



*Highline Public Schools Board Action Report*

**DATE:** December 30, 2022

**FROM:** Dr. Ivan Duran, Superintendent

**LEAD STAFF:** Scott Logan, Chief Operations Officer, and Ellie Daneshnia, Executive Director of Capital Planning and Construction

**For Introduction:** January 4, 2023      **For Action:** January 18, 2023

**I. TITLE** Approval of Project and Construction Management Services for Evergreen High School Replacement Project with Vanir Construction Management, Inc.

Select one:     New Item     Renewed Item     Annual Item     Revised Item

**II. WHY BOARD ACTION IS NECESSARY**

The District is required to enter into a contract for Project and Construction Management (PM/CM) Services for all projects greater than fifty thousand square feet and is optional for projects fifty thousand square feet or less after conducting a search for qualified firms, and in accordance with WAC 392-343-102.

**III. BACKGROUND INFORMATION**

With the passage of the 2022 bond, the District will build schools on existing sites, which are over 50,000 square feet and require the use of construction management services in accordance with WAC 392-344-068. The WAC 392-344-068 defines the purpose of utilizing construction management services as the process of professional management for the purpose of controlling time, cost, and quality. The construction manager shall have appropriate and demonstrable experience in the management of construction projects including procurement, contract administration, scheduling, budgets, quality assurance, information management, and health and safety. The greater part of construction management services cost will be eligible for state funding assistance reimbursement.

The District passed a bond measure on November 8, 2022, for the construction of a replacement for the new Evergreen High school, Tye High School, and Pacific Middle School campuses. The bond will replenish the capital fund allowing the district to install a new synthetic field at Sylvester MS and replace the old transportation Building L and many other critical need capital improvements.

District staff and legal counsel reviewed Vanir Construction Management's proposal and qualifications, and recommend the board approves the project and construction management services for Evergreen High School Replacement Project with Vanir Construction Management Inc. The staff will come to the board for the approval of the project, and construction management services for other projects over 50,000 square feet funded through the 2022 Capital bond at a later date.

**IV. RECOMMENDED MOTION**

I move that the Board of Directors approve entering into a contract with Vanir Construction Management in the amount of \$2,845,240 for construction management support services supporting the Evergreen High school replacement project.

**V. FISCAL IMPACT/REVENUE SOURCE**

The fiscal impact is \$2,845,240

The revenue source for this motion will be a combination of the 2016 and 2022 Capital Bonds, funding the Evergreen Replacement Project.

Expenditure:  One-time  Annual

**VI. APPLICABLE POLICY(S)**

This action is in compliance with the following:

WAC 392-343-102

Board Policies: Procedure 6225 and policy 9240

**VII. ALTERNATIVES**

If not approved, the District is not going to be compliance with WAC 392-343-102 requirements.

**VIII. COMMUNITY ENGAGEMENT**

Community Engagement Required:  Yes  No

**IX. ATTACHMENTS**

1. Vanir Construction Management Proposal, dated November 18, 2022



# Solutions for Success



Statement of Qualifications | Highline Public Schools - Evergreen High School  
Project and Construction Management Services

November 18, 2022



**Vanir Construction Management, Inc.**

707 S Grady Way, Suite 102

Renton, WA 98057

T 425-577-0095

vanir.com

November 4, 2022

Attn: Ellie Daneshnia, Executive Director  
Capital Planning and Construction  
17810 8th Avenue South, Building A  
Burien, WA 98148-1788

**RE: Statement of Qualifications: Highline Public Schools, Evergreen High School | Project and Construction Management Services**

Dear Ms. Daneshnia,

Vanir is eager to submit our proposal for Project and Construction Management Services for the Evergreen High School project and continue to build upon our strong partnership with Highline School District. We are committed to providing you with our professional services throughout the life of the project and have assembled an experienced staff that is immediately available to begin our work with you.

**Leadership:** Your Vanir Evergreen High School team will be your advocate throughout all phases of your project. Owner representation is our core business and our team of leaders are strategically selected for your team to deliver the new Evergreen High School on time and on budget. Our sole loyalty is to Highline Public Schools and the best interests of your project. We take a leadership role in management of the full project team of designers, the GC/CM contractor, and jurisdictional and district stakeholders.

- **GC/CM Alternative Delivery and Coordination:** The successful delivery of Evergreen High School is imperative to the mission of the Highline School district. Vanir understands this mission and has assembled a team with leadership skills led by Robin Brown. Robin's team has ample GC/CM alternative delivery experience that will lead to a streamlined and innovative process for the construction of the new high school. Our team will start with engagement of key stakeholders and create a communication plan that will enable the team to make decisions in real time, control the budget and drive the schedule.

You can be assured that Vanir will be your advocate through all phases of the project from design and pre-construction through closeout and occupancy. Vanir will work with you to ensure a successful project that we all can be proud of upon completion. We look forward to providing more specific information to you about our approach to your project in our proposal. Please do not hesitate to contact me if you have any questions or need additional information.

Sincerely,

VANIR CONSTRUCTION MANAGEMENT, INC.

A handwritten signature in black ink, appearing to read 'Darnell Cola'.

Darnell Cola | Vice President and Northwest Area Manager  
253-335-8095 | darnell.col@vanir.com

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# SECTION 1



## Vanir's Qualifications



Our team's qualifications, experience and technical skills are the reasons Vanir can be relied upon to deliver exceptional results for our clients.

Vanir Construction Management, Inc. (Vanir) is one of the nation's leading program/project construction management firms and has consistently been ranked as one of the Top CM Firms in the Nation by Engineering News-Record. Vanir has provided clients with quality services for more than \$24 billion in construction on K-12, higher education, public works, justice facilities, transportation, water/wastewater facilities and healthcare projects. For more than 40 years, Vanir has provided quality program, project, and construction management services to clients across the United States. Over 95% of our services are provided for public agency clients working in an Agency PMCM position. Our experience allows us to represent owners' interests on projects from initial conception and design through construction and occupancy.

From planning through design, construction, and start-up, our Vanir NW team of dedicated project managers will collaborate with the Highline Public Schools (District) leadership in an ethical, thoughtful and cost-effective manner. Vanir will serve as the Prime Consultant for the District for the duration of this contract. Our team is strengthened by our corporate backing which gives our PM's the ability to leverage our leadership and resources and allows us to be nimble, effective, and focused on Phase II.

### TRUSTED PARTNER OF THE DISTRICT

For over 18 years, Vanir NW has provided K-12 school districts in Washington state with our experience in program, project, and construction management – from design, to construction, and closeout. Many of our K-12 programs and projects are in diverse communities and urban environments similar to the Highline Public Schools. We understand the complexities of achieving community support for the design and construction of school projects in a diverse community. A key component on all of our K-12 programs is ensuring safety for students and staff that we help manage during construction.

Vanir has worked in partnership with the District on the work approved under the Bond Resolution No. 15-16 for a \$384 million dollar 2016 Capital Bond Program of the major renovation and upgrade of Olympic Interim High School, new Des Moines Elementary School, new Glacier Middle School, and replacement of Highline High School. We are a client-focused company that understands the District's culture, goals, aspirations, and processes. We were successful in adhering to an aggressive schedule on behalf of the District, and maintained budget control throughout all projects under the contract.

In many ways, our dedicated Vanir team has acted as an extension of the District Executive Director and staff leading the project. Embedded in our culture is the drive to represent your interests. We strive to earn the role of being your trusted partner time and again on every project to which we are assigned.

## OUR PACIFIC NORTHWEST OFFICE

Vanir will service the District from our Renton office located at 707 S Grady Way, Suite 120, Renton, WA 98057. Our newly opened Renton office is testament to our promise to support the Pacific Northwest Region and the growth of our company. Vanir will maintain a full time presence on the project site as we did during Phase I. Our team will reliably serve as your Prime consultant to ensure all project aspects adhere to the schedule, program and budget.

## AREAS OF SERVICE

Vanir has deep capabilities and successfully offers a wide range of services for each of our clients. From this portfolio our Highline team will be keenly focused on our proven program and project management capabilities, specifically: onsite construction management, professional consultant selection, design / constructability review, master program and project scheduling and budgeting, bidding, award, post-construction management, and project closeout.

Vanir has an intimate understanding of the District's processes to be able to implement the Project Management Plan (PMP) that was successfully created by District Capital Planning staff members and Vanir's Phase I Team. This will greatly impact the master scheduling potential for the District's projects. As the Phase I Program Manager, Robin Brown has positive working relationships with both the District's staff as well as your selected A/E firms. Robin will work with the District to refresh any aspects of the PMP to ensure the best project outcomes.

Our knowledge of the GC/CM and experience with alternative contracting methods and the requirements necessary for the Project Review Committee has led a successful outcome on behalf of the District.

**AT A GLANCE**

**+1,400** Educational Projects

**+210** School Districts, Colleges, & Universities

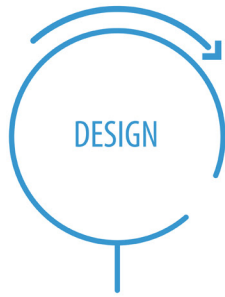
**+\$6.4B** in School Construction

## VANIR SERVICES



### PLANNING

- Program Management Plan
- Site Selection/Condition Assessment
- Master Planning
- Facility Assessments
- Design Brief/Conceptual Design
- Budget Development & Cost Analysis
- Renewable Energy & Sustainable Solutions
- Risk Assessments
- Project Approvals Process
- Alternative Contracting Methods Evaluation & Recommendations
- Alternative Contracting Advice & Administration
- GC/CM, Design-Build, Design-Bid-Build, ESCO, JOC



### DESIGN

- Building Information Modeling (BIM)
- Design Development
- Critical Path Method (CPM) Schedule
- Cost Estimates
- Value Engineering Coordination
- Constructability Review
- Alternative Energy Analysis
- Construction Phasing Studies
- Agency Approvals



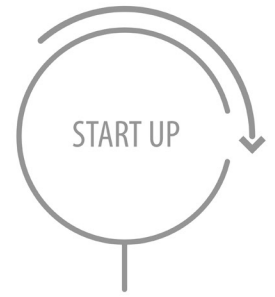
### BID/AWARD

- Prepare & Advertise RFQ's/RFP's & Administer Procurement Processes
- Prepare Bid Packages
- Pre-Bid Conference
- Evaluation of Bids
- Negotiations
- Recommend for Award
- Prepare Construction Contracts
- FF&E Management



### CONSTRUCTION

- Construction Schedule
- Cost Controls
- Review/Monitor Submittals
- Construction Observation
- Project/Document Controls
- Inspection and Testing
- Claims Avoidance
- Quality Analyses
- Occupancy/Relocation



### START UP

- Commissioning
- Final Inspections
- Punch List
- Corrective Actions
- Notice of Completion
- Warranties/Guarantees
- Operating Manuals
- As-built Drawings
- Final Project Accounting
- Move Coordination





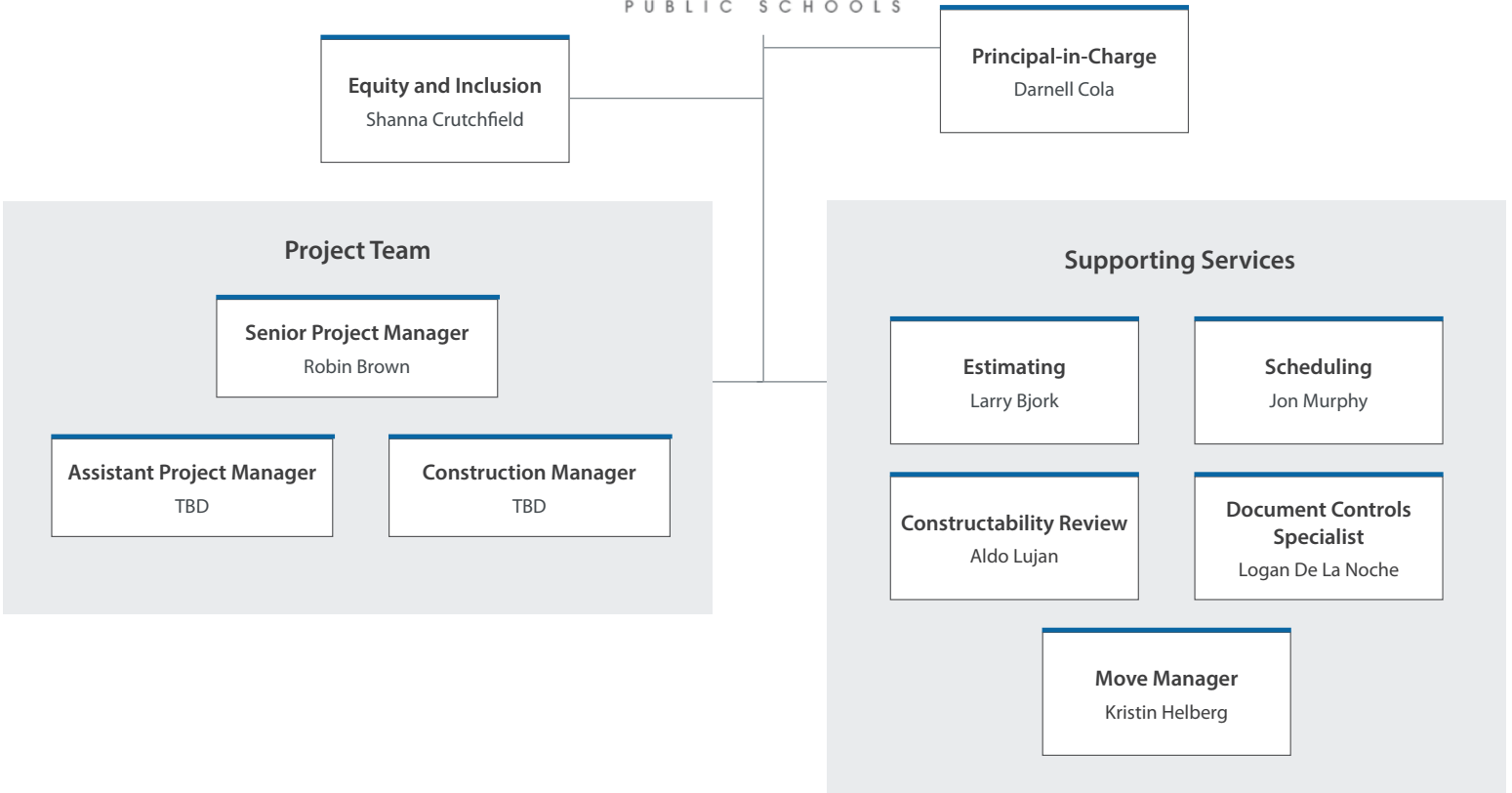
# SECTION 2



## Project Personnel and Availability

### THE TEAM

The Vanir Team is supported with substantial resources, all in-house Vanir employees that include additional senior-level project and construction management support for any specific specialty service, including design management, constructability reviews, estimating and budgeting, scheduling, document controls, and additional project management and construction management support.



## KEY STAFF EXPERTISE



### **Darnell Cola | Principal-in-Charge**

Darnell Cola provides all necessary tools and support for the project team to provide project and construction management through all phases including planning, design, permitting, procurement, construction and closeout.



### **Shanna Crutchfield | Director of Equity and Inclusion**

Shanna is a recognized as a local leader in community outreach and inclusion, equity and social justice programs, and is known for her skills that bring teams together for common solutions. Shanna supports the District and project team in developing outreach strategies for external stakeholders.



### **Robin Brown, CCM | Senior Project Manager**

Robin has extensive K-12 public school experience on major levy and bond program management, leadership skills in project management, and hands-on attention to detail in construction management. With a record of leading the planning and construction of more than 90 new K-12 schools, Robin brings tremendous leadership experience to the District. His expertise is instrumental for Vanir's successful delivery of PM/CM services that achieves the District's goals, on time and within budget.



### **Larry Bjork | Estimating**

Larry has worked in the construction industry for over 40 years providing leadership for project teams for planning, pre-construction and construction services. He has worked on a variety of projects, both in the public and private sectors including mid- and high-rise office buildings, medical and research facilities, public and private education both in K-12 and higher education, retail, hospitality and public utility projects.



### **Jon Murphy | Scheduling**

Jon Murphy has over 13 years of experience in the construction management industry. He has worked in a number of capacities, including building information modeling (BIM), scheduling, estimating and constructability reviews. His responsibilities include producing monthly schedule update reviews submitted by contractors for conformance to contract requirements on multiple projects. His experience also includes development of master schedules, cash flow analysis and Constructware implementation.



### **Aldo Lujan | Constructability Review**

Aldo has more than 25 years of experience in the construction industry. Aldo has provided multiple constructability reviews in compliance with OSPI and the RCW requirements. He has worked on a variety of private- and public-sector projects and has been responsible for managing all phases of the bidding process. Aldo's responsibilities include reviewing documents for code compliance and constructability reviews.



### **Logan De La Noche | Document Controls Specialist**

Logan has more than 7 years of contract administration experience in both the private and public industry. He quickly learns client processes and procedures to apply administrative tools in a clear and concise manner to help out his team. He prioritizes the project, accounting for work scope and job status in order to eliminate purchasing errors and prevent overspends. Logan ensures success in project planning and implementation with focus on details, excellent organizational skills, a bias for action and taking ownership.



### **Kristin Helberg, CMIT | Move Manager**

Kristin is skilled in estimating, bid and budget management, schedule and cost control and contract management. She provides execution of formal bid documents and implements effective contracting strategies to bring projects online quickly. Kristin has an exemplary ability to establish relationships to assist clients and build teams that adds value to all project elements from construction evaluation to completion. Kristin's organizational skills and expertise are shared on multiple local projects which allows a low cost-high value service for multiple clients.

# SECTION 3



## Relevant Project Experience

Vanir has significant experience in supporting K-12 projects ranging from modernizations and repairs to new school construction. Our staff of project and construction managers understand the challenges of completing single to multiple projects on single campus to a single project that encompasses multiple campuses. Vanir’s K-12 projects have included technology-related upgrades, including new security and electronic access systems, as well as other types of projects the may not fall under the full scope of a school or building modernization.

Listed below are a select number of Vanir’s most recent and relevant Washington K-12 projects.

### 2016 CAPITAL BOND PROGRAM

#### HIGHLINE PUBLIC SCHOOLS



Vanir provided program, project and construction management services for Highline Public Schools’ \$383 million capital bond program. This demonstration project illustrates Vanir’s broad coverage to oversee multiple projects within one capital program. Vanir believes this public program demonstrates our ability to manage a large program as your advocate. It also illustrates Vanir’s depth of expertise to staff major projects concurrently. Our success to date includes managing designs for all projects that have resulted in tight bids within the District’s estimate, substantial bid coverage (notable in a hot economy) and few changes during construction. Projects are included below.

- Des Moines Elementary School. \$57.8 million, 84,379 SF, Design-Bid-Build
- Glacier Middle School. \$91.4 million, 142,000 SF, Design-Bid-Build
- Highline High School. \$152 million, 225,000 SF, GC/CM
- Olympic Interim High School. \$33.3 million, 101,074 SF, Design-Bid-Build

<b>Location</b> Burien, WA	<b>Delivery Method</b> Design-Bid-Build and GC/CM
<b>Bond Program</b> \$384 million	<b>Completion Date</b> 2022

# DES MOINES ELEMENTARY SCHOOL

## HIGHLINE PUBLIC SCHOOLS



Phase I of Highline Public Schools' 2016 Capital Bond Improvement Program started in March 2017 and was completed in October 2021. Vanir is serving as the program manager and has successfully delivered all four schools.

One project in the program is the new Des Moines Elementary School, a 700-student, K-5 school located on a 17-acre site. For this project, Vanir served as the project manager and construction manager. It was delivered within budget and on time for the 2019/2020 school year.

The project met exceptional quality standards and sustainability goals, which included compliance with the Washington Sustainable Schools Protocol (WSSP).

### Location

Des Moines, WA

### Delivery Method

Design-Bid-Build

### Construction Cost

\$41 million

### Completion Date

2019

# GLACIER MIDDLE SCHOOL

## HIGHLINE PUBLIC SCHOOLS



Vanir provided PM/CM services which included scheduling with cost management for the construction of a new 142,800 SF school and site improvements on an existing school site. Deconstruction of an abandoned facility, new utilities, storm retention systems, new sports fields and the addition of district-wide food services facilities.

### Location

Seatac, WA

### Delivery Method

Design-Bid-Build

### Construction Cost

\$91.4 million

### Completion Date

2019

# SKYLINE ELEMENTARY SCHOOL

TACOMA PUBLIC  
SCHOOLS



The new Skyline Elementary School replaces the existing Skyline Elementary and will be built adjacent on the same site. The new building will be designed to serve approximately 375 students and will contain 14 classrooms, specialty classrooms, gym, cafeteria, library and other supporting spaces. The existing Skyline Elementary will be modernized to be used as swing space for future school construction projects for Tacoma Public Schools.

Vanir is providing project management and construction management for the construction of the new school as well as for the modernization of the existing school.

Vanir’s community outreach program manager has partnered with the project’s Progressive Design-Build (PDB) contractor to facilitate engagement from local and small minority- and women-owned businesses (MWBE), in addition to supporting other community-focused activities. Vanir is providing substantial MWBE advising to our sub-consultants and the PDB contractor during the bidding and construction phases.

<b>Location</b> Tacoma, WA	<b>Delivery Method</b> Progressive Design-Build
<b>Construction Cost</b> \$26.4 million	<b>Completion Date</b> August 2022

# GRANT CENTER FOR THE EXPRESSIVE ARTS

TACOMA PUBLIC  
SCHOOLS



Grant Center for the Expressive Arts is a \$34 million, 54,787-SF, new single-story pre-kindergarten through fifth grade elementary school serving a population of 450 students. As the project and construction manager, Vanir provided substantial MWBE advising to our sub-consultants and the general contractor’s subcontractors, through all phases of the project.

Vanir’s community outreach manager partnered with the District, the General Contractor and City of Tacoma to facilitate local, small, and minority- and woman-owned businesses’ engagement in addition to supporting other community-focused activities. This collaborative partnership led to the contracting goals being exceeded for this project.

<b>Location</b> Tacoma, WA	<b>Delivery Method</b> GC/CM
<b>Construction Cost</b> \$34 million	<b>Completion Date</b> 2020

## CENTRAL KITCHEN UPGRADE

### SEQUIM SCHOOL DISTRICT



The Sequim School District selected Vanir to assist in the renovation and expansion of its central kitchen and demolition of the unused, 1950's portion of the District's community school. Our project management and construction management services included overseeing the planning, design, permitting, bidding, construction and closeout phases.

Vanir provided guidance to the District on design approach, constructability review and strategies to maximize local contractor engagement and the use of matching funds from the Office of Superintendent of Public Instruction (OSPI). Our team also provided pre-bond planning and condition assessments for all of the District's facilities.

<b>Location</b> Sequim, WA	<b>Delivery Method</b> Energy Savings Performance Contracting
<b>Construction Cost</b> \$5.7 million	<b>Completion Date</b> 2019

## PUGET SOUND SKILLS CENTER

### HIGHLINE PUBLIC SCHOOLS



Vanir's project and construction management services assisted the District in the successful delivery of the new two-story Puget Sound Skills Center Health Sciences Building, constructed adjacent to the current skills center facility that has been in operation for more than 40 years. The state-of-the-art science facility supports health sciences education for Highline Public Schools with learning environments to engage students, actively involve faculty and created spaces for collaboration across disciplines. Key features include:

- A lecture hall that seats 250 students with an adjacent multipurpose space capable of seating an additional 200 occupants
- A dental clinic operated by Sea Mar Dental in partnership with the Highline Public Schools' Skills Center, with five operatories, a panoramic camera room, a sterilization center, office storage, reception and waiting area and staff lounge
- A nursing assisting lab with four beds, equipment storage, laundry, office and classrooms
- A biomed lab and classroom with storage and office space

Vanir additionally completed the Composites Lab and is currently working on the Electrical Infrastructure upgrade for the main campus.

<b>Location</b> Tacoma, WA	<b>Delivery Method</b> GC/CM
<b>Construction Cost</b> \$34 million	<b>Completion Date</b> 2020

# TRIBAL SCHOOL

## QUILEUTE TRIBE

Vanir was selected as an Owner’s Representative to provide construction management services to the Tribe for this new 60,950 SF Progressive Design-Build (PDB) school. The project is being constructed on land transferred to the Tribe from the National Park Service as part of the larger development known as “Move to Higher Ground.” The vision for the school is a state-of-the-art, culturally-based K-12 tribal school, relocating the students out of the tsunami and flood zone. Vanir’s services include:

- Solicitations development and contract award of PDB contract
- PDB process oversight
- Construction administration and quality assurance
- Solicitation process oversight for value engineering, constructability review and commissioning
- FF&E coordination
- Project closeout completion and move-in process assistance



<b>Location</b> La Push, WA	<b>Delivery Method</b> Progressive Design-Build
<b>Construction Cost</b> Confidential	<b>Completion Date</b> Ongoing (Anticipated Fall 2022)

# CONSTRUCTABILITY REVIEWS

## EVERETT PUBLIC SCHOOLS

Vanir provided Everett Public Schools with value-added and cost saving services, performing constructability reviews for the new construction and modernization at several campuses, including:

- Elementary School No. 8 (\$44M): Two-story elementary school to accommodate 550 students from K-5, with related site improvements, parking lots and play fields
- North Middle School (\$50M): Two-story campus building abutting the existing gym complex to accommodate 30 general education classrooms
- Silver Lake Elementary School (\$9.3M): Renovations to 25,000 SF of existing classroom and administrative spaces
- James Monroe Elementary School (\$15.4M): Constructability review of the new school to meet an accelerated timeline for advertisement
- View Ridge Elementary School (\$38.9M): Demolition of the existing school buildings and construction of a new elementary school, new sidewalks, utilities and paved areas
- Whittier Elementary School (\$1.8M): Demolition of main gym, construction of a new gym, and renovating and reconfiguration of the existing main building
- Garfield Elementary School (\$10M): Architectural constructability and back check review for this 52,110 SF modernization to existing school buildings



<b>Location</b> Everett, WA	<b>Delivery Method</b> Design-Bid-Build
<b>Construction Cost</b> \$169.4 million	<b>Completion Date</b> 2017



## SECTION 4



# Project Approach and Planning



We work with Highline Public Schools to apply the most cost effective project delivery methods tailored for your particular project needs, all while delivering the best facilities.

## PROJECT AND CONSTRUCTION MANAGEMENT

Vanir's approach to program, project and construction management is rooted in our experience gained by managing over 1,400 projects for more than 210 school districts, community colleges and universities – totaling over \$6.2 billion in modernization and new construction for educational facilities.

The Vanir PNW team of professionals have been selected by Washington school districts to assist and represent them in their various levy and bond endeavors most notably, your District, Tacoma Public Schools and Sequim School District. With Tacoma and Everett Public Schools and the coastal Quileute Tribe, as part of the Move to Higher Ground initiative, Vanir has emerged as a dependable and local leader in K-12 representation.

Vanir's national and local experience gives us significant insight into the special requirements of educational facilities, allowing us to fully understand the District's need to create cost-efficient facilities that are conducive to teaching and learning. We work closely with the District's team and community to ensure their needs and expectations are defined, understood and addressed resulting in continued and growing support for the District's educational programs. Vanir aligns our services with the District's requirements and translates the District's visions into reality using innovative planning, thoughtful assessment and accurate estimating that we deliver on time and within budget.

Each of our project managers is directly responsible for management through all phases of planning, design, permitting, procurement, construction and closeout which leads to the successful outcome of your school projects. Our project managers are supported by project-assigned construction managers who oversee the proper execution of public works contracts, and day-to-day operations of on-site construction activities.

Vanir will begin our approach with a listening session. This important first step will ensure that Vanir understands what Highline defines as a successful program. The master schedule and Project Management Plan will all be refreshed in order to reflect the current intent and directives of the District. We understand that the District staff expect consistency and dedication from our Vanir team to lead the program and projects from day one completely through project close-out. We are prepared to build on what we have learned and will lead with a strong team in Phase II.

## VANIR'S FIVE FOUNDATIONAL PRINCIPLES

The following principles listed below form the foundation of Vanir's approach to providing management services to Highline Public Schools.

<p><b>01 Collaboration</b></p>  <p>We work closely with management, the architect, the contractor, and other consultants to create an atmosphere of teamwork and leadership to successfully meet the goals of your project. This team attitude will resonate through all members of the staff resulting in a successful project.</p>	<p><b>02 Anticipation</b></p>  <p>We look ahead, identify potential risks early, and address issues before they occur. We are solution-minded. We use our PM tools to keep documentation on track, to pinpoint opportunities that will save time and money, and to work aggressively to achieve your vision.</p>
<p><b>03 Communication</b></p>  <p>We keep you informed with detailed, reliable information so you can make the best decisions possible. By creating and using a communication plan and formal reporting, we will ensure that important facts and realistic choices are conveyed in a clear and timely manner.</p>	<p><b>04 Representation</b></p>  <p>We serve as a seamless extension of your staff. We will build strong partnerships with the site representatives, adjacent businesses, architects, and other consultants involved in the project, working to represent, communicate, and promote the project and the District's best interests at all times.</p>
<p><b>05 Lessons Learned</b></p>  <p>We draw upon lessons learned from the many similar university programs we have managed over the years. We are committed to always raising concerns for issues that have risen before and making recommendations based on solid data and past experiences to continually improve our management approach and ultimately the success of our projects.</p>	

## MANAGEMENT STRUCTURE

As an engaged, active team member our Principal-in-Charge, Darnell Cola will support Vanir's team in providing the resources for success. Robin and Darnell are supported at the executive level by Chuck Klunenker, Vanir's Start-up and Performance Assurance Manager. Chuck brings over 35 years of experience leading teams to achieve superior results in K-12 school development and construction projects. We will work cooperatively with Bassetti Architects, District staff and community stakeholders for real time solutions to design opportunities and challenges.

## ESTABLISHING TEAM INTEGRATION

For a program of this size and complexity, a considerable amount of team integration is necessary - including but not limited to the District's team, Vanir, architects, engineering firms, permitting agencies, GC/CM, stakeholders and contractors. To gain a prompt understanding of the roles of all team members, Vanir will work with the District to refresh the Project Management Plan (PMP) and responsibility matrix based upon the lessons learned in Phase I as well as the new goals and priorities of the District. This effort will also eliminate gaps and overlaps to ensure efficiency. At every phase of planning, design, construction and start-up; our specialized team will work with the District to address your unique needs in an ethical, creative and cost-effective manner. Vanir will implement a program and organization that ensures accountability, communication and control for the District. Our leadership team of professional project managers will bring fresh perspective and exuberance to the whole program team.

## ADAPTABLE PROJECT MANAGEMENT TOOLS

As we navigate through the post Novel Coronavirus Outbreak (COVID-19) pandemic, Vanir has put into place practices and techniques that enabled us to work through unique operational and business challenges that allow our project teams to be responsive to project needs and respect social distancing requirements.

All of Vanir's technical staff have access to mobile applications and can stay virtually connected to project data from anywhere at any time. To establish virtual meetings, Vanir uses Zoom, Skype and Microsoft (MS) Teams. Most significant is our use of MS Teams to setup a hub for project team information and collaboration. Our project teams can work live with a multitude of applications to display a project dashboard from virtually any data source, including an online project management system designed specifically for easy and swift work remotely collaboration.

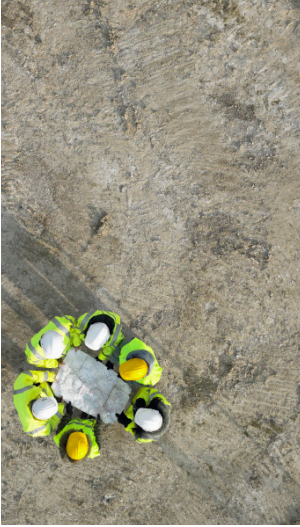
Vanir will continue to invest in best-practices for the 21st Century workspace with a goal to accommodate the needs of our clients including working in virtual environments. Our approach utilizes tools that are well tested and proven in improving connectivity and efficiencies, and integrate with our online project management and controls systems such as MS Teams, Bluebeam and PlanGrid.

## WORK METHODOLOGY

### MOBILIZE A HIGHLY QUALIFIED START-UP TEAM

Our Phase II project team is strong, experienced and ready to roll up our sleeves and dive in. We recognize that it is very important to commit the needed resources immediately to ensure that the District's Bond Program is off to a quick and efficient start. Over the first 90 days, Robin Brown, Vanir's Program Manager, will be supported by an experienced and enthusiastic team to organize all key elements of the program, including but not limited to:

- Establish, confirm and reconcile budgets for each project.
- Review and refresh the PMP.
- Develop a Master Program Schedule and Budget.
- Initiate GC/CM PRC package and outline all other key deliverables.



## CONSTRUCTABILITY REVIEW AND VALUE ENGINEERING

Vanir's team will work hand in hand with the GC/CM to ensure in-depth constructability reviews at each design stage. Our collaborative approach will focus the discussions with District staff, design team members, and stakeholders to determine early on, alternative designs that meet program requirements, cost efficient approaches to building systems, and a selection of materials that combine to create outstanding and sustainable learning environments, all within prescribed budget and time constraints. Our team actively facilitates and participates in design meetings from the beginning. This results in minimal review comments allowing us to focus on validating that the design progress is complete, within budget and surpasses expectations.

## GM/CM APPROACH

Given our in-depth understanding of the Phase II Program, Vanir will work with the District to utilize the GC/CM alternate public works (RCW 39.10) for all three projects, and the rationale associated with selecting this delivery method. Vanir's team is experienced and prepared to provide advising, leadership, and assistance to apply for and receive approval from the Capital Projects Advisory Review Board (CPARB) Project Review Committee (PRC) to utilize GC/CM alternative contracting for each of the school projects. The initial contract for the GC/CM firm(s) will be preconstruction services only, pending capital bond approval November 2022.

Vanir's PNW office has experience presenting to the CPARB PRC and we are prepared to complete the applications for the District from the get-go.

To navigate this process, Vanir will:

- Utilize previous PRC applications and approvals to advise the District on program details to highlight within the process.
- Generate the PRC application with specific attention to details to identify and mitigate any potential risks associated with the application.
- Produce the PRC presentation materials, facilitate pre-presentation practice exercise(s) and lead the presentation event.
- At the time of drafting this proposal, the PRC is conducting proposals and reviews via remote Zoom meetings. We are closely monitoring this situation to familiarize ourselves with the changing landscape and identify any opportunities and challenges.

Upon achieving authorization to utilize a GC/CM delivery method, Vanir will:

- Lead the GC/CM solicitation process including generating RFQ documents that incorporate the District's objectives for both the GC and CM phase of the procurement.
- Coordinate the advertisement for proposals with respect to visibility, interest and bid environment timing to maximize response number, quality and minimize cost.
- Develop and facilitate the proposal review and interview criteria and processes to select the GC/CM proposer that best matches the District's needs for each project.
- Utilize the internal cost estimating and knowledge of bid environment to lead negotiations with the selected GC/CM teams at each phase to maximize the best value.

## BEST PRACTICES AND PROCEDURES

### INTERNAL QUALITY MANAGEMENT PROGRAM

Vanir's Quality Department focuses directly on client satisfaction, project performance, and support to our employees, clients and projects. Vanir's Quality Vision is to provide top services to our clients and continually improve these services and the support we give to each other. Our Principal-in-Charge, Darnell, and Start-up and Performance Assurance Manager, Chuck, remain in regular contact with the District and project teams.

We supplement these routine efforts through five key initiatives:

1. Three-part project review process - start-up, mid-point and close-out
2. Client satisfaction program
3. Structured processes, procedures, tools and resources
4. Sharing of lessons learned and best practices
5. Project assistance/project helpdesk

This approach ensures that we are always in tune with our client's expectations and how we are fulfilling them, by bringing our company-wide best practices to each of our projects.

### DEVELOPING AND SUSTAINING A CULTURE OF SAFETY

Vanir's commitment to safety on construction projects begins from the moment we start the planning process. We recognize that safety for students, school staff, workers, the community, team members, and Vanir's own people is paramount to a successful program. By integrating safety into the planning process and setting clear safety expectations we are able to communicate, align, and focus team members to deliver a safe program.

We expect to integrate safety discussions into preparatory meetings when a new scope of work is about to start. This allows the team to discuss the approved site specific safety plan with new team members coming on board and any safety issues the new team members might not be aware of.

A safe site is typically clean and well planned. You feel it when you walk on the project. Vanir will work on all project sites with contractors to ensure we are all going the extra mile to achieve the highest standards of safety with everything we do for the District.



We understand that with renovation of occupied K-12 schools, whatever happens at the job site during the day is a topic of conversation at the homes in the community each evening.

## WORKING ON OCCUPIED SCHOOL SITES

Managing construction work while school is in session requires particular care and planning. The education process and safety of the students is our overriding concern as we work to maintain order on the campus. To this end, in close consultation with Highline School District and working with the GC/CM, we propose that we do the following for each school, but not limited to:

- Develop the site use plan in close consultation and with approval of the principal, District staff and the GC/CM.
- Designate storage and staging away from the classroom areas.
- Ensure that fencing and barriers are in place, neat and maintained.
- Make certain that sealed barriers are in place and HVAC systems are isolated to prevent dust infiltration.
- Meet with the principal(s) or designee weekly to go over plans for construction to be certain that there are no potential conflicts with the educational process.
- Working with the principal(s), be aware of any teachers that may be uncomfortable with change and who may need extra attention.
- Plan for temporary changes with ingress/egress (parking lots, drop-off/pick-up, reroute hallways, fire drills and lockdown). Give students and staff at least one week notice for any temporary changes.
- Send home regular notices about current and future plans.
- Require that work areas are kept in order, litter is cleaned up and visually acceptable.
- If appropriate, require double fencing to provide separation to minimize distractions between workers and students.
- Include language in the contractors' contracts that allow removal of workers for habitual use of inappropriate language.

Working on occupied school sites also presents opportunities for education. Vanir encourages and helps organize job tours for students, structured to be age-appropriate. They learn about the building components, how they come together and the part that various trades play in completing projects successfully from the ground up. They gain a new appreciation for the work that goes into their school and often gain insights into possible career paths.

## SECTION 5



# Cost Control and Claim Avoidance



## ADHERING TO A COMPREHENSIVE COST CONTROL PROGRAM

Management of cost control begins with understanding available sources of funds and partnering with Highline’s promise to the community to manage the bond funding in the highest responsible manner. We know that it is important to have a method for tracking the District’s purchase orders and commitments with a system that will provide clear and ongoing reporting and budget management. We feel positive that we will meet the District’s desire to have a trusted partner in this crucial aspect of the program.

Vanir always strives to use the best technology currently in the market with the best value to our clients. Factors taken into consideration are comprehensiveness of features, functionality, ease of use, dashboards/report capabilities, and the ability to quickly and efficiently rollout the system to our clients’ programs and projects.

**APPROACH TO COST CONTROL.** Effective management of the cost of construction is a job that must begin at project inception and then be a continuous process through project closeout. Effective cost management can only be realized with rigorous adherence to a comprehensive set of best practices. Effective cost control is based upon a seamless system of coordinated, synchronized activities:

- Clear understanding of the District’s goals with respect to project scope and cost.
- Regular and accurate assessment of local, projected market conditions and costs.
- Accurate estimates of construction costs throughout the design phases.
- Value analysis exercises integrated, as part of the design process.
- Team focus on controlling “scope creep”.
- Detailed analysis of construction bids or negotiated costs.
- Detailed analysis of construction phase change order costs and justifications.

**COST MANAGEMENT PLAN.** The Cost Management Plan is the road map that defines what the management team will do to control costs of the capital program and specific project. The plan defines the activities and deliverables that the management will affect during the course of the program and each project.

**PROJECT AND CONSTRUCTION COST ESTIMATES THROUGHOUT THE DESIGN PHASES.** We will coordinate cost estimates at specific design milestones, based upon the project delivery strategy selected by the team. Since a GC/CM project delivery is to be used, Vanir will work with the architect and GC/CM during their preconstruction services phase to establish MACC (Maximum Allowable Construction Cost) budgets, tailored to how the GC/CM intends to compile work activities/deliverables within individual bid packages.

**VALUE ANALYSIS/SYSTEMS OPTIONS.** Vanir will provide continual value analysis and pricing of alternative systems and components for all of the District's projects. This allows us to provide the design team and the District a comparison of differing systems and components to aid in the development of a project that meets both the design and budget goals. In addition, we often participate as the cost estimator on formal value analysis studies throughout the Northwest.

**GC/CM RECONCILIATION.** Vanir's role will include negotiating and establishing a MACC with selected GC/CM firms. We understand the impacts of phasing, access, staging, and complex construction. We are well versed with how general contractors develop their estimates and have the mutual respect that is necessary to successfully negotiate a contract price and schedule. Our experience will benefit the program to substantiate, supplement, or balance the input on costs given by the selected GC/CM.

**REVIEW OF CONTRACTOR PROGRESS PAYMENT REQUESTS.** The contract documents will specify the requirements, schedule, and procedures for submittals associated with the contractor's requests for progress payments. Vanir's on-site project and construction managers and design team will physically observe the construction progress as of the date of the pay request to determine agreement, or not, with the contractor's claimed progress. Regular monthly reports on project cost status will be generated by Vanir and provided to the District.

**EVALUATION OF CHANGE ORDER COSTS.** Construction is a dynamic process that is subject to change. Unforeseen conditions can occur despite best efforts, and few construction contracts obligate the contractor to address such conditions. Consequently, changes in requirements for construction involving changes in the cost to the District can occur. Vanir takes responsibility for estimating the fair market value of changes in the scope of work to be performed by the contractor—additive or deductive. These evaluations are coordinated with the scheduling efforts to account for the relationship between cost and schedule of construction.

**PROJECT CLOSEOUT REPORTS.** Upon completion of required construction, Vanir will prepare project closeout reports for submittal to the District. The reports will recommend final payment by the District to the contractor, based upon satisfactory completion of all contractual requirements.

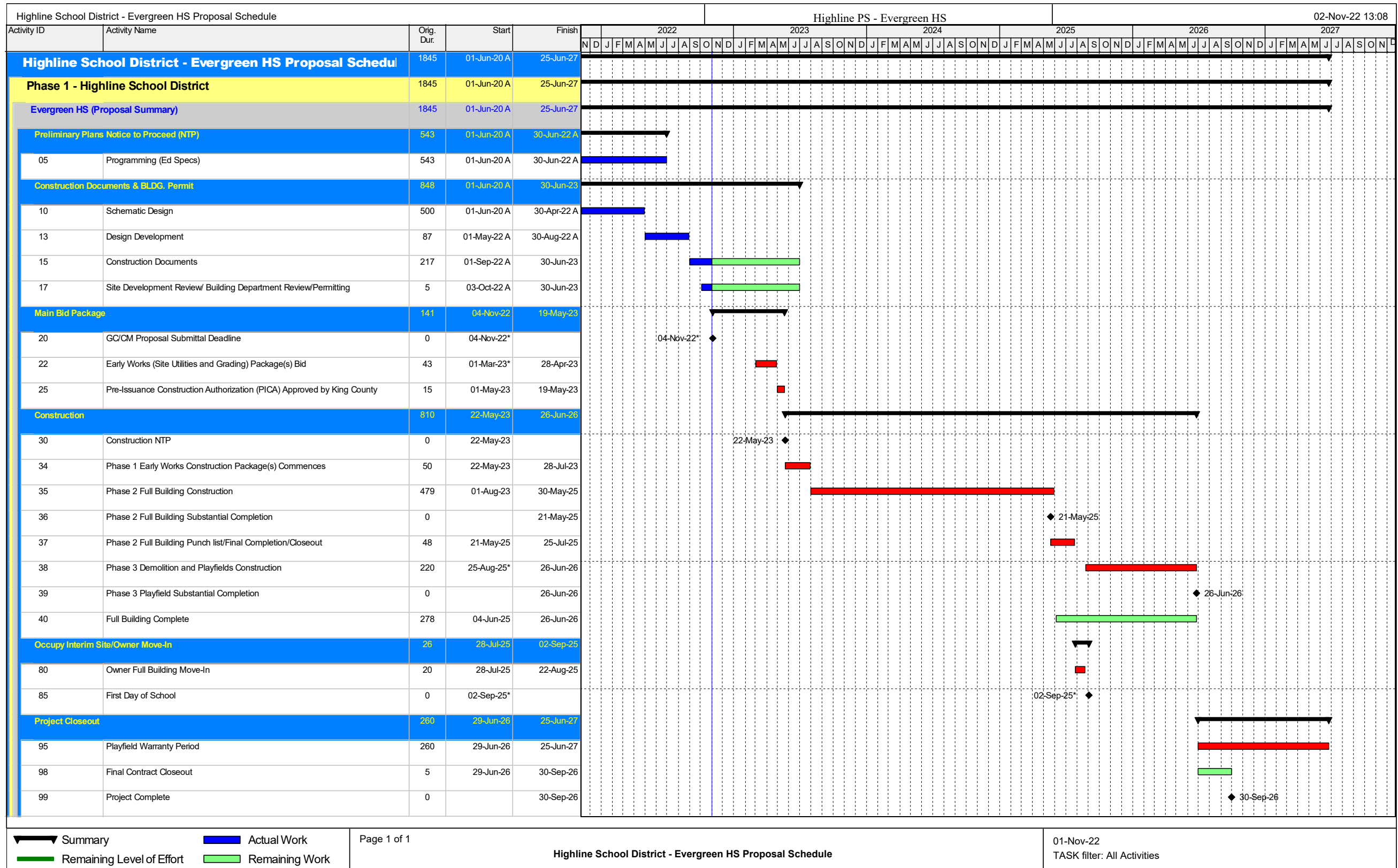


## ADHERING TO SCHEDULES

Our program management team, project managers, and construction managers are all trained to use schedule technology as a collaborative management tool to support the design team and contractors in achieving timely delivery and to test alternatives that may achieve better outcomes or recover lost time. Using Primavera, Vanir's in-house schedulers will support the program management team, under the leadership of Rafael Martin, Vanir's Director of Scheduling, and our designated Scheduling Manager for this program. Rafael and Jon will work with our project-specific project managers in development of the initial baseline project schedules with cost and resource loading.

We deploy current technology to leverage the use of a schedule as a risk management tool. Using "Synchro" software, we merge the architect's BIM model files with P6 and create a 4D pictorial "movie" of how the project will be built. We then work with the design team and the District to look at phasing alternatives and the schedule impact of using different building systems. When a contractor submits the first P6/MS Project schedule we merge it with BIM, graphically review sequencing and assist in the identification of logic errors.

# Master Program Schedule



## MANAGING PROGRAM/PROJECT RISKS

At Vanir, we have developed and use rigorous best practices to identify, assess, monitor and mitigate risk factors. The process creates a unique risk management plan that will:

- Identify the potential risk factors.
- Quantify the severity of each identified risk.
- Assess the probability of an adverse outcome.
- Develop a strategy to address the risk.
- Monitor the effectiveness of the strategy by developing a “Project Risk Register” to track those risks.

Vanir will conduct an initial risk planning session that includes the project team, District and other stakeholders who represent all operational aspects of the District and its facilities. We begin with a list of risk factors developed by Vanir over many years of facility, program, project and construction management. By the end of the planning session the list will be tailored to the District’s many unique aspects and each project site’s unique characteristics. Program risks common to each project will be assigned a probability and a risk mitigation week to keep the project team aware of possible risks and to monitor specific risk mitigation strategies that have been identified by management.

Through proactive development and active management of a risk plan we are able to:

- Identify and resolve issues before they become problems.
- Maintain a high awareness level by all project participants of potential risk,

Minimize the change for unidentified risks to have a negative impact on program, budget and schedule.

**CLAIMS AVOIDANCE.** Vanir’s culture of collaborative support, problem solving and our approach to risk management are keys to claims avoidance. We minimize the chance of claims by:

- Representing the “construction cost perspective” throughout the design process.
- Constantly communicating during construction advertisement/bidding phases.
- Providing a team of experienced and trained construction management professionals that work toward solutions before they become problems.
- Fostering a project culture of collaboration and support.
- Quick assessment of approval of changes.
- Timely approval and payment of invoices.
- Accurate meeting minutes.
- Comprehensive document controls and retention.

# SECTION 6



## References

### TACOMA PUBLIC SCHOOLS

#### **Morris Aldridge**

Executive Director of Planning, Construction and Transportation

T: 253-571-3350

E: maldrid@tacoma.k12.wa.us



### EVERETT PUBLIC SCHOOL FACILITIES AND PLANNING

#### **Darcy Walker**

Director II, Facilities and Planning

T: 425-385-4197

E: dwalker@everettsd.org



### QUILEUTE TRIBE

#### **Larry Burtness**

Interim General Manager

T: 360-374-9651

E: larry.burtness@quileutenation.org



### SEQUIM SCHOOL DISTRICT

#### **Gary Neal**

Eatonville School District Superintendent (former Sequim SD Superintendent)

T: 360-879-1000

E: g.neal@eatonville.wednet.edu



## SECTION 7



## Fee Proposal

The following page includes our proposed Evergreen Staffing Plan.



Appendix



Appendix

## RESUMES OF KEY PERSONNEL

The following pages are resumes for key personnel.



## DARNELL COLA

Principal-in-Charge | **VANIR**

### Summary of Qualifications

Darnell has more than 35 years providing effective strategic leadership and stakeholder engagement in the public sector. Darnell is an adept leader with a demonstrated record of building program and project teams, responsible for implementing large complex public programs and projects through collaborative leadership to achieve successful outcomes. As PIC, Darnell ensures that Vanir has the right team and resources in place to ensure clients objectives are met, while delivering the project.

### Education

Bachelor of Science,  
Industrial Engineering  
Management, University of  
Washington, Seattle

### Certifications

Project Management  
Certification, University of  
Washington, Seattle

City Leadership Institute  
(CU) Training

### Affiliations

Western Energy Institute  
(WEI) Operations Board  
Committee Member

Institute of Electrical and  
Electronics Engineers (IEEE),  
Member

Project Management  
Institute (PMI), Member  
Construction Management  
Association of America  
(CMAA)

### Project Experience

**Tacoma Public Schools, Skyline Elementary School, Tacoma, WA.** Principal-in-Charge, \$26.4 million, 60,000 SF, Progressive Design-Build. Vanir is managing programming, design and construction for a new elementary school on an occupied site and a retrofit of a 50-year old school for use as a permanent swing facility for future projects. Ensures positive and inclusive outreach to the community and stakeholder groups in addition to small and disadvantaged owned businesses for project participation. Vanir and other firms working on the bond projects contributed to the District achieving 33% participation by MWBEs on school projects which exceeds the District's Business Equity and Inclusion (BEI) combined goal of 16%.

**Highline Public Schools, Highline Public Schools, 2016 Capital Improvement Bond Program, Burien, WA.** Principal-in-Charge, \$377 million. Vanir is the program manager for the 2016 Bond Program which funded four schools. Vanir coordinates the overall program objectives including overseeing the closeout of the three completed schools and the overall program budget.

**Community Transit (CT) Merrill Creek Operations Base (MCOB) Maintenance Improvements Phase III, Everett, WA.** Principal-in-Charge, Construction Cost projected at \$20.5 million, Total Project Cost is expected to be \$28 million, 19,200 SF, Design-Bid-Build. Vanir is providing CM services for the Merrill Creek Operations Base (MCOB), which is a fully operational 24 hours a day and seven days a week transit operations and maintenance base. This project will expand the existing Maintenance and Operations building to provide additional space for vehicle maintenance and repair operations and will renovate the existing vehicle maintenance shop to provide modern vehicle maintenance lifts, vehicle exhaust management systems, increased air compressor capacity and additional mezzanine storage space. The project also includes site civil improvements including stormwater conveyance and retention systems, and replacement of existing asphalt parking areas with concrete pavements for additional bus fleet parking.





# SHANNA CRUTCHFIELD

Equity and Inclusion | **VANIR**

## Summary of Qualifications

Shanna Crutchfield has 21 years of experience in public sector environments, providing planning, development, coordination and implementation of community outreach, and race and social justice programs that contribute to equity goals for specific projects and capital programs. She collaborates with the project management team, ensuring that projects meet client requirements for implementing outreach and engagement strategies and are inclusive of all communities and stakeholders. Shanna also develops contractor inclusion plans for disadvantaged business enterprises (DBEs) and minority and women business enterprises (MWBEs). Her work implementing the City of Seattle’s Race and Social Justice Initiative, including embedding racial equity principles and goals in project management, implementing contractor inclusion plans for DBEs, and developing inclusive outreach and engagement strategies for major Seattle City Light projects, demonstrates her leadership in community equity, outreach and inclusion programs.

## Education

Organizational Development, Antioch University

Professional Mediation Skills Training Program, University of Washington

## Certifications

King County Alternative Dispute Resolution Program, Mediation Training and Certification

Certificate in Human Resources Management, Seattle Central Community College

## Project Experience

**Tacoma Public Schools, Skyline Elementary School, Tacoma, WA.** Community Outreach and Contracting Equity Manager, \$26.4 million, 60,000 SF, Progressive Design-Build. Vanir is managing programming, design, and construction for a new elementary school on an occupied site and a major retrofit of a 50-year-old school for use as a permanent swing facility for future school district projects. Ensures positive and inclusive outreach to the community and stakeholder groups in addition to small- and disadvantaged-owned businesses for project participation. Vanir and other firms working on the District bond projects contributed to the District achieving 33% participation by MBEs and WBEs on school projects which exceeds the District’s Business Equity and Inclusion combined goal of 16%.

**Tacoma Public Schools, Grant Center for the Expressive Arts School, Tacoma, WA.** Community Outreach and Contracting Equity Manager, \$36 million, 54,787 SF, GC/CM. Shanna ensures positive outreach to the community, local contractors, administers, and mentors Vanir’s MWBE subconsultants. Vanir is creating a master schedule, cash flow projections, budget and monitoring system, assisting with selection criteria and formal bidding, monitoring contractors/consultants, coordinating with agencies, and overseeing day-to-day activities. Vanir and other firms working on the district bond projects contributed to the District achieving 33% participation by MBEs and WBEs on school projects which exceeds the District’s Business Equity and Inclusion combined goal of 16%.



## ROBIN BROWN, CCM

Senior Project Manager | **VANIR**

### Summary of Qualifications

Robin Brown has 28 years of experience in the development and construction of public works infrastructure projects. Robin is experienced in managing capital programs and projects for K-12 school districts. He has provided program, project, and construction management services for over 90 new K-12 schools throughout the Western United States. Robin has been successful in promoting a spirit of cooperation with government agencies, architects, contractors, and the entire team in delivering complex programs. Utilizing multiple contract delivery methods, Robin guides clients from the concept, entitlements, and site acquisition stages through design and construction management including closeout and occupancy. As a leader in the field, his experience includes developing policies and procedures for construction and project managers.

### Education

Master of Business Administration, Finance/Real Estate Finance, University of Denver

Bachelor of Arts, Political Science, University of Boulder

### Certifications

CMAA, Certified Construction Manager (CCM)

### Affiliations

Association for Learning Environments (A4LE)

Construction Management Association of America (CMAA)

### Project Experience

**Highline Public Schools, 2016 Capital Bond Program, Burien, WA.** Program Manager, \$377 million, 552,000 SF, Multiple Delivery Methods. The program consists of a new high school, a new middle school, a new elementary school and a renovation of an existing high school to be used as an interim school. Responsible for preparation of the original program budget, development of the program management plan, and staff oversight for four of the school facility projects.

**Eastside Union High School District, Independence High School Modernization, San Jose, CA.** Senior Project Manager, \$45 million, Lease-Leaseback (GC/CM). Project consisted of the modernization of a performing arts building, conversion of a classroom building to campus administrative offices, conversion of a multipurpose building to six art classrooms, site landscaping access improvements, and addition of 22 portable classrooms for swing space. Managed multiple architects and engineers, prepared complex budget for multiple projects, assisted with funding sources, and provided construction management services.

**Pasadena Unified School District, Measure TT Bond Program, Pasadena, CA.** Bond Program Manager, \$365 million, Multiple Delivery Methods. The program consisted of 28 schools including renovation, modernization, and new building additions to existing campuses. Responsible for restructuring the bond program by 20 percent due to reduction in funding sources.

**Los Angeles Unified School District, Bond Measures K, R, and Y, Los Angeles, CA.** Bond Program Manager, \$5 billion, 4 million SF, Design-Bid-Build/Lease-Leaseback. The program consisted of 55 new schools within the District. Responsible for coordinating development and pre-construction activities including site selection, design analysis, environmental site assessment and CEQA analysis, governmental entitlement coordination and demolition site clearing.



## LARRY BJORK

Estimating | **VANIR**

### Summary of Qualifications

Larry Bjork has worked in the construction industry for over 40 years providing leadership for project teams for planning, pre-construction and construction services. He has worked on a variety of projects, both in the public and private sectors including mid and high-rise office buildings, medical and research facilities, public and private education both in K-12 and higher education, retail, hospitality and public utility projects. His role at Vanir is to support the teams in the areas of project planning, budgeting and estimating, project management and business development.

### Education

Bachelor of Science,  
Construction Management,  
University of Washington

### Affiliations

Construction Management  
Association of America  
(CMAA)

Design-Build Association of  
America (DBIA)

Lean Construction Institute  
(LCI)

Estimator Instructor,  
Construction Management,  
University of Washington

### Project Experience

**Northshore School District, Bothell High School & Northshore Performing Arts Center, Bothell, WA.** Senior Cost Estimator, 68,000 SF. Managed preconstruction services for two additions and a performing arts center for Bothell High School. Northshore Performing Arts Center is a state-of-the-art 600 seat theatre on the campus of Bothell High School where artists from around the world and close to home bring live performance to the Northshore community.

**Tacoma School District, Mt Tahoma High School, Tacoma, WA.** Senior Cost Estimator. The new building was designed with the history of the original building in mind. The design included an effective use of daylight, natural ventilation and quality acoustics to enhance the indoor learning environment. In addition to the new buildings, the construction project added new high-quality athletic facilities including a new football stadium, which seats more than 5,000 spectators. Managed the estimating process for new high school.

**Seattle Pacific University, New Science Building, Seattle, WA.** Senior Cost Estimator, \$35 million, New Addition, GMP. Managed preconstruction and construction management services for a renovation and adaptive reuse of two residence halls and new science building. Additional responsibilities included constructability reviews, value engineering and the development of budgets through the construction documents phase.

**University of Washington, Tacoma Branch Campus, Tacoma, WA.** Senior Cost Estimator, \$71.8 million, 133,000 SF, LEED Silver. Managed preconstruction services for Phase 1A and 2B of this campus expansion. Phase 1A of the project included renovating six historic warehouses. Phase 2B included general classroom space, specialized classrooms, a student center funded by students and offices for student services. The project earned LEED silver certification.



## JON MURPHY, PSP

Scheduling | **VANIR**

### Summary of Qualifications

Jon Murphy has over 13 years of experience in the construction management industry. He has worked in a number of capacities, including building information modeling (BIM), scheduling, estimating and constructability reviews. His responsibilities include producing monthly schedule update reviews submitted by contractors for conformance to contract requirements on multiple projects. His experience also includes development of master schedules, cash flow analysis and Constructware implementation. As a part of Vanir's Virtual Project Management group, Jon is actively involved in using NavisWorks to provide real-time visualization of project schedules. The scheduling is enhanced by integrating the 3D design model with a 4D project schedule simulation.

### Education

Bachelor of Science,  
Construction Management,  
California Polytechnic State  
University, San Luis Obispo

### Certifications

AACEI, Planning and  
Scheduling Professional  
(PSP)

### Affiliations

Association for the  
Advancement of Cost  
Estimating Internation  
(AACEI)

Construction Management  
Association of America  
(CMAA)

Lean Construction Institute  
(LCI)

US Green Building Council  
(USGBC)

### Project Experience

**Highline Public Schools, 2016 Capital Bond Program, Burien, WA.** Scheduler, \$377 million, 552,000 SF, Multiple Delivery Methods. The program consists of a new high school, a new middle school, a new elementary school and a renovation of an existing high school to be used as an interim school. Responsible for preparing the original program budget, development of the program management plan, and staff oversight for the four school facility projects.

- **Highline Public Schools, Glacier Middle School, Burien, WA.** Scheduler, \$92 million, 142,000 SF, Design-Bid-Build. Project includes building a new multi-story middle school facility and associated sitework with a capacity of 950 students. The project includes substantial utility service upgrades, site development, and demolition of the existing Glacier school facility.
- **Highline Public Schools, Olympic Interim High School, Des Moines, WA.** Scheduler, \$33 million, 101,074 SF, Design-Bid-Build. The project consisted of the renovation of an existing school, and addition of modular classrooms to support the District's needs for interim school space while Highline High School was being rebuilt and to serve as an interim school on other future school projects.
- **Highline Public Schools, Highline High School, Burien, WA.** Scheduler, 225,000 SF, \$151 million, GC/CM. This project entailed the complete demolition and reconstruction of Highline High School on the existing site. The project planning phase included significant evaluation of preservation options related to the historical status of the school, measured against 21st century educational needs. The collaborative approach with the GC/CM evaluated best value options analysis, and with community and District input, the design rebuilt a new structure that includes additional scope of work, including a new on-site performing arts theater. The project was on-time, and within budget as it neared the end of the construction phase.



## ALDO LUJAN

Constructability Review | **VANIR**

### Summary of Qualifications

Aldo Lujan has more than 25 years of experience in the construction industry and has worked on a variety of private- and public-sector projects. He has been responsible for managing all phases of the bidding process, tracking RFIs, reviewing shop drawings, drafting scopes of work, preparing all contractual documentation, preparing cost estimates, creating baseline schedules, maintaining budgets, providing field cost coordination of multiple large projects, preparing daily, weekly and monthly project status reports and preparing closeout documents. Aldo's responsibilities include reviewing documents for code compliance and constructability reviews.

### Education

Bachelor of Science,  
Construction Management,  
California State University,  
Chico

### Affiliations

Construction Management  
Association of America  
(CMAA)

US Green Building Council  
(USGBC)

Design-Build Institute of  
America (DBIA)

Lean Construction Institute  
(LCI)

### Project Experience

#### **Highline Public Schools, New Zenith Elementary School, Des Moines, WA.**

Constructability Reviewer, \$57.8 million, 84,379 SF, Design-Bid-Build. Vanir managed construction of a new school on the district-owned Zenith site with a capacity of 750 students.

#### **Everett Public Schools, North Middle School Addition, Everett, WA.**

Constructability Reviewer, \$50 million, Design-Bid-Build. New two-story campus building abutting the existing gym complex to accommodate 30 general education classrooms.

#### **White River School District, New Glacier Middle School, Buckley, WA.**

Constructability Reviewer, \$92.4 million, 142,000 SF, Design-Bid-Build. Vanir managed the building of a new middle school on the district-owned Glacier site with a capacity of 950 students, to accommodate enrollment.

#### **Roseville Joint Union High School District, New West Park High School, Roseville, CA.**

Constructability Reviewer, \$122 million, Lease-Leaseback. Phase One of the project includes site development and academic, administrative and athletic spaces. Outdoor recreation areas include 4,500 seat football/soccer stadium, varsity baseball field, track and field, practice field and basketball hard courts. Future phases include three additional Collaborative Learning Suites, aquatic center, performing arts center, multi-purpose building to house wrestling, dance and fitness, a student union and additional parking.

#### **Conejo Valley Unified School District, Westlake High School, Carpenter Family Theater, Thousand Oaks, CA.**

Constructability Reviewer, \$2.5 million, 12,990 SF, Modernization, Design-Bid-Build. The project included the expansion of the theater to accommodate 371 seats, modernization of the main lobby, installation of a state-of-the-art lighting system and construction of an orchestra pit and recording studio.



# LOGAN DE LA NOCHE

Document Controls Specialist | **VANIR**

## Summary of Qualifications

Logan has more than 7 years of contract administration experience in both the private and public industry. He quickly learns client processes and procedures to apply administrative tools in a clear and concise manner to help out his team. He prioritizes the project, accounting for work scope and job status in order to eliminate purchasing errors and prevent overspends. Logan ensures success in project planning and implementation with focus on details, excellent organizational skills, a bias for action and taking ownership.

## Education

Bachelor of Arts,  
Business Management  
and Leadership, Patten  
University

## Affiliations

Construction Management  
Association of America  
(CMAA)

US Green Building Council  
(USGBC)

Design-Build Institute of  
America (DBIA)

Lean Construction Institute  
(LCI)

## Project Experience

**Account Specialist, Issaquah, WA.** Responsibilities included reviewing and validating Electronic Data Interchange (EDI) purchase orders and revisions. This valued at an average of \$1 million of product on a weekly basis, including manual entries and changes to ensure ERP data integrity. Monitored all EDI transactions, including review of raw EDI data to ensure adherence to all terms, conditions and pricing structures as outlined in master commitment or documented informal agreements. Logan also prepared daily, weekly and monthly tracking reports for internal and customer use to monitor ordering trends, supplying issues, commitment adherence, logistic/service issues and forecasting production.

**Engineering Administrator, Construction Material Center, CA.** Responsibilities included preparing daily, weekly and monthly reports for material purchases inventor and disbursement while maintaining business unit's metrics dashboard. Utilized ad hoc reporting to collaborate with construction and engineering teams to verify stages of completion for active jobs and ensure taxable materials are reclassified for non-taxable items-of-plant. Logan completed over 10,000 material orders annually with minimal supervision and exceptional accuracy. He developed and standardized tenets of best practice for peer centers throughout California.

**Engineering Administrator, Contract Administration Center, CA.** Responsibilities included preparing and compiling information and documents to solicit bids from Construction and Technical Services contractors for parcels of work. Utilized SAP and Oracle-based systems for bid analysis, contract awarding and invoice/change order approvals. Logan processed between 100-200 miscellaneous invoices valued at \$2 million on a monthly basis and maintained all related records. He carefully analyzed and identified duplicates and other erroneous charges, payment policy violations and other discrepancies to recover an average of \$50,000 in annual savings, saving \$140,000 within the first year.



## KRISTIN HELBERG, CMIT

Move Manager | **VANIR**

### Summary of Qualifications

Kristin Helberg has 20 years of experience working in the construction industry focusing on architecture and engineering. From her experience in the education and public sectors, she has gained extensive knowledge of project management and contracting processes for government and tribal agencies. Kristin is skilled in estimating, bid and budget management, schedule and cost control and contract management. She provides execution of formal bid documents and implements effective contracting strategies to bring projects online quickly. Kristin has an exemplary ability to establish relationships to assist clients and build teams that adds value to all project elements from construction evaluation to completion. Kristin's organizational skills and expertise are shared on multiple local projects which allows a low cost-high value service for multiple clients.

### Education

Bachelor of Arts, Arts and Media, University of Washington

### Certifications

CMAA, Construction Manager in Training (CMIT)

Building Conditions Assessment Certification

### Affiliations

Port Angeles Chamber of Commerce, Executive Board Member

Association for Learning Environments (A4LE), Past President

Construction Management Association of America (CMAA)

### Project Experience

**Sequim School District, 2017 Capital Levy Project, Central Kitchen Upgrade and Community School Deconstruction, Sequim, WA.** Project Manager, \$5.75 million, ESCO Contract. Project consisted of a complete renovation of the relocated District's 4,000 SF new Central Kitchen and deconstruction of the 40,000 SF 1949 Community School. The kitchen renovation included energy saving lighting and mechanical equipment and controls, all new kitchen equipment, organization of food storage spaces including new freezer and cooler spaces, anti-slip flooring, new trusses and roofing. The deconstruction of the unused Community School included controlled abatement of hazardous building materials. Kristin spearheaded the purchase, relocation and installation of six used portable classrooms as the owner's representative for the District. The new portables were installed on time and under budget for the Olympic Peninsula Academy to accommodate students who were displaced by the deconstruction of the Community School. Kristin partnered with the District to maintain positive public messaging that included ongoing community involvement, outreach and participation. The project team led and engaged in public outreach to local and small businesses for inclusion and opportunity.

**Quileute Tribe, K-12 School, La Push, WA.** Assistant Project Manager, Cost is confidential, 69,500 SF, Progressive Design-Build. The scope of work includes design and construction of a new K-12 school located outside the tsunami zone for the Quileute tribal community. Responsible to provide contracting, invoice review, project controls and project documentation management for the progressive design-build project.



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