

Phone Interview

KLOSH Group - Chris Mastrandrea

- Can you provide a detailed overview of your company's experience with municipal construction projects, specifically focusing on fire stations or similar emergency service facilities?

The Kloth Group boasts employees with experience in constructing fire departments, including one employee who has managed fire station construction projects totaling approximately \$20 million. Kloth's operations are predominantly focused on healthcare, constituting about 60% of their business, with the remainder spread across public and private construction sectors. Among their notable projects is the Tualatin Valley Fire and Rescue Station #62.

- How does your company approach communication and coordination with city officials and stakeholders during a construction project?

Kickoff meetings are crucial for their success, emphasizing the importance of transparency and trust. They prioritize community engagement in these meetings, highlighting its significance. Additionally, they advocate for the creation of a project charter, which serves as a roadmap for communication, outlines opportunities for interaction, and facilitates smooth transitions throughout the process.

- Could you share examples of innovative solutions your team has implemented in past construction projects to address specific challenges?

The Kloth Group highly values the integration of technology into their projects, with collaboration software and dashboards playing a crucial role in project management and team communication. The use of Smart Sheet, in particular, has been transformative, offering innovative solutions for each project. Furthermore, the Kloth Group prefers to hire local contractors whenever possible, recognizing their importance to the community. While it's not always feasible, they strive to involve the community in construction projects, highlighting the benefits of cost savings and local support.

- What has been your most challenging project to date, and how did you navigate the obstacles that arose?

The project at Tillamook Hospital was challenging due to its impact on the operational aspects of the hospital and the treatment of patients. Effective communication and a commitment to minimizing disruption were critical factors in navigating these challenges.

- How do you ensure that the communication flow is maintained among all parties involved in a project? Could you describe your typical communication plan?

Establishing a strong organizational process from the outset is crucial. Transparency is paramount, with a focus on eliminating uncertainties and maintaining constant communication. By addressing the unknowns, the public remains informed, even in cases of disagreement. Failing to share information compromises transparency and can jeopardize a project. Engaging in discussions with the public is vital, as there have been instances where the community has contributed valuable ideas.

- Miscellaneous

The Klosh Group operates locally, with the company owner residing in Seaside and another key employee based in Arch Cape. An additional important team member, located in Portland, frequents the area and has a travel time of approximately 1.5 hours.

The Klosh Group has been closely monitoring the Public Safety Building issue. When queried about how the city could improve its approach, they recommended the hiring of an owner's management group. They are also cognizant of the challenges posed by social media and emphasize the significance of their stance and performance in communication for a project of this nature.

Furthermore, they are informed about the community's tsunami inundation risk and express a desire to tackle this issue alongside the community.

Phone Reference Summary: KLOSH Group

Seaside Civic and Convention Center

Interviewee:

Russ Vandenberg, Former General Manager (Retired)

General Overview:

Russ Vandenberg spoke highly of KLOSH Group, particularly praising their ability to save money on the project and maintain cost controls. He appreciated that they adhered to their promises and project scope. He noted their exceptional representation skills, which provided comfort and assurance to all stakeholders involved in the project.

Issues Encountered:

There were a few challenges during the project. A notable issue involved receiving materials in the wrong color due to a contractor's error. KLOSH Group addressed this calmly and efficiently, resolving the problem and securing a credit for the property owner. Despite numerous minor issues, KLOSH Group consistently advocated effectively on behalf of the owner.

Above and Beyond:

KLOSH Group was proactive in handling public relations. They faced some negative feedback from the community, including difficult interactions with an individual. Throughout these challenges, they prioritized communication, ensuring questions were answered and information was disseminated effectively. Their performance at public events was commendable, aiding in communication regardless of public agreement.

Final Remarks:

Mr. Vandenberg believes hiring KLOSH Group was a worthwhile investment, emphasizing their excellent communication skills throughout the project.

Phone Reference Summary: KLOSH Group

Manzanita City Hall

Interviewee:

Leila Aman, Manzanita City Manager

General Overview:

Last Saturday, the City of Manzanita hosted a well-attended groundbreaking ceremony for their new project despite the rainy conditions. The community actively participated, due to the Klash Group's efforts to rally and unite local stakeholders.

The project had faced several initial challenges and delays, and the Klash Group was essential in overcoming these hurdles, effectively bringing the project to its current phase.

Leila noted significant cost savings attributed to the Klash Group's involvement. Their management resulted in financial savings that surpassed the fees charged for their services. By maintaining organizational efficiency, they enabled the project manager to focus on core tasks, thus enhancing the project's overall efficiency.

Klash Group also played a crucial role in the Construction Management/General Contractor (CMCG) process by handling all procurement activities. This support was particularly beneficial for Manzanita, given the city's limited staff resources, highlighting Klash Group's invaluable assistance in advancing the project.

Issues Encountered:

Leila noted that public engagement had been challenging. However, Klash Group proved to be highly effective, making the meetings successful. Additionally, the foundation design for the building presented difficulties, requiring considerable public education to clarify the issues involved. Klash Group excelled in managing these meetings and effectively communicated the details to the community and stakeholders.

Above and Beyond:

KLOSH Group actively managed public relations, skillfully addressing negative feedback and challenging interactions with community members. They prioritized open communication, effectively answering questions and disseminating information. Their performance at public events was commendable, facilitating effective communication irrespective of public consensus.

Final Remarks:

Leila has recently begun construction on their project and is very pleased with Klash Group's contributions so far. They have been instrumental in bringing the project to fruition. Their outreach is excellent.

Phone Reference Summary: KLOSH Group

Tillamook Adventist Health

Interviewee:

Justin DeGan Senior Project Manager - Office of Design & Construction | Adventist Health

General Overview:

Justin is managing multiple projects for Adventist Health, including a \$15 million project currently in the design phase. He is using KLOSH for various projects and has praised the consistent culture across their teams. Chris Mastrandra from KLOSH is collaborating with Justin on this project and has been performing exceptionally well. KLOSH is leading the program and schematic phases, demonstrating professionalism and efficiency. They have effectively controlled costs by holding the design teams accountable, which has been crucial given Adventist Health's fixed budget. This management has significantly saved time for the project team.

Issues Encountered:

Justin reports no significant issues to date and feels well-supported. KLOSH has excelled in keeping the team focused and streamlined, avoiding unnecessary complications. Their organizational skills are highly commendable.

Above and Beyond:

For this project, the KLOSH Group has expertly managed the hospital team, which had previously pursued several potential changes. Chris and his team collaborated closely with the ownership team to maintain focus and direction. This effort has been so effective that the hospital's owners now directly contact the KLOSH Group for information, a development with which Justin is very pleased.

Final Remarks:

Justin mentioned that KLOSH is performing so well that they are now involved in multiple ongoing projects. He expressed great satisfaction with their work, highlighting that their positive culture is consistently evident across all different projects.



CITY OF
GEARHART

REQUEST FOR PROPOSALS FOR OWNER'S REPRESENTATIVE SERVICES

SUBMITTED BY

Klosh Group

4854A SW Scholls Ferry Road
Portland, Oregon 97225
(971) 373-6487



KLOSH GROUP

I. INTRODUCTORY LETTER

Chad Sweet
City Administrator
City of Gearhart
chadsweet@cityofgearhart.com



KLOSH GROUP

Dear Mr. Sweet and Members of the Selection Committee,

Klosh Group is excited for the opportunity to assist the City of Gearhart with the predevelopment, design and construction management of the City Public Safety Building. As a 1986 graduate of Seaside High School, and current resident, I welcome the opportunity to continue working on North Oregon Coast projects. Our recently completed Seaside Convention Center is a clear example of our successful work. It's truly a highlight in my career, and our continued focus in the coastal region as part of our long-term goals.

We understand that the City of Gearhart faces the challenge of updating its public safety infrastructure to accommodate the growing population. To support tsunami related resilience efforts and citizen safety, the modernizations for these structures are imperative to the community. Our team is prepared to engage stakeholders through discussions and feedback as we have successfully done on many public projects.

As a team, we are passionate about leading community focused projects across the Pacific Northwest; seeing the impact of our work inspires us to do our best. The following are some of the key differentiators and value propositions that our team provides:

- » **Actively listen and take action on community input.** *Our team is skilled at taking stakeholders through a process that builds consensus and refines and prioritizes their goals to ensure the project moves forward successfully. Recently, we've had success with the City of Manzanita, organizing a series of town halls to re-engage the community on the new Manzanita City Hall project.*
- » **Managing expectations.** *As Owner's Representatives with vast project experience, we have unique insight into complex stakeholder groups and community involvement. We can help you budget and plan ahead for unforeseen circumstances. We also know the project isn't just about construction; we will guide you on what to expect throughout the process from potential pain points, to support negotiating easements and right-of-ways to completing AIA contracts.*
- » **Understanding the needs of a coastal community.** *As residents and builders on the North Oregon coast, we understand the needs of the local community, and we have first hand knowledge of how access to services is critical to supporting the community. The coast doesn't have the same ease of access to these amenities that urban cities take for granted. We understand the significance of supporting local businesses. While it may not always be possible, we have a thorough understanding of who can handle projects in our coastal area. We prioritize trust and will ensure you have access to local and diverse resources. Balancing equity with local support can be hard at the coast; we help navigate a fair and equitable project.*
- » **Oregon Coast construction experience.** *Water runs uphill at the coast! We understand the unique constraints of building at the coast. Weather and site conditions significantly influence the choice of construction types and materials. Moreover, we have a clear understanding of the implications of working on a coastal site. We are adept at managing the civil, structural, and earthwork contracts in this challenging environment. Sourcing equipment, fixtures, and furniture for a coastal project presents risks for the uninitiated. We will make sure that we have early procurement packages for hard to get items, and a phased approach to the work as the schedule is built out*

Klosh Group has experience working on projects of all sizes and construction types and with various funding mechanisms. We have **completed over \$2 billion of work** throughout our careers, including recent coastal experience. Individuals on our team have experience with each of the possible services, including, but not limited to, community engagement, end-user and move coordination, and construction administration. Our team members have the wisdom to tackle any challenge a project faces and navigate the technical, contractual, and budgetary issues ahead.

A commonality between all of our work is the need to be fiscally responsible. In our public work, we are answerable to the taxpayers; in community projects such as this, we impact the services provided. **We understand how to work collaboratively with the entire design and construction team to ensure the best value project.** At a time when construction costs are rising, and Public Agencies face rising costs, the more effective we are, the better for coastal communities.

As you will see from our proposal, we have extensive experience working with public clients, specifically improving safety and resiliency that impact our communities. Our team of seasoned builders and project managers are more than just consultants to our clients; we are hands-on partners who build teams and buildings.

We believe the following proposal demonstrates our ability to support your team. Klosh Group has the passion, the experience, and the enthusiasm to begin work immediately!

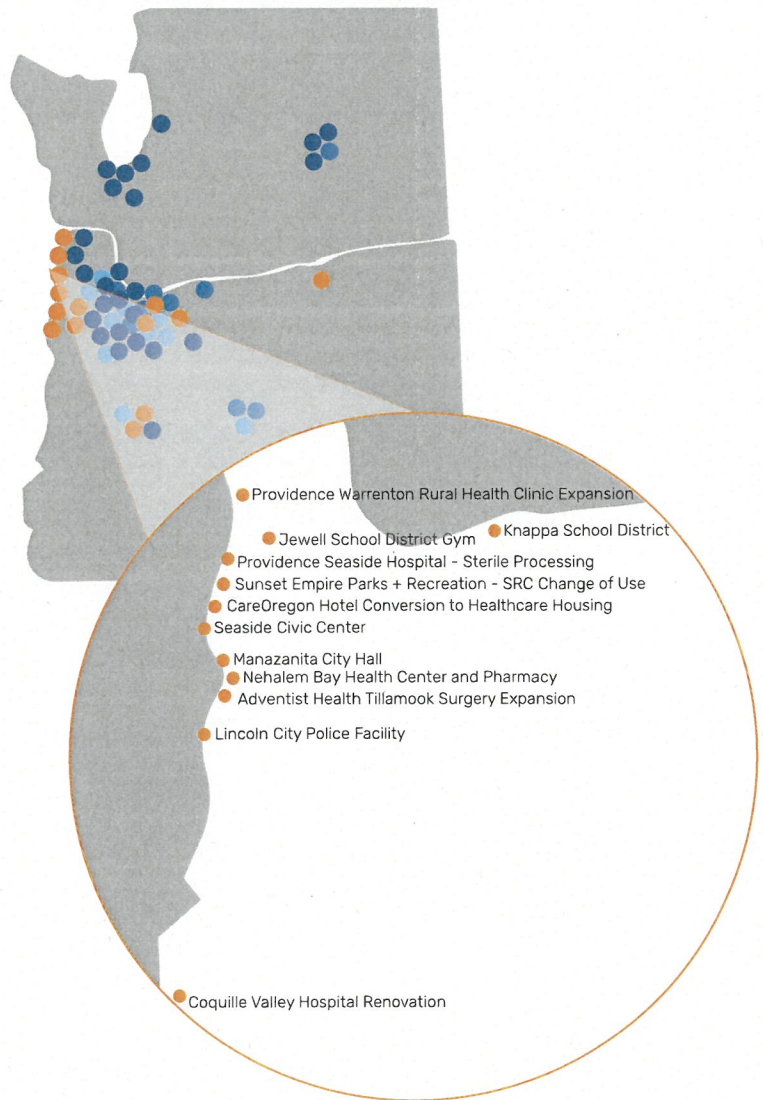
Sincerley,



Jeff Caldwell, President

Klosh Group, Inc.
503.679.0259 | jeff@kloshgroup.com

CURRENT AND RECENT COASTAL WORK



Clients turn to us repeatedly because we make working on complex construction projects a more enjoyable experience. We guide you and represent your best interests while creating a win-win for all.

Enjoy a better project experience working with Klosh Group.

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“Klosh Group led our City Hall design team through a successful community outreach process through meaningful and sometimes challenging discussions with candor and care. Klosh paid careful attention to the concerns of the citizens, helped lead the design team to provide analytical and factual based responses that allowed community members to feel heard and helped advance the discussion to achieve outcomes. The result allowed the City to regain the trust of the community and advance the city hall project and we are finally on the path to deliver a facility that has been in the making for almost 30 years.”

Leila Aman

City of Manzanita City Manager



KLOSH GROUP

II. QUALIFICATIONS

I. TEAM CAPACITY AND EXPERIENCE

We pride ourselves on working closely with project teams to provide outstanding service and achieve project goals, regardless of the project type, scope, scale, schedule, and budget. We have built strong relationships with architects, contractors, and engineers throughout Oregon and the Pacific Northwest. These relationships have fostered a culture of collaboration in our day-to-day project interactions, which benefits our clients.

We bring our clients over 100+ years of combined work experience in design and construction, and our team members have completed hundreds of projects throughout their careers. Their experience supports our ability to complete construction projects that vary in type, scope, schedule, and budget and adapt to each client's needs.

A COLLABORATIVE PARTNERSHIP

We have experienced the challenges of budgeting and scheduling, multi-site program management, design, bidding, construction, and occupancy from beginning to end. Our experience managing projects in a "contractor favorable" construction market has shown that we can bring solutions to the table to reduce project costs. We see ourselves as your partners, learning your needs and goals so that we can deliver a project that best fits your requirements and desires.

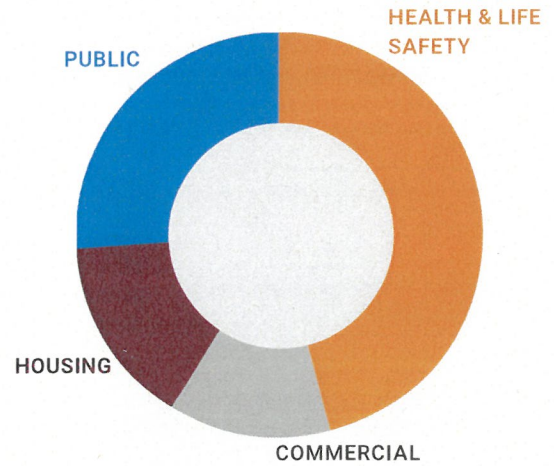
EXPERTISE AND QUALIFICATIONS

Klosh Group has represented multiple public and private agencies as they have developed their projects; in the last five years, we have **managed more than \$500 million of publicly funded projects**. We have a breadth of experience throughout Oregon and understand the ins and outs of the planning, design, and construction process. Our cumulative portfolio includes CM/GC, Design-Build, and other contracting methodologies, and our diverse experiences show our ability to adapt, learn, and lead.

From our experience, although each project type has critically important nuances to manage, the consistent traits for a successful project team are leadership, collaboration, and communication. These tenets have made us successful in project after project, and we assert that character and leadership will prevail.

We are an agile and flexible organization and provide a tailored approach to each project that allows us to adapt to your needs quickly and the needs of your stakeholders. Our team's depth, knowledge base, and experience combined with our professional resources translate into added value to the project team.

We know that public projects come with an extra level of communication, partnership, and transparency. Our experience has taught us to be effective communicators; we exhibit professionalism, courtesy, and sensitivity to the communities these projects touch. We will hold ourselves to these same standards for the City of Gearhart.



SOME OF OUR RECENT PUBLIC AGENCY CLIENTS



PUBLIC PROJECTS AND SERVICES

As an Owner’s Representative, our role is to lead and perform in a way that embodies your organization and represents your best interests. We hold every one on the team accountable to deadlines, high quality of work, and collaborative communication – not waiting for the finish line to check in but confirming along the way that the project is on track. We are punctual in our deliverables and communication; the “little things” build a foundation for success.

Our approach revolves around a collaborative model, building a solid team, and holding each other accountable to ensure the project meets scope, budget, and schedule goals. We work to have the right people at every meeting, stay timely and responsive, and meet every commitment and deliverable. We strive to make the experience of working with us enjoyable and rewarding.

EXPERTISE IN PUBLIC PROJECTS: A KEY INGREDIENT FOR A SUCCESSFUL TEAM

The table below highlights similar public projects we’ve performed. We are keenly familiar with the regulations, procedures, and protocols specific to public projects and will ensure compliance with all legal and administrative requirements on your projects. All projects listed below included government agencies in addition to managing various other stakeholders including community groups and the public at large.

SIMILAR PUBLIC PROJECTS	LOCATION	Community Engagement	Civic/Government	CM/GC Approach	Contract Agreement	Multiple Stakeholders	Accelerated Schedule	Budget & Quality Control
Manzanita City Hall	Manzanita, OR	■	■	■	■	■		■
Sunset Empire Parks and Recreation: Phase I & II	Seaside, OR	■	■	■	■	■	■	■
Nehalem Bay Health Center & Pharmacy	Wheeler, OR		■	■	■	■		■
Seaside Civic and Convention Center	Seaside, OR	■	■	■	■	■	■	■
Lincoln City Police Facility	Lincoln City, OR	■	■	■	■	■	■	■
Oregon State Police Forensic Lab	Pendleton, OR	■	■	■	■	■	■	■
CareOregon Seaside Housing	Seaside, OR	■			■	■	■	■
Jewell School District New Gymnasium	Jewell, OR	■	■		■	■	■	■
Salem Amphitheater	Salem, OR	■	■	■	■	■		■
Oregon State Treasury	Salem, OR		■	■	■	■		■
Knappa School District Bond Program	Knappa, OR	■	■		■	■	■	■
City of Salem Parks and Recreation Bond Projects	Salem, OR	■	■	■	■	■		■
Lane County Justice Center	Eugene, OR	■	■	■	■	■	■	■
Lane County TSR TI	Eugene, OR	■	■	■	■	■		■
Lane County Parole & Probation Facility	Eugene, OR	■	■	■		■		■
Multnomah County Behavioral Resource Center	Portland, OR	■	■	■	■	■	■	■

“Klosh were the consummate professionals throughout this project and didn’t back away from the tough questions that had to be asked while calling out discrepancies as needed. I have no doubt Klosh was able to save crucial time as well as benefiting from additional scope as compared to what we paid for their services. We couldn’t have completed this project without you guys!”

Russell Vandenberg, CVE

General Manager, Seaside Civic and Convention Center

MEET YOUR TEAM

JESSIE STEIGER, P.E., DBIA

SENIOR PROJECT MANAGER

Jessie Steiger has 23 years of experience with a portfolio of public development, higher-ed, commercial, and K-12 education expertise. She has more than twenty years of experience in design and construction, most recently serving as a Senior Project Manager for Portland Public Schools before joining Kloth Group. A skilled communicator, Jessie supports stakeholder and community engagement across a variety of community-focused Kloth Group projects.

EXPERIENCE ON SIMILAR PROJECTS

City of Manzanita City Hall

Manzanita, OR

Jessie led a master planning and community engagement process which allowed City Council to approve the project to move into design and construction after a 30 year struggle. The planning process included a series of town halls to build trust to reengage a disenfranchised community that had seen several starts and stops on the project. The design is nearly complete and construction will begin March 2024.

Knappa School District Bond Program

Astoria, OR

The Knappa School District Bond Program, along with added State grant funds, includes \$22 million for additions, renovation, and seismic upgrades; the project is being delivered using the design-build method. Kloth Group has led the design build team through the design process to align the project scope with the prior approved bond budget. **This required a master planning process and extensive stakeholder engagement** to ensure that the completed project includes the all the bond promises and are aligned with stakeholder engagement.

Portland Public Schools

Portland, OR

Jessie served as the Senior Project Manager of the Office of School Modernization and managed all aspects of the \$200 million McDaniel High School Modernization. The **project was delivered on time and \$4 million under budget** despite being delivered during the COVID-19 pandemic. The school's renovation includes two gymnasiums, complex audio visual systems, locker rooms and training facilities, turfed baseball fields, a football stadium, a commercial kitchen, school re-branding, and wayfinding.

As the Senior Project Manager, Jessie managed an internal team of project managers and was the lead contract manager for the design and construction teams. **She led extensive stakeholder engagement** with teachers, Portland Public School executive leadership, facilities, operations, and even neighborhood associations. **Jessie was responsible for project budget and schedule and she facilitated the value engineering effort and managed risk throughout the project.**

Foster Building Renovation

Portland, OR

Constructed in 1926, the 26,000 SF building required seismic upgrades and re-roofing. Jessie assisted in expediting permitting for seismic upgrades on the occupied premises. **Collaborating with stakeholders, she streamlined scheduling and provided guidance on cost-effective design choices**, all of which significantly contributed to the successful revitalization of the building's infrastructure.



Years in Industry

23

Educational Background

University of Alaska
Fairbanks, Bachelor of
Science, Civil Engineering

Licensed Professional
Engineer (PE)

Associations

Design Build Institute of
America (DBIA), Member

CHRIS MASTRANDREA

SENIOR PROJECT MANAGER

A native Oregonian and Arch Cape resident, Chris joined Klosh Group to focus on projects in his community. Chris has more than a decade of construction management experience in residential, healthcare, hospitality, and civic improvement projects. An authentic team leader, Chris's expertise lies in simultaneously managing multiple teams of project managers and project engineers, and field staff from project conception to the final punch list documentation.



EXPERIENCE ON SIMILAR PROJECTS

Nehalem Bay Health Center & Pharmacy

Wheeler, OR

\$10.25 million construction of new health center and pharmacy which will provide health care services for the local community. The District's strategy is to use a portion of the bond revenue to undertake site preparation work related to the old hospital building, and repurposing property for workforce housing. Chris is providing project management services making **recommendations on delivery method, coordinating project team, and providing guidance to the Client throughout the project.**

Sunset Empire Parks + Recreation Master Planning

Seaside, OR

Broadway Middle School conversion to Sunset Recreation Center and **strategic planning efforts** across all assets for the District.

CareOregon Hotel Conversion to Healthcare Housing

Seaside, OR

Representing CareOregon, Chris is navigating the ambitious goal of converting a hotel into supportive housing for behavioral health individuals in addition to workforce housing for healthcare staff.

Providence Seaside Hospital - Sterile Processing

Seaside, OR

Renovation of the sterile processing department providing much needed improvements to better workflow, efficiency and overall capacity.

Providence Warrenton Rural Health Clinic Expansion

Warrenton, OR

The 12,500 SF adaptive reuse from an existing retail store into a health clinic will provide the rural community of Warrenton primary care and cardiac and specialty services, including lab and imaging.

Adventist Health Tillamook Surgery Expansion & Remodel

Tillamook, OR

As an Owner's Representative, Chris is assisting with the preconstruction and design efforts on an approximately 5,000 SF surgery expansion and a 7,600 SF remodel of the existing surgery department. Total construction hard cost \$12.2 million.

Years in Industry

14

Educational Background

Oregon State University,
College of Engineering

Professional Development

Oregon Society for
Healthcare Engineering
(OSHE)

Community Involvement

Arch Cape Water District,
Board Member

DAMON GARDELLA, PMP, CEM, OSHA 30, CQM-C, DBIA

FIRE STATION TECHNICAL EXPERT

Damon has over 27 years of experience in the construction industry, including 19 years on alternate delivery contracts including Design—build, GC/CM, job order contracting, and indefinite delivery indefinite quantity (IDIQ). Furthermore, he has more than 14 years as a program manager and senior project manager, having developed long-term relationships with his customers and internal teams while working to continually adapt and tailor his project management approach to the needs of each client. One of his most important roles is managing staff and people by mentoring and leading his team.



EXPERIENCE ON SIMILAR PROJECTS

SVFD New Maintenance Facility for SVFD Fleet

Spokane, WA

This \$9M bond project included a 14,400 square foot upgrade that included a 10 bay vehicle maintenance facility with office, breakroom, and restroom space. Dedicated bay for welding and fabrication. Pneumatic and lubrication infrastructure to all bays, including vehicle exhaust system and heating/AC. 6 bay vehicle area for future use.

Concrete insulated pre cast panel construction with mezzanine space on the interior, Exterior parking area plus a concrete tiller pad for training, and a 30,000 underground water tank for pump/discharge testing of engines.

SVFD New Training Facility

Spokane, WA

This \$10.5M bond project included a 12,451 square foot modern training facility to includes 3 bays for apparatus, offices, classrooms, work out facility, locker rooms, SCUBA storage with compressor, decontamination room, locker storage for gear. Bay area includes ladder training wall with mezzanine. CMU and structural steel construction. Exterior contains parking and infra-structure for future training tower.

Delivery method is Progressive Design Build. Include Project Review Committee application and presentation which requires a majority vote of the PRC. Assisted in Design Builder selection, design, and GMP negotiations, through construction and closeout.

Fairchild Air Force Base (AFB) Fire Station Addition

Fairchild AFB, WA

This \$1M project consisted of a 4,000 square foot apparatus bay addition including two bays and storage area. Vehicle exhaust system and oil water separator. Construction type is CMU with structural steel joists and decking. Delivery method was IDIQ. Design Build and Construct including estimating, and subcontractor management.

SVFD Station 5 Remodel

Spokane, WA

Interior remodel, \$250k to include new entry, flooring, locker storage for fire gear, paint, wall's, kitchen upgrade, locker room upgrades.

Years in Industry

27

Educational Background

AA, Computer Drafting and Design, ITT Technical Institute

Certifications

Project Management Professional (PMP)

Certified Energy Manager, Occupational Safety and Health Association (OSHA) 30 Construction Quality Management for Contractors

Associate Design-Build Professional (DBIA)

Associations

DBIA

PMI

Society of American Military Engineers (SAME)

U.S. Green building Council

One AEC, Greater Spokane Incorporated

CMAA





AGC

AVAILABLE CAPACITY

Senior Project Manager **Jessie Steiger** has been selected to lead our project team for her success in leading public projects and her available capacity. She has 23 years of experience in design and construction. Jessie will be supported by Senior Project Manager, **Chris Mastrandrea**, and our Fire Station Technical Expert, **Damon Gardella**. Jeff Caldwell will be acting as contract authority and Project Executive as needed.

Our proposed team has experience in a diverse range of areas and are ready to take on your project with confidence and skill. The table below displays the estimated availability of our team members for the City of Gearhart. However, they do not represent the percentage of time spent on the project. Upon selection, utilization percentages are determined with the client taking their project needs into account.

Please refer to the charts on page 24 for monthly estimated project time allocation for 2024 & 2025 for Phase 1 work.

NAME & TITLE	PROJECT DUTIES	AVAILABLE CAPACITY
JEFF CALDWELL Project Executive	Jeff is the contract authority and will act as the Project Executive as needed . He drives the team's success through mentorship and guidance, providing oversight of contract alignment and negotiation, and ensuring that each project's plan, budget, and scope of work are accurate.	 25%
JESSIE STEIGER Senior Project Manager	Jessie will be your single point of contact for day-to-day operations. She will lead the early pre-bond and community engagement phases by working hand in hand with staff, consultants, and with A/E/C partners to ensure project timelines are met, scope is aligned, and budgets are kept; ensure accuracy of the project's budget and scope of work; and quality control.	 55%
CHRIS MASTRANDREA Senior Project Manager	Chris will support Jessie through the early phases of pre-design and will increase involvement during the design phase . As construction commences, Chris will transition into your single point of contact from construction to closeout.	 40%
DAMON GARDELLA Fire Station Technical Expert	Damon will provide his fire station expertise and specific project knowlege through the early design phases. He has managed over \$20M in fire station projects and can share his extenive experience with similar project types.	 40%



COMPETITIVE ADVANTAGES

What makes Kloth Group stand out from our competition is three-fold:

Our People. Your Team. The team that we are proposing to the City for the duration of this project is comprised of Kloth Group employees - not independent contractors or freelance workers. Kloth Group is invested in our employees and makes it a practice to selectively hire **energetic, engaged, highly skilled, tier 1 team members who always strive for excellence**, thoroughness, and consistency for the benefit of our clients. We are a group of builders who have personal field experience that most of our competition does not have. This allows us to anticipate and recognize issues, enabling us to resolve potential problems before they affect the project. Kloth Group is proud to present our team to the City and is excited to establish a long-lasting relationship with you.

Our Versatility. Your Culture. Kloth Group is not rigidly corporate, which allows us to be nimble and flexible. Every agency is unique and though we draw from industry practices, **we will adapt to the needs, culture, and standards of the City of Gearhart**. By selecting Kloth Group as your project management firm, you are selecting a custom, tailored project management experience that will result in more efficient stewardship of the project.

Your Projects. Our Mission. Kloth Group is privileged to be able to selectively choose which clients we want to work for, and we feel that this gives our clients a superior experience when working with us. We strategically select clients and projects by carefully evaluating our staff's availability, their mission, and ultimately what gets them excited at the end of the day. We are delighted to present our team of project managers who want to work with you and the Gearhart community. **We have selected a team that is energized by working with public agencies and is passionate about taking care of the needs of City residents.**

PHILOSOPHICAL APPROACH

Kloth Group understands the needs of our clients in an evolving industry, and **we have the experience and resources to deliver complex projects in a fully collaborative environment** – on time, within budget and of the highest quality.

We are able to do this because of our following philosophical approach:

- » *Our Oregon Coast specific public projects have given us insight and familiarity with the local ordinances and statutes*
- » *Understand the importance of timely decisions*
- » *Bring focus, clarity and vision to the project with clear documentation of goals*
- » *Maintain strong, positive working relationships with designers and builders*
- » *Focus on team commitment, accountability and project success*
- » *Listen to understand the issues and establish an effective course of action*
- » *Build highly effective teams*
- » *Make sure the change orders come from the Client rather than the contractor*
- » *Take care of the details so Client's can make timely informed decisions*



PUBLIC SECTOR EXPERIENCE

MANZANITA CITY HALL

MANZANITA, OR



PROJECT INFORMATION

Client: The City of Manzanita

Size: 6,000 sq. ft.

Project Cost: \$6M

SERVICES PROVIDED

- » Community Engagement
- » Project Management
- » Value Engineering
- » Multiple Stakeholders

PROJECT REFERENCE

Leila Aman

City of Manzanita

(503) 368-5343

laman@ci.manzanita.or.us

For well over three decades, the coastal city of Manzanita had been discussing the need to upgrade and build a new City Hall, but costs were prohibitive. After mold issues forced city staff to evacuate the existing facility, city officials decided it was finally time for a new administrative hub and selected Klosh Group to spearhead the project.

TRANSPARENCY, TRUST, AND UNDERSTANDING

After 30 years of false starts and failed attempts, Manzanita residents felt frustrated and skeptical about the project before it even began. Some felt strongly that the existing building should simply be renovated. Others were concerned with the cost—and many wanted to have a voice in the planning process.

Getting public buy-in was our first priority. Through a series of town halls, **we listened closely to the wants and needs of residents** and provided fair and fact-based responses to their concerns. We also **educated residents about general construction costs** to give them a better understanding of the total budget. In doing so, we **helped city officials gain widespread public support** and turned project adversaries into allies.

BUILDING FOR RESILIENCE

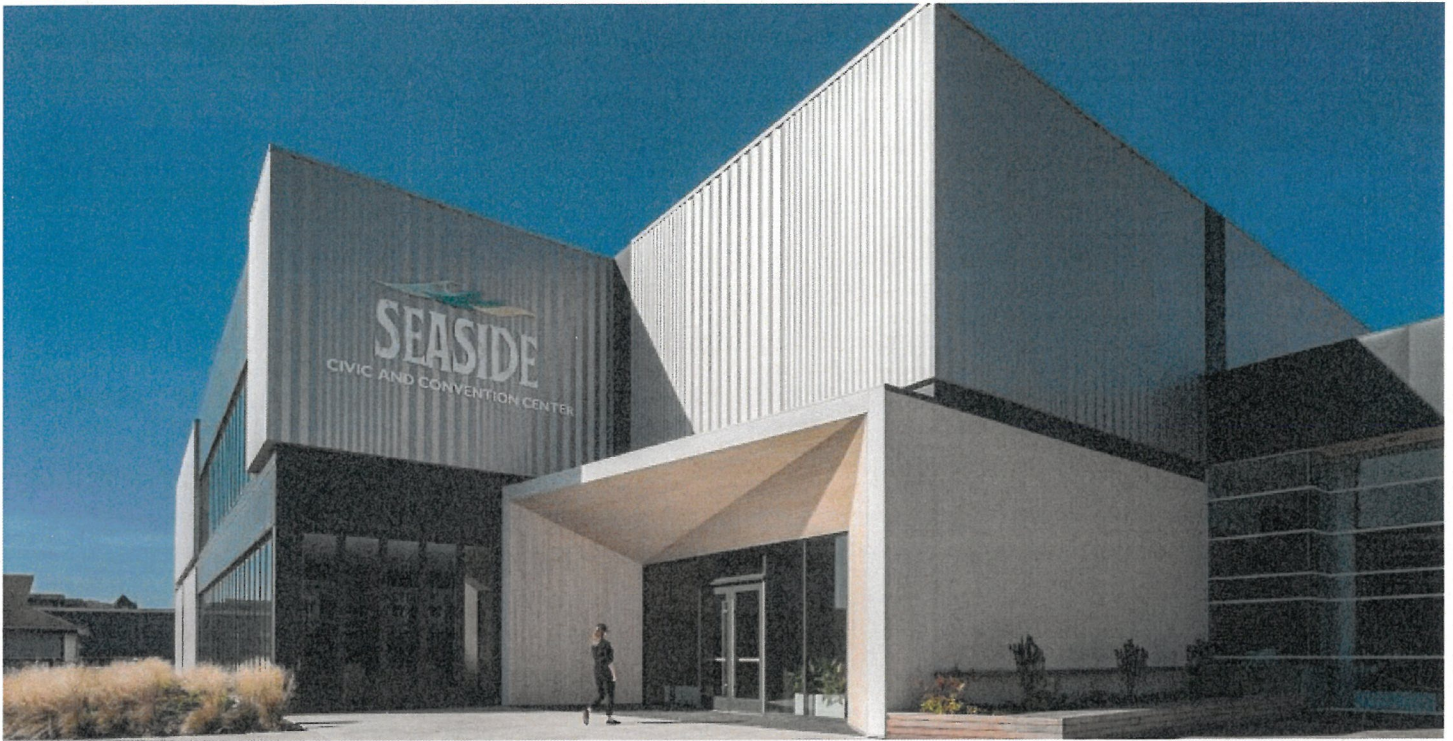
Like any development along Oregon's coastline, it was important to **consider the risk of natural disasters during the design process**. Fortunately, the 2.6-acre project site is strategically located outside of both tsunami and landslide zones, a rare find for a coastal property. To keep emergency services running in the event of a disaster, the proposed **police station will be designed with a higher seismic rating**. Not only will this help enhance relief efforts, it will create a safe place for the community to evacuate during a crisis.

ADVANCING THE VISION

With the design development phase nearly complete, the team is now creating cost estimates and conducting value engineering to ensure that the City Hall project keeps moving forward within the city's budget. **We continue to engage with the community along the way so that they aren't just informed about their new City Hall—they're actively involved in shaping it.**

SEASIDE CIVIC AND CONVENTION CENTER

SEASIDE, OR



PROJECT INFORMATION

Client: City of Seaside

Size: 63,000 sq. ft.

Project Cost: \$15M

SERVICES PROVIDED

- » Owner's Representation
- » Community Outreach
- » Stakeholder Engagement
- » Project Management
- » Construction Management

PROJECT REFERENCE

Russell Vandenberg

General Manager, Convention Center/Visitors Bureau
(503) 738-8585
rvandenberg@seasideconvention.com

Klosh Group contracted with the Seaside Civic and Convention Center in March of 2017, following the \$15 million budget approved by the Seaside City Council the prior August. The 45-year-old convention center had not been significantly updated since the early 1990s and suffered from dated interiors, was seismically unsound, and did not support the desired functionality.

THE HISTORY

The Center was originally constructed in 1971 and had more than doubled in size due to expansions in the 80s and 90s. With each addition, various structural systems were added, the most recent more than twenty years old. **The City and the Center hoped that with this renovation, designers would better connect the facility to the local community, improve its functionality aesthetic appeal, and increase the building's seismic resiliency.** In doing so, they hoped to enhance the Center's regional competitiveness, increase the profitability of events, and attract new visitors to the city.

SEISMIC RESILIENCY

Over its 45-year lifespan, the poor soil conditions had created an unstable foundation for the building. The structural engineering team worked closely with the contractor to install new ninety-foot-deep foundation piers through the sandy soil to protect against a seismic event.

CONSTRUCTION

O'Brien Construction began work in May 2018 and reached major completion in the fall of 2019, on schedule. During construction, the building remained occupied and functional, requiring a three-phase construction approach. **Klosh Group coordinated with the design and construction team to identify construction zones by area to support an uninterrupted workflow for convention center employees.**

SUCCESSFUL COMPLETION

Ultimately, the **project was completed on schedule and budget, and \$600,000 of the contingency fund remained unused.** The remaining funds were put back into capital – a win for the client and the entire project team.

LINCOLN CITY POLICE STATION

LINCOLN CITY, OR



PROJECT INFORMATION

Client: City of Lincoln City

Size: 21,000 sq. ft.

Project Cost: \$4.2M

SERVICES PROVIDED

- » Project Management
- » Value Engineering
- » Lease Negotiation
- » Construction Management
- » Community Engagement

PROJECT REFERENCE

Jerry Palmer

Chief of Police

(541) 994-3636

With a regular population of approximately 8,400 people and a summertime population of more than 30,000 people, not only had the department recently outgrown their 1980s facility, but the building had outgrown its usable life and was ready to be replaced.

The new structure sits adjacent to the existing facility and is set to meet growth requirements of the community and police department through 2047. In addition to increasing the size of the facility, the project allowed for modernization of technology and upgraded resiliency.

COASTAL CONSTRUCTION

Construction estimates during design were at a 40% premium to perform commercial construction at the Coast. Therefore, materials and systems were chosen that could be pre-fabricated.

Cost savings were also found in the materials selected for exterior cladding. While masonry is typically used for security reasons (ballistic protection), FFA proved that a combination of concrete tile and solid CLT walls met the same performance levels. Designers mocked up a section of the wall, and police staff used the section as target practice. Additionally, the **concrete shingles imitate the cedar shingles commonly seen at the coast while being more resilient to the climate.**

SUCCESS IN VALUE ENGINEERING

In meeting the City's goals for the police department and the community, the budget was overrun by \$1 million at the time of GMP. **Klosh Group facilitated an efficient and thorough four-week value engineering exercise to bring the project back into the budget.** Klosh Group hosted bi-weekly conference calls with the entire design and construction team to achieve our goal, and each team member provided ideas and feedback and contributed to the VE decisions.

ORGANIZATIONAL CHART

We have selected this team based on their current and future availability to have the time to dedicate to your work. The organizational chart to the right shows our project team.

We make sure to take care of you AND your project.

Our team of project management professionals will be your collaborative partners throughout the projects to bring value, innovation, and solutions.

Klosh Group has assembled an all-star team of highly capable personnel and technical resources. From our first meeting to project closeout, we will work closely with the City of Gearhart to listen, advise, communicate, and lead so that all project objectives are fulfilled.

Klosh Group understands that having the best team and adequate resources is critical to the project's success. Our team's foundation of experience, accessibility, and communication will ensure rapid project delivery.

The project team identified here was chosen based on these primary factors:

- » *Community engagement expertise.*
- » *Depth of experience in Public and Civic projects.*
- » *Availability to work on the project throughout its duration.*
- » *Knowledge of locality and ease of access to the City.*
- » *Understanding of the local community as a North Oregon Coast resident.*

The Klosh Group team brings together experts with experience in construction management, safety, architectural design, construction, and community engagement. This team was specifically designed to provide the City with a strong, dependable partner that is ready to ensure the project is delivered on-time and within budget.



RESILIENCY AND THE TSUNAMI INDUCTION ZONE



» Columbia Memorial Hospital (Astoria, OR)

- Ensuring resiliency was paramount in this project, given its integral role within the Astoria community. However, maintaining its accessible location was a challenge for them. We drove the discovery and design process to successfully deliver solutions to our clients at CMH.
- Located in the Tsunami Inundation Zone, we managed the Engineering study done to determine the maximum size wave that could come through and we managed the design process to deliver a design that brought the first "occupied" floor of the building above the 20' wave line.

ii. COMMUNITY ENGAGEMENT EXPERIENCE

OUR COMMUNITY ENGAGEMENT PROCESS

TEAM CHARTER

As part of the project kick-off, Kloth Group will meet with the project team to develop an agreed-upon Team Charter, and a preliminary set of objectives consistent with the City's goals. Before beginning even the work of the document compilation and study, the team will come together to develop the Team Charter. The intent of the Charter is to create a cohesive team environment where all participants are unified around a clearly defined goal. The creation of this document will build consensus, foster trust, and facilitate the communication that is necessary for the success of this project. It empowers the project team and stakeholders to work cohesively to achieve the outcomes and benefits the Charter describes.

The Team Charter Includes:

- » *Vision Statement*
- » *Mission*
- » *Roles & Responsibilities*
- » *Meetings & Formats*
- » *Decision Making*

The Team Charter will guide the entire Project from routine meetings to management-level decisions. It sets the tone for the project and reminds all involved of the bigger picture.

An important aspect of the charter is that it defines the decision making process allowing projects to move forward.

DEFINING THE TEAM

For the Project, the Phase 1 'team' will include the City stakeholders, the architect, and the CM/GC. The remainder of the Project Team will be made up of the professionals added to the team through the procurement process guided by Kloth Group. The Charter will be a guidepost for team members as they are on-boarded, and it will be front and center in every meeting.

The Charter provides transparency and commitment that the entire project team will work to represent the best interests of the City. The Charter holds the project team accountable, but also fosters a positive and supportive team environment as we all work towards a common goal.

GENERAL DISCOVERY

We are committed to learning. We ask questions to understand and we will not make assumptions relying only on what we discover in our research. We are committed to launching our work together thoughtfully while balancing a sense of urgency. We will respond to your needs, we will not cut corners, and we will check in regularly to ensure we are getting it right.

We will then facilitate a follow-up meeting to review and clarify the information gathered during our study efforts. As with many of our meetings, this will be conducted on a virtual platform, capable of using "room" functions for multiple, simultaneous, focus area discussions. Our team has had great success using the "Big Room" and "Break-out" room methods virtual during the COVID-19 pandemic.



SUCCESS WITH PUBLIC FEEDBACK: MANZANITA CITY HALL MANZANITA, OR

- » Our team held a **series of town halls, to reengage a community** that had seen several starts and stops to progress on the project. We solicited **community feedback** and provided fair and fact-based responses to citizen concerns.
- » We **educated residents about general construction costs** (such as soft costs, design fees, and contingencies) to give them a better understanding of the how the project budget was built and what could adversely impact it.
- » Conducted inspections of the building for mold, asbestos, and other potential hazards to **educate the community on the real versus perceived hazards** of the existing structure.

COMMUNITY ENGAGEMENT SESSIONS

Klosh Group proposes to plan, promote and facilitate two on-line, or in-person if possible, Community Engagement Sessions over the course of the project. Each session format will be defined in collaboration with City staff in response to the specific objectives of the planning process. Each session will be structured as a family-friendly event and use techniques that engage the interest of participants, maximize opportunities for input and discussion, and incorporate residents' input into the planning process. Ideally we will have highly interactive sessions to get folks up and at the boards placing sticky notes of their ideas on prepared boards of ideas. Done correctly, this approach fosters a lot of conversation, mingling, idea-sharing, and engagement.

Workshop methods may include:

- » *Pre-meeting advertisement that clearly explains the intent, topics, and format of the event.*
- » *Opportunities before and after workshops submit comments/questions.*
- » *Live-polling activities as part of our on-line presentations.*
- » *Recording of the workshops for future reference.*
- » *Development of a "virtual workshop" on the project website following the "live" meeting.*
- » *Accommodation for Spanish language translation.*

PROMOTION TIMELINES:

We will start promoting Community Engagement Sessions three to four weeks out with social media events posts, website updates, news releases, and board announcements. This will continue weekly as we approach the Community Engagement Session.

DIGITAL OUTREACH

We will assist the master planning consultant with leveraging existing relationships and social connectivity of community groups to create a successful digital campaign. Additionally, we expect them to deploy a series of posts, surveys and news alerts throughout the City's existing social media channels throughout the engagement process. These will be bilingual posts.

COLLATERAL MATERIAL DEVELOPMENT

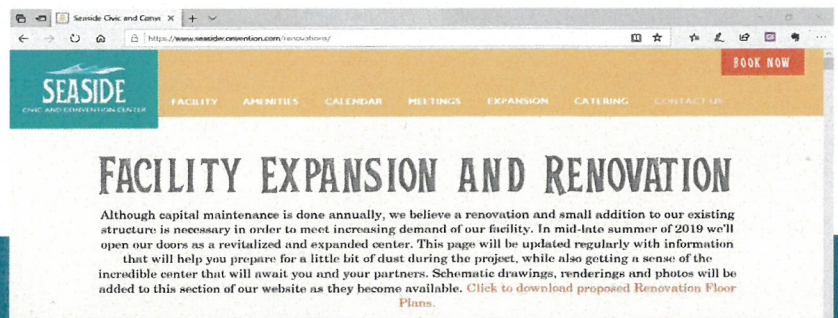
Klosh Group will work with the consultant team to produce and design bilingual collateral materials for use electronically. This will include a project fact sheet, frequently asked questions and a project schedule. These documents will include images and graphics to illustrate types of proposed improvements and concepts. We will ensure they will deliver technical information in a way that is easily understood and to remain acronym free to ensure that everyone can clearly grasp what is being presented. Some possible deliverables include:

- » *A project website hosting the project schedule*
- » *Project fact sheet/FAQ*
- » *Bilingual Facebook/social media ads/banners*

PUBLIC COMMUNICATION Seaside Civic & Convention Center

This high-profile public project involved a high level of communication with internal stakeholders, elected officials, and the public, is the Seaside Civic & Convention Center project. Working closely with the City of Seaside and associated stakeholders of this project, we effectively navigated the large renovation project.

We have found that by holding public meetings at key milestones in the design and construction of the renovation, we can get the community excited about the completion of the project. Moreover, it gives the community a platform to voice any questions or concerns they may have. Additionally, we assisted in creating a Frequently Asked Questions page on the Seaside Civic & Convention Center's website.



UTILIZING PUBLIC FEEDBACK TO ADVANCE THE PROJECT

Having coastal residents on our team, we know first-hand that this project marks a significant milestone in enhancing Gearhart's public safety infrastructure. **With careful planning, active involvement from the community, and transparent communication**, our team is committed to constructing an advanced public safety facility that fulfills the City's need.

UNDERSTANDING COMMUNITY NEED

We are genuinely committed to meeting the needs and priorities of the Gearhart community. Our team has experience in prioritizing project initiatives that align with the community's values and aspirations, and demonstrate a **willingness to adapt plans based on community feedback**.

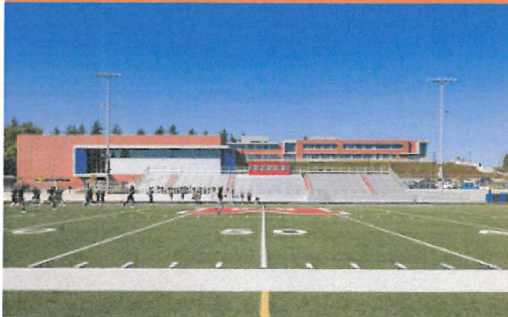
From experience, public feedback may necessitate adjustments to the project plans or design elements. We assist in evaluating feedback alongside project requirements and constraints, providing recommendations on potential modifications that balance community preferences with project objectives.

BUILDING TRUST FOR SUCCESS

Trust is crucial for effective community engagement. It involves honest communication, active listening, and accountability. **Involving the community in decision-making, addressing their needs, and educating the public is vital to project advancement.**

We build trust with stakeholders and the community by:

- » **Addressing Concerns and Challenges:** *We address any concerns or challenges related to the project. Acknowledge the valid concerns of community members and share stories that demonstrate how similar challenges have been successfully overcome in other projects. By providing reassurance and context, we build more trust.*
- » **Transparent Communication:** *We establish open lines of communication with the community. Provide regular updates on our progress, share relevant information, and be honest about any challenges or setbacks.*
- » **Engaging Stakeholders:** *By organizing regular community meetings to gather feedback from residents, businesses, and other stakeholders. We actively listen to concerns, suggestions, and preferences, fostering inclusivity and collaboration.*
- » **Highlighting Community Impact:** *In our work with the City of Manzanita, our team successfully communicated the broader significance of the project to residents, resulting in positive feedback. City representatives highlighted the project's positive impact on the community and emphasized the years of planning and decision-making that have paved the way for its realization. We found success speaking to the project's benefits to the community.*



Planning & Decision Making

- We lead with a Project Charter to ensure stakeholder alignment.
- Drive informed and timely decisions to keep team focused.



Subject Matter Expertise

- Proven delivery experience with scoped design and risk mitigation requirements for materials timing and coordination.
- Management of over \$1 billion of public work from both CM/GC and owner's representative backgrounds.



Inclusive Engagement

- Facilitate, implement and manage engagement with multiple user groups
- Community engagement from the start has enabled consistent positive outcomes for our clients.

iii. CIVIC FACILITIES EXPERIENCE

ALL WORK IN THE LAST THREE YEARS WITH MUNICIPAL GOVERNMENTS

City of Manzanita

- City Hall Replacement Owner's Representative

State of Oregon

- Oregon State Police Eastern Oregon*
- Oregon State Treasury*

Sunset Empire Park and Rec. District

- Broadway Middle School Land Purchase
- Broadway Middle School Adaptive Reuse

Lane County Administration

- Lane County Emergency Operations Center*
- Lane County Justice Center*
- Lane County TSR TI*
- Lane County Parole & Probation Facility*

Multnomah County

- Multnomah Co. Behavioral Health Resource Center*
- Multnomah Co. Sheriff's Office Consolidation*

**denotes completed project*

REFERENCES

MANZANITA CITY HALL

Leila Aman

City of Manzanita
(503) 368-5343
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LINCOLN CITY POLICE STATION

Jerry Palmer

Chief of Police
(541) 994-3636

SEASIDE CIVIC AND CONVENTION CENTER

Russell Vandenberg

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NEHALEM BAY HEALTH DISTRICT

Marc Johnson

Board President
(208) 866-6864
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OREGON STATE TREASURY

Dan McNally

(503) 409-3281
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OREGON STATE TREASURY



GERRY FRANK SALEM AMPITHEATER



NEHALEM BAY HEALTH DISTRICT CLINIC

iv. CM/GC EXPERIENCE

PROJECTS DONE BY THE TEAM USING A CM/GC BUILD METHOD

The following list reflects the projects we have completed using a CM/GC build method. Additionally, **our team has over \$120M worth of Progressive Design Build projects in our portfolio.** As Owners Representatives, we take pride in advising our Clients on the most effective construction method for their project and ensure alignment with their project goals.

Adventist Health

- Richmond Clinic
- Tillamook Hospital
- Creekside Family Medical
- Electrophysiology, Interventional Radiology, and Cath Labs

CareOregon

- CareOregon Seaside Housing

Central City Concern

- The Henry Building Historic Renovation

City of Lincoln City

- Lincoln City Police Station

City of Manzanita, OR

- City Hall Replacement Owner's Representative

City of Seaside

- Seaside Civic and Convention Center

City View Charter School

- City View Charter School Planning

Lane County Administration

- Lane County Emergency Operations Center
- Lane County Justice Center
- Lane County TSR TI
- Lane County Parole & Probation Facility

Legacy Health

- St. Helens Medical Center

Multnomah County

- Multnomah Co. Behavioral Health Resource Center

Nehalem Bay Health District

- Nehalem Bay Health District Clinic

Oregon Public Broadcasting

- OPB Nonconforming Upgrades

Private Client

- Beaverton Medical Center

Rotary Club of Oregon

- Gerry Frank Amphitheater

State of Oregon

- Oregon State Treasury

Stoller Family Estates

- Stoller Campus Expansion

Providence Medical Group

- Providence Warrenton Rural Health Clinic Expansion
- Providence Main Tower Audit
- Providence PSV MOB3 Ste 637 NW Urology
- Providence MOB3 Ste 340 Eye Clinic
- Providence PSV MOB5 Ste 663 NW Urology
- Providence Warrenton Rural Health Clinic
- Providence Marysville MOB
- Providence MBC Suite 10B Refresh
- Providence Tarzana Reimagined Project

REACH Community Development

- The Mary Anne Apartments

Rose Villa

- Rose Villa, Phase 3

The Oregon Clinic

- Gastroenterology Clinic and Ambulatory Surgery Center - Newberg

Rotary Club of Oregon

- Gerry Frank Amphitheater

Urban Asset Advisors

- Novus Apartments

v. CONTRACT AGREEMENTS AND NEGOTIATIONS

The Klash Group team has an exceptional amount of experience in negotiating and establishing sound contractual agreements with all parties involved in developing a project. We understand the need to ensure that contract documents are clear, concise, and accurately portray the City's goals and objectives for the project.

Additionally, we understand the importance of coordinating the projects contracts to close any gaps or discrepancies, protecting the interests of the City, and ensuring the project meets its scope, schedule and budget goals. Acting on

behalf of our clients, Klash Group has selected and refined contract documents, soliciting and negotiating with multiple proposers through contract award and execution phases of their respective projects.

KEY BUSINESS RELATIONSHIPS

Our team has strong relationships with architects, contractors, and engineers throughout Oregon including the North Oregon Coast. These relationships have allowed us to foster a culture of collaboration in our day-to-day project interactions.

III. PROJECT APPROACH AND METHOD

OUR ROLE

WE CREATE AN ENVIRONMENT WHERE TEAMS EXCEL

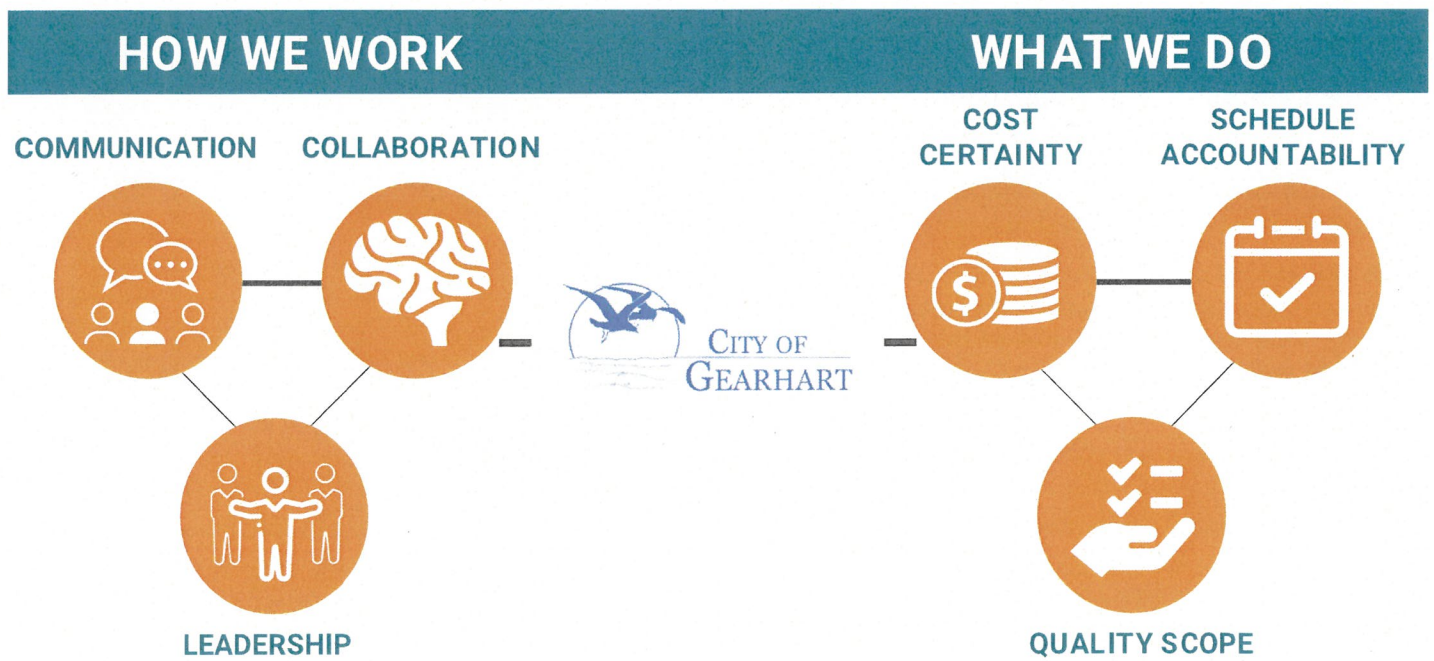
We believe a critical practice is to reinforce the roles and responsibilities of each team member. We do this by creating a team charter that describes the expectations of the team and its members. Each individual and firm understands its role in making the project a success. The charter sets the tone for open communication, provides the framework for the team, and aligns everyone towards the same goals.

As leaders of the design and construction team, we ensure that the designers and stakeholders are aligned with the project's goals throughout the duration. We will develop a team organization chart and decision tree for the following:

- » *Pre-bond Community Engagement Strategy*
- » *Schematic Design (SD), Design Development (DD), and Construction Documents (CD)*
- » *Equipment Approval*
- » *Furniture Approval*
- » *Functional Program*
- » *Purchase Order and Procurement*

A best practice is to first align on milestone deadlines in design; this is necessary to keep the overall schedule on track. We track the day-to-day needs simultaneous with keeping an eye on the next due date or deliverable. We take each milestone deadline and break them down into interim design deliverables based on input from the design team and the project's stakeholders. Knowing these deadlines in advance allows the project team to plan accordingly and avoid unnecessary delays. We will work with the design team to get in front of the process and help drive timely decisions. This practice is particularly crucial during permitting and procurement.

We guide the team efficiently through each phase's approval process so that the next phase can proceed on schedule. Our clients trust us based on our decades of experience leading complex projects.



KEY TENET NUMBER ONE: COMMUNICATION

Communication is paramount for success! A construction project can be very dynamic with highs and lows, victories and challenges, but no matter what the team must communicate **openly, honestly, and promptly**. We propose a kick-off meeting for each phase of the project, where communication protocols, processes, and expectations are established so that we all understand “how” we as a team will work. We encourage team members to speak up, not to sit on the sidelines. We expect the professionals we bring to the table will embody the same principles of communication. As we bring on new professional staff and partners, we will ensure they are “on-boarded” to these expectations and principles. From our first meeting to project closeout, we will work closely with the **Astoria Library team to listen, advise, communicate, and lead**.

As the project moves forward, we would suggest implementing a recurring “core team” meeting where each team can present current initiative updates, discuss challenges, present constructive solutions as needed, and truly **foster a collaborative environment amongst the team members**. We treat each member with respect and professionalism; this environment best lends itself to effective problem-solving, thereby saving time and money.

As simple as this sounds, **it requires leadership to create this atmosphere**, the Klash Group team will work hard to build and manage the communication culture to maximize the team output and benefit the project!

KEY TENET NUMBER TWO: COLLABORATION

Many can build a project, but Klash Group will work hard to also build a team as we complete this project together. A high-functioning team is more productive, translating to a more time-efficient and cost-effective product. Projects fail when experts work in silos and information doesn't flow across channels. All of our experts, engineers, consultants, designers, contractors, and trade partners have a critical role; each must perform their task on time, AND each must coordinate and communicate with the broader team.

We will help create this collaborative team environment and hold everyone accountable to deliverables and the necessary cross-talk so that the overall project is well-coordinated and stays on track.

One of the few benefits of the Covid-19 crisis is the near instantaneous adoption of telecommunication and video conferencing technologies for working groups. We believe any and all projects can benefit by bringing the right mix of stakeholders, design partners, and contractors at a reasonable frequency and duration to optimize collaboration and production. We will help guide this process to optimize uses of time and the best use of in-person and virtual group sessions.

We use this approach to break down the individual walls that can form and enables open communication and dialogue, resulting in more efficient, real-time decisions with less rework and fewer revisions.

KEY TENET NUMBER THREE: LEADERSHIP

We believe our role as an Owner's Representative is to be a leader and act in a way that compliments your organization. We will be punctual in our own deliverables, e-mail correspondence, phone calls, and other components. From our experience, **we will ensure the team is focused on the right issues**, and not get sidetracked or stalled.

We believe in client-focused approach; **we hold everyone accountable to deadlines, quality of work, and quality of communications**—not waiting for the finish line to check but rather checking along the way to make sure things are on track. Oftentimes when there is no follow-up there could be a problem or misinterpretation leading to delays. We won't wait, we'll follow-up and make sure things are on track. Our goal is always to make sure the client and their project is being taken care of.

We don't mind having difficult conversations because we can do it in a way that is meaningful and respectful. We will be your expert advisor and leader to ensure the design meets the intent of the users. We will participate in all key design review sessions so we know the status, issues, and challenges along the way. That way we will be well-versed in everything that is going on and can speak to and advise on all pertinent matters.

We will keep you informed of budget impacts along the way and provide effective solutions with options. We will listen and always put your needs first to ensure project objectives are met. We will also monitor, track, and help drive the schedule to meet the established occupancy date. **Above all, your success is what matters so we will listen, lead, inform, and drive.**

PROJECT APPROACH

We have experienced the challenges of budgeting and scheduling, multi-site program management, design, bidding, construction, and occupancy from beginning to end. We are a well-balanced and comprehensive team qualified to manage tight, expedited work schedules, projects under construction in occupied spaces, and meeting long range opening dates.

PROJECT MANAGEMENT

Klosh Group utilizes several project management strategies to ensure a positive process and outcome. Establishing clear communication and management protocols at the outset of the project will ensure a transparent and collaborative process that leads to a successful project.

- » *Kick off meeting establishes lines of communications and specific roles and responsibilities of the team.*
- » *A detailed project schedule will chart the road map for a smooth flow of the project.*
- » *After every project meeting we will prepare and circulate minutes and action items for all involved parties to ensure overall team alignment and expectations.*
- » *Regularly scheduled meetings with stakeholders will facilitate information flow, communication and maintain a high level of project transparency.*

PRE-DESIGN

There are four elements that Klosh Group will focus on during the pre-design phases: Program Validation, Visioning, Team Building, and Role Affirmation: we confirm alignment with the entire project team on decisions made thus far, vision what is possible, define each team member's role and responsibilities, and vet and confirm the program of the future space. These elements will serve as a guide for the rest of the project.

- » **Exploration:** *Exploratory work will uncover as much information about the site as possible to solve as many challenges as possible on paper before we start fieldwork. These studies are essential to inform the design phase best to solve problems on paper today to prevent costly construction delays in the future.*
- » **Logistics Planning:** *We will lean on our contractor partners to optimize the construction plan and best use the space for laydown, access, trailers, off-site trailers, or offices (if needed), and keep the area surrounding the construction site operational.*
- » **Schedule:** *Early schedule development will help to provide the optimal road map to guide the team. We want to build a realistic, achievable schedule since we measure success on our ability to meet that schedule by the stakeholders, community, and team. Klosh Group will lead this process inclusively to ensure all essential/critical path activities are defined and responsible for each activity, assigning responsibility. The schedule will continue to be advanced in the following phases as the scope of work becomes more defined.*

DESIGN MANAGEMENT

As the team enters the design phase for each project, Klosh Group will oversee and assist in ensuring the program needs are captured, the form meets the community and surrounding area's feel, and has a cost-effective approach. Klosh Group will not just sit in the back of the room and "oversee" this phase; we will be at the table engaged and helping build the best! We keep all records available in our Project Documents Control Folder (see below). At the end of design, we will oversee the development of the GMP using an open book bidding process so we can see all the numbers and how the GMP is "built."

We'll advise and negotiate the GMP working with the contractor. Additionally, the Klosh Group will help build the soft costs, FF&E, and other line items for a complete project budget.

- » **Durability** - *You need a design that is robust and enduring, quality with maintenance requirements that lower cost, not increase it.*
- » **Utility** - *Functional first, form follows. As your partner in this, we help the architect know your needs.*
- » **Beauty** - *The design should be aesthetically pleasing and reflect the values and status of the Owners*

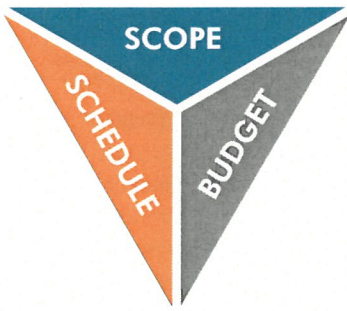
PERMITTING

With our experience we are able to help streamline the process of permit submittal with the City of Astoria, avoiding unnecessary costs and schedule delays

- » *We will engage early in the process with accurate information to prevent multiple reviews.*
- » *We will request and review submittal narratives from the A/E team to make sure they will be easily understood by City staff.*
- » *We will utilize permit expeditors strategically to clear roadblocks or push critical path items through.*

Coastal construction requirements are different from those for inland construction. Wind speeds are typically higher on the coast which drives the rain into unusual places, Klosh Group will ensure the Architectural and General Contractor teams focus on the building weather barrier beneath the siding, flashing details at the roof, windows and doors. These must be designed and built to withstand higher loads and more extreme conditions. We know how to drive this process at the coast.

BUDGET, SCHEDULE AND QUALITY OF WORK



Budget, schedule and quality of work are the three key elements to any project, and any one of them has a direct effect on the other two. At Kloth Group, we pride ourselves on consistently delivering projects on time, on budget, and within scope.

SCOPE MANAGEMENT

Kloth Group approaches pre-construction services from a business mindset, asking team members to think and act as the owner. Requesting they act as though this is their budget, their project, and their decisions allows for an empowered team that thinks more critically.

Kloth Group will begin the project relationship with the Owner and the design team by exploring how the current facility functions, where workflows need improvement, what issues and nuisances can be addressed in future design, etc. We will work as a partner with the architect and the City during the programming and schematic design phase, to help bring solutions and ideas to the table. This will help us to better understand the team and project elements that are most important.

Additionally, it will provide perspective on how to source future team partners. Kloth Group has technical experts on standby to offer assistance, knowledge, or perspective on getting the best value out of the programming and design process. This is done in a way that does not disrespect or undermine the architects' efforts. **Everything we do as a partner is to add the best value to the design.**

SCHEDULE MANAGEMENT

Best practices for schedule management are not innovative but reliable, tried, and true methods based on experience and communication. Kloth Group will work with key stakeholders to create and maintain viable project schedules throughout all phases. We will require a detailed master Construction Schedule to be developed during the construction mobilization phase with agreed-upon completion dates, including work activities, responsibilities, durations, logic, and quality control efforts.

Careful review of construction progress is compared to the master schedule on a weekly basis as part of progress meetings and the schedule is continuously updated. If there is a schedule lag, our construction manager identifies the cause, consults with contractors, and communicates our proposed solution.

- » **First** – *build the schedule well from the beginning. As builders, we know how long activities take and build the schedule accordingly.*
- » **Second** – *through open and honest communication, create buy-in with the design and construction teams. We are all on the same side here; we want a successful project finished on time.*
- » **Third** – *predict and remove roadblocks. We head off impacts to the schedule by rallying the team, finding a solution to the problem collaboratively, and keeping things moving.*

POTENTIAL SCHEDULE CHALLENGES

Design review and approval requirements: various requirements, including stakeholder inclusivity, can potentially slow the design and permitting process. This challenge can snowball if QA/QC is lacking in documentation. Kloth Group has experience working on the North Coast, and will develop the schedule to include and manage the associated administrative actions to meet milestone deadlines.

Materials procurement: Kloth Group will encourage the design team to get the Basis of Design specs and material list to the CM/GC earlier than usual. The CM/GC can then develop and maintain the material long-lead list that ties to an 'on-site need by date.' This will be a living document that allows for materials to be procured on time, preventing schedule delays AND costly change orders should supply chain issues affect procurement.

Permitting timelines: by reverse-engineering the typical permit timelines, we will build milestone deadlines into the schedule for design review and percentage completion. This will ensure that GMP is established at the right time.

BUDGET CONTROL

We are passionate about maintaining guiding project budget principles as the disconnect between scope and budget is typically at the core of unsuccessful projects. We use a budget management log alongside the design process to keep the project budget on track.

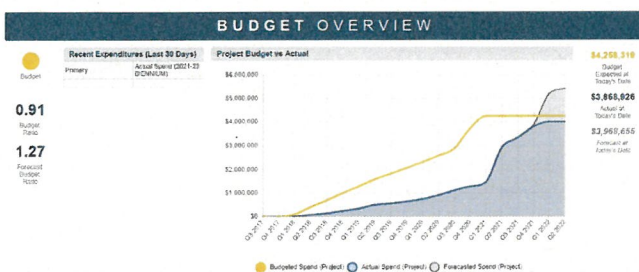
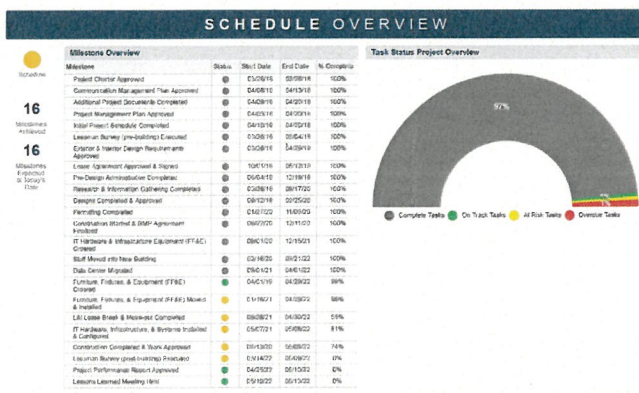
We problem-solve more effectively when reviewing the log at every meeting. The budget log keeps everyone informed of the “pluses” and “minuses” so the owner team can make decisions on scope changes during the dynamic design process.

Throughout development, Klash Group continuously reassesses component costs as well as the overall project cost. Klash Group employs the following strategies to ensure our budgets are accurate:

- » **Understanding of the cost of construction in the geographical area.** *Familiarity with contractors and local pricing enables us to provide accurate cost estimates during conceptual design. Our experienced project manager will work closely with the General Contractor to ensure that their budgets are accurate, and bids are appropriate.*
- » **Perform constructability review of design during development.** *Timely and effective integration of construction knowledge ensures high-quality, feasible designs that achieve client goals of on-time and on-budget project delivery without costly mistakes.*
- » **For competitive bidding,** *Klash Group supplies the contractors with detailed design documents in order to maximize scope clarity and minimize the risk for change orders.*
- » **Transparent communication:** *You will have opportunities to review and approve budgets before the design team moves on to the next project milestone.*

COST CONTROL PROCESSES

- » *Project Cost Report*
 - » *Review contracts and proposals to verify the requested funds are within budget*
 - » *Review monthly invoicing for accuracy and conformance to contract terms and conditions*
 - » *Perform project accounting management*
 - » *Developed and updated cash flow projections*
 - » *Cash flow projections for direct and indirect cost (all project cost)*
- » *Change orders*
 - » *Evaluate, negotiate, and recommend actions on change orders*
 - » *Manage and track all change orders from contractor, architect, and consultants*
- » *Owner's Contingencies*
 - » *Evaluate the appropriate contingency funds to be carried in the budget at each stage of project development (schematic design, design development, construction documents)*
 - » *Verify the appropriate use of Contractor's contingencies*
 - » *Establish allowances for scopes of work that may not be clearly defined*



APPROACH TO PROCUREMENT AND SELECTION

SELECTION PROCESS

We will work hard to build a high-functioning team as we complete this project together. Having the right team member that plays an active part will be key to the success of this project.

We will help select the team members and create this collaborative team environment through communication, collaboration and leadership.

We recommend utilizing the CM/GC for the purpose of achieving cost certainty in a highly volatile market, getting assistance from experts during the design phase for a higher quality product, and the current competitive market for CM/GC contractors.

DESIGN PROCUREMENT

- » How do you select the right A/E firm?
 - » As a first step, you will want to choose a project manager and other key members of the team to oversee the project. By selecting Kloth Group, you will have already done that!
 - » The second step is for the team to define the selection criteria that will be in the request for qualifications (RFQ) for the A/E.
- » Selection criteria reflect the priorities and values of the City, and priorities determine how funds are spent.
 - » It is important to achieve some internal consistency before fully developing selection criteria and the scope of work.
 - » We will offer example procurements and criteria to help guide the criteria selection process.
- » Once we have developed a set of criteria, the next step is to assign a weight to each, to establish its relative importance. For Example:
 - » Technical Requirements: Does the A/E team clearly demonstrate the ability to design to technical requirements? (Weight: 25 points)
 - » Budget: Has the A/E team shown, in past projects, the ability to design to budget? (Weight: 25 points)
 - » Architectural Design: Does the team's proposal demonstrate the ability to develop an architectural image consistent with the existing program? (Weight: 25 points)
 - » Coastal Experience: Does the A/E team understand the needs of the project as it relates to it's geographic location? (Weight: 25 points)
 - » We will encourage you to require this last one because any "coastie" knows that water goes uphill at the coast.

- » RFQ for A/E services using the Informal Selection Procedure of OARs 137 and 279 as required
 - » The design contract may be under \$250,000 allowing us to use an informal selection process
 - » We believe the selection process will take 4-5 weeks depending on the amount of interest we can generate and if there are interviews needed
- » Bid advertisement and campaigning
 - » Pre-selection and interest campaigning; gain interest and commitment to participating in bid.
 - » RFQ will require a robust written portion on understanding of the project, approach to developing program and then moving through iterative design phases
 - » Includes predetermined weighted criteria possibly including; team members experience with similar facilities, approach to achieving budget goals working with CM/GC, and Oregon Coast specific design experience
 - » Interview process – scored using committee process
- » Design Contract
 - » Unlike the public contracting statutes, which must be followed rigidly, design contracts are open to negotiation
 - » We will recommend using the AIA B101 Owner/ Architect Agreement modified to the City's benefit and conforming to the City's standards
 - » We will try to get as much included in the architects "Basic Services" as possible
 - » We will recommend modifying the contract to specify specific code requirements, their ability to reject the work, require separate cost estimating consultants, and any verbiage that excludes the City from directly influencing or impacting the Contractor's work.

CONSTRUCTION PROCUREMENT

- » *Create a Pool of Potential Contractors*
 - » *With our team's knowledge of the project scope, specifications, and regional considerations, we will compile a list of potential contractors and subcontractors who are all local to the Manzanita area.*
 - » *Pre-selection and interest campaigning; gain interest and commitment to participating in bid.*
 - » *Our experienced staff and extensive network of pre-vetted firms will be key to the identification of high-quality firms. We will work with the City project stakeholders to integrate their input on contractor preferences.*
- » *Qualification of Contractors*
 - » *Klosh Group vets the contractors to assess their suitability to bid on and eventually implement the project. This assessment considers a contractor's experience, capacity, quality and reliability of performance, business practices, financial integrity, and safety processes.*
- » *Competitive Procurement*
 - » *We will administer the competitive procurement per the model rules/general provisions for public contract for construction services as outline in OAR 137-049-0200*
 - » *We'll use the alternative method for contracting to bring on a CM/GC then they manage the bidding process with our oversight.*
 - » *Where appropriate, site walkthroughs are conducted by our project manager and designers, which ensures bidding contractors understand site conditions and project scope. **This scope clarity results in pricing without excessive contingencies and provides the City with the lowest cost project.***
- » *GMP Review*
 - » *Klosh Group thoroughly reviews the CM/GC's Guaranteed Maximum Price (GMP) submission to ensure that their pricing reflects the work designed and specified – no more, no less. The final piece of our GMP review process is reviewing the GMP with the City. This transparent and collaborative process informs the selection of contractors that deliver the best value.*

LOCAL CONTRACTOR PARTICIPATION

Klosh Group's philosophy is to engage local and preferred contractors on every project. Utilization of local and preferred contractors allows us to be cost-competitive, and it keeps dollars local.

- » *Local contractors are often more cost-effective than contractors traveling a longer distance. This is a cost saving benefit for the City.*
- » *Local contractors pay taxes in the local community. The dollars spent with local contractors are typically reinvested in the community and benefit the local economy.*
- » *We will help identify areas the Contractor can break the project up into multiple bid packages to be able to use more local subcontractors*



CM/GC PROJECT HIGHLIGHT: SEASIDE CONVENTION CENTER SEASIDE, OR

The Seaside Civic and Convention Center project came to a junction a few months prior to permit when the electrical scope trended significantly higher than the targeted budget. Klosh Group instituted a weekly task force meeting that included the electrical trade partner, CM/GC, and electrical engineer and empowered them to resolve the budget problem.

The collaborative process resulted in VE options that got our budget back in alignment. Ultimately, the project had **significant savings from our early efforts**, so we were able to **add new scope valued at 5% of the overall project budget into the space**. This was a big win for the client! We believe that by empowering all levels of professionals, who are the experts, and giving them goals they will achieve them. **This is the heart of a collaborative process that we will work towards with the City.**

IV. PROPOSED COST

Our approach to our fee is to be transparent in the development. Experience tells us that every client is vastly different in their needs so a one-size fee fits all is not how we see it. We much rather fully understand the project and client's needs to ensure our fee is aligned with the services required. Additionally, we only charge for the time spent on the project. Lastly and most importantly we have countless stories of how we have earned our keep by saving our clients the value of our fee!

At the end of the day if we don't use the fee then savings are returned to Owner.

As seen below, we are proposing to give the City of Gearhart a fee range for Phase 1 scope of work which is \$38,245 to \$58,039. The simple graphics that follow provide a high level perspective of how our fee and general scope of services equates to a level of effort that we feel the City of Gearhart will require based on our combined experience. We would welcome a follow up conversation to right-size this fee so we are not including activities that are not needed or perhaps adding ones that should be. Due to the uncertainties of what might be built, we can not offer a fee range for Phase 2 & 3. However, it is typical in our industry for services of this nature to range between 2.7%-3.5% of hard construction costs depending on a multitude of factors including location, project delivery method, financing method(s), aggressiveness of the schedule, phasing requirements and the overall capability of a jurisdiction to support a large capital improvement.

COMBINED STAFFING	2024	2025	2026	STAFFING TOTALS
Senior Project Manager	\$35,190	\$17,360	\$0	\$52,550
Project Coordinator	\$1,859	\$750	\$0	\$2,609
Total by Years	\$37,049	\$18,110	\$0	\$55,159

FEE PROPOSAL

ESTIMATED REIMBURSABLES	2024	2025	2026	STAFFING TOTALS
Klosh Group Estimated Reimbursables	\$1,980	\$900	\$0	\$2,880

FEE PROPOSAL

STAFFING & ESTIMATED REIMBURSABLES	2024	2025	2026	STAFFING TOTALS
Klosh Group Staffing & Estimated Reimbursables	\$39,029	\$19,010	\$0	\$58,039

FEE PROPOSAL

NOTES

1. Reimbursable Expenses will be billed at actual cost on a monthly basis.
2. Reimbursable Expense may include, but not be limited to, the following expenses: delivery (overnight, messenger, US postal) of project related documents, reproduction (printing, copying), and per diem (travel, overnight stay, transportation, mileage)
3. Project fee to be billed on a time and material basis, with fee saving returned to Owner.
4. Fee Proposal based on suggested estimated level of project commencement beginning in April 2024 and completing May 2025.

2024 STAFFING

Staffing	2024												Hourly Rate 2024	Estimated Cost Per Month	Staffing Fee Subtotal 2024
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
TOTAL HOURS PER MONTH	176	168	168	176	176	160	176	176	160	184	152	168			
Estimated hours per month	0	0	0	20	25	25	20	16	16	16	16	16			
Percentage hours per month	0%	0%	0%	11%	14%	16%	11%	9%	10%	9%	11%	10%			
General Admin: Senior Project Manager	\$0	\$0	\$0	\$4,140	\$5,175	\$5,175	\$4,140	\$3,312	\$3,312	\$3,312	\$3,312	\$3,312	\$207	\$35,190	
Estimated hours per month	0	0	0	3	3	1	1	1	1	1	1	1			
Percentage hours per month	0%	0%	0%	2%	2%	1%	1%	1%	1%	1%	1%	1%			
General Admin: Project Coordinator	\$0	\$0	\$0	\$429	\$429	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$1,859	
Estimated hours per month	0	0	0	1	1	0	1	1	1	1	1	1	Varies	\$1,980	
Percentage hours per month	0%	0%	0%	1%	1%	0%	1%	1%	1%	1%	1%	1%			
Estimated Reimbursables	\$0	\$0	\$0	\$180	\$300	\$300	\$300	\$180	\$180	\$180	\$180	\$180		\$1,980	
Estimated Cost Per Month	\$0	\$0	\$0	\$4,749	\$5,904	\$5,618	\$4,583	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635		\$39,029	

2025 STAFFING

Staffing	2025												Hourly Rate 2025	Estimated Cost Per Month	Staffing Fee Subtotal 2025
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
TOTAL HOURS PER MONTH	176	160	168	176	168	168	176	168	168	184	144	176			
Estimated hours per month	16	16	16	16	16	0	0	0	0	0	0	0			
Percentage hours per month	9%	10%	10%	9%	10%	0%	0%	0%	0%	0%	0%	0%			
General Admin: Senior Project Manager	\$3,472	\$3,472	\$3,472	\$3,472	\$3,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$217	\$17,360	
Estimated hours per month	1	1	1	1	1	0	0	0	0	0	0	0			
Percentage hours per month	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%			
General Admin: Project Coordinator	\$150	\$150	\$150	\$150	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$750	
Estimated hours per month	1	1	1	1	1	0	0	0	0	0	0	0	Varies	\$900	
Percentage hours per month	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%			
Estimated Reimbursables	\$180	\$180	\$180	\$180	\$180	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$1,980	
Estimated Cost Per Month	\$3,802	\$3,802	\$3,802	\$3,802	\$3,802	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$19,010	

KLOSH GROUP RATES (\$/HR)

YEAR	PROJECT COORDINATOR	ASSOCIATE PROJECT MANAGER	PROJECT MANAGER	SENIOR PROJECT MANAGER	PROJECT EXECUTIVE
2024	\$143	\$165	\$193	207	\$245
2025	\$150	\$173	\$203	\$217	\$257
2026	\$158	\$182	\$213	\$228	\$270

V. PROPOSER REQUIREMENTS

Klosh Group confirms that we meet the following minimum requirements:

- i. All Proposers must be licensed to perform business in the State of Oregon and properly licensed to perform the services described in this RFP;
- ii. All Proposers must have been in business as their current entity for at least five (5) years;
- iii. All Proposers must be experienced in those services requested of City;
- iv. All Proposers must agree to execute City's Personal Services Agreement, if awarded; and
- v. All Proposers must carry required insurance, naming City an additional insured.



