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)
or DESIGN-BUILD (D-B) 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 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9. ***(Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than $10 million is not required to submit information for Questions 7 or 8.)***

1. Identification of Applicant

(a) Legal name of Public Body:	Seattle Public Schools
(b) Address:	2445 Third Avenue South, Seattle, WA 98134
(c) Contact Person Name:	Don Gilmore, Program Manager
(d) Phone Number:	206-252-0635 Fax: 206-252-0573
	E-mail: dgillmore@seattleschools.org

2. Brief Description of Proposed Project

Please describe the project in no more than two short paragraphs.

Seattle Public Schools' Denny Chief Sealth High School project is a large, three phased design and construction project which involves the renovation of the Chief Sealth High School and the new construction of Denny International Middle School. Phase One involves the selective demolition of interior elements of the high school as well as the installation of new seismic improvements to better resist earthquakes. Phase Two involves the GC/CM construction of new interior finishes in the high school and the complete refurbishment of its mechanical and electrical systems. In addition Phase Two includes the construction of the new Denny International Middle School, located immediately adjacent to the high school, as well as construction of a common space between the two schools which they both will share. Phase Three – which is the subject of this application – involves the abatement and demolition of the existing Denny Middle School where its students are currently housed, a significant amount of earthwork to prepare the grades at the site to accommodate the construction of a neighborhood playground and future elementary school, and finish landscape improvements including the construction of tennis courts and a softball field.

Construction of Phase One has been complete for some months; construction of Phase Two is partially complete with the Chief Sealth High School set to open its doors when the school year begins in early September. Construction of the new Middle School as part of Phase 2 is scheduled to be complete by March 2011. Construction of Phase Three is scheduled to begin as soon as the existing middle school is vacated, and to conclude sometime toward the end of 2011.

3. Projected Total Cost for the Project:

Note: By law, the D-B contracting procedure cannot be used unless the total cost of the project is over $10 million. Although there is no total project cost requirement for using the GC/CM contracting procedure, every applicant must provide the information requested in Question 3.

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$1,072,890
Estimated project construction costs:	$5,714,800
Equipment and furnishing costs	$ 50,000
Off-site costs	$ 0
Contract administration costs (owner, cm etc)	$ 715,000
Other related project costs	$ 700,310
Other costs include owner project contingencies, permits, fees, and miscellaneous administration costs.	
Total (*with sales tax & contingency*)	$8,253,000

B. Funding Status

The project is primarily funded from the six year $490 million BEX III levy, approved by City of Seattle voters in February 2007. Bonds were issued in June 2007 based on this revenue stream. Together with interest earnings on the bonds, this will provide the bulk of the funds for this project.

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

The anticipated project design and construction schedule is as follows:

Task	Start	Complete
Design Services	May 2010	March 2011
GCCM Procurement	September 2010	November 2010
Construction Documents	October 2010	December 2010
Permitting MUP	August 2010	March 2011
Permitting Building	December 2010	April 2011
Construction	July 2011	November 2011

Design services for Project 3 started in 2008, and were concluded once a tentative schematic plan was developed in concert with the community's participation in March 2009. (This allowed the design team to focus on the design and construction documentation services for Phase 2 which was the largest and most complex phase of the overall project.) Design services were then resumed in May 2010 to prepare documentation that was required for a Master Use Permit submittal to The City of Seattle. An early start of this activity ensured the project would be successfully entitled by The City prior to the anticipated construction start in 2011. The MUP application and drawings were submitted to The City in early August 2010.

Procurement of the GC/CM is the next project task. Anticipating a successful application, SPS hopes to advertise for GC/CM's qualifications in early October, and to follow with an interview and selection process as soon as possible to bring the most qualified GC/CM onto the project team by mid-December. Their first task would be to assist the designers with the final design decisions and construction documentation for the project which is anticipated to streamline the construction phase to the fullest extent possible.

Construction is anticipated to begin on July 1, 2011 unless the GC/CM recommends proceeding with hazardous materials abatement prior to the vacation of the existing school. Rough grading of the overall site and construction of the tennis courts and softball field must be completed prior to October 2011, as well as installation of erosion control measures to mitigate any adverse complications that might arise with the onset of inclement weather. Final acceptance of the project is anticipated in November or early December 2011.

SPS does not anticipate hiring staff to manage and support Project 3. SPS has members of its staff who are experienced in the GC/CM process. Similarly, their design consultant, Bassetti Architects, and their sub-consultant team have experience with GC/CM projects.

- *If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM or D-B contracting procedure.*

  SPS believes there are compelling reasons to use a GC/CM contracting procedure for Project 3, even though it would appear that the project design is advanced beyond 30%. It is our opinion that a GC/CM procurement approach to this public works project can mitigate the significant risk imposed primarily by the compressed construction schedule. A GC/CM approach offers the following advantages:

  - Involvement of the GC/CM prior to the completion of the construction documents phase of the project could assist the design team in better defining and organizing the construction tasks.

    A GC/CM will supplement the services of the design team with specialized expertise to better assess the scope of the earthwork, to logically organize the cut and fill operations, and to more accurately estimate costs that are associated with decisions that must be made during the completion of the construction documents.

  - The early involvement of the GC/CM will ensure that contracts with the major sub-contractors are in place so that work proceeds efficiently as soon as the school is vacated.

    A GC/CM approach will facilitate the bidding and award of the major sub-contractors to minimize delays that can arise with a standard design-bid-build procurement process. With a GC/CM under contract early in the project, the bid and award of major components of the project can occur with less risk of delays associated with executing these sub-contracts under the terms of a standard, low-bid procurement process.

  - A GC/CM process brings flexibility to help streamline difficulties that may be experienced in the field during construction.

    Unanticipated problems during construction can arise, and with them comes the associated contract complications of compensation associated with out-of-scope work. For projects that have large earthwork sub-contracts, as is the case with Project 3, it is not uncommon for Owners to experience this situation. The GC/CM has authority which enables them to resolve these issues with minimum delay. Using a standard low-bid procurement process, unanticipated issues during construction can result in significant delays which present a greater overall risk to the Owner.

  - A GC/CM approach enables SPS to select a GC/CM who has relevant experience working with particular constraints associated with this construction project.

With the typical design-bid-build procurement on public works contracts, a low bidder may not have the specific project experience to construct the project. The scope of Project 3 may encourage a demolition contractor to submit a bid for this contract with an earthwork sub-contractor. Or conversely, an earthwork contractor may submit a bid on this contract with a demolition sub-contractor. Both these scenarios can present problems if the prime contractor lacks experience comprehending, organizing and directing the work of their major sub-contractor. Lastly, a skilled general contractor may decide to submit a bid for this contract employing both a demolition sub-contractor and an earthwork sub-contractor. Since there is limited work for the general contractor's forces, this situation will typically result in an increase to the bid cost.

5. **Why the GC/CM or D-B 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?*

The primary complexity associated with the Denny Middle School project is the available time frame in which the contractor must complete the project scope. The original project schedule anticipated a construction start in April with construction completion estimated in October, approximately seven months later. However, the administrative staff at Denny Middle School has indicated that moving their student population into their new facility during spring break in 2011 is disruptive. More importantly, the administration expressed their belief that a move over spring break would not be conducive to their academic goal of lifting critical test scores of their students. As a result, demolition of the existing Middle School cannot begin until 1 July when the school has been vacated for summer break. What appeared to be a comfortable duration for construction became extremely compressed.

The critical constraint of Phase Three is completing the significant amount of earthwork and the required recreational amenities prior to the onset of our seasonal rains in the fall of 2011. Three months of dry, summer weather is a very tight timeline to complete the following:

- Abatement of hazardous materials in the existing school;
- Demolition of the existing school;
- Rough grading of the site;
- Installation of new utilities and retaining walls;
- Construction of six tennis courts;
- Construction of a high school softball field; and
- Finish grading and installation of new landscaping.

The primary concern of SPS is the risk associated with being unable to complete the earthwork prior to the fall rains. With steep slopes, The City of Seattle's requirement to retain critical trees, and relocation of approximately twenty thousand cubic yards of soils, there are significant project constraints that require the careful orchestration of construction tasks. A delay in the completion of one individual task has the potential to affect the overall completion of the work in time to avoid the erosion problems that fall rains can cause. It is SPS's belief that a GC/CM approach to this project will help to facilitate the overall project schedule, and thereby alleviate some of the risk that results from not completing the work prior to the onset of the rainy season.

- *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?*

There is a possibility that one task in the scope of work could start prior to summer break in 2011. This task involves the hazardous abatement of one or more of the existing buildings on the site. Starting this abatement work early while the school is still operating will allow demolition of the existing buildings begin on July 1st, rather than two or more weeks later. This is a decision which SPS believes the GC/CM would make during their pre-design phase services.

Hazardous abatement work within any of the occupied buildings at Denny Middle School would demand the placement of rigorous controls on the abatement contractor. It is anticipated that this work would be performed after the school day is over, and the building has been vacated for the day. Accordingly, removal of hazardous materials would likely be performed during the evening hours. Additionally, since temporary enclosures must be erected to isolate the work area, it is likely that only limited areas of the building can be abated in this manner. Lastly, the air quality must be tested to ensure no hazardous materials are present in the air prior to permitting students back into the building the next morning. While this approach to achieve an earlier start date for building demolition is possible, it carries with it some serious implications for SPS, not the least of which is cost.

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

There are several critical questions concerning the logistics of the construction of Project 3 which are best answered by a General Contractor. A GC/CM approach, would enable SPS to avail this expertise to the design team as final decisions concerning the construction documentation are made.

An example of a decision which could benefit from the participation of a GC/CM involves establishing finished grades for the project. Given the size of the site, approximately 430' by 600', an increase in 12" or 18" in finished elevation translates into hundreds of cubic yards of soil that can be either repositioned on the site or exported off-site at considerable expense.

Whether or not there is an advantageous cost/benefit from the performing abatement of one or more buildings while school is in session (as described above) is another example of the value a GC/CM could bring to the project.

There are other similar decisions which must be made to help ensure construction of the Project can be completed within the proposed timeframe.

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

There are some technical and environmental logistical challenges that make this project a candidate for a sophisticated GC/CM contractor, including.

- Abatement of hazardous materials in the existing school
- Erosion control

- *If the project requires specialized work on a building that has historic significance, why is the building of historic significance and what is the specialized work that must be done?*

Project 3 does not involve a building that has historic significance, and as a result, the applicability of this criterion is not relevant.

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM or D-B 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
- How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.

It is SPS' opinion that a GC/CM contracting approach for Project 3 will better serve the needs of SPS in respect to the following criteria: (1) it will provide a fiscal benefit that is derived from early coordinating of design and construction issues, and from reducing the potential risk of delays during construction; and (2) it will improve project delivery through a GC/CM's careful orchestration of construction activities, and thereby helping to streamline construction operations to complete the project sooner than under a D-B-B process.

There are several ways a GC/CM approach will result in fiscal benefits to SPS and the public. First, through the participation of the GC/CM during the final stages of the design process, a better understanding of the actual constraints of the project is developed early, prior to bidding the major sub-contracting components of the project. The GC/CM's clarity of the overall project needs will result in a better alignment in their sub-contractor's bids between project scope and cost. This will result in lower bids and a more streamlined construction schedule.

Second, GC/CM participation in the design process will help produce construction documentation which best serves the overall needs of the project. The GC/CM's participation will ensure that the construction documentation is precisely what the GC/CM can build to achieve SPS' desired level of quality while still meeting the overall scheduling constraints of the project.

Third, if unanticipated events occur during construction, a GC/CM has more flexibility in resolving cost impacts to keep the sub-contractors moving forward to complete the work. This flexibility facilitates the overall construction schedule to help minimize delays that are often experienced using a DBB approach.

The GC/CM's participation will also provide scheduling benefits to the project that help ensure that essential project goals are constructed within the significant constraints of a very compressed construction schedule. Discussions between the designers and the GC/CM can identify potential construction impacts, and lead to an early resolution of the impact prior to construction. It is preferable and far less expensive to resolve issues early on paper rather than in the field.

7. Public Body Qualifications

Please provide:

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

QUALIFICATIONS

Since 1995, Seattle Public Schools has completed close to 40 major capital projects valued at more than $1 Billion. The GC/CM delivery method was used on four pilot projects in the BEX II Program: Nathan Hale High School Performing Arts Addition (2005), Roosevelt High School (2006), Cleveland High School (2007), and Garfield

High School (2008). These four projects have a combined budget of $275 million. Seattle Public Schools is currently working to complete two additional BEX III Program GC/CM projects which were procured outside of the initial pilot program mentioned above. These projects are: Nathan Hale H.S. and Denny/Sealth Phase 2 which have a combined budget of over $200 million.

Seattle Public Schools staff that were directly involved in the management of prior and ongoing GC/CM projects include Don Gillmore (Program Manager), Ron English (Deputy General Counsel), as well as Heery/DKA consultants Mike Finnegan (Program Manager), Donald King (Program Manager), Chuck Clegern (Assist. Program Manager) and Mike Skutack (Project Manager).

Lorne McConachie AIA, Principal in Charge for Bassetti Architects, also directed the design for the Roosevelt High School and Denny/Sealth Projects. All of these individuals will be directly involved in the Denny Sealth Project.

Seattle Public Schools has developed standardized GC/CM RFP and selection documents and contract specification documents, and refined them through the course of the previous GC/CM projects completed. We will continue to build on this experience.

7.2. A Project organizational chart, showing all existing or planned staff and consultant roles.
SEE EXHIBIT A Org Chart

7.3. Staff and consultant short biographies (not complete résumés).
STAFF
- Don Gillmore, Program Manager
- Ron English, Deputy General Counsel
- Loren McConachie AIA, Principal in Charge, Bassetti Architects
- Nancy Callery AIA, LEED AP, Project Manager, Bassetti Architects
- Mike Skutack, Project Manager

• Don Gillmore, Program Manager: BEX I, II & III District Program Manager, oversaw GCCM Pilot projects N. Hale HS PAA & Garfield HS and Cleveland HS. Currently managing GC/CM projects at Nathan Hale H.S. and Denny Sealth Phase II. 34 years in the design and construction industry. Supervised 18 projects in BEX I & II through all phases of the project. Currently managing 6 projects in BEX III. Experienced both as Capital Program Manager, designer and Capital Program Director.

Project	Project Value	Tasks Performed	Time Involved
Nathan Hale HS PAA	$ 10,137,400	District Program Mgr	Feb 2002 - Nov 2005
Garfield High School	$102,788,000	District Program Mgr	April 2003 - Sept 2007
Cleveland H.S.	$ 68,276,000	District Program Mgr	April 2003 - Sept 2007
Nathan Hale H.S.	$ 86,070,120	District Program Mgr	Feb 2007 – Present
Denny/Sealth Phase II	$110,200,000	District Program Mgr	Feb 2007 – Present

• Ron English, Deputy General Counsel: District Deputy General Counsel, Capital Facilities. Has over thirty years of construction experience. Serving current position for over 10 years. Primary responsibilities are to legal services for the District's capital programs. Prepared the family of contracts, updating as needed, solicitation documents, bid proposal reviews, resolution of all large claims against the District and represents the District in litigation and alternative dispute resolution. Past Chair of the Washington State Bar Association Construction

Section and frequent speaker on a broad range of construction topics. As a full time in house attorney, he provides daily advice to District's construction management team on strategy.

Project	Project Value	Tasks Performed	Time Involved
Roosevelt HS	$93,874,000	District Legal Counsel	Jun 2001 - Dec 2006
Nathan Hale HS PAC	$10,137,400	District Legal Counsel	Feb 2002 - Nov2005
Cleveland HS	$68,276,000	District Legal Counsel	Jun 2003 to Sept 2007
Garfield High School.	$102,788,000	District Legal Counsel	Apr 2003 to Sept 2007
Nathan Hale H.S.	$ 86,070,120	District Legal Counsel	Feb 2007 – Present
Denny/Sealth Phase II	$110,200,000	District Legal Counsel	Feb 2007 – Present

• Lorne McConachie AIA - Bassetti Architects - Principal-in-Charge: Involved in over 70 different educational projects during his 22 years at Bassetti Architects, Lorne has led two major educational projects through the GC/CM alternative delivery method. Roosevelt High School in Seattle and Stadium High School in Tacoma were both complex renovations of existing historic schools combined with significant new construction additions. Both schools were extensively modernized into state-of-the-art educational facilities. Lorne's educational resume also includes complete renovations and additions such as Madison Middle School (2005), West Seattle High School (2002), John Stanford International School (2000), Inglemoor High School (1999), Showalter Middle School (1996), Olympic View Junior High School (1994), and Franklin High School (1990).

Lorne has provided national and international leadership in the design of secondary schools. His design for Edmonds-Woodway High School (1998) was awarded the Council of Educational Facilities Planners International James D. MacConnell award in 1999. Todd Beamer High School, also under his direction, was a MacConnell finalist in 2004. Lorne received a Bachelor of Arts in Architecture from the University of Oregon in 1977.

Project	Project Value	Tasks Performed	Time Involved
Guggenheim Hall Renovation – U of W	$22,600,000	Principal in Charge GCCM	2007
Roosevelt H.S.	$70,450,000	Principal in Charge GCCM	2006
Stadium H.S.	$82,500,000	Principal in Charge GCCM	2006
Seattle City Hall & Civic Plazas	$73,000,000	Principal in Charge GCCM	2003
Denny/Sealth Phase II	$110,200,000	Principal in Charge GCCM	2007-Present

Peter Watson, RA – Bassetti Architects – Project Manager: Having practiced architecture more than 30 years, Peter has the extensive experience in public work projects. Prior to joining Bassetti Architects, Peter was an architectural principal in the Seattle office of a large regional A/E firm. Bassetti Architects retained Peter to manage the Denny Chief Sealth High School project which is currently under construction through a GCCM construction contract.

Peter has wide experience in the practice of architecture. During his career he has worked on a variety of educational projects as a project architect and project manager. He has also

served as Principal in Charge of several large public works transportation projects. He is a graduate of Harvard College, and received his Master of Architecture from The University of Washington in 1977. He was elected to Tau Sigma Delta, a national honor society for Architecture and Allied Arts.

Project	Project Value	Tasks Performed	Time Involved
Denny Chief Sealth	$70,000,000	Project Manager GCCM	2009
Beacon Hill Light Rail Station	$7,000,000*	Principal DBB	2008
Federal Way Public Schools Service Center	$18,000,000 $20,000,000	Principal DBB Project Manager DBB	2008 2010
Denny/Sealth Phase II	$110,200,000	Principal	2007-Present

• Mike Skutack, Project Manager Seattle Public Schools: 20 years experience in the construction industry. Project Manager for BTA I, II, and III 1999 to present.

Project	Project Value	Tasks Performed	Time Involved
Ingraham H.S.	$ 5,700,000	SPS - Project Manager	2007
Rainier Beach H.S.	$ 5,600,000	SPS - Project Manager	2009 - Present
Viewlands Elementary	$ 8,250,000	SPS - Project Manager	2009 - Present

Mr. Gilmore, Mr. Finnegan, Mr. Clegern and Mr. Rowher have all taken the AGC certification course of GCCM.

7.4. Provide the experience and role on previous GC/CM or D-B projects for each staff member or consultant in key positions on the proposed project.
See tables above in 7.3

7.5. The qualifications of existing or planned for project manager and consultants.
See tables above in 7.3

7.6. The qualifications of an interim project manager until your organization has employed staff or hired a consultant as the project manager. Also indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. Note: This information is required only if your organization has yet to select a project manager at the time of application. ***N/A***

7.7. A brief summary of the construction experience of your organization's project management team that is relevant to the project.
See tables above in 7.3

7.8. A description of the controls your organization will have in place to ensure that the project is adequately managed.

CONTROLS
As discussed in the attached letter, over the past 12 years the District has developed a comprehensive management system that has been extremely successful in delivering projects on time and within budget. We have done this despite the fact that a majority of our major buildings are historic renovations, which have unique

challenges not faced by many other public agencies. We have also done so in the face of the unprecedented industry wide escalation the last four years.

Each project in the Building Excellence Program (BEX) has been led by District Program Mangers and consultant Project Managers from the Heery International / DKA team. Architects were selected based on the best expertise for the project and also with GC/CM delivery experience on pilot projects. The project teams were supported by Heery/DKA Program Managers who have alternative delivery and contracting expertise from private and public sectors. In addition, the District has in-house legal expertise in construction with experience in alternative delivery methods.

The District has established pre-design, design and construction phase procedures manuals that staff and the project teams utilize to provide consistency of practice across the program. In addition project controls include a BEX Program financial management system (contracts, invoices, budgets, and change orders) managed by the project managers that operates in concert with the District Financial system.

Templates for master schedules and standardization of construction schedules provide the project schedule management tools. Collaborative communications tools for the pre-construction and construction phase include Microsoft SharePoint Services which allows detailed collaboration and automatic updating of key documentation logs. The management team also employs use of an electronic file storage system to be able to access data and documents quickly.
The Project Managers meet weekly with Don Gillmore, Donald King, Chuck Clegern and Mike Finnegan to discuss project issues, work loads, financial and performance status, and decisions that need to be made. Directives for changes are approved expediently by Don Gillmore, Donald King, Chuck Clegern and Mike Finnegan. This executive management oversight has been a standard practice since the beginning of the BEX Program.

The roles and responsibilities of the District, Architect and their design consultants, and the GC/CM have been established in a matrix of responsibilities that is published with the RFP and other GC/CM contract documents (see 7.10 below). The Project Manager monitors the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work through-out the life of the project.

Controls are also exercised through the same signature authority process for changes that is used on other District projects, and has proven effective on GC/CM projects as well. The day to day site Project Manager has a $25,000 per occurrence signature authority on matters related to the critical path, or $10,000 for matters not schedule sensitive. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above $25,000 are signed by the District's Program Manager or higher levels of management. This approach balances the need for direct decisions-making by the District with capability at the site to manage emerging issues as they arise, and has proven to work well across both GCCM and Design-Bid-Build projects.

The District utilizes a nine-member District Oversight Committee that meets monthly to review the activities and decisions of the BEX Program. Members include three individuals (John Palowitz, Karin Nyrop and Steve Goldblatt) from the University of Washington's construction program, which has its own extensive experience with GCCM, and Tacoma Public Schools, which has completed several GCCM projects.

The Oversight Committee reports to the Board of Directors on a quarterly basis and the Board is represented on the committee by members of the Board of Directors

Operations Subcommittee. All activities of the BEX Program are reviewed by the Board Operations Subcommittee prior to being acted on by the full Board of Directors. This system provides a checks and balance system to the management of the BEX Program.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost

estimates by the Architect, DKA/Heery, and the GC/CM contractor are reconciled at the end of the design development phase. Value engineering and constructability review will be on-going and are an established agenda item in our coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established the Total Contract Cost. Once the MACC is negotiated after the 90% construction documents are in place, the contractor, Project Manager and the DKA/Heery estimator 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. 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 that is not part of the GMP.

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 re-confirm the MACC and the TCC.

As part of the pre-construction services the GC/CM will develop a subcontracting bid plan and schedule for bidding as well as for phased construction and early procurement as necessary. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the city permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

7.9. *A brief description of your planned GC/CM or DB procurement process.*
PROCUREMENT PROCESS
The procurement process we follow has been well-established for the four previous GC/CM projects. We market the project to potential GC/CM candidates, statements of qualifications are submitted, the most qualified firms are advanced to an interview followed by a pricing proposal of the highest ranked firms. The proposal and selection process including scoring are included in the RFP documents. The selection panel includes not just the key District and consultant contributors, but representatives from other owner agencies and the oversight committee. Firms previously bidding our GCCM work include Sellen, Hoffman, Absher, Lease Crutcher Lewis, Turner, Lydig and Strand Hunt.

7.10. Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or D-B contract terms.

CONTRACT DOCUMENTS
The District has used the GC/CM construction procurement method on four previous projects. We have developed a family of coordinated contract documents for GC/CM construction procurement that include the RFP, scoring methodology and selection process, general conditions, special conditions, general requirements, comprehensive pre-construction services scope of work. Change order and claim

procedures reflect the latest developments in Washington law. Alternative dispute resolution procedures are included as well.

Key to our success and avoidance of uncertainty over scope of work has been a comprehensive and well thought-out cost responsibility matrix, listing over 84 activities and cost items and defining how they are paid. We also include provisions allocating the risk of various uncertainties and unknowns that frequently occur and may be missed during preconstruction services.

We also utilize an electronic filing system (Portal Server) to enhance communications, tracking and real time access to documents.

These documents will be updated to conform to the current GCCM regulations.

8. Public Body (your organization) Construction History: See Attachment B

9. 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. Some examples are included in attachments E1 thru E6. 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

10. Resolution of Audit Findings On Previous Public Works Projects: *N/A*

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

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 shall render your application incomplete.

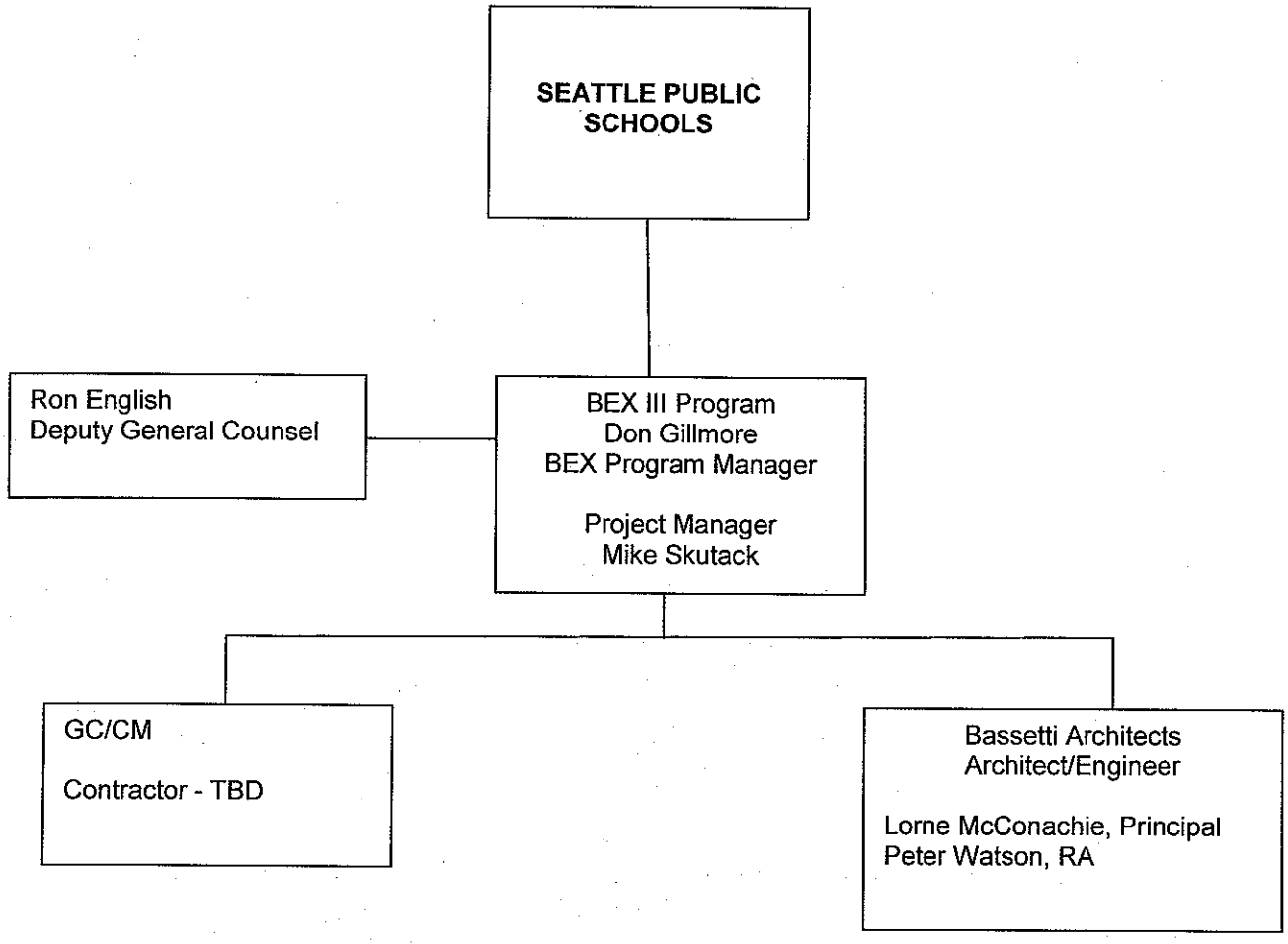
Should the PRC approve your request to use the GC/CM or D-B contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB

Name (please print) Michael Skutack

Title: Project Mgr. Seattle Schools

Date: 9/1/10

Denny Middle School / Chief Sealth High School Projects



Project Name BEX Phase I	Project Description	Contracting Method	Planned Start - Pre-design	Planned Finish - Substantial Completion	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule Overrun
African American Academy K - 8	New 101,000 sf on new site	D - B - B	Spring 1996	Summer 1999	Spring 1996	Summer 2000	$23.3M	$24.3M	Property acquisition, delay & cost increase
Ballard HS	240,000 sf replacement on same site	D - B - B	Fall 1995	Summer 1999	Fall 1995	Summer 1999	$48.2M	$49.9M	Right of way acquisition & interim facility costs
Bryant Elementary	71,000 sf historic renovation & addition	D - B - B	Spring 1998	Summer 2001	Spring 1998	Summer 2001	$15.1M	$15.1M	
Coe Elementary	53,000 sf historic renovation & addition	D - B - B	Spring 1998	Summer 2001	Spring 1998	Winter 2002			Fire during construction demolished the historic renovation; building replaced
Concord Elementary	65,500 sf historic renovation & addition	D - B - B	Spring 1997	Summer 2000	Spring 1997	Summer 2000	$14.9M	$14.3M	
Cooper Elementary	New 71,000 sf on new site	D - B - B	Spring 1996	Summer 1999	Spring 1996	Summer 1999	$16.9M	$16.4M	
Dunlap Elementary	72,700 sf historic renovation & addition	D - B - B	Fall 1997	Summer 2000	Fall 1997	Summer 2000	$16.2M	$16.1M	
Emerson Elementary	71,000 sf historic renovation & addition	D - B - B	Summer 1998	Summer 2001	Summer 1998	Summer 2001	$17M	$17M	
Greenwood Elementary	60,000 sf historic renovation & addition	D - B - B	Summer 1999	Summer 2002	Summer 1999	Summer 2002	$15.7M	$15.7M	
Highland Park ES	New 71,000 sf replacement on same site	D - B - B	Spring 1996	Summer 1999	Spring 1996	Summer 1999	$14.7M	$13.8M	
Latona Elementary	59,000 sf historic renovation & addition	D - B - B	Spring 1997	Summer 2000	Spring 1997	Summer 2000	$13.2M	$15.2M	Severe existing unforeseen structural defects & UST leak clean up
Madrona Elementary	68,000 sf renovation & addition	D - B - B	Spring 1999	Summer 2002	Spring 1999	Summer 2002	$13.7M	$14.6M	Scope increase, UST leak clean up
Seward K - 8	95,000 sf historic renovation & addition	D - B - B	Spring 1996	Summer 1999	Spring 1996	Fall 1999	$20.4M	$21.2M	Scope increase, unforseen conditions
West Seattle HS	223,400 sf historic renovation & addition	D - B - B	Winter 1997	Summer 2002	Winter 1997	Fall 2002	$53.2M	$55.4M	Nisqually Earthquake destroyed portion of historic renovation, rebuilt as historic renovation
Whittier Elementary	New 66,000 sf replacement on same site	D - B - B	Spring 1996	Fall 1999	Spring 1996	Fall 1999	$13.6M	$13.3M	

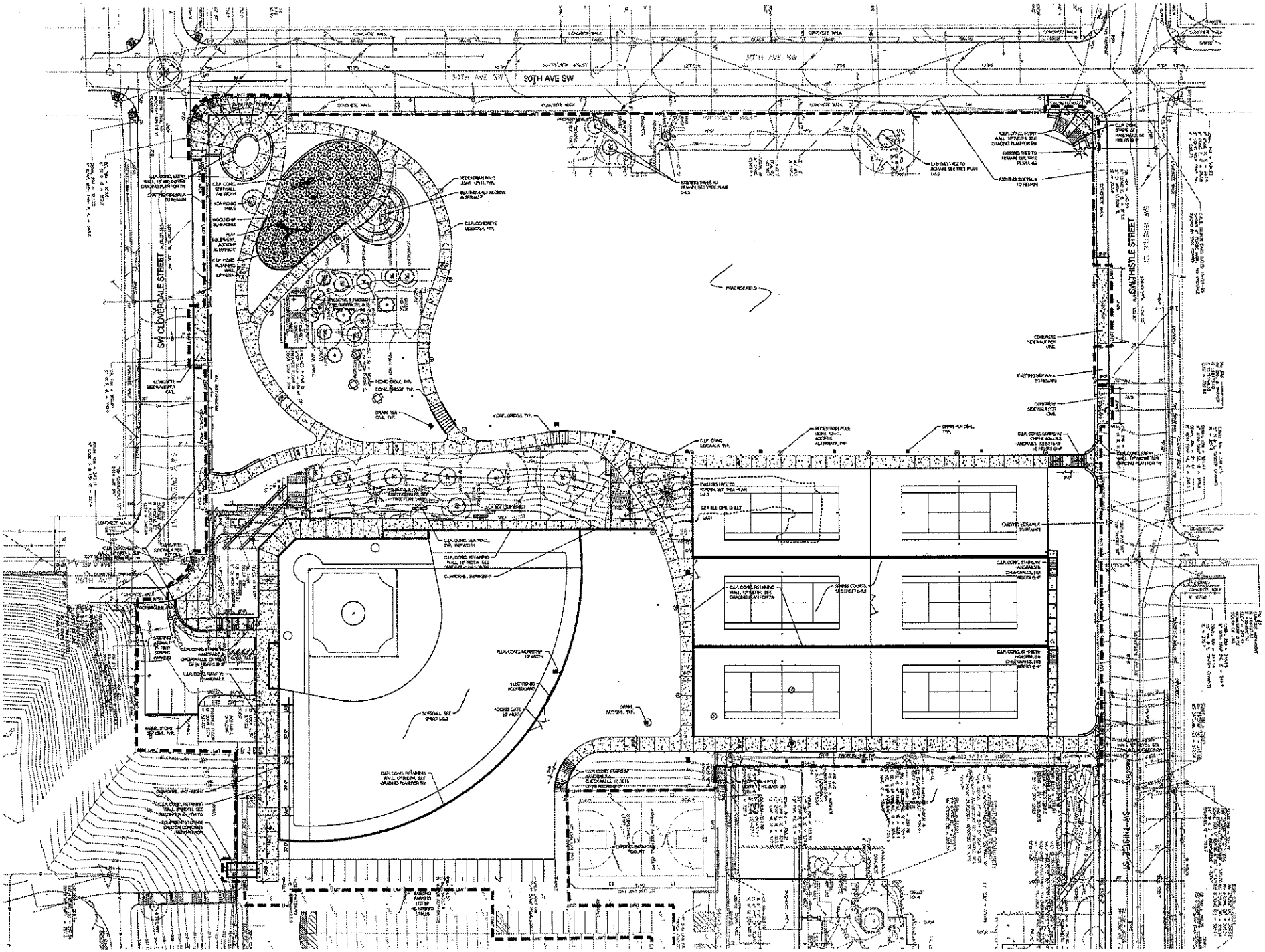
Seattle Public Schools Projects List

EXHIBIT B

9/1/10

Project Name BEX Phase II	Project Description	Contracting Method	Planned Start - Pre-design	Planned Finish - Substantial Completion	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
Beacon Hill Elementary	Elementary modernization & 18,400 sf addition	D - B - B	Summer 2002	Summer 2005	Summer 2002	Winter 2005	$6.5M	$8.4M	Hazmat removal, scope increase
Brighton Elementary	66,000 sf replacement on same site	D - B - B	Spring 2001	Summer 2004	Spring 2001	Summer 2004	$18.1M	$17.1M	
Cleveland HS	172,000 sf historic renovation & addition	GC/CM	Summer 2002	Summer 2007	Summer 2002	Summer 2007	$60.4M	$68.3M	Construction escalation, unforeseen soils conditions
Dearborn Park ES	Elementary modernization & 20,000 sf addition	D - B - B	Fall 2003	Summer 2006	Fall 2003	Summer 2006	$6.7M	$7.4M	Scope increase, deteriorated utility replaced
Garfield HS	244,000 sf historic renovation & addition	GC/CM	Spring 2003	Summer 2008	Spring 2003		$78.8M	$105M	Construction escalation
Madison Middle School	120,000 sf historic renovation & addition	D - B - B	Spring 2001	Summer 2005	Spring 2001	Summer 2005	$38.4M	$37.6M	
Maple Elementary	Elementary modernization & 22,000 sf addition	D - B - B	Summer 2003	Summer 2006	Summer 2003	Summer 2006	$6.7M	$7.4M	Scope increase
Nathan Hale HS PAA	14,200 sf performing arts auditorium addition (PAA)	GC/CM	Spring 2002	Summer 2005	Spring 2002	Summer 2005	$9.4M	$10.1M	Utilities replacements and extensions
Roosevelt HS	254,000 sf historic renovation & addition	GC/CM	Spring 2001	Summer 2006	Spring 2001	Summer 2006	$84.5M	$$93.9M	Construction escalation & scope increases
Wing Luke Elementary	Elementary modernization & 17,000 sf addition	D - B - B	Spring 2002	Summer 2005	Spring 2002	Summer 2005	$6.4M	$6.4M	
South Lake Alt School	New 50,000 sf Alternative School	D - B - B	Spring 2004	Summer 2007	Spring 2007	Summer 2008	$12M	$14M	Delayed start due to escalation and acquired new funding

Project Name BEX III	Project Description	Contracting Method	Planned Start - Pre-design	Planned Finish - Substantial Completion	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
Denny International Middle School/Chief Sealth High School	New Denny Middle School. High School Modernization	GC/CM	Winter 2007	Winter 2010 Fall 2010	Winter 2007	ongoing	$134 M		
Hamilton Middle School	Middle School Modernization	Lump sum	Winter 2007	Fall 2010	Winter 2007	Ongoing	$79 M		
South Shore New School	New School: Pre K – 8th grade	Lump sum	Winter 2007	August 2009	Winter 2007	August 2009	$69M		
Nathan Hale H.S.	High School Modernization	GC/CM	Winter 2007	Winter 2011	Winter 2007	Ongoing	$86M		
Ingraham H.S.	High School Modernization & New Construction	D-B-B	Winter 20007	Fall 2011	Winter 2007	Ongoing	$23 M		



bassetti architects

71 Columbia Street, Suite 500
Seattle, Washington 98104
T (206) 340 1600 F (206) 340

CIVIL ENGINEER
Coughlin Porter Lundeen

LANDSCAPE ARCHITECT
The Berger Partnership

STRUCTURAL ENGINEER
Coughlin Porter Lundeen

ELECTRICAL ENGINEER
Tmg West Engineers

DENNY MS
CHIEF
SEALTH HS

PROJECT

PROJECT # 3011437
AP # 6251358

JOB NO: 0775.00
ISSUE DATE: 22JUL10
DRAWN BY: KB/JW
CHECKED BY: JM/JW

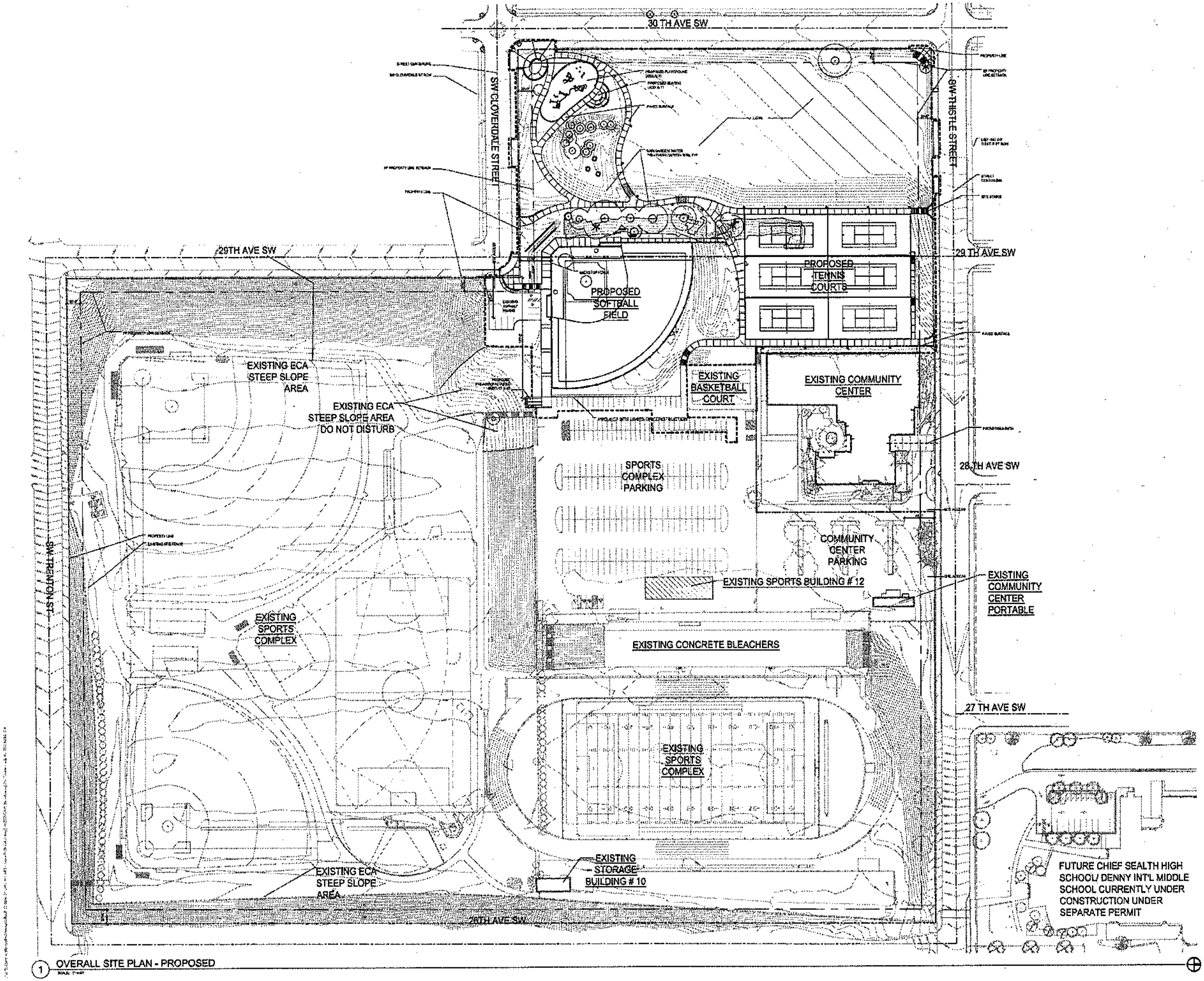
LAYOUT PLAN

L1.00

MUP SUBMITTAL - 22 JULY 2010

SCALE: 1"=20'-0"

NORTH



1 OVERALL SITE PLAN - PROPOSED

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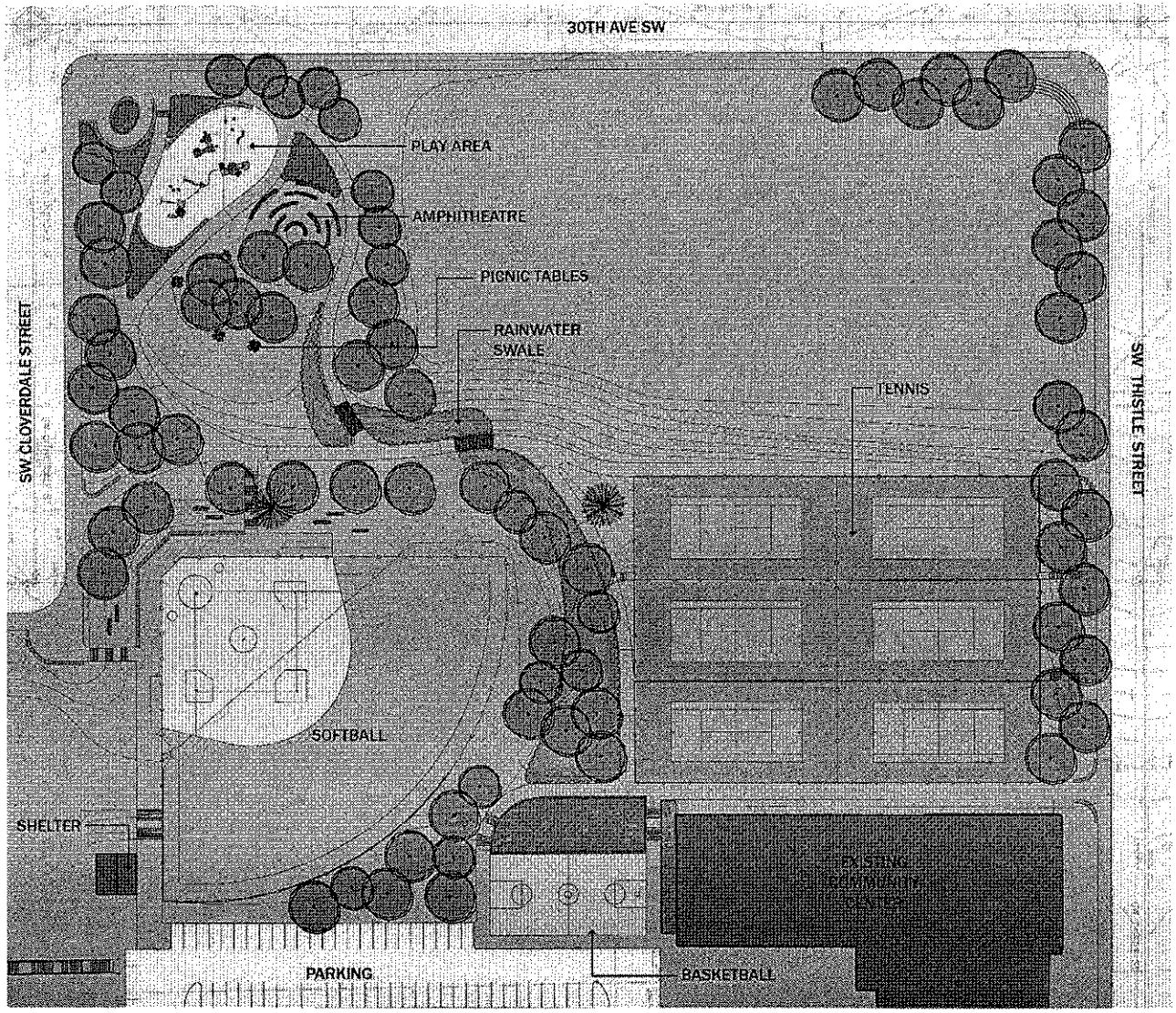
DENNY MS CHIEF SEALTH HS PROJECT 3

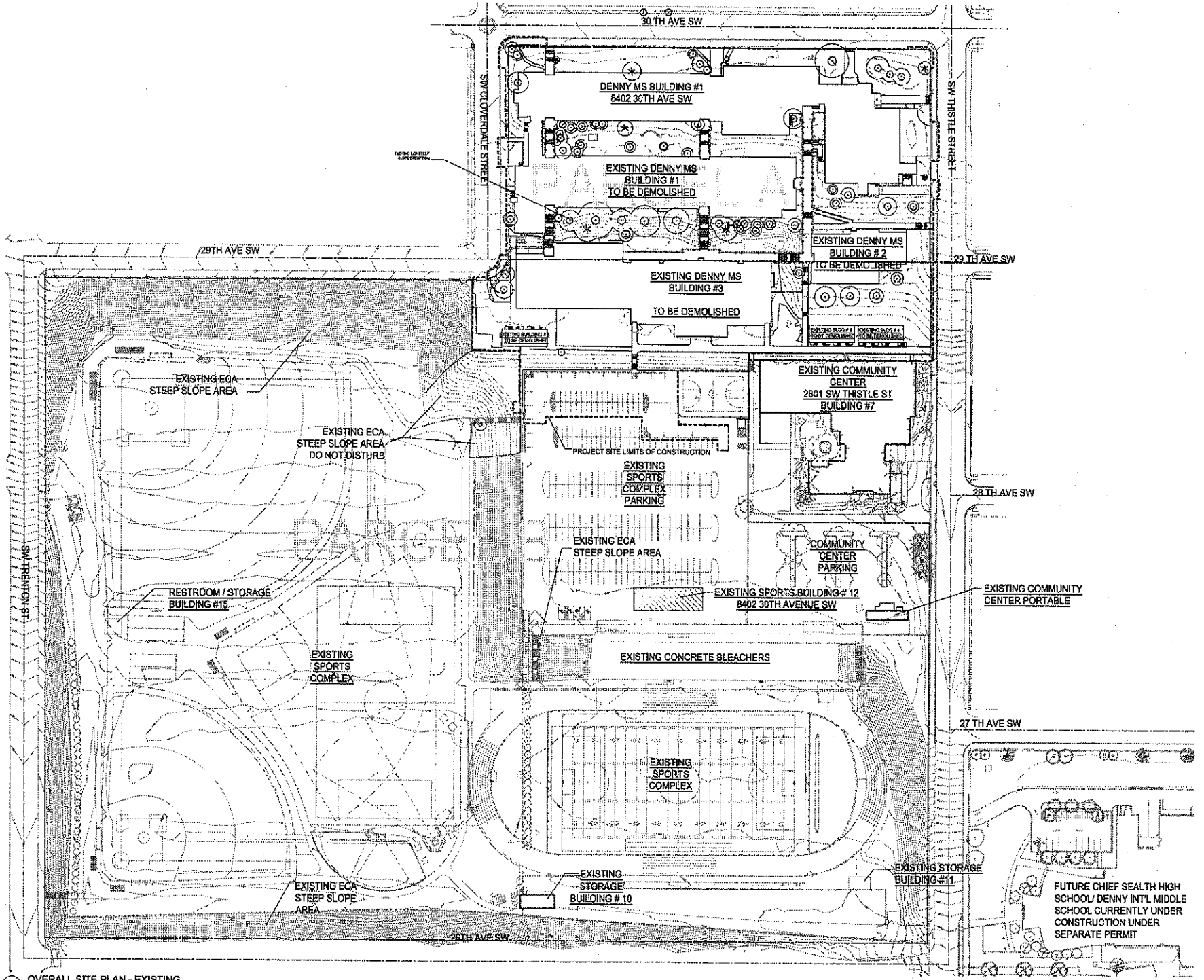
OVERALL SITE PLAN-PROPOSED

A1.01



Denny Site | Project 3

Preferred Master Plan



1 OVERALL SITE PLAN - EXISTING

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DENNY MS
CHIEF
SEALTH HS
PROJECT 3

OVERALL
SITE
PLAN-
EXISTING
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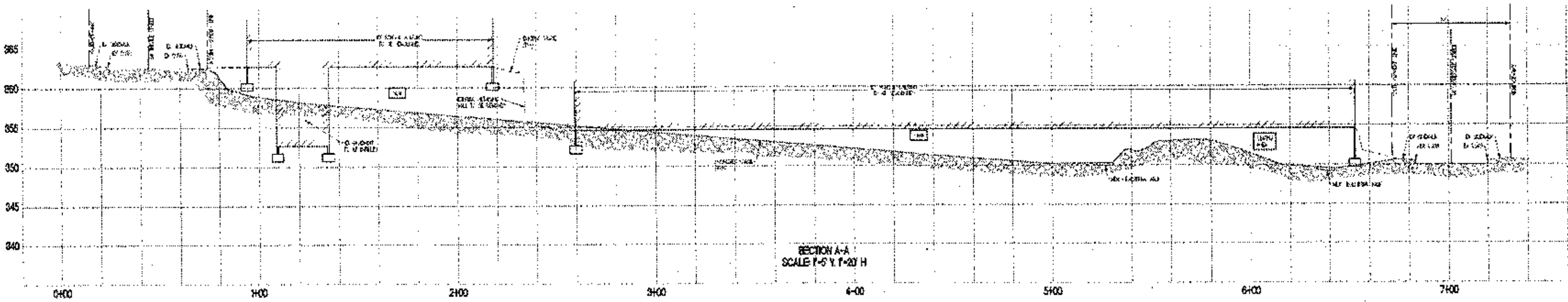
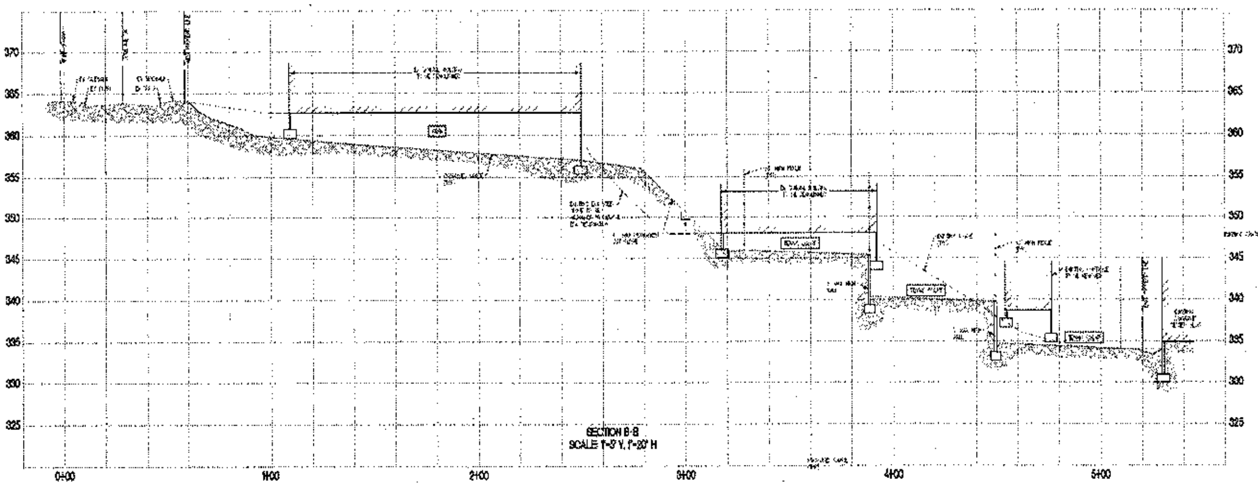
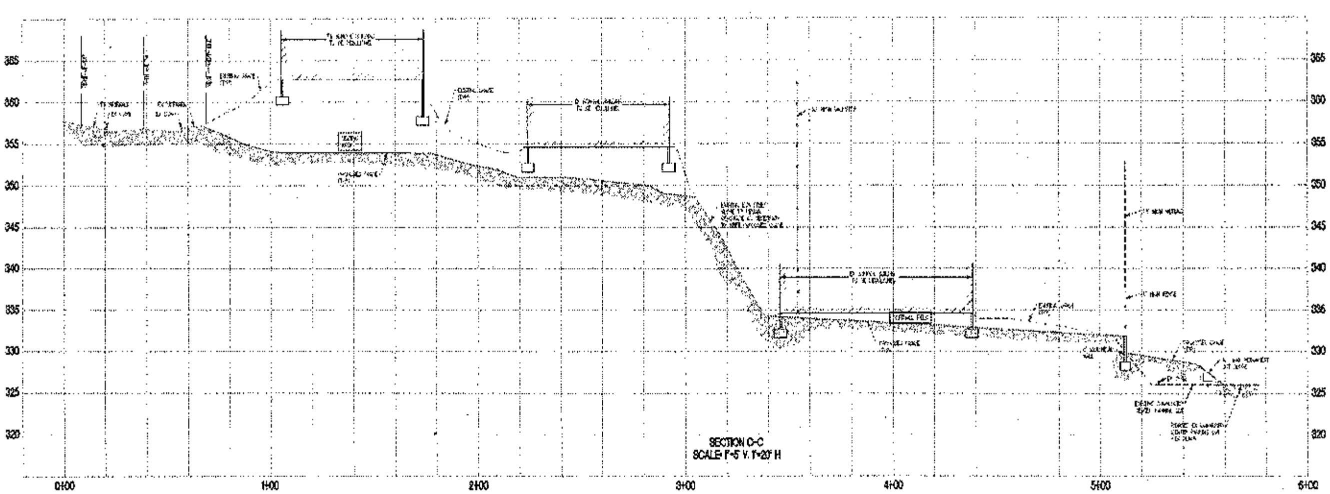
ADDRESSING

A1.00

MUP SUBMITTAL - JULY 22, 2010







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SEALTH HS

PROJECT 3

ISSUE DATE: JULY 22, 2010

CIVIL SITE
SECTIONS

C3.10