State of Washington

PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION

To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages *(font size 11 or larger)*. Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

a) Legal name of Public Body (your organization): Seattle School District No.1
b) Mailing Address: 2445 3rd Avenue South, Seattle, WA 98124
c) Contact Person Name: Richard Best Title: Exec. Dir. Capital Projects, Planning and Facilities
d) Phone Number: 206-252-0647 E-mail: rlbest@seattleschools.org

1. Brief Description of Proposed Project

a) Name of Project: McGilvra Elementary School Exterior Façade and Seismic Improvements Project

b) County of Project Location: King

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

McGilvra Elementary is located at 1617 38th Ave E, Seattle, WA 98112 on a 2.15-acre site owned by Seattle Public Schools (SPS). (See Attachment A – Vicinity Map) Built in 1913, opening as the Lake School, the school was designed by James Stephens. The schools sits on a 2.5-acre site in a single-family neighborhood in Madison Park. The City of Seattle in 2015 designated the building's exterior, interior and site as a landmark May 2015. Improvements will require review and approval by the City of Seattle - Department of Neighborhoods - Landmarks Preservation Board. The building exterior consists of brick and terra cotta façade with wood windows and doors.

The project scope contemplates the repair, painting, and sealing of the masonry and terracotta, the repair and painting of the original wood-framed windows in the 1913 building including attendant repairs to jambs, sills and headers as well as seismic upgrades to the unreinforced masonry structure with additional internal bracing.

Questions surround how to approach the scope of work, relocate the school to an interim site or implement the scope of work over a period of three summers, which is preferred as it would have less of an impact to staff, students and their families. Selection of a GC/CM Contractor could help discern how to implement the project and minimize disruption to achieve district goals.

c) Applying for permission to utilize Alternative Subcontractor Selection with this application? **No**
(if no, applicant must apply separately at a later date utilizing Supplement B*)*

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**675,000**
Estimated project construction costs (including construction contingencies):	$**4,500,000**
Equipment and furnishing costs	$**50,000**
Off-site costs	$**0**
Contract administration costs (owner, cm etc.)	$**0**
Contingencies (design & owner)	$**517,000**
Other related project costs (Permits)	$**123,000**
Alternative Subcontractor Selection costs	$**0**
Sales Tax	$**518,977**
Total	***$*6,383,977**

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The McGilvra Elementary School Exterior Façade and Seismic Improvements Project is funded by the Building Excellence (BEX) V Capital Levy passed by Seattle voters in February 2019 for $2,831,142 and the Building, Technology, Academics/Athletics (BTA) V Capital Levy passed by Seattle voters in February 2023 for $3,552,835.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*

b) Hiring consultants if not already hired; and

c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process. *(If applicable)*

Option 1: One Year Schedule with School Closure

Task	Start	Completion
Design Procurement (AE)	May 2025	**July 2025**
GC/CM Procurement (3-step process: (Qualifications, Interview and Sealed Bid/Fee)	December 2025	**February 2026**
GC/CM Pre-Construction Services	March 2026	**June 2026**
Schematic Design	August 2025	**December 2025**
Design Development	January 2026	**February 2026**
Construction Documents	March 2026	**May 2026**
Building Permits	March 2026	**June 2026**
Bidding, Approval, Award	May 2026	**June 2026**
Construction Start	August 2026	**August 2027**
Final Completion		**September 2027**
Final Board Acceptance		**February 2028**

Option 2: Three Year Schedule (Summer Work Only)

Task	Start	Completion
Design Procurement (AE)	May 2025	**July 25**
GC/CM Procurement (3-step process: (Qualifications, Interview and Sealed Bid/Fee)	December 2025	**February 2026**
GC/CM Pre-Construction Services	March 2026	**June 2026**
Schematic Design	August 2025	**December 2025**
Design Development	January 2026	**February 2026**
Construction Documents	March 2026	**May 2026**
Building Permits	March 2026	**June 2026**
Bidding, Approval, Award	May 2026	**June 2026**

Phase-1 Construction Start	July 2026	**August 2026**
Phase-1 Demobilization	September 2026	**May 2027**
Phase-2 Construction Start	July 2027	**August 2027**
Phase-2 Demobilization	September 2027	**May 2028**
Phase-3 Construction Start	July 2028	**August 2028**
Final Completion		**September 2028**
Final Board Acceptance		**February 2028**

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

a) Hazardous material abatement, steel lintel, brick masonry, terra cotta and concrete repairs and landmark window refurbishment, are each complex construction activities requiring careful and thoughtful execution, which will benefit having a GCCM on board early, to make sure that the multiple overlapping repairs scope are coordinated with the projects seismic improvements and the modifications to existing brick masonry openings create as little impact as possible and maintain the integrity of the historic façade.

b) Careful integration of the seismic improvements is critical in maintaining the interior landmarked elements. Extensive demolition and replacement of interior finishes along the interior faces of exterior walls and along central longitudinal corridor walls is expected. If present, asbestos and lead paint will require careful removal and disposal during the construction process. Early identification of these activities by the GCCM would assist in reducing project risk.

c) The school is located on a small property with limited access for staging or construction, nestled into a single-family neighborhood setting. A GCCM can help develop the best means and methods necessary to develop a robust construction traffic management plan with residential input prior to construction and lessen the impact to the surrounding residential community.

- 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?

a) Input of the GC/CM will help Seattle Public Schools determine if McGilvra Elementary School program be relocated to an interim site during construction or remain at the school and work be scheduled over three summers of 2026, 2027, and 2028.

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

a) Input of the GC/CM will help Seattle Public Schools determine if McGilvra Elementary School program be relocated to an interim site during construction or remain at the school and work be scheduled over three summers of 2026, 2027, and 2028.

b) **Early Involvement** - allows the GC/CM an opportunity to plan the logistics ascertaining site logistics and staging strategies, requirements for scaffolding and type of scaffold such as elevating or fixed, overall crew scheduling, all items that can affect the cost of the work. With the seismic improvements,

selective demolition will be required to determine the best most cost-effective strategies for the limited duration of construction.

c) **Field Conditions** – With the renovation of the landmarked windows and planned seismic improvements, there are an enormous amount of variables that having the GCCM on early would help to manage. Landmarked drawings are available for the GC/CM and team to use for verification of scope during design.

d) **Advantageous Procurement** - The duration for procurement of the steel is anticipated to be lengthy. Working with the GCCM will minimize iterative shop drawing cycles and improve fabrication and delivery timelines.

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

a) The restoration of the landmarked windows, steel lintels, brick masonry, terra cotta and concrete repair work is approximated to take 4-6 months to be completed in a carefully controlled, and well sequenced environment. This would pose the best opportunity for the restoration work to be done correctly and to be long lasting.

b) The many unknowns of working within a landmarked building would be better managed with having the GCCM on board early for limited destructive testing as well as select items for unit pricing built into the bid packages to help handle the unknowns.

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

a) Mcgilvra Elementary is one of the older schools within Seattle Public Schools, opening in 1913 with an addition 1940. The City of Seattle – Department of Neighborhoods - Landmarks Preservation Board designated the school a City of Seattle landmark May 2015, features of the school to be preserved include the site; the exteriors of the 1913 building and the 1940 addition; and the interior corridors, stairways, and classrooms.

b) To help maintain the character of the landmark building, the GCCM's input concerning the proposed repairs to the exterior masonry, terra cotta, steel lintels, and concrete and the seismic improvements to the interiors providing insight into current market conditions will be valuable. Feedback concerning proposed options will lead to a successful project minimizing impact to staff and students, achieve desired outcomes surrounding schedule and budget and maintain landmark building features.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Not Applicable.

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit;

a) **Highly Qualified Contractors** - Selection of the GC/CM is based on qualifications and experience relevant to the specific nature and challenges of each project. The selected GC/CM partner will demonstrate experience working on landmarked buildings and knowledge concerning: hazardous material abatement; performing landmarked masonry and terra cotta repair activities; removal, repair and reinstallation of wood windows; interior seismic improvements and working within compressed timelines on constrained sites.

b) **Preconstruction Services** - Participation in the design process furthers the GC/CM's understanding of the work prior to bidding and allows the development of a construction schedule to communicate project expectations. In addition, GC/CM participation during the preconstruction period helps minimize errors and/or omissions in the identified scope of work, provides opportunities to specify the best value materials and allows time to plan the most efficient construction methods.

c) **Transparency** - Open book cost accounting brings transparency to the value of work to be constructed.

d) **Quality** - Top tier contractors are more likely to compete for this project as a GC/CM opportunity, providing a higher likelihood of quality performance of the work, timely completion, and project safety, which brings value in both the short and long term.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

a) **Timely Engagement** - Constructability and error/omission issues are often not raised by the contractor until after the bid/award phase is complete. This results in lower quality results, higher maintenance costs, and increased chance for delays during construction.

b) **Change Order Premiums** - Changes made during construction are costlier than changes made prior to bidding. Utilizing the GC/CM procurement process for the project greatly reduces scope gaps and installation challenges.

c) **Site Access during Design** - In the case of a landmark renovation, likely unforeseen conditions where a lump sum, low bid contractor will claim additional costs and potential schedule impacts while early/extensive investigation and planning with a GC/CM team can mitigate these events. Investigative deconstruction activities related to the concealed installation conditions facilitate a more coordinated result.

d) **Minimal Disruption** - Construction impacts to the learning environment are unacceptable. The District, Architect and GC/CM can work together to develop a construction management plan. This plan can be reviewed with the school community prior to the start of construction. The GC/CM's early involvement can significantly mitigate these issues.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

  Not Applicable.

6. Public Body Qualifications

Please provide:

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

a) **Experience** - SPS has used GC/CM procurement on twenty-seven projects as listed in Attachment C – Major Projects in the last 6 Years.

b) **Qualified Staff** - Within the organization the Executive Director, three Senior Project Managers (Sr. PM), and eight Project Managers (PM), are very seasoned and have experience in GC/CM procurement and construction methods.

c) **Third-party Oversight** - SPS utilizes an eleven-member Building Excellence / Building, Technology & Academics/Athletics (BEX/BTA) Oversight Committee which meets monthly to review major issues and make recommendations to the district concerning best practices. The committee currently includes members who have strong experience in alternative public works contracting and delivery including GC/CM and supports the use of GC/CM delivery method for this project.

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

  See Attachment D - Project Organization Chart

- Staff and consultant short biographies *(not complete résumés)*.

  Richard Best. Hon. Mem. AIA - Seattle. Executive Director for Capital Projects:

  Extensive architectural and construction experience over past 42 years including school (K-12), hospital, laboratory, and major hotel projects, gaining insights into all phases of a project. Skills include: a firm understanding of architectural programming and planning; a working knowledge of construction systems and methods; and a thorough familiarity with project budgeting and scheduling. Project responsibilities have included; architectural programming, conceptual design, space planning, development of project specifications; contract administration and construction oversight.

  Vincent Gonzales. SPS Senior Project Manager:

  Over 27 years of design and construction related experience with a Bachelor's of Art and Architecture from the University of New Mexico & Master's Degree in Architecture from the University of Washington. Mr. Gonzales has worked on both multi-family, higher education, and K-12 education projects throughout his career. He has worked as the project lead on several architectural teams for a portion of his career and has worked with Seattle Public Schools as a Project Manager for the Capital Department. He is knowledgeable with all aspects of the design and construction from start to finish. Responsibilities included supervision of Project and Construction Managers and coordinate activities for assigned school construction projects from initial planning and design though construction with the goal of producing high quality learning environments. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

  Amanda Fulford. SPS Project Manager:

  With a Bachelor's of Science and Masters of Architecture from Washington State University, she has over 19 years of experience with both the design and construction processes of multiple building types. Ms. Fulford has worked extensively with non-profit developers to create affordable housing and community spaces as well as some historic rehabilitations and high-rises projects. She has simultaneously lead multiple projects with multi-person teams to create and build beautiful and successful projects and is now a Project Manager in the Capitol Planning and Projects Department with Seattle Public Schools. She is well versed with team management and has taken many projects from initial design to completion of construction. Current responsibilities included selection and management of design teams, general contractors, and other consultants; coordinated with utilities and local jurisdictions; facilitation of program and design development with educators; administration of the public

bid process as well as budget management. Most recently, she has successfully completed the multi phase project, James Baldwin Elementary and John Rogers Elementary, both full replacement schools, as a part of the Capital project team with Seattle Public Schools

Mica Klein, Perkins Coie (Legal Consultant):

Mica Klein is a Partner with Perkins Coie's construction law practice. Mica is a trusted advisor to school districts and other public entities across Washington, known for her preeminent experience in alternative delivery construction. Mica's practice spans public projects ranging from small renovations to $100M+ new construction. She drafts and negotiates complex construction and construction management contracts, professional services contracts, and various other modified American Institute of Architects and bespoke agreements. Mica has particular expertise with GC/CM projects procured under the RCW 39.10 framework and has advised clients in implementing successful GC/CM projects state-wide, from the earliest phases of project planning through closeout.

- Provide the ***experience and role on previous GC/CM projects delivered*** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*

Richard Best, Hon. AIA, SPS Executive Director for Capital Projects and Facilities:

GC/CM Projects	Value	Role/Tasks	Completion
Aki Kurose Middle School (GC/CM)	$255M	Director for Capital Projects	Sept. 2027 (Const. Phase)
Eckstein MS Ext. Window Replacement (GC/CM)	$10.1M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Franklin High School HVAC Upgrades (Design-Build)	$4.5M	Director for Capital Projects	Sept. 2024 (Const. Phase)
John Muir ES (GC/CM)	$14.9M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Montlake ES (GC/CM)	$87M	Director for Capital Projects	Sept. 2025 (Const. Phase)
John Rogers ES (GC/CM)	$92M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Alki ES (GC/CM)	$80M	Director for Capital Projects	Sept. 2026 (Const. Phase)
Mercer MS (GC/CM)	$152M	Director for Capital Projects	Sept. 2025 (Const. Phase)
Rainier Beach HS (GC/CM)	$240M	Director for Capital Projects	2025 (Const. Phase)
JSCEE Central Kitchen Phase 2 (GC/CM)	$11.9M	Director for Capital Projects	Sept. 2024 (Const Phase)
Van Asselt School (GC/CM)	$50M	Director for Capital Projects	Sept. 2023
Northgate ES (GC/CM)	$90M	Director for Capital Projects	Sept. 2023
Lincoln HS Phase II (GC/CM)	$40M	Director for Capital Projects	Sept. 2023
Webster ES (GC/CM)	$37M	Director for Capital Projects	Sept. 2020
Bagley ES (GC/CM)	$40M	Director for Capital Projects	Sept. 2020
Ingraham HS Addition (GC/CM)	$41M	Director for Capital Projects	Sept. 2019
Lincoln HS (GC/CM)	$101M	Director for Capital Projects	Sept. 2019

Loyal Heights ES (GC/CM)	$46M	Director for Capital Projects	Aug. 2018
Olympic Hills ES (GC/CM)	$42M	Director for Capital Projects	Sept. 2017
Cascadia ES / Robert Eagle Staff MS (GC/CM)	$119M	Director for Capital Projects	Sept. 2017

Vincent Gonzales, SPS Senior Project Manager:

Major Projects	Value	Role /Tasks	Completion
Aki Kurose Middle School (GC/CM)	$255M	Senior Project Manager	Sept. 2027 (Const. Phase)
Alki Elementary School (GC/CM)	$70M	Senior Project Manager	Sept. 2026 (Const. Phase)
John Rogers Elementary School (GC/CM)	$92M	Senior Project Manager	Sept. 2025 (Const. Phase)
John Muir Elementary School (GC/CM)	$14.9M	Senior Project Manager	Sept. 2025 (Const. Phase)
Mercer Middle School (GC/CM)	$152M	Senior Project Manager	Sept. 2025 (Const. Phase)
Van Asselt School (GC/CM)	$44.2M	Senior Project Manager	Sept. 2023
Northgate Elementary School (GC/CM)	$90.1M	Senior Project Manager	Sept. 2023
Viewlands Elementary School (DBB)	$88M	Senior Project Manager	Sept. 2023
Madison Middle School (DBB)	$12. 3M	Senior Project Manager	Sept. 2022
Queen Anne ES Addition (DBB)	$19.3M	Capital Project Manager	Sept. 2019
McGilvra ES – Three Phase Project (DBB)	$9M	Capital Project Manager	Sept. 2018
Webster ES (GC/CM)	$37M	Interim Capital Project	Sept. 2020
Meany Middle School Renovation (DBB)	$30M	Capital Project Manager	Sept. 2017
The Northwest School (GC/CM)	$16M	Project Manager – Mithun Architects	Jan. 2014
Western Washington University Miller Hall Renovation & Addition (GC/CM)	$52M	Project Manager – Mahlum Architects	Sept. 2013
Seattle Country Day School (DBB)	$14M	Project Manager – Carlson Architects	Sept. 2008

Amanda Fulford, SPS Project Manager:

Major Projects	Value	Role/Tasks	Completion
McGilvra Elementary (GC/CM)	6.2	Capital Project Manager	August 2027

			(Projected)
John Rogers Elementary School (GC/CM)	90.1M	Capital Project Manager	September 2025
Northgate Elementary School (GC/CM)	94.5M	Capital Project Manager	Dec. 2023
Sunset Oaks Affordable Apartments – (GC/CM)	24M	Project Manager – Third Place Design Cooperative	Aug. 2021 (In Construction Phase)
Northaven North Workforce Housing (GC/CM)	35M	Project Manager - Third Place Design Cooperative	Sept. 2023 (In Permitting Phase)
4th Avenue Silver Cloud Hotel (GC/CM)	90M	Project Manager - Third Place Design Cooperative	June. 2024 (In Design Phase)
3rd Avenue Historic Rehabilitation Apartments (GC/CM)	63M	Project Manager - Third Place Design Cooperative	July. 2023 (In Permitting Phase)
Ava Student Housing – (GC/CM)	31M	Project Manager – Caron Architecture	July 2014
Gethsemane Church/Dekko Place Apartments (CG/CM) umber	26M	Project Manager – SMR Architects	Sept. 2012

- The qualifications of the existing or planned project manager and consultants.

a) Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.

b) Over the last few years, the number of GC/CM projects implemented by SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-Builder analysts.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not Applicable.

- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.

a) Please see above paragraphs and tables for the construction experience for the individual members of the organization's project management team.

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

a) The roles and responsibilities of SPS, Architect/Engineer (A/E) team, and the GC/CM will be established in a matrix of responsibilities that is published in the Request for Proposals and other GC/CM contract documents. The Senior Project Manager (Sr. PM) and Project Manager (PM) will monitor the various activities and the deliverables established in the matrix and keep the appropriate party on task for their respective work throughout the life of the project.

b) Weekly coordination meetings with the SPS PM, A/E team, and GC/CM will be conducted and timely meeting minutes that assign action items will be published throughout the life of the project. The purpose of the meeting will be to ensure adherence to the established scope, budget and schedule and also resolve any issues bought up by any party. These weekly meetings will be paramount in the management and control of the project.

c) SPS requires the A/E team and the GC/CM to use e-Builder software to monitor, control and track the budget, schedule, changes, pay applications, RFI's, submittals, issues, etc. This software allows collaboration from any computer through a cloud-based system and allows easy tracking of issues, cost impacts, and also archives the information for easy retrieval. Team members are notified by the software when actions are needed. Management reports which give current status on action items will be discussed at the weekly coordination meeting.

d) As part of the preconstruction services the GC/CM will develop a subcontracting bid plan, schedule, phases of construction, and identify long lead materials so all information can be included into a comprehensive construction schedule that will be reviewed at each weekly coordination meeting.

e) Construction cost estimates by the A/E team and the GC/CM are to be reconciled at the end of each design phase and as otherwise deemed necessary.

f) In addition to what is required by the Washington Administrative Code, engineering and constructability review will be ongoing and will also be an established agenda item in the weekly coordination meetings.

g) Market prices will be continually monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the Maximum Allowable Construction Cost (MACC) is negotiated after the 95% construction documents are in place, the GC/CM, SPS PM and A/E team will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC.

h) At intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to reconfirm the MACC and the TCC.

i) SPS conducts monthly meetings with Seattle's Department of Construction and Inspections, Seattle Fire Department, Seattle City Light, Department of Neighborhoods and Seattle

Department of Transportation on all SPS projects in order to monitor the status of various approvals and permits. This meeting gives the opportunity for better understanding on any questions or concerns from the fire marshal and code officials and allows SPS to alert officials on scheduling concerns.

j) Any changes to be charged to the contingency will be thoroughly reviewed by SPS PM, Architect and GC/GM as to the scope, schedule impact, and costs. All three parties will sign off on changes prior to proceeding with the work.

k) Monthly, the Director of Capital Projects and Planning attends an O/A/C meeting with executives from the architectural firm and the GC/CM contractor to review any issues that have arisen that are not easily resolved.

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

a) As shown in Attachment C – Major Projects in the last 6 Years, SPS has successfully procured GC/GM projects with over 15 design firms and 10 different contractors.

b) The procurement plan will include publicly advertising the solicitation, contacting GC/CM firms and other parties who qualify, based on District ties in the marketplace.

c) The RFQ/RFP process is a 3-step process: qualifications, interview and final bid. The final bid requires GC/CMs to submit sealed bids for certain general conditions and fee percentages. The selection will be performed utilizing a panel that will include SPS project managers, Architect, legal counsel and external representatives from either the BEX/BTA Oversight Committee, industry or both.

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

a) Through added language to AIA documents A201 and Consultation with Perkins Coie LLP, SPS has generated standard GC/CM contract terms and language for use on GG/CM projects. These contract templates have been thoroughly reviewed by legal counsel and are in effect for this project.

b) For GC/CM projects we utilize an "elevation" process for Dispute Resolution as follows: the project site team (District/Contractor/Architect) are expected to resolve disputes at their level. If the site team cannot reach agreement, the issue is moved to the next level of supervision, typically the firms' managing directors or program managers. Again, if this team is unable to resolve disputes then the issue is elevated to the firms' ownership level. Typically, this group will be composed of the SPS's Director of Capital, an owner of the GC/CM firm and an owner of the Architectural firm.

c) On some projects SPS also employs a formal disputes resolution process, either a 3- person Disputes Review Board (DRB) or a 3rd-party neutral during the construction to attend weekly OAC meetings on a periodic basis and to listen and informally provide comment on ownership of an issue. Formal hearings by a DRB or by a 3rd-party neutral can also be used if one of the contract parties' desires.

7. **Owner Readiness** *(To be answered by the Owner)*

a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

Seattle Public Schools (SPS) has a well-established internal team experienced in the GC/CM delivery method, having successfully executed numerous GC/CM projects over the past decade. The Capital Projects and Planning Department includes an Executive Director, Senior Project Managers (Sr. PMs), and Project Managers (PMs), all of whom have managed GC/CM projects and are familiar with its procedures and benefits. For this project, SPS has already begun aligning internal processes and communication protocols to ensure successful implementation.

b) How does your organization ensure that knowledge is passed down to your staff and project team?

SPS uses a structured mentorship and documentation approach to ensure that institutional knowledge is shared across teams. Senior Project Managers mentor newer staff, and all major lessons learned are documented in internal project closeout reports. In addition, project teams use standardized templates, best practice guides, and project playbooks. Monthly internal coordination meetings reinforce expectations and highlight emerging issues or strategies. SPS's use of e-Builder as a centralized platform further supports knowledge transfer and continuity.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

SPS draws on both internal experience and external guidance to stay aligned with GC/CM best practices. Staff regularly review best practice publications from CPARB and the AGC, attend workshops, and consult with legal and industry professionals, including Perkins Coie LLP, on evolving GC/CM practices. Internally, SPS applies lessons learned from prior GC/CM projects and integrates them into contract templates, project procedures, and procurement plans. Key staff also participate in the BEX/BTA Oversight Committee, which provides high-level guidance on best practices in capital delivery.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

SPS plays an active and defined role in reviewing and approving subcontractor bid packaging. During preconstruction, the GC/CM will work closely with SPS and the Architect to develop and review the bid packaging plan. SPS assigns experienced Sr. PMs and PMs to monitor and participate in this process, ensuring alignment with marketplace conditions, subcontractor availability, and project phasing strategies. SPS staff are present during the public bid openings for major subcontract scopes, review bid compliance, and validate adherence to state procurement laws and the terms of the GC/CM contract. All subcontractor selection and terms are reviewed and approved by SPS to ensure transparency, competitiveness, and value.

8. **Public Body (your organization) Construction History:**

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

See Attachment C – Major Projects in the last 6 Years

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts

- Reasons for budget or schedule overruns
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

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. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- An overview site plan See Attachment A – Site Plan
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction. See Attachment B – Floor Plan Barrier Diagram

  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

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.

SPS embraces the practice of continuous improvement and recognizes that independent audits are helpful because procedures, which need improvement, are brought to light. The Building Excellence Program (BEX) began in 1995 and the fifth cycle of levies were approved by Seattle voters in February 2019. In addition, the SPS BTA levies are also on their fifth cycle with the most recent BTA levy passed in February 2022 with an approval percentage greater than 78%. SPS recognizes its responsibility to serve as responsible stewards of public funds, to use prudent management practices to ensure the investment of over $2.1 billion of current levy funds is effectively managed. Accordingly, SPS continues to hone its procedures and processes as findings are identified by the audits.

1. External Audit of Ingraham High School Classroom Addition – issued 2/1/2023

   A. **Labor Add-Ons**

   - Safety: Contract documents do not explicitly state what is and is not allowed as labor add-ons for construction base work. AIA 201 - Section 7.5 of the GCs indicates what should comprise Labor, Materials, Equipment and what specifically is included in the OH&P markups. ACTION: To prevent contractors from marking up base work in NSS with these types of markups, similar language has been added to the AIA 133 - Section 6.5 of the Standard Form.
   - Miscellaneous Consumables: AIA 201 - Section 6.5.1 states consumables and small tools are to be recorded at actual costs. The contract language is not that specific. ACTION: The language in AIA 133 - Section 6.5 of the Standard Form has been strengthened to align with the language in AIA 201 - Section 7.5 of the GCs to prevent these types of markups.
   - Small Tools: AIA 201 - Section 6.5.1 states consumables and small tools are to be recorded at actual costs. The contract language is not that specific. ACTION: The language in AIA 133 - Section 6.5 of the Standard Form has been strengthened to align with the language in AIA 201 - Section 7.5 of the GCs to prevent these types of markups.

   B. **Construction Office Trailer Cost** - Certain office trailer costs were charged to NSS whereas the SGC's spelled out that Office Trailer costs, including mobilization and demobilization costs, should be covered under SGC's. ACTION: Obtain from GC/CM information and details regarding the actual charges of Office Trailer costs in the NSS and a listing of what was included in the SGC's, to ensure that no duplication existed.

   C. **GC/CM Owned-Equipment NSS charges** – GC/CM amount billed to NSS was over the contractually allowed 75% threshold. ACTION: The Owner, and GC/CM should track how they are billing contractor-owned equipment and know when contractual thresholds are met

to discuss and have on record the decision to either continue to use the contractor-owned equipment or move on to third party rentals.

2. External Audit of Webster Elementary School Modernization & Addition – issued 12/14/23

   A. **Self-Performed Work (SPW) Labor Factors on Change Orders** - Change Orders including SPW labor included an associated Equipment cost factor intended to cover the cost of tools and equipment. In addition, the GC/CM separately charged for applicable rental equipment used on change work. ACTION: Any add on cost without supporting documentation or a specific description should be questioned.

   B. **NSS Fees on Change Orders** – The GC/CM included a 5% fee added to NSS on Change Proposals (CPs). ACTION: CPs should be reviewed for incorrect charges such as the Fee on NSS charges when they are submitted for review.

   C. **Change Order Pricing – Items Covered by Fee** – The GC/CM included labor charges which may be considered covered by the Fee. These charges included, but are not limited to: Superintendent, Foreman Coordination, and Contract Administration. The GC/CM stated that the Foremen were working foremen, and the other charges were warranted based on the scope of the change. ACTION: CPs will be reviewed for charges covered by the fee when they are submitted for review. GC/CM's will be required to notate the reason for these charges on the CPs.

   D. **Related Parties** – The GC/CM used a related party for tool & equipment rentals and purchases. They provided a listing showing the 75% cost of the equipment vs. what had been billed. The contract included several clauses regarding equipment and related parties:

      - Section 6.5.1 – Costs of materials, supplies, temporary facilities, machinery, equipment and tools that are not fully consumed shall be based on the cost or value of the item at the time it is first used on the project site less the value of the item when it is no longer used at the Project site.
      - 6.5.2 – The total rental cost of any GC/CM owned item may not exceed 75% of the purchase price of any comparable item.
      - 6.10.2 – If any of the costs to be reimbursed arise from a transaction between the GC/CM and a related party, the GC/CM shall notify the Owner of the specific nature of the contemplated transaction, including the identity of the related party and the anticipated cost to be incurred, before any such transaction is consummated or cost incurred.

      ACTION: Contract language will be strengthened to require GC/CM to document any related parties they may use for the project. In addition, the contract language will be specifically reviewed to ensure full transparency regarding the cost and Fair Market value of any GC/CM purchased or rented tools or equipment.

   E. **Competitive Bids for Self-Performed Work** - The GC/CM pursued competitive bids for the Self-Performed Work (SPW) and was compliant with RCW 39.10. The bid opening managed by the Owner resulted in no competitive bids being received. ACTION - The Owner will implement the following:

      - Review bid packages for logical scopes consistent with industry practice to maximize participation and competition across all trades.
      - Where GC/CM's SPW is bid and result in no competitive bidders, the Owner will require the GC/CM to provide detailed estimates that will be independently verified by a third-party cost estimator.
      - Make NSS a true allowance and review any additional costs to ensure they meet the Matrix of Cost definition.
      - Establish programs and practices which encourage subcontractors' participation in bidding SPW.

F. **30% Maximum for Self-Performed Work** - RCW 39.10.390 states the following: "The value of subcontract work performed and equipment and materials supplied by the general contractor/construction manager may not exceed 30 percent of the negotiated maximum allowable construction cost." At the time the Bid Package Subcontracting Plan was provided, the percentage of SPW was shown to be 29.8%. By the end of the project the percentage had increased to 40%. ACTION: The Owner will require the re-evaluate the percentage threshold when adding additional self-performed scope to the project.

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

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 ($).

Seattle Public Schools has recently hired a Student and Community Workforce Agreement (SCWA) Advisor to assist with the coordination of our SCWA program and enhance opportunities for minority and women business enterprises on smaller projects. The SCWA Advisor is tasked with working with all project managers on all projects to prioritize career, training and employment for SPS students, former SPS students who are ready to seek careers in the construction trades, and wage-earners who have SPS students in their households. In addition, the SCWA Advisor is focused on furthering SPS priority hire goals including workers from: Distressed Zip Codes within the City of Seattle, Black, Indigenous and People of Color (BIPOC), LGBTQ+ communities and women on all projects.

12. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over $3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, *one per each desired subcontractor/subcontract package*.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under $3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over $3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application and* submit it to the PRC for consideration at a future meeting.

Not Applicable

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Attachments:

- Attachment A – Vicinity Map
- Attachment B – Floor Plan Barrier Diagram
- Attachment C – Major Projects in the last 6 Years
- Attachment D – Project Organization Chart
- Attachment E – Existing Conditions Staging Plan
- Attachment F – Existing Conditions Photo

Signature:

Name (please print): Richard Best (public body personnel)

Title: Executive Director of Capital Projects, Planning & Facilities Operations

Date: October 19, 2025

APPLICATION
SEATTLE PUBLIC SCHOOLS
MCGILVRA ELEMENTARY EXTERIOR WINDOW, CLADDING AND SEISMIC IMPROVEMENT PROJECT

ATTACHMENT A – Vicinity Map

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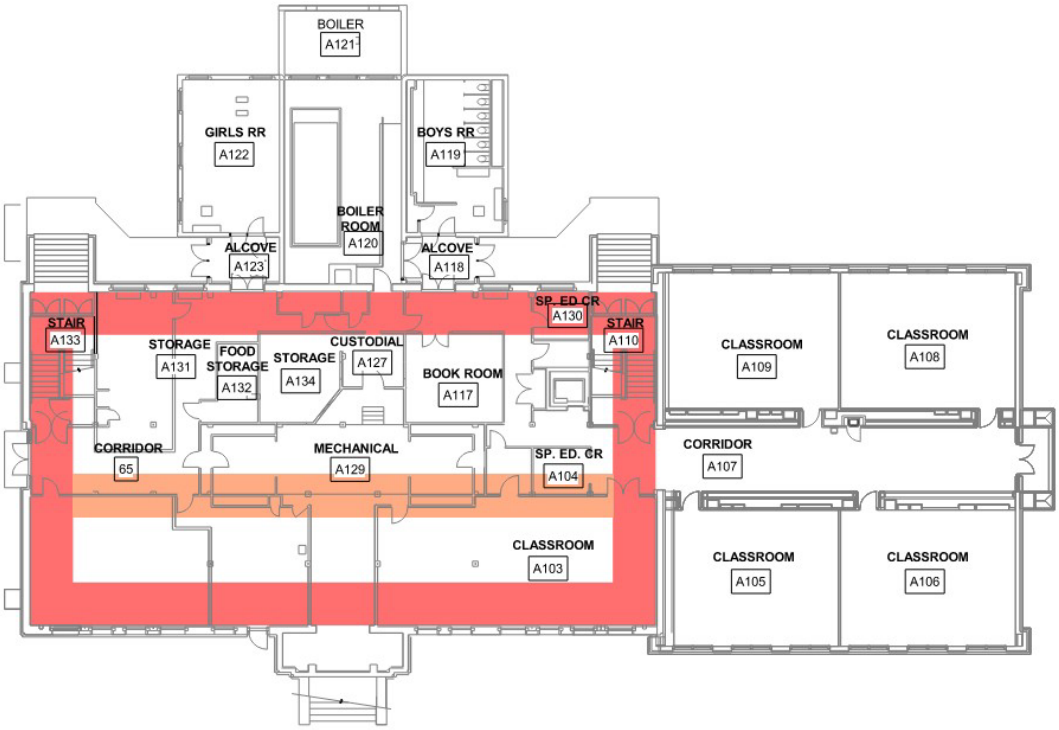
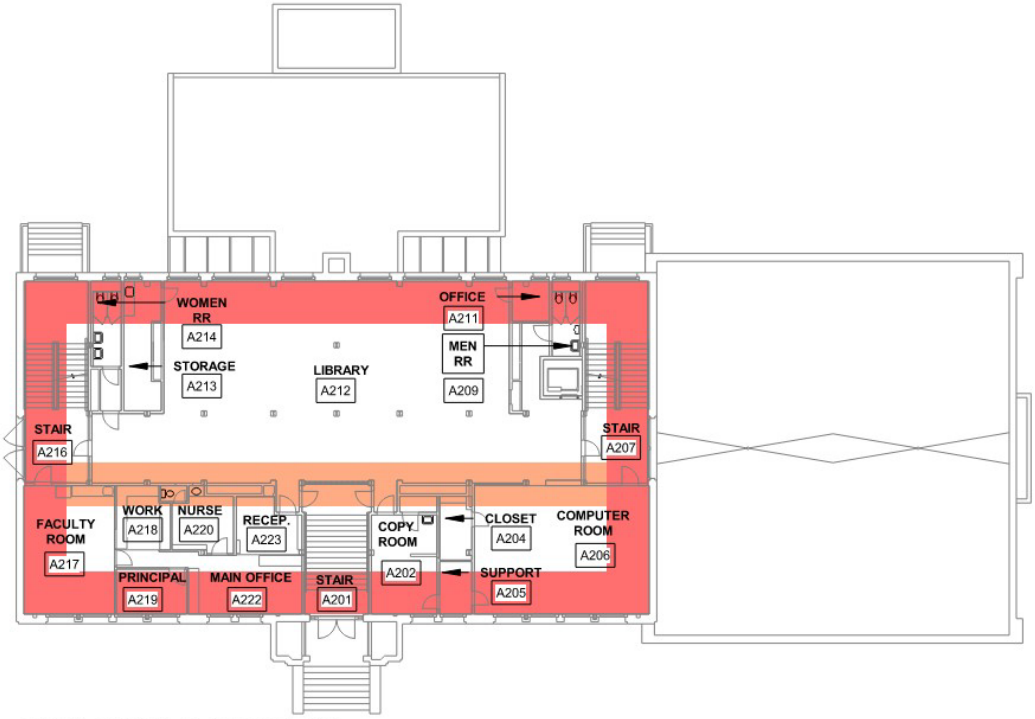
ATTACHMENT B – Floor Plan Barrier Diagram

Exterior wall access/impacts
Interior core wall access/impacts



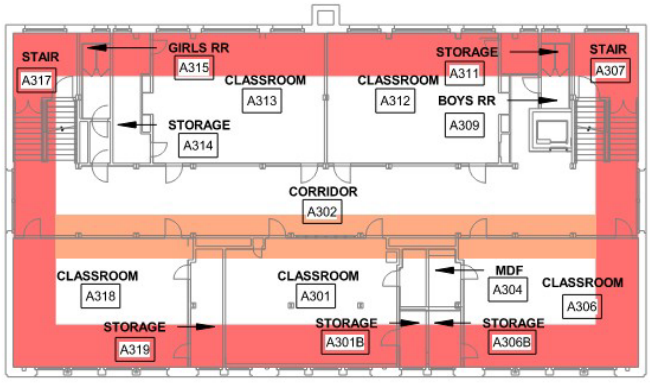
LOWER LEVEL FLOOR PLAN



MAIN LEVEL FLOOR PLAN

ATTACHMENT B – Floor Plan Barrier Diagram Continued

Exterior wall access/impacts
Interior core wall access/impacts



UPPER LEVEL FLOOR PLAN

ATTACHMENT C – Major Projects

Project Name	Construction Type	Final Budget	Start	Finish
E.C. Hughes Modernization	DBB	$14,434,053	2015	2019
Wing Luke New Replacement	DBB	$47,513,684	2015	2021
Ingraham Roof and Classroom Addition 2019	GCCM	$39,112,093	2016	2019
Magnolia Reopening	DBB	$40,319,988	2016	2019
Queen Anne Classroom Additions 2019	DBB	$19,129,084	2016	2021
Webster Modernization & Addition 2020	GCCM	$39,387,549	2016	2020
Franklin HS Windows & Doors 2018	DBB	$6,823,979	2017	2021
Bagley Modernization & Addition	GCCM	$39,765,588	2018	2020
Broadview-Thomson Seismic 2019	DBB	$7,401,877	2018	2021
Coe Classroom Addition 2019	DBB	$7,922,229	2018	2022
Magnolia Phase 2 Addition 2019	DBB	$6,696,725	2018	2021
Rising Star - AAA Roof 2019	E&I	$8,896,139	2018	2020
West Woodland Classroom Addition 2019	DBB	$31,166,441	2018	2021
Kimball ES Replacement	DBB	$72,563,883	2019	2023
Leschi ES Classroom Addition	DBB	$6,420,000	2019	2022
Lincoln HS Phase II - Seismic & Theater	GCCM	$38,758,870	2019	2022
Madison MS Classroom Addition	DBB	$12,467,239	2019	2022
Mercer MS New Construction	GCCM	$154,242,598	2019	-
North Queen Anne Improvements	DBB	$9,676,242	2019	2024
Northgate ES Replacement (James Baldwin)	GCCM	$80,272,294	2019	2023
Rainier Beach HS New Construction	GCCM	$276,983,417	2019	-
Van Asselt Interim Site New Addition	GCCM	$50,623,168	2019	2023
Viewlands ES Replacement	DBB	$72,535,092	2019	2024
West Seattle ES Addition	DBB	$31,166,441	2019	2023
West Seattle HS Roof 2020	DBB	$11,241,998	2019	2022
Aki Kurose MS New Construction	GCCM	$248,827,090	2020	-
Franklin HS Gym Roof 2021	DBB	$5,401,711	2020	2022
Montlake ES Addition & Renovation	GCCM	$84,871,447	2020	-
Alki ES Addition & Renovation	GCCM	$89,956,808	2021	-
John Rogers ES Replacement	GCCM	$94,537,404	2021	-
Blaine K8 Electrical System Upgrades & Ceiling Fans	DBB	$7,891,609	2022	-
Eckstein MS Cladding & Window Replacement	GCCM	$11,787,172	2022	-
Franklin HS HVAC	Design Build	$5,809,353	2022	2023
Ingraham HS Fields & Tennis Court	DBB	$5,096,699	2022	2023
John Muir ES Early Learning Addition	GCCM	$16,046,297	2022	-
JSCEE Central Kitchen Upgrades Phase II	GCCM	$20,374,365	2022	2024
McClure MS Cladding & Window/Door Replacement	DBB	$5,480,220	2022	-
Memorial Stadium & Field Replacement	GCCM	$77,273,813	2022	-
Eckstein MMS Roof	DBB	$5,995,525	2023	2023
Spokane Street Warehouse	DBB	$6,250,000	2023	-
Districtwide A/V Security	Design Build	$63,565,875	2024	-
Districtwide A/V Technology	Design Build	$70,212,824	2024	-
Whittier ES Roof Replacement	DBB	$5,625,000	2024	-
Audio/Visual Security	PDB	$223,735,509	2025	-
John Marshall School	GCCM	$129,000,000	2025	-

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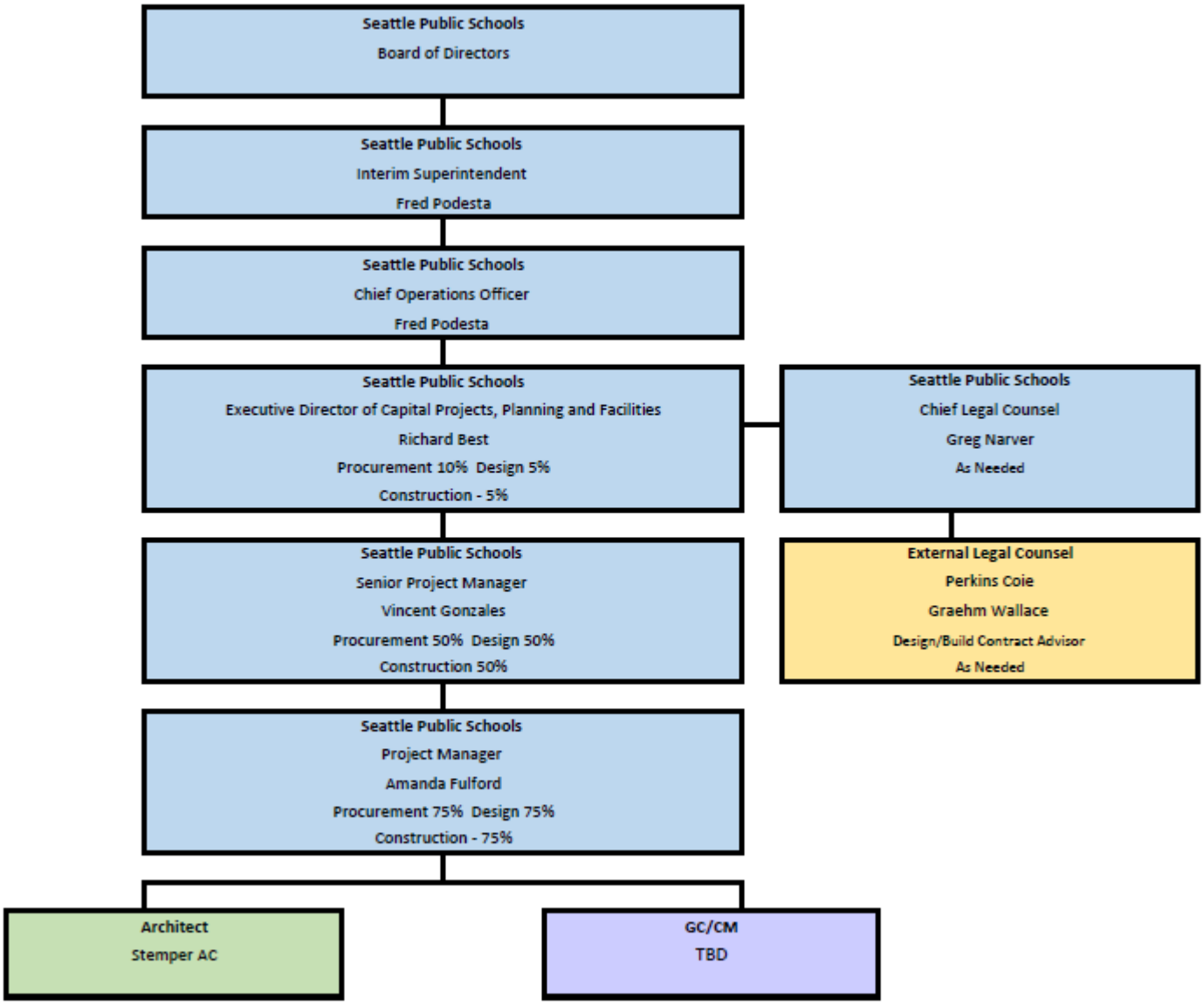
ATTACHMENT D – Project Organization Chart



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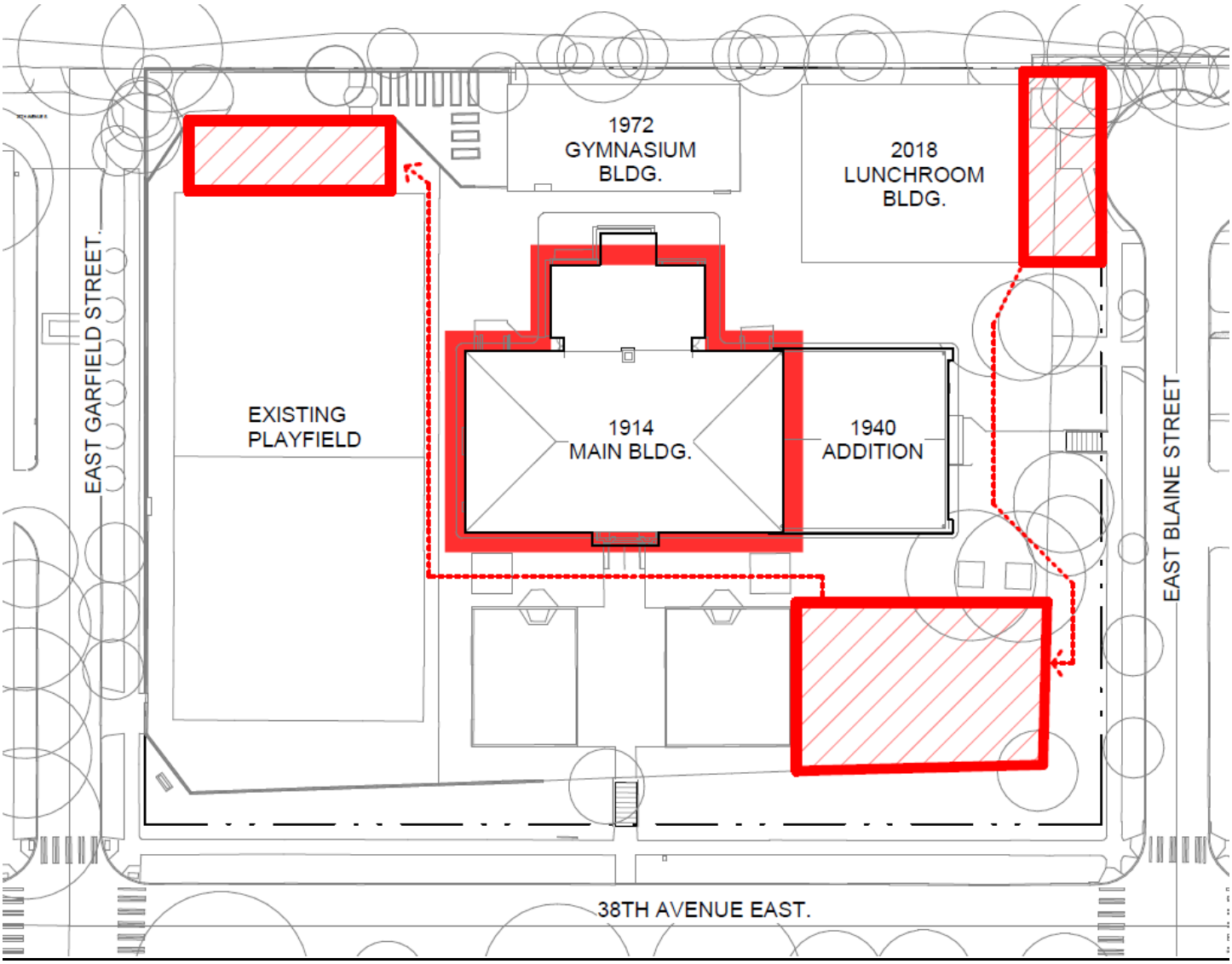
ATTACHMENT E – Existing Conditions Staging Plan



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ATTACHMENT F – Existing Conditions Photo