

GLADSTONE SCHOOL DISTRICT 115
JOHN WETTEN ELEMENTARY SCHOOL

SEISMIC REHABILITATION • PROPOSAL FOR CM/GC SERVICES



December 9, 2025

Dear Members of the Selection Committee,

Thank you for allowing P&C Construction to submit our qualifications to Gladstone School District. In the attached document, we have detailed the key factors that position our company as the ideal choice for the seismic rehabilitation of John Wetten Elementary. Before you review our qualifications, I would like to highlight what makes P&C so well suited to your project.

OUR CORE PRACTICE



CM/GC (which represents 92% of our total volume) is our preferred contracting method because it allows stakeholders to become true partners. Not just with the project, but with each other as team members. Our approach will lean on an open book approach with disciplined budget tracking, transparent contingencies and regular cost reconciliation so the District can make smart decisions in real time. We will also run structured subcontractor outreach and bid leveling, align packages with your schedule/SRGP funding and set a GMP only when the scope is clear and risks are understood.

OUR PROCESS



From day one we will strive to make preconstruction thorough and enjoyable. You will get fast, useful feedback that improves the project through constructability reviews, cost-benefit analysis tied to life-cycle value and strategic bid packaging for long-lead items. We will map alternates that protect the project's scope and schedule, track design evolution and escalation and continually monitor risk. We want our process to be tailored to your needs, not our own. This will help create a collaborative and predictable preconstruction phase that is respectful of your time.

OUR EXPERIENCE



Over just the past decade alone, our resume of similar projects surrounds John Wetten Elementary from all sides. Not only does this include four public projects in the City of Gladstone – the Civic Center, Public Works Facility, Public Library and a Learning Center for ClackCoKids - it also includes K-12 work in Oak Grove, Milwaukie, Clackamas and Oregon City. Knowing the area so well means that our team will start with context, not guesswork. This will translate into faster decision making for the District coupled with fewer surprises, precise coordination with local permitting officials (both at the City and County levels) and smoother coordination between stakeholders.

OUR ROOTS



P&C has been serving Clackamas County since the day of our founding – March 21st 1961, only a few short years after John Wetten began his celebrated career as a fifth-grade teacher for the Gladstone School District. Throughout the decades that followed, as Mr. Wetten (first a teacher, then a principal, volunteer and dedicated public servant) prepared children for life, P&C built the learning environments that reflect the County's pride in its schools. We are passionate about projects that last, but we're also interested in maintaining the relationships that make those projects unique.

The District and P&C's shared commitment to our local community (two of our proposed team members live a stone's throw away from the school) fused with the collaboration inherent in CM/GC contracting will lead to a level of success that cannot be measured by time or money. I believe that P&C is an ideal match for the District and that our firm can provide unmatched value to John Wetten Elementary. We truly appreciate this opportunity and we look forward to hearing from you.

Sincerely,



Brian Shoemaker, President
2133 NW York Street, Portland, OR 97210
(503) 665-0165
b.shoemaker@builtbypandc.com

P&C CONSTRUCTION

P&C's founders, Ray Pettyjohn and Don Campbell (shown below), wanted to start a local general contracting business that put quality and interpersonal relationships above everything else. As they liked to say at the time, "If a client wants a screen door hung... we'll go hang it!" They believed that no client was too small, no task too insignificant and that honest collaboration would set their company apart. We're proud to say that the values they established in 1961 remain in effect today.



FIRM OVERVIEW

DATE ESTABLISHED	MARCH 21, 1961
TIME IN INDUSTRY	64 CONTINUOUS YEARS
CCB NUMBER	38619
SPECIALIZING IN	CM/GC CONTRACTING
SERVICE AREA	OREGON & SW WASHINGTON

REVENUE

2020	\$93,500,000
2021	\$69,000,000
2022	\$95,500,000
2023	\$65,900,000
2024	\$68,000,000

BONDING

2020	\$125,000,000
2021	\$125,000,000
2022	\$125,000,000
2023	\$125,000,000
2024	\$125,000,000

TYPE OF WORK & CAPABILITIES THAT WILL DIRECTLY BENEFIT JOHN WETTEN ELEMENTARY SCHOOL

92%

— TOTAL VOLUME IS —
CM/GC
CONTRACTING

10+
— PROJECTS WITH —
ZCS

- Real-time Planning with Local Familiarity ✓
- Full Understanding of Local Statutes & Requirements ✓
- Thorough site Investigations in Liquefaction Areas ✓
- Deep Relationships with Local Subcontractors & Suppliers ✓
- Early Work Packages to Verify Existing Conditions ✓
- Zero Impact to Local Neighbors & Max Patterson Park ✓
- Streamlined Permitting with City & County ✓
- Upgrading K-12 Gyms Constructed in the 1950's ✓
- Clean Review & Submittal Processes ✓
- Avoided Late Surprises & Rework ✓
- Clean Closeout Process with Local Inspectors ✓
- Warranty Support Close at Hand ✓

100+

IN
CLACKAMAS
COUNTY

4

IN
THE CITY OF
GLADSTONE

PROJECT EXPERIENCE

Shown below is a sampling of P&C's recent projects of a similar nature performed within the last five (5) years (their scopes closely mirror the John Wetten project - see matrix to the right). We are familiar with Oregon's Seismic Rehabilitation Grant Program (SRGP) requirements and the documentation, inspections and cost controls that come with it. This experience will help us validate scope early, protect the District's budget and prioritize structural work that delivers the greatest life-safety benefit for every grant dollar spent.

SCOPE SIMILAR TO JOHN WETTEN ES									
M/GC WITH A GMP	K-12 CAMPUS	SEISMIC REHABILITATION	WOOD-FRAMED	SEISMIC STATE GRANT	WALL STRENGTHENING	ROOF STRENGTHENING	BRACING INSTALLATION	CONSTRUCTABILITY	VALUE ENGINEERING

PATTON MIDDLE SCHOOL



This project required careful coordination between three engineering firms (structural, pile, geotech). It was originally phased to occur through the school year, but P&C reduced the schedule by 5 months (see Pg. 18).

OWNER	McMINNVILLE SCHOOL DISTRICT BRIAN CHAIN, (503) 565-4022
ARCHITECT	IBI GROUP JIM FITZPATRICK, (503) 307-8250
CONSTRUCTION MANAGER	CORNERSTONE JOHN ABEL, (503) 705-4640
COMPLETED	SEPTEMBER 2022
FINAL AMOUNT	\$4,014,656
CHANGE ORDERS	(-\$485,344)

✓	✓	✓	✓		✓		✓	✓	✓
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FIVE OAKS MIDDLE SCHOOL



Scope included replacing existing built-up roofing with new TPO roofing system, new gym rooftop upgrades, new rooftop exhaust fans and curbs, new gym floors, new gym bleachers, and new interior CMU shear walls.

OWNER	BEAVERTON SCHOOL DISTRICT KELLY LAVERNE, (503) 356-4587
ARCHITECT	CIDA ARCHITECTURE LESLIE JONES, (503) 226-1285
CONSTRUCTION MANAGER	N/A
COMPLETED	SEPTEMBER 2023
FINAL AMOUNT	\$12,586,807
CHANGE ORDERS	\$1,030,555 (OWNER ADDED SCOPE)

✓	✓	✓	✓		✓	✓	✓	✓	✓
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JFK HIGH SCHOOL



The portion of the school that will receive seismic rehabilitation (over the course of single summer) consists of approximately 10,000 sf to strengthen the building to "Immediate Occupancy" performance level.

OWNER	MT. ANGEL SCHOOL DISTRICT MARTY BUTTS, (503) 845-2345
ARCHITECT	BRIC ARCHITECTURE DAN HESS, (503) 970-4485
CONSTRUCTION MANAGER	OTAK MANAGEMENT BOB COLLINS, (503) 287-6825
COMPLETED	AUGUST 2026
FINAL AMOUNT	\$1,670,000
CHANGE ORDERS	\$0

✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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PUBLIC AGENCIES & PUBLIC CONTRACTING

P&C has been working with public agencies throughout the Metro area for over fifty (50) years. As such, we are deeply familiar with public contracting statutes and requirements. More importantly, we have been steadily working in Gladstone for the past decade helping to shape the City's revitalization plan that, so far, has included some of its most important landmarks. This means we will bring a proven approach to the rehabilitation of John Wetten Elementary that focuses on the specific statutes this project will require.

SCOPE SIMILAR TO JOHN WETTEN KE									
CITY OF GLADSTONE	PUBLIC CONTRACTING	CODE: ORS 279A	CODE: ORS 279B	CODE: ORS 279C	CODE: ORS 279C.337	CITY MUNICIPAL CODES	BOLI PWR	CLACKAMAS COUNTY	COMMUNITY BASED

GLADSTONE CIVIC CENTER

GLADSTONE, OR



This brand-new 22,000 sf facility houses Gladstone's City Hall & Police Department. It consists of two distinct wings joined by a beautiful and bright lobby with exposed CLT featuring murals of Gladstone's history.

OWNER	CITY OF GLADSTONE JACQUE BETZ, (503) 656-5225
ARCHITECT	SEA ARCHITECTS SID SCOTT, (503) 226-3617
CONSTRUCTION MANAGER	SOJ MANAGEMENT KIM KNOX, (503) 242-0084
COMPLETED	MAY 2020
FINAL AMOUNT	\$13,101,813
CHANGE ORDERS	\$351,813 (OWNER ADDED SCOPE)

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

GLADSTONE PUBLIC WORKS FACILITY

GLADSTONE, OR



This renovation of the City's existing 5,200 sf public works facility included recladding the shop with energy efficient insulated metal panels. The project was completed nearly one month early with savings returned to the City.

OWNER	CITY OF GLADSTONE JACQUE VETZ, (503) 656-5225
ARCHITECT	SEA ARCHITECTS BRANDON DOLE, (503) 896-5313
CONSTRUCTION MANAGER	SOJ MANAGEMENT KIM KNOX, (503) 242-0084
COMPLETED	APRIL 2024
FINAL AMOUNT	\$4,399,445
CHANGE ORDERS	(-\$199,445)

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

GLADSTONE PUBLIC LIBRARY

GLADSTONE, OR



This CM/GC project is part of Gladstone's "Revitalize Downtown" project and included the demolition of the City's former City Hall to make room for a brand-new, 6,000 sf library that features community meeting spaces.

OWNER	CLACKAMAS COUNTY JASON VARGA, (503) 351-4012
ARCHITECT	OPSI ARCHITECTURE SINA MEIER, (503) 525-9511
CONSTRUCTION MANAGER	N/A
COMPLETED	AUGUST 2024
FINAL AMOUNT	\$11,281,334
CHANGE ORDERS	\$544,351 (OWNER ADDED SCOPE)

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

REMODELING WITH ZCS

Below are three more examples of seismic K-12 projects, more specifically where interior and exterior remodeling was done to existing timber framed structures (all three of which were collaborations with ZCS). Once more, their scopes closely align with the likely elements the District wants for John Wetten Elementary (see below). This experience will translate to a comprehensive preconstruction phase that leads to fewer surprises, streamlined permitting and a smooth turnover at the end of summer break.

SCOPE SIMILAR TO JOHN WETTEN ES									
CM/GC WITH A GMP	K-12 CAMPUS	SEISMIC REHABILITATION	ZCS ENGINEERING	WOOD-FRAMED	CLACKAMAS COUNTY	WALL STRENGTHENING	ROOF STRENGTHENING	CONSTRUCTIBILITY	VALUE-ENGINEERING

ALDER CREEK MIDDLE SCHOOL



Scope on this ZCS collaboration included major seismic upgrades, mechanical and plumbing upgrades, security upgrades, a new covered play area, and site work to the parking to improve traffic flow.

OWNER	NORTH CLACKAMAS SCHOOL DISTRICT RON STEWART, (503) 353-6000
ARCHITECT	DLR GROUP DALTON GENY, (503) 274-2675
CONSTRUCTION MANAGER	HEERY INTERNATIONAL SHAUN STUHLDRYER, (503) 924-9422
COMPLETED	JANUARY 2020
FINAL AMOUNT	\$18,839,180
CHANGE ORDERS	\$514,230 (OWNER ADDED SCOPE)

✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

TUMWATA MIDDLE SCHOOL



Scope on this ZCS collaboration included major seismic upgrades, security upgrades, HVAC replacement, plumbing improvements, roof work, technology upgrades, drop-off/pick-up improvements and security upgrades.

OWNER	OREGON CITY SCHOOL DISTRICT KYLE LAIER, (360) 931-1799
ARCHITECT	BRIC ARCHITECTURE DAVID JOHNSON, (503) 595-4900
CONSTRUCTION MANAGER	OTAK MANAGEMENT JOHN GUIHER, (360) 787-1835
COMPLETED	NOVEMBER 2021
FINAL AMOUNT	\$36,667,384
CHANGE ORDERS	\$4,975,200 (OWNER ADDED SCOPE)

✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

CONCORD COMMUNITY SCHOOL



The historic school building is being preserved for public use as a community center with important upgrades to the building for safety and accessibility, a brand-new roof, HVAC improvements and ADA compliance upgrades.

OWNER	CLACKAMAS COUNTY JASON VARGA, (503) 351-4012
ARCHITECT	OPIS ARCHITECTURE SINA MEIER, (503) 525-9511
CONSTRUCTION MANAGER	N/A
COMPLETED	OCTOBER 2025
FINAL AMOUNT	\$8,985,000
CHANGE ORDERS	\$741,655 (OWNER ADDED SCOPE)

✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

CM/GC EXPERIENCE

With CM/GC contracting accounting for 92% of P&C's total volume, we have successfully delivered a variety of K-12 seismic renovations throughout Clackamas County. Shown below are three recent highlights (Schellenberg was also completed with ZCS). Not only were they completed in the same community, but their scopes also closely mirror the scope required to make the work at John Wetten a success (see below). This repeatable "playbook" will help reduce change orders and maximize the District's budget.

SCOPE SIMILAR TO JOHN WETTEN									
CM/GC WITH A GMP	K-12 CAMPUS	SEISMIC REHABILITATION	WOOD-FRAMED	CLACKAMAS COUNTY	WALL STRENGTHENING	ROOF STRENGTHENING	BRACING INSTALLATION	CO-HS TRUCTABILITY	VALUE-ENGINEERING

WHITCOMB ELEMENTARY SCHOOL

MILWAUKIE, OR



This 52,000 sf renovation included seismic improvements, system upgrades, a new sprinkler system, hazardous abatement, new flooring, acoustical ceilings, new paint, expanded parking and security updates.

OWNER	NORTH CLACKAMAS SCHOOL DISTRICT RON STEWART, (503) 353-6000
ARCHITECT	OPSIS ARCHITECTURE MARK STOLLER, (503) 943-6209
CONSTRUCTION MANAGER	N/A
COMPLETED	APRIL 2019
GMP	\$13,000,000
FINAL COW	\$13,916,005 (OWNER DIRECTED SCOPE)

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

SUNNYSIDE ELEMENTARY SCHOOL

CLACKAMAS, OR



This project involved seismic upgrades, a new classroom space and a building addition, as well as an expansion of the sprinkler system, water distribution system upgrades, and the reconfiguration of the drop-off/pick-up areas.

OWNER	NORTH CLACKAMAS SCHOOL DISTRICT RON STEWART, (503) 353-6000
ARCHITECT	DLR GROUP TIM GAINEY, (503) 274-2675
CONSTRUCTION MANAGER	HEERY INTERNATIONAL SHAUN STUHLDRYER, (503) 924-9422
COMPLETED	AUGUST 2019
GMP	\$12,578,743
FINAL COW	\$13,336,208 (OWNER DIRECTED SCOPE)

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

SCELLENBERG SOUTH CAMPUS

MILWAUKIE, OR



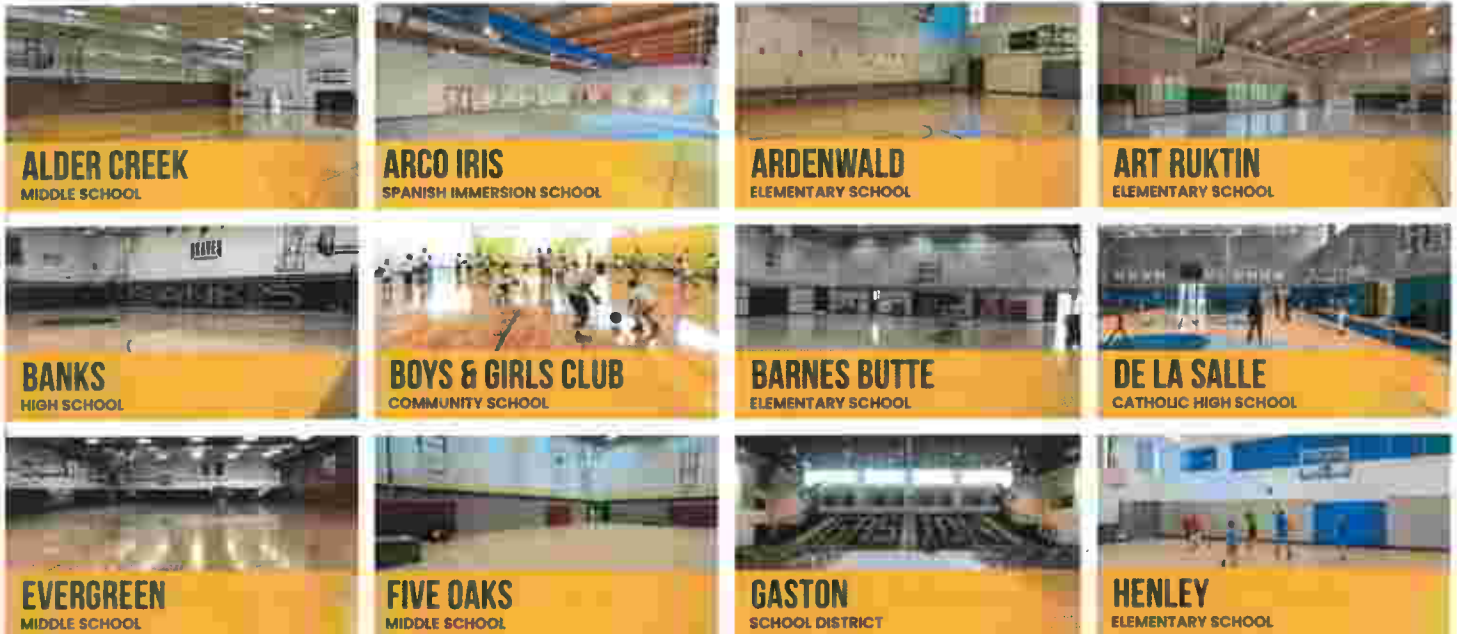
This seismic rehabilitation included regular tours for students to study drawings and review documents to see how information was translated into real-life structures throughout the construction phase.

OWNER	NORTH CLACKAMAS SCHOOL DISTRICT RON STEWART, (503) 353-6000
ARCHITECT	DLR GROUP TIM GAINEY, (503) 274-2675
CONSTRUCTION MANAGER	HEERY INTERNATIONAL SHAUN STUHLDRYER, (503) 924-9422
COMPLETED	DECEMBER 2020
GMP	\$13,894,065
FINAL COW	\$15,234,065 (OWNER DIRECTED SCOPE)

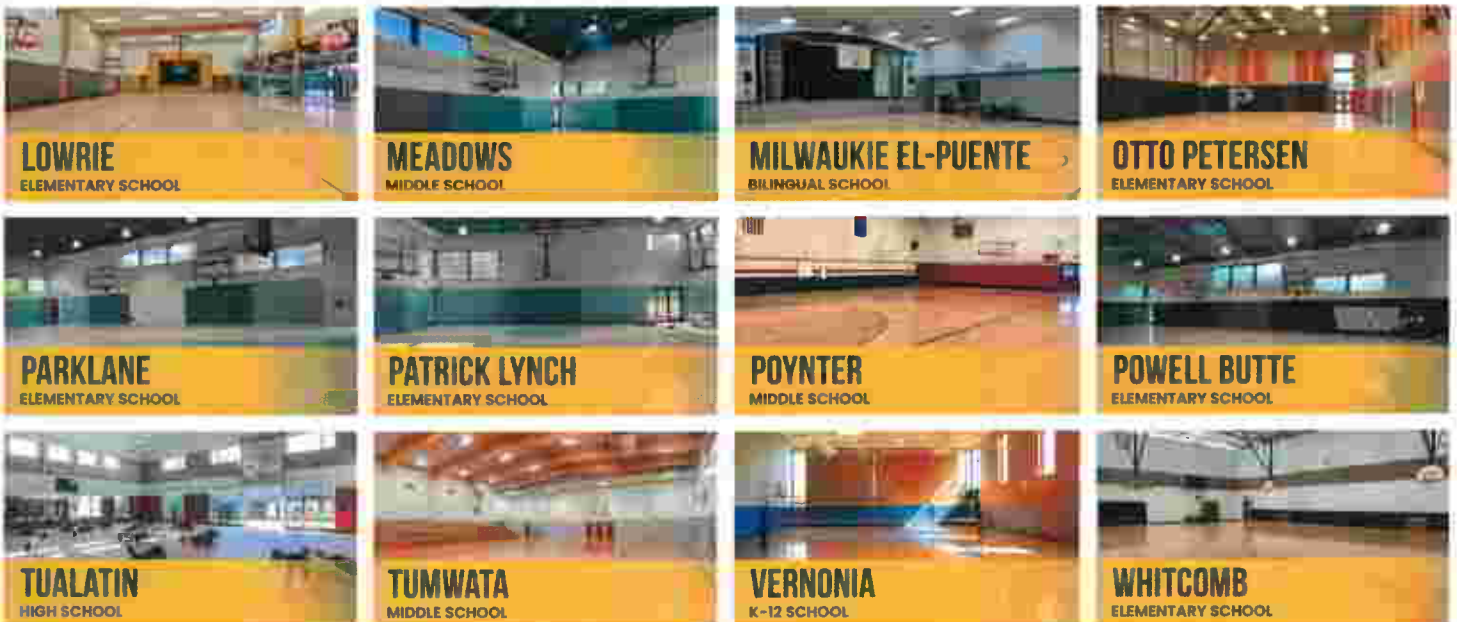
✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

THE RIGHT EXPERIENCE

As one of Oregon's leading K-12 school CM/GC contractors, we know that completing seismic improvements for existing gyms can present a great challenge. Seismic gym work requires a higher level of effective, thorough planning during preconstruction and concise communication with the school and its staff during construction. However, P&C has the experience and the preconstruction services to effectively manage the work at the John Wetten without sacrificing quality or impacting the District's capped budget.



3+ DECADES TRANSFORMING OREGON'S K-12 GYMS



With our vast experience working on K-12 gyms we've gained an acute understanding of what makes projects like these so successful – open and honest collaboration. That is precisely how P&C will use our experience to ensure that every scope decision (V/E, alternates means and methods) are in service of the ASCE 41-17 "Immediate Occupancy" performance level for the gym at John Wetten Elementary School.

ORGANIZATIONAL CHART

To successfully bring John Wetten Elementary School to "Immediate Occupancy," we have put together a team comprised of our most experienced and talented P&C employees. A true group of collaborative thinkers, this team brings with it a vast array of CM/GC experience on educational facilities.



A PROVEN TEAM

When a CM/GC team has already built together (especially on similar projects), they start faster, communicate clearer and collectively manage risk with fewer blind spots. Using proven meeting strategies, RFI's and submittal methods and decision-making thresholds, The District and ZCS will immediately feel like you're already crucial pieces of a proven team. This will quickly align everyone on constructability and scope clarity, which will be a top priority given the fast-track nature and current status of the project's schedule. Shown below are percentages of potential time saved based on internal benchmarks (from similar CM/GC projects where team members have worked together).



DUTIES & RESPONSIBILITIES OF INDIVIDUALS WHO ARE NOT FULL TIME

The management and support team members below bring with them over 75 years of collective experience, which includes working together on dozens of similar K-12 projects.

They were specifically chosen for your seismic rehabilitation because they all have experience and traits we believe the District and ZCS (and the rest of our team) needs to make this project successful: CM/GC contracting and high quality construction.

Together, they will produce work that is cost effective, high performance, energy efficient, and delivered as quickly as possible with minimal disruption to the District's existing programs. For more relevant information on these team members (as well as those featured on the previous page), please refer to resumes found in this tab.

			OPEN COLLABORATION	CM/GC CONTRACTING	QUALITY CONSTRUCTION	COMPLEX RENOVATIONS
 BRIAN SHOEMAKER P&C PRESIDENT 24 YEARS IN CONSTRUCTION	Throughout his career in construction, Brian has specialized in CM/GC projects and has overseen dozens of projects for school districts throughout Oregon. As P&C's President, Brian will provide leadership and oversight to the project team, taking an active role during all phases as a dependable resource for lessons learned. His specific duties will include: - Contract Signatory - Team Support - Reinforce P&C Culture - Project Oversight - Team Leadership - Mentorship Brian's "hands on" approach to collaborative contracting will ensure he understands every detail of John Wetten Elementary.		✓	✓	✓	✓
 PARKER VERHAEGHE SENIOR PM & PRECON MGR. 18 YEARS IN CONSTRUCTION	Since joining P&C in 2007, Parker has focused his attention almost exclusively on CM/GC projects throughout Oregon. That experience has covered everything from new construction to smaller tenant improvements and everything in between. As someone who thrives on details, Parker gets things done accurately and on time. His duties will include: - Main Point of Contact - Transparent Budgeting - Risk Mitigation - Project Leadership - Cost Validation - Value Engineering His passion and invaluable experience is precisely why Parker was chosen lead this project.		✓	✓	✓	✓
 DAVE VAN VLECK QUALITY CONTROL MGR. 30 YEARS IN CONSTRUCTION	Dave was a long-time superintendent for P&C and uses his experience to manage P&C's manpower and oversee resources on all our projects. His involvement in resource planning and scheduling will be crucial to the success of the rehabilitation work. He will be a regular presence on site working closely with our proposed superintendent. - Site Investigations - Schedule Control - Quality Control - Hazard Analysis - Resource Management - Site Team Support From start to finish, Dave will optimize the project's resources, oversee our quality control program and minimize scheduling risks.		✓	✓	✓	✓
 JARED HANSON SAFETY COORDINATOR 7 YEARS IN CONSTRUCTION	Jared leverages dozens of similar renovation experience both in the field and as a team leader. As P&C's Safety Coordinator, he brings real-life building skills and best safety practices experience to our job sites. His drive for critical analysis and passion for people will ensure your project is completed in a safe and efficient manner. His duties will include: - Safety Oversight - Safety Training - Risk Mitigation - Hazard Analysis - Site Logistics - Compliance Jared's leadership will play a crucial role in ensuring the safety of every single person building on site.		✓	✓	✓	✓



BRIAN SHOEMAKER

P&C President

Since joining P&C in 2004, Brian has been recognized for his outstanding performance on a variety of CM/GC projects for K-12 clients throughout Oregon. His "hands-on" approach guarantees that he understands the details of every project he oversees, while maintaining a big-picture view of the challenges ahead. Most importantly, he has worked extensively alongside each proposed team member; their established synergy will be crucial in not only completing the seismic rehabilitation on time, but also ensuring everyone has a great experience from start to finish.

24

Years in Construction

21 years with P&C

EDUCATION

*Portland State University
Bachelor's Degree
Civil Engineering*

PROJECT ROLES

*Contract Signatory
District Support
Preconstruction Mentoship
Construction Progress Review
Project Oversight
Reinforce P&C Culture*

TIME COMMITMENT

*Preconstruction: 5%
Construction: 5%*

RELEVANT EXPERIENCE

JFK High School Seismic Rehabilitation | *Mt. Angel, Oregon*

With an Oregon Seismic Rehabilitation Grant this "summer wonder" included 10,000 sf of structural upgrades and various interior renovations.

Sabin Manufacturing High School Seismic Rehabilitation | *Milwaukie, Oregon*

This multi-phased CM/GC seismic rehabilitation included work throughout the existing school that was fully occupied throughout construction.

Sherwood High School | *Sherwood, Oregon*

This CM/GC, two-phased project completed over two summer periods included a roof replacement, seismic upgrades, HVAC upgrades and interior remodeling.

Patton Middle School | *McMinnville, Oregon*

This CM/GC seismic rehabilitation allowed our team to reduce the number of piles to 290 (from 900) which saved five months and \$485,344.

Tualatin High School Improvements | *Tualatin, Oregon*

This CM/GC project included remodeled interior spaces, support facilities, as well as structural upgrades on the fully occupied campus.

Sunnyside Elementary School Addition & Modernization | *Clackamas, Oregon*

This project included a new classroom space and a building addition, the removal of portable classrooms, as well as various site work and upgrades.

Neah-Kah-Nie High School Campus Expansion | *Rockaway Beach, Oregon*

This CM/GC project included a new, 38,000 sf, two-story middle school and the complete seismic renovation to an 82,000 sf fully occupied campus.

Centennial School District Improvements | *Portland, Oregon*

This project included concurrent work across four occupied school sites with interior renovations, site work, new additions and structural improvements.



PATTON MIDDLE SCHOOL | **MT. ANGEL, OREGON**



PARKER VERHAEGHE

Preconstruction Manager & Sr. Project Manager

As a life-long Gladstone resident with an 18-year career rooted in educational construction, Parker's role doesn't end with project management. More than ensuring his projects meet or beat their budgets and schedules, Parker creates built environments that make students feel like they matter. He is P&C's "Educational" polymath: part "boots-on-the-ground" builder, part "idea architect" and full-time mentor to his field team. Whether he's shaping the next wave of talent at Oregon State (leading P&C's internship program) or rallying teams around a shared vision, Parker's leadership hums with care, clarity and purpose.

18

Years in Construction

18 years with P&C

EDUCATION

*Oregon State University
Bachelor's of Science Degree
Construction Engineering Mgmt.*

PROJECT ROLES

*Main Point of Contact
Transparent Budgeting
Cost Validation
Risk Mitigation
Construction Oversight
Constructability Lead*

TIME COMMITMENT

*Preconstruction: 30%
Construction: 20%*

RELEVANT EXPERIENCE

Gaston School District Improvements | *Gaston, Oregon*

The project included a new, 30,000 sf multi-purpose building, site and campus development, and seismic upgrades at the existing elementary school.

JFK High School Seismic Rehabilitation | *Mt. Angel, Oregon*

With an Oregon Seismic Rehabilitation Grant this "summer wonder" included 10,000 sf of structural upgrades and various interior renovations.

Sabin Manufacturing High School Seismic Rehabilitation | *Milwaukie, Oregon*

This multi-phased CM/GC seismic rehabilitation included work throughout the existing school that was fully occupied throughout construction.

Patton Middle School | *McMinnville, Oregon*

This CM/GC seismic rehabilitation allowed our team to reduce the number of piles to 290 (from 900) which saved five months and \$485,344.

Tumwata Middle School | *Oregon City, Oregon*

This CM/GC, two-phased, fully occupied project included extensive seismic upgrades, security upgrades, a full HVAC replacement, parking and exterior improvements.

Salem-Keizer Summer 2015 Projects | *Salem, Oregon*

This project involved concurrent facility improvements at six (6) occupied schools and included various structural and site improvements.

Alder Creek Middle School | *Milwaukie, Oregon*

This CM/GC project included major seismic improvements, mechanical and plumbing upgrades, security upgrades, a new covered play area and stadium.

Newberg School District Improvement Project | *Newberg, Oregon*

This CM/GC project involved renovation and seismic work at twelve facilities under one contract - 10 schools, the district office and the physical plant.



SABIN MANUFACTURING HIGH SCHOOL | MILWAUKIE, OREGON



ELIZABETH AGULIAR

Project Manager

Since joining P&C, Elizabeth has worked on a variety of projects that were specifically designed for improve the communities around them. This includes the DJC Top Project of 2024, Hidden Creek Park West in Hillsboro and the Beaverton Congregate Shelter (which wrapped up construction this past November: two months early with savings returned to the City). She will work to find achievable and cost-effective options while ensuring John Wetten stays on schedule and on budget.

11

Years in Construction

EDUCATION

*Liberal Arts and Paralegal Studies
Santa Ana College*

PROJECT ROLES

*Constructability Review
Budget Tracking
Long-Lead Procurement
Design Coordination
Estimate Reviews
Value Engineering*

TIME COMMITMENT

*Preconstruction: 10%
Construction: 100%*

RELEVANT EXPERIENCE

Beaverton Congregate Shelter | *Beaverton, Oregon*

This CM/GC project included a 12,000 sf renovation of a two existing retail spaces into a year-round shelter for the City of Beaverton.

Hidden Creek Park West | *Hillsboro, Oregon*

This award-winning CM/GC project included natural play features, a sand and water play area, runnel paving, naturalistic plantings and Oro the Forest Giant.

Irrington Club | *Portland, Oregon*

This complex renovation of the historic landmark in NE Portland is designed to update the existing facility while keeping it's unique character intact.

New Narrative Tenant Improvement | *Tigard, Oregon*

This complex repair to New Narrative's Tigard facility occurred on a tight operational site within a quiet area surrounded by residential homes and businesses.

Mt. Angel JFK High School | *Mt. Angel, Oregon*

This CM/GC project includes a complex renovation of the existing high school with structural and exterior improvements.

Columbia Residential Center | *Portland, Oregon*

This development featured brand-new apartment units, shared kitchen spaces, a workout room, refrigerated lockers, a conference center and dog park.

Grant High School | *Portland, Oregon*

The project involved the modernization of Grant High School with upgraded interiors, seismic and façade improvements, new turf and natural fields.

Block 216 Ritz Hotel | *Portland, Oregon*

Scope of work at 158,000 sf building included interior drywall to five levels of parking structure, banquet floors, ballrooms and shaft systems.



BEAVERTON YEAR-ROUND SHELTER | **BEAVERTON, OREGON**



BRAD ESLER

Superintendent

Living just a stone's throw John Wetten Elementary, Brad has been in the industry for 41 years (all with P&C). He has been involved in all facets of construction throughout his storied career. With so much experience under his belt (including recently completed Gladstone Public Library), he has seen and experienced everything a jobsite can produce. Once the project kicks off, he will utilize constructability to help the team find ways to reduce project costs without negatively impacting the learning center's quality. Once construction begins he will "own" the site to ensure the project continues to run smoothly.

41

Years in Construction

EDUCATION

Benson Polytechnic
Carpenter's Apprenticeship

PROJECT ROLES

Constructability Review
Logistics Planning
Phasing Strategy
QA/QC
Material Selection
Value Engineering
Site Safety

TIME COMMITMENT

Preconstruction: 20%
Construction: 100%

RELEVANT EXPERIENCE

Gladstone Public Library | Gladstone, Oregon

This CM/CG project with Opsis Architecture included the construction of a brand-new 6,000 sf public library to help revitalize the City's downtown.

Tumwata Middle School | Oregon City, Oregon

This CM/GC, two-phased, fully occupied project included extensive seismic upgrades, a full HVAC replacement, parking and new playground.

Banks Middle School & High School | Banks, Oregon

This CM/GC project included a 30,000 SF, two-story addition to the middle school and a brand-new addition to the high school – all on an occupied campus.

Oregon City School District TMF | Oregon City, Oregon

This CM/GC project included a 30,000 sf concrete tilt up and structural steel facility with transportation bays, support offices and parking.

Scappoose High School Expansion | Scappoose, Oregon

This CM/GC project included construction of a 21,000 SF concrete tilt up addition, extensive interior remodeling - all completed while the school was fully occupied.

Oregon Manufacturing Innovation Center R&D Facility | Scappoose, Oregon

This CM/GC project included a complete renovation to the existing research and development center including ADA improvements and structural upgrades.

Hosford Middle School | Portland, Oregon

This fully occupied site project for involved extensive renovations, reroofing, seismic and ADA upgrades, and the addition of an elevator and stair tower.

Hermiston School District | Hermiston, Oregon

This CM/GC project was completed over a 10-week summer period and involved extensive roof replacements and HVAC improvements.



TUMWATA MIDDLE SCHOOL OREGON CITY, OREGON



DERRICK DINGMAN

Sr. Estimator

Derrick joined P&C as an intern and since that time he has become a seasoned estimator specializing in complex renovations. He is very well organized and excels at value engineering, cost analysis, constructability review, comprehensive bid packages and quantity take offs. He will maintain resource information on products, vendors and subcontractors. Derrick's expertise in programs like Procore, Bluebeam, and Revit will provide crucial support throughout the preconstruction phase.

16

Years in Construction

16 years with P&C

EDUCATION

*Portland Community College
AAS Building Construction
Technology*

PROJECT ROLES

*Detailed Estimating
Constructability Review
Value Engineering
Cost Validation
Risk Management
Sub Procurement*

TIME COMMITMENT

*Preconstruction: 15%
Construction: 5%*

RELEVANT EXPERIENCE

JFK High School Seismic Rehabilitation | *Mt. Angel, Oregon*

With an Oregon Seismic Rehabilitation Grant this "summer wonder" included 10,000 sf of structural upgrades and various interior renovations.

Tumwata Middle School | *Oregon City, Oregon*

This CM/GC, two-phased, fully occupied project included extensive seismic upgrades, a full HVAC replacement, parking and new playground.

Sunnyside Elementary School | *Clackamas, Oregon*

This project included a new classroom space and a building addition, the removal of portable classrooms, as well as various site work and upgrades.

Tualatin High School Improvements | *Tualatin, Oregon*

This project involved five (5) single-story additions, remodeled interior spaces, support facilities, as well as new administrative offices.

Sabin Manufacturing High School Seismic Rehabilitation | *Milwaukie, Oregon*

This multi-phased CM/GC seismic rehabilitation included work throughout the existing school that was fully occupied throughout construction.

Concord Community School | *Oak Lodge, Oregon*

This CM/GC project included a complete renovation of the historic community building with a new library addition and new playground.

R.A. Brown Middle School | *Hillsboro, Oregon*

This CM/GC project included major seismic improvements, mechanical and plumbing upgrades, security upgrades, a new covered play area and stadium.

Aloha High School | *Aloha, Oregon*

This phased renovation occurred over two-years and included a complete replacement of the existing HVAC system.



JFK HIGH SCHOOL | **MT. ANGEL, OREGON**



DAVE VAN VLECK

Quality Control Manager

Raised in a construction family, Dave has been involved in the building trades for as long as he can remember. He was a long-time Site Superintendent for P&C and now uses his experience and expertise to manage P&C's manpower and oversee quality control on all our projects. In addition to his quality control and assurance oversight during construction, his preconstruction involvement in resource planning, constructability review, early site investigations and precise scheduling will be crucial to the success of your seismic rehabilitation.

30

Years in Construction

30 years with P&C

EDUCATION

*Carpenter's Apprenticeship
Program of Portland*

PROJECT ROLES

*QA/QC
Resource Allocation
Constructability Review
Site Investigations
Schedule Management
Material Procurement*

TIME COMMITMENT

*Preconstruction: 10%
Construction: 10%*

RELEVANT EXPERIENCE

JFK High School Seismic Rehabilitation | *Mt. Angel, Oregon*

With an Oregon Seismic Rehabilitation Grant this "summer wonder" included 10,000 sf of structural upgrades and various interior renovations.

Sabin Manufacturing High School Seismic Rehabilitation | *Milwaukie, Oregon*

This multi-phased CM/GC seismic rehabilitation included work throughout the existing school that was fully occupied throughout construction.

Gaston School District Improvements | *Gaston, Oregon*

The project included a new, 30,000 sf multi-purpose building, site and campus development, and seismic upgrades at the existing elementary school.

Patton Middle School | *McMinnville, Oregon*

This CM/GC seismic rehabilitation allowed our team to reduce the number of piles to 290 (from 900) which saved five months and \$485,344.

Tualatin High School Improvements | *Tualatin, Oregon*

This CM/GC project included remodeled interior spaces, support facilities, as well as structural upgrades on the fully occupied campus.

Tumwata Middle School | *Oregon City, Oregon*

This CM/GC, two-phased, fully occupied project included extensive seismic upgrades, security upgrades, a full HVAC replacement, parking and exterior improvements.

Sherwood High School | *Sherwood, Oregon*

This CM/GC, two-phased project completed over two summer periods included a roof replacement, seismic upgrades, HVAC upgrades and interior remodeling.

Whitcomb Elementary School | *Whitcomb, Oregon*

This CM/GC project involved two new classroom additions, a 52,000 SF renovation of the existing school including seismic upgrades, new flooring and security upgrades.



GASTON SCHOOL DISTRICT | GASTON, OREGON



JARED HANSON

Safety Coordinator

As a team leader and P&C's Safety Coordinator, Jared brings real-life building skills and best safety practices experience to our job sites. He will work directly with our team and the Gladstone School District to develop a site-specific safety plan designed specifically for John Wetten Elementary. He will also look for ways to keep the site especially safe for the areas immediately surrounding the school. Jared's drive for critical analysis, continual process improvement, and passion for people will ensure the work is completed as safely as possible.

7

Years in Construction

EDUCATION

*Bachelor's of Applied Science
Columbia Basin Community
College*

PROJECT ROLES

*Hazard Analysis
Safety Training
Safety Mentorship
Safety Logistics
Risk Mitigation*

TIME COMMITMENT

*Preconstruction: 10%
Construction: 10%*

RELEVANT EXPERIENCE

Aloha High School | *Beaverton, Oregon*

This phased renovation occurred over two-years and included a complete replacement of the existing HVAC system.

Mt. Angel School District | *Mt. Angel, Oregon*

This progressive design-build project includes renovations to three separate facilities (JFK High School, Mt. Angel Middle School and St. Mary's Public School).

Concord Community Project | *Oak Grove, Oregon*

This CM/GC project includes a brand-new library, a major renovation to the existing community school (offices, gym) and a new public park.

Art Rutkin Elementary School | *Tualatin, Oregon*

The \$41.6 million project includes a new 75,000 sf elementary school that features open class space, admin spaces, a library and a large volume single-story gymnasium.

Gladstone Public Works Facility | *Gladstone, Oregon*

Complex renovation of the existing public works facility including a new vestibule/waiting area, work rooms, community meeting spaces, offices, a lunchroom and locker rooms.

Gladstone New Public Library | *Gladstone, Oregon*

This CM/GC project includes the construction of a new, 6,000 sf public library that features community spaces, an outdoor reading area and a solar array.

Patton Middle School | *McMinnville, Oregon*

This CM/GC project included an extensive seismic upgrade that includes piles and other foundation support systems, new columns and interior/exterior finishes throughout.

Five Oaks Middle School | *Beaverton, Oregon*

This CM/GC project included a multi-phased renovation of the schools interior as well as a full seismic upgrade.



GLADSTONE PUBLIC LIBRARY | GLADSTONE, OREGON

CM/GC SERVICES

By directly engaging with project stakeholders (the District, ZCS and our key trade partners) as early as possible, we will help optimize the project's scope and budget, streamline long-lead procurement and identify risks with means to mitigate them. Not only will this level of collaboration supports smarter decision-making, it will directly translate into cost and schedule certainty for the District. In practice, P&C will offer (but not be limited to) the following services throughout each phase of construction:

PRECONSTRUCTION

- Evaluating & Validating Preliminary Budget
- Reviewing Program & Project Documents
- Regularly Consulting with Project Stakeholders
- Attending Regular Meetings with Owner/Design Team
- Offering Value-Engineering Options
- Performing Early Site Investigations
- Performing Thorough Constructability Review
- Providing Options for Project Sequencing
- Cost Estimating and Reconciliation
- Monthly Budget Reporting
- Adhering to Applicable Codes & Requirements
- Cost-loaded Scheduling
- Utilizing Clackamas Co. Direct Portal
- Bid Packaging for MWESB (COBID) Firms
- Early Bid Packaging for Appropriate Scopes
- Developing a Guaranteed Maximum Price (GMP)
- Advertising & Competitively Bidding All Work
- Reviewing & Comparing Bids to Final Estimate

CONSTRUCTION

- Providing All Necessary Items for Construction
- Conducting Weekly Team Meetings & Issuing Minutes
- Utilizing Advanced Technology to Manage Work
- Maintaining Logs & Project Documentation
- Managing & Reporting of Master Schedule
- Conducting Regular Site Tours for Stakeholders
- Reducing Change Orders
- Tracking & Reporting Project Costs
- Reviewing Time Requests from Trade Partners
- Regular Inspecting of Trade Work
- Verification of Compliance with PW Requirements
- Issuing Monthly Payment Reports
- Maintaining Quality Control & Assurance
- Implementing Drug Testing & Safety Plan
- Providing Training of New Equipment
- Reconciling Final GMP
- Meeting to Review CM/GC Method
- Hosting Warranty Meetings

COMMUNITY-BASED CONTRACTING

For our team, a project's success is measured not just by time and money well spent, but by creating a vibrant experience for the entire community. Our experience has shown that if we bring genuine passion and excitement to a project, then so will our subs (which then translates to the number of bids we receive and the quality of work they eventually perform).



HAPPY DAYS "CRUISE IN" CAR SHOW



ANNUAL ARTS FAIR



GLADSTONE COMMUNITY PARADE



EVENT DOCUMENTARIAN



COMMUNITY FESTIVAL INFO BOOTH

Shown above are Gladstone events from the past few years that we have recently participated in with "boots on the ground" efforts. Each of these events gave us face-to-face opportunities to reach community members that often-included local subcontractors and their families.

FOSTERING PRODUCTIVE COMMUNICATION

Productive communication is an integral part of our culture, not just a task - it will be the true driver of this project's success. Our open and collaborative management style will be firmly established at the administration level. From there it will filter onto every inch of the job site, our trailer and every meeting we attend. Collectively, our team believes that news – good or bad - doesn't get better with time. Open communication and transparent management means informing the District of all project-related news immediately and through any means at our team's disposal. That is why the strength of our communication will rely on the following:



FULL INTEGRATION

From day one, success will depend on close alignment between P&C, District Stakeholders, school staff and ZCS, sharing updates, design decisions and constructability feedback.

ACTIVE LISTENING

We will serve as active listeners when assessing the District's goals and community needs, offering feedback quickly, thoughtfully and with decisive action.

TRANSPARENCY & ACCOUNTABILITY

We will help establish and organize a shared understanding of goals across all stakeholders, ensuring everyone is holding themselves accountable to bond promises.

DOCUMENTATION

We will clearly track the project's progress against milestones the team has all agreed to, giving the District access to real-time communications keep everyone accountable and aligned.

CONSISTENCY

All communication will be concise and consistent utilizing platforms like Procore, ensuring an open dialogue is always moving forward so nothing falls through the cracks.

TEAM ANALYSIS

Another important step in managing and supporting the District and ZCS will be utilizing not just our own team's experience, but our entire staff. Everyone working on our CM/GC projects attend team analysis meetings twice a month at P&C's head office in Portland.

The group discusses scheduling, budget analysis, risks and challenges, subcontractor performance, safety and project innovations. Not only does this improve our projects in real time, it will also help our proposed CM/GC team succeed at John Wetten Elementary School.



CM/GC

Open workflow and improved coordination.



OWNER

The District receives a higher quality seismic rehabilitation.



DESIGNER

Improved experience through open collaboration.

LEVERAGING TECHNOLOGY TO IMPROVE THE EXPERIENCE

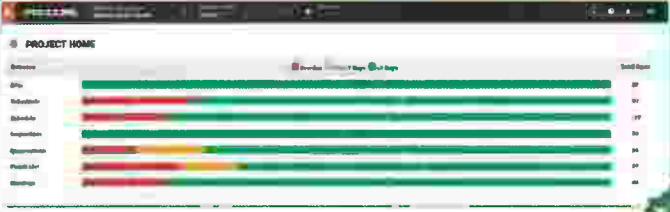
As your CM/GC, P&C will leverage technology (see below) to further ensure transparent communication, streamlined document control and accelerated decision-making. These tools will enable real-time collaboration and efficient scheduling, which will help ensure quality matches expectations described in the bid documents.

ORGANIZING + MONITORING THE WORK AT JOHN WETTEN ELEMENTARY

Project information will be used, stored, reported with and shared across four fully integrated cloud-based software systems.

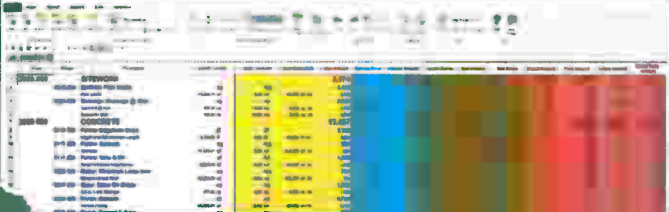
PROCORE

Procore will manage RFIs, submittals, drawings, CO's, budget, daily logs, punchlists and meeting minutes.



Sage ESTIMATING

Sage will utilize historical data from recent/similar seismic rehabs, tracking the estimate as it evolves.



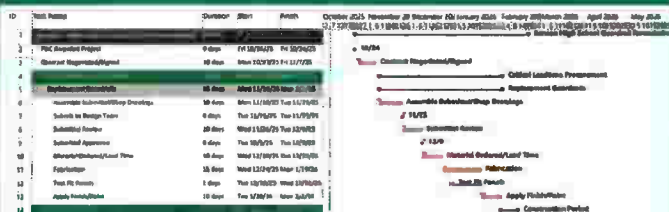
bluebeam

Bluebeam Revue is a software tool our team can use to host real-time drawing reviews and submittal markups with ZCS.



Microsoft Project

Microsoft Project will be used to create and communicate critical path items so everyone is kept up to date.



In addition to the programs outlined here, we will use another program called Sharepoint to store working files, final PDF's, templates and closeout deliverables. So, while Procore will hold the official project record (see below), Sharepoint will hold the file structured files system behind it.

ACTIVITY	PROCESS	PROCORE	PROJECT	BLUEBEAM
SCHEDULING	- Create critical path schedules - Breakout 4-week "lookahead" schedules to share with the District "Lookahead" schedules reviewed at weekly OAC meetings - Copies can be saved to Procore for centralized viewing	☒	☒	
BLUEPRINTS or Document Mgmt	- Upload/review project drawings (that can also be reviewed in Bluebeam) - Revisions are directly uploaded for immediate access - Real-time accessibility for all stakeholders and subcontractors	☒		☒
SUBMITTALS	- Workflow goes from trades to P&C to ZCS & engineering consultants - Submittal and RFI logs directly managed through Procore - Approved submittals posted to project drawings	☒		
CHANGE ORDERS	- Field-initiated RFI's tied to locations and drawings - ZCS responses linked to drawings - P&C assembles pricing with backup - P&C issues change order for the District's approval	☒		

This software suite will consistently ensure the District has a clear picture of everything that is happening at John Wetten Elementary, while P&C protects the budget and keeps the rehabilitation on track.

ENSURING QUALITY, FUNCTION & TIMELY COMPLETION

Quality control for John Wetten Elementary will begin the moment the project kicks off. With considerate guidance from all aspects of our CM/GC team, our process will continue unabated throughout each phase of design and construction, then finally to the project's comprehensive closeout. Our firm has built our reputation on high quality execution; as such we will closely monitor each phase to ensure the budget and schedule for the project is maintained. At a minimum, our plan will include:

PRECONSTRUCTION		CONSTRUCTION	
QC DELIVERABLE	RESPONSIBILITY	QC DELIVERABLE	RESPONSIBILITY
Project phasing and scheduling.	Parker (Precon Mgr.), Brad (Superintendent)	Mock-ups used to ensure long term performance and design intent.	Brad (Superintendent)
Budget support and estimating.	Parker (Precon Mgr.), Derrick (Sr. Estimator)	Weekly meetings to communicate expectations, schedule and quality.	Elizabeth (PM), Brad (Superintendent)
Early site investigations and logistical assessment of the John Wetten ES gym/cafe/terrace and its surroundings.	Brad (Superintendent), Dave (QA), Early Trades	Regular tracking of Master Schedule, procurement log, 4-wk lookahead.	Elizabeth (PM), Brad (Superintendent)
Weekly Budget Tracking Log review.	Parker (Precon Mgr.)	Host job walks for District and ZCS.	Field Team
Strict Code adherence to inform the design.	ZCS with support from our CM/GC team.	RFI's can be issued to address any concerns.	Elizabeth (PM)
Thorough review of all drawings.	P&C and ZCS.	Close out meetings.	P&C, ZCS and District
Begin assembly of O&M's at the beginning of project.	Elizabeth (PM)	Training for all John Wetten ES personnel on new equipment.	Trade reps with support by Elizabeth (PM)
Final outcomes & expectations documented in final drawings.	Elizabeth (PM)	Host inspections with District at the conclusion of the warranty period.	Brad (Superintendent), Elizabeth (PM)

A UNIQUE APPROACH TO QUALITY

After reviewing all current documents (the RFP, ZCS drawings, seismic evaluation report, geotech information, etc.), we have developed a specific quality control plan we're calling the PCTL plan. This stands for Product, Conditions, Time and Location, and distills our overall quality control plan to the following four (4) specific items:

- **PRODUCT:** Document that each product exactly matches approved submittal.
- **CONDITIONS:** Ensure that the right environmental conditions are in place before installation.
- **TIME:** Ensure that each assembly is installed in the proper order and at the right time.
- **LOCATION:** Verify that gridlines and benchmarks are clearly marked and communicated to maintain dimension control.

We will also utilize mockups for design validation, material testing and quality assurance. This will help identify potential areas of concern, reduce the overall project risk and ensure the seismic rehabilitation meets the design intent and the District's high standard for quality.

PRECONSTRUCTION

- » **WEEKLY OAC MEETINGS:** In-person review of QA/QC items with the District and ZCS in tandem with JWES's schedule
- » **VIRTUAL MEETINGS:** Hold regular and impromptu meetings as necessary to maintain reporting of QA/QC updates.
- » **PROCORE:** Utilize cloud-based software for reporting and documenting QA/QC protocols for the District's review.
- » **SHAREPOINT:** Utilize cloud-based software for saving results of QA/QC protocols for District's review.

QA/QC REPORTING

- » **WEEKLY OAC MEETINGS:** In-person interactions throughout construction to report on QA/QC results to the District.
- » **ONSITE VISITS:** Hosting regular tours of the school for the District and ZCS to show QA/QC results in person.
- » **VIRTUAL MEETINGS:** Continue holding regular & impromptu meetings as necessary to maintain QA/QC standards.
- » **PROCORE & SMARTSHEET:** Upload all documentation to cloud-based software for easy review by the District.

CONSTRUCTION

ACCURACY = CONFIDENCE

Estimating will be led by Preconstruction Manager and Senior Project Manager Parker Verhaeghe and his estimating department. With 50+ years of experience, our precon team understands CM/GC renovation documentation and accountability. They will utilize two critical databases, one built from comparable projects and one informed by current input from local subcontractors.

We build our estimates in Sage Estimating (see page 11 for more on our software capabilities and this proposal's addendum for a sample cost estimate), integrated with our job cost and accounting systems. After award, approved data will flow directly from estimating to job costing, eliminating data loss and duplicate entry.

We can deliver estimates in CSI or Unifomat, depending on the District's preference. As the ZCS' design advances, we will issue variance reports that show line item changes in scope or quantities, simplifying stakeholder review for the District. The following outlines our cost estimating methods for 75% and 90% construction documents.

Group	Phase	Description	Takeoff	Labor	Material	Sub Price	Sub Amount	Total
100 00		PRECONSTRUCTION						
1	101 00	Preconstruction Services						
2		Preconstruction Services per RFP Response	1.00 hr			\$1,400.00/hr	\$1,400	\$1,400
3		Preconstruction Services per RFP Response	0.50 hr			\$1,400.00/hr	\$700	\$700
4		Preconstruction Services						
5	101 00	GENERAL REQUIREMENTS						
6	101 00	General Conditions						
7		General Conditions RFP Response - Personnel	0.50 hr			\$1,400.00/hr	\$700	\$700
8		General Conditions RFP Response - Equipment	0.50 hr			\$1,400.00/hr	\$700	\$700
9		General Conditions RFP Response - Materials	0.50 hr			\$1,400.00/hr	\$700	\$700
10		General Conditions RFP Response - Subcontracting/Trade Office	0.50 hr			\$1,400.00/hr	\$700	\$700
11		General Conditions RFP Response - Subcontracting/Trade Office	0.50 hr			\$1,400.00/hr	\$700	\$700
12		General Conditions RFP Response - Subcontracting/Trade Office	0.50 hr			\$1,400.00/hr	\$700	\$700
13		General Conditions RFP Response - Subcontracting/Trade Office	0.50 hr			\$1,400.00/hr	\$700	\$700
14		General Conditions RFP Response - Subcontracting/Trade Office	0.50 hr			\$1,400.00/hr	\$700	\$700
15	102 00	EXISTING CONDITIONS						
16	102 00	Existing Conditions						
17		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
18		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
19		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
20		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
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42		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
43		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
44		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
45		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
46		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
47		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
48		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
49		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100
50		Remove Existing Foundation And Retain Wall For Shop 1 wing	10.00 sf			\$10.00/sf	\$100	\$100

Shown above is an example of a cost estimate for Patton Middle School, a very similar K-12 seismic rehabilitation that P&C recently completed for the McMinnville School District (see "Problem Solving" at the end of this tab).

SAFEGUARDING THE GMP

P&C will treat the District's construction budget of \$1,923,300 as a fixed target, not a suggestion. From the moment our team is brought on board (likely at the start of Design Development), we will structure our preconstruction services to drive the design to a GMP that fits within that limit. Below is a brief outline of what that process will include:

1. COST RECONCILIATION

- On day one, use the SRGP's engineering cost estimate and Appendix E line items (general conditions, escalation, contingency, misc MEP and nonstructural scope) as our baseline cost model.
- Confirm quantities, unit costs and inclusions with ZCS so the DD phase starts from a shared, realistic budget rather than a conceptual allowance.

2. PROGRESSIVE ESTIMATING

- Provide detailed estimates (at 75% CD's at a minimum) with a clear roll up against the \$1,923,300 construction budget and the SRGP cost structure.
- Reconcile each estimate with ZCS, identify any systems that are over budget by trade and present specific scope, detail or material adjustments to bring the design back under budget long before the GMP is set.

3. OPEN BOOK BID PACKAGING

- Develop early bid packages for things like demolition, hazardous materials, foundations and structural framing.
- Publicly advertise and competitively bid all trade packages (targeting three bids per scope at a minimum).
- Share buyout results (and any buyout savings) with the District so it's clear how the GMP is progressing.

4. CONTINGENCY MANAGEMENT

- Align our preconstruction assumptions with the SRGP estimate structure for general conditions, escalation, bonds, insurance and P&C's fee, then refine those percentages with real market input rather than inflating them.
- Continually track contingency, allowances and buyout for the District's review.

5. PROTECTING THE DISTRICT'S BUDGET

- Develop a single GMP for the full scope based on at least 75% CDs, including detailed backup for construction costs, fees and contingencies, so there is a clear ceiling prior to construction award.
- At project closeout, provide a Final GMP Reconciliation and return all unused contingency and cost savings to the District (in accordance with the RFP).

A PHASING PLAN TAILORED TO JOHN WETTEN ELEMENTARY

Given the limited gym scope and the District's preferred summer construction windows of June through September 2026 (and/or 2027), we will develop a phased plan that keeps the rest of the campus functioning while completing all seismic work in the Original Gym (Building Part A, $\pm 9,200$ sf). The adjacent classroom, music, library and 1995 additions will remain out of project's scope and will be protected through clear separation, access control and communication with the school's staff.

Our phasing plan (see our high-level summary below) will align with the District's preliminary schedule, beginning preconstruction in early 2026, targeting GMP at 75% CDs, then executing construction during either one or two summer breaks (depending on the soil conditions and whatever is required to meet the project's fixed budget).

PRECONSTRUCTION & INVESTIGATIONS

1

During design development we will work directly with ZCS to confirm existing conditions, verify access constraints and sequence the structural interventions identified in the seismic report and preliminary drawings (deep foundations, new shear walls, diaphragm sheathing, URM strengthening, etc.). This will coincide with our constructability reviews and updated estimates at each design milestone so our phasing remains aligned with the District's budget.

EARLY WORK PACKAGES

2

Once the project's major sequencing decisions are set, we will develop early bid packages for items like hazardous materials abatement (if required), selective demolition, shoring, deep foundations for liquefaction mitigation and anything else that benefits the project's schedule and value.

PRIMARY STRUCTURAL RETROFIT WINDOW

3

The main summer construction window will focus on the structural scope that must be completed before students return. Based on the current information available, this can include diaphragm sheathing at the roof and mezzanine, new and strengthened shear walls, new grade beams, deep foundations and moment frames and wall anchorage/out-of-plane bracing at the URM walls (to achieve the "Immediate Occupancy" performance objective). Work will be uniquely sequenced to maintain a continuous load path to the foundation while minimizing rework and protecting existing finishes wherever possible.

NONSTRUCTURAL SEISMIC WORK & CLOSEOUT

4

Complete nonstructural seismic items such as anchorage of canopies and mechanical systems, replacement of glazing with safety glass, and any ceiling and finish restoration. This will be followed by testing, punch list and turnover to the District and John Wetten Elementary staff.



BID PACKAGING STRATEGY

Our bid packaging strategy will closely mirror our phasing plan so that each package is clearly scoped, attractively sized and easy to bid. Consistent with the District's and ZCS' requirements, we will perform a labor, vendor and supplier analysis and develop a packaging strategy that encourages maximum participation by local contractors as well as Minority, Women Owned and Emerging Small Business Enterprises (COBID), while meeting all public bidding requirements.

As referenced elsewhere in this proposal (see "Safeguarding the GMP), anticipated packages include:

- **Hazardous materials & selective demolition**
- **Deep foundations, concrete & grade beams**
- **Structural steel & misc metals**
- **Rough carpentry, shear walls, diaphragm sheathing & blocking**
- **Nonstructural seismic bracing for mechanical & electrical systems**
- **Limited architectural finishes & glazing replacement**

Before each package is advertised we will produce a detailed internal estimate and use it as a means of comparing bids. We will publicly advertise all bid packages and award contracts to the lowest responsible bidder in accordance with Oregon public contracting rules and the District's specified subcontractor process.

To support our bid packaging, we will use Building Connected as our centralized preconstruction and bid-management platform. As a cloud-based platform and real-time network of construction professionals, Building Connected will streamline the bid packaging process by allowing our team to make John Wetten Elementary our primary focus. Having used this program for so long, P&C's own database already includes a vast collection of suppliers and subcontractors our teams have successfully worked with on recent seismic rehabilitations. What's more, the Building Connected network is collectively maintained by every user in real time, so our networks are always expanding and giving us more leverage to maximize COBID participation.

HOW THIS WILL BENEFIT THE GLADSTONE SCHOOL DISTRICT?

Our CM/GC team will create a specific page for the John Wetten seismic rehab project, sending invites to our vast database of proven and experienced subcontractors.

That invite will take those subs directly to a page dedicated to tracking each division of work (sample below). There they will have up-to-date access to information that will include full specifications and drawings, as well as direct contact with our project team in case they require further clarification.



This page will list out each division of work (blue, left-hand column) and will show our CM/GC team exactly how the bidding process is proceeding. It will also show our team how many invites were sent out, the number of subs that have viewed it and how many are actually bidding.

This means that our CM/GC team can divide and conquer, filling gaps and ensuring the District is always getting the best responses from qualified subs.



CONSTRUCTABILITY REVIEW

Having completed hundreds of CM/GC renovations means that P&C is equally adept at preconstruction, helping our partners make critical decisions about every facet of their projects. And, since we have been brought on at every design stage imaginable, we know exactly how to tailor our process to a project that's just entering the design-development stage and needs a trusted partner to ensure drawings are "biddable" and "buildable." This will not only provide more value for the District, it will ensure the design meets the needs of its end users, includes appropriate sequencing, accounts for market saturation and is able to be completed within the project's established schedule with the highest standards of quality. Shown below is a snippet from a real constructability review log (please see Appendix for a different, more detailed review).

The constructability log will be a "living" document, keeping close track of the action and initiator.

Log will ask detailed questions, checking tolerances and calling our quality "hot spots" that need attention.

ACTION BY	INITIATOR	CATEGORY	REFERENCE	CLARIFICATION REQUEST
1. Mackenzie	Brad (P&C)	Comment	FLB3	Roofing assemblies appear to be incorrect for asphalt roofing. The roofing will need a wood surface for fastener attachment.
2. Mackenzie	Brad (P&C)	Comment	C1.2	This in an existing asphalt will need to be verified with local jurisdiction.
3. Mackenzie	Brad (P&C)	Dimension Request	1/A0.2	Missing dimension for trash enclosure.
4. Mackenzie	Brad (P&C)	Question	2/A0.2	Would steel posts be a better solution to prevent sagging over time due to gate size?
5. Mackenzie	Brad (P&C)	Confirmation	4/A0.2, E2.2	Confirm if power is required for a feggett light.
6. Mackenzie	Brad (P&C)	Detail Request	1 and 3 on A0.3, 1/A0.4	Provide a gate for power transition at concrete stairs.
7. Mackenzie	Brad (P&C)	Question	9/A0.4	What is the purpose of the gate?
8. Mackenzie	Brad (P&C)	Question	A1.3, A3.1	What is the purpose of the gate?
9. Mackenzie	Brad (P&C)	Comment	A2.1, A2.2, A4.1/A7.3	Exposed beam and outrigger ends should have a short metal cap with weep hole for weather protection.
10. Mackenzie	Brad (P&C)	Comment	A2.1, A2.2, 1/A7.3	A thicker fascia board may be needed to meet weeping over time.
11. Mackenzie	Brad (P&C)	Comment	2/A4.1, 1/A7.2, 1.2, 7/A7.5, 1/A7.6	Confirm another option for support in parallel wall that is more feasible for install.
12. Mackenzie	Brad (P&C)	Detail Request	1/A4.3	Consideration for high elevation climate should be considered for exterior Door finishes.
13. Mackenzie	Brad (P&C)	Comment	A5.1	Should insulation be placed inside exterior door joints, and at interior frames at sound walls. Craft joint at detail B between H&M frame and W&B should be applied without open interference.
14. Mackenzie	Brad (P&C)	Question	5 and 8/A5.1	Should a surface mount weather seal be installed at OH door exterior.
15. Mackenzie	Brad (P&C)	Question	11/A5.1	Please confirm window elevations at the following. Building elevations appear to show type W&B windows to align. The windows are on either side of Door 100A, but have different elevations to top.
16. Mackenzie	Brad (P&C)	Confirmation	A5.2	Could just at window head may not be achievable with drip edge of flashing cord.
17. Mackenzie	Brad (P&C)	Comment	1 and 2/A5.3, 6/A7.2	Should the siding under this window be a counterflashing detail instead? Current height looks like it will put fasteners into the vulnerable roofing turn-up.
18. Mackenzie	Brad (P&C)	Comment	5/A5.3	Please provide detail on how surface mounted beam will be addressed where the uneven transition occurs between the end drywall.
19. Mackenzie	Brad (P&C)	Question	5.8.7.10, 12/A5.3	Should a flashing design be considered without horizontal fastener penetrating?
20. Mackenzie	Brad (P&C)	Question/Comment	11/A5.3	Top fastener at siding will not be achievable with J flashing at wall.
21. Mackenzie	Brad (P&C)	Question	12/A5.3	Should closed cell all foam be applied at all exterior walls?
22. Mackenzie	Brad (P&C)	Detail Request	11/A6.2	Is the secondary rain screen not used primary wood furring redundant? Could just the wet screen be used here for rain screen?
23. Mackenzie	Brad (P&C)	Question	5/A7.2, 8/A7.4	Interior caulk joint at bottom of entry system is not achievable with angle in place. Confirm if system can be bedded in against at detail.
24. Mackenzie	Brad (P&C)	Comment	3.7, on/A7.5	Steepest CJT42 should be stainless steel if exposed to exterior conditions.
25. Mackenzie	Brad (P&C)	Question	5.8.8, 10/A7.5	See comment on Line 8. Should these blades be vented?
26. Mackenzie	Brad (P&C)	Question/Comment	11/A7.5	Confirmation of routing methods at exposed to structure ceilings for recesses.
27. Mackenzie	Brad (P&C)	Question	A7.5	Should master be stainless steel?
28. Mackenzie	Brad (P&C)	Question	A7.5	Confirmation of routing methods at exposed to structure ceilings for recesses.
29. Mackenzie	Brad (P&C)	Question	A7.5	Should master be stainless steel?
30. Mackenzie	Brad (P&C)	Question	A7.5	Confirmation of routing methods at exposed to structure ceilings for recesses.
31. Mackenzie	Brad (P&C)	Question	A7.5	Should master be stainless steel?
32. Mackenzie	Brad (P&C)	Question	A7.5	Confirmation of routing methods at exposed to structure ceilings for recesses.
33. Mackenzie	Brad (P&C)	Question	A7.5	Should master be stainless steel?
34. Mackenzie	Brad (P&C)	Question	A7.5	Confirmation of routing methods at exposed to structure ceilings for recesses.
35. Mackenzie	Brad (P&C)	Question	A7.5	Should master be stainless steel?

Each item will be categorized and attached to a specific page of the drawings.

Tagging all "quality critical" clashes, the log will bring lessons learned from past projects by checking if criteria is "to satisfaction" and replacing it with measurable actions.

P&C recommends a full constructability review at each major stage of the design - Design Development (DD) and Construction Documents (CD) - as well as during any critical interim design milestones (which we can determine with ZCS). Each phase's review approach will be tailored to the seismic rehabilitation's evolving level of detail:

DESIGN DEVELOPMENT

- As project details emerge, reviews emphasize And prioritize "buildability" to verify the design can be readily constructed.
- Provide value-based solutions based on real project experience, suggesting alternative methods or materials to achieve design intent.

CONSTRUCTION DOCUMENTS

- Verify hardware/finish schedules, coordinate mechanical, electrical and plumbing, as well as architectural drawings to prevent scope overlaps or gaps.
- Ensure all design elements are fully integrated and consistent.

VALUE ENGINEERING

Our philosophy is that Value Engineering (V/E) is NOT cost cutting. Rather it is the process by which our CM/GC team evaluates different building systems, components, and materials that have similar or equal performance characteristics, but can be purchased or installed at a lower overall cost versus the specified system, component, or material.

This means that our value engineering process will not reduce the overall scope of the seismic rehabilitation, nor will it require increased labor or maintenance. Our team will lead a concerted effort to work directly with ZCS to weigh the life cycle and maintenance costs against initial costs and schedule considerations by addressing the following:

» FUNCTIONAL ANALYSIS

We will identify John Wetten Elementary's essential functions as they relate to the District's priorities

» TEAM EFFORT

We will rely on a cross functional and fully integrated system by encouraging ZCS to share their expertise.

» ALTERNATIVES

Considering cost, performance, lead times and risk, we will provide a range of alternatives to achieve those functions.

» DEVELOPMENT OF ALTERNATIVES

Our team will further develop the most promising alternatives and ensure their incorporation into the design.

To keep all our V/E options in one place, our team will use the Budget Tracking Log (see Cost Control Tab) in conjunction with the current estimate. Each value-engineering item will be priced and considered separately and then reviewed by the District and ZCS to determine if the option is accepted and should be incorporated into the current estimate, needs further study, is pending, declined, or should be a bid alternate. Our team will also perform an extensive cost analysis through Value Engineering due to the volatility of materials. That way we will ensure that changes in the market don't adversely affect the design or the bidding schedule for John Wetten Elementary.

What does this mean for the District?

- **COST EFFICIENCY**
- **IMPROVED COLLABORATION**
- **OPTIMIZED DESIGN**
- **FEWER RISKS**

SUCCESS WITH VALUE-ENGINEERING



BANKS SCHOOL DISTRICT

V/E Savings: \$306,754

Items: Alternate Window Design and Bidder-Design Metal Panels



NEWBERG SCHOOL DISTRICT

V/E Savings: \$2,324,800

Items: Alternate water repellent and, alternate light controls.



OTTO PETERSON ELEMENTARY

V/E Savings: \$1,349,970

Items: Alternate metal paneling and finishes, reduced curtainwall.



TUMWATA MIDDLE SCHOOL

V/E Savings: \$1,590,000

Items: Reduced schedule by 6+ months, temporary MEP systems.



CCC TOWLER HALL

V/E Savings: \$378,947

Items: Alternate window supplier and Elastomeric paint.



GASTON SCHOOL DISTRICT

V/E Savings: \$2,951,000

Items: Alternate HVAC control system and metal paneling.



SABIN CTE CAMPUS

V/E Savings: \$438,998

Items: Rigid Insulation in lieu of Spray foam and Acrovyn wainscot.



ART RUTKIN ELEMENTARY

V/E Savings: \$2,411,649

Items: Alternate HVAC controls, PEX wire lines, reduced tapered roof.



HENLEY ELEMENTARY SCHOOL

V/E Savings: \$1,430,276

Items: ABS U.G. in lieu of Cast Iron and Delete Roof Vapor Barrier.



BARNES BUTTE ELEMENTARY

V/E Savings: \$438,998

Items: Alternate fire sprinklers, reduce acoustic insulation, move vestibule..



BEAVERTON SCHOOL DISTRICT

V/E Savings: \$899,600

Items: Alternate glazing and HVAC equipment, ABS in lieu of cast-iron piping.



SUNNYSIDE ELEMENTARY SCHOOL

V/E Savings: \$1,107,000

Items: Modify site retaining wall, finishes at entry.

PROBLEM SOLVING

P&C's approach to problem solving has served as the "backbone" of this entire tab. It begins by defining success as a group and ensuring every action we take together is in full service of the District's priorities. Likewise, our management style is designed to be fully transparent and supportive, where ideas and experiences from each team member are encouraged and thoughtfully considered. Following our principles of communication, we will create and foster a fully integrated approach working side by side with ZCS to establish project budgeting and best value considerations.

Below is a summary of the largest challenge we have faced in the past five (5) years on a project with scope that closely mirrors that of John Wetton Elementary. The project (led by proposed Sr. PM and Precon Manager, Parker Verhaeghe) included the seismic rehabilitation of Patton Middle School in McMinnville, Oregon, with piles and other foundation support systems, new columns and interior/exterior finishes throughout the facility – all of which was initially scheduled to be completed throughout the school year.

BUDGETING CHALLENGES

During weekly design meetings our CM/GC team saw that more detailed data on existing soils could better address safety concerns and reduce the piles needed to support the school. We paused the design to perform soil tests at Oregon State University labs. Results confirmed our suspicions and made solutions such as wider grade beam foundations more practical. Before resuming design, we also identified an area under the school that could be separated with a seismic joint, creating two structures that could settle at different rates with less foundation. This approach used 290 piles instead of 900; maintained quality and produced zero structural RFI's.



BUDGET SAVINGS

\$485,343

(Allocated to other bond projects)

SCHEDULING CHALLENGES

As 50% CDs, our CM/GC team performed a cost-benefit analysis that included project duration and sequencing. This helped identify ways to perform exterior seismic work during the school year, shortening the schedule and keeping our subs engaged (avoiding demob costs). On P&C projects, we developed plans to avoid last-minute "fire drill" situations. At Patton, this meant lining up additional subs we knew were available. Moving into summer 2022, we executed that plan, managing more work and cutting an additional month from the schedule. Completing all work in a single summer saved money and further reduced our impact to the school.



REDUCED SCHEDULE

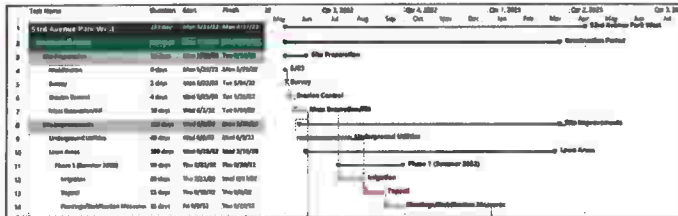
5 MONTHS

(From initial 9-month schedule)

It's also important to note that as a company P&C does not view challenges as being inherently negative. Through precise management and communication, most problems can be identified and resolved efficiently. This often results in solutions that are far better than originally intended and include budget savings, increased scope and a stronger bond between P&C and our collaborators (including the McMinnville School District – see references and Letter of Recommendation in the Appendix).

SCHEDULE TRACKING TOOLS

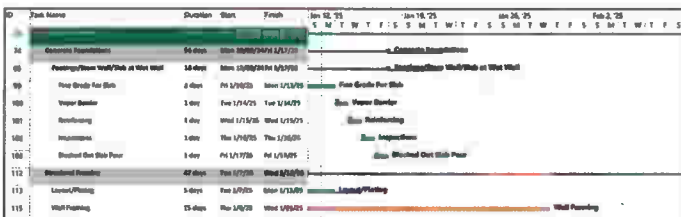
Our CM/GC team will take a proactive approach to developing an aggressive and unique schedule that will ensure the work at John Wetten Elementary is completed on time. We will perform diligent site investigative and constructability work prior to the start of construction to ensure our data is realistic. To keep the project on track, we will use the following schedules:



The project's Master Schedule will include all phases of construction and a detailed look at each project milestone. Details will not be changed without prior consent from the District.

Item	Description	Quantity	Unit	Estimate	Spec Section	Lead Time	Order Date	Expected Delivery
1.000	Concrete	100	yd	100	05050	14	12/12/21	1/11/22
2.000	Rebar	100	lb	100	05060	14	12/12/21	1/11/22
3.000	Formwork	100	sq ft	100	05070	14	12/12/21	1/11/22
4.000	Brick	100	sq ft	100	05080	14	12/12/21	1/11/22
5.000	Grout	100	yd	100	05090	14	12/12/21	1/11/22

The Procurement Log will track submittal packages by division and include what's required for each spec section, lead times, order dates and expected delivery dates.



Superintendent Brad Esler will issue monthly "4 Week Look-Ahead" schedules to keep everyone up to date on upcoming construction activities.

CRITICAL TIMELINES

To ensure our bid packages include all tasks necessary to complete the project, we will then cross reference them with construction documents detailing the work that will be performed by our team as well as each subcontractor. Once those items are incorporated into the master schedule, we will identify which deliverables can "float" and which belong to a critical path. This will give our CM/GC team a clear understanding of which tasks need to be more closely monitored. It will also show which tasks can be modified and which tasks must remain the same.

Once construction begins, the baseline schedule developed from the initial critical path analysis can be used to track the schedule's progress. Superintendent Brad Esler can then identify tasks that have already been completed, the predicted remaining durations for in-progress tasks, and any planned changes to future task sequences and durations.

SCHEDULE REPORTING

We will report project schedule information to the District via preconstruction meetings and at weekly OAC meetings. Additionally, we will identify a "Schedule" section in meeting notes where we will talk in detail about the work in progress and any specific dates that should be noted. Our site team will be responsible for staying on track and will be capable of answering any of the District's or ZCS's questions regarding the progress of the work. Master Schedule updates will be made to ensure that realistic information is being properly tracked and that work in the field is not significantly ahead or behind.

EXPEDITING THE SCHEDULE

Phasing for fast-track "summer wonders" often require a unique standard of scheduling precision that P&C specializes in: Pull Planning. Instead of conventional push planning – working from the start date forward – P&C will use this process to work backwards from the target completion dates to ensure our team is always being proactive instead of reactive in their approach.

Throughout each phase of construction each deliverable - including permitting and long-lead material procurement - will be clearly identified on a sticky note. Those deliverables will be assigned to the appropriate team member (i.e., the District, ZCS, P&C, subcontractors, etc.), allowing them to place the note on a large calendar/planning board. This will create a shared understanding of hand-off's, scope, key milestones, possible constraints and the logical sequencing of work.



PERMITTING IN GLADSTONE

Working in Clackamas County since our founding in 1964 gives P&C a critical insight into how the permitting process works. Working steadily in the City of Gladstone since 2017 affords our team an even more unique look into the inner workings of how these two jurisdictions work together. What's more, our three Gladstone projects were all completed to great success, leaving our County and City partners eager to work together again. What follows is our plan for John Wetten Elementary to mitigate delays outside of construction:

1

ITEM: PRE-APPLICATION

LEAD: TEAM

- Pre-application meetings with the District, ZCS, P&C and Clackamas County.
- Discuss applicable codes, phased permitting vs deferred submittals.
- Agree to target dates for building permit application, trade permitting and inspection milestones.

2

ITEM: EARLY WORK/DEMOLITION - OPTIONAL

LEAD: P+C WITH SUPPORT FROM ZCS

- If team needs a head start before structural permit is ready, getting things "opened up" and thoroughly investigated can help mitigate risk and scheduling delays.
- This could include a hazardous material survey, abatement (through DEQ and County inspectors), demolition, etc.
- Early work permits should only be requested for "nonstructural" items or scope ZCS confirms does not conflict with final seismic detailing.
- Early demo work should be completed by first day of summer break to mitigate scheduling delays.

3

ITEM: BUILDING PERMIT

LEAD: P+C WITH SUPPORT FROM ZCS

- Use County Development Direct Portal (keep P&C as MPOC with internal support from ZCS as author of any technical responses). Team monitors each week to push permit reviews, call reviewers to keep permitting on track and ensure John Wetten remains a priority for the County.
- Build a "clean" digital submittal set.
- Full, stamped structural drawings for the County:
 - Gym retrofit (roof diaphragm work)
 - New shear walls
 - Anchors
 - Micropiles (if necessary)
 - Non-structural life-safety bracing
- ASCE 41-17 evaluation clearly tied to proposed retrofit details.
- Geotech hazard documentation included in permit record.

4

ITEM: PLAN REVIEW

LEAD: ZCS WITH SUPPORT FROM P+C

- Updated drawings addressing collector design and load paths, URM wall anchorage details, micropile, pile cap and grade beam details (depending on soil report).
- Any required deferred submittal items (for example seismic bracing for MEP equipment).
- P&C will submit for and obtain all required permits and retain copies for the District's permanent files.

5

ITEM: TRADE PERMITS

LEAD: P+C

- Upon finalization of CD's and main building permit is in review.
- Plans show equipment locations, anchorage, seismic bracing and penetrations that interact with shear walls or diaphragms.
- Permits should be pulled early enough so that rough-in inspections can be combined with structural framing inspections.



Our team is already working inside Clackamas Co's Development Direct Portal, which will shorten the learning curve and reduce permitting risk for the District. Our proposed superintendent Brad Esler has used the app on his last several projects (including the Gladstone Library) and already has it loaded on his phone. He knows how to submit documents, track reviews and respond to comments in real time, helping us keep the permit log current while protecting the project's schedule.

RECENT EXPERIENCE WITH BID-PACKAGES

Our recent fast-track K-12 experience has relied on phasing and bid-package strategies that keep design, procurement and daily field operations tightly aligned. On recent K-12 seismic rehabilitations, our teams have worked closely with our design and engineering partners to help with sequencing as early as possible. Then we've broken the scope into logical bid packages that are directly tied to long-lead procurement (and each school's calendar). Typical early packages have included things like abatement and selective demolition, site utilities, structural upgrades and roofing. And, when appropriate, they were followed by packages for MEP systems, interior improvements and final finishes.

To mitigate the potential for material availability, we've had subcontractors supply early submittal packages to create a more competitive pricing environment. These packages will lay out detailed approaches to completing their scope along with:

- A breakdown of their pricing that will allow P&C to compare proposals, identify gaps or irregularities.
- Specific strategies to mitigate supply chain challenges and material availability.
- Specified equipment along with detailed supplier/vendor information that incorporates manufacturer locations, expediting options, historical lead times vs ship dates.

Once a subcontractor was secured, they were required to hold pricing in each of their categories or provide an accounting of approved changes. For the work at John Wetten Elementary, this means that in the event of a supply chain disruption, the District would not be locked into a particular product with ill-defined shipping/delivery estimates. Instead, you would have other options and the schedule would proceed unabated.

I offer my strongest recommendation for P&C based on their exceptional performance across multiple projects within our school district. Their proactive approach to project management, combined with swift and effective responses to emerging challenges, always ensured smooth project progression. When concerns arose, their team addressed them promptly and professionally, often anticipating and resolving issues before they could impact our operations.

*Cindy Detchon, Special Projects Administrator
(503) 353-6000
North Clackamas School District*

MANAGING "SUMMER WONDERS"

Since our first K-12 project in 1989, P&C has completed all of our "summer wonder" projects on time (or early) – John Wetten Elementary will be no exception. When working on time sensitive projects, P&C's proactive approach to scheduling, open communication and other acceleration strategies (such as pull planning) will be even more crucial to the success of this project.

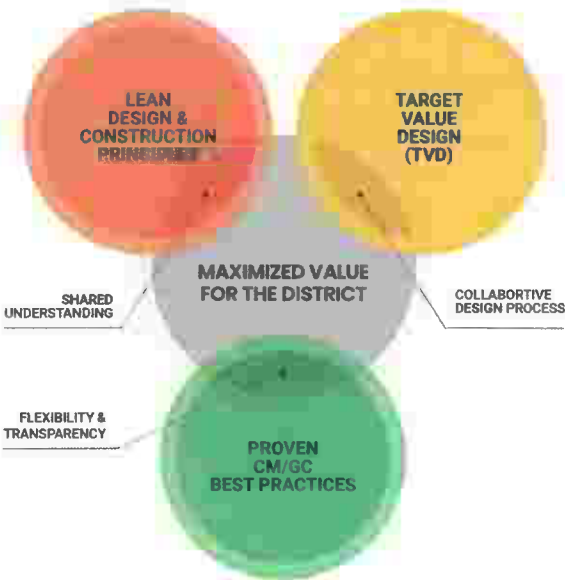
We will work side-by-side with the District to not only create an aggressive design and construction schedule, but a concise plan for how each milestone can be successfully completed. Flexibility and creativity will be critical in maintaining milestones and deadlines for the District to further ensure the project won't fall behind. We have had great success strategically implementing overtime for critical path subs, adding more resources and re-sequencing activities. The chart below outlines just a few of our scheduling successes on K-12 projects:

CM/GC PROJECT	ORIGINAL	ACTUAL	TIME SAVED
Patton Middle School	9 Months	4 Months	5 Months
Tumwata Middle School	22 Months	18 Months	4 Months
Whitcomb Elementary School	17 Months	16 Months	1 Month
Banks Middle School	12 Months	9 Months	3 Months
Wilson High School	15 Months	4 Months	11 Months
Brown Middle School	9 Months	7 Months	2 Months
Merle Davies High School	12 Months	9 Months	3 Months
Ardenwald Elementary School	14 Months	12.5 Months	1.5 Months
James John Elementary School	8 Months	5.5 Months	2.5 Months

TARGET VALUE DESIGN (TVD)

Target Value Design (TVD) is an innovative project delivery method that we have successfully utilized on a variety of public projects to help control costs. This means that we will treat the District's fixed construction budget (and grant structure) as our target, not P&C's estimate. In other words, our team will start with \$1,923,300 and work backwards. Not only can this help ensure the seismic rehabilitation meets the District's objectives for cost, quality and function, it will also lend itself nicely to the collaborative nature of CM/GC contracting. Our fully integrated process of evaluation and adjustment will help meet the project's target by implementing the following:

-  We will break the budget into system level targets aligned with the seismic rehabilitation's scope (foundations, shear walls, diaphragms, nonstructural anchorage, general conditions, contingency) using ZCS's estimate as a baseline.
-  Working from the beginning of Design Development (DD), we will provide estimates at each milestone that factor in value-engineering options and our constructability reviews.
-  If a bid package trends over its target, we will host meetings with ZCS and the District to adjust details, sequencing or bid packaging until the design fits the budget.



TVD works by dividing the overall budget into a series of buckets, enabling easy decision-making by the District. This approach utilizes continuous estimating, which is different than more conventional project delivery estimating. It's crucial to provide accurate cost modeling and estimating throughout the design process, so (a) the District can directly review the project details and (b) our team can resolve the challenges of reconciling scope, design and cost variables.

ADDITIONAL MEANS FOR TRACKING & CONTROLLING COSTS

- | | |
|---|---|
| <ul style="list-style-type: none">• Arrive at agreed to amounts for our General Conditions and any self-performed work items.• Execute complete and comprehensive agreements with all subcontractors.• Keep the Budget Tracking Log (BTL - see next page) up to date to ensure money is spent wisely.• Identify and resolve cost challenges in real-time with subcontractors and suppliers.• Produce a monthly cost report for review by the District that validates costs will NOT EXCEED the GMP. | <ul style="list-style-type: none">• Thoroughly reviewing documents prior to bidding.• Providing complete and comprehensive bid packages for subcontractors and suppliers to bid.• Requesting unit prices and hourly rates from bidders.• Carefully scrutinizing change order requests from subs prior to review by team.• Presenting potential cost impacts in a timely manner.• Carrying a Project Contingency within the GMP. Unused funds will be returned to the District. |
|---|---|

RESPONSIBLE USE OF CONTINGENCIES

At each design milestone we will identify a CM/GC contingency inside the GMP to cover normal cost-of-the-work risk, not added scope. This will allow us to lock in a GMP that includes construction costs, fees and contingency while still protecting the SRGP cap. During construction we will competitively bid trade packages, track buyout against the GMP and transparently track contingencies. CM/GC contingency will only be used for legitimate COW needs and won't require change orders.

MINIMIZING CLAIMS

P&C will create and manage a fully integrated team throughout the life of the project so that all parties stay aligned well before construction begins. We will help the District clearly define project scope and individual roles in detail, resulting in fewer changes. We will also ensure payment and performance bonds are in place with subs when necessary and verify lower tier payments and obligations with suppliers before P&C makes progress payments to subcontractors.

TRANSPARENCY IS HOW WE OPERATE

In conjunction with our constructability and value engineering review, P&C utilizes a powerful decision-making tool called the Budget Tracking Log (BTL – see conceptual sample below). As a snapshot of where John Wetten's budget is at any given time, this easy-to-understand log will be presented to the District and ZCS EVERY WEEK throughout the life of the project. Organized by division (the column farthest to the left), the BTL tracks design changes, added and reduced scope, V/E and other cost reduction ideas.

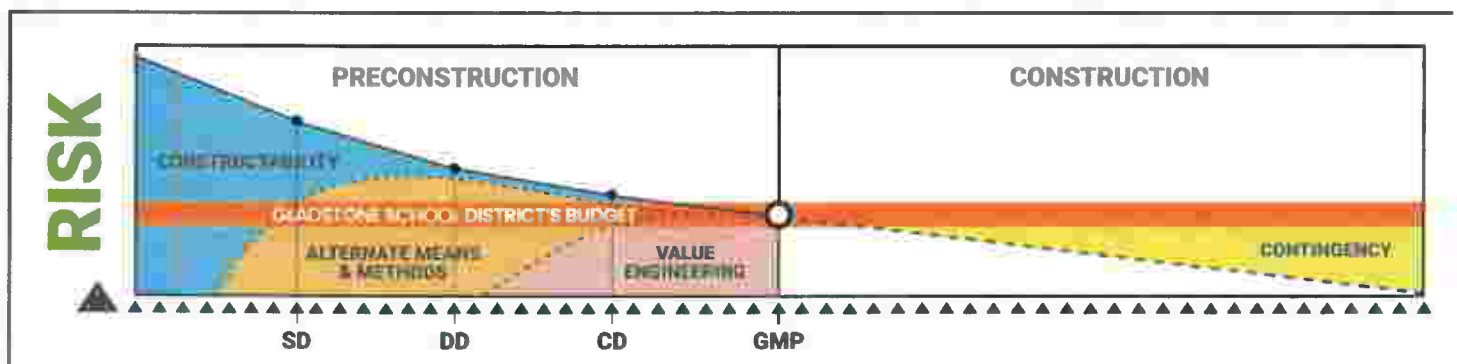
Much like the more traditional Value Engineering Log, these various items are assigned a cost and a corresponding designation (accepted, declined or bid alternate). However, unlike V/E logs, the BTL will act as a repository for all relevant cost information, ensuring the budget and ZCS's structural design are always in alignment.

This means that if the budget is up or down by .01 cent at any point, the District will know exactly when and exactly why. This also means that the BTL will assist in finding ways to bring the cost back into focus.

REF	DESCRIPTION	EST. COST	DECISION STATUS				REMARKS
Current Estimate Dated: 03-16-2026		\$1,740,100	Accepted	Declined	Bid	Deadline	
DIV-01 GENERAL							
01-01	Early (two weeks) site prep for northern parking lot	TBD				04/01/2025	ZCS will advise on associated permits.
DIV-05 WOOD, PLASTICS & COMPOSITES							
05-01	Reduce Millwork package (restroom walls, stone feature wall, some solid surface...) - ALLOWANCE	\$ (75,000)	\$ (75,000)			04/06/2025	Revamp whole millwork package to be less complicated
05-02	Delete lower bezel framing and put glazing on top of slab (framing, siding systems and insulation) - ROM	\$ (35,000)	\$ (35,000)				
05-04	Ceasework for office doesn't match hall interior	\$ 19,540	\$ 19,540				
DIV-07 THERMAL & MOISTURE PROTECTION							
07-01	Delete metal siding/framing system off south wall, paint CMU in lieu	\$ 51,352	\$ 51,352				This may have insulation impacts - add back furring/insul inside?
07-02	Change custom color CMP's to standard color (MP-3)	\$ (9,733)		\$ (9,733)			County may not allow this?
08-01	change interior glass wall/doors to storefront	\$ (10,367)		\$ (10,367)			
08-02	delete slab edge blackout for exterior glazing shoe shown on north plating wall, details 11 & 12/SD.01, use surface mount shoe system.	\$ (793)		\$ (793)			
DIV-23 HEATING, VENTILATING & AIR CONDITIONING							
23-01	HVAC Cost reduction options	TBD					Team to contact subs for all pricing/mech strategy
DIV-26 ELECTRICAL							
26-01	do not upgrade switchgear -re-use existing and same amperage	\$ (13,331)	\$ (13,331)				Could save months of waiting
26-02	delete in-slab lighting	\$ (20,683)	\$ (20,683)				
TOTALS		(\$94,016)	\$ (73,122)	\$ (20,893)	\$ -		
Current GMP Estimate		\$1,645,984	As shown to the left, the conceptual totals for the seismic rehab can be distilled into various categories. This will show the District and ZCS what has been accepted, the current estimate and the target budget. Most importantly, it will keep an updated record of the variance which will keep the budget in alignment and help the entire CM/GC team maximize the SRGP.				
Accepted Design Modifications		(\$73,122)					
Current Estimate including all Accepted Design Modifications		\$1,572,862					
Target Budget		\$1,923,300					
Variance from Target Budget: (Under)/Over		(\$350,438)					

In other words, the BTL is an accountability tool for the entire Team to help ensure there are NEVER any surprises at each milestone estimate (75 and 90% CD's).

The graphic below illustrates how P&C will reduce risk and maintain the District's budget, shown as the orange line stretching from preconstruction through final completion. Risk typically peaks at the very beginning. However, as our team advances, we use constructability reviews, alternate means and methods and value engineering to maximize scope and reduce risk. During each OAC meeting (triangles below), the budget will be kept aligned with the BTL each week. Once the GMP is set and construction begins, we will manage risk with the project contingency. Meanwhile, the budget will remain steady through final completion, ensuring we consistently maximize the SRGP's funds!



8.1 State the total Construction Phase fee as a percentage of the cost of the work for services described in the RFP and attachments.

Fee 2.85% (Excludes CAT Tax. CAT Tax is assumed reimbursable based on 0.48% of Total Cost)

8.2 Provide a "Not to Exceed Cost" as described in the Pre-Construction Services for the services described in the RFP and attachments.

Preconstruction Services Fee: \$21,762

8.3 Provide a detailed estimate of construction phase staffing costs consistent with the preliminary project schedule, your proposed staffing plan and the CM/GC Cost Matrix. Include assumed durations and proposed hourly rates, including labor burden. Also provide estimated travel, housing and per diem costs as separate line items. See Attachment D for CM/GC Cost Matrix.

GC Item	Duration	Hourly Rate	Total
Project Manager	17 wks x 12 hrs/wk	\$116/hr	\$23,664
Superintendent	17 wks x 40 hrs/wk	\$133/hr	\$90,440
On-Site Staff Vehicles		1 LS	\$11,100
Postage/Delivery		1 LS	\$255
Phones/Internet		1 LS	\$2,700
Temporary Toilets		1 LS	\$2,360
First Aid Supplies		1 LS	\$500
Drinking Water		1 LS	\$900
Construction Signage		1 LS	\$2,250

Total P&C Estimate \$134,169

* Note: We assume a temporary office inside the existing building.

8.4 Provide the cost of the 100% payment and Performance Bond as a percent of the direct construction cost plus fee.

- Provide a brief explanation of your firm's policy on subcontractor bonding.
- Provide the cost of the "Sub-guard" bond, if applicable, as a percent of the direct construction cost plus fee.
- Provide a letter from your bonding company confirming their ability to provide 100% payment and performance bond for the project.
- Provide the cost of General Liability Insurance as a percent of the direct construction cost plus fee. See Article 19 of the attached draft CM/GC Contract for Insurance requirements.
- P&C can provide a 100% Payment and Performance Bond at 1.10% of the direct construction cost. (These costs are not included in the General Conditions Estimate)
- P&C evaluates the risks of the scope of work, financial stability, safety record, and work history of each subcontractor prior to selection. Subcontractors who pose a risk to the project in any of these categories may be subject to a Subcontractor Bond. Prior to executing any subcontract, these risks are evaluated with the owner team along with a recommendation for path forward.
- Letter from P&C's bonding company is included in "APPENDIX" tab.
- P&C can provide a General Liability Insurance at 1.15% of the direct construction cost. (These costs are not included in the General Conditions Estimate)

REFERENCES

Project: Patton Middle School

Similar Scope: The Seismic Rehabilitation of Patton Middle School for the McMinnville School District was initially scheduled to be completed over an 8.5-month period. Our team identified opportunities to perform the exterior seismic work during the school year, which meant shortening the initial schedule to eventually four months.

Completed: September 2022

Client: McMinnville School District

Key Contact: Brian Crain, Director of Operations

Address: 800 NE Lafayette Ave., McMinnville, OR 97128

Email: bcrain@msd.k12.or.us

Phone: (503) 565-4022

“ Their exemplary conduct reflects positively on P&C Construction as a company and demonstrates their commitment to maintaining positive working relationships with all stakeholders.

Brian Crain, Director of Operations
McMinnville School District

Project: Five Oaks Middle School

Similar Scope: The Five Oaks Middle School Seismic Improvement project was completed over two summer periods. Scope included seismic renovations to anchor brick veneer, brace ductwork and piping in the ceilings, reinforce roof deck connections, connect footings to tilt-up panels, and install new interior CMU shear walls.

Completed: Phase 1, September 2023

Client: Beaverton School District

Key Contact: Kelly Laverne, Principal

Address: 1600 NW 173rd Ave., Beaverton, OR 97006

Email: kelly_laverne@beaverton.k12.or.us

Phone: (503) 356-2600

“ P&C has been the best company I, as a principal, have worked with on any of the construction projects I've been involved with.

Kelly Laverne, Principal

For additional references we encourage the Gladstone School District to contact any of the names included in Tabs “FIRM EXPERIENCE” and “CM/GC & RELATED EXPERIENCE.”