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 #1

b) Mailing Address: PO BOX 34165, Seattle, WA 98124-1165

c) Contact Person Name: Richard Best

d) Title: Executive Director of Capital Projects, Planning, and Facilities Operations

e) Phone Number: 206.252.0000 E-mail: rlbest@seattleschools.org

1. Brief Description of Proposed Project

a) Name of Project: John Marshall School Modernization 2029

b) County of Project Location: King

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

John Marshall School is situated on a 3.18-acre site off NE Ravenna Boulevard in the Green Lake neighborhood of Seattle. The existing building has functioned as an interim site for many years, undergoing multiple alterations and upgrades. Originally constructed in 1927, the school features a three-story concrete-framed classroom bar on the west side and a single-story unreinforced masonry volume to the east. The entire structure requires significant seismic upgrades.

As part of our ongoing commitment to providing safe, modern, and effective learning spaces, the district has identified a set of key priorities for upcoming school improvements. These include expanding classroom sizes and enhancing program spaces to better support student learning. The project will

upgrade the building's exterior with better insulation, new energy-efficient windows, and improvements to the walls and roof to create a more comfortable and energy-saving environment. Safety remains a top concern, with planned seismic and structural upgrades, along with fully updated life safety and security systems. Inside, students and staff will benefit from new finishes and completely modernized heating, cooling, electrical, and ventilation systems—including the introduction of a sustainable geothermal system. All improvements will meet current building codes, including requirements under the City of Seattle's Substantial Alterations regulations.

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? Yes

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$9,000,000
Estimated project construction costs (including construction contingencies):	$90,000,000
Equipment and furnishing costs	$4,000,000
Off-site costs	$1,000,000
Contract administration costs (owner, cm etc.)	$3,000,000
Contingencies (design & owner)	$8,900,000
Other related project costs (Professional Service)	$3,000,000
Alternative Subcontractor Selection costs	$100,000
Sales Tax	$10,000,000
Total	***$129,000,000***

B. Funding Status

Please describe the funding status for the whole project.

The Building Excellence (BEX) VI Capital Levy was approved by Seattle voters in February 2025, securing funding for critical investments in the Seattle Public Schools infrastructure.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement;

b) Hiring consultants if not already hired; and

c) Employing staff or hiring consultants to manage the project if not already employed or hired.

Description	Start	Finish
PRC Process	**06/01/25**	**07/31/25**
Revise PRC Application	06/01/25	06/20/25
Submit PRC Application		06/20/25
Develop PRC Presentation	06/01/25	07/24/25
PRC Presentation/Verbal Approval		07/24/25
Receive PRC Written Approval	07/24/25	07/31/25
GCCM Procurement	**07/01/25**	**10/01/25**
Prepare RFP, Contract and General Conditions	07/01/25	07/24/25
First publication of RFP for GCCM		07/29/25
Second publication of RFP for GCCM		08/05/25
Pre-Submittal Meeting		08/13/25
Last day for RFP questions and comments to be submitted by Proposers for response by addendum		08/20/25

RFP Addendum Issued		08/26/25
Deadline for Submittal - SOQs		09/03/25
Review/Scoring of SOQs	09/03/25	09/10/25
Committee Scoring Meeting		09/10/25
Notify Shortlist Finalist		09/11/25
Schedule Interviews	09/11/25	09/18/25
Interviews		09/19/25
Sealed Bid/Fee Opening		09/24/25
Award		10/01/25
Schematic Design	**07/15/25**	**12/01/25**
ECCM and MCCM	**10/01/25**	**01/01/26**
Design Development	**02/01/26**	**05/01/26**
Construction Documents	**07/01/26**	**03/01/27**
Early Procurement Packages	**01/01/27**	**03/01/27**
Negotiate GMP/Award	**03/01/27**	**06/30/27**
Construction	**07/01/27**	**07/01/29**
Substantial Completion		**05/01/29**
Final Completion		**07/01/29**
Warranty Period	**07/01/29**	**07/01/30**
Closeout/Board Approval	**07/01/29**	**11/01/29**

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

a. Updated schedule included in the Supplemental A application

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

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
  a. The landmark designation of the building will benefit from the selection of a GC/CM that has experience delivering similar past projects. The GC/CM will be an important partner to the school district and the design team.
  b. The facility is located within a constrained Ravenna/Green Lake single-family residential neighborhood and bordered by WSDOT Interstate 5 to the Northeast. The GC/CM can develop a robust construction traffic management plan with residential input prior to construction and lessen the impact on the surrounding residential community.
  c. Asbestos, lead paint, PCB lighting ballast, and an abandoned underground fuel oil tank will require careful removal and disposal during the construction process. Early identification of these activities by GC/CM may assist in reducing project risk.
  d. SPS standards for achieving energy efficiency and carbon emissions reduction goals result in the utilization of a geothermal well system and deployment of other critical low energy solutions. Having a GC/CM, MC/CM and EC/CM will be valuable to address cost-effective systems to achieve identified energy use intensity (EUI) goals – 20 BTU/SF.
  e. The site is immediately adjacent Interstate 5, having a GC/CM and MC/CM participate in the design phase to assist in achieving air barrier testing results of .10cfm/SF or less to minimize car emissions and wildfire smoke infiltration goals for building occupant health will be beneficial in reducing project risks.

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

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

  a. Not applicable. The building will be unoccupied during construction.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
  a. Early involvement allows greater familiarity with the existing site and building constraints, the building was designed in 1927 by Floyd Naramore, one of three iconic architects for Seattle Public Schools, and is anticipated to be landmarked by the City of Seattle.
  b. Early involvement of the GC/CM, MC/CM and EC/CM will allow for thorough building investigations as the school will be empty during the design phase. Thorough investigations and collective constructability discussions between the design and construction team during this phase will lead to more efficient and less costly ways to implement the work.
  c. Early involvement allows the GC/CM an opportunity to determine the logistics associated with a major project, including figuring out: crane swings, size, and placement; when concrete can be chute delivered or pumped, and where the pump can be placed; scaffolding requirements, etc. All items that can affect the cost of the work.
  d. The existing building has limited as-built drawings available, so the GC/CM, MC/CM and EC/CM can check dimensions and ensure the fit of various systems in an existing landmarked building. This upfront site confirmation will reduce unknowns before subcontractor packages are bid.
  e. Early involvement allows opportunities for the GC/CM, MC/CM and EC/CM to perform destructive testing to confirm foundation, wall, and ceiling as-built conditions; ductwork and piping routing activities that will help to eliminate unforeseen conditions.
  f. With such a compact site, the construction work will need to be accomplished in a well-orchestrated manner, and early involvement will allow time for thorough planning of loading and unloading materials, staging, phasing, and scheduling. All this information can then be captured and placed in the various bid packages to better define scope, scheduling, and receive more favorable pricing.
  g. Early involvement with the GC/CM will allow coordination with the local jurisdiction on critical utility connections required by the project, including Seattle Public Utilities, Seattle City Light, and Right of Way permitting.
- If the project encompasses a complex or technical work environment, what is this environment?
  a. The project is located in the densely populated, Green Lake, single-family residential neighborhood. As well as WSDOT Interstate 5, as a direct neighbor to the Northeast.
  b. The existing building and its historic Georgian architectural design will need to be well-protected and preserved during construction. Care will need to be taken during selective demolition. Involvement of a GC/CM, MC/CM and EC/CM will provide assurance that the building is protected adequately, and the high level of protection can be clearly identified in subcontractor bid packages.
  c. All the major utility systems will need replacement, phasing the work so that it does not impact landmarked features will be critical to project success.
  d. All the major utility systems will need replacement. phasing the work so that it does not impact the other construction activities and on-site activities is critical. Many subcontractors will require power or water in order to perform their scope of work, and phases will need to be planned to accommodate utility requirements during construction.
  e. Complex structural upgrade to a three-story unreinforced masonry building.
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
  a. The building and site will be a designated Seattle Landmark, Seattle Public Schools is currently preparing a landmark report for submission to the City of Seattle Department of Neighborhoods.
  b. The landmarked building will need to have significant and extensive upgrades, including envelope, seismic and all building mechanical, electrical, and plumbing (MEP) systems. Work

will need to be coordinated through the very limited interstitial space provided in the current structure.

c. The GC/CM, MC/CM and EC/CM can provide assistance and first cost analysis data on proposed Energy Use Intensity (EUI) measures to lower future operational costs since the MEP systems will be replaced.

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

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For 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; or
    a. The selection of the GC/CM, MC/CM and EC/CM will be based primarily on qualifications and experience that align with the specific nature and challenges of this project. Key selection criteria include demonstrated success working on landmarked sites, effective coordination within constrained urban sites, and a proven track record of maintaining positive relationships with the neighboring community. The selected GC/CM, MC/CM and EC/CM must also have experience ensuring that building systems are designed for long-term operational efficiency, ease of maintenance, and thorough commissioning.
    b. Early design-phase involvement will provide the GC/CM, MC/CM and EC/CM with a deep understanding of the project well before construction begins. This collaboration will help reduce errors and omissions, improve scope clarity, and support the design team in identifying cost-effective and efficient construction methods.
    c. The GC/CM, MC/CM and EC/CM will play a critical role in developing the project schedule and in packaging the work to align with current market conditions and potential tariffs. This strategic approach is intended to attract competitive subcontractor bids and optimize project delivery.
    d. Open-book cost accounting will ensure full transparency of construction costs, allowing Seattle Public Schools to clearly understand the value of the work and to make informed financial decisions throughout the project.
    e. The GC/CM delivery model increases the likelihood of attracting top-tier contractors who may otherwise avoid low-bid delivery methods. This results in higher-quality construction, improved safety, and more reliable schedule adherence, offering better overall value to SPS both in the short and long term.
    f. The GC/CM, MC/CM and EC/CM will be key partners in phasing and logistics planning, helping to determine the best construction means and methods.

- 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. Under traditional project delivery methods, contractors often do not identify constructability concerns and design errors or omissions until after the project has been awarded. At that point, resolving these issues can lead to delays, change orders, and increased costs.
    b. Making design-phase changes is significantly more cost-effective than implementing changes during construction. Early involvement of the GC/CM, MC/CM and EC/CM enables proactive addressing of potential issues, minimizing expensive rework and schedule disruptions.
    c. Traditional delivery methods emphasize selecting the lowest responsive bidder, placing full responsibility for means and methods on the contractor once awarded. This approach provides limited opportunities to develop tailored construction strategies that meet the unique needs of the school's population and special programs, heightening the risk of disruption. GC/CM, MC/CM and EC/CM delivery, on the other hand, facilitates collaborative planning that takes school operations and safety into account from the beginning.

d. Because the project will most likely be a historic renovation, it will likely encounter unforeseen conditions. In a lump-sum, low-bid scenario, such discoveries often lead to claims for increased costs and time. Early collaboration with a GC/CM team enables investigative work and preplanning that can lessen the frequency and impact of such surprises.
e. To reduce construction impacts on the surrounding neighborhood, the GC/CM, architect, and owner can work together to develop a detailed Construction Management Plan. This plan can be shared with community members before work begins, fostering trust, addressing concerns early, and promoting positive neighborhood relations.

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

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
  a. Seattle Public Schools (SPS) has successfully utilized the GC/CM, MC/CM and EC/CM procurement methods on several prior projects, as detailed in Attachment D. These projects have demonstrated the district's capacity to manage and benefit from the GC/CM, MC/CM and EC/CM delivery approach.
  b. Internally, SPS has a strong and experienced team prepared to manage GC/CM, MC/CM and EC/CM procurement and construction. The team includes the Executive Director of Capital Projects, Planning and Facilities Operations, Senior Project Managers, and Project Managers—all of whom are well-versed in GC/CM, MC/CM and EC/CM processes and have direct experience overseeing projects delivered through this method.
  c. SPS is supported by an 11-member Building Excellence/Building Technology & Academics Oversight Committee, which meets monthly to review key project issues and advise the district on best practices. Several committee members have deep expertise in alternative public works delivery methods, including GC/CM, MC/CM and EC/CM, and the committee strongly supports using the GC/CM 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 "B"
- Staff and consultant short biographies *(not complete résumés)*.

Richard Best - Executive Director for Capital, Planning and Facilities (Seattle Public Schools)

Richard has extensive architectural and construction experience over the past 40 years, including K-12 schools, hospitals, laboratories, and major hotel projects, gaining insights into all phases of a project. His 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. The table below identifies Richard's most recent project experience.

GC/CM Projects	Value	Role/Tasks	Completion
Eckstein MS Ext. Window Replacement (GC/CM)	$10.1M	Executive Director for Capital Projects	Sept. 2025 (Const. Phase)
Franklin High School HVAC Upgrades (Design-Build)	$4.5M	Executive Director for Capital Projects	Sept. 2024 (Const. Phase)
John Muir ES (GC/CM)	$14.9M	Executive Director for Capital Projects	Sept. 2025 (Const. Phase)
Montlake ES (GC/CM; MC/CM; EC/CM)	$87M	Executive Director for Capital Projects	Sept. 2025 (Const. Phase)
John Rogers ES (GC/CM; MC/CM; EC/CM)	$92M	Executive Director for Capital Projects	Sept. 2025 (Const. Phase)

Alki ES (GC/CM; MC/CM; EC/CM)	$80M	Executive Director for Capital Projects	Sept. 2026 (Const. Phase)
Mercer MS (GC/CM; MC/CM; EC/CM)	$152M	Executive Director for Capital Projects	Sept. 2025 (Const. Phase)
Rainier Beach HS (GC/CM; MC/CM; EC/CM)	$240M	Executive Director for Capital Projects	2025 (Const. Phase)
JSCEE Central Kitchen Phase 2 (GC/CM)	$11.9M	Executive Director for Capital Projects	Sept. 2024 (Const Phase)
Van Asselt School (GC/CM)	$50M	Director for Capital Projects	Sept. 2023
Northgate ES (GC/CM; MC/CM; EC/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 Phase I (GC/CM; MC/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

Michael Skutack - SPS Senior Project Manager:

Michael Skutack has more than 30 years of design and construction-related experience with a Bachelor of Science in Building Construction from Auburn University. Mr. Skutack has worked on industrial facilities, multi-family developments, and K-12 education projects throughout his career. He is knowledgeable about all aspects of design and construction from start to finish. Responsibilities included supervision of Project and Construction Managers and coordinating activities for assigned school construction projects from initial planning and design through construction with the goal of producing high-quality learning environments delivered in a timely manner and within the allocated budget. In addition, he advises staff on managing their project budgets and provides technical guidance to staff and architectural and engineering consultants.

GC/CM Projects	Value	Role /Tasks	Completion
Montlake Elementary School(GC/CM; MC/CM; EC/CM)	$87M	Sr. Project Manager	Sept. 2025
Rainier Beach(GC/CM; MC/CM; EC/CM)	$240M	Sr. Project Manager	Sept. 2025
Lincoln Phase 2(GC/CM)	$40M	Sr. Project Manager	Dec. 2022
Lincoln HS(GC/CM; MC/CM)	$101M	Sr. Project Manager	Sept. 2019
Denny MS Phase III	$9M	Project Manager	Sept 2012
Major Project (last 5-years)	**Value**	**Role /Tasks**	**Completion**
Kimball ES (DBB)	$85M	Sr. Project Manager	Sept. 2023
West Seattle ES (DBB)	$28M	Sr. Project Manager	Sept. 2022
West Woodland ES (DBB)	$23M	Sr. Project Manager	Sept. 2021
Magnolia Phase 2 ES (DBB)	$6M	Sr. Project Manager	Sept. 2021
Coe ES (DBB)	$8M	Sr. Project Manager	Sept. 2021
Wing Luke ES (DBB)	$47M	Sr. Project Manager	April 2021
Magnolia ES (DBB)	$40M	Sr. Project Manager	Sept. 2019

E.C. Hughes ES (DBB)	$15M	Sr. Project Manager	Sept. 2018
Thornton Creek ES (DBB)	$43M	Sr. Project Manager	Sept. 2016
Hazel-Wolf K-8 (DBB)	$40M	Sr. Project Manager	Sept. 2016
Seattle World School (DBB)	$15M	Sr. Project Manager	Sept. 2016

Paul Wight - SPS Project Manager:

Paul Wight has over 15 years of K-12 experience with a total of 30 years of commercial construction experience. Paul has worked as a Construction Project Manager for several large General Contractors in the Seattle area. For the last 15 years, Paul has been working with School Districts representing Capital Construction projects in Colorado with the Boulder Valley School District and in Washington at Seattle Public Schools in the role of project manager. His breadth and depth of experience range from single-classroom summer renovations up through multi-phased school replacement projects, using DBB, GC/CM, and PDB procurement. He is experienced in all aspects of design and construction from civic entitlement and conceptual planning to project management, construction administration, and project close-out. Paul's strengths include communication, teamwork, planning, and coordination with communities, schools, and stakeholders.

Projects	Value	Delivery Method	Role/Task	Completion
Cleveland High School Athletic Field Access Project	$3.7M	PDB	Project Manager	In Design
Montlake Elementary School (GC/CM; MC/CM; EC/CM)	$82 M	GCCM	Project Manager	In Construction
Kimball Elementary School (DBB)	$72 M	DBB	Project Manager	Complete 2023
West Woodland Elementary School (DBB)	$22 M	DBB	Project Manager	Complete 2021
EC Hughes Elementary School (DBB)	$15 M	DBB	Project Manager	Complete 2019
Cleveland HS Track and Field (DBB)	$5 M	DBB	Project Manager	Complete 2018
Seattle World School at TT Minor (DBB)	$15 M	DBB	Project Manager	Complete 2016
Nova High School at Horace Mann (DBB)	$17 M	DBB	Project Manager	Complete 2015
John Marshall Renovation 2014 (DBB)	$9 M	DBB	Project Manager	Complete 2014
Van Asselt Elementary School Renovation Project (DBB)	$3 M	DBB	Project Manager	Complete 2013
Green Lake Elementary School Renovation Project (DBB)	$3 M	DBB	Project Manager	Complete 2011

Graehm Wallace – External Legal Counsel (Perkins Coie, LLP)

Graehm Wallace is a partner within the Construction Law practice of the Seattle office of the law firm Perkins Coie LLP, having over 26 years of experience working in all areas of construction transactions, counseling, and conflict resolution. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10.

Graehm has provided legal counsel in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, design-build, consultant, bidding, advice during construction, and claim prosecution and defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration, or trial. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

- 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.)*
    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, MC/CM and EC/CM projects for SPS have increased which has provided practical experience for other team members in different support departments such as procurement, accounting, administration, relocation planners/activation specialists, mechanical/electrical coordinators and e-builder analysts.

- The qualifications of the existing or planned project manager and consultants.
  - See Attachment “C”
- 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.
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.
  - See Attachment “C”
- 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 Seattle Public Schools (SPS), the Architect-Engineer (A/E) team, and the GC/CM will be clearly defined in a matrix of responsibilities. This matrix will be included in the Request for Proposal (RFP) and incorporated into the GC/CM contract documents. The Senior Project Manager (Sr. PM) and Project Manager (PM) will be responsible for monitoring progress against this matrix, ensuring that all parties remain on task and accountable throughout the life of the project.

  b. Weekly coordination meetings will be held with the SPS PM, A/E team, and GC/CM team, monthly a meeting will be held that includes the MC/CM and the EC/CM. Meeting minutes will be recorded and distributed promptly, with action items clearly assigned. These meetings will be used to maintain alignment with the established scope, budget, and schedule, and to collaboratively address and resolve any emerging issues. Regular, structured coordination is a cornerstone of SPS's project management approach.

  c. SPS mandates the use of e-Builder project management software for all major capital projects. The A/E team and GC/CM are required to utilize this platform to manage and track project data including the budget, schedule, RFIs, submittals, change orders, pay applications, and issue resolution. e-Builder’s cloud-based system allows real-time collaboration and ensures accountability through automated notifications and reporting. Project status reports generated by e-Builder will be reviewed during the weekly coordination meetings.

  d. During preconstruction, the GC/CM will develop a comprehensive subcontracting and bidding plan, identify project phases, develop a detailed construction schedule, and flag long-lead materials. This information will be integrated into the overall project schedule and updated regularly in the weekly coordination meetings.

  e. At the end of each design phase—and as needed throughout the process—construction cost estimates will be prepared by both the A/E team and GC/CM. These estimates will be reconciled to maintain budget alignment and reduce cost-related surprises during construction.

  f. Constructability and engineering reviews will be an ongoing process and will be included as a regular agenda item in the weekly coordination meetings. This proactive approach ensures design solutions are viable and helps avoid delays and rework during construction.

  g. Market conditions will be continuously monitored to assess potential impacts to project estimates and the established Total Contract Cost (TCC). After the 95% Construction Document (CD) phase, the GC/CM will work with SPS and the A/E team to finalize and agree upon the Maximum Allowable Construction Cost (MACC). Any subsequent design modifications will be carefully reviewed for cost implications and adjusted as necessary to remain within the MACC.

  h. At each intermediate design review, the A/E team will be required to provide a summary of design changes or further developments from the previous submittal. This helps SPS identify potential scope creep and maintain alignment with the TCC. At completion of the CDs, the GC/CM will conduct a final review of the specifications and drawings to confirm that no unauthorized scope or cost changes have occurred, and to validate the MACC and TCC.

i. SPS hosts monthly interagency coordination meetings with key city departments, including the Seattle Department of Construction and Inspection, Seattle City Light, the Department of Neighborhoods, and the Seattle Department of Transportation. These meetings help monitor permit and approval processes and allow early resolution of potential issues with regulatory authorities, including fire and code officials.

j. Any proposed use of contingency funds will undergo a thorough review by the SPS PM, the Architect, and the GC/CM. Each change will be evaluated for scope, schedule impact, and cost before any work proceeds. All three parties must approve and sign off on contingency expenditures to ensure accountability and budget control.

k. On a monthly basis, the Executive Director of Capital Projects, Planning and Facilities Operations conducts an O/A/C (Owner/Architect/Contractor) executive-level meeting with leadership from the A/E firm and the GC/CM. These meetings focus on high-level issues that may require executive decision-making or are not easily resolved through day-to-day project management channels.

- A brief description of your planned GC/CM procurement process.
  a. As outlined in Attachment D, Seattle Public Schools (SPS) has successfully utilized the GC/CM delivery method on numerous previous projects. These experiences have established a strong internal framework and understanding of GC/CM procurement, contracting, and project execution.
  b. The procurement plan for this project will include public advertisement of the solicitation in accordance with RCW 39.10. In addition to public notice, SPS will proactively reach out to qualified GC/CM firms and industry stakeholders using its established network and strong ties within the construction marketplace to ensure robust competition and broad awareness.
  c. The GC/CM selection process will follow a three-step RFQ/RFP process:
     1. Qualifications Evaluation – Firms will be evaluated on their experience, past performance, relevant project history, and team capabilities.
     2. Interviews – Shortlisted firms will participate in formal interviews to assess their proposed project team, approach to project delivery, and alignment with the goals of SPS.
     3. Final Proposal and Bid – Finalists will submit sealed bids covering specified general conditions and fee percentages.
  d. The selection will be carried out by a diverse panel comprising SPS Project Managers, the project Architect, legal counsel, and external representatives. These external members may also include participants from the Building Excellence/Building Technology & Academics (BEX/BTA) Oversight Committee and/or professionals from the construction industry. This broad-based evaluation ensures a well-rounded and transparent selection process that reflects both district priorities and industry best practices.
- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.
  a. Seattle Public Schools (SPS), in consultation with Perkins Coie LLP, has developed standard GC/CM contract terms through modifications to the AIA A201 and related contract documents. These customized contract templates have been thoroughly reviewed by legal counsel to ensure compliance with Washington State law and GC/CM best practices. These documents form the contractual foundation for this project and are ready for implementation.
  b. For GC/CM projects, SPS employs a structured, multi-tiered “elevation” process for dispute resolution. Disputes are first expected to be addressed at the project site level among the District, Contractor, and Architect. If resolution cannot be reached, the issue is elevated to the next level of supervision, typically involving managing directors or program managers from each party. Should this group also fail to reach agreement, the dispute is escalated to the ownership level, which includes the SPS Director of Capital Projects, a principal or owner of the GC/CM firm, and a principal or owner of the Architectural firm. This graduated approach encourages resolution at the lowest appropriate level and preserves working relationships among project partners.

c. SPS also incorporates a formal dispute resolution mechanism. This may include the use of a three-person Dispute Review Board (DRB) or a third-party neutral. These individuals may attend Owner-Architect-Contractor (OAC) meetings on a periodic basis during construction to hear issues informally and offer impartial feedback. If needed, formal hearings can be convened by the DRB or the third-party neutral at the request of any contracting party. This structured process helps manage conflicts efficiently and supports timely project delivery.

7. **Owner Readiness** *(To be answered by the Owner)*
   - What have you done as an Owner to prepare yourself and your staff for this GC/CM project?
     a. 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.
   - How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?
     a. SPS has consulted with other public agencies in Washington State, including school districts and state agencies, that have utilized the GC/CM, MC/CM and EC/CM delivery method. Through these discussions, SPS has developed a deep understanding of the organizational alignment, staff roles, decision-making pathways, and administrative timelines necessary to successfully manage a GC/CM, MC/CM and EC/CM project. SPS also participates in peer knowledge-sharing networks and industry working groups focused on alternative project delivery.
   - What training have you as an Owner and your staff taken?
     a. Staff have received formal training on GC/CM project delivery through Washington State CPARB-endorsed workshops and training sessions offered by agencies such as the AGC, WASBO, and OSPI. Key team members also attend ongoing professional development and legal briefings to stay current with legislative and procedural changes impacting alternative public works.
   - How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?
     a. SPS has a thorough understanding of the differences between GC/CM and Design-Bid-Build (DBB) delivery models. Through legal consultation, contract review, and previous experience, SPS has addressed critical differences in risk allocation, change management, and dispute resolution. GC/CM projects are structured with more proactive collaboration, earlier contractor involvement, and shared responsibility for preconstruction planning—differences that are well understood and reflected in SPS's internal workflows and contracting practices.
   - How does your organization ensure that knowledge is passed down to your staff and project team?
     a. 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.
   - How have you familiarized yourself and your staff with GC/CM Best Practices?
     a. 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.

- 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?
    a. 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.)*
    - 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
        - See Attachment "D"

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 *(indicating existing structure and new structures)*
        - See Attachment "E"
    - Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.
        - See Attachment "F"

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

    Seattle Public Schools (SPS) is committed to continuous improvement and recognizes the value of independent audits in identifying areas for procedural enhancement. Since the inception of the Building Excellence (BEX) Program in 1995, SPS has continuously worked to improve its capital programs. The sixth cycle of BEX levies was approved by Seattle voters in February 2025. Similarly, the Buildings, Technology, and Academics (BTA) levies are also in their fifth cycle.

    SPS acknowledges its responsibility to be a good steward of public funds. With over $5 billion in levy funding invested in school construction and improvements, the district employs prudent management practices to ensure these resources are effectively administered. Audit findings are used as opportunities to refine and strengthen internal processes and procedures.

All internal audit reports and responses are publicly available on the Seattle Public Schools website, and/or upon request.

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 ($).

In 2021, Seattle Public Schools launched a Priority Hire program with a Student and Community Workforce Agreement (SCWA) between SPS and the regional construction trade unions, for SPS construction projects at or above $5 million in construction value. This program introduces historic and ground-breaking new initiatives. The SCWA develops opportunities for students, families, residents, and communities in Seattle.

It creates an important and meaningful career pathway for high-wage, no-debt, health care and pension benefits to the SPS student community, their families, and neighborhoods.

It is a negotiated contract between the building construction trade unions and SPS. The SCWA agrees that projects that are estimated to bid at $5 million or more in construction should be signatories to the SCWA. It specifies safety rules, wages, and worker protections, requiring contractors to hire mostly union labor (such as plumbers, electricians, carpenters, equipment operators, masons, iron workers, and painters). The unions are **required to prioritize, train, and dispatch workers** with under-represented demographics, who attended SPS schools, workers who have SPS students in their households, workers from economically distressed neighborhoods, women, and people of color. The goals were jointly established and are rigorously tracked on a monthly basis for each project.

- See Attachment "G"

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*.
  - Completed Supplement A for MC/CM and EC/CM
- 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.

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.

Signature: _____

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

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

Date: June 18, 2025

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

ALTERNATIVE SUBCONTRACTOR SELECTION APPLICATION

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for <u>each desired subcontractor/subcontract package</u> as part of your Project Application.

Identification of Applicant

a) Legal name of Public Body (your organization): **Seattle School District #1**

b) Address: **PO Box 34165, Seattle, WA 98124-1165**

c) Contact Person Name: **Richard Best** Title: **Executive Director of Capital Projects, Planning, and Facility Operations**

d) Phone Number: **206.252.0000** E-mail: **rlbest@seattleschools.org**

e) Name of Project: **John Marshall School Modernization 2029**

f) Subcontractor/Subcontract Package desired for Alternative Selection: **MC/CM**

g) Subcontract Value: **$20,000,000**

- **Public Benefit –**

  a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

     - Seattle Public Schools utilizes the Mechanical Contracting Construction Manager (MC/CM) method to gain greater control, cost transparency, and technical expertise over complex mechanical systems early in the design and construction process.
     - The MC/CM will be key partners in phasing and logistics planning, helping to determine the best construction means and methods. Offering constructability input, identifying conflicts, and helping select efficient systems. Their expertise ensures that systems are designed to current codes, technologies, and best practices.
     - Early involvement leads to better planning and coordination, especially for long-lead items like air handling units, boilers, local jurisdiction coordination, and key equipment. The construction schedule benefits from fewer delays due to early procurement and prefabrication planning.
     - MC/CMs can help select systems that are better integrated, reducing compatibility issues during commissioning. Better documentation and understanding of system requirements lead to fewer change orders.
     - Alternative subcontracting selection methods promote open-book pricing and collaborative decision-making. Encourages teamwork between the Owner, Architect/Engineer, and key trade contractors from the start. It is ideal for technically complex facilities like Seattle Public Schools where the MEP systems are a major portion of the budget and schedule.

  b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public.

     - Seattle Public Schools takes a structured and transparent approach to evaluating whether alternative subcontractor selection is in the best interest of the public. This process emphasizes fairness, value, and alignment with project goals and public accountability.
     - SPS will begin by evaluating the specific needs of the project, focusing on:
       - Technical complexity
       - Project schedule and phasing
       - Budget constraints
       - Specialized scope requirements (e.g., critical systems or complex installations)

SUPPLEMENT A

- SPS Capital Leadership will establish clear criteria to determine if an alternative selection would provide added value. These criteria typically include qualifications, past performance, cost competitiveness, technical approach, and ability to meet schedule requirements.
- We assess the potential risks and benefits of deviating from traditional low-bid subcontractor selection to ensure such decisions are in the public's best interest.
- Once a potential alternative subcontractor is identified, we conduct a thorough evaluation to determine if the selection aligns with public interest and project goals. The analysis is documented and based on the following key criteria:
    - Best Value Over Lowest Cost: We prioritize overall value, factoring in quality, efficiency, long-term maintenance impacts, and total cost of ownership rather than selecting based solely on the lowest initial price.
    - Superior Qualifications and Relevant Experience: We assess the subcontractor's history of performance on similar projects, technical capacity, and ability to meet the project's unique challenges.
    - Schedule or Cost Efficiencies that Benefit the Public: We evaluate whether the subcontractor offers measurable advantages, such as shortened project duration, early procurement capabilities, or cost reductions, that enhance public benefit.
    - Alignment with Project Goals and Public Accountability: All decisions are reviewed for consistency with the SPS strategic objectives, regulatory requirements, and expectations for transparency, ensuring public confidence is upheld.

c. Please provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

Description	Start	Finish
PRC Process	**06/01/25**	**07/31/25**
Revise PRC Application	06/01/25	06/20/25
Submit PRC Application		06/20/25
Develop PRC Presentation	06/01/25	07/24/25
Receive/Respond to PRC Questions		07/24/25
PRC Presentation/Verbal Approval		07/24/25
Receive PRC Written Approval	07/24/25	07/31/25
GCCM Procurement	**07/01/25**	**10/01/25**
Prepare RFP, Contract and General Conditions	07/01/25	07/24/25
First publication of RFP for GCCM		07/29/25
Second publication of RFP for GCCM		08/05/25
Pre-Submittal Meeting		08/13/25
Last day for RFP questions and comments to be submitted by Proposers for response by addendum		08/20/25
RFP Addendum Issued		08/26/25
Deadline for Submittal - SOQs		09/03/25
Review/Scoring of SOQs	09/03/25	09/10/25
Committee Scoring Meeting		09/10/25
Notify Shortlist Finalist		09/11/25
Schedule Interviews	09/11/25	09/18/25
Interviews		09/19/25

Sealed Bid/Fee Opening		09/24/25
Award		10/01/25
Schematic Design	**06/15/25**	**10/01/25**
EC/CM Alternate Subcontractor Selection Process	**10/01/25**	**11/21/25**
Publication of intent to use Alternative Subcontractor Selection Process	10/01/25	10/8/25
Public hearing		10/10/25
Issue the Final Determination to all interested		10/17/25
Publication of Request for Proposal (RFP)		10/21/25
Submit Statement of Qualifications		10/24/25
Notification of most qualified for Interviews		10/31/25
Interviews		11/07/25
Notification of most qualified firms to submit Final Proposal		11/10/25
Open RFFP's		11/14/25
Award Contract to the successful EC/CM		11/21/25
MC/CM Alternative Subcontractor Selection Process	**11/03/25**	**01/05/26**
Publication of intent to use Alternative Subcontractor Selection Process	11/03/25	11/10/25
Public hearing		11/1125
Issue the Final Determination to all interested		11/18/25
Publication of Request for Proposal (RFP)		11/24/25
Submit Statement of Qualifications		12/02/25
Notification of the most qualified for Interviews		12/9/25
Interviews		12/16/25
Notification of the most qualified firms to submit the Final Proposal		12/17/25
Open RFFP's		12/19/25
Award Contract to the successful MC/CM		01/05/26
Design Development	**10/01/25**	**02/01/26**
Construction Documents	**02/01/26**	**01/01/27**
Early Procurement Packages	**10/01/26**	**01/01/27**
Negotiate GMP	**12/01/26**	**01/01/27**
Construction	**01/01/27**	**09/01/29**
Substantial Completion		**05/01/29**
Final Completion		**07/01/29**
Warranty Period	**07/01/29**	**07/01/30**
Closeout/Board Approval	**07/01/29**	**11/01/29**

- **Public Body Engagement/Knowledge**
  a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?
     - Seattle Public Schools will play a central and active role throughout the MC/CM selection process. This includes:

- SPS will participate in assembling a selection team that includes individuals with experience in alternative project delivery methods, project management, design, and construction, as well as key stakeholders.
- SPS will review the preparation and publication of the Request for Qualifications and Request for Proposals, ensuring compliance with RCW 39.10 requirements and transparency in the process.
- SPS will participate in the scoring and evaluation process, interviews, and ensure that selection decisions are well-documented and based on published criteria. As well as negotiate the preconstruction services agreement and oversee its implementation to ensure the GC/CM adds value during design development.

- In terms of oversight, our project management team will maintain regular communication with the selected GC/CM during both preconstruction and construction phases. Oversight includes reviewing deliverables, managing design-phase coordination efforts, evaluating constructability and cost models, and ensuring the GC/CM adheres to procurement and contracting requirements for subcontractor work in accordance with RCW 39.10.

b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

- Our organization has a clear understanding of the responsibilities outlined in RCW 39.10.385, which govern the use of the GC/CM Alternative subcontractor selection process project delivery method. We recognize that the public body must:
  - Demonstrate appropriate experience and qualifications to manage a GC/CM project, including staff with sufficient knowledge in scheduling, budgeting, construction management, and public works procurement.
  - Ensure fair and transparent selection of the GC/CM contractor, as well as adherence to statutory requirements related to subcontractor bidding and selection.
  - Provide continuous oversight throughout design and construction phases to ensure project goals, budget, and timelines are achieved.
  - Comply with audit requirements outlined by the Washington State Auditor's Office. This includes maintaining detailed project records, contracts, procurement documentation, cost models, and meeting minutes, as well as participating in any requested reviews or audits to demonstrate compliance with RCW 39.10 procedures.
  - We are fully prepared to meet these requirements and have successfully managed GC/CM projects in the past with thorough documentation and a commitment to transparency and accountability.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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

Signature: 

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

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

Date: June 18, 2025

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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a) Legal name of Public Body (your organization): **Seattle School District #1**

b) Address: **PO Box 34165, Seattle, WA 98124-1165**

c) Contact Person Name: **Richard Best** Title: **Executive Director of Capital Projects, Planning, and Facilities Operations**

d) Phone Number: **206.252.0000** E-mail: **rlbest@seattleschools.org**

e) Name of Project: **John Marshall School Modernization 2029**

f) Subcontractor/Subcontract Package desired for Alternative Selection: **EC/CM**

g) Subcontract Value: **$20,000,000**

- **Public Benefit –**

  a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

     - Seattle Public Schools utilizes the Electrical Contracting Construction Manager (EC/CM) method to gain greater control, cost transparency, and technical expertise over complex electrical systems early in the design and construction process.
     - The EC/CM will be key partners in phasing and logistics planning, helping to determine the best construction means and methods. Offering constructability input, identifying conflicts, and helping select efficient systems. Their expertise ensures that systems are designed to current codes, technologies, and best practices.
     - Early involvement leads to better planning and coordination, especially for long-lead items like switchgear, local jurisdiction coordination, and key equipment. The construction schedule benefits from fewer delays due to early procurement and prefabrication planning.
     - EC/CMs can help select systems that are better integrated, reducing compatibility issues during commissioning. Better documentation and understanding of system requirements lead to fewer change orders.
     - Alternative subcontracting selection methods promote open-book pricing and collaborative decision-making. Encourages teamwork between the Owner, Architect/Engineer, and key trade contractors from the start. It is ideal for technically complex facilities like Seattle Public Schools where the MEP systems are a major portion of the budget and schedule.

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     - Seattle Public Schools takes a structured and transparent approach to evaluating whether alternative subcontractor selection is in the best interest of the public. This process emphasizes fairness, value, and alignment with project goals and public accountability.
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  - Ensure fair and transparent selection of the GC/CM contractor, as well as adherence to statutory requirements related to subcontractor bidding and selection.
  - Provide continuous oversight throughout design and construction phases to ensure project goals, budget, and timelines are achieved.
  - Comply with audit requirements outlined by the Washington State Auditor's Office. This includes maintaining detailed project records, contracts, procurement documentation, cost models, and meeting minutes, as well as participating in any requested reviews or audits to demonstrate compliance with RCW 39.10 procedures.
  - We are fully prepared to meet these requirements and have successfully managed GC/CM projects in the past with thorough documentation and a commitment to transparency and accountability.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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

Signature: 

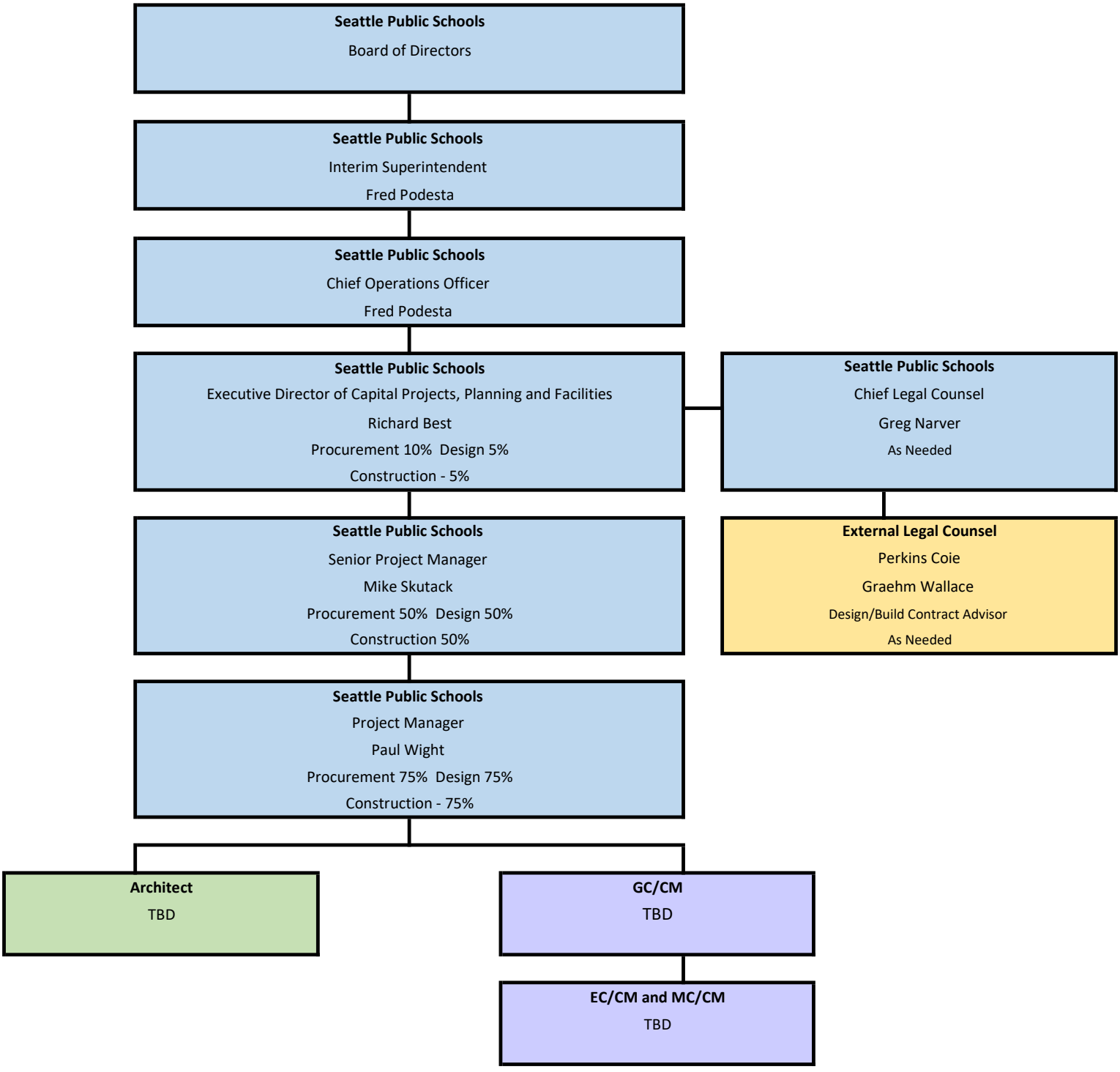
Name (please print): Richard Best (public body personnel)

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

Date: June 18, 2025

Attachment B

Seattle Public Schools
Staff Organization Chart



Seattle Public Schools
Qualified Personnel

Attachment C

Richard Best, Executive Director

Mr. Best brings 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.

During his tenure with Seattle Public Schools Richard has provided leadership, oversight and fiscal responsibility for nearly $1.8 billion of construction work.

DBB	$529,520,340
Design Build	$49,809,353
E&I	$10,175,729
GCCM	$1,173,726,787
KCDA	$15,495,295
Grand Total	**$1,778,727,504**

Mike Skutack, Senior Project Manager

With over 30 years of design and construction-related experience and a Bachelor of Science in Building Construction from Auburn University, Mr. Skutack has excelled in working on industrial facilities, multi-family developments, and K-12 education projects. His expertise spans all aspects of design and construction from start to finish. He has supervised Project and Construction Managers and coordinated activities for school construction projects from initial planning and design through to construction, aiming to deliver high-quality learning environments on time and within budget. Additionally, he advises staff on managing project budgets and provides technical guidance to staff and architectural and engineering consultants.

Project Names	*Project Size*	*Project Type*	*Role*	*Start*	*Finish*
E.C. Hughes Modernization	$14,434,053	DBB	Sr. PM	2015	2019
Wing Luke New Replacement	$47,513,684	DBB	Sr. PM	2015	2021
Dearborn Park Mechanical Upgrades	$1,675,406	DBB	Sr. PM	2016	2017
BF Day and Gatewood Seismic	$2,219,167	DBB	Sr. PM	2016	2018
Magnolia Reopening	$40,319,988	DBB	Sr. PM	2016	2019
Cleveland Track & Field	$4,970,697	KCDA	Sr. PM	2016	2020
Sealth Field 2018	$2,360,478	KCDA	Sr. PM	2017	2023
Magnolia Phase 2 Addition 2019	$6,696,725	DBB	Sr. PM	2018	2021
West Woodland Classroom Addition 2019	$31,166,441	DBB	Sr. PM	2018	2021
Coe Classroom Addition 2019	$7,922,229	DBB	Sr. PM	2018	2022
Kimball ES Replacement	$72,563,883	DBB	Sr. PM	2019	2023
West Seattle ES Addition	$31,166,441	DBB	Sr. PM	2019	2023
Lincoln HS Phase II - Seismic & Theater	$38,758,870	GCCM	Sr. PM	2019	2022
Rainier Beach HS New Construction	$276,983,417	GCCM	Sr. PM	2019	-
Montlake ES Addition & Renovation	$84,871,447	GCCM	Sr. PM	2020	-
Districtwide A/V Security	$9,000,000	Design Build	Sr. PM	2024	-
Districtwide A/V Technology	$35,000,000	Design Build	Sr. PM	2024	-
Cleveland HS ADA Accessibility 2025	$3,579,767	Design Build*	Sr. PM	2024	-

Paul Wight, Project Manager

Project Names	*Project Size*	*Project Type*	*Role*	*Start*	*Finish*

Seattle Public Schools
Qualified Personnel

Attachment C

With over 30 years in commercial construction, including 15 years dedicated to K-12 school projects, Mr. Wight has proven expertise in overseeing large-scale capital construction initiatives for school districts. He manages projects from conceptual planning to final close-out and is known for his excellent communication, strategic planning, and collaboration skills, which facilitate successful engagement with schools, communities, and diverse stakeholder groups.
Mr. Wight has led multiple capital construction projects, including multi-phased school projects, historic building renovations, building additions, large-scale structural upgrades, and athletic facilities. He effectively coordinates with communities, school officials, architects, engineers, consultants, and construction teams to deliver successful projects on time and within budget. His extensive background in Design-Bid-Build (DBB), GC/CM, Progressive Design Build (PDB), and negotiated bid methods tailored to independent school requirements gives him a wide range of experience and knowledge.

Van Asselt Elementary School Renovation Project	$3,000,000	DBB	PM	2009	2012
Green Lake Elementary School Renovation Project	$3,000,000	DBB	PM	2009	2011
John Marshall Renovation Project	$9,000,000	DBB	PM	2010	2013
Seattle World School at TT Minor	$20,000,000	DBB	PM	2012	2016
Nova High School at Horace Mann	$17,000,000	DBB	PM	2012	2015
EC Hughes Elementary School	$14,434,053	DBB	PM	2015	2019
Cleveland HS Track and Field	$4,970,697	DBB	PM	2016	2018
West Woodland Elementary School	$31,166,441	DBB	PM	2018	2021
Kimball Elementary School	$72,563,883	DBB	PM	2019	2023
Montlake Elementary School	$84,871,447	GCCM	PM	2022	-
Cleveland HS ADA Accessibility 2025	$3,579,767	DB	PM	2024	-

Attachment D

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

Project Name	Scale / Description	Delivery Method	Completion	Project Cost
MAJOR CAPITAL PROJECTS				
Cleveland HS Field Access	Landmark Modernization and Addition	PDB	2026 (in Design)	$3.8 M
Audio/Visual Security System	Upgrades at Multiple Sites	PDB	2025 (in Design)	$45 M
Franklin HS HVAC Project	Upgrade to Existing Building	PDB	2024 Complete	$5.8 M
Montlake Elementary School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	$65 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	$92 M
Alki Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	$67 M
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Design)	$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Design)	$238 M
Van Asselt School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	$50 M
Northgate Elementary School	Replacement/New Building	GC/CM	2023 (in Const)	$90 M
Viewlands Elementary School	Replacement/New Building	DBB	2023 (in Const)	$88 M
Kimball Elementary School	Replacement/New Building	DBB	2023 (in Const)	$85 M
North Queen Anne Elementary	Landmark Modernization	DBB	23 (in Const)	$8 M
West Seattle Elementary School	Modernization and Addition	DBB	23 (in Const)	$29 M
Lincoln High School, Phase 2	Modernization	GC/CM	2022 (in Const)	$36 M
Wing Luke Elementary School	Replacement/New Building	DBB	2021	$48 M
Webster K-8 School	Landmark Modernization and Addition	GC/CM	2021	$41 M
West Woodland Elementary	Modernization and Addition	DBB	2021	$22 M
Bagley Elementary School	Landmark Modernization and Addition	GC/CM	2020	$41 M
Lincoln High School, Phase 1	Landmark Modernization and Addition	GC/CM	2019	$101 M
Magnolia Elementary School, Phase 1	Landmark Modernization and Addition	DBB	2019	$40 M
Queen Anne Elementary School	Modernization and Addition	DBB	2019	$19 M
Ingraham High School	Modernization and Addition	GC/CM	2019	$41 M
E.C Hughes Elementary School	Landmark Modernization	DBB	2018	$14 M
Loyal Heights Elementary School	Landmark Modernization and Addition	GC/CM	2018	$47 M
Cascadia Elementary and Robert Eagle Staff Middle School	Two New Schools	GC/CM	2017	$122 M
Meany Middle School 2017	Modernization and Addition	DBB	2017	$30 M
Olympic Hills Elementary School	Replacement/New Building	GC/CM	2017	$45 M
Jane Addams Middle School	Modernization	DBB	2017	$13 M
Genesee Hill Elementary School	Replacement/New Building	DBB	2016	$41 M
Thornton Creek Elementary School	New Building	DBB	2016	$43 M
Arbor Heights Elementary School	Replacement/New Building	DBB	2016	$41 M
Hazel Wolf Elementary School	Replacement/New Building	DBB	2016	$40 M
Seattle World School @TT Minor	Modernization	DBB	2016	$20 M
Horace Mann	Landmark Modernization and Addition	DBB	2015	$13 M
Fairmount Park Elementary School	Modernization and Addition	DBB	2014	$19 M

Denny Middle School/ Chief Sealth International High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	$5.9 M

Denny Middle School/ Chief Sealth International High School - Projects 1 & 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010/2011	$149 M
Nathan Hale High School Project 2	Modernization and Addition	GC/CM	2011	$72.8 M
Garfield High School	Landmark Modernization and Addition	GC/CM	2008	$87.5 M
Cleveland High School	Landmark Modernization and Addition	GC/CM	2007	$67 M
Roosevelt High School	Landmark Modernization and Addition	GC/CM	2006	$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	$10 M

OTHER CAPITAL PROJECTS

Buildings	Roof Replacements	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	$200 M
	Exterior Renovations		
	Mechanical / Air Quality		
	Life Safety / ADA		
	Interior Finishes/ Flooring		
Technology	Technology, computers, networks	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	$ 141 M
Academics	Literacy, Arts, Science Facilities	BTA II 2005-2012 BTA III 2010-2012 BTA IV 2016-2022	$102 M
	High School CORE 24 Program Placement		
	Athletics Improvements		

Attachment D

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

Project Name	Scale / Description	Delivery Method	Completion	Project Cost
MAJOR CAPITAL PROJECTS				
Cleveland HS Field Access	Landmark Modernization and Addition	PDB	2026 (in Design)	$3.8 M
Audio/Visual Security System	Upgrades at Multiple Sites	PDB	2025 (in Design)	$45 M
Franklin HS HVAC Project	Upgrade to Existing Building	PDB	2024 Complete	$5.8 M
Montlake Elementary School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	$65 M
John Rogers Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	$92 M
Alki Elementary School	Replacement/New Building	GC/CM	2025 (in Design)	$67 M
Mercer Middle School	Replacement/New Building	GC/CM	2025 (in Design)	$153 M
Rainier Beach High School	Replacement/New Building	GC/CM	2025 (in Design)	$238 M
Van Asselt School	Landmark Modernization and Addition	GC/CM	2025 (in Design)	$50 M
Northgate Elementary School	Replacement/New Building	GC/CM	2023 (in Const)	$90 M
Viewlands Elementary School	Replacement/New Building	DBB	2023 (in Const)	$88 M
Kimball Elementary School	Replacement/New Building	DBB	2023 (in Const)	$85 M
North Queen Anne Elementary	Landmark Modernization	DBB	23 (in Const)	$8 M
West Seattle Elementary School	Modernization and Addition	DBB	23 (in Const)	$29 M
Lincoln High School, Phase 2	Modernization	GC/CM	2022 (in Const)	$36 M
Wing Luke Elementary School	Replacement/New Building	DBB	2021	$48 M
Webster K-8 School	Landmark Modernization and Addition	GC/CM	2021	$41 M
West Woodland Elementary	Modernization and Addition	DBB	2021	$22 M
Bagley Elementary School	Landmark Modernization and Addition	GC/CM	2020	$41 M
Lincoln High School, Phase 1	Landmark Modernization and Addition	GC/CM	2019	$101 M
Magnolia Elementary School, Phase 1	Landmark Modernization and Addition	DBB	2019	$40 M
Queen Anne Elementary School	Modernization and Addition	DBB	2019	$19 M
Ingraham High School	Modernization and Addition	GC/CM	2019	$41 M
E.C Hughes Elementary School	Landmark Modernization	DBB	2018	$14 M
Loyal Heights Elementary School	Landmark Modernization and Addition	GC/CM	2018	$47 M
Cascadia Elementary and Robert Eagle Staff Middle School	Two New Schools	GC/CM	2017	$122 M
Meany Middle School 2017	Modernization and Addition	DBB	2017	$30 M
Olympic Hills Elementary School	Replacement/New Building	GC/CM	2017	$45 M
Jane Addams Middle School	Modernization	DBB	2017	$13 M
Genesee Hill Elementary School	Replacement/New Building	DBB	2016	$41 M
Thornton Creek Elementary School	New Building	DBB	2016	$43 M
Arbor Heights Elementary School	Replacement/New Building	DBB	2016	$41 M
Hazel Wolf Elementary School	Replacement/New Building	DBB	2016	$40 M
Seattle World School @TT Minor	Modernization	DBB	2016	$20 M
Horace Mann	Landmark Modernization and Addition	DBB	2015	$13 M
Fairmount Park Elementary School	Modernization and Addition	DBB	2014	$19 M

Denny Middle School/ Chief Sealth International High School - Project 3	Community / Sealth Athletic Fields	GC/CM	2011	$5.9 M
Denny Middle School/ Chief Sealth International High School - Projects 1 & 2	Sealth HS 230,000 SF Modernization / Denny MS - New Building	GC/CM	2010/2011	$149 M
Nathan Hale High School Project 2	Modernization and Addition	GC/CM	2011	$72.8 M
Garfield High School	Landmark Modernization and Addition	GC/CM	2008	$87.5 M
Cleveland High School	Landmark Modernization and Addition	GC/CM	2007	$67 M
Roosevelt High School	Landmark Modernization and Addition	GC/CM	2006	$84.5 M
Nathan Hale High School Auditorium	New Addition	GC/CM	2004	$10 M

OTHER CAPITAL PROJECTS

Buildings	Roof Replacements	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	$200 M
	Exterior Renovations		
	Mechanical / Air Quality		
	Life Safety / ADA		
	Interior Finishes/ Flooring		
Technology	Technology, computers, networks	BTA II 2005-2012 BTA III 2010-2016 BTA IV 2016-2022	$ 141 M
Academics	Literacy, Arts, Science Facilities	BTA II 2005-2012 BTA III 2010-2012 BTA IV 2016-2022	$102 M
	High School CORE 24 Program Placement		
	Athletics Improvements		

EXISTING SITE PLAN

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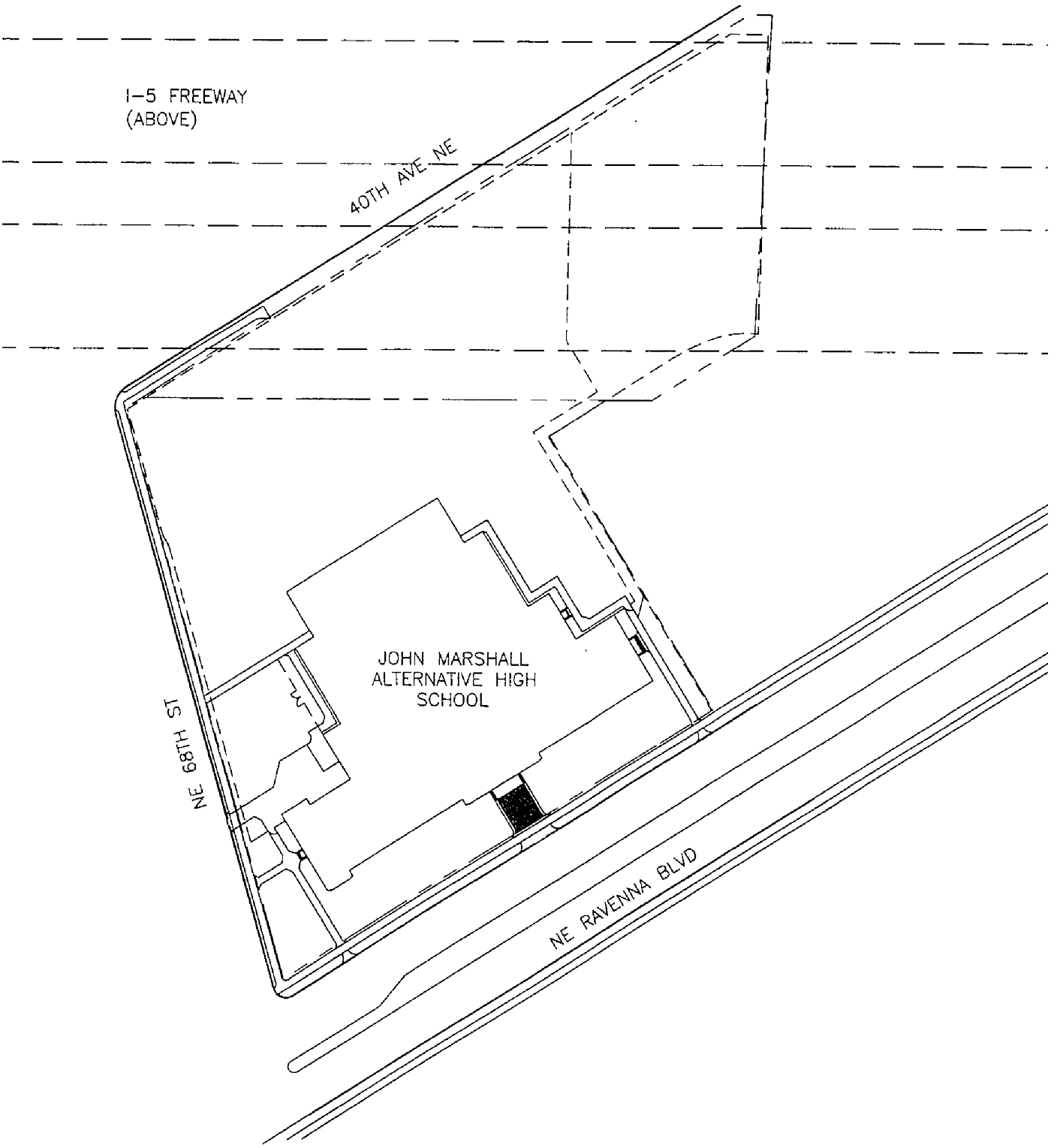

Attachment F

EXISTING LEVEL 1 FLOOR PLAN

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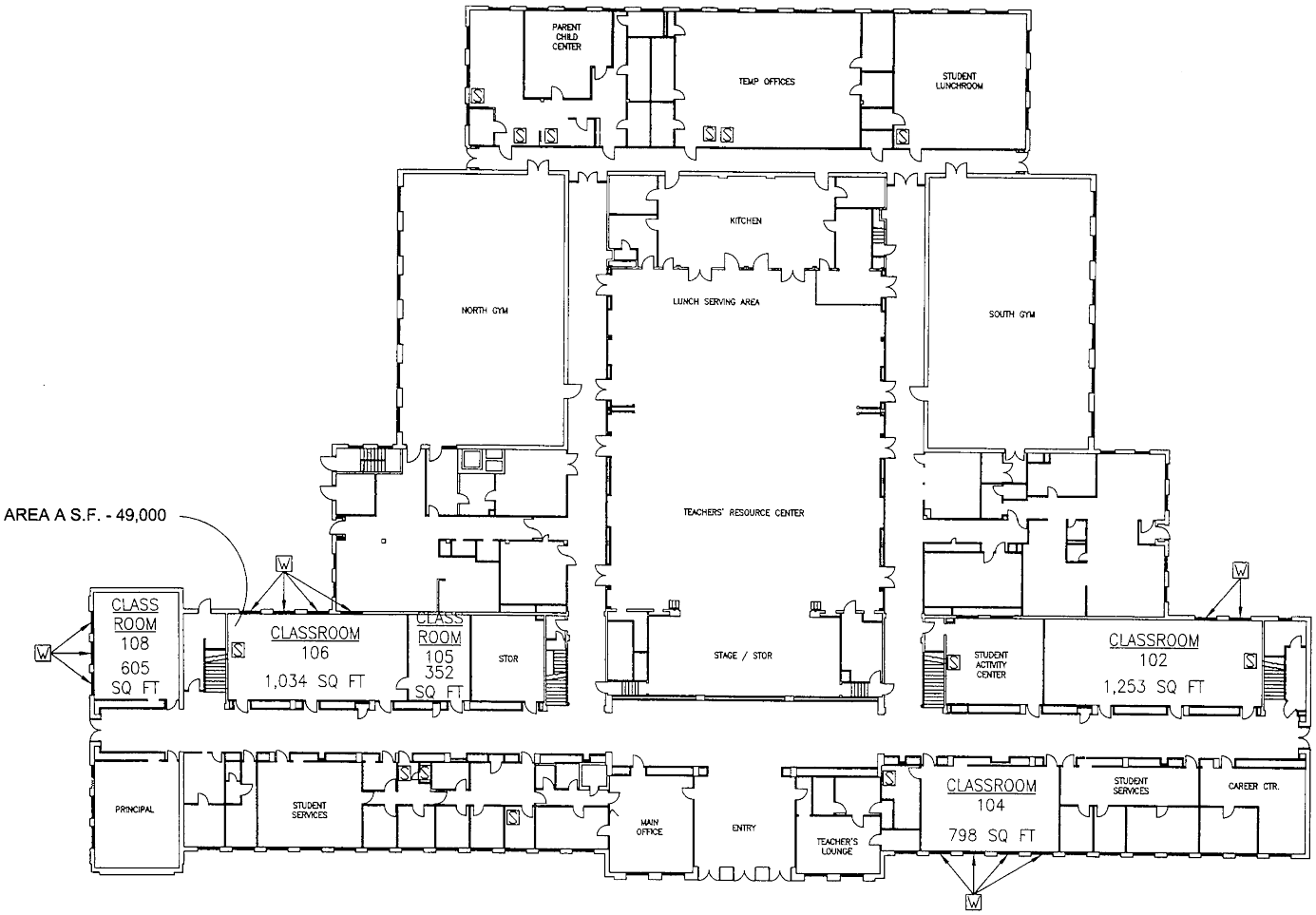

Attachment F

EXISTING LEVEL 2 FLOOR PLAN

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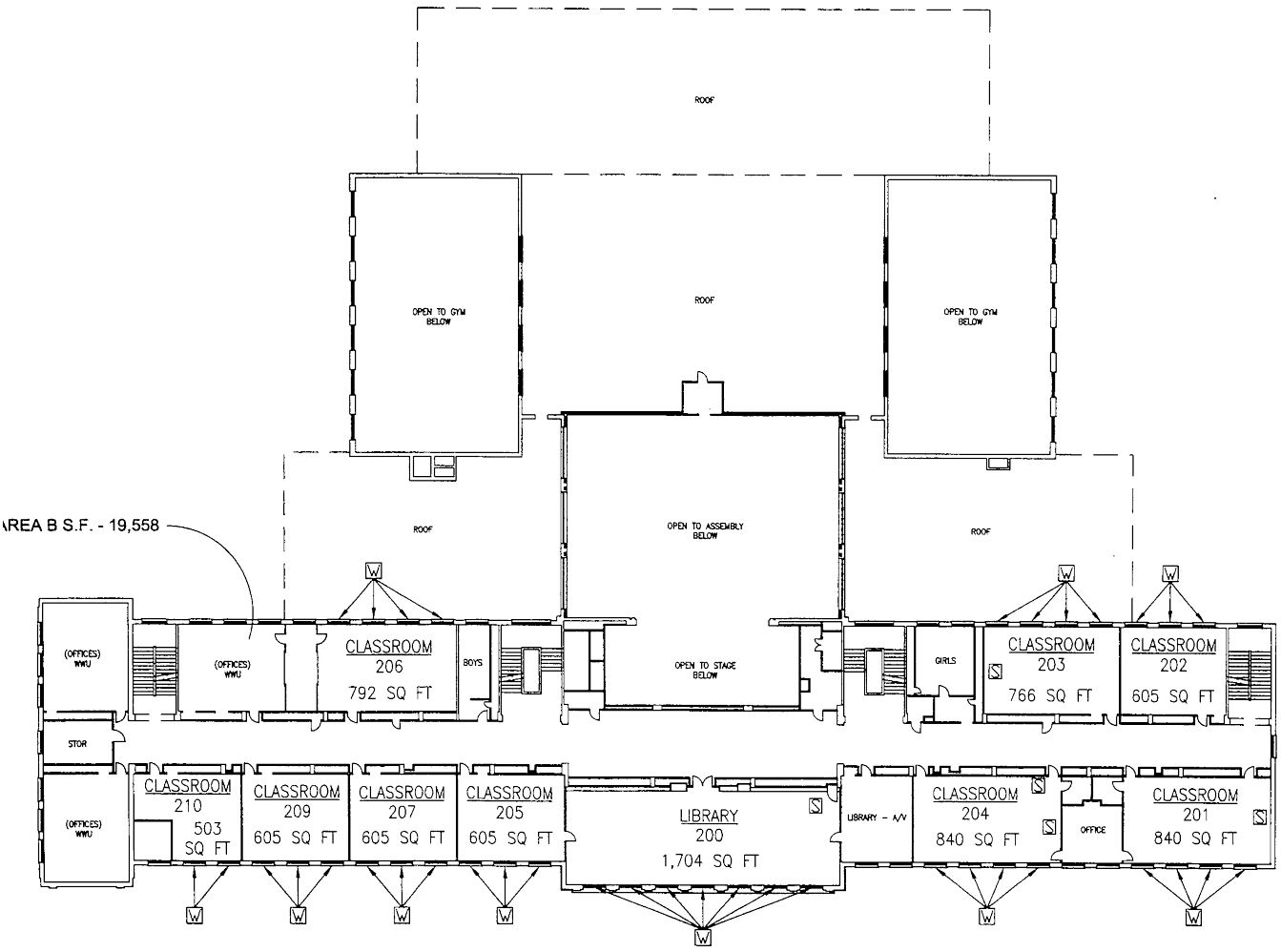

Attachment F

EXISTING LEVEL 3 FLOOR PLAN

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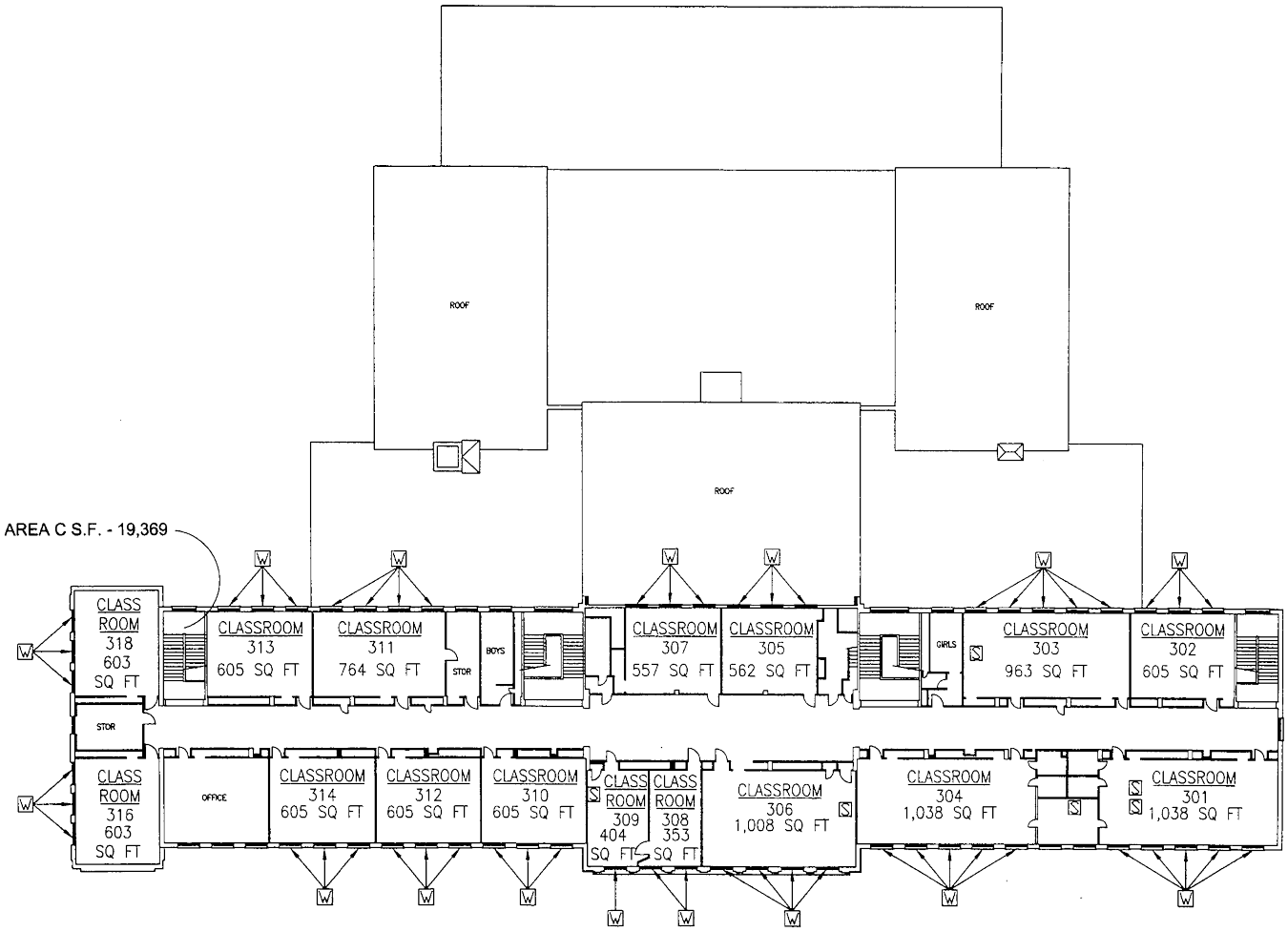
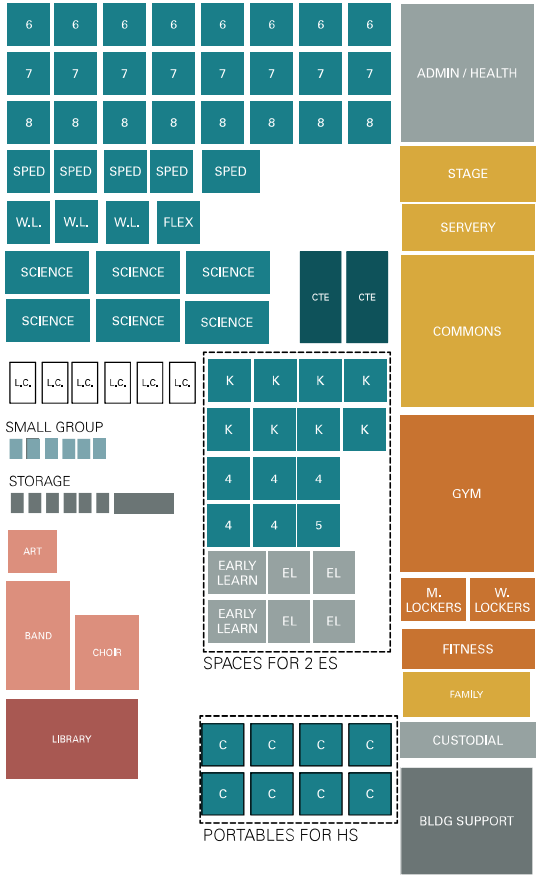
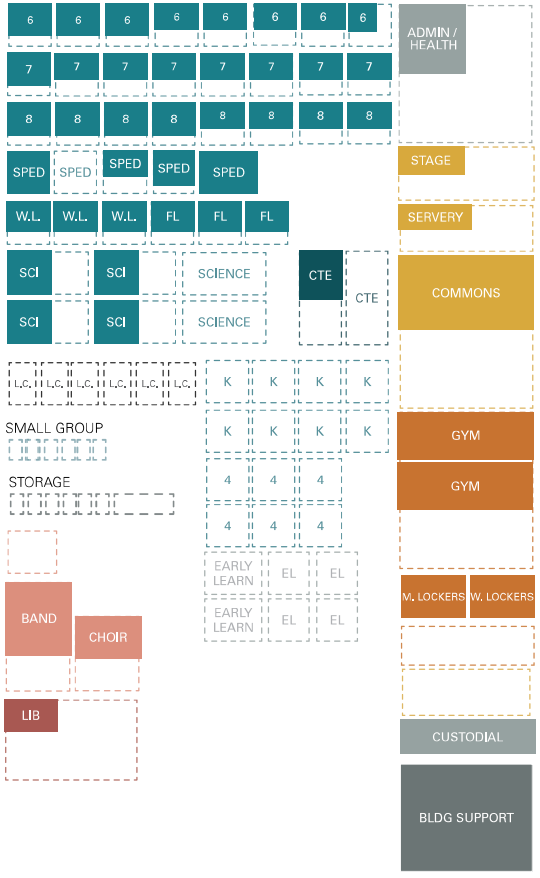


BEX VI INTERIM SITE PROGRAM



EXISTING JOHN MARSHALL PROGRAM COMPARED TO BEX VI INTERIM SITE PROGRAM



JOHN MARSHALL / PREFERRED OPTION, SITE PLAN

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JOHN MARSHALL / PREFERRED OPTION, FLOOR PLANS

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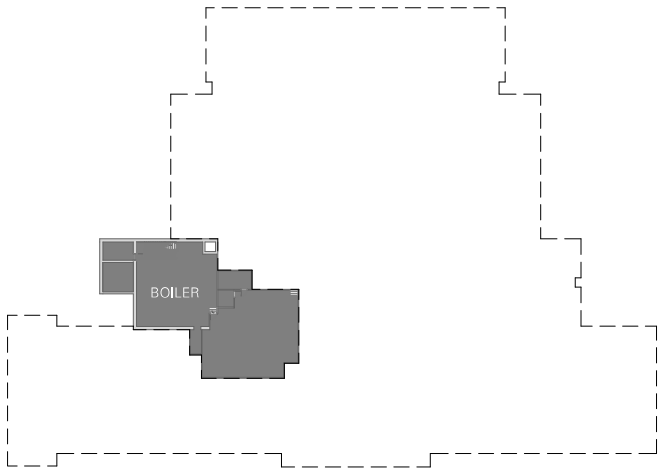
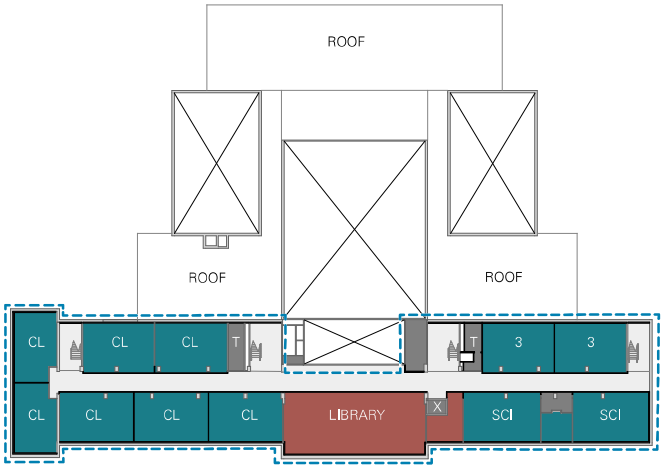


BASEMENT

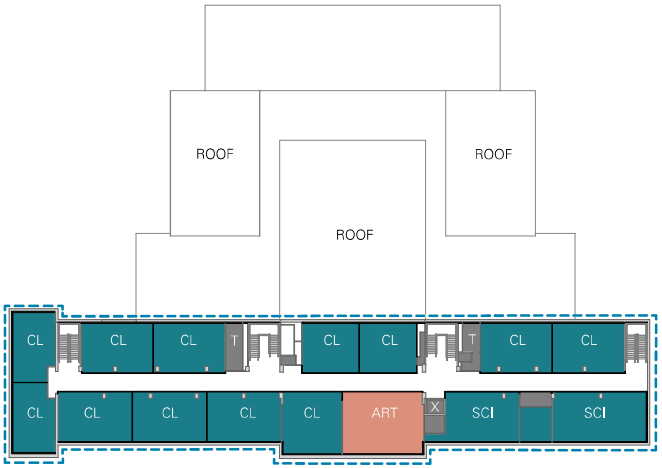
LEVEL 1

LEGEND

- LC LEARNING COMMONS
- LEARNING / SPED
- LEARNING SUPPORT
- CTE
- ATHLETICS
- COMMONS
- ARTS + MUSIC
- RESOURCES / LIBRARY
- SUPPORT
- BUILDING SUPPORT
- MODERNIZATION
- NEW FINISHES



LEVEL 2



LEVEL 3

Seattle Public Schools

Attachment G – SCWA Project Data Collection

Projects Completed / In-Progress

Project Title	Project Value	Construction Type	SPS Student	SPS Wage Earn	SPS ZIPs Appr.	SPS ZIPs Journ.	Apprentice (Req.)	Women	People of Color	Pref. Entry (Req.)	Women	People of Color	MBE	WBE	Finished 0% - 100%
			Participation Goals (April 2025)												
			SCWA Hours					Apprentice Hours			Journey Hour				
			4%	10%	3%	7%	15%	9%	30%	20%	9%	30%	20%	6%	
Van Asselt Interim Site New Addition	$50,623,170	GCCM	6%	3%	3%	5%	21%	16%	52%	20%	3%	49%	10%	9%	100.00%
Kimball ES Replacement	$72,563,830	DBB	6%	2%	2%	4%	17%	13%	38%	11%	3%	37%	14%	4%	100.00%
JSCEE Central Kitchen Upgrades Phase II	$20,374,370	GCCM	5%	0%	5%	8%	21%	8%	52%	40%	3%	26%	1%	3%	100.00%
John Rogers ES Replacement	$95,274,930	GCCM	7%	2%	1%	3%	20%	6%	48%	20%	3%	43%	11%	3%	93.00%
Montlake Addition & Renovation	$88,873,730	GCCM	7%	2%	3%	4%	19%	5%	37%	9%	5%	30%	8%	3%	92.50%
Asa Mercer MS Replacement	$161,047,180	GCCM	7%	4%	2%	7%	19%	12%	25%	21%	5%	29%	2%	15%	87.20%
Rainer Beach High School Replacement	$278,265,860	GCCM	5%	3%	5%	5%	20%	15%	41%	19%	2%	38%	30%	5%	80.50%
John Muir Early Learning Addition	$16,614,550	GCCM	6%	0%	4%	2%	19%	1%	40%	100%	1%	46%	7%	8%	55.70%
Alki ES Addition & Renovation	$89,956,810	GCCM	6%	4%	4%	3%	18%	19%	59%	66%	1%	36%	5%	9%	24.90%
Aki Kurose MS Addition & Renovation (Design)	$248,827,090	GCCM													0.00%
Eckstein Cladding & Window	$17,562,170	Design Build	8%	8%	5%	6%	26%	8%	55%	33%	3%	28%	4%	19%	58.10%
Districtwide A/V Technology	$33,859,040	Design Build	15%	10%	4%	2%	22%	32%	48%	0%	0%	19%	0%	0%	3.70%
Franklin HS HVAC	$5,809,350	Design Build													100.00%

Projects Planned + BEX VI

Project Title	Project Value	Construction Type	SPS Student	SPS Wage Earn	SPS ZIPs Appr.	SPS ZIPs Journ.	Apprentice (Req.)	Women	People of Color	Pref. Entry (Req.)	Women	People of Color	MBE	WBE	Finished 0% - 100%
			Participation Goals												
			SCWA Hours					Apprentice Hours			Journey Hour				
			4%	10%	3%	7%	15%	9%	30%	20%	9%	30%	20%	6%	
Capacity / Construction Projects															
Replacement ES	$150,000,000	GCCM													
Lowell ES	$148,333,800	GCCM													
John Marshal Interim Site	$84,978,640	GCCM													
Chief Sealth International HS CTE	$50,097,300	GCCM													
Support Services Building Systems															
John Stanford Center Roof	$15,350,800	GCCM													
Saftey & Security															
Districtwide A/V Security	$10,000,000	Design Build													
Districtwide A/V Technology	$38,000,000	Design Build													
Clean Energy Projects															
All Projects	$92,854,740	Design Build													
Athletic Fields & Fields Exterior Lights															
Denny MS & Chief Sealth HS	$455,950	DBB													
Ballard HS	$1,112,530	DBB													
Eckstein MS	$1,162,100	DBB													
Southwest Athletic Complex	$2,634,030	DBB													
Concord ES	$3,005,900	DBB													
Mercer MS	$3,005,900	DBB													
District-wide	$3,900,000	DBB													
Lincoln HS Field & Track 2025	$5,516,160	DBB													