

APPENDIX C

COMPANY PROFILE

1. General Information

Company Name: Clark Contractors, Inc.

Street Address: 145 Clark Building Road, Suite 7

PO Box / Rural Route: _____

City: Bedford

State: PA

Postal Code: 15522

County: Bedford

Telephone: (814) 623-9400 Fax: (814) 623-3391

Website: https://www.clarkcontractorinc.com

Number of Years as a Contractor: 68

2. Is the Company Office Administering the Contract within the Region Boundary?

☐ Yes ☒ Other

Street Address: 145 Clark Building Road, Suite 7

PO Box / Rural Route: _____

City: Bedford

State: Pennsylvania

3. Number of Years the Company Office Administering the Contract Above Has Been Staffed and Operational: 68 Years

4. Does the Company Have Experience Working with the Commonwealth: ☒ Yes ☐ No

If yes, # of Years Experience with the Commonwealth: 28

5. Does the Company Have Experience with Job Order Contracting: ☒ Yes ☐ No

If yes, # of Years Experience with Job Order Contracting: 13

6. Attach an Additional Sheet(s) Describing the Firm and Its Services. Is the Additional Information Attached? ☒ Yes ☐ No

7. Attach a Letter from the Proposer's Insurance Carrier, on the Insurance Company's Letterhead, Stating the Proposer's Experience Modification Rate (EMR) for the Past Three Calendar Years. Is the EMR Letter Attached? ☒ Yes ☐ No

8. Description of the Work the Proponent Intends to Self-Perform: (Attach an additional sheet as necessary)

Clark Contractors, Inc. intends to Self-Perform the following services: Excavation, Concrete, Metals,
Woods & Plastics, Doors, Specialties and Plumbing.

9. Description of the Work the Proponent Intends to Subcontract: (Attach an additional sheet as necessary)

Clark Contractors, Inc. intends to Subcontract the following services: Thermal & Moisture, Windows,
Finishes, HVAC, Electrical and Communications.

10. Under what other or former names has your organization operated?

Paul A Clark 1951 - 1982

Paul & Richard Clark 1982 - 1999

Clark Contractors, Inc. 1999 - Present



FOR RELEASE:
June 3, 2019

NEWS RELEASE

MEDIA CONTACT:
[YOUR MEDIA CONTACT HERE]

**Clark Contractors Inc. and Stephen C. Richards are recognized with the
Award of Merit for Outstanding Principles
and Practices in Job Order Contracting**

Fort Indiantown Gap, Pennsylvania - Clark Contractors Inc. and Stephen C. Richards has been recognized as a 2018 Award of Merit Winner in the Harry H. Mellon Awards in Job Order Contracting for Outstanding Principles and Practices in its involvement in the Apache Village Heating, Cooling, Domestic Hot and Cold-Water System Failure Project with Department of Military and Veteran Affairs.

The DMVA was looking for a permanent solution to stabilize and repair the deteriorated hot/cold closed loop system that fed water for cooling, heating as well as domestic hot and cold water supplying multiple building systems. Job Order Contracting was chosen because of the program's flexibility and rapid response. Clark Contractors Inc. and Stephen C. Richards was able to ensure that base operations and readiness was maintained, while quickly identifying and recommending an alternative and efficient solution to the agency's initial emergency reaction plan.

Job Order Contracting is a competitively bid procurement process used by building and infrastructure owners to save money by fast-tracking repair and alteration projects based on locally priced construction tasks and competitively awarded contracts. Since its invention in 1982, Job Order Contracting has developed into a popular solution for public agencies, such as municipalities, school districts, colleges and universities, transit systems and public housing authorities, to manage and expedite many construction projects.

The Harry H. Mellon Award of Excellence in Job Order Contracting is named for the inventor of the procurement process and is the highest honor in the industry. Award of Merit finalists are announced each year, with one of them going on to win the Harry H. Mellon Award of Excellence in Job Order Contracting. A panel of industry experts chose the finalists and winner from among the projects submitted based on adherence to Job Order Contracting principles, innovation, complexity, special circumstances and overall time and cost savings. Clark Contractors Inc. and Stephen C. Richards provided: revised work scope, all layout and drawing design concepts, product research, specifications and submittal documentation, project scheduling and coordination, demolition, excavation, gas/ domestic water/ sanitary/storm water utilities, plumbing and HVAC installation.

Since 2007, this award has recognized the facility owners, managers and contractors who perform the essential, yet often thankless, repair, alteration and maintenance work that is the core of the Job Order Contracting system, in an efficient and effective manner. The awards are sponsored by Gordian, the creator Job Order Contracting and several related construction-procurement systems. Gordian is the Job Order Contracting Industry Expert, and as such, advances the discipline through innovation, education and recognition.



A General Construction Company for Pennsylvania

Welcome to Clark Contractors

For three generations we've built our reputation around quality, job-planning, organization, technical knowledge and hard work.

We provide a comprehensive range of construction services for [retail properties](#), banking & insurance buildings, healthcare and medical facilities, [industrial facilities](#), warehouses, [manufacturing](#) plants, and more.

Whatever the needs of your business, we can ensure they are met throughout the [construction process](#). Contact us today with details of your upcoming project to learn how Clark Contractors can work for you.

Since 1951 Clark Contractors, Inc. has performed [commercial and industrial work](#) for a wide range of clients throughout the central/western PA and northern Maryland area. As a family-owned business for three generations, we're committed to completing projects with the excellence that our clients have come to expect. These important factors have led to thousands of successfully completed projects. Our expertise extends to retail storefronts, banking and insurance buildings, healthcare clinics, warehouses, manufacturing facilities and more. Contact us with the details of your upcoming project to learn more about how Clark Contractors can help.

Our Construction Management Team



Our **construction management** team is composed of some of the region's most experienced estimators, project managers, safety coordinators and job site supervisors. Together we work to orchestrate a smooth and stress-free project for each owner, from the initial bidding and planning phases to the timely completion of the work. We are experienced in construction management in the following fields: commercial buildings, industrial facilities and institutional projects.

Aside from project management and site work, we can also provide concrete, HVAC, wood, plastic, plumbing, electrical, masonry and other work. In short, we cover everything you need to see your project through to completion.

The Keys to Success for Your Project



Some of our key components for successful construction management include owner integration, coordination meetings, quick turnaround of documentation and a relentless approach for customer satisfaction. With deep roots in the central PA area, we believe in treating our customers like the neighbors they are – by delivering excellent service every step of the way, we help area businesses grow and promote the overall economical growth of our region.

Keeping You on Schedule and on Budget, Anywhere in Pennsylvania

It has always been our second nature to complete projects on schedule and on budget. Owners can rely upon us to provide the necessary tools and knowledge to make their projects stay within budget and stay on time. Technology has led to great breakthroughs for recent calibrations. Clark Contractors is committed to keeping up with technology by implementing new software and providing training to its employees to keep them current and beyond the average.

Construction Management in PA and MD



Effective management is the key to any successful construction project.

Clark Contractors is a full-service construction management contractor serving western PA and featuring a team of experienced, capable professionals who will work hard to ensure your project goes as smoothly and seamlessly as possible from start to finish.

We have extensive construction management expertise in commercial buildings, industrial facilities and institutional projects of all types in Pittsburgh, Bedford and throughout central and western PA and northern MD.

Our Professional Construction Management Team

Our professional construction management team consists of project managers, job site coordinators, estimators and safety coordinators, all of whom are experts in their specialties.

By working together, our staff delivers a wide range of integrated construction management services consisting of critical components including owner integration, coordination meetings, quick documentation turnaround and a sincere commitment to achieving our goal of total customer satisfaction.

We Provide Our Staff With the Tools and Training They Need

Our professional construction management team benefits from the latest technology, including advanced software that enables more accurate, efficient project calibrations.

They also participate in ongoing training to keep up with the latest construction management developments.

The combination of technical knowledge, job planning, organization and old-fashioned hard work results in high-quality construction management services that are unrivaled within our operating territory.

We're Known for Completing Projects on Time and on Budget

Completing projects on schedule and on budget is second nature to Clark Contractors.

The skill and experience of our professional construction management team play a vital role in anticipating any issues that could lead to costly delays. We recognize that even a brief work stoppage could have serious implications for our clients in terms of additional project costs and lost productivity.

Through careful planning and close attention to every detail, we can ensure your project remains on track and that all critical deadlines are met. By handling all the “heavy lifting” for you, you’ll be able to place your full focus on running your business.

Superior Commercial and Industrial Work for More Than 60 Years

Based in Bedford, PA, Clark Contractors has been delivering timely, reliable construction management services to commercial and industrial companies across the region since 1951.

Our portfolio includes thousands of successfully completed projects including hospitals, manufacturing plants, retail stores, hotels, airport hangars, parking garages and more.

As a third-generation family-owned and operated construction contractor, we treat every client with the same high level of courtesy and respect, regardless of the size of the company or scope of the project.

Contact Us to Learn More About Our Construction Management Services

Don’t settle for second best when it comes to something as important to the success of your business as the construction of your facilities. Discover why our full-service construction management company is the top choice for businesses in Bedford, Pittsburgh and throughout western PA and beyond.

Contact us to learn more about our comprehensive suite of construction management services today. We provide a no-obligation estimate for any of our services.

Commercial Concrete Services – Pennsylvania



Finding the right commercial concrete contractor in Bedford, PA or anywhere else in the western or central PA region can be a challenge. You need to be sure the company has the experience and expertise to handle your type of concrete project.

It is important that the concrete contractor has established a solid reputation for performing high-quality work, while adhering to tight construction project time frames.

The good news for central and western PA business owners is that there is a concrete contractor in the region that meets these high standards, while offering so much more.

Clark Contractors is a full-service concrete contractor serving Bedford, Harrisburg, Johnstown, Somerset and other locations in central and western PA.

Let our experience and professionalism guide you through your next major commercial or industrial project.

Our Extensive Project Portfolio Speaks for Itself

You can also evaluate concrete contractors based on their track record. In the past, we have provided commercial concrete services on a number of major projects for clients such as the Union Hotel in Everett, First United Bank and Trust, and the Bedford County Airport.

Industrial Concrete Services in PA



Industrial Concrete Services in Pittsburgh and Beyond

Concrete is the foundation of many industrial buildings, but it takes an experienced, capable concrete contractor with a proven track record of success to ensure the job is done on time and on budget.

If you're looking for a contractor for an upcoming project that has a history of delivering on important jobs, make Clark Contractors your first call.

We are a local and family-owned business serving clients in Pittsburgh, York and throughout western/central PA.

Let our expertise with commercial construction projects guide you through the design and build processes — contact Clark Contractors today to learn more about how we can help you.

Expert Industrial Facility Contractors

Whether you operate a manufacturing plant, distribution center, food processing operation, storage facility, waste water treatment plant or any other type of industrial facility, you need specialized industrial concrete services that can meet your unique construction requirements.

Over the course of more than six decades in business, Clark Contractors has developed the ability to anticipate the needs of our industrial customers and tailor our industrial concrete services accordingly.

We work closely with you and your team to deliver the best possible solution for your company.

Concrete Foundations Contractor In PA



At Clark Contractors, concrete has been a cornerstone of our business since 1951.

We offer a wide range of top-quality commercial concrete services that companies in Pittsburgh and throughout western PA have come to rely on for their building/construction needs.

Our services include fast, dependable installation of concrete slab foundations for just about any type of commercial or industrial facility including retail stores, hospitals, manufacturing plants, office complexes and distribution centers.

Western PA's Concrete Slab Foundation Experts

Our more than 60 years as western PA concrete foundation contractors has helped us determine the right way to install a concrete slab. Because of the region's colder climate, it is imperative to install a deeper foundation to protect against the detrimental effects of frost heave.

We also take into account the size, use and location of the facility when determining the most appropriate foundation for your structure.

For instance, a high-rise building requires deeper footings and additional reinforcement to accommodate the heavier load. In addition, we can install concrete pads, which are concrete slab foundations designed to support structures other than in-ground buildings.

Concrete Replacement & Repair in PA



Concrete is a solid, durable construction material that is an essential component in building foundations, walls, sidewalks, walkways, decks, bridges and a host of other structures.

However, the presence of conditions such as unstable soil or exposure to harsh chemicals can hasten a concrete structure's degradation.

Even the most well-built concrete component could develop cracks or simply begin to show signs of wear and tear as it ages.

Concrete floors that must continuously accommodate heavy loads can weaken over time and may eventually need to be replaced.

Expert Concrete Foundation Repair in Western PA

The good news is that if you own a commercial establishment in Bedford, Pittsburgh or anywhere else in western PA, efficient, reliable concrete foundation repair service is just a phone call away.

Bedford, PA-based Clark Contractors has been providing superior concrete solutions since 1951. You could say that concrete has been the "foundation" of our business for more than 60 years!

The time to act is when you first notice the signs of cracking in a concrete wall, floor, walkway or other structure.

Our team of certified ACI Concrete Flatwork Technicians can quickly diagnose the issue and recommend the most appropriate concrete foundation repair technique for the job.

Depending on the nature and extent of the damage this could entail concrete leveling, a relatively simple, low-cost solution.

Extensive concrete foundation repair jobs may require more complex procedures such as driving steel push piers into the ground and attaching them to the foundation to provide stabilization, or installing carbon fiber strapping to reinforce buckling concrete walls.

Commercial Excavation in PA



Commercial Excavation Services for Western PA and Beyond

No industrial or commercial construction project can move forward without moving some earth. This requires the services of an experienced, capable excavation contractor who can take on the challenge of breaking ground in all types of conditions.

If you need commercial excavation services in Harrisburg, Altoona, Cumberland or anywhere else in central/western PA and northern Maryland, make Clark Contractors your first call.

We can provide excavation for companies in cities such as Bedford, Altoona and Harrisburg, PA, Cumberland, MD and beyond.

Our Experienced Excavation Contractors Are the Best in the Region

Clark Contractors' commercial excavating services can help you quickly break ground on your next commercial or industrial building.

Our team is uniquely qualified to prepare sites for construction and can complete the job on schedule and on budget.

We hire the best people, train them well and provide them with all the tools and equipment they need to complete the job quickly and efficiently.

A Comprehensive Commercial Excavation Services

Depending on factors such as the condition of the land, the time of the year and size and scope of the construction project, it may require any number of tasks to complete an excavation job.

We offer a variety of earthwork and commercial excavation services, including clearing brush, stripping and backfilling topsoil, preparing foundations for construction and more.

Our state-of-the-art equipment fleet includes hydraulic excavators, backhoes and other types of heavy machinery that can handle even the most challenging digging conditions.

All work is performed with the highest commitment to safety and environmental stewardship.

Providing Commercial Excavation to the Region Since 1951

Experience is a critical factor when evaluating and selecting an excavation contractor in western PA or northern MD. Headquartered in Bedford, PA, Clark Contractors has been a trusted source for commercial excavation services since 1951. For over 60 years, we have been breaking ground on projects throughout the region, proudly serving clients in a wide variety of industries including hospitality, healthcare, manufacturing/warehousing and many others.

View Our Project Gallery Online

At Clark Contractors, no commercial excavation job is too big or too small.

Previous clients have included First United Bank and Trust, the Union Hotel in Everett, PA and JGL's Weber Lane Facility in Bedford. We can provide commercial excavation services for healthcare clinics, hotels, warehouses, manufacturing plants, and almost any other commercial or industrial building.

Visit our [project gallery](#) page to see just a few of the recent excavations and builds we have been involved with.

An Insightful Approach to Commercial Excavation

Clark Contractors brings a whole-project mentality to every commercial excavation we complete.

Because we offer complete project management and site construction services, we understand the needs of a commercial build better than other contractors who focus exclusively on excavations.

For a large building or facility with special needs, completing a commercial excavation can be a delicate task — ensuring proper drainage and access to utilities requires advanced planning and a skilled team that knows the complete requirements of your project.

We'll Get the Job Done on Time and on Budget

At Clark Contractors, we always keep in mind the importance of meeting deadlines in any construction project.

Providing timely, quality excavation services for Bedford, PA clients has been one of the cores of our business from the very beginning.

We're proud of our solid reputation as conscientious excavation contractors in western PA and beyond who complete projects on time and on budget.

You won't have to worry about costly delays or overruns that could derail your project and prevent you from meeting your construction objectives.

A Family Business for Three Generations

As with many of our clients, family is a cornerstone of our business. Since 1951, Clark Contractors has been owned and operated by three generations of the Clark family.

We understand the significance of family values when it comes to the way we treat our many loyal clients who have stayed with us over the years.

We view every client as a member of our extended family, which means we will always treat you with courtesy and respect.

Contact the Best Excavation Contractors in Western PA

Don't take chances with something as important to the success of your commercial construction project as your choice of an excavation contractor.

To find out more about how we can help you, contact Clark Contractors today. We will also be happy to provide a no-obligation estimate for any of our excavation contractor services in western or central PA and northern MD.

Commercial and Industrial Masonry Services



Clark Contractors Inc. has been performing commercial masonry for more than 60 years. In that time we've developed a reputation for the skill of our craftsmen and our ability to provide a fast turnaround, even on complex projects.

We understand that, as a business, rapid completion and accurate job costing are essential – that's why we go out of our way to ensure your budgets are respected and deadlines are met.

It's this commitment to the success of our customers that has led us to become one of the leading commercial masonry contractors serving western and central Pennsylvania and northern Maryland.

Our Team

Our team has experience in a variety of projects, including retaining walls, structural foundations, bearing walls, structural openings, fire partitions, curtains, walls, veneers, precast cultured stone and various specialties. From stucco and brickwork to concrete and granite, we can do it all – we have extensive experience working with a wide range of materials.

Because of our long history and deep knowledge of commercial builds, we can meet the specific masonry needs of your business, whether you're a bank, healthcare facility, retail storefront or manufacturing facility.

Contact our offices today to discuss the details of your project with one of our skilled estimators or project management specialists.

Metals and Metal Building in PA



Steel Building Construction Contracting

Are you planning to build or expand an industrial or commercial facility but are having difficulty determining which type of building materials to use? Many companies in western PA are selecting metal — specifically structural steel construction — as the method for meeting their building requirements.

However, it takes an experienced, knowledgeable metal building contractor to ensure the work is done properly and in a timely manner.

Clark Contractors, a family business for more than 60 years, offers expert metal building design and construction services throughout western/central PA and northern Maryland.

Call us for all your steel building construction needs in Pittsburgh, State College, Hagerstown and beyond. Our team of metal building construction experts in Bedford, Pittsburgh and beyond can help you with all aspects of the construction process, ensuring your build stays on budget and sticks to a strict schedule.

Contact our office today to discuss your western PA structural steel construction needs, and find out how we can help you.

Why Build With Steel?

Steel can be preferable to traditional construction materials for a number of industrial and commercial applications. Some of the advantages of metal building construction include:

- **Cost:** Keeping costs under control is a key consideration in any commercial/industrial building project. Steel is much cheaper than wood and brick, making it a cost-effective choice for large industrial spaces or any other commercial construction where economy is desired. Steel building components are also easy to repair or replace, which means a building's lifespan can be extended almost indefinitely.
- **Speed:** Most construction projects have tight deadlines that must be met in order to avoid costly overruns. Steel buildings employ modular components to expedite construction and reduce building costs. Because the individual components of a modular steel building arrive at the job site with the bulk of the construction work done, a build can be completed in as little as a few weeks.
- **Efficiency:** Protecting the environment is paramount in today's eco-friendly building processes. Steel is a surprisingly green choice for building commercial spaces. Steel building components are made primarily of recycled materials and can be outfitted with cool roofs and high efficiency insulation, keeping your monthly utility costs low. Thus, steel building construction for your western PA company can be a smart choice in terms of protecting the environment and reducing your company's long-term operating costs.
- **Expansion:** Have you outgrown your current manufacturing plant, distribution center or other type of commercial/industrial building? Another benefit of building with steel is the simplicity of expanding your facilities. Unlike traditional buildings, modular metal constructions can be added to easily — you have a better chance of avoiding an extensive renovation project. As your business grows and requires more floor space, rather than going through the expense and hassle of moving, you can simply expand your existing facility.

Who Uses Metal Construction Buildings?

Examples of structural steel construction can be seen throughout the region.

Many businesses in western PA use steel construction buildings as their primary or secondary facility. You'll find modular metal building components in warehouses and distribution centers, storage facilities, manufacturing plants and more.

We encourage you to view our online project portfolio to view several samples of our numerous steel building construction projects.

Office Building Renovations in PA



Have you outgrown your existing office space and need to expand? Has the time come to modernize your outdated office building to enhance its functionality and make it more attractive to potential tenants?

Whatever is creating the need for your office renovations in western PA, Clark Contractors can handle the entire job from start to finish.

We're a leading office renovation contractor proudly serving business owners in Pittsburgh, Bedford and across the entire region.

A professional office renovation by our expert team can provide the cost-effective alternative to a brand-new construction — and that can have a positive impact on your business's bottom line.

Expert Planning for Your Office Building Renovation

Whether office space or entire office building renovations are in order, careful planning is the key to a successful project outcome. It is important to not only evaluate your present needs, but also what you expect your needs to be five to 10 years down the road.

Our team of experienced office renovation professionals will take the time to gain understanding of your current and future space and functional requirements to help you develop the best office design for your unique situation.

In cases involving office building renovations where several companies occupy the facility, we will work to develop a coordinated plan that includes input from the building owner and all tenants that will be impacted by the project.

If necessary, we can create a detailed "responsibility matrix" that clearly outlines the roles and obligations of involved parties.

Wood & Plastics Construction Contracting



Clark Contractors, Inc. performs carpentry with its own forces and with applicable associated subcontractors if needed.

Relying on a combined experience of 60 plus years, we can assess the specific needs of your project and determine the best course of action for a cost-effective, quick and accurate build.

Based in Bedford, PA, we are available to provide wood and plastic services to commercial clients throughout central/western Pennsylvania and northern Maryland.

To find out more about what we can do for you, contact us today.

The Clark Contractors Team

Our team has tackled all types of carpentry projects, including complete wood frame buildings ranging from one to four stories, renovations, roofing projects, interior woodwork, architectural millwork, rough framing and post and beam.

We can work specifically on the individual components of your build or provide overall project management services that will streamline the process from start to finish.

Whatever you need us for, you can be sure we will approach the job with the same commitment to quality and outstanding customer service we've been known for since 1951.

Roofing & Insulation Contractors In PA



Roofing installation and exterior barriers are essential for most commercial facilities, not only to keep out the elements, but also to reduce monthly utility costs.

Investing in high quality heat and moisture protection can ensure the comfort of your staff and your customers, improve the efficiency and accuracy of your workflow and increase the service life of your essential equipment.

To get all these benefits, however, you need the support of a team who is highly experienced and properly trained in commercial roofing and insulation. That's where Clark Contractors, Inc. can help.

The Clark Contractors, Inc. Difference

Over the years, we have tackled many different types of projects, including complete re-roofs, new roof installations, fascia, and gutters – this experience allows us to coordinate better with our subcontractors and expedite the build process during this crucial stage.

Skilled Contractors Who Know Roofing

Some of the key components to our success include our vast network of experienced and certified roofing subcontractors, each of whom shares our commitment to a fine finished product.

We have developed many strong relationships with some of the best subcontractors in the area and can ensure you select the right team for your specific roofing and other thermal/moisture protection products.

Both our subcontractor partners and our in-house roofing experts share a vast knowledge of EPDM roofing, modified systems, ballast systems, shingles, TPO, sprayed membrane air barriers and foundation waterproofing systems. This gives us a unique advantage in the fact that we can move quickly, safely and with precision to complete your project without flaws.

Commercial Door & Window Installation



Doors and windows are an important part of any commercial construction project – when in the planning stages for a new industrial building, don't overlook the benefits of choosing a contractor with experience in door and window installation.

Properly integrating your business needs into the selection and installation of your doors and windows can ensure the finished project delivers the best value for your money. It also ensures your workflow is streamlined while keeping your staff and customers comfortable.

The Clark Contractors, Inc. Advantage

Clark Contractors provides carpentry with its own forces and applicable associated subcontractors if needed.

Relying on a combined experience of 60 plus years, our team can tackle any carpentry project, including complete wood frame buildings one to four stories, renovations, window replacement projects, interior woodwork and rough framing.

We can help you set up a system that will deliver consistent value on a month-to-month basis, keeping your utility costs low without sacrificing comfort and functionality.

Our Expert Carpentry Team Does It Right the First Time

Some of our key components to success have been our experienced carpenters, training techniques for new carpenters, ownership of our own millwork facility, commitment to a fine finish product and retention of skilled carpentry techniques.

Relying on extensive experience from completed carpentry projects give us a unique advantage when installing doors, windows and other components – we can move quickly, safely and with precision to complete your project without flaws.

Commercial Building Finishes in PA



Clark Contractors, Inc. can complete a wide range of finishes with associated experienced subcontractors if needed.

Relying on a combined experience of more than 60 years, our team has successfully tackled projects of all kinds, including complete wood frame buildings ranging from one to four stories, renovations, interior woodwork, architectural millwork, fire restorations and interior fit outs.

Contact our team today with the details of your project and find out how we can help you!

Get the Job Done Right the First Time

Our commitment to success includes hiring experienced carpenters and providing extensive training in order to quickly bring new staff members up to the high standards we demand and our clients expect.

We own our own millwork facility, which allows us to quickly turn around custom moldings, cabinetry, doors and other finishing components.

For every job we take on, our team is committed to a fine finished product through the use of skilled carpentry techniques.

Finish Your Facility With Clark Contractors

Whether you need a team to handle all aspects of the construction process or simply the finishing work, Clark Contractors has the experience to get the job done quickly and cost-effectively.

We work quickly, safely and with precision to complete your project without flaws.

Commercial Electrical Installations



Commercial electrical work can be time-consuming and expensive, particularly when a building has not been properly prepared to accommodate the needs of your business.

As specialists in all aspects of the build process, Clark Contractors, Inc. can ensure the final electrical work on your new facility is completed in a timely, cost-effective manner.

60+ Years of Electrical Expertise

Clark Contractors performs electrical construction with applicable associated experienced subcontractors.

Relying on a combined experience of 60 plus years, our team has tackled a variety of electrical projects, including new installations of electrical gear systems, generators, complete re-lamping of facilities, underground service installation, parking lot lighting, energy management and communications.

We have previously overseen builds of healthcare, manufacturing and warehouse spaces, and we understand the unique power needs of these and other specialized facilities.

Whether you're building a new facility from scratch or retrofitting an existing space, let our expertise help you every step of the way.

Trust Your Next Electrical Installation to Clark Contractors

Some of our key components to success include the use of experienced certified subcontractors, training techniques, searching and finding the best applicable companies to fit the product.

Heating, Ventilation and Air Conditioning in PA



Installing a heating, ventilation and air conditioning system in a new commercial structure or retrofitting an existing facility can be a complicated process.

You need to be sure your new HVAC system will provide adequate heating and cooling for your facility, while also operating in the most efficient manner to minimize your energy costs.

Clark Contractors is an experienced heating, ventilation and air conditioning contractor in western PA you can count on to get the job done.

We can provide the best HVAC solution at the right price for companies in Bedford, Erie and throughout the entire region.

A Trusted HVAC Construction Contractor for More Than 60 Years

Established in 1951 and headquartered in Bedford, PA, Clark Contractors is a family-owned and operated company that has developed a stellar reputation for performing top-quality work and completing projects on time and on budget.

Our professional team of HVAC construction contractors can handle projects of any type, size and scope. Our list of successfully completed HVAC installation projects in the western PA regions encompasses everything from hospital and other healthcare facilities to retail stores, hotels, schools, office buildings and much more.

We provide expert installation of all types of HVAC products and systems including:

- Geothermal systems
- Roof top air handling units
- Boilers
- Water heaters
- HVAC ductwork
- Automatic temperature controls and associated venting and piping

Commercial & Industrial Plumbing Contractors



As a full-service commercial construction contractor, Clark Contractors can take care of all your building's Plumbing needs.

Whether you're looking to retrofit an older facility or install a complete system in a new construction, we can provide everything you need from a single vendor.

A family business based in Bedford, PA, we serve clients throughout central/western Pennsylvania and northern Maryland.

Clark Contractors self performs and relies on applicable associated experienced subcontractors we needed. Relying on over 60 years of construction experience, our team has tackled many types of plumbing projects, including new installations of water & sewer, pumps, water heaters, gas lines, air lines, and associated venting and piping.

We excel at meeting the plumbing needs of a wide range of clients, from healthcare facilities to hotels and other hospitality industry operators.

Commercial Plumbing Made Easy

One of the key components to our success has been the quality and professionalism of our crews and the subcontractors we deal with.

With certified on staff plumbers and large network of trusted partners, we can be the best company to fit your project.

We can also coordinate the build process to avoid delays and ensure your plumbing system components get installed to the high standards we demand – and our clients expect.



Regional Office of
**KEYSTONE INSURERS
GROUP**

Sept. 16, 2019

REFERENCE: Clark Contractors, Inc.
Workers Compensation – Experience Rating

To Whom It May Concern:

The following represents the Experience Modification Rating for the past 3 years as requested:

Effective date	Experience Mod Rating Factor
04/22/18	.765
04/22/17	.955
04/22/16	.924

Regards,

REED, WERTZ & ROADMAN, INC.

Donna Pennel
Commercial Account Manager

APPENDIX D COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$50,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **Agency/Client Name:** PA Department of Human Services

3) **Project Name:** Clark Summit Collapsed Sewer Line

4) **Project Number:** ER-DHS-036-PL 5) **Project Value:** \$47,639.49

6) **Project Address:** 1451 Hillside Drive 7) **County:** Lackawanna

Clark Summitt, PA 18411

8) **Achieved or Anticipated Final Acceptance after January 1, 2016** ☒ Yes ☐ No

9) **Company Role:** ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) **Agency:** ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) **Location:** ☒ Within the Region Being Proposed ☐ Other: _____

12) **Project Includes the Following Elements:**

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) **Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?**

☒ Yes ☐ No

14) **Client Reference for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Thomas Carachilo **Title** Facilities Manager

Telephone: _____ **Email Address:** _____

15) **Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve:** (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: Department of Human Services Clark Summit Collapse Sewer Line

Repaired existing sewer line that collapsed. Excavated and removed the damaged pipe and replace with new SDR pipe and associated connections. Backfill with stone and repour concrete. Seeding and mulching of disturbed area.

APPENDIX D COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$50,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

- 1) **Proposer's Name:** Clark Contractors, Inc.
- 2) **Agency/Client Name:** DMVA
- 3) **Project Name:** Gino Merli Veterans Center
- 4) **Project Number:** ER-DMVA-021-PL 5) **Project Value:** \$30,929.43
- 6) **Project Address:** 401 Penn Avenue 7) **County:** Lackawanna
Scranton, PA 18503
- 8) **Achieved or Anticipated Final Acceptance after January 1, 2016** ☒ Yes ☐ No
- 9) **Company Role:** ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor
- 10) **Agency:** ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____
- 11) **Location:** ☒ Within the Region Being Proposed ☐ Other: _____
- 12) **Project Includes the Following Elements:**
☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing
- 13) **Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?**
☒ Yes ☐ No
- 14) **Client Reference for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)
Reference's contact: Name Greg Lehman **Title** Project Manager
Telephone: _____ **Email Address:** _____
- 15) **Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve:** (Attach Additional Information As Necessary)
None
- _____
- _____
- _____
- _____

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: Department of Military and Veteran Affairs Gino Merli Vets Center

Replaced existing water filters (2) on main water line feeding building. Work included disconnecting water line feed and removing leaking water filter. Removed and disposed of sand and stone inside tank. Supplied and installed new water filter. Supplied and installed new control and valve head. Made final connections piping. Filled tank with new sand and stone as required. Started units and checked for proper operation.

APPENDIX D COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$50,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.
2) Agency/Client Name: DOC
3) Project Name: SCI Phoenix Shower
4) Project Number: ER-DOC-048-PL 5) Project Value: \$34,049.49
6) Project Address: 1200 Prison Rd. 7) County: Monygomery
Collegeville, PA 19426

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) Location: ☐ Within the Region Being Proposed ☒ Other: SET

12) Project Includes the Following Elements:

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Norm Klinikowski Title Director

Telephone: _____ Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Corrections SCI Phoenix Showers

Replacement of two existing shower units having 10" high thresholds, with two shower units having 1/2" high thresholds. Work included removing existing partitions, stage, protect and reinstall. Demolished existing GWB and studs above existing showers necessary to lift showers out. Replaced studs and GWB, spackle, paint. Disconnected existing nurse call buttons, removed, stage, protect, and reinstalled them. Disconnected existing exhaust duct, domestic water pipe, and drain pipe to the two existing showers. Demolished and disposed of the existing two showers. Demolished existing drain pipe and concrete floor. Installed two new showers complete with drain, exhaust duct, domestic water, and nurse call button. Tested shower water pneumatic timing button and nurse call button. Removed floor protection, cleaned floors, walls, and ceiling to remove trash and dust.

APPENDIX D COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$50,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **Agency/Client Name:** Conrad Weiser

3) **Project Name:** Water Line Replacement

4) **Project Number:** ER-PHMC-008-PL 5) **Project Value:** \$48,127.07

6) **Project Address:** 28 Weiser Drive 7) **County:** Berks
Womelsdorf, PA 19567

8) **Achieved or Anticipated Final Acceptance after January 1, 2016** ☒ Yes ☐ No

9) **Company Role:** ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) **Agency:** ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) **Location:** ☐ Within the Region Being Proposed ☒ Other: SET

12) **Project Includes the Following Elements:**

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) **Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?**

☒ Yes ☐ No

14) **Client Reference for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Ron Wright Title Construction Manager

Telephone: _____ Email Address: _____

15) **Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve:** (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: Conrad Weiser Water Line Replacement

Sawcut and removed asphalt and sidewalk. Repaired copper pipe, hydrostatic tested and disinfected. Restored paving, sidewalk, and grass areas.

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$50,000 AND \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **Agency/Client Name:** PA Department of Transportation

3) **Project Name:** FM 7176 Pike County RSR 62 Tank

4) **Project Number:** ER-DOT-009-PL 5) **Project Value:** \$147,340.28

6) **Project Address:** Interstate 80 1 Mile West of Exit 26 7) **County:** Pike

8) **Achieved or Anticipated Final Acceptance after January 1, 2016** ☒ Yes ☐ No

9) **Company Role:** ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) **Agency:** ☒ The Commonwealth ☐ Public Agency Within Pennsylvania: ☐ Other: _____

☐
11) **Location:** ☒ Within the Region Being Proposed ☐ Other: _____

12) **Project Includes the Following Elements:**

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13:) **Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?**

☒ Yes ☐ No

14) **Client Reference for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Terry Pearsall **Title** Division Chief

Telephone: (717) **Email Address:** _____

15) **Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve:** (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Transportation FM7176 Pike County RSR 62 Tank

Excavated existing potable water tank and replaced with 3000 gallon Highland Tank with required pumps. Replaced existing water tank controls to operate the new tank.

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$50,000 AND \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: DMVA

3) Project Name: Plymouth Meeting Readiness Center Boiler Replacement

4) Project Number: ER-DMVA-005-HVAC 5) Project Value: \$103,401.82

6) Project Address: 104 Belvoir Rd. 7) County: Montgomery

Plymouth Meeting, PA 19462

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania: ☐ Other: _____

11) Location: ☐ Within the Region Being Proposed ☒ Other: SET

12) Project Includes the Following Elements:

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13:) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Greg Lehman Title Project Manager

Telephone: (717) Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Military & Veteran Affairs Boiler Replacement

Replaced existing boiler with condensing boiler. Installed new intake and exhaust piping. Installed control system. Installed new 3-way valve and flow switches.

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$50,000 AND \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: DOC

3) Project Name: SCI Wernersville Building 18

4) Project Number: ER-DOC-016-PL 5) Project Value: \$106,409.19

6) Project Address: 165 Main St. 7) County: Berks

Wernersville, PA 19565

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania: ☐ Other: _____

11) Location: ☐ Within the Region Being Proposed ☒ Other: SET

12) Project Includes the Following Elements:
☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13:) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?
☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Norm Klinikowski Title Director

Telephone: (717) Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Corrections SCI Wernersville Bldg. 18

Excavated along foundation, installed water proofing, foundation drainage, stone backfill. Camera and jetted existing stormwater piping. Patched asphalt and restored lawn.

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$50,000 AND \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: DOC

3) Project Name: SCI Wernersville Building 27 Showers

4) Project Number: ER-DOC-0180PL 5) Project Value: \$94,452.06

6) Project Address: 165 Main St. 7) County: Berks

Wernersville, PA 19565

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania: ☐ Other: _____

11) Location: ☐ Within the Region Being Proposed ☒ Other: SET

12) Project Includes the Following Elements:

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13:) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Norm Klinikowski Title Director

Telephone: (717) Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Corrections SCI Wernersville Bldg. 27 Showers

Demo of existing showers. Installed new faucets, mixing valves and drains.

APPENDIX F COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,000 AND \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: PA State Police

3) Project Name: Wyoming Plumbing Phase 1

4) Project Number: ER-PSP-018-PL 5) Project Value: \$194,088.66

6) Project Address: 6039 SR 6 7) County: Wyoming

Tunkhannock, PA 18653

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) Location: ☒ Within the Region Being Proposed ☐ Other: _____

12) Project Includes the Following Elements

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Larry Gallagher Title Manager

Telephone: _____ Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA State Police Wyoming Plumbing Phase I

Repaired and replaced broken and cracked soil and water lines throughout the barracks. Removed and replaced existing sewer and water line throughout the building. Replaced with DWV and new waterlines. Installed all new fixtures throughout the barracks.

APPENDIX F COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,000 AND \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: Penn DOT

3) Project Name: FM-6585 RSR 41 Tanks

4) Project Number: ER-DOT-008-PL 5) Project Value: \$151,945.21

6) Project Address: Interstate 80 Monroe County 7) County: Monroe

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) Location: ☒ Within the Region Being Proposed ☐ Other: _____

12) Project Includes the Following Elements

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Terry Pearsall Title Division Chief

Telephone: _____ Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Transportation FM6585 RSR 41 Tank

Excavated existing potable water tank and replaced with new 3000 gallon Highland Tank with pumps and accessories. Replaced existing water tank controls to operate the new tank.

APPENDIX F COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,000 AND \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: DOC

3) Project Name: SCI Phoenix RO System

4) Project Number: ER-DOC-049-PL 5) Project Value: \$295,979.29

6) Project Address: 1Piggery Rd. 7) County: Montgomery
Schwenkville, PA 19743

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) Location: ☐ Within the Region Being Proposed ☒ Other: SET

12) Project Includes the Following Elements
☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?
☒ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)
Reference's contact: Name Norm Klinikowski Title Director
Telephone: _____ Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)
None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: PA Department of Corrections SCI Phoenix RO System

In the Laundry area. Ran all Laundry water through filter system, installed catch basin and ran water through a RO System to reuse the water in the facility

APPENDIX F COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,000 AND \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1) Proposer's Name: Clark Contractors, Inc.

2) Agency/Client Name: Pa Department of Human Services

3) Project Name: Clark Summit Steam Drip

4) Project Number: ER-DHS-025-PL 5) Project Value: \$181,113.000

6) Project Address: 1451 Hillside Drive 7) County: Lackawanna

Clark Summitt, PA 18411

8) Achieved or Anticipated Final Acceptance after January 1, 2016 ☒ Yes ☐ No

9) Company Role: ☐ Sub JOC Contractor ☒ Prime JOC Contractor ☐ Multi-Prime JOC Contractor

10) Agency: ☒ The Commonwealth ☐ Public Agency Within Pennsylvania ☐ Other: _____

11) Location: ☒ Within the Region Being Proposed ☐ Other: _____

12) Project Includes the Following Elements

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

13) Attach an Additional Sheet(s) Describing the Project's Scope of Work. Is the Additional Information Attached?

☐ Yes ☐ No

14) Client Reference for Construction: (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Thomas Carachilo Title Facilities Maintenance Manager

Telephone: _____ Email Address: _____

15) Description of Any Problems or Major Issues Encountered During the Project (If Any) and What Was Done to Resolve: (Attach Additional Information As Necessary)

None

DGS A-2019-0001-JOC-NET-K-3

Project Scope of Work:

Project: Department of Human Services Clark Summit State Hospital Steam Drip Station Repairs

Repaired and adjusted the existing steam piping including: Extended the drip station vault, corrected the slope on the steam on roof and sides of the building. Provided steam condensate trap, sump pump, valves, piping. Removed and re-installed existing steam insulation and jacket as needed. Concrete vault form and concrete work, vault hatch and cover replacement, excavation/backfilling of vault area, hauled excavated soils to on-site dumping area, graded, seeded. Start up and testing of the new repairs.

APPENDIX G

KEY PERSONNEL

PROJECT MANAGER

Submit a Separate Form for Each Project Manager Proposed. Maximum of (2) Project Managers Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **Project Manager's Name:** Brent Fletcher

3) **# of Years with the Firm:** 15

4) **Does the Project Manager Reside in the Region Being Proposed?**

☐ Yes, Within the Region Being Proposed ☒ No, Other

5) **Experience:** (Check ALL boxes that apply)

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

6) **# of Years Experience with Trade(s) Checked Above:** 15

7) **Is the Project Manager being Proposed as Key Personnel on Another Job Order Contract?**

☒ Yes ☐ No If Yes, Identify Which Contracts: DGS A-2019-0001-JOC-SET-K-3

DGS A-2019-0001-JOC-SWT-K-3

DGS A-2019-0001-JOC-CAP-K-3

DGS A-2019-0001-JOC-CSE-K-3

DGS A-2019-0001-JOC-CSW-K-3

DGS A-2019-0001-JOC-NWT-K-3

8) **ATTACH RESUME** ☒ Yes

9) **Client Reference #1 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Douglas Hatcher **Title** PA DGS- Director of E&R Mgt

Telephone: 717- Email Address: _____

10) **Client Reference #2 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Nick Clark **Title** PA DGS - Chief of Mechanical Division

Telephone: 717- Email Address: _____

Brent Fletcher

EDUCATION

Bedford High School

Graduated 1997

WORK EXPERIENCE

2016-Present	Clark Contractors, Inc.	Project Manager
2008-2016	Clark Contractors, Inc.	Construction Superintendent
2004-2008	Clark Contractors, Inc.	Carpenter
1998-2004	Esh's Affordable Sheds	Carpenter

PROJECT EXPERIENCE

2019	DGS JOC Governor Residence Extend Gas Line	\$44,107.00
2019	KPN JOC City of Pittsburgh South Side Market Renovations	\$708,596.00
2019	KPN JOC City of Pittsburgh Townsend Park Upgrades	\$745,951.00
2018	DGS JOC SCI Camphill BAS Upgrades	\$208,751.00
2018	DGS JOC State College Readiness Center (3) Projects Install Natural Gas at 3 different bldgs.	\$757,509.73
2008-2016	USPS-LSAP 16 States Upgrading USPS Facilities	\$10,000,000.00 +-

APPENDIX G

KEY PERSONNEL

PROJECT MANAGER

Submit a Separate Form for Each Project Manager Proposed. Maximum of (2) Project Managers Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **Project Manager's Name:** Stephen Richards

3) **# of Years with the Firm:** 6

4) **Does the Project Manager Reside in the Region Being Proposed?**

☐ Yes, Within the Region Being Proposed ☒ No, Other

5) **Experience:** (Check ALL boxes that apply)

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

6) **# of Years Experience with Trade(s) Checked Above:** 42

7) **Is the Project Manager being Proposed as Key Personnel on Another Job Order Contract?**

☒ Yes ☐ No If Yes, Identify Which Contracts: DGS A-2019-0001-JOC-SET-K-3

DGS A-2019-0001-JOC-SWT-K-3

DGS A-2019-0001-JOC-CSE-K-3

DGS A-2019-0001-JOC-CAP-K-3

DGS A-2019-0001-JOC-CSW-K-3

DGS A-2019-0001-JOC-NWT-K-3

8) **ATTACH RESUME** ☒ Yes

9) **Client Reference #1 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Larry Gallagher **Title** PA PSP - Facilities Manager

Telephone: 717- Email Address: _____

10) **Client Reference #2 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Thomas Courtney P.E. **Title** PA DOC - Mechanical Engineer

Telephone: 724- Email Address: _____

Stephen Richards

EDUCATION

1980 Prince George County Education
Basic/Advanced Plumbing/Master Plumber

WORK HISTORY

2013 Master Plumber/Project Manager/Estimator
Present Clark Contractors Inc
Bedford, PA

2013 Timber Ridge School
2009 Vocational Teacher

2009 Southern Mechanical
1993 Plumbing Mechanical Foreman

RELATED PROJECTS

2019 DGS JOC SCI Frackville Emergency Boiler
\$360,711.00

2018 DGS JOC FITG Emergency WWTP Upgrades
\$895,480.00

2018 DGS JOC FITG Apache Village Upgrade Utilities
\$1,080,120.00

2017 DGS JOC SCI Cambridge Springs Waterline Replacement
\$211,034.00

2017 DGS JOC 22nd & Forester Street Harrisburg-Waterlines
\$313,520.00

2017 DGS JOC Human Service Whitehaven Center Water Loop
\$280,222.00

2017 DGS JOC Human Services Wernersville State Hospital Fire Hydrants
\$263,404.00

APPENDIX H

KEY PERSONNEL

GENERAL FIELD SUPERINTENDENT

Submit a Separate Form for Each Field Superintendent Proposed. Maximum of (3) Field Superintendents Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **General Field Superintendent's Name:** Adam Shatzer

3) **# of Years with the Firm:** 13

4) **Does the General Field Superintendent Reside in the Region Being Proposed?**

☐ Yes, Within the Region Being Proposed ☒ No, Other

5) **Experience:** (Check ALL boxes that apply)

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

6) **# of Years Experience with Trade Checked Above:** 13

7) **# of Years Experience with the Commonwealth:** 13

8) **Is the General Field Superintendent being Proposed as Key Personnel on Another Job Order Contract?**

☒ Yes ☐ No If Yes, Identify Which Contracts: DGS A-2019-0001-JOC-SET-K-3

DGS A-2019-0001-JOC-CSE-K-3

DGS A-2019-0001-JOC-CAP-K-3

9) **ATTACH RESUME** ☒ Yes

10) **Client Reference #1 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name James Kaiser R.L.A. **Title** PA Turnpike - Landscape Architect

Telephone: _____ Email Address: _____

11) **Client Reference #2 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Erik Johnson **Title** PA Turnpike - Landscape Analyst

Telephone: 717- _____ Email Address: _____

Adam Shatzer

EDUCATION

Spring Cove High School

Graduated 2004

WORK EXPERIENCE

2006-Present

Clark Contractors, Inc.

Construction Superintendent

2002-2006

Self Employed

Farmer

PROJECT EXPERIENCE

2019 DGS JOC FM7176 Pike Co. RSR 62
Tank Install
\$140,438.00

2019 DGS JOC Annex Leak
\$140,001.00

2019 JOC PA Turnpike
I-95 Section B Basin
\$322,543.00

2019 JOC PA Turnpike
MP 17 Basin Repairs
\$243,928.00

2018 JOC PA Turnpike
Blue Mt Sediment Ponds
\$201,875.00

2018 JOC PA Turnpike
Jefferson Hills OWS
\$167,025.00

APPENDIX H

KEY PERSONNEL

GENERAL FIELD SUPERINTENDENT

Submit a Separate Form for Each Field Superintendent Proposed. Maximum of (3) Field Superintendents Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **General Field Superintendent's Name:** Seth Putt

3) **# of Years with the Firm:** 8

4) **Does the General Field Superintendent Reside in the Region Being Proposed?**

☐ Yes, Within the Region Being Proposed ☒ No, Other

5) **Experience:** (Check ALL boxes that apply)

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

6) **# of Years Experience with Trade Checked Above:** 8

7) **# of Years Experience with the Commonwealth:** 8

8) **Is the General Field Superintendent being Proposed as Key Personnel on Another Job Order Contract?**

☒ Yes

☐ No

If Yes, Identify Which Contracts: DGS A-2019-0001-JOC-CSE-K-3

DGS A-2019-0001-JOC-CAP-K-3

DGS A-2019-0001-JOC-SET-K-3

9) **ATTACH RESUME** ☒ Yes

10) **Client Reference #1 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name James Kaiser R.L.A. **Title** PA Turnpike - Landscape Architect

Telephone: 717- Email Address: _____

11) **Client Reference #2 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Doug Montanari **Title** PA Turnpike - Landscape Analyst

Telephone: 412- Email Address: _____

Seth Putt

EDUCATION

Tussey Mountain High School

Graduated 1995

WORK EXPERIENCE

2012

Clark Contractors, Inc.

Construction Superintendent

PROJECT EXPERIENCE

2019

JOC PA Turnpike
MP12 Pinkerton
\$115,294.00

2019

JOC PA Turnpike
MP 124.4 NB Swale Upgrades
\$60,706.00

2019

JOC PA Turnpike
M35 California Pump Station
\$74,960.00

2018

JOC PA Turnpike
Toll 66 Pipe Replacement
\$281,700.00

2018

JOC PA Turnpike
MP 126 Drainage Repairs
\$161,730.00

APPENDIX H

KEY PERSONNEL

GENERAL FIELD SUPERINTENDENT

Submit a Separate Form for Each Field Superintendent Proposed. Maximum of (3) Field Superintendents Will be Evaluated

1) **Proposer's Name:** Clark Contractors, Inc.

2) **General Field Superintendent's Name:** Steven Virts

3) **# of Years with the Firm:** 11

4) **Does the General Field Superintendent Reside in the Region Being Proposed?**

☐ Yes, Within the Region Being Proposed ☒ No, Other

5) **Experience:** (Check ALL boxes that apply)

☐ General Construction ☐ HVAC ☐ Electrical ☒ Plumbing

6) **# of Years Experience with Trade Checked Above:** 11

7) **# of Years Experience with the Commonwealth:** 11

8) **Is the General Field Superintendent being Proposed as Key Personnel on Another Job Order Contract?**

☒ Yes

☐ No

If Yes, Identify Which Contracts: DGS A-2019-0001-JOC-SWT-K-3

DGS A-2019-0001-JOC-CSW-K-3

DGS A-2019-0001-JOC-NWT-K-3

DGS A-2019-0001-JOC-SET-K-3

9) **ATTACH RESUME** ☒ Yes

10) **Client Reference #1 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Karen Shiock **Title** PA Turnpike - Project Manager

Telephone: 814- Email Address: _____

11) **Client Reference #2 for Construction:** (It is your responsibility to assure that the contact information listed is correct. If your reference can not be contacted, this project may not be considered.)

Reference's contact: Name Stephen Rocky **Title** Milton School District - Facilities Maintenance

Telephone: 570- Email Address: _____

Steve Virts

—

EDUCATION

Fredrick Area High School Maryland

Graduated 1977

WORK EXPERIENCE

2011-Present	Clark Contractors, Inc.	Project Superintendent
2008-2011	Clark Contractors, Inc.	Plumber
1979-2008	Self Employed Farmer	

PROJECT EXPERIENCE

2019	KPN JOC Indiana University of PA Sutton Hall Restroom Renovations \$94,970.00
2019	DGS JOC Human Services Polk Center \$168,164.00
2018	KPN JOC Muncy School District New Storage Building \$497,315.00
2018	DGS JOC Hiram Andrews Dietary Upgrades \$116,703.00
2018	DGS JOC PA Department of Transportation FM7230 Fulton Co. Plumbing Upgrades \$156,093.00



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Narrative describing how key personnel will administer the contract across more than one region:

Clark seeks to match key personnel to projects that are happening at different rates and stages and place key personnel on similar projects that they have previously completed for efficiency purposes. This allows the key personnel to work on projects while other projects have down time waiting for design, long lead materials, approvals, etc.



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Narrative of the Proposer's Staffing Plan;

Administering the contract:

Clark immediately assigns a project manager to a project once its created and transmitted thru Gordian. The PM is responsible for attending the job scope, collecting information, documents and reaching out to subcontractors for pricing. The PM then provides his assembled info to one of Clarks' high experienced JOC estimators that in turn quickly prepares and transmits the estimate to the agency. Once the agency approves, the PM proceeds with required agency clearances, submittals, schedules and preparation for the work. Clark's office manager prepares bi weekly reports for DGS that shows current status of all projects and proposed completion dates. Clarks' office manager also tracks SB and DBE participation and reviews weekly for compliance and forwards information to the DISBO department on requested dates.

Providing high quality services & construction to the agencies

To provide "first rate service" Clark takes an "urgent" hand-on approach to the agencies requests and we stay one step ahead, so the agency is not waiting on a proposal or submissions to slow down the project. The quality of construction is handled by first assigning one of Clark's highly trained superintendents, second finding and procuring subcontractors that are skilled in their work type and have solid backgrounds and finally being diligent about quality control programs which includes testing, oversight, material control, cleaning, etc.

In the Event Additional Staff is Required

Based on the projections that are put forth in the RFP, our current staff meets or exceeds the amount of work which we are proposing for. In the event the program expectations expand, we would: A.) Procure new project managers through a large pool of candidates that we keep in our revolving data base. B.) Evaluate and promote craftsman to superintendents. C.) Hire more craftsmen from our large pool of candidates that we keep in our revolving data base. Also, since the DGS contract is only roughly 10% of Clarks' volume we can move PMs and superintendents from other contracts to this contract if need be.



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Understanding the JOC Procurement System

1. An overview of this JOC procurement system.

Clark Contractors, Inc. has been continually using the JOC Procurement System with PA State and Federal Agencies for the past 12 plus years. Through our experience we understand all aspects of the JOC Procurement System.

2. The procedure the Using Agency will use to order work.

Clark being a current DGS JOC holder of (8) contracts is versed and proficient with agency procedures. Clark Contractor's also performs multiple projects per year for DGS. We are very familiar with the DGS & agency process that will be used.

3. The Proposer's process for preparing designs and accurate Job Order Price Proposals.

Clark reaches out to small business design firms for preparing designs. These firms are experienced in their field and are also DGS certified small businesses. Our accuracy for preparing Job Order Proposals is obtained through 6 highly skilled and previously trained JOC Estimators with over 1,000 plus JOC proposals submitted to date.

4. The Proposer's plan regarding the proposed methods for determining the costs of subcontracts, as well as proposed methods for selecting and awarding subcontracts, which shall include Small Businesses and Small Diverse Businesses.

We determine the cost of subcontracting based off of multiple subcontracting prices. We select and award subcontracts based on pricing, experience, safety and diversified business characteristics. Part of this selection will be to meet or exceed the Small Business and Small Diverse Business goals.

5. Keys to success.

Clark Contractors, Inc. has three factors that have driven us and are the keys to our success. 1.) Accuracy of JOC proposal on first round. 2.) Our willingness to work with the agency on time schedule. 3.) Implementation and the quality of our work.

6. Any other information deem relevant and important.

Clark Contractors Inc. has been awarded approximately 30+ JOC Contracts in the past decade and has exceeded over \$20 million dollars in contract values. We have had all our contract options renewed without question and have been asked to perform other contractors' areas in the past.

**SDB-2
SDB PARTICIPATION SUBMITTAL**

Offeror: Clark Contractors, Inc.
Discipline: Plumbing
Region: NET

CHECK ONE, AND ONLY ONE, BOX. FAILURE TO SUBMIT A COMPLETED SDB PARTICIPATION SUBMITTAL WILL RESULT IN REJECTION OF YOUR BID/PROPOSAL.

☒ **I agree to meet the SDB participation goal in full.**

I have completed and am submitting with my bid or proposal an **SDB Listing**, which is required in order to be considered for award.

☐ **I am requesting a partial waiver of the SDB participation goal.**

After making good faith outreach efforts as more fully described in the **Guidance for Documenting Good Faith Efforts to Meet the SDB Participation Goal**, I am unable to achieve the total SDB participation goal for this solicitation and am requesting a partial waiver of the SDB participation goal.

I have completed and am submitting with my bid or proposal both of the following, which are required in order to be considered for award:

1. an **SDB Listing** for that portion of the SDB participation goal for which I intend to meet; AND
2. a **Good Faith Efforts Waiver Request** for any portion of the SDB participation goals that I do not intend to meet.

☐ **I am requesting a full waiver of the SDB participation goal**

After making good faith outreach efforts as more fully described in the **Guidance for Documenting Good Faith Efforts to Meet the SDB Participation Goal**, I am unable to achieve any part of the SDB participation goal for this solicitation and am requesting a full waiver of the SDB participation goal.

I have completed and am submitting with my bid or proposal a **Good Faith Efforts Waiver Request** for the complete SDB participation goal, which is required in order to be considered for award.

NOTE: SDB primes who are submitting as bidders or offerors must complete an **SDB Listing** identifying any self-performance towards the SDB participation goal.

SDB-3
SDB LISTING

Bidder/Offeror to complete the following:

Amount of SDB participation goal to be met through the use of SDB subcontractors, suppliers, or manufacturers: Bidders/offerors are not required to identify the specific SDB subcontractors, suppliers, or manufacturers within this SDB Listing, but must identify the total percentage (%) of work to be performed by SDB subcontractors, suppliers, or manufacturers. However, the selected bidder/offeror must submit Utilization Reports identifying the SDB subcontractors, suppliers, or manufacturers used to meet the portion of the SDB participation goal listed below. To receive credit toward meeting the SDB participation goal, the SDB subcontractor, manufacturer, or supplier must be a DGS-verified SDB as of the date the work to be completed by the SDB has commenced.

Percentage of work to be performed by SDB subcontractors, suppliers, or manufacturers:

17.5 %

If the Prime Bidder/Offeror is a DGS-verified SDB, complete the following:

SAP Vendor Number (6-digit number): NA

SDB Verification Number (located on DGS SDB verification):

NA

Type of SDB: ☐ MBE

☐ WBE

☐ LGBTBE

☐ DOBE

Description of Work to be Performed (Statement of Work/Specification reference):

NA

Percentage of work to be self-performed by SDB bidder/offeror: NA %

APPENDIX I COST SUBMISSION FORM

The Proposer shall set forth Adjustment Factors in legible figures in the respective space provided. Failure to submit all Adjustment Factors will result in the Proposal being deemed non-responsive. The JOC Contractor shall perform the Tasks required by each individual Job Order using the following Adjustment Factors:

PROPOSER: Clark Contractors, Inc.
DGS A-2019-0001-JOC-NET-K-3 Plumbing Construction

	Adjustment Factor Name	Adjustment Factor Bid	X Multiplier	= Total
1.	Adjustment Factor for Normal Working Hours	= <u>1</u> . <u>2</u> <u>8</u>	X 0.30	= <u>0</u> . <u>3</u> <u>8</u>
2.	Adjustment Factor for Other Than Normal Working Hours	= <u>1</u> . <u>2</u> <u>8</u>	X 0.10	= <u>0</u> . <u>1</u> <u>3</u>
3.	Emergency	= <u>1</u> . <u>2</u> <u>8</u>	X 0.15	= <u>0</u> . <u>1</u> <u>9</u>
4.	Secured Facility	= <u>1</u> . <u>2</u> <u>8</u>	X 0.10	= <u>0</u> . <u>1</u> <u>3</u>
5.	Emergency in Secured Facility	= <u>1</u> . <u>2</u> <u>8</u>	X 0.15	= <u>0</u> . <u>1</u> <u>9</u>
6.	Adjustment Factor for Non Pre-priced Tasks	= <u>1</u> . <u>1</u> <u>4</u>	X 0.10	= <u>0</u> . <u>1</u> <u>1</u>
7.	Adjustment Factor for Design Work	= <u>1</u> . <u>0</u> <u>4</u>	X 0.10	= <u>0</u> . <u>1</u> <u>0</u>
8.	Add all the Total amounts in the right column. The Sum of these Total amounts is the Final Proposed Price.			= <u>1</u> . <u>2</u> <u>3</u>