

COST ESTIMATING STATEMENT OF QUALIFICATIONS

Core Competencies

P&M offers specialized integrated project delivery services and program controls as well as a full range of life cycle project and construction management services. Clients include owners, architects, engineers, and construction contractors. Our staff bring extensive background as a general contractor with expertise in alternative as well as traditional design-bid-build project delivery.

P&M's estimating staff has decades of experience providing owners with independent cost estimating services as well as supporting A&E/EPC firms as lead cost estimator for complex major projects developing accurate engineer's estimates.

Accurate Construction Cost Estimating:

At P&M, we believe the keys to accurate construction cost estimating include:

- Standardization of means and methods as well as definition of work breakdown structure.
- Consistent use of allowances in compliance with project requirements and best practices.
- Consistent approach for cost estimate adjustments including constructability and productivity, as well as local market conditions based on assessment of competitive bid-market factors using tools such as Saylor references (Lee Saylor, Inc.), bid-analysis as well as risk assessments.

Strengths and Capabilities:

- **Professional Estimators** for complex projects and programs in public and private sector capital construction projects.
- **Background** as design-build and general contractors with strong abilities in construction management and understanding of how the contractor will plan, build and manage a project.
- **Breadth of Experience** with decades of work in Civil, Architectural, Mechanical, Electrical and I&C takeoffs and estimating.
- **Experts** in Constructability, Risk Assessment, Value Engineering, Forensic Reviews and Expert Witness capabilities.
- **Conceptual & Detailed** estimates are our forte.

OUR VALUES AND GOALS ARE TO
CONTRIBUTE TO THE SUCCESS OF OUR
CLIENTS THROUGH DEMONSTRATED
INTEGRITY, PROFESSIONALISM AND
LONGTIME RELATIONSHIPS.

Differentiators

- We use the best practices in cost engineering including range estimating and stochastic Monte Carlo analysis in support of contingency analysis.
- Thorough knowledge of the unique complexity of planning, cost estimating and delivering Airport, Mass Transit, Wastewater, Energy and Utility Projects.
- Extensive experience as the lead estimator for majority of major capital projects for King County Wastewater Treatment Division & SeaTac Airport as well as independent cost estimating for Mass Transit.
- P&M staff draws from multiple market sectors experience, enabling the application of industry best practices benefiting program delivery.
- Fostering collaborative relationships by listening and learning about client needs and performing with utmost character and ethics.
- Certifications in industries' best practices such as: Project Management Institute; Association for the Advancement of Cost Engineering; American Society of Professional Estimators.
- Capacity with dedicated professional estimators.
- Majority of P&M consultants have an extensive background as a general contractor.

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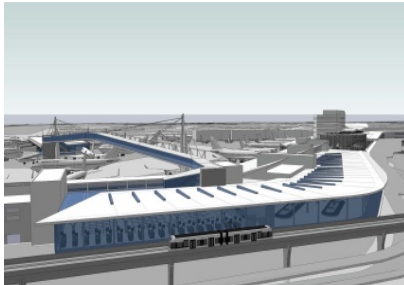
Tools

- Detailed Quantity take offs utilizing On Center, On-Screen Takeoff (OST)
- Experienced in Pay dirt, Plan Swift takeoff tools.
- Estimating Software: WinEst, HCSS, Timberline, MCASES MII, Success, and MC2
- Operational Software: Bluebeam, Acrobat, True View, MS Project, P6
- Historical Cost Databases: RS Means, RS Means Online, Cost Data/Richardson, NECA, Walkers, P&M Historical Data

Services

- Conceptual and early design estimates
- Engineers estimates throughout design stages (30/60/90/100)
- Independent Cost Estimates (ICE)
- Change order cost estimates
- Alternative design / constructability estimates
- Contingency and Allowance determination analysis based on classification and risk assessment as well as the estimate type and design progress
- Risk assessment workshop facilitations
- Integration of cost estimating deliverables with project controls
- Detailed quantity take-offs utilizing On Center On-Screen Takeoff (OST)
- Cost estimates as part of Value Engineering studies and workshops
- P&M extensive historical cost data base reflective of geographic specific market commodity and labor market conditions.

PROJECT REFERENCES / BID RESULTS



SeaTac International Arrivals Facility (2014-2021)

This \$1B program involves 385,000 sf expanded international arrivals facility with an aerial walkway connecting Concourse A and South Satellite. Project delivery is thru Progressive Design/Build. As a key Program Management team member, P&M provides the lead cost estimating and cost controls services. Below is a bid result for Trade Packages (Structural steel and metal deck, building enclosure, vertical transportation, mechanical/plumbing, fire protection, electrical/fire alarm and baggage handling).

Owner's Estimate: \$197M Low Bid: \$194M ▲: 1.5%



Sound Transit North Seattle Tunnel and Rail Project (Northgate) (2018-2020)

P&M is supporting the Northgate Link Extension project as a subcontractor to Jacobs Engineering (prime) to provide the following services:

- Prepare Independent cost estimates of proposed changes for comparison with contractor's cost proposals and establish a negotiation position, using format(s) supplied by Sound Transit and following ST documented process and procedures.
- Support REs in change order price negotiation.
- Prepare documentation for submission to Sound Transit's Change Control Board

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SeaTac North SeaTac Airport Renovation (2012-2018)

This \$500M+ GC/CM project entails renovations to the North Satellite, concourses C and D, and main terminal to accommodate Alaska Airlines Group. As a key Program Management team member, P&M provides the lead cost estimating and program scheduling services. Below is a bid result for a Preliminary Work Package for early procurement and installation of long lead items like concrete and reinforcing, vertical transportation, structure steel, exterior glazing and others.

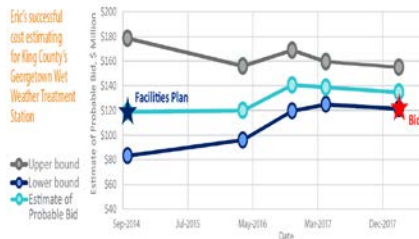
Owner's Estimate: \$55.5M Low Bid: \$54.2M ▲: 2.4%



King County South Magnolia Combined Sewer Overflow (2011-2013)

The project involved design of a new CSO facility that includes a 1.5 million underground storage tank and a gravity sewer pipeline (3,000 In ft) using Horizontal Directional Drilling (HDD) process. P&M, as Lead Cost Estimator, developed engineer's construction cost estimates from options analysis through final design.

Engineer's Estimate: \$12.98M Lowest Bid: \$12.52M ▲: 3.5%



King County Georgetown Wet Weather Treatment Station (2014-2018)

The estimating services included review of the planning level LTCP estimates and development of engineer's cost estimates from conceptual through final design. The project entails comprehensive engineering and consulting for the design, environmental compliance, construction, permitting and commissioning of the wet weather treatment station.

Engineer's Estimate: \$139M Lowest Bid: \$120.9M ▲: 13%



King County West Point Treatment Plant Oxygen Generation & Dissolution System (OGADS) Modifications (2014-2018)

The objective of this project is to improve efficiency and variable flow of the oxygen generation and oxygen mixing systems. P&M developed engineer's construction cost estimates from options analysis through final design.

Engineer's Estimate: \$6.7M Lowest Bid: \$6.1M ▲: 3.3%

OTHER PROJECT REFERENCES

- Port of Seattle - Asset Cost Estimating Services IDIQ
- Port of Seattle - South Satellite Renovations Project
- Port of Seattle - Advanced Planning IDIQ
- Port of Seattle - Utility Infrastructure Master
- King County WTD - Engineering Services Work Order for East Section Wastewater Treatment Facilities
- King County WTD - Master Plan for Resiliency and Recovery Planning & Engineering Service
- King County WTD - Generator Installation at Denny Way and Lakeland Hills Pump Station

**COST ESTIMATING
STATEMENT OF QUALIFICATIONS**

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| <ul style="list-style-type: none"> Planning • Sound Transit - On-Call General Engineering Consultant Services • Sound Transit - South Parking Garages DBPM • Sound Transit – Lynnwood Link Extension Light Rail • King County MEP Engineering Services • King County North Mercer and Enatai Island Interceptors • King County WTD Interbay Forcemain & Odor Control • King County SWD Closed Landfill • King County SWD Black River Pump Station • King County WTD WP MW Switchgear Replacement • King County WTD WP Mixed Liquor • King County SWD NE Recycling and Transfer Station • King County WTD SP Influent PS Seismic Upgrades | <ul style="list-style-type: none"> • King County WTD - West Point Treatment Plant Controls System Replacement • King County WTD - South Plant Raw Sewage Pumps (RSP) Medium Voltage Switchgear Replacement • King County WRLD - Black River Dam Pump Station Improvements Stormwater Pump Replacement • King County WTD Medina Odor Control • King County WTD Project Formulation Program • King County WTD South Plant Biogas Estimate Review • King County WTD Small Generator • King County WTD Elliot West CSO Control Facility • King County WTD Raw Sewage Pump (RSP) • US Navy Seaplane Whidbey Island Wastewater Treatment • Puget Sound Energy Project Controls Services • SPU Bitter Lake Water Reservoir • King County DNRP Planning & Conceptual Analysis |
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Name of Project	Conceptual	Early and/or Final Design	Review
Sound Transit Lynnwood Link Extension		◆	
International Arrivals Facility Program	◆	◆	◆
North SeaTac Airport Renovation Program	◆	◆	◆
Port of Seattle Project Controls Services	◆	◆	◆
CSO Program Management	◆	◆	◆
North Mercer and Enatai Interceptor Upgrade		◆	
Georgetown Wet Weather Treatment Station	◆	◆	
Ship Canal Water Quality Project	◆		◆
WTD Project Controls Services	◆	◆	◆
South Magnolia CSO		◆	
West Point Treatment Plant OGADS		◆	
West Point Treatment Plant Controls Replacement		◆	
Sewer System Pipe Replacement, Bellevue		◆	
Naval Air Station Wastewater Plan	◆		
Port Hadlock Sewer Facility	◆		

CLIENTS

Owners

- Port of Seattle (Airport/Seaport)
- Port of Tacoma
- City of Seattle
- King County
- Sound Transit
- Puget Sound Energy
- City of Bellevue
- Jefferson County
- US Navy

Partners

- Brown and Caldwell
- CDM Smith
- HDR Engineering
- HNTB
- Jacobs
- Meng Analysis
- Parametrix
- Parsons
- Phoenix Mechanical
- Sazan Group
- SNC-Lavalin
- Tetra Tech
- WSP

Awards:

2013 WTS Puget Sound Employer of the Year
-Small Business Category

Primary Contact:

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- DUNS No. 131846532
- NAICS:541611,541512, 541519, 541618, 541330, 541690, 541990, 236220
- Cage Code: 3HU74
- King County Small Contractors & Supplier Firm (SCS # 174)
- Small Business (SBE # S000023569)

P&M has strong record as an equal opportunity employer with 40% diverse inclusion of woman and minorities in its consultant staff!