



Proposal for CM/GC Services

Reynolds School District #7- 2015 Bond Projects

New Fairview Elementary School





August 1, 2016

Reynolds School District
1204 NE 201st Avenue
Fairview, Oregon, 97024

RE: RFP for CM/GC Services for the New Fairview Replacement Elementary School

Dear Members of the Review and Selection Committee,

Selecting the right CM/GC firm to construct the New Fairview Replacement Elementary School is a very important task. You'll need to consider the qualifications and project approach of each firm, but most importantly, the proven capabilities of their people that will part of your team over the next two years. Therefore, I believe there are four unique reasons why P&C is best suited as CM/GC for this project:

1. **An Unyielding Commitment to Safety as Priority #1** – There is nothing more important than the safety of your staff, your students, the public, and the on-site construction workers. P&C will implement a wide variety of safety protocols and create a culture of safety on the Fairview Elementary School site.
2. **Our Project Team** – P&C's core team of Project Manager Steve Anderson, Site Superintendent Brad Esler, Project Engineer Will Somme, and Project Foreman Scott Jamieson form a cohesive group that has completed over \$150 million worth of K-12 schools in the last decade. They are true construction professionals that will place the interests of the school district first.
3. **Our Similar K-12 School Experience** – Replacing the existing Fairview Elementary School will have its complexities – working in and around staff, students, and the public, adjacent homes and neighborhoods to consider, challenging site access, and more. However, P&C's experience on the following six similar schools since 2009 places us in a perfect position to apply "Lessons Learned" to Fairview that will enhance the project outcome:

Ardenwald Replacement Elementary School

Lowrie New Primary School

Barnes Butte New Elementary School

Henley Replacement Elementary School

Vernonia New K-12 School

Otto Peterson New Elementary School

4. **Exemplary Preconstruction Services** – Successful CM/GC projects are the result of exemplary performance of the team during the preconstruction services phase. Therefore, on the New Fairview Replacement Elementary School, Chief Estimator Les Jacobson and the entire P&C team will "dive into the details" immediately upon selection as CM/GC. Steve will "own" the budget from day one and stay ahead of any cost challenges. Will, Brad, and Scott will present and continually refine their ideas for construction logistics and site planning. All this preconstruction effort will provide the Reynolds School District with a GMP within the \$22,700,000 construction budget and a project that meets all milestone completion dates.

Thank you for your consideration of P&C. We welcome the opportunity to discuss our detailed approach to the planning and construction of your new school in a forthcoming interview!

Sincerely,

A handwritten signature in blue ink that reads 'Steve Malany'. Below the signature, the name 'Steve Malany - President' is printed in a black, sans-serif font.

Steve Malany - President

4. PROPOSAL FORM

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

REYNOLDS SCHOOL DISTRICT – THE NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated June 28, 2016, 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, 2, , 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

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

Authorized Signature:



Printed/Typed Name: Steve Anderson

Title: Vice President

Date: August 1, 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 - THE NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL
Construction Manager/General Contractor (CM/GC) Services RFP**

PRECONSTRUCTION SERVICES PLAN

Confirming Construction Documents Match Existing Conditions

Project Manager Steve Anderson, Project Engineer Will Somme, and Site Superintendent Brad Esler will perform thorough site investigations to understand existing conditions and verify that construction documents reflect actual site conditions. For the Fairview Replacement Elementary School, P&C will **1)** survey the land, determine environmentally sensitive areas, and mark those zones and buffer areas; **2)** verify existing grades and invert elevations, to ensure we have proper slopes for utilities; **3)** closely review and understand the geotechnical report. The time our team puts in to gaining a thorough understanding of the site prior to starting will allow us to catch any inconsistencies in the Construction Documents early and avoid costly mistakes once construction activities are underway.

Recommending Phasing and Site Logistics

Brad and Resource and Quality Control Manager Bruce Heintz will work with the Authorities Having Jurisdiction (AHJ's) and design team throughout preconstruction to recommend phasing and site logistics. As the design evolves, our team will adjust the preliminary phasing and logistics plan as needed.




STAGING AND ENTRANCE

P&C will utilize land north of Depot Street for staging and to create a main construction entrance near the existing baseball field bleachers

Our team is committed to understanding how the work fits into its environment - utilities, soil conditions, habitats, surrounding roads, and neighbors. The time devoted to gaining a thorough understanding of the site will allow us to catch inconsistencies in the Construction Documents early and thus avoid costly mistakes and delays once construction activities begin.

Working Collaboratively During Design

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, create the master construction schedule, and manage the subcontractor bidding and procurement process.

Our experience has shown us that accountability and transparency are keys to being a great team member. One tool that we use is the cloud-based program, **Smartsheet**. All logs are uploaded to Smartsheet  which allows the team to track information flow, collaborate with one another, and store the most up-to-date documents (V/E, Procurement and Constructability Logs, Submittals, RFIs, Closeout Documents). Smartsheet saves time, paper, and resources. The central location of all documents keeps everyone up to date.

SmartSheet Benefits:

- Minimal training needed for new users to fully utilize the software
- Updated in real time and time stamped
- Images and videos from the field can be uploaded (for example, to add detail to an RFI)
- Items are assigned for review and the project team member is notified by email. When they respond, the team can verify that items have been reviewed/implemented.
- The program is secure and access to documents is given to appropriate team members

Target Cost Validation

The number one (1) and most important initial step of all is to validate that the construction budget of \$22,700,000 is sufficient to include all the required scope and contingencies. P&C's commitment is:

"Deliver a comprehensive Schematic Design (SD) cost estimate to the project team ten (10) working days after being awarded the project."

Methodology for Providing Cost Estimates

Estimates are created and tracked by P&C's Chief Estimator, Les Jacobson. In his 30+ 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 Fairview Replacement Elementary School. Estimates for any P&C self-performed work are prepared by Les and reviewed with P&C's team of Steve, Will, and Brad. Trusted and highly qualified mechanical and electrical subcontractors are consulted for input on cost for MEP scope of work.

For the Fairview Replacement Elementary School project, P&C will provide the following estimates:

- 100% Schematic Design (SD) Estimate
- 100% Design Development (DD) Estimate
- 50% Construction Document (CD) Estimate
- 80%+ Construction Document (CD) Estimate

Each subsequent estimate is compared to previous versions via P&C's **"Cost Variance Analysis."** This allows the team to closely analyze cost variances on a line-by-line basis between estimates.

CSI Format and Unifomat

As an added feature to assist analyzing systems and costs, P&C will provide cost estimates in both CSI format and Unifomat. We can discuss in more detail, if requested, in our interview.

Reconciliation with Second Parties

If a second party cost estimator is employed, P&C will coordinate estimate forming 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.

Managing Price Volatility

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 in the Portland metro market, (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 market allows us to be accurate with our budget estimates, which in turn allows us to carry realistic contingencies at all levels of design.

BUDGET ESTIMATE VS. GMP COMPARISON			
PROJECT	DD	50% CD	GMP
Barnes Butte Elem School	\$15.527M	\$15.200M	\$15.200M
Ardenwald Elem School	\$15.080M	\$14.967M	\$14.135M
Barnes Elem School	\$6.979M	\$7.012M	\$6.776M
Canby Police Facility	\$7.794M	\$7.668M	\$7.668M
Newby & Memorial ES	\$11.427M	\$11.330M	\$11.092M

Data from recent P&C CM/GC projects showing the progression from Design Development (DD) documents to GMP

"I applaud the great work produced by the P&C team. The District appreciated your tight cost control and being able to return over \$1 million in total savings to the GMP on the Group 1 Improvements Projects."

Jim Owens, Former Administrator Facilities Development
Beaverton School District

Recommended Contingencies at Each Design Phase

Contingency	100% SD Estimate	100% DD Estimate	50% CD Estimate	GMP
Design	8%	5%	2%	0%
Estimating	5%	4%	3%	0%
Bidding	3%	3%	2%	2%
Construction	3%	3%	3%	3%

NOTE: These contingencies are recommendations based on P&C's similar project experience and current market conditions. Final numbers will be reviewed with the project team.

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.

Item #	Action By	Initiator	Submitted	Reference Change Order	Classification Requested	Response and/or Notes
Post Bid - ASI, V/E, Permit Issues						
91	CLOSED	PAC	4/30/15		confirm typical depths to planting and lawn area	ASI issued
92	CLOSED	PAC			There is no design shown on the 2015 plans for the concrete apron outside the maintenance base and the bus wash area. Please have an ASI verifying the thickness of the concrete and if other is required.	ASI issued
93	CLOSED	PAC			Concrete waterproofing. Typical perimeter needed.	ASI issued
94	CLOSED	PAC			July Fall design changes - correct sketch attached. Contact is working with Tom Saul.	ASI issued
BID DOC. CLARIFICATION TRACKING						
95	CLOSED	PAC	4/30/15	800001	Early in the design process, I consulted with Jerry Finkler of C&L to get a copy of the 2015 plans. The plans were not clear on the details of the concrete apron outside the maintenance base and the bus wash area. Please have an ASI verifying the thickness of the concrete and if other is required.	Review in Addendum 2. (Rtr)
96	CLOSED	PAC	3/30/15	AS.1	Concrete waterproofing. Typical perimeter needed.	Will be issued as addendum (MA)
80% Constructability Log						
1	CLOSED	PAC	1/8/14	AS.1	Concrete waterproofing. Typical perimeter needed.	Response here - not sure who to hold for lengthy commentary.
2	CLOSED	PAC	1/8/14		Concrete waterproofing. Typical perimeter needed.	See notes.
3	CLOSED	PAC	1/8/14		Concrete waterproofing. Typical perimeter needed.	See notes.
4	CLOSED	PAC	1/8/14		Concrete waterproofing. Typical perimeter needed.	See notes.
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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. 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.

The initial V/E Tracking Log will focus on major systems such as structure and exterior finishes. P&C will look at measurements to make sure they are efficient for construction by consulting trusted subcontractors for advice. Cost, function, and aesthetics will be considered for all options, and at times, there is not a single right answer. For example, for an elementary school project that P&C recently completed, we incorporated structural steel, wood framing, concrete tilt-up, and structural CMU systems; all in the same structure!

SUCCESSFUL VALUE ENGINEERING EXAMPLES



Otto Petersen Elementary School

- Alternate metal panel
SAVINGS: \$77,671
- Alternate lighting controls
SAVINGS: \$33,541



Kennedy Elementary School

- Reduce curtainwall %
SAVINGS: \$22,362
- ABS in lieu of cast iron piping
SAVINGS: \$7,115

How the P&C Constructability Review Log Works

- P&C identifies constructability challenges from the drawings and specifications
- Involve the construction and design teams and propose solutions
- Document solutions onto the log
- Document implementation of the solutions in the log
- The log is reviewed during design meetings and all closed items are verified at each design milestone (SD, DD, and CD)
- Submit the updated Log to verify all solutions have been implemented into the Construction Documents
- Continue this process through permit and "Issued for Construction" documents


POTENTIAL V/E IDEAS FOR WILKES ES

1. Closely analyze cut/fill quantities to provide a "balanced site" and minimize off site disposal
2. Wood-frame specific areas vs steel frame
3. Locally source metal wall and/or roof panels vs using a national manufacturer
4. Provide an alternate light-fixture package
5. Pre-manufactured skylights in lieu of custom

VALUE ENGINEERING PLAN FOR THE NEW FAIRVIEW ELEMENTARY SCHOOL

The P&C team will actively participate in the value engineering tasks required to deliver a GMP within the \$22,700,000 construction budget. To do this they will:

1. Create a detailed **Value Engineering Tracking Log** to identify and track all options. Value engineering options will be tracked in accordance with the specific areas of work.
2. At each stage of design (ex., 100% design development, 50% construction documents, etc.) perform a **detailed Constructability Review** to discover potential value engineering ideas.
3. **Request ideas from suppliers and subcontractors** during the procurement phase and analyze from these firms during pre-award meetings.
4. Analyze each **V/E option for potential redesign costs (or savings) and schedule impacts**. In some instances a slightly more expensive product or design can save significant time on the construction schedule. The resulting effect is overall savings.
5. Meet with representatives from Reynolds School District and BLRB to **clearly identify the mechanical equipment and controls** that will be specified for this project. For example, avoiding proprietary specifications for Division 15 work can offer significant savings.
6. Provide a detailed **cost analysis of the light fixture package**. We will consult directly with vendors to identify potential "as-equal" products and ensure competitive pricing is received during bidding.

<div>  <div> <h3>VALUE ENGINEERING TRACKING LOG</h3> <p>RATING LEGEND: A=ACCEPTED B=PROBABLE NEEDS FURTHER STUDY C=INITIAL STUDY INDICATES NO, BUT NEEDS FURTHER STUDY D=PENDING OWNER DECISION E=REJECTED F=BID ALTERNATE</p> </div> <div> <p>PROJECT: Otto Petersen Elementary School LOCATION: Scappoose, Oregon</p> <p>Prepared By: LJ Issue Date: 6/25/09</p> </div> </div>									
REF	DESCRIPTION	ESTIMATED COST	RATING & ALLOCATION OF SAVINGS						REMARKS
			A	B	C	D	E	F	
BUILDING:									
BD1	Delete the operable partition at the gymnasium, including the storage closet, and add a gym curtain in its place	\$ (84,447)	\$ (84,447)						
BD2	Delete the glulam beam/glulam decking/plywood sheathing roof framing system and replace it with a structural steel/steel deck framing system (note - includes deleting requirement for nailbase insulation panels, simplifying the steel structure, and reduction for carpentry tools and equipment, forklift rental, and cleanup)	\$ (202,518)	\$ (202,518)						
BD3	Revise Area A and C floor and roof structures from a composite steel skeleton with wood joists to a structural steel system with steel joists	\$ (153,333)	\$ (153,333)						
BD4	Delete the lightwells and replace them with unit skylights	\$ (276,292)	\$ (276,292)						
BD5	Reduce the curtainwall area by 20% and replace with a typical exterior wall assembly with metal panel or brick finish	\$ (64,068)	\$ (64,068)						
BD6	Delete wood column covers and provide a \$20,000 allowance for millwork	\$ (83,186)	\$ (83,186)						
BD7	Delete the green wall	\$ (23,564)	\$ (23,564)					\$ 23,564	
BD8	Delete the green roof	\$ (37,193)				\$ (37,193)			
BD9	Change all floor finishes scheduled as stained and polished concrete to Marmoleum	\$ (73,030)	\$ (73,030)						
BD10	Revise the east wall of the Learning Resource Center to be a straight diagonal line in lieu of the "jogs" in the building line	\$ (11,319)	\$ (11,319)						
BD11	Delete the balcony at the Learning Resource Center, add stair landing	\$ (31,155)	\$ (31,155)						
BD12	Delete the two study nooks at the south side of Corridor B114 (note - building area reduction included in revised baseline estimate.)	\$ (21,939)	\$ (21,939)						

Sample Value Engineering Tracking Log from our work on *Otto Petersen Elementary School*. The information shown here is just page 1 of 3. In fact based on the 50% Design Development (DD) Documents we identified a total of forty three (43) cost saving options for the building only that offered savings of \$2,233,264. And you'll note that each item can be "rated" and accurately tracked as to its status.

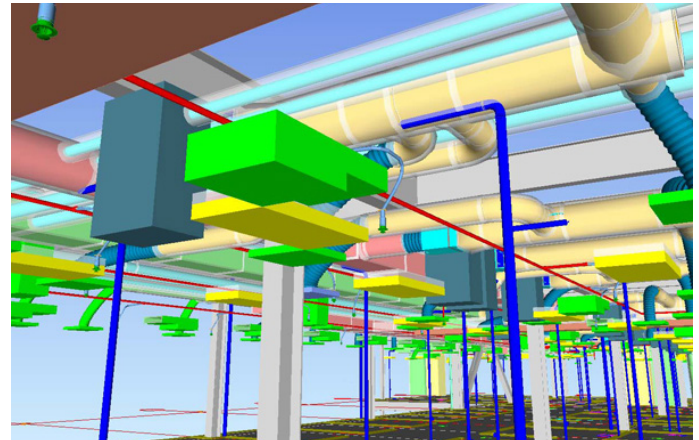
Schedule, Change Recommendations, and Long Lead Procurement Packages

P&C has prepared a detailed construction schedule for Fairview Replacement Elementary School based on the current information (*see pages 21 through 24 for more details related to schedule*). Anticipated long lead items include: mechanical units, **glazing**, lighting, and electrical switch gear.



GLAZING SYSTEMS

We will focus early and often on the design and procurement of the glazing for the Fairview Replacement Elementary School



ELECTRONIC DOCUMENTATION

One area where P&C has focused our efforts in regards to accurate and timely procurement is on modeling of the mechanical and electrical components of new school facilities. Such "BIM" models (*see above*) assist with minimizing changes and expedite procurement of key components. Our project team for the New Fairview Elementary School also embraces technology such as *Fieldwire* that allows us to quickly and efficiently document changes to the Contract Documents in real time. This creates a 100% accurate set of as-built documents.



Fieldwire



PROCUREMENT LOG

Project: **BANKS SD - BANKS MIDDLE SCHOOL and BANKS HIGH SCHOOL**

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
MIDDLE SCHOOL - Key Components							
Rebar - footings and tilt up	To Be Determined	06/18/13	5	14	15	1	07/23/13
Structural Steel & Embeds	To Be Determined	06/15/13	5	14	45	10	08/28/13
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 System	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

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

Recommended Phasing and Sequencing of Work

To take best advantage of the design timelines necessary and the logistics of the occupied school site, we recommend the following three (3) phases be created.

SCOPE PACKAGE ONE (SP1)

Early Site Package for Selective Abatement and Demolition

SCOPE PACKAGE TWO (SP2)

Construction of New School Facility Ready for Occupancy by Staff and Students

SCOPE PACKAGE THREE (SP3)

Demolition of Existing School Building and Complete Site Redevelopment



STUDENT PLAY AREA

P&C will create a temporary play area in front of the existing school. This will allow students attending the existing Fairview Elementary School to have a safe and secure play area during construction

"The work had to be done while maintaining a safe environment at all times. P&C did a great job for us; they asked questions, immediately addressed any concerns we had, and made our remodel a pleasant experience for everyone."

Rebecca Lukens, Co-Director
Pacific Crest Community School

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

P&C has outstanding experience creating complete and comprehensive plans for subcontractor procurement and utilization of MWESBE firms. Please see pages 28 and 29 for a more detailed analysis of our plan

CASE STUDY

OPEN SCHOOL - NEW FACILITY

On our project to construct a new alternative high school in the Rockwood area for Open School, the school administrators established high standards for MWESBE participation. With a goal to exceed 20%, we achieved 26.7% participation through collaboration with Metropolitan Contractors Improvement Partnership (MCIP), the City of Gresham, and MWESBE subcontractors and suppliers.



We understand that Day CPM has partnered with Probity Builders to assist in recruiting and monitoring MWESBE participation. Therefore, P&C will work closely with Probity to maximize MWESBE utilization for the New Fairview Replacement Elementary School.

PROBITY

Cost Estimating Methodology and Cost Tracking Procedures

NOTE:

Please see pages 18 and 19 of our response for a more in-depth discussion of our cost estimating and cost tracking systems.

PRECONSTRUCTION DELIVERABLES

ACTION	DELIVERABLE	RESPONSIBLE TEAM MEMBER
SCHEMATIC DESIGN		
Document Development	● SD Drawings	Design Team
Identify safe work practices and requirements for construction	● Safety and Job Site Orientation Plan	Brad Esler
Assess and recommend site logistics requirements	● In collaboration with Day CPM and Reynolds School District develop a Site Logistics and Phasing Plan which outlines construction zones and phasing while minimizing disruption to operations	Steve Anderson
Recommend phasing and sequencing of work and construction scheduling	● Master Construction Schedule with recommendations for phasing and critical path	Brad Esler
SD Estimate	● Detailed Estimate based on SD Drawings	Les Jacobson
DESIGN DEVELOPMENT		
Document Development	● 50% and 100% DD Drawings	Design Team
50% and 100% DD Estimates	● Detailed estimates at each phase of document development	Les Jacobson
Site Investigations	● Investigate existing conditions and provide input for document development	Brad Esler
Field Coordination	● Incorporate P&C site investigation review into contract documents	Design Team
Subcontractor Procurement	● Project specific Subcontractor Procurement Plan and detailed outline of our approach to bid day	Steve Anderson
Determine and reconcile constructability issues	● Maintain a Constructability Log at each phase of document development	Will Somme
Constructability Coordination	● Collaboration on P&C's Smart Sheet and incorporate approved recommendations into contract documents	Design Team
Assessing alternative construction methods and value engineering	● Issue a Value Engineering Log at each phase of document development	Les Jacobson
Budget Coordination	● Update drawings with approved VE recommendations	Design Team
Design Development Review and Coordination	● Participate in regular coordination meetings throughout document development	Steve Anderson, Les Jacobson, Will Somme, Design Team
CONSTRUCTION DOCUMENTS		
Document Development	● 50% CD Drawings	Design Team
50% Construction Documents	● Detailed estimate for review	Les Jacobson
MWESBE Participation	● Host Meet and Greet meetings to encourage MWESBE sub participation	Steve Anderson
Bid Solicitation and Subcontractor procurement	● Host neighborhood meeting to encourage local subcontractor participation, recruit local subcontractors and advertise publically in industry trade magazines and papers for subcontractor bids	Will Somme
Bid Package Coordination	● Incorporate P&C bidder instructions, schedules and logistics plan into specifications	Design Team

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



ARDENWALD ELEMENTARY SCHOOL - a replacement school completed by P&C in 2009 on an occupied school site

EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #1



ARDENWALD REPLACEMENT ELEMENTARY SCHOOL

Milwaukie, Oregon

The CM/GC, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition (i.e. shingle) roofing, and CMU veneer wainscot at exterior. Scope of work on the school site located in the residential Milwaukie neighborhood also required demolition of the existing building and completion of all remaining sitework once new building was completed. Communication with neighbors in the surrounding Milwaukie neighborhood reduced construction impacts.

Key Preconstruction Deliverables:

- P&C isolated existing play area and covered play to allow safe use by students all during construction
- GMP estimates at 100% SD, 100% DD, and 50% CD
- GMP finalized after bidding was complete and (4) weeks before starting work on site
- Concrete tilt-up vs. structural steel analysis provided savings of \$1.2 million to the construction cost
- Logistics plan created by P&C totally isolated students and staff from construction activities
- P&C held neighborhood "Meet and Greets" to introduce our team and the construction to adjacent property owners



The replacement school featured the use of durable and cost-effective materials



Completed play area at new school

EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #2



BARNES BUTTE NEW ELEMENTARY SCHOOL

Prineville, Oregon

The \$15.5 million, CM/GC project completed in 2015 involved the construction of a new, 73,000 sf elementary school for the Crook County School District (CCSD) in Prineville, Oregon. With a capacity for 600 students, features of the two-story facility include twenty-five (25) classrooms, an over-sized gymnasium with bleachers, a full-service kitchen and cafeteria, a library/media center, and an exterior of CMU, heavy timbers, and metal panels. P&C teamed with CS Construction - a general contractor based in Bend - to provide on-site supervision and a commitment to providing opportunities for local subcontractors, suppliers, and tradespeople.

Architect: **BLRB architects**

Key Preconstruction Deliverables:

- Delivered a fully executed GMP based on 50% Construction Documents
- P&C worked in a collaborative manner with BLRB Architects to create an early site package (BP1) and an early core/shell/finishes package (BP2)
- Value Engineering Tracking Log included more than a 100 items valued at more than \$1.5 million
- P&C held community meetings and subcontractor outreach to involve local tradespeople, subcontractors, and suppliers
- Plumbing and HVAC trades were procured via an RFP process in lieu of lump sum bid



P&C's team approach with BLRB Architects and CS Construction provided value to the School District



The design featured extensive use of natural light at every opportunity

EXAMPLES OF PRECONSTRUCTION SERVICES - CASE STUDY #3



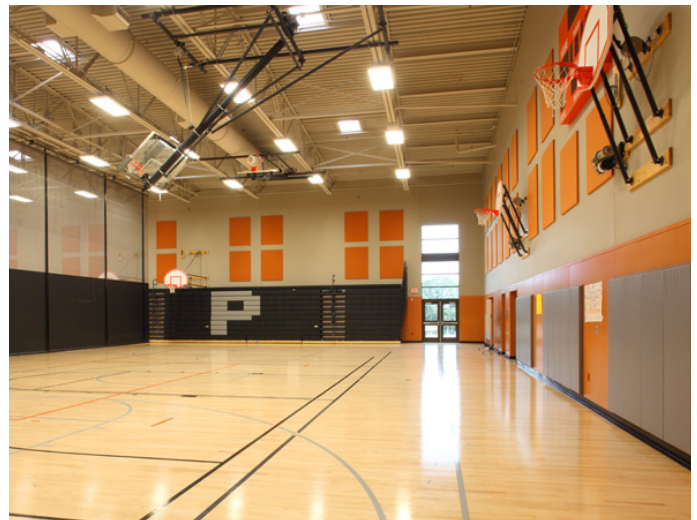
OTTO PETERSEN NEW ELEMENTARY SCHOOL

Scappoose, Oregon

The \$14.7 million, CM/GC new elementary school completed in 2010 involved over 4 acres of site development work, construction of the 69,000 sf two-story, concrete tilt up, steel, and wood structure, and all interior finishes. Features include LEED Gold certification, a rainwater harvesting system, twenty (20) classrooms, an oversized gymnasium that provides space for eight (8) basketball courts, and an expansive media center. P&C was recognized by Scappoose School District for exemplary performance in involving local subcontractors and suppliers.

Key Preconstruction Deliverables:

- P&C developed a comprehensive site logistics plan to isolate the staff, students, and public from the construction zone
- P&C developed a “fast-track” plan for sitework in the summer period to accelerate schedule to save the District money
- Over 200 cost-saving options were presented on the Value Engineering Tracking Log
- P&C delivered a “Subcontractor Bidding and Procurement Plan” that guaranteed opportunities for local firms
- An owner-directed contingency was included in the GMP to add scope without an increase in GMP



The new gymnasium was oversized to allow for use during community-based events



Security of all areas of the school was a key component of the design

Key Issues, Constraints, and Risks

KEY ISSUES



#1 Separate the construction from the staff, students, and the public

Solution: Secure the construction site with temporary fencing and proactively manage temporary wayfinding signage to direct people away from the construction zone.

#2 Constructability challenges during construction which impact construction schedule

Solution: P&C will maintain a Constructability Review Log based on construction team review and input to address concerns prior to design completion. Mock ups will be installed early to ensure all conditions are addressed.

#3 Short time period to abate, demo existing school, and prepare new sports field

Solution: Complete the abatement of the existing facility during spring and winter 2017 breaks to provide more time in the summer construction 2017 schedule.

#4 Subcontractor availability

Solution: Outreach early and often to ensure qualified subcontractors and suppliers bid this work. 2017-2018 is expected to be a very busy time for construction in the Portland metropolitan area.

#5 Meeting project expectations

Solution: Communication, communication, communication! As one of the leading CM/GC contractors, P&C truly understands the importance of communication to all stakeholders on these types of projects. Our collaborative approach is 2nd to none!

Understanding the Project

1. This is a replacement school on a site adjacent to the fully operational existing school. Safety is priority #1.
2. **Participation by local subcontractors, suppliers, tradespeople, and MWESBE firms is very important to the district and to the community**
3. The owner is Reynolds School District. The Owner's Representative is Day CPM. The Architect is BLRB.
4. The current project construction budget is \$22,700,000 including construction contingency
5. The CM/GC firm for the New Fairview Replacement Elementary School must be able to collaborate closely with other firms and subcontractors involved with concurrent work at Reynolds High School, Troutdale Elementary School, and Wilkes Elementary School



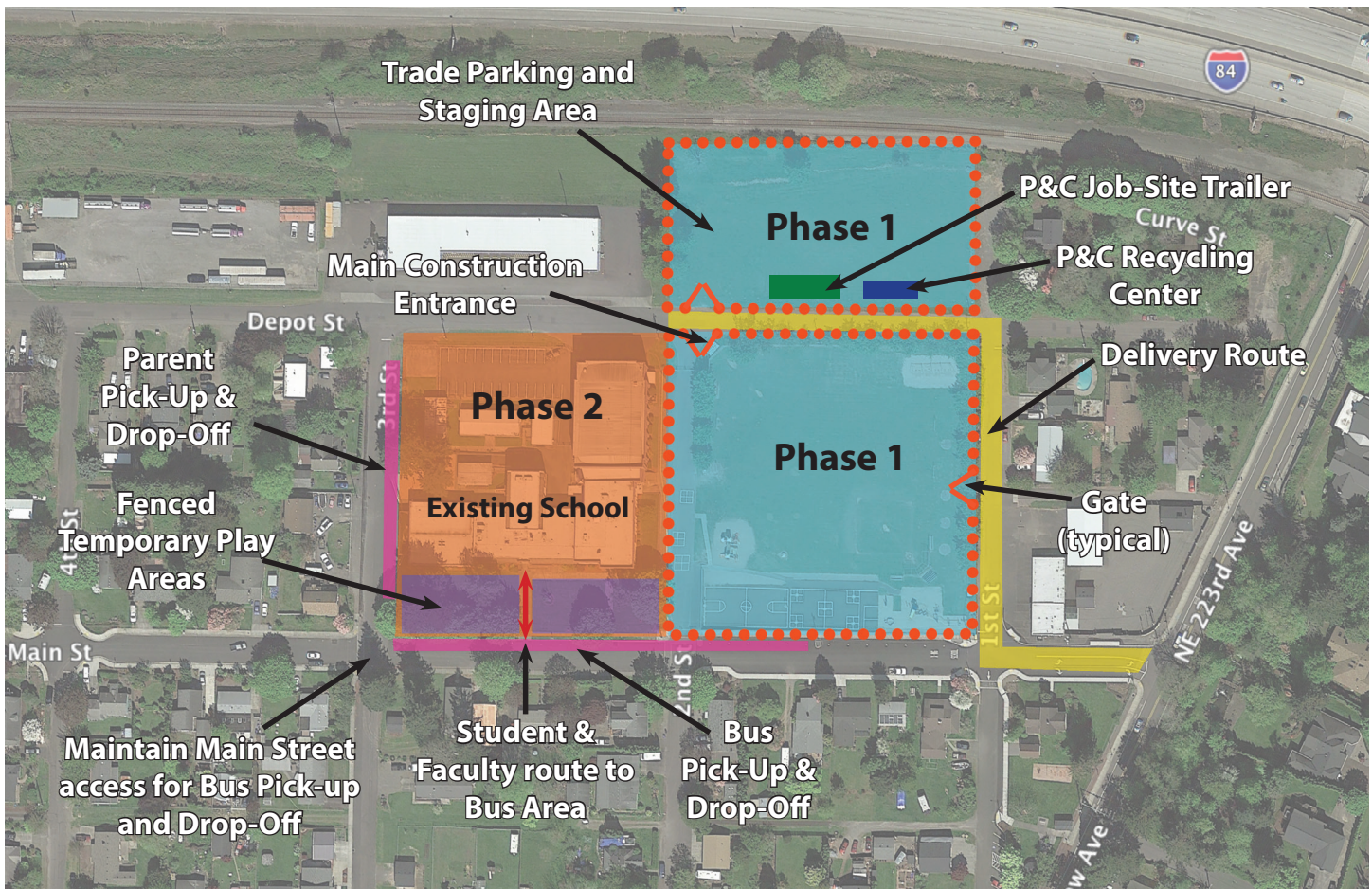
CONSTRUCTION SITE CONDITIONS

The existing site is sloped and has boulders and poor drainage. Therefore, P&C will take extra care when establishing construction limits and erosion control measures.

Work Sequencing and Phasing Processes

The proven means to develop and communicate our work sequencing plan and phasing process is through our **Site Logistics Plan** (see next page for initial version of this document). We issue an approved plan (or plans) with all bid documents and then revise such at key milestone dates as the work progresses. Along with real-time, one-page narratives, updated Site Logistics Plans are regularly shared amongst project team members, posted at the project site, and available for distribution to the school Principal and representatives at the existing Fairview Elementary School. In this manner all interested individuals are aware of P&C's plan to complete the work.

SITE LOGISTICS PLANS - NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL



KEY POINTS:

1. Full safety perimeters will be established and maintained throughout the duration of the project prior to the commencement of any construction work.
2. We will create temporary play areas in front of the existing school.
3. The adjacent Reynolds School District leased property (north of the site) will be utilized for material storage and parking.
4. Deliveries will be scheduled around student drop off and pick up to avoid conflict with school buses and vehicles. Additionally, we will specify that vendors avoid Main St. and 3rd St.
5. Parent pick-up and drop-off has been relocated to 3rd street.
6. The bus pick-up and drop-off will be maintained on Main St.
7. P&C will provide clear signage to direct students, staff, and the public away from construction activities.



"As P&C's full-time on-site Superintendent, I will maintain a safe and secure site at all times. You have my personal commitment to do so."

Brad Esler
Site Superintendent

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" outcome for all involved.
- Never using email or the written word to "inflamm" conflict. Pick-up the phone. Talk face to face. Respect the views and opinions of others at all times.
- Share in the resolution. Shake hands. Thank others for their help.
- A sincere "thank you" goes a long way when working through issues.

Sensitivity to Jobsite Neighbors

P&C makes every effort to minimize community and school disruptions. The construction team becomes neighbor. Like any good neighbor, we share information about construction activities that will affect the site and provide emergency contact in case of any construction concerns. Potential impacts include: changes in traffic, dust, and noise. We invite the school community and any interested neighbors to get involved with the construction through site tours and job shadows.



IDENTIFY DELIVERY ROUTES

P&C's Logistics Plan minimizes disturbances to neighbors and local businesses by limiting the delivery route.

MEETING COMPLETION SCHEDULES

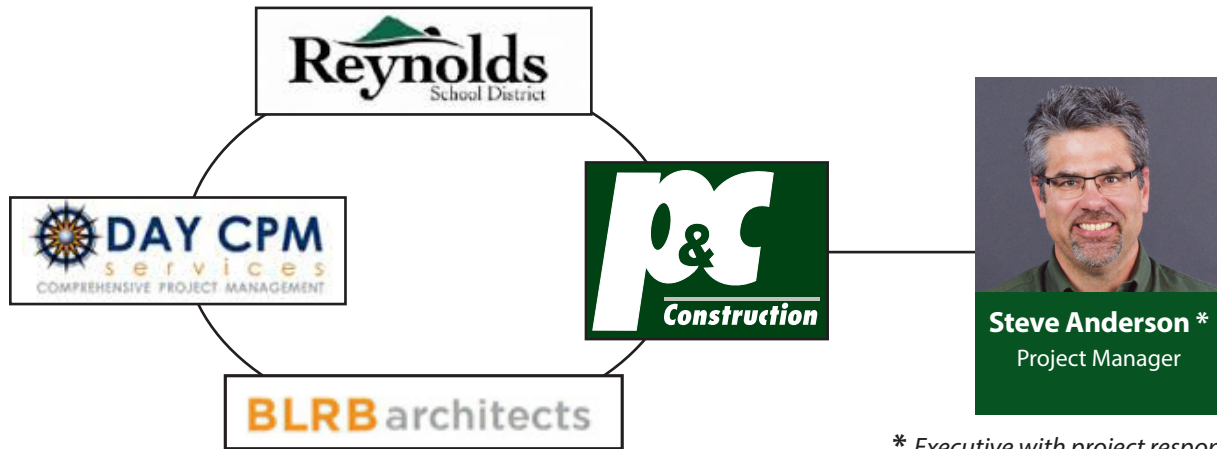
Since our first school project in 1989, P&C has completed all projects ON TIME (or early) and ready to begin classes as scheduled. The results of similar K-12 school projects are:

Project Name	Year Compl	Duration	Comments
Banks Middle School	2014	9 months	3 Months EARLY
West Powellhurst ES	2014	10 weeks	1 Week EARLY
Kennedy ES Remodel	2013	9 weeks	1 Week EARLY
Wilson HS Improvements	2013	4 Months	11 Months EARLY
Newberg SD - (12) Schools	2012	12 months	ON TIME
SKSD - (3) Remodels	2012	10 weeks	ON TIME
Hermiston SD Improvements	2011	11 weeks	ON TIME
Merle Davies HS Expansion	2010	9 months	3 Months EARLY
Scappoose HS Expansion	2010	10 months	ON TIME
Ardenwald New ES	2009	13 months	1 Month EARLY
Beaverton HS Remodel	2008	4.5 Months	ON TIME
Brown MS Expansion	2008	7 months	2 Months EARLY



TEAM MEETINGS

Routine meetings with subcontractors on our Vernonia K-12 school project established clear expectations for all involved

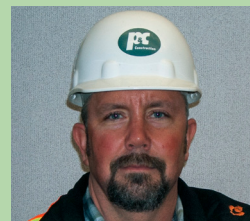


* Executive with project responsibility and authority to bind the company

KEY STAFF - TASK SUMMARY

1. Project Manager **Steve Anderson** will manage the efforts of P&C team from start of preconstruction, throughout construction activities, and to the end of project closeout in summer 2018.
2. Site Superintendent **Brad Esler** will coordinate the on-site work and be located full time on site for the duration of the project. Brad will be assisted by Project Engineer Will Somme and Project Foreman Scott Jamieson.
3. Project Engineer **Will Somme** will manage the day-to-day "paperwork" while assisting Steve and Brad with cost control, schedule, and on-site management of subcontractors
4. **Scott Jamieson** is our Project Foreman assigned to assist Brad manage subcontractors, oversee P&C tradespeople, and ensure safety standards are met
5. Our **On-Site Assistant** to assist the P&C project team will be a Reynolds School District student. We anticipate this to be a part-time position.

CONSTRUCTION TEAM



Brad Esler
Site Superintendent



Will Somme
Project Engineer



Scott Jamieson
Project Foreman

On-Site
Assistant

Reynolds
School District
Student

PROJECT SUPPORT



Les Jacobson
Chief Estimator



Bruce Heintz
Resource & Quality
Control Manager



Rick McMurry
Safety Director



Sabrina Henkhaus
Marketing Manager &
Outreach Specialist

ROLES OF THE P&C TEAM

Steve Anderson – Project Manager

During preconstruction, Steve will work closely with Les in preparing estimates and with Will and Brad 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.

Preconstruction:	15%	Primary Location:	Office
Construction:	30%	Primary Location:	Office

Brad Esler – Site Superintendent

Brad 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.

Preconstruction:	15%	Primary Location:	Office
Construction:	100%	Primary Location:	On-Site

Will Somme – Project Engineer

Will's focus during preconstruction will be tracking potential subcontractor bidders and ensuring we receive comprehensive coverage on the day of the bid. During construction, Will 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-built drawings of the new school.

Preconstruction:	5%	Primary Location:	Office
Construction:	100%	Primary Location:	On-Site

Scott Jamieson – Project Foreman

Once construction begins, Scott's role will involve day-to-day construction activities such as monitoring site security measures, site and building layout for subcontractors, maintaining temporary utilities, and direct work activities such as concrete, and carpentry. Scott will greatly benefit the project in regards to maintaining a safe and secure site, monitoring quality of the work, and keeping work tasks on schedule.

Preconstruction:	<5%	Primary Location:	Office
Construction:	100%	Primary Location:	On-Site

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, develop and present value engineering (V/E) cost-saving options, and lead the documentation of P&C's Constructability Review of the Construction Documents.

Preconstruction:	20%	Primary Location:	Office
Construction:	5%	Primary Location:	Office

Bruce Heintz – Resource & Quality Control 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, Brad, and Will to ensure the work is completed on schedule, the needed resources are available, and the highest quality standards for the construction are met.

Preconstruction:	5%	Primary Location:	Office
Construction:	<5%	Primary Location:	Office

Rick McMurry – Safety Director

During preconstruction planning stage, Rick will work side-by-side with Brad in planning for safe and efficient work flow by analyzing the tasks required and potential hazards that will be faced. He will provide oversight and monitoring of the safety practices during construction of P&C employees and subcontractors present on the site.

Preconstruction:	5%	Primary Location:	Office
Construction:	<5%	Primary Location:	Office

Sabrina Henkhaus – Marketing Manager & Outreach Specialist

Sabrina will work with Reynolds School District to enthusiastically establish expectations for community engagement and brainstorm creative engagement strategies. Sabrina will own the MWESB and local firms outreach for P&C. She will work with Steve, Will, Les, and representatives from Probity Builders to expand P&C's current database, solicit these firms and report success.

Preconstruction:	5%	Primary Location:	Office
Construction:	<5%	Primary Location:	Office

On-Site Assistant

We hire an interested and qualified Reynolds School District student on a part-time basis. Roles and responsibilities will be defined as we refine our project plan.



STEVE ANDERSON

Project Manager

Steve brings with him nearly three decades of construction and project management experience. During this time he has been recognized as an industry leader for his ability to successfully deliver K-12 school projects that utilized the CM/GC contracting method.

29 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

Member of Design Build Institute of America (DBIA)

91

K-12 SCHOOL PROJECTS

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Steve specializes in CM/GC projects for Oregon K-12 school districts having completed such work on 91 school facilities since 2005 valued at over \$300 million

RECENT EXPERIENCE AS PROJECT MANAGER

Ardenwald Replacement Elementary School

- Milwaukie, Oregon

The **CM/GC**, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition roofing, CMU veneer wainscot at exterior, and redevelopment of the entire existing school site.

Client Representative: North Clackamas School District, **Garry Kryszak**, *Facilities Director*, (503) 353-6036

Barnes Butte New Elementary School

- Prineville, Oregon

The \$15.5 million, **CM/GC** project completed in 2015 involved the construction of a new, 73,000 sf elementary school. The two-story facility includes (25) classrooms, an over-sized gymnasium with bleachers, a full-service kitchen and cafeteria, a state-of-the-art library/media center.

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

Henley Replacement Elementary School

- Klamath Falls, Oregon

The \$16.9 million, **CM/GC**, 60,500 sf, replacement elementary school completed in 2015 includes concrete tilt-up and structural steel structure, twenty-one (21) classrooms, a full-service kitchen and cafeteria, and exterior of CMU and metal panels.

Client Representative: Klamath County School District, **Greg Thede**, *District Superintendent*, (541) 851-8766

Barnes Elementary School Expansion

- Beaverton, Oregon

The \$8.1 million **CM/GC** expansion project completed in 2008 involved construction of a 19,800 sf wood-framed classroom addition, new drop-off areas for students, interior improvements within the entire 45,000 sf existing building, and installation of a new fire

sprinkler system.

Client Representative: Beaverton School District, **John Hartsock**, *Project Manager* (now with J.N Hartsock CM), (503) 780-4806

Vernonia New K-12 School

- Vernonia, Oregon

The **CM/GC**, \$27.4 million, 135,000 sf concrete tilt-up, LEED Platinum new K-12 school completed in 2012 was a result of the collaborative efforts of the Vernonia Community, the State of Oregon, and multiple federal organizations.

Client Representative: Vernonia School District, **Steve Effros**, *Project Manager* (now with Portland Public Schools), (971) 227-1427

Otto Petersen New Elementary School

- Scappoose, Oregon

The \$14.7 million, **CM/GC** new elementary school project involved over 4 acres of site development work, construction of the 69,000 sf two-story, concrete tilt up, steel, and wood structure, and all interior finishes. Features include LEED Gold certification, a rainwater harvesting system, twenty (20) classrooms, an oversized gymnasium that provides space for eight (8) basketball courts, and an expansive media center.

Client Representative: Scappoose School District, **Tom Weaver**, *Facilities Manager*, (503) 543-5656



Barnes Butte Elementary School



BRAD ESLER

Site Superintendent

Brad has been involved in all facets of commercial construction since joining P&C in 1984. Over the last decade, he has developed quite a resume of, CM/GC, new K-12 school facilities on occupied sites including the recent Ardenwald Replacement Elementary School. Brad is a conscious builder who pays attention to the details while always looking and planning ahead.

33 years in construction

Joined P&C in 1984

Certified Supervisor for Asbestos Abatement & Demolition

OSHA 30 Certified

33

YEARS IN CONSTRUCTION

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Brad's father was also a long-time Site Superintendent for P&C

RECENT EXPERIENCE AS SITE SUPERINTENDENT

Ardenwald Replacement Elementary School - Milwaukie, Oregon

The **CM/GC**, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition roofing, CMU veneer wainscot at exterior, and redevelopment of the entire existing school site.

Client Representative: North Clackamas School District, **Garry Kryszak**, *Facilities Director*, (503) 353-6036

Otto Petersen New Elementary School - Scappoose, Oregon

The \$14.7 million, **CM/GC** new elementary school project involved over 4 acres of site development work, construction of the 69,000 sf two-story, concrete tilt up, steel, and wood structure, and all interior finishes. Features include LEED Gold certification, a rainwater harvesting system, twenty (20) classrooms, an oversized gymnasium that provides space for eight (8) basketball courts, and an expansive media center.

Client Representative: Scappoose School District, **Tom Weaver**, *Facilities Manager*, (503) 543-5656

Oregon City School District TMF14 - Oregon City, Oregon

The \$10.1 million, **CM/GC** project for the Oregon City School District, involves the construction of a new 30,000 sf concrete tilt up and structural steel transportation and maintenance facility, including (3) maintenance and (3) transportation bays, support offices, meeting/training facilities and ample parking for staff, maintenance, and transportation vehicles. The 10-month was completed AHEAD of schedule and fully occupied..

Client Representative: Oregon City School District, **Wes Rogers**, *Facilities Director*, (503) 785-8000

Banks Middle School and High School Expansions - Banks, Oregon

The \$8.9 million, **CM/GC** project included a 30,000 sf, nine-month, two-story addition at Banks Middle School and HVAC, accessibility and exterior improvements during the summer period at the existing Banks High School.

Client Representative: R&C Construction Management LLC, **Rick Yeo**, *Project Manager*, (503) 487-7445

Barnes Elementary School - Beaverton, Oregon

The \$8.1 million **CM/GC** expansion project involved construction of a 19,800 sf wood-framed classroom addition, new drop-off areas for students, interior improvements to the 45,000 sf existing building, and installation of a new fire sprinkler system.

Client Representative: Beaverton School District, **John Hartsock**, *Project Manager* (now with J.N Hartsock CM), (503) 780-4806

Portland Public Schools (PPS) Hosford Improvements - Portland, Oregon

The \$6.3 million project involved the renovation of Hosford Middle School. Scope of work for the occupied school site included reroofing, seismic and ADA upgrades, and addition of an elevator and stair tower. The 5-month project finished in December 2014.

Client Representative: Portland Public Schools, **Michelle Chariton**, *Project Manager*, (503) 593-9836



Ardenwald Replacement Elementary School



WILL SOMME

Project Engineer

During Will's 17 years in commercial construction, nine of those with P&C, he has focused on K-12 school and public projects completed via the CM/GC method of contracting. Will's experience with occupied, K-12 construction includes the new Henley Elementary School, Merle Davies High School Renovation, and the addition and remodel of Hiteon Elementary School. An on-site Project Engineer of Will's caliber will provide value to Reynolds School District and create efficiencies in the flow of project information.

17 years in construction

Joined P&C in 2007

Associates Degree Lane Community College in Construction Management

LEED Green Associate

Certified Green Globe Professional

13

K-12 SCHOOL PROJECTS

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

As our Project Engineer, Will was instrumental in P&C's successful completion of the CM/GC, new \$16.9 million Henley Elementary School in Klamath Falls.

RECENT EXPERIENCE AS PROJECT ENGINEER

Henley Replacement Elementary School

- Klamath Falls, Oregon

The \$16.9 million, **CM/GC**, 60,500 sf, replacement elementary school completed in 2015 includes concrete tilt-up and structural steel structure, twenty-one (21) classrooms, a full-service kitchen and cafeteria, and exterior of CMU and metal panels.

Client Representative: Klamath County School District, **Greg Thede**, District Superintendent, (541) 851-8766

Clatsop Community College Patriot Hall

- Astoria, Oregon

The **CM/GC**, \$13.6 million project involves construction of a new, 36,000 athletic and teaching facility on the campus of Clatsop Community College in Astoria. Logistical challenges on the hillside site were solved during the 8 months of preconstruction.

Client Representative: Clatsop Community College, **Al Jaques**, Construction Manager, (503) 791-7253

Oregon City Library Expansion

- Oregon City, Oregon

The \$7.7 million, **CM/GC** project for Oregon City involves a 5,000 sf renovation of the historic Carnegie Building (b.1913) and the construction of a 15,000 sf addition. The design will provide appropriate services and spaces for the entire service area, and will feature sustainable design elements.

Client Representative: Shiels Oblatz Johnson, **Charlie Bahlman**, Construction Manager, (503) 242-0084

CMH Field for Astoria School District

- Astoria, Oregon

The **CM/GC**, \$7.6 million, multi-use athletic complex was a partnership between Columbia Memorial Hospital, the City of Astoria, Astoria School District, and Recology. Constructed over

a closed landfill, the facility includes a 1500-seat grandstand, a locker room building, and a synthetic turf field for football, baseball, and softball. Over 70% of the construction work was completed by Astoria-based firms.

Client Representative: Clatsop Community College, **Al Jaques**, Construction Manager, (503) 791-7253

Merle Davies High School Renovation

- Beaverton, Oregon

The \$7.3 million **CM/GC**, K-12 school project involved a complete interior demolition and re-construction of the entire interior of the existing 41,000 sf historic high school building.

Client Representative: Beaverton School District, **John Hartsock**, Construction Manager (now with J.N. Hartsock), (503) 591-4232

City of Canby New Police Facility

- Canby, Oregon

The **CM/GC**, \$8.0 million, 26,000 sf new facility and approximately 10,000 sf of "shelled" space for future growth. Designed for maximum energy efficiency, features of the new facility include a CMU/Steel structure, solar panels over the metal roof, and a community room.

Client Representative: City of Canby, **Bret Smith**, Chief of Police, (503) 266-0722



Henley Replacement Elementary School



SCOTT JAMIESON

Project Foreman

Since joining P&C in 2008, Scott has worked nearly exclusively on public, CM/GC K-12 School Projects. He is a detailed craftsman who started in construction at an early age building and remodeling houses with his father. Scott's experience working on new K-12 school projects such as Ardenwald Elementary, Vernonia K-12 School, and Lowrie New Primary School, have prepared him well for his role as Foreman on the New Fairview Replacement Elementary School project.

RECENT EXPERIENCE AS FOREMAN

Ardenwald Replacement Elementary School

- Milwaukie, Oregon

The **CM/GC**, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition roofing, CMU veneer wainscot at exterior, and redevelopment of the entire existing school site.

Client Representative: North Clackamas School District, **Garry Kryszak**, Facilities Director, (503) 353-6036

Lowrie New Primary School

- Wilsonville, Oregon

The new, 71,900 sf LEED Gold primary school completed in 2012 is a, wood-framed structure with twenty-three (23) classrooms, a 13,000 sf Wellness/Commons wing, an 8,300 sf kindergarten area, a synthetic turf field for elementary school kids, natural grass play areas, and a 3.2 acre community park.

Client Representative: West Linn-Wilsonville School District, **Tim Woodley**, (503) 673-7995

Vernonia New K-12 School

- Vernonia, Oregon

The **CM/GC**, \$27.4 million, 135,000 sf concrete tilt-up, LEED Platinum new K-12 school completed in 2012 was a result of the collaborative efforts of the Vernonia Community, the State of Oregon, and multiple federal organizations.

Client Representative: Vernonia School District, **Steve Effros**, Project Manager (now with Portland Public Schools), (971) 227-1427

Banks Middle School and High School Expansions

- Banks, Oregon
The \$8.9 million, **CM/GC** project included a 30,000 sf, nine-month, two-story addition at Banks Middle School and HVAC, accessibility and exterior improvements during the summer period at the existing Banks High School.

Client Representative: R&C Construction Management LLC, **Rick Yeo**, Project Manager, (503) 487-7445

Barnes Elementary School

- Beaverton, Oregon

The \$8.1 million **CM/GC** expansion project completed in 2008 involved construction of a 19,800 sf wood-framed classroom addition, new drop-off areas for students, interior improvements within the entire 45,000 sf existing building, and installation of a new fire sprinkler system.

Client Representative: Beaverton School District, **John Hartsock**, Project Manager (now with J.N Hartsock CM), (503) 780-4806

Oregon City School District Transportation and Maintenance Facility

- Oregon City, Oregon

The \$10.1 million, **CM/GC** project for the Oregon City School District, involves the construction of a new 30,000 sf concrete tilt up and structural steel transportation and maintenance facility, including (3) maintenance and (3) transportation bays, support offices, meeting/training facilities and ample parking for staff, maintenance, and transportation vehicles. The 10-month was completed AHEAD of schedule and fully occupied..

Client Representative: Oregon City School District, **Wes Rogers**, Facilities Director, (503) 785-8000

31 years in construction

Joined P&C in 2008

OSHA 10 Certified

10

K-12 SCHOOL PROJECTS

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Scott truly enjoys the challenges of building new schools. His commitment to high quality standards makes Scott one of our most sought after Foremen for P&C projects.



Lowrie NewPrimary 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 options during preconstruction will be a valuable asset to the New Fairview Replacement Elementary School team.

34 years in construction

Joined P&C in 2004

Bachelor of Science Degree in Construction Engineering Management from Oregon State University

Member of the Oregon American Society of Professional Estimators (ASPE)

>200

K-12 SCHOOL PROJECTS

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Les is recognized by clients, owner representatives, and architects as one of the leading Chief Estimators in the Portland metro area. His expertise with the CM/GC and GMP estimating process is unparalleled

RECENT EXPERIENCE AS CHIEF ESTIMATOR

Ardenwald Replacement Elementary School - Milwaukie, Oregon

The **CM/GC**, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition roofing, CMU veneer wainscot at exterior, and redevelopment of the entire existing school site.

Client Representative: North Clackamas School District, **Garry Kryszak**, *Facilities Director*, (503) 353-6036

Henley Replacement Elementary School - Klamath Falls, Oregon

The \$16.9 million, **CM/GC**, 60,500 sf, replacement elementary school completed in 2015 includes concrete tilt-up and structural steel structure, twenty-one (21) classrooms, a full-service kitchen and cafeteria, and exterior of CMU and metal panels.

Client Representative: Klamath County School District, **Greg Thede**, *District Superintendent*, (541) 851-8766

Barnes Butte New Elementary School - Prineville, Oregon

The \$15.5 million, **CM/GC** project completed in 2015 involved the construction of a new, 73,000 sf elementary school. The two-story facility includes (25) classrooms, an over-sized gymnasium with bleachers, a full-service kitchen and cafeteria, a state-of-the-art library/media center.

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

Otto Petersen New Elementary School - Scappoose, Oregon

The \$14.7 million, **CM/GC** new elementary school project involved over 4 acres of site development work, construction of the 69,000 sf two-story, concrete tilt up, steel, and wood structure, and all interior finishes. Features

include LEED Gold certification, a rainwater harvesting system, twenty (20) classrooms, an oversized gymnasium that provides space for eight (8) basketball courts, and an expansive media center.

Client Representative: Scappoose School District, **Tom Weaver**, *Facilities Manager*, (503) 543-5656

Vernonia New K-12 School

- Vernonia, Oregon

The **CM/GC**, \$27.4 million, 135,000 sf concrete tilt-up, LEED Platinum new K-12 school completed in 2012 was a result of the collaborative efforts of the Vernonia Community, the State of Oregon, and multiple federal organizations.

Client Representative: Vernonia School District, **Steve Effros**, *Project Manager (now with Portland Public Schools)*, (971) 227-1427

Lowrie New Primary School

- Wilsonville, Oregon

The new, 71,900 sf LEED Gold primary school completed in 2012 is a, wood-framed structure with twenty-three (23) classrooms, a 13,000 sf Wellness/Commons wing, an 8,300 sf kindergarten area, a synthetic turf field for elementary school kids, natural grass play areas, and a 3.2 acre community park.

Client Representative: West Linn-Wilsonville School District, **Tim Woodley**, (503) 673-7995



Otto Petersen Elementary School



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

OSHA 10 Certified

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Bruce started with P&C in 1984 as a Field Foreman. Since that time he has held positions as Site Superintendent, General Superintendent, and Resource and Safety Manager. And since 2005, he is one-third owner of P&C.

BRUCE HEINTZ

Resource & Quality Control Manager

With 38 years in construction, Bruce knows how to build. His collaboration with BLRB Architects on our New Barnes Butte Elementary School completed in 2015 for Crook County School District provided valued input to that project team. But most importantly, Bruce's proven abilities with solving constructability challenges, oversight and monitoring of project schedules, and resource and quality control management is a perfect match for the work ahead on the New Fairview Replacement Elementary School.

RECENT EXPERIENCE RESOURCE MANAGER

Ardenwald Replacement Elementary School

- Milwaukie, Oregon

The **CM/GC**, \$14.3 million, 66,800 sf, new two-story elementary school completed in 2009 included all site development, concrete tilt up construction, structural steel floor and roof structure, composition roofing, CMU veneer wainscot at exterior, and redevelopment of the entire existing school site.

Client Representative: North Clackamas School District, **Garry Kryszak**, *Facilities Director*, (503) 353-6036

Henley Replacement Elementary School

- Klamath Falls, Oregon

The \$16.9 million, **CM/GC**, 60,500 sf, replacement elementary school completed in 2015 includes concrete tilt-up and structural steel structure, twenty-one (21) classrooms, a full-service kitchen and cafeteria, and exterior of CMU and metal panels.

Client Representative: Klamath County School District, **Greg Thede**, *District Superintendent*, (541) 851-8766

Barnes Butte New Elementary School

- Prineville, Oregon

The \$15.5 million, **CM/GC** project completed in 2015 involved the construction of a new, 73,000 sf elementary school. The two-story facility includes (25) classrooms, an over-sized gymnasium with bleachers, a full-service kitchen and cafeteria, a library/media center.

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

Otto Petersen New Elementary School

- Scappoose, Oregon

The \$14.7 million, **CM/GC** new elementary school project involved over 4 acres of site development work, construction of the 69,000 sf two-story, concrete tilt up, steel, and wood structure, and all interior finishes. Features include LEED Gold certification, a rainwater

harvesting system, twenty (20) classrooms, an oversized gymnasium that provides space for eight (8) basketball courts, and an expansive media center.

Client Representative: Scappoose School District, **Tom Weaver**, *Facilities Manager*, (503) 543-5656

Vernonia New K-12 School

- Vernonia, Oregon

The **CM/GC**, \$27.4 million, 135,000 sf concrete tilt-up, LEED Platinum new K-12 school completed in 2012 was a result of the collaborative efforts of the Vernonia Community, the State of Oregon, and multiple federal organizations.

Client Representative: Vernonia School District, **Steve Effros**, *Project Manager (now with Portland Public Schools)*, (971) 227-1427

Lowrie New Primary School

- Wilsonville, Oregon

The new, 71,900 sf LEED Gold primary school completed in 2012 is a, wood-framed structure with twenty-three (23) classrooms, a 13,000 sf Wellness/Commons wing, an 8,300 sf kindergarten area, a synthetic turf field for elementary school kids, natural grass play areas, and a 3.2 acre community park.

Client Representative: West Linn-Wilsonville School District, **Tim Woodley**, (503) 673-7995



Vernonia New K-12 School



BACKGROUND

24 years in construction

Joined P&C in 2015

OSHA 30 Certified

SAFETY is PRIORITY #1

NOTE: See page 16 for weekly time % expected to be spent on this project

INTERESTING FACT

Rick has taken a keen interest in Oregon's most recent requirement established for construction safety and security on K-12 school sites. He has quickly become P&C's "in-house" expert.

RICK MCMURRY

Safety Director

Rick leverages 20+ years of construction and renovation experience both in the field and as a team leader. As P&C's Safety Director he brings real life building skills and best practice safety experience to our job sites. His passion for critical analysis, continual process improvement, and passion for people ensures that our projects are completed in a safe and efficient manner.

RELEVANT EXPERIENCE AS SAFETY DIRECTOR

Cedar Park Elementary School Upgrade

- Beaverton, Oregon

The \$3.2 million, "Summer Wonder" involved extensive HVAC upgrades and minor interior remodeling throughout the 60,000 sf school. P&C partnered with trusted HVAC, electrical, and controls subcontractors to ensure quality and schedule goals were met.

Client Representative: Beaverton School District, **Dick Steinbrugge**, *Project Manager*, (503) 591-4449

Meadow Park Elementary School Upgrade

- Beaverton, Oregon

The \$2.9 million, "Summer Wonder" involved extensive HVAC upgrades and minor interior remodeling throughout the 58,000 sf school. P&C partnered with trusted HVAC, electrical, and controls subcontractors to ensure quality and schedule goals were met.

Client Representative: Beaverton School District, **Dick Steinbrugge**, *Project Manager*, (503) 591-4449

Clatsop Community College - Patriot Hall

- Astoria, Oregon

The, **CM/GC**, \$16.0 million project involved construction of a new 36,000 sf Patriot Hall that houses a new gymnasium with seating for 500, an indoor running track, fitness rooms, and classroom space. All work was completed on a fully occupied school campus.

Client Representative: Clatsop Community College, **Al Jaques**, *Construction Manager*, (503) 791-7253

Conestoga Middle School - Beaverton, Oregon

P&C was hired by Beaverton School District to collaborate with project team partners to analyze and repair over \$2 million worth of damages caused by water intrusion from time the school was built in early 1990's until present.

Client Representative: Beaverton School District, **Dick Steinbrugge**, *Project Manager*, (503) 591-4449

SKSD Summer 2015 Improvements

- 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 complaint modifications throughout

Client Representative: Cornerstone Management Group, **John Abel**, *Project Manager*, (503) 705-4640

Open School High School

- Gresham, Oregon

Scope of work on this \$5.2 million **CM/GC** project completed in 2016 includes a new 22,000 sf, two story, wood framed structure with brick veneer and aluminum composite panel exterior, twelve (12) new classrooms, counseling space, kitchen, and administration areas. The building features a cascading bleacher stair in the central space with seating over 200 people.

Client Representative: Open Meadow School, **Andrew Mason**, *Director*, (503) 488-5152



Rick was instrumental in P&C being recognized by AGC in 2015 and 2016 as one of the safest general contractors in the Pacific Northwest region



BACKGROUND

3 years in Construction

Joined P&C in 2014

BA in Art History
from the University of
Oregon

Green Globes
Professional

Lean Six Sigma White
Belt Certified

>20%

**Sabrina's Goal
for MWESBE
Participation on
All P&C Projects**

NOTE: See page 16 for
weekly time % expected to be
spent on this project

INTERESTING FACT

*Before joining P&C,
Sabrina taught Fine
Arts and Art History to
K-12 students in the US,
France, and Armenia*

SABRINA HENKHAUS

Marketing Manager & Outreach Specialist

Sabrina is passionate about seizing the opportunity to engage communities where P&C works. Since joining P&C in 2014, Sabrina has been a key component to the development of P&C's Intern, MWESB, and Local engagement programs. Her genuine interest in outreaching to these communities has been key to P&C's success hiring local high school students and engaging MWESB/Local firms.

RELEVANT EXPERIENCE AS MARKETING & OUTREACH SPECIALIST

Open School High School

- Gresham, Oregon

Scope of work on this \$5.2 million **CM/GC** project completed in 2016 includes a new 22,000 sf, two story, wood framed structure with brick veneer and aluminum composite panel exterior, twelve (12) new classrooms, counseling space, kitchen, and administration areas. The building features a cascading bleacher stair in the central space with seating over 200 people.

Client Representative: Open Meadow School, **Andrew Mason**, *Director*, (503) 488-5152

Oregon City School District TMF14

- Oregon City, Oregon

The \$10.1 million, **CM/GC** project for the Oregon City School District, involves the construction of a new 30,000 sf concrete tilt up and structural steel transportation and maintenance facility, including (3) maintenance and (3) transportation bays, support offices, meeting/training facilities and ample parking for staff, maintenance, and transportation vehicles. The 10-month is expecting completion in Summer 2016.

Client Representative: Oregon City School District, **Wes Rogers**, *Facilities Director*, (503) 785-8000

CMH Field for Astoria School District

- Astoria, Oregon

The **CM/GC**, \$7.6 million, multi-use athletic complex was a partnership between Columbia Memorial Hospital, the City of Astoria, Astoria School District, and Recology. Constructed over a closed landfill, the facility includes a 1500-seat grandstand, a locker room building, and a synthetic turf field for football, baseball, and softball. Over 70% of the construction work was completed by Astoria-based firms.

Client Representative: Clatsop Community College, **Al Jaques**, *Construction Manager*, (503) 791-7253

Portland Public Schools (PPS) Hosford Improvements - Portland, Oregon

The \$6.3 million project involved the renovation of Hosford Middle School. Scope of work for the occupied school site included reroofing, seismic and ADA upgrades, and addition of an elevator and stair tower. The 5-month project finished in December 2014.

Client Representative: Portland Public Schools, **Michelle Chariton**, *Project Manager*, (503) 593-9836

West Powellhurst Elementary School Improvements - Portland, Oregon

The **CM/GC**, 10-week summer school project for David Douglas School District included abatement, new polished concrete floors, window replacement around the entire classroom wings, new roof, and construction of a new classroom.

Client Representative: Cornerstone Management, **Adam Cormack**, *Construction Manager*, (503) 260-2373

Oregon City Library Expansion

- Oregon City, Oregon

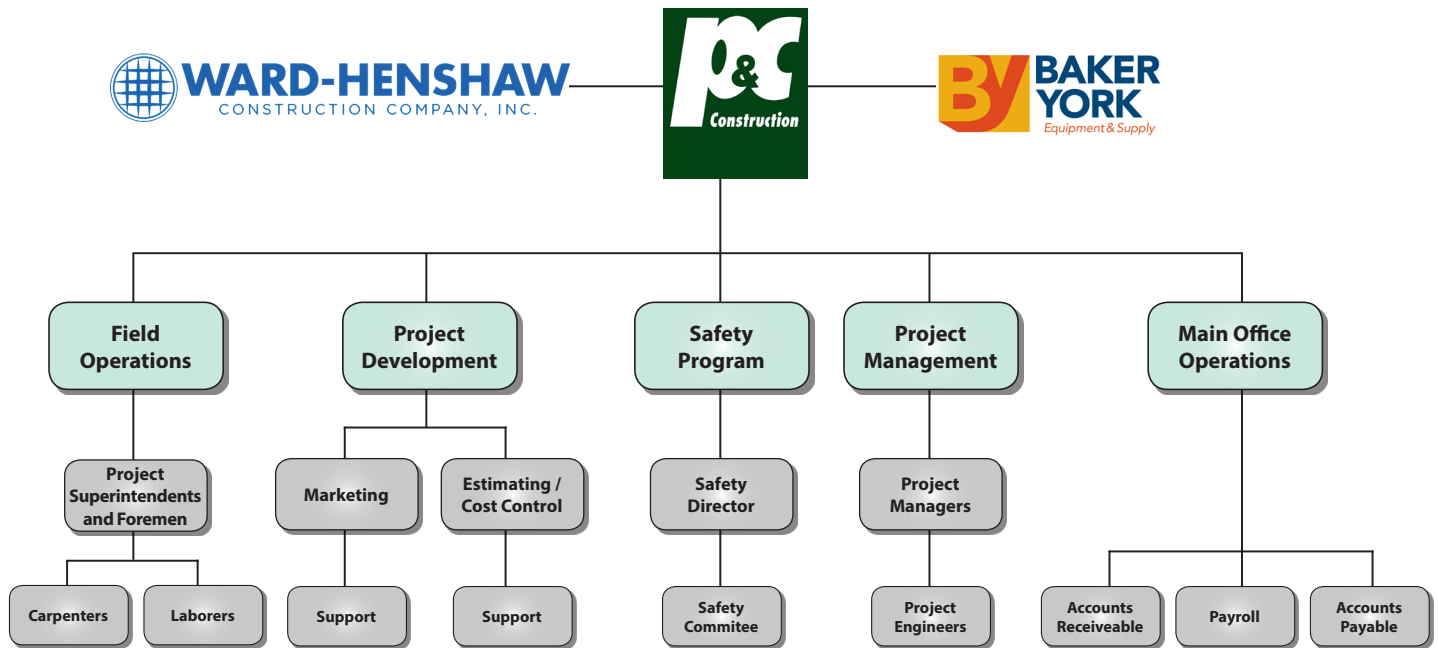
The \$7.7 million, **CM/GC** project for Oregon City involves a 5,000 sf renovation of the historic Carnegie Building (b.1913) and the construction of a 15,000 sf addition. The design will provide appropriate services and spaces for the entire service area, and will feature sustainable design elements.

Client Representative: Shiels Oblatz Johnson, **Charlie Bahlman**, *Construction Manager*, (503) 242-0084



Open School High School

COMPANY-WIDE ORGANIZATIONAL CHART



- Ward-Henshaw was purchased in 2015 by the 3 owners of P&C Construction
- Ward-Henshaw was founded in 1977 and is based in Canby, Oregon
- Focus of this organization is concrete storage reservoirs and structural concrete for commercial structures
- Annual volume of between \$8 million and \$15 million



- Baker York was created in 2015 by the 3 owners of P&C Construction from equipment owned by P&C and Ward-Henshaw
- The company is located in Canby, Oregon
- Equipment and tools owned exceed \$2 million in value
- Baker York rents equipment and tools to P&C and to Ward-Henshaw



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 the 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
- Carrying a Project Contingency within the GMP

CHANGE
ORDERS

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 scope defined in 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. Regardless, we suggest that we carry a Project Contingency within the GMP.

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 the New Fairview Replacement Elementary School).

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> 2133 NW York Street Portland, OR 97210-2108 503) 445-0165 fax 503) 647-2365 </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.	1.65	\$0	EXCAVATION
01 55 00	Access road - 18" rock incl. removal	5,000	S.F.	2.25	\$0	EXCAVATION
	Subcontractor Mandatory Composite Cleanup	1	L.S.	25,000.00	\$25,000	\$0
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		Allwnc.	4,000.00	\$4,000	\$0
04	Masonry:					
04 90 00	2nd clean of masonry		Allwnc.	1.00	\$6,685	\$0
05	Metals:					
05 90 00	Structural tie-in not shown at exist. structures	1	Allwnc.	5,000.00	\$5,000	\$0
07	Thermal & Moisture Protection:					
07 90 00	Misc. roof patching	1	Allwnc.	5,000	\$5,000	\$0
07 90 00	Architectural tie-in items	1	Allwnc.	5,000	\$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 00 00	Temporary heat	1	L.S.	7,500.00	\$7,500	\$0
23 00 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					\$ 146,490	\$ 52,645
Total						\$ 199,134

NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL						GMP ESTIMATE SUMMARY PROPOSED FORMAT		
CSI Div	DESCRIPTION OF WORK	TOTAL CONSTRUCTION COST (TOTAL Columns D, E, & F)	Scope Package One (1) EARLY SITE PREP	Scope Package Two (2) NEW BUILDING AND SITEWORK	Scope Package Three (3) SUMMER 2018 DEMO AND SITE	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
Design and Estimating Contingency		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Price Escalation and Bidding 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		\$0	\$0	\$0	\$0	\$0	\$0	\$0
OWNER'S BUDGET for CONSTRUCTION		\$22,700,000						

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 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: Barnes Butte Elementary School

Client Name: Crook County School District

Completion Date: 2015

Contract GMP: \$ 15,515,495

Value of GMP Amendments: \$ 315,495

Client Contact Person and Phone Number:

Mr. Jerry Milstead, *Construction Manager*,
(541) 306-0844, jerry.milstead@crookcounty.k12.or.us



Name: Ardenwald Replacement Elementary School

Client Name: North Clackamas School District

Completion Date: 2009

Contract GMP: \$ 14,344,070

Value of GMP Amendments: \$144,070

Client Contact Person and Phone Number:

Mr. Garry Kryszak, *Facilities Director*, (503) 353-6036,
kryszak@nclack.k12.or.us



Name: Otto Petersen Elementary School

Client Name: Scappoose School District

Completion Date: August 2010

Contract GMP: \$14,693,000

Value of GMP Amendments: \$300,000

Client Contact Person and Phone Number:

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 New Fairview Replacement Elementary School (see page 24 for a copy of this schedule).

KEY MILESTONE DATES (KMD's)

Begin Mobilization on Site	March 20, 2017
Start Foundations for New School	April 17, 2017
Structural Steel Arrives	May 8, 2017
Begin Selective Abatement (Summer)	June 19, 2017
Roofing Complete – Building Dried In	September 22, 2017
Begin Interior Finishes	October 2, 2017
Begin Selective Abatement (Winter)	December 21, 2017
Begin Owner FF&E	May 14, 2018
New School Complete	June 13, 2018
Existing Building Demo Completion	July 11, 2018
Project Substantial Completion	August 24, 2018
Ready for Occupancy by Staff	August 27, 2018

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	8-Dec	9-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-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	X	X				
INSPECTIONS												X						X			
PLACE/FINISH PERIMETER FOOTINGS															X			X			
SITEWORK																					
FORM RETAINING WALL ONE SIDE	X	X	X	X	X			X	X	X											
REINFORCING								X	X	X	X	X			X	X					
CONCRETE RETAINING WALL DOUBLE SIDE																					

THREE-WEEK LOOK AHEAD SCHEDULE



REQUEST for INFORMATION Project Name PROJECT # 07XXX

2133 NW York Street
Portland, OR 97210-2108
(503) 665-0165
Fax: (503) 667-2565

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: _____

DECREASE: _____ DAYS: _____

REPLY NEEDED BY: _____

RESPONSE: _____

REQUEST FOR INFORMATION (RFI)

Minimizing Schedule Risks

Risk Factor #1:	Materials arrive late
Solution:	Finalize design details early, especially mechanical equipment, glazing, lighting and electrical switch gear so the order can be placed. Utilize P&C's procurement log.
Risk Factor #2:	Earthwork subcontractors are unfamiliar working with large boulders.
Solution:	Procure the earthwork subcontractors via an RFP (similar to this one provided by Reynolds SD). This will allow P&C to select subcontractors that we know can perform. Potential subcontractors that P&C has had success working with in the past include: JW Underground (local firm), Cipriano & Son, and Konell.
Risk Factor #3:	Incorrect installation delays schedule
Solution:	P&C will work together with Reynolds SD and BLRB to create a list of key mockups ensuring proper installation and expectations are met.

Labor and Materials Availability

Despite a very busy construction industry, it is anticipated that labor and materials will be adequately available for the Fairview Elementary School project. 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 school work. 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.

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 Fairview Replacement Elementary School project. Two keys to maximizing subcontractor and supplier competition and minimizing project costs:

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

#2 Contractor reputation within 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. Such firms want to work for P&C. This is evident on bid day in both the large quantity of bids received and the high quality of the subcontractors in the bidder pool.



Groundbreaking event held on our new school project in Prineville in 2015

Opportunities

One of the most noteworthy opportunities on Fairview Elementary School is to develop the teamwork and professional collaboration so important in today's busy times. Pictured above is a photo of the groundbreaking event on our new Barnes Butte Elementary School completed in 2015 in Prineville. Team members present represent P&C, our local partner CS Construction, BLRB Architects, and Crook County School District.

Three (3) Key Challenges for the New Fairview Replacement Elementary School

CHALLENGE #1: Working in close proximity to the occupied campus within an urban residential neighborhood.

Solution: Clear construction separation and communication with staff and neighbors is key. Our diligent logistics planning will deliver a safe site for students, staff construction workers, and the public.



The existing site will be fully occupied by staff and students during the construction of the new elementary school.

CHALLENGE #2: Tight schedule during summer 2018 for abatement of the existing school, demolition, and redevelopment of the site.

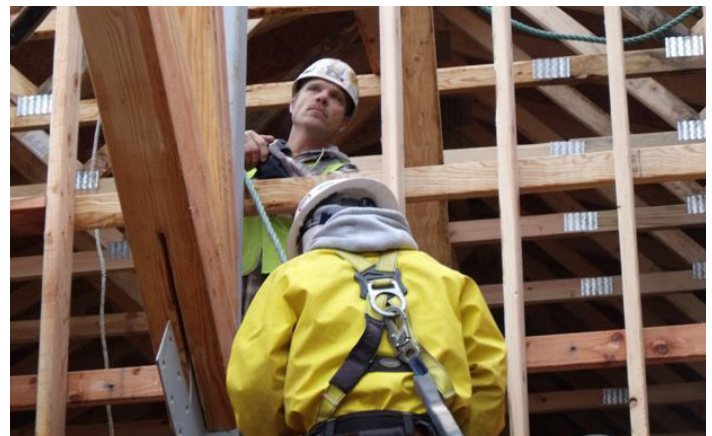
Solution: P&C has proposed to complete the abatement through an Early Work Package during the summer 2017 and winter 2017 breaks. This will give us a head start on demolition of the existing school, leaving more time for the new fields to seed properly.



Early selective abatement of the boiler and other "hot" areas of the existing building will be key to maintaining schedule

CHALLENGE #3: There is a shortage of qualified tradespeople due to a boom in commercial construction.

Solution: Utilize P&C's longstanding relationships in East County and intensely recruit subcontractors that we know have the manpower availability and skill to complete the project.



Manpower is short for many areas of work and will require intense recruitment before and during bidding

ID	Task Name	Duration	Start	Finish
1	CONSTRUCTION PERIOD	375 days	Mon 3/20/17	Fri 8/24/18
2	Early Work Package	141 days	Mon 6/19/17	Mon 1/1/18
3	Selective Abatement	141 days	Mon 6/19/17	Mon 1/1/18
4	Summer 2017	50 days	Mon 6/19/17	Fri 8/25/17
5	Winter Break 2017	8 days	Thu 12/21/17	Mon 1/1/18
6	Phase 1 - New Building Site	375 days	Mon 3/20/17	Fri 8/24/18
7	Site Preparation	10 days	Mon 3/20/17	Fri 3/31/17
8	New Building Construction	313 days	Mon 4/3/17	Wed 6/13/18
9	Excavation/UG Utilities	30 days	Mon 4/3/17	Fri 5/12/17
10	Building Foundations	35 days	Mon 4/17/17	Fri 6/2/17
11	Structural Steel	55 days	Mon 5/8/17	Fri 7/21/17
12	Structural Wall Systems	45 days	Mon 7/10/17	Fri 9/8/17
13	Roofing	20 days	Mon 8/28/17	Fri 9/22/17
14	Exterior Openings	40 days	Mon 9/4/17	Fri 10/27/17
15	Exterior Finishes	70 days	Mon 9/4/17	Fri 12/8/17
16	Interior Framing/Utilities	40 days	Mon 9/11/17	Fri 11/3/17
17	Interior Finishes	160 days	Mon 10/2/17	Fri 5/11/18
18	Site Work	60 days	Mon 12/11/17	Fri 3/2/18
19	Landscaping	40 days	Mon 2/19/18	Fri 4/13/18
20	Owner Move In/Move Out	23 days	Mon 5/14/18	Wed 6/13/18
21	Phase 1 Completion	0 days	Wed 6/13/18	Wed 6/13/18
22	Phase 2 -Existing Building Site	52 days	Thu 6/14/18	Fri 8/24/18
23	Hazardous Material Abatement	10 days	Thu 6/14/18	Wed 6/27/18
24	Building Demolition	15 days	Thu 6/21/18	Wed 7/11/18
25	Parking Lot	37 days	Thu 7/5/18	Fri 8/24/18
26	Excavation/UG Utilities	25 days	Thu 7/5/18	Wed 8/8/18
27	Concrete Curbs/Walks	15 days	Thu 8/2/18	Wed 8/22/18
28	Asphalt Paving	2 days	Thu 8/23/18	Fri 8/24/18
29	Play Field	30 days	Thu 7/12/18	Wed 8/22/18
30	Excavation/UG Utilities	10 days	Thu 7/12/18	Wed 7/25/18
31	Irrigation/landscaping	30 days	Thu 7/12/18	Wed 8/22/18
32	Covered Play Area	35 days	Thu 7/5/18	Wed 8/22/18
33	Excavation/UG Utilities	10 days	Thu 7/5/18	Wed 7/18/18
34	Steel Structure Erection	20 days	Thu 7/19/18	Wed 8/15/18
35	Asphalt Paving	5 days	Thu 8/16/18	Wed 8/22/18
36	PROJECT CLOSEOUT	16 days	Fri 8/24/18	Mon 9/17/18
37	Substantial Completion	0 days	Fri 8/24/18	Fri 8/24/18
38	Ready For Occupancy By Staff	0 days	Mon 8/27/18	Mon 8/27/18
39	Project Final Completion	15 days	Tue 8/28/18	Mon 9/17/18

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 Will Somme, 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



Building mockups provide advance knowledge of details



"The key to this project is timely closeout. I will personally ensure this occurs."

Will Somme

P&C Project Engineer and Closeout Specialist

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 Site Superintendents 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 on-site 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.

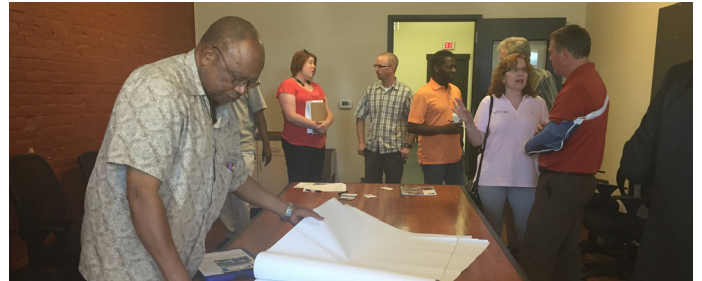
State of Oregon Certified MWESBE Businesses P&C Has Subcontracted within the Past Two Years

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

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 - 2018)

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 parlays 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

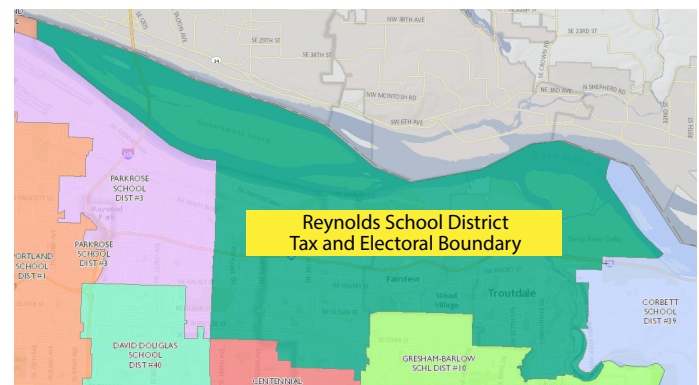
- Posting a LOCAL UTILIZATION BOARD at the City of Fairview Chamber of Commerce
- Including project updates on internet websites for the District and P&C
- Establish monthly "coffee talks" at a location in Fairview to invite local subcontractors and "hear their voices"
- In each monthly project status 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 this 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 Resource Center	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 this 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

Community Engagement

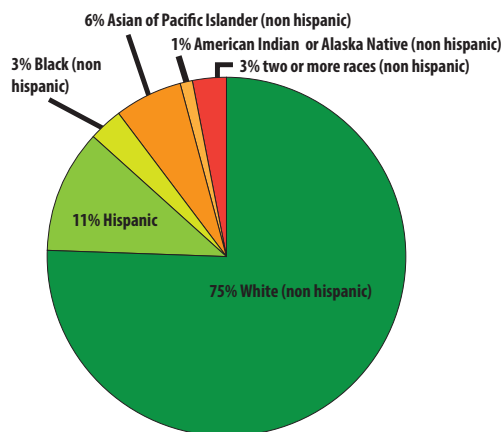
P&C's President and Past AGC Oregon President, Steve Malany, helped found the free, after-school PACE Mentorship Program for Portland Public Schools' Sophomores, Juniors, and Seniors. This past Spring, the program connected nine Portland-area high school students with the building trades through an 7-week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



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

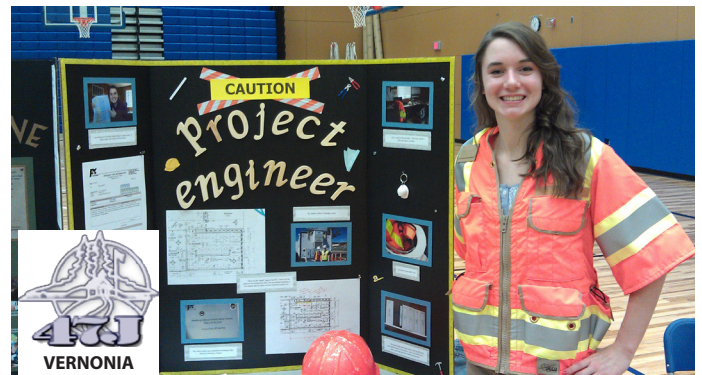
- Job Shadows
- Internships
- Guest Speaker Presentations from the Architecture/Engineering/Construction Industry
- Career Fair Participation
- Informational Interviews
- Project Tours
- Advice on Construction Careers

PDX/VANCOUVER/BEAVERTON AREA DIVERSITY



Supporting the Reynolds School District's Goals

P&C understands that this 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.



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

a) PRECONSTRUCTION SERVICES

Cost of Preconstruction Services is \$43,610. NOTE: Preconstruction Services are based on the following hourly rates for only those individuals that will be involved in Preconstruction Services:

Project Manager – Steve Anderson	\$115/hr
Resource & Quality Manager – Bruce Heintz	\$105/hr
Chief Estimator – Les Jacobson	\$98/hr
Site Superintendent – Brad Esler	\$93/hr
Project Engineer – Will Somme	\$75/hr
P&C Tradesperson	\$73/hr

Total Hours for Preconstruction Phases

Schematic Design	65
Design Development	135
Construction Documents	150
GMP and Bidding	90
Total Preconstruction Hours	440

b) CONSTRUCTION SERVICES

FIXED FEE

Our fixed fee is 4.70%. This includes Corporate Overhead & Profit, Corporate Office Administrative Expenses & Support Staff, Payment & Performance Bonds, Commercial General Liability/Auto Insurance, and Builders Risk Insurance.

GENERAL CONDITIONS


General Conditions cost is \$747,463 in accordance with items listed in Exhibit C – “Cost for General Conditions Work (*please refer to spreadsheet at right for a breakdown of estimated General Conditions costs*)”.

SELF-PERFORMED WORK

P&C anticipates submitting bids for the following areas of self-performed work (*as applicable to the final scope of work for this 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 5.0% and 12.0% based on anticipated complexity of the scope and dollar amount of individual work packages.

 GENERAL CONDITIONS NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL		
Item #	DESCRIPTION (Per Exhibit C)	ESTIMATED COST
B.1	Project Manager	47,808
B.2	Project Engineer	127,488
B.3	Superintendent	225,229
B.4	Field Supervision	Included
B.5	Field Coordination	Included
B.6	General Foreman	Not Required by P&C
B.7	Quality Control	Included
B.8	Safety Coordinator / Supervisor	14,342
B.9	Trade Coordination	Included
B.10	Office Equipment	12,375
B.11	Printing / Reproduction	2,500
B.12	Phone / Phone Lines	5,250
B.13	Fuel / Maintenance	4,125
B.14	Substance Abuse Training	Included
B.15	Construction Signage	3,300
B.16	Progress Photos (Monthly)	Included
B.17	Temporary Office	6,150
B.18	Postage / Delivery	1,875
B.19	Internet Service	3,075
B.20	Vehicles (For CM/GC Staff Only)	24,375
B.21	Submittal Review and Approval	Included
B.22	Courier Delivery Service	Included in Item B.18
B.23	Drop Boxes and Disposal Fees	14,375
B.24	Office Furniture	Included in Item B.10
B.25	Drafting and Detailing	Included
B.26	Site Security	Direct Cost of Work
B.27	Background Checks and Fingerprnting	Included
B.28	Office Security	Included for P&C Only
B.29	Sustainability Coordiantor / Supervisor	Included
B.30	Clerical / Secretarial	Not Required by P&C
B.31	Project Coordination - RSD Student Intern	19,123
B.32	Estimating and Cost Engineering	Included
B.33	Overtime for CM/GC Onsite Supervisory Staff	Included
B.34	Field Engineer	Included in Item B.18
B.35	Delivery Services	Included in Item B.2
B.36	Project Foreman	129,480
B.37	Forklift for Loading / Unloading of Misc Mat'l's	39,825
B.38	Loading & Unloading of Misc Materials	Included in Item B.36
B.39	Jobsite Cleanup (excludes Final Cleanup)	27,197
B.40	Office Supplies	Included in Item B.10
B.41	Office Cleanup	Included
B.42	Temporary Toilets / Sinks	11,700
B.43	First Aid Supplies	2,500
B.44	I/T Equipment	7,875
B.45	Material Handling	Included in Item B.36
B.46	Staging Area Maintenance	By Earthwork Sub
B.47	Safety Barrier/Safety Warnings/Safety Handrails	Direct Cost of Work
B.48	All Cost for Sustainable Construction Practices	Included
B.49	Temp Water Including Distribution & Charges	2,625
B.50	Drinking Water	1,875
B.51	Small Tools	8,000
B.52	Maintenance and Monitoring of Erosion Control	By Earthwork Sub
B.53	Travel / Mileage / Subsistence	Included in Item B.20
B.54	Site Webcam and Services	4,995
TOTAL GENERAL CONDITIONS <u>ESTIMATE</u>		\$747,463

DEVIATIONS FROM THE RFP

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



p&c
Construction