WASHOUGAL SCHOOL DISTRICT

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June 30th, 2015

Capital Projects Advisory Review Board
Project Review Committee
PO Box 41012
Olympia, WA 98504-1012

Project Review Committee,

Following our application and presentation, in May, of the Washougal School District Jemtegaard and Excelsior school projects, it was apparent that our team was not prepared to meet some of the criteria established in RCW 39.10.270. We have taken the committee's comments to heart and worked to improve our capabilities and approach, which are reflected in our new application.

We feel our project is appropriate for the GC/CM contracting process for many reasons including:

- Construction will be ongoing at occupied sites
- Our largest project, the Jemtegaard project, requires sensitive Columbia River Gorge commission approval as part of the permitting process
- Since our schools already exceed capacity with no available surge space, we will face complicated phasing requirements

Although our team has extensive experience with the CM/GC contracting method there were concerns with the teams experience with the GC/CM contracting method. Since the presentation in May our Construction Project Management team has completed the AGC/UW GC/CM training course, and has shored up our team by adding Parametrix (Howard Hillinger) as our GC/CM consultant.

Thank you for considering our application. We look forward to the opportunity to present our project to the Project Review Committee and trust that you will find that we have responded to the panel's concerns.

For more information, please contact our Project Manager, Rick Yeo at R & C Management Group, LLC at (503) 487-7445, or by email at rick@randcmanagement.com.

Sincerely,

Joe Steinbrenner, Facilities Director

Enclosure: WSD Application and Exhibit

WASHOUGAL SCHOOL DISTRICT

GC/CM Application to PRC

July 1, 2015

WASHOUGAL SCHOOL DISTRICT

CONTENTS

1. IDENTIFICATION OF APPLICANT

a. **Legal Name of Public Body:** Washougal School District 112-6
b. **Address:** 4855 Evergreen Way, Washougal, WA 98671
c. **Contact Person Name:** Mike Stromme **Title:** Superintendent
d. **Phone Number:** (360) 954-3005 **Fax:** (360) 835-7776
Email: mike.stromme@washougalsd.org

2. BRIEF DESCRIPTION OF PROPOSED PROJECT

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

The Washougal School District recently passed a $57,685,000 Capital Facilities Bond for construction of a K-5/6-8 School (Jemtegaard School), a replacement alternative High School (Excelsior High School) as well as numerous smaller projects.

The District is requesting approval to incorporate both the Jemtegaard School and the Excelsior School, for the purpose of this application, into one project and be allowed to proceed with the GC/CM procurement method for the project. The other projects in the bond, (a transportation facility, safety enhancements and roof and HVAC upgrades) will be constructed using the Design Bid Build (D/B/B) procurement method and are not included in this request.

The approved bond amount is $57,685,000, of this total $51,774,748 has been budgeted for the GC/CM projects and the remainder has been budgeted for the D/B/B projects.

Both projects will be constructed on occupied sites. In addition, the Jemtegaard site falls within the special review of the Columbia River Gorge Commission, which was charged by Congress to protect and enhance the scenic and natural resources of the Gorge

- Summary of the Project Costs
  - Jemtegaard School **$46,870,475.35**
  - Excelsior School **$4,904,272.65**
  - Total Budget **$51,774,748**

For additional information concerning the Washougal School Capital Facilities Bond please visit:

http://www.washougal.k12.wa.us/levybond/levybond1.htm

3. PROJECT TOTAL COST FOR THE PROJECT

a. *Project Budget (New Jemtegaard and Excelsior Schools combined)*

Costs for Professional Services (A/E, Legal, etc.)	$5,161,500
Estimated project construction costs (excluding construction contingencies)	$32,500,000
Equipment and furnishing costs	$1,566,380
Off-site costs	$100,000
Contract administration costs (Owner, CM, etc.)	$776,710
Contingencies (construction >5%)	$1,630,100
Contingencies (design 5%)	$1,689,077
Contingencies (owner 5%)	$1,863,831
Risk Reserve	$1,997,130
Other related project costs (permits, fees, and advertisements)	$1,615,000
Sales Tax	$2,875,020
Total	$51,774,748

b. *Funding Status*

Please describe the funding status for the whole project.

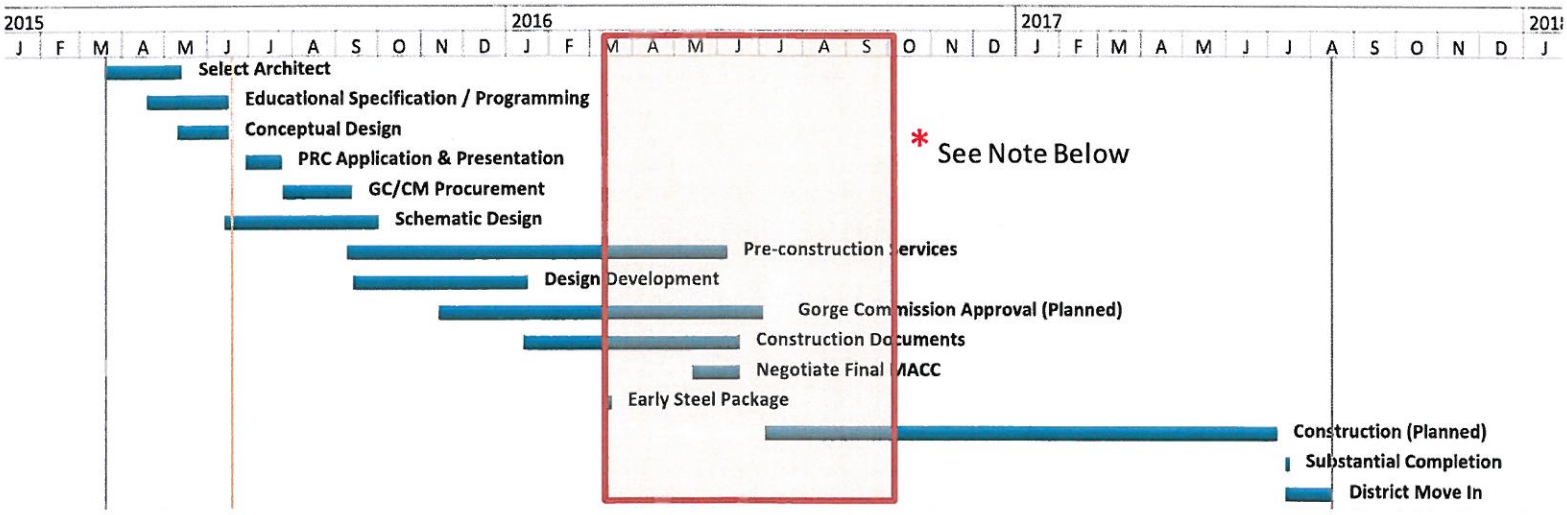
Funding for this project has been secured through the February 2015 passage of a $57,685,000 Bond measure.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

The planned project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Activities for both the Jemtegaard School and Excelsior High School will run concurrently

Activity	Planned Start	Planned Completion
Select Architect	3/20/15	5/12/15
Educational Specification / Programming	4/20/15	6/15/15
Conceptual Design	5/12/15	6/15/15
PRC Application & Presentation	6/30/15	7/23/15
GC/CM Procurement	7/27/15	9/21/15
Schematic Design	6/15/15	9/30/15
Pre-construction Services	9/21/15	7/15/16
Design Development	9/30/15	1/15/16
Gorge Commission Approval / Building Permit (Planned)	11/15/15	7/15/16
Construction Documents	1/15/16	6/15/16
Negotiate Final MACC at 90% CD's	5/15/16	6/15/16
Early Steel Package	3/15/16	3/15/16
Construction (Planned)	7/18/16	7/16/17
Substantial Completion	7/15/17	7/15/17
District Move In	7/15/17	8/15/17



* Early design phase GC/CM involvement is critical to timely agency review success and reduced potential impacts to the construction schedule.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

The School District is contracting with the following firms and work is proceeding with conceptual/schematic design along with GC/CM procurement efforts.

- Architect: LSW Architects, PC, headquartered in Vancouver, Washington has over 60 years of Washington State K-12 educational projects. They assisted the District with the successful pre-bond efforts and will be the architect of record for the Project. *LSW's GC/CM experience includes 3 high schools, 1 middle school and 4 grade schools.*
- District Legal Counsel: The School District's legal counsel is Dick Prentke with Perkins Coie. Legal counsel is under contract and *will develop the framework for the RFP, RFFP and Agreements* and will assist the District throughout the Project.
- Project Management / Construction Manager: R&C Management Group, LLC (RC) is on board to provide full construction and project management services for the District. RC efforts, at present, are focused on budget and schedule development and procurement of owner's consultants. RC will assist with the development of the GC/CM RFQ, RFP and RFFP. *RC's Washington GC/CM experience includes 1 high school and 1 grade school. Both Rick Yeo and Adam Cormack have recently completed the Washington AGC General Contractor / Construction Manager Workshop.*
- GC/CM Advisor: Parametrix will support the District as our advisor for all issues related to the GC/CM process. *Howard Hillinger has considerable GC/CM experience and is experienced in several recent GC/CM projects including two for Tacoma School District, and is a current member of the Project Review Committee.*

If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.

The project has just entered the schematic design phase.

5. 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?**
  - ❖ *Existing schools will remain occupied.*
    Project construction must be phased to allow the existing facilities to remain in full use during the school year. This will require detailed phasing plans to allow ongoing education as well as ensure the safety and security of all students, staff and public.

  - ❖ *Agency approval.*
    The Jemtegaard Project will require approval of the Columbia River Gorge Commission. Building permits cannot be issued until after the Commission has approved the project. Historically, the timeline of Commission approval has been very erratic. The GC/CM will be able to respond quickly with recovery schedules in order to minimize schedule impacts from unanticipated delays.

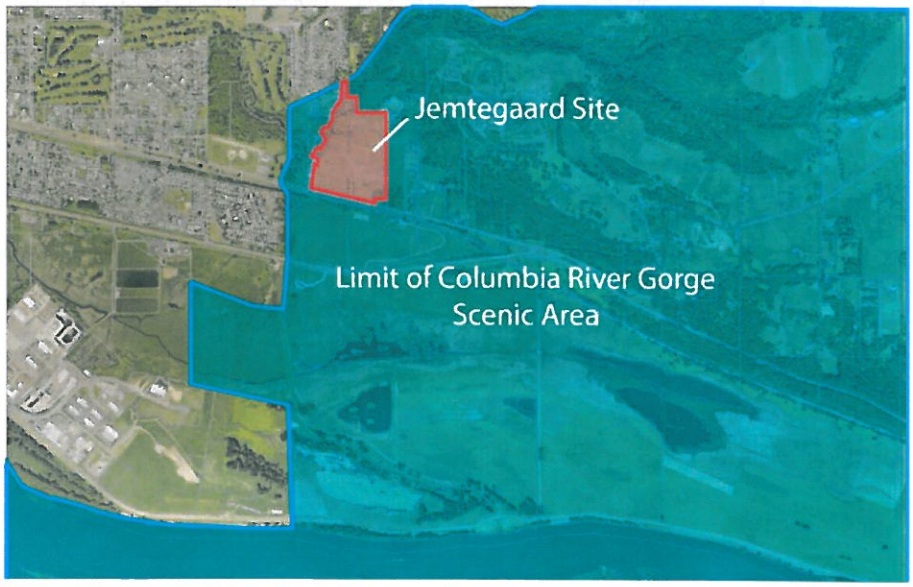


figure: Columbia River Gorge Scenic Area with Jemtegaard Site

  - ❖ *Required phasing.*
    Phasing of the work becomes critical in that each site has work taking place on multiple sides of the occupied school. Student egress, access to playfield/ballfields, delivery and pickup of students, building demolition and site utility locate and relocate all must be coordinated and addressed at each phase of construction.

5. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

- **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?**

  - ❖ *Safety of students, staff and public.*
    Each of these sites will continue to be fully occupied by hundreds of students and parents. The District is at over-capacity and moving students to other sites is not an option. All construction traffic will flow through the occupied school site. Student and public safety is critical. Each school site has existing safety issues with morning and after-school bus and parent drop off and pick up of the students as well as scheduling District and community sports activity on the sites. The existing confusion will only be compounded without total understanding and collaboration between the District and the GC/CM.

  - ❖ *Flexibility with the District's schedule.*
    The District intends to maintain their commitment to educating their students in a learning environment that is not compromised by construction activities. The District needs a GC/CM that fully understands and shares the District's commitment to the educational process. Construction activities will need to be scheduled to allow for some quiet times for critical activities such as testing periods. Work that will compromise student safety will need to scheduled when the school in not occupied. Additionally, there will be some school wide activities that will require additional site parking for the community. The GC/CM's parking and staging areas will need to be shared for those activities.

    Having a GC/CM on-board that understands the District's needs and can respond immediately by shifting work activities and making accomodations for other short-term District needs will support the District's goal of maintaining a facility that will allow for a quality learning environment for the students, as well as accommodate community activities.

  - ❖ *Existing services.*
    Since each school is planning on keeping their existing permanent facilities until the completion of the new projects, the integration and phasing of the new utilities including water, sewer, communications, fire alarm, and security will require careful consideration and coordination and confirmation of as-builts. Close coordination with the District will need to occur in order to separate public access to the existing schools from construction access to the construction zones. Finally, the construction zones will occupy existing parking areas and sports fields. This will require the coordination of shared parking and the construction of temporary sports fields.

5. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

Site Complexities

- *Topography at the Jemtegaard project.*

The Jemtegaard site has over 500 students on a shared or common site of about 11.25 usable acres. Site conditions include steep slopes (up to 15 feet of elevation change), a creek, a forested area, and existing play fields. These site conditions will require the design, construction and maintenance of a robust storm-water treatment facility during the course of construction. The GC/CM's involvement will be critical for the planning, mitigation and maintenance of this treatment facility in order to minimize site and budgetary impacts.

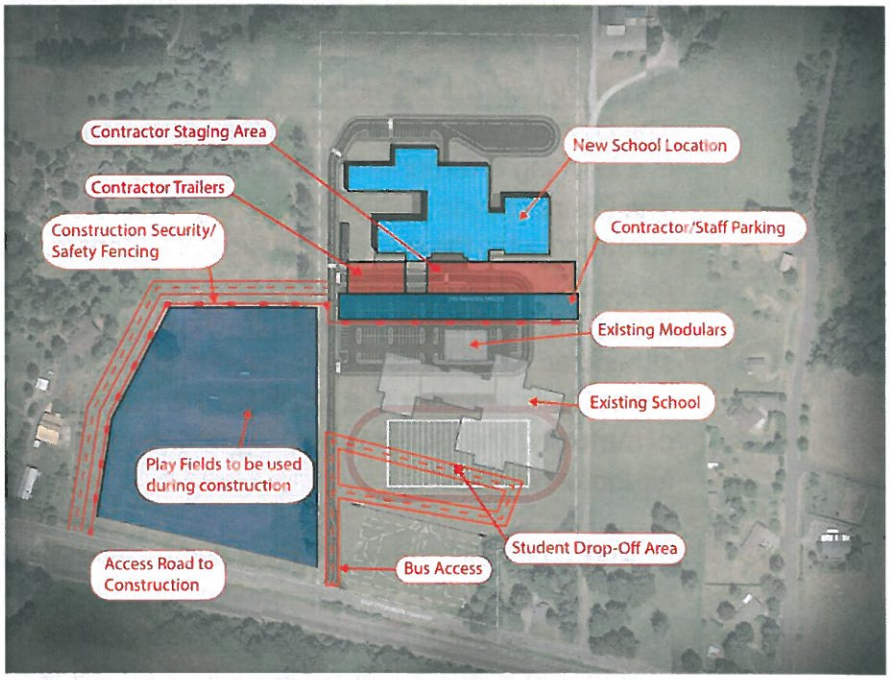


Figure: Jemtegaard Preliminary Construction Plan

- *Construction staging and lay-down area is not available.*

The Excelsior site has approximately 60 students on less than 1 acre. The site is confined by a residential community and Washougal High School athletic fields. The new construction is planned within the current staff and public parking area. Parking for both the construction and staff will need to be located off-site. Construction staging and lay-down areas for the Excelsior project are planned to be located at the Jemtegaard site. The two sites are separated by 1.5 miles requiring special coordination to streamline the construction process for the team. Careful thought and coordination with the GC/CM for construction staging, lay-down areas and safe public access to the existing facilities is critical to public safety, the construction process and the overall success of these projects.

5. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

Figure: Excelsior High School Site

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

  - ❖ *Real world experience*

    Seeing the projects through the "contractor's eyes" will require early involvement of the GC/CM. This will help shape the design and modify documents to maximize the effectiveness of construction in order to overcome the inherent obstacles at each site. It is crucial that the GC/CM be on board early in the design process to assist in the constructability of the design and to work closely with the Owner and Design Team to develop the game plan for the safe scheduling and timely phasing of the work. The GC/CM will assist with determining the most beneficial and safe access to the site. Early involvement of the GC/CM is necessary to perform site investigations, to gather and process site information from a contractor's point of view. This process will allow informed design decisions and streamline the construction process.

  - ❖ *Budget control*

    The GC/CM will be responsible for cost estimation and cost control during the design phase. With the Owner's budget derived from bond proceeds, it will be essential that, throughout the design process, the GC/CM provides continuous cost estimation, value analysis and constructability to ensure the final cost of construction is responsibly within the budget.

- ❖ *Early material procurement.*
  The early involvement of the GC/CM will provide the opportunity for long lead materials to be procured during the design process as necessary to meet the project schedule. We are in the early stages of determining early bid packages. Two packages that will be required are structural steel and metal joist/decking. The project's critical path flows through the early procurement of these packages, and others to be determined with the assistance of the GC/CM, will allow the project to be completed in the 12 month project schedule. With a limited time frame for construction, the GC/CM will be able to review and order materials prior to the 100% completion of the construction drawings.

- **If the project encompasses a complex or technical work environment, what is this environment?**
  - ❖ *Complexity*
    The complexity of the work environment is summed up by two primary concerns: site logistics and student safety. How do we safely construct our new facilities while the contractor is just feet away from students, ranging in age from eleven to eighteen years-old? When the existing sports fields are included, this age group expands from infants to the oldest of our population.
  - ❖ *Questions* that arise at the Jemtegaard site that would uniquely benefit from a GC/CM approach include:
    A. On a limited site where will the running track be relocated since the new construction will displace it?
    B. Where will construction staging and parking be placed, bearing in mind that the other relatively flat areas on the site are occupied by the existing school and parking? These will need to be closely coordinated with the GC/CM to allow construction to proceed efficiently.
    C. "Dry weather" site work normally starts in late-May and ends in late-September, a four-month window. The Columbia River Gorge Commission has a planned approval date of July 15th, 2016. The start date of July 15th compresses the dry weather window to 2.5 months, which will be challenging to the project. If permitting is additionally delayed by the CRGC, which is a very real possibility, how will the civil activities of the project such as cut/fills, site access roads, building pads, utilities and other site activities be completed in a dry-weather window that is already compressed and will be extremely challenged by additional delays in the start of construction?
    D. What is the best plan to abate and demolish the existing building and construct new parking lots in a 2.5 month summer window?

E. How and when do we demo existing buildings, build new buildings, route utilities while still maintaining student/staff safety, egress, and fire/emergency access?
F. Knowing that we have limitations with site work, weather and permitting, where do we start construction and how do we maximize buildable weather conditions?

❖ *Summary*

When looking at the project as a whole, the complexity and technical aspects are really a sum of their parts. Site size, grades, soil conditions, needs for ball field use, busing, on-site work, off-site work, student access, parking, contractor's staging, inner area construction, hazardous materials abatement and permitting are all to be completed while maintaining the safety and education of the Washougal students. This will require close coordination and input from the GC/CM which will be critical to the overall success of the project.

- **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?**

No specialized work related to historical significance is anticipated on this project.

6. 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 example, your description must address, but is not limited to:

How this contracting method provides a substantial fiscal benefit; or

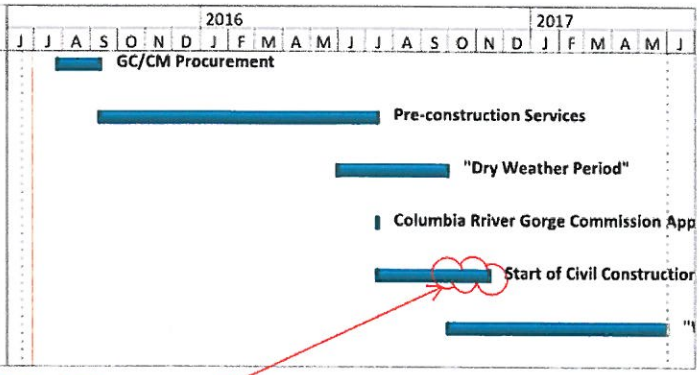
- *Reduced costs*

  We are entering periods of high construction escalation, time is of the essence. It is expected that bringing the GC/CM onto the team early to aid with phasing and scheduling, confirm on-site utility as-builts and to issue early subcontractor bid packaging will reduce the construction time line by at least 3 months allowing for a planned completing date of July 16, 2017. This will allow the school to open one school year early, saving the District an estimated $1,900,000 in potential inflation (estimated at 5% per year), compared with the cost of conventional Design Bid Build.

- *Reduced risks*

  Releasing early bid packages such as an early steel package and an early site package will offer substantial benefits to the public. Early bid packages will allow long lead materials to be preordered, reducing scheduling risks and decreasing cost premiums due to compressed schedules. "Locking in" a civil subcontractor in early spring, when quality civil subcontractors still have capacity to take on summer work, rather than waiting for complete documents to be prepared which is expected in early summer, will allow for better up front planning and risk management as well as increase competition by having civil work bid in the Spring, which historically produces lower bid results than waiting to bid in early Summer- a much less competitive bid environment.

ID	Task Name	Duration	Start
1	GC/CM Procurement	35 days	Mon 7/27/15
2	Pre-construction Services	221 days	Fri 9/11/15
3	"Dry Weather Period"	88 days	Wed 6/1/16
4	Columbia Rriver Gorge Commission Approval	1 day	Fri 7/15/16
5	Start of Civil Construction	88 days	Fri 7/15/16
6	"Wet Weather Period"	175 days	Sat 10/1/16



GC/CM input required to minimize schedule impacts due to civil construction extending into wet weather period

- *Reducing unforeseen conditions*
  Bringing the GC/CM team onboard during the design phase will provide financial benefits by allowing additional time for investigation of potential pitfalls with utility conflicts, unknown building conditions, and challenging site conditions and hence reducing unforeseen conditions during the construction phase.

- *Public safety concerns*
  By including an experienced carefully selected GC/CM team with outstanding safety programs and relevant experience providing the management for construction, scheduling, estimating and budgeting, phasing, and student circulation the impact of construction activities to the surrounding school as well as the community will be greatly reduced. All of the projects will involve construction during the school year and will need to be cost effective.

- *Site complexity*
  Both the Excelsior and Jemtegaard projects are on tightly constrained sites. The sites will be fully occupied throughout the school year. Parking and athletic fields will be absorbed by construction activities with little or no room for contractor staging and laydown area. Staging and laydown for the Excelsior project will be moved to the Jemtegaard site as there is practically no available real estate at Excelsior. This will optimize limited laydown and staging areas between the two

sites and adjust to changing school requirements and resulting in an economy of scale by reducing the GC/CM on site facilities.

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

The Public interest is best served by providing a safe cost effective Capital Improvements Project. The "design-bid-build method" will be used on many of the Capital Improvements Projects approved on the bond levy. However on the other projects the GC/CM process provides the best opportunity to achieve a safe project managed by a team with a proven record of success on projects with difficult time and site constraints. The District feels that the complexities of the two sites and the safety challenges as outlined in this document would be very difficult to fully explain and/or portray through the plans and specifications effort and that the design-bid-build method of delivery does not provide the opportunity for collaboration necessary for success on this project.

7. PUBLIC BODY QUALIFICATIONS

Please provide:

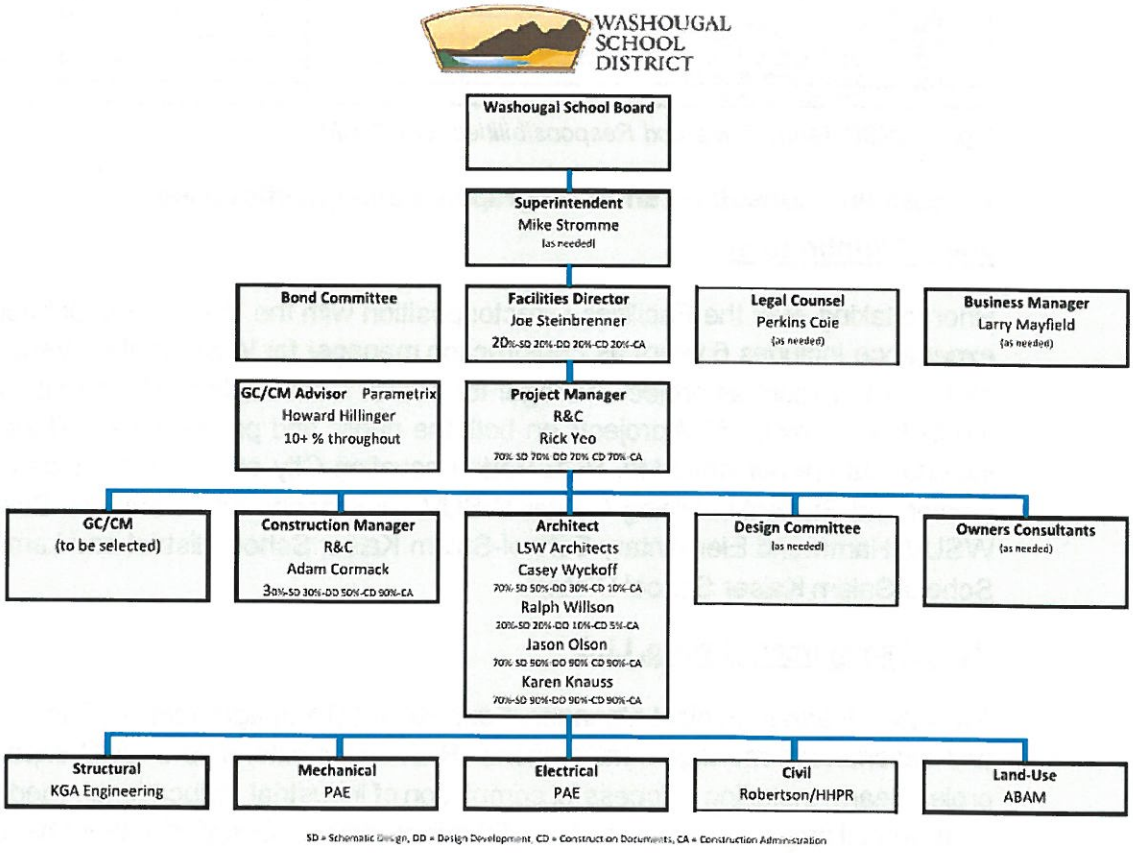
- **A description of your organization's qualifications to use the GC/CM contracting procedure.**

  Organization Qualifications:

  The Washougal School District unfortunately has gone over 13 years without a major Capital Improvement Project on their campuses. Unlike other larger School Districts with fully staffed, adequately funded facilities departments, the Washougal School District has a maintenance staff of five serving their six school campuses.

  Understanding the need for qualified help with their $57,685,000 Bond Project, the School District has turned to professionals with a proven record of school design and construction management under various delivery methods... including GC/CM. We feel the collective knowledge of Joe Steinbrenner, District's Facility Director, LSW Architects, R&C Management Group and Parametrix; coupled with the statute and legal guidance provided by Perkins Coie qualifies our District to pursue the GC/CM process.

- **Below is a project organizational chart showing all existing or planned staff and consultant roles.**



7. PUBLIC BODY QUALIFICATIONS

Task	GC/CM SERVICES:	Owner	PM/CM	Advisor	A/E	Legal
1	Project Review Committee submittal & presentation	Input	Primary	Primary	Input	
2	Draft GC/CM contract (agreements, general conditions)	Approve	Primary	Primary	Input	Primary
3	GC/CM Request for Qualifications/Proposal Development	Approve	Primary	Primary	Input	
4	GC/CM Selection Process - Evaluation Procedures	Review, Approve	Review, Input	Primary	Input	Input
5	GC/CM Selection process Phase 1 (RFQ/P)	Primary	Primary	Primary	Participate	Input
6	GC/CM Selection process Phase 2 (Interviews)	Participate, Approve	Primary	Primary	Participate, Concur	
7	GC/CM Selection process Phase 3 (Request For Final Proposals)	Review, Approve	Primary	Primary	Input	Review, Input
8	Pre – Final Proposal Meeting and Addenda	Approve	Primary	Primary	Concur	
9	Final proposals for Fee and Specified General Conditions:	Approve	Primary	Primary	Informed	Informed
10	Preconstruction Work Plan	Approve	Primary	Primary	Informed	Review
11	Consultation during Preconstruction:	Approve	Primary	Input	Concur	Informed
12	Mechanical and Electrical Subcontractor Selection (if elect EC/CM and/or MC/CM):	Approve	Primary	Primary	Informed	As needed
13	Subcontract Plan	Approve	Primary	Primary	Concur	As needed
14	Subcontract Buyout:	Approve	Primary	Primary	Concur	As needed
15	MACC Negotiations and GC/CM Contract Preparation:	Approve	Primary	Primary	Concur	As needed

Legend

- Primary responsibility, author and time commitment
- Supporting responsibility, author and time commitment
- Input, review and/or approve
- Informed, input as needed

Figure: WSD Team Roles and Responsibilities for GC/CM

- **Staff and consultant short biographies and qualifications.**

Joe E Steinbrenner

Prior to taking over the Facilities Director position with the Washougal School District, Joe's experience includes 6 years as construction manager for WSU on their Vancouver campus, and over ten years as project manager for Turner Construction. During his career, Joe has worked on many GC/CM projects on both the public and private sides. These projects include, but are not limited to, PGE Park renovation-City of Portland, Student Services Center and Student Learning Center-WSUV, Engineering and Computer Sciences building-WSUV, Hammond Elementary School-Salem Kaiser School district and Lamb Elementary School-Salem Kaiser School District.

R&C Management Group, LLC

Rick Yeo, Partner, Project Manager. Founded R&C Management, LLC to provide effective and experienced management to clients. Rick brings extensive CM/GC experience to the project team, including successful completion of industrial, educational, medical and commercial projects valued at up to $50 million dollars. Supplied either Oversight or Project Management on over 300 educational projects in varying roles culminating as officer of

Robinson Construction, a leading contractor active in the Oregon and Washington school construction markets. Prepared program and project budgets and schedules, contracting strategies, and project control documents. LEED Accredited Professional. Rick recently completed the AGC/UW GC/CM training course.

R&C Management Group, LLC

Adam Cormack, Partner, Construction Manager. Adam brings extensive CM/GC experience to the project team. Successful completion of educational and commercial projects valued at up to $20 million dollars. Supplied both Oversight and Project Management on over 100 educational projects. Prepared program and project budgets and schedules, contracting strategies, and project control documents. Adam recently completed the AGC/UW GC/CM training course.

Parametrix

Howard Hillinger is the GC/CM Project Advisor and has over 30 years of project management and construction management experience. He is a Principal Consultant with Parametrix for Project and Construction Management Services, where he has supported owners on a number of projects utilizing alternative project delivery. He is GC/CM advisor who has supported two historic school modernizations for Tacoma Public Schools and Colman Dock/Seattle Multimodal Terminal for Washington State Ferries. He is a PRC member, served as a member of GC/CM Heavy Civil task force, and has completed AGC/UW GC/CM class. Howard is a Certified Construction Manager.

Howard will be supporting the District throughout GC/CM selection, preconstruction, and construction as needed, dedicating on average 10% and up to 20% of his time as required. Further information on Howard's role in supporting the District as GC/CM Advisor is shown in the Roles and Responsibilities chart on the preceding page.

Perkins Coie

Dick Prentke, the chair of Perkins Coie's construction group, has been practicing construction law for more than three decades. He and his group advise scores of school districts and other public entities on transactional, procurement, administrative and dispute resolution issues. They create and negotiate billions of dollars of construction contacts each year, including dozens of public and private GC/CM and design-build contracts.

LSW Architects, PC

LSW Architects has a strong background in GC/CM or CM/GC projects in Washington and Oregon. This history includes twelve (12) renovation and addition projects and a new Middle School. Most recently GC/CM projects including the Ridgefield High School Additions, Union Ridge Elementary Addition, South Ridge Elementary Addition, and Crestline Elementary School.

7. PUBLIC BODY QUALIFICATIONS

Ralph R. Willson, AIA, LEED, Principal. Ralph has been a licensed architect for over 30 years. He has been a principal at LSW for 25 years and participated in numerous GC/CM, CM/GC, Design-Build and Negotiated projects. Over 90% of Ralph's experience has centered on K-12 educational facilities.

Most recently, Ralph was principal-in-charge on the GC/CM Ridgefield High School.

Ralph was also principal-in-charge and project architect for the following projects:

- Ridgefield High School Addition and Remodel (completed in 2014, construction cost of $18, 800, 000)
- Clark County YMCA (completed in 2001, 45,000 s.f., cost of construction $4,800,000)
- King's Way Christian High School (completed in 2006, 65,385 s.f., cost of construction $7,100,000)
- Boys & Girls Clubs of SW Washington (completed in 2010, 14,000 s.f., cost of construction $2,614,000)

Casey Wyckoff, Principal, LSW Architects, PC. Casey has over 19 years of experience practicing educational architecture. He has designed and managed numerous early learning, K-12 and Community College projects throughout Washington and Oregon. Casey provides overall design leadership for the firm and will be hands-on in the development of the projects for Washougal School District. Casey has worked on both public GC/CM projects as well as many negotiated privately funded projects. These include, but are not limited to, South Ridge Elementary School, Union Ridge Elementary School, Crestline Elementary, the Evergreen High School addition and renovation, the new Stoller Middle School, YMCAs, and a number of commercial projects.

Jason Olson, Project Architect with LSW Architects, PC has 19 years of experience in the design and construction industry, almost all of which has been public works / educational facilities. Most recently, Jason was the project architect and project manager for the GC/CM Crestline Elementary School. Jason was the job-captain on the Evergreen High School Addition and Renovation GC/CM project for Evergreen Public Schools (completed in 2007, 276,400 s.f., cost of construction $37,800,500). Jason will be the Project Architect on the Union Ridge Elementary School / View Ridge Middle School site for Ridgefield School District.

Karen Knauss, Project Architect, LSW Architects. Karen has over 17 years in the architecture industry in design and management experience using both traditional and alternative construction methods. Karen worked on the GC/CM Interim Crestline School along with numerous complex commercial negotiated projects

7. PUBLIC BODY QUALIFICATIONS

- **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.**

Individual	Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
				Planning	Design	Construction		
Joe Steinbrenner	WSUV-ECS Building	27M	GC/CM	CM	CM	CM	Sep-10	Dec-12
	WSUV-SSC/SLC Buildings	17M	GC/CM	CM	CM	CM	Mar-06	Aug-07
	Hammond/Lamb Elementary Schools	8M	CM/GC	CM	CM	CM	Jun-01	Aug-02
	Port of Portland Terminal 4	12M	CM/GC	GC	GC	GC	Sep-02	Mar-03
	City of Portland-PGE Park	26M	CM/GC	GC	GC	GC	Jul-01	Mar-02
Rick Yeo, LEED R&C Management Group Partner Over 35 years experience as a General Contractor constructing over 300 school, many using either the CM/GC or CM/GC method. 8 years experience as a Construction Manager acting as a Owners agent.	Banks Middle School	7.8M	CM/GC	CM	CM	CM	Jan-13	Oct-14
	Banks High School	2.1M	CM/GC	CM	CM	CM	Jan-13	Oct-14
	Scappoose High School	7.5M	CM/GC	CM	CM	CM	Jan-08	Oct-10
	Petersen Grade School	15M	CM/GC	CM	CM	CM	Jan-08	Oct-10
	Watts Elementary School	1.2M	CM/GC	CM	CM	CM	Jan-08	Oct-10
	Scappoose Middle School	1.6M	CM/GC	CM	CM	CM	Jan-08	Oct-10
	Warren Elementary School	1.4M	CM/GC	CM	CM	CM	Jan-08	Oct-10
	Philomath High School	18M	CM/GC	CM	CM	CM	Jun-10	Oct-12
	Crestline Grade School	14M	GC/CM	CM	CM	CM	Jun-13	Sep-14
	Evergreen High School	37.8M	GC/CM	CM	CM	CM	Apr-04	Jul-07
	Oregon City High School	60M	CM/GC	CM	CM	CM	Jan-00	Oct-02
	Lewis and Clark Elementary	14M	CM/GC	CM	CM	CM	Jan-99	Oct-01
	Cascade Elementary	13.2M	CM/GC	CM	CM	CM	Jan-01	Sep-02
	Stoller Middle School	15.1M	CM/GC	CM	CM	CM	May-96	Sep-97
	Cascade High School	15.4M	CM/GC	CM	CM	CM	May-03	Sep-04
	Liberty High School	55M	CM/GC	CM	CM	CM	Feb-00	Nov-02
	Redmond Middle School	22M	CM/GC	CM	CM	CM	Apr-99	Nov-01
	Redmond Grade School	14.6M	CM/GC	CM	CM	CM	Apr-99	Nov-01
	Metzer Grade School	13.6M	CM/GC	CM	CM	CM	Jan-97	Oct-98
	Tigard Grade School	16.2M	CM/GC	CM	CM	CM	May-98	Sep-99
	Woodburn Grade School	13M	CM/GC	CM	CM	CM	Apr-95	Oct-97
	Woodburn Middle School	21M	CM/GC	CM	CM	CM	Apr-95	Oct-97
Ralph Willson, AIA, LEED LSW Architects, PC Owner, Principal of LSW Architects. Over 35 years of experience in K-12 architecture	Ridgefield HS Additions	18.5M	GC/CM	PIC DES	PIC DES	PIC DES	Feb-11	Aug-14
	Union Ridge ES Addition	10.5M	GC/CM	DES	DES	DES	Feb-11	Aug-14
	South Ridge ES Addition	6.6M	GC/CM	DES	DES	DES	Feb-11	Aug-14
	Clark County YMCA	4.8M	GC/CM	PIC DES	PIC DES	PIC DES	Jun-99	Jul-01
	King's Way Christian High School	7.1M	GC/CM	PIC DES	PIC DES	PIC DES	Jan-04	Aug-06
	Boys & Girls Club of SW Washington	2.6M	GC/CM	PIC DES	PIC DES	PIC DES	May-08	Jun-10
Casey Wyckoff LSW Architects, PC Owner, Principal of LSW Architects. 20 years in K-12 educational architecture	Ridgefield HS Additions	18.5M	GC/CM	DES	DES	DES	Feb-11	Aug-14
	Union Ridge ES Addition	10.5M	GC/CM	PIC DES	PIC DES	PIC DES	Feb-11	Aug-14
	South Ridge ES Addition	6.6M	GC/CM	PIC DES	PIC DES	PIC DES	Feb-11	Aug-14
	Crestline Elementary Replace	16.0M	GC/CM	PIC DES	PIC DES	PIC DES	Feb-13	Aug-14
	Stoller Middle School	15.1M	CM/GC	DES	DES		May-96	Jun-97
	Evergreen High School Additions and Renovation	37.8M	GC/CM	DES			Feb-04	Jul-07
	Sherwood Family YMCA	5.9M	CM/GC	DES	DES		Jul-98	Mar-99
	Beaverton School District Addition	2.1M	CM/GC	DES			Nov-06	Jul-07
Jason Olson LSW Architects, PC Over 15 years experience in K-12 archtiecture, dealing with complex renovations and additions.	Union Ridge ES Addition	10.5M	GC/CM	DES	DES	DES	Feb-11	Aug-14
	Crestline Elementary Replace	16.0M	GC/CM	PA DES	PA DES	PA DES	Feb-13	Aug-14
	Evergreen High School Additions and Renovations	37.8M	GC/CM	PA DES	PA DES	PA DES	Feb-04	Jul-07
	Clark College Gaiser Hall Addition	11M	DBB	PA DES	PA DES	PA DES	Jan-06	Jan-09
	Spokane Community College Tech-Ed Building	10M	DBB	PA DES	PA DES	PA DES	Aug-08	Aug-09
	Evergreen Health & Bio Science High School	6M	DBB	PA DES	PA DES	PA DES	Sep-10	Present Mid-CA

Key to Abbreviations:

CM Construction Manager
CM/GC Construction Manager/General Contractor
DB Design-Build
DBB Design-Bid-Build
DES Design
GC/CM General Contractor/Construction Manager
N Negotiated
PA Project Architect
PIC Partner-in-Charge
PM Project Manager

7. PUBLIC BODY QUALIFICATIONS

- **If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.**
  Not applicable.

- **A brief summary of the construction experience of your organization's project management team that is relevant to the project.**
  Experience of the project management team is described in the preceding sections. The current Superintendent, Mike Stromme, started this month in the District after the retirement of the previous Superintendent. The GC/CM delivery method is consistent with the District expectation and will further aid project continuity during this leadership transition.

- **A description of the controls your organization will have in place to ensure that the project is adequately managed.**
  The School District has and will endeavor to adequately manage the project by surrounding itself with professionals that have a proven track record of successful projects... including GC/CM projects. The firms of LSW Architects (LSW) and R&C Management Group (RC) are proven products. The District expects these two firms, coupled with the legal team of Perkins Coie and our GC/CM Advisor Parametrix to guide our project to a successful and timely completion.

  The District will set in place specific controls to manage the project beginning with a Management Plan provided by the Facilities Director, Project Management Team and RC. RC will work closely with the School District Superintendent to establish procedures and limits of authority with regards to budget, schedule and change in the work approvals. This plan will provide a responsibility matrix and will address specific expectations for the District, the design team and the project management teams. Subsequent expectations of the GC/CM team will be identified in the RFP and GC/CM contract wording.

  Project budgets, schedules, MACCs will be established early on and revisited, reviewed and approved at each design phase by the Superintendent and School Board. The project management team will coordinate with the school Superintendent and business manager to ascertain that all parties are aware of any development that might affect the budget and that all expenditures are received, reviewed and approved prior to payment. Expenditure limits on a per occurrence basis will be established by the Superintendent and the Board and a line of signature authority will be implemented.

  The District anticipates that each project site will be tracked individually to maintain better control of design, schedule and costs. This expectation will most likely drive separate budgets within the MACC cost development by the GC/CM team in an effort to better control the process and identify design, schedule or budget shortfalls. Contingencies will include statute driven contingencies and conservative owner contingencies to provide cushion beyond those figures established in the GC/CM contract. The District will insist that each Project reconcile budget, design, and schedules prior to moving forward with the next design phase. If budget shortfalls are identified, the entire team will corporate to make whatever changes are necessary to bring the project back within budget.

  Once under construction, work will be documented daily by the project management team and weekly meetings with be held to facilitate progress of the work. The GC/CM team will be expected to provide buyout updates on a bimonthly basis and full budget

overviews on a monthly basis. It is anticipated that the School District will implement a Management Committee with Board level authority to approve budget expenditures beyond established limits, but within contingency allotments.

As would be expected, GC/CM and legal matters will be reviewed and supported by Howard Hillinger and Dick Prentke.

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

Activity	Date
GC/CM Review Board approval	July 23, 2015
Advertise RFQ/P for GC/CM	July 27 and August. 4, 2015
Mandatory Information Meeting and Site Tour	August 5, 2015
RFQ/P responses due	August 14, 2015
Short List	August 17, 2015
Interview	August 21, 2015
Issue Request For Final Proposals to qualified firms	August 24, 2015
Final Proposals due (public opening)	August 31, 2015
District Review / Select	September 4, 2015
NOI to award	September 4, 2015
Negotiate Preconstruction Services Agreement	September 11, 2015
Board Approval	September 22, 2015

- **Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.**
  It is the School District's intent to work with Perkins Coie in collaboration with R&C Management Group and Parametrix to develop the GC/CM contract terms. The contract terms will likely be based on terms utilized on previous projects the firms have worked together on, and will in all likelihood be based on modified AIA documents supplemented with best practices language from other agencies such as UW.

8. PUBLIC BODY (WASHOUGAL SCHOOL DISTRICT) 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:

Project Name	Brief Description	Contract Method	Bid Amount	Budget Amount	Final Cost	Bid Date	Reason for budget under/over run
Washougal High School	Synthetic turf replacement	Negotiated State Contract	490,398	500,000	490,398	4/19/2013	On time and within budget. Budget was set from a 10 year reserve for replacement
Washougal high School	Playfield subsurface drainage	Negotiated State Contract	73,920	100,000	73,920	8/6/2013	On time and within budget. Used spoils as onsite fill for cost savings.
Washougal High School	Gymnasium floor replacement	Design, bid, build	133,587	225,000	138,164	3/29/2013	On time and within budget. Owner added new floor sleeves to scope
Washougal School District	Lighting and HVAC upgrade	ESCO	1,189,141	1,189,141	1,189,141	12/19/2012	Project had a Guaranteed Maximum Project Cost

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

JEMTEGAARDE SITE EXISTING CONDITIONS

- (A) PORTABLES
- (B) EXISTING MIDDLE SCHOOL
- (C) PARKING AND BUS LOADING
- (D) SERVICE
- (E) PLAY FIELDS
- (F) TRACK
- (G) CREEK

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

JEMTEGAARDE SITE PROPOSED PLAN

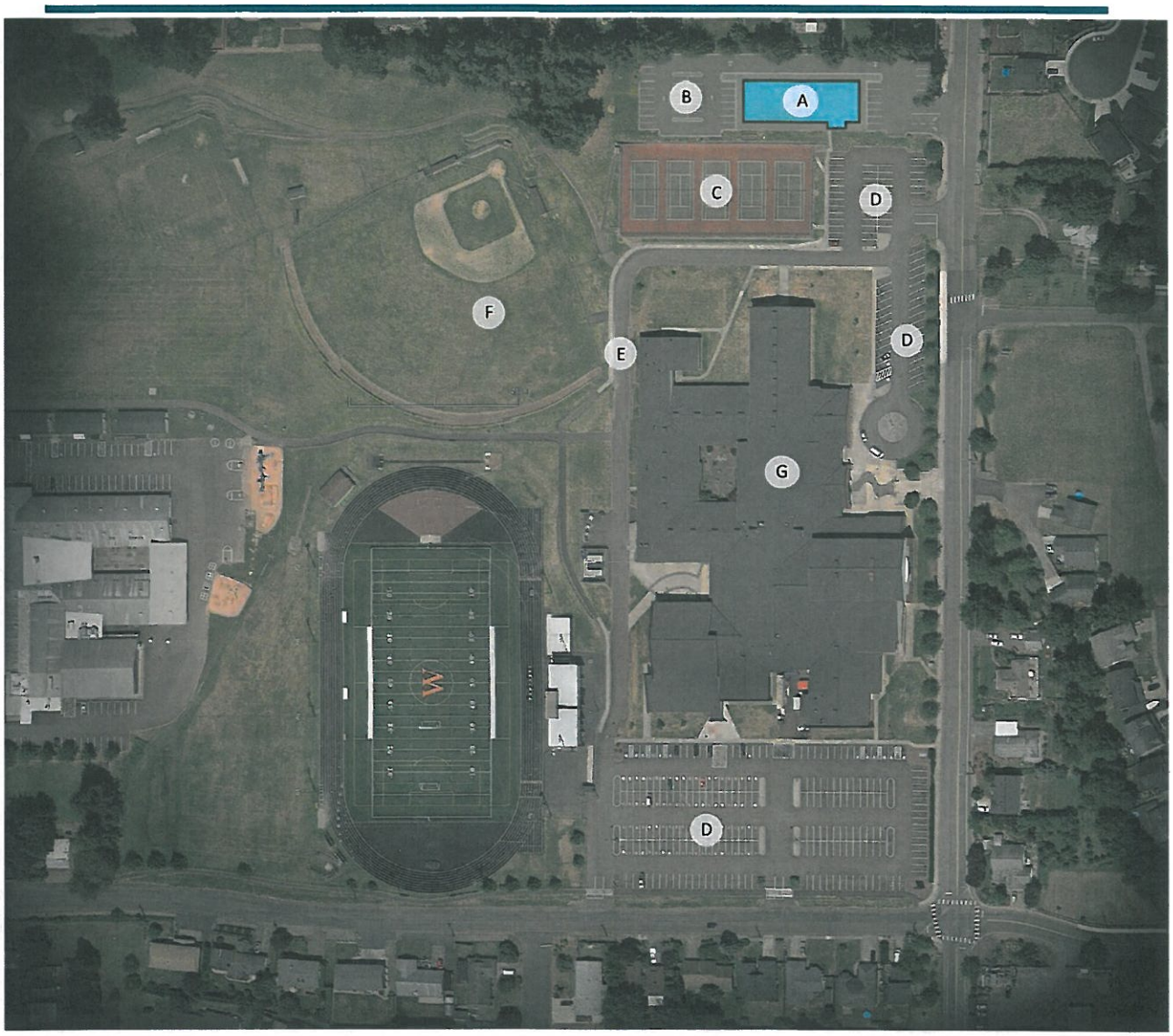
- (A) PROPOSED NEW CONSTRUCTION
  - NEW ELEMENTARY SCHOOL
  - NEW MIDDLE SCHOOL
- (B) BUS LOADING / SERVICE
- (C) PARENT / VISITOR PARKING & PARENT DROP OFF ZONE
- (D) TRACK AND MULTI-USE FIELD
- (E) PRACTICE FIELD
- (F) EXISTING SLOPE
- (G) PLAYGROUND
- (H) TRASH / RECYCLE
- (I) EXISTING COMMUNITY-USE FIELDS

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

EXCELSIOR HIGH SCHOOL EXISTING CONDITIONS

- (A) EXISTING EXCELSIOR HIGH SCHOOL
- (B) PARKING FOR EXCELSIOR
- (C) TENNIS COURTS
- (D) WASHOUGAL HIGH SCHOOL PARKING
- (E) BUS / SERVICE DRIVE
- (F) PLAY FIELDS
- (G) WASHOUGAL HIGH SCHOOL

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

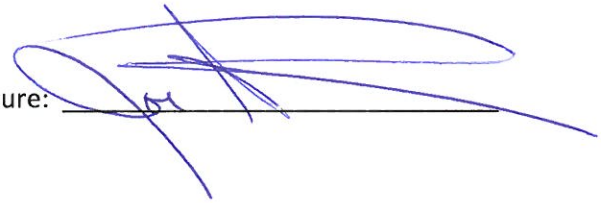


EXCELSIOR HIGH SCHOOL PROPOSED PLAN

- (A) PROPOSED EXCELSIOR HIGH SCHOOL
- (B) PARKING FOR EXCELSIOR
- (C) TENNIS COURTS
- (D) WASHOUGAL HIGH SCHOOL PARKING
- (E) BUS / SERVICE DRIVE
- (F) PLAY FIELDS
- (G) WASHOUGAL HIGH SCHOOL

10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

Not applicable.

Signature: 

Name: Joe Steinbrenner

Title: Facilities and Operations Director

Date: June 30th, 2015