

EDMONDS SCHOOL DISTRICT RESPONSES PRC RECERTIFICATION PRESENTATION QUESTIONS

– MAY 25, 2017 PRC MEETING –

Edmonds School District – Recertification – GCCM

(May 22, 2017 School District responses appear after each PRC question)

1. **Regarding Project Delivery Knowledge and Experience:** For listed projects, please describe both planned and actual (or projected) cost and schedule results, and briefly comment on reasons/lessons learned where either positive or negative variances occurred. Please indicate how lessons learned will be incorporated into forthcoming projects.

The following projects were listed in the “Project Delivery Knowledge and Experience” section of our application (Item #3.)

New Maintenance/Transportation Facility – GC/CM

Planned Total Project Cost - \$31 M

Actual Total Project Cost - \$30.2 M

Lessons Learned - Cost: Continuous GC/CM collaboration with Design Team, and School District allowed the team to maximize scope and value in the face of a highly constrained budget. This experience lead to greater emphasis in subsequent projects on establishing detail cost targets at the beginning of the process.

Planned Substantial Completion - 4/4/16

Actual Substantial Completion - 8/4/16

Lessons Learned – Schedule: Despite delays arising from post-approval permit requirements and inspection procedures, project was completed on time for critical occupancy deadline. Continuous collaboration among the GC/CM, Design Team, and School District was essential to achieving this result. This experience lead to revising communications procedures with the Authority Having Jurisdiction (AHJ) for subsequent projects.

Alderwood Middle School Replacement – GC/CM

Planned Total Project Cost - \$68 M

Actual Total Project Cost - \$ 67.5 M

Lessons Learned - Cost: The GC/CM proposed an accelerated schedule to open the school in January, which reduced the GMP significantly. It also revealed an opportunity to bid and conduct major packages off-cycle from the rest of the market. This approach was used on subsequent projects.

Planned Substantial Completion – 7/11/17

Actual Substantial Completion - 12/2/2016

Lessons Learned – Schedule: The accelerated schedule created a number of weather related risks e.g. exposing moisture sensitive soils and building interiors to winter weather. Continuous collaboration among the GC/CM, Design Team, and School District reduced the impact of these situations. Better accommodation of the impacts of accelerated schedules were built into subsequent projects. The use of EC-MC/CM procurement was beneficial to the project, but would have been more valuable if it had been possible to bring them onto the team earlier. The subsequent project which used EC-MC/CM procurement benefitted from this experience by bringing the EC-MC/CMs onto the team earlier.

Lynndale Elementary School Replacement – GC/CM

Planned Total Project Cost - \$ 36 M

Actual Total Project Cost - \$35.9 M

Lessons Learned - Cost: The GC/CM proposed an accelerated schedule to open the school in January, which reduced the GMP significantly. It also revealed an opportunity to bid and conduct major packages off-cycle from the rest of the market. Continuous collaboration among the GC/CM, Design Team, and School District allowed the team to maximize scope and value in the face of a highly constrained budget. The quality of construction was noticeably high.

Planned Substantial Completion - 7/11/17

Actual Substantial Completion - 12/1/2016

Lessons Learned – Schedule: The accelerated schedule created a weather related risk by exposing moisture sensitive soils to winter weather. Further, a peat bog under the existing structures was exposed once demolition occurred. The GC/CM kept the impacts to a minimum and the project on schedule through continuous collaboration among the GC/CM, Design Team, and School District.

The GC/CM met early and often with the AHJ to avoid impacts that affected Maintenance and Transportation.

Lynnwood Elementary School Replacement – GC/CM

Planned Total Project Cost - \$42.2 M

Actual Total Project Cost – TBD

Lessons Learned - Cost: The School District chose to bundle the Lynnwood Elementary project with the Mountlake Terrace Elementary project to be executed by one GC/CM as a single project. The team conducted a target value analysis charrette during Schematic Design which established a common understanding and set of goals for all parties. Continuous collaboration among the GC/CM, Design Team, and School District allowed the team to address the current bidding climate in a manner that balanced cost with program requirements, functionality and durability. The School District will continue to refine and apply the target value approach on subsequent projects.

Planned Substantial Completion – July 27, 2018

Actual Substantial Completion - TBD

Lesson Learned – Schedule: TBD

Madrona K-8 School Replacement – GC/CM

Planned Total Project Cost - \$ 50.5 M

Actual Total Project Cost - TBD

Lessons Learned - Cost: This project brought the GC/CM on during pre-design, which proved to be very valuable. The first whole team meeting was a cost charrette, where the various disciplines gave their expertise and experience to establish the target values. Going forward we had the Target Value Analysis to use as a baseline to keep the project within the established costs. Continuous collaboration among the GC/CM, Design Team, and School District allowed the team to address the current bidding climate in a manner that balanced cost with program requirements, functionality and durability. This project has one GMP, as a way of streamlining all documents going forward including, pay apps, schedule of values, contingency usage, audit procedures, and project closeout. We opted not to use MCCM and ECCM on this project to stay within the GC/CM's comfort level. These lessons will be applied on subsequent projects.

Planned Substantial Completion – Phase 1 July 12, 2018, Phase 2 October 16, 2018

Actual Substantial Completion - TBD

Lesson Learned – Schedule: The original planned schedule had Substantial Completion set for July of 2019. With the help of the GC/CM and the Design Team we were able to accelerate the schedule by a full year. Our experience with accelerated schedules on the Alderwood and Lynndale projects helped us minimize the adverse impacts and maximize the value from this approach.

Mountlake Terrace Elementary School Replacement – GC/CM

Planned Total Project Cost - \$ 39.2 M

Actual Total Project Cost - TBD

Lesson Learned - Cost: The School District chose to bundle the Lynnwood Elementary project with the Mountlake Terrace Elementary project to be executed by one GC/CM as a single project. The team conducted a target value analysis charrette during Schematic Design which established a common understanding and set of goals for all parties. Continuous collaboration among the GC/CM, Design Team, and School District allowed the team to address the current bidding climate in a manner that balanced cost with program requirements, functionality and durability.

Planned Substantial Completion – July 27, 2018

Actual Substantial Completion - TBD

Lesson Learned – Schedule: TBD

Spruce Elementary School Replacement – GC/CM

Estimated Total Project Cost - \$ 53.3 M

Actual Total Project Cost - TBD

Lesson Learned - Cost: The replacement of this school is a “bonus” project. The full scope was not anticipated in the 2014 bond measure and requires a combination of bond funding, revenue from property sales and leases, and State Construction Assistance. Portions of these sources have not yet been fully secured. Continuous collaboration among the GC/CM, Design Team, and School District allows the team to maximize scope and value in the face of a highly constrained budget.

Planned Substantial Completion - TBD

Actual Substantial Completion - TBD

Lesson Learned – Schedule: Continuous collaboration among the GC/CM, Design Team, and School District allows the team to manage a flexible schedule that depends on future revenues.

2. For projects completed in last 3 years (*New Maintenance/Transportation Facility, Alderwood Middle School Replacement, Lynndale Elementary School Replacement*) please include **projected** GMP in addition to the final GMP, as required in the application.

New Maintenance/Transportation Facility – GC/CM

Planned/Projected GMP – \$23,450,000

Actual/Final GMP - \$23,398,160

Alderwood Middle School Replacement – GC/CM

Planned/Projected GMP – \$51,000,000

Actual/Final GMP - \$50,740,967

Lynndale Elementary School Replacement – GC/CM

Planned/Projected GMP – \$26,500,000

Actual/Final GMP - \$26,422,769

3. Attachment A: Overview states, “*Delivery options vary based on the characteristics of each project and based upon the budget of each project.*” Explain how project budget effects your decisions on use of GC/CM.

The characteristics and scope of each project determine the budget and also are the principal factors the School District uses in determining Delivery Method. Most District projects are either total replacements of existing facilities or upgrades of particular systems for existing facilities. The first category, total replacement, usually involves total project budgets in the range of \$30 million to \$70 million. These projects are often candidates for GC/CM because they are complex, often involve occupied sites and can benefit from GC/CM participation in the planning and design process. The second category, systems upgrades, which may involve replacing roofs, HVAC equipment, sports fields, traffic circulation and parking, etc. usually have total project budgets less than \$5 million. These upgrade projects, which average more than \$10 million a year, are usually procured through the Design/Bid/Build method. However, some larger, more complex future upgrade projects might be appropriate candidates for either GC/CM or Design/Build.

4. Please include in your presentation any “lessons learned” discussion points regarding your use of GC/CM on your projects over the last 3 years.

General lessons learned from all projects include:

- Invest the resources to make the process work;
- Get the GC/CM involved as early as possible;
- GC/CM approach can maximize value for all parties.

Project specific lessons learned appear in the response to question #1. Project Managers Matt Finch and Taine Wilton will discuss project specific lessons learned at the May 25th meeting and provide additional detail.