



**STATE OF WASHINGTON**  
**Capital Projects Advisory Review Board**

October 29, 2007

Mr. Don Gilmore, Program Manager  
Seattle Public Schools  
MS 22-332  
Post Office Box 34165  
Seattle, Washington 98124-1165

RE: Project Review Committee Determination  
For Seattle Public Schools  
GC/CM Certification Application

Dear Mr. Gilmore:

The Capital Projects Advisory Review Board's Project Review Committee Panel has determined that your application to use GC/CM does not meet the criteria established in RCW 39.10.270

Based on its review of your application and subsequent interview on October 25, 2007, the Panel offers the following feedback regarding its decision:

1. Seattle Public Schools staffing levels are insufficient and back-up support needs to be better defined to properly administer project requirements.
2. SPS is too heavily dependant on it's consultant and is too far removed from the day to day process and decision making to adequately administer the GC/CM delivery method. Signature authority in particular is several levels above the field. It was felt that SPS had very limited in-house capability for management of a program as aggressive as the one they are undertaking.
3. It's consultant may be committing staffing levels that are far greater than they have capacity to fill. Depth of consultant staff experience with GC/CM projects wasn't adequately demonstrated.
4. SPS did not demonstrate that the majority of their past GC/CM projects were successful. Many were significantly over budget and / or completed late.
5. It was felt that based on past GC/CM experience a project specific approval application would be more appropriate than a certification request.
6. As lead consultant to SPS, DKA should have been represented at the interview and available for committee questions.

We thank you for your application and presentation and trust this will not deter you from re-applying for GC/CM certification in the future.

Sincerely

Rodger Benson, Chair  
Project Review Committee

cc: Eric Smith - PRC Vice Chair, Roland Orr