Proposal Due April 28, 2016, 2:00PM PST

Reynolds School District #7 CM/GC Services for Reynolds Secure Entrances District Wide





4. PROPOSAL FORM

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

Reynold School District – Secure Entrances District Wide

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated March 28, 2015, for the contract named above. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the Reynolds School District, agrees to all terms and conditions found in the attached contract, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

No proposal will be considered unless the proposer is licensed with the State of Oregon Construction Contractors Board, pursuant to ORS 701.055 (1), prior to submitting a proposal. The proposer hereby acknowledges the requirement to carry or indicates the ability to obtain the insurance required by the contract documents. Indicate in the affirmative by initialing here:

The proposer hereby acknowledges receipt of Addendum Nos. 1 , , , to this RFP. Name of

Proposer: Business Address: Telephone Number: Fax Number: Email Address:

222 SW Columbia Street, Suite 300

Portland, OR 97201

Phone 503.382-0900, Fax 503-382-0901, Tim.Baugus@skanska.com

Authorized Signature:

Jim Daugur

Printed/Typed Name: Tim Baugus

Title: Senior Vice President, Account Manager

Date: April 28, 2016

State of Oregon Construction Contractors Board License No: 153980

Note: Complete and execute this form and include as the first page of the proposal.

Reynolds School District - Secure Entrances District Wide Construction Manager/General Contractor (CM/GC) Services RFP



April 28, 2016

Bob Collins, Senior Project Manager, DAY CPM Reynolds School District 1204 NE 201st Avenue Fairview, OR 97024

Re: RE: RFP – Construction Manager/General Contractor Services for the Reynolds School District - Secure Entrances District Wide

Dear Bob and members of the selection committee:

The Secure Entrances project is an opportunity to provide Reynolds School District's students with the highest security and safety measures. Our team brings an unmatched level of experience, innovative techniques and extensive in-house resources, , offering the District, DAY CPM and BLRB Architects a value-filled project with a client-focused approach. We have analyzed the scope and schedule for this work and we are confident that Skanska is the right choice for the District because we offer the following:

- Relevant Experience: Skanska understands the unique needs of security upgrade projects and we have successfully worked with more than 65 clients in the last seven years on similar security projects. In addition, Project Manager Kim Larsen and Superintendent Tony Matteson have worked together on similar projects for the past four years.
- History of Success with CM/GC Projects: Skanska's core business delivery method is CM/GC contracting. Over 80 percent of our work is with repeat clients, with an average project size of \$7 million year after year. We understand the collaborative nature of the process and bring lessons learned from over 6,000 CM/GC projects and construction of more than 52 K-12 projects completed by the Portland office.
- Schedule: Building education projects require prioritization of construction and start-up activities to assure completion by scheduled move-in dates. Perhaps nowhere is Skanska's ability to meet fast-track schedules better illustrated than in our previous success in constructing school facilities in Oregon. We have opened every K-12 project on time!
- **Cost Certainty:** This team has proven experience with early, accurate budgeting and keeping projects on budget from the start of preconstruction through final project completion. Our team has a track record of less than a two percent variance in budget from our original budgets to final GMP. Our combined processes and team expertise will ensure the project costs do not exceed funds available and that the program is maximized for Reynolds School District.

You will find that our team is accountable, listens, and finds solutions that meet your needs on all levels including fast-track schedules, cost, safety, and quality. Our combination of expertise, relevant experience, and resources makes us the right choice to team with you to push your project forward.

Thank you for your time and the opportunity. We hope you agree that Skanska is the right partner to help the Reynolds School District succeed.

Sincerely,

Im Pauque

Tim Baugus Senior Vice President Skanska USA Building Inc.

Skanska USA Building Inc. 222 SW Columbia St, Suite 300 Portland, OR 97201 Phone 503.382.0900 Fax 503.382.0901 Web www.usa.skanska.com



3.2.2.1 Management of the Work

SKANSKA

3.2.2.1 Management of the Work

A. Preconstruction Services Plan

1. Existing Conditions

During preconstruction we will investigate the site conditions. Skanska's team has the technical skill and field experience to survey the site to identify and mitigate the hidden risks. We will focus on reducing the potential for impacts from unforeseen conditions while also assisting the design team so they are able to create the most complete set of documents.

We will perform the following analyses, including:

- Investigate of the existing structure, skin and utilities at the new canopies and vestibules
- Identify any existing utilities and their route options for relocation
- Identify pathways for routing new access control raceways
- Evaluate adequacy of existing infrastructure to accommodate additional access control.

Responsible: Kim Larsen, project manager; Tony Matteson, superintendent

Deliverables: Narratives/photos

Inspecting Existing Conditions

While preparing for the fast-track remodels in the North Santiam School District (NSSD), Project Manager Kim Larsen and Superintendent Tony Matteson inspected the existing conditions at multiple school buildings. The team informed the District ahead of demolition the structural condition of many areas. Skanska provided remediation solutions for those areas that saved the NSSD days on a summer schedule and allowed for cost evaluation prior to construction. This early discovery lead to a successful revisions to the scope and eliminated surprises to the District in terms of unforeseen costs.

2. Design and Construction Document Coordination Reviews

The preconstruction services plan for this project would include the following components:

- Preconstruction Kick-Off Meeting all partners will gather and develop a timeline to manage immediate needs and deliverables for these fast-track summer projects. This kick off meeting lays the ground work for effective communication throughout the project and integrates the best practices methodologies as our baseline for a successful preconstruction process.
- Preconstruction Site Investigation Skanska's team will investigate all sites to fully understand the tie into the existing structures. Looking at and examining these areas allows the opportunity to mitigate unforeseen conditions that can become challenges during actual construction. With this knowledge Skanska can help to mitigate negative impact to the schedule and preserve the District's budget.
- **Constructability Review** These reviews save our partners time in design, and allow us to deliver information that can be used to implement in bid packages. This ensures that the best scope is priced and there are no gaps in construction deliverables.
- Value Engineering Assessment Value Engineering (VE) options delivered on similar projects have included more readily available materials and comparable products at lesser costs. Skanska will also leverage our excellent relationships within the market and ask for VE options from the subcontractor community.
- Early Bid Package Release It is critical to the success of this project to release bid documents early to subcontractors for pricing and possible VE options. With a compressed construction schedule it is necessary to bid out all work associated with long-lead items early so that Early Work Agreements (EWA) can be developed and critical procurement can begin.
- Early Work Agreement Package Skanska will develop Early Work Release (EWA) packages in order to begin vital procurement of long-lead items such as doors, frames and hardware, glass and storefront systems. These items must be released as soon as possible for on time delivery and

installation. It is Skanska's goal to have an EWA delivered by the school board meeting officially granting award.

Permit Documentation Assistance - Skanska has met with the permitting cities agents for these projects to understand the requirements for permit document submission. Our understanding is that there will not be any deferred submittals and the entire permit package will include all items for construction. Skanska will work with the selected subcontractors approved in the EWA packages to ensure all permit documentation needed is delivered on time and the permitting process moves smoothly though both the cities of Gresham, Troutdale and Fairview.

Responsible: Kim Larsen, project manager; Tony Matteson, superintendent

Deliverables: Report

3. Design and Target Cost Validation

Cost Estimating and Price Volatility

The District is spending limited bond dollars, so it is vital that we have reliable cost estimates to ensure that the project stays within the budget. Over-estimating the cost, results in lost opportunities to add program, while under estimating puts the project at financial risk. On hundreds of millions of dollars of projects, we have



consistently delivered seamless transference from conceptual design in preconstruction to delivery in construction, all with an average of 98 percent budget-to-actual accuracy.

Our estimating department tracks current market trends so that we have a good idea where the market is going. Currently the construction market is very busy. We will draw upon our established relationships with the subcontractor community to get quality subcontractors at a reasonable price. We have already made great progress on our subcontractor outreach campaign for this project which we will continue through buyout. Another way that we can control costs on a project like this is through selfperform work. Skanska self-performs concrete, structural steel and rough carpentry work. We will competitively bid the scopes and when we are low the District will benefit from the savings.

Design and Target Cost Validation

Design and target cost validation are critical to ensuring the design intent and the project criteria are met, while the costs are validated, and the project stays within budget. Skanska's preconstruction department will safeguard the District's target budget for these projects. Our preconstruction team members use real-time information from current projects and the wealth of our historical database on past similar projects to validate costs associated with design.

Skanska has an excellent reputation within the subcontractor community. We leverage our professional relationships with vendors to market-validate costs based on design. Information gathered during this process and being fully engaged with the subcontractor community helps keep our cost information current and accurate from preconstruction throughout the bidding and procurement phases of construction.

Cost Tracking

Our preconstruction team for the Secure Entrances project will utilize Timberline Estimating software, and On Screen Takeoff (OST), to establish and maintain an easy to follow and detailed backup between all estimate iterations. These tools not only provide the detail, but also allow for evaluation of different options instantaneously. During design and estimate meetings, we can evaluate different scope options with immediate feedback on any particular change and see how it affects the overall budget. These tools are accurate and fast which is what this project needs.



Responsible: Steve Clem, estimating **Deliverables:** Comprehensive estimates

4. Constructability Issues and Safe Work Practices

To get the most value during preconstruction, we will conduct a constructability analysis that examines the materials, systems and elements that will provide efficiency in both schedule and cost, as well as the safety of the construction process.

Some constructability issues might include system and material selections based on availability. With only 104 days in phase one to design and build, we will propose systems and materials that can be procured within this time frame.

Safety is a top priority on every Skanska project. Some of our safe work practices include:

- Safety planning for the job as per our ISO 14001 and 18001 certifications (environmental and safety)
- Stretch and Flex daily including an all subcontractor discussion of the activities for the day
- Daily pre-task plans by every contractor crew
- Everyone must attend a site specific orientation before they work onsite
- Preconstruction meetings for each major subcontractor task to avoid safety and construction impacts
- Overall "Project execution



plan" for our onsite Skanska management team with our company peers before we set foot on the site to make sure our whole team is on the same page and we have thought of every detail for constructability and safety.

Responsible: Kim Larsen, project manager; Tony Matteson, superintendent

Deliverables: Narrative

5. Value Engineering

True value engineering involves understanding the project goals without preconceived ideas of how they are to be achieved. This approach drives the creativity that is the hallmark of Skanska's VE process.

Skanska will work with the design team early to develop creative solutions that achieve your program requirements. The summer of 2016 projects present a unique challenge with their compressed schedule. We have already reached out to key vendors to discuss the schematic design and ways in which we can raise the bar on VE. One ideas includes prefabricating of storefront systems. As each summer session of work unfolds we will take our lessons learned from 2016 and expand and incorporate those ideas going forward.

Great VE ideas will also come from our valued vendor partners during the bidding process. Skanska will carefully consider and vet all VE suggestions that come from our subcontractor community and bring those to the project team for consideration. This type of VE will continue throughout the project lifecycle.

Responsible: Steve Clem, estimating **Deliverables:** Cost reduction options

Value Engineering Success Rex Putnam High School, Milwaukie, OR

At Rex Putnam High School project, Design Development documents depicted electric locks at all 22 exterior door locations. From prior experience and discussions with



the school administration, the Skanska team knew that most of these exterior doors were left in the locked position during daily school activities. By only installing electric locks at the main entries, the District eliminated eighteen electric lock locations.

This small change resulted in a savings of \$16,000!

6. Schedule, Change Recommendations and Long-Lead Packages

Our schedule, which is included in section 3.2.2.4, was created to reflect construction sequence and duration relationships.

Advice for Long-Lead Procurement Packages

- Our preconstruction team will look over early drawings and investigate possible recommendations that could save either time or money for the project.
- We will work with selected subcontractors to suggest VE opportunities early in the process
- We will focus on critical path to ensure project stays on task
- We will identify long-lead items such as glass and glazing, doors and hardware and begin the procurement process early.

Responsible: Tony Matteson, superintendent **Deliverables:** Milestone and detailed CPM schedule

7. Phasing and Sequencing

We recommend phasing this project with an Early Work Release to start procurement and design of the storefronts and steel packages. This will expedite long-lead materials and keep the schedule on-track. When construction starts we will complete vestibule work and renovation work separately. The flow of work among subcontractors will be carefully coordinated to maximize production across the many schools. In 2017 Skanska will determine if additional subcontractors need to be selected for groups of schools in order to complete all schools on time.

Schedules of each school will be considered to coordinate and facilitate any early work opportunities that would be in the best interest of the District.

Responsible: Tony Matteson, superintendent **Deliverables:** Phasing plans

8. Site Logistics

Our logistics plan will be further developed with input from Reynolds School District, Day CPM and BLRB Architects. All of our logistics plans center around being a good neighbor to the surrounding areas, which includes:

- Pathways In preconstruction we will establish clear pedestrian pathways throughout all phases of the construction process. These paths will be planned with wayfinding to keep the public safe and direct them in and out of the building. All dangerous areas will be fenced off for the safety of the public.
- Noise Reduction During preconstruction our team will design items that can be prefabricated to limit the amount of noise producing activities on site.
- Clean and Organized Site Just-in-time deliveries to our site will help maintain a clean and organized jobsite. Our recycle center will be kept out of view and work areas will be kept clean.
- Weekly Updates Skanska will conduct weekly meetings with the District to define upcoming work activities and to ensure there are no surprises. Three-week look-aheads of construction activities will be provided to keep everyone informed of what is going on and to facilitate needed coordination with the District and community functions that may occur at each site.
- Deliveries Materials delivered to the site will be done with consideration to surrounding communities. They will be planned in order to minimize disruption with safety being the guiding principle for routes, times, and unloading.

Responsible: Tony Matteson, superintendent **Deliverables:** Site logistic plans

Improving the Schedule

During value engineering at Ridgeview High School, Skanska brought a structural solution to the table that met the architect's goals, maximized the schedule, employed local workers and benefited the



project's bottom line. By integrating tilt-up concrete construction into the heart of the design, we were able to save 2 months off the schedule.

9. Subcontract Plan and MWESB

We propose utilizing a similar request for proposal process that Reynolds School District is utilizing for CM/GC selection, for procurement of key subcontractors. Subcontractors will include fire protection, drywall, store front, and plumbing. This process will allow us to get subcontractors on the project that share our collective goals, deliver at an efficient cost, and have a history of success on similar projects.

Our goal is to find ways to efficiently work with the team to shorten the overall project schedule. Our approach will include:

- Long-Lead Procurement Identifying long-lead items will assist in shortening the overall schedule.
- Volatile Materials Procurement Based on market trending and volatility of certain materials, we will decide the best time to buy these materials.
- Early Work Packages We will partner with the team to evaluate opportunities in breaking out early work packages. This will allow work to begin while the design finishes. Overlapping some of the construction with design may provide a schedule benefit that should be evaluated.

Our role on this project is to provide the best opportunities to maximize MWESB subcontractor participation. Diversity Manager Mel Jones and Project Manager Kim Larsen will be responsible for implementing the subcontracting plan. For the Secure Entrances project, Mel and Kim will implement a proven plan to provide the most participation from MWESB subcontractors, tradespeople and other local area businesses. Plan highlights include:

- Creating a list of all MWESB subcontractors from the Skanska's database, MWESB directories for the City of Fairview, Gresham and Troutdale. We will ensure all local subcontractors and tradespeople are aware of the project and excited to be part of the team.
- Identify and incorporate MWESB subcontractor strengths
- Provide mentoring by encouraging subcontractors to use local resources and sub-tier subcontractors through bidding requirements.
- Provide options for enhancing MWESB participation.
 Proven methods that we have used include MWESB only bid packages, mandatory sub-tier participation, and qualitative scoring for subcontracting RFPs. This information will be presented to the District, DAY CPM and BLRB Architecture for review and approval.

Responsible: Kim Larsen, project manager **Deliverables:** Detailed Plan

10. Cost Estimating Methodology

Careful cost methodologies are important as the team approaches the 2016 scope of work. With a compressed schedule and a brief time for procurement, precise estimating based on current design is paramount to success. As mentioned previously, Skanska will provide preconstruction services to assist with detailed cost estimating to produce an edition of an Early Work Agreement in order to engage with vendors to provide accurate cost estimating. Once design is complete, Skanska work in tandem with our vendors and in-house estimating department to define true project costs and to identify a control budget for the project.

Skanska will employ our budget management process from the control budget and throughout the project using the Cost Event system in our cost management software. Once the control budget is established by the team, all subsequent drawings and specifications will be measured against this control budget to identify conformance or variance. We will be in constant communication with BLRB Architects as the drawings and specifications are developed to give the team real-time budget feedback for revisions to the scope required (or requested) as the design develops.

Each revision will be analyzed for cost and schedule impact and communicated to the team. All revisions from the control budget will be tracked for decision by the District regarding whether the change will be incorporated into the project. This method will keep the project on budget during preconstruction, GMP and through project completion.

- **First Estimate** The foundation of our budget control is a solid and comprehensive first estimate. This estimate will become the control estimate for the life of the project and will form the basis of the GMP.
- Value Options We will encourage subcontractor and vendor sponsored ideas for providing value during bidding and construction. GMP add alternates are also possible solutions for protecting the budget while allowing for added operational sustainability value during construction.
- Methodical Subcontracting Practices -Clear and concise documents and bid package instructions means there will be no holes or gaps that could turn into change order requests. We conduct post-bid interviews with subcontractors to ensure there are no misunderstandings about scope.
- Monitor Costs During Construction Every potential cost will be tracked in an open book format using a Cost Event Log (CE) and resolved quickly by our team. We will also help you to forecast potential future costs during construction. It is our experience that the faster issues are resolved, the less risk and better value we receive in quality, schedule and cost.

Preconstruction Services for Past Projects

Sherwood School District, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR

\$38.6 million, 160,000-SF new school facility features separate facilities for elementary and middle school students, with shared common spaces, built on a 29.5-acre site. The school can accommodate up to 1,100 students, and features large windows to take advantage of natural lighting and polished concrete floors. Work on the project included off-site improvements such as sewer and water line improvements. The project achieved LEED© Gold certification.

During preconstruction, we provided: early site analysis and risk assessment, constructability reviews, value engineering ideas, early procurement strategies, life cycle analysis, green building strategies, budgets at each drawing phase, and local subcontractor involvement. This project was completed on time and on budget.



Philomath School District, Philomath High School Expansion and Renovation, Philomath, OR

\$20.6 million, 140,000-SF project involved a major, multi-phased overhaul and renovation of an active high school and community facility, including a complete demolition of the existing classroom wings and gym followed by construction of a new, two-story tilt-up classroom structure and a new administration area. Skanska added an additional classroom area to the building's south wing, and building MEP and life-safety systems were upgraded throughout. Work took place while the facility, which also houses a community pool, was partially occupied and in use.

During preconstruction, Skanska provided existing building analysis, estimating, value engineering, constructability review, logistics planning, scheduling, long-lead procurement, public bidding, and permit assistance. This project was completed on time and on budget.



Stayton Elementary School, Intermediate/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, Oregon

\$6.7 million, 68,000-SF addition and renovation for the Stayton Elementary School and Sublimity School. Renovations included window replacements, seismic upgrades, mechanical upgrades and ADA upgrades. The Stayton ES addition is an 8,000-SF kitchen, multi-purpose room, restrooms and two new classrooms. The Sublimity addition includes two classrooms. All of the remodel work occurred in the summer to avoid disrupting the students.

During preconstruction, Skanska provided existing building analysis, estimating, value engineering, constructability review, logistics planning, scheduling, long-lead procurement, public bidding, and permit assistance. These project was completed on time and on budget.



Reynolds School District - 3.2.2.1 Management of the Work Page 7

B. Understanding of Scope

The project includes retrofitting of 13 schools for safety and security upgrades. There will be modifications to the main entry vestibules along with other miscellaneous remodels and security upgrades. The work will occur over three summers starting with three elementary schools to be completed in the summer of 2016. The remainder of the projects will occur during the summers of 2017 and 2018.

The first group of three schools in 2016 will be the most challenging because the time frame to complete the work is very short. The procurement process will be fast-tracked to complete the construction on schedule. The following are some of the challenges and solutions for the 2016 projects:

Challenge - Subcontractor/Marketplace Bandwidth

Contracting with a subcontractor that can meet the time frame for this project may be difficult in this market. Most work in the area during this summer time frame has already been contracted and orders placed. The market is extremely busy with suppliers working overtime to just meet current needs.

- Solution Skanska has already reached out to our vendors to inquire about subcontractor bandwidth. We have a clear understanding of the marketplace and have a sense of timing for urgently needed long-lead items, procurement timelines and install durations. Skanska has suggested a team kickoff meeting immediately following the intent to award announcement. This meeting will clearly define scope and materials proposed. The construction team will engage with well-suited subcontractors to bid the work to fit both budget and schedule. Some key factors include:
 - Fast turnaround on shop drawings and shop drawing reviews.
 - Selection of standard off-the-shelf material, colors and products while keeping with the intent of the design requirements.

Challenge - Summer 2016 Procurement

The 2016 summer schedule is a fast-track endeavor. Early engagement with the marketplace is essential to success. Getting cost estimating that is accurate and encompasses the true scope of the program within budget could be a challenge given the short timeline in 2016.

Solution - Skanska proposes to bid with 90 percent drawings after initial/intent to award has been announced. Our team, partnership with our estimating department and key vendors, will develop Early Work Agreements packages for the District to review prior to official School Board approval. Immediately following official approval Skanska will release key subcontractors with Letters Of Intent to Award to kick-start the submittal and shop drawings needed for permitting and procurement.

Challenge - Permits Must Include All Submittals

Skanska has meet with the cities agents to learn more about the submission for permitting this work. Summer 2016 is especially fast-track and permit drawings for this summer's work will require all submittals to be given at time of submission.

 Solution - Skanska will partner with the design team to support the permit process by having an open dialogue of critical information for permitting. As mentioned above, Skanska will engage subcontractors with LOI agreements immediately following School Board approval to get necessary documentation coming in time for the submission process to be complete. Skanska will quickly preview all incoming documents for accuracy and completeness to alleviate long review times by the design team. This will allow for a quick turnaround time and items to be procured to meet the overall construction schedule.

C. Work Sequencing and Phasing

Phase One

The first phase of the project is preconstruction which includes design, permits, subcontractor buyout, shop drawings, submittal process and fabrication. Keeping the submittal process and fabrication, on schedule critical for the job to be successful.

Phase Two

The second phase will be the construction phase. There are different scopes at each school but they all fit into a similar sequencing for our schedule. In general, this phase is separated into two sub-phases; vestibule/office and security/renovations. These two sub-phases at each school follow a similar sequence of events:

- Safe off of utilities and temporary barrier/safety measures
- Demolition of existing components
- Structural components such as framing of walls, roofs and canopies
- Installation of storefront systems
- MEP components
- Finishes
- Inspections and punch

Security and office renovations are planned to work concurrently with the vestibule additions to facilitate efficiency of trades. This will be one of the challenges that is managed through the P6 schedule by breaking out each school individually.

D. Fast-Track Projects

For more than 20 years our team has been delivering fast-track, public education CM/GC projects throughout Oregon. We have never delivered a K-12 project late.

We use P6 scheduling software and during the preconstruction/ construction phases and the schedule is updated weekly to ensure we are on track to meet project milestones. We will pre-order long-lead items, which will allow us to get materials onsite and install them immediately without delay.

For the Secure Entrances project, our focus will include:

- Track progress on shop drawings and approval early in the schedule as this will be critical to competing on time
- Get storefronts and doors/hardware ordered early in the process
- Extra attention applied to diverse subs who may not understand the rigorous schedule needs in order to complete fast-track projects on time.

E. Open Communication

As a public institution, it is important that you have a team that communicates openly and has a collaborative approach. We will meet with all the members of the team to discuss goals of the project, needs of the District, milestones for deliverables, and any other known information about the project. We want to be your partner, and any good partnership begins with trust and open communication.

We will continually update budgets during preconstruction, this will carry through to the GMP and subcontractor bidding/buyout. During construction GMP costs to date, schedule progress and any contingency usage will be tracked and reported regularly so that everyone is informed as we are.

Throughout construction, we will continue to facilitate communications and scheduling to ensure that all stakeholders and the community are fully informed. Processes that can be used with approval from the team on the Secure Entrances project include:

- Community/faculty notifications and impact awareness
- PTA meetings and memo inserts
- Monthly construction updates in school bulletins
- Town hall meetings to notify faculty and the community of project milestones and events
- Project tours for students and community members
- Events for students, staff, parents and neighbors, including, the groundbreaking, the topping off ceremony and ribbon cutting

- Budget transparency and continuous updates
- Monthly principal meetings where risks and opportunities are shared openly.

We do not anticipate any issues with the project that communication and planning can not resolve in advance. Open communication, transparency and maintaining a harmonious relationship with Reynolds School District, Day CPM and BLRB Architects is the key to the project's success.

Local and Diverse Partnership

Skanska understands the value of using local and diverse partnerships. Keeping bond dollars local boosts the local economy and highlights the District's diverse resources. Skanska has used the following local MWESB businesses with great success:

- Affordable Electric Inc. (DBA/MBE) Fairview, OR
- Bright Star Electric Co. (ESB) Gresham, OR
- Dirt and Aggregate Interchange Inc. (DBE, MBE) -Fairview, OR
- Eagle Stripping Services Inc. (ESB) Fairview, OR
- QED Lab Inc. (ESB) Gresham, OR
- Reliable Fence and Construction Inc. (ESB) Gresham, OR
- WB Painting & Decorating Inc. (DBE/WBE) Gresham, OR
- Western Rebar Inc. (WBE) Troutdale, OR.



Wilson High School Ribbon Cutting 2015



3.2.2.2 Personnel and Organization

3.2.2.2 Personnel and Organization

A. Project Organization Chart 2016



Duties and Responsibilities

Employee	Duties and Responsibilities
Kim Larsen Project Manager	Project Management/QA/QC: Day-to-day point of contact responsible for technical and managerial leadership, coordination of subcontractors.
Tony Matteson Superintendent	Construction Management and Supervision: Responsible for onsite activities, supervises, sequences, coordinates, monitors work to ensure completion on all three projects focusing predominately on Reynolds Middle School w/a foreman on Sweet Briar and Shallish Ponds.
Phil Carter Project Executive	Project Management: Oversees construction, leverages experience and expertise to ensure project remains on schedule and within budget.
Jennifer McMullen Vice President Safety	Safety: Leverages in-depth knowledge of safety trends and risk assessment methods to offer valuable insights on advancing project's safety and health.
Steve Clem Vice President Preconstruction	Estimator: Cost estimating, GMP development, value engineering, and constructability review efforts.
Tim Baugus Account Manager	Company Executive: Direct oversight for team, provides continuity from preconstruction through construction phase. Responsible for project and has authority to bind the firm.
Brittany Reinhart Project Engineer	Assist Project Management/QA/QC: Responsible for submittals, RFI's and change orders. Assists with scheduling, ordering, material tracking and meetings.
Nick Pruett Foreman	Assist Construction Management and Supervision: Assists Superintendent with onsite activities. Will be located on Sweet Briar and Shallish Ponds sites.

Staff Expansion

As we move forward we will add staff as required by project scope. Our pool of expert school builders is deep. Please see our staff with K-12 experience in the Oregon office.

Positions	Number of Staff	Staff w/ K-12 Experience
Vice Presidents	8	7
Project Executives	9	5
Project Managers	39	15
Superintendents	52	23
Project Engineers	44	19
Estimators	7	7
Scheduling	4	2
Accounting/Marketing/BD/ Clerical/HR	26	7
Field	134	63
Diversity	1	1
Safety	6	5



B. Team Work Percentage and Location

Employee	Kim Larsen	Tony Matteson	Nick Pruett	Brittany Reinhart	Phil Carter	Jennifer McMullen	Steve Clem	Tim Baugus
Design Location	Portland	Portland	Portland	Portland	Portland	Portland	Portland	Portland
Construction Location	Onsite	Onsite	Onsite	Onsite	Office	Office	Office	Office
Design Work Percentage	100 percent	80 percent	0 percent	20 percent	15 percent	5 percent	15 percent	5 percent
Construction Work Percentage	80 percent	100 percent	100 percent	100 percent	10 percent	5 percent	5 percent	5 percent



_aurel Ridge Middle School, Sherwood, OR

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C. Team Resumes

Please see the end of this section for all team resumes.

D. Company Organizational Chart



Skanska USA Building will be providing all personnel and equipment for this project.

Kim Larsen Project Manager



Kim serves as the day-to-day point of contact during the construction phase. She is responsible for the technical and managerial leadership of the project and for coordination of subcontractor support resources. Kim manages the coordination of all project documents, and reviews and updates the project schedule to ensure the timely completion of the project. She chairs and records all project meetings, approves subcontractor pay applications, negotiates subcontractor change requests and issues the monthly progress report.

13 years in industry5 years with Skanska

University of Oregon B.A., English

CPR and First Aid Training

North Santiam School District, Stayton Elementary School/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, OR

(Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$6.7 million, 68,000-SF addition and renovation for the Stayton Elementary School and Sublimity School. Renovations included, new security, seismic upgrades, mechanical upgrades and ADA upgrades.

Cost: \$6.7 million; **Dates:** May 2014 - December 2014 **Reference:** Andy Gardner, North Santiam School District, Superintendent, 503.769.2171

Jesuit High School, New Science Building and Administration Renovation, Portland, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$5.4 million, 18,000-SF, LEED Gold certified new two-story building for science classrooms with security upgrades in an existing private high school. Once the new science building was complete, work began on remodeling the former science building into administration offices. Work was completed on an occupied site.

Cost: \$5.4 million; **Dates:** June 2010 - April 2011 **Reference:** Ken Foley, Jesuit High School, Director of Finance, 503.292.2663

Parkrose School District, Shaver Elementary School, Portland, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$1 million, 42,000-SF elementary infrastructure and flooring upgrade project. Scope of work included new security, asbestos abatement, MEP upgrades, roof replacement and updated technology for classrooms, media center and security system.

Cost: \$1 million; **Dates:** June 2012 - August 2012 **Reference:** Mary Larson, Parkrose School District, Director of Business Services, 503.408.2103

Nike, Inc., Greystone Tenant Improvement, Beaverton, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$3.9 million, 70,000-SF, three-story renovation of the existing Greystone I Building. Work included installation of new security, interior finishes, entry staircase, restrooms, flooring and polished concrete. Scope also included new design-build mechanical, plumbing, electrical and fire suppression systems.

Cost: \$3.9 million; **Dates:** June 2013 - January 2014 **Reference:** Lori Hays, OHSU, Former Project Manager at Nike, 503.418.2746

Tony Matteson Superintendent



Tony is located onsite full-time during the construction phase and responsible for onsite activities. He supervises, sequences, coordinates and monitors all work to ensure that it is completed to the highest quality standards. Tony manages the day-to-day efforts of the subcontractor field staff to include all subcontractor meetings and pre-task planning. Also, he assumes a role in the preconstruction phase providing input and direction in the constructability reviews, logistics and safety planning. Tony ensures the jobsite is safe, clean and secure.

24 years in industry

24 years with Skanska

Willamette University B.S., Environmental Science

CPR and First Aid Training

Injury-Free Environment[®] (IFE) Training

ISO 14001 Training

OSHA 30

North Santiam School District, Stayton Elementary School/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, OR

(Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$6.7 million, 68,000-SF addition and renovation for the Stayton Elementary School and Sublimity School. Renovations included, new security, seismic upgrades, mechanical upgrades and ADA upgrades.

Cost: \$6.7 million; **Dates:** May 2014 - December 2014 **Reference:** Andy Gardner, North Santiam School District, Superintendent, 503.769.2171

Parkrose School District, Shaver Elementary School, Portland, OR

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Cost: \$1 million; **Dates:** June 2012 - August 2012 **Reference:** Mary Larson, Parkrose School District, Director of Business Services, 503.408.2103

Nike, Inc., Greystone Tenant Improvement, Beaverton, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$3.9 million, 70,000-SF, three-story renovation of the existing Greystone I Building. Work included installation of new security, interior finishes, entry staircase, restrooms, flooring and polished concrete. Scope also included new design-build mechanical, plumbing, electrical and fire suppression systems.

Cost: \$3.9 million; **Dates:** June 2013 - January 2014 **Reference:** Lori Hays, OHSU, Former Project Manager at Nike, 503.418.2746

Schnitzer Steel Industries, Schnitzer Security Upgrades, Portland, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$150,000 security upgrades for a national steel company in an occupied class A office space. Included electrical, security camera, video monitoring, sensors, strobes, (all tied into the existing infrastructure), steel, glazing, finish carpentry and painting.

Cost: \$3 million; Dates: March 2013 - July 2013 Reference: Karma McDowell, Schnitzer Steel Industries, Office Manager, 503.224.9900

Phil Carter Project Executive



Phil provides direct management oversight for the project team. He provides continuity from preconstruction through the entire construction phase and ensures the appropriate resources are available for the project. He takes an active role in key milestone events in the preconstruction phase to include the partnering session, GMP development, value engineering, constructability and schedule reviews. Phil oversees construction and leverages his experience and expertise to ensure the project remains on schedule and within budget.

34 years in industry

19 years with Skanska

University of Nevada Reno B.S., Civil Engineering

OSHA 10

Sherwood School District, Sherwood High School Renovation and Addition, Sherwood, OR (Card Readers) \$33.5 million, 103,500-SF multi-phase renovation of a high school. Among the areas renovated or expanded were the general classroom areas, music department and industrial arts areas as well as the kitchen, gym, locker rooms and library. Throughout the facility cosmetic upgrades were performed while the commons was renovated following a roof structure bump-up.

Cost: \$33.5 million; Dates: May 2007 - December 2008 Reference: Dan Jamison, Sherwood School District, Former Superintendent, 503.542.4325

Sherwood School District, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR (Card Readers) \$38.6 million, 160,000-SF new school facility features separate facilities for elementary and middle school students, with shared common spaces, built on a 29.5-acre site. The school can accommodate up to 1,100 students, and features large windows to take advantage of natural lighting and polished concrete floors. Work on the project included offsite improvements such as sewer and water line improvements. The project achieved LEED Gold certification.

Cost: \$38.6 million; **Dates:** September 2007 - June 2009 **Reference:** Dan Jamison, Sherwood School District, Former Superintendent, 503.542.4325

Confidential High Tech Client, Confidential Project, Hillsboro, OR

(Card Readers, Turnstile, Campus-Wide Access Control System)103,120-SF conversion and upgrade to an existing fab. The project includes major upgrades to the PCW, OFA, EXAM and VOC systems. The conversion project also includes the construction of two expansion areas for the HFW and UPW systems. The project was completed on an active campus within an operating facility.

Cost: Confidential **Dates:** March 2011 - November 2012 **Reference:** Confidential

Portland Public Schools, Franklin High School Renovation, Portland, OR

\$88 million, 287,000-SF renovation project includes approximately 136,000-SF of new construction and 143,000-SF of renovation of existing buildings. Originally constructed in phases in 1915, portions of Franklin High School have been deemed historically significant. The project is seeking LEED Silver certification.

Cost: \$88 million; **Dates:** June 2015 - July 2017 **Reference:** Ken Fisher, Portland Public Schools, Program Manager, 503.916.3579

Jennifer McMullen Vice President Environmental Health and Safety



Jennifer has a masters in Engineering and drives results-oriented environmental, health and safety (EHS) initiatives, offering over 15 years of industry experience, implementing strategic improvement initiatives throughout diverse work environments. She is a focused program manager with proven ability to lead cross functional teams, driving elegant solutions to complex opportunities. Leverages in-depth knowledge of safety trends and risk assessment methods to offer valuable insights on advancing EHS program health.

20 years in industry

2 years with Skanska

University of

Tennessee M.S., Industrial Engineering (Ergonomics/Human Factors Engineering)

University of Tennessee

B.S., Mechanical Engineering (Biomedical Engineering concentration)

Ergonomics

First Aid/CPR

IFE Orientation

OSHA 510

Supervisory Skills Training

Beaverton School District, New Beaverton Middle School, Beaverton, OR

(Card Readers, Cameras, Security Doors, Impact Glass, New Security Entrance) \$51 million, 166,000-SF new middle school built to house 1,100 students. The school will be a two-story structure comprised of structural concrete, steel framing, and precast concrete panels. Security features include card key access, interior and exterior cameras, window shade security, hallways security grills, impact glass at the entry and intrusion detection doors.

Cost: \$51 million; **Dates:** May 2015 - July 2016 **Reference:** Scott Johnson, Beaverton School District, Project Manager, 503.591.4552

Confidential High Tech Client, Confidential Project, Hillsboro, OR

(Card Readers, Security Doors, New/Reconfigured Reception Areas) Project consists of major additions and renovations to basebuild, bulk gas and chemical systems, and clean room flex areas. Significant projects included a new 480v. electrical substation addition and capacity upgrades to the VOC exhaust systems. Scope also included card readers, security doors and a reconfigured reception area. Work was performed while factory manufacturing operations were occurring.

Cost: Confidential **Dates:** February 2013 - September 2016 **Reference:** Confidential

IBM, Silicon Valley Remodel, San Jose, CA

(Card Readers, Security Doors) \$23.8 million, 200,000-SF major renovation of four, four-story towers on an active campus. Work involved installation of new security, new exhaust fans, MEP upgrades, and new high end finish work.

Cost: \$23.8 million; Dates: January 2014 - January 2016 Reference: Dan Bell, IBM, Manager, 408.515.6847

Confidential Client, Confidential Project, , Los Angeles, CA

(Card Readers, Security Doors) This project included installation of a new HVAC system within the existing compounding area. Major plant renovations throughout the facility involved renovations to existing departments as well as the construction of new buildings on campus to modernize the facility. All work took place while the plant remained fully operational.

Cost: Confidential; **Dates:** October 2014 - December 2016 **Reference:** Confidential

Tim Baugus, LEED AP Account Manager



As one of Oregon's true K-12 construction leaders, and a conscientious steward of public funds, Tim takes great care to ensure his clients are thoroughly satisfied throughout his projects. His extensive relationships with subcontractors and suppliers throughout the Northwest make him an invaluable resource for the team.

31 years in industry

27 years with Skanska

Arizona State University B.S., Construction Management North Santiam School District, Stayton Elementary School/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, OR

(Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$6.7 million, 68,000-SF addition and renovation for the Stayton Elementary School and Sublimity School. Renovations included, new security, seismic upgrades, mechanical upgrades and ADA upgrades.

Cost: \$6.7 million; **Dates:** May 2014 - December 2014 **Reference:** Andy Gardner, North Santiam School District, Superintendent, 503.769.2171

Parkrose School District, Shaver Elementary School, Portland, OR

(Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$1 million, 42,000-SF elementary infrastructure and flooring upgrade project. Scope of work included new security, asbestos abatement, MEP upgrades, roof replacement and updated technology for classrooms, media center and security system.

Cost: \$1 million; **Dates:** June 2012 - August 2012 **Reference:** Mary Larson, Parkrose School District, Director of Business Services, 503.408.2103

North Santiam School District, Stayton High School Renovation and Addition, Stayton, OR (Card Readers) \$7.5 million project includes repair/replace the existing west/east parking lots and bus loop, addition and renovation to the girls locker room. The 180,000-SF renovations included improvements to the science lab area, main office, seismic upgrade and mechanical upgrade. The 10,000-SF addition replaces the auditorium. Most renovation work was completed during the summer months to avoid disrupting the students.

Cost: \$7.5 million; **Dates:** May 2014 - December 2014 **Reference:** Andy Gardner, North Santiam School District, Superintendent, 503.769.2171

Sherwood School District, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR (Card Readers) \$38.6 million, 160,000-SF new school facility features separate facilities for elementary and middle school students, with shared common spaces, built on a 29.5-acre site. The school can accommodate up to 1,100 students, and features large windows to take advantage of natural lighting and polished concrete floors. Work on the project included offsite improvements such as sewer and water line improvements. The project achieved LEED Gold certification.

Cost: \$38.6 million; **Dates:** September 2007 - June 2009 **Reference:** Dan Jamison, Sherwood School District, Former Superintendent, 503.542.4325

Steve Clem, LEED AP, BD+C Vice President Preconstruction



Steve is the Vice President of Preconstruction for Skanska's Oregon office, and is personally involved in the cost estimating, GMP development, value engineering, and constructability review efforts for every project the office undertakes. He works closely with the construction team to develop the bid packages and determine best value recommendations. As a project manager for Skanska, Steve was involved in many different kinds of projects, from healthcare to office facilities, and has carried that knowledge to his current role.

19 years in industry

19 years with Skanska

University of Puget Sound B.S., Physics

University of Oregon M.S., Graduate Studies Physics

LEED AP BD+C

LFA - Living Future Accredited

OSHA 10

SAVE International Associate Value Specialist

USGBC, Cascadia Chapter USGBC Member

Member, Living Future Institute Member North Santiam School District, Stayton Elementary School/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, OR (Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns)

\$6.7 million, 68,000-SF addition and renovation for the Stayton Elementary School and Sublimity School. Renovations included, new security, seismic upgrades, mechanical upgrades and ADA upgrades.

Cost: \$6.7 million; **Dates:** May 2014 - December 2014 **Reference:** Andy Gardner, North Santiam School District, Superintendent, 503.769.2171

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Cost: \$5.4 million; **Dates:** June 2010 - April 2011 **Reference:** Ken Foley, Jesuit High School, Director of Finance, 503.292.2663

Parkrose School District, Shaver Elementary School, Portland, OR (Card Readers, Security Doors, Security Cameras, New and Reconfigured Entries, Added Access Control for Lockdowns) \$1 million, 42,000-SF elementary infrastructure and flooring upgrade project. Scope of work included new security, asbestos abatement, MEP upgrades, roof replacement and updated technology for classrooms, media center and security system.

Cost: \$1 million; **Dates:** June 2012 - August 2012 **Reference:** Mary Larson, Parkrose School District, Director of Business Services, 503.408.2103

Nike, Inc., Greystone Tenant Improvement, Beaverton, OR

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Cost: \$3.9 million; **Dates:** June 2013 - January 2014 **Reference:** Lori Hays, OHSU, Former Project Manager at Nike, 503.418.2746



3.2.2.3 Cost Management

SKANSKA

3.2.2.3 Cost Management

A. Approach to Cost Estimating and Value Engineering

Skanska has worked with multiple school districts across the state, and we understand how important it is for Reynolds School District to keep its promises to the community. We will help you uphold your commitment for what will be built, but also when it will be completed and how much it will cost. We are experts at helping school districts build successfully, and, as your partner, we will partner with you to make sure the commitments made to the community through the Bond Campaign are kept.

We know the project budget cannot exceed the dollars available. We also know that you need to have confidence in the budgets you receive from your CM/GC so you can make good decisions. Skanska's in-house multidisciplinary preconstruction Estimating Services Group allows us to provide unmatched, accurate budgets early on. This group has extensive experience in engineering, architecture, mechanical and electrical systems, construction and procurement. All of our estimating is done in-house. We limit subcontractor involvement to certain major trades in the early stages of preconstruction, and involve these trades more as we approach the development of the GMP.

Preconstruction Methodology

Successful preconstruction starts with good communication and partnership. To facilitate communication, Skanska will develop a plan for the construction of the project. This plan is called the Project Execution Plan (PEP) and becomes the road map for project success. Once the PEP is approved by all team members (Reynolds School District, Day CPM, BLRB Architects and Skanska) the preconstruction processes can begin in earnest.

The services we will provide include:

 Detailed Estimates - Skanska will perform a detailed review of the design, including a complete detailed in-house estimate and a detailed narrative stating what the basis of the estimate is. This detailed information is reviewed and scrutinized by the team (Skanska, Reynolds School District, Day CPM and BLRB) and required revisions will be incorporated to provide a strong control estimate. This collaborative approach ensures we have a complete and consistent scope aligning with the budget and competitive pricing. • Value Engineering - On public projects such as the Secure Entrances project, we work hard to build facilities the community will take pride in while spending the public dollars wisely. Our extensive experience on school projects has reinforced the importance of working with multiple stakeholders, from board members to facilities personnel to the community at large.

Part of delivering the best value is weighing "first costs" against "life cycle costs." We will not present ideas that cut costs up front and leave the District with expensive maintenance or replacement costs down the road. In addition, we will never stop value engineering on your project. Skanska's company culture and reputation is based on client satisfaction, and our open-book value engineering process means that we will continue to return cost savings to you, even after executing the GMP.

Skanska is uniquely qualified to guarantee costs for your project because of our relevant experience with similar projects throughout the region, and coupled with our knowledge of the local construction market conditions, we will ensure an accurate and complete GMP.

Value Engineering: Ridgeview High School

As the school district's CM/GC partner and advocate on the Ridgeview High School project, we took great pride in generating solutions that cut costs while adding



value. We ground and overlaid the existing road in lieu of removal and replacement, a strategy that supported the client's sustainability goals while saving \$90,000. Additionally, Skanska brought a structural solution to the table that met the architect's goals, maximized the schedule, employed local workers and benefited the project's bottom line. By integrating tilt-up concrete construction into the heart of the design, we were able to bring savings to the school district well in excess of \$1 million.

B. Cost Tracking

At the forefront of our cost accounting efforts is a simple philosophy:

Our operations are always transparent and open book.

Our books are always open to the District, throughout the life of the project and beyond. To facilitate this, we will do the following:

- Provide monthly reports highlighting the project milestones, cost data, and schedule report
- Hold weekly cost review meeting at owner, architect, contractor meeting
- Review subcontractor bids and Skanska's recommendation with the District prior to releasing subcontractors and suppliers.

We utilize Prolog software to track and report on all project information and JD Edwards for cost reporting. Up-to-theminute information in custom reports will be available at any time through our secure Secure Entrances project teamsite.

Budget Control Process - Skanska utilizes a budget management process known as Preconstruction Cost Event System or PCE. Once the control budget is established by the team, all subsequent drawings and specifications will be measured against this control budget to identify conformance or variance. We will be in constant communication with BLRB as the drawings and specs are developed to give the team real-time budget feedback for revisions to the scope required (or requested) as the design develops. Each revision will be analyzed for cost and schedule impact and communicated to the team. All revisions from the control budget will be tracked for decision by Reynolds School District and Day CPM regarding whether the change will be incorporated into the project.

C. Contingency

Protecting the budget is a business fundamental. Contingency is an important aspect of the CM/GC process and is managed by the collective team in an open-book environment. For the Secure Entrances project, we recommend three types of contingency that are managed through the preconstruction and construction process:

- CM/GC estimating contingency
- CM/GC construction contingency
- Owner contingency.

These contingency amounts are established by the team based on the development of the design at each stage of the project. As the project scope narrows down to the final design and the GMP is established, the contingencies will be reduced to an amount the team feels is appropriate to carry forward to avoid budget challenges.

Skanska will provide Reynolds School District and Day CPM with an accounting of the portion of the CM/GC contingency that the contractor intends to use. During construction, Skanska will inform the District of contingency status at regular project meetings so that a clear sense of issues can be understood.

Reducing Contingencies

The planned contingencies will be reduced methodically during preconstruction as more is known about the project and as risks are mitigated. During construction, unused CM/GC construction contingency can be reduced and returned to the District but only after all significant potential exposure issues have been identified and resolved. For this type of project, we recommend that these decisions be made with a conservative mindset. All contingency reduction discussions will be team decisions and will be discussed openly.

D. Documenting the GMP

The GMP will be developed listing all the components of the documents, which can be sorted in CSI format for ease of tracking. A list of qualifications and clarifications will also be included to help define areas of ambiguity. Once the GMP has been reviewed and agreed upon, it will be used as the base line for the project. As scope changes arise, typically the only changes that result in a change order are areas where the owner elects to add to the scope of the project or delete scope which should be easily determined based on this breakdown and the contract documents.

Continuing Value Engineering After the GMP:

Sherwood
 Elementary and
 Middle School

After the GMP was established on the Edy Ridge Elementary and Laurel Ridge Middle School

projects, Skanska's team led efforts to save Sherwood School District additional savings through the following suggestions:

- Changing air handler models
- Using an alternate sheathing product
- Raising the ball fields using excess on-site topsoil rather than exporting the material

All told, Skanska's value engineering efforts saved the District \$540,000.

E. Past Performance

In the last five years, our local Oregon office has completed more than 100 CM/GC projects, most of which had a GMP. Through the CM/GC process and GMP development, our teams are extremely successful at helping the owner and architect get the best value and most program utilizing our thorough value engineering and constructability reviews. Below are some of our featured projects that are CM/GC.

Past Performance on CM/GC Proje	cts				
Project	Client	Completion	GMP	Change Orders	Contact
Crestline Elementary School Replacement	Evergreen School District	7/14/14	\$15,036,883	\$236,776 (owner scope changes)	Sue Steinbrenner (360) 604-4081
Stayton Elementary School/Middle School and Sublimity Schools Renovations	North Santiam School District	12/19/2014	\$6,716,526	\$ 536,239 (owner scope changes)	Andy Gardner (503) 769-2171
Shaver Elementary School Renovation	Parkrose School District	8/24/2012	\$1,023,089	\$125,089 (owner scope changes)	Mary Larson (503) 408-2103
Boiler Retrofit	Portland Public Schools	10/16/2012	\$7,019,707	-\$784,075 (returned savings)	Patrick LeBoeuf (503) 916-3072
Philomath High School Expansion and Renovation	Philomath School District	9/10/2012	\$20,190,643	\$445,175 (owner scope changes)	Dan Forbess (541) 929-3169
PeaceHarbor CUP	PeaceHealth	3/31/2014	\$3,865,881	-\$122,668 (returned savings)	Scott Tang (360) 729.1000
Ridgeview High School	Redmond School District	2/29/2012	\$61,800,000	\$1,259,897 (owner scope changes)	Jerry Milstead (541) 306-0844
New Science Building and Administration Renovation	Jesuit High School	4/01/2011	\$4,398,199	\$6,922 (owner scope changes)	Ken Foley (503) 292-2663



Reynolds School District - 3.2.2.3 Cost Management Page 21



3.2.2.4 Schedule, Quality, Safety

3.2.2.4 Schedule/Quality/Safety

A. Approach to Managing Schedule

Skanska understands that during summer school renovation projects time is of the essence. Our scheduling process will include input from the District, DAY CPM and BLRB Architects to ensure we pick the most efficient path forward. Our goal is to collaboratively determine the best options to meet the project goals.

On the following page you will find our summary construction schedule that identifies the long-lead items and the critical path to complete the project. The team will decide which long-lead items will be ordered during the preconstruction phase and if there are areas of work that we can start as a night shift before school is ended for the summer. To maintain safety, we will orchestrate phasing so construction activities are kept separate from the public and the students.

Once construction begins, Tony Matteson will manage the schedule with support from the team. Using Primavera P6, the team will detail each project activity within the schedule and then track each activity throughout construction. This allows us to monitor every detail on a daily basis and identify if any one item is impacting the overall schedule. This master schedule also tracks critical material and equipment procurement activities to ensure that those items arrive as required.

Schedule Risks

Elements of the project that could put the schedule at risk include:

- Delays of early procurement or progress design packages work will need to be released immediately
- Delay of approved complete drawings work will need to be released immediately to meet the schedule
- A busy market long-lead materials will need to be purchased as soon as possible which means shop drawings will need to be turned around very quickly
- Work force/trades are very busy multiple schools at same time may require subs to use multiple personnel to complete work on time.

Schedule Tools/Reports

We utilize Primavera P6 scheduling software. During the preconstruction, we update the schedule weekly to ensure we are making progress and make adjustments to stay on track. During construction, the schedule is updated daily and reported to the OAC team weekly within our OAC meetings. We provide a three week look ahead schedule to show the team a snap shot of the upcoming tasks. Daily reports are also completed by Tony Matteson documenting who was onsite/quantity of crafts people, what they did that day, schedule risks, deliveries and safety reporting. Monthly, we provide a report of the entire project, budget, schedule, progress photos, long-lead material tracking, quality tracking project highlights for the month, and critical issues.

Several of our scheduling formats are detailed below:

- Executive Summarizes key elements and used at a high level to share progress.
- Milestone Developed during preconstruction and used to communicate our management plan. Key elements include design deliverables, pre-proposal meetings, permit submission, cost estimates, GMP, stakeholder interface, utility switch over, bid packages, start dates, commissioning and important phase shifts. Because of the condensed schedule of this project, these milestone dates may only be days apart.
- Three-Week Look Ahead The project schedule is supported by a three-week "look ahead" schedule, used daily to measure our success. These schedules allow us to break the project into smaller pieces to communicate and manage daily activities at the foreman level. Foremen tend to focus on what they need today and not where they will be next month. This detailed planning tool is both used and useful to them.

Skanska utilizes Primavera's scheduling suite to plan, schedule and organize project activities.

The benefit is: accurate schedule information and reports to ensure all parties on

this project are in full understanding of design development durations, submittal due dates, material procurement times and construction trade sequencing.



RSD - Secure E	Entrances Upgrades				Print Date: 27-Apr-16, Data Date: 25-Apr-16
Activity ID	Activity Name	Dur St	art	Finish	2016 2017 2018 2019 2020
RSD - Secu	re Entrances Upgrades	593 11	-May-16	18-Sep-18	
Executive S	ummary	549 14	-Jul-16	18-Sep-18	18-Sep-18, Executive Summary
2016 Work		49 14	-Jul-16 2	21-Sep-16	21-Sep-16, 2016 Work
EXE100	2016 Work - Start Construction	0 14	t-Jul-16*		◆ 2016 Work - Start Construction
EXE110	2016 Work - Substantial Completion	0	5	07-Sep-16*	◆ 2016 Work - Substantial Completion
EXE120	2016 Work - Final Completion	0		21-Sep-16*	◆ 2016 Work - Final Completion
2017 Work		67 15	5-Jun-17	19-Sep-17	19-Sep-17, 2017 Work
EXE130	2017 Work - Start Construction	0 15	5-Jun-17*		
EXE140	2017 Work - Substantial Completion	0		05-Sep-17*	◆ 2017 Work - Substantial Completion
EXE150	2017 Work - Final Completion	0		19-Sep-17*	♦ 2017 Work - Final Completion
2018 Work		67 14	+-Jun-18	18-Sep-18	T18-Sep-18, 2018 Work
EXE160	2018 Work - Start Construction	0 14	t-Jun-18*		◆ 2018 Work - Start Construction
EXE170	2018 Work - Substantial Completion	0		04-Sep-18*	
EXE180	2018 Work - Final Completion	0	,-	18-Sep-18*	◆ 2018 Work - Final Completion
Preconstruc	stion	537 11	-May-16	28-Jun-18	28-Juh-18, Preconstruction
Project Award	п	502 11	-May-16 0	09-May-18	CS-May-18, Project Award
Design		83 24	I-May-16	21-Sep-16	21-Sep-16, Désign
Project Perm	itting	507 08	8-Jun-16	13-Jun-18	13-Juni; 18, Project Permitting
Subcontracto	r Buyout	497 25	5-May-16	16-May-18	Mentactor Buyout
Critical Mater	ial & Equipment Procurement	518 08	8-Jun-16 2	28-Jun-18	28-Jun-18, Critical Material & Equipment Procurement
Constructio	u.	534 14	t-Jul-16	27-Aug-18	27-Aug-18, Construction
2016 Work		36 14	I-Jul-16	01-Sep-16	1-Sep-16, 2016 Work
Sweetbriar El	ementary	36 14	4-Jul-16	01-Sep-16	VIII 01-Sep-16, Sweetbriar Elementary
Salish Ponds	Elementary	25 14	4-Jul-16	17-Aug-16	Ti -Aug-16, Salish Ponds Elementary
Reynolds Mid	dle School	36 14	4-Jul-16 (01-Sep-16	VIII 01-Sep-16, Reynolds Middle School
2017 Work			6-Jun-17	28-Aug-17	28-Aug-17, 2017 Work
Glenfair Elem	entary	52 15	5-Jun-17	28-Aug-17	28-Aug-17, Glenfair Elementary:
Alder Elemen	tary	43 15	5-Jun-17	15-Aug-17	15-Aug-17, Alder Elementary
Hartley Eleme	entary	47 15	5-Jun-17	21-Aug-17	21 - Aug-17, Hartley Elementary
Margaret - Sc	ott Elementary	51 15	5-Jun-17	25-Aug-17	Z5-Aug-17, Margaret - Scott Elementary
Davis Elemen	tary	51 15	5-Jun-17	25-Aug-17	25-Aug-17, Davis Elementary
Woodland - E	elementary	51 15	5-Jun-17	25-Aug-17	25-Aug-17, Woodland - Elementary
Walt Morey E	lementary	50 15	5-Jun-17	24-Aug-17	24-Aug-17, WattiMorey Elementary
HB Lee - Elen	nentary	51 15	-Jun-17	25-Aug-17	
2018 Work		52 14	4-Jun-18	27-Aug-18	27-Aug-18, 2018 Work
RLA West		52 14	4-Jun-18 2	27-Aug-18	27-Aug-18, RLAWest
Edgefield Can	sndu	52 14	4-Jun-18	27-Aug-18	27-Aug-18, Edgefield Campus
Project Clos	seout	513 02	2-Sep-16	18-Sep-18	 ▲ 18. Project Closeout
2016 Work		13 02	2-Sep-16	21-Sep-16	▼ 21-Sep-16, 2016 Work
2017 Work		15 29	9-Aug-17	19-Sep-17	19-Sep-17, 2017 Work
2018 Work		15 28	3-Aug-18	18-Sep-18	1 8-Sep-18, 2018 Work
Actui Remi	al Work Critical Remaining Worl aining Work A Milestone		Sun	nmary	Page 1 of 1 SKANSKA

B. Labor and Material Availability

We are in a competitive market and this creates labor shortages and causes prices to increases. We will be competing for interest in our project amongst local subcontractors. **To make our project attractive to the market we will us the following techniques:**

- Leverage our long relationship with subcontractors and entice them to bid
- Ensure that the specifications are written to foster an open and competitive bid market
- Draw from our depth of resources and database to generate a comprehensive bidders list and provide a variety of bids in each category to help drive costs down
- Provide strong design documents to reduce the bidding risk
- Develop an efficient project approach so the subcontractors can work productively
- Monitor the subs health and workload to make sure they can complete the project
- Leverage underutilized subcontractors including our MWESB partners to provide opportunities to bid.

One challenge for the Secure Entrances project is having an adequate number of craft workers for the first summer that have passed the background check with the Oregon Department of Education. We started this process with our key team members and have a list of sub-contractors that have recently worked at the Reynolds School District. Skanska has an adequate number of craft workers and will submit bids to Reynolds for the work which will help maintain the project budget.

Skanska regularly tracks material availability and pricing so that we are aware of any challenge for our projects. Current material escalation is fairly flat and not contributing substaintially to the current pricing escalation. We are seeing lead times increase for some products such as glass and glazing, doors and hardware as well as metal panels. The team will need to select these items soon after awarding the CM/GC and allow Skanska to pre-order the material in order to avoid impact from these items to the schedule.

Subcontractors: Notifications with DocuPro

We currently have more than 1,000 subcontractors in Oregon that are prequalified in our database. We utilize DocuProTM to send alerts concerning bid notices, plans, specs and other updates to qualified subcontractors. All information is stored in our online plan room to provide easy access for interested bidders.

DODGE DocuPro

Project	Number	Portal	Bid Due Date	Description	Project Type	Status	Create Date	Release Date	Expire Date
Boeing Fire Pump House		01-Skanska USA		Boeing Fire Pump House	Other	Active			
3CL DV Central Plant Upgrades		01-Skanska USA		JOL DV Central Plant Upgrades	Health Care	Active			
Banner Lassen AHU and EMCC Upgrades		01-Skanska USA		Banner Lassen AHU and EMCC Upgrades	Health Care	Active			
Banner Health Ferniey		01-Skanska USA		Banner Health Femley	Health Care	Active			
John C. Lincoln Deer Valley Central Plant Upgrades Project		01-5kanska USA		John C. Lincoln Deer Valley Central Plant Upgrades Project.	Health Care	Active			
Samer Churchill 2nd Floor Finishes		01-Skanska USA		Banner Churchill	Health Care	Active			

C. Opportunities and Challenges

Schedule

Challenges:

- Compressed schedules each summer so that work is completed prior to school starting
- Summer 2016 submission of permit drawings with deferred submittals
- 2016 accelerated procurement for on-time delivery of materials for install.

Opportunities:

- Our team has extensive experience with this type of condensed schedule and will bring the right subcontractor experts to the table to execute this scope
- Skanska has a team of experienced office and field personnel to dedicate to the scalable nature of each summer's staffing and supervision needs
- Kim is currently working with the city of Gresham and is familiar with the city's permitting and inspection processes
- Kim and Tony have utilized diverse community vendors and will assign the right MWESB subcontractor to the right location ensuring success meeting the schedule during the summer rush of construction work.
- Team will share lessons learned during each summer work session and incorporate best practices for the following year.

Quality Control

Challenges:

- Escalated schedule when the schedule is rushed there can be a focus on production and an emphasis on quality
- Fast-track procurement of materials does not allow for the careful selection of quality materials; some materials of lesser quality could be more readily available to meet schedule.

Opportunities:

- Ability to inspect materials prior to arriving onsite to ensure quality
- Skanska self performs work that meets the highest standards and raises the bar on quality for both concrete work and carpentry

Safety

Challenges:

- Schools may have some activities that will require public access during construction
- Schools are in neighborhoods where families and children are present and they may be near our work sites during construction.

Opportunities:

- Skanska will define the areas of construction using physical barriers and provide wayfinding information so that the staff and the public can enter the building safely.
- Skanska will display signage in various languages noting where PPE is required

D. Quality Control Plan

Tony and Kim will manage quality during preconstruction and construction and will tailor the quality control program to meet the specific requirements for each trade on this project. Our approach to quality is to ensure that construction activities comply with the contract, design and workmanship requirements. Our experience has proven that a successful quality control program requires the following:

- Design and Constructability Reviews To prevent surprises in cost, quality or schedule, we will integrate with the architect and engineers starting with our partnering meeting. This will ensure our team accurately understands the project scope and will resolve any constructability issues before the drawings are complete.
- Submittals We will review all material and equipment submittals to ensure they comply with requirements before being submitted to the design team. This keeps the project moving forward, avoids time consuming revisions or miscommunication.

Quality Control Case Study Jesuit High School New Science Building

The Skanska team meticulously reviewed field conditions for exterior enclosure and photo documented the entire skin construction progress in order to avoid any potential leaks. This



is one of Skanska's standard inclusions in every project's quality control plan. We also paid for a third-party review of the exterior enclosure, which included both drawing reviews and field visits to ensure proper installation of window wraps and weather barriers.

- Pre-Installation Conference Before starting work, we will meet with design team members and subcontractors onsite to review project requirements, quality expectations, project documents, installation details, quality expectations, testing requirements and mock-ups.
- Follow-up Inspections Kim and Tony monitor ongoing work segments to assure continuing conformance. They periodically review work after the installation begins to confirm installation details and conformance. Nonconforming items are tracked through our QA/QC process to assure timely resolution.

iPad/Tablet for Improved Quality

The use of the iPad in the field has proved to be a great tool for quality control. With the ability to store and organize PDF files, the iPad brings all current ASIs, RFIs, drawings and specifications to the field, through a wireless connection onsite. This allows the quality control manager to always have real-time information for verifying the proper layout and installation of material.

This tool also allows quick development of deficiency lists, issuance of non-conformance reports and is vital to documenting the commissioning process from the pre-functional checklist to start-up reports and functional testing.

🥔 Project				
Project Name	Third Ave Towers			
Checklist Name:	Rough Greeling			
Project Phase	Preparation			
Cete	02/16/2009			
Autor	Peter Bilarta			
Company				
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Quality Assurance Using Technology

E. Safety Program

Our goal is simple: Our jobsites will be injury free for everyone who comes into contact with them. We will take every measure to ensure the safety of the students, staff, public and our workers while working on the Secure Entrances project.

In 1995, an approach to safety called Injury-Free Environment[®] (IFE) was born in Skanska's Oregon office, and has since spread to not only every Skanska jobsite worldwide, but also to many of our subcontractor and owner partners as well. The IFE culture centers on a single, simple belief that every injury is preventable.

In addition to IFE, for each project, Skanska will develop a sitespecific safety plan. The site-specific plan will be based on Skanska Safety and Health Management Plan (SHMP), which defines safety standards for Skanska projects. Our SHMP reflects the construction industry's highest safety standards.

Skanska has held an annual Safety Week, the world's largest workplace safety initiative organized by a company for the past ten years. In 2013, Skanska reached out to competitors because we believe the best safety practices are for everyone and would like to help other companies eliminate all injuries. Skanska and 30 other construction firms came together May 4-10, 2014, for the first industry-wide Safety Week.

Skanska Safety: Injury Free Environment

Safety is a top priority for Skanska, and this team has proven our commitment to safe construction on busy campuses. With our superior safety track record on active sites, you can rest assured that your students, staff, the public and our workers will be safe during our work.

The key element of our Injury-Free Environment (IFE) culture is empowering every worker to halt unsafe work practices wherever and whenever they occur. Skanska's goal is a mindset where the worker understands that "All injuries are preventable, and no injuries are acceptable!"



Safety Training and Audits

For safety practices to be effective, they must be communicated to all craft working on site. Skanska provides specific employee site safety and logistics orientations. This training is comprehensive, effective and includes jobsite clean-up practices. Employees are required to sign for their attendance and acknowledgment they understand the stringent safety, security, and protection requirements demanded by our project team.

We will also hold regular site safety inspections and audits by the project manager, superintendent, corporate safety office, and other staff. Daily inspections will be completed by Skanska personnel and our partner subcontractors. All inspections are documented on the work site and specific direction is provided and any violations must be fixed within 24 hours.



Jobsite Safety Training

Employee and Subcontractor Accountability

One of the principals of IFE is that everyone is responsible for safety on the jobsite. Everyone has the ability and authority to stop an unsafe act. From bid packages to our first preconstruction meeting and throughout the project with the subcontractors, our safety culture is presented so that everyone is on the same page going into a project. That being said, we hold a high standard for safety on our jobsites, we hold a zero tolerance policy for exposure to falls over 6' without proper planning and safety gear. We also hold a three strikes and you're out policy for multiple warnings regarding safety issues. The culture that we share with our subcontractors is a positive one that fosters empowerment and partnership in regards to safety that leads to successful zero injury projects.

Company EMR

Skanska is acknowledged throughout the nation as a leader in safety, sustainable construction and high-quality performance. Our Injury-Free Environment culture has enabled us to achieve one of the industry's lowest Experience Modification Rates (EMR). At 0.60, our EMR is one of the lowest in the nation. Our EMR rate was 0.58 in 2014 and 0.60 in 2015.



3.2.2.5 Local Market, MWESB and Community

SKANSKA

3.2.2.5 Local/MWESBE/Community

A. Local Knowledge and Participation

Skanska has been working in Multnomah County for 29 years. In the last 15 years our office has built over fifty K-12 projects with twenty school districts in Oregon and Southwest Washington. These schools total over more than \$500 million to our communities to enhance learning environments for our children. Additionally, Skanska has worked in the City of Fairview metro area and we have relationships built with the local subcontractors and community. One of our local projects is the Fairview Target.

Our subcontractor partners count on us to run our projects responsibly and trust that they will be successful on our projects. For this reason they are able to provide us the best pricing in the market and this savings is passed on to our clients. On the Reynolds Security Upgrades projects, RSD will benefit from our relationships with subcontractors through increased competition and fair competitive pricing.

We work as an integrated and collaborative team with our clients, construction management firms, architect partners, permitting officials, subcontractors and the community.

Skanska celebrates diversity in the local communities we serve, and we recognize differences among us as strengths and assets. We strive to build working relationships that will positively impact the community and businesses for years to come.



B. MWESB Firms

Skanska Partnered MWESB Firms

Below is a list of State of Oregon certified businesses we have partnered or subcontracted with in the last two years.

African American Owned Enterprise

Final Touch NW Tinman Enterprises

Owned Enterprise

Green Art Landscape

Construction Inc

Asian-Indian American Owned Enterprise

I Ten Associates Inc

Jet Medical Center LLC

Emerging Small Business

Bridgeway Contracting LLC

Cascade Tower & Rigging Inc

Crossfire Sprinkles Company Inc

Crown Fire Systems Inc

Diverse Works Inc

Klinger Masonry Inc

L J Pearson Construction Inc

Madden & Baughman Engineering Inc

Pagh Custom Woodworking Inc

Portland Coatings Inc

Hispanic Owned Enterprise

Crestview Construction Inc

Zavala Corporation

Minority Business Enterprise

Generation Plastering LLC High Tech Crating In Quality Erectors & Construction Inc SBM Management Services LP

urtle Mountain

Construction Waco Scaffold & Equipment Co Inc

Native American Owned Enterprise

Apollo Mechanical Construction

Paul M Wolff Co

WE Given Contracting Inc

Service-Disabled Veteran Owned Business

Atez Inc Small Business

A2 Fabrication Inc

Anderson Environmental Contract

Art Cortez Construction Inc

Baxter Builders LLC

Glass

Cash's Drapery Inc

Dannials Comparation

Edge Construction

Supply

Co Inc

Faison Construction

Green Team Cleaning Huser Integrated

Technologies LLC

Innovative Metal Design Inc Laboratory Design & Construction Inc Lauzon Contracting LLC M Brown Industries LLC Madras Sanitary Service

NW Construction

Inc Pacific Fire Systems

LLC Renegade Sports

Renegade Sports Surfacing Inc

Rodd Hansen Architec

LLC

SRM Architecture 8

Stryker Constructio

Inc Sunburst Fabrications

Vancouver Paving Co

Wallace Group Inc

Western Rebar Inc

Small Disadvantaged Business

Buffalo Welding Inc

Dirt & Aggregate Interchange Inc

Veteran Owned Business

Adventures in Advertising

Air Systems Sales & Rentals

All American Fire Protection Inc Cleaning & Restoration Supply Coastwide Ready Mix Co Concrete Inspection Services Inc Creative Ceilings Inc Current Electrical Construction Company Galaxy Audio Visual LLC Harris Rebar Columbia Basin Inc Jackle Signs Metro Mechanical Systems LLC MultiCraft Plastics Oversite Images Racht Solid Validation Rose City Stamp Satellite Shelters Inc Women Owned Enterprise AK LTD Advanced Metal Systems Inc Allsource Construction Supply Inc BC Installation Inc

Building Materials Specialties

Caughlin's Commercial Floorcovering Inc

Central Oregon Heating & Cooling Inc

Buds Expert Tree Car

Chick of All Trades Cochran Inc

Cochran Technologies Inc

Cox Fire Protection Inc

Ductz of Greater Portland Gibson Door Inc Protection Co Life Rax Company Little John's Portable Toilets Inc Cơ Inc Parrish Excavating Inc We Cut Concrete Inc

Increasing Diverse Business Participation

We have an effective and long-standing diversity and inclusion plan that goes far beyond individual project goals. In 2015, Skanska utilized over 100 diverse firms equaling roughly \$43 million in business. Our subcontractors trust us because we help them build capacity and they know diversity is a mainstay of our business model. It is because of this trust that we are best positioned to outperform on the recruitment of diverse businesses.

Skanska's formalized outreach efforts in Portland are led by our Diversity Manager Mel Jones, who builds relationships with local MWESB subcontractors/suppliers by hosting events, providing learning opportunities and partnering with influential groups such as OAME, NAMC, and OTW.

Oregon Certification Day



Most recently, Skanska organized the first Oregon Regional Certification Day. This event, held in March 2016, gathered agencies such as State of Oregon CoBID, OMWBE, ASTRA, SBA, GCAP, and ODOT together in one room to provide subcontractors with information on minority business certifications. Subcontractors could obtain information on the certification process and those with documentation ready were certified that day.

Skanska and other general contractors were also present and available to pre-qualify subcontractors on the spot. With 75 firms in attendance, the event was a success, and participants were excited by the opportunity to ease an often confusing system. Going forward, this event will occur twice yearly along with a Washington Certification Day. The relationships gained through our team's outreach have led to the development of an internal BOOST program. Headed by our Diversity Committee, this free, ten-week course is designed to give MWESB subcontractors and suppliers the tools necessary to bid on and successfully complete projects.

In our BOOST program, we have developed a list of common issues that arise while working with under-utilized subcontractors, and created a system for eliminating these issues through training. Specifically, this curriculum focuses on the insurance bonding, blueprint reading, estimating, bidding, contracts, construction accounting, scheduling, project execution, LEED/sustainability and project closeout.

Our diversity program extends from high school and college ACE (Architects, Contractors and Engineers) outreach programs to our Construction Management Acceleration Program (CMAP) training courses that target under-utilized businesses.

Subcontractor Selection Process

Our team uses the following steps to package sub-bids in order to maximize MWESB participation:

- Create maximized list of project-specific candidates from MWESB Databases: Skanska's in-house database, City of Portland, Hoovers, State of Oregon and OAME and NAMCO memberships.
- Contact candidates early in the project's planning through early bid fax, announce the project at OAME and NAMCO meetings and hold Town Hall Meetings to gain project awareness.
- Contact candidates during bidding through bid fax solicitation and phone contact, advertisements in publications, including periodicals typically seen by MWESB firms like Univision and direct mail solicitation to candidates utilizing all listed outreach sources.
- Identify select "MWESB-only" scope while maintaining competitive pricing and quality.
- Promote project at a Skanska MWESB opportunity outreach.
- Hold pre-bid meetings for MWESB contractors prior to bid.
- Support MWESB contractors post construction in continuing to grow their business.

Local Trades and Suppliers

Similar to the way we attract diverse subcontractors, we are able to reach out and procure local trades and suppliers. Local business participate in many of the outreach events we do and are excited to partner with us. We engage local businesses and suppliers to reap the environmental and cost benefits for our projects. By narrowing the radius from which we pull suppliers and materials we cut down on the carbon footprint of our business.

Our selection process for small and local suppliers includes evaluating a business's backlog to ensure they can fulfill a job's requirements in this market. This important check provides financial security for both our supplier and client, ensuring the job will be completed successfully. In addition we look for opportunities for joint check agreements with suppliers, helping small trades secure better rates on materials and services. This approach allows us to pass savings on to our clients.

C. Supporting District Goals

We will help RSD progress towards your Local and Diverse Partnership Program(LDPP) goals by implementing our diversity core values across the project. We will contribute to your diverse workforce by building on our relationships with over 100 BOOST graduates to ensure the jobsite reflects the ethnic and gender make-up of the Portland Metropolitan Area. Beginning with our preconstruction meeting to jobsite orientations through construction, Skanska management will carefully and consistently monitor progress to accomplish your goals.

Your project will benefit by programs that Skanska already has in place, which place no added strain to project budgets. Some of these programs include the following:

Student/Career Technical Education

We continue our commitment to your students, so they may learn by being exposed to real world experiences:

- **Construction camp** summer trade internship for high school students.
- Project tours provide students with guided tours and the chance to interact and ask questions to construction professionals.
- **Company tours** introduce students to our different departments.
- Internships hire high school students to intern on the project. We work closely with RSD to select students for this program. This program has been used on most of our high school projects, including Ridgeview, Philomath and Redmond.
- **Job shadows** the opportunity to experience a day in the life of a construction worker.

- Panel discussions the chance to hear project team members sitting on a panel answer questions about the project and the industry.
- Leadership training leadership classes through our Skanska University that students can attend.



Mel Jones, Diversity Manager, recognized as one of "America's Top Diversity Champions" by Diversity Business Magazine

Workforce

To contribute to the RSD workforce diversity goals we will conduct our BOOST program as well as our Re-BOOST program. This program prepares subcontractors for opportunities on projects and allows them to inform us on realistic bid packaging to maximize MWESB firm opportunities. One month before bid packages are released, Re-BOOST takes our previous BOOST graduates and walks them through the project from beginning to end with the full project team. This includes break-out sessions that allow graduates to sit with project managers and firsttier contractors to discuss project opportunities. Through this collaborative analysis of the scope, we are able to realistically size the scope packages to encourage minority participation.

Faculty/Staff

We participate in a number of activities for education professionals. Skanska recently lead an inclusive leadership workshop for construction management professors to teach them about unconscious bias and how it plays out in the workforce.

Social Responsibility and Sustainability

Skanska is committed to being more than a green builder. We strive to be at the leading edge of sustainable building methods and technology, and to foster a business culture that is committed to environmental stewardship.

Skanska leads the construction and development communities in high-performance green construction and consulting services. Consistently ranked among the Top Green Contractors in the United States by Engineering News-Record magazine, Skanska has more than 110 LEED[®] registered and certified projects in the United States.

Skanska offers a comprehensive array of green building services that are tailored to meet the needs of the project and to complement the skills of the RSD and the project team.

Mentor Protégé

In combination with our BOOST program, in 2007, our office established a unique Mentor Protégé program specifically focused on accelerating growth with minority contractors.

The objectives of our program are to increase the volume of work that protégé firms are capable of winning and deliver profitably in a competitive, open-bid environment. We also seek to broaden the base of protégé firm activity, thereby increasing the volume of opportunities and creating long-term stability.

Within the Mentor Protégé program we create two teams of mentors for each protégé. An organized three-year curriculum

is delivered by meeting at least once monthly where mentoring activities include creating a business plan, building a marketing strategy, sustainability training, safety training, accounting and legal assistance. The end goal of this program is to progress protégé firms toward independence.

Partnerships for the Community

Skanska is an active participant in the following community organizations, we can bring these relationships to RSD:

- OAME Oregon Association of Minority Entrepreneurs
 Mel Jones, our diversity manager sits on the Board of Advisory for OAME.
- NAMCO National Association of Minority Contractors Oregon
- NAYA Native American Youth Alliance
- HMCC Hispanic Metropolitan Chamber of Commerce
- **ONAC** Oregon Native American Chambers.

In addition, we are working with the following career development outreach organizations:

- **OTW** Oregon Tradeswomen
- **PYB** Portland Youth Builders
- Constructing Hope
- **REAP** Reaching and Empowering All People.



Reynolds School District - 3.2.2.5. Local Conditions/MWESBE Utilization and Community Participation Page 31



3.2.2.6 Contract Format3.2.2.7 Deviation from the RFP

SKANSKA

3.2.2.6 Contract Format

We are committed to negotiating a mutually agreeable contract.



We have no deviations from the RFP.



3.2.3 Fee Proposal

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3.2.3 Fee Proposal

A. Preconstruction Services

Our preconstruction fee is \$12,000.

B. Construction Services CM/GC Fixed Fee

Our proposed fee, as a percentage of the GMP is 5.9 percent. This fee includes corporate office overhead and profit, performance and payment bonds, CGL insurance, builder's risk insurance, and corporate home office staff. This fee does not include the cost for subcontractor payment and performance bonds or subguard, which will be requested as cost of the work if the team decides it is required.

General Conditions Estimate

Our estimate for general conditions is \$761,096. Please find our cost breakdown on the following pages.

If we are able to complete all projects in the summer of 2017 we can offer a savings in costs for general conditions of \$77,525.

Self-perform Work

We propose to self-perform the concrete scope and we will publicly bid the work in accordance with the contract. Markups for direct costs of self-perform related work are 8 percent.

General Conditions Breakdown

Item	Quantity	Units	Est Total
B.1 Project Manager 80% Construction	40	Weeks	\$148,720
B.2 Project Engineer 100%Construction	60	Weeks	\$156,900
B.3 Superintendent Construction 100%	36	Weeks	\$139,716
B.4 Field Supervision 100%	75	Weeks	\$254,325
B.5 Field Coordination	Included	Weeks	
B.6 General Foreman	Included	Weeks	
B.7 Quality Control	Included	Weeks	
B.8 Safety Coordinator/Supervisor	90	Hours	\$6,750
B.9 Trade Coordination	Included	Weeks	
B.10 Office Equipment	8	Sites	\$3,200
B.11 Printing/Reproduction	1	Lump Sum	\$3,000
B.12 Phones/Phone lines (Cell or Land lines)	Included		
B.13 Fuel/Maintenance	Included		
B.14 Substance Abuse Testing	1	Lump Sum	\$2,000
B.15 Construction Signage	1	Lump Sum	\$3,000
B.16 Progress Photo (Monthly)	Na		
B.17 Temporary Office - Assumes that a classroom may be used for a temporary office	0	Months	
B.18 Postage/Delivery	9	Months	\$900
B.19 Internet service	9	Months	\$1,125
B.20 Vehicles - Included above for Superintendent	Included	Months	
B.21 Submittal Review & Approval	Included	Weeks	
B.22 Courier Delivery Services	9	Months	\$450
B.23 Drop Boxes & Disposal Fees	2	Each	\$1,900
B.24 Office Furniture	9	Months	\$2,250
B.25 Drafting and Detailing -	Na		
B.26 Site Security - Includes limited lockable barricade only as needed	14	Sites	\$3,500
B.27 All Background Checks, & fingerprinting	10	Each	\$950
B.28 Office Security	Na		
B.29 Sustainability Coordinator/Supervisor	Included	Months	
B.30 Clerical/Secretarial -	120	Hours	\$4,200
B.31 Project Coordination	Included		
B.32 Estimating and Cost Engineering	Included		
B.33 Overtime for CM/GC Onsite Supervisory Staff	Excluded		
B.34 Field Engineer	Included		
B.35 Delivery Services	Included		

General Conditions Breakdown Continued

Item	Quantity	Units	Est Total
B.36 Project Foreman	Included		
B.37 Fork Lift for Loading/Unloading of misc. materials	14	Sites/1 Mo	\$6,300
B.38 Loading & Unloading of miscellaneous materials	Included		
B.39 Jobsite Clean-up (excludes Final Cleanup)	14	Sites/1 Mo	\$3,500
B.40 Office Supplies	9	Months	\$2,700
B.41 Office Clean-up	Included		
B.42 Temporary Toilets/Sinks - Assumes team can use facilities on site	0	Sites/1 Mo	
B.43 First Aid Supplies	8	Sites/1 Mo	\$2,800
B.44 IT Equipment	1	Lump Sum	\$4,500
B.45 Material Handling	Included		
B.46 Staging Area Maintenance	NA		
B.47 Safety barrier/Safety warnings/Safety Handrails	8	Sites	\$4,000
B.48 All cost for Sustainable Construction Practices	Included		
B.49 Temp. water include distribution & utility charges - Assumes not needed	NA		
B.50 Drinking Water	14	Sites/1 Mo	\$1,610
B.51 Small Tools	8	Sites	\$2,800
B.52 Maintenance & Monitoring of Erosion Control	Included		
B.53 Travel / Mileage / Subsistence	Included		
B.54 Site Webcam and services @ beginning to completion	NA		
TOTAL			\$761,096



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