



Proposal to Provide  
CM/GC Services:

**Reynolds  
School District  
Secure  
Entrances  
District Wide**



#### 4. PROPOSAL FORM

##### CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

##### Reynold School District – Secure Entrances District Wide

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated March 28, 2015, for the contract named above. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the Reynolds School District, agrees to all terms and conditions found in the attached contract, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

No proposal will be considered unless the proposer is licensed with the State of Oregon Construction Contractors Board, pursuant to ORS 701.055 (1), prior to submitting a proposal. The proposer hereby acknowledges the requirement to carry or indicates the ability to obtain the insurance required by the contract documents. Indicate in the affirmative by initialing here:

The proposer hereby acknowledges receipt of Addendum Nos. 1 , , to this RFP. Name of

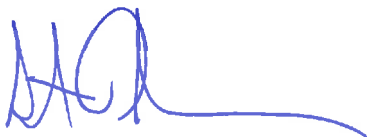
Proposer: Business Address: Telephone Number: Fax Number: Email Address:

P&C Construction Company

2133 NW York Street, Portland, Oregon 97210

Ph: (503) 665-0165, Fax: (503) 667-2565, Email: sanderson@builtbypandc.com

Authorized Signature:



Printed/Typed Name: Steven D. Anderson

Title: Vice President

Date: April 28, 2016

State of Oregon Construction Contractors Board License No: 38619

**Note: Complete and execute this form and include as the first page of the proposal.**

**Reynolds School District - Secure Entrances District Wide  
Construction Manager/General Contractor (CM/GC) Services RFP**



April 28, 2016

Reynolds School District  
RE: RFP – Construction Manager / General Contractor Services  
Reynolds School District – Secure Entrances District Wide  
1204 NE 201st Avenue  
Fairview, Oregon, 97024

Dear Members of the Review and Selection Committee,

We appreciate this opportunity to present our qualifications and project approach to complete the vestibule and security upgrades at multiple facilities throughout the district. Selecting P&C Construction as your CM/GC comes down to **five simple factors**:

- We know the contract and the requirements set forth
- We thoroughly understand the necessary procedures required for background checks and properly authorizing construction personnel to work in and around K-12 school facilities in the state of Oregon
- We have a dedicated and experienced P&C team ready to start immediately with preconstruction activities and then fully commit to completing the proposed construction work on time each summer at all of your facilities
- We have outstanding relationships with local subcontractors and suppliers that perform work on K-12 schools. In this “red hot” market, there is no substitute for a contractor with the proven ability to procure high-caliber subcontractors, suppliers, and trade personnel
- We utilize cloud-based construction management systems including programs such as Bluebeam and Smartsheet

Thank you for considering P&C Construction as your CM/GC for this challenging project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'S. Anderson', with a long horizontal flourish extending to the right.

Steve Anderson, *Project Manager and Authorized Representative*



## PRECONSTRUCTION SERVICES PLAN

### Investigation of Existing Conditions


Project Manager Steve Anderson, Project Engineer Ken Fehringer and Project Superintendent Dave Van Vleck, will perform thorough site investigations at each school to understand existing conditions and verify that construction documents reflect actual site conditions.



*P&C will confirm that the construction documents match the existing conditions at the Reynolds Middle School site for the new, secure entrance.*

### Design and Construction Document Coordination

As CM/GC, P&C is highly involved during each phase of design. Our team will lead the preconstruction effort in Estimating, Value Engineering, and Constructability Review. We will also develop a site logistics plan for each school site, create the master construction schedule, and manage the subcontractor bidding and procurement process.

Our Experience has shown us that accountability, transparency, and flexibility are keys to being a great team member. One tool that we use is the cloud-based program, **Smartsheet**.  All logs (Value Engineering Log, Constructability Log, Submittal Log) are uploaded to smartsheet which allows the team to track information flow, collaborate with one another, and securely store the most up-to-date documents.

Our staff embraces new technology such as **ARC Document Solutions' Skysite** that will be used on the Reynolds School District Secure Entrances District Wide project. A similar cloud-based system that we use to hyperlink drawings and attach RFIs is **Fieldwire**. Our team is quick to adapt to different document-sharing programs and onboard new team members.  

### Methodology for Providing Cost Estimates

#### Budget Updates

A preliminary Schematic Design (SD) estimate will be provided as well as 100% Design Development (DD) stage and the 50% Construction Document (CD) stage to verify that the design is in line with the project budget. At 50% CD's we will provide the GMP budget. Given that design is an ongoing process, it is important to monitor the budget estimate between the milestone estimates.

#### Cost Estimates/Reconciliation with a Second Party

Estimates for any P&C self-performed work are prepared by Les and reviewed with P&C's team of Steve, Bruce, and Dave. If a second-party cost estimator is employed, P&C will coordinate estimate format with the second party estimator so that the two estimates can be directly compared. P&C will input both estimates into a single spreadsheet so that the estimates can be compared side by side. After submitting the compiled estimates to the team for review, a meeting will be held to discuss the estimate variances. A reconciled estimate will then be issued by P&C.



*P&C is adept at performing carpentry tasks of all types and competitively prices such work.*

#### Price Volatility and Market Conditions

P&C utilizes a vast historical cost database to prepare budget estimates. This database is updated on a continuous basis by (1) analyzing recent bids, (2) reviewing publications such as Engineering News Record, AGC Data Digest, R.S. Means, etc., and (3) consulting with local subcontractors and suppliers. Keeping a finger on the pulse of construction cost market allows us to be accurate with our budget estimates, which in turn allows us to carry a realistic estimating contingency.



## Constructability and Safety Review

P&C takes a proactive approach to analyzing design and construction documents and identifying safe work practices and requirements for construction. We work together with the design team to review the documents and provide solutions to construction challenges. Our Constructability Review Log is a living document that is uploaded to Smartsheet. The log is fundamental to keeping track of each item of the design and construction documents. Within Smartsheet, the log records when each item has been reviewed, offered a construction solution if necessary, and documents the implementation on those solutions into design documents.

## How the P&C Constructability Log Works

- Identify constructability challenges from the drawings and specifications
- Involve the construction and design teams and propose solutions
- Document solutions and implementations in the log
- The log is reviewed during design meetings and all closed items are verified at each design milestone (SD, DD, & CD)
- Continue this process through final bid drawings

## Value Engineering Methodology

A Value Engineering (V/E) Tracking Log will be started in conjunction with the initial Schematic Design budget estimate. The V/E Tracking Log will include a variety of items for consideration with the goal of (A) decreasing cost for an equal product/system, or (B) providing a higher quality product/system at a comparable cost. At this time, P&C also reviews alternative construction methods and material life cycles and maintenance costs. For P&C, V/E is not scope reduction, which should only be considered if necessary due to budget constraints. Each item is priced separately and considered separately for incorporation into the project. P&C also utilizes the V/E Tracking Log as a "scorecard" for the various items under consideration which allows us to continuously monitor the total estimated cost. P&C's V/E process results in the best value project for the owner by optimizing the balance of quality and cost.

## Schedule, Change recommendations and long lead procurement packages

Based on the expectations of the scheduled CM/GC selection, the preconstruction period allows for adequate time for materials procurement. On the Summer 2016 projects, the major procurement challenges are contingent upon timely finalization of the access control equipment and door hardware.



*Finalizing access control equipment and door hardware early will be key to maintaining the schedule throughout all 3 summers.*

**P&C recommends completing Reynolds MS, Salish Ponds ES, and Sweetbriar ES this summer (2016), then completing five more schools in Summer 2017 and the remaining five in Summer 2018.** We plan to have a Working Foreman assigned to schools that require such based on complexity, scope of work, and schedule and have one Project Superintendent supervising two to three schools- dependent on scope, complexity, and distance between schools. In our experience, we feel this is the most economical plan that doesn't compromise site supervision.

## Recommended phasing and sequencing

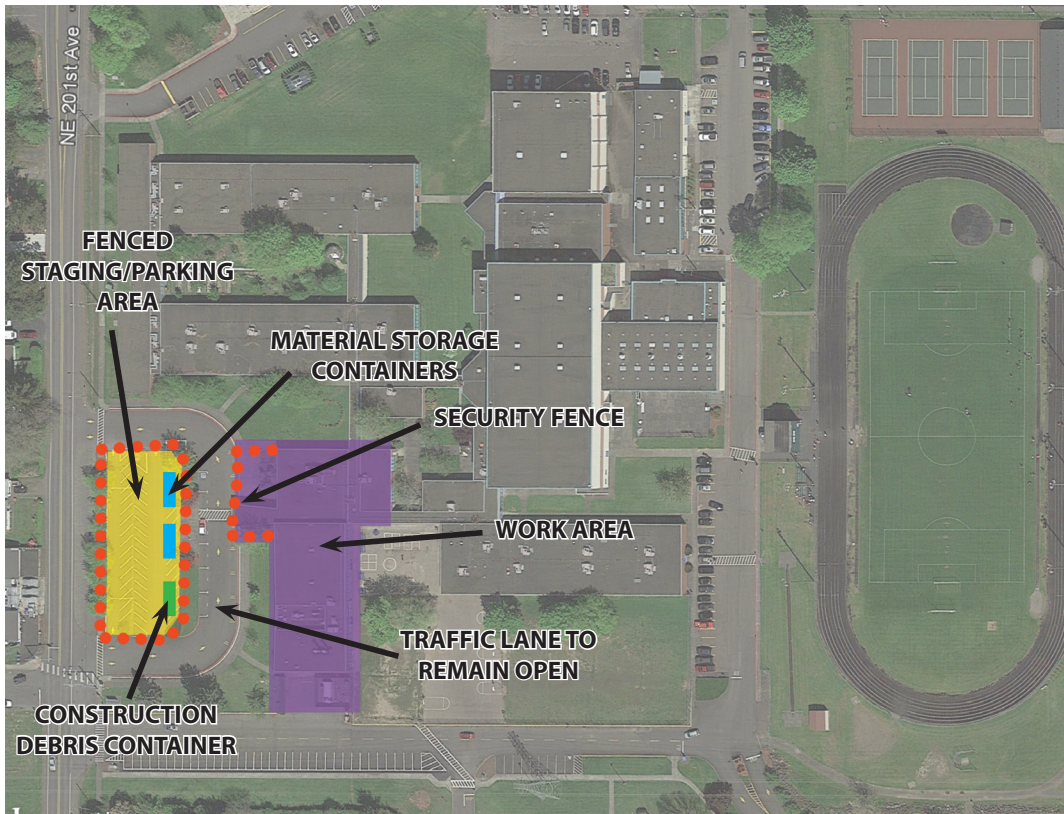
Sequencing of the work will be critical to meeting the fast-track schedule requirements at Reynolds MS and Sweetbriar ES (Salish Ponds is easily attainable). We have outlined efficiencies for each school on pg. 20 as part of our foreseeable project opportunities.

## Assessment and Site logistics

P&C will create site-specific logistics plans for each school. We have created a preliminary site logistics plan for Reynolds MS and Sweetbriar ES which have the most complex scope for the Summer 2016 projects. (See following page)



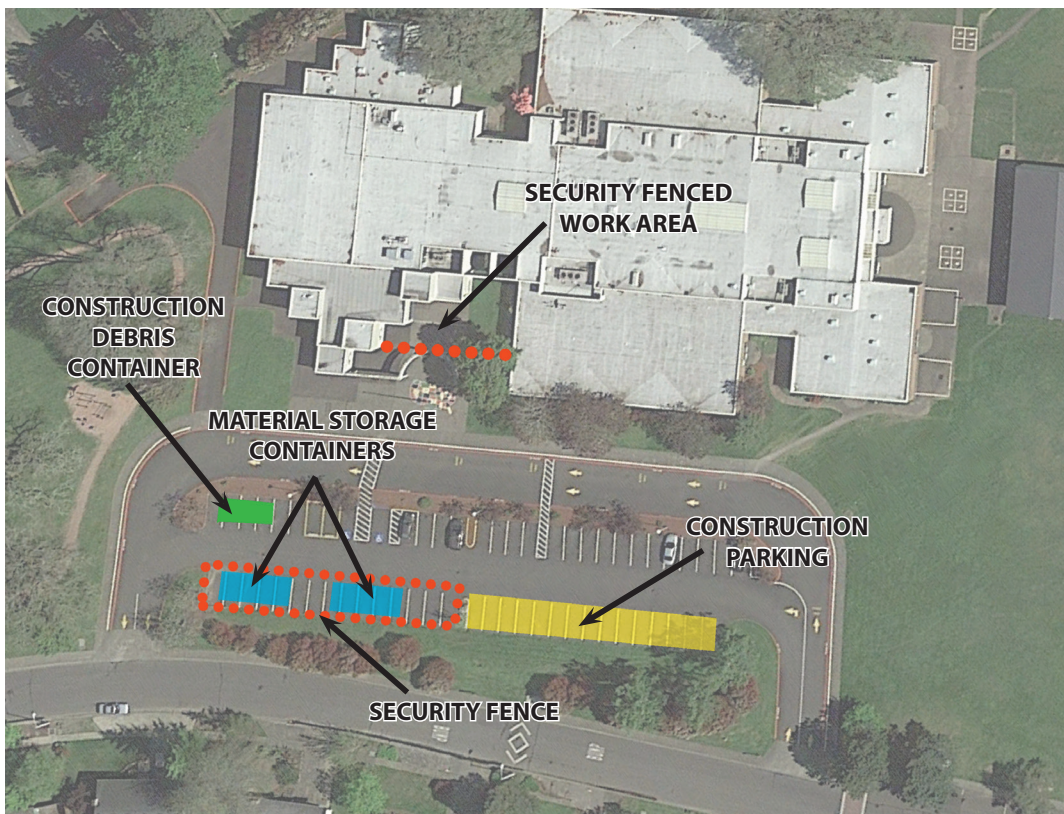
### REYNOLDS MIDDLE SCHOOL - PRELIMINARY LOGISTICS PLAN



#### NOTES:

- Construction access will be restricted to the "Work Area"
- All tradespeople parking to be contained in the designated fenced area
- Building to be secured with solid barricades at the end of each work shift

### SWEETBRIAR ELEMENTARY SCHOOL - PRELIMINARY LOGISTICS PLAN



#### NOTES:

- Daily cleanup will be required in all work areas
- Dust control measures will be established at all interior work areas
- Building to be secured with solid barricades at the end of each work shift

## Subcontract Plan and Preparation Including Strategy for Use of Local and MWESBE Firms

Our Procurement Log is a key tool that assists in subcontractor and material procurement planning. Steve and Les will maintain the log from preconstruction through construction. Our team will work together with BLRB to ensure that materials and subcontractors are procured in a timely manner. Meeting with RSD to clearly outline goals for local and MWESBE utilization is the first step. Next we will follow our plans for identifying target project scope and engaging local/MWESBE firms outlined on pages 26 and 27.

## Cost Estimating Methodology

Estimates are created and tracked by P&C's Chief Estimator, Les Jacobson. In his 32 years in commercial construction as an Estimator, Les is well accustomed to the required documentation and accountability required for a CM/GC project such as the Reynolds SD Secure Entrances District Wide project.

## Cost Tracking Procedures

- Arriving at lump sum amounts for P&C general conditions and any self-performed work items
- Executing complete and comprehensive agreements with all subcontractors
- Inputting all GMP line item costs into our Viewpoint job cost accounting software
- Keeping a Contingency Tracking Log up to date to ensure money is spent wisely
- Identifying and resolving cost challenges in a real-time basis with subs and suppliers
- Producing a monthly cost report for review by team that validates that costs will NOT EXCEED GMP at end of project

PROCUREMENT LOG							
Project: <b>BANKS SD - BANKS MIDDLE SCHOOL and BANKS HIGH SCHOOL</b>						ISSUE DATE: 11/29/12	
DESCRIPTION	SUBCONTRACTOR	SUBMITTAL REQUIRED AT P&C	P&C REVIEW (DAYS)	A/E REVIEW (DAYS)	FAB TIME (DAYS)	DELIVERY TIME (DAYS)	MATL REQD ON SITE
<b>MIDDLE SCHOOL - Key Components</b>							
Rebar - footings and tilt up	To Be Determined	06/18/13	5	14	15	1	07/23/13
<b>Structural Steel &amp; Embeds</b>	<b>To Be Determined</b>	<b>06/15/13</b>	<b>5</b>	<b>14</b>	<b>45</b>	<b>10</b>	<b>08/28/13</b>
Wood I Joists	To Be Determined	09/24/13	5	14	45	5	12/02/13
Glue Lam Beams	To Be Determined	09/24/13	5	14	45	5	12/02/13
Curtainwall	To Be Determined	09/21/13	5	14	80	10	01/08/14
Elevator	To Be Determined	08/19/13	5	14	120	10	01/15/14
Roof Top Units	To Be Determined	09/27/13	5	14	90	15	01/29/14
Electrical Distribution Panel	To Be Determined	09/27/13	5	14	90	15	01/29/14
Light Fixtures	To Be Determined	08/12/13	5	14	120	15	01/13/14
<b>HIGH SCHOOL - Key Components</b>							
HVAC Equipment	To Be Determined	02/14/13	5	14	90	15	06/18/13
Fire Alarm shop drawings & Equipment	To Be Determined	04/25/13	5	14	30	5	06/18/13
Piping Materials & Shop drawings	To Be Determined	04/25/13	5	14	30	5	06/18/13

## SAMPLE PROCUREMENT LOG

*P&C uses our Procurement Log to track procurement of subcontractors and materials*



## PRECONSTRUCTION DELIVERABLES

ACTION	DELIVERABLE	RESPONSIBLE TEAM MEMBER
<b>DESIGN DEVELOPMENT (DD)</b>		
Identify safe work practices and requirements for construction	<ul style="list-style-type: none"> <li>● Safety and Job Site Orientation Plan</li> </ul>	Dave Van Vleck
Assess and recommend site logistics requirements	<ul style="list-style-type: none"> <li>● In collaboration with Day CPM and Reynolds School District to develop a Site Logistics and Phasing Plan which outlines construction zones and phasing while minimizing disruption to operations</li> </ul>	Steve Anderson
Recommend phasing and sequencing of work and construction scheduling	<ul style="list-style-type: none"> <li>● Master Construction Schedule w/ recommendations for phasing and critical path</li> </ul>	Dave Van Vleck
Document Development	<ul style="list-style-type: none"> <li>● 100% DD Drawings</li> </ul>	Design Team
DD Estimate	<ul style="list-style-type: none"> <li>● Detailed estimates at DD phase</li> </ul>	Les Jacobson
Site Investigations	<ul style="list-style-type: none"> <li>● Investigate existing conditions and provide input for document development</li> </ul>	Dave Van Vleck
Field Coordination	<ul style="list-style-type: none"> <li>● Incorporate P&amp;C site investigation review into contract documents</li> </ul>	Design Team
Subcontractor Procurement	<ul style="list-style-type: none"> <li>● Project specific Subcontractor Procurement Plan and detailed outline of our approach to bid day</li> </ul>	Steve Anderson
Determine and reconcile constructability issues	<ul style="list-style-type: none"> <li>● Maintain a Constructability Log at each phase of document development</li> </ul>	Les Jacobson
Constructability Coordination	<ul style="list-style-type: none"> <li>● Collaboration on P&amp;C's Smartsheet and incorporate approved recommendations into Contract Documents</li> </ul>	Design Team
Assessing alternative construction methods and value engineering	<ul style="list-style-type: none"> <li>● Issue a Value Engineering Log</li> </ul>	Les Jacobson
Budget Coordination	<ul style="list-style-type: none"> <li>● Update drawings with approved VE recommendations</li> </ul>	Design Team
Design Development Review and Coordination	<ul style="list-style-type: none"> <li>● Participate in regular coordination meetings throughout document development</li> </ul>	Steve Anderson, Ken Fehringer, Les Jacobson, Design Team
<b>CONSTRUCTION DOCUMENTS</b>		
Document Development	<ul style="list-style-type: none"> <li>● 50% CD Drawings</li> </ul>	Design Team
50% Construction Documents	<ul style="list-style-type: none"> <li>● Detailed estimate for review</li> </ul>	Les Jacobson
MWESBE Participation	<ul style="list-style-type: none"> <li>● Host Meet and Greet meetings to encourage MWESBE sub participation</li> </ul>	Steve Anderson
Bid Solicitation and Subcontractor procurement	<ul style="list-style-type: none"> <li>● Host neighborhood meeting to encourage local subcontractor participation, recruit local subcontractors and advertise publicly in industry trade magazines and papers for subcontractor bids</li> </ul>	Ken Fehringer
Bid Package Coordination	<ul style="list-style-type: none"> <li>● Incorporate P&amp;C bidder instructions, schedules and logistics plan into specifications</li> </ul>	Design Team
Submit Final Constructability Review	<ul style="list-style-type: none"> <li>● 80% Final Constructability Review Log</li> </ul>	Les Jacobson

ACTION	DELIVERABLE	RESPONSIBLE TEAM MEMBER
<b>95% DOCUMENTS</b>		
Bid Solicitation	<ul style="list-style-type: none"> <li>P&amp;C will host neighborhood meeting to encourage local subcontractor participation</li> </ul>	Ken Fehringer
Determine and reconcile constructability issues	<ul style="list-style-type: none"> <li>Maintain a Constructability Log ensuring all approved items are implemented into drawings</li> </ul>	Les Jacobson
Assessing alternative construction methods and value engineering	<ul style="list-style-type: none"> <li>Issue a Value Engineering Log ensuring project remains on budget</li> </ul>	Les Jacobson
Document Development Review and Coordination	<ul style="list-style-type: none"> <li>Participate in regular coordination meetings throughout document development</li> </ul>	Steve Anderson, Les Jacobson, Design Team
<b>PERMIT DOCUMENTS AND GMP</b>		
Permit Documents	<ul style="list-style-type: none"> <li>Submit and respond to jurisdiction comments</li> </ul>	Design Team
Bid Support	<ul style="list-style-type: none"> <li>Respond to bid clarifications and issue addenda</li> </ul>	Design Team
Permit Procurement Assistance	<ul style="list-style-type: none"> <li>Work with team and jurisdiction to expedite permit issuance</li> </ul>	Ken Fehringer
Subcontractor Bidding	<ul style="list-style-type: none"> <li>Recruit and obtain multiple bids from qualified subcontractors for each scope of work</li> </ul>	Ken Fehringer
Final GMP Estimate Summary	<ul style="list-style-type: none"> <li>Provide final estimate summary which identifies the low bidding subcontractors and establishes the GMP</li> </ul>	Les Jacobson
GMP Buyout	<ul style="list-style-type: none"> <li>Issue Work Authorizations to Owner's Representative for approval</li> </ul>	Steve Anderson



Wilson High School "Summer Wonder" Re-Roof and Seismic Upgrade Project - \$4.5 million worth of work in 11 weeks!



## EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #1



### WEST POWELLHURST ELEMENTARY SCHOOL IMPROVEMENTS

Portland, Oregon

The \$2.3 million CM/GC, 10-week “Summer Wonder” for the David Douglas School District included abatement for new polished concrete floors, window replacement, constructing new classroom wings, installing a new roof system, and the demolition of an existing portable classroom.

#### Project Highlights:

- Fast-track project completed in only 10 weeks
- Complete demo and re-roof
- Site investigations during Spring Break reduced unknowns

#### Key Preconstruction Deliverables:

- Provided a detailed construction schedule
- Comprehensive estimates at 100% DD, 50% CD, and 90% Bid Documents
- Provided constructability input and direction early in the design process minimizing redesign efforts
- Site investigations



*P&C crews removed and relocated existing classroom furniture*



*Polished concrete floors were an excellent choice for durability*



## EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #2



### HERMISTON SCHOOL DISTRICT - SUMMER 2011 (Group 1) and SUMMER 2012 (Group 2) PROJECTS

Hermiston, Oregon

The \$4.9 million, CM/GC project involved concurrent work at multiple school district facilities during the Summer of 2011 (Group 1) and Summer of 2012 (Group 2). Remodeling and improvements at the six (6) separate sites focused on facility expansions at Hermiston High School, HVAC controls and over **\$1 million worth of security upgrades to all facilities**, roof replacement/repair, and site improvements at two (2) schools. Starting immediately after school ended each June, the projects were completed in the eleven (11) week summer break period with minimal disruption to ongoing activities.

#### Project Highlights:

- Similar project size
- Over \$1 million of security upgrades to all facilities
- Fast-track project
- Multiple sites

#### Key Preconstruction Deliverables:

- Provided a detailed construction schedule
- Comprehensive estimates at 100% DD, 50% CD, and 90% Bid Documents
- Provided constructability input and direction early in the design process minimizing redesign efforts
- Site investigations



*Hermiston High School required extensive improvements to security and access*



*Secure entries were important throughout*



## EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #3



### SALEM-KEIZER SCHOOL DISTRICT 2015 IMPROVEMENT PROJECTS

*Salem, Oregon*

The \$2.9 million, CM/GC “Summer Wonder” project for Salem-Keizer School District (SKSD) included facility improvements at six (6) schools – Parrish Middle School, Myers elementary School, Washington elementary School, Chapman Hill Elementary School, Grant Elementary School, and Auburn Elementary School. Scope of work included window replacement, new plumbing piping and fixtures, HVAC equipment and controls upgrade, concrete floor polishing, and ADA-complaint modifications throughout. P&C’s tight cost control, and early selection of subcontractors, produced minimal change orders and delivered the projects well in advance of staff and students returning for the new school year.



#### Project Highlights:

- Multiple school sites
- Fast-track project
- Tight cost control




#### Key Preconstruction Deliverables:

- Provided a detailed construction schedule
- Comprehensive estimates at 50% DD, 100% DD, and 90% Bid Documents
- Provided constructability input and direction early in the design process minimizing redesign efforts
- Extensive site investigations minimized RFI’s





## Key Issues, Constraints, and Risks

<b>Key Issue #1:</b>	Short Material Procurement Lead Time for Summer 2016 Projects
<b>Solution:</b>	Finalize designs for aluminum storefront, access control, doors/ frames/hardware early so the submittal can be submitted and approved and all components can be fabricated.
	
<b>Key Issue #2:</b>	Providing adequate supervision for multiple sites
<b>Solution:</b>	Divide the projects into three summers, utilize working foremen at sites with self-performed work. Share supervision costs for schools in close proximity while appropriately staffing each project.
	
<b>Key Issue #3:</b>	Construction separation from the staff and the public
<b>Solution:</b>	Since the sites may have activities during the summer, create site-specific logistics plans to absolutely separate construction activities and non-authorized personnel.
	

## Managing Fast Track Projects

When working on time sensitive project, P&C's proactive approach to scheduling, communicating with all parties involved, and other acceleration strategies are even more critical to the success of the project. P&C will meet the critical completion dates (substantial completion prior to the beginning of fall term 2016) for the initial summer work and the 2017 & 2018 beyond. The following projects demonstrate P&C's creative solutions to meeting critical timelines of fast track projects:

**Name:** Wilson High School Reroof Project

**Client:** Portland Public Schools

**Year Completed:** 2013

**Contract Value:** \$4.5 million

**Contract Duration:** Originally contracted for work to be completed over two summers.

**Actual Duration:** 3 months (one summer)

**Comments:** P&C creatively phased the project to allow for two roofing subcontractors, which cut construction time in half. We completed nearly 3 acres of roofing in 10 weeks!



**Name:** James John and Hosford School Improvements

**Year Completed:** January 2015

**Contract Value:** \$6.2 million

**Contract Duration:** Originally contracted for work to be completed over two summers.

**Actual Duration:** 5 1/2 months

**Comments:** Although originally scheduled over two summers, P&C's site logistics plan allowed work to be completed in mid-December 2014 in lieu of August 2015.





**Name:** Beaverton School District- Group 1 Improvement Projects

**Year Completed:** 2008

**Contract Value:** \$15.7 million

**Contract Duration:** 6 months

**Actual Duration:** 4-1/2 months

**Comments:** Work was completed by the opening of school in September. P&C determined that an early start in May on structural work involved with the new addition at Beaverton High School was more cost effective than premium time starting in June. P&C effectively implemented a second shift of work in critical areas such as selective demolition and mechanical improvements. As a result, P&C returned a SAVINGS of over \$1.2 million to the school district.



**Name:** ORCAA Child and Family Resource Center

**Year Completed:** 2012

**Contract Value:** \$5.6 million

**Contract Duration:** 9 months

**Actual Duration:** 8 1/2 months

**Comments:** P&C maintained an aggressive schedule in a coastal environment on a site located between two wetlands. An early bid package allowed for early site work to meet schedule for the 28,700 sf, two-story new facility. P&C was recognized by the client for exemplary use of local tradespeople, subcontractors, and suppliers



## Maintaining Relationships with All Parties Involved

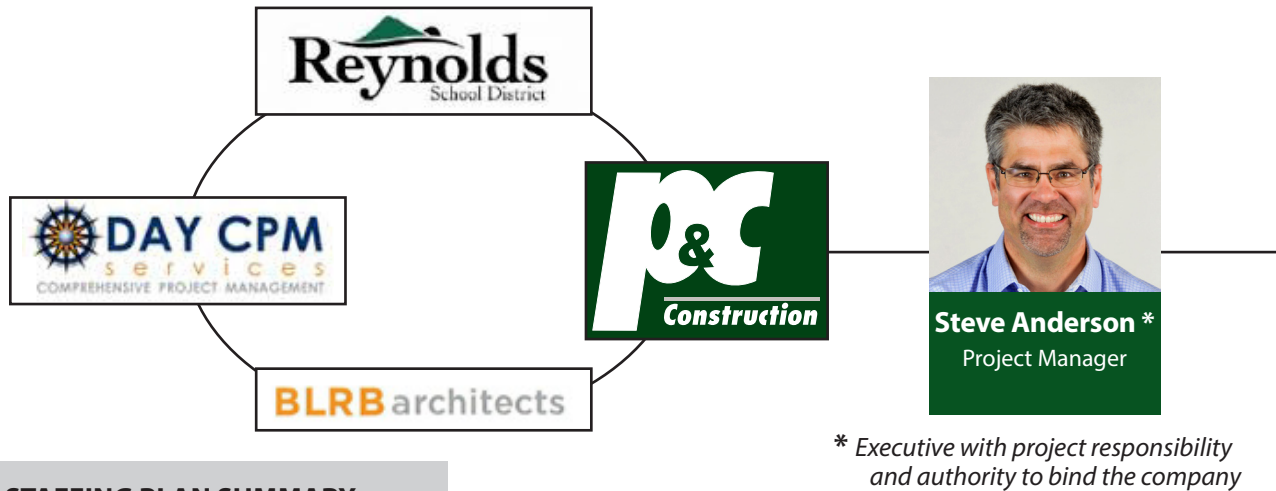
P&C's "Open-Book" policy and belief that all parties involved should have buy-in during the decision making process are the foundation of P&C's management philosophy. This philosophy translates to regular meetings with all parties involved (Reynolds School District, Day CPM, BLRB, and P&C) where issues are addressed early as they come up. Kick-off and routine meetings establish clear expectations for subcontractors.

### KEYS TO MAINTAINING POSITIVE RELATIONS

- Not allowing egos or personal views to influence a business situation.
- Clearly identifying the conflict in a professional manner when it first arises.
- Looking for fair resolutions that result in a "win-win".
- Never using email or the written word to "inflamm" the conflict. Pick-up the phone. Talk face to face. Respect the views and opinions of others
- Sharing in the resolution. Shake hands. Thank others for their help.



*Routine meetings with subcontractors on the Vernonia K-12 school project established clear expectations*



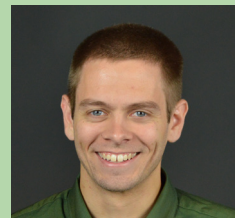
#### STAFFING PLAN SUMMARY

1. Project Manager **Steve Anderson** will manage the efforts of the P&C team from start of preconstruction in May 2016, throughout construction activities in summer 2016, 2017, & 2018, and to the end of project closeout in September 2018.
2. Project Superintendent **Dave Van Vleck** will coordinate the on-site work at all three (3) schools proposed for summer 2016 and then work in a similar role for those facilities scheduled for improvements in summer 2017 and summer 2018. Dave will be assisted by a P&C Working Foreman (see below) on an as-needed basis.
3. A P&C **Working Foreman** will be assigned to schools that require such based on complexity, scope of work, and schedule. NOTE: We anticipate one (1) such Working Foreman to be located at Reynolds MS and Salish Ponds ES in summer 2016.
4. Project Engineer **Ken Fehringer** will manage the day-to-day "paperwork" each summer while assisting Steve and Dave with cost control, schedule, and on-site management of subcontractors
5. Chief Estimator **Les Jacobson** will lead the preconstruction cost estimating process including establishment of the GMP and subcontractor bidding.
6. Resource & Safety Manager **Bruce Heintz** will provide constructability review, resource planning, and oversight of the construction schedule. He will also address any safety issues or concerns.

#### SUMMER 2016, 2017, & 2018



**Dave Van Vleck**  
Project Superintendent



**Ken Fehringer**  
Project Engineer

#### SUMMER 2016 ONLY

**Reynolds MS / Salish Ponds ES**  
\* Working Foreman

\* NOTE: The need for P&C Working Foremen TBD for schools in Summer 2017 and 2018.



**Les Jacobson**  
Chief Estimator



**Bruce Heintz**  
Resource and Safety Manager

## ROLES OF THE P&C TEAM

### Steve Anderson – Project Manager

During preconstruction, Steve will work closely with Les in preparing estimates and with Ken and Dave to create a safe and efficient project logistics plan. Once construction begins, his role will involve activities such as leading the weekly meetings, ensuring adherence to contract requirements, managing the construction contingency, and providing cost and schedule status reports to the project team.

<b>Preconstruction:</b>	<b>15%</b>	<b>Primary Location:</b>	<b>Office</b>
<b>Construction:</b>	<b>20%</b>	<b>Primary Location:</b>	<b>Office</b>

### Dave Van Vleck – Project Superintendent

Dave will be the main, on site point of contact for representatives of Reynolds School District, Day CPM, and BLRB. His day-to-day efforts will include pre-task planning of activities, coordination of the work performed by subcontractors, overseeing the performance of P&C tradespeople, quality control, and managing the master construction schedule. Dave will also supervise the activities of our Working Foremen.

<b>Preconstruction:</b>	<b>15%</b>	<b>Primary Location:</b>	<b>Office</b>
<b>Construction:</b>	<b>80%</b>	<b>Primary Location:</b>	<b>On-Site</b>

### Ken Fehring – Project Engineer

Ken's focus during preconstruction will be tracking potential subcontractor bidders and ensuring we receive comprehensive coverage on the day of the bid. During construction, Ken will process RFI's, proactively manage the submittal process, distribute information to the project team, and "own" our electronic information system for the project. He will also be responsible for posting drawings (hard copy and electronic versions) with up to date changes and creating accurate and comprehensive as-builts drawings of the work at each facility.

<b>Preconstruction:</b>	<b>5%</b>	<b>Primary Location:</b>	<b>Office</b>
<b>Construction:</b>	<b>60%</b>	<b>Primary Location:</b>	<b>On-Site</b>

### Les Jacobson – Chief Estimator

With over 30 years construction estimating experience, and having worked on 200+ CM/GC projects, Les will apply this knowledge and his "Lessons Learned" to prepare detailed estimates throughout the preconstruction phase in 2016, 2017, & 2018, develop and present value engineering (V/E)

cost-saving options, and lead the documentation of P&C's Constructability Review of the Construction Documents.

<b>Preconstruction:</b>	<b>10%</b>	<b>Primary Location:</b>	<b>Office</b>
<b>Construction:</b>	<b>5%</b>	<b>Primary Location:</b>	<b>Office</b>

### Bruce Heintz – Resource and Safety Manager

During preconstruction, Bruce will take an active role in the constructability review of the documents and logistical planning of the work. During construction, he will work side-by-side with Steve, Dave, and Ken to ensure the work is completed on schedule each summer, the needed resources are available, and the highest quality standards for the construction are met. Bruce will work side-by-side with Dave in planning for safe and efficient work flow by analyzing the tasks required and potential hazards that will be faced. He will provide constant oversight and monitoring of the safety practices during construction of all P&C employees and subcontractors on-site insuring their compliance and vigilance.

<b>Preconstruction:</b>	<b>5%</b>	<b>Primary Location:</b>	<b>Office</b>
<b>Construction:</b>	<b>5%</b>	<b>Primary Location:</b>	<b>Office</b>



***"The success of any project of this scope and diversity is directly linked to the quality of the personnel. P&C proved to have the right people on board to get the job done while working collaboratively with our architect and owner's representative."***

**Bob Houston, District Superintendent (Retired)**

Banks School District





## STEVE ANDERSON

*Project Manager*

Steve brings with him nearly three (3) decades of construction and project management experience. During this time he has been recognized as a market and industry leader for his ability to successfully deliver private, public, and non-profit projects utilizing the CM/GC contracting method. Steve is adept at resolving challenges in a timely manner to ensure that P&C teams always deliver on our commitments.

### RECENT EXPERIENCE AS PROJECT MANAGER

#### **Hermiston School District Group 1**

##### **Improvement Projects - Hermiston, Oregon**

The \$4.1 million, CM/GC Group 1 project was completed over a 10 week summer period. Scope involved concurrent work at six schools and district support facilities, notably roof replacements, HVAC improvements, and site reconfigurations at two schools. The 10-week project completed in September 2011.

**Client Representative:** Weneha Group,  
**Dave Fishel**, *Project Manager*, (503) 215-0443

#### **Salem-Keizer School District 2015 Projects**

##### *- Salem, Oregon*

The \$2.9 million, CM/GC "Summer Wonder" project for Salem-Keizer School District (SKSD) included facility improvements at six (6) schools. Scope of work included window replacement, new plumbing piping and fixtures, HVAC equipment and controls upgrade, concrete floor polishing, and ADA compliant modifications throughout. The three month summer project completed in August 2015.

**Client Representative:** Salem-Keizer School District, **John Abel**, *Construction Manager*, (503) 705-4640

#### **West Powellhurst Elementary School**

##### **Addition and Remodel - Portland, Oregon**

The \$2.4 million, CM/GC project included a wood framed classroom addition, minor site improvements, window replacement, installation of a new roof system, casework, MEP upgrades, new carpeting in the library, and polished concrete floors throughout the existing school. The three month project was completed in August 2014.

**Client Representative:** David Douglas School District, **Patt Komar**, *Director of Administrative Services*, (503) 261-8212

#### **Newberg School District- Bond**

##### **Improvement Projects - Newberg, Oregon**

The \$16.5 million RFQ/Bid project involved concurrent work on twelve (12) district facilities - ten (10) schools, the district office, and the physical plant. Noteworthy features of the project include over \$500,000 worth of HVAC controls work at all 12 facilities, construction of the new 150-student Newberg Alternative High School, over \$5 million of improvements to the existing Newberg High School, and security upgrades to all buildings. The project completed in June 2012.

**Client Representative:** Newberg School District, **Frank Berg**, *Project Manager*, (503) 358-6810

#### **Beaverton School District Summer Groups 2 and 4 Improvement Projects**

##### *- Beaverton, Oregon*

The \$2.4 million project involved improvements to six (6) schools in total over a ten-week summer break period completing in August 2010. Scope included roofing replacements, seismic upgrades, and interior improvements.

**Client Representative:** Beaverton School District, **John Hartsock**, *(formerly with Beaverton School District)*, (503) 591-4232



*Newberg School District*

28 years in construction

Joined P&C in 2004

1/3rd owner of P&C

Bachelor of Science Degree in Civil Engineering from the University of Cincinnati

Master in Business Administration from the University of Dayton (Ohio)

LEED GA Accredited



## DAVE VAN VLECK

*Project Superintendent*

Raised in a construction family, Dave has been involved in the building trades for as long as he can remember. With recent successful projects for David Douglas School District, Hillsboro School District, and Beaverton School District as P&C's Project Superintendent, he understands the complexities of work on K-12 school sites. Dave's efforts at West Powellhurst Elementary is exemplary of his can-do attitude and was completed a full week AHEAD of the fast-track 11-week schedule!

### RECENT EXPERIENCE AS ON-SITE SUPERINTENDENT

#### **West Powellhurst Elementary School Addition and Remodel** - Portland, Oregon

The \$2.4 million, CM/GC included a woodframed classroom addition, minor site improvements, window replacement, installation of a new roof system, classroom casework, MEP upgrades, new carpeting in the library, and polished concrete floors throughout the existing school. The three month project was completed in August 2014.

**Client Representative:** David Douglas School District, **Patt Komar**, *Director of Administrative Services*, (503) 261-8212

#### **City of Sandy Public Library Expansion**

- Sandy, Oregon

The \$2.7 million, CM/GC, expansion and remodel of the existing 12,000 sf library included a complete seismic upgrade, exterior facade with natural stone and exposed timbers, replacement of the mechanical and electrical systems, and new interior finishes. The 8-month project completed in February 2012.

**Client Representative:** City of Sandy, **Seth Atkinson**, *City Manager*, (503) 668-5767

#### **Rockwood Public Safety Facility**

- Gresham, Oregon

The CM/GC project includes construction of a new 12,000 sf public safety facility to serve citizens of the Rockwood community. Features of the building include a CMU and steel structure, a community room, state-of-the-art evidence processing and storage, and use of environmentally-friendly materials. The project completed in November 2013.

**Client Representative:** City of Gresham, **Julie Larsen**, *Facilities, Parks and Fleet Manager*, (503) 618-2322

#### **Brown Middle School and Evergreen Middle School Expansions** - Hillsboro, Oregon

The \$13.1 million, two-phase CM/GC "fast-track" project involved over 145,000 sf of new construction and remodeling on two separate school campuses. Work included concrete tilt up additions, nearly \$2 million worth of site improvements at each site, extensive remodeling to create new classrooms and administration areas, cafeteria and kitchen improvements, and new fire sprinkler systems at Brown and Evergreen. The 7-month project completed in September 2007.

**Client Representative:** Hillsboro School District, **John Abel**, *Construction Manager*, (503) 705-4640

#### **Beaverton School District Summer Groups 2 and 4 Improvement Projects**

- Beaverton, Oregon

The \$2.4 million project involved improvements to six (6) schools in total over a ten-week summer break period completing in August 2010. Scope included roofing replacements, seismic upgrades, and interior improvements.

**Client Representative:** Beaverton School District, **John Hartsock**, *(formerly with Beaverton School District)*, (503) 591-4232



*Brown Middle School*

22 years in construction

Joined P&C in 1996

Graduate of Carpenters Apprenticeship Program Portland

OSHA 30 certified





### KEN FEHRINGER

*Project Engineer*

Since joining the P&C team, Ken has been involved nearly exclusively with K-12 school construction and improvement projects. He gained first-hand experience with “summer wonders” for Hermiston School District in 2010, challenging remodels on Kenwood Elementary School and La Pine High School for BLPDS in 2015, and a 3-school remodel for Salem-Keizer School District in 2012. His experience on fast-track school projects will add value to the Reynolds Secure Entrances project.

6 years in construction

Joined P&C in 2010

Degree in Construction Engineering Management (CEM) from Oregon State University

LEED GA

### RECENT EXPERIENCE AS PROJECT ENGINEER

#### Hermiston School District Group 1

**Improvement Projects - Hermiston, Oregon**

The \$4.1 million, CM/GC Group 1 project was completed over a 10 week summer period. Scope involved concurrent work at six schools and district support facilities, notably roof replacements, HVAC improvements, and site reconfigurations at two schools. The 10-week project completed in September 2011.

**Client Representative:** Weneha Group, **Dave Fishel**, *Project Manager*, (503) 215-0443

#### Kenwood Elementary School Remodel

*- Bend, Oregon*

This \$2.5 million, “10-week Summer Wonder”, CM/GC project involved interior improvements throughout the 40,000 sf historic building. Work involved new casework, wood trim, wood floor refinishing, and flooring in the 21 classrooms. Scope also include a remodeled administration area, expanded kitchen with new food service equipment, new lockers, and replacement of all exterior doors. The 10-week project completed in September 2015.

**Client Representative:** Crook County School District, **Jerry Milstead**, *Construction Manager*, (541) 306-0844

#### La Pine High School Remodel

*- La Pine, Oregon*

Scope of work on this \$2.7 million, “10-week Summer Wonder”, CM/GC project included complete remodeling of two (2) science rooms laboratory space, a resurfaced running track with new field lighting, bleacher replacement, over 50,000 sf of roof replacement, and parking lot improvements. The 10-week project completed in September 2015.

**Client Representative:** Crook County School District, **Jerry Milstead**, *Construction Manager*, (541) 306-0844

#### Kennedy Elementary School Remodel

*- Salem, Oregon*

Scope of work on this \$830,000, CM/GC project for the Salem-Keizer Public School District included new aluminum storefront windows, installation of exterior wall insulation, extensive HVAC upgrades to equipment and controls, plumbing system improvements, new front entry, and minor remodeling to restrooms. P&C worked closely with the entire project team during the preconstruction timeline. The two-month project completed in August 2012.

**Client Representative:** Salem-Keizer School District, **Bruce Lathers**, *Manager Construction Services*, (503) 991-6547

#### Wilson High School Reroof and Seismic

**Upgrades - Portland, Oregon**

The \$4.5 million project included over 110,000 sf of roof replacements and extensive seismic upgrades to the roof system. P&C finished the 11 week project in August 2013 - nearly 11 months ahead of schedule.

**Client Representative:** Portland Public School District, **Michelle Chariton**, *Project Manager*, (503) 916-3079



*Wilson High School*



## LES JACOBSON

*Chief Estimator*

Les brings 30+ years of construction and estimating experience to the team. The expertise he has developed over these years with conceptual budgeting, cost estimating, and providing cost saving alternative during design will be an invaluable asset to the Reynolds Secure Entrances project.

32 years in  
Construction

Bachelor of Science  
Degree in Construction  
Management  
from Oregon State  
University

Joined P&C in 2004

Member of the  
Oregon Association of  
Professional Estimators  
(APE)

## RECENT EXPERIENCE AS CHIEF ESTIMATOR

### Hermiston School District Group 1

#### Improvement Projects - Hermiston, Oregon

The \$4.1 million, CM/GC Group 1 project was completed over a 10 week summer period. Scope involved concurrent work at six schools and district support facilities, notably roof replacements, HVAC improvements, and site reconfigurations at two schools. The 10-week project completed in September 2011.

**Client Representative:** Weneha Group,  
**Dave Fishel**, *Project Manager*, (503) 215-0443

### Salem-Keizer School District 2015 Projects

#### - Salem, Oregon

The \$2.9 million, CM/GC "Summer Wonder" project for Salem-Keizer School District (SKSD) included facility improvements at six (6) schools. Scope of work included window replacement, new plumbing piping and fixtures, HVAC equipment and controls upgrade, concrete floor polishing, and ADA compliant modifications throughout. The three month summer project completed in August 2015.

**Client Representative:** Salem-Keizer School  
District, **John Abel**, *Construction Manager*,  
(503) 705-4640

### West Powellhurst Elementary School

#### Addition and Remodel - Portland, Oregon

The \$2.4 million, CM/GC project included a wood framed classroom addition, minor site improvements, window replacement, installation of a new roof system, casework, MEP upgrades, new carpeting in the library, and polished concrete floors throughout the existing school. The three month project was completed in August 2014.

**Client Representative:** David Douglas  
School District, **Patt Komar**, *Director of  
Administrative Services*, (503) 261-8212

### Newberg School District- Bond

#### Improvement Projects - Newberg, Oregon

The \$16.5 million RFQ/Bid project involved concurrent work on twelve (12) district facilities - ten (10) schools, the district office, and the physical plant. Noteworthy features of the project include over \$500,000 worth of HVAC controls work at all 12 facilities, construction of the new 150-student Newberg Alternative High School, over \$5 million of improvements to the existing Newberg High School, and security upgrades to all buildings. The project completed in June 2012.

**Client Representative:** Newberg School  
District, **Frank Berg**, *Project Manager*,  
(503) 358-6810

### Beaverton School District Summer Groups 2 and 4 Improvement Projects

#### - Beaverton, Oregon

The \$2.4 million project involved improvements to six (6) schools in total over a ten-week summer break period completing in August 2010. Scope included roofing replacements, seismic upgrades, and interior improvements.

**Client Representative:** Beaverton School  
District, **John Hartsock**, *(formerly with  
Beaverton School District)*, (503) 591-4232



*Salem-Keizer School District*





## BRUCE HEINTZ

*Resource and Safety Manager*

Since joining P&C in 1984 as a Project Foreman, Bruce has steadily progressed his way into one of P&C's most valued site supervisors. Having worked as a tradesperson early in his career, he knows how to build. Bruce uses applies his volumes of lessons learned to the project during his involvement in resource planning, constructability, and quality control.

### RECENT EXPERIENCE AS RESOURCE & SAFETY MANAGER

38 years in  
construction

Joined P&C in 1984

Associate Degree in  
Industrial Technology  
from Mt. Hood  
Community College

ACI Certified Concrete  
Tilt Up Supervisor

1/3rd Owner of P&C

#### Hermiston School District Group 1

##### **Improvement Projects - Hermiston, Oregon**

The \$4.1 million, CM/GC Group 1 project was completed over a 10 week summer period. Scope involved concurrent work at six schools and district support facilities, notably roof replacements, HVAC improvements, and site reconfigurations at two schools. The 10-week project completed in September 2011.

**Client Representative:** Weneha Group,  
**Dave Fishel**, *Project Manager*, (503) 215-0443

#### Salem-Keizer School District 2015 Projects

- Salem, Oregon

The \$2.9 million, CM/GC "Summer Wonder" project for Salem-Keizer School District (SKSD) included facility improvements at six (6) schools. Scope of work included window replacement, new plumbing piping and fixtures, HVAC equipment and controls upgrade, concrete floor polishing, and ADA compliant modifications throughout. The three month summer project completed in August 2015.

**Client Representative:** Salem-Keizer School  
District, **John Abel**, *Construction Manager*,  
(503) 705-4640

#### West Powellhurst Elementary School

##### **Addition and Remodel - Portland, Oregon**

The \$2.4 million, CM/GC project included a wood framed classroom addition, minor site improvements, window replacement, installation of a new roof system, casework, MEP upgrades, new carpeting in the library, and polished concrete floors throughout the existing school. The three month project was completed in August 2014.

**Client Representative:** David Douglas  
School District, **Patt Komar**, *Director of  
Administrative Services*, (503) 261-8212

#### Newberg School District- Bond

##### **Improvement Projects - Newberg, Oregon**

The \$16.5 million RFQ/Bid project involved concurrent work on twelve (12) district facilities - ten (10) schools, the district office, and the physical plant. Noteworthy features of the project include over \$500,000 worth of HVAC controls work at all 12 facilities, construction of the new 150-student Newberg Alternative High School, over \$5 million of improvements to the existing Newberg High School, and security upgrades to all buildings. The project completed in June 2012.

**Client Representative:** Newberg School  
District, **Frank Berg**, *Project Manager*,  
(503) 358-6810

#### Beaverton School District Summer Groups 2 and 4 Improvement Projects

- Beaverton, Oregon

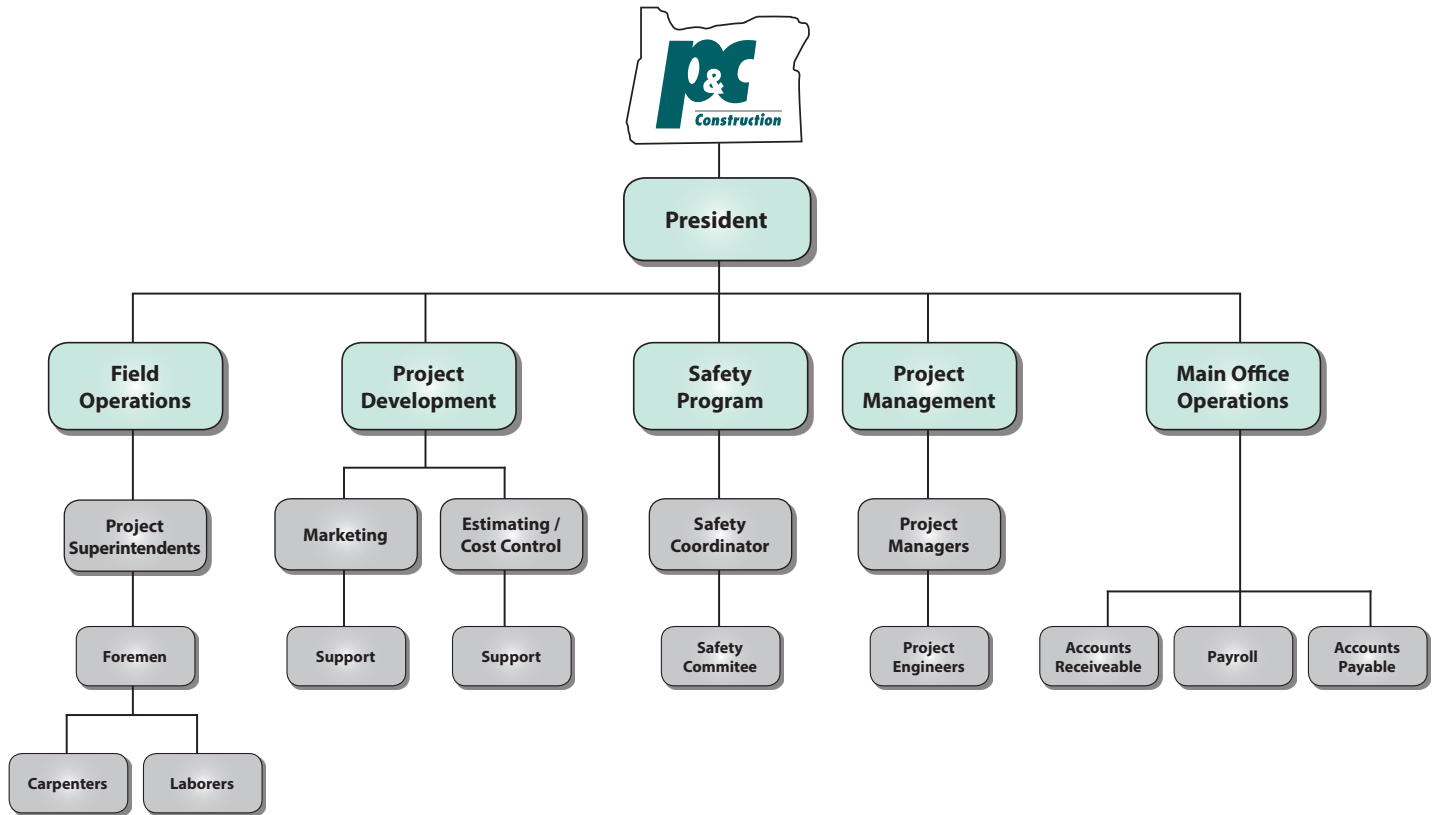
The \$2.4 million project involved improvements to six (6) schools in total over a ten-week summer break period completing in August 2010. Scope included roofing replacements, seismic upgrades, and interior improvements.

**Client Representative:** Beaverton School  
District, **John Hartsock**, *(formerly with  
Beaverton School District)*, (503) 591-4232



*Westpowellhurst Elementary School*

## COMPANY-WIDE ORGANIZATIONAL CHART



P&C is an Oregon-based, and locally owned contractor that was formed in 1961 as an Oregon Corporation. We have no subsidiaries or other entities owned or controlled by P&C. Owners of P&C Construction are Steve Malany, Steve Anderson, and Bruce Heintz.



Company founders, Don Campbell and Ray Pettyjohn



Current owners, Steve Malany, Bruce Heintz, and Steve Anderson



## Cost Estimating and Value Engineering Philosophy

P&C's approach includes establishing the construction budget early so all parties are fully aware of budget expectations, minimizing scope creep, and maximizing the scope using Value Engineering. To do this we will:

- Provide a budget estimate based on conceptual design documents using our vast historical cost database. This estimate will then be reviewed with the Reynolds School District, Day CPM, and BLRB to arrive at a construction budget that is acceptable to the entire team.
- Present budget estimate updates throughout the design process to ensure that the budget is tracking with Reynolds School District and Day CPM's expectations. "Scope Creep" will be minimized, and budget issues will be presented to the Owner and Day CPM on a continuous basis.
- Create comprehensive Value Engineering Log, which provides options throughout the design process to minimize cost without decreasing the quality of the project. These cost savings can be used to include scope that Reynolds School District thought would not be affordable.

## Tracking Project Costs

During design our detailed estimates are prepared and presented to the team on a milestone basis. We compare previous version of cost estimates with current to look for any items that vary more than 2%. Solutions are then provided by P&C on how to bring any over-budget items back into alignment. We expect participation from Reynolds School District, Day CPM, and BLRB to assist in finding acceptable design or scope revisions.

Tracking and controlling costs during construction is straightforward on P&C projects. It involves:

- Arriving at lump sum amounts for P&C general conditions and any self-performed work items
- Executing complete and comprehensive agreements with all subcontractors
- Inputting all GMP line item costs into our Viewpoint job cost accounting software
- Keeping a Contingency Tracking Log up to date to ensure money is spent wisely



- Identifying and resolving cost challenges in a real-time basis with subs and suppliers
- Producing a monthly cost report for review by team that validates that costs will NOT EXCEED GMP at end of project

Change orders that would increase the GMP will be minimized by P&C by:

- Performing a thorough review of documents prior to soliciting bids
- Provide complete and comprehensive bid packages for subs and suppliers to bid
- Requesting unit prices and hourly rates from bidders on bid day
- Carefully scrutinizing change order requests from subs prior to review by team
- Presenting potential cost impacts in a timely and comprehensive manner



## Establishing and Maintaining a Contingency Fund

We recommend for the Reynolds Secure Entrances project to establish the following contingencies:

- A **"Project Contingency"** to address additional requests from the Reynolds School District (i.e. added scope), permit revisions, adjustment of allowances, unforeseen conditions, and items not included in our GMP Amendment executed with Reynolds School District.
- A **"Construction Contingency"** to address construction costs issues. Examples may involve authorized use of premium time, "filling in" the details of subcontractor work, installing a temporary roof to maintain schedule, etc. Most importantly, no Construction Contingency funds will be spent until reviewed by the project team and approved.

## Determining if Changes are Inside or Outside the Scope of the GMP

Items that fall into the "Project Contingency" will be outside the GMP and monitored by Day CPM. Items that fall into the "Construction Contingency" will fall inside the scope of the GMP and be monitored by P&C.

## Sample Documentation of GMP Line Items

The Estimate Summary Page is the cover sheet which reflects all of the line item details in our GMP estimate. Each CSI Division is then broken down into individual line items. These line items are reviewed by the team so that the details of the GMP are known by all parties. (see below for proposed format for 2016 projects)

## Alternates

One strategy we find beneficial on CM/GC, GMP projects is to identify potential scope of work alternates and track such costs from DD through bidding. In this manner the Reynolds School District can "buy up" if funds are available.

Sample of the detailed line items for each CSI Division

<div> <div>2125 NW 10th Street</div> <div>Portland, OR 97210-2125</div> <div>503.445.5145</div> <div>fax 503.447.5145</div> </div>						
Project: Banks School District Allowances				Date: 3/12/2013		
Division	Description	Quantity	Units	Unit Cost	Middle School	Site Work
01	General Requirements:					
01 43 39	Mockups - allowance	1	Allwnc.	10,000.00	\$10,000	\$0
01 54 00	Stair tower/roof access	1	L.S.	4,097.00	\$4,097	\$0
01 55 00	Staging area - 12" rock incl. removal	12,150	S.F.	0.25	\$0	EXCAVATION
01 55 00	Access road - 18" rock incl. removal	5,000	S.F.	0.25	\$0	EXCAVATION
	Subcontractor Mandatory Composite Cleanup	1	L.S.	25,000.00		\$25,000
01 56 00	Weather protection	1	L.S.	24,472.00	\$24,472	\$0
01 90 00	Temporary on-site storage of materials	1	L.S.	3,600.00	\$3,600	\$0
01 90 10	Sub/supplier excl. - unloading/dumpster/layout	1	Allwnc.	10,000.00	\$10,000	\$0
02	Existing Conditions:					
02 90 00	Temporary shoring	1	Allwnc.	4,000.00	\$4,000	\$0
04	Masonry:					
04 90 00	2nd clean of masonry	1	Allwnc.	1.00	\$6,685	\$0
05	Metals:					
05 90 00	Structural tie-in not shown at exist. structure	1	Allwnc.	5,000.00	\$5,000	\$0
07	Thermal & Moisture Protection:					
07 90 00	Misc. roof patching	1	Allwnc.	5,000.00	\$5,000	\$0
07 90 00	Architectural tie-in tie-ins	1	Allwnc.	5,000.00	\$5,000	\$0
08	Doors & Windows:					
08 90 00	H.M. bondo and repair	55	Ea.	50.00	\$2,750	\$0
09	Finishes:					
09 00 00	Wall patching allowance	27,721	S.F.	0.25	\$6,930	\$0
09 00 00	Floor prep - slab-on-grade	17,137	S.F.	0.50	\$8,569	\$0
09 00 00	Floor prep - slab-on-deck	12,234	S.F.	0.80	\$9,787	\$0
09 00 00	Floor protection	6,200	S.F.	0.50	\$3,100	\$0
22	Plumbing:					
22 90 00	Plumbing work at existing building tie-in	1	Allwnc.	2,500.00	\$2,500	\$0
23	HVAC:					
23 90 00	Temporary heat	1	L.S.	7,500.00	\$7,500	\$0
23 90 00	HVAC work at existing building tie-in	1	Allwnc.	2,500.00	\$2,500	\$0
26	Electrical:					
26 00 00	Temporary power service	1	L.S.	20,000.00	\$20,000	\$0
26 90 00	Electrical work at existing building tie-in	1	Allwnc.	2,500.00	\$2,500	\$0
27	Communications:					
27 90 00	Low voltage work at existing building tie-in	1	Allwnc.	2,500.00	\$2,500	\$0
32	Exterior Improvements:					
32 90 00	Landscape & irrigation - allowance	19,487	S.F.	0.50	\$0	\$9,744
32 90 00	Restoration of existing finishes	1	Allwnc.	10,000.00	\$0	\$10,000
33 90 00	Asphalt Paving Escalation	1	Allwnc.	401.00	\$0	\$401
33	Utilities:					
33 90 00	Relocate and/or repair existing utilities	1	Allwnc.	7,500.00	\$0	\$7,500
Subtotal					\$ 146,450	\$ 32,645
Total						\$ 199,134

<div> <div>REYNOLDS SCHOOL DISTRICT - SECURE VESTIBULES SUMMER 2016 ONLY</div> <div>GMP ESTIMATE SUMMARY</div> <div>PROPOSED FORMAT</div> </div>								
CSI Div	DESCRIPTION OF WORK	TOTAL CONSTRUCTION COST (TOTAL Columns D, E, & F)	REYNOLDS MS ONLY	SALISH POND ES ONLY	SWEET BRIAR ES ONLY	ALTERNATE 1 (Scope TBD)	ALTERNATE 2 (Scope TBD)	ALTERNATE 3 (Scope TBD)
01	General Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0
02	Existing Conditions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
03	Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0
04	Masonry	\$0	\$0	\$0	\$0	\$0	\$0	\$0
05	Metals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
06	Wood, Plastics, Composites	\$0	\$0	\$0	\$0	\$0	\$0	\$0
07	Thermal & Moisture Protection	\$0	\$0	\$0	\$0	\$0	\$0	\$0
08	Openings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
09	Finishes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	Specialties	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Furnishings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Special Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Conveying Systems	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	Fire Suppression	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	Plumbing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	HVAC	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	Electrical	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27	Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
28	Electronic Safety & Security	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	Earthwork	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	Exterior Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	Electrical Power Generation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - DIRECT COST OF WORK (COW)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Price Escalation and Bidding Contingency		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design and Estimating Contingency		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contractors Construction Contingency		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - (Before Insurance, Bonds, and CM/GC Fee)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance, Bonds, and CM/GC Fee		\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL GMP ESTIMATE AMOUNT (2016 Only)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
OWNER'S BUDGET for 2016 CONSTRUCTION		TBD						

NOTE: Similar format to be utilized for 2017 and 2018 projects

Sample Estimate Summary Page



## Past Performance on CM/GC Projects

As an experienced CM/GC firm, P&C is accustomed to collaborating with project teams to deliver projects on or under budget, regardless of the complexities or where we happen to be in the construction economic cycle. We actively participate during preconstruction. It is this effort and 100% commitment that ensure we meet our budget objectives on every CM/GC project. A few recent examples of P&C's budget performance by the team proposed for the Reynolds Secure Entrances project can be seen below:

*"The District has had the privilege to work with P&C on several K-12 school projects. Their performance is outstanding in the many facets of construction."*

- Michelle Chariton,  
Project Manager



**Name:** Banks High School & Middle School Projects

**Client Name:** Banks School District

**Completion Date:** March 2014

**Contract GMP:** \$8,200,000

**Dollar Amount of Change Orders:** \$0

**Client Contact Person and Phone Number:**

Mr. Rick Yeo, *Project Manager*, (503) 487-7445,  
Rick\_Yeo@msn.com



**Name:** Barnes Elementary School Improvements

**Client Name:** Beaverton School District

**Completion Date:** August 2008

**Contract GMP:** \$6,860,755

**Dollar Amount of Change Orders:** \$1,265,544,  
owner-requested added scope

**Client Contact Person and Phone Number:**

Beaverton School District, John Hartsock (*now with J.N. Hartsock Project Management*), Project Manager,  
(503) 780-4806, john@jnhartsock.com



**Name:** Otto Petersen Elementary School

**Client Name:** Scappoose School District

**Completion Date:** August 2010

**Contract GMP:** \$14,693,000

**Dollar Amount of Change Orders:** \$300,000,  
owner-requested added scope

**Client Contact Person and Phone Number:**

Scappoose School District, Mr. Tom Weaver, *Facilities Manager*, (503) 543-5656,  
tweaver@scappoose.k12.or.us



## Approach to Managing the Construction Schedule

Our “Master Schedule”, “Procurement Log”, and “Three-Week Lookahead Schedules” are key elements on how we ensure that the project schedule will be met. In fact, this time-proven, P&C system for procuring and scheduling has assisted our teams in delivering all previous K-12 projects ON TIME with sufficient time allocated for the school district’s FF&E. P&C closely monitors the schedule against key milestone dates established on the Master Schedule. P&C has created a preliminary Master Schedule for the Reynolds Middle School upgrades (the project we have identified as having the most complex scope of all the summer 2016 schools) as well as a preliminary Master Schedule for all three summers. Key Milestone Dates for the 2016 summer projects are outlined below.

### KEY MILESTONE DATES (KMD’s)

<b>Access control drawings finalized</b>	<b>5/31/16</b>
<b>Aluminum Storefront Doors Ordered (Reynolds and Sweetbriar)</b>	<b>6/1/16</b>
<b>Hollow Metal Door Frames Ordered (Sweetbriar and Salish)</b>	<b>6/1/16</b>
<b>Building Permits Issued</b>	<b>6/20/16</b>
<b>Receive Structural Steel Columns and Beams (Reynolds MS)</b>	<b>7/12/16</b>
<b>Receive Hollow Metal Frames (Sweetbriar)</b>	<b>7/14/16</b>

## Schedule Reporting

P&C reports project schedule information to our clients via preconstruction meetings and at weekly OAC meetings. Additionally we identify a “Schedule” section in meeting notes where we talk in detail about the work in progress and any specific dates that should be noted. P&C superintendents are responsible for staying on track and therefore are capable of answering any client or architect questions with regards to project progress. Master Construction Schedule updates are made to ensure that realistic information is being tracked and that work in the field is not significantly ahead or behind the initial master schedule. However, a completion date will not be changed on any Master Construction Schedule without owner and architect knowledge and approval.

## Track Information Flow

All requests for information made by P&C or our subcontractors during construction are documented by P&C and submitted to the project team on a request for Information (RFI) document. This vital step is one of the key components to schedule management at P&C. With a single means of tracking project information that directly affects the construction, it is less likely that important design data or document changes will be miscommunicated. The end result is the schedule is better maintained and conflicts are minimized.

3 WEEK LOOK AHEAD SCHEDULE		PROJECT: SAMPLE PROJECT													
		DATE: Weeks of: 11/24/13 - 12/12/13													
TASK NAME		24-Nov	25-Nov	26-Nov	27-Nov	28-Nov	29-Nov	30-Nov	1-Dec	2-Dec	3-Dec	4-Dec	5-Dec	6-Dec	7-Dec
SHELL AREA															
MASS EXCAVATION															
SUB GRADE CUT		X	X	X											
ROCK BUILDING PAD				X	X	X									
UNDERSLAB PLUMBING								X	X	X	X	X		X	X
UNDERSLAB ELECTRICAL										X	X	X		X	X
FOOTINGS															
EXCAVATE PAD FOOTINGS															
FORM PAD FOOTINGS			X	X	X	X									
REINFORCING PAD FOOTINGS					X	X									
INSPECTIONS									X						
PLACE/FINISH PAD FOOTINGS										X					
EXCAVATE PERIMETER FOOTINGS				X	X				X	X					
FORM PRIMER FOOTINGS									X	X	X	X	X		X
REINFORCING PERIMETER FOOTINGS									X	X	X	X	X		X
INSPECTIONS													X		
PLACE/FINISH PERIMETER FOOTINGS														X	
SITEWORK															
FORM RETAINING WALL ONE SIDE		X	X	X	X	X			X	X	X				
REINFORCING									X	X	X	X	X		X
CONCRETE RETAINING WALL DOUBLE SIDE															

THREE-WEEK LOOK AHEAD “SCHEDULE”

		2133 NW York Street Portland, OR 97210-2108 (503) 665-0165 Fax: (503) 667-2565	
		<b>REQUEST for INFORMATION</b> Project Name PROJECT # 07XXX	
DATE:		RFI NO:	
TO:	Architect	CC SUBS:	
CC:	Engineer		
	PM		
SUBMITTED BY:	Paul Charlie		
ITEM:			
DESCRIPTION OF REQUEST:			
APPROX. COST IMPACT:	TIME IMPACT:	CRITICAL TO SCHEDULE?	
NONE:	UNKNOWN:	YES:	
INCREASE:	NO CHANGE:	NO:	

REQUEST FOR INFORMATION (RFI)



## Minimizing Schedule Risks

<b>Risk Factor #1:</b>	Materials arrive late
<b>Solution:</b>	Finalize design details early, especially for access control equipment and hardware so the order can be placed. Utilize P&C's procurement log.
<b>Risk Factor #2:</b>	Incorrect installation delays schedule
<b>Solution:</b>	P&C will work together with RSD and BLRB to create a list of key mockups ensuring proper installation and expectations are met.
<b>Risk Factor #3:</b>	Subcontractors and Suppliers do not have necessary manpower
<b>Solution:</b>	Bid the project to prequalified subcontractors and suppliers that have the proven manpower to perform and deliver materials on time. For the second and third summers, bid the project in early (March 2017 and 2018).

## Labor and Materials Availability

Despite a very busy construction industry, it is anticipated that labor and materials will be readily available for the Reynolds School District Secure Entrances project, due to the project size. As the CM/GC, it is P&C's job to research labor and material market conditions for proposed construction and provide feedback to the team.

Although there are particular segments of the construction market that are currently stressed, there are adequate labor forces available for K-12 "Summer Wonders" such as the Reynolds Secure Entrances project. This is particularly true for Multnomah County which has a sizeable pool of quality subcontractors. If there are challenges with material or equipment availability, there are strategies that P&C can utilize to mitigate these challenges. P&C will bid the project to prequalified subcontractors and suppliers that have the proven manpower to perform and deliver materials on time. For the second and third summers, we will work with BLRB and RSD to target an early bid date (March 2017 and 2018). Other potential mitigation strategies include separate bid packages and pre-purchase of materials or equipment.

## Creating Sufficient Subcontractor and Supplier Competition

P&C has completed nearly 100 CM/GC projects, with over 80% for public entities, since 2005. We completely understand the competitive bidding requirements and transparency needed for the Reynolds Secure Entrances project. Two keys to maximizing subcontractor and supplier competition and minimizing project costs:

**#1** Recruit subcontractor and suppliers, rather than simply e-mailed bid invitations. It is important to personally contact the subcontractors and suppliers that are best suited for the Reynolds Secure Entrances project. Personal contact provides additional information to the subcontractors and suppliers and generates enthusiasm for the project.

**#2** Contractor reputation the subcontractor/supplier community will pay dividends on bid day. P&C has a stellar reputation due to our organized and safe jobsites and treating subcontractors and suppliers fairly. Subcontractors and suppliers want to work for P&C, and this shows up on bid day in both the quantity of bids received and the high quality of the subcontractors in the bidder pool.

## Opportunities

### REYNOLDS MIDDLE SCHOOL

- One opportunity we see here is after the concrete phase of the project, to erect and frame the canopy and vestibule concurrently to expedite the construction schedule. We will work closely with our glazing contractor to measure openings and order the glass prior to the frames being set. This will allow the glass to be procured while frames are being set and the glass to be installed in the same mobilization.

### SWEETBRIAR ELEMENTARY SCHOOL

- At Sweetbriar we will use the same approach to the storefront glazing system by ordering the glass early and setting the frames and glass in one mobilization. Another strategy we will use is hiring our metal framing contractor to install the hollow metal door frames while he is framing the new door openings. This will reduce the number of contractors on site and also reduce the coordination needed to complete the work on time.

## Challenges for Summer 2016 Projects

### REYNOLDS MIDDLE SCHOOL

- The greatest challenge we anticipate at the Middle School will be finalizing the access control equipment including the door hardware. The aluminum doors will not be released into fabrication until all of the door hardware is finalized and submittals are approved. Immediately after P&C has been awarded the project, we will need to meet with the RSD, BLRB, our door hardware installer, supplier, and electrician to finalize this equipment. At that point we need to order all of the aluminum doors and hardware. Doors and hardware have up to an eight week lead time so making these decisions early will be critical to the success of the project.



### SWEETBRIAR ELEMENTARY SCHOOL

- Sweetbriar faces similar challenges as Reynolds MS with the added challenge of hollow metal door frames and aluminum storefront materials. Hollow metal door frames have similar lead times to the aluminum doors so we need the access control equipment and hardware finalized so our order can be placed. Aluminum storefront material needs to be a standard color. Custom color aluminum for these storefront systems would be extremely difficult to procure in time to meet the demanding schedule of these summer projects without having a major schedule impact.



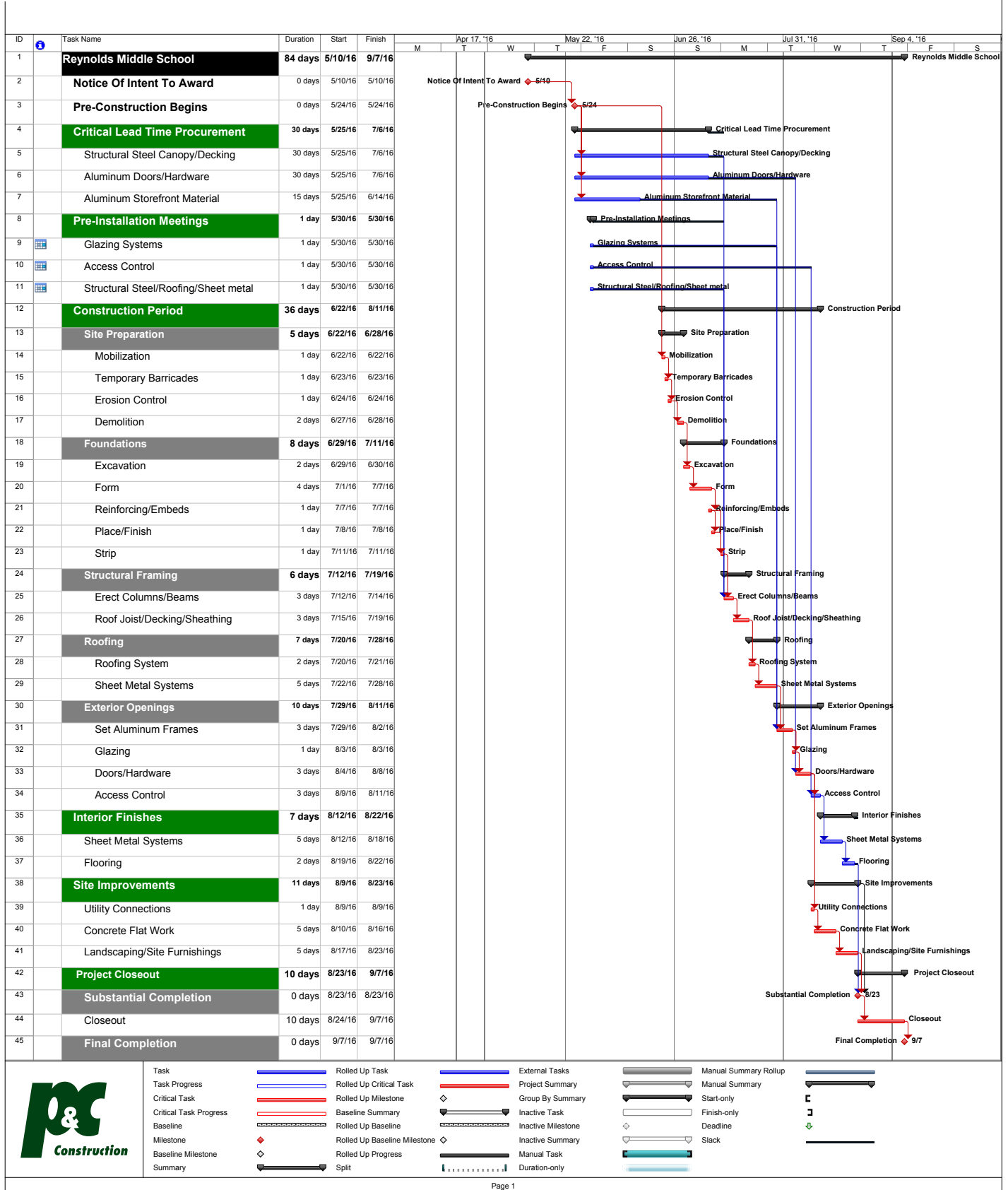
### SALISH PONDS ELEMENTARY SCHOOL

- The scope of work at this site is limited; however, it will be key to order the replacement door, frame, and hardware early in the preconstruction process.





## Reynolds Middle School Preliminary Project Schedule



# Reynolds School District Secure Entrances Preliminary Master Schedule

ID	Task Name	Duration	Start	Finish	11/5/24	September 1/8/30	March 21/12/6	October 11/3/13	May 1/6/19	November 21/9/25	June 11/1/1	January 1/4/9	July 2/7/16	Reynolds School District Secur
1	<b>Reynolds School District Secure Entrance Master Schedule</b>	<b>604 days</b>	<b>5/10/16</b>	<b>9/7/18</b>										
2	Notice Of Intent To Award	0 days	5/10/16	5/10/16										
3	Pre-Construction Begins	0 days	5/24/16	5/24/16										
4	Summer 2016	64 days	5/25/16	8/23/16										
5	Critical Lead Time Procurement	18 days	5/25/16	6/17/16										
6	Construction Period	46 days	6/20/16	8/23/16										
7	Reynolds Middle School	46 days	6/20/16	8/23/16										
8	Salish Ponds Elementary School	14 days	6/20/16	7/8/16										
9	Sweetbriar Elementary School	46 days	6/20/16	8/23/16										
10	Project Closeout	10 days	8/23/16	9/7/16										
11	Substantial Completion	0 days	8/23/16	8/23/16										
12	Closeout	10 days	8/24/16	9/7/16										
13	Summer 2017	85 days	5/1/17	8/25/17										
14	Critical Lead Time Procurement	35 days	5/1/17	6/16/17										
15	Construction Period	50 days	6/19/17	8/25/17										
16	Margret Scott Elementary	50 days	6/19/17	8/25/17										
17	Glenfair Office	50 days	6/19/17	8/25/17										
18	Glenfair Elementary School	50 days	6/19/17	8/25/17										
19	Edgefield Campus	50 days	6/19/17	8/25/17										
20	HB Lee Middle School	50 days	6/19/17	8/25/17										
21	Project Closeout	10 days	8/25/17	9/8/17										
22	Substantial Completion	0 days	8/25/17	8/25/17										
23	Closeout	10 days	8/28/17	9/8/17										
24	Summer 2018	84 days	5/1/18	8/24/18										
25	Critical Lead Time Procurement	34 days	5/1/18	6/15/18										
26	Construction Period	50 days	6/18/18	8/24/18										
27	Reynolds Learning Academy	50 days	6/18/18	8/24/18										
28	Alder Elementary School	50 days	6/18/18	8/24/18										
29	Hartley Elementary School	50 days	6/18/18	8/24/18										
30	Woodland Elementary School	50 days	6/18/18	8/24/18										
31	Walt Morey Middle School	50 days	6/18/18	8/24/18										
32	Project Closeout	10 days	8/24/18	9/7/18										
33	Substantial Completion	0 days	8/24/18	8/24/18										
34	Closeout	10 days	8/27/18	9/7/18										
35	Final Completion	0 days	9/7/18	9/7/18										



Task	Roll Up Task	External Tasks	Manual Summary Rollup
Task Progress	Roll Up Critical Task	Project Summary	Manual Summary
Critical Task	Roll Up Milestone	Group By Summary	Start-only
Critical Task Progress	Baseline Summary	Inactive Task	Finish-only
Baseline	Roll Up Baseline	Inactive Milestone	Deadline
Milestone	Roll Up Baseline Milestone	Inactive Summary	Slack
Baseline Milestone	Roll Up Progress	Manual Task	
Summary	Split	Duration-only	



## Quality Control/Assurance Procedures

P&C has built a reputation on high quality craftsmanship. The following are key points of how P&C takes a proactive approach to ensuring high quality craftsmanship during Preconstruction and Construction.

### Preconstruction

- P&C performs an early site investigation and logistics assessment
- Maintenance of the Constructability Log, which is reviewed weekly during the design timeline
- Final outcomes and expectations are clearly identified during preconstruction and documented in Construction Documents

### Construction

- Building mockups are created during the early stages of construction to ensure long term performance and proper design intent
- Weekly meetings communicate expectations/schedule/quality to tradespeople
- Findings from our routine inspections communicate any issues regarding design quality and intent during construction and are addressed at weekly team meetings
- We issue RFI's to address design concerns during weekly inspections
- The Master Construction Schedule is tracked and maintained by the creation of a detailed "3-week lookahead" schedule
- All punch list work is 100% complete prior to occupancy



*Routine inspections enhance quality*

## Project Closeout Procedures

Project closeout is a team activity. However, P&C's program is strengthened by the commitment of Ken Fehringer, our Project Engineer with a true focus on comprehensive and timely closeout of projects.

Three (3) of the steps he will take on this project are:

1. At job startup, create binders for warranty and O&M materials required of all subcontractors and suppliers
2. Require as-built and O&M documents from all MEP trades at 75% completion.
3. Convert all closeout documents into electronic format for use by all team members: Reynolds School District, Day CPM, BLRB, and P&C



***"The key to these projects is timely closeout. I will personally ensure this occurs."***

**Ken Fehringer**  
P&C Project Engineer  
and Closeout Specialist



*Building mockups provide advance knowledge of details*

## Warranty

We are so confident in our approach to quality, and our proven ability to construct the highest quality public safety facilities, P&C offers a two-year warranty. And as part of this program we will make regular, 6-month "quality" checks to address any issues on this project.

## P&C'S SAFETY PROGRAM

A few proactive safety measures we will take on the Reynolds Secure Entrances project are:

1. Implement our **"Jobsite and Safety Orientation Plan"** and wearing of authorizations badges and hardhat stickers
2. Fulfill **security and background checks** requirements for on-site personnel prior to commencing work at any site
3. Install **temporary fencing** around the entire perimeter of construction zones
4. Provide **construction signage** to direct people away from the areas of work
5. Communicate safety challenges via our weekly **"Tool Box Talks"** with all on-site personnel



*Every Monday morning, all P&C jobs hold a "tool-box-talk" safety meeting at the jobsite.*

### EXPERIENCE MODIFICATION RATING (EMR)

**2016:** 0.83      **2015:** 0.89      **2014:** 0.79

## SAFETY MANUAL

P&C's Safety Program is a leader within the construction industry. Our safety manual was created by P&C's committee with help from an outside consultant and a select group of employees who have displayed an attitude and aptitude for safety. We have written policies for fall protection, ladder use, excavation, trenching, first aid, hazard communication, machinery and equipment, scaffolding, asbestos and lead, housekeeping, and a list of other items we encounter.

## PROGRAM RECOGNITION

**Associated General Contractors (AGC) awarded P&C with their 2015 Safety PRIDE award for our program's dedication and excellence.**



## SITE SPECIFIC SAFETY WORK PLAN

Each project is given a site-specific safety work plan. The project team, including all employees and subcontractors, meet collectively each week on site to review hazards and developing project conditions. Routine inspections are conducted by the site superintendent, general superintendent, safety coordinator, and outside consultants.

## CONSTRUCTION INDUSTRY DRUG FREE WORKPLACE PROGRAM

P&C construction takes part in and helps administer the Construction Industry Drug Free Workplace Program (CIDFW). The program encompasses random, pre-employment, and post-accident testing for drugs and alcohol. We test our employees and subcontractor personnel randomly twice a year. A "clean card" is required before returning to work in any capacity.



*Badges are issued to all onsite personnel*

## DISCIPLINARY PROGRAM

The safety program at P&C operates on a strict 3 strike basis. The first violation receives a written warning and requires employees to undergo retraining in the area of the error. The second violation gets a written warning, suspension and a review with the safety committee. The 3rd violation requires termination.



### State of Oregon Certified **MWESBE** Businesses P&C Has Subcontracted within the Past Two Years

A Cut Above Concrete Cutting	Milne Masonry
A-Absolute Comfort Heating & Cooling, Inc.	O'Neill Electric
Beaverton Plumbing	Pacific Tile and Stone
Bedrock Concrete Cutting	Parkin Electric
Brothers Concrete Cutting	Progressive Mechanical
Buffalo Welding	Rayborn's Plumbing
Cascadian Landscape	Reliable Fence
Cipriano & Son	River City Rebar LLC
Classique Floors	Sawtooth Caulking
Clatsop Electric	Scaffold Erectors
Cochran, Inc.	Simonis & Associates
Crestview Construction	Superior Fence & Construction
Dave Norman Glass	Superior Interiors
Dave Obrist Const Materials	TerraCalc Land Surveying, Inc.
Dennison Finn, LLC	Tom Nelson & Associates, LLC
Dowers Enterprises	Turtle Mt. Construction
Eagle's View Construction II,	Valley Growers Nursery &
Edmondsons Drapery	Landscape, Inc.
Empire Painting	W B Painting
Ferguson Painting Services, Inc.	W. E. Given Contracting, Inc.
General Sheet Metal	Wallace Steel
Gibson Door & Millwork, Inc.	WCTJ, Inc.
Global Electric	Willamette Fence Company
Green Art Landscaping	Wishart Welding
Gregory Law Landscaping	Zochert Fence Company
Hal's Construction	
Interior/Exterior Specialists	
Klinger Masonry	
Konell Construction	

4. **P&C will work with organizations such as MCIP to encourage additional MWESBE participation**
5. P&C will reach out to our resource of subcontractors we have had success with on past public projects to ensure we receive bids
6. P&C will secure a minimum of three (3) bids for each scope of work
7. P&C will host a public bid opening for Reynolds School District Representatives to monitor progress and record results

### Subcontractor Qualification

1. P&C bid form requires subcontractors to provide their current EMR rating. This rating represents subcontractor's safety record relative to the industry average
2. P&C will verify all bidding subcontractors have a public works bond ensuring their bid is valid prior to acceptance of bids
3. P&C will evaluate each bid for completeness and address any subcontractor exclusions prior to identifying the low bidder



*P&C hosting a "Meet and Greet" for MWESBE subcontractors and suppliers at our office*

### P&C Procurement Strategies

Procurement of subcontractors and materials is critical to the success of the project. P&C puts a great deal of emphasis in the planning and preconstruction phase of the project to properly schedule procurement to ensure materials arrive on time and in accordance with the Oregon public contracting requirements. Our proven method of procurement has given us an outstanding track record of success.

### Subcontractor Procurement

1. P&C will advertise publicly in the DJC for subcontractor bids for all scopes of work
2. P&C will post copies of the plans for access by all on P&C bid site and at local plan centers
3. P&C will advertise and host subcontractor "Meet and Greet" meetings prior to bid date to encourage subcontractor participation

### Partnering to Increase Diverse Business Participation

P&C embraces utilization and mentorship of disadvantaged firms. We partner with organizations that support these firms, such as the Oregon Association of Minority Entrepreneurs (OAME), Associated General Contractors (AGC), and Metropolitan Contractors Improvement Partnership (MCIP).



## Expectations for Labor, Market, and Building Conditions

### MULTNOMAH COUNTY AND CITY OF FAIRVIEW METRO-AREA CONSTRUCTION MARKET CONDITIONS and FORECAST (2016 - 2017)

1. General Contractors are at >80% capacity in nearly all market segments. This includes an expanding K-12 schools market.
2. Architectural firms have a solid backlog of current design work. This parlay into projects into construction 6 to 12 months out.
3. Qualified subcontractors are being more selective in the work they pursue. This translates into fewer bids received in most all trades on bidday. For example, where we have received 5 to 8 storefront and glass bids 3 years ago, we now receive 2 to 3 bids for similar type projects.
4. Even with a growing construction market, we have not seen a significant number of "start ups" of new companies in the construction market. This produces less competition in many of the less technical trades such as painting, landscaping, etc.
5. Since spring 2015 we have experienced cost increases in the 3% to 5% range on our projects. We anticipate that this increase will exceed 8% in the next 12-18 months.

## Communicating Efforts in the Community

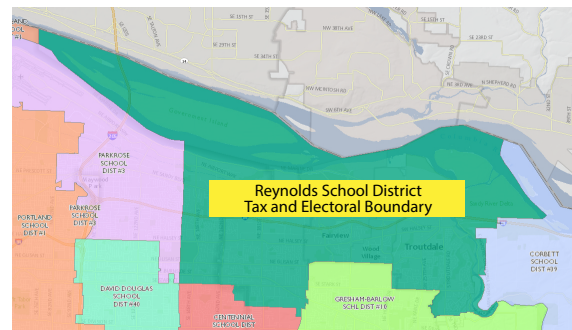
- Posting a LOCAL UTILIZATION BOARD at the City of Fairview Chamber of Commerce
- Including project updates on internet websites for the District and P&C
- Establish monthly "coffee talks" at a location in Fairview to invite local subcontractors and "hear their voices"
- In each monthly project status report, documenting and presenting the dollars spent locally and the local firms engaged in the project.
- Promoting the successes; addressing the challenges; HAVING FUN!

## Utilizing Local Subcontractors And Suppliers

P&C knows the value of keeping construction dollars in the local community. For the Reynolds Secure Entrances project, we define "local" as "Any service, supplier, subcontractor, or construction trade personnel with a facility, office, establishment, home address within the Reynolds School District electoral and taxing boundaries. With our recent successes utilizing local subcontractors in such Oregon cities as Gresham, Scappoose, Vernonia, Hermiston, and Astoria, P&C personnel inherently understand what it takes to produce expected results and positive feedback from local citizens. P&C has developed an award-winning program called "Building Here" which is described below.

### P&C's Award-Winning "Building Here Program"

- STEP #1** – Identify and Recruit Local Firms and Businesses
- STEP #2** – Match Available Skilled Labor with Local Subcontractors
- STEP #3** – Identify Locally-Sourced Materials and Services
- STEP #4** – Reach Agreements with Local Support Businesses and Suppliers
- STEP #5** – Communicate our Efforts to the Community



*P&C will solicit from firms located within the Reynolds School District electoral and taxing boundaries.*

P&C LOCAL PARTICIPATION SUCCESS			
Project Name	Location	Local \$'s Spent	Local % Participation
Hermiston School District Improvement Projects	Hermiston	\$4,443,211	81.2%
Rockwood Public Safety Building	Gresham	\$2,846,160	82.3%
ORCCA Family Resources Cener	Coos Bay	\$3,895,664	71.3%
Henley Elementary School	Klamath Falls	\$10,335,812	85.2%
Astoria School District Athletic Field	Astoria	\$5,713,019	77.1%



#### MWESBE Utilization Strategy

P&C embraces MWESBE utilization as a company and is dedicated to meeting Reynolds School District's MWESBE utilization goal for the Reynolds Secure Entrances project. Our strategic plan is outlined below:

- Add to our master list of MWESBE firms who will receive bid invitations by attending events and collaborating with Oregon Association of Minority Entrepreneurs (OAME), Associated General Contractors (AGC) events, and Metropolitan Contractor Improvement Partnership (MCIP)
- Each MWESBE subcontractor on the master bid list is solicited by phone when their special capabilities fall into scope of work
- MWESBE subcontractor opportunities are distributed via local trade publications
- Invite and solicit at least three MWESBE firms in each trade category
- Send letters to Unions stating P&C's commitment to non-discrimination and request that the Unions engage in the recruitment of MWESBE firms
- Host a Meet and Greet for the project at P&C's office, giving MWESBE subs a chance to ask questions and meet the project team
- Document our efforts to meet the MWESBE goals

#### Supporting the Reynolds School District's Goals

P&C understands that the Reynolds School District Secure Entrances project is an opportunity to not only build an excellent learning space for the future students and staff, but to also support the local economy, disadvantaged firms, and create learning opportunities for students throughout the District. P&C will leverage our expertise in building new K-12 schools, utilizing MWESBE firms, and ability to provide unique Career Related Learning Experiences.

P&C has the proven ability to provide the following to Reynolds School District students during the project:

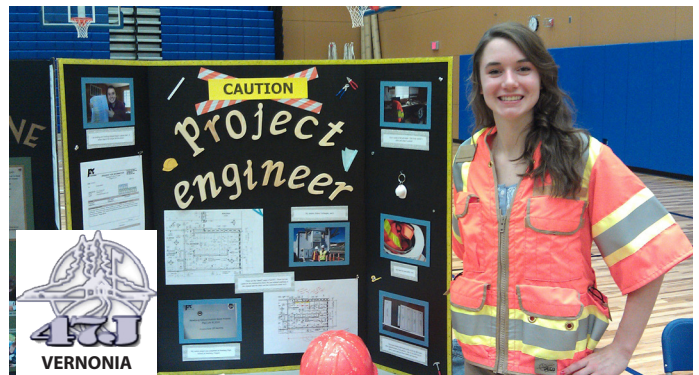
- Job Shadows
- Internships
- Guest Speaker Presentations from the Architecture/Engineering/Construction Industry
- Career Fair Participation
- Informational Interviews
- Project Tours
- Advice on Construction Careers



*P&C' help found the PACE Mentorship Program that introduces high school students to the trades*

#### Community Engagement

P&C's President and Past AGC Oregon President, Steve Malany, helped found the free, after-school PACE Mentorship Program for Portland Public Schools' Sophomores, Juniors, and Seniors. This past Spring, the program connected nine Portland-area high school students with the building trades through an 7-week program. Students learned about good paying jobs in the trades and worked directly with plumbers, sheet metal workers, carpenters, and electricians.



*Vernonia Student Intern Samantha Wallace presenting to her classmates what she learned during her internship with P&C*

***"As a high school student in Vernonia and interested in construction, I was so happy to work part-time with P&C on our new school project. I have learned so much and have just decided to attend Oregon State University to study engineering."***

**Samantha Wallace**

*Former Vernonia High School Student*

## DEVIATIONS FROM THE RFP

To the best of our knowledge, our response contains no deviations from the requirements set forth in this RFP.

## a) PRECONSTRUCTION SERVICES

**Cost of Preconstruction Services is \$65,100** (see breakdown below). This cost will be incurred over three years of preconstruction efforts each in advance of proposed work for summer 2016, 2017, and 2018.

COST BREAKDOWN	
Preconstruction Cost for Summer 2016 Work	\$13,200
Preconstruction Cost for Summer 2017 Work	\$27,600
Preconstruction Cost for Summer 2018 Work	\$24,300

Preconstruction Services are based on the following hourly rates for P&C personnel:

Project Manager - Steve Anderson	\$115/hr
Project Superintendent – Dave Van Vleck	\$95/hr
Project Engineer – Ken Fehringer	\$80/hr
Chief Estimator – Les Jacobson	\$100/hr
Resource & Safety Manager – Bruce Heintz	\$110/hr

Labor hours will be spent by all team members on site investigations, constructability review, preparing detailed estimates, creating construction schedules, subcontractor bidding, and analyzing bids received

## b) CONSTRUCTION SERVICES

### FIXED FEE

**Our fixed fee is 6.80%** as a percentage of the GMP. This includes Corporate Overhead and Profit, Corporate Office Administrative Expenses and Support Staff, Performance and Payment Bonds, General Liability/ Auto Insurance, and Builders Risk Insurance.

### GENERAL CONDITIONS

Our estimated **General Conditions cost is \$275,883** in accordance with items listed in Exhibit C – “Cost for General Conditions Work”. NOTE: This cost is for proposed work over the span of all three summers – 2016, 2017, and 2018. However, should all work be completed in summers of 2016 and 2017 only, thus deleting the requirements for activities in summer 2018, then we anticipate a reduction in General Conditions cost charged to Reynolds School District.

### SELF-PERFORMED WORK

P&C anticipates submitting lump bids for the following areas of self-performed work (*as applicable to the final scope of work for each project*):

Selective Demolition	Rough Carpentry
Structural Concrete	Structural Wood Framing
Wood Siding and Trim	Door & Hardware Installation
Finish Carpentry	Div 10/11/12 Installation

Markups on self-performed work will vary between 8.0% and 12.0% based on anticipated complexity of the scope and dollar amount of individual work packages.



