

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

**GC/CM PROJECT APPLICATION**  
*To Use the General Contractor/Construction Manager (GC/CM)  
Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

**Identification of Applicant**

- a) Legal name of Public Body (your organization): [Seattle School District No.1](#)
- b) Mailing Address: [2445 3rd Avenue South, Seattle, WA 98124](#)
- c) Contact Person Name: [Richard Best](#) Title: [Director of Capital Projects and Planning](#)
- d) Phone Number: [206-252-0647](#) E-mail: [rlbest@seattleschools.org](mailto:rlbest@seattleschools.org)

**1. Brief Description of Proposed Project**

- a) Name of Project: [Sacajawea Elementary School Replacement Project](#)
- b) County of Project Location: [King](#)
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The Sacajawea Elementary School Replacement project is located at 9501 20th Avenue NE, Seattle WA 98115, on a 3.75-acre site. The project includes demolition of the existing 37,600 sq ft facility and replacing it with a new multi-story school facility of approximately 82,000 sq. ft. which will provide permanent space for up to 500 students, grades PreK-5.

Design activities and associated costs for Sacajawea Elementary School were contemplated as part of the BEX V capital levy with construction activities and associated costs to be identified in the BEX VI capital levy to be placed before the voters February 2025. Construction activities will commence at the conclusion of the 2024-25 school year and will reopen in time for the 2027-28 school year. Students will be located off-site during the 2-year period of construction. The construction cost is estimated to be \$72,400,000.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	<b>\$ 11,000,000</b>
Estimated project construction costs (including construction contingencies):	<b>\$ 76,000,000</b>
Equipment and furnishing costs	<b>\$ 3,000,000</b>
Off-site costs	<b>\$ 1,000,000</b>
Contract administration costs (owner, cm etc.)	<b>\$ 2,000,000</b>
Contingencies (design & owner)	<b>\$ 3,000,000</b>
Other related project costs ((Permits, Utilities, Ins., Curriculum)	<b>\$ 3,000,000</b>
Sales Tax	<b>\$ 8,000,000</b>
<b>Total</b>	<b>\$ 107,000,000</b>

**B. Funding Status**

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The Sacajawea Elementary School Replacement project is funded by the Building Excellence (BEX) V Capital Levy for the design phases only. Notice to Proceed with the Construction phase is contingent on voter approval of the BEX VI Capital Levy. The Special Election for the BEX VI Capital Levy is planned for February 2025.

### 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.  
*(See Example on Design & Construction Schedule)*

Task	Start	Completion
Design Procurement (AE)	January 2023	March 2023
Programming/Conceptual Design	April 2023	August 2023
GC/CM Procurement (3-step process: Qualifications, Interview and Sealed Bid/Fee)	January 2023	April 2023
GC/CM Pre-Construction Services	April 2023	June 2025
Schematic Design	September 2023	December 2023
Design Development	January 2024	June 2024
Permitting – MUP (If Required)	February 2024	February 2025
Construction Documents	July 2024	February 2025
Permitting - Construction	October 2024	May 2025
Bidding, Approval, Award	April 2025	June 2025
Primary Construction	July 2025	June 2027
Owner Move-in / FFE	July 2027	August 2027
School Starts		September 2027
Final Board Acceptance		February 2028

### 4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  - a. The facility is located within a constrained single-family residential neighborhood. There is limited land space surrounding the building and the new construction will further limit the available staging and laydown space. A GC/CM can develop the best means and methods necessary to construct the building and lessen the impact to the surrounding residential community.
  - b. Asbestos, lead paint, and an abandoned underground fuel oil tank will require careful removal and disposal during the construction process. Early identification of these activities by GC/CM may assist in reducing project risk.
  - c. Site topography across the developed portion of the site slopes down from south to north, with overall vertical relief of approximately 30 feet. The undeveloped slope at the southwest part of the property slopes down to the northeast with overall vertical relief of approximately 40 feet. A significant slope at the southeast site corner is approximately 20 feet tall and extends offsite.

Topography and geological challenges for the project site and immediate vicinity are identified in the City of Seattle Department of Construction and Inspections GIS map set. The site includes one area on the southwest corner that is characterized by a Steep Slope Hazard Area with an inclination

of 40 percent or more. A smaller steep slope area is mapped at the southeast site corner. Other Steep Slope Hazard Areas are mapped in close proximity to the south, west, and north site boundaries. Known landslide incidents are mapped close to the northwest and southeast site corners.

Additional subsurface exploration studies were conducted by Seattle Public Utilities in 1999 to assess a slope failure at NE 95th Street and Lake City Way NE. The borings typically encountered very loose to medium dense sand above stiff to hard silt. The report did not provide interpretations of the types of sediments encountered. Based on the descriptions in the boring logs, it seems likely that the subsurface materials described on the boring logs represent a surficial layer of advance outwash or ice-contact sediments that were disturbed in some locations by the slope failure, above an underlying fine-grained advance outwash or nonglacial deposit that was essentially intact. Ground water was reported in two of the five borings at depths of 5 to 7 feet. It should be noted that these borings were completed roughly 300 feet east of the site and at lower elevations.

A limited geotechnical engineering study was also completed at the south paved play area in 2014 in support of playground improvement project in that area. That study revealed ground water seepage emerging from the surficial colluvial/fill soils. During construction of the playground improvements at the southwest corner of the existing south paved play area, surficial emergent ground water seepage was substantial and created significant construction challenges. During rain events, ground water and surface water originating from the base of slopes to the south and west flooded the construction area and created erosion and turbidity problems that required immediate resolution to comply with construction storm water permit requirements. Redevelopment of the school property should include aggressive measures to intercept and control ground water seepage and surface water to avoid similar problems.

The GC/CM process will bring a knowledgeable partner to SPS and the A/E team to determine how to address the sites significant geotechnical challenges during design and construction of the project in a cost effective manner.

- d. SPS standards for energy efficiency recommend the use of a geothermal heat loop system that involves drilling a well field for the heat loop, which is typically in a playfield or other open ground area. Site restrictions dictate that there will be very limited open ground. A GC/CM will be valuable to address cost effective options that will provide the area needed for these wells.
  - e. There is scheduling complexity regarding the use of interim sites for the educational programs displaced during the construction timeframe. SPS interim sites are limited so their use is carefully coordinated between projects in a way that a delay in any single project (either in design or construction) would have a cascading effect on other projects planning to use that same interim facility. A GC/CM partner would be able to help verify cost, coordinate early procurement, eliminate design errors all of which would help maintain or minimize impacts to the schedule.
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?  
*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.*  
N/A. School program will be relocated to an interim site during construction.
  - If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
    - a. Early involvement allows better familiarity with the site/building to help reduce the risk of unforeseen conditions and missing scope especially for a project that is located within a constrained single-family residential neighborhood, with significant site topography and geotechnical challenges (high water table and steep slope hazards).
    - b. Early involvement and planning allow more thorough constructability reviews that often leads to more efficient and less costly ways to complete the work.
    - c. Early involvement gives the GC/CM an early opportunity to plan the logistics associated with a major project, for example: figuring out cranes swings, sizes, and locations; figuring out if

concrete can be chute delivered or pumped and where the pump can be set up, requirements for scaffolding and type of scaffold such as elevating or fixed, etc. All items that can affect the cost of the work.

- d. With such a tight site, the construction work will need to be accomplished in a well-orchestrated manner and early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, better scheduling, and more favorable pricing.
- If the project encompasses a complex or technical work environment, what is this environment?
  - a. The project is located in a densely populated, single-family residential environment.
  - b. The project has a number of topographical and geotechnical challenges to address.
  - c. All the major utility systems need replacement. Phasing this work so that it does not impact the other construction activities and on-site activities is critical. Many subcontractors will require power or water in order to perform their scope of work and phases will need to be planned to accommodate utility requirements during construction.
  - d. There are many trees along the streets so material delivery, unloading and staging becomes a complex component to the project.
  - e. The site is adjacent to Seattle Parks and Recreations, Sacajawea Playground. Planned construction activities will need to be coordinated with SPR during design so that community use of the playground is maintained.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

N/A

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

N/A

## 5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
  - a. Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of each project. For this project the GC/CM will need experience coordinating work on tight urban sites, demonstrate success with maintaining good neighborhood relations on past projects, and demonstrate knowledge to ensure systems installed are economical to operate, easy to maintain, and fully commissioned.
  - b. Design participation will allow the GC/CM to understand the work long before bidding reducing possible errors and/or omissions in scope and help guide the designers on what may be the most efficient construction methods.
  - c. The GC/CM will participate in setting schedule and packaging scope to fit the marketplace in order to receive competitive bids.
  - d. Open book cost accounting of the work brings transparency to actual value of work to be constructed.
  - e. Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of quality assurance, timely completion, and project safety which is a better value to SPS both in the short and long term.
  - f. The GC/CM will be valuable in participating in the phasing planning to address the means and methods of construction that will ensure a productive and safe environment on this constricted site.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
  - a. Constructability and error/omission issues are often not raised by the Contractor until after the bid/award phase is complete.
  - b. Changes made during construction are costlier than changes made prior to bidding.
  - c. To minimize the construction impact to the surrounding neighborhood the owner, architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with community members prior to the start of construction.
  
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.  
N/A

## 6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.
  - a. SPS has used GC/CM procurement on several projects as listed in Attachment B.
  - b. Within the organization the Director, three Senior Project Managers (Sr. PM), and three Project Managers (PM), are very seasoned and have experience in GC/CM procurement and construction methods.
  - c. The architect, still to be selected, will have also participated on several GC/CM projects.
  - d. SPS utilizes an eleven-member Building Excellence/Building Technology & Academics (BEX/BTA) Oversight Committee which meets monthly to review major issues and make recommendations to the District concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.
  
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*  
See Attachment A - Project Organization Chart
  
- Staff and consultant short biographies (*not complete résumés*).
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (*See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.*)
- The qualifications of the existing or planned project manager and consultants.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

### **Richard Best, SPS Director for Capital and Planning:**

Extensive architectural and construction experience over past 38 years including school (K-12), hospital, laboratory and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight.

GC/CM Projects	Value	Role/Tasks	Completion
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Montlake Elementary School (GC/CM)	\$87M	Director for Capital Projects	Sept. 2025 (In Design Phase)
John Rogers Elementary School (GC/CM)	\$92M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Alki Elementary School (GC/CM)	\$80M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Mercer Middle School (GC/CM)	\$152M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Rainier Beach (GC/CM)	\$240M	Director for Capital Projects	2025
Van Asselt School (GC/CM)	\$44.2M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Northgate Elementary School (GC/CM)	\$90M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Lincoln HS Phase II	\$40M	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Webster ES	\$37M	Director for Capital Projects	Sept. 2020
Bagley ES	\$40M	Director for Capital Projects	Sept. 2020
Ingraham HS Addition	\$41M	Director for Capital Projects	Sept. 2019
Lincoln HS	\$101M	Director for Capital Projects	Sept. 2019
Loyal Heights ES	\$46M	Director for Capital Projects	Aug.2018
Olympic Hills ES	\$42M	Director for Capital Projects	2017
Cascadia ES/Robert Eagle Staff MS	\$119M	Director for Capital Projects	2017

**Michael Skutack, SPS Senior Project Manager:**

Over 30 years of design and construction related experience with a Bachelor of Science in Building Construction from Auburn University. Mr. Skutack has worked on industrial facilities, multi-family developments, and K-12 education projects throughout his career. He is knowledgeable with all aspects of design and construction from start to finish. Responsibilities included supervision of Project and Construction Managers and coordinating activities for assigned school construction projects from initial planning and design through construction with the goal of producing high quality learning environments delivered in a timely manner and within the allocated budget. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

<b><u>GC/CM Projects</u></b>	<b><u>Value</u></b>	<b><u>Role /Tasks</u></b>	<b><u>Completion</u></b>
Montlake Elementary School	\$87M	Sr. Project Manager	Sept. 2025

Rainier Beach	\$240M	Sr. Project Manager	Sept. 2025
Lincoln Phase 2	\$40M	Sr. Project Manager	Dec. 2022
Lincoln HS	\$101M	Sr. Project Manager	Sept. 2019
Denny MS Phase III	\$9M	Project Manager	Sept 2012
<b><u>Major Project (last 5-years)</u></b>	<b><u>Value</u></b>	<b><u>Role /Tasks</u></b>	<b><u>Completion</u></b>
Kimball ES	\$85M	Sr. Project Manager	Sept. 2023
West Seattle ES	\$28M	Sr. Project Manager	Sept. 2022
West Woodland ES	\$23M	Sr. Project Manager	Sept. 2021
Magnolia Phase 2 ES	\$6M	Sr. Project Manager	Sept. 2021
Coe ES	\$8M	Sr. Project Manager	Sept. 2021
Wing Luke ES	\$47M	Sr. Project Manager	April 2021
Magnolia ES	\$40M	Sr. Project Manager	Sept. 2019
E.C. Hughes ES	\$15M	Sr. Project Manager	Sept. 2018
Thornton Creek ES	\$43M	Sr. Project Manager	Sept. 2016
Hazel-Wolf K-8	\$40M	Sr. Project Manager	Sept. 2016
Seattle World School	\$15M	Sr. Project Manager	Sept. 2016

**David L. Jackson, Project Manager:**

Over 30 years of design and construction related experience with a Bachelor of Science in Architectural Studies from the University of Illinois at Urbana-Champaign along with Urban Design & Planning graduate studies from the University of Washington-Seattle. Mr. Jackson has worked on emergency response facilities, retail, and multi-family developments, as well as K-12 education projects throughout his career. He is knowledgeable with all aspects of design and construction from start to finish. Responsibilities included supervision of project consultants and coordinating activities for assigned school construction projects from initial planning and design through construction with the goal of producing high quality learning environments delivered in a timely manner and within the allocated budget. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

<b><u>Major Project (last 5-years)</u></b>	<b><u>Value</u></b>	<b><u>Role /Tasks</u></b>	<b><u>Completion</u></b>
Magnolia ES (Phase 2)	\$4.5M	Project Manager	Aug. 2021
Coe ES	\$5.5M	Project Manager	Dec. 2022
West Seattle ES	\$19.5M	Project Manager	Feb. 2023

**Graehm Wallace, Perkins-Coie (Legal Consultant):**

A partner within the firm's Construction Law practice, he has over 27 years of experience working in all areas of construction transactions, counseling, and conflict resolution. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Mr. Wallace has represented scores of Washington school districts and other Washington public entities in drafting and negotiating GC/CM contracts under RCW 39.10.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
  - a. Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.
  - b. Over the last few years, the number of GC/CM projects for SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-builder analysts.
  
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
  - a. The roles and responsibilities of SPS, Architect-Engineer (A/E) team, and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposal and other GC/CM contract documents. The Sr. PM and PM will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on task for their respective work throughout the life of the project.
  - b. Weekly coordination meetings with the SPS PM, A/E team, and GC/CM will be conducted and timely meeting minutes that assigns action items will be published throughout the life of the project. The purpose of the meeting will be to ensure adherence to the established scope, budget and schedule and also resolve any issues brought up by any party. These weekly meetings will be paramount in the management and control of the project.
  - c. SPS requires the A/E team and the GC/CM to use e-builder software to monitor, control and track the budget, schedule, changes, pay apps, RFI's, submittals, issues, etc. This software allows collaboration from any computer through a cloud-based system and allows easy tracking of issues, cost impacts, and also archives the information for easy retrieval. Team members are notified by the software when actions are needed. Management reports which give current status on action items will be discussed at the weekly coordination meeting.
  - d. As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive schedule that will be reviewed at each weekly coordination meeting.
  - e. Construction cost estimates by the A/E team and the GC/CM are to be reconciled at the end of each design phase and as otherwise deemed necessary.
  - f. In addition to what is required by the Washington Administrative Code, engineering and constructability review will be ongoing and will also be an established agenda item in the weekly coordination meetings.
  - g. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the GC/CM, SPS PM and A/E team will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC.
  - h. At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to reconfirm the MACC and the TCC.
  - i. SPS conducts monthly meetings with Seattle's Department of Construction and Inspection, Seattle City Light, The Department of Neighborhoods and Seattle Department of

Transportation on all SPS projects in order to monitor the status of various approvals and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire department and code officials and allows SPS to alert officials on scheduling concerns.

- j. Any changes to be charged to the contingency will be thoroughly reviewed by SPS PM, Architect and GC/GM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work.
  - k. Monthly, the Director of Capital Projects and Planning attends an O/A/C meeting with executives from NAC Architecture and the GC/CM to review any issues that have arisen that are not easily resolved.
- A brief description of your planned GC/CM procurement process.
    - a. As shown in Attachment B, SPS has successfully procured GC/GM firms for several past projects.
    - b. The procurement plan will include publicly advertising the solicitation, contacting GC/CM firms and other parties who qualify, based on District ties in the marketplace.
    - c. The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The final bid requires GC/CMs to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include SPS project managers, Architect, legal counsel and external representatives from either the BEX/BTA Oversight Committee, industry or both.
  - Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
    - a. Through added language to AIA documents A 201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GC/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.
    - b. For GC/CM projects we typically use an "elevation" process for Dispute Resolution as follows: the project site team (District/Contractor/Architect) are expected to resolve disputes at their level. If the site team cannot reach agreement, the issue is moved to the next level of supervision, typically the firms' managing directors or program managers. Again if this team is unable to resolve disputes then the issue is elevated to the firms' ownership level. Typically, this group will be composed of the SPS's Director of Capital, an owner of the GC/CM firm and an owner of the Architectural firm.
    - c. SPS also employs a formal disputes resolution process, either a 3-person Disputes Review Board (DAB) or a 3rd-party neutral during the construction to attend weekly OAC meetings on a periodic basis and to listen and informally provide comment on ownership of an issue. Formal hearings by a DAB or by a 3rd-party neutral can also be used if one of the contract parties' desires.

## 7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (*See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.*)

- a. Project Number, Name, and Description
- b. Contracting method used
- c. Planned start and finish dates
- d. Actual start and finish dates
- e. Planned and actual budget amounts
- f. Reasons for budget or schedule overruns

[See Attachment B - Agency's Prior Construction History](#)

## 8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. (See *Example concepts, sketches or plans depicting the project.*) At a minimum, please try to include the following:

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

**Note:** Applicant may utilize photos to further depict project issues during their presentation to the PRC.

[See Attachment C – Preliminary Concepts and sketches](#)

## 9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

SPS embraces the practice of continuous improvement and recognizes that independent audits are helpful because procedures, which need improvement, are brought to light. The Building Excellence Program (BEX) began in 1995 and the fifth cycle of levies were approved by Seattle voters in February 2019. In addition, the SPS BTA levies are also on their fifth cycle. SPS recognizes its responsibility to serve as responsible stewards of public funds, to use prudent management practices to ensure the investment of over \$2.1 billion of levy funds is effectively managed. Accordingly, SPS continues to hone its procedures and processes as findings are identified by the audits.

- a. Internal Audit of Fairmount Park ES Construction Contract - issued 12-16-14
  1. Change order process - The district does not include the cost of pending obligations from change directives with the change orders submitted for review and approval. Resolved by implementing new procedures where fund amounts for change directives are part of change order logs and reviewed/updated each month.
  2. Contractor Insurance coverage - The district does not demand an additional insured endorsement with the COI and lacks procedures to ensure a new certificate and endorsements are obtained. Resolved by implementing new procedures where insurance endorsements and expiration dates are tracked as part of the pay app procedure.
- b. Internal Audit of Horace Mann (NOVA) HS Construction Contract- issued 6-16-15
  1. Construction delay costs - The hourly rate the District paid to its construction manager for schedule analysis exceeded rates paid for similar services on other district projects. Response -Project managers should confirm personnel pricing is consistent with contract documents and should be similar to pricing for other projects when the same or similar scope of work is being proposed. Review contract documents prior to approving contract modifications to confirm proposed hourly rates are consistent with the contract documents.
  2. Construction progress schedule - The district did not require CPM schedules throughout the project. Response - Critical Path Method (CPM) schedules will be required for all BEX and BTA projects in excess of \$5,000,000 and exceeding six months in duration.
  3. Permitting delays - Due to an oversight by the District, there was a delay in the permitting authority's review of plans and specs for the serving kitchen. Response - Project Master Use Permits (MUP) and building permits will be tracked. Representatives from Seattle Public Schools and City of Seattle Department of Construction and Inspections are now meeting on a monthly basis to identify project

required permits and discuss status. Meeting agendas are prepared prior to the meeting and minutes issued following the meeting. Charge accounts are set-up for paying City of Seattle permit fees.

4. Calculation and Assessment of Liquidated Damages - The District does not maintain a record of the anticipated administrative costs, temporary facilities costs, additional designer fees, etc. that comprise the liquidated damages calculation. Response - Capital Projects Staff will work with the Business Office to calculate financial loss per day if project is delayed and delivered late. This calculated amount will be project specific and notated in the bid and contract documents.
  5. Responses to Requests for Information (RFI)- The district has not defined a reasonable response time for RFI's. - Response- Project Managers will review with project architects and engineers time allowed responding to a RFI. RFI response duration is noted in the project General Conditions for the construction contract.
  6. Change Order Processing -Some approved change orders contained no indication that additional time was considered for the contractor to perform the work. Response -SPS will address time delay in all change orders and include a narrative in the record of negotiations with the contractor that the time delay was discussed and is either resolved or a 30-day period was reserved to allow contractor to determine the impact of the changed condition.
- c. Internal Audit of Genesee Hill ES Project Design Contract - issued 6-21-16
1. Late Redesign of Project Increased Costs- The district incurred additional costs due to the late redesign of the project. The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. Response-During the design process, the Capital Projects Office learned that the project was over budget at the end of conceptual design. We agree that the project should not move forward without either reconciling to the project budget or seeking additional funds. Providing a Value Analysis Study at the conclusion of this phase to assist in this effort is a tool to assist in reconciling the project to the budget and may provide some value but does not alleviate the architect's contractual responsibility.
  2. Maximum Allowable Construction Cost Did Not Include Escalation-The district did not produce documentation to demonstrate that the architect received written authorization to proceed to design development. Response-Inflation is common on any multi-year project and needs to be considered when budgeting a project with funds allocated in the project budget to address this cost.
  3. Stakeholder Roles Could Be More Clearly Defined - Project budget and other restrictions should be more clearly communicated to School Design Advisory Team (SDAT). Response-Clear guidelines need to be provided to all committees working on a project so that they have a clear understanding of their role and responsibilities.

Please note that all internal audits with responses are available for public view on SPS's website.

## **10. Subcontractor Outreach**

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

The District makes an effort to reach out to Women and Minority Business Enterprise (WMBE) firms by advertising our projects to Tabor 100, a local minority/small business association, as well as posting on the WA State's Office of Minority and Women's Business Enterprise (OMWBE) site. We have also in the past participated in reverse vendor trade shows with the City of Seattle to meet local small businesses and firms.

Seattle Public Schools has launched a Priority Hire program with a Student and Community Workforce Agreement (SCWA). This SCWA is among the first in the nation to build a construction training and employment program that has students, former students and student families at its center. The SCWA will create priority training and employment for SPS construction projects at or above \$5 million. The SCWA will prioritize career, training and employment for Seattle and community members including former SPS students who are ready to seek careers in construction, wage-earners who have SPS students in their households to support, Black, Indigenous and all People of Color, Women, and residents within an Economically Distressed Zip Code.

**11. Alternative Subcontractor Selection**

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package.**
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

**CAUTION TO APPLICANTS**

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria to be approved.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. 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.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.



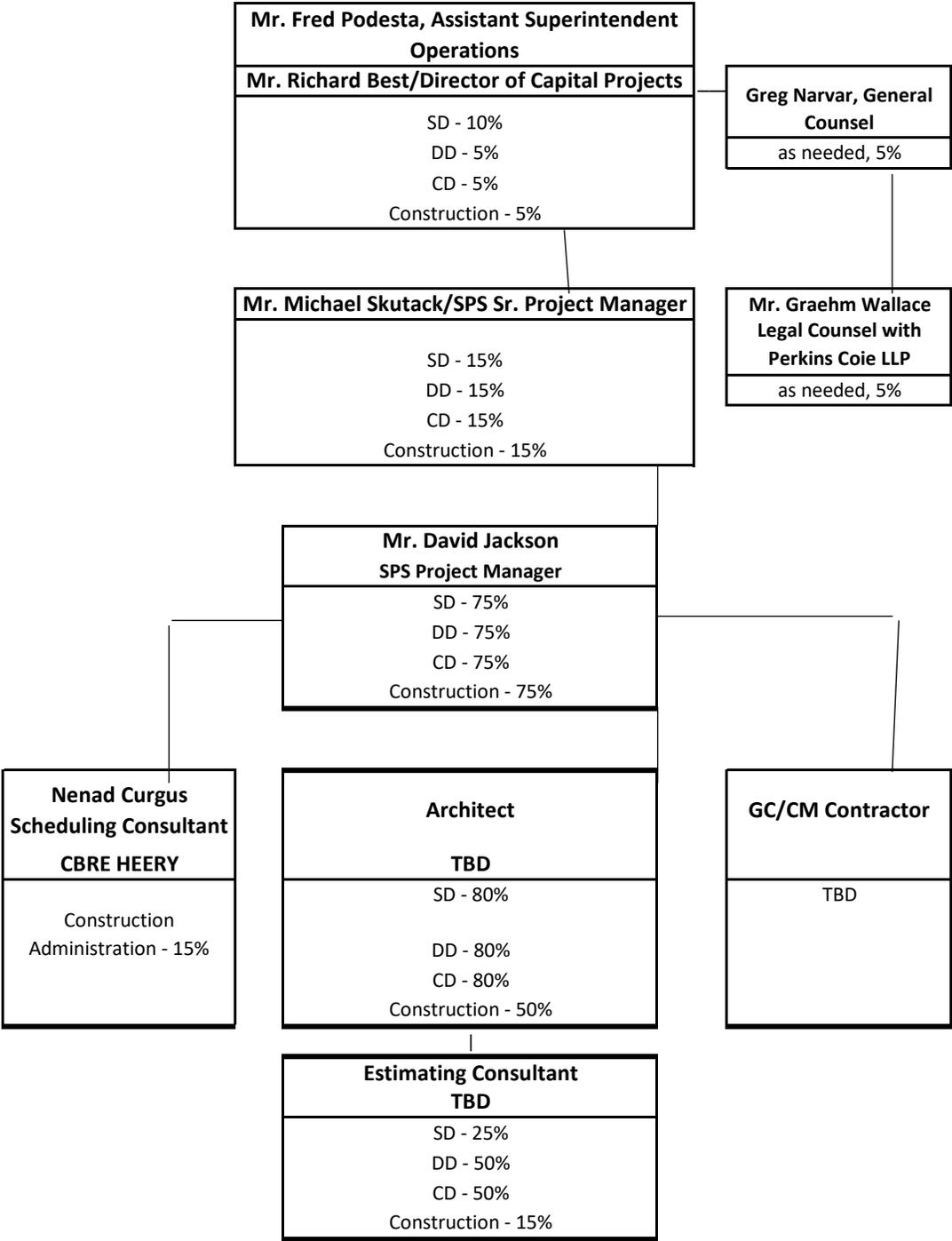
Signature: \_\_\_\_\_

Name (please print): Richard Best (public body personnel)

Title: Director of Capital Projects and Panning

Date: December 19, 2022

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



**ATTACHMENT B**  
**SEATTLE PUBLIC SCHOOLS MAJOR PROJECT LIST IN LAST 8 YEARS**  
**Including ALL GC/CM Projects**

Project Name	Scale / Description	Delivery Method	Completion	Project Cost
<b>MAJOR CAPITAL PROJECTS</b>				
Montlake Elementary School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	\$87 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	\$92 M
Alki Elementary School	Replacement/New Building & Gym Moderniz	GC/CM	2025 (in Design)	\$50.80
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Design)	\$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Design)	\$238 M
Van Asselt School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	\$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	23 (in Const)	\$8 M
West Seattle Elementary School	Modernization and Addition	DBB	23 (in Const)	\$29 M
Lincoln High School, Phase 2	Modernization	GC/CM	2022 (in Const)	\$36 M
Wing Luke Elementary School	Replacement/New Building	DBB	2021	\$48 M
Webster K-8 School	Landmark Modernization and Addition	GC/CM	2021	\$41 M
West Woodland Elementary	Modernization and Addition	DBB	2021	\$22 M
Bagley Elementary School	Landmark Modernization and Addition	GC/CM	2020	\$41 M
Lincoln High School, Phase 1	Landmark Modernization and Addition	GC/CM	2019	\$101 M
Magnolia Elementary School, Phase 1	Landmark Modernization and Addition	DBB	2019	\$40 M
Queen Anne Elementary School	Modernization and Addition	DBB	2019	\$19 M
Ingraham High School	Modernization and Addition	GC/CM	2019	\$41 M
E.C Hughes Elementary School	Landmark Modernization	DBB	2018	\$14 M
Loyal Heights Elementary School	Landmark Modernization and Addition	GC/CM	2018	\$47 M
Cascadia Elementary and Robert Eagle Staff Middle School	Two New Schools	GC/CM	2017	\$122 M
Meany Middle School 2017	Modernization and Addition	DBB	2017	\$30 M
Olympic Hills Elementary School	Replacement/New Building	GC/CM	2017	\$45 M
Jane Addams Middle School	Modernization	DBB	2017	\$13 M
Genesee Hill Elementary School	Replacement/New Building	DBB	2016	\$41 M
Thornton Creek Elementary School	New Building	DBB	2016	\$43 M
Arbor Heights Elementary School	Replacement/New Building	DBB	2016	\$41 M
Hazel Wolf Elementary School	Replacement/New Building	DBB	2016	\$40 M
Seattle World School @TT Minor	Modernization	DBB	2016	\$20 M
Horace Mann	Landmark Modernization and Addition	DBB	2015	\$13 M
Fairmount Park Elementary School	Modernization and Addition	DBB	2014	\$19 M
Denny Middle School/ Chief Sealth International High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	\$5.9 M

Denny Middle School/ Chief Sealth International High School - Projects 1 & 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010/2011	\$149 M
Nathan Hale High School Project 2	Modernization and Addition	GC/CM	2011	\$72.8 M
Garfield High School	Landmark Modernization and Addition	GC/CM	2008	\$87.5 M
Cleveland High School	Landmark Modernization and Addition	GC/CM	2007	\$67 M
Roosevelt High School	Landmark Modernization and Addition	GC/CM	2006	\$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	\$10 M

**OTHER CAPITAL PROJECTS**

Buildings	Roof Replacements	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	\$200 M
	Exterior Renovations		
	Mechanical / Air Quality		
	Life Safety / ADA		
	Interior Finishes/ Flooring		
Technology	Technology, computers, networks	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	\$ 141 M
Academics	Literacy, Arts, Science Facilities	BTA II 2005-2012 BTA III 2010-2012 BTA IV 2016-2022	\$102 M
	High School CORE 24 Program Placement		
	Athletics Improvements		



Sacajawea Elementary School  
9501 20<sup>th</sup> Ave NE 98115  
Year Built 1956

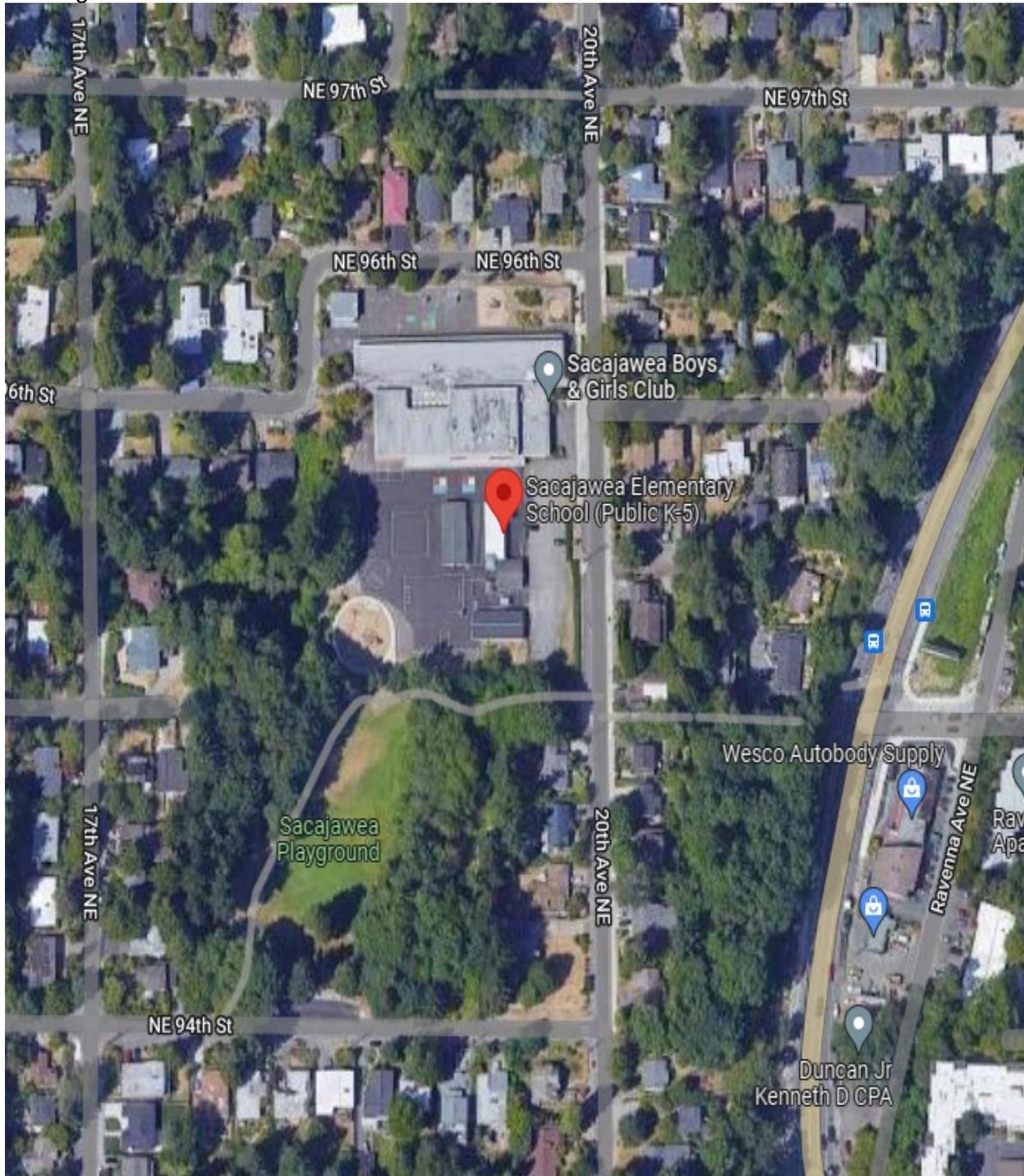
Vicinity Map enlarged



### Site and School Historical Summary

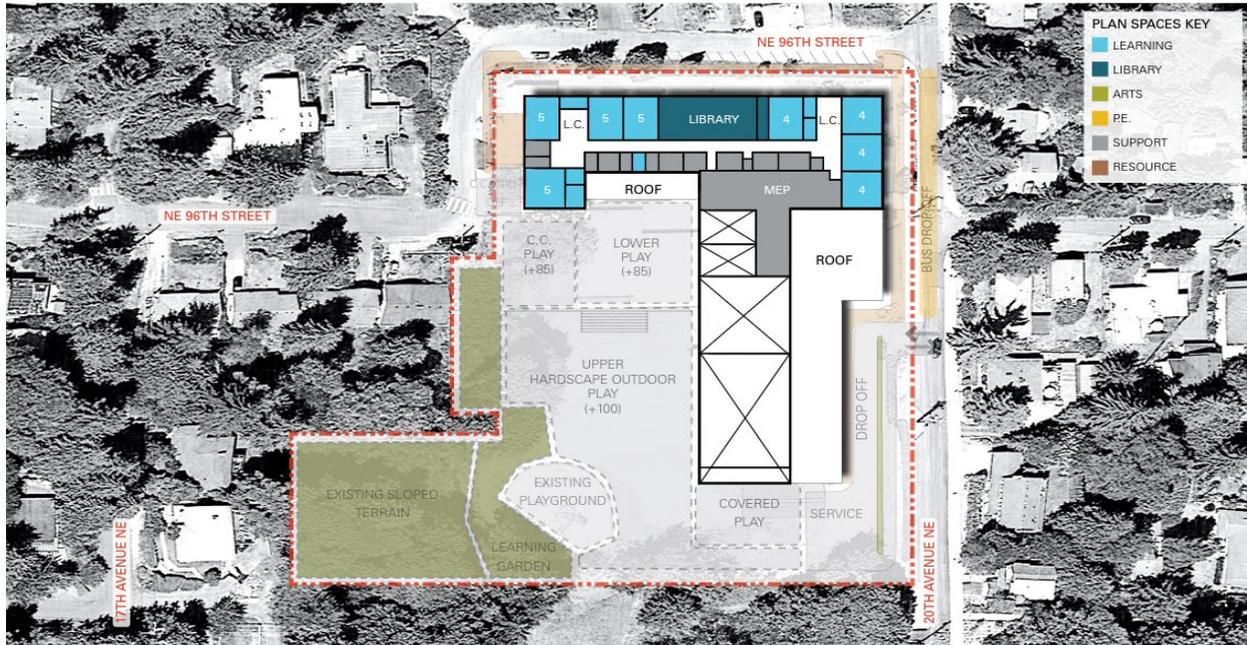
- Architect: Waldron & Dietz
- Landmark: No, not likely to be landmarked in the future
- Adjacent to Sacajawea Playground

### Existing Aerial View









PLAN SPACES KEY

Light Blue	LEARNING
Dark Blue	LIBRARY
Green	ARTS
Yellow	PE
Grey	SUPPORT
Orange	RESOURCE