

SEATTLE PUBLIC SCHOOLS
DANIEL BAGLEY ELEMENTARY SCHOOL
GC/CM APPLICATION

Section 4: Anticipated Project Design and Construction Schedule

Question: Schematic design starts September 2016 and ends March 2017. GC/CM selection starts January 2017 and ends February 2017. This only allows a short time for the GC/CM to be involved at the tail end of Schematic Design. Explain why the GC/CM selection does not start earlier to allow a greater involvement and greater potential benefit.

Answer:

Typically, the GC/CM selection has been toward the end of the Schematic Design phase for a couple of reasons. First, when the design team is developing the various options, there are many different approaches to arriving at the final scheme. At this stage, the A/E team would work with their estimator to evaluate the cost impacts of different options to help guide them to the final solution. GC/CM provides the most value services when there are enough details to the design solution - to be able to send the documents to their subcontractor community to obtain realistic pricing. Secondly, preconstruction services come at a real cost to the project budget. In a busy construction market such as the one we are in, it is more challenging to attract competent GC/CM companies to provide the preconstruction services for a longer period of time for a fixed budget. We could consider the earlier selection of the GC/CM by reducing their participation at a lower level during the earlier SD phase.

Section 7: Public Body Qualifications

Question: You stated that the SCD has retained one (1) new Senior PM within the capital projects division who has past experience on a GC/CM project. Please describe that project (size, complexity, phasing, occupied, critical areas, etc.), and more importantly the Senior PM's role on that project.

Answer: *please see below for the Seattle Public School's Senior Project Manager's GC/CM experience. He has now been at the current position for 3 years.*

Eric Becker Bio:

Woodinville High School, Northshore School District, Woodinville, Washington - Complete 2012 (Cornerstone)

- Served as project manager for \$50 million modernization and addition of 123,000 square foot facility.
- Coordinated with selected GC/CM throughout the design and bidding process.
- Implemented District construction and design standards.
- Managed design process with school staff and students.
- Managed State funding process, land use and jurisdictional requirements and implemented Washington Sustainable Schools Protocol guidelines.

Wilson Pacific Project (Robert Eagle Staff and Cascadia Elementary School, Seattle Public Schools, Seattle Washington-Occupancy 2017 (Lydig)

- Senior Project Manager Capital Projects for the \$116 million new middle school and elementary school. 140,000 square foot middle school facility and 91,000 square foot facility.
- Participated and coordinated the selection of the GC/CM for this project including issuing of the RFP and as key stakeholder in interviews and committee deliberations. Responsible for approval of contract and contract change orders for this project including Board presentations.
- Reported to Citizens Advisory committee (BEX Oversight committee) in regards to the progress of this project.
- Co-managed with CM, Pre-construction activities including design meetings (all phases), cost estimate reconciliation, and critical subcontractor prequalification.
- Co-managing with CM, the current construction including Bid Package approvals, construction project meetings, construction schedule evaluations and change order negotiations.

Loyal Heights Elementary Modernization and Addition, Seattle Public Schools, Seattle Washington-Occupancy 2018 (Skanska)

- Senior Project Manager Capital Projects for the \$44 million historic elementary school modernization and addition. 91,000 square foot facility including the City of Seattle Landmarked 1932/1946 building.
- Participated and coordinated the selection of the GC/CM for this project including issuing of the RFP and as key stakeholder in interviews and committee deliberations. Responsible for approval of contract for this project including Board presentations.
- Reported to Citizens Advisory committee (BEX Oversight committee) in regards to the progress of this project.
- Co-managing with CM, Pre-construction activities including design meetings (all phases), cost estimate reconciliation, and bid package strategies.

Question: Following the question regarding a brief description of your planned GC/CM procurement process, you said, "The RFQ and RFP process is a 2 step process, the latter which involves interviews and submittal of sealed bids for certain general conditions and fee

percentage.” Did you mean a 3 step process, Qualifications, Interview and Final Pricing? Please provide and delineated breakdown of the GC/CM Procurement (stated as Jan 2017 thru Feb 2018) to clearly show at a minimum, the following:

Answer: Please see below for the potential dates for the GC/CM selection process. We corrected the steps to be 3 parts.

Wed 1/4/2017	First publication of Advertisement
Wed 1/11/2017	Second publication of Advertisement
Wed 1/18/2017	Pre-Proposal Conference
Thurs 1/19/2017	Last Date for STEP 1 Questions
Fri 1/27/2017	STEP 1: Submittals of Statements of Qualifications Due
Fri 2/3/2017	STEP 1: Notice to Shortlisted Firms
Fri 2/3/2017	STEP 2: RFP Issuance to Shortlisted Firms
Fri 2/17/2017	Last Date for STEP 2 Questions
Fri 2/24/2017	STEP 2: Interviews of Shortlisted Firms
Tue 2/28/2017	STEP 3: Sealed Price Proposals Due
Wed 3/8/2017	Recommendation to the School Board for approval
Thurs 3/9/2017	Notice to Apparent Successful Firm

Question: There are several inconsistencies between the written staff qualifications and the Project Organizational Chart. The Org Chart shows Brad Tong, PM and Ethan Bernau, On-site CM who do not have written bios. A written bio is shown for Mike Tihista, on-site CM who is not shown on the Org Chart. No percentages of time commitment are shown on the Org Chart. The two SOJ staff shown are also committed to other projects. Justine Kim, \$190M and Cheri Hendricks, \$160M. Please clarify staffing, responsibilities and commitments to the project.

Answer: Please see below for Ethan Bernau’s Bio. Mike Tihista and Ethan Bernau will be involved in the Construction on-site management. Please see the answer to the Exhibit A question, which clarifies

the roles of each SOJ staff members.

Ethan Bernau is proposed to serve as On-Site CM/CA for Bagley Elementary School, overseeing work in the field and construction administration under the direction of the Lead CM. Ethan has over 10 years of experience as an Owner’s Representative and Deputy PM/CM, having delivered a wide array of public projects ranging in value from under \$2M to over \$100M, including renovations and new construction. Ethan spent several years working on the Seattle Central Waterfront Project, functioning as an extension of City staff and working closely with city departments, including SDOT, DPD and Parks. He draws upon well-established working relationships with those departments. He has been actively involved in procuring and managing low-bid contractors and GC/CMs, including the evaluation and pre-qualification process. Ethan is currently the On-Site CM/CA for the District’s Cascadia/Robert Eagle Staff and Olympic Hills projects and is familiar with the District’s standards, procedures and best practices for construction administration through SPS’ E-Builder platform.

Exhibit A: Organizational Chart

Question: The organizational chart you provided does not show the % of time by each individual to be assigned to this project. Please provide this information and provide this information by phase, that being, design, GMP negotiations, construction, close out/warranty.

Answer: *please see below.*

Team Member	Role	Design	Total Contract Cost negotiations	Construction	Close Out / Warranty
Brad Tong	Principal	5%	10%	5%	0%
Justine Kim	Sr. Construction Manager	60%	100%	35%	10%
Cheri Hendricks	Program/Design Manager	25%	10%	0%	0%
Ethan Bernau	On-site Construction Manager	25%	25%	50%	10%
Mike Tihista	On-site Construction Manager	0%	0%	50%	10%

Exhibit B: Major Projects

Question: In regards to the Major projects list, what is the actual bid cost versus project completion costs?

Answer: please see below.

Project	Description	Delivery Method	Completion	Bid Price	Cost @ Completion	Project Cost
Loyal Heights	Modernization & addition	GC/CM	2018	TBD	TBD	\$37.3M
Cascadia Elementary & Robert Eaglestaff Middle	Two New Schools	GC/CM	2017	\$82M	TBD	\$118.2M
Olympic Hills Elementary	New Building	GC/CM	2017	\$31.9 M	TBD	\$45.2 M
Denny Middle School / Chief Sealth High School - Pro 1&2	Sealth HS 230k SF Modernization / Denny MS - New Building	GC/CM	2010/2011	\$134.5M	\$144.4M	\$149 M
Denny Middle School / Chief Sealth High School - Pro 3	Community / Sealth Athletic Fields	GC/CM	2011	\$3.2M	\$2.7M	\$5.9M
Hamilton Middle School	Complete Renovation	D-B-B	2010	\$79M	\$64.4M	\$72.2M
Ingraham High School	New Building Addition	D-B-B	2012	TBD	TBD	\$38.4M
Nathan Hale High School - Project 1	Modernization + New Library Addition	D-B-B	2009			\$14 M
Nathan Hale High School - Project 2	Major Modernization	GC/CM	2011	\$83.7M	\$84.5M	\$72.8 M
South Shore School New K-8	New 130k SF Building	D-B-B	2009	\$69.6M	\$63.5M	\$64.7 M
South Lake	New Building	D-B-B	2008	\$13.5M	\$13.6M	\$14.4 M
Garfield High School	Complete Renovation	GC/CM	2008	\$78.7M	\$112.7M	\$87.5 M
Cleveland High School	Complete Renovation	GC/CM	2007	\$60.3M	\$67.6M	\$67 M
Roosevelt High School	Complete Renovation	GC/CM	2006	\$84.6M	\$93.7M	\$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	\$9.4M	\$10M	\$10 M

Note: Be prepared to answer questions of lessons learned on GC/CM projects

Answer: these are some of the lessons learned points.

- *It is very important to create harmonious team dynamics with all members of a project, utilizing the GC/CM delivery method.*
- *It is important to make the clarification that the GC/CM projects are all publicly bid. Often A/E teams can misunderstand the delivery method to be very different from a Design/Bid/Build method – in a way that would be more similar to the GMP method.*
- *Having flexibility in timing of bidding different packages is very critical in being responsive to a rapidly changing subcontractor markets*

Exhibit C: Phasing

Question: Based on this exhibit, it is unclear to me how the project will be phased. The exhibit shows all work but not what comes first to last. The exhibit says the main building will remain occupied during early site access and is followed by renovation of the same building as a historic landmark. Where did the students go? Does it remain occupied when it is being renovated? Walk me thru the phasing plan in its total.

Answer: the phasing details will be more clear with the selected GC/CM's input regarding staging area, site access and the subcontractor bid markets. The current thinking by the project team is to allow for earlier start of the construction project for selective demolition, site preparation and site utility work that could be concurrent with the last few months of the school year starting early 2019. The renovation work cannot happen with students in the building because the first step of the work will be hazardous material removal. The students will relocate to another site after June of 2019.