

State of Washington
PROJECT REVIEW COMMITTEE (PRC)
APPLICATION FOR CERTIFICATION OF PUBLIC BODY
*RCW 39.10 Alternative Public Works Contracting –
General Contractor/Construction Manager (GC/CM)*

The PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 1-9 should not exceed 15 pages (*font size 11 or larger*).

Identification of Applicant

- | | |
|--|---|
| (a) Legal name of Public Body (your organization): | Northshore School District No. 417 |
| (b) Mailing Address: | 3330 Monte Villa Parkway Bothell, WA 98021 |
| (c) Contact Person Name: | Dri Ralph Title: Executive Director of Support Services |
| (d) Phone Number: | 425.408.7864 E-mail: dralph@nsd.org |

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM under Alternative Contracting Procedure (RCW 39.10.270 (2)(a)) *Limit response to two pages or less.*

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project. If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

Project Delivery Assessment Process

Each proposed Northshore School District (NSD) capital project undergoes an internal review using **Attachment A.1 – Project Delivery Method Assessment Checklist and Recommendation Form**. This evaluation form must be completed and submitted by the project manager for every project being considered for GC/CM. The checklist directly references RCW 39.10 criteria and compares GC/CM to other potential delivery methods (Design-Bid-Build, Progressive Design-Build, Job Order Contracting, Small Works, ESCO, and Cooperative Purchasing).

The checklist requires documentation of:

- Project complexity, phasing, and site constraints
- Occupied-campus or operational-continuity requirements
- Need for early contractor involvement and design-phase cost validation
- Schedule or budget risks
- Confirmation that NSD staff and consultant resources meet the capability requirements of RCW 39.10.350(1)(a)

The assessment identifies the delivery method that best aligns with project characteristics and risk mitigation needs, ensuring a consistent and transparent basis for selection.

Formal Review and Approval Process

Once the checklist and written justification are complete, the project proposal follows the approval sequence outlined in **Attachment A.2 – Project Delivery Method Assessment Process Flow**.

This process includes the following steps:

1. **Departmental Review** – The Capital Projects Department reviews project scope, budget, schedule, and risk factors, confirming whether GC/CM is warranted under RCW 39.10.
2. **Executive Review** – The Director of Capital Projects and Executive Director of Support Services evaluate the recommendation, including staff capacity, consultant qualifications, and procurement readiness.
3. **Superintendent Review** – The Superintendent reviews and endorses the delivery-method determination.

4. Board Authorization – The final recommendation, supported by Attachments A.1 and A.2, is presented to the Northshore School Board for formal approval. Board action authorizes submission to the Project Review Committee (PRC) for project-specific GC/CM approval or, once certified, authorizes the district to proceed under its certification authority.

Organizational Structure and Experience

Determinations are made within the Capital Projects Department. The department manages all bond funded modernization, expansion, and replacement projects, and includes experienced construction managers, planners, and budget analysts familiar with state public-works procurement and GC/CM processes. Oversight by the Director of Capital Projects and the Executive Director of Support Services ensures district-wide consistency, policy compliance, and executive accountability for each GC/CM recommendation.

2. Project Delivery Knowledge and Experience

(RCW 39.10.270 (2)(b)(i)) Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

Knowledge and Experience

With over 30 years of experience in alternative project delivery methods, the NSD team excels in planning, managing, and delivering complex school construction projects. Over the past decade, the team has successfully overseen a wide range of modernization, replacement, and expansion projects backed by strong community support through local bond measures. All projects have been directly managed by in-house staff, showcasing NSD's commitment to quality, accountability, and stewardship of public resources.

The team is proficient in various delivery methods, including Design-Bid-Build (DBB), General Contractor/Construction Manager (GC/CM), Progressive Design-Build (PDB), Energy Savings Performance Contracting (ESCO), and Job Order Contracting (JOC). This flexibility allows NSD to select the most appropriate approach based on project needs, schedule requirements, budget, site constraints, occupied sites and stakeholder requirements.

In the past decade NSD has successfully completed several complex GC/CM projects, including the multi-phased replacement of Woodinville High School, construction of North Creek High School with an innovative geothermal system, and the Ruby Bridges Elementary School built on a rural site with extensive local authority coordination. Other notable GC/CM projects include the shared 26 classroom addition between Canyon Creek Elementary and Skyview Middle School, and the state-of-the-art concert hall at Inglemoor High School, which required significant stormwater mitigation.

The district's most recent bond program includes two major GC/CM projects that are currently under construction: the Inglemoor High School Replacement and the Leota Middle School Replacement.

Both projects are multi-phase, large-scale undertakings on occupied campuses that continue to serve students during construction.

The Inglemoor High School Replacement is in phase one of construction. The overall project is anticipated to be 325,000 square feet, delivered in multiple phases to maintain safe student operations. The project includes extensive site logistics planning, complex utility relocations, phased demolition and phased construction.

The Leota Middle School Replacement project is also in phase one of construction. The overall project is anticipated to be 157,000 square feet, delivered in multiple phases to maintain safe student operations. The phase one project (69,744 SF) includes a new classroom building, modernized core facilities, and upgraded mechanical and electrical systems, while maintaining full campus operation. Early contractor involvement has been critical for phasing, constructability, and maintaining schedule alignment with academic calendars.

For both projects, the GC/CM partners were selected through competitive procurement consistent with **RCW 39.10**, and early preconstruction collaboration has yielded significant cost savings and schedule efficiencies. These projects exemplify NSD's ability to manage the complex coordination, communication,

and risk management required for GC/CM delivery, while maintaining transparency and compliance with public-works standards.

Under the current bond program, Northshore School District is completing the delivery of six major modernization and expansion projects: Woodin Elementary School, Crystal Springs Elementary School, Fernwood Elementary School, Maywood Hills Elementary School, Kenmore Elementary School, and Sorenson Early Childhood Center, through the Progressive Design-Build (PDB) method.

These occupied-campus projects required early collaboration among the district, architect, and contractor to balance scope, budget, and schedule within the 2022 bond framework. Continuous cost validation and contractor input maintained budget discipline amid changing market conditions.

Each project involved careful phasing and logistics planning to minimize disruption and align construction with the school calendar. Collectively, these projects demonstrate NSD's growing expertise in Progressive Design-Build delivery, highlighting the district's ability to manage multiple concurrent large-scale projects and deliver innovative, efficient, and high-quality learning environments through early team integration. To date, five of these projects have been completed. The final site is anticipated to be completed in December 2025.

Using ESCO delivery, NSD has improved energy efficiency, including seismic upgrades to an existing office building converted into an alternative high school. Traditional Design-Bid-Build (DBB) projects include warehouse improvements, middle school upgrades, and district-wide classroom door lock replacements.

Management Structures

The Capital Projects team operates within a clear organizational structure, with Planning and Design Administrators working closely with the Director of Capital Projects to guide strategy, design, budgets, schedules, and project implementation. Planning and Design Administrators are the primary point of contact for GC/CM teams, managing documentation and communication. Regular project updates are provided to the Executive Director of Support Services, Superintendent, and School Board, ensuring executive oversight and alignment with district goals.

Project Controls

The district applies robust controls across all project phases. Budgets are tracked monthly, reconciled with district accounting, and include forecasting and contingency management. Schedules are developed collaboratively with GC/CM partners and reviewed regularly through "look-ahead" meetings and monthly reports. A live, actively maintained risk register tracks potential impacts, mitigation strategies, and accountability; it is updated monthly for proactive oversight.

3. Personnel with Construction Experience Using Various Contracting Procedures

(RCW 39.10.270 (2)(b)(ii)) Limit response to two pages or less.

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience *(for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task)*. Only identify those public body personnel that you reasonably expect will be with your organization over the next three years. Do not include outside consultants.

See Attachment B – Northshore School District Staff Construction Experience

4. Management Plan and Rationale for Alternative Contracting Projects

(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.

Please provide your typical management plan or protocol that you would use to manage a GC/CM project. Your plan should address the typical roles, types of positions with specific responsibilities, and also list any advisory or oversight roles (by expertise).

In addition to the Management plan below, please also see the organizational chart in **Attachment E - Management Plan – Roles & Responsibilities**

Board of Directors, Superintendent, and Deputy Superintendent / CFO

Review and approve or modify recommendations from the Capital Bond Planning Task Force and the Enrollment and Demographics Task Force to develop Bond resolutions taken to the community for a vote to enable funding. Once funding is secure, the Board and district leadership approve any alternative delivery methods and sign all contracts, including approval of every project Maximum Allowable Construction Cost (MACC) as presented by the Executive Director and Director of Capital Projects. Report to the public and maintain accountability to taxpayers.

Executive Director of Support Services

Supervises all capital project decisions, staffing, and operations of the Capital Projects department. Reviews delivery method recommendations from the Director of Capital Projects. Provides executive oversight of all GC/CM procurement and contracting actions, including preconstruction and construction phase activities. Responsible for coordination with district leadership and the School Board.

Director of Capital Projects

Leads and oversees all capital project activities including budgets, schedules, scopes, delivery-method determinations, consultant/contractor selection, and OSPI coordination. Supervises Planning and Design Administrators and Construction Project Managers and support staff. Reviews delivery-method recommendations prepared by project managers, coordinates Board approvals, and ensures compliance with RCW 39.10 requirements.

Budget Support Team

Manages budgets and day-to-day accounting for all projects. Oversees public-works documentation, procurement tracking, and OSPI reporting. Supports GC/CM cost tracking, contingency documentation, and preparation of financial materials for MACC negotiation and Board approval.

Planning and Design Administrators / Construction Project Managers

Manage daily project execution from pre-design through closeout, including budget, schedule, and scope control. Serve as the primary contacts for the Architect and GC/CM during design, sub-contractor package formation and construction. Coordinate procurement, permitting, logistics, and phasing on occupied campuses. Prepare delivery method recommendations and related documentation for executive and Board review.

Architect

Serves as the lead designer and prime consultant for the district. Responsible for design development, construction documents, and integration of GC/CM preconstruction feedback into design. Coordinates with the district and GC/CM to maintain design quality, cost alignment, and schedule adherence. Contracted directly to the Northshore School District.

GC/CM Contractor

Selected through qualifications- and fee-based procurement in accordance with RCW 39.10. Provides preconstruction services including cost estimating, scheduling, constructability reviews, value engineering, and phasing recommendations. Manages construction in collaboration with the district's project team, maintaining safety, quality, and coordination on occupied campuses. Contracted directly with the district.

Legal Counsel

Provides legal review and advice on contracting, procurement, negotiation, and dispute resolution. Ensures compliance with RCW 39.10 and all applicable public-works laws and supports NSD staff in preparing and administering GC/CM agreements.

5. Contracting Procedures (RCW 39.10.270 (2)(b)) Limit responses to two pages or less.

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM or other)
- Lead Design Firm (including current contact information)

- General Contractor or GC/CM (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)
- Small-, minority-, women-, and veteran-owned business participation planned goals (%) and actual utilization (\$)
- Alternative Subcontractor Selection Procurement utilization, type and costs

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

See Attachment C - Northshore School District Construction History

6. Demonstrated Success in Managing at Least One Project Using GC/CM Contracting Procedure Within the Last Five Years (RCW 39.10.270 (2)(b)) Limit response to one page or less.

In addition to the information provided in response to Question 5 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Lessons learned from your experience.

Appropriateness of the GC/CM Contracting Method

The **Inglesmoor High School Replacement Project** is a three-phase, multi-year campus redevelopment, currently under construction for phase one. The GC/CM delivery method was selected due to the project's complexity, inflexible school-year-driven schedule, and the need to maintain student safety and uninterrupted operations on an occupied high school campus. The phased replacement of aging infrastructure required early and ongoing collaboration between the contractor, design team, and district to develop cost-effective, constructible solutions. Using the GC/CM delivery method allowed for early involvement in preconstruction, enabling detailed input on logistics, phasing, cost, and system transitions, critical for minimizing disruption, ensuring safety, and keeping the project on schedule. The constrained site, operational facility needs, and long-lead system replacements further underscore the need for GC/CM's collaborative and flexible approach, which is expected to deliver significant efficiencies, cost savings, and risk mitigation over traditional delivery methods.

The **Leota Middle School Modernization and Expansion** is a two-phase GC/CM project, also currently in phase one of construction due to the project's complexity, occupied site, and inflexible school-year-driven schedule. Early collaboration was essential to address student safety, site circulation, infrastructure modifications, and traffic impacts. GC/CM enables the contractor to provide critical input on phasing, constructability, and cost during design, minimizing disruption to ongoing school operations and ensuring efficient use of limited budget and time. The method's collaborative approach was key to developing safe, flexible staging and construction strategies that support continuous campus operations and deliver maximum value to the district. In particular, the collaboration allowed the project to compensate for a very lengthy permitting process.

The **Northshore Concert Hall** at Inglesmoor High School especially demonstrated the essential role of the GC/CM in maintaining the project schedule through the close coordination of sequenced procurement of sub-bid packages and permit packages for the authorities having jurisdiction. Through close collaboration afforded by the GC/CM process, the team was able to make up time lag caused by complications in stormwater permitting and manage material delays caused by COVID-19 supply chain challenges. Using BIM modeling, many assemblies for the Concert Hall were fabricated in advance, including over 175 precast concrete panels specifically sized knowing installation would have to take place after building close-in to maintain the project schedule.

The **Skyview Middle School/Canyon Creek Elementary** expansion project demonstrated the value of having a contractor on board early, as tariffs on steel were announced during the design phase. Because the GC was already onboard, they were able to procure steel early, avoiding significant price increases. The new building is positioned between an existing elementary and middle school and was built on an occupied site, which posed challenges that were planned for and communicated to staff and students at the two campuses in a timely manner.

A new district elementary school, **Ruby Bridges Elementary**, was constructed on a rural site requiring the installation and maintenance of a Large Onsite Sewer System. Extensive coordination was required with local and state jurisdictions for road establishment, as it is located on a state highway.

Lessons Learned

Before the 2022 bond program, NSD formalized updated Technical Specification Standards emphasizing sustainability and maintainability. These standards have provided consistency and quality across all GC/CM projects, reducing errors and aligning stakeholders around shared expectations. They also support the district's long-term goals for energy efficiency, durability, and lifecycle cost savings.

In addition to process improvements, each GC/CM project has provided valuable lessons that continue to inform current and future work:

- **Inglemoor High School Replacement (three phases)** – Phase one reinforced the importance of fully integrating the GC/CM and design teams early in schematic design to align phasing, logistics, and budget assumptions. Those lessons are now being applied to phases two and three, where the district has refined the preconstruction review schedule, increased stakeholder coordination, and implemented earlier reviews of utility tie-ins and temporary facilities to improve sequencing and minimize classroom disruption.
- **Leota Middle School Modernization and Expansion (two phases)** – Phase one highlighted the value of detailed communication and safety protocols with school staff to maintain operations during construction. For phase two, NSD has enhanced site logistics planning and parent-teacher communication tools; and adjusted the phasing strategy to reduce contractor mobilizations and increase efficiency.

The district also partnered with its architectural teams and Song Consulting to establish an inclusion plan expanding opportunities for historically disadvantaged businesses. This initiative has resulted in increased participation and awareness across NSD's alternative delivery projects, demonstrating the district's commitment to equitable, transparent, and community-focused project delivery.

7. Ability To Properly Manage the Public Body's Capital Facilities Plan

(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

The district has delivered \$877.5M in capital projects in the past decade, including \$350M using the GC/CM delivery method. The district's established Capital Projects team, led by Dri Ralph, Executive Director of Support Services and William Tribble, Director of Capital Projects, has demonstrated consistent success in planning, budgeting, and executing complex capital programs. Multiple experienced Planning and Design Administrators and Construction Project Managers provide day-to-day leadership for ongoing GC/CM and Progressive Design-Build projects. The right personnel are in place, and their roles, responsibilities, and decision-making authorities are well defined to ensure projects are delivered on time, within budget, and in full compliance with RCW 39.10.

Northshore School District leads an extensive bond planning process. For the 2026 Bond this involved forming a task force that met monthly for nine months. The task force consisted of over 40 members including students, parents, and community members who evaluated district growth, building conditions, and community priorities. The recommendations from that committee provided a prioritized recommendation to the School Board, which has been prepared for presentation to voters in February 2026.

Management of the capital program is guided by established district policies and procedures for budget forecasting, cost control, and reporting. Budgets are reconciled monthly against district financial systems, and expenditures are tracked by project and funding source. Each project includes contingency management and cash-flow forecasting. These controls ensure fiscal transparency and accountability to both the School Board and the public.

This rigorous, data-driven approach to long-range facilities planning ensures that NSD's capital program remains aligned with enrollment growth, facility condition assessments, and fiscal capacity. Together, these processes demonstrate that the district possesses the organizational structure, financial controls, and strategic planning experience necessary to responsibly manage its Capital Facilities Plan and execute complex projects under GC/CM certification authority.

8. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington

RCW 39.10.270 (2)(b)(vii) Limit Response to one page or less.

Please provide any information not presented in your answers to Questions 2-7 further demonstrating your organization's ability to meet the requirements of this chapter:

Northshore School District possesses the organizational structure, experience, and procedural rigor necessary to fully meet the requirements of Chapter 39.10 RCW governing alternative public works contracting. The district has an established record of successfully delivering projects using both General Contractor/Construction Manager (GC/CM) and Progressive Design-Build (PDB) methods and has consistently demonstrated compliance with the statutory requirements for procurement, cost tracking, and reporting.

The district's Capital Projects department, within the Support Services division, manages all bond-funded modernization, replacement, and expansion projects. Oversight is provided by the Executive Director of Support Services, Director of Capital Projects, and an experienced team of planners, construction managers, and budget staff familiar with RCW 39.10 procedures. Decision-making follows a transparent internal review process that includes a documented delivery-method assessment, executive review, superintendent endorsement, and School Board authorization before any alternative contracting procurement proceeds.

The district has successfully administered multiple projects under RCW 39.10 using formal evaluation and selection procedures consistent with state guidelines. Procurement templates, scoring matrices, and interview protocols have been standardized and legally reviewed to ensure fairness and auditability. Contracts are developed in coordination with Perkins Coie, NSD's construction counsel, to ensure alignment with RCW 39.10 provisions, including cost transparency, guaranteed-maximum-price (GMP) development, and alternative dispute resolution (ADR) requirements.

The district maintains robust financial and project control systems. Budgets are reconciled monthly with the district's financial accounting software. Contingency and escalation are closely monitored throughout the design and construction process to ensure the project stays within budget.

Through its current GC/CM projects—Inglemoor High School Replacement (three phases) and Leota Middle School Replacement (two phases)—and its six PDB elementary modernizations, NSD has demonstrated the staff capacity, governance discipline, and contractual competence required for continued use of RCW 39.10 delivery methods. The district's processes emphasize transparency, equitable competition, and collaboration among design, construction, and owner teams—core values of the alternative contracting framework.

The NSD Capital Projects department applies structured policies and procedures that fully satisfy the intent and requirements of Chapter 39.10 RCW. All GC/CM procurements are conducted through open, qualifications-based selection, reviewed by legal counsel, and approved by the Superintendent and School Board. Monthly cost tracking, OSPI reporting, and Board presentations provide continuous financial transparency and accountability.

The district also intends to submit a separate agency certification request for Progressive Design-Build (DB) to further support upcoming projects best suited for that delivery method. District experience, systems, and culture of continuous improvement ensure full compliance with RCW 39.10 and its purpose of delivering safe, efficient, and high-quality educational facilities for the Northshore community.

9. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (2)(c)) Limit response to one page or less.

If your organization had audit findings on any project identified in your response to Question 5, please specify the project, briefly state those findings, and describe how your organization resolved them.

Northshore School District has not received any audit findings on any construction project to date.

10. GC/CM Self Performance

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. 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.

See **Attachment D – Northshore School District Self Performance**

11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization (\$).

The district is committed to increasing business opportunities for historically disadvantaged businesses, including small, women, minority, and veteran-owned businesses. In the past, we have relied on our contractors' inclusion goals, adopting them as our own. Over the past four years, we have established our own outreach efforts as follows:

Subcontractor Outreach Efforts on Current Projects

Northshore School District is deeply committed to expanding opportunities for under-utilized businesses, including small, minority, women, veteran-owned (SMWVBEs), and OMWBE-certified firms across all capital projects. This commitment is embedded in both our procurement processes and our long-range capital program strategy.

In advance of the 2022 Bond projects, NSD hosted a pre-RFQ informational session on July 22, 2022, to introduce upcoming work to the regional construction community. The session highlighted scopes, timelines, and NSD's goal of achieving at least 10% participation from under-utilized businesses. Proposer strategies for inclusion were factored directly into evaluation scoring and contractor advancement to the RFP phase.

In 2023, NSD expanded outreach by engaging directly with key advocacy groups, including the Association of Women & Minority Businesses (AWMB), the National Association of Minority Contractors (NAMC), and Tabor 100. We also promoted bundled projects through the state's OMWBE website to increase visibility and access among certified diverse firms.

During the Progressive Design-Build (PDB) procurement process, NSD required all proposers to submit Diverse Business Inclusion Plans, detailing how they would engage under-utilized businesses as subcontractors, subconsultants, and suppliers. These plans were rigorously evaluated, with a focus on how each team would use the flexibility of the PDB model to ensure meaningful inclusion and price competition.

Selected design-build partners, including Abbott Construction (Expansion Sites) and Lease Crutcher Lewis (Kenmore and Maywood Hills Modernizations), implemented best-value selection models that elevated inclusive business participation alongside cost, experience, and team qualifications. Each firm worked closely with NSD to actively engage diverse firms throughout planning and implementation.

Abbott conducted open-house forums for trade and design partners across its four sites, offered individualized follow-ups with potential participants, and used contingency funding creatively to support SBE participation, even when doing so required a premium. Lewis implemented a multi-faceted outreach approach that included state OMWBE notifications, direct engagement with firms aligned to project scopes, and participation in job fairs and networking events. Both teams shared lessons learned in joint meetings to improve and strengthen district-wide outreach.

These coordinated outreach strategies focused on building lasting relationships, identifying qualified firms, providing clear project requirements, and removing barriers to participation. NSD reinforces

accountability by requiring monthly OMWBE participation reporting on all contractor invoices, enabling us to track progress and intervene if goals are at risk.

Results:

- Expansion Sites (Abbott Construction): OMWBE utilization forecasted at 10.5%
- Kenmore Elementary (Lease Crutcher Lewis): OMWBE participation at 15.3%
- Maywood Hills Elementary (Lease Crutcher Lewis): OMWBE participation at 17.1%

Internal Outreach Improvements Related to All Projects

Northshore School District has taken proactive steps to increase participation from underrepresented business communities in public works projects. We now publish design-bid-build opportunities on the Washington Electronic Business Solution (WEBS) platform, allowing us to track firms that download RFPs and identify their small, women-, minority-, and veteran-owned business status. This change, adopted district-wide through collaboration with our Business Services Department, improves transparency and reporting.

To further our outreach, we updated our Small Works Roster application and webpage to express our commitment to equitable participation and added a certification indicator for firms. Our roster now includes a column identifying OMWBE-certified businesses and small business certification. Additionally, to support small businesses financially, we implemented a revised public works contract allowing us to waive retainage and payment/performance bonds on qualifying projects under RCW 39.04.152.

Beyond WEBS and traditional advertising channels, we now post bid opportunities on our website and send direct notifications to organizations such as OMWBE, Tabor100, the National Association of Minority Contractors of Washington, and others that support minority and women-owned businesses.

To build relationships and clarify our processes, we hosted a contractor workshop at Tabor100 and maintain ongoing engagement through attending monthly meetings.

In December 2023, NSD co-hosted "Building Our Community Day" alongside neighboring districts. Held at Edmonds School District, the event introduced local diverse businesses to upcoming opportunities and our procurement processes. District presence included a booth promoting our projects, resulting in new additions to our Small Works and Professional Services Rosters.

Through intentional outreach, strategic partnerships, and proactive planning, NSD continues to expand meaningful opportunities for under-utilized businesses and ensure equity remains central to our capital project delivery.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit the information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the [GC/CM Best Practices](#) as developed by CPARB and to attend any relevant applicable training. If the PRC approves your request for certification, you also agree to provide additional information if requested. The Public Body may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: Dri Ralph

Name (please print): Dri Ralph (public body personnel)

Title: Executive Director of Support Services

Date: October 20, 2025

NSD_Certification_GCCM_App_2025

Final Audit Report

2025-10-20

Created:	2025-10-20
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Project Delivery Method Assessment Checklist and Recommendation

Project Manager:

Project Name:

Site:

(including address)

Scope of work:

Proposed schedule: *(include any special constraints):*

Total project budget: \$

Proposed GMP for construction only: \$

Purpose and Use:

This checklist is intended to guide Northshore School District staff in determining the most appropriate project delivery method for each capital project in compliance with RCW 39.10 and related statutes.

Each method listed below has specific statutory conditions and best-use scenarios.

By systematically evaluating each category, the project manager should:

- Ensure the selected delivery method aligns with RCW eligibility and PRC expectations.
- Demonstrate that alternative methods were considered and that the final recommendation is based on project complexity, schedule, budget, and risk.
- Support consistent documentation for Board actions, PRC applications, and audit review.

A completed checklist should accompany all internal project initiation or PRC submittal packages.

When reviewing delivery methods, staff should:

- Review each section and check all criteria that apply to the project.
- Identify which delivery method best addresses most project risks and goals.
- Document the rationale and supporting details in the "Brief Explanation" section below.

Checklist and Recommendation Form

Considerations based on RCW 39.10

GC/CM (RCW 39.10.340.360)

- Implementation of the project involves complex scheduling, phasing, or coordination, that would benefit from early contractor constructability review and involvement
- The project involves construction at an occupied facility, operational facility, which must continue to operate during construction.
- The involvement of the GC/CM during the design stage is critical for constructability, cost control, and risk mitigation.
- The project encompasses a complex or technical work environment (e.g. modernization, seismic upgrade, or multi-phase construction).
- The project requires specialized work on a building that has community or local historic significance.
- Budget and schedule success depend on active preconstruction services and integrated design-phase cost validation.
- The District has qualified staff and procedures to manage GC/CM per RCW 39.10.350(1)(a).

PDB (considerations based on RCW 39.10.300)

- The total project cost is anticipated to exceed \$2 million. The project's complexity, need for innovation, or integration between design and construction must make the DB approach beneficial beyond just cost.
- The project would benefit from integration of designer and builder during early design development.
- The project presents opportunities for innovation, efficiency, or optimization through collaboration.
- The projects selected provide opportunities for greater innovation or efficiencies between the designer and the builder.
- Significant time savings in overall delivery can be realized through overlapping design and construction phases.
- The District has qualified staff experienced in Design-Build project management per RCW 39.10.350(1)(a).

DBB

- The project scope is clearly defined, with limited unknowns and a stable site condition NSD desires full control over the design process and documents prior to bidding.
- The project risk profile is low and traditional DBB procurement is suitable.
- Statutory requirements require DBB procurement.

ESCO

- The District has a significant amount of deferred building maintenance or a large energy upgrade needed for mechanical, electrical or plumbing systems.
- A performance-based energy services agreement (per RCW 39.35A) could deliver efficiency gains.
- The District would benefit from a life-cycle cost analysis, guaranteed energy savings and development of conservation strategies to address this project.
- Utilizing an ESCO would reduce long-term operating costs, improve building performance, increase occupant comfort and improve system reliability.

JOC (considerations based on RCW 39.10.420-.460)

- The cost of the project is estimated to be between \$50,000 and \$500,000, excluding sales tax.
- Multiple, small-scope projects may be delivered efficiently under an established JOC.
- Using JOC will reduce administrative burden, and accelerate total lead-time, for minor construction, repair or renovation.
- The JOC process will encourage participation from small and diverse firms and strengthen local contractor relationships.

Small Works Roster (RCW 39.04.155)

- The roster method will support district equity and inclusion goals through outreach to small, minority, and women-owned firms.
- No significant benefit would be realized from early contractor involvement or integrated delivery.
- The District can self-administer bidding and contract management with minimal consultant support.
- The project is well-defined both in scope and budget.
- The project is a public works project estimated not to exceed \$350,000.

Purchasing Cooperative

- This project requires a streamlined procurement process, or a large quantity of goods and/or services.
- The project involves procurement of standardized goods or services, not custom construction.
- The District seeks a streamlined, compliant process leveraging cooperative purchasing agreements (per RCW 39.34).
- The approach offers access to pre-vetted, competitively procured vendors and expedited timelines.

Delivery method recommended by Project Manager:

- GC/CM
- PDB
- DBB
- ESCO
- JOC
- Small Works Roster
- Purchasing Coop

Brief explanation of reasoning:

- **Key Project Risks / Complexities:**
- **Owner Readiness Confirmation (*expertise to manage this delivery method per RCW 39.10.350*):**

Signed:

Director of Capital Projects

Signed:

Executive Director of Support Services

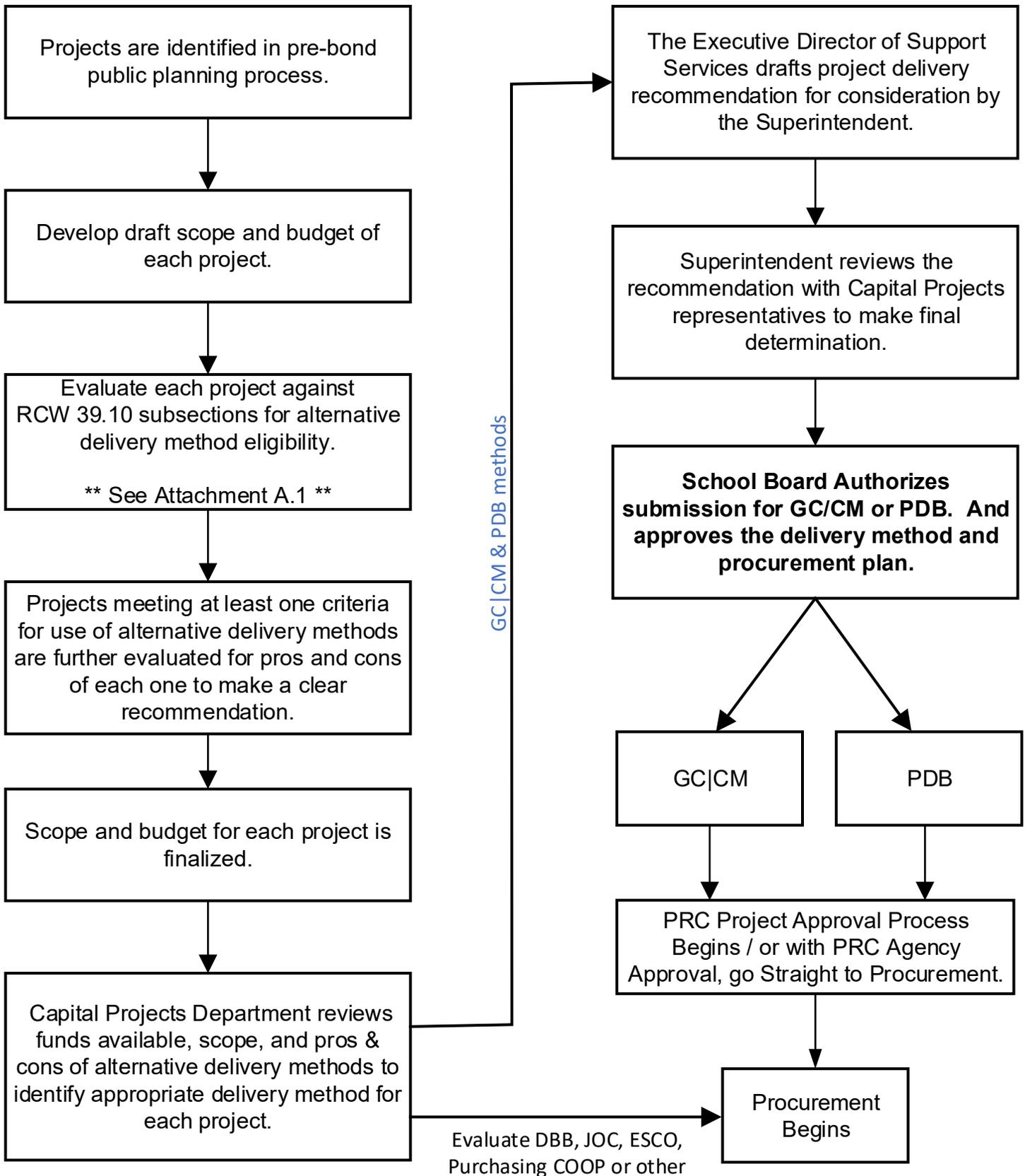
Approved/Disapproved:

Deputy Superintendent

Concur:

Superintendent

NSD Project Delivery Method Assessment - Process Flow



Northshore School District Staff Construction Experience

Personnel Project Description (additional project experience available upon request)	Size	Type	Role During Project	Role Start	Role Finish	% of time
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Dri Ralph, Executive Director of Support Services

Dri brings over 21 years of experience in civic construction, progressing from Project Manager to Executive Director. At NSD, Dri has been a driving force behind the successful delivery of nearly \$700 million in bond-funded projects across all grade levels. Her leadership spans a range of project delivery methods, including Design-Bid-Build, Progressive Design Build, Design-Build, ESCO, and GC/CM. Dri has championed inclusive outreach efforts, expanding NSD’s engagement with local and self-identifying Small-, Minority-, Women-, and Veteran-owned businesses. She has fostered relationships with community business owners—many of whom are NSD parents—and encouraged team participation in OWMBE-related organizations to promote equitable contracting opportunities.

Leota Middle School Replacement, Phase 1	\$63M	GC/CM	Executive Director	2022	Current	5%
Inglemoor High School Replacement, Phase 1	\$120M	GC/CM	Executive Director	2022	Current	5%
Elem Expansions at Crystal Springs, Fernwod, Woodin, and Sorenson ECC	\$132M	PDB	Executive Director	2022	2025	20%
Elem Modernizations at Kenmore El and Maywood Hills	\$88.3M	PDB	Executive Director	2022	2025	10%
Innovation Lab High School, 3-phased project	\$33.3M	ESCO/DBB	Exec Dir / Cap Proj Dir	2019	2024	5%
Ruby Bridges Elementary	\$66.3M	GC/CM	Exec Dir / Cap Proj Dir	2019	2022	10%
Northshore Concert Hall at Inglemoor HS	\$38.2M	GC/CM	Exec Dir / Cap Proj Dir / Proj Mgr	2018	2022	40%
Skyview MS/Canyon Creek Elem	\$48.7M	GC/CM	Exec Dir / Cap Proj Dir / Proj Mgr	2018	2022	40%

William Tribble, Capital Projects Director

Known for his strategic leadership, cross-sector expertise, and commitment to public service, William consistently delivers high-quality, community-focused infrastructure projects on time and on budget. William brings over 20 years of experience leading complex capital construction and facilities programs in both the U.S. and U.K. He currently serves as Director of Capital Projects for NSD, overseeing the district’s \$425 million 2022 Capital Bond program and delivering projects across all grade levels using multiple delivery methods, including Design-Bid-Build, Progressive Design-Build, and GC/CM.

Leota Middle School Replacement, Phase 1	\$63M	GC/CM	Capital Projects Director	2023	Current	7%
Inglemoor High School Replacement, Phase 1	\$120M	GC/CM	Cap Proj Dir / Proj Mgr	2023	Current	40%
Innovation Lab High School, Phase 2 & 3	\$1.3M	DBB	Capital Projects Director	2023	2024	5%
Elem Expansions at Crystal Springs, Fernwod, Woodin, and Sorenson ECC	\$132M	PDB	Capital Projects Director	2022	2025	28%
Elem Modernizations at Kenmore El and Maywood Hills	\$88.3M	PDB	Capital Projects Director	2022	2025	14%

Cliff Bambach, Planning & Design Administrator

Cliff is proficient in managing a wide-range of programs and projects, from daily facility maintenance to corporate-level organizational restructuring. With over 25 years of project and construction management experience, Cliff’s work has included management of many different types of contracts – architect/engineers, surveys/assessments, progressive design build, design-bid-build, purchasing cooperatives, and Job Order Contracting involving direct negotiations of \$1M+ projects. Most recently, Cliff successfully delivered a \$130 million progressive design build project involving the expansion of three elementary schools and one early childhood center. He developed, executed, and implemented a \$25 million K-12 District-wide security program for Northshore Schools, which met security objectives, schedule, and budget requirements.

Fernwood Elementary Expansions	\$39.1M	PDB	Project Manager	2022	Current	20%
Crystal Springs Elementary Expansions	\$39.0M	PDB	Project Manager	2022	2025	20%
Woodin Elementary Expansions	\$33.4M	PDB	Project Manager	2022	2025	20%
Sorenson Early Childhood Expansions	\$20.5M	PDB	Project Manager	2022	2025	20%
District-Wide Security Program Build/ Prioritization	\$25M	N/A	Program Manager	2018	Current	10%
District-Wide Security Projects	\$9M	DBB	Project Manager	2018	2020	20%

Sung Joung, Planning & Design Administrator

Sung has over 27 years of construction and construction management experience representing owners, developers, contractors, and designers in the international construction industry. Responsible for developing and managing program schedules, project schedules, and cost estimates ranging up to 1.3 billion US Dollars for various Firm Fixed Price, Cost plus Fixed Fee, and T&M contracts through Design-Bid-Build, Design-Build, GC/CM, CM at Risk, ESCO, and Tenant-Improvement projects in the private and public sectors.

Leota Middle School Replacement, Phase 1	\$63M	GC/CM	Project Manager	2023	Current	80%
Innovation Lab High School, Phase 2 & 3	\$1.3M	DBB	Project Manager	2023	2024	20%
Innovation Lab High School, Phase 1	\$32M	ESCO	Project Manager	2019	2021	100%
Ruby Bridges Elementary	\$53M	GC/CM	Project Manager	2018	2020	80%

Northshore School District Staff Construction Experience

Personnel Project Description <i>(additional project experience available upon request)</i>	Size	Type	Role During Project	Role Start	Role Finish	% of time
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Ngan-Ha "Ha" Yang, Planning & Design Administrator

Ha is a licensed Professional Engineer (PE), Associate DBIA™, and Certified Project Management Professional (PMP) with over 17 years of experience delivering capital projects and programs for public sector organizations. She has represented owners across a range of agencies—including school districts, municipal public works departments, and state transportation authorities—bringing a strong understanding of public project delivery requirements. Ha specializes in establishing and managing comprehensive project controls, including budget development and forecasting, schedule oversight using Primavera P6 and MS Project, risk management, and change control. She has successfully led projects ranging from \$100,000 to complex, multi-million-dollar efforts, including a ~\$90 million Design-Build project.

Kenmore Elementary Modernizations	39.0M	PDB	Project Manager	2023	2025	40%
Maywood Hills Elementary Modernizations	49.3M	PDB	Project Manager	2023	2025	40%
Woodinville HS Phase1 ESCO	\$3.3M	ESCO	Project Manager	2021	2022	40%
Westhill ES HVAC Improvements	\$3M	ESCO	Project Manager	2020	2021	20%
Lockwood ES Remediation	\$4.7M	DB	Project Manager	2020	2021	35%
Elementary HVAC Improvements at Westhill, Kokanee, East Ridge, Lockwood	\$23M	ESCO	Project Manager	2019	2021	80%

Brian Jones, Construction Project Manager

Brian has more than 20 years of experience in estimating, construction management and inspections. Since joining the Northshore School District in 2020, he has led construction management on the Northshore Concert Hall at Inglemoor High School, the Inglemoor High School Phase 1 Replacement, and the Fernwood Elementary Expansion projects, as well as multiple building and facility improvement projects using multiple delivery methods.

Inglemoor High School Replacement, Phase I	\$120M	GC/CM	Construction Manager	2023	Current	60%
Fernwood Elementary Expansions	\$39.1M	PDB	Construction Manager	2022	Current	20%
Northshore Concert Hall at Inglemoor HS	\$40M	GC/CM	Construction Manager	2021	2022	40%
District-Wide Security Projects	\$9M	DBB	Construction Manager	2020	2021	20%

Devlin Piplic, Construction Project Manager

Devlin has over 20 years of experience in operations, capital projects, and facilities management, with deep expertise in school construction and building systems. He has led all phases of campus construction—from scope development and subcontractor hiring to scheduling, budgeting, and close-out. Recently, he has advanced Northshore School District’s efforts to integrate Diversity, Belonging, Inclusion, and Equity (DBIE) into Capital Projects. Devlin champions equitable access across planning, procurement, and hiring, and has helped expand the district’s Small Works Roster to include more DBIE-focused and MWBE firms.

Leota Middle School Replacement, Phase I	\$64.7M	GC/CM	Construction Manager	2023	Current	20%
Woodin Elementary Expansion	\$33.4M	PDB	Construction Manager	2023	2025	20%
Sorenson Early Childhood Expansions	\$20.9M	PDB	Construction Manager	2023	2025	20%
SAGE Modular Projects	\$12.62M	DBB	Construction Manager	2023	2025	20%
Electrical/Mechanical Modernization	\$3.72M	ESCO	Construction Manager	2023	2024	15%
Roof Replacement Project	\$3.03M	DBB	Construction Manager	2023	2024	10%
Field Replacement Projects	\$1.7M	DBB	Construction Manager	2023	2024	30%

Martha Quigg, Construction Project Manager

Martha brings strong skills in construction technology; proficient in Bluebeam, Procore, Fieldwire, and the Microsoft Office Suite, and CAD. She is highly organized and establishes effective quality assurance and document control procedures. A confident communicator, Martha is a dedicated advocate for her team, partners, and students. She champions the growth of minority groups and values diverse perspectives, fostering collaboration to drive successful project outcomes.

District-wide Kitchen Modernization	\$3.5M	DBB	Construction Manager	2024	Current	15%
Middle School Field Projects at Skyview MS & Northshore MS	\$2M	DBB	Construction Manager	2024	2024	20%
Kenmore Elementary Modernizations	\$39.0M	PDB	Construction Manager	2023	2025	40%
Maywood Hills Elementary Modernizations	\$49.3M	PDB	Construction Manager	2023	2025	40%
Innovation Lab High School, Phase 2 & 3	\$1.3M	DBB	Construction Manager	2023	2024	20%

Nate Yates, Construction Project Manager

Nate brings over a decade of experience leading construction and facilities projects that keep organizations moving forward. Since joining NSD, Nate has successfully managed and delivered all of the District's JOC projects, a new delivery method adopted by NSD in July 2024. His approach is hands-on and solutions-driven, with a focus on delivering projects that are not only on time and on budget, but also aligned with NSD’s values around sustainability, access, and equity.

Access Controls	\$1.1M	JOC	Construction Manager	2025	Current	15%
Crystal Springs Elementary Expansions	\$39.0M	PDB	Construction Manager	2025	Current	25%
Exterior Lighting	\$600K	JOC	Construction Manager	2025	Current	15%
Health Services Improvements	\$1.4M	JOC	Construction Manager	2025	Current	20%
Middle School Field Replacement Projects at Timbercrest MS & Kenmore MS	\$2M	DBB	Construction Manager	2025	2025	20%

Northshore School District Construction History

All projects completed or underway with budgets over \$5M in the last 10 years.

Contact information for Lead Design Firms and General Contractors are available upon request.

* to-date expenditure is used since final cost is not yet available..

** to-date utilization rate is used since final rate is not yet available.

Project Name	Project Description	Contracting Method	Alt Sub Utilization Type and Cost	Lead Design Firm	General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Orig Budget @ Authorization	Final Cost	Reason for cost or schedule overrun	S/W/M/V-Owned Business Participation Planned Goal (%)	S/W/M/V-Owned Business Actual Utilization (%)	
1	Multiple Elementary Schools	Inclusive Playground Improvements	Purchasing Cooperative	N/A	Multiple Design Firms	NW Playgrounds, Playground Structures	Jun-23	Oct-26	Jun-24	in progress	\$ 5.4M	pending	NA	10%	Pending
2	Sage Modulares at NCHS & BHS	Modular classroom buildings to meet growth and to replace aging portables	Purchasing Cooperative	N/A	Hutteball Oremus Architecture	Pacific Mobile	Dec-22	Aug-24	Dec-22	Feb-25	\$ 12.6M	\$ 13,000,000	Proc & prmt delays	10%	Pending
3	Crystal Spring Elementary Expansions	New gym, classroom additions, music rooms, redesigned commons, fully accessible playground, improved circulation	PDB	N/A	NAC	Abbott	Sep-22	Dec-25	Sep-22	in progress	\$36.6M	\$ 39,253,702	Permitting delays	10%	8.1%**
4	Fernwood Elementary Expansions	Thirteen new classrooms, music and multipurpose rooms, new front office. The existing office will be repurposed for educational and counseling services, enhancing support for student wellbeing.	PDB	N/A	NAC	Abbott	Sep-22	Mar-26	Sep-22	in progress	\$ 38.9M	\$ 37,910,063	Scope increases, inflation	10%	10.6%**
5	Inglemoor High School Replacement, Phase I	Phase 1 of a 3 phase replacement - construction of a three-story building, to replace four existing stand-alone buildings with a new commons area, kitchen, bathrooms, science & general classrooms.	GCCM	ECCM / MCCM	Hutteball Oremus Architecture	BNBuilders	Sep-22	Sep-27	Sep-22	in progress	\$100,000,000	pending	Scope increases, inflation	10%	13**
6	Kenmore Elementary Modernizations	New admin building, cafeteria & kitchen. Nine portables will be replaced with permanent classrooms to support enrollment growth. Inclusive playground, better restroom access & improved site circulation and security.	PDB	N/A	Mithun	Lewis	Sep-22	Sep-25	Sep-22	in progress	\$35,924,781	\$ 39,027,781	Scope increases, inflation	10%	15.3% **
7	Leota Middle School Replacement, Phase I	Phase 1 of a 2 phase replacement - construction of a three-story building with 36 teaching stations to replace the seven portables on site.	GCCM	none	Integrus Architecture	Cornerstone GC, Inc.	Sep-22	Dec-26	Sep-22	in progress	\$60,000,000	\$ 64,671,000	NA	10%	15.95**
8	Maywood Hills Elementary Modernizations	HVAC control system replacement, interior classroom renovations, and roof replacement. Ten portables will be replaced with permanent classrooms, new cafeteria and kitchen. A new accessible playground, safer site access, and improved internal supervision and security.	PDB	N/A	Mithun	Lewis	Sep-22	Sep-25	Sep-22	in progress	\$48,975,219	\$ 49,364,219	Scope increases, inflation	10%	16.6% **
9	Sorenson Early Childhood Expansions	Removal of two portables, four new classrooms and support spaces. New inclusive playgrounds, improvements to traffic and parking circulation shared by Westhill Elementary School.	PDB	N/A	NAC	Abbott	Sep-22	Sep-25	Sep-22	in progress	\$ 20.3M	pending	Scope increases, inflation	10%	9.5**
10	Woodin Elementary Expansions	Upgrades to HVAC systems, flooring, added classrooms, gym & commons, new student restrooms, elevator, and improved accessibility.	PDB	N/A	NAC	Abbott	Sep-22	Sep-25	Sep-22	in progress	\$ 31.7M	pending	Scope increases, inflation	10%	13.6**
11	Sunrise ES	HVAC upgrades	ESCO	N/A	McKinstry	McKinstry	Feb-22	Sep-22	Apr-22	Jan-24	\$ 2.3M	\$ 2.3M	Supply chain delays	N/A	N/A
12	Innovation Lab HS	Renovation of office building for choice HS	ESCO	N/A	Integrus Architecture	McKinstry	Feb-20	Aug-21	Feb-20	Aug-21	\$ 14.7M	\$ 14M		N/A	N/A
13	Kokanee ES	HVAC, roofing, and fire sprinkler upgrades	ESCO	N/A	McKinstry	McKinstry	May-19	Apr-21	May-19	Apr-21	\$ 7.6M	\$ 7.4M		N/A	N/A
14	Lockwood ES Phase 1	Heating system upgrade and roof replacement	ESCO	N/A	MacDonald Miller	MacDonald Miller	May-19	Aug-20	May-19	Aug-20	\$ 7M	\$ 6.3M		N/A	N/A
15	East Ridge ES	HVAC and roofing upgrades	ESCO	N/A	McKinstry	McKinstry	Feb-19	Apr-21	Feb-19	Apr-21	\$ 5.4M	\$ 5M		N/A	N/A
16	NSD Concert Hall at Inglemoor HS	New construction - concert hall and classrooms	GCCM	ECCM	Hutteball Oremus Architects	Cornerstone GC, Inc.	Jan-18	Jun-22	Jan-18	Jun-22	\$ 30.5M	\$ 38.2M	Authorized additions to	N/A	26.57
17	Skyview MS/Canyon Creek ES	New construction - classroom addition	GCCM	ECCM / MCCM	BLRB	Cornerstone GC, Inc.	May-16	Jan-21	May-16	Jan-21	\$ 50M	\$ 48.7M		N/A	N/A
18	Ruby Bridges ES	New construction of ES	GCCM	ECCM / MCCM	Dykeman	Cornerstone GC, Inc.	Dec-15	Dec-21	Dec-15	Dec-21	\$ 80M	\$ 66.3M		N/A	N/A
19	Woodinville HS Phase 3	Partial replacement of HS	GCCM	none	Studio Meng Strazzara	Cornerstone GC, Inc.	Jul-15	Aug-16	Jul-15	Aug-16	\$ 15.8M	\$14.2M		N/A	N/A
20	Woodmoor ES	HVAC, roofing, exterior lighting and window upgrades	ESCO	N/A	McKinstry	McKinstry	May-15	Feb-18	May-15	Feb-18	\$ 6.5M	\$ 6.5M		N/A	N/A
21	North Creek HS	New construction of HS	GCCM	ECCM / MCCM	Dykeman	Cornerstone GC, Inc.	Dec-12	Mar-17	Dec-12	Mar-17	\$ 130M	\$ 125M		N/A	N/A

Northshore School District GC|CM Self Performance

All projects completed or underway with budgets over \$1M in the last 10 years

Project Name	General Contractor	Total TCC	Total Self-Performed	Total Subcontract	% Self-Performed	Compliance 39.10
Inglemoor High School Phase 1	BNBuilders, Inc.	\$ 80,955,093	\$ 18,210,046	\$ 67,613,932	26.93%	YES
Leota Middle School Phase 1	Cornerstone GC, Inc.	\$ 43,123,916	\$ 2,322,800	\$ 40,801,116	5.39%	YES
Northshore Concert Hall at Inglemoor HS	Cornerstone GC, Inc.	\$ 29,741,188	\$ 5,449,900	\$ 24,291,288	18.32%	YES
Skyview MS/Canyon Creek ES	Cornerstone GC, Inc.	\$ 36,933,490	\$ 7,949,815	\$ 28,983,675	21.52%	YES
Ruby Bridges Elem	Cornerstone GC, Inc.	\$ 52,502,315	\$ 10,497,324	\$ 42,004,991	19.99%	YES
Woodinville High School Phase 3	Cornerstone GC, Inc.	\$ 14,234,733	\$ 2,854,196	\$ 11,380,537	20.05%	YES
North Creek High School	Cornerstone GC, Inc.	\$ 90,780,162	\$ 13,227,087	\$ 77,553,075	14.57%	YES

Attachment D – Inglemoor HS Replacement, Phase 1

Owner Budget Summary

Inglemoor HS, Phase 1

BID PACKAGE NUMBER	BID PACKAGE TITLE	MACC BUDGET	AS - BID PACKAGE AMOUNTS	MINI-MACC #1 PRICING (PORTABLES)	MINI-MACC #2 PRICING	MINI-MACC #3 PRICING	MINI-MACC #4 PRICING	TOTAL	BNB Self Perform Package
BP26.00	Electrical - EYA Portables	\$ 407,644	\$ 420,606	\$ 420,606				\$ 420,606	
BP31.10	Earthwork and Utilities - EYA Portables	\$ 481,379	\$ 349,534	\$ 349,534				\$ 349,534	
BP32.91	Landscaping - EYA Portables	\$ 105,782	\$ 81,063	\$ 81,063				\$ 81,063	
BP31.00	Earthwork and Utilities	\$ 7,786,800	\$ 7,786,800		\$ 7,786,800			\$ 7,786,800	
BP01.10	Bldg 300 and Pavillion TI	\$ 467,000	\$ 590,000		\$ 467,000			\$ 467,000	Y
MC/CM	MC/CM Early Release (TI)	\$ 804,429	\$ 900,276		\$ 804,429			\$ 804,429	
EC/CM	EC/CM Early Release (Temp Power, TI & Switchgear)	\$ 1,744,923	\$ 1,744,923		\$ 1,744,923			\$ 1,744,923	
BP02.40	Demolition and Abatement	\$ 435,000	\$ 435,000		\$ 435,000			\$ 435,000	
MC/CM	MC/CM (Geothermal & Hydronic Re-Route)	\$ 2,373,470	\$ 2,373,470		\$ 2,373,470			\$ 2,373,470	
BP21.00	Fire Protection	\$ 580,829	\$ 572,850		\$ 572,850			\$ 572,850	
EC/CM	Electrical MASC	\$ 8,370,908	\$ 8,322,389		\$ 8,322,389	\$ (25,000)		\$ 8,297,389	
MC/CM	Mechanical MASC	\$ 12,443,634	\$ 13,746,312				\$ 13,612,100	\$ 13,612,100	
BP03.00	Structures	\$ 9,162,238	\$ 9,130,000				\$ 9,138,500	\$ 9,138,500	Y
BP03.21	Site Concrete	\$ 1,714,078	\$ 2,045,500				\$ 2,045,500	\$ 2,045,500	Y
BP04.20	Masonry	\$ 1,097,804	\$ 1,026,997				\$ 1,127,997	\$ 1,127,997	
BP06.40	Architectural Casework	\$ 1,940,263	\$ 1,867,252				\$ 1,867,252	\$ 1,867,252	
BP07.40	Siding	\$ 2,248,219	\$ 2,087,600				\$ 2,093,735	\$ 2,093,735	
BP07.50	Roofing	\$ 1,486,424	\$ 1,358,000				\$ 1,358,000	\$ 1,358,000	
BP08.10	Doors / Frames / Hardware	\$ 1,269,223	\$ 1,260,000				\$ 1,240,000	\$ 1,240,000	Y
BP08.40	Glass and Glazing	\$ 1,768,081	\$ 1,570,000				\$ 1,572,200	\$ 1,572,200	
BP09.20	GWB Assemblies	\$ 4,986,025	\$ 4,407,379				\$ 4,424,046	\$ 4,424,046	Y
BP09.50	Acoustical Assemblies	\$ 478,864	\$ 573,149				\$ 573,149	\$ 573,149	
BP09.60	Floorcoverings	\$ 1,052,886	\$ 922,888				\$ 922,888	\$ 922,888	
BP09.90	Paintings & Coatings	\$ 592,533	\$ 622,015				\$ 622,015	\$ 622,015	
BP10.00	Misc Specialties	\$ 747,088	\$ 1,160,000				\$ 1,160,000	\$ 1,160,000	Y
BP11.00	Food Service Equipment	\$ 1,385,748	\$ 1,062,149				\$ 1,062,149	\$ 1,062,149	
BP12.00	Window Coverings	\$ 100,067					\$ 50,000	\$ 50,000	Y
BP14.20	Elevators	\$ 154,933	\$ 152,000				\$ 152,000	\$ 152,000	Y
BP32.12	Asphalt Paving / Striping	\$ 493,308	\$ 625,536				\$ 579,337	\$ 579,337	
BP32.90	Landscaping & Irrigation	\$ 667,214	\$ 680,000				\$ 680,000	\$ 680,000	
	Shop Drawing Release Contingency	\$ -	\$ 150,000			\$ 150,000	\$ (150,000)		
DIRECT CONSTRUCTION COSTS (DCC)		\$ 67,346,794	\$ 68,023,698	\$ 851,203	\$ 10,803,152	\$ 11,853,709	\$ 44,105,868	\$ 67,613,332	

Attachment D – Leota Middle School Replacement, Phase 1
COMBINED AMENDMENT Summary



Leota Middle MS, Ph 1
 7/26/2024

		Project: MACC:	Leota COMBINED AMENDMENT	
Enclosed Structural Gross SF:			74,230	
Div	Description	As-Bid	\$/SF	
2.1	Bldg Demo/Abatement	\$ 123,476	\$ 1.66	
3.1	Bldg Concrete	\$ 2,077,800	\$ 27.99	
4.1	Masonry	\$ 427,415	\$ 5.76	
5.1	Structural Steel	\$ 4,296,925	\$ 57.89	
6.1	Casework & Finish Carpentry	\$ 1,512,533	\$ 20.38	
7.1	Metals Panels, Siding & Flashing	\$ 2,199,000	\$ 29.62	
7.2	Roofing	\$ 726,088	\$ 9.78	
8.1	Aluminum Window Systems & Glass	\$ 907,270	\$ 12.22	
8.2	Openings	\$ 814,225	\$ 10.97	
9.1	Metal Framing & GWB	\$ 2,177,470	\$ 29.33	
9.2	Acoustical Ceilings and Treatments	\$ 689,000	\$ 9.28	
9.3	Resilient & Base	\$ 418,680	\$ 5.64	
9.4	Carpeting	\$ 113,841	\$ 1.53	
9.5	Wall and Floor Tiling	\$ 158,000	\$ 2.13	
9.6	Painting, Coatings & Sealants	\$ 333,255	\$ 4.49	
10.1	Building Specialties	\$ 1,050,769	\$ 14.16	
14.1	Elevator	\$ 245,000	\$ 3.30	
21.1	Fire Sprinklers	\$ 406,770	\$ 5.48	
22.1	Mechanical	\$ 7,120,000	\$ 95.92	
26.1	Electrical	\$ 5,260,781	\$ 70.87	
26.2	Switchgear Supply	\$ 265,700	\$ 3.58	
31.1	Earthwork/Utilities	\$ 3,120,000	\$ 42.03	
32.1	Landscaping	\$ 469,188	\$ 6.32	
UA	Unawarded Allowance	\$ 286,000	\$ 3.85	
PA	Permit Allowance	\$ 680,000	\$ 9.16	
AA	AHJ Allowance	\$ 500,000	\$ 6.74	
SA	Scope Allowance	\$ 500,000	\$ 6.74	
Total Cost of Work (COW)		\$ 36,879,186	\$ 496.82	
Risk Contingency		\$ 1,106,376	3.00%	
Negotiated Support Services		\$ 2,626,716	LS	
Specified General Conditions		\$ 1,219,050	LS	
MACC		\$ 41,831,328	\$ 563.54	
GCCM FEE		\$ 1,292,588	3.09%	
(AMENDMENT) Total		\$ 43,123,916	\$ 580.95	

Attachment D – NSD Concert Hall at Inglemoor HS

Owner Budget Summary

Inglemoor High School Concert Hall + Music Building

TCC Summary by Bid Package

4/10/2021



Div	Description	Project: IHSCH		IHSCH		IHSCH		COMMENTS
		TCC:	AS BID TCC-01	AS BID TCC-02	TOTAL TCC			
Enclosed Structural Gross SF:		36,958		36,958		36,958		
Div	Description	Est Amount	\$/SF	Est Amount	\$/SF	Est Amount	\$/SF	
BP-03.1/05.1	STRUCTURES	\$4,428,000	\$120	\$0	\$0	\$4,428,000	\$120	CGC Low Bid
BP-06.1	CASEWORK & FINISH CARPENTRY	\$1,444,700	\$39	\$0	\$0	\$1,444,700	\$39	ISEC Low Bid
BP-07.1	METAL PANELS, SIDING & FLASHINGS	\$1,496,660	\$41	\$0	\$0	\$1,496,660	\$41	AXIOM Low Bid
BP-07.2	THERMOPLASTIC MEMBRANE ROOFING	\$365,629	\$10	\$0	\$0	\$365,629	\$10	QUEEN CITY Low Bid
BP-08.1	ALUMINUM WINDOW SYSTEMS & GLASS	\$621,270	\$17	\$0	\$0	\$621,270	\$17	REFLECTIONS Low Bid
BP-08.2	OPENINGS	\$522,900	\$14	\$0	\$0	\$522,900	\$14	CGC Low Bid
BP-09.1	FRAMING & GWB	\$1,813,965	\$49	\$0	\$0	\$1,813,965	\$49	ALLIANCE Low Bid
BP-09.2	ACOUSTICAL CEILINGS AND TREATMENTS	\$368,000	\$10	\$0	\$0	\$368,000	\$10	FORREST SOUND Low Bid
BP-09.3a	CARPET	\$88,500	\$2	\$0	\$0	\$88,500	\$2	BERESFORD Low Bid
BP-09.3b	RESILIENT	\$89,000	\$2	\$0	\$0	\$89,000	\$2	SPECTRA Low Bid
BP-09.4	TILING	\$108,940	\$3	\$0	\$0	\$108,940	\$3	QUALITY FLOORS Low Bid
BP-09.5	PAINTING, COATINGS & SEALANTS	\$137,500	\$4	\$0	\$0	\$137,500	\$4	SPECTRUM Low Bid
BP-10.1	CONSTRUCTION SPECIALTIES & FINISH CARPENTRY	\$499,000	\$14	\$0	\$0	\$499,000	\$14	CGC Low Bid
BP-12.1	FIXED AUDIENCE SEATING	\$242,164	\$7	\$0	\$0	\$242,164	\$7	HUSSEY LOW BID
BP-14.1	ELEVATORS	\$121,506	\$3	\$0	\$0	\$121,506	\$3	PUGET SOUND ELEVATOR Low Bid
BP-21.1	FIRE SPRINKLERS	\$189,680	\$5	\$0	\$0	\$189,680	\$5	COLUMBIA Low Bid
BP-22.1	MECHANICAL	\$3,049,000	\$83	\$0	\$0	\$3,049,000	\$83	RAMSET LOW BID
ECCM	ELECTRICAL	\$3,681,757	\$100	\$0	\$0	\$3,681,757	\$100	MILNE MASC
BP-31.1	EARTH & UTILITIES	\$2,416,585	\$65	\$0	\$0	\$2,416,585	\$65	CONTINENTAL DIRT Low Bid
BP-31.2	ASPHALT PAVING	\$348,500	\$9	\$0	\$0	\$348,500	\$9	OLYMPIC Dirt Low Bid
BP-31.3	CONCRETE CURBS & SIDEWALKS	\$366,000	\$10	\$0	\$0	\$366,000	\$10	INTERWEST Dirt Low Bid
BP-32.1	LANDSCAPE & IRRIGATION	\$270,827	\$7	\$0	\$0	\$270,827	\$7	KIRKLAND LANDCARE Low Bid
UA	Unawarded Allowance	\$209,974	\$6	\$93,000	\$3	\$302,974	\$8	Unawarded Allowances
TCA	Tennis Courts/Field Event Allowance	\$1,000,813	\$27	\$369,187	\$10	\$1,370,000	\$37	Unawarded Allowances
Total Cost of Work (COW)		\$23,880,870	\$646	\$462,187	\$13	\$24,343,057	\$659	
	Risk Contingency	\$955,235	\$0	\$18,487	\$0	\$973,722	\$0	4% Of Estimate Cost of Work
	Early Buyout Contingency	\$576,925	Lump Sum		Lump Sum	\$576,925	Lump Sum	
	Negotiated Support Services	\$1,601,238	Lump Sum		Lump Sum	\$1,601,238	Lump Sum	See Detailed Estimate
(MACC) Subtotal		\$27,014,268	\$731	\$480,674	\$13	\$27,494,942	\$744	
	Specified General Conditions	\$844,004	Lump Sum		Lump Sum	\$844,004	Lump Sum	As Bid SGC's
	GCCM FEE	\$1,377,728	5.10%	\$24,514	5.10%	\$1,402,242	5.10%	As Bid FEE
(TCC) Total		\$29,236,000	\$791	\$505,188	\$14	\$29,741,188	\$805	

Attachment D - Skyview MS/Canyon Creek ES

Owner Budget Summary

Skyview/CCES GCCM

08/11/22

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	Specified General Conditions	\$1,114,256	\$0	\$0	\$1,114,256
FEE	GCCM Percent Fee	\$1,301,325	\$0	\$0	\$1,301,325
BP-03.1	BP-03.1 Structures (CGC)	\$4,529,000	\$1,515,610	\$0	\$6,044,610
BP-04.1	BP-04.1 Masonry	\$999,950	-\$15,628	\$0	\$984,322
BP-06.1	BP-06.1 Casework & Finish Carpentry	\$566,097	\$97,786	\$0	\$663,883
BP-07.1	BP-07.1 Metal Siding, Panels and Flashings	\$849,980	\$186,911	\$0	\$1,036,891
BP-07.2	BP-07.2 Thermoplastic Membrane Roofing	\$605,865	\$160,063	\$0	\$765,928
BP-08.1	BP-08.1 Aluminum Window Systems & Glazing	\$471,027	-\$15,569	\$0	\$455,458
BP-08.2	BP-08.2 Openings (CGC)	\$745,000	-\$6,578	\$0	\$738,422
BP-09.1	BP-09.1 Framing & GWB	\$1,600,000	\$490,668	\$0	\$2,090,668
BP-09.2	BP-09.2 Acoustical Ceilings & Treatments	\$429,650	\$21,031	\$0	\$450,681
BP-09.3	BP-09.3 Carpet & Resilient	\$458,500	\$20,192	\$0	\$478,692
BP-09.4	BP-09.4 Tiling	\$188,270	\$51,730	\$0	\$240,000
BP-09.5	BP-09.5 Painting, Coatings & Sealants	\$399,490	\$52,750	\$0	\$452,240
BP-10.1	BP-10.1 Construction Specialties (CGC)	\$764,000	\$402,783	\$0	\$1,166,783
BP-11.1	BP-11.1 Food Service	\$584,182	\$40,310	\$0	\$624,492
BP-21.1	BP-21.1 Fire Sprinklers	\$258,240	\$5,758	\$0	\$263,998
BP-31.1	BP-31.1 Site Development	\$4,679,000	\$886,615	\$0	\$5,565,615
BP-32.1	BP-32.1 Landscape & Irrigations	\$269,056	\$64,284	\$0	\$333,340
MCCM	Mechanical Contractor/Construction Manager (DBC)	\$6,189,397	-\$400,000	\$0	\$5,789,397
ECCM	Electrical Contractor/Construction Manager (MILNE)	\$4,324,805	\$493,119	\$0	\$4,817,924
NSS	Negotiated Support Services	\$1,732,766	-\$179,785	\$0	\$1,552,981
UA	Unawarded	\$483,143	-\$482,990	\$0	\$153
GPC	General Project Contingency	\$1,334,378	-\$1,334,259	\$0	\$119
GRC	GCCM Risk Contingency	\$1,260,967	-\$1,259,655	\$0	\$1,312
BOS	Buyout Savings Contingency	\$795,146	-\$795,146	\$0	\$0
Totals:		\$36,933,490	\$0	\$0	\$36,933,490

Attachment D - Ruby Bridges ES

Owner Budget Summary

Maltby Ph1 ES #21 Project - GCCM

08/11/22

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	Specified General Conditions	\$1,205,634	\$0	\$0	\$1,205,634
FEE	GCCM Percent Fee	\$1,839,796	\$0	\$0	\$1,839,796
BP-03.1	BP-03.1 Structures (CGC)	\$5,259,000	\$459,342	\$0	\$5,718,342
BP-04.1	BP-04.1 Masonry	\$745,454	-\$4,082	\$0	\$741,372
BP-06.1	BP-06.1 Casework & Finish Carpentry	\$896,875	\$50,067	\$0	\$946,942
BP-07.1	BP-07.1 Metal Siding, Panels and Flashings	\$1,559,929	\$125,036	\$0	\$1,684,965
BP-07.2	BP-07.2 Thermoplastic Membrane Roofing	\$585,000	\$31,171	\$0	\$616,171
BP-08.1	BP-08.1 Aluminum Window Systems & Glazing	\$995,470	\$27,010	\$0	\$1,022,480
BP-08.2	BP-08.2 Openings (CGC)	\$847,000	\$110,976	\$0	\$957,976
BP-09.1	BP-09.1 Framing & GWB	\$2,720,000	\$91,306	\$0	\$2,811,306
BP-09.2	BP-09.2 Acoustical Ceilings & Treatments	\$668,099	\$13,169	\$0	\$681,268
BP-09.3	BP-09.3 Carpet & Resilient	\$502,300	\$20,238	\$0	\$522,538
BP-09.4	BP-09.4 Tiling	\$138,940	\$1,124	\$0	\$140,064
BP-09.5	BP-09.5 Painting, Coatings & Sealants	\$454,380	\$67,383	\$0	\$521,763
BP-10.1	BP-10.1 Construction Specialties (CGC)	\$1,647,000	\$2,174,008	\$0	\$3,821,008
BP-11.1	BP-11.1 Food Service	\$348,028	\$16,465	\$0	\$364,493
BP-21.1	BP-21.1 Fire Sprinklers	\$289,470	-\$5,530	\$0	\$283,940
BP-31.1	BP-31.1 Site Development	\$10,058,650	\$1,328,008	\$0	\$11,386,658
BP-32.1	BP-32.1 Landscaping	\$1,138,883	\$295,487	\$0	\$1,434,370
MCCM	Mechanical Contractor/Construction Manager (DBC)	\$6,428,364	-\$225,700	\$0	\$6,202,664
ECCM	Electrical Contractor/Construction Manager (MILNE)	\$4,120,603	\$702,056	\$0	\$4,822,659
NSS	Negotiated Support Services	\$1,962,556	\$40,000	\$0	\$2,002,556
UA	Unawarded	\$2,758,175	-\$2,598,494	\$0	\$159,681
GPC	General Project Contingency	\$1,639,006	-\$1,565,524	\$0	\$73,482
GRC	GCCM Risk Contingency	\$1,826,705	-\$155,695	\$0	\$1,671,010
BOS	Buyout Savings Contingency	\$1,866,998	-\$997,820	\$0	\$869,178
Totals:		\$52,502,315	\$0	\$0	\$52,502,315

Attachment D – Woodinville High School Phase 3

Owner Budget Summary

Woodinville High School Phase 3 (GCCM)

08/11/22

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
BP02.1	Demolition	\$479,662	\$13,657	\$0	\$493,319
BP03.1	Structure (CGC)	\$1,725,419	\$337,566	\$0	\$2,062,985
BP06.1	Casework	\$297,723	\$11,164	\$0	\$308,887
BP07.1	Metal Siding	\$334,821	\$34,803	\$0	\$369,624
BP07.2	Roofing	\$205,000	\$100,103	\$0	\$305,103
BP08.1	Glazing	\$104,500	-\$1,200	\$0	\$103,300
BP08.2	D/F/H Supply	\$202,110	\$52,187	\$0	\$254,297
BP09.1	GWB	\$725,561	\$95,168	\$0	\$820,729
BP09.2	ACT	\$189,950	\$21,153	\$0	\$211,103
BP09.3	Painting	\$162,865	\$17,598	\$0	\$180,463
BP10.1	Building Specialties (CGC)	\$582,032	\$209,179	\$0	\$791,211
BP21.1	Fire Sprinkler	\$293,105	\$22,631	\$0	\$315,736
BP22.1	Mechanical	\$2,763,000	\$84,845	\$0	\$2,847,845
BP26.1	Electrical	\$2,377,070	\$104,988	\$0	\$2,482,058
BP31.1	Earthwork	\$239,425	\$143,670	\$0	\$383,095
BP32.1	Landscape & Irrigation	\$83,750	\$2,452	\$0	\$86,202
BP32.2	Paving	\$165,330	-\$3,722	\$0	\$161,608
UA	Unawarded	\$343,925	-\$343,925	\$0	\$0
BOS	Buyout Savings	\$4,845	-\$4,845	\$0	\$0
GRC	GCCM Risk Contingency	\$632,056	-\$632,056	\$0	\$0
GPC	General Project Contingency	\$505,645	-\$505,645	\$0	\$0
SGC	GCCM Specified GC's	\$870,000	\$0	\$0	\$870,000
NSS	Negotiated Support Services	\$491,022	\$7,205	\$0	\$498,227
FEE	GCCM Bid Fee	\$688,941	\$0	\$0	\$688,941
Totals:		\$14,467,757	-\$233,024	\$0	\$14,234,733

Attachment D - North Creek High School

Owner Budget Summary

NSDHS4 GCCM

08/11/22

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	GCCM Bid Specified GC's	\$1,810,440	\$0	\$0	\$1,810,440
FEE	GCCM Bid Fixed FEE	\$3,449,294	\$0	\$0	\$3,449,294
NSS	Negotiated Support Services	\$3,632,431	-\$169,411	\$0	\$3,463,020
BP03.1	Cast in Place Concrete (CGC)	\$2,725,000	\$2,113,187	\$0	\$4,838,187
BP05.1	Steel Fabrication	\$3,273,631	\$276,509	\$0	\$3,550,140
BP05.2	Steel Deck and Joist Supply	\$955,695	\$39,743	\$0	\$995,438
BP04.1	Masonry	\$1,580,000	-\$41,539	\$0	\$1,538,461
BP05.3	Steel Erection	\$1,574,400	\$435,676	\$0	\$2,010,076
BP06.1	Doors & Casework (CGC)	\$4,690,155	\$1,834,326	\$0	\$6,524,481
BP07.1	Metal Siding & Flashing	\$3,076,585	\$385,326	\$0	\$3,461,911
BP07.2	Roofing	\$1,709,100	\$90,166	\$0	\$1,799,266
BP08.1	Glazing	\$1,946,000	\$86,660	\$0	\$2,032,660
BP09.1	Metal Framing & GWB	\$4,650,000	\$637,035	\$0	\$5,287,035
BP09.2	Acoustical Ceilings/Treatments	\$893,924	\$9,649	\$0	\$903,573
BP09.3	Painting & Sealants	\$729,980	\$50,000	\$0	\$779,980
BP10.1	Building Specialties (CGC)	\$1,191,923	\$672,496	\$0	\$1,864,419
BP11.1	Kitchen Equipment	\$652,806	\$38,488	\$0	\$691,294
BP11.2	Theater Equipment	\$443,535	-\$28,066	\$0	\$415,469
BP31.01	Site Development	\$10,269,506	\$2,485,890	\$0	\$12,755,396
BP32.01	Athletic Field Complex	\$3,271,079	\$464,084	\$0	\$3,735,163
BP32.2	Landscaping & Maintenance	\$1,708,211	\$133,638	\$0	\$1,841,849
MCCM	MCCM	\$14,915,795	\$266,681	\$0	\$15,182,476
ECCM	ECCM	\$12,077,118	-\$415,861	\$0	\$11,661,257
UA	Unawarded	\$7,052,147	-\$7,052,147	\$0	\$0
RB	Reserve Budget	\$665,927	-\$665,927	\$0	\$0
GRC	GCCM Risk Contingency	\$3,419,815	-\$3,419,815	\$0	\$0
GPC	General Project Contingency	\$2,821,348	-\$2,821,348	\$0	\$0
BOS	Buyout Savings	\$0	\$0	\$0	\$0
BP-26.1	Photovoltaic System	\$0	\$188,878	\$0	\$188,878
Totals:		\$95,185,845	-\$4,405,682	\$0	\$90,780,163

NSD Organizational Chart

