

WASHOUGAL SCHOOL DISTRICT

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April 28, 2015

Mr. Bob Dixon, Deputy Assistant Director
Engineering and Architectural Services
Department of General Administration
Project Review Committee
PO Box 41012
Olympia, WA 98504-1012

Dear Mr. Dixon,

On February 10, 2015 the Washougal community approved a \$57,685,000 million school construction bond. These capital dollars will fund safety enhancement projects at each of our district school sites, dollars will provide for roof repairs and HVAC up-grades at two elementary schools, and the capital dollars will address overcrowding by replacing an existing middle school, an existing alternative high school, and build a new elementary school.

The community has been engaged in a two year “conversation” with the district to identify these projects as essential to assure that students have effective learning spaces, increased safety, and room for projected growth. The district carries a significant obligation to assure that we are vigilant in managing the community’s capital dollars in the most effective and efficient way possible to assure that we deliver on the projects that are important to our taxpayers.

School officials and the elected school board of directors in the Washougal School District are seeking a project delivery model that will provide the greatest benefit for our \$57 million capital improvement projects. We believe that the General Contractor Construction Management delivery model will provide the greatest values for students, staff and our community.

Several complexities are introduced by the construction projects made possible by the capital bond dollars. In the replacement of the existing Jemtegaard Middle School and Excelsior High School, students will continue to attend the old, existing school buildings while the new schools are being constructed on the same site property. Because we will be managing construction on occupied sites and managing multiple sites at the same time, it is essential that we have a coordinated management team. The GC/CM management approach is designed to provide for the kind of management needed by the Washougal School District projects. The efficiency of management that can be accomplished by a single coordinated team will provide the greatest value to our school district and community.

We are optimistic that the Project Review Committee will support the Washougal School District’s request to utilize the design benefits provided through the GC/CM project delivery model for our complex \$57 million capital improvement project. I am confident that we have assembled a team of professionals that include experts with a proven successful track record using the GC/CM delivery model with school construction projects.

Thank you for considering our application. We look forward to meeting with the Project Review Committee soon.

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,

A handwritten signature in blue ink, appearing to read "Dawn Tarzian". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Dawn Tarzian, Superintendent

Enclosure: WSD Application and Exhibit

**WASHOUGAL
SCHOOL DISTRICT**

GC/CM Application to CPARB

April 29, 2015



**WASHOUGAL
SCHOOL
DISTRICT**

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BUDGET

SCHEDULE

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:** Dawn Tarzian **Title:** Superintendent
- d. **Phone Number:** (360) 954-3005 **Fax:** (360) 835-7776
Email: dawn.tarzian@washougalsd.org

2. BRIEF DESCRIPTION OF PROPOSED PROJECT

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

In September of 2013, Superintendent Dawn Tarzian, chartered a Long Range Facility Planning Committee to make recommendations on the major current and future property and facility needs of the Washougal School District. The Long Range Facility Planning Committee reviewed nearly 300 needs relating to facilities and programs. The major priority was the replacement of the Jemtegaard Middle School. The physical layout and condition of Jemtegaard M. S. does not meet the District's needs for improved security and a quality learning environment. The remaining facility issues that we addressed include:

- Adding capacity to accommodate student growth and all-day kindergarten
- Reducing the number of portable classrooms
- Addressing needed maintenance and repair of the District's assets

The District proposes the new-in-lieu replacement of the existing Jemtegaard Middle School, addition of a new elementary school, and the creation of a permanent facility to house the existing Excelsior Alternative High School. The District is requesting approval to use the GC/CM procurement method for the preceding three projects. The other projects in the bond i.e.: the transportation facility, safety enhancements and roof and HVAC up-grades will be constructed using the Design Bid Build procurement method. The approved bond amount is \$57,685,000 of the total, \$51,912,240 has been budgeted for the GC/CM project and the remainder has been budgeted for the D/B/B projects. The 600 student replacement middle school and 400 student new elementary school will be constructed on the occupied Jemtegaard site. The two schools will be combined in one structure with shared core facilities. The Jemtegaard site falls within the special review of the Columbia River Gorge Commission. The Commission was charged by Congress to protect and enhance the scenic and natural resources of the Gorge. Excelsior High School will be constructed on the site currently occupied by both Excelsior and Washougal High Schools.

3. PROJECT TOTAL COST FOR THE PROJECT

a. Project Budget

Costs for Professional Services (A/E, Legal, etc.)	\$6,188,366
Estimated project construction costs (including construction contingencies)	\$37,388,134
Equipment and furnishing costs	\$1,051,500
Off-site costs	\$100,000
Contract administration costs (Owner, CM, etc.)	\$777,000
Contingencies (design & owner)	\$1,404,911
Other related project costs (permits, fees, and advertisements)	\$1,765,000
Sales Tax	\$3,237,329
Total	\$51,912,240

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 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.

Activity	Estimated Start	Estimated 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	4/20/15	5/28/15
GC/CM Process	6/3/15	7/31/15
Schematic Design	6/15/15	8/15/15
Pre-construction Services	8/15/15	7/15/16
Design Development	8/15/15	1/15/16
Construction Documents	1/15/16	6/15/16
Negotiate Final MACC	6/15/16	7/15/16
Construction	6/6/16	7/6/17
Substantial Completion	7/6/17	7/31/15
Close Out & Warranty	7/31/17	7/6/18
District Move In	7/3/17	12/29/17

We have provided a Project Schedule for your review as Exhibit B. This schedule broadly outlines the GC/CM selection along with design and construction phases of the project. 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.
- 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 owners consultants. RC will assist with the development of the GC/CM RFQ and RFP.
- District Legal Counsel: The School District's legal counsel is Dick Prentke with Perkin Coie. They will review all contracts and assist the District throughout the project.

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 not started schematic design.

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?**

State of Washington Educational Expectations

The Washougal School District is committed to meeting and exceeding the educational standards set by the State of Washington Office of Superintendent of Public Instruction through a potentially difficult fifteen to eighteen month construction period. The GC/CM process will be able to bring the General Contractor on board early as a team member in that commitment with full understanding and buy-in to the District's expectations.

Scheduling Complexity

It is anticipated that construction on both sites could take place simultaneously. If this were not to happen the overall construction schedule would be spread out over multiple years... potentially with significant cost implications. Work at each of the sites will also need to be phased. Both sites have complex schedule implications when matching up a construction schedule to the each school's yearly calendar. There is no room for almost hitting the mark. This is compounded by the fact that poor soils conditions in the Western Columbia River Gorge area limit the window of earthwork related construction. It is paramount that the GC/CM be fully engaged in the most efficient planning and scheduling of his work while protecting and meeting each school's published calendar timelines and events. The three projects need to act uniformly with the District's commitment to their staff, students and community.

Because the District doesn't have capacity to remove students from the existing sites during the construction process, both of the sites will be fully utilized as an overcrowded school from early morning through evenings during the process. All of the District's activities to educate and serve their students and community need to remain intact, safe and with minimal disruption. Special emphasis and commitment needs to be placed on the collaboration and communication between the GC/CM and the District to minimize adverse impacts to the educational process. The Contractor and District will need to be committed to working together to take advantage of scheduled school breaks and to coordinate for school events.

Phasing

Again it is anticipated that construction on both sites will be in progress at the same time. The phasing of the work becomes critical in that each site has work taking place on multiple sides of the occupied school. This is especially true at the Middle School site. 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. The thought of trying to design and specify all the challenges that may arise with site phasing and the safe completion of the work without contractor input during design seems almost

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

insurmountable. We have tried to depict the complexity and location of the new work for each site with using the aerial plans in the exhibits.

- **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?**

As mentioned, each of these sites will continue to be fully occupied and overcrowded by hundreds of students and parents during the construction process. 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.

The District cannot waiver in their commitment to educating their students in a safe learning environment. The District needs a GC/CM that fully understands and shares the District's commitment to safety and the educational process.

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. Careful consideration 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 coordination of shared parking and construction of temporary sports fields.

Site Complexities

Each site has severe limitations for the contractor during construction. The Jemtegaard site has over 500 students on a shared or common site of about 11.25 usable acres due to steep slopes, a creek, forested area, and an existing soccer play field. Due to the existing topography, which slopes up to 15', containment and treatment of storm water runoff, during construction, will require substantial and extremely well maintained treatment facilities.

The Excelsior site has approximately 80 students on less than 2 acres. The site is confined by a residential community and Washougal High School athletic fields. The new construction is planned on 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 need to be carefully planned and coordinated with public and student use of the site.

The two sites are separated by 4.5 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

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

existing facilities is critical to public safety, the construction process and the overall success of these projects.

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

Early involvement of the GC/CM will help shape and modify the design and documents to maximize the effectiveness of the construction in order to overcome the obstacles inherent at each site. The GC/CM is ultimately the team member responsible for scheduling and phasing the construction through the maze of complexity described above. It is crucial that the GC/CM be on board early in the design process to assist in the constructability of the design in order 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 be on board early to process the information gathered from performing the due diligence activities from a contractor's point of view. Early investigation of existing conditions by the GC/CM will inform design decisions and streamline the construction process.

The GC/CM will be responsible for the cost estimating and cost control during the design phase. With the Owner's budget derived from bond proceeds, 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 the budget.

Having the GC/CM on the team early will provide opportunity for long lead items that can be procured during the design process as necessary to meet scheduling and phasing plans. With limited windows for construction, the GC/CM will be able to start portions of the work prior to the 100% completion of the construction drawings.

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

The complexity of the work environment is summed up by the fact that the construction process has many safety risks associated with it and the construction process will be taking place just feet away from students ranging in age from eleven to eighteen years old. When the existing sports fields are included the age group expands from infants to the oldest of our population.

Questions that arise at the Jemtegaard site include;

1. On a limited site where will the running track be relocated since the new construction will displace it?
2. Where will construction staging and parking be placed, the other relatively flat areas on the site are occupied by the existing school and parking?

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

3. If permitting is delayed by the Columbia Gorge Commission how will the site be stabilized or “winterized” for winter work in only 6 weeks when “winterizing” normally takes 4 months or longer?
4. What is the best plan to abate and demolish the existing building and construct new parking lots in a 2.5 month summer window?
5. How and when do we demo existing buildings, build new buildings, route utilities while still maintaining student/staff safety, egress, and fire/emergency access?
6. Knowing that we have limitations with soils and weather... where do we start construction and how do we maximize buildable weather conditions?

When looking at the whole project, the complexity and technical work is really a sum of the parts of the construction components during the school year. 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, ...the bulk of this work to be completed while maintaining the safety and education of the Washougal students.

- **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

1. In periods of construction escalation, time is of the essence. The GC/CM process provides a means for the owner to expedite the Columbia River Gorge Commission project review and approval timeline. With escalation rates estimated at five percent annually, reducing this review period will realize substantial project cost savings.
2. The Washougal School District has not been involved in a substantial capital improvement project in over 13 years. The District's Facilities Director is stretched very thin with regards to manpower and budget. The District's approach to mitigating this lack of manpower is to surround itself with experienced design and management professionals to include the GC/CM Preconstruction Team. The District expects the professional team to glean as much information from our Facilities team as possible during the design phase. We have little doubt that the ultimate result of this interface will be a more complete and accurate set of documents thereby minimizing changes in the work and cost to the project.
3. Bringing aboard the GC/CM team 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.
4. All of the projects will involve construction during the school year to be cost effective. By including an experienced carefully selected GC/CM team with outstanding safety programs and relevant experience providing the management for construction, scheduling, phasing, and student circulation the impact of construction activities to the surrounding school as well as the community will be greatly reduced.

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.

1. The Public interest is best served by providing a safe cost effective Capital Improvements Project. The "design-bid-build method" will be used on over 10% 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.**

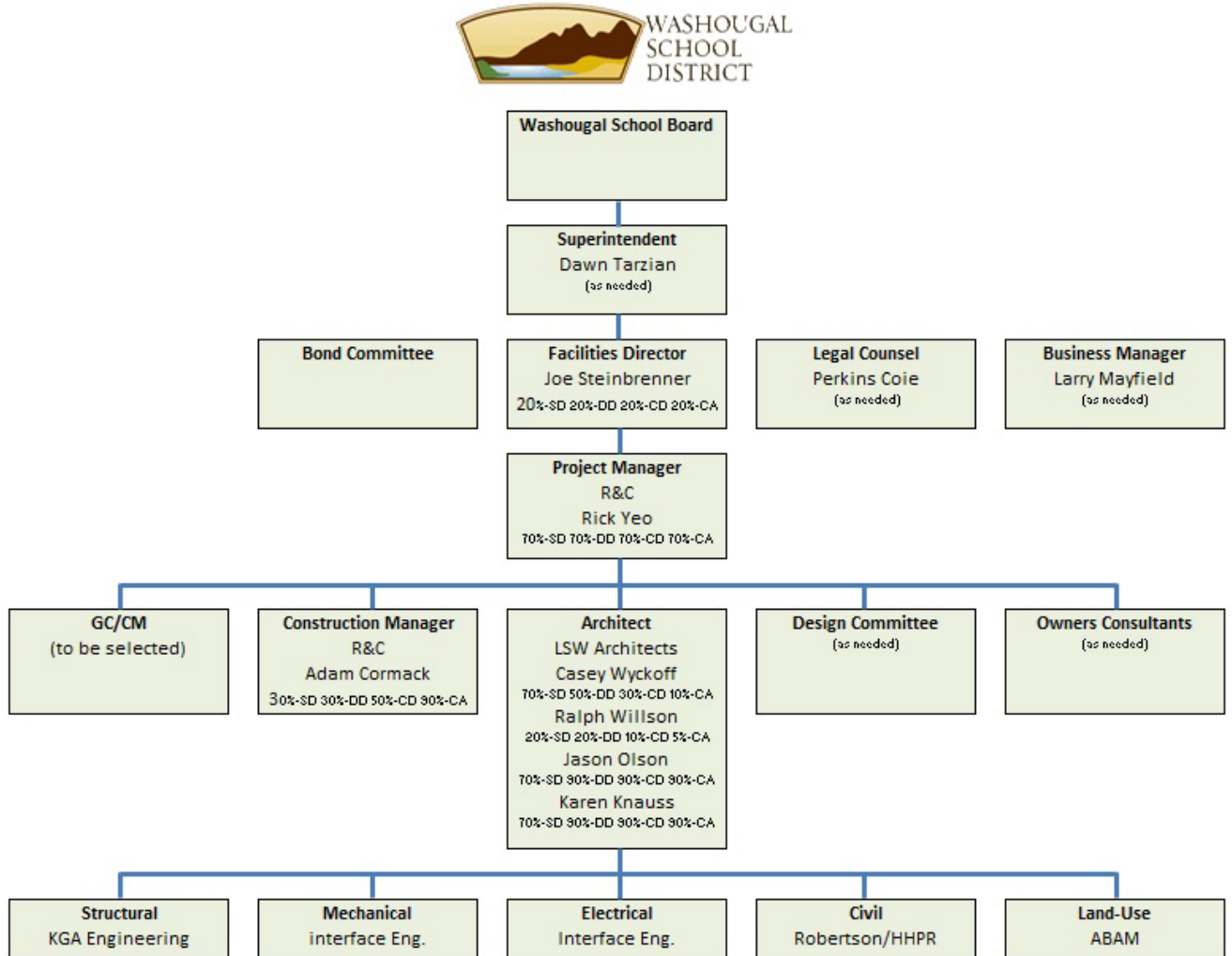
Organization Qualifications:

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 hard working staff of five (5) maintaining and serving their four 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 Architect's and R&C Management Group; coupled with the statute and legal guidance provided by Perkins Coie qualifies our District to pursue the GC/CM process.

7. PUBLIC BODY QUALIFICATIONS

- A project organizational chart, showing all existing or planned staff and consultant roles has been included in the Appendix.



SD = Schematic Design, DD = Design Development, CD = Construction Documents, CA = Construction Administration

7. PUBLIC BODY QUALIFICATIONS

- **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.

Time Allocation:

SD: 20% DD: 20% CD: 20% Construction: 20%

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. Successful completion of industrial, educational, medical and commercial projects valued at up to \$50 million dollars. Supplied both Oversight and Project Management on over 300 educational projects. Prepared program and project budgets and schedules, contracting strategies, and project control documents. LEED Accredited Professional

Time Allocation:

SD: 70% DD: 70% CD: 70% Construction: 70%

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 contracts 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. Our firm has successfully completed other Oregon CM/GC projects including the Ridgefield High School Additions, Union Ridge Elementary Addition, South Ridge Elementary Addition, Sherwood Family YMCA, a renovation and additions project for the Centennial School District, a middle school addition for the Neah-Kah-Nie School District and a high school renovation and addition project for the Sherwood School District.

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/CG, 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:

- Sherwood Family YMCA (completed in 2000, 43,7000 s.f., cost of construction \$5,886,000)
- 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)

Time Allocation:

SD: 20% DD: 20% CD: 10% Construction: 10%

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.

Time Allocation:

SD: 70% DD: 50% CD: 30% Construction: 15%

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.

Time Allocation:

SD: 90% DD: 90% CD: 90% Construction: 75%

Karen Knauss, Project Architect, LSW Architects. Karen has over 17 years in the architecture industry in design and management experience using both traditional and

7. PUBLIC BODY QUALIFICATIONS

alternative construction methods. Karen worked on the GC/CM Interim Crestline School along with numerous complex commercial negotiated projects

Time Allocation:

SD: 90%

DD: 90%

CD: 90%

Construction: 75%

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 200 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 architecture, dealing with complex renovations and additions.	Union Ridge ES Addition	10.5M	GC/CM	DES PA	DES PA	DES PA	Feb-11	Aug-14
	Crestline Elementary Replace	16.0M	GC/CM	DES PA	DES PA	DES PA	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	GC/CM General Contractor/Construction Manager
CM/GC Construction Manager/General Contractor	N Negotiated
DB Design-Build	PA Project Architect
DBB Design-Bid-Build	PIC Partner-In-Charge
DES Design	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.**

The current Superintendent, Dawn Tarzian, retires at the conclusion of this 2014-15 school year. The detailed knowledge of the incoming superintendent's construction experience is not fully known. We believe this supports the District need to use the GC/CM delivery method.

- **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 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 cooperate 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 will 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

7. PUBLIC BODY QUALIFICATIONS

Management Committee with Board level authority to approve budget expenditures beyond established limits, but with within contingency allotments.

As would be expected, Procurement and legal matters will be routed through a procurement specialist and Dick Prentke for review.

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

Activity	Date
GC/CM Review Board Approval	May 28, 2015
Advertise RFQ for GC/CM	June 3, 2015 and June 11, 2015
Mandatory Information Meeting	June 23, 2015
Proposals Due	July 1, 2015
Short List	July 2, 2015
Interview	July 10, 2015
District Review / Select	July 13, 2015
NOI to award	July 16, 2015
Contract	July 31, 2015
Board Approval	August 8, 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 to develop the GC/CM contract terms. This team previously worked together and developed terms for the recent Crestline Elementary School.

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	GC/CM	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 | (E) PLAY FIELDS |
| (B) EXISTING MIDDLE SCHOOL | (F) TRACK |
| (C) PARKING AND BUS LOADING | (G) CREEK |
| (D) SERVICE | |

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



JEMTEGAARDE SITE PROPOSED PLAN

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

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



EXCELSIOR HIGH SCHOOL EXISTING CONDITIONS

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

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.

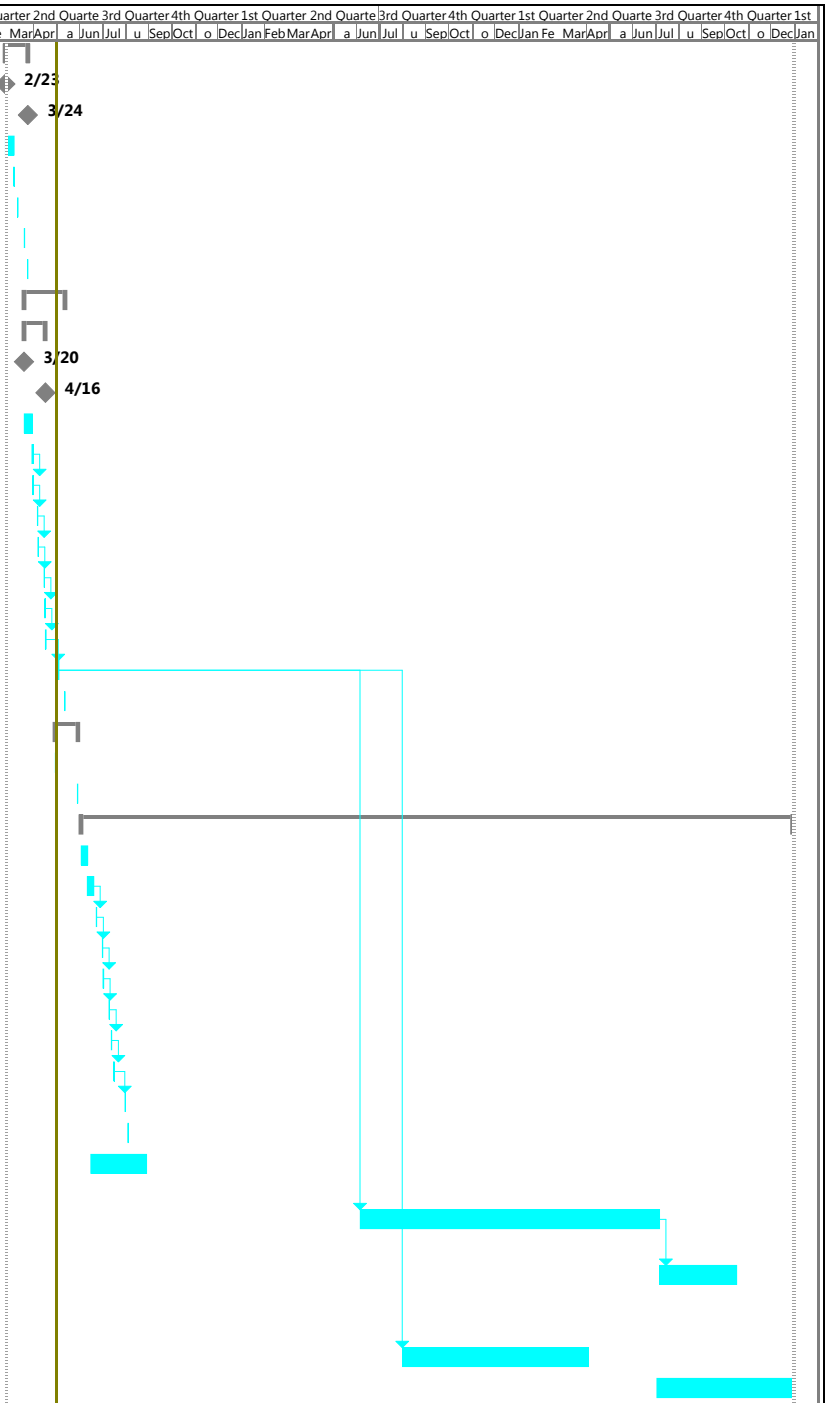
PROJECT BUDGET

**New K-5 & 6-8 and Excelsior HS
Washougal School District**

DRAFT

Description	Original Budget	Original Budget	Current Budget
1.0 Architect/Engineer	\$4,076,866	\$465,000	\$4,541,866
1.1 Architect	\$3,650,000	\$450,000	\$4,100,000
1.2 Civil Engineer	\$351,866	\$0	\$351,866
1.4 Other Engineers	\$75,000	\$15,000	\$90,000
2.0 Professional Services	\$2,097,500	\$326,000	\$2,423,500
2.1 Soils Engineer	\$30,000	\$20,000	\$50,000
2.2 Traffic Engineer	\$25,000	\$0	\$25,000
2.3 Hazardous Mat'l Consultant	\$40,000	\$4,000	\$44,000
2.4 Survey / Topographic	\$25,000	\$20,000	\$45,000
2.5 Special Testing	\$45,000	\$15,000	\$60,000
2.6 Wetland Investigation	\$15,000	\$0	\$15,000
2.7 Test / Balance / Commissioning	\$350,000	\$60,000	\$410,000
2.8 Data / Phone / Technology (Design)	\$65,000	\$20,000	\$85,000
2.9 Legal Fees	\$15,000	\$5,000	\$20,000
2.10 Project Management	\$705,000	\$72,000	\$777,000
2.11 Land Use Consultant	\$45,000	\$0	\$45,000
2.12 Value Eng. / Constructability	\$60,000	\$0	\$60,000
2.13 FFE Management	\$50,000	\$0	\$50,000
2.14 Insurance / Builders Risk	\$30,000	\$5,000	\$35,000
2.15 Printing / Plans	\$25,000	\$5,000	\$30,000
2.16 Move Planning	\$15,000	\$2,500	\$17,500
2.17 Movers/Storage	\$150,000	\$25,000	\$175,000
2.18 Security Services	\$15,000	\$5,000	\$20,000
2.19 Arborist	\$15,000	\$0	\$15,000
2.20 Exterior Envelope Consultant	\$100,000	\$25,000	\$125,000
2.21 Advertising / DJC	\$2,500	\$2,500	\$5,000
2.22 Solar Consultant	\$25,000	\$0	\$25,000
2.23 Other Services	\$250,000	\$40,000	\$290,000
3.0 Building Construction	\$32,118,326	\$3,349,398	\$35,467,724
3.1 Base Contract	\$28,156,134	\$2,942,000	\$31,098,134
3.2 Construction Contingency	\$1,229,000	\$128,350	\$1,357,350
3.5 Construction Sales Tax	\$2,733,192	\$279,048	\$3,012,240
4.0 Site / Off-Site Construction	\$4,630,000	\$402,650	\$5,032,650
4.1 Site Base Contract	\$4,160,000	\$280,000	\$4,440,000
4.2 Off-Site Base Contract	\$100,000	\$0	\$100,000
4.3 Site Contingency	\$250,000	\$22,650	\$272,650
4.4 Demolition	\$120,000	\$100,000	\$220,000
5.0 Hazardous Material Abatement	\$150,000	\$0	\$150,000
6.0 Furniture/Fixtures/Equipment	\$1,051,500	\$0	\$1,051,500
6.1 Furniture	\$676,500	\$0	\$676,500
6.2 Equipment	\$375,000	\$0	\$375,000
7.0 Permits / SDCs / TIFs	\$1,500,000	\$115,000	\$1,615,000
8.0 Client Direct Costs	\$0	\$0	\$0
9.0 Owner Contingency	\$1,479,000	\$151,000	\$1,630,000
			\$0
TOTAL BUDGET	\$47,103,192	\$4,809,048	\$51,912,240

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	1st Quarter Jan Fe	2nd Quarter MarApr	3rd Quarter a JunJul	4th Quarter u SepOct	1st Quarter o DecJan	2nd Quarter FebMarApr	3rd Quarter a JunJul	4th Quarter u SepOct	1st Quarter o DecJan	2nd Quarter FebMarApr	3rd Quarter a JunJul	4th Quarter u SepOct	1st Quarter o DecJan
1	Construction PM Procurement	22 days	Mon 2/23/15	Tue 3/24/15															
2	Construction PM Procurement	0 days	Mon 2/23/15	Mon 2/23/15															
3	Construction PM Procurement	0 days	Tue 3/24/15	Tue 3/24/15															
4	RFQ	10 days	Mon 2/23/15	Fri 3/6/15															
5	SOQ received	1 day	Fri 3/6/15	Fri 3/6/15															
6	evaluate/select	1 day	Wed 3/11/15	Wed 3/11/15															
7	execute contract	1 day	Fri 3/20/15	Fri 3/20/15															
8	Board approval	1 day	Tue 3/24/15	Tue 3/24/15															
9	Architect procurement	38 days	Fri 3/20/15	Tue 5/12/15															
10	Advertise for RFP	20 days	Fri 3/20/15	Thu 4/16/15															
11	Advertise for RFP	0 days	Fri 3/20/15	Fri 3/20/15															
12	Advertise for RFP	0 days	Thu 4/16/15	Thu 4/16/15															
13	1st ad	7 days	Fri 3/20/15	Mon 3/30/15															
14	2nd ad	2 days	Mon 3/30/15	Tue 3/31/15															
15	Pre-proposal conference	1 day	Tue 3/31/15	Tue 3/31/15	14FS-1 day														
16	Proposals due	1 day	Mon 4/6/15	Mon 4/6/15	15FS+3 days														
17	Shortlist	1 day	Tue 4/7/15	Tue 4/7/15	16														
18	Interview	1 day	Wed 4/15/15	Wed 4/15/15	17FS+5 days														
19	District review/select	1 day	Thu 4/16/15	Thu 4/16/15	18														
20	NOI to award	1 day	Fri 4/17/15	Fri 4/17/15	19														
21	execute contract	1 day	Mon 5/4/15	Mon 5/4/15	20FS+10 days														
22	Board approval	1 day	Tue 5/12/15	Tue 5/12/15															
23	CPARB	22 days	Thu 4/30/15	Fri 5/29/15															
24	submission	1 day	Thu 4/30/15	Thu 4/30/15															
25	Presentation	1 day	Fri 5/29/15	Fri 5/29/15															
26	GC/CM procurement	673 days	Wed 6/3/15	Fri 12/29/17															
27	1st ad	7 days	Wed 6/3/15	Thu 6/11/15															
28	2nd ad	7 days	Thu 6/11/15	Fri 6/19/15															
29	Pre-proposal conference	1 day	Tue 6/23/15	Tue 6/23/15	28FS+1 day														
30	Proposals due	1 day	Wed 7/1/15	Wed 7/1/15	29FS+5 days														
31	Shortlist	1 day	Thu 7/2/15	Thu 7/2/15	30														
32	Interview	1 day	Fri 7/10/15	Fri 7/10/15	31FS+5 days														
33	District review/select	1 day	Mon 7/13/15	Mon 7/13/15	32														
34	NOI to award	1 day	Thu 7/16/15	Thu 7/16/15	33FS+2 days														
35	execute contract	1 day	Fri 7/31/15	Fri 7/31/15	34FS+10 days														
36	Board approval	1 day	Tue 8/4/15	Tue 8/4/15															
37	Temp Security Fence at Jemtegaard	54 days	Tue 6/16/15	Fri 8/28/15															
38	Early Start_New K-5 & 6-8 Schools	284 days	Mon 6/6/16	Thu 7/6/17	21														
39	Early Start_Demo Existing MS/Construct Athletic Fields/New Parking	72 days	Fri 7/7/17	Mon 10/16/17	38														
40	New Excelsior High School	176 days	Mon 8/1/16	Mon 4/3/17	21														
41	Projects Closeout	130 days	Mon 7/3/17	Fri 12/29/17															



WASHOUGAL SCHOOL DISTRICT - PRELIMINARY TIMELINE

17-Apr-15

