase to be executed through this project to allow the existing facilities and building systems to remain fully operational through the life of construction in support of daily functions of a fully occupied site.

The initial project phase addressed by this application is fully funded for and seeks to replace existing portable classrooms with additional permanent classroom spaces and replace end of life mechanical systems. We hope to also include a new gym, athletics support space, and commons space, as funding allows. Improved site circulation, new entry, and administrative area renovations are also included in the desired scope.

2. The estimated project construction costs including construction contingencies is \$75,000,000. **Please advise the % as well as the value of that portion of the \$75 M which is the construction contingency.**

We are including over 5% construction contingency as required by RCW 39.10.350. In addition, we are including a Design/Owner contingency of greater than 3%.

3. The proposed Senior Project Manager, Koren Copps, does have GC/CM Quality Engineer experience, but does not have any GC/CM Project Manager experience. Koren is planned to be utilized 20% during construction. The proposed Construction Manager, Brian Jones, does have one GC/CM project in his experience – a much smaller and appears much less complex project that was just completed and is likely in project close out. Brian is planned to be utilized 80% during construction. The proposed Program Manager, Ashley McClaran, has significant GC/CM Project Management experience with multiple recent projects – but Ashley is not the designated PM. Ashley is planned to be utilized 10% during construction. A \$100 M occupied multi-phased High School project is as complex as they come. **It is hard for us to understand based on the contents of the Project Application how this team of three will work together to provide this project the level of PM experience it requires. Please explain.**

The team proposed was specifically chosen by the School District based on their strengths given the proposed delivery method, site considerations, scope, and configuration. With heavy civil concerns such as restricted site access, storm water and wetland management, Koren provides a unique expertise based on her experience as a designer in problem solving in collaboration the GC/CM. Brian's most recent project was completed just last year with many of the same team members and the same delivery method on the same project site. Koren and Brian are fully supported by Dri Ralph, now Executive Director who served as the Project Manager on the most recent construction at the Inglemoor site and Ashley McClaran who also played a key role in the completion of that project as well. Koren and Brian will be supported to the full extent needed by

the larger program team, both at the School District and OAC. They will be fully committed to the project and have the expertise and prior experience as required in RCW 39.10.350.

Koren and Brian are responsible for ongoing project coordination and will lead weekly project meetings for the entire team that Ashley will attend as needed. Additionally, Ashley, Koren, and Brian meet weekly for updates, coordination, and problem solving.

4. The GC/CM Procurement schedule proposes announcing SOQ Shortlisted Finalist firms on Tuesday March 7, 2023, and Interviews on Tuesday March 14 and 15, 2023. These dates only allow 4 business days (to the 14th) and five business days (to the 15th) to develop presentation materials and practice for the Interview – on top of their already full-time jobs and projects. **Please explain why more time was not provided for a project of this magnitude and complexity.**

Upon approval of the PRC Application, the School District plans to issue the RFP for the proposed project February 6, 2023, to include a full schedule of activities. This allows 25 business days for each team to prepare for an interview. We also will not request a lengthy presentation from shortlisted firms, but instead plan to utilize a question-and-answer format to judge the GC|CM's ability to work with the project team in a more spontaneous setting. We find this format highly effective way to evaluate flexibility and focus on qualifications over marketing materials. The School District will also be flexible to the extent proposing teams request more time during the selection process to prepare for interviews.

5. It appears this project is mostly schedule driven due to school opening dates. However, one week between shortlisted from SOQ to interview might be a little short for teams to prepare. **Are there board of trustees (or similar) approval dates that should be listed as milestones to track for the schedule?** If there are major dates like this, we recommend listing them as milestones. **Application states 'Delivery schedules are tied to the school year with no flexibility on opening dates' with a substantial completion of February, what school date opening are you trying to hit with a mid-winter substantial completion? Maybe there is a bit of float allowed?**

All pertinent milestones affecting procurement timelines prior to award are listed in the schedule included in the original application. Final Board approval for GC|CM selection will occur with a *Notice of Intent to Award* presented at the April 24, 2023, School Board Meeting. Additional board briefings will be given upon request by the Board and at the discretion of the Executive Director throughout the life of the project.

Because the start date of a school year is inflexible, the capital projects team has requested a February 2027 substantial completion date. This not only allows for "float" in the project schedule for unforeseen conditions, but also gives time for final punch list to be completed before FF&E delivery and staff move-in. This delivery date allows for final commissioning, adequate training of building systems for teachers and staff as well as classroom set up prior to summer vacations and start of school.

6. How are temporary facilities being addressed in terms of cost to design, construction, and moves, and how does it affect the schedule?

Temporary facilities are included in the cost, construction, and moves required of this project. This fact only serves to reinforce how critical GC|CM delivery is to the successful execution of this project to drive decision making based on the most accurate cost and constructability information available.