



# **GC/CM Agency Certification**

Capital Projects Advisory Review Board  
Project Review Committee

**GC/CM Alternative Project Delivery Method**  
**July 27, 2023**

# AGENDA

- **Introductions**
- **Renton School District**
  - **Overview**
  - **District Inclusion Plan & Results**
- **Capital Project Management Team & Plan**
- **Bond Program & Future GC/CM Projects**
  - **Controls, Risk Management**
- **Current GC/CM Projects & Lessons Learned**
  - **Lindbergh High School**
  - **Renton High School**
  - **Hilltop Heritage Elementary School**
- **Summary & Questions**

# INTRODUCTIONS



## **MATT FELDMEYER**

Executive Director of Capital Planning & Construction

- ✓ Registered Architect with 20+ years of experience in architecture and capital project management
- ✓ GC/CM experience - 4 projects



## **TRACI ROGSTAD**

Senior Facilities Program Director

- ✓ 25 years experience with project management
- ✓ RSD GC/CM Lead
- ✓ Statewide GC/CM Best Practices Committee – representing K-12 schools
- ✓ GC/CM experience – 8 projects



## **BRIANNE TOMLIN**

Project Manager

- ✓ Registered Architect with 15 years experience with project management
- ✓ GC/CM experience – 6 projects

# RENTON SCHOOL DISTRICT OVERVIEW



- Located at south end of Lake Washington, over 33 square miles, and 7 jurisdictions
- District Core Values: Service - Excellence – Equity
- Current enrollment approximately 14,500
- (16) elementary schools, (4) middle schools, (4) high schools, (2) alternative schools, and (1) early learning center
- Minority enrollment: 77% - Hispanic (26%), Asian (25%), Black (15%)
- Rank in top 1% of state's most diverse school districts
- Currently have 4 GC/CM Construction Projects: Hilltop Heritage Elementary, Lindbergh High and Renton High Renovation Projects, and Sierra Heights Seismic and Security Vestibule
- Passed \$676 million bond in November 2022
- Preparing for a future GC/CM projects
  - Hazen HS renovation,
  - Renton HS replacement,
  - McKnight Seismic & Interior Renovation,
  - Lindbergh HVAC & Seismic Modernization

# DISTRICT INCLUSION



**Participation Goals:**  
local 30%,  
minority-owned 10%,  
women-owned 6%,  
small business 5%

## Hilltop Heritage Elementary Project

|   |        |
|---|--------|
| King County Subcontractors Only           | 61%    |
| King, Sno. & Pierce County Subcontractors | 67%    |
| Minority Owned Businesses                 | 7.62%  |
| Women Owned Businesses                    | 1.45%  |
| Disadvantage Businesses                   | 2.98%  |
| Veteran Owned Businesses                  | .42%   |
| Small Business                            | 11.52% |

## Lindbergh HS Renovation Project

|   |        |
|---|--------|
| King County Subcontractors Only           | 63%    |
| King, Sno. & Pierce County Subcontractors | 69%    |
| Minority Owned Businesses                 | 1.19%  |
| Women Owned Businesses                    | 33.95% |
| Disadvantage Businesses                   | 1.18%  |
| Veteran Owned Businesses                  | 0%     |
| Small Businesses                          | 10.50% |

## Renton HS Science Classrooms Renovation Project

|   |     |
|---|-----|
| King County Subcontractors Only           | 44% |
| King, Sno. & Pierce County Subcontractors | 58% |
| Minority Owned Businesses                 | 7%  |
| Women Owned Businesses                    | 24% |
| Disadvantaged Businesses                  | 7%  |
| Veteran Owned Businesses                  | 0%  |
| Small Business                            | 7%  |



- **District Inclusion Plan developed and completed in 2022**

- Added to District front-end documents (over 1M)

- Added to future GC/CM agreements as supplement



- **Increase outreach and education opportunities**

- **Increase emphasis throughout GC/CM selection process**

- Local small business EXPOs

- Local advertising

- Small, local, minority business webpages and project boards

- Plan for utilization of new legislation to provide opportunity

- Build long-term relationships with local small businesses



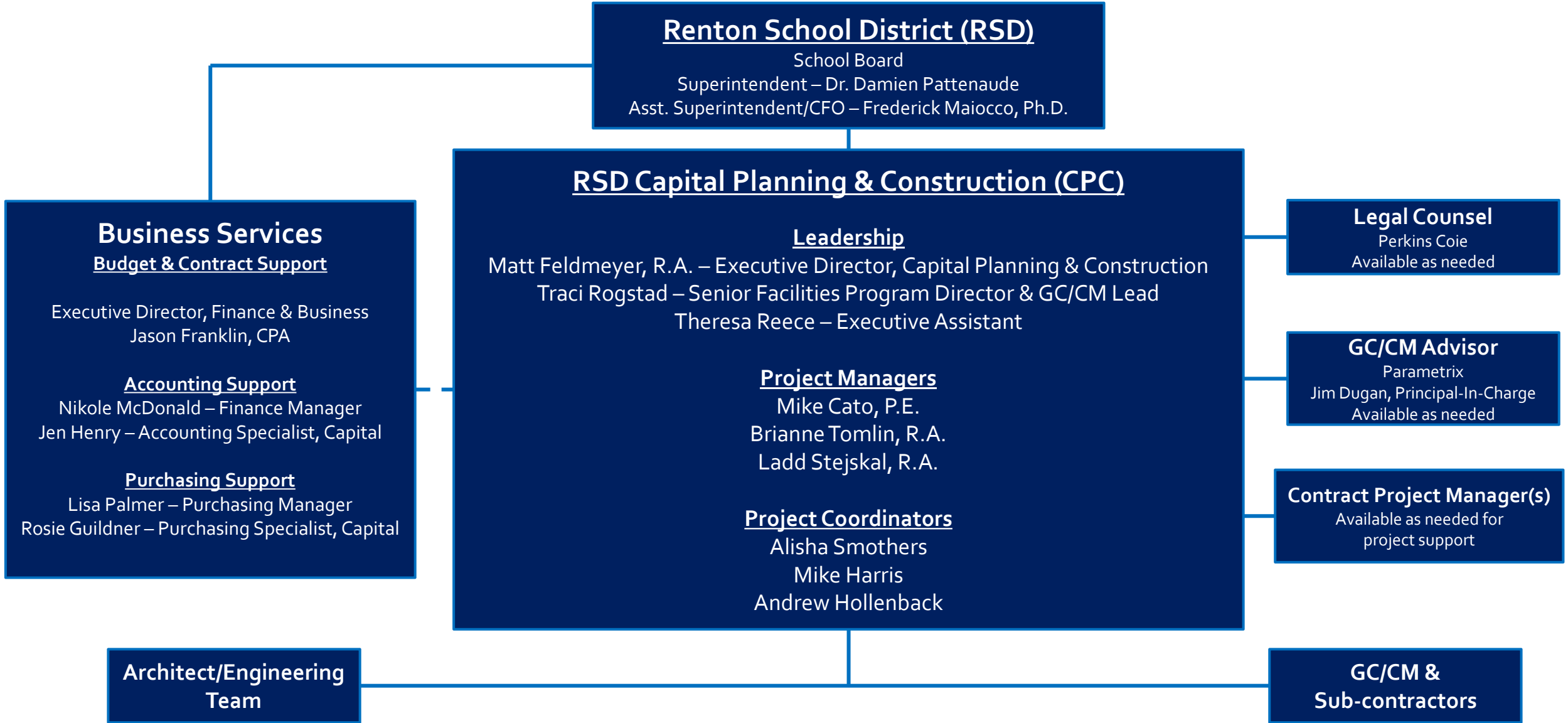
- **Current discussions & considerations**

- Revision of district web pages – doing business with RSD

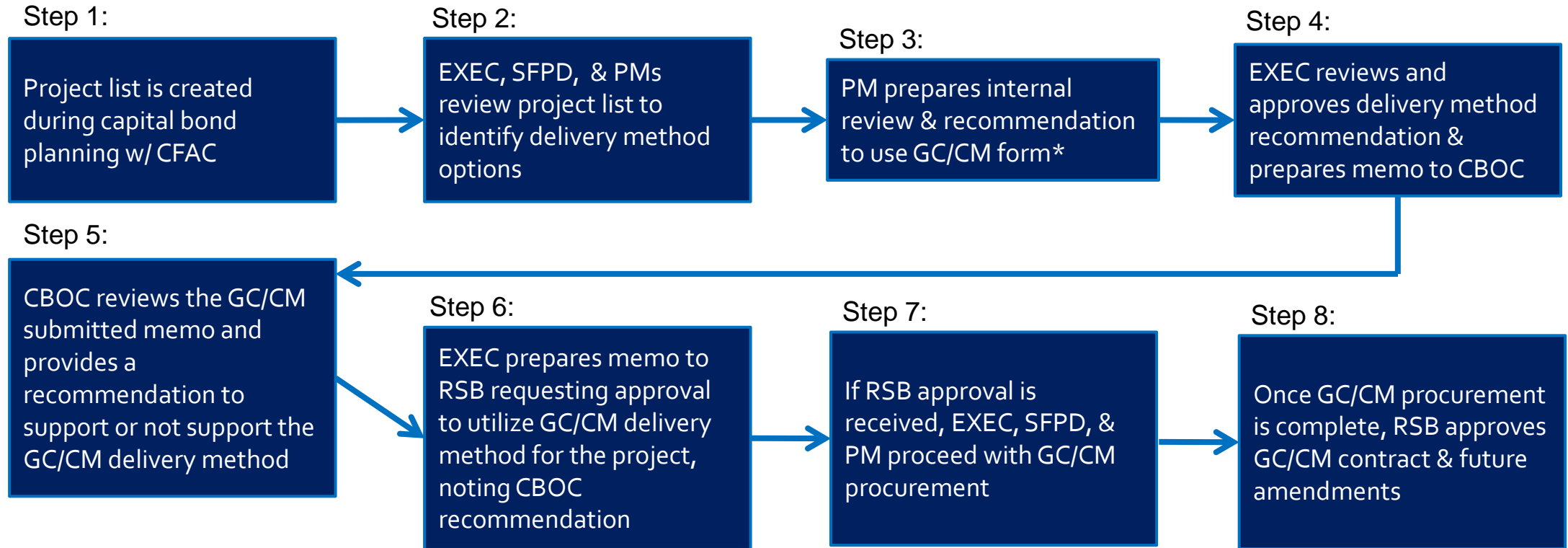
- District small works roster or shared roster with neighboring districts

- Build in opportunities to NAMC and AWMB with Project Managers to introduce projects

# RENTON SCHOOL DISTRICT: ORG CHART FOR GC/CM PROJECTS



# GC/CM FLOW CHART



**Key:**

- RSB – Renton School District, Board of Directors
- CFAC – Capital Facilities Advisory Committee
- CBOC – Citizens’ Bond Oversight Committee
- EXEC – Executive Director, Capital Planning & Construction
- SFPD – Senior Facilities Program Director, Capital Planning & Construction
- PM – Project Manager, Capital Planning & Construction



# CAPITAL PROGRAM SUMMARY (2016-2029)



| <u>Capital Program</u>   | <u>Completed Projects</u> | <u>Active Projects</u> | <u>Planned Projects</u> |
|--|---------------------------|------------------------|-------------------------|
| 2016 Capital Levy (92 Total Projects)                            | 70                        | 18                     | 4                       |
| 2019 Capital Bond (170 Total Projects)                           | 97                        | 53                     | 20                      |
| 2022 Capital Levy (Total Project Number – TBD*)                  | -                         | 19                     | 34 (+)                  |
| 2023 Capital Bond<br>(21 Total Projects before Safety/Security*) | -                         | 5                      | 16 (+)                  |
| ESSER Funds (HVAC Updates)                                       | -                         | 12                     | -                       |
| Other Funds (CTE, Impact Fees, Dept. funding, etc.)              | 15                        | 2                      | TBD                     |
| <b>TOTAL CAPITAL PROJECTS:</b>                                   | <b>182</b>                | <b>109</b>             | <b>74 (+)</b>           |

\* - Capital Levy funds are prioritized every fiscal year for emerging needs and small capital projects, Safety/Security projects are prioritized every fiscal year based upon school age and existing system analysis

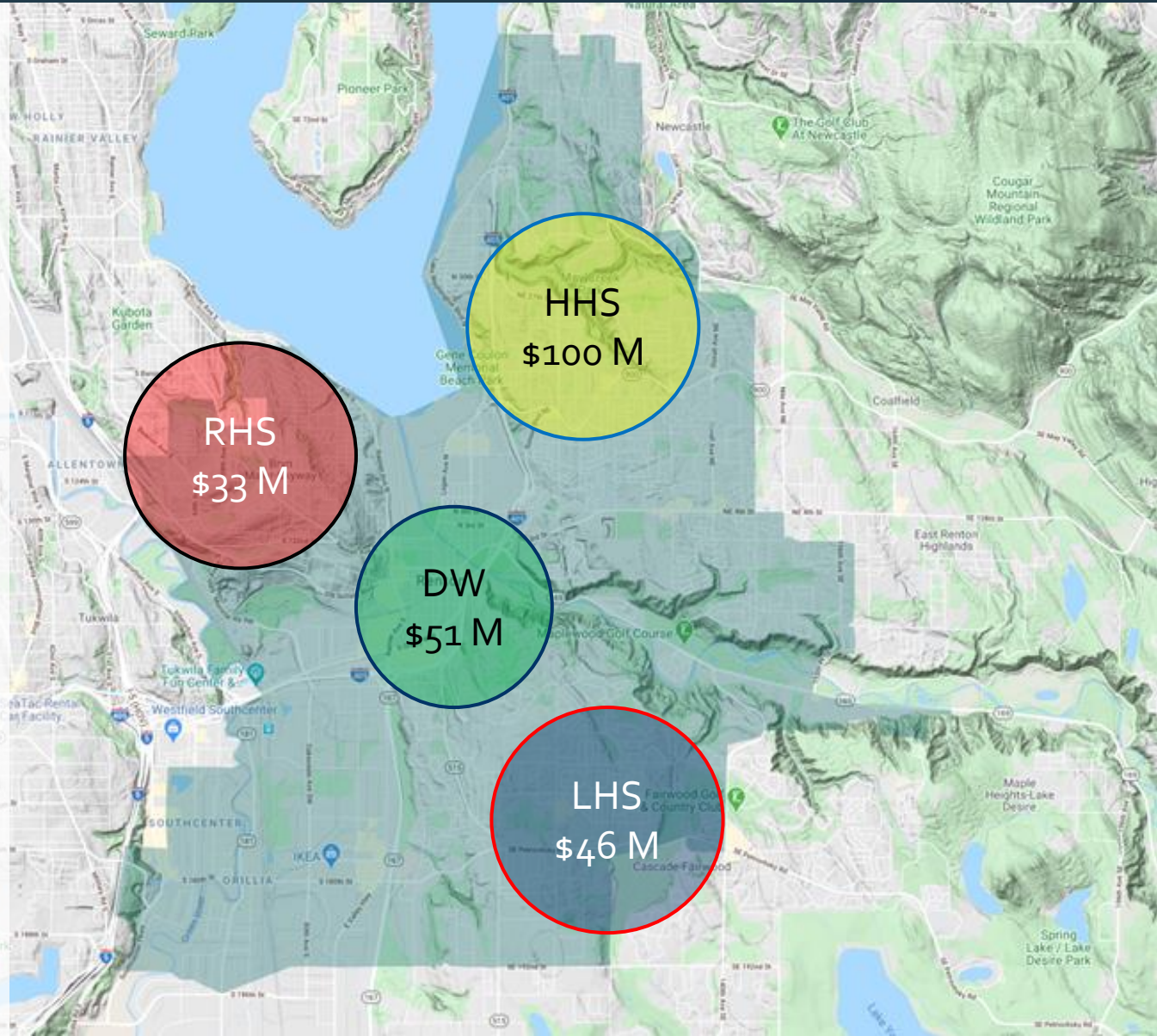
# 2019 BOND PROGRAM STATUS

## 2019 School Construction Bond:

- Original Valuation \$249.6 M
  - See map for project breakdown by area
- Projects that are Complete or Under Contract:
  - \$177.5 M (71%)

## Major Projects Include:

- Hilltop Heritage Elementary School
- Lindbergh HS Modernization
- Hazen HS Pool Updates
- District-wide HS Science Classroom Updates
- District-wide Safety/Security Improvements
- HVAC Updates (13 Schools)
- Field/Playground Updates (15 Schools)
- Interior Finish Updates (10 Schools)
- High School Baseball/Softball Turf Fields



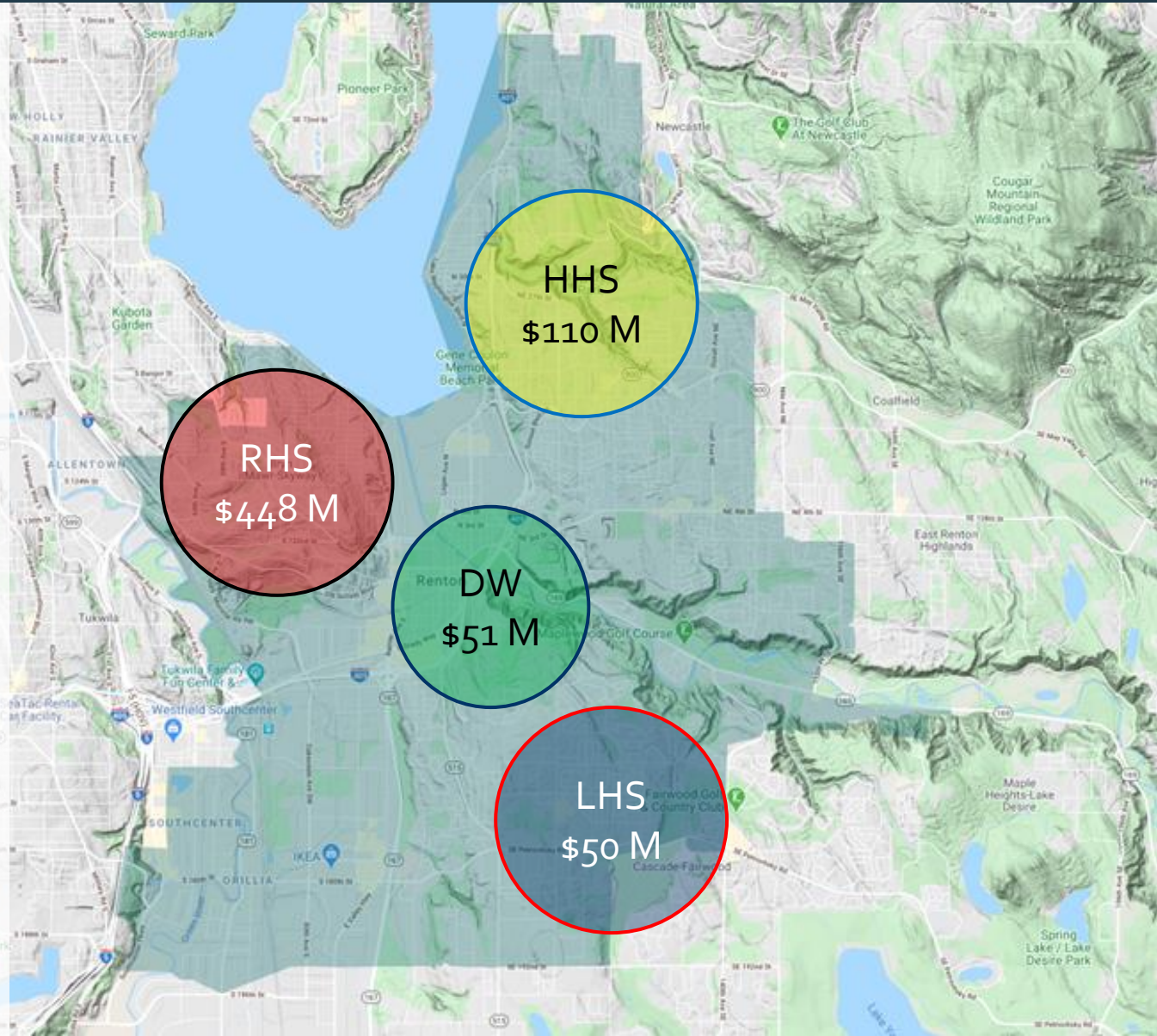
# 2023 BOND PROGRAM STATUS

## 2023 School Construction Capital Bond:

- Original Valuation \$676 M
  - See map for project breakdown by area
- Complete or Under Contract:
  - \$0.25 M (0%)

## Major Projects Include:

- New Renton HS + property acquisition
- Hazen HS Modernization
- Lindbergh HS HVAC + Seismic Updates
- Sierra Heights ES Admin Office, Safety Vestibule, & Seismic Updates
- District-wide Safety/Security Improvements
- Seismic System Updates (5 Schools)
- HVAC Updates (6 Schools)
- Roof Updates (4 Schools)



# CONTROLS, CHANGE ORDERS, & CONTINGENCY



Levels of approval for program contingency:

\$1 - \$499,999 – Asst. Superintendent/CFO Approval;  
 \$500,000 - \$999,999 – Superintendent Approval;  
 \$1,000,000+ CBOC Review and School Board Approval

Levels of approval for project contingency (change orders\*):

\$1 - \$49,999 – Project Manager Approval;  
 \$50,000 - \$349,999 – Executive Director Approval;  
 \$350,000+ School Board Approval

|   | Amount Utilized/Returned (\$) | Program Contingency Value (\$) |
|---|-------------------------------|--------------------------------|
| 2019 Bond Program Contingency: November 2019                        |                               | \$ 16,252,035                  |
| Additional Funds Requests for bond projects to date                 | (\$ 28,976,800)               | (\$ 12,724,765)                |
| Funding returned to contingency for projects completed under-budget | \$19,189,534                  | \$ 6,464,789                   |
| Forecast funding returned to contingency for 99%+ complete projects | \$ 3,112,713                  | <b>\$ 9,577,502</b>            |

\* - Individual project budgets include a contingency between 2% - 10% of the estimated construction cost for change orders. Any use of the bond program contingency is for major unforeseen conditions, market escalation, etc.

# LONG-RANGE CAPITAL PLAN (2012-2034)

FEB 2016  
ELECTION

FEB 2019  
ELECTION

NOV 2019  
ELECTION

FEB 2022  
ELECTION

NOV 2022  
ELECTION

## LEGEND

Elementary Schools

Middle Schools

High Schools

Support

◆ Capital Bond Program

● Capital/Technology Levy (2016 & 2022)  
E&O Levy (2019 & 2022)

RISDON

LINDBERGH POOL

SARTORI

HILLTOP HERITAGE

LINDBERGH MODERNIZATION

HAZEN POOL

PROPERTY SEARCH

SIERRA HEIGHTS SECURITY VESTIBULE & SEISMIC

NEW RENTON HS

NEW RENTON HS POOL

HAZEN MODERNIZATION

SEISMIC UPDATES (LHS, MMS, CAE, LRE)

ADMIN REMODEL

NEW WAREHOUSE

POTENTIAL FUTURE PROJECTS -  
IDENTIFIED BY CFAC 2022

CURRENT RHS BUILDING UPDATES

DIMMITT OR NELSEN

DIMMITT OR NELSEN

POTENTIAL GC/CM PROJECTS  
IN CURRENT CAPITAL PROGRAM

2012

2014

2016

2018

2020

2022

2024

2026

2028

2030

2032

2034

← WE ARE HERE

# LINDBERGH HIGH SCHOOL MODERNIZATION



## MULTI-PHASE MODERNIZATION AND ADDITION ON OCCUPIED CAMPUS

**Phase 1 completion: August 2022**

**Phase 2 completion: April 2023**

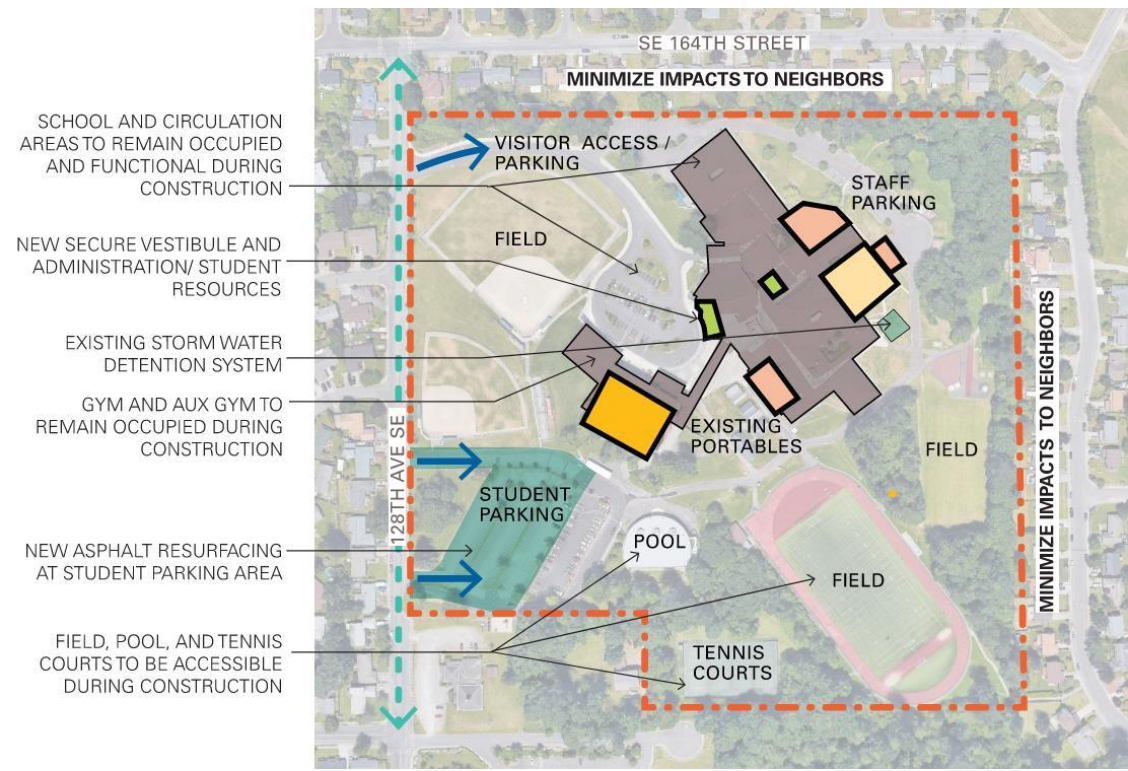
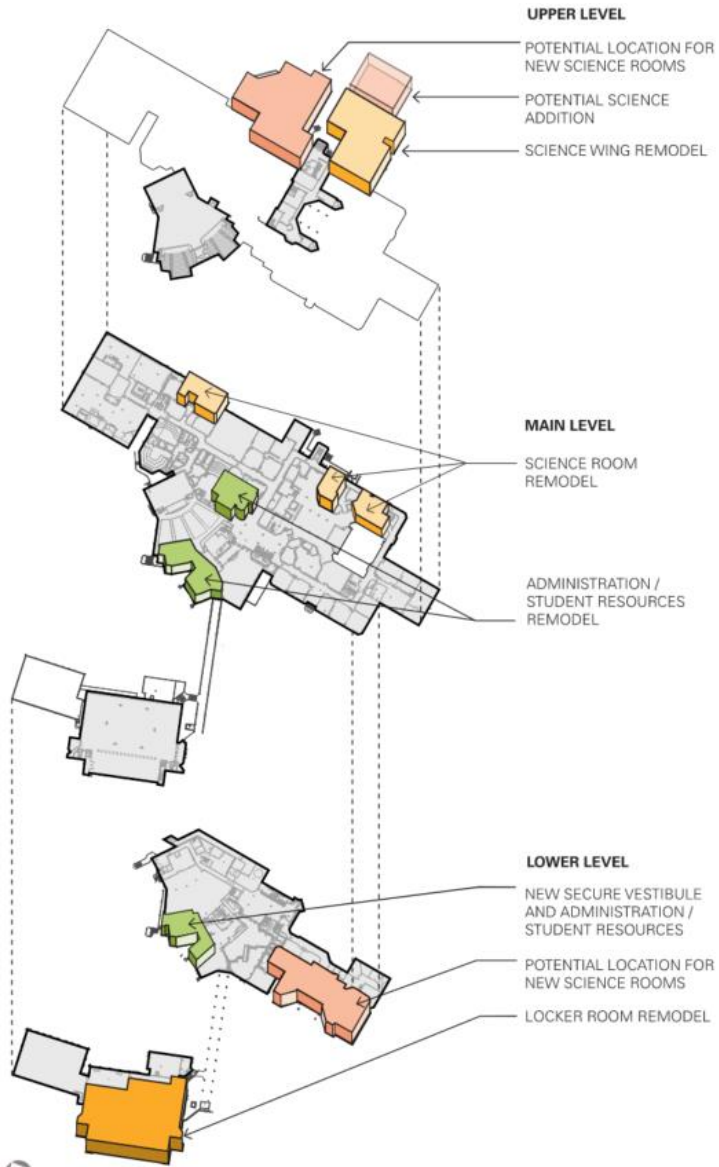
**Phase 3 completion: August 2023**

**Phase 4 completion: December 2023**

**Funding Source: 2016 Levy and 2019 Bond**




# LINDBERGH HIGH SCHOOL MODERNIZATION



**LEGEND**

- SCIENCE WING REMODEL
- LOCKER ROOM REMODEL
- ADMINISTRATION / STUDENT RESOURCES REMODEL
- POTENTIAL NEW LOCATIONS FOR FOUR (4) NEW SCIENCE ROOMS
- PARKING LOT UPGRADE
- SITE BOUNDARY
- PRIMARY ARTERIAL

0 175 350'



# LINDBERGH HIGH SCHOOL LESSONS LEARNED





# LINDBERGH HIGH SCHOOL LESSONS LEARNED



- **Safe pedestrian routes**
- **Noise mitigation/coordination**
- **Construction access coordination**

# LINDBERGH HIGH SCHOOL LESSONS LEARNED

- **Complex phasing and accelerated turnovers**
  - **Analyze bid package timing and leverage early procurement opportunities**
  - **Reduce overall schedule risk by being able to start scopes early**
- **Coordination on unexpected added scope**



# LINDBERGH HIGH SCHOOL LESSONS LEARNED



- Creative problem solving**
- temporary locker rooms

# LINDBERGH HIGH SCHOOL LESSONS LEARNED



**Leverage planning time to take advantage of unoccupied windows**

# LINDBERGH HIGH SCHOOL LESSONS LEARNED



- Ongoing trust – principal and staff relationship
- Student engagement
- Allows for creative problem solutions
  - Fully evaluate budget reduction options
  - Consider schedule and constructability
- Planning for completion and turnover
  - Minimal disruption
- Maximize value of trade partner (MC/CM)
  - Early Involvement

# RENTON HIGH SCHOOL SCIENCE UPGRADES



**MODERNIZATION  
SIX SCIENCE LABS  
OCCUPIED CAMPUS**

**Design:**

**July 2021 – March 2023**

**Construction:**

**June 2023 – March 2024**



**Funding Source: 2019 Bond**



SUNDBERG  
KENNEDY  
LY-AU YOUNG  
ARCHITECTS



# RENTON HIGH SCHOOL LESSONS LEARNED

- **GC/CM helped inform scope decisions during a time of high pricing escalation**
- **Evaluate schedule options**
  - **(9 months vs. 13 months) alongside scope decisions to further impact cost savings and minimize risk and disruption**





# HILLTOP HERITAGE ELEMENTARY SCHOOL





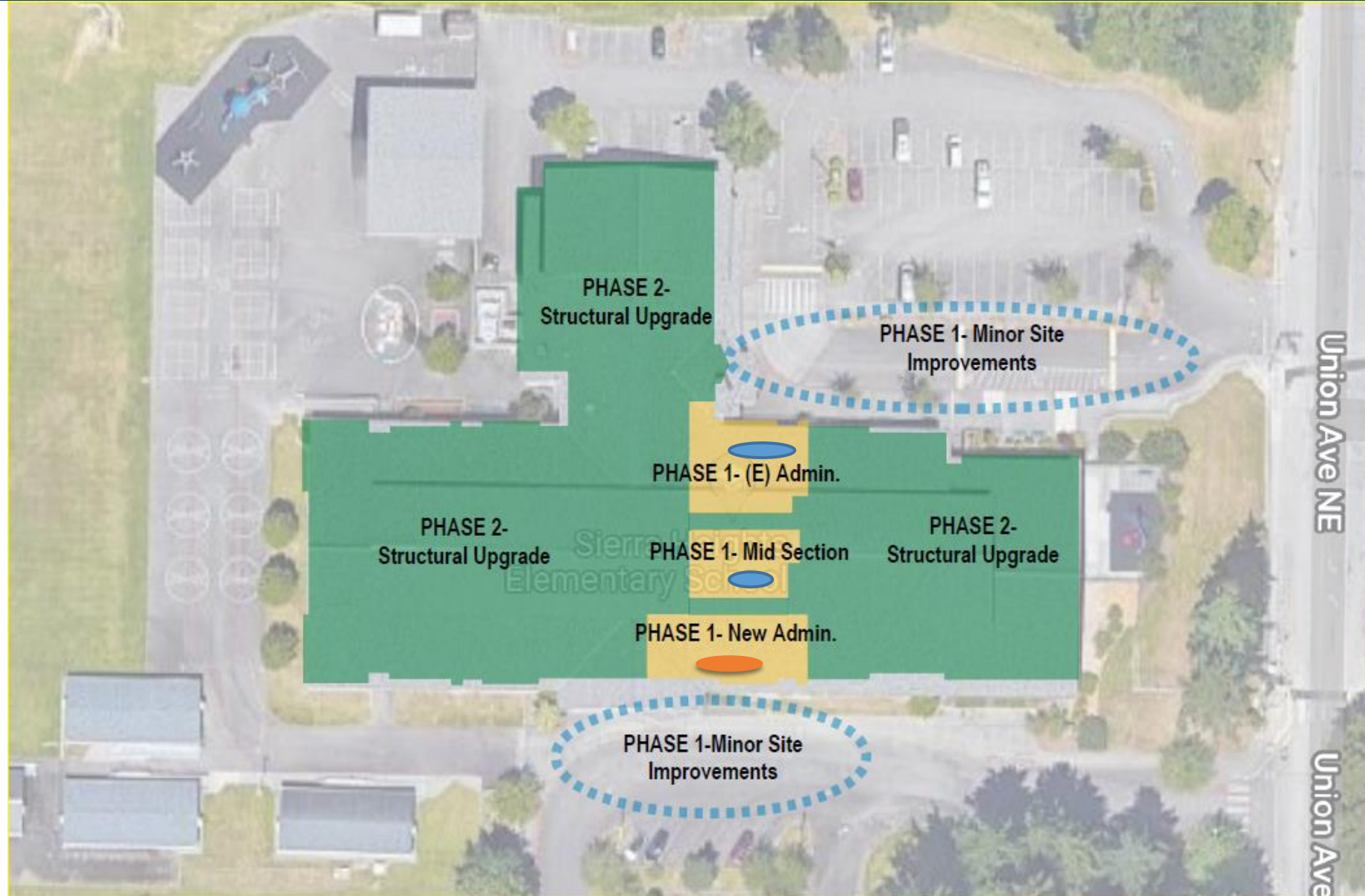


# SIERRA HEIGHTS

**GC/CM  
SCHEMATIC  
DESIGN**

**INTEGRUS**

**BAYLEY**



# SUMMARY

- **Strong team with knowledge and experience**
  - **Project and construction management**
- **Detailed management Plan**
  - **Focus on risk, controls, and contingencies**
  
- **Decision Flow appropriate to use GC/CM delivery method**
- **Fully Funded capital program and long-range capital facilities plan**
- **Fully supported by district finance and accounting team**
  
- **Experience with four GC/CM Projects**
- **Continuity of team with appropriate experience – has ability to meet RCW 39.10 requirements**
  
- **Monitoring and Reportable Progress with Equity and Inclusion Participation Goals**
  - **Plans for continuous improvement**
- **Providing new opportunities to GC/CM and MC/CM**
- **No Audit Findings to-date**

**Questions?**

**Thank you**