

WALLA WALLA PUBLIC SCHOOLS - GC/CM PROJECT

1. Your management team appears very light in experience of GC/CM, with only the architectural team having experience in Washington's GC/CM delivery method. Your Sr. PM from Wenaha who is noted to be leading your selection process has a single smaller CMGC under his belt in the last 5+ years. There are significant difference between Oregon's and Washington's delivery of this alternative delivery. Please address how your team is planning to overcome this as well as Heath's role in the Sherman County Courthouse project.

Response:

The Walla Walla project team recognizes that there are statutory and programmatic differences between Washington's GC/CM and its sister CMGC process from Oregon. To ensure project success is realized, extensive research, coordination of consultants, advanced training, and strategic selection of team members have been arranged to support Walla Walla's successful GC/CM delivery.

The Walla Walla team is looking forward to working with the Washington GC/CM process, as we believe it provides additional risk management protections and greater public transparency and accountability than our neighbor's alternative delivery process.

Below is a list of the more poignant variations between the Washington GC/CM and Oregon CMGC process, and the specific steps the Walla Walla team is taking to address the core differences.

- The team has drafted RFP and RFFP documents based upon samples shared from other Washington GC/CM projects, while closely checking that our documents include all requirements and evaluation factors as listed in RCW 39.10.360. Perkins Coie, an expert in the GC/CM process has been acquired to serve as our legal counsel and continues to review all procurement documents, providing necessary guidance and direction for the project team.
- The team is working closely with Perkins Coie to develop a modified AIA A133 contract that is in accordance with Washington law.
- The team has developed a cost matrix to be included with the RFFP that provides guidance to potential GC/CMs to delineate what is to be included in the MACC, Specified General Conditions, GC/CM Fee, Pre-Construction Services, Negotiated Support Services, and costs carried by the Owner.
- As part of the PRC application process, the team has developed a detailed GC/CM procurement schedule in accordance with RCW 39.10.360 to include evaluation of proposals, public opening of sealed bids with the fixed fee percentage and general conditions, notification period, protest criteria, and work plan.
- The team understands that subcontractor bidding must be conducted formally in accordance with RCW 39.10.390. Prior to joining Wenaha Group, Senior Project Manager Heath Gardner in his work with general contracting firms has overseen the creation of bid packages for subcontractor bidding to ensure a fair and transparent process. Heath will work closely with the selected GC/CM and Ed Champagne to ensure that bid packages are prepared correctly.

CAPITAL PROJECTS ADVISORY REVIEW BOARD

PROJECT REVIEW COMMITTEE

QUESTIONS RE: WALLA WALLA HIGH SCHOOL RENOVATION APPLICATION

Meeting Date: November 29, 2018

- The team understands that subcontractors that bid work over \$300,000 must post a bid bond and awarded subcontractors over that dollar amount must provide a performance and payment bond. We will work closely with the selected GC/CM to ensure these requirements are met.
- The Superintendent, senior project manager, and key team members will attend the AGC Education Foundation GC/CM class on January 31-February 1, 2019 for continuing education about best practices and lessons learned from industry practitioners.

Wenaha Group has been a recognized leader in Oregon's CMGC delivery method and believes that their Oregon experience can bring value to the Washington GC/CM process. Dave Fishel, Vice President, will be part of the Walla Walla project in an advisory role. Since Dave's work as the Project Manager on one of Oregon's first K-12 CMGC projects in the 1980s, Dave has been continuously involved in publicly-funded projects using alternative project delivery methods and is seen as a regional expert in this field. Dave will be continuously advising and supporting Senior Project Manager Heath Gardner and the rest of the project team.

Senior Project Manager Heath Gardner has had continuous involvement in CMGC, private GMP, and design-build projects throughout his career. Most recently Heath served as the Sr. Project Manager on the Sherman County Courthouse where he was responsible for overseeing the entire CMGC process including:

- Advising the owner on available delivery methods and facilitating a decision on CMGC
- Managing the CMGC selection process in accordance with State law
- Negotiating the CMGC contract
- Facilitating and directing CMGC efforts as part of the design process
- Overseeing the public subcontractor bidding process
- Negotiating the GMP/MACC
- Administering and overseeing the project throughout construction
- Final accounting and closeout

In addition to his Sherman County Courthouse experience, Heath served in a similar capacity for the District-wide Projects in Hermiston, Oregon which included small remodels of several facilities including a new football stadium. Over the last ten years he has also served in advisory and support roles, including CMGC procurement processes on school projects in Imbler, Madras, Pendleton, Milton-Freewater, Boardman, and Hood River.

As a General Contractor, Heath was involved in managing many projects under methods similar to GC/CM such as private GMP, design-build and CMGC. Most notably, he served as the CMGC on three new Schools in Hermiston which were all built concurrently under a single CMGC contract. As a Washington based firm, Heath was actively engaged in positioning his company to perform GC/CM projects and voluntarily implemented many of the procedures and controls from GC/CM into the Hermiston projects.

Heath has previously participated in the GC/CM training offered through the AGC Education Foundation and plans to attend the upcoming class along with other WWPS team members.

WWPS has selected the current project team members for their shared commitment to a true teaming environment and as such plans to provide resources and support to assist and advise

Wenaha Group and others in order to ensure a transparent, effective and compliant delivery. This support will come from several strategic key members:

- **Ed Champagne, GC/CM Advisor** – The project team has created a role separate from design services for Ed Champagne who has extensive experience on several GC/CM projects. His role was specifically crafted to advise the project management and design team on GC/CM selection process, contract review, and review of GC/CM budgets. Ed will report directly to Superintendent Wade Smith and will work directly with Heath Gardner during procurement, contracting and establishment of the MACC.
- **Perkins and Coie** – the team’s legal counsel has provided legal and contract related services to dozens of projects under Washington GC/CM delivery. The team has committed to advising with Andrew Greene on all GC/CM procurement and contracting procedures including review of all legal advertisements, RFPs, contracts and other written communication and documentation.
- **Architects West** – The project architect is a leading Northwest design firm with a 45-year history of K-12 projects in Washington and across the northwest. They have been involved in the design and management of numerous GC/CM projects.
- **Superintendent Wade Smith** – joined Walla Walla Public Schools in 2016. Under Wade’s leadership, WWPS is confidently embarking on their first GC/CM project for their capital bond improvement program. In addition to being a skilled school administrator, Wade brings to the District a unique and extensive understanding of Washington’s GC/CM process, rules, and associated procedures that is supported by years of research, study, and analysis, including published work in peer-reviewed journals. Wade’s doctoral dissertation, a seminal work on alternative delivery models in both Oregon and Washington, incorporates hundreds of sites and project analysis from both states, including a broad review of the legal requirements and accountability implications. It is rare to have someone in Wade’s position who is as engaged and knowledgeable about alternative project delivery and capital projects in general. Wade will be an invaluable resource for the project team and will be actively involved in the delivery and oversight of the project.
- **Director of Facilities Mike Kay** – will provide additional District support, drawing from his experience with CMGC projects for the Hermiston, Oregon school district.
- **GC/CM** - Evaluation considerations and intentional weighting of GC/CM’s personnel experience with the delivery model will be incorporated in the RFP to ensure firms with requisite experience are considered.