



Board Agenda Item #	Agenda II B – Action Item
Date:	August 10, 2017
To:	Magnolia Board of Directors
From:	Caprice Young, Ed.D., CEO & Superintendent
Staff Lead:	Erdinc Acar, Regional Director
RE:	Approval of Selected Construction Management Services for MSA Santa-Ana Facility

Proposed Board Recommendation

I move that the board authorize Dr. Young, CEO and Superintendent of MPS to approve selection of Gafcon, Inc Construction Management Services for MSA Santa-Ana Phase II Gymnasium and Cafeteria construction Project, negotiate and sign contract agreement.

Background

MSA-SA built designed and built a two story facility totaling 48,353 square feet with 33 classrooms on a lot of 2.68 Acres at 2840 W 1st Street in the City of Santa Ana in Orange County through the Charter School Facilities Program Proposition 1D program. Original site plans included a- 6,509 square feet gym with cafeteria, shade structures and a playground. Because Prop1D funds were not enough to cover these Phase II projects, they were scheduled to be completed later paid for by private financing.

To resume the project, Magnolia Educational and Research Foundation opened a new set of bids for MSA Santa-Ana Phase II Gymnasium and Cafeteria construction Project on July 19, 2017. The purpose of this Request for Proposals ("RFP") was to obtain information that will enable Magnolia to select a Construction Management (CM) Firm to manage the completion and acceptance of the gymnasium project within budget (\$3.7 million, including Construction Management Services) and ready for occupancy by August 1, 2018.

The scope of CM work includes general tasks such as working with Magnolia Public Schools staff, architects, consultants, general contractors, sub-contractors and all other required agencies, tasks during the bid/award construction management phase, construction management phase and contract close-out phase.

The following bids were received from prequalified bidders on the project:

Firm Name	Bid Amount
Gafcon Inc,	\$ 183,619.00
Prime Source Project Management	\$ 200,000.00

RFP responses are read and evaluated by a committee. Based on respondents' experience, capacity and the overall responsiveness and representations made within the RFP, as well as the firm's ability to connect with the MPS team, evaluation committee recommends that contract be awarded to Gafcon, Inc in the amount not-to-exceed \$183,619.00 to perform the construction management services plus reimbursable expenses (postage, printing, mileage etc.) and admin fee, not to exceed 10% of contract amount.

Budget Implications

Bond repayments are scheduled and included in MSA-SA's FY 2017-18 Approved Budget and multi-year projections.

Funding Source

Private financing pending 2017 Bonds closure.

How Does This Action Relate/Affect/Benefit All MSAs?

No perceived effects on other MSAs.

Name of Staff Originator:

Erdinc Acar, Regional Director

Attachments (1)

1. Response to RFP by Gafcon, Inc.



7.31.2017
**REQUEST FOR
PROPOSALS**

**MAGNOLIA SCIENCE ACADEMY, SANTA ANA
CONSTRUCTION MANAGEMENT SERVICES | GYMNASIUM PROJECT**





July 31, 2017

Frank Gonzalez
c/o Magnolia Education & Research Foundation
250 E 1st Street, Suite 1500
Los Angeles, CA 90012

**RE: Proposal for Construction Management Services for
Gymnasium**

Dear Mr. Gonzalez:

Magnolia Public Schools (Charter) is adding to the quality of education by constructing a new Gymnasium to complement the new Magnolia Science Academy in Santa Ana. This Gymnasium will require a Construction Manager who understands the unique challenges of working on an active campus and the ability to coordinate construction within tight site constraints.

Gafcon, Inc. (Gafcon) has worked with several similar school districts, including **Our Community Charter School, Accelerated Charter Schools** and **Ocean Charter School**, providing construction and project management advisement for complex projects powering our local, vibrant school communities. This means that the Gafcon team has a wealth of lessons-learned and benefits to offer the Charter in order to support your goals in a cost-effective manner. We explore just a few below.

Gafcon is an established firm with **30 years of experience delivering public works projects**. Within that time, we have contributed our expertise to **more than \$46B in education bond programs throughout Southern California** – making Gafcon a leader in the delivery of school facilities. This experience will benefit the Charter by having a wealth of resources at your fingertips who are exceptionally **knowledgeable of applicable laws and requirements for K-14, higher education, and other public works projects**.

Our team will be led by **Principal-in-Charge, Ron Takaki, AIA, LEED AP**, our primary point-of-contact for the Charter. He offers exceptional executive management oversight experience for K-14 clients, working with owners to understand their goals and how best to meet their needs. Ron is joined by **Construction Manager Mike Lengyel**, who has delivered **hundreds of facilities projects, including fitness centers and gymnasiums, for schools throughout Southern California**. We have also included **Charter School, Ray Rodriguez**, for his **specialized expertise in delivering charter school projects** and successful 25+ year history delivering projects both as a consultant and working directly for California school districts. The team offered within provides the Charter an incredible depth of expertise delivering value-centric customized approaches and methodologies that achieve our clients' goals, leveraging K-14-based lessons-learned to provide immediate value to the Charter.

Gafcon offers the Charter a team of **true construction managers** with experience delivering projects similar to the Charter's Gymnasium. This experience means that we are ready to add value to your project the moment our boots hit the ground. And our boots are ready and waiting.

Sincerely,
Gafcon, Inc.

Robin Duveen
Chief Operating Officer



Proposal for Construction Management Services, MSA Santa Ana Gym Project

July 31, 2017

A. FIRM CONTACT

Gafcon, Inc.

Ron Takaki, VP Operations
600 Wilshire Boulevard, Suite 950
Los Angeles, CA 90017
818.645.9087
RTakaki@gafcon.com

B. LICENSES

- **Legal Form:** California C Corporation, 1987
- **Firm Principals:** Yehudi Gaffen, CEO; Robin Duveen, COO
- **Total Employees:** 120

C. RESUMES OF FIRM'S PRINCIPALS

Yehudi "Gaf" Gaffen, Chief Executive Officer

Gaf has more than 35 years of program and construction management experience. In 1987, Gaf formed Gafcon, Inc. to fulfill his vision of bringing together motivated and talented professionals to serve clients in all aspects of construction and development. Under his leadership, Gafcon has grown into one of Southern California's most respected program/construction management firms. Gaf has contributed to the success of over \$15B worth of education programs and projects. The Charter will have his focused and continuous attention from beginning to end to monitor and oversee the quality and responsiveness of our services. Gaf holds a Bachelor of Science in Building Science, University of Cape Town, Republic of South Africa.

Robin Duveen, Chief Operating Officer

Robin has more than 20 years of experience in program, project and construction management. Robin has a great working relationship with the owners, architects, contractors and consultants. Robin is noted for his ability to lead, manage, motivate, and inspire project teams to produce at exemplary performance levels. He places a high priority on quality, budget / cost planning and control, schedule management and contract management. As COO, Robin is responsible for overall operations of the firm. Prior to his position as COO, Robin was responsible for Gafcon's Los Angeles Operations and was the Program Manager on the \$300M Sweetwater Union High School District bond program. Robin has a Bachelor of Science Degree in Construction Management from Cape Technikon University.

D. KEY PERSONNEL

Resumes for our proposed personnel have been included in the following pages.



RON TAKAKI, AIA, LEED AP

Principal-in-Charge

Value to the Charter // Ron has more than 35 years of executive level experience leading architectural and engineering teams in the design of large, complex projects.

In his role of VP of Project Operations, Ron oversees operations and management responsibilities on Gafcon construction projects including resource management, productivity, project reporting, and professional development. Ron also leads Gafcon’s Program Management Plan standardization, QA/QC, and oversees employee professional development and training.

Project-Specific Responsibilities // Ron will be the Charter’s principal point-of-contact. He will make sure that the Charter and the team have the resources necessary to manage your project.

DETAILED WORK EXPERIENCE

The Accelerated Schools, Los Angeles // Accelerated Charter Elementary School (ACES) // \$26M // Los Angeles, CA // Principal
The project added 50,000 SF of classroom, administrative, multi-use, food service and outdoor athletic and play-spaces over a subterranean parking structure. The project is located in a tight urban site, located adjacent to \$65 million first phase of The Accelerated School (middle and high school), where Gafcon was also construction manager.

University of California, Los Angeles // Weyburn Terrace Graduate Student Housing // \$102M // Los Angeles, CA // Senior Project Manager
The project added 275,000 gross square feet of space in two new buildings in the southwest zone of the campus. The project included a residential development, which varies in height from six to nine stories and accommodates 500 studio apartment units, and a commons building that houses meeting and reception spaces, administrative offices and academic and student support functions. Ron provided constructability review on this LEED Gold Project.

Grossmont- Cuyamaca Community College District // Performing Arts Center - Phase 1 // \$35M // San Diego, CA // Oversight
Phase 1 of this project includes the removal of Buildings 22 A-C and construction of a new 38,680 sq ft 390 seat teaching and performance theater. Ron successfully provided design and constructability review services on this project.

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Est. Time Devoted to the Project
5%

.....
Years with Gafcon
14

.....
Number of Similar Projects
50+

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Education
BS, Architecture,
California Polytechnical
University San Luis
Obispo

.....
Registration
American Institute of
Architects, Registered
Architect

U.S. Green Building
Association, LEED AP

MICHAEL LENGYEL

Senior Construction Manager



Value to the District // Michael has been a design and construction project manager for the past 27 years and has a broad-base of project management experience in educational facilities and public work projects. He has delivered several successful gymnasium projects, a few of which are highlighted below.

Project-Specific Responsibilities // Michael will be your boots-on-the-ground, monitoring construction and providing solutions and recommendations to keep your project on track for a successful delivery. He will be the main point-of-contact for the Charter, communicating and reporting on the project's progress.

DETAILED WORK EXPERIENCE

Los Angeles Unified School District // District C, District H, LAUSD Central and New Facilities // \$500M // Los Angeles, CA
Michael led the successful delivery of several **gymnasium** modernization projects for the District, including Jefferson and Roosevelt Elementary Schools. Construction took place on active and operational campuses.

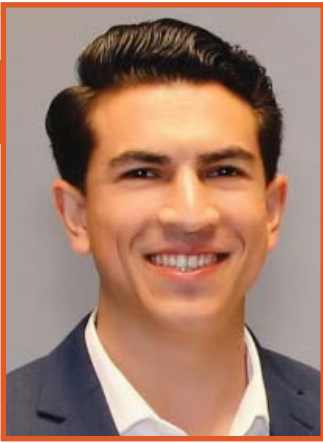
University of California, Santa Barbara // Recreation Center & Aquatic Complex // \$12M // Santa Barbara, CA // Project Management Principal
80,000 sq ft Type III facility, consisting of racquetball courts, weight rooms, **two gymnasiums**, locker room, administrative offices and two Olympic-size pools.

University of Southern California // Events Center // \$14M // Los Angeles, CA // Project Management Director
110,000 sf, Type I Athletic Center, consisting of **gymnasiums**, locker rooms, racquetball courts, and offices.

University of California, Santa Barbara // University Center Expansion // \$48M // Santa Barbara, CA // Senior Project Manager
Expansion and renovation totaling 105,000 SF consisting of administrative offices 33, 000 SF of retail space six food courts, conference center ADA and Life Safety up-grades to the facility.

Orange Unified School District // Canyon High School Modernization// \$69.6M // Orange, CA // Senior Construction Manager
Though still in the early stages, Michael has been able to look ahead to safeguard the project's budget, realizing the increasing price of steel could have a negative impact. He was able to propose a cost-effective solution that offered an opportunity for the district to **save time on the construction schedule**.

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Est. Time Devoted to the Project
20%
-
Years with Gafcon
6
-
Number of Similar Projects
100+
-
Education
AA, Architecture, Stevens College of Technology
-
Certification
LAUSD Owner's Authorized Representative
OSHA Certified



DAVID RUDGE

Assistant Construction Manager

Value to the Charter // David has proficient training in various BIM programs (Revit and Navisworks), which were recently utilized in consulting on a multi-family project in El Monte, CA. He also recently lead a construction forensic investigation at a \$130 million resort hotel project in Santa Barbara, CA, where his team was responsible for resolving a deficient domestic hot water supply problem. His strengths lie in organization, adaptiveness, and a professional, yet approachable, demeanor.

Project-Specific Responsibilities // David will support Michael by assisting with the project schedule and budget, reviewing change orders and pay applications, assisting in regular and timely reporting of the construction progress, promoting open communication and collaboration between all parties of the construction to ensure that projects are completed with minimal disruptions and delays. David will also be responsible for administrative tasks, such as entering accurate up to date information in the Gafcon Project Management Information System and assisting the Construction Manager as needed.

DETAILED WORK EXPERIENCE

Los Angeles Community College District // BuildLACCD Program // \$9.6B // Los Angeles, CA // Virtual Design and Construction Manger
For the past year, David has been supporting several facilities projects within the LACCD bond program. These projects have included:

- City College - Da Vinci Hall Building
- Valley College - Valley Academic and Cultural Center Building
- Trade Technology - Art and Culinary Arts Building
- East Los Angeles - College Science and Math Building G8
- Southwest College - School of Sciences Building
- Trade Technology - Construction Technology Building

Private Country Club // Club House Construction // \$62M // Newport Beach, CA // Assistant Project Manager

Traditions Gold Club // Fitness Center // La Quinta, CA // Design and Constructability Reviewer

.....
Est. Time Devoted to the Project
50%

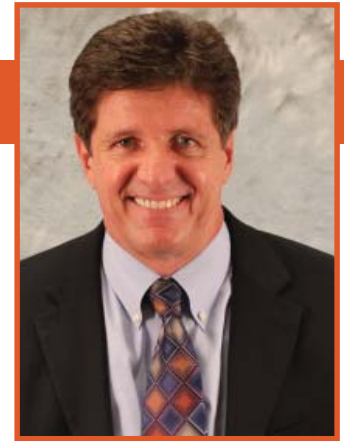
.....
Years with Gafcon
1

.....
Number of Similar Projects
8

.....
Education
BA, Construction Technology, Orange Coast College

HENNIE DEGENAAR, AVS, CPE

Senior Estimator



Value to the District // Hennie has more than 35 years of construction experience and is an expert in all aspects of estimating, value engineering, cost consulting and construction project management for major public and private projects in horizontal and vertical construction. Hennie has developed estimates for all stages from concept and design to construction documents. Additionally, he has performed cost estimate reviews, verification of change order costs, and cost analysis and engineering. Hennie has received awards from the American Society of Professional Estimators for Estimator of the Year and Chapter President of the Year.

Project-Specific Responsibilities // Hennie will provide the Charter and Gafcon team with cost estimating and analysis, value engineering and constructability services during the pre-construction phase. Hennie has provided these services to multiple education construction bond programs as an owner’s representative, construction manager, and as a general contractor. In conjunction with the Charter and Architect, Hennie will review current budget of the construction cost. He will also review and evaluate the current costing information for the project and provide supplement information as needed.

DETAILED WORK EXPERIENCE

Ocean Charter School // Los Angeles, CA // Senior Estimator

Hennie provided preliminary cost estimating for the proposed Ocean Charter School, which included a 10,500 SF **gymnasium** and multi-purpose building.

Los Angeles Unified School District // Central High School #9 // \$87.8M // Los Angeles, CA // Senior Estimator

The project included the construction of a three-story Fine Arts building, cafeteria, four-story dance and administration facility, two-story **gymnasium**, library, two-story music/amphitheater, four-story theater, four-level partially below grade parking; site improvements of the 9.97 acre site, and off-site improvement of adjacent streets.

San Diego Unified School District // Cadman Elementary School Classroom Upgrades // \$1.5M // Senior Estimator

The project included demolition and site work and the construction of a library, **lunch court**, **shade structures**, bathrooms, classrooms, and instructional support spaces.

San Diego Unified School District // Webster Elementary School Classroom Upgrades // \$3.1M // San Diego, CA // Senior Estimator

The project included demolition and site work and the construction of a library, lunch court, covered walkways, bathrooms, classrooms, and instructional support spaces.

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Est. Time Devoted to the Project

5%

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Years with Gafcon

9

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Number of Similar Projects

100+

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Education

BS, Quantity Surveying, University of Pretoria

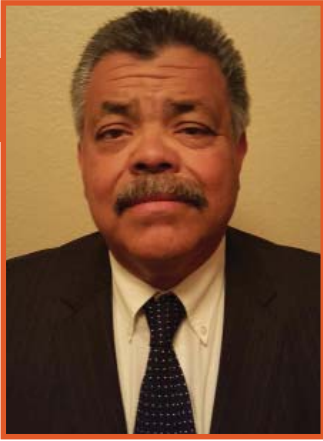
.....
Certifications

Certified Professional Estimator (CPE), American Society of Professional Estimators (ASPE)

Associate Value Specialist

Project Management Certificate and Financial Management Certificate, University of Pretoria, South Africa

OSHA 30-Hour



KIM ROMERO

Senior Scheduler

Value to the Charter // Kim has more than 20 years of experience in scheduling. He has prepared resource- and cost-loaded master program and project-specific schedules for College and K-12 educational new construction buildings and facilities. Kim is also experienced in reviewing of contractors' baseline and monthly schedule updates, evaluation of contractors' requests for time extension, status reporting, funding allocation monitoring, forecasting, and earn value analysis, and preparation of owner parallel schedules.

Project-Specific Responsibilities // Kim will provide CPM scheduling support to the Construction Management team.

DETAILED WORK EXPERIENCE

Grossmont-Cuyamaca Community College District // Bond Program // \$605M // El Cajon, CA // Senior Scheduler

Kim is providing estimating services for various construction projects for the Bond program

Los Angeles Community College District // Mission College // \$47M // Sylmar, CA // Senior Scheduler

Kim is managing the construction schedule for the \$32 million Media Arts Building, and campus wide modernization and renovation projects totaling \$15 million for Los Angeles Mission College. The projects include design-bid-build and design-build contracts for new construction and modernization/renovation projects from NTP through Commissioning and Closeout. He is responsible for creating, updating and monitoring the Los Angeles Mission College master schedule. He is also responsible for reviewing the contractors' baseline schedules for conformance with the schedule specification, monitoring contractors' daily progress, reviewing and monitoring contractors' monthly schedule updates, tracking project costs, preparing owner's Time Impact Analysis and reviewing the contractor's requests for time extensions, preparing cash flow projections and preparing schedule reports.

Hacienda La Puente Unified School District // Modernization Program // \$125M // City of Industry, CA // Document Controls Manager/Scheduler

This project involved the renovation and modernization of four elementary schools. Kim provided cost and schedule reporting to the construction managers, and oversaw a staff of four document controls engineers.

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Est. Time Devoted to the Project

2%

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Years with Gafcon

2

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Number of Similar Projects

25+

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Education

Accounting, Carter Business School

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Certification

Certified Primavera User

Certified OAR

RAY RODRIGUEZ

Charter School Advisor (As-Needed)



Value to the District // For the past four years, Ray has worked with San Diego Unified School District as a specialist in Charter School project delivery. He brings a unique background that includes working both as a consultant as well as a district-employee, and understands the exact challenges faced by public school administrators, specifically within a Charter School environment. He has worked on several locally-funded and partially state-funded (Prop 1D) projects building elementary and middle schools as well as adding classrooms. Additionally, Ray has represented charter schools as a construction expert in lawsuits against contractors for construction defects and negligence.

Project-Specific Responsibilities // As Advisor, Ray is available to the team to lend his expertise and extensive lessons-learned to improve the delivery of your Gymnasium project.

DETAILED WORK EXPERIENCE

San Diego Unified School District // Propositions S & Z Bond Programs // \$4.9B // San Diego, CA // Senior Project Manager

For the last three years, Raymond has specialized in helping SDUSD develop its **charter school construction and modernization projects**, managing upwards of 25 concurrent projects and overseeing other projects in the program. His projects are funded by Proposition Z, from which SDUSD set aside \$350 million specifically for charter schools. As project manager, he oversees projects from the initial pre-schematic phase through project close-out. Responsibilities include updating schedules and budgets and communicating project status updates with the client. Additionally, Raymond manages the Gafcon Charter School Committee. The primary challenge for these projects is the acquisition of appropriate sites - the CEQA and EIR processes required typically take longer than most sellers are willing to hold properties. Raymond is particularly passionate about charter schools because of the innovative opportunities for programming. He helps the District balance the less stringent requirements for charter schools with their desire to provide quality environments that fall more in line with DSA and other regulatory requirements.

Los Angeles Unified School District // LA Leadership Academy, Phase 2 // \$6M // Los Angeles, CA // Senior Project Manager

This project involved the conversion of a hospital to a **charter school** with the development of classrooms, a dining/cafeteria space, and playgrounds. Funding was a significant challenge on this project as the school didn't have enough money. Raymond worked with the District and the contractor to develop solutions that would keep work moving on the areas that had funding, while waiting for the remainder of funding to fall into place. This required regular re-alignment of the schedule, including planning shut-downs for holidays.

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Est. Time Devoted to the Project
As-Needed

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Years with Gafcon
4

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Number of Similar Projects
100+

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Education
BA, History, San Diego State University

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Certifications
Facilities Planning Certification Program, University of California, Davis

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Affiliations
Construction Management Association of America
Coalition for Adequate School Housing
Council of Educational Facility Planners

SECTION 3

Resources



Gafcon has provided a team of qualified resources with the capacity to staff this project; however, we also offer support from 120 staff members with expertise in design management, construction, cost control, construction technology, and just about any discipline that the Charter can imagine. Additionally, our hiring practices and excellent reputation mean that we continually seek and retain top talent who are experienced delivering a variety of services for public projects.

By developing a communication plan with the Charter early on, we will be knowledgeable about what needs the District may be expecting in the coming weeks and months. Our **Principal-in-Charge, Ron Takaki**, will work behind the scenes to make sure that the right resources are ready, right when you need them.

“The Gafcon team is embedded into our District office spaces, creating a transparent and accessible service environment. Gafcon’s background and experience... has been an invaluable resource.”

John A. Roach, Ed.D, Superintendent (Ret.)
Carlsbad Unified School District

SECTION 4

Experience in New School Construction Projects

Gafcon has contributed our expertise to **more than \$46B in education bond programs throughout Southern California for some of California's largest and most prestigious K-14 school facilities improvement projects** – most of which involved construction within active campus environments.

Gafcon has an incredible track-record delivering award-winning projects that achieve client goals and proudly represent the community's investment. Under Gafcon's management, San Diego Unified School District, Grossmont Union High School District, San Diego Community College District, and Grossmont Community College District have received **perfect scores from the San Diego County Education Foundation**.

Gafcon has maintained long-term contracts with several education districts, providing services throughout multiple contracts and bond programs. This demonstrates the trust that clients like San Diego Unified School District, Grossmont Union High School District, and Carlsbad Unified School District have in our capabilities to deliver complex programs and owner's representation.

THE GAFCON DIFFERENCE



Gafcon's experience in programming for K-12 facilities improvement projects and our excellent track-record of providing construction and project management services means that our team has a **comprehensive understanding of how your projects will fit into your overall goals**.



Gafcon is a **true construction management firm** that offers an extensive depth of in-house services that augment and improve the quality of our construction management delivery.



Our pool of **120 resources** offer the Charter **flexible staffing** as your needs change. Additionally, the relationships we have developed with Southern California architects, engineers, and contractors help to support **outreach and collaboration**.



Reporting occurs at many levels throughout the Charter and must be tailored to the specific audience. The projects Gafcon has worked on have received **exceptional scores in transparency** for our comprehensive reporting abilities.

CARLSBAD UNIFIED SCHOOL DISTRICT

Sage Creek High School

This new Collaborative for High Performance School (CHPS) campus features 140,000 SF of three classroom buildings, a library, administrative offices, food services, **gymnasium**, a fine arts building, and an athletic stadium with a press box and concession stands. The 57-acre site also includes 6.2 acres set aside for a biological habitat. This project received the "Best Project Award" in the K-12 category topping more than 100 entries by Engineering News Record.

The school was located on an environmentally sensitive site, which required CEQA coordination. Gafcon negotiated and incorporated mitigation measures from three EIR lawsuits into the project during project, allowing it to receive DSA approval in parallel with completion of the EIR saving 12 months on the schedule. Additionally, our expertise in negotiating with CEQA provisions ensured that the long-term maintenance of local endangered sage would only require minimal monitoring to reduce impact to the District's operations team.



GROSSMONT UNION HIGH SCHOOL DISTRICT

Grossmont High School Student Support and Arts Classroom Building

The project began with the demolition of the original administration building, the old auto shop building, classroom building 100, the Grossmont Resource Center building, the Special Education office buildings and other ancillary structures to make way for a \$13M new, two story, 12,200 SF Student Support Services building and the new, two story, 11,640 SF Arts Classroom building. The area was completely re-graded in preparation for the new buildings. The new Student Support Services building features a dramatic exterior covered space that serves as the main entry point and campus gateway for visitors and students alike. Extensive site work will include additional parking, new accessible pathways and a revamped bus drop off area along with a new toilet building that supports the stadium during events.

Helix Charter High School Performing Arts Center

This \$15.2M project included the construction of a new, two-story, 34,000 SF performing arts center, including a 410-seat theater with a full fly loft, orchestra pit, lobby, ticketing booth, concessions, and restroom facilities. It also included a 110-seat black box, dance classroom with dressing rooms, digital arts classroom, choral classroom and recital rooms, and instrumental classroom with recital rooms and storage. This facility incorporated sustainable features, including daylighting, operable windows, cool roofing and energy efficient lighting controls and mechanical systems. As such, the facility qualified for San Diego Gas & Electric's Savings by Design program.

SAN DIEGO COMMUNITY COLLEGE DISTRICT

Mesa Commons

Gafcon managed the construction of a new, \$45M two-story, 60,500 SF facility to house the Mesa College campus main food service and dining facilities, bookstore, coffee bar, convenience store, campus shipping & receiving, campus printing and mail services and culinary arts/culinary management program along with assembly space. This project included demolition of two existing buildings, relocation and installation of utilities, and surface improvements.

Mesa Fitness Center

The \$14.3M center opened in 2016 as the new home of the Mesa College School of Exercise Science, Health Education, Dance and Athletics. The 27,300-square-foot space includes an aerobics studio, weight training room, spinning room, free-weight training lab, athletic training room, a “wet lab” with whirlpools and icing stations to treat injuries, cardio fitness training lab and an office suite. Gafcon provided project management services on this project and also serves as the program manager on San Diego Community College’s Props S & N Bond Program.

LOS ANGELES UNIFIED SCHOOL DISTRICT

Ocean Charter School New Construction

Gafcon provided preconstruction services including preparation of preliminary estimates for this new charter that included a 10,500 SF **gymnasium** and multi-purpose building.



SECTION 5

References

Sage Creek High School

1

Owner
Carlsbad Unified School District
Benjamin Churchill, Superintendent
6225 El Camino Real, Carlsbad, CA 92009
(760) 331-5002
benjamin.churchill@carlsbadusd.net

Contractor
Balfour Beatty
Tim Berry
10620 Treena Street, Ste 300, San Diego, CA
(858) 635-7400
tberry@balfourbeattyus.com

The Accelerated Charter Elementary School

2

Owner
Accelerated Schools
Johnathan Williams, Founder and CEO
116 Martin Luther King Blvd., Los Angeles, CA 90011
(323) 235-6343 x2607
jwilliams@accelerated.org

Contractor
Pinner Construction Co., Inc.
Justin Davis, Vice President
1255 South Lewis Street, Anaheim, CA
(714) 490-4000
justind@pinnerconstruction.com

Helix Charter High School Performing Arts Center

3

Owner
Grossmont Union High School District
Katy Wright, Executive Director of Facilities
1100 Murray Drive, El Cajon, CA 92020
(619) 644-8154
kwright@guhsd.net

Contractor
Summit DCK
Brian Contino
3333 E. Camelback Road., Suite 122, Phoenix, AZ 85018
(602) 840-7700
btcontino@dckww.com



Grossmont High School Student Support and Arts Classroom Building

4

Owner
Grossmont Union High School District
Katy Wright, Executive Director of Facilities
1100 Murray Drive, El Cajon, CA 92020
(619) 644-8154
kwright@guhsd.net

Contractor
EC Constructors
Jim Summers
9834 River Street, Lakeside, CA 92040
(619) 440-7181
jim@ecconstructors.com

Carlsbad High School, Stadium Modernization & New Construction

5

Owner

Carlsbad Unified School District
Benjamin Churchill, Superintendent
6225 El Camino Real, Carlsbad, CA 92009
(760) 331-5002
benjamin.churchill@carlsbadusd.net

Contractor

McCarthy Building Companies
Craig Swenson
6165 Greenwich Dr., Suite 340, San Diego, CA 92122
(858) 784-0347, etc. 74504
cswenson@mccarthy.com



Miramar Student Resource and Welcome Center

6

Owner

San Diego Community College District
Chris Manis, Vice Chancellor, Facilities
3375 Camino Del Rio S., San Diego, CA 92108
(619) 388-6546
cmanis@sdccd.edu

Contractor

EC Constructors, Inc.
Jim Summers
9834 River Street, Lakeside, CA 92040
(619) 440-7181
jim@ecconstructors.com

Advanced collaboration tools, automated alerts and centralized project information keep everyone, from project personnel, District employees and even members of our Citizens Oversight Committee up to date with the latest available information at the touch of a screen or keyboard.

David Umstot, PE
Former Vice Chancellor, Facilities Mgmt
San Diego Community College District

Mesa College Fitness Center

7

Owner

San Diego Community College District
Chris Manis, Vice Chancellor, Facilities
3375 Camino Del Rio S., San Diego, CA 92108
(619) 388-6546
cmanis@sdccd.edu

Contractor

Balfour Beatty
Marco Ruelas
10620 Treena Street, Ste 300, San Diego, CA 92131
(858) 635-7400
mruelas@balfourbeattyus.com

Cuyamaca College Student Center

8

Owner

Grossmont – Cuyamaca Community College District
Dr. Cindy Miles, Chancellor
8800 Grossmont College Dr., El Cajon, CA 92020
(619) 644-7569
cindy.miles@gcccd.edu

Contractor

Rudolph & Sletten
Rene Olivo
10955 Vista Sorrento Pkwy #100, San Diego, CA 92130
(858) 259-6262
rene_olivo@rsconst.com

Millennial Tech Middle School, San Diego Unified School District

9

Owner
San Diego Unified School District
Lee Dulgeroff, Chief Executive Director of Facilities
4860 Ruffner Street, San Diego, CA 92111
(858) 637-3516
ldulgeroff@sandi.net

Contractor
Soltek Pacific Construction
Derek Good
2424 Congress Street, San Diego, CA 92110
(619) 778-2997
dgood@soltekpacific.com



Valhalla High School Main Building Modernization

10

Owner
Grossmont Union High School District
Katy Wright
1100 Murray Drive, El Cajon, CA 92020
(619) 644-8154
kwright@guhsd.net

Contractor
CW Driver
Hank Withaar
75888 Metropolitan Dr., San Diego, CA 92108
(619) 696-5100
hwithaar@cwdriver.com

“Gafcon’s attention to detail and expertise has been instrumental in the success of our multi-phase HVAC retrofit project.”

Lee Dulgeroff, Chief
Fac. Planning & Construction
San Diego Unified School District

SECTION 6

Recent Projects



SAGE CREEK HIGH SCHOOL, CARLSBAD UNIFIED SCHOOL DISTRICT

- **Estimated Project Cost:** \$90,704,959
- **Actual Project Cost:** \$94,614,995
- **Change Order Percentage:** 4.3%
- **Services:** Program Management, Project Management, Construction Management, FF&E, Labor Compliance, and CBOC Coordination



MESA FITNESS CENTER, SAN DIEGO COMMUNITY COLLEGE DISTRICT

- **Estimated Project Cost:** \$14.3M
- **Actual Project Cost:** \$13.4M
- **Change Order Percentage:** -5.1%
- **Services:** Program Management, Project Management, Labor Compliance, FF&E, Communication and Outreach



ACCELERATED CHARTER SCHOOLS, LOS ANGELES UNIFIED SCHOOL DISTRICT

- **Estimated Project Cost:** \$25,026,000
- **Actual Project Cost:** \$26,639,807
- **Change Order Percentage:** 6.8%
- **Services:** Owners Representative, Construction Management



HELIX CHARTER HIGH SCHOOL PERFORMING ARTS CENTER, GROSSMONT UNION HIGH SCHOOL DISTRICT

- **Estimated Project Cost:** \$19,708,233
- **Actual Project Cost:** \$19,686,415
- **Change Order Percentage:** 1.5%
- **Services:** Program Management, Project Management, Project Controls, Communication and Outreach



MIRAMAR STUDENT RESOURCE AND WELCOME CENTER, SAN DIEGO COMMUNITY COLLEGE DISTRICT

- **Estimated Project Cost:** \$8.05M
- **Actual Project Cost:** \$7.6M
- **Change Order Percentage:** -9.9%
- **Services:** Program Management, Project Management, FF&E, Labor Compliance, Communication and Outreach



GROSSMONT HIGH SCHOOL NEW STUDENT SUPPORT SERVICES AND ARTS CLASSROOM, GROSSMONT UNION HIGH SCHOOL DISTRICT

- **Estimated Project Cost:** \$13,893,828
- **Actual Project Cost:** \$13,894,437
- **Change Order Percentage:** 4.9%
- **Services:** Program Management, Project Management, Project Controls, Communication and Outreach

SECTION 7

CM Experience



PROJECT UNDERSTANDING

Magnolia Science Academy's students, staff, and faculty have been enjoying their new location and modern facilities for the past year. With funding in place for the new Gymnasium, the Charter is ready for the next step in finalizing the site. The new 6,509 SF Gymnasium will be a CMU building designed to include a steel and metal deck roof. The site will also include lunch tables, benches and two shade structures.

Challenges associated with construction of this type of structure includes providing clearance around the proposed building as well as the scaffolding required to construct the CMU walls. Additionally, the clear spans required for the gym requires long span trusses to be fabricated off-site and installed on-site. The erection of these trusses also requires ample access and clearance for a construction crane.

Below, we outline our experience-based approach to successfully managing the construction of your new gymnasium.

A. CONSTRUCTION PHASING PLAN

Gafcon brings extensive experience working within occupied campuses to deliver complex construction projects. Much of our work includes modernization and renovation for **active school facilities**. As such, we have seen and implemented an abundance of phasing options in the field and understand how to phase projects with a balance on timely and cost-effective completion with minimal impact to ongoing education programs.

Prior to the start of construction, in conjunction with the Charter's Facility Manager and general contractor, we will develop a viable construction phasing, site utilization, and logistics plan that will address the critical aspects of construction sequencing. We will focus on student, faculty, and staff safety, identifying the location of construction barricades and construction access points, temporary pedestrian routing and signage as well as proposed staging of construction equipment and material. Our goal to maintain a safe environment for the students and

staff outside of the construction zone, and to provide a safe and efficient work environment for the contractor inside the construction zone. Working with the contractor, we will seek to isolate the construction site from the rest of the campus, minimizing the impact of construction to campus operations. We emphasize the importance of communication by the contractor, by requiring the contractor to provide us with a weekly look-ahead schedule of activities to minimize any surprises.

B. INFORMATION TECHNOLOGY

Information technology is one of the most critical aspects of a project. Gafcon brings added value in this area due to a team of technology experts well-versed in everything from simple, out-of-the-box construction and project management systems to complex, multi-platform, program management information systems (PMIS). Software agnostic, our Construction Management team can utilize any system of Magnolia’s choosing or employ a robust electronic document management system (EDMS).

Gafcon brings specialized expertise in the reporting of budget and schedule information for projects due to our experience as

program managers who have implemented comprehensive PMIS. This is evidenced by San Diego Unified School District, Grossmont Union High School District, San Diego Community College District, and Grossmont-Cuyamaca Community College District – all of who received **perfect scores in transparency from the San Diego Education Foundation!**

C. VALUE ENGINEERING

Gafcon practices Value Analysis/Value Engineering (VA/VE) as an organized, creative approach to identify unnecessary costs on every project. Our clients are able to implement **Gafcon-recommended savings strategies ranging from 5% to 10% of our client’s total construction budget.** Realizing the maximum potential savings requires the implementation of a highly systematic and innovative approach. Most recently, our proposed **Construction Manager, Mike Lengyel**, provided a recommendation for Orange Unified School District’s Canyon High School project that identified a potential solution for alternate materials that would contribute to a **significant savings in cost and construction time.**

GAFCON’S APPROACH BY PHASE



Pre-Construction
Cutting edge industry technologies BIM PMIS software to mitigate challenges in construction and provide transparent reporting. This way, documents are ready for bid, costly delays are avoided, and we are able to clearly track the project’s success.

Bidding
Focusing on contractor outreach to maximize participation and get competitive bids from quality contractors by hosting outreach events, detailed and informative pre-bid meetings, and leveraging our contacts within the industry to stir interest in Charter projects.

Construction
Minimizing disruptions and promoting safety on active campuses is paramount. We verify the contractor provides clear ADA passageways and we actively collaborate with them on staging and site utilization. We foster an environment that focuses on a solutions-oriented approach.

Close-Out
Working collaboratively with the campus’ maintenance & operations personnel, including thorough training, to make sure the as-builts and related documentation is thorough to support the sustainability of the building.

D. SCHEDULE MANAGEMENT

Gafcon has a broad portfolio of experience, encompassing all areas of education programs and projects. This means that we offer lessons-learned in developing and managing successful schedules. Gafcon's "outside of box" thinking while working with design teams often yields creative phasing solutions that saves overall time and costs during construction. In our experience, schedule management is an inclusive process that involves understanding the owner's expectations, working collaboratively with the contractor to set realistic deadlines that achieve the owner's goals, and opening lines of communication with staff and faculty to make sure that construction is scheduled in such a manner to minimize impact.

E. PRE-CONSTRUCTION

Pre-construction is our first opportunity to set the project off on the right foot. Services during this period can include planning, programming, and scoping, budget development, and value engineering and constructability reviews. Every effort is proactive with the goal to minimize surprises once construction begins.

F. CONSTRUCTION

As your boots-on-the-ground, **Construction Manager Mike Lengyel** will provide on-site supervision and management of the project. He will review the progress of construction and administer the project's quality program by verifying construction conformance with the contract documents, reviewing inspection and testing reports, and keeping a daily log of activities.

G. PHASING AROUND EXISTING FACILITIES

One of the first steps on any project taking place in an operational and active environment is working with the impacted staff and faculty to determine daily routines, unique education programming, and other site-specific information that could have an impact on construction. We always work with the owner and contractor to phase the project in a manner that **minimizes disruption and maximizes safety**. We will work with the Charter to

establish clear, safe paths of travel and establish effective lines of communication with appropriate Charter personnel to make sure that the entire team is on the same page.

H. BUDGET MANAGEMENT

Gafcon brings extensive experience with master budgeting through our work on K-12 programs. It will be our responsibility to make sure that you have the budget information necessary to provide accurate updates to the Master Budget. **Construction Manager Mike Lengyel** will provide complete tracking of all budgeting by line-item cost codes, commitments, and spending per the Cost Breakdown Structure (CBS).

I. STATE AGENCIES

Though state agency coordination is generally outside the purview of a Construction Manager, we understand that California State Regulatory Agencies can have internal processes that create roadblocks. The Gafcon team has more than two decades of demonstrated experience facilitating collaborative and effective partnerships with California State Agencies.

These established relationships and daily interface with the agencies and their local representatives is key in understanding how to work with them to keep your projects on track. By understanding their processes and taking a proactive approach, Gafcon can provide recommendations regarding the Charter's options. However, in light of the project description within the RFP, we believe that much of this coordination will not be applicable to the Charter's Gymnasium. In order to be responsive to the RFP, we have included a very high-level overview of Gafcon's typical engagement and process with these agencies.

Division of the State Architect (DSA)

What do they do? DSA provides plan check and final sign-off services for K-12 projects. They review school projects for conformance with safety (structural and fire/life, as well as ADA compliance). DSA has also launched an initiative in sustainable school design.

Why is it critical? DSA review and approval for final certification of projects can have a negative impact on the schedule if not proactively managed. Most state-funded school projects cannot commence without DSA approval.

What is Gafcon's process? During construction, Gafcon's process typically entails a comprehensive tracking system that includes a proactive approach to communication and compliance.

Office of Public School Construction (OPSC)

What do they do? OPSC implements and administers voter-approved school facilities construction programs.

Why is it critical? Maximizing state funds to fully leverage local bonds. In this particular instance, it is unlikely the Charter would need to interface with OPSC since it is a locally financed project.

What is Gafcon's process? Gafcon either submits directly or works with the owner's funding consultant to make sure that documents submitted meet OPSC requirements.

State Allocation Board (SAB)

What do they do? The SAB apportions funding to school districts and adopts policies and regulations.

Why is it critical? Staying on top of policies, to gain clear understanding and maximize project funding. In this instance, since the Charter is financing the project, SAB coordination may be unnecessary unless there is an existing application for funding under Prop 51.

What is Gafcon's process? Our team will guide the Charter through the State School Facility Program to maximize project funding, and how we prioritize projects. Our team will also track school-related legislation, so we can be informed of new policies.

Department of Toxic Substance Control (DTSC)

What do they do? For school sites that will receive State funding, DTSC verifies that they are clean and safe from all toxic contaminants. They assist the Charter in assessment of school properties by ensuring that environmental

conditions are expeditiously investigated, evaluated, and remediated.

Why is it critical? Like the other agencies, understanding DTSC's process will keep the project on schedule and helps to ensure the safety of the students, teachers, staff and the general public.

What is Gafcon's process? Gafcon confirms that the following steps are completed:

- The Charter has contracted with a qualified environmental consultant in the preparation of a Phase 1 Environmental Site Assessment (ESA) and that it has been submitted to DTSC for review. A "No Action" letter will be issued if there is no potential contamination.
- Phase 2 - Preliminary Environment Assessment (PEA) may be required if there is potential for contamination. Gafcon monitors the preparation of the report. A "No Action" letter will be issued if there are no significant health or environmental risks.
- Response Action - If significant contamination is identified, the Charter may elect to drop the proposed site (for new construction) or remediate contamination (for new construction or modernizations). Once remediated, DTSC will issue a "No Further Action" notice.

California Environmental Quality Act (CEQA)

As your representative, we will assist the Charter to verify that the project is in compliance with the CEQA as well as to strategize creative solutions helping you mitigate the impacts of federal and state agency requirements.

During construction, it is important for project and construction managers to understand provisions of the CEQA requirements related to where contractors can and cannot work, as well as hours of operation that may be restricted. By meeting the conditions of approval and staying compliant with CEQA, we make sure that the project stays on track and won't face delays from federal or state agencies.

Post-Construction Coordination

From time to time, CEQA conditions of approval have provisions that extend beyond construction. Gafcon will make sure the Charter

has the information and resources necessary for the long-term management of these provisions.

J. CONSTRUCTABILITY REVIEWS

Gafcon approaches design and document review at each major milestone during the design phase. We have established a thorough process that identifies deviation of projected costs versus budget at the earliest possible milestone of the design. The design review process verifies that the project meets the Charter's controlling documents, which include the Charter's Master Plan, Design Guidelines and Standards, Educational Standards and Codes, energy goals, Board Policies, and other documents that could impact the design and cost of the facility.

Prior to issuing the documents to bid, one of our first tasks is to carefully review the DSA-approved drawings and specifications to verify that issues with constructability are minimized. This check will help with the "biddability" of the project by potentially reducing bid-time Request for Clarifications (RFCs) and more costly Construction-time Requests for Information (RFIs).

K. ESTIMATING SERVICES

Cost estimating is vital in controlling cost.

Gafcon has successfully managed the design and budgeting of approximately \$15 billion in education-based projects for Southern California K-14 public owners. This provides us with an in-depth understanding of the marketplace – both locally and globally – and results in a no-surprises cost/budget process. Gafcon utilizes a system and approach that focuses on the following core elements:

- **Planning and Estimation Database:** Gafcon's cost database for K-14 projects provides the most recent cost of materials and/or labor allowing predictive analysis of trends in escalation based on the historical record. This enables us to provide more realistic estimates that can assist the Charter in managing the program budget more successfully.

The Gafcon team takes the commitments made by the Charter to its constituents seriously. Understanding what is reasonable to construct based upon available budget requires translating early requirements into project budgets: one of the most important, initial tasks that will be performed on every project. This allows the Charter to accurately plan year-over-year project spending and set reasonable expectations to the public.

- **Estimating Continues Through Construction:** When contractors submit a cost with change order requests, Gafcon thoroughly reviews the proposed change, determines validity, and verifies entitlement, quantity, and costs saving up to and in, some cases, over 20% of potential costs of changes. Gafcon has developed a change order request (COR) and change order (CO) checklist that consists of 25 criteria, (examples of select criteria include: approval of contract time extension, review of contractors' and subcontractors' daily reports, verification of overhead and profit). This checklist provides for a very comprehensive review of submitted costs by contractors that minimizes and/or reduces cost impacts.

A. TEAM WORK

Gafcon has administered hundreds of projects across active and working K-12 campuses. As such, we understand that coordination and communication are key to safety and success.

Construction Manager Mike Lengyel fosters a collaborative environment that leads to a project team actively engaged in discovering solutions instead of identifying challenges.

Many members of the Gafcon team, including **Principal-in-Charge Ron Takaki**, have worked with the principal of **Berliner Architects**. Having fostered strong working relationships with other architects, engineers, contractors and consultants from our experience as construction managers leads to highly successful projects that clients have appreciated.

B. PUBLIC CONTRACT COMPLIANCE

Gafcon has developed excellent relationships with our industry colleagues on projects due to our collaborative approach.

Descriptions of this approach, as it pertains to schedule, budget, and change order control are included in the following section. **Construction Manager Mike Lengyel** will cultivate an environment that fosters creativity and solution discovery to make sure that your project is completed efficiently and correctly to maximize your success.

C. CONSTRUCTION PHASING

Student and staff safety is a constant Gafcon priority during construction. We tirelessly work to ensure that all key parties involved with each project understand that **safety is paramount**.

As such, this will be an important part of properly phasing the project. Once the project is underway and we have agreed on a viable phasing and site logistics plan, we will continually monitor site safety issues and construction activities that could impact campus operations. We will make the contractor aware of issues and insist that they are addressed at each weekly construction meeting.

D. HANDLING CHANGES

Changes can occur throughout every phase of the project, and Gafcon is ready to manage them as they arise. When change is necessary, we make sure that it is well documented, thoroughly explained and understood by the owner, and provide recommendations and options for moving forward that examine the pros and cons of each option to discover the right path for the owner. An important activity that is a part of the "Gafcon Way" is the review of all responses to RFIs prepared by the architect prior to issuance back to the contractor. Responses can occasionally add unnecessary costs to the project and Gafcon always seeks minimal cost alternatives to help keep the costs of change to a minimum. This is a way that Gafcon heads-off potential additional costs, before they become changes.

E. MITIGATING CLAIMS

Claims mitigation should begin early in the process by conducting thorough design, constructability, and value engineering reviews and making sure that those changes are properly documented in a comprehensive and clear set of plans and specifications. However, when this proactive approach is overcome by occurrences like unforeseen conditions, we work diligently with the contractor to settle the change order before a claim occurs.

Gafcon has considerable background with construction claim avoidance and forensic construction dispute resolution work. This knowledge base provides us with years of experience in how to identify the early warning signs of situations that may lead to a potential claim situation. Claims resolution will be discussed in the following section.

F. PUBLIC WORKS BIDDING PROCESS

Bidding Strategies

To develop successful bidding strategies for our K-12 clients, we continually monitor the local construction market, tracking other procurements to make sure your project is sequenced outside of other local procurements. Gafcon will work with the Charter to make recommendations on the development of bid alternates that support your goals.

Contractor Outreach

Gafcon has been fortunate to develop positive relationships with a multitude of local contractors, architect, engineers, and fellow project/construction managers who service clients throughout Southern California. We excel at marketing our clients' projects to the local architecture/engineering/construction community and have held many successful outreach events for school districts, including San Diego and Grossmont-Cuyamaca Community College Districts.

Pre-Bid Conferences

The pre-bid conference is the contractor's first opportunity to learn about your project. In concert with the design team, Gafcon will lead the

conference, making sure all relevant and pertinent information is disseminated to contractors during and throughout the proposal process. A successful pre-bid conference is defined by the quality of information provided, which results in quality bids.

Pre-Bid Request for Clarification

Following the pre-bid conference and prior to the bid date, contractors sometime issue requests for clarifications (RFC). Gafcon will work with the Charter and design teams to prepare appropriate responses to the RFCs, making certain that all bidders are notified of the response through issuance of Addenda as appropriate.

Bid Review

As your Construction Manager, we will review contractor bids with a discerning eye. From validating qualifications to supporting contractor interviews, Gafcon will always put the Charter's interests at the forefront of every recommendation.

Contracting

Once the award has been ratified by the board, Gafcon will begin collection of all required contract documents, including the contractor agreement (for execution and approval by the board), issuance of the construction documents including addenda, and all supplemental documents, collection of the contractor's insurance certificates, affidavits and other required documents.

GAFCON VALUE

Contractor Outreach

Gafcon's 30 years in construction/project management and our work in labor compliance has been of incredible value to our clients due to our relationships with local contractors, trades, and related professional consultants, including disadvantaged and other underutilized businesses. Our clients have seen an increase in both the quantity and quality of bids, and programs geared toward small businesses have seen dramatic and positive results from outreach events.



G. INTERFACING WITH STATE AND GOVERNMENT AGENCIES

In addition to specialized regulations regarding construction of public schools as discussed previously, your projects may also be subject to the federal, state, and local code requirements of various other agencies whose governance helps to ensure quality construction and safety for the end-users. Typically, incorporation and enforcement of these codes is the responsibility of the architect and contractor; however, Gafcon has developed a number of practices that help guide quality design and construction throughout the process.

For example, **Construction Manager Mike Lengyel** may request to see the permitting agency's design review comments. This enables us to add value on multiple levels:

- We are better able to visualize the magnitude of issues and manage the architect accordingly
- When appropriate, we can provide collaborative, creative solutions based on our experience and lessons learned from other projects
- We verify the permitting agency's comments are being addressed, which can provide an opportunity for as-needed value engineering to verify that the architect is providing cost effective solutions to plan review comments
- During bidding, it also provides an opportunity to make sure that RFI provisions are properly permitted

Gafcon also helps code conformance during construction by requiring architects to deliver a conformed set of plans and specifications that include all answers to RFIs during the bidding phase, permit requirements, and corrections. This means that the entire team is building from the same, comprehensive set.

Additional levels of quality assurance for code compliance include thorough communication. Gafcon fosters a collaborative team environment where everyone from the inspector of record to contractor is on the same page, as-builts are properly maintained and reviewed, and keeping an eye on correction notices.

SECTION 9

Cost and Schedule Control



SCHEDULE CONTROL

Upon commencement of the construction, the contractor is to submit their preliminary project construction schedule (typically the 90-day preliminary schedule). Within a reasonable amount of time, the contractor should submit their complete cost-loaded Baseline Project Schedule. Upon submittal of the initial project schedule, our Scheduler and Construction Manager will perform a detailed review of the schedule and comment on any inconsistencies or other issues and issue an actionable report. When all issues with the schedule have been resolved, the baseline project schedule will be approved. Every month, the contractor shall be required to submit an updated schedule.

Gafcon's **Scheduler, Kim Romero**, in conjunction with the **Construction Manager, Mike Lengyel**, will review the updated schedule and compare it against the baseline vs. actual construction in place, and will issue a monthly report noting any issues with the updated schedule or delays and provide recommended corrective action. A separate monthly scheduling meeting may be required to discuss the schedule in detail. Individual project schedules will be incorporated into the Master Program Schedule.

BUDGETS AND COST CONTROL

Pre-Construction

At the beginning of each project and program, Gafcon meets with the client and develops a Master Budget based on State Reporting forms. During the initial budgeting session, we use general rule-of-thumb estimates for costs associated with a particular project and include the appropriate contingency. For the Gymnasium project, Gafcon will prepare a detailed cost estimate based on the DSA-approved drawings and specifications. As the project proceeds, these estimates are

revised and updated with actual committed costs.

Construction

The contractor's costs are managed from contract award through project closeout. Once the contract is awarded, Gafcon performs a detailed review of the Contractor's bid and Schedule of Values (SOV). We endeavor to understand how the total contract amount was developed by the Contractor and to identify any potential issues. This analysis is performed using the updated design estimate against the Contractor's Schedule of Values—seeking to reconcile any apparent discrepancies. Once the estimate and the SOV are reconciled, managing the Contractor's budget is made less challenging because there is less hidden in the Contractor's cost.

GAFCON VALUE

Schedule and Budget Monitoring

Proactive monitoring of the schedule and budget throughout construction provides opportunities to course correct, when necessary, and make sure construction is moving ahead efficiently.



CHANGE ORDER MANAGEMENT

Gafcon's approach and methodology to Change Order Management will make sure change order requests are managed fairly, consistently, and in a timely manner.

Time is the enemy of COs. No CO becomes smaller with the passage of time; therefore, it is Gafcon's policy to address each one with urgency and attention to detail. Additionally, Gafcon builds into all contract vehicles an escalation process, which resolves disputes before they can accumulate into large claims during the project closeout phase causing further negative impacts such as delayed occupancy (especially critical for K-12 projects, which are typically time constrained due to academic calendars). Our approach for dealing with COs is two-phased.

- **Change Order Request (COR) Validation:**

Gafcon immediately determines the validity of the COR in order to provide a timely response to the contract. If the COR is valid, Gafcon provides an independent cost estimate. If we determine the COR is not valid, we immediately return the COR with our mark-ups and comments. This provides the contractor with a information on why the COR has been rejected, or needs modification. We have also developed a COR and CO checklist that consists of 25 criteria. This checklist provides for a comprehensive review of submitted costs by contractors that minimizes and/or reduces cost impacts.

- **Change Order Negotiation:** After discussing our recommendation with the appropriate Charter representative, Gafcon enters a rigorous negotiation process with the contractor to reach a fair and equitable conclusion.

GAFCON VALUE

Change Orders (CO)

Gafcon's proactive approach to COs start before it is even a glimmer in the contractors eye by providing thorough design and constructability reviews. When a CO does happen, we move quickly to resolve the issue to mitigate risk of claims and protect the District's interests.



CLAIMS DISPUTE RESOLUTION

Dispute between parties of the contracts (i.e. Owner-Architect, Owner-Consultant, or Owner-Contractor), typically occur because proposed settlement of changes (additional time and/or money) are not satisfactory to one of the parties.

We will follow the formal dispute resolution process outlined in the General Conditions of the Contract – generally as follows:

- After careful review of proposed changes with the Architect, CM issues a formal response to the Contractor, rejecting the proposed change.
- If the Contractor disagrees with the response, then the Contractor is to issue a formal dispute to the CM within the stipulated time and state why they disagree with the response and provide back-up documentation;
- A meeting is scheduled to review the dispute and discuss the Contractor's statement along with backup documentation, with an attempt to come to a resolution. If a resolution cannot be reached and the dispute is rejected;
- Formally notify the Contractor that the dispute has been rejected with a statement of the reasons;
- If the Contractor does not accept the rejected dispute, the Contractor is to issue a formal claim with the Charter and follow formal Claims Procedures.

On occasion, we encounter disputes with the architect or contractor. In most cases we have success, with the concurrence of the Charter, in mutually resolving the dispute prior to the architect or contractor filing a claim using the process noted above.

Post-Construction Follow-Up

Gafcon recommends an initial 10th month post-construction follow-up meeting with the architect and engineering team to review the construction. This allows ample time to review the facility, prepare a list of items and to contact the contractor/subcontractors to correct items covered under the warranty prior to the expiration of the warranty and guarantee period.

SECTION 10

Insurance

Sample Insurance Certificate is located on the following page.



Thank you for the fine work Gafcon has done in managing the transformation of our campuses and thanks for your personal commitment and support in helping provide extraordinary environments for people to work and learn and make dreams come true! Your partnership is greatly appreciated.

Cindy Miles, Ph.D, Chancellor
Grossmont-Cuyamaca Community College District



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
6/28/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Commercial Lines - (760) 931-3500 Wells Fargo Insurance Services USA, Inc. - CA Lic#: 0D08408 5901 Priestly Drive Carlsbad, CA 92008	CONTACT NAME: Debi Walker PHONE (A/C, No, Ext): 760-931-3538 FAX (A/C, No): E-MAIL ADDRESS: deborah.l.walker3@wellsfargo.com														
INSURED Gafcon, Inc. 5960 Cornerstone Court West San Diego, CA 92121	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Travelers Indemnity Co. of Connecticut</td> <td>25682</td> </tr> <tr> <td>INSURER B: West American Insurance Company</td> <td>44393</td> </tr> <tr> <td>INSURER C: Travelers Property Casualty Co of America</td> <td>25674</td> </tr> <tr> <td>INSURER D: Lloyd's Syndicate 3624</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Travelers Indemnity Co. of Connecticut	25682	INSURER B: West American Insurance Company	44393	INSURER C: Travelers Property Casualty Co of America	25674	INSURER D: Lloyd's Syndicate 3624		INSURER E:		INSURER F:	
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COVERAGES **CERTIFICATE NUMBER:** 12015351 **REVISION NUMBER:** See below

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab <input checked="" type="checkbox"/> Separation of Insureds GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			680-9H739868-17-47	5/1/2017	3/29/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/>			BA-2J617249-17-GRP	5/1/2017	3/29/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			CUP-8678Y541-17-47	5/1/2017	3/29/2018	EACH OCCURRENCE \$ 6,000,000 AGGREGATE \$ 6,000,000 \$
C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	UB5674Y905-17	3/29/2017	3/29/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	<input checked="" type="checkbox"/> Prof Liab/Tech E&O			ANE1924108.17	03/29/2017	03/29/2018	\$5,000,000 Each Claim & Aggregate Claims Made/Full Prior Acts-\$250K Ret/Retro 9/28/87

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RE:RFP - SOQ dor On-Call Consulting Services for City of Murrieta Provided as evidence of insurance.
 Upon award, The City of Murrieta and its respective officers and employees will be added as additional insured for general and auto liability with coverage primary and non-contributory

CERTIFICATE HOLDER _____ _____ _____	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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ACORD 25 (2016/03)
 (This certificate replaces certificate# 12015341 issued on 6/28/2017)

SECTION 11

Construction Related Litigation

Gafcon Inc. has never filed for protection under the United States bankruptcy code.

Please contact Paul Najjar, Vice President and General Counsel at pnajar@gafcon.com or 858.875.0099 with any questions or concerns.

CASE	CONTACT	OUTCOME
<p>Union Square at Broadway Homeowners Association v. Western Pacific Housing – Broadway LLC, et al.</p> <p>Date Filed: 5/24/2011</p> <p>Description: This was a lawsuit against a variety of defendants regarding construction defects on a large condominium project. Gafcon was one of the defendants and provided certain inspection services.</p> <p>Court: Superior Court of California - County of San Diego</p>	<p>Attorney for Gafcon, Inc. Andrew Fiorica The Fiorica Law Firm, P.C. 2888 Loker Ave. East, Suite 121 Carlsbad, CA 92010 (760) 331-2652</p> <p>Attorneys for Midgard Manufacturing, Inc. Zaida McGhee Tyler Hanzen Law office of Zaida A. McGhee 19800 MacArthur Blvd., Suite #300 Irvine, CA 92612 (949) 724-4546</p>	<p>Case settled for the amount of \$75,000.00 which represented cost of defense</p>
<p>Pell Place Homeowners Association v. D.R. Horton, Continental Residential, Inc.</p> <p>Date Filed: 3/27/2012</p> <p>Description: This is an arbitration demand against a variety of defendants regarding allegations of construction defects on a large condominium project. Gafcon provided inspection services only.</p> <p>Court: Arbitration</p>	<p>Attorney for Gafcon, Inc. Andrew Fiorica The Fiorica Law Firm, P.C. 2888 Loker Ave. East, Suite 121 Carlsbad, CA 92010 (760) 331-2652</p> <p>Attorneys for D.R. Horton, Continental Residential, Inc. Paul Nolan Ranjan Lahiri Wood, Smith, Henning & Berman LLP 501 W. Broadway, Suite 1200 San Diego, CA 92101 (619) 849-4900</p>	<p>Gafcon won a summary judgment and was awarded the amount of \$83,113.56.</p>
<p>City of El Cajon (Claimant) v. Gafcon (Cross-claimant), Ledcor and other parties</p> <p>Date Filed: 12/16/2013</p> <p>Description: This was a dispute amicably resolved through mediation regarding fees relating to the successful completion of the El Cajon Police Station.</p> <p>Court: Arbitration</p>	<p>Attorney for Gafcon, Inc. Andrew Fiorica The Fiorica Law Firm, P.C. 2888 Loker Ave. East, Suite 121 Carlsbad, CA 92010 (760) 331-2652</p> <p>Attorneys for City of El Cajon Steven Boehmer Robert Martinez McDougal, Love, Eckis, Boehmer & Foley La Mesa Village Plaza 8100 La Mesa Blvd., Suite 200 La Mesa, CA 91942 (619) 440-4444</p>	<p>Parties settled the claim with the City paying Gafcon approximately \$161,000.00</p>

PROJECT CLOSE OUT

Gafcon will collect all project closeout documents, including warranties, certifications, guaranties, project data, maintenance and operation manuals, commissioning reports, etc. uploaded to the EDMS, and transmit any hard copies to the Charter. Clearly written project closeout specifications will assist with the smooth turn-over of the project from the Contractor to the Charter. Gafcon will make sure that the specifications are properly prepared, and that the Contractor adheres to all requirements—or the consequence will be delay of their final payment.

Punch List/Warranty

Upon notification of the substantial completion and submittals of the contractor's punch list (of "minor Items"), **Construction Manager Mike Lengyel** will conduct a complete walk-through of the facility with Charter staff, the AE team, and contractor, and provide any additional items to the punch list. If the project is deemed substantially complete, Gafcon, in conjunction with the architect, will issue the notice of substantial completion, and will continue to monitor progress/completion of the punch list items until complete.

Move In/Staff Training/Commissioning

Gafcon will coordinate the contractor, subcontractors and vendors to schedule required training of Charter facilities maintenance and operation staff on the systems and equipment following project commissioning. Videos, live training, on-line training, and turnover of maintenance and operations manuals may be a part of this service. When manuals are provided, we encourage the maintenance and operations team leader to sign-off on the document to provide confirmation that the manual is sufficient for continued maintenance of the facility. Gafcon is able to provide all hand-off materials in a virtual format should the Charter desire this approach, utilizing the industry's cutting-edge tools.

Gafcon has coordinated the commissioning of hundreds of facilities, including those that seek CHPS and LEED certification (enhanced commissioning). During the design process, and especially at the beginning of construction, we will arrange meetings with the commissioning authorities to make sure that equipment and controls are being installed and tested as specified by the design/engineering team. When commissioning is scheduled to commence, Gafcon will be present to observe the entire commissioning process through project closeout and turn-over.

For Charter furnished materials, furniture and equipment, Gafcon will coordinate and schedule the delivery and installation of these items with the designated vendors with the Contractor to minimize the impact on construction (as an additional service). Gafcon has extensive experience with managing FF&E and coordinating movers to make sure the facility is ready to turn-over to the Charter as scheduled.

SECTION 12

Additional Information

GAFCON VALUE Close-Out

By working collaboratively with the District's maintenance and operations team early on, making sure final documentation is thorough, and providing comprehensive training before facilities are turned-over, we help prolong the life of your facilities.





Associate	Firm	Position	Billing Rate	Total	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	
				Average Billable Hours	169	169	169	169	169	169	169	169	169	
				Input Rates										
Ron Takaki	Gafcon	Principal (No Charge)	\$ 265	\$ -	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Mike Lengyel	Gafcon	Construction Manager	\$ 160	\$ 64,896	50%	50%	20%	20%	20%	20%	20%	20%	20%	
David Rudge	Gafcon	Assistant Construction Manager	\$ 115	\$ 97,175	100%	50%	50%	50%	50%	50%	50%	50%	50%	
Ray Rodriguez	Gafcon	Construction Management Advisor (Charter Schools)	\$ 170	\$ 4,597	5%	5%	0%	0%	3%	0%	0%	3%	0%	
Hennie Degenaar	Gafcon	Estimator	\$ 150	\$ 10,140	10%	0%	0%	10%	0%	0%	10%	0%	10%	
Kim Romero	Gafcon	Scheduler	\$ 130	\$ 6,811	15%	2%	2%	2%	2%	2%	2%	2%	2%	
DOLLARS:				Construction	\$ 183,619	\$ 40,222	\$ 25,113	\$ 15,565	\$ 18,100	\$ 16,427	\$ 15,565	\$ 18,100	\$ 16,427	\$ 18,100
				CUMMULATIVE DOLLARS	\$ 40,222	\$ 65,335	\$ 80,900	\$ 99,000	\$ 115,427	\$ 130,992	\$ 149,092	\$ 165,519	\$ 183,619	
				CUMMULATIVE DOLLARS (% of Total)	22%	36%	44%	54%	63%	71%	81%	90%	100%	

Construction

SECTION 13

Budgetary Estimate for Fees

HOURLY RATES

Principal-in-Charge	\$265.00
Construction Manager	\$160.00
Assistant Construction Manager	\$115.00
Charter School Advisor (as-needed)	\$170.00
Estimator	\$150.00
Scheduler	\$130.00