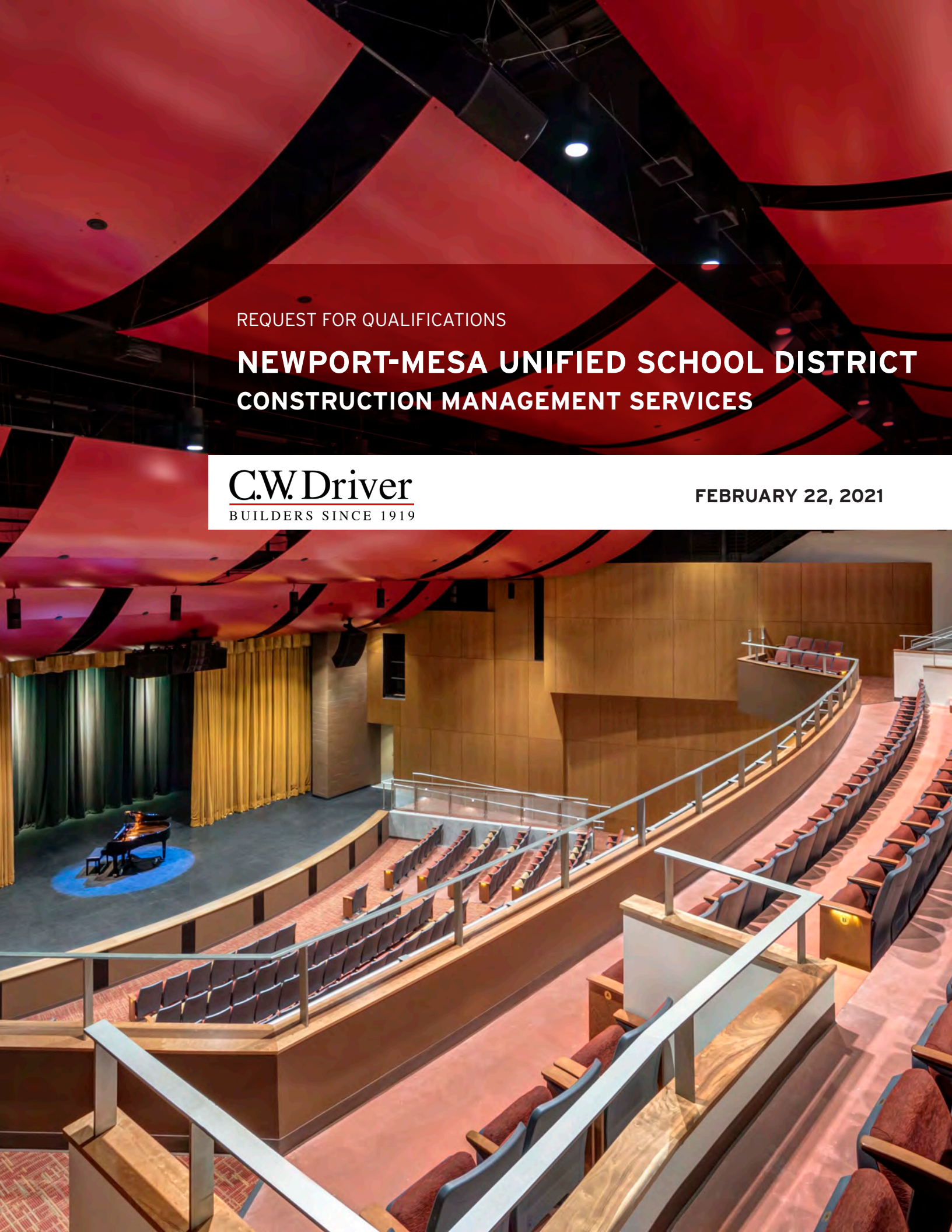




REQUEST FOR QUALIFICATIONS

# NEWPORT-MESA UNIFIED SCHOOL DISTRICT CONSTRUCTION MANAGEMENT SERVICES

**C.W. Driver**  
BUILDERS SINCE 1919

FEBRUARY 22, 2021

# CONTENTS

- 3.1** Business Profile
- 3.2** Experience
- 3.3** Project and Cost Management
- 3.4** Sub Consultants
- 3.5** References
- 3.6** Legal Issues
- 3.7** Other Forms



# 3.1

## BUSINESS PROFILE

---



# 3.1

## BUSINESS PROFILE

*3.1.1 Include legal form of Offeror (LLC, partnership, corporation, etc.), number of years in business, home office location, local office location (if different). If Offeror is a wholly owned subsidiary of a "parent company," identify the "parent company." Offeror who is submitting as a Joint Venture must qualify with the Joint Venture's federal tax identification number as the Joint Venture.*

### LEGAL FORM OF OFFEROR

Limited Liability Company

### NUMBER OF YEARS IN BUSINESS

102 years

### HOME OFFICE LOCATION

468 N Rosemead Blvd.  
Pasadena, CA 91107

### LOCAL OFFICE LOCATION

2 Technology Dr., Suite 100  
Irvine, CA 92618

C.W. Driver is not a wholly owned subsidiary and is not submitting as a joint venture.

*3.1.2 Identify the ownership structure of the Offeror and furnish a one-page history, including number of years the firm has provided similar services for both public and private sector clients. If the RFQ is being submitted by a Joint Venture of two or more firms, each firm must provide background/historical information. The statement must describe the proposed working relationship of the firms and the percentage of the total work each firm is expected to complete. Each firm that is part of the Joint Venture must also provide a true, correct, executed copy of the Joint Venture Agreement that shall state each individual Joint Venturer is jointly and severally liable for the liabilities and obligations of the Joint Venture to the District. Provide resumes and responsibilities of the individuals who would be assigned to this project.*

C.W. Driver LLC is a privately held Limited Liability Company in California. Our ownership structure is included on the following page.

### COMPANY HISTORY

Founded in 1919 by Clarence Wike (C.W.) Driver and John MacDonald, C.W. Driver has built a solid reputation of stability and integrity for over one hundred years. Holding the fifth oldest active contractor license in the state, C.W. Driver is one of the longest-operating contracting firms headquartered in California. The company flourished in the 1920's, building a number of California's landmarks, including the Wilshire Methodist Church, Marymount College (now a part of Loyola Marymount University) and the Adamson House in Malibu.

Dana Roberts, CEO since 1987, started with the firm in 1970. Mr. Roberts has devoted his entire career to the company and its employees, while maintaining the founding principles of quality workmanship and an ultimate commitment to client satisfaction. Under Roberts' direction, C.W. Driver is now a leading firm in educational, civic, urban environments and entertainment projects, maintaining a reputation as one of the dominant builders in California.

In addition to Roberts, the Executive Team is led by President - Karl Kreutziger; Chief Financial Officer - Carl Lowman; and Chief Operating Officer - Rich Freeark. Averaging over 40 years in the construction industry and over 20 years with C.W. Driver, our highly tenured Executive Team instills leadership and professionalism on every project.

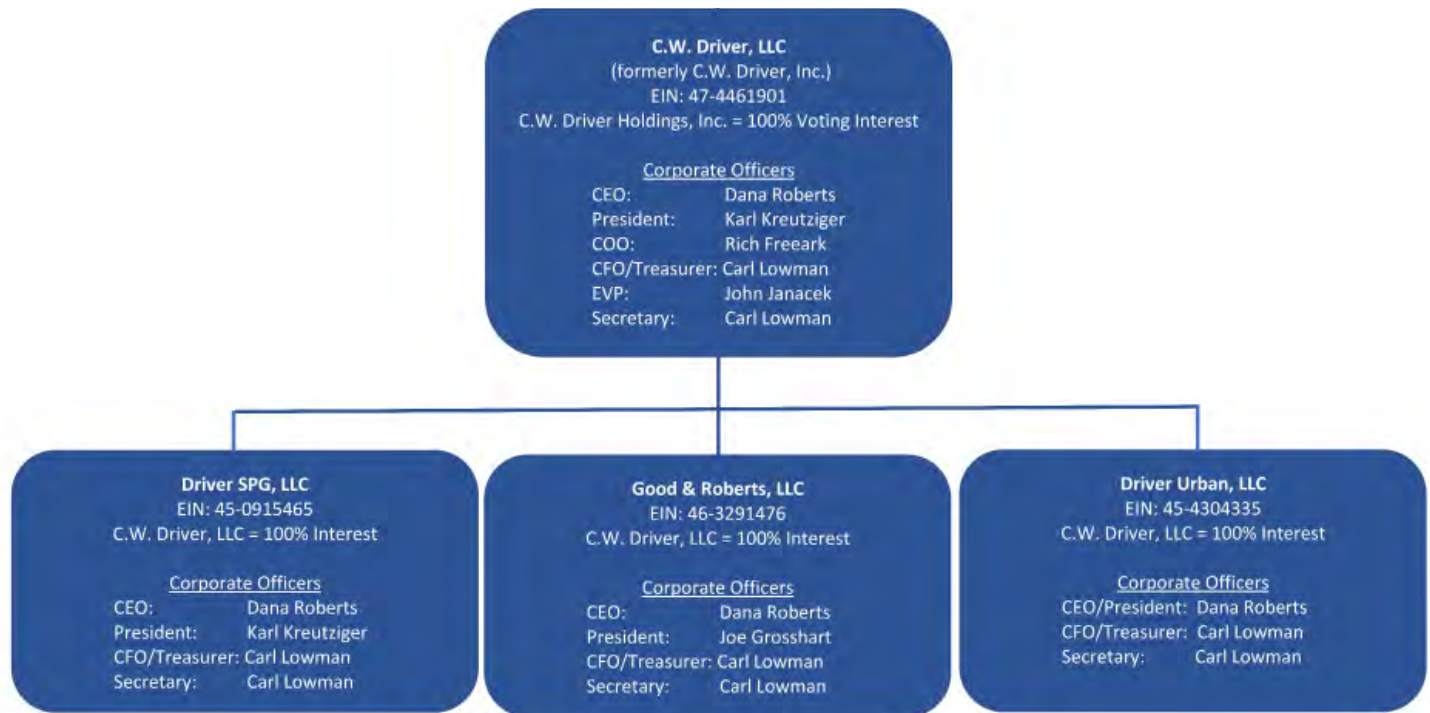
**C.W. Driver Companies provides services in Los Angeles County, Orange County, the Inland Empire, and San Diego County.**

*Resumes of our proposed project team have been included under Tab 3.2.*

*3.1.3 Provide the qualifications of recent (within the past ten years) and relevant experience of staff to be assigned to District projects, including resumes. Identify names of senior members and length of time in firm.*

Please see section 3.2.3 in Tab 3.2.

# OWNERSHIP STRUCTURE



# 3.2

## EXPERIENCE

---



# 3.2

## EXPERIENCE

---

*3.2.1 Provide a brief description of the firm's experience for both New Construction and Modernization projects. At a minimum, identify the number of years of experience in the applicable fields.*

C.W. Driver has been a leader in the education market for over 25 years and is currently ranked as the #5 Education Builder in California by ENR. C.W. Driver specializes in the construction of public K-12 facilities and will provide a highly competent and proven team with insights from nearly \$900 million in DSA/K-12 work within the last 10 years. Our strong portfolio of education projects, many for repeat clients, is a testament to our ability to successfully manage the construction of the Newport-Mesa Unified School District's planned projects.

*3.2.2 Project Listing. List all K-12 school projects that firm has worked on within the last three (3) years. Limit response to no more than the then (10) most recent projects. Each project description should include a brief scope of work, and a client contact by name, agency, title, and phone number who may be contacted for verification.*

Please see following pages for our 10 most recent K-12 projects that we have completed within the past three years.

*3.2.3 Project Team. Identification of the firm's project team and their specific expertise, experience, and resources to ensure suitable completion of the work. Indicate the key team members that will serve as lead management and project manager and will be principally responsible for working with the District. For these key team members specifically, identify all public works projects and California school projects in particular that team member has worked on in the last three (3) years.*

Each proposed team member specializes in construction management services for K-12 projects and has worked on many modernization and new construction projects on active campuses over the past seven years, including the new Performing Arts Center at Woodbridge High School, Cadence Park K-8 School, and Portola High School.

*3.2.4 Public Works Requirements. A brief summary description of firm's familiarity with applicable laws and requirements for public works projects in general and K-12 California school projects in particular, including OPSC State Funded Projects.*

Our project teams interact with state and local agencies on a regular basis as part of our efforts in working with school districts and other public work projects. Since we have longstanding relationships with these agencies and are familiar with their procedures and requirements, we can streamline the approval process without a risk of delay.

**OPSC AND SAB** - We understand that the Office of Public School Construction's (OPSC) mission is to facilitate the process of school applications and to make funding available to qualifying school districts. Given that the State Allocation Board (SAB) is the "approving" entity, OPSC is the conduit for districts to seek SAB approval of eligibility and subsequently funding/grant allowance.

C.W. Driver fully appreciates the responsibility and complex process confronting school districts when faced with constructing a school facility. As construction manager, we recognize that our services during the various stages of a project support the approval process with timely and factual data to secure grant funds and permission to safely and cost effectively deliver adequate education facilities. We recognize that a district must secure SAB approval (through OPSC) for eligibility, then again after securing/submitting DSA and CDE approved plans, and only then will the OPSC release grant amounts upon evidence of district match and construction contract(s). Subsequent requirements include expenditure submittals and audits. Our role is to provide input for documentation and cost data for expenditure submittals/audits in a timely manner.

### **CALIFORNIA DEPARTMENT OF EDUCATION (CDE) -**

C.W. Driver understands that school construction projects that utilize state funds require approval from the California Department of Education (CDE), and that the School Facility Planning Division reviews and approves school sites and plans for student safety and educational appropriateness based on the California Code of Regulations (Title 5). The Title 5 standards are grouped into three main categories:

- Process such as local hearings, environmental proceedings, and LEA board actions.

- Quantifiable standards such as site acreage and minimum classroom square footage.
- Performance standards such as acoustical and lighting issues, parking, and circulation.

C.W. Driver understands the design and construction guidelines that have been established by the CDE. We will work closely with the architect(s) and engineer(s) to ensure that all CDE requirements including Title 5 standards are met for each project, and will assist the architect(s) in the preparation of required documentation.

**DSA** - Since a large majority of C.W. Driver's work includes K-12 and community college projects in California, we have the required experience and necessary knowledge to help streamline the DSA certification process.

As Construction Manager, C.W. Driver will review the contract documents prior to DSA submission and work with the design team to produce a set of documents conducive to DSA approval. We will review critical elements such as:

- Structural conformance
- Fire/Life Safety conformance
- Accessibility requirements
- Energy Efficiency and Title 24 standards

During construction C.W. Driver chairs the DSA Preconstruction meeting and works with the IOR to ensure all testing and inspection requirements are met. We make sure any DSA deferred approvals are submitted properly and in a timely manner, and work with the design team to ensure all revisions have the necessary documentation from DSA. Finally, C.W. Driver works closely with the design team/IOR to ensure an expeditious DSA closeout and ensure that the project complies with codes and regulations.

**DTSC** - C.W. Driver will assist the district in gaining approvals from the Department of Toxic Substance Control and assist in the mitigation of any hazardous materials on-site. C.W. Driver will also assist the District with the approvals required to gain final clearance for the sites, and make recommendations regarding required testing agencies.

*"C.W. Driver performed services in a professional manner. They served as the leader of the project team, developed positive relationship with designers and stakeholders, and promoted teamwork and accountability."*

**Kelvin Okino**

Executive Director of Facilities Planning and Construction  
Irvine USD

*3.2.5 District Contracts. Provide a schedule of all Newport-Mesa Unified School District contracts held within the last three (3) years, including with respect to each project, the project name and the property address, the contract amount, and firm's contact person at the District on said project.*

C.W. Driver has not held any contracts with Newport-Mesa Unified School District over the past three (3) years.





## CHINO VALLEY USD Rolling Ridge Elementary School, Modernization

# 2020

**CHINO HILLS, CA**  
**50,000 SF**

**ARCHITECT**  
WLC Architects, Inc.

**CONTRACT AMOUNT**  
\$10,700,000

**OWNER CONTACT**  
Mr. Greg Stachura  
Assistant Superintendent  
909.628.1201 ext. 1200

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
06.03.2019

**CURRENT STATUS**  
Complete

The Rolling Ridge Elementary School project consisted of the modernization of office, library, multi-purpose, and classroom buildings as well as exterior building improvements and site improvements.

Modernizations to all office, library, multi-purpose, and classroom buildings included new floor and wall finishes will refurbish all the existing rooms, including restrooms. All existing rooftop HVAC units were replaced with high-efficiency, in-kind units. Upgraded mechanical, electrical, and plumbing systems were installed to support the new HVAC units. A new conference room was built to the entry of the classroom wing. The security intrusion systems was also upgraded.

The project revised the path-of-travel to comply with current ADA code requirements for an accessible path from the street and provided

an ADA-compliant path-of-travel from all designated disabled parking stalls to the front door of the School Office and every campus building.

Exterior building improvements included the re-roofing of all existing buildings (except metal roofing) and replaced all existing roof-mounted HVAC equipment with new, in-kind units. Electrical system upgrades replaced all existing building mounted light fixtures with LED lighting systems and controls.

This project was one of five different school site modernizations at Chino Valley USD. Rolling Ridge Elementary school modernizations was completed in the second phase.





# 2020

**EL CAJON, CA**  
18,200 SF

**ARCHITECT**  
Harley Ellis Devereaux Architects

**CONTRACT AMOUNT**  
\$8,000,000

**OWNER CONTACT**  
Grossmont Union High School District  
Ms. Dena Johnson  
Project Manager  
619.644.8150

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
10.30.2019

**CURRENT STATUS**  
Complete

The El Capitan High School building modernization includes buildings 300 & 400 with approximately 18,200 SF.

The building 400 extension included new exterior storefront glass, polished concrete floor, concrete benches on interior and exterior, steel "tree" columns, Trespa material on the interior walls of the attendance office area and the exterior ceiling at entrance. The interior offices in the administration area are a storefront glass system with frosted film for privacy and included some built-in casework and carpet. Also included in the building 400 modernization was a new HVAC system, a new

breakroom with built in casework kitchenette area and new restrooms, a new book storage room, nurse's office, SRO and MSF offices, rework of existing student restrooms as well as a storage room with a new high density file system.

The work on Building 300 included a new roof, new HVAC system, new classrooms, a new special education suite with a built in kitchenette area as well as restrooms/showers.





## IRVINE UNIFIED SCHOOL DISTRICT Springbrook Elementary School

# 2020

**IRVINE, CA**  
**50,000 SF**

### ARCHITECT

Sprotte Watson Architecture Planning

### CONTRACT AMOUNT

\$12,500,000

### OWNER CONTACT

Mr. Kelvin Okino  
Executive Director of Facilities  
Planning & Construction  
949.936.5000

### CONTRACT TYPE

CM-Multi Prime

### START DATE

07.01.2019

### CURRENT STATUS

Complete

This project included a comprehensive modernization and the addition of a new, 10,000 SF classroom building.

The scope for this project included a brand new, 5,200 SF music classroom with 960 SF in vocal classroom space, 1,400 SF for students to learn and practice with their wind instruments, 1,800 SF for a music lab, and 170 SF dedicated to instrument storage.

Also included were the construction of new food service kitchens, fire alarm systems, security systems, and HVAC upgrades. Classrooms also received a facelift with upgrades to furniture, audio/visual systems, and the creation of adjacent flexible collaborative spaces and updated learning environments that are more interactive and supportive through design, innovation and technology.





## IRVINE UNIFIED SCHOOL DISTRICT Woodbridge High School Performing Arts Complex

# 2020

**IRVINE, CA**  
**36,000 SF**

**ARCHITECT**  
SVA Architects

**CONTRACT AMOUNT**  
\$23,000,000

**OWNER CONTACT**  
Mr. Joe Chapin  
Supervisor of Construction Services  
949.936.5361

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
01.01.2019

**CURRENT STATUS**  
Complete

This contemporary complex was an essential expansion of the Irvine Unified School District's performing arts program and provides the community with a fantastic space to explore cultural pursuits.

The new 36,000 SF Performing Arts Complex features a stage with fly loft, orchestra pit, scene shop, and dressing rooms, as well as designated space for classrooms (dance, drama, visual arts, video production, broadcasting, journalism) and staff work rooms and collaborative areas.

The 700-seat theater includes a sound and light control room, green/dressing room and various theater support spaces such as a lobby, concessions and ticket booth.

The six classrooms and labs are shared by the dance, drama, visual arts, and technical arts departments including broadcast, video production, and journalism. Additional equipment storage, staff office space, and conference room are also included in this space.

Woodbridge High School was named a Signature School by the GRAMMY Foundation for its outstanding music program—one of only 13 schools across the nation to receive this recognition.





# SAN DIEGO UNIFIED SCHOOL DISTRICT HVAC Upgrades, Package D

2020

**SAN DIEGO, CA**  
**200,000 SF**

**ARCHITECT**  
Sillman Wright Architects

**CONTRACT AMOUNT**  
\$21,500,000

**OWNER CONTACT**  
Ms. Ashley Mains  
Contract Specialist  
858.522.5830

**CONTRACT TYPE**  
Design-Build

**START DATE**  
05.20.2019

**CURRENT STATUS**  
Complete



The project included HVAC Upgrades to six San Diego USD campuses: Chavez Elementary School, Jefferson Elementary School, Kimbrough Elementary School, Perkins Elementary School, Roosevelt Middle School, and Rowan Elementary School.

As the Design-Build, C.W. Driver was responsible for the complete design, regulatory approval, utility service provider coordination, and construction administration, construction of the new HVAC systems and appurtenances, and project closeout services on each campus.

The scope of work included demolition, site infrastructure upgrades, installation of new HVAC systems as specified at each school, commissioning, and restoration, as needed. The design-build team worked closely with the District to utilize the bridging documents as the basis of design to minimize the changes in order to expedite the delivery of the projects. The team made modifications to the original design for aesthetic purposes or to improve the efficiency of the installation.

Since the project encompassed multiple sites concurrently, communication with District and campus representatives was extremely important. Weekly meetings were held with each site's personnel including the Principal and/or Vice Principal and Lead Custodian. A site-specific logistics plan, as well as preliminary schedule, were also provided and reviewed with all stakeholders. It was essential that each site's personnel were aware of the upcoming construction activities, so that necessary precautions could be taken, such as removal of personal items from spaces, removal of sensitive material, and removal of mobile electronic devices prior to the start of construction.



# 2020

**SAN DIEGO, CA**  
**36,000 SF**

**ARCHITECT**  
SVA Architects

**CONTRACT AMOUNT**  
\$18,700,000

**OWNER CONTACT**  
Mr. Daniel Young  
Facilities Construction Planner  
760.753.6491 ext. 5618

**CONTRACT TYPE**  
Lease-Leaseback

**START DATE**  
07.01.2019

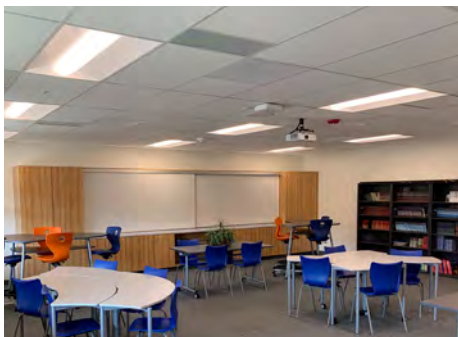
**CURRENT STATUS**  
Complete

The Sunset High School Campus project included the demolition and regrade of the existing high school and construction of four new buildings.

Building 1 is a split-story administration and classroom building while Buildings 2, 3, and 4 are single-story classroom structures. Campus spaces included three special education classrooms, including sensory rooms; an art room and patio; two culinary classrooms; a science lab; and a two-story multipurpose room. Outdoor campus spaces consisted of an amphitheater, basketball court, running track, and an 85-space surface parking lot.

All buildings are connected by a covered walkway. All building structures are wood construction with stucco exterior finish and PVC ribbed roofing (pitched roof).

Building 1 sits on a CIP concrete foundation, which includes a Level 1 retaining wall that run the full length of the building. All classrooms have a complete casework teaching unit that includes sliding marker boards, with open shelving concealed behind, wardrobe and base cabinet storage spaces, and integrated data system for audio/video presentations. The site is engineered to receive storm water several ways: (8) BMP Civil landform features, including the interior courtyard permeable pavers/ subsurface drainage system; a 60" detention storage pipe (capable of storing 4,906 CF of storm water); and (1) Bio Clean unit.





## CHINO VALLEY USD Gerald F. Litel Elementary School, Modernization

# 2019

**CHINO HILLS, CA**  
**39,400 SF**

**ARCHITECT**  
WLC Architects, Inc.

**CONTRACT AMOUNT**  
\$10,800,000

**OWNER CONTACT**  
Mr. Greg Stachura  
Assistant Superintendent  
909.628.1201 ext. 1200

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
09.27.2018

**CURRENT STATUS**  
Complete

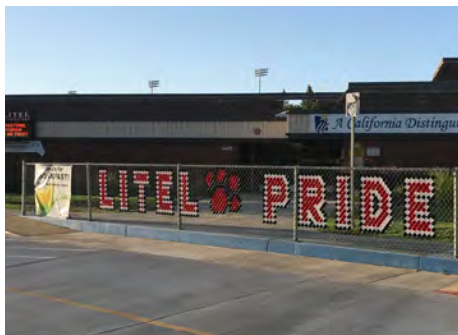
The Gerald F. Litel Elementary School project consisted of the modernization of classroom buildings, exterior building improvements, and site improvements.

Modernizations to all classroom buildings included mechanical, electrical, and plumbing upgrades to support new HVAC units. New floor and wall finishes refurbished all the existing rooms, including restrooms. A new conference room was built to the entry of the classroom wing. Security intrusion systems were also upgraded.

The project revised the path-of-travel to comply with current ADA code requirements for an accessible path from the street and provide an ADA-compliant path-of-travel from all designated disabled parking stalls to the front door of the School Office and every campus building.

Exterior building improvements included the re-roofing of all existing buildings (except metal roofing) and replace all existing roof-mounted HVAC equipment with new, in-kind units. Electrical system upgrades will replace all existing building mounted light fixtures with LED lighting systems and controls.

This project is one of five different school site modernizations at Chino Valley USD. The Gerald F. Litel Elementary School Modernizations was completed in the first phase.





## EL CAPITAN HIGH SCHOOL New Events Center

# 2019

**EL CAJON, CA**  
**15,000 SF**

**ARCHITECT**  
Harley Ellis Devereaux Architects

**CONTRACT AMOUNT**  
\$10,700,000

**OWNER CONTACT**  
Grossmont Union High School District  
Ms. Dena Johnson  
Project Manager  
619.644.8150

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
09.01.2018

**CURRENT STATUS**  
Complete

The new 15,000 SF Events Center at El Capitan High School adds much needed band, drama, and dance space to the campus.

This complex is divided into two buildings, establishing a dramatic, focal entrance and creating connected outdoor spaces. Inside, the event center includes a flat floor with 250 retractable seating to accommodate theater productions, band performances, gallery shows, testing and banquets. The complex also includes a lobby, concessions and snack bar, band room, practice rooms, green room, dance studio, drama classroom, and restroom facilities.

The completed event center establishes a new focal point and gathering area on El Capitan High School's campus—one that proudly reflects the school's cultural heritage and welcomes the surrounding community.





## IRVINE UNIFIED SCHOOL DISTRICT Cadence Park School

# 2018

**IRVINE, CA**  
**94,000 SF**

**ARCHITECT**  
PJHM Architects, Inc.

**CONTRACT AMOUNT**  
\$44,400,000

**OWNER CONTACT**  
Mr. Kelvin Okino  
Executive Director of Facilities  
Planning & Construction  
949.936.5000

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
07.07.2017

**CURRENT STATUS**  
Complete

This Art Deco-inspired Kindergarten through Eighth Grade School sits on 13 acres and encompasses eight buildings.

The 94,000 SF campus includes a gymnasium with an attached fitness lab, as well as outdoor collaboration spaces for all grade levels. Classrooms for grades one through five have direct access to interior collaboration spaces, and grades six through eight have access to a quad with an outdoor amphitheater, small group instruction areas, space for outdoor science activities and a garden.

The school features an innovation lab with a maker's space, video

production room and flexible learning space with a roll-up door to accommodate a variety of lesson types. A library with a story-telling space will double as a small group work area.

Cadence Park School is the Irvine Unified School District's (IUSD) 40th school and fourth K-8 campus. It was built to accommodate the growth of Orange County's Great Park neighborhoods and has the capacity to serve up to 1,000 students.





# 2018

**SAN DIEGO, CA**  
**42,000 SF**

**ARCHITECT**  
Lionakis

**CONTRACT AMOUNT**  
\$13,400,000

**OWNER CONTACT**  
San Dieguito Union High School District  
Mr. John Addleman  
Dir., Planning & Financial Management  
760.753.6491

**CONTRACT TYPE**  
CM-Multi Prime

**START DATE**  
08.01.2017

**CURRENT STATUS**  
Complete

The new Building C expanded the growing Pacific Trails Middle School campus with a new 42,000 SF classroom and laboratory building.

This project included the construction of a new two-story, steel frame building housing classrooms, computer lab, and fabrication lab/multi-purpose room. High-performance design features like natural daylighting and operable windows, for example, take advantage of the temperate north San Diego county climate.

The additional project scope included two shade structures,

improved the drop-off area, and renovated locker rooms.

The project was located in the middle of an active middle school campus, so the project team had to pay careful attention to logistics and safety. To minimize disruption and sound, temporary walls were set up around the site with cut-outs for students to look in to see the construction progress.



# 3.2.3

## PROJECT TEAM

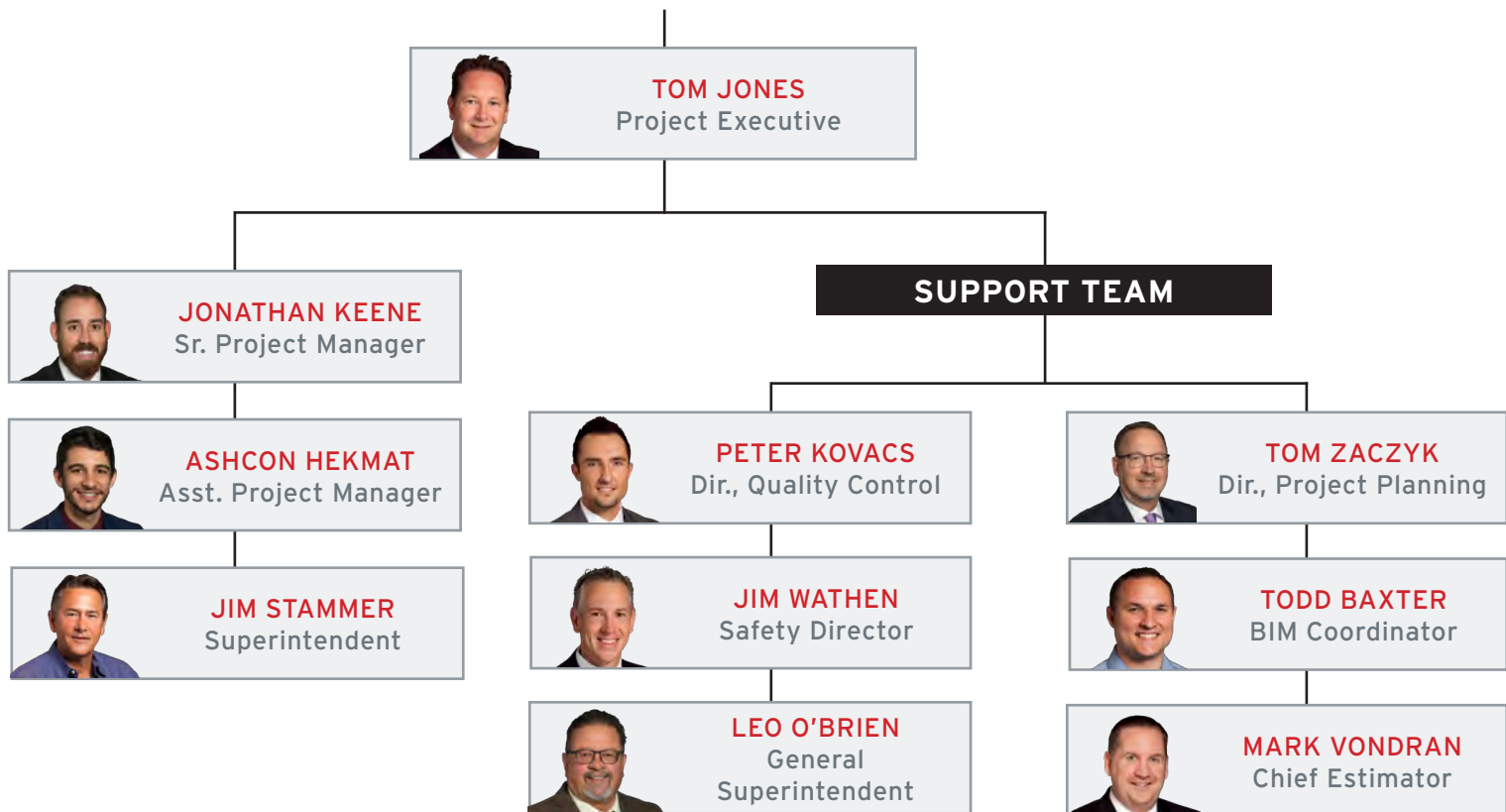
*Project Team. Identification of the firm's project team and their specific expertise, experience, and resources to ensure suitable completion of the work. Indicate the key team members that will serve as lead management and project manager and will be principally responsible for working with the District. For these key team members specifically, identify all public works projects and California school projects in particular that team member has worked on in the last three (3) years.*

### PROJECT TEAM

C.W. Driver has the necessary resources and key personnel to perform the designated services for Newport-Mesa USD. We have provided a sample team that are experts in delivering construction management services for K-12 projects. The following pages contain resumes of each individual and identify their recent experience in California school projects.



**Newport-Mesa**  
Unified School District





## TOM JONES Project Executive

As the Project Executive, Tom is ultimately responsible for the oversight and success of the entire project. He will work closely with Jonathan and will oversee the project team, attend progress meetings, and provide the necessary guidance and resources to ensure the success of the project. During all phases, he will have direct interface with the District and team to ensure the project meets all expectations.



### SPECIFIC PROJECT EXPERIENCE

#### IRVINE USD - WOODBRIDGE HIGH SCHOOL, PERFORMING ARTS COMPLEX

Contract Amount: \$23,000,000

Delivery Method: CM - Multi Prime

Description: The new 36,000 SF Performing Arts Complex features a 700-seat theater; a stage with fly loft, orchestra pit, scene shop, prop and costume storage, piano and orchestra shell storage; sound and light control room; two dance and drama classrooms; a collaborative teaming area; Visual Arts classroom and design lab; and three technical arts classrooms that include a broadcast studio, video production lab, equipment storage, and a journalism classroom.

#### IRVINE USD - SPRINGBROOK ELEMENTARY SCHOOL MODERNIZATION

Contract Amount: \$12,524,000

Delivery Method: CM - Multi Prime

Description: This project included a comprehensive modernization and the addition of a new, 10,000 SF classroom building. Scope for this project included a brand new, 5,200 SF Music Classroom with 960 SF in Vocal Classroom space, 1,400 SF for students to learn and practice with their Wind Instruments, 1,800 SF for a Music Lab, and 170 SF dedicated to instrument storage.

#### LONG BEACH USD - CABRILLO HIGH SCHOOL AQUATIC FACILITY

Contract Amount: \$11,031,000

Delivery Method: Lease-Leaseback

Description: The new aquatic facility at Cabrillo High School features an outdoor, fully compliant competition pool with 20-feet of perimeter decking on each side. A 10-foot perimeter wall and decorative fencing enclose the facility, which also includes boys/girls showers/locker rooms, team showers/locker rooms, restrooms, office spaces, ticket/concession stand, deck storage and shaded viewing bleachers with approximately 275-person capacity.

#### BRENTWOOD SCHOOL - SALTAIR WEST ANNEX & PARKING GARAGE

Contract Amount: \$18,220,000

Delivery Method: General Contracting

Description: The building will include 20,796 SF of floor area that includes classrooms, employee childcare center, indoor activity room, and support spaces for kindergarten, science, music, and art. The single-level parking garage will provide approximately 21 parking spaces and will connect to the existing parking garage located under the Arts and Athletics Center.

Newport-Mesa USD RFQ for CM Services

### QUALIFICATIONS

**31 YEARS EXPERIENCE**

**28 YEARS WITH C.W. DRIVER**

B.S., Construction Management

10 Hour OSHA

### EXPERIENCE IN:

- ✓ CM-Multi Prime
- ✓ DSA K-12
- ✓ California Schools
- ✓ Modernizations
- ✓ New Construction
- ✓ Performing Arts Center
- ✓ Specialized Classroom



## JONATHAN KEENE LEED AP Senior Project Manager

As the Senior Project Manager, Jonathan will be the District's direct point of contact and have decision-making authority to lead the team through design and construction. He will provide the field with the proper tools and support to construct the project and must coordinate closely with the Architect and the District to assure a smooth construction process and timely completion.



### SPECIFIC PROJECT EXPERIENCE

#### IRVINE USD - WOODBRIDGE HIGH SCHOOL, PERFORMING ARTS COMPLEX

Contract Amount: \$23,000,000

Delivery Method: CM - Multi Prime

Description: The new 36,000 SF Performing Arts Complex features a 700-seat theater; a stage with fly loft, orchestra pit, scene shop, prop and costume storage, piano and orchestra shell storage; sound and light control room; two dance and drama classrooms; a collaborative teaming area; Visual Arts classroom and design lab; and three technical arts classrooms that include a broadcast studio, video production lab, equipment storage, and a journalism classroom.

#### IRVINE USD - NEW CONSTRUCTION, MOD, EXPANSION, FOUR CAMPUSES

Contract Amount: \$46,600,000

Delivery Method: CM - Multi Prime

Description: The first phase of this project included the modernization and expansion of Brywood and Meadow Park Elementary Schools. The second phase of this project included a comprehensive modernization of each elementary school and the addition of a new classroom building at Springbrook and Westpark Elementary School. Both phases included a comprehensive modernization of each elementary school and the addition of a new music classroom building.

#### IRVINE USD - CADENCE PARK K-8 SCHOOL

Contract Amount: \$44,430,000

Delivery Method: CM - Multi Prime

Description: The 94,000 SF campus includes a gymnasium with an attached fitness lab, as well as outdoor collaboration spaces for all grade levels. Classrooms for grades one through five have direct access to interior collaboration spaces, and grades six through eight have access to a quad with an outdoor amphitheater, small group instruction areas, space for outdoor science activities and a garden.

#### IRVINE USD - PORTOLA HIGH SCHOOL (HS #5) & PERFORMING ARTS CENTER

Contract Amount: \$125,950,000

Delivery Method: CM - Multi Prime

Description: The facility includes 16 campus buildings consisting of a one-story Administration Building, two-story Performing Arts Building, one-story Electives Classroom Building, one-story Student Union, four two-story Classroom Buildings, one two-story Science/Special Ed/Classroom Buildings and a Gymnasium.

### QUALIFICATIONS

#### 16 YEARS EXPERIENCE

#### 12 YEARS WITH C.W. DRIVER

B.S., Construction Engineering Management

10 Hour OSHA

LEED® Accredited Professional

### EXPERIENCE IN:

- ✓ CM-Multi Prime
- ✓ DSA K-12
- ✓ California Schools
- ✓ Modernizations
- ✓ New Construction
- ✓ Performing Arts Center
- ✓ Specialized Classroom



## ASHCON HEKMAT Assistant Project Manager

As the Assistant Project Manager, Ashcon's primary duties are to assist the Project Manager in expediting all administrative functions of the project. His responsibilities include developing project scopes of work, updating schedules, conducting coordination meetings, obtaining permits, and processing payment requests. He is also responsible for the QC program, architectural interface, product submittals, shop drawings, and material procurement/tracking.



### SPECIFIC PROJECT EXPERIENCE

#### IRVINE USD - WOODBRIDGE HIGH SCHOOL, PERFORMING ARTS COMPLEX

Contract Amount: \$23,000,000

Delivery Method: CM - Multi Prime

Description: The new 36,000 SF Performing Arts Complex features a 700-seat theater; a stage with fly loft, orchestra pit, scene shop, prop and costume storage, piano and orchestra shell storage; sound and light control room; two dance and drama classrooms; a collaborative teaming area; Visual Arts classroom and design lab; and three technical arts classrooms that include a broadcast studio, video production lab, equipment storage, and a journalism classroom.

#### IRVINE USD - CADENCE PARK K-8 SCHOOL

Contract Amount: \$44,430,000

Delivery Method: CM - Multi Prime

Description: The 94,000 SF campus includes a gymnasium with an attached fitness lab, as well as outdoor collaboration spaces for all grade levels. Classrooms for grades one through five have direct access to interior collaboration spaces, and grades six through eight have access to a quad with an outdoor amphitheater, small group instruction areas, space for outdoor science activities and a garden.

#### IRVINE USD - PORTOLA HIGH SCHOOL (HS #5) & PERFORMING ARTS CENTER

Contract Amount: \$125,950,000

Delivery Method: CM - Multi Prime

Description: The facility includes 16 campus buildings consisting of a one-story Administration Building, two-story Performing Arts Building, one-story Electives Classroom Building, one-story Student Union, four two-story Classroom Buildings, one two-story Science/Special Ed/Classroom Buildings and a Gymnasium.

#### UC RIVERSIDE - STUDENT RECREATION CENTER EXPANSION

Contract Amount: \$36,561,940

Delivery Method: General Contracting

Description: The new, LEED® Gold certified amenities include a swimming pool & spa, indoor jogging track, indoor climbing & bouldering wall, additional indoor courts, state-of-the-art fitness lab & massage therapy room, additional cardio & weight equipment, multi-purpose rooms, tennis courts, and demonstration kitchen.

### QUALIFICATIONS

#### 8 YEARS EXPERIENCE

#### 7 YEARS WITH C.W. DRIVER

B.S., Construction Engineering  
Technology

### EXPERIENCE IN:

- ✓ CM-Multi Prime
- ✓ DSA K-12
- ✓ California Schools
- ✓ Modernizations
- ✓ New Construction
- ✓ Performing Arts Center
- ✓ Specialized Classroom



## JIM STAMMER Superintendent

As the Superintendent on the project Jim will be responsible for all on-site construction activities, including safety, quality control, scheduling/coordination of subcontractor work, and interfacing with the Owner's representatives and the supervising entity. He will work with the project team to develop a construction plan with specific attention towards site logistics with sensitivity to the surrounding area.



### SPECIFIC PROJECT EXPERIENCE

#### IRVINE USD - WOODBRIDGE HIGH SCHOOL, PERFORMING ARTS COMPLEX

Contract Amount: \$23,000,000

Delivery Method: CM - Multi Prime

Description: The new 36,000 SF Performing Arts Complex features a 700-seat theater; a stage with fly loft, orchestra pit, scene shop, prop and costume storage, piano and orchestra shell storage; sound and light control room; two dance and drama classrooms; a collaborative teaming area; Visual Arts classroom and design lab; and three technical arts classrooms that include a broadcast studio, video production lab, equipment storage, and a journalism classroom.

#### IRVINE USD - PORTOLA SPRINGS ELEMENTARY SCHOOL

Contract Amount: \$25,380,000

Delivery Method: CM - Multi Prime

Description: Sitting on the 15 acre site included a new performing arts/multi-purpose room, classroom buildings, kitchen facility, learning commons center, science and innovation labs and a new administration center. The site was also developed with new sports fields, outdoor learning spaces and a community garden which rounded out the collaborative learning environment.

#### IRVINE USD - CADENCE PARK K-8 SCHOOL

Contract Amount: \$44,430,000

Delivery Method: CM - Multi Prime

Description: The 94,000 SF campus includes a gymnasium with an attached fitness lab, as well as outdoor collaboration spaces for all grade levels. Classrooms for grades one through five have direct access to interior collaboration spaces, and grades six through eight have access to a quad with an outdoor amphitheater, small group instruction areas, space for outdoor science activities and a garden.

#### IRVINE USD - PORTOLA HIGH SCHOOL (HS #5) & PERFORMING ARTS CENTER

Contract Amount: \$125,950,000

Delivery Method: CM - Multi Prime

Description: The facility includes 16 campus buildings consisting of a one-story Administration Building, two-story Performing Arts Building, one-story Electives Classroom Building, one-story Student Union, four two-story Classroom Buildings, one two-story Science/Special Ed/Classroom Buildings and a Gymnasium.

### QUALIFICATIONS

#### 22 YEARS EXPERIENCE

#### 10 YEARS WITH C.W. DRIVER

10 Hour OSHA

First Aid/CPR

SWPPP Training

Building Commissioning

Fall Protection

Heat & Illness Prevention

### EXPERIENCE IN:

- ✓ CM-Multi Prime
- ✓ DSA K-12
- ✓ California Schools
- ✓ Modernizations
- ✓ New Construction
- ✓ Performing Arts Center
- ✓ Specialized Classroom

## SUPPORT STAFF



**PETER KOVACS**  
**Director of Quality Control**

As the Director of QC, Peter and his team thoroughly analyze the documents from a contractor's perspective, with the overall goal of minimizing issues during construction and ensuring design integrity, coordination, and completeness is achieved. Peter is a licensed Architect in the State of California with over 20 years of experience in the AEC industry. He has extensive knowledge of both design and construction with a focus on risk mitigation and construction quality control.



**TOM ZACZYK**  
**Director of Project Planning**

As the Director of Project Planning, Tom will lead in the development and maintenance of the entire project schedule, including preconstruction and design, development of the bid schedule, construction and closeout. He will work closely with the project team in the monitoring and control of the schedule, so that all of the milestone dates, as well as the contract completion date, are met. Deliverables will include look ahead and progress schedule updates as outlined within the project specifications.



**Leo O'Brien**  
**General Superintendent**

As the General Superintendent, Leo provides company-wide leadership and management oversight of field operations. He will advise the project team regarding the planning of site logistics and construction sequencing. Leo will visit the project weekly to advise and interact with the team, with an emphasis on schedule adherence, the quality of work in place and the fostering of good subcontractor and union relationships.



**JIM WATHEN, CSP**  
**Safety Director**

Jim is responsible for ensuring that every employee is provided with safe working conditions, that all safety regulations are observed and that employees use common sense to protect themselves and others. Every employee receives, reviews and signs a copy of the program, committing their dedication to safety in the workplace. Jim has led C.W. Driver's teams in earning numerous awards and safety designations, including Cal OSHA's VPP Program, which only 17 other builders in the state of California have been awarded.



**TODD BAXTER**  
**BIM Manager**

Todd will ensure that the BIM platform is utilized to its optimum potential in adding value to the project. He will oversee and perform coordination meetings between the project's design team and subcontractor base to ensure that all MEPF systems interact seamlessly with one another and are placed properly within the structures. This process of coordination is critical in ensuring accurate fabrication and timely installation of MEPF systems. He will also lead the as-built BIM maintenance process to ensure the final model is accurate and complete.



**MARK VONDRAN**  
**Chief Estimator**

As Chief Estimator, Mark will head-up the conceptual through final budgeting process. Mark is especially talented in continual communication and cost studies that help our clients and design teams to make smart decisions, moving forward. Mark is well versed in K-12 and DSA processes, having a deep understanding of all state and local agency requirements. Mark enjoys working closely with our subcontractor teams gathering their input during preconstruction to drive down cost, resulting in savings to the overall budget.

# 3.3

## PROJECT AND COST MANAGEMENT

---



# 3.3

## PROJECT AND COST MANAGEMENT

*3.3.1 Project Management. Describe the project management procedures employed by your firm to minimize change orders and ensure well-coordinated and complete work product. Include the following information:*

*3.3.1.1 Describe the type of staffing is required to manage the project effectively. Provide hourly rates for each classification.*

*3.3.1.2 Describe the approach is taken to stay on schedule and meet project timeline goals.*

*3.3.2 Computer Project Management/Scheduling and Electronic Design. Briefly describe firm's experience with scheduling and ensuring the scope of work is completed on time, as well as the any additional software that will be utilized.*

### OVERALL APPROACH

C.W. Driver will work with the District, stakeholders, Architect, and design consultants as a collaborative team from the start. We will provide the requisite construction management services during the project in the design phase, through construction, close-out and the warranty period for the project.

We recognize that to meet your expectations, our role will effectively be as an extension of your staff. Our experience, combined with our long history as a construction manager and also general contractor, will afford you the confidence that C.W. Driver has the most to offer the District. The following pages outline the processes and specific steps we will take to make your project successful.

### STAFFING APPROACH

We staff each project by carefully selecting the right talent and background to guarantee project success. For Newport-Mesa USD, we have a depth of staff that are experts in providing construction management services for K-12 districts. The preconstruction phase is lead by our project management team and support by our in-house estimating, constructability, scheduling, and BIM departments. During construction, C.W. Driver will have a full-time team onsite to monitor all aspects of construction. Safety and logistics planning are also a critical component of our services.

To provide an example of how we staffed a previous project, on the Irvine USD Woodbridge High School Performing Arts Center, we provided both preconstruction and construction services under a Construction Manager- Multi Prime (CMMP) delivery . During preconstruction, our Project Executive

and Senior Project Manager worked closely with our Senior Estimator to provide budgets at each design milestone. We also provided a constructability review at 90% CDs, which was performed by our Director of Quality Control. Our Scheduling Department played a key role in developing the project's schedule, alongside our Superintendent, and updated the schedule throughout the design phase, as necessary. Site logistics planning was also critical because the project was on an active campus and adjacent to a residential neighborhood. Our Senior Project Manager and Superintendent worked alongside the District to develop a plan that minimized disruptions to the campus the surrounding residents.

Once construction started, our on-site team that was present on a full-time basis consisted of our Senior Project Manager, Assistant Project Manager and our Superintendent. Our Project Executive visited the site weekly. Additionally, our Safety Director and General Superintendent toured the project on a weekly basis as well.

*Hourly rates for proposed staff are included at the end of this proposal under Tab 3.7.*

### COST ESTIMATING AND BUDGET VALIDATION

Our team will validate the budget once given the NTP, and continually monitor the budget throughout the project. When developing the budget, the following factors will be considered:

- Real-world experience with the product or system
- Input from trades based on real time pricing
- Site conditions
- Hard and soft costs
- Allowances for undefined work
- Price escalations
- Appropriate contingencies

Our process for providing consistent budgets from preconstruction to establishing the GMP is as follows:

- *Target Value Design Concepts* - Our process to confirm the project budget is sufficient to construct the project starts by providing an initial estimate that will be used as a baseline. Our team will set target budgets and will analyze every building element for cost, constructability, sustainability, and aesthetics. The creation of an early cost model provides guidelines for the District and the architect to balance scope, schedule, and budget.
- *Cost Estimating Technology* - We utilize the latest technology, such as On-Screen take-off, Bluebeam,

and NavisWorks to track quantities and costs of all project elements. This information is incorporated into proprietary customized spreadsheets for each project element where it is priced individually and then summarized for the entire project. We also have various technologies to do conceptual estimating, which allows our team to generate a “what if” analysis for all components of your building and quickly depict potential cost scenarios.

- *Trade Contractor Input* - We will also solicit and incorporate trade contractor input and real time costing information. The collected data ensures that current market conditions, options, and pricing are factored into the budget.
- *Value Analysis* - We understand the importance of providing cost studies and design options to maintain the project budget. This effort maximizes the project value for the District in addition to achieving the target budget. This information is updated and identified in a value engineering log that includes various options, cost savings, and decisions. Our focus is on adding value for items that do not alter student and staff experience.

#### DESIGN COLLABORATION/COST STUDIES

Assuming the design is already in progress, the District will likely desire cost studies right away, to help identify priority areas for saving and adding additional value. C.W. Driver will hold and document cost study meetings, where we may “value

engineer” by identifying elements valued more highly by the District and user group, placing more emphasis on them and less emphasis (and cost) on lesser needed aspects. This process will be collaborative and “open book.” We will maintain a log of cost recommendations backed by detailed cost estimates. When developing the log, close attention is paid to real cost savings and impact on scheduling and phasing.

In addition to assisting the Architect in providing construction documents that meet budget, we will create deductive alternates for the bid process, to help mitigate the effects of market fluctuations over time.

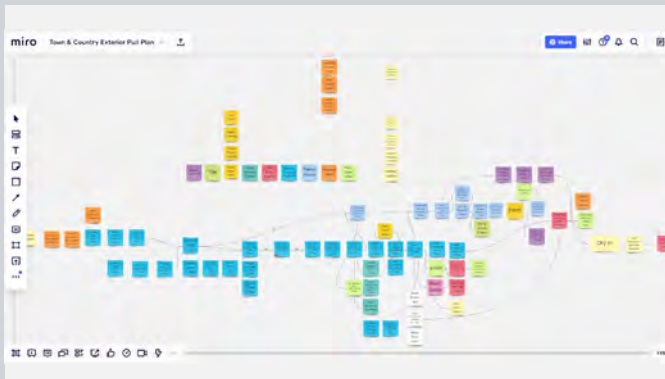
#### PROJECT SCHEDULE

We will develop and manage a preconstruction schedule for the project and will continue the efforts throughout project completion and close-out activities. Scheduling is crucial to the success of our projects so we have created a department focused solely on Lean Project Planning. Using a combination of Last Planner System (LPS) / Pull Planning and Critical Path Method Scheduling (CPM), we find that developing a master schedule using Primavera P6 and integrating Pull Planning sessions throughout the entire project brings the best results. A core concept of lean construction is employing the talents and motivation of all levels of team, particularly trade foreman and supervisors. By embracing the goals and needs of the trades and the District concurrently, we are able to translate knowledge into a plan that considers the group's collective experience and real-time project needs and informs our decisions.

#### VIRTUAL PULL PLANNING

C.W. Driver implements virtual pull planning as part of our schedule development process. The software, called Miro, allows our project teams to collaborate in a virtual workspace where everyone can generate their detailed or specific tags for the project's pull plan scheduling effort.

We can create blank whiteboards where we can invite our trade partners to collaborate on that same virtual whiteboard. All participants can then add their detailed or specific tags, make comments, drag and drop their tags into the correct spot, etc. From there, we can draw lines from tag-to-tag that show specific relationships between activities.



Traditionally, these pull planning sessions were held in-person, but we have found that there are many benefits of virtual pull planning. The benefits are as follows:

- **Unlimited Capacity:** No congestion at the project job sites from parking and meeting space size restrictions
- **Environmentally Friendly:** No need for wasting plotter paper or post-it notes
- **Cloud Storage:** The whiteboards are saved for as long as you need them; no need for preserving the hard copy
- **Easily Distributed:** Each session's whiteboard can be exported as a PDF and sent to all the collaborators after the meeting
- **Effective Collaboration:** No more side conversations where the room can get loud, and it can be hard to concentrate
- **Proactive Approach:** Collaborators are more inclined to be proactive and make their tags prior to the start of the meeting
- **Ease of Use:** Simple program where everyone is able to learn how to add tags quickly and easily
- **Efficient Workflow:** Meeting duration times are reduced by 50% because collaborators are more focused
- **Maximum Participation:** More collaborators can attend in the virtual environment

## **SCHEDULE MAINTENANCE/POTENTIAL DELAYS**

C.W. Driver will review and update the Master Project Schedule daily with weekly look-ahead updates, along with formal updates issued on a monthly basis, to reflect actual project performance. Any adjustments to work activities will be included in the updates to ensure that the completion dates of the project are achieved. Maintenance of the schedule and phasing plans is critically important. If time is lost when delays occur for any reason, it will be our responsibility to document deviations accurately and immediately develop recovery plans and corrective actions to the schedule/phasing to maintain milestone dates. The use of a four-week look-ahead schedules based on the master schedule will help anticipate project challenges before they occur, with the intent of mitigating the negative impacts to the project. This allows us to formulate corrective action, revise the schedule, and avoid costly project delays.

## **CONSTRUCTABILITY REVIEW**

There are numerous benefits to a thorough constructability review process, but most importantly, it leads to a significant reduction in costly change orders during construction when done correctly. In a recent study conducted by C.W. Driver, an average project that went through our constructability review process reduced change orders by approximately 65% when compared to projects that went without a constructability review. Another major benefit is that when change orders and RFI's are reduced, so are the schedule delays that would typically accompany those issues. Overall, the project has a greater chance of finishing within budget and on time.

Rarely found in most construction companies, C.W. Driver has maintained a Quality Control Department that is dedicated to upholding our high standards for quality, starting from a project's design stage clear through project turnover. On any given project, constructability reviews are managed and performed internally by our Quality Control Department's Constructability Review Team, along with input from the project's designated Superintendent, Project Manager, and Estimator.

Our systematic review process has been refined over many years and has proven to be one of the best in the industry. Through years of experience and lessons learned on past projects, we have identified four major categories that we base our review efforts around.

### **1. Interdisciplinary Coordination**

All disciplines are systematically reviewed against each other to verify coordination at all points of interface.

### **2. Build-ability**

We uncover potential weaknesses in the design, sequencing issues and logistical problems to ensure the project can be built as intended.

### **3. Bid-ability**

Construction documents are reviewed to verify adequate

information is provided and that the scope of work is clear and consistent to anyone that is bidding the project.

## **4. Building System Analysis**

All building systems, including Mechanical, Plumbing, Electrical, Audio/Visual, Security and any additional specialty systems are evaluated by our staff of specialists for design integrity, coordination, and completeness.

At the completion of each review, we provide the design team a detailed report that lists all the of issues found, in addition to a set of redlined plans and specifications. The report is best used as a tracking tool that can show what items have been corrected and what items still need to be addressed. Once the items have been incorporated by the design team, we perform a Back Check on the updated set of construction documents to verify everything has been corrected.

## **BID AWARD PHASE SERVICES**

**Prime Contractor Advertisement and Solicitations** - Create bidder interest utilizing our extensive database of qualified Prime Contractors; Solicit bids from a minimum goal of ten Prime Contractors per trade. We will implement a heavy email and telephone campaign to bring interest in the project.

**Development of Prime Contractor Bid Packages** - Early involvement increases familiarity and assists in preparing clear and concise bid packages; This clarity avoids potentially costly overlapping of scope from one trade to the next and ambiguities that cause bidders to add hidden contingencies.

**Trade Contractor Prequalification** - Assist the District in the trade contractor prequalification; Prequalify bidders by using objective evaluation criteria such as safety, financial stability, K-12 experience, and similar project experience.

## **Bid Evaluation, Review and Recommendation to Award**

Thorough review is performed to ensure compliance and scope of work is within the acceptable range of the budgeted amount and the low, responsive bidder is complete, recommend contract awards to the District for their approval. The review will include an interview of the lowest two or three bidders and a detailed analysis.

C.W. Driver will prepare Prime Contracts for execution, assist with the preparation and/or issue NTP's to the Prime Contractors on behalf of the District, require all Prime Contractors to provide appropriate bonding and insurance, and verify all required documents have been provided and executed prior to the commencement of any field activities.

## **CONSTRUCTION PHASE SERVICES**

The C.W. Driver team will implement appropriate planning and tracking measures, with every aspect of the job being monitored for daily, weekly and monthly progress. The synergy generated by the team, and attention to promises made, missed and kept, leads to a social project network that nurtures motivation and teamwork, and continual improvement towards our common goal. A summary of our responsibilities and procedures are as follows:

- BIM Leadership and Coordination of Models
- Insurance/Bonds
- Quality Control Program Including Waterproofing Consultant
- Scheduling
- MEP Coordination
- Conduct Construction Kick-Off Meetings
- Cost Control
- Safety Program/CAL-OSHA Compliance
- Change Order and RFI Management
- Monthly Application for Payments
- Manage CEQA and Mitigated Monitoring Plan
- Project Close Out
- Final Payments
- Filling of NOC's and DSA Closeout

C.W. Driver will conduct a construction kick-off meeting to familiarize the Prime Contractors with the goals established during the preconstruction phase of the project. We will reinforce the need for communication and review all aspects of the project, including the Quality Assurance and Safety programs to be implemented.

#### PROJECT/COST CONTROLS

C.W. Driver will benchmark, monitor and manage the “vital signs” of the project. This includes, but is not limited to, quality control, safety, cost, and the overall schedule. By performing continuous schedule and cost reviews with a full report

delivered to the District on a monthly basis, we will assure that the original goals are met. C.W. Driver will work with the project team to establish a master budget/commitments breakdown of the project's cost which will be integrated into the project control system. It will be critical on the project to anticipate equipment and IT needs as far in advance as possible, in conjunction with you, the Architect, and their specialty consultants. A brief sample of the range of cost items we will cover includes:

- Construction Costs
- Commissioning Costs
- District's/C.W. Driver's Consultant Fees
- Testing/Inspection
- Regulatory Agency Costs
- Off-Site Infrastructure
- Equipment and Furnishings Cost Contingencies

#### SAFETY PROGRAM

C.W. Driver is committed to the safety of the students, staff, public, contractors, employees, property, and equipment on campus. Jim Wathen, our Safety Director, heads C.W. Driver's rigorous safety program, which has earned numerous accolades from OSHA and other safety agencies and has consistently maintained an Experienced Modification Rate well below industry standard. We will ensure that every employee is provided with safe working conditions, that all safety regulations are observed and that employees use common sense to protect themselves and others in the “day-to-day” work environment.



#### PLAN TABLE HUB

The Plan Table Hub (PTH) is a simple hyperlinked Dashboard that allows easy access the latest set of digital plans, specifications, RFI's, Submittals, Daily Reports, etc. All subcontractors and clients can access, view, and print files from the PTH workstation set up in the jobsite trailer. PTH is also accessible remotely via iPad or smart phones from virtually anywhere, all that's required is a compatible PDF reader such as Good Reader.

All files are directly linked to our Egnyte drives with read only permissions guaranteeing the project team is provided with quickly accessible and up-to-date information. Subcontractor access to accurate latest documents eliminates the risk

of installing work based on outdated drawings and specifications due to the delay of traditional information transfer from subcontractor's office to the field.

Subcontractors can also submit electronic daily reports from the PTH. The daily reports include fillable text boxes and drop-down options. All text can be reviewed and easily transferred to the C.W. Driver Daily report system. Once completed, the daily reports are saved directly into the project folder on Egnyte.

The PTH can be fully customizable based on project needs and facilitates a paperless and efficient jobsite. This technology was created by C.W. Driver and is exclusive to our firm.

C.W. Driver's safety program is designed to create a positive safety culture in which everyone on the project is looking out for the safety of each other. Our team will accomplish the following during construction:

- Identify and evaluate job site hazards.
- Establish methods for correcting unsafe conditions, including inspections, checklists and safety meetings.
- Provide for safety of nearby students, faculty, patrons, etc., especially in phased work.
- Establish on-going safety training program for our employees and Prime Contractors.
- Develop system of communication and feedback to ensure that employees and Prime Contractors comply with the safety program.

#### **QUALITY CONTROL/QUALITY ASSURANCE (QC/QA)**

With a project-specific QA/QC plan, our Project Manager and Superintendent will be responsible on a daily basis for leading the project's QA and QC procedures.

Highlights of our QA/QC process during the construction phase include:

- Require the Requests for Clarification (RFC)/Request for Information (RFI) be presented in a timely fashion with suggested solutions.
- Require a thorough review of all submittals/shop drawings. Submittals do not go to the architect until they are ready for approval.
- Craft coordination of mechanical and electrical shop drawing process that addresses system layouts, embeds and inserts, access requirements, transitions, clearances, potential interferences, and future requirements for testing, balancing, tenant improvement work, and commissioning.
- Shop or field mock-ups as required for new and repetitive work approval by the project team prior to installation.
- Coordinate off site inspections at the various fabrication plants.
- Pre-installation meetings with the design team, each Prime Contractor and inspectors prior to a Prime Contractor working on site.

#### **ISSUE TRACKING**

Our team is adept in identifying key issues and tracking documentation during all phases of our projects. We will maintain our issues tracking system in real-time, updated daily, on site. We will distribute an issues log as part of the monthly report and use it as a communication tool in project meetings to identify, track and resolve problem areas. Issues tracking will include disposition/execution of all change order comments submitted by the District, Prime Contractors, jurisdictional, and other agencies, as well as other issues that arise as the project progresses.

#### **POST CONSTRUCTION/PROJECT CLOSE-OUT PHASES**

We begin the closeout process from day one. Deliverables such as Operation and Maintenance Manuals, Completion Certificates, Warranties and Guarantees, additional DSA documents stock items, training sessions, and start-up procedures are identified and scheduled with the trade contractors for their action.

**As-Built/Record Drawings** - The project team will maintain a record set of Contract drawings throughout the project in a digital format at the job site to memorialize any necessary deviations and/or changes that may have occurred. Upon project completion, the final digitized hyper-linked document will be provided to the District for "as-built" purposes in a PDF file format. Doing so will allow the District to maintain instant access to critical data without having to dig through volumes of paperwork.

**Project Turnover** - During the final 90 days of construction, we will coordinate and supervise start-up, testing and balancing of all equipment and systems. Prior to demobilizing from the project, we will ensure that Newport-Mesa USD's facilities staff has been thoroughly trained to use and maintain all systems and equipment. To enable future College staff to quickly learn how to use the building, we will record all training sessions for your use and reference. Additionally, we will coordinate the submittal of keys and completion of warranties, guarantees, operations, and maintenance manuals. Finally, we will ensure that all facilities have been thoroughly cleaned and that all punch list items have been completed.

**DSA** - Most importantly, we will work with the District and the Architect to ensure that the project is quickly closed/certified through DSA. This typically requires us to complete all project accounting, maintain and submit all verified inspection reports prepared by each Special Inspector, verify that the design team has submitted and processed each change order through DSA, and secure a DSA Form 6 from each contractor, every consultant, and the IOR.

#### **DOCUMENT CONTROL**

C.W. Driver will provide an Online, digital document control systems for use by Newport-Mesa USD, the Architect, Prime IOR Contractors, consultants, and others to assist in the filing and tracking of all correspondence. We will establish the responsibilities for the flow of information for all team members in accordance with the District's procedures and policies. All plans, specifications, RFIs and project revisions will be maintained digitally and be available with daily updates to stay current. Our digital tools will also help us monitor/control correspondence, requests for information, cost proposals/change orders, non-compliance notices, and submittals. Logs are maintained, available on iPad or the Internet in real-time and reviewed at weekly OAC meetings.

## COMPUTER PROJECT MANAGEMENT AND ADDITIONAL SOFTWARE

Construction technology is advancing every day, presenting contractors with more tools to meet their long-term growth and efficiency goals. C.W. Driver is at the forefront of construction technology. We carefully vet all new technology to ensure it will enhance our processes. New technology is not always better. Some of the simpler programs are the best. The following are some of our tested technologies used by our project teams:



### OUR TECHNOLOGY TOOLKIT

#### Design Phase

Autodesk Revit  
Cloud Based Document Sharing  
Design Evolution Log  
On-Screen Takeoff  
Primavera P6  
Pype AutoSpecs  
Sketchup/Google Earth  
Target Value Design  
Virtual Reality

#### Construction

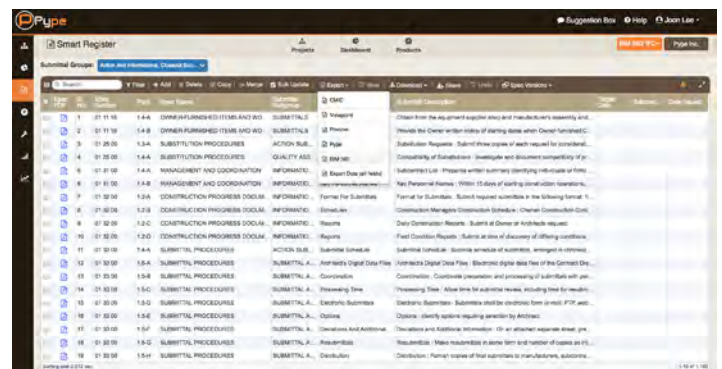
AutoSpecs  
BIM & Clash Detection  
Bluebeam  
Cloud Based Document Sharing  
Drones  
Laser Scanning  
NavisWorks  
PlanGrid  
Primavera P6  
Pype  
QR Tags  
Raken Daily Reports  
Time Station

#### Close Out

Autodesk Revit  
Cloud Based Document Sharing  
eBinder  
PlanGrid  
Pype  
QR Tags

## PYPE SOFTWARE

Pype AutoSpecs is an automatic submittal log generator where digital specification documents are uploaded and transformed into a dashboard-driven smart register. Submittal logs can be generated in minutes rather than weeks, helping improve accuracy and efficiency, thus allowing the project team to focus on content. Users can drilldown on specification requirements to identify all key contract requirements with a single click. Pype AutoSpecs facilitates tracking changes between versions and quickly identifies modified submittal requirements. This software ensures contract compliance, eliminates human data entry error, and saves valuable resources and time.



*Pype's eBinder Community Dashboard*

Pype's eBinder program allows the project team to quickly create fully hyperlinked digital closeout binders for our clients, providing an easily navigable, mobile compilation of warranty documents, as-built drawings, and operation and maintenance data. C.W. Driver has made Pype AutoSpecs and eBinder a standard on all projects company-wide for submittals logs and closeout.

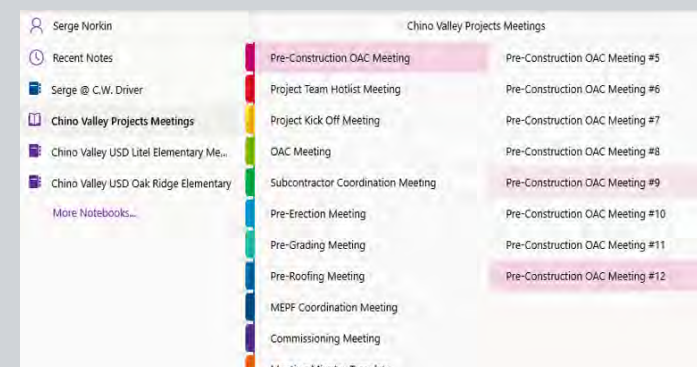


### PLANGRID CONSTRUCTION SOFTWARE

The PlanGrid mobile construction management software giving builders real-time access to blueprints, punch lists, daily reports, submittals, and more. All project documents are stored in a single location and can be accessed by anyone with a computer, phone, or tablet. C.W. Driver utilizes PlanGrid for drawing storage and central document control; distribution of project documents; automated slip-sheeting; RFI and submittal posting; as well as punch-lists, QA/QC, and field reports. The software allows for enhanced collaboration and centralized document distribution.

### TIME STATION

C.W. Driver can implement an electronic attendance and time tracking system, called "Time Station," on select projects, such as K-12 projects that have Live Scan requirements. Time Station allows the C.W. Driver project teams to manage construction personnel compliance with Education Code Section 45125.1 for Fingerprinting & Background Checks. This web-based program, available on a mobile app on any smart device, provides badging and background certification for all construction personnel that enter the jobsite. It audits personnel on-site at any given time, and there are system-generated reports that can be accessed remotely. At each project site, Time Station employee badges are customized for the project, then printed, laminated, and attached to breakaway lanyards for construction personnel to display at all times while on-site.



Microsoft OneNote - Meeting Minutes

### MICROSOFT ONENOTE

Microsoft OneNote is a digital notebook used by C.W. Driver to create and share project meeting minutes. Employees have access to preloaded templates and can easily attach documents, files, and emails into the document. Text can be hyperlinked to all logs, photos, and schedules discussed in the meeting, making all meeting minutes are easy to follow. The platform's interface is similar to Word, Excel, and PowerPoint, eliminating extensive user training. No manual sync is required since all files live in the cloud. Utilizing Microsoft OneNote allows for better collaboration and communication between the Owner, Architect, and project team.

# 3.4

## SUB CONSULTANTS

---



# 3.4

## SUB CONSULTANTS

---

3.4.1 Provide a schedule of sub-consultants or sub-consultant categories, if any that are likely to be used in carrying out any work that may hereafter be awarded to the firm by the District. List category, names, business address, and phone number.

### SUB CONSULTANTS

C.W. Driver does not use sub consultants.



# 3.5

## REFERENCES

---



# 3.5

## REFERENCES

---

3.5.1 Provide a minimum of three (3) K-12 school district references. Include the district name, a contact person, title, and phone number for each.

*"From preconstruction services to project close-out, C.W. Driver's attention to detail, unwavering dedication, and proactive team-based approach were instrumental in delivering the project on time and within budget. Their approach to construction management fostered teamwork among the trades and created efficiency in the schedule. Ultimately, their construction management practices are in keeping with the highest standards in the industry."*

**DANIEL YOUNG**

Director of Planning Services  
San Dieguito UHSD,  
Pacific Trails Middle School, Classroom Building

**IRVINE UNIFIED SCHOOL DISTRICT**

Kelvin Okino  
Executive Director of Facilities Planning and Construction  
949.936.5000

**CHINO VALLEY UNIFIED SCHOOL DISTRICT**

Greg Stachura  
Assistant Superintendent  
909.628.1201 ext. 1200

**SAN DIEGUITO UNIFIED HIGH SCHOOL DISTRICT**

Daniel Young  
Facilities Construction Planner  
760.753.6491 ext. 5618



# 3.6

## LEGAL ISSUES

---



# 3.6

## LEGAL ISSUES

---

*3.6.1.1 Is there now pending any legal action against the firm or any employee of the firm alleging violations of the law in connection with an offering of municipal securities in a California transaction? If so, please describe such pending action.*

There is not any pending legal action against C.W. Driver LLC or any employee of C.W. Driver LLC alleging violations of the law in connection with an offering of municipal securities in a California transaction.

*3.6.1.2 Have there been any settlements or judgments involving such actions within the last five (5) years? If so, describe each such settlement or judgment, including the nature of the action and the amount of recovery.*

C.W. Driver LLC has not had any settlements or judgments within the last five (5) years.

*3.6.1.3 Please list and describe any judgment, settlement, or arbitration award valued at \$5,000 or greater relating to a civil action judgment, settlement, arbitration award, or administrative action for any individual licensee, as required to be reported to the State of California.*

There have not been any judgments, settlements, or arbitration awards valued at \$5,000 or greater relating to a civil judgment, settlement, arbitration award, or administrative action for C.W. Driver LLC.



# 3.7

## OTHER FORMS

---



**NEWPORT MESA UNIFIED SCHOOL DISTRICT  
CONSTRUCTION MANAGEMENT SERVICES  
RFQ EVALUATION**

**Evaluation of Firms:** All responses will be scored using this evaluation sheet. A minimum score of 80% is required to qualify for the 2nd round of evaluation which includes review by a panel. Up to 10 additional points may be awarded in the second round based on subjective determination of the Firm's ability to carry out the required work. NMUSD will select the top-rated firms to be awarded the contracts for these services.

**Instructions:** Fill-in a response for each question in Sections 1-4 below. Each correlates to a required element in the RFQ Response Format.

**Firm:** C.W. Driver

|                                                                                                                                     |                                                                                                                                                                                                                                                            |                  |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>1. Location/Accessibility</b>                                                                                                    | <b>Write in:</b>                                                                                                                                                                                                                                           | <b>Max.</b>      |
| a. Firm's location - Write in city and county of headquarters or local office, whichever is closest to the District                 | Local Office: Irvine, Orange County                                                                                                                                                                                                                        | 5                |
| <b>2. Past Performance</b>                                                                                                          | <b>Write in:</b>                                                                                                                                                                                                                                           | <b>Max. Pts.</b> |
| a. Identify the Firm's number of years' experience in providing services for K-12                                                   | 25+ years                                                                                                                                                                                                                                                  | 5                |
| b. Project listing - Identify the number of K-12 projects the Firm has worked on within last 3 years                                | 23 projects                                                                                                                                                                                                                                                | 5                |
| c. Industry experience - Circle the type of projects the Project Team has worked on within the last 3 years (circle all that apply) | <input checked="" type="radio"/> K-12 <input checked="" type="radio"/> Community College <input checked="" type="radio"/> Charter/Private School <input checked="" type="radio"/> Non-school District <input checked="" type="radio"/> Other Project Types | 5                |
| d. Identify the Firm's number of employees                                                                                          | 200 employees                                                                                                                                                                                                                                              | 5                |
| <b>3. Claims, Lawsuits, Arbitrations</b>                                                                                            | <b>Write in:</b>                                                                                                                                                                                                                                           | <b>Max. Pts.</b> |
| a. Identify the number allegations against the firm or any employee for any violations of law                                       | N/A                                                                                                                                                                                                                                                        | 5                |
| b. Identify the number of settlements or judgments involving such actions within the last five (5) years                            | N/A                                                                                                                                                                                                                                                        | 5                |
| <b>4. Record of Past Performance</b>                                                                                                | <b>Write in:</b>                                                                                                                                                                                                                                           | <b>Max. Pts.</b> |
| a. Identify the number of client references from a K-12 school district included in the Response (0-3)                              | 3 references                                                                                                                                                                                                                                               | 5                |

*I hereby certify that the above information is true and correct to the best of my knowledge.  
By signing below, I further acknowledge that should any of the information I provide be found to be false,  
the Firm's Response shall be considered nonresponsive and ineligible for consideration.*

Dana Roberts

Printed Name

  
Signature

February 19, 2020

Date

**ATTACHMENT B**

**CERTIFICATION – REQUEST FOR QUALIFICATIONS**

I certify that I have read and received a complete set of documents regarding the attached **Request for Qualifications (RFQ) # 119-21 – CONSTRUCTION MANAGEMENT SERVICES** and the instructions for submitting an RFQ. I further certify that I must submit three (3) proposal copies, plus a complete copy on flash drive, of the firm's Proposal in response to this request and that I am authorized to commit the firm to the proposal submitted.



**Signature**

Chief Executive Officer

**Title**

2 Technology Dr., Ste. 100

**Address**

949.261.5100

**Telephone**

February 19, 2021

**Date**

Dana Roberts

**Typed or Printed Name**

C.W. Driver, LLC

**Company**

Irvine, CA 92618

**Address**

949.261.5167

**Fax**

If you are bidding as a corporation,  
please provide your corporate seal  
here:

## ATTACHMENT C

### STATEMENT OF EXPERIENCE AND FINANCIAL CONDITION

Company Name: C.W. Driver, LLC

(Check One): ☐ Corporation ☐ Partnership ☐ Sole Proprietorship ☒ Limited Liability Company

Address: 2 Technology Dr., Ste. 100  
Irvine, CA 92618

Telephone/FAX#: 949.261.5100 / 949.261.5167

Date and State of Formation/Incorporation: July 15, 1935 / California

Is the company authorized to do business in California? Yes

Basis of Authorization: ☒ California Corporation ☐ California Business License  
☐ California Engineering License ☒ Other (specify) CA Contractor's License

Identify the California office to be used for this contract if organization is located/headquartered outside of California:

Address: N/A  
\_\_\_\_\_  
\_\_\_\_\_

### FINANCIAL INFORMATION

State the company's California and total revenues for 2017, 2018, 2019:

|             | <u>2017</u>          | <u>2018</u>          | <u>2019</u>          |
|-------------|----------------------|----------------------|----------------------|
| California: | <u>\$512,456,902</u> | <u>\$586,311,613</u> | <u>\$434,920,602</u> |
| Total:      | <u>\$512,456,902</u> | <u>\$586,311,613</u> | <u>\$434,920,602</u> |

Identify the largest project, in dollars, which your company has initiated or completed within the past five (5) years:

\$226,557,129  
\_\_\_\_\_  
\_\_\_\_\_

## ATTACHMENT D

### ANSWER THE FOLLOWING QUESTIONS

1. Is the company or its owners connected with other companies as a subsidiary, parent, affiliate, or holding company? ☒ Yes ☐ No If yes, explain on a separate, signed sheet.
2. Does the company have an ongoing relationship or affiliation with an equipment manufacturer? ☐ Yes ☒ No If yes, explain on a separate, signed sheet.
3. Has the company (or any owner) ever defaulted on a contract forcing a surety to suffer a loss? ☐ Yes ☒ No If yes, explain on a separate, signed sheet.
4. In the past five (5) years, has the company had any project with disputed amounts more than \$50,000 or a project which was terminated by the owner, owner's representative or other contracting party and which required completion by another party? ☐ Yes ☒ No  
If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, contract value, disputed amount, date and reason for termination/dispute.
5. Has the company, an affiliate company, or any owner ever declared bankruptcy or been in receivership? ☐ Yes ☒ No If yes, explain on a separate, signed sheet.
6. Has the company ever had an arbitration on contracts in the past five (5) years? ☐ Yes ☒ No If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, contract value, disputed amount, a brief description and final resolution.
7. Does the company have any outstanding liens or stop notices for labor and/or materials filed against any contracts which have been done or are being done by the company? ☐ Yes ☒ No If yes, explain on a separate, signed sheet. State the project name, location, owner/contact person, telephone number, amount of dispute, and brief description of the situation.

THE UNDERSIGNED DECLARES UNDER PENALTY OF PERJURY THAT ALL OF THE INFORMATION SUBMITTED WITH THIS PROPOSAL IS TRUE AND CORRECT.

SIGNATURE:

NAME:

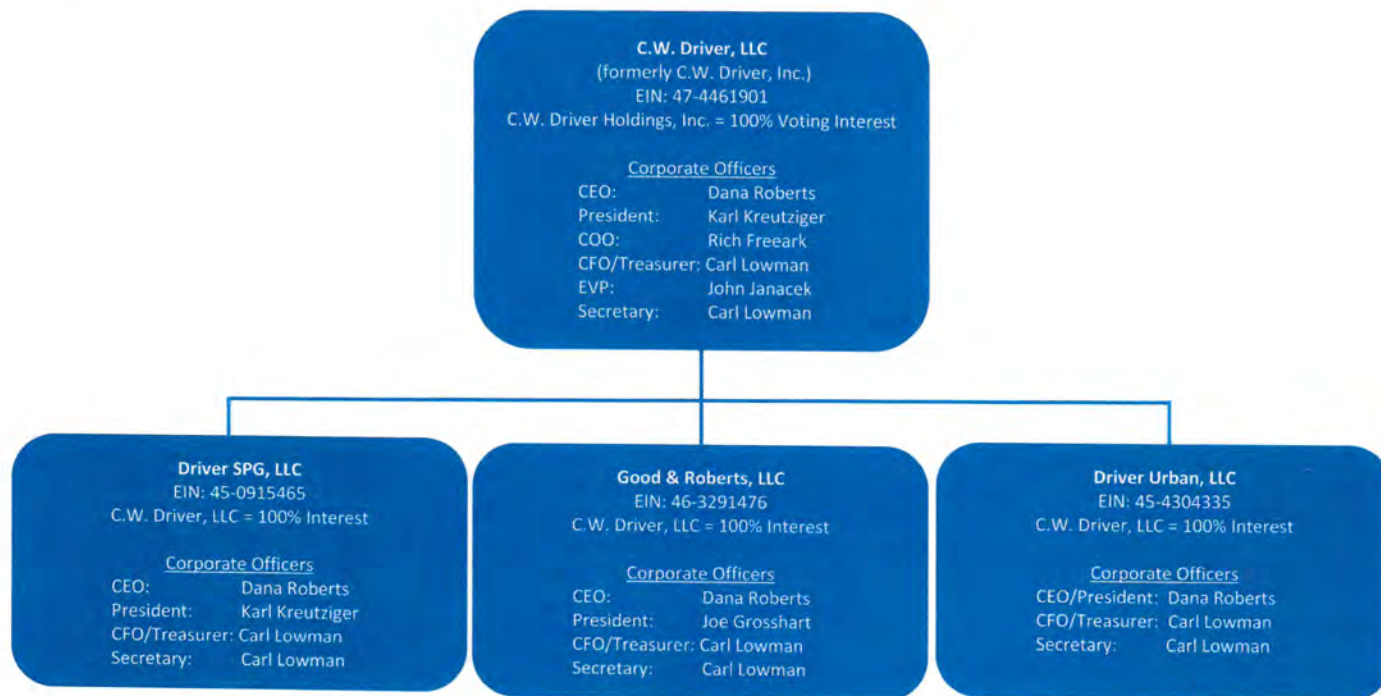
TITLE:

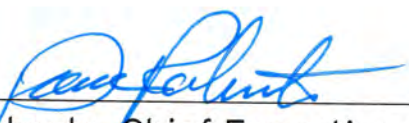
  
\_\_\_\_\_  
Dana Roberts  
\_\_\_\_\_  
Chief Executive Officer  
\_\_\_\_\_

# ATTACHMENT D

## 1. Is the company or its owners connected with a subsidiary, parent, affiliate, or holding company?

Yes, C.W. Driver LLC is a parent company to Driver SPG LLC, Good & Roberts, LLC, and Driver Urban, LLC. C.W. Driver LLC owns 50% or more of each firm. The following officers of our firm hold similar positions in the above companies: Dana Roberts, Chief Executive Officer; Karl Kreutziger, President; and Carl Lowman, CFO/Treasurer/Secretary.



  
Dana Roberts, Chief Executive Officer

February 19, 2021

Date

**ATTACHMENT E**  
**PROJECT REFERENCE FORM**

Provide information for the past five (5) years for contracts that your firm has completed, or has in progress, which most closely represents the services requested in this RFQ. Provide the following information:

1. Project title and location
2. Name, address, and phone number of contact person
3. Nature of firm's responsibility
4. Type of contract (performance, direct cost, etc.)
5. Contract amounts
6. Start Date
7. Current status

For one of the above projects, provide a cost breakdown of the following project components: technical analysis, design and implementation, project management, monitoring, training, educational programs, maintenance (if any), and budgeting.

[Please see Section 3.2.2 in Tab 3.2.](#)

Attachment E - Project Reference Form -

For one of the above projects, provide a cost breakdown of the following project components: technical analysis, design and implementation, project management, monitoring, training, educational programs, maintenance (if any), and budgeting.

| WOODBIDGE HIGH SCHOOL PERFORMING ARTS COMPLEX       |                                             |                 |                         |                       |                         |  |
|-----------------------------------------------------|---------------------------------------------|-----------------|-------------------------|-----------------------|-------------------------|--|
| Prime Contract Company Name                         | Trade                                       | Contract Amount | Base Contract Allowance | Final Contract Amount | Change Order Percentage |  |
| Integrated Demolition & Remediation                 | Demolition & Abatement                      | \$274,600       | \$25,000                | \$114,316             | -58.4%                  |  |
| Bogh Engineering                                    | Concrete, AC Paving, Earthwork & SWPPP      | \$2,639,000     | \$65,000                | \$2,546,878           | -3.5%                   |  |
| Winegardner Masonry                                 | Masonry                                     | \$2,632,375     | \$30,000                | \$2,685,827           | 2.0%                    |  |
| RND Contractors                                     | Structural Steel, Metal Deck & Misc. Metals | \$2,569,000     | \$65,000                | \$2,545,203           | -0.9%                   |  |
| Stolo Cabinets                                      | Finish Carpentry & Casework                 | \$137,030       | \$5,500                 | \$140,633             | 2.6%                    |  |
| Mirage Builders                                     | Framing, Drywall, Plaster & Insulation      | \$1,324,719     | \$40,000                | \$1,166,159           | -12.0%                  |  |
| Elijah Acoustics                                    | Acoustic Wall & Ceiling Systems             | \$1,009,950     | \$25,000                | \$986,586             | -2.3%                   |  |
| Commercial Roofing Systems                          | Roofing & Sheet Metal                       | \$1,023,643     | \$15,000                | \$1,012,311           | -1.1%                   |  |
| McKernan                                            | Doors, Frames & Hardware                    | \$609,110       | \$8,500                 | \$602,807             | -1.0%                   |  |
| RVH Constructors                                    | Specialties                                 | \$2,269,000     | \$211,500               | \$2,231,512           | -1.7%                   |  |
| Queen City Glass                                    | Glass & Glazing                             | \$308,610       | \$10,000                | \$308,908             | 0.1%                    |  |
| Continental Flooring                                | Flooring                                    | \$397,126       | \$6,500                 | \$318,406             | -19.8%                  |  |
| T&M Painting and Construction                       | Painting                                    | \$205,929       | \$12,500                | \$177,403             | -13.9%                  |  |
| J.G. Tate Fire Protection Systems                   | Fire Sprinkler Protection                   | \$298,765       | \$5,000                 | \$265,340             | -11.2%                  |  |
| Peltzer Plumbing                                    | Plumbing & Site Utilities                   | \$749,800       | \$35,000                | \$822,212             | 9.7%                    |  |
| RAN Enterprises                                     | HVAC                                        | \$1,284,000     | \$15,000                | \$1,305,309           | 1.7%                    |  |
| Budget Electrical Contractors                       | Electrical & Low Volatge                    | \$5,600,000     | \$65,000                | \$5,430,081           | -3.0%                   |  |
| Mariposa Landscape                                  | Landscape & Irrigation                      | \$102,376       | \$5,000                 | \$102,684             | 0.3%                    |  |
|                                                     |                                             |                 |                         |                       |                         |  |
| Total for all Prime Contracts:                      |                                             | \$22,762,575    |                         |                       |                         |  |
| Total Change order rate for all Prime Contracts:    |                                             | -2.90%          |                         |                       |                         |  |
| DSA Approval Date of Construction Docs Increment 01 |                                             | 2/6/2018        |                         |                       |                         |  |
| DSA Approval Date of Construction Docs Increment 02 |                                             | 4/5/2018        |                         |                       |                         |  |
| Project Start Date                                  |                                             | 12/17/2018      |                         |                       |                         |  |
| Project Completion Date                             |                                             | 8/31/2020       |                         |                       |                         |  |
| Occupancy Date of the Project by the Owner:         |                                             | 9/7/2020        |                         |                       |                         |  |

## ATTACHMENT F

### NEWPORT MESA UNIFIED SCHOOL DISTRICT

### REQUEST FOR PROPOSALS AND STATEMENT OF QUALIFICATIONS FOR CONSTRUCTION MANAGEMENT SERVICES

#### STATEMENT OF NON-CONFLICT OF INTEREST

The undersigned, on behalf of the consulting firm set forth below (the "Consultant"), does hereby certify and warrant that, if selected, the Consultant while performing the consulting services required by the Request for Qualification, shall do so as an independent contractor and not as an officer, agent or employee of the Newport Mesa Unified School District ("the District"). The undersigned further certifies and warrants that: (1) no officer or agent of the Consultant has been an employee, officer or agent of the District within the past two (2) years; (2) the Consultant has not been a source of income to pay any employee or officer of the District within the past twelve (12) months; (3) no officer, employee or agent of the District has exercised any executive, supervisory or other similar functions in connection with the Consultant Agreement or shall become directly or indirectly interested financially in the Consultant Agreement; and (4) the Consultant shall receive no compensation and shall repay the District for any compensation received by the Consultant under the Consultant Agreement should the Consultant aid, abet or knowingly participate in violation of this statement.

Signature



Printed Name

Dana Roberts

Title

Chief Executive Officer

Date

February 19, 2021

## ATTACHMENT G

### FIRM PROPOSAL / OFFER FORM

This Proposal/Offer Form must be duly executed and submitted with any proposal/offer to NMUSD.

The Offeror hereby agrees that its proposal/offer is subject to all RFQ # 114-21 provisions, terms and conditions, attachments, exhibits, amendments and other applicable materials which are attached or incorporated by reference. Offeror hereby agrees to promptly enter into an agreement in substantial accordance with such RFQ provisions, terms and conditions, and secure a performance bond within five (5) days of the Districts intent to award the contract.

The Offeror hereby agrees that its attached proposal/offer of which this is part, is a firm and irrevocable offer and valid for acceptance by NMUSD for the period sixty (60) days after closing. The Offeror hereby agrees that if its proposal/offer is accepted by SAUSD that it shall provide all of the services in accordance with the RFQ, as it may be amended.

Name of Person Duly Authorized to Execute this Proposal/Offer: Dana Roberts

Duly Authorized Signature: 

Title: Chief Executive Officer

Date of this Proposal/Offer: February 19, 2021

Offeror Name: C.W. Driver, LLC

Offeror Address: 2 Technology Dr., Ste. 100

Irvine, CA 92618

Offeror Telephone: 949.261.5100

Offeror Email: droberts@cwdriver.com

**ATTACHMENT H**

NEWPORT MESA UNIFIED  
SCHOOL DISTRICT  
2985 Bear St., Bldg. A  
Costa Mesa, California 92626  
(714) 424-5063

**Construction Management Services  
RFQ: # 119-21**

**NONCOLLUSION  
DECLARATION  
Public Contract Code § 7106**

TO BE EXECUTED BY SUBMITTER AND SUBMITTED WITH RFQ

The undersigned declares:

I am the Chief Executive Officer [PRINT YOUR TITLE]

of C.W. Driver [PRINT FIRM NAME],

The party making the foregoing Contract.

The RFQ is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The RFQ is genuine and not collusive or sham. The submitter has not directly or indirectly induced or solicited any other submitter to put in a false or sham RFQ. The submitter has not directly or indirectly colluded, conspired, connived, or agreed with any submitter or anyone else to put in a sham RFQ, or to refrain from submitting. The submitter has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the RFQ price of the submitter or any other submitter, or to fix any overhead, profit, or cost element of the RFQ price, or of that of any other submitter. All statements contained in the RFQ are true. The submitter has not, directly or indirectly, submitted his or her RFQ price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, RFQ depository, or to any member or agent thereof, to effectuate a collusive or sham RFQ, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a submitter that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the submitter.

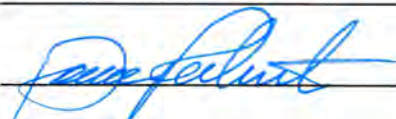
---

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on the following date:

Date: February 19, 2021

Proper Name of Submitter: C.W. Driver, LLC

City, State: Pasadena, CA

Signature: 

Print Name: Dana Roberts

Title: Chief Executive Officer

---

## FEES

### CM FEE (OVERHEAD & PROFIT) FOR CM MULTI-PRIME PROJECTS

The following table provides an approximate fee structure we would anticipate for Newport-Mesa USD.

|                             |       |
|-----------------------------|-------|
| Projects greater than \$10M | 2.73% |
| Projects \$5M - \$10M       | 2.84% |
| Projects \$1M - \$5M        | 3.13% |
| Projects less than \$1M     | 4.00% |

*CM Fee shall apply to total project cost inclusive of trade contractors, CM labor and CM reimbursables.*

### REIMBURSABLE ITEMS

Reimbursable items include but are not limited to field offices, field equipment and furnishings, IT support costs, blueprints, etc. Reimbursables will be charged at cost plus CM Fee.



## LABOR RATES FOR CM MULTI-PRIME PROJECTS

Following are labor rates for CMMP personnel. These rates include labor, burden and vehicles. They do not include CM Fee (Overhead and Profit).

| POSITION/JOB TITLE                  | HOURLY RATES |
|-------------------------------------|--------------|
| Principal In Charge                 | \$187.00     |
| Project Executive                   | \$176.00     |
| Senior Project Manager              | \$130.00     |
| Project Manager                     | \$104.00     |
| Assistant Project Manager           | \$76.00      |
| Senior Project Engineer             | \$57.00      |
| Project Engineer                    | \$53.00      |
| Senior Superintendent               | \$138.00     |
| Superintendent                      | \$132.00     |
| Assistant Superintendent            | \$75.00      |
| Field Engineer                      | \$57.00      |
| General Superintendent              | \$148.00     |
| Director of Project Planning        | \$117.00     |
| Senior Project Planner              | \$114.00     |
| Chief Estimator                     | \$156.00     |
| Senior Estimator                    | \$102.00     |
| Estimator                           | \$83.00      |
| Assistant Estimator                 | \$53.00      |
| Operations Administrative Assistant | \$61.00      |
| Project Coordinator                 | \$57.00      |
| Project Accountant                  | \$55.00      |
| Senior Project Accountant           | \$73.00      |
| Safety Director                     | \$132.00     |
| Field Safety Manager                | \$96.00      |
| Certified Payroll Specialist        | \$57.00      |

*Labor Rates are cost plus direct labor burden. The above labor rates are effective thru July 2022. A 4% increase per year will apply for subsequent years.*