

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): **Seattle School District No.1**
- b) Address: **2445 3rd Avenue South, Seattle, WA 98124**
- c) Contact Person Name: **Richard Best** Title: **Director of Capital Projects and Planning**
- d) Phone Number: **206-252-0647** E-mail: **rlbest@seattleschools.org**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Montlake Elementary School Renovation and Addition Project**
- b) County of Project Location: **King**

Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

The proposed project is located at 2409 22<sup>nd</sup> Avenue E, Seattle, WA 98112, on a 1.80 -acre site. The site is amongst the smallest in the district. The existing building designed by Floyd A. Naramore is a designated Seattle Landmark. The project will comprise renovation of the existing historic 2- story building approximately 22,000 sf. Ft. along with an addition of a new multi-story building of approximately 65,000 sq. ft to provide permanent space for up to 500 students in grades K-5. The new school will meet the requirements outlined in the District’s elementary educational specifications for 500 students, be organized in learning clusters with classrooms surrounding a learning commons, have secure points of entry and be contextually appropriate for and respectful of the surrounding single-family, Montlake residential neighborhood.

The Montlake program will be relocated to an interim site during construction. The existing school building will be fully renovated, including seismic retrofit to the unreinforced masonry walls and replacement of the existing mechanical, electrical, and plumbing systems. The historic building is not ADA accessible and this improvement will also be incorporated within this project.

The site has a steep slope along the northwestern edge above the sidewalk on 20<sup>th</sup> Avenue E. The existing building sits atop a plinth with approximately 10 feet of fill under it. Ground water has been observed 5 to 7 feet below average grade.

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

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$6,800,000
Estimated project construction costs (including construction contingencies):	\$45,500,000
Equipment and furnishing costs (including Technology)	\$2,000,000
Off-site costs	\$400,000
Contract administration costs (owner, cm etc.)	\$1,000,000
Contingencies (design & owner)	\$3,000,000
Other related project costs (Permits, Utilities, Ins., Curriculum)	\$1,100,000

Sales Tax

\$5,000,000

**Total**

**\$64,800,000**

**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*

Montlake Elementary School Renovation and Addition Project is funded by the Building Excellence Capital Levy V (BEX V) approved by the voters in February 2019. In addition, Washington State School Construction assistance from the Superintendent of Public Instruction is available and is being sought by Seattle Public Schools.

**3. 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)*

Task	Start	Completion
Design Procurement (AE)	June 2021	September 2021
Programming	August 2021	October 2021
GC/CM Procurement (3-step process: Qualifications, Interview and Sealed Bid/Fee)	September 2021	November 2021
Schematic Design	September 2021	February 2022
GC/CM Pre-Construction	January 2022	April 2023
Design Development	March 2022	July 2022
Permitting – MUP (If Required)	February 2022	February 2023
Construction Documents	August 2022	March 2023
Permitting - Construction	October 2022	May 2023
Bidding, Approval, Award	April 2023	June 2023
Primary Construction	July 2023	April 2025
Owner Move-in / FFE	May 2025	August 2025
School Starts		September 2025
Final Board Acceptance		February 2026

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  - a. The historic designation of the building and site will benefit from the selection of a GC/CM that has experience delivering similar past projects. A well selected GC/CM will be an important partner to the school district and the design team.
  - b. The facility is located within a constrained Montlake single-family residential

neighborhood. A GC/CM can develop a robust construction traffic management plan with residential input prior to construction and lessen the impact to the surrounding residential community.

- c. Asbestos, lead paint, PCB lighting ballast and an abandoned underground fuel oil tank will require careful removal and disposal during the construction process. Early identification of these activities by GC/CM may assist in reducing project risk.
- d. The site size, topography and geotechnical subsurface conditions create constraints that will affect the proposed design and construction methods. Specifically, the site contains a steep slope at the northwest edge that will need to be addressed with retaining wall upgrades or complete replacement. The existing slope meets the geometric criteria to be considered a critical area by the City of Seattle. Potential geotechnical solutions could be expensive and will require study by the design team and GC/CM. The site is located in an area where storm water infiltration using conventional shallow infiltration strategies such as infiltration trenches or vaults is not expected to be feasible. It is possible that deeper infiltration strategies such as UIC wells would be feasible. A more definitive evaluation of infiltration feasibility would require completion of one or more exploration borings and wells at the project site. A GC/CM will be valuable in assisting the design process to address the topography in a cost-efficient manner and propose how to best utilize the available land for the design of the school.
- e. SPS standards for energy efficiency recommend the use of a geothermal heat loop system that involves drilling a well field for the heat loop, which is typically in a playfield or other open ground area. Site restrictions and phasing dictate that there will be very limited open ground. A GC/CM will be valuable to address cost effective phasing options that will provide the area needed for these wells.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

**Note:** Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 8.

N/A. School program will be relocated to an interim site during construction.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
  - a. Early involvement allows greater familiarity with the existing site constraints that can help inform the placement of the addition to help reduce the risk of unforeseen subsurface conditions.
  - b. Early involvement and planning allows more thorough constructability reviews that often leads to more efficient and less costly ways to implement the work.
  - c. Early involvement gives the GC/CM an opportunity to determine the logistics associated with a major project, including figuring out: crane swings, size, and placement; when concrete can be chute delivered or pumped and where the pump can be placed; scaffolding requirements etc. All items that can affect the cost of the work.
  - d. The existing building has limited as-built drawings available so the GC/CM can check dimensions and ensure fit of various systems in an existing landmarked building. This

upfront site confirmation will reduce unknowns before subcontractor packages are bid.

- e. Early involvement allows opportunities for the GC/CM to perform destructive testing to confirm foundation, wall and ceiling as-built conditions; activities which will help to eliminate unforeseen conditions.
  - f. With such a compact site, the construction work will need to be accomplished in a well-orchestrated manner and early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, scheduling, to receive more favorable pricing.
- If the project encompasses a complex or technical work environment, what is this environment?
    - a. The project is located in a densely populated, Montlake, single-family residential environment.
    - b. The existing building and its historic architectural design will need to be well protected and persevered during construction. Care will need to be taken during selective demolition. Involvement of a GC/CM will provide assurance that the building is protected adequately and the high level of protection can be clearly identified in subcontractor bid packages.
    - c. All the major utility systems will need replacement. Phasing this work so that it does not impact the other construction activities and on-site activities is critical. Many subcontractors will require power or water in order to perform their scope of work and phases will need to be planned to accommodate utility requirements during construction.
    - d. There are many trees along the streets so material delivery, unloading and staging becomes a complex component to the project.
  - 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?
    - a. The building and site have been designated a Seattle Landmark.
    - b. The historic building will need to have significant and extensive upgrades to the building including seismic upgrades. Additionally, all building mechanical, electrical and plumbing (MEP) systems will need to be fully replaced and coordinated through the very limited interstitial space provided in the current structure.
    - c. GC/CM can also provide assistance and first cost analysis data on proposed Energy Use Intensity (EUI) measures to lower future operational costs since the MEP systems will be replaced.
  - If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

N/A

## 5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit;

- a. Selection of the GC/CM is based largely on qualifications and experience relevant to the specific nature and challenges of each project. For this project the GC/CM will need experience coordinating work on a tight urban site, demonstrate success with maintaining good neighborhood relations on past projects, and demonstrate knowledge to ensure systems installed are economical to operate, easy to maintain, and fully commissioned. Additionally, the GC/CM will need experience working on landmarked historic renovations to existing buildings.
  - b. Design participation will allow the GC/CM to understand the work long before bidding reducing possible errors and/or omissions in scope and help guide the designers on what may be most efficient construction methods.
  - c. The GC/CM will participate in setting schedule and packaging scope to fit the marketplace in order to receive competitive bids.
  - d. Open book cost accounting of the work brings transparency to actual value of work to be constructed.
  - e. Top tier Contractors are much more likely to compete for this project if not low bid, thus carrying a higher likelihood of quality assurance, timely completion, and project safety which is a better value to SPS both in the short and long term.
  - f. The GC/CM will be valuable in participating in the phasing planning to address the means and methods of construction that will ensure a productive and safe school environment on this constricted site.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
    - a. Constructability and error/omission issues are often not raised by the Contractor until after the bid/award phase is complete.
    - b. Changes made during construction are costlier than changes made prior to bidding.
    - c. Since a historic renovation is required, it will likely have unforeseen conditions where a lump sum, low bid contractor will claim additional costs and potential schedule impacts while early investigation and planning with a GC/CM team can mitigate these events.
    - d. To minimize the construction impact to the surrounding neighborhood the owner, architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with community members prior to the start of construction.
  - In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.  
N/A

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
  - a. SPS has used GC/CM procurement on several projects as listed in Attachment B.
  - b. Within the organization the Director, three Senior Project Managers (Sr. PM), and three Project Managers (PM), are very seasoned and have experience in GC/CM procurement and construction methods.
  - c. SPS utilizes an eleven-member Building Excellence/Building Technology & Academics Oversight Committee which meets monthly to review major issues and make recommendations to the District concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.

**Note:** The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)

- Staff and consultant short biographies (*not complete résumés*).  
[See Attachment A - Project Organization Chart](#)
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)
- The qualifications of the existing or planned project manager and consultants.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

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

Extensive architectural and construction experience over past 37 years including school (K-12), hospital, laboratory and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight.

GC/CM Projects	Value	Role/Tasks	Completion
Mercer Middle School (GC/CM)	152M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Rainier Beach HS (GC/CM)	238M	Director for Capital Projects	Sept. 2025 (In Design Phase)
Van Asselt School (GC/CM)	44.2M	Director for Capital Projects	Sept. 2023 (In Design Phase)
Northgate Elementary School (GC/CM)	90.1	Director for Capital Projects	Sept. 2023 (In Const. Phase)
Lincoln HS Phase II (GC/CM)	30.1	Director for Capital Projects	Dec. 2022 (In Const. Phase)
Webster ES (GC/CM)	37M	Director for Capital Projects	Sept. 2020
Bagley ES (GC/CM)	40M	Director for Capital Projects	Sept. 2020
Ingraham HS Addition (GC/CM)	41M	Director for Capital Projects	Sept. 2019
Lincoln HS Phase I (GC/CM)	101M	Director for Capital Projects	Sept. 2019
Loyal Heights ES	46M	Director for Capital Projects	Aug.2018

GC/CM)			
Olympic Hills ES (GC/CM)	42M	Director for Capital Projects	May 2017
Cascadia ES/Robert Eagle Staff MS (GC/CM)	119M	Director for Capital Projects	July 2017

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

Over 20 years of experience managing Capital Projects for Seattle Public Schools and more than 25 total years of experience managing construction projects including, but not limited to, major modernizations and new construction of K-12 facilities, industrial facilities infrastructure improvements and multi-family developments. Responsibilities included selection and management of design teams, general contractors, and other consultants; coordination with utilities and municipalities; facilitation of program and design development; administration of the public bid process as well as budget management. Mike graduated from Auburn University's College of Architecture, Design and Construction with a degree in Construction Management.

<u>GC/CM Projects</u>	<u>Value</u>	<u>Role /Tasks</u>	<u>Completion</u>
Rainier Beach	238M	Sr. Project Manager	Sept. 2025
Lincoln Phase 2	31M	Sr. Project Manager	Dec. 2022
Lincoln HS	101M	Sr. Project Manager	Sept. 2019
Denny MS Phase III	9M	Project Manager	Sept 2012
<u>Major Project (last 5-years)</u>	<u>Value</u>	<u>Role /Tasks</u>	<u>Completion</u>
Kimball ES	85M	Sr. Project Manager	Sept. 2023
West Seattle ES	28M	Sr. Project Manager	Sept. 2022
West Woodland ES	23M	Sr. Project Manager	Sept. 2021
Magnolia Phase 2 ES	6M	Sr. Project Manager	Sept. 2021
Coe ES	8M	Sr. Project Manager	Sept. 2021
Wing Luke ES	47M	Sr. Project Manager	April 2021
Magnolia ES	40M	Sr. Project Manager	Sept. 2019
E.C. Hughes ES	15M	Sr. Project Manager	Sept. 2018
Thornton Creek ES	43M	Sr. Project Manager	Sept. 2016
Hazel-Wolf K-8	40M	Sr. Project Manager	Sept. 2016
Seattle World School	15M	Sr. Project Manager	Sept. 2016

**Paul Wight, SPS Project Manager:**

Over 30 years of design and construction related experience managing a variety of complex commercial construction project including higher education, multi family, commercial industrial, commercial office, commercial retail and the last 15 years K-12 educational projects for the Boulder Valley School District in Colorado and

Seattle Public Schools in Washington. Mr. Wight has been with the Seattle School District for over 10 years. His experience with several City of Seattle Historic Landmark buildings with the Seattle School District makes him an ideal candidate for the Montlake Elementary School project. Mr. Wight attended the University of Washington studying Global Information Systems, Urban Geography and Construction Management. Mr. Wight also attended Montlake Elementary School to begin his educational career, he holds a noteworthy personal interest for the school and surrounding neighborhood as an individual who grew up in the community. He is knowledgeable with all aspects of the design and construction from start to finish. Current responsibilities included selection and management of design teams, general contractors, and consultants; coordination with utilities and local jurisdictions; facilitation of program and design development with educators; administration of the public bid process as well as budget management.

Major Projects (last 11 years)	Value	Role /Tasks	Completion
Kimball Elementary School (D/B/B)	85M	Capital Project Manager	Sept. 2023
West Woodland Elementary School (D/B/B)	23M	Capital Project Manager	Sept. 2021
EC Hughes Elementary School – Seattle Historic Landmark (D/B/B)	15M	Capital Project Manager	Sept. 2018
Seattle World School at TT Minor (D/B/B)	15M	Capital Project Manager	Sept 2017
NOVA High School – Seattle Historic Landmark (D/B/B)	12M	Capital Project Manager	Sept 2015
John Marshall School (D/B/B)	7M	Capital Project Manager	Sept 2013
Van Asselt School (D/B/B)	4M	Capital Project Manager	Sept 2012
Greenlake Elementary School (D/B/B)	2M	Capital Project Manager	Sept 2010

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

A partner within the firm's Construction Law practice, he has over 26 years of experience working in all areas of construction transactions, counseling, and conflict resolution. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Mr. Wallace has represented scores of Washington school districts and other Washington public entities in drafting and negotiating GC/CM contracts under RCW 39.10.

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

and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire department and code officials and allows SPS to alert officials on scheduling concerns.

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

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

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

- 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

See Attachment B - Agency's Prior Construction History

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

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

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

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

See Attachment C – Preliminary Concepts and sketches

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

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

SPS embraces the practice of continuous improvement and recognizes that independent audits are helpful because procedures, which need improvement, are brought to light. The Building Excellence Program (BEX) began in 1995 and the fourth cycle of levies were approved by Seattle voters in February 2013. In addition, the SPS BTA levies are also on their fourth cycle. SPS recognizes its responsibility to serve as responsible stewards of public funds, to use prudent management practices to ensure the investment of over \$1.5 billion of levy funds is effectively managed. Accordingly, SPS continues to hone its procedures and processes as findings are identified by the audits.

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

Construction and Inspections are now meeting on a monthly basis to identify project required permits and discuss status. Meeting agendas are prepared prior to the meeting and minutes issued following the meeting. Charge accounts are set-up for paying City of Seattle permit fees.

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

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

## 10. Subcontractor Outreach

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

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

local small businesses and firms. Seattle Public Schools has launched a Priority Hire program with a Student and Community Workforce Agreement (SCWA). This SCWA is among the first in the nation to build a construction training and employment program that has students, former students and student families at its center. The SCWA will create priority training and employment for SPS construction projects at or above \$5 million. The SCWA will prioritize career, training and employment for SPS students, former SPS students who are ready to seek careers in the construction trades, and wage-earners who have SPS students in their households. In addition, the priority hire program includes workers from: Distressed Zip Codes within the City of Seattle,, Black, Indigenous and People of Color, and LGBTQ+ communities and women. The SCWA is modeled after the City of Seattle's Community Workforce Agreement.

**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:

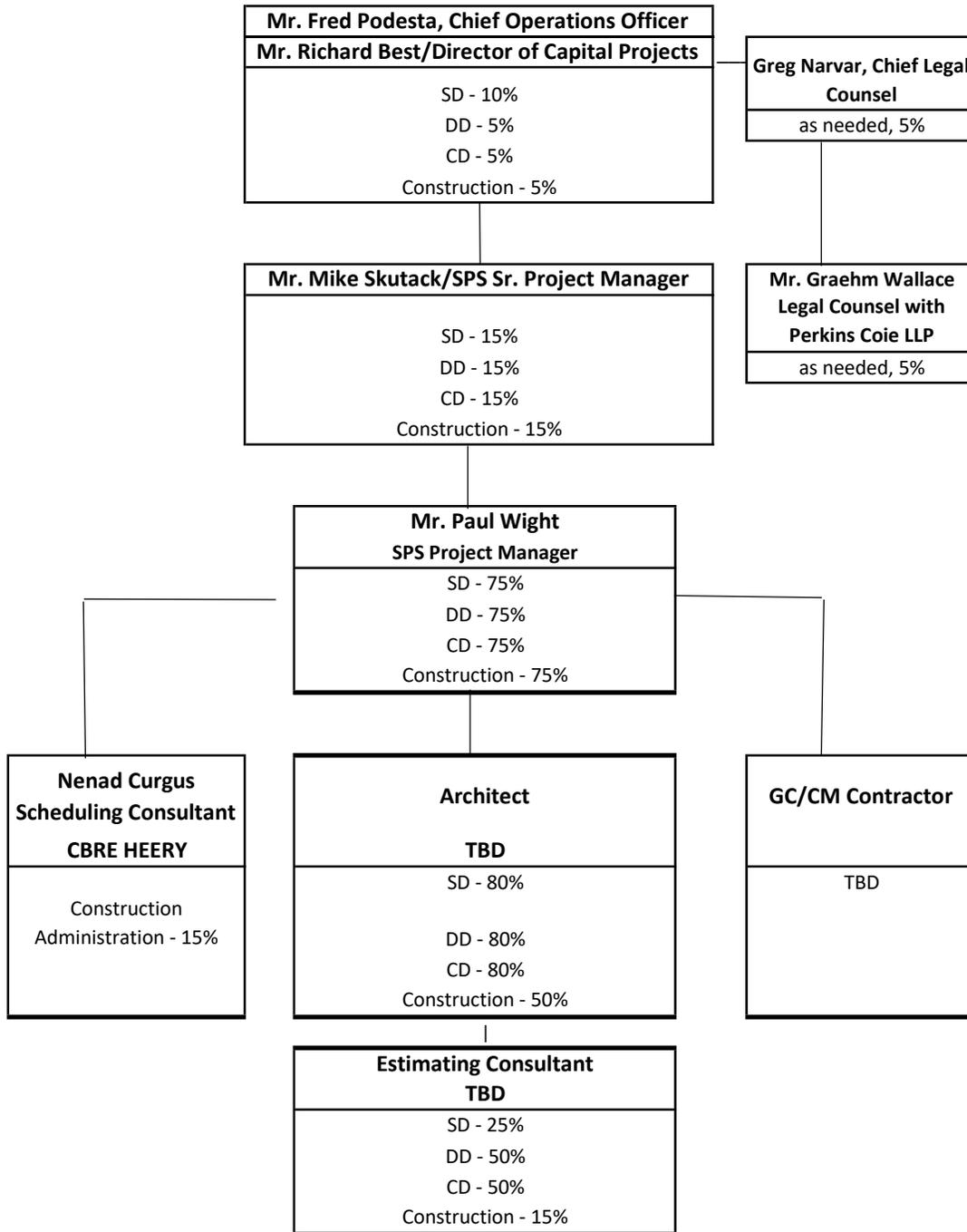
Name *(please print)*: Richard L. Best

Title: Director, Capital and Planning

Date: June 15, 2021

# Project Organization Chart

Seattle Public Schools (SPS)



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

<b>Project Name</b>	<b>Scale / Description</b>	<b>Delivery Method</b>	<b>Completion</b>	<b>Project Cost</b>
<b>MAJOR CAPITAL PROJECTS</b>				
Rainier Beach High School	New Building	GC/CM	25 (in Design)	\$238.2 M
Mercer Middle School	New Building	GC/CM	25 (in Design)	\$152.5 M
Van Asselt School	Modernization & Addition	GC/CM	25 (in Design)	\$44.2 M
Northgate Elementary School	New Building	GC/CM	23 (in Const)	\$90.1 M
Viewlands Elementary School	New Building	DBB	23 (in Const)	\$88 M
Kimball Elementary School	New Building	DBB	23 (in Const)	\$84.5 M
Lincoln High School Phase II	Modernization	GC/CM	23 (in Const)	\$30.1 M
Webster School	Modernization & Addition	GC/CM	2020	\$39.1 M
Lincoln High School	Modernization	GC/CM	2019	\$101 M
Loyal Heights Elementary	Modernization & Addition	GC/CM	2018	\$37.3 M
Cascadia Elementary and Robert Eaglestaff Middle School	Two New Schools	GC/CM	2017	\$118.2 M
Olympic Hills Elementary	New Building	GC/CM	2017	\$45.2 M
Denny Middle School/ Chief Sealth High School - Projects 1 & 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010/2011	\$149 M
Denny Middle School/ Chief Sealth High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	\$5.9 M
Hamilton Middle School	Complete Renovation	D-B-B	2010	\$72.2 M
Ingraham High School	New Building Addition	D-B-B	2012	\$25.8 M
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	\$72.8 M
South shore School - New K-8	New 130,000 SF Building	D-B-B	2009	\$64.7 M
South Lake	New Building	D-B-B	2008	\$14.4 M
Garfield High School	Complete Renovation	GC/CM	2008	\$87.5 M
Cleveland High School	Complete Renovation	GC/CM	2007	\$67 M
Roosevelt High School	Complete Renovation	GC/CM	2006	\$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	\$10 M

**OTHER CAPITAL PROJECTS**

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



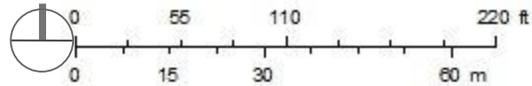


VACATE FORMER SCHOOL AREA FOR DEMOLITION AND SITE DEVELOPMENT

**MONTLAKE ELEMENTARY SCHOOL | DEMOLITION DIAGRAM**

1:1,200

 PROPERTY LINE / SITE AREA = 1.8 ACRES



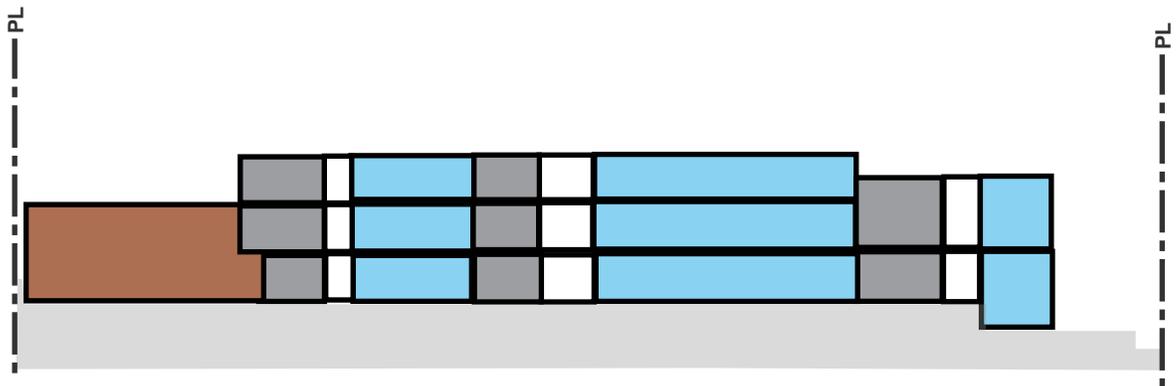
 MAIN BUILDING TO BE RENOVATED

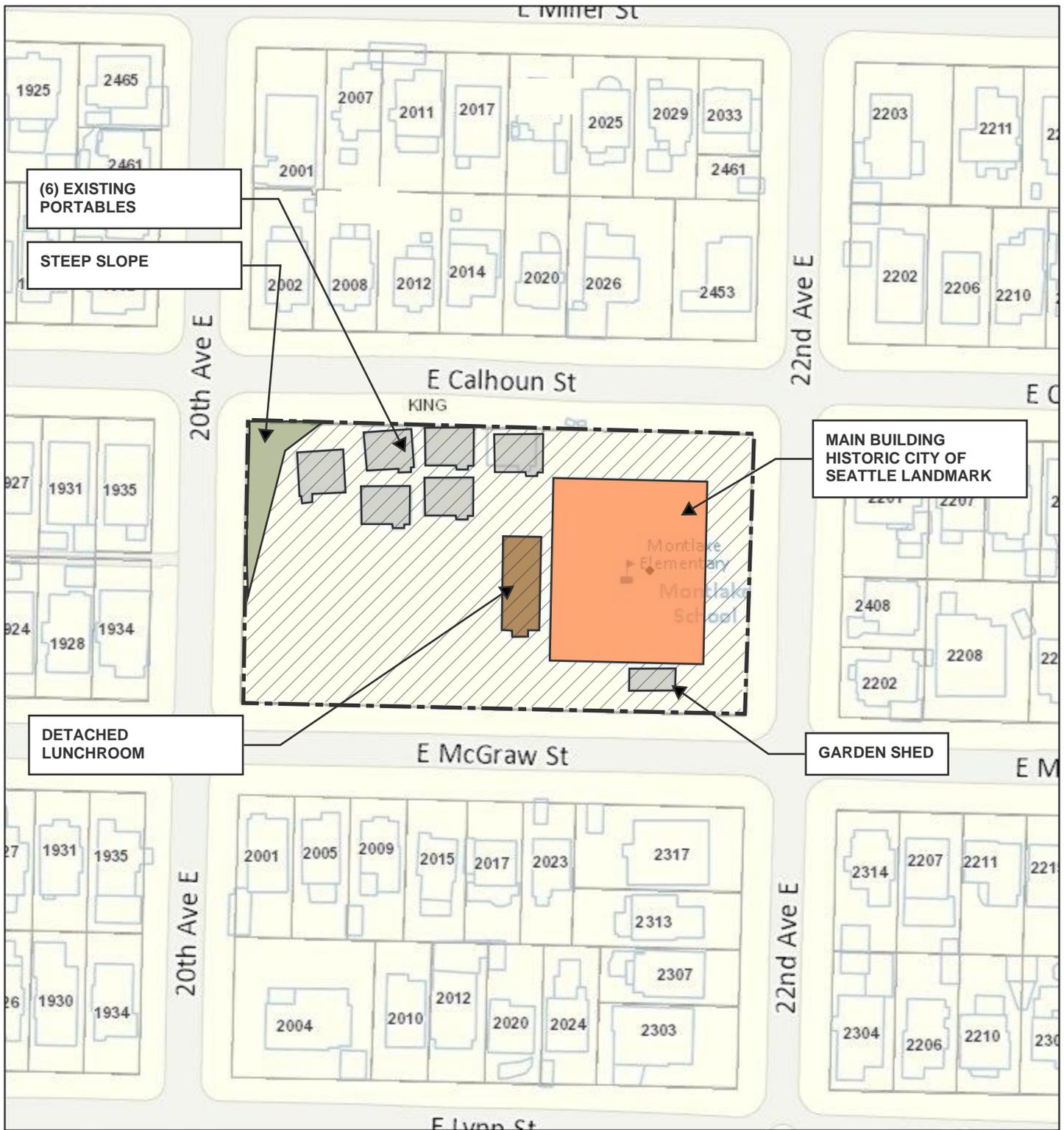
 STEEP SLOPE

 DEMOLITION / REMOVAL



PROPERTY LINE / SITE AREA = 1.8 ACRES





(6) EXISTING PORTABLES

STEEP SLOPE

MAIN BUILDING  
HISTORIC CITY OF SEATTLE LANDMARK

DETACHED LUNCHROOM

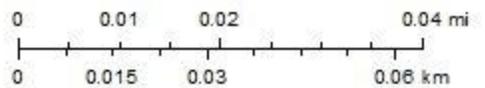
GARDEN SHED

MONTLAKE ELEMENTARY SCHOOL | SITE USAGE DIAGRAM

1:1,200

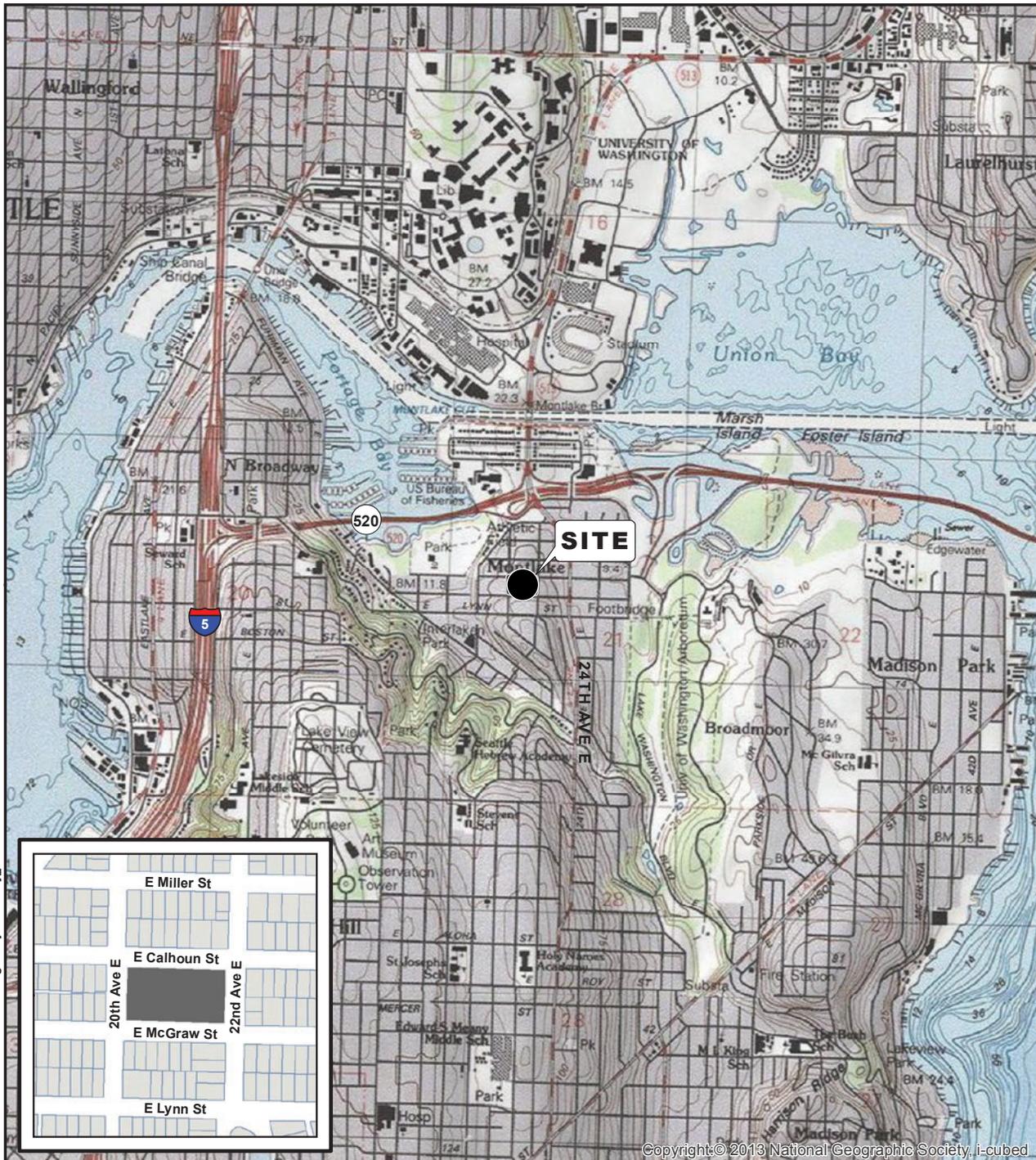


PROPERTY LINE / SITE AREA = 1.8 ACRES



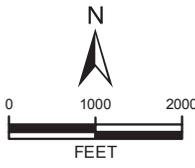
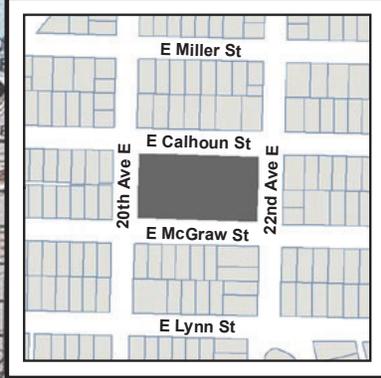
CONSTRUCTION ZONE APPROXIMATELY 62,000 SF





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DATA SOURCES / REFERENCES:  
 USGS: 24K SERIES TOPOGRAPHIC MAPS  
 KING CO: STREETS, CITY LIMITS, PARCELS 2016

LOCATIONS AND DISTANCES SHOWN ARE APPROXIMATE

NOTE: BLACK AND WHITE  
 REPRODUCTION OF THIS COLOR  
 ORIGINAL MAY REDUCE ITS  
 EFFECTIVENESS AND LEAD TO  
 INCORRECT INTERPRETATION

VICINITY MAP  
 BEX5 - MONTLAKE ELEMENTARY SCHOOL  
 SEATTLE, WASHINGTON

**ATTACHMENT C**