



May 16, 2023

Erik Oden
Director, Maintenance and Operations
Santa Rosa City Schools
211 Ridgway Avenue
San Rosa, CA 95401

Reference: Santa Rosa City Schools, Capital Improvement Program
Subject : Program Management Services

Mr. Oden

VPCS is pleased to submit the following proposal for the Program Management services related to Measures G & C, as well as other capital improvement program activities. Please see attached detailed fee sheet.

Measure G Program Management:

\$27,375 per month
5 year Total fee: \$1,642,500

Measure C Program Management:

\$87,162 per month
5 year Total fee: \$5,229,720

Fee to be billed monthly payable within 30 days. These include all travel, insurance, tax, and. Fees do not include office space or office equipment.

Staffing summaries are attached. These summarize the roles and responsibilities of the Program Management team members. These fees and staff represent a comprehensive management team to assist the SRCS staff with all aspects of their Capital Improvement Program.



This not-exceed fee is based on the first five years of an eight year bond program and the current available funding for SRCS's Capital Improvement Program. If the district were to secure a significant amount of funding in the future, the same percentage rates would apply for the management of the additional funding and projects.

We look forward to continuing to build on SRCS's successful Capital Improvement Program, as well as forming a strong relationship with the Santa Rosa City Schools over the coming years and sincerely thank you for this opportunity.

Very Truly Yours,
Van Pelt Construction Services

Kelli Jurgenson

Kelli Jurgenson, Vice President

Program Management Fee

	Contractual Phases:	phase I	phase I	phase I
	Based on 8 year Program:	Years 1-5	Years 1-5	Years 1-5
% of Total PM fee by Phase:	100.0%	90.0%		
PM Fee % of Total Bonds by Phase:		1.31%		

<i>Applied to Funding Under Management</i>	Measure \$	VPCS PM Fee %	VPCS PM Fee	VPCS PM Fee	Duration in Months	Monthly
Santa Rosa City School - Elementary (Measure G)	\$125,000,000	1.46%	\$1,825,000	\$1,642,500	60	\$27,375
Santa Rosa City School - High (Measure C)	\$398,000,000	1.46%	\$5,810,800	\$5,229,720	60	\$87,162
	\$523,000,000	1.46%	\$7,635,800	\$6,872,220	60	\$114,537

Role	Team Members	FT / PT	Notes
Principal in Charge (Program Manager)	1	PT	Supervises Entire Team
Program Operations Manager	1	FT	Manages Budgets and Program Activities
Program Administrative Assistant	1	FT	Supports Program Activities
Sr. Project Manager	1	PT	Design Management & CM Supervision During Construction
Project Engineer	1	FT	Design Management & CM Support During Construction
Cost Estimator	1	PT	Develop Program Estimate / Review Desig
Scheduler	1	PT	Develop Program Schedule / Review Desig
Quality Control Review	1	PT	Technical Review of documents at design milestones
Finance Manager	1	PT	Assist in coordination with District Funding Consultant

Santa Rosa City Schools & VPCS

Program and Construction Management Scope of Services

How Program Management Adds Value:

This agreement will ensure the district completes the bond program in compliance with all regulatory requirements, maintaining safe educational environments, causing as little impact to already busy departments, resulting in state of the art facilities all within budgets and timelines.

- **Reducing Project Escalation**
 - *Districts that choose to work with a program manager are able to move projects forward quickly with the additional staffing from the program management team and their specific skill sets (details in bullets below). This helps to reduce escalation.*
 - *Currently we are tracking 5-10% escalation, compounding annually, for construction dollars.*
 - *VPCS's fee for this 5 year contract is 1.3% of the total bond, non compounding.*
 - *Making the return on investment of program management fees vs. escalation significant.*
 - *Every year the bond funds are worth less and less. The quicker projects move forward, the more value the construction dollars have and the greater impact can be made.*
- **Improved Financial Controls**
 - *In bond programs this size, the facilities office is often managing budgets even larger than the district's general fund. It requires tight processes and the knowledgeable staffing to track purchasing, expenditures and future budgets.*
 - *Purchasing protocols*
 - *Regular project budget check-ins / savings rebalancing*
 - *Cashflow to determine timing of bond sales*
 - *Fiscal Year budgeting*
 - *VPCS has staff assigned to this program who are experts in managing bond finance. They are proficient in SACS accounting practices and how they relate to construction.*
 - *Understanding the non-cyclical nature of construction and how it relates to the fiscal year cycle in school finance is critical to successfully managing budgets in a long term bond program.*
 - *This staff acts as an augment to the district's accounting team. Having them working with the accounting team acts as a check and balance to this budget process.*
- **Improved Community Engagement**
 - *The bond program management team will assist the district in improving community engagement. Having done this in many districts already, the team can get these processes up and running quickly. The engagement can be adjusted to meet the needs of staff and the SRCS community, and can include the following:*
 - *Updating and maintaining an informational website.*
 - *Establishing and maintaining bond-specific social media accounts.*
 - *Coordinating community meetings and updates, both virtual and in person.*
- **Flexible Staffing for the Program**
 - *VPCS's team (staffing numbers) can be adjusted according to the stage of the bond program.*
 - *Staffing an entire bond program in house, with the specific skill sets required, can be challenging for school districts, as well as retention of in-house employees as the bond winds down:*
- **Benefits from Lessons Learned**

- *VPCS is currently working in over 25 school districts across Northern California. SRCS will consistently benefit from the experiences taking place at other bond programs.*
 - *Procurement Methods*
 - *Quality Vendors*
 - *Delivery Methods*
 - *Construction Methods*
 - *New Legislation*
 - *New Funding Opportunities*
 - *Community Engagement Techniques*
 - *Reporting Methods*
 - *CBOC Best Practices*
- *Benefits from VPCS Multiple Skill Sets*
 - *The program team will include more than the staff specifically assigned to SRCS. VPCS offers all our clients the collective skills of the entire company. When additional input is needed on anything from accounting to construction schedule review, our team will tap other VPCS employees to participate and add value to opportunities that may arise during the course of the program.*
 - *VPCS maintains relationships with a number of qualified consultants that can be tapped to work on DSA legacy closeout, schedule review, funding, etc.*
 - *Our teams also check-in regularly with industry leaders from the contracting and design side to get opinions on pricing, DSA requirements, or unique issues that may face a bond program. Because of our years of working with these firms, we have relationships that continue beyond a given project.*
- *Leverage in the Market (Relationships)*
 - *The program management team from VPCS can use existing relationships to bring quality vendors to the SRCS bond program and maintain relationships that already exist at SRCS.*
 - *This results in better bid coverage.*
 - *Knowing we are involved can also cut through fluff in pricing and get the most competitive fees for consultants.*
 - *When a consultant can't be found, our team can tap into our network to find that service/vendor and bring them in.*

Program Management:

Many of these items can start and run concurrently with the master plan process. They can be finalized once the master plan is complete. This will allow the district to quickly develop a comprehensive plan.

Staffing plan below represents the start to the bond program. Some activities will be recurring for the life of the bond program and will be folded into the daily work of the program management team as the program progresses.

Staff / Role	Approx. Hours per Week
Sr. Program Manager	10
Program Operations Manager	30
Program Finance	5

Program Admin	20
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- Advise the District on phasing, grouping of projects and other potential cost-saving approaches to construction
 - This can be done in conjunction with the current master plan process.
 - As the program manager we will attend all future master planning meetings, in order to best understand bond priorities and how to properly schedule and deliver the projects.
- Develop scopes of work
 - Take the projects identified in the master plan and develop more detailed project scopes consistent with budget allocations.
- Assist and advise the District in prioritizing projects and activities
 - Upon the completion of the master planning process, the program management team will take the outlined projects and phase them according to the planned issuances of bonds, cash flow, urgent facility needs, and district/community priorities.
- Develop bond program Implementation Plan
 - This includes budget allocations aligned with schedule and funding availability.
 - Taking the master plan priorities and applying projects to the current bond.
- Develop master project communication plan, incorporating project participants, District administration, site personnel, community, parents and website
 - Documents for distribution
 - Content for district website
 - Content for social media
 - Develop hard copy mailers
 - In person meetings
 - District administration
 - Site administrators
 - User groups
 - Community
- Work with District to develop scope, sequencing, scheduling, budgets and communication for all projects
- Develop and maintain reporting systems for each of those components
- Report to the District on program and project status on a regular basis through the course of the projects
 - Project level meetings
 - CBOC meetings
 - Board meetings
- Advise on and coordinate work of sub consultants for bond level activities
- Establish consultant pools for use during the bond program as needed
 - IOR
 - Hazmat
 - Geotech
 - Survey
 - CEQA

- Participate in planning workshops, attend meetings with site committees and the District Bond Oversight Committee(s)
- Advise on an ongoing basis regarding communications with state and other agencies involved in construction process, including DSA, CDE, OPSC and assist, as requested, with CEQA compliance and applications for state funding
- Work directly with District staff, including the accounting, administration, facilities, maintenance and operations departments to provide continuity in all aspects of the projects
 - Accounting includes
 - Reconciliation of budgets
 - PO / Contract development
 - Invoice approvals
- Assist district with documentation needed for annual fiscal year performance and financial audits.

Programming/Design Phase:

Staffing plan below represents work to take place once the program plan is in place. Some activities will be recurring for the life of the bond program and will be folded into the daily work of the program management team as the program progresses.

Staff / Role	Approx. Hours per Week
Sr. Program Manager	15
Program Operations Manager	35
Program Finance	5
Program Admin	30
Sr. Project Manager	30
Constructability Review	As needed
Schedule Review	As needed
Cost Estimating/Reconciliation	As needed

- Assist with the detailed definition of project scope, budget and schedule for each project and check with alignment with the master plan and bond language
- Management and distribution of district's record documents.
- Assist the district in determining the appropriate delivery method for each project
- Coordinate design consultant activities and delivery schedules
- Review design documents for constructability, scheduling, phasing, clarity, consistency and coordination
- Work closely with and support architect(s) in all related designing and programming tasks

- Perform analysis of the design documents and prepare report(s) with recommendations to the District to maintain established budgets
- Facilitate efficient and timely owner’s design reviews, including any proposed modifications
- Assist in the preparation of non-technical portions of project specifications manuals
- Assist with master scheduling where required
- Prepare and/or review existing project cost estimates where required
- Coordinate State Funding
 - Regularly review funding applications with funding consultant and district.
 - Provide project information for future applications
 - Assist district in SFP Audits

Preconstruction Phase:

Staffing plan below represents the program running at full speed. This will include recurring activities listed above, as well as planning for projects and will run concurrently with construction phases as more projects come on line.

Staff / Role	Approx. Hours per Week
Sr. Program Manager	15
Program Operations Manager	40
Program Finance	5
Program Admin	40
Sr. Project Manager	30
Construction Managers (additional managers added as projects come on line)	40
Constructability Review	As needed
Schedule Review	As needed
Cost Estimating/Reconciliation	As needed

- Assist District with competitive bid process to meet legal requirements, achieve maximum quality & cost benefits.
 - This includes requirements for State Funding
- Coordinate all bid phase activities with District including preparing solicitation notices, conduct pre-bid conferences, project job walks, assist District in evaluating bid results prior to award, review and coordinate bid phase addenda, conduct post bid conferences as required, coordinate submittals required by governing agencies

- Develop master project schedules detailing commencement and completion of each project, including phases
- Assist District in selection of professional services for inspection, testing, hazardous materials removal, etc.
- Verify and update cost estimates in the Facilities Master Plan for Construction and provide feedback on scope, advise the District on phasing, grouping of projects, and other cost saving methods

Construction/Close-Out Phase:

Staffing plan below represents the program running at full speed. This will include recurring activities listed above, design management, as well as planning for projects. This work will run concurrently with design and preconstruction phases as more projects come on line.

Staff / Role	Approx. Hours per Week
Sr. Program Manager	15
Program Operations Manager	40
Program Finance	5
Program Admin	40
Sr. Project Manager	30
Construction Managers (additional managers added as projects come on line)	40

- Manage and administer related contracts as required to facilitate the work of the contractors
- Conduct pre-construction conferences as needed as well as pre-construction and construction progress meetings, prepare and distribute the construction progress meeting minutes
- Review Request for Information (RFI), shop drawings, samples and other submittals
 - Track their timely resolution/approval
 - Coordinate any responses that require decisions/input from the district.
- Coordinate project site meetings
- Review construction progress and prepare reports for District
- Coordinate change order control process and review and analyze proposed change orders and make, in cooperation with the architect, recommendations to District to determine cost and schedule effects of change orders and prepare change order reports
- Coordinate submission and evaluate contractor’s schedules. Approval of schedule is tied to pay app approval
 - Evaluate recovery schedules as needed
- Assist and support architect construction administration processes
- Verify permits, approvals, bonds and insurances

- Verify schedule of values at start of construction
- Provide continuous on-site construction management personnel depending on the size/complexity of the project
- Regularly monitor the construction budgets and schedules and make recommendations to the District
- Review and recommend, in conjunction with the architect(s), any necessary or desirable changes to any contract documents and submit same to District
- Review and approve contractor's certificates for payment in conjunction with the architect and inspector
- Regularly submit progress reports to District
- Coordinate procurement and installation of furnishings, fixtures and equipment purchased directly by the district.
- Maintain the file set of contract drawings, specifications, addenda, contracts, change orders, shop drawings/submittals, correspondence and other records
- Coordinate the preparation of the punch-list
- Coordinate and determine final completion and payment as well as release of retention and the authorization of final payments and retention
- Coordinate delivery of maintenance and operations manuals and training
- Coordinate with DSA inspector and ensure compliance with all DSA reporting and close-out requirements
- Coordinate DSA close-out, including punch lists and Notices of Completion
- Obtain occupancy permits (where required), coordinate final testing, documentation and regulatory inspections
- Prepare final accounting reports and occupancy plan reports

PROGRAM TEAM

Principal in Charge / Program Manager

The Principal in Charge is a Firm Principal working to assess the progress and status of each project, and will be available to the District whenever their expertise is required. The Principal in Charge will oversee all aspects of the project under VPCS's management, with a special focus on Program Management, budget tracking and public reporting of bond activities. This supervision aids the team, and the District, in maintaining perspective when dealing with multiple projects.

Program Operations Manager

The Program or Bond Operations Manager will work with District staff to develop and maintain budgets on the program and individual project level. They will track future and current expenditures in the District's program accounting software, report on the budget status to District staff and work with individual Construction Managers to ensure they are meeting their budget targets. The Program Manager will prepare presentations and reports in the management of the Citizens Bond Oversight Committee. Additionally, they assist SRCS with Board of Trustee items and staff/community meetings. They will be the District's main support for bond program related management and reporting, both internal and with the community.

Finance Manager

The Program Finance Manager supports the District's Project Planning and Construction Team by aligning facility planning and the documentation process to current and future funding opportunities. They will coordinate with the district's funding consultant VPCS team to oversee funding processes: including identification of opportunities, submission of applications and final closeout with reporting agencies. They will provide support to the District whenever their expertise is required.

Program Administrative Assistant

This position provides logistical and administrative support as needed, at both the program and project levels. This support is available to all members of the VPCS team as well as SRCS staff as needed.

Sr. Project Manager

As the leader of the design management process (and construction management of assigned projects), the Sr. Project Manager will oversee the day-to-day management of each project, including all activities outlined in the RFQ, including Design Management as well as Construction Phase and Project Close Out Phase on assigned projects. We consider these Managers to be the eyes and ears of our clients, monitoring each project on a daily basis, keeping the District's best interests in mind. This manager will also supervise additional Construction Managers as multiple projects move into the construction phase. They will be the primary point of contact for the District's Design Management and Construction Management needs.

Project Engineer

This position provides logistical and administrative support as needed, to the design and construction management efforts. This support includes tracking, scheduling and documenting design meetings, the decisions made and reporting to SRCS staff. They will assist the Sr. Project Manager in the tracking of design

schedules and work with both the Sr. PM and the Bond Operations Manager on the coordination of current cost estimates with program level budgets. When projects move into construction they will support the Sr. PM as needed in tracking the assigned Construction Management projects. They will also collect reports from all CM's (both VPCS and others) to assist with program level reporting.

The bond program will also require services of the following team members on an as needed basis.

- **Cost Estimating:** Review design team estimates and develop program level estimates for planning.
- **Scheduling:** Develop program level schedules, high level project schedules and review contractor schedules with CM's as needed.
- **Document Review:** Technical review project documents at design milestones for errors, omissions and scope gaps that can be mitigated prior to bid/construction.