

OCTOBER 7, 2025

# CLACKAMAS COMMUNITY COLLEGE

Natural Resources Center of Excellence CM/GC Services RFP



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October 7, 2025  
Elizabeth Cole  
19600 Molalla Avenue  
Oregon City, OR 97045

purchasing@clackamas.edu

**RE: 2526-01  
CLACKAMAS COMMUNITY  
COLLEGE, NATURAL  
RESOURCES CENTER OF  
EXCELLENCE, CM/GC  
SERVICES RFP**

» ADDENDUM 1 RECEIVED

Dear Elizabeth and Selection Committee:

We are honored to submit our proposal for the Natural Resources Center of Excellence at Clackamas Community College. This project represents a unique opportunity to advance CCC's mission by creating a facility that supports student learning, strengthens community engagement, and reflects the college's core values of learning, equity, student success, community, and belonging. Our team is committed to delivering a space that not only meets the technical and programmatic needs of the college but also enhances the **student experience through safe, inclusive, and purpose-driven construction**.

Our expertise in mass timber construction and our collaborative approach to preconstruction make us an ideal partner for this project. **We believe in sharing design responsibility early to help resolve challenges prior to becoming RFIs and enabling the team to stay focused on forward progress.** Our preconstruction team excels at **evaluating structural systems** and guiding the design toward solutions that balance budget, performance, and long-term value. Our team also brings recent unmatched expertise in academic environment, with projects that include:

- » **Chemeketa Agricultural Complex:** Three mass timber buildings supporting agricultural education, including a net-zero academic building and open-air pavilion **constructed in less than 12-months**. Our team led a strategic shift from CLT to Mass Plywood Panels, achieving cost savings while maintaining design integrity.
- » **PSU Arts + Design:** A transformative, LEED Gold-targeted facility, the first mass timber building on campus designed to unite art, wellness, and learning and on track to be **delivered in just 18-months**. Our team used model-based estimating to price four design iterations and multiple legislature funding scenarios, maintaining budget alignment.
- » **OSU-Cascades Edward J. Ray Hall:** A net-zero ready, mass timber STEAM facility **built in just 15 months**. Timber was sourced from forest restoration efforts, reinforcing OSU's sustainability goals and commitment to environmental stewardship.

These projects reflect our understanding of academic programming, stakeholder engagement, and the technical demands of mass timber systems. **Our real-time model-based estimating approach** enables rapid pricing of design options and funding scenarios, helping clients maintain budget clarity and make informed decisions from early design through GMP.

Beyond execution, we see ourselves as stewards of CCC's vision. We will deliver this project in a way that promotes student well-being, supports academic goals, and creates opportunities for learning and engagement throughout construction. **Whether through internships, curriculum integration, or collaboration with faculty and staff, we are committed to contributing meaningfully to the campus environment.** Our goal is to build a facility that reflects the college's values, not just in its design, but in how it's delivered.

Best Regards,



**Ryan Wasell**

VP & DIVISION MANAGER  
rwasell@swinerton.com  
503.953.6811



# COMPANY PROFILE/ FINANCIAL/ RESPONSIBILITY

Oregon State University-Cascades Edward J. Ray Hall  
Atrium and Community Space

02



## 02 / COMPANY PROFILE/FINANCIAL/RESPONSIBILITY

**2. a. 1) LEGAL NAME**

Swinerton Builders

**ADDRESS**

850 NW 13th, Suite 300  
Portland, OR 97209  
www.swinerton.com

**2025 EMR**

.68

**OR LIC. NO.**

78483

**2. a. 2) MAIN CONTACT (CONTRACT)**

Ryan Wasell  
VP, Division Manager  
rwasell@swinerton.com  
503.953.6811

**2. a. 4) Portland Annual Revenue:**

2024	\$206,193,402
2023	\$200,601,443
2022	\$167,418,255

**2. a. 3) Building the Pacific Northwest**

Recognized since 1888, Swinerton has been delivering premier construction services in Oregon for 58 years from multi-million-dollar campus facilities to minor renovations. With over 60% of our work being CM/GC we consistently provide innovative solutions and exceptional value on our projects.

With 260+ local construction professionals Swinerton brings local expertise, strong industry relationships, and the resources of a \$6 billion, 100% employee-owned national firm. Our teams are known for balancing vision, budget, quality, and schedule with a relentless focus on safety and community.

**For the Natural Resources Center of Excellence (NRCE), this translates to:**

- » A team deeply aligned with the educational and environmental mission of the facility.
- » Proven experience in campus construction, greenhouse facilities, and sustainable design.
- » Strong local partnerships with subcontractors and vendors for reliable delivery.
- » A culture of ownership and accountability that drives long-term success.
- » Swinerton is proud to bring our passion, precision, and partnership to Clackamas Community College and the NRCE project.



**ENR #5 Higher  
Ed Builder**



**Community  
Partner**



**CM/GC  
Experts**



Portland Parks Team Clean Up



Rebuilding Together Portland Team Volunteer Activity

**2. a. 5) Surety Bond:** Insurance (rated "A+") "If Swinerton Builders is awarded a contract and requests that we provide the necessary Performance and/or Payment Bonds, we will be prepared to execute the bonds..." – Zurich American Insurance Company (Sample Bonding Letter provided in Appendix).

**2. a. 6) Claims History:** Swinerton Builders does not formally track claims separate from items in litigation or arbitration. There has been no litigation or arbitration filed by a Project Owner against Swinerton Builders in the last five (5) years in Oregon. Insurance claims are considered confidential by Swinerton and by the insurers.



# PROPOSED PROJECT TEAM

Clackamas Community College  
Team Site Walk

03



### 03 / PROPOSED PROJECT TEAM

#### 3. a. Building a Cohesive Team

From the way we select our team members to how we engage with CCC, faculty, and students, our goal is to build a team that feels connected, supported, and invested. This section outlines how we approach that, from staffing and availability to the teaming sessions and leadership structure that help us stay aligned and high-performing throughout the life of the project.

#### ONE INTEGRATED TEAM

**Our staffing plan is built around aligning the right skill sets with individuals who are committed to each other, the work, and its impact on the local community in and around CCC.** Our team brings a strong foundation of collaboration and communication, developed over the past three years through successful projects like Soho House and PSU Arts + Design. **Together, they offer valuable experience in campus logistics, land labs, greenhouse systems, and student-centered design.**

#### PROJECT TEAMING SESSIONS

We recognize the importance of uniting the project team under a "one team" culture. To support this, we've developed a Project Forming Method led by our in-house National Performance Coach, Dean Whellams. Dean's involvement accelerates team alignment by exploring leadership styles, aligning philosophies, and establishing shared expectations. This approach has proven to be successful recently on the PSU Arts + Design project, where we facilitated multiple Teaming Sessions with the PSU, the design team, and early trade partners. **We would like to take the lead on hosting these Teaming Sessions and invite faculty and students to participate and help build early alignment and shared understanding.**

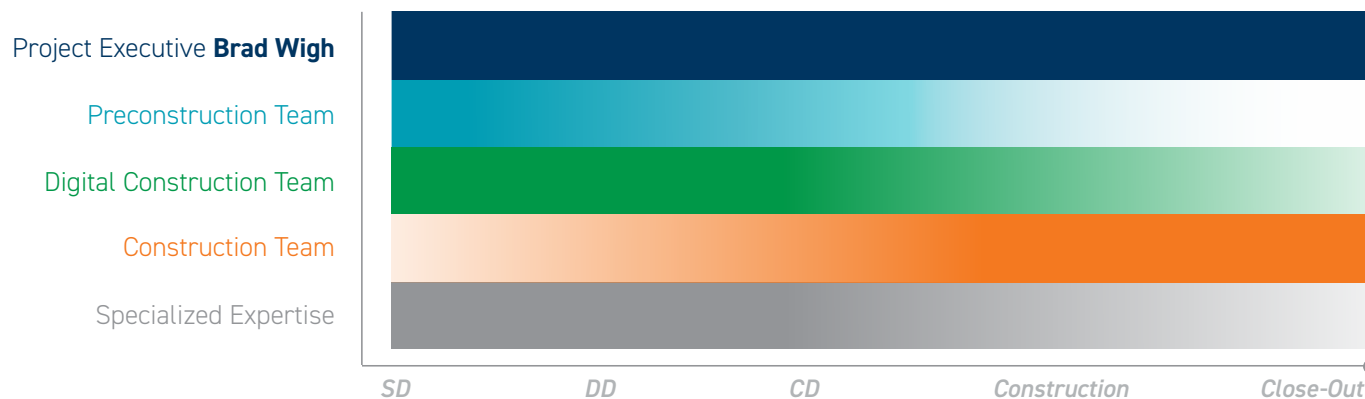
#### LEADERSHIP TEAM

From our experience on other academic projects, we have found that developing a leadership team from the outset can provide an avenue to head off challenges before they become issues and impacts to the project. Our Project Executive Brad Wigh will work with the CCC, Wenaha and Opsis to assemble the right team and cadence for these discussions to ensure the right people are in the loop as design and construction progresses.

#### TEAM AVAILABILITY

All proposed team members are committed to the full duration of the NRCE project. We've structured our staffing plan to ensure continuity from preconstruction through closeout, with no anticipated transitions. Our team is local, available, and ready to begin immediately upon award.

#### PRECONSTRUCTION & CONSTRUCTION COMMITMENT



**DEAN WHELLAMS,**  
National Performance Coach |  
Swinerton

With over 15 years of training and partnership development experience in the construction industry, Dean helps Swinerton teams to apply the most impactful processes and discussions to Teaming Sessions with major clients across the country. Over the last six months, Dean has facilitated nearly a dozen sessions on Swinerton projects.



*Swinerton's drive in exploring design alternatives while working in strong collaboration with the University and design team helped us achieve the final design solution within a tight schedule and budget constraints while maximizing the University's goals and priorities."*

**JARROD PENTTILA**  
OSU-CASCADES



### 3. b. Core Values

#### 1) Continuous Learning

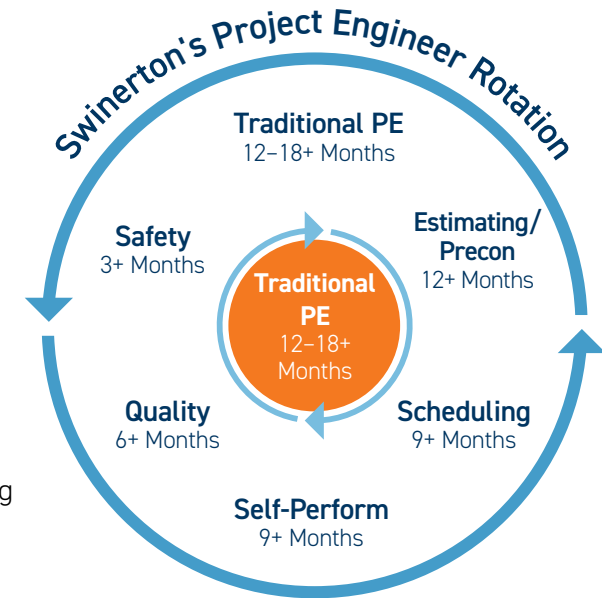
Continuous learning is a foundational part of how we support our teams. **We put a lot of emphasis on empowering individuals, not just administrating them, which is key to delivering successful projects.** We believe that the more our team members understand trade workflows, constructability, and technical coordination, the more they can contribute meaningfully to project success. Below are examples of continuous learning programs:

##### - PROJECT ENGINEER ROTATION PROGRAM

One of the most impactful ways we promote professional development is through our Project Engineer (PE) Rotation Program. This structured initiative gives project engineers and interns exposure to multiple disciplines. The goal is to grow well-rounded builders who are equipped to lead projects with confidence. Each rotation includes coaching, goal-setting, and performance tracking, ensuring that learning is intentional and aligned with long-term career growth.

##### - FOREMAN BUILDER PROGRAM

Led by our Field Talent Team, this program equips foremen with essential people skills, technical knowledge, and best practices. Through modules on productivity, planning, scheduling, safety, and quality, participants gain the tools to lead effectively. The program fosters connections with Swinerton leaders and local champions, reinforcing our values. Many graduates have advanced to assistant superintendent roles. We also extend this culture of growth to trade partners through mentorship, technical support, and collaborative learning on the jobsite.



#### 2) Inclusive Practices

Every construction project presents a unique opportunity to apply best practices or introduce innovative solutions that engage the local diverse business community. While not all owners prioritize the inclusion of small, local, or diverse businesses, Swinerton can partner with owners who share our values to implement inclusive strategies that go beyond industry norms and deliver meaningful impact.

A strong example of this alignment is Swinerton's work on the Multnomah County Library Refresh Program, where we are currently completing the final phase of several library renovation projects. Multnomah County supported a formal (contractual) GC partnering program with COBID-certified general contractors. Through these partnering agreements, Swinerton has mentored multiple COBID-certified businesses while managing project execution. This collaboration has fostered a successful learning experience for both Swinerton and our COBID partners, demonstrating the power of intentional, values-driven engagement.

#### Business Partner Development Program

Our Portland Division actively supports the local diverse business community through partnerships with NAMC and OAME. Earlier this year, we hosted two NAMC members (MBEs) in our **Prep for Success program**, which helps businesses new to Swinerton prepare to bid and execute work. This three-week program taught by Swinerton subject matter experts covers topics such as prequalification, master subcontract agreements (MSAs), bidding and estimating, safety, quality, scheduling, workforce, BIM/VD&C, insurance, accounting, compliance, change management, and project close-out.



#### MULTNOMAH COUNTY LIBRARY REFRESH PROJECTS COBID GENERAL CONTRACTOR TEAMING

##### Zana Construction

- Capital Hill Library
- Gregory Heights Library

##### GSI Builders

- Fairview Library
- Hillsdale Library
- Troutdale Library

##### Buildscape

- Rockwood Library
- Sellwood Library



### 3) Community and Belonging

Our approach to community and belonging is not just about outreach, it's about showing up, listening, and following through. **We see performance as a sign of respect and work hard to ensure everyone involved, from neighbors to trade partners, feels valued and heard.**

Creating belonging starts with how we engage the people and organizations surrounding the project. On our PSU Arts + Design project, we prioritized outreach to local businesses and community groups, including NAMC, OAME, ONAC, Latino Built, and PBDG. We hosted targeted events to connect with diverse trade partners and sourced services like catering, security, and photography from nearby small businesses. These efforts helped the project feel like a shared investment and supported the local economy.

To us, belonging means more than inclusion, it means creating a space where people feel like family. Our goal is to build trust, celebrate contributions, and make sure every voice has a place in the process.

*If you want to learn more about how much we value **Community and Belonging**, we urge that you reach out to Alex Seabold at GSI Builders.*

**Alex C. Garcia Seabold**  
President, GSI Builders  
917-407-4436  
alexseabold@gсібuildersinc.com



“

*GSI Builders stands committed to the mutually beneficial relationship it has formed with Swinerton. The efforts from both sides foster each individual companies' growth and opportunity. Providing a collaboration platform in which cross-mentorship between the two companies strengthens their market presence and empowers one another in providing subcontractor opportunities. We appreciate the top-down mentorship the Swinerton team brings to further advance our team's skills and the promotion of growth. They have our backs, we have their backs, this is our recipe for success."*

– ALEX SEABOLD, PRESIDENT, GSI BUILDERS

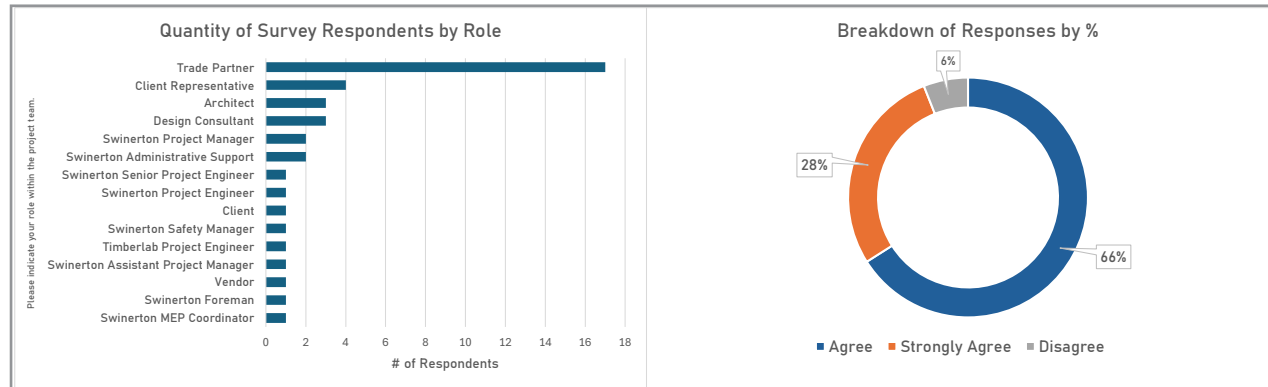
### 4) Approach to Student Success

Our team is committed to advancing student success by integrating inclusive practices and real-world learning opportunities into every phase of the project. We view construction as a platform for education and community growth. Based on our recent experiences on campuses such as Chemeketa Community College and Portland State University, we have a few opportunities for student success that we would like to discuss with the College:

- » **Onsite Learning Lab:** Create a designated learning zone on the jobsite where students can observe and interact with construction activities in a safe, structured environment. We envision this lab could be positioned close to a building mockup and include an interactive display about project highlights.
- » **Faculty-Led Site Walks:** Coordinate regular site walks led by CCC faculty and project team members. These walks can be tailored to specific disciplines including architecture, engineering, environmental science, and include Q&A sessions, technical demonstrations, and real-time problem-solving
- » **Guest Lectures & Panel Discussions:** Invite project team members, trade partners, and consultants to participate in classroom lectures and/or panel discussions. Topics could range from sustainability to project management and career pathways in construction and manufacturing.
- » **Swinternships:** We have allotted three internships for CCC students, each tailored to provide hands-on experience, mentorship, and career development:
  1. **CNC Technician Intern** – This role offers direct experience with digital fabrication, mass timber components, and CNC machinery. This intern will work alongside our Timberlab team to understand production sequencing, quality control, and material handling.
  2. **Field Engineer Intern** – Positioned on-site, this intern will support layout, surveying, and coordination of subcontractor activities. They'll gain exposure to safety protocols, daily reporting, and field engineering practices essential to project delivery.
  3. **Preconstruction Intern** – Based in the office, this role will focus on the importance of preconstruction and collaboration. This intern will work alongside Andrew and Jon to develop 3D models within Revit to assist with our pursuit and preconstruction workflows.

## 5) Systems for Accountability

To ensure early alignment and ongoing accountability to project goals, Swinerton will initiate a “Project Core Values Alignment” survey at the beginning of the teaming process. This survey is designed to align the core values with all stakeholders and establish a baseline for expectations that all aspects of the project will be executed with these core values in mind. All active members of the project leadership team—including the CCC, architect, design consultants, trade partners, and Swinerton staff—will participate as the team evolves. It will be distributed periodically throughout the project to gather feedback and assess performance against those goals. Survey results will be shared and discussed collaboratively by the project leadership to identify strengths, address areas needing improvement, and ensure that the project continues to be executed in alignment with its core values. This ongoing dialogue provides real-time insights into the health of the project and reinforces a culture of transparency, accountability, and shared purpose.



HP WAV Phase 1. Teaming Survey Responses

## 6) Greatest Area for Growth and Action Plan

Among Clackamas Community College's five core values, our greatest area for growth is **Belonging**. While Swinerton has established strong practices in Learning, Equity, Student Success, and Community engagement, we recognize that creating a workplace and project environment where every individual feels valued and included requires ongoing, intentional effort.

To guide this work, we utilize the **Meyer DEI Spectrum Tool**, a comprehensive framework that helps us assess our current state and identify opportunities for improvement. It provides a structured approach to setting measurable goals, tracking progress, and ensuring accountability as we advance along the continuum from Not Yet Started to Exemplary. By integrating this assessment, we ensure that our commitment to belonging is actionable and data-driven.

### Actionable Practices We Are Implementing

- » **Assessment and Benchmarking:** Conduct annual reviews using the Meyer DEI Spectrum Tool to identify gaps in belonging and inclusion.
- » **Inclusive Engagement:** Expand subcontractor outreach to include underrepresented businesses and ensure diverse voices are represented in project planning.
- » **Training and Education:** Provide DEI and cultural competency training for all team members and subcontractors to reinforce inclusive behaviors.
- » **Feedback Mechanisms:** Implement anonymous surveys and listening sessions to capture input from employees, partners, and community stakeholders on how we can improve belonging.

### Existing Initiatives Supporting Belonging

Swinerton actively fosters inclusion through several **Business Resource Groups (BRGs)** that create spaces for employees to connect, share experiences, and build community. These BRGs focus on areas such as cultural diversity, women in construction, veterans, and emerging professionals. They not only provide support and networking opportunities but also inform company-wide strategies that strengthen equity and belonging across all levels of the organization.







**KEY TEAM**  
Brad Wigh  
Project Executive



Ryan Wasell  
VP and Division Manager

### Preconstruction Team



**KEY TEAM**  
Andrew Georgesen  
Preconstruction Lead



Karie Godzik  
Lead Estimator



Phillip Thrash  
Diversity Liasion

### Digital Construction Team



**KEY TEAM**  
Jon Smith  
Digital Construction Lead



Zack Schroder  
VDC Manager

### Construction Team



**KEY TEAM**  
Cameron Dixon  
Project Manager



**KEY TEAM**  
Spencer Sandello  
Land Lab Assistant PM



**KEY TEAM**  
Eugene Matveev  
Superintendent



**KEY TEAM**  
Omnia Ata  
Senior Project Engineer



Lia Larson  
Project Engineer

### Specialized Expertise

Mike Jordan  
Greenhouse Specialist

Adam Klauba  
MEPF SystemsManager

Bill Melrose  
Quality Manager

Chris Whitaker  
Safety Manager

### Clackamas Community College Interns:



Preconstruction Intern



Field Engineer Intern



CNC Technician Intern

3. e. We acknowledge that Clackamas Community College reserves the right to request changes to the Contractor's team if deemed beneficial to the project. Our proposed team members are committed to the duration of the project and any changes will be submitted for approval through a formal written request to the College.

# PROPOSED PROJECT TEAM - RESUME REQUIREMENT

Chemeketa Community College  
Agricultural Complex Hub

03d.







**BRAD WIGH**  
Project Executive

**YEARS AT SWINERTON**  
**2**

**YEARS OF EXPERIENCE**  
**14**

#### EDUCATION

MS, Civil and  
Environmental  
Engineering  
University of Wisconsin-  
Madison

BS, Civil and  
Environmental  
Engineering  
University of Wisconsin-  
Madison

#### CERTIFICATIONS

- » OSHA 30-Hour
- » First Aid/CPR Certification
- » PE, Wisconsin

Brad is an experienced construction professional with a proven track record of leading complex, multidisciplinary projects from preconstruction through closeout. Skilled in managing CM/GC delivery, coordinating self-perform and subcontractor scopes, and driving schedule, budget, and quality outcomes. Adept at fostering early team collaboration, facilitating strategic planning sessions, and navigating critical milestones. Strong background in sustainability, life cycle analysis, and integration of high-performance systems. Known for clear communication, stakeholder alignment, and proactive risk management across diverse project types including higher ed campus work and specialized research facilities.

#### Why Brad for NRCE?

- » **Proven success** managing a large scale mass timber research and development facility with complex lab and space requirements.
- » **Deep experience with CM/GC delivery**, including early team integration and phased construction strategies.
- » **Strong leadership in sustainability**, driving LEED Gold and ILFI Zero Carbon certification efforts.
- » **Skilled in coordinating self-perform and affiliate scopes**, including mass timber, concrete, and specialized equipment.
- » **Track record of managing utility-intensive projects on active campuses** with minimal disruption.

#### RELEVANT EXPERIENCE

##### HP WAV Phase 1, Vancouver, WA

Brad is leading the project as the Project Executive for this three-story, 225,000 SF mass timber research and development facility as part of a 98-acre mixed-use master plan. Oversaw site development, lab and office buildout, and installation of specialized lab equipment. Managed self-perform scopes including framing and drywall, and coordinated work with affiliates Timberlab and SAK for mass timber and concrete. Championed sustainability goals, including LEED Gold and ILFI Zero Carbon certifications, through whole-building life cycle analysis and onsite renewable energy integration. Fostered early team collaboration and strategic planning to meet critical milestones, including phased server room delivery ahead of R&D lab completion. **Delivery Method:** CM/GC

##### University of Notre Dame, Utility Plant and Distribution, Notre Dame, IN\*

Brad was the Project Manager for this expansion of the University's central utility plant including the installation of two natural gas boilers and heat recovery steam generators, the construction of a new 4,000T chilled water and geothermal plant with thermal energy storage, the construction of a new chilled water and geothermal plant, and construction of new chilled water pumping and distribution piping on an active college campus. All work was closely coordinated with campus utility and maintenance department to minimize disruptions during shut-downs and utility tie-ins. Work included the management of self-perform concrete, structural steel, masonry scopes of work. **Delivery Method:** CM/GC

##### UW Madison Memorial Union Reinvestment Project, Madison, WI\*

Brad was Field Engineer for this Renovation and New Construction of a historic 1920's/1930's student union in Madison, WI. Set in the heart of campus on the shore of Lake Mendota, the project included a shoreline rehabilitation and dock installation, construction of a new boat house and outdoor recreation center, renovation of existing dance/theater/art spaces, and construction of new kitchen, food service, and dining facilities throughout. The building is listed on the State of Wisconsin's Historical Register and accordingly, the team was required to preserve and rehabilitate existing exterior elements for re-installation at the end of the project. **Delivery Method:** CM/GC

*\*projects completed prior to Swinerton*

*"I care deeply about Oregon's land and future. With the increasing wildfire risk across our region, I'm especially excited by the Natural Resources Center of Excellence, a vital space where students will gain hands-on training for real-world challenges like wildland fire response. This project is more than just buildings; it's a platform for protecting our forests and communities while building a safer, more resilient future for our state. I would be honored to partner with Clackamas Community College on a project that cultivates skills, resilience, and opportunity."*



**CAMERON DIXON**  
Project Manager

YEARS AT SWINERTON

6

YEARS OF EXPERIENCE

14

#### EDUCATION

BS, Civil Engineering  
Oregon State University

Cameron is a seasoned Project Manager with extensive experience delivering complex projects on active higher education campuses. His portfolio includes major academic facilities for Portland State University, Oregon State University-Cascades, and the University of Oregon each requiring careful coordination around students, faculty, and campus operations. Cameron excels at managing day-to-day construction activities, including cost control, schedule maintenance, and team communication, while supporting field operations and installations. His ability to maintain seamless communication between owners, consultants, and field teams ensures minimal disruption to campus life and maximum client satisfaction. Cameron's thoughtful approach to planning and logistics makes him a trusted leader on projects where safety, accessibility, and stakeholder engagement are paramount.

#### Why Cameron for NRCE?

- » **Delivered major academic buildings** across multiple university campuses.
- » Understands how to **safely and efficiently work on and build on occupied campuses** with students and faculty top of mind.
- » **Strong operational leadership** and skilled in managing cost, schedule, and field coordination with precision.
- » **Builds trust** through clear, consistent and effective communication with architects, owners and consultants.
- » Has a **proven track record** and led LEED-certified, high-performance educational projects from planning through closeout.

#### RELEVANT EXPERIENCE

##### PSU, Schnitzer School of Art + Design, Portland, OR

Cameron is the Project Manager for a new four-story mass timber facility at PSU, designed to foster interdisciplinary collaboration. He oversees the delivery of spaces for the School of Art + Design, Student Health and Counseling, and Speech & Hearing Sciences, integrating flexible classrooms, labs, and student-focused areas. His leadership ensures alignment across stakeholders and campus coordination on a tight urban site. Cameron champions the project's vision of access, equity, and inclusion, supporting PSU's mission and creating a vibrant hub for wellness, learning, and community engagement. **Delivery Method:** CM/GC

##### Oregon State University-Cascades Edward J. Ray Hall, Bend, OR

As Project Manager, Cameron led the successful delivery of a new four-story, Net Zero-certified academic STEAM-focused campus expansion. His leadership was instrumental in coordinating this complex, ground-up construction effort on an active campus. Cameron oversaw the construction of 50,000 square feet of specialized space, including flexible classrooms, labs, engineering/maker spaces, a machine shop, and staff offices. He also coordinated the integration of a geexchange system, utility infrastructure, and public access roads, while maintaining compliance with DEQ and DOGAMI. The end result is a dynamic, student-centered environment that fosters interdisciplinary learning and engagement connecting students, faculty, and the broader community through both indoor and outdoor spaces. **Delivery Method:** CM/GC

##### Soho House (Troy Laundry), Portland, OR

As Project Manager, Cameron led the complex interior buildout of the Troy Laundry Building, focusing on back-of-house restaurant spaces. He coordinated closely with the design team to integrate high-end kitchen and bar equipment into a historic structure, managing evolving design changes while maintaining schedule. His leadership ensured seamless execution of specialty finishes and installations, overcoming structural challenges through creative, budget-conscious solutions with minimal delays. **Delivery Method:** CM/GC

#### Additional Relevant Experience prior to Swinerton Included:

- University of Oregon Student Rec Center Expansion, Eugene, OR
- University of Oregon Jane Sanders Stadium, Eugene, OR

*"I find real purpose in building educational spaces that shape futures. Working on active campuses is especially rewarding; it challenges me to be thoughtful, flexible, and deeply collaborative. I enjoy the complexity of coordinating around students and faculty, and I take pride in delivering projects that enhance learning environments while respecting the daily rhythms of campus life. Each project is an opportunity to grow my expertise and contribute to something lasting and meaningful."*





## ANDREW GEORGESEN

Preconstruction Lead

### YEARS AT SWINERTON

10

### YEARS OF EXPERIENCE

21

### EDUCATION

BS, Construction Management  
University of Nebraska

### CERTIFICATIONS

- » Design-Build Professional® (DBIA®)
- » First Aid/CPR Certification

With over 20 years in the construction industry and more than ten mass timber projects completed, Andrew brings deep technical expertise and a collaborative mindset to the Natural Resources Center of Excellence (NRCE) project. His recent work with institutions like Chemeketa Community College and Oregon State University showcases his ability to deliver complex buildings that meet budget, schedule, and stakeholder needs. Andrew is a strong advocate for Target Value Design (TVD), using it to guide early decision-making and maximize project value. Beyond the jobsite, Andrew is committed to community engagement and industry education most recently organizing a field day with Friends of Trees to kick off their 2025–2026 planting season at Jackson Bottom Wetlands Preserve, helping volunteers plant hundreds of native species in a protected habitat.

### Why Andrew for NRCE?

- » Led the preconstruction and construction team on the Chemeketa Ag Complex project.
- » Has worked directly with the Opsis team on Hidden Creek Community Center.
- » Brings tenure with Swinerton and experience on both the construction and preconstruction side.
- » Grew up on a farm with a great understanding of agricultural business.
- » Combines technical leadership with a personal commitment to farming communities.
- » Built multiple greenhouses for higher education clients, giving him great experience with their design and construction nuances.

### RELEVANT EXPERIENCE

#### Chemeketa Community College, Agricultural Complex, Salem, OR

As Ops Manager, Andrew led both preconstruction and construction efforts strategic planning and cost management for three mass timber academic buildings. Brought on at the start of DD, Andrew implemented a TVD approach that aligned with the College's goals for sustainability and community impact. His team identified a key opportunity to shift from CLT to Mass Plywood Panels achieving significant cost savings while maintaining the vision. His collaborative approach ensured the project met budgets, enhanced student engagement, and reinforced Chemeketa's commitment to environmental stewardship. **Delivery Method:** CM/GC

#### PSU, Schnitzer School of Art + Design, Portland, OR

As Ops Manager, Andrew led overseeing model-based estimating through four major design iterations and three funding scenarios. Delivered pricing for multiple core, shell, and program buildout options with less than 6% variance over 18 months. Responded to major City-driven scope changes within 72 hours, maintaining budget clarity and alignment. The LEED Gold-targeted, mass timber building integrates into supports diverse academic programs. **Delivery Method:** CM/GC

#### Oregon State University-Cascades Edward J. Ray Hall, Bend, OR

As Project Executive, Andrew led preconstruction strategy and campus coordination for Edward J. Ray Hall at Oregon State University-Cascades, integrating mass timber design, net zero energy goals, and academic program needs through Target Value Design and collaborative delivery. Oversaw procurement and construction planning for specialized STEAM spaces and site infrastructure, ensuring alignment with OSU's sustainability and educational mission. **Delivery Method:** CM/GC

#### Hidden Creek Community Center, Hillsboro, OR

As Project Executive, Andrew led early CM/GC involvement to optimize mass timber design and resolve complex structural challenges, including large glulam spans and cantilevers. Through targeted value engineering, brought a project that began 25% over budget into alignment, while reducing the construction schedule from 18 to 14 months and resulted in a six-figure owner contingency return and helping deliver Hillsboro's first mass timber facility an inclusive, flexible space designed to serve the city's diverse community. **Delivery Method:** CM/GC

*"As a resident of the area, I'm proud of the possibility to contribute to a project that will directly benefit the local community. especially those that support education, equity, and environmental stewardship. The NRCE project is a meaningful opportunity to contribute to a facility that will directly benefit students, faculty, and the broader public. At Swinerton, an employee-owned firm, we take pride in building with purpose, and I personally value the chance to give back through volunteer work and mentorship. Whether it's volunteering on community projects or supporting outreach efforts in the trades, I'm passionate about creating spaces and experiences that reflect our shared values of community, belonging, equity, and student success.*



**SPENCER  
SANDELLO**  
Land Lab  
Assistant PM

**YEARS AT SWINERTON**  
5

**YEARS OF EXPERIENCE**  
6

**EDUCATION**  
Bachelor of Landscape  
Architecture (BLA),  
University of Oregon

#### CERTIFICATIONS

- » LEED® Green  
Associate™

Spencer Sandello brings a unique blend of technical expertise and environmental sensitivity to his role as Assistant Project Manager. With a degree in Landscape Architecture and a deep personal connection to the natural world, Spencer approaches construction with a designer's eye and a steward's mindset. His experience mentoring students through ACE programs, collaborating across disciplines, and engaging with communities during public design projects reflects his commitment to learning, inclusion, and thoughtful placemaking. Spencer's background makes him especially well-suited for a facility focused on natural resources, sustainability, and education.

#### Why Spencer for NRCE?

- » Holds a **degree in Landscape Architecture**, directly relevant to NRCE's programming in horticulture, landscape management, and environmental tech.
- » **Actively involved in ACE mentorship**, guiding students through collaborative projects, passionate about guiding their success.
- » **Participated in public design projects**, learning the importance of listening to community needs before designing solutions.
- » **Advocates for native plant use and low-impact design strategies**, informed by both academic training and personal experience—including living with a wildlife biologist and spending time hiking and exploring the Pacific Northwest.
- » **Values Swinerton's inclusive hiring practices** and the Portland office's diverse professional backgrounds, which foster broader perspectives and stronger collaboration.

#### RELEVANT EXPERIENCE

##### Parr Lumber, Damascus, OR

Spencer served as Project Engineer for the ground-up construction of a 37,500-square-foot mixed-use facility for The Parr Company, their first new lumber yard since 2006. Located on a six-acre site in Damascus, Oregon, the single-story tilt-up CMU building includes 8,400 square feet of retail and office space, a 15,000-square-foot warehouse, and a full-service showroom and design center. Cameron coordinated construction activities across structural, MEP, and site scopes, supported procurement and scheduling for prefabricated truss and millwork systems, and facilitated trade partner collaboration to align with Parr's operational goals. His role included managing RFIs, submittals, and quality control, contributing to successful project delivery and enabling Parr's expanded retail and distribution capabilities in East County. **Delivery Method:** DBB

##### Soho House (Troy Laundry), Portland, OR

In his Project Engineer role, Spencer played a key part in managing the complex interior buildout of the Troy Laundry Building, particularly the back-of-house restaurant facilities. He worked closely with the design team to integrate state-of-the-art kitchen and custom bar equipment within a historic structure, navigating evolving design iterations while maintaining schedule. His coordination efforts supported high-end finishes and specialty installations, including fire-rated wood doors and thermally broken operable doors, ensuring seamless execution despite numerous unforeseen conditions and structural challenges. These challenges caused Swinerton and the design team to come up with unique solutions within the project budget and design. The construction team was able to move through all of these challenges with minimum delay. **Delivery Method:** CM/GC

##### On AG Portland Headquarters Portland, OR

As Project Engineer, Spencer supported delivery of a 28,620 SF office build-out for On Inc., coordinating design-build MEPF systems and global stakeholders across Europe and the U.S. Managed phased construction in occupied space, overcoming international standards and tight timelines to meet an 18-week schedule. The project featured a flexible workplace design with open collaboration zones, a community kitchen, innovation table, and product showroom. **Delivery Method:** CM/GC

*"As someone with a background in landscape architecture and a life deeply rooted in the outdoors, the NRCE project speaks to both my professional and personal passions. I spend much of my time hiking, camping, and exploring the Pacific Northwest alongside my fiancée, a wildlife biologist whose work and perspective continually deepen my appreciation for environmental stewardship. This project isn't just another build; it's a chance to create a space that reflects the natural world, supports hands-on learning, and fosters a sense of belonging. I'm committed to bringing thoughtful design, ecological awareness, and collaborative energy to Clackamas Community College's vision for the Natural Resources Center of Excellence"*



**EUGENE MATVEEV**  
Superintendent

**YEARS AT SWINERTON**  
**12**

**YEARS OF EXPERIENCE**  
**25**

#### CERTIFICATIONS

- » **CESCL** (Certified Erosion & Sediment Control Lead)
- » First Aid/ CPR Certification

Eugene is a Superintendent with a strong foundation in educational and environmentally sensitive construction. His leadership on campus-based projects like Chemeketa Community College and other greenhouse facilities for OSU reflects his ability to navigate complex logistics. Eugene's multilingual skills, collaborative style, mentorship of apprentices, and hands-on problem-solving make him a natural fit for the NRCE project. Eugene spent two summers working as a wildland firefighter, gaining firsthand experience in environmental resilience and land stewardship. This background not only deepens his understanding of the students drawn to NRCE's wildland fire and natural resource programs, but also fuels his personal passion for the kind of education this facility will support. His lived experience brings authenticity and insight to a project designed to prepare the next generation of environmental professionals.

#### Why Eugene for NRCE?

- » **Built greenhouses** directly supporting horticulture and agricultural learning.
- » **Led campus construction at Chemeketa Community College**, managing logistics around student life and academic calendars.
- » **Mentored students** through SkillsUSA, fostering hands-career development.
- » **Worked in wildland firefighting**, offering insight into environmental stewardship and resilience; key themes in NRCE's wildland fire science and water tech programs.
- » Leverages **multilingual skills** to communication and relationships with trades.

#### RELEVANT EXPERIENCE

##### **Chemeketa Community College, Agricultural Complex, Salem, OR**

Eugene served as Superintendent for the Chemeketa Community College Agricultural Complex, leading field operations across a net zero cluster of three academic buildings on an eight-acre site. He ensured safe protocols to maintain schedule and uphold safety. The facility included a mass timber academic building with flexible learning spaces, a headhouse featuring a "dirty lab" and research classroom, and an open-air pavilion for community and educational gatherings. The complex supports agricultural education through integrated greenhouse facilities, hoop houses, and demonstration gardens. **Delivery Method:** CM/GC

##### **Soho House (Troy Laundry), Portland, OR**

As Superintendent, Eugene oversaw this project focusing on back-of-house restaurant spaces within a historic structure. He managed evolving design changes and coordinated specialty installations including fire-rated wood and thermally broken operable doors ensuring high-end finishes were delivered on schedule despite structural challenges. **Delivery Method:** CM/GC

##### **Salem-Kaizer School District Kitchen Upgrades, Salem, OR**

As Superintendent Eugene led this educational project focused on kitchen upgrades. Each remodel included reconfigured layouts, procurement and installation of new kitchen equipment, and supporting mechanical, electrical, and plumbing systems. Work was completed ensuring uninterrupted school operations. **Delivery Method:** DBB

##### **Wingspan Event and Conference Center, Hillsboro, OR**

As Superintendent, he oversaw construction of a 90,000 SF event center featuring a mass timber CLT butterfly roof and structural steel. He led early site work to capitalize on dry weather, completing grading and fill removal ahead of schedule. His leadership supported cost-saving structural design input and helped achieve a 22% diversity spend. **Delivery Method:** CM/GC

#### Additional Relevant Experience prior to Swinerton Included:

- Oregon State Hospital Greenhouse Program Nursery, Salem, OR
- US Department of Agriculture Facility, Corvallis OR
- DOW Agriculture Facility, Monitor OR

*"I'm passionate about building spaces that serve a greater purpose especially those that support education, sustainability, and community and the NRCE project speaks directly to my values. I've mentored apprentices, supported student learning through SkillsUSA, and built greenhouses that support agricultural education. Earlier in my career, I spent two summers working as a wildland firefighter, gaining firsthand experience in environmental resilience and land management. That work was deeply meaningful. It shaped my respect for natural systems and my appreciation for the kind of education this facility will provide. I'm committed to creating a jobsite that reflects Clackamas Community College's values—where learning is continuous, equity is practiced, and every stakeholder feels a sense of belonging."*





**JON SMITH**  
Digital Construction  
Lead

YEARS AT SWINERTON  
**3**

YEARS OF EXPERIENCE  
**10**

#### EDUCATION

BS, Construction  
Management John Brown  
University

#### CERTIFICATIONS

- » Certified Associate  
Constructor (CAC)
- » » OSHA 30

#### Why Jon for NRCE?

- » Leads digital  
coordination to **align  
design, cost, and  
constructability**—  
ensuring CCC's  
goals are embedded  
early through data-  
driven planning and  
technology-forward  
solutions.

Jon serves as the Digital Construction Lead, leveraging his expertise in construction planning, technology integration, and cost management to support preconstruction efforts for this specialized campus project. He leads digital coordination across budgeting, estimating, and constructability review to align evolving design documents with execution-ready plans. His strategic use of construction technology enhances phasing development, procurement scope definition, and cost alignment. Jon's precision and focus on front-end risk mitigation ensure that Clackamas Community College's goals are embedded in early-stage planning through data-driven decision-making and collaborative digital workflows.

#### PROJECT EXPERIENCE

##### **PSU Schnitzer School of Art + Design, Portland, OR**

As Precon Manager, Jon was involved early in the process during the space planning and schematic design phase through GMP buyout. Key contributions and responsibilities included co-location meetings with the team; progress estimate updates; guidance with design in accordance with PSU's budget and program goals; target value management via a model based estimating workflow; generation of 3D models as needed to support preconstruction efforts; trend and target value design logs; continual constructability review and feedback process for the design team; and finalizing the GMP. **Delivery Method:** CM/GC

##### **Portland State University Smith Memorial Student Union (SMSU) Maintenance, Portland, OR**

As Precon Manager, Jon supported the work relating to the multiple modernization and upgrades on campus including mechanical supply fan and elevator modernizations of select locations in the Portland State University (PSU) Smith Memorial Student Union (SMSU) Building. **Delivery Method:** CM/GC



**OMNIA ATA**  
Senior Project  
Engineer

YEARS AT SWINERTON  
**3**

YEARS OF EXPERIENCE  
**4**

#### EDUCATION

BS, Civil Engineering  
University of Cincinnati

#### CERTIFICATIONS

- » LEED® Green  
Associate™

#### Why Omnia for NRCE?

- » Expert in field  
coordination, technical  
documentation, and  
issue resolution to  
**ensure design intent  
is accurately executed**  
in a dynamic campus  
environment.

As Senior Project Engineer, Omnia will support technical documentation, field coordination, and issue resolution on the CCC NRCE project. Her role will include managing submittals and RFIs, ensuring constructability alignment, and supporting quality control efforts throughout the build. With a focus on detail, technical accuracy, and real-time responsiveness, Omnia will help maintain continuity between design intent and execution in this campus environment.

#### PROJECT EXPERIENCE

##### **HP WAV Phase 1, Vancouver, WA**

As PE, Omnia is supporting the delivery of a three-story, 225,000 SF mass timber research and development facility as part of HP's 98-acre mixed-use campus. She assists with site development, lab and office buildout, and coordination of specialized lab equipment installation. Omnia works closely with self-perform teams on framing and drywall scopes and supports affiliate coordination with Timberlab and SAK for mass timber and concrete. She contributes to sustainability efforts including LEED Gold and ILFI Zero Carbon certifications through documentation and life cycle analysis support. Omnia plays a key role in procurement, schedule tracking, and milestone planning to ensure successful phased delivery of critical spaces. **Delivery Method:** CM/GC

##### **Harder Mechanical Headquarters, Portland, OR**

As PE Omnia supported this new two-story office building. It utilizes a mass timber frame, glulam columns, and cross-laminated timber (CLT) floor panels. It features private offices; several conference rooms; communal gathering spaces; employee showers and locker rooms; a breakroom terrace; and a bike storage room. The architecture is defined by subtle indents, obtuse angles, and a brick veneer on all sides. It also features numerous skylights and large windows to maximize daylighting. **Delivery Method:** CM/GC

## PRECONSTRUCTION INTERN

Proactive engagement at the front end of a project leveraging 3D models to deliver a more predictable outcome for that include model-based estimating and model coordination.

### What You'll Do:

- Sitework analysis leveraging drone survey data
- Lead constructability reviews in 2D and 3D
- Collaborate with teams on installation strategies
- Coordinate design team models and solve interdisciplinary issues

### What You'll Learn:

- 3D modeling in Autodesk Revit (Structure, Architecture, Systems)
- Model-based estimating using Destini Estimator
- Schedule development and identifying decision windows for success

## FIELD ENGINEER INTERN

Hands-on position at the jobsite, supporting quality assurance and control and working closely with field teams to ensure installation is in line with the plans and specifications.

### What You'll Do:

- Assist with inspections and material testing
- Assist with building layout, survey, and control
- Assist with window pressure testing and facade inspections
- Observe and report on productivity tracking
- Participate in safety walks and quality audits

### What You'll Learn:

- How to read plans and technical documents
- How to develop a Water +Min5 Plan
- Conducting field inspections and testing
- Onsite documentation and reporting
- Communication and coordination with Trade Partners

## CNC TECHNICIAN INTERN

You'll support Timberlab's fabrication team by learning how to operate and maintain CNC machines used in mass timber production. You'll work alongside experienced technicians and gain hands-on experience in:

### What You'll Do:

- Assist with CNC machine setup and operation
- Monitor machine performance and report any issues
- Perform visual inspections of finished parts
- Support tool inventory management and routine maintenance

### What You'll Learn:

- How CNC machines work in a real production environment
- Basics of machine programming and tooling
- Safety practices in a manufacturing setting
- Team collaboration and communication in a shop setting
- Machine programming software like DDX

### Intern References:

Curious what it is like to be a Swintern? Connect directly with one of our recent Swinterns from this past summer and ask them about their journey, what they learned, and how it shaped their career path.

#### Elyse Vargason

971-341-8788

#### Elexis Nicholas

541-592-9237



# RELEVANT PROJECT EXPERIENCE

Hidden Creek Community Center

04





SALEM, OR

## Chemeketa Community College Agricultural Complex

CM/GC / \$12,022,747 / 19,600 SF / Completion 2021



The Chemeketa Community College Agricultural Complex is a multi-building academic hub designed to support hands-on learning, research, and community engagement. Located on an eight-acre site in Salem, OR, the complex includes three mass timber buildings—a net zero academic building, a headhouse with lab space, and an open-air pavilion surrounded by demonstration gardens, farmland plots, and a greenhouse.

Swinerton served as CM/GC, leading preconstruction efforts using Target Value Design (TVD) to meet budget goals while supporting sustainability and regional partnerships.

The project integrates indoor and outdoor learning environments, supports agricultural education, and fosters community outreach through flexible spaces and programming.

### Key Components Aligned with CCC NRCE

- » **Greenhouse & Hoophouses** – 3,600 SF greenhouse and hoop houses support horticulture and organic farming education.
- » **"Dirty" Labs** – Academic and headhouse buildings include lab classrooms and dirty labs for hands-on learning.
- » **Flexible Learning Spaces** – Classrooms and research areas designed for adaptability and interdisciplinary use.
- » **Outdoor Education & Demonstration Gardens** – Amphitheater, gardens, and farmland plots support community engagement and vocational training.
- » **Community-Centered Programming** – Spaces designed for farmers markets, outreach events, and industry training.
- » **Net Zero & Sustainable Design** – First net zero building on campus, achieved through solar integration and mass timber construction.
- » **TVD & CM/GC Delivery** – Early contractor involvement and Target Value Design ensured alignment with budget and educational goals.

#### Client Contact:

Holly Nelson, Chief Officer  
Chemeketa Community College  
503-399-5145  
[holly.nelson@chemeketa.edu](mailto:holly.nelson@chemeketa.edu)

#### Recognitions:

- IIDA Oregon, People's Choice Award for Design Excellence (2021)
- DJC Top Secondary and Vocational Training Project (2022)
- WoodWorks Wood Design Award for Regional Excellence (2023)

## PORTLAND, OR

Portland State University  
Schnitzer School of Art + Design

CM/GC / \$73,969,164 / 94,465 SF / Completion 2026 anticipated



This transformative new facility designed to unite Art + Design + Wellbeing under one roof will house the School of Art + Design, Student Health and Counseling, and Speech + Hearing Sciences, creating new classrooms, labs, specialty clinics, materials storage, and gallery spaces. A key feature is the Oregon Scottish Rite Speech and Language Clinic, a free community resource connecting graduate students with the public under licensed supervision. The project reflects PSU's commitment to access, equity, and inclusion—serving a growing population of underserved students and fostering public partnerships that support regional creative and wellness communities. Designed to achieve LEED Gold, the facility will be the first mass timber building on campus. Delivering on both environmental responsibility and occupant wellness, the building will feature a green roof. It will also be incorporated into the PSU "Campus Loop" a centralized district energy system that provides heating and cooling to multiple buildings in the core of campus.

## Key Components Aligned with CCC NRCE

- » **CM/GC Delivery:** Swinerton collaborated early with design and trade partners to enable prefabrication and mitigate delays, completing preconstruction with less than 6% cost variance over 18 months.
- » **Student Spaces & Labs:** Includes flexible classrooms, specialized labs, and wellness-focused clinics designed to expand capacity and improve service to historically underserved students.
- » **Regional Stewardship:** Supports PSU's role as a regional anchor for creative and wellness communities, promoting public access to education, healthcare, and cultural engagement.
- » **Model-Based Estimating:** Swinerton's use of model-based estimating enabled rapid pricing through four design iterations and three funding scenarios, supporting informed decision-making and budget alignment.
- » **Innovative Learning Environments:** The design fosters collaboration and adaptability, with gallery and exhibit spaces that connect students to the local economy and broader community.



Swinerton collaborated with PSU's MSRE Capstone Team through the PACE program, supporting student engagement via site visits, mentorship walks, and partnerships with NOMA, ACE, and PWA to promote innovation and workforce development in construction.

**Client Contact:**  
Cameron Patterson,  
Project Manager, PSU  
901-569-0688  
ckp@pdx.edu





## HILLSBORO, OR

## City of Hillsboro - Hidden Creek Community Center

CM/GC / \$29,100,000 / 51,500 SF / Completion 2020



Built with a cross-laminated timber structural system, the two-story building features glulam beams, exposed timber ceilings, large glass windows, and a metal-clad exterior. The facility houses multiple classrooms and community programming space. Brought on early as mass timber experts, Swinerton helped resolve complex structural and acoustic challenges, reduced the construction schedule from 18 to 14 months, and delivered the project on budget despite initial overages and permitting delays. Successful construction management resulted in a six-figure return of unused contingency to the City.

**Key Components Aligned with CCC NRCE**

- » **Partnered with Opsis Architecture:** for early design collaboration and mass timber expertise.
- » **Greenfield site development:** including full utility coordination across 20 acres.
- » **Indoor/outdoor program spaces:** designed for flexibility and community engagement
- » **Multi-purpose rooms and classrooms:** supporting recreational, educational, and special event programming

**Client Contact:**

Toni Plunkett, Public Works  
Program Manager (Retired)  
City of Hillsboro  
503-681-6406  
tifsister@icloud.com

## BEND, OR

## Oregon State University-Cascades - Edward J. Ray Hall

CM/GC / \$34,700,000 / 50,000 SF / Completion 2021



Edward J. Ray Hall is a 50,000 SF, four-story STEAM facility designed as a prototype for net-zero campus expansion. It features mass timber construction, geothermal systems, and daylight-optimized design to support sustainability goals. The building includes seven classrooms, 12 labs, and a mix of collaborative and quiet zones, all arranged in a modular layout for future adaptability and off-site prefabrication. Timber sourced from forest restoration efforts reinforces OSU's commitment to environmental stewardship and innovative learning.

**Key Components Aligned with CCC NRCE**










- » **Higher Education:** Supports OSU's programs with flexible, future-ready academic space.
- » **CM/GC Delivery:** Swinerton used mass timber and prefab to optimize cost and schedule, collaborating with design to deliver the project in 15 months and avoid 16 weeks of delay.
- » **Innovative Student Spaces:** Adaptable classrooms, labs, and collaboration zones
- » **Indoor/Outdoor Integration:** Connect academic with outdoors.
- » **Healthy Forests & Sustainability:** Utilizes mass timber from forest restoration efforts, promoting sustainability.

**Client Contact:**

Jerrold Penttila, Associate Dir.  
Capital Planning,  
OSU-C  
541-706-2163  
jarrod.penttila  
@osucascades.edu



## 4. b. ADDITIONAL RELEVANT PROJECTS

Project/Client	Relevancy	SF	Contracting Method	Construction Cost	Date Completed
 <b>Ag Complex Addition</b> Chemeketa Community College	» Multiple greenhouses and hoophouses » Procom Environmental Controls System » OSU Extension involvement	3,600	CM/GC	\$850,000	2022
 <b>West Greenhouse Complex</b> Oregon State University	» Design-Build greenhouse » Tied into campus steam loop » Eadsworth Controls System	12,821	DBB	\$5,469,067	2023
 <b>Oak Creek Greenhouse Expansion</b> Oregon State University	» Early greenhouse procurement » ADA accessible » Procom Environmental Controls System	4,500	CM/GC	\$1,489,125	2022
 <b>Public Works Facility</b> City of North Plains	» Early sitework package » Two-story mass timber structure » Indoor/outdoor programming	12,500	CM/GC	\$7,960,000	2024
 <b>Blue Lake Park Operations and Maintenance Facility</b> Oregon Metro	» Early sitework package » Multiple buildings on a single site » Phased permitting approach	15,800	CM/GC	\$9,700,000	2025
 <b>Wingspan Event and Conference Center</b> Washington County	» Early sitework package » Testing and reuse of undocumented fill » Phased permitting approach	89,000	CM/GC	\$40,859,758	2020
 <b>Holgate Library</b> Multnomah County	» Community engagement » Two-story mass timber structure » 34% COBID participation	21,000	CM/GC	\$17,624,440	2024
 <b>Midland Library</b> Multnomah County	» Community engagement » 24% COBID participation » Early MEP trade partners	24,000	CM/GC	\$20,194,397	2024
 <b>USDA Agricultural Research and Development Center</b> U.S. Army Corps of Engineers	» Two-story, ground up » Classrooms, flex, lab, specialized support spaces	59,000	DBB	\$57,000,000	2026 anticipated

# PROJECT APPROACH

Oregon State University  
West Greenhouse

05



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### 5. b. Subcontractor/Supplier Design Assist

We recommend a targeted strategy for early trade partner engagement that aligns with our construction schedule and identifies the ideal timing for onboarding. We will work closely with CCC and Wenaha to develop RFPs based on qualifications and a target value budget, ensuring that selected partners are aligned with the project's goals. **To support a transparent selection, we use a Lean decision-making tool called Choosing by Advantages (CBA)**, which is a structured evaluation method that helps weigh the strengths of each proposal based on meaningful criteria. This process has proven successful on recent projects with PSU and provides early alignment between the College, design team, and trade partners.

*Our work with Greenhouse Specialists on multiple greenhouse projects illustrates how early engagement with specialty vendors leads to seamless execution. We've also successfully partnered with design teams to onboard design-build trade partners when it adds value to the project.*



## 5. c. Approach to Market Conditions

To address market volatility, we employ a multi-pronged strategy that includes regional sourcing, early procurement of long-lead items, and escalation tracking. Our procurement impact tool helps us identify and mitigate risks related to tariffs and supply chain disruptions. For example, sourcing mass timber from Oregon vendors supports local industry and protects against tariff exposure. On the Chemeketa Ag Complex, the mass timber structure, brick veneer and mechanical equipment were manufactured and fabricated within 100 miles of the site.

To mitigate tariff risks with the structure, we performed a preliminary cost study of mass timber vs steel on the prior page based on our assessment of the soil conditions and understanding of the programming needs.

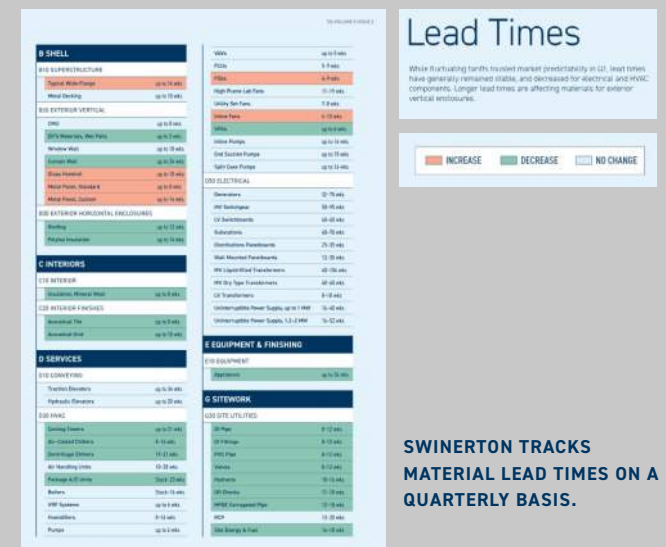
Mass Timber offers predictable pricing, reduced reliance on global supply chains, and faster installation timelines, making it a strategic solution for maintaining budget control while supporting sustainability goals.

#### 5. d. Early Packages for Schedule Acceleration

We believe the NRCE can be **delivered in 14–16 months** through a targeted early package strategy that accelerates construction, reduces risk, and puts budget back into enhancing the program. Our approach is based on lessons learned from similar campus projects and tailored to the unique conditions of the NRCE site. Early packages allow us to:

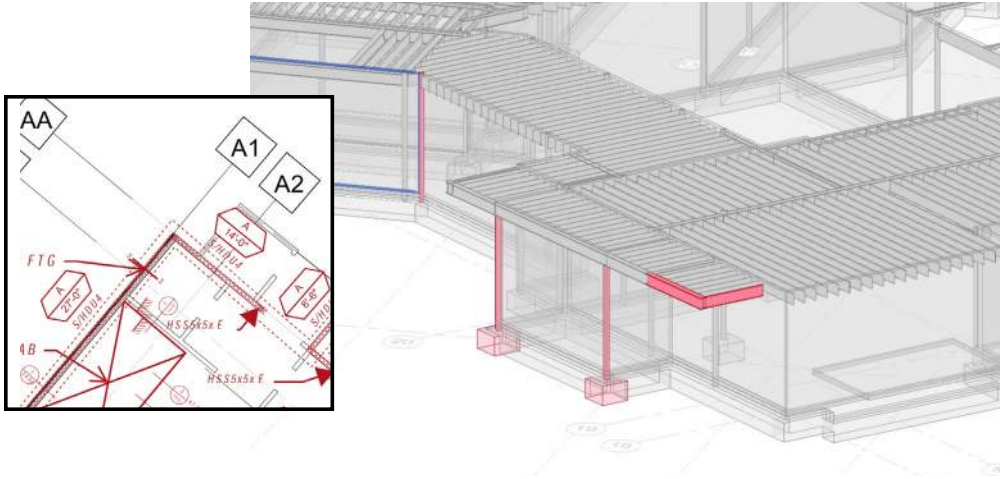
- » **Mitigate site risks** by addressing the undocumented fill identified in the geotechnical report through an **early site grading and erosion control package**, ideally ahead of the rainy season.
- » **Accelerate vertical construction** by releasing **structural packages** early, depending on permitting timelines and final structural system selection (mass timber or steel).
- » **Control costs and avoid escalation** by procuring **long-lead materials** such as:
  - Electrical gear
  - Mechanical equipment
  - Structural components (glulam, CLT, or steel)
- » **Maintain schedule momentum** by sequencing work to avoid weather delays and optimize trade partner availability.

On the Chemeketa Agricultural Complex, we used a 1200-CN permit to initiate early site grading and pad prep, saving time and costs. Our team will coordinate closely with Opsis and the AHJ to ensure early packages are well-defined, executable, and aligned with CCC's goals.



### 5. e. Constructability Approach

The beauty of being on board at the same time as the design team is having the ability to shape the design in a way that will significantly reduce the number of RFI's on the project. That is our number one goal as a successful CM/GC and we have been very successful in this approach. Our constructability process is highly collaborative and technology-driven, integrating input from the project team, our in-house quality control manager, and design-assist partners. Our self-perform teams contribute field expertise and lessons learned, helping identify cost-effective, buildable solutions early in design.



#### *Preconstruction due diligence to fill in the gaps*

This example demonstrates how we aligned the structural design with the architectural intent to create a comprehensive model that not only informed our pricing but also served as an early foundation for resolving design issues well ahead of what's typical in traditional delivery models. From this model, we generate and track issues within our cloud hosted management platform, streamlining resolution more efficiently than conventional methods. We firmly believe that by partnering with the Opsis team from day one, we can act as the adhesive that binds the various disciplines together, ensuring a cohesive and fully integrated project outcome.

### 5. f. Additional Consultants to Avoid Unforeseen Conditions

Given the unique programmatic needs of this project, we see several opportunities to proactively engage additional consultants during preconstruction to reduce risk and enhance project outcomes.

#### Soils

Drawing from our experience on the Chemeketa Ag Complex, we understand how critical soil quality is for productive growing fields and land labs. We recommend engaging a **soils consultant** (separate from the geotechnical engineer) to evaluate the existing organic content. This analysis will help determine whether soils can be amended and reused, potentially reducing export costs and preserving site ecology.

#### Accessibility

Seamless transitions between indoor and outdoor learning environments will be essential to ensuring equitable access for all students and faculty. Early coordination with an **accessibility consultant** will help identify potential challenges and inform grading, path of travel, and site layout decisions before design is locked in.

#### Greenhouse

With three greenhouse projects completed in the past five years, we've seen firsthand the value of involving a **greenhouse specialist** early. These consultants can support faculty engagement and help navigate the unique permitting, occupancy, and code considerations that apply specifically to greenhouse structures. Our past collaborations with Greenhouse Specialists NW have demonstrated how early input can streamline approvals and avoid costly redesigns.



## 5. g. Site Logistics and Safety During Construction

A well-developed and **visual logistics plan** is a key opportunity to guide not only our construction teams but also the broader college community as they interact with and move around the project site. Given the project's prominent location, visible from Beaver Creek Road and the main campus entry, a clear and accessible logistics plan becomes both a necessity and a chance to provide **greater awareness, education, and collaboration**.

Our preferred method involves using regularly updated 3D point clouds to accurately reflect the **current state of the jobsite**. These serve as a dynamic backdrop for integrating design models and overlaying logistical elements, offering enhanced context and clarity. This approach allows us to visualize site access, safety zones, and construction sequencing in a way that's **easy to understand and adapt as the project evolves**.

By making this available to both construction and college teams, we create a shared platform that keeps the entire community informed, safe, and engaged, turning the construction process into a transparent and inclusive experience.



### Specific Plan Keynotes

- 1 Site Entrance to Beaver Creek
- 2 Site Exit to Beaver Creek
- 3 Temporary Construction Fencing
- 4 Tree Protection Fencing Zones
  1. The Heritage Oak tree adjacent to Beaver Creek Drive, with fencing and root zone protection
  2. The Douglas Fir forest near Claremont Drive, preserving canopy integrity and supporting forest ecology.

*\*No excavation, grading, or equipment access will be permitted within TPZs, and certified arborists will monitor tree health throughout construction.*
- 5 Entrance to Campus Road
- 6 Onsite Learning Lab. A faculty and student engagement zone will be established to provide real-time updates and educational insights into construction activities, including sustainable building practices like mass timber construction
- 7 Jobsite Office

## 5. h. Bid Leveling and GMP Development

Bid leveling starts with the development of our model-based estimate first and then refinement of the scope as the design develops. During GMP development, we will conduct a fully transparent bid leveling process that ensures alignment with project goals. We continue to utilize our model-based platform to align the scope with the Opsi and discuss potential scope gaps. We encourage the College, Wenaha and Opsi to be actively involved in this process, providing input and oversight throughout the development and review of each bid leveling scope. This collaborative approach helps identify the best value while maintaining quality and schedule.

Chemeketa Agricultural Complex GREENHOUSE / HOOP HOUSE	Greenhouse Specialists	Stuppy Greenhouse	Greenhouse Build
DESCRIPTION	AMOUNT	AMOUNT	AMOUNT
Greenhouse & Hoop House Installation Total	334,565	352,065	365,865
<b>GREENHOUSE SUPPLY</b>	<b>88,598</b>	<b>145,256</b>	<b>138,450</b>
<b>STRUCTURE</b>			
Structural Engineered Drawings & Calcs	Included	Included	w/ supply
60' x 60' x 10' greenhouse dimension - (4 zones of 30' x 30')	Included	Included	Included
NW quadrant to be isolated via interior walls and isolated ridge vent - CCC would like all four zones to be isolated to allow for more flexible growing areas			
	Included	Included	Included
Steel structure to meet Allied Tube and "Gatorshield" for corrosion	Included	Included	Included
50,000 psi yield strength on columns & trusses & end walls	Included	Included	Included
No Wood or roll form sheet metal allowed	Included	Included	Included
Twin wall, 8mm polycarbonate at roof, endwalls and 0'-3' wall height	Included	Included	Included
3'-10' height sidewalls to be woven-mesh roll-up walls	Included	Included	Included
10-year warranty on Polycarbonate panels	Included	Included	Included
Polycarbonate panels to be of virgin resin. Regrind is not acceptable.	Included	Included	Included

## 5. j. Additional Project Risks and Mitigation

One of the key advantages of being engaged early in the project is the ability to proactively identify and **mitigate risks while adding value to the design process**. We understand this role, bringing lessons learned from similar projects including the Chemeketa Agricultural Complex, to deliver a successful outcome for faculty, students, and stakeholders. Through our initial review and understanding of the project, we've identified potential risks and corresponding mitigation strategies:

RISK	MITIGATION STRATEGY
Grant/Donation Support	➔ Collaborate closely with the owner and stakeholders to align design scope with available funding; provide cost modeling and phasing options to support fundraising efforts.
End User Coordination	➔ Facilitate structured engagement with faculty and staff through design workshops and user group meetings to ensure programmatic alignment and operational clarity.
Permitting Strategy/Potential Delays (Land Use, 1200C)	➔ Engage early with local jurisdictions to define permitting pathways; coordinate with civil engineer and regulatory agencies to streamline land use and environmental approvals.
Public Improvements	➔ Identify scope and jurisdictional requirements early; collaborate with city officials to integrate public improvements into the project schedule and budget.
Weather (Winter Start)	➔ Develop a phased construction plan with weather contingencies; prioritize site preparation and foundation work ahead of adverse conditions.
Tariffs and Escalation	➔ Mitigate through local sourcing strategies and early procurement of long-lead items.

## 5. i. Subcontractor Risk Management

### Trade Partner Prequalification Process:

To proactively mitigate the risk of subcontractor insolvency or default, we implement a rigorous prequalification process that evaluates each vendor's financial stability, safety performance, and relevant project experience. Prior to final selection, all subcontractors are required to submit the following documentation for review:

- » Current financial statement
- » Letter of bondability / bonding capacity
- » Three-year EMR history
- » Line of credit letter from a financial institution

### Subcontract Default vs Payment & Performance Bonds:

Based on our robust prequalification process and successful delivery of similar campus projects at Chemeketa Community College, Oregon State University, and Portland State University, Swinerton has opted not to enroll this project in a Subcontractor Default Insurance (SDI) program. **Instead, we will evaluate the financial strength of each low bidder prior to award and determine whether payment and performance bonds are appropriate on a case-by-case basis. This approach allows us to maintain flexibility while ensuring the College is protected from subcontractor risk.**

## CONSTRUCTION MANAGEMENT SERVICES

### 5. a. Communication Approach

With the goal of finding solutions early and maximizing value, we prefer a work environment founded in truth, trust, and transparency. Across successful project delivery, our team brings an approach set in principles that result in the One Integrated Team presented.

**EARLY TEAM FORMATION:** For us, early team formation is about building the right communication habits from the start, which means open, consistent, and focused on surfacing issues before they become problems. We bring our preconstruction and field leaders into conversations early so we can align expectations, ask the right questions, and create space for dialogue around constructability, permitting, and scope.

**RELATIONAL CULTURE:** Swinerton's team maintains a commitment to professionalism, fostering an environment where every individual is encouraged to share their perspective and is expected to treat others with fairness and respect. Guided by a culture of accountability, the team prioritizes the overall success of the project above the interests of any single firm or organization.

**LEADERSHIP TEAM:** As mentioned in Section 3, Brad will work with the CCC, Wenaha and Opsis to assemble the right team and cadence for these leadership discussions to ensure the right people are in the loop as design and construction progresses. Our goal with these discussions is to head off challenges before they become issues.

**COMMUNICATION IN SUPPORT OF EFFECTIVE DECISION-MAKING:** Deciding promptly and with certainty is fundamental to maintaining the momentum of the NRCE project, particularly during the design phase to allow adequate time for Portland permitting process. Without effective communication, breakdowns can happen quickly. We manage this process through four steps:

1. **Prepare** (identify upcoming decisions)
2. **Present** (options with cost/schedule/quality implications)
3. **Document** (compile outcomes)
4. **Confirm** (record in Decision Log)



### 5. b. Differentiators/Community Partners

We believe strong relationships with colleges and community partners start with shared values and a commitment to investing locally, not just during construction, but long after the project is complete.

- » **Local Manufacturing & Workforce Development:** Through our partnership with Timberlab, we're helping grow Oregon's timber economy by sourcing and fabricating mass timber components right here in Oregon. Our advanced manufacturing facilities in Philomath, Swisshome, Drain, Portland, and Millersburg support over 200 family-wage jobs. These operations create direct opportunities for students in forestry, timber manufacturing, and construction trades, connecting classroom learning to real-world careers and strengthening the pipeline of future industry leaders.
- » **Community Engagement & Transparency:** We prioritize open communication and inclusive outreach. Whether it's hosting student forums, coordinating with faculty, or engaging local businesses, our team creates space for collaboration and feedback. We tailor our approach to reflect the values of each campus and community, ensuring that everyone feels heard and respected throughout the project.
- » **Long-Term Partnership Mentality:** We don't just build facilities, we want to build lasting relationships. Our team is known for being responsive, honest, and easy to work with. From preconstruction through closeout, we stay engaged, follow through on commitments, and look for ways to add value beyond the jobsite.



### 5. c. Cost Control

Cost control starts with a solid GMP process, and our team treats it as a collaborative effort. For this project, Project Manager Cameron Dixon will lead budget management, just as he has successfully done on OSU-C Ray Hall and PSU Arts + Design. Cameron takes a proactive, hands-on approach, always looking for creative solutions to keep the project on track and within budget. He works closely with field leadership to explore alternatives that preserve scope. **At the Natural Resources Center, Cameron's approach will be especially valuable in managing the complexities of integrating greenhouse systems, outdoor learning environments, and specialized MEPF scopes, ensuring that cost decisions are made with both technical nuance and long-term value in mind.**

#### Solving Greenhouse Control Challenges at OSU

On the OSU Oak Creek Greenhouse, the climate control systems posed a significant cost risk. The end user had specific expectations for individualized climate zones, but the MEP engineer lacked clarity on how the controls would function. To resolve the issue, our team brought in a greenhouse design-build partner early to clarify system requirements, coordinate with the engineer of record, and ensure compatibility with both the greenhouse and campus systems.



“

*I appreciated that Swinerton worked in tandem with me to keep a tight reign on the budget and contingency throughout the project. The City has a fiduciary responsibility to be good stewards of public money; managing the project's budget and funding is of the utmost importance. **Limiting the amount of change requests, and addressing value engineering where appropriate allowed us to move forward with multiple alternates from our wish list toward the end of the project, resulting in additional amenities to the space.***

– TONI PLUNKETT, (FORMER) SENIOR PROGRAM & SUPPORT MANAGER, CITY OF HILLSBORO

### 5. d. Change Orders

Change orders do not benefit us, they disrupt flow, create inefficiencies, and distract from the shared goal of delivering a successful project. **On CM/GC projects, our approach is to remove the barriers that lead to change orders by investing in the design process and treating it as a collaborative, design-build effort regardless of the contract structure.**

- » **Design-Build Collaboration:** We will work side-by-side with Opsis and the design team, just like on the Hidden Creek Community Center, to help shape construction documents that are coordinated and buildable. We will also bring lessons learned from Chemeketa Ag Complex and OSU Oak Creek Greenhouse to ensure we are bringing the most cost-effective solutions to the table for discussion.
- » **Model-Based Estimating and Revit Integration:** On PSU Arts + Design, we integrated directly into the Revit model to perform real-time constructability and cost modeling. **This proactive approach eliminated RFIs before they reached the field and helped deliver a clean GMP with minimal changes during construction.**
- » **Resolving Issues Without Disruption:** When challenges arise, we act quickly, proposing solutions, adjusting sequencing, and collaborating with the design team to keep construction moving. **Our goal is to resolve issues before they become formal change orders or claims.**

### 5. e. Managing Self-Performed Work

Delivering a project with both indoor and outdoor programming, especially one as technically nuanced as the Natural Resources Center requires a team that understands how to sequence work across diverse environments while maintaining schedule discipline.

Our approach on this project includes:

**Team-Led Schedule Accountability:** Our superintendent, Eugene Matveev, leads the development and management of the construction schedule, ensuring that all trade partners are aligned and held accountable for milestone dates. Eugene's leadership is reinforced by weekly schedule updates and daily coordination with field teams. His understanding of greenhouse construction and ensures that outdoor spaces are sequenced appropriately with the rest of the project, avoiding delays and optimizing system integration.

**Selective Self-Perform for Project Benefit:** Swinerton's ability to self-perform scopes such as concrete, framing, drywall, and mass timber gives us flexibility and control, but we only deploy these resources when it benefits the project's cost, schedule, or quality. **Our self-perform teams are fully integrated into the project planning process and are vetted against external bids to ensure best value.** This strategic use of internal labor allows us to respond quickly to field conditions and maintain momentum when subcontractor availability is limited.

### TYPICAL SELF-PERFORM TRADES



CONCRETE  
SERVICES



METAL STUD  
FRAMING & DRYWALL



ROUGH & FINISH  
CARPENTRY



DOORS, FRAMES, &  
HARDWARES



MASS  
TIMBER



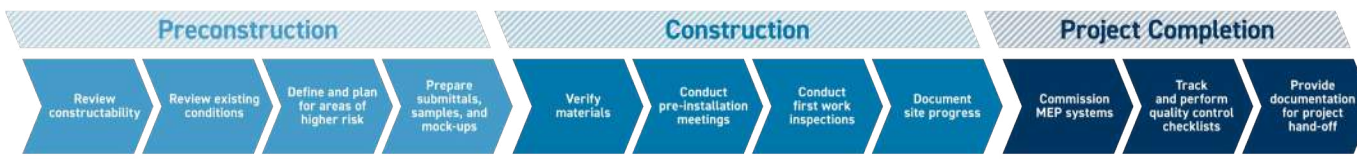
DEMOLITION &  
CLEAN UP

### 5. f. Quality Control in Action

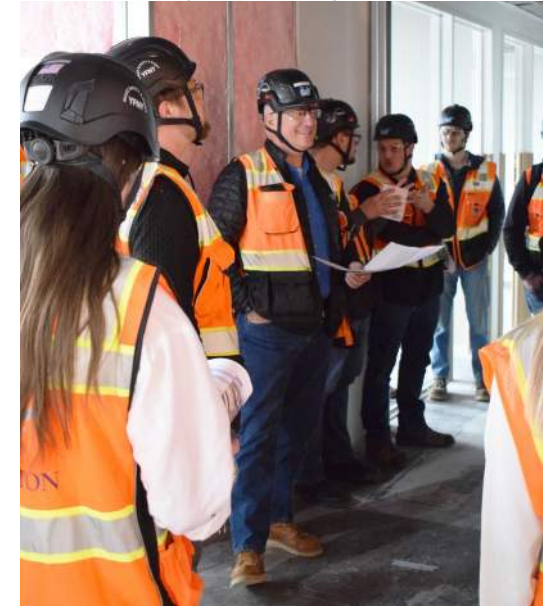
Our quality program is one of the primary risk avoidance tools when it comes to schedule certainty. Reducing the probability of defective, non-conforming, or non-compliant work is one of the best things we can do to ensure we keep our schedule consistent and predictable.

**Leadership in Quality Management.** The quality program will be led by **Bill Melrose, our seasoned Quality Control Manager.** Bill brings unmatched experience from projects throughout the state and is experienced with higher education facilities; currently overseeing quality on the PSU Art + Design building. Supporting Bill in the development of the Site-Specific Quality Management Plan (SSQMP) will be **Eugene Mateev**, ensuring seamless oversight of all quality operations.

Swinerton's quality program is supported by regular quality control meetings, measurable metrics, and data-driven tracking. The plan emphasizes collaboration, accountability, and continuous improvement, ensuring that every project meets or exceeds the highest standards of quality and craftsmanship.



Bill Melrose leading students through a quality walk at PSU



## 5. g. Project Close Out

Successfully turning over a facility like the Natural Resources Center where indoor labs, outdoor learning environments, and greenhouse systems must function as one integrated whole requires more than just a checklist. It will require early planning, dedicated leadership, and a deep understanding of how systems interact across diverse spaces. Based on our experience at the Chemeketa Ag Complex, we have a couple of unique approaches to ensure seamless turnover.



**Superintendent-led Closeout Oversight:** Our superintendent, Eugene Matveev, will lead the closeout process from start to finish, including the quality control process and punchlist execution.

**Eugene will work closely with the College, including faculty and the facility management team to ensure each space is functioning as intended. He will also provide weekly schedule updates distributed every Friday to the project team and trade partners, reinforcing accountability and transparency throughout turnover and all closeout activities.**

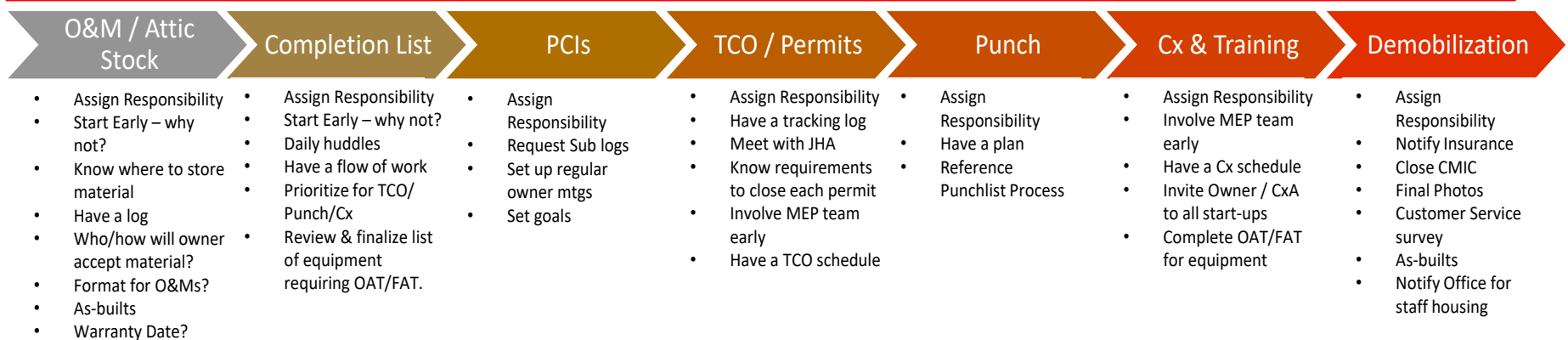


**Dedicated MEPF Commissioning Leadership:** Our in-house MEP Manager, Adam Klauba, brings over two decades of experience and will oversee the commissioning and turnover of all MEPF systems. **Adam will be involved with the MEPF systems from design through closeout, ensuring seamless integration of indoor and outdoor systems, including the greenhouse controls with the building's central system.**

Over the past thirteen years, Swinerton has strategically built a strong and comprehensive MEP team across multiple locations i. This differentiates us by supplementing and providing in-depth support of the MEPF and low-voltage systems. This team of resources includes industry experts from many technical sectors in construction including union trades, mechanical, electrical and plumbing superintendents, mechanical and building controls engineers, estimators and project managers, etc.

Adam has over two decades of construction management experience, including selecting MEP / FP design-build services for many successful project teams. For the past ten years, Adam has incorporated a Choosing By Advantages (CBA) approach by the Lean Construction Institute, selecting trades based on best value in lieu of focusing only on lowest initial cost. Adam will also be actively engaged early during the preconstruction effort for constructability review, MEP / FP design team coordination and Commissioning Plan development.

# REDZONE





# CM/GC SERVICES FEE

Oregon State University-Cascades Edward J. Ray Hall  
Classroom and Maker Space

06



Pre-Construction Services (11 months: December 2025 - October 2026)		Location		Cost of Work									Staff Details		
		Corporate Office	Job Site	CM/GC Fee	General Conditions	Direct Cost of Work	Misc. Paid by Owner	No. Months of Services	Hours per month	Cost Per Hour fully loaded w/all costs of staff per month, travel & vehicles cost for auto/fuel	Total Costs Per Person months x number of hours per month x total monthly rate	Proposed Lump Sum for total 11 months of Preconstruction services (carry from previous column or adjust if desired)	Name of Person	Staff Percentage of time for task	Comments
PC-0	Example: Define staff, hours, rates, etc. for proposed team. All lines may not be needed. Add cost centers if proposed in additional lines.	●	N/A	N/A	N/A	●	N/A	11	10	\$ 120	\$ 9,600.00	\$ 9,000.00	John Doe	50%	Leading pre-construction services
PC-1	Project Executive or Company Leadership	●	N/A	N/A	N/A	●	N/A	11	18.45	\$ 178	\$ 36,060.92	\$ 14,424.00	Brad Wigh	20%	Pre-construction / Construction Project Lead
PC-2	Senior Project Manager	●	N/A	N/A	N/A	●	N/A	11	12.27	\$ 137	\$ 18,527.40	\$ -	Cameron Dixon	5%	Constructability
PC-3	Pre-Construction Project Manager	●	N/A	N/A	N/A	●	N/A	11	24	\$ 219	\$ 57,744.72	\$ 23,098.00	Andrew Georgesen	25%	Pre-construction Lead / Early Trade Partner Mgmt
PC-4	Project Engineer	●	N/A	N/A	N/A	●	N/A			\$ -	\$ -	\$ -			
PC-5	Project Administration	●	N/A	N/A	N/A	●	N/A			\$ -	\$ -	\$ -			
PC-6	Project Cost Estimator/Value Engineering Analysis	●	N/A	N/A	N/A	●	N/A	11	49	\$ 159	\$ 85,453.06	\$ 34,181.00	Jon Smith / Karie Godzik	40%	Model-Based Estimating & VE Analysis
PC-9	Constructability Review	●	N/A	N/A	N/A	●	N/A	11	12.64	\$ 143	\$ 19,874.22	\$ -	Eugene Matveev	5%	Structure / Façade Constructability
PC-10	MEP Coordinator	●	N/A	N/A	N/A	●	N/A	11	12.27	\$ 129	\$ 17,474.40	\$ 4,368.00	Adam Klauba	10%	MEP Constructability
PC-11	Project Scheduler/Phasing (Master Project Scheduler)	●	N/A	N/A	N/A	●	N/A			\$ -	\$ -	\$ -	Eugene Matveev		
PC-12	Project Workforce Coordinator	●	N/A	N/A	N/A	●	N/A			\$ -	\$ -	\$ -			
	Total Lump Sum Pre-Construction Services Fee									N/A	N/A	\$ 76,071.00			

Construction Services Fee Percentage		Location														Comments		
		Corporate Office	Job Site	CM/GC Fee	General Conditions	Direct Cost of Work	Misc. Paid by Owner	No. Months of Services	Fee Percentage for Project									
CS-1	Provide Proposers Fee amount for the cost of work for Direct Construction between \$35M and \$40M for all services and deliverables except for Preconstruction Services	●	●	●	●	●	N/A	●	●	Fee Amount is <u>1.98</u> %								
Construction Management Services (18 months: Sept 2026 - Feb 2028)		Location		Cost of Work									Staff Details					
		Corporate Office	Job Site	CM/GC Fee	General Conditions	Direct Cost of Work	Misc. Paid by Owner	No. Months of Services	Hours per month	Cost Per Hour fully loaded w/all costs of staff per month, travel & vehicles cost for auto/fuel	Total Costs Per Person months x number of hours per month x total monthly rate	Lump Sum for 18 total months for Construction	Name of Person	Staff Percentage of time for task	Comments			
Proposed Corporate Offices Services																		
CMSC-1	Corporate Office (Leadership)	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A		N/A				
CMSC-2	Project Executive	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A		N/A				
CMSC-3	Corporate Office Administration	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
CMSC-4	Corporate, Payroll, and Project Costs Accounting System	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
CMSC-5	Equipment, Supplies, and Travel for Corp. Office Staff	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
CMSC-6	Phones, Computers at Corp. Office	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
CMSC-7	Safety Officer and Management for Company	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
CMSC-8	Other Staff or Proposed Optional Services (Add rows as needed)	●	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	In Fee	N/A	N/A	N/A				
	Proposed Job Site Staffing/Labor (Firm may add or delete rows as needed for proposed lump sum staffing plan. Rates will be used for duration adjustments needed, if any.)																	
CMS-1	Project Manager	N/A	●	N/A	●	●	N/A	18	144.8	\$ 156.00	\$ 406,536.00	\$ 406,536.00	Cameron Dixon	100%	Classroom Building / Project PM			
CMS-2	Project Superintendent	N/A	●	N/A	●	●	N/A	18	160	\$ 138.82	\$ 399,801.60	\$ 399,801.60	Eugene Matveev	100%	Project Superintendent / Scheduler			
CMS-3	Project Engineer	N/A	●	N/A	●	●	N/A	18	160	\$ 96.46	\$ 277,804.80	\$ 277,804.80	Omnia Ata	100%				
CMS-4	Project Administration Person	N/A	●	N/A	●	●	N/A	18	120	\$ 74.12	\$ 160,099.20	\$ 160,099.20	Kristina Roche	50%	Administration and Labor Compliance			
CMS-5	Scheduler	N/A	●	N/A	●	●	N/A			\$ -	\$ -	\$ -	Eugene Matveev	%	with Superintendent above			
CMS-6	Estimating after Pre-construction Services	N/A	●	N/A	●	●	N/A			\$ -	\$ -	\$ -	Andrew Georgesen	5%	Will remain involved during construction			
CMS-7	MEP / BIM Coordinator	N/A	●	N/A	●	●	N/A	18	60	\$ 125.67	\$ 135,723.60	\$ 135,723.60	Zack Shroder / Adam Klauba	25%				
CMS-8	On Site Safety Coordinator	N/A	●	N/A	●	●	N/A	18	30	\$ 121.53	\$ 65,626.20	\$ 65,626.20	Chris Whitaker	20%				
CMS-9	Commissioning, O&M, Training and Warranty Coordination	N/A	●	N/A	●	●	N/A			\$ -	\$ -	\$ -	Adam Klauba / Omnia Ata	%	With MEP / Project Engineer			
CMS-10	Project Manager 2	N/A	●	N/A	●	●	N/A	5	160	\$ 133.24	\$ 106,592.00	\$ 106,592.00	Mike Jordan	100%	Greenhouse / Hoophouse			
CMS-11	Assistant Project Manager	N/A	●	N/A	●	●	N/A	9	150	\$ 114.20	\$ 154,170.00	\$ 154,170.00	Spencer Sandello	100%	Site Improvements / Land Lab			



CMS-13	Project Engineer 2	N/A	●	N/A	●	●	N/A	9	150	\$	84.86	\$	114,561.00	\$	114,561.00	Lia Larson	100%	Site Improvements / Land Lab
CMS-12	Onsite Quality Control Manager	N/A	●	N/A	●	●	N/A	18	24	\$	180.86	\$	78,131.52	\$	78,131.60	William Melrose	20%	Greenhouse PM
CMS-14	Other (Title) and List Role	N/A	●	N/A	●	●	N/A			\$	-	\$	-	\$	-		%	
	Total Lump Sum Labor General Conditions										N/A		N/A	\$	1,899,046.00			
Non-Labor General Conditions Cost		Location		Cost of Work														
		Corporate Office	Job Site	CM/GC Fee	General Conditions	Direct Cost of Work	Misc. Paid by Owner	No. Months of Services	% of Time on Site & Billable	Cost Per Hour fully loaded w/all costs of staff per month, travel & vehicles cost for auto/fuel	Total Costs Per Person months x number of hours per month x total monthly rate	Lump Sum for 18 total months for Construction	Comments					
1	Office Trailers Rental for Staff and Meeting Rooms	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	56,180.00	Includes 24x60 trailer for co-locate space for trade partners				
2	Mobilization/Demobilization	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	8,000.00					
3	Jobsite office supply costs & expendables	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	4,636.00					
4	Office furniture and equipment, copier, network, etc.	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	13,985.00					
5	Postage/FedEx/Mailing	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	2,781.00					
6	Job site computers/software for site office staff members	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	17,556.00					
7	Job site land line phones for each office staff member	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	13,443.00					
8	Cell Phone/Radios/Communication	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	6,500.00					
9	Temporary toilets facilities for construction	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	18,961.00					
10	Project Signage	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	1,100.00					
11	Drinking water (not Coffee)	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	4,636.00					
12	First Aid supplies for Job Site	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	1,500.00					
13	Telephone/Fax/Network installation	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	7,500.00					
14	Temporary Utilities hookups for Trailers and Construction Logistics	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	5,000.00					
15	Temporary Utility Cost During Construction	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	8,778.00					
16	Trash removal/hauling	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	39,279					
17	Substance Abuse Testing	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	-	Included				
18	Small tool allowance	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	7,417.00					
18	LCP Tracker - Labor Compliance Software	N/A	●	N/A	●	●	N/A			N/A	N/A	\$	9,200.00					
19	Other: Add lines if needed.											\$	-					
	Total Lump Sum Non-Labor General Conditions										N/A		N/A	\$	226,452.00			
	Total Lump Sum Non-Labor and Labor General Conditions										N/A		N/A	\$	2,125,498.00	To be included in contract in this amount.		

Other Project Costs														
		Corporate Office	Job Site	CM/GC Fee	General Conditions	Direct Cost of Work	Misc. Paid by Owner	No. Months of Services	% of Time on Site & Billable			Percentage based on \$40M project	Comments	
1	Project Performance Bond Fee for GM/GC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.60%		
2	Sub-Contractor Risk Coverage (Example Subguard)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	See RFP for request for narrative description of program.	
3	Insurance Coverage as Defined in RFP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.30%		
4	Builders Risk Coverage												Can provide as design progresses	

THE INFORMATION ON THIS PAGE IS CONFIDENTIAL AND CONSIDERED A TRADE SECRET PER ORS 192.345 (2)



# REFERENCES

Oregon State University  
Oak Creek Greenhouse Improvement

07



## 07 / REFERENCES

## Trade Partner References:

1

**Greenhouse Specialists NW**

Scott Seaton, Owner  
808-937-6567  
scott@greenhousespecialists.com

2

**Cochran, Inc.**

Brad Morton, GM  
971-205-1311  
bmorton@cochraninc.com

“

*GHS Northwest LLC has partnered with Swinerton and Project Manager Mike Jordan on three highly complex greenhouse projects in Oregon, and their team has consistently demonstrated proactive planning, diligence, and an unwavering commitment to safety.*

*Swinerton's team consistently prioritized the needs of the end users and our team members on behalf of the project.*

*We enthusiastically recommend Swinerton as a trusted and collaborative team member for any greenhouse or agricultural project that they pursue."*

**SCOTT SEATON**  
OWNER, GREENHOUSE SPECIALISTS

## Architect References:

1

**LEVER Architecture**

Thomas Robinson, Founding Principal  
503-453-5939  
thomas@leverarchitecture.com

2

**CannonDesign (Formerly SRG)**

Lisa Petterson, Principal  
503-548-9439  
lpetterson@srgpartnership.com

“

*Working with our partners Swinerton Builders we learned that actually it was more cost effective to do the whole project out of mass timber - columns, beams, as well as the CLT for the decking.*

*And that's really where the genesis of this project and the success of this project is - is that we complement each other."*

**LISA PETTERSON**  
PRINCIPAL, CANNONDESIGN (FORMERLY SRG)



# ATTACHMENTS

Chemeketa Community College  
Agricultural Complex

08





## EXHIBIT A SIGNATURE SHEET

The undersigned hereby proposes to furnish, within the time specified, the several items and/or services hereinbefore listed, to be delivered in accordance with the foregoing specifications hereto attached.


### SIGNATURE FOR INDIVIDUAL (signed by individual)

Address \_\_\_\_\_ X \_\_\_\_\_  
 City/State \_\_\_\_\_  
 (Typed or Printed Name)  
 Zip \_\_\_\_\_ Tel \_\_\_\_\_ FAX \_\_\_\_\_

### SIGNATURE FOR PARTNERSHIP (signature of one partner required)

Name of Partners: (please print) \_\_\_\_\_ Name of Partnership: \_\_\_\_\_  
 \_\_\_\_\_  
 Address \_\_\_\_\_  
 \_\_\_\_\_  
 City/State/Zip \_\_\_\_\_  
 \_\_\_\_\_  
 Tel \_\_\_\_\_ FAX \_\_\_\_\_  
 X \_\_\_\_\_

### SIGNATURE FOR CORPORATION (as indicated)

Address 850 NW 13th Ave, Suite 300 Swinerton Builders  
 (Corporate Name)  
 City/State/Zip Portland, OR 97209  
 X   
 (Signature of Officer or Agent)  
 Tel 503-224-6888 FAX \_\_\_\_\_

\_\_\_\_\_  
 (Typed or Printed NAME and TITLE of Officer or Agent)

**Are you a resident as defined in ORS 279A.120?** X Yes \_\_\_\_\_ No

*"Resident bidder" means a bidder that has paid unemployment taxes or income taxes in this state during the 12 calendar months immediately preceding submission of the bid, has a business address in this state and has stated in the bid whether the bidder is a "resident bidder" pursuant to this subsection.*

Will your company participate in Intergovernmental Cooperative Purchasing?

X Yes \_\_\_\_\_ No

RECEIPT ACKNOWLEDGED OF ADDENDA: #1 X #2 \_\_\_\_\_ #3 \_\_\_\_\_

**EXHIBIT B**

**CERTIFICATION OF NON-DISCRIMINATION**

Clackamas Community College prohibits unlawful discrimination based on race, color, religion, ethnicity, use of native language, national origin, sex, sexual orientation, marital status, disability, veteran status, age, genetic information, or any other status protected under applicable federal, state, or local laws. The following person has been designated to handle inquiries regarding the non-discrimination policies.

Name: Ryan Wasell, VP, Division Manager

The undersigned Responder is aware that, under ORS 279A.110, no firm who contracts with a public contracting agency may discriminate against minority, women, or emerging small businesses in the awarding of subcontracts. Accordingly, the undersigned Responder hereby certifies as part of its proposal submission that it has not and will not discriminate against any minority, woman, or emerging small business enterprise in obtaining any of the required subcontracts for this Project.

Responder's Name: Ryan Wasell

Signed By: 

Title: VP, Division Manager

Date: 10/7/25

Zurich North America Surety  
4 Embarcadero Center #3740  
San Francisco, CA 94111

Phone: 415-538-7100  
Fax: 415-538-7366  
<http://www.zurichna.com>

January 15, 2025

RE: Swinerton Builders

To Whom It May Concern:

The surety requirements for Swinerton Builders are handled by Zurich American Insurance Company, (since 2003) NAIC #16535. Contact: Carolina Benedict, Four Embarcadero Center, Suite 3740, San Francisco, California 94111 Telephone (818) 625-2311, in partnership with Liberty Mutual Insurance Company, (since 1992) NAIC #23043 Contact: Raymond Wu, One Embarcadero Center, Suite 1320, San Francisco, CA 94111, Telephone (415) 537-2509, both California Admitted Carriers authorized to issue surety bonds in the State of California, and highly regarded surety companies. The sureties have never had to complete any work on their behalf.

Zurich American Insurance Company and Liberty Mutual Insurance Company have provided surety credit to Swinerton Builders for single projects to \$1,000,000,000 in the past and for an aggregate level of \$6,000,000,000. This is not to be construed as the maximum the sureties would entertain for this contractor but has satisfied their normal needs in the past. Current available bond capacity is \$3 billion. Zurich American Insurance Company is rated "A+" (Superior) with a financial size category of XV (\$2 billion+) by AM Best and has a US Treasury Limit of \$532,321,000. Liberty Mutual Insurance Company is rated "A" (Excellent), Class XV and has a US Treasury Limit of \$1,897,231,000. Arthur J. Gallagher Risk Management Services LLC, Contact: Susan Hecker, (415) 379-4256, 595 Market Street, Suite #2100, San Francisco, CA 94105 has been the Surety Broker for Swinerton Builders for over 33 years.

If Swinerton Builders is awarded a contract and requests that we provide the necessary Performance and/or Payment Bonds, we will be prepared to execute the bonds subject to our acceptable review of the contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request.

Our consideration and issuance of bonds is a matter solely between Swinerton Builders and ourselves, and we assume no liability to third parties or to you by the issuance of this letter.

We trust that this information meets with your satisfaction. If there are further questions, please feel free to contact us.

Very truly yours,  
Zurich American Insurance Company  
Liberty Mutual Insurance Company

  
Janet C. Rojo, Attorney-in-Fact

:jcr







850 NW 13th Ave, Suite 300 Portland, OR 97209 | 503-224-6888

SWINERTON