RIDGEFIELD SCHOOL DISTRICT NO. 122

2017 Capital Improvement Projects

Capital Projects Advisory Review Board (CPARB)

Project Review Committee (PRC)
GC/CM Application

November 1, 2016

RIDGEFIELD
SCHOOL DISTRICT
unlimited possibilities

SUPERINTENDENT
DR NATHAN MCCANN

BOARD OF DIRECTORS
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November 1, 2016

Project Review Committee
c/o State of Washington Department of Enterprise Services Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

Attention: Talia Baker, Administrative Support

Re: Ridgefield School District No. 122, Application for GC/CM Project Delivery for the 2017 Ridgefield Capital Improvement Projects.

Dear PRC Members:

We are excited to apply for approval for Ridgefield School District (RSD) to utilize the GC/CM project delivery method for our $98.5 million 2017 Capital Improvement Projects.

The Ridgefield community passed a bond in 2012 to fund capital facility improvements as a first phase of work to address K-12 student capacity. RSD is now experiencing exponential enrollment growth which has resulted in 25% of our students being housed in portables. To address this issue, we are proposing a capital bond for the February 14, 2017 election that will fund a program of four interrelated projects: 1) a new 5-6/7-8 school, 2) expansions at Ridgefield High School, 3) repurposing the existing middle school into RSD offices and community spaces, and 4) minor security upgrades at RSD's two elementary schools.

RSD utilized the GC/CM process for the 2012 bond projects and now seeks to utilize the GC/CM process for the second time for the upcoming projects. Our 2012 experience is broadly recognized in the area as a tremendous success having delivered high quality projects, on time and on budget. We are confident that the GC/CM delivery method will again be successful. Specifically, the GC/CM process will:

- Streamline a complex, four-phase construction process.
- Deliver an occupancy date that is approximately one year earlier than is possible using traditional DBB.
- Allow early procurement of a GC/CM contractor to help inform design and budget to mitigate schedule risk.

I was fortunate to be engaged in the last year of the 2012 projects and gained valuable GC/CM experience through my involvement. Our team, which includes LSW Architects and R&C Management, have been trained in and have extensive experience utilizing the GC/CM process. We have also assembled additional GC/CM experts as team members: Parametrix will assist R&C Management through the GC/CM selection process and will supply project management on an as-needed basis, and Parker Howell of Porter Foster Rorick LLP will provide legal assistance.

Thank you for your consideration of our application. We look forward to meeting with the PRC on December 1 and responding to any questions you may have about the project.

Sincerely,

Dr. Nathan McCann
Superintendent

Enclosure: RSD Application and Exhibits

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1. IDENTIFICATION OF APPLICANT

a. **Legal Name of Public Body:** Ridgefield School District No. 122
b. **Address:** 2724 S. Hillhurst Road, Ridgefield, WA 98642
c. **Contact Person Name:** Dr. Nathan McCann **Title:** Superintendent
d. **Phone Number:** (360) 619-1301 **Fax:** (360) 619-1397

Email: nathan.mccann@ridgefieldsd.org

2. BRIEF DESCRIPTION OF PROPOSED PROJECT

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

The Ridgefield School District (RSD) serves approximately 2,750 students on three constrained sites:

1) Union Ridge Elementary School (URES) and View Ridge Middle School (VRMS), which share a site,
2) South Ridge Elementary School (SRES), and
3) Ridgefield High School (RHS).

RSD, the fastest-growing district in southwest Washington, forecasts 300 +/- new students each year in the coming decade, a growth rate that exceeds ten percent (10%). Currently, twenty-five percent (25%) of RSD students are housed in portables that are nearing the end of their service life. By fall 2018, 50 of RSD's classrooms will be housed in portables. In addition, portables are now placed in athletic fields and common spaces, eliminating those areas from the beneficial uses for which they were designed. To address overcrowding, RSD is proposing a capital bond for the February 14, 2017 election. The bond will include four interdependent projects:

1) new 5-6/7-8 school to replace VRMS,
2) demolition of existing buildings and additional classroom space to house 550 students at RHS,
3) conversion of VRMS into RSD offices and community spaces, and
4) security upgrades at the two elementary schools.

The projects are interdependent and will be managed as an integrated program for the following reasons:

- The new middle school must be finished before the high school work can start, as the parking lot at the new middle school will be used for construction staging for the constrained high school site,
- The high school project will demolish and replace classrooms, and the portables from the existing middle school are needed for temporary classrooms during construction at the high school,
- The conversion of the VRMS into RSD offices cannot proceed until completion of the new middle school, and
- The security upgrades must be integrated into both the new and existing facilities.

The need for classroom space is so critical that RSD has taken the unusual step of front-funding and proceeding with the design of the new 5-6/7-8 school prior to the bond election. Front-funding the design, coupled with GC/CM delivery, will allow these projects to be occupied approximately one full year earlier than is possible with the typical DBB delivery method and is essential to avoid overcrowding and risk to essential services. Even with the bond issue under GC/CM delivery, up 25% of the District's students will be housed in portables until the new projects are finished; under DBB delivery, the projects would not be completed for another year, in which case over a third of students will be housed in portables, substantially overcrowding core services and impacting educational programs. **In view of the need to accelerate construction to address critical space shortages, RSD intends to select a single GC/CM to coordinate the entire program; therefore, the application addresses all elements as a single application.**

These four projects will be completed in separate phases; the start of each phase is contingent upon the completion of the previous phase.

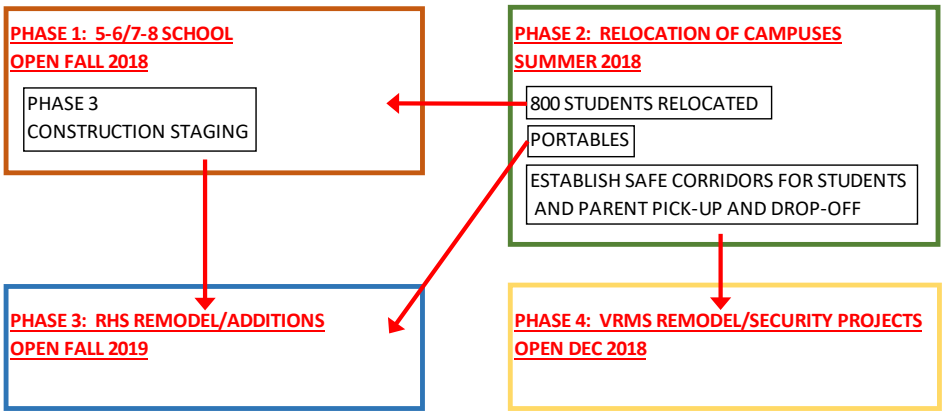
Phase 1 (New 5-6/7-8 School) will be built on property jointly owned by both RSD and the City of Ridgefield. At 135,000sf, the new school will house grades 5/6 and 7/8. Site work will include a sports field complex including six multi-use fields and a competition running track. Regulatory agencies will require street frontage improvements, parking lots, and wetlands improvements for the site. Completion of Phase 1 is scheduled for occupancy in July 2018.

Phase 2 (Relocation of Campuses) includes closing VRMS, relocating students to the new school, and securing VRMS to allow Phase 4 to commence. Also included in Phase 2 is relocating all portable classrooms from VRMS to RHS, (the portables will house students who will be displaced when construction of Phase 3 commences). Lastly, we will secure portions of the 5-8 school parking areas for construction parking and as a staging area for the proposed RHS work. Phase 2 is scheduled for the summer of 2018.

Phase 3 (Ridgefield High School) includes demolition and additions at a site which houses 800 students. Phase 3 will add 40,000sf to RHS and is scheduled for an August 2019 completion.

Phase 4 (VRMS Repurposing and Security Improvements at SRES and URES) will include minor security improvements at URES and SRES and converting the VRMS to RSD offices and community spaces. Phase 4 is scheduled for completion in January 2019. These projects will be funded by a combination of a capital improvement bond, state School Construction Assistance Program (SCAP), and local impact fees.

PHASING PLAN



3. PROJECTED TOTAL COST FOR THE PROJECT

A. Project Budget

Project Budget/New 5-6/7-8 School	
GC/CM MACC (includes GC/CM Risk Contingency @ max. 3% of MACC)	$42,745,000
GC/CM Fee and Negotiated Support Services (+/-11% of MACC)	$4,980,000
GC/CM Preconstruction Services Fee	$150,000
Owners Construction Contingency @10% of MACC	$4,150,000
Owners Project Contingency @3% of MACC	$1,245,000
Fixtures, Furnishings, Equipment and Technology @ 7.5% of MACC	$3,112,500
Professional Services (Architects & Engineers) @ 10% of MACC	$4,200,095
Owners Consultants (Survey, Geo-Tech, Testing, Inspections, etc.) 2.5% of MACC	$1,084,430
Contract Administration Costs (PM/CM etc.) 2.5% of MACC	$1,164,075
Other Related Project Costs (permits, fees, etc.)	$1,660,000
Sales Tax @ 8.4% of TCC	$44,008,900
Future Wetland Mitigation and Offsite Improvements (Allowance)	$4,000,000
Total, New 5-8 Replacement School	**$72,500,000**

Project Budget/Ridgefield High School Addition	
GC/CM MACC (includes GC/CM Risk Contingency @ max. 3% of MACC)	$15,297,000
GC/CM Fee and Negotiated Support Services (+/-11% of MACC)	$1,788,000
GC/CM Preconstruction Services Fee	$100,000
Owners Construction Contingency @7% of MACC	$1,043,000
Owners Project Contingency @3% of MACC	$447,000
Fixtures, Furnishings, Equipment and Technology @ 3% of MACC	$447,000
Professional Services (Architects & Engineers) @ 10% of MACC	$1,671,160
Owners Consultants (Survey, Geo-Tech, Testing, Inspections, etc.) 1% of MACC	$146,500
Contract Administration Costs (PM/CM etc.) 2.5% of MACC	$397,500
Other Related Project Costs (permits, fees, etc.)	$223,500
Sales Tax @ 8.4% of TCC	$1,439,340
Total, Ridgefield High School Remodel	**$23,000,000**

Project Budget/Security Upgrades & View Ridge Middle School Remodel	
Security Upgrades, Allowance only- Scope to be determined	$1,0000,000
View Ridge Middle School, Allowance only - Scope to be determined	$2,000,000
Total, Security Upgrades & View Ridge Middle School Remodel	**$3,000,000**

Project Budget/Total all Projects	
New 5-6/7-8 School	$72,500,000
Ridgefield High School Addition	$23,000,000
Security Upgrades, Allowance only- Scope to be determined	$1,000,000
View Ridge Middle School, Allowance only - Scope to be determined	$2,000,000
Total Program Budget	**$98,500,000**

B. Funding Status

Please describe the funding status for the whole project.

Funding for this project will be secured through the passage of a $77,500,000 capital improvement bond (scheduled February 2017), state School Construction Assistance Program (SCAP) funds of $17,500,000, and $3,500,000 from local impact fees.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

The anticipated 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.

As stated, this application includes all four projects funded by the 2017 capital bond. The following schedule contains the GC/CM procurement schedule for a single GC/CM contract for all four projects, as well as the design and construction schedule for the new middle school. A milestone schedule for design and construction of the other three projects is included in the Appendix of this application.

NEW MIDDLE SCHOOL PROJECT SCHEDULE		
Activity	**Estimated Start**	**Estimated Completion**
GC/CM Procurement		
Draft RFP Documents Released	11/21/16	11/21/16
STEP ONE (Statement of Qualifications)	12/2/16	12/22/16
Public Advertisement	12/2/16	12/9/16
Mandatory Information Meeting/Site Tour	12/12/16	12/12/16
Last Day for RFI's	12/14/16	12/14/16
Addendum Issued	12/15/16	12/15/16
RFQ/P Responses Due	12/19/16	12/19/16
Initial Screening & Short Listing	12/21/16	12/21/16
Notifications sent to Shortlisted firms	12/22/16	12/22/16
STEP TWO (Interviews)	12/23/16	1/6/17
Interview Preparation	12/23/16	1/5/17
Interviews Conducted	1/6/17	1/6/17
District Evaluate / Shortlist	1/6/17	1/6/17
STEP THREE (RFFP – Pricing)	1/6/17	1/24/17
Issue RFFP to shortlist GC/CM firms	1/6/17	1/6/17
RFFP Sealed Fee proposals received & publicly opened	1/16/17	1/16/17
District Review / Select	1/16/17	1/16/17
NOI to Award	1/17/17	1/17/17
Negotiate Preconstruction Services Agreement	1/17/17	1/20/17
Special Board Meeting Approval	1/24/17	1/24/17
DESIGN ACTIVITIES		
Programming (Ed Specs)	9/1/16	1/13/17
Schematic Design	9/30/16	1/30/17
Design Development	1/31/17	3/15/17
Construction Documents	3/16/17	6/30/17
AGENCY PROCESS – CITY AND COUNTY		
Agency Review / Early Sitework Permit	3/1/17	4/14/17
Agency Review / Foundations & Structural Steel	3/31/17	5/15/17
Agency Review / Building Permit	5/15/17	6/15/17
CONSTRUCTION		
Early Sitework Bidding	3/31/17	4/28/17

Early Sitework Construction	5/15/17	9/29/17
Early Structural Steel Bidding	5/15/17	6/15/17
Subcontractor Bidding	5/31/17	6/30/17
Construction	5/15/17	8/31/18
Substantial Completion	7/17/18	7/17/18
Punch List/Final Completion/Closeout	7/17/18	8/31/18
Owner Move in	7/17/18	8/31/18
First Day of School	9/4/18	9/4/18
Warranty Period	7/17/18	7/17/19

The Ridgefield School District is under contract with the following firms; it should be noted that design is proceeding concurrent with GC/CM procurement efforts:

Architect: LSW Architects, PC, headquartered in Vancouver, Washington. With over 57 years of Washington State K-12 educational projects, LSW was the designer for our 2012 capital improvement projects. LSW's GC/CM experience includes 4 high schools, 2 middle schools and 5 grade schools.

Project Management / Construction Manager: R&C Management Group, LLC, has been contracted to provide full construction and project management services for RSD. R&C efforts are presently focused on budget and schedule development. GC/CM RFP and RFFP drafts are in preparation and will be finalized prior to the PRC GC/CM approval. R&C's Washington GC/CM experience includes 2 high schools, 1 middle school and 2 grade schools. Both partners for R&C, Rick Yeo and Adam Cormack, have completed the Washington AGC General Contractor/Construction Manager Workshop.

District Legal Counsel: Attorney Parker Howell of Porter Foster Rorick LLP will advise RSD regarding all construction-related legal issues. Based in Seattle, Porter Foster Rorick is a law firm that has focused on the representation of Washington public school districts for more than 30 years. The firm's attorneys collectively have decades of experience with public facilities construction and land use issues unique to Washington school districts and other municipal corporations. Mr. Howell's practice focuses on representation of school districts, including drafting and reviewing legal documents regarding construction and real estate matters.

GC/CM Program Advisor: Parametrix will support RSD as our advisor for all issues related to the GC/CM process. Howard Hillinger has extensive GC/CM experience on recent and current GC/CM projects for Tacoma and Washougal school districts, Washington State Ferries, Metropolitan Parks District and several others.

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 GC/CM will be selected at approximately the 90% point in 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:

Of the six criteria, four are applicable:

a. Complex scheduling, phasing, or coordination
b. Construction at an existing facility
c. Involvement of the GC/CM is critical during the design phase, and
d. Complex or technical work environment

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

a. Complex scheduling, phasing, and coordination:

Interdependent Projects - The three largest projects (5-6/7-8 School, Ridgefield High School Addition, and conversion of the View Ridge Middle School into an RSD office and community spaces) are linked and have specific interdependencies that must be met to achieve maximum returns, measured through student safety, reduced project costs, and severely compressed completion schedules. These three projects represent 99% of all construction costs. As a rapidly growing district already experiencing overcrowding, the District has no surplus or "swing" space, hence we must manage the interdependencies closely as problems with one project can risk needed completion of others.

Complex Phasing - As mentioned earlier, these projects are linked and will be built in phases:

Phase 1: New 5-6/7-8 School. This phase must be complete prior to commencing with other phases.

Phase 2: Relocation of Campuses. Preparatory work to allow Phases 3 and 4 to proceed will commence once Phase 1 is complete and will include:

- Relocate VRMS students to the new 5-6/7-8 school.
- Relocate existing portables from VRMS to RHS to house displaced students when work on RHS commences.
- Secure portions of the new 5-6/7-8 school campus for Phase 3 temporary construction parking and staging (there is no available space at the RHS site for parking/staging).
- Fence the VRMS site with a student safety barrier, separating it from the elementary school, which shares the same site.
- Reconfigure parent pick-up and drop-off zone.

Phase 3: RHS Demolition and Additions.

- Demolition of existing buildings
- 40,000sf addition
- Construction staging at the new 5-6/7-8 school

Phase 4: VRMS Repurposing into RSD offices and community spaces/security improvements at South Ridge and Union Ridge Elementary Schools.

- Secure public separation of VRMS from URES

Phasing of this bond program is critical to the overall success of each of these interdependent projects. **To manage these interdependencies effectively and efficiently, RSD must work with a single GC/CM Contractor that understands the complexities of the project and can develop an overall phasing plan that protects student safety as well as RSD calendars and budget.**

Complex Scheduling - The scheduling complexities at the new 5-6/7-8 school (Phase 1) are shown on page 10 and cannot be overcome using a DBB approach. To deliver this project by fall of 2018 and avoid further worsening of existing overcrowding, RSD must use a GC/CM Contractor, coupled with front-funding and proceeding with the architectural design prior to receiving voters' approval of the February 2017 bond. Complexities include:

- An RSD goal of occupancy by fall 2018.
- A very short 15-month construction schedule.
- Soils that can only be "worked" in a 2.5-month summer window. Information from the geotechnical survey indicates soils are highly moisture sensitive and should only be disturbed during a specific summer timeframe. This is a 58-acre site with offsite improvement, wetlands, and a full sports complex. Six months is a normal schedule for site work of this magnitude.
- Multiple properties that must be consolidated into one parcel per County regulations: properties currently owned by RSD and the City of Ridgefield with possibly different development schedules.
- Substantial offsite improvements imposed by the City.
- Wetland enhancements and mitigation.
- Full sports complex constructed and funded in partnership with the City that includes a running track with a synthetic football field and six multi-use fields, all with necessary parking. These are scopes that must be complete concurrent with the new 5-6/7-8 school and a real probability the responsibility to construct the sports complex will be transferred to the District with very little advanced notice.
- A desire to have a "balanced" cut/fill site that will reduce excavation costs but that during the design stage will be difficult to design and coordinate because, as noted above, RSD does not currently have custody of portions of the ultimate site.
- A lengthy permitting process that will be complete no earlier than June 15, 2017. To achieve the July 2018 occupancy date, the permit will need to be issued in phases with phased bid packages to allow construction to proceed prior to completion of either the design or the permitting process.

RHS (Phase 3) will remain a site occupied by over 800 students and includes the following complexities:

- Scheduling work so that it does not interrupt RSD's calendar.

- Completing all demolition while the campus is vacant, so the safety of the students and staff is not compromised.
- Completing all site work while the campus is vacant, because any construction equipment working outside of the footprint of the addition will not be possible at a site with over 800 students.
- Scheduling large material deliveries to the site in the mid-day hours because morning and afternoon student drop off/pickup renders the site and surrounding streets impassable.
- Maintaining clear construction separation between students and construction zones.
- Zero area available for construction parking and staging.

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?

b. Construction at an existing facility:

Work at RHS (Phase 3) includes a new 40,000sf +/- addition that will be constructed in the center of the existing high school campus, **a fully functional facility with over 800 students**. A GC/CM contractor that understands the inherent dangers of construction at an occupied facility will be critical to the success of this project.

The VRMS project (Phase 4) is on the same crowded site as the Union Ridge Elementary School, which houses over 1,000 students on a shared site of 10 usable acres. Even after the new 5-6/7-8 school is complete and the VRMS students are relocated, this site will still feel the crush of twice daily bus and parent drop-off on a downtown street designed for 1950's traffic. Careful thought and coordination with the GC/CM Contractor for construction staging and lay-down areas is critical to public safety and the construction process. The GC/CM will collaborate with RSD to minimize operational impacts.

In addition, the sites are separated by 1.5 miles, requiring special coordination to streamline the construction process for the team.

The GC/CM Contractor will work in partnership with the Architect and RSD to solve complexities at each site, as well as coordinating between them, to minimize budget impact and mitigate schedule delay/recover and claims.

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

c. Involvement of the GC/CM is critical during the design phase:

Having the GC/CM on the team early will provide opportunity for early procurement of long lead items as necessary to meet scheduling and phasing plans. We are in the preliminary stage of determining early bid packages. The identified packages for both the 5-6/7-8 school and RHS are an early sitework package, structural steel, and metal joist/decking. The projects critical path flows through the early procurement of these packages and others to be determined with the assistance of the GC/CM. Early procurement, coupled with front-funding the design, will allow the new 5-6/7-8

school to be completed up to 12 months ahead of schedule and will allow RSD to occupy the facility in the fall 2018 rather than fall 2019.

Early involvement of the GC/CM will help shape and modify the design and documents to maximize the effectiveness of the construction and overcome the obstacles inherent at each site. The experience of the District has shown that input from the GC/CM Contractor during design is invaluable in achieving the owners' goals for the design and construction of complex projects. A key role for the GC/CM is to provide expertise in the best approach for construction phasing/sequencing, allowing construction to be accomplished as efficiently and effectively as possible. The expertise of the GC/CM will enable RSD to move through the maze of complexity described above. For this reason, the involvement of the GC/CM in the project is critical.

As part of its role in phasing, the GC/CM will lead the development of the phase plan during the pre-construction phase. This plan will detail the precise steps needed by each sub-trade to effectively and safely complete the work. With expertise in contracting, the GC/CM will perform due diligence on all information gathered during this planning and assess it for safety and efficiency. These early investigations by the CG/CM will inform all design decisions and streamline the construction process.

The GC/CM will also be responsible for the cost estimating, cost control, constructability, feasibility, value analysis, quality assurance plans, and other design phase deliverables. With RSD's budget derived from the funding sources, the GC/CM will provide continuous cost estimating, value analysis and constructability through the design process to ensure the final cost of construction is responsibly within budget.

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

d. Complex or technical work environment

The complexity of the work environment has been discussed in length in other responses to Question #5. To summarize, the construction process has many safety, coordination, schedule and budget risks associated with it. When looking at the projects as a whole, the complexity and technical work is really a sum of the parts: wetlands, soil conditions, sports complex, on-site work, off-site work, compressed schedules, student access, parking, contractor's staging, working on an occupied campus, and phasing of the projects. These are all concerns that would be difficult to describe in plans and specifications when using the DBB procurement methods and can only truly be solved using the GC/CM process.

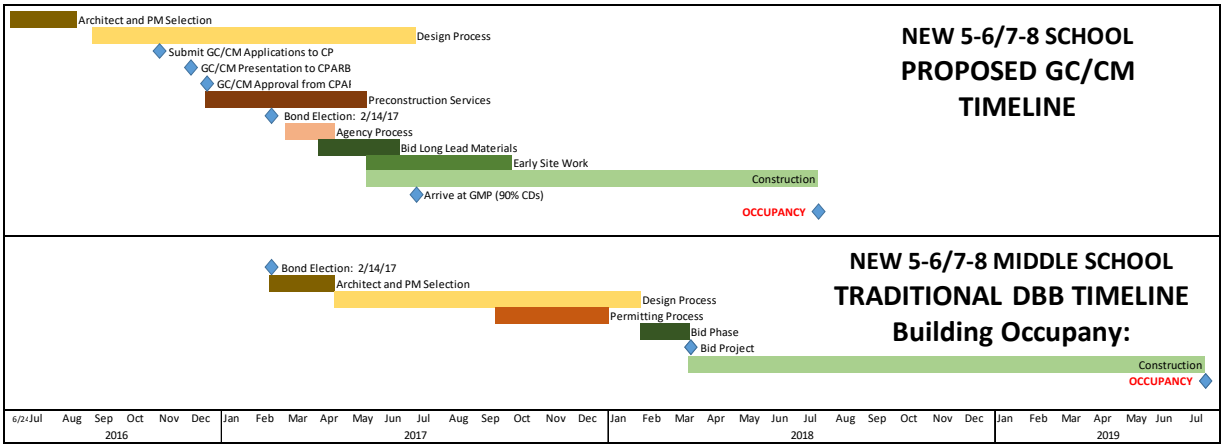
6. PUBLIC BENEFIT

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:

Reduced Costs - In periods of construction inflationary cycles, as we are currently experiencing, the risk of contractors and subcontractor financial failures is substantial. The GC/CM process provides a means for the owner to investigate the financial stability of the firm it is contracting with, minimizing risk of costly litigation or time extensions due to subcontractor failures. The GC/CM Contractor will evaluate the design documents and participate during the design process, reducing unforeseen impacts and leading to reduced costs and schedule impacts. During the design, the GC/GC Contractor will be charged with finding buildable, cost-effective solutions that enable RSD to control construction phase changes. We have estimated using the GC/CM process to deliver the 5-6/7-8 school one year early will save RSD $2,500,000 in inflation dollars.

Schedule Enhancements - Releasing early bid packages at the 5-6/7-8 school and at RHS will allow long lead materials to be preordered, reducing scheduling risks and decreasing cost premiums. In addition, "locking in" a civil subcontractor in early spring 2017 at the new 5-6/7-8 school gives RSD access to competitive bids (which, for civil work, are historically lower in the spring), as well as quality subcontractors that still have the capacity to take on summer work.



Experienced Partner - Using a GC/CM Contractor that has been thoroughly vetted, with a proven track record of budget management, scheduling, claim avoidance, project phasing, developing student safety plans for construction on an occupied site, and being a proactive member of the team will ensure student safety and protect RSD schedule and budget.

Allocation of Risk – Our experience is that construction delay claims are costly and take a tremendous amount of staff time and resources to resolve.

- A DBB contractor may not be as willing to maintain a schedule that it did not participate in developing if the schedule slides due to scope changes.

- The GC/CM delivery process offers an "open book" cost accounting of the work.
- Through pre-construction, the GC/CM contractor will understand the work long before it bids, participate in setting schedule and packaging the scope to fit the marketplace, and realistically set expectations before work is bought, lowering the risk of non-responsible sub-bidding.
- The GC/CM Contractor participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by RSD and GC/CM team.

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:

Meeting Desired Quality Standards or Delivery Schedules – Even with front-funding the architectural design, the earliest construction could commence, using the DBB approach, would be Sept. 1, 2017. This would push the start of site work to late summer and shortening the construction timeline to 10.5 months, an extremely difficult construction time line. These projects are interdependent, if Phase 1 is not delivered on time, all other phases will be delayed.

There are multiply consequences if delivery of these projects is delayed by one year:

- Additional inflationary construction costs of $2,500,000
- The need to purchase 10 additional portables for unhoused students at a cost of $3,000,000
- Locating the 10 portables on either play grounds or athletic fields, taking those areas out of beneficial use.
- Violating District and Board policy which recommends all students to be housed in non-portable facilities.
- Lower quality standards due to "pushing the schedule" toward an unrealistic completion date

Real Time, Market-Based Cost Estimates – The SW Washington region has experienced construction cost inflation rates of 7.5 - 10% over the last three years. It is critical to the success of the program that a GC/CM Contractor is selected. The GC/CM process will allow RSD to utilize real-time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process, as opposed to the DBB process, assists in making the project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design-team/contractor coordination, and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of RSD.

Producing a More Efficient, Accurate Phasing Plan – By engaging the expertise of the contractor who will actually perform the work, the GC/CM will study the existing conditions, desired scope of work, and unique scheduling constraints of these four projects to build the most efficient phasing plan possible.

Better Coordination of Materials and Equipment Purchases – Providing better coordination with materials and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage will benefit the public. Communicating the need for this level of coordination on a design-bid-build method is complex and very difficult to enforce with potentially uncooperative contractors who have not developed a vested interest in the project.

More Responsive and Responsible Bids – Because of the scale and complexity of these projects, RSD believes that GC/CM has greater ability to prequalify and attract firms with resources needed to do the work and meet the schedule. On non-GC/CM projects, constructability, errors and omissions, and scheduling issues are often not raised by the contractor or sub-contractors until after bidding has been completed and many of those issues become costly change orders during construction. Utilization of the GCCM delivery method can minimize the risk of these types of changes cropping up during construction.

Better Ability to Accommodate Ongoing Activities at Site – The fiscal benefit of GC/CM Contractor involvement is to play a critical role in preparing a feasible and safe construction plan at an occupied, operational school facility adjacent to heavily populated residential neighborhoods. The GC/CM delivery method also allows for advanced and early work that is coordinated and overseen by a single prime contractor under one contract, reducing the risks associated with multiple prime contractors with multiple contracts.

Complex Scheduling – The project construction schedule prepared by a GC/CM Contractor, rather than the Design Team, provides a more detailed, market- and condition-driven, accurate CPM schedule of how the project will actually be built. This schedule will better indicate when and where major construction impacts will occur, facilitating better design phase discussions on how to reduce or eliminate these impacts during the design phase rather than finding them and addressing them during construction. This early detection will also assist school staff and administration in the preparation and timely notification of students, staff, visitors, and the community of upcoming construction zones, operational relocations, and other potential disruptions or impacts that might otherwise be unforeseen issues.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates more of an ongoing Value Analysis and Constructability Review Process during design. This ongoing approach during design results in a more economical design and a better bid package with fewer change orders and less risk of lost time or delay to the project completion.

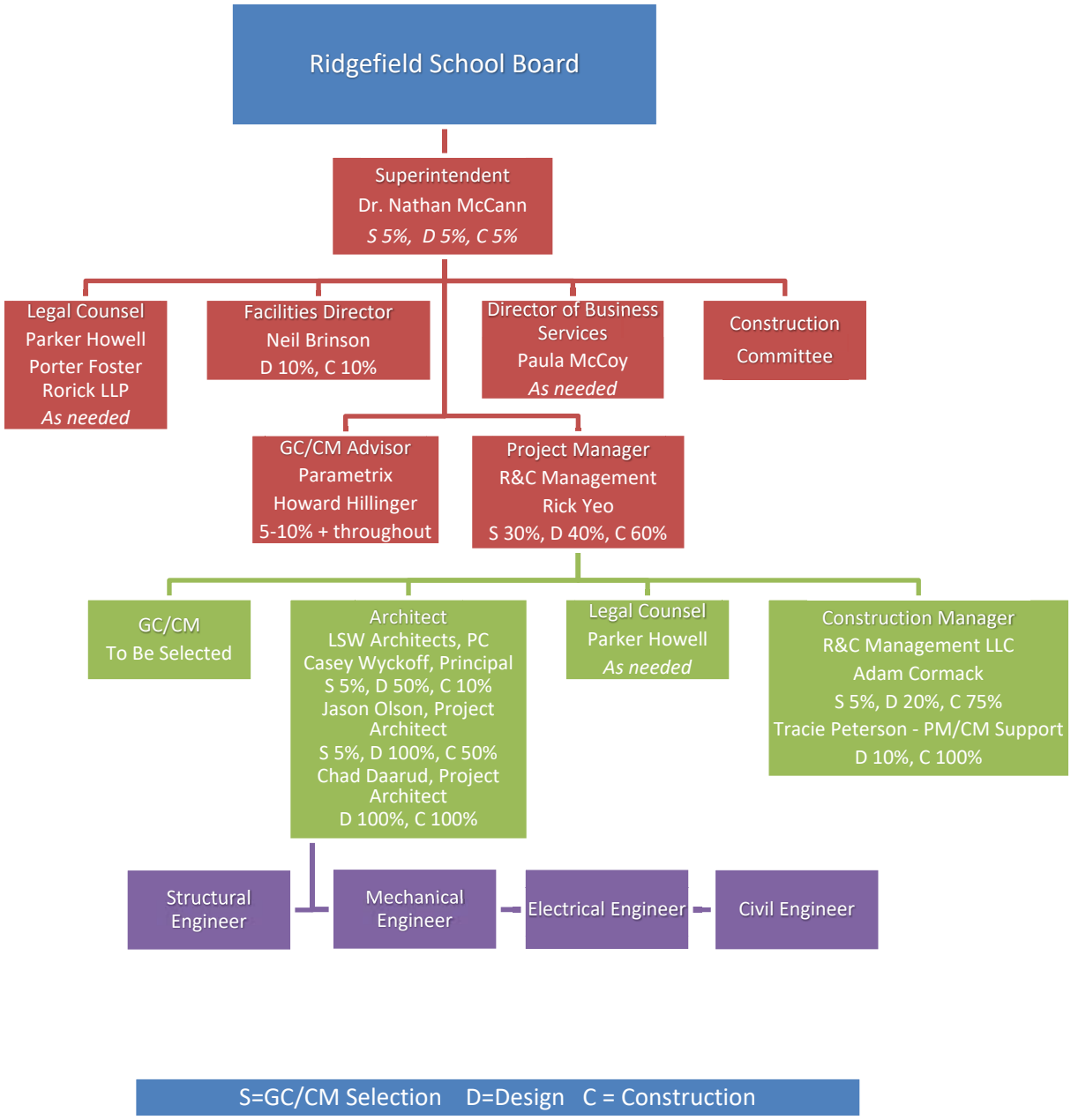
7. PUBLIC BODY QUALIFICATIONS

Description of organization's qualifications to use the GC/CM contracting procedure.

This project will be the second capital improvement bond program the Ridgefield School District has completed utilizing the GC/CM process. Dr. Nathan McCann, superintendent of RSD, was personally involved in the completion of the 2012 Bond Program, gaining valuable insights in the GC/CM process. He is and will be involved in the daily management of the 2017 Bond Program.

Understanding the need for experienced professionals when managing a $98,500,000 bond program, Dr. McCann has turned to firms with a proven record of school design and construction management under various delivery methods, including GC/CM. LSW Architects, R&C Management, our legal counsel Parker Howell of Porter Foster Rorick LLP, and our program advisor Howard Hillinger of Parametrix, have extensive experience in the GC/CM contracts and delivery method.

*A **Project** organizational chart, showing all existing or planned staff and consultant roles.*



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

Roles and Responsibilities of each Team Member: See Exhibit 6

Staff and Consultant Short Biographies and Qualifications

All members of the Project Team have GC/CM experience; this experience is further enhanced by the relationship developed by LSW Architects, R&C Management, and Parametrix as a team members of the 2015 Washougal School District GC/CM projects.

Ridgefield School District

Dr. Nathan McCann, Superintendent. Dr. McCann is in his third year as superintendent of the Ridgefield School District. Previously, he served for four years as the superintendent of the Altar Valley School District in Tucson, Arizona. While superintendent in Altar Valley, Dr. McCann oversaw significant facility upgrades and an expansive Bundled Energy Solutions program. At Ridgefield, Dr. McCann was involved in the last two years of the RSD 2012 GC/CM projects. His role primarily focused on the successful completion and closeout of those projects.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Ridgefield High School Additions	18.5M	GC/CM	NA	NA	Oversight	Jul-14	Aug-16
Union Ridge ES Addition	10.5M	GC/CM	NA	NA	Oversight	Jul-14	Aug-16
South Ridge ES Addition	6.6M	GC/CM	NA	NA	Oversight	Jul-14	Aug-16

Neil Brinson, Director of Maintenance & Facilities. Neil has 15 years of experience working in facilities at Washington schools. Before joining RSD in 2015, he was Director of Maintenance at Hockinson School District. He was involved in the funding, design, and build process for Hockinson's new middle school and the building commissioning for Hockinson High School. He has managed many smaller capital projects.

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 GC/CM experience to the project team, including successful completion of industrial, educational, medical, and commercial projects valued at up to $75 million dollars. Supplied either Oversight or Project Management on over 300 educational projects in varying roles culminating as President 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.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Jemtegaard Middle School	37.8M	GC/CM	CM	CM	CM	Apr-15	ongoing
Excelsior High School	4.1M	GC/CM	CM	CM	CM	Apr-15	ongoing
Evergreen High School Additions and Renovation	37.8M	GC/CM	GC/CM	GC/CM	GC/CM	Feb-04	Jul-07
Crestline Grade School	14M	GC/CM	CM	CM	CM	Feb-13	Aug-14
Banks Middle School	7.8M	CM/GC	CM	CM	CM	Jan-13	Mar-14
Banks High School	2.1M	CM/GC	CM	CM	CM	Jan-13	Mar-14
Scappoose High School	7.5M	CM/GC	CM	CM	CM	Jan-08	Aug-10
Petersen Elementary School	15M	CM/GC	CM	CM	CM	Jan-08	Aug-10
Grant Watts Elementary School	1.2M	CM/GC	CM	CM	CM	Jan-08	Aug-10
Scappoose Middle School	1.6M	CM/GC	CM	CM	CM	Jan-08	Aug-10
Warren Elementary School	1.4M	CM/GC	CM	CM	CM	Jan-08	Aug-10
Oregon City High School	60M	CM/GC	CM	CM	CM	Jan-00	Aug-02

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 $30 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.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Jemtegaard Middle School	37.8M	GC/CM	CM	CM	CM	Apr-15	ongoing
Excelsior High School	4.1M	GC/CM	CM	CM	CM	Apr-15	ongoing
Crestline Grade School	14M	GC/CM	CM	CM	CM	Jan-13	Aug-14
David Douglas HS	13M	CM/GC	CM	CM	CM	Jan-12	Aug-14
Gilbert Heights ES	5M	CM/GC	CM	CM	CM	Jan-13	Aug-14
West Powellhurst ES	4M	CM/GC	CM	CM	CM	Jan-13	Aug-14
Banks Middle School	7.8M	CM/GC	CM	CM	CM	Jan-13	Aug-14
Philomath High School	18M	CM/GC	CM	CM	CM	Jan-10	Aug-11
Petersen Elementary School	15M	CM/GC	CM	CM	CM	Jan-08	Aug-09
Scappoose High School	7.5M	CM/GC	CM	CM	CM	Jan-08	Aug-09
Lincoln Elementary School	14.5	CM/GC	CM	CM	CM	Jan-07	Aug-08
Rosedale Elementary School	15.8	CM/GC	CM	CM	CM	Jan-08	Aug-09

Tracie Peterson, Project Management Support/Accounting Specialist. Tracie's previous experience working as a school district's Business Manager and AP/AR/Payroll Clerk, as well as her two years of experience working on site as a project engineer, makes her a uniquely qualified asset. Tracie holds a BS in Accounting, giving her additional insight that allows her to communicate the budget status at any given moment.

Porter Foster Rorick LLP

Based in Seattle, Porter Foster Rorick is a 15-attorney law firm that has focused on the representation of Washington public school districts for more than 30 years. Twelve of its attorneys currently work almost exclusively in the representation of school districts. The firm's more than 75 current school district clients span the full spectrum of sizes, from some of the largest to the smallest school districts in Washington. The firm's attorneys collectively have decades of experience with school and other public facilities construction projects.

Parker Howell, Attorney. Mr. Howell's practice focuses on representation of public school districts. He has extensive knowledge of school law issues and advises school districts in a variety of areas, including drafting and reviewing legal documents regarding construction and real estate matters. Mr. Howell's experience includes advising school districts on significant design and construction contracts, public works processes (prevailing wage, retainage, bonding), state financial assistance, land use and development, bidding and protests, and public-private and interlocal partnerships. Mr. Howell participated in drafting of RSD's contracts with R&C Management and LSW Architects and is well-versed in the specifics of this project, in addition to the legal requirements affecting GC/CM contracts. Mr. Howell is a member of the Washington Council of School Attorneys.

Parametrix

Howard Hillinger is the GC/CM Program 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 several 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 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.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Jemtegaard Middle School	37.8M	GC/CM	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	Apr-15	ongoing
Excelsior High School	4.1M	GC/CM	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	Apr-15	ongoing
McCarver Elementary School	39M	GC/CM	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	Jan-13	Jan-15
Stewart Middle School	66M	GC/CM	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor	Jan-13	Jan-15

LSW Architects, PC

LSW Architects has a strong background in GC/CM projects in Washington and Oregon. This history includes the Ridgefield GC/CM 2012 Capital Bond Program, the Washougal GC/CM 2014 Capital Bond Program, and a GC/CM high school and grade school for Evergreen Public Schools. In addition, LSW has successfully completed Oregon CM/GC projects for the Centennial, Beaverton, Sherwood, and Neah-Kah-Nie school districts.

Casey Wyckoff, Principal, LSW Architects, PC. Casey has over 20 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 RSD. Casey has worked on many GC/CM projects which include, but are not limited to, Washougal School District Jemtegaard Middle School, Washougal School District Excelsior High School, Evergreen Public Schools Crestline Elementary School, and the Evergreen High School addition and renovation.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Ridgefield High School Additions	18.5M	GC/CM	PIC DES	PIC DES	PIC 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 Replacement	16M	GC/CM	PIC DES	PIC DES	PIC DES	Feb-13	Aug-14
Evergreen High School Additions and Renovation	37.8M	GC/CM	DES	DES	DES	Feb-04	Jul-07
Beaverton School District Addition	2.1M	CM/GC	DES	DES	DES	Nov-06	Jul-07

Jason Olson, Project Architect with LSW Architects, PC. Jason has 20 years of experience in the design and construction industry, almost all of which has been public works/educational facilities. Jason was the job-captain on the Evergreen High School Addition and Renovation GC/CM projects for Evergreen Public Schools (completed in 2007, 276,400sf, cost of construction $37,800,500). Jason will be the Project Architect for RSD projects.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Jemtegaard Middle School	ongoing	GC/CM	PA DES	PA DES	PA DES	Apr-15	ongoing
Crestline Elementary Replacement	16M	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	Aug-12

Chad Daarud, Job Captain/Designer, LSW Architects. Chad has over 12 years of experience in the design and construction industry. With LSW, Chad has recently been the lead job captain/designer on Jemtegaard Middle School and Columbia River Gorge Elementary School, Heights O.K.2 Clubhouse - Boys and Girls Club, the Clark County Skills Center Project, and both South Ridge E.S. and Union Ridge E.S for RSD, which were both GC/CM projects.

Project Names	Project Size	Project Type	Role During Project Phases			Role Start	Role Finish
			Planning	Design	Construction		
Union Ridge ES Addition	10.5M	GC/CM	DES	PA DES	PA DES	Feb-11	Aug-14
South Ridge ES Addition	6.6M	GC/CM	DES	PA DES	PA DES	Feb-11	Aug-14
Boys & Girls Club of SW WA	2.6M	GC/CM	DES	DES	DES	May-08	Jun-10
Jemtegaard Middle School	ongoing	GC/CM	DES	DES	DES	Apr-15	ongoing

Heather Winkel, Interior Designer. LSW Architects, PC. Heather has four years of experience as an interior designer. Heather's GC/CM experience includes Jemtegaard Middle School, Columbia River Gorge Elementary School, and Excelsior High School. She also has experience with privately-funded commercial projects.

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

Construction experience for each proposed staff member and consultant is described in the Staff and Consultant Biographies above.

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

RSD has and will continue to adequately manage the project by surrounding itself with professionals that have a proven track record of successful GC/CM projects. The firms of LSW Architects, R&C Management, and Parametrix are proven products. RSD expects these three firms, coupled with Parker Howell of Porter Foster Rorick LLP, will guide our projects to a successful and timely completion.

RSD will set in place specific controls to manage the project, beginning with a management plan developed by R&C and reviewed and approved by RSD. R&C will work closely with LSW and RSD 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 RSD, the design team, and the project management teams. These expectations will be consolidated into a Program Management Plan. Subsequent expectations of the GC/CM team will be identified in the RFP, RFFP, and GC/CM agreement.

Project budgets, schedules, MACCs, and TCC will be established early on and reviewed 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 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.

RSD anticipates that each project site will be tracked individually to maintain better control of design, schedule, and costs. This expectation will most likely drive mini MACCs 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 and OSPI recommendations. RSD 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 cooperate to make whatever changes are necessary to bring the project back within budget.

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

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 biweekly basis and full budget overviews monthly. It is anticipated that RSD will implement a Construction Committee with Board level authority to recommend budget expenditures beyond established limits, but within contingency allotments.

As would be expected, procurement and legal matters will be routed through Parker Howell for review.

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

Our procurement process will build upon our previous experience with GC/CM project delivery. It will also take into account the short (six week) duration we have scheduled for the process by issuing **Draft Documents** to the GC/CM Contracting community, prior to PRC approval of the GC/CM process, via RSD's website and personal contact with those firms. Comments will be received and incorporated into the final documents. The goal is to alert firms to our projects and give them additional time to prepare for when the final documents will be issued. Our process will include the following:

- Early release of the Draft Documents (RFP, RFFP, and General Conditions and Agreement)
- Marketing of the project to experienced potential GC/CM candidates
- Soliciting and ranking responses to the RFP
- Interviewing shortlisted GC/CM candidates
- Soliciting pricing proposals (RFFP) from the highest ranked firms
- Recommending award to the highest ranked firms
- Solicit legal review of the process

We anticipate the process will be scheduled as noted in Question #4, which will allow the GC/CM to join the team at 90% Schematic Design.

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

We plan to utilize the GC/CM documents developed by the University of Washington. Those documents will be edited specific to the needs of RSD's projects and informed with R&C Management's standard GC/CM documents that were successfully used for the Washougal School District's GC/CM projects.

Our intent is to release these documents for review and comments prior to final PRC approval. Prior to issuing the final RFFP, we will update these documents to reflect the recommendation of the GC/CM Contractors and current industry best practices. As part of the review we will solicit input from our legal counsel and revise to incorporate any recent statutory updates. Final construction documents will be modeled upon documents that have successfully been used with other Washington school districts and GC/CM projects.

8. PUBLIC BODY (RIDGEFIELD 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	MACC Amount	Budget Amount	Final Cost	Bid Date	Reason for budget under/over run
Ridgefield High School	New Auditorium, Classroom wing, and Gymnasium	GC/CM	$17,675,106	$17,844,406	$17,966,130	6/7/2013	Increased Scope during construction.
Union Ridge Elementary School	New Elementary School	GC/CM	$10,843,625	$7,500,131	$10,486,732	5/31/2013	Increased Scope during design.
South Ridge Elementary School	New Elementary School	GC/CM	$6,518,672	$6,654,427	$6,671,203	5/14/2013	Increased Scope during construction.
Ridgefield District Fields	New Synthetic Turf, track, field lighting.	GC/CM	$1,327,892	$1,400,000	$944,917	4/29/2013	Scope Reduction during Construction

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

Index of Exhibits:

Exhibit 1: Milestone Schedule
Exhibit 2: Project Phases Plan
Exhibit 3: New 5-6/7-8 School
Exhibit 4: Ridgefield High School
Exhibit 5: View Ridge Middle School Remodel
Exhibit 6: Roles and Responsibilities Schedule

10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

RSD has received no audit findings on any project.

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 shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

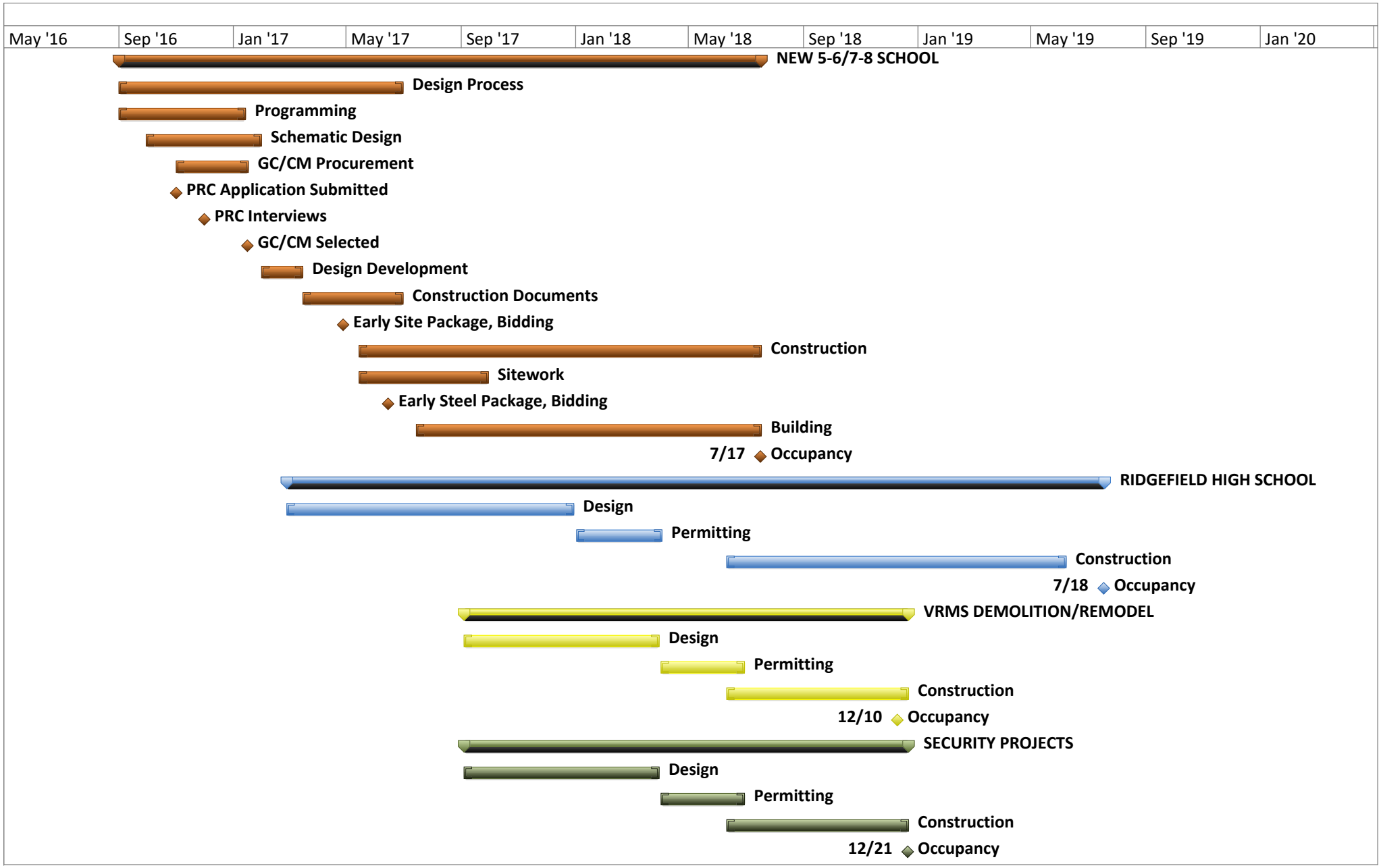
I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: _____

Name: (please print) Dr. Nathan McCann

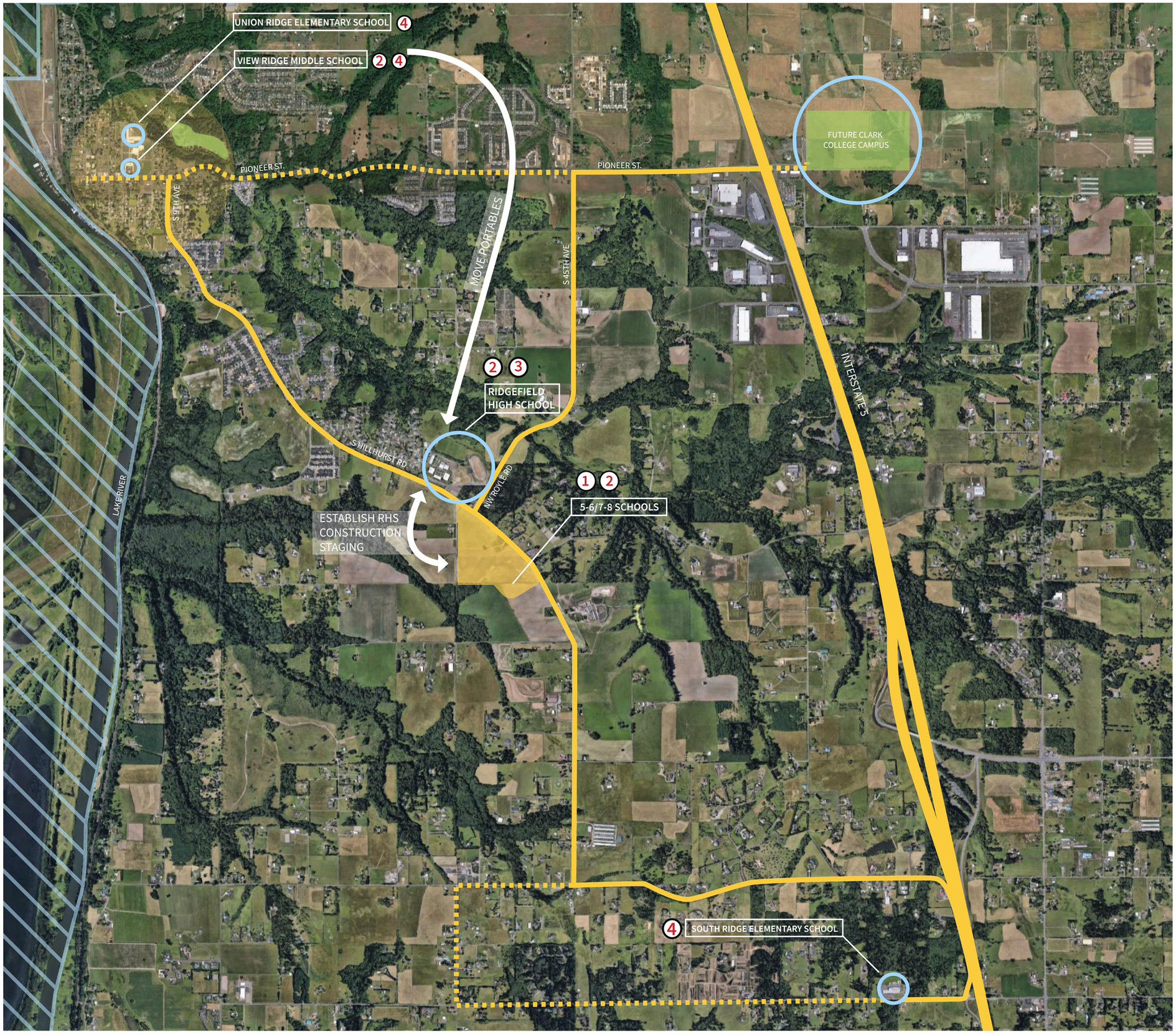
Title: Superintendent

Date: Oct 29 2016



RIDGEFIELD SCHOOL DISTRICT NO. 122
2017 CAPITAL IMPROVEMENT PROJECTS

EXHIBIT 1
MILESTONE SCHEDULE



RIDGEFIELD SCHOOL DISTRICT unlimited possibilities

LSW ARCHITECTS

R&C MANAGEMENT GROUP, LLC

2017 BOND PROJECTS

RIDGEFIELD SCHOOL DISTRICT
RIDGEFIELD, WA

1 PHASE 1 - NEW 5/6 - 7/8 SCHOOL

MAY 2017 - AUG 2018

2 PHASE 2 - RELOCATION OF CAMPUSES

+RELOCATE PORTABLES FROM VRMS
+ESTABLISH RHS CONSTRUCTION STAGING AT NEW 5-6/7-8 SCHOOLS
+ESTABLISH SAFETY BARRIER AT RHS FOR PHASE 3 TO COMMENCE

JULY 2018 - AUG 2018

3 PHASE 3 - RIDGEFIELD HIGH SCHOOL

+RHS DEMOLITION & ADDITION

JUNE 2018 - JUNE 2019

4 PHASE 4 - VRMS DEMOLITION & REMODEL URES/SRES SECURITY PROJECTS

JUNE 2018 - DEC 18

EXHIBIT 2
2017 PROJECT PHASES

JOB NO.	2016-0073
DATE	10.19.16

610 Esther St. #200
Vancouver, WA
360.694.8571
www.LSW-Architects.com

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RIDGEFIELD SCHOOL DISTRICT unlimited possibilities

LSW ARCHITECTS

R&C MANAGEMENT GROUP, LLC

2017 BOND PROJECTS

RIDGEFIELD SCHOOL DISTRICT
RIDGEFIELD, WA

PHASE 1 - NEW 5/6 - 7/8 SCHOOL

- (A) WETLANDS
- (B) HALF STREET IMPROVEMENTS
- (C) SPORTS COMPLEX (CITY)
- (D) PARKING
  (TO BE USED AS CONSTRUCTION STAGING FOR PHASE 3)
- (E) NEW 5-6/7-8 SCHOOLS
- (F) PARKING
- (G) EXISTING PARCELS TO BE CONSOLIDATED INTO ONE PARCEL
- (H) SPORTS COMPLEX

EXHIBIT 3
NEW 5-6/7-8 SCHOOLS

JOB NO.	2016-0073
DATE	10.21.16

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RIDGEFIELD SCHOOL DISTRICT unlimited possibilities

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2017 BOND PROJECTS

RIDGEFIELD SCHOOL DISTRICT
RIDGEFIELD, WA

PHASE 3 - **RIDGEFIELD HIGH SCHOOL**

- (A) PROPOSED CONSTRUCTION
- (B) BUILDINGS TO BE REMOVED
- (C) PORTABLES RELOCATED FROM VRMS
- (D) CONSTRUCTION STAGING
- (E) CONSTRUCTION OFFICES
- (F) STUDENT SAFETY FENCING
- (G) TEMPORARY CONSTRUCTION ACCESS
- OCCUPIED CAMPUS

EXHIBIT 4
RHS DEMO & ADDITIONS

JOB NO.	2016-0073
DATE	10.21.16

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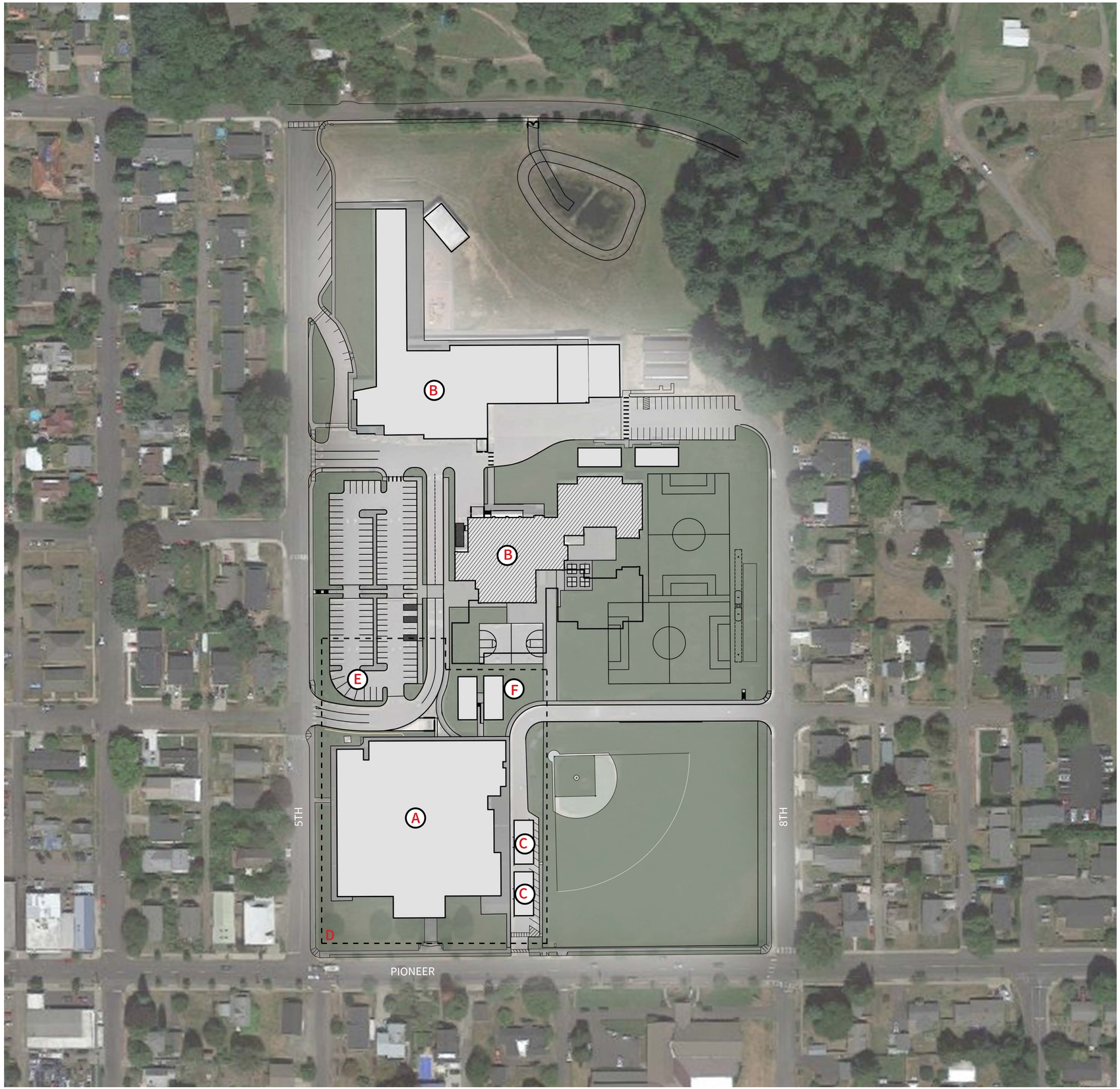

RIDGEFIELD SCHOOL DISTRICT unlimited possibilities

LSW ARCHITECTS

R&C MANAGEMENT GROUP, LLC

2017 BOND PROJECTS

RIDGEFIELD SCHOOL DISTRICT
RIDGEFIELD, WA

PHASE 4 - **VRMS REMODEL**

- (A) VRMS DEMOLITION & REMODEL
- (B) UNION RIDGE ELEMENTARY SCHOOL
- (C) CONSTRUCTION OFFICES
- (D) STUDENT SAFETY FENCING
- (E) CONSTRUCTION PARKING
- (F) CONSTRUCTION STAGING

EXHIBIT 5
VRMS DEMO & REMODEL

JOB NO.	2016-0073
DATE	10.21.16

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GC/CM Roles Responsibilities

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