



AGENDA

**MOLALLA CITY COUNCIL MEETING
November 10, 2021
7:00 PM
Molalla Civic Center
315 Kennel Ave, Molalla, OR 97038**

Mayor Scott Keyser

*Council President Leota Childress
Councilor Elizabeth Klein
Councilor Terry Shankle*

*Councilor Jody Newland
Councilor Crystal Robles
Councilor Vacant Seat*

WORK SESSION begins at 6:00pm: Open to the Public, but not open to Public Comment or Testimony

REGULAR COUNCIL MEETING begins at 7:00pm: Open to the Public and open to Public Comment or Testimony. Please fill out a comment card and submit it to the City Recorder, prior to the beginning of the meeting.

The On-Demand replay of the Molalla City Council Meetings are available on Facebook at “Molalla City Council Meetings – LIVE” and “Molalla City Council Meetings” on YouTube.

1. CALL TO ORDER AND FLAG SALUTE

2. ROLL CALL

3. CONSENT AGENDA

- A. Meeting Minutes – October 27, 2021..... **Pg. 2**
- B. Wave Division Holdings, LLC. – Rate Information..... **Pg. 5**

4. PRESENTATIONS, PROCLAMATIONS, CEREMONIES

- A. Beautification & Culture Community Program Committee – Appoint Members (Corthell)..... **Pg. 7**

5. PUBLIC COMMENT

(Citizens are allowed up to 3 minutes to present information relevant to the City but not listed as an item on the agenda. Prior to speaking, citizens shall complete a comment form and deliver it to the City Recorder. The City Council does not generally engage in dialog with those making comments but may refer the issue to the City Manager. Complaints shall first be addressed at the department level prior to addressing the City Council.)

6. PUBLIC HEARINGS

7. ORDINANCES AND RESOLUTIONS

- A. Resolution No. 2021-25: Declaring Certain City Property as Surplus, Authorizing the Retirement of the Firearm, and Providing an Effective Date (Huff)..... **Pg. 12**

8. GENERAL BUSINESS

- A. City Hall Remodel 2nd Floor Police Office Improvements – Contract Award (Huff)..... **Pg. 14**
- B. RFP #2101-02: Police Facility Project Manager – Contract Award (Huff)..... **Pg. 16**

9. REPORTS

- A. City Manager and Staff
- B. City Councilors
- C. Mayor

10. ADJOURN

Agenda posted at City Hall, Library, and the City Website at <http://www.cityofmolalla.com/meetings>. This meeting location is wheelchair accessible. Disabled individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder’s Office at 503-829-6855.



Minutes of the Molalla City Council Meeting

Molalla Civic Center
315 Kennel Ave., Molalla, OR 97038
October 27, 2021

CALL TO ORDER

The Molalla City Council Meeting of October 27, 2021 was called to order by Mayor Scott Keyser at 7:02pm.

COUNCIL ATTENDANCE

Present: Mayor Scott Keyser, Council President Leota Childress, Councilor Elizabeth Klein, Councilor Terry Shankle, Councilor Jody Newland, and Councilor Crystal Robles.

STAFF ATTENDANCE

Dan Huff, City Manager; Mac Corthell, Planning Director; Christie Teets, City Recorder; Chris Long, Lieutenant.

APPROVAL OF THE AGENDA

Immediately following Roll Call, Mayor Keyser announced changes to the Agenda. The first change was the Approval of the Agenda was held directly after Roll Call. Next, Item C from the Consent Agenda was removed.

The agenda was approved with changes as indicated.

PRESENTATIONS, PROCLAMATIONS, CEREMONIES

A. Police Chief Announcement

City Manager Huff announced to Council that current Lieutenant, Chris Long, has recently been hired as the new Chief of Police for Molalla. Chief Long expressed his gratitude to Council, and pledged to give the citizens of Molalla 100%, 100% of the time. Mayor Keyser welcomed him, and stated that the City of Molalla is fortunate to have him as our new Police Chief.

B. Planning Commission Appointment

Planning Director Corthell reminded Council that a Planning Commission vacancy was made by Sarah Schoenborn. A recommendation had been made at the previous meeting to appoint Mr. Michael Carr. Council directed Staff to invite applicants so they could meet them. Applicants in attendance were Mr. Clint Ancell and Mr. Michael Carr. Both gentleman had an opportunity to speak with Council, regarding their interest on Planning Commission.

Citizens speaking at Public Comment for the Planning Commission vacancy were:

Rae Botsford, Molalla resident, spoke on behalf of Mr. Ancell.

Jennifer Satter, Molalla resident, spoke on behalf of Mr. Ancell.

Tom Littrell, Molalla resident, spoke on behalf of Mr. Ancell.

A motion was made by Councilor Newland to appoint Mr. Clint Ancell to Planning Commission, seconded by Councilor Robles. Vote failed with a 3-3 tie. Councilors voting Aye: Councilor Newland, Councilor Robles, and Mayor Keyser. Councilors voting Nay: Councilor Shankle, Councilor Klein, and Council President Childress.

Discussion followed regarding applicants living inside city limits opposed to outside city limits being appointed to Planning Commission. Council is divided in their opinion of persons living inside City limits being the preferred applicant, as they are tax payers.

A motion was made by Councilor Klein to appoint Mr. Michael Carr to Planning Commission, seconded by Councilor Shankle. Vote failed with a 3-3 tie. Councilors voting Aye: Councilor Shankle, Councilor Klein, and Council President Childress. Councilors voting Nay: Councilor Newland, Councilor Robles, and Mayor Keyser.

Discussion followed regarding the second tie vote. The decision was made by Council to wait until the Council position is filled, to fill the vacancy on Planning Commission.

A motion was made by Mayor Keyser, to hold Planning Commission appointment until Council is a complete body, seconded by Councilor Shankle. Vote passed 6-0, with all Councilors voting Aye.

[For the complete video account of the Planning Commission appointment discussion, please go to YouTube “Molalla City Council Meetings – October 27, 2021” minute 3:46.](#)

C. IGA w/ODOT Grant

Planning Director Corthell applied for an IOF (Immediate Opportunity Fund) Grant with ODOT recently, and the City of Molalla was awarded \$249,00. This money is to be used for transportation system improvements associated with an employment producing industrial project. Dansons Company, LLC. is bringing a pellet plant to the property located at S. Molalla Avenue and S. Molalla Forest Ridge Road, and fall into those requirements. Staff needs Council approval to move forward with the project.

A motion was made by Councilor Newland to authorize the City Manager to sign the Agreement, seconded by Councilor Robles. Vote passed 6-0, with all Councilors voting Aye.

PUBLIC COMMENT

None.

CONSENT AGENDA

A motion was made by Councilor Klein to approve the Consent Agenda, seconded by Councilor Shankle. Vote passed 6-0, with all Councilors voting Aye.

PUBLIC HEARINGS

A. Ordinance No. 2021-11: Amending Chapter 5.24 Business Licenses

City Recorder Teets presented an Ordinance to Council that amends the language of the Code relating to Business Licenses. Currently, the Code is vague regarding submission by business owners to file an exemption with the City. Filing an exemption excuses them from paying the \$70 annual Business License Fee. Ms. Teets asked that it be due by January 1st of each calendar year.

Mayor Keyser opened the Public Hearing for Ordinance No. 2021-11 at 8:03pm. Seeing that no audience member requested to speak for or against the item, the Public Hearing was closed by Mayor Keyser at 8:04pm.

ORDINANCES AND RESOLUTIONS

A. Ordinance No. 2021-11: Amending Chapter 5.24 Business Licenses

Councilor Klein expressed concern over having fees due on a national holiday, and requested that the due date be changed to January 15th of the calendar year. Councilors and staff agreed to the change.

A motion was made by Councilor Newland to hold the First Reading of Ordinance No. 2021-11 with the stated amendment, seconded by Councilor Robles. Vote passed 6-0, with all Councilors voting Aye.

A motion was made by Councilor Robles to hold the Second Reading and adoption of Ordinance No. 2021-11, seconded by Councilor Shankle. Vote passed 6-0, with all Councilors voting Aye.

GENERAL BUSINESS

A. Council Vacancy Declaration

City Manager Huff explained the process for Councilor Deller’s recently vacated position. First, a declaration of a Council opening must be made, followed by a deadline for applications.

A motion was made by Councilor Newland to declare Councilor Dellers seat vacant, seconded by Councilor Robles. Vote passed 6-0, with all Councilors voting Aye.

A motion was made by Councilor Klein for the application deadline as December 1, 2021, seconded by Council President Childress. Vote passed 6-0.

B. Molalla Forest Road Park Naming

The City recently purchased park land on Molalla Forest Road. The Parks CPC has been in discussion for formally naming the park. Chief Yelkus Park is a name that Parks members agreed upon. The Confederated Tribes of Grande Ronde were happy to hear that this was a consideration, therefore giving their approval. They also offered to come to Molalla for an opening ceremony. (Chief Yelkus was a Chief of the Molalla tribes at Dickie Prairie, outside of Molalla.)

A motion was made by Councilor Klein to name the property on Molalla Forest Road “Chief Yelkus Park”, seconded by Mayor Keyser. Vote passed 6-0, with all Councilors voting Aye.

STAFF, MAYOR, AND COUNCIL REPORTS

- Planning Director Corthell – announced that the first Molalla Current newsletter will be distributed next week. Staff time is set aside on Monday, Wednesday, and Friday to answer citizen questions.
- City Recorder Teets – shared dates for November meetings. They are as follows: **Nov. 10th** 6pm, Work Session, followed by City Council at 7pm, **Nov. 17th** 6:30pm Joint City Council and Planning Commission, **Dec. 8th** 6pm Work Session followed by City Council at 7pm.
- City Manager Huff – explained the Police Facility RFP process for hiring a contractor. Councilors will be given a document for review for the next meeting. He also explained that at upcoming meetings water rates will be topic of discussion.
- Councilor Robles – announced that the next Parks CPC meeting will be held on Tuesday, November 2, 2021 at 5pm at the Civic Center.
- Councilor Newland – attended most recent Chamber of Commerce meeting. Reminded the community that Trick-or-Treating is available from 4:30-7:00pm on Halloween. The annual Christmas Tree Lighting will be held on Saturday, December 4th. Details to follow.
- Councilor Shankle – nothing to report.
- Councilor Klein – shared with citizens that Hwy. 211 between Molalla and Estacada has been identified as a Safety Corridor by ODOT. She asked the community to use care in that area.
- Council President Childress – working with Clackamas County on providing year round services for an Extreme Weather Center. This would shield people in need from extreme hot and cold weather events. This Center will be held at 209 Kennel Avenue.
- Mayor Keyser – attended the recent Clackamas County Republican fundraiser dinner. He was pleased to hear many positive comments about Molalla.

[For the complete video account of the City Council Meeting, please go to YouTube “Molalla City Council Meetings – October 27, 2021”](#)

ADJOURN

Mayor Keyser adjourned the meeting at 8:45pm.

Scott Keyser, Mayor

Date

ATTEST:

Christie Teets, City Recorder

October 20, 2021

City of Molalla
Dan Huff, City Manager
PO Box 248
Molalla, OR 97038

RE: Wave Division Holdings, LLC (“Wave Broadband”); Rate Adjustment Notice

Please disregard rate adjustment notice dated September 30, 2021. The details below reflect the correct rate adjustments. We apologize for any inconvenience.

We are providing the following details in compliance with the 30-day advanced notification of an adjustment to rates under the applicable FCC regulations and the requirements of our franchise with the City of Molalla. Wave Broadband will be adjusting the retail price of some of its services starting November 1, 2021.

The monthly rates for the following TV services will be adjusted: the Local Broadcast tier of service will increase by \$2.00. The costs associated with this tier helps to maintain the access and transport of cable and broadcast channels across our network. The Local TV Stations’ Fee will increase by \$2.99. Local Broadcast stations levy a monthly fee for carriage of their content; this fee helps offset those costs. The Expanded Content channel tier (also known as Basic Cable), and any packages including that service, will increase by \$2.37. Networks included on this tier of service levy a monthly fee for the carriage of their content; this fee helps offset the cost of programming content. All TV equipment will increase by \$3.00.

The monthly rates for the following Internet services will be adjusted: cable modems will increase by \$2.00. The Internet Infrastructure Fee will also increase by \$1.40. This fee helps defray costs associated with the building and maintaining of Wave’s fiber rich broadband network, as well as the costs of expanding network capacity to support the continued increase in customers’ average broadband consumption; this has been especially crucial this past year as we all work, school, and play at home.

In addition, the unlimited calling plan will increase by \$1.00.

The rate changes are not a customer tax or a fee assessed by a government agency; they are fees and/or costs Wave assesses and retains. They are exclusive of franchise fees, regulatory fees, and other governmentally imposed charges. Customers will receive detailed information covering the rate changes with their billing statement.

At Wave, we work hard to ensure the communities we serve have access to the fastest and most reliable Internet, TV and phone services. Each and every day, we endeavor to deliver high-quality services at a great value and have always aimed to put our customers first. We will continue to invest in our network to bring customers the latest technologies while enhancing their service experience.

We thank you, as always, for the opportunity to serve your community.

Sincerely,



Jared Sonne
SVP, Operations
Wave Broadband



September 25, 2021

City of Molalla
PO Box 248
Molalla, OR 97038

RE: WaveDivision Holdings, LLC (“Wave Broadband”); Rate Adjustment Notice

We are providing the following details in compliance with the 30-day advanced notification of an adjustment to rates under the applicable FCC regulations and the requirements of our franchise with the City of Molalla. Wave Broadband will be adjusting the retail price of some of its services starting November 1, 2021.

The monthly rates for the following TV services will be adjusted: the Local Broadcast tier of service will increase by \$2.00. The costs associated with this tier helps to maintain the access and transport of cable and broadcast channels across our network. The Local TV Stations’ Fee will increase by \$27.95. Local Broadcast stations levy a monthly fee for carriage of their content; this fee helps offset those costs. The Expanded Content channel tier (also known as Basic Cable), and any packages including that service, will increase by \$2.37. Networks included on this tier of service levy a monthly fee for the carriage of their content; this fee helps offset the cost of programming content. All TV equipment will increase by \$3.00.

The monthly rates for the following Internet services will be adjusted: cable modems will increase by \$2.00. The Internet Infrastructure Fee will also increase by \$1.40. This fee helps defray costs associated with the building and maintaining of Wave’s fiber rich broadband network, as well as the costs of expanding network capacity to support the continued increase in customers’ average broadband consumption; this has been especially crucial this past year as we all work, school, and play at home.

We will also be implementing a 2% Regulatory Recovery Fee on our telephone service. This fee is assessed by Wave to recover the cost of complying with certain federal, state, and/or local impositions related to voice service. It is a monthly charge to defray a portion of the fees paid to support government programs such as Telecommunications Relay Service and Local Number Portability, along with other charges assessed by the FCC, and additional indirect costs associated with administering and complying with government programs.

The rate changes are not a customer tax or a fee assessed by a government agency; they are fees and/or costs Wave assesses and retains. They are exclusive of franchise fees, regulatory fees, and other governmentally imposed charges. Customers will receive detailed information covering the rate changes with their billing statement.

At Wave, we work hard to ensure the communities we serve have access to the fastest and most reliable Internet, TV and phone services. Each and every day, we endeavor to deliver high-quality services at a great value and have always aimed to put our customers first. We will continue to invest in our network to bring customers the latest technologies while enhancing their service experience.

We thank you, as always, for the opportunity to serve your community.

Sincerely,

Jared Sonne
SVP, Operations
Wave Broadband

RECEIVED
SEP 30 2021

BY:

1101 Creekside Ridge Drive, Suite 270, Roseville, CA 95678

City of Molalla

City Council Meeting



Agenda Category: Appointments

Subject: Appointing members to the Beautification and Culture CPC

Recommendation: Appoint Committee Members

Date of Meeting to be Presented: 11/10/21

Fiscal Impact: N/A

Background:

At the 8/25/21 Council Meeting a Beautification and Culture CPC was created to displace the ED Steering and Arts/Culture CPC's.

At the 9/8/21 Council Meeting, Councilor Klein was appointed as the Council liaison to the Committee.

The next step in this process is to appoint committee members. There are 4 applicants that have applied to serve on this committee.

Attachments:

Committee applications x 4

SUBMITTED BY: Mac Corthell, Planning Director
APPROVED BY: Dan Huff, City Manager



**City of Molalla
Application for Appointment to Citizen
Committee/Board/Commission/Council**

Date: 8/11/2021

How long have you resided in the City: 0 YRS

Committee/Board/Commission/Council position of interest: Beautification & Culture

Name: David Jackson

Address: _____

State/Province: Oregon **Zip/Postal Code:** 97038

Home Phone: _____ **Work Phone:** _____

***E-Mail** _____

Current or Previous Community Affiliations or Activities:

VP Molalla Area Historical Society, VP 2013 Centennial Committee, Commissioner Molalla Arts Committee
Community at-large photographer and event photo documenter
Member of Welcome to Molalla, Contributor to The Bulletin publication

Why would you like to serve on this Committee/Board/Commission/Council and give any other background you might have in this area.

I have a huge interest in the arts and desire to use my skills to take Molalla to the next level of livability.

If applying for re-appointment to this Committee/Board/Commission/Council/Task Force, please indicate what has been the key accomplishment of the group during your service.

Yes, reapplying. Given the last year+ with COVID issues, progress was limited, but we did manage to get the Story Walk boards reprinted and installed, and got the Long Park grandstand painted.
--

If you could make any improvement to the Commission/Board/Committee/Task Force, what would it be?

1. Need energized people to participate and contribute to the team.
2. Need funding to do the big things. Current funding is via grants external to any city funds.
3. Merging the two teams seems like a great idea to combine efforts set a solid course forward.

***Signature:**

117 Molalla Ave/PO Box 248 Molalla Oregon 97038
Ph: 503.829.6855 Fax: 503.829.3676 www.cityofmolalla.com

REV: 02/14/2019 Citizen Application - City Recorder

Email back to: cityrecorder@cityofmolalla.com



**City of Molalla
Application for Appointment to Citizen
Committee/Board/Commission/Council**

Date: **8/11/21**

How long have you resided in the City: **12** YRS

Committee/Board/Commission/Council position of interest: The new Beautification and Arts being formed by Mac

Name: **Connie Farrens**

Address: _____

State/Province: **Oregon** Zip/Postal Code: **97004**

Home Phone: **503-** _____ cell Work Phone: **503-** _____

*E-Mail _____

Current or Previous Community Affiliations or Activities:

Currently on City Planning Commission, Board Member Molalla Area Chamber of Commerce, Board Member Team for Economic Action in Molalla, Board Member of Clackamas County Long Term Recovery Group. Currently on Beautification Committee

Why would you like to serve on this Committee/Board/Commission/Council and give any other background you might have in this area.

Already on Beautification Committee and this would be an extension of it. Very interested in the Arts Commission part. Like to be involved in the growth of our community.

If applying for re-appointment to this Committee/Board/Commission/Council/Task Force, please indicate what has been the key accomplishment of the group during your service.

If you could make any improvement to the Commission/Board/Committee/Task Force, what would it be?

I would like to start having in person meetings. It helps bring a stronger relationship among the members and may help attract more interested volunteers looking for the social networking that would come from the inperson meetings.

*Signature:

117 Molalla Ave/PO Box 248 Molalla Oregon 97038
Ph: 503.829.6855 Fax: 503.829.3676 www.cityofmolalla.com

REV: 02/14/2019 Citizen Application – City Recorder

Email back to: cityrecorder@cityofmolalla.com



**City of Molalla
Application for Appointment to Citizen
Committee/Board/Commission/Council**

Date: **8-10-21**

How long have you resided in the City: **59** YRS

Committee/Board/Commission/Council position of interest: Beautification & Culture Committee

Name: Roxie Smith

Address: _____

State/Province: Oregon Zip/Postal Code: 97038

Home Phone: 503- _____ Work Phone: _____

*E-Mail _____

Current or Previous Community Affiliations or Activities:

Mid Valley Relay for Life, Visioning Committee, Branding and Identity Sub committee, Celebrate Molalla

Why would you like to serve on this Committee/Board/Commission/Council and give any other background you might have in this area.

I am a life-long resident of Molalla and love this community. I feel that my background in leadership roles would be a benefit of my serving on this committee.

If applying for re-appointment to this Committee/Board/Commission/Council/Task Force, please indicate what has been the key accomplishment of the group during your service.

N/A

If you could make any improvement to the Commission/Board/Committee/Task Force, what would it be?

I want all voices on the committee to be heard and respected.

***Signature:**

117 Molalla Ave/PO Box 248 Molalla Oregon 97038
Ph: 503.829.6855 Fax: 503.829.3676 www.cityofmolalla.com

REV: 02/14/2019 Citizen Application - City Recorder

Email back to: cityrecorder@cityofmolalla.com



**City of Molalla
Application for Appointment to Citizen
Committee/Board/Commission/Council**

Date: **8.10.21**

How long have you resided in the City: **38** YRS

Committee/Board/Commission/Council position of interest: Beautifcaiton & Culture

Name: Pamela Lucht

Address: _____

State/Province: OR Zip/Postal Code: 97038

Home Phone: ! Work Phone: !

*E-Mail _____

Current or Previous Community Affiliations or Activities:

Economic Development Committee - Branding and Identity

Why would you like to serve on this Committee/Board/Commission/Council and give any other background you might have in this area.

I'd like to continue to see the EDC process through.

If applying for re-appointment to this Committee/Board/Commission/Council/Task Force, please indicate what has been the key accomplishment of the group during your service.

If you could make any improvement to the Commission/Board/Committee/Task Force, what would it be?

***Signature:**

117 Molalla Ave/PO Box 248 Molalla Oregon 97038
Ph: 503.829.6855 Fax: 503.829.3676 www.cityofmolalla.com

REV: 02/14/2019 Citizen Application - City Recorder

Email back to: cityrecorder@cityofmolalla.com

City of Molalla

City Council



Agenda Category: General Business

Subject: Declaration of Surplus Property – Glock Model 17 9mm

Recommendation: Declare Property Surplus

Date of Meeting to be Presented: November 10, 2021

Fiscal Impact: \$460.00

Background:

Included with this staff report is Resolution No. 2021-25 declaring Chief Schoenfeld's Glock Model 17 9mm Service firearm surplus. As part of this Council decision, we recommend presenting this firearm to Chief Schoenfeld upon retirement.

As stated, the value of this surplus property is \$460.00.

SUBMITTED BY: Dan Huff, City Manager
APPROVED BY: Dan Huff, City Manager



RESOLUTION NO. 2021-25

**A RESOLUTION OF THE CITY OF MOLALLA, OREGON
DECLARING CERTAIN CITY PROPERTY AS SURPLUS, AUTHORIZING THE
RETIREMENT OF THE FIREARM, AND PROVIDING AN EFFECTIVE DATE**

WHEREAS, the City of Molalla owns a certain Glock Model 17 9mm, serial number BGTR970,
and

WHEREAS, Molalla Municipal Code 3.09 Disposal of Surplus Property authorizes the City
Manager to do so; and

WHEREAS, the City Manager/City Council of the City of Molalla wishes to retire this weapon;
and

WHEREAS, Chief Frank Schoenfeld of the Molalla Police Department has announced his
retirement after many years of faithful service.

Now, Therefore, the City of Molalla Resolves as follows:

Section 1. The Glock Model 17 9mm, serial number BGTR970 is hereby declared surplus and
retired.

Section 2. The Glock Model 17 9mm, serial number BGTR970 is hereby donated to Chief Frank
Schoenfeld as a token of appreciation for his years of service to the Molalla Police
Department.

Section 23. Effective Date. This Resolution shall take effect immediately upon its adoption.

Adopted by the City Council this ____ day of November 2021 by a vote of:

AYES:

NAYS:

APPROVED BY THE MAYOR this ____ day of November 2021.

Scott Keyser, Mayor

ATTEST:

Christie Teets, City Recorder

City of Molalla

City Council



Agenda Category: General Business

Subject: City Hall Remodel 2nd Floor Police Office Improvements – Contract Award

Recommendation: Award Bid

Date of Meeting to be Presented: November 10, 2021

Fiscal Impact: Budgeted Item - \$219,016.00

Background:

Please find attached to this staff report our engineer's bid results and recommendations for the City Hall 2nd Floor reconstruction project. We received four (4) bids for this project as follows:

1. \$219,016 INLINE Commercial Construction Inc.
2. \$239,000 2KG Contractors Inc.
3. \$248,910 First Cascade Corporation
4. \$301,000 Pacific Tech Construction Inc.

Recommendation: Staff recommends that Council award the City Hall 2nd Floor Project bid to INLINE Commercial Construction, Inc. in the amount of \$219,016.

SUBMITTED BY: Dan Huff, City Manager
APPROVED BY: Dan Huff, City Manager



THE DYER PARTNERSHIP
ENGINEERS & PLANNERS, INC.

November 4, 2021

Dan Huff, City Manager
City of Molalla
117 N Molalla Avenue
Molalla, OR 97038

RE: City of Molalla
Police Office Improvements
City of Molalla Project No. 21-04
The Dyer Partnership Project No. 198.32

Dear Mr. Huff:

This letter is to recommend action by the City of Molalla in response to the bids received on November 3, 2021 at 2:00 PM for the above referenced project. Four bids were received, there were minor bid irregularities, and all were responsive and responsible. The bids were in the following amounts:

1. \$219,016.00 by INLINE Commercial Construction, Inc.
2. \$239,000.00 by 2KG Contractors, Inc
3. \$248,910.00 by First Cascade Corporation
4. \$301,000.00 by Pacific Tech Construction, Inc.

Dyer recommends that the City of Molalla take the following action:

1. Accept the bids.
2. Award a contract to INLINE Commercial Construction, Inc. in the amount of \$219,016.00.

It is our opinion that In Line Commercial Construction, Inc. has sufficient experience and qualifications to satisfactorily construct the project.

Assuming the City of Molalla and Council concurs with our recommendation; we have enclosed four copies of the Notice of Award. A representative for the City needs to sign all four copies after which they should be returned to our Coos Bay office. (*Please do not date the Notice of Award.*) We will date the Award following notification that the City of Molalla accepts the bid and is determined to award the project.


Pursuant to ORS279C.835, the Oregon Bureau of Labor and Industries requires that Form WH-81 be filled out by the contracting agency and sent to them with a copy of the first-tier subcontractor form, if applicable (ORS 279C.370), within 30 days of issuing the Notice of Award. The form is available at:

<https://www.oregon.gov/boli/WHD/PWR/docs/wh81.pdf>

The Owner is also responsible for payment of a Public Works fee to the Bureau of Labor & Industries. This payment is accompanied by Form WH-39 which is available at:

<https://www.oregon.gov/boli/WHD/PWR/docs/wh39.pdf>

Sincerely,



Ryan Quigley, PE
Project Manager

Enclosure

1330 TEAKWOOD AVENUE
COOS BAY, OREGON 97420
TELEPHONE: 541-269-0732
FAX: 541-269-2044
WEB: www.dyerpart.com

City of Molalla

City Council



Agenda Category: General Business

Subject: Police Facility Project Manager RFP Award

Recommendation: Award Contract

Date of Meeting to be Presented: November 10, 2021

Fiscal Impact: \$ 280,000 - \$300,000 (Over the course of an estimated 3-year project)

Background:

The City advertised and received three (3) bids to perform Police Facility Project Manager Services over the course of project development and construction of the new Molalla Police Facility located at 150 Grange Avenue.

These bidders are as follows:

- Otak/Day cpm
- CBRE
- Plan B

The Police Facility Community Program Committee met on October 20, 2021, and recommended Otak. Staff provided Council with all three (3) proposals for review on October 27th. Staff recommends Council award the Project Manager bid to Otak.

SUBMITTED BY: Dan Huff, City Manager
APPROVED BY: Dan Huff, City Manager

REQUEST FOR PROPOSALS



CITY OF MOLALLA, OREGON
URBAN RENEWAL AGENCY
MOLALLA POLICE DEPARTMENT FACILITY
117 N. MOLALLA AVE., PO BOX 248
MOLALLA, OR 97038
(503)829-6855, FAX (503)829-3676

RFP NO: 2021-02
SEPTEMBER 9, 2021

Project: New Police Facility Consultant Services or Construction Management

PROPOSALS DUE
OCTOBER 12, 2021 2:00 PM

LATE PROPOSALS WILL NOT BE ACCEPTED

A pre-proposal conference will be held on September 21st at 2:30PM, in Molalla City Hall Conference Room, 117 N. Molalla Ave, Molalla, OR 97038. The meeting is designed to allow Proposers an opportunity to ask questions about the selection process, the program and tour the site.

Table of Contents

I	Objectives	3
II	Background and Scope of Work	3
III	CM Responsibilities	3
	3.1 General	3
	3.2 Pre-Design Phase Activities	4
	3.3 Design Phase Activities	4
	3.4 Construction Phase Activities	5
	3.5 Close-Out Phase Activities	5
IV	Required Responses	5
	4.1 Firm History	6
	4.2 Personnel	6
	4.3 Experience	6
	4.4 Project Staffing	7
	4.5 Services	7
	4.6 CM/GC Experience	8
V	Certifications	9
VI	Pricing	10
	6.1 General	10
VII	Selection Process	10
VIII	Terms and Conditions	11
Appendix A	Proposed Site Aerial Photograph	12
Appendix B	Cost Summary	13
Appendix C	Project Schedule	14
Appendix D	Personal Services Agreement	17
Appendix E	City of Molalla Business License Application	25

CITY OF MOLALLA
URBAN RENEWAL AGENCY
NEW MOLALLA POLICE DEPARTMENT

REQUEST FOR PROPOSAL
CONSTRUCTION MANAGEMENT SERVICES

I. Objectives

The City of Molalla Urban Renewal Agency is seeking to obtain the services of a construction manager to assist in developing the design for and eventual construction of a new Molalla Police Facility. The awarding of a contract to provide construction management services will not impact the decision-making process related to awarding a contract to provide full architectural and engineering design.

II. Background and Scope of Work

The Current Police Facility, formerly the fire department, was renovated to become City Hall/Police Department. It was built prior to 1950 and has approximately 2,300 sq. feet of work/office space.

A new facility is being planned to accommodate current needs. The anticipated workspace needed would be approximately 17,500 sq. feet.

The Molalla Police Department, through the Molalla Urban Renewal Agency, is requesting the services of Professional Construction Management Firm (hereafter CM) to assist in the design and construction of this new facility. We will be hiring an architectural and Engineering firm to create the design, and we expect the Construction Management Firm to work closely in this process.

III. CM Responsibilities

3.1 General: The CM will provide technical and managerial staff assistance to the Agency for the specific tasks described hereunder for the program.

3.1.1 Act as the Agency's representative as directed during all phases of the plan. Provide services that are in the Agency's best interest as assigned.

3.1.2 Generate and contribute throughout all phases of the management plan informational reports as needed detailing project progress, schedule, and financial status as directed.

3.1.3 Attend meetings as a representative of the Agency as directed.

3.1.4 Maintain related records, documentation, design data, drawings, correspondence, etc., pertaining to the program(s).

- 3.1.5 Provide management advice, assistance, and adherence of all public entity rules and regulations and meet with municipal authorities having jurisdiction as directed.
- 3.1.6 Coordinate material specification submittals and selections with Agency's staff to assure installation of low maintenance products and highest life cycle value.
- 3.1.7 Provide regular/scheduled presentations/tours to the Agency and City staff in addition to written summations as directed.
- 3.1.8 Assist the Agency select the Architect and other Professionals required to complete the program.
- 3.1.9 Assist the Agency and City select GC Firms to complete the project.
- 3.2 Pre-Design Phase Activities
 - 3.2.1 Assist and advise in development of an overall management plan for each assigned project to include detailed budget and schedules for each project.
 - 3.2.2 Assist and advise in establishing for each assigned project the contract packaging strategy including possible early, late, or other separate contract awards, and those items to be contracted directly by the Agency.
 - 3.2.3 Advise in development of project accounting and reporting procedures in support of the Agency management information and accounting needs within the Agency accounting system.
- 3.3 Design Phase Activities
 - 3.3.1 Assist and advise in administration of the design consultant agreements.
 - 3.3.2 Assist and advise in the implementation of cost monitoring, saving, value engineering, and control procedures.
 - 3.3.3 Monitor design and construction progress for conformance to the master schedule milestones and update/revise the master schedule as required.
 - 3.3.4 Provide Agency with various proven construction options and implement methods selected by Agency that may involve cost savings, accelerated construction, or other benefits to the Agency.
 - 3.3.5 In conjunction with the Architect assist and advise the Agency in preparation of the construction bid packages.

3.3.6 As necessary assist the Agency receiving and evaluating the bids and make recommendations regarding contract award.

3.4 Construction Phase Activities

3.4.1 Assist in preparation and implementation of procedures for administration Of the construction contract by both the architect and Agency.

3.4.2 Coordinate and expedite the processing of contractor requests for information, change proposals, change orders, and time extension requests.

3.4.3 Evaluate and recommend Agency action regarding requests for information, change proposals, change orders, and time extension requests.

3.4.4 Analyze contractor's claims, if any, and recommend Agency action.

3.5 Close-Out Phase Activities

3.5.1 Coordinate contract substantial completion and expedite closeout/punch list activities on assigned projects to include oversight of O&M manual formulations and "As-Builts" as needed.

3.5.2 Coordinate as needed Police Department occupancy of completed facilities.

IV. REQUIRED RESPONSES

Proposal Submission

Proposers must submit one (1) original and four (4) complete copies of the proposal RFP Title: NEW POLICE FACILITY, Construction Management Services, to Darlene Bishop, City of Molalla, PO Box 248, Molalla, OR 97038 not later than 2:00pm on October 12, 2021. PROPOSALS MUST BE TIME-STAMPED AT MOLALLA CITY HALL BY THE STATED DEADLINE. All proposals that are not time-stamped by the deadline will be considered late and shall be rejected.

Proposals shall be submitted in a sealed and appropriate mailing container (such as an envelope) appropriately marked with the Proposal title, RFP number, and the return name and address of the Proposer. If the requested number of copies does not fit into the appropriate mailing container, enclose all copies in a box, seal it and attach a label on top with the appropriate information. Please use the minimum amount of tape necessary to seal the mailing container.

A Pre-proposal conference will be held on September 21, 2021 at 2:30PM in the conference room located at the City of Molalla City Hall, 117 N. Molalla Ave., Molalla, OR 97038. The meeting is designed to allow Proposers an opportunity to ask questions about the RFP, program and tour the site.

In addition to the certifications required in Section V and the Pricing data required in Section VI, the following information must be included in proposals provided in response to the RFP. Failure to provide requested data will be grounds, at the Agency's sole discretion, to reject a proposal.

There is no intent to limit the contents of any proposal. Any additional information that a Proposer deems appropriate should be included and submitted as an alternate and submitted separately from the required submissions.

Information Required:

4.1 Firm History

4.1.1 Name of firm.

4.1.2 Location of principal and branch offices.

4.1.3 Length of time in business.

4.1.4 Firm ownership structure.

4.1.5 Annual Construction management volume for each of the past five years.

1) Number of projects.

2) Total construction volume.

3) Did your firm act as an overall management firm or specific project management?

4.2 Personnel

4.2.1 Provide a list of the total number of firm's local personnel, other than secretarial/clerical, by professional or skill groups from which services can be provided to the Agency.

4.2.2 Provide a list of the types of specialized services available that will be part of your team, such as but not limited to estimating, value engineering analysis, scheduling, or computer services. Please state if these services will be provided in-house or from outsourcing.

4.3 Experience

4.3.1 List comparable public safety projects which you have provided overall project and project specific construction management services during the past five years

(particularly in the general Portland area). The following information is required on each completed project:

- 1) Project name and address.
- 2) Year begun and completed.
- 3) Type of project – new, renovation, addition, or replacement.
- 4) Type of project delivery, i.e., design-bid-build, CM/GC etc.
- 5) Construction Cost and square foot data.
- 6) References to include contract person, position, and telephone number.
- 7) Specify whether overall project or project specific management was provided.

4.4 Project Staffing

- 4.4.1 Identify your company's proposed management staff for the project.
- 4.4.2 Provide an organizational chart identifying all your key staff members, their responsibilities in the project, and show how each interacts with other staff members assigned to this project.
- 4.4.3 For each key staff member, please include a detailed resume which summarizes:
 - 1) Education, including name of institution, field of study, degree(s) earned and year(s) received.
 - 2) Professional registration(s) and/or professional society membership(s).
 - 3) Construction experience.
 - 4) Construction Management project experience in specific project delivery methods.

4.5 Services

- 4.5.1 Describe your scope of pre-construction services and how they are provided, with specific attention to the first budget estimates, methods of cost control, scheduling, value engineering, and the method of reporting project status and schedule position.
- 4.5.2 Describe your scope of construction phase services and detail how they are provided, with specific attention to the first budget estimates, methods of cost control, scheduling, value engineering, and the method of reporting project status and schedule position.
- 4.5.3 Describe your scope of post-construction phase services and detail how they are to be provided.
- 4.5.4 Describe your firm's methods of working with the project Architects/Engineers, consultants, and other planning team members.

4.5.5 Describe your firm's method of coordinating the efforts of the various trade contractors and combination of contractors.

4.6 CM/GC Experience

The Agency intends to utilize the CM/GC to complete the project. Provide project descriptions for CM/GC projects completed for Public Agencies in the Pacific Northwest in the last 5 years.

PROPOSAL:

V. CERTIFICATIONS

CERTIFICATION OF UNDERSTANDING OF REQUEST FOR PROPOSAL

The undersigned offers and agrees to furnish all materials, supervision, and personnel to the City of Molalla Urban Renewal Agency for CONSTRUCTION MANAGEMENT SERVICES in accordance with Request for Proposal No. 2021-02.

Acknowledgement of Addendum: None _____ 1. _____ 2. _____ 3. _____

The undersigned further certifies that he/she has read, understands, and agrees to abide by all terms and conditions of this Request for Proposal if awarded the contract to furnish CONSTRUCTION MANAGEMENT SERVICES for the City of Molalla Urban Renewal Agency.

The Proposer certifies that it does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, handicap, financial ability, age, or other non-job-related factors as per ORS 659 and U.S.C. 2000e.

FIRM NAME: _____

BY: _____ TITLE: _____

BY: _____ DATED: _____

MAILING ADDRESS: _____

TELEPHONE NO. _____ FAX NO. _____

VI. PRICING

6.1 GENERAL

6.1.1 Payments to CM: The CM will submit monthly billings, as specified in this RFP, Defining personnel hours and resulting costs. Hourly rates will be billed at the rates provided in the Cost Sheets listed in Appendix A. The rates provided in the Cost Sheets should include Proposer's overhead and profit.

Not to Exceed: The Agency does not plan to enter a fixed price contract as a result of this RFP. The bottom-line total cost provided on the Cost Sheet is a "Not to Exceed" price. Costs may move between tasks, but the total cost cannot exceed "Total Estimated Cost" on the Cost Sheet, except as modified in final negotiations.

6.1.2 Additional Costs

6.1.2.1 Reimbursables: The reimbursable costs required on Line 4 of the Project Cost Sheet are understood to represent estimates: Expenditures in addition to these estimates will require prior Agency approval.

6.1.2.2 Added Tasks: If, during the project, the Agency proposes to add projects to the CM's responsibilities, or to modify the assigned tasks as defined by this RFP and final negotiations, the CM and the Agency will negotiate mutually agreeable cost changes, using the rates in the Cost Sheet as a basis.

VII. SELECTION PROCESS

The Selection process will be based on the competitive proposals submitted in response to this RFP. The selection committee members will review all complete, responsive, and timely received proposals. The selection committee will consist of not less than three (3) knowledgeable individuals ("Evaluators".)

The evaluation of proposals will be based on the following criteria:

- | | | |
|----|---|-----------|
| 1) | Pertinent experience of the firm | 15 points |
| 2) | Experience of the firm's personnel | 20 points |
| 3) | Commitment of specific personnel to the project | 20 points |
| 4) | Understanding of Agency need | 10 points |
| 5) | Proposed services and staffing | 15 points |
| 6) | Cost | 20 points |

The Agency and its designated committee members will be the sole judge of the merits of each proposal. The committee will select a limited number of finalists for interview prior to final selection.

VIII. TERMS AND CONDITIONS

The selection committee will review submitted proposals and, following selection, the Molalla Urban Renewal Agency (MURA) will enter a contract with the chosen company. All submissions become the property of the MURA. Submissions must be received no later than 2:00 PM on October 12, 2021.

Please submit one (1) original and four (4) copies of the proposal to:

Darlene Bishop
City of Molalla
PO Box 248
Molalla, OR 97038

For questions, please call or email:

Darlene Bishop
503-759-0291
dbishop@cityofmolalla.com

Appendix A



Proposed Site for New Molalla Police Facility
1.15 Acres, Former Molalla Bowl, 150 Grange Street, Molalla, OR 97038

PROJECT COST SHEET

Project: New Police Facility

Planned Duration

Weeks: 6	Weeks: 10	Weeks: 19	Weeks: 28	
Hire Design Team	Design and Construction Document Phase	Approvals and Bidding Phase	Construction Phase	Total Costs

STAFFING PLAN

1	Program Manager					
	Hours					
	Fee					
2	Project Manager					
	Hours					
	Fee					
3	Administrative Services					
	Hours					
	Fee					

Estimated Cost

4 Estimated Reimbursables

The Molalla Police Facility (Proposed CM/GC Schedule)

Preliminary

ID	Task Name	Duration	Start	Finish	2022				2023				2024									
					Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4							
36	CD pricing	5 days	Fri 7/15/22	Thu 7/21/22																		
37	CD Client review	5 days	Fri 7/15/22	Thu 7/21/22																		
38	VE & adjustments	5 days	Fri 7/22/22	Thu 7/28/22																		
39	Client Approval to proceed	1 day	Fri 7/29/22	Fri 7/29/22																		
40	CM/GC Contractor	94 days	Tue 2/8/22	Fri 6/17/22																		
41	CM/GC Selection Process	54 days	Tue 2/8/22	Fri 4/22/22																		
42	Develop Facts of Finding	4 days	Tue 2/8/22	Fri 2/11/22																		
43	Advertise for Public Hearing	14 days	Mon 2/14/22	Thu 3/3/22																		
44	Public Hearing	1 day	Fri 3/4/22	Fri 3/4/22																		
45	CM/GC Solicitation	15 days	Mon 3/7/22	Fri 3/25/22																		
46	CM/GC Proposals Due	1 day	Mon 3/28/22	Mon 3/28/22																		
47	Review of Proposals	5 days	Tue 3/29/22	Mon 4/4/22																		
48	Interview CM/GC Contractors	1 day	Tue 4/5/22	Tue 4/5/22																		
49	Final Selection & Contract Nego.	13 days	Wed 4/6/22	Fri 4/22/22																		
50	CM/GC Per-construction services	94 days	Tue 2/8/22	Fri 6/17/22																		
51	VE of SD's through DD's	25 days	Tue 2/8/22	Mon 3/14/22																		
52	Development of Early Site GMP	33 days	Mon 4/25/22	Wed 6/8/22																		
53	CM/GC Submit Site GMP	1 day	Thu 6/9/22	Thu 6/9/22																		
54	Site Work GMP Approved	2 days	Fri 6/10/22	Mon 6/13/22																		
55	VE of DD's through CD's	42 days	Thu 4/14/22	Fri 6/10/22																		
56	Development of Building GMP	42 days	Thu 4/14/22	Fri 6/10/22																		
57	CM/GC Submit Building GMP	1 day	Mon 6/13/22	Mon 6/13/22																		
58	Building GMP Approved	4 days	Tue 6/14/22	Fri 6/17/22																		
59	Approvals and Bidding	131 days	Tue 3/8/22	Tue 9/6/22																		
60	Site/Design Review / Conditional Use	86 days	Tue 3/8/22	Tue 7/5/22																		
61	Pre-application meeting	1 day	Tue 3/8/22	Tue 3/8/22																		
62	Neighborhood meeting	1 day	Wed 3/9/22	Wed 3/9/22																		
63	Submit Application	1 day	Thu 3/10/22	Thu 3/10/22																		
64	Completeness	22 days	Fri 3/11/22	Mon 4/11/22																		
65	Staff prepare staff report	45 days	Tue 4/12/22	Mon 6/13/22																		
66	Planning Commission Public Meeting	1 day	Tue 6/14/22	Tue 6/14/22																		
67	Planning Commission issues Decision	5 days	Wed 6/15/22	Tue 6/21/22																		
68	Appeal Period	10 days	Wed 6/22/22	Tue 7/5/22																		
69	Site Package Permitting	33 days	Thu 6/9/22	Mon 7/25/22																		
70	Submit for Site Work Permit	1 day	Thu 6/9/22	Thu 6/9/22																		



Mon 9/6/21

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

The Molalla Police Facility (Proposed CM/GC Schedule)

Preliminary

ID	Task Name	Duration	Start	Finish	2022				2023				2024							
					Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
71	Plan Review Site Work Permit	30 days	Fri 6/10/22	Thu 7/12/22																
72	Respond to Plan Review Comments	2 days	Fri 7/22/22	Mon 7/25/22																
73	Building Permit issued	1 day	Fri 7/22/22	Fri 7/22/22																
74	Building Package Permitting	37 days	Mon 7/18/22	Tue 9/6/22																
75	Submit for Site Work Permit	1 day	Mon 7/18/22	Mon 7/18/22																
76	Plan Review Site Work Permit	35 days	Tue 7/19/22	Mon 9/5/22																
77	Respond to Plan Review Comments	1 day	Tue 9/6/22	Tue 9/6/22																
78	Building Permit issued	1 day	Tue 9/6/22	Tue 9/6/22																
79	Bidding Site Work Package	26 days	Tue 6/14/22	Tue 7/19/22																
80	Advertise Bid Site Package	1 day	Tue 6/14/22	Tue 6/14/22																
81	CM/GC Bids Site Work Package	15 days	Wed 6/15/22	Tue 7/5/22																
82	Addendum #1 Release	1 day	Wed 7/6/22	Wed 7/6/22																
83	Bid Opening	1 day	Wed 7/6/22	Wed 7/6/22																
84	CM/GC Buyout of Site Work	5 days	Thu 7/7/22	Wed 7/13/22																
85	Subcontract Execution	3 days	Thu 7/14/22	Mon 7/18/22																
86	Notice to Proceed	1 day	Tue 7/19/22	Tue 7/19/22																
87	Bidding Building Package	37 days	Mon 6/20/22	Tue 8/9/22																
88	Advertise Bid Site Package	1 day	Mon 6/20/22	Mon 6/20/22																
89	CM/GC Bids Site Work Package	15 days	Tue 6/21/22	Mon 7/11/22																
90	Addendum #1 Release	1 day	Tue 7/12/22	Tue 7/12/22																
91	Addendum #2 Release	1 day	Wed 7/13/22	Wed 7/13/22																
92	Bid Opening	1 day	Tue 7/12/22	Tue 7/12/22																
93	CM/GC Buyout of Site Work	20 days	Wed 7/13/22	Tue 8/9/22																
94	Subcontract Execution	3 days	Wed 7/13/22	Fri 7/15/22																
95	Notice to Proceed	1 day	Wed 7/13/22	Wed 7/13/22																
96	Construction	288 days	Thu 7/14/22	Mon 8/21/23																
97	Site Work Mobilization	1 day	Wed 7/20/22	Wed 7/20/22																
98	Site Work Construction	60 days	Thu 7/21/22	Wed 10/12/22																
99	Building Construction	220 days	Thu 7/14/22	Wed 5/17/23																
100	Final Site Work Construction	40 days	Mon 4/3/23	Fri 5/26/23																
101	Substantial Completion	1 day	Mon 5/29/23	Mon 5/29/23																
102	Owner Move-in	30 days	Thu 5/18/23	Wed 6/28/23																
103	Punch List	30 days	Tue 5/30/23	Mon 7/10/23																
104	Final Completion and City Acceptance	30 days	Tue 7/11/23	Mon 8/21/23																



Task
Split
Progress

Milestone
Summary
Project Summary

External Tasks
External Milestone
Deadline

Mon 9/6/21

Personal Services Agreement

SHORT TITLE OF WORK PROJECT: _____

This contract is between the City of Molalla, Oregon, Urban Renewal Agency, hereafter called "Agency", and _____: hereafter called "Contractor". The Agency's Project Manager is _____.

Effective Date and Duration:

This contract shall become effective on _____ (or on the date at which every party has signed this contract, whichever is later.) This contract shall expire, unless otherwise terminated or extended, on _____.

Statement of work:

- a) The statement of work is contained in EXHIBIT A attached hereto and by this reference made a part hereof.
- b) The delivery schedule for the work is identified in EXHIBIT A.

Consideration:

- a) Agency agrees to pay Contractor a sum not to exceed _____ for accomplishment of the work.
- b) Interim payments shall be made to Contractor according to the schedule identified in EXHIBIT A.

Terms and conditions listed on pages 2-4

CONTRACTOR DATA

Name (please print): _____
 Address: _____
 Social Security #: _____
 Federal Tax ID #: _____ State Tax ID #: _____ Business License #: _____
 Business Designation (check one): _____ Individual Sole Proprietorship _____ Partnership
 _____ Corporation _____ Limited Liability Co (LLC) _____ Estate/Trust Public Service Corp.
 _____ Government/Nonprofit

Payment information will be reported to the IRS under the name and taxpayer I.D. number provided above. Information must be provided prior to contract approval. Information not matching IRS records could subject you to 2G percent backup withholding.

I, the undersigned, agree to perform work outlined in this contract in accordance with the terms and conditions (listed on pages 2-4 and made part of this contract by reference) and the statement of work made part of this contract by reference; hereby certify under penalty of perjury that I/my business am not/is not in violation of any Oregon tax laws; hereby certify that my business is certified as an Equal Employment Opportunity Affirmative Action Employer; and hereby certify I am an independent contractor as defined in ORS 670.600.

Approved by the Contractor:

_____	_____
Signature/Title	Date

URBAN RENEWAL AGENCY SIGNATURES

Approved by Purchasing Agent: _____	_____
Director	Date

Approved as to Form By Legal Counsel: _____	_____
Legal Counsel	Date

**CITY OF MOLALLA, URBAN RENEWAL AGENCY
STANDARD CONTRACT PROVISIONS FOR
PROFESSIONAL SERVICES**

1. Access to Records:

The contractor shall maintain, and the City or Molalla Urban Renewal Agency (“Agency”) and its duly authorized representatives shall have access to the books, documents, papers, and records of the Contractor which are directly pertinent to the specific contract for the purpose of making audit examination, excerpts, and transcripts for a period of three years after final payment. Copies of applicable records shall be made available upon request. Payment for cost of copies is reimbursable by the Agency.

2. Audits:

- a) The Agency, either directly or through a designated representative, may conduct financial and performance audits of the billings and services specified in this agreement at any time during the agreement and during the three (3) year period established by Section 1, **Access to Records**. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in Government Auditing Standards by the Comptroller General of the United States General Accounting Office.
- b) If an audit discloses that payments to the Contractor were more than the amount to which the Contractor was entitled, then the Contractor shall repay the amount of the excess to the Agency.
- c) If any audit shows performance of services is not efficient in accordance with Government Auditing Standards, or that the program is not effective in accordance with Government Auditing Standards, the Agency may pursue remedies provided under Section 5, **Early Termination of Agreement** and Section 7, **Remedies**.

3. Effective Date and Duration:

The passage of the contract expiration date (as recorded on Page 1) shall not extinguish, prejudice, or limit either party’s right to enforce this contract with respect to any default or defect in performance that has not been cured.

4. Order of Precedence:

This contract consists of the terms and conditions of this contract, the Request for Proposals (RFP) issued by the Agency, if any, and the Contractor’s proposal in response to the RFP. In the event of any apparent or alleged conflict between these various documents, the following order of precedence shall apply to resolve the conflict: a) this contractor’s terms and conditions, b) the Agency’s RFP, and c) the Contractor’s proposal in response to the RFP.

5. Early Termination of Agreement:

- a) The Agency and the Contractor, by mutual written agreement, may terminate this Agreement at any time.
- b) The Agency, on thirty (30) days written notice to the Contractor, may terminate this Agreement for any reason deemed appropriate in its sole discretion.

c) Either the Agency or the Contractor may terminate this Agreement in the event of a breach of the Agreement by the other. Prior to such termination, however, the party seeking the termination shall give to the other party written notice of the breach and of the party's intent to terminate. If the party has not entirely cured the breach within fifteen (15) days of the notice, then the party giving the notice may terminate the Agreement at any time hereafter by giving a written notice of termination.

6. Payment on Early Termination:

- a) In the event of termination, under subsection 5 a) or 5 b), **Early Termination of Agreement** hereof, the Agency shall pay the Contractor for work performed in accordance with the Agreement prior to the termination date.
- b) In the event of termination under subsection 5 c), **Early Termination of Agreement** hereof, by the Agency due to a breach by the Contractor, then the Agency shall pay the Contractor as provided in subsection (a) of this section.
- c) In the event of termination under subsection 5 c), **Early Termination of Agreement** hereof, by the Agency due to a breach by the Contractor, then the Agency shall pay the Contractor as provided in subsection a) of this section, subject to set off excess costs, as provided for in section 7(a), **Remedies**.
- d) In the event of early termination, all the Contractor's work product will become and remain property of the Agency.

7. Remedies:

- a) In the event of termination under subsection c) **Early Termination of Agreement**, hereof, by the Agency due to a breach by the Contractor, then the Agency may complete the work either itself, by agreement with another contractor or by a combination thereof. In the event the cost of completing the work exceeds the remaining unpaid balance of the total compensation provided under this contract, then the Contractor shall pay the Agency the amount of the reasonable excess.
- b) The remedies provided by the Agency under Section 5, **Early Termination of Agreement**, and Section 7, **Remedies** for a breach by the Contractor shall not be exclusive. The Agency also shall be entitled to any other equitable and legal remedies that are available.
- c) In the event of breach of this Agreement by the Agency, then the Contractor's remedy shall be limited to termination of the Agreement and receipt of payment as provided in Section 5 c), **Early Termination of Agreement** and Section 6 b), **Payment on Early Termination**.

8. Assignment:

Contractor shall not subcontract, assign, or transfer any of the work scheduled under this agreement, without the prior written consent of the Agency, Notwithstanding Agency approval of a subcontractor, the Contractor shall remain obligated for full performance hereunder, and the Agency shall incur no obligation other than its obligations to the Contractor hereunder. The Contractor agrees that if _____ are employed in the _____ of this Agreement, the Contractor and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Worker's Compensation.

9. Compliance with Applicable Law:

In connection with its activities under this Agreement, Contractor shall comply with all applicable federal, state, and local laws and regulations, all of which are incorporated by this reference. Contractor shall complete Exhibit B, Independent Contractor/Worker’s Compensation Insurance Questionnaire, which is attached hereto and by this reference made a part hereof. **Contractor is required to obtain a City of Molalla Business License.**

9a. Indemnity – Claims for Other than Professional Liability:

Contractor shall defend, save, and hold harmless the Agency, its officers, agents, and employees, from all claims, suits, or actions of whatsoever nature, including intentional acts, resulting from, or arising out of the activities of Contractor or its subcontractors, agents, or employees under this agreement. Nothing in this section requires the Contractor or its insurer to indemnify the Agency for any claims or losses arising out of death, or bodily injury to persons, or property damage caused by the negligence of the Agency.

9b. Indemnity – Claims for Professional Liability:

Contractor shall defend, save, and hold harmless the Agency, its officers, agents, and employees, from all claims, suits, or actions arising out of the professional negligent acts, errors or omissions of Contractor or its subcontractors and sub-consultants, agents, or employees in performance of professional services under this agreement. Nothing in this section requires the Contractor or its insurer to indemnify the Agency for claims or losses caused by the negligence of the Agency.

9c. Indemnity – Standard of Care:

If Contractor’s services involve engineering or consulting, the standard of care applicable to Contractor’s service will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services at the time such services are performed. Contractor will re-perform any services not meeting this standard without additional compensation.

10. Insurance:

Exhibit C is hereby referenced and made a part of this contract.

11. Ownership of Work Product:

All work products produced by the Contractor under this contract is the exclusive property of the Agency. “Work product” shall include, but not be limited to, research, reports, computer programs, manuals, drawings, recordings, photographs, artwork and any data or information in any form; the Contractor and the Agency intend that such work product shall be deemed “work made for hire” of which the Agency shall be deemed the author. If for any reason a work product is deemed not to be a “work made for hire,” the Contractor hereby irrevocably assigns and transfers to the Agency all right, title and interest in such work product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrines. Contractor shall obtain such interests and execute all documents necessary to fully vest such rights in the Agency. Contractor waives all rights relating to work product, including any rights arising under 17 USC 106A, or any other rights of authorship, identification or approval, restriction, or limitation on use of subsequent modifications. If the Contractor is an architect, the

work product is the property of the Contractor-Architect, and by execution of this contract, the Contractor-Architect grants the Agency an exclusive and irrevocable license to use that work product.

12. Nondiscrimination:

Contractor agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations. Contractor also shall comply with the Americans with Disabilities Act of 1990 (Pub I. No. 101-336) including Title II of that Act, ORS 659.425, and all regulations and administrative rules established pursuant to those laws.

13. Successors in Interest:

The provisions of this contract shall be binding upon and shall insure to the benefit of the parties hereto, and their respective successors and approved assigns.

14. Severability:

The parties agree that if any term or provision of this contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the term of provision held to be invalid.

15. Waiver:

The failure of the Agency to enforce any provision of this contract shall not constitute a waiver by the Agency of that or any other provision.

16. Errors:

The Contractor shall perform such additional work as may be necessary to correct errors in the work required under this contract without undue delays and without additional cost.

17. Governing Law:

The provisions of this contract shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving questions arising under this contract must be brought in the appropriate court in Clackamas County, Oregon.

18. Amendments:

All changes to this contract, including changes to the scope of work and contract amount, must be made by written amendment and approved by the Purchasing Agent to be valid. Any amendment that increases the original contract amount by more than 25% must be approved by the Agency Board to be valid.

19. Business License:

The Contractor shall obtain a City of Molalla Business License prior to beginning work under this Agreement. The Contractor shall provide a Business License number in the space provided on page one (1) of this Agreement. Additionally, the Contractor shall pay all fees or taxes due under the Business License Law during the full term of this contract. Failure to comply may result in payments due under this contract to be withheld to satisfy amount due under the Business License Law.

20. Prohibited Interest:

- a) No Agency officer or employee during his or her tenure or for one (1) year thereafter shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.
- b) No Agency officer or employee who participated in the award to this Agreement shall be employed by the Contractor during the period of the Agreement.

21. Payment to Vendors and Subcontractors:

The Contractor shall timely pay all suppliers, lessors and contractors providing it services, materials, or equipment for carrying out its obligations under this Agreement. The Contractor shall not take or fail to take any action in a manner that causes the Agency or any materials that the Contractor provides hereunder to be subject to any claim or lien of any person without the Agency's prior written consent.

Merger Clause:

THIS CONTRACT WITH ATTACHED EXHIBITS CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION, OR CHANGE OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION, OR CHANGE IF MADE, SHALL BE EFFECTIVE ONLY IN SPECIFIC INSTANCES AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. CONTRACTOR, BY THE SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, UNDERSTANDS IT AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

OPTIONAL PROVISIONS (Selected by Agency Project Manager)

22. Arbitration: _____ Applicable _____ Not Applicable (consult with Agency Attorney's Office before finalizing as applicable).

- a) Any dispute arising out of in connection with this Agreement, which is not settled by mutual agreement of the Contractor and the Agency within sixty (60) days of notification in writing by either party, shall be submitted to an arbitrator, then the arbitrator shall be appointed by the Presiding Judge (Civil) of the Circuit Court of the State of Oregon for the County of Clackamas. The arbitrator shall be selected with thirty (30) days from the expiration of the sixty (60) day period following notification of the dispute. The arbitration, and any litigation arising out of or in connection with this Agreement, shall be conducted in Molalla, Oregon, shall be governed by the laws of the State of Oregon, and shall be as speedy as reasonably possible. The applicable arbitration rules for Clackamas County courts shall apply unless the parties agree in writing to other rules. The arbitrator shall render a decision within forty-five (45) days of the first meeting with the Contractor and the Agency. Insofar as the Contractor and the Agency legally may do so, they agree to be bound by the decision of the arbitrator.
- b) Notwithstanding any dispute under this Agreement, whether before or during arbitration, the Contractor shall continue to perform its work pending resolution of a dispute, and the Agency shall make payments as required by the Agreement for undisputed portions of work.

23. Progress Reports: _____ Applicable _____ Not Applicable

The Contractor shall provide monthly progress reports to the Project Manager. If applicable, Exhibit A should list what information the Contractor must include in monthly progress reports.

24. Contractor's Personnel: _____ Applicable _____ Not Applicable

The Contractor shall assign the following personnel to do the work in the capacities designated. If applicable, list selected personnel in Exhibit A. The Contractor shall not change personnel assignments without the prior written consent of the Agency.

25. Subcontractors: _____ Applicable _____ Not Applicable

The Contractor shall assign the following subcontractors to perform work in the capacities designated. If applicable, list selected subcontractors in Exhibit A. The Contractor shall not change subcontractor assignments without the prior written consent of the Agency.



City of Molalla Business License Application

City of Molalla _____New _____Renewal
 PO Box 248 _____Change of Ownership
 Molalla, OR 97038 _____Business Relocation
 503-759-0291
 Fax: 503-829-3676

Please Print or Type:

Business Name: _____ Date: _____

Business Address: _____

Mailing Address: _____

City: _____ State: _____ Zip: _____ Business Phone: _____

Nature of Business: _____

Do you have employees: ___Yes ___No Are you self-employed? ___Yes ___No

Owner /Manager Name: _____ Owner Contact Phone: _____

Owner/Manager Address: _____

City: _____ State: _____ Zip: _____ Email: _____

Is your business located within the Molalla city limits? ___Yes ___No

Is your business a home occupancy? ___Yes ___No

Are you a contractor or sub-contractor? ___Yes ___No

Are you a categorical use business? ___Yes ___No

Do you have a grease trap? ___Yes ___No

Sewer Classification (See Reverse of Form): _____

Do you have an alarm? ___Yes ___No

Business Emergency Contact and Phone Number _____

Total License Fee(s): New License \$100.00/\$50.00 after July 1st Renewal \$70.00/\$35.00 after July 1st License expires December 31 of each year.

Departmental Review: (Inspection may be required)

Planning Department _____ Police Department _____

Fire Department _____ Public Works _____

A valid business license is required for business operation in the City of Molalla (Molalla Municipal Code (MMC) Chapter 5.24). City issuance of a business license is neither an indication of compliance with, nor the waiver of other applicable requirements of the MMC, including, but not limited to, the requirements of MMC Title 8, Title 13, Title 15, Title 17 and Title 18.



New Police Facility Consultant Services or Construction Management Services

No. 2021-02

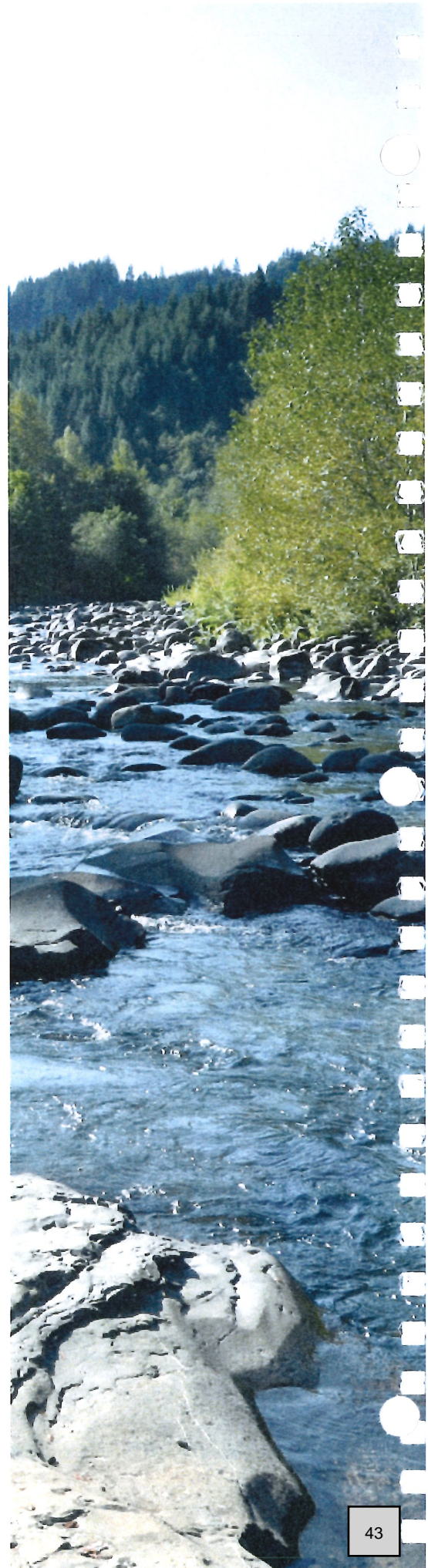
Submitted to City of Molalla, Urban Renewal Agency

October 12, 2021



Table of Contents

- 1. Pertinent Experience of the Firm5**
 - Firm History6
 - Personnel6
- 2. Experience of the Firm’s Personnel8**
 - Project Staffing9
- 3. Personnel Project Commitment 13**
- 4. Understanding of Agency Need14**
 - Experience.....18
 - CM/GC Experience23
- 5. Proposed Services and Staffing 25**
 - Services.....25
 - Pre-Construction Services.....25
 - Construction Services30
 - Post-Construction Services32
 - Working with Team Members.....33
 - Ensuring Contractor Success.....35
- 6. Cost 36**
 - Reimbursables.....36
 - Added Tasks.....36
 - Proposed Cost Sheet36
- Appendix 37**
 - Certification Form.....38
 - Molalla Business License39



October 12, 2021



Darlene Bishop
City of Molalla
PO Box 248
Molalla, OR 97038

RE: RFP No. 2021-02, New Police Facility Consultant Services or Construction Management

Dear Ms. Bishop and Members of the Selection Committee:

The City of Molalla is the last municipality to receive a new police facility in the County, and replacement is overdue. The new facility will allow for modern advancements and technology to be applied and compliance with the latest rules/regulations. It will solve the problem of outdated and insufficient space and provide a better experience for the public to engage in their public asset and use the facility.

We build strong teams. Knowing the importance of the services you provide to the community, we have hand-picked a leadership team consisting of Doug Garland, Joshua Dodson, and Kelly Wheeler. This proposed team will provide partnership and guidance at each step, from funding and team formation through construction and operation, allowing you to focus on your daily task of protecting and serving the City of Molalla. Our merger with Otak, Inc. as the PM/CM division of the firm deepens the resources we offer and brings specialized expertise if needed.

We understand the City has engaged the consultant services of **Frank Berg** in the past. Joshua and his team have worked with Frank for many years and share like minds. If the City continues to work with Frank, this will be a benefit to bolster the already solid team.

We understand police facilities, will guide you through regulations, and keep you in compliance. To have a successful project that serves the needs of the staff and community, the City needs a consultant that understands the specific requirements, culture, and dynamics of police facilities. Our proposed team has worked on many police, correctional, and public projects. We understand the nuances of your needs--adequate evidence space, CJIS mandate compliance, and room for future growth to name a few. We will bring our experience, lessons learned, and an open mind to lead a project that specifically addresses Molalla's unique needs.

We know how to strategize a proactive, collaborative, and transparent public engagement process. We understand this is a public project and its importance supports the local community. We will work with your communications liaison, to engage and communicate with the community, making sure we are transparent and proactive throughout the project, garnering support for the project and keeping Molalla PD's reputation stellar in the public eye.

We can help you manage public funds responsibly. Because this project is not yet fully funded, we understand a strategy is needed to not only assist with securing funding, but also gain the maximum value for each public dollar. We verify all assumptions, conduct constructability reviews, and evaluate each decision for its impact on the budget and return investment. We also will assist with managing the public's expectations of spending when needed and look for innovative opportunities for materials reuse, such as reusing the lumber from the bowling alley.



DAY CPM is a comprehensive project management firm unified by a deep commitment to integrity, innovation, excellence, and service. With a reputation for delivering high quality projects on schedule and within budget, we have the proven skills to ensure successful results. DAY CPM team members have been carefully chosen for their related project expertise and familiarity with the Molalla community. We will become a key member of your solutions team to devise ways to keep staff from becoming overloaded with project work, engage the public, provide high value use of public funds, and reuse materials in innovative ways. Our leadership is proven by repeat clients we serve. We bring this to you with excitement and boots-on-the-ground ready to go!

Sincerely,
DAY CPM, an Otak division



Joshua Dodson
Senior Project Manager
503-754-2546
Joshua.dodson@otak.com



Scott Dreher
Authorized Signer
503-415-2445
scott.dreher@otak.com

1. Pertinent Experience of the Firm (15 pts)

Firm history: name of firm, location of principal and branch offices, length of time in business, firm ownership structure.

Introduction

Comprehensive management skills drive us beyond everyday oversight. Municipal projects are complex and require an intricate choreography of the City of Molalla government, public relations, and the Police Department to achieve a successful project. As an additional set of eyes and ears between the design team and the contractors, we successfully manage projects that are delivered on-time, within budget and scope. Our all-inclusive services allow you to concentrate on your priorities, while we take care of the rest. We will lead you by keeping Molalla Police Facility Community Program Committee updated to help lighten your load.

At DAY CPM, we capitalize on our greatest strengths to provide a collaborative, coordinated, and well-executed implementation of strategic planning. Our attention to detail and ability to anticipate, foresee, and resolve project conflicts gives us the opportunity to bring your project from an idea and blueprints to an integral and sustainable part of the community. Resolving issues proactively and ensuring your project stays on track, our award-winning teams encourage trust and transparency amongst all project members. Bringing first-hand experience from a wide variety of disciplines and backgrounds, no issue is too big or too small for us to handle.

- **We believe in transparency.**

Our team is committed to open communication, truthful feedback and a “no surprises” policy with our clients.

- **We stake our reputation on timeliness and ability.** Our clients choose us based on our experience and demonstrated track record. We are known for being reliable managers that will keep projects within their scope, schedule and budget.

- **We manage projects efficiently and protect your best interest.** Our responsible management, reliable leadership, responsive communication, and analytical strategies paired with our unwavering dedication to your vision allows us to deliver quality results.

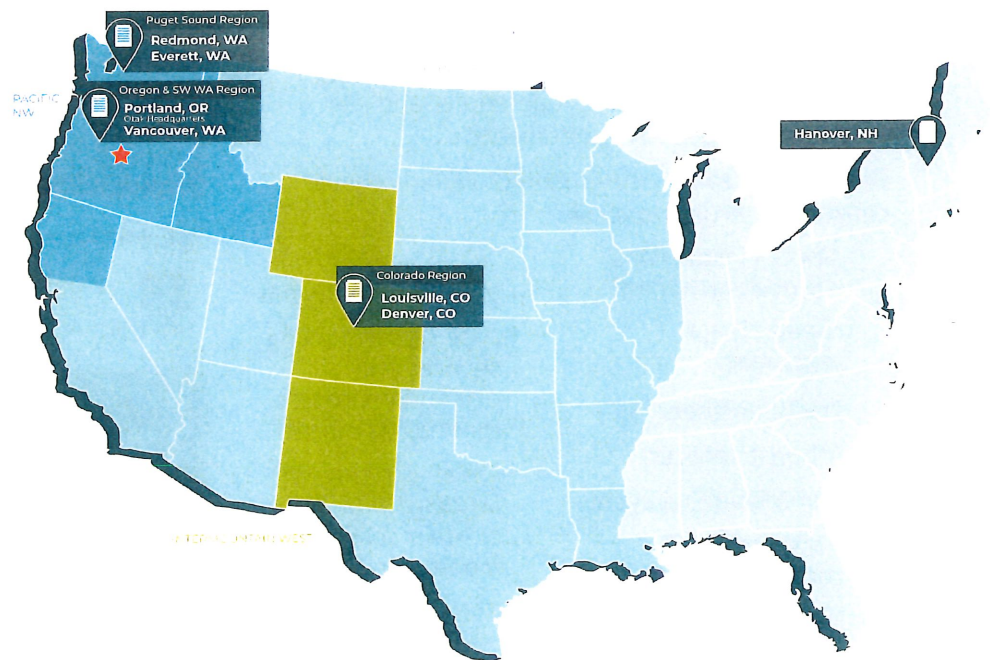
DAY CPM, AN OTAK DIVISION
CORPORATE INFORMATION

8 Offices across 4 states
(headquartered in Portland, OR)

Founded
1981 

 **332**
Employees

Ownership Structure
CORPORATION



Firm History

DAY CPM began as an owner representation firm in 2004 to fill a gap in the architecture/engineering/construction (A/E/C) industry where collaborative project management skills and owner advocacy were needed. After 13 years of successful service and growth, DAY CPM merged with Otak, Inc. in 2017. Otak is a multidisciplinary, integrated firm which allows us to draw from a variety of disciplines and knowledge in our service to clients. Since 1981, Otak's integrated design approach to placemaking has been essential to our collaboration with clients on healthcare, k-12 and higher education, municipal projects, and private work. Headquartered in Portland, Oregon with offices in Washington, Colorado, and New Hampshire, Otak has 40 years of experience in the fields of project/construction management, planning, architecture, civil engineering, survey, and landscape architecture.

Personnel

DAY CPM can scale up or down depending on the need at each stage. Our team has experience across the construction and design industry spectrum, and we will pull from one another's strengths for your benefit. We have also formed strong partnerships with other industry firms, allowing us to provide specialized services as needed by our clients. This will be a strong advantage to the City, the budget, and the community.

Additionally, our team has in-house resources to provide technical assistance in civil, landscaping, surveying, design, facilities/operations, and law enforcement specific requirements.

We can also lead procurement for various owner consultant services such as:

- Special inspections
- Hazmat consultants
- Geotechnical engineers
- Traffic engineering
- Arborist services
- Commissioning agent
- IT/LV specialty consultants
- Detailed cost estimating
- Architect and engineering services
- General contracting services and exemption process for findings of fact
- Assist with project funding for bonding or other color of money services
- Communications and public outreach

Construction Management Volume

Firm history: annual construction volume for each of the past 5 years.

	2021	2020	2019	2018	2017
Number of Construction Management Projects	116	91	105	149	70
Total Construction Management Volume <small>(total project value)</small>	\$554M	\$497M	\$512M	\$462M	\$328M
Project Management	71%	39%	48%	40%	35%
Program Management	29%	61%	52%	60%	65%

Otak's Local Personnel by Professional Group

Personnel: Provide a list of the total number of firm's local personnel, other than secretarial/clerical, by professional or skill groups from which services can be provided to the Agency.



**All project and construction managers perform project management, construction management, owner's representative services, budgeting, scheduling, risk mitigation, value engineering, design reviews, construction inspection, computer services (in house), estimating (in/out house depending on level of detail requested).*

Specialized Services

Personnel: Provide a list of the types of specialized services available that will be part of your team, such as but not limited to estimating, value engineering analysis, scheduling, or computer services. Please state if these services will be provided in-house or from outsourcing.



SPECIALIZED SKILL	TEAM MEMBER	DELIVERY
Cost Estimating		Depends on level of detail
Value Engineering		In-House
Security Analysis		In-House
Procurement Law		In-House
Contract Management & Administration		In-House
A/E/C Procurement		In-House
Police & Correctional Facilities		In-House
FEMA/DHS Facility Standards & Requirements		In-House
Public & Stakeholder Engagement		Depends on need
Alternative Construction Delivery Methods		In-House
Furniture, Fixtures & Equipment (FF&E)		Depends on need
Facilities & Operations Support		Depends on need
Jurisdictional Coordination		Depends on need
QA/QC		Depends on need

2. Experience of the Firm's Personnel (20 pts)

Our proposed core team has worked closely for the last eight years across a dozen projects from project master planning to project closeout, and all areas in between. Senior Project Manager Joshua Dodson, Principal-in-Charge Doug Garland, and Project Manager Kelly Wheeler have worked together on several bond programs, such as \$800 million Salem-Keizer School District and \$190 million Oregon City School District bonds. The team has also worked cohesively on the Lake Oswego City Hall, Police Facility, and 911 Operations project that was recently completed. Their working tenure has given this team a strong understanding of one another's skills, as well as mutual trust and experience successfully managing project management tasks.

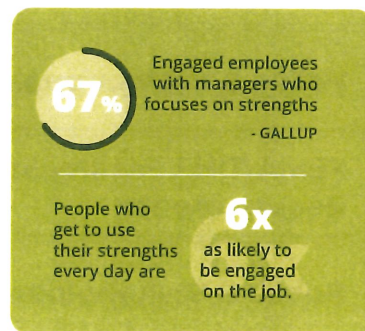
Kelly Wheeler possesses strong skills interfacing with clients as the on-site project manager (PM).

Joshua Dodson has worked with County commissioners and public stakeholders for project funding and reporting monthly to stakeholders and project executives. **Doug Garland** has experience with DAS and state police agencies. This team is well-rounded and highly experienced in the important needs of your new police facility.

We understand this project is not currently fully funded. Taking this into consideration, we have selected a team that can pace the design and construction accordingly by creating cash flow milestones. We have used this approach on many of our large scale, multi-year projects with excellent planning success. Additionally, we can assist the City with funding options such as partnering with firms who poll the public for approval ratings of a general obligation bond or working alongside your urban renewal partners to maximize available funds. Our team has helped numerous clients with similar situations, such as the Oregon Department of Veterans' Affairs' and Tigard Tualatin School District.

CliftonStrengths Assessment

As a firm that values the growth and well-being of our staff as well as maximizing success in our project work, we have each new employee engage in Gallup's CliftonStrengths assessment. This not only helps them better understand themselves but allows them to better understand their colleagues. Additionally, we use these strengths in resourcing our project tasks and teams. We have found the investment in this process pays big dividends with team communication, function, and mutual respect. When we each understand our own operating system and our go-to tools in our toolbox, it makes us more conscious of how we engage with others and our work. When we add the knowledge of our teammate's operation styles, we can better appreciate their approach and optimize engagement (and outcomes). Self and team knowledge brings awareness, and compassion, and respect—ingredients for high functioning teams. If the City and Molalla PD are interested, we offer this process to you for this project.



This team's top strengths: Responsibility, Learner, Strategic, Command



RESPONSIBILITY

Committed to stable values, honesty, and loyalty.



LEARNER

Strong desire to learn and continuously improve.



STRATEGIC

Searches for reasons and causes. Considers all factors.



COMMAND

Take control of a situation and make decisions.

Project Staffing

Project Staffing: Identify your company's proposed management staff for the project.

Our team will be in regular communication with the city manager, police chief, lieutenant, and executive administrative assistant and adjust our hours and involvement to best utilize their skillset and ensure we are remaining fiscally responsible. Our full team will remain engaged during the life of the project. Overall communication will flow from bottom up as outlined below.

- **Principal-in-Charge Doug Garland** will be contractually responsible for the billing, amendments, and overall contract between the City and DAY CPM. Doug will have overall company authority for the team proposed and any amendments that may arise. Doug will provide additional guidance to the team through lessons-learned, and his experience with law enforcement projects.
- **Senior Project Manager Joshua Dodson** will be responsible for setting up the budget, scope, and schedule, as well as architect/engineer (A/E) selection and contractor procurement. He will use his extensive experience to provide a solid foundation for the project. As the key leader at the front end, Joshua's primary purpose is to set the project up for success using his vast experience in these exact tasks. Joshua will also lead the RFP solicitation and subsequent selection process as well as solicitation and procurement of any other needed services. During this time, Joshua will be your main point of contact with Kelly Wheeler engaged, involved, and supporting.
- **Project Manager Kelly Wheeler** will be your day-to-day contact for the duration of the project once front-end items are in place and we begin architect/engineer/contractor (A/E/C) selection. She has a strong acumen for driving efficiency and a straightforward attitude of "get it done whatever it takes." She is highly accountable and driven by fulfilling her responsibilities. Kelly's experience in the police sector and construction management will allow her to be a capable translator between the owner team, design consultants, and contractor. She will provide valuable lessons learned toward this project's success.

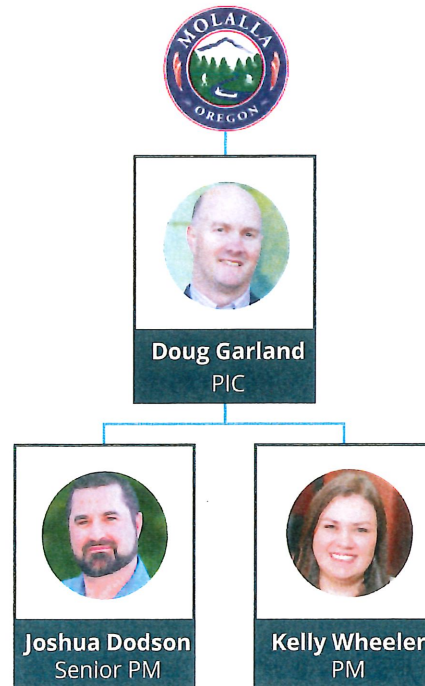
In addition, our team has worked with **Bill Harper**, retired Oregon State Architect and designer for the Canby Police Department, for many years and will consult with him for his expertise as we understand the City respects and values Bill as a trusted advisor.

With the combined resources of DAY CPM and Otak, the new facility will be supported by an established, multidisciplinary architecture, engineering, and surveying firm of over 330 professionals. Our organization is united by a shared commitment to clients and a generous outpouring of resources towards one another. Comprised of subject matter experts and professionals with experience in nearly every facet of the A/E/C industry, it is common to engage peers formally and informally in other divisions to guide projects toward success.

In addition to any support resources determined as essential to the Molalla Police Department, you will benefit from the broader resources of our firm providing critical review, new ideas, thoughtful challenge, helpful encouragement, and earned recognition for team success. If formal team supplementation is requested, we will utilize a strengths-based approach to assess needs and areas of imbalance and identify a team member with the technical skills and the soft skills to cohesively merge with your resources.

Organizational Chart

Project staffing: Provide an organizational chart identifying all your key staff members, their responsibilities in the project, and show how each interacts with other staff members assigned to this project.





PROJECT MANAGER

Kelly Wheeler, MA, PE

Kelly brings a significant background in criminal justice from multiple levels—dispatch, emergency response, MCIs, and construction management. Her successful leadership skills include training, public speaking, design review, critical thinking, and team management. Kelly has successfully led multiple projects from conception to closeout in both CM/GC and hard-bid projects. Her specialties include Homeland Security assessments, public safety requirements, and design management. She possesses strong communication skills and an unwavering work ethic.

EDUCATION

- BS, Applied Management, Minor in Homeland Security, Emergency Management, and Criminal Justice, Peninsula College (In Process – Graduate 2022)
- AA, Criminal Justice, Peninsula College (2020)

REGISTRATIONS / MEMBERSHIPS

- Smartsheet Certified
- CJIS Certified
- CALEA Manager
- P25 Radio Certified
- Nationally Registered EMT
- Kelly has achieved 152 FEMA/Homeland Security Certifications
- APCO member
- National Sheriff's Association member
- Red Cross National Disaster Response Volunteer
- Washington County Sheriff's Office Volunteer

Unique Qualifications

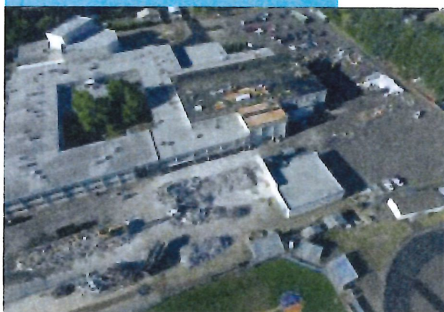
- Recently served as PM on a \$53 million, CM/GC project
- 14+ years of experience in police department work
- CALEA manager, lead dispatcher, TERT National team leader, CAD county manager
- Distributed antenna system liaison for all 70 projects in the \$800 million Salem-Keizer School District bond program
- Smartsheet PMIS Program Manager for Salem-Keizer School District bond program

Relevant Experience

- Project Manager, McKay High School, Salem-Keizer School District, Salem, OR
- Project Manager, OCSA Security and Risk assessment (13 campuses), Oregon City School District, Oregon City, OR
- Project Manager, Pringle Elementary School, Salem-Keizer School District, Salem, OR
- Project Manager, Kennedy Elementary School, Salem-Keizer School District, Salem, OR
- Technical Resource, Marion County Security and Risk Assessment (Marion County Jail, Work Release Center, Juvenile Facilities), Marion County, OR
- Technical Resource, DAS Oregon Resilience Building, DAS, Salem, OR

Strengths

Strategic | Command | Learner | Self Assurance | Achiever



Salem Keizer School District, McKay High School



Pringle Elementary School



Marion County Security and Risk Assessment

3. Personnel Project Commitment (20 pts)

Commitment of specific personnel to the project.

Team stability means trust, accountability, and confidence.

Our team is available to undertake the work and committed to successful completion. These key staff members will be available to provide the services and deliverables necessary to complete the Molalla Police Facility within the desired timeframe and budget for the contract duration. Principal-in-Charge Doug Garland will be well-informed of this project's needs and able to make key staffing decisions to ensure a consistent team remains assigned to this important project.

Since projects can be long and complex, with a host of specific needs, DAY CPM ensures the right skills are accessible when needed. Our technical team is available to augment, supplement or assist as requested. We have carefully selected these team members based on their specialized expertise and availability that brings a unique and targeted focus to the team.

The fee schedule in the Appendix outlines the proposed monthly hours for each person during each task. This schedule will give a sense of time commitment carefully thought through to ensure sufficient and proper management oversight of this new facility. This is an estimate and can provide further detail on how we arrived at the level of need for project management. We also suggest a final negotiation once the scope and budget are more defined.



DAY CPM supports ODVA successfully

In 2013, Oregon Department of Veterans' Affairs completed the new Edward C. Allworth Veterans' Home, "The Place Where Honor Lives", making room for 154 veterans to be housed and cared for in small homes in Lebanon, Oregon. The project was a great success, finishing several weeks ahead of schedule and over \$1 million under budget. The team worked successfully together, and were hired to repeat this same process in Roseburg, Oregon, which Joshua Dodson is also managing. The project showcased DAY CPM's successful management, strong team-building, and delivered under budget and ahead of schedule.

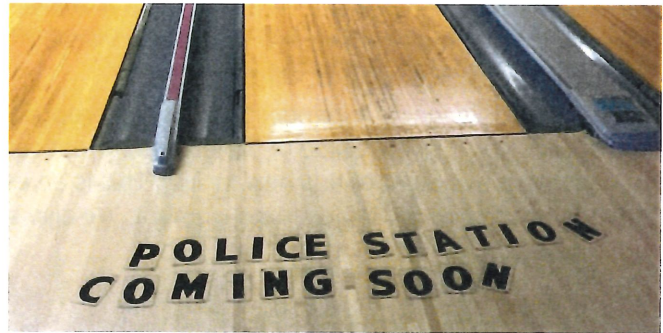


4. Understanding of Agency Need (10 pts)

Understanding of the Project and Agency Need

An effective police department evolves to meet the needs and demands of the community it serves. Like many law enforcement facilities, Molalla PD is housed in a facility that, while built for long-term service, has become inadequate for actual departmental functions. A new facility will address the evolution of community needs and expectations in response to the population growth in Molalla, rapidly changing technological advancements and strengthen the already established community support. Our objectives will be to:

1. Deliver an upgraded, functional, and efficient police facility that will provide room for future growth and engagement for the Molalla Police Department and the community.
2. Create a cohesive team that provides guidance, mentoring, and a collaborate approach through the life of the project.
3. Guide the team through all aspects of the project financials from full project options to transparent and up-to-date fiscal reporting for stakeholders.



PRIMARY PROJECT PRIORITIES	OUR APPROACH
 <p>1. LEADERSHIP City staff have a busy workload.</p>	<ul style="list-style-type: none"> • We have proposed a team with vast police facility experience allowing us to know your culture and understand your needs. We will also help protect you during the procurement process, so you can rest easy.
 <p>2. COMMUNITY The City values their relationship and reputation with the community.</p>	<ul style="list-style-type: none"> • We will work with you and your communications consultant to develop a communications plan, engage and update the public, and assist with early outreach.
 <p>3. COMPLIANCE The police facility project needs to comply with regulations.</p>	<ul style="list-style-type: none"> • We will leverage our team's police facility experience, providing certification guidance and helping meet CJIS, federal, local and state requirements.
 <p>4. BUDGET This project needs to be fiscally responsible.</p>	<ul style="list-style-type: none"> • We will verify all existing funding, assist in the planning to secure additional funds, and conduct budget reconciliation.



PRIORITY #1
The City of Molalla has a busy workload

The City needs an advocate that understands your needs and can generate solutions to reduce the additional workload this project may place on staff, allowing staff to focus on their day-to-day tasks, running the police department, and responding to the Governor's new police mandates.

Approach

DAY CPM will provide the City with an experienced team that understands how to build a police facility and can guide you through construction policies and laws (ORS 279 A, B, & C and CJIS)

We know the City's police culture and understand your concerns, such as the armory overheating, the risks of having an inadequate evidence room, and CJIS clearance needed for all law enforcement.

We can help protect the City during the procurement process and assist in hiring the best design and construction team for you and the project.



Smartsheet

For the Lake Oswego City Hall, Police Station, and 911 Operation project, DAY CPM created and managed all input to a Smartsheet master budget, freeing up Sid Sin, Redevelopment Director, to attend to the larger picture. Working the City of Lake Oswego's finance team, we kept a vigilance for all issues related to the maximum exposure of job cost and kept the budget accessible at all times online for real time updates. Kelly was instrumental in setting up Smartsheet.

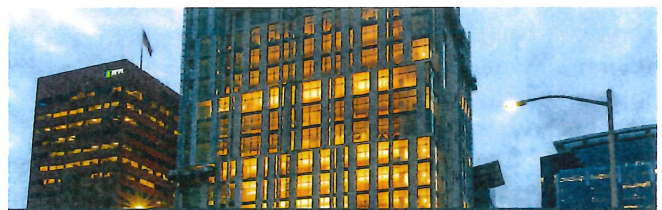


PRIORITY #2
The City values their relationship and reputation with the community.

The City is looking for ideas to engage the public and strengthen the relationship between the community and the police.

Approach

A new construction project can energize a community and draw attention from a diverse population of stakeholders, each with their own needs. We will develop a communication plan and inform all stakeholders of project progress at least monthly. We listen carefully to stakeholders' needs and keep our view future-oriented for issues that could affect them. We make every attempt to anticipate stakeholder problems and concerns and manage the project from their viewpoint.



Multnomah County Central Courthouse (MCCCH) Public Outreach

For the MCCCH, the highly political project had high public scrutiny on the downtown area project. The public was hungry for information on design, cost, and local interruptions during construction. DAY CPM worked with the communications officer and proactively communicated a controlled but transparent message to the public. Notice was also provided to the media and won public support.

We will work with the City and your communications consultant to engage and update the public providing guidance and support as needed. We will guide the project story proactively and in collaboration with the communications consultant to provide information and help with the dissemination strategy.

Beginning in the pre-development and schematic design phases, we plan to use virtual platforms such as Microsoft Teams or Zoom to convene more effective community sessions in a safe, comfortable, yet still engaging manner. Our team will collaborate with the Molalla Police Facility Community Program Committee, architects, Molalla PD staff, and the community to create consensus, view renderings/ images/plans, and provide for a transparent, recorded dialogue of community input and feedback for reference as the design develops. These public sessions led by the architect and/or communications liaison can be made available on the City's webpage, "Molalla Current" website, or social media outlets

for others to review when it is convenient for them, gaining more visibility and engagement.

DAY CPM can either subcontract with a communications specialist, depending on the level of need, or utilize our in-house expertise along with the architect to provide early outreach. This can be immensely helpful during site layout of the building, parking areas, and public access discussions. We will hold discussions with the community for consensus of crucial factors a smaller group may not have considered. This will also allow for input on any future surrounding development(s) or expansion needs of the new Police Facility, such as additional property procurement along Grange Ave and Center Street. Input received from these early sessions will be documented, categorized, and tracked for review and decision making by the City and design team. The status of input items will be maintained for archival records of progress of the design.



PRIORITY #3

The police facility project needs to comply with regulations.

We understand the importance and process of meeting police facility certification requirements and will help the City achieve them.

Approach

While CJIS is a department standard, it is not the only standard required for police facilities. Our team is comprised of experienced personnel in police facilities. We will be utilizing experience from both construction as well as previous experience working directly with police department personnel. We will work to meet CJIS, federal, local, and state requirements for police department facilities as well as providing guidance and resources for any additional certifications, such as Department of Homeland Security EOC options, CALEA certification, Oregon Accreditation Alliance, and International Association for Property & Evidence Accreditation.

We will review priorities, requirements, additional funding opportunities, and long-term benefits and costs for these items and work with your team to decide on what best fits your project and community needs.

Kelly's 911 experience gave her hands-on knowledge of the law enforcement requirements for police facilities, lessons-learned, and the impacts of not having these systems and standards properly executed.



Smart Public Safety for OSP

The Albany Command Center allowed Doug to leverage a more cost-effective security solution that used alternative materials and construction means to provide a comparable level of security. This behind-the-scenes knowledge gave the client significant cost saving measures and has led to our team becoming a trusted advisor for OSP.



PRIORITY #4

The project needs to be fiscally responsible.

The City needs assistance managing the expectations of public spending. The total funding for the project is not met at this time with only funds for design and demolition. Cash flow will need to be organized and managed to ensure the best process of design, bidding, and building.

Approach

We will verify all existing funding to date and the plan to secure the additional funds for a project budget. To do this, we will need a better understanding of the construction cost estimates as a foundation for the program budget. We will verify budget line items based upon the market by conducting a company-wide verification phase of budget reconciliation. Some key phases follow:

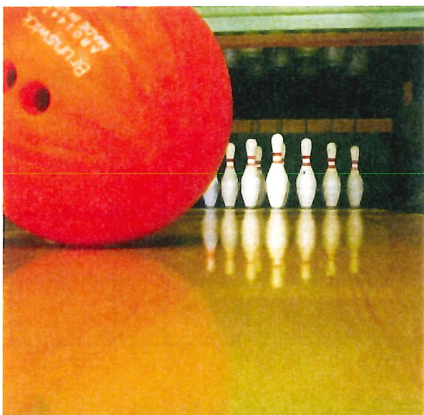
- Setting up an accurate budget
- Cash flowing the budget
- Verifying all costs
- Continuous monitoring of the budget
- Ensuring any grant funds are meeting deadlines and requirements
- Tracking expenditure within budget
- Spending all dollars correctly
- Fiscal reporting internally and public facing
- Apply lessons learned at the beginning and end of the budget

Throughout our budget process, we will ensure items such as reuse of the bowling alley flooring are captured to infuse Molalla culture and history into this facility.



Lake Oswego's Project a Financial Success

DAY CPM collaborated with the Police Chief and his team to assure budgetary limitations were not exceeded. Chief Jorgensen expressed his delight and gratitude with the final outcome and vastly improved operation efficiency with the new complex, from sally port to report wiring. The project was completed within budget.



Experience

We build inspired places which support communities.

It takes an experienced team to coordinate efforts between the general contractor, architect, engineers, and subconsultants to find innovative ways to maintain quality of construction while keeping costs down. Target value design methodologies and project delivery method determination are key to ensuring these projects are delivered early and under budget while ensuring the built environment supports the culture and diverse values of the community, creates an inspiring workplace for City staff, provides user-friendly and efficient customer service, and embraces innovation and sustainability. Our team is skilled in delivering projects on budget that accurately reflect client standards, maintenance policies, and community needs. In the last two years, Project Manager Kelly Wheeler has provided design review services for 13 projects to ensure they met client standards and target budgets.

PROJECT NAME	VALUE	CM/GC	A/E/C Procurement	Public Engagement	Value Engineering	Doug Garland	Joshua Dodson	Kelly Wheeler
New Multnomah County Central Courthouse Portland, OR	\$324M	●			●	●	●	
New OSP Headquarters at Trelstad Avenue Salem, OR	\$30M			●	●	●		
OSP Albany Command Center Renovation Salem, OR	\$75K			●	●	●		
Lake Oswego City Hall, Police Department, & 911 Operations Replacement , Lake Oswego, OR	\$43M	●	●	●	●	●	●	●
New Salem Police Department Salem, OR	\$30M	●	●	●	●	●	●	
McMinnville State Police Renovation McMinnville, OR	\$20K			●	●	●		
Dept. of Public Safety Standards & Training Facility Salem, OR	\$60.5M		●		●	●		
Linn County Jail & Fleet Facility Renovation Albany, OR	\$6M	●	●	●	●		●	
Marion County Health Service Building Renovation Marion County, OR	\$6.5M		●	●	●			●
Marion County New Sheriff's Central District Office & Parole/ Probation	\$4.7M		●	●	●			●
Marion County Juvenile Campus Expansion , Marion County, OR	\$6.5M		●	●	●			●
Bybee Lakes Hope Center Detention Facility Reuse , Portland, OR	\$5M	●	●	●	●	●	●	
Lake Oswego Public Works Facility , Lake Oswego, OR	\$15M	●	●	●	●		●	
ODVA Edward C. Allworth Veterans' Home , Lebanon, OR	\$45M	●	●	●	●	●	●	
ODVA Roseburg Veterans' Home , Roseburg, OR	\$100M	●	●	●	●	●	●	

Experience: List comparable public safety projects which you have provided overall project and project specific construction management services during the past five years (particularly in the general Portland area). The following information is required on each completed project: project name & address, year begun and completed, type of project – new, renovation, addition, or replacement, type of project delivery (i.e. design-bid-build, CM/GC, etc.), construction cost and square foot data, references to include a contract person, position, and telephone number, specify whether overall project or project specific management was provided.



Multnomah County Central Courthouse Replacement
1200 SW First Avenue, Portland, OR 97204

RELEVANCE

- Political landscape
- Essential facility
- Security protocols
- Law enforcement
- Public access
- Extensive political management and stakeholder engagement
- High profile project for the community
- Seismic resiliency

Oregon’s busiest courthouse, constructed in 1914, was functionally obsolete and did not meet modern seismic codes. DAY CPM assisted with comprehensive project management oversight to support the replacement of the facility, successfully managing multiple stakeholders for this highly political project, including Multnomah County, Oregon State Department of Justice, and the State of Oregon DAS. Tasks included overseeing contracts for programming, design, construction, and other administrative duties. The work involved an intensive site selection process, blocking and stacking studies, and the design and construction of a 460,000 SF, 44-courtroom facility. A collaborative project delivery method incorporating best practices in operations, security, and design was utilized resulting in a courthouse capable of adapting to community changing needs over the next 100 years. The project exceeded the 20% DMWESB goals, finishing at 33% utilization.

Video: <https://www.youtube.com/watch?v=UcUNo1G17Lg>

COMPLETION 2014-2020

SIZE 461,712 SF

COST \$324 million

SERVICES Overall project management

DELIVERY METHOD CM/GC

REFERENCE

- Scott Churchill, Manager of Strategic Planning, Real Estate and Capital Projects, 503-988-9336



Lake Oswego City Hall, Police Department, & 911 Operations Replacement
 380 A Avenue, Lake Oswego, OR 97304

RELEVANCE

- Public safety and security
- Evidence control
- Council chambers
- Public facility
- Law enforcement
- Administrative offices
- Understanding functions of small community
- Public access

The new, public building is redefining the way the City engages with its residents. DAY CPM served as the owner's representative for the new, two-story office building that includes below-grade, secured parking for police facilities, 911 operations, and police staff. The new building is adjacent to City Hall and includes integration of the two buildings as well as repair and replacement of the existing City Hall windows and exterior walls. The new City Hall will provide the community with a seismically safe, modern, energy efficient, and better functioning essential building that is designed to LEED Gold standards. DMWESB goals, finishing at 33% utilization.

Video: https://www.youtube.com/watch?v=_3-di_nw16l

COMPLETION 2018-2021

SIZE 75,000 SF

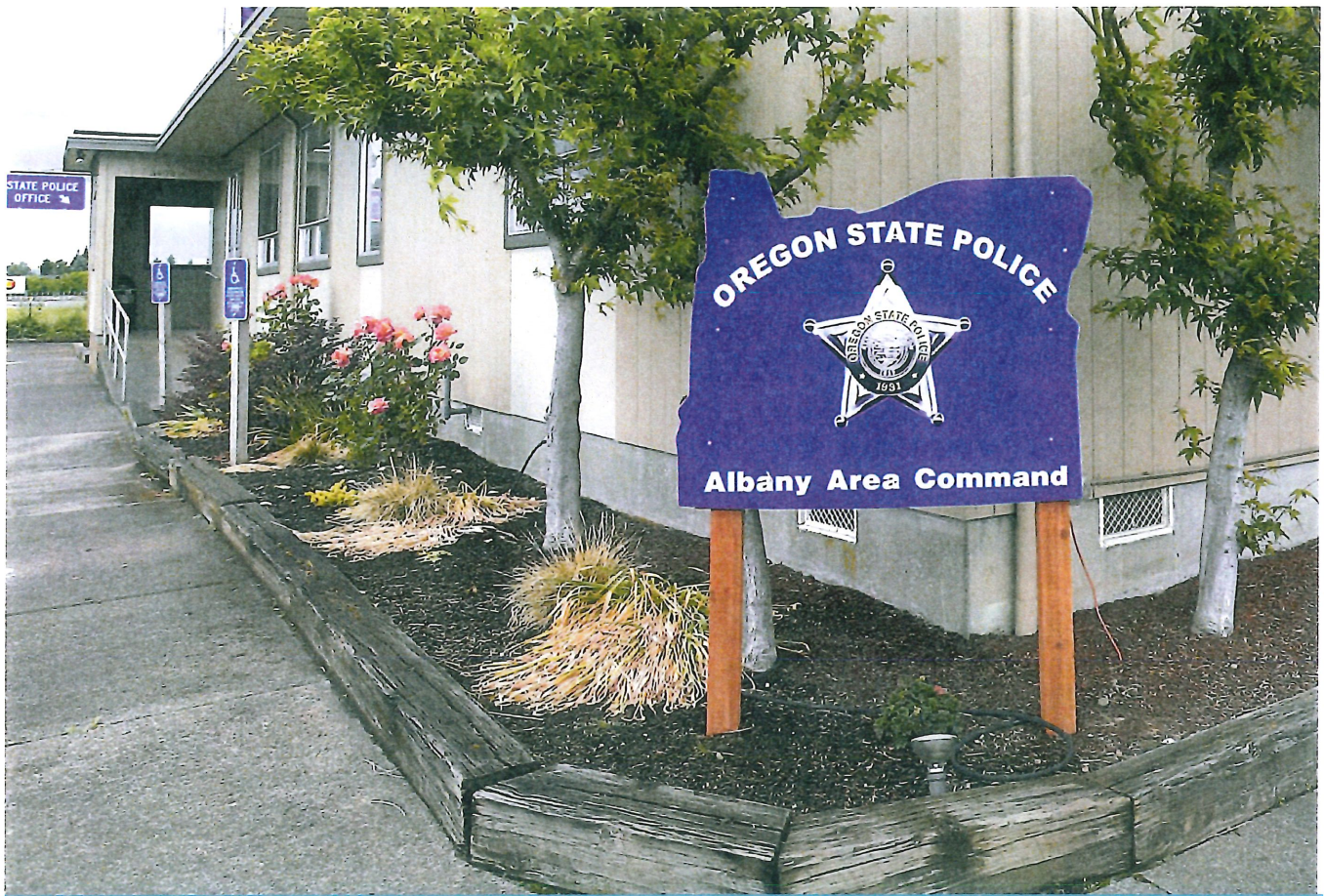
COST \$43 million

SERVICES Overall project management

DELIVERY METHOD CM/GC

REFERENCE

- Sidaro Sin, Re-Development Director, 503-697-7421



Oregon State Police (OSP) Albany Command Center Renovation
 3400 Spicer Drive SE, Albany, OR 97322

RELEVANCE

- Public safety and security
- Evidence control
- Council chambers
- Public facility
- Law enforcement
- Administrative offices
- Essential facility
- Security protocols
- Public access

DAY CPM provided project management services for OSP's Albany Command Center facility remodel. The scope of work included removing the existing boiler (including asbestos abatement), conversion into an evidence locker, hardening the front lobby, installing bullet-resistant glass and bullet-resistant measures to the walls. We also created a more private, staff locker room and updated the bathroom and showers along with painting and replacing all the carpet inside the facility. This comprehensive remodel stayed within the challenging \$75,000 budget.

COMPLETION 2016-2018

SIZE 5,740 SF

COST \$75,000

SERVICES Overall project management

DELIVERY METHOD Design-Build

REFERENCE

- Sharon Domaschofsky, Business services Manager and DPO, 503-872-5178



New Oregon State Patrol Headquarters at Trelstad Avenue
 3565 Trelstad Avenue SE, Salem, OR 97317

RELEVANCE

- Law enforcement
- Essential facility
- Evidence control
- Chain of custody
- Police culture
- Public access
- Distributed antenna system specific to police stations
- Budget, schedule, and scope oversight

DAY CPM provided project management for OSP for the consolidation of all Salem facilities into one location at the Trelstad Avenue site. The scope included ensuring all phases of the move-out/in were coordinated and had little impact on agency operations. Our team coordinated all project activities with the contractor, developer, vendors, moving companies, utilities, DAS, and other agencies through a demanding schedule with efficiency. Building 1 is the main building and houses OSP, the State Fire Marshal, and the Oregon Department of Fish and Wildlife. Building 2 holds the fleet facility, procurement, and IT. Building 3 is a small warehouse that is primarily utilized by the Oregon Department of Fish and Wildlife.

COMPLETION 2015-2016

SIZE Bldg 1: 84,000 SF, Bldg 2: 30,000 SF, Bldg 3: 7,700 SF

COST \$30 million

SERVICES Client specific services

DELIVERY METHOD Design-Build, P3

REFERENCE

- Sharon Domaschofsky, Business services Manager and DPO, 503-872-5178

CM/GC Experience

CM/GC experience: The Agency intends to utilize the CM/GC to complete the project.

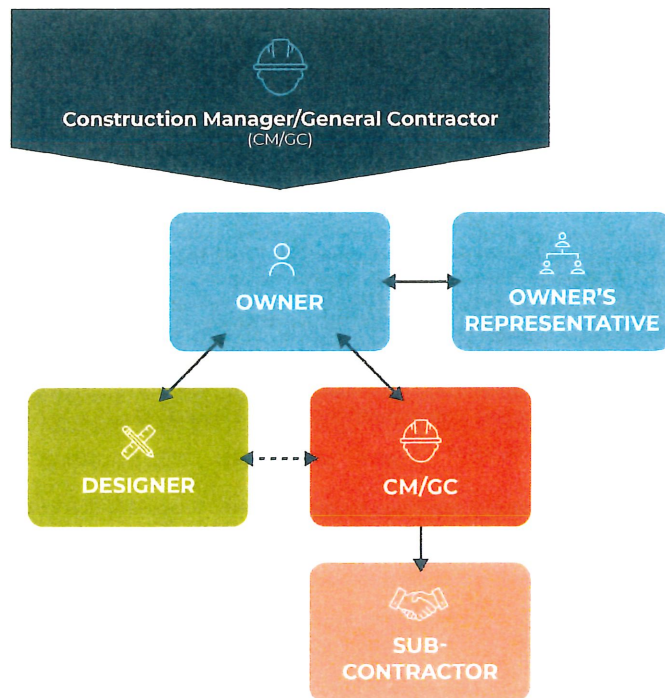
Selection of the CM/GC delivery method results in a more collaborative environment of trust, partnership, and teamwork. The result is more projects with positive outcomes.

Our experience has shown the CM/GC delivery method significantly reduces the risk of litigation and enables more collaborative project partnerships founded in trust and teamwork. Clients and construction partners have increased buy-in from a more equitable distribution of risk and rewards. The result is more positive project outcomes

DAY CPM will lead the City in preparing the Finding of Facts document supporting the decision to use the CM/GC alternative contracting method. We will help assemble the committee tasked with the preparation, review, and selection process. Our team will also assist in preparing the RFP, setting up the contract documents, and selecting the most qualified and best value firms for this project.



Contracting relationships utilizing the CM/GC alternative delivery method



The team is highly experienced in the CM/GC delivery method. Collectively, the team has more than 60 years of experience utilizing the CM/GC delivery system of contracting in Oregon. Following, we have provided a list of our Pacific Northwest completed projects for public agencies over the last five years that have used the CM/GC delivery method. Joshua was part of the Public Contracting Coalition in 2002 when the CM/GC White Paper was developed for use by public agencies throughout Oregon.

CM/GC Projects

CM/GC experience: Provide project descriptions for CM/GC projects completed for Public Agencies in the Pacific Northwest in the last 5 years.

OWNER, PROJECT NAME, LOCATION	Start Date	End Date	Project Value	Project Size (sq.ft.)	Delivery Method	New	Remodel or Renovation	Replacement	Schedule Management	Budget Management	Invoice Review	Procurement	Team Alignment
Multnomah County, Multnomah County Central Courthouse; Portland, OR	2014	2021	\$324M	461,712	CM/GC	*		*	*	*	*	*	*
<i>Description: Provided comprehensive owner's administrative duties. The work has involved an intensive site selection process, blocking and stacking studies, and the design and construction of a 461,712 SF, 44 courtroom facility. The result is a courthouse capable of adaption to the changing needs of the community over a planned 100-year useful life.</i>													
City of Salem, Salem Police Facility Salem, OR	2017	2020	\$79M	104,000	CM/GC	*		*	*	*	*	*	*
<i>Description: This three-story building is adjacent to a 100-space elevated parking deck, public parking, secure staff parking, and street frontage improvements. The new facility will allow the department to grow and be more efficient by housing several different police necessities that were stored off-site at multiple locations.</i>													
City of Lake Oswego, City Hall, Police Department, 911 Center; Lake Oswego, OR	2017	2021	\$43M	75,000	CM/GC	*		*	*	*	*	*	*
<i>The multi-story essential building includes all city police operations, a 9-1-1 dispatch center, a large training room, below-grade secured parking, and separate entrances for police and public sections. The new building provides the community with a seismically safe, energy efficient and modern facility.</i>													
Seaside School District, Bond Program; Seaside, OR	2017	2020	\$99.7M	District Wide	CM/GC	*		*	*	*	*	*	*
<i>Description: In the fall of 2016 voters approved a bond measure to relocate district facilities outside of the tsunami inundation zone. The relocation ensures student safety and will provide a resource for the coastal community in the event of an emergency. DAY CPM is managing the construction projects that included site and infrastructure development, furniture, fixtures and equipment (FF&E) coordination, upgrades to fire protection systems, emergency communications, and security systems.</i>													
Reynolds School District, Fairview, Troutdale and Wilkes Elementary Schools; Fairview, OR	2015	2019	\$125M	District Wide	CM/GC	*	*	*	*	*	*	*	*
<i>Description: The Bond Program included replacement of Fairview, Troutdale and Wilkes Elementary Schools as well as repair and renovation of Reynolds High School by adding classrooms, connecting all out buildings to the main school. Secure and controlled entrances, exterior locking doors, lighting, and cameras were installed at all schools across the district.</i>													
Tigard-Tualatin School District; Tigard High School; Tigard, OR	2017	2021	\$80M	243,000	CM/GC		*		*	*	*	*	*
<i>Description: The project is a combination of new and renovation of the oldest parts of Tigard High School originally built in 1953. Construction included a new two-story classroom wing and expansion of the lunchroom and common area, rebuilt technology, art and CE2 classrooms, rebuilt the gymnasiums, boys and girls locker rooms, weight room, and new construction of a multi-purpose P.E. space, and resurfaced all sports fields.</i>													
Nestucca Valley School District Bond Program; Cloverdale, OR	2018	2021	\$33M	District Wide	CM/GC		*		*	*	*	*	*
<i>Description: Managed the Bond Program that included secure entries, locking systems, installation of video cameras, lead-based paint removal, and water quality improvements. Expansion allows for all students to be housed in one building.</i>													
Tigard-Tualatin School District, Templeton Elementary School; Tigard, OR	2017	2019	\$32M	75,220	CM/GC	*		*	*	*	*	*	*
<i>Description: This replacement elementary school was designed and built to house 600 students providing ways for children to experience the classrooms from the inside out and the outside in. The campus is shared with Twality Middle School and was designed and coordinated so that once new construction was completed, Twality was demolished and then built in place. Modular units were installed to first house the elementary students while Templeton was built. Once the building was completed and students occupied the new elementary school, the modulars became home to the middle school students until they were able to occupy their new facility.</i>													
Tigard-Tualatin School District, Twality Middle School; Tigard, OR	2018	2021	\$55.6M	145,000	CM/GC	*	*	*	*	*	*	*	*
<i>Description: Part of a complex, phased project for two schools located on the same, the new Twality Middle School is an addition and remodel of an existing facility that was built in the 1950s. The new middle school was designed for 1000 students, grades 6-8. The facility includes 30 general education classrooms, 6 science classrooms, band, choir, orchestra, drama, and art classrooms, STEM, and technology classrooms, along with makerspace. A large double-height library connects the three-story classroom wing with administration and cafeteria areas.</i>													

5. Proposed Services and Staffing (15 pts)

We capitalize on our greatest strengths for a collaborative, coordinated, and well-executed implementation of your project. Serving as an independent advocate for you, our all-encompassing work allows you to focus on your own priorities, while we take care of the rest. Responsible management, reliable leadership, responsive communication, and analytical strategies allow our staff to manage projects efficiently and protect the City's best interests.

Our team is committed to providing quality service to the City and Police Department throughout all phases of the management plan. We will be working alongside the Molalla team to define expectations, priorities, and requirements. Our team will work closely with you to provide guidance and insight into the overall process, lessons we have learned, the ins/outs of public procurement law, and progress reports.

We will represent the City at all meetings as directed and required within reason and our fees.

We will work with the team to provide a project management information system that best meets the City's needs and securely maintains and manages the project documents, design data, and correspondence as well as, providing transparent insight into the project status.

We will provide resources and understanding through budget analysis, funding options and requirements, and internal and external communications that provide clarity and transparency through these processes. Our team will work to bring on A/E/C teams that are both experienced in police department work and will design for growth, and we will provide guidance and advice for compliance with all public entity regulations and municipal authorities.

Our team will work to provide leadership and guidance through all stages of the project, from funding options to project turnover and move-in. We will work closely with the City to provide insight into different completion strategies, funding opportunities, grant requirements, scheduling needs, quality control, and warranty tracking.

Pre-Construction Services

Services: Describe your scope of pre-construction services and how they are provided, with specific attention to the first budget estimates, methods of cost control, scheduling, value engineering, and the method of reporting project status and schedule position.

Overall Management Plan

We will develop a management plan that lays out how we will set up the front end of the project. Your prior consultant Frank Berg has developed the beginnings of the front end and we will pick up where he left off to continue the development, refinement and management of the budget, schedules, and design. Our first meeting will focus on aligning with your expectations and establishing a communication plan to keep the City and Police Department involved in all decisions.

We will assist the City in preparing, publishing, and overseeing the RFP selection process for design team services and City direct consultants focusing on first budget estimates. This data will guide target value design (TVD) control through design and construction. Our firm will review the project team's budget estimate and compare to our current industry markers for escalation and inflation using historical benchmarks and data models. We will differentiate between value (obtaining the same quality design for less cost and high value) and "vulture" engineering (cutting scope to save cost).

As part of the A/E services RFP, we will work directly with the City to continue monitoring and adjusting the baseline program schedule, milestone deliverable dates, and proposed budget, including all anticipated soft costs.

In formulating the RFP, we will lead the City in review of funding options whether it be municipal bonds, urban renewal or ARPA funding. We will also research and assist with the small community state and federal financial grant programs that may apply, such as various energy incentive funding sources.

During preconstruction, the CM/GC will provide early estimates that we will compare to the early design estimates. We will then reconcile all estimates through a process known as “normalizing.” This process will provide a market value of the project and guide the target value design budget.

As part of our scope, we will lead the CM/GC in the preparation of cost reports, comparisons, and value engineering logs for weekly review with the core owner group consisting of the city manager, chief, lieutenant, and executive administrative assistance. This is when critical decisions on scope and the final overall design will be made.

Using this information, we will align the team with budget needs and available fund realities. This will dictate project phasing next steps.

Architect and GC Selection

As part of the development and implementation of the A/E RFP, we will prepare draft, project-specific contracts for your review and approved by your general counsel. We will ensure this process is smooth and according to industry standards by incorporating AIA standards, lessons-learned, and our in-depth experience allowing quick and seamless negotiations.

Each architect that responds to the RFP will include various disciplines such as MEP designers, structural, civil, and landscape subconsultants. The City will approve the final subconsultant selection, and we will work with you to ensure the City’s priorities and expectations are clearly defined. This ensures the City and DAY CPM are intimately involved in the formation of the total design team.

Shortly after selection of the A/E team, solicitation and selection of the contractor will be needed. With the CM/GC delivery method, our experience has shown clients receive the greatest value and advantage when the contractor works collaboratively with the design team and provides early input on the major building systems. Bringing the contractor onboard earlier lets us capitalize on their knowledge of local market conditions, material availabilities, current material production lead times, and costs, and mitigate as many of the project risks throughout the design process. A contractor with direct and recent public project experience will be critical to the success of the new police facility. We will guide the identification and inclusion of these qualifications in drafting the CM/GC RFP and the review of responses to ensure the City receives qualified teams to select from.



Team co-location benefits projects, teams, and owners

The Collaborative Life Sciences Building, in Portland’s South Waterfront, would not have achieved its goals as quickly had it not been for the owners, consultants, and contractors working together under the same roof during the entire project. Working so closely together enabled the project team to:

- Utilize a “neutral” location
- Enable collaboration and integration
- Blur the traditional boundaries
- Keep the project team close to the “work”
- Maintain reliable commitments
- Dynamic cost modeling/TVD process
- Collaboratively establish milestones and “stage gates”

Joshua Dodson, as senior project manager, will develop the RFP and all associated contract documents on behalf of the City. Our DAY CPM team members fully understand your procurement rules and the Oregon Revised Statutes relative to public contracting laws and will work with the MPD team to work through all required processes. We understand ORS 279 A, B, and C and work with the local contracting review board's adopted rules. We will leverage our knowledge to your advantage in a transparent manner within compliance of the law. Other pre-construction activities such as the Findings of Fact for the exemption process will begin.

VALUE ADDED SOLUTION

Additional program dollars can be saved by specifying install of equipment and systems that qualify for Energy Trust of Oregon (ETO) incentive funds that are available to public entities such as the City of Molalla.

Cost Control

Our management team will develop the current program budget into a solid, working project budget. The city manager, police chief, lieutenant, sergeant, and executive administrative assistance will comprise the core decision-making group for the budget.

As the budget develops, the responsibility for cross-checking to the construction budget and ensuring it meets the overall program budget will reside primarily with the CM/GC. During this process, we will ensure there are weekly logs that we review of estimates and design ideas that allow us to review costs estimates for the various options.

Our goal is to build a new police facility that meets all of Molalla PD's needs within the developed budget. We typically require the contractor to prepare and review a cloud-based value engineering (VE) and cost log, and we monitor and discuss weekly as a team. Because it is cloud-based, the entire team can review and provide input at any time. This ensures all parties have the latest information and can make decisions accordingly.

We will ensure the tools we use for budgeting are accessible and easy for the City to use, and coordinate with your accounting systems. Typically, we use Smartsheet, but will select the best tool that meets your needs.

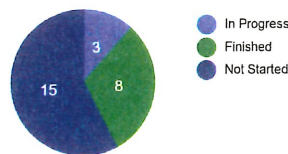
Molalla Police Facility DASHBOARD



Quick Links

- Project Management Plan
- Strategic Plan.pdf
- Work Order Protocols.doc
- MPD Values
- Cost Tracking
- Project Photos
- At Risk
- In Progress
- Project Schedule
- Project Budget
- Upcoming Milestones

Tasks by Status



CM/GC Contingency Tracking



Key Contacts

- Doug Garland, Principal-In-Charge
- Joshua Dodson, Senior Project Manager
- Kelly Wheeler, Project Manager

News

- Team Goals:**
- Improve learning and work experience through project undertakings.
 - Facilitate communications with stakeholders.

Workload: Outstanding Tasks by Person



We can create a cloud-based, real time dashboard for aour internal core groups as well as external stakeholders that keep everyone up to speed on project progress.

Active budget and spend-down management is critical. This allows decision-making based on current and accurate data and maximizing the scope within budget constraints. We anticipate monthly meetings once the budget is established. In these meetings, we will discuss and decide on the expenditure tracking process to avoid over-spend. We will create cash flow charts that will track estimates to actuals and forecast appropriately.

We will bring lessons learned from past projects to inform project options. For instance, we can run value engineering options through a rigorous exercise where we analyze the upfront cost to the long-term maintenance costs. This helps prevent early cost savings on products that will end up costing more long-term. Our experienced team, along with the architect and contractor will be instrumental in helping the City make the best decisions with both short- and long-term cost and operations top of mind. Our team will bring our experience in security analysis and past police department projects to provide smart and cost-efficient security measures. We will work with the AE and CM/GC teams to ensure materials and design measures stay in line with the City's budget and facility's needs.

Value Engineering

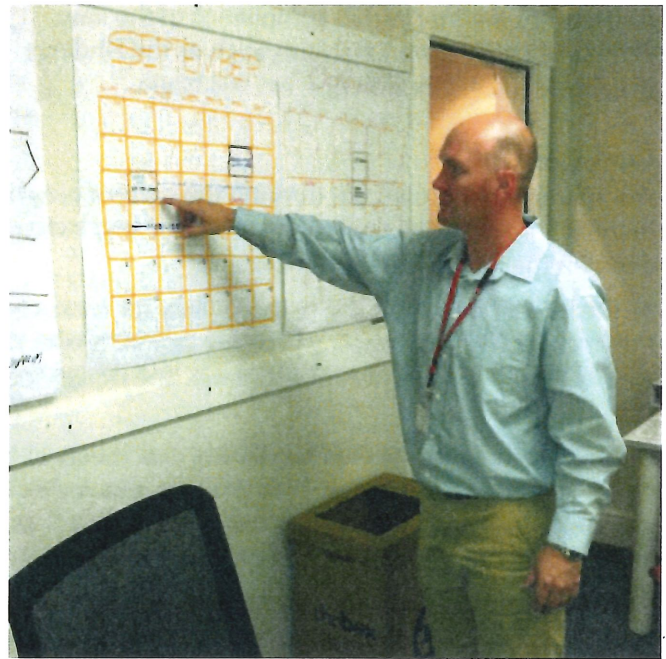
Value engineering (VE) targeting sessions will be convened with the City, designers, contractor, independent cost estimator, and subcontractors to discuss scope refinement through a methodical evaluation of products, labor efficiencies, and scope magnitudes. We will compile a documented VE listing with estimated savings to discuss and approve.

Scheduling

We plan to use the current master schedule from the RFP to maintain progress, adjusting where necessary. Adjustments due to funding and/or design time for each phase may be required. We will collect weekly schedule updates from the contractor and track them against both our original baseline schedule and forecasted critical path schedules. These are commonly impacted based on the selected construction phase timeline. As a team, we will monitor progress and make appropriate adjustments to satisfy the needs of the City and community. The rate of contractor spend is often an indication of whether they are on schedule.

Our team will ensure the contractor adheres to our overall project master schedule, milestones, and appropriate stage gates. The initial construction

schedule prepared by the contractor will become a baseline and will track and identify the critical pathway of the project. Our boots on the ground team will monitor actual in place construction to what is shown on the construction schedule and will bring up appropriate activities that appear off schedule. There are times when activities will demonstrate a potential schedule increase and we acknowledge those weekly records and field observations as well.



Doug Garland reviews a three-week look-ahead schedule.

Progress/Status Monitoring and Reporting

Reporting will be tailored to the City's expectations and the needs of the community. Typically, we develop monthly reports that contain critical information such as budget, scope, and schedule along with challenges and successes ending with progress photos. They can be generated monthly and for various oversight committees and stakeholder groups. Reports can be hard copy or cloud-based and distributed accordingly.

We believe in full transparency in cost control and will make updates fully available at meetings and other stakeholder forums. DAY CPM can utilize executive dashboards to facilitate transparent budget update communications. This allows you to track the budget in real time and forecast any financial risk.

We will meet weekly with our owner team and provide weekly agendas and reports for the Chief and various City members. The reports will contain vital information that will keep the stakeholders apprised of budget, scope, and schedule as well as identify any successes and/or challenges.

Contract Packaging Strategy

A project that is not fully funded will most likely undergo packaging which will be a required expectation of the architect and subsequent contractors. Packaging based upon design phases can be advantageous but also make construction and permitting more difficult due to mobilizations and subcontractor securement.

We understand the City desires the CM/GC method of contracting. As shown previously in the Experience Section, we have demonstrated experience with this method. As your owner advocate, we will provide input into the contractor's sub selection and will oversee proper management of subcontract procurement. For example, a hazardous materials abatement and demolition package could be Phase I with site work and utilities as Phase II and building as Phase III. We will evaluate and decide as a team.

Bid Packages

There will be many factors affecting the frequency and number of bid packages. We anticipate knowing some early but recommend involving the CM/GC. We will leverage their current market conditions expertise to make final decisions.

Assuming a successful exemption process for a CM/GC delivery method, we will require the contractor to work during the preconstruction phase and help develop a Guaranteed Maximum Price (GMP) that meets the scope and budget.

Next, the contractor will bid out all the work. As your advocate and representative, we will have input in the process called "buy-out" and allow close inspection of local subcontractors. For instance, the CM/GC will bid out the electrical scope of work and may receive three or more bids. After normalizing the bids, they will present their selection recommendation. In this case, it does not have to be the lowest bid but rather the bid that is in the best interest of the City.

DAY CPM will be ready to hit the ground running to provide the City leadership in the project management of the new police facility. We anticipate growing interest as we near groundbreaking, and we will be available to be the buffer of information to the agency and city staff to keep them apprised and up to speed on the progress of design and construction. We plan to have weekly construction meetings when this phase hits and design and outreach meetings beforehand.



COVID-19 Impacts Projects

DAY CPM's current experience has confirmed current local economic impacts as result of COVID-19 conditions. For example, drastic equipment production delays are being experienced due to lack of semiconductor chips in the marketplace. We are experiencing delays on everything that relies on chips, from electrical/mechanical equipment and controls systems and network facilities to appliances and large equipment. Items that can usually be purchased off the shelf are now taking six to nine months. These impacts not only affect the overall project cost, but also the overall schedule leading to potentially more cost impacts.

On multiple projects, we are closely monitoring the industry so we can procure items early and in bulk ahead of the bid packages if possible to mitigate delays. We are also conferring with internal team members and external colleagues to create an inclusive list of problem items to proactively create a strategy for supply chain delays due to COVID.

DAY CPM will prepare draft design contract for review and approval by the City Council and will advise our owner core team of any changes that are noteworthy. We anticipate contract negotiations and will use this phase to note any exceptions to the contract and make appropriate adjustments and recommendations to the City for incorporation.

It will be prudent for the City to review all contracting model options. The first is the traditional model of design-bid-build (DBB) where the agency designs and bids and whatever contractor is the lowest responsive and responsible bidder is awarded the

project. Other options will be considered alternative methods of contracting such as CM/GC or Design/Build each of which will take an exemption process to obtain permission by the local contract review board in implanting. Both examples of alternative methods employ an RFP process rather than a bid and allow for a more collaborative team approach, along with many other reasons. We are currently aligned with the City's present desire to pursue CM/GC but will encourage this conversation to make sure all benefits/risks are weighed for the new police facility.

Construction Phase Services

Services: Describe your scope of construction phase services and detail how they are provided, with specific attention to the first budget estimates, methods of cost control, scheduling, value engineering, and the method of reporting project status and schedule position.

As the project moves into construction, we will continue building on the momentum we developed in our previous stages. Our team will serve as the primary contact and advocate for the City in all meetings with the A/E/C team. Our team will focus on implementing the standards set in design so you can focus on your daily tasks. We will communicate regular updates, facilitate check-ins, and obtain any input and approvals efficiently to keep the project on track through construction. Our team will forecast necessary decisions to keep projects running on schedule and allow you to properly consider and vet each. Where short-notice changes are necessary or desired, we will work with you to find cost and time saving solutions.

Quality Control & Constructability

Our responsibilities include creating appropriate quality oversight measures for each phase of the process. By leaning on our experience as owner's representatives with extensive in-house expertise in planning, design, and engineering practices, we have the capabilities and capacity to do thorough design reviews of the plans and specifications on a regular basis. This ensures design aligns with the program goals, the City of Molalla's voice is heard, and quality is delivered.

This process begins early during the project definition/conceptualization phase with establishing the owner project requirements (OPR), and carries through design, permitting, and construction to closeout and operations. As part of our quality oversight

imperative, our team will work together with the City and Molalla PD to ensure the project goals and quality requirements are adhered to in every phase. Our construction management team will work as an extension of the City with strict oversight and accountability to the OPR. We will work closely with your team to determine the best approach and strategy to efficiently and cost effectively provide this QA/QC oversight at the onset of the project.

We are arduous for the details of constructability. Many of our team members have worked in the construction field, not only as project managers but also as carpenters, engineers, architects, commissioning agents, and other technical tradespersons. This knowledge allows our team to look at the plans with a critical eye and ask the right questions, at the right time ensuring we are programming, designing, and building efficiently and meeting your quality objectives.



Post meeting, job site walk.

Construction Management

As your owner's representative, we will perform construction management (CM) oversight duties as physical construction is authorized to begin. Our primary role is to facilitate and provide oversight to the communications between the City, A/E team, and CM/GC to address any issues before they become roadblocks.

As your eyes and ears on site, DAY CPM will facilitate a transition from design focused OAC meetings to weekly, construction related OAC meetings run by the CM/GC. The team will review, plan, and address team needs to keep the project moving forward.

Agenda topics will include requests for information (RFIs), submittal data reviews, change order requests, schedule progress (or hindrances), and any testing and inspections required. DAY CPM will ensure the CM/GC and architect are documenting, monitoring, and providing follow-up contact to keep all individuals accountable.

DAY CPM can provide a bi-weekly progress reports including photographic documentation of the status of work in the field. This could also include any issues and the documented path toward solution options.

We can also produce a monthly, high-level dashboard report with a summary of stakeholder requests focused on the budget, schedule, work progress percent complete, payment application status, risk assessment, and detailed photo documentation.

Active community engagement will continue during construction, coordinated with your communications lead and the contractor team. We have seen great response to a live webcam open to the public and allowing everyone to watch the police facility progress. Most services now provide for a time-lapse feature that can be downloaded for a very interesting, condensed view of the project in a short video.

Our projects have always seen an active participation in on-site progress tours of the work in progress, or now virtual video tours presented by the contractor that can be posted for public access. Our team is well-versed in providing project tours for stakeholders, local media, and community members. This is an opportunity to share progress of the project and get further buy-in from the public.

Review Material Submittals and Samples

We will monitor and collaborate with the architect on material submittals. By serving as an additional layer of quality control, our objective will be to confirm samples align with the design and comply with the City's design standards. Where substitute materials may be suggested for cost savings or availability challenges, we will collaborate with the team to find alternates that meet standards and secure the City's approval before advancing.

Resolve RFIs and Process Change Orders

RFIs, change orders, and other processes will be established with your key decision makers to determine review and approval. Our team will review each of these items as they arise to advocate not only fiscally for your team but to verify any change to



Beam signing ceremony at Multnomah County Central Courthouse.

the contract or design aligns with the project needs, standards, and vision of high quality/low maintenance products that will last. We will review each item thoroughly and engage with our team when necessary to find a timely solution.

Process Pay Applications and Analyze Contractor Claims

We will draft the architectural contracts, making them familiar and managing them seamless. Understanding the terms and conditions for which the City will be contractually will help solve any potential disputes in a timely manner. We strive to attach a sample/draft contract to the RFP at the time of publishing to streamline this process.

Strong fiscal stewardship of public dollars will be one of our top priorities. On our regular site visits, the team will verify site conditions and construction progress to validate pay applications. We will also confirm all appropriate back-up documentation has been submitted to process payment. While we work to avoid contractual disputes, our team is seasoned in managing challenges that may arise during construction and can handle routine issues within scope. Our team will focus on ways to mitigate this process through contract enforcement, regular quality control and progress reports, specification enforcement, and strong and open partnerships with our industry partners.

We suggest that each week we hold OAC meetings that involve the City, architect, and GC. It is at these meetings where we discuss all items related to design and construction and can pinpoint contractual obligations for administration and accountability at these meetings.

We will be reviewing all normal and customary process and procedure documents listed in this requirement as part of our base process. We will provide an initial review and escalate items to the City's where action may be needed on RFIs, submittals, change orders and extension requests. We will apply our expertise of the contracts to protect the City and ensure we obtain the greatest value on design and construction.

Post-Construction Phase Services

Services: Describe your scope of post-construction phase services and detail how they are to be provided.

Our work doesn't end when construction is complete. To work optimally, a building must be tested and commissioned; move-in must be organized, efficiently executed; and contracts must be closed out. Our services include oversight through closeout, until final occupancy and turnover to the City and Molalla PD, to ensure the project is fully operational and functioning in compliance with its intended use.

Close Out & Punchlist

Our philosophy is closeout begins at project start. Without proper planning at the outset, details left to the end can fall through the cracks as the A/E/C team is transitioning off the project and the City is working to occupy and operate their new facility. To mitigate this scenario, we will review the closeout procedures list linked to the contracts and the beginning of the project. We will make assignments with due dates and incorporate these into the team agendas. This reinforces accountability and helps the team have clarity on which items will be due at the end of the project. We will maintain a live set of project documents, that will be the foundation of our project as-builts and require a draft O&M due at 75% project completion.

DAY CPM promotes regular quality control inspections and reporting throughout the construction phase to minimize long punchlists often put off until the end. Punchlist and closeout is near the end of the journey when everyone is fatigued and ready to enjoy the results. It is critical to finish strong for project turn

over. We anticipate scheduling phased punch walks, turning over areas of projects as available to the City for patron and police operational use.

We will ensure contractors are using tools such as Smartsheet, Procore, and Bluebeam to ensure a smooth punchlist process. This approach has been key to the successful closeout of our tightly scheduled projects.

Punchlist inspections will be coordinated not only with the project team but also include police and City facility operations staff. Early involvement of these users ensures design and quality are to the satisfaction of those that will be using and maintaining the building for years to come.

Occupancy

As we prepare for occupancy, our focus will be on coordinating the completion of construction and your transition into the new facilities. We will always have quality assurance in mind to confirm even final details are implemented to your desired standards. Police Facility stakeholders can count on regular support and communication from our team so that this final phase goes smoothly. We will work to execute a strategic and well-planned move that meets both Molalla PD and City Hall staff's needs.

Recommend Approving Certificate of Substantial Completion

We help review all aspects of project completion prior to recommending the issuance of substantial completion certification. Substantial completion is often the starting date of warranty periods, maintenance care, and building occupation. We will coordinate all staff training, maintenance planning, and documentation prior to approval.

Recommend Issuing Certificate of Final Acceptance

We assist with streamlining the closeout and Certificate of Final Acceptance process of the contractor by using photo verification to allow the project team to ensure all tasks are completed to acceptance. We will use additional checklists and completion matrices to communicate and gain final completion acceptance by all stakeholders prior to issuance of final payment.

Prepare Final Report

DAY CPM will prepare and provide final reporting customized to the needs of the City and Molalla PD. We have provided summary evaluation reports at all levels including city, state, and federal. Depending on final contracting method selected, state reporting may be required per ORS 279C.255.

Collect Close-Out Materials

Our contractors are experts at operations and maintenance document control for owner use. We will ensure the CM/GC provides the highest level of professional closeout for the City. We believe accurate and well-organized maintenance manuals with as-built drawings are critical to long-term maintenance and future renovations of your new facility. Facility staff need easy access to the right type of information, including photo documentation, as the project progress. We promote the use of 360-degree photo technology which provides more visual information to your staff. Equipment information is collected in

a manner for easy inclusion into your maintenance management system. In addition to the collection and management of all closeout documents, DAY CPM will team with operational staff and to confirm they have been professionally trained in the use of all systems, manuals, and electronic documentation.

Following Up

Projects end with overseeing the warranty and maintenance period and garnering project evaluation information for the benefit of building maintenance.

We will assist the City in coordination of the team revisiting the project to evaluate the one-year warranty walk. This is a project milestone. To prepare for this walk, we will gather a list of all warranty items on the project, require the A/E/C team evaluates each thorough, and use the walk to prepare the final list of work. It is important during this period to note the difference between warranty items, a non-compliance item, or user fault items.



Grand opening of new Troutdale Elementary School.

Working with Team Members

Developing collaborative relationships requires establishing a foundation of trust, accountability and communication. Maintaining these relationships through a project's duration requires constant care and maintenance to avoid the traditional adversarial roles that can arise between owners and A/E/C partners and challenge the completion of the project. The CM/GC approach is a collaborative process meant to foster a close working relationship between the designers and contractors and owners.

The single most essential element of building strong relationships and effective project management is communication. We communicate often and remove silos to create a safe space in weekly meetings on programming, design, user group needs, community outreach, and other topics. We utilize the pyramid of a cohesive team with trust as the foundation. Once trust is established the team can resolve conflicts which leads to commitments and accountability.

One of the exercises we implement is the use of CliftonStrengths Assessment. Using results from the assessment, we evaluate each team members' top five strengths and analyze where we complement each other and where we may need to bolster one another's skills and experience. If this tool is deemed useful by the City, we have in-house experts who can help facilitate this process and garner a commitment from the group.

Collaboration with the City, the project team, and Molalla PD is also critical. DAY CPM brings considerable experience on numerous, high-visibility, public projects including OUS/OSHU Collaborative Life Sciences Building (CLSB), Multnomah County Central Courthouse, NOAA Homeport Relocation (Newport, OR), and Salem Police Facility. Each of these project teams depended on close collaboration with the private and public sectors representing a wide cross section of professional expertise and jurisdictional authority.

Cohesive Team Behavior

When there is trust and conflict resolution, the team is able to commit to a decision, even when there might be initial tension. This is because all ideas and opinions are communicated and considered, which instills confidence throughout the group.



DAY CPM design meeting with the City of Lake Oswego Public Works Facility staff.



Project team meeting with a local School District

To gain this advantage teams must:

Trust one another

When teams are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

Engage in conflict around ideas

When there is trust, team members are able to engage in unfiltered, constructive debate of ideas. It is important not to let conflicts pile up because eventually, they weigh you down.

Commit to decisions

When team members are able to offer options and debate ideas, they will be more likely to commit to decisions.

Hold one another accountable

When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

Focus on achieving collective results

The ultimate goal of building greater trust, conflict resolution, commitment, and accountability is one thing—the achievement of results.

The Five Behaviors of a Cohesive Team™

Ensuring Contractor Success

Services: Describe your firm's method of coordinating the efforts of the various trade contractors and combination of contractors

One of our primary objectives will be working to make sure this project is visible and desirable to attract the highest level of competition within the GC community. By informing the local community through public meetings, advertisements, fliers, radio announcements etc., we will help draw interest and support early. Through this process we can also listen intently to possible planning needs and priorities and can help modify the design. We understand the City of Molalla has strong community support and we want to continue that in every way possible through transparency of intent and action.

The CM/GC method of contracting enables the general contractor to perform local outreach sessions to the subcontractor fields. We will require the CM/GC hold scheduled, open meetings advertised in the local papers and other mechanisms to ensure early interest and preparation for upcoming bidding opportunities. DAY CPM will be part of the outreach sessions to help answer questions, especially for new and upcoming trades and suppliers and vendors who may be new to public works projects.

One of the highly collaborative features we bring to the project is the use of cloud-based tools such as Bluebeam, Smartsheet and general MS365 tools. Within these tools you eliminate emailing various individual attachments and utilize platforms that allow the group to see and work in real time. One example is the payment application process, where the contractor can issue a draft application that shows percent complete drafts for all scopes of work and both the architects and owner's rep can review the progress draft in real time and make comment so the draft can turn in to the final issued application for that month. This creates efficiencies that get passed back to the City in terms of time and money.



OSP Maintenance Garage

With the hundreds of vehicles that must be detailed and outfitted before they go into service, it was critical that the maintenance shop be designed to tight standards. With this in mind, DAY CPM worked closely with the major stakeholders at OSP headquarters to ensure the developer delivered this state of the art maintenance bay for the Oregon State Police.

6. Cost (20 pts)

Cost: Not to Exceed: The Agency does not plan to enter a fixed price contract as a result of this RFP. The bottom-line total cost provided on the Cost Sheet is a "Not to Exceed" price. Costs may move between tasks, but the total cost cannot exceed "Total Estimated Cost" on the Cost Sheet, except as modified in final negotiations.

Reimbursables

Cost: The reimbursable costs required on Line 4 of the Project Cost Sheet are understood to represent estimates: Expenditures in addition to these estimates will require prior Agency approval.

The reimbursable costs required on Line 4 of the Project Cost Sheet are understood to represent estimates. Expenditures in addition to these estimates will require prior City approval.

Added Tasks

Cost: If, during the project, the Agency proposes to add projects to the CM's responsibilities, or to modify the assigned tasks as defined by this RFP and final negotiations, the CM and the Agency will negotiate mutually agreeable cost changes, using the rates in the Cost Sheet as a basis.

Appendix B - Revised

PROJECT COST SHEET

Project: New Police Facility

Planned Duration	Weeks: 6	Weeks: 32	Weeks: 20	Weeks: 54	Total Costs
	Hire Design Team	Design and Construction Document Phase	Approvals and Bidding Phase	Construction Phase	
STAFFING PLAN					
1 Program Manager					
Hours	171	411	26	78	685
Fee	\$27,370	\$69,391	\$4,280	\$13,402	\$114,371
2 Project Manager					
Hours	60	490	160	585	1,295
Fee	\$7,200	\$67,800	\$19,776	\$73,882	\$168,658
3 Administrative Services					
Hours	3	8	4	52	67
Fee	\$285	\$760	\$380	\$2,704	\$4,129
Estimated Cost					\$287,158
4 Estimated Reimbursables					\$2,000

Notes: Fees are per durations listed in your addendum and in accordance with the RFP schedule. We anticipate this fee to be refined and negotiated once a full scope and duration of the funding process is determined. All services will be billed as time spent, not to exceed (NTE) amount with all savings reverting back to the City. Reimbursable expenses are an estimate, and will be billed at cost. Duration activities above overlap each other.

Appendix

PROPOSAL:

V. CERTIFICATIONS

CERTIFICATION OF UNDERSTANDING OF REQUEST FOR PROPOSAL

The undersigned offers and agrees to furnish all materials, supervision, and personnel to the City of Molalla Urban Renewal Agency for CONSTRUCTION MANAGEMENT SERVICES in accordance with Request for Proposal No. 2021-02.

Acknowledgement of Addendum: None _____ 1. X 2. X 3. _____

The undersigned further certifies that he/she has read, understands, and agrees to abide by all terms and conditions of this Request for Proposal if awarded the contract to furnish CONSTRUCTION MANAGEMENT SERVICES for the City of Molalla Urban Renewal Agency.

The Proposer certifies that it does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, handicap, financial ability, age, or other non-job-related factors as per ORS 659 and U.S.C. 2000e.

FIRM NAME: DAY CPM, a division of Otak, Inc.

BY: Scott Dreher TITLE: COO

BY:  DATED: October 12, 2021

MAILING ADDRESS: 808 SW 3rd Avenue, Suite 300, Portland, OR 97204

TELEPHONE NO. 503-415-2445 FAX NO. 503-218-1500



License must be embossed with
city seal to be valid

City of Molalla Business License

This business has met the City of Molalla's requirements and is hereby granted a business license with the City of Molalla

Contractor License

Business Type

921

License No.

12/31/2021

Date of expiration

OTAK, INC.
JOSHUA DODSON
808 SW THIRD AVENUE, SUITE 800
PORTLAND OR 97204

Christie Jents

Official Signature

City of Molalla

NEW POLICE FACILITY



PROPOSAL FOR
CONSULTANT SERVICES OR CONSTRUCTION
MANAGEMENT SERVICES

RFP NO: 2021-02

Due Date: 10.12.2021
Request for Proposals (RFP)

CBRE

October 12, 2021

City of Molalla
Urban Renewal Agency
Molalla Police Department Facility
117 N. Molalla Avenue, PO BOX 248
Molalla, OR 97038

**Proposal for New Police Facility
Consultant Services or Construction Management
RFP No 2021-02**

Dear Ms. Bishop:

This is an exciting project for the City of Molalla as you are investing in the police facility infrastructure needed to protect your growing community. To assist the City of Molalla in achieving success, we have assembled a skilled project team with subject-matter experts in both police facility operations and facility construction. They were specifically chosen to meet the City's needs for this important opportunity. CBRE is the best project and construction management firm for your project for the following reasons:

Partnership for Success

CBRE has assembled the right team for this project, community, and the City of Molalla and Molalla Police Department (MPD) leadership. Diana Kessler, our project manager, brings over 27 year of experience in project management in public safety agencies, including fire stations, jails, courthouses, and specialized FBI space. Rick Puente, our Public Safety Advisor, has over 24 years of experience in public safety best practices and community outreach; he understands the operational needs of your new facility in outlying communities like Molalla. He will work closely in the program, planning, and design phases to advocate for functional space to support officers serving the community. Scott Johnson, our program manager, has over 25 years of experience in program, construction management, and project management and worked closely with Rick in the development of safety and security upgrades centred around CPTED principles. Scott will help develop the Project Management Plan and due-diligence land-use requirements and will be a resource in troubleshooting design and construction challenges. **Our team will be deployed in a cost-effective staffing model on an as-needed basis that will allow you to maximize your dollars in construction.**

Best Practices

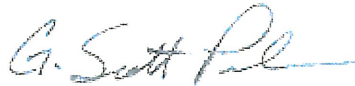
We understand this community has one opportunity to build a facility that will meet the needs of today and prepare for future growth. The operational programming is critical to achieving a successful project and that requires expertise in collaborating and understanding your needs, the needs of your officers, and the needs of the community. Our team will bring best business practices in project and construction management and lessons learned from similar projects and police operations. We will collaborate with you on how best to address federal and state requirements, use the flow of operations as the design base, and keep top of mind the lessons learned that MPD shared (during the pre-proposal meeting) that were made on projects for other agencies. We will focus our plan for the future of the MPD and **leave the City and police facility committee a highly functioning facility.**

Building Trust

We recognize this project is in the heart of your community and will be a highly visible, anticipated project. We know the City of Molalla and the MPD have the trust and support of the community. Our team will be dedicated to building on that trust as we lead your project with transparency and community collaboration. We understand the need to engage, inform, and celebrate each milestone with the community. We will maintain positive momentum throughout the design and have a compelling story for the community. We also understand the need for transparency and accountability to the City and MPD. We will build your trust in us as your advocate and representative as **CBRE delivers an outstanding project outcome and exceptional project experience.**

You are counting on your Construction and Project Management team to deliver a successful project. We are that team. We are committed individually and corporately to the success of your project. If you have any questions or need additional information, please reach out to me at Scott.Perala@cbre.com or 971.373.1847.

Best regards,



Scott Perala, CCM
Managing Director

PROPOSAL:

V. CERTIFICATIONS

CERTIFICATION OF UNDERSTANDING OF REQUEST FOR PROPOSAL

The undersigned offers and agrees to furnish all materials, supervision, and personnel to the City of Molalla Urban Renewal Agency for CONSTRUCTION MANAGEMENT SERVICES in accordance with Request for Proposal No. 2021-02.

Acknowledgement of Addendum: None _____ 1. X 2. _____ 3. _____

The undersigned further certifies that he/she has read, understands, and agrees to abide by all terms and conditions of this Request for Proposal if awarded the contract to furnish CONSTRUCTION MANAGEMENT SERVICES for the City of Molalla Urban Renewal Agency.

The Proposer certifies that it does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, handicap, financial ability, age, or other non-job-related factors as per ORS 659 and U.S.C. 2000e.

FIRM NAME: CBRE Heery, Inc.

BY: G. Scott Pe TITLE: Managing Director

BY: _____ DATED: October 12, 2021

MAILING ADDRESS: 2 Centerpointe Drive, Suite 250, Lake Oswego, OR 97035

TELEPHONE NO. 971.373.1847 FAX NO. _____

PROJECT COST SHEET

Project: New Police Facility

Planned Duration per RFP		Weeks: 6	Weeks: 32	Weeks: 20	Weeks: 54	Total Costs
		Hire Design Team	Design and Construction Document Phase	Approvals and Bidding Phase	Construction Phase	
STAFFING PLAN						
1	Program Manager					
	Hours	10	8	4	24	46
	Fee	\$1,600	\$1,318.40	\$659.20	\$4,014.53	\$7,592.13
2a	Project Manager					
	Hours	160	400	100	1,340	2,000
	Fee	\$23,200	\$59,740	\$14,935.00	\$203,910.54	\$301,785.54
2b	PS Advisor					
	Hours	0	90	10	66	166
	Fee	\$0	\$13,441.50	\$1,493.50	\$10,091.28	\$25,026.28
3	Administrative Services					
	Hours	included	included	included	included	
	Fee					
						<u>Estimated Cost \$334,403.95</u>

4 Estimated Reimbursables: @ 10% of contract value = \$3,344

Note: These fees and reimbursables are estimates based on the current schedule provided by the City of Molalla in the RFP. CBRE will work with the City to memorialize the fees and reimbursables once the overall project schedule is finalized and any schedule efficiencies or revisions are identified.

Contents

4.1	Firm History	9
4.2	Personnel	11
4.3	Experience	15
4.4	Project Staffing	19
4.5	Services	25
4.6	CM/GC Experience	35

4.1

Firm History

Firm History



↑ CITY OF GAINESVILLE PUBLIC SAFETY CENTER, GAINESVILLE, GA | PROVIDED CONSTRUCTION MANAGEMENT SERVICES FOR NEW TWO-STORY FACILITY.

We have provided construction management services for public safety clients for over 32 years.

4.1.1 NAME OF FIRM

CBRE Heery, Inc. (CBRE)

4.1.2 LOCATION OF PRINCIPAL AND BRANCH OFFICES

Oregon office

2 Centerpointe Drive, Suite 250
Lake Oswego, OR 97035

CBRE Headquarters

2100 McKinney Ave, Suite 700
Dallas, TX 75201

4.1.3 LENGTH OF TIME IN BUSINESS.

CBRE opened our office in Oregon in 1989.

4.1.4 FIRM OWNERSHIP STRUCTURE.

In 2017, CBRE acquired Heery International, Inc., as a wholly-owned subsidiary is now CBRE Heery, Inc. Our team focuses on construction management and project management services for the public sector. We have provided project and construction management (PM/CM) services in Oregon since 1989.

4.1.5 ANNUAL CONSTRUCTION MANAGEMENT VOLUME FOR EACH OF THE PAST FIVE YEARS.

Oregon	2016	2017	2018	2019	2020
1) PM/CM Projects	15	35	30	34	37
2) Construction \$	\$2,839,954	\$4,526,281	\$5,396,697	\$6,357,931	\$8,267,096

3) CBRE provided program management, project management, construction management, and owner's representative services on the projects featured in (1) and (2) for the last five years.

4.2

Personnel

Personnel

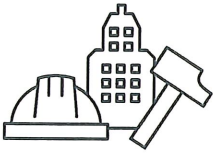
4.2.1 PROVIDE A LIST OF THE TOTAL NUMBER OF FIRM'S LOCAL PERSONNEL, OTHER THAN SECRETARIAL/CLERICAL, BY PROFESSIONAL OR SKILL GROUPS FROM WHICH SERVICES CAN BE PROVIDED TO THE AGENCY.

DISCIPLINE	PACIFIC NW	OREGON
Accountants	2	1
Administrative	14	7
Architects	0	
CADD Technician	0	
Civil Engineers	0	
Commissioning Agent	11	8
Construction Engineers	0	
Construction Inspectors	2	1
Construction Managers	30	15
Cost Engineer/Estimator	1	
Electrical Engineers	0	
Interior Designers	0	
Mechanical Engineers	0	
MICS/Information Technology/Telecom	1	
Planners - Facilities	0	
Project Manager	18	9
Safety/Occupational Health Engineer	0	
Schedulers	1	
Structural Engineers	0	
Technical Support	0	
TOTAL	80	41



41

personnel available to partner with City of Molalla



24

Project and Construction Managers in Oregon



GAINESVILLE POLICE DEPARTMENT | PROVIDED FULL DESIGN-BUILD SERVICES FOR THE 53,000 SF PUBLIC SAFETY CENTER.

4.2. PROVIDE A LIST OF THE TYPES OF SPECIALIZED SERVICES AVAILABLE THAT WILL BE PART OF YOUR TEAM, SUCH AS BUT NOT LIMITED TO ESTIMATING, VALUE ENGINEERING ANALYSIS, SCHEDULING, OR COMPUTER SERVICES. PLEASE STATE IF THESE SERVICES WILL BE PROVIDED IN-HOUSE OR FROM OUTSOURCING.

Proposed services our team will provide (In-house)	Available services (in-house)	Outsourced
Program Management	Cost Consultancy and Cost Estimating	Public safety operational excellence standards
Project Management	Commissioning	
Construction Management	Constructability Review	
Staff Augmentation	Solar	
Document Controls	Energy Usage, Sustainability and Energy Modeling	
Move Management		
Scheduling	Grant Incentive, Procurement and Management	
Value Engineering	Valuation, Financing and Pre-bond Planning	
Target Value Design		



RICHMOND COUNTY SHERIFF, AUGUSTA, GA | PROVIDED CONSTRUCTION MANAGEMENT SERVICES FOR 35,000-SF NEW HEADQUARTERS



↑ MURFREESBORO NEW POLICE HEADQUARTERS, MURFREESBORO, TN | PROVIDED PROGRAM MANAGEMENT SERVICES FOR \$55M POLICE HEADQUARTERS

National Success Story

NEW POLICE HEADQUARTERS

The new Murfreesboro Police Headquarters replaced the 45-plus-year-old main headquarters located at 302 South Church Street, while the Criminal Investigations Division were housed at 1734 South Rutherford Boulevard. When the original headquarters were built in 1973, Murfreesboro's population was less than 30,000 but by 2018 had grown to over 128,000 people. The new 135,614-GSF Police Headquarters was designed to meet future growth from 260 current officers to over 400 personnel in the future.

CBRE was responsible for the oversight and management for the new \$55M headquarters. We were also responsible for construction management oversight through post-construction close-out, including a post-construction audit and related financial and contract concerns.

4.3

Experience

Experience

4.3.1 LIST COMPARABLE PUBLIC SAFETY PROJECTS WHICH YOU HAVE PROVIDED OVERALL PROJECT AND PROJECT SPECIFIC CONSTRUCTION MANAGEMENT SERVICES DURING THE PAST FIVE YEARS



Tualatin Valley Fire & Rescue
ROSEMONT STATION #55
West Linn, OR

DATES: 2016-2018

TYPE: **New construction**

DELIVERY: **CM/GC**

SIZE: **\$6M** | 10,214 SF | 2.6 ACRES

SERVICE: **Staff Augmentation, Construction Management, and Project Management**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com

Tualatin Valley Fire & Rescue
MCEWAN ROAD STATION #39
Tualatin, OR

DATES: 2017-2019

TYPE: **New construction**

DELIVERY: **CM/GC**

SIZE: **\$5M** | 10,000 SF | 116 ACRE

SERVICE: **Staff Augmentation, Construction Management and Project Management**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com



Tualatin Valley Fire & Rescue
ROCK CREEK STATION #64
Beaverton, OR

DATES: 2016

TYPE: **Addition and Renovation**

DELIVERY: **CM/GC**

SIZE: **\$3.5M** | 9,057 SF + 1,250 SF
Addition

SERVICE: **Staff Augmentation, Construction Management and Project Management**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com

Tualatin Valley Fire & Rescue
RALEIGH HILLS STATION #70
Raleigh Hills, OR

DATES: 2016

TYPE: **New construction**

DELIVERY: **CM/GC**

SIZE: **\$1M** | 1,950 SF

SERVICE: **Staff Augmentation,
Construction Management and
Project Management**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com



Tualatin Valley Fire & Rescue
SKYLINE STATION #72
Portland, OR

DATES: 2015–2017

TYPE: **Renovation**

DELIVERY: **CM/GC**

SIZE: **\$1.4M** | 3,000 SF

SERVICE: **Staff Augmentation,
Construction Management and
Project Management**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com

City of Murfreesboro
POLICE HEADQUARTERS
Murfreesboro, TN

DATES: 2018

TYPE: **New Construction**

DELIVERY: **Design-Bid-Build**

SIZE: **\$45M** | 125,000 SF

SERVICE: **Project Management,
Construction Audit and Move
Management**

REFERENCE: **Craig Tindell**
City Manager
615.849.2629





City of Beverly
POLICE STATION
Beverly, MA

DATES: 2018-2021

TYPE: **New construction**

DELIVERY: **CM at-Risk**

SIZE: **\$21M** | 32,000 SF

SERVICE: **Project Management
and Construction Management**

REFERENCE: **David Gelineau**
Purchasing Agent
978.605.2350
dgelineau@beverlyma.gov

Tualatin Valley Fire & Rescue
COOPER MOUNTAIN STATION
#69
Beaverton, OR

DATES: 2015-2017

TYPE: **Addition and Renovation**

DELIVERY: **CM/GC**

SIZE: **\$3.9M** | 7,553 SF Renovation +
1,584 SF Addition

SERVICE: **Staff Augmentation,
Project Management, Construction
Management and Commissioning**

REFERENCE: **Eric Wicks**
CPPB | Purchasing Manager
503.259.1157
Eric.Wicks@tvfr.com



Anne Arundel County
MILLERSVILLE POLICE
RENOVATION
Millersville, MD

DATES: 2015-2019

TYPE: **Renovation**

DELIVERY: **Design-Bid-Build**

SIZE: **\$14M** | 30,000 SF

SERVICE: **Project Management
and Construction Management**

REFERENCE: **Bruce Wright**
Department of Public Works
410.222.7560

4.4

Project Staffing

Project Staffing

4.4.1 IDENTIFY YOUR COMPANY'S PROPOSED MANAGEMENT STAFF FOR THE PROJECT.

The key benefits of our team:

CBRE's proposed team offers the City of Molalla direct public safety experience and construction management services for your new police facilities.

Partnership for Success

Our team will be deployed in a cost effective staffing model on an as-needed basis

Project Manager, Diana Kessler will serve as the main point-of-contact for City and MPD leadership. She has experience working with mission-critical public safety facilities and knows what it takes to support emergency responders during construction projects. As the project lead she will plan and lead the day-to-day project management process, conduct document reviews, facilitate design reviews with City and MPD leadership, lead meetings, conduct presentations for public and city officials, delegate tasks to the team, and provide quality control for all CBRE deliverables. Diana will be responsible for managing all project activities on and off site. She has over 27 years of experience working on Oregon public safety facilities, including fire stations, jails, FBI functional spaces, and courthouses.

Best Practices

Leave the city and police facility committee the legacy of a high functioning facility

Public Safety Advisor (Subject-Matter Expert), Rick Puente will serve as a resource to Diana and the City and MPD. He has 24 years of experience in public safety best practices and a deep understanding of building new facilities. Our team will draw on his depth of understanding for operations in the functional spaces and best practices for community outreach and engagement. Rick is a bilingual law enforcement professional currently serving as the Director and Chief of Police for the Beaverton School District Public Safety Department. He is also a law enforcement instructor and has a deep network of Oregon Police Chief relationships. He uses his experience and relationships to understand impacts of the policing philosophy, latest public safety technology, building organization, staffing fluctuations, and space needs. Rick will assist the project team for better project outcomes.

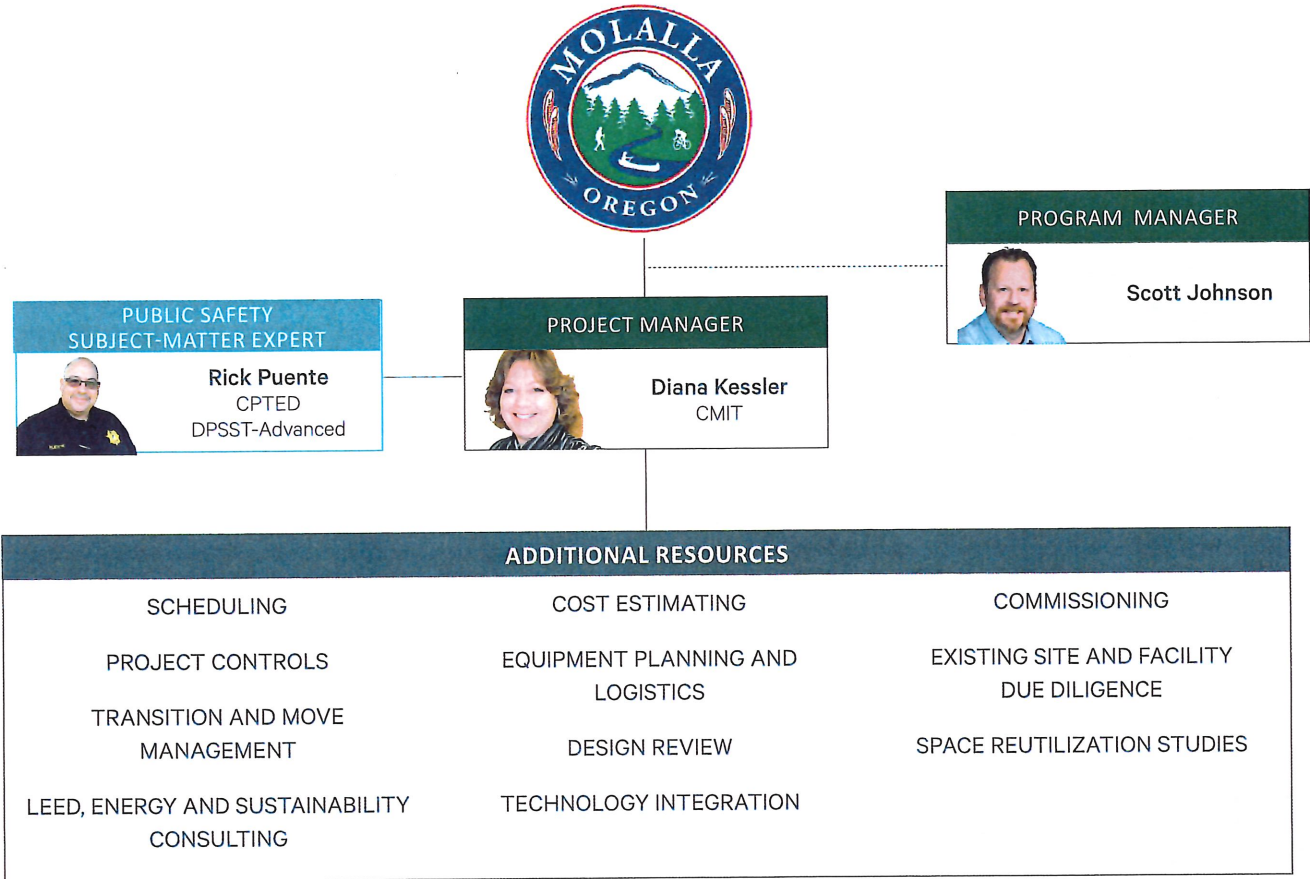
Program Manager, Scott Johnson will lead the overall process and actively engage throughout the project. Scott has 25 years of construction management leadership experience in and around the Willamette Valley. Scott will organize and make sure our team has the resources needed to deliver your project on time and within budget. He will first-hand make your project a success for years to come. Scott will also be an additional point-of-contact and resource for City and MPD leadership.

Building Trust

Delivering an outstanding project outcomes and exceptional client experiences

Additional Resources and Depth. Our team can draw from the bench strength of over 41 local team members and hundreds nationally, as needed. Our national and local professionals are dedicated to serving public agency programs. CBRE also has a strong team of experienced public safety partners we can engage for specific specialty elements: operational integration support, pre-planning analysis, operational readiness reviews, and integrated design reviews.

4.4.2 PROVIDE AN ORGANIZATIONAL CHART IDENTIFYING ALL YOUR KEY STAFF MEMBERS, THEIR RESPONSIBILITIES IN THE PROJECT, AND SHOW HOW EACH INTERACTS WITH OTHER STAFF MEMBERS ASSIGNED TO THIS PROJECT.



Public Safety Success Story

NEW POLICE STATION

City of Woodburn
POLICE STATION
 Woodburn, OR

DATES: **2003-2006**

TYPE: **New construction**

DELIVERY: **Design-Bid-Build**

SIZE: **\$7M | 27,000 SF**

SERVICE: **Rick Puente served as Public Safety Advisor for the operational standards for the new facility.**

REFERENCE: **Chief James C. Ferraris (Retired)**
 503.982.2345

Project Manager



Diana Kessler CMIT

Diana is a results-oriented, hands-on design, planning, and construction professional with 27 years of expertise in all facets of the industry. Having managed a series of increasingly larger and more complex projects, Diana is committed to seeing projects succeed through coordinating trades, developing partnerships, and building positive rapport with architects, engineers, local officials, vendors, and clients while maintaining costs.

Experience

TUALATIN VALLEY FIRE & RESCUE, CAPITAL PROJECTS, TUALATIN, OR

Project Manager. CBRE worked in a staff augmentation role assisting the Capital Projects Team. We completed the following types of activities: Quality assurance/quality control reviews associated with design documents, Review and comment associated with draft project budgets, Coordination activities associated with the installation of temporary facilities on construction sites and Assistance with the development of program requirements for future prototypical fire stations. We participated with Tualatin Valley Fire and Rescue staff, design team members and Construction Manager/General Contractor representatives on both current projects and the development of future projects. **Projects were CM/GC delivery method.**

KLAMATH COUNTY, NEW JAIL FACILITY, KLAMATH FALLS, OR

Project Manager. Project Manager for the new 144-bed jail facility for Klamath County Sheriff's office.

UNITED STATES GENERAL SERVICES ADMINISTRATION, FEDERAL BUREAU OF INVESTIGATION, OFFICE RENOVATION, EUGENE, OR

Project Manager. Project Manager for the office renovation of the FBI office in Eugene, Oregon.

KLAMATH COUNTY COURTHOUSE/GOVERNMENT CENTER, KLAMATH FALLS, OR

Project Manager. Diana performed construction administration and project management for the new \$40 million Government Center and County Courthouse. She reviewed and tracked construction costs, project budgets and consultant costs, and provided recommendations to the owner on changes and contract requirements. Diana provided weekly updates on construction process to the County Commissioners and the general public, conducting and documenting project and consultant meetings. She reviewed and certified payment applications, processed and reviewed changed orders, and reviewed pricing on RFP/Change Order Requests. Diana also conducted and documented punch-lists and performed code research and analysis.

Relevant Agencies

Tualatin Valley Fire & Rescue
Klamath County
Federal Bureau of Investigations
U.S. General Services
Administration

Education

BS, Architecture
University of Oregon

Registrations

Construction Manager-in-Training
(CMIT), 2012

Honors and Awards

Excellence in Project Management
for the Jack Lund Schofield
Middle School Project, Honorable
Mention

Public Safety Advisor

Subject-Matter Expert

Rick Puente



Rick is a bilingual, bicultural law enforcement professional currently serving as the Director and Chief of Police of the Beaverton School District Public Safety Department. He has been in Law Enforcement and Investigations for the past 24 years. Rick is an instructor on several law enforcement-related topics (gangs, active shooter, patrol response, school resource officer training, juvenile delinquency and behaviors, law enforcement and the cultural impact).

Experience

BEAVERTON SCHOOL DISTRICT, BEAVERTON, OR

Chief of Police, Director of Public Safety. Rick role is to lead all aspects of the District's emergency response, public safety, community relations (related to the Department). Rick was also an instrumental member of the District's project development efforts to engage and integrate public safety into the new facilities being developed as a part of the District's bond programs. Rick and his team were critical elements to the design and development of facilities for the District in a number of ways:

- Provide Public Safety input for new building designs
- Provide Public Safety input for building remodels
- Integrated operational planning/functionality into facility designs
- Assist in planning and determining environmental impact – security through design (CPTED)
- Managed operational readiness efforts and developed revised SOPs based on facility improvements
- Review and approve public safety related plans, designs and project proposals
- Provide clear communication in a collaborative workgroup to meet minimum public safety standards.
- Meet with community stakeholders to provide plan and progress communication and status reports.
- Review plans, designs and budgets; prepare proposals and proposal presentations for public safety elements

WOODBURN POLICE DEPARTMENT, WOODBURN, OR

Detective /School Resource Officer. Rick served in a number of roles during his career with Woodburn, he was heavily involved with community outreach and engagement in his roles as a School Resource Officer and in the Gang Intervention unit. **Rick also was a central member of the project planning/development efforts for the department's new facility.** He served as a representative for the officers and end-users during the design and move/transition phases of the project. One of Rick's key functions was to facilitate collaboration across multiple internal departments/stakeholder groups as well as represent community interests for the development of the new facility. One of his primary focuses was to expedite communications and information distribution back to the community members.

Relevant Agencies

Beaverton School District
Woodburn Police Department

Education

Chemeketa Community College,
Criminal Justice/Police Science
Corban University, Oregon
Executive Development, Institute
Certification, Organizational
Leadership

Registrations

DPSST Basic/Intermediate/
Advanced certification
CPTED certified

Associations

Oregon School Resource Officers
Association, Vice President,
2013–2015
Oregon Peace Officers
Association, Past President,
2015–2017

Program Manager



Scott Johnson

Scott is dedicated to delivering public agency program scope with a high-degree of quality and stakeholder satisfaction. He brings demonstrated success in the development of scope/cost for an overall program and individual projects. His experience includes program standards, community outreach, and long-range facility planning. Scott has worked on hundreds of projects and operations buildings. Scott is known for finding solutions to construction challenges, creatively managing risks, and listening to his clients and stakeholders. He aligns his strengths in partnership with his client to achieve successful projects. He has a solid project management acumen and foundation of technical construction expertise.

Experience

WEST LINN - WILSONVILLE SCHOOL DISTRICT, 2019 BOND PROGRAM, WEST LINN, OR

Program Manager. Scott serves as the Program Manager for the District's \$206.8M bond program. Scott oversees day-to-day project management operations for the District and supports the District's in-house bond director. He assists with program level analysis and planning for all the projects. In his role, Scott's primary responsibility is to help identify critical issues to the success of the bond and aid in developing/implementing mitigation strategies. Scott also oversees two (2) CBRE project managers who are also supporting the bond program in project manager capacities. He is responsible for the oversight of all of CBRE's services being provided to the client.

BEAVERTON SCHOOL DISTRICT (BSD), FACILITIES DEVELOPMENT DEPARTMENT, BEAVERTON, OR*

Project Manager. Scott was a member of the capital bond management team and directly managed the delivery of projects. He was responsible for oversight of the projects from inception to final close out and follow up with the stakeholders. In his position, Scott managed not only the physical design and construction efforts but also was responsible for managing FF&E, transition and move management of stakeholders, staff and students and coordinating with facilities. Scott was deeply involved with coordination with Beaverton SDs police and public safety department to incorporate security and safety elements into the design of the facilities. His responsibilities included:

- Bond planning projects and program
- Educational specification development
- District Technical Standards Development
- Software systems integration (e-Builder, ARC)
- Presentations to school board and oversight committees
- Bond studies (Senate Bills)
- Title IX, ADA assessment, compliance, construction
- Warranty and closeout management, development of processes
- Operations assessment for maintenance services
- Category 4 and seismic evaluation planning and implementation
- Partnership projects with local agencies
- Internal Standard Operating Procedures (SOP) and processes for internal staff
- Safety and security planning (access control/surveillance systems, paging/VOIP).
- Special programs investigation, evaluation, support. Ex: SPED Saferooms

Relevant Agencies

West Linn Wilsonville School District
Beaverton School District

Education

Colorado Technical University, Bachelor of Science, Project Management Institute Core Program, 2005
Jones Real Estate College, Associate Real Estate Brokers License, 2004

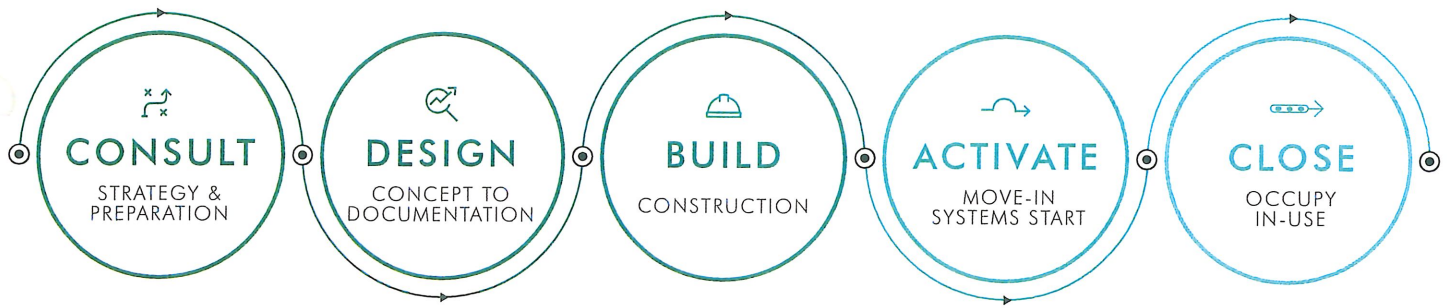
Registrations

Certified Asbestos Inspector (Mold/Lead), Hazardous AHERA LEA designate
OSHA 30 Certified, Specialized Fall Protection Training
Rigging/Bellman Scaffold User/Erector, Qualified/Competent Functional and Safety Certified/Trained
Certified Carpenter Welder

*Prior to CBRE

4.5

Services



4.5.1 DESCRIBE YOUR SCOPE OF PRE-CONSTRUCTION SERVICES AND HOW THEY ARE PROVIDED, WITH SPECIFIC ATTENTION TO THE FIRST BUDGET ESTIMATES, METHODS OF COST CONTROL, SCHEDULING, VALUE ENGINEERING, AND THE METHOD OF REPORTING PROJECT STATUS AND SCHEDULE POSITION.

The first and most critical element to our scope is serving as the MPD’s advocate and advisor to ensure your goals and objectives are met. We are the project team’s navigator, charting a clear course towards success and ensuring that course is well communicated so that all team members are on the same page. We work with the design team and contractor during the design phase to help identify the team’s needs and challenges and facilitate solutions for a successful delivery.

CBRE’s project management is built around adhering to budget and schedule and delivering our commitments. We will develop a project management plan (PMP) detailing every aspect of your project. This plan becomes the foundational document for your project and team. Scott Johnson, our Program Manager, and Diana Kessler, our Project Manager, will work with our subject-matter experts, City and MPD leadership, and committee members to develop the project management plan (PMP). The PMP includes:

- **City and MPD project vision**
- **Detailed project budget**
- **Master project schedule**
- **Roles and responsibilities**
- **Communications and reporting**
- **Risk identification and mitigation plan**
- **QA/QC management approach**
- **Limits of authority and decision making**
- **Cash flow projections**
- **Community outreach plan**
- **Project delivery method**

We are equipped to act as an extension of your staff using the PMP, which is the blueprint for executing the project. We will share the PMP with the design and construction partners so everyone on your project shares the same vision and expectations. Our PMP will also outline critical elements, such as the water ponding at the corner of the bowling facility and how secure document and/or armory transfer to the new facility. This helps keep City and MPD goals and objectives at the center of the design and planning process.

Our team understands that quality begins in the earliest stages of a project. Our team will intensely focus on design phase management procedures to eliminate and mitigate problems before documentation efforts begin. Implementing systems and controls at the onset of the project sets the expectations and allows for transparency and communications to flow smoothly throughout the project.

CBRE can typically save clients more money than what is expended on our services.

Our philosophy is to take the time and attention needed in pre-construction as mistakes made in design phase are difficult to recover in construction phase.

DESIGN PHASE

The key to managing design is to collaborate the design with the appropriate stakeholders, City and Police Leadership, Police Facility committee, and others. Diana and Rick will work with the MPD and project team to continually evaluate the status of the design, scope, schedule, and budget and their alignment with the success criteria of the project. They will look at the project through the lens of both construction and public safety professional. Through regular meetings the design team will provide design status updates and solicit input while allowing the team to review drawings, evaluate options, discuss schedule and budget, and keep the team on task. Diana will record the minutes, produces action lists, and designates follow-up assignments. Design phase management includes:

- **Continual progress tracking and formal evaluations/reporting status at each design process stage.**
- **Confirming the design achieves the minimum requirements of the programmatic specifications and safety requirements at each major deliverable.**
- **Engaging in regular consultant coordination meetings to collaborate on design decisions.**
- **Implementing effective value engineering review at each design iteration (SD, DD, CA).**
- **Engaging early and often with the impacted staff and stakeholders to understand upcoming impacts.**
- **Performing design phase deliverable reviews for compliance with the scope, program, budget, and city standards.**
- **Confirming the various City departments complete all design-phase reviews.**
- **Confirming construction quality control (e.g., mockups, submittals, testing) is adequately defined in the design documents.**
- **Incorporating any permitting agency corrections and third-party constructability review comments prior to bidding.**
- **Facilitating the coordination and review of any Furniture, Fixtures, and Equipment to vet quality standards.**
- **Minimizing addenda/bid alternates with design team.**
- **Coordinating with City and architect to detail construction phasing and coordinate plans.**
- **Working with City's legal counsel to remove gaps or overlaps in contractual language.**

BUDGET ESTIMATES

Our team will work with you to develop a complete budget detailed into line items, ranging from construction and design to permitting fees and IT/FF&E costs. This breakdown is customized to align with the City's internal accounting practices for tracking all commitments and invoices and addresses challenges and solutions to potential roadblocks to keep the project on schedule and within budget. We will also coordinate with project team to complete third-party estimates for each design phase. The second estimate is formatted like the contractor's estimate, is reconciled against the CM/GC's estimates, and provides crucial second data points for each estimate. We use this reconciliation process to increase estimates accuracy and empower the City to make decisions with the most accurate data possible. Our goal is to reaffirm the design process meets the budgetary basis of design.

90% of a Project Cost is determined within the first 10% of Design



TARGET VALUE DESIGN / VALUE ENGINEERING

One of the critical elements to CBRE's budget and cost management approaches is Target Value Design (TVD), which "flips the script" and uses the project's budget as the design base. Typical project management practices finish the design phase and then complete a check estimate to determine if the design is still on-budget. Using TVD, CBRE works with the project team to design to the budget rather than budget to the design. With this method, the budget is broken into the structure, HVAC systems, electrical systems, etc. The project team then evaluates the approved budget limits and initiates system design, selecting options that meet the performance specifications.

Diana and Rick will participate in the value engineering sessions, offer constructive ideas and recommendations, and act as resources for pros and cons on options. We complete our tasks while keeping the project within budget. Properly conducted value engineering balances the initial costs to build the facility with the long term costs to operate it without impacting the quality to the owner. Diana will work with City and MPD leadership, including facilities managers, to determine the best fit for each element. Rick will help determine the best fit to support operations. We understand potential MPD operational changes might be warranted to leverage value engineering options. Through life-cycle costing Rick will assist the MPD to make informed decisions for the best value.

The challenge in today's construction industry is that typical value engineering has been degraded over the years, and the products tend to focus on value or scope reduction. We believe any proposed solution should result in the same quality of the initial design, with no visual or operational impact, and should consider life-cycle cost factors and permitting.

COMMUNICATION

The PMP solicits discussions for identifying team communication protocols, approval authority levels, and reporting. We believe formal communications among stakeholders at the City and MPD, Diana, Scott, and Rick are key to successful design phase management. We will complete weekly written status reports to include highlights of accomplishments, identification of issues, and planned corrections and events that impact scope, schedule, and budget. The monthly status reports we complete will include summaries of weekly reports, budget and forecast updates, and schedule updates for both leadership and public consumption, as requested. Diana will use the project management software SmartSheet and Sharepoint or other software as established by procedures. Diana and Rick will attend administrative, board, and community meetings to provide updates, as needed.



“We’re very pleased they have kept on budget and that we’re able to get this kind of quality.”

Paul Dellaria, SPLOST Advisory Committee Member
Unified Government of Athens-Clarke County, GA

CBRE's 15 Principles of Project Management

Diana and team will implement CBRE's 15 principles—our structured framework for delivering services. This approach is not a cookie-cutter model but a framework to achieve exceptional results. These principles outline our practices and are customized for each client. They include:

1. **Balance the project scope, budget, and schedule**
2. **Develop the project management plan for the project**
3. **Develop the right Management Information System (MIS) and communication plan for the owner**
4. **Select a design firm that is the right fit for the owner and project**
5. **Launch the project with a thorough project analysis and full team participation**
6. **Control design phase time by creating a design schedule and monitoring progress**
7. **Control construction cost during design by evaluating the in-progress design**
8. **Control the total costs, including life-cycle costs, during the in-progress design**
9. **Protect the owner's rights with balanced general conditions**
10. **Achieve the best construction price through management of the bid phase**
11. **Verify safety management of site with a safety plan**
12. **Control construction time through consistent on-site representation**
13. **Control construction cost through management of change orders and payments**
14. **Control construction quality with a Quality Assurance Plan**
15. **Control project close-out by expediting documents, training, and approvals**

The involvement and duties of the project manager are ingrained in our 15 principles; they are our primary focus to work in the City's best interests. We hold the design team accountable to milestones deliverables; review design deliverables; provide ongoing value engineering and constructability review of the drawings; coordinate user review of documents; coordinate subconsultants to perform necessary site testing (Geotech); coordinate necessary permitting; assist through bidding with contractor outreach; perform quality assurance with on-site construction inspections, community, and board presentations; and drive the project from substantial to final completion and acceptance.

Programming needs for your facility should consider:

- **Planning for future growth and land acquisition**
- **Operationally functioning space layout**
- **Design that addresses chain of custody requirements**
- **Community room for community gathering**
- **Meeting and training space**
- **Adequate workspace for Officers**
- **Debrief table for shift change communications**
- **Interview room**
- **Armory storage and equipment maintenance area**
- **Cleaning requirements and material selection**
- **K-9 support, whether in-house units or cooperation with County**
- **Patrol vehicle prep/cleaning area that is secure and dry**
- **Evidence room layout**
- **Detainee space**
- **Wide hallways**
- **Showers and lockers**
- **Phone booths for private calls**
- **Breakroom room, social meeting space**
- **Secured parking for seized vehicles**
- **Covered secured parking for vehicles in evidence**
- **Adequate parking for police, staff personal, and public vehicles**
- **External and internal drop off space for individuals in custody**

We will proactively address land use and zoning with the current site and the adjacent future residential property.

According to the stormwater plan performed by Tetra Tech in 2003, the central Culvert pipe system contains undersized piping, which contributes to flooding. The source of the pooling of water in the northwest corner may require sewer repair coordination or other creative remedies.

Silty soils in this area needs to be proactively addressed in current site and adjacent future residential property.

If the City anticipates funding through a local bond measure, we recommend early bond sales consultant engagement to understand the palatability of property tax increases. We believe setting budgets in early design phase is the best practice for designing to budget.

4.5.2 DESCRIBE YOUR SCOPE OF CONSTRUCTION PHASE SERVICES AND DETAIL HOW THEY ARE PROVIDED, WITH SPECIFIC ATTENTION TO THE FIRST BUDGET ESTIMATES, METHODS OF COST CONTROL, SCHEDULING, VALUE ENGINEERING, AND THE METHOD OF REPORTING PROJECT STATUS AND SCHEDULE POSITION.

CONSTRUCTION PHASE

Diana's role during the construction phase is to be the client advocate and advisor, keep the team on track to deliver the project as promised, and continually proactively identify and facilitate corrective action and solutions. Her activities include:

- **Staff CBRE on-site weekly**
- **Audit contractor for compliance: requirements, insurance, SWPP, etc., as outlined in the PMP.**
- **Operational reviews of mock-ups and during construction**
- **Ensure the contractor includes quality tasks in the Schedule of Values and schedule, such as mockups.**
- **Hold pre-installation meeting, regular site walks with A/E and contractor, real-time non-compliance tracking and monitoring, including resolution tracking and approval.**
- **Monitor monthly progress against billings and course corrections**
- **Realign and recover should the schedule miss a milestone**
- **Navigate safety and coordination challenges.**
- **Review shop drawings and submittal for completeness and monitor status.**
- **Manage the your design and inspection consultants performing the required field observation reports and confirm that the contractor addresses each.**
- **Coordinate with other your contractors and service groups, such as movers, storage, furniture and equipment suppliers, or technology providers, as needed.**
- **Facilitate pre-construction meetings for critical systems and include owner service group attendees, such as a Data/ Telecomm and security system pre-construction.**

COST MANAGEMENT

CBRE's believes that by being thorough with our project management efforts up to this point, the potential for construction claims, added costs, and surprises will be minimized. Diana will continue with project financial management during construction to track each project budget line item, forecast budget status, and provide updates. During the construction phase contingencies set aside for change orders are managed and tracked.

Diana will also cross check change requests as they arise to make sure they are within acceptable ranges based on industry norms. She will be able utilize industry publications (e.g. RS Means costing data) as a benchmark in order to establish continuity as the project changes.

The key to making sound decisions is to have all the information. Our approach is to bring issues to you early with pros and cons, solutions, and a recommendation so you can make informed decisions quickly. Making quick decisions during both the design and construction phases keeps the project on schedule and contributes to staying within budget.

COMMUNICATION

We will customizable all communications and reporting your needs. Some clients desire high-level summaries, while others want reports that dive into the details. We often provide weekly reports of current construction work and detailed monthly reports that provide work performed over the last month, look-ahead to work coming, status of the budget, review of the overall schedule, and updated progress photos. We understand everyone is busy, and our goal is to provide the information in ways that are easy to read and understand.

During the construction phase we will support the City and MPD to drive community confidence and trust by keeping the leadership knowledgeable and informed. In addition to reporting, Diana will complete weekly site observation reports, including photographic support of work in progress, weekly check-ins with the City and PD leadership, and internal and external reporting. She will also complete monthly status reports detailing budget, schedule and project progress. These monthly reports will support whatever reporting the City requires.



4.5.3 DESCRIBE YOUR SCOPE OF POST-CONSTRUCTION PHASE SERVICES AND DETAIL HOW THEY ARE TO BE PROVIDED

Diana will expedite the close-out phase and implement close-out requirements before construction completes. Activities will include:

POST-CONSTRUCTION PHASE

- Start discussions of close-out requirements at the 70% construction completion stage.
- Hold regular status check meetings for close-out activities until all work is completed.
- Fixtures, furniture, and equipment are a planned system like HVAC.
- Planned transition and occupancy phase for the project, including evidence, armory, and a seamless relocation of staff and their workstations.
- Partner with architect, contractor, and consultants to review quality and complete a single punch-list.
- Assemble all documents and deliver to City in a well-organized manner.
- Coordinate system/equipment startup, training materials, and support training of City staff.
- Monitor and verify completion of close out.
- Secure occupancy permits and move-in successfully.
- Facilitate a successful transition of the MPD into the facility
- Assist architect in obtaining City approval.
- Drive the commissioning process through the successful completion of the project.
- Provide facilities/maintenance staff training.
- Address any facility-related issues that impact staff.
- Plan for warranty walk-through and off-season check-in
- As a quality measure, interview facility stakeholders to identify issues, such as maintenance problems, atypical energy consumption.
- Provide a forum for discussion of lessons learned for the City and construction partners.

Rick will also play an important role in the post-construction phase. He will work closely with MPD leadership reviewing how the new facility functions and how the MPD can best utilize the new space. Rick will help with staff training on building systems, new operational protocols development, and aid the MPD in settling into the new facility. One of his primary focuses is to help the MPD quickly reach an operational “steady state.” As the stakeholders move in and use the space, we can provide modifications to optimize the space. Rick will also act as the liaison between MPD leadership and the project team to determine what additional training is needed on the building usage versus what modifications are needed to make the new facility home for the MPD.

4.5.4 DESCRIBE YOUR FIRM'S METHODS OF WORKING WITH THE PROJECT ARCHITECTS/ENGINEERS, CONSULTANTS, AND OTHER PLANNING TEAM MEMBERS.

Our team brings a positive, collaborative approach in working with the City and MPD leadership team, community, stakeholders, and all construction partners.

DEMONSTRATE TEAM APPROACH AND BE TEAM PLAYERS

Design and construction is a team effort; no person can deliver a successful project alone. Our job is to help lead and facilitate a collaborative approach where all participants have an opportunity to contribute to the successful outcome of your project. We respect and encourage each stakeholder's role and responsibility.

PROMOTE POSITIVE COMMUNICATIONS

Communication is key to a successful public capital project, and trust, honesty, openness, transparency, and prompt recommendations will contribute to good decisions. To promote positive communications, we attend board and community meetings, design input sessions, permitting events, and construction coordination meetings. We provide weekly and monthly reports that meet your requirements—oral, written, and web based. We also provide communication for community members to keep them apprised of how their money is being spent and promote the great work being done. These efforts can be accomplished by tours for key stakeholders, webcams, e-mail, social media, and website updates, as appropriate.

Our team members, Scott, Diana, and Rick embrace and live by our RISE values and treat all construction partners and constituents accordingly.

True partnership with the design team, consultants, and City and MPD leadership in the programming, planning, and design phases is crucial. As project manager Diana Kessler will work closely and constantly collaborate with the selected architectural firm to defines the project's goals, establish project scope, character to be achieved, aspects affecting costs, both capital and operating, and the guidelines determining how the finished project will age and adapt over the building's lifetime. If missteps are made during the design phase, problems may arise with limited recourse. Properly executing the design phase shapes all future decisions, not just during the development time-frame itself but for the useful life of the facility. We will help build team consensus for defining your project in a safe forum for all parties to discuss their concerns and address issues.

Molalla Police Department

Our CBRE RISE Values

Our mandate is to do so with honor and integrity, displaying the highest standard of conduct and thereby strengthening public trust.

Respect – We act in consideration for others' ideas and share information openly to inspire trust and encourage collaboration

Integrity – No one individual, no one deal, no one issue is bigger than our commitment to our client's success and what we stand for

Service – We approach our clients' challenges with enthusiasm and diligence, building long-term relationships by connecting the right people, capital and opportunities.

Excellence – We focus relentlessly on creating winning outcomes for our clients, employees, and shareholders.



4.5.5 DESCRIBE YOUR FIRM'S METHOD OF COORDINATING THE EFFORTS OF THE VARIOUS TRADE CONTRACTORS AND COMBINATION OF CONTRACTORS.

We believe communication and rigorous planning is required to coordinate consultants and other vendors. For example we will be proactively managing equipment installation with the contractor and coordinating subconsultants for the transition move management in advance. Diana will set up technical coordination groups independent of the core team to detail the scheduling in a coordinated effort.

For on-site QA/QC Diana will perform continual inspections of ongoing project work so the materials being installed, the equipment used to install these materials, and the workmanship all meet or exceed the requirements of the contract drawings and specifications. Diana will be fully versed in the contract drawings and specification requirements. She will address any deficiencies in work quality or conflicts among trades with the general contractor.

National Success Story

PUBLIC SAFETY CAPITAL IMPROVEMENT PLAN

The new 10-year master plan for the County's DOC and Maywood Campuses set forth a plan for the development of new facilities that are more efficient, are modern and will sustainably meet present and future needs of both campuses.

CBRE, in joint venture, provides Capital Program Management (CPM) Services for Cook County's Public Safety Portfolio. This contract initially focused on providing a new ten-year master plan for the County's DOC Campus and Maywood Campus. The long-awaited effort set forth a plan for the development of new facilities that are more efficient, modern, and sustainably meet present and future needs of both campuses.

The CBRE team also transitioned into providing program management for the County's Public Safety Capital Improvement Program. The work included the DOC Campus (the largest single-site-jail in the nation), several County Courthouses, the County Sheriff's facilities, and the Juvenile Temporary Detention Center.

“...The team has done a very good job, in many instances well above average. They have been an invaluable augmentation of, and partner to, this Department's personnel. The work product quality has been solid, in some instances exceptional. They have provided high quality technical expertise, good communication, and clear and timely follow-through”

Eric Davis, AIA, Deputy Director, Bureau of Asset Management
Cook County Department of Capital Planning and Policy
Chicago, Illinois

4.6

CM/GC
Experience

In the last ten years
alone CBRE has
delivered more
than 700 state and
local government
facilities

CM/GC Experience

4.6 THE AGENCY INTENDS TO UTILIZE THE CM/GC TO COMPLETE THE PROJECT. PROVIDE PROJECT DESCRIPTIONS FOR CM/GC PROJECTS COMPLETED FOR PUBLIC AGENCIES IN THE PACIFIC NORTHWEST IN THE LAST 5 YEARS.

Our team is experienced in advising and guiding owners through the General Contractor/ Construction Manager (CM/GC) delivery process and overseeing CM/GC public works contracts. We are also deeply rooted in the public market.

We understand local governments. In this new millennium all aspects of governance come under increased scrutiny, greater expectations, and fewer resources to satisfy an ever-expanding list of community needs. We partner with our clients to solve their challenges. The foundation for meeting these challenges lies in full transparency of all business dealings—especially in capital development— including full accountability to the constituents and active, open dialogue with community stakeholders. We seek their input, vision, and ownership. In the last ten years alone CBRE has delivered more than 700 state and local government facilities. We have a reputation for creative solutions, innovative project management and construction management strategies, and safe, efficient construction sites.

From pre-design through move-in, we provide maximum control while minimizing disruption of our client's own staff assignments. We apply our management techniques on a variety of projects and represent a spectrum of facility types that often involve tight project budgets and schedules.

Our goal remains to streamline the construction process, so projects are built efficiently and effectively, meet expected quality standards, and deliver superior performance to our clients.

The following is a list representative of our Oregon CM/GC projects:

- **Tualatin Valley Fire & Rescue, Rosemont Station #55**
- **Tualatin Valley Fire & Rescue, Cooper Mountain Station #69**
- **Tualatin Valley Fire & Rescue, Rock Creek Station #64**
- **Tualatin Valley Fire & Rescue, Raleigh Hills Station #70**
- **Tualatin Valley Fire & Rescue, Skyline Station #72**
- **Tualatin Valley Fire & Rescue, McEwan Road Station #39**
- **Portland Public Schools, Roosevelt High School**
- **Portland Public Schools, Franklin High School**
- **Portland Public Schools, Grant High School**
- **Portland Public Schools, McDaniel High School**
- **Portland Public Schools, Lincoln High School**
- **Portland Public Schools, Benson High School**
- **North Clackamas School District, Milwaukie High School**
- **North Clackamas School District, Alder Creek Middle School**
- **North Clackamas School District, Sunnyside Elementary School**
- **North Clackamas School District, Wilbur D Rowe Middle School**
- **North Clackamas School District, Ben Sabin - Owen Schellenberg Professional Technical Center**
- **Lake Oswego School District, Lakeridge Middle School**



City of Molalla

October 12, 2021

New Police Facility Construction Management Services

RFP NO. 2021-02

Table of Contents

Cover Letter

Section 4.1	Firm History.....	1
Section 4.2	Personnel.....	3
Section 4.3	Experience.....	6
Section 4.4	Project Staffing.....	10
Section 4.5	Services.....	16
Section 4.6	CM/GC Experience.....	24
Section V	Certification of Understanding of Request for Proposal.....	27
Section VI	Pricing.....	29
Appendix	Resumes	



Darlene Bishop
City of Molalla
PO Box 248
Molalla, OR 97038

October 12, 2021

RE: New Police Facility Construction Management Services #2021-02

Dear Ms. Bishop,

On behalf of PlanB Consultancy, Inc., I am pleased to submit our proposal to provide construction management services for the City of Molalla Police Facility. As demonstrated herein, we have been successfully providing construction management, owner's representative, and project management services to municipal clients in Oregon and around the country since our inception in 1996. With our expert local project management team, extensive municipal and public safety sector expertise, and collaborative project approach, we have a strong understanding of the City's unique needs and risks to this important community project. We are ready to support the City of Molalla with the time and level of services your project requires as outlined in the RFP.

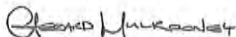
PlanB's value as your Construction Management Team and collaborative partner includes:

- Our proposed project team members Gerard Mulrooney and Samra Egger recently completed the **Oregon City Police and Public Safety Building**. With that experience, among others, they understand the complexities of multiple stakeholders, supporting community engagement, and the complex and intricate design systems that make up a public safety and local law enforcement project.
- Our team members have a long history and strong connection to Molalla and surrounding communities. As a **Clackamas County based firm**, our team will be highly responsive to the City's needs and to perform services as needed on short notice.
- A team that prides itself on listening to our clients and our quick-thinking and flexibility to readily deal with varied projects. Our staff sets itself apart from our competitors through our strong emphasis on **cost management and project controls, provided internally**.
- **Integrated design, cost, and schedule management are key to any project**. With PlanB, you can be certain of the best value for your project and peace of mind that we are thinking ahead to keep the schedule and budget on target, to deliver your project efficiently and smoothly.

We understand that the City of Molalla is an up-and-coming city with ties to the past. Our remit as your project representative and construction manager will be to honor the traditions of the local community as well as work with the project team to produce a facility that will be a point of pride for the City moving forward for the next 50 years.

We look forward to your response and to working with you and the City's project team. Should you have any questions regarding our submission, please contact me directly on my mobile at 971-256-9112 or via email at gmulrooney@planbconsult.net. We thank you for your consideration.

Sincerely,



Gerard Mulrooney, Managing Director
PlanB Consultancy 971-256-9112

Section

4.1



Firm History

4.1 Firm History

4.1.1 Name of firm

PlanB Consultancy, Inc. was founded in 2006 by two international business and construction professionals, dedicated to bringing added value to owners of large construction projects. We have provided extensive construction management consulting to government and private clients as well as business advising, allowing us to understand and meet the diverse needs of local and state governmental entities, not-for-profits, school districts and small and mid-sized businesses. Project types range from new developments that include all infrastructure to intricate IT, A/V and MEP systems to evidence drying equipment and covered parking and everything in between—and very similar to your project needs. We are one of the leading government service providers in Oregon, and along the West Coast, with strengths in clear communication, creative thinking, and understanding the needs of different stakeholders. Our business consultants have combined their diverse backgrounds with additional skill sets in areas such as:

- Comprehensive Program and Construction Project Management Services
- Cost Management, Cost Estimating and Cost Control
- Project Scheduling
- Energy and Sustainability Assistance

About PlanB

PlanB Consultancy, Inc. (PlanB) is a local company based in Lake Oswego, Oregon. We have recently become a subsidiary of Cumming Management Group, Inc. (Cumming). This has resulted in a highly successful synthesis that gives PlanB access to national resources which can be focused on our local projects at any time should they be needed. Cumming Management Group, Inc., is an international leader in cost consulting and project management.

4.1.2 Location of Principal and Branch Offices

- Local Branch: 696 McVey Avenue, Suite 202 Lake Oswego, OR 97034
- Principal Branch: 1325 Fourth Avenue Suite 1010 Seattle, WA 98101

4.1.3 Length of time in business

PlanB Consultancy has been in business for over 15 since our inception in 2006.

4.1.4 Firm ownership structure

As noted, PlanB Consultancy is now part of Cumming Management Group. Cumming is privately held and 100% owned by Cumming Management Group, Inc.

4.1.5 Annual Construction management volume for each of the past five years

1. Number of projects:

24 Locally

27 Regionally

2. Total construction volume:

+\$1 billion in local projects

3. Did your firm act as an overall management firm or specific project management?

Since inception, our firm has acted in the capacity of specific project management, dedicated to the client and project team and complemented by our cost management and schedule management teams. Our role follows the traditional project management services, tailored to suit each respective project, yet following in the conventional and long-established capabilities built upon over the last 15 years.



**Building
Value
Through
Expertise**

Section

4.2



Personnel

4.2 Personnel

4.2.1 Firm's Local Personnel

Our local team, based out of Portland, OR is supported with additional staff from our Washington and California offices as needed, and depending on the project involvement, includes the following key disciplines:

Disciplines	Number of Personnel
Project Managers	24
Cost Managers	46
Schedulers	3

The above are all supported by key management leads here in Portland, allowing our staff members to focus on their projects. As a Cumming firm with national reach, we have additional personnel to pull from if needed.



4.2.2 Specialized Services

Our approach for the new police facility will provide more than administering a project through weekly site visits, attending meetings, and taking notes. PlanB's project managers will proactively lead, challenge, motivate, and direct the Project Team to generate superb results for the City and the community that will save money and time, mitigate risk, and achieve project goals while keeping the project values and principles at the forefront. We are advocates for our clients and the community in and we take great pride and ownership in everything we do. For your project we will approach the scope of work as pro-active leaders, clear communicators, owner advocates, and community partners. We will focus on greatest long-term value, the prudent expenditure of public funds, seismic resiliency, sustainability, and a full spectrum of efficiencies while providing inspirational design. We also will apply our deep experience in successful community engagement and inclusion programs to target the goal of exceeding equity, diversity, and inclusion parameters. And with PlanB, the City will have a complete Team who are not just engaged in providing Construction Management services. **Our company provides the following in-house services to complement our construction management activities as follows:**



Cost Estimating and Cost Management

The delivery of each project on-budget, on-schedule, and of high quality is our primary goal for every client. Our cost managers are knowledgeable, proactive leaders who work to generate results that save money and time, mitigate risk, and assist in achieving

our clients' delivery goals. Cost management and estimating services include proper and early planning, real-time monitoring and forecasting, effective and timely communications of status and changes, and implementation of strict controls and actions to correct issues. Our philosophy is that costs must be managed and controlled rather than reported and reacted to. In the current construction market, project budgets are increasingly tight. The PlanB team has a distinct advantage in having Quantity Surveyors (multi-discipline cost estimators) in-house who are highly trained to perform Cost Estimating duties and have the additional capability of providing all the cost management activities for projects. Our cost management team will be available to perform the following services for the City as needed:

- Project budget development, with estimated soft costs, contingencies, and spending projections throughout the project
- Shadow/should cost bid estimates
- Trend analysis/logs
- Life cycle costing
- Value engineering options

What does this mean for Molalla?

PlanB's Project Oversight will be conducted by Gerard Mulrooney, who is a Quantity Surveyor and Project Manager with 16 years of experience providing the full suite of Cost Management services. He will be fully involved from the outset to help you with all cost related matters including budget development.



Cost Benchmarking and Supply Chain Data Collection

In an ever-changing construction market, we continue to see fluctuations and cost uncertainty in several commodities, labor, and materials. With the support of our in-house economist, we stay up to date on drivers affecting the industry locally in Molalla, as well as macro-economic factors that impact construction regionally and nationally, such as what we have recently seen with lumber and steel. A monthly economic newsletter is published internally that informs our cost estimating teams on current market changes or corrections.

What does this mean for Molalla?

Our proactive cost management approach assures you at the City are getting the most scope for dollar invested, accurate pricing based upon local market analysis and understanding of the national economy. We will assist you in deciding on the type of construction that meets your budget (i.e., steel, timber, or concrete).



Independent Commissioning and Inspections

Over the last decade, our local Portland team has perfected our integrated Whole Building Commissioning approach. Simply put, the commissioning program utilizes project specifications, facilities personnel experience, and our expertise in building systems to ensure the building works as designed. Our commissioning program goes well beyond just mechanical and electrical verification but verifies systems such as fire alarms, security & access control, lighting control, A/V, and complex integrated building systems. Our in-house Whole Building Commissioning program also includes detailed documentation of the closeout process.

The key to planning, scheduling, and controlling the project lies in communication. In Whole Building Commissioning, we set clear expectations of everyone, provide a matrix of tasks with timing, establish responsibilities amongst the team, communicate progress, changes, status, and action, and hold all parties accountable. The result is a smoothly completed project that works as it should and is a point of pride for all.

What does this mean for Molalla?

We recognize the importance of receiving complete, well-rounded closeout documents. After the building is complete, our program provides easy access and reference to the location of these crucial end-of-project documents.



Project and Construction Scheduling

Our team believes in developing both a summary and a detailed schedule approach for time management control. Summary schedules, by design, inform and update senior management, while detailed construction schedules provide the day-to-day operational tools for time management. The master schedule for this project

is the controlling document and the basic tool for measuring performance against plan. It integrates all essential events—current and projected—and identifies tasks, responsibilities, milestones, and phases of major actions for each participant. And this will be the reference document we use for negotiating and contracting the architect and CM/GC. Our key to schedule control during construction is a computerized Critical Path Method (CPM) construction schedule that combines all work activities with resources needed to complete the work.

What does this mean for Molalla?

We have already reviewed the schedule included as part of the RFP and we would welcome the opportunity to discuss the timelines with you, given our knowledge of local contractors workloads and supply chain challenges.



Sustainability & Environmental/ Natural Resources Assessment

We oversee the delivery of environmental services performed by our company's in-house professionals and have provided support services for the selection and oversight of environmental consultants procured directly by our clients. We have the experience and knowledge of the environmental planning and permitting process which provides the ideal combination of technical expertise, qualified local staff, knowledge of regulatory requirements, and established relationships with a wide range of regulatory agencies needed to provide quality environmental documents to the City. Our team has the right experience, management expertise, and depth of resources to manage related environmental site assessments for a wide range of projects, from small scale exemptions to full-scale, comprehensive Environmental Impact Studies and oversight of the Department of Environmental Quality (DEQ) Air, Water, and Land requirements.

What does this mean for Molalla?

We are aware that you may not have had to deal with these kind of services in the past, but rest assured, as we work through the logistics of redeveloping the proposed site at 150 Grange Street, we have the experience to work through any environmental requirements or impacts.



Dispute Resolution + Avoidance

Construction projects are complex. And the more complex they are, the more likely it is that a dispute will occur. Some disputes are easily resolved if addressed early on, while others require an extended commitment of resources. In either case, PlanB provides the expert guidance needed to settle disputes quickly and confidentially. We know what to look for and how to achieve positive results on your behalf on a wide range of issues, including delay, acceleration, labor productivity, cost overruns, and standard-of-care.

What does this mean for Molalla?

We will endeavor to make sure the project will not enter into any costly legal situation, and rest assured we have staff ready to help the City avoid such situations.

Section

4.3



Experience

4.3 Experience

4.3.1 Public Safety Projects

Below is a list of our most recent public safety and general public-related projects within the Portland area and surrounding jurisdictions.



Oregon City Police and Municipal Courts Building

Location:	Oregon City, OR
Duration:	May 2018-October 2020
Address:	1234 Linn Avenue Oregon City, OR 97045
Type:	New Build, Brownfield Site, Demolitions, Utility Upgrades
Project Delivery:	CM/GC
Construction Cost:	\$23 Million
SF:	33,000
Reference:	Jim Band, Chief of Police, 503-496-1686
Services:	Full Project Management, Cost Management and Schedule Management
Key Staff:	Gerard Mulrooney, Samra Egger

Through a successful voter bond appeal, the City of Oregon City has designed and constructed a new Police and Municipal Courts Building, (formally called the Robert Libke Safety Building). The new facility is 33,000 SF and is on the site of the former Mt. Pleasant Elementary School. It provides a modern and resilient police building with space to relocate the City's municipal court. PlanB has supported the City's Police Department by providing Owner's Representative and Project Management services throughout the project. PlanB's services included development and management of the project budget and schedule, contract and fee negotiations for selection of the design and contractor team, facilitation of design and construction team meetings, permitting coordination, vendor selection and management, contract negotiation and administration,

document review and more, all similar to that in the City of Molalla's proposed scope of work. One of the main achievements for the PlanB team was the fact that the new building houses both the Police Department as well as the City court staff (judges, clerks, etc.), so there were many stakeholders, as well as existing services, that had to be tailored into the project. In addition to building occupants, the public was a vested party when it came to service interruptions. PlanB's role was included addressing the public and keeping everyone informed, so accountability and transparency were of paramount importance. To mitigate this challenge, PlanB held monthly meetings where we presented reports and updates on project status. Working with many stakeholders and keeping them informed of every stage of a project is well within PlanB's experience.

Similarities to Molalla

From our walk around the proposed site and understanding your project, we see a number of identical requirements that we also faced on the Oregon City PD project including:

- Demolition on a brown filed site
- Reuse of timber materials from the demolition
- Secured and covered parking, and public parking needs
- Community/EOC room
- Dedicated briefing, lunch and locker rooms
- Secured armory
- Dedicated evidence room with dryers

Our team of Gerard and Sam, will bring assistance to your project that will not only include design ideas that will meet your budget but also lesson learned that we have gathered from this and other projects.

Oregon City Operations Complex Development



Location:	Oregon City, OR
Duration:	May 2019-October 2021
Address:	13895 S. Fir Street, Oregon City, OR 97045
Type:	New Build, Brown Field Site, Demolitions, Secured Parking
Project Delivery:	CM/GC
Construction Cost:	\$14 Million
SF:	85,000
Reference:	John Lewis, Public Works Director, 503-496-1545
Services:	Full Project Management, Cost Management and Schedule Management
Key Staff:	Gerard Mulrooney, Samra Egger

PlanB is currently working with the City of Oregon City Public Works Department on their new Operations Complex Development. This project has been a long-time coming and the City has planned and budgeted for the new Public Works Center since 2004. The City acquired property in 2018 for the new center and it will house existing members of the Public Works Department as well as members of the City's Parks Maintenance Division and all applicable equipment. The project consists of new 25,000 SF office space for key staff and administration support; the office space will include public reception areas, crew dispatch, muster areas, new locker areas and amenities. The second portion of the project is the remodel of a portion of an existing 60,000 SF warehouse building is to be transformed into support for fleet maintenance and storage for vehicles and equipment. Throughout the design process, we worked closely with the public, key stakeholders for several City departments that will be housed in the new project, as well as the City's Fleet Maintenance.

Similarities to Molalla: Reuse of Existing Site | Intricate Permitting Process | Restricted Budget

Tualatin Services Center



Location:	Tualatin, OR
Duration:	July 2019-April 2021
Address:	10699 SW Herman Road, Tualatin, 97062
Type:	New Build, Existing site, Active Neighboring Site
Project Delivery:	CM/GC
Construction Cost:	\$8 Million
SF:	15,000
Reference:	Clay Reynolds, Maintenance Services Manager, 503-691-3099
Services:	Full Project Management, Cost Management and Schedule Management
Key Staff:	Gerard Mulrooney

PlanB worked with the City of Tualatin as Project Managers/Owner's Representatives for the design and construction of a new public works building. The project, called the Tualatin Service Center Project, combines all of the City's essential Community Development and Maintenance Services at one location. The Project, 15,000 SF and site work, will expand the Operations Facility allowing space for the relocation of Community Development, Engineering, and Building Division from City Offices. The project included demolition of existing warehouse space, site improvements to improve fleet parking, and new office space for City staff and Courts. The new project was sandwiched on an existing active site, between buildings. There were a number of active utility systems (fire, water, power and sewage) that had to remain active throughout construction. We worked closely with the client's design groups, contractors, subcontractors, and providers in mitigating any risk before both demolition and construction began. The project was completed on time and on budget.

Similarities to Molalla: Exiting Site | Busy Road Location | Utility Upgrades

Metro, Oregon Convention Center Plaza Entries and Interior Renovation



Location:	Portland, OR
Duration:	2018-2019
Address:	34 NE Martin Luther King Jr Blvd, Portland, OR 97232
Type:	Renovation, Existing Site, Public Faced Project
Project Delivery:	CM/GC
Construction Cost:	\$31 Million
SF:	255,000
Reference:	Brent Shelby, CPMO Project Manager, 503-797-1788
Services:	Full Project Management
Key Staff:	Dean Christensen

The Oregon Convention Center includes 250,000 SF of exhibition space featuring the largest ballroom in the city of Portland at 35,000 SF. Originally built in 1989 and expanded in 2003, the facility underwent interior and exterior renovations, which were aimed at reflecting a more modern look and improving visitor wayfinding to the main entries and throughout the facility. Exterior improvements consisted of landscape and hardscape changes to the NE entry plaza to make the plaza more inviting, creating links to the new Oregon Convention Center Hotel, improved wayfinding and new canopies at the main entrances. The Oregon Convention Center Renovation Project represents the largest public improvement contract awarded to a certified Minority Business Enterprise as the Prime General Contractor in Oregon at the time of award. This historic partnership of Metro, Colas Construction, Raimore Construction, and NAMC-OR created an unprecedented level of COBID participation in the project by the African American community, a substantial portion of which had been displaced by the original project.

Similarities to Molalla: Public-faced Project | Extensive Permitting Process | Active-Site Construction

Integrated Operations Center



Location:	Portland Metro Area, OR
Duration:	2019-TBD 2021
Address:	Confidential
Type:	Renovation, Existing Site
Project Delivery:	CM/GC
Construction Cost:	Confidential
SF:	108,000
Reference:	Reference can be provided upon request
Services:	Full Project Management
Key Staff:	Dean Christensen

The Portland General Electric's new Integrated Operations Center (IOC) will be a state-of-the-art, secure, resilient, and modern facility designed to withstand anticipated seismic events and house new operating processes that recognize the importance of distribution system operations, cybersecurity, and transmission system operations. The facility will house a new modern control room that opens up many opportunities to consolidate and/or co-locate departments and functional groups that work closely together to manage the stable and continuous flow of power through the integrated grid. It will provide the infrastructure, network architecture, growth, and capacity to install a new advanced distribution management system and separate Smart Grid management tools. The construction of the new IOC will create the necessary foundation to deliver operational technology initiatives and manage the grid of the future reliably, safely, and efficiently.

Similarities to Molalla: Secured Site | Parking Configuration | Extensive Permit Process

Section

4.4



Project Staffing

4.4 Project Staffing

4.4.1 Proposed Management Staff

PlanB's proposed team structure is organized to provide the greatest value, flexibility, and expertise working with multiple stakeholders, from current status through the project procurement process and into construction. PlanB's team structure benefits the project because we have experience working collaboratively with municipal clients on police facilities and understand the support needed by the owner to accomplish a successful project in the eyes of all stakeholders.

Gerard Mulrooney, our Managing Director and Project Oversight, has more than 16 years of experience managing projects on behalf of clients, procuring and leading collaborative teams, and promoting shared team project ownership. Gerard will serve as the key point of contact, aiding the City of Molalla through the architect and CM/GC procurement, contracting, onboarding new team members, and honoring project goals and initiatives through consistent communication and contractual protocols.

Samra Egger, our proposed Project Manager, will be lead day-to-day project activities as directed by the City for all aspects, tasks, and deliverables noted in the RFP. Samra has recent experience working with the City of Oregon City Police and Public Works Departments and understands the systems and processes to effectively communicate amongst the various city departments. Samra knows every aspect of what is needed in this new facility from the secure carparking, to IT systems, and your needs for evidence processing. She will support communication amongst the design and contractor teams and the City staff.

Gerard and Samra will develop project management, project controls, QA/QC, communications, and health and safety plans, distribute documentation, develop risk registers, and work with the consultant team to ensure budgets, schedules, equipment, and invoices are accurate, timely, and fulfill contract obligations. Gerard and Samra have experience working together on the Oregon City Police Department as well as the Oregon City Public Works Facility and other projects in the region. This duo will establish trust with all stakeholders, create value, clearly communicate, hold team members accountable, inspect details, and maintain client satisfaction.

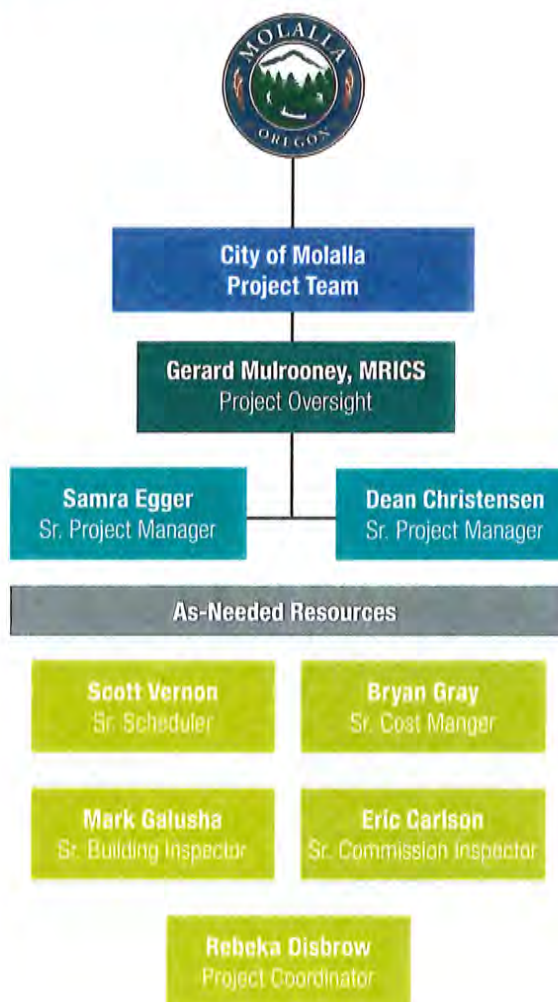
Dean Christensen, Senior Project Manager, will support Gerard and Samra with his extensive knowledge of local jurisdictions and his relationships in the local community. As a former architect, Dean also brings his attention to detail to this project.

Commitment of Specific Personnel to the Project

We are placing our strongest team on this project and to ensure it's success for you. Our core team of Gerard and Sam will be 100% committed to this project, guiding you through pre-construction and design stages. We will look to additional support from Dean as we move forward into permitting with the local jurisdiction.

Our as-needed resources, particularly cost (Bryan Gray) and schedule support (Scott Vernon) are always available regardless of the stage of design or construction to support us. And we intend to call upon our engineers building and commissioning inspectors, Mark and Eric to support opinion as we see certain components of the design gleam together. Finally, we plan to use Rebeka to support our public interface as the project moves forward.

4.4.2 Organizational Chart





Gerard Mulrooney, MRICS

Project Oversight

Gerard is a senior Quantity Surveyor and cost estimator with 16 years of broad experience in many sectors including public sector, high technology, pharmaceutical, and commercial in both the UK and USA. His background and specialist expertise began in Quantity Surveying and life cycle costing and he has translated this diverse experience to lead PlanB's cost and project management teams. He brings a broad range of skills and expertise including a full understanding of the complexities and interdependencies of quality, cost, and time in construction.

EDUCATION

Bachelor of Science (Honors),
Quantity Surveying, Edinburgh
Napier University

AFFILIATIONS

Member of the Royal Institution
of Chartered Surveyors (MRICS)
Member #11901081

Relevant Experience

- **Oregon City Police and Municipal Courthouse**, OREGON CITY, OR
- **Oregon City Operation Complex Development**, OREGON CITY, OR
- **City of Tualatin Service Center**, PORTLAND, OR
- **Columbia Gorge Community College**, THE DALLES, OR



Samra Egger

Senior Project Manager

Samra is a project manager with over 20 years of project experience including commercial construction, manufacturing, high tech, medical, restaurant, and grocery in the Pacific Northwest. Her background includes project management and cost management for a general contractor, as well as facilities management for a multi-site billion-dollar company. With the recent completion of the Oregon City Police and Municipal Courthouse, and similar projects experience, Samra understands firsthand the complex and intricate design systems that make up a public safety and local law enforcement projects. Samra offers extensive experience in all construction material selection and methodologies, as well as exceptional IT and AV solutions and procurement, all of which are vital in the smooth running and operation of police and EOC facilities, and of particular importance to members of the public who come to report or discuss an incident or crime.

AFFILIATIONS

Project Management Professional
Certification (in progress test
scheduled for November 2021)

Change Management Certification
Prosci Inc.

Relevant Experience

- **Oregon City Police and Municipal Courthouse**, OREGON CITY, OR
- **Oregon City Operation Complex Development**, OREGON CITY, OR
- **Higher Ground Montessori Education** PORTLAND, OR
- **Powell Villa** PORTLAND, OR



Dean Christensen

Senior Project Manager

With 25 years of experience in the planning, design, and construction of public and private projects, Dean brings significant expertise in project management and design to the table, including a wealth of knowledge combining natural systems with the built world. Dean has provided services for and represented many organizations with very diverse stakeholder groups. Dean has designed and managed multiple infrastructure projects and is experienced at coordinating economical phasing to save project costs. He has worked on many projects throughout the Portland Metropolitan area providing construction, project management, and administration services. His experience includes many parks, sports fields, and playground area improvements and renovations as well as educational, medical, and residential developments. Dean complements our team with his extensive architectural background and his in-depth knowledge of city and jurisdiction codes. Dean is excellent with large stakeholder and interested party groups, similar to those who will be engaged on this project.

EDUCATION

Bachelor of Landscape Architecture,
University of Oregon, Eugene, OR

AFFILIATIONS

Registered Landscape
Architect, State of Oregon

Member of the American
Society of Landscape
Architects

Relevant Experience

- **Metro, Oregon Convention Center Plaza, Entries and Interior Renovation**, PORTLAND, OR
- **Integrated Operations Center, Confidential Client**, PORTLAND METRO AREA, OR



Bryan Gray

Senior Cost Manager and Lead Estimator

Bryan has 20 years of experience in the construction industry in several fields, including a unique background working as both a Cost Estimator and as an HVAC/Plumbing installer. Bryan's work has included installing and estimating Plumbing, Mechanical, Fire Sprinklers, Hydronic Heating, Controls, Low voltage wiring, Structural and Architectural, which provides with the experience to accurately estimate both known and unknown project costs. He is a strong communicator, well organized, adaptable, and with a careful attention to detail. Bryan has the ability to manage, direct and complete projects meeting and exceeding expectations. His ability to coordinate and work with all trades leads to thorough budgets and schedules, to the ultimate benefit and confidence of our clients.

EDUCATION

Chabot College
PHCC Plumbing School—Two
Year Program

SOFTWARE

Microsoft Office
Microsoft Project
Sage
Timberline

Relevant Experience

- **Portland Police Penumbra Kelly Building**, PORTLAND, OR
- **Multnomah County Juvenile Justice Center**, PORTLAND, OR
- **City of Bend**, BEND, OR
- **Geology Laboratory Upgrade—Portland Community College**, PORTLAND, OR



Scott Vernon

Senior Scheduler

EDUCATION

Oregon State University

Bachelor of Science – Construction Engineering Management

SOFTWARE

Primavera Contract Manager Certified Trainer (Oracle / Primavera Systems)

Primavera P6 Course 101 & 102 Advanced User (Oracle / Primavera Systems)

Scott has over 40 years' experience in all phases of Construction Project Management, including 20 years as a Project Controls/Scheduling specialist. He has performed in a wide variety of construction projects including Clean Room Environments, Pharmaceutical Manufacturing, Medical Facilities, Wastewater Conveyance and Treatment Systems, Commercial Construction, Educational Facilities, Communication System Upgrades, Industrial Manufacturing, Scientific Research Facilities and laboratories, and Mass Transit. Scott has demonstrated the ability to coordinate and interface with senior management as well as project stakeholders using strong written, verbal and presentation skills for effective internal and external communication.

Relevant Experience

- **Genentech Corporation—Hillsboro Fill & Finish Facility**, HILLSBORO, OR
- **Skills Center—Columbia Gorge Community College**, THE DALLES, OR
- **Student Housing—Columbia Gorge Community College**, THE DALLES, OR



Mark Galusha

Project Engineer, Special Inspections

EDUCATION

Bachelor's in Civil Engineering, University of Washington, Seattle, WA

AFFILIATIONS

Professional Engineer – Civil, Washington

Professional Engineer – Civil, Oregon

Mark has been in the special inspection industry for more than 30 years with more than 10 years' experience in project management, construction inspection, special inspections, and client management. He has a multitude of skills directly transferable to other arenas and desires an opportunity to showcase and share those assets on his projects with owners looking to tap into the experience and wisdom only a seasoned person can provide. He highly values his past experiences and looks to incorporate them into a team pursuing "value" in their intellectual investments.

Relevant Experience

Port of Portland TCORE Project Staff Augmentation, PORTLAND, OR

- Reviewed incoming Special Inspection reports from Mayes/Terracon and PSI for accuracy, relevance, and completeness.
- Monitored Special Inspection Non-conformance tracking and reconciliations.
- Monitored PROCORE Observations for outstanding issues regarding engineering, architectural, Special Inspection, and associated reconciliations.



Eric Carlson

Senior Commissioning Specialist

Eric is a highly skilled electrician and mechanic will provide on-the-ground commissioning services utilizing his experience in operations and facilities maintenance and management, and advanced knowledge of the National Electrical Code. His expertise in electrical construction, inspections, commissioning, troubleshooting, repairs, and maintenance allows him to effectively transition between different products, functional areas, and industries. Leveraging his intuitive problem-solving skills and background, Eric can unravel problems, maintain equipment, identify issues, and advance team, project, and business goals.

EDUCATION

Portland Community College

U.S. Navy Training Center,
Great Lakes

AFFILIATIONS

Oregon Plant Journeyman Electrician,
License #5030PJ

Relevant Experience

- **Integrated Operations Center, Confidential Client**, PORTLAND METRO AREA, OR
- **World Headquarters Expansion, Clothing Retailer**, BEAVERTON, OR
- **Clackamas Community College Bond Program**, OREGON CITY AND MILWAUKIE, OR



Rebekah Disbrow

Project Coordinator

PlanB, Rebekah has been involved with a wide range of projects. She helps with project coordination, leads PlanB's sustainability and community service outreach work. Her strengths and experience revolve around research, writing, and editing, and she has created and presented an internal Technical Writing Presentation to PlanB employees, using her skills from over eleven years of university teaching to organize, present, and share information. Rebekah has also taken responsibility for much of PlanB's recent outreach to communities impacted by projects, notifying them of progress and developments and supporting the project team.

EDUCATION

Master of Arts, TESOL, Portland State University (4.0 GPA)
Bachelor of Arts (cum laude), Creative Writing and Literature, Pacific University
Fundamentals of Technical Writing course, Portland Community College

SOFTWARE

Microsof Office, including Excel, Word, PowerPoint, Outlook and Vision

Relevant Experience

- **City of Gresham Wastewater Treatment Plant, Asset Management Consulting and Implementation**, GRESHAM, OR
- **Oregon Department of Transportation, Facilities Efficiency Review**, SALEM, OR
- **King County Metro Transit Energy Projects**, SEATTLE, WA
- **Bend-La Pine School District Bond Oversight**, BEND, OR

Section

4.5



Services

4.5.1 Pre-Construction Services

PlanB's overall approach is driven by **leadership, collaboration, and communication**. We utilize best practices and tools to provide leadership, facilitate collaboration and communication, and monitor budget, schedule, sustainability goals, and programming objectives. With a depth of experience under our belts, we will anticipate, identify, analyze, and resolve issues quickly, working with the City to ask the right questions, maintain keen attention to detail, and lead and manage the team and project to successful completion. PlanB always provides a watchful eye, monitoring budget and schedule, pay requests, burn rate, and other critical project elements to keep things on track and hold all parties accountable. We manage risk with early problem anticipation, applying our experience and knowledge to watch for potential issues and conflicts, and proactively solving potential red flags before they become issues. When an issue does arise that was not foreseen, we offer the knowledge and background needed to make informed decisions and provide solutions that are practical, effective, efficient, and creative. Our approach includes:

- Asking the right questions
- Meeting budget, schedule, and sustainability goals, programming objectives, and quality expectations
- Utilizing best practices and tools
- Providing creative problem solving, with anticipation, analysis, and quick resolution of issues
- Projecting a culture of mutual respect
- Leading the team using effective communication, clear objectives, and mutual respect
- Communicating regularly and efficiently with the City's team first, then key stakeholders, and the larger project group, providing opportunities to review draft deliverables, make informed decisions, and stay current on project progress

Approach to Making a Building Project Successful for the Owner

PlanB offers economical ideas and creative problem-solving from the start of each project to its completion. Whether it is a single project, or part of a larger capital program, we help our clients understand key issues, allowing the Project Team to consider a full range of options and develop the most effective solution. Our approach for these programs is driven by leadership, collaboration, and communication. Our collaborative team method holds people accountable, reinforces the value and role of each person, and sets the stage for an open, mutually respectful approach that lends itself to more efficient and effective communication and problem-solving. With each capital program, we anticipate needs and drive projects to a successful completion, striving to deliver each project on time and on budget.

We have team members trained as architects, engineers, and contractors and we offer a mix of professional knowledge and

experience combined with years of project management and cost management experience to effectively manage budget, project complexities, and multidisciplinary team members to shared success. Our experience managing large, complex, multi-disciplinary (>\$20M) capital projects utilizing many project delivery methods with collaborative project delivery management processes gives you the comfort in knowing you have a Construction Manager who will have your best interests in mind.

Contracting Strategies

While compiling our proposal, one of the questions we raised was whether CM/GC was the preferred contracting strategy or if the City is considering other models. PlanB is experienced in procuring design and general contractor services, as well as advising on the preferred project delivery methods based on the City's goals, constraints, and challenges. We have worked extensively with Design-Bid-Build, traditional and progressive Design-Build, as well as CM/GC methodologies on projects of all sizes. Each procurement method has a strategy to mitigate risk. PlanB has a procurement specialist on staff to demonstrate the pros and cons of each model once we understand more about what is most important to you (time, schedule, budget, or all three). Each contract strategy has a unique impact on cost, schedule, and project approach. Understanding these impacts and working with the City is key to maximizing value. PlanB will work closely with your key staff and legal counsel to ensure the right method is chosen with contracts in place that serve your best interests. This is a critical process that needs to be established early and we are here to help you through this stage.

Delivery Method	Pros	Cons
Design-Bid-Build	<ul style="list-style-type: none"> • Full design control • Flexibility with programming design 	<ul style="list-style-type: none"> • Adversarial • Time consulting • Limited cost certainty • Lack of control over construction • Change orders
Design-Build	<ul style="list-style-type: none"> • Single point of responsibility • Accelerated schedule • Greater degree of cost certainty • Risk transfer 	<ul style="list-style-type: none"> • Limited design control • Inflexible to changing design requirements • Quality impacts • Client pays for contractor's risk
CM/GC	<ul style="list-style-type: none"> • Integrated/collaborative team • Improved cost certainty • Constructability • Time savings • Transparency 	<ul style="list-style-type: none"> • Needs strong communication • Still requires client and stakeholder involvement

Approach to Creative, Cost-Efficient Design and Value-Engineering

In the current construction market, project budgets remain increasingly tight. **While we understand that your budget is yet to be finalized, we feel this is the perfect time for us to engage with you and help.** Our philosophy is that costs must be managed and controlled rather than reported and reacted to. Our team has a distinct advantage in having Quantity Surveyors (multi-discipline cost management/estimators) in-house who are highly trained in providing first class estimating, cost, and project controls roles. Our in-house cost management services are dynamic and ongoing. Our services are goal-driven, with the end result of delivering the project on budget for you and the City council. This is done through a detailed understanding up front of the project scope, schedule, and budget. Cost targets are developed with you and the keys personal who will use the new facility, identifying the drivers and make-up of what is to be included in the project and design; what is most important to you and to have in the project. The ideal time to monitor, control and mitigate design conflicts is during the design phases and prior to bid. Constructability reviews are critical to time, cost control, and claims avoidance. Our team will conduct these reviews with key focus to address issues such as:

- Constructability of construction details.
- Lead time for materials and equipment.
- Reasonableness of performance of work sequence, interface relationships and periods.
- Site access, restrictions, staging areas, availability of utilities; for construction, and safety plans for pedestrian/vehicular traffic for ongoing operations.
- Coordination within and between disciplines relative to the plans and specifications.

The good practices that we will help implement at the beginning and during the design stages will focus the project team and achieve the following over the duration of the construction phase:

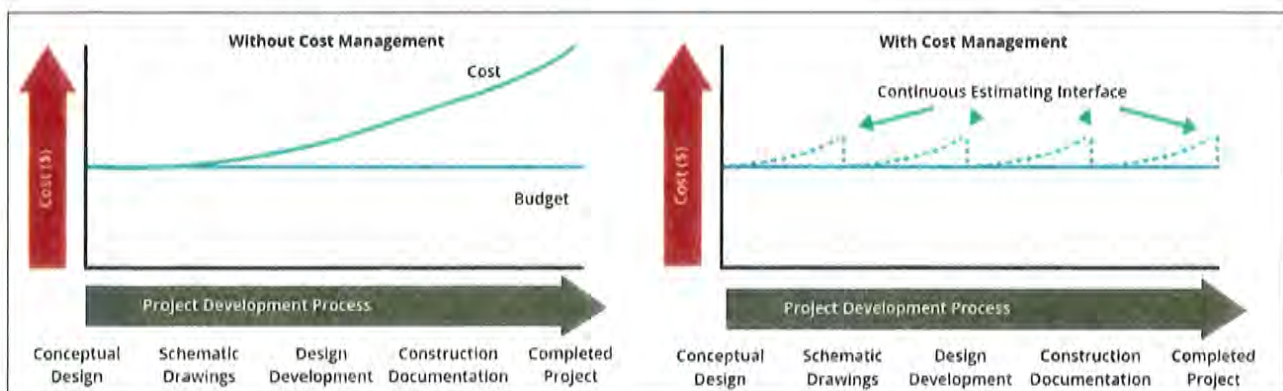
- A reduction in the amount of change orders.
- A reduction in delays caused by change orders.
- A reduction in Requests for Information (RFIs).

- A savings in construction administration time and effort.
- A smoother relationship between parties involved.
- A better construction project at final delivery.

Our process to success with Value Engineering is to identify and engage key decision makers in a collaborative manner in order to set the initial targets as part of this project strategy. We feel that all key members of the Project Team, including key staff at the City, should have an input into which areas and portions of the scope are to be targets, as well as not always taking the easier options that will compromise the overall expectations or intent of the scope. Our opinion is that Value Engineering is ongoing, regardless of the design or construction stage. In our team's experience of any of the above, we understand there are always schedule risks based on design issues, unknown conditions, inability to obtain certain materials, as well as possible regulatory impacts and we must plan for all of these events. To address these likely issues, our team will:

- Provide expert schedulers to build the right schedule based on our experience of similar size, type, and value of projects.
- Proactively identify and address schedule risk while working with the whole team to mitigate.
- Utilize our team's expertise as architects, engineers and construction professionals to brainstorm at all design stages to determine alternative solutions and reduce schedule durations.
- During construction, we will study low-cost methods of accelerating construction work to reduce schedule cost effectively.

One of the most important aspects during the pre-construction process is to remember that the estimate and the targets are key to the project success. However, to prove this method as a success, we need to keep all members of the design team focused on the holistic project program and not just their portions, i.e. MEP or landscaping. Our cost management team can be an integral part of any stage of this process and a benefit to the City needs as required.



Community Stakeholder Groups

Firstly, we applaud the City of Molalla for establishing your goals and values for such an exciting community asset. And we confirm that we are committed to achieving these goals on your behalf and with the Project Team. We are sensitive to community perception as a driving force for a project of this nature. PlanB understands the importance of community engagement and inclusion in public projects and with such a project like this one, Molalla will gain a lot of interest both locally and from further afield. There are many goals to be achieved for a project to be successful and one of the most critical goals for the project is local community inclusion. We want the community to talk about the project long after the final completion and for them to have felt included in the whole process. Holistically, and from our experience of such public projects, we would want to include the following goals:

- Engage community interaction in the design process and to provide ownership in the design solution.
- Define a feature that represents the history of the local area.
- Budget for art projects the community can help engage in, design, and produce.
- Establish a "time capsule" opportunity for the community to leave something for the future.
- Provide tours during construction and allow local residents to witness construction demonstrations.

The most important aspect is having the community proud of the new facilities when the project is completed. As skilled project managers, our team will be focused on the community outreach and diversity that addresses the people who build these public facilities and those who use it. The best designed public facility is an important task. However, we believe it is even more important to manage the task of embracing the community needs and ownership. This is one role PlanB will prioritize. We enjoy having the opportunity to address the complex puzzle of people's expectations and ensure they are happy at the end because we have managed their goals in the successful delivery of projects, they will use for many years to come.

We promise you will find our team to be the most experienced in delivering this project for the City and the community, given our extensive experience.



Contract Agreements and Negotiations

We applaud you for taking the initial steps to appoint a construction manager as one of the first key appointments to your project team. Part of our remit in supporting your key staff in Molalla will be assisting and guiding you through the architect, contractor, and third-party vendor selection process, which can be a daunting task for any members of the project team who will be experiencing a construction project of this importance and scale for the first time. Our team has many years of combined experience producing RFP's, contracts, and work orders for consultants and vendors. Whether we are contracting an architect, designer, IT, furniture, or a traffic study, we take the role very seriously, making sure the process is transparent and adheres to strict state laws. On your behalf, we will confirm scopes of works, negotiate applicable fees, and always relate and link our master budget and schedule to each of the many independent services that make up the whole project.

Communication Protocols

At PlanB, we work in a collaborative fashion to ensure successful execution of the project. One of our core beliefs is constant communication among all vested parties associated with the project from designers to installers to staff who will care for the project after completion. Everyone has an input and a piece to play. And all input regardless of the stage of the project will be documented by us, from in-person meetings to official minutes, we record the project every step of the way. By being present and documenting progress, we ensure no gaps or miscommunication will occur that will impact cost, quality, or schedule. We will ensure this by:

- Work collaboratively and transparently with the City of Molalla Project Team, stakeholders, and City Council.
- Leverage our Law Enforcement and Public Outreach specialist experience to understand stakeholder needs, establish proper communication channels, and ensure due diligence.
- Represent the City's objectives and management criteria to ensure your best interests are always put forward.
- Actively manage cost throughout the project to ensure Molalla is obtaining the best value with the lowest facility lifecycle cost.
- Perform as a trusted advisor during architect and contractor acquisition, conduct contract negotiations on the owner's behalf, and represent your project throughout all facets of the project's life.
- Liaison with all project members to coordinate communications and documentation while keeping the owner informed of progress, issues, and solutions per the communications plan.

We strive to ensure that communications are clear, that the decision-making process is well documented, and that the construction management services can be executed in the most effective and efficient manner.

4.5.2 Construction Phase Services

Project Management Approach

To support the City in delivering this project, PlanB will work in a collaborative fashion to ensure successful execution of the construction phase. We will:

- Work collaboratively and transparently with the City project team and stakeholders.
- Leverage our Public Outreach knowledge and experience to understand stakeholder needs, establish proper communication channels, and ensure due diligence.
- Represent Molalla's objectives and management criteria to ensure your best interests are always put forward.
- Actively manage cost throughout the construction to ensure the City of Molalla is obtaining the best value with the lowest facility lifecycle cost.
- Liaison with all project members to coordinate communications and documentation while keeping you informed of progress, issues, and solutions per the communications plan.
- Manage the stages of the design process to ensure the new police facility is functional, efficient, constructible, maintainable, and provides the lowest cost of ownership while providing suggestions to improve the design or reduce costs.
- Our project management team comprising of cost management professionals will interrogate all estimates and bids from contractors to make sure the budget is adhered to at every stage of the project.
- Provide project oversight and track construction status throughout the project via regular project schedule and status updates utilizing our in-house scheduling team as needed.
- Ensure that all potential project-related issues are addressed, and drive for timely solutions to challenges and clear communications to ensure each member of the project team is aware of their role in resolving challenges.
- Perform site visits to maintain the project schedule and document jobsite progress during construction.
- Meet with you and key City staff to review budget updates monthly as well as present to the local Commission on progress.
- Facilitate resolution of conflicts with contractors to avoid costly delays and arbitration. Develop and negotiate effective contracts and costs with designers and contractors to ensure the City is getting the best value from contractors and consultants.
- Assist with and perform through third-party consultation, commissioning services to ensure the realization of project goals and energy performance metrics.

We expect to be your eyes and ears throughout all stages of the construction process.

Construction and Closeout Phases

Methodology During Construction Phase

We first hold a preconstruction meeting where the lines of communication will be delineated, and individual responsibilities will be defined. Our team will work closely with City of Molalla staff to ascertain the constraints that the project will face, to ensure all schedule and safety issues are addressed in the bid package and reviewed at the initial meeting. Typical concerns that must be addressed during construction include construction phasing, maintaining paths of travel around construction zones, scheduling of certain contractor activities that may impact the site, noise and dust control, vehicular access and parking, contractor staging areas, and coordination of utility shut downs, if needed.

Our team will become familiar with the general conditions and technical sections of the contract specifications and verify that the provisions of the contract are clearly understood and enforced during the construction phase. We will log and track project correspondence, project submittals, requests for information (RFIs) and other project documentation.

For your project, PlanB will produce weekly project activity reports, take progress photos, and verify all completed work for inclusion in contractor progress payments. All contractor RFIs that require interpretation of plans or specifications will be reviewed with the Architect of Record. Proposed changes in the work will be evaluated with the Architect. PlanB will track and monitor all change requests received from the contractor. All of these issues will be tracked within the Owner's project controls system and reports of action items will be regularly distributed and discussed at meetings for the project. During the construction phase, we actively manage the site and develop good communications with the field personnel so that we become aware of conflicts as they arise. We also ensure that the design team's answer is to the point so that the contractor can move forward with a clear understanding and direction if there is a change to the project that has a cost impact.

Contractor Progress Payments

With the best intentions of the City in mind, we will routinely review the status of completed work prior to contractor payment requests. Using an approved schedule of values submitted by the contractor before the first payment request, our team, supported by Gerard Mulrooney's expert oversight, will accompany the contractor's site representative to verify all completed work under the contract. The agreed amount of completed work will be reflected on each line item in the schedule of values. This information will be input into an approved progress payment application form generated for signature to the architect, contractor, and ourselves.

Permitting Process

Our team will bring expert knowledge of the permitting process that needs to be followed in order to successfully deliver this facility. Both Sam and Dean have recently worked through similar projects of this scale locally in the region and know where the focus is needed, by

talking direct with the City and County review staff. Working early alongside the A/E and CM/GC team, we will identify the potential risks and elevate these long before we submit our documentation; this will ensure a smooth review process with the City/County staff.

Cost and Schedule Control

We will regularly evaluate the progress of each construction contract to forecast potential budget and schedule variances. The PlanB cost and schedule reporting will identify problems and proposed solutions: including schedule and cost status and show time and cost to complete the contracts. The monthly progress evaluation will compare actual expenditures against budget, and as-planned performance against actual performance. The reports will also summarize the preceding month's developments, plans for the current month, future plans, requests, recommendations, and general comments. We also plan to present such progress reports to the City Council who will no doubt have an active interest as we progress through construction.

Testing and Inspections

As we noted earlier, our team will systematically verify that reviews, certifications, inspections, and tests are being performed. A good quality assurance plan includes documenting all inspections, identifying items that have been satisfactorily inspected, and targeting those requiring corrective action. At the beginning of the construction, each inspector will review the contract documents outlining the most important elements to include in the quality control data. From the database, we can develop quality control checklists to manage startup, acceptance, and closeout procedures with all required inspectors. At weekly meetings for the project, the contractor's completed activities will be discussed, and their quality control effectiveness measures evaluated. Where improvements are needed, the contractors are advised to implement them in time for upcoming activities.

Furniture, Fixtures, and Equipment

Using FF&E planning at the beginning of a project assures that the architect has provided space and power for unique equipment and other requirements often found in public facilities. Sam Egger is an expert in this field and will guide and assist in FF&E procurement, coordinate development of detailed needs, cost, purchases, installation, and move in of all furniture, fixtures, and equipment. We bring a current knowledge of piggyback purchase opportunities and preparation of bid packages for FF&E not available through piggyback contracts. We will guide you this process from start to finish.

Commissioning

PlanB will also assure that your maintenance staff receives both appropriate orientation and instruction on new equipment and fixtures and all necessary maintenance manuals. Commissioning proves that the building and its systems work as intended. To accomplish this, our team will conduct a series of field meetings with maintenance representatives and equipment/fixture manufacturers' representatives for the City to conduct field training and orientation. This knowledge share and training will provide long-term benefits to the City of Molalla by saving operational costs and reducing repair demands.

Exceeding Expectations

PlanB's approach to managing the teams needed to successfully complete this new police facility project rests on a foundation of effective communication, teamwork, and collaboration. To facilitate this approach, we clearly define the roles and responsibilities of all parties at the start of construction so that everyone has an opportunity to meet expectations. During the design phase, each discipline lead must attend City-Architect-Contractor (OAC) meetings. Representatives are held accountable for assigned action items based on due dates tracked to the overall design phase milestone schedule. Weekly meeting minutes are distributed in a timely manner and follow-up on action items occurs in advance of the next meeting for each building, to keep progress on track. We will work closely with all consultants to ensure that each team participant is performing according to the expectations of the City and meeting the terms of the contract for the project.



4.5.3 Post-Construction Phase Services

For your project, our team can assist the architect, engineers, consultants, and you, the end users, in developing project punch lists and verifying completion of all items. In this case where your new building is going to be on an existing site, documentation of existing conditions must be performed prior to construction to confirm fairness to all parties and facilitate completion of the punch list work. If the project requires occupancy prior to completion of minor punch list items, we will coordinate with the contractor to complete the punch list work during times where activities will not be disrupted. Our inspector will coordinate with the architect to confirm that completed punch list work is acceptable on each facility. After building occupancy, we can meet with the department heads and other staff for the new police facility as designated by your team to discuss any problems experienced with new building systems.

As this is a new build project with potentially complicated security, IT and HVAC systems in the EOC room, we will have all third party vendors on site to review and sign off their work before you take full possession of the building. We want to ensure the building operate from day one and that no unnecessary time and cost is wasted on follow up design or construction. **As we noted earlier, we will act as your eyes and ears throughout the project and as we move into post construction this will still be the case; we want to be build that relationship where if any issue occurs, we are there to help resolve it.**

4.5.4 Methods of Working with Project Architects/Engineers, Consultants, and Planning Team Members

We fully understand this new police facility projects is a unique community asset and will require specialized management and experience. And we also understand that this project is not a 'typical' project, and will have diverse, multiple stakeholder groups involved throughout each stage. Our team has extensive experience in not only working directly on behalf of our clients, as well as forming part of a collaborative team, to deliver projects successfully in a team manner and not as individuals; we feel this is the only model that best suits the success of the project for our clients. In order to successfully form part of the collaborative effort with the Architect's/Engineer's (A/E) and other consultants, we look to implement the following, at minimum as part of our role after we fully understand the specific project tasks assigned to us:

- Shortly after their appointment, we will hold our first meeting with the A/E and relevant team members to establish the specific project goals and needs.

- Along with the key stakeholders, we will all agree to the specific roles the core team will provide in the successful project delivery.
- We will establish best practices for recording communications, how direction and decisions will be allocated and who needs to form part of both.
- Clear schedule and deliverable timelines will be agreed upon and any deviations from these will be discussed and agreed among all parties.
- On your behalf, along with the A/E, we will act as primary point of contact for adjacent property owners and stakeholders, and we will mitigate any concerns through early engagement and active risk management.

Very much like the relationship we want to build with the City, we intend to build or continue in the same vein with the A/E and their consultants so they know they are part of a partnership.

Integrating City Resources

In responding to this RFP, we fully understand the actual day-to-day construction management services you are expecting from us and as described in the RFP under Section III CM Responsibilities and these tasks are typically what we respond to and perform on similar projects. We propose as part of our contract negotiations stage that we are offered an opportunity to propose and review our Work Breakdown Structure (WBS) with you. The WBS will highlight our role in greater detail as well as the tasks we will perform as part of the project. This way, we are all aligned on the valuable role we will perform for you, from meeting with stakeholders and community engagement, meeting minutes to contract reviews, payment application processing and change order reviews, and everything in between that it takes to make a project successful. We are fully committed to supporting the City on this extremely important project and having a clear path of expectations will help us deliver project success for you.

In addition, we welcome the opportunity to speak to the staff who assisted to date and to continue that public feed of information through the design and construction stages, and the folks who helped update the dedicated web pages. We know you all at the City have full time and very demanding jobs. We want to work very closely with you to help us achieve a building that:

- Reflects the culture and diverse values of the community
- Creates an inspiring workspace for staff
- Provides user-friendly, efficient customer service
- Embraces innovation
- Is open to the public in times of a crisis
- Creates a sense of pride in the local community

The most important thing for you to know is that we want you to be successful with this project, and that the community talk about this project with pride long after the consultants and contractors have left. Our job will be to guarantee the success of the project for everyone.

4.5.5 Method of Coordinating Efforts of Contractors

One of our strengths that we plan to leverage for you at the City of Molalla is our good name and collaborative style with local contractors. Our approach is that they look at us as an extension of the City and treat us as a partner - this is the way we will treat them. We have built a reputation of being a project partner and partnerships mean success for clients such as yourselves with a very specific project goal.

Our Teams local, national and international experience comes to the fore when dealing with the main contractors and we work with as soon as they come on-board the project to ensure we have continuity throughout the entire project. We know some of the main contractors in the region who are already asking about this project.

Two main areas with the expected cost estimates and schedule review we like to focus on with contractors are:

Contractor Quality Assurance

As part of the benefits our team provides, the PlanB team supplement the contractor and their sub-contractors quality control efforts by:

- Performing a third party review of design drawings by our in-house engineering staff.
- Performing constructability review.
- During site walks, looking for flaws, defects, and work items, which do not match the specifications and drawings.
- Assisting with or performing commissioning services.

To further enhance quality control, PlanB will conduct Project Management Meetings on a weekly basis to track and/direct the progress and execution of all active projects with all sub-contractors to ensure schedule and compliance with the drawings and specifications.

Risk Management

Our strong working collaboration with local and national contractors, and on a repeat basis, ensures that initial project set up and expectations are clearly defined and adhered to. Not long after the main contractor is brought on, we will hold the first of several Project Risk Workshops. Each key team member, and this will include you, the City, will engage and list what they see as a risk to the project versus the main project goals. We, as your management team, will track and monitor these risks as we move through the design stages until the risk is mitigated or accounted for in the contract documents. And as we move forward through the construction, we apply confidence intervals in the development of risk-based project contingencies in order to ensure that there is sufficient cost, time, and resources to deliver the scope.

RISK MITIGATION PLANNING & IMPLEMENTATION

STEP 1:
RESEARCH

STEP 2:
INVESTIGATE

STEP 3:
RISK ABATEMENT

STEP 4:
PRE-CON MTG

STEP 5:
CONSTRUCTION

Section

4.6



CM/GC Experience

4.6 CM/GC Experience

Our team has provided project and construction management and owner's representation services for more than \$1.0 billion in projects in Portland completed utilizing the Construction Manager/General Contractor ("CM/GC") delivery method with a Guarantee Maximum Price (GMP). We have been collecting and applying lessons learned on this delivery method and have used these lessons continually to improve the delivery of each CM/GC project we help to complete. Our CM/GC best practices include utilizing and applying these lessons learned to the benefit of the City and the community in the completion of the new police facility. From our experience, we know that some of the greatest benefits to CM/GC include:

- Ensures dollars are spent as efficiently as possible, best value
- Allows City of Molalla to make informed decisions
- Builds trust within the Project Team
- Entire team has input on the design with the City maintaining the overall control
- Greater flexibility
- Manages risk
- Schedule efficiencies
- Higher quality end result

Lessons learned, and therefore best practices, that we will apply include:

- Companies should be selected based on qualifications and skills of team members in lieu of low bid to provide best team and results for projects.
- Team members, including subcontractors for major trades, can be selected based on skills to provide crucial services for the project using a variation defined as contractor design assist. Contractor design assistance and experience can increase the quality of the project and reduces the risk to the City.
- This method provides flexibility for DMWESB commitments at any phase of the project.
- This method also provides the opportunity to confirm safety records and selection of the contractors who have the safest records in completion of construction services

We fully understand each stage of the CM/GC process including the various design milestones and level of information we are likely to receive at each stage. Through collaboration with the design team early on, we will help establish timelines for information release so that we are engaged before each design package is released to us. We fully utilize this method particular with MEP components that are seeing large fluctuations due to the current construction market.

Once the city, with our assistance, have contracted a CM/GC for the project, we will engage right away with their estimating team to

outline estimate templates, agree on format, and the 'below the line' costs in such a way that is transparent and clear to you when we compare side-by-side line-item costs.

Using our in-house experts in cost management and schedule management support, plus continued advice from our in-house company economist, our team can:

- Review and provide cost analysis data for alternative method schedules for cost and time comparisons.
- Inform stakeholders of project risks and prepare and track a risk solutions log tied to cost and schedule.
- Assist and guide the City through the alternative project delivery method documentation and approval process.
- Assist with RFP process through to contractor selection.
- Participate in site walks and spearhead the selection and negotiation process.
- Evaluate proposals based on determined selection criteria.
- Ensure a competent contractor team is selected representing the best value to the City while minimizing project risk.

The next page outlines our current and recent CM/GC projects on which we have provided our services. While not exhaustive, the list demonstrates a blend of new construction, renovation, and seismic work. We are happy to provide further information on these projects if requested.



CM/GC Projects

Client	Location	Sector	Area-SF	Value	Delivery Method	Completion	CM/GC Contractor
Multnomah County	Portland, OR	Public - Two Public Library Buildings, Historic Retrofit	55,000	TBD	CM/GC	Ongoing	Anderson Construction
Oregon Institute of Technology	Scappoose, OR	Education - New OMIC Research Facility	40,000	\$21m	CM/GC	Ongoing	P&C Construction
Columbia Gorge Community College	The Dalles, OR	New Manufacturing and Teaching Center	18,000	\$8m	CM/GC	Complete	Bremik Construction
Columbia Gorge Community College	The Dalles, OR	Education - New student housing block and manufacturing teaching center	12,000	\$7m	CM/GC	September 2021	Bremik Construction
Private Development Group	Portland, OR	Public Landmark Building, retrofit	110,000	\$80M	TBD	Ongoing	Information provided upon request
City of Oregon City	Oregon City, OR	Public - New Public Works Building/Retrofit	85,000	\$15m	CM/GC	October-21	Emerick Construction
City of Tualatin	Tualatin, OR	Public - New Public Works and Courts Facility	17,000	\$8m	CM/GC	April-21	Bremik Construction
City of Oregon City	Oregon City, OR	Public - New Police and Court Facility	33,000	\$23m	CM/GC	Oct-20	P&C Construction
Holmes Structural Engineers	Various in Oregon	Education - Seismic and Retrofit Higher Education Buildings	500,000+	\$40m	CM/GC	Sep-20	Multiple Contractors
Beaverton School District	Beaverton, OR	K12 - Aloha High School Seismic, Roof Work and Retrofit	190,000	\$20m	CM/GC	June-19	Howard S. Wright
Portland Public Schools	Portland, OR	K12 - Life Safety Upgrades in 25 schools	900,000+	\$7m	CM/GC	March-20	Multiple Contractors
North Clackamas School District	Clackamas, OR	K12 - Retrofit of Sunnyside Elementary School	40,000	12m	CM/GC	March-18	Design stage only
North Clackamas School District	Clackamas, OR	K12 - Retrofit of Alder Creek Middle School	148,000	\$15m	CM/GC	March-18	Design stage only
Clackamas Community College	Oregon City, OR	DeJardin Hall and Renovation & Addition	23,000	\$23m	CM/GC	2019	Lease Crutcher Lewis
Clackamas Community College	Oregon City, OR	Industrial Technology Center	44,000	\$28m	CM/GC	2019	Lease Crutcher Lewis
Clackamas Community College	Oregon City, OR	Harmony West, Harmony Community College	43,000	\$22m	CM/GC	2018	Kirby Nagelhout

Section

V



Certificate of Understanding of Request for Proposal

V. Certification of Understanding of Request for Proposal

PROPOSAL:

V. CERTIFICATIONS

CERTIFICATION OF UNDERSTANDING OF REQUEST FOR PROPOSAL

The undersigned offers and agrees to furnish all materials, supervision, and personnel to the City of Molalla Urban Renewal Agency for CONSTRUCTION MANAGEMENT SERVICES in accordance with Request for Proposal No. 2021-02.

Acknowledgement of Addendum: None _____ 1. X 2. X 3. _____

The undersigned further certifies that he/she has read, understands, and agrees to abide by all terms and conditions of this Request for Proposal if awarded the contract to furnish CONSTRUCTION MANAGEMENT SERVICES for the City of Molalla Urban Renewal Agency.

The Proposer certifies that it does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, handicap, financial ability, age, or other non-job-related factors as per ORS 659 and U.S.C. 2000e.

FIRM NAME: PlanB

BY: Gerard Mulrooney TITLE: Managing Director

BY: *Gerard Mulrooney* DATED: October 12, 2021

MAILING ADDRESS: 696 McVey Avenue, Suite 202, Lake Oswego, OR 97034

TELEPHONE NO. 503 734 1377 FAX NO. 503 907 5229

Section

VI



Pricing

VI. Pricing

PlanB's fee philosophy for professional services is based on our understanding of the City's need for seasoned and qualified professionals at a sensible cost. We operate as an extension of the City's staff to ensure full transparency, collaboration, and that our team members offer the highest level of expertise to successfully accomplish any City-directed task, and we will be a valuable partner to the project team.

PlanB's standard billing practice is based on time and materials, in which invoices are submitted monthly for hours expended on work performed the month prior. We only bill for work complete and any savings remaining at the end of the project are passed back to the City.

Our fee is tailored to provide the services required in the RFP under Section III and per the durations set in the Pricing Sheet in Appendix B. While we understand the City may embark on a Bond Program, our fee includes for as much interaction you will need to complete the project and we are happy to discuss this with you.

Appendix B - Revised
PROJECT COST SHEET
Project: New Police Facility - PlanB Consultancy Fee Proposal

Planned Duration		Weeks: 6	Weeks: 32	Weeks: 20	Weeks: 54	
		Hire Design Team	Design and Construction Document Phase	Approvals and Bidding Phase	Construction Phase	Total Costs
STAFFING PLAN						
1	Program Manager					
	Hours	48	64	20	27	
	Fee	\$ 7,200.00	\$ 9,600.00	\$ 3,000.00	\$ 4,050.00	\$ 23,850.00
2	Project Manager					
	Hours	96	320	80	540	
	Fee	\$ 12,960.00	\$ 43,200.00	\$ 10,800.00	\$ 72,900.00	\$ 139,860.00
3	Administrative Services					
	Hours	0	0	0	54	
	Fee	\$ -	\$ -	\$ -	\$ 4,320.00	\$ 4,320.00
Estimated Cost						\$168,030.00
4. Estimated Reimbursables		\$ 4,000.00				

Appendix



References
Resumes

References

The references included in this section are clients for whom PlanB has provided (or is currently providing) services for that are similar in scope and size to the RFP.

Oregon City Police and Municipal Courts Building

OREGON CITY, OR

CLIENT: City of Oregon City

ROLE: Project Management/Owner's Representative Services

KEY STAFF: Gerard Mulrooney, Samra Egger

CLIENT CONTACT: Jim Band, Chief of Police
503-496-1686 | jband@orcity.org

University of Portland, Franz Campus on the River

PORTLAND, OR

CLIENT: University of Portland

ROLE: Project Management/Owner's Representative Services

KEY STAFF: Gerard Mulrooney

CLIENT CONTACT: Jim Ravelli, VP Operations
503-943-7540 | ravelli@up.edu

Columbia Gorge Community College

THE DALLES, OR

CLIENT: Columbia Gorge Community College

ROLE: Project Management/Owner's Representative Services

KEY STAFF: Gerard Mulrooney

CLIENT CONTACT: Dan Spatz, Executive Director for Institutional Advancement
503-506-6034 | dspatz@cgcc.edu

Oregon Institute of Technology/OMIC R&D

SCAPPOOSE, OR

CLIENT: City of Scappoose

ROLE: Project Management/Owner's Representative Services

KEY STAFF: Gerard Mulrooney, Samra Egger

CLIENT CONTACT: Craig Campbell, Executive Director
503-543-3306 | craig.campbell@oit.edu

City of Tualatin Services Building

TUALATIN, OR

CLIENT: City of Tualatin

ROLE: Owner's Representative/Project & Construction Management

KEY STAFF: Gerard Mulrooney

CLIENT CONTACT: Clay Reynolds, Maintenance Services Manager
503-691-3099 | creynolds@tualatin.gov



Oregon City Police and Municipal Court Building



Columbia Gorge Community College



Tualatin Services Building



Gerard Mulrooney, MRICS

Project Oversight

Gerard is a senior Quantity Surveyor and cost estimator with 16 years of broad experience in many sectors including public sector, high technology, pharmaceutical, and commercial in both the UK and USA. His background and specialist expertise began in Quantity Surveying and life cycle costing and he has translated this diverse experience to lead PlanB's cost and project management teams. He brings a broad range of skills and expertise including a full understanding of the complexities and interdependencies of quality, cost, and time in construction.

EDUCATION

Bachelor of Science (Honors),
Quantity Surveying, Edinburgh
Napier University

AFFILIATIONS

Member of the Royal Institution of
Chartered Surveyors (MRICS)

- Member #11901081

Relevant Experience

Oregon City Police and Municipal Courthouse, OREGON CITY, OR

Gerard served as the Project Manager for the Oregon City Police Department's Police and Municipal Courts Building project. As Project Managers, Gerard and his team provided services including development and management of the project budget and schedule, contract and fee negotiations for selection of the design and CM/GC team, facilitation of design and construction team meetings, permitting coordination, vendor selection and management, contract negotiation and administration, document review and more. The project was completed in Fall 2020, on budget and on time.

Oregon City Operation Complex Development, OREGON CITY, OR

Gerard is working as an Owner's Representative and Project Manager with the Public Works team to retro fit an existing beverage distributorship into an Operations complex including office space for staff, fleet parking and equipment storage. Storage space will include shop space for vehicle maintenance and equipment repair. Similar to the Police and Municipal project, PlanB is providing services that include development and management of the project budget and schedule, contract and fee negotiations for selection of the design and CM/GC team, facilitation of design and construction team meetings, permitting coordination, vendor selection and management, contract negotiation and administration, document review and more.

City of Tualatin Service Center, PORTLAND, OR

Gerard provided project oversight for PlanB, the Project Manager/Owner's Representative for the design and construction of a new public works building. The project combined all Community Development and Maintenance Services at one location. The project expanded the operations facility, allowing space for the relocation of Community Development, Engineering, and the Building Division from city offices. The project plan included demolition of existing warehouse space, site improvements to improve fleet parking, and a new two-story, 8,000 SF office space for City staff. It was completed in May 2021, on schedule and on budget using CM/GC.

Columbia Gorge Community College, THE DALLES, OR

PlanB was chosen by Columbia Gorge Community College to be the Owner's Representative/Project Manager for two new campus buildings. The first is a workforce skill center, called the Treaty Oak Regional Skills Center, and the second is a student housing building, the first for the College. PlanB is working with the College throughout every stage of this project, from pre-design to construction close-out. PlanB manages the schedule and budget and coordinates the many details necessary to keep the projects running on track, which are scheduled to be completed in fall 2021, using CM/GC. Gerard oversees all work for these projects and has guided the College capital works program to determine risk exposure and report back to internal stakeholders.



Samra Egger

Senior Project Manager

AFFILIATIONS

Project Management Professional Certification (in progress test scheduled for November 2021)

Change Management Certification Prosci Inc.

Samra is a project manager with over 20 years of project experience including commercial construction, manufacturing, high tech, medical, restaurant, and grocery in the Pacific Northwest. Her background includes project management and cost management for a general contractor, as well as facilities management for a multi-site billion-dollar company. With the recent completion of the Oregon City Police and Municipal Courthouse, and similar projects experience, Samra understands firsthand the complex and intricate design systems that make up a public safety and local law enforcement projects. Samra offers extensive experience in all construction material selection and methodologies, as well as exceptional IT and AV solutions and procurement, all of which are vital in the smooth running and operation of police, public and court facilities, and of particular importance to members of the public who come to report or discuss an incident or crime.

Relevant Experience

Oregon City Police and Municipal Courthouse, OREGON CITY, OR

Samra is working as Owner's Representative and Project Manager for a ground-up new construction project for a public sector department. PlanB is providing services that include development and management of the project budget and schedule, contract and fee negotiations for selection of the design and CM/GC team, facilitation of design and construction team meetings, permitting coordination, vendor selection and management, contract negotiation and administration, document review and more.

Oregon City Operation Complex Development, OREGON CITY, OR

Samra is working as an Owner's representative and Project Manager with the Public Works team to retro fit an existing beverage distributorship into an operations complex including office space for staff, fleet parking and equipment storage. Storage space will include shop space for vehicle maintenance and equipment repair. Similar to the Police and Municipal project, PlanB is providing services that include development and management of the project budget and schedule, contract and fee negotiations for selection of the design and CM/GC team, facilitation of design and construction team meetings, permitting coordination, vendor selection and management, contract negotiation and administration, document review and more.

Higher Ground Montessori Education PORTLAND, OR

Samra worked with a developer and architect to retrofit a fine dining restaurant into a 5,560 square foot Montessori school with playground and access controls designed to limit access to the children during school hours. The project had a compacted schedule that included coordination with ODOT and City jurisdictions as well as a complicated stormwater system upgrade and was delivered on time.

Powell Villa PORTLAND, OR

Samra partnered with a developer to seismically upgrade an existing facility for future development. This core and shell project included seismic upgrades to the structure, updating the trash enclosure to code, replacing all storefront windows and doors as well as parking lot improvements. Her ability to mitigate project challenges were put to use with this project with complicated permitting challenges and several unforeseen conditions discovered during construction. Still, the project was delivered on time.



Dean Christensen

Senior Project Manager

EDUCATION

Bachelor of Landscape Architecture,
University of Oregon, Eugene, OR

AFFILIATIONS

Registered Landscape
Architect, State of Oregon

Member of the American
Society of Landscape
Architects

ASLA Oregon Chapter
Executive Vice President,
2000

ASLA Chapter National
Convention Executive
Committee, 2000

ASLA Oregon Chapter
Annual Meeting
Committee Chairman, 1992

With 25 years of experience in the planning, design, and construction of public and private projects, Dean brings significant expertise in project management and design to the table, including a wealth of knowledge combining natural systems with the built world. Dean has provided services for and represented many organizations with very diverse stakeholder groups. Dean has designed and managed multiple infrastructure projects and is experienced at coordinating economical phasing to save project costs. He has worked on many projects throughout the Portland Metropolitan area providing construction, project management, and administration services. His experience includes many parks, sports fields, and playground area improvements and renovations as well as educational, medical, and residential developments. Dean complements our team with his extensive architectural background and his in-depth knowledge of city and jurisdiction codes. Dean is excellent with large stakeholder and interested party groups, similar to those who will be engaged on this project.

Relevant Experience

Metro, Oregon Convention Center Plaza, Entries and Interior Renovation, PORTLAND, OR

Dean is currently managing the Oregon Convention Center project which included 250,000 SF of exhibition space featuring the largest ballroom in the city of Portland at 35,000 SF. Exterior improvements consisted of landscape and hardscape changes to the NE entry plaza to make the plaza more inviting, creating links to the new Oregon Convention Center Hotel, improved wayfinding and new canopies at the main entrances.

Integrated Operations Center, Confidential Client, PORTLAND METRO AREA, OR

Dean is currently managing the new Integrated Operations Center (IOC), a state-of-the-art, secure, resilient, and modern facility designed to withstand anticipated seismic events and house new operating processes that recognize the importance of distribution system operations, cybersecurity, and transmission system operations. The facility will house a new modern control room that opens up many opportunities to consolidate and/or co-locate departments and functional groups that work closely together to manage the stable and continuous flow of power through the integrated grid.

Willamette View Inc., Multiple Projects, MILWAUKIE, OR

Program, Project, and Construction Management. This project required the complete renovation of a wing of the existing building including the replacement of the exterior skin of the building, all new mechanical and electrical services to the wing of the building, and new boilers and chillers for the entire building. The exterior replacement included testing of window, skin construction and flashing to verify no leaks in the construction of the new exterior façade. The apartments were customized to the buyers desired and coordinated with the contractor to be completed with the construction concurrently.



Bryan Gray

Senior Cost Manager and Lead Estimator

EDUCATION

Chabot College

PHCC Plumbing School—Two Year Program

SOFTWARE

Microsoft Office
Microsoft Project
Sage
Timberline
RSMEANS
MCAA

Bryan has 20 years of experience in the construction industry in several fields, including a unique background working as both a Cost Estimator and as an HVAC/Plumbing installer. Bryan's work has included installing and estimating Plumbing, Mechanical, Fire Sprinklers, Hydronic Heating, Controls, Low voltage wiring, Structural and Architectural, which provides with the experience to accurately estimate both known and unknown project costs. He is a strong communicator, well organized, adaptable, and with a careful attention to detail. Bryan has the ability to manage, direct and complete projects meeting and exceeding expectations. His ability to coordinate and work with all trades leads to thorough budgets and schedules, to the ultimate benefit and confidence of our clients.

Relevant Experience

Portland Police Penumbra Kelly Building, PORTLAND, OR

Bryan provided cost estimating services for the PlanB team for the scope of work resulting from the detailed HVAC assessment project. The estimates took into account the cost of replacing the existing outdated Siemens control system, the replacement of the existing chilled water system, and the upgrade of existing air handling units with the replacement of a large outdated multi-zone air handler.

Multnomah County Juvenile Justice Center, PORTLAND, OR

Bryan provided cost estimating services for the PlanB team for the scope of work resulting from a detailed HVAC assessment project. The estimates captured the upgrade of various HVAC equipment, controls, and took into account site factors and constraints that occur while working in a occupied 24/7/365 facility.

City of Bend, BEND, OR

The City of Bend's Water Reclamation Capacity Improvement Project experienced numerous change orders stemming from a conflict with the contractors. Due to the complexity of the project, the number of change requests, and the need to be objective, the City engaged PlanB for assistance. Bryan conducted a review of the subcontractor's numerous change orders. The work included an initial scope validation effort, to see if the work was justified, and a detailed review of the proposed costs. Bryan then worked with the city team to provide consultation to align the parties and work towards achieving an agreed upon change order value.

Geology Laboratory Upgrade—Portland Community College, PORTLAND, OR

Bryan recently completed cost management work for Portland Community College, performing cost estimating services for a Geology Laboratory upgrade. Work included cost analysis and estimating of the laboratory systems including HVAC and plumbing systems, and a reconfiguration of the laboratory spaces to meet future research needs.

Beaverton School District, BEAVERTON, OR

Bryan provided cost estimating services for the new Aloha High School. He estimated all disciplines involved (Concrete, structural, masonry, woods, plastics, thermal & moisture, architectural, plumbing, mechanical and electrical). He broke out the school into three separate estimates that totaled on one summary sheet. The second level of estimation was for a 60% Construction Drawing. The same estimating task was performed with more detail due to a more complete set of drawings. For both levels of estimation, Bryan presented estimates to Beaverton School District and was responsible for a detailed estimate of drawings provided.

Yamhill County Jail and Community Justice Center, MCMINNVILLE, OR

Bryan provided cost estimating services for proposed HVAC and controls upgrades for the Yamhill County Jail and Community Justice Center. The project replaced the existing air handling unit serving the jail facility as part of a HVAC assessment the PlanB team performed. The large air handling unit is located within the jail and must operate 24/7/365 due to the nature of the facility. Bryan estimated a replacement air handler located on the roof that could be installed while the existing unit was operational. This would save cost and provide minimal disruption to the jail's operations.



Scott Vernon

Senior Scheduler

EDUCATION

Oregon State University

Bachelor of Science – Construction Engineering Management

SOFTWARE

Primavera Contract Manager Certified Trainer (Oracle / Primavera Systems)

Primavera P6 Course 101 & 102 Advanced User (Oracle / Primavera Systems)

Scott has over 40 years' experience in all phases of Construction Project Management, including 20 years as a Project Controls/Scheduling specialist. He has performed in a wide variety of construction projects including Clean Room Environments, Pharmaceutical Manufacturing, Medical Facilities, Wastewater Conveyance and Treatment Systems, Commercial Construction, Educational Facilities, Communication System Upgrades, Industrial Manufacturing, Scientific Research Facilities and laboratories, and Mass Transit. Scott has demonstrated the ability to coordinate and interface with senior management as well as project stakeholders using strong written, verbal and presentation skills for effective internal and external communication.

Relevant Experience

Skills Center and Student Housing Center—Columbia Gorge Community College, THE DALLES, OR

Scott is serving as Lead Scheduler for two Columbia Gorge Community College projects. The two new buildings on their campus include a new Skills Center equipped with manufacturing and training technology, and also a new two-story student housing building. PlanB is working as the Project Manager for the College, guiding the College through all stages of construction and coordinating everything from the pre-design stage to construction close out for the two concurrently running projects.

Brown and Caldwell/KC WTD Coal Creek-Phases I, II, & III, BELLEVUE, WA

Scott has been involved with all phases of this project, and is leading the PlanB team to provide earned value management, scheduling, and cost management and to manage client expectations on this piping upgrade. The piping upgrade runs through an existing watershed and empties into the Duwamish River providing limited windows for construction to occur. The project is currently in the final Design stage, and Construction is scheduled to be completed in the summer of 2026.

Leading Company in Silicon Innovation, HILLSBORO, OR

Scott was the Schedule Integration Manager and managed the coordination of owner's milestone schedules with project construction schedules to ensure that project goals were met. Relevant Projects included the D1X Program where Scott monitored schedules on 6 different projects at Ronler Acres that ultimately provided an additional 480,000 SF of Clean Room space as well as a new Administrative Building, two new parking garages, a Manufacturing Support Building, and a Central Utilities Building.

Brown and Caldwell/KC WTD South Plant Biogas Project Phase II & III, RENTON, WA

Our client requires a robust and detailed schedule to track all phases of the design and construction process on this \$300M upgrade to the South Plant Treatment Facility in Renton, Washington. Scott is providing this service, as well as providing innovative reporting procedures that quickly and concisely update the client on the monthly status of the Project, which is scheduled for completion in February 2023.

King County Wastewater Treatment Division/Alki CSO Treatment Plant, SEATTLE, WA

Our client needs a detailed schedule for the Design and Construction phase on this project which updates an existing Treatment Plant and Pump Station and also adds a standby Emergency Generator to provide pumping services during outage periods. Scott is providing master scheduling services for the project and also providing integration services to coordinate the project schedule with King County's existing engineering schedule.



Mark Galusha

Project Engineer, Special Inspections

Mark has been in the special inspection industry for more than 30 years with more than 10 years' experience in project management, construction inspection, special inspections, and client management. He has a multitude of skills directly transferable to other arenas and desires an opportunity to showcase and share those assets on his projects with owners looking to tap into the experience and wisdom only a seasoned people person can provide. He highly values his past experiences and looks to incorporate them into a team pursuing "value" in their intellectual investments.

EDUCATION

Bachelor's in Civil Engineering,
University of Washington, Seattle, WA

AFFILIATIONS

Professional Engineer – Civil,
Washington

Professional Engineer – Civil, Oregon

Relevant Experience

Port of Portland TCORE Project Staff Augmentation, PORTLAND, OR

- Reviewed incoming Special Inspection reports from Mayes/Terracon and PSI for accuracy, relevance, and completeness.
- Monitored Special Inspection Non-conformance tracking and reconciliations.
- Monitored PROCORE Observations for outstanding issues regarding engineering, architectural, Special Inspection, and associated reconciliations.
- Monitored TeamUp application for field opportunities to verify Port, Special Inspections, and contractor Quality Control personnel present and responding appropriately.
- Continual updating of City of Portland permits and descriptions listing including associated deferred submittals.
- Attended regular QA/QC meetings to understand current and outstanding quality issues.
- Filled in for Port of Portland inspectors during furloughs and vacations.
- Plans review thru PROCORE for structural elements coming on-line.



Eric Carlson

Senior Commissioning Specialist

Eric is a highly skilled electrician and mechanic will provide on-the-ground commissioning services utilizing his experience in operations and facilities maintenance and management, and advanced knowledge of the National Electrical Code. His expertise in electrical construction, inspections, commissioning, troubleshooting, repairs, and maintenance allows him to effectively transition between different products, functional areas, and industries. Leveraging his intuitive problem-solving skills and background, Eric can unravel problems, maintain equipment, identify issues, and advance team, project, and business goals.

EDUCATION

Portland Community College

U.S. Navy Training Center,
Great Lakes

AFFILIATIONS

Oregon Plant Journeyman Electrician,
License #5030PJ

Relevant Experience

Integrated Operations Center, Confidential Client, PORTLAND METRO AREA, OR
World Headquarters Expansion, Clothing Retailer, BEAVERTON, OR
Clackamas Community College Bond Program, OREGON CITY AND MILWAUKIE, OR
Oregon Humane Society, New Road Ahead Project,
PORTLAND, OR

Other Experience

- Machining Centers (20-40 feet in size) Relocation, Portland, Oregon
- Building Decommissioning and Property Sale (11 acres), Portland, Oregon
- PGE Transformer Replacements (115kva substation), Portland, Oregon
- Selzer Pumps Site-Wide Safety Program, Portland, Oregon
- Lighting and Air Handling Maintenance, 25 Buildings, Ronler Acres, Hillsboro, Oregon



Rebekah Disbrow

Project Coordinator

EDUCATION

Master of Arts, TESOL, Portland State University (4.0 GPA)
Bachelor of Arts (cum laude), Creative Writing and Literature, Pacific University
Fundamentals of Technical Writing course, Portland Community College

SOFTWARE

Microsoft Office, including Excel, Word, PowerPoint, Outlook and Vision

As a consultant at PlanB, Rebekah has been involved with a wide range of projects. She helps with project coordination, leads PlanB's sustainability and community service outreach work, and edits PlanB's internal newsletter. Her strengths and experience revolve around research, writing, and editing, and she has created and presented an internal Technical Writing Presentation to PlanB employees, using her skills from over eleven years of university teaching to organize, present, and share information. Rebekah has also taken responsibility for much of PlanB's recent business development by organizing the writing of proposals and helping to create and build new business relationships.

Relevant Experience

City of Gresham Wastewater Treatment Plant, Asset Management Consulting and Implementation, GRESHAM, OR

The City of Gresham Wastewater Treatment Plant (WWTP) has been increasing their asset management focus for the past fifteen years, but found themselves with a new Operations contractor and a new Computer Maintenance Management System (CMMS). PlanB was hired to help with the strategic asset management planning and implementation for the WWTP. Rebekah has helped with Asset Management implementation by organizing monthly meetings where information is gathered and she has helped with documentation and writing of a Strategic Asset Management Plan, Asset Management Standards, and process workflows for the WWTP. She is in charge of meeting agendas, minutes, and with the overall coordination of the project.

Oregon Department of Transportation, Facilities Efficiency Review, SALEM, OR

PlanB assisted the ODOT Facilities Management team in streamlining processes, efficiencies, energy management, infrastructure management and operation, and maintenance cost tracking, in order to increase efficiency within the Facilities Program. Rebekah supported the PlanB team with benchmarking research, contacting peer Departments of Transportation to learn more about how transportation Facilities departments are operated and how funding is allocated. She also helped with the final writing and editing of the detailed report that directed ODOT in strategic and master planning for their Facilities Branch.

King County Metro Transit Energy Projects, SEATTLE, WA

Rebekah helped with organization, planning, and creating PlanB's kick-off presentation for commissioning, energy analysis, and engineering analysis work with King County Metro Transit.

Bend-La Pine School District Bond Oversight, BEND, OR

PlanB began working with the Bend-La Pine School District in 2013 with a performance review of their Bond money. PlanB was hired again in 2016 to provide Bond oversight of a \$237 million dollar construction bond, to help show careful stewardship of the public funds. As part of the PlanB team, Rebekah provided research, writing, and editing support for this project, looking at Bond money and proactive reporting of usage of Bond funds for District construction projects and upgrades.