



Northshore
School District

Office of the Superintendent

Mr. Michael F. Tolley
Superintendent

Administrative Center
3330 Monte Villa Parkway
Bothell, WA 98021-8972
Phone: (425) 408-7701
Fax: (425) 408-7702
www.nsd.org

September 30, 2022

VIA HAND DELIVERY

Capital Projects Advisory Review Board (CPARB)
1500 Jefferson Street SE
MS: 41476
Olympia, WA 98504-1476

**Re: Notice of Appeal of the PRC's Denial of the Northshore School District's
Application for GC/CM Certification**

Dear Capital Projects Advisory Review Board:

Please accept this letter as the Northshore School District's appeal of the Project Review Committee's denial of the School District's request for certification to use the general contractor / construction manager (GC/CM) contracting procedure. While the School District is not requesting reversal of the PRC's decision and will not seek GC/CM certification until it proactively addresses the concerns raised in response to its Application for Certification, the School District nonetheless submits this Appeal to advise CPARB of certain issues that the School District believes undermined consideration of its Application, and to request that CPARB take appropriate action to address these issues. The School District does not request reconsideration of its Application.

A. Introduction

The School District believes that its Application for Certification, included with the appeal as Attachment A, demonstrated that the District has an extensive history of successfully managing GC/CM projects and further that the School District meets the requirements for certification based on the requirements of RCW 39.10.270. The PRC previously agreed when it granted the School District agency certification in 2016. Nonetheless, the School District respects the PRC's more recent decision to deny it GC/CM certification and will work diligently to address the concerns raised, implement its improved internal processes, and demonstrate its continued ability to successfully manage GC/CM projects.

While the School District intends to and will move forward and focus on the success of its forthcoming projects, several of which it intends to present to the PRC for project-specific GC/CM approval, the School District is nonetheless submitting this appeal to document what it believes was a serious misstep in the PRC's consideration of its Application and to request that CPARB address this issue in the interest of preserving the integrity of the Alternative Public Works framework going forward. Specifically, consideration of the School District's Application was improperly disrupted by a single PRC member—Mike Pellitteri of PELLCO Construction Inc.—who until only weeks ago was involved in contentious, years-long litigation with the School District. Given this personal history, Mr. Pellitteri's participation in consideration of the School District's Application alone was improper. And Mr. Pellitteri did not only *participate* in the hearing: he actively and aggressively *undermined* the PRC's consideration of the School District's Application. Mr. Pellitteri's conduct was improper and prejudicial and should be addressed through appropriate CPARB action.

B. Background

Northshore School District is a public school district located in King and Snohomish counties. The School District serves over 22,000 students in 33 schools. Over the past decade, the School District has managed an extensive capital bond program that has involved construction of multiple new facilities across the District, including six major GC/CM projects.

Based on its experience with GC/CM delivery, the School District previously applied for and was awarded certification to use the GC/CM model. Following this certification, the School District successfully completed three major GC/CM projects (one elementary school, one elementary/middle school addition, and one concert hall high school addition) during its 2018 bond cycle. Each of these projects was procured in full compliance with RCW 39.10, and each exemplified the value of the GC/CM model.

In preparation for a slate of projects funded by the School District's 2022 bond, the School District submitted a new Application to the PRC for certification to use the GC/CM model, as the School District's prior certification had expired. The School District's Application, included as Attachment A, detailed the School District's wealth of experience using GC/CM delivery; its management plans and rationale for using GC/CM; its detailed contracting procedures; its demonstrated success in using GC/CM; its ability to successfully manage its capital facilities plans; and its ability to meet the requirements of RCW 39.10, among other information.

The PRC considered the School District's Application at a hearing held on Friday, September 23. At the conclusion of the hearing, a majority of the PRC voted to deny the School District's Application. The School District will actively address the issues the PRC raised related to its Application and intends to seek project-specific GC/CM approval for several forthcoming projects. And at an appropriate time in the future, the School District looks forward to submitting a renewed application for GC/CM certification.

C. Basis of Appeal

The School District respects the process and the care with which PRC evaluations are typically undertaken. And, given the enormous benefit the School District has derived from utilizing Washington's Alternative Public Works system, the School District is a strong proponent of supporting the success of this system. However, in this instance, the process designed to ensure the integrity of the system fell short, and the School District was deprived of a fair and unbiased opportunity to be heard. As outlined below, the School District raises these concerns with CPARB so they may be addressed proactively, consistent with the goals of RCW 39.10.

1. The PRC's Hearing Was Not Conducted in a Fair and Impartial Manner

The PRC's hearing related to the School District's Application, held on September 23, 2022, was not conducted in a fair and impartial manner in keeping with the goals of RCW 39.10. Instead, the meeting was intentionally disrupted and derailed by Mr. Pellitteri, who holds known animosity and bias against the School District based on recent litigation. This procedural impropriety undermined the PRC's deliberative process and strongly influenced its resulting denial of the School District's Application.

a. Mr. Pellitteri's Participation as a Panelist Was Improper

As background, until very recently, Mr. Pellitteri's company (PELLCO Construction, Inc.) had been involved in contentious, years-long litigation with the School District, which PELLCO lost at every level of the Washington court system. This litigation arose from construction of the School District's Inglemoor High School Concert Hall Addition Project ("Inglemoor Project").

Following the RCW 39.10 procurement process, the School District engaged Cornerstone General Contractors, Inc. ("Cornerstone"), as its GC/CM to build the Inglemoor Project. Cornerstone, in coordination with the School District and its GC/CM advisor (OAC Services), developed bid packages for the project. The bid packages included, among others, a "03.1-Structures" package, which at the time included cast-in-place concrete, architectural precast concrete, structural steel, steel fabrications, metal joists, metal decking, railings, and the elevator for the project. While this type of combined "structures package" is not standard, the School District project team agreed with Cornerstone that it was in the best interest of the Inglemoor Project because it would allow the successful bidder to efficiently coordinate and complete interrelated work elements and address some unique phasing challenges. The School District's bidding documents notified bidders that Cornerstone intended to bid on this package and that, as a result, the School District would administer the bid opening.

In advance of the bid, PELLCO contacted the School District to express concerns about the "03.1-Structures" bid package. In particular, PELLCO volunteered its opinion that the bundling of this bid package was "not in the school district's best interest," and that, as a result, the School District should "consider breaking this bid package up . . ." Contrary to Mr. Pellitteri's comments at the PRC meeting, the School District considered and took action on PELLCO's request, although RCW 39.10 did not mandate it do so. To address PELLCO's concerns, the

School District issued an addendum, extending the bid date by one week and providing an option for interested firms, including PELLCO, to bid on concrete and steel work separately (rather than as a combined package), which would allow the School District the flexibility to award the work in any combination to determine the best price. In response, Mr. Pellitteri (on behalf of PELLCO) stated: “This is a very reasonable approach.”

As required by RCW 39.10.390(2), the School District managed the bid opening for the structures package. The concrete, steel, and combined packages generated strong competition and bid coverage, with a total of five different contractors submitting seven bids for the three packages. Cornerstone was the low bidder (by approximately \$70,000) on the structures package and was awarded the work accordingly.

Thereafter, PELLCO filed a bid protest, arguing that RCW 39.10.390 prohibited Cornerstone from submitting a bid on the structures package because, according to PELLCO, Cornerstone did not “customarily perform” all of the work within the structures package. After its bid protest was denied, PELLCO took the unusual step of filing a lawsuit in King County Superior Court, requesting that the Court issue a preliminary injunction barring Cornerstone from performing the work. PELLCO’s lawsuit was based on the premise that Cornerstone’s low bid must be rejected because RCW 39.10.390 requires a general contractor bidding on work to perform all of the work within the bid package *exclusively with its own employees*. In support of PELLCO’s case, Mr. Pellitteri submitted testimony, noting how PELLCO often competed against Cornerstone and made personal attacks about Cornerstone’s company history. The Trial Court ruled in favor of the School District, denying PELLCO’s case and determining that PELLCO’s position was unsupported.

After denial of its case at the Trial Court, PELLCO filed an appeal before Division 1 of the Washington Court of Appeals. The Court of Appeals rejected PELLCO’s appeal. PELLCO then sought further relief, petitioning the Supreme Court of Washington to accept review of its case. The Supreme Court, as the final arbiter of disputes in our State, rejected PELLCO’s case. The Trial Court thereafter entered judgment in favor of the School District and awarded the School District its costs from PELLCO in July 2022. PELLCO paid the School District its awarded costs in August 2022, while the School District’s Application was pending.

Mr. Pellitteri’s concerns about the Inglemoor Project bidding process were rejected by every level of the Washington Court system. Due to his involvement in the recent litigation, however, Mr. Pellitteri should have recused himself from the PRC’s consideration of the School District’s Application. His refusal to do so was improper, undermined the PRC’s deliberative process, and violated PRC Bylaws. *See* PRC Operating Bylaws, Article 10 (“If a member has or appears to have an interest in an application that has been submitted to the PRC, that member is to (1) disclose that interest to the PRC on the record, (2) recuse themselves from participation in any meeting involving PRC action on that application, and (3) have no discussion or other contact with another PRC member relating to that application.”); (“Any member of the committee directly or indirectly affiliated with a submittal before the PRC must recuse himself or herself from the PRC consideration of that submittal.”); *see also* CPARB Bylaws, Article VII,

Section 1(2) (“ . . . The PRC committee procedures and bylaws shall incorporate a conflict of interest and recusal policy that complies with all federal and state requirements and that inspires the public trust.”).

b. Mr. Pellitteri’s Conduct at the Hearing Was Improper

Not only did Mr. Pellitteri improperly participate in and vote during the hearing on the School District’s Application, but he allowed his personal animus and bias to affect the deliberation process. Indeed, throughout the hearing, Mr. Pellitteri attempted to commandeer the School District’s interview with questions strategically intended to surprise the School District and convey the (incorrect) impression that the School District had previously misled the PRC and administered GC/CM projects in a manner inconsistent with RCW 39.10. This conduct was improper and prejudicial.

To illustrate, Mr. Pellitteri asked about a planned project schedule apparently referenced in a 2013 PRC application in an effort to demonstrate that the School District previously “misled” the PRC based on a change in this schedule that occurred later. This question was not raised in advance and Mr. Pellitteri ignored that the District’s current staff almost all arrived after 2013. Current staff was able to answer Mr. Pellitteri’s question by noting that the project schedule changed based on a District-wide change in the grades that would be designated for the new school. The School District did not previously “mislead” the PRC.

Mr. Pellitteri also accused the School District of failing to administer the bid process appropriately on the Inglemoor Project, discussed above. When it was pointed out that the Inglemoor Project had been the subject of litigation in which PELLCO repeatedly lost, and that the *same concerns* Mr. Pellitteri was raising had been rejected by the Washington court system at every level, Mr. Pellitteri became heated, at one time swearing, and suggested a further appeal to CPARB regarding the issues he previously litigated.¹

Overall, Mr. Pellitteri consumed so much of the hearing’s question and answer period that the School District was unable to fully answer the legitimate PRC questions about its qualifications and experience.

Mr. Pellitteri’s inappropriate conduct had a number of direct impacts that undermined PRC’s consideration of the School District’s Application. In particular, through his comments, Mr. Pellitteri improperly attempted to convey that the District had failed to comply with RCW 39.10 and administered GC/CM projects improperly (it had not) and actively attempted to distract the Committee from its role in assessing whether the District meets the requirements of RCW 39.10.270 (it does). This was procedurally improper and deprived the School District of a fair opportunity to be heard. Had the District been able to respond fully to the PRC’s questions and explain the context for why certain questions could not be fully answered without additional

¹ There is not typically an appeal available after a party loses its case at the Washington Supreme Court.

time, the School District believes that the PRC would have recognized that the School District easily meets the requirements for GC/CM certification under RCW 39.10.270.²

In sum, it undermines the role of the PRC and public confidence in the Alternative Public Works framework when members allow their own personal views and self-interest—whether financial self-interest or, as here, personal animus—to influence the process. Here, Mr. Pellitteri’s behavior was clearly inappropriate and undermined the validity of the PRC’s consideration of the School District’s Application.


D. Relief Requested

Public confidence in the Alternative Public Works framework is crucial to its success. In this case, the PRC’s deliberative process faltered, and the School District was denied a fair and unbiased opportunity to present its position.

In the interest of moving forward and focusing on the success of its future projects, the School District does not request through this Appeal that CPARB reverse the PRC’s decision or order further consideration of its Application, and will no longer seek GC/CM certification at this time. Instead, the School District intends to submit several forthcoming projects to the PRC for project-specific GC/CM approval and looks forward to hopefully submitting a renewed application for GC/CM certification in the coming years. Because consideration of the School District’s Application so drastically departed from appropriate procedures, however, the School District does request that CPARB take corrective action it deems appropriate in order to protect the integrity of the process going forward.

The School District appreciates CPARB’s consideration of this appeal and looks forward to many successful alternative delivery projects in the future.

Respectfully,


Michael F. Tolley (Sep 29, 2022 16:17 PDT)

Michael F. Tolley
Interim Superintendent, Northshore School District

cc: Project Review Committee (PRC)
c/o Talia Baker, CPARB/PRC Program Specialist
PRC@des.wa.gov

² Under RCW 39.10.270, a public body seeking GC/CM certification “must demonstrate successful management of at least one [GC/CM] project within the previous five years.” Further, the PRC must determine that the public body “[h]as the necessary experience and qualifications to determine which projects are appropriate for using” GC/CM; “[h]as the necessary experience and qualifications to carry out the alternative contracting procedure” and “[h]as resolved any audit findings[.]” RCW 39.10.270(3). The School District meets all of the criteria for certification.

State of Washington
Capital Projects Advisory Review Board (CPARB)
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 Capital Projects and Operations**
- 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.

See Attachment A – 'Project Delivery Assessment Process Flow and Checklist'

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.

Northshore School District Capital Projects team (NSD) has an extensive history of successfully managing complex school construction projects. NSD is well versed in various delivery models, including traditional Design-Bid-Build (DBB), and alternative methods, including GC/CM, ESCO and JOC. Since 1990, the NSD team has overseen the renovation of three high schools, two using GC/CM, and constructed a fourth, North Creek High School, utilizing GC/CM with E&MC/CM. In addition, the team has also converted a warehouse and a local office building into two different alternative high schools. They have renovated three middle schools, one using GC/CM, built a shared addition between a middle and elementary school, utilizing GC/CM with E&MC/CM and constructed a new elementary school, Ruby Bridges Elementary, utilizing GC/CM, E&MC/CM. More recently, the NSD team constructed and opened a world-class concert hall for Northshore School District at Inglemoor High School, utilizing GC/CM with EC/CM, all while continually completing over \$39 million of building improvement projects at multiple sites with varying delivery types.

All these projects were complex, phased, and took place on occupied sites and directly managed by in-house staff.

ORGANIZATIONAL CONTROLS OUTLINED BELOW:

Project Management and Decision Making:

- Authority and decision-making responsibility will be in accord with the organization described within.
- Planning and Design Administrators meet weekly with Dri Ralph or Todd Hall and bi-monthly as a group to discuss and plan, assist with decision-making, develop, and track schedules, identify project needs, develop and track budget, establish strategy and recommend courses of action for implementation of projects.
- Planning and Design Administrators coordinate all documentation and communication and serve as the primary point of contact for the GC/CM teams.

Communication:

- NSD will use a variety of well-established formal and informal tools to provide continuous, effective, and impactful communications with all project stakeholders.
- Following GC/CM selection, NSD will meet regularly during the design and construction phases to conduct interim reviews of the program, design, costs, and schedule to ensure NSD expectations and vision is being achieved and the project is being executed in accordance with the plans.

Project Progress:

- Design and construction progress will be discussed daily and reported weekly by the GC/CM to NSD via meeting notes and project deliverables.
- Monthly status reports will be completed and distributed by the Planning and Design Administrator to all project stakeholders.
- Project status updates will be provided to the Superintendent weekly.
- Monthly expenditures and project updates will be provided to Board for all outstanding capital projects.

Budget:

- The Planning and Design Administrator will manage and track project finances and report budget status, committed costs, costs to date and forecast project cost monthly.
- Program financials are reconciled monthly with NSD accounting to assure accurate reporting.
- NSD will utilize project contingency to address owner-driven scope changes and unforeseen conditions.

Schedule:

- The proposed project milestone schedule will be provided in the GC/CM RFQ/RFP documents.
- The successful GC/CM will work with NSD to produce a detailed project schedule with critical path dependencies reporting task and duration for all permitting, design, bidding and construction, closeout, and warranty activities, per the GC/CM contract.
- 3-week "look ahead" schedules will be delivered and reviewed at weekly meetings.
- Schedules with monthly updates will be delivered at each pay application.
- NSD will review, analyze, and report on the schedule, monthly.

Risk and Opportunities:

- NSD and the GC/CM will develop and track project risks on a risk register.
- The risk register will identify all potential risks, quantify the likelihood of each risk, identify potential schedule and monetary impacts, develop risk mitigation measures and assign responsibilities.
- Project risks to be evaluated and updated monthly as new risks are identified and others are mitigated.

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).

Projects will be managed by NSD within the Support Services department with assistance from OAC Services as alternative delivery advisors. Project changes will be controlled through designation of signing authority, under the overarching authority of the NSD Board of Directors. Review, approval, and signing authority are granted to the following individuals as outlined below:

- **Michael Tolley**, Interim Superintendent – Signs all Contracts and Purchase Orders
- **Tracy Patterson**, Chief Financial Officer – Review approval of all Purchase Orders and signs all Contracts
- **Duggan Harman**, Deputy Superintendent – Review approval of all Contracts and Purchase Orders
- **Dri Ralph**, Executive Director of Capital Projects and Operations – Review approval of all Purchase Orders and Contracts
- **Todd Hall**, Director of Capital Projects - Review approval of all Purchase Orders and Contracts
- **Joy Kuhlmann**, Contracts and Procurement Manager – Signs all Contracts and Purchase Orders

The NSD team is led by Executive Director of Capital Projects and Operations, Dri Ralph, who has oversight of contract negotiations and approval of financial matters for all capital projects. Dri is supported by Todd Hall, Director of Capital Projects who will provide day to day leadership for NSD Planning and Design Administrators. The financial management and forecasting for the District’s 2022 bond program is led by Capital Projects Budget Analyst (Finance Lead), Aaron Huotari.

Daily project management and oversight is provided by the Planning and Design Administrator/Project Manager who serves as the GC/CM’s main point of contact, responsible for coordinating interaction with all project stakeholders to ensure timely decision-making and direction in support of efficient delivery of the project. The NSD team is supported by OAC Services as alternative delivery advisors throughout the process.

Refer to item number two in this application for additional management details.

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)

**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 6 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.

During the life of the 2018 bond, NSD successfully completed one elementary school, one elementary/middle school addition, and one concert hall high school addition all using GC/CM delivery. In addition, NSD has completed multiple millions of dollars of building improvement projects throughout the district.

The Northshore Concert Hall at Inglemoor High School especially demonstrated the essential role of the GC/CM in maintaining the project schedule through the close coordination of sequenced procurement sub-bid packages and sequenced 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/Canyon Creek expansion project also demonstrated the value of having a contractor on board early. Tariffs on steel were announced during the design phase and because the GC was already onboard, they were able to procure steel early avoiding significant increase to the price of steel.

For the potential GC/CM projects resulting from the passing of the 2022 bond, NSD is formalizing an updated set of Technical Specification Standards focused on sustainable practices. In addition, NSD intends to work with our GC/CM partners on enhanced MWBE participation through careful structuring of sub-bid packages.

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.

NSD has delivered \$450M in capital projects in the past decade, including \$350M using GC/CM delivery. The NSD team identified herein is qualified and prepared to do so again in the coming years for our next bond cycles. The right people are in the right positions to support this effort, including Dri Ralph as the Executive Director to Planning, Todd Hall, Director of Capital Projects, OAC Services as the alternative delivery advisor, and multiple experienced Planning and Design Administrators who will be responsible for day-to-day leadership of GC/CM projects. Management will be executed using established processes and procedures to ensure projects are delivered on time, on budget, and demonstrate excellence in alternative delivery practices.

NSD goes through an extensive bond planning process. For the 2022 Bond this involved forming a taskforce that met bi-monthly for over 4 months. The taskforce consisted of over 70 community members (including, students, parents, and community members) and evaluated district growth, building conditions, and community priorities. The recommendations from that committee provided a prioritized recommendation to the School Board. The Board adopted those recommendations in the resolution provided to voters.

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:

Below is an outline of anticipated projects we plan to deliver using GC/CM under our 2022 capital bond if granted agency approval. Future projects under future bonds will be considered as using the process described in Attachment A.

Inglemoor High School Phase 1 Replacement

Scope: First phase of a multi-phase replacement of a comprehensive high school including the removal of six portable classrooms and the addition of permanent classrooms, athletics support space, new commons, improved site circulation and building entry, and administrative area renovations.

Total project budget: \$100 million

Scheduled date of occupancy: Occupancy for this phase is anticipated in 2026

Planning and Design Administrator (PM): Koren Copps of OAC Services

Architect: TBD

Status: RFP for design services pending PRC approval

Potential GC/CM criteria: Complex schedule of a phased project on an occupied site with wetlands and known stormwater restrictions.

Leota Middle School Phase 1 Replacement

Scope: First phase of a two-phase replacement of a middle school including the removal of seven portable classrooms and the addition of permanent classrooms, new gyms, commons, improved site circulation and new entry, and administrative area renovations.

Total project budget: \$60 million

Scheduled date of occupancy: Occupancy for this phase is anticipated in 2026

Planning and Design Administrator (PM): Sung Joung

Architect: TBD

Status: RFP for design services pending PRC approval

Potential GC/CM criteria: Complex schedule of a phased project on an occupied site with aging mechanical and electrical systems.

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 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

Northshore School District has received no 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, women and minority-owned business participation.

NSD is committed to increasing business opportunities for historically disadvantaged businesses, including small, women and minority-owned businesses. Outreach efforts are anticipated to include, at a minimum, the following:

- Establish minimum participation goals for each GC/CM project.
- GC/CM proposers will be evaluated and scored on their approach to outreach and inclusion plans as well as past performance.
- Goals will be tracked both on a project and program level.
- Targeted, project and program outreach will be conducted at the onset of each project and throughout buyout, led by NSD and GC/CM as appropriate. This includes preproposal and outreach meetings, etc.
- Developing internal processes for subcontractor outreach to target recruitment for underutilized businesses.
- Developing partnerships with K-12 designers and general contractors for mentorship programs and the active development of small, minority and women owned businesses. The Executive Director of Capital Projects and Operations and GC/CM will work together to achieve participation goals (or good faith effort) of small, minority and women owned businesses, and local business participation goals for each project.
- NSD will also work with the GC/CM to assist with their outreach plan and connect them to local resources. Outreach and progress to our goals will be reviewed on a regular basis with each contractor.

- NSD will collaborate with teams to engage with community advocacy groups in an effective and meaningful way. This may include, but is not limited to, the following organizations such as Tabor 100, the National Association of Minority Contractors, Black Collective, National Association of Women in Construction, the Hispanic Chamber of Commerce, the Korean American Chamber of Commerce, and the Regional Contracting Forum.

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 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.

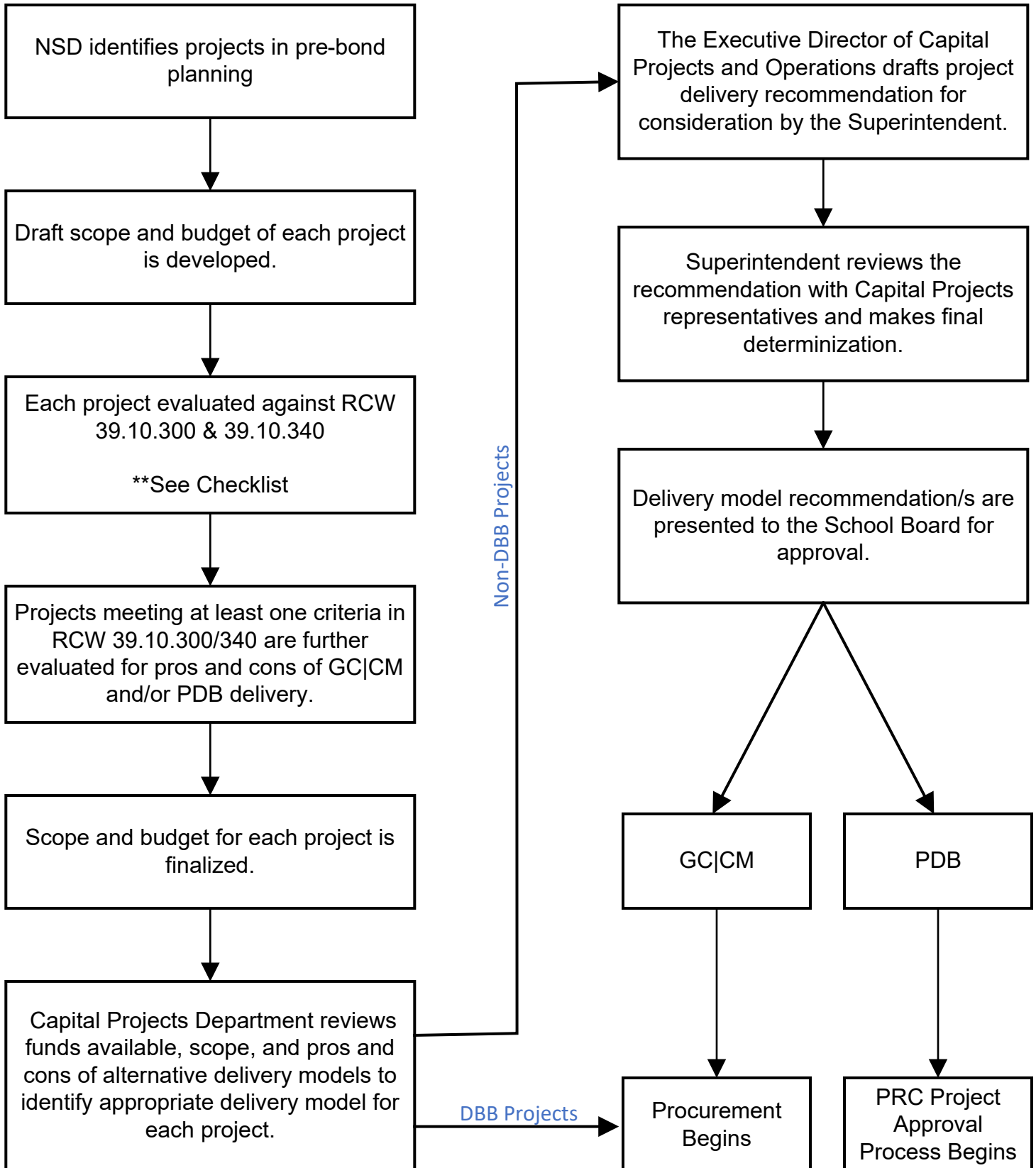
Signature: *Dri Ralph*

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

Title: Executive Director of Capital Projects and Operations

Date: 22 August 2022

Project Delivery Method Assessment - Process Flow



Attachment A

Project Delivery Method Assessment - Checklist and Recommendation



Project Manager:

Project Name:

Address:

Architect:

Scope of work outline:

Proposed schedule (include any special constraints):

Total project budget:

Proposed GMP for construction only:

Internal Project Review Questions are as follows (Circle):

GC/CM

- Is the project to be occupied during the construction phase? Yes or No
- Is the site very constricted with limited access? Yes or No
- The project is very complex or technical requiring high level of expertise? Yes or No
- Implementation involves complex phasing, scheduling or coordination? Yes or No
- The project requires work in historic building or in neighborhood which is very active and requires project input? Yes or No
- Budget success requires involvement of a GCCM during the design stage? Yes or No

PDB

Attachment A

PDB

- Are the construction activities highly specialized and is a design-build approach critical in developing the construction methodology?
- Will the project benefit from the opportunity for greater innovation or efficiencies between the designer and the builder?
- Will significant savings in project delivery time would be realized if design-build delivery is used?

Project Manager delivery method recommendation: GCCM, DBB, PDB (Circle)

Brief explanation:

Signed:

Executive Director of Capital Projects and Operations

**Approved/Disapproved:
(Circle)**

Associate Superintendent

Concur:

Superintendent

Attachment B

Northshore School District Staff Construction Experience

Name	Summary of Experience	Project	Project Size	Project Type	Role During Project Phase			Role Start	Role Finish
					Planning	Design	Construction		
Dri Ralph	Executive Director of Capital Projects and Operations - Dri has over 18 years of experience leading civic construction projects with increasing responsibility. Prior to joining the Northshore School District, Dri spent fourteen years with the King County Library System. During her time there, she oversaw 46 library construction projects utilizing DBB, DB and GC/CM project delivery with a total combined value of \$190 million. Since joining NSD, Dri has played a key leadership role in the GC/CM delivery of Skyview Middle School/Canyon Creek Elementary, Northshore Concert Hall at Inglemoor High and Ruby Bridges Elementary.	Northshore Concert Hall	\$38.2M	GC/CM		Executive Director		2018	2022
		Skyview MS/Canyon Creek	\$48.7M	GC/CM		Executive Director		2018	2022
		Ruby Bridges Elementary	\$66.3M	GC/CM		Executive Director		2019	2022
		5 King County Design-Build libraries	\$17.3M	DB		Project Manager		2004	2008
		Burien Library and City Hall	\$17.5M	GC/CM		Project Manager		2004	2007
Todd Hall	Director of Capital Projects - Todd has over 20 years of land use planning, environmental review, and permitting experience. Prior to joining the Northshore School District, Todd spent 17 years working for various Puget Sound area local jurisdictions, most recently serving the City of Lynnwood where he managed all long-range and strategic planning activities, reviewed multiple large-scale commercial, residential and public projects, including several school project applications for Edmonds School District. He coordinated the City's environmental (SEPA) review process and was responsible for reviewing multiple essential public facility projects, including Sound Transit's Lynnwood Link Light Rail Extension & Station. Todd has previous private sector experience, working both for an environmental planning and landscape firm, as well as a survey/engineering/planning firm, both in the Seattle area.	Sound Transit Lynnwood Link Extension	\$3.2B	GC/CM		Planning Manager		2017	2019
		Northline Village Development (Lynnwood City Ctr.)	*	Private		Planning Manager		2017	2019
		Lynnwood Place (Costco/Home Depot)	*	Private		Planning Manager		2017	2019
		Lynnwood Elementary (Edmonds School District)	\$42M	GC/CM		Senior Planner		2017	2019
		Lynndale Elementary (replacement) (Edmonds School District)	\$35M	GC/CM		Senior Planner		2016	2017
		Alderwood Mall Expansion	*	Private		Planning Manager		2012	2019
			*Private, ongoing, multi-phased projects. Budget is undisclosed.						
Sung Joung	Planning & Design Administrator - Sung has 24 years of construction and project management experience. Sung has been responsible for overall project management, including developing and managing project schedules and budgets for projects valued up to 1.3 billion US Dollars. His projects have been delivered in the public and private sector under various delivery models including: Firm Fixed Price, Cost plus Fixed Fee, T&M, DBB, DB, CM at Risk, GC/CM, and ESCO. Sung has extensive experience and knowledge in CPM schedules and consistent delivery of savings in cost and time through developing and managing Time Impact Analysis (TIA), delay mitigation strategies, contract risk management, time extension negotiations, claims analysis, and change order management.	Innovation Lab High School	\$32M	ESCO		Project Manager		2019	2021
		Ruby Bridges Elementary School	\$53M	GC/CM		Project Manager		2018	2020
		US Army Garrison Humphreys Land Development and Utilities Infrastructure	\$450M	DB		Project Control Manager		2011	2018
		New Songdo International City Development. Northeast Asia Trade Tower, Songdo International School, Songdo Central Park,	\$1B	CM at Risk		Project Control Manager		2008	2011
		Souder Commuter Rail and Regional Express	\$1.3B	NA		Project Control Specialist		2005	2008

Attachment B

<p>Ngan-Ha Yang "Ha"</p>	<p>Planning & Design Administrator - Ha is a registered professional engineer, associate DBIA™, and certified project management professional with over 14 years of experience in the design and construction industry. During her tenure at NSD Ha She has worked as the Planning and Design Administrator on multiple ESCO projects with a combined value of \$27.6 million dollars. She has also worked on a variety of building improvements and field projects. Prior to joining NSD, Ha was a Project Manager for the City of Lynnwood, overseeing comprehensive planning, development of policies and guidelines, administration, record keeping, reporting and budgeting of 16 capital projects with total budget of approximately \$52M. She played a key role in the development of Basis of Design, selection of design consultants, feasibility assessment of existing facilities, preparation of RFP documents and management of design consultants and budgets throughout the design and construction process.</p>	Woodinville HS Phase1 ESCO	\$3.3M	ESCO	Project Manager			2021	Present
		District Wide Flooring Upgrade Program	\$4.6M	DBB	Project Manager			2020	Present
		Westhill ES HVAC Improvements	\$3M	ESCO	Project Manager			2020	2021
		Lockwood ES Remediation	\$4.7M	DB	Project Manager			2020	2021
		Kokanee ES HVAC Improvements	\$7.5M	ESCO	Project Manager			2019	2021
		East Ridge ES HVAC Improvements	\$5M	ESCO	Project Manager			2019	2020
		Lockwood ES HVAC Improvements	7.5M	ESCO	Project Manager			2019	2020
<p>Cliff Bambach</p>	<p>Planning & Design Administrator - Cliff has over 25 years of project and construction management experience. . He has experience with differing types of contracts – architect/engineers, surveys/assessments, design-bid-build, purchasing cooperatives, and Job Oder Contracting involving direct negotiations of \$1M+ projects. Cliff developed and implemented a K-12 District-wide security assessment, which built a \$25M security program for Northshore Schools and drove project funding and execution decisions. Cliff delivered a project that both met security objectives and schedule and budget requirements. Prior to his time at NSD Cliff was part of the Coast Guard. There he implemented a new financial system. For this project, Cliff led the pilot program of developing and implementing processes/procedures for all Coast Guard units in the Pacific Northwest which would ultimately be extended Coast Guard</p>	NSD - Security Program Build/Prioritization	\$25M	Planning	Program Manager			2018	Present
		NSD - Various security projects	\$9M	DBB	Project Manager			2018	2020
		Northshore Concert Hall	\$38.2M	GC/CM	Project Assistant			2018	2022
		Skyview MS/Canyon Creek	\$48.7M	GC/CM	Project Assistant			2018	2022
		Ruby Bridges Elementary	\$66.3M	GC/CM	Project Assistant			2019	2022
		USCG West Coast Maintenance and Repair Construction Program	\$75M	Planning	Program Manager			2007	2010
<p>Brian Jones</p>	<p>Construction 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 and multiple building and facility improvement projects implementing multiple delivery methods.</p>	Inglemoor Concert Hall	\$40M	GC/CM	Construction Manager			2021	2022
		Boise State University, Civil Engineering Building	\$30M	DB	Estimator/PM	Estimator/PM	Estimator/PM	2008	2009
		St Alphonsis Medical Center, MOB 7, Boise ID	\$40M	DB	Estimator/PM	Estimator/PM	Estimator/PM	2007	2008
		Joplin Road Lift Station, Boise Id	\$15M	DB	Estimator/PM	Estimator/PM	Estimator/PM	2006	2008
		11th And Front Parking Garage, Boise ID	\$10M	DB	Estimator/PM	Estimator/PM	Estimator/PM	2006	2007

Attachment C

Northshore School District Construction History

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

Project Name	Project Description	Contracting Method	Lead Design Firm	General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Original Budget at Authorization	Final Cost	Reason for cost or schedule overrun
1 Innovation Lab HS	Renovation of office building for choice HS	ESCO	Integrus Architects	McKinstry	Feb-20	Aug-21	Feb-20	Aug-21	\$ 14.7M	\$ 14M	
2 Kokanee ES	HVAC, roofing, and fire sprinkler upgrades	ESCO	McKinstry	McKinstry	May-19	Apr-21	May-19	Apr-21	\$ 7.6M	\$ 7.4M	
3 Lockwood ES Phase 1	Heating system upgrade and roof replacement	ESCO	MacDonald Miller	MacDonald Miller	May-19	Aug-20	May-19	Aug-20	\$ 7M	\$ 6.3M	
4 East Ridge ES	HVAC and roofing upgrades	ESCO	McKinstry	McKinstry	Feb-19	Apr-21	Feb-19	Apr-21	\$ 5.4M	\$ 5M	
5 Northshore Concert Hall at Inglemoor HS	New construction concert hall and classrooms	GCCM	Hutteball Oremus Architects	Cornerstone GC, Inc.	Jan-18	Jun-22	Jan-18	Jun-22	\$ 30.5M	\$ 38.2M	Authorized additions to the project
6 Skyview MS/Canyon Creek ES	New construction classroom addition	GCCM	BLRB	Cornerstone GC, Inc.	May-16	Jan-21	May-16	Jan-21	\$ 50M	\$ 48.7M	
7 Ruby Bridges ES	New construction of ES	GCCM	Dykeman	Cornerstone GC, Inc.	Dec-15	Dec-21	Dec-15	Dec-21	\$ 80M	\$ 66.3M	
8 Woodinville HS Phase 3	Partial replacement of HS	GCCM	Studio Meng Strazzara	Cornerstone GC, Inc.	Jul-15	Aug-16	Jul-15	Aug-16	\$ 15.8M	\$14.2M	
9 North Creek HS	New construction of HS	GCCM	Dykeman	Cornerstone GC, Inc.	Dec-12	Mar-19	Dec-12	Mar-19	\$ 130M	\$ 125M	
10 Kenmore MS Phase 3	MS Modernization	DBB	NAC Architects	Korsmo Construction	Jul-10	Dec-12	Jul-10	Dec-12	\$ 15.4M	\$ 14.3M	
11 Woodinville HS Phase 2	Partial replacement of MS	GCCM	Studio Meng Strazzara	Cornerstone GC, Inc.	May-10	Nov-12	May-10	Nov-12	\$ 49.3M	\$ 43.9M	

Attachment D

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 with 39.10
1 Northshore Concert Hall at Inglemoor HS	Cornerstone GC, Inc.	\$ 29,741,188	\$ 5,449,900	\$ 24,291,288	18.32%	YES
2 Skyview MS/Canyon Creek ES	Cornerstone GC, Inc.	\$ 36,933,490	\$ 7,949,815	\$ 28,983,675	21.52%	YES
3 Ruby Bridges ES	Cornerstone GC, Inc.	\$ 52,502,315	\$ 10,497,324	\$ 42,004,991	19.99%	YES
4 Woodinville HS Phase 3	Cornerstone GC, Inc.	\$ 14,234,733	\$ 2,854,196	\$ 11,380,537	20.05%	YES
5 North Creek HS	Cornerstone GC, Inc.	\$ 90,780,162	\$ 13,227,087	\$ 77,553,075	14.57%	YES
6 Woodinville HS Phase 2	Cornerstone GC, Inc.	\$ 35,038,582	\$ 1,300,000	\$ 33,738,582	3.71%	YES

Attachment D

INGLEMOOR HIGH SCHOOL CONCERT HALL + MUSIC BUILDING
TCC Summary by Bid Package
April 10, 2021



Project: TCC: Enclosed Structural Gross SF:		IHSCH AS BID TCC-01		IHSCH AS BID TCC-02		IHSCH TOTAL TCC		COMMENTS
		36,958		36,958		36,958		
Div	Description	Estimate Amount	\$/SF	Estimate Amount	\$/SF	Estimate Amount	\$/SF	
BP-03.1/05.1	STRUCTURES	\$ 4,428,000	\$ 119.81	\$ -	\$ -	\$ 4,428,000	\$ 119.81	CGC Low Bid
BP-06.1	CASEWORK & FINISH CARPENTRY	\$ 1,444,700	\$ 39.09	\$ -	\$ -	\$ 1,444,700	\$ 39.09	ISEC Low Bid
BP-07.1	METAL PANELS, SIDING & FLASHINGS	\$ 1,496,660	\$ 40.50	\$ -	\$ -	\$ 1,496,660	\$ 40.50	AXIOM Low Bid
BP-07.2	THERMOPLASTIC MEMBRANE ROOFING	\$ 365,629	\$ 9.89	\$ -	\$ -	\$ 365,629	\$ 9.89	QUEEN CITY Low Bid
BP-08.1	ALUMINUM WINDOW SYSTEMS & GLASS	\$ 621,270	\$ 16.81	\$ -	\$ -	\$ 621,270	\$ 16.81	REFLECTIONS Low Bid
BP-08.2	OPENINGS	\$ 522,900	\$ 14.15	\$ -	\$ -	\$ 522,900	\$ 14.15	CGC Low Bid
BP-09.1	FRAMING & GWB	\$ 1,813,965	\$ 49.08	\$ -	\$ -	\$ 1,813,965	\$ 49.08	ALLIANCE Low Bid
BP-09.2	ACOUSTICAL CEILINGS AND TREATMENTS	\$ 368,000	\$ 9.96	\$ -	\$ -	\$ 368,000	\$ 9.96	FORREST SOUND Low Bid
BP-09.3a	CARPET	\$ 88,500	\$ 2.39	\$ -	\$ -	\$ 88,500	\$ 2.39	BERESFORD Low Bid
BP-09.3b	RESILIENT	\$ 89,000	\$ 2.41	\$ -	\$ -	\$ 89,000	\$ 2.41	SPECTRA Low Bid
BP-09.4	TILING	\$ 108,940	\$ 2.95	\$ -	\$ -	\$ 108,940	\$ 2.95	QUALITY FLOORS Low Bid
BP-09.5	PAINTING, COATINGS & SEALANTS	\$ 137,500	\$ 3.72	\$ -	\$ -	\$ 137,500	\$ 3.72	SPECTRUM Low Bid
BP-10.1	CONSTRUCTION SPECIALTIES & FINISH CARPENTRY	\$ 499,000	\$ 13.50	\$ -	\$ -	\$ 499,000	\$ 13.50	CGC Low Bid
BP-12.1	FIXED AUDIENCE SEATING	\$ 242,164	\$ 6.55	\$ -	\$ -	\$ 242,164	\$ 6.55	HUSSEY LOW BID
BP-14.1	ELEVATORS	\$ 121,506	\$ 3.29	\$ -	\$ -	\$ 121,506	\$ 3.29	PUGET SOUND ELEVATOR Low Bid
BP-21.1	FIRE SPRINKLERS	\$ 189,680	\$ 5.13	\$ -	\$ -	\$ 189,680	\$ 5.13	COLUMBIA Low Bid
BP-22.1	MECHANICAL	\$ 3,049,000	\$ 82.50	\$ -	\$ -	\$ 3,049,000	\$ 82.50	RAMSET LOW BID
ECCM	ELECTRICAL	\$ 3,681,757	\$ 99.62	\$ -	\$ -	\$ 3,681,757	\$ 99.62	MILNE MASC
BP-31.1	EARTH & UTILITIES	\$ 2,416,585	\$ 65.39	\$ -	\$ -	\$ 2,416,585	\$ 65.39	CONTINENTAL DIRT Low Bid
BP-31.2	ASPHALT PAVING	\$ 348,500	\$ 9.43	\$ -	\$ -	\$ 348,500	\$ 9.43	OLYMPIC Dirt Low Bid
BP-31.3	CONCRETE CURBS & SIDEWALKS	\$ 366,000	\$ 9.90	\$ -	\$ -	\$ 366,000	\$ 9.90	INTERWEST Dirt Low Bid
BP-32.1	LANDSCAPE & IRRIGATION	\$ 270,827	\$ 7.33	\$ -	\$ -	\$ 270,827	\$ 7.33	KIRKLAND LANDCARE Low Bid
UA	Unawarded Allowance	\$ 209,974	\$ 5.68	\$ 93,000	\$ 2.52	\$ 302,974	\$ 8.20	Unawarded Allowances
TCA	Tennis Courts/Field Event Allowance	\$ 1,000,813	\$ 27.08	\$ 369,187	\$ 9.99	\$ 1,370,000	\$ 37.07	Unawarded Allowances
Total Cost of Work (COW)		\$ 23,880,870	\$ 646.16	\$ 462,187	\$ 12.51	\$ 24,343,057	\$ 658.67	
	Risk Contingency	\$ 955,235	4.00%	\$ 18,487	4.00%	\$ 973,722	4.00%	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	\$ 730.95	\$ 480,674	\$ 13.01	\$ 27,494,942	\$ 743.95	
	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	\$ 791.06	\$ 505,188	\$ 13.67	\$ 29,741,188	\$ 804.73	

Attachment D

Owner Budget Summary

Skyview/CCES GCCM

08/11/22

Skyview MS/Canyon Creek ES

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	Specified General Conditions	\$1,114,256.00	\$0.00	\$0.00	\$1,114,256.00
FEE	GCCM Percent Fee	\$1,301,325.00	\$0.00	\$0.00	\$1,301,325.00
BP-03.1	BP-03.1 Structures (CGC)	\$4,529,000.00	\$1,515,610.00	\$0.00	\$6,044,610.00
BP-04.1	BP-04.1 Masonry	\$999,950.00	(\$15,628.00)	\$0.00	\$984,322.00
BP-06.1	BP-06.1 Casework & Finish Carpentry	\$566,097.00	\$97,786.00	\$0.00	\$663,883.00
BP-07.1	BP-07.1 Metal Siding, Panels and Flashings	\$849,980.00	\$186,911.00	\$0.00	\$1,036,891.00
BP-07.2	BP-07.2 Thermoplastic Membrane Roofing	\$605,865.00	\$160,063.00	\$0.00	\$765,928.00
BP-08.1	BP-08.1 Aluminum Window Systems & Glazing	\$471,027.00	(\$15,569.00)	\$0.00	\$455,458.00
BP-08.2	BP-08.2 Openings (CGC)	\$745,000.00	(\$6,578.00)	\$0.00	\$738,422.00
BP-09.1	BP-09.1 Framing & GWB	\$1,600,000.00	\$490,668.00	\$0.00	\$2,090,668.00
BP-09.2	BP-09.2 Acoustical Ceilings & Treatments	\$429,650.00	\$21,031.00	\$0.00	\$450,681.00
BP-09.3	BP-09.3 Carpet & Resilient	\$458,500.00	\$20,192.00	\$0.00	\$478,692.00
BP-09.4	BP-09.4 Tiling	\$188,270.00	\$51,730.00	\$0.00	\$240,000.00
BP-09.5	BP-09.5 Painting, Coatings & Sealants	\$399,490.00	\$52,750.00	\$0.00	\$452,240.00
BP-10.1	BP-10.1 Construction Specialties (CGC)	\$764,000.00	\$402,783.00	\$0.00	\$1,166,783.00
BP-11.1	BP-11.1 Food Service	\$584,182.00	\$40,310.00	\$0.00	\$624,492.00
BP-21.1	BP-21.1 Fire Sprinklers	\$258,240.00	\$5,758.00	\$0.00	\$263,998.00
BP-31.1	BP-31.1 Site Development	\$4,679,000.00	\$886,615.00	\$0.00	\$5,565,615.00
BP-32.1	BP-32.1 Landscape & Irrigations	\$269,056.00	\$64,284.00	\$0.00	\$333,340.00
MCCM	Mechanical Contractor/Construction Manager (DBC)	\$6,189,397.00	(\$400,000.00)	\$0.00	\$5,789,397.00
ECCM	Electrical Contractor/Construction Manager (MILNE)	\$4,324,805.00	\$493,119.00	\$0.00	\$4,817,924.00
NSS	Negotiated Support Services	\$1,732,766.00	(\$179,785.00)	\$0.00	\$1,552,981.00
UA	Unawarded	\$483,143.00	(\$482,990.00)	\$0.00	\$153.00
GPC	General Project Contingency	\$1,334,378.00	(\$1,334,259.00)	\$0.00	\$119.00
GRC	GCCM Risk Contingency	\$1,260,967.00	(\$1,259,655.00)	\$0.00	\$1,312.00
BOS	Buyout Savings Contingency	\$795,146.00	(\$795,146.00)	\$0.00	\$0.00
Totals:		\$36,933,490.00	\$0.00	\$0.00	\$36,933,490.00

Attachment D

Owner Budget Summary

Maltby Ph1 ES #21 Project - GCCM

08/11/22

Ruby Bridges ES

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	Specified General Conditions	\$1,205,634.00	\$0.00	\$0.00	\$1,205,634.00
FEE	GCCM Percent Fee	\$1,839,796.00	\$0.00	\$0.00	\$1,839,796.00
BP-03.1	BP-03.1 Structures (CGC)	\$5,259,000.00	\$459,341.79	\$0.00	\$5,718,341.79
BP-04.1	BP-04.1 Masonry	\$745,454.00	(\$4,082.10)	\$0.00	\$741,371.90
BP-06.1	BP-06.1 Casework & Finish Carpentry	\$896,875.00	\$50,066.80	\$0.00	\$946,941.80
BP-07.1	BP-07.1 Metal Siding, Panels and Flashings	\$1,559,929.00	\$125,036.00	\$0.00	\$1,684,965.00
BP-07.2	BP-07.2 Thermoplastic Membrane Roofing	\$585,000.00	\$31,170.70	\$0.00	\$616,170.70
BP-08.1	BP-08.1 Aluminum Window Systems & Glazing	\$995,470.00	\$27,009.97	\$0.00	\$1,022,479.97
BP-08.2	BP-08.2 Openings (CGC)	\$847,000.00	\$110,976.06	\$0.00	\$957,976.06
BP-09.1	BP-09.1 Framing & GWB	\$2,720,000.00	\$91,306.07	\$0.00	\$2,811,306.07
BP-09.2	BP-09.2 Acoustical Ceilings & Treatments	\$668,099.00	\$13,169.03	\$0.00	\$681,268.03
BP-09.3	BP-09.3 Carpet & Resilient	\$502,300.00	\$20,238.32	\$0.00	\$522,538.32
BP-09.4	BP-09.4 Tiling	\$138,940.00	\$1,123.62	\$0.00	\$140,063.62
BP-09.5	BP-09.5 Painting, Coatings & Sealants	\$454,380.00	\$67,382.64	\$0.00	\$521,762.64
BP-10.1	BP-10.1 Construction Specialties (CGC)	\$1,647,000.00	\$2,174,007.81	\$0.00	\$3,821,007.81
BP-11.1	BP-11.1 Food Service	\$348,028.00	\$16,465.40	\$0.00	\$364,493.40
BP-21.1	BP-21.1 Fire Sprinklers	\$289,470.00	(\$5,530.40)	\$0.00	\$283,939.60
BP-31.1	BP-31.1 Site Development	\$10,058,650.00	\$1,328,008.38	\$0.00	\$11,386,658.38
BP-32.1	BP-32.1 Landscaping	\$1,138,883.00	\$295,487.00	\$0.00	\$1,434,370.00
MCCM	Mechanical Contractor/Construction Manager (DBC)	\$6,428,364.00	(\$225,700.30)	\$0.00	\$6,202,663.70
ECCM	Electrical Contractor/Construction Manager (MILNE)	\$4,120,603.00	\$702,056.21	\$0.00	\$4,822,659.21
NSS	Negotiated Support Services	\$1,962,556.00	\$40,000.00	\$0.00	\$2,002,556.00
UA	Unawarded	\$2,758,175.00	(\$2,598,493.53)	\$0.00	\$159,681.47
GPC	General Project Contingency	\$1,639,006.00	(\$1,565,523.69)	\$0.00	\$73,482.31
GRC	GCCM Risk Contingency	\$1,826,705.00	(\$155,695.33)	\$0.00	\$1,671,009.67
BOS	Buyout Savings Contingency	\$1,866,998.00	(\$997,820.45)	\$0.00	\$869,177.55
Totals:		\$52,502,315.00	\$0.00	\$0.00	\$52,502,315.00

Attachment D

Owner Budget Summary

08/11/22

Woodinville High School Phase 3 (GCCM)

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
BP02.1	Demolition	\$479,662.00	\$13,657.00	\$0.00	\$493,319.00
BP03.1	Structure (CGC)	\$1,725,419.00	\$337,566.00	\$0.00	\$2,062,985.00
BP06.1	Casework	\$297,723.00	\$11,164.00	\$0.00	\$308,887.00
BP07.1	Metal Siding	\$334,821.00	\$34,803.00	\$0.00	\$369,624.00
BP07.2	Roofing	\$205,000.00	\$100,103.00	\$0.00	\$305,103.00
BP08.1	Glazing	\$104,500.00	(\$1,200.00)	\$0.00	\$103,300.00
BP08.2	D/F/H Supply	\$202,110.00	\$52,187.00	\$0.00	\$254,297.00
BP09.1	GWB	\$725,561.00	\$95,168.00	\$0.00	\$820,729.00
BP09.2	ACT	\$189,950.00	\$21,153.25	\$0.00	\$211,103.25
BP09.3	Painting	\$162,865.00	\$17,598.00	\$0.00	\$180,463.00
BP10.1	Building Specialties (CGC)	\$582,032.00	\$209,179.00	\$0.00	\$791,211.00
BP21.1	Fire Sprinkler	\$293,105.00	\$22,631.00	\$0.00	\$315,736.00
BP22.1	Mechanical	\$2,763,000.00	\$84,845.00	\$0.00	\$2,847,845.00
BP26.1	Electrical	\$2,377,070.00	\$104,988.00	\$0.00	\$2,482,058.00
BP31.1	Earthwork	\$239,425.00	\$143,670.00	\$0.00	\$383,095.00
BP32.1	Landscape & Irrigation	\$83,750.00	\$2,452.00	\$0.00	\$86,202.00
BP32.2	Paving	\$165,330.00	(\$3,722.00)	\$0.00	\$161,608.00
UA	Unawarded	\$343,925.00	(\$343,925.00)	\$0.00	\$0.00
BOS	Buyout Savings	\$4,845.00	(\$4,845.00)	\$0.00	\$0.00
GRC	GCCM Risk Contingency	\$632,056.00	(\$632,056.00)	\$0.00	\$0.00
GPC	General Project Contingency	\$505,645.00	(\$505,645.00)	\$0.00	\$0.00
SGC	GCCM Specified GC's	\$870,000.00	\$0.00	\$0.00	\$870,000.00
NSS	Negotiated Support Services	\$491,022.00	\$7,205.21	\$0.00	\$498,227.21
FEE	GCCM Bid Fee	\$688,941.00	\$0.00	\$0.00	\$688,941.00
Totals:		\$14,467,757.00	(\$233,023.54)	\$0.00	\$14,234,733.46

Attachment D

Owner Budget Summary NSDHS4 GCCM

08/11/22

North Creek High School

Ref	Description	Original Allocation	Budget Transfers	Change Orders	Current Budget
SGC	GCCM Bid Specified GC's	\$1,810,440.00	\$0.00	\$0.00	\$1,810,440.00
FEE	GCCM Bid Fixed FEE	\$3,449,294.00	\$0.00	\$0.00	\$3,449,294.00
NSS	Negotiated Support Services	\$3,632,431.00	(\$169,411.31)	\$0.00	\$3,463,019.69
BP03.1	Cast in Place Concrete (CGC)	\$2,725,000.00	\$2,113,187.00	\$0.00	\$4,838,187.00
BP05.1	Steel Fabrication	\$3,273,631.00	\$276,509.00	\$0.00	\$3,550,140.00
BP05.2	Steel Deck and Joist Supply	\$955,695.00	\$39,743.00	\$0.00	\$995,438.00
BP04.1	Masonry	\$1,580,000.00	(\$41,539.00)	\$0.00	\$1,538,461.00
BP05.3	Steel Erection	\$1,574,400.00	\$435,676.00	\$0.00	\$2,010,076.00
BP06.1	Doors & Casework (CGC)	\$4,690,155.00	\$1,834,326.00	\$0.00	\$6,524,481.00
BP07.1	Metal Siding & Flashing	\$3,076,585.00	\$385,326.00	\$0.00	\$3,461,911.00
BP07.2	Roofing	\$1,709,100.00	\$90,166.00	\$0.00	\$1,799,266.00
BP08.1	Glazing	\$1,946,000.00	\$86,660.00	\$0.00	\$2,032,660.00
BP09.1	Metal Framing & GWB	\$4,650,000.00	\$637,035.00	\$0.00	\$5,287,035.00
BP09.2	Acoustical Ceilings/Treatments	\$893,924.00	\$9,649.00	\$0.00	\$903,573.00
BP09.3	Painting & Sealants	\$729,980.00	\$50,000.00	\$0.00	\$779,980.00
BP10.1	Building Specialties (CGC)	\$1,191,923.00	\$672,496.00	\$0.00	\$1,864,419.00
BP11.1	Kitchen Equipment	\$652,806.00	\$38,488.00	\$0.00	\$691,294.00
BP11.2	Theater Equipment	\$443,535.00	(\$28,066.00)	\$0.00	\$415,469.00
BP31.01	Site Development	\$10,269,506.00	\$2,485,889.64	\$0.00	\$12,755,395.64
BP32.01	Athletic Field Complex	\$3,271,079.00	\$464,084.00	\$0.00	\$3,735,163.00
BP32.2	Landscaping & Maintenance	\$1,708,211.00	\$133,638.00	\$0.00	\$1,841,849.00
MCCM	MCCM	\$14,915,795.00	\$266,681.00	\$0.00	\$15,182,476.00
ECCM	ECCM	\$12,077,118.00	(\$415,860.54)	\$0.00	\$11,661,257.46
UA	Unawarded	\$7,052,147.00	(\$7,052,147.00)	\$0.00	\$0.00
RB	Reserve Budget	\$665,927.00	(\$665,927.00)	\$0.00	\$0.00
GRC	GCCM Risk Contingency	\$3,419,815.00	(\$3,419,815.00)	\$0.00	\$0.00
GPC	General Project Contingency	\$2,821,348.00	(\$2,821,348.00)	\$0.00	\$0.00
BOS	Buyout Savings	\$0.00	\$0.00	\$0.00	\$0.00
BP-26.1	Photovoltaic System	\$0.00	\$188,878.00	\$0.00	\$188,878.00
Totals:		\$95,185,845.00	(\$4,405,682.21)	\$0.00	\$90,780,162.79

Attachment D

Woodinville HS Phase 2

Bid Package Allocation

BP #	BP TITLE	GMP BUDGET TOTAL	LOW BID AMOUNT	BUGET VS. BID UNDER / (OVER)	ALT - 1 GYM ANNEX	ALT - 2 S. PARKING	ALT - 3 PIT FILLERS	BASE BID PLUS ALTS
WHS-02.1	BUILDING DEMOLITION & HAZMAT	\$ 654,905	\$ 555,887	\$ 99,018	\$ 15,144	\$ -	\$ -	\$ 571,031
WHS-03.1	CAST-IN-PLACE CONCRETE	\$ 3,561,341	\$ 2,142,765	\$ 1,418,576	\$ 225,000	\$ -	\$ -	\$ 2,367,765
WHS-04.1	MASONRY	\$ 819,540	\$ 635,000	\$ 184,540	\$ 3,990	\$ -	\$ -	\$ 638,990
WHS-05.1	FABRICATION & ERECTION OF STEEL, JOIST, DECK	\$ 3,670,265	\$ 3,235,000	\$ 435,265	\$ 260,000	\$ -	\$ -	\$ 3,495,000
WHS-06.1	CASEWORK & FINISH CARPENTRY	\$ 1,376,926	\$ 1,009,348	\$ 367,578	\$ 17,133	\$ -	\$ -	\$ 1,026,481
WHS-07.1	METAL PANELS, SIDING & FLASHINGS	\$ 1,561,386	\$ 1,095,000	\$ 466,386	\$ 130,000	\$ -	\$ -	\$ 1,225,000
WHS-07.2	THERMOPLASTIC MEMBRANE ROOFING	\$ 922,368	\$ 778,554	\$ 143,814	\$ 48,847	\$ -	\$ -	\$ 827,401
WHS-08.1	ALUMINUM STOREFRONT & GLASS	\$ 693,000	\$ 482,120	\$ 210,880	\$ 34,000	\$ -	\$ -	\$ 516,120
WHS-09.1	FRAMING & GWB	\$ 2,526,647	\$ 1,891,769	\$ 634,878	\$ 132,000	\$ -	\$ -	\$ 2,023,769
WHS-09.2	ACOUSTICAL CEILINGS AND TREATMENTS	\$ 472,516	\$ 387,340	\$ 85,176	\$ 11,301	\$ -	\$ -	\$ 398,641
WHS-09.3	PAINTING, COATINGS & SEALANTS	\$ 336,799	\$ 239,420	\$ 97,379	\$ 17,860	\$ -	\$ -	\$ 257,280
WHS-09.4	FINISH FLOORING & CERAMIC TILE	\$ 766,060	\$ 610,240	\$ 155,820	\$ 43,160	\$ -	\$ -	\$ 653,400
WHS-10.1	CONSTRUCTION SPECIALTIES (CGC)	\$ 1,640,027	\$ 1,240,500	\$ 399,527	\$ 59,500	\$ -	\$ -	\$ 1,300,000
WHS-11.1	THEATER RIGGING & EQUIPMENT	\$ 653,226	\$ 599,925	\$ 53,301	\$ -	\$ -	\$ 23,308	\$ 623,233
WHS-22.1	MECHANICAL	\$ 5,708,126	\$ 4,110,000	\$ 1,598,126	\$ 142,000	\$ -	\$ -	\$ 4,252,000
WHS-26.1	ELECTRICAL	\$ 6,284,692	\$ 4,678,000	\$ 1,606,692	\$ 207,800	\$ -	\$ -	\$ 4,885,800
WHS-31.1	EARTHWORK & UTILITIES	\$ 5,668,615	\$ 4,788,000	\$ 880,615	\$ 6,000	\$ 64,560	\$ -	\$ 4,858,560
WHS-31.2	LANDSCAPE & IRRIGATION	\$ 579,315	\$ 368,669	\$ 210,646	\$ -	\$ 1,700	\$ -	\$ 370,369
WHS-31.3	SOCCER FIELD & TRACK EVENTS AREA	\$ 421,592	\$ 352,000	\$ 69,592	\$ -	\$ -	\$ -	\$ 352,000
WHS-99	UNASSIGNED SCOPES	\$ 1,141,628	\$ 1,141,628	\$ -	\$ -	\$ -	\$ -	\$ 1,141,628
	CONTINGENCIES							
	Buyout Contingency	\$ 1,220,293	\$ 1,220,293	\$ -	\$ -	\$ -	\$ -	\$ 1,220,293
	Construction Contingency	\$ 2,033,821	\$ 2,033,821	\$ -	\$ -	\$ -	\$ -	\$ 2,033,821
TOTALS		\$ 42,713,088	\$ 33,595,279	\$ 9,117,809	\$ 1,353,735	\$ 66,260	\$ 23,308	\$ 35,038,582