

Questions for applicant on GCCM application for:

Washougal SD

- o Jemtegaard Middle School
- o New elementary school
- o New/additional to Excelsior HS

Management:

1. The application appears to include three (3) projects on two distinct sites. Please clarify as to why these two site locations and planned work are not being considered as two separate projects.
*Response: Given the small scale of Excelsior HS the thought is there'll be some economics of scale by using the same GCCM construction model for both projects. The rationale for using GCCM is defined in the application however an added benefit is the project (Excelsior) will not require additional staffing other than a site foreman **if the project is included with the ES/MS scope.** If it is issued as a separate project a site superintendent and project manager will be required to supplement the site foreman and would add additional General Condition costs.*
2. Section 7 within the application includes the proposed Org Chart with direct reporting relationship between the GCCM and School District CM consultant [R&C, Mr.Yeo]:
 - a. Please clarify the relationship and contractual authority of Mr. Yeo to the GCCM given the fact that the contract will be between the SD and GCCM.
Response: R&C Management will represent, manage, negotiate and administer the construction bond and make recommendations to WSD with final approval from WSD as per noted in the approved Management plan attached.
 - b. The application indicates a total construction cost under the responsibility of the GCCM to be on the order of 37mm\$ and yet the Org Chart indicates this sizeable contract being managed by less than one (1) FTE on the School District's behalf throughout both the design and construction phases [70% for Mr. Yeo plus 20% of Mr. Steinbrenner]. Please comment on the adequacy of this resourcing.
Response: In addition to Rick Yeo, Adam Cormack, a partner in R&C Management, is available up to 100% thru out construction and 40% thru predesign. This is the same team that we have used on previous successful projects.
3. Schedule on Page 4 - Appears to be a typo, confirm that Substantial Completion is planned for 7/31/17
Response: The date should be 07.31.2017.
4. Request additional information regarding the project scope for each planned facility: How many square feet (gross or net) per project is envisioned.
Response: The ES/MS project is envisioned between 106,000 and 111,000 sf. The Excelsior HS will be 15,000sf.
5. Are these three separate projects? Confirm.
Response: The ES/MS are being considered by the District as two (2) Schools under one roof, however practically speaking they'll be one project. Both will be contained under a single roof envelope with a shared physical plant, cafeteria, Gymnasium, Parking etc.. The only thing to differentiate the two schools will be a separate entrance for each school, once inside the structure you'll be in one building. Excelsior HS is a stand-alone school approximately 3 miles from the ES/MS site.

6. Confirm R&C Management Group physical location. Is it in Yamhill, OR. **Correct.** If so what recent and relevant Washington State GC/CM Alternate Public Work Contract experience (RCW 39.10) since 2007 has this firm been involved in from the program to occupancy phase using the GC/CM procurement method?

Response: Yes Physical location is Yamhill, Oregon.

Evergreen High School, Evergreen School District, GC/CM procurement. Rick Yeo as President of Robinson Construction completed this project.

Crestline Elementary School, Evergreen School District, while this project was a replacement of the school and approved as an emergency due to burning down from arson, the GC/CM process was followed. Rick Yeo along with R&C Management Group completed all construction management for this project. In addition Rick Yeo and Adam Cormack have completed 75+ CM/GC projects in Oregon. The Oregon processes are very similar to Washington's requirements.

7. What authority/responsibility will R&C Management Group have with regards to negotiating and administering the GC/CM, the MACC and A/E contracts?

Response: R&C Management will negotiate and administer, with final approval from Joe Steinbrenner, will administer the GC/CM, the MACC, and A/E contracts.

8. Relative to the proposed project manager (Rick Yeo)

- a. What other project commitments does he have, and how do those allow for him to devote 70% of his time to the District's projects?

Response: Rick is completing a single project on July 30, 2015. After that project he has no other projects other than work at Washougal SD. 70% of his time will be devoted to the GC/CM projects and 30% for the other Washougal projects.

- b. What is the nature of his "Oversight and Project Management on over 300 educational projects"? Did he have the same level of involvement, and if not what aspects of his experience are similar to his proposed role for this project?

Response: Most of the projects were completed in Oregon using the CM/GC procure method. Rick Yeo was either Vice President or President of Robinson Construction for those projects. In 2007 Rick formed R&C Management. Since forming R&C Rick Yeo has handled Oversight and Project Management 22 separate school projects.

9. Does R&C Management Group have additional staff resources with recent and relevant RCW 39.10 GC/CM experience beyond Rick Yeo?

- a. If not, what is your plan for providing such resources?

Response: R&C Management team member Adam Cormack also has experience with GC/CM and CM/GC along with LSW Architects and Joe Steinbrenner of WSD, these team members have RCW 39.10 experience. The District feels strongly that R&C coupled with LSW and WSD has adequate experience and resources for proper management of these projects. Specific RCW 39.10 contract requirements will be issued by Dick Prentke of Perkins Coie.

10. Clarify how the budget will be managed with regards to these three projects? How much is budgeted for each project?

Response: The ES/MS are funded as a single project, budgeted project cost is \$47,103,192 for the ES/MS and \$4,809,048 for Excelsior HS. See attached Management plan that approved by Washougal School District.

11. The GC/CM procurement process table shows that the GC/CM Proposal are due on July 1, 2015. Please expand your scheduled procurement to show how the District's procurement process meets the requirements of RCW 39.10.360 (4) and (5).

Response: See attached to this document an updated program schedule with more detail on how we anticipate procuring the GC/CM contractor that meets the RCW 39.10.360.

12. The last entry on the table indicates Lighting and HVAC upgrade using the GC/CM contract method. Clarify the contracting method? There is no record of project approval for the use of GC/CM for this project. (Perhaps it was an OSPI ESCO project).

Response: Correct this was an OSPI project.

13. Please provide a bio for Adam Cormack, R&C Construction Manger

Response: See attached Bio

14. Please clarify the division of responsibilities between Rick Yeo (Project Manager) and Adam Cormack (Construction Manager) during each phase of the project.

Response: Rick and Adam are partners in R&C Management. Adam will be stationed on-site handling daily operations, Rick will attend all meetings and oversee budgeting and scheduling.

15. Please clarify which projects summarized on page 16 of your application were delivered under the RCW 39.10 alternative public works statute.

Response: Evergreen High School (\$37.8 M), Ridgefield HS Addition (\$18.5 M), Union Ridge ES Addition (\$10.5 M), South Ridge ES Addition (\$6.6 M).

16. Your GC/CM procurement omits the 3rd (pricing) phase of the selection process required under the statute. It appears that you're planning to select your GC/CM on a Monday, following your Friday interviews. Please explain your strategy.

Response: The pricing phase of the procurements will be required to be submitted the morning of the Interviews. After all the finalists have been interviewed the fees and GC's will be evaluated and a final selection will be made. See attached updated Schedule

17. Please provide information that answers the criteria "A brief summary of the construction experience of your organization's project management team that is relevant to the project".

Response: See CPARB application section 7. Public Body qualifications – Staff and consultant short Biographies and qualifications pages 13-15 and the experience section on page 16 for this info.

Budget:

1. Page 26/28 within the application outlines the project's budget including contingency funds as follows:
Line 3.2- Construction Contingency-- \$1,357,350
Line 9.0- Owner Contingency----- \$1,630,000

Please identify/clarify congruency of these budget items with respect to RCW 39.10.210(10) and RCW 39.10.350(1)(6)

Response: See attached updated budget that modifies Line 3.2 Construction Contingency is for the sole use of the GC/CM. It includes the sum the GC/CM will carry within the MACC for project risks, continuation of design and other GC/CM responsibilities. Line 4.3 Site Contingency has already been included in line 3.2, and the \$272,650 should be moved to Line 9.0 Owner Contingency increasing the Owners Contingency to 1,902,650.

2. The Owner's contingency (Design/Owner) is approximately 3.7% of the estimated cost of construction. Is this sufficient to meet the needs or unforeseen/difficult site conditions as stated in the project application?

Response: Line 4.3 Site Contingency should be moved to Owner Contingency raising the Owners Contingency to \$1,902,650 which is slightly more than 5%.

3. Is the District eligible for OSPI state construction funding assistance on any or all of its projects? If so are any front funded?

Response: Yes, Jemtegaard is eligible for "new in lieu" of State match funding and all bond projects are to be front funded.

Schedule:

1. The last page of application consists of a graphic timeline schedule. Please clarify provisions within this schedule as regarding the following:

- a. When do CD's reach a minimum of 90% enabling MACC negotiations to occur?

Response: June 1, 2016.

- b. When is the TCC established?

Response: (Total Construction Cost) The cost of the GC's and Fee will be established on July 10, 2015, the MACC portion will be established on June 1, 2016 90% CD's.

- c. Is the one month allocation of "Construction Procurement" meant to accommodate subcontractor bidding? What is the anticipated timeframe for subcontractor bidding and buyout process relative to the dates estimated under (a) and (b) above?

Response: Subcontractor bidding will take roughly 30 days and the buy out process will take roughly an additional 30 days.

- d. When does preconstruction end on this timeline? An earlier milestone date/schedule tabulation within the application indicates preconstruction to occur over the period 8/15/2015 – 7/15/2016 [11 mos.]. The graphic timeline indicates construction starting 6/16/2016, thus overlapping the previously tabulated end of preconstruction as 7/15/2016; please clarify.

Response: It is expected that Preconstruction will continue, in a minor nature, into Construction Procurement. Thus, formal Preconstruction will end 7/15/2016, or so, and Construction will start the next day. The 6/16/2016 was a preliminary date established for start of construction. Subsequence to publishing that date, it has been determined through preliminary meetings with the Gorge Commission, it was determined the Gorge approval to start construction would not be given until "mid July". Thus the 6/16 date is incorrect and should be revised to 7/15/2016.

- e. What is the anticipated preconstruction budget?

Response: \$35,000.

2. Schedule on Page 4 - Appears to be a typo, confirm that Substantial Completion is planned for 7/31/17

Response: Correct.

3. Clarify the construction duration of the MS and Elementary School projects. The schedule provided in the application appendix is in conflict with the 13 month schedule on the table in this paragraph.

Response: Currently the duration is 12.5 months.

Why the GC/CM Contracting Procedure is Appropriate:

1. "If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?"
 - a. State of Washington Educational Expectations - references OSPI as part of description– how do OSPI requirements fit this requirement other than meeting expectations of the District and OSPI
Response: The reference to OSPI was not intended as a "complexity", but as a statement of dedication to meeting the requirements of OSPI for State Assisted projects using the GC/CM process.
 - b. Scheduling Complexity – references complexities involving poor soils conditions and weather restrictions without providing details. Please provide specifics
Response: See below under 2a.
2. "If the project encompasses a complex or technical work environment, what is this environment?"
 - a. Item 3 indicates potential delay of permitting by Columbia Gorge Commission with reference to schedule for winterizing site – please explain how permitting delays and schedule for winterizing are interrelated and thereby meet the criteria for a complex or technical work environment
Response: The ES/MS project is sited on a steeply sloped site requiring a large amount of excavations and fills. It is intended, at a substantial savings to the District, that the excavated material will be used to construct the fills. The site work must be complete before the fall rains, as once the rains occur the native soils will be transformed into "unsuitable soils". In addition once the fills are complete building pad gravel and additional site work i.e. soil stabilization, storm water retention/treatment and retaining walls will need to be constructed. The cost of the site work is estimated at \$4,000,000 and a 3.5 month construction schedule. The Gorge Commission has currently "estimated" their approval will not be until "mid July". Given the Gorge Commission's lack of a confirmed permitting schedule and the Commission's track record on other gorge projects it's critical the District has a GC/CM on board who can develop "moving schedules" to allow for the Commission's unknown permitting schedule and still allow the site winterizing to be complete by early Oct. 2016. It will be impossible to list all the potential unknowns on the construction documents if the project was to proceed using the Design Bid Build approach. The only assured scenario is the District will be left in extreme jeopardy without approval of the GC/CM process.

How this method provides a substantial fiscal benefit:

1. Item 1 includes the statement: "The GC/CM process provides a means for the owner to expedite the Columbia River Gorge Commission project review and approval timeline." Please elaborate how the GC/CM process would expedite these reviews and approvals.
Response: It will be important for our team to be able to quickly assess and respond to questions regarding building design and construction phase activities. The GC/CM process will allow our team to respond to the issues in a thorough informed manner and quickly assess the cost implications of various questions and recommendations that may arise in the process. The term "expedite" is referring to how our team could provide a degree of responsiveness to the Gorge Commission, while also maintaining flexibility to adapt to changes in their review process.

05.6.2015

Management Plan
2015 Capital Improvement Program
Washougal School District

Prepared by: R&C Management Group, LLC

May 6, 2015

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1.0 Communication Plan

Introduction

How an organization communicates will impact the process and final product. It is important that Washougal School District (WSD) clarify how it will communicate with the stakeholders which is made up of COT, Board members, Management Team and the Design Committee of WSD for the 2015 capital improvement program (2015 CIP). WSD has committed to a communication plan that is open, effective and well documented. R&C Management Group (R&C) will work with WSD to establish and implement a communication plan that will:

- Establish a process that will provide evidence that WSD spends tax revenue effectively and wisely.
- Allows open and collaborative discussion with the stakeholders that are engaged in the process.
- Maintains a line of communication regarding the 2015 CIP with all interested stakeholders.

Proposed Process

Management Team:

The Management Team for the 2015 CIP consists of representatives from WSD, BBL/LSW (A/E), and R&C. The current representatives are the Superintendent of WSD, the Facility Director of WSD, BBL/LSW and R&C Management Group, Inc. The Management Team will meet regularly to discuss issues that will impact the 2015 CIP. The Management Team will make recommendations to the Board on significant issues like the Program Budget and Design Documents during the Design Phase. The Management Team will also meet regularly with the Citizens Oversight Team and discuss issues and decisions that will impact the 2015 CIP.

Meetings:

The Management Team will make the required effort to invite the stakeholders to meetings that will impact the 2015 CIP. The Management Team will present issues and documents to the stakeholders, listen to comments received from the stakeholders, consider the input received and return to the stakeholders with any edits that have been made as a result of the input received.

Documentation of Meetings:

The Management Team will prepare meeting minutes that will maintain a record of the decisions made regarding the 2015 CIP.

Decisions: WSD will make all of the significant decisions that will impact the 2015 CIP. The Management Team often supported by the Design Team, Contractors and other Professionals hired by WSD will use the following process to assist WSD in making decisions.

1. Define the issue for WSD.
2. Define the potential impacts to WSD
3. Identify the potential solutions for the issue
4. Facilitate the discussion regarding the issue.
5. Listen to the comments and recommendations received.
6. Assist WSD to make the decision required.

School Principals:

The Principals of the existing schools and or their designee will be active members of the Design Committees. The principals of the existing schools and or their designee will assist the superintendent in selecting key district staff to serve on the Design Committee that can communicate to the A/E and the Design Engineers some of the physical requirements that should be discussed and incorporated in the Design Documents. The principals and or their designees will also participate in the process to select or recommend selection of the interior finishes, colors of the interior finishes and the new furniture that will be purchased for the projects.

Citizens Oversight Team:

WSD requested the involvement of a Citizens Oversight Team (COT) to assist WSD develop and maintain open lines of communication between the Board, District Staff and the members of the Community. The Management Team will meet regularly with the COT to discuss issues regarding construction strategies, project schedules, project budgets, governing agencies and the decisions that need to be made during the design and construction phases of the projects. The COT will also provide the Board with regular updates regarding the progress of the 2015 CIP. Members will include the A/E, Board Representative, superintendent of WSD, facility director of WSD, R&C Management Group, a members from the District's PR Team and 3-5 citizens.

Design Committees:

WSD will establish Design Committees (DC) to work with A/E to prepare components of the Design Documents. A/E will prepare a schedule for the meetings with the DC during the Design Phase of each project. The DC will participate in design meetings to assist A/E discuss proposed floor plans, site plans and other documents that will be prepared during the Design Process. The DC and A/E will present the site plans and floor plans to the Board for approval. Members will include the A/E, superintendent of WSD, facility director of WSD, building principle.

Overview of Responsibilities by Phase

Each construction project has 3 major phases. The major phases are Pre-Deign, Design and Construction. Each major phase has many sub- phases that involve different firms working together to advance the project towards completion. Described below is a matrix that provides an overview of the responsibilities of the Owner, Designer and Project Manager.

Pre-Design Phase

Management Team

1. Refine Project Budgets
2. Develop Project Schedules

3. Clarify the Scope of Work for each Project
4. Discuss Projects with the COT
5. Discuss the Projects with the Governing Agencies
6. Hire the Professionals required to complete the Projects
7. Establish the process that will be utilized to discuss and resolve project issues
8. Approve invoices for payment by WSD

Design Phase

Team Member

Key Responsibility

Washougal School District

1. Clearly define what the project requirements are for each project
2. Involve the key stakeholders for each project during the Design Phase
3. Make the decisions required to keep the project on budget, on schedule and at or above the quality described by WSD
4. Pay invoices that are approved by the Management Team

A/E

1. Utilize the Design Process developed by A/E to design what WSD wants included in each project
2. Communicate with the governing agencies to clarify the governing agencies interpretation of codes that govern land use and construction permits
3. Design each project to meet WSD's budget, schedule and quality expectations

R&C Management Group, Inc.

1. Assist WSD resolve issues in a timely manner
2. Update the Project Budgets
3. Update the Project Schedules
4. Prepare and distribute meeting minutes.

5. Prepare and distribute monthly reports.

Construction Phase

Team Member

Key Responsibility

Washougal School District

1. Attend Construction Project Meetings as necessary to respond to issues during the Construction Phase.
2. Approve changes in cost that are recommended by A/E and R&C
3. Pay invoices that are approved by Management Team
4. Procure the Furniture, Fixtures and Equipment required for the Projects

A/E

1. Provide Construction Phase Services
2. Assist WSD resolve issues

R&C Management Group

1. Provide Construction Phase Services
2. Assist WSD resolve issues
3. Update the Project Budgets
4. Prepare and distribute Monthly Reports

2.0 Cost Management

Effective cost management on Construction Projects requires experience and discipline. Experience is required to anticipate costs before they become expenses and establish adequate funding for all costs that may occur in the design and or construction phase of any project. Discipline is required to control cost and resolve all issues that may impact the cost in a timely manner. History has proven that timely resolution of issues that may impact cost will reduce the final cost of a Project.

R&C has developed a systematic process and the required documents that will assist WSD manage costs. The systematic processes that will assist WSD manage the project costs are:

1. Prepare a detailed Project Budget for each Project
2. Control and document committed costs
3. Adequately fund a owners contingency in each Project Budget
4. Adequately fund a construction contingency in each Project Budget
5. Document the approved transfer of funds within a Project Budget
6. Document the approved transfer of funds between Project Budgets
7. Require detailed Cost Estimates for all large projects
8. Require the Design Team to “Design within the Project Budget”
9. Assist the Design Team prepare coordinated Construction Documents
10. Obtain the Permits required, in a timely manner
11. Require the Contractors to utilize approved documents to request a change in cost
12. Review all requests for a change in cost submitted by the Contractors to confirm that WSD has not previously paid for the requested cost
13. Resolve all issues that will impact costs in a timely manner

Approval process for Budgets, Agreements and Change Orders: The Management Team recommends the following process,

1. The Program Budget requires approval by the Superintendent and Facility Director.
2. The Project Budgets require approval by the Superintendent.
3. Transfer of funds from one Project Budget to another Project Budget requires approval by the Superintendent and Facility Director.
4. Transfer of funds from one line item within a Project Budget to another item with in a budget requires approval by the Superintendent.
5. Agreements, as required by Board Resolution, will require approval by the Board.
6. Agreements below limits set by the Board shall require approval by the Superintendent.
7. Change Orders or amendments to Agreements, above limits set by Board Resolution, will require approval by the Board.

Cost Management Documents:

The Management Team recommends the Superintendent and Facility Director approve the following documents,

2015 CIP Program Budget, 2015 CIP Budget Modification Request and the 2015 CIP Budget Transfer Approval.

3.0 Schedule Management

Effective schedule management requires experience, focus and commitment. Schedule Management experience assists the Project Teams develop meaningful Project Schedules that clearly identify all of the tasks required to advertise and bid complete Construction Documents.

Focus and commitment is required by all of the Firms involved during the Design and Construction Phases to complete projects on time. Issues that could impact schedule must be openly discussed and resolved in a timely manner to minimize schedule impacts. Completing projects on time provides tremendous advantages to WSD.

Some of the advantages are:

1. Reduces the final cost of the project.
2. Allows adequate time for the staff that will use the new or renovated area to move in and prepare the areas for students.
3. Demonstrates that the Budget entrusted to WSD by the stakeholders that approved the CIP is being spent wisely and effectively.
4. Allows the Project Team working on each project to clearly understand when the work product they are responsible for needs to be completed.

The Management Team will create the proactive environment that will allow all the Firms involved in the 2015 CIP complete the tasks they are responsible for effectively and efficiently. R&C has developed and refined documents that will assist WSD keep the projects on schedule. R&C will prepare the Program Schedule and the Project Schedules for approval by WSD. The Program Schedule and Project Schedule will assist the Management Team keep the projects on schedule.

Each Contractor hired by WSD will be required to produce a detailed Construction Schedule for approval by the Management Team. R&C will monitor the progress of each Construction Project. In the event the Contractor does not maintain the progress required, the Contractor will be required to present a revised Construction Schedule previous to receipt on the next payment from WSD.

4.0 QA / QC Management

A major component of any successful CIP is the inclusion of a Quality Management Plan. Quality management is the process of planning, organizing, implementing, monitoring, and documenting a system of policies and procedures that coordinate and direct relevant project resources in a manner that will achieve quality. Quality control is the review, certification, inspection and testing of project components, including persons, systems, materials, documents, techniques, and workmanship to determine whether or not such components conform to projects requirements. Quality assurance is the application of planned and systematic examinations or verifications that demonstrate the quality control procedure are being effectively implemented. Quality management in its simplest term will deliver a facility of high quality, durable material, reduce maintenance costs, lower life cycle costs and produce a building life expectancy that will exceed industry standards. Specifically Quality Management will span the five major phases of the CIP,

1. Pre-Design Phase
2. Design Phase
3. Bid and Award Phase
4. Construction Phase
5. Commissioning Phase

Specific elements of the Quality Management Plan includes;

Pre-design Phase

- The WSD has established quality standards that requires materials and products to strive to exceed “Industry Standards” and in no case to be less than industry standards.
- The A/E firms shall submit a QA/QC Plan to document the process they’ll follow to assure the WSD’s standards are met.
- All QA/QC plans shall be reviewed and approved by the Management Team.

Design Phase

- The A/E shall document, monthly, QA/QC compliance as outlined in the QA/QC Plan
- Third party Constructability Review of the design shall be conducted.
- If authorized by the WSD, peer review of the design shall be utilized.

Bid & Award Phase

- The Contractor(s) shall submit a QA\QC Plan to document the process they’ll follow to assure the WSD’s standards are met.
- Governing Authorities shall be utilized to supply Plan Check comments.
- Third Party Consultants shall be employed to supply inspections to assure the Work is being installed per design and meets the quality standards established by the WSD.

Third Part Consultants include;

1. Exterior Envelope
2. Constructability Review
3. Geotechnical Engineer
4. Low voltage (Data and Computer) Engineer
5. Survey
6. Commissioning
7. Hazardous Material
8. Special Testing
9. Traffic Survey

Construction Phase

- A/E shall document, monthly, the Contractors compliance with the quality standards established by the design documents.
- Contractor(s) shall document, monthly, the Contractors compliance with the quality standards established by the design documents and their QA\QC Plan.
- Manufactures shall be required to supply on-site inspections where appropriate such for compliance with roof installation requirements for a No Dollar Limit warranty.

- Governing Authorities shall be utilized to supply site inspections.
- Third Party Consultants shall supply reports on their required periodically inspections.
- All non-compliance work shall be logged and monitored until resolution.
- The CM shall document, monthly, that all required forms/logs/certifications have properly received prior to approving invoices for payment.

Commissioning Phase

- The A/E shall forward inspection reports confirming the project systems are in compliance with the design documents.
- The Commissioning Agent shall perform “Commissioning Duties” consistence with industry standards and to a level of “Enhanced Commissioning”.
- The CM shall document and caused to be compiled all required “Project Closeout Documents”

5.0 Contracting Strategy

There are many different methods available for WSD to purchase each of the construction projects being designed by A/E. Each method has advantages and disadvantages to WSD. The Management Team met to discuss methods available. The criteria discussed when evaluating the different methods were, schedule, cost, quality, the site construction team, approval of the Subcontractors and the ability to purchase long lead material and equipment. The Management Team recommends the following construction methods for the Projects.

<u>Project</u>	<u>Contracting Method</u>
1. K-5	GC/CM
2. Middle School	GC/CM
3. Excelsior High School	GC/CM
4. Transportation Facility	Design / Bid / Build
5. Other District Projects	Design / Bid / Build

Approval to utilize the GC/CM Method will require approval by the CPARB.

6.0 Governing Agencies

The City, State and Federal Government have been given the responsibility to control land use, public safety, traffic, air quality, sound, public utilities, property rights and many other issues that impact construction projects.

We believe that all of the public agencies involved in approving the required permits should be treated as partners with WSD in the construction process. We also believe that how we work with the Governing Agencies will impact the success of each project. The Management Team will meet with representatives of each Governing Agency that will be involved with approving the required Land Use Permits, Construction Permits and Occupancy Permits previous to submitting any applications in an effort to clearly understand what will be required.

WSD and the Management Team have developed a good working relationship with the City of Washougal and Clark and Skamania Co. We believe that the relationship that has already been developed with the agencies will allow the Management Team to obtain all of the required permits in accordance with the Program and Project Schedules.

The Management Team will regularly meet with the agencies to discuss when the permits will be needed for each of the Projects.

7.0 Monthly Reports

R&C will submit Monthly Reports to the Superintendent, Citizens Oversight Team, Public Relation Team and the School Board as requested by WSD. The monthly reports will include the following information.

1. Schedule Updates for each Project
2. Budget Updates
3. Professional Firms that have been hired
4. Issues of interest the Management Team is focusing on

8.0 Issue Resolution

Construction Projects will have issues that must be resolved in the design and construction phases. How the Management Team resolves issues on behalf of WSD will impact relationships, commitment, cost, schedule, quality and most importantly the overall success of the 2015 CIP. R&C is committed to resolving all of the issues the 2015 CIP Program will face fairly and in a timely manner. R&C believes that the resolution of issues must follow a process. The process we have developed and refined has allowed our clients to complete all of their Construction Projects without litigation that involved the Owner. We recommend the following process to resolve issues for the 2015 CIP in WSD.

1. Clearly define the issue
2. Commit the time required to resolve the issue
3. Identify the options to resolve the issue
4. Openly discuss the potential advantages and potential disadvantages of each option
5. Select the resolution that is in the best interest of WSD
6. Document the resolution to the issue

The timely resolution of issues will reduce the financial risk that increases with each day that issues are not resolved.

End of Management Plan

R&C Management Group, LLC

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

Time Allocation:

SD: 30% DD: 30% CD: 50% Construction: 90%

PROJECT BUDGET

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

REV1_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	\$4,380,000	\$380,000	\$4,760,000
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	\$0	\$0	\$0
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	\$1,729,000	\$173,650	\$1,902,650
TOTAL BUDGET	\$47,103,192	\$4,809,048	\$51,912,240