

LAKE WASHINGTON SCHOOL DISTRICT

- GC/CM RE-CERTIFICATION APPLICATION

1. How do you anticipate bringing the district's DEI metrics and practices to the Small and MWBE business community?

The district plans to bring our Diversity, Equity, and Inclusion (DEI) metrics and practices to the Small and MWBE community in two ways: first by leveraging our partnership with General Contractors (GC) and secondly through district-driven program development.

By partnering with GCs, we can vastly expand our inclusion plan to Small and MWBE groups. As a school district who only directly hires a limited number of partners during the construction process, ensuring that our GC/CM partners center equity is paramount for increasing participation in our program by historically disadvantaged groups. Lake Washington School district plans to use our partnership with GCs to promote and track participation in our capital construction program as one way to measure the efficacy of our efforts. Further, by centering concerns related to the goal of increasing access and participation of disadvantaged business enterprises in the interview process for our General Contractors, our Professional Services Consultants, and our Job Order Contracting (JOC) and Energy Services Company (ESCO) contracts, we anticipate expanding and increasing small business and MWBE participation.

In addition to leveraging our partnerships, the Lake Washington School district anticipates bringing the district's DEI metrics and practices to the Small and MWBE community directly through a number of initiatives. We are working to establish an annual Open House Event (in partnership with the Office of MWBE) to reach out directly to the K-12 community; in addition to providing information on a path to working with the district, Open Houses can also be opportunities to solicit feedback and input on barriers preventing participation. Capital Projects within the district is also working to bring inclusion planning and practices into our entire capital program. By utilizing inclusion planning for all areas of capital construction projects (including tenant improvements, site improvements, and small works projects) **and** professional services contracts, we can develop the district's equity, diversity and inclusion maturity while soliciting direct feedback from the stakeholders whose participation we want to grow.

2. Please comment on lessons learned from previous GC/CM projects and how they will be incorporated in the upcoming projects

In our previous application, we identified numerous lessons learned from our ongoing GC/CM projects, many of which have already paid dividends for our program and constituents. Some internal changes we have made to ensure those lessons learned continue to be a part of our best practices include the following:

Early GC/CM procurement: LWSD best practice includes commencing the hiring process very quickly after architect selection to ensure contractor perspective.

2022 Construction Levy Implementation: LWSD recently awarded architectural services for four projects in our 2022 Construction Levy, and we expect to release our GC/CM RFQ before the end of April 2022.

Strategic bundling of projects: When we have multiple projects as part of a major construction levy or bond, evaluating them for bundling opportunities is factored into our capital program. This is done in the planning stage, often as early as feasibility studies and master schedules are developed for planned levy or bond projects.

2022 Construction Levy Implementation: During feasibility and development of the master program schedule, our team considered bundling projects with similar scopes (addition, new construction, or rebuild and enlarge), location, permitting jurisdictions and alignment in planned opening dates. We find successful outcomes and efficiencies when partners are paired with areas of expertise, including building relationships with and mature understanding of four permitting agencies within the LWSD boundaries.

Integrated Design Approach: LWSD expects the GC/CM partner to be part of design as early as feasible. We include the GC/CM in all aspects of design including phasing discussions and coordination with school administrators regarding access and scheduling around site activities.

LWHS Commons & Gym Addition is a recent example of how this approach led to a successful outcome for our program. The GC/CM provided logistical, cost and constructability input on conceptual design options to guide LWSD to the most informed decision; their input ensured we kept project budget and schedule at the forefront of our minds while reviewing all options. We developed several enrichment opportunities (or alternates) in our bid packages and with project savings, we were able to move many of them forward in the construction phase.

2022 Construction Levy Implementation: The unprecedented growth our district is experiencing requires that we adapt our design & construction process to be more effective and efficient with our taxpayer dollars. LWSD's approach for integrated design includes designers, contractors, school administrators, facility managers and many other community stakeholders. We know having diverse and experienced voices at the table during feasibility and concept design phases will guide us to build better schools for our community. We recently evaluated four of our six projects for the 2022 Construction Levy and determined these are projects are excellent candidates for GC/CM. We will continue to assess alternative delivery methods to determine which one is the best candidate for the risk factors and complexities of our remaining 2022 Construction Levy projects. The district looks forward to expanding our integrated design approach to include more subconsultants and subcontractor perspectives early in the design and construction process.