

KALAMA SCHOOL DISTRICT

– NEW SECONDARY & ELEMENTARY SCHOOL GC/CM PROJECT

1. Is the project going to have a Project Labor Agreement (PLA)? If so, are they planning to have a dual benefit reimbursement program.
 - The Kalama School District is open to considering a Project Labor Agreement if the selected GC/CM contractor believes it would be in the best interests of the project and if the terms of such a Project Labor Agreement look to provide the best value to the District and equity to potential subcontractors. But we intend to wait until the GC/CM contractor is selected before internally discussing such matters in any detail.

2. Will there be any W/MBE or DBE goals on these projects?
 - The Kalama School District encourages W/MBE and DBE participation in the projects and has ambitions to provide outreach in partnership with the GC/CM contractor selected.

3. The Schedule has some discrepancies:
 - a. The task Negotiate with selected GC/CM, Notify all firms shows a milestone date of 10/30. However, the Proposal Submittal Deadline and Opening occurs on 11/1.
 - b. The Pre-Con Work Plan is due the same date as the Proposal Submittal Deadline. Is the intent to request the work plan from all the shortlisted firms or only the successful proposer?
 - c. The Short-listed firms are provided less than 1 week to submit their proposal. This seems too short for this large complex project.
 - A draft schedule was inadvertently included in the application. We offer the corrected project schedule for GC/CM utilization for your consideration.

Project Milestones	Milestone Dates
School Board to approve use of GCCM process.	August 13, 2018
PRC Application	August 20, 2018
Schematic Design Begins	September 15, 2018
PRC Hearing/Approval?	September 27, 2018
First publication of RFQ for GC/CM Services	September 28, 2018
Second publication of RFQ for GC/CM Services	October 5, 2018
Project Information Meeting (Tentative)	October 10, 2018
RFQ Submittal Deadline	October 18, 2018
Review and Rank Submittals	October 19, 2018
Notify Short-List	October 22, 2018
Interviews with Short-Listed Firms	October 26, 2018
Notify Most Qualified Firms & Invite proposal	October 29, 2018
Proposal and draft pre-con work plan submittal Due/Opening	November 14, 2018
Notify Submitting firm of Scoring and Most qualified GC/CM	November 15, 2018
Negotiate with selected GC/CM, Notify all firms.	November 21, 2018
School Board Approval of GC/CM Selection	November 26, 2018
GC/CM Agreement w/ Pre-Con Services Executed	November 27, 2018
Begin Design Development	November 30, 2018
End Design Development	March 15, 2019
Begin Construction Documents	March 18, 2019

CAPITAL PROJECTS ADVISORY REVIEW BOARD
PROJECT REVIEW COMMITTEE
QUESTIONS RE: PROJECT APPLICATION
Meeting Date: September 27, 2018

Project Milestones	Milestone Dates
95% CD	May 15, 2019
MACC Estimate / Negotiation	June 19, 2019
School Board Approval of MACC / GMP	June 24, 2019
GMP Amendment Executed	June 26, 2019
Construction Begins	July 1, 2019
Anticipated Substantial Completion	December 1, 2020
Anticipated Final Completion	January 10, 2021

2. On page 15, there is a reference to a matrix of responsibilities that establishes the roles and responsibilities. There is an Org Chart with % of time from the consultants. Is there a matrix?

- Responsibility Matrix for Kalama School District 2018 Bond Project**

Responsibility	KSD BOD	Supt. Nerison	Steering Committee	Legal Counsel	BLRB	ESD112 CSG	GCCM						
Executive Oversight	R	A	C	C									
Master Bond Project Planning		R	C	C	C	A							
Master Bond Project Schedule		R	C	C	C	A							
Financial Management		R	C	C	C	A							
Risk Management		R	C	C	C	A							
Project Level Decision Maker	Q	R	C		C	A							
Quality Management Design Phase		Q	C		R	A							
Quality Management Construction Ph		Q	C		C	A	R						
Schedule Management Design Phase		Q	C		R	A	C		R	Responsible, (works on)			
Schedule Management Construction		Q	C		C	A	R		A	Accountable			
GC/CM Procurement	Q	A	C		C	R			C	Consulted			
Estimating Design Phase		Q	C		R	C	R		Q	Quality Review			
Estimating Construction Phase		Q	C		C	C	R						
Contract Negotiations		R	C	C	C	R	R						
Owner GCCM Contract Administration		A	C		C	R							
Change Management		A	C		C	R	R						
Construction Site Management		C	C		Q	C	R						
Sub-Contractor procurement/Admin		Q	Q		C	C	R						
Project Punch/Permit/ Closeout		A	C		R	R	R						
Project Final Acceptance	R	A	A	C	A	A	A						

3. Page 8 Org Chart: Please explain the changes in the org chart roles and percentages of time from previous application. Explain how Keith's expanded role for Kalama in Design (75%, was 40%) and Construction (90%, was 50%) will be managed so not to lose the experience and time committed to the PRC approved Fife school project (Design 20%, Construction 30%) and Kelso school project (Design 20%, Construction 30%); totals all add up to Design at 115% and Construction 150%.

- Upon review of previous application and giving thoughtful consideration to PRC's comments during questions and deliberation in previous hearing, we have reviewed our time requirements and commitments.
- Mr. Bloom's participation in on the Fife Surprise Lake Middle and Kelso Wallace projects has required an average less than 4 hours a week up to the current point of preconstruction services negotiation with our excellent project management the

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- Fife and Kelso are currently moving at a very satisfactory pace, with successful solicitation completed and reasonable participation by the GC/CM community.
 - Further to this, in August, Mr. Pawlowski agreed to step into a greater role at both Fife and Kelso to allow Mr. Bloom to focus more fully on Kalama. Mr. Pawlowski will maintain a greater role in Fife and Kelso during construction phase to allow Mr. Bloom to focus more fully on Kalama project.
4. Please explain how the Steering Committee will assist the Superintendent and School Board in reviews and approvals. Who will have the authority for change order approvals and other key decisions?
- . The steering committee has been part of the project development from the pre-bond phase and is adept at providing quick guidance. If any significant changes in plan or scope are to be considered as part of the project refinement, the steering committee will review these changes against the goals of the project. The steering committee will provide recommendations. The ultimate authority for all project decisions rests with Superintendent Eric Nerison.
5. Is the School District contemplating the use of MC/CM and EC/CM on this project?
4. The question of whether MC/CM and/or EC/CM would be a benefit to this project will be one of the earlier discussions we will have with the selected GC/CM contractor. Since the use of MC/CM or EC/CM is a decision that requires agreement of both the District and the GC/CM contractor, we are leaving our thoughts open on this subject until we have the opportunity to discuss such matters with the selected GC/CM.
8. Page 3 Section 1 Total Cost of the Project: Please elaborate on the changes in budget breakdown of the Elementary School and Secondary School as they relate to the PRC application in July.
- As presented in the application in July, in similar process to this, we received a request to clarify the budget as presented in our application. As clarification and in response to that query the attached total project budget was submitted. To clarify, we mirrored the template provided on PRC's site. As part of the refinement, elements of contingency were highlighted and other project related costs were broken out and shown.
 - There are two building projects comprising one Total Project. Each school building has its own budget, as shown on our application.
9. Page 6 Section 3 Public Benefit/3rd Bullet: Please elaborate on how the GC/CM process will allow for "securing quality GC/CM and subcontractors in a thoughtful fashion and not risk the wild uncertainty of a bidders market..."; all work under the MACC must be bid out and will be done so based on the schedule in the application somewhere around the midpoint of 2019.
5. The District will benefit from having in depth knowledge of the current market by partnering with a GC/CM to develop a design that anticipates labor shortages or market changes as a risk management approach to the current market. Coupled with strong relationships and the ability to provide outreach before the bid to encourage more participation, provides the District with additional benefits to anticipate market swings.