

REQUEST FOR QUALIFICATIONS & FEE PROPOSAL (RFQ/P)

for

PRE-CONSTRUCTION, CONSTRUCTION MANAGEMENT, AND
GENERAL CONTRACTOR SERVICES

Proposal Due date: November 22, 2022 by 5:00 PM

Heart of Oregon Corps
Central Campus Redevelopment Project
Redmond, Oregon



October 31, 2022

REDPOINT



BBT ARCHITECTS

Heart of Oregon Corps, Inc

REQUEST FOR QUALIFICATIONS &
FEE PROPOSAL (RFQ/P)
FOR
CONSTRUCTION MANAGER /
GENERAL CONTRACTOR (CMGC)

Project:

Heart of Oregon Corps (HOC) - Central Campus Development
Redmond, OR

Date of Release: Monday, October 31, 2022

Heart of Oregon Corps, Inc (HOC) will accept sealed proposals from qualifying firms for the Project “Heart of Oregon Corps – Central Campus Development, Redmond, OR”.

Copies of the RFQ/P may be obtained on or after Monday, October 31, 2022, at the HOC website, <https://heartforegon.org/campus-campaign/rfp.html> or by contacting:

Michael McLandress, Owner’s Representative
Redpoint Construction Management
c/o Heart of Oregon Corps
Email: michael@redpointcm.com
Mobile: (541)788-7591

A mandatory pre-proposal site tour will be held on Thursday, November 10, 2022 at 9:00 AM, 835 E. Hwy 97, Redmond OR, 97756

Proposals must be submitted by 5:00 P.M. on Tuesday, November 22, 2022. Late proposals will not be accepted.

Please submit proposals via email only to the following recipients:

Laura Handy, Executive Director
Heart of Oregon Corps, Inc
PO Box 279
Bend, OR 97709
Email: laura.handy@heartforegon.org, cc: michael@redpointcm.com, greg@redpointcm.com

Dated this 31st day of October, 2022
By: Michael McLandress, Owner’s Representative
Redpoint Construction Management
Heart of Oregon Corps

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[REVIEW BEFORE FINALIZING]

1.0 INTRODUCTION

Heart of Oregon Corps (HOC) seeks a Construction Manager/General Contractor (CMGC) who will work with our Owner's Representative, Redpoint Construction Management, and HOC Staff and Board of Directors, to provide Pre-Construction and General Contracting services for HOC's new Central Campus located in Redmond, OR.

This Request for Qualifications/Proposals (RFQ/P) defines the process to be used and how the selection will be made. Proposers are asked to provide a Preliminary Conceptual Cost Estimate based on the Preliminary Concept Design documents provided (see Exhibit H), but this estimate will not be used in the evaluation and scoring process. Please review closely Section 13 below.

A mandatory pre-bid site tour and project overview will be held on Thursday, November 10, 2022, @ 9:00 AM; 835 E. Hwy 97, Redmond OR, 97756.

The selected Contractor will enter into a Phase 1 Pre-Construction Services Agreement based on a pre-construction fee (see Exhibit G – Agreement AIA A133, sample), to assist in design evaluation and cost estimating. When the Project enters the permitting phase at approximately 95% Construction Document design, the selected Contractor will competitively solicit the project scope to subcontractors and vendors and then enter into a Phase 2 Guaranteed Maximum Price (GMP) amendment to the Agreement for General Contracting services.

All costs incurred by firms choosing to participate in this RFP process shall be borne by the proposing firms. HOC reserves the right to accept or reject any or all proposals, waive irregularities or informalities in the proposals, award a contract to the respondent that best meets the HOC needs, and cancel this RFP process for any reason. When selected, the Contractor will work in a highly collaborative manner with HOC, Redpoint, and the design team to facilitate a successful project.

2.0 PROJECT OVERVIEW

The goal of the project is to address the need for a long-term, sustainable solution for HOC's facility needs that meets their unique programmatic and administrative services offered throughout Central Oregon.

The project is located at 835 E. Hwy 97, Redmond OR, 97756, and will be located on the 20-acre campus of their current non-profit partner Opportunity Foundation. HOC will execute a long-term capital land-lease with the Opportunity Foundation for approximately 8 acres. The property is zoned industrial with conditional use for non-profits and schools.

Heart of Oregon Corps currently locates their administrative offices on the Bend LaPine School District's Marshall High School campus in Bend, OR, while their classroom and training facilities are located on the Opportunity Foundation campus in Redmond, and at satellite offices in Sisters, Prineville, and Madras, OR.

Heart of Oregon Corps is consolidating most of its operations to the Opportunity Foundation campus. The new campus facility requirements will support both HOC's current youth services as well as planned expanded services. The new campus will support a youth-centered culture and include trauma-informed

design standards for supporting the mental health of staff and clients.

The new campus will support the consolidation of resources and increase efficiencies in travel, vocational training, support workforce and youth development programs, house administration services and logistical system needs, as well as provide community spaces to include a commercial kitchen and multi-use flex offices. Additionally, the campus will require significant on-site parking and equipment storage facilities for HOC operations.

The new campus will create a cohesive working environment and manifest a strong youth-centered community.

HOC will utilize the AIA Document A133-2019 Standard Form of Agreement Between Owner and Construction Manager, where the Basis is Payments the cost of the Work Plus a Fee with a Guaranteed Maximum Price (GMP).

Included in this RFP are studies and documents prepared by HOC, which the CMCG may utilize in preparing the proposal, as well as the Central Campus Project Development Schedule.

For further information, please submit questions in writing to the attention of Michael McLandress, at michael@redpointcm.com.

3.0 PROJECT TEAM INTRODUCTION

Owner

Heart of Oregon Corps is a Central Oregon non-profit engaging local opportunity for youth, ages 16-24. Every year, HOC provides job skills training, education, and leadership development to over 300 local young people who face major barriers to success. HOC empowers a generation of young people to believe in themselves and achieve self-sufficiency. They have been a vital part of the Central Oregon community for over 20 years. Heart of Oregon Corps was founded by three change-makers who sought to serve a growing number of Central Oregon youth experiencing significant barriers to success. HOC has continued to grow with the help of funders, donors, and community volunteers that make its mission possible. Through all these years HOC's purpose still remains the same: bring services to the young people who need them. <https://heartforegon.org>

Owner's Representative

Redpoint specializes in construction management, owner's representation, and project management services throughout the Pacific Northwest. With offices in Bend, Boise, Portland, and Eugene, Redpoint manages projects for a diverse client base, including Deschutes County Public Library, YMCA (Eugene and Boise), and mixed-use, large scale private development projects in Central Oregon. <https://www.redpointcm.com>

Architectural Design and Engineering Consultants

Bend, Oregon based BBT Architects has been selected to lead the creative planning, programming, design, and engineering consulting processes. BBT's portfolio of work includes a specialization in public and private (pre-K-12) education campuses and facilities throughout Oregon. <https://www.bbtarchitects.com>

4.0 PROJECT DESCRIPTION

The project will include:

- A newly constructed, approximately 9,000 square foot facility, to house HOC administrative offices, classrooms, main entry lobby, kitchen/cafeteria, and support for other functions and expanded programs. The new facility will act as a "student union" building to the campus.
- Renovation of an existing 14,000 square foot light manufacturing metal-sided building to house vocational training workshops, materials, and tools storage, and possibly a flex large gathering space. The extent of renovation/remodel area will be determined by programming criteria and design requirements.
- Light modifications to eight covered equipment/storage bays.
- Site development to support the new campus, to include ample parking for staff, students and HOC's vehicle fleet, outdoor recreation zones, outdoor classrooms, areas for respite and quiet, and a small amphitheater.
- Application of trauma-informed design practices and diversity equity and inclusion practices.

- The new structure will pursue Energy Trust of Oregon, or similar, certification. Sensitivity to sustainable design and green building practices is required.

5.0 PROJECT TIMELINE

See Selection Timeline below for dates specific to this RFP and selection process. Major milestones for the project, as defined by the Exhibit A Project Development Schedule are as follows:

- | | |
|--|--------------------------|
| • Award CMGC Contract, Board pending | 12/6/22 |
| • Board Approval | 12/14/22 |
| • Negotiate and Execute CMGC Contract | 1/18/23 |
| • Schematic Design Phase | 1/2/23 – 3/24/23 |
| • Design Development Phase | 3/27/23 – 6/30/23 |
| • Construction Document Phase | 7/5/23 – 9/12/23 |
| • City Permit plan check | 9/15/23 |
| • Grading Permit | 12/29/23 |
| • Mobilize for sitework | 1/15/24 |
| • Building Permit for Construction | 2/23/24 |
| • Commence Construction | 2/26/24 |

6.0 SCOPE OF CONTRACTOR SERVICES DESIRED

Heart of Oregon Corps is seeking a Contractor to provide Pre-Construction and General Contracting services as a member of a team. The Contractor should be skilled in developing schedules, preparing construction estimates relative to the design phases, performing value engineering, analyzing alternative designs, studying labor conditions, understanding construction methods and techniques, performing constructability reviews, sequencing of work, and providing quality construction services. The Contractor must be familiar with the local labor and subcontracting market and can work with subcontractors to generate viable pricing alternatives. The Contractor should have experience with the design and construction of energy-efficient, environmentally friendly buildings.

7.0 SELECTIONS AND AWARD PROCESS

The selection procedure is intended to evaluate the capabilities of the proposing contractors to provide pre-construction and construction management/general contracting services on this project. The Selection Committee will be made up of representatives from HOC, Redpoint, and BBT Architects. The Selection Committee will evaluate the responses to this RFP, the selection criteria as outlined herein, and any other items they feel are important for the selection of a contractor. The Selection Committee reserves the right to contact references provided by the Contractor and other reference(s) not provided in this RFP that can offer background on the Contractor.

At HOC's sole discretion, top-ranked contractors may be invited to participate in an interview; however, HOC reserves the right to select based on written proposals alone.

If interviews are conducted, they will be scheduled for December 5th, exact times TBD. A conference

room will be provided for these interviews and will be equipped with a whiteboard and a projector with screen. Firms are responsible for all other interview-related presentation materials and IT set up. Each interview will last 90 minutes. An agenda and prepared questions to be reviewed during the interview will be issued to invited firms. It is advised that the key individuals who will be directly involved with the project attend the interview.

8.0 AGREEMENTS

The Contractor's scope of work is broken into two phases, as noted in the Introduction to this RFP, and as defined in the AIA A133 CMGC Contract Agreement.

The intent of Phase 1 Pre-Construction is to work with HOC, Redpoint, and BBT to plan and budget. The Development Team intends to use a selective value engineering approach to budgeting to ensure the project can be constructed for the proposed budget. The Contractor will need to evaluate design concepts to provide the best solution and provide guidance to meet the HOC's needs within the budget. All areas of the Project will be evaluated for cost, material sourcing, and energy efficiency. Contractor will need to work with the HOC, Redpoint, and BBT to compare and contrast the differences between different products and design options.

Phase 2 will implement the proposed project that is developed in Phase 1 via a Guaranteed Maximum Price (GMP) and be the construction manager/general contractor for the Project.

9.0 PROPOSAL REQUIREMENTS AND EVALUATION

Items to be included in your proposal are listed below. Submittals to the RPQ/P shall be under 30 single-sided pages, including any charts, pictures, graphs, and tables. Page size should be limited to 8-1/2" x 11". Responses must be in the order listed below.

The Preliminary Concept Design estimate and related cost detail, to be issued as a separate document, will not be counted as part of the 30-page limit.

Provide the following information:

- Name of firm
- Complete address
- Contact person
- Telephone number
- Website address
- E-mail address

a. Letter of Interest – 5 points

- Provide name of firm, complete address, and website address.
- Provide a General Statement of Qualifications that responds to the project background information given above.
- Give the name, title, address, and phone number of the person(s) authorized to make representations for your firm/team.

- The letter shall be signed by a corporate officer or other individual who has the authority to contractually bind the firm/team.

b. Project Team – 15 points

- Describe the proposed Contractor's team. Provide a brief firm history.
- Describe the types of projects or services the firm normally performs as they relate to this project.
- Provide an organizational chart and Project staffing, including resumes of key personnel who would be committed to this project. Include the role, name, qualifications, and experience of the key individuals, particularly the Project Manager and Superintendent, and their experience on projects similar to this one.

c. Past Performance of the Contractor Team – 15 points

- What has been the experience of your firm in completing projects of a similar size, location, and type as this Project?
- Provide a list of three (3) completed relevant projects. For each project provide a description of the project, the duration of construction, the final cost, a description of the pre-construction services performed by your firm, and a reference with their telephone number who is familiar with your firm's performance in completing the project. Please note if any of the individuals named in your proposed project team also participated as members of the project team for the listed project.

d. Experience – 15 points

- Demonstrate your firm's experience in successfully completing construction projects in Central Oregon, and your success in working with local subcontractors, suppliers, and permitting officials.
- Specifically explain your approach to HOC's Central Campus Redevelopment Project, including any challenges that you see the proposed site may cause.

e. Preconstruction Services – 15 points

Provide a short synopsis of your firm's approach to the following preconstruction responsibilities and provide examples:

- Design-phase budget development
- Constructability review and commentary during design
- Value engineering
- Subcontractor solicitation and selection
- Site logistics and permitting
- Provide a list of hourly rates (include all direct, indirect, and profit) for all personnel anticipated to provide pre-construction services.
- Provide a Not-to-Exceed fee for this service.
- See Exhibit F- HOC CMGC Fee Proposal and Hourly Rate Format

f. Project Approach – 10 points

- Discuss your firm's overall approach to completing the Project. Discuss any major

challenges you foresee to successful completion and how you propose to approach them.

- What expectations do you have of the Owner, Architect and Engineering consultants?
- What portions of work would you be capable of self-performing?
- Provide a summary of your firm's approach to quality control during construction.

g. Availability – 5 points

- Provide the status of your firm's current workload and commitment to HOC's schedule.

h. Construction Fees and Labor Rates: - 20 points

- Provide a GMP fee percentage based on cost of the work as defined in the Contract*
- Provide insurance percentage
- Provide labor rates for your Management Team and any self-performed scopes of the work, including field foreman, skilled trades, and labor**
- See Exhibit F- HOC CMGC Fee Proposal and Hourly Rate Format

*Note: CAT tax shall be included in the CMGC fee percentage

**BOLI rates published at the time of this RFQ/P will apply. Rates will be adjusted to incorporate the published rates at the time of the GMP amendment .

i. Firm References - 5 points

Provide the name, address, and phone number of at least two references for each of the following:

- Owners/Clients you have worked with on other projects
- Sub-Contractors you have worked with on another project and may work with on this project.
- Architects and other design professionals you have worked with on other projects

10.0 SCORING AND TIMELINE

Scoring Criteria

SECTION	POINTS
1. Mandatory pre-bid site tour	PASS/FAIL
2. Letter of Interest	5
3. Project Team	15
4. Past Performance	15
5. Experience	15
6. Preconstruction Services	15
7. Project Approach	5
8. Availability	5
9. Fee and Labor Rates	20
10. Firm references	5
TOTAL	100

Selection Timeline:

Publish RFQ/P	October 31, 2022
<u>Mandatory</u> Pre-bid site walk	November 10, 2022, 9:00 AM
Deadline for Questions, Clarifications	November 15, 2022, 5:00 PM
Issuance of Addenda, if needed	November 17, 2022
Proposals Due	November 22, 2022, 5:00 PM
Interviews (at Owner's discretion)	December 5, 2022 TBD (between 8:00 AM-5:00 PM)
Notice of Intent to Award, Board Pending	December 6, 2022
HOC Board Approval	December 14, 2022
Negotiate and Execute CMGC Contract	January 18, 2023

11.0 QUESTIONS

Questions about this project or this RFQ/P should be addressed to Michael McLandress via email at: michael@redpointcm.com. **Questions must be received by November 15, 2022.** Questions and responses will be supplied to all prospective Proposers by addendum to this RFP.

*** HOC respectfully requests that no other parties except Michael McLandress be contacted with respect to this RFQ/P. Contacting any other parties may forfeit the Contractor's submission for this project

12.0 SUBMISSION

Response to this RFQ/P should be sent only via email and addressed to:

Laura Handy, Executive Director
Heart of Oregon Corps, Inc.
PO Box 279
Bend, OR, 97709
Email: laura.handy@heartoforegon.org, cc: michael@redpointcm.com,
greg@redpointcm.com

Please use the email subject line:

"Heart of Oregon Corps- Redmond Central Campus CMGC RFQ/P – *Contractor's Name*"

Final submissions must be received via email by **November 22, 2022 by 5:00 PM** in PDF format.

13.0 CONCEPTUAL COST ESTIMATE

Prepare and provide a Preliminary Conceptual Cost Estimate based on Exhibit H *Preliminary Concept Design* for cost estimating. **This estimate will not be included as part of the scoring, evaluation, and selection of the CMGC. This estimate will be utilized by Heart of Oregon Corps to evaluate their**

Project budget only. Provide a breakdown of your estimate as follows, using your standard estimating format by Division. Please include your assumptions and estimate detail in your submittal, but issue the conceptual cost estimate as a separate document, and do not embed it in your RFQ/P proposal:

- New building – assume a pre-engineered metal building for estimating purposes
- Existing (remodeled) building
- High-bay storage building -power, water supply, hose bibs, lighting, and 14' security fencing and gates to enclose the open bays.
- Site work.

If you have questions about the Preliminary Conceptual Design, please email them to: Michael McLandress, michael@redpointcm.com, cc: Nathanael Werner, nwerner@bbtarchitects.com.

14.0 ATTACHMENTS

Exhibits can be downloaded at:

<https://heartoforegon.org/campus-campaign/rfp.html>

Exhibit A – Central Campus Project Development Schedule, dated 9/28/22

Exhibit B – Initial Viability Assessment of Opportunity Foundation Mill Site, dated 12/14/2020

Exhibit C – Future Facility Vision Assessment, dated 6/7/21

Exhibit D – Project Development Power Point, dated December 2020

Exhibit E – Facility Vision Assessment Executive Summary, dated 6/7/21

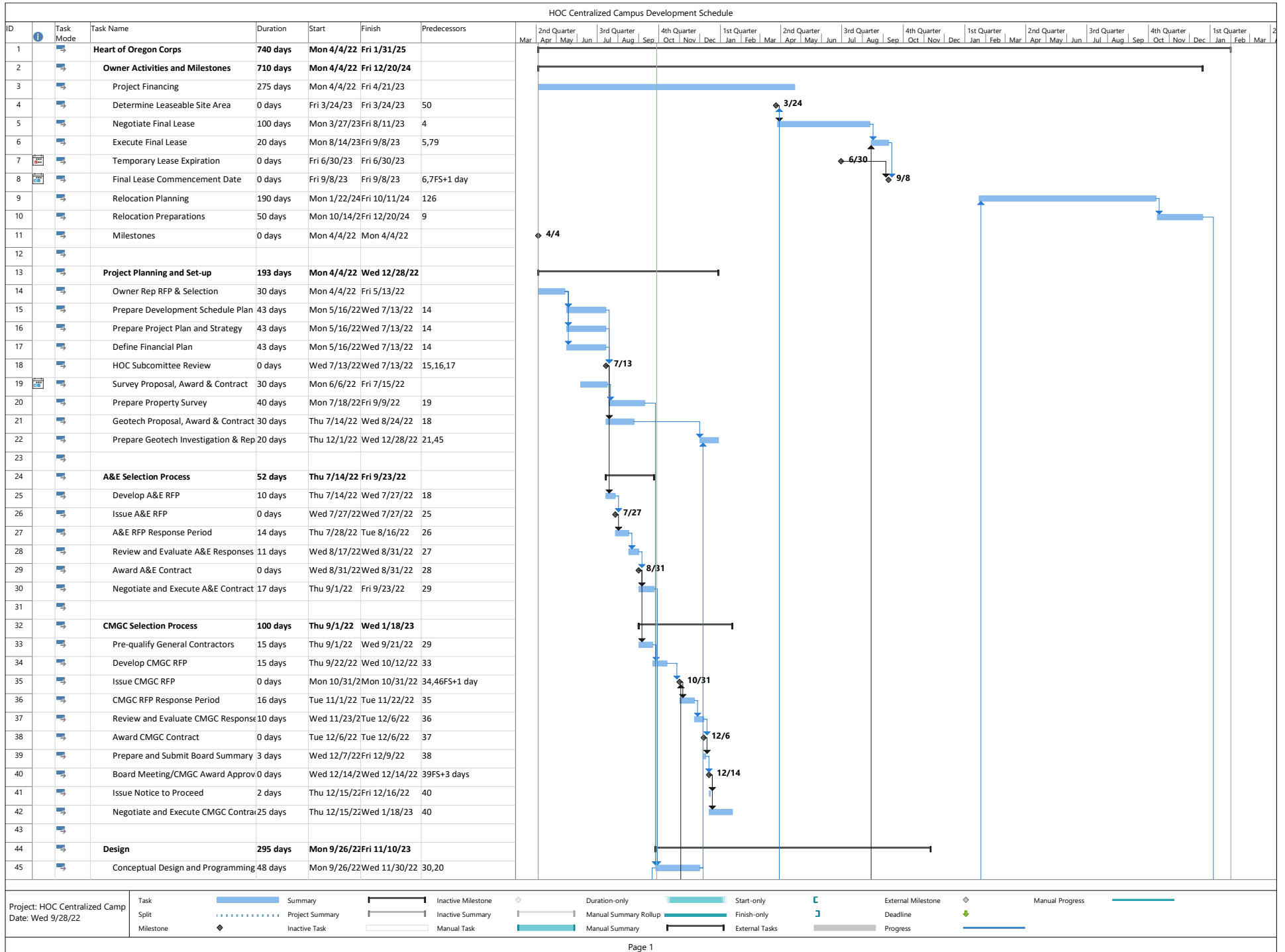
Exhibit F – HOC CMGC Fee Proposal and Hourly Rate Format

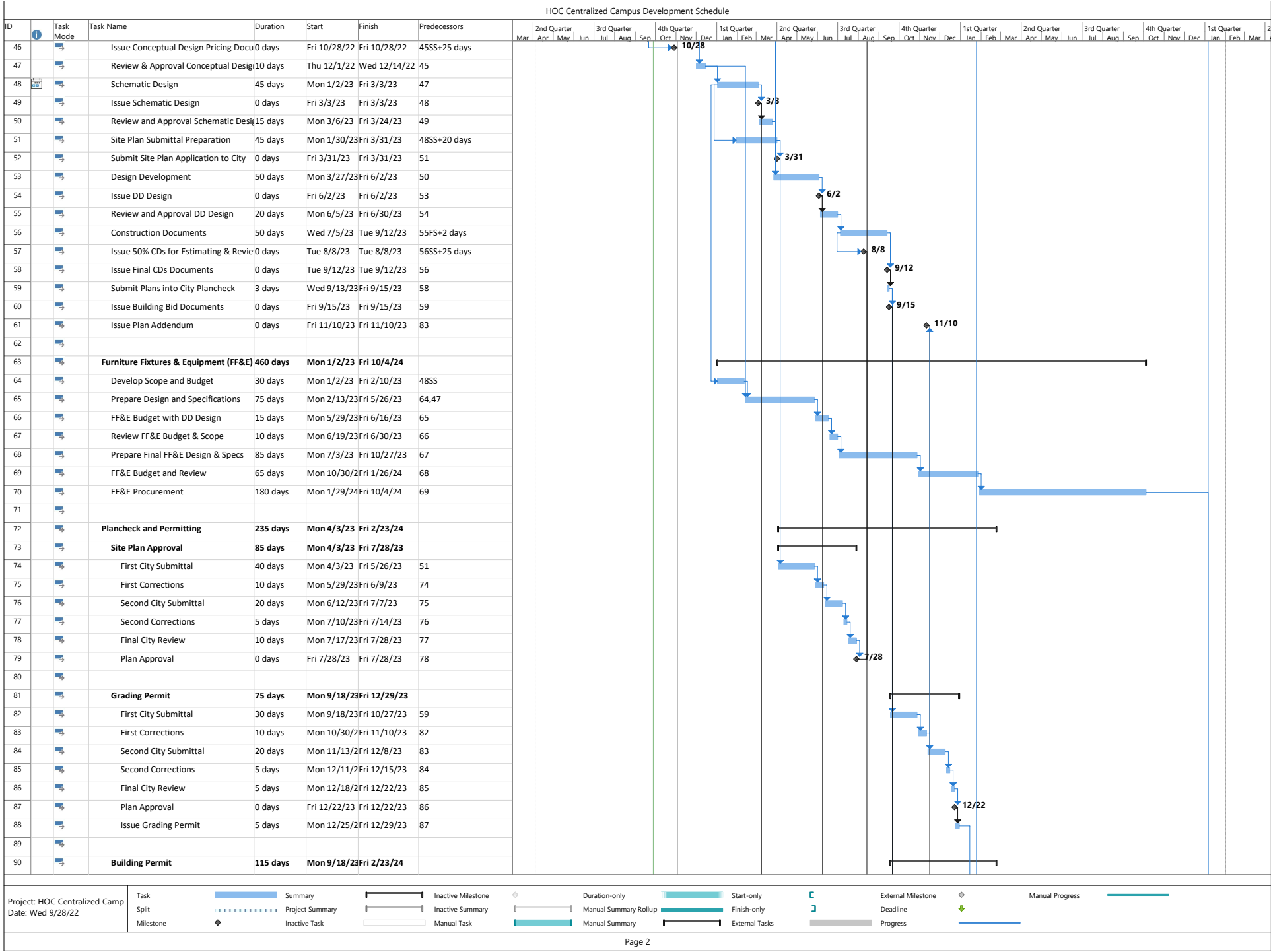
Exhibit G – CMGC Agreement AIA A133, A201 General Conditions, and related Exhibits (example)

Exhibit H – Preliminary Concept Design for cost estimate

END OF RFQ/P DOCUMENT

EXHIBIT A





HOC Centralized Campus Development Schedule																											
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors		Mar	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	Mar	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	
91		First City Submittal	60 days	Mon 9/18/23	Fri 12/8/23	59																					
92		First Corrections	10 days	Mon 12/11/23	Fri 12/22/23	91																					
93		Second City Submittal	30 days	Mon 12/25/23	Fri 2/2/24	92																					
94		Second Corrections	5 days	Mon 2/5/24	Fri 2/9/24	93																					
95		Final City Review	5 days	Mon 2/12/24	Fri 2/16/24	94																					
96		Building Plan Approval	0 days	Fri 2/16/24	Fri 2/16/24	95																					
97		Issue Building Permits	5 days	Mon 2/19/24	Fri 2/23/24	96																					
98																											
99		Construction	590 days	Mon 10/31/23	Fri 1/31/25																						
100		Construction Cost Estimating	590 days	Mon 10/31/23	Fri 1/31/25																						
101		Conceptual Cost Estimate Preparation	17 days	Mon 10/31/23	Tue 11/22/23	46																					
102		Conceptual Cost Estimate Review	10 days	Wed 11/23/23	Tue 12/6/23	101																					
103		Schematic Cost Estimate Preparation	10 days	Mon 3/6/23	Fri 3/17/23	49																					
104		Schematic Cost Estimate Review	5 days	Mon 3/20/23	Fri 3/24/23	103																					
105		DD Cost Estimate Preparation	15 days	Mon 6/5/23	Fri 6/23/23	54																					
106		DD Cost Estimate Review	5 days	Mon 6/26/23	Fri 6/30/23	105																					
107		50% CD Cost Estimate Preparation	15 days	Wed 8/9/23	Tue 8/29/23	57																					
108		50% CD Cost Estimate Review	5 days	Wed 8/30/23	Tue 9/5/23	107																					
109																											
110		GMP Preparation	85 days	Mon 9/18/23	Fri 1/12/24																						
111		Issue Bid Documents	2 days	Mon 9/18/23	Tue 9/19/23	60																					
112		Sub Bid Period	15 days	Wed 9/20/23	Tue 10/10/23	111																					
113		Finalize GMP	10 days	Wed 10/11/23	Tue 10/24/23	112																					
114		Issue GMP	0 days	Tue 10/24/23	Tue 10/24/23	113																					
115		Owner GMP Review	10 days	Wed 10/25/23	Tue 11/7/23	114																					
116		Prepare Board Documents	3 days	Wed 11/8/23	Fri 11/10/23	115																					
117		Board Meeting & Approval	0 days	Wed 11/15/23	Wed 11/15/23	116FS+3 days																					
118		GMP Approval	0 days	Wed 11/15/23	Wed 11/15/23	117																					
119		Prepare Final Contract Exhibits	3 days	Thu 11/16/23	Mon 11/20/23	118																					
120		Execute Contract Addendum	2 days	Tue 11/21/23	Wed 11/22/23	119,117																					
121		Issue Notice to Proceed	0 days	Wed 11/22/23	Wed 11/22/23	120																					
122		Process Plan Addendum	20 days	Mon 11/13/23	Fri 12/8/23	61																					
123		Subcontract Award & Project Preparation	37 days	Thu 11/23/23	Fri 1/12/24	121																					
124																											
125		Construction	275 days	Mon 1/15/24	Fri 1/31/25																						
126		Mobilize	5 days	Mon 1/15/24	Fri 1/19/24	88,123																					
127		Site Work	25 days	Mon 1/22/24	Fri 2/23/24	126																					
128		Building Construction	205 days	Mon 2/26/24	Fri 12/6/24	127,97																					
129		Punchlist, Final Inspections, Clean-up	20 days	Mon 12/9/24	Fri 1/3/25	128																					
130		Substantial Completion	0 days	Fri 1/3/25	Fri 1/3/25	129																					
131		Project Close-out	40 days	Mon 12/9/24	Fri 1/31/25	128																					
132																											
133		Owner Move-In Activities	20 days	Mon 1/6/25	Fri 1/31/25																						
134		Install Owner FF&E	10 days	Mon 1/6/25	Fri 1/17/25	130,70,10																					
135		Owner Move-in	10 days	Mon 1/20/25	Fri 1/31/25	134																					
Project: HOC Centralized Campus Date: Wed 9/28/22		Task Split Milestone	<div></div> <div>.....</div> <div>◆</div>	Summary Project Summary Inactive Task	<div></div> <div></div> <div></div>	Inactive Milestone Inactive Summary Manual Task	<div>◆</div> <div></div> <div></div>	Duration-only Manual Summary Rollup Manual Summary	<div></div> <div></div> <div></div>	Start-only Finish-only External Tasks	<div></div> <div></div> <div></div>	External Milestone Deadline Progress	<div>◆</div> <div>↓</div> <div></div>	Manual Progress	<div></div>												
Page 3																											

INITIAL VIABILITY ASSESSMENT OF OPPORTUNITY FOUNDATION MILL SITE



Report to HOC Board of Directors

Laura Handy, Executive Director

December 14, 2020

Confidential

Purpose of Report

In August, 2020, Heart of Oregon Corps Board of Directors approved a Short-term Strategic Action Plan which directed the organization to prioritize the goal of “Appropriate Facilities” with an objective of “assess long-term facilities needs and options.” Between August-December of 2020, HOC was to pursue a strategy to “assess general viability” of a specific location option, Opportunity Center’s Mill Site in Redmond, Oregon.

This viability assessment is meant to provide the board information about the site, its owners, and potential for future long-term use by HOC so they can determine if HOC should enter a lease with Opportunity Foundation to “hold” the site while more in-depth long-term planning occurs. Expenses for a 12-18-month short-term lease and site carrying costs are also detailed to inform the decision.

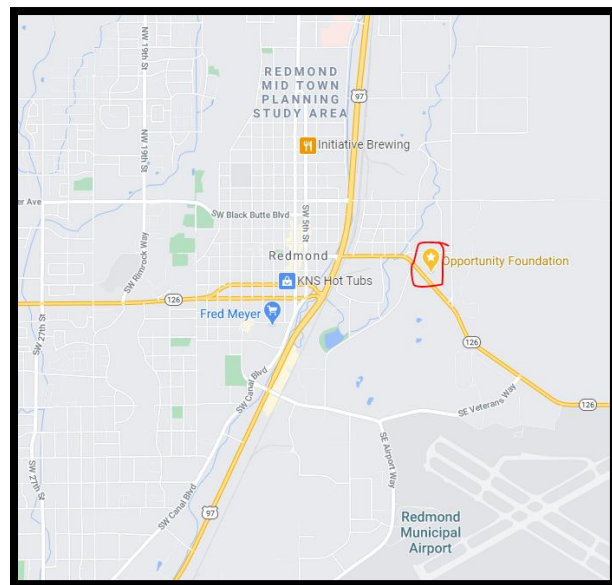
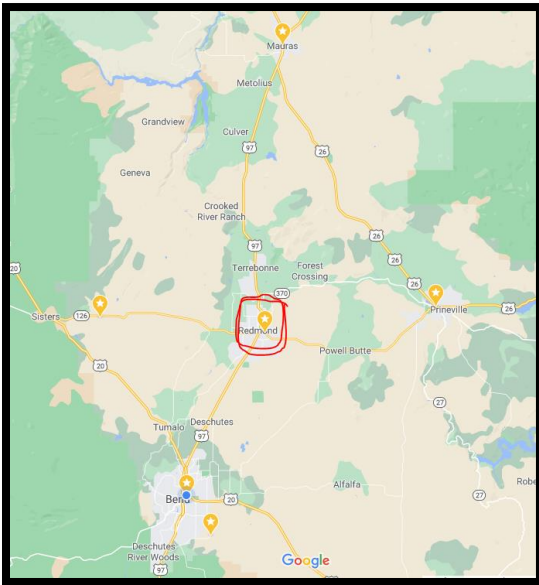
This assessment is not meant to provide detailed or thoroughly researched information on the design, costs, financing, partnership arrangements, or lease instrument structures that would be needed for future long-term use of the Mill Site by HOC. If the board decides the site is a generally viable option and executes a short-term lease to hold the site, those questions will begin to be answered between January-June, 2021, when HOC will conduct a full and formal facilities assessment of HOC’s needs, financing capacity, and compare this Mill Site with other location options. The goal is to have a report and recommendation for long-term facilities development by the end of the 2020-2021 fiscal year, when HOC plans to create a long-term strategic plan.

Mill Site Location and Description

Location

The Opportunity Foundation Mill Site is located at 835 East Highway 126, Building 3, in Redmond, Oregon, near the intersection of the region's major east-west highway (126) and north-south highway (97). Driving distances to the following locations are as follows:

- 1.2 miles from CET Regional Transit Hub
- 18 miles from Bend;
- 19 miles from Prineville;
- 20 miles from Sisters;
- 27 miles from Madras;
- 41 miles from Warm Springs;
- 46 miles from La Pine;
- 64 miles from Crescent.



Description

The Mill Site building is a 14,000 square foot building. It is zoned industrial. The property zoning provides conditional use for non-profits and schools, which Opportunity Foundation currently has. It is a metal-sided, concrete floor building designed for manufacturing use with high ceilings and 2 large roll-up doors. The outside equipment is a sawdust cyclone:



The industrial site also includes a series of covered, semi-enclosed bays, 6 open-sided and 2 enclosed:



The interior layout currently contains 2 main open areas, the larger is roughly 100 ft x 100 ft and the smaller is 80 ft x 40 ft (this is the space HOC is currently renting). The building also has 2 multi-stall bathrooms, a finished 20 ft x 25 ft front office area, and a semi-finished 3-room small loft area.

Smaller main open area, from loft:



Smaller main open area, from large area:



Large main open area:



Finished front office area:



Building Owners and Past Use

The Mill Site building is located on a large 24-acre campus owned by area non-profit Opportunity Foundation. Opportunity Foundation's main headquarters is located on the property, along with a small residential building, and several other buildings. One building is currently being leased by a non-profit early learning center. Opportunity Foundation's board is not interested in dividing or selling the property, but is open to partnerships that leverage property use to benefit the community.

About Opportunity Foundation

Opportunity Foundation was founded in 1964 and has worked to empower people of diverse abilities. They believe everyone has the fundamental right to live and work in supportive and inclusive communities. Alongside a broad array of community partners, they propel social change and encourage limitless possibilities.

Today, the Opportunity Foundation of Central Oregon is a thriving nonprofit organization with over 270 supported persons. They own and operate 8 residential homes, 3 thrift stores, and a variety of employment programs and services. Their Behavior Consultant Team not only works with the people we support, they offer their expertise and consulting services to other agencies and providers in the tri-county area. Their Supported Employment Program is dedicated to finding community-based jobs for all those individuals who can, and want, to work in integrated settings. *“Work is one key to developing personal responsibility and pride. With a paycheck, people feel a part of a team, and they can make their own budgets, pay bills, set goals and realize dreams,” says Seth Johnson, Executive Director for the Opportunity Foundation. “When we focus on a person’s challenges, we miss their possibilities. The real question is not what a person cannot do, but rather what they can do, with or without support, to reach their potential.”*

Changes in disability service strategies and an Oregon law change prohibiting “sheltered workshops” has greatly changed Opportunity Foundation's service model in the past decade. Now there is a greater emphasis on residential services and supported-employment services at businesses throughout the community. Opportunity has also been strategically partnering with other non-profits to leverage their property assets throughout Central Oregon (for example, the early-learning center on its Redmond campus and utilizing its closed Bend thrift store building as the Winter Warming Shelter for 2021).

The Jim Couch Mill – Past and Current Use

In the 1990's, with support from donor Jim Couch, Opportunity Foundation opened a wood mill on their campus to provide job training and employment to their clients who experienced intellectual and developmental disabilities. The mill was utilized for years for wood milling and light wood product manufacturing. The bays were added in the early 2000's.

In July 2015, the mill site was rented commercially to a reclaimed lumber business, Barnwood Industries. In 2019 when the business owner passed away, the business materials and equipment on site were held up in probate, and the site was vacant. Opportunity Foundation first contacted HOC about its potential interest in the site in the spring of 2019. Opp. Foundation is currently disposing of the final materials and equipment from the probate situation of the previous renter, now that legal challenges have been resolved.

In July 2020, HOC leased a portion of the mill building (the smaller 40x80 sq. ft open area) to house its “Construction Training Center” for its YouthBuild program, which was housed at another Opp. Foundation warehouse on the south end of Redmond since 2016. The rest of the mill site building is currently vacant. The enclosed bays are being partially used for storage.

FUTURE FACILITY VISION ASSESSMENT

Input from Internal Stakeholders



Report to HOC Board of Directors

Laura Handy, Executive Director

June 7th, 2021

Confidential

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Purpose of Report

In August, 2020, Heart of Oregon Corps Board of Directors approved a Short-term Strategic Action Plan which directed the organization to prioritize the goal of “Appropriate Facilities” with an objective of “assess long-term facilities needs and options.” In 2021, HOC was to pursue a strategy to “conduct formal facilities assessment (including a Capital Campaign Feasibility Study) and issue recommendation report” to guide decision making about what HOC’s future facilities will be.

This Vision Assessment is an initial report meant to provide the board with a summary of input from internal stakeholders about their vision for a future facility. The report also summarizes input on dynamics related to geographic location, “Hub and Spokes” vs. Headquarters, and future services delivered by HOC or by other partners co-located on our site. Finally, the report highlights key questions to guide the organization’s continued concept and feasibility phase of this potential facility development project.

This assessment is not meant to provide detailed or thoroughly researched information on external data related to the need or demand for HOC services in Central Oregon in the future. It does not incorporate external partner input. Nor does it detail other factors about site or geographic selection, such as cost or land availability. Instead, this vision assessment data will be combined with several other areas of feasibility research, specifically Site Options, Fundraising Capacity, and Financing Capacity. Future reports will be provided to assist HOC in arriving at a long-term facilities development direction by the end of 2021, also known as the “feasibility decision.” The feasibility decision will also be guided by and incorporated into HOC’s strategic planning.

PREVIOUS REPORTS RELATED TO HOC FACILITY EXPLORATION

HOC SHORT-TERM STRATEGIC ACTION PLAN, 2020-2021, APPROVED 8/5/20, UPDATED 4/14/21

HOC FACILITIES OVERVIEW PRESENTATION, 11/18/2020

INITIAL VIABILITY ASSESSMENT OF OPPORTUNITY FOUNDATION MILL SITE, 12/14/2020

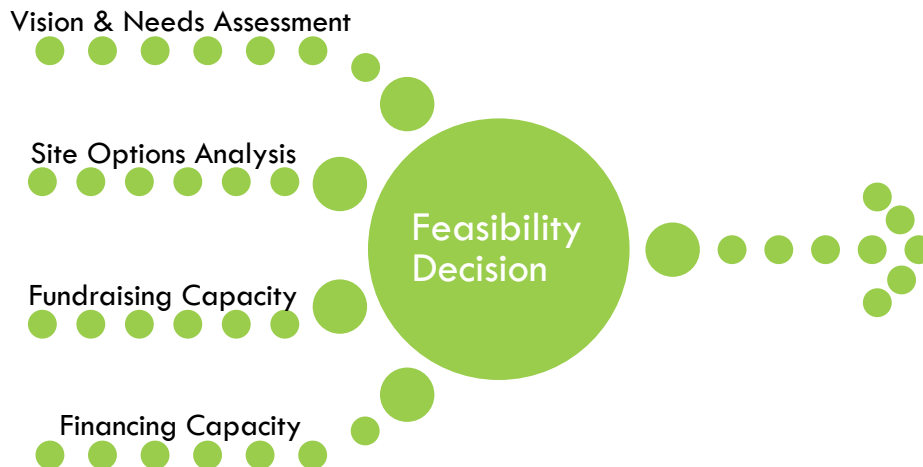
SEE ALSO: SITE DIAGRAMS FOR MILL SITE 8/17/2020

Concept and Feasibility Timeline and Process

Concept and Feasibility Phase Timeline

	2021											2022		
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Current Short Term Strategic Action Plan	x	extend	x	x	x	x	x	x	x	x				
Workgroup	x	x	x	x	x	x	x	x	x	x				
Vision & Op's needs analysis	design	input	input	write	report 1	?	?	?						
Site Options Analysis	research	research	research	research	research	research	reports	reports						
Mill Site Option Viability-continued	learn	learn	Op F	Op F	legal & city pre-dev. To get to LOI			reports						
Capital Campaign Feasibility Study	learn	learn	approve	RFP	select	conduct	conduct	conduct	conduct	discuss				
Fiscal Analysis					define	conduct	conduct	conduct	conduct	reports				
Recommendation Report							write	write	write	discuss	decide			
Long term Strategic Plan									plan	plan	plan	retreat	approve	

Concept and Feasibility Stage Flowchart



Decision options may include to 1) proceed with large facility project, 2) proceed in smaller phases, or 3) delay and shore up current facilities.

NEXT STEPS IF PROCEEDING (DATES VARY BY SCOPE OF DEVELOPMENT PROJECT AND FUNDRAISING FEASIBILITY:

- Long Term Strategic Plan (early 2022)
- Pre-Development Phase & Capital Campaign (2022-2023)
- Construction Phase & continue Capital Campaign (2023-2025)
- Occupancy 2024 - 2026

Sources of Stakeholder Input

HOC Staff Input

Thirty (30) Heart of Oregon Staff and full-time AmeriCorps members attended a two-hour “All-Hands” zoom meeting on 4/7/2021. The Executive Director presented information about the Facilities Exploration process and collected input through live polls, graphs, and surveys on several key themes and questions. A written electronic follow-up survey was then circulated to offer a chance for staff to give more in-depth input. Seven (7) staff members returned surveys.

Of the participating all-hands team members:

- 23 are staff
- 7 are AmeriCorps members
- 3 staff are part-time, 20 are full-time
- 6 staff are Directors/Managers
- 3 staff are Alumni of HOC programs
- Average Staff Tenure: 3.8 years
- Median Staff Tenure: 2.5 years
- Average Staff Directors/Managers Tenure: 6.8 years
- 10 staff live in Redmond, Prineville, Culver, Terrebonne, Metolious or Madras
- 13 staff live in Bend
- 22 staff are white, 1 staff is Latinx
- 8 staff are male, 15 are female

HOC Corpsmember Input

Eleven (11) Heart of Oregon Corpsmembers were interviewed in informal groups at their program locations by the Executive Director on 5/10/21. All were current participants in HOC’s YouthBuild program, and had been enrolled for at least 7 months. The Executive Director shared information about the Facilities Exploration process and asked and facilitated discussion around 10 key questions.

Of the youth participants interviewed:

- Age range: 16-25 years old
- Average age: 18.7 years, Median Age 17
- 6 corpsmembers are male, 5 are female
- 8 corpsmembers are white, 2 are Latinx, 1 is African American/multi-racial
- 3 live in Bend, 3 live in Sisters, 2 live in Redmond, 1 lives in Prineville, 1 lives in Powell Butte, 1 lives in Madras

HOC Alumni Input

While a separate Alumni input session was not conducted, Alumni were present in both the staff and corpsmember sessions. Three alumni currently hold staff positions and participated in the 4/7/21 session. At the 5/10/21 Corpsmember session, two participants were alumni, each of two other HOC programs (AmeriCorps, Stewardship, and Camp LEAD). Additionally, three HOC Board Members who will receive and discuss this report are also HOC Alumni, of three different HOC programs (COYCC, AmeriCorps, and YouthBuild).

Of these seven alumni corpsmember, staff, and board representatives:

- 3 are white, 2 are Latinx, 1 is Native American, 1 is African American/multi-racial
- 2 live in Bend, 2 in Prineville, 1 in Redmond, 1 in Powell Butte, 1 in Metolious, 1 in Madras,
- 6 are male, 1 is female
- 4 alumni are white, 2 are Latinx, 1 is Native American, and 1 is African American

Design

The stakeholders had a lot to say about the style of a facility that would reflect and promote HOC's values, mission and unique corps model programming. What the design communicates to youth, staff, and the community at large was clearly important in responses, and there were general themes between youth and staff. The youth corpsmembers, in particular, also rated the priority of using green building techniques in the design and construction of a new facility very high.

Question to Youth: "Describe the experience or feeling you would have entering and interacting in Heart of Oregon's ideal space?"



Question to Staff: "Describe the experience or feeling a young person would have entering and interacting in our new ideal space"



Geography

Redmond vs Bend

Overall, Redmond emerges as internal stakeholders' top choice for a Hub or Headquarters for Heart of Oregon Corps. In Central Oregon, Redmond is literally branded as “the Hub”. Ten out of eleven Corpsmembers noted Redmond as “making the most sense,” and in recent years, fewer and fewer of youth who work and serve on our year-round Bend-based crews actually live in Bend. Bend, however, is still seen as desirable for some reasons like access to other businesses and partner organizations, staff preferences, and being a recognized draw for recruitment for staff and FT members, from out of the area. However, when vision and needs data is combined with Site Options data that includes availability and cost, Redmond will likely remain the top choice for a future Hub or HQ.

“In Redmond, the advantage is it is equidistance from almost all towns” -HOC Alumni

Proximity to Public Transportation

If the future HOC Facility is a Headquarters or a Hub, proximity to the region's inter-city transit system, Cascade East transit, is especially important. Currently, Redmond is the CET regional HUB (with the Redmond transit hub next to Lowe's) and Bend is a spoke (with the Bend transit hub at Hawthorne Station by Safeway). Bend has a separate but linked system within city limits. Redmond does not, but is considering one, or an on-demand system, in the future. However, the region's transit systems are still relatively young and still developing its long-term infrastructure. Research on long term transit hub and route goals with COIC (who operates CET) may be appropriate.

“Keeping the Cascade East Transit bus routes in mind when selecting a location, and setting the program's start and end times, is very important” -HOC Corpsmember

Staff Preferences vs Corpsmember Needs on Geography

The Staff Leadership Team and Workgroup discussed the tension between corpsmember needs when selecting a geographic location, and the preferences of some staff about their working location. In the large group, Staff indicated that Redmond was the top choice for future services demand and youth access, but Bend was the top choice for staff to work in or efficiently deliver services. In the surveys, a concern was voiced by two staff members that they may reconsider their role if their office was moved to Redmond. Would being located in Redmond make it harder to retain or hire high quality staff? Is there a HOC leadership bias toward Bend? There is a notion that “almost all HOC staff live in Bend” but 43% (10/23) of staff live in a town other than Bend. Affordability of housing in Bend has been noted as a frequent barrier in staff and FT AmeriCorps member recruitment, and housing is generally more affordable (but still expensive) in Redmond and other towns. Finally, leadership also questioned if being located in Redmond vs Bend may increase staff racial diversity, a goal of the organization so our staff team better reflects the diverse communities we serve.

Question to Staff: What factors, in addition to need, efficiency, youth access, and staff preference, might influence which is the right geographic location HOC?



Hub vs Headquarters vs Decentralized

One key decision HOC needs to make about our Vision for this project is if we want to design and build 1) a Headquarters (just one HOC building in all of Central Oregon); 2) a Hub (or central campus) with small satellite “spokes” or offices where needed; or 3) a decentralized model with similar size facilities or separate programs in many communities.

*You would get more efficiency with a hub, less driving around all over the place” -
HOC Corpsmember*

In the staff poll, 64% chose a “Hub” as the best option for HOC, 20% chose Headquarters, and 16% chose Decentralized. Many of the amenities youth (and staff) enthusiastically brainstormed would likely only be possible to build at a Hub or HQ, as it would be cost and space and energy prohibitive to recreate them at many different decentralized youth sites.

*“Being in just one location might limit recruitment or growth, some kids just don’t like
to travel to other towns” -HOC Corpsmember*

Identified “pros” themes of having a HQ or strong central hub included: increased all-HOC identify, collaboration and connectedness; efficiencies in travel, equipment, and pooling of resources; a stronger youth-centered culture/community; shared services and resources across programs. A strength of the Hub model (vs HQ) is that it allows for some community-specific presence for youth access and community connection at satellite locations. A drawback is lost efficiencies in resources that have to be duplicated at each satellite.

“I like small classes and group sizes, big groups scare me.” -HOC Corpsmember

*“It would make me want to show up more if there were more people” -HOC
Corpsmember*

What would a basic satellite site look like, if we did a Hub?

This is a question that was not asked, but emerged at SLT analysis. We realized that many HOC staff and youth do not know that staying in most of our current sites is too problematic to pursue long term (see the 11/18/20 HOC Facilities Overview Presentation for more analysis of the stability of current facilities). So, when staff are imagining satellite sites that would be paired with a Hub, they are imagining our current sites. Defining what a basic satellite site would and would not have, and when it would be needed, is an important unanswered question.

Functional Spaces

Types of Functional Spaces

Internal Stakeholders brainstormed the Amenities at our dream facility:

functional areas (see other sub categories too)	parking or vehicle or transportation related	outdoor	utilities - systems - admin	bathroom - personal storage - lockers - break space	Food related
lobby/ waiting area Main entry space	Adequate parking for staff and youth	Open outdoor space	Strong internet- capable of multiple youth on computers	Bathroom in every building, in classrooms	cafeteria indoor/outdoor (Connected)
Large group meeting spaces (x2)	parking lot large enough for our needs	outdoor space to gather	Phone system- same for everyone	Seperate staff and youth bathrooms and individual rooms	grilling/BBQ space
Workshops and large training facilities	parking for trailers	space for skills clinics outside	functional AC and heat	gender-neutral bathrooms	cooking space for groups with places to sit
Offices	close to a bus stop (walking distance)	picnic tables	nice signage	daytime storage space for youth-member lockers	Commercial kitchen- up to code for subsidize lunch access
Youth/Participant activity space	walking distance to bus stop	amphitheater (x2)	good internet	locker room space with showers and running water	Student store: food to buy/prep
Skills training space, big shops	Carpooling	dog park area	lots of storage (records and files)	lactation spaces and changing tables	water bottle filling station
education-ready room	electric car charging station	Outdoor rec space: field, basketball court, frisbee golf	Storage	showers	food for youth (like free/reduced lunch)
multiple classroom spaces	A place to work on cars	Outdoor training zone - natural resources & construction	Copy room (dedicated)	laundry facilities	Garden for growing food.
conference rooms, private spaces (x3)	covered secure bike parking, repair stand	community garden	Storage space for curriculum classroom supplies, youth PPE, Uniforms, etc	inside rec room- tv video games foosball pool karaoke	food truck parking- They can to us!
Career center, Bulletin board	access to bikes	zen garden to cool off emotions	tool shed	Washer/dryer	Staff breakroom
convertible space			lots of storage (tools, equipment, machinery)		

Brainstorming by Activities echoed similar needs/wants:

Skills - Edu - programming	parking or vehicle or transportation related	Eating related	Tool, shop, materials	utilities - systems - admin - program office	quiet, testing, confidential	bathroom/personal spaces	Large Groups	recreation or rejuvenation
Classrooms and a Computer Lab	Washing vans,	Communing in a kitchen,	Tool maintenance -	Document storing.	Quite study room/ interview space.	Locker Rooms/Bathrooms	All hands meetings	Working out/ exercise area
Resume building/cover letter writing	vehicle maintenance.	Lunch space, indoor & outdoor.	herbicide kit cleaning	Mailing room	Deep work/planning (need for quiet)	Gender neutral bathrooms	Orientations and Mental Toughness	Shoot hoops
Skills training for each program type	Vacuuming and washing vehicles	Grilling/ Cooking kitchen space	Chainsaw maintenance	Facility cleaning.	Take tests privately that comply with regulations	Child care changing table	Hosting career speakers, podium/station	Gardening
Training Yard	loading vehicles (large enough parking lots)	Drink coffee	Store and dispose of old construction projects	Printing, copying, planning.	1:1 confidential meetings.	Bathrooms in classrooms	Outdoor area for celebrations/ gatherings.	Jungle gym, high ropes course
Education - secondary	pick up and drop off.	Subsidized lunches... need to have kitchen area up to code.	Tool Shop/Chainsaw Area	Grant writing and reporting	mid-size meeting spaces	lactation rooms.	Host meetings and fundraisers outside	Spaces to take rests, stimulation table
NCCER training	Commutes - staff drive for getting to work and during work	Garden for growing food.	Storing herbicides and other potentially hazardous items.	Filing and creating files	small groups	lockers for youth,		Cooling off zen garden.
Certifications - internal or external	Teach youth how to pull a trailer	Storing and using dishes; cooking and sharing meals	Order uniforms, PPE			Laundry area		Decompress
Using power tools and getting tool certification trainings	Gas pumping station to fill up vehicles on site.	Provide lunches to youth/BBQs	Storage- files, tools, office supplies.					safe and fun places to meet after hours
Processing and Selling Firewood.	Key locker storage.	Student Store/Convenience Store						
Firewood processing	Van washing/vehicle maintenance							
Teaching students retail!								
Meeting Spaces								

HOC's unique needs

Because HOC's business and programming activities are so varied, HOC's space needs are unique. We need/want functional space for office activities, educational activities, social work activity, youth recreation activities, personal care and break space, light manufacturing/workshop activities, and large gatherings. Very quickly, the conversation seems to encompass a campus, not just a building. The inclusion of certain types of functional space to ensure HOC's new environment is accessible, inclusive, trauma-informed, and equitable emerged as a priority in responses.

Importance of Outdoor Space

The importance of utilizing and developing outdoor spaces was one theme that emerged from the input. HOC desires plentiful and well-designed outdoor spaces both from a utilitarian standpoint (parking, ingress/egress, storage, etc) but also from a youth development services standpoint (outside small, medium group gathering sites, large basic amphitheater for events, sports/recreation courts/fields, gardening areas, quiet reflection areas).

Co-Located Services

In both corpmember and staff groups, stakeholders had a lot of ideas for co-located services (provided by others) This list is informative for space design that partners could potentially lease from us. HOC could also explore if any of these services could be offered in-house if they were mission aligned and we had the capacity.

- Driver's Education (classroom, driving time, testing)
- Childcare
- Mental Health/Counseling/Therapy Dogs
- Emergency and Transitional Housing
- Access to public benefits (SNAP, SSI, Oregon Health Plan)
- Health Clinic
- Drug Treatment
- Outdoor Recreation Trips

New HOC Services/Training Tracks

Stakeholders also shared ideas about new HOC service or training tracks we could offer internally. In general stakeholders emphasized that space should be convertible and flexible (and enough of it) that we can adapt space to future programmatic services.

- Driver's Education and CDL (classroom, driving time, testing)
- Forklift Training
- Barista/Coffeeshop on campus with youth training
- Early Education and Childcare
- Culinary
- Welding
- CAD/3D printers

Questions Moving Forward

As outlined in the Purpose of this Report section, this report is just one thread in many that need to be woven together to arrive at a Feasibility decision. Several questions remain regarding Vision and Needs, and HOC needs to prioritize which to explore more.

Researching Need for HOC services

- *Are current downward trends in youth recruitment going to last?*
- *Are current upward trends in available funding for programming, and emphasis on Corps as a federal community solution going to last?*
- *What are general population growth trends?*
- *What are demographic trends, esp. Poverty, Opportunity Youth, Workforce, and Graduation Rates?*

External Stakeholders

- *Outside of the Capital Campaign Feasibility Study and Strategic Plan Interviews/Focus groups, do we need any additional external stakeholder input on vision or needs?*

Design

- *Are there other spaces designed for similar goals and functions that we could look at/borrow from?*
- *Are there architects who specialize in incorporating DEI or trauma-informed care into building and interior designs?*
- *How do we prioritize the vision input? What are our “needs” vs our “wants”?*
- *How do we “design forward” for services we don’t even know we might provide in the future?*

Geography-related and Hub vs HQ Priorities

- *How and who will decide between decentralized, Hub, or Headquarter? By When?*
- *What could a basic satellite site look like if we did a Hub?*
- *How much land and building space do we need? Do we want?*

Co-Location

- *Do we want to try to lease space to others that provide co-located services our youth need/request?*

DEI in our current Concept and Feasibility Stage

- *How do we want to continue to involve youth and alumni voice and leadership in this process and decisions? Youth interviewed were very enthusiastic about joining an on-going advisory committee.*
- *How do we actively communicate to and involve staff and partners along the way?*
- *What are other ways to promote DEI within this process?*

Turning our Vision into a Case Statement

- *How do we translate our vision, energy, and ideas about an ideal HOC facility into an effective case statement for support? The case statement is not about what building or campus HOC wants to build, but what HOC can and will do for the community when it has that campus.*

Appendixes

Source Documentation for Vision Input and Analysis

- A. YouthBuild Corpsmember input to HOC Facility Visioning 05/10/21**
- B. Staff Input Activity on facility exploration results 4-7-21**
- C. Staff facilities exploration survey 4-30-21**
- D. Staff leadership team discussion notes 5-18-21**
- E. Facilities Exploration Workgroup Notes 5-20-21**

Exhibit C

Project Development

EXHIBIT D

This workshop will inform a case statement that will be presented to potential supporters. Working on the assumption built into feasibility study of Mill Site location (20k sq ft of renovated space, 10k sq ft of new construction).

We can inform the activity that needs to be in the existing building and what can be duplicated/flexed space in the footprint of a new building.



Questions for consideration

1. What's missing now?
2. How will that challenge be best addressed?
3. What does the building need to do?
4. Remodel/modification of current facility?
5. New building?



What's missing now?

- Modern facilities (relevancy)
- Space that reflects the values of HOC
- Places of privacy for conversations
- Space to grow programs
- Stability – coming to a facility that is consistent and the programs feel like a sense of belonging.
- More office space for staff.



How will that challenge be best addressed?

- *Value of consolidation (capacity)*
 - Efficiency in space
 - HUB & spoke model/circulation system, a place of energy
 - Campus: integration of services and programs
- *How can you involve partners to engage in the campus*
 - Drug and alcohol counseling/outpatient facility that would be run by a partner but we refer our clients
 - Reducing barriers to access services and other resources by creating warm hand offs
 - There is an increasing need to offer a more equal need of services in both Bend and Redmond



What does the building need to do?

1. House Programs
 - a. *Classrooms*
 - b. *Workshops*
 - c. *labs*
2. Administrative space
 - a. *Offices*
 - b. *Break rooms*
 - c. *Private meeting space*
3. Utility/logistical systems needs
 - a. *Storage*
 - b. *IT systems/office equipment*
 - c. *Personal/private space (lockers, showers, efficient and gender-neutral bathrooms testing space, 1-1 convos, laundry area)*
4. House Transportation
5. Community spaces



Remodel/modification of current facility?

- a. Most cost-effective way is to not create sub areas in existing building
- b. Harder to get up to code
- c. We have existed in this building for so long now that we could do minimal changes and focus on the new construction



New building?

New Building Spaces

	Speciality	Exclusive	Multi Use	Primary	Total
Small	13	5		2	20
Medium	4	3			7
Large			2	2	4
X large			1		1
					32

Conclusions

- Minimal renovation to existing building
- Use covered bays with minimal upgrades
- New build focus on programs, multi use space and administrative space



Next Steps

- Develop case statement for advance gifts and public funding meetings
- Create draft project budget



EXHIBIT E



Heart of Oregon Facility Vision Assessment- 6/7/21 Executive Summary

1. **Purpose of Assessment:** To inform HOC Board of feedback from internal stakeholders
2. **Date of Assessment Report:** 06/07/21
3. **Draft Timeline as of 11/18/20**
 - a) Strategic Planning - 2022
 - b) Pre-development Phase and Capital Campaign – 2022-23
 - c) Capital Campaign and Construction – 2023-25
 - d) Occupancy – 2026
4. **Stakeholders:**
 - a) Staff = 30
 - b) HOC Corps Members = 11
 - c) *HOC Alumni = 11
5. **Foci of Feedback:**
 - a) Design: Spaces to reflect and promote HOC values, including utilization of green building practices
 - b) Geography: Redmond was the favorite, while Bend made some sense to stakeholders for its access to businesses
 - c) Proximity to Public Transportation: Redmond seen as viable hub with Bend as a spoke
 - d) Staff Preferences vs. Corps Member Needs on Geography: While Redmond is the best site for the future, there are transition considerations as a handful of staff chose Bend was indicated as the best place to work in presently
 - e) Hub vs. Headquarters vs. Decentralized: The hub and spoke model was preferred by 64% of participants
 - f) What would a basic satellite look like if we did a hub? This question was not included in the assessment. Predicate assumption is satellites at current locations, but that may not be the case in the long term.
6. **Functional Spaces:**
 - a) Lobby / Entry
 - b) Large group / flex
 - c) Workshop / training
 - d) Offices
 - e) Youth activities
 - f) Skills training
 - g) Education / ready room

Commented [LH1]: Now revised. See RFP for current schedule.

- h) Conference
- i) Career
- j) Outdoor spaces
- k) Commercial kitchen (staff and large group needs/events)

7. Unique Needs:

- a) Office
- b) Education
- c) Social Work
- d) Youth recreation
- e) Personal care / break space
- f) Light manufacturing
- g) Workshop
- h) Campus including facilities and outdoor environments
- i) Parking
- j) Records storage
- k) Space for tools/gear/equipment

8. Co-located Potential Services:

- a) Driver's Ed
- b) Childcare
- c) Mental Health
- d) Emergency and transitional housing
- e) Access to public benefits (SAP, SSI, Oregon Health Plan)
- f) Health Clinic
- g) Drug Treatment
- h) Outdoor Recreation Trips

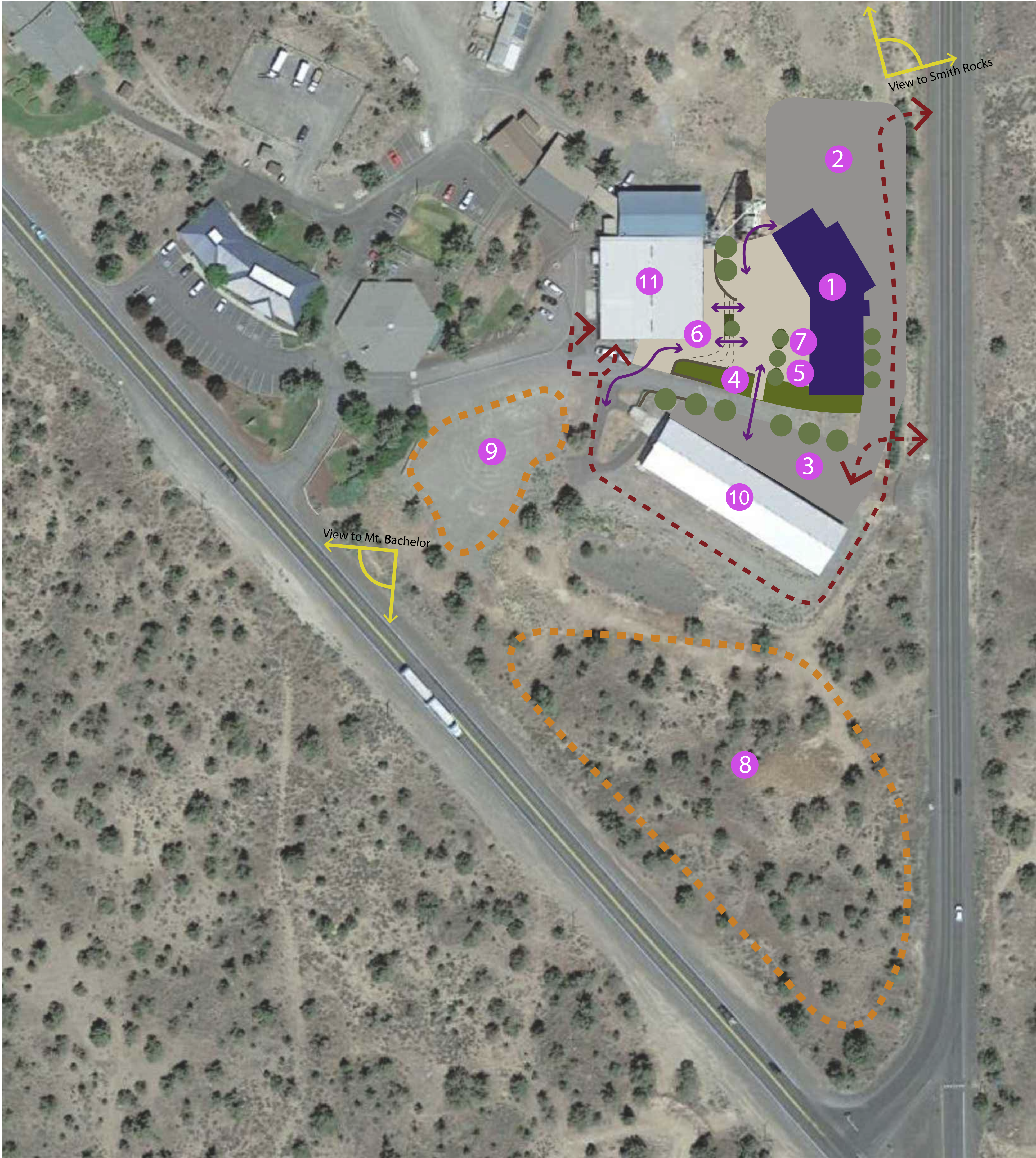
9. New HOC Potential Services / Training Tracks:

- a) Driver's Ed / CDL
- b) Forklift Training
- c) Barista
- d) Early Education and Childcare
- e) Culinary
- f) Welding
- g) CAD / 3D Printing

EXHIBIT F

HOC CMGC FEE PROPOSAL FORMAT		
Pre-Construction Fee and Hourly Labor Rates		
10/31/22		
Category		Fee
Phase 1 -Pre-Construction:		
Fee (not-to-exceed) -	\$	-
		Hourly Rate
		\$/Hr
Pre-constructon Manager (as applicable)*	\$	-
Pre-constructon Personnel 1	\$	-
Pre-constructon Personnel 2	\$	-
Phase 2 -Contruction, Guaranteed Maximum Price (GMP):		
GMP Fee Percentage, incl. CAT	%	
Insurance Percentage	%	
		Hourly Rate
		\$/Hr
Management team (as applicable)*		
Clerical/Support Staff	\$	-
Quality Assurance	\$	-
Supervision	\$	-
Asst. Supervision	\$	-
Senior Project Management	\$	-
Project Management	\$	-
Project Engineer	\$	-
Scheduler	\$	-
Safety Professional	\$	-
BIM Modeling	\$	-
Foreman	\$	-
Asst. Foreman	\$	-
Skilled Trades for self-performed scopes (as applicable)* :	\$	-
Concrete Level 1	\$	-
Concrete Level 2	\$	-
Concrete Level 3	\$	-
Steel Level 1	\$	-
Steel Level 2	\$	-
Steel Level 3	\$	-
Carpentry Level 1	\$	-
Carpentry Level 2	\$	-
Carpentry Level 3	\$	-
Laborer Level 1	\$	-
Laborer Level 2	\$	-
Laborer Level 3	\$	-

*List all consultants, personnel and rates applicable to the Project. SAMPLE LIST ONLY, PROPOSER TO DETERMINE THEIR APPLICABLE STAFFING NEEDS



Legend

- 1 New Building
- 2 Parking for 100 parking stalls and 20 HOC van stalls, 2 EV Charging Stations
- 3 Vehicle Staging
- 4 Garden
- 5 Outdoor Eating Area
- 6 Amphitheater
- 7 Outdoor Classroom
- 8 Trail / High Ropes Course to be completed by HOC
- 9 Active Recreation Area : basketball court, hard & soft-scape area
- 10 High-bay storage building upgrades: power, water supply, hose bibs, lighting, and 14' security fencing and gates to enclose the open bays.
- 11 Existing (remodeled) building: lighting, mechanical and envelope upgrades

- Pedestrian Circulation
- Vehicle Circulation
- View shed
- Hardscape Area

*Approx Site Improvement Area: 3.5 Acres

STAMP

Drawn By:	CD
Checked:	JB
Project #:	
Date:	10.25.2022
Rev. #:	Date:

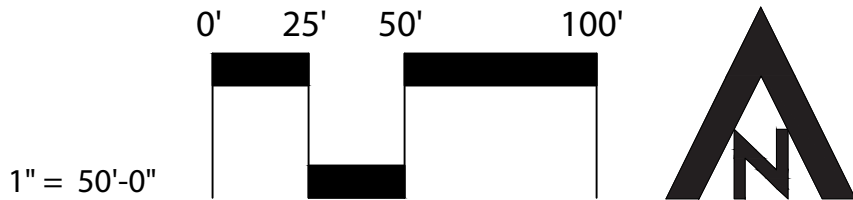
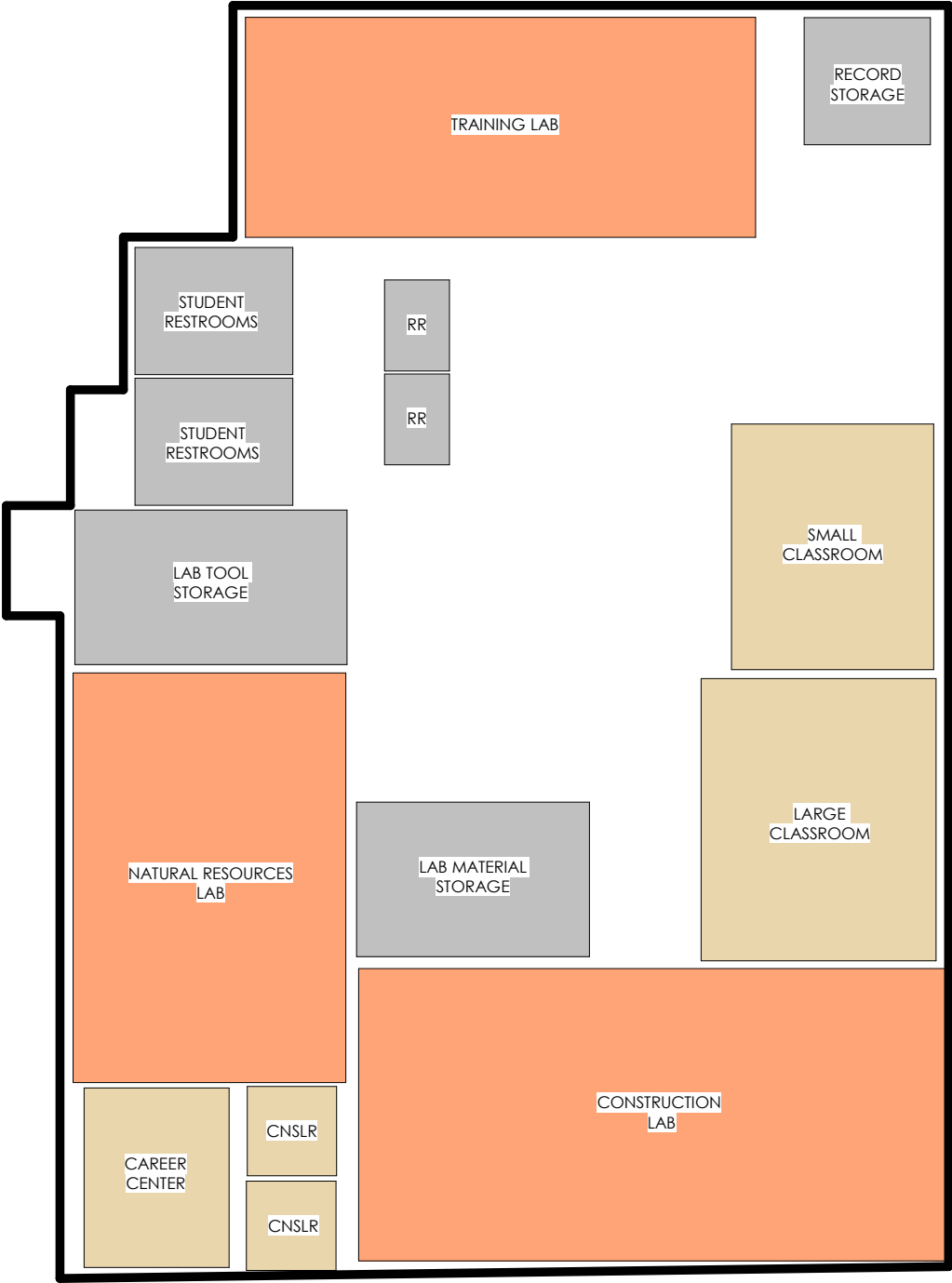
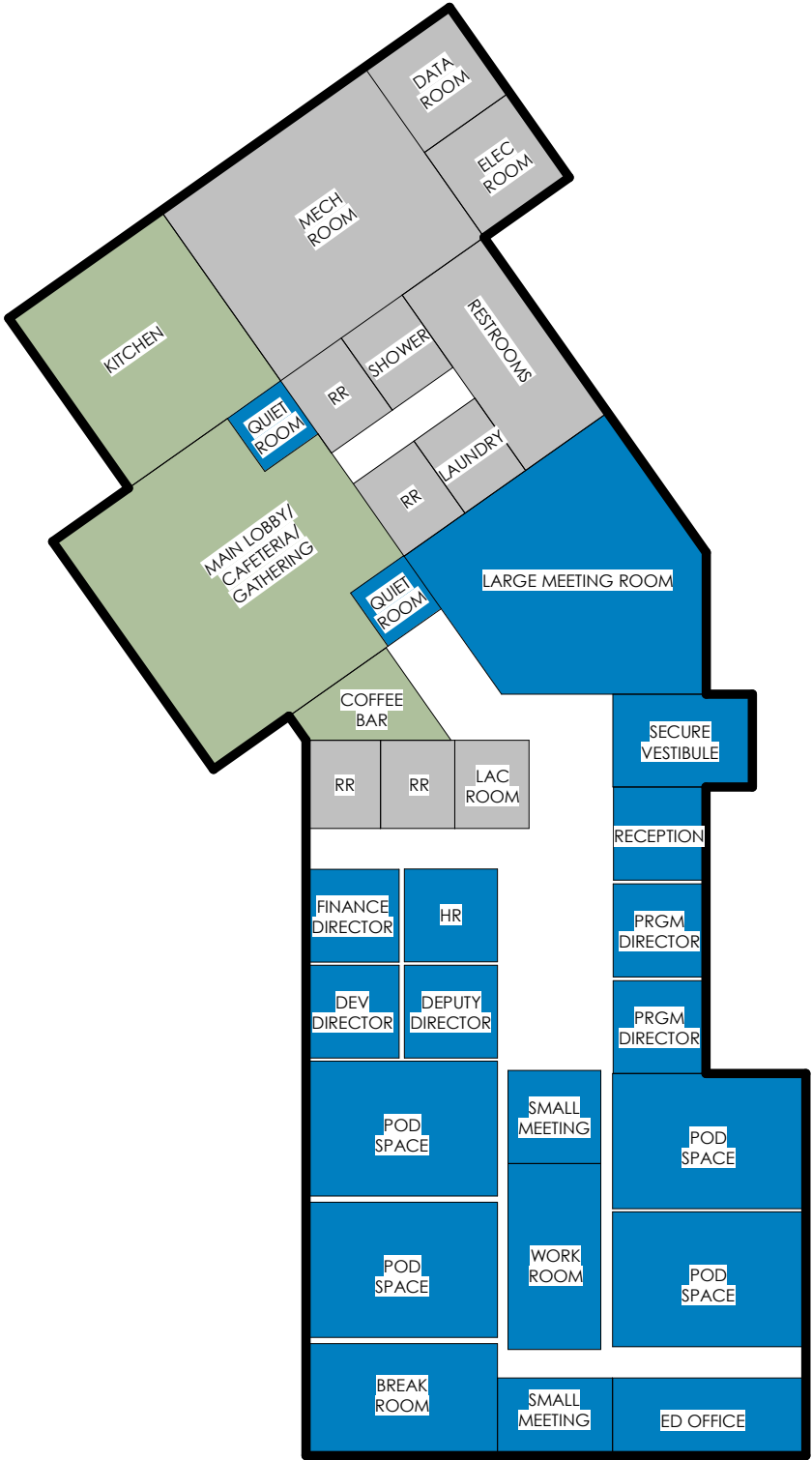


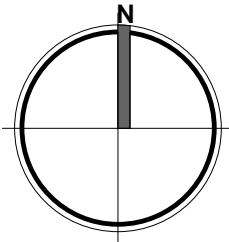
EXHIBIT H- PRELIMINARY CONCEPT DESIGN



EXISTING METAL BUILDING



NEW BUILDING



HEART OF OREGON CORPS
CENTRAL CAMPUS DEVELOPMENT
835 OR-126, Redmond, OR 97756

PLAN DIAGRAMS
SCALE:
1" = 20'-0"

PROJECT:2214

DRAWN:BBT

DATE: 10/28/2022

BBT ARCHITECTS

EXHIBIT H- PRELIMINARY CONCEPT DESIGN

HOC CENTRALIZED CAMPUS - PROGRAM

NEW BUILDING				
Area	Qty	Unit	Total	Detail/Comments
Administration		sf		
Secure Vestibule	1	150	150	
Front Office/Reception/ Waiting	1	100	100	
Main Lobby/Great Hall/Cafeteria	1	900	900	
ED Office	1	175	175	
Counselor Office	2	100	200	Be near classrooms
Pod Space	4	300	1,200	(4) workstations per pod space (75sf per) = 16 total
Program Director	2	100	200	
Deputy Director	1	100	100	
HR	1	100	100	
Finance Director	1	100	100	
Development Director	1	100	100	
Large Meeting Room/Community Room	1	750	750	w/ kitchenette
Small Meeting	2	100	200	Near Great Hall and Classrooms
Workroom	1	200	200	record storage
Storage	1	125	125	
Break Room	1	250	250	
Quiet Room	2	50	100	Near Great Hall and Classrooms
Subtotal			4,950	
Gathering		sf		
Kitchen	1	450	450	
Coffee Bar	1	100	100	
Subtotal			550	
Building Support				
Showers	1	75	75	
Laundry	1	75	75	
Lactation Room	1	75	75	near break room
Student Restrooms	2	250	500	w lockers
Gender Neutral Single Restrooms	2	75	150	
Custodial Closet	1	75	75	
Mechanical Rooms/Boiler	1	600	600	TBD; Rooftop?
Electrical Rooms	1	125	125	
Data Closets	1	125	125	
Subtotal			1,575	
Total Assignable Area			7,075	
Grossing Factor 30%			2,123	Circulation, walls
TOTAL			9,198	

EXISTING BUILDING

Area	Qty	Unit	Total	Detail/Comments
Administration				
Record Storage	1	200	200	
Subtotal			200	
Instructional Spaces				
Classroom - Small	3	600	1,800	
Classroom - Large	2	850	1,700	
Career Center	1	300	300	
Training Lab	1	1400	1,400	
Construction Lab	1	1400	1,400	
Natural Resouces Lab	1	1100	1,100	
Lab Tool Storage	1	450	450	
Lab Material Storage	1	450	450	
Subtotal			8,600	
Building Support				
Student Restrooms	2	250	500	w lockers
Gender Neutral Single Restrooms	2	75	150	
General Building Storage	1	150	150	
Custodial Closet	1	75	75	
Mechanical Rooms/Boiler	0	600	0	Use existing space
Electrical Rooms	0	125	0	Use existing space
Data Closets	0	125	0	use existing space
Subtotal			875	
Total Assignable Area			9,675	
Grossing Factor 30%			2,903	Circulation, walls
TOTAL			12,578	14,000sf available