

We are: Advocates-Builders-Catalysts.

As ADVOCATES, we look out for our clients' interests. Knowing our clients and their designers have a vision, tempered by time and budget, our experience and skills are put to work. Our consultative and collaborative style allows confidence to grow. And as we go, we focus on each detail – not just the final outcome.

As BUILDERS, we bring over 30 years of varied experience to buildings of diverse design and unique features. We start with careful project planning and selection of materials, and evolve through construction of sound, functional structures enclosing carefully appointed, comfortable environments. Exacting craftsmanship characterizes all of our work, while realistic, experience-based estimates and schedules add to the benefits for clients.

As in chemistry, we're CATALYSTS, initiating and facilitating a process. On our projects, all parties' interests are considered. Weekly communication between owners, architects, engineers, building departments, and our team is best practice. We provide information needed for key decisions, and assure those decisions are made. We strive to keep projects on track to achieve a finished product that best reflects our clients' goals.



**WINERY
PROJECTS**

JIM MURPHY & ASSOCIATES

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Santa Rosa, California 95407
License #505531
707.576.7337
www.j-m-a.com

INTRODUCTION

Hands-on

Hands-on can mean many things. For Jim Murphy and Associates, it means that we are builders who employ craftsmen. We aren't paper contract contractors. Unlike many of today's commercial construction management teams, every officer and manager at JMA has field experience, even the ones who primarily work in the office. This depth of understanding, tied to our expertise with managing budgets ensures we can build it the way it is drawn, and even devise new methods for construction where no drawings exist. In this way, we work towards meeting your standards for quality and timeliness.

Our years of hands-on experience by members of our management team make it possible for us to find creative solutions to construction problems. This is one of our strongest qualities. Throughout a project, our executive managers stay connected to our superintendents. Our superintendents and project managers meet monthly to share the lessons learned on each project. This storehouse of knowledge will be a key asset to your project.

Details

If the devil is in the details, so is the beauty of the job. We consider it our duty to assay and execute the details that separate an adequate job from an excellent one. So, how do you go about remodeling the entire interior of a bank while the bank stays open for business? We have accomplished this feat at a number of Exchange Bank branch remodels. Building temporary walls and rerouting access, we stage construction so that bank employees can perform their various work

functions in the teller lines and on the platforms. All this while producing beautiful results that look seamless. One would never know the branches were remodeled one portion at a time.

We bring the same attention to detail to every phase of our projects. Saving a beautiful oak tree played a strong role in the ultimate design of Schurter Inc.'s building and in the character of the project itself. A design-build agreement was a perfect solution to save their 150-year-old, wide-spreading, and picturesque oak tree, and integrate it into the overall site plan. Working with the company's changing wish-list of building uses, and after intensive consultation among owner, architect, and JMA as the design-build contractor, a handsome one-story, L-shaped building, with the oak tree at its apex was the result.

While it is said by some that there is never time to do something right...but always time to fix it, we focus on getting the details right...the first time.

Teamwork

At best, a general contractor is like the conductor of the orchestra. He did not write the music, nor does he play the instruments, but he melds a diverse group of individuals, each with specialized skills, to produce a work of art that is true to the original score. On most projects, we are asked to meld the diverse expertise of individuals from lighting designers to landscapers.

At Sonoma Academy, we partnered with the City of Santa Rosa to cross city property (future Farmers Lane extension) in order to create temporary

access until that road can be built. Doing such things requires a lot more diplomacy than the typical contractor-subcontractor relationship. Keeping the lines of communication open avoids messy collisions between the team members with differing agendas. Building a team from people with disparate interests is a challenge that we excel in and relish.

In building Sonoma Academy and Sonoma Country Day School, there were subsequent projects following completion of the main campuses. We worked in cooperation with the owners to put safety barriers in place so we could get access to areas without exposing the students and faculty to personal safety risks.

Stewardship

Stewardship is an uncommon word in the construction business, but we feel it represents the quality that makes us truly uncommon builders. We believe that anyone undertaking the special trust and responsibility that goes along with building needs to have a perspective that goes beyond contracts and budgets. Once we join someone's building team, we make it our job to help them achieve their vision without them compromising for our convenience.

For example, the Santa Rosa Surgery Center needed to renovate their aging basement facility at 1111 Sonoma Avenue. Their sterile and clean rooms, and operating room suites needed enlarging and the entire facility needed modernizing and freshening. Because of the sensitive and

sterile nature of medical surgery, it was necessary to close down operations during the renovation. To minimize the impact of this on the Center and their patients, JMA teams collaborated with the operations manager and came up with an ambitious schedule. Using three shifts of JMA carpenters and laborers, and a team of some of the most reliable local subcontractors, we worked 24/7 and successfully completed the project and turned the facility back into the hands of the medical team ten days later.

Another aspect of our financial stewardship is our sophisticated estimating, accounting, and project management systems. We use them to be more flexible in responding to your needs instead of forcing clients into fixed format bids or systems. One result is that our history records, estimating options, and open recordkeeping are unmatched in the industry.

Finally, the last component of stewardship is probably one of the most obvious. Our job-sites are clean. We hear repeatedly, that they are the cleanest that our clients and others have ever seen. It isn't just that we're compulsively neat. Clean jobs are safer, more productive, and easier to control. Because workers respect a clean project, it can change the whole atmosphere on the job.

We believe we are ideally suited for your project. We hope you agree.



**WINERIES
AND
HOSPITALITY**

STEWART CELLARS

LOCATION

Yountville

OWNER

James Stewart
(707) 963-9160

ARCHITECT

Arcanum Architecture
(415) 357-44003

CONTRACT

4,400,000

COMPLETED

August 16



*"Murphy's Law: The more you plan at the start,
the less you fix in the end."*

STEWART CELLARS



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

STEWART CELLARS



STEWART CELLARS



KISTLER VINEYARDS BARN - TASTING ROOM AND BARREL CELLARS

LOCATION

Forestville

OWNER'S REP

Kistler Vineyards, LLC

Tom Bonomi

(415) 419-2422

ARCHITECT

Architectural Resources Group

Naomi Miroglio

(707) 421-1680

CONTRACT

2,100,000

COMPLETED

June 2016



Murphy's Law: When it comes to building enduring structures, it's not just the final result that matters to JMA. It's everything along the way.

JIM MURPHY & ASSOCIATES

UNCOMMON BUILDERS

Photograph copyright David Wakely

KISTLER VINEYARDS BARN - TASTING ROOM AND BARREL CELLARS



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

KISTLER VINEYARDS TRENTON ROADHOUSE

LOCATION

Forestville

OWNER'S REP

Kistler Vineyards, LLC

Tom Bonomi

(415) 419-2422

ARCHITECT

Architectural Resources Group

Naomi Miroglio

(707) 421-1680

CONTRACT

3,200,000

COMPLETED

November 2013

"The whole JMA team, from the personnel in the field all the way up to the company executives, continuously demonstrated a commitment to delivering a well-crafted project, and always with an eye to meeting the owners' needs. And what a stunning final product!"

— Naomi Miroglio, AIA, Principal, Architectural Resources Group



Photography copyright David Wakely

KISTLER VINEYARDS TRENTON ROADHOUSE



KISTLER VINEYARDS TRENTON ROADHOUSE



KISTLER VINEYARDS TRENTON ROADHOUSE



VINE CLIFF WINERY RETAIL WINE SHOP

LOCATION

St. Helena

OWNER

Rob Sweeney
(707) 287-7387

ARCHITECT

Backen Gillam Kroeger Architects
John Taft
(415) 302-2333

CONTRACT

2,000,000

COMPLETED

March 2014

"I believe the main strength of JMA's people are that they are extremely knowledgeable, have a get-it-done mentality, and are very accommodating. We would definitely use them on our next job because they became part of our team when we were working toward a project objective."

— John P. Duffy



Photography copyright Erhard Pfeiffer

VINE CLIFF WINERY RETAIL WINE SHOP



VINE CLIFF WINERY RETAIL WINE SHOP



VINE CLIFF WINERY RETAIL WINE SHOP



THREE STICKS WINES - Private Tasting Room and Administration Offices

LOCATION

Sonoma

OWNER'S REP

Prema Behan
(707) 996-3328

INTERIOR DESIGNER

Ken Fulk Design
Ken Fulk
(415) 285-1164

ARCHITECT

Hulburd Design
Angeline Askham
(415) 440-0801

CONTRACT

2,600,000

COMPLETED

August 2014

"JMA is the absolute top of the line. Their attention to detail is stunning. They also came in on time which was against all odds with this property and it's scrutiny by the city and county. Job well done!"

— Prema Behan, COO,
Three Sticks Wines



THREE STICKS WINES



THREE STICKS WINES



THREE STICKS WINES



PAUL HOBBS WINERY - Lindsay House Administration and Hospitality Building

LOCATION

Sebastopol

OWNER'S REP

Andrew Weaver
(707) 824-9879 ext 41

ARCHITECT

Backen Gillam Architects
Howard Backen
(707) 967-1920

CONTRACT

2,400,000

COMPLETED

June 2006



"Customer service is extremely important at JMA. Their focus on quality and responsiveness is higher than with almost every other contractor or service provider I've worked with."

— Michael Riel, (former) VP and GM,
Paul Hobbs Wines, Sebastopol

PAUL HOBBS WINERY



JIM MURPHY & ASSOCIATES

UNCOMMON BUILDERS

PAUL HOBBS WINERY



PAUL HOBBS WINERY



ROBERT YOUNG ESTATE WINERY

LOCATION

Geyserville

OWNER

Fred Young
(707) 431-4811

ARCHITECT

BAR Architects
Guy Chambers
(415) 441-4771

CONTRACT

1,750,000

COMPLETED

October 2002



Murphy's Law: When it comes to building enduring structures, it's not just the final result that matters to JMA. It's everything along the way.

JIM MURPHY & ASSOCIATES

UNCOMMON BUILDERS

Photography copyright Doug Dun, BAR Architects

ROBERT YOUNG ESTATE WINERY



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

CROSSBARN WINERY

LOCATION

Sebastopol

OWNER'S REP

Andrew Weaver
(707) 824-9879 ext 41

ARCHITECT

Lafranchi Architecture and Development
Ken Lafranchi
(707) 528-2449

CONTRACT

1,500,000

COMPLETED

June 2008



Murphy's Law: On a JMA job, perfect is barely good enough.

CROSSBARN WINERY



CLOS DU BOIS WINERY - Administration, Culinary Center, Barrel & Steel Rooms, Tasting Room

LOCATION

Geyserville

OWNER'S REPS

Brian Hemphil - (707) 857-1651

Chuck Stewart - (707) 857-1651

ARCHITECTS

Office Expansion - LaFranchi Architects

Ken LaFranchi

(707) 578-4514

Culinary Center & Admin. Offices, Barrel
Room, Tasting Room - Osborn Design Group
Dick Osborn

CONTRACT

Office Expansion - 200,000

Culinary Center & Admin. Offices - 1,800,000

Barrel & Steel Cellar - 7,500,000

Barrel Room - 911,000

Tasting Room - 400,000

COMPLETED

Office Expansion - September 2005

Culinary Center & Admin. Offices - July 2002

Barrel & Steel Cellar - September 1999

Barrel Room - October 1996

Tasting Room - October 1994



CLOS DU BOIS WINERY



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

WILLIAMS SELYEM WINERY

LOCATION

Healdsburg

OWNER

Eric Grams (Owner's Rep.)
(707) 431-4809

ARCHITECTS

D.arc Group LLC
Alex Ceppi
(914) 584-8161

Patrick Mervin + Associates Architects

Alissa McNair
(707) 942-6540

CONTRACT

16,000,000

COMPLETED

July 2010

"JMA's change order process makes it easy for us to supply customers with the system features they want. Most importantly, JMA always delivers on their commitments."

— Larry Dashiell, President, CEO,
Summit Technology Group



Photography copyright Bruce Damonte

WILLIAMS SELYEM WINERY



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

WILLIAMS SELYEM WINERY



WILLIAMS SELYEM WINERY



JIM MURPHY & ASSOCIATES



UNCOMMON BUILDERS

CAMP MEETING RIDGE VINEYARD & WINERY



LOCATION

Cazadero

OWNER

Walt Flowers

(707) 847-3661

ARCHITECT

Hall & Bartley Architecture

Andy Hall

(707) 544-1642

CONTRACT

1,775,000

COMPLETED

April 1997

Murphy's Law: Every client is special. Every project is one-of-a kind.



**SERVICES
AND RESUMÉ**

KEY PERSONNEL

Jim Murphy - Founder & CEO

In construction for over 50 years, Jim has been a carpenter, foreman, superintendent, subcontractor, and general contractor for the last 38 years. His craftsmanship, experience, leadership and rapport with people enable him to inspire JMA's field crews to control costs and finish complex projects on time.

Steve Ronchelli - President

B.S. Construction Management – Cal Poly San Luis Obispo, California. Steve began his career in the construction industry in 1984, and has worked as a laborer, estimator, and project manager. Promoted to vice-president of operations, he became a minority shareholder in 2012, and today Steve holds the position of president. Steve's experience gives him the unique insight to the needs, coordination, and cooperation required to lead JMA's nine member project management team and complete successful projects.

In addition to his role as President, Steve is responsible for pre-construction services, estimating and project managing various projects. His ability to see and implement value engineering, from both a cost and a scheduling standpoint, makes him a very valuable team member.

Jesse Malone - VP of Operations

Recently promoted to the leadership team at JMA, Jesse has been in the construction industry as a superintendent since 1998. With a background in engineering and design, he

previously worked on movies building special effects robotics. Jesse's value of achieving goals and his construction experience bring to JMA a strong ability to take charge, organize and keep his teams focused, resulting in projects that are completed on time.

Andrew Supinger, CGBP - Senior Project Manager

Andrew began his career in construction in February 2007, joining JMA as an assistant project manager. Demonstrating a strong native intelligence, estimating and project management skills, Andrew was promoted to project manager / estimator in May, 2011 and earned the title of senior project manager in March 2018.

Aaron Jacobs - Project Manager

A 1999 Cal Poly San Luis Obispo construction management grad, Aaron's 18 years of construction industry experience, locally and in Colorado has involved both commercial and custom home construction.

Managing all phases of project development from conceptual estimating through warranty service, Aaron has performed contract administration duties including preparation of sub-contracts, and submittal reviews. His rapport with JMA's project superintendents facilitates creating and maintaining project schedules, procuring materials, maintaining jobsite quality control, completing punch list items and final detailing for occupancy.

Thomas Anderson, LEED Green Associate, CGBP - Project Manager

An effective communicator with an engaging style, Thomas has proven skills in fostering positive relationships with all the stakeholders in a project: clients, architects, subcontractors and suppliers. He possesses experience and ability to communicate effectively with governing bodies, review boards and a culturally diverse audience. Further, his architecture design training, ease with new technology, and experience with reviewing specifications and managing submittals and RFIs on both commercial and residential projects provide substantial support for any project to which he is assigned.

An assistant manager at JMA since December 2011, Thomas coordinated and documented all CAL Green requirements for JMA's construction of American AgCredit's National Headquarters which received local and national awards for superior project management. He was promoted to project manager in March 2018.

Tom Fruht, LEED AP - Project Manager

A 2008 California State University, Chico graduate in Construction Management, Tom's 18 years of industry experience on the San Francisco peninsula and in the North Bay have involved both custom home and commercial construction. Managing all phases of project development from specifications, conceptual estimating through subcontractor and budget maintenance, Tom has performed con-

tract administration duties including preparation of budgets, value engineering, contract estimating, contracts, changes and billings. His duties have also included LEED documentation and credit analysis, carbon foot printing and product research.

Danny Arrow - Project Manager

A California State University, Chico graduate with a BS in Construction Management, Danny began his career at JMA interning each summer throughout college and officially became a part of our team in 2011. Now, with over 8 years' experience in the trade, Danny has proven to be an effective communicator with all members of a project team including sub-contractors, architects, suppliers, clients and JMA team members. This includes bringing a positive attitude and a trustworthiness to all projects. He is results oriented and will take all the necessary steps to assure a job is completed at a high level of both quality and service. Additionally, his skills with new technology and experience in reviewing construction documents and managing submittals & RFIs have proven to be beneficial to assignments in which he has participated. Danny was promoted to project manager in January 2019.

MANAGEMENT APPROACH

Teamwork

Each project has its own unique challenges and personality. Therefore, Jim Murphy & Associates approaches each job with an open mind and a clean slate, with the important goal of exceeding our clients' needs and expectations. Our foundation for achieving the goal is teamwork.

JMA does not sit back and wait for the Architect/Engineer to finish the drawings before we begin work. We take a hands-on approach in helping the Owner and Architect/Engineer make design decisions by supplying budgets, value engineering, and suggestions for alternative materials.

Once construction does begin, the team concept allows quick turnaround on submittals, problem solving, and changes in design – all of which are key ingredients in completing the job on time and within budget.

Our goal is that the owner enjoy the experience enough to want to build again someday.

Project Communication

The backbone of good teamwork, is communication. From design criteria to the final accounting, whether faxed or e-mailed, the project team has to be able to talk with and understand the needs and wants of all the stakeholders.

The tools we use are a combination of computer technology, customized checklists, and experience-based processes. When estimating, we use Sage Timberline's top line software to access numerous catalog items and assemblies to quickly and accurately price out work from concept to bid time. Our project management software from Procore offers you and us a comprehensive yet readable look at all the pending issues and items. We have customized it to best reflect the open, GMP contracts we work under.

Our cost control system, also from Sage Timberline, is integrated with our estimating and accounting systems. It offers access to current information on costs, budgets, and projections. We have tweaked it over the years to provide the most accurate picture of a project in a format that is consistent with our estimating and invoicing, maintaining an audit trail for your benefit as well as ours.

Meeting Management

Technology, although very helpful, is not the complete solution to perfect communication, which is why, especially during construction, JMA usually conducts weekly (more if needed) jobsite meetings. During these meetings, attended by the Owner, Architect and JMA, the overall schedule will be updated, current completed work reviewed, clarifications will be discussed, design changes considered and cost issues addressed.

We believe successful meetings depend on an agenda, a facilitator, and prompt minutes. Over the years, we have developed standard agenda outlines for just about every kind of meeting. Thoughtful customization to the needs of the current situation serves as a checklist.

Our superintendents and project managers are trained and experienced in facilitating meetings as well as documenting decisions. The resulting minutes direct everyone's attention to the action items. If progress slows, we can generate logs and priority lists to make clear what needs to be done and when.

Transparency

The same openness with which we start a relationship holds true beyond completion. Anyone authorized by the client is welcome to review our cost reports, invoices, payments, and files. We will provide interim updates to keep the project team informed of the progress and cost of the work.

Scheduling

Our approach to scheduling is that your field superintendent, with a critical-path tool like Oracle's P6 Professional™, can keep his eye on the project better than if someone else hands him a static bar chart. We have adapted it to produce a weekly update that documents the previous week's work and looks closely at the next three weeks. It is shared with the entire team, from you to every subcontractor.

Besides providing accountability, a logically prepared schedule dramatically reduces the number of crises you can expect.

Considering Design-Build for Your Project

Design-build is an agreement between an owner and a single company that will design and build a facility. The design-build company may be an integrated builder. More often, it is an alliance formed by a contractor such as JMA and a design team specially tailored to the needs of the owner. When the right team is assembled, the process is simpler for the owner, takes less time, and avoids the conflicts that typify conventional projects.

The Owner's Role

The owner selects a design-build company and develops criteria for the facility. Basic expectations set out by the owner serve as reference for choosing a design-build team with the right experience and approach to help the owner develop the project requirements in detail. During the design phase, the owner provides feedback to the design-build team on adequacy of the design, schedule, and budget projections. In the construction phase, the owner makes material selections and observes progress to verify that the design-build team is proceeding with full understanding and compliance with the basic expectations set out earlier.

The Architect's Role

The design process for an architect on a design-build team is more interactive than with conventional projects. Having a contractor available to quickly evaluate alternative designs means the architect gets earlier feedback. This makes the early planning stages more complex but assures a smoother path through preparation of design documents. It eliminates the need for defensive detailing and over-designing that are necessary when the quality of the contractor is unknown or a selection has not yet been made. The architect is consulted all the way through construction, for advice on selections

and potential changes to ensure code compliance and meet the owner's objectives.

JMA's Role

During the design phase, JMA not only reports projected cost, but also manages it to meet the owner's budget and deadlines. This is achieved by constant value engineering, monitoring design progress and adherence to the owner's criteria, reviewing plans for constructability issues, and assuring reliable cost input by using experienced and appropriate sub-contractors. During construction, JMA ensures that the work progresses in accordance with the schedule, design decisions are communicated when necessary to keep ahead of construction, and the owner's criteria are being met.

When and Where Design-Build Works Best

The best projects for design-build are ones that are schedule driven and price sensitive, with fairly clear scope and requirements, and an owner who does not want to be responsible for detailed management of the process. Even when not all of these conditions are present, design-build agreements offer the flexibility of being adapted to assure meeting specified goals.

Government buildings, process plants, bridges, and high-rises have all been built using design-build agreements. Our experience has shown design-build to be well suited to office buildings, manufacturing buildings, warehouses, and medical buildings. For residential new construction and remodeling, we have found that partnering with the owner and an independent architect is the best approach. This facilitates a close relationship between the owner and architect to develop a vision for the home. As the concepts and scope develop, we help with the same kinds of advice we offer in design-build projects.

Design-Build Projects Include:

Castle Concrete Pumping, Santa Rosa
Plastic Surgery Associates, Santa Rosa
Exchange Bank Andrew J. Shepard Administration Building, Santa Rosa
Schurter, Inc., Santa Rosa

Summarizing the Advantages of Design-Build

In a nutshell, the following advantages characterize JMA's design-build projects:

- Project cost is established early, before design work is completed, with smaller initial investment.
- Builder input is included during design so the owner benefits from ongoing value engineering.
- There are fewer and smaller change orders because design problems are JMA's responsibility.
- JMA acts as the single point of responsibility for design and construction.
- The collaborative relationship between architect and builder ensures that the owner does not have to mediate between adversaries.
- Approximately 85 percent of the project is competitively bid.
- Selection of the design-build company is the owner's key decision, and once that decision is made, the owner can concentrate on what's important to him.
- The rate of litigation is much lower because communication and consultation are built into the process.
- Faster project completion.

What Is Value Engineering?

Value engineering is a process that allows the design team to simultaneously improve and enhance a design, without sacrificing project quality, while making the most efficient use of funds. Regardless of the scale of a project, value engineering's success lies in separating the project into distinct components so that the design-build team can focus on the design challenges unique to each component, and recommend appropriate solutions.

SAFETY

NAHB SAFE Award

Jim Murphy and Associates places worker safety as a top priority over production or profits. The strength of our safety program – and its results – has garnered us first place in the nation in the National Association of Home Builders' 2009 Safety Award For Excellence (SAFE). The NAHB's SAFE awards recognize the achievements of builders and trade contractors in the United States who have developed and implemented high quality construction safety programs.

92 Months ZERO Lost Time Accidents

On March 29, 2019, we posted 92 months of ZERO lost time accidents, certainly a company record for JMA, but incredibly also a construction industry rarity. We attribute our success with our safety program to the leadership values at JMA, the owners' proven ability to communicate those values and the employees' and subcontractors' buy-in to those ideals.

The goal at JMA is zero accidents. Period. This goal has been clearly articulated to employees and supported by management's

actions. We invest in weekly, focused training exercises for field crew, and safety awareness education for the entire company during periodic safety meetings. Through our safety incentives program, employees are rewarded for achieving safety goals with VISA gift cards. When we hit a safety milestone, such as 84 months without a lost time accident, we recognize it through companywide celebrations that include our families.

JMA management has made it very clear to all that safety takes priority over everything, including production. Everyone at JMA understands, when it comes to worker safety, the most junior person in the company has as much authority as the highest ranking. At the core of this value is the respect and concern the owners have for employees, subcontractors, and their families. This respect has elevated individuals' own respect for themselves and for the person working alongside them, translating to a higher degree of safety awareness and acceptance of personal responsibility.

The importance of leadership in worker safety is illustrated by this recent story:

During the fall of 2009, a slow time for Jim Murphy and Associates, we laid off a few superintendents – the men who are in the field, running the daily operations of our projects. They are our first line of defense for ensuring worker safety, for our own employees and for subcontractors who work on our jobs.

One of our laid-off superintendents went to work for another local contractor with the understanding that when work became available for him at JMA, we'd want him back. When this superintendent came back to work for us, about ten months later, he told us he observed a casual neglect of personal safety on that contractor's job sites. Most telling was that many of these workers were the very same subcontractor employees who uphold the highest safety standards when working on a JMA job!

Clearly, it takes more than education and training to produce safe worksite conditions. It takes a team of both upper and field management upholding safety values and goals, reminding and enforcing them every day, until they are modeled in worker behavior.

EPA Lead-Safe Certified Firm

Jim Murphy and Associates is certified in the safe handling and removal of lead paint in structure renovations and repairs.



"Ensuring a safe worksite is of paramount importance to home builders across the nation, and JMA's commitment to protecting and educating their workers sets a shining example for the housing industry."

— Colin Campbell, chair of the NAHB
Construction Safety & Health Committee
and a builder from Charleston, S.C.

GENERAL CONDITIONS

Overview

When considering bids from competing construction firms, one should compare what is included in each builder's General Conditions. The apparent cost of General Conditions depends on which of the costs are included elsewhere in the project's direct costs.

Our general conditions are based on a monthly average and include the following:

Site Supervision

We will dedicate one or more full time superintendent(s) for the duration of this project. The superintendent(s) will be on site at all times while work is being performed. They will be responsible for the scheduling of subcontractors, equipment and materials. Their duties will also include quality control, project safety and ensuring general housekeeping. Superintendents' vehicles are rented to the project. This category will also include costs for assistant superintendents, foremen, clerks, layout, scheduling, and surveying.

Site Utilities

We will provide our superintendent with a cellular telephone and they will be provided a laptop computer with which to monitor job progress and daily activities, send or request information and interact with the owner, their consultants and JMA office staff. We will also make electrical power and water available on the site. JMA will provide portable toilets (serviced at least once a week) for our subcontractors and construction workers to use.

Site Facilities

We will provide a jobsite office for field management purposes. This office will be made available to owners and consultants for meetings or other pertinent affairs related to this project. We may provide storage containers for protecting materials and tools kept on site. There are also a variety of security measures to be taken on jobsites, from fencing to guards. We may also need to provide temporary roads, depending on site conditions and time of year.

Tools & Supplies

Every project requires tools and supplies that will be used during the course of a project. Typically, these items would be first aid supplies, office supplies, layout paint, transit rentals, shovels, brooms or other such materials that would normally be used and consumed during the project. We at JMA realize these items as a real cost and provide an allowance for such.

Equipment

Various pieces of equipment are needed on different projects. One obvious example is the superintendent's truck. Some equipment can either be coded to general conditions or to the areas of work where they will be used. Examples are: forklifts, scaffolding, skiploaders, personnel and equipment hoists, and mobile cranes.

Protection

There are many things to protect on a jobsite. Adjacent property is sometimes at risk. The construction itself needs temporary heat sometimes to keep work progressing. Special measures can be taken when storms arrive at inopportune times in construction. Dust partitions protect completed work areas when work is phased. Safety rails and barricades protect workers and jobsite visitors from falls. Protecting finished work once in place provides for a better quality end product and can also expedite overall completion by eliminating the need for subcontractors to go back and repair damage to their work. Providing finish protection also underscores to everyone working on the project that care should be taken when working around finished areas.

Housekeeping

During the course of this project general clean-up will be required on an ongoing basis. JMA insists on a clean project not only for visible reasons, but because of safety considerations. The costs for cleanup and dumpsters are a part of this line item.

Final Cleanup

At the end of the project a cleaning service will be called in to perform the necessary janitorial work and allowances are provided for workers to meticulously clean up any other debris related to construction.

Punchlist

This allowance provides for any final detailing that may be required by the owner and/or architect following final walkthrough.

Permits, Plans & Fees

There are myriad government charges that apply to various projects. Sometimes the builder provides the Course of Construction property insurance. There are also times when professional fees are paid by the building contractor. Last but not least, there is the cost of printing and distributing the construction documents.

Not Included

Our General Conditions do not include the following:

- Surveying / staking
- Soil testing
- Concrete testing
- Other materials testing
- Permits and impact fees
- Insurance (builder's risk)
- Professional fees
- Plans and printing

CONSTRUCTION SERVICES

Overview

Whether we're building from the ground up or remodeling an existing structure, we believe that by gaining a true understanding of our client's priorities and desires for their new home, the construction phase goes faster, easier, and far more cost-effectively.

Throughout the entire process of building a home, we provide careful planning, ongoing communication and the finest craftsmanship. JMA delivers very livable, one-of-a-kind homes.

Here is an overview of some of the services we provide during the construction phase of a home:

Prepare and maintain the complete schedule of construction.

Closely supervise all work, ensuring adherence to specifications, quality standards, schedule and costs.

Conduct regular progress meetings, create agendas, record minutes noting required actions, decisions and corrections as specified by the project team.

Prepare and administer all submittal information required by the specifications.

Manage all reports, permits, and inspections.

Coordinate the construction activities of all subcontractors and the work of any items of work contracted separately by the owner.

Prepare cost estimates of changes to the work that are requested. Preliminary indications of costs will be followed up with more detailed costs.

Manage project quality control and quality assurance, including completing of any punch lists generated by JMA, the owner or architect.

Review project costs on a periodic basis with the owner, as desired.

Prepare and document all building close-out items including Certificate of Occupancy, final inspections, punch list completion, and final lien releases, etc. Prepare a final close-out report containing all such documentation.

Provide all documentation including as-built drawings and specifications, warranties, maintenance manuals and training to the owner in an organized, indexed and bound manner.

Typical Exclusions

You should also plan for certain expenses that are typically outside of our scope:

Obtaining permits and fees. We will help you procure them and also pay for them on a reimbursement basis.

The owner usually supplies builder's risk insurance. We can also get quotes for you through our broker.

The cost to handle any contaminated or hazardous material is usually billed directly to an owner.

Most building codes require testing and inspections to be outside of a construction contract.

PRECONSTRUCTION SERVICES

Overview

Working with your architect to put your ideas on paper is an exciting time for you in the building process. From those initial drawings, a good deal of work must take place before construction can begin. Getting us involved during this preconstruction phase saves you time and money by avoiding costly and inefficient re-design later on.

Here is a menu of preconstruction services we often provide:

Constructability and Products

Review preliminary material specifications and design details and advise on material availability and “constructability” of design.

Recommend alternative methods / materials to improve the schedule, reduce costs, and facilitate construction.

Help obtain necessary approvals, clearances, utility designs and connections, and permits.

Cost Management

Review programming and design as it progresses and prepare preliminary estimates of the construction costs.

Identify, quantify, and explain the impact on costs and schedule of any value engineering items.

Research and provide budgets for building permits and governmental fees.

Prepare and update construction cost estimates as needed to ensure the project stays within budget.

Prepare a schedule of unit prices that may be needed in the performance of the work.

Finalize a list of approved subcontract bidders. Prepare bid schedules, instructions to bidders and conduct pre-bid meetings.

Receive at least three bids per trade. Prepare bid analysis, outlining areas of qualification and make recommendations to owner for award. All bidding information, bids and qualifications are available for review by you and your representatives.

Establish a Guaranteed Maximum Price (GMP) for the work based on a thorough bid analysis. Project the date of substantial completion and include a complete listing of each of the sub-contracted trades.

Scheduling

Prepare, monitor, and maintain a master project schedule that evolves as the design progresses.

Identify long lead items and materials that may need to be pre-purchased, and make recommendations about their impact on schedule and costs.

Track and report on the status of pre-purchased materials.

Communication

Attend and contribute to periodic design review meetings, as requested.

Work together with the owner’s representative, architect, consultants and subcontractors as catalysts for the owner. Identify any areas of potential conflict in the construction documents and assist the owner in resolving them before construction begins.

Coordinate requirements with utility companies.

GREEN BUILDING

Overview

Every JMA project, whether the goal is LEED building certification or California-mandated CALGreen certification, incorporates environmentally sound practices. These habits help to protect the environment, our employees, subcontractors and you, the owner. They are a standard practice on every JMA project:

Site Management

Measure job site construction & demolition waste. Achieve high waste diversion rates.

Donate unused materials.

Protect native soil and waterways.

Define construction area to minimize disruption of existing plants and trees.

Implement construction site erosion and storm-water control practices.

Indoor Air Quality Management

Establish effective protection of mechanical equipment and duct filtration.

Establish indoor air quality standards during construction. Minimize airborne pollutants. Avoid toxic or off-gassing construction materials.

Maximize use of no- or low-VOC (volatile organic compounds) materials and products.

Minimize moisture and protect onsite stored materials and installed materials from moisture.

Provide a building flush-out prior to completion.

Subcontractor Management

Oversee materials management.

Oversee activities management.

Oversee documentation of VOC products.

Design and Documentation Support

In addition, we can assist architects and clients in their green/sustainable building design efforts in the following ways:

Research and verify green materials and products.

Assemble and maintain records necessary to document a building's compliance with CALGreen and LEED requirements.

Execute new construction methods per specifications, at a reasonable cost.

Achieve high waste diversion rates.

Share knowledge of the numerous materials that are rapidly renewable, contain recycled content and emit low or no VOCs.

Recommend high-efficiency equipment and lighting to meet or exceed Title 24 requirements.

Assist project teams in identifying ways to reach a project's CALGreen and LEED goals.

Staff Certifications

The U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) comprehensive rating system, has evolved into the industry standard for green construction. JMA has four LEED-certified professionals on board. Tom Fruiht, LEED AP and Thomas Anderson, LEED Green Associate, CGBP are estimators / project managers at JMA. Jesse Malone, LEED AP BD+C, and Fritz Wisor, LEED AP are superintendents.

Fruiht, Malone and Wisor have earned LEED AP accreditation by successfully completing the Leadership in Energy and Environmental Design examination for Accredited Professionals. A LEED credential provides assurances of an individual's level of competence and signifies the most qualified, educated, and influential green building professionals in the industry. Anderson's LEED Green Associate certification indicates his general knowledge of green building practices and ability to support others working on LEED projects.

The LEED AP BD+C credential provides a standard for professionals participating in the design and construction phases of high-performance, healthful, durable, affordable and environmentally sound commercial, institutional, and high-rise residential buildings.

In addition to Thomas Anderson, senior project manager Andrew Supinger and superintendent Mike Marvin have earned a Green Building Professional Certificate. As builders,

the Certified Green Building Professional status means Supinger, Anderson and Marvin have a greater knowledge of green building principles, including those required for all new residential construction in Sonoma County and the city of Santa Rosa. The GreenPoint system is for residences only and a home is graded on five categories: resource conservation, indoor air quality, water conservation, community, and energy efficiency.

JMA superintendent Dave Bartle possesses CESSWI certification. CESSWI+QSP stands for Certified Erosion, Sediment, and Storm Water Inspector. QSP Stands for Qualified SWPPP Practitioner. The CESSWI program confirms the ethical and technical competence of practitioners, promotes clean water and environmental stewardship, and establishes rigorous, peer-reviewed standards.

EPA Lead-Safe Certified Firm

Jim Murphy and Associates is certified in the safe handling and removal of lead paint in structure renovations and repairs.

CONSTRUCTION CONTRACT TYPES

In the world of construction contracts, there are typically two different approaches: the Hard Bid, also called Fixed Price or Lump Sum, and the Time & Materials, or Cost Plus contract. Each has its advantages and disadvantages:

“HARD BID” AKA “FIXED PRICE” AKA “LUMP SUM”

ADVANTAGES for Owner

- Firm price for work on the plans.
- Price competition from many bids.
- Can specify exact requirements.
- Can transfer risks to contractor.
- Owner has clear rights and duties.

DISADVANTAGES for Owner

- Change order negotiation is tough.
- Uncertain quality of contractors.
- Plans/specs must be “bullet proof.”
- Don’t benefit from cost savings.
- Contractor has opposing interests.

“TIME AND MATERIALS” AKA “COST PLUS”

ADVANTAGES for Owner

- Total freedom to make changes.
- Can start from preliminary plans.
- Actual cost records are open.
- Contractor works with owner.
- Owner, Architect & Contractor can be a team.

DISADVANTAGES for Owner

- All cost risk is on the owner.
- Owner pays to correct mistakes.
- Don’t know cost in advance.
- Contractor lacks savings incentive.
- Subs are not competitively chosen.

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CONSTRUCTION CONTRACT TYPES

The “Guaranteed Maximum Price” Alternative

At JMA, we advocate the Guaranteed Maximum Price (GMP) alternative. After our clients learn about the three contract choices, the GMP is the one they typically choose, that is, if the choice has not already been made before they met with us.

The GMP achieves many of the advantages of the Hard Bid and the Time & Materials contracts, with few of their disadvantages. The basic concept is to use a “hard bid” estimate to set the contract ceiling and account for the expenses on

a “time and materials” basis. The owner has the assurance that the cost will not exceed the upper limit, yet can benefit from any savings the contractor achieves.

A GMP contract can be established at any point in the development of the design. It is usually finalized when the plans are submitted for a building permit. The owner and architect have the option to participate by approving the subcontractors to bid, selecting the sub bids to use, and reviewing the esti-

ADVANTAGES for Owner

There is a firm ceiling on the price.

Can specify exact requirements.

Price competition from multiple, pre-qualified bidders.

Plans and specs do not have to be “bullet proof.”

Change order process is non-adversarial.

Can start from preliminary plans.

Actual cost records are open.

Contractor works with owner.

Contractor shares cost risks and savings with Owner.

mates of our work. The GMP includes a small percentage for contingencies along with the agreed fee.

During the course of the project, cost reports are provided to assess the amount of savings accrued or contingency used to that point. Our contracts often include provisions for us to share in any savings that exceed the contingency. This provides motivation for both parties to work together for potential savings. As changes are made to the plans,

DISADVANTAGES for Owner

Owner shares some of the cost risks and savings with Contractor.

Amount of savings depends upon owner’s participation in decision-making.

full cost information is shared before we proceed.

The essential advantage of a GMP contract is that the owner, architect, and contractor can form a team with the common goal of producing the most desirable building at the most economical price.

WHO IS REALLY THE LOW BIDDER?

by Jay True, co-founder and retired vice-president of Jim Murphy & Associates

When looking for a custom homebuilder or a commercial construction company, most owners think they need to look for a low bidder. Unfortunately, the true low bidder is hard to find and even harder to recognize.

First, we need to agree on the definition of “low bidder.” I would explain it as the best price for the right scope. It does no good to get a low price with lots of things left out, either acknowledged in the bidder’s clarifications or only discovered later.

The other extreme is a bigger price that includes unnecessary items, perhaps duplication of scope covered somewhere else — “we always do it this way” — or just overly conservative estimating. While that bid is seldom accepted, it might turn out to be the best bid if you could wash out those items.

So lack of clarity about what is expected and what is offered can obscure the best deal. One approach is to ask for lots of detail with bids. What you receive will seldom be decipherable to a layperson, perhaps even deliberately so.

Bidders are worried about cherry picking by the customer, leaving them with only the undesirable work. Even with years of experience in reviewing subcontractor bids, I still find it difficult at times to figure out the best one without post-bid conversations. That is even truer with general contractor estimates on complex projects.

Assuming risk will cost somebody money. The insurance business does just that. In a fixed-price bid, you are asking the builder/contractor to take a significant risk: They are pricing something that has never been built before on a unique site. The only guidance is a small-scale, two-dimensional representation with perhaps a simulated 3D image on a screen.

Anyone who knows MC Escher is skeptical about images. The tools used to arrive at their price are to calculate the lengths, areas, and volumes of the many components, using past experience to assign unit prices to those measurements, asking subcontractors to take on pieces of the risk, and finally adding a fudge factor to protect them from the unknowns. That factor has traditionally been called profit, fee, or markup. In reality, it is not guaranteed and could more properly be called the “Risk.”

In more sophisticated discussions, there is another way to allow for risk. It is usually called “contingency.”

Contingency may be clearly identified in an estimate or dispersed in many different numbers, but it is there. Contractors, subcontractors, and suppliers in Sonoma or Napa County may or may not explicitly call it contingency, but every one of their prices must include a factor for the things they can’t control like weather, bad timing, labor productivity, poor supervision and planning, defective materials,

etc.

It is actually in the owner’s interest for it to be there. Otherwise, every small setback would have the potential to bring their project to a complete halt while blame gets placed. Contingency gives people the option to keep going while responsibility is being allocated.

Next, the starting price is seldom the final price. There are many reasons for prices to change: hidden conditions, government and utility requirements, document errors, and owner selections and scope changes. How those are handled can muddy the situation and quickly make the starting point moot.

Even allowances for unselected items can obscure the right price. Is the dollar amount in each bid the same? Does everyone make the same assumption about whether the allowance covers materials only or also possibly covers tax, labor, and markups?

It may sound counterintuitive, but you don’t want too low of a price. The most expensive, long, and stressful projects are ones where some contractor has underbid their costs.

It is not just a sign of poor business savvy if someone does not know their cost of doing business. Too low of a bid can start a cascade of corner cutting, slow response, delayed orders, liens, begging, and bankruptcy. All those shortcomings will cost an owner time,

frustration, and probably money.

In the end, you should hope everyone makes some profit on your project—they will be eager to work on it so they can reap their expected reward; they can afford to cooperate with others; and they will be around to support you after your job is finished.

To answer the question posed at the outset, you will never know who the low bidder was. For all the reasons above, it ends up not really mattering. The best question is: Is this a fair price? The answer to that is left for another day.

As a custom home and commercial property builder in Sonoma and Napa County, it is our pleasure at Jim Murphy & Associates to answer any questions you may have. Please feel free to call us at 707-576-7337.

TWELVE REASONS TO HIRE JMA, UNCOMMON BUILDERS

1. We strive to deliver genuine service and we know its meaning.
2. People answer your call, not a machine.
3. Our people are trained to serve you, not fight you (as for government/bid work).
4. Our “can-do” attitude is an integral part of our company culture. When pressed with a challenge, we look for and find a way to make it happen for you.
5. What you want is more important to us than what we want.
6. We adjust our systems to your needs, not vice-versa.
7. You get better prices from subs and suppliers because they know our jobs are better managed and they are treated fairly.
8. Our Team JMA approach gives you the benefit of all our experience on residential and commercial projects.
9. Our safe work sites save you money, time and distress.
10. The same reasons clients, architects and subcontractors nominated us for the 2006 Pacesetter Award for Excellence in Management. We invite you to read their letters at <http://www.j-m-a.com/news..>
11. We were named 2011 Custom Builder of the Year by Custom Home magazine.
12. We stand behind our work.

REFERENCES

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