



**Howard S. Wright**  
a **Balfour Beatty** company

EXHIBIT A

1466 NW Irving Street, Suite 400  
Portland, OR 97209

October 13, 2016

Christine Moody  
OMF Bureau of Revenue and Financial Services – City of Portland  
1120 SW Fifth Ave., Suite 750  
Portland, OR 97204

RE: Pioneer Courthouse Square Renovation Project – Construction Services  
Guaranteed Maximum Price (GMP) Proposal

Dear Ms. Moody,

Enclosed find our GMP proposal for the Pioneer Courthouse Square Renovation Project. In development of GMP price, Howard S. Wright (HSW) have utilized the 100% Construction Document Plans dated September 8, 2016, 100% Construction Document Specifications dated September 8, 2016, SRG Addendum No. 1 dated September 16, 2016, SRG Addendum No. 2 dated September 22, 2016, Public Street Improvement Plans (undated) and General Conditions dated September 12, 2016. Our assumptions and clarifications related to this GMP are;

1. Above deck scope of work and schedule is based on two large phases. Minor work outside of the large temporary enclosures is anticipated.
2. Crack detailing of up to 1,500-lf of <math><1/4''</math> has been included at the waterproofing installation areas. Mitigating cracks greater than <math>1/4''</math>, concrete spalling and/or concrete repair over the 1,500-lf of <math><1/4''</math> through the allowance.
3. Engraving of 5,510 bricks has been included. The GMP includes sandblasting the names into the brick and not custom baked bricks. Sandblasting to take place after the bricks have been installed.
4. Alternate A-L1 (Remove & Replace remaining SW Yamhill Pavers) includes sandblasting an additional 510 names.
5. The estimate assumes names and the accuracy of the names will be provided by others.
6. Pricing for permit drawing comments/modifications from the City of Portland have not been included.
7. The ASTM C 902 type 1, application PS paver can only be manufactured to <math>1/4''</math> chippage at edges and <math>3/8''</math> chippage at corners for that manufacturer. Custom Brick Pavers have been excluded. The GMP is based on using standard bricks and pavers that will closely match the existing bricks and pavers.
8. Mallet spot testing (Spec 040220 – item 3.1.C) around the removed terra cotta tile has been included. Additional terra cotta removal due to the mallet spot testing has not been included and will be considered additional scope
9. Masonry patching, stabilization and/or replacement outside of the current work zone as indicated on L200 has not been included.
10. Repair of the existing terra cotta outside of the current work limits has not been included, per drawing L200.
11. Scope of work at the existing Lift (elevator) includes the following only; installation of one new platform and flooring, new cab walls, new lower hoist way door and lock, new hoist way wiring & switches and one new car gate.
12. Scope of work includes new tree grates at the five trees along SW Broadway only. Additional tree grates are not included.
13. A specification for the glass block infill was not provided, therefore an allowance has been carried in the GMP for furnishing and installation of the glass block infill.

14. Structural steel shall be shop primed only. Galvanization or coating is not included.
15. An Allowance of \$5,000 has been carried in the GMP for the CT-2 "cove" shape tile.
16. Fire Suppression scope of work was not included in the Contract Documents. The GMP includes a Fire Suppression design-build subcontractor to coordinate & relocate sprinkler heads as required and modify fire suppression systems at the Mechanical Room.
17. Note No. 1 on sheet L100 calls out for tree protection at all trees not being removed. HSW has carried a budget for tree protection at three locations only.
18. HSW anticipates using SRG's conference rooms for weekly OAC meetings. A conference room construction trailer has not been included.
19. The GMP includes cleaning the Starbuck's trough granite prior to reinstallation.
20. HSW will be utilizing onsite power and water and has not carried cost for consumption. Construction related utilizing consumption including water to be paid by others.
21. HSW has included a 5-year manufacturer's warranty of the Joint Sealants only. 20-year warranty is not available (1.6.A.1).
22. Toilet Compartments with an indicator latch and the "out of order" message option are not available with the Zero Sightline Compartments. An allowance of \$5,000 has been carried in the GMP to add the indicator latch and "out of order" message.
23. The moveable planters located along SW Broadway must be removed by the Owner prior to the second phase starting.
24. "Flood" testing on the site will be nearly impossible give the slopes and elevation changes. HSW is anticipating a combination of "pond" testing, sprinkler testing and vector map testing. HSW will provide a testing plan for approval.
25. Scope of work at the existing theatre includes removing the existing seats and carpet only. An allowance is being carried for additional work at the theater.
26. Scope of work is based on suitable sub-grade at the restroom and new mechanical room footings as noted in contract documents.
27. GMP is based on not salvaging and/or saving existing bricks and/or pavers. The GMP is based on new pavers.
28. The GMP is based on Pioneer Waterproofing and Schonert Tile carrying \$5M per Occurrence Excess Liability Insurance Coverage. All other subcontractor insurance increases and/or premiums are not included.
29. P&L insurance will be carried by HSW and Viking Fire Protection only.
30. Traffic control cost and lane closure cost is based on a one time set-up, one time removal and daily maintenance. Daily set-up and take down of the traffic and control measures is not anticipated. GMP includes take down of lane closure and traffic control on Broadway and reinstallation of lane closure/traffic control to allow for 2017 Rose Parade.
31. Hazardous materials removal, abatement and schedule impacts have been addressed in the Risk Matrix.
32. Fireproofing the new structural is not shown in the Contract Documents but may be required. An allowance of \$10,000 has been carried in the GMP to fire proof new structural steel.
33. Removal and schedule impacts due to contaminated soils has been addressed in the Risk Matrix.
34. Prevailing wage rates are based on the original RFP date (January 8, 2016).

As discussed the General Conditions allowable reimbursement include the following;

#### **Project Management**

Opportunity Partner - Project Manager (for project specific time only)  
 Opportunity Partner - Project Engineer (for project specific time only)  
 Project Executive (for project specific time only)  
 Project Manager  
 Project Engineer

Project Administrator (for project specific time only)  
Scheduler (for project specific time only)  
MEP Coordinator (for project specific time only)  
BIM Coordinator (for project specific time only)  
Safety Coordinator (for project specific time only)

### **Field Supervision**

Superintendent

### **Miscellaneous General Conditions**

Superintendent Truck Rental (Includes Fuel & Maintenance)  
Site Security Service (construction area only)  
Parking  
PM Auto Allowance

Tree Protection (furnish, install, maintain & remove)  
Dumpsters (Includes Hauling & Fees)  
Temporary Toilets For Construction Personnel Only

HSW and Portland Parks have developed a register of allowances, which are included in the base GMP amount.

1. An Allowance of \$50,000 has been carried for miscellaneous unforeseen concrete repairs required under the existing waterproofing and overburden. The allowance will also be used to mitigate cracks over ¼" in width within the waterproof installation area.
2. An allowance of \$25,000 has been carried in the GMP for hazardous materials.
3. An Allowance of \$40,000 has been carried for the glass block installation at the skylight infill. A Specification is needed for final pricing and reconciliation of the allowance.
4. An Allowance of \$5,000 has been carried to furnish and install new signage inside the building. New signage was not identified in the Contract Documents.
5. An allowance of \$5,000 has been carried to replace water damaged ceiling tile within the building.
6. Toilet Compartments with an indicator latch and the "out of order" message option are not available with the Zero Sightline Compartments. An allowance of \$5,000 has been carried in the GMP to add the indicator latch and "out of order" message.
7. An Allowance of \$5,000 has been carried in the GMP for the CT-2 "cove" shape tile.
8. An allowance of \$10,000 has been carried in the GMP to fire proof new structural steel.
9. An allowance of \$15,000 has been carried for the following scope of work to accommodate Travel Portland relocating into the existing Theater;
  - a. New carpet with padding.
  - b. New rubber wall base.
  - c. (8) Power / Data drops.
  - d. (4) Data drops only for Travel Portland Phones.
  - e. Relocate (1) brochure rack.
  - f. Set-up (8) tables, chairs and brochure racks.

Additionally, the following items are excluded from the GMP;

1. Furniture, Fixtures and Equipment (FF&E).
2. Cleaning & coating of existing TriMet hatch at SW Yamhill.
3. Refurbishing, repair and/or replacement of TriMet vault fan.
4. All mechanical work noted as "By Others" on plan sheets M0001, MD101, M100 and M101.

5. Secondary door / access to Tri-Met Ticketing office.
6. LEED tracking and/or submission.
7. Custom baked bricks with names.
8. Tuck-pointing, repointing, joint pointing and/or joint repairs.
9. Section 040220 item 3.5 – Masonry Patching.
10. Section 040220 item 3.6 – Masonry Stabilization.
11. Sheet S102 Keynote 2 – Repair mortar joints in brick veneer. Where brick veneer has been removed.
12. Custom Brick Pavers.
13. Galvanized structural steel.
14. Replacement of the Fire Service DCDA.
15. Twenty-year warranty of Joint Sealants.
16. Painting of new and/or existing fire suppression piping.
17. Pruning of existing trees.
18. Furnishing and installation of seven (7) electrical junction boxes for planters along Broadway (OFOD).
19. Erosion Control Plan.
20. Power and water consumption.
21. New granite at the Starbuck's water trough.
22. New bollards.
23. Brick repairs outside of the project limits indicated on L200.
24. Construction Excise Tax.
25. Sales Tax due to Measure 97.
26. Architect & Engineer costs accept as required by the Contract Documents.
27. Furnishing and installation of macerator (including plumbing, electrical and/or structural work).
28. Third party testing and/or inspection (except waterproofing QA/QC).
29. Crack and/or settlement Builders Risk Insurance.

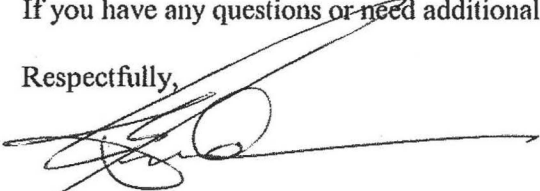
Lastly, HSW and Portland Parks have developed the following Risk Responsibility Matrix;

1. Key CM/GC or subcontractor equipment breakdown and/or rental equipment not available. 100% CM/GC.
2. Scheduling, sequencing and managing any schedule pinch points with schedule resolution not caused by the City, i.e. permit delays, NTP delays, tenant caused delays or as noted in the General Conditions 100% CM/GC.
3. All traffic control issues including pedestrian, bicycle, vehicle and TriMet transit, including coordination and lane closure as noted in the General Conditions. 100% CM/GC.
4. Waterproofing product, application, certification and warranty. 100% CM/GC.
5. Timely submittals, procurement and installation of long lead time materials/fabrication necessary to maintain baseline project schedule, to include but not limited to expedited shipping, resequencing work, overtime work etc. 100% CM/GC.
6. Incremental cost above base bid work for environmental soil contamination, UST or other site contamination to include but not limited to sampling, excavation, handling, capping or disposal as may be required by DEQ. 100% Owner.
7. Incremental cost beyond that set forth in the General Conditions to resolve unknown active 'rogue' electrical, water, gas, sewer or stormlines not shown on drawings or located in the field that result in additional work. 100% Owner.
8. Payment of prevailing wage rates for CM/GC and subcontractors to include but not limited to regular and overtime work over 40hrs/week needed to meet Baseline Construction Schedule and all other compliance/reporting requirements. 100% CM/GC.
9. Incremental cost of resolving unsuitable geotechnical conditions necessary to complete the work, not shown on drawings or found in Geotechnical Reports that result in additional work required by engineer. 100% Owner.

10. Incremental cost above base bid work to resolve unforeseen rocks or boulders with a nominal size of 3ft or greater more than 1 truck load, that require additional work to remove, break apart, handle, stockpile or disposal costs. 100% Owner.
11. Additional permit requirements or changes in permit requirements beyond the 70% CD GMP Drawing & Technical Specifications that result in additional work. 100% Owner.
12. Public outreach, management of press to include but not limited to public notices and response to public inquiries. Public records requests and interactions with news media that require Contractor participation at the request of the Owner. 100% Owner.
13. Incremental cost above base bid work to resolve unknown cultural, historic or other artifacts discovered at the site that result in additional work or schedule delays. 100% Owner.

If you have any questions or need additional information, please do not hesitate to call.

Respectfully,



Troy Dickson  
Senior Vice President

cc: Lauren McGuire – Portland Parks & Recreation  
Robin Johnson Craig – Portland Parks & Recreation  
Aaron Braun – Howard S. Wright  
Carter MacNichol – Shiels / Obletz / Johnson  
Tom Fuller – Shiels / Obletz / Johnson



Project: Pioneer Courthouse Square Renovation  
Location: Portland, OR  
Owner: Portland Parks & Recreation  
Architect: SRG Partnership

Estimate No.: 3.0  
Date: 7-Oct-16  
Estimator: Braun

Code	Description	Total	Previous	Variance	Comments
<b>A</b>	<b>Construction</b>				
A1	Waterproofing				
A1A	Demolition	\$ 347,385	\$ 338,250	\$ 9,135	
A1B	Substrate Prep/Waterproofing	\$ 634,573	\$ 551,590	\$ 82,983	Includes Third Party QA/QC.
A1C1	New Pavers - Brick	\$ 1,295,331	\$ 1,195,470	\$ 99,861	Includes \$50K Allow.
A1C2	New Pavers - Fountain Granite	\$ 306,075	\$ 286,500	\$ 19,575	
A1E	Terra Cotta (Associated w/ WP)	\$ 326,170	\$ 368,530	\$ (42,360)	
A1F	Skylight Infill	\$ 148,913	\$ 119,579	\$ 29,334	
	Subtotal - Waterproofing	\$ 3,058,447	\$ 2,859,919	\$ 198,528	
A2	HVAC Replacement	\$ 580,628	\$ 593,404	\$ (12,776)	
A3	Structural Beam Repairs	\$ 31,357	\$ 36,250	\$ (4,893)	
A4	Lift Upgrades	\$ 46,000	\$ 46,000	\$ -	
A5	Miscellaneous Scope	\$ 6,187	\$ 9,851	\$ (3,664)	
	Subtotal - Construction	\$ 3,722,619	\$ 3,545,424	\$ 177,195	
<b>E</b>	<b>Electrical</b>	\$ 119,579	\$ 25,000	\$ 94,579	
<b>H</b>	<b>Site Improvements/Furnishings</b>				
H1	Stoa Columns	\$ 24,405	\$ 47,000	\$ (22,595)	
H2	Plaza Drain Work	\$ 47,950	\$ 43,050	\$ 4,900	
H3	Broadway Turnout	\$ 241,658	\$ 202,056	\$ 39,602	Additional Footings.
	Subtotal - Site Improvements/Furnishings	\$ 314,013	\$ 292,106	\$ 21,907	
<b>J</b>	<b>Planting</b>	\$ 59,075	\$ 56,000	\$ 3,075	
<b>K</b>	<b>Restrooms</b>	\$ 567,880	\$ 470,753	\$ 97,127	
	Subtotal	\$ 4,783,166	\$ 4,389,283	\$ 393,883	
	Div 01 Site Requirements	\$ 827,321	\$ 969,564	\$ (142,243)	
	General Conditions	\$ 621,411	\$ 526,984	\$ 94,427	
	Estimating Contingency 0.00%	\$ -	\$ 294,292	\$ (294,292)	
	Const. Contingency	\$ 325,000	\$ 294,292	\$ 30,708	
	CM/GC Fee 5.61%	\$ 367,842	\$ 363,215	\$ 4,627	
	Escalation 0.00%	\$ -	\$ 170,941	\$ (170,941)	
	<b>Base Bid Total</b>	\$ 6,924,740	\$ 7,008,571	\$ (83,832)	
	<b>Alternates</b>	\$ 665,540			
	<b>GRAND TOTAL</b>	\$ 7,590,280			

**Alternates (Include Fee)**

A-A1	Demolish and replace remaining Stoa Cladding at the pedestrian level. *This item will require a schedule extension of 27 working days.	\$ 374,287
A-A2	Replace wall tile with Lapitec SS.	\$ 44,078
A-A3	Remove and install existing metal ceiling panel system.	\$ 80,158
A-A4	Delete cleaning of existing terra cotta.	\$ (25,774)
A-L1	Demolish and replace remaining Brick Paving at SW Yamhill Street. Scope of work includes (510) additional named pavers. *This item will require a schedule extension of 17 working days.	\$ 194,058
A-E1	Replace Fixtures at Starbucks Exterior and Trellis w/ LED Fixtures.	\$ 5,175
A-E2	Retrofit Steplights w/ LED Lamps/Drivers.	\$ 10,772
A-E3	Replace Quartz Floodlights w/ LED Floodlights.	\$ 31,366
A-D1	Delete lift refurbishment.	\$ (48,581)
	*If both Alternates A-A1 & A-L1 are accepted, the total cost can be reduced by \$10,200 for supervision.	\$ 665,540

**Basis of Estimate**

- 100% Construction Document Plans - dated September 8, 2016
- Addendum #1 Construction Document Plans - dated September 16, 2016.
- Addendum #2 Construction Document Plans - dated September 22, 2016.
- Public Street Improvement Plans - undated
- 100% Construction Document Specifications - dated September 8, 2016
- Addendum #1 Specifications dated - Dated September 16, 2016.
- General Conditions dated September 12, 2016.

**Specific Exclusions & Clarifications**

See Attached.



**Howard S. Wright**  
a Balfour Beatty company

Project: **Pioneer Courthouse Square Renovation**  
 Location: Portland, OR  
 Owner: Portland Parks & Recreation  
 Architect: SRG Partnership

Estimate No.: 3.0  
 Date: 7-Oct-16  
 Estimator: Braun

Division	Description	Total	Previous	Variance
Division 1	Site Requirements	\$ 827,321	\$ 969,564	\$ (142,243)
Division 2	Existing Conditions	\$ 435,560	\$ 388,357	\$ 47,203
Division 3	Concrete	\$ 239,080	\$ 129,000	\$ 110,080
Division 4	Masonry	\$ 656,650	\$ 702,030	\$ (45,380)
Division 5	Metals	\$ 112,482	\$ 103,252	\$ 9,230
Division 6	Wood & Plastics	\$ 36,240	\$ 12,420	\$ 23,820
Division 7	Thermal & Moisture Protection	\$ 595,793	\$ 574,030	\$ 21,763
Division 8	Doors & Windows	\$ 22,037	\$ 11,213	\$ 10,824
Division 9	Finishes	\$ 197,501	\$ 119,805	\$ 77,696
Division 10	Specialties	\$ 35,496	\$ 35,938	\$ (442)
Division 14	Conveying Systems	\$ 46,000	\$ 46,000	\$ -
Division 21	Fire Suppression	\$ 13,743	\$ 14,560	\$ (818)
Division 22	Plumbing	\$ 201,794	\$ 207,381	\$ (5,587)
Division 23	HVAC	\$ 603,343	\$ 624,367	\$ (21,024)
Division 26	Electrical	\$ 198,579	\$ 144,250	\$ 54,329
Division 32	Exterior Improvements	\$ 1,388,868	\$ 1,276,680	\$ 112,188
	Subtotal	\$ 5,610,487	\$ 4,389,283	\$ 1,221,204
	General Conditions	\$ 621,411	\$ 526,984	\$ 94,427
	Estimating Contingency 0.00%	\$ -	\$ 294,292	\$ (294,292)
	Const. Contingency	\$ 325,000	\$ 294,292	\$ 30,708
	CM/GC Fee 5.61%	\$ 367,842	\$ 363,215	\$ 4,627
	Escalation 0.00%	\$ -	\$ 170,941	\$ (170,941)
	<b>Total</b>	<b>\$ 6,924,740</b>	<b>\$ 6,039,007</b>	<b>\$ 885,733</b>



Project: **Pioneer Courthouse Square Renovation**  
Location: Portland, OR  
Owner: Portland Parks & Recreation  
Architect: SRG Partnership

Estimate No.: 3.0  
Date: 7-Oct-16  
Estimator: Braun

Code	Resp.	Description	Quantity	Unit Price	Price	Comments
<b>DIVISION 2 - EXISTING CONDITIONS</b>						
A1A	HSW	Paver & Waterproofing Demolition	1	ls	\$347,385.00	\$347,385 PAS
A1A	HSW	Remove Granite Cladding at Fountain	1	ls	Included	Included PAS
A1A	HSW	Remove Terra Cotta Bases at South Side	1	ls	Included	Included PAS
A1A	HSW	Brick Steps/Walls & Waterproofing Demo	1	ls	Included	Included PAS
A1F	HSW	Demo Existing Skylights	1	sf	\$12,000.00	\$12,000 PAS
H3	FC	Misc Finishes Demo at Mechanical Room	1	ls	\$9,200.00	\$9,200 Falsion - PAS
H3	FC	Abatement Allowance	1	allow	\$25,000.00	\$25,000 Allowance
H3	FC	SOG Demo / Footing Excavate at Mech Room	1	ls	Included	Included PAS
K	FC	Demo Existing Restrooms & Adjacent Spaces	1	ls	\$41,975.00	\$41,975 Falsion - PAS
K	FC	SOG Demo at Restrooms & Adjacent Spaces	1	ls	Included	Included PAS
<b>Subtotal</b>					<b>\$435,560</b>	
<b>DIVISION 3 - CONCRETE</b>						
A1B	HSW	Revise Grading to Alleviate Ponding	1	ls	\$8,780.00	\$8,780 L300
A1B	HSW	Miscellaneous Concrete Repairs under waterpro.	1	allow	\$50,000.00	\$50,000 Allowance
A1F	HSW	SOMD at Skylight Infills	1	ls	\$37,515.30	\$37,515 Falsion
A3	FC	Epoxy Repair Adhesive	1	ls	\$28,750.00	\$28,750 Pioneer
H2	HSW	Trench Drain Infill	1	ls	\$3,000.00	\$3,000 HSW
H3	FC	Broadway Turnout				
H3	FC	Footings & SOG	1	ls	\$94,300.00	\$94,300 Falsion
H3	FC	Fine Grade	1	ls	\$1,625.00	\$1,625
H3	FC	Grout/Concrete Infill at Beam Tops	1	ls	Included	\$0 Falsion
K	FC	Restrooms				
K	FC	Fine Grade	1	ls	\$850.00	\$850
K	FC	SOG Patch Back	1	ls	\$14,260.00	\$14,260 Falsion
<b>Subtotal</b>					<b>\$239,080</b>	
<b>DIVISION 4 - MASONRY</b>						
A1C2	HSW	New Granite Cladding at Fountain	1	ls	\$251,965.00	\$251,965 Pioneer
A1E	HSW	Furnish & Install new Terra Cotta	1	ls	\$326,170.00	\$326,170 Pioneer
A1E	HSW	New Terra Cotta at Mechanical Stack	1	ls	Included	\$0 Pioneer
A1C2	HSW	Remove/Reinstall Granite at Starbucks Wall	1	ls	\$24,405.00	\$54,110 Pioneer
H1	HSW	Clean Existing Terra Cotta Tile	1	ls	\$24,405.00	\$24,405 Pioneer
H1	HSW	Full Height Columns	1	ls	Included	\$0 Pioneer
H1	HSW	Short Columns	1	ls	Included	\$0 Pioneer
H1	HSW	"Fallen" Column	1	ls	Included	\$0 Pioneer
<b>Subtotal</b>					<b>\$656,650</b>	
<b>DIVISION 5 - METALS</b>						
A1C1	FC	Miscellaneous Metals	1	ls	\$19,837.50	\$19,838 Falsion - Royal Oak
A1C1	HSW	Remove, store & reinstall pergala base covers	1	ls	\$4,500.00	\$4,500
A1F	FC	Ledger Angles at Skylight Infills	1	ls	Included	\$0 Falsion - Royal Oak
A1F	FC	Metal Decking at Skylight Infills	1	ls	\$14,352.00	\$14,352 Falsion - Royal Oak
A3	FC	Header Reinforcement at Maintenance Door	1	ls	\$2,607.05	\$2,607 Falsion - Royal Oak
H3	FC	Fireproof New Structural Steel	1	Allow	\$10,000.00	\$10,000 Allowance
H3	FC	New Steel Framing at Broadway Turnout	1	ls	\$61,184.60	\$61,185 Falsion - Royal Oak
<b>Subtotal</b>					<b>\$112,482</b>	
<b>DIVISION 6 - WOOD &amp; PLASTICS</b>						
A1F	FC	Trim at Existing Wood Ceiling	1	ls	\$2,700.20	\$2,700 Falsion - JS Perrott
K	FC	Bathroom Vanities - Composite	1	ls	\$33,539.75	\$33,540 Falsion - JS Perrott
<b>Subtotal</b>					<b>\$36,240</b>	





Project: **Pioneer Courthouse Square Renovation**  
 Location: **Portland, OR**  
 Owner: **Portland Parks & Recreation**  
 Architect: **SRG Partnership**

Estimate No.: **3.0**  
 Date: **7-Oct-16**  
 Estimator: **Braun**

Code	Resp.	Description	Quantity	Unit Price	Price	Comments
<b>DIVISION 7 - THERMAL &amp; MOISTURE PROTECTION</b>						
Water Membrane						
A1B	HSW	Preconstruction Cost	1	Is	\$3,000.00	\$3,000 Pioneer
A1B	HSW	Surface Prep	1	Is	\$20,345.00	\$20,345 Pioneer
A1B	HSW	Waterproofing System	1	Is	\$450,773.00	\$450,773 Pioneer
A1B	HSW	Electronic Scan	1	Is	\$16,500.00	\$16,500 Pioneer
A1B	HSW	Third Party QA/QC Consultant	1	Is	\$30,000.00	\$30,000
A1B	HSW	WP @ Vehicle Turnout	1	Is	\$11,655.00	\$11,655 Pioneer
A1B	HSW	WP @ Planters	1	Is	\$12,200.00	\$12,200 Pioneer
A1B	HSW	20-yr Warranty	1	Is	\$18,400.00	\$18,400 Pioneer
A1B	HSW	Terminating with PMMA	1	Is	\$8,910.00	\$8,910 Pioneer
A1B	HSW	WP @ Tree Wells	1	Is	\$4,010.00	\$4,010 Pioneer
A1C1	HSW	Caulking	1	Is	\$20,000.00	\$20,000 Pioneer
<b>Subtotal</b>					<b>\$595,793</b>	
<b>DIVISION 8 - DOORS &amp; WINDOWS</b>						
K	FC	Doors, Frames & Hardware	1	Is	\$22,037.45	\$22,037 Falsion - JS Perrott
<b>Subtotal</b>					<b>\$22,037</b>	
<b>DIVISION 9 - FINISHES</b>						
Drywall						
A1F	FC	Skylight Infill Soffit Framing	1	Is	\$8,008.60	\$8,009 Falsion
K	FC	Standard Partitions & Ceilings	1	Is	\$67,099.05	\$67,099 Falsion
K	FC	Misc. Patch & Repair	1	Is	\$8,625.00	\$8,625 Falsion
Acoustical Ceiling						
A1F	FC	MP1 - SST Sheet Suspended Ceiling	1	Is	\$19,176.25	\$19,176 Falsion
A1F	FC	Replace water damaged ACT tiles	1	allow	\$5,000.00	\$5,000 Allowance
A1F	FC	MP2 - Beam Wraps	1	Is	\$7,601.50	\$7,602 Falsion
Flooring						
K	FC	Fluid Applied Flooring	1	Is	\$22,252.50	\$22,253 Falsion - QuestMark
K	FC	Allowance for CT-2 "cove" tile	1	allow	\$5,000.00	\$5,000 Allowance
K	FC	Ceramic Tile Walls & Base	1	Is	\$34,841.55	\$34,842 Falsion - Don Frank
Painting						
K	FC	Paint Gypboard Walls	1	Is	\$14,260.00	\$14,260 Falsion
K	FC	Trade Damage / Touch Up	1	Is	\$5,635.00	\$5,635 Falsion
<b>Subtotal</b>					<b>\$197,501</b>	
<b>DIVISION 10 - SPECIALTIES</b>						
K	FC	Toilet Partitions	1	Is	\$15,313.40	\$15,313 Falsion - BMS
K	FC	Allowance for Indicator Latches	1	allow	\$5,000.00	\$5,000 Allowance
K	FC	Backlog	1	Is	\$2,500.00	\$2,500
K	FC	Toilet Accessories	1	Is	\$3,172.85	\$3,173 Falsion - BMS
H2	HSW	Remove & Reinstall Flagpoles	1	Is	\$1,700.00	\$1,700
H2	HSW	Remove & Reinstall Misc Site Items	1	Is	\$1,200.00	\$1,200
K	FC	Allowance for new signage	1	allow	\$5,000.00	\$5,000 Allowance
K	FC	Corner Guards	1	Is	\$1,610.00	\$1,610
<b>Subtotal</b>					<b>\$35,496</b>	
<b>DIVISION 14 - CONVEYING SYSTEMS</b>						
A4	HSW	Lift Repairs	1	Is	\$46,000.00	\$46,000 Sturm Elevator
<b>Subtotal</b>					<b>\$46,000</b>	
<b>DIVISION 21 - FIRE SUPPRESSION</b>						
A1F	FC	Reconfigure Sprinklers at Skylight Infills	1	Is	\$2,558.75	\$2,559 Falsion - Viking Fire Protection
H3	FC	Reconfigure Sprinklers at Broadway Turnout	1	Is	\$8,625.00	\$8,625 Falsion - Viking Fire Protection
K	FC	Reconfigure Sprinklers at All-User Restroom	1	Is	\$2,558.75	\$2,559 Falsion - Viking Fire Protection
<b>Subtotal</b>					<b>\$13,743</b>	



Project: **Pioneer Courthouse Square Renovation**  
 Location: Portland, OR  
 Owner: Portland Parks & Recreation  
 Architect: SRG Partnership

Estimate No.: 3.0  
 Date: 7-Oct-16  
 Estimator: Braun

Code	Resp.	Description	Quantity	Unit Price	Price	Comments
<b>DIVISION 22 - PLUMBING</b>						
Plaza						
H2	FC	Tie Trench Drain to Existing Piping	1	ls	\$5,750.00	\$5,750
All-User Restroom						
K	FC	Plumbing	1	ls	\$187,544.00	\$187,544 Falsion - GSM
H3	FC	Rework plumbing at Broadway Turnout	1	ls	\$8,500.00	\$8,500
K	FC	Macerator (removed from scope)	1	ls	\$0.00	\$0 excluded
<b>Subtotal</b>						<b>\$201,794</b>
<b>DIVISION 23 - HVAC</b>						
Mechanical Stack						
A5	HSW	Modify Existing Louvers	1	ls	\$6,187.00	\$6,187 Falsion - GSM
HVAC Replacement						
A2	FC	Demolition	1	ls	Included	\$0 Falsion - GSM
A2	FC	Refurbish AHUs & EFs	1	ls	Included	\$0 Falsion - GSM
A2	FC	New CUs/Coils/CT	1	ls	\$555,628.25	\$555,628 Falsion - GSM
A2	FC	Piping	1	ls	Included	\$0 Falsion - GSM
A2	FC	Controls	1	ls	Included	\$0 Falsion - GSM
Broadway Turnout						
H3	FC	Ductwork Remove/Reinstall	1	ls	\$10,722.60	\$10,723 Falsion - GSM
All-User Restroom						
K	FC	Cut & Cap Existing Services	1	ls	\$30,805.05	\$30,805 Falsion - GSM
K	FC	New Supply & Return Ductwork	1	ls	Included	\$0 Falsion - GSM
K	FC	Refurbish Existing Exhaust Fan	1	ls	Included	\$0 Falsion - GSM
<b>Subtotal</b>						<b>\$603,343</b>
<b>DIVISION 26 - ELECTRICAL</b>						
A2	FC	Mechanical Connections & Wiring	1	ls	\$25,000.00	\$25,000 Frahler
K	FC	All User Restrooms	1	ls	\$44,000.00	\$44,000 Frahler
E	FC	Allowance for Travel Portland Relocation	1	allow	\$15,000.00	\$15,000 Allowance
E	HSW	Electrical Systems	1	ls	\$104,579.00	\$104,579 Frahler
H3	HSW	Electrical Rework at Broadway Turnout	1	ls	\$10,000.00	\$10,000 Frahler
<b>Subtotal</b>						<b>\$198,579</b>
<b>DIVISION 32 - EXTERIOR IMPROVEMENTS</b>						
ROW						
H3	HSW	Paving at Broadway Turnout	1	ls	\$2,500.00	\$2,500 Kodiak Pacific
H3	FC	New City Curb	1	ls	with Falsion	\$0 Falsion - Self Perform
Plaza						
H2	HSW	24" Square Basin Grate	1	ls	\$4,000.00	\$4,000 C100 - Notes 1 & 8; 1/C200
H2	HSW	10.5" Stramp Trench Drain Grate	1	ls	\$5,800.00	\$5,800 C100 - Notes 2, 5, 9, & 10 / 2/C200
H2	HSW	10.5" Arched Trench Drain Grate	1	ls	\$12,500.00	\$12,500 C100 - Note 3; 3/C200
H2	HSW	Tactile Warning	1	ls	\$2,000.00	\$2,000 PBOB Drawings
H2	HSW	12" Square Basin Grate	1	ls	\$1,000.00	\$1,000 C100 - Notes 4 & 6; 4/C200
H2	HSW	Polycast Trench Drain	1	ls	\$1,000.00	\$1,000 C100 - Note 7; 5/C200
H2	HSW	Drain Mat	1	ls	\$3,000.00	\$3,000 C100 - Note 5; 6/C200
H2	HSW	Wall Plate	1	ls	\$2,000.00	\$2,000 C100 - Note 11; 7/C200
H2	HSW	Electrical MH Covers	1	ls	\$5,000.00	\$5,000 A/C100
Special Paving						
A1F	HSW	Skyllight Infills (Glass)	1	allow	\$40,000.00	\$40,000 Allowance
Brick Paving						
A1C1	HSW	Horizontal Areas	1	ls	Included	\$1,221,163 Schonert
A1C1	HSW	Expansion Joints	1	ls	\$29,830.00	\$29,830 Pioneer
A1C1	HSW	Engraving	1	ls	Included	\$0
Vertical Areas						
A1C1	HSW	Walls at NE Side of Starbucks	1	ls	Included	\$0
A1C1	HSW	Miscellaneous Steps	1	ls	Included	\$0
A1C1	HSW	Site Walls	1	ls	Included	\$0
A1C1	HSW	Seating Risers/Curbs	1	ls	Included	\$0



**Howard S. Wright**  
a Baller Beauty company

Project: **Pioneer Courthouse Square Renovation**  
 Location: Portland, OR  
 Owner: Portland Parks & Recreation  
 Architect: SRG Partnership

Estimate No.: 3.0  
 Date: 7-Oct-16  
 Estimator: Braun

Code	Resp.	Description	Quantity	Unit Price	Price	Comments
		Landscaping				
J	HSW	Remove & Replace Trees	1 ls	Included	\$57,325	Valley Growers
J	HSW	Remove, Care and Reinstall Crape Myrtle	1 ls	Included	Included	
J	HSW	Remove/Store/Reinstall Moveable Planters	1 ls	excluded	excluded	By Owner
J	HSW	Remove/Store/Reinstall Benches	1 ls	\$1,750.00	\$1,750	L100 - Note 13
		<b>Subtotal</b>			<b>\$1,388,868</b>	



**EXHIBIT B**  
**CONSTRUCTION MANAGER/GENERAL CONTRACTOR**  
**DISADVANTAGED, MINORITY, WOMEN AND EMERGING SMALL BUSINESS**  
**SUBCONTRACTOR AND SUPPLIER PLAN**

**I. Program Goal**

The objective of Howard S. Wright's Disadvantaged, Minority, Women and Emerging Small Business Subcontractor and Supplier Plan ("Plan") on the Pioneer Courthouse Square Renovation Project ("Project") is to maximize the utilization of State of Oregon certified disadvantaged, minority, women and emerging small business subcontractors, material suppliers and manufacturers (hereafter "DMWESB") to promote their economic growth and to increase competition on City of Portland (City) construction contracts. Howard S. Wright will identify subcontracting opportunities, materials and supplies needed for the Project and solicit the interest of DMWESBs for utilization on the Project. The goal is to accomplish this objective while ensuring that the Project meets schedule, budget, and quality requirements. Howard S. Wright and subcontractors at ALL tiers will commit to DMWESB participation of 39% which is \$2,028,704 of hard construction costs \$5,148,979.

The Guaranteed Maximum Price for this project is \$6,924,740, plus potential alternates totaling \$665,540 for a grand total of \$7,590,280. The GMP and alternates include overhead, fee, general conditions and contingency.

The procurement of DMWESBs for the Project will consist of an open, fair and competitive solicitation process, incorporating both Howard S. Wright and the City's commitment to the utilization of DMWESBs. Howard S. Wright will use the procurement methods outlined herein to bring about the utilization of DMWESBs.

The process, at a minimum, will include timely notification of solicitations; availability of and easy access to specifications and plans; identification of all DMWESB opportunities by divisions of work; facilitating DMWESB outreach; directing prospective bidders to DMWESBs; and evaluating bids and proposals received for compliance with the Plan's solicitation requirements.

**II. Criteria for Identifying and Packaging DMWESB Subcontracting Opportunities**

The following criteria will be used in creating solicitation packages for DMWESBs.

- Work normally subcontracted
- Risk compatible with critical path work
- Available DMWESBs
- Informal packages not greater than \$200,000
- Formal packages greater than \$200,000

Howard S. Wright, in collaboration with the City's Contract Compliance Specialist (CCS), will review all DMWESB solicitation packages against these criteria to ensure maximum opportunities are brought forward while mitigating risk, cost and schedule impacts. Howard S. Wright will prepare a DMWESB solicitation package for each scope of work identified for DMWESBs and submit to the CCS for review and approval. This information will be utilized for outreach coordination and solicitation purposes. All solicitations will at a minimum comply with the Plan requirements.

### **III. Business Requirements**

Howard S. Wright shall provide in all of its subcontracts that subcontractors and suppliers shall be bound by the terms and conditions of this Contract. This includes, but is not limited to, compliance with the Americans with Disabilities Act (ADA), City business license requirements, Equal Employment Opportunity (EEO) certification requirements, Equal Benefits compliance, and CCB licensing and bonding requirements.

### **IV. Identified Bidding Opportunities**

Howard S. Wright will identify all divisions of work that will be subcontracted for the project and submit this information to the CCS. Outreach will start during the pre-construction phase to provide advance notice to DMWESBs. Howard S. Wright will contact firms by email and/or fax notifying them of the anticipated work available on the Project. Information will be posted on the Howard S. Wright website to facilitate ascertaining the interest of DMWESBs in the work of the Project. The advance notice will also be sent to key trade and business organizations that promote utilization of minorities and women in public works projects. Outreach will continue during the life of the Project and will be tailored to specific opportunities made available in solicitation packages. Continued outreach will minimize the risk of overlooking DMWESBs with an interest in the Project.

### **V. Solicitation Methods**

Howard S. Wright will procure all subcontractors and suppliers for all divisions of work in the completion of the Project using the following methods:

1. Informal Solicitations, solicitation packages not greater than \$200,000
2. Formal Solicitations, solicitation packages greater than \$200,000
3. Formal Qualification and Price Based Method, solicitation packages greater than \$200,000

Howard S. Wright will mail a solicitation package to interested DMWESBs and/or make it available for pick-up. The solicitation packages will include all City contracting requirements as referenced in the project's Contract Documents. At least 14 calendar days prior to releasing a solicitation, the CCS will be provided with a copy of the solicitation package for review and

comment.

Howard S. Wright will make itself available to assist prospective DMWESB bidders in understanding solicitation requirements.

1. Informal Solicitation - where the Estimated Package Value (EPV) is less than \$200,000  
Project solicitation packages at this level will not be advertised; however, solicitation will target a minimum of five DMWESBs in each division of work indicating interest in bidding the package. If no bids are received, the solicitation package will be bid to the open market. Outreach letters will be sent to DMWESBs until a total of five have responded as having interest in bidding the package. Howard S. Wright will expand the outreach efforts to open market subcontractors and suppliers, if less than five DMWESBs have responded as having interest in bidding the package.

All documentation of advertisement and Good Faith Efforts (Form 1 &2) will be provided to the CCS.

2. Formal Open Solicitation - where the EPV is greater than \$200,000  
Project solicitation packages at this level will be solicited from open market subcontractors; however, outreach letters will be sent to DMWESB's in each division of work until a total of five have responded in having interest in bidding the package. Project solicitation packages will be advertised in the *Daily Journal of Commerce*, and a minimum of two minority publications (e.g., *El Hispanic News*, *The Skanner*, *The Portland Observer*, and *The Asian Reporter*). Additionally, solicitation packages will be provided to the following organizations:

- Oregon Association of Minority Entrepreneurs (OAME)
- National Association of Minority Contractors Oregon (NAMCO)
- National Utility Contractors Association (NUCA)
- Metropolitan Contractor Improvement Partnership Portland (MCIP)

3. Formal Qualification and Price Based Method - where the EPV is greater than \$200,000  
Where the work involved requires specialized knowledge, skill, experience and expertise a Request for Proposal (RFP) may be used. RFP's will be advertised in the *Daily Journal of Commerce*, and a minimum of two minority publications (e.g., *El Hispanic News*, *The Skanner*, *The Portland Observer*, and *The Asian Reporter*). Additionally, solicitation packages will be provided to the following organizations:

- Oregon Association of Minority Entrepreneurs (OAME)
- National Association of Minority Contractors Oregon (NAMCO)
- National Utility Contractors Association (NUCA)
- Metropolitan Contractor Improvement Partnership Portland (MCIP)

Howard S. Wright will maintain a full set of plans and specifications for solicitation packages for review at local plan centers, such as (but not limited to), *Daily Journal of*

Commerce, OAME Plan Center, MCIP and Ford Graphics.

RFP's must include criteria of a subcontractor's or supplier's diversity in contracting, such as:

- a. Describe your company's policy and practice of contracting with DMWESBs including the number of individual DMWESBs contracted, the dollar amount contracted and amount paid to DMWESBs over the past three years. List the name, nature of work, and dollar amount of each DMWESB for the cited projects.
- b. Describe objectives for increasing DMWESB subcontracting capacity in the work of the project, including an estimate of the dollar volume of DMWESB utilization you will aspire to achieve.
- c. Describe your company's hiring policy and practice for hiring, retaining and advancing minorities and women in your workforce.

Subcontractors bidding on any package, division of work and/or work element having an EPV greater than \$200,000, regardless of subcontracting tier, will be required to meet the Plan program requirements and including the submission of all required forms. Howard S. Wright will require all subcontractors, regardless of tier, either bidding or quoting work on the Project for a dollar amount greater than \$200,000 to engage DMWESB requirements toward utilizing DMWESBs on the work being bid or quoted. Howard S. Wright will deem bid proposals not meeting this requirement to be non-responsive.

#### **VI. Pre-Bid/Pre-Proposal Meetings**

Howard S. Wright will conduct pre-bid/pre-proposal meetings for all solicitation packages with an estimated value greater than \$200,000. The purpose of the meeting is to provide clarity to the Project requirements, view the jobsite, and to reiterate the importance of Howard S. Wright's commitment to and expectations for DMWESB utilization. Howard S. Wright will coordinate meetings with the CCS who must attend all pre-bid/pre-proposal meetings.

#### **VII. Outreach Components and Utilization Strategies**

1. Subcontracting Opportunities Forum  
During the construction services phase, Howard S. Wright will conduct outreach conferences apprising the construction industry and DMWESBs of the subcontracting procurement process and approach to DMWESB utilization. The conferences will include information on anticipated solicitation dates and divisions of work identified for DMWESB participation. Conference attendees will be informed of the resources that will be available to them during the bidding and construction phases. These events will provide a networking forum for prospective DMWESB subcontractors and major and/or specialty subcontractors.
2. Voluntary DMWESB Project Outreach Meeting  
During the construction phase, voluntary pre-bid meetings will be conducted on solicitation

packages where work has been identified for DMWESB participation to assure prospective bidders/subcontractors have an understanding of the solicitation requirements. At the meeting, bidders will receive information and instructions and will be offered assistance in conducting effective solicitation steps to obtain DMWESB participation. Howard S. Wright is required to notify the CCS prior to the meeting being scheduled.

3. Subcontractor Outreach

All Tier Subcontractors will conduct outreach as outlined above. All documentation of Good Faith Efforts (Form 1 & 2) will be provided to the Howard S. Wright and CCS.

### **VIII. Technical/Business Assistance**

Howard S. Wright will offer and provide the following technical assistance services to all DMWESBs awarded a contract on the Project regardless of subcontracting tier:

- a. Establishing a schedule of values for the work to be performed.
- b. Cash flow projections required for successful performance of the work.
- c. Progress payments consistent with the City's Accelerated Payment provisions (i.e. bi-monthly payments).
- d. Advance Payment provisions where appropriate to facilitate successful participation of first tier DMWESBs.
- e. Establishing projected measurable capacity building elements (e.g. additional equipment, expanded expertise, improved production efficiency, etc.) anticipated as a result of participating in the capacity building component of this Plan.
- f. Negotiate pricing and secure a single material supplier or group of suppliers for eligible participants on particular aspects of the Project to decrease or eliminate material pricing as a factor in the award of contracts to DMWESB firms.
- g. Look for opportunities to increase the utilization of small DMWESB firms on incidental project work such as flagging, trucking/hauling, landscaping, or cleanup, for work that could be competitively solicited. Howard S. Wright may establish unit price project packaging for trucking and flagging through which a pool of DMWESB's can profitably perform.

### **IX. Accelerated Payment**

All contracts are subject to the requirements of Section 195.50 and 195.51, Progress Payments, Retained Amounts, and Mid-Month Payments of the City of Portland's Standard Construction Specifications, which requires twice-monthly payment to primes and subcontractors at all tier levels. These provisions are mandatory on all contracts of the Project at any tier.



## **X. Pre/Post Contract Award Monitoring**

Howard S. Wright will comply fully with the provisions of this Plan in the solicitation and award of subcontracts during the life of the Project. Prior to each solicitation, After solicitation but prior to subcontract award, Howard S. Wright will submit all bid results, responses to RFP's, and other supporting documentation to the CCS for review compliance with established procurement procedures.

Howard S. Wright will establish and maintain contact with all participating DMWESBs, regardless of tier, to monitor and coordinate efforts to prevent problems from arising and/or solve those that have arisen, which are or may contribute toward unsuccessful performance by the affected DMWESB(s). Information regarding such matters will be submitted with the Monthly Subcontractor Payment and Utilization Reports (Form 3) under separate cover to the CCS.

## **XII. DMWESB Replacement Policy and Procedure**

While affording maximum opportunities for DMWESBs to participate on the Project, it is imperative that the overall Project production schedules be maintained. Any DMWESB on the Project deemed to warrant replacement must be terminated in accordance with the provisions as set forth in this Plan. The basis for termination will be one or more of the following with supportive documentation:

1. Inability of the company to perform the work as required
2. Refusal of the company to perform the work as required
3. Mutual agreement of Howard S. Wright and the company not to perform the work due to reasons beyond the control or influence of Howard S. Wright

The Howard S. Wright will not be permitted to substitute a DMWESB without the consent of CHIEF PROCUREMENT OFFICER. A DMWESB is considered substituted or replaced when any portion of the work identified on Form 1 of the DMWESB Requirements is performed with the resources of any firm other than the identified DMWESB. Resources include supplying the labor, supervision, material, equipment, technical and management expertise to perform the DMWESB's work.

If any subcontractor is added or replaced after the bid is submitted, the successful bidder shall make good faith efforts to contract with a DMWESB for the work to be performed by that subcontractor. Documentation of these efforts is required, and must be submitted to CCS.

## **XII. Documentation, Reporting and Program Evaluation**

During the life of the Project, Howard S. Wright will document information regarding the implementation of the Plan. Information to be documented and submitted to the CCS includes all aspects of the Plan including but not limited to:

- a. The creation of DMWESB solicitation packages

- b. DMWESB results
- c. Inquiries of DMWESB interests in bidding, bid amounts, and contract awards
- d. Subcontractor & Supplier payments (Form 3)
- e. Subcontractor replacement requests/decisions. (If replacement of a subcontractor is required, a form letter will be submitted in advance for approval.)
- f. Technical assistance requested/provided and/or referred
- g. Problems and successes experienced(mentorship)
- h. Capacity building results
- i. Monthly Electronic Spreadsheet of DMWESB Awards/Material & Major Expenditures and Supplier Purchases
- j. Presentations of Overall Project Progress to NAMCO and OAME is expected quarterly