



CAPITAL PLANNING AND CONSTRUCTION

May 20, 2021

Talia Baker, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services
1500 Jefferson Street SE
Olympia, WA 98501

RE: Renton School District GC/CM project application for Lindbergh High School Phased Modernization

Dear Ms. Baker and PRC members,

Renton School District is pleased to submit the Lindbergh High School Phased Modernization, one of our major capital bond projects approved by voters on November 5, 2019, for consideration using the General Contractor/Construction Manager (GC/CM) alternate project delivery method. In accordance with the new statutory amendments, we are also requesting that the PRC approve the use of the alternative subcontractor selection process of RCW 39.10.385 for the mechanical contract work on this project, should the District and our selected GC/CM later determine that this process is in the best interests of the public for this project.

In 2020, we were approved for our first GC/CM venture for our Elementary School #16 project and since then we have continued to grow our team, our knowledge of the GC/CM process, and our District initiatives to support this process. Our team has engaged in GC/CM training and have also contracted with consultants, rich in GC/CM experience, to guide us in continuing to deliver successful GC/CM projects. Due to the complexities of this phased modernization on an occupied high school campus, which are well outlined in our application package, we believe this alternate delivery method would allow the District to mitigate conditions and help our team to minimize risk on scope, schedule, and budget.

The District's Senior Facilities Program Director is experienced in the GC/CM procurement process and has also represented state school owners on the recent GC/CM RCW review committee. Additionally, our project manager has worked on several successfully completed GC/CM projects. With additional GC/CM guidance and consultation by Parametrix and Perkins Coie, and the selection of Brent Planning Solutions and Bassetti Architects, we believe we have solid team to move this project forward.

I look forward to your review of our application and our opportunity on June 24th to present our project to the Project Review Committee.

Sincerely,

Matt Feldmeyer
Executive Director, Capital Planning & Construction

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

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

The CPARB 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): **Renton School District No 403**
- b) Address: **7812 S. 124th Street**
- c) Contact Person Name: **Traci Brewer-Rogstad** Title: **Senior Program Director**
- d) Phone Number: **425-204-4472** E-mail: **traci.brewerrogstad@rentonschools.us**

1. Brief Description of Proposed Project

- a) Name of Project: **Lindbergh High School Phased Modernization**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

Lindbergh High School was built in 1969, with a gymnasium building added in 1978 and has had one major addition of a commons space. There have been minor renovations to specific program areas and systems but no major changes to instructional spaces or major building support. Lindbergh currently serves 1,211 students in grades 9-12. The original building was constructed of masonry and concrete and is integrated into the surrounding grade on three levels. Because of the configuration and construction materials the ability for modifications to the existing structure and site layout requires significant coordination. As part of the 2019 bond planning process, Renton School District studied changes to educational delivery, athletic support, and security concerns all of which require that several major areas of Lindbergh High School be modernized.

The proposed project includes modernization to 4-6 and an addition of 2-4 science classrooms to create modern STEM instructional space, complete renovation of all locker room and athletic support spaces, relocation/reorganization of administration and health clinic areas to create a secure entry, as well as upgrades to HVAC system throughout the building and upgrades to the parking lot. There are other miscellaneous projects on the Lindbergh High School campus that may also be completed to the extent that budget allows. This project affects nearly every portion of the building to some degree, with more significant interventions in the areas described. The school building will be occupied during the duration of construction which will require substantial phased construction and temporary provisions for some spaces. The planning of these elements will greatly benefit from a GC/CM addition to the project planning team. A successful modernization at Lindbergh high school will provide for the needs of the Lindbergh High School community and support educational, equity, health, and safety needs for students into the future.

Because a large portion of the project budget is allocated for HVAC upgrades, we are also requesting permission to utilize the alternative subcontractor selection process of RCW 39.10.385 for the mechanical subcontractor on this project, should the District and our selected GC/CM later determine that this process is in the best interests of the public for this project.

A. Projected Total Cost for the Project: Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$3,200,000
Estimated project construction costs (including construction contingencies):	\$26,500,000
Equipment and furnishing costs @ 5%	\$1,325,000
Off-site costs	\$Incl in construction
Contract administration costs (owner, cm etc.)	\$450,000
Contingencies (design & owner) @ 5%	\$1,325,000
Other related project costs (briefly describe) (Permits, Moving, Bid Notices, Utility Fees)	\$523,500
Sales Tax @ 10.1%	\$2,676,500
Total	\$36,000,000

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*

Funding for Lindbergh High School Phased Modernization was included in the November 2019 bond and was approved by voters on November 5, 2019.

2. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- 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)

See Attachment A Project Schedule

Project Milestones:

A/E Firm Selection & Hire (Complete)	January 2021
Program Development	March – July 2021
PRC Application/Submittal	May 2021
PRC Approval	June 24, 2021
<i>(process continuation subject to PRC approval)</i>	
GC/CM RFQ Advertisements (Two advertisements)	June 29 – July 7, 2021
Shortlist, Interview, RFP, Select GC/CM	July 22 – September 14 2021
Schematic Design	July – November 2021
Design Development	November 2021 – January 2022
Construction Documents	February – June 2022
Permitting	April – July 2022
Subcontractor bidding, negotiate GMP	April – June 2022
Site Work/Building Construction (Phased)	July 2022 – December 2023
Occupancy	December 2023

3. 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?

For the Lindbergh High School Phased Modernization, there are many complex scheduling, phasing, and coordination issues that would benefit greatly from the GC/CM project delivery approach. It is a project that impacts multiple locations in an existing building and will require complex coordination. The project will benefit from the input of the GC/CM on any requirements of presiding jurisdictions.

Temporary and/or permanent relocation of many building program areas to accommodate the new

design will require complex coordination, as will considering protection of the adjacent portions of the building. The District will rely on the GC/CM to collaborate and develop a detailed schedule, phasing plan(s), and construction logistics plan that will consider facility operations and construction sequencing.

Project phasing may imply the need for one or more early bid packages for some project scopes, and coordination of these bid packages would benefit from the support of GC/CM market knowledge and subcontractor inclusion. Additionally, because the site is previously developed with limited open space, areas being studied for a building addition have complex considerations and the GC/CM would be a valuable asset to the design team as they are studying the feasibility of various options.

Access to the Lindbergh High School site and building is challenging due to integration into existing grade and limited roadway access. The main school and gym buildings are served by a single driveway off 128th Ave SE. The upper student parking lot is not directly connected to the main building and also serves the pool building which is a community asset and is heavily used on evenings and weekends. Because of its utilization and removal from the main building, it will not make a good construction access. There is limited site space for construction laydown and staging, and there will be coordination required for scheduling deliveries and managing site stock to ensure no delays will be caused.

All the above reasons support the need and advantage of having a GC/CM's early input, scheduling expertise, phasing knowledge, and input to competing project considerations. Having the GC/CM's buy-in prior to construction increases the likelihood of successful implementation of that design during construction.

- 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.

The Lindbergh phased renovation project will take place on an occupied school site throughout the duration of construction. Safety is the main concern on an occupied site with construction activities adjacent to student activities; it will be crucial for the GC/CM to help identify safe pathways for students and teachers. The GC/CM will help coordinate emergency egress from occupied areas with safe passage around active construction and laydown areas.

Construction in many parts of the building will be happening adjacent to instructional spaces so acoustics and impact to the educational environment will need consideration. Minimizing construction impact, including dust and debris, will be important for safety and health of students and staff. Public school buildings and sites are heavily used by outside community members and groups. The project will need to minimize impact to these site activities including athletics and events. The Lindbergh Pool is the most used aquatics facility in Renton School District and will remain in operation as no work is planned to the structure, so site circulation and parking to this building will need to be preserved for the duration of construction.

The impact to multiple spaces in the building will require temporary relocation of some programs and temporary routing of building systems. The district will rely on the GC/CM input on options for temporary surge spaces for existing science classrooms, locker rooms, and other general education spaces that may be converted as part of this project. It is possible that temporary portables will be needed to accommodate areas of demolition and input on how the placement of portables may impact construction would help the district in weighing this option. There are existing site utilities in place around the perimeter of the building that will require significant coordination for areas of construction to provide for continuity of operations. Involvement of the GC/CM to determine the routing for temporary or replacement of utilities will be critical to project success.

Lastly, while COVID-19 protocols are still in place there is also a benefit to having one contractor who is familiar with spaces in the building and will provide consistent attention to the protocols and safety of the team on-site.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

Involvement of the GC/CM during the preconstruction phase is critical to successfully plan the work, maximize opportunities for value and schedule coordination, and to evaluate opportunities for development of an efficient phased-construction plan. In addition to assisting with developing phasing options and construction logistics, the GC/CM can provide necessary input on necessary investigation within an existing building including hazardous materials abatement, structural upgrades, and system improvements. All of these items add complexity to the project scope coordination and a GC/CM as a critical member of the project team will provide high value to the district.

GC/CM input to early cost modeling, value engineering, constructability, and scheduling will provide the team with valuable information to help plan and execute the project according to the District's budget, schedule and quality standards. The district will rely on the GC/CM to provide input to the design team on material selection and detailed design choices. A large portion of the project budget is allocated for HVAC upgrades to a dated system to all areas of the school beyond the specifically identified areas of program upgrades, and GC/CM coordination with mechanical subcontractors will provide valuable input to the architects and engineers to help plan how this project scope will fit into the schedule and budget. In coordination with the selected GC/CM the District may consider utilizing selection of an MC/CM to assist in decision making for system decisions.

Because a large portion of the project budget is allocated for HVAC upgrades, we are also requesting permission to utilize the alternative subcontractor selection process of RCW 39.10.385 for the mechanical subcontractor on this project, should the District and our selected GC/CM later determine that this process is in the best interests of the public for this project. . Under the 2021 amendments to RCW 39.10, this selection process may be "used by noncertified public bodies if this selection process has been approved for the project by the project review committee." Although any final determination of the use of this selection process will also be made in conjunction with the selected GC/CM, we feel that it is important to receive approval at this early stage so that an MC/CM subcontractor can be brought in early in the project planning stages.

Community coordination and communication will also be very important to the success of the project since Lindbergh High School has an active student and parent body as well as supportive neighborhood groups. With existing development surrounding the school, including a community church and an adjacent Renton Park Elementary School, and challenges with access and egress, construction activity will be watched carefully. These factors will need to be taken into consideration during both design and construction. Having a GC/CM on board during design will assist the district in providing more accurate and timely information to the public.

- If the project encompasses a complex or technical work environment, what is this environment?
N/A
- 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

4. 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 example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The public, when it approves a bond issue, expects the District to deliver a quality school project on time and within the stated budget. On complex projects such as the Lindbergh High School Phased Modernization, the GC/CM delivery method can reduce the District's risk and increase the probability of achieving those objectives. Early GC/CM involvement in planning, scheduling and estimating adds more certainty to the schedule and reduces the risk of delays, as compared to delays that are commonly experienced in the design-bid build method. This increase in certainty and reduction in risk is a fiscal benefit to the community that voted for the bond measure.

The Renton School District desires to deliver its promises to voters, and to minimize risk to scope, schedule and budget. With the complexities of the existing building and occupied site during construction, there is great risk for cost escalation and schedule extension. By engaging the contractor early, we are building an integrated design and construction team to support responsible decision making, accurate estimating, schedule predictability, and project coordination. These site conditions combined with schedule and budget would present even more challenges that could increase risk in a typical design-bid-build project.

- 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.
The GC/CM procurement method, as compared to traditional design-bid-build, allows the District to mitigate risk in errors and omissions by having a construction professional in the design process. Intent and conditions are discussed and understood at a higher level and earlier in the process, which ultimately minimize unknown costs further along in the project. Options can be fully vetted, with the knowledge of the builders, while discovering more opportunities to save on schedule and cost. These efforts provide for more certainty and optimization of scope, schedule, and budget. Also because of the nature of the Lindbergh High School project including many scopes, subcontractors, and possible early permits, a GC/CM procurement method has the possibility to greatly benefit the schedule by providing adaptability as the design and permitting progress.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
N/A

5. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

Renton School District has assembled an experienced and qualified team for design and management of Lindbergh High School Phased Modernization. **Matt Feldmeyer**, Executive Director of Capital Planning & Construction, with over twenty (20) years' experience in design and management of building projects has overall responsibility for the project. **Traci Brewer-Rogstad** is the Senior Program Director with oversight of the GC/CM process. **Brianne Tomlin** is the Project Manager with **Stewart Schusterman** providing support in programming and district historical knowledge during the design phase

The District has the support of Jim Dugan with **Parametrix** as a GC/CM advisor. Parametrix will provide support for consulting on best practices, procurement strategies, selection panel participation, and shared lessons learned. Jim may also be called on as needed throughout all phases of the project, for example reviewing cost estimates and constructability reviews.

The District also retains **Perkins Coie attorney, Graehm Wallace** to provide legal services and guidance on all GC/CM matters, including procurement, RFQ and RFP development, contract drafting and any legal issue that could arise throughout the project. **Bassetti Architects**, a local architecture firm who is very well-versed in alternate project delivery, has been selected and engaged on this project since January 2021.

- 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 B – Project Organization Chart

- Staff and consultant short biographies (*not complete résumés*).
See bios and project experience below
- 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.)

Matt Feldmeyer, R.A. – Executive Director of Capital Planning & Construction, Renton School District. Mr. Feldmeyer is a registered architect with more than 20 years of experience in the areas of architecture and capital project management. He has worked for the Capital Planning & Construction office at Renton School District for five years. Prior to working with Renton School District, Matt worked for the capital projects offices at Seattle University, WA State Dept. of Health, and WA State DSHS/DES. Matt has provided project and program management for capital construction projects utilizing traditional, alternate, and small works project delivery methods. Matt has developed his skillset in design, management, and team leadership on a wide range of project types including office remodels, laboratories, juvenile justice facilities, higher education, K-12, and many more. His experience completing projects as an architect, project manager, and director will provide for a high level of success in managing the team that will complete the Lindbergh High School Phased Modernization project. Matt will be directly involved and have oversight of the team on all phases of the GC/CM process.

<u>Matt Feldmeyer – Recent Projects</u>					
Project Name	Project Size	Delivery Method	Role During Phases		
			Planning	Design	Construction
Renton School District – Elementary School #16	\$60m	GC/CM	Director & GC/CM Selection	Director	Director
Renton School District - Sartori Elementary School	\$45m	D/B/B	PM	PM	PM
Seattle University - Center for Science and Innovation	\$230m	CM at risk	PM	PM	
Seattle University - Clinical Performance Lab Modernization	\$3m	CM at risk	PM	PM	PM
WA DSHS - Fircrest Building Upgrades	\$1.4m	D/B/B	PM	PM	PM
WA DOH - HVAC Upgrades Environmental/Chemical Wing	\$3.5m	ESCO	PM	PM	
WA DOH - HVAC Upgrades Communicable Disease Wing	\$3m	D/B/B	PM	PM	PM
WA DOH - BSL3 Laboratory Addition	\$5.5m	D/B/B	PM	PM	PM
Jill's House - Cancer Treatment Patient Housing	\$14m	Design-Build	Architect	Architect	Architect

Traci Brewer-Rogstad –Senior Program Director with GC/CM Oversight, Renton School District

Ms. Brewer-Rogstad has over 25 years’ experience in varying levels of project management in both public and private industry. She joined Renton School District in January 2020 and acts as deputy to Matt Feldmeyer, is a district advisor on the GC/CM process for learning documentation and consistency. She is the district project manager on the new elementary school #16, the district’s first GC/CM project, which is currently wrapping up design development. While employed with Northshore School District, she was very involved in five (5) large successfully completed GC/CM projects. As the Capital Projects Director, Ms. Brewer-Rogstad had direct management oversight over the capital bond planning, long-range planning, all active GC/CM projects, many ESCO DB projects and a number of low bid projects. Ms. Brewer-Rogstad has participated in many DB and GC/CM training sessions, attended the 2018 DBIA annual conference, and is an appointed member of the GC/CM RCW Review Committee, representing school owners on a statewide basis and the more recently active GC/CM best practices working group. Prior to working in K-12 capital projects, Ms. Brewer-Rogstad spent 6 years consulting in public transportation project planning and operations; and 12 years as a director and executive with Washington State Ferries, managing multiple locations and routes and was involved in many terminal and vessel design & construction projects.

<u>Traci Brewer-Rogstad - Recent Projects</u>					
	Project Size	Delivery Method	Role During Phases		
			Planning	Design	Construction
Project Name					
Renton School District – Elementary School #16	\$60m	GC/CM	PM	PM	PM
Renton School District – Interior Upgrade Projects – Multiple Sites	\$3m	D/B/B	PM	PM	PM
Renton School District - Play, Fields, & Grounds Upgrades – Multiple Sites	\$6m	D/B/B	PM	PM	PM
Northshore School District					
Inglemoor HS Concert Hall & Music Building	\$38m	GC/CM	PM	Director & GC/CM selection	
ES#21 - Ruby Bridges ES	\$80m	GC/CM	PM	support PM/ GCCM Selection	Director
CC expansion	\$50m	GC/CM	PM	support PM/ GCCM Selection	Director
WHS phase #3	\$22m	GC/CM	n/a	n/a	asst PM
North Creek HS	\$110m	GC/CM	n/a	PM support	PM support Director
Innovation Lab HS (Choice HS @ CP4)	\$40m	ESCO/DB	PM/Director	PM/Director	n/a
Skyview Plinth replacement	\$.5m	D/B/B	PM	PM	PM

Brianne Tomlin – Project Manager, Renton School District

Ms. Tomlin has over 15 years’ experience in varying levels of project management in both public and private industry. She joined Renton School District as a Capital Planning and Construction Project Manager in October 2020 following 6 years as an architectural project manager focused on public K-12 projects. She will be the District’s Project Manager on this project and will be responsible for the day-to-day management, management of the GC/CM selection process, as well as the District’s primary point of contact. While employed with Integrus Architecture, she was very involved in four (4) successfully completed GC/CM projects as both Project Architect and Project Manager during design and through construction. Her experience as both architect and agency project manager allow a comprehensive understanding of the GC/CM process on complex projects. Ms. Tomlin has participated in the spring 2021 AGC GC/CM training session and is planning to attend the June 2021 AGC GC/CM Legislative Update Seminar.

<u>Brianne Tomlin- Recent Projects</u>					
			Role During Phases		
	Project Size	Delivery Method	Planning	Design	Construction
Project Name					
Renton School District, Facilities Project Manager					
Renton School District – Talbot Hill and Tiffany Park Modernization	\$3m	D/B/B	District PM	District PM	District PM
Renton School District – Parking lot upgrades – Multiple Sites	\$4m	D/B/B	District PM	District PM	District PM
Renton School District – Renton Park Elementary Exterior Remodel	\$1.1m	Purchasing Cooperative	District PM	District PM	District PM
Integrus Architecture, Project Manager					
Federal Way Public Schools – Mirror Lake Elementary School	\$35m	GC/CM, EC/CM, MC/CM	n/a	Architect PM	Architect PM
Federal Way Public Schools – Lake Grove Elementary School	\$35m	GC/CM, EC/CM, MC/CM	n/a	Architect PM	Architect PM
Federal Way Public Schools – Wildwood Elementary School	\$35m	GC/CM, EC/CM, MC/CM	n/a	Architect PM	Architect PM
Bellevue School District – Clyde Hill Elementary School	\$60m	D/B/B	Architect PM	Architect PM	Architect PM
Northshore School District – Innovation Lab HS (Choice HS @ CP4)	\$40m	ESCO	Architect PM	Architect PM	Architect PM
Renton School District - Sartori Elementary School	\$45m	D/B/B	Architect PM	Architect PM	Architect PM
Monroe School District – Park Place Middle School Phased Replacement	\$80m	GC/CM	n/a	Architect	Architect

Stewart Shusterman – Programming Support, Renton School District

Mr. Shusterman has over 43 years of experience in the areas of architectural design and project management, with over 36 years devoted to K-12 facilities. In addition to his 20 years in Capital Planning and Construction with Renton School District, he served as Project Architect at Cummings Associates Architects, working with a number of public school districts in the Puget Sound area, including Renton School District (Lakeridge Elementary), Seattle (Lawton Elementary) and Snoqualmie (Chief Kanim Middle School).

<u>Stewart Shusterman - Recent Projects</u>					
			Role During Phases		
	Project Size	Delivery Method	Planning	Design	Construction
Project Name					
Renton School District - Lindbergh High Gym Upgrades	\$1.7m	D/B/B	—	—	District PM
Renton School District - Risdon Middle School	\$53m	D/B/B	District PM	District PM	District PM

Renton School District - Hazen High School Addition	\$15m	D/B/B	District PM	District PM	District PM
Renton School District - Transportation Center	\$10.5m	D/B/B	District PM	District PM	District PM
Renton School District - Lindbergh High School Commons Addition	\$5.5m	D/B/B	District PM	District PM	District PM
Renton School District - Hazen Phase 3B Renovation	\$9m	D/B/B	District PM	District PM	District PM
Renton School District - Lakeridge Elementary	\$7.2m	D/B/B	District PM	District PM	District PM

Caroline Lemay, AIA is a principal at Bassetti Architects and will be actively involved as the Principal-in-Charge (PIC) for this project. Caroline has over 25 years of experience in the planning, production, and management of public architectural projects, including 18 years of experience with K-12 projects. Caroline is well-versed in the GC/CM project delivery method and has participated in four (4) successfully completed GC/CM projects and two (2) large CM/GC projects in Oregon, including Lynnwood Elementary School with Edmonds School District and Tigard High School Phased Addition and Modernization with Tigard-Tualatin School District. She embraces the opportunity to collaborate with the builder from day one and build a strong partnership throughout the design and construction phases of the project. Caroline will provide leadership and GC/CM oversight for the Bassetti team and work closely with the RSD Capital Projects team on this project. Caroline and the Bassetti team are planning to participate in the AGC GC/CM Fall 2021 training session.

<u>Caroline Lemay, AIA - Recent Projects</u>					
Project Name	Project Size	Delivery Method	Role During Phases		
			Planning	Design	Construction
Edmonds School District – Lynnwood Elementary School	\$31m	GC/CM	PIC	PIC	PIC
Edmonds School District – Mountlake Terrace Elementary School	\$29m	GC/CM	PIC	PIC	PIC
Edmonds School District – Spruce Elementary School	\$20m	GC/CM	PIC	PIC	PIC
Seattle Public Schools - Van Asselt School Addition & Renovation	\$27m	GC/CM	PIC	PIC	PIC
Tigard-Tualatin School District – Tigard High School Phased Addition	\$64m	CM/GC (Oregon)	PIC	PIC	PIC
Tigard-Tualatin School District – Tualatin High School Addition and Modernization	\$19m	CM/GC (Oregon)	PIC	PIC	PIC

Susan Conway is an Associate at Bassetti Architects and brings her 18 years of experience to the role of Project Manager for this project. Susan combines her technical expertise with her ability to facilitate a large team and will be the primary day-to-day contact for the client and entire team. She excels at maintaining complex schedules, planning, designing, coordinating meetings, managing the project budget, coordinating sub-consultants, providing clear communication, and leading the construction document effort. Susan has experience on one (1) successfully completed GC/CM project and one (1) large CM/GC project in Oregon. She brings her management experience to working with the GC/CM and finding team continuity which results in a clear project process and clear, consistent communication between all parties. Susan and the Bassetti team are planning to participate in the AGC GC/CM Fall 2021 training session.

<u>Susan Conway - Recent Projects</u>					
			Role During Phases		
Project Name	Project Size	Delivery Method	Planning	Design	Construction
Tacoma Public Schools – Stewart Middle School	\$48m	GC/CM	Architect	Architect	Architect
Portland Public Schools – Roosevelt High School Phased Addition and Renovation	\$82m	CM/GC (Oregon)	Architect	Architect	Architect
Seattle Public Schools – Arbor Heights Elementary School	\$29m	D/B/B	Architect	Architect	Architect
Issaquah School District – Cougar Ridge Elementary School Expansion	\$6m	D/B/B	Architect PM	Architect PM	Architect PM
Issaquah School District – Discovery Elementary School Expansion	\$8.7m	D/B/B	Architect PM	Architect PM	Architect PM

Steve Zang, LEED AP is an Associate at Bassetti Architects with over 30 years of experience as a Project Architect. Steve brings a unique blend of over-all design excellence and practical knowledge to his educational and public projects. His ability to communicate effectively with clients and coworkers enables him to maintain design continuity throughout any project ensuring efficiency, code compliance and timely flow of information. Steve has experience with a wide variety of project delivery methods – including low bid, negotiated, GCCM, and design-build – where he strives to build trust and work collaboratively with contractors to ensure that the owner’s expectations are met and delivered the highest quality building. Steve has worked on three (3) successfully completed GC/CM projects and one (1) large CM/GC project in Oregon. Steve and the Bassetti team are planning to participate in the AGC GC/CM Fall 2021 training session.

<u>Steve Zang - Recent Projects</u>					
			Role During Phases		
Project Name	Project Size	Delivery Method	Planning	Design	Construction
Edmonds School District – Lynnwood Elementary School	\$31m	GC/CM	Project Architect	Project Architect	Project Architect
Edmonds School District – Mountlake Terrace Elementary School	\$29m	GC/CM	Project Architect	Project Architect	Project Architect
Edmonds School District – Spruce Elementary School	\$20m	GC/CM	Project Architect	Project Architect	Project Architect
Portland Public Schools – Benson Polytechnic High School	\$212m	CM/GC (Oregon)	Project Architect	Project Architect	Project Architect
University of Washington Bothell Campus – Corporation yard	\$4m	Design Build	Project Architect	Project Architect	Project Architect
University of Washington Seattle Campus – Guggenheim Hall	\$23m	Design Build	Project Architect	Project Architect	Project Architect

Jim Dugan – (GC/CM advisor to RSD), Parametrix

Jim has 43 years of design, construction, project management, and program management experience, including a focus in APD (GC/CM and D/B) for educational and public works projects. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is highly skilled at alternative project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations, collaboration with stakeholders and conflict resolution and claims mitigation. In his role as GC/CM advisor, James often finds himself mentoring team members, supporting project managers,

and providing advice on all aspects of GC/CM delivery, including statutory requirements and industry best practices.

Jim has intimate working knowledge of the statutory requirements of RCW 39.10 and the associated processes and procedures related to alternative project delivery methods and has served in a GC/CM Advisory role and Project Management team member for numerous public sector Owners and projects. In 2016, Jim was appointed to a three-year term on the PRC; in 2018, he was elected to the role of vice-chairman; and from July 2019 to July 2020, served as the PRC chairman. Following his chairmanship, Jim returned to the PRC, representing Construction Managers, for another three-year commitment to serving alternative project delivery in WA. The table below identifies some of Jim’s most recent GC/CM project experience.

Project Name	Project Value	Delivery Method	Tasks Performed	Time Involved
Lakehaven New HQ, Lakehaven Water & Sewer District	\$49.8 M	GC/CM	GC/CM Advisor	2019 - present
Columbia River High School Mod/Add and Downtown Elementary School, Vancouver Public Schools	\$60.9 M	GC/CM	GC/CM Advisor	2018 - present
Three Elementary School Replacement Program, Auburn School District	\$157.7 M	GC/CM	GC/CM Procurement, GC/CM Advisor	2018 - present
New Headquarters, Chelan County PUD	\$136.36M	GC/CM	GC/CM Advisor	2017 - present
RI & RR Dam Support Facilities, Chelan County PUD	\$70 M	GC/CM	GC/CM Advisor	2017 - present
Grant Elementary School, Tacoma Public Schools	\$34.9 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2020
Birney Elementary School, Tacoma Public Schools	\$39.15 M	GC/CM	Program Manager, GC/CM Advisor	2017 - 2020
Mann Middle School Replacement, Clover Park School District	\$68 M	GC/CM	GC/CM Advisor	2017 - present
Four Elementary School Replacement Program, Auburn School District	\$208.0 M	GC/CM	GC/CM Advisor	2017-present

Graehm Wallace – Exterior Legal Counsel, Perkins Coie LLP

As a partner in the Seattle office of the law firm Perkins Coie LLP, Graehm has provided GC/CM project legal assistance for numerous public entities including preparation of GC/CM contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10 for GC/CM projects. For example, Graehm has prepared GC/CM contracts for the following School Districts: Auburn, Bainbridge Island, Bellingham, Centralia, Central Kitsap, Central Valley, Clover Park, Edmonds, Evergreen, Federal Way, Ferndale, Fife, Kalama, Lake Stevens, Mead, Mount Vernon, Port Townsend, Puyallup, Seattle, Shoreline, Spokane, Steilacoom, Tacoma, Tahoma, Vancouver, West Valley, and Yelm. Graehm has twenty-four years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm also provides legal advice during construction, claim prosecution, and defense work. Graehm worked with the district to develop the GC/CM contract documents for Renton School District Elementary School #16 and will work with the team to update those documents for the Lindbergh High School Phased Modernization.

Laura Brent, AICP – Permit/AHJ Coordinator, Brent Planning Solutions.

As a Land Use/Environmental Planner with over 40 years of expertise in both public and private sector planning, Ms. Brent's background includes permitting of special districts / educational facilities for new construction, modernizations and remodels; preparation and processing of environmental and shoreline permitting; site feasibility studies; authoring and representation of Environmental Impact Statements (EISs); coordination with local and state agencies; process permitting for various jurisdictions; and hearing representation. Her area of expertise includes administration of the State Environmental Policy Act (SEPA) with emphasis on implementation of Lead Agency status, project permitting, public/private liaison for public projects, and project management. While representing over 400 public agency projects, Ms. Brent has provided permitting expertise on a federal, state and local level. Experienced as project manager for large public facilities through the design, permitting, and environmental review phases, Ms. Brent has provided consultant services through construction of educational facilities. Ms. Brent has been working through Land Use review process on Renton School District Elementary School #16 and will be involved where needed on the Lindbergh High School Phased Modernization.

- The qualifications of the existing or planned project manager and consultants.
[See bios and project experience above](#)
- 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.
N/A
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
[See bio and project experience above](#)
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

The Renton School District Capital Planning & Construction office routinely updates the administration and School Board on the progress of design and construction of projects. Specific recommendations of contractor selections and contracts are also presented to the Board for approval. On Lindbergh High School Phased Modernization, the Board will be briefed, and approvals requested at the end of each design phase, and for approval of the GMP Amendment prior to the start of construction. Per Renton School District policy, the School Board will also review and approve the project budget (identifying the owner's budget contingency amount) and the final construction contract (identifying the MACC, which includes total subcontract costs, negotiated support services, and contractor's risk contingency) for the project. Use of the contractor's risk contingency will be approved by the school district project manager, who will regularly update the Executive Director of Capital Planning and Construction on the contractor's risk contingency status.

Per Board Resolution No. 13-19/20 – The Renton School District Board of Directors have designated the following individuals as authorized to sign contracts (including change orders) and invoices related to construction projects:

- a. Superintendent of Schools
- b. Assistant Superintendent, Finance and Support Services (CFO)
- c. Executive Director, Capital Planning and Construction

Any individual on this list can approve a contract or change order that is less than \$350,000 for construction projects. Renton School District policy requires the school board to approve all expenditures equal to or in excess of \$350,000. Change orders requiring school board approval are reviewed at twice monthly board meetings, with proposed change order information due a week prior. Once change orders are approved at a school board meeting, they may be included into the next pay application.

The Owner's Budget Contingency will be not less than 5% of the anticipated contract value per RCW 39.10.350. Project managers have authority to issue construction change directives (CCD) and change order proposals (COP) utilizing the funding from the owner's budget contingency. Once pricing has been agreed upon by the GC/CM, Architect, and project manager, the CCD or COP are approved as part of a change order that is executed by the Executive Director of Capital Planning and Construction. If the amount of the change order is less than \$350,000, a contract adjustment is made after approval from the Executive Director. For change orders exceeding \$350,000, the Board of Directors approves the change order as part of their consent agenda. The Board of Directors meets twice per month throughout the year.

During design and construction, the provisions of the modified Agreement AIA A133 will be followed. These provisions include regularly scheduled meetings with design and contractor representatives, phase end document reviews, phase end cost estimate and schedule updates, and value engineering and constructability processes. During construction, the General Conditions and Division 1 General Requirements that will be issued with the Request for Proposal will define monthly schedule updates, progress reporting, cost reporting, and issue tracking requirements. The GC/CM will be responsible to submit and discuss with the District on a pre-established basis.

During construction, Pay Applications are sent by the GC/CM to RSD Accounts Payable, the Renton School District project manager and architect. Following their review, the Executive Director of Capital Planning and Construction signs the pay application and it is routed to the Capital Planning and Construction dedicated accountant. Renton School District pays weekly (Fridays) for any pay applications received by Tuesday of that week. Ensuring timeline payment of contractors is of paramount importance to the District. Our team has a dedicated Capital Planning and Construction Accountant who is closely involved in all steps and works to ensure that payments and process are timely. The Renton School District understands the importance of moving projects forward as efficiently as possible, while still maintaining internal controls to assure taxpayer dollars are being utilized to the highest level of public benefit. We want to assure the school district project manager has the tools needed to approve contract modifications, while simultaneously allowing for appropriate oversight and fiscal responsibility.

- A brief description of your planned GC/CM procurement process.

Renton School District will use a three-step, competitive RFQ / RFP procurement process, compliant with RCW 39.10 Alternative Public Work Contracting Procedures, designed to attract qualified, experienced, and highly capable GC/CM contractors. Upon receipt of approval by the Project Review Committee for authorization to use the GC/CM procurement method, the District will issue a Request for Qualifications (RFQ) for interested proposers, receive Statement of Qualifications from proposers, review/score SOQs, shortlist the most qualified submitters and issue a Request for Proposal (RFP) to shortlisted contractors. This process will happen immediately following Project Review Committee (PRC) approval to ensure a GC/CM can be selected and able to provide pre-construction services during the schematic design phase. A selection committee composed of construction & planning staff, advisors, and a representative from Lindbergh High School will evaluate and select a short list from among the proposers. Interviews will be conducted, scored, and sealed bids for general conditions and fee will be received. Each component will be weighted as part of the final score and selection. As indicated in the selection schedule (see below), the GC/CM will be selected during the schematic design phase.

In addition to retaining Perkins Coie to consult on legal issues during GC/CM selection, the District has retained Parametrix to assist and advise on GC/CM processes and this selection process. Parametrix has extensive experience with GC/CM procurement and is guiding the District in best practices procurement and contract development and will continue to provide consultation through closeout.

[Reference GC/CM Proposed Selection Schedule on following page]

GC/CM Proposed Selection Schedule

RSD School Board approval to use GC/CM	09.02.19
PRC application submittal	05.20.21
RFQ, RFP & final draft contract review (District, Bassetti (architect) Parametrix & Perkins Coie)	05.24 - 06.21.21
RFQ Pre-advertisement for contractor information (Noting required PRC Agency approval for project to proceed)	06.15.21
PRC Agency Approval	06.24.21
1st RFQ Advertisement for GC/CM	06.29.21
2nd RFQ Advertisement for GC/CM	07.06.21
Project Information/Pre-submission Meeting	07.09.21
Receive SOQ from interested firms	07.22.21
Review/Score SOQs	07.23.21 – 08.02.21
Notify GC/CM short-list	08.03.21
Issue RFP to Finalists	08.04.21
Interviews	08.16.21 – 08.17.21
Notify Finalists and Issue RFFP	08.23.21
Last Day for Questions Prior to Proposal	09.01.21
Final Proposals (GC's & Fee pricing) Due	09.14.21
Public Bid Open & Issue Results to Finalists	09.14.21
Receive and negotiate GC/CM pre-construction services	09.15.21 – 10.1.21
Submit docs to RSD School Board for approval (pending completion of appeal period)	10.06.21
RSD School Board Approval of GC/CM selection	10.13.21

- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.

The District has a long-term relationship and consulting contract with Perkins Coie LLP. The District has retained them for specific contract development, ongoing updates and to provide consultation throughout the procurement process and as needed for this project. Perkins Coie has extensive experience counseling clients on GC/CM projects and has assisted the District on its previous GC/CM project (Elementary School #16). Graehm Wallace, Attorney, Perkins Coie is currently working with the District to update our AIA A133 Agreement and A201 General Conditions documents to be used in the GC/CM procurement process for the Lindbergh High School Phased Modernization. Graehm will continue to advise on procurement and other project-related issues as they arise.

6. 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.*)

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

Over the past 10 years the District has constructed over \$300 million, worth of school related construction. Attached is a chart representing the larger school construction projects.

See Construction History Attachment

7. 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 and Attachment D

8. 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.

Renton School District has had no audit findings on any construction projects.

9. Subcontractor Outreach

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

The Renton School District is a very diverse and culturally rich community. The district consists of approximately 15,500 students, which includes 74% minority student enrollment. We are committed to removing barriers and pursuing outcomes that enable all students to realize their potential and maximize their future opportunities. Through our Core Values of Service, Excellence and Equity, we work to consistently improve and support family and community engagement; excellence in learning and teaching; and removing barriers and supporting student success.

It is the desire of the District to replicate this commitment in all procurement opportunities, wherever possible, in keeping with the District's 2018 Affirmative Action 5-year Plan and School Board Policy No. 5010. In School Board Policy No. 6220 it is stated that Affirmative steps are to be taken to assure that qualified small, minority, and women owned business enterprises, and labor surplus area firms are used when possible in capital projects contracting.

As a district we do not yet have stated numerical goals but we are beginning the effort to update policies to meet or exceed the goals enumerated in the State of Washington diverse business goals. As a first step, School Board Policy No. 6925 regarding procurement of Architecture and Engineering Services was updated in January 2021 to include that minority and women-owned firms and veteran-owned firms are afforded the maximum practicable opportunity to compete for and obtain public contracts for services. Currently, the level of participation by minority and women-owned firms and veteran-owned firms is identified to be consistent with their general availability within the professional communities involved. At the January 2021 board meeting where this was presented there was discussion with the School board about the importance of DBE/MWBE Inclusion in the Design and Construction Industries and it was acknowledged that this would be an active conversation in the near future. The next step will be presenting to the school board a similar policy regarding Contractor and Subcontractor Equity Inclusion. We have been studying the important work recently done by Tacoma Public Schools in their Community Inclusion Commitment and plan to discuss with them lessons learned as we work to set goals for the Renton School District.

It will be important to understand the DBE/MWBE subcontractor inclusion on our Elementary School #16 GC/CM project, however we haven't reached subcontractor bidding phase yet so we don't have detailed reports for review. As we develop the scoring criteria for the Lindbergh High School GC/CM selection, we are planning to increase the weight attributed to the GC/CM Approach to DBE and MWBE inclusion to reflect the importance of these metrics to the district and how it has increased since we last sought PRC Approval to utilize GC/CM.

Matt Feldmeyer, Executive Director of Capital Planning and Construction, has begun working actively with the City of Renton Chamber of Commerce on local contractor inclusion and raising awareness on project opportunities in the District. We also work with many local community partners to provide mentorship, local business engagement, and resources for the students and families throughout our community. We strive to have our diverse community be represented in the work that we do through hiring of vendors, contractors, and consultants.

CAUTION TO APPLICANTS

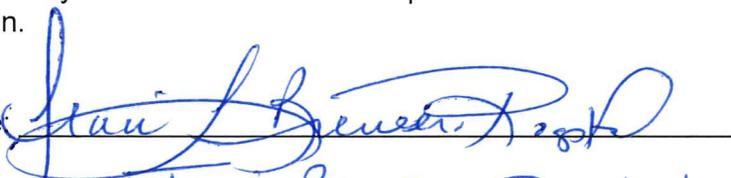
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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 the 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 understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. 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: 

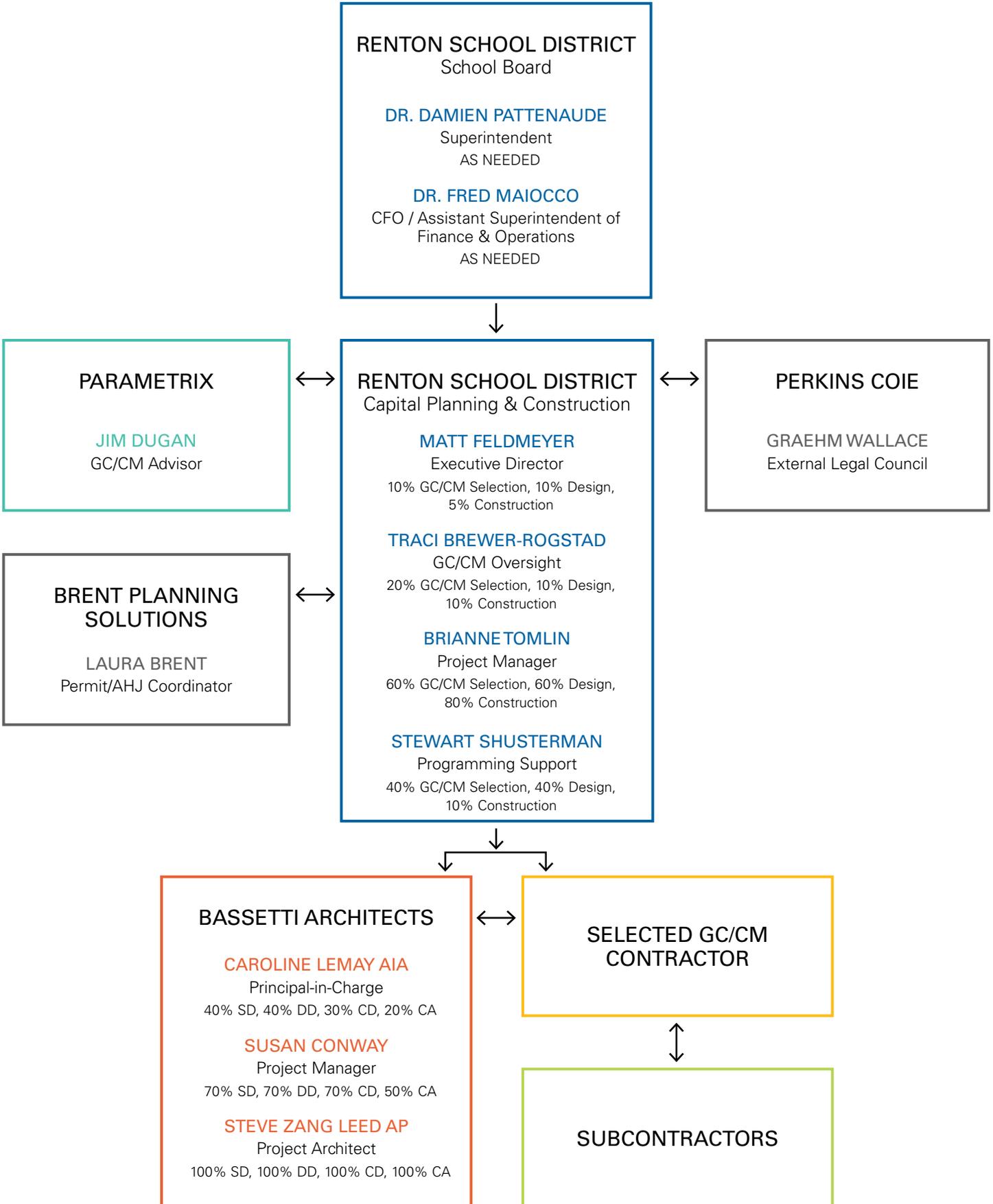
Name (please print): Tracy Brewer Rogstad (public body personnel)

Title: Senior Facilities Program Director

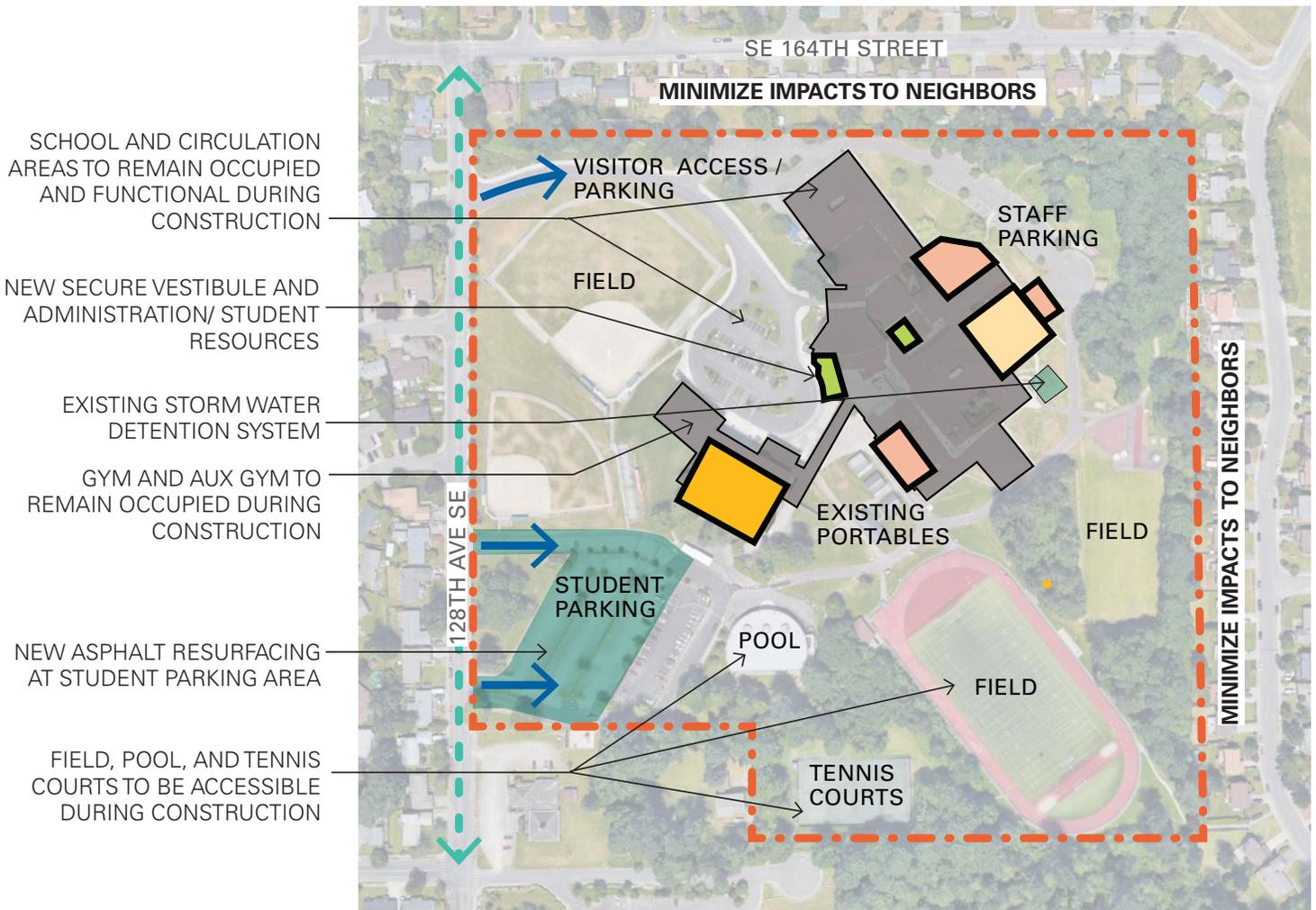
Date: 5-19-2021

ATTACHMENT B

Team Organization



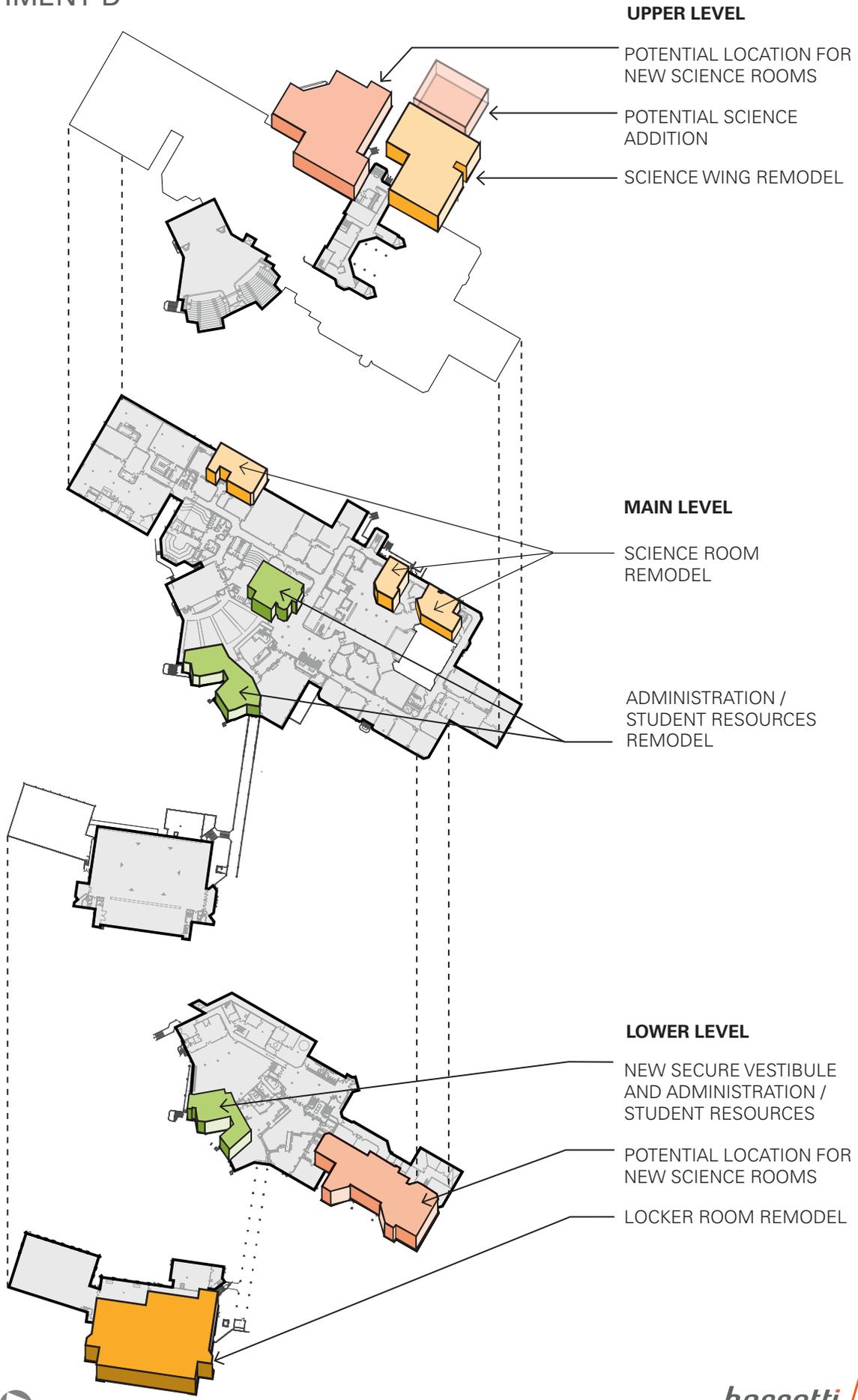
ATTACHMENT C



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'

ATTACHMENT D



Renton School District - Construction History (10 years)

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
HVAC System Replacements (8 school campuses)	Replace all HVAC in 7 elementary schools and 1 middle school	D/B/B	June 2021	September 2021	June 2021 Expected	TBD	\$14M	TBD	
Parking Lot Upgrades (5 school campuses)	Upgrades to asphalt surfacing, stormwater utilities, and accessibility at existing parking lots	D/B/B	July 2021	August 2021	July 2021 Expected	August 2021 Expected	\$2.4M	TBD	
Talbot Hill Elementary School Roofing Replacement	Replace existing composite shingle roof with standing seam metal roof and corresponding flashings	Cooperative Purchasing Agreement	June 2020	August 2020	June 2020	August 2020	\$1.7M	\$1.7M	
KEC Roof replacement	Augment existing membrane roof and replace corrugated metal siding at parapet and roof edges	Cooperative Purchasing Agreement	May 2020	July 2020	May 2020	July 2020	\$1.3M	\$1	Savings realized due to use of membrane augmentation in lieu of full roof replacement
Elementary School #16	New 77,000 s.f. neighborhood elementary on complex site	GC/CM	March 2022	August 2023	TBD	TBD	\$40M	TBD	
District wide security camera upgrades	Install 1200 cameras with almost 3000 individual feeds across all buildings in the district	Cooperative Purchasing Agreement	March 2019	August 2020	March 2019	March 2021	\$5M	\$4.9M	Scope expanded to add cameras in additional locations
Sartori Elementary School	New 77,500 s.f. choice elementary school near downtown Renton.	D/B/B	April 2017	July 2018	April 2017	August 2018	\$31.5M	\$35.0M	Low bid came in 10% over estimate. District decided to add funding to the project, rather than redesign & re-bid.
Lindbergh High School Gym	Replace Auxiliary Gym wood flooring system, including concrete slab-on-grade. Provide underslab and	D/B/B	July 2020	October 2020	July 2020	January 2021	\$1.7M	\$1.2M	Permit review delay and supply chain issues, compounded by wet weather conditions which impacted completion of site work.
Risdon Middle School	New middle school on old Hazelwood Elementary site	D/B/B	August 2014	August 2016	August 2014	April 2017	\$29.5M	\$36.7M	Program expanded (increased student capacity); material delivery delays, worker shortage, union strike.
Lindbergh Pool Renovation	renovations and upgrades including interior finishes, water main extension, and structural, fire protection,	D/B/B	February 2015	August 2015	February 2015	September 2015	\$7M	\$7.2M	Unforeseen Conditions
Renton Academy	Renovation of Spring Glen facility to house Renton Academy program	D/B/B	November 2013	August 2014	November 2013	August 2014	\$8.5M	\$8.5M	
Talley High School (formerly Secondary Learning Center)	Construction of new alternative high school (Talley High) on existing Black River site.	D/B/B	August 2010	July 2012	August 2010	July 2012	\$22.5M	\$22.6M	Additional jurisdictional requirements
Hazen High School Addition	Hazen High School 12 classroom addition plus renovation of existing spaces	D/B/B	June 2010	August 2011	June 2010	August 2011	\$9.6M	\$8.9M	