



**CITY OF OREGON CITY
OREGON CITY POLICE AND
MUNICIPAL COURTS BUILDING**



Proposal for CM/GC Services



October 12, 2018

City of Oregon City Police Department
Attn: Kelly Dilbeck
320 Warner Milne Rd
Oregon City, Oregon 97045

Dear Members of the Selection Committee,

Thank you for the opportunity to present our qualifications and project approach for the Oregon City Police and Municipal Courts Building. Our team's vested interest in Oregon City and commitment to this project is unique and will ensure this project is successful. A few key features that make P&C qualified to be considered as your CM/GC are:

Project Team – Will Somme, P&C Project Manager, will be a true asset to the project team. His passion for public safety facilities is demonstrated with his involvement in the Oregon Chief of Police Association, the Clackamas County Law Enforcement Benevolent Foundation, and the State of Oregon Sheriffs' Association. Brad Esler, P&C Project Superintendent, is one of our most experienced jobsite supervisors and brings with him both police facility experience and the construction 'know how' to deliver a high quality, state-of-the-art facility.

CM/GC Experience on Public Projects – With greater than 90% of our annual volume delivered via the CM/GC format, we inherently understand the meaning of collaboration. We become true partners with our clients and all members of the project teams. Our experience has shown that the success of public projects, especially those involving public safety and community facilities, is based on outstanding teamwork, mutual respect amongst all team members, and proactive solutions to challenges.

Preconstruction Commitment – Our entire team will participate during preconstruction and will be led by Preconstruction Manager Steve Anderson and Chief Estimator Les Jacobson. We will utilize Target Value Design (TVD), our historical cost database, extensive site investigations, and close communication with project stakeholders to establish a comprehensive work plan and reliable cost estimates. This strategy will allow the project team to maximize value and stay within the \$16.0 million Guaranteed Maximum Price (GMP) for construction.

We look forward to introducing our team and presenting our approach in a forthcoming interview!

Sincerely,

A handwritten signature in blue ink that reads 'Brian Shoemaker'. The signature is stylized with a large 'B' and 'S'.

Brian Shoemaker, Vice President

NOTE: As outlined in RFP as a statement to include in our response, P&C firmly understands and fully complies with ORS 279A.110(4) and thus has not discriminated and will not discriminate, in violation of subsection (1) of this section, against a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business in awarding a subcontract.



Full Business Name:
P&C Construction Company

Date Established:
March 19, 1961

P&C Office Location:
**2133 NW York Street
Portland, Oregon**

Phone Number:
(503) 665-0165

Oregon CCB#:
38619

Legal Structure:
S-Corporation

Annual Volume:
\$75 M to \$100 M

Number of Employees:
**27 office
75-100 field**

Owners (10% or more):
Steve Malany
President

Steve Anderson
Vice President

Bruce Heintz
Vice President

Brian Shoemaker
Vice President

OUR HISTORY

P&C construction was founded in 1961 and is based in Portland, Oregon. Our expert construction and management teams rely on a collaborative blend of “old school” values and modern technology, and their work supports everything from helping businesses grow to bettering schools, providing affordable housing, expanding medical services, renovating historic structures, and improving communities. We are a family-first organization whose collective integrity is matched only by our commitment to quality construction.

PUBLIC SAFETY FACILITY EXPERIENCE

Since our first public project for the City of Gresham in the mid 1970’s, P&C has been working with public agencies for nearly 40 years. Our civic and community experience includes police stations, city halls, libraries, fire stations, utility buildings, and public transit hubs. Our staff has a complete understanding of ORS.279 contracting rules and requirements, which allows us to utilize a focused and professional approach when working with project partners, city staff, elected officials, and design team members. With our experience and highly effective cost management skills, P&C understands the importance of delivering on the community’s tax dollars.

HISTORIC RESOURCES AND BUILDING EXPERIENCE

With our extensive experience working on historic buildings, P&C has an intimate understanding of SHPO and NPS requirements. During the design process P&C will make sure that every member of the project team is on the same page, working with the architect to ensure the design reflects the context of the environment and that the facilities are harmonious with local resources. During preconstruction we will conduct regular site visits to strategize how and where we will bring in and lay down supplies. Once construction begins we will host weekly construction meetings and regular quality checks with vetted subcontractors to make sure SHPO and NPS requirements are being met. Our experience and care will assure that the project team exceeds expectations during the construction of the Oregon City Police and Municipal Courts Building.



The new police facility for the City of Canby (pictured above) included sustainable features such as solar panels, natural day-lighting, and locally sourced materials.

PUBLIC SAFETY FACILITY EXPERIENCE

ROCKWOOD PUBLIC SAFETY FACILITY - Gresham, Oregon		
	Contract Method: CM/GC	Contract Amount: \$3,723,694
	<p>Description: The project involved construction of a new, two-story, 12,000 SF public safety facility to serve citizens of the Rockwood community. Features of the building include a CMU and steel structure, a community room, state-of-the-art evidence processing and storage, and use of environmentally-friendly materials. Additionally, we employed 82.3% of local involvement and had 9.3% of MWDSV-ESB participation.</p>	
	<p>Benefit to Client: P&C’s collaborative efforts resulted in a project completed under the construction budget, three (3) weeks AHEAD of schedule, and one that returned GMP savings to the City of Gresham.</p>	

CANBY NEW POLICE FACILITY - Canby, Oregon		
	Contract Method: CM/GC	Contract Amount: \$8,006,013
	<p>Description: The building includes 26,000 SF of state-of-the-art space for the Canby Police Department 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, a secure and enclosed “SallyPort”, and community room.</p>	
	<p>Benefit to Client: Because the site was adjacent to wetlands, P&C utilized our extensive preconstruction experience in performing thorough site investigations to uncover existing soil conditions. As a result of careful planning the project was completed on time with no increases to the GMP.</p>	

CLACKAMAS COUNTY SHERIFF’S OFFICE - Clackamas, Oregon		
	Contract Method: CM/GC	Contract Amount: \$6,893,535
	<p>Description: The 80,000 SF facility consolidated multiple Clackamas County Sheriff Offices into one centralized location. The LEED Gold certified project features two complete floors of renovated space, extensive site work improvements, a new main entry and waiting area, an ammunition room, a “Sallyport,” locker/ shower rooms, and specialized holding cells. The main challenge on the project was retrofitting a spec office building into a critical facility that could function continuously in a natural disaster on a limited budget.</p>	
	<p>Benefit to Client: Utilizing our substantial experience with Target Value Design and highly effective cost management skills, P&C completed the project on budget and ahead of schedule.</p>	

HISTORIC RESOURCES AND BUILDING EXPERIENCE

HISTORIC UNION STATION IMPROVEMENTS - Portland, Oregon



Contract Method: CM/GC	Contract Amount: \$7,112,113
<p>Description: The 3-phase project involved upgrades and facility improvements to the historic Union Station, one of the oldest major passenger terminals on the west coast. Scope included replacement of the Station’s trademark red roof tiles, extensive seismic upgrades throughout the existing structure, repair of the 280 existing wood windows, refurbishment of the original 27 brass doors, and repair of the exterior terracotta and sandstone.</p>	
<p>Benefit to Client: By engaging local experts in historic window repair, skylight preservation, and metal-tile roofing, P&C’s work preserved the historic fabric of this Portland icon.</p>	

CLATSOP COMMUNITY COLLEGE HISTORIC TOWLER HALL - Astoria, Oregon



Contract Method: CM/GC	Contract Amount: \$21,796,551
<p>Description: This project involved a new main entry and historic renovation to the 47,000 SF Towler Hall. Scope covered selective demolition, a new steel and glass addition, a precast concrete bridge to a new courtyard, extensive seismic upgrades, as well as interior and exterior finishes.</p>	
<p>Benefit to Client: With true collaboration between P&C, Clatsop Community College, and the design team, the facility was completed and occupied by staff and students a full three (3) months AHEAD of the original schedule. And most importantly, many of the historic elements of one of Astoria’s most prominent buildings were preserved.</p>	

HISTORIC SHERLOCK BUILDING UPGRADES & IMPROVEMENTS - Portland, Oregon



Contract Method: CM/GC	Contract Amount: \$11,704,447
<p>Description: Work at the historic Sherlock Building involved a major seismic upgrade and 70,000 sf tenant improvement. Located on a half block in downtown Portland, the scope of work on the seven-story, masonry and wood-framed building required precise planning and logistics. Features involved extensive strengthening to the post and beam structure, new roof and floor diaphragms, new atrium, and high-quality interior finishes throughout.</p>	
<p>Benefit to Client: P&C crews self-performed all selective demolition, structural concrete, and installation of seismic components at a total cost that was 10% under the budget for these items.</p>	

PROJECT HIGHLIGHT



CITY OF OREGON CITY PUBLIC LIBRARY HISTORIC RENOVATION AND ADDITION

The CM/GC, \$7.8 million project was split into two phases. Phase one was the construction of a 14,500 SF two-level addition consisting of large concrete retaining walls, structural masonry block walls, structural steel columns and beams, a beautiful brick veneer and large aluminum storefront windows. It included a new entryway and atrium, a community space, a children’s library and media center, as well as a reading room and administrative space. Phase two would concentrate on renovating the adjacent 5,000 SF historic Carnegie library. This phase consisted of new mechanical, electrical and plumbing systems, restoration of the original historic windows, refinishing of the original wood floors and all new staff work areas in the lower level.

A large focus of the restoration effort was the original historic windows, exterior brick work, original wood floors, and the main entry to match the original entrance. Throughout the entire construction process, P&C and our specified subcontractors worked closely with the SHPO and NPS organizations to ensure the correct guidelines were followed down to the smallest detail. For example, it was discovered that several trees with Dutch Elm disease would have to be removed from the site to make room for the building addition. Rather than destroy them, P&C worked closely with the design team to integrate the trees into the new and existing building; a process that would normally take years would have to be done in under 9 months. These 100-year-old trees were salvaged and milled into over 10,000 BF and were eventually incorporated into the library’s bar tops and bookends. The effort put forth by P&C construction and our understanding of the SHPO and NPS historic renovation requirements led to the project being awarded The Demuro Award, the State of Oregon’s highest award for building preservation (see photo below at right).



The project stands as a testament to the project team’s commitment to innovation, honoring the past in order to build the future.

MANAGING NEIGHBORHOOD RELATIONS

P&C knows that passing a public bond takes a great deal of effort and support from the local community. We will engage the local community and groups such as the Rivercrest Neighborhood Association by providing monthly project updates to ensure they have an opportunity to stay informed and contribute to the success of the project. P&C will lead local outreach meetings to encourage participation during preconstruction and once construction begins our custom Facebook Project Page will provide the community an easy resource to check in!

P&C is a “good neighbor” contractor, our crew will adapt to the surrounding environment by maintaining a clean and organized jobsite. We will carefully consider things like noise, while water trucks will be used to minimize dust during the summer months. We are very much accustomed to working in residential areas and like any good neighbor we will make every effort to minimize community disruption. Over 80% of P&C’s total work takes place on occupied sites, many of which are located in neighborhoods similar to the future site of the Oregon City Police and Municipal Courts Building.

Lastly, emergency contact information will be clearly posted around the jobsite in case there are any concerns from the community.



Project Manager Will Somme speaking to the community at the Oregon City Public Library’s groundbreaking ceremony

“ I would give my whole-hearted endorsement to anyone considering working with P&C Construction. Skilled, professional, and of the highest integrity, we plan on bringing all future projects to this talented team.

**– Rebecca Lukens, Co-Director
Pacific Crest Community School**

CASE STUDY

Oregon City Public Library Historic Renovation and Addition **“P&C and Community Outreach Collaboration Deliveries Successful Project”**

In 2013, the City of Oregon City and P&C Construction began work on the City’s 103-year-old Carnegie library. The beloved 5,000 SF building was no longer large enough to serve the growing community and needed to be expanded. The P&C team reached out to the community through a series of open houses to help gather design input, identify priorities, by hosting groundbreaking and grand opening ceremonies, and by attending various Neighborhood Association meetings. One of the many successes that resulted from this collaborative effort was the reusing of 100-year-old alder trees that were eventually utilized in the new library interior as counter tops, book tops, and shelving..



P&C holding an open house at the library to obtain feedback from community members regarding their design priorities

UNIQUE APPROACH TO CM/GC SERVICES

As one of Oregon’s leading CM/GC contractors, P&C is uniquely qualified for the Oregon City Police and Municipal Courts Building project. Over the last two decades alone P&C has completed over \$400 million worth of publically-funded CM/GC projects. Which is why, in the pursuit on continuous improvement, P&C approaches CM/GC projects by listening, reviewing, and finding specific ways to better help clients meet their goals.

>90%

of P&C projects in the last twenty (20) years have been delivered under the CM/GC contracting method

PROJECT TEAM

Our team is composed of experienced builders who possess the knowledge to plan and build your complex facility. Our experience includes constructing essential facilities for emergency operations and secure areas with complex access control systems. Our project team is largely comprised of members from the Clackamas Community and we have a vested interest toward the success of the Oregon City Police Municipal Courts Building project. P&C’s Project Manager, Will Somme, has devoted his career to public safety facility construction.



Extensive investigation of the existing Mt. Pleasant School site (shown above) is a key to our project approach. Understanding the soil conditions and access points are critical components.

CASE STUDY

Rockwood Public Safety Facility “Unforeseen Contaminated Soil Conditions”

While excavating for the building footprint for the Rockwood Public Safety Facility, P&C discovered suspicious colored soils. P&C immediately notified the client, owner and design team of the discovery. In turn the geo tech was called for an onsite inspection and testing that same day. The GEO tech determined the soil to be contaminated and required it to be concealed and hauled off to an approved disposal site. P&C worked with their earthwork subcontractor on suitable cost for hauling off this material. This information was shared with the owner and an onsite meeting immediately followed, which lead to a timely decision on approval to haul off the material, thus resulting in no schedule impact to the project.

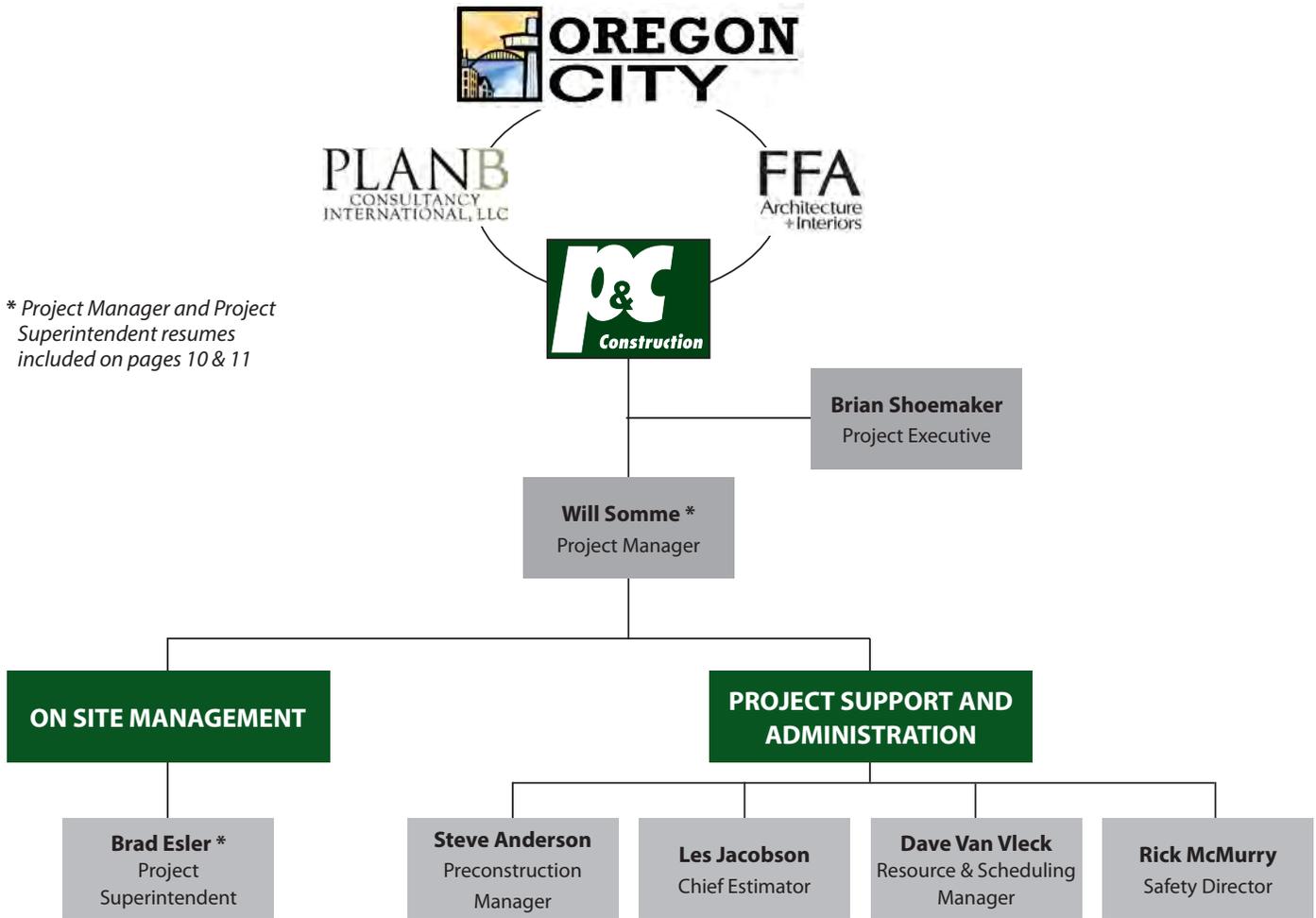


P&C SAFETY PROGRAM

Safety during construction is P&C’s top priority. We have developed a robust program lead by our Safety Director, Rick McMurry, that is based on continuous improvement and measured results. In 2015 and 2016, P&C earned the prestigious AGC PRIDE Award for safety excellence, an award received by only six (6) General Contractors each year. More recently P&C received the Rose Award, which represents AGC’s “Best of the Best” in safety for the Building Division



* Project Manager and Project Superintendent resumes included on pages 10 & 11



P&C will provide this staff for the duration of the project.

P&C STAFFING PLAN SUMMARY

1. Project Executive **Brian Shoemaker** will coordinate the efforts of the P&C team, take an active role in the preconstruction process and be available to the entire project team to help resolve any project challenges during construction.
2. Project Manager **Will Somme** will manage the work by leading weekly meetings on site, coordinating performance of subcontractors and on-site tradespeople, and providing cost/schedule status reports to the project team.
3. Project Superintendent **Brad Esler** will “own” the construction site, implement phasing and logistics strategies, and ensure all those on-site adhere to safety protocol.
4. Preconstruction Manager **Steve Anderson** will participate in all aspects of preconstruction. He will lead the efforts to ensure a GMP is established within the City’s construction budget.
5. Chief Estimator **Les Jacobson** will provide detailed estimates, value engineering options, and constructability review at each design phase.
6. Project Support personnel **Dave Van Vleck** and **Rick McMurray** will help coordinate resources and safety.



Brian Shoemaker, Project Executive

With 17 years of construction experience, Brian has specialized in CM/GC projects for both public and private clients. He is passionate about improving our communities, identifying what is important to the client and helping his team achieve its goals throughout the entire project.

Reference 1: Joshua Dodson, Day CPM
(503) 641-4100 • jdodson@daycpm.com

Reference 2: Francesca Gambetti, SOJ
(503) 242-0084 • francesca@sojpdpx.com



Will Somme, Project Manager (see page 10 for full resume)

Will's passion for public safety facilities began with the football coaches of his youth who worked in law enforcement. Fascinated by the complexity of their profession and inspired by their passion to serve, years later, Will has specialized in the construction of CM/GC public safety facilities.

Reference 1: Bret Smith, City of Canby
(503) 266-1104 • SmithB@CanbyPolice.com

Reference 2: Maureen Cole, Oregon City Library
(503) 657-8269 • mcole@orcity.org



Brad Esler, Project Superintendent (see page 11 for full resume)

Brad has been involved in all facets of commercial construction since beginning his career in the early 1980's. Over the ensuing 30+ years, he has developed an impressive resume of CM/GC projects. Brad is a conscious builder who pays attention to the details while always planning ahead.

Reference 1: Bret Smith, City of Canby
(503) 266-1104 • SmithB@CanbyPolice.com

Reference 2: Anthony Hooper, Lake Oswego PW
(503) 697-7422 • ahooper@ci.oswego.or.us



Steve Anderson, Preconstruction Manager

Steve's experience working on CM/GC projects for public clients will prove an invaluable asset to the Oregon City Police and Municipal Courts Building project. His successful involvement with similar projects have prepared him well for his role as P&C's Preconstruction Manager.

Reference 1: Bret Smith, City of Canby
(503) 266-1104 • SmithB@CanbyPolice.com

Reference 2: Maureen Cole, Oregon City Library
(503) 657-8269 • mcole@orcity.org



Les Jacobson, Chief Estimator

Les brings over 30 years of construction management, CM/GC and estimating experience to the team. The knowledge and expertise he has developed over the years with conceptual budgeting, cost estimating, and cost-saving alternatives will be an invaluable asset to the project.

Reference 1: Joshua Dodson, Day CPM
(503) 641-4100 • jdodson@daycpm.com

Reference 2: Rick Rainone, Cornerstone
(503) 319-0845 • rrainone@aol.com



Dave Van Vleck, Resource and Scheduling Manager

Raised in a construction family, Dave has been involved in the building trades for as long as he can remember. He will use his experience in resource planning and constructability review to manage P&C's manpower, assist with scheduling, and oversee quality control.

Reference 1: Francesca Gambetti, SOJ
(503) 242-0084 • francesca@sojpdpx.com

Reference 2: Maureen Cole, Oregon City Library
(503) 657-8269 • mcole@orcity.org



Rick McMurry, Safety Director

Rick leverages 20+ years of experience both in the field and as a team leader. As P&C's Safety Director, he brings cutting-edge safety practices to our job sites. His passion for critical analysis and continual improvement ensures that our projects are completed in a safe and efficient manner.

Reference 1: Maureen Cole, Oregon City Library
(503) 657-8269 • mcole@orcity.org

Reference 2: Stephanie Thorne, C2F
(503) 914-5507 • stephaniethorne@c2f.com

WILL SOMME

Project Manager



17 years in construction

Joined P&C in 2007

Lane Community College in Construction Management

LEED Green Associate

Certified Green Globe Professional

AFFILIATIONS:

Oregon Chief of Police Association

Clackamas County Law Enforcement Benevolent Foundation

State of Oregon Sheriffs Association

During Will's 17 years in commercial construction he has focused almost exclusively on police facility and public projects. His wealth of experience on such complex work will provide value to the Oregon City Police and Municipal Courts project and create efficiencies in the flow of project information.

RELEVANT EXPERIENCE

- **City of Canby New Police Facility – Canby, Oregon**
 The CM/GC, \$8.0 million new facility includes 26,000 sf of state-of-the-art space for the Canby Police Department 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 that can be used for public events.
- **Oregon City Public Library Expansion – Oregon City, Oregon**
 The CM/GC, \$7.7 million project involved 5,000 sf renovation to the historic Carnegie Building and the construction of a 15,000 sf addition while the library remained fully occupied.
- **Clackamas County Sheriff’s Office Consolidation – Clackamas, Oregon**
 The remodeled 80,000 sf LEED Gold facility consolidated multiple Clackamas County Sheriff Offices into one centralized location. The project involved two complete floors of renovated space and extensive sitework improvements.
- **Rockwood Public Safety Facility – Gresham, Oregon**
 The CM/GC, \$4.7 million, new two-story 11,000 sf public safety facility was constructed with steel and CMU. Features include evidence processing and storage and use of environmentally friendly materials.
- **Clackamas County Law Enforcement Memorial – Clackamas, Oregon**
 The Clackamas County Law Enforcement Memorial will be constructed in the entrance plaza to the Sheriff’s Office Brook’s Building on SE Sunnybrook Blvd to educate the public about the law enforcement profession and to serve as a memorial for officers who have died in the line of duty.
- **Portland Police Association Building Remodel – Portland, Oregon**
 Project included interior wall demolition, concrete ADA ramp removal, new interior walls, interior painting, selective ceiling grid and tile replacement, flooring replacement, plumbing relocation, new casework, new select doors, hardware and storefront glazing.
- **Clean Water Services (CWS) Durham Facility Expansion – Tualatin, Oregon**
 CM/GC, \$6.0 million upgrade to the facility and administrative offices while the facility remains fully occupied.
- **Whitcomb Elementary School - Clackamas, Oregon**
 The CM/GC, \$14.4 million project for North Clackamas School District involves two new classroom additions, a 52,000 SF renovation of the existing school and site improvements.

BRAD ESLER

Project Superintendent



37 years in
construction

Joined P&C in 1984

OSHA 30 certified

Certified Supervisor for
Asbestos Abatement &
Demolition

Having joined our firm in 1984, Brad is one of P&C's most accomplished superintendents. His breadth of experience includes a wide variety of public facilities such as police stations, fire stations, public works buildings, and schools. One of Brad's best attributes is his proven ability to communicate extremely well with project stakeholders.

RELEVANT EXPERIENCE

- **City of Canby New Police Facility – Canby, Oregon**
The CM/GC, \$8.0 million new facility includes 26,000 sf of state-of-the-art space for the Canby Police Department 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 that can be used for public events.
- **Clackamas County Sheriff's Office Consolidation – Clackamas, Oregon**
The remodeled 80,000 sf LEED Gold facility consolidated multiple Clackamas County Sheriff Offices into one centralized location. The project involved two complete floors of renovated space and extensive sitework improvements.
- **City of Lake Oswego Public Works Operations Facility – Lake Oswego, Oregon**
CM/GC, new \$10.6 million Operations Facility added to existing 6-acre site that remained operational during construction. The new building includes office space for operations and parks as well as maintenance, crew rooms, training facilities, shops and vehicle storage, motor pool, materials storage and a decant facility.
- **Oak Grove Fire Station - Milwaukie, Oregon**
CM/GC, \$2.5 million single-story fire station upgrade composed of CMU, steel, and wood framing, and installation of cost effective, yet very durable interior finishes.
- **Banks High School Remodel and Middle School Addition - Banks, Oregon**
CM/GC, \$8.9 million project that included a 30,000 SF, two-story, concrete tilt up addition at the middle school and HVAC, accessibility, and facade improvements to Banks High School.
- **Clean Water Services (CWS) Durham Facility Expansion – Tualatin, Oregon**
CM/GC, \$6.0 million upgrade to the facility and administrative offices while the facility remains fully occupied.
- **Ardenwald Replacement Elementary School - Milwaukie, Oregon**
CM/GC, \$14.3 million project that featured the construction of a new 63,000 SF elementary school, site development, concrete tilt-up construction, structural steel floors and roof structure work.
- **Otto Petersen Elementary School - Scappoose, Oregon**
CM/GC, \$14.3 million new LEED Gold project that involved the construction of a 67,000 SF elementary school featuring tilt-up, steel and wood structure, and extensive interior finishes.

PROJECT MANAGEMENT PHILOSOPHY

P&C's approach to project management will center around collaboration with the City of Oregon City, PlanB, FFA, and subcontractors. Our "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 where issues are addressed as early as possible. Additionally, kick-off and routine meetings throughout the construction phase will help to establish clear expectations for our subcontractors.

In our experience the best approach to either avoid or resolve potential conflicts is a team environment.

COMMUNICATION IS KEY

When challenges do arise our project management team will practice the following:

- Not allowing 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" for everyone involved
- Never using email or the written work to "inflare" a conflict. Instead pick-up the phone and talk face-to-face
- Always respect the views and opinions of others
- Sharing in the eventual resolution by shaking hands and thanking others for their help

COLLABORATION WITH THE PROJECT TEAM

To establish a collaborative relationship with the project team P&C will provide a highly interactive design, scheduling and budgeting process. This collaborative effort begins with a thorough review of our proposed Project Execution Plan during the project kick-off meeting. It is there when the City of Oregon City will have the opportunity to craft the plan that will set the responsible parties, decision points, and data gathering methodology. All of these are key to the interaction and trust that must be established between P&C, the design team, and the City of Oregon City.

P&C will hold discussions on how each staff member's involvement can result in a highly interactive process that gives each person a voice in how the project takes shape. This works well to establish buy-in and ownership on all levels, but it can also leave some staff members feeling as though their input is not being heard. Should that happen, as the CM/GC we will look for a balance and strive to listen to each voice.

“ **Their can-do attitude allowed for a true team atmosphere where they became problem solvers and trusted advisors.**

– Steve Effros, Construction Manager,
Vernonia School District (now with
Portland Public Schools)

In addition to aiding in the design process, this collaborative approach will allow the City of Oregon City to have significant input in the criteria that will drive the matrix for any replacement options. Setting these priorities will greatly assist the design team by allowing them to focus on gathering data that provides maximum coverage of the positive and negative aspects of each option. This will give the City of Oregon City the best possible information to assist in their decision making.

Additionally, information such as engineering reports and calculations, project schedules, meeting notes and design documents will be available to team members through a shared website such as Procore, Smartsheet, or Viewpoint. This will allow the City of Oregon City to share this information internally however they see fit.



P&C's Sabrina Henkhaus meeting with owner representative during a site visit on our Sunnyside School project in Clackamas

ACHIEVING COST OBJECTIVES

To achieve this project’s cost objectives P&C will implement Target Value Design (TVD), which utilizes our expertise and our estimates in real time. This will improve both design efficiency and will increase owner value throughout document development.

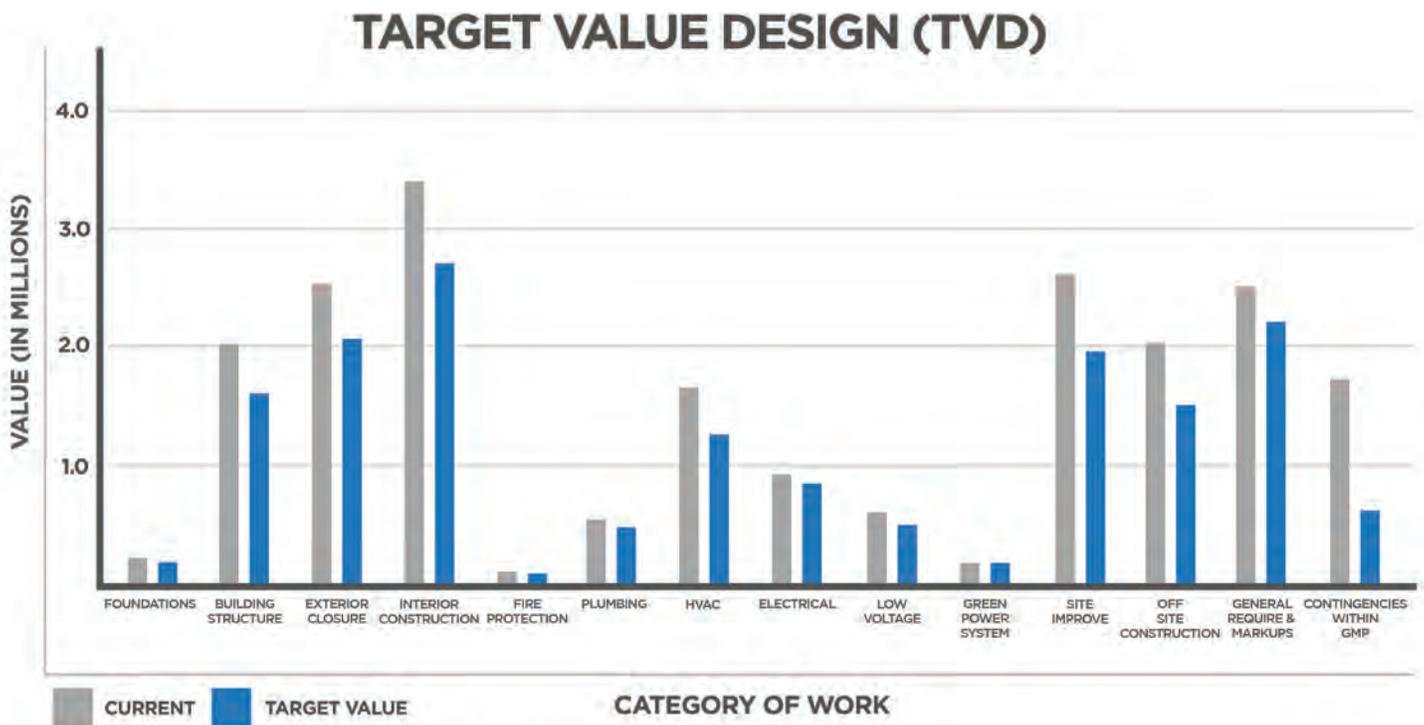
Historically, contractors have implemented value engineering processes during the preconstruction phase to help keep costs under control. Contractors would provide updates as each phase of document development is completed, enabling the design team to adjust their course in order to meet the Owner’s budget. While this has proven to provide successful outcomes for clients, TVD improves this process.

By utilizing TVD the contractor, design team and owner can work together as early as possible to help determine the client’s values and constraints. The project team can then establish a target cost and the entire team can work together to design to the cost. To facilitate this, P&C provides real time estimating for different systems throughout the design phase to ensure the project continues to track on budget. We have found that this helps deliver construction documents in less time.

More benefits of TVD include:

- We have smaller definable targets within the overall target
- Historical costs are established for each area to allow us to establish a realistic value for each area of work
- “Overdesign” and thus higher costs are unlikely to occur
- We focus on the smallest variance of “Target vs Actual” possible in each area of work. This leads to a very focused and efficient effort
- Savings in one area can in essence be applied to overages in other areas to balance the budget

Accurate budgeting and estimating during this phase of the project is something P&C takes seriously. This is the most critical time for us to help maximize value, when big decisions are made. Budgets that are too low or too high takes away from this process. Les Jacobsen, P&C Chief Estimator has over 35 years’ experience and a wealth of knowledge on projects like this one. He will ensure the team has the best information to make informed decisions.



Shown above is an example from a recent project that utilized Target Value Design. Information contained here is indicative of where we see project data at the first estimate stage. It shows how we will align costs with value for each category.

DEVELOPING SCHEDULES DURING DESIGN

In order to establish the construction budget early, minimize scope creep, and maximize the overall scope, P&C will:

- Provide a budget estimate based on conceptual design documents using our vast historical cost database. This estimate will then be reviewed with the City of Oregon City and the design team from FFA 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 the City of Oregon City and PlanB's expectations. "Scope Creep" will be minimized, and budget issues will be presented to the City and PlanB on a continuous basis.

During design our detailed estimates are prepared and presented to the team on a milestone basis. We compare previous versions of cost estimates with current ones to look for any items that vary more than 3% to 5%. Solutions are then provided by P&C on how to bring any over-budget items back into alignment. We expect participation from the the City, PlanB, and the FFA team to assist in finding acceptable design or scope revisions.

ESTABLISHING A CONTINGENCY FUND

For this project we recommend establishing the following contingencies:

- A **"Project Contingency"** to address additional requests from the City of Oregon City (i.e. added scope), permit revisions, adjustment of allowances, unforeseen conditions, and items not included in our scope defined in GMP Amendment executed with the City
- 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.

Not only will this help address the issues listed above, it will help to minimize change orders (see next page for more information).

COST UPDATES

P&C will provide the City of Oregon City accurate budget information throughout the project - from preconstruction through project closeout. Estimates are created and tracked by P&C's Chief Estimator, Les Jacobson. His estimates are used as a tool to guide design decisions to ensure we remain within budget and maximize scope for our clients. Les is well accustomed to the required documentation and accountability required for CM/GC, publically-funded projects. He keeps a pulse on the changing construction market by staying in close contact with qualified subcontractors. Trusted and highly qualified mechanical and electrical firms are consulted for input on cost for the scope of work.

TRACKING COSTS DURING CONSTRUCTION

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 our team that ensures costs will NOT EXCEED the GMP at the end of the project

POTENTIAL BUDGETARY CONSTRAINTS

If the City's goal is to have each building built to the essential facility standards, then the redundancy of mechanical, electric, and plumbing (MEP) systems could present cost concerns. After a catastrophic event this building (or buildings) will be necessary for the provision of basic services to communities as they begin to restore functions and return to normal life. This means having multiple MEP systems would require a beefed-up structure, two large generators, water holding tanks, and additional wiring for all emergency power sources - essentially doubling the cost.

To resolve this issue P&C would pull from their experience with projects like the Canby Police Facility or the upcoming Gladstone Civic Center. On these projects the emergency operating center portions of the building would also double as their command center during or after a catastrophic event. Not only did this approach help bring the overall cost of the project down, it still delivered the program our clients desired.

MINIMIZING CHANGE ORDERS

Change Orders that would increase the GMP will be minimized 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 the project team
- Presenting potential cost impacts in a timely and comprehensive manner

COMMENTS ON 12-MONTH SCHEDULE

P&C’s Project Manager, Will Somme along with Schedule and Resource Manager, Dave VanVleck, have visited the site, reviewed preliminary design information, and looked closely at the proposed phasing. Consequently, **we are confident that 12 months is a reasonable construction duration based on our experience with similar projects of this type and complexity.**

The planning phase is the most crucial factor if a construction project is to be successful. Our Project Manager, Superintendent and Chief Estimator will be able to put their experience and expertise into action during preconstruction utilizing design development, constructability review, site investigations and logistic planning to make sure we have the overall approach and plan needed to meet our completion dates and budgets. Part of our approach will be to put together an early work package that includes hazardous material abatement and demolition so these activities can start as early as needed ensuring construction of the new facility starts on time. Starting the construction period in the summer as well as getting the new building utilities

and foundations installed prior to the wet weather season will reduce our risk and costs of schedule delays due to weather impacts

PULL-PLANNING

To further expedited the schedule, P&C will lead Pull-Plan exercises with project team members. Each deliverable for the project is identified on a sticky note including design development, permitting, and long-lead material procurement. Those deliverables are then assigned to the appropriate team member (i.e., owner, architect, subcontractor, etc.), allowing them to place the note on a calendar. Our experience has shown that this improves the overall flow of the schedule and improves the duration of the project.



A pull planning meeting in action where the project team and subcontractors use sticky notes to identify deliverables.

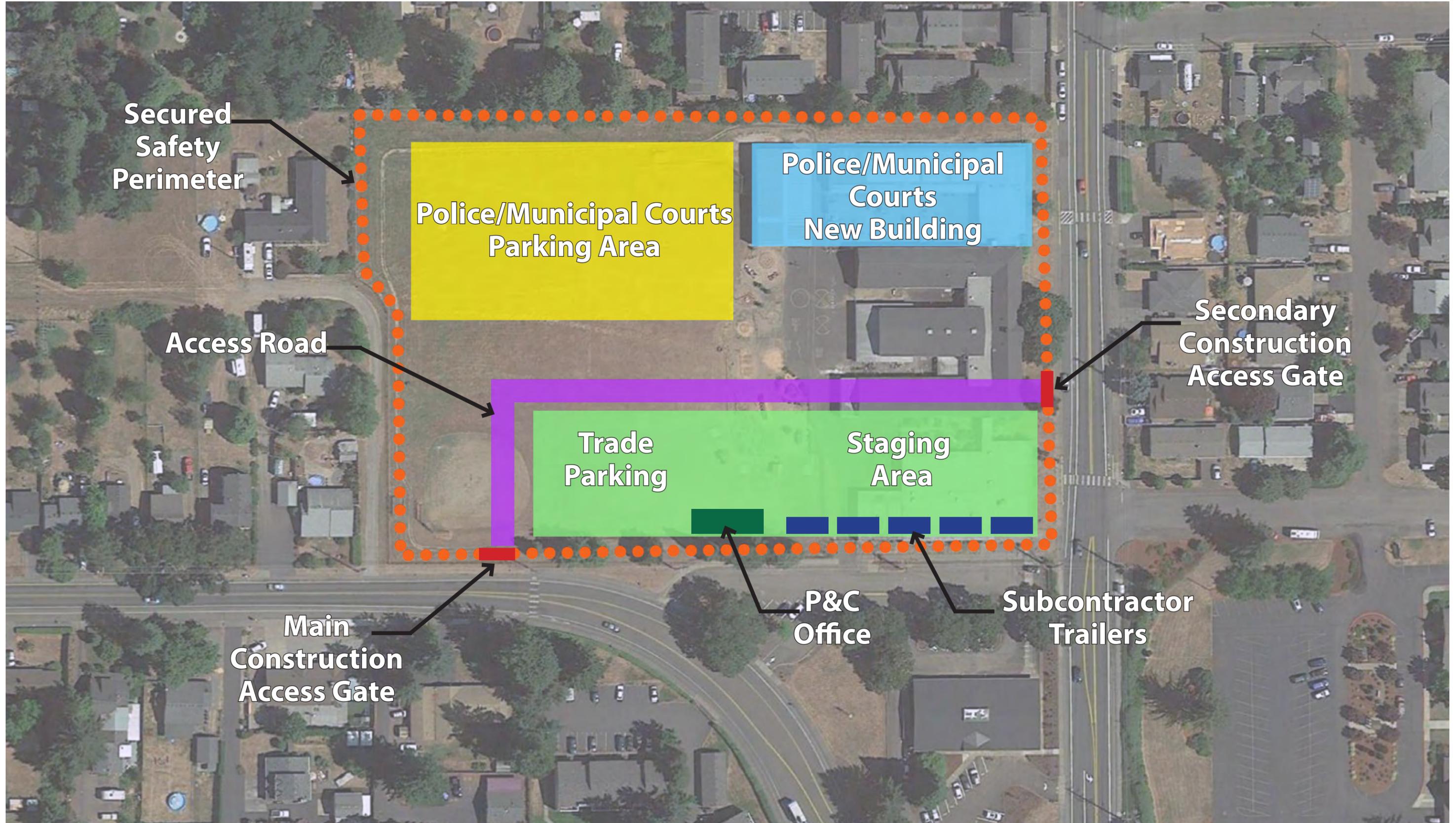
Pull-Planning Application:

- Permitting
- Master Scheduling
- 3-Week Lookahead Scheduling
- Expedited Scheduling during break Period(s)

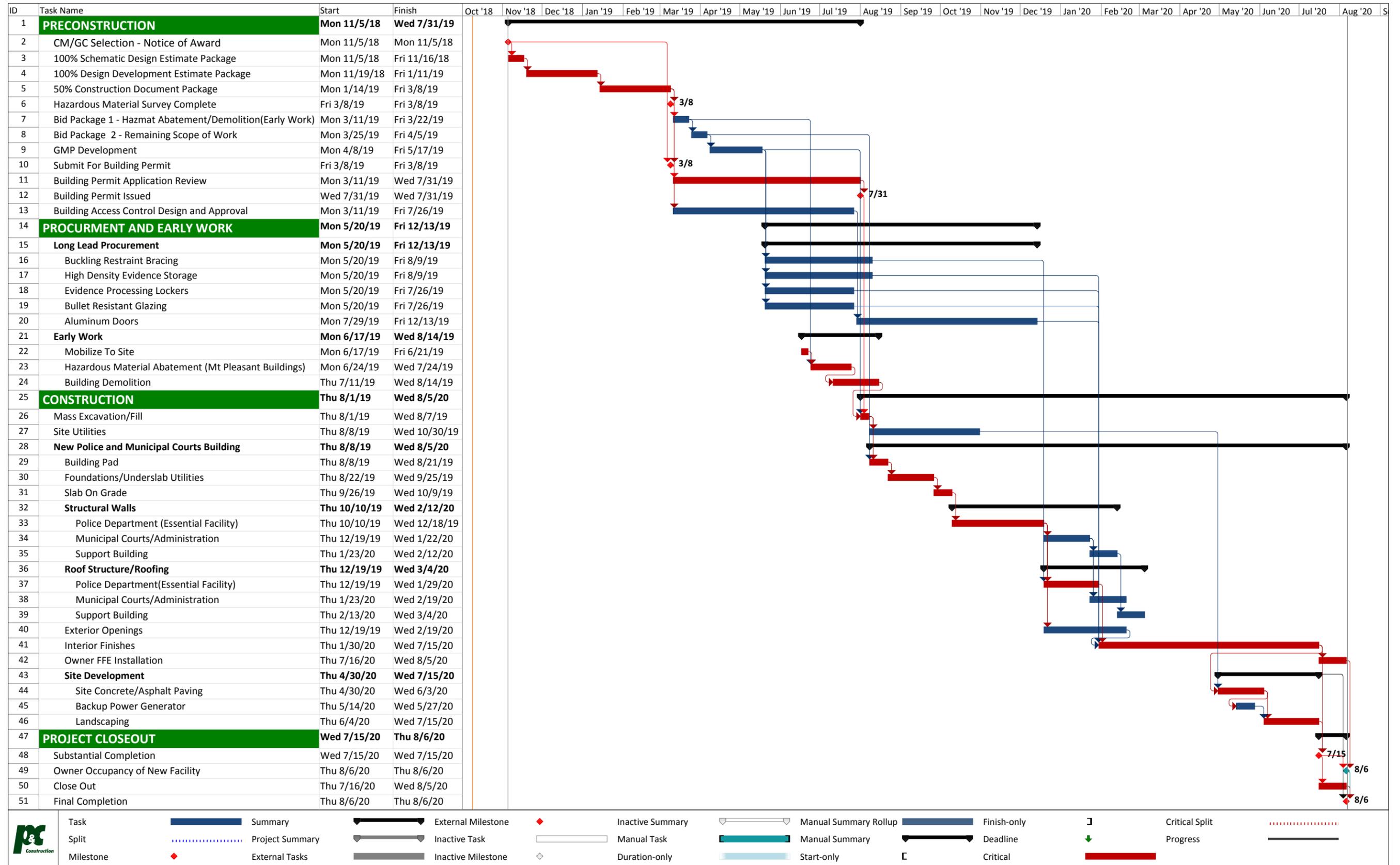
Results:

- Get buy-in from subcontractors, suppliers, school staff, P&C staff, and the design consultants
- Scheduling is created by experienced tradespeople performing the work
- Cuts out inefficiencies and waste in the schedule by determining appropriate durations

OREGON CITY POLICE AND MUNICIPAL COURTS FACILITY - LOGISTICS PLAN



OREGON CITY POLICE AND MUNICIPAL COURTS FACILITY - SCHEDULE (Issued 10/12/19)

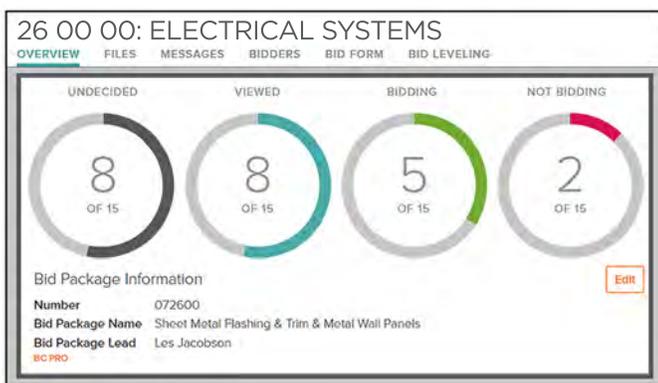


COMPETITIVE BIDDING

A successful bid day will yield high local subcontractor participation and a minimum of five (5) bids in every scope category. P&C will ensure the City receives great bid coverage from all trades through our subcontractor recruitment plan during preconstruction. Consideration of current market conditions, subcontractor labor shortages, and the recent passing of public bonds state-wide has reinforced the importance of both subcontractor recruitment and a bid day strategy. As an experienced CM/GC contractor we appreciate the need for early planning to ensure we have a successful bid day; we are prepared for this challenge.

The volume of work in our market area will certainly impact the number of subcontractor bids, however, we see this as an opportunity if managed well and a potential benefit to the project. The timing of our bid requests for the project will allow us to issue bid packages early, BEFORE other projects are released. This is a benefit to City of Oregon City as we will be able to increase our bid day subcontractor response. Subcontractors are typically more aggressive when pricing earlier in the bid cycle.

Additionally, to help streamline the bidding process P&C uses a cloud-based program called Building Connected. The program allows us to search for and qualify vendors, send invitations to bid, manage projects and build a network of trusted subcontractors - all on one platform. Our experience has shown that this makes the preconstruction phase cleaner and more efficient.



Screenshot of the **Building Connected** platform showing how bids from various subcontractors can be tracked in real time.

The Five (5) Steps P&C will take to recruit qualified subcontractors and create sufficient competition are:

STEP #1

Leverage P&C's relationships with key local subcontractors and suppliers. As a local contractor in Oregon for over 50 years, P&C has developed a stellar reputation in the subcontracting community. Our proven track record maintaining organized and safe jobsites and treating subcontractors and suppliers fairly, provides us the ability to utilize the best subcontractors in the industry. Subcontractors and suppliers want to work for P&C, and this shows up on bid day in both the quantity of bids received and the high quality of the subcontractors in the bidder pool.

STEP #2

Actively recruit all subcontractors and suppliers. P&C will contact the subcontractors and suppliers that have demonstrated adequate manpower and quality construction on past public projects. Solicit firms by phone in addition to emailed invites to provide additional information and generate enthusiasm for the project. Publicly advertise in the DJC and plan centers for subcontractor bids for all scopes of work. Our subcontractors will join us on job walks at each stage of document development and have the ability to contribute to our constructability review.

STEP #3

P&C will work to secure a minimum of five (5) bids for each scope of work. We will host a public bid opening for Hillsboro School District representatives to monitor the bid progress and record results.

STEP #4

Qualify subcontractors by their safety record, public works bond, and bid completeness. P&C's bid form will require Subcontractors to provide their current EMR rating and a valid public works bond prior to acceptance of bids. We will also evaluate each bid for completeness and address any subcontractor exclusions prior to identifying the low bidder.

STEP #5

Follow up, post-bid with the lowest, responsive bidder in each trade. Issue the bidder 100% Construction Documents to verify pricing. Additionally, P&C will bring subcontractors to the site to get "buy-in" on the project and participation in site investigations before any subcontract agreement is executed.

BIDDING INTERACTION WITH THE OWNER

Similar to P&C’s philosophy on project management, the bidding will be an “open book” process where everyone on the team - including the owner - will have a voice. After evaluation of each bid, P&C will determine the lowest qualified offer for each solicitation and provide the city of Oregon City a summary with recommendations for subcontractor selection for each scope of work. This process ensures all parties are in agreement on scope, price and subcontractor selection prior to moving forward.

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

– Julie Larsen, Facilities, Parks, and Fleet Manger for the City of Gresham

available online or on any mobile device and includes the location, description, and priority of the issue in question. It will also allow the user to upload photos or drawings.

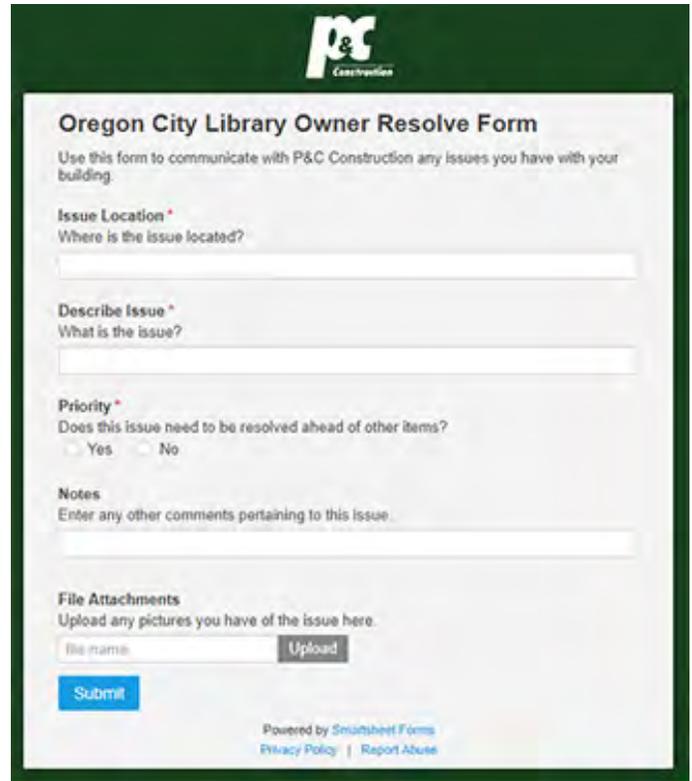


Figure A - Example of Owner Resolve Form

POST CONSTRUCTION WORK

To track additional owner items and warranty work once the project is completed, P&C will help track documents utilizing two platforms. The first is a cloud-based form that the owner can share with whomever they deem appropriate (see Figure A for example). This form will be

As soon as an entry is submitted the entire P&C Project Team is notified of the new request. Concurrently, that request is automatically uploaded and tracked in a log on another cloud-based platform called Smartsheet (see Figure B for example).

EXAMPLE - WARRANTY TRACKING LOG

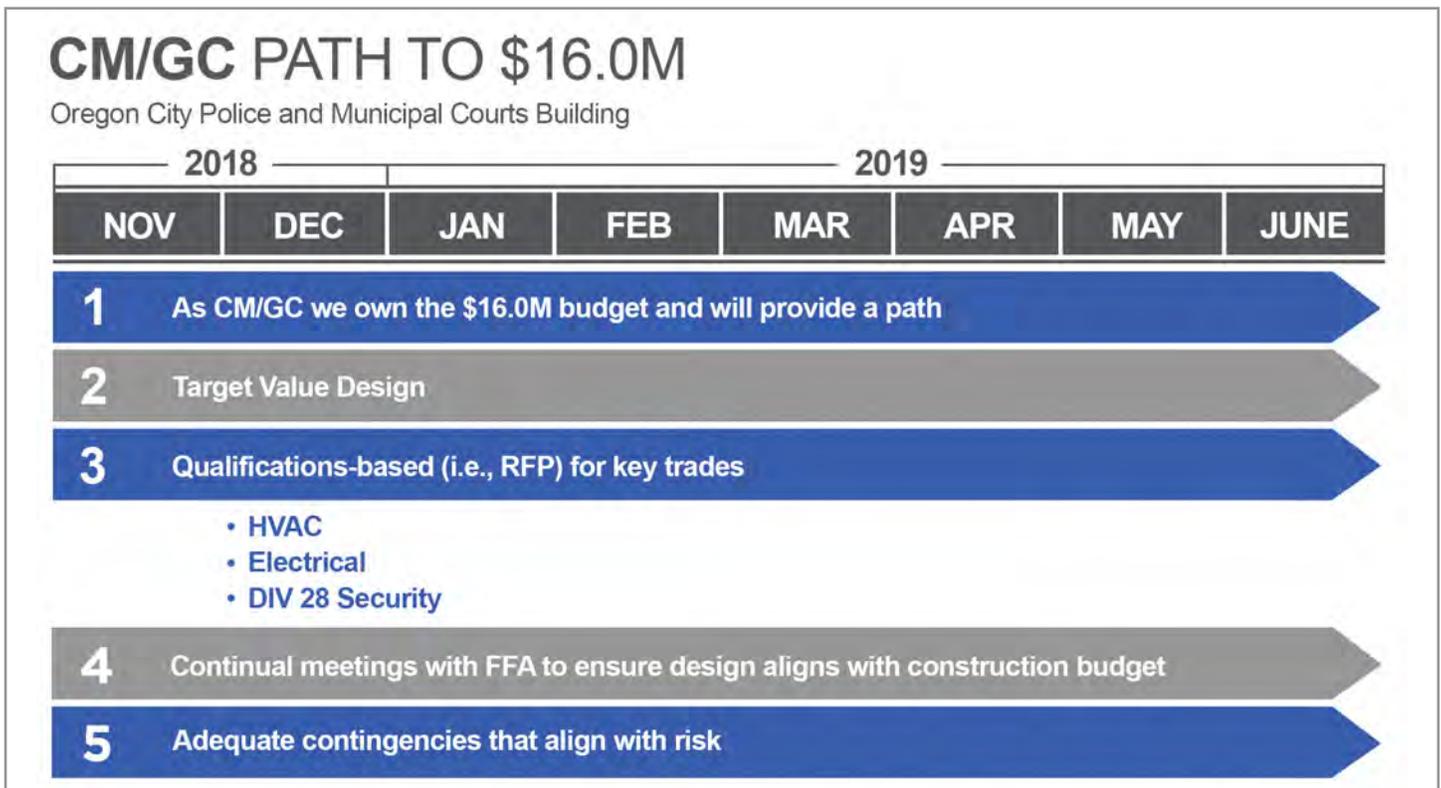
Request Number	Issue Location	Describe Issue	Date Issued	Warranty	Priority	Added Scope	Comple...	Notes
1	interior sliding glass do	making noise, just like the one on the 6th Street side which was just fixed. I als		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2	Water bottle filler	Sensor is Not detecting presence of water bottles and filling		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Need to know if it's a quick fix or requires an out of order sign
3	upstairs bathroom	a man cut his finger on the towel dispenser; he said it was very sharp		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	I went in there and felt the edge and am not sure how he actually
4	Hello Desk in front lobb	the laminate on one of the slats on the front of the desk is starting to peel. it loo		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	there are probably more urgent items, but apparently children like
5	elevator	no built in permit holder		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	surprised there is not one provided-can you ask about that?
6	fire alarm	Anne keeps getting calls (Late timer test, undefined, and dialer disabled) and e		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	we just ignore them but it's an ongoing thing
7	conference room	there are nicks on the wall and holes where it looks like someone started screw		<input type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>	also a big cart was left there which the doors were placed on
8	RM 120 IT/Electrical R	room locator sign found on the ground		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	I don't know how important it is that this room have it's sign up im
9	foyer	carpet is peeling up		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	this was coming up last week and it's not fixing itself; starting to c
10	Thermostat by copier o	the copier is too close to the thermostat because of the heat it puts out. The HV		<input type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>	COR is approved. Waiting on Sub to schedule work
11	signage-specific collect	they are not finished or installed; I beleive we still need to tell them what we wa		<input type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>	Will asked me to fill this out
12	DVD room	leaking sprinkler head		<input type="checkbox"/>	Yes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	custodian discovered pool of water on the floor, looked up and sa
13	alarms	the alarm panel says 'system trouble' and panel will occasionally go off; reset		<input type="checkbox"/>	No	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
14	temperature	the thermostats are locked down and will not allow override; training not compl		<input type="checkbox"/>	Yes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Figure B - The Smartsheet Tracking Log features the location of the issue, a description, as well as a specified date and a priority status.

PROCESS FOR ESTABLISHING GUARANTEED MAXIMUM PRICE

P&C has created the diagram below to illustrate how we will keep the total construction cost within \$16.0 million, the stated construction budget for the project. As outlined below, we will utilize Target Value Design (TVD) and qualifications-based RFPs for key trades such as plumbing, HVAC, and electrical subcontractor selection. During the design phase, P&C will work hand-in-hand with FFA Architects to ensure the design work is within budget. Our team, along with our design-assist subcontractors, will meet regularly throughout the design phase, offering key pricing information and alternative materials and systems to the project team. We will also suggest adequate contingencies that are not too conservative or too aggressive, but align with the project risk.

“ I could tell right away that you guys understood how important staying within budget was to the success of the project. Amazing job getting us to completion without a single increase to the GMP. ”
 – Frank Berg, Construction Manager, Canby Police Facility



PROJECT SCOPE “INSIDE OR OUTSIDE” THE GMP

Scope Inside the GMP	Scope Outside of the GMP
<ul style="list-style-type: none"> • Safety and Maintaining a Secure Site • Ambiguity in Design Docs Amongst Disciplines • Costs Associated with Means and Methods • All Cost Necessary to Maintaining Schedule 	<ul style="list-style-type: none"> • Scope of Work Added by City of Oregon City • Remediation of Unforeseen Subsurface Conditions • Permit Document Revisions Required by AHJ’s • Cost Overage on GMP Allowance Total

ATTACHMENT #4

Fee Proposal Sheet

To: Oregon City Police Department (OCPD) CM/GC Selection Committee

For: CM/GC Services for Oregon City Police and Municipal Courts Building

The undersigned, having fully examined the Request for Qualifications, all related material and information, hereby offers and agrees that this proposal shall be irrevocable and constitute a valid offer to the City of Oregon City for fees and costs presented herein.

5.5 PRE-CONSTRUCTION SERVICES FEES:

The Pre-construction Services Fee for insertion in Subparagraph 3.1 of Exhibit A to the **Pre-construction Services Agreement** (City of Oregon City Personal Services Agreement), RFQ Attachment #1 shall not exceed:

\$ 76,311

The Pre-construction Services Fee for insertion in Subparagraph 3.2 of Exhibit A to the **Pre-construction Services Agreement** (City of Oregon City Personal Services Agreement), RFQ Attachment #1 shall not exceed:

\$ 76,311

5.6 CONSTRUCTION SERVICES FEES:

The base Contractor's Fee for insertion in Subparagraph 5.1.1.1 of the **Owner/Contractor Agreement**, RFQ Attachment #2 shall be:

3.65 %

5.7 FEES FOR CHANGES:

The Change Order Fee for insertion in Subparagraph 5.1.2.1 of the **Owner/Contractor Agreement**, RFQ Attachment #2 shall be

3.65 %

The Subcontractor Change Order Fee for insertion in Subparagraph 5.1.3.1 of the **Owner/Contractor Agreement**, RFQ Attachment #2 shall be

12.0 %

The three (3) fees for insertion in Subparagraph 7.3.4 of the **General Conditions**, RFQ Attachment #3 shall be:

_____ 3.65 %

_____ 3.65 %

_____ 12.0 %

5.8 GENERAL CONDITIONS / GENERAL REQUIREMENTS:

Provide a detailed monthly estimate of all general conditions and general requirements costs which will be reimbursed under the terms of **Owner/Contractor Agreement** (Attachment #2) subparagraphs 7.2, 7.5 and 7.6. **See Exhibit "A"**

Insurance cost as a percentage of the Cost of the Work _____ 1.00 %

Bond cost as a percentage of the Cost of the Work _____ 0.85 %

V.6 COST SAVINGS SHARING:

Subparagraph 5.2.1.1 of the **Owner/Contractor Agreement** (Attachment #2) calls for a cost savings sharing formula. Savings participation shall be as follows:

To Contractor _____ 10 %

To Owner _____ 90 %

V.7 CONTRACTS:

If you desire to propose changes to any of the contracts, Attachments #1, #2 and/or #3, attached to the CM/GC RFQ, describe those changes in detail and describe the reasons that it would be in the best interest of OCPD to accept the proposed changes. If you make no comments, further negotiations over terms will not be entertained and OCPD will expect your company to execute the agreements as presented.

Date: October 12, 2018

Company: P&C Construction Company

By: Brian Shoemaker

Title: Vice President

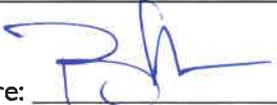
Signature:  _____

EXHIBIT A



Monthly General Conditions and General Requirements Estimate

Project Name: Oregon City Police and Municipal Courts Building

Issue Date: October 12, 2018

DESCRIPTION	QTY	UNITS	TOTAL COST
PROJECT STAFFING			
Senior Project Manager	4.00	weeks	\$2,000
Project Manager	4.00	weeks	\$9,408
Project Engineer	4.00	weeks	\$12,320
Project Superintendent	4.00	weeks	\$16,480
Resource Manager	4.00	weeks	\$1,920
Safety Director	4.00	weeks	\$1,520
Administrative Support	4.00	weeks	\$1,040
TEMPORARY FACILITIES AND EQUIPMENT			
Temporary Office	1.00	month	\$625
Phone / Phone Lines	1.00	month	\$700
Internet Service	1.00	month	\$265
Office Equipment	1.00	month	\$825
I/T Equipment	1.00	month	\$450
Drinking Water	1.00	month	\$175
Temporary Toilets / Sinks	1.00	month	\$780
GENERAL REQUIREMENTS			
Printing / Reproduction	1.00	Allwnc	\$300
Fuel / Maintenance	1.00	month	\$275
Construction Signage	1.00	month	\$300
Postage / Delivery	1.00	month	\$225
Vehicles (for CM/GC Staff Only)	1.00	month	\$3,000
Drop Boxes and Disposal Fees	2.00	each	\$1,250
Office Supplies	4.00	weeks	\$1,400
Material Handling	1.00	month	\$7,120
General Cleanup	1.00	month	\$5,312
First Aid Supplies	1.00	month	\$125
Small Tools	1.00	month	\$225
Equipment Rental	1.00	month	\$1,800
Estimated AVERAGE Total Cost per Month			\$69,840

NOTE: Costs attributable to this project for insurance and bonds as outlined in Sections 7.6.1 and 7.6.1.1 in Attachment #2 (i.e. Agreement Between Owner and Contractor) are not included in General Conditions and General Requirements listed above. Such costs for insurance and bonds are captured in percentages listed in Section 5.8 of Attachment #4 (i.e. Fee Proposal Sheet).

1. We have reviewed the proposed contracts as listed in "Section 7. Contracts" of the RFP document and take no exceptions to information presented.
2. P&C Construction, as the submitter of this proposal, agrees to be bound by and will comply with the provisions of 279C.838, 279.840 or 40 U.S.C to 3148.
3. P&C is registered with the Oregon Construction Contractors Board. Our license # is 38619.
4. As outlined in RFP as a statement to include in our response, P&C firmly understands and fully complies with ORS 279A.110(4) and thus has not discriminated and will not discriminate, in violation of subsection (1) of this section, against a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business in awarding a subcontract.
5. P&C has a valid City of Oregon Business license. Copy of such can be provided if required.