

AGENDA  
CITY OF DAYTON  
CITY COUNCIL MEETING

DATE: MONDAY, MARCH 16, 2026  
TIME: 6:30 PM  
PLACE: PALMER CREEK LODGE COMMUNITY CENTER – 606 4<sup>TH</sup> STREET, DAYTON, OR 97114  
VIRTUAL: ZOOM MEETING – ORS 192.670/HB 2560

You may join the Council Meeting online via YouTube: <https://youtube.com/live/MvH0bDG3QPQ?feature=share>

*Dayton – Rich in History . . . Envisioning Our Future*

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<u>ITEM</u>	<u>DESCRIPTION</u>	<u>PAGE #</u>
A.	CALL TO ORDER & PLEDGE OF ALLEGIANCE	
B.	ROLL CALL	
C.	APPEARANCE OF INTERESTED CITIZENS	
D.	CONSENT AGENDA	
E.	ACTION ITEMS	
	1. Review responses to the “Request for Quotes” for a facility conditions assessment and facility needs analysis.	3
	<u>At this time, City Council may vote to select a consultant and to authorize contract negotiations.</u>	
	2. Follow up on City Council training in May or June and selection of date/time	228
F.	CITY COUNCIL COMMENTS AND CONCERNS	
G.	INFORMATION REPORTS	
H.	CITY MANAGER’S REPORT	
I.	ADJOURN	

Posted: March 13, 2026

By: Jeremy Caudle, City Manager

**Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice:** City Hall Annex is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the City Recorder (503) 864-2221 or [rvargas@daytonoregon.gov](mailto:rvargas@daytonoregon.gov) .

**NEXT MEETINGS**  
**March 20, 2026, Annual Planning Session**  
**April 6, 2026, Regular Meeting**

*Virtually via Zoom and in Person, City Hall Annex, 408 Ferry Street, Dayton, Oregon*

The public is encouraged to relay concerns and/or comments to the City Council in one of the following methods:

- a **Email – any time up to 5:00 p.m.** the day of the meeting to [rvargas@daytonoregon.gov](mailto:rvargas@daytonoregon.gov). The Mayor will read the comments emailed to the City Recorder.
- b **Appear in person** – if you would like to speak during public comment, please sign up on the sign-in sheet located on the table when you enter the Council Chambers.
- c **Appear by Telephone only** – please sign up prior to the meeting by emailing the City Recorder at [rvargas@daytonoregon.gov](mailto:rvargas@daytonoregon.gov). (The chat function is not available when calling by phone into Zoom.)
- d **Appear virtually via Zoom** – send an email directly to the City Recorder, Rocio Vargas, prior to 5:00pm to request to speak during public comment. **The City Recorder will need your first and last name, address, and contact information** (email, phone number), **and topic name** you will receive the Zoom Meeting link or information. When it is your turn, the Mayor will announce your name, and your microphone will be unmuted.

**Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice:** City Hall Annex is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the City Recorder (503) 864-2221 or [rvargas@daytonoregon.gov](mailto:rvargas@daytonoregon.gov).

**To:** Honorable Mayor and City Councilors

**From:** Jeremy Caudle, City Manager

**Issue:** Council Training in May/June

**Date:** March 16, 2026

**Background and Information:**

At the 1/20/26 meeting, I presented a request for quotes (RFQ) for a facilities condition and needs analysis to the City Council. City Council authorized me to issue the RFQ.

**Progress update:**

On 1/21/26, I published the RFQ on the City website. I also posted it on OregonBuys, the state's procurement system.

- Once on OregonBuys, I sent it to everyone registered under architectural, engineering, or construction consulting services.
- I also directly sent the RFQ to 5 different firms.
- By the 2/16/26 deadline, 9 firms submitted a response. 6 visited in person.
- Staff and I selected 4 firms for individual Zoom calls, each about 1 hour.

**Legal considerations:**

I issued the RFQ under the City's intermediate procurement rule for personal service contracts.

- At least 3 prospective contractors must be contacted for quotes.
- Selection is based on what is "consistent with the City's best interests."
- The City's procurement rules are in Resolution No. 23/24-08 (adopted 12/4/23).

**Recommendation:**

I recommend hiring Hacker Architects. All firms were strong, but Hacker Architects stands out because:

- **They know small town libraries.** They've done 35 library projects, many in small towns. I've built a small town library myself. Getting the layout, shelves, and space right takes know-how.
- **Multi-use spaces.** This project is also about turning our closed community center into a place for city offices, events, and programs. Their proposal shows experience in making one space do many jobs without problems.
- **Strong leadership.** Their project manager has led library projects in cities both big and small.

It is in the City's best interest to hire a team that knows how to build small-town libraries, design multi-use spaces, and lead projects like ours.

**Note:**

When I met with Hacker Architect’s Project Manager on-site, we discussed the project schedule. A completion deadline of Dec. 31 is most likely.

**Budget impact:**

Firm	Cost
R&C Management	46,480.00
Wilson	76,500.00
Hacker	89,000.00
Klosh Group	90,000.00
Process	90,000.00
T&R Consulting	92,285.00
Soderstrom	94,000.00
Robertson	96,700.00
Huitt Zollar	96,810.00

**The ask:**

Authorize me to begin contract negotiations with Hacker Architects.

- **Suggested motion:** “I authorize the City Manager to negotiate a contract with Hacker Architects for the ‘Facility Conditions Assessment and Facility Needs Analysis’ based on the determination that their approach in the response to the RFQ is consistent with the City’s best interests.”

**Next steps:**

- **If City Council agrees** with my recommendation, then I will negotiate a professional services agreement with Hacker Architects. I will bring that to the 1<sup>st</sup> or 2<sup>nd</sup> City Council meeting in April for a vote of approval. Then, we will kick off the project.
- **If City Council does not agree** with my recommendation, you may vote to select a firm that you believe is more consistent with the City’s best interests.
- **Or you may postpone action** pending further research or direction.

**Attachments (responses received):**

Note: Due to the file size of the combined proposals, I saved them as a “reduced size PDF.” There may be minor formatting issues due to the file compression, but this does not affect the content of the proposals.

- 1 - Wilson Architecture - p. 6
- 2 - Klosh Group - p. 22
- 3 - Huitt Zollars - p. 42
- 4 - R&C Management Group - p. 75
- 5 - Soderstrom Architects - p. 87

- 6 - T&R Consulting - p. 121
- 7 - Hacker Architects - p. 161
- 8 - Process Architecture and Design - p. 182
- 9 - Robertson Sherwood Architects - p. 205



# Proposal for Architectural Services Facility Conditions Assessment and Facility Needs Analysis

February 11, 2026

**WILSON**  
ARCHITECTURE

February 11, 2026

Jeremy Caudle  
City Manager  
City of Dayton  
416 Ferry St.  
Dayton, Oregon 97114

Re: Proposal for Services for Facility Conditions Assessment and Facility Needs Analysis

Mr. Caudle and the Selection Committee,

Wilson Architecture is pleased to submit a proposal for the facility assessment and needs analysis project. We have decades of experience evaluating buildings, working with municipalities, and planning for long term needs.

We recently completed several facility assessments and planning studies, including the City of Oakridge and Siuslaw School District. We integrate cost estimating and budget planning throughout the process, communicate effectively, and manage projects to meet our client's goals.

I toured your facilities last week, what a beautiful location! Over the years I've learned that investing in aging buildings reinvigorates people and communities. It's an exciting process.

Our skilled team of professionals bring:

**Knowledge.** Evaluating buildings requires understanding the existing systems, understanding the building code, and creating a value-based solution that fits your needs.

**Teamwork.** Working together as a team starts with trusted leadership. Our shared commitment to the project leads to the best outcome for our clients.

**Value.** Wilson Architecture has the experience and resources of a large firm, with the value and flexibility of a small firm. We're efficient and always budget conscious.

Thank you for your consideration. We are prepared and eager to start right away. Please contact me if you have any questions.

Sincerely,



Curt Wilson, AIA  
Principal | Architect  
Wilson Architecture

# Table of Contents

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C Schedule

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Resumes attached

## A. Firms and Key Team Members

### Wilson Architecture



#### Architect and Lead Firm

Curt Wilson, AIA, Jacky Grey, AIA

Wilson Architecture provides planning, design, and project management services to a variety of clients with diverse project types. Clients include local governments, school districts, non-profits, private businesses, and contractors. Projects include conceptual design planning, renovations and additions, pre-design and feasibility studies, facility assessments, and new buildings. Projects range from small renovations to multimillion-dollar new facilities.

Principal Curt Wilson brings experience, communication, and teamwork to every project. He has a successful history of blending design with technical understanding and project management. He gets to know you, what you need, and gets it done.

Architect Jacky Grey has a construction background and brings that perspective to the facility assessment process. She has an amazing ability to determine what's behind the surface. Her kind demeanor and information gathering skills make the planning process fun. Jacky and Curt first worked together in 2016.

We consider all team members, including clients and consultants, to be invaluable to the success of a project. Working together as a team creates long-term solutions that serve communities for years to come.

### IE Structural Inc.

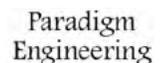


#### Structural Engineering

Rob VanDyke, SE PE

IE Structural provides full structural engineering services from their office in Tigard, including facility evaluations, new construction, building renovations, and structural repairs. Currently IE Structural and Wilson Architecture are working on a variety of projects together as Curt Wilson and Rob Van Dyke have formed a strong team that works closely to integrate the architecture and structural systems in detailing.

### Paradigm Engineering



#### Electrical Engineering

Jim Krumsick, PE

Jim Krumsick, principal engineer for Paradigm Engineering, provides electrical engineering services to a variety of clients over the decades. Paradigm Engineering's recent work includes electrical service improvements, lighting upgrades, and solar and backup power planning for municipal and education clients. Projects with Wilson Architecture include the Lowell Library and City Hall and Oakridge Willamette Activity Center.

### Integ Engineering



#### Mechanical Engineering

Brian Jacoby, PE

Principal Engineer Brian Jacoby has been providing full service mechanical engineering services in Oregon and California for many decades. Facility assessment and improvement projects for HVAC and plumbing projects include Oregon National Guard Roseburg Armory, multiple buildings for Lincoln County Schools in Newport, Toledo, and Waldport, and higher education facilities in La Grande and Eugene.

## Related Project Experience

Client City of Lowell  
Project **City Hall and Maggie Osgood Library**  
Status Completed 2022

Wilson Architecture renovated a vacant church building for a new city hall and public library in Lowell. The design team worked closely with city leadership to develop a design solution that honors the volunteer efforts that created the community library. The master planning phase of the project explored a variety of uses and levels of improvements to the building. We held multiple community open house events to align the City's goals with the community's level of support.



Library Reading Room at ribbon cutting celebration

Client City of Oakridge  
Project **Willamette Activity Center**  
Status Improvements in progress

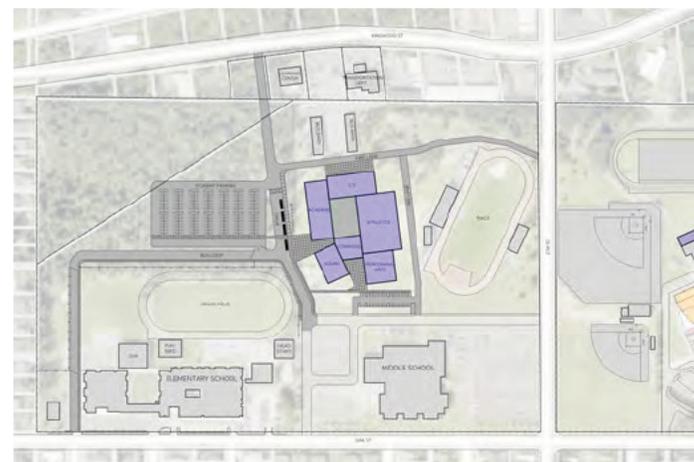
The WAC is a former elementary school building from the early 1950's that is being repurposed to a community center and office space for local social service and public agencies. Wilson Architecture conducted a facility assessment and is now leading the design and planning for improvements. The current focus is funding support, and to date the project has received more than \$6 million in funding from state and federal sources. Recent improvement include a new roof and asbestos abatement.



Curt Wilson toured members of Oregon's Congressional Delegation

Client Siuslaw School District  
Project **Pre-Bond Facility Planning**  
Status Bond Planning in progress

Curt Wilson first assisted Siuslaw School District in 2017 with a facility assessment and pre-bond study to improve the District's buildings. At the time, the need was greater than the capacity within the community to support the District's vision. Wilson Architecture is continuing the relationship with the District in a new pre-bond study. The current approach is focused on community input from the start. At the first event for the community stakeholders group, Curt and the school principals led room by room tours of all buildings.



Site Plan of proposed new Siuslaw High School

## Related Project Experience, cont.

Client Central Linn School District  
 Project **Pre-Bond Facility Planning**  
 Status Completed 2025

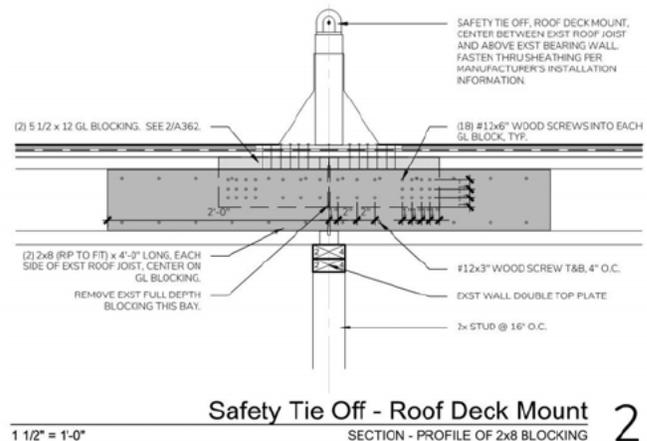
Wilson Architecture led the design team on a facility assessment of the District's school campuses, a long-range facility plan, and a pre-bond study. The project included a robust community engagement process centered around monthly advisory committee meetings with community stakeholders. The bond planning options were organized by size of a potential bond and the extent of improvements each bond level will fund.



Site Plan diagram identifying extent of existing and new buildings

Client Roseburg Urban Sanitary Authority  
 Project **Office and Shops Reroof**  
 Status Completed 2024

This 40+ year old building had reoccurring roof leaks and sagging structural members. Wilson Architecture led a facility assessment of the roof and developed a series of solutions to repair decaying structural members, improve drainage, and enhance maintenance worker safety. The improvements included redesigned roof scuppers and expanded crickets to improve drainage, and a safety tie off system at roof areas that required periodic maintenance access.



Drawing detail of new safety tie off mount

Client Kids FIRST  
 Project **Therapy Annex**  
 Status Design in progress

Kids FIRST is Lane County's Children's Advocacy Center with a mission to provide support and advocacy for children who are victims or witnesses a crime. The organization purchased a residential duplex adjacent to their main office and hired Wilson Architecture to remodel the building into a therapy center. The design will maintain the charm of the original building and create comfortable spaces for children. We began with a comprehensive facility assessment and the improvements include significant upgrades to most building systems.



Exterior image of addition and remodel used for fund raising

## B - Approach

### Understanding

The City of Dayton is seeking assistance to determine which of their buildings in the downtown area should be improved to provide services for the community. The West end of the city hall building will be vacated due to water intrusion in the basement, leaving the City Hall Annex and Community Center buildings. These two buildings were not designed to provide municipal services and are not currently viable options to replace city hall. The steps of a facility planning study that include facility assessment, programming and space needs assessment, conceptual design, and implementation planning are well defined in the RFP and we agree these steps are necessary.

The focus of the Wilson Architecture team is to understand the condition of the building systems in the Annex and Community Center, the opportunities these buildings provide for you, and steps necessary for a successful project so you can begin improvements as soon as possible. We expect the improvements will be funded by a variety of sources, including grants and appropriations, which take time to secure. By the end of June our structured approach will determine which building to focus on, with development of design options, budgets, and schedules to follow.



## Facilities Condition Assessment of Annex and Community Center

The goal of the facility assessment is to learn as much as we can about the existing building by reviewing available drawings, discussing the performance of the building with you, and looking at everything we can see and feel. We get in attics, crawl spaces, and all around the building. We utilize a checklist for a comprehensive review and will provide a summary of the building systems with a simple rating system of “good, improve, replace” and supporting documentation.

We’ll learn which spaces to maximize and which spaces have deficiencies. When combined with the space needs analysis, the existing building to focus your resources on will be apparent.

Paradigm Engineering, IE Engineering, and Wilson Architecture have been working together on many renovation projects that start with facility assessments including the Maggie Osgood Library and City Hall, Oakridge Willamette Activity Center, Roseburg Navigation Center, and Evergreen Transport Headquarters.

## Facilities Needs Analysis and Programming, and Conceptual Design

Programming is an evaluation to determine the types, characteristics (such as space for a desk or a table and chairs for small group meetings), and quantity of spaces. Most organizations can jot down their programming needs by summarizing the spaces they have now and identifying additional spaces needed based on current operational practices. This is an important initial discussion for organizations considering improvements to their facilities.

The Facility Needs Analysis takes this a few steps further by evaluating the relationship between spaces, how activities are performed, and relevant future trends. Curt’s 30+ years of experience practicing architecture, running a non-profit, and serving on boards on local and national organizations brings a wealth of knowledge to space planning. In the last few years he’s helped the City of Lowell plan an integrated City Hall and Library, a start-up company set up three offices in two states for a transportation company serving the financial industry, a wood products company create a new manufacturing facility, a rural health clinic refine their services after a devastating fire, and the City of Oakridge breathe new life into a vacated dilapidated building.

The Programming and Facility Needs Analysis will consider current and expected municipal services, library planning working closely with Cyndi Park, community event and recreation opportunities, and scenarios for public works in case the existing city hall site is no longer available.

## Conceptual Design

Combining the results of the facility assessment and the facility needs assessment, the design team will generate optional scenarios for improvements at the Annex and Community Center to determine the building with the highest potential. Our goal is to determine which building works best for the city and give you more time to determine how to implement improvements and utilize the funding currently available.

For example, it may be determined early in the process that the Community Center has the most possibilities due to the abundant parking, space around the building for an addition, the elevator for public access to all levels, and fire sprinkler system. But a critical building system, such as the mechanical

system, may need upgrades. The city can then start pursuing funding opportunities while design and implementation options are worked out.

### Public and Council Engagement – Listen, Learn, Create

Our approach to engagement is to understand your existing buildings and needs, ask a lot of questions, listen, and create design options and scenarios that respond to your needs and resources.

Wilson Architecture is currently working on facility planning for Siuslaw School District and the Oakridge Willamette Activity Center. We are using a 3-tiered public engagement process: Core Team, Advisory Group, and Town Hall Meetings. We will use the same process for this project.

Core Team Comprised of the city manager and other key staff working closely with the design team to refine the study schedule, plan for upcoming steps, and develop strategies to maximize engagement and support.

Advisory Group Comprised of representatives from City leadership, City staff, and community representatives as appropriate. The Advisory Group will give feedback and guidance throughout the study. It's important for City Council to be represented in this group. We recommend a group of 6-10 people who are willing to meet approximately 3-4 times in addition to the town hall and council updates. Ideally, the Advisory Group members will also participate in the town hall event. This group will be asked to offer recommendations to the City Council in support of the planning outcomes.

Town Halls We anticipate at least one public meeting with a presentation and discussion led by the Advisory Group and design team. Depending on the outcome of the first town hall, a second one may be appropriate to show how the study responded to initial comments. We invite participation and encourage feedback.

Presentations to the city council will occur at key project milestones, including summarizing the process prior to the first town hall, shortly after the town hall for a debrief, and when a recommendation for action is available.

Curt Wilson will attend all meetings. He will facilitate when necessary and support city leadership as needed.

### Implementation Scenarios

The implementation scenarios will consider construction and overall project budgets, phasing approaches to maintain the delivery of city and library services, and time frames for design, permitting, and construction. The source of funding is expected to be primarily through multiple grants and appropriations, which will require discreet improvement projects as funding becomes available. While this creates the need for a master planning approach, it should support a phase occupancy approach with limited disruption of services.

Wilson Architecture, IE Structural, and Paradigm Engineering are currently working with the City of Oakridge on a phase improvement strategy based on funding availability. Recently completed work while the building is vacant included a new roof and abatement of asbestos-containing materials. We are preparing to implement separate spatial improvements as different groups plan to occupy the building on individual timelines.

## Cost Estimating

The focus of cost estimating identified in the RFP is to identify design, construction, and related costs for facility upgrades.

Wilson Architecture uses a combination of self-performed cost estimates, cost information provided by contractors, and cost estimates provided by cost consultants to manage a cost database. We provide budget management services integrated with the design, such as construction costs. We also provide budget management for other costs, such as pre-construction services, design services, owner support services, and furniture and equipment planning.

## Final Report

Our team will provide a final report that will include information from each task of the study: facility assessments, needs analysis and programming, design options, and implementation scenarios. It will also include schedules and budgets. The final report will be in an easy-to-read format that can be used to pursue grants and other funding sources.

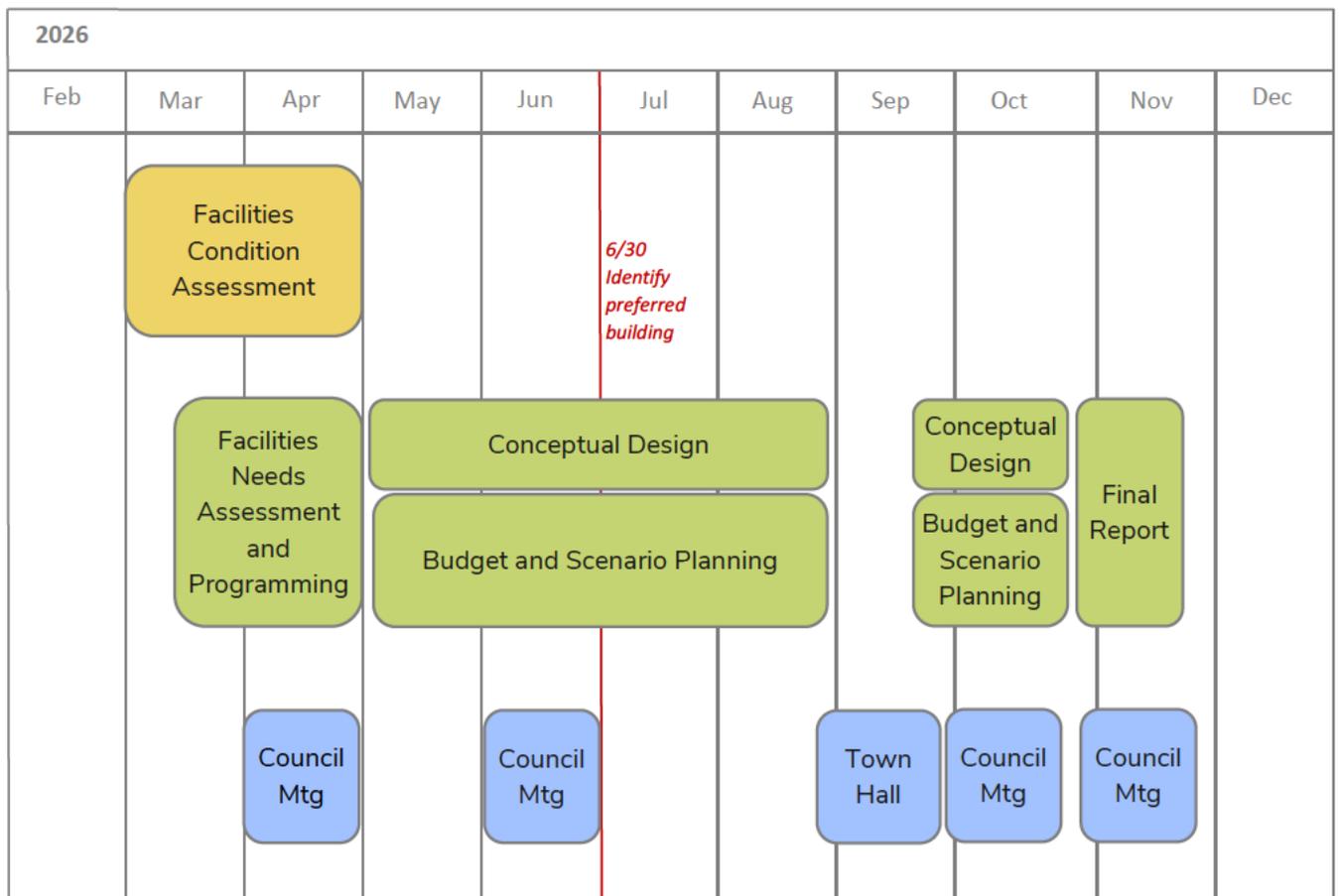
*“Working with Curt from the beginning of our bond process has been amazing. He joined our team from the very start and was an integral part of the planning, design, communication, and community involvement for our school bond projects. Curt understood the complexity of school bond projects and the need for complete transparency throughout the entire process”*

Jodi O'Mara, Retired Superintendent, Mapleton SD



## C - Schedule

The proposed schedule outlines the sequence and time frame to meet the requirements of the project. The Wilson Architecture approach to the project includes multiple levels of engagement including city staff, council, and the public. Our experience is that participation is limited in the Summer, so to accommodate the potential availability of participants we are planning on presentations in the Spring and Fall. If selected for the project, we'll utilize your input prior to finalizing the schedule.



## D - Fees

Our fee proposal for the scope of work in this proposal and as described in the RFP is \$74,500 for fees and \$2,000 for reimbursable expenses (printing and mileage) for a total of \$76,500. The fee is an Hourly Not to Exceed basis.



## Curt Wilson, AIA Principal | Architect



Curt provides architecture, planning, and project management services to a variety of clients with diverse project types. He leads new construction, renovations and additions, pre-design and feasibility studies, facility assessments, and conceptual design planning.

For more than 30 years, Curt has been the Principal in Charge of leading projects, and people, to their best design solutions.

### Education

Master of Architecture  
University of Oregon

B.A. in Architecture  
University of Washington

### Registration

Oregon# 3543  
California# C 29902  
Washington# 8245  
Certified Assessor, ODE

### Professional Experience

Wilson Architecture  
Principal | Owner | Architect  
2021-current

American Institute of Architects  
Oregon Chapter  
Interim Executive Director | CEO  
2019-2021

PIVOT Architecture  
Principal | Owner | Architect  
1990-2019 (Principal 1999-2019)

### Professional Affiliation

AIA National Strategic Council  
Oregon Representative, 2022-2024

AIA Oregon  
Legislative V.P., 2002-2019  
President, 2001

### Community Involvement

Lane Fire Authority  
Board of Directors, 2025-current  
Budget Committee, 2020-2025

State of Oregon Wildfire Adapted  
Communities Stakeholder Group  
Member, 2022

Kidsports  
Board of Directors, 2000-2010  
Board President, 2006-2008

### Recent Project Experience:

- US FWS Tule Lake NWR Headquarters and Visitor Center - New Building
- Lane County Public Works Yard Building - Renovation
- Lane County Public Works McKenzie Hall Building - Renovation
- McKenzie Valley Wellness Blue River Health Clinic -New Building
- South Willamette Solutions – Willamette Activity Center Planning
- Springfield Utility Board Glenwood Substation Equipment Building - New
- City of Lowell Library and City Hall - Renovation
- Douglas Education Service District - Renovation
- Roseburg Urban Sanitary Authority Main Campus Building - Roof Replacement
- City of Roseburg Public Works Building - Roof Replacement
- City of Roseburg Navigation Center – Building Renovation
- First Baptist Church – Renovation
- Evergreen Armored Transport Southern Oregon Building - Renovation
- Lane Forest Products Retail Building -New
- Richardson Sports - Renovation
- Eugene Gastroenterology Clinic – Renovation
- Herman Cape Residence Florence, OR – Renovation/Expansion
- McKenzie Hwy Residence Blue River, OR – New/Replacement Residence
- Comfort Flow Heating – Office Expansion
- Portland Center for Architecture – Building Renovation/Project Management
- Mapleton School District – Improvement Planning
- Rosboro Lumber Glulam Manufacturing Facility - New Building
- Rosboro Lumber Planer Mill -New Building
- City of Oakridge Library Expansion – Renovation
- Siuslaw School District – Pre Bond Planning and Facilities Assessments
- Central Linn School District – Long Range Facility Plan and Pre-Bond Study
- Central Linn High School CTE Building - Renovation
- Lane County Harbor Vista Restroom Building – Renovation
- Lane County Camp Lane Restroom Building – Renovation
- Mapleton Middle School - Renovation
- Creswell HS Academic Building – Renovation
- Kids FIRST Annex - Renovation
- McKenzie Community Land Trust Blue River Site - Planning
- Willamette Activity Center – Renovation
- \*Eugene School District Howard and River Road Elementary Schools – New
- \*Oakridge School District - Building Renovation
- \*Yachats Rural Fire Protection District – New Main Station
- \*Led by Curt as a Principal/Owner/Architect of PIVOT Architecture



## Jacky Grey, AIA

### Architect



Jacky provides architecture, planning, and project management services on many project types.

Before her career in architecture, Jacky was a construction worker and contractor. Her experience helps bridge the gap between the hands-on wisdom of the trades and design-focused drafting of buildings. Her knowledge of sequencing in construction creates precise, clear, and executable building documents.

Jacky's creative solutions, problem-solving skills, and connection to people lead to happy clients and successful projects.

#### Education

Master of Architecture  
University of Oregon

MFA Writing  
Pacific University

B.A. in Mathematics  
B.A. in Art  
Eastern Oregon University

#### Registration

Oregon# 14724

#### Professional Experience

Wilson Architecture  
Architect  
2025-current

CedarStone Design Build  
Construction Manager / Architect  
2024-2025

PIVOT Architecture  
Architect | Associate  
2016-2024 (Associate 2022-2024)

#### Professional Affiliation

American Institute of Architects

#### Selected Recent Project Experience:

- Mapleton Middle School - Renovation
- Creswell HS Academic Building – Renovation
- Kids FIRST Annex - Renovation
- Willamette Activity Center – Roof Replacement
- Willamette Activity Center – Renovation
- \*Albrecht Art Studio – New Building
- \*Attig Residence – Renovation
- \*Lightfoot Residence – Renovation
- \*Mass-Timber prefabricated house – Residential volumetric structure
- \*RiverSong Community Building – Expansion
- \*Lane Transit District Operations Command Center- Renovation & Expansion
- \*Oregon State University Hinsdale Wave Lab – Renovation
- \*Jasper Mountain SAFE center – Renovation
- \*City of Corvallis Majestic Theatre – Renovation
- \*Willamette Education Service District -Renovation
- \*Homes For Good Headquarters- Renovation
- \*Lane Transit District – Driver Relief Building
- \*Chedelin Middle School - Renovation and CTE Expansion
- \*College Hill High School – Renovation and CTE Expansion
- \*Corvallis High School- Renovation and CTE Expansion
- \*Crescent Valley High School – Renovation and CTE Expansion
- \*Corvallis Community Center – Renovation
- \*Chintimini Park Restroom - Renovation
- \*Douglas Education Service District Early Learning Center – Renovation
- \*Roseburg Public Library-Renovation
- \*Douglas Education Service District headquarters – Adaptive Reuse
- \*Upper McKenzie Rural Fire Protection District – New Main Station
- \*Yachats Rural Fire Protection District – New Main Station

\*Completed by Jacky as a Designer/Architect/Project Manager at other Firms



## **Rob Van Dyke, S.E., P.E.**

Rob is a registered Structural Engineer in the State of Oregon and a registered Professional Engineer in Oregon and California. Joining i.e. Engineering in 2013 as head of i.e.'s Structural Department, Rob brings a breadth of experience in various markets, providing innovative solutions and cost effective designs for Architects, Owners, and Contractors. Project experience includes mixed use, schools/higher education, government/institutional, residential, healthcare, retail, industrial, and hospitality.

### **EDUCATION**

Oregon State University 1991-1994  
Portland State University 2001-2004

### **REGISTRATION**

Oregon 73626  
California 70492  
Washington 52826

### **PROFESSIONAL EXPERIENCE**

i.e. Structural, LLC. 2013-Present  
KPF Consulting Engineers 2004-2012  
Seismic Testing and Applied Research  
Laboratory, PSU 2002-2004

### **PROFESSIONAL AFFILIATIONS**

Structural Engineers Association of  
Oregon  
American Institute of Steel Construction

### **SERVICES**

Commercial, Residential, and Industrial New Construction  
Seismic Rehabilitation  
Remodels/Tenant Improvements  
Specialty Engineering (Metal Studs, Curtainwall/Storefront, Stairs, Mechanical Support)  
Construction Engineering  
Property Purchase/Due Diligence Assistance  
Peer Review and Plan Review Services



## James Krumsick

### Principal | Electrical Engineer

From 1984 thru 2004, Mr. Krumsick was a vice president of Balzhiser and Hubbard Engineers (BHE) and managed the electrical department for BHE. In that capacity, he oversaw all of the firm's electrical work. Since 2005 Jim has continued working with select clients representing, local government, higher education, school districts, hospitals, prisons, and industrial facilities. Work has ranged from upgrading electrical systems in individual buildings to analyzing institution-wide systems. Working as a sole proprietor has allowed Jim to focus his time and energy on projects of interest and clients with whom Jim has established a working relationship.

#### Education

B.S. Electrical Engineering  
Washington State University

#### Registration

Oregon #12699PE  
Alaska  
California  
Washington

#### Professional Experience

Paradigm Engineering  
Principal | Owner | Engineer  
2005-current

Balzhiser and Hubbard Engineers  
Principal | Owner | Architect  
1984-2004

#### Selected Recent Project Experience:

##### City of Eugene

UPS replacement at Eugene 911 Center.

Renovation projects in the Eugene Library

Electrical system improvements at the Eugene Public Works Roosevelt Facility.

Installation of back up generators at several fire stations.

Skate park under the Washington / Jefferson Bridge

911 system cell tower in Vida, Oregon

Several electrical improvements in the Hult Center for the Performing Arts.

Assessment of the previous EWEB Headquarters Building for City Hall

##### Springfield School District

Remodel and additions to Thurston High School.

Graphics Lab at Springfield High School.

New softball indoor practice facilities at Springfield HS and Thurston H.

Electrical facility assessment of Thurston High School, Thurston Middle School,

Two Rivers Elementary, Yolanda Elementary, Brattain Elementary, Centennial

Elementary, Guy Lee Elementary and Douglas Garden Elementary.

HVAC related electrical system improvements at eight schools.

##### University of Oregon

Campus wide interior and exterior lighting improvements.

Lawrence Hall Renovation

Fenton Hall Renovation

Remodel work in the Facilities management complex

Electrical System Improvements in (6) Residence Halls

Remodel work in seven separate science buildings.–

Primary distribution system improvements

##### Oregon State University

ADA upgrades in various campus buildings

Animal metabolism barn/research facility

Remodel of the Salmon Disease Lab

Remodel of Research facilities in Hood River, Oregon.

Electrical service with campus redevelopment.

Upgrade of campus street lighting systems using LED fixtures on Campus Way

Remodel work at the Research Facility in Aurora, Oregon.

## **Integ Engineering**

Consulting Mechanical Engineers

Integ Engineering is a full-service Mechanical Engineering firm that specializes in design and engineering of Heating, Ventilating, and Air Conditioning (HVAC) and Plumbing systems for, institutional, commercial, health care, educational, and residential facilities.

The Principal Engineer, Brian Jacoby, has over 40 years of experience in consulting engineering and mechanical contracting fields and has extensive experience in all aspects of the design and construction process from facilities assessment, schematic design development through construction documents, plan review, bidding, and construction administration through project closeout. He is proficient in systems analysis and selection, system load calculations, assembling mechanical project specifications, digital design, and energy compliance analysis and documentation utilizing current industry software tools for design, specifications, and construction support.

### Professional Registration and Affiliations:

- Registered Mechanical Professional Engineer in five States: (Oregon, California, Arizona, Nevada and Utah)
- LEED Accredited Professional

### Relevant Project Experience:

#### **Oregon Military Department (OMD) National Guard Armory – Roseburg, OR**

HVAC and Plumbing Systems Design Upgrades

- Upgrade and renovate multi-purpose assembly room HVAC systems
- Remodel existing shower / locker areas
- Kitchen area remodel including cookline, gas piping, and new grease waste interceptor

#### **Lincoln County School District**

K through 12 schools remodels, renovations, additions

- Newport High School - Newport Oregon: Gymnasium and Locker Rooms remodel and upgrades
- Toledo Jr./Senior High School - Toledo, Oregon: Classroom building addition and remodel
- Waldport High School - Waldport, Oregon: New Administration Facility

#### **Eastern Oregon University - La Grande, OR**

- Quinn Coliseum Renovations and Additions
- Fitness Center, Athletic Courts (Main and Auxiliary Gymnasiums), Locker Facilities
- Training Rooms, Athletic Department Offices

#### **Ashland High School – Ashland, OR**

- Athletic Department Addition / Renovation
- Main Gym mechanical system upgrade
- Campus mechanical systems upgrades, including central plan renovation for various buildings

#### **Lane Community College – Eugene, OR**

Athletic Department Facilities - HVAC Systems Addition and Renovations

- New Dance Studio Addition
- Mechanical Systems Upgrades and Renovations to Main and Auxiliary Gymnasiums (including decoupled space natural ventilation design), Men's and Women's Locker / Shower areas, Physical Therapy Rooms, Administration offices, Training Classrooms

#### **University of Oregon – Eugene, OR**

- Autzen Stadium East Visitor's Locker Room Building Remodel

#### **EWEB Operations Center Relocation – Eugene, OR**

- Fleet Services Building HVAC



## FACILITY CONDITIONS ASSESSMENT AND FACILITY NEEDS ANALYSIS

### SUBMITTED BY

#### Klosh Group

6600 SW 92nd Ave, Unit 320  
Portland, Oregon 97223



**KLOSH GROUP**



**KLOSH GROUP**

6600 SW 92nd Ave, Unit 320  
Portland, OR 97223

**PREPARED FOR**

**Jeremy Caudle,**  
**City Manager**  
City of Dayton, OR

To Mr. Caudle and the Members of the Selection Committee,

The City of Dayton is at a point where early decisions will strongly influence cost, funding options, and long-term operational flexibility. With City Hall operations already disrupted, limited funding capacity, and multiple facilities under consideration, the City needs clear information to support near-term actions without forcing premature commitments.

Based on our understanding of the project, **we see the primary risks as misalignment** between scope and available funding, near-term decisions that constrain future options, and community expectations getting ahead of what is realistically achievable. Addressing these risks requires a disciplined, decision-focused approach before advancing into design.

Klosh Group will serve as an extension of City staff during this phase, providing owner-side guidance grounded in technical understanding and practical public-sector experience. **Our role is to help City leadership evaluate facility options, understand their implications, and prepare for next steps** by translating engineering, operational, and cost information into clear decision support.

This allows the City to see where risks are concentrated, where flexibility exists, and how early choices affect long-term outcomes. **Our approach reflects how public agencies actually make decisions**, with attention to Council process, public communication, and funding competitiveness.

Two factors distinguish Klosh Group’s approach on efforts like this:

- ❖ **First, we combine real builder expertise with owner-side advisory experience**, allowing us to interpret engineering findings and cost drivers through the lens of constructability, phasing, and market conditions. We won’t just “asses and leave” we are here to help you tackle any challenge a project faces and navigate the technical, contractual, and budgetary issues ahead.
- ❖ **Second, we bring direct experience supporting small, highly engaged communities** throughout Oregon where credibility depends on clarity, restraint, and alignment with financial reality. **We have completed over \$2 billion of public work.** This reflects a strong capability in project management, collaboration with government entities, and adherence to public policies and regulations.

We have also included **project partner Waypoint Engineering** who bring the technical expertise to review the seismic report and the experience to efficiently provide structural assessment and constructability options. The outcome of this effort is a clear framework for action that outlines realistic options, associated risks and costs, and a practical roadmap that positions the City to move forward when funding and direction are aligned.

We look forward to supporting the City of Dayton as it works through these decisions and establishes a defensible path toward a long-term facility solution.



**Jeff Caldwell**  
President | Klosh Group  
C: 971.373.6487 | jeff@kloshgroup.com

**Klosh group is currently leading a very similar effort for Lane County. If our approach resonates with you, please reach out and find out for yourselves how our services have helped the County.**

**Lorren Blythe, Lane County Director of Operations**  
Cell: 458-331-0249 | Lorren.Blythe@LaneCountyOR.gov

# EXPERIENCE

## WHO WE ARE

Klosh Group is an Oregon-based owner's representative and project management firm that works alongside public agencies to help them make clear, workable decisions about facilities. Since 2016, we have supported cities, counties, school districts, and public agencies across Oregon and the Pacific Northwest through early planning, funding preparation, and project delivery.

We help clients understand what their facilities can realistically support, what options are viable, and what steps actually move a project forward. Then we help them keep track of scope, schedule, and budget to ensure they deliver on the promises made to the community.

**Klosh Group has supported more than \$2.1 billion in publicly funded construction.** That work ranges from early assessment and feasibility through full implementation. Just as important, it includes helping agencies navigate projects where cost sensitivity, public visibility, and operational constraints shape every decision.

## RELEVANT EXPERIENCE

Much of Klosh Group's work involves aging public facilities, incomplete or outdated studies, and the need to make progress without overcommitting early. As you'll see in the project descriptions that follow, we are currently managing a similar effort in Lane County, where we have supported multiple complex facilities efforts, including courthouse planning, navigation and housing facilities, parole and probation facilities, tenant improvements, and broader system planning. These projects are larger and further along than Dayton's, but the underlying role is the same. We work with leadership to interpret assessment findings, understand how seismic, accessibility, building systems, and space limitations affect operations, and frame options **in a way that supports funding decisions and phased implementation.** Klosh Group coordinated that work, tested assumptions, and translated the results into information that decision-makers could actually use. The emphasis was on defining viable paths forward, not producing reports that outpaced funding or readiness.

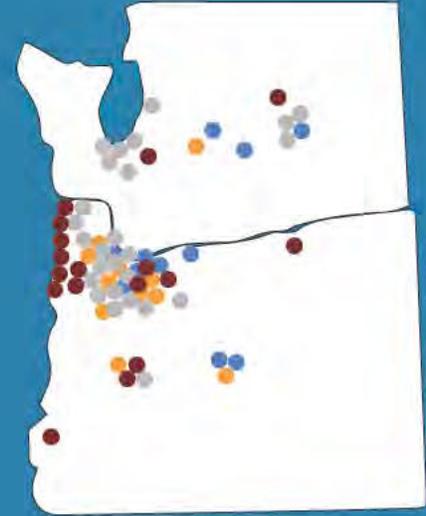
That same approach has been applied in smaller, highly engaged communities where there is little tolerance for studies that feel abstract or disconnected from financial reality. You will see examples of that from Manzanita City Hall and Sunset Empire Parks & Rec project examples. We know from our experience that maintain credibility with constituents matters. The work has to be proportional, clear, and grounded in how the facility will actually be used and what the public has provided input in.

## KLOSH GROUP BY THE NUMBERS

**\$1.2B+** Publicly Funded Construction

**\$591M+** CM/GC Construction

**\$122M+** Design-Build Construction



KLOSH GROUP PROJECTS ACROSS THE PACIFIC NORTHWEST

## RECENT OREGON PUBLIC AGENCY CLIENTS



## SEISMIC REPORT REVIEW AND STRUCTURAL ASSESSMENT



Waypoint Engineering will serve as Kloth Group’s structural and seismic engineering subconsultant for this effort. Their role is to provide targeted technical input to support early planning and decision-making, not to advance design or detailed engineering.

Waypoint Engineering is a Pacific Northwest–based structural engineering firm with extensive experience evaluating existing buildings, seismic risk, and retrofit considerations for public and civic facilities. Their work regularly involves older, occupied buildings where continuity of operations, constructability, and realistic phasing are critical. Our first partnership with Waypoint was for the Jewell School District Seismic Assessment project where we were managing in 2021. Waypoint has performed numerous ASCE 41 seismic assessments and supported rehabilitation planning for schools, fire stations, civic buildings, and infrastructure facilities throughout Oregon and Washington.

High level structural assessment, seismic report review, and constructability review will be provided by Jared Fischer, PE, whose experience with adaptive reuse, seismic evaluation, and mission-critical facilities supports the City’s need for clear, defensible structural input without advancing solutions beyond the City’s current stage.

### RELEVANT PROJECT EXPERIENCE

Kloth Group’s experience aligns with this broader scope. Our work frequently involves civic and public safety facilities where multiple constraints intersect and where seismic considerations are one of several drivers shaping viable options. We support clients by evaluating how these factors work together and by helping define practical, defensible paths forward.

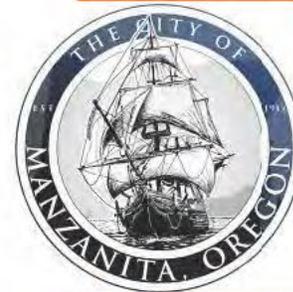
Our team brings extensive experience supporting planning and implementation for municipal, community, and public safety facilities. Across Kloth Group and our subconsultants, we offer more than 100 years of combined experience in design, construction, and public-sector project delivery, with team members having supported hundreds of projects of varying size and complexity. That experience allows us to stay focused on what matters most at this stage: clarity, practicality, and a clear path toward implementation.

SIMILAR PUBLIC PROJECTS	Oregon Public Agency	Rural Agency/ Location	Stakeholder Engagement	Assessment/ Rehabilitation
Lane County Facilities On-Call	■	■	■	■
Sunset Empire Parks and Recreation: Phase I & II	■	■	■	■
Manzanita City Hall	■	■	■	■
Jewell School District Gym Seismic Rehab	■	■	■	■
Rogue River School District Bond Program	■	■	■	■
Coquille Valley Hospital Renovation (USDA Funded)		■		■
Lincoln City Police Facility	■	■	■	
CareOregon Hotel Conversion to Healthcare Housing	■	■	■	
Nehalem Bay Health Center & Pharmacy	■	■	■	
Seaside Civic and Convention Center	■	■	■	■
Oregon State Police Forensic Lab	■	■	■	■
Oregon State Treasury	■		■	■

# MANZANITA CITY HALL

## THE PROJECT

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



## PROJECT VITALS

-  Industry: Civic
-  Budget: \$6.1M
-  Duration: 3 years
-  Size: 6,200 sq ft
-  Completed: May 2025
-  Services Provided:
  - o Community Engagement
  - o Facility Condition Assessment
  - o Team Procurement
  - o Project Management
  - o Value Engineering

## OUR PROCESS

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

## THE OUTCOMES

- ❑ Rebuilt the community's trust in the project and empowered residents to have a say in the planning process.
- ❑ City stakeholders had the information they needed to choose the best path forward for the project and the community.
- ❑ Inspection findings of mold, asbestos, and other hazards helped sway the public in favor of building a completely new facility.
- ❑ Delivered an accurate, well-planned project that aligned the budget, stakeholder and community needs, that will keep the city on budget.

# SUNSET EMPIRE PARKS AND RECREATION DISTRICT

## THE PROJECT

When the coastal community of Seaside relocated their schools out of the tsunami zone to a safer hillside location, the Broadway Middle School was left unoccupied downtown. Realizing its potential, the Sunset Empire Park and Recreation District (SEPRD) decided to purchase the building and revitalize it as a new recreation center to continue serving and bring potential new revenue streams to the community.



## PROJECT VITALS

-  Industry: Public / Civic
-  Budget: 2.9M
-  Duration: 12 months
-  Size: 73,000 sq ft
-  Completion: 2024
-  Services Provided:
  - o Purchase Negotiations
  - o Master Planning
  - o Facility Assessment
  - o Feasibility Analysis
  - o Project Management
  - o Permitting

## OUR PROCESS

- ❑ Researching and understanding of the existing conditions of facility to propose a representative price for the building.
- ❑ Identification of three critical issues barring execution to utilization of the facility: inadequate fire alarm system, application for new use permit, and negotiation with neighboring property to meet federal directives.
- ❑ Partnering with an architect work through a Highest and Best Use (HBU) study of the building to provide the basis for a master plan for the facility.

## THE OUTCOMES

- ❑ Saving SEPRD \$300,000 through a lower purchase price.
- ❑ Addressing the Fire & Life safety study findings, by tapping into our extensive local network and found the right contractor to quickly install a new fire alarm system. Concurrently we worked with SEPRD to guide them through the conditional use permitting process with the City of Seaside to align with newly planned occupancy and use zoning.
- ❑ Drafted an Intergovernmental Agreement between SEPRD and Seaside School District clearly spelling out the terms and conditions, and ensuring that costs associated with the new softball field (such as maintenance and insurance) would not fall to SEPRD and would allow continued benefit of a field for students.
- ❑ Partnering on a draft plan that included two sports courts and dedicated spaces for special events, youth programs, and after-school activities

# LANE COUNTY COURTHOUSE



## THE PROJECT

Lane County's Downtown Complex, comprised of the 1957 Courthouse, 1970s Public Service Building (PSB), and Harris Hall, no longer meets the operational, seismic, accessibility, and space needs of the Courts, Sheriff's Office, and associated County departments. After voters rejected a \$154 million bond measure for a new courthouse in 2019 and construction costs escalated, County leadership paused major capital investment and reassessed its approach. The County shifted to a disciplined question: Can the existing Downtown Complex be strategically reconfigured and renovated to support court-focused use in a safe, phased, and financially viable way? To answer that, Lane County engaged Kloth Group to lead a comprehensive facility conditions assessment, seismic and building systems review, space validation effort, and scenario-based planning process. The planning effort supports a \$2 million Court Facilities Task Force funding request for court-only planning and design activities and establishes decision-ready renovation scenarios with defined cost ranges and phasing strategies.



## PROJECT VITALS

-  Industry: Public/Civic
-  Budget: \$4.2M
-  Duration: 5 years
-  Size: 270,000 sq ft
-  Completed: March 2026
-  Services Provided:
  - o Scenario Planning
  - o Bond Pre-Planning
  - o Facility Assessment
  - o Cost Estimation
  - o Scheduling,
  - o Community Engagement
  - o Stakeholder Management

## OUR PROCESS

We began by aligning architectural, structural, MEP, and code assessments into a single risk and feasibility framework.

- ❑ Structural analysis confirmed collapse vulnerabilities typical of buildings of this vintage, including unreinforced masonry, discontinuous shear walls, and façade risks.
- ❑ Mechanical and electrical systems were found to be at or beyond expected service life, requiring full replacement in most renovation scenarios.
- ❑ Accessibility, circulation, and life-safety deficiencies further constrained viable options.

We structured the work around scenario-based planning. These scenarios evaluate:

- ❑ Reallocation of non-court functions to enable court-focused use
- ❑ Voluntary seismic strengthening under Chapter 34 of the OSSC
- ❑ ADA and energy code triggers
- ❑ Atrium compliance implications
- ❑ Phased construction strategies that maintain Sheriff and Court

## THE OUTCOMES

This effort establishes a defensible framework for long-term courthouse decision-making without committing the County to new construction prematurely.

The County receives:

- ❑ Defined renovation and reallocation scenarios with associated cost ranges
- ❑ Identification of seismic, ADA, life-safety, and system upgrade requirements
- ❑ Court-focused space planning aligned with National Center for State Courts benchmarks
- ❑ Phased implementation strategies that maintain continuous operations
- ❑ Clear separation of court-eligible and County-funded scope
- ❑ Decision-ready materials to support State and County funding actions.

# KEY TEAM MEMBERS & QUALIFICATIONS

## OUR STAFF

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

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

The entire team will be your collaborative partners throughout the projects to bring value, innovation, and solutions.

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

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

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

- » Experience with Oregon public agency projects.
- » Project management experience in Oregon.
- » Availability to work on the project throughout its duration.
- » Technical expertise in facility condition assessments, community/stakeholder engagement, seismic design, and a variety of funding mechanisms.

The Klosh Group team brings together experts with experience in construction management, safety, structural/seismic engineering, architectural design, construction, and community engagement.

This team was specifically designed to provide the City with a strong, dependable partner that is ready to ensure the project is delivered on-time and within budget.



**JEFF CALDWELL**

Project Executive / Stakeholder Engagement Lead



**JULIA STONG**

Project Management



**JARED FISCHER, PE**

Structural Engineering



**JOHN MCRAE**

Project Management Support



**STEPHANIE SWENSON**

Project Coordinator

# JEFF CALDWELL

## CONTRACT AUTHORITY/PROJECT EXECUTIVE

An expert in delivering state-of-the-art facilities, Jeff brings over 30 years of experience in leading design and construction of large-scale projects with varying degrees of complexity. Jeff has devoted most of his career to specializing in complex project delivery in a wide variety of market sectors. Possessing strong organizational and leadership skills, Jeff's involvement in the project life-cycle has encompassed all facets of the design and construction process, with an emphasis in site selection, cost and schedule analysis, bid proposals, contract management, equipment and furniture procurement, commissioning, project closeout, and operations management.



## EXPERIENCE ON SIMILAR PROJECTS

### Lane County On-Call Facilities Contract

Eugene, OR

**Klosh Group has supported Lane County across multiple large, complex civic and justice facilities** as an owner-side advisor, providing feasibility analysis, scenario planning, funding alignment, and pre-implementation guidance for projects at varying stages of advancement. Work has included support for the Lane County Multi-Use Facility Feasibility Analysis, Navigation Center planning, Courthouse pre-bond planning, Tenant Improvement strategy, and Parole & Probation facility planning. We are helping County leadership evaluate facility options, understand cost, phasing, and operational implications, align projects with funding strategies and bond readiness, and translate technical assessments into clear, decision-ready information for executives, elected officials, and stakeholders.

### City of Manzanita City Hall

Manzanita, OR

**Klosh Group led a master planning and community engagement process** which allowed City Council to approve the project to move into design and construction after a 30 year struggle. The planning process included a series of town halls to build trust to reengage a disenfranchised community that had seen several starts and stops on the project. New City Hall construction finished in May 2025.

### Oregon State Treasury

Salem, OR

Klosh Group provided project management/tenant representation services for a new 32,000 sq. ft., two-story building for the OST in Salem, OR. This project was completed May 1, 2022. Klosh Group oversaw the design team and construction teams throughout the duration of the project. This involved setting and coordinating meetings with OST and GBD Architects to ensure project needs were front and center. Our team also regulated and reviewed the budget throughout the duration of the project in order to ensure the project maintained cost expectations. This entailed coordinating amongst the design team, contractor, and third-party estimator to manage everyone's expectations and make sure the project budget was on the right track.

### Years in Industry

30+ Years

### Educational Background

Dale Carnegie Graduate

University of Phoenix,  
Business Studies

### Professional Development

American Society for  
Healthcare Engineering  
(ASHE), Member

Oregon Association of  
Minority Entrepreneurs  
(OAME), Member

# JULIA STONG, CAPM, VMA

## PROJECT MANAGER

Julia is a Project Manager with 8 years of experience specializing in organizing and leading teams to meet project goals efficiently. She holds certifications as a Certified Associate in Project Management (CAPM) and a Certified Value Methodology Associate (VMA), reflecting her expertise in project management and value engineering. With over 49 projects including **K-12 Facility Maintenance Plans, Facility Condition Assessments, and Learning Condition Assessments, Value Engineering Studies, and Constructability Reviews**, she provides the City of Dayton with exceptional value-oriented experience.

Julia's client-focused mindset prioritizes collaboration and tailored solutions. She excels at identifying creative cost-saving strategies and implementing innovative approaches to overcome challenges, ensuring projects are completed on time, within budget, and to the highest standards.



### Years of Experience

8

### Educational Background

BA, Sociology, Minor in Environmental Science, Washington State University

### Certifications

Certified Associate in Project Management: #3397086

Value Methodology Associate: #202306037

### Professional Development

Project Management Institute

SAVE International (Cascadia Chapter)

## PROJECT EXPERIENCE

### City of West Linn New Operations Center

West Linn, OR

Klosh is supporting the City's \$35 million CM/GC project to consolidate public works, fleet, and parks operations on a 33-acre hillside site above I-205. The City selected the architect and GC through a Klosh Group led public procurement process using ORS 279. Currently in preconstruction, the project requires extensive site planning for a steep slope and robust community engagement in an established neighborhood.

### Seattle Public Schools, District-Wide FCA\*

Seattle, WA

Project Manager for the District-wide Facility Condition and Formal Functional Assessments of 131 facilities.

### Tumwater School District FCA and Facilities Plan\*

Tumwater, WA

Project Manager for the District-wide Facility Condition and Facilities Plan for 49 buildings and structures. The project analyzed district needs to meet Clean Building Act requirements.

### Auburn School District Facility Condition Assessment\*

Auburn, WA

Project Manager on the comprehensive FCA, Learning Environments Assessment, Education and Facility Master Plan for the Auburn School district. All inspection work occurred during the school year coordinated around student activities to eliminate disruption to the learning environment.

### Portland Public Schools Facilities Maintenance Plan\*

Portland, OR

Project Manager for the development of the Portland Public Schools Facility Management Plan. This project included a deep dive into the district's facilities, maintenance and capital planning strategies to provide implementable recommendations to improve performance and right size staffing and funding. Project included coordination with executive leadership teams, navigation of labor disputes with union members, survey of existing facilities, development of a preventive maintenance plan, and bench marking the district against peer school districts and against national standards.

\*Indicates personal experience

# Jared Fischer, PE

PRINCIPAL

**WAYPOINT**  
ENGINEERING

## SUMMARY OF QUALIFICATIONS

Jared is a structural engineer with tenured experience project managing in a wide diversity of sectors including multi-family, commercial, industrial, contractor support, and seismic evaluation and retrofits. Project examples include the design of apartments, offices, schools, industrial structures, seismic retrofits, and a specialization in deep foundation systems (including ground improvement, earth retention, helicals, and driven piles).

He is proficient in working closely with architects, owners, developers, and contractors to produce accurate and well thought out concepts that remain economical. This commitment was cultivated from his understanding of the financial impacts associated with design changes, complete construction documents, and the need for timely responses during construction administration.



## RECENT ASSESSMENT, SEISMIC RETROFIT, AND REUSE PROJECTS

*Zoomcare Lab*  
*Zoom Care Cap Hill*  
*MHNW Peace Health*  
*CVRS - MRI*  
*Canby Fire Station*  
*Keller Williams Plaza Square TI*  
*NW Accounting Professionals Office Expansion*  
*Banfield 5262 Washington Green*  
*Astoria Food Hub*  
*Bent Lever Motor Sports TI*  
*Ponderosa Ridge Adventure Center*  
*Cascade Electrical Office and Warehouse*  
*72nd Ave Self Storage Office*  
*Wintle Office*  
*Legacy 6 Office and Warehouse*  
*Ferox Fleet Services*  
*Paper People Office and Warehouse*  
*ESD Home Choice Academy Renovation*  
*Vector Industrial Virginia Ave Retrofit*  
*Rose Way Industrial, Building #1*  
*COW - Civic Center Building*  
*EOCF Restroom Addition*  
*Ratskeller TI*  
*Washougal Water Operations Break Room*  
*Hammer and Stitch Brewery*  
*Barlow Waterfront Brewery Block 12 TI*  
*Bamboo - U Village*  
*Bamboo Sushi - Valley Fair*  
*Bishop Ranch Bamboo Sushi*  
*Blue Pearl Lakewood TI*  
*1670 Chocolate TI*  
*Assembly Brewing*  
*New Cascadia Traditional TI*

*Hough Elementary School Design-Build*  
*Fresh Start Detail*  
*Spielman Bagels TI*  
*SWAG Gymnastics TI*  
*Baerlic Invades Ladd Taphouse HVAC*  
*Sim Golf WA Square Too*  
*Ruse Brewery TI*  
*Kalama Elementary Service Yard*  
*Yakima Training Center - Pass House*  
*English Pitt*  
*McDonalds Excavating Fuel Tank and Pad*  
*Monet Vineyards Metal Building*  
*Westside WWTP - Gravity Thickener 1*  
*Daimler Test Track Feature Wall*  
*La Mota Dispensary Forest Grove*  
*Jewel SD Seismic Assessment*  
*Bell Complex Assessment*  
*Patton Home Seismic Evaluation*  
*New Heights West URM Seismic Evaluation*  
*Bonneville Dam Phase 1 Platform*  
*Astoria Food Hub*  
*Canby Fire Station*  
*MOWP 82nd*  
*Vector Industrial Virginia Ave Retrofit*  
*Vector Industrial Iowa Street Retrofit*  
*NW Pioneer Brewery Tank Foundations*  
*Cristom Vineyards Facilities*  
*Steeplejack Brewery*  
*Pelican Canning Line*  
*Silver Falls Brewery*  
*Thunder Island Brewery*  
*Georgia Pacific Tanks*  
*Marquam Hill Apartments*

## Roles and Responsibilities

Jared has direct oversight over all aspects of firm operations including a high level of technical expertise, and client care, as well as supervising and mentoring the development of staff engineers. He works closely with clients to establish the scope, schedule, and budget and ensure projects achieve performance objectives from notice to proceed through construction completion.

## EDUCATION

B.S. - Civil Engineering  
Portland State University

## REGISTRATIONS

Arizona No. 78170  
Colorado PE.0063004  
Idaho No. 17756  
Montana No. PEL-PE-LIC-88422  
New Mexico No. 29728  
Nevada No. 25677  
Oregon No. 81013PE  
Texas No. 150238  
Utah No. 13423534-2202  
Washington No. 529770

## AFFILIATIONS

Deep Foundations Institute  
Helical Pile Technical Committee  
Member No. 4797

\*Indicates personal experience while at a prior firm.

KLOSH GROUP | A PRACTICAL CHOICE FOR THE CITY OF DAYTON'S CURRENT AND FUTURE FACILITY NEEDS

# JOHN MCRAE

## PROJECT MANAGER

John McRae is a driven and experienced Project Manager with nine years of expertise in project management, supply chain management, and team leadership. He has executed schedule coordination, design review, vendor coordination, invoicing and permit coordination for various projects while at Klosh Group, including ground-up construction, multi-phase expansions and tenant improvements. His background includes serving in the US Army, which has contributed to his strong leadership skills and efficient approach to project management. John's dedication to meticulous planning, effective execution, and successful project completion makes him an asset in the successful completion of projects.



## PROJECT EXPERIENCE

### Nehalem Bay Health Center

Nehalem Bay, OR

John has been assisting in the construction of a new 16,000-square-foot facility in Nehalem Bay, OR. This coastal project involves managing various aspects of public procurement, contract management, and invoicing. His responsibilities have included coordinating schedules, reviewing designs, and ensuring proper permit coordination. Through meticulous invoice management and effective contract oversight, he is dedicated to ensuring the successful completion of this rural healthcare clinic.

### Adventist Health Tillamook Surgery Expansion

Tillamook, OR

This multi-phase project includes a new 4,800-square-foot build and an additional 800-square-foot operating room supporting space remodel. John's role for this project encompasses contract management, invoicing, and schedule coordination, ensuring smooth progress throughout the project's phases. He is responsible for design reviews, vendor coordination, and developing control and prevention plans. Additionally, he handles permit coordination with the Oregon Health Authority, County of Tillamook, and other relevant authorities, ensuring all aspects of the remodel comply with regulatory requirements.

### Providence Health Plan - Multiple Locations

Multiple Locations - Oregon

As an Associate Project Manager, John supports various facility improvement projects for Providence Health Plan across multiple locations in Portland, OR, and along the Oregon coast. These projects range from elevator modernization and roof renovations to HVAC upgrades and tenant improvement remodels. His work includes purchase order and contract management, coordinating health and safety protocols, and ensuring project schedules are maintained. Notably, he has managed the modernization of three elevators and multiple HVAC systems, ensuring the successful execution and safety of these essential upgrades.

## Years of Experience

9

## Educational Background

MBA and MSGSCM, Portland State University

BS, Oregon State University  
Distinguished Military Graduate

## Certifications

Six Sigma Lean Black Belt  
Professional- Management and Strategy Institute

Certified Kaizen Facilitator-  
Management and Strategy Institute

# STEPHANIE SWENSON

## PROJECT COORDINATOR

Stephanie is an experienced Project Coordinator who is efficient and effective in managing diverse projects. She has navigated regulatory requirements seamlessly for various public and private agencies.

With strong organizational and communication skills, Stephanie assists in fostering collaboration among stakeholders, ensuring successful project outcomes. Her focus on quality assurance and proactive problem-solving contributes to client satisfaction, making her a valuable asset to the project team.



## PROJECT EXPERIENCE

### Quincy Valley Medical Center

Quincy, WA

Stephanie served as the project coordinator for 55,000 SF replacement hospital for Grant County. On this project, Stephanie assisted in communication, documentation, scheduling, and coordination among various stakeholders. She assisted in budget tracking, risk management, and problem resolution, ensuring smooth project progress and client satisfaction.

### North County Recreation District Community Pool

Nehalem, OR

Stephanie provides project support for this 15,190 square-foot pool structure for the North County Recreation District. This includes assisting with scheduling and tracking progress to ensure the project stays on time and within budget. Additionally, Stephanie assists in monitoring construction quality, ensuring compliance with safety standards, and assisting in project documentation and reporting.

### Providence Health, Multiple Projects

Everett, Centralia, Lacey, Olympia, WA

Stephanie has assisted in project management services on multiple projects for Providence Health Services in Everett, Centralia, Lacey and Olympia, WA. She has been responsible for coordinating communication between architects, construction teams, healthcare professionals, and regulatory bodies.

### Samaritan Health Moses Lake Hospital

Moses Lake, WA

This project involves a 50-Bed Replacement Hospital located approximately two miles from the existing campus. The approximate 147,000 square foot new facility will include diagnostic and treatment as well as ancillary, administrative and support services. As a Project Coordinator, Stephanie has worked alongside Project Managers supporting the management of project documentation, budget, and overall project schedule.

## Years in Industry

11

## Professional Development

Certifications from Commscope for Structured Cabling and Fiber Optics Infrastructures

Fluke Testing and Security Design

OSHA Certified

# PROJECT APPROACH

## PROJECT UNDERSTANDING

The City of Dayton is facing a familiar challenge that we helped many small communities with: aging civic facilities and not enough funding. The existing City Hall has reached the end of its useful life, operations have already been disrupted, and the City is now balancing immediate needs with longer-term decisions that will shape municipal services for decades. At the same time, the City operates within real financial constraints and serves a community that is highly engaged, cost-conscious, and direct about its expectations.

**Project Executive Jeff Caldwell** was the only person at the City Hall meeting when council discussed the RFP. He was able to walk the existing facility. Based on this site visit, our review of the RFQ, prior studies, and our conversations with Jeff Caudle, and our experience with similar communities, **it is clear that this effort is less about producing a design and more about establishing a clear, defensible path forward.** The City wants to understand what is realistically achievable within its means, how existing assets such as the Annex and the Palmer Creek Lodge Community Events Center can be leveraged, and how near-term decisions affect long-term funding opportunities. The outcome must support Council decision-making, public communication, and grant competitiveness, without committing the City prematurely to a solution it cannot, or does not, want to build.

This is a common progress point. We have recently guided the City of Manzanita through it, and we've seen it in other small communities where there is no appetite for a "Taj Mahal" facility and little tolerance for studies that feel disconnected from local values or financial reality. Success depends on clarity, restraint, and a process that earns trust by staying grounded.

This work needs to be right-sized. The City has been clear about its budget constraints, and a planning effort in the \$75,000 to \$100,000 range does not support a fully developed feasibility study with architectural test fits and design concepts for multiple facilities. Attempting to do so would either dilute the value of the work or push the project beyond what is useful at this stage.

With that reality in mind, **our proposed approach focuses on what the City actually needs now.** The scope is structured to support informed decision-making, funding readiness, and clear next steps without advancing work that belongs later in the process. Technical input is targeted, assumptions are stated clearly, and the level of effort is proportional to the budget.

The result is a planning effort that can be scaled to fit the City's available resources while still delivering long-term value. This gives you a wide ranging contract vehicle that can be leveraged multiple times as funding, direction, or priorities evolve, with work that can be built upon rather than replaced.



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

**Leila Aman**  
City of Manzanita City Manager

# PROPOSED APPROACH

The City's facilities study calls for a practical, decision-oriented planning effort that balances technical credibility with fiscal discipline. In fact, calling it a study can often "turn-off" your tax base. So, rather than advancing a traditional architect-led feasibility study, **our team proposes an Owner's Representative-led assessment and scenario planning process** focused on helping the City make informed choices, position itself for funding, and move forward with confidence when the time is right.

This approach is based on Kloth Group's experience leading similar efforts, including the project profiles we've included for Manzanita City Hall facilities planning and community engagement process and our role supporting Lane County's across their entire system including the current courthouse assessment and long-term facilities decision-making. In each case, the work was structured to develop realistic, fundable options grounded in existing conditions, operational needs, and current market realities. **The emphasis was on understanding constraints, testing strategies, and framing decisions in a way that elected officials and the public could clearly understand.**

The approach avoids over-designing solutions before the City is ready to build them. Life safety, accessibility, and operational needs are addressed directly, but the work remains proportional to the City's budget and aligned with what the community is willing to support. **This allows Dayton to move forward deliberately**, with clear information, without locking itself into a path that limits flexibility or funding opportunities later.

*The goal is not a study. The goal is to move the project through the implementation path. Shown here: Pages from the state funding request proposal Kloth Group developed for Lane County.*



**LANE COUNTY**  
COUNTY ADMINISTRATION  
125 EAST 8<sup>TH</sup> AVENUE EUGENE, OR 97401



## Funding Request for Lane County Courthouse Renovation

Attn: Justin Low  
Legislative Affairs Manager  
Association of Oregon Counties  
Court Facilities Task Force

Submitted By:  
Loren Blythe  
Lane County Director of Operations  
Office: 541-682-6717  
Cell: 458-331-0249  
Email: Loren.Blythe@LaneCountyOr.gov

Space limitations are now a critical issue. The courthouse currently accommodates court functions alongside the District Attorney and Sheriff's Office within a building originally designed for significantly lower demand. Two additional judges have been approved beginning in 2026, further increasing pressure on already constrained courtroom, chambers, jury, and support spaces. As shown in the space allocation analyses below, there is no space to accommodate these functions without reallocating non-court functions out of the courthouse.

Programming and Space Analysis Table

	2025 Actual	with Growing	2015 Est Need
Public Facilities & Building Support Spaces	18,201 SF	22,751 SF	26,454
Courtrooms & Chambers	27,547 SF	34,434 SF	57,006
Court Administration	14,236 SF	17,689 SF	16,032
District Attorney Office	9,152 SF	11,454 SF	20,558
DA Satellite Office		0 SF	1,732
Grand Jury	389 SF	278 SF	1,277
Sheriff Transport Operations & Control Holding	1,168 SF	1,460 SF	5,146
Sheriff Main Office	15,000 SF	18,776 SF	20,514
Parole & Probation Courthouse Services	815 SF	1,019 SF	4,384
State Offices		0 SF	16,500
<b>TOTAL</b>	<b>86,500 SF</b>	<b>108,125 SF</b>	<b>181,882</b>

These conditions limit the courthouse's ability to safely and operations and approved judicial growth without reconfigure

The courthouse is woefully inadequate in addressing ADA A have been made, some areas of the building and courtrooms are Also, witness boxes cannot be accessed with dignity by a pers witness to address the court and jury by stretching to speak into witness box.

Circulation doesn't work between court functions, administrative areas, and public spaces. A relevant example is the 3<sup>rd</sup> floor east where trans the inmates into and through the public lobby. In these occupy the same spaces as staff, jurors, and judges, re view of their judge or jury on the way to and from the co This is also highly disruptive to office functions because office areas and hallways to enable inmate transport.

The building has a variety of exterior envelope issues. Glass exterior wall cladding system with no thermal separation from heating and cooling costs, and is an occupant comfort issue. Unreinforced masonry walls surrounding courtrooms and circ collapse during seismic events.

Funding Request for Lane County Courthouse

The County has recently invested in identifying a solution to the courthouse on-going needs by engaging TWA Architects to conduct a professional assessment. TWA's work is focused on developing updated, order-of-magnitude information related to seismic performance, accessibility considerations, building systems, and alignment with National Center for State Courts best practices. This assessment is expected to be completed in Q1 2026 and is intended to supplement completed studies with current conditions data to support informed planning decisions regarding renovation feasibility, scope, and constraints.

### Current Condition - Lane County Courthouse

TWA's facilities assessment work to date has focused on documenting current physical, functional, and operational constraints that affect the courthouse's ability to support modern court operations and future growth.

Existing conditions identified through prior assessments and TWA's current work include:

ASSESSMENT AREA	CONDITION
Building Age and Configuration	<ul style="list-style-type: none"> <li>Four-story courthouse constructed in 1957</li> <li>Floor plans and structural layout reflect outdated design standards and limit flexibility for reconfiguration</li> <li>Vertical circulation and core placement constrain secure movement and functional adjacencies</li> </ul>
Seismic and Life-safety Assessment (from draft Catastrophe Structural Analysis)	<ul style="list-style-type: none"> <li>Building was constructed prior to modern seismic codes</li> <li>Given the size, vintage and construction typology, the building is at risk of collapse during an earthquake</li> <li>Life-safety systems require evaluation in the context of renovation scope and code thresholds</li> </ul>
Accessibility and Code Compliance	<ul style="list-style-type: none"> <li>ADA access and accessible routes are limited and do not align with current expectations for public, juror, and staff movement</li> <li>Restrooms and public-facing spaces present accessibility challenges</li> <li>Any renovation must carefully evaluate accessibility triggers and compliance strategies</li> </ul>
Space and Functional Deficiencies	<ul style="list-style-type: none"> <li>Courtrooms, chambers, jury spaces, and support areas are undersized relative to current standards</li> <li>Lack of secure circulation separation between public, staff, judiciary, and in-custody individuals</li> <li>Limited ability to accommodate additional judges within the existing configuration without reallocation of space</li> </ul>
Building Systems (from draft Systems West MEP Analysis)	<ul style="list-style-type: none"> <li>Mechanical, electrical, and plumbing systems are at or beyond expected service life</li> <li>Systems were not designed to support current technology, security, or environmental requirements</li> <li>Shared systems with adjacent buildings introduce operational risk and limit redundancy</li> </ul>

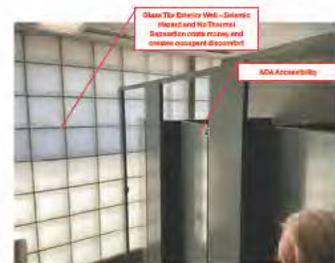
## FACILITY CONDITIONS ASSESSMENT

We will begin with focused site visits and a review of available documentation for the City Hall Annex and the Palmer Creek Lodge Community Events Center. **The intent is to develop a clear picture of existing conditions** as they relate to continued municipal use, long-term viability, and funding decisions. The assessment will address structural, seismic, accessibility, life-safety, and major building system considerations at a level appropriate for early planning and grant support.

Waypoint Engineering will support this effort as the structural engineering consultant. **Waypoint will review the City's prior seismic retrofit study** and other available structural information and will conduct targeted site observations to confirm assumptions and identify constraints that matter at a decision-making level. Their focus is on helping the City understand how seismic deficiencies, code triggers, and structural limitations influence feasibility, phasing, and cost, not on advancing detailed engineering or design.

**Mechanical, electrical, and plumbing considerations will be led by Julia Stong** who has managed over 50 similar assessment efforts. MEP will be evaluated using informed, high-level assumptions based on existing documentation, historical performance, and comparable public-sector projects. **The current budget will not allow a full assessment of all systems by an MEP firm**, however, our deliverables will allow meaningful issues and risks to be identified and gives us the data needed to pursue grant funding opportunities for further study and implementation.

**The result is a practical and defensible understanding of existing conditions.** The City gains clarity on what is working, what is driving risk or cost, and where reasonable assumptions can be carried forward as funding and direction are refined, all without over-scoping the effort or getting ahead of the community's appetite for investment.



Funding Request for Lane County Courthouse Renovation Planning Project | Page 21

Funding Request for Lane County Courthouse Renovation Planning Project | Page 13

Funding Request for Lane County Courthouse Renovation Planning Project | Page 28

*Shown Above: Example document where Klash Group worked with Lane County staff to provide high level condition assessment of systems to develop a state funding request proposal.*

## FACILITY NEEDS ANALYSIS AND PROGRAMMING

Working closely with City leadership and staff, we will confirm current and projected operational needs, staffing levels, public interface requirements, and functional relationships. This work will address functions, administrative needs, public access, security, and accessibility based on how the City operates today and how those operations are expected to evolve over time.

The programming effort is not intended to produce layouts or architectural solutions. It will define the functional requirements and operational relationships that any viable facility strategy must support. Particular attention will be given to how municipal functions could be consolidated, distributed, or coordinated between the City Hall Annex and the Community Center, while maintaining appropriate separation between public, staff, and secure uses.

This approach is informed by experience on rural project with small but vocal tax bases where communities were clear about what they did not want and **quick to react when proposals appeared oversized or disconnected from local priorities**. By grounding the program in operational need and day-to-day use rather than aspirational design, the City is better positioned to maintain credibility with the public and build support for whatever path ultimately moves forward.



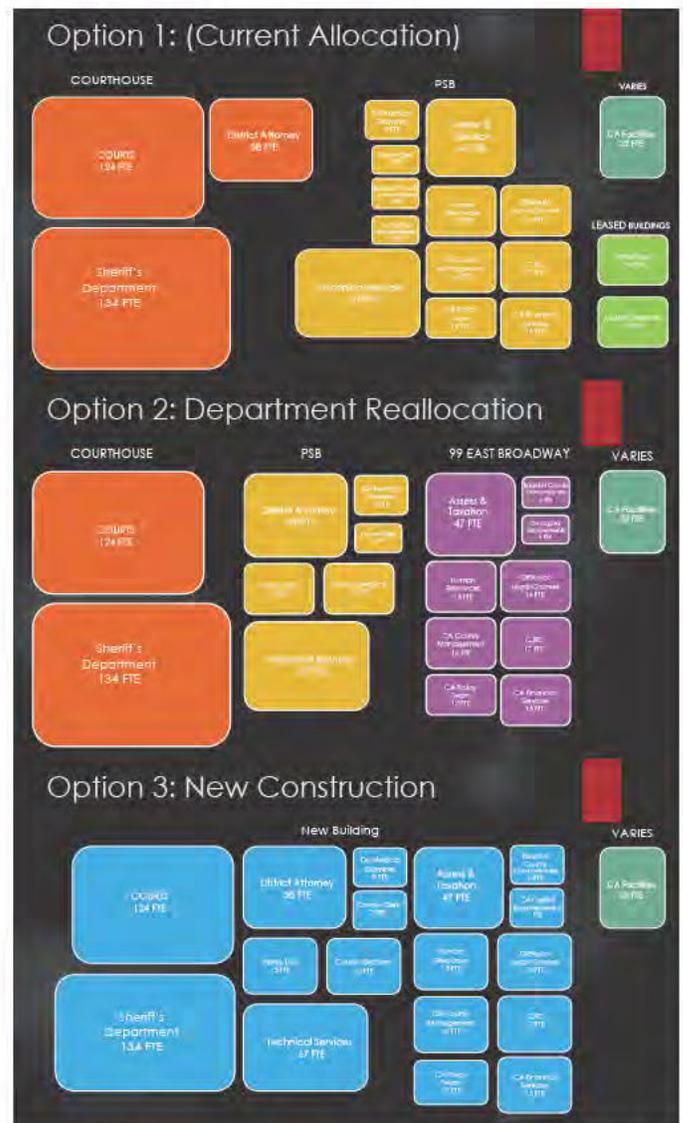
Shown here at a recent Bond Advisory Committee meeting, participants engaged in visioning exercises to establish District goals and priorities.

## SCENARIO-BASED OPTIONS DEVELOPMENT

We will develop a set of scenario-based facility options, this will look similar to the planning framework currently being used for Lane County shown at right. These scenarios are intended to test strategic directions to help City leadership understand the real implications of different paths forward.

Each scenario will outline the general level of intervention involved, how City operations would be affected, and what phasing and risk considerations come with that approach. High-level assumptions related to code, seismic, and accessibility triggers will be clearly stated so that tradeoffs are understood. Rather than producing test-fit drawings, the scenarios will rely on clear narratives, diagrams, and comparative information to communicate differences in scope, cost drivers, and sequencing.

This scenario-based approach allows the City to have informed conversations early, before positions harden or expectations drift beyond what is realistic. It creates room to evaluate what is achievable within the City's constraints, what is likely to be fundable, and where the City is willing to accept tradeoffs in order to move forward deliberately and with clarity.



Images from the Lane County Complex: Department Reallocation Study

## COST AND FUNDING ALIGNMENT

For each scenario, we will develop order-of-magnitude cost ranges informed by current market conditions, recent comparable projects, and conservative assumptions based on our experience with similar public-sector facilities. Klosh Group has outstanding relationships within the AEC industry and can reach out to them for cost valuations that are applicable to your project. These ranges are not intended to function as bids or final estimates. They are planning-level numbers meant to support decision-making, funding conversations, and grant applications, including USDA, Seismic Rehab Grant Program (SGRP), Energy Trust of Oregon, and other applicable state and federal programs.

### MANAGING MULTIPLE FUNDING STREAMS: CONSIDERATIONS FOR FUNDING

A screenshot of a complex spreadsheet titled "USDA REPORT AND REQUEST FOR REIMBURSEMENT". The spreadsheet has multiple columns including "Line Item Number", "Description", "Amount", "Funding Source", "Status", and "Comments". It contains numerous rows of data, with some cells highlighted in yellow and red. The USDA logo is visible in the top right corner of the spreadsheet area.

Requirements vary from funding source to funding source, and having multiple funding sources can add complexity to the project. We know that Dayton has USDA funding and this creates an additional level of scrutiny for you. However, it is not “scary,” as these processes are well documented and maintaining a positive working relationship with the Rural Development staff ensures a smooth project. When managed well, many of the requirements actually help streamline project administration. Klosh Group has recent experience working on USDA grant funded projects that can help Dayton create a groundwork for using and meeting the requirements of these funds, or any other funding stream, and can incorporate those requirements into the study results to show the viability of using these or any other funding source.

Cost information will be framed in a way that helps the City understand how different levels of scope, risk, and phasing affect overall investment and funding competitiveness. Cost framing is used to support funding strategy, community engagement and sequencing decisions.

By establishing realistic cost ranges early, the City is better positioned to have productive discussions with Council, the public, and funding partners. This level of transparency reduces the likelihood of surprises later in the process and helps keep expectations with stakeholders and constituents aligned as the City moves toward a preferred path forward.

## PHASING AND OPERATIONAL CONTINUITY

Recognizing the City’s current operational constraints and interim relocations, we will develop phased strategies that prioritize continuity of essential services. This work will look at near-term actions as well as longer-term sequencing, with an emphasis on what can realistically be done while City operations continue.

Phasing considerations will address how renovations or relocations could be staged, where temporary moves may be required, and how disruption to staff, the public, and community programming can be minimized. This approach is informed by real-world implementation experience, where maintaining day-to-day operations is often more complex than the construction itself.

**Specific to this project, our study will assess going outbound for space with an addition so you can keep the community kitchen and adjacent spaces available for events.** The result is a practical roadmap that reflects how the City actually functions and reduces risk as decisions move toward implementation.



Community center kitchen downstairs

## PUBLIC AND COUNCIL ENGAGEMENT

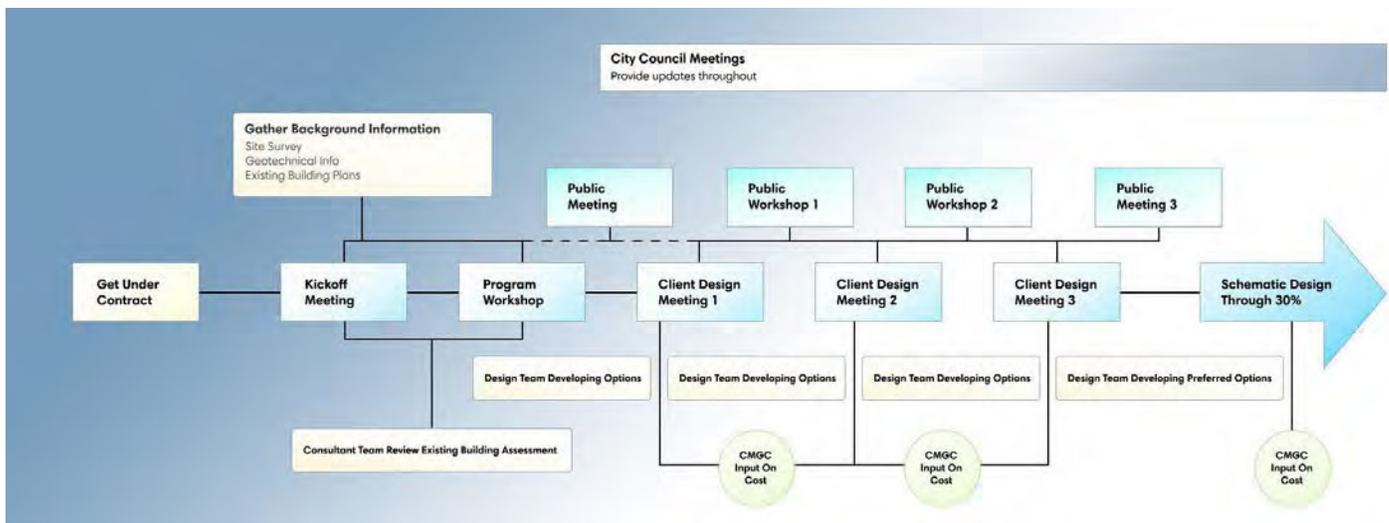
Public and Council engagement will be structured to support clear, informed decision-making. This will include facilitation of a meeting or work session focused on listening, sharing factual information about facility conditions, and explaining the implications of different options and cost ranges. We will also participate in City Council meetings to present findings, answer questions, and help refine scenarios as direction is established.

Our experience working in small and highly engaged communities has shown that trust is built through early clarity and straightforward conversations about cost, scope, and tradeoffs. By keeping the discussion grounded in facts and realistic choices, this engagement approach helps avoid misalignment and supports more productive dialogue as the City moves toward a preferred path forward.

## IMPLEMENTATION ROADMAP AND NEXT STEPS

The City will receive a clear implementation roadmap that outlines recommended next steps, key decision points, and the appropriate timing and scope for engaging a full design team once funding and direction are confirmed. The intent is to give the City a practical path forward and decision-making framework rather than an open-ended set of recommendations.

Final deliverables will be structured to support grant applications and future funding actions while maintaining flexibility as conditions evolve. **Klosh group is a flexible and nimble organization, not tied to any one discipline, so unlike a typical engineering firm, we will be able to work with you at the level engagement you need.** This allows the City to move deliberately from planning into implementation when the time is right, with a clear understanding of what comes next and what information is needed to get there.



Shown Above: Manzanita City Hall implementation road map.

# COST PROPOSAL

At project kick off we will work with the the City to determine the best final scope of work and appropriate budget. We understand the City has a budgetary range of \$75,000 - \$100,000. The cost below is for our anticipated scope of work, and we can deliver this project in whatever fee range is needed. Because Klosh Group is a nimble organization, we are able to work with you to provide a flexible suite of services built-to-suit for Dayton’s needs.

Klosh Group is also able to provide value added services for Owner’s Representative and Project Management at this point and for any of the City’s capital project needs.

**Availability:** The proposed team here is immediately available to start working with the City

PHASE	KEY ACTIVITIES	ESTIMATED FEE	APPROX. SCHEDULE
1	Project initiation, kickoff, document review, scope confirmation	~\$10,000	2 Weeks
2	Site visits and facility condition assessment (structural, seismic, accessibility, life safety, planning-level MEP review)	~\$35,000	4 Weeks
3	Analysis, scenario framing, coordination, integration of structural findings with operational and funding considerations	~\$25,000	4 Weeks
4	Documentation, decision support materials, Council-ready summaries, grant-ready content, presentation	~\$20,000	3 Weeks
<b>Total Estimated Fee</b>		<b>~\$90,000</b>	<b>~13 weeks after NTP</b>



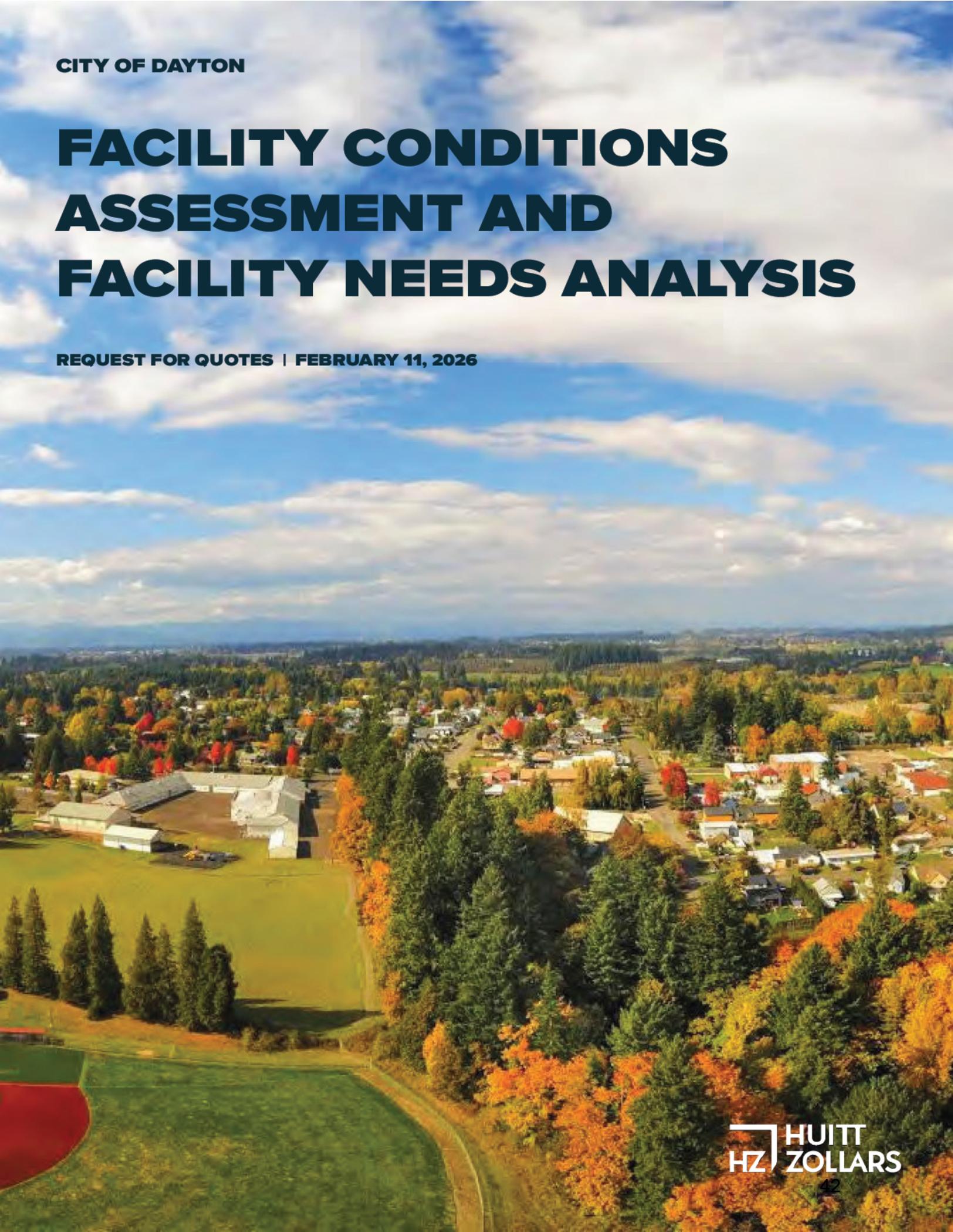
## NOTES

1. Reimbursable Expenses will be billed at actual cost on a monthly basis.
2. Reimbursable Expense may include, but not be limited to, the following expenses: delivery (overnight, messenger, US postal) of project related documents, reproduction (printing, copying), and per diem (travel, overnight stay, transportation, mileage)
3. Project fee to be billed on a time and material basis, with fee saving returned to Owner.
4. Rate escalation is based on current cost of living adjustments and will be adjusted to match the prevailing inflation rate at the beginning of each fiscal year.

**CITY OF DAYTON**

# **FACILITY CONDITIONS ASSESSMENT AND FACILITY NEEDS ANALYSIS**

**REQUEST FOR QUOTES | FEBRUARY 11, 2026**





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February 11, 2026

Jeremy B. Caudle, City Manager  
City of Dayton  
416 Ferry Street  
Dayton, OR 97114

**Re: Facility Conditions Assessment and Facility Needs Analysis — Request for Quotes**

Dear Mr. Caudle,

**Building a resilient future for the City of Dayton** begins with a clear-eyed understanding of the assets that serve its citizens every day. The City of Dayton is at a **pivotal decision point** where existing facilities have exceeded their useful life and municipal functions are distributed across multiple locations. Huitt-Zollars offers a **strategic partnership** to transform these challenges into a **practical roadmap for long-term operational success**, specifically focusing on the **City Hall Annex and the Palmer Creek Lodge Community Events Center**.

**Asset management and capital planning are essential** because they ensure that physical properties are maintained in a condition that supports **safe, efficient, and reliable operations**. By systematically assessing the condition of assets and forecasting future needs, the City can **prioritize investments, optimize lifecycle costs**, and avoid unexpected failures or costly emergency repairs. This strategic approach enables better budgeting, regulatory compliance, and alignment with long-term goals – ensuring public safety and service continuity are never compromised.

A crucial element of our Asset Management Program is the **Facility Condition Assessment (FCA)**. FCAs provide a **comprehensive evaluation of the physical condition** of facilities and their systems. We identify existing deficiencies, estimate the remaining useful life of building components, and support informed decision-making for maintenance planning and capital investment. By documenting the current state of a facility, the final assessment report serves as a **foundational tool for prioritizing repairs**, improving operational efficiency, and ensuring the continued safety, functionality, and value of the property.

**Our team brings extensive experience supporting communities** in facility assessments, civic programming, and pre-design planning. For the City of Dayton, this study will provide programming clarity and conceptual options for the Annex and Community Center, helping you evaluate whether to renovate, convert, or explore hybrid solutions. We focus on balancing operational needs, fiscal responsibility, and community identity while helping cities build consensus around practical solutions. We also recognize the importance of **maintaining continuity of public services** during facility transitions and will work closely with City staff to ensure **recommendations are realistic and implementable**.

Through facility assessment, needs analysis, conceptual design studies, and cost modeling, we will help the City identify a **preferred facility strategy** and establish a **practical roadmap toward future design and construction**. We look forward to the opportunity to support the City of Dayton in this important effort.

Sincerely,

Brian Cavanaugh, AIA  
Vice President | Principal-in-Charge  
Huitt-Zollars, Inc.



# SECTION 2

FIRM & RELEVANT EXPERIENCE

# FIRM QUALIFICATIONS

Founded in 1975, Huitt-Zollars is a national, employee-owned firm providing a full spectrum of architectural and engineering services. The company has grown to include more than 580 professionals in 24 offices across the country. The firm's multidisciplinary expertise encompasses architecture and planning alongside civil, structural, mechanical, electrical, and plumbing engineering, as well as construction administration. While offering the resources of a large national firm, Huitt-Zollars maintains the detailed, client-centric attention of a local practice, with a dedicated office in Portland, Oregon. This dedication to service is why over 85% of the firm's annual revenue comes from repeat clientele, the truest measure of performance.

Our core philosophy, "**Listen + Collaborate + Deliver = Shared Success,**" is rooted in the belief that we enter every project with a respectful mindset, building trust through transparent and honest communication. By focusing first and foremost on our clients' goals, we use a workshop-driven process that brings together key staff, stakeholders, and our design team to review, evaluate, and decide on solutions collaboratively. This ensures we deliver innovative solutions that keep pace with a changing world.

Huitt-Zollars has a deep and proven track record of helping municipalities manage their physical assets and plan for long-term growth. **Our portfolio includes comprehensive Facility Condition Assessments (FCA) and Space Programming** for civic centers, libraries, and public works facilities. We understand that success for the City of Dayton is defined by creating a practical, fundable roadmap that addresses the aging City Hall Annex while maximizing the potential of the Palmer Creek Lodge Community Events Center.

Our practice is defined by its ability to solve the unique technical and operational challenges of municipal facility planning. We understand the intricacies of:

**Comprehensive Technical Assessment:** Our teams excel at documenting existing deficiencies and evaluating the remaining useful life, capacity, and efficiency of building systems. We provide the technical rigor required to identify necessary capital improvements, from MEP systems to structural integrity.

**Operational Continuity & Programming:** We design for the future without disrupting the present. Our approach includes a detailed Needs Analysis that accounts for growth and service-delivery requirements, ensuring that municipal functions—including the City Library and administrative services—maintain continuity during any future facility transitions.

**Seismic & Structural Integration:** We specialize in evaluating older structures for modern safety standards. Our team will specifically review and incorporate the City's previous Annex seismic retrofit study, ensuring that proposed options are grounded in existing data and life-safety priorities.

**Strategic Implementation & Cost Modeling:** We bridge the gap between assessment and construction. By providing order-of-magnitude cost estimates and high-level phasing and funding strategies, we empower the City of Dayton to make informed decisions regarding renovation, conversion, or hybrid facility solutions.

This comprehensive experience ensures we understand the nuances of municipal operations and the importance of civic identity. We are confident we can deliver a facility strategy that is not only well-designed but is also a valuable, long-term asset for the City of Dayton.

## Who we are

**Year established:** 1975

**Select service offers:**  
Planning, Architecture, Engineering, Landscape Architecture, Construction Administration, Water Resources, Environmental, Interior Design

**Over 80%**  
Repeat Clientele

**580+** Highly-Skilled Employees

**24** National Locations

Huitt-Zollars offers clients large-firm resources with small-firm attention to detail. You can rest assured Huitt-Zollars will see your project through to its successful completion.

# Facilities Improvement Master Plan

CITY OF LIVE OAK, TEXAS

Huitt-Zollars was selected by the City of Live Oak, Texas, to develop a comprehensive Facilities Improvement Master Plan to guide the current and future use of its municipal properties. The primary goal of this initiative is to improve operational efficiencies and address the specific needs of various city departments through a strategic approach to renovating, expanding, or constructing new facilities.

Our services began with a detailed Facility Condition Assessment (FCA) of eight key municipal buildings, including City Hall, Public Works Administration, Animal Control, and various maintenance and storage shops. This assessment involved a visual evaluation of architectural, mechanical, electrical, and plumbing systems to identify deferred maintenance and capital renewal needs. The results were used to calculate a Facility Condition Index (FCI) for each building, establishing a baseline for its overall condition and prioritizing necessary repairs.

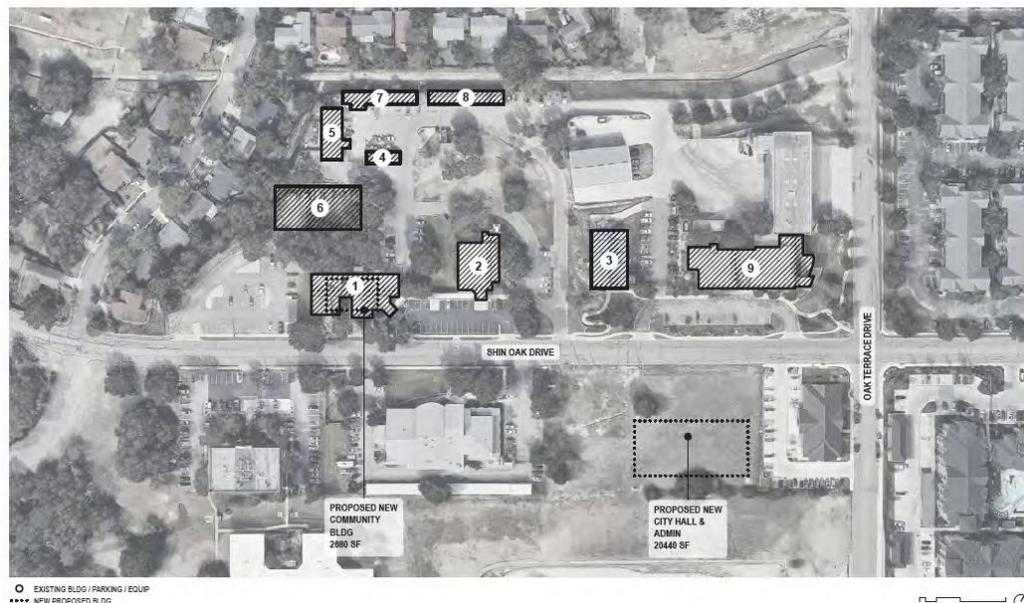
Following the FCA, we conducted a thorough Needs Assessment to understand the functional and operational requirements of each department. This collaborative process included:

**Staff Engagement:** Distributing questionnaires and conducting in-depth interviews with key personnel to discuss current operations, space utilization, and projected 20-year staffing growth.

**Space Programming:** Developing detailed space programs and hosting collaborative blocking sessions to determine ideal departmental adjacencies and conceptual layouts.

Based on these findings, Huitt-Zollars developed a master plan with recommendations for nine facilities, including the complete replacement of the existing City Hall and the construction of a new Community Building. The final plan provides conceptual designs, opinions of probable project costs, and an implementation schedule to guide the modernization of the city's infrastructure.

Overall Site Plan Conceptual Design Study

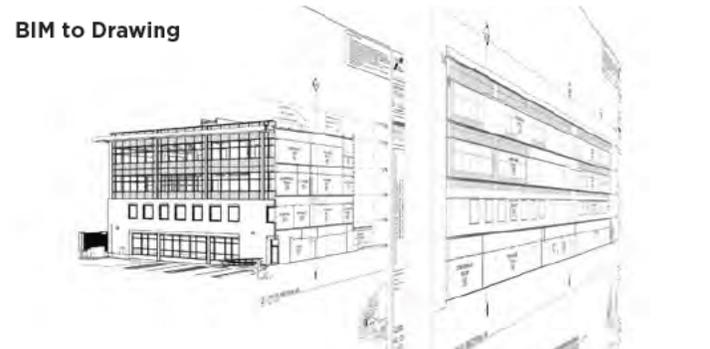


# TxDOT Statewide Architecture As-Built Survey Program

STATEWIDE, TEXAS

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As part of a Texas Department of Transportation (TxDOT) program to modernize its statewide facilities, Huitt-Zollars, Inc. was contracted for the State Wide Architecture As-Built Survey - Phase 1 Pilot Program. The overall program seeks to manage a portfolio of nearly 400 facilities totaling 4.2 million square feet. For the initial pilot phase, Huitt-Zollars performed architectural as-built digital scan surveys using LiDAR technology for 33 buildings, or approximately 175,000 square feet, on three TxDOT campuses in Austin. The purpose of this survey was to provide TxDOT with accurate and detailed Revit BIM models and PDF drawings to be used as backgrounds for future renovations and maintenance projects. These services included acquiring and modeling the information and incorporating it into the state's Gordian (VFA) facility management database. The pilot program was essential for identifying challenges and streamlining the survey and modeling processes in preparation for the remaining facilities statewide.



# Youth Empowerment Center

CITY AND COUNTY OF DENVER, COLORADO

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Huitt-Zollars is providing architectural design and engineering services for the renovation of the Youth Empowerment Center, a highly utilized 9,940 SF community building for the City and County of Denver. This project aims to create a functional and flexible space for the client and its end users. **Huitt-Zollars was engaged to evaluate the building and develop a comprehensive facilities condition assessment report to aid in defining the required modifications to the building to extend its use and life expectancy.** This renovation includes expanding the second level into the existing double-height space, incorporating a new structural infill slab to accommodate additional offices, a conference room, and a flexible collaboration area. Other improvements involve ADA compliant modifications to the existing restrooms, the addition of a new single user toilet room, a new break room area in the existing level one storage room and upgrades to mechanical, electrical, plumbing and fire protection systems to ensure compliance with current code requirements.



# OC Great Park Cultural Terrace Building 369 Assessment

CITY OF IRVINE, CALIFORNIA

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As a task order of our City of Irvine On-Call contract, Huitt-Zollars prepared a **Facility Condition Assessment and Rough-Order-of-Magnitude construction cost estimate** for improving an existing building on the former MCAS El Toro base to meet current codes. The building is an approximately 30,000 SF single story concrete structure with 25 foot roof height. It was constructed in the 1950s and primarily used by the Marine Corps for offices and storage. The assessment identified visible deficiencies and conditions of the building's foundation and structure; walls, doors, windows and roof; mechanical, electrical and plumbing systems; fire alarm and suppression systems. The building was evaluated for possible reuse for events, office space, or storage.



# OC Great Park Cultural Terrace Building 295 Assessment

CITY OF IRVINE, CALIFORNIA

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As a task order of our City of Irvine On-Call contract, Huitt-Zollars prepared a **Facility Condition Assessment and Rough-Order-of-Magnitude construction cost estimate** for improving an existing building on the former MCAS El Toro base to meet current codes. The building is an approximately 40,000 SF single story steel frame structure with 44 foot roof height. It was constructed in the 1940s and primarily used by the Marine Corps as an aircraft hangar. The assessment identified visible deficiencies and conditions of the building's foundation and structure; walls, doors, windows and roof; mechanical, electrical and plumbing systems; fire alarm and suppression systems. The building was evaluated for possible reuse as a museum with office/classroom spaces.



# Fire Station Facility Condition Assessment

FAIRVIEW, TEXAS

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Huitt-Zollars was tasked with assessing Fairview Fire Station #1, a facility comprising five buildings of various ages and construction types, to identify repairs needed to extend its useful life. The evaluation included a **visual inspection of all major building systems**—such as architectural, structural, HVAC, and electrical—and an **ADA compliance review**.

Based on the documented conditions and ADA deficiencies, Huitt-Zollars determined the facility is beyond its useful service life without a major renovation. Consequently, the team prepared an **opinion of probable construction costs** for the necessary upgrades and developed a plan for temporary “swing space” to allow the station to function without disruption during the repair work.

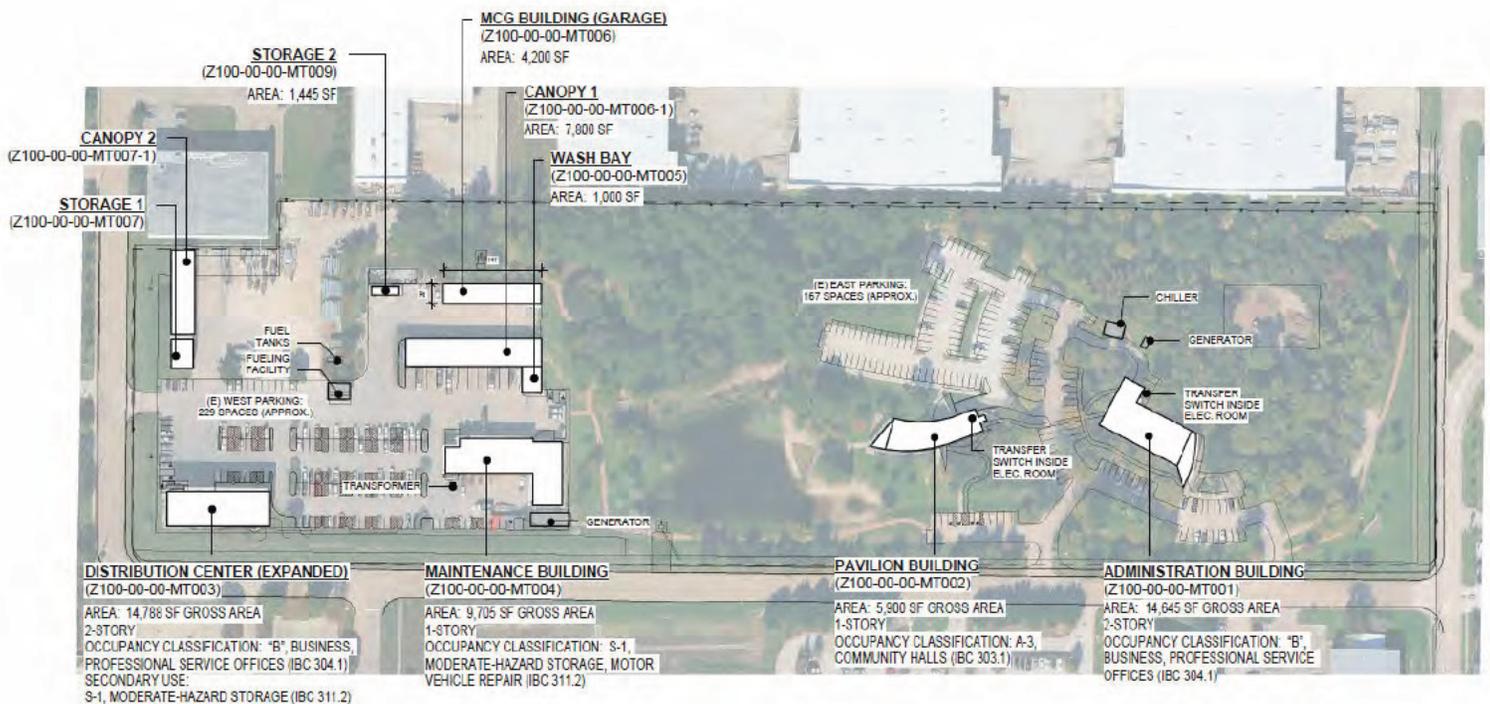


# Harris County Flood Control District Facility Condition Assessments

HOUSTON, TEXAS

Huitt-Zollars was engaged to perform a comprehensive facility condition assessment on eleven (11) facilities located at the Harris County Flood Control District's 22.32 acre Michael Talbot Service Center (MTSC) property, totaling 64,975 square feet. The purpose of the assessment was to gather detailed deficiency data to determine the overall condition of the selected facilities. The objective of this assessment was to identify the deferred maintenance and capital renewal expenditures necessary to improve the condition of the buildings. The scope of this facility condition assessment included the following eleven (11) facilities: Administration Building, Pavilion Building, Distribution Building, Maintenance Building, Wash Bay, Garage (MCG) Building, Canopy1, Canopy 2, Storage Building 1, Storage Building 2, and a fueling facility.

As a result of the facility condition assessment, we found that most of the buildings are in good condition, while the Wash Bay is fair condition and Canopy 2 is poor condition. The team is preparing a Master Plan based on the results of the assessment and future needs of HCFCF.



# ADDITIONAL PROJECTS



**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
**City of Sugar Land**  
*Sugar Land, TX*

**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
**The University of New Mexico**  
*Albuquerque, NM*



**COMPREHENSIVE CONDITION  
ASSESSMENT OF CHANNELS**  
**Harris County Flood Control District**  
*Harris County, TX*





**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
Texas A&M University at Galveston  
*Galveston, TX*

**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
Harris County Flood Control District  
*Harris County, TX*



**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
Texas Southern University  
*Houston, TX*

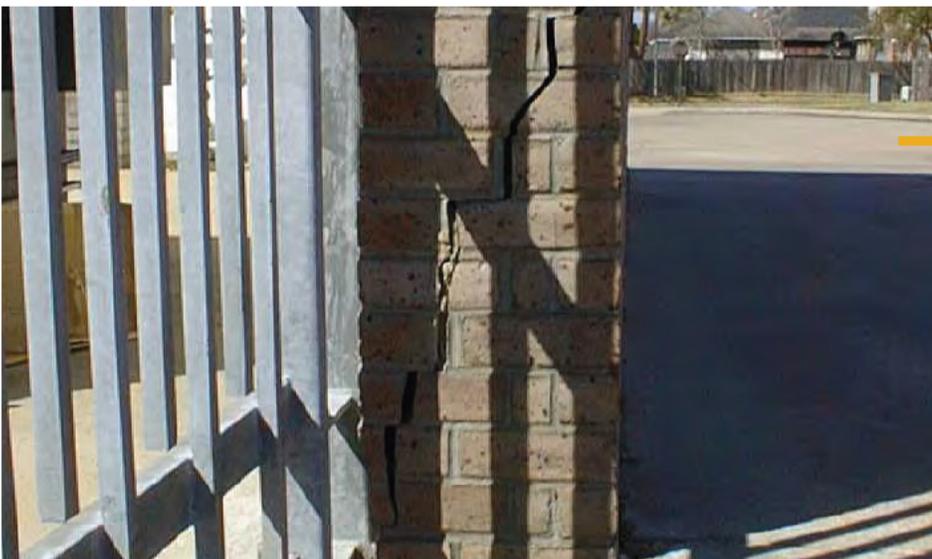


**CONDITION ASSESSMENTS  
ASSOCIATED WITH THE  
RENOVATION OF THE ESTILL AND  
ADMINISTRATION BUILDINGS**  
Sam Houston State University  
*Houston, TX*

**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
Defense Information Systems  
Agency  
*Numerous Sites Nationwide*



**Comprehensive Facility Condition Assessment**  
**Multiple Locations**  
**Defense Information Systems Agency**



**COMPREHENSIVE CONDITION  
ASSESSMENT OF FACILITIES**  
**Fort Bend Independent  
School District**  
*Fort Bend County, TX*



# SECTION 3

KEY TEAM MEMBERS

# KEY PERSONNEL

A successful project is guaranteed by the quality and focus of the people assigned to it. Huitt-Zollars has assembled a dedicated team of professionals from our Portland office, specifically structured to meet the requirements of the City of Dayton’s Facility Conditions Assessment and Needs Analysis. Our team is led by a Project Manager with direct experience in municipal planning and facility evaluation, supported by in-house senior architects and licensed mechanical, electrical, and structural engineers, integrated with an expert outside cost estimating partner.

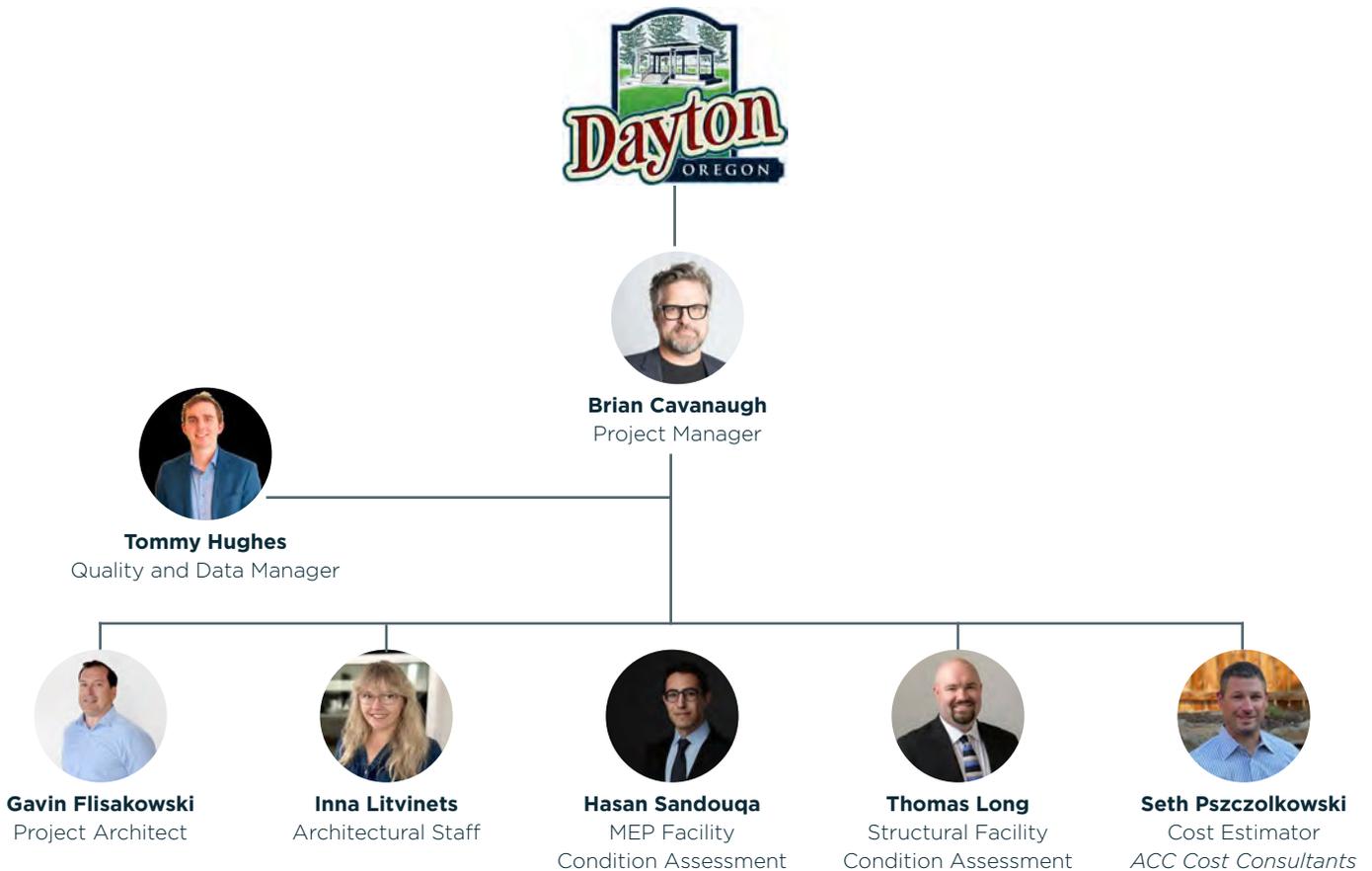
The professionals detailed in this section are the same experts who will be performing the fieldwork, stakeholder engagement, and strategic analysis. Our proposed team brings a unique combination of local presence and technical depth that sets us apart:

**Local Portland Presence with National Depth:** Our team provides on-the-ground management from our Portland office, ensuring immediate access for City staff. This local oversight is backed by our firm’s national Facility Condition Assessment (FCA) leaders, giving the City the attention of a local partner with the resources of a top-tier national firm.

**Strategic Planning & Assessment Leadership:** Our leadership team has a proven track record of managing facility assessments and pre-design studies for municipal clients. This experience is directly relevant to Dayton’s need to evaluate different options, such as the renovation of the Annex versus the conversion of the Palmer Creek Lodge.

**Integrated Technical Team with Independent Estimating:** We provide a “one-stop” team for all disciplines required by this RFQ. By utilizing in-house, licensed architects and professional engineers specializing in MEP and structural systems, partnered with a specialized outside cost estimator, we ensure that technical findings are translated into accurate, market-aligned cost models.

**Municipal & Civic Expertise:** Our firm’s experience is rooted in the specific facility types the City needs assessed—including administrative offices, libraries, and community centers. We understand how to balance technical deficiencies with the operational realities of public-facing buildings.





## **Brian Cavanaugh, AIA, NCARB**

*Project Manager / Principal-in-Charge*

With over 30 years of experience, Brian has demonstrated a unique commitment to the practice of architecture and played a critical leadership role in his community. His record of design excellence, his contributions to academic and non-profit institutions, and his positions on municipal boards all speak to a career built on a deeply held belief in the value of the architecture profession and its potential to serve the public good. Brian's design work has received over 40 design awards at the local, state, regional, and national levels. Prior to Huitt-Zollars, Brian was the Co-Founder and Principal of Architecture Building Culture (ABC), where he played a key role in notable projects, including the Lyllye Reynolds-Parker Black Cultural Center at the University of Oregon. The center, recognized for its architectural and cultural significance, received five AIA design awards at the local, state, regional, and national levels. In 2014, ABC won the Emerging Firm of the Year Award from the AIA Northwest & Pacific Region. In 2012 Brian was honored with the national AIA Young Architects Award. The award is given to individuals who have shown exceptional leadership and made significant contributions to the profession in an early stage of their architectural career.

### **Education**

Master of Architecture, Harvard University

Bachelor of Architecture, University of Oregon

1-Year Fellowship, Mackintosh School of Architecture, Glasgow School of Arts

### **Registrations**

Registered Architect:

OR #ARI-5376

WA #9496

CA #C29489

NCARB Certified

### **Professional Affiliations**

American Institute of Architects

### **Experience**

Total: 30 years

With Huitt-Zollars: 3 years

### **Awards**

AIA Oregon President's Award (2025)

Small Project Award, Lyllye Reynolds-Parker Black Cultural Center, AIA Northwest & Pacific Region Design Awards, 2020

Merit Award, Lyllye Reynolds-Parker Black Cultural Center, AIA Oregon Architecture Awards (2020)

People's Choice Award - Public/Institutional Category, Lyllye Reynolds-Parker BCC, AIA Eugene (2020)

Colleague's Choice Award, Lyllye Reynolds-Parker Black Cultural Center, AIA Eugene (2020)

AIA Young Architects Award (2012)

First Place, Unbuilt Category, Pyrenees Vineyard & Winery Event Center, AIA Southwestern Oregon People's Choice Awards (2013)

### **SELECT EXPERIENCE**

#### **Terminal 1 Master Plan Update & Brew Lab Concept Design, Port of Vancouver, Vancouver, WA\***

Provided planning, landscape design, and architectural design services to the Port of Vancouver to both update the master plan for Terminal 1 and refine the conceptual design for the Brew Lab. The Brew Lab is envisioned as a 3400-9800 sf mixed-use building with associated outdoor space and is in partnership with Washington State University Vancouver. It will provide a laboratory, teaching facilities, brewery, tasting room, and beer garden. As P.I.C. for the refinement of the Brew Lab facility, Brian led the team's design efforts and helped facilitate engagement with the Port and their Terminal 1 Working Group and WSU.

#### **Metro Regional Center Master Plan, Metro; Portland, OR\***

Metro commissioned a Masterplan Study of the Metro Regional Center (MRC) building to create a strategy for the future that will result in a more flexible, efficient, accessible, and sustainable workplace, in addition to a workplace based on clear and equitable standards. The study will be used to guide investments in the physical work environment in a way that best meets Metro's business objectives and will support informed decision-making for better overall utilization of MRC workspace.

#### **Disaster Preparedness Center Feasibility Study, City of Seattle; Seattle, WA\***

This Feasibility Study addresses the question of whether a Disaster Preparedness and Home Safety Center, which would be the first of its kind in the United States, would benefit the Puget Sound region in providing a centralized location for training, up to date hazard information and resources for families, individuals, and the business community to learn about how to become prepared for the eventuality of a local or regional emergency. It presents a broad survey of existing disaster preparedness centers in Japan, similar or comparable resources in the US, and resources available to the Puget Sound region. This study also presents options for realizing a center in the Puget Sound region, including governance models, operational models, and site and space criteria and needs, projected cost ranges, and the next steps towards its implementation. This feasibility study was the result of a collaborative effort of more than 20 organizations and governmental agencies from five counties committed to the resilience, health, and safety of Puget Sound communities.

#### **Sustainable Airport Master Plan | Seattle-Tacoma International Airport, Port of Seattle; Seattle, WA\***

The Central Puget Sound region is expected to grow by another one million people by 2035. The Sustainable Airport Master Plan (SAMP) is the blueprint for changes at Seattle-Tacoma International Airport to meet future demand. In addition to considering forecasted passenger and cargo demand, the master plan takes stock of current facilities, infrastructure, and operations—looking at scenarios five, 10 and 20 years in the future. It includes air quality, energy and water conservation, recycling, and other strategic environmental goals, and will align with the Port's sustainability and energy efficiency goals.

#### **Grant County PUD, Ephrata, WA**

Ephrata Service Center

#### **The Center for Architecture, Portland, OR\***

Renovation Project

#### **Inner-City Arts Phase 2, Los Angeles, CA\***

Adaptive Re-Use/Renovation Project

\*Prior to joining Huitt-Zollars



## Thomas (Tommy) Hughes

*Quality and Data Manager*

Tommy Hughes is a skilled CADD/BIM technician and field assessor with a background in Applied Technology and Computer Education. He specializes in supporting large-scale facility condition assessments (FCAs) and as-built survey programs for major state and federal clients, including the Texas Department of Transportation (TxDOT) and the Defense Logistics Agency (DLA). His hands-on experience includes on-site facility assessments, LiDAR scanning, and assisting in the development of detailed CADD and BIM models from point cloud data. With a strong technical foundation and experience on major infrastructure and assessment projects, he is a key contributor to data collection and the creation of accurate digital facility records. Tommy is co-leading Huitt-Zollars' scanning and facility condition assessment program.

### Education

Bachelor of Science, Integrated Studies  
- Business/Applied Technology and  
Computer Education, University of  
North Texas

### Registrations

N/A

### Experience

Total: 6 years  
With Huitt-Zollars: 6 years

### SELECT EXPERIENCE

#### **DART State of Good Repair Assessment, Dallas, TX**

Tommy is serving as data manager and Matterport Scanner conducting facility condition assessments for 46 DART-owned facilities, including 18 administrative/maintenance buildings, 15 light rail stations, and 11 bus transit centers. The team is inspecting all major building, system, and site infrastructure (architectural, structural, roofing, MEP, fire/life safety, ADA) to evaluate current physical condition. We are providing detailed assessment data to support DART's Transit Asset Management (TAM) Plan and ensure State of Good Repair (SGR) compliance as mandated by the Federal Transit Administration (FTA).

#### **DART System Modernization - State of Good Repair Program**

As a CADD Technician and LiDAR scanner, he is responsible for supporting the development and management of design drawings for DART's multi-billion dollar, 20-year modernization program.

#### **TxDOT Statewide Architectural As-Built Survey**

Served as a CADD Technician and Field Assessor for a statewide program to create as-built surveys and BIM models for TxDOT's facility portfolio. His duties included supporting the development of CADD deliverables and assisting with on-site LiDAR scanning and data collection for the program's pilot phase in Austin.

#### **Facility Condition Assessment (FCA) for DLA | Columbus, OH & Susquehanna, PA**

Provided on-site support as a Field Assessor for the comprehensive facility condition assessments of DLA facilities. He participated in the intensive field assessments, contributing to the on-site data collection and evaluation of building systems using the BUILDER™ SMS.





## Gavin Flisakowski, AIA

*Project Architect*

Gavin is a Registered Architect in Portland, Oregon, with over 25 years of experience successfully leading multidisciplinary teams on large, complex projects, specializing in higher education, medical, and institutional facilities. He has managed all phases of project development, from programming and conceptual design through construction administration, and is deeply committed to design excellence. Gavin thrives in collaborative environments, leveraging strong communication and problem-solving skills to engage stakeholders. His extensive portfolio of innovative design solutions includes significant higher education and medical projects such as the Nancy Friend Pritzker Psychiatry Building at UCSF, the Robert Mondavi Institute for Wine and Food Science at UC Davis, and the Doernbecher Children’s Hospital Addition at OHSU.

### Education

Bachelor of Architecture, Washington State University

Bachelor of Science, Architectural Studies, Washington State University

### Registrations

Registered Architect: OR #ARI-6498

### Experience

Total: 29 years

With Huitt-Zollars: 1 years

### SELECT EXPERIENCE

#### **Grant County PUD, Ephrata, WA**

Ephrata Service Center

#### **Robert Mondavi Institute for Wine and Food Science \***

University of California, Davis

#### **Carlsbad Municipal Schools, Carlsbad, NM**

Carlsbad High School

#### **San Antonio Spurs, Victory Capital Performance Center \***

San Antonio, TX

#### **Nancy Friend Pritzker Psychiatry Building**

University of California, San Francisco\*

#### **New U.S. Embassy Compound**

Paramaribo, Suriname \*

#### **Li Ka Shing Center for Biomedical and Health Science \***

University of California, Berkeley

#### **Doernbecher Children’s Hospital Addition \***

Oregon Health & Science University

\*Prior to joining Huitt-Zollars



UNIVERSITY OF CALIFORNIA, DAVIS  
Robert Mondavi Institute for Wine and Food Science



## Inna Litvinets

### Architectural Services

With over 17 years of comprehensive international and domestic experience, Inna Litvinets is a highly skilled design professional who has guided a diverse portfolio of civic, commercial, higher education, and industrial projects from initial concept through construction completion. She serves as a key technical leader, specializing in the production of precise, highly detailed construction documents and translating complex design concepts into reality. Inna possesses expert-level proficiency in Revit and AutoCAD, which she has applied to large-scale academic buildings, operations centers, and complex industrial facilities. Her advanced knowledge of international and local building codes, architectural systems, and sustainable design principles ensures that all projects meet rigorous standards for quality and compliance. She is a proven collaborator, adept at coordinating multidisciplinary teams to resolve technical challenges and deliver fully integrated project documentation, making her a vital asset for ensuring design integrity and project success.

#### Education

Master of Construction Engineering,  
Saint Petersburg State Polytechnic  
University, Russia

Associate of Applied Science in  
Architecture, Portland Community  
College

Associate of Architectural Drafting &  
Design, College of Construction and  
Economics, Russia

#### Registrations

Architect License (in progress),  
Washington State Board of Architects  
(Expected 2026)

#### Experience

Total: 17 years  
With Huitt-Zollars: 1 years

#### SELECT EXPERIENCE

**Grant County PUD, Ephrata, WA**  
Ephrata Service Center

**Dundon-Berchtold Hall\***  
University of Portland (64,300 SF)

**Lund Family Hall\***  
University of Portland (82,000 SF)

**Trinity Academy\***  
Portland, OR (19,000 SF)

**Campus Physical Plant\***  
University of Portland (39,000 SF)

**OSU Operations Center\***  
Oregon State University (60,000 SF)

**Medford Water Operation Center\***  
Medford, OR (37,200 SF)

**Newlin Residence Hall, (50,000 SF)\***  
George Fox University, Newberg, OR

**AFM, Sanctuary & Office Building\***  
Rocklin, CA (44,600 SF)

\*Prior to joining Huitt-Zollars

UNIVERSITY OF PORTLAND  
Dundon-Berchtold Hall





## **Hasan Sandouqa, PE**

*Mechanical, Electrical, and Plumbing Facility Condition Assessment*

Hasan Sandouqa is a talented mechanical engineer with 6 years of experience specializing in MEP systems for higher education institutions and federal projects. Hasan plays a critical role in executing IDIQ contracts, focusing on the design of HVAC systems, energy-efficient upgrades, and sustainable mechanical solutions. His expertise includes conducting detailed energy audits, implementing advanced building automation systems, and ensuring compliance with industry standards and regulations. Known for his meticulous attention to detail and innovative problem-solving skills, Hasan is dedicated to enhancing campus infrastructure, reducing energy consumption, and improving the overall comfort and functionality of municipal facilities.

### **Education**

Bachelor of Science, Mechanical Engineering, Texas Christian University

### **Registrations**

Professional Engineer:  
Texas (150926)

### **Experience**

Total: 6 years  
With Huitt-Zollars: 6 years

### SELECT EXPERIENCE

#### **DART State of Good Repair Assessment, Dallas, TX**

Hasan is serving as FCA assessor conducting facility condition assessments for 46 DART-owned facilities, including 18 administrative/maintenance buildings, 15 light rail stations, and 11 bus transit centers. The team is inspecting all major building, system, and site infrastructure (architectural, structural, roofing, MEP, fire/life safety, ADA) to evaluate current physical condition. We are providing detailed assessment data to support DART's Transit Asset Management (TAM) Plan and ensure State of Good Repair (SGR) compliance as mandated by the Federal Transit Administration (FTA).

#### **Facility Condition Assessments for Multiple DLA Installations**

As a key member of the assessment team, Hasan conducted on-site facility condition assessments for HVAC and plumbing equipment at major DLA installations. His role involved detailed field inspection and data compilation for a program that encompassed millions of square feet of federal facilities.

#### **Facility Condition Assessments for Illinois Department of Corrections**

As FCA Team Member, was a key member the team of mechanical and architectural field assessors in performing comprehensive facility condition assessments for the Illinois Department of Corrections. The project involved inspecting all major building systems across 29 correctional centers and work camps statewide.

#### **City of Denison Facility Condition Assessments**

Denison, TX

#### **Dallas VA OR Renovation**

Dallas TX

#### **Fort Liberty Net Zero Personnel Housing**

Fort Liberty, NC

#### **City of Duncanville Municipal Center Renovation**

Duncanville, TX

#### **Burnett Plaza Building Chiller 2 Replacement**

Fort Worth, TX



## **Thomas Long, PE**

### *Structural Facility Condition Assessment*

Thomas Long is a dedicated structural engineer with 7 years of experience. Throughout his career, he has gained extensive expertise across multiple sectors, including commercial, residential, and industrial projects. Thomas excels in condition assessments, ensuring the structural integrity and safety of various constructions. His comprehensive approach to evaluating and enhancing existing structures has earned him a reputation for precision and reliability in delivering high-quality engineering solutions.

#### SELECT EXPERIENCE

##### **DART State of Good Repair Assessment, Dallas, TX**

Thomas is serving as FCA assessor conducting facility condition assessments for 46 DART-owned facilities, including 18 administrative/maintenance buildings, 15 light rail stations, and 11 bus transit centers. The team is inspecting all major building, system, and site infrastructure (architectural, structural, roofing, MEP, fire/life safety, ADA) to evaluate current physical condition. We are providing detailed assessment data to support DART's Transit Asset Management (TAM) Plan and ensure State of Good Repair (SGR) compliance as mandated by the Federal Transit Administration (FTA).

##### **Veterans Affairs VISN 21 Facility Condition Assessments, Multiple Locations**

Performed mechanical and structural assessments at 10 locations for all facilities at Honolulu (Station #459), Fresno (Station #570), Las Vegas (Station #593), Sacramento (Station #612A4), NCHCS, Martinez (Station #612), Menlo Park (Station #640A0), Livermore (Station #640A4), Palo Alto (Station #640), Reno (Station #654), and San Francisco (Station #662).

##### **Facility Condition Assessments at DLA Columbus**

Columbus, OH

##### **Facility Condition Assessments at Joint Base San Antonio**

San Antonio, TX

##### **Facility Conditions Assessment (FCA) for Defense Logistics Agency (DLA)**

Mid-Atlantic, Multiple locations in Mid-Atlantic Region

##### **Panhandle Community Services, Amarillo, TX**

Operations and Maintenance Facility

##### **Dallas Area Rapid Transit, Dallas, TX**

Silver Line Equipment Maintenance Facility

##### **Trinity Metro, Fort Worth, TX**

Headquarters Renovation

TEXRail Equipment Maintenance Facility

TEXRail Extension to Medical District

##### **City of Duncanville, TX**

Municipal Center Renovation and Expansion

##### **Buds Salads, Dallas, TX**

Warehouse Remodel and Addition

##### **Renfro Foods, Fort Worth, TX**

Distribution Warehouse Addition

##### **Texoma Area Paratransit System, Sherman, TX**

Operations and Maintenance Facility

##### **Tarrant Regional Water District, Fort Worth, TX**

New Operations Compound

#### **Education**

Bachelor of Science, Civil Engineering,  
Texas Tech University

Master of Science, Structural  
Engineering, Texas Tech University

#### **Registrations**

Professional Engineer (PE):

TX #139396

#### **Experience**

Total: 7 years

With Huitt-Zollars: 7 years



## Seth Pszczolkowski

Cost Estimator

Seth has been involved with cost estimating for over 28 years and draws on his project management experience to complete detailed cost estimating. Seth has been involved in costing on almost every type of project and brings a wealth of knowledge to the table through all phases of costing. His extensive background paired with his attention to detail and understanding of the building process ensures accurate estimates on every project. When Seth is not at work, he can be found spending time with his two kids, camping with his family and friends, or enjoying U of O Duck football.

### Education

Bachelor of Architecture, University of Kansas

### Registrations

N/A

### Experience

Total: 24 years

With ACC Cost Consultants: 7 years

### SELECT EXPERIENCE

#### Port of Vancouver, NuStar Building Assessment

Vancouver, WA

#### Boise Library Facilities Masterplan

Boise, ID

#### City of Vancouver Long Range Facilities Planning

Vancouver, WA

#### CWS Springer St Operations Facility

Hillsboro, OR

#### Lewis Co. PUD Maintenance & Operations Center

Randle, WA

#### Placer Co. ERL Maintenance Building

Truckee, CA

#### City of Hillsboro - Facilities Tenant Improvement

Hillsboro OR

#### Gladstone School Dist. Facilities Assessment

Gladstone, OR

#### Lincoln Co. SD Facilities Assessment

Lincoln City, OR

#### OCSD - LRFP Facilities Assessment - 6 schools

Oregon City, OR

#### Portland Police Facilities Roof Replacement

Portland, OR

#### Sandy Operations Center Expansion

Sandy, OR

#### TriMet Facilities Master Plan

Portland, OR

#### PP&R Maintenance Facilities Assessment

Portland, OR

#### ODF Prineville-Monument-Fossil Facilities

Prineville, OR

#### McMinnville School Dist. Facilities Office Remodel

McMinnville, OR

#### USFS Lamonta Fire Operations

Prineville, OR



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# SECTION 4

FIRM'S APPROACH

# FIRM'S APPROACH

Huitt-Zollars understands that a Facility Condition Assessment (FCA) is more than a technical exercise—it is a foundational tool for informed capital decision-making. We have successfully delivered assessment and planning packages for a diverse range of clients, from federal agencies like the USACE to regional municipalities. For the City of Dayton, our goal is to provide the programming clarity and technical data necessary to resolve the long-term future of the City Hall Annex and the Palmer Creek Lodge.

Our approach is highly customized. We leverage technology, specifically the customizable application Fulcrum, to capture inventory and inspection data in real-time. This ensures that the data we collect is sortable, transparent, and compatible with the City's existing planning tools. For Dayton, we will focus this technology on documenting the specific deficiencies and opportunities within your two primary municipal assets.

Our approach is organized into three distinct stages:

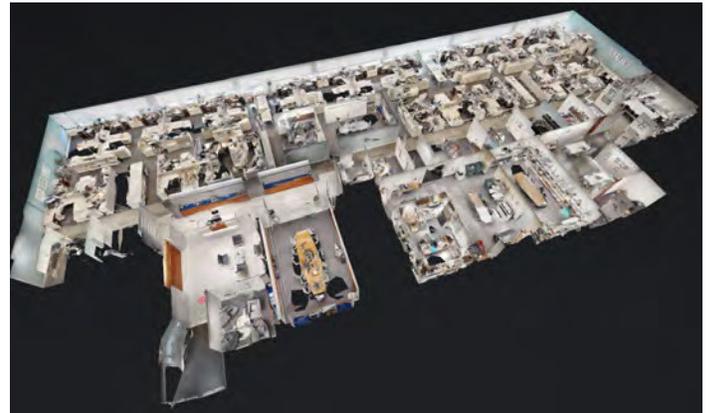
## Stage 1: Planning, Coordination, and Data Review

We begin by establishing a baseline understanding of each facility through a review of all historical documentation, including the previously completed Annex seismic retrofit study. Specifically, our **structural team will review the 2022 Seismic Retrofit of Dayton City Hall Annex engineering report** to determine which recommended retrofits remain necessary and how they integrate into the proposed facility options.

**Stakeholder Engagement:** Every assessment starts with a kickoff meeting involving the users and operators of the facility. Because the Annex and Library serve specific public functions, understanding daily operational constraints is vital. These conversations reveal “hidden” issues—such as recurring maintenance workarounds—that a physical walkthrough might miss.



◀ LiDar Scanning, DART Facilities, Dallas, TX



▲ Matterport Scanning of Huitt-Zollars' Fort Worth Office

**User Surveys:** Before deploying our technical team, we conduct a survey of building users to identify major concerns, ensuring our on-site time is focused on the areas of greatest impact to City staff and citizens.

## Stage 2: On-Site Inspection & Technical Evaluation

Our multidisciplinary team of engineers conducts physical inspections using standardized digital checklists to ensure consistency. Safety and operational continuity are our top priorities; we coordinate all visits to ensure no interruption of public services.

**Mechanical, Plumbing, and Electrical Systems:** Our engineers assess the **remaining useful life, capacity, and efficiency** of all MEP systems. We focus on identifying existing deficiencies and estimating the timing for major capital investments.

**Structural Systems and Exterior Architecture:** We conduct visual inspections of foundations, building envelopes, and roofing. For Dayton, this includes a high-level review of structural integrity in light of known seismic needs. Findings from the 2022 seismic report will be validated on-site to ensure all final recommendations for the Annex are grounded in current structural requirements and life-safety priorities.

**Site Improvements and ADA Compliance:** We evaluate exterior elements including walkways, ramps, and drainage. Our team performs a high-level ADA assessment to identify access barriers, helping the City mitigate risk and improve inclusivity.

**Specialized Tools:** For areas with limited access, we utilize drones for roof inspections and thermal imaging to analyze building envelope disruptions or leaks.

### Stage 3: Needs Analysis, Programming, and Reporting

The final stage transforms raw data into a strategic roadmap. We work closely with our cost-estimating team to calculate the **Facility Condition Index (FCI)** and **Current Replacement Value (CRV)** for each option.

#### Community Center Activation & Public Use Analysis:

We will perform an evaluation of the Palmer Creek Lodge to identify how **municipal functions can be successfully co-located with existing community uses**. This assessment will focus on activating the underutilized center for senior programming, recreational events, and civic services, ensuring the facility serves as a multi-functional community hub.

**Conceptual Design & Options Analysis:** We don't just report on what is broken; we visualize what is possible. We will develop test-fit floor plans and conceptual massing for the three primary strategies: renovating the Annex, converting the Community Center, or a hybrid solution.

**Implementation Roadmap:** Each report features a suggested priority list, **order-of-magnitude cost estimates**, and high-level phasing strategies. This ensures the City has a practical plan for procurement, funding (grants/bonds), and construction. Our **roadmap will detail the sequencing of relocations and temporary facility use** to ensure the continuous operation of the Mary Gilkey City Library and other essential services. We will prioritize strategies that address immediate environmental concerns, such as existing flooding issues, to **maintain service continuity** throughout all project phases.

#### Facilities Condition Assessment Summary

Facility	Repair Cost	Replacement Value	FCI	Condition
City Hall & Administration	\$100,000	\$1,000,000	10.0%	Poor
Public Works (PW) Administration	\$500,000	\$1,000,000	5.0%	Good
Animal Control	\$200,000	\$5,000,000	4.0%	Good
PW Equipment Storage Canopy	\$200,000	\$3,000,000	7.0%	Fair
PW Maintenance Shop	\$500,000	\$4,000,000	12.5%	Poor
PW Equipment Storage Yard	N/A	N/A	N/A	N/A
Utilities Shop & Storage	\$100,000	\$2,000,000	5.0%	Fair
PW & Police Storage	\$200,000	\$1,000,000	20.0%	Poor

Note: The industry-accepted rating system is as follows:  
 Good Condition (FCI=0%-5%)  
 Fair Condition (FCI=5%-10%)  
 Poor Condition (FCI=10%)

\*The Department building is not included in the facilities condition assessment summary.

#### City of Live Oak Facility Condition Assessment

Facility	Deficiency Category				Total
	Architecture	Mechanical	Electrical	Plumbing	
City Hall and Administration	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$400,000.00
Public Works Administration	\$500,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$800,000.00
Animal Control	\$200,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$500,000.00
Public Works Equipment Storage	\$200,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$500,000.00
Public Works Maintenance Shop	\$500,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$800,000.00
Utilities Shop and Storage	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$400,000.00
Public Works and Police Storage	\$200,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$500,000.00
<b>TOTAL:</b>	<b>\$2,000,000.00</b>	<b>\$600,000.00</b>	<b>\$600,000.00</b>	<b>\$600,000.00</b>	<b>\$3,800,000.00</b>

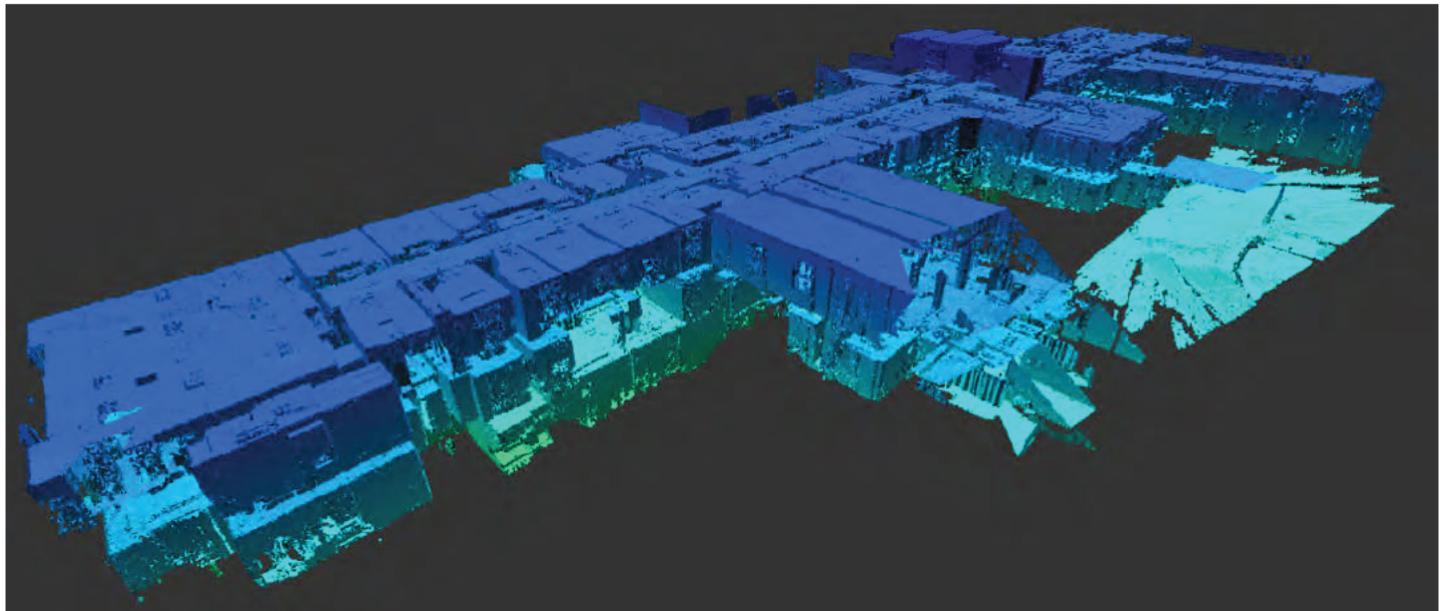


Deficiency Detail Report Number: 14

DEFICIENCY DETAILS					
Facility: City Hall & Administration					
Location/Room: Exterior North					
Building System: Exterior walls					
Deficiency: Brick wall damaged or missing					
Category: Infrastructure					
Priority: High					
Description	Unit	Quantity	Unit Price	Item Code	Amount
Repair brick wall	sq		\$170		1,890
<b>Total Cost</b>					<b>1,890</b>

Examples of a Facility Condition Assessment Report was with our project for the City of Live Oak

#### TxDOT Statewide Facilities Survey



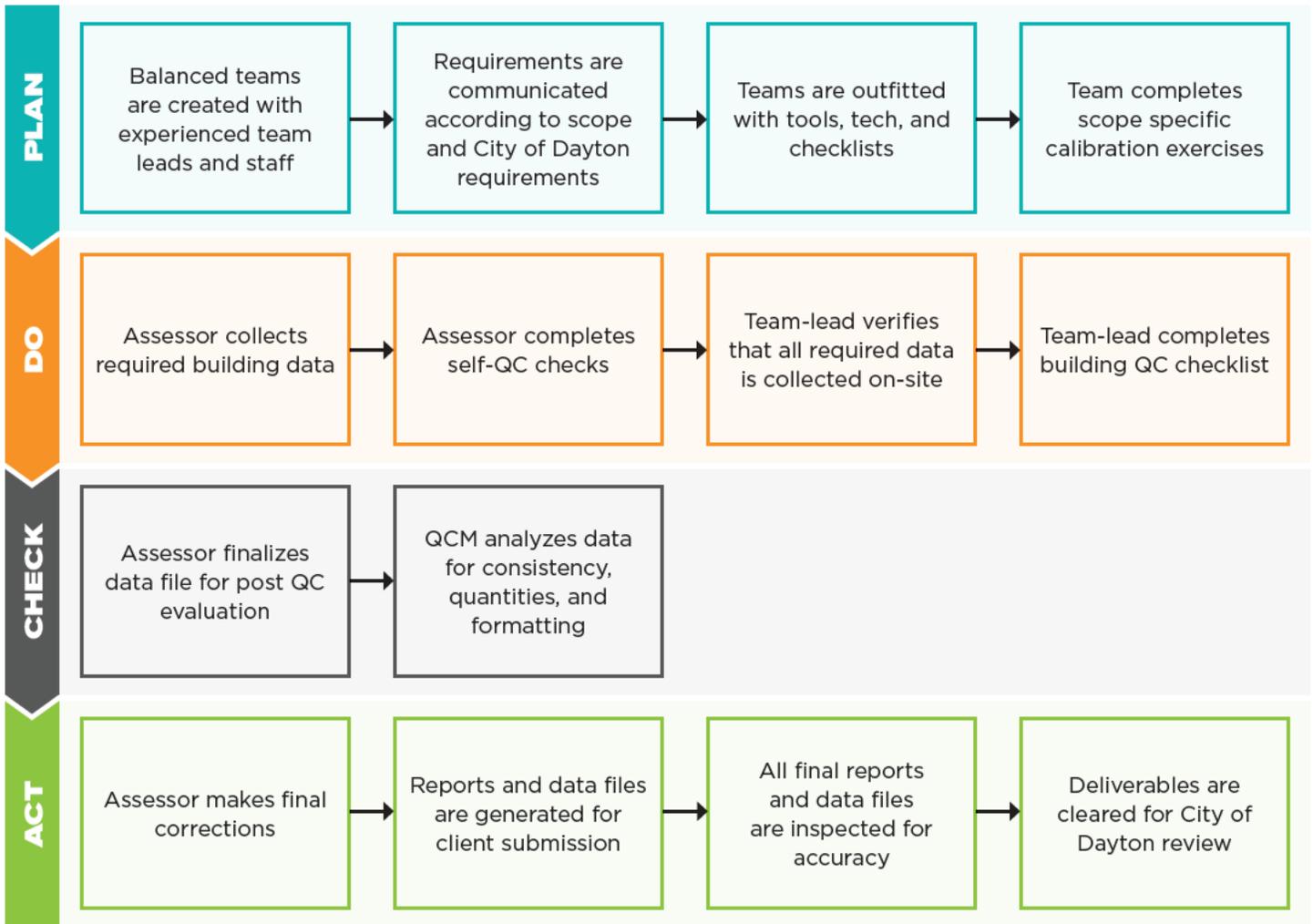
## QUALITY CONTROL PROCESS

Huitt-Zollars utilizes an ISO 9001:2015 compliant quality management system that serves as the foundation for continuous performance improvement in every aspect of our work. Performance is continuously measured for effectiveness and efficiency as we aim to ensure that our services provide added value to City of Dayton. Our Quality Manager, Thomas Hughes, will verify that our quality process is formally implemented and will develop the quality plan as well as confirming that the quality plan is being followed. Prior to submitting deliverables, a quality control review is performed to ensure nothing is overlooked. Throughout our quality process, from beginning to end, City of Dayton’s best interests will be at the forefront.

Quality management for facility condition assessments looks a little different than standard design projects, though the same Plan-Do-Check-Act principles apply.

**QUALITY STATEMENT**

We understand that ultimately it will be the City of Dayton who will determine if we have provided quality services. We are committed to working with your staff to see that you receive the quality services you expect and deserve.





# SECTION 5

ESTIMATED FEE

# ESTIMATED FEE

Based on the RFP and owner provided documents, Huitt-Zollars (HZ) proposes the following lump sum fee (exclusive of reimbursable expenses). An increase to the scope of work as described in the RFP shall require a change to the following fee amounts. Fees invoiced for HZ’s sub consultants will be billed at 1.1 x cost.

TASK	FEE
Facility Conditions Assessment (Annex and Community Center)	\$28,750.00
Facility Needs Analysis, Programming and Concept Design	\$45,500.00
Implementation and Funding Plan	\$11,280.00
Final Report and Presentation	\$11,280.00
<b>Total Lump Sum Fee</b>	<b>\$96,810.00*</b>

\* The above fee includes scope for Public and Council Engagement as described in the RFP.

## Summary of Scope and Deliverables

Based on the City of Dayton’s requirements, our team provides a comprehensive “Owner’s Due Diligence” package.

### 1. Facility Conditions Assessment Deliverables

- Site visits and documentation of existing conditions.
- Evaluation of structural, mechanical, electrical, and plumbing systems.
- Identification of deficiencies, accessibility barriers, and capital improvement needs.
- Assessment of **remaining useful life, capacity, and efficiency** of building systems.

### 2. Needs Analysis, Programming, and Conceptual Design

- Stakeholder and staff engagement to define operational and space needs.
- Space programming and adjacency requirements (including Library and City Hall functions).
- **Conceptual facility options**, including test-fit floor plans and exterior character diagrams.
- Up to three **order-of-magnitude cost estimates** for different facility strategies.

### 3. Public Engagement and Decision Support

- Facilitation of **one public town-hall** or design charrette.
- Participation in up to **four City Council meetings** to present findings and build consensus.

### 4. Implementation Planning & Final Report

- High-level phasing and implementation strategy.
- Funding strategy discussion (grants, bonds, and partnerships).
- **Comprehensive Final Report** documenting all assessments, cost estimates, and the strategic roadmap.

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# SECTION 6

PROJECT SCHEDULE

# PROJECT SCHEDULE

<b>1. PROJECT KICK-OFF MEETING</b>	<b>MAR 3 (TBD)</b>
<b>2. FACILITY CONDITIONS ASSESSMENT (ANNEX AND COMMUNITY CENTER)</b>	<b>MAR 3 - MAR 27</b>
Review Existing Report	mar 3 - mar 6
Site Visits	mar 12 - mar 13
Prepare Assessment Report	mar 16 - mar 27
<b>3. CITY COUNCIL PRESENTATION</b>	<b>APR 6</b>
<b>4. FACILITY NEED ANALYSIS, PROGRAMMING AND CONCEPT DESIGN</b>	<b>MAR 30 - MAY 15</b>
User Group Meetings	mar 30 - apr 3
Prelim Facility Programming	apr 6 - apr 17
User Group Meetings / Programming Confirmation	apr 20
Prepare Prelim Conceptual Facility Options	apr 20 - apr 29
Community Design Workshop	may 1 (tbd)
Finalize Prelim Conceptual Facility Options & Cost Estimates	may 4 - may 15
<b>6. CITY COUNCIL PRESENTATION (WORK SESSION)</b>	<b>MAY 18</b>
<b>7. IMPLEMENTATION AND FUNDING CONSIDERATIONS</b>	<b>MAY 19 - JUN 5</b>
Develop prelim implementation plan	may 19 - may 28
Owner review and comments	may 29
Finalize implementation plan	jun 1 - jun 5
<b>8. FINAL REPORT &amp; PRESENTATION</b>	<b>JUN 8 - JUL 3</b>
Prepare Final Report	jun 8 - jun 17
Owner review and comments	jun 18 - jun 26
Finalize Report	jun 29 - jul 3
<b>9. FINAL CITY COUNCIL PRESENTATION</b>	<b>JUL 6</b>

## Availability

Our current and projected workload is stable and consistent with other firms in the Pacific Northwest. We have specifically vetted the schedules and availability of our proposed personnel to ensure they are fully committed to the City of Dayton for the duration of this project.

As a national firm with 24 offices, we have the unique ability to scale our resources. Should this project need to be expedited, we can draw upon our firm-wide expertise to meet your milestones without the need to hire new staff. Furthermore, we have included a specialized outside cost estimator on our team to provide dedicated capacity for the market-aligned cost modeling required for the Annex and Palmer Creek Lodge options.

Huitt-Zollars, combined with our expert subconsultants, has the adequate capacity and commitment to manage this project successfully and deliver an actionable facility roadmap on schedule.

LISTEN + COLLABORATE + DELIVER =  
**SHARED SUCCESS**



**CONTACT:**

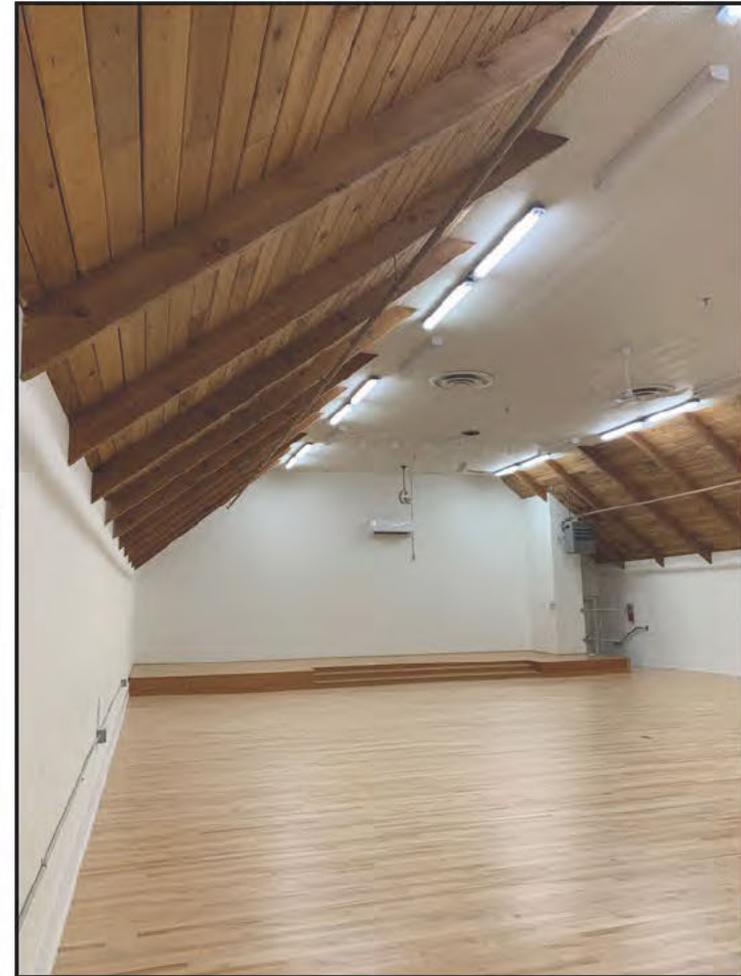
Brian Cavanaugh, Vice President  
503.560.5874 | [bcavanaugh@huitt-zollars.com](mailto:bcavanaugh@huitt-zollars.com)

205 SE Grand Ave, Suite 202  
Portland, OR 97214



# City of Dayton, Oregon

RFQ: Facility Conditions Assessment  
and Facility Needs Analysis



## Table of Contents

1. Letter of Intent
2. Firm Description & Experience
3. Project Lead & Key Team Members
4. Project Approach & Examples
5. Fee Schedule
6. Project Schedule
7. Appendix

# 1. Letter of Intent

Jeremy Caudle | City Manager  
City of Dayton, Oregon  
jcaudle@daytonoregon.gov  
503-864-2221 ext. 504

Dear Mr. Caudle,

R&C Management Group appreciates the opportunity to submit this response to the City of Dayton's Request for Quotes for a Facility Conditions Assessment and Facility Needs Analysis.

Over the past year, our team has had the opportunity to meet with City leadership, tour the City's facilities, and learn more about the operational, space, and long-term planning challenges facing the City. Those discussions, combined with our walkthroughs of the City Hall Annex and the Palmer Creek Lodge Community Events Center, provided valuable insight into the City's current conditions, constraints, and priorities. We understand that this RFQ is being issued to meet procurement requirements associated with the project's scale, and we appreciate the City's transparency and professionalism in this important process.

R&C's response is intended to build directly on those earlier conversations and align with the City's stated goals. Our proposed approach focuses on providing clear, decision-grade information to support evaluation of facility options, understanding of operational and financial implications, and identification of a practical, phased path forward. We have structured our scope to reflect the City's scale and resources, while addressing the realities of occupied facilities, temporary relocations, continued library operations, and the need to maintain uninterrupted public access to City services.



As outlined in this proposal, our team will evaluate the condition and remaining useful life of the City Hall Annex and Community Center, assess current and future space and operational needs, review the prior seismic retrofit study for the Annex, and develop conceptual facility options supported by cost and phasing considerations. Engagement with City staff, City Council, and the community will be structured to support understanding, transparency, and timely decision-making.

R&C Management Group is committed to serving as the City's owner-side partner during this important planning effort. We value the trust established through prior discussions and look forward to the opportunity to continue working collaboratively with City leadership to support informed decisions and responsible stewardship of public resources.

Thank you for your consideration. We would welcome the opportunity to discuss this proposal further or provide any additional information that may be helpful.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adam Cormack', written in a cursive style.

**Adam Cormack**  
Principal Partner | Sr. Program Manager  
adam@randcmanagement.com  
(503)260-2373

## 2. Firm Description and Relevant Experience



**R&C Management Group is an owner's representative and program management firm that supports public agencies with facility planning, assessments, and early-phase capital project decision-making.** Our work focuses on helping cities and other public entities evaluate existing facilities, understand operational and financial implications, and identify practical paths forward before committing to design or construction.

R&C regularly provides facility conditions assessments, facility needs analyses, programming, and option evaluation as owner-side due diligence and pre-design support. **These services are structured to give staff and governing bodies clear, decision-grade information that can be used to compare alternatives, understand cost and phasing implications, and prepare for future funding and procurement.**

Over the past five years, the R&C team has completed facility conditions assessments totaling **more than 2 million square feet and supported six long-range facility planning efforts** for public-sector clients. Across our full body of work, **our team has assessed more than 35 million square feet of facilities and supported over 50 long-range facility plans.** This experience spans a wide range of facility types and client sizes and has consistently involved occupied buildings, aging infrastructure, and the need to balance operational continuity with long-term facility planning.

A consistent element of R&C's approach is translating technical findings into clear, accessible information for staff, elected officials, and community members. **We emphasize realistic cost and budget expectations, operational impacts, and implementation risk so that clients can make informed decisions with transparency and confidence in the service of their communities.**

R&C's experience aligns closely with the City of Dayton's need to evaluate the City Hall Annex and Palmer Creek Lodge Community Events Center, understand current and future space and operational needs, and identify phased facility solutions that reflect the City's scale, resources, and commitment to continued public access and service delivery.

### 3. Project Lead and Key Team Members



**R&C Management Group proposes a focused project team led by senior staff who bring direct experience with facility assessments, programming, and early phase capital planning for public agencies.**

The team proposed is strategically staffed to ensure efficiency, continuity, and clear accountability throughout the project.

#### Team Continuity and Availability

The proposed team has previously met with City leadership, participated in facility walkthroughs, and discussed the City's needs and constraints. This continuity allows the team to build efficiently on prior discussions and focus project effort on analysis, options, and decision support rather than initial orientation, saving the City valuable time and resources.

Additional technical support, such as structural, MEP, or cost estimating expertise, will be integrated as needed to support the facility conditions assessment and option development.

#### Project Lead



**Scott Rose**  
**Sr. Project Manager**

Scott will serve as Project Lead and primary point of contact for the City. Scott brings 38+ years experience leading facility

conditions assessments, long-range facility planning, and pre-design efforts for public-sector clients. He has guided numerous municipalities and public agencies through complex evaluation and option analysis processes, helping staff and governing bodies understand facility conditions, operational implications, and phased implementation strategies.

Scott's role will include overall project management, coordination of technical assessments, facilitation of staff and leadership discussions, oversight of option development, and participation in City Council and public meetings. He will be responsible for ensuring the work remains aligned with the City's goals, budget parameters, and operational constraints.

#### Key Team Members



**Adam Cormack**  
**Principal Partner | Sr. Program Manager**

Adam will provide senior-level oversight with a focus on scope alignment, budgeting, cost awareness, and implementation feasibility. Adam has more than 22+ years of experience supporting public-sector capital programs and has managed projects and programs valued in excess of \$2 billion. His experience includes developing realistic cost frameworks, evaluating renovation versus relocation options, and advising clients on phased delivery strategies.

For the City of Dayton, Adam will support cost estimating assumptions, review option-level cost implications, and help ensure recommendations are grounded in financial and operational realities.



**Cody Scherer**  
**Communications and Engagement Lead**

Cody will support stakeholder engagement, PR/public comms, and presentation materials. Cody's role is focused on translating technical information into clear, accessible content for staff, City Council, and the community. He has extensive experience supporting public-facing planning efforts, facilitating community conversations, and helping agencies communicate complex facility decisions in a transparent and understandable manner.

Cody will assist with preparation for the public town hall, charrette, Council presentations, and development of final reporting and presentation materials.

## 4. R&C's Approach to Facility Conditions Assessments and Facility Needs Analyses

**R&C's approach to facility conditions assessments and facility needs analyses is grounded in owner-side due diligence.**

Our focus is on providing the City with clear, decision-grade information that supports evaluation of options, understanding of operational and financial implications, and identification of a practical path forward prior to design or construction.

**4.1 Project Approach:** R&C structures facility assessments and needs analyses to move beyond documentation and toward informed decision-making. Our process integrates technical evaluation, operational understanding, and cost awareness so that findings can be readily understood and used by staff, City Council, and the community.

**Key principles of our approach include:**

- Right-sizing the level of analysis to the City's scale and resources
- Integrating facility condition findings with space, staffing, and operational needs
- Evaluating options with attention to phasing, continuity of operations, and public access
- Presenting information in a clear and transparent manner to support governing body decisions

**4.2 Application to the City of Dayton:** For the City of Dayton, R&C's approach will be tailored to the City Hall Annex and the Palmer Creek Lodge Community Events Center, recognizing that these facilities are actively supporting City operations and community functions under constrained and transitional conditions.

**The assessment and analysis will account for:**

- The current use of the City Hall Annex for administrative offices, City Council, and court functions
- The Palmer Creek Lodge Community Events Center as an underutilized asset with potential for expanded municipal and community use
- Temporary operational conditions, including staff relocations and use of interim spaces
- The continued operation of the Mary Gilkey City Library until a permanent relocation solution is identified
- Public Works staff currently operating from a temporary trailer on the City Hall and Annex campus

R&C will also review the City's prior 2022 seismic retrofit study for the City Hall Annex and evaluate which identified improvements are necessary or appropriate based on the facility options under consideration.

**4.3 Facility Conditions Assessment:** R&C will conduct facility conditions assessments of the City Hall Annex and the Community Center through site visits, document review, and coordination with technical specialists as needed. The assessment will evaluate structural, mechanical, electrical, plumbing, code, seismic, and accessibility considerations, with a focus on identifying major deficiencies, remaining useful life, and capital improvement needs.

**Findings will be organized to clearly communicate:**

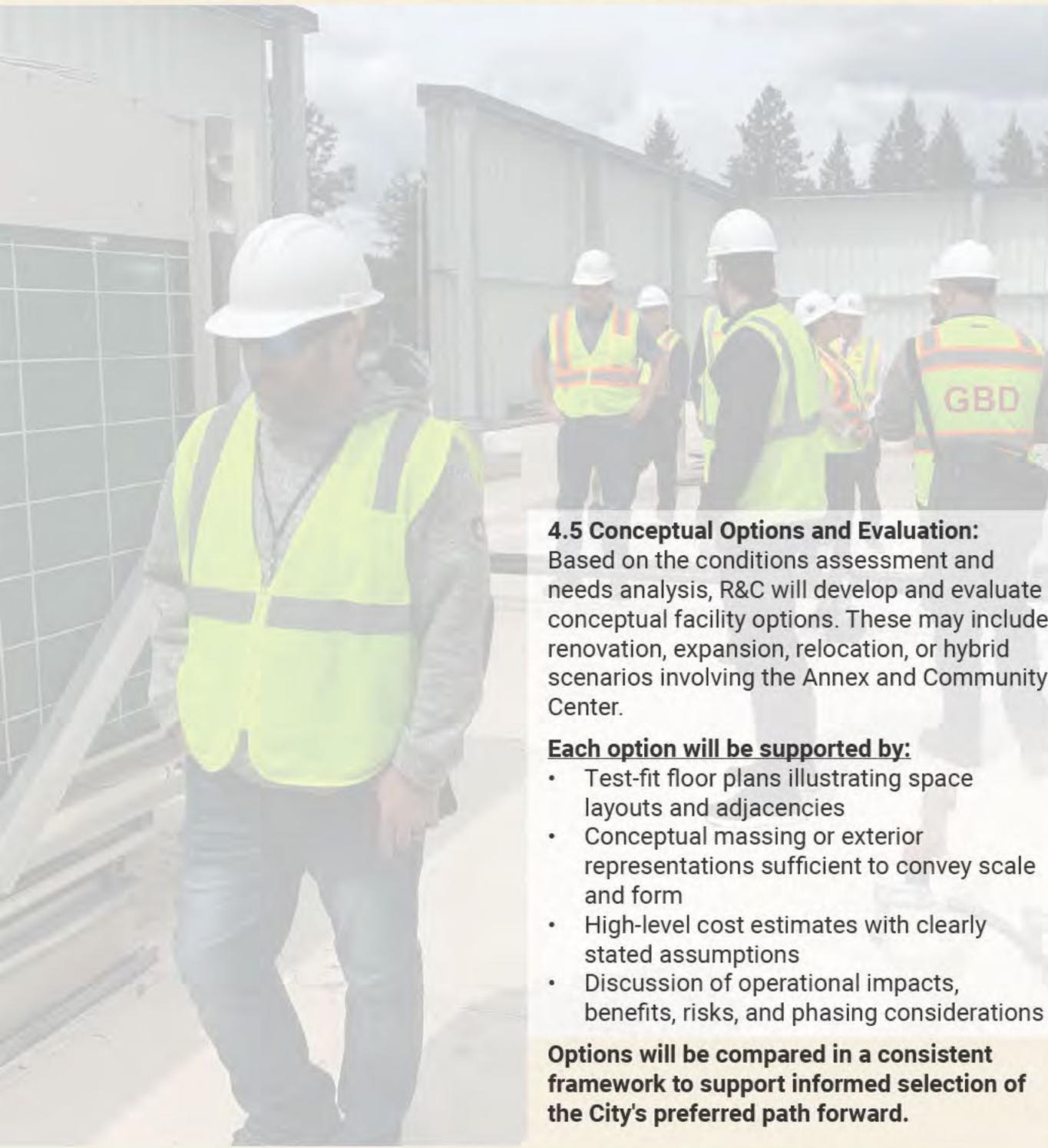
- Existing conditions and limitations
- Life-safety and code-related concerns
- Operational impacts of deficiencies
- Implications for renovation, expansion, or relocation options

**4.4 Facility Needs Analysis/Programming:**

The facility needs analysis will be informed by discussions with City staff and leadership to understand current operations, service delivery models, and anticipated growth. R&C will evaluate space needs, functional adjacencies, staffing considerations, public interface requirements, and security needs.

For the Community Center, particular attention will be given to opportunities to integrate municipal functions with community programming while maintaining appropriate separation, accessibility, and operational control. **This analysis will consider flexible, multi-purpose uses that support both civic functions and community activation.**

## 4. R&C's Approach to Facility Conditions Assessments and Facility Needs Analyses



### **4.5 Conceptual Options and Evaluation:**

Based on the conditions assessment and needs analysis, R&C will develop and evaluate conceptual facility options. These may include renovation, expansion, relocation, or hybrid scenarios involving the Annex and Community Center.

#### **Each option will be supported by:**

- Test-fit floor plans illustrating space layouts and adjacencies
- Conceptual massing or exterior representations sufficient to convey scale and form
- High-level cost estimates with clearly stated assumptions
- Discussion of operational impacts, benefits, risks, and phasing considerations

**Options will be compared in a consistent framework to support informed selection of the City's preferred path forward.**

### **4.6 Phasing and Operational Continuity:**

Recognizing the City's need to maintain uninterrupted municipal operations, R&C will develop phased implementation strategies that account for current constraints and temporary conditions. Phasing recommendations will address short-term operational needs, sequencing of renovations or relocations, and strategies to minimize disruption to staff, the public, and community programming.

Maintaining safe, accessible public access to City services throughout all phases will be a central consideration in developing these recommendations.

### **4.7 Public and City Council Engagement:**

R&C will support public town hall / design charrette and participate in City Council meetings, as identified in the RFQ and provided schedule. Engagement activities will be structured to support understanding, gather meaningful input, and facilitate timely decision-making.

Technical findings and options will be presented in clear, accessible formats to support discussion and direction from City Council and the community.

### **4.8 Implementation Roadmap and Next Steps:**

The project will conclude with development of a high-level implementation roadmap outlining short-, mid-, and long-term actions. This roadmap will identify potential funding approaches, outline next steps toward design procurement and permitting, and provide the City with a clear foundation for future phases of work.



# 5. Fee Schedule



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COD Exhibit A.1-FCA+Planning

2/9/2026

City Of Dayton - Fee Backup  
 Project Name: Facilities Condition Assessments and Planning  
 R&C Management - Owner's Representative Services Fee Proposal

Scope of Services	Management Overview / Program Manager	Project Manager	Project Cost Estimating	Project Admin.	Client Requested No. Scope (N/A)	Recommended	Rejected by Client	Total
	\$ 185.00	\$ 175.00	\$ 168.00	\$ 90.00				
<b>1.0 Phase 1 – Facility Assessments, Conceptual Design &amp; Budgeting</b>								
Initial Interviews / Site Review						X		\$ -
Physical assessments - Assess existing city facilities (condition, capacity, compliance, efficiency)						X		\$ -
Meet with stakeholders (council, staff, community input) to define needs and goals.						X		\$ -
Develop conceptual design options for upgrades to the facilities.						X		\$ -
Provide order-of-magnitude cost estimates for each option.			40			X		\$ 6,720.00
Compiled Assessments Review						X		\$ -
Board Update (regular session - anticipate (2))						X		\$ -
<b>Deliverable:</b> Facilities Assessment Report + Conceptual Design Options + Preliminary Budget						X		\$ -
<b>Lump Sum of the recommended 1.0 items above.</b> This assumes the anticipated scopes listed above, (Assumes 40 hours these scopes are performed between <b>March 2026 - September 2026</b> )	4	40		8		X		\$ 8,460.00
<b>Item 1.0 Subtotal</b>								\$ 15,180.00
<b>2.0 Phase 2 – Programming &amp; Phasing</b>								
Define space needs, adjacencies, and long-term growth requirements						X		\$ -
Establish programming documents to guide future design and construction						X		\$ -
Develop a phased implementation plan (short-, mid-, and long-term projects)						X		\$ -
Align phasing with city priorities, operational continuity, and community impact.						X		\$ -
Staff Meetings						X		\$ -
Community Meetings						X		\$ -
Draft Planning documents						X		\$ -
Board Presentation						X		\$ -
<b>Deliverable:</b> Programming & Phasing Plan						X		\$ -
<b>Lump Sum of the recommended 2.0 items above.</b> This assumes the anticipated scopes listed above, (Assumes 80 PM hours + Appropriate support for these scopes are performed between <b>April 2026 - December 2026</b> )	8	80		16		X		\$ 16,920.00
<b>Item 2.0 Subtotal</b>								\$ 16,920.00
<b>3.0 Phase 3 – Implementation &amp; Funding Strategy</b>								
Create an implementation roadmap with timelines, milestones, and responsibilities						X		\$ -
Identify and evaluate funding options (grants, bonds, public/private partnerships, etc.)						X		\$ -
Provide guidance on procurement (RFP development, contractor prequalification)						X		\$ -
Serve as Owner's Representative for early project execution, if desired.						X		\$ -
<b>Deliverable:</b> Programming & Phasing Plan						X		\$ -
<b>Lump Sum of the recommended 3.0 items above.</b> This assumes the anticipated scopes listed above, (Assumes 55 PM hours + Appropriate support hours for these scopes are performed between <b>December 2026 - January 2027</b> )	5.5	55		13.75		X		\$ 11,880.00
<b>Item 3.0 Subtotal</b>								\$ 11,880.00
<b>4.0 Reimbursable Expenses</b>								
Printing/Misc. Items (T&M)			included			X		included
Miles / Driving (T&M) (Assumes (2) persons, assumes 1 trip per week for (n/a weeks) @ .55 Cents per mile)			included	0	0	0	X	included
Lump Sum of the recommended 4.0 items above			2500			X		\$ 2,500.00
<b>4.0 Reimbursable Subtotal</b>			2500	0	0	0		\$ 2,500.00
<b>5.0 Lump Sum Monthly Proposal</b>								
Lump Sum of the recommended items above. (N/A)		0						\$ -
<b>5.0 Phase Subtotal</b>		0	0	0	0			\$ -
<b>6.0 Additional services</b>								
								\$ -
								\$ -
<b>6.0 Additional services Subtotal</b>								\$ -
<b>7.0 Corporate/State taxes</b>								
Corporate Activity Tax (CAT) (0.57%) - (OREGON ONLY)								\$ -
<b>7.0 Corporate taxes Subtotal</b>								\$ -
<b>TOTAL BASIC SERVICES FEE + ADDITIONAL SERVICES + CORPORATE TAXES</b>								\$ 46,480

**Notes:**

- Assumptions are based on preliminary meetings with City of Dayton
- Timelines (See attached detailed timeline)
- Proposal assumes all services will be complete December 31, 2027. Services beyond that date will be billed at actual cost.
- 
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### EXHIBIT B

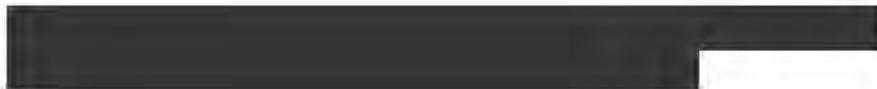
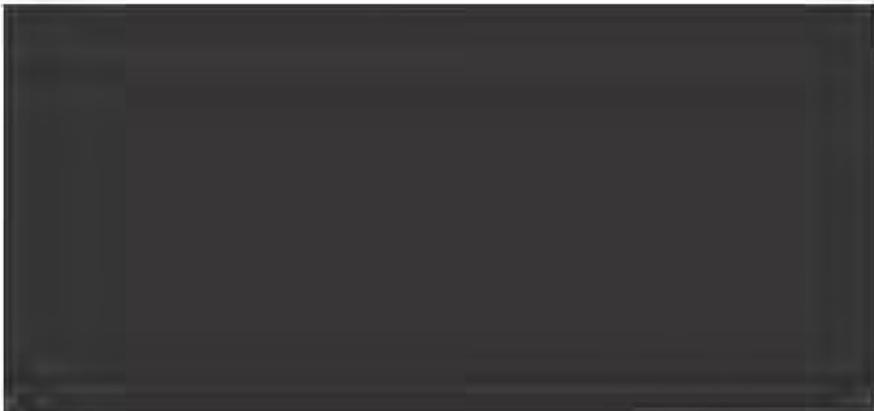
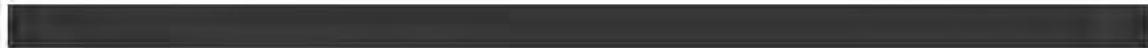
**1/1/2026**

#### **INVOICES**

Payment is due within 30 days of the invoice date, unless otherwise stated in this proposal. Invoices not paid within 30 days will be charged interest at the rate of 1% per month. We reserve the right to suspend work on any project with invoices that remain unpaid after 90 days.



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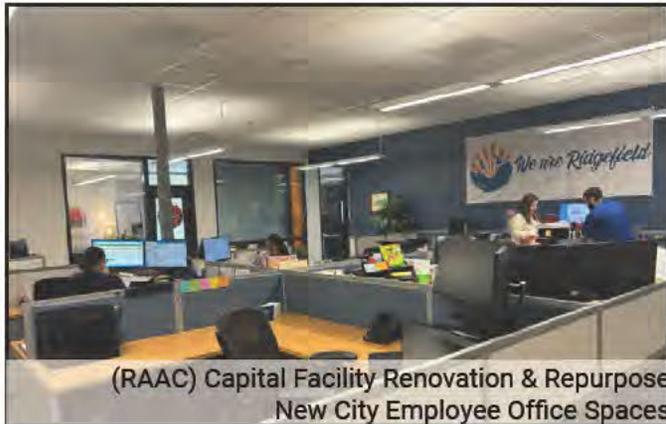


## 6. Availability and Anticipated Project Schedule



City of Ridgefield (RAAC)

Start to Finish - Capital Facility Renovation & Repurpose



(RAAC) Capital Facility Renovation & Repurpose  
New City Employee Office Spaces



(RAAC) Capital Facility Renovation & Repurpose  
New City Conference & Meeting Spaces

**6.1 Availability:** R&C Management Group is available to begin work promptly upon authorization by the City. The proposed project team, including the Project Lead and key team members identified in this response, will be available throughout the duration of the project to ensure continuity and consistent engagement with City staff, City Council, and the community.

**6.2 Anticipated Project Schedule:** R&C anticipates completing the facility conditions assessment and facility needs analysis within an overall timeframe of approximately 10 months, depending on City availability, engagement scheduling, and Council meeting calendars.

A preliminary high-level schedule is anticipated to include:

- Project initiation and coordination
- Project kickoff, confirmation of scope, schedule, and communication protocols.
- Facility conditions assessments Site visits, documentation review, and technical evaluation of the City Hall Annex and Palmer Creek Lodge Community Events Center.
- Facility needs analysis and programming
- Staff and leadership meetings to confirm operational needs, space requirements, and growth considerations.
- Conceptual options development and cost evaluation
- Preparation of test-fit plans, conceptual massing, option-level cost estimates, and phasing considerations.
- Engagement and decision support
- Public town hall, design charrette, and participation in City Council meetings to review findings, evaluate options, and support selection of a preferred approach.
- Final report and presentation Preparation and delivery of a comprehensive final report and presentation materials summarizing findings, options, and recommended next steps.

The schedule will be refined in coordination with City staff following authorization to ensure alignment with operational needs, public engagement timing, and City Council meeting schedules.

**(Please See Following Assessment and Planning Outline Schedule)**

# 6. Availability and Anticipated Project Schedule

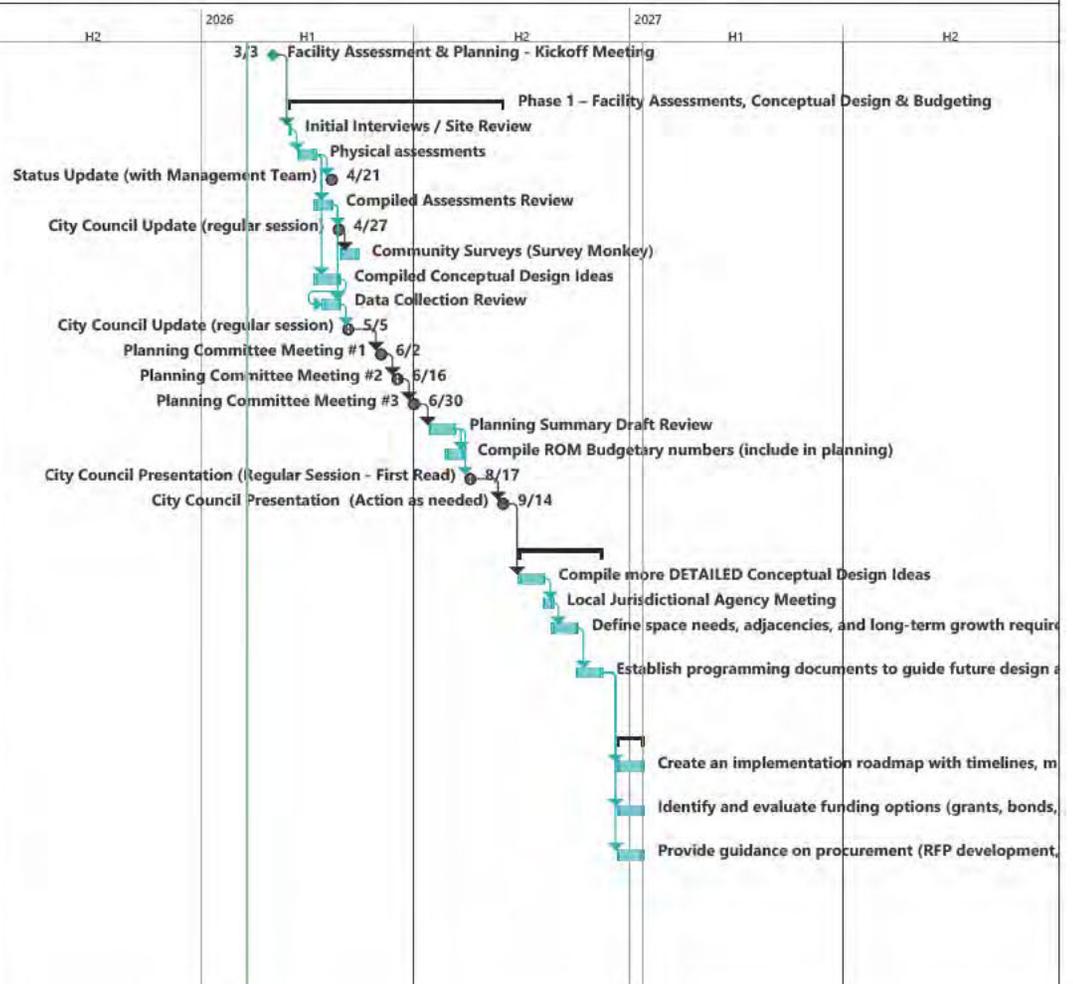


**R&C Management Group**  
 www.randcmanagement.com  
 Serving Oregon and Washington  
 We Listen | We Confirm | We Implement

## City Of Dayton Assessment and Planning Outline Schedule

Print Date: Mon 2/9/26  
 Print Time: 1:28 PM  
 2026.2.9 - City Of Dayton Schedule

ID	[Status]	Task Name	Duration	Start	Finish
1		Facility Assessment & Planning - Kickoff Meeting	0 mons	Tue 3/3/26	Tue 3/3/26
2					
3		<b>Phase 1 – Facility Assessments, Conceptual Design &amp; Budgeting</b>	<b>5.91 mons</b>	<b>Tue 3/17/26</b>	<b>Mon 9/14/26</b>
4		Initial Interviews / Site Review	1 day	Tue 3/17/26	Tue 3/17/26
5		Physical assessments	2 wks	Wed 3/25/26	Tue 4/7/26
6		Status Update (with Management Team)	0 days	Tue 4/21/26	Tue 4/21/26
7		Compiled Assessments Review	2 wks	Wed 4/8/26	Tue 4/21/26
8		City Council Update (regular session)	0 mons	Mon 4/27/26	Mon 4/27/26
9		Community Surveys (Survey Monkey)	2 wks	Thu 4/30/26	Wed 5/13/26
10		Compiled Conceptual Design Ideas	3 wks	Wed 4/8/26	Tue 4/28/26
11		Data Collection Review	2 wks	Wed 4/15/26	Tue 4/28/26
12		City Council Update (regular session)	0 mons	Tue 5/5/26	Tue 5/5/26
13		Planning Committee Meeting #1	0 mons	Tue 6/2/26	Tue 6/2/26
14		Planning Committee Meeting #2	0 mons	Tue 6/16/26	Tue 6/16/26
15		Planning Committee Meeting #3	0 mons	Tue 6/30/26	Tue 6/30/26
16		Planning Summary Draft Review	3 wks	Wed 7/15/26	Tue 8/4/26
17		Compile ROM Budgetary numbers (include in planning)	2 wks	Wed 7/29/26	Tue 8/11/26
18		City Council Presentation (Regular Session - First Read)	0 mons	Mon 8/17/26	Mon 8/17/26
19		City Council Presentation (Action as needed)	0 mons	Mon 9/14/26	Mon 9/14/26
20					
21		<b>Phase 2 – Programming &amp; Phasing</b>	<b>2.27 mons</b>	<b>Tue 9/29/26</b>	<b>Mon 12/7/26</b>
22		Compile more DETAILED Conceptual Design Ideas	3 wks	Tue 9/29/26	Mon 10/19/26
23		Local Jurisdictional Agency Meeting	1 wk	Tue 10/20/26	Mon 10/26/26
24		Define space needs, adjacencies, and long-term growth requirements.	3 wks	Tue 10/27/26	Mon 11/16/26
25		Establish programming documents to guide future design and construction.	3 wks	Tue 11/17/26	Mon 12/7/26
26					
27		<b>Phase 3 – Implementation &amp; Funding Strategy</b>	<b>0.68 mons</b>	<b>Tue 12/22/26</b>	<b>Mon 1/11/27</b>
28		Create an implementation roadmap with timelines, milestones, and responsibilities.	3 wks	Tue 12/22/26	Mon 1/11/27
29		Identify and evaluate funding options (grants, bonds, public/private partnerships, etc.).	3 wks	Tue 12/22/26	Mon 1/11/27
30		Provide guidance on procurement (RFP development, contractor prequalification).	3 wks	Tue 12/22/26	Mon 1/11/27
31					
32					
33					
34					



R&C Management Group offers the City of Dayton an experienced, owner-side partner focused on clarity, realism, and sound decision-making.

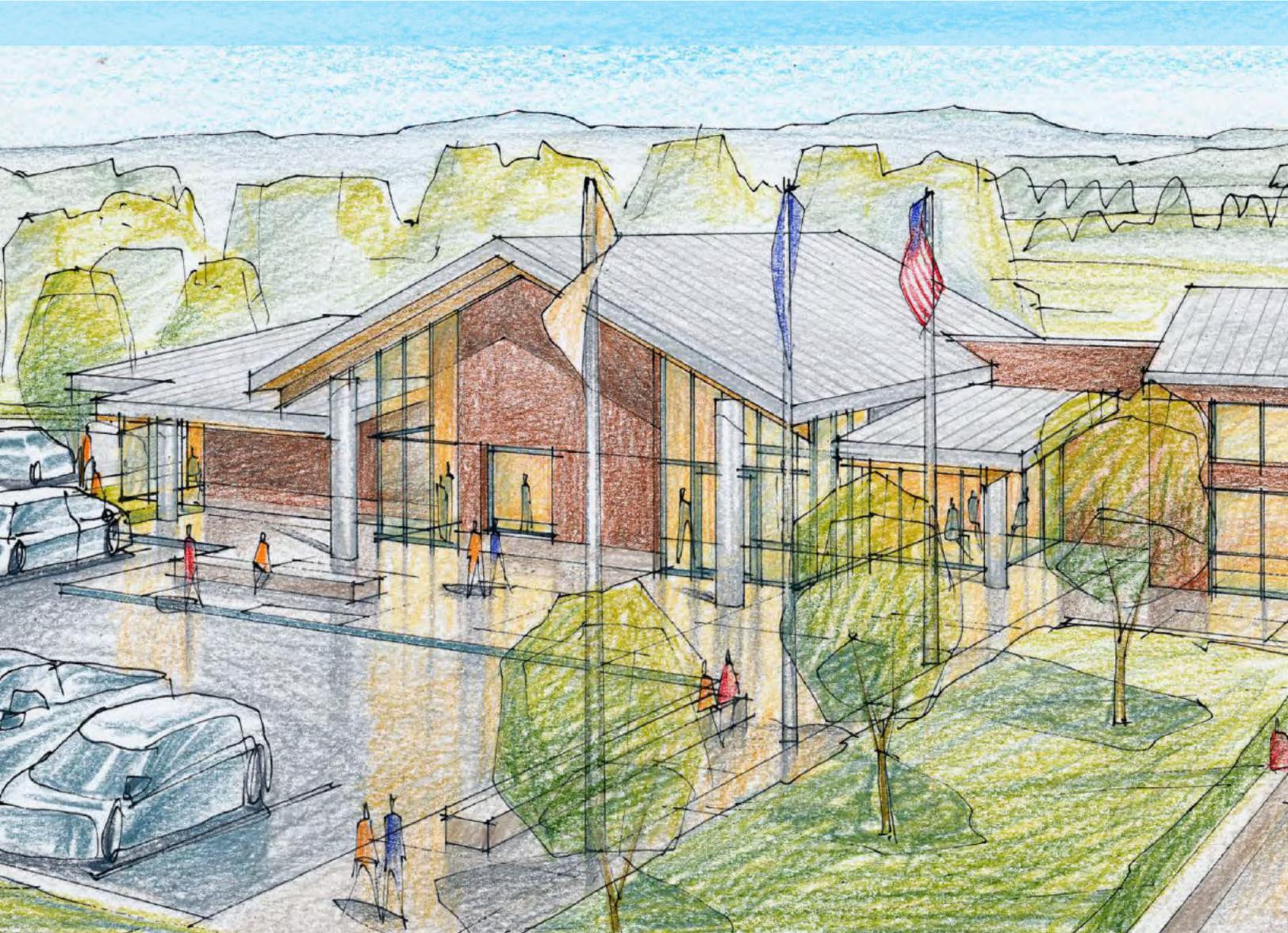
Our team understands the City's facilities, operational constraints, community context, and we have structured this proposal to provide clear, actionable information that supports thoughtful evaluation of options and responsible stewardship of public resources.

We value the opportunity to be a part of this process, and are committed to working collaboratively with the City of Dayton and would be honored to support this important effort.

QUOTE FOR

# CITY OF DAYTON

FACILITY CONDITIONS ASSESSMENT AND FACILITY NEEDS ANALYSIS



**Soderstrom Architects**

1331 NW Lovejoy Street, Suite 775 | Portland, OR 97209 | [sdra.com](http://sdra.com)

FEBRUARY 11, 2026

# Soderstrom Architects

City of Dayton  
Attn: Jeremy Caudle, City Manager  
Dayton City Hall  
416 Ferry St.  
Dayton, OR 97114

Submitted via email to: [jcaudle@daytonoregon.gov](mailto:jcaudle@daytonoregon.gov)

February 11, 2026

RE: Facility Conditions Assessment and Facility Needs Analysis for City of Dayton

Dear Jeremy and Members of the Evaluation Committee,

The City of Dayton's Facility Conditions Assessment and Facility Needs Analysis is an opportunity to clarify priorities, evaluate viable options, and define a clear, fiscally responsible path forward for City facilities. Soderstrom Architects is well positioned to support this effort for three key reasons

**Clear, Decision-Focused Facility Assessment and Planning:** We specialize in pre-design services that help public agencies make informed facility decisions. Our approach integrates facility condition assessment, operational needs analysis, and planning-level cost considerations to support comparison of options and phased implementation. The result is clear, defensible information tailored for City leadership and Council decision-making.

**Deep Experience with Civic Facilities and Operational Continuity:** Soderstrom has led more than 65 planning efforts for universities, school districts, cities, and utilities across the Pacific Northwest. Our work spans facility assessments, site planning, and long-range capital strategies that align operations with community goals. Recent projects include the City of Sandy, McMinnville Water & Light, Tillamook PUD, the City of Phoenix Government Center, the City of Port Angeles Light Utility District, and the Bonneville Power Administration.

**Collaborative Approach Aligned with Dayton's Scale and Needs:** We work closely with City staff, leadership, and the community to ensure recommendations are practical, right-sized, and aligned with operational realities. Our team emphasizes clear communication, targeted public engagement, and realistic next steps that support Dayton's capacity, budget, and long-term goals, without over-promising or introducing unnecessary complexity. Our civil engineering partner, Blake Davis, is a Dayton resident, bringing firsthand knowledge of the community and local context to this effort.

Soderstrom brings the experience, capacity, and disciplined approach needed to deliver a clear, actionable framework that supports the City of Dayton's facility decisions now and into the future. We appreciate the opportunity to submit our qualifications and look forward to supporting this important effort.

Sincerely,



Dan Van Calcar, AIA  
Principal, Authorized Representative  
Main Point of Contact / Soderstrom Architects, Ltd.  
503.595.2514 / danv@sdra.com

# Firm and Relevant Experience



## About Soderstrom Architects

Founded in 1984, Soderstrom Architects provides integrated planning and design services that support informed decision-making for public-sector clients, including pre-design studies, facility conditions assessments, and facility needs analyses. Guided by our mission—Listen. Design. Inspire.—we begin each engagement by listening carefully to understand operational needs, priorities, and long-term goals.

We build long-term partnerships with cities, counties, utilities, and educational institutions to plan and design essential community-serving facilities, including civic campuses, operations and maintenance facilities, public safety buildings, and educational environments. Our work emphasizes resilience, adaptability, and responsible stewardship of public resources while supporting day-to-day operations and future growth.

### Sustainability Commitment

Soderstrom has signed the AIA 2030 Commitment, signaling our goal that as much of our work as possible achieves net zero energy by 2030.

## Relevant Pre-Design and Planning Services

- Facility conditions assessments and site utilization
- Facility needs analysis and space programming
- Strategic phasing and funding prioritization
- Resiliency planning and seismic recommendations
- Long-range capacity and operational alignment
- Stakeholder engagement and community input

40+

UTILITY & MAINTENANCE  
PROJECTS

50+

ESSENTIAL FACILITIES

65+

COMPLETED MASTER  
PLANNING PROJECTS

70%

PUBLIC PROJECTS

## Public Engagement & Decision Support

To support informed decision-making, we will facilitate targeted public and Council engagement consistent with the RFQ. Our approach focuses on clearly communicating facility conditions, options, and trade-offs. Engagement will be coordinated with City staff and include one town hall-style public meeting and City Council presentations, with planning-level cost considerations to support evaluation of facility options and phasing.

## Facility Planning & Pre-Design Experience

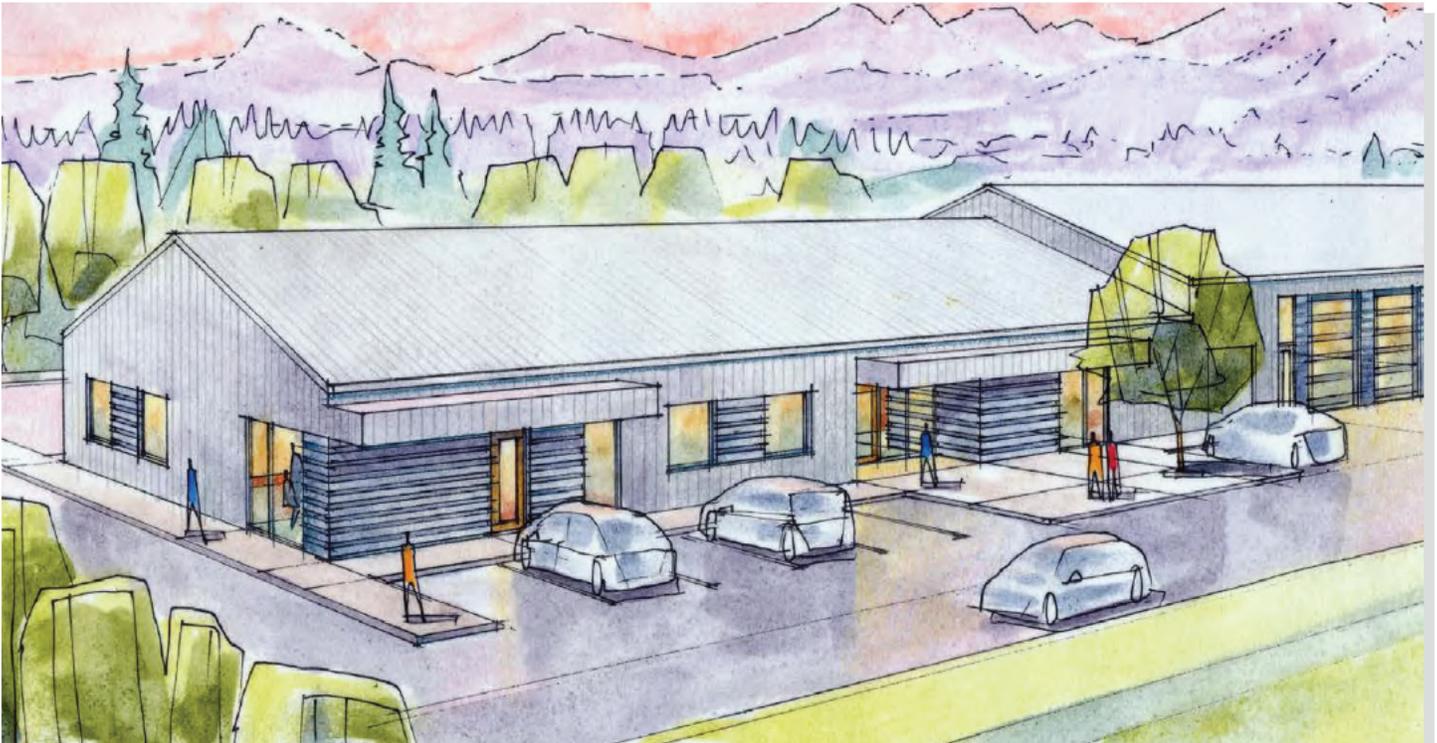
We have completed numerous facility conditions assessments, needs analyses, and pre-design studies for public-sector clients across the Pacific Northwest. Our work includes evaluating existing facilities, testing operational scenarios, and developing phased, cost-informed strategies that support clear, defensible decision-making and next steps toward design and implementation.

## Civic Facilities Experience

Soderstrom brings extensive experience with civic and public facilities that must remain operational during transitions, renovations, or emergency response, including facilities supporting essential municipal, utility, and community services. This experience informs our approach to phasing, interim operations, and sequencing strategies that maintain safe, accessible public services while facilities are evaluated and improved.

## Civic Design Philosophy

Civic facilities support how communities function and deliver public services. Our approach balances efficiency, durability, and a sense of place while respecting community identity and responsible stewardship of public resources. Through this effort, the City of Dayton will receive clear, actionable findings and conceptual options to support informed decisions, phased implementation, and next steps toward design and delivery.

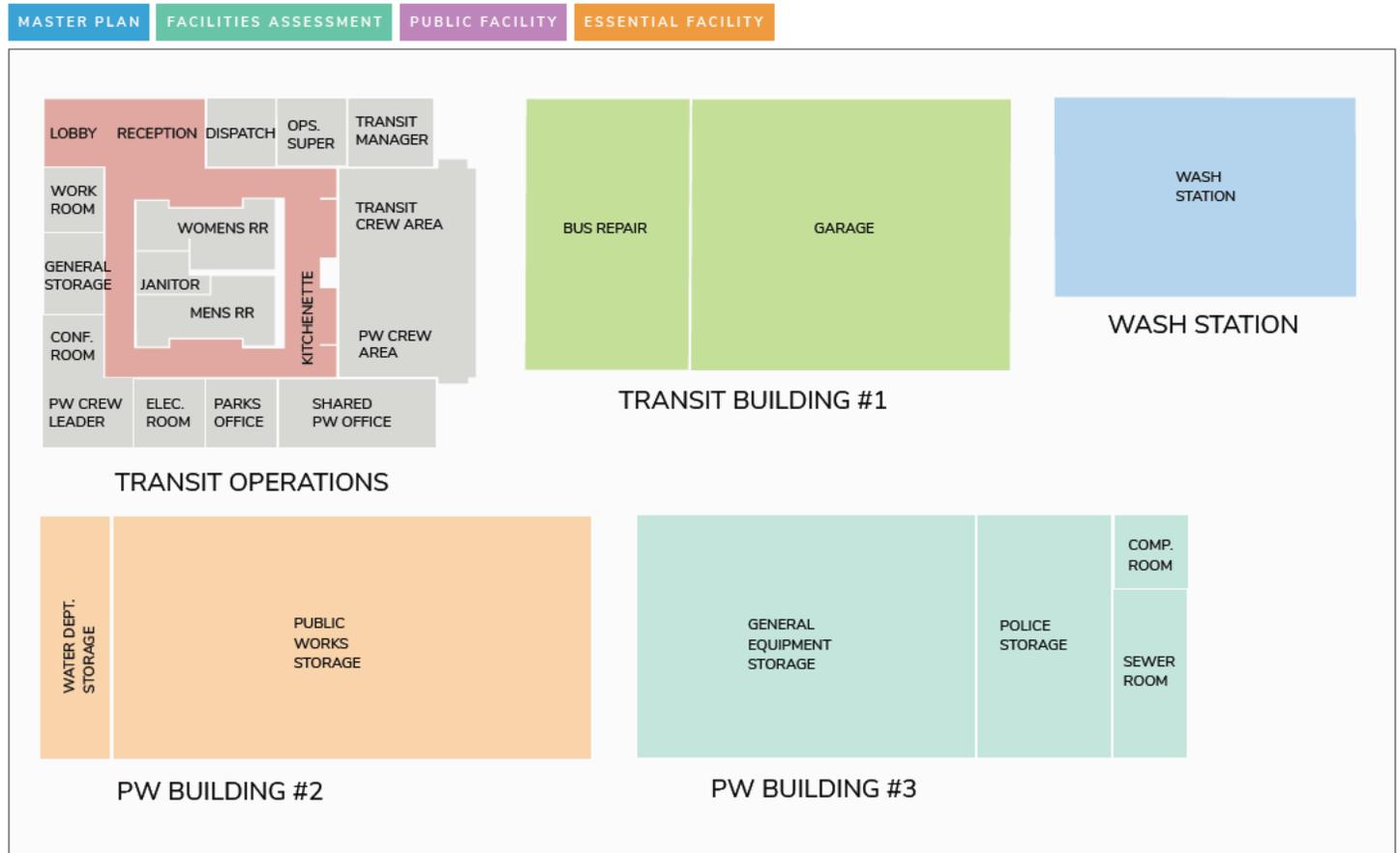


### Case Study: City of Port Angeles Light Utility Operations Center

The project began with a comprehensive assessment and master plan of existing facilities covering vehicle storage, maintenance, administration, communications, grid control, meter and light repair, IT, and warehouse functions. The second phase will design a utility operations center for administration, repairs, dispatch, and storage.

# City of Sandy Facilities Assessment Report

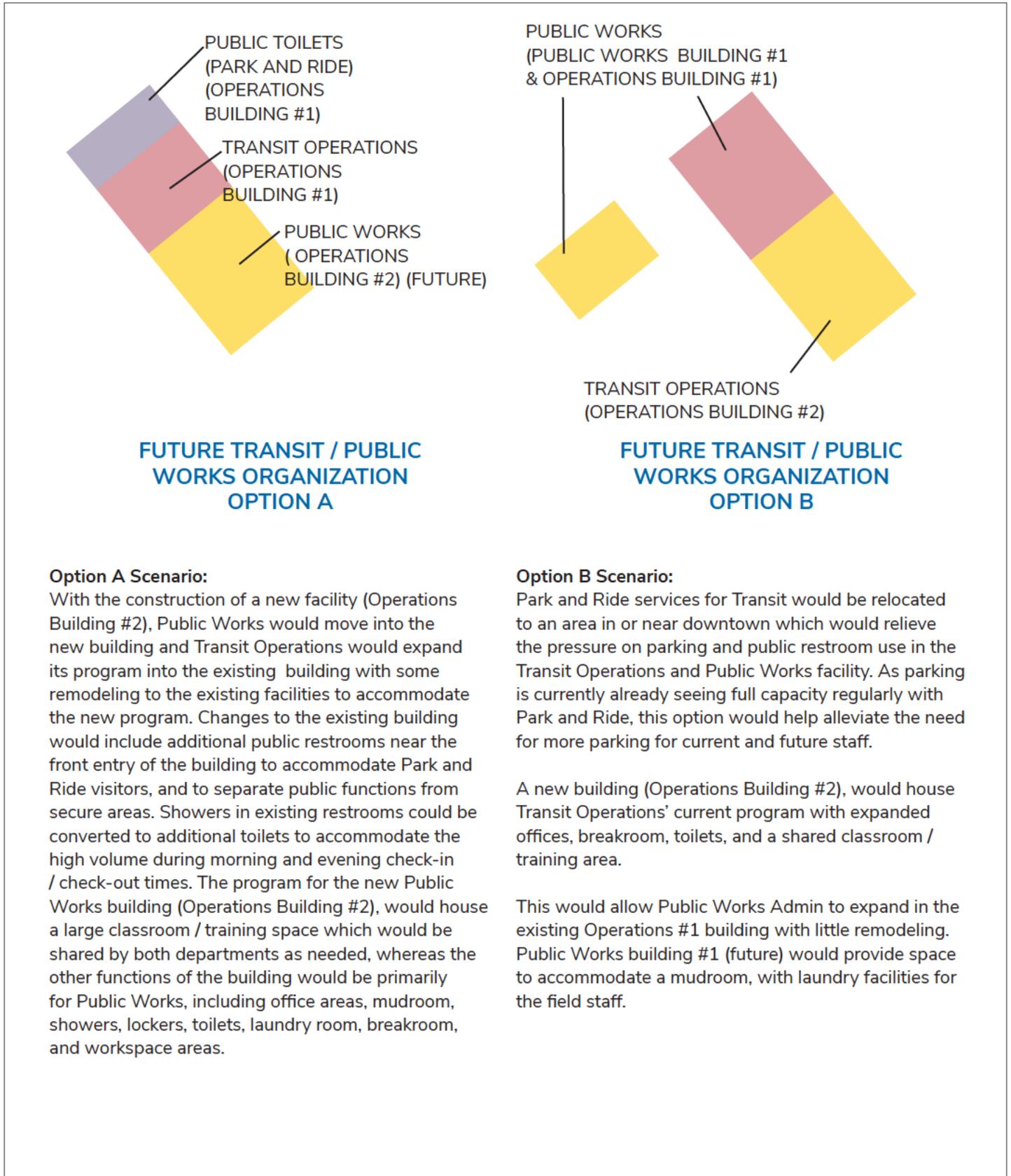
CITY OF SANDY  
SANDY, OR



The City of Sandy hired Soderstrom, in collaboration with McKinstry, to analyze its building stock, including City Hall, Public Library, Community Center, Police Department, Transit Operations and Public Works Facilities, and SandyNet headquarters (“The Bunker Building”). The Facilities Assessment Report determined: 1) the current condition of each building, 2) major deficiencies, including critical damage and non-code-compliant conditions, 3) anticipated growth and spatial planning needs for each department, 4) opportunities for optimization between departments, and 5) strategies for accommodating current and future growth.

Number of Buildings Assessed	6 Buildings
Completion	2019
Key Staff Involved	Dan Van Calcar (Principal-in-Charge)
Reference	Tyler Deems, City Manager City of Sandy P: 503.668.5533 E: tdeems@ci.sandy.or.us

Excerpt from the City of Sandy Facilities Assessment Report



**Option A Scenario:**

With the construction of a new facility (Operations Building #2), Public Works would move into the new building and Transit Operations would expand its program into the existing building with some remodeling to the existing facilities to accommodate the new program. Changes to the existing building would include additional public restrooms near the front entry of the building to accommodate Park and Ride visitors, and to separate public functions from secure areas. Showers in existing restrooms could be converted to additional toilets to accommodate the high volume during morning and evening check-in / check-out times. The program for the new Public Works building (Operations Building #2), would house a large classroom / training space which would be shared by both departments as needed, whereas the other functions of the building would be primarily for Public Works, including office areas, mudroom, showers, lockers, toilets, laundry room, breakroom, and workspace areas.

**Option B Scenario:**

Park and Ride services for Transit would be relocated to an area in or near downtown which would relieve the pressure on parking and public restroom use in the Transit Operations and Public Works facility. As parking is currently already seeing full capacity regularly with Park and Ride, this option would help alleviate the need for more parking for current and future staff.

A new building (Operations Building #2), would house Transit Operations' current program with expanded offices, breakroom, toilets, and a shared classroom / training area.

This would allow Public Works Admin to expand in the existing Operations #1 building with little remodeling. Public Works building #1 (future) would provide space to accommodate a mudroom, with laundry facilities for the field staff.

Excerpt from the City of Sandy Facilities Assessment Report



# McMinnville Water & Light Space Needs Study & Conceptual Site Plan

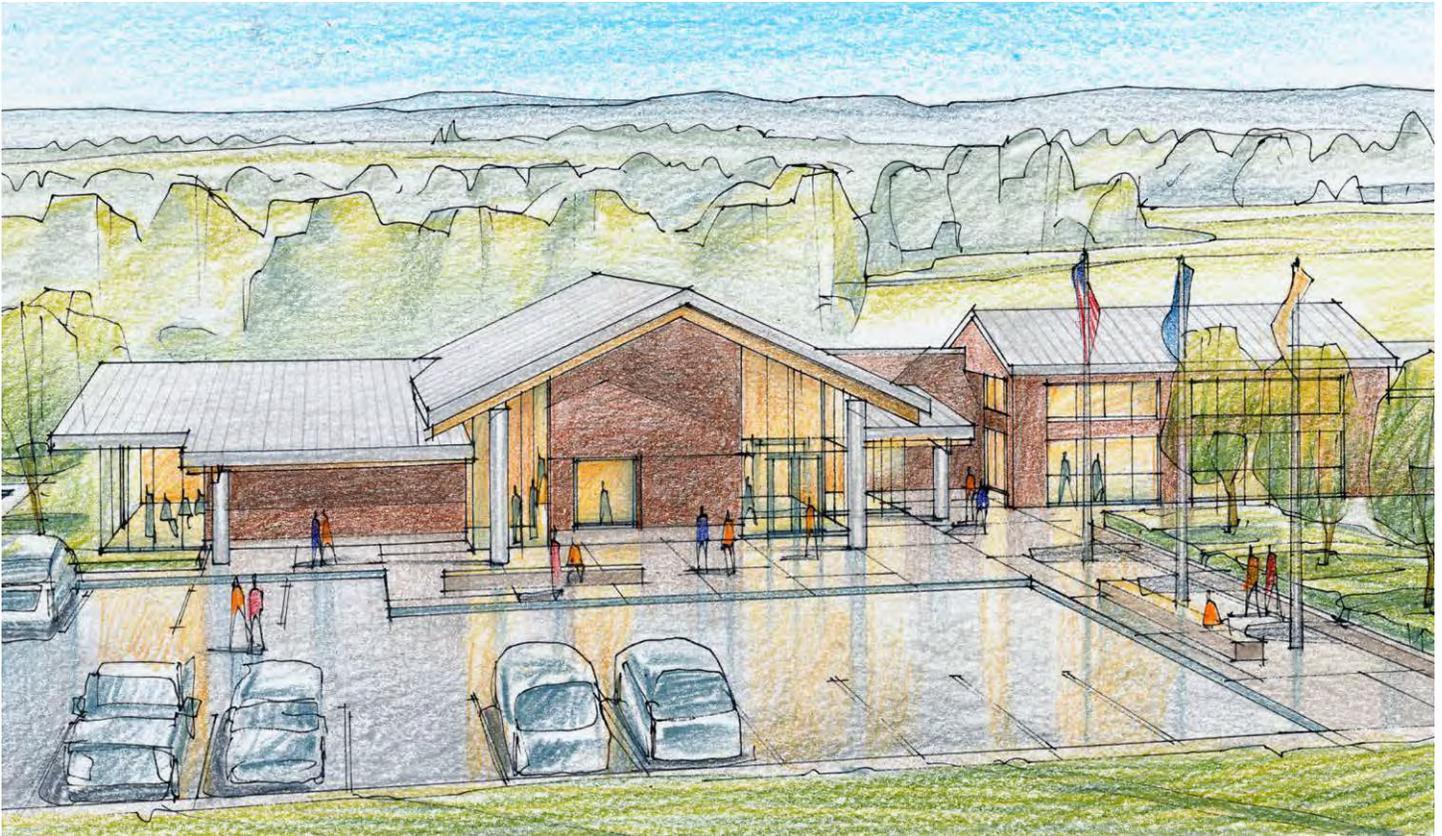
CITY OF MCMINNVILLE WATER & LIGHT  
MCMINNVILLE, OR

MASTER PLAN

FACILITIES ASSESSMENT

PUBLIC FACILITY

ESSENTIAL FACILITY



The City of McMinnville Water & Light facilities needs assessment and conceptual site plan project involved identifying all remodeling and additional structures that are needed, such as a larger replacement vehicle maintenance facility and additional administrative space. The conceptual site plan addresses long and short-term needs, and shows how the project can be phased to allow for funding over time.

Soderstrom conducted interviews with staff, reviewed possible building and site layouts, developed renderings and worked with our cost estimating consultant to provide estimated costs for renovating, constructing, or expanding facilities.

Number of Buildings Assessed	4 Buildings
Completion	2023
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Erica Jankowski (Project Manager) Aidan Katz (Design Support)
Reference	Chad Hudson, Purchasing Manager McMinnville Water & Light P: 503.472.0221 E: cch@mc-power.com

### Excerpt from the MW&L Facilities Assessment and Conceptual Site Plan



Possible phasing plan

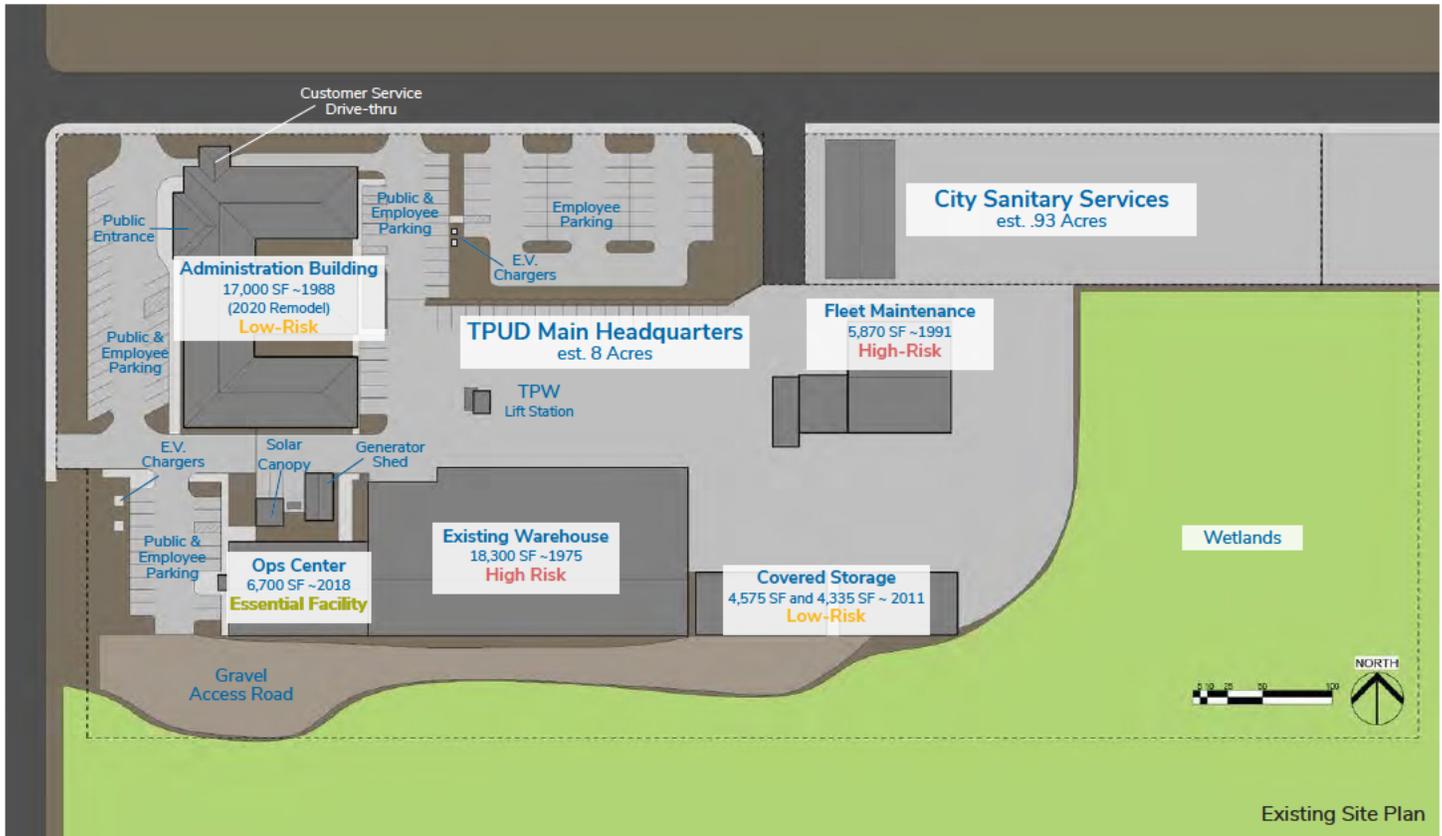


Example remodel and expansion plan

# Facilities Needs Assessment & Master Plan

TILLAMOOK PEOPLE'S UTILITY DISTRICT  
TILLAMOOK, OR

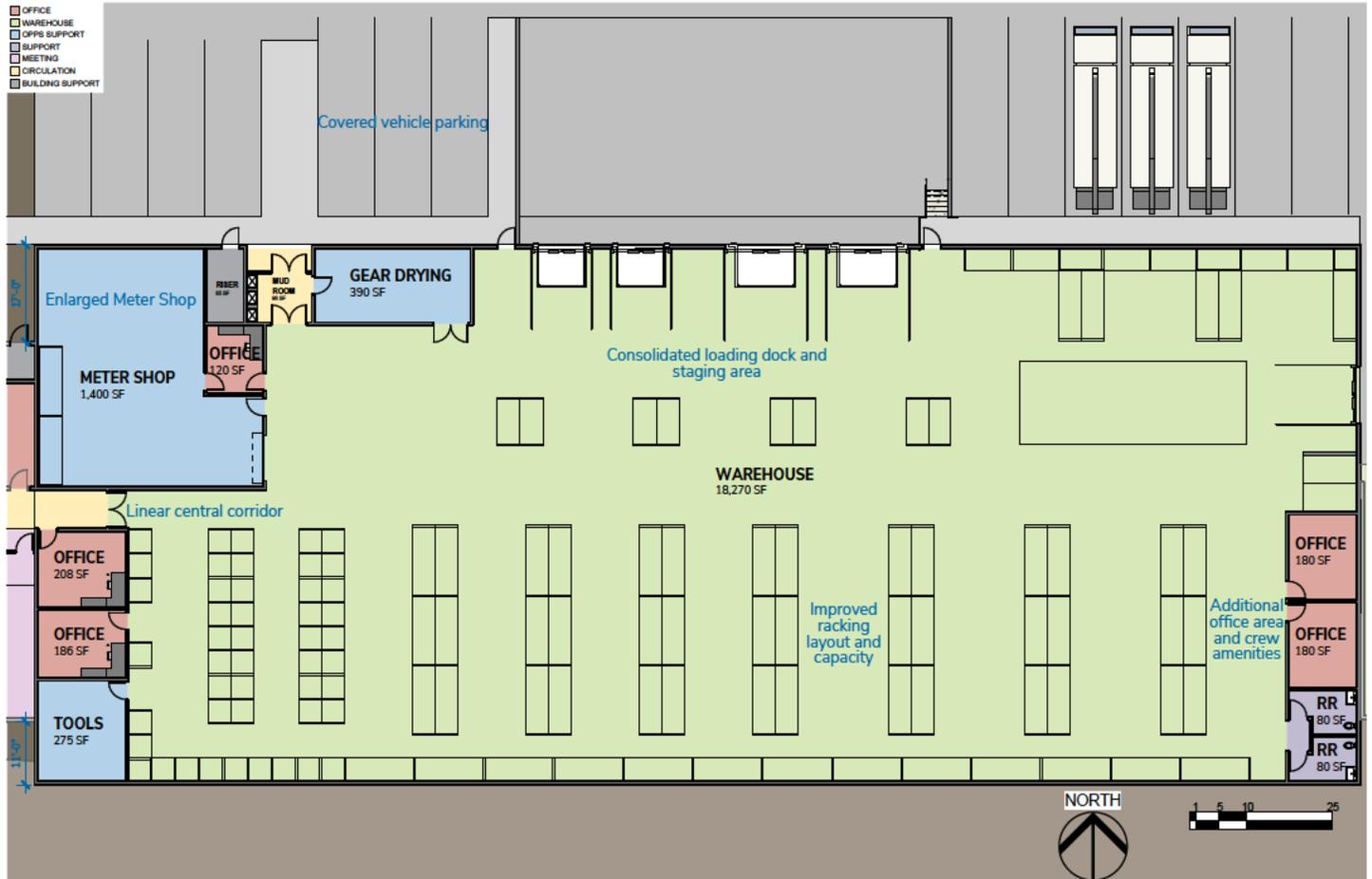
MASTER PLAN | FACILITIES ASSESSMENT | PUBLIC FACILITY | ESSENTIAL FACILITY



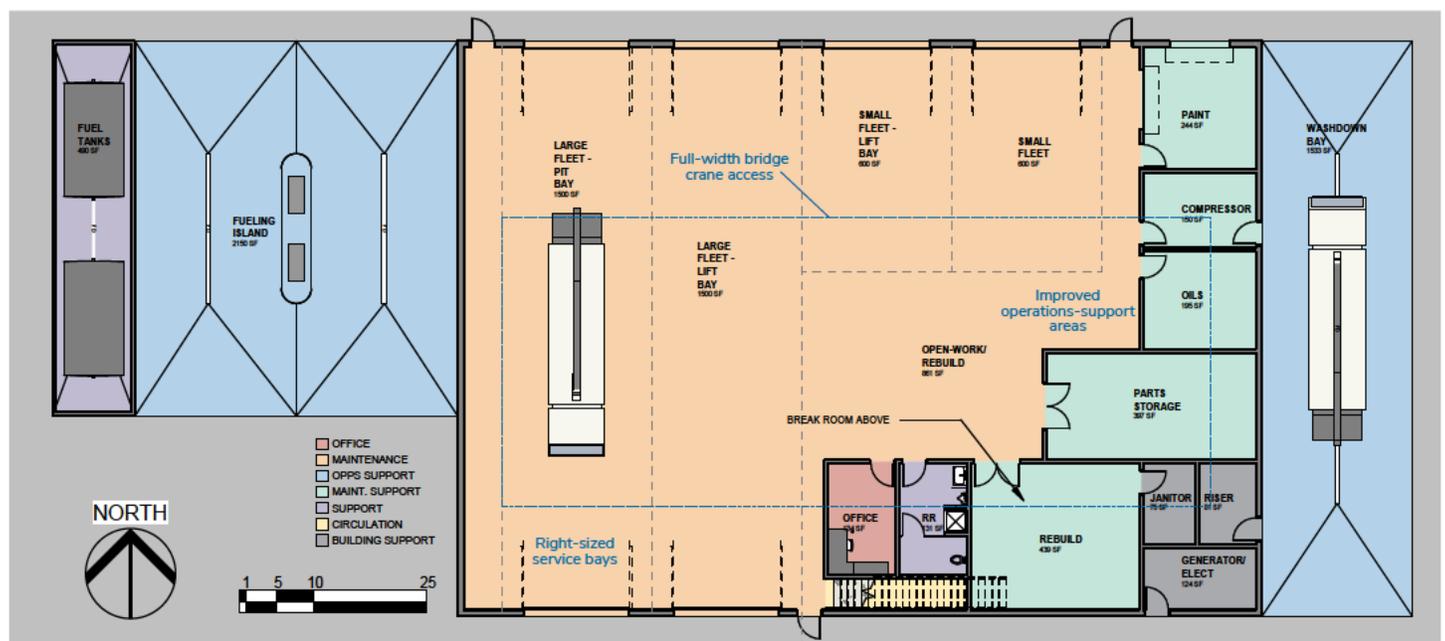
Soderstrom analyzed the existing facilities and proposed upgrades for their central campus and remote sites across a 1,125-square-mile coastal service area. The utility needed modernized facilities capable of sustaining critical operations post a Cascadia-level seismic event and subsequent tsunami hazard. This encompassed new designs for an operations warehouse, fleet maintenance facility, emergency site, and upgrades to remote facilities along the coast. Soderstrom conducted extensive on-site assessments and staff interviews at the utility to develop a detailed master plan report. This report included recommended upgrades, phased implementation, and estimated costs for various proposal options.

Number of Buildings Assessed	12 Buildings & Sites
Completion	2024
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Erica Jankowski (Project Manager) Aidan Katz (Design Support)
Reference	John Luquette, Facilities Manager Tillamook People's Utility District P: 503.815.8615 E: johnl@tpud.org

Excerpt from the TPUD Facilities Master Plan Report



Proposed Warehouse Plan



Proposed Fleet Maintenance Building Plan

# Phoenix Government & Public Safety Building

CITY OF PHOENIX  
PHOENIX, OR

FACILITIES PLAN

PUBLIC SAFETY FACILITY

ESSENTIAL FACILITY

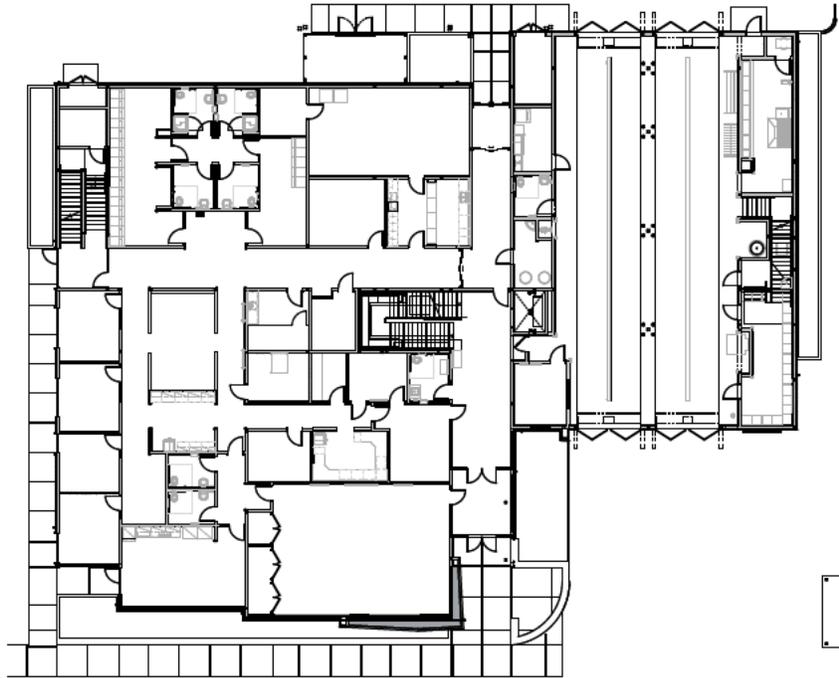


Exterior

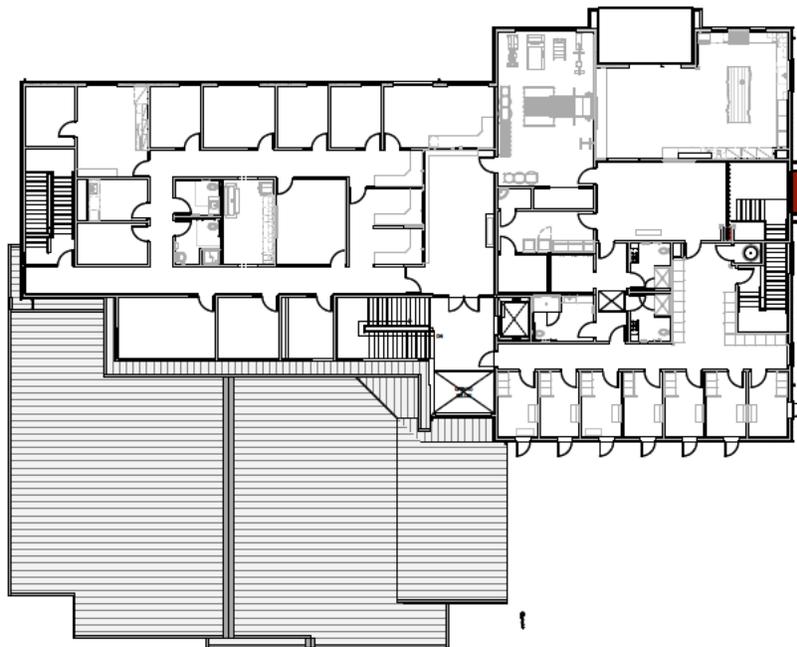
Soderstrom and local firms ORW and Arkitek teamed to develop a concept/ funding package for a new Government and Public Safety Center for the City of Phoenix, Oregon. The project resulted from the fire district master plan produced by Soderstrom. The building replaces outdated existing facilities that were further damaged by 2020's Almeda fire. Soderstrom's conceptual design efforts helped raising funds for the new facility, which is a two-story, 24,000 SF building that houses police, fire, and city government functions. Furthermore, the government building serves as a critical facility for the community in support of disasters and emergency situations with future growth needs in mind.

Size	24,000 SF
Completion	2024
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Erica Jankowski (Project Manager)
Reference	Eric Swanson, City Manager City of Phoenix, Oregon P: 541.535.1955 ext. 317 E: eric.swanson@phoenixoregon.gov

## Phoenix Government & Public Safety Building - Floor Plans



First Floor



Second Floor

# Commerical Center Master Plan

CITY OF MILLERSBURG  
MILLERSBURG, OR

## MASTER PLAN



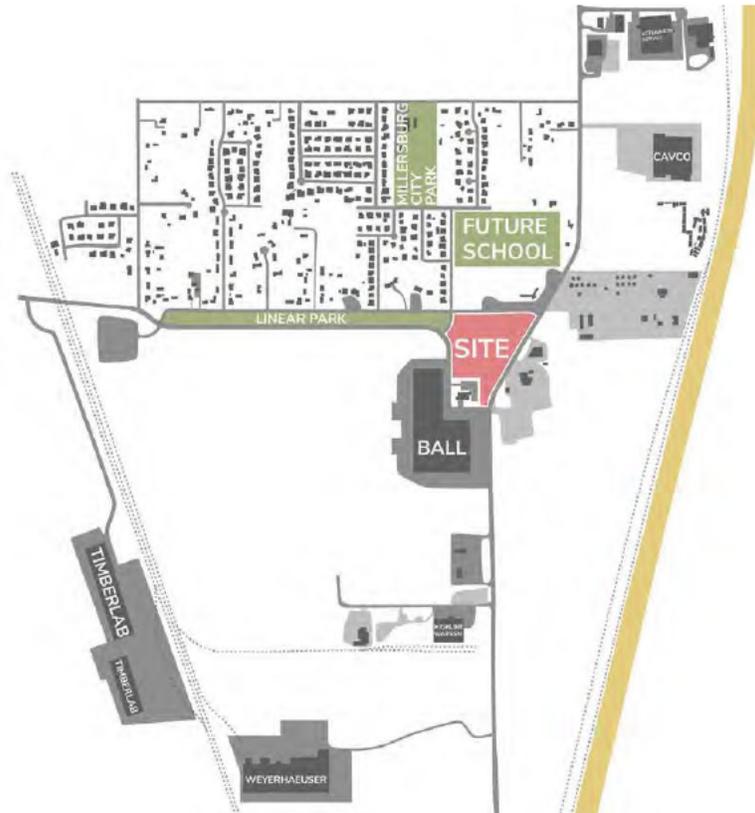
Soderstrom Architects was tapped by the City of Millersburg, Oregon, to craft a conceptual masterplan for an 11-acre greenfield site nestled between City Hall and a newly completed multi-use linear park. Centered on a new YMCA facility as the primary catalyst, the design emphasizes placemaking by honoring the unique blend of industry and agriculture that defines the city's local identity. The masterplan envisions a vibrant future hub, integrating housing, retail, and entertainment with meaningful outdoor public spaces.

Size	11 Acres
Completion	2026
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Carl Hampson (Design Principal) Cary Chu (Design Support) Isaiah Kent (Design Support)
Reference	Janelle Booth, City Manager City of Millersburg P: 458.233.6300 E: janelle.booth@millersburgoregon.gov

## Town Center Concept



## Millersburg Shared Site Plan



## Village Green Concept



- 1 YMCA
- 2 CENTER MARKET
- 3 HOUSING OVER RETAIL
- 4 RETAIL
- 5 PARK
- 6 PLAZA
- 7 LANDMARK TOWER
- 8 CITY OF MILLERSBURG
- 9 FIRE STATION 15



- 1 YMCA
- 2 CENTER MARKET
- 3 HOUSING OVER RETAIL
- 4 RETAIL
- 5 PARK
- 6 PLAZA
- 7 LANDMARK TOWER
- 8 CITY OF MILLERSBURG
- 9 FIRE STATION 15

## Town Center Concept



- 1 YMCA
- 2 CENTER MARKET
- 3 HOUSING OVER RETAIL
- 4 RETAIL
- 5 PARK
- 6 PLAZA
- 7 LANDMARK TOWER
- 8 CITY OF MILLERSBURG
- 9 FIRE STATION 15



- 1 YMCA
- 2 CENTER MARKET
- 3 HOUSING OVER RETAIL
- 4 RETAIL
- 5 PARK
- 6 PLAZA
- 7 LANDMARK TOWER
- 8 CITY OF MILLERSBURG
- 9 FIRE STATION 15

# OSU Campus Operations Center

OREGON STATE UNIVERSITY  
CORVALLIS, OR

SITE PLANNING | ESSENTIAL FACILITY



Shops



Building Exterior



Corridor

The Operations Center is a 60,000 SF, two-story, pre-engineered metal building designed to serve as the first line of defense during inclement weather events in order to keep OSU's campus functioning. The building and site layout were designed to accommodate 24-hour access and generator sized to operate all functions of the building. Shops include carpentry, paint, refrigeration and controls, electrical, metal working, a lube shop, plumbing and landscaping. The adjoining yard has open shed storage for landscaping vehicles like mowers, and parking for 70 maintenance fleet vehicles. A photovoltaic array on the roof supplies 35% of the facility's annual energy use.

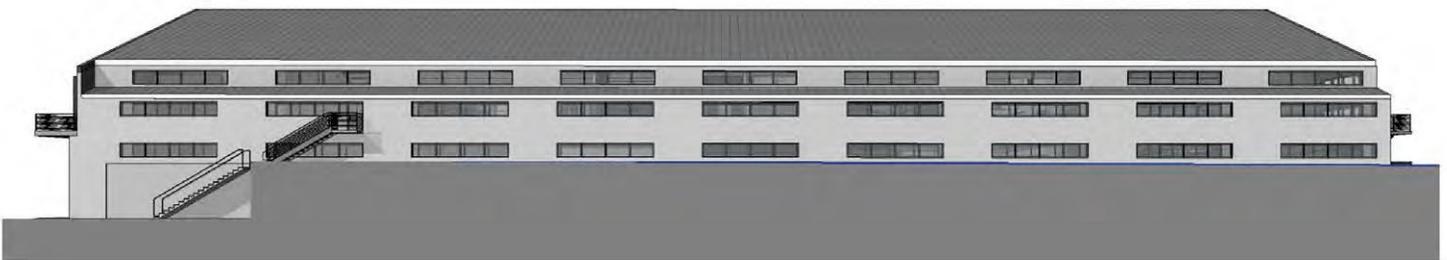
The initial phases of the project involved site planning including set backs from the adjacent property, reuse of an existing building, height restrictions and wetland setbacks.

Size	60,000 SF
Completion	2021
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Erica Jankowski (Project Manager)
Reference	Christina Vinson, Project Manager Oregon State University P: 503.420.1031 E: christina.vinson@oregonstate.edu

## OSU Campus Operations Center - Preliminary Concepts



Exterior Concept Option



North Perspective View

# Jackson County Fire District No. 5 Feasibility Study

JACKSON COUNTY FIRE DISTRICT #5  
PHOENIX, OR

MASTER PLAN | FACILITIES ASSESSMENT | PUBLIC SAFETY FACILITY | ESSENTIAL FACILITY



Soderstrom Architects provided a comprehensive district-wide Facilities Review and Master Plan report including options for potential replacement of Stations 2 and 3 for Jackson County Fire District 5.

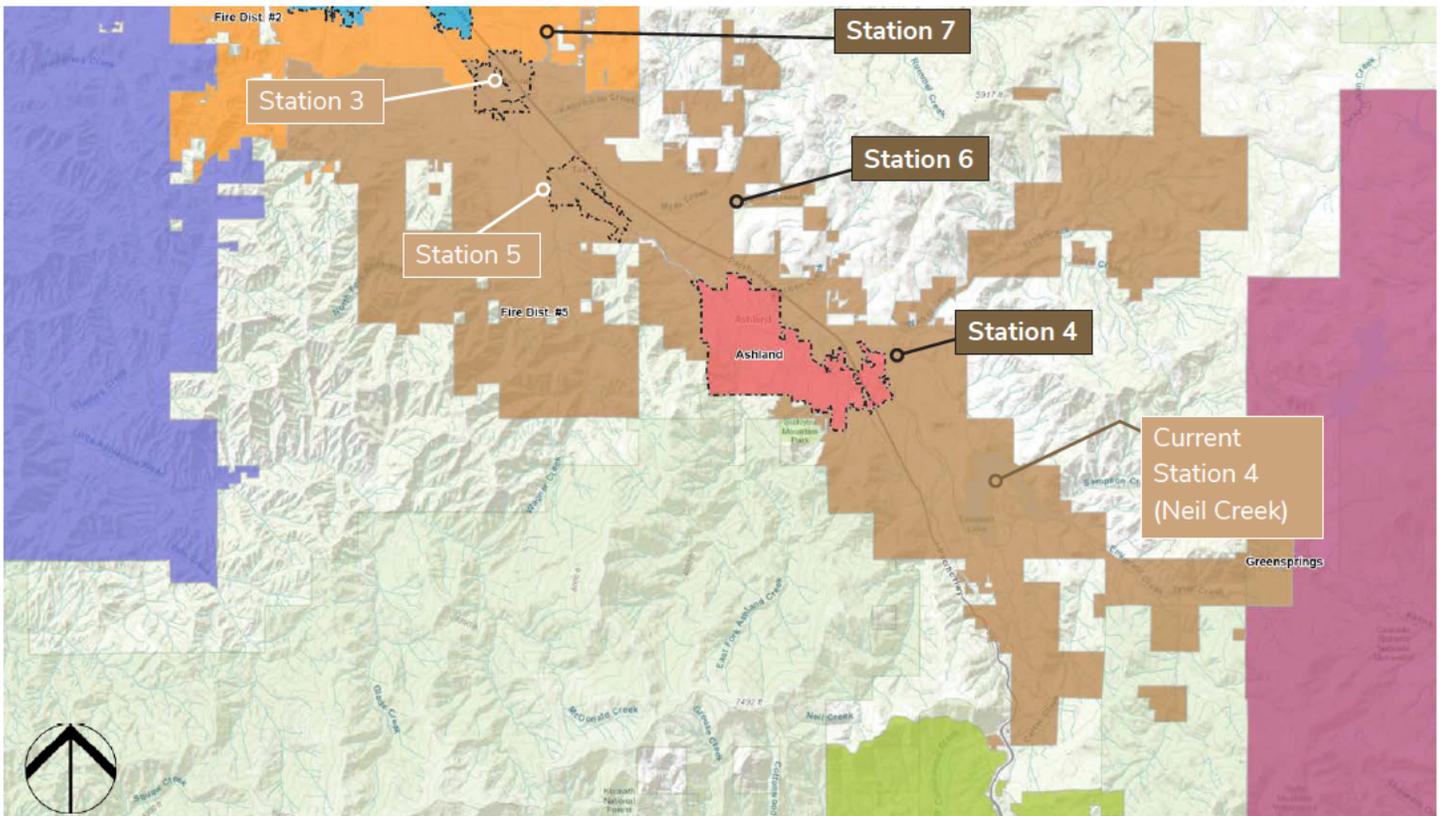
The report also analyzed construction costs for seismic upgrades and renovations versus replacement costs. The report included need assessments for suggested upgrades, seismic upgrade and renovation options, and procurement and funding options. Based in part on recommendations in this report, Soderstrom was part of the teams that performed a seismic retrofit of Station 4, as well as replacing the City of Phoenix station.

Number of Buildings Assessed	3 existing stations and 3 future stations
Completion	2022
Key Staff Involved	Dan Van Calcar (Principal-in-Charge) Erica Jankowski (Project Architect)
Reference	Aaron Bustard, Interim Fire Chief Jackson County Fire District #5 P: 541.535.4222 E: bustard@jcfcd5.com

### JCFD No. 5 - Headquarters Expansion Options



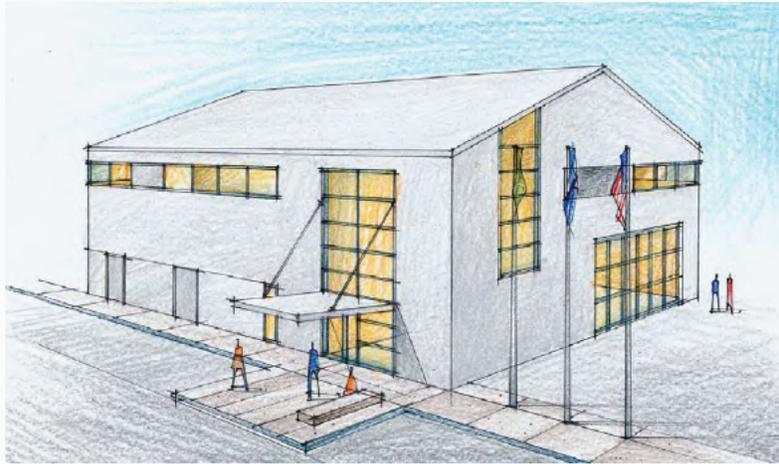
Station 5 Option A - Limited Expansion



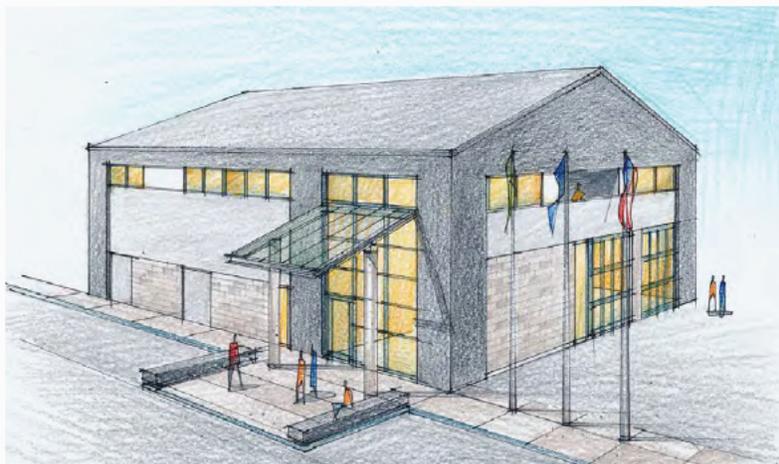
Jackson County Fire District No. 5 Service Map

## JCFD No. 5 - Standardized Fire Station Options

**Industrial**



**Institutional**



**Residential**



## JCFD No. 5 - Example Prototype Station and Lot Configuration

The prototype station is shown on a hypothetical lot just over .75 acre in size. Standard 20 foot building setbacks and 10 foot parking setbacks are shown, although these may vary depending on the zoning requirements of the final site.

The station is set 50 feet back from the property line to allow apparatus to be parked in front of the building. Parking is along the side of the building, separated from the main apparatus bay access. 12 stalls are shown in this layout, allowing for shift change over, or visitor parking in addition to staff.

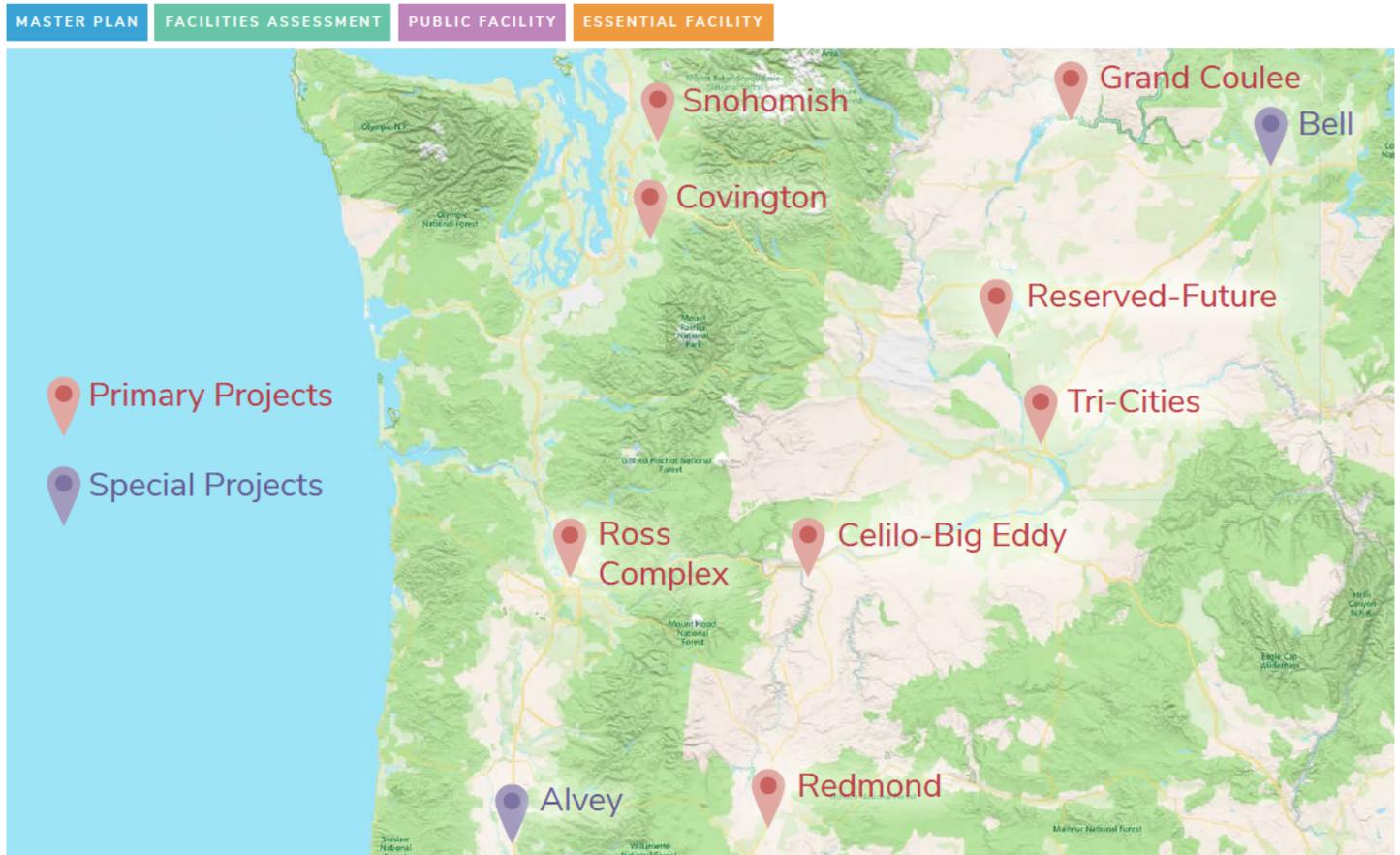
The site is arranged to allow pull-through access to the apparatus bays. This example shows apparatus access to the rear of the building via a shared driveway with the staff and visitor parking. If a wider site is purchased, a second apparatus-only driveway could be added on the opposite side of the building.



Prototype Site Plan

# Maintenance Headquarters (MHQ) Master Plan

BONNEVILLE POWER ADMINISTRATION  
VANCOUVER, WA



Soderstrom provided a comprehensive analysis and design study of BPA maintenance facility assets that included:

- Building and site existing conditions
- Deficiency repair and expansion needs
- Replacement facilities design, with “standard plan” solutions

The study was focused on investigations of eight existing maintenance centers in Oregon and Washington states, and provided recommendations in general for system-wide improvements in the design, operations and development for BPA’s current and next generation Maintenance headquarters buildings.

Number of Buildings Assessed	8 Facilities
Completion	2011
Key Staff Involved	Dan Van Calcar
Reference	David Jamison, Project Manager Bonneville Power Administration P: 360.619.6165 E: dajamison@bpa.gov

# Key Team Members



**Dan Van Calcar**, AIA, Principal - Principal-in-Charge

With a background in manufacturing and deep expertise in civic, public safety, and industrial design, Dan brings practical insight to complex facilities. **He will equip the team with the right resources and support, ensuring a smooth process and strong client experience.**

## 25

YEARS IN INDUSTRY

### Education

University of Oregon,  
Masters of Architecture

Oregon State University,  
Bachelor of Science,  
Mathematics

### Licenses

Registered Architect:  
Oregon #5209  
Idaho #AR-986388  
Montana #ARC-LIC-17977

### Select Experience

**Tillamook People's Utility District**  
Facilities Assessment and Master Plan

**McMinnville Water & Light**  
Space Needs Study and Conceptual Site Plan

**City of Sandy**  
Facilities Assessments  
Bus Barns

**City of Phoenix**  
Govt. and Public Safety Facility

**Jackson County Fire District 5**  
Facilities Assessment and Master Plan  
Fire Station 4 Seismic Retrofit

**Medford Water Commission**  
Operations Center

**Oregon Department of Transportation**  
Meacham, Oregon New Maintenance Station

**Bonneville Power Administration Various Locations**  
MHQ Master Plan  
Kalispell Maintenance Headquarters Addition  
and Renovations  
Administration Headquarters Re-stack  
IDIQ Roof Assessments

**General Services Administration**  
Hatfield Courthouse Security Improvements  
Hatfield Courthouse Library Renovation  
911 Building US Fish & Wildlife Interior Renovation

**Confederated Tribes of the Umatilla Indian  
Reservation (CTUIR)**  
Covid-19 Pandemic Preparedness Building

**Tualatin Valley Fire & Rescue**  
Fire Station 35 Replacement  
Fire Station 20 Replacement

**City of Bend / Deschutes County Rural Fire  
Protection District No. 2**  
Tumalo Fire Station  
Pilot Butte Fire Station

**City of Millersburg**  
Millersburg Fire Station

**Jackson County Fire District 3**  
Scenic Ave Fire Station

**Western Lane Fire & EMS Authority**  
New Admin. Building and Station #1 Remodel

**Reedsport Volunteer Fire Department**  
Fire Station Seismic Upgrades and Renovations

**Row River Valley Special Fire District**  
Master Plan Study and New Station Concept Design

**Precision Analytical**  
Remodel of Building Addition  
Office and Laboratory

**Oregon Coast Community College**  
Toledo Trades Training Building (Concept Design)

**Snoqualmie Valley Hospital**  
New 25 bed Critical Access Hospital

**Pacific Maritime Heritage Center**  
Site Circulation Improvements and Assembly Space  
Renovation (Volunteer Work)



20

YEARS IN INDUSTRY

### Education

University of Oregon,  
Bachelor of Architecture

### Licenses

Registered Architect  
Oregon #6348

**Erica Jankowski**, AIA, LEED AP, Associate Principal - Project Architect & **Project Lead** 

Erica is a detail-oriented architect with extensive experience in facility needs assessments and civic planning. **She will guide the team in evaluating space, operations, and functional requirements.**

### Select Experience

**Tillamook People's Utility District**  
Facilities Assessment and Master Plan

**Jackson County Fire District 5**  
Facilities Assessment and Master Plan  
Fire Station 4 Seismic Retrofit

**McMinnville Water & Light**  
Space Needs Study and Conceptual Site Plan

**Medford Water Commission**  
Operations Center

**City of Phoenix, OR**  
Govt. and Public Safety Facility

**Oregon Department of Transportation**  
New Meacham Maintenance Station

**Tualatin Valley Fire & Rescue**  
Fire Station 35 Replacement  
Fire Station 20 Replacement

**City of Bend / Deschutes County Rural Fire Protection District No. 2**  
Tumalo Fire Station  
Pilot Butte Fire Station

**City of Millersburg**  
Millersburg Fire Station

**Gaston Rural Fire Protection District**  
Fire Station 11 Seismic Retrofit

**Jackson County Fire District 3**  
Scenic Ave Fire Station



10

YEARS IN INDUSTRY

### Education

University of Oregon,  
Bachelor of Architecture

**Aidan Katz** - Project Manager

Aidan brings valuable insight from his work on civic, emergency response, and fire station facilities. **He will lead team communication, manage scope, schedule, and budget, and serve as the project's main contact.**

### Select Experience

**Tillamook People's Utility District**  
Facilities Assessment and Master Plan

**Row River Valley Special Fire District**  
Master Plan Study and New Station Concept Design

**McMinnville Water & Light**  
Space Needs Study and Conceptual Site Plan

**City of Port Angeles**  
Light Utility Operations Center

**Jefferson Fire District**  
Jefferson Fire Station Seismic Retrofit

**Tualatin Valley Fire & Rescue**  
Station 35 Replacement  
Station 20 Replacement

**Cannon Beach Rural Fire Protection District**  
Arch Cape Station Seismic Retrofit and Expansion

**Western Lane Fire & EMS Authority**  
New Administration Building and Ambulance Bay Addition

**Jefferson Fire District**  
Jefferson Fire Station Seismic Retrofit

**Vernonia Rural Fire Protection District**  
Remodel & Seismic Retrofit

**Chemeketa Community College**  
Fire Station Seismic Retrofit

**Santiam Hospitals & Clinics**  
New EMS Facility



14

YEARS IN INDUSTRY

### Education

University of Rochester, Bachelors  
in Mechanical Engineering

### Licenses

Professional Engineer:  
Oregon #91852PE  
Washington #54209

**Daniel Touger, PE** - Principal, MEP Project Manager

Daniel has supported a wide range of MEP projects across public and private sectors. **He will evaluate existing systems to ensure efficiency, technical soundness, and alignment with long-term goals.**

### Select Experience

**Greater Albany Public Schools\***  
District-Wide Facility Assessment

**Crook County School District**  
District-Wide Facility Assessment

**La Grande School District**  
District-Wide Facility Assessment

**City of Vancouver**  
Historic Library Reuse Study

**University of Oregon**  
Concordia Campus Assessments

\*Completed with Soderstrom



11

YEARS IN INDUSTRY

### Education

University of Colorado at Denver,  
Bachelors in Civil Engineering

### Licenses

Registered Civil Engineer:  
Oregon #96050

**Blake Davis, PE, Associate** - Civil Engineer

Blake brings a practical approach to civil engineering challenges. **He will lead civil design efforts and will provide technical input on site infrastructure to ensure feasible, resilient solutions.**

### Select Experience

**Tillamook People's Utility District (PUD)\***  
Master Plan

**Vernonia Rural Fire Protection District\***  
Vernonia Fire Station Seismic Evaluation and  
Master Plan

**McMinnville Water & Light\***  
Space Needs Study and Conceptual Site Plan

**City of Reedsport**  
Public Works Department Master Plan

**Oregon Department of Forestry**  
Klamath-Lake District Master Plan  
Forest Grove Master Plan

**Phoenix-Talent School District**  
Colver Fields Master Plan

**Klamath Community College**  
Badger Village Student & Affordable Housing  
Concept Plan

**Warner Pacific University**  
Sport Field Concept Planning

**City of Klamath Falls**  
City Streets Building Addition Planning

**City of Grants Pass (Slayden/Carollo Design-Build)**  
Grants Pass Water Treatment Plant (in design)

\*Completed with Soderstrom

# Facility Condition & Assessment Approach

Our approach to the City of Dayton Facility Conditions Assessment and Facility Needs Analysis is grounded in collaboration, practicality, and fiscal responsibility. We will pair technical expertise with close coordination with City staff, leadership, and the community to deliver clear, actionable recommendations that support informed decision-making about Dayton's municipal facilities and long-term operational needs.

## Our approach will be guided by several key principles

- A multidisciplinary process that integrates facility condition assessments, operational needs analysis, and conceptual planning.
- Clear, concise, and consistent communication with City staff, leadership, and Council.
- Inclusive engagement that incorporates staff, elected officials, and community input where appropriate.
- Practical, phased strategies that balance service delivery, operational continuity, and fiscal responsibility.

### A. Project Kickoff Session

The project will begin with a kickoff meeting between the City of Dayton and the full consultant team. This session will establish a shared foundation for the work ahead.

#### Key Activities:

- Confirm project goals, objectives, and success criteria.
- Validate scope, work plan, and schedule.
- Review relevant background materials and studies.
- Set communication and reporting protocols.
- Confirm facilities and interim phasing assumptions.



Principal Dan Van Calcar on site during an assessment

#### Deliverables:

- Confirmed Work Plan and Project Schedule
- Project Goals and Success Criteria Summary

### B. Facilities Inventory & Existing Conditions Analyses

Our team will conduct site visits to the City Hall Annex and Palmer Creek Lodge Community Events Center to verify existing conditions and assess building systems, structure, envelope, interiors, and site infrastructure, with attention to useful life, efficiency, accessibility, life-safety, seismic considerations, and operational suitability. We will interview City staff to document functional and maintenance issues and present findings in a clear, consistent format to support facility comparison, phasing, and investment decisions.

#### For each building and site we produce an assessment summary with will include:

- Envelope Materials and Condition
- Building Systems Type, Size, and Condition
- Narrative and findings from building users interviews

#### Scope of work performed and assessment methodology

- Document Building systems and materials type, age, and expected service life
- Maintenance recommendations and replacement schedule
- Prioritized 5- and 10-year project lists with cost estimates
- Long-term (20–30 year) recapitalization needs
- Photographic documentation with asset names, locations, and geospatial data (if required)

#### Key Activities

- Conduct site visits and walkthrough surveys of the City Hall Annex and Community Center.
- Review available as-built information, maintenance records, and prior studies, including the 2022 seismic retrofit report for the Annex.
- Evaluate building systems, structure, envelope, and site infrastructure.
- Document current operational functionality, space utilization, and adjacencies.
- Identify major deficiencies, risks, and constraints that influence future use, renovation, or replacement.



Jackson County FD #3 - Scenic Ave Fire Station

**Deliverables**

- Facility Condition Assessment reports for each property.
- Facility condition matrix and prioritization chart.
- Electronic data deliverables for integration into City systems.
- Outline of needs, opportunities, and limitations for each property.

**C. Needs, Goals and Opportunities Analysis:**

Our approach to facility planning and identifying opportunities for renovation, expansion, or replacement begins with working sessions with City staff and leadership to define needs, goals, and operational priorities for each facility, and to explore options for how those facilities can support future service delivery. Options may include targeted repairs and maintenance, alterations or additions, consolidation of functions, or full relocation. Needs and planning-level cost considerations will be evaluated to support City decision-making.

As required, we will conduct community outreach meetings or activities to gather input that helps inform decisions made by City stakeholders.

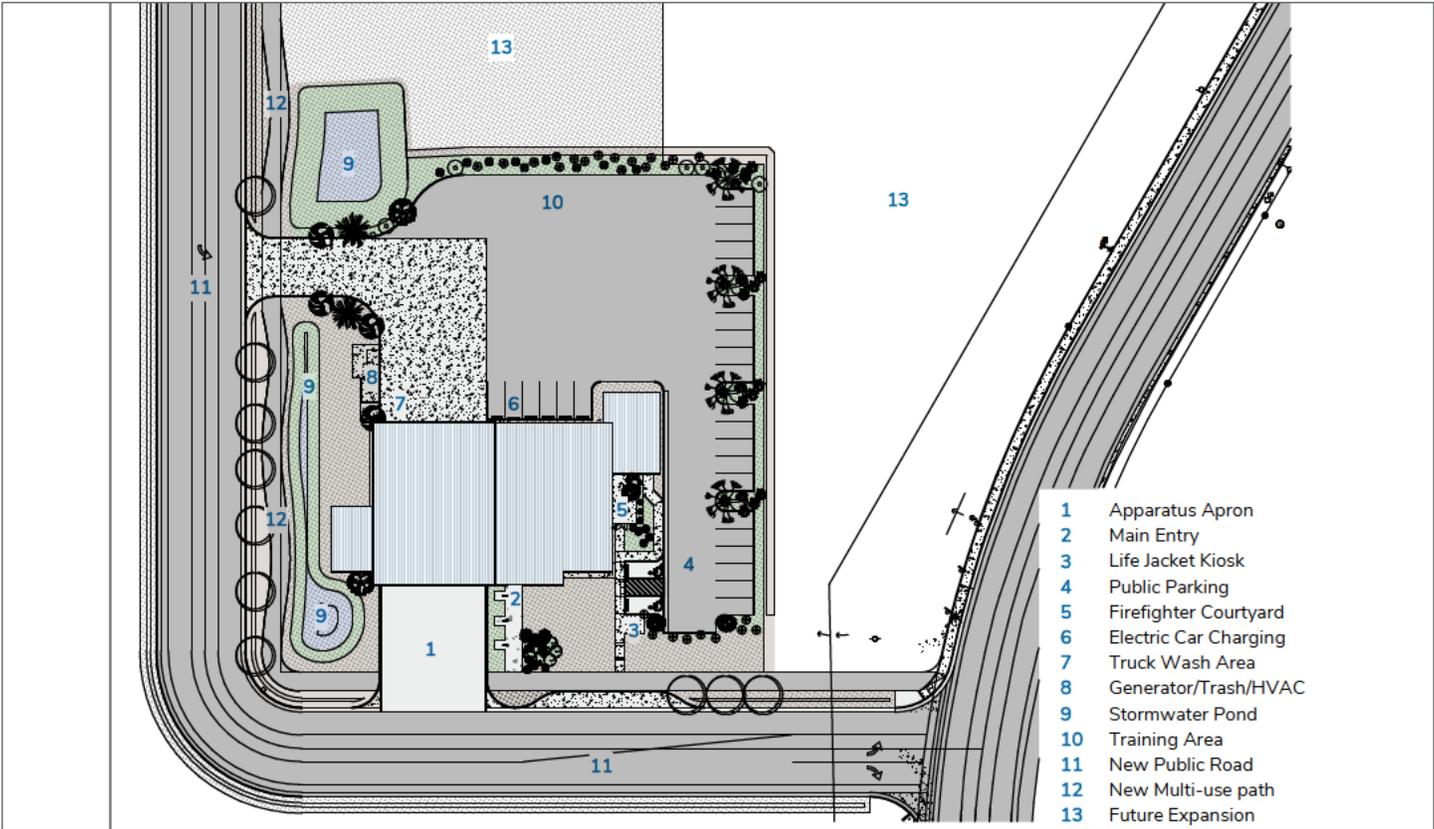
**Key Activities:**

- Interview staff and leadership to document workflows, needs, and priorities.
- Document space programs, functions, and facility use.
- Explore facility options to meet operational goals.
- Develop planning-level cost considerations for renovation or relocation.
- Evaluate operational and community impacts of each option.
- Prioritize options based on City goals and feasibility.
- Finalize recommended path forward.

**Deliverables:**

- Facility needs and space program summary.
- Conceptual test-fit plans and diagrams for each option.
- High-level comparison of facility options, including key trade-offs.
- Planning-level cost considerations supporting option evaluation and phased implementation.

Through this process, the City of Dayton will receive more than documentation of facility conditions and needs, it will gain a clear, decision-focused framework that outlines priorities, evaluates facility options, and identifies phased investment strategies that align municipal operations with community values and long-term fiscal responsibility.



Millersburg Fire Station Site Plan

**D. Community Engagement & Stakeholder Input**

Community and Council engagement will support transparent decision-making and ensure facility recommendations reflect operational needs, community values, and fiscal considerations. Engagement activities will be scaled to the scope and schedule outlined in the RFQ and coordinated closely with City staff.

**Key Activities:**

- Facilitate one (1) town hall–style public meeting or design charrette to gather community input on facility needs and options.
- Prepare clear, accessible presentation materials for City Council review.
- Participate in up to four (4) City Council meetings to present assessment findings, review facility options, and support selection of a preferred path forward.
- Document community and Council feedback to inform refinement of recommendations.

**Deliverables:**

- Public meeting and Council presentation materials.
- Summary of community and Council input.

**E. Phasing, Implementation & Operational Continuity**

We will develop phased implementation strategies that support uninterrupted municipal operations while the City evaluates and transitions toward long-term facility solutions. Phasing will account for current operational constraints, interim relocations, and the need to maintain safe, accessible public services throughout the process.

**Key Activities:**

- Evaluate short-term operational needs and interim use of City facilities.
- Develop high-level phasing concepts for renovations, relocations, or consolidation scenarios.
- Identify sequencing strategies that minimize disruption to staff, the public, and community programming.
- Outline next steps toward design procurement, permitting, and construction.

**Deliverables:**

- High-level phased implementation roadmap.
- Operational continuity considerations and recommendations.

# Fee Estimate

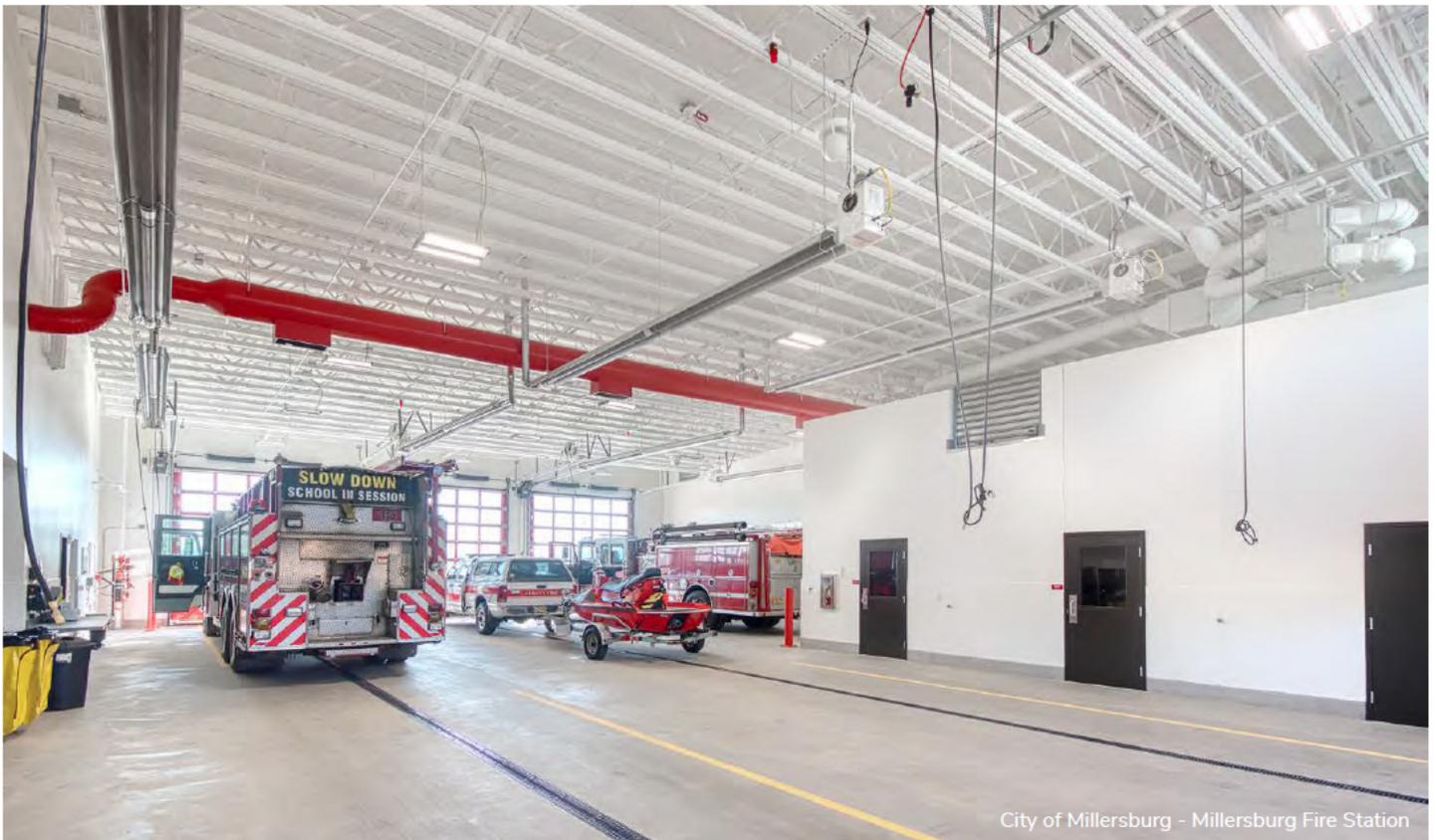
## Architectural Services

				Fee
Soderstrom Architects	Architecture	-	<b>Total</b>	<b>\$72,000</b>

## Consultants

				Fee
Laminar Flow	MEP	-	-	<b>\$4,000</b>
ZCS	Civil and Structural	-	-	<b>\$18,000</b>
<b>Total</b>				<b>\$22,000</b>

**Total Final Project Fee** **\$94,000**



City of Millersburg - Millersburg Fire Station

# Project Availability

## Current Workload and Availability

We have the capacity to begin immediately and will make the City of Dayton our top priority. This carefully selected team brings our strongest overall experience, with recent success delivering similar projects together. As a proven, cohesive group, we are well positioned to deliver exceptional results for you.



**Dan Van Calcar**  
Principal-in-Charge

**90%**

### Current Projects

- TVF&R Station 20
- Santiam Hospital & Clinics New Facility
- Arch Cape Station Seismic Retrofit

**10%**

### Commitment to City of Dayton

- 10% Overall

### Recent Completed

- TVF&R Station 35 (In-Construction)
- Medford Water Ops Center (In-Construction)



**Erica Jankowski**  
Project Architect /  
Project Lead

**50%**

### Current Projects

- TVF&R Station 20
- Santiam Hospital & Clinics New Facility
- Arch Cape Station Seismic Retrofit

**50%**

### Commitment to City of Dayton

- 50% Overall

### Recent Completed

- TVF&R Station 35 (In-Construction)
- Medford Water Ops Center (In-Construction)



**Aidan Katz**  
Project Manager

**80%**

### Current Projects

- TVF&R Station 20
- Santiam Hospital & Clinics New Facility
- Arch Cape Station Seismic Retrofit

**20%**

### Commitment to City of Dayton

- 20% Overall

### Recent Completed

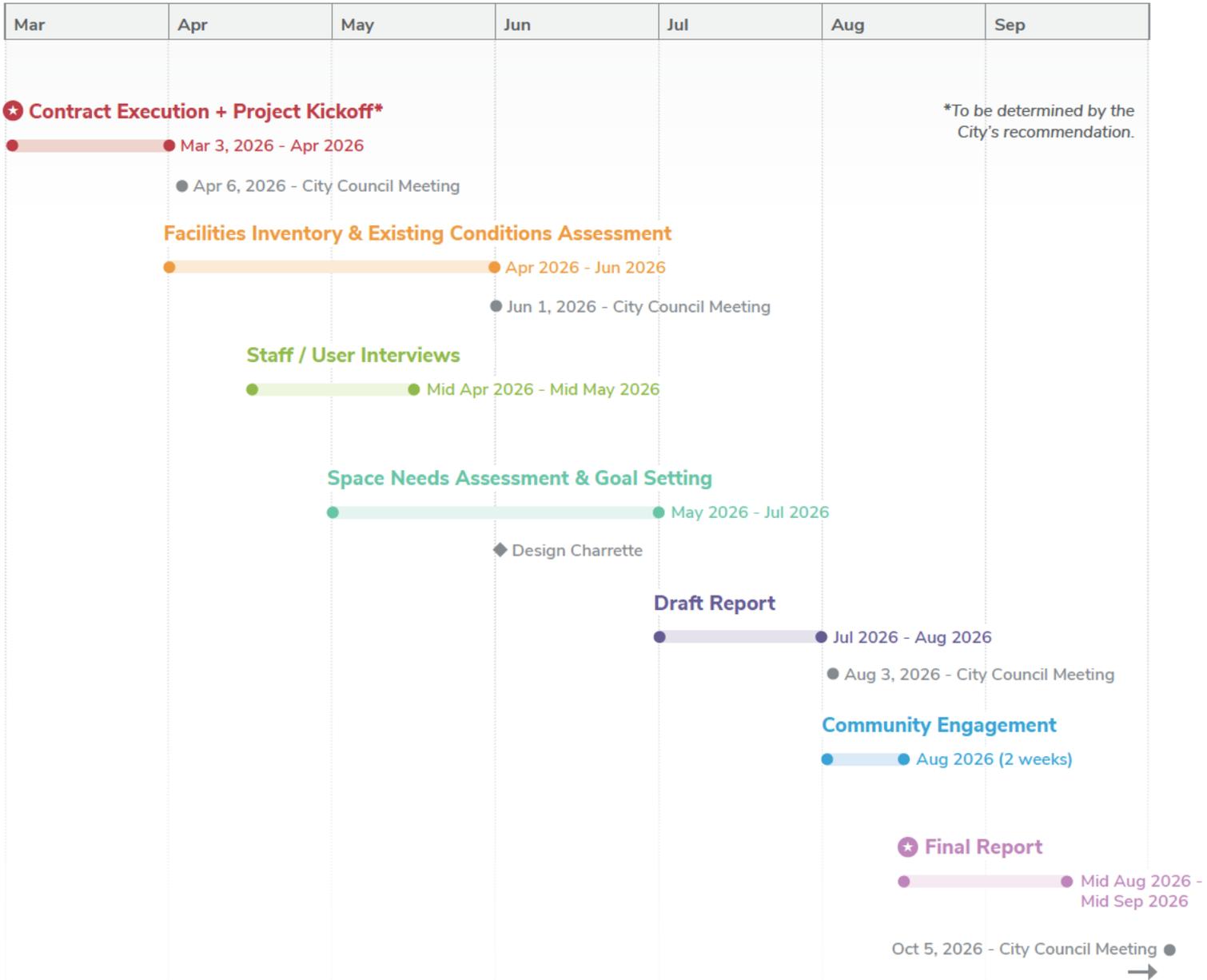
- TVF&R Station 35 (In-Construction)
- TPUD Master Plan & Facility Redesign



City of Phoenix Oregon - Phoenix Government & Public Safety Building

# Anticipated Project Schedule

2026



# Soderstrom Architects

1331 NW Lovejoy Street, Suite 775 | Portland, OR 97209 | [sdra.com](http://sdra.com)



# T&R CONSULTING PARTNERS INC.

IN COLLABORATION WITH

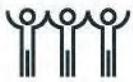


## PROPOSAL & REQUEST FOR QUOTES

*FACILITY CONDITIONS ASSESSMENT &  
FACILITY NEEDS ANALYSIS*

**CITY OF DAYTON, OREGON**

# CONTENTS



Collaborative



Honest +  
Transparent



Community-  
minded



Values Good  
Communication



Team is  
Ready to Go



Committed to Meeting  
Project Milestones

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## T&R CONSULTING PARTNERS

ESTABLISHED CONSULTING SERVICES  
SINCE 1976

Jeremy B. Caudle  
City Manager  
City of Dayton  
416 Ferry Street  
Dayton, OR 97114

Dear Mr. Caudle,

T&R Consulting Partners is pleased to submit this response to the City of Dayton's Request for Quotes for professional services to perform a Facility Conditions Assessment and Facility Needs Analysis for the City's municipal facilities. We understand that the City of Dayton is at a critical decision point. The existing City Hall has exceeded its useful life, and municipal services are currently operating under temporary and constrained conditions as a result of flooding and water incursion. The City is now faced with the need to make informed and fiscally responsible decisions that support both operational continuity and long term community needs. The decisions made at this time will shape how the City delivers services to its approximately 2,700 residents and how it positions itself for future growth for decades to come. Our team brings together specialized expertise in owner representation, architectural planning, structural engineering, mechanical electrical and plumbing engineering, forensic building evaluation, and construction delivery to support the City through this critical due diligence and early planning phase.

We have assembled a comprehensive team of Oregon based professionals with extensive experience in facility assessment and planning, including the following:

- **T&R Consulting Partners** provides owner representation and overall project coordination
- **LEEKA Architecture and Planning** leads space programming and conceptual design development
- **VLMK Structural Engineers** provides structural assessment and seismic evaluation expertise
- **Bradford Consulting Engineers** conducts mechanical electrical and plumbing systems evaluation
- **Forensic Building Consultant** performs detailed building envelope and moisture assessment
- **NWR Construction** provides constructability review and cost estimating

We recognize that this effort is not simply about evaluating buildings. It is about understanding how municipal operations must function, how community needs can best be served, and how limited public resources can be invested responsibly and effectively. Our approach is collaborative, data driven, and grounded in practical implementation. We will work closely with City staff and leadership to assess existing conditions, define functional requirements, develop viable alternatives, and present recommendations that are technically sound, operationally feasible, and financially realistic. We also understand the unique challenges facing small municipalities, including constrained budgets, limited staff capacity, the need to maintain public services during transitions, and the importance of community trust and engagement. We view this engagement not as a single report delivery, but as a decision support process that equips City leadership, staff, and the community with actionable information, defensible options, and a clear path forward. Our team's combined expertise in structural engineering, building systems, building envelope assessment, architecture, and construction provides the City with comprehensive technical coverage to fully evaluate facility options and support well informed decision making. We are prepared to begin work immediately upon notice to proceed and are confident that our collaborative approach and commitment to public sector excellence make us the right partner for the City of Dayton.

Respectfully submitted,

Tom Sandhwar  
Managing Partner

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# 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



## ORGANIZATIONAL CHART

2



## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.1 T&R Consulting Partners – Owner Representative/Cost Consultant/Prime Consultant

T&R Consulting Partners is an Oregon-based owner's representative and construction consulting firm specializing in public facilities, capital planning, and pre-design due diligence. Our mission is to help public agencies make informed decisions before committing to significant design and construction expenditures. We serve as trusted advisors who bridge the gap between municipal leadership, technical consultants, and construction realities.

#### Core Services

- Facility condition assessments and comprehensive building evaluations
- Space programming and operational needs analysis
- Capital planning, phasing strategies, and implementation roadmaps
- Cost modeling, budget development, and financial risk evaluation
- Stakeholder facilitation, council presentations, and public engagement support
- Procurement guidance and implementation support for design and construction services

3

#### Why Our Approach Matters for Dayton

We routinely serve as the owner's advocate throughout the facility planning process, ensuring alignment across policy goals, operational requirements, and physical infrastructure. We understand the unique constraints faced by small cities—limited budgets, the need to maintain service continuity during construction, and the importance of making every public dollar count. Our role is to ensure that the City receives objective, independent analysis that prioritizes the City's best interests and positions decision-makers to act with confidence.

#### Relevant Experience

Our team has extensive experience working with Oregon municipalities on facility assessments, space needs studies, and capital planning projects. We have guided cities through complex decisions involving historic buildings, seismic upgrades, adaptive reuse, and consolidation of municipal operations. Our experience includes working with communities of similar size to Dayton, where fiscal prudence, operational continuity, and community trust are paramount.

- Facilities Master Plan- Clark Community College
- Advance Manufacturing Center- Ridgefield, WA
- FMB Project- PSU, OHSU, PCC & City of Portland

## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.2 LEEKA Architecture and Planning- *Lead Architectural Designer*

Leeka Architecture and Planning brings deep expertise in municipal facilities, civic spaces, and community-focused design. They emphasize functional programming, operational adjacencies, and accessibility. Their practice thoughtfully integrates public-facing services with efficient staff operations. Their work relies on careful documentation of existing conditions to ensure accurate, defensible planning decisions that match real-world constraints.

#### Role in This Project

- Creation of accurate as-built drawings of existing facilities based on field verification, selective measurements, photographic documentation, and review of record drawings. These as-built documents establish a reliable baseline of current conditions. They capture spatial layouts, primary architectural elements, circulation, and major building components.
- Space programming and functional adjacency analysis, working directly with City staff to understand workflows, service models, and operational needs. This aligns future planning with verified existing conditions.
- Development of conceptual planning and test fit floor plans to illustrate how spaces can support municipal functions. These plans are informed by existing conditions and operational requirements.
- Creation of conceptual massing studies and exterior character illustrations. These help visualize the building's scale and form, and their relationship to the surrounding context.
- Evaluate code and accessibility at the planning level. Consider egress, accessible routes, and general life safety constraints. Use this analysis to inform realistic planning alternatives.
- Explore integrating municipal administration with community uses at the Community Center. Maintain security, separation, and public access control.

#### Experience with Municipal and Community Facilities

Leeka Architecture and Planning has completed many municipal facilities projects. These include city halls, police stations, fire stations, and community centers. Their work emphasizes operational efficiency, accessibility, community identity, and long-term adaptability.

Their approach to as-built documentation is especially valuable for older municipal facilities with incomplete or inaccurate original drawings. By producing reliable as-built drawings early, Leeka Architecture and Planning enables the project team and City leadership to evaluate facility options with confidence. This process reduces unknown conditions and helps avoid costly redesign or scope adjustments in later phases.

They understand that municipal buildings are more than facilities. These are civic assets that reflect community values, support essential public services, and remain flexible for future needs. Their disciplined, documentation-driven approach ensures planning recommendations are based on verified conditions and are both technically credible and practical.

## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.3 VLMK- Structural Designer

VLMK Structural Engineers is a leading structural engineering firm with extensive experience in existing building assessment, seismic evaluation and retrofit design, and structural analysis for adaptive reuse and renovation projects. Their expertise is particularly relevant to the City's need to understand the structural implications of proposed facility options and seismic upgrade requirements.

#### Structural Scope of Work

- Provide a design site visit to review the City Hall, City Hall Annex, and Community Events Center buildings.
- Review structural ramifications associated with the change of occupancy of the City Hall Annex and Community Events Center buildings with transferred departments from City Hall.
- Review the previous Seismic Retrofit of Dayton City Hall Annex study (2022) for project context and validation of findings.
- Provide a broad structural condition assessment of the City Hall Annex and Community Events Center buildings, including evaluation of foundations, framing systems, and lateral force resisting systems.
- Meeting with the team to discuss program options and structural implications of each conceptual approach
- Provide rough order of magnitude structural costs associated with various program options, including seismic upgrade requirements, code-required improvements, and structural modifications to accommodate new uses.
- Meeting with team in advance of design charrette (no VLMK in-person attendance at design charrette is anticipated)
- Meeting with team in advance of four (4) City Council meetings (no VLMK in-person attendance at Council meetings is anticipated)
- Provide a formal report section documenting structural findings, seismic considerations, and structural cost estimates for inclusion in the comprehensive final report.

#### Expertise in Seismic Assessment and Municipal Buildings

VLMK has extensive experience evaluating existing municipal buildings for seismic deficiencies and developing cost-effective retrofit strategies. Their work regularly involves analyzing the structural implications of changes in occupancy, assessing aging building systems, and determining the feasibility and cost of bringing buildings into compliance with current code requirements. This expertise is critical for the City of Dayton, where understanding seismic upgrade requirements and structural limitations will directly inform the feasibility and relative cost of various facility options. VLMK's review of the 2022 Seismic Retrofit study will ensure the City has accurate, up-to-date information on required structural improvements and their associated costs.

## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.4 Bradford Consulting Engineers- *MEP Consultant*

Bradford Consulting Engineers is an Oregon-based firm providing mechanical, electrical, and plumbing (MEP) design and engineering services. Formed in 1999, Bradford provides a full range of MEP capabilities based on the expertise of its talented engineering staff. These diverse capabilities in engineering and project experience enable Bradford to offer comprehensive MEP design coordination and management, encompassing facility assessment, MEP planning, and construction support. Bradford engineers and technical staff meet the needs of public and private entities of all sizes, both within Oregon and throughout the country.

#### **Role in This Project**

- Review the existing mechanical, electrical, and plumbing facilities at the City Hall Annex and Community Events Center to understand current system configurations.
- Assess the current size, age, condition, capacity, and remaining useful life of each MEP system on site, including HVAC equipment, electrical service and distribution, plumbing systems, and fire protection systems.
- Determine whether existing MEP systems can support new municipal functions within the existing buildings, or whether system upgrades, replacements, or expansions are required.
- Evaluate the differences in MEP systems that may be required to accommodate new functions within the existing buildings, including heating and cooling loads, electrical service capacity, lighting requirements, plumbing fixture counts, fire protection systems, and technology infrastructure.
- Identify code compliance issues, energy-efficiency opportunities, and deferred maintenance needs for MEP systems.
- Assist in determining rough order of magnitude costs for MEP systems required to support each conceptual facility option, including system replacements, upgrades, and new installations.

#### **Expertise in Public Facility Assessment**

Many Bradford team members have 20-30+ years of specialized design experience. Each team member has completed numerous projects for government agencies, both federal and local, private corporations, and public agencies. These projects include evaluations, planning, design, and construction administration. Through Bradford's years of experience, the firm has become well acquainted with various design approaches and understands that each client has unique preferences and each project requires a design approach tailored to its specific needs. Bradford's experience with existing building MEP assessment is particularly valuable for understanding the true scope and cost of bringing aging systems into compliance and supporting new operational requirements, critical considerations for the City as it evaluates renovation versus new construction options.

## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.5 Forensic Building Consultant- *Building Analysis/Surveying*

The Forensic Building Consultant provides specialized expertise in existing building evaluation, focusing on identifying conditions that may not be immediately visible but have significant implications for cost, safety, and longevity. This includes building envelope performance, moisture intrusion pathways, concealed deficiencies, and code compliance considerations.

#### Role in This Project

- Detailed forensic assessment of building envelope systems at the Annex and Community Center, including roofing, exterior walls, windows, doors, and waterproofing
- Investigation of moisture intrusion issues, water damage pathways, and building envelope failures, particularly given the documented flooding at the existing City Hall
- Evaluation of interior finishes, life safety systems, and accessibility compliance
- Assessment of concealed or high-risk conditions that could affect renovation feasibility or costs
- Identification of deferred maintenance and remaining useful life for major building components

#### Expertise in Public Facility Assessment

The Forensic Building Consultant has performed hundreds of building assessments for public agencies, including evaluations of aging municipal facilities facing decisions about renovation versus replacement. Their investigations are thorough, objective, and focused on identifying the true scope and cost of bringing buildings into compliance and ensuring long-term performance. This expertise is critical for the City of Dayton, where understanding the full extent of existing conditions will directly inform the feasibility and cost of various facility options.

#### INSTITUTIONAL & GOVERNMENT:

- Oregon Health & Science University (OHSU)
- Adventist Hospital
- Providence Hospital
- Avamere Health Services
- US Government: Port of Entry Seattle, WA
- Oregon State University
- University of Oregon
- Portland State University
- Center for Innovative School Facilities
- City of Portland
- North Shore PUD-Seattle WA
- Washington State University
- Gresham Barlow School District
- Beaverton School District
- City of Beaverton
- Tigard Tualatin School District
- Salem Keizer School District
- Tualatin Valley Fire Department (TVFD)
- Portland Police
- Al Kader Shriners
- Bethlehem Lutheran Church
- Church of Jesus Christ of Latter-Day Saints (LDS Church)
- Catholic Charities
- BAPS Temple
- Box Elder School District
- Weber State University

## 2. TEAM ORGANIZATION, QUALIFICATIONS & RELEVANT EXPERIENCE



### 2.6 NWR Construction- *Construction Firm/Design Build Consultant/Cost Estimator*

NWR Construction provides construction expertise, cost estimating, constructability analysis, and phasing strategy support. Their involvement ensures that all recommendations are grounded in realistic budgets, achievable schedules, and practical implementation approaches.

#### Role in This Project

- Constructability reviews of conceptual facility options to identify potential challenges, risks, and cost drivers
- Development of phased implementation and operational continuity plans that minimize disruption to City services and maintain public access throughout construction
- Preparation of detailed, realistic cost estimates for each conceptual option, including contingencies, escalation, and phasing considerations
- Risk identification related to construction sequencing, temporary facilities, site access, and coordination with ongoing operations

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#### Public Sector Construction Experience

NWR Construction has extensive experience delivering public projects in Oregon, including renovations of occupied buildings, phased construction to maintain operations, and complex projects requiring coordination with multiple stakeholders. They understand the realities of public procurement, prevailing wage requirements, budget constraints, and the operational challenges of constructing facilities that must remain in service. This practical perspective is invaluable in ensuring that the City receives recommendations that are not only technically sound but also realistically achievable.

- Portland State University
- Clark College
- GSA
- Multnomah County
- City of Portland
- City of Port Orford
- City of Milwaukee



# TOM SANDHWAR

## PARTNER/PROJECT MANAGER

### YEARS OF EXPERIENCE

- 10 years as Large Scale Commercial Project Manager
- 3 years as Urban Planner/Designer
- 5 years as Architectural Designer

### EDUCATION, LICENSES & CERTIFICATION

- BS - Architecture/ Urban Planning & Geography, Portland State University
- Architect In Training (Pending Licensure)
- AIA
- American Planning Association
- LEED GA
- FEMA
- PMP
- OSHA 30
- NCARB
- DBIA

### ROLES & RESPONSIBILITY

- Daily Management of the project
- Liaison between the Owner, Design team and General Contractor
- Coordinate TR Group team
- Lead feasibility planning, scheduling and constructability reviews
- Leads phase planning & reviews
- Responsible for project cost coordination & reviews
- Ensure client satisfaction

### LANGUAGES

- English and Limited proficiency in Spanish

### PROFILE

Results-driven Project Manager with ten years of experience in public works, specializing in Building Information Modeling (BIM), 3D modeling, and constructability reviews. He leverage advanced technology to enhance project planning and execution, ensuring accurate visualization and efficient resource management. Committed to delivering projects on time and within budget, Tom excel in leading diverse teams and fostering collaboration to create lasting infrastructure that benefits communities.

### RELEVANT PROJECT EXPERIENCE

- **Clark College Advance Manufacturing Center at Boschma Farms:**  
Project Delivery Method: Progressive Design Build | \$63 M  
Owner Representative & Project Manager for the 10 acre development of Clark College new satellite campus in Ridgefield, WA. Additionally overseeing the construction of the Advanced Manufacturing Center (AMC), a critical facility within the project. This building is being delivered through a \$63 million progressive design-build contract, a modern project delivery method that emphasizes collaboration between the owner, designers, and builders from the earliest stages of development.
- **Clark College Major Infrastructure Upgrades Projects**  
Project Delivery Method: Design Bid Build | \$10 M  
Project Manager responsible for overseeing the planning, execution, and completion of \$10 million critical upgrades across the campus. These projects encompass central plant loop upgrades, HVAC system enhancements, electrical system modernization, and addressing campus-wide accessibility issues.
- **Clark College Facilities Master Plan:**  
Oversee and manage the development of facilities master plan thru strategic planning process to guide the future growth and development of the college's physical infrastructure. role involves coordinating across various departments, ensuring input from critical stakeholders, and synthesizing long-term institutional goals into actionable plans for campus facilities.
- **Science Research and Teaching Center & Science Building 1 Renovation/Expansion; Portland State University** Project Delivery Method: CMGC | \$82 M  
Oversee and co-managed the renovation/remodel aspects of lab spaces as the part of the state funded bond project. Oversee and co-managed the design & pre-construction aspects of the \$82 million Science Center Renovation Project.
- **Fourth & Montgomery Project/ Vanport Building;** Project Delivery Method: CMGC | \$100 M  
Worked on joint venture project as Project Coordinator, The Vanport Building (VB) is a seven-story condominium partnership between Portland State University, the City of Portland, Portland Community College, and Oregon Health & Science University with retail tenants on the ground floor.
- **Hollywood Transit Center Active Transportation Design Strategy**  
In partnership with Trimet, PSU & Alta, Tom managed the design/planning teams in creating a masterplan for HWTC.
- **Diversity in Design; Non-Profit**  
Assisted the teams in developing, designing and branding marketing collaterals in partnership with Portland Design Week & AEC firms across Portland.



# YASSIR BAZA

## SENIOR PROJECT MANAGER

### YEARS OF EXPERIENCE

- 15 years as Project Manager for Large Scale Construction Projects
- 3 years as an Architectural Designer

### EDUCATION, LICENSES & CERTIFICATION

- AA - Engineering, North Seattle College
- BS - Architecture, Portland State University
- Universal Design Certificate, University of Buffalo
- Earthquake mitigation in schools, FEMA
- LEED AP BD+C (Candidate)
- LEED GA
- Architect In Training (Pending Licensure)
- PMP
- ACM Class III Worker, Silica & Lead

### ROLES & RESPONSIBILITY

- Oversee preconstruction & construction budget
- Establish construction project controls, functions & personnel
- Participate in construction feasibility and drawing/specification coordination review
- Ensure client satisfaction

### LANGUAGES

- English, French, Arabic & elementary proficiency in Spanish

### PROFILE

Seasoned Senior Project Manager with over ten years of experience in design, construction, and CMGC projects. Yassir excel at navigating complex challenges and delivering innovative solutions that drive project success. With a strong commitment to quality and stakeholder collaboration, Yassir ensure projects are completed on time and within budget while exceeding client expectations. Let's build the future together!

### RELEVANT PROJECT EXPERIENCE

- **Vernier Science Center, Portland State University** Project Delivery Method: CMGC | \$83 M

As Project Manager, Yassir managed the design & Construction of Vernier Science Center (formerly known as Science Building 1) which has undergone a significant remodel and expansion to create a cutting-edge STEM (science, technology, engineering, and mathematics) learning and research facility at Portland State University

- **Vanport Building, Portland State University** Project Delivery Method: CMGC | \$100 M

As an Assistant Project Manager, Yassir skillfully managed CMGC (Construction Manager/General Contractor) contracts and project scopes within the framework of ID (Integrated Project Delivery), ensuring timely and successful project delivery. Collaborated closely with a diverse range of stakeholders to align project objectives with budget and schedule constraints, consistently achieving target values and project goals. Conducted frequent change order negotiations with contractors and trade partners, demonstrating strong negotiation skills and expertise in contract management. Provided crucial support to project teams in the commissioning process required for LEED, ensuring projects adhered to sustainability standards and meeting project target values.

- **Schnitzer Art+Design; PSU School of Arts** Project Delivery Method: CMGC | \$100 M

As a Project Manager, Yassir Evaluated and score project proposals, providing that crucial input on awards and management processes aligns with owner project requirements (OR) objectives, contributing to informed decision-making. Simultaneously he provided constructability review for the design set, ensuring that the PSU technical design standards are incorporated along with local requirements.

- **Medium Projects; Capital Projects & Construction** Project Delivery Method: CMGC, DB & DBB

Proficiently managed multiple projects concurrently, overseeing all project phases from conception to successful completion managing both CMGCs and in-house crews with superior quality assurance. Conducted comprehensive reviews of design documents, pre-task plans, safety logistics, and field modifications to ensure and uphold the highest quality standards throughout project execution. Successfully procured services and goods for the University through effective collaboration with Contracts & Procurement Services, optimizing resource allocation.

## Neil Lee

Principal Architect  
AIA, CSI, CDT



**Education:**

B Arch. 1985 | University of Oregon

**Years in Profession:**

- Total Years: 40 continuous

At current firm since 1999,  
Acquired firm in 2005

**Registrations:**

Oregon | ARI-3474  
Washington | 5824  
California | C 28819  
Idaho | AR-984688  
Colorado | AR-984688  
Nevada | 8661  
Arizona | 47150

**Professional Affiliations:**

- American Institute of Architects (AIA)
- Construction Specification Institute (CSI)
- National Council of Architectural Registration Boards (NCARB)

**Certifications:**

- Construction Document Technologist (CDT) certified by the CSI

**Community service:**

- Director, Portland Police Bureau, Asian and Pacific Islander Advisory Council

## LEEKA

ARCHITECTURE & PLANNING

LEEKA Architecture & Planning is a full-service architecture and engineering design firm with over five decades of continuous operation, serving clients across Oregon, Washington, California, Idaho, Colorado, Nevada and Arizona. The firm has been in continuous operation since 1970. The firm was acquired in 2005 under the ownership of Mr. Lee. The firm specializes in commercial, public sector, educational, and healthcare projects, delivering responsive, client-focused solutions that balance design excellence with functional performance.

As a certified Minority Business Enterprise (MBE) and Disadvantaged Business Enterprise (DBE) in Oregon and Washington, LEEKA Architecture brings a proven commitment to diversity, equity, and inclusion in both its practice and project delivery. The firm was recognized by the Portland Business Journal with the 2019 Building Diversity and Education Award.

Neil Lee, AIA, Principal and Project Manager, provides overall leadership and coordination for this design and consulting team. With extensive experience managing complex public and private developments, Neil is known for his collaborative approach, technical accuracy, and commitment to meeting client goals within budget and schedule.

### Relevant Projects

#### Portland Parks and Recreation:

Provided services to survey 5 recreational community centers throughout SE and SW Portland. Provided a comprehensive document identifying each building's strengths and deficiencies, organized the deficiencies by priority and assigned magnitude of order estimates to remedy the deficiency.

#### Multnomah County Offices Renovation:

Gut and remodel of an existing 8,000 s.f. building pad at the Glisan Street Station Commercial Center to accommodate various facility offices for Multnomah County.

#### City of Portland Bureau of Building Services:

Renovation of the third floor of the 1900 building which houses the city of Portland's building department and associated service departments. The third-floor renovation involved bringing together 5 separate departments that were previously in separate locations.



# RONALD DOWNEY

## PRESIDENT / PROJECT EXECUTIVE



### YEARS OF EXPERIENCE

- 40 years as a Licensed General Contractor/Design Builder
- 20 years as a commercial construction Project Manager
- 15 years as a Commercial Developer

### EDUCATION, LICENSES & CERTIFICATION

- BS - Business Administration, Portland State University
- Licensed General Contractor
- OAME Oregon Association of Minority Entrepreneurs
- Rotary International
- OSHA 30
- Lead Certified

### ROLES & RESPONSIBILITY

- Liaison between the Owner, Design team and Sub-Contractor
- Oversee implementation of program, values and goals during the project
- Oversee preconstruction & construction budget in accordance with the GMP
- Responsible for project cost coordination & reviews
- Ensure client satisfaction

### LANGUAGES

- English and Spanish

### PROFILE

Dynamic CEO and Project Executive with over 40 years of exceptional experience in the design and construction industry, including a robust background as a licensed general contractor. Renowned for visionary leadership and strategic execution, Ron have successfully delivered complex projects while driving innovation and efficiency. His extensive expertise in construction management, stakeholder engagement, and operational excellence has consistently exceeded client expectations and achieved sustainable growth. Passionate about fostering collaborative teams and leveraging cutting-edge technologies, I am dedicated to transforming challenges into opportunities for success in an ever-evolving landscape.

### RELEVANT PROJECT EXPERIENCE

#### • Oregon Zoo:

Numerous projects to include but not limited to construction of Entertainment Stage, TI of Main Cafeteria, Resurfacing of the Board Walk, TI Otter Exhibition, TI Africa Cafeteria, TI Animal Commissary and freezer, multiple stamped concrete and shotcrete projects.

#### • Portland State University:

Numerous projects to include, TI to 4th floor Library, Vanport Building, 4th Ave Building, Monument Installation, Art Installation, Fixture installation, Content manipulation, Structural Repair, Concrete Repair, Metal Fabrication.

#### • City of Lake Oswego:

TI to Power Room and Installed 45kW back up generator for Lake Oswego Library

#### • Oregon Metro:

TI to main and 2nd floors of Oregon Metro office building, Wild Life Escape Ramps.

#### • Veteran's Memorial Coliseum:

Rebuild Entry Awning To Main Entrance, work include replacement of 60' glulam beams and roof replacement, recoating of non skid surfaces to parking structures.

#### • Multnomah County:

Remodel work at Donald Long Juvenile Detention Center.

#### • General Services Administration:

TI to basement of Federal Building in downtown Portland.



## Jerry Wyatt

Building Science Consultant, Project Manager

### Profile

Over 20 years' experience in development, building waterproofing and construction industry. Jerry's experience includes more than 1,000 residential, commercial, Affordable Housing, condo and mixed-use projects and developments. Skilled in building science principles, energy efficiency solutions, and materials consulting, with a solid track record in enhancing sustainability, improving cost returns, and reducing scope enhancements. Proficient in client communication, cross-disciplinary collaboration, and delivering results on high-performance buildings across diverse industries.

### Focus Areas

- Building Enclosure
- Rehabs on Occupied Spaces
- Construction Defect Remediation
- Construction Estimating
- Capital Needs Assessments
- Construction Administration
- Constructability Issues
- Materials Science
- Site Observations
- Land Use Applications
- Project Management
- Thermal Imaging
- WUFI Hygrothermal Wall Simulation Analysis and Diagnostics

### Education

University of Arizona, Bachelor of Science  
 Willamette University, Certificate Public Administration

### Project Experience

#### Home Forward 2015-Present

**Portland, OR**

Design and Construction Administration for Tillicum North, Tillicum South, Hunters Way, Harold's Lee Village, Alderwood, Powelhurst, Floresta Apartments, Kelly Place, Schiller Way, and Sequoia Square Apartments. Projects include Design Documents and Construction Document Production for complete re-clads, including removal and replacement of existing lap cladding, shingle roofing, window, entry doors, and accessory buildings. Coordination of tree protection, playground installation and landscaping improvements.

#### Hacienda CDC 2022 Projects

Miraflores Apartments (32 Residences) and Plaza Los Robles (24 Residences)

These projects occurred concurrently and included a complete rehabilitation of all siding, roofing, and fenestrations. Work also included installation and integration of new ductless Mini-Split systems and new pedestrian traffic coatings to existing elevated deck and walkway surfaces.

#### Franciscan Homeowners Association

**Portland, OR**

Rehabilitation project to address moisture intrusion issues related to the project's decks. Building enclosure design review, construction administration and inspections

#### Park Place Homeowners Association

**Portland, OR**

Rehabilitation project to address moisture intrusion issues related to the project's decks, roofs and patio's. Building enclosure design review, construction administration and inspections. Project included complete building enclosure design package, construction consulting and inspections.

#### Larson Commons - DevNW

**Corvallis, OR**

Rehabilitation project to address moisture intrusion issues and poor construction. Building enclosure design, construction administration and inspections. Project included complete building enclosure design package, construction consulting and inspections.

**Kevin Kaplan, PE, SE**  
*Senior Principal*



Kevin is Vice President and Senior Principal at VLMK Engineering + Design with nearly 30 years of experience. His primary responsibilities include structural engineering project management and construction administration of retail, commercial, industrial, residential, and religious building projects as a consultant to architectural clients.

Kevin has an extensive background in structural engineering of multi-story, structural steel, concrete tilt-wall structures, wood and masonry structures. Additionally, Kevin has an established background as a construction defects expert witness assisting on several mediations, arbitrations, and jury trial cases, both as defendant and plaintiff expert. With an office staff that includes nearly 20 licensed civil and structural engineers, Kevin can draw on the experience of his colleagues for his projects.

Kevin provided Principal-in-Charge, Engineer of Record, Project Management, and/or Structural Engineering services on the following significant projects and market sectors:

**SHOPPING CENTERS**

- Cascade Station, Portland, OR
- Valley Mall Renovation, Union Gap, WA
- The Pointe at Bridgeport, Tualatin, OR
- Nyberg Woods, Tualatin, OR
- Gresham Station, Gresham, OR
- Cascade Village, Bend, OR
- Tanger Outlets, Lincoln City, OR
- Carson Valley Plaza, Carson City, NV
- The Commons at Federal Way, Federal Way, WA

**RETAIL PROJECTS**

- Best Buy, (10) locations across CA, ID, NV, OR
- Buy Buy Baby, (6) locations across CA, NV, WA
- Carter's Osh-Kosh, (27) various locations
- Cost Plus World Market, (5) locations in CA
- dd's Discount Stores, (86) various locations
- Fry's Electronics, (13) locations across CA, CO, TX, GA, AZ, NV
- Fred Meyer Shopping Centers, (12) locations across OR, WA, ID
- LA Fitness, (56) locations across CA, TX, OR, WA
- Orchard Supply Hardware, (25) locations across OR, CA
- Ross Dress for Less, (100) various locations

**GROCERY STORES**

- Grocery Outlet- 90 locations across CA, OR, WA

**EDUCATION**

University of Washington,  
BS Civil Engineering,  
1990

**REGISTRATIONS**

- Arizona PE
- Colorado PE
- Florida PE
- Georgia PE
- Idaho PE
- Kansas PE
- Kentucky PE
- Louisiana PE
- Maryland PE
- Minnesota PE
- New Jersey PE
- New York PE
- North Carolina PE
- Oklahoma PE
- Oregon PE, SE
- Pennsylvania PE
- Texas PE
- Utah PE
- Virginia PE
- Washington PE
- Wisconsin PE
- Wyoming PE

**ORGANIZATIONS**

- State of Oregon Post Earthquake Evaluation Inspector
- Structural Engineers Association of Oregon (SEAO)

Mr. Beatty has over 35 years of design consulting, project management experience and extensive facility upgrades, Cleanroom design, FAB and lab equipment installation metering, and monitoring experience as well as construction administration (CA). Mr. Beatty holds a Bachelor of Science in Electrical Engineering. He is a Licensed Professional Engineer in multiple states. He has been involved in all aspects of design, as both a Professional Engineer and Project Manager for major facilities projects throughout the Northwest.

Projects include detailed construction and fabrication drawings, construction specifications; project cost analysis, project/ drawing quality control, responding to project RFI's, construction field support, and project management. He has specialized knowledge in 15kV infrastructure design, power distribution systems up to 69kV, 15kV, 480/277V and 208/120V power systems, critical power distribution systems (UPS & emergency generators), new facilities design, cleanroom design both electrical and process systems and retrofit upgrades to increase the electrical capacities of distribution equipment within major facilities campuses, material handling, lab and FAB equipment space planning and tool installs for cleanrooms, and electrical power studies including arc flash studies.

Mr. Beatty has excellent project management experience and has worked with major clients like Meta (Facebook), Tokyo Electron, LAM Semiconductor, Qorvo Semiconductor, Boeing, Bonneville Power Administration (BPA), Intel (multiple states), Portland VA, Maxim, Nike, USDA, Portland General Electric (PGE), Portland Public School District, Oregon State Hospital, Qorvo, and many other Northwest corporations. He managed the engineering for both larger and small housing projects in the Portland Metro area, **engineer of record for Home Forward** housing projects within the Portland area. Mr. Beatty and his consulting firm bring a wealth of engineering talent, large project knowledge and experience.

#### **PROFESSIONAL EXPERIENCE:**

- **Home Forward, St. Frances, Portland, OR** provide engineering design support for a series of electrical upgrades whole building to improve overall functionality and safety of the existing systems.
- **Home Forward, Peter Paulson, Portland, OR** provided engineering design to power new rooftop HVAC systems for the elevator machine room.
- **Home Forward, Floresta Apartments, Portland, OR** Engineer of record for the electrical upgrade and restoration of the apartment building due to storm damage. Key task include replacing old components, upgrading the lighting system, and ensuring all electrical systems were up to current electrical code standards
- **(Confidential Client) in Hillsboro, OR,** provided design engineering support for various project on the campus 15kV power distribution, Data Center Upgrade, cleanroom design, design hundreds of cleanroom equipment installation and years of CA support. **Project cost range from \$10-\$30M this is an ongoing design support for this client, long term contract from 2000 to current.**



#### **EDUCATION:**

Bachelor of Science in Electrical Engineering, Oregon Institute of Technology, Klamath Falls, OR, 1986

#### **REGISTRATION/CERTIFICATION:**

Registered Professional Engineer: Arizona, California, Colorado, Connecticut, Georgia, Hawaii, Maryland, Montana, Oregon, Utah, Virginia, Washington, Washington DC,

#### **PROFESSIONAL AFFILIATIONS:**

- Data Center Energy Practitioner (DCEP)
- Member – NSPE – National Society of Professional Engineers
- Member – NFPA – National Fire Protection Agency
- Member – IAEE – International Association of Electrical Inspectors

Mr. Saad has 20 years of experience specializing in mechanical design engineering. His areas of expertise include large scale commercial, educational, industrial, and healthcare facilities to small scale remodels dealing with HVAC and hydronic system design. Uniquely on both consulting and design-build contacting sides. This integration of design and construction expertise, combined with his versatility of experience, makes him well suited for providing a wide variety of services to owners.

**PROFESSIONAL EXPERIENCE:**

- ST. Francis, Homeforward - Consist of 7-Stories 89,972 SF residential building. 130 units, offices, kitchen, and community areas. Built in 2001. Comprehensive HVAC system replacement and upgrades, focusing on energy efficiency, improved air quality, and system integration. Achievements include upgrading AHUs, ventilations systems, thermostats, split units, and parking garage exhaust to align with current state codes, and integrated MERV 13 filters for superior air quality. Provide ongoing support during construction.
- Peter Paulson, Homeforward - Consist of 5-stories 30,000 SF Residential Building. Ninety-two units. Comprehensive HVAC system replacement and upgrades, focusing on energy efficiency, improved air quality, and system integration. Upgrades overhaul of HVAC and ventilation systems. Replaced air handler, upgraded ventilation to align with current state code, and integrated MERV 13 filters for superior air quality. Provided support during construction.
- Morrison Building, Homeforward - consists of 6-stories 263,934 SF Residential Building. Built in 2006. I have done site observations and Peer reviews of the hot water piping replacement and plumbing design submitted by mechanical contractor and provided the owner with a detailed peer review report outlining all deficiencies and recommendations.
- Floresta, Homeforward – Family duplex houses, typical 3-bedroom duplex. 3000 SF. Built in 1994. Permit drawings for MEP systems in the damaged area. Provide ongoing support during construction.
- Block 20 consists of a 22-story 360,000 SF condominium project located in the Pearl District, Oregon. The HVAC systems have entirely variable refrigerant flow (VRF) with approximately five hundred tons of total capacity.
- Various Nike Projects - Consist of 300,000 SF of design/ build Office TI and new construction. One 4,500 SF Kitchen and one 15000 SF design build commercial kitchen. Beaverton, Oregon.
- Various OMD (Oregon Military Department) Projects. These projects consisted of 400,000 SF of design/ build office TI, warehouses, and new construction.
- PGE Service Center (40, 000 SF) Portland, Oregon – Design/ build Office and Warehouse areas.
- Clackamas county Fire Station 16 & 19, Clackamas, Oregon.
- Allen Hall, University of Oregon, Eugene, Oregon.
- Samaritan Health Clinic, Corvallis, Oregon.



**EDUCATION:**

Master of Mechanical Engineering,  
Portland State University, Oregon

Master of Science, Mechanical Engineering - University of Zagreb,  
Croatia

**REGISTRATION/CERTIFICATION:**

Professional Registrations

Professional Engineer P.E.

- Oregon License No. 72390PE

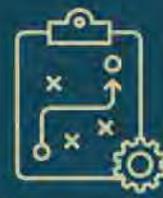
- Washington License No. 52870

LEED Accredited Professional, US National

**PROFESSIONAL AFFILIATIONS:**

Member – ASHRAE

# 3. UNDERSTANDING OF THE PROJECT



Based on our review of the Request for Quotes, site documentation, background materials, and the 2022 Seismic Retrofit study, our team has developed a comprehensive understanding of the City's situation, needs, and objectives.

## 3.1 Current Situation and Challenges

- The City of Dayton is currently operating under temporary, constrained conditions that require prompt resolution. The existing City Hall has reached the end of its useful life, is subject to flooding and water incursion, and is closed to the public. Staff have relocated to the Annex.
- Municipal operations are dispersed across several facilities. City Hall houses Finance, Utility Billing, Code Enforcement, and the Library. The Annex provides space for the City Manager, City Recorder, Tourism/Economic Development, and City Council chambers or courtroom. Public Works staff operate from a trailer on the campus.
- City Council and court functions have been transferred to the upper room of the Community Center due to inadequate conditions at the Annex.
- The Library continues to serve the community from a portion of City Hall, maintaining a collection of approximately 10,500 items. Identification of a new permanent location remains a priority.
- The Community Center, a two-story, 8,000-square-foot asset, has historically hosted weddings, public events, and community programs but is currently underutilized and temporarily closed due to budgetary constraints.
- The 2022 Seismic Retrofit study outlined about \$955,121 in needed seismic upgrades at the Annex. Notably, the scope and importance of these improvements depend on the selected facility plan.

## 3.2 Project Objectives

We understand that the City is seeking professional assistance to:

- Evaluate the current physical condition of the City Hall Annex and Community Center, including structural integrity, mechanical/electrical/plumbing systems, building envelope performance, seismic considerations, code compliance, and accessibility.
- Define current and future municipal space needs, including operational workflows, staffing requirements, public interface needs, security and privacy considerations, and anticipated growth.
- Assess multiple facility scenarios, including complete renovation and potential expansion of the Annex, conversion of the Community Center into a consolidated municipal complex, or a hybrid approach where functions are split between the two facilities.

# 3. UNDERSTANDING OF THE PROJECT



- Integrate community programming needs, particularly at the Community Center, exploring how municipal administrative functions can coexist with community-oriented uses such as events, recreation, senior services, and rental spaces.
- Develop phased implementation strategies that maintain uninterrupted municipal services and public access during construction, address current temporary relocations, and sequence renovations or expansions to minimize operational disruption.
- Provide City Council and the community with clear, defensible options supported by conceptual designs, cost estimates, implementation roadmaps, and funding considerations to guide informed decision-making.

## 3.3 Critical Success Factors

We recognize that several factors will be critical to the success of this project:

- Thorough understanding of existing building conditions, including identification of concealed deficiencies, deferred maintenance, and high-risk conditions that could significantly affect costs or feasibility.
- Deep engagement with City staff to understand operational realities, service delivery models, workflow requirements, and day-to-day challenges that may not be immediately apparent.
- Realistic cost estimating that includes contingencies, escalation, phasing impacts, and the full scope of work required to bring facilities into compliance and support long-term operations.
- Operational continuity planning that ensures the City can continue to serve the public throughout any construction or renovation activities, with minimal disruption to essential services.
- Transparent communication and stakeholder engagement, ensuring that City leadership, staff, and the community understand the analysis, trade-offs, and rationale behind recommendations.
- Practical, implementable recommendations that account for the City's budget constraints, procurement requirements, and the realities of delivering public construction projects in Oregon.

## 3.4 Key Decision Points

Our work will support the City in making several critical decisions:

- Is renovation of the Annex feasible and cost-effective, or do conditions warrant a different approach?
- Should all City functions be consolidated into a single facility, or is a split approach between the Annex and Community Center more appropriate?

### 3. UNDERSTANDING OF THE PROJECT



- How can the Community Center be activated to serve both municipal and community needs, maximizing the value of this underutilized asset?
- What is the appropriate phasing strategy to maintain services, manage costs, and sequence improvements over time?
- What funding mechanisms are most appropriate, and what level of investment can the City realistically support?
- What is the fate of the existing City Hall/Library building—should it be demolished, sold, or repurposed?

# 4. SCOPE OF SERVICE & METHODOLOGY



Our proposed scope of services is designed to provide the City with comprehensive, actionable analysis while remaining within the anticipated budget range. We have structured our approach into six distinct phases, each with clearly defined activities and deliverables.

## **Phase 1: Project Initiation and Data Collection**

### **Objectives**

Establish project framework, confirm scope and schedule, and gather all available background information to support efficient execution of subsequent phases.

### **Activities**

- Project kickoff meeting with City Manager, key staff, and City leadership to establish communication protocols, clarify expectations, and confirm decision-making processes.
- Review of all available background materials, including the 2022 Seismic Retrofit study for the Annex, any existing facility documentation, utility records, maintenance logs, and previous assessments or studies.
- Development of a detailed project work plan and schedule aligned with City Council meeting dates and public engagement milestones.
- Coordination with City staff to schedule facility walkthroughs, stakeholder interviews, and data collection activities.
- Confirmation of evaluation criteria, budget parameters, and decision-making priorities that will guide the development and assessment of facility options.

## **Phase 2: Facility Conditions Assessment**

### **Objectives**

Conduct thorough evaluations of the Annex and Community Center to identify existing conditions, deficiencies, code compliance issues, and remaining useful life of major building systems.

### **Activities**

- On-site facility walkthroughs conducted by the entire project team, accompanied by City staff who can provide operational context and historical information.
- Structural systems evaluation, including visual assessment of foundations, framing, lateral systems, and load-bearing elements. Review and validation of findings from the 2022 Seismic Retrofit study to determine which seismic upgrades are necessary depending on the selected facility approach.
- Mechanical, electrical, and plumbing (MEP) systems assessment, including evaluation of HVAC systems, electrical distribution and capacity, plumbing systems, life safety systems, and energy performance. Identification of equipment age, condition, capacity, and remaining useful life.
- Building envelope and moisture performance evaluation, with particular attention to identifying moisture intrusion pathways, water damage, roof

# 4. SCOPE OF SERVICE & METHODOLOGY



- condition, window and door performance, and exterior wall systems. This is especially critical given the documented flooding and water incursion issues at the existing City Hall.
- Code compliance review, including accessibility (ADA), life safety (egress, fire protection), building code, and energy code considerations. Identification of required upgrades to bring facilities into compliance with current standards.
- Identification of major deficiencies and deferred maintenance, including assessment of capital improvement needs, high-priority repairs, and conditions that may affect the feasibility or cost of renovation.
- Forensic investigation of concealed or high-risk conditions, including limited exploratory openings if necessary to understand conditions behind finishes, above ceilings, or within wall cavities.
- Documentation of findings with photographs, narrative descriptions, and identification of recommended actions and associated cost implications.
- Development of a Facility Conditions Assessment Report summarizing existing conditions, deficiencies, code compliance issues, remaining useful life assessments, and recommended corrective actions for each building.

## **Phase 3: Facility Needs Analysis and Programming**

### **Objectives**

Define current and future space requirements, functional adjacencies, and operational needs for all City departments and functions.

### **Activities**

- Departmental interviews and workshops with City staff from all departments to understand current operations, workflows, staffing levels, public service needs, equipment and storage requirements, and anticipated future changes.
- Analysis of public interface requirements, including reception areas, public counters, meeting rooms, accessibility, wayfinding, and security considerations for public-facing versus secure staff areas.
- Evaluation of operational adjacencies, including which departments or functions benefit from proximity, which require separation for security or operational reasons, and how circulation patterns can support efficient workflows.
- Development of space program, including detailed room-by-room listings with square footage requirements, occupancy, equipment needs, special requirements (technology, acoustics, natural light, etc.), and allowances for circulation, mechanical/electrical rooms, and storage.
- Growth projections and future needs assessment, including analysis of anticipated staffing changes, service expansion, and community growth over a 20-year planning horizon.
- Community Center programming analysis, including evaluation of community programming needs (events, recreation, senior services, rentals), how municipal functions can coexist with community uses, and opportunities to maximize utilization of this underutilized asset.

# 4. SCOPE OF SERVICE & METHODOLOGY



- Library needs evaluation, including assessment of current collection size, anticipated growth, space requirements for reading areas, staff work areas, technology, and community programming.
- Development of functional adjacency diagrams illustrating optimal relationships between spaces and departments.

## **Phase 4: Conceptual Facility Options Development**

### **Objectives**

Develop multiple conceptual facility options that respond to the findings of the conditions assessment and needs analysis, each with test-fit floor plans, conceptual massing illustrations, narrative descriptions, and cost estimates.

### **Activities**

- Development of conceptual options, anticipated to include at minimum: (1) Annex renovation and expansion with consolidation of all City functions; (2) Community Center conversion to consolidated municipal complex; (3) Hybrid approach with split functions between Annex and Community Center; and (4) other viable alternatives identified through the assessment and programming process.
- Test-fit floor plans for each option, illustrating space layouts, adjacencies, circulation patterns, public and secure zones, accessibility compliance, and overall spatial organization.
- Conceptual exterior massing and elevation drawings sufficient to illustrate building form, scale, character, and relationship to the surrounding context. These will help stakeholders visualize the physical impact of each option.
- Narrative descriptions for each option, including summary of approach, scope of work, operational pros and cons, implementation considerations, key assumptions, and identified risks.
- Cost estimates for each option, including construction costs, seismic upgrades (as applicable), MEP system replacements, building envelope improvements, interior improvements, site work, furnishings and equipment, design and engineering fees, permitting, project management, contingencies, and escalation to anticipated mid-point of construction.
- Comparative analysis presenting the options side-by-side with evaluation criteria such as total project cost, operational efficiency, public accessibility, community benefit, phasing complexity, schedule, and alignment with City goals.
- Constructability and risk assessment for each option, identifying potential challenges, unknowns, and mitigation strategies.

# 4. SCOPE OF SERVICE & METHODOLOGY



## **Phase 5: Phasing, Implementation, and Funding Considerations**

### **Objectives**

Develop high-level implementation roadmaps that address phasing strategies, operational continuity, and funding approaches for each conceptual option.

### **Activities**

- Phasing strategy development that addresses short-term operational needs, interim use of facilities, sequencing of renovations or expansions, and transition from temporary to permanent configurations.
- Operational continuity planning, including strategies to minimize disruption to staff and the public, maintain essential services, provide safe and accessible public access during construction, and manage temporary relocations.
- Library relocation planning, including evaluation of options for permanent library location and transition strategies.
- Disposition of existing City Hall, including discussion of options for demolition, sale, or alternative use and associated cost or revenue implications.
- Funding strategy overview, including identification and discussion of potential funding sources such as general obligation bonds, revenue bonds, grants (USDA, FEMA seismic, Oregon Business Development Department), system development charges, partnerships, or other mechanisms. We will provide high-level guidance on funding approaches appropriate for each option and the City's financial capacity.
- Implementation timeline, including estimated duration for design, permitting, procurement, construction, and occupancy for each option.
- Guidance on next steps, including recommendations for design procurement approach (qualifications-based selection, design-bid-build, design-build, etc.), permitting strategy, and project delivery considerations.

## **Phase 6: Public and Council Engagement**

### **Objectives**

Facilitate meaningful engagement with City Council and the public to gather input, review options, and support decision-making.

### **Activities**

- Public town hall or design charrette (one session), facilitated by the project team to present preliminary findings and conceptual options, gather community input on priorities and preferences, and ensure transparency in the decision-making process. This session will be structured to encourage meaningful participation while managing expectations about what decisions can and cannot be made by the public versus the City Council.

# 4. SCOPE OF SERVICE & METHODOLOGY



- City Council Meeting 1: Existing Conditions and Needs Presentation – Present findings from the Facility Conditions Assessment and Facility Needs Analysis, including summary of deficiencies, code compliance issues, space requirements, and functional needs. This meeting establishes the foundation for understanding what must be addressed and why.
- City Council Meeting 2: Conceptual Options Review – Present conceptual facility options with test-fit floor plans, massing illustrations, cost estimates, and comparative analysis. Facilitate Council discussion of pros and cons, trade-offs, and evaluation criteria.
- City Council Meeting 3: Preferred Option Discussion and Selection – Based on Council feedback from Meeting 2, refine the preferred option(s) and present additional detail on phasing, implementation, funding, and next steps. Facilitate Council discussion and selection of a preferred facility approach.
- City Council Meeting 4: Final Presentation and Recommendations – Deliver formal presentation of the final comprehensive report, including all findings, analysis, selected facility approach, implementation roadmap, funding considerations, and recommended next steps. This presentation serves as the formal conclusion of the study and transition point toward design procurement and implementation.

# 4. SCOPE OF SERVICE & METHODOLOGY



## OUR CONTROL PROCESS

**1. Coach Lean Design & Construction:** lean is about removing waste and adding value. We will teach and coach every team member to provide consistent and ongoing value to the project and the potential general contractor team. We will proactively apply lean strategies and methodologies to the project, ensuring core stewardship of public dollars, project vision, and goals.

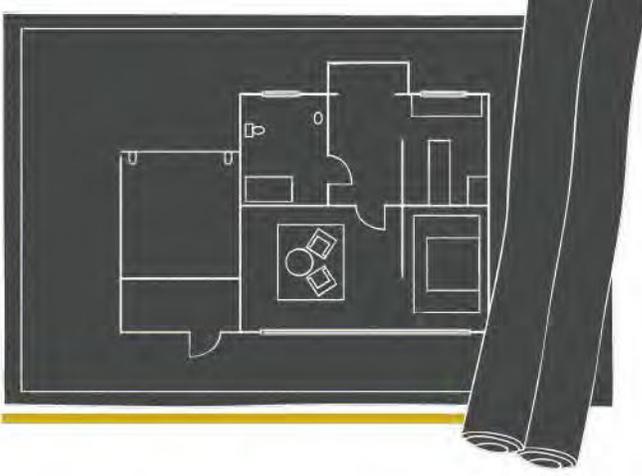
**2. Empower the Functional Teams:** Our team will be filled with incredible people, talent, and devotion to this project. We will empower individual members of the comprehensive project team by forming smaller and agile functional teams that will be directly responsible for designing and maintaining specific components of the project budget. These smaller empowered teams will help us achieve the highest and best overall value for the project.

**3. Internal Communication Protocol:**

- **Lean Meetings:** We plan to run every meeting efficiently and impactfully. An open place for sharing critical information, bringing new and innovative ideas to the table, and charting a clear path for the project's success.
- **Scrum Meetings:** Our team will use Scrum techniques to ensure everyone knows exactly the current tasks and how to solve them quickly and efficiently to keep the project on time and on budget. Core techniques for the team will include integrated progress tracking, task boarding, burndown charting, sprint reviews, and release planning throughout the various project phases.
- **Virtual Meetings:** Our team learned during the COVID-19 pandemic that we can work collaboratively and effectively in a predominantly virtual environment. We also understand when we need to be together for the face-to-face, organic collaboration and when to meet virtually to maximize time and impact. We will functionally blend the best of both natural and virtual worlds to bring value to the project at every turn, ensuring lines of communication are constantly open and that team members are always accessible.

25





#### 4. **Digital and Cloud-based Tools for Enhanced Collaboration and Project Coordination:** Our teams continue leveraging leading-edge technologies to improve project quality and overall experience. Below are some of the latest tools our teams have used that can be used on your project:

**Miro Boards:** Our team has been using Miro extensively as a virtual whiteboard for in-depth team collaboration in the virtual environment. We will utilize Miro as a core project management, design, and collaboration tool for the duration of the project, ensuring full team involvement and contributions to support the delivery of a world-class, engaging, and empowering space for students, faculty, and the community.

**Smart Sheet:** Supporting the project, we will be deploying one of the most effective cloud-based products, Smartsheet, allowing us to actively collaborate as an integrated team while leaning on the Scrum framework to assign critical tasks, track progress, manage schedules, ad-hoc share documents, and manage critical project components, including budget.

**Bluebeam Studio Sessions:** Bluebeam Studio Session is a powerful collaboration tool within Bluebeam Revu designed specifically for the construction industry. It allows teams to work together on the same project documents in real time, regardless of location. Through Studio Sessions, users can upload PDFs, make markups, and track changes simultaneously, ensuring seamless communication and document control throughout the project lifecycle. This tool is especially useful in construction for coordinating revisions, reviewing plans, and keeping all stakeholders on the same page.



## 5. Planning Efforts:

**Last Planner System:** The most potent planning system currently on the market today is the last Planner System. Our team has successfully leveraged this system for the previous eight years to benefit countless publicly owned capital projects. Our team of last Planner experts will make sure the five steps of the previous planner are successfully executed: master schedule, pull planning, weekly work planning, daily huddles, and lean learning.

**Weekly Project Updates:** Once a week, our team will hold a complete all-hands meeting to ensure every team member is up to date on project successes, progress, issues, and areas that might require additional time and attention to maintain continued momentum and success proactively. Functional team leads will quickly report out all critical statuses.

## 6. Hybrid Scheduling Approach:

Our team has successfully utilized a unique hybrid approach of harnessing the power of the Critical Path Method and Takt Planning. We identify the most extended sequence of dependent tasks (the "critical path") that determines the project's overall duration while synchronizing workflow and production pace across all functions to create continuous, balanced work without interruptions.

Aspect	Critical Path Method (CPM)	Takt Planning
Focus	Task dependencies and sequence	Continuous, synchronized workflow
Goal	Optimize project timeline	Maintain steady, rhythmic task progression
Task Flexibility	Focus on critical tasks, allows float	Requires consistent task durations and pace
Best For	Complex projects with many dependencies	Repetitive or sequential projects
Strengths	Managing critical tasks and dependencies	Reducing bottlenecks and increasing efficiency
Challenges	Can overlook non-critical tasks	Requires balanced workload and steady rhythm

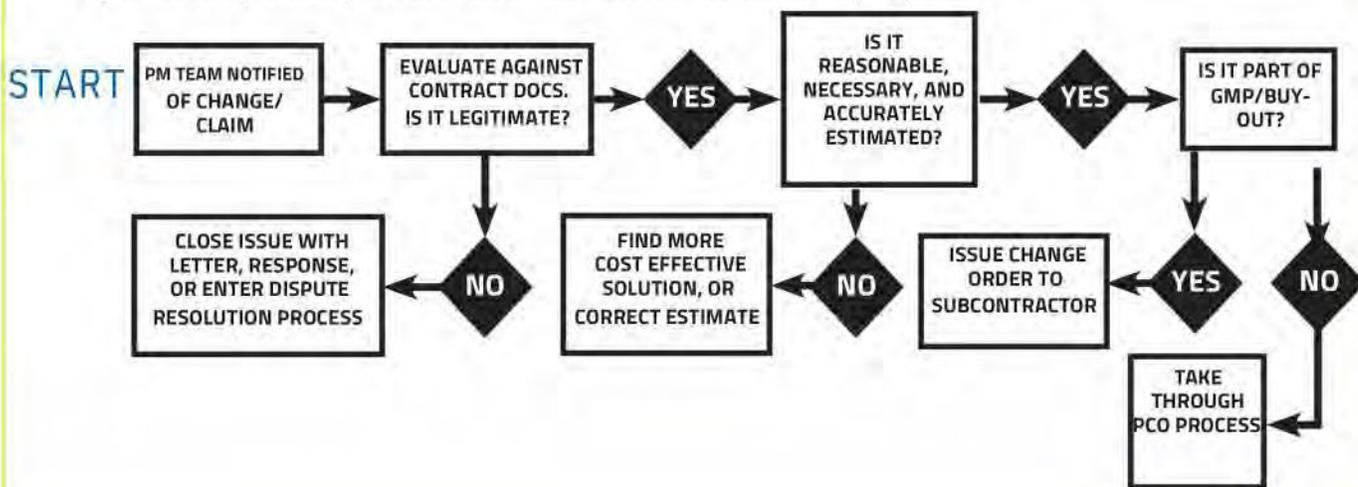
Through this method, we can optimize the schedule by focusing on critical activities and managing their dependencies to prevent delays while achieving smooth, uninterrupted progress, balancing the workload across teams, and minimizing waiting time, idle periods, and bottlenecks.



- 7. TOTAL QUALITY MANAGEMENT:** To improve the quality of every aspect of the construction project, we apply TQM principles that focus on the continuous improvement of processes, products, and services. Often, this involves implementing quality assurance procedures, training workers, and adopting standards that ensure consistent quality in materials, workmanship, and processes—ultimately enhancing customer satisfaction, reducing rework, and improving long-term project performance.
- 8. RISK MANAGEMENT FRAMEWORK:** To identify, analyze, and mitigate risks throughout the project lifecycle, we apply modern construction risk management frameworks that involve systematically identifying potential risks (e.g., weather, material shortages, safety issues), assessing their likelihood and impact, and implementing strategies to mitigate or avoid them. This could involve insurance, contingency planning, or risk transfer. Through these strategies, we aim to help prevent project delays, cost overruns, and safety issues.
- 9. VALUE ENGINEERING:** Optimizing the value of the project by balancing costs and functionality, we review designs, materials, and construction methods to identify ways to achieve the same or better functionality at a lower price. This could involve substituting materials or changing construction methods without compromising quality, thus Reducing costs, enhancing functionality, and improving return on investment

Process For Managing Changes

We have a proven process for managing changes and claims. We identify them early and notify the project team in an open and transparent way. We work to evaluate and close all issues as early as possible.

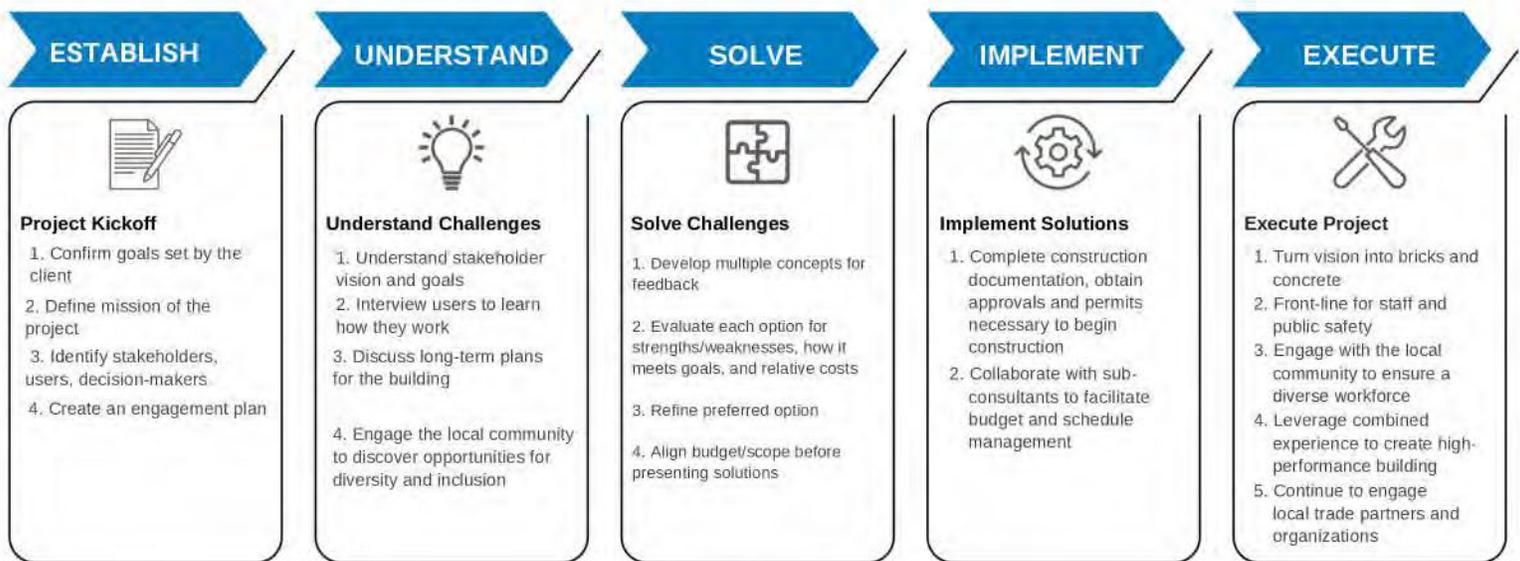


# 4. SCOPE OF SERVICE & METHODOLOGY



## OUR STRATEGY

HOW WE WILL ACHIEVE EXCELLENCE AND EXCEED PROJECT GOALS



- **Clear Communication Channels.** Clear communication channels will push the needle forward regarding decision-making. Our team facilitates collaboration among all levels, but Tom will be go-to communication champion.
- **Cradle to Grave Consistency.** Consistency is built into the team throughout the project, from design to closeout. Tom and Ron will drive the project forward to ensure your vision becomes reality.
- **Net-Positive Approach.** Ron is a hands-on leader in designing and building a space that utilizes net-positive philosophies. These ideals reflect and respond to the natural environment and the people who use it. We will explore sustainable materials and finishes, renewable energies and high-efficiency building systems, and natural lighting and plants.

- **Accountability.** The team structure defines clear accountability to drive results at every level.
- **Limited Escalation.** Issue resolution starts at the lowest level, limiting escalation to the client unless input is necessary.

**Collaboration around a shared set of guiding principles and project goals is key. No schedule, budget, or amount of planning will lead to an exceptional experience if the team doesn't work well. If we start as friends, we end as friends, which takes focused work.**



### **ESTABLISH THE PROJECT MISSION:**

- Create a Project Charter to establish project goals and determine what success looks like.
- Utilize team-building exercises like headwinds/tailwinds to define team strengths and potential blind spots.
- Establish core leadership meeting routines to foster strong communication and collaboration.
- Develop roles and responsibilities matrix (RACI) with clear definitions of who owns what

### **TURN MISSION INTO MOTION:**

- Apply scheduling techniques like pull planning to create the pathway to completion
- Create a QA/QC plan that represents our team's values and expectations
- Plan the Work / Work the Plan: Dive into the project's details with trade partners to set them up for success

### **TRACK PROGRESS:**

- Regularly request feedback from team members and trade partners using tools like our Performance Evaluation Survey and climate surveys.
- Establish milestone checkpoints to measure the project's success regarding safety, quality, schedule, and budget.
- Once we receive feedback, our team will take action and make adjustments to improve.

### **FINISH STRONG:**

- At completion, we create our Transition to Sustainable Operations (TSO) plan to facilitate an easy transition to owners.
- Implement cohesive closeout coordination among GC, trade partners, consultants, & owner's, ensuring all the submittals, as-builts, and warranties are documented and handed to the client.

# 5. PROJECT DELIVERABLES



The following deliverables will be provided to the City throughout the course of the project:

## 5.1 Facility Conditions Assessment Report

Comprehensive documentation of existing conditions for both the Annex and Community Center, including:

- Executive summary of key findings and critical deficiencies
- Building-by-building assessment narratives with photographs
- Structural systems evaluation, including seismic considerations
- MEP systems assessment with remaining useful life estimates
- Building envelope and moisture evaluation
- Code compliance review (accessibility, life safety, building code, energy code)
- Identification of major deficiencies and deferred maintenance
- Recommended corrective actions and associated cost implications

## 5.2 Facility Needs Analysis and Space Program

Detailed documentation of current and future space requirements, including:

- Summary of departmental interviews and operational findings
- Room-by-room space program with square footage requirements
- Functional adjacency diagrams
- Public interface and security zone requirements
- Growth projections and future needs assessment
- Community Center programming evaluation

## 5.3 Conceptual Facility Options

For each conceptual option (anticipated to be 3-4 options), the following materials will be provided:

- Test-fit floor plans illustrating space layouts and adjacencies
- Conceptual exterior massing and elevation illustrations
- Narrative description of approach, scope, pros and cons
- Detailed cost estimate with breakdown by major category
- Constructability and risk assessment

## 5.4 Comparative Analysis

Side-by-side comparison of all conceptual options using evaluation criteria such as:

- Total project cost
- Operational efficiency and staff workflow
- Public accessibility and service delivery
- Community benefit and utilization of Community Center
- Phasing complexity and schedule
- Alignment with City goals and priorities

# 5. PROJECT DELIVERABLES



## 5.5 Phased Implementation Roadmap

High-level implementation strategy addressing:

- Short-term, mid-term, and long-term actions
- Sequencing of renovations, relocations, or expansions
- Operational continuity strategies
- Critical path milestones and decision points
- Estimated timelines for design, permitting, procurement, and construction

## 5.6 Funding Considerations

Overview of potential funding approaches, including:

- Identification of applicable funding sources (grants, bonds, partnerships)
- Discussion of funding mechanisms and their suitability for each option
- High-level guidance on financial capacity and next steps for funding pursuit

## 5.7 Final Comprehensive Report

All of the above components will be compiled into a comprehensive final report that serves as the complete record of analysis, findings, options, and recommendations. The report will be professionally formatted, clearly organized, and suitable for public distribution and use in future funding applications or design procurement processes.

## 5.8 Presentation Materials

Professional presentation materials (PowerPoint or similar format) for use in City Council meetings and the public town hall, including graphics, charts, renderings, and summary information suitable for public presentation.

# 6. PROJECT SCHEDULE



Our team is prepared to begin work immediately upon receipt of notice to proceed. We propose the following preliminary schedule, which will be refined in coordination with City staff during project initiation to accommodate City Council meeting dates and other scheduling constraints:

Phase	Key Activities	Duration
Phase 1	Project Initiation, kickoff meeting, data collection	2 weeks
Phase 2	Facility Conditions Assessment, site visits, analysis	3 weeks
Phase 3	Needs Analysis, staff interviews, space programming	3 weeks
Council Mtg 1	Present existing conditions and needs findings	<b>Week 8</b>
Phase 4	Conceptual options development, test-fits, cost estimates	4 weeks
Public Meeting	Town hall or design charrette for community input	<b>Week 12</b>
Council Mtg 2	Present conceptual options and comparative analysis	<b>Week 13</b>
Phase 5	Refinement, phasing strategies, funding analysis	2 weeks
Council Mtg 3	Preferred option discussion and selection	<b>Week 16</b>
Phase 6	Final report compilation and preparation	2 weeks
Council Mtg 4	Final presentation and recommendations	<b>Week 18</b>

**Total Project Duration: Approximately 18 weeks (4.5 months) from notice to proceed**

This schedule is preliminary and will be finalized in coordination with City staff to align with City Council meeting calendars, staff availability, and other constraints. We have built in reasonable contingencies for review periods and coordination, while maintaining an efficient overall timeline that recognizes the City's need for timely decision-making.

# 7. FEE PROPOSAL



Consistent with the City's anticipated budget range our team proposes a not-to-exceed fee of **\$92,285** for the full scope of services described in this proposal.

This fee encompasses all activities, deliverables, and engagement sessions outlined in this proposal, including:

- Comprehensive facility conditions assessment of Annex and Community Center
- Detailed facility needs analysis and space programming
- Development of conceptual facility options (3-4 options anticipated)
- As-built existing conditions
- Test-fit floor plans and conceptual massing studies for each option
- Detailed cost estimates for each option
- Phasing and implementation roadmap
- Funding considerations and guidance
- One public town hall or design charrette
- Four City Council meeting presentations
- Final comprehensive report and presentation materials
- All project management, coordination, and communication throughout the engagement

A detailed fee breakdown by phase can be provided upon request or refined during contract negotiations. Our fee structure is designed to provide the City with a fixed, predictable cost for the full scope of work, with no hidden charges or unexpected additions.

We believe this fee represents excellent value for the comprehensive analysis, expertise, and decision-support services the City will receive. Our goal is to deliver actionable recommendations that will save the City time and money in the long run by ensuring informed, confident decisions from the outset.

# 8. WHY PARTNER WITH US



## Why This Team Is Right for Dayton

The City of Dayton deserves a consultant team that understands the unique challenges of small municipal governments, brings deep technical expertise, and is committed to delivering practical, implementable solutions. Our team offers the following advantages:

### 8.1 Owner-Side Perspective

As owner's representatives, T&R Consulting Partners approaches this project from the City's perspective—not as designers seeking to maximize project scope, but as advisors focused on helping the City make the right decision for its needs and budget. We prioritize fiscal responsibility, operational continuity, and long-term value over architectural ambition or construction complexity.

### 8.2 Integrated Expertise

Our team brings together complementary disciplines—owner representation, architecture, engineering forensic building evaluation, and construction delivery—ensuring that recommendations are informed by all relevant perspectives. This integration eliminates the disconnects that often occur when planning, assessment, and cost estimating are performed in silos.

### 8.3 Small-City Experience

We have extensive experience working with Oregon municipalities of similar size to Dayton. We understand the operational realities of small city governments—limited staff capacity, the need for multi-functional spaces, budget constraints, and the importance of maintaining trust with the community. We don't apply one-size-fits-all solutions; we tailor our recommendations to the City's specific context.

### 8.4 Realistic Cost Estimating

NWR Construction's involvement ensures that all cost estimates are grounded in current market conditions, Oregon-specific labor and material costs, prevailing wage requirements, and realistic contingencies. We have seen too many public projects derailed by optimistic cost assumptions. Our estimates will be conservative, defensible, and reliable.

### 8.5 Operational Continuity Focus

We recognize that the City cannot simply close its doors during construction. Our phasing strategies will be developed with a deep understanding of municipal operations and a commitment to maintaining public access and service delivery throughout any transition. This is not an afterthought—it is central to our approach.

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# 8. WHY PARTNER WITH US



## 8.6 Clear, Transparent Communication

We believe that the best decisions are made when everyone understands the analysis, the trade-offs, and the rationale. Our presentations and reports will be clear, jargon-free, and designed to support informed discussion among City leadership, staff, and the community. We will not overwhelm the City with unnecessary complexity or technical detail, but we will provide all the information needed to make confident decisions.

## 8.7 Commitment to M/WBE, ESB, and DBE Participation

While T&R Consulting Partners Inc. is currently in the process of obtaining M/WBE/ESB certification, we are deeply committed to engaging certified Minority/Women Business Enterprises (M/WBE), Emerging Small Businesses (ESB), and Disadvantaged Business Enterprises (DBE) in our projects. Our commitment to diversity and inclusion is demonstrated through our team composition and our broader business practices.

### Certified Firms on This Team

We are proud that our team for this project includes certified M/WBE and ESB firms:

- Leeka Architecture & Planning – Certified MBE, DBE & ACDBE firm providing architectural programming and conceptual design services
- NWR Construction – Certified ESB firm providing constructability review and cost estimating services

These firms are not token participants but core members of our team who bring critical expertise to facility assessment, space programming, conceptual design development, cost estimating, and construction planning. Their involvement ensures that diverse perspectives inform every aspect of our analysis and recommendations.

### Established Relationships and Network

T&R Consulting Partners has successfully partnered with ESB and M/WBE firms on past projects for surveying, materials testing, cost estimating, and commissioning services. We have established relationships through organizations like the Oregon Association of Minority Entrepreneurs (OAME), of which T&R Consulting Partners is a proud member. These connections help us identify and engage qualified minority- and women-owned businesses for appropriate project roles.

# 8. WHY PARTNER WITH US



## **Commitment Beyond Compliance**

Our internal culture values diversity, and we view working with M/WBE/ESB firms not just as a requirement but as an opportunity to strengthen project teams with a variety of perspectives and to support economic opportunity within our community. When the City moves forward with design and construction procurement, we will encourage prime contractors to maximize M/WBE/ESB subcontractor participation and will help monitor compliance with any equity goals the City establishes.

For this facility assessment and needs analysis project, our team's inclusion of certified M/WBE and ESB firms in key technical roles—architecture and construction—demonstrates our genuine commitment to diversity and ensures that the City benefits from a broad range of experience and perspective in developing facility options and recommendations.

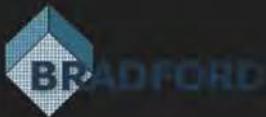
## **8.8 Commitment to Dayton's Success**

We view this project as more than a consulting assignment—it is an opportunity to help the City of Dayton build a foundation for the next chapter of its growth and service to the community. We are committed to delivering analysis that is thorough, recommendations that are defensible, and a process that earns the trust and confidence of City leadership, staff, and residents.



# T&R CONSULTING PARTNERS

ACHIEVING GREATNESS THRU  
COLLABORATION





# HACKER

555 SE MARTIN LUTHER KING JR BLVD  
SUITE 501, PORTLAND, OR 97214  
+ 503 227 1254  
HACKERARCHITECTS.COM

City of Dayton  
416 Ferry St.  
Dayton, OR 97114

February 11, 2026

Members of the Selection Committee,

Hacker Architects is pleased to submit our qualifications for the City of Dayton's Facility Conditions Assessment and Needs Analysis. We view this as an exciting opportunity to help the City plan thoughtfully for the future—ensuring your civic facilities to serve as welcoming, functional, and resilient spaces for the community.

Our team brings extensive experience in facility assessments, programming, and pre-design for public agencies throughout Oregon and the Pacific Northwest. We understand that successful planning balances long-term vision with practical implementation. Our approach begins with careful listening, gathering the right data, engaging stakeholders, and translating findings into actionable strategies that guide future investment.

We have led numerous civic and community facility assessments and master plans, including recent work for the City of Salem, City of Hermiston, and Jefferson County Library District. These projects required the same balance of technical expertise, operational understanding, and community engagement that will define success for Dayton. Working closely with city staff, we will evaluate existing conditions, identify opportunities for efficiency and adaptability, and develop clear, visually compelling documentation that supports decision-making and funding strategies.

At Hacker, we believe that public buildings are the physical expression of community values. They should reflect the people they serve—functional, adaptable, sustainable, and welcoming. We would be honored to collaborate with the City of Dayton to create a strong foundation for future improvements.

Thank you for the opportunity to submit our qualifications. We look forward to the possibility of working with you on this important planning effort.

Sincerely,

Laura Klinger, AIA, LEED AP  
Principal-In-Charge + Project Manager  
lklinger@hackerarchitects.com  
c: 503 939 8542 • o: 503 227 1254

# City of Dayton Facility Conditions Assessment and Facility Needs Analysis

**Proposal Response**  
February 11 2026

**HACKER**



# HACKER

555 SE MARTIN LUTHER KING JR BLVD  
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Sincerely,

Laura Klinger, AIA, LEED AP  
Principal-In-Charge + Project Manager  
lklinger@hackerarchitects.com  
c: 503 939 8542 • o: 503 227 1254

## Who We Are

At Hacker we believe that architecture is at its best when it's an honest expression of the people and institutions it serves, when it interacts meaningfully with its surroundings, and makes the most of the client's resources. Our partnership with clients, with their intimate understanding of the needs of those who will inhabit their buildings, is central to our process. We can only do our best work when we listen deeply and respond wholly and creatively to our clients' aspirations.

Over the last 43 years, Hacker has worked in the Pacific Northwest to create architecture inspired by the unique qualities of the region's landscape, history, and culture. This work has included significant cultural and civic buildings in the region as well as private development for multifamily and hospitality. Our devotion to craft and experience of environmentally progressive design, our expressive use of materials and natural light — above all, our reputation for clarity and meaning in every aspect of design — has earned us international, national, and regional recognition for design excellence.

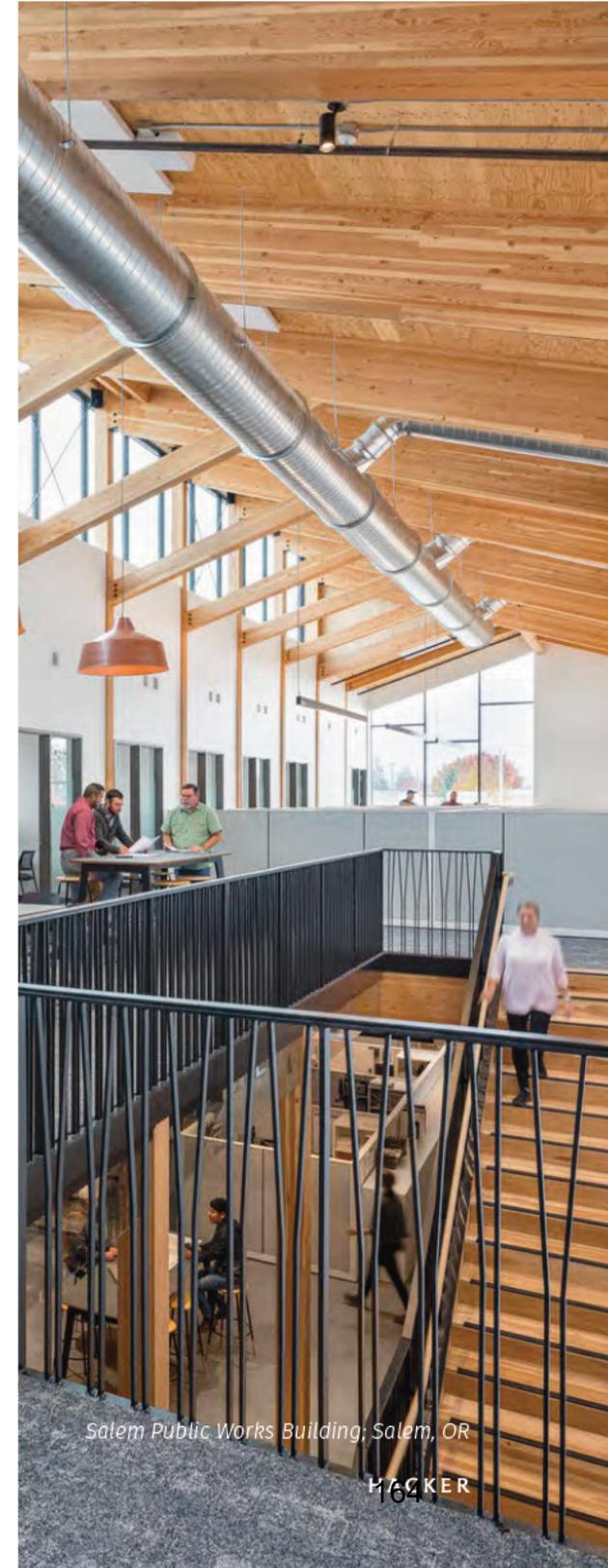
- **Supporting your Mission.** We see a great opportunity to create a comprehensive Needs Analysis that makes efficient use of your resources, and provides fresh options for modern, innovative spaces equipped to grow with your community.
- **Experience with Government Agencies.** Working with public agencies means adhering to institutional standards, communication protocols, and review processes. Our broad experience with diverse agencies allows us to efficiently navigate these standards, ensuring optimal value for owners.
- **Responsive Workplace Design.** We excel in programming and designing modern workplaces that are responsive to each client's workflow and aspirations.

1983  
Established

34  
Employees

40+  
Municipal Clients

35  
Completed Library  
Projects + Designs



Salem Public Works Building, Salem, OR

## Your Team

**Laura Klinger, David Keltner, and Sophia Tan** are all leaders in our civic work. All three have been involved in our Public Works projects in Salem and Forest Grove and our recently completed renovation of the Hermiston Library and Civic Center. Each bring a deep understanding of working collaboratively with municipal clients to deliver creative and cost-conscious solutions.

### Additional Partners

In addition to the Hacker team, we're collaborating with **PAE**, MEP Consultants we have been partnering with for decades whom possess an impeccable reputation in the Pacific Northwest. PAE will assess the capacity of your existing infrastructure to support growth and make forthright and feasible recommendations.

**KPFF**, our trusted Structural Engineering partner will work alongside Hacker to assess all existing conditions, evaluate remaining useful life, and inform conceptual design options presented to the City Council and community.

Cost estimator **KJF Cost Studio** will provide reliable information to guide decision-making and support focused, confident design exploration.

This team has worked together before and our familiarity with workflows will provide Dayton with an efficient and accessible process.

City of Dayton  
Project Leadership  
Building Committee  
City Council



**LAURA KLINGER**  
PRINCIPAL IN CHARGE,  
PROJECT MANAGER



**DAVID KELTNER**  
DESIGN PRINCIPAL



**SOPHIA TAN**  
PROJECT ARCHITECT



MEP ENGINEERING



STRUCTURAL  
ENGINEERING



COST ESTIMATING



## Laura Klinger, AIA, LEED AP

### Principal in Charge, Project Manager

Laura is one of Hacker's most senior Project Managers. With over 25 years of experience in civic, public, and community-oriented design, she leads design teams skillfully, positioning Hacker at the forefront of design and technology innovation. She focuses on the evolving role of public buildings in the community and is skilled in navigating projects with a heavy focus on community involvement and large stakeholder groups. Her expert leadership guides projects through conceptual design projects, facilities assessments and modernization studies, renovations, and new buildings. Award-winning Hacker projects under Laura's leadership include Ledding Library, Salem Library, and the Salem Public Works Building.



*City of Salem Public Works Building; Salem, OR*

#### RELEVANT PROJECTS

Jefferson County Library Facility Assessment + Renovation + Addition Design; Madras, OR

Oregon Trails Library District Facilities Assessments + Master Plan

Heppner Branch; Heppner, OR

Boardman Branch; Boardman, OR

Irrigon Branch; Irrigon, OR

City of Salem Public Works Building; Salem, OR

Salem Civic Center Facility Assessment + Renovation; Salem, OR

City of Salem Public Library Facility Assessment + Renovation; Salem, OR

Salem Civic Center Facility Assessment + Renovation; Salem, OR

Hermiston Library & Civic Center Renovation + Facility Assessment; Hermiston, OR

Woodland Library; Woodland, WA

#### CERTIFICATIONS

Licensed Architect: OR

American Institute of Architects, member

LEED Accredited Professional

Harvard Graduate School of Design: Planning and Design for Public Libraries



## David Keltner, AIA, LEED AP

### Design Principal

David is a Lead Designer at Hacker with more than 30 years in the field. A natural leader, he guides the design team and works collaboratively with stakeholder groups throughout the design process to articulate their visions and identify the unique sense of place in every project. David has led design for many of the firm's most notable projects, including public libraries, civic buildings, higher education facilities, master planning, urban developments, and renovation/expansion projects. His passion for design lies in his desire to create buildings unique to the communities they serve.



*Ledding Library; Milwaukie, OR*

#### RELEVANT PROJECTS

Jefferson County Library Facility Assessment + Renovation + Addition Design; Madras, OR

Oregon Trails Library District Facilities Assessments + Master Plan

Heppner Branch; Heppner, OR

Boardman Branch; Boardman, OR

Irrigon Branch; Irrigon, OR

City of Salem Public Works Building; Salem, OR

City of Salem Public Library Facility Assessment + Renovation; Salem, OR

Salem Civic Center Facility Assessment + Renovation; Salem, OR

Hermiston Library & Civic Center Renovation + Facility Assessment; Hermiston, OR

Woodland Library; Woodland, WA

Ledding Library; Milwaukie, OR

#### CERTIFICATIONS

Licensed Architect: OR

American Institute of  
Architects, member

LEED Accredited Professional



## Sophia Tan, CDT

### Project Architect

Sophia has experience working on diverse projects, spanning civic, commercial, residential, and educational buildings, amassing 12 years of industry experience. She prioritizes meticulous design, pristine spaces, and fostering vibrant atmospheres. Notably, she has handled various public administrative buildings. Most recently, Sophia has been serving as project architect for Forest Grove Public Works Renovation and Addition and Multnomah County Public Libraries Renovations—both with demanding public clients and lean budgets that require creative and efficient solutions.



Forest Grove Public Works Renovation + Addition; Forest Grove, OR

#### RELEVANT PROJECTS

Oregon Trails Library District Facilities Assessments + Master Plan

Heppner Branch; Heppner, OR

Boardman Branch; Boardman, OR

Irrigon Branch; Irrigon, OR

Hermiston Library & Civic Center Renovation + Facility Assessment; Hermiston, OR

Multnomah County Libraries Renovations—5 Branches; Portland, OR

Sunrise Water Authority; Happy Valley, OR \*

Lafayette Fire Department; Lafayette, OR \*

Lincoln City Police Department; Lincoln City, OR \*

Monmouth City Hall; Monmouth, OR \*

*\*prior to joining Hacker*

#### CERTIFICATIONS

Licensed Architect: OR

Certified Document Technologist



## An Organized Approach: “Our Action Plan for Getting You There”

As your architect for the Facility Needs Assessment and Needs Analysis, our initial step will be to meet with your Building Committee at a pre-kickoff meeting to learn more about the management structure, decision making, and what defines a successful outcome of this project for you. From there, we will create a process framework including a detailed schedule and work plan. This document will outline every phase, meeting, milestone, and deliverable you can expect throughout the assessment and design process. The work plan will include upcoming agendas and set expectations for stakeholders. Prior to each meeting, we will distribute agendas, and promptly distribute concise meeting notes. These notes will encompass decisions made, illustrations, photos, or sketches developed during meetings, along with clearly identified action items.

Additionally, we will collaborate with you to establish a clear framework of stakeholders and their respective responsibilities in developing the facilities master plan. **This step is crucial for ensuring efficiency and success throughout the process.**

After establishing the foundational materials of the project we will engage in the tasks you have requested.

The City of Dayton will gain from Hacker’s deep-rooted municipal expertise, built over decades of collaboration with agencies across Washington and Oregon.

Through this experience, we have honed our ability to meet the unique needs of city and county entities, delivering creative design solutions that uphold the highest quality standards while responsibly managing public funds. Central to our approach is our partnership with clients, with their intimate understanding of the needs of those who will inhabit their buildings – we can only do our best work when we listen deeply and respond wholly and creatively to our clients’ aspirations. In the following pages, we have provided an overview of our process that outlines how the design team will support the tasks with specialized services and insights.

## Task One : Facility Conditions Assessment, Programming, and Needs Analysis

### Task 1A : Kick Off

During this phase, our focus will be on establishing goals for your project. First we will gather and review all existing documentation pertaining to the buildings and sites. As your design team, we will initiate brainstorming for what the design vision is for this work. At our kickoff meeting, Hacker will guide your Building Committee through a vision-setting exercise aimed at creating comprehensive, non-program specific goals. **These goals will serve as a guiding touchstones for decision-making throughout the project.**

During the goal-setting process, we will provoke conversation about longer term needs and changes to infrastructure that may expand your vision and generate ideas that align with your community's needs. We will discuss possibilities for functionality and innovation while ensuring flexibility for future adaptations.

Additionally, at this kickoff meeting, we will validate our assumptions based on provided materials and discuss the project schedule, confirm stakeholders involved, and the overall process.

### Task 1B : Building + Site Assessments

It's essential that we thoroughly understand all aspects of your buildings, sites, and operations before initiating any design work.

Our team will conduct comprehensive assessments to gain a thorough understanding of the opportunities and constraints presented by the buildings and sites. Our site analysis will examine various factors including access points, accessibility, parking and neighborhood context.

Our building assessments will cover facility size and capacity, building envelope, accessibility, safety and security measures, furniture, fixtures, as well as structural, mechanical, and electrical systems. To ensure a thorough analysis and provide optimal strategies for resource maximization, we have proposed involving two specialized sub-consultants to participate in existing conditions assessment:

**PAE** (MEP engineers) and **KPFF** (structural engineers). PAE and KPFF will collaborate with Hacker's team conducting on-site reviews and engaging with key facilities staff to document existing conditions and discuss pertinent issues.

At this time we will also engage with relevant jurisdictional agencies to ensure we grasp all zoning and planning requirements, as well as associated timelines.

### 1C : Programming + Needs Assessment

During this phase, Hacker will collaborate with City Leadership and Staff to develop comprehensive programs for Dayton's Municipal Buildings. These programs will outline the design specifications for the spaces, encompassing public, staff, service and outdoor areas. They will include detailed descriptions of each space and its intended contents, as well as spatial relationship requirements between different areas, furniture and equipment needed for each space. Additionally, there will be detailed charts and lists specifying furniture and equipment needed for each space with careful consideration given to adjacencies, future growth, circulation, and flexibility requirements. The programming analysis will include an evaluation of community programming needs within the Community Center with attention to how municipal functions could be integrated thoughtfully or co-located with community-oriented uses, while maintaining appropriate security, accessibility, and operational separation.

The design team (Hacker and consultants) will meet with the identified work groups in a combination of in-person (on site) and virtual meetings. Initial meetings will review existing conditions, discuss current workflows and the vision for longer term needs. **We will learn an immense amount by observing how your departments work together and what works (and what doesn't) on your current campus.** Subsequent meetings will review the detailed descriptions of the draft program.

### Stakeholder Involvement:

- Building Committee Meetings
  - Project Kick Off
  - Building Program and Assessment development
  - Draft Needs Assessment review
- City Staff and Leadership Programming Meetings
- On site meetings with key facilities staff at each building
- City Council presentation as needed

### Deliverables:

- Project Goals and Vision Statements
- Project Schedule and detailed workplan
- Meeting notes
- Building Assessment
- Building Programs (including Community Programming needs)
- Needs Analysis

## Task Two : Concept Design

Once the building and site analyses are completed, the design team will develop a series of concept designs demonstrating potential program configurations for the buildings and phasing scenarios. Recently, Hacker created a similar focused analysis for the City of Salem Public Works Building. Our criteria encompassed qualitative aspects that are important to you; such as access, circulation, adjacencies, views, as well as practical considerations such as parking availability and solar access. That site analysis is included to the right.

For your project, we will initially explore and develop a minimum of three design options. These designs will be crafted in collaboration with input from the Building Committee and identified Stakeholders. We will collaborate with the committee and other stakeholders to review and obtain feedback to further the options development. The options will

include careful **Phasing Analysis** to ensure uninterrupted municipal operations while transitioning toward a long-term, integrated facility solution.

These Concept Design options will cover the following scenarios at minimum:

- Complete interior renovation of the Annex and relocation of all City functions to that building, potentially including expansion of the footprint and abandonment or demolition of the existing City Hall.
- Relocation of all City functions to the Community Center and conversion of that facility into a consolidated municipal complex.
- A combination of these two approaches.

We recommend that the Community Town Hall along with City Council engagement occurs during the midpoint of this phase, after we've developed a series of design options but before finalizing designs. This timing allows us to analyze feedback and focus on integrating the most valued features and amenities.



**Community engagement** is an essential part of this process. Hacker recognizes that the success of the project depends not only on technical excellence but also on the trust, understanding, and enthusiasm of the broader community. Our team will facilitate clear, inclusive, and transparent communication throughout the public engagement process to ensure that the facility vision reflects both City goals and community priorities.

This town hall-style will provide an opportunity for residents, local organizations, and other stakeholders to share feedback on facility options, priorities, and desired outcomes.

Our facilitation approach is structured to make complex information accessible and engaging. We will present clear visuals and narrative summaries of the conceptual design options, highlighting the trade-offs, benefits, and implications of each. Through open discussion and interactive activities, participants will be encouraged to express their values and preferences for the future of the facility.

Feedback gathered during this session will be summarized and integrated into the subsequent refinement of the preferred concept, ensuring the public's perspective meaningfully informs project

Upon selecting the preferred design options, we will further refine and present conceptual-level drawings. These drawings will serve to inform the cost estimate and visually depict the project options in a clear and compelling manner.



Woodland Library; Woodland, WA

#### **Stakeholder Involvement:**

- Building Committee Meetings
  - Initial Design Options
  - Refined Design Options
  - Final Design Options
- City Council presentation(s) as needed
- Town Hall Community Event

#### **Deliverables:**

- Concept Design options including phasing scenarios
- Community input report
- Meeting notes

#### CITY COUNCIL ENGAGEMENT SUMMARY

Hacker will actively support the City's decision-making process through participation in up to four City Council meetings. Below are potential moments for their engagement.

**Meeting 1:** Presentation of findings from the Facility Conditions Assessment and Needs Analysis.

**Meeting 2:** Review of conceptual design options and discussion of evaluation criteria.

**Meeting 3:** Facilitation of Council deliberation and selection of the preferred facility approach.

**Meeting 4:** Presentation of the final report and recommendations, summarizing feedback from the public engagement process and Council direction.

At each meeting, Hacker will prepare clear, visually compelling presentation materials to support productive discussion and transparent communication of design and cost information. We will work closely with City staff to ensure Council members have the necessary context and resources to make informed decisions aligned with community values and long-term goals.

### Task Three : Cost

This phase is critical as accurate cost estimates can profoundly impact project outcomes. It's essential that the costs associated with any design options or recommendations presented in our final report accurately reflect current market trends and forecasts. Your key decisions will hinge on this cost information, underscoring the need for realistic data to help your community evaluate each option effectively.

#### Stakeholder Involvement:

- Building Committee Meetings
  - Draft Cost report review
- City Council presentation as needed

#### Deliverables:

- Cost estimates for each design option

### Task 4 : Funding

As the project vision becomes more clearly defined, Hacker will work with the City to establish a strategic path forward for implementation and funding. This phase focuses on translating the preferred concept into a practical, phased roadmap that aligns with the City's goals, available resources, and long-term planning priorities.

Our approach emphasizes flexibility and transparency—ensuring that decision-makers understand the timeline, key milestones, and potential options for adapting to evolving priorities or funding opportunities. The implementation roadmap will also highlight the near-term steps necessary to maintain project momentum, including potential permitting pathways, partnership coordination, and early enabling work.

#### Deliverables:

- Funding and Implementation Analysis
- Meeting Notes

### Task 5 : Report

Once the cost estimates are finalized, we will compile a comprehensive Final Report, which serves as the ultimate deliverable for your Facilities Master Plan. This report will be presented as an executive summary, integrating all the material and information gathered throughout our work in a clear and accessible format.

We will present the draft report to the Building Committee, facilitate a decision, and incorporate feedback into the final report which will be presented to City Council.

#### Stakeholder Involvement:

- Building Committee Meetings
  - Draft Report review
- Final presentation of Report to City Council

#### Deliverables:

- Multi-year Master Plan Report



Ledding Library; Milwaukie, OR

## Municipal Clients

Hacker is inspired by the effort and commitment shown by City employees towards their communities. We see a great opportunity to analyze and revitalize well-worn City facilities, making efficient use of your resources, and providing fresh options for modern, innovative spaces equipped to grow with your community while supporting your mission.

Our ideal working relationship with the City prioritizes minimizing surprises and maximizing desired outcomes. This requires a high-performing collaborative team where the City and design team all have seats at the table maximizing value and minimizing risk. We know that working with public agencies means adhering to institutional standards, communication protocols, and review processes. Our broad experience with municipal clients allows us to efficiently navigate these standards, ensuring optimal value for owners.

**Libraries:** Our library work began over 30 years ago with the design of the Spokane Public Library. Since then, Hacker has completed over 35 public library projects for clients across the West Coast, which include new buildings, renovations and additions, and **providing services such as modernization studies, facility needs assessments, and master planning.**

**Renovations:** Hacker has decades long experience in renovation and addition projects, and while every renovation project faces unique idiosyncrasies and unknown conditions. Our team members' most recent renovation work includes the **Forest Grove Public Works, Hermiston Civic Center, and Salem Public Library.**



“Our new library has quickly become a beloved community hub. Patrons of all ages appreciate the light-filled, welcoming, and thoughtful elements designed by Hacker Architects. Their ability to translate our shared vision into an inviting and inspiring space was outstanding. It was a great pleasure to have worked with the talented team at Hacker.”

Jennifer Hauan, Woodland Library  
Fort Vancouver Regional Libraries





FOREST GROVE, OR

## Forest Grove Public Works Renovation + Addition

This public facility project expands and renovates the City’s Public Works Department, creating a more welcoming entry, improved workspaces, and a new lunch and training room. The phased design allows continuous operation—staff will remain in the existing building during construction of the addition, then relocate so the original facility can be renovated into upgraded locker rooms for the field crew. Hacker’s site plan and building layout were developed with this seamless transition in mind. Working closely with the City’s project manager, department directors, and staff, the team balanced functionality, budget, and long-term operational goals.

### PROJECT SIZE

6,300 sq ft

### CLIENT

City of Forest Grove

### STATUS

Under Construction

### SERVICES

Programming

Architecture

Interior Design

Construction Observation



SALEM, OR

## City of Salem Public Works Building

This Public Works facility serves as a central hub for multiple city departments and as an emergency response center, designed to maximize efficiency and collaboration. A Risk Category IV structure, it incorporates SCADA systems and an emergency operations center within an all-electric, net-zero-ready design powered by solar energy. Its high-performance exterior reduces operating costs and simplifies maintenance. Inside, natural light and durable finishes create a welcoming, cost-effective environment. The “Muddy Boots” concept allows smooth transitions between field and office spaces, while centralized meeting areas strengthen coordination and connectivity across departments.

### PROJECT SIZE

50,000 sq ft

### CLIENT

City of Salem

### COMPLETED

Aug 2023

### SERVICES

Programming

Architecture

Interior Design

Construction Observation



HERMISTON, OR

## Hermiston Library & Civic Center Facility Assessment + Renovation

Hermiston’s renovated Library transforms an outdated facility into a bright, welcoming hub that supports learning, connection, and community for all ages. The project modernized the building and expanded areas for children, teens, and gatherings while preserving its role as a civic anchor.

Part of a broader city initiative, Hacker designed three coordinated renovations—the Library, Senior Center, and City Hall IT Department—under one funding model. Each was completed while occupied, requiring careful planning and collaboration with city staff. The result enhances services, accessibility, and efficiency, delivering a vibrant, modern civic campus completed on budget.

**PROJECT SIZE**  
14,000 sq ft

**CLIENT**  
City of Hermiston

**COMPLETED**  
Aug 2025

**SERVICES**  
Facility Assessment

Programming

Architecture

Interior Design

Construction Observation



HERMISTON, OR

## Jefferson County Library Facility Assessment and Concept Design

The renovation and 12,000-square-foot addition reimagine Jefferson County’s 6,000-square-foot library to meet the community’s evolving needs. The expanded facility includes dedicated adult and youth areas, a children’s activity room, heritage collection, study spaces, flexible meeting and event rooms, offices, and inviting outdoor areas. Designed as a vibrant hub for learning, creativity, and connection, the library honors the existing building while fitting naturally into its residential context. Developed through robust community engagement—including outreach at the Library and the Warm Springs Reservation—the concept emphasizes flexibility, inclusivity, and adaptability, supported by renderings and cost evaluations for future bond preparation.

**PROJECT SIZE**  
18,000 sq ft

**CLIENT**  
City of Madras

**STATUS**  
Ongoing

**SERVICES**  
Facility Assessment

Programming

Conceptual Design



WOODLAND, WA

## Woodland Library

The Woodland Library creates a welcoming, practical hub that serves the community’s diverse needs. Designed with a two-wing layout connected by a central hub, the building can flex with funding and accommodate future growth. Multiuse, adaptable spaces maximize utility, while outdoor gathering areas, a learning garden, and a planned connection to the adjacent park and lake extend the library’s reach beyond its footprint. The design prioritizes accessibility and flexibility, supporting a wide range of activities for all ages. By combining thoughtful indoor and outdoor spaces, the library provides a vibrant, inclusive environment while remaining responsible to the project budget.

**PROJECT SIZE**  
7,500 sq ft

**CLIENT**  
Fort Vancouver Regional Libraries

**COMPLETED**  
2024

**SERVICES**  
**Programming**

Architecture  
Interior Design  
Construction Observation



BOARDMAN, HEPPNER, AND IRRIGON, OR

## Oregon Trail Library District Facility Assessments + Master Plan

The Boardman, Heppner, and Irrigon library master plans synthesize long-term vision with practical implementation. Hacker completed comprehensive facility assessments and developed a cohesive strategy for each community, guided by a multidisciplinary team of project managers, library specialists, and technical experts. Inclusive community engagement shaped the process, ensuring the plans authentically reflect local needs. Customized outreach involved residents from all three towns, with special attention to historically underserved populations. The resulting master plans provide a clear roadmap for future library construction, balancing functionality, flexibility, and community priorities while establishing a foundation for vibrant, welcoming spaces that support learning and civic connection.

**PROJECT SIZE**  
Boardman 7,500 sq ft  
Heppner 6,000 sq ft  
Irrigon 5,000 sq ft

**CLIENT**  
Oregon Trail Library District

**COMPLETED**  
2026

**SERVICES**  
**Facility Assessments (3)**

**Programming**  
**Master Planning**



SALEM, OR

## Salem Public Library Facility Assessment + Renovation

The Boardman, Heppner, and Irrigon library master plans synthesize long-term vision with practical implementation. Hacker completed comprehensive facility assessments and developed a cohesive strategy for each community, guided by a multidisciplinary team of project managers, library specialists, and technical experts. Inclusive community engagement shaped the process, ensuring the plans authentically reflect local needs. Customized outreach involved residents from all three towns, with special attention to historically underserved populations. The resulting master plans provide a clear roadmap for future library construction, balancing functionality, flexibility, and community priorities while establishing a foundation for vibrant, welcoming spaces that support learning and civic connection.

### PROJECT SIZE

96,000 sq ft

### CLIENT

City of Salem

### COMPLETED

2022

### SERVICES

Facility Assessment

Programming

Architecture

Interior Design

Construction Observation



SALEM, OR

## Salem Civic Center Facility Assessment + Renovation

The Civic Center houses nine departments, two courtrooms, and a council chamber. Funded through a bond for seismic and infrastructure upgrades, the project balances scope and budget while creating a modern, uplifting workplace. Seismic improvements include shear walls and collector plates, carefully designed to meet requirements without compromising the building's historic character, and cost-effective window film replaces full window replacement. The building enclosure is upgraded with a full roof replacement. Hacker works closely with city project managers, department directors, and staff to align functionality, budget, and goals, tracking costs throughout design phases and key milestones to ensure the project remains on budget.

### PROJECT SIZE

90,000 sq ft

### CLIENT

City of Salem

### STATUS

Under Construction

### SERVICES

Facility Assessment

Programming

Architecture

Interior Design

Construction Observation

## Fee

For the scope and deliverables outlined in Our Project Approach, our not to exceed design fee is \$89,000.

“The team from Hacker are fantastic collaborators. First and foremost, they listened and asked questions to truly understand our organization and its needs. They constructively challenged us with design concepts to test our own understanding of how we work and how we should adapt to the future. All while working seamlessly with the design-build contractor to find practical solutions that met the budget. Working with them has been incredibly rewarding, successful, and fun!”

Allen Dannen, City Engineer  
City of Salem

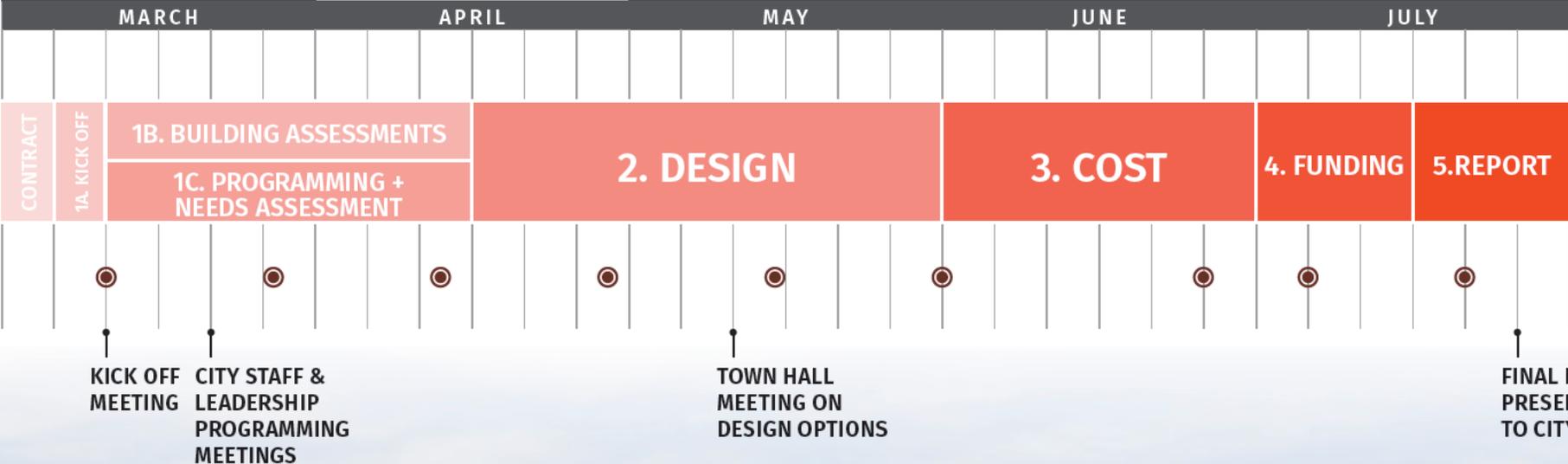


Salem Public Works Building, Salem, OR

# PROJECT SCHEDULE

○ TEAM MEETINGS  
OWNER + ARCHITECT

Below is our proposed Project Schedule. We are happy to work with you to make adjustments to fit your timeline.



Woodland Community Library; Woodland, WA

555 SE MARTIN LUTHER KING JR  
BLVD  
SUITE 501  
PORTLAND, OR 97214

2838 NW CROSSING DR  
SUITE 202  
BEND, OR 97703

+ 503 227 1254

[hackerarchitects.com](http://hackerarchitects.com)

HACKER



**process**  
ARCHITECTURE • DESIGN

FEBRUARY 11, 2026

RESPONSE TO REQUEST FOR PROPOSAL

CITY OF DAYTON  
FACILITY CONDITIONS ASSESSMENT AND  
FACILITY NEEDS ANALYSIS

February 11, 2026

Dear Jeremy Caudle and the Selection Committee,

Process Architecture and our consultant team are honored by the opportunity to build a partnership with the City of Dayton at a pivotal time that requires both strategic planning for growth and urgent attention to City facilities. We believe that successful projects begin with careful assessment, clear prioritization, and thoughtful pre-design. We are excited to support the City with architectural services including facility assessment, analysis, programming, and pre-design.

The value of this due-diligence and pre-design phase cannot be overstated. It will provide the foundation for a thoughtfully phased plan that supports a functional and enduring home base for City employees, expands opportunities for community use, and positions the City of Dayton for long-term growth. We will perform the requested services efficiently and deliberately, with careful attention to detail, meaningful stakeholder engagement, and disciplined management of schedule and budget.

Our team has been thoughtfully assembled to provide the City with qualified and authentic individuals to complete this scope. Each member brings a unique and focused area of expertise that we are confident will meet the City's goals and objectives.

Regards,



Jason Karam  
Principal  
Process Design



NORTH PLAINS PUBLIC WORKS BUILDING  
MASS TIMBER CONSTRUCTION

## Appendix

01. Firm Background
02. Project Team
03. Project Understanding
04. Project Approach
05. Relevant Experience
06. Schedule + Fee Estimate
07. Supporting Information

# 01 Firm Introduction

## FIRM INTRODUCTION

Process Architecture is a full-service architecture firm based in Portland, Oregon. Founded in 2019, we specialize in civic buildings, educational facilities, and mixed-use developments for a diverse range of clients. Our unique balance of engaging programming practices, thoughtful design solutions, and collaborative project execution has built a strong reputation with clients, end-users, general contractors, and local municipalities throughout Oregon.

As a COBID-certified Emerging Small Business (#13211), Process Architecture operates with a streamlined structure that enables us to provide personalized service while delivering exceptional value to public agencies. Our firm is guided by a vision of building strong, long-lasting relationships on a foundation of trust, accountability, thoughtful design, and clear communication. Process Architecture’s mission is shaped by an unbiased approach, strategic planning, and curiosity to create safe, beautiful, and responsible environments for the communities where we live and work.

Process Architecture approaches each project with a deep commitment to understanding the unique identity and needs of the communities we serve. This philosophy extends beyond simply meeting functional requirements to creating spaces that reflect local character, support community goals, and enhance the daily experiences of those who use them. Our collaborative approach ensures that stakeholder voices are heard and integrated into design solutions that are both practical and inspiring.



# 02 Project Team



**process**  
ARCHITECTURE • DESIGN



**Jason Karam** AIA, LEED BD+C  
Principal-in-Charge



**Nick Turrell** AIA  
Architect



**Dianna Montzka**  
AIA, LEED AP BD+C  
Project Manager



**Wendy Fan**  
Design Staff



**Jeni Nguyen**  
Design Staff

## CONSULTANT TEAM



**Civil Engineering & Planning**



**Structural Engineering**



**Mechanical Engineering & Plumbing Design**



**Cost Consulting**

Process Architecture has assembled a design team with established working relationships to support this effort at the City of Dayton. Our team includes 3J Consulting (civil), Froelich Engineering (structural), Interface Engineers (mechanical, electrical, and plumbing), and ACC Cost Consulting (cost estimating). Building envelope evaluation will be conducted under the architectural scope.

Our team provides architectural design services from master planning assessment to programming through construction administration, with experience delivering facilities and needs assessments for public agencies across Oregon. Our collaborative approach enables us to create deliverables that are thoughtful and holistically integrated.

## KEY PERSONNEL

Process Architecture’s key personnel for this project include Principal Jason Karam, Project Managers Nick Turrell and Dianna Montzka, and design staff Wendy Fan and Jeni Nguyen.

**Jason** provides overall project oversight, quality control, and client coordination.

**Dianna** will serve as Project Manager, responsible for developing and maintaining the project schedule, coordinating and facilitating community engagement, and overseeing day-to-day project execution to ensure scope, budget, and milestones are met.

**Nick**, as the Project Architect, will lead the facility assessment and concept study by synthesizing existing-conditions findings into clear, comparable options, documenting assumptions.

**Jeni** and **Wendy** provide support roles as necessary to Dianna and Nick.

## PROJECT TEAM

### Process Architecture

Our team will lead the effort in conducting the Facility Conditions Assessment, the Facility Needs Assessment, Programming, and Conceptual Design, as well as facilitating Public Engagement. Through it all we will guide the City through funding considerations for the future steps this project is establishing.

Our name reflects our commitment to understanding the essential steps required to deliver your vision. Process encompasses more than the final product, our team provides the experience and knowledge to execute that vision successfully, which we deliver on every project.

### 3J Consulting

3J Consulting (3J) provides clients throughout the Pacific Northwest with exceptional land use planning and civil engineering services based on reliable attention to detail and strong project management. Since its founding in 2009, 3J has helped communities throughout Oregon grow – from creating visions for the future and strategic plans to guide growth and development, to infrastructure analysis, design, and improvements to support changing needs. We understand how engineering, planning, and project management must be delivered to equally support the goals of local agencies and the character of the communities they serve.

### Froelich Engineers

Established in 1983, Froelich Engineers is a structural engineering firm that prides themselves on their creativity, innovation, and dedication to overall excellence. They deliver on-time, on-budget engineering services to architects, contractors, engineers, developers, government entities, and property owners across the country.

Froelich Engineers' structural project portfolio includes structural assessment reports, seismic studies, seismic rehabilitation, analysis and design, preparation of construction documents and specifications, and construction

administration services. They set themselves apart by combining nimble client service, creative engineering solutions and a collaborative approach to design projects. Froelich's clients appreciate their ability to rapidly grasp project complexities and offer multiple design solutions in support of project goals.

### Interface Engineering

Interface Engineering is a 100% employee-owned multi-discipline mechanical and electrical engineering firm known for innovative resource use, visionary sustainable design and breakthrough engineering solutions for new and existing buildings. Their work demonstrates how integrated design and creative collaboration can produce outstanding results — for their clients, community, and the environment. Interface's integrated teams have a long history of working with governments at the local, regional and national level. Whether it's a new facility or an upgrade, we focus on timely, cost-conscious designs, and pride ourselves on our lengthy track record of excellent client satisfaction. Our innovative design solutions result in facilities that work harder, last longer, save resources, and bring the best value to the community.

### Architectural Cost Consultants

ACC Cost Consultants, LLC was established in 1988 with the purpose of providing an effective resource for architects, owners, and developers to investigate and manage costs throughout the entire design process. Their team uses their cumulative construction experience and background to build unbiased, realistic, market aligned, and detailed cost models throughout the design process.

ACC operates under the philosophy that assisting our clients in establishing budgets and defining building costs during the various phases of a project, is an interactive process. Therefore, we embrace the opportunity to work closely with designers, engineers, owners, and contractors, and we encourage acute scrutiny of estimates and validation of assumptions by all members of the project team.

# 03 Project Understanding

## PROJECT UNDERSTANDING

The city of Dayton is anticipating transformative change and growth, with several exciting examples outlined in the 2025/26 city budget. The effort to renew your Parks Masterplan has been adopted by the commission, and the updated Transportation System Plan is underway. Investment in your public facilities is the next step to deliver holistic improvement to your community for the next generation.

With an immediate need to address flooding concerns at City Hall, we also understand that a temporary renovation is underway to relocate some departments in City Hall.

In the long-term, the options currently under consideration in the RFQ are a good starting point in establishing the possibilities for re-

use and reconfiguration of the various city departments. Our team will expand and vet those options with the additional information that is found in the Facilities and Needs Assessments to guide you towards the next step of design procurement, permitting, and construction. We believe that being able to establish the big picture roadmap with the City will help every small step along the way be more successful.

### Existing Buildings and Department Locations

#### (E) City Hall

**3,040 SF**

- Finance Director
- Utility Billing
- Code Enforcement
- Mary Gilkey City Library

Slated for Abandonment / Demo

#### (E) City Hall Annex

**6,000 SF**

- City Manager
- City Recorder
- Tourism / Economic Development
- City Council Chambers / Courtroom
- City Vehicle Garage bays

Seismic Engineering Report Complete

#### (E) Trailer

- Public Works Staff

#### (E) Misc.

- Parking
- Equipment + Large Vehicle Structure (x2)

#### (E) Community Center

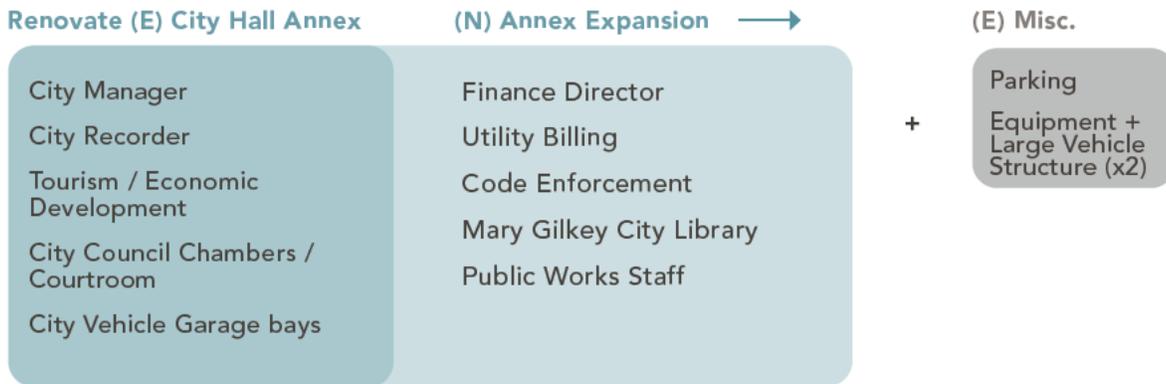
**8,000 SF**

- Underutilized and currently closed
- Community events and public gatherings
- Public and private rental use

### Option 1: Expand Existing Annex

Relocate all city functions to an expanded building.

Demo existing City Hall. Consider cost of seismic retrofit needs.



### Option 2: Renovate Existing Community Center

Renovate the Community Center into a Consolidated municipal complex.



### Option 3: Mixed Approach



# 04 Project Approach

## FACILITY CONDITIONS ASSESSMENT

We take a proven, holistic approach when performing a thorough facilities conditions assessment and facility needs assessment. We do this by relying on years of experience, performing efficient and in-depth walkthroughs with City staff, and closely collaborating with our consultant team. This helps provide the most value when assessing a space by understanding multiple aspects such as accessibility, security, material resiliency, utilization and much more. Our holistic approach will help uncover opportunities to stretch City dollars further. We propose delivering the Facility Conditions Assessment and Facility Needs Analysis in three phases.

### Phase 1 : Gather Information and Document Existing Conditions

Our site assessment begins with documentation of existing conditions to establish a foundation for informed pre-design decisions. Through a site visit, review of existing surveys, as-builts, reports, and other available existing documents, 3J will conduct a thorough site analysis of the site existing conditions, including topography, utilities, site circulation, parking, and ADA analysis of the site. They will research critical development constraints and concerns and prepare a due diligence review report as part of the Facility Conditions Assessment report that summarizes the findings.

Process Architecture will conduct an architectural assessment of the existing Annex and Community Center buildings, evaluating accessibility, reuse potential, and spatial relationships with current and future capacity. Envelope evaluation will be a necessary part of the approach to determining remaining useful

life. Measurements, observations, and a whole building 3D LiDAR scan are parts of this detail-oriented effort to provide the City with the most accurate and informative assessment.

Froelich will lead a structural analysis to establish the integrity of the Community Center structural systems, while reviewing the previously completed Seismic Retrofit report of the Annex to determine cost effective options that will ensure seismic stability in reuse options.

Interface Engineering will evaluate all existing MEP systems and compare them to the typical recommended baseline for the building type and function. They will outline recommendations regarding the ability to upgrade or replace systems and identify deferred maintenance issues and the remaining life of the equipment. Code compliance and energy efficiency of existing systems is part of their baseline evaluation as well. It will be important to consider resiliency options in new mechanical and electrical systems when evaluating the scope for the City's future needs.

All of these efforts from the team would be impractical without the reality of costs, which will be assembled by ACC Cost Consulting. They will develop a comprehensive cost estimate based on the design team's deliverables, providing the City with a reliable basis to pursue funding, prioritize improvements, and move projects forward.

ACC utilizes their database of current and historical pricing information to ensure realistic market pricing. They maintain contact with local industry subcontractors to provide essential pricing and process information on systems

that are new to the market. This allows them to stay informed on unique products or systems of which they may not have relevant experience.

Our final report aims to position the City to make the most informed decision with all aspects of future projects outlined and considered in a digestible and concise manner.

## **FACILITY NEEDS ANALYSIS, PROGRAMMING, AND CONCEPTUAL DESIGN**

The Facility Needs Assessment will be focused around three components: what the City staff and leadership need, what the community needs, and the best use of existing and new structures considering cost and schedule impacts of those options to meet those needs. Based on our proposed preliminary schedule, we would plan on conducting the Facility Needs Analysis in tandem with programming leading up to conceptual design. In our partnership with the City, we'll look to use our established and proven process in collaboration with approach considerations that the City recommends to have a successful outcome. The needs assessment and engagement strategy will be part of phase two and three.

## **Phase 2: Gather Information and Develop Program Parameters**

In the beginning of Phase 2, we will first meet with City and leadership staff to understand and document operational needs and functional requirements, space needs, important adjacencies, service delivery models, and long term goals. We will also evaluate the community center at this time to fully understand its current uses and how to better utilize the facility. Then we will meet with the community to understand and document community facility needs and desires. We aim to have a targeted and intentional approach with the community that answers specific goals and questions of the City. If necessary, we will conduct surveys and questionnaires to maximize community engagement.

Once this information has been compiled and analysed, we will conduct a working meeting with the council to review and balance outcomes of preliminary programming.

## **Prioritize and Analyse Information Gathered**

After our first working session with Council, we will create a program establishing current and desired spaces and program adjacency diagrams. This will inform our creation of a high level site plan layout, which will start to inform rough conceptual design layouts. At the end of this phase we will begin to assist the City in identifying potential funding sources.



### Phase 3: Implement Information Into Preliminary Design Ideas

Phase 3 will begin with a strong programming analysis and preparations of conceptual designs. Within these preliminary design iterations, we will incorporate the findings from phase 1 and 2 and develop plans that consider the City's timelines, budget and programmatic needs.

As the options solidify we will begin to apply phasing analysis options to test short-term and long-term logistics and feasibility. This will be an iterative process where we test and challenge different aspects of the phasing plans. We will review and confirm programmatic priorities as needed and conduct working meetings with council to keep them involved in the progress.

At this time, we will engage our civil and planning engineers to weigh in on a complete site strategy, incorporating the assessment information and long term goals.

The consolidated preliminary design options will be supported with 3D massing, test-fit plans, and renderings to prepare them for final presentation. Our consultants will complete their individual scopes to be incorporated into our overall report, with cost estimations and implementation guidance.

### PUBLIC AND COUNCIL ENGAGEMENT

Engaging with the building users and community of Dayton is essential to the success of the project and its function on the day it opens through the next 50 years. In our approach, communication is key. The reports that will come from this project will be technical in aspects, and we take ownership to translate the information so that it is digestible and clearly understandable. We utilize imagery, diagrams, and plans to graphically

communicate different aspects of the project. We also see the baseline importance of providing materials in Spanish for accessibility to all community members. Our approach includes meeting the community where they're at by conducting an interactive design charrette in an accessible setting at a town hall or other town event so that we can easily engage with the public. We plan our engagement approach closely with the City to highlight specific questions and goals to receive public input on so there is a targeted and intentional vision. We want to assist them in highlighting realistic and achievable solutions within their hopes and dreams.

We understand and respect the challenges of smaller community's ability to leverage funds to maximize value. It is imperative to communicate and design in a way that the community is well informed and has the opportunity to become invested and part of this project. We believe this fuels a trusting relationship between community members and community leaders, builds trust in how public money gets spent, and that it is being invested in the community now and in the future.



## IMPLEMENTATION AND FUNDING CONSIDERATIONS

Completing the Facilities Assessment and Needs Analysis is a foundational step toward a clear roadmap that will help the City of Dayton prioritize improvements that support daily operations, serve all departments, and meet evolving community needs. We take honor and responsibility in using our expertise to guide you along that road while ensuring community buy-in and City understanding and approval.

We also understand that there is an immediate need to identify deferred maintenance projects, accessibility improvements and operational enhancements in the short-term. Making these a part of the roadmap will ensure big picture functionality and project success.

In our extensive experience, we have encountered cities using unique and effective

funding sources that we can evaluate and test fit with you for your future project goals. We will also share insight and best practices surrounding your efforts to procure contract documents for the future projects. We want to be an effective partner to you that sets the City up for success in smooth project delivery, realistic constructibility, system recommendations, and innovative schedule and cost saving solutions.

Our deliverables will assist the City with identifying and pursuing various funding sources such as grants, loans, donations, general funds and bonds.



# 05 Relevant Experience

## CITY OF NORTH PLAINS

### Civic Center Feasibility Study

**Project Team:** Process Architecture

**Size:** 0.41 acres

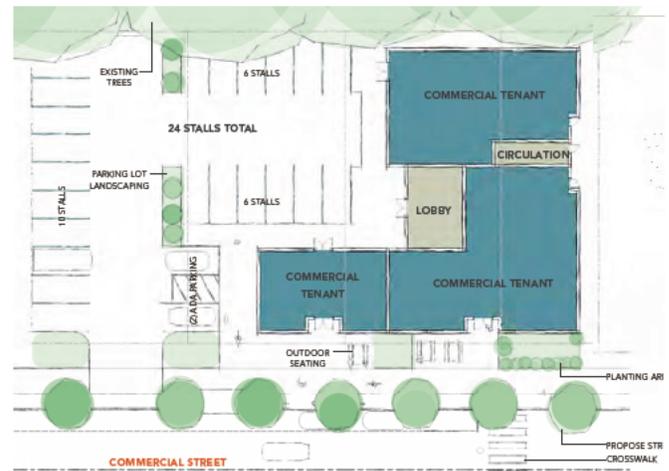
**Completion Date:** November 2023

**Project Cost:** \$12,000 (A/E fee)

**Delivery Performance:** Delivered on time & on budget

**Reference:** Andy Varner, Former City Manager, City of North Plains 971.221.9122, avarner@beavertonoregon.gov

Process Architecture conducted comprehensive feasibility analysis for a strategic downtown site, evaluating mixed-use development versus civic center options. Our team performed detailed site analysis, parking studies, and massing evaluations to maximize development potential within downtown context. We developed two distinct scenarios with complete cost modeling and design considerations for each option. The study assessed pedestrian circulation impacts and community engagement opportunities, providing city leadership with data-driven recommendations for informed decision-making about this critical downtown investment.





## CITY OF NORTH PLAINS

### Public Works and City Operations Building

**Project Team:** Process Architecture, 3J Consulting

**Size:** 12,000 SF

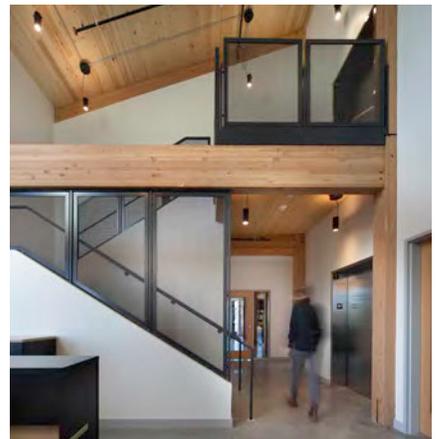
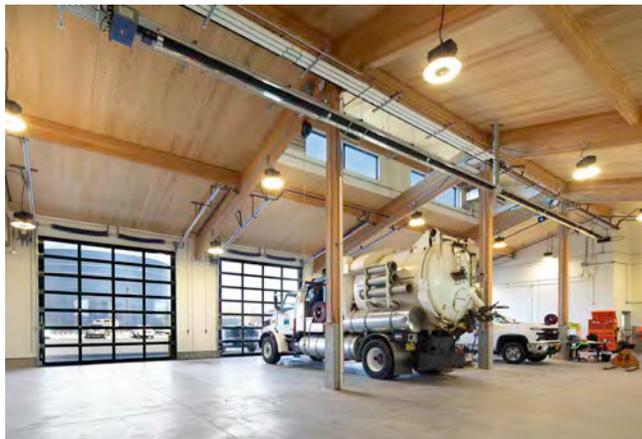
**Completion Date:** October 2024

**Project Cost:** \$8.1M

**Delivery Performance:** Delivered on time & on budget

**Reference:** Andy Varner, Former City Manager, City of North Plains 971.221.9122, [avarner@beavertonoregon.gov](mailto:avarner@beavertonoregon.gov)

Process Architecture delivered programming, site analysis, and design services for North Plains' first municipal facility in decades. Our team conducted stakeholder engagement sessions with city staff to define operational requirements for various city functions. Early design studies evaluated alternative site options to balance functionality with funding requirements. The final design utilizes cross-laminated timber construction to address challenging soil conditions while creating flexible spaces for current operations and future growth. The facility also serves as an emergency operations center, demonstrating how strategic programming can deliver multiple benefits for growing communities.





## HILLSBORO SCHOOL DISTRICT

### Facility Needs Analysis, Conceptual Design & Cost Estimation

**Project Team:** Process Architecture. Laminar Flow, Bremik Construction

**Size:** 22,000 SF

**Completion Date:** February 2026

**Project Cost:** \$20,000 (A/E fee)

**Delivery Performance:** Delivered on time & on budget

**Reference:** Brooke Nova, Hillsboro School District, Assistant Superintendent, 503.333.2019, novab@hsd.k12.or.us

Our team was engaged to complete a facility needs assessment, develop a conceptual design, and prepare an initial cost estimate for a new Student Services Building. The work was structured to help the District clearly communicate scope, priorities, and investment value to the public in advance of a bond measure planned for November. We met with Student Services staff to confirm functional needs and adjacencies, then coordinated with a local general contractor to develop construction cost estimates.

## BG PLAZA

### Facility Assessment & Concept Design

**Project Team:** Process Architecture, 3J Consulting, Laminar Flow, PONO Envelope Consultants

**Size:** 70,000 SF

**Completion Date:** February 2025

**Project Cost:** \$95,000 (A/E fee)

**Delivery Performance:** Delivered on time & on budget

**Reference:** Nieco Biggi, Owner, 503.805.3184, niecolas@gorillaagency.com

For BG Plaza, we were engaged to complete a facility conditions assessment and develop conceptual design options for an existing 70,000 SF building originally constructed in the 1970s. Working through a series of meetings with the client, we documented existing conditions, clarified operational needs, and explored expansion strategies to support growth to approximately 100,000 SF. The resulting concepts provided a clear framework for right-sizing the building, identifying feasible paths for expansion, and supporting informed decision-making for future investment.



# 06 Schedule + Fee Estimate

## PROJECT SCHEDULE

Our design team is ready and capable to deliver your project within the proposed schedule below. This schedule is based off the City council meeting once per month, but reconsideration to more frequent meetings could condense the schedule further.

A project kick-off in March 2026 positions our team to begin work immediately and deliver three alternative concepts by September 2026. This 6.5 month timeline for facilities assessment, needs analysis, programming, and implementation road map will situate the City to pursue funding sources by the end of 2026 leading into 2027, begin procurement of contract documents, and start construction by late 2027, early 2028.

Additionally, we understand capital improvement projects and deferred maintenance may be going on during this time and can be planned on a concurrent but separate schedule.

## FEE ESTIMATE

Process Architecture approaches budget management with the fiscal discipline required for public work. Our team maximizes value through strategic resource allocation, efficient project execution, and integrated team coordination that eliminates redundancies while ensuring comprehensive analysis.

Our budget management allocates resources where they generate maximum value, with upfront investment in stakeholder engagement and market analysis providing the foundation for design concepts that reflect authentic community needs. Our established consultant

relationships enable seamless coordination, maximizing productivity while minimizing administrative overhead.

With our current understanding of the scope, Process Architecture proposes an **estimated fee of approximately \$90,000**. Below is a breakdown of that estimate based on the information available from the RFQ and preliminary review of the project.

### Deliverables

#### Facility Conditions Assessment Report

Fee Range \$30,000 - \$40,000

- Existing facility as-builts
- Full report including Architectural, MEP, Structural, Civil

#### Facility Needs Analysis & Programming Report

Fee Range \$20,000 - \$30,000

- Space list with draft SF needs and considerations
- Adjacency diagrams
- Functional diagrams

#### Concept Design

Fee Range \$30,000 - \$45,000

- Concept design options
  - 3d conceptual visualization
  - Conceptual site & floor plans
  - Conceptual elevations
  - Consultant reports including system recommendations, considerations, etc.
- Cost Estimation
- Implementation Roadmap



# 07 Supporting Information



**JASON KARAM AIA**

**Principal-in-Charge**  
**Process Architecture**

With over a decade of experience, Jason founded Process Architecture in 2019. Working on various project types in his career has allowed him to remain flexible in his approach to any project. He strives to understand his clients' most important metrics and works with them to make them tangible. His ability to manage and meet expectations from all various stakeholders is what makes working with him unique. His calm approach to design and project delivery help simplify the many complexities that arise in every project.

**Education**

Master of Real Estate Development  
Bachelor of Science in Architecture

**Certifications**

Licensed Architect: OR, WA

**Relevant Experience**

- City of North Plains | North Plains, OR
  - Public Works and City Operations Building
  - Civic Center Feasibility Study
- Hillsboro School District Facility Needs Analysis & Concept Design
- PCC, Washington County CTE Building Facility Needs



**NICK TURRELL AIA**

**Project Architect**  
**Process Architecture**

Nick brings nearly a decade of public facility experience, always seeking to find the balance between user needs, fiscal responsibility, and architectural significance. His technical expertise and range of project experience provide a strong foundation to collaborate with clients to deliver designs that truly meet their needs. In the recently completed North Plains Public Services project, he worked creatively with the City administration to design a facility that delivered rapid occupancy, future flexibility, and a deep connection to the City of North Plains.

**Education**

Bachelor of Architecture

**Certifications**

Licensed Architect: OR

**Relevant Experience**

- City of North Plains | North Plains, OR
  - Public Works and City Operations Building
  - Civic Center Feasibility Study
- Hillsboro School District Facility Needs Analysis & Concept Design
- BG Plaza, Facilities Assessment and & Concept Design



**DIANNA MONTZKA AIA**

**Project Manager**  
**Process Architecture**

With 9 years of design experience, Dianna brings extensive expertise in public project delivery to the team. Her experience includes master planning through construction administration with projects ranging from historic renovations to new construction. Dianna's collaborative approach to stakeholder engagement have contributed to successful project delivery on numerous complex educational environments. Her LEED AP BD+C certification reflects her commitment to sustainable design practices that benefit both communities and the environment.

**Education**

Bachelor of Architecture

**Certifications**

Licensed Architect: OR

LEED AP BD + C

**Relevant Experience**

- Benson Polytechnic High School | Portland, OR\*
- Mountain View Middle School Seismic Upgrade | Beaverton, OR\*
- Tualatin High School Remodel & Addition | Tualatin, OR\*



## BRIAN FEENEY PE

**Principal Engineer**  
3J Consulting

Brian has more than 28 years of civil engineering experience, including oversight of civic and institutional facilities projects throughout Oregon. His diligence and commitment to thorough, accurate designs have contributed to the success of important community projects for local clients, including Cities of North Plains, Amity, Beaverton, Hillsboro, Independence, and Washington County. Brian also served on the Tigard Planning Commission for eight years, giving him unique insight into how a local city functions and interacts with the public.

### Education

Bachelor of Science in Civil Engineering

### Certifications

Professional Engineer: OR & WA

### Relevant Experience

- City of North Plains, Public Works Facility | North Plains, OR
- City of Amity Downtown Revitalization Phase 1 & 2 | Amity, OR
- City of Hillsboro City Hall | Hillsboro, OR
- Hillsboro School District, Transportation and Support Services Facility | Hillsboro, OR
- City of Independence Civic Center | Independence, OR



## MERCEDES SERRA

**Planning Lead**  
3J Consulting

Mercedes brings 13 years of land use planning and urban design experience. Her experience includes guiding a variety of public and private projects through land use approval, project research and code interpretation. Mercedes enjoys tackling the unique challenges of each project, working to achieve the vision of each project within the land use entitlement framework of the community.

### Education

Bachelor of Architecture

### Relevant Experience

- City of Hillsboro | Hillsboro, OR
  - Hillsboro Community Center
  - Brookwood Fire Station Schematic Design
- Beaverton School District, Allen Transportation Facility | Beaverton, OR
- Lincoln County Fairgrounds Improvement Plan | Newport, OR
- Clackamas County Fairgrounds and Event Center | Clackamas County, OR



## SETH PSZCZOLKOWSKI

**Lead Estimator**  
ACC

Seth has been cost estimating for over 28 years and draws on his project management experience to complete detailed cost estimates. His extensive background paired with his attention to detail and understanding of the building process ensures accurate estimates on every project.

### Education

Bachelor of Science in Business Administration

### Work History

- North Plains Public Works Facility | North Plains, OR
- Boise Library Facilities Masterplan | Boise, ID
- City of Vancouver Long Range Facilities Planning | Vancouver, WA
- CWS Springer St Operations Facility | Hillsboro, OR
- City of Hillsboro | Hillsboro, OR
  - Facilities Tenant Improvement
  - Public Works Expansion
- City of Washougal Public Works Facilities Building | Washougal, WA
- Sandy Operations Center Expansion | Sandy, OR
- ODOT Facilities Master Plan | Milwaukie, OR



## TIMOTHY TERICH PE, SE

### Partner, Principal Froelich Engineers

With more than 25 years as a structural consultant, Tim is a sought-after expert in finding creative solutions to structural problems. From reducing costs to preserving distinctive building features, Tim strives to meet the complex challenges of structural engineering in today's ever-evolving built environment. Tim specializes in large-scale and complex buildings with multiple functions. Under his easy-going but consistent leadership, Tim's project teams earn clients' trust and confidence, creating deep connections and enduring relationships

#### Education

Bachelor of Science in Civil Engineering

#### Certifications

Professional Engineer: WA, AZ, ID, VT, WY

Structural Engineer: OR, CA, HI, WA, IL

#### Relevant Experience

- Madras City Hall | Madras, OR
- Charbonneau Community Center | Charbonneau, OR
- Clackamas Co. Kellogg Water Resource Recovery Facility Assessment & Repair | Milwaukie, OR
- SEIU Salem ASCE 41 Seismic Evaluation | Salem, OR



## TODD NAGELE PE, SE

### Principal, Lead Structural Engineer Froelich Engineers

A structural engineer for nearly 20 years, Todd has collaborated with architects, owners and developers on a range of projects including large scale public works, recreational facilities and education facilities. Todd has gifts for grasping both the technical and architectural aspects of a project, giving him the ability to create structural engineering solutions that honor the spirit of the design and the project's pro forma.

#### Education

Bachelor of Science in Civil Engineering

#### Certifications

Professional Engineer: OR, WA  
Structural Engineer: OR

#### Relevant Experience

- Lifeworks NW Evaluation and Renovation | Tigard, Oregon
- Sitton Elementary School Truss Evaluation | Portland, OR
- Ewing Young Elementary School, Antonia Crater Elementary School Renovation | Newberg, OR
- Mountain View Middle School Renovation | Newberg, OR
- Washington Elementary School Seismic Upgrade & Renovation
- Catalyst High School Renovation and Expansion | Newberg, OR



## BRENNAN STANYER PE

### Project Manager Froelich Engineers

Brennan provides structural engineering for a variety of projects, including schools and other public institutions. He joined the Froelich team in 2017 and his favorite projects are seismic retrofits, where he gets to explore and breathe new life into some of Oregon's oldest and most historic buildings. A designer with a gift for the written word, while at Walla Walla University, he was a teaching assistant for courses in Civil Engineering Analysis and Writing for Engineers. Outside of work, Brennan enjoys music and comedy, both in the audience and as a performer.

#### Education

Bachelor of Science in Civil Engineering

#### Relevant Experience

- Yamhill County Sheriff - TTR Building Evaluation | McMinnville, OR
- Village School Renovation and Seismic Rehab | Portland, OR
- North Bend Middle School & North Bay Elementary School ASCE Seismic Evaluation | North Bend, OR
- Reynolds School District Facilities Assessments | Fairview, OR
- Community Transit Seismic Upgrade | Everett, WA



## ANDREW LASSE PE

### Principal, Senior Mechanical Engineer Interface Engineering

With over 25 years of experience in the industry as a Mechanical Engineer and Project Manager, Andrew leads an innovative team of engineers, designers and modelers at Interface. His work focuses on finding long term, practical solutions to optimizing energy conservation, resiliency, and life cycle costs on a wide variety of commercial, institutional, retail and industrial projects.

#### Education

Bachelor of Science, Mechanical Engineering

#### Certifications

Mechanical Engineer: OR, CA, WA  
LEED AP

Oregon Dept of Education  
Certified Technical Assessor

#### Relevant Experience

- City of Stayton Public Facilities Master Plan Building Assessments | Stayton, Oregon
- Tualatin Valley Water District Facilities Assessment and Master Plan | Beaverton, Oregon
- City of Grants Pass Facilities Mechanical Condition Assessments | Grants Pass, Oregon



## BRANDON VOLBEDA PE

### Associate Principal, Senior Electrical Engineer Interface Engineering

Brandon's passion and work ethic has propelled him to the position of lead electrical engineer for a diverse mix of commercial building projects. Due to his dedication to detail and commitment to designing efficient and cost-effective electrical systems, he has built a solid reputation with his clients and peers in this industry.

#### Education

Bachelor of Science, Electrical Engineering

#### Certifications

Electrical Engineer: OR

#### Relevant Experience

- Tualatin Valley Water District Facilities Assessment and Master Plan | Beaverton, Oregon
- Tualatin Valley Water District Office Renovations | Beaverton, Oregon
- Klickitat County Services Building | Goldendale, Washington
- McMinnville Water and Light Expansion | McMinnville, Oregon



## CHRIS SCOTT

### Associate Principal, Senior Plumbing Designer Interface Engineering

With over 30 years of experience, Chris designs plumbing systems for a variety of project types and has been the plumbing designer on several LEED projects in his years with Interface. A longtime member of the American Society of Plumbing Engineers, Christopher served on the national Board of Directors from 2010 – 2014 as the Region 4 Director which oversees all of the western chapters of ASPE.

#### Education

Associate of Science, Drafting

#### Relevant Experience

- Department of Human Services Multiservice Facility / LEED Certified, | Klamath Falls, Oregon
- Klickitat County Services Building | Goldendale, Washington
- Cowlitz County Public Utility District Technical Services Building / LEED Silver | Longview, Washington
- Department of Human Services Facility / LEED Certified Goa | Brookings, Oregon



**process**  
ARCHITECTURE • DESIGN

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PORTLAND, OR 97209

775.846.4793

[PROCESS-PDX.COM](http://PROCESS-PDX.COM)



Robertson | Sherwood | Architects PC

RESPONSE FOR:

# RFQ: CITY OF DAYTON FACILITIES CONDITIONS ASSESSMENT AND FACILITY NEEDS ANALYSIS

11 FEBRUARY 2026



RSA: 132 EAST BROADWAY, SUITE 540, EUGENE, OR 97401

205



"We rise by lifting  
others,  
Community is the  
ladder we build  
together"

-Evelyn Hart

## TRANSMITTAL LETTER

Attention: Jeremy Caudle, City Manager

Re: City of Dayton, Facility Conditions Assessment and Facility Needs Analysis

Dear Mr. Caudle,

Robertson/Sherwood/Architects pc (RSA) is pleased to present our qualifications and express our interest in assisting the City of Dayton with the facility conditions assessment and Facility needs analysis. As you'll discover by reviewing our response, RSA possesses experience directly pertinent to facility assessments. Throughout our firm's 46-year history, we've prepared similar assessments and studies for numerous institutional clients, among them the University of Oregon, Eugene School District 4J, the City of Eugene, City of North Bend, City of Springfield, City of Junction City, Lane County and many municipalities all around Oregon. If we're fortunate enough to be selected for your project, we're confident this experience will allow us to hit the ground running. For each of the RSA projects we've chosen to showcase in this response, we worked closely with our clients to provide the critical facts necessary for them to make informed decisions regarding prioritization of maintenance and/or replacement of significant building systems.

Our proposed team includes consultants KCL Engineering and Hohbach-Lewin Inc whom we have partnered with previously on facility assessments of similar scope. We purposely selected locally based firms for reasons of economy, effectiveness, time-savings, and familiarity with one another.

I will serve as Principal-in-Charge if you select Robertson/Sherwood/Architects as your consultant for the project. We are ready to engage in further discussions to ensure our proposal aligns seamlessly with your community's specific needs. Thank you for considering Robertson/Sherwood/Architects for this project.

Sincerely,



**Becky Thomas, AIA**

Principal and Primary Contact

(541) 342-8077 | [bthomas@robertsonsherwood.com](mailto:bthomas@robertsonsherwood.com)



"We can't help everyone but everyone can help someone"

-Ronald Reagan

## FIRM INFORMATION

## FIRM INFORMATION



## ARCHITECT - ROBERTSON | SHERWOOD | ARCHITECTS

### HISTORY & CAPABILITIES

Robertson|Sherwood|Architects (RSA) was established in 1979 as a general architectural practice offering creative and comprehensive services to clients throughout Oregon. With our staff of professionals including 5 licensed architects, an interior designer, and our team of designers, we offer a range of services tailored to meet the unique challenges of each commission. We bring to our work an enthusiasm for personal service, dedicated management skills, and innovative and practical design solutions. We purposely limit the size of our firm so that our principals can have direct involvement with each project. We have found that a firm of our size is easily capable of undertaking significant work while maintaining the level of personal service our clients deserve. We believe one of the responsibilities of public agencies is to provide leadership to the communities they serve. This includes leadership in the development of our built environment, and the future of our communities. Within this context we believe the most successful public projects are those which provoke community pride and spirit while setting an example for functional efficiency, durability, accessibility, aesthetics, and energy efficiency. Besides our design for

new buildings and renovations, our office can boast substantial experience with facility condition assessments dating back to our earliest days. The focus of these studies has ranged from the relatively modest to comprehensive assessments of multi-story, multi-use facilities exceeding 100,000 square feet in area.

### TEAM MEMBERS

#### PRINCIPALS

Becky Thomas, AIA  
Lana Sadler, AIA

#### PROFESSIONAL STAFF

Scott Stolarczyk, AIA, LEED AP BD+C  
John Webster, AIA  
Ellie Johnson, AIA  
Vanessa Reid, LFA  
Isaac Hadnutt, Designer  
Alexis LaFever, Drafter  
Meghna Jain, AIA, Designer

#### SUPPORT STAFF

Sherry White, Office Manager

### CONTACT INFORMATION

[www.robertsonsherwood.com](http://www.robertsonsherwood.com)  
132 East Broadway, Suite 540  
Eugene, OR 97401  
Tel (541) 342-8077

“Community is much more than belonging to something; it’s about doing something together that makes belonging matter.”

-Brian Solis



## PROJECT TEAM

Maple Elementary School  
Springfield, Oregon

210

# KEY TEAM MEMBERS

## PROJECT TEAM

The City of Dayton deserves experienced, skilled, and reliable team members. Our proposed team of consultants possess the skills, creativity, and relevant experience to ensure the best possible project outcome.

## PROPOSED CONSULTANTS

Our proposed team members collectively possess the necessary skill sets to perform comprehensive facilities assessments. We have previously worked together on similar projects. Generally, our approach to each of these has been consistent. Despite our hyper-connected world, we believe a key to developing a thorough building evaluation remains the ability to make as many exhaustive and detailed inspections as required. Our team is committed to spending time exploring your facilities, talking with your staff to truly understand your project.

At this point it is unclear if Civil engineering and/or Landscape design services are required. If the need arises, we have several consultants we believe will be great for this project.

For cost estimating services we have two typical approaches. We have used trusted cost estimators who have worked in the industry for many years and understand the changing markets. They can review our reports and concepts and produce a cost estimate. The other option is to bring a contractor onboard who is familiar with preconstruction services. With this option we should engage this consultant in the process to not only provide cost estimating, but also to provide feedback on constructibility and options for cost saving measures.



Robertson | Sherwood | Architects PC



**HOHBACH-LEWIN, INC.**  
STRUCTURAL & CIVIL ENGINEERS

**COST ESTIMATOR:** TBD WITH CITY OF DAYTON'S FEEDBACK

As needed: Civil engineering, Landscape Architects

PROPOSED PROJECT TEAM



Robertson | Sherwood | Architects PC

**BECKY THOMAS, AIA**  
**PRINCIPAL-IN-CHARGE**  
 EDUCATION & REGISTRATIONS:  
**BACHELOR OF ARCHITECTURE**  
**UNIVERSITY OF OREGON**  
**LICENSE #5937**



**FOOD FOR LANE COUNTY**  
 Eugene, OR

**CRESWELL LIBRARY**  
 Creswell, OR

**PHILOMATH LIBRARY STUDY**  
 Eugene, OR

**CARLTON POOL**  
 Carlton, OR

**NEHALEM POOL**  
 Nehalem, OR

**CITY OF EUGENE RECREATION PLANNING**  
 Eugene, OR

Becky joined RSA in 2005 and brought with her an owner's perspective after working with the University of Oregon's Capital Construction Department. A helper at heart, Becky uses her optimism and out of the box thinking to turn ideas into reality and create solutions for problems. Becky has worked on a variety of library projects and navigated relationships with a wide range of user groups, clients, and boards to work toward the best outcome for each project. She will serve as Principal in charge and support the owner and team through the project.

Becky has 21 years experience as a project manager and 22 years experience navigating relationships with local and state municipalities. She became an Associate of RSA in 2021.



Robertson | Sherwood | Architects PC

**JOHN WEBSTER, AIA**  
**PROJECT MANAGER**  
 EDUCATION & REGISTRATIONS:  
**BACHELOR OF ARCHITECTURE**  
**UNIVERSITY OF OREGON**  
**LICENSE #12237**



**KENDALL, HONDA/ACURA**  
 Eugene, OR

**LANE COUNTY DRIVING SCHOOL**  
 Springfield, OR

**EUGENE CIVIC PARK PHASE 2**  
 Eugene, OR

**PAKTECH APPLICATORS**  
 Eugene, OR

**WILLAMETTE LEADERSHIP ACADEMY**  
 Eugene, OR

John joined RSA 7 years ago, and has served as the lead for many projects. As Project Manager for Willamette Leadership Academy, John is helping the Owner navigate the challenges of a charter school in need of repairs, upgrades, and renovations while adhering to a tight budget.

John has over 30 years of experience as a designer and draftsman and is well versed in multiple design disciplines and building types. John values teamwork to get results, using clear communication and creative problem solving to achieve high quality design. John conducts research and communicates findings throughout the design process, and can effectively coordinate with clients, consultants, jurisdictions, and contractors.

PROPOSED PROJECT TEAM



Robertson | Sherwood | Architects PC

VANESSA REID, LFA

INTERIOR DESIGNER

EDUCATION & REGISTRATIONS:

BS, INTERIOR DESIGN, OREGON STATE

BS, SUSTAINABILITY, OREGON STATE

LIVING FUTURES ACCREDITED, 2019



NORTH BEND PUBLIC LIBRARY RENOVATIONS

North Bend, OR

WILLAMALANE PRESCHOOL

Springfield, OR

KIEFER NISSAN

Albany, OR

OREGON ENDOSCOPY CENTER

Eugene, OR

THE PACK MULE

Rapid City, SD

PET SUPREME

Sherman Oaks, CA

Vanessa joined RSA in 2023. She brings to RSA 7 years experience as an interior designer and 5 years experience with architectural drafting and design. As a Living Futures Associate (LFA), she uses a holistically sustainable approach to meet the needs of the client, the public, and the planet. Her recent work as the Project Manager and Interior Designer for the North Bend Public Library projects and on the design team for the Philomath Community Library Assessment & Design make her aptly suited for your project.

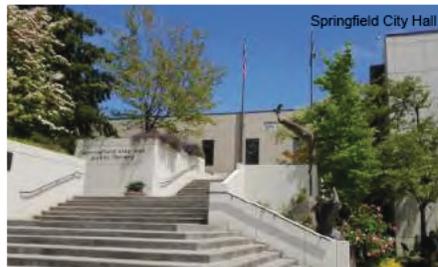
Vanessa will lead the space planning efforts of the City of Dayton. Her approach to interior design for public spaces, has the goal of creating a cohesive space reflective of the personality of the organization while remaining connected to its users and community.

# FIRM PROFILE

# MUNICIPAL SEISMIC RETROFIT

Hohbach-Lewin Structural Engineers is located in Eugene, Oregon, and has provided a broad range of structural consulting services for our local community and throughout the state of Oregon for over 20 years. Hohbach-Lewin's four offices along the West Coast include a total staff of 60, with 36 licensed engineers. We provide a broad range of structural design and evaluation services to clientele that includes architects, contractors, municipalities, school districts, as well as seismic evaluations and retrofits of existing structures. Our expertise is represented in notable projects such as City of Eugene's New City Hall Seismic Retrofit, Eugene Airport expansion and Campbell Community Center Remodel.

Hohbach-Lewin Eugene offers the resources, experience, adherence to schedule, and quality control of a large firm, while providing the responsiveness and teamwork of a smaller office. We offer an integral approach, with direct participation from the engineer of record throughout the design and construction phases of all projects. Hohbach-Lewin has been established on the principle that the best solution is the one that most fully incorporates the client's specific needs.



## Representative Projects

- City of Eugene New City Hall, Seismic Evaluation and Seismic Retrofit
- Fire Stations #7 Seismic Evaluation and Seismic Retrofit
- Fire Stations #13 Seismic Evaluation and Seismic Retrofit
- City of Eugene, Eugene Airport Seismic Evaluation
- Mapleton High School Seismic Evaluation and Seismic Retrofit
- Mapleton Elementary School, Seismic Evaluation and Seismic Retrofit
- Lowell High School, Seismic Evaluation and Seismic Retrofit
- Lundy Elementary School Seismic Retrofit
- Willard Elementary Gymnasium Seismic Upgrade
- Homes for Good Administration Building Seismic Upgrade
- City of Springfield, City Hall Seismic Evaluation and Retrofit
- Lane Community College, Center Building Seismic Retrofit
- Central Lincoln PUD, Southern Operations Building, Seismic Upgrade and Renovation
- City of Eugene, 40 Facilities Seismic Evaluations for Police, Fire and Public Works
- Lane County Public Service Building Seismic Evaluation
- University of Oregon, Riley Hall Seismic Evaluation
- University of Oregon, Allen Hall Data Center Seismic Evaluation
- University of Oregon, Utility Tunnel Assessment
- Wells Fargo Building Downtown Eugene, Seismic Evaluation



**HOHBACH-LEWIN, INC.**  
STRUCTURAL & CIVIL ENGINEERS

[www.hohbach-lewin.com](http://www.hohbach-lewin.com)

PALO ALTO

SAN FRANCISCO

EUGENE

PASADENA



**KCL Engineering makes it our mission to help build a world we all want to live in.**

Our focus on empowerment, flexibility, and opportunity creates a workplace of happy employees who provide superior customer service, deliver high-quality projects, and delight clients with innovative solutions.

**About KCL**

- Since 2008
- 81 Employees
- 
- Portland Office  
312 NW 10th Avenue, Suite 100  
Portland, Oregon 97209
- Major Markets  
Community  
K-12 Education  
Higher Education  
Hospitality  
Government  
Commercial & Retail
- Designated Small Business

**Services**

**Mechanical**

HVAC Systems, Geothermal Heat Exchangers, Mechanical and Natural Ventilation, Energy Management, Central Plant

**Plumbing**

Domestic, Sanitary, Storm, Solar Thermal Collection, Water Reduction and Reuse, Specialty Systems: Compressed Air, Vacuum, Nitrogen, Oxygen, and High Purity Water Systems

**Fire Protection**

Fire Sprinkler, Gas and Foam Extinguishing, Fire Pumps and Tank

**Building Energy Performance**

Energy Modeling, Feasibility Analysis, Life Cycle Cost Analysis, Energy Monitoring, Systems Commissioning

**Electrical**

Power Distribution, Essential and Emergency Power, Medium Voltage Site and Campus Distribution, Solar PV and Battery Storage, Microgrid, Power System and Arc Flash Hazard Studies

**Lighting**

Architectural, Interior Emergency and Egress, Exterior Site / Roadway, Sports, Theatrical Lighting, Lighting Controls, Photometric Modeling and Analysis

**Technology**

Telecommunications Infrastructure, Wireless LAN, Fire Detection and Alarm, Audio/Video, Access Control and Intrusion Detection, Video Surveillance, Emergency Communication, Paging and Intercom, Distributed Antenna, Nurse Call

<p>Engineering.com Top Workplace</p>	<p>Inc. Best Workplace</p>	<p><b>BUILDING DESIGN +CONSTRUCTION</b></p> <p>Top Engineering Firms</p>
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# PROJECT APPROACH

## FACILITIES ASSESSMENTS

Our approach to Facilities Assessments starts with developing a clear, data-driven understanding of existing conditions by onsite investigation coupled with a deep dive into any an all existing records. We will work with your staff to understand how you are using the facilities and how you would like to be using them in the future. We will also explore the possibilities and program elements that are missing. Thorough site-investigation of each facility is conducted reviewing existing conditions; documenting architectural, structural, mechanical, electrical and plumbing systems.

As we go through the process we will start to potential improvements. Stakeholder and focus group meetings are conducted to assess the existing deficiencies, needs and potential uses of the facilities. In our experience, we know that these focus groups often lead to the need to explore other questions in depth to enhance overall understanding and decision making.

The site-investigation information is compared to the information gathered during the focus groups to determine what (if any) maintenance issues and improvements should be addressed to assure the most efficient use of the owner’s resources.



## SCOPE OF SERVICES

The RFQ outlines the City of Dayton's expectations regarding the anticipated scope of services and anticipated deliverables. We would structure our approach to your facility condition assessment around this outline.

- A. Develop an inventory of building systems, equipment, and infrastructure assets.
- B. Complete an analysis of the condition of the building, system components, and equipment with recommendations for maintenance, repair, and replacement.
- C. Review existing space needs as well add Develop short and long term programming and operational needs assessment.
- D. Develop conceptual planning options for short and long term goals.
- E. Develop a prioritized plan to strategically and efficiently implement conceptual options with cost estimates, replacement recommendations for the short term and long term planning.
- F. Work with City of Dayton on public outreach and gathering input on the proposed options.
- G. Provide reports, documentation and attend City Council meetings as required to received feedback and approval on design options and path to move forward.



# OVERALL PROJECT MANAGEMENT

## COST CONTROL

A phrase we coined a few years ago with another local community client was “municipally modest.” This describes the balance of cost, design, and durability appropriate to public facilities. We have used it often because a tight budget need not hinder good design. While today’s market and cost trends are ever changing, we strive to be conscious of the project costs from start to finish. Our goal is to provide you with the desired project goals within your budget.

Our team is equipped with thorough knowledge of the local construction market and sustainable building systems. We work with a Cost Estimator to confirm the viability of the program budget and work with the design team through each phase to verify budget compliance.

## BUDGET

We will develop a cost model based on available information and past experience to support informed, cost-based decisions regarding system selection and project scope. This model will also serve as a valuable tool for fundraising efforts and overall budget planning.

As we have not yet had direct conversations with City staff, we have not selected a cost estimator at this time. Based on our recent experience, engaging a local contractor familiar with the CM/GC delivery method and the regional construction market can provide significant value to the project. Such a contractor works in close coordination with the design team—reviewing building systems, evaluating conceptual options, and providing real-time cost and constructibility feedback throughout the design process.

## QUALITY OF WORK

While considering budget compliance, the goal is not merely cost reduction but rather to maximize the project's overall value within the budget constraints. Becky and John will both perform quality control checks during all phases of documentation to ensure proper coordination and reduce construction issues.

## ABILITY TO MEET SCHEDULES

To meet schedule objectives, we work with our clients from the start of the project to develop a work plan and constantly monitor its progress. We follow through with regular team meetings to monitor a timeline punctuated by benchmarks for key decisions.

The close-knit and collaborative atmosphere of our office of 11 capable individuals enables our teams to call upon one another for brainpower, backup, or additional hands on the job. Our current project workload includes a fair amount of smaller projects with schedules that shift around more than larger ones, affording us the flexibility to adjust personnel resources to respond to pressing deadlines. Our strong teamwork culture ensures we stay on or ahead of schedule on all our projects.





# RELEVANT EXPERIENCE

# BUILDING REFERENCES

## FOOD FOR LANE COUNTY

### OWNER NAME

FOOD for Lane County

### OWNER CONTACT NAME

John Ross, Operations Director

### OWNER CONTACT PHONE NUMBER

P: (541) 343-2822 C: (541) 514-7080

### TYPE AND SCOPE OF PROJECT

Commercial Expansion and Renovation

### PROJECT DESCRIPTION

FOOD for Lane County (FFLC) recognized that their facility was overcrowded, hindering their ability to serve community needs. RSA was selected in December 2016 to help with the planning effort. Working with their management team, key staff, and board members, RSA went through many options for how to expand and repurpose their facility to best meet their needs. The exploration of additional space resulted in an expansion and the purchase of another warehouse. FFLC purchased the warehouse to use as a second location with a small administrative component. RSA helped design a flow system that allowed a two-location business to work with their current staffing. After completing renovations at the new location, the original facility was renovated to allow for larger gathering spaces, a volunteer center, upgraded security, and a modified warehouse and sorting facility. The second floor was expanded to capture unused space, increasing function for staff.

### RSA'S ROLE AND RESPONSIBILITY

Architect, Feasibility Study, Design and Construction Administration

### TOTAL SQUARE FOOTAGE

Broadway: 38,314 SF

Bailey Hill: 36,323 SF

### START AND END DATE

Broadway Feb 2019-Aug 2019

Bailey Hill March-May 2022



# BUILDING REFERENCES PHILOMATH COMMUNITY LIBRARY SCHEMATIC DESIGN REPORT

## OWNER NAME

City of Philomath

## TYPE AND SCOPE OF PROJECT

Space Planning and Expansion Study, Schematic Design

## PROJECT DESCRIPTION

The City selected RSA to evaluate an expansion and renovation of the Philomath Community Library to optimize space use and better support staff operations and community programming. The project began with documenting existing conditions and assessing functional challenges, followed by the development of multiple space planning and expansion options that explored building additions, internal reorganization, and program relocation. While early discussions focused on increasing book stack capacity, the design emphasis shifted toward improving staff workflow and work environments, enhancing shared and community spaces, and providing a range of study and acoustically separated areas. Through several iterations and collaboration with Library staff, RSA refined and evaluated multiple concepts, ultimately advancing a preferred schematic design that adds a new community room, expands staff areas, and improves overall functionality while maintaining continuous library operations and supporting the Library's role as a community hub.

## RSA'S ROLE AND RESPONSIBILITY

Feasibility Study, Schematic Design

## TOTAL SQUARE FOOTAGE

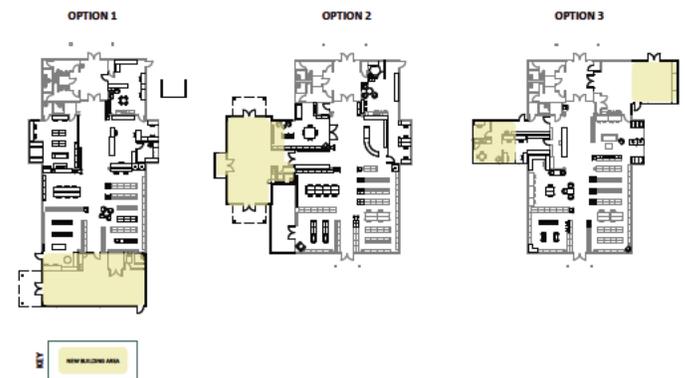
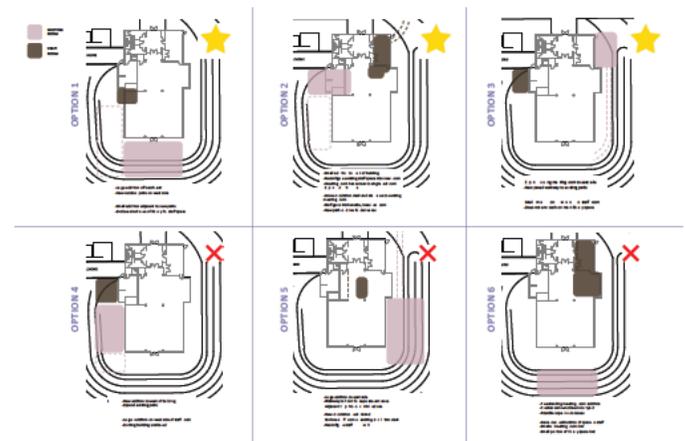
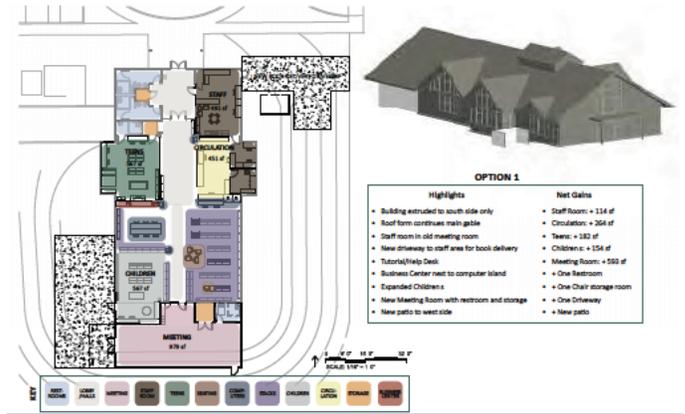
Building Area : 6,493 SF

Lot Size: 166,500 SF

## START AND END DATE

Start: May 2025

End: October, 2025



**BUILDING REFERENCES**

**NORTH BEND  
PUBLIC LIBRARY**

**OWNER NAME**  
City of North Bend

**TYPE AND SCOPE OF PROJECT**  
Facilities Assessment and Renovation

**PROJECT DESCRIPTION**

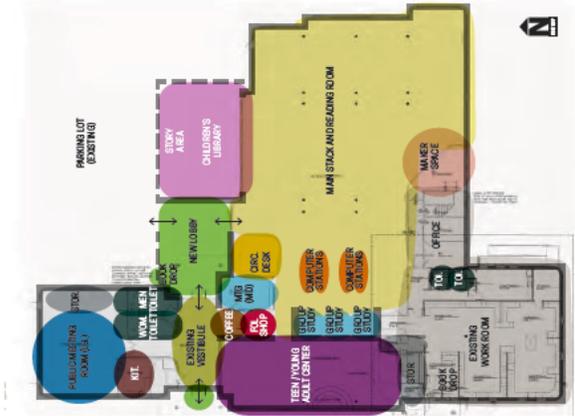
RSA performed a comprehensive facility assessment and renovation planning process with the North Bend Library to address the current and future needs of the library, its staff, and the broader community. The goal of the project was to evaluate existing conditions, identify functional challenges, and develop thoughtful, flexible solutions that enhance user experience, support modern library services, and reflect the evolving role of the library as a community hub. As part of the assessment phase, our team conducted on-site evaluations, staff interviews, and community engagement to understand how the space was being used and where improvements were needed. Key areas of focus included outdated infrastructure, inefficient layout, lack of flexible programming space, limited teen and youth engagement zones, insufficient meeting and quiet study areas, and technology limitations.

The renovation improves layout efficiency, flexibility, and wayfinding while enhancing youth and teen spaces. Upgrades to finishes, lighting, and technology create a more modern and welcoming environment. All work ensures ADA accessibility and code compliance throughout the facility.

**RSA'S ROLE AND RESPONSIBILITY**  
Feasibility Study and Concept Design  
Library Redesign and Construction

**TOTAL SQUARE FOOTAGE**  
19,871 sf

**START AND END DATE**  
Feasibility Study Completed 2019  
Design and Construction Completed July 2025



# BUILDING REFERENCES

## CITY OF EUGENE RECREATION FACILITY PROJECT PLANNING

### OWNER NAME

City of Eugene

### TYPE AND SCOPE OF PROJECT

Facilities Assessment and Planning

### PROJECT DESCRIPTION

The City of Eugene selected RSA to develop an updated scope and cost planning study for its recreation facilities in support of a potential bond measure. The effort focused on bringing together planning information that had been developed over time in different formats, reviewing existing facility conditions, and updating project scopes and cost estimates to reflect current needs and costs. RSA reviewed and evaluated 31 potential projects, including new initiatives requiring program and scope definition as well as projects based on existing facility summaries and prior master plans. Working closely with City recreation and facilities staff, the team identified deficiencies, clarified project goals, and established planning level cost estimates using comparable project data and inflation adjustments. The study organized projects by level of definition and scope, allowing related improvements at individual facilities to be considered together and providing a clear, current snapshot of recreation facility needs across the City.

This assessment and planning work led to the design and construction of renovations and additions to two recreation facilities in the City of Eugene designed by Robertson|Sherwood|Architects.

### RSA'S ROLE AND RESPONSIBILITY

Facility Planning and Cost Study Evaluating Repairs, Expansions, Replacements.

### START AND END DATE

May 2016 - April 2023



## BUILDING REFERENCES

### CARVATURE FACILITY ASSESSMENT

#### OWNER NAME

City of Springfield

#### TYPE AND SCOPE OF PROJECT

Facilities Assessment

#### PROJECT DESCRIPTION

The purpose of this assessment was to review existing conditions and make initial observations regarding the condition and long-term viability of the building, structural, pool, plumbing, HVAC, and electrical systems for the purpose of evaluating continued use. During this field investigation, the assessment team met briefly with maintenance personnel for the City in order to gather specific information relative to existing conditions and functional issues.

The assessment team toured the building and reviewed current conditions. Construction drawings of the original facility were not available, so measurements and photographs were taken to produce drawings to aid in the review and preparation of this summary report. Since some elements of the building were concealed by wall, ceiling and floor finishes, the structural, mechanical and electrical system observations and opinions contained in the report were based solely on interviews with maintenance personnel and visible evidence where possible, and materials provided regarding utilities serving the property.

#### RSA'S ROLE AND RESPONSIBILITY

Facility Study

#### START AND END DATE

Completed May 2025



# BUILDING REFERENCES

## WILLAMETTE LEADERSHIP ACADEMY FACILITIES ASSESSMENT

### OWNER NAME

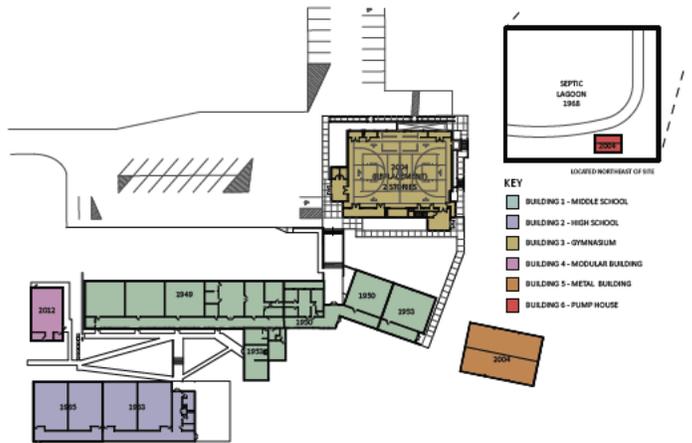
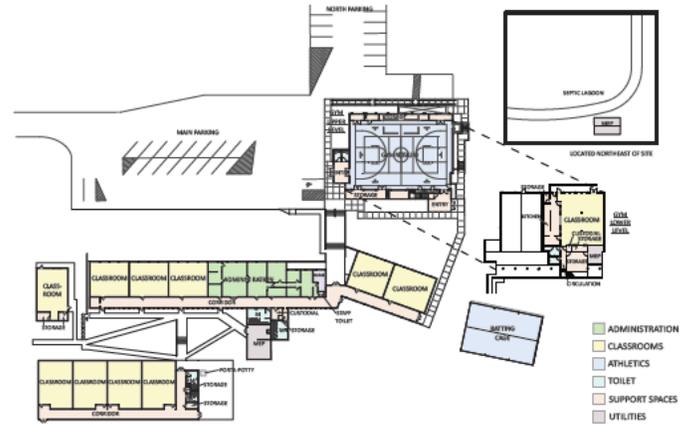
Willamette Leadership Academy

### TYPE AND SCOPE OF PROJECT

Facilities Assessment

### PROJECT DESCRIPTION

Assessment of existing facilities for a charter school in Eugene. The assessment included review of 6 buildings built between 1949 and 2004 and associated site elements on the campus. Full existing condition reviews were documented to describe the current state of the campus, including architectural (Building Code, Fire Life Safety and ADA compliance), Structural, and MEP assessments. A facility rating per building and system were developed to help the school determine priority of deferred maintenance and capital improvements. In this case, it was determined that temporary facilities be installed to address the school's growing population until funding was available for permanent facilities to be constructed. The assessment identified various architectural, structural, plumbing and electrical issues that needed immediate attention, and provided prioritization of these needed efforts.



### RSA'S ROLE AND RESPONSIBILITY

Facility Study and Consultant Coordination

### TOTAL SQUARE FOOTAGE

Existing floor areas: 30,935 SF

Addition floor areas: 3,544 SF

### START AND END DATE

Start: Jan 2024

End: April 2024



# BUILDING REFERENCES

## CRESWELL PUBLIC LIBRARY EXPANSION AND RENOVATION

### OWNER NAME

City of Creswell, OR

### OWNER CONTACT NAME

Nick Caum, Library Director

### OWNER CONTACT PHONE NUMBER

(541) 895-5053

### TYPE AND SCOPE OF PROJECT

Library Renovation & Addition Project

### PROJECT DESCRIPTION

The Creswell City Library required additional space for staff functions and a burgeoning collection of materials. RSA prepared a schematic design that provided the library with a fresh new image, featuring a new plan optimized for staff efficiency with adequate storage, access to data, workflow patterns, sightlines, and ergonomics. The design also included a new community room, literacy center, teen room, and enlarged restrooms.

### RSA'S ROLE AND RESPONSIBILITY

Architect, Design, Construction Administration

### TOTAL SQUARE FOOTAGE

Renovation Area: 4,903 sf

Expansion Area: 3,968 sf

### START AND END DATE

Start: Sept 2017

End: Dec 2019







Robertson | Sherwood | Architects PC

THANK YOU.



Roosevelt Middle School  
Euge227Oregon

**To:** Honorable Mayor and City Councilors  
**From:** Jeremy Caudle, City Manager  
**Issue:** Follow up on City Council Training in May/June and selection of date  
**Date:** March 16, 2026

**Background and Information:**

At the 3/2/2026 meeting, I recommended a City Council training in May or June. The Mid-Willamette Valley Council of Government will facilitate the training. It will focus on governing body effectiveness and best practices.

- At the 3/2/2026 meeting, City Council asked me to send a meeting poll to everyone to help select a date.

**Progress update:**

- I sent the meeting poll to all City Councilors.
- 6 out of 7 responded by the deadline.
- Of those who responded, there was no consensus on a date/time.

**The ask:**

- On 3/16/2026, be prepared to discuss your availability in May and June so we can choose 2 to 3 options that work for everyone.
- We need full attendance from everyone to get the most benefit from the training.

**Next steps:**

- Give me 2 to 3 dates/times in May and June that work for all City Councilors.
- I will take those options to the MWVCOG to see what works for them.
- Once we find a date that works for City Council and the MWVCOG, I will send an email confirming the date/time.
- Once the date/time is confirmed, staff and I will work with MWVCOG and the Mayor to plan the training.