

Oregon City Public Works Operations Complex - Proposal

Submission Due Date: August 12, 2019 at 12:00PM

Public Works Department, City of Oregon City
Attn: John Lewis
625 Center Street, Oregon City, OR 97045

Emerick Construction
7855 SW Mohawk Street, Tualatin, OR 97062
Coreyl@emerick.com, www.emerick.com
503-777-5531 CCB#10723



OREGON CITY PUBLIC WORKS OPERATIONS COMPLEX PROJECT

CM|GC Proposal

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August 12, 2019

Public Works Department
City of Oregon City
Attn: John Lewis
625 Center Street
Oregon City, OR 97045

Re: City of Oregon City Operations Complex Development Project

Dear Mr. Lewis, Et al. –

Emerick Construction is excited by the opportunity the new Operations Complex building project presents, to work with your team and to continue our lasting partnership with Oregon City. We have a great understanding of: extremely tight budgets, aggressive schedules and creative solutions that make a project successful. Emerick has worked on many large-scale new facilities and we know we will be able to bring a very high level of commitment and quality to your project.

We have been a locally licensed contractor here in Oregon for the past 75 years, supporting local businesses and communities alike, our CCB #10723. Corey Lohman, President and Larry Sitz, CEO, preside over Emerick, which is an S-Corp - General Contractor and have full authority during negotiations and contract signing.

We have selected our top team for this project with the most comparable experience to your project. Their past performance comes highly commended by our clients as customer service is one of our most regarded qualities.

We feature strong relevant project examples, an experienced project team and a long history of successful CM|GC projects. Our team of Jordan Fell, Bill Judge and George Benes have previous experience working on critical facilities and they understand the complexities these types of projects entail. Over the past 5 years our team has worked together on over \$100M worth of CM|GC critical facility projects. Both Bill and George are Oregon City residents, and each live a mile from the project site.

Emerick has the project history and team that is perfectly suited for the City of Oregon City, we know our team can deliver a successful project, on-time and on budget. We have never failed to reach a GMP with any of our clients, nor have we ever failed to meet schedule on our projects.

Thank you for the opportunity to be of service to you on this project and we look forward to the next steps in the process and ultimately in completing a mutually successful project.

Sincerely,

EMERICK CONSTRUCTION CO.

Corey Lohman
President
Coreyl@emerick.com

1. Experience and Unique Project Approach - A.

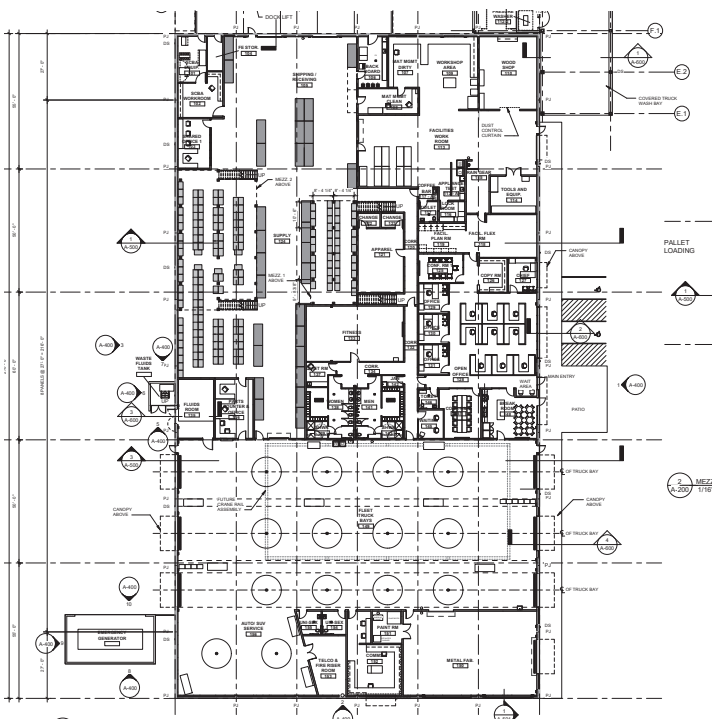
A. Describe your company's experience with the design and construction of public works and/or operations facilities and how your previous experiences will benefit the City.

Essential and Operational Facilities

Over the past decade we have built 28 essential and operational facilities in Oregon and this team has a combined 11 essential projects.

One of these projects is the design-build for Tualatin Valley Fire & Rescue's (TVF&R) new **Logistics Service Center (LSC)**. The scope of the LSC project perfectly mirrors that of the new OC Operations Complex project. The LSC project is a design-build contract that actually began with Emerick assisting in the land procurement and due diligence investigation. The project consists of converting a 40,000 SF warehouse into a fleet, maintenance and supply facility, complete with a metal fabrication, wood shop, multiple office spaces, workout facility and break room. In addition, we will be constructing a truck wash station, three drive-through bays, several loading docks and extensive site improvements to accommodate multiple apparatus and emergency response vehicles.

Along with the site and tenant improvements, we have seismically upgraded the roof and structure to comply with "essential facility" requirements. **Jordan Fell, Bill Judge and George Benes** are all currently working on this project, giving them an advantage moving into the OC Operations Complex project. Having recently built a very similar project, the proposed team will be able to pass along lessons learned that will greatly assist in the design of the OC Operations Complex.



In the last few years, we have become one of the **top critical facility construction** firms and have expanded our experience to include **Clackamas Fire District #1, (CFD)**. Our first project for them was their **Fleet Maintenance Facility**, a new 20,000 SF facility for servicing the District apparatus. This new facility houses much needed storage space for their fleet and also neighboring fire district's rigs. This project also has several elements similar to that of the new OC Operations Complex.

We have gone on to build two more 12,000 SF fire stations for CFD, one of which was **Station 16** located just around the corner from your project on Molalla Avenue.

The breadth of our clients area of service has continued to the **Lincoln City, Woodburn and Gresham Fire Districts**. Establishing our presence in Lincoln City has provided us the opportunity to now be building a new 18,500 SF, Police Station for the **Lincoln City PD**.

Jordan Fell has been involved in various capacities from Project Manager, Project Executive to Pre-Con Manager on all of the projects for TVF&R, CFD, Lincoln City and Woodburn Fire Districts. Bill Judge and George Benes have both worked on several of the TVF&R and CFD projects alongside Jordan.

Another recent similar project is our work at the **C-Tran Maintenance Facility**. A new 16,311 SF, 26' tall, bus maintenance facility with machine shop, six drive-through bays, bus lifts, an enclosed spray paint station and bus wash. The building was constructed with precast concrete panels and had extensive site work also. The campus was fully occupied during construction with 24/7 running services for C-Tran.

Our combined team experience benefits Oregon City...

- This team has a combined \$100M in recent essential and operational projects, giving us an advantage from valuable lessons learned, current marketplace pricing and subs.
- We have done several projects for Oregon City over the last decade, we know your processes and team!
- Previously worked with Brandon Dole on a essential facility project.

1. Experience and Unique Project Approach - A.

Critical Facility and Operational Projects

Clackamas Fire District #1 Fleet & Logistics

Description - Clackamas Fire District #1 (CFD) was in great need for a larger and updated fleet, logistics and maintenance building, which included: **20,000 SF wood and steel frame facility with five-bays used to service their apparatus along with office space for their crew. This building was constructed adjacent to the existing logistics facility - doubling the available space for crews to work on servicing fire apparatus - benefiting not only Clackamas Fire but other fire departments of the Portland area east-side.** The new Fleet & Logistics building now is able to provide additional storage area for the Clackamas Fire Department and a fabrication shop. Future needs of the District are able to be met with the addition of this building.

Similar attributes:

- CM|GC
- Phased construction
- New construction
- Complex site and sub coordination
- Operations Facility

Location: Clackamas, Oregon

Completion Date: 7/19/2018

Owner Contact: Chief Ryan Hari, Owner, 503-742-2771

Final Contract: \$7,300,000.00



Jordan was on the project team

Clackamas Fire District #1 Stations 16 & 19

Description - Two new stations built in replacement for different cities with similar specs and layouts. **Station 16, located in Oregon City, and Station 19, nestled in Damascus off of Hwy 224, are both new 12,000 SF fire stations.** These facilities are equipped with three engine/truck bays with eight-second opening doors, kitchen, locker rooms, day-use rooms and dorms.

Our team managed both project sites in bustling, tight neighborhoods with high success

Similar attributes:

- CM|GC
- Phased construction
- New construction
- Complex site and sub coordination
- In Oregon City (Station 16)

Location: Oregon City and Damascus, Oregon

Completion Date: 6/15/2019

Owner Contact: Chief Ryan Hari, Owner, 503-742-2771

Final Contract: \$6,706,705.00 - Station 16
\$6,380,028.18 - Station 19



Jordan and George were on these project teams

1. Experience and Unique Project Approach - A.

C-Tran Maintenance Expansion

Description - A new 16,311 SF, single-story, 26' tall, bus maintenance facility expansion to an existing 25,063 SF, multi-level, 24' tall, bus maintenance facility that was constructed in 1983.

The new building will expand the facility onto the adjacent property to the south. Precast concrete panel construction and extensive site work.

Similar attributes:

- CM|GC
- Phased construction
- New construction
- Complex site and sub coordination
- Public Operations Facility

Location: Vancouver, Washington

Completion Date: 8/15/2016

Owner Contact: Chuck Green (360) 906-7362

Final Contract: \$10,311,097.00



Luke was on the project team

TVF&R Logistics Service Center

Description - A 40,000 SF warehouse that is being converted into a fleet, maintenance and supply facility, complete with a metal fabrication shop, wood shop, multiple office spaces, workout facility and break room. In addition, we will be constructing a truck wash station, three drive-through bays, several loading docks and extensive site improvements to accommodate multiple apparatus and emergency response vehicles. An addition to the scope, we will be seismically upgrading the roof and structure to bring the building up to an "critical facility" status. **Jordan Fell, Bill Judge** and **George Benes** are all currently working on this project, giving them an advantage moving into the OC Operations Complex project, having recently built a very similar project.

Similar attributes:

- CM|GC
- Phased construction
- New construction
- Complex site and sub coordination
- Public Operations Facility

Location: Tualatin, Oregon

Completion Date: Estimated 06/2020

Owner Contact: Mark Havener, Chief, (503) 259-1110

Final Contract: \$11,500,000.00 (currently under construction)



TVF&R Logistics Building Construction
June 5th to July 3rd

Jordan, Bill and George are the project team

1. Experience and Unique Project Approach - B. & C.

B. How will your company manage relations with, neighbors, neighborhood associations, and other public entities not directly involved with the Project?

Community Outreach is Important

The vast majority of our projects involve some level of outreach to neighbors and other parties that will be directly impacted by construction. We find that this helps to improve the project's success for the client and construction when you involve the community early. These meetings provide an opportunity for everyone to ask questions and understand what the coming months of are going to look like and how it is going to impact them. We know the residents of Oregon City are a tight knit group and we want to make sure the Operations Complex Development project is met with a positive impact for years to come. **Being Oregon City residents, Bill and George will be able to communicate with the local neighborhoods and businesses effectively.**

Our Plan for Communications | It is essential to a project's success that we communicate effectively with all affected parties. Our goal is to always build and maintain good relationships, and ensure the safety of workers and the public. A few of the methods we employ to reach these goals include:

Site Specific Websites | At the Lincoln City Police Department we developed a website specifically for the residents. The website featured weekly progress picture updates, community blog, live webcam and construction schedule. www.emerick.com/lincoln-city-police-dept

Smart Tags and Signage | One of the easiest ways to reach everyone is via our **Smart App Tags**. We add these to our jobsite signage and fliers, providing quick pop up stats on the project. We also host a few **open house events** to allow the community ask questions about the project.

Samantha Jordan, our Community Involvement Coordinator will work directly with the project team to implement these outreach plans. She and Bill Judge, will be the key points of contact.

C. Describe your company's unique approach to CM/GC services which would make your company the most compelling choice to serve as CM/GC during the OCPW project.

Emerick was one of the very first firms in Oregon to practice the CM|GC process. We have over \$660M in CM|GC projects and growing. During this time we have honed our craft and tailored our services to fit our clients needs.

Pre-Construction

One of Emerick's standout characteristics is our Pre-Construction team and their methods, we have a team of experts whose sole focus is pre-con.

We do a deep dive into the documents at multiple phases of design, SD, DD and CD. We work with the architect and sub consultants to analyze the documents, and conduct constructability review in real-time to prevent the team from having to redesign portions of the plans after it is too late. During this process, we do high level value engineering in an effort to help manage the overall budget. This real-time VE can also help identify potential opportunities to save costs during design and reinvest it potentially allowing for expanded programming.

Our CEO Larry Sitz and Chief Estimator Jim Carlin have been developing these processes for the last decade together and teaching other team members the fundamentals as we grow. In the last few years Jordan Fell has been intricately involved in the pre-con phase of all the TVF&R and CFD projects. He has been exercising this extensive pre-con process on the thirteen projects and understands the importance. Our pre-con team also heads up the procurement process and works with the team to develop bid packages and execute the buyout phase. Our hand-off process is smooth between the pre-con team and the construction team.

Management of Price Volatility | The actual identification of: resources, market conditions, and/or products subject to greater price fluctuations than other mainstream products is more than half the battle when estimating for the long term. Tracking the volatility, or market conditions as a budget line-item, keeps the team focused on the issue and allows input by all the team members. This ultimately enables us to discuss/avoid unreasonably conservative estimate pricing. However, during the recent past, the real challenge is in trying to predict how a saturated market is going to react to additional available work. This has not been an easy task and it has produced some spotty results. We believe we are seeing some stabilization, but there are still scattered trades that do not have enough human resource to produce all the requested work. These trades can charge whatever they want, and they have been doing just that.



1. Experience and Unique Project Approach - C.

Value Engineering | To be truly effective, we will provide continuous VE throughout the project, with real time interactive recommendations and alternatives, this allow us to make small tweaks to design. This can come in the form of “**Studies and Recommendations**”. We will also provide regimented feedback during the periods indicated on your schedule but feel strongly that continuous VE will have a more positive effect on your project budget.

Our Value Engineering Approach

- Closely monitor the design through final construction documents, comparing estimated costs against budget.
- Alert the team of any changes between scope & budget.
- Work with the team to gain consensus on construction sequencing, scope and materials.
- Present alternative products, schedules and methods.
- On past projects with TVF&R and CFD, we saved a considerable amount of money through VE techniques that in return were re-appropriated for extra project elements and needs by the owner.

Long-lead Procurement Packages | Timely procurement of materials, equipment and subcontractor resources are critical to the success of the project schedule. Our teams will work closely with SJE A's team to establish realistic time lines and identify design priorities that can be integrated into an efficient project schedule. Emerick's positive relationships with it's subcontractors in the Portland/SW Washington areas, will ensure that all resources, materials and equipment needed for a successful project will be procured in a timely manner. **We also learned a lot on the recently completed Marion County Sheriff building and our run of 13 fire stations for TVF&R and Clackamas Fire District, during the bid procurement process.** We can assist with feedback on specified products that might not be the most cost effective or easy to obtain. All materials specified will be checked for availability to minimize impact on the schedule, since the schedule is a vital key to the success of a project. One of the greatest advantages of CM|GC is the time available before on-site construction to acquire and approve the project materials, which allows for a shorter construction duration.

How We Work During Design | As the design evolves we will analyze the need for schedule changes and advise the team if changes need to be made in the phasing plan and long lead item procurement as follows.

- Confirm availability & projected delivery schedule w/ suppliers.
- Develop recommendations for items that should be procured early and present these findings to the City's team for authorization of early procurement bid packages such as demolition in early summer. Work with SJE A to make sure that the design for early procurement items will be ready for bid on the required date. Bid and award the long-lead items and then monitor the progress of the selected supplier to make sure that they will deliver as promised.
- Update long-lead procurement status in the master schedule and keep the team informed as to the current status.

- The procurement matrix is a living document that is reviewed on a weekly, and sometimes daily, basis to assure that the right products are delivered to the project on time.

Construction

Much like the Pre-construction team, Emerick takes great pride in providing a standout Construction team, which is comprised of the Project Manager, Superintendent, Project Engineer and Safety Coordinator/QA/QC.

This team focuses on site logistics, safety, construction and coordination with the architect and client. Bill Judge and George Benes will be the leads during this phase. Our hands-on team will be on-site daily to manage the process. Above all else, our customer service is the true stand out during this phase. We have a very strong history of client satisfaction and return clients specifically because of this quality. The people that comprise our Construction team drive this client satisfaction and we take great pride in achieving it time after time. We have an open book policy and at our weekly team meetings, we do an in-depth review of the project progress to hold all team members accountable. We work from an offensive position, always looking ahead and finding solutions to potential issues before they arise.

All projects encounter issues, it is an inherent trait of the industry. What makes Emerick stand out is the way we resolve these issues, you will find the way we show up is different than other contractors. Our selling point isn't to just complete a project, but to become part of the client's team. We are invested in what we do, and it is our passion to not only build high quality projects, but relationships along the way. We have completed several projects for the City of Oregon City, and developed strong ties to the community. It is our hope to continue to do work with the City for many years to come.

Document Coordination | For design and construction documentation coordination, we have been using **BlueBeam** for estimating, and interactive design document review. We also use **Procore** as a means to review and track almost everything we do during the Construction phase including; photos, meetings, submittals, RFI's, change orders, budgets, schedule, inspections and punch list. Procore also provides the best document control available which ensures our entire project team is viewing the most recent information at all times.

Our clients love the project visibility that Procore provides them. Our Project Engineer will be the dedicated BlueBeam and Procore team member to track and update all documents. This makes managing multiple team members and subcontractors' scopes of work, flow smoothly. This allows our project team to stay focused on what is most important; construction a quality project on time and on budget.

1. Experience and Unique Project Approach - C.

Project Approach for the OC Operations Complex

SEPTEMBER 2019 - SEPTEMBER 2020

Pre-Construction

- Beginning mid-September 2019, our Pre-con Manager, Jordan Fell, will work in tandem with SJE A, PlanB Consultancy and Oregon City's team to identify potential VE, conduct constructability review, and prepare the bidding documents and budget.
- During pre-construction, design decisions can be made using progress estimates and schedules developed by Emerick.
- We will then develop a final GMP, create bid packages, and proceed with subcontractor bidding and buyout with OCs involvement.

SEPTEMBER 2020

Demolition

- We will begin demolition of the existing office building in September 2020 and continue through with the demolition of the warehouse, auxiliary spaces and loading docks.

Seismic Upgrades

- While we have portions of the building open, we will also be completing the seismic upgrades on the existing warehouse and building structures.
- This work will overlap construction of the new facility.

OCTOBER 2020

New Facility

- We will begin construction on the new 17,000 SF office building. We see this work continuing through until late summer of 2021.

Buildout of existing warehouse

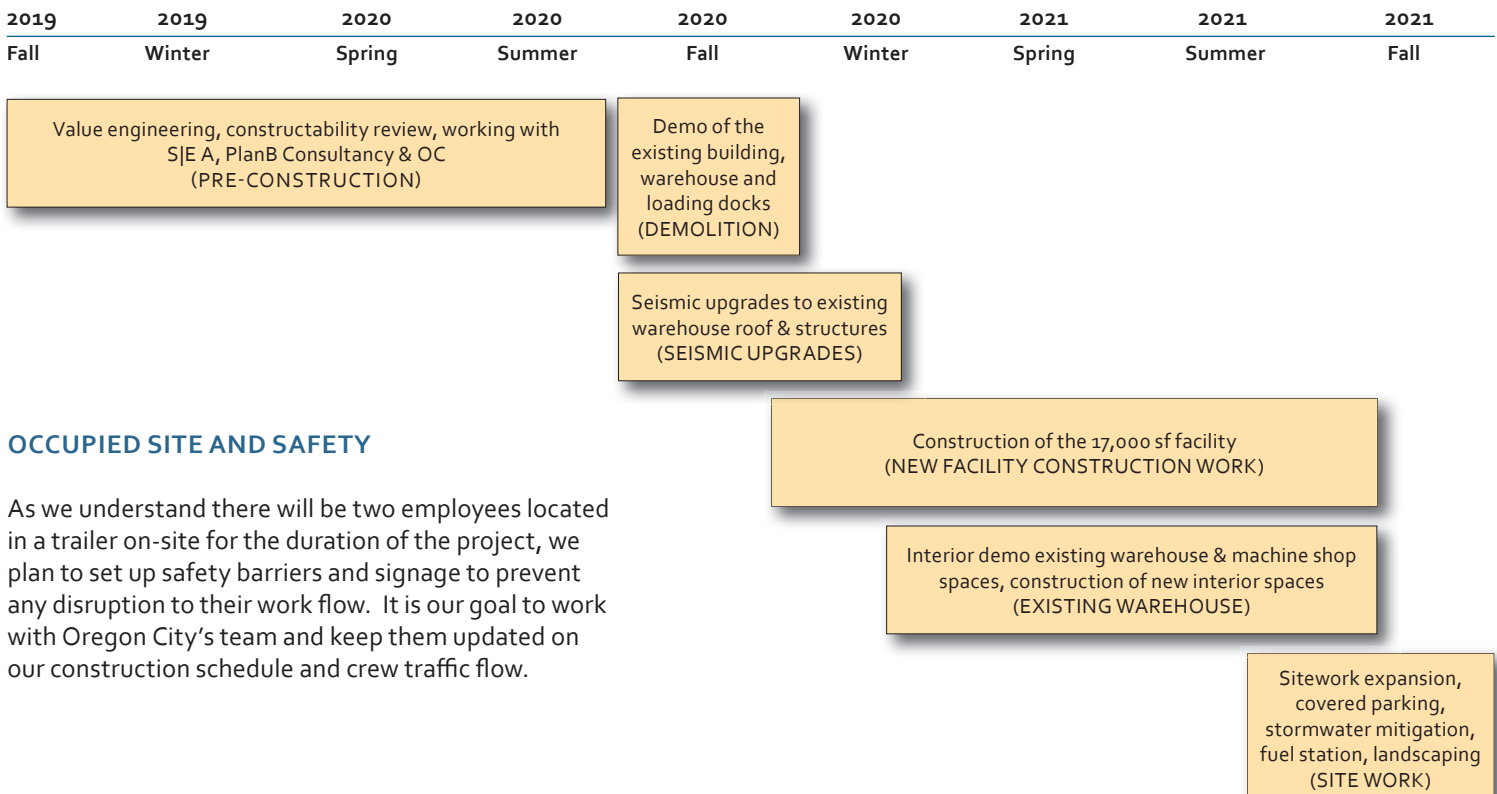
- During this phase of the project, we will begin building out the existing warehouse in December 2020 and continuing through until late summer 2021.
- Construct facility to accommodate, turn-around, lift station, machine shop, sign shop, reconfigured racking, addition of new roll-up doors and loading zones.

SUMMER 2021

Site work Improvements

- All site work to begin July 2021 and conclude in October 2021.
- Expansion of the parking lot, extending staff parking and adding a covered parking area.
- We will also be upgrading the fuel station, bringing it up to code.
- As we access the site, we will be working with SJE A on stormwater mitigation, especially around the wash station.
- Reconfiguring landscaping to create buffer zones between adjacent businesses and maintain a 15% required minimum by City code.

SCOPES OF WORK SEQUENCE



OCCUPIED SITE AND SAFETY

As we understand there will be two employees located in a trailer on-site for the duration of the project, we plan to set up safety barriers and signage to prevent any disruption to their work flow. It is our goal to work with Oregon City's team and keep them updated on our construction schedule and crew traffic flow.

2. Proposed Personnel and Organization

We acknowledge that we will provide, for the full duration of the project, the full complement of staff, including the specific persons identified in this proposal.

Resumes for “Key” team members on following pages along with references for each “Key” member.



CITY OF OREGON CITY



SCOTT | EDWARDS ARCHITECTURE



PROJECT EXECUTIVE & PRE-CON MANAGER
Jordan Fell



CHIEF ESTIMATOR
Jim Carlin



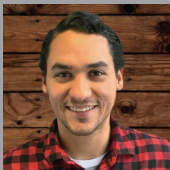
PROJECT MANAGER
Bill Judge



SUB-CONSULTANTS



SENIOR SUPERINTENDENT
George Benes



PROJECT ENGINEER
Daniel Waight



COMMUNITY INVOLVEMENT
Samantha Jordan



SAFETY COORDINATOR
John Stursa



GENERAL FOREMAN
Luke Neal



CREW, SUBS, VENDORS

PRE-CONSTRUCTION

CONSTRUCTION

2. Proposed Personnel and Organization “Key Team”



Jordan Fell

Project Executive
& Pre-Con Manager
With Emerick since 2013

EXPERIENCE

Jordan is the ideal Project Executive and Pre-construction Manager all-in-one for your Oregon City Operations Complex Development project with a proven record of success. Over the past five years, he has worked with public/critical facility projects for Lincoln City Police Department, North Lincoln Fire and Rescue, TVF&R, Clackamas Fire, and Woodburn Fire. Having recently worked with Woodburn Fire District and Brandon, provides Jordan an additional layer of familiarity with the project team.

Jordan will be responsible for managing Emerick’s pre-construction process from initial SD programming through establishing the GMP. Jordan’s extensive knowledge of pre-construction and critical facilities estimating will benefit the project because he will be in charge of pooling all value engineering portions of the project.



Bill Judge

Project Manager
With Emerick since 2010

EXPERIENCE

Our Project Manager, Bill Judge, has extensive experience working with public and critical facilities with specialized operations in the Portland Metro Area.

Bill has worked on some of Emerick’s most logistically challenging projects, including the \$8 million Portland International Airport - Carpet Replacement project. With over 14 million visitors over the course of the project, Bill and his team had to work in highly secure areas around the clock to manage the project.

He has also been the primary Project Manager for the Tualatin Valley Fire and Rescue (TVF&R) fire stations, a \$34 million contract. His tactful insight to these critical projects consistently provides the owner knowledge regarding current and upcoming matters and considerations.

With Oregon City’s plan to have multiple disciplines under the same roof, on this tight site, your project will be in capable, knowledgeable hands with Bill as Project Manager.



George Benes

Senior Superintendent
With Emerick since 1996

EXPERIENCE

George is one of our top Superintendents with superior communication skills and understands what it takes to run a complex project on a tight site and stay in direct communication with the owner so there are no surprises along the way.

George worked on the Hewlett-Packard projects for years, a great example of complex projects in a secure facility, 24/7 operations, occupied, strict schedule and budget. George has also been working with Jordan and Bill on projects with Tualatin Valley Fire & Rescue and Clackamas Fire District allowing him to become very familiar with critical facility and public work building processes and expectations. Specifically CFD Station 16 which is located only a quarter of a mile down Molalla Avenue from your new Operations Complex.

George has worked with the whole project team at one point or another on other projects and is well versed with how to work within a team atmosphere. He has been the Superintendent on a number of complex occupied facilities over the past 25 years.



Luke Neal

General Foreman
With Emerick since 2015

EXPERIENCE

Over the past few years, Luke has worked his way from Foreman to Field Superintendent. Having recently been on the Woodburn Fire Station 21 alongside Brandon as the Superintendent. Luke is excited about acting as the General Foreman on this project and continuing the relationship.

Luke has a great understanding of project operations and will be an integral team player to your Operations Complex project.

Along with the fire station, Luke was a Foreman on the C-Tran Maintenance Facility project which has very similar attributes as your project!

Luke has earned certifications in CPR and First Aid, along with being OSHA 30 Certified.

3. Management Plan - A.

A. How will your company maintain good relations and foster open and productive communications with OCPW, the Project Team, and other parties directly involved in the Project? How will you avoid or resolve conflicts?

Team Communication

We always strive to foster our relationships with our clients so to continue doing business with them for years to come. We have a long history of repeat customers and our references speak for themselves. Each and every employee here at Emerick is dedicated to their work and will do whatever it takes to go above and beyond. We have a variety of ways in which we can provide added value services to help the project team reach their goals, remain in good standings with your community around the project site and also keep your valued employees happy throughout the process by means of observing the project in action.

Meetings with Owner/Architect

As with all of our projects, communication between the whole project team is the “Key” to our success. We will be implementing **open work planning meetings** so the whole team may participate throughout the project to cultivate team cohesion and improve the expected outcome of the project.

During these meetings we will track as a group:

- The 3-week look ahead schedule, including subcontractors, material deliveries, lead-times, design feedback, RFI's etc. so that the whole team, including subs are on the same page.
- **Emerick uses the web-based constructions software, Procore, for construction and document management for all aspects of the project. Procore allows all members of the project team access to the current budget, RFI's, submittals, plans and specs, safety inspections, meeting minutes and change orders. These are all reviewed in weekly meetings.**
- During your project, it will be important to have planning meetings with the whole team including subcontractors because of the scale of the project. This will aid sequencing and keep everyone on the same page. During our team meetings, we will include your Facilities Manager, needed staff members and a few of the end users. This will prevent potential issues or misunderstandings since there are a lot of different groups who share the overall project site.

Our Constructibility Plan

Emerick will house planning and quality control meetings.

Subcontractor on-site meeting

- Subcontractor 3 week schedule and CPM schedule cross check meetings

- This meeting will happen towards the end of the week prior to the Emerick staff meeting. In attendance will be the Foreman and leads from the on-site subcontractor trades. During this meeting, the three week schedule will be reviewed along with conformance to the overall project schedule.
- Coordination of the upcoming work will take place amongst the trades to avoid stacking and conflicting work areas.
- Quality of work will be reviewed at this meeting with an emphasis on correcting any items observed to not be in conformance with the contract documents.
- Coordination of deliveries will occur along with storage.

Emerick on-site Staff Meeting | This meeting will be scheduled for every Monday. The purpose of this meeting is to have a sit down meeting with the Emerick Superintendent, Project Manager, Engineer and Foreman. In this meeting the following items will be discussed and meeting minutes will be taken.

- | | |
|--|--|
| • Safety | • RFI Log |
| • Schedule – 3 Week and CPM | • Submittal Log |
| • City Meeting Minutes and assignments | • Pre-construction meeting(s) log tracking |
| • Design Changes – RFI's, ASI's, RFP's | • Cost Tracking |
| • Delivery Log – Current and Long Lead | • Subcontractor Issues |
| | • Construction Issues |

Avoiding Conflict

Emerick prides itself on being an integral part of the project team with an equal interest in the project's success. We believe that the key part to avoiding and resolving conflict is open communication throughout pre-con and construction. This allows the project team to be aware and resolve of all the potential issues before they become large issues that impact the project's success.

Unfortunately, every project has issues that can lead to conflict with the project team. Most of these issues center around budget, scope and schedule, but can be avoided with open communication

Budget: The current construction economy can be unpredictable, providing Owner's with uncertainty if their current budget can support their project. Through the pre-construction process, Emerick will provide updated and current estimates at the SD, DD and CD phases along with interim estimates when required. These estimates help identify potential budget constraints and solutions before the GMP is set so the team understands the overall budget and program before construction starts.

Scope: Issues can arise when a complete understanding of scope is not defined. Owner's may have an expectation of a product or system that is not clearly defined in the documents that can lead to issues / delays during construction. Emerick understands that the Owner is paying for pre-construction services in order to clearly define all scopes of the project and we put the highest value on these services.

3. Management Plan - A., B. and C.

Schedule: We understand that the construction process is one part of the overall project schedule. Oregon City has made commitments to its shareholders and employees that hinge on the construction schedule being met. When the schedule is not being met it adds additional stress to the project that can lead to conflict within the project team. Emerick provides updated schedules with every phase of design that allow the project team to make decisions that are best for the overall project schedule.

Communication with Officials

Authority Having Jurisdiction (AHJ) & Permitting | As we have learned over our history, it is important to have a good working relationship with all on-site inspectors and permitting offices. We believe that open communication and being prepared is the best course of action.

George has recently completed the CFD Station 16 project a block away from the Oregon City Operations Complex. He knows and has worked closely with all departments within Oregon City. George will have pre-installation and inspection meetings with the AHJ during all phases of construction.

B. What actions do you consider necessary to achieve the cost objectives of the project? What potential constraints do you foresee, and how would you resolve them?

Actions necessary to achieve the cost objectives of the project

- Effective communication between the Owner, Design Team and GC is critical in achieving cost objectives.
- The Owner must provide clear and concise direction to the design team
- The GC must provide accurate cost estimates so the team can make informed decisions.
 - During the SD Phase this means the Owner and design team must provide a clear understanding of Programming, scope, site constraints, construction methods, & sequencing / phasing. Also, a thorough site investigation will help eliminate potential issues during the Construction Phase
 - During the DD Phase the design team needs to adhere to traditional construction methods and materials and maintain communication with the AHJ to ensure expectations are clear. The GC will provide real time cost information when selecting materials and finishes and offer VE options
 - During the CD Phase the design team should provide the most accurate and complete bid documents possible. Subcontractor bidding provides the best opportunity to receive the best possible pricing.

Potential Cost Objective Constraints / Resolutions

Subcontractor bid market volatility

- Make the project as desirable as possible to potential sub-

contract bidders

- Minimize phasing / sequencing
- Encourage multiple bidders by minimizing sole source specifications.
- Understand the current bid market and plan to choose an advertisement date that does not conflict with other projects.
- "Sell" the project to prospective bidders with personal phone calls.

Programming / Project Budget

- Based on recent similar projects, the budget may not be enough for the assumed programming requirements of this project
- Early estimates during the SD phase will be critical to the success of the project.

The "Unknowns"

- Scope will often be mandated by the authorities having jurisdiction and franchise utilities. It is common to have the AHJ mandate stormwater upgrades and street improvements.
- Engaging these parties early on in design will minimize re-design / re-work and allow for accurate budgeting.

As we are currently building a facility for TVF&R that mirrors your project programming, we can use lessons learned from there when we are performing site investigations on the existing warehouse. This will help keep the project on schedule as we will be planning ahead.

C. Describe how construction schedules and cost estimates will be developed and compiled during design. How will estimates be developed both for in-house capabilities as well as subcontractor trades such as mechanical and electrical?

Scheduling

Emerick has an in-house scheduler that creates our CPM schedules during all phases of design. Our scheduler will work with Jordan to create progress schedules at the SD, DD and CD phases of design. These updated schedules will be submitted with each progress estimate.

Areas of focus during the SD phase include creating an overall project schedule that includes:

- Required permits and review times
- Milestones for document development
- Deadlines for progress estimates
- Deadlines for Owner decisions based on progress estimates
- GMP establishment and subcontractor bidding
- Overall construction duration

As the design progresses through the DD and CD phases, the focus shifts to creating a detailed construction schedule.

3. Management Plan - C. & D.

These schedules are developed using Emerick's construction experience and subcontractor, vendor and Owner input. These schedules include detail in the following categories:

- Permitting / Design
- Bidding / GMP
- Submittals / Procurement
- Construction / Phasing
- Project Closeout / Warranty

Cost Estimates

Having completed over \$660M in CM|GC projects, we understand the importance of developing detailed and accurate estimates through the SD, DD and CD phases on design. These estimates provide a tool to the project team to make informed decisions during design based on current budget. We take these estimates very seriously because they can prevent costly rework in design.

All our estimates follow the same format which includes detailed takeoffs based on CSI division. In addition to the division takeoff, we also include our proposed general conditions, fee, bond and insurance costs in the summary of our estimate. Because of the importance for cost certainty in our estimates Emerick works with our subcontractor partners during all phases of design. These subcontractors understand that their participation in the development of progress estimates does not guarantee them the work and that they will have to participate in the public bidding process. Typical subs that assist in progress estimates are:

- Civil
- MEP (Mechanical, Electrical and Plumbing)
- Fire Sprinkler
- Specialize claddings (sheet metal, etc)

The **SD estimate** is typically a high-level estimate based on input from the project team regarding overall project scope. These estimates are usually analyzed on a cost / SF analysis of the program spaces. This project consists of 4 major components; new construction, seismic upgrades, interior TI and sitework.

In House Estimating | Emerick uses SF historical data from our similar critical facility and public works projects to assign costs to the various components of the project.

Subcontractor Input | Depending on the level of detail provided at the SD Phase, Emerick will engage our subcontractors for cost / SF budgeting. Otherwise, Emerick will use historical cost / SF information.

Contingency | Because the design is not developed and there is almost a year before construction starts, Emerick typically includes a 15% "Design / Estimating Contingency" and a 4-6%

"Index to Start Contingency" in our SD estimates.

The DD and CD estimates become more detailed because the drawings and specs are more developed. These estimates will include detailed takeoffs for all scopes of work.

In House Estimating | Emerick will perform detailed cost estimates based on in house quantity take offs and assign unit costs to the quantities to develop the estimate.

Subcontractor Input | Our subcontractor partners will be provided the plans and specs to provide us with updated budgets.

Contingency | At this stage the design is developing and the duration to the project start is less, Emerick will decrease the "Design / Estimating Contingency" to 10% at the DD estimate and 5% at the CD estimate. The "Index to Start Contingency" will be adjusted based on the timing of these estimates.

With each new estimate, we will provide a side by side comparison to previous estimates that shows the project team the increases / decreases across each division of work. This allows the team to analyze the costs impacts associated with design decisions.

D. How would you track and control project costs during design?
How would you track and control costs during construction?
What steps will you take to minimize change orders?

Monitoring and Control Costs During Design and Construction Phases

As stated in our previous answers, we do continuous check-ins and budget tracking during pre-con so there are no surprises once we get to the construction phase. We believe that it is our responsibility to collaborate with the team to manage the work and control costs, so the project is achieved within the stipulated budget and to advocate for the City throughout the project. Thoughtful and thorough execution of the pre-construction phase will ensure that most budget impacts are reduced or eliminated before the bid process begins.

Budget Communication

We know that it is our responsibility to keep the City's whole project team apprised of project costs in a timely manner during pre-construction and construction. We will notify the City along with the project team of potential cost impacts as they come up and work as a team to identify the best decision for each situation. On a monthly basis we will prepare an in-depth budget summary report, providing the project team with a complete and concise summary of the budget status for each scope of work and keep the team apprised of the project costs before any money is committed. It is our responsibility to manage the GMP, and we have realized over the years that the best way to do so is to ensure that any impacts to the budget are communicated openly and evaluated with the entire team.

3. Management Plan - D.

Meeting the Budget

We appreciate the City's need for wise management of the dedicated dollars; it is essential to maintain the community stakeholders and 'taxpayers' confidence by getting the most program from your construction budget. Jordan Fell, our Project Executive and Pre-Construction Manager, will be leading our estimating effort to ensure the maximum participation by qualified subcontractors to help you maximize the value of your building investment.

The three construction components of **cost, schedule, and quality control** are intricately related - the successful attainment of these goals requires an **"uncommon"** common sense approach with open and honest communication among all team members. Our approach to the new OC Operations Complex project will be based on open dialogue, concentrated involvement, total commitment and a crystal-clear understanding of the City's goals. **We have never failed to establish a GMP with an owner and our list of repeat clients tell the story – Once GMP is established, we perform inside budget, every time! We have zero claims on all of our projects!**

Change Orders and Claims

Our approach to eliminating change orders (and reducing RFIs) starts in pre-construction. This is where we take-charge and find solutions to the inconsistencies and questions that would ultimately result in change orders. We involve all vested parties in regular meetings and continuous review to ensure everyone understands the design.

Our Process | To protect the budget and keep the project on target, we require subcontractors to provide detailed rates for labor, materials, and equipment. Our Project Manager, Bill Judge requires proper backup so that he can carefully examine any change orders with her team.

Eliminating Claims | Our goal is to make this project as clean as possible and bring in a **"Zero Claim"** result. We will do this by ensuring complete buy-in to the project goals from everyone on the team, including subcontractors. During projects, it is vital that the team, including designers, owner, and contractor, agree on, and understand the various types of contingency. We are aware that some contractors create **"trouble-free"** projects, with minimal change orders, by simply over budgeting the project during the pre-construction phase. This has a negative effect of reducing the available funds for the Owner's program, and often forces the design team into unnecessary redesign early in the process. At Emerick, we believe that our budgets must reflect our understanding of your program and that contingencies must be based on the current level of uncertainty at the time of the budget.

As mentioned, it is important to define the components and types of contingency. Following is a possible scenario that includes three separate contingency line items in the budget.

Contractor's Contingency | The plan outlined below has been incorporated into our current offer to the City of Oregon City. Contractors are not all knowing, and there is a need for covering the costs of little things that come up during construction, estimating discrepancies, production risk, and other elements of construction that are not within our control. We prefer to be up-front about this, and not bury funds in the budget. The amount is determined by recommendation of the contractor, with team agreement.

Design | Escalation | There should be zero, we will verify when we get 100% documents. If new scope is introduced between now and 100% documents, this will change, and the following outlined plan will go into effect. This contingency is intended to cover the evolving design during pre-construction, and the risks of material and labor price escalations during the course of pre-construction. This contingency will have a broad range and will diminish as design and bidding progresses. The amount and reductions of this contingency item are determined jointly by the owner, architect, and contractor team. Ultimately, this contingency can be removed at the time construction starts, as design is complete, and subcontracts are issued.

Construction Contingency | This contingency covers unforeseen conditions outside of normal construction circumstances. It is often carried on the Owner's side of the ledger, outside of the contractor's GMP. Examples include unforeseen conditions, design revisions, and governing agency requirement changes. In other words, this contingency covers things that were not identified during the pre-construction phase. The amount is established by the owner, architect, contractor team based on a review of the building and the propensity of the client and governing agencies to change. This contingency is usually carried far into the project, at least to the point when change is no longer foreseen.

These clean definitions help to minimize overall contingency by narrowing the possibilities. They also allow a more thoughtful analysis and reduction of contingency, as opposed to an undefined pool of funds that lingers in the budget through the project. It is equally important to agree on contingency usage procedures, and to have a regular accounting of the expenditures. For example, the usage of contractor's contingency will be a function of frequent reporting and will include a team review and decision. We are flexible and have managed contingency in many ways.

3. Management Plan - E. & F.

E. The schedule currently envisioned allots thirteen (13) months for construction. Considering the current plan for the project, is this schedule reasonable? What actions do you consider necessary to achieve this schedule? What potential constraints do you foresee, and how would you resolve them?

The current duration of 13 months is feasible for this project.

Pre-construction

Identify Long Lead Items | During pre-construction it is important to identify items that will have long lead times in order to ensure they are on site in time for installation. Items that typically have long lead times are elevators, specialized equipment, light fixtures, HVAC equipment or specialized exterior cladding. Early bid packages should be considered if the project is going to include these items with long lead times.

Permitting | Because permitting needs to be complete prior to the start of construction, it is important to make sure all permits are submitted in a timely manner to allow for appropriate review times. This process does not impact the overall construction schedule, but will impact the final completion date if permits are delayed.

Bidding | Subcontractor bidding is an important step in ensuring proper subcontractor coverage. Having adequate coverage allows the project team the opportunity to select competent subcontractors that have the resources to meet the schedule.

Construction

Concurrent Construction | This project has four distinct phases that include construction of the new office space, seismic upgrades build out of the existing warehouse and site work. The construction of the new office space and upgrades to the warehouse need to occur concurrently in order to meet the project duration. Designing the new office space using conventional building methods will help ensure that this critical path activity is completed within the schedule.

Subcontractor Coordination | Because the new office space will be constructed concurrently with the warehouse TI, coordinating the subcontractor's work will be critical to the schedule. Typically we will coordinate the work so that the individual trades have access to the work in both areas to create a continuous flow of work and to prevent multiple mobilizations (which cost time).

Owner FFE | Typically, the Owner will have specific furniture, fixtures and equipment (FFE) that they will be providing for installation in to the project. This process can sometimes lag behind as the project team is focused on the construction. Identifying and procuring the FFE is a critical step in meeting the construction schedule. Emerick will work with Oregon City during pre-construction to identify which FFE will be their responsibility and help facilitate the procurement.

F. OCPW is seeking open, competitive bidding for all project work. Describe how competitive bidding will be employed by your company. How do you envision the Owner interacting with your bidding process?

Our plan to use local subs and suppliers

As mentioned on the previous section, we have an outstanding relationship with local subcontractors and labor unions that will greatly benefit this project. **Open Policy** - Emerick does not have a qualification process for subcontractor or supplier procurement. We find that it limits the competitive nature of the bidding process. We use **SmartBid** to send out all of our invitations when bidding a project. **SmartBid** is available 24/7 on-line for all subcontractors to view and download plans and specs.

Emerick's CM|GC Subcontracting Process As with all of our bids the following steps outline our procedure.

- Advertise bids - 24/7 SmartBid website and emerick.com
- Notification goes out to all subs in database for each division (Average per bid - 1000+ invitations)
- Daily phone calls to subcontractors.
- Historical data on past projects.
- Advertise in the Oregon DJC.
- Our office plan room is open during business hours as well.
- Plans/Specs are available 24/7 to all subs during bidding.
- Emerick offers in-house consultation for any subs.
- We schedule on-site walk through tours for interested subcontractors.
- If we are self-performing, we submit our bid to the client a day before the project due date.
- On bid day, all numbers are tallied and put on a spreadsheet.
- We invite the entire project team, to attend bid day. Emerick will make its recommendations based upon best value, complete coverage of scope specified and past performance of subs on prior projects for the teams consideration.
- We operate in a completely transparent format, we have found in the past this is the most successful approach to bid selection.

Competition During Bidding

Emerick will develop bid packages that are not too large as to deter from anybody bidding on the project. This will help ensure that we receive full coverage of bidding contractors from the entire geographic area. In addition to advertising the project on all public mediums, Emerick maintains our own list of bidding subcontractors that is constantly being updated based off public information and references. This allows us the opportunity to maintain the most current list of actively bidding contractors in the community. Participation from multiple bidding subcontractors allows Emerick the chance to deliver

3. Management Plan - F. & G.

comprehensive pricing and therefore the most cost-effective project to the owner. As well, the opportunity to open up the potential for viable value engineering items from a larger group of resources.

Emerick's Subcontractor Outreach Program

- Utilize our existing connections with the local community to reach out to as many local businesses as possible. That way we will have a larger pool of suppliers to compare pricing and get the best value.
- Include in our community involvement plan, information on subcontracting, vendor and job opportunities as well as provide contact information for Emerick staff that will facilitate these opportunities.
- Advertise subcontracting, vendor and job opportunities in local papers and community gathering places.
- Collaborate with the City of Oregon City and seek out additional resources and venues to reach out to the local area businesses.
- We offer preliminary assistance to subs and suppliers, so they can better understand the project scope. This helps them provide us with more accurate estimates and helps drive overall cost down because we have realistic numbers.

Nondiscriminatory Practices & Approach

Emerick has always approached projects from an all-inclusive mind set. Over the years we have been focused on generating a legacy of smart business practices, and by this we mean mentoring smaller businesses in order for them to grow and succeed. As an Equal Opportunity Employer, our employment decisions are based on merit and business needs, not on race, color, gender, nationality, or any other factor protected by law. Emerick has been a long-time supporter of a diversified workforce and contracting community. We have been actively involved in promoting diversity in contracting and employment by working with a number of organizations in the local Portland area and SW Washington.

G. Describe your company's approach to building start-up, post-construction warranty work and ongoing service to OCPW.

Emerick's approach to building start-up, post-construction warranty work and ongoing service to OCPW is a proactive one.

It starts at the front end of the project with the management of quality control during the submittal process, release of materials, delivery installation and completion. As systems and scopes of work are completed they are inspected and tracked for any deficiencies. Systems requiring manufacturers check out and certification of installation are coordinated by our Project Engineer.

A commissioning and start up schedule will be generated to track the applicable activities for each piece of equipment, this will be integrated into the three week look ahead schedule. Emerick works closely in the field with our subcontractors to verify that the details of the specifications, drawing and control strategies have been met.

Emerick requires our subcontractors to provide start up and operations training for the Owner and encourages OCPW to attend this training as they will ultimately be the end users of the building and need to understand the systems. Emerick also offers video recording of the training sessions that can be used in the future.

Emerick's goal is to resolve quality and process control issues as they arise.

A deficiency list will be generated to track the completion of any work required to ensure the building is ready at the time of turn over. The deficiencies list is used to take care of items in real time and minimize line items on the punchlist. Emerick's standard practice is to conduct an in-house pre-punched list prior to the owner/architect punchlist. We have found that this drastically reduces the time spent during the punchlist phase.

We understand that the last 5% of any project is always the most difficult as it can be a challenge to keep the subcontractors engaged once most of their work is complete. Emerick has strict language in our subcontract that requires the subcontractors to complete all their punchlist items within a certain timeframe. Our policy is to have all O&Ms and warranties submitted within one month of substantial completion and all punchlist items completed within 2 weeks after substantial completion.

Warranty Items

Warranty items are tracked in a similar way as the deficiency and punchlists. Our team of subcontractors are responsive and understand the close out of a project is critical to the satisfaction of the owner and their ability to work well in their new space. All required subcontractor warranties will be submitted to the project team prior to substantial completion and will be tracked as a submittal to ensure no warranties are missed. Emerick will manage all warranty claims and facilitate any corrective action required. This provides the client with a single contact for all warranty related work.

Emerick and the project team will attend a warranty walkthrough meeting on or near the 1 year anniversary of substantial completion to identify, review and correct any outstanding warranty items. Though Emerick may be contractually bound to a (typical) 1 year warranty period, we always put the clients satisfaction first and will always be responsive to warranty issues after the warranty period. Emerick's core value is that customer satisfaction comes before everything else and that we are your partner long after the project is complete.

4. Process for Establishing GMP

Describe in detail the process and timing that you would propose to follow to establish the Guaranteed Maximum Price for the Project.

Process for Establishing GMP

Emerick is prepared to offer a GMP at any point during the design process, however establishing a GMP early in design creates risk for both Emerick and OCPW. Our preferred stage of establishing the GMP is at either at 95% CDs or 100% CD after subcontractor bidding and buyout.

95% CD GMP Process

Emerick would create a detailed estimate based on the 95% CD set and provide it to the project team 2 weeks after the 95% set is issued. The estimate would include our GMP proposal for all divisions of work, general conditions, fee, bonds, insurance, allowances and contingency. The estimate would be accompanied by a construction schedule and formal GMP proposal that would be incorporated in to the GMP Amendment.

This process provides the Owner a GMP near the end of design, but can result in an inflated GMP as the GMP will include a larger contingency to cover subcontractor bidding risk, potential design changes and potential permit review directives that add scope. Establishing a GMP before subcontractor bidding can also lead to subcontractor selection based solely on low bid rather than ability to perform the work.

100% CD GMP Process

This process would set the GMP using the 100% CD / Permit set and after subcontractor bidding. The bidding process would begin concurrently with the plans being submitted for the building permit. After bidding is complete, the project team would work together to analyze the sub bids and scope and select the project's subcontractors.

There are several benefits to the approach:

- OCPW will have 100% cost certainty in the established GMP
- Costs for the complete design will be captured in the GMP
- A lower contingency can be carried in the GMP
- Any permit review directive costs will be captured in the GMP
- Overall budget understanding would allow for careful selection of subcontractors based on both price, availability and quality of work.

Though Emerick engages subcontractors input during all phases of our progress estimates, we cannot always predict the market at bidding or another subcontractors interest in a project. A subcontractor's estimates during design may not always be the lowest in the market, resulting in an artificially inflated GMP if it is set prior to public subcontractor bidding.

Establishing the GMP after subcontractor bidding provides the entire project team the most complete GMP with the lowest risk.



5. Fee Proposal, 6. Cost Savings Sharing, & 7. Contracts

ATTACHMENT #4

Fee Proposal Sheet

To: OCPW CM/GC Selection Committee
For: CM/GC Services for Oregon City Public Works Operations Complex

The undersigned, having fully examined the Request for Proposals, 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.

V.5.a. 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), RFP Attachment #1 shall not exceed:

\$ 30,470.00

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), RFP Attachment #1 shall not exceed:

\$ 60,940.00

V.5.b. CONSTRUCTION SERVICES FEES:

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

3.75 %

V.5.c. FEES FOR CHANGES:

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

3.75 %

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

10.0 %



5. Fee Proposal, 6. Cost Savings Sharing, & 7. Contracts

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

3.75 %

3.75 %

10.0 %

V.5.d. 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.

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

Bond cost as a percentage of the Cost of the Work 0.80 %

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 0 %

To Owner 100 %

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 RFP, 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.

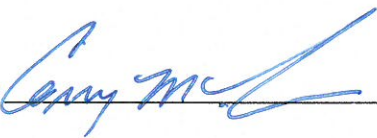
5. Fee Proposal, 6. Cost Savings Sharing, & 7. Contracts

Date: 8-12-19

Company: EMERICK CONSTRUCTION

By: COREY LOHMAN

Title: PRESIDENT

Signature: A handwritten signature in blue ink, appearing to read 'Corey M. Lohman', is written over a horizontal line.

5. Fee Proposal, 6. Cost Savings Sharing, & 7. Contracts

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.

FEE / PRICE PROPOSAL FORM

Monthly General Conditions Estimate				
<u>Staff Member Classification</u>	<u>Hourly Rate</u>	<u>Estimated Hours</u>	<u>Total per Staff Member Classification</u>	<u>Notes</u>
Project Executive (for project specific time only)	\$ 95.00	26	\$ 2,470.00	Jordan Fell
Project Manager	\$ 85.00	173	\$ 14,733.33	Bill Judge
Superintendence / Coordination	\$ 85.00	173	\$ 14,733.33	George Benes
General Foreman	\$ 75.00	87	\$ 6,500.00	Luke Neal
Project Engineer(s)	\$ 50.00	87	\$ 4,333.33	Daniel Waight
Field Engineer(s)	\$ 50.00	0	\$ -	Incl. in Project Engineer
MEP & CxA Coordination	\$ 65.00	0	\$ -	Included in Superintendent
Project Coordinator	\$ 40.00	0	\$ -	
BIM Coordinator	\$ 65.00	0	\$ -	Incl. in Engineer / Coordinator
Project Administrative Support (on-site only)	\$ 40.00	0	\$ -	Incl. in Engineer / Coordinator
Intern(s)	\$ 35.00	0	\$ -	
Scheduler	\$ 65.00	0	\$ -	Included in PM
Cost Engineer / Jobsite Accounting	\$ 45.00	0	\$ -	Incl. in Engineer / Coordinator
Project IT Support (on-site specific services only)	\$ 50.00	4	\$ 216.67	
Closeout Documentation	\$ 65.00	0	\$ -	Incl. in Engineer / Coordinator
Coordinate and obtain permits	\$ 50.00	2	\$ 108.33	
Commissioning Support	\$ 65.00	0	\$ -	Incl. in Engineer / Coordinator
CM/GC's Site Safety Management	\$ 75.00	26	\$ 1,950.00	
<u>Material</u>	<u>Unit Rate</u>	<u>Units</u>	<u>Total</u>	
Safety equipment, first aid supplies	\$ 200.00	1	\$ 200.00	
Additional copies of the Contract Documents, blue printing and reprographs	\$ 250.00	2	\$ 500.00	
Project specific software such as schedule and PMIS	\$ 750.00	1	\$ 750.00	
Drinking water / coffee	\$ 100.00	1	\$ 100.00	
CM/GC's field office	\$ 1,200.00	1	\$ 1,200.00	
Field office supplies and consumables	\$ 150.00	1	\$ 150.00	
Postage and Handling / FedEx	\$ 70.00	1	\$ 70.00	
Project Signage	\$ 70.00	1	\$ 70.00	
Waste Management	\$ 1,250.00	1	\$ 1,250.00	
Captive	\$ 3,575.00	0	\$ -	
Mobile communications	\$ 250.00	1	\$ 250.00	
Field office furniture & equipment	\$ 100.00	1	\$ 100.00	
TOTAL General Conditions Estimate - Monthly				\$ 49,685.00

Required Provisions

The proposal contains a statement that “the submitter of this proposal agrees to be bound by and will comply with the provisions of 279C.838, 279C.840 or 40 U.S.C. 3141 to 3148”;

We, Emerick Construction agree to the provisions of 279C.838, 279C.840 or 40 U.S.C. 3141 to 3148.

The proposer is registered with the Construction Contractors Board; and

CCB #10723 - Please see following page for copy of our license.

The proposal contains the proposer’s certification of nondiscrimination in obtaining required subcontractors in accordance with ORS 279A.110(4). (See OAR 137-049-0440(3))

Emerick states that under no circumstance do we or have we ever discriminated against anyone or company in obtaining required subcontractors in accordance with ORS 279A.110(4). (See OAR 137-049-0440(3)).

City Municipal Code Title 5, Chapter 5.04 requires all businesses conducting business inside the city limits of Oregon City to obtain an Oregon City business license. Therefore, the company selected to serve as the CM|GC for the Oregon City Public Library Renovation and Expansion must have a valid City of Oregon City business license. An application for an Oregon City business license is attached to this RFP as Attachment #5.

Emerick’s Metro Business License includes Oregon City as stated upon their website. Our metro number is, # 6383 – exp. 07/01/2020 Please see following page for copy of our license.



Required Provisions - CCB License

EMERICK CONSTRUCTION CO
7855 SW MOHAWK ST
TUALATIN OR 97062

CCB LICENSE 10723

RESIDENTIAL BOND: NONE
COMMERCIAL BOND: \$75,000
INSURANCE: \$1,000,000 / \$2,000,000
INDEP. CONT. STATUS: NONEXEMPT
RMI: LARRY SITZ
HOME INSPECTOR CERTIFIED: NO

CONSTRUCTION CONTRACTORS BOARD

LICENSE NUMBER: 10723
EXPIRATION DATE: 12/08/2020
ENTITY TYPE: Corporation
ENDORSEMENT(S): Commercial General Contractor Level 1

EMERICK CONSTRUCTION CO
7855 SW MOHAWK ST
TUALATIN OR 97062

⇐ ⇐ ⇐ ⇐ ⇐
POCKET CARD
⇐ ⇐ ⇐ ⇐ ⇐

*fold and detach
along
perforation*

↓ ↓ ↓ ↓ ↓
LICENSE CARD
↓ ↓ ↓ ↓ ↓

STATE OF OREGON CONSTRUCTION CONTRACTORS BOARD LICENSE CERTIFICATE

LICENSE NUMBER: 10723

This document certifies that:

EMERICK CONSTRUCTION CO
7855 SW MOHAWK ST
TUALATIN OR 97062

is licensed in accordance with Oregon Law as a Commercial General Contractor Level 1.

License Details:

EXPIRATION DATE: 12/08/2020
ENTITY TYPE: Corporation
INDEP. CONT. STATUS: NONEXEMPT
RESIDENTIAL BOND: NONE
COMMERCIAL BOND: \$75,000
INSURANCE: \$1,000,000 / \$2,000,000
RMI: LARRY SITZ
HOME INSPECTOR CERTIFIED: NO

Required Provisions - Metro Business License

CONTRACTOR'S BUSINESS LICENSE



Metro | *Making a great place*

Issued to:

Emerick Construction Company
7855 SW Mohawk Street
Tualatin OR 97062

License Number

6383

OCCB/OLCB Number

10723

Issued

05/28/2019

Expires

7/1/2020

600 NE Grand Ave., Portland, OR 97232-2736 503-797-1620 www.oregonmetro.gov/cbl

Appendix
Full resumes for “Key Team”



JORDAN FELL | PROJECT EXECUTIVE & PRE-CONSTRUCTION MANAGER

CONSTRUCTION SINCE 1996 | EMERICK SINCE 2013

EDUCATION B.S., Business Marketing, Portland State University
Business Marketing, Oregon State University, Carpenters Apprenticeship

Qualifications | Experience | Role

Jordan is the ideal Project Executive and Pre-construction Manager all-in-one for your Oregon City Operations Complex Development project with a proven record of success. Over the past five years, he has worked with public/critical facility projects for Lincoln City Police Department, North Lincoln Fire and Rescue, TVF&R, Clackamas Fire, and Woodburn Fire. Having recently worked with Woodburn Fire District and SJE A provides Jordan an additional layer of assimilation of synergy combined with a knowledge of SJE A's processes. His critical facility experience from pre-construction through project closeout and understanding of working with critical facilities will be a tremendously helpful resource to you.

Public Works | Critical Facility Projects

■ Tualatin Valley Fire & Rescue Projects - \$34M Contract

Client Reference: Mark Havener, Chief, (503) 259-1110, mark.havener@tvfr.com

Stations 51 and 52 - \$2.6M

Seismic upgrade of the roofing system, interior TI, kitchen, building addition and public areas.

Stations 64 and 69 - \$8M

Seismic upgrades, addition and TI of two 10,000 SF stations concurrently constructing temporary stations.

Station 55 - \$5.8M

New 10,200 SF station, sloped site in a residential neighborhood.

Station 39 - \$5.5M

New 10,000 SF station in Lake Oswego.

Logistics Service Center - \$11M

Retrofit of a 40,000 SF facility, conversion to accommodate, maintenance bays, machine shop and equipment storage. Land negotiation and redevelopment of 4.33 acres surrounding the facility.

■ Clackamas Fire District #1

Client Reference: Ryan Hari, Deputy Chief, ryan.hari@clackamasfire.com, 503-742-2771

Fleet Maintenance - \$7.4M

New 20,000 SF wood and steel framed fleet maintenance facility.

Station 16 - \$6.3M

New 12,200 SF wood frame with metal siding, demo of existing station.

Station 19 - \$6.4M

New 12,700 SF wood frame with metal siding and roof, slab on grade.

■ Lincoln City Police Department - \$10M

Client Reference: Jerry Palmer, Chief, jpalmer@lincolncity.org, 541-994-3636

New 18,500 SF police facility and demo of the existing station.

■ Woodburn Fire Station 21 - \$1.6M [with SJE A]

Client Reference: Joe Budge, Chief, office@woodburnfire.com 503-910-0269

Seismic upgrades of a 15,000 SF station.

■ North Lincoln Fire and Rescue Stations 1200 & 1400 - \$3.5M

Client Reference: Rob Dahlman, NLF&R Division Chief, rdahlman@nlfr.org, 541-996-2233

CM|CG contract for seismic upgrades and tenant improvements of both stations.



JORDAN FELL | PROJECT EXECUTIVE & PRE-CONSTRUCTION MANAGER

Responsibilities

Jordan will be responsible for pre-construction estimates and cost tracking in pre-construction and will support Dennis and Bill during pre-construction. He will be reviewing the constructability and budget reviews and looking for Value Engineering opportunities.

All mechanical and electrical plans will be under his supervision. *Jordan’s extensive knowledge of pre-construction and critical facilities estimating will benefit the project because he will be in charge of pooling all value engineering portions of the project.*

ASSIST ROLE

- Budgets for project
- Schematic Documents, Design review and input
- Value engineering
- Budget development and management work with Jordan
- Work collaboratively with team through schematic and design development
- Site investigation
- Ensure documents reflect site
- Schedule and recommendations for long-lead procurement

LEAD

- Final design & construction documents coordination review
- Identification of constructability issues, safe work practices and requirements
- Assessment and recommendations site logistics
- Subcontract procurement
- Site logistics
- GMP development
- Subcontractor evaluation/award Buyout



BILL JUDGE | PROJECT MANAGER

CONSTRUCTION SINCE 2010 | EMERICK SINCE 2010

EDUCATION BS, Construction Engineering Management | LEED AP and CESCL

Qualifications | Experience | Role

Over Bill's tenure at Emerick, he has worked on some of the most logistically challenging projects. Such as the \$8 million Portland International Airport - Carpet Replacement project. With over 14 million visitors over the course of the project, Bill and his team had to work in highly secure areas around the clock to manage the project. **Bill has been the main Project Manager for Tualatin Valley Fire and Rescue (TVF&R) fire stations, a \$34 million contract.** Bill is CESCL Certified and will be the point person for storm-water mitigation and erosion controls on-site.

ASSIST ROLE

- Budgets for project
- Schematic Documents, Design review and input
- Value engineering
- Budget development and management work with Jordan
- Work collaboratively with team through SD and DD
- Site investigation
- Ensure documents reflect site, Schedule and recommendations for long-lead procurement

LEAD

- Final design & construction documents coordination review
- Identification of constructability issues, safe work practices and requirements
- Assessment and recommendations site logistics
- Subcontract procurement
- Site logistics
- GMP development
- Subcontractor evaluation/award Buyout

Public Works | Critical Facility Projects

■ Tualatin Valley Fire & Rescue Projects - \$34M Contract

Client Reference: Mark Havener, Chief, (503) 259-1110, mark.havener@tvfr.com

Logistics Service Center - \$11M

Retrofit of a 40,000 SF facility, conversion to accommodate, maintenance bays, machine shop and equipment storage. Land negotiation and redevelopment of 4.33 acres surrounding the facility.

Station 39 - \$5.5M

New 10,000 SF station in Lake Oswego. Challenging neighborhood relationships.

Station 55 - \$5.8M

New 10,200 SF station on a sloping site in a residential neighborhood, substantial earthwork.

Public Building Projects

■ Lower Columbia Health and Science Building - \$23 M

New 70,000 sf 3-story building, the project was LEED Silver certified, constructed on the old site and green space, completed in 2014.

■ Jefferson High School Track and Field Replacement - \$1.2 M

Replacement of grass sports field with synthetic turf as well as a complete track, completed in a 2 month period in the summer of 2014.

■ Oregon State Wave Tank Replacement - \$350K

Demolition and installation of a new wave tank for the Oregon State University team in a quick turn project in an occupied facility, completed in 2014.

■ OIT Wilsonville - \$190K

Partial tenant improvement of three floors at OIT's Wilsonville campus, completed in 2014

Additional Projects

Din Tai Fung Restaurant, Washington square - \$3.7M
ALSCO Addition - Phase I and II - \$4M
PacTrust Courtyard and Building - \$14K

Portland International Airport, Carpet Replacement - \$8.5M
VCA (NW Vet Specialists) Clinic Conversion - \$1.6K



GEORGE BENES | SENIOR SUPERINTENDENT

CONSTRUCTION SINCE 1994 | EMERICK SINCE 1996

EDUCATION Superintendent Program - United Brotherhood of Carpenters and Joiners of America, Associate Sciences - Portland Community College

Qualifications | Experience | Role

George is one of our top Superintendents with superior communication skills and understands what it takes to run a complex project on a tight site and stay in direct communication with the owner so there are no surprises along the way. He has been the Superintendent on a number of complex occupied facilities over the past 25 years.

George worked on the Hewlett-Packard projects for years, a great example of complex projects in a secure facility, 24/7 operations, occupied, strict schedule and budget. George has also been working with Jordan and Bill on projects with Tualatin Valley Fire & Rescue and Clackamas Fire Station allowing him to become very familiar with critical facility and public work building processes and expectations. George has worked with the whole project team at one point or another on other projects and is well versed with how to work within a team atmosphere. George has earned a certification in CPR/ First Aid / Training / BBP along with being OSHA 10 and 30 Certified.

ASSIST ROLE

- Design Documents review and input
- Site investigation - ensure documents reflect site
- Support role to Jordan and Bill
- Design & Construction doc coordination review
- Identification of constructability issues, safe work practices and requirements
- Assessment and recommendation site logistics
- Staging area/mobilization plan
- QA/QC with John Stursa, our Safety Coordinator

Public Works | Critical Facility Projects

Tualatin Valley Fire & Rescue Projects - \$34M Contract

Client Reference: Mark Havener, Chief, (503) 259-1110, mark.havener@tvfr.com

Logistics Service Center - \$11M

Retrofit of a 40,000 SF facility, conversion to accommodate, maintenance bays, machine shop and equipment storage. Land negotiation and redevelopment of 4.33 acres surrounding the facility.

Stations 64 - \$3.4M

Seismic upgrades, addition and TI of a 10,000 SF station concurrently constructing its temporary station.

Clackamas Fire District #1 Projects - \$20M Contract

Client Reference: Ryan Hari, Deputy Chief, (503) 742-2771, Ryan.Hari@clackamasfire.com

CFD Station 19 - \$6.4M

New, single-story, type vb construction 12,700 SF building, slab on grade, wood framed with metal siding and roofing.

CFD Station 16 - \$6.3M

New 12,000 SF building, including apparatus bays, kitchen, sleeping rooms, multipurpose rooms.

Additional Projects

Hewlett Packard - \$15M+

Client Reference: Doug Benson, MBA, (503) 222-3753 ext 309, dbenson@merrymanbarnesarchitects.com

Interior TI, Office space renovation, clean room renovations, laboratory work, locker rooms, conference centers, data centers, high security areas - all projects we're fully occupied during construction.

Parkrose School District Renovation Projects - \$9M

Client Reference: Dan Hess, DOWA IBI, (503) 226-6950, Dan.Hess@dowa-ibigroup.com

Over the last four years we have worked closely with the Parkrose School District on several projects. Ranging from their Soccer Field, Complete building upgrades to New Multi-Purpose Room Additions. Completed 2014.



LUKE NEAL | GENERAL FOREMAN

CONSTRUCTION SINCE 2002 | EMERICK SINCE 2015

EDUCATION B.S., Civil Engineering
Engineer in Training, NW Carpenters Institute, Journeyman Carpenter

Qualifications | Experience | Role

Over the past few years, Luke has worked his way from Foreman to Field Superintendent. Having recently been on the Woodburn Fire Station 21 alongside Brandon as the Superintendent. Luke is excited about acting as the General Foreman on this project. Luke's presence on this project will provide your Operational Complex a cohesive and solid foundation from start to closeout as he has a great understanding of project operations and will be an integral team player to your Operations Complex project. Along with the fire station, Luke was a Foreman on the C-Tran Maintenance Facility project which has very similar attributes as your project! Luke has earned certifications in CPR and First Aid, along with being OSHA 30 Certified.

ASSIST ROLE

- Site investigation - ensure documents reflect site
- Support role to George, Bill and Jordan
- Design & Construction doc coordination review
- Identification of constructability issues, safe work practices and requirements
- Assessment and recommendation site logistics

Public Works | Critical Facility Projects

■ Woodburn Fire Station 21 - \$1.6M [with S|EA]

Client Reference: Fire Chief Joe Budge, office@woodburnfire.com 503-910-0269

Seismic upgrades of a 15,000 SF station.

■ C-Tran Maintenance Facility Expansion - \$10M

Client Reference: Chuck Green, C-Tran, Project Manager, (360) 906-7362

A new 16,311 SF, single-story, 26' tall, bus maintenance facility expansion to an existing 25,063 SF, multi-level, 24' tall, bus maintenance facility that was constructed in 1983. The new building will expand the facility onto the adjacent property to the south. Precast concrete panel construction and extensive site work.

■ BPA - Kalispell - \$2.5M

Client Reference: Daniel Guffey BPA Contracting Officer, daguffey@bpa.gov, 360-619-6083

Remodel of existing maintenance facility and re-roof of existing off-site substation storage building.

■ VCA Rock Creek Animal Hospital - \$563K

Client Reference: Kate Crippen, VCA Owners Rep, (541)345-7970, kathryn.crippen@vca.com

Addition of new offices and exam rooms and replacement of existing roofing. Interior finish upgrades including casework, flooring, painting, doors/frames/hardware, MEP upgrades. Self-performed exterior framing & concrete work.

Additional Projects

■ Oregon Jewish Museum - \$1.7M

TI of new Jewish Museum to add a café, restroom, and gift shop area to the first floor. Work includes metal studs, drywall, plumbing, mechanical, electrical, trenching, painting, tile, casework, new carpeting, and linoleum.

■ Mt. Angel High School Addition & Renovation - \$4.7M

■ Mt. Angel Middle School Addition & Renovation - \$2.8M

New main entry, commons addition, Seismic upgrade-gym, remodel of locker rooms and weight rooms and other remodel areas. Interior tenant improvements.

■ Alsco Addition - \$3.4M

This project consists of the construction of a 36,231 SF tilt-up concrete wall and steel roof-framed addition which will house the relocated Soiled Linen Department and Washroom.

