Proposal Due:
June 10, 2016 - 2:00 p.m. PST

Reynolds School District #7

CM/GC Services for New Wilkes Replacement Elementary School

SKANSKA

4. PROPOSAL FORM

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

REYNOLDS SCHOOL DISTRICT – THE NEW WILKES REPLACEMENT ELEMENTARY SCHOOL

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated May 9, 2016, 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 , 2 , 3 , 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: Tim Baugus

Printed/Typed Name: Tim Baugus

Title: Senior Vice President, Account Manager

Date: June 10, 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.

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

June 10, 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 - New Wilkes Replacement Elementary School

Dear Bob and members of the selection committee:

To be successful, the new Wilkes Elementary School requires teamwork, transparency, communication and experience. Skanska brings open and collaborative processes with an unmatched level of experience in K-12 building, innovative techniques and extensive in-house resources, offering the Reynolds School District a value-filled project with a client-focused approach. Skanska is the right choice for the Wilkes Elementary School project because we offer the following:

K-12 Leaders: Over the last 15 years we have completed more than 170 K-12 projects with twenty school districts in Oregon and SW Washington. Many of these were elementary school projects. Our team has completed multiple K-12 projects of similar scale and are committed to the success of this project. You will find that this team is accountable, listens, and finds solutions that meet your needs on all levels including fast-track schedules, cost, safety, and quality. We are confident that we will exceed your expectations for a CM/GC.

Cost and Schedule Confidence: We know you need cost and schedule certainty on this project. We have opened every one of our K-12 project on time and deliver our projects on budget. This team has proven experience with early, accurate budgeting and keeping projects on budget from the start of preconstruction through 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.

Local, MWESB: Over the past 5 years Skanska has done more than $90 million of work with subcontractors and suppliers in the Reynold's School District, $14.9 million of this work was with MWESB subcontractors.

CM/GC Knowledge: Skanska's core business delivery method is CM/GC contracting. Over 80 percent of our work is with repeat clients. We understand the collaborative nature of the process and bring lessons learned from over 6,000 CM/GC projects.

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,

Tim Baugus
Senior Vice President
Skanska USA Building Inc.

3.2.2.1 Management of the Work

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3.2.2.1 Management of the Work

A. Preconstruction Services Plan

Skanska understands that Reynolds School District's (RSD's) goal for the Wilkes Elementary School project is to be accountable and value minded with the public's money, be socially responsible with the procurement of the project, and provide an exceptional learning environment for its students. To accomplish these goals, Skanska will team with RSD, BLRB, and Day CPM to manage the CM/GC process with:

- **Commitment** - Our team will work hard to support every aspect of the Wilkes project as a means to get the job done on time and on budget
- **Collaboration** - We will work collaboratively with the team to focus on achieving the goals of the project
- **Accountability** - We will honor our word and follow through with our promises
- **Respect** - We will treat others with respect and go out of our way to help team members be successful
- **Open communication** - We will operate in an environment of trust and we will encourage open feedback to allow for continuous improvement
- **Value** - We will provide value to the team by reducing cost and providing the maximum program for RSD.

1. Investigating Existing Conditions

During the summer of 2016, we will investigate the Wilkes site conditions. Skanska's team has the technical skill and field experience to survey the site and identify and mitigate the hidden risks. We will focus on reducing the potential for impacts from unforeseen conditions.

We will perform the following analyses, including:

- Provide pot holing on the site to verify underground information
- Identify any existing utilities and their route options for potential relocation
- Evaluate adequacy of existing infrastructure to accommodate the new building including water service, sewer and power
- When school resumes in September 2016, Skanska will observe the flow of traffic and pedestrians in order to confirm phasing and logistics plans and avoid disruption and safety and security concerns for the students during the course of the project.

Responsible: Kristen Fallin, project manager; Steve Jones, superintendent

Deliverables: Narratives/photos

Investigating and Understanding Site Conditions

Sherwood High School

During preconstruction, many ideas were reviewed to save the District money. The team focused on items that did not reduce the appearance or the quality of the building. One such value engineering idea was to change the orientation of the gym. As a result of site investigation, Skanska suggested rotating the gym 90 degrees and moving it into the courtyard of existing building. This one idea saved the client $122,000, and took advantage of the grade and reduced structural fill required substantially.

2. Design and Construction Document Coordination Reviews

Our goal for design and construction document coordination is to team with the RSD, Day CPM and BLRB to fulfill RSD's vision for Wilkes Elementary School. This is achieved by providing a robust coordination effort to help BLRB produce a quality set of construction documents. Our coordination approach includes:

- **Preconstruction kick-off meeting** - This 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.
- **Constructability Review** - our team will review and comment on the construction documents. Our reviews include:
  - Teaming with BLRB to evaluate the best ways to build. This includes evaluation of different building systems, products and details. The result is improved quality at an equal or lower cost.
  - Coordination across design disciplines including architectural, structural, mechanical, electrical, plumbing and civil. This lowers construction costs and shortens the schedule. Skanska will use the BIM model to cross reference the design elements to help improve constructability.
  - A quality control review to ensure that documents are complete and correct for bidding and construction.

The result of our coordination efforts produces increased project quality and value, on time delivery, reduced project risk, reduction or elimination of change orders and a cohesive, well informed project team.

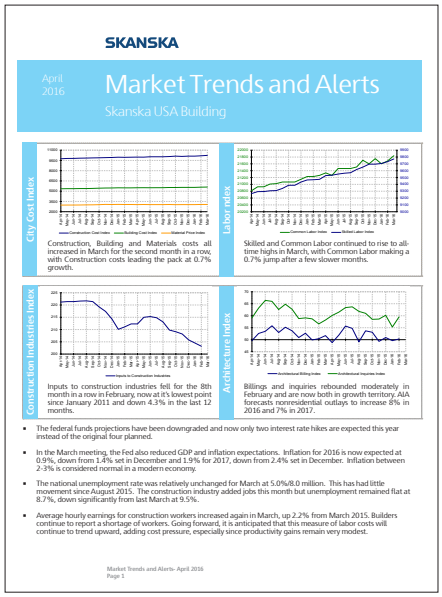
Responsible: Kristen Fallin

Deliverables: Report and review of comments during design meetings

Kristen Fallin is project manager for the new Oregon Episcopal School pictured above.

3. Design and Target Cost Validation

Cost Estimating and Price Volatility



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April 2016

Market Trends and Alerts

Skanska USA Building

City Cost Index

Construction, Building and Materials costs all increased in March for the second month in a row, with Construction costs leading the pack at 0.7% growth.

Labor ndex

Skilled and Common Labor continued to rise to all-time highs in March, with Common Labor making a 0.7% jump after a few slower months.

Construction Industries Index

Inputs to construction industries fell for the 8th month in a row in February, now at it's lowest point since January 2011 and down 4.3% in the last 12 months.

Architecture Index

Billings and inquiries rebounded moderately in February and are now both in growth territory. AIA forecasts nonresidential outlays to increase 8% in 2016 and 7% in 2017.

- The federal funds projections have been downgraded and now only two interest rate hikes are expected this year instead of the original four planned.
- In the March meeting, the Fed also reduced GDP and inflation expectations. Inflation for 2016 is now expected at 0.9%, down from 1.4% set in December and 1.9% for 2017, down from 2.4% set in December. Inflation between 2-3% is considered normal in a modern economy.
- The national unemployment rate was relatively unchanged for March at 5.0%/8.0 million. This has had little movement since August 2015. The construction industry added jobs this month but unemployment remained flat at 8.7%, down significantly from last March at 9.5%.
- Average hourly earnings for construction workers increased again in March, up 2.2% from March 2015. Builders continue to report a shortage of workers. Going forward, it is anticipated that this measure of labor costs will continue to trend upward, adding cost pressure, especially since productivity gains remain very modest.

Market Trends and Alerts- April 2016
Page 1

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 from conceptual design to final cost with an average of 98 percent budget-to-actual accuracy. Additionally, we welcome reconciliation with other professional estimators and routinely reconcile to within one percent.

Our estimating department tracks current market trends and is constantly bidding work, so we have real-time market feedback. Currently the construction market is very busy and subcontractors are being very selective about taking on new work. 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. We view it as our responsibility to help make this project as attractive to potential bidders as possible to preserve the budget.

Another way that we can control costs on a project like this is through self-perform work. Skanska self-performs concrete, structural steel and rough carpentry work and has an extensive historical cost database. We will competitively bid the scopes and when we are low the District will benefit from the savings.

Design and Target Cost Validation

More and more, we are working with project teams to set responsible early budgets and design to those budgets instead of the traditional milestone estimating process. Our deep experience in K-12 building allows us to create early conceptual cost models that accurately describe what your elementary program should cost. This serves as our target for each trade package and we work diligently with the design team to maintain those targets. This

budget discipline keeps the project on track and prevents costly and frustrating delays due to unplanned value engineering.

Although the process of putting targets on each scope of work can seem limiting, it actually necessitates creativity and requires our team to find solutions. This participation in the design process is where we excel, bringing together our market knowledge, subcontractor relationships and deep experience to ensure success.

Cost Tracking

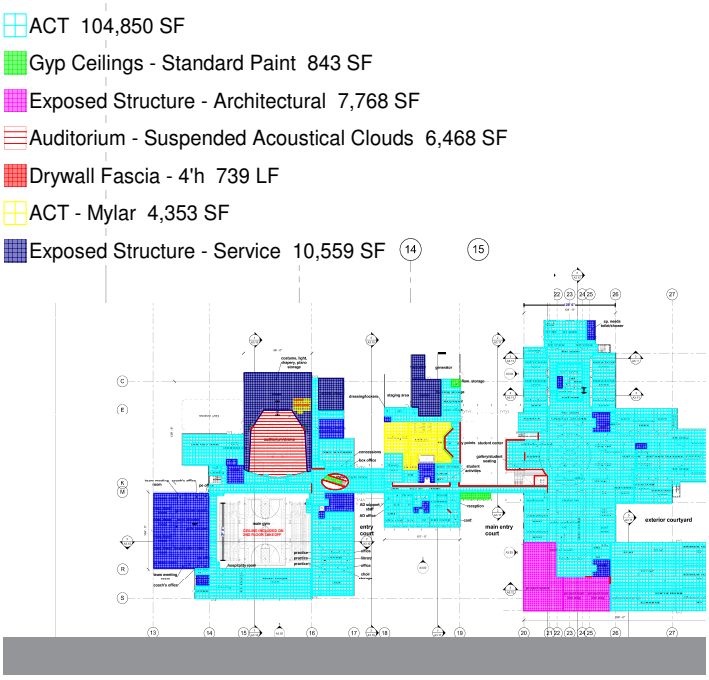
Our preconstruction team for the Wilkes Elementary project will utilize Timberline Estimating software, and On Screen Takeoff (OST), to establish and maintain an easy to follow and detailed backup between all estimate iterations. **These tools not only provide the detail, but also allow for evaluation 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.

If the BIM models of the project are available, we will coordinate with the design team to load the model with properties that allow us to quickly extract quantities. When we spend less time measuring and counting, we can spend more time providing value added services.

Responsible: Steve Clem, estimating

Deliverables: Comprehensive estimates

Example of On Screen Take-Off Used in Cost Estimating



4. Constructability Issues and Safe Work Practices

During preconstruction, to get the most value, we will conduct a constructability analysis that examines the materials, systems and elements that will facilitate the efficiency of both schedule and cost, as well as the safety and security of the construction process.

Some constructability issues might include:

- **Tilt-up Concrete Walls** - can expedite construction and reduce cost but could also provide added risk with raising large wall panels by crane. Skanska will plan this work to avoid injuries by engineering pick points and having pick plans that keep workers and the public out of harms way.
- **Public Right-of-Way** - Skanska understands the risks to workers and pedestrians when working in the public right-of-way. Skanska will work with the city to close sidewalks and streets as necessary to protect RSD students and the public. We will also require all workers to wear high visibility vests and experienced flaggers will be employed to keep the public safe. This work will happen with the students are not there; during summer breaks and weekends.

Skanska shares common values with RSD. As a team we will ensure that RSD students, staff and visitors are safe. Skanska's "Care for Life" value is our top priority. We are focused on the well-being of every construction worker involved with our projects.

Preconstruction planning activities to ensure project safety and security include:

- **Site logistics plan** - together with RSD and Day CPM, we will develop a plan to ensure the safety and security of the students, staff and visitors from the flurry of adjacent construction activity. Details of our plan are included in Question 7. Phasing and Sequencing.
- **Prefabrication** - work with BLRB to design the building so we can construct as much of the project as possible in a factory setting with workers feet on the ground. The result is improved safety, schedule and cost.

PPS Franklin - prefabrication of roof systems

- **Subcontractor prequalification** - we review the safety qualifications of every subcontractor on our project. Those that cannot perform the work safely are excluded from the project. We will not put the students or construction workers lives at risk.

5. Value Engineering (VE)

Phil Carter led the VE effort and saved more than $6.4 million dollars on his last three K-12 projects. Phil will lead our team and evaluate and present viable VE options for consideration and approval. We understand that timing of VE is critical. The building systems VE needs to be done before design development starts. Ideally product and detail VE needs to be done early in the construction document process. We will always look for ways to save the RSD money and we will offer ideas throughout construction.

Skanska's Portland office has worked on more than 170 K-12 projects and know that school district maintenance budgets are typically under funded. We will recommend options that will give RSD the opportunity to build a school that is durable, easy to maintain and energy efficient. Some of these ideas have been successful in past projects and include:

- **Prefabricated concrete panels (tilt-ups)** - On our Redmond High School project, it saved $1,300,000 and 3 months on the schedule.
- **Foundation design changes** - the architectural design included a foundation drain and vapor retarding system but our interpretation of the geotechnical report indicated that it was not required. The question was posed to the geotechnical engineer who confirmed that it was not needed which saved the district $132,000.
- **Track material changes**- a portion of the field (not the track itself) included a specialty track material that we asked if it was needed and it was not saving the district $400,000.
- **Metal panel system changes** -alternate metal panel systems have saved up to $150,000
- **Window system changes** - alternate window systems have saved up to $26,000.
- **Acoustical deck system changes** - alternate acoustical metal deck systems could save up to $330,000.

Responsible: Phil Carter, project executive

Deliverables: Cost reduction options

Edy Ridge Elementary/Laurel Ridge Middle School, Sherwood, OR

Skanska does not stop our value engineering efforts once construction begins. After the GMP was established on the Edy Ridge Elementary/Laurel Ridge Middle School project, 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

Result of Value Analysis Change	**Skanska's value engineering efforts saved the District $540,000.**

6. Schedule Change Recommendations

During preconstruction, we will develop the scheduling approach with input from the RSD, BLRB and Day CPM. First, we will discuss phasing options and their associated positive and negative features with the group. Our goal is to collaboratively determine the best option to meet the project goals.

Once the phasing plan is identified, our team will build out the detailed construction schedule. As this develops, we will communicate with RSD to confirm that the plan is acceptable. We will incorporate any functions that happen at Wilkes Elementary and nearby area to ensure the project does not impact important events. We will also keep our logistics and workers isolated onsite to protect the public from any ongoing construction work.

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

Incorporate Changes to Avoid Impact to the Schedule

Skanska understands that there will be changes on the project and our job is to work to allow those changes to be completed within the schedule if possible. The key to this is being flexible and having open communication within the team. Skanska is used to being nimble to meet the needs of the project.

Rex Putnam High School

A surplus of bond dollars was available and needed to be put to good use at Rex Putnam while maintaining a tightly phased construction schedule.

During the course of the 18-month project, the district added over $2.8 million dollars of scope, raising the total project cost to over $12.4 million. The collaborative CM/GC process allowed Skanska to work directly with the architect to generate quick design solutions for each of the 130+ options brought to the table. Skanska provided Rough Order of Magnitude (ROM) pricing to the district for each option. This expedited process allowed for quick and informed decisions to be made while adding scope that best benefited the school and community.

In the end, the team cost-effectively incorporated many new design elements including a system-wide HVAC control system, upgrades to finishes and floor coverings, and additional classrooms while still meeting the original schedule.

Advice for Long-Lead Procurement Packages

The market in the Northwest is very busy and lead times are growing. Skanska is continually monitoring data to stay on the cutting edge for material and labor availability both locally and nationally. This information will help the team make sure the resources we need for the project will be on site, on time. We will work with the team to:

- Review early drawings and investigate possible recommendations for materials that could save either time or money for the project
- Identify long-lead items such as glass and glazing, doors and hardware and begin the procurement process early
- Identify materials and equipment early that will need to be pre-purchased by Skanska's preconstruction team
- Work with selected subcontractors to suggest VE opportunities early in the process
- Focus on critical path activities to ensure project stays on schedule.

Responsible: Kristen Fallin, project manager; Steve Jones, superintendent

Deliverables: Procurement schedule; Early identification of long lead items

7. Recommended phasing and sequencing of work to maximize construction site efficiencies

There are several key phasing and sequencing issues that will help deliver the new elementary school with as little disruption as possible while maintaining the construction schedule and keeping the school costs low.

Schedule start - by delaying the start of construction will allow the play fields to be available to the school for several extra months.

Utility installation - bringing in new gas, sewer, water, storm and power to the new school will require trenching into the adjacent streets. We plan to do this work during the summer of 2017 when no students or staff are on site so as not to disrupt ongoing school activities.

Building enclosure - we will sequence the work to ensure that the new school is weather tight by November 1, 2017. This allows the work inside the building to progress during the wet rainy months.

Building connector - because the new building site is so close to the existing school, there is not a lot of room around the site for material movement. In order for the work to progress efficiently and not disrupt any ongoing school activity, we will hold off with the completion of the classroom pod connector. This will enable workers to better move around the site.

Building move-in - the sequencing of the move out of the existing school and into the new school immediately after the 2017/2018 school year is critical to the completion of the new parking and fields by September 1, 2018. After the move out, the building must be abated of hazardous material and demolished before the critical work of parking lot and field construction can be started.

Bilquist Elementary School, North Clackamas School District

We propose "pull planning" in the "big room" for all sequencing and schedule planning.

8. Assessment and recommended site logistics requirements;

All of our logistics plans center around student safety and security and being a good neighbor to the Wilkes Elementary school and surrounding neighbors and businesses while at the same time maintaining the construction schedule and ensuring worker productivity that results in cost efficiency. Elements of our plan include:

- **Isolation** - we isolate the construction workers from the students "bumper to bumper" meaning from the time that the workers arrive to the site until the time that they leave the site. Before any worker can work on site, they must attend our jobsite orientation and agree to all the conditions for work on site.
- **Pathways** - we will establish clear worker pathways so as not to disrupt any school operations.
- **Deliveries** - Materials delivered to the site will be done with consideration to the school schedule and surrounding neighbors and businesses activities. They will be planned in order to minimize disruption with safety and security being the guiding principle for routes and times.
- **Noise Reduction** - our team will propose many items that can be prefabricated to limit the amount of noise producing activities on site. For example, masonry wall construction can be very noisy as it involves the use of masonry saws which are loud. Prefabricated concrete walls involve less cutting and its noise level is less.
- **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** - we conduct regular meetings with the District and school principal to define upcoming work activities and to ensure there are no surprises. Three-week

Responsible: Kristen Fallin, project manager; Steve Jones, senior superintendent

Deliverables: Detailed site logistics plan

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.

9. Subcontract Plan and MWESB

The approach to engage subcontractors in buyout of the project starts early. Skanska will leverage our relationships with key subcontractors and promote excitement about the project. This will prepare key subcontractors, including local and minority subcontractors to set time aside for bidding and pricing activities.

Skanska has knowledge of current industry trends, lead times and material depletion which may become obstacles in our path to successful buyout. We will partner with the design team and RSD to mitigate any issues early in the project planning. For example, we know there is a shortage of masons in the industry so as a team we should discuss the possibility of using another material that might be better suited for the project.

Skanska's project manager Kristen Fallin is passionate about giving minorities and small businesses the tools and opportunities to be successful in this industry. She will work with Diversity Manager Mel Jones to develop a plan to provide the best opportunities to maximize MWESB subcontractor participation. Plan highlights will include:

- Review 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 related to this project
- Provide mentoring by encouraging subcontractors to use local resources and sub-tier subcontractors through bidding requirements.

Responsible: Kristen Fallin, project manager; Mel Jones, diversity director

Deliverables: Detailed plan

- Provide options for enhancing MWESB participation such as 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.

10. Cost Estimating Methodology

We know that the RSD maintains the highest level of fiscal responsibility to the community it serves. Fiscal responsibility and transparency is one of Skanska's values as well. We understand that RSD has no other funding source and that the project team must meet the budget. We also understand that during design if the estimate is overly conservative we may miss opportunities to enhance the Wilkes project.

Cost estimating methodology and systems

Our estimators have estimated more than 170 K-12 projects in the last ten years and have in-house experience in all building systems including mechanical and electrical.

Skanska will employ our budget management process from the control budget and throughout the project using Target Value Design. Once the targets are established for each package, all subsequent drawings and specifications will be measured against this control value 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 feedback and creative solutions to keep the project on budget.

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 very 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 Target Value Design process.
- **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** - Bidding and subcontracting based on 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. This foundation of "tight" subcontracting means that we will not bring unnecessary scope gap issues to the table.
- **Monitor costs during construction** - Every potential cost will be tracked in an open book format using a Cost

Preconstruction Services for Past Projects

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

Several of our team members worked with Bob Collins and Pierre Dehaze to complete this $38.6 million, 160,000-SF new school facility. The school 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. Work on the project included off-site improvements such as road and utility construction. 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

Evergreen School District, Crestline Elementary School Replacement, Vancouver, WA

$15 million, 61,000-SF new elementary school to replace the former elementary school that was destroyed in a fire and displaced 500 students. The new school is 10,000-SF larger, which is used to provide early education services for children ages 3-5. Construction was completed in time for the 2014-15 school year.

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.

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

$51 million, 166,000-SF new middle school is built to house up to 1,100 students. This fast track project is on schedule to be completed in 15 months. This building features classrooms, science labs, library, main and auxiliary gymnasiums, alcove courtyards, outdoor learning space and a terrace attached to the art room. The project has a sizable site package of $1.5 million that includes baseball, football and soccer fields as well as a covered play area. This transition school will be built as a level-4 building and will have the same seismic classification as hospitals so it can serve as an emergency shelter and as a central point for food and water distribution.

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 is on track to be completed on time and on budget.

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.

B. Understanding of Scope

Project planning and quality execution takes ownership, commitment and a systematic approach that continually reminds us to keep the budget, schedule, safety, security, quality, and productivity in the forefront of the team members' minds. As your CM/GC, we will collaborate with Day CPM and BLRB and RSD to ensure that the project's goals are being met. Some of the key issues or potential constraints that we have identified for the project include:

- Currently the construction market in the Pacific Northwest is very busy and many projects are struggling to attract qualified subcontractors which results in projects that are over budget. As a result of our long standing relationships with qualified local subcontractors, reliable estimating, creative value engineering, strategic procurement process and efficient construction delivery processes, we have an exceptional track record of attracting quality subs in busy markets. As a result we can help our clients increase value while lowering cost.
- The Reynolds School District made a promise to the community that the Wilkes Elementary School would be ready for the students by September 2018. This is an opportunity for the Reynolds School District to show the community that they can deliver on its promises. We have never delivered a school late and we will have the new Wilkes Elementary School (including the fields) completed by August 31, 2018.
- By replacing the obsolete Wilkes elementary school at the same location is an opportunity to transform that campus. However building a new school adjacent to an existing, occupied school presents safety and operational risks. Based on our extensive experience building on operational campuses, we understand how to protect the safety and security of the students, staff and visitors as well as well ensure that our operations will not affect the learning environment for the Wilkes students.
- This team is committed to building the Wilkes Elementary School to be energy efficient, durable and low cost maintenance. The following is a recent report in the Oregonian:

  "School funding, or rather the lack of it, helps put Oregon in the educational basement. Given each state's gross domestic product, only four states had a lower effective tax rate for K-12 education."

  Our experienced school building team has unique specialties and passion for delivering schools that drive down the operating costs for school districts. The result is more of the Reynolds School District's operating funds being used for students instead of operating its facilities. Our in-house mechanical and electrical specialists can team with PAE in identifying cost effective mechanical systems that are very energy efficient.
- We take a value added approach to this mission. Skanska considers not only first cost but also life cycle costs to determine the most beneficial options for the MEP design of the project.

C. Work Sequencing and Phasing

On school projects, schedule management goes beyond on-time construction delivery. Our construction schedule will take staff needs and community perceptions into account. We will work closely with RSD to make sure the new school is ready for occupancy long before the students arrive. Our team members take pride in working closely with school districts to best serve local communities, and Skanska has never delayed the opening of a school.

Our commitment to your staff and community is backed by our proven schedule management systems. To make certain your project goals are met, we will use the following approach and set of project controls.

As mentioned earlier, during preconstruction, we will develop the scheduling approach with input from RSD, Day CPM and BLRB. First, we will discuss phasing options and their associated positive and negative features with the group. Our goal is to collaboratively determine the best option to meet the project goals.

Once the project's phasing plan is identified, the Skanska team will build out the detailed construction schedule. As this develops, we will communicate with RSD to confirm that the plan is acceptable.

Bonny Slope Elementary, Beaverton School District

D. Fast-Track Projects

For more than 20 years we have been delivering fast-track, public education CM/GC projects throughout Oregon and we have never delivered a school late. These are elements in our toolbox that we use to ensure a timely delivery:

- **Teamwork** - We staff our projects with passionate, seasoned school builders who work with the design team and owner in a true partnership throughout the life of the project. They communicate early on the critical activities that will ensure a smooth running project. Our team works with subcontractors, suppliers and permit officials to drive the schedule. Extra effort is put on the early resolution of potential risks. They know that the students are arriving on September 4, 2018 and they will ensure that the school will be ready, beautiful and a safe and secure learning environment.
- **Technology** - We use powerful technology (Primavera P6) to assist our team to develop and update the schedule. We also use Autodesk BIM 360 Field to manage quality checklists on our iPads in the field.
- **Approach** - Long lead and critical activities are identified and acted on early. We look for opportunities to shorten the schedule through the use of prefabrication or creative sequencing.

We know how important an on-time delivery is to RSD and we will treat the Wilkes Elementary School as a fast-track project in our approach and team structure.

Fast Track: Beaverton Middle School

Senior superintendent, Steve Jones, is on schedule to complete a 167,000-SF middle school on a challenging site in 15 months. It was critical to the Beaverton School District bond plan to have this project completed on time which is one of the reasons they selected us - they knew we would deliver.

New Beaverton Middle School, May 17, 2016

E. Fostering Great Relationships

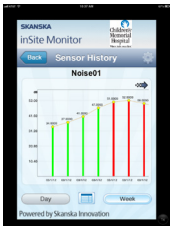
At Skanska we understand that our job is not just to build a building, it is also to build relationships. We know that our actions reflect directly on the reputation of Reynolds School District and how you are viewed in the community. That is why you have our commitment to act ethically, responsibly, and to be accountable to you and the community for our actions. As an extension of RSD, we will represent you in the best light at all times.

We also understand that successful projects start with a collaborate spirit, regardless of the contract structure. Skanska is committed to this collaborative project delivery. In our first team meeting we will discuss the goals of the project, needs of the school district and milestones for deliverables. Our philosophy is to be a partner and any good partnership begins with trust and open communication.

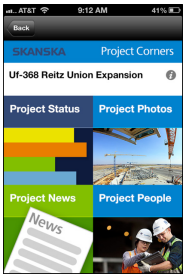
We will continually update all stakeholders on budgets during preconstruction and through the end of the project. Schedule progress and any contingency usage will be tracked and reported regularly so that everyone is as up to date and informed as we are.

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

1. Community/faculty notifications and impact awareness
2. PTA meetings and memo inserts
3. Monthly school bulletins - Construction updates
4. Town hall meetings to notify faculty and community of project milestones and events
5. Project tours for students and community members
6. inSite Monitor - We use our proprietary inSite Monitor and app, which allow our team to remotely monitor dust, noise and vibrations in occupied areas. The project team will be able to monitor the sensors real-time on their smart phones or desktop computers and set alerts to be notified when a sensor reaches a pre-set level. This feature will allow them to investigate and resolve any issues proactively.



7. Project Corners app - Skanska has developed this new app to provide high level project information to our stakeholders. By downloading the app on iTunes stakeholders can receive project alerts, project milestones, news and project photos.



8. Events for students, staff, parents and neighbors, including:
   - Groundbreaking
   - Topping off ceremony
   - Ribbon cutting
9. Budget transparency through continuous updates
10. Monthly principal meetings where risks and opportunities are shared openly
11. Risk Awareness
    - Subcontractor - Minimize exposure, defense of bid documents
    - Design Changes - Schedule and cost implications
    - Unforeseen conditions - No Cost Change Solutions when available.

We do not anticipate any issues with the project that communication and planning cannot resolve in advance. Open communication, transparency and maintaining a harmonious relationship with RSD, 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 many local MWESB businesses with great success including:

- 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.

In order to help MWESB subcontractors be successful in construction, we provide training to develop their skills. These subcontractors get the opportunity to learn from and meet the people who are procuring work. Through this interaction we are able to appropriately size the scope packages to enhance minority participation.

Giving Back to the Community

Skanska's Oregon office personnel are heavily involved in the communities where we work, live and play. Among the charities and events that we support and have participated in are:

- Zoo Wildlife Board
- Oregon Zoo - Zoo LaLa
- Portland Schools Foundation
- Freshwater Trust
- ACE Mentorship
- Architectural Foundation of Oregon
- Construction Apprenticeship
- PCC ETAP
- OAME
- Junior Achievement
- CANStruction
- Leukemia and Lymphoma Society
- Providence Festival of Trees
- NAMCO
- Street of Eames
- AMA
- Bull Session
- Wishes on Wheels
- Bowl-a-Rama
- Better Bricks
- CAR
- Meridian Park Gala
- St. Charles Gala
- First Tee Celebrity Golf Tournament/Dinner
- Gales Creek Camp
- REAP
- Light the Night - (Pictured below)
- Schoolhouse Supplies
- Women in Trades

Women in Trades

ACE Mentorship

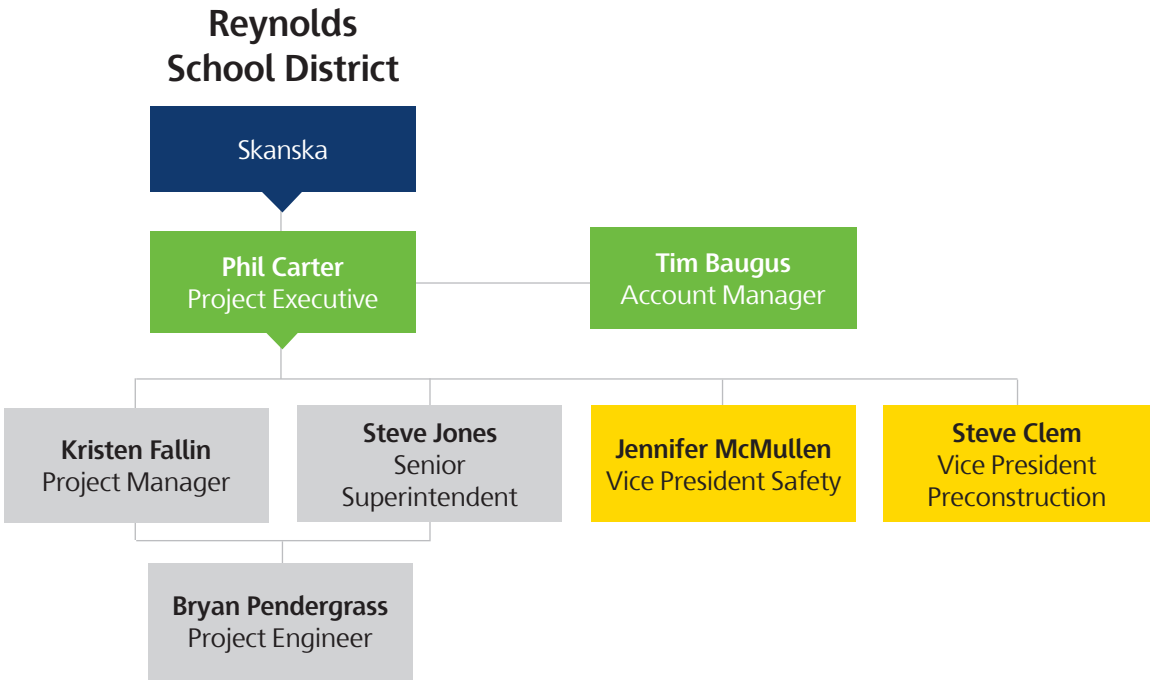
SKANSKA

3.2.2.2 Personnel and Organization

SKANSKA

3.2.2.2 Personnel and Organization

A. Project Organization Chart



Staff Responsibilities

Employee and Title	Duties and Responsibilities
Kristen Fallin Project Manager	**Project Management/QA/QC:** Day-to-day point of contact responsible for technical and managerial leadership, coordination of subcontractors.
Steve Jones Senior Superintendent	**Construction Management and Supervision:** Responsible for onsite activities, supervises, sequences, coordinates, monitors work to ensure completion.
Phil Carter Project Executive	**Construction Management and 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.
Bryan Pendergrass Project Engineer	**Assist Project Management/QA/QC:** Responsible for submittals, RFI's and change orders. Assists with scheduling, ordering, material tracking and meetings.

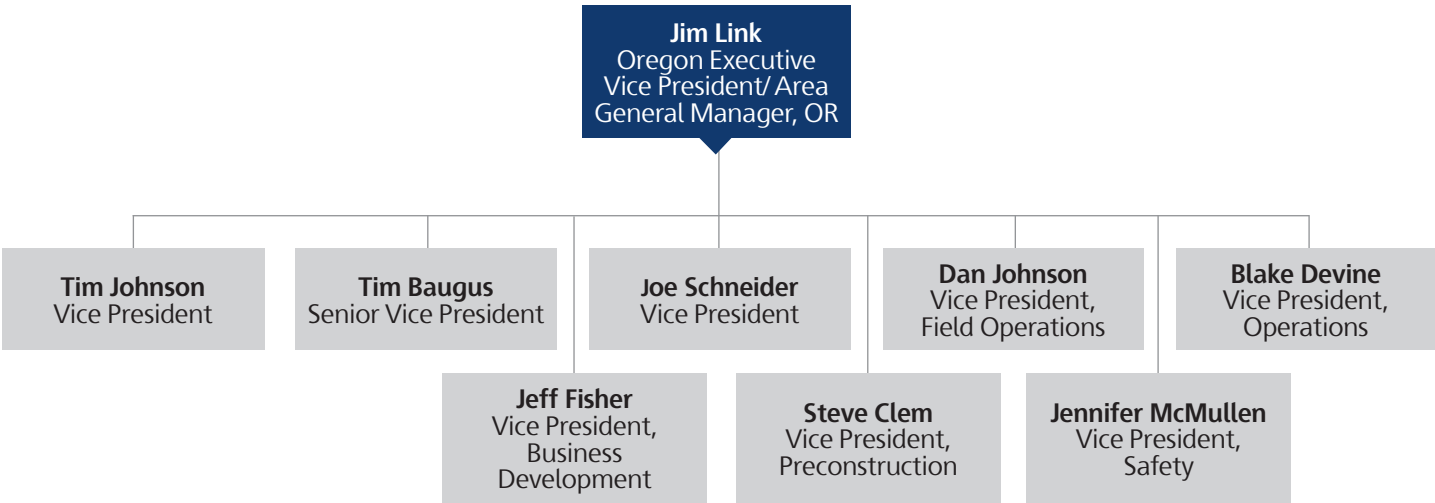
B. Team Work Percentage and Location

Employee	Kristen Fallin	Steve Jones	Bryan Pendergrass	Phil Carter	Jennifer McMullen	Steve Clem	Tim Baugus
Design Location	Portland	Portland	Portland	Portland	Portland	Portland	Portland
Construction Location	Onsite	Onsite	Onsite	Office	Office	Office	Office
Design Work Percentage	60 percent	30 percent	20 percent	25 percent	5 percent	15 percent	5 percent
Construction Work Percentage	100 percent	100 percent	100 percent	10 percent	5 percent	5 percent	5 percent

C. Team Resumes

Please find the team resumes at the end of this section.

D. Company Organizational Chart



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

Kristen Fallin Project Manager

Kristen 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. Kristen 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.

12 years in industry

12 years with Skanska

Oregon State University
B.S., Construction Engineering and Management

Oregon Episcopal School, Portland, OR
(K-12, New Building) $11.5 million, 47,000-SF new lower school for the Oregon Episcopal School. The project will be a 2.5-story building built on a sloped site currently occupied by the beginning school, which will be demolished as a portion of the work. The project scope also includes site improvements, a new covered play area, development of new playground spaces, relocation of a driveway adjacent to the site, and new storm water treatment facilities.

Cost: $11.5 million; **Dates:** June 2015 - August 2016
Reference: John von Behren, Oregon Episcopal School, Director of Facilities, 503.768-3161

Portland Community College, Willow Creek Campus, Hillsboro, OR
(Education, New Building, Active Campus) $26 million, 100,000-SF new facility features unique building systems, including terra cotta rain screen, metal panels and curtain wall as well as a rainwater reclamation system for non-potable water systems. These features, among others, ensured the project achieved LEED Platinum certification.

Cost: $26 million; **Dates:** July 2008 - October 2009
Reference: Steven Rupert, GBD Architects, Architect, 503.224.9656

Boeing, 85-105 Expansion, Portland, OR
(New Building, Active Campus) $14.8 million, 35,000-SF expansion to an operational facility to provide additional parts milling and fabrication capacity. The new buildings are high bay, steel framed structures with steel siding, concrete, wainscoting, and a built up roof over steel decking. This project is located across the street from the Wilkes Elementary School site. The project is LEED Silver certified.

Cost: $14.8 million; **Dates:** May 2011 - June 2012
Reference: Don Nyman, Boeing, Construction Manager, 971.563.0695

Confidential High Tech Client, Confidential Project, Hillsboro, OR
(Renovation, Active Campus) The scope involved four different projects completed on an active campus including tool installation, new facility systems, commissioning, rebuilding existing facility systems, fit ups, retrofit of existing space and infrastructure improvements. Sizes of the different buildings were 1,300,000-SF, 750,000-SF and 600,000-SF.

Cost: confidential; **Dates:** July 2005 - May 2006
Reference: Confidential

Confidential - Skanska USA Building Inc.

Steve Jones Senior Superintendent

Steve has completed six K-12 projects, all of them on time and on budget. He 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. Steve 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. Steve ensures the jobsite is safe, clean and secure.

26 years in industry

20 years with Skanska

Beaverton School District, New Beaverton Middle School, Beaverton, OR
(K-12, New Building) $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. The project has a $1.5 million site package that includes baseball, football and soccer fields as well as a covered play area. The school is being built on a 16-acre site.

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

Woodland School District, Woodland High School, Woodland, WA
(K-12, New Building) $45 million, 150,000-SF new replacement high school. This phased project began in late winter 2013 and was open fall of 2015. Classrooms are supported by areas for administration, academic and career counseling, a library, computer rooms, and a cafeteria located in a large central Commons. The Commons are sized to provide food service and function as a performance space that includes a stage and retractable theater seating.

Cost: $45 million; **Dates:** October 2013 - July 2015
Reference: Michael Green, Woodland School District, Superintendent, 360.841.2700

Beaverton School District, Aloha Huber Park School, Beaverton, OR
(K-12, New Building) This $17.5 million, 120,000-SF elementary school that spans a 10-acre site in the heart of Beaverton, and includes administrative offices, a cafeteria, a library, 40 classrooms, a gymnasium and athletic fields. The school is designed to add much-needed capacity to the district, with room for approximately 40 classrooms and 800 students. Students attending the new school will have the highly unusual experience of having kindergarten through eighth graders in the same facility.

Cost: $18 million; **Dates:** June 2005 - July 2006
Reference: Leslie Imes, Beaverton School District, Project Manager, 503.591.4575

Portland Community College, Willow Creek Campus, Beaverton, OR
(Education, New Building, Active Campus) $26.1 million, 100,000-SF new facility features unique building systems, including terra cotta rain screen, metal panels and curtain wall as well as a rainwater reclamation system for non-potable water systems. These features, among others, ensured the project achieved LEED Platinum certification.

Cost: $26.1 million; **Dates:** July 2008 - November 2009
Reference: Linda Degman, Portland Community College, Plant and Facility Planning Manager, 971.722.4423

Confidential - Skanska USA Building Inc.

Bryan Pendergrass Senior Project Engineer

Bryan in onsite full time throughout construction. He is responsible for contracts, submittals, RFIs and change orders, and assists the project manager with bid packages, procurement, schedule reporting, cost reporting and permitting. Bryan tracks and inspects material deliveries and assists with project status reports and meetings.

6 years in industry

3 years with Skanska

Oregon State University
B.S., Construction Engineering and Management

Beaverton School District, New Beaverton Middle School, Beaverton, OR
(K-12, New Building) $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. The project has a $1.5 million site package that includes baseball, football and soccer fields as well as a covered play area. The school is being built on a 16-acre site. Bryan was on the preconstruction team for this project.

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

Portland Public Schools Franklin High Renovation, Portland, OR
(K-12, Renovation with New Construction) $88 million, 287,000-SF renovation project with historical components. The 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

Portland State University School of Business Karl Miller Center, Portland, OR
(Education, Renovation with New Construction, Active Campus) $47.5 million, 97,000-SF refurbishment of the existing Graduate School of Education and School of Business Administration and a new 37,000-SF pavilion and atrium. The modernization and upgrade includes additional classrooms, programs offices, and student break-out rooms. New construction includes an addition to the north end of the building. The project is targeting LEED Platinum. Bryan was on the preconstruction team for this project.

Cost: $47.5 million; **Dates:** August 2015 - August 2017
Reference: Mark Fujii, Portland State University, Project Manager, 503.725.4968

Confidential High Tech Client Building D Scrubber Addition and Sustaining Work, Tualatin, OR
(Active Campus) $21 million of sustaining work as well as the addition of a $1.9 million, acid waster scrubber to client's research and development building. This addition included a 30-foot retaining wall pour with a slab on grade to extend the loading ramp. In addition a 30-foot canopy was constructed to protect scrubber and tool move-ins on the ramp. Bryan was on the preconstruction team for this project.

Cost: $21 million; **Dates:** September 2013 - May 2015
Reference: confidential

Confidential - Skanska USA Building Inc.

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, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR
(K-12, New Building) $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

Redmond School District, Ridgeview High School, Redmond, OR
(K-12, New Building) $63 million, 276,000-SF new high school facility includes 32 classrooms, 17 labs, student collaboration areas, and complete theatrical and athletic facilities. The new facility accommodates 1,400 students. The project was built LEED Gold certified and includes photovoltaic elements to help provide power to the school.

Cost: $63million; Dates: September 2009 - February 2012
Reference: Jerry Milstead, Redmond School District, 541.306.0844

Sherwood School District, Sherwood High School Renovation and Addition, Sherwood, OR
(K-12, Renovation, Occupied Campus) $33.5 million, 103,500-SF multiple-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: $33.56 million; **Dates:** July 2007 - December 2008
Reference: Dan Jamison, Sherwood School District, Former Superintendent, 503.542.4325

Portland Public Schools, Franklin High School Renovation, Portland, OR
(K-12, Renovation with New Construction) $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

Confidential - Skanska USA Building Inc.

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
(K-12, New Construction) $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. The project has a $1.5 million site package that includes baseball, football and soccer fields as well as a covered play area. The school is being built on a 16-acre site

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

Portland Public Schools, Franklin High School Renovation, Portland, OR
(K-12, New Building, Renovation) $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

Beaverton School District, New Beaverton Middle School, Beaverton, OR
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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
(Active Campus) Project consists of major additions and renovations to basebuild, bulk gas and chemical systems, and clean room flex areas in the D1D, CUB 3, and RP1 facilities. Significant projects included a new 480v. electrical substation addition, capacity upgrades to the VOC exhaust systems, extensive chemical treatment skid expansions and environmental upgrades to the main boiler system. The majority of the Basebuild systems are being upgraded to increase capacities to existing systems in support of new owner technology. Work was performed while factory manufacturing operations were occurring.

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

Confidential - Skanska USA Building Inc.

Tim Baugus, LEED AP Senior Vice President/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

Sherwood School District, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR
(K-12, New Building) $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

Oregon Episcopal School, Portland, OR
(K-12, New Building) $11.5 million, 47,000-SF new lower school for the Oregon Episcopal School. The project will be a 2.5-story building built on a sloped site currently occupied by the beginning school, which will be demolished as a portion of the work. The project scope also includes site improvements, a new covered play area, development of new playground spaces, relocation of a driveway adjacent to the site, and new storm water treatment facilities.

Cost: $11.5 million; **Dates:** June 2015 - August 2016
Reference: John von Behren, Oregon Episcopal School, Director of Facilities, 503.768-3161

North Santiam School District, Stayton Elementary School/Middle School and Sublimity Schools Renovations, Stayton and Sublimity, OR
(K-12, Active Campus) $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.

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

Portland Public Schools, Franklin High School Renovation, Portland, OR
(K-12, Renovation with New Construction) $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

Confidential - Skanska USA Building Inc.

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

Sherwood School District, Edy Ridge Elementary and Laurel Ridge Middle Schools, Sherwood, OR
(K-12, New Building) $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

Beaverton School District, New Beaverton Middle School, Beaverton, OR
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Oregon Episcopal School, Portland, OR
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Cost: $88 million; **Dates:** June 2015 - July 2017
Reference: Ken Fisher, Portland Public Schools, Program Manager, 503.916.3579

Confidential - Skanska USA Building Inc.

SKANSKA

3.2.2.3 Cost Management

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 work 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 (VE)** - On public projects such as the Wilkes Elementary 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 RSD 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.

Additional services we provide during preconstruction are scheduling, logistics planning, subcontractor outreach, BIM modeling and sustainability consulting.

VE: 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 $5 million.**

B. Cost Tracking

Open communication is key to a successful project. We want our customers to feel confident in our cost management efforts, therefore we utilize and open book policy and share cost information throughout the entire duration of the project. We are able to provide immediate updates through our accounting reporting system at any given time as requested by the customer.

Through the budgeting phase we will be utilizing our estimating software with the most current rates and costs that we have tracked for all scopes. This process will be completely transparent as we move through all stages of the project from conceptual to GMP.

We utilize the software Prolog to track all costs on the project. Every potential cost from RFI responses to revisions to scope through the submittal process and owner requested changes are entered in Prolog and tracked until cost has been closed out.

Along with up-to-date cost reports provided in our weekly owner meeting we will provide a full monthly report with project updates, schedule, pictures and overall status of cost management.

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 Wilkes Elementary 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 RSD 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. We have found great success using a detailed contingency worksheet that allows us to release contingency by bid package once the estimating risks have passed. During construction, unused CM/GC construction contingency can be reduced and returned to RSD 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. Skanska is a proponent of very detailed estimates that eliminate allowances and lump sums wherever practical. We are guaranteeing the entire GMP and not individual line items, this detail allows the entire team to have clarity of the scope. We can also sort the estimate by bid package, which allows for easy comparison with subcontractor bids. A list of qualifications and clarifications will also be included to help define any areas of ambiguity. Once the GMP has been reviewed and agreed upon, it will be used as the base line for the project.

During construction of CMGC projects, the design team may issue documents that add to or change the construction documents. If the change is a further development of and consistent with the documents, it is within the GMP and is not a change order. "Changes in scope, systems, kinds and quality of material, finishes or equipment" (refer to Article 6.4.2. in Reynolds School District contract) as well as conditions that are different from that shown in the documents or reasonably expected would be outside the scope of the GMP.

Sherwood Elementary School, Sherwood OR

E. Past Performance

In the last seven 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 Projects

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
Ridgeview High School	Redmond School District	2/29/2012	$61,800,000	$1, 259,000 (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

Philomath High School Expansion and Renovation, Philomath, OR

Crestline Elementary School Replacement, Vancouver, WA

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3.2.2.4 Schedule, Quality, Safety

3.2.2.4 Schedule/Quality/Safety

A. Approach to Managing Schedule

Completion of the Wilkes Elementary School by August 2018 will be achieved through our schedule management. Our approach to schedule management can also achieve much more than a guaranteed move in date:

- Lower cost
- Improved quality
- Minimize disruption to ongoing school activities.

We suggest that the construction start be moved to March 2017 for the following reasons:

- The current construction market is very busy this year and we expect to have more resources available next year. Work winds down in the first two quarters next year. Shifting the start date will align with the market for better subcontractor pricing and craft availability.
- Starting in March 2017 means building through one winter and not two. Our plan is to have the school's exterior envelope weather tight by the end of November 2017 so we can complete the interior finishes during the winter of 2017/2018.
- Shifting the time from construction to preconstruction means more time to produce a quality set of construction documents which results in lower cost, higher quality, fewer change orders, lower construction administration cost, faster construction and less risks.
- Less time that construction activities will occur on the occupied campus resulting in less disruption to ongoing school activities.

We have completed larger schools in less time. It will be complete by August 2018.

Schedule Risks

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

- **Permits** - together with BLRB, we will communicate with the City early about the project needs for permits. By shifting the construction start date, they will be afforded more time to issue the permit.
- **Material procurement** - with our experience in building schools, we know what critical materials to focus on to ensure no delays.
- **A busy market** - considering our long history in the Portland market and the large volume of work we do, we have developed a great working relationship with local subcontractors. They know we demand a lot but what we expect is achievable and to ensure future work, they must deliver for us each and every time.
- **June 2018 move-in.** - The most schedule challenging scope will happen in the summer of 2018. When school is out, it will be critical to immediately move out of the existing school and into the newly completed one. The hazardous material abatement and demolition of the existing school is next so we can complete the fields and parking by the end of August 2018. There isn't much time to complete this but we've done it before and we will deliver for you.

Schedule Tools/Reports

We utilize Primavera P6 scheduling software. Throughout the life of the project, we update the schedule weekly to ensure the team is making the needed progress and make adjustments to stay on track. The schedule is reported at the Reynolds, BLRB weekly team meeting.

Several of our scheduling formats are detailed below:

- **Executive** - Summarizes key elements and used at a high level to share progress.
- **Milestone** - Key elements include design deliverables, permits , GMP, bid packages, start dates, building dry-in, commissioning and move in date.
- **Three-week look ahead** - The project schedule is supported by a three-week "look ahead" schedule which is used to drive the daily production. These schedules allow us to break the project into smaller pieces to communicate and manage daily activities at the foreman level.

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

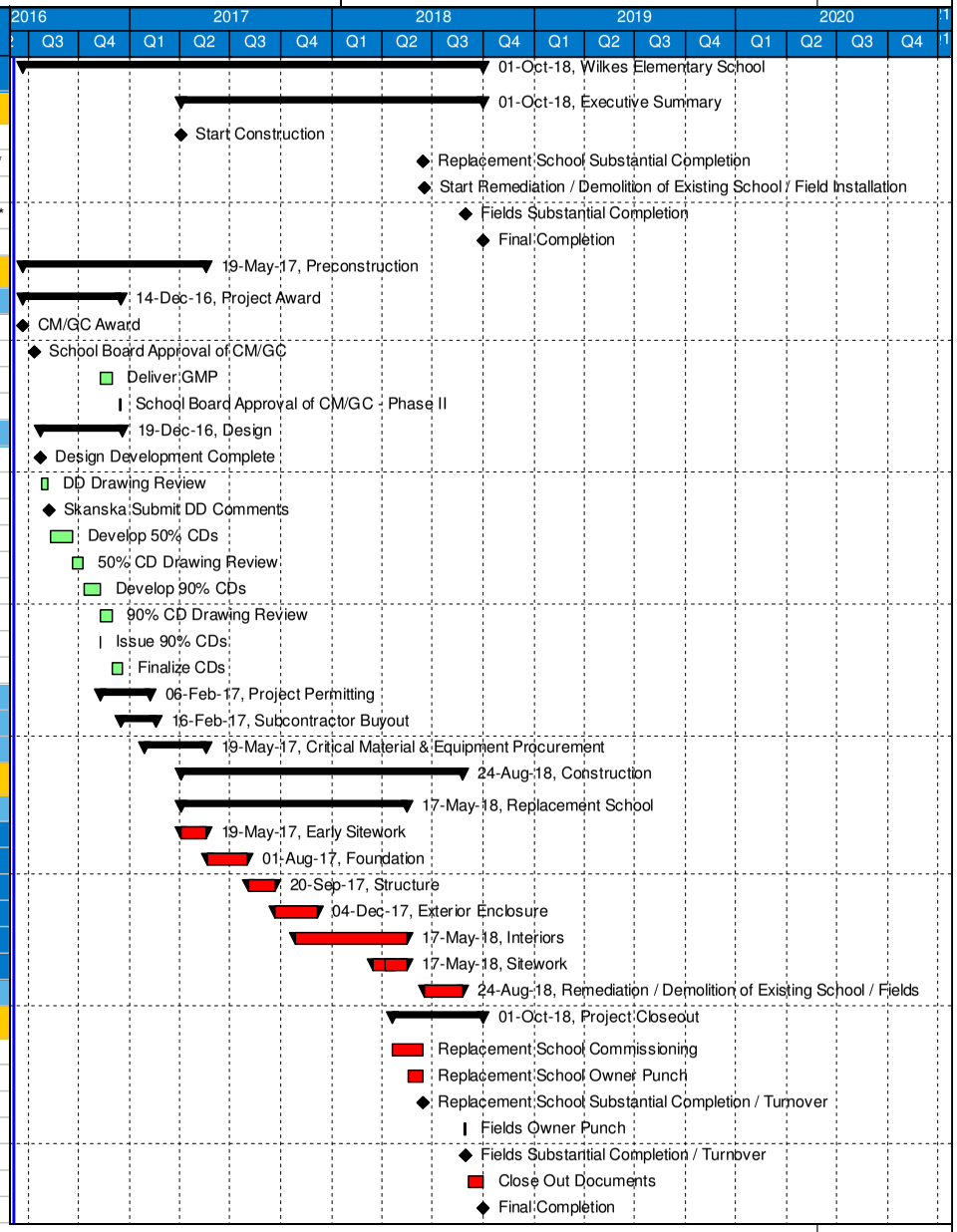
The benefit is: accurate schedule information and reports to ensure all parties on this project are in full understanding of design development durations, submittal due dates, material procurement times and construction trade sequencing.

PRIMAVERA P6

Wilkes Elementary School

Print Date: 08-Jun-16, Data Date: 06-Jun-16

Activity ID	Activity Name	Dur	Start	Finish
Wilkes Elementary School		573	22-Jun-16	01-Oct-18
Executive Summary		379	03-Apr-17	01-Oct-18
EXE100	Start Construction	0	03-Apr-17*	
EXE101	Replacement School Substantial Completion	0		15-Jun-18*
EXE102	Start Remediation / Demolition of Existing School / Field Installatio	0	18-Jun-18	
EXE103	Fields Substantial Completion	0		31-Aug-18*
EXE104	Final Completion	0		01-Oct-18
Preconstruction		229	22-Jun-16	19-May-17
Project Award		121	22-Jun-16	14-Dec-16
AWD100	CM/GC Award	0	22-Jun-16*	
AWD101	School Board Approval of CM/GC	0	13-Jul-16	
AWD102	Deliver GMP	13	08-Nov-16	28-Nov-16
AWD103	School Board Approval of CM/GC - Phase II	1	14-Dec-16	14-Dec-16
Design		102	22-Jul-16	19-Dec-16
DES100	Design Development Complete	0		22-Jul-16
DES101	DD Drawing Review	10	25-Jul-16	05-Aug-16
DES102	Skanska Submit DD Comments	0		08-Aug-16
DES103	Develop 50% CDs	29	09-Aug-16	19-Sep-16
DES104	50% CD Drawing Review	14	20-Sep-16	07-Oct-16
DES105	Develop 90% CDs	20	11-Oct-16	07-Nov-16
DES106	90% CD Drawing Review	13	08-Nov-16	28-Nov-16
DES107	Issue 90% CDs	1	08-Nov-16	08-Nov-16
DES108	Finalize CDs	15	29-Nov-16	19-Dec-16
Project Permitting		60	08-Nov-16	06-Feb-17
Subcontractor Buyout		43	15-Dec-16	16-Feb-17
Critical Material & Equipment Procurement		80	27-Jan-17	19-May-17
Construction		354	03-Apr-17	24-Aug-18
Replacement School		285	03-Apr-17	17-May-18
Early Sitework		35	03-Apr-17	19-May-17
Foundation		50	22-May-17	01-Aug-17
Structure		35	02-Aug-17	20-Sep-17
Exterior Enclosure		50	21-Sep-17	04-Dec-17
Interiors		140	27-Oct-17	17-May-18
Sitework		45	16-Mar-18	17-May-18
Remediation / Demolition of Existing School / Fields		49	18-Jun-18	24-Aug-18
Project Closeout		114	20-Apr-18	01-Oct-18
CLO100	Replacement School Commissioning	40	20-Apr-18	15-Jun-18
CLO101	Replacement School Owner Punch	20	18-May-18	15-Jun-18
CLO102	Replacement School Substantial Completion / Turnover	0		15-Jun-18
CLO103	Fields Owner Punch	5	27-Aug-18	31-Aug-18
CLO104	Fields Substantial Completion / Turnover	0		31-Aug-18
CLO105	Close Out Documents	20	04-Sep-18	01-Oct-18
CLO106	Final Completion	0		01-Oct-18



Actual Work | Critical Remaining Work | Summary
Remaining Work | Milestone

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B. Labor and Material Availability

The construction market in the Pacific Northwest is very busy and there is cost inflation and some labor shortages. The key to minimizing the impact is making our project attractive to the market and finding the best window to bid and build which we described earlier. Our approach to driving down the costs and ensuring adequate workers involves the following:

- Leverage our long relationship with subcontractors and encourage them to bid
- 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
- Leverage underutilized subcontractors including our MWESB partners to provide opportunities to bid.

Skanska tracks current labor and material availability and pricing so that we are aware of any challenge for our projects and develop plans to mitigate those challenges.

C. Opportunities and Challenges

We have identified some challenges and opportunities in completing the Wilkes Elementary School in the most efficient manner possible, to drive down costs, deliver the highest level of quality and have the school ready by September 1, 2018.

- **Busy market** - by identifying local trades that have limited resources due to a busy construction market, we can incorporate different designs to avoid an overheated market. For example, currently there is a shortage of brick masons but not carpenters so we could use concrete walls in lieu of structural masonry walls.
- **Winter construction** - by shifting the start date a few months, we avoid the unnecessary expense of doing the earthwork in the winter. There will be no change to the end date for the building and parking lot completion.
- **Building enclosure by November 1, 2017** - by enclosing the building envelope by November 1, 2017, we are able to avoid costly exterior work in the winter of 2017/2018
- **Prefabrication** - this was one of the keys to Steve Jones completing the 170,000-SF Beaverton Middle School in 15 months
- **Early order of schedule critical items** - we will identify and order early any schedule critical materials or equipment
- **Summer 2018 move in, parking lot construction** - this was discussed in detail earlier. This is one of the most challenging aspects to this project as the parking lot and fields must be complete by August 2018.

D. Quality Control Plan

Kristen Fallin and Steve Jones will manage quality during preconstruction and during construction. They 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** - Quality management starts the day we are selected as your CM/GC, commencing preconstruction. In order to prevent surprises in cost, quality or schedule, we will integrate with the architect and engineers starting with our partnering meeting at project commencement. These conversations and collaborative efforts are imperative to accurately understand the scope necessary and resolve any constructability issues before the drawings are complete.
- **Submittals** - 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 potential miscommunication.
- **Mock-ups** - We construct mock-ups to establish a standard of quality and to test and validate the design intent for the components for items such as the exterior envelope.

Mock-up

- **MEP Coordination** - We assemble our MEP subcontractor team early, allowing them to take ownership in design assist, budgeting, and to provide modeling to discover routing conflicts or tie-in challenges long before the craft personnel arrive onsite. By teaming with the MEP group members, and completing detailed design reviews and MEP coordination drawings, construction cost and coordination challenges are identified on paper instead of in the field. This will help us avoid costly schedule impacts, and eliminate costly rework.

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.

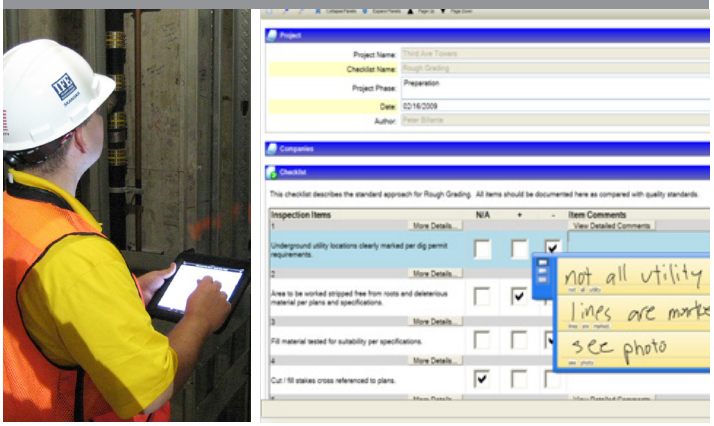
- **Pre-Installation Conference** - Meet with design team members and subcontractors onsite, before starting work to review project requirements, quality expectations, requests for information (RFIs), project documents, installation details, quality expectations, testing requirements and mock-ups.
- **Exterior Skin/Building Envelope Coordination Meetings** - Similar to the MEP coordination process, the most effective tool for assuring an efficient, leak-free exterior is to conduct detailed coordination with the exterior skin team early. Potential quality issues or conflicts can be identified and resolved before construction starts.
- **Follow-up Inspections** - Kristen and Steve Jones monitor ongoing work segments to assure continuing conformance. They periodically review work after the installation begins to confirm installation details and conformance. Non-conforming 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.

Quality Assurance Using Technology



PCC Willow Creek – Quality Control

Value engineering research recommended a reduction of the overall height of the building for cost purposes. Such a change affected the ceiling to floor height where all of the mechanical, electrical, plumbing and fire suppression systems were located. Skanska decided that 3D modeling would be the most effective way to shrink the space while ensuring all systems were coordinated and would fit in the space. The result was zero RFIs for MEP and fire suppression systems. This was a very conscientious and successful process.

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 Wilkes Elementary project.

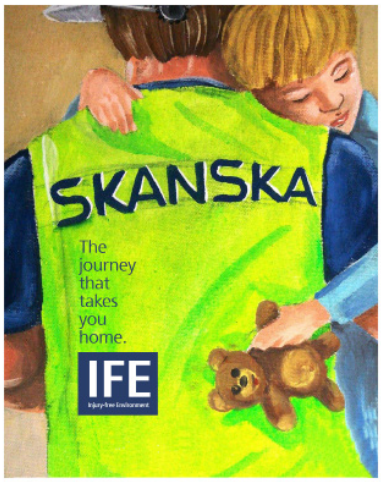
Our approach to safety is called an Injury-Free Environment® (IFE). The IFE culture centers on a single, simple belief that every injury is preventable.

For each project, we develop a site- specific safety plan which defines safety standards for that project. Our plan reflects the construction industry's highest safety standards.

Skanska Safety: Injury Free Environment

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. Safety is one of Skanska's values, and this team has proven our commitment to safe construction on busy campuses.

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 and expected conduct on a project that is adjacent to a school. This training is comprehensive, effective and includes jobsite clean-up practices. Prior to being permitted to work on site, each worker must agree to the stringent safety, security, and site conduct requirements demanded by our project team.

Jobsite Safety Training

We also hold regular site safety inspections and audits by the project manager, superintendent, corporate safety office, and other staff. Daily inspections are 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 corrected immediately.

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. 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. However, when workers do not comply with jobsite safety and conduct requirements may be removed from the project.

Company EMR

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

SKANSKA

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 nearly 30 years. In the last 15 years our office has completed over 170 K-12 projects with twenty school districts in Oregon and Southwest Washington. These schools total more than $500 million to our communities to enhance learning environments for our children. Skanska has enjoyed its work in the City of Portland and the relationships we built with the local subcontractors, building permit officials and the community.

Our subcontractor partners know that we 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 Wilkes ES project, 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

Asian/Pacific Islander Owned Enterprise

Green Art Landscape

In Line Commercial 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 Sprinkler 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

River City Rebar LLC

Hispanic Owned Enterprise

Crestview Construction Inc

Zavala Corporation

Minority Business Enterprise

Carr Construction, Inc.

Generation Plastering LLC

High Tech Crating Inc

Quality Erectors & Construction Inc

SBM Management Services LP

Turtle 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

Bend Commercial Glass

Cash's Drapery Inc

Classique Floors Inc

Dannick Corporation

Edge Construction Supply

Fairborn Equipment Co Inc

Faison Construction Inc

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

Munitor Construction

NW Construction General Contracting Inc

Pacific Fire Systems LLC

Renegade Sports Surfacing Inc

River City Glass

Rodd Hansen Architect LLC

SRM Architecture & Marketing

Stryker Construction Inc

Sunburst Fabrications Inc

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

Building Materials Specialties

Caughlin's Commercial Floorcovering Inc

Central Oregon Heating & Cooling 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

Buds Expert Tree Care Inc

Chick of All Trades

Cochran Inc

Cochran Technologies Inc

Cox Fire Protection Inc

D&H Flagging Inc

DFW Electric Group LLC

Ductz of Greater Portland

General Sheet Metal Works Inc

Gibson Door Inc

Green Deconstruction Services Inc

H&L Corporation

Highland Fire Protection Co

Home Team All the Bases Inc

Life Rax Company

Little John's Portable Toilets Inc

Make Ready Plus

Marco Ideas Unlimited

Olympic Glove & Safety Co Inc

Pacific Window Tinting Inc

Parrish Excavating Inc

Prestige Tile & Stone Inc

Raz Transportation

Staton Companies

TBC Safety

Vancouver Roofing & Sheetmetal Co

We Cut Concrete Inc

West Meyer Fence

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.

Regional Certification Day

Most recently, Skanska organized the first Oregon/Washington 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.

Over the past ten years, Skanska has partnered with more than 40 subcontractors that are located within the Reynolds School District boundaries. These partnerships have totaled more than $96.5 million for your local community.

C. Supporting District Goals

Skanska shares in the Reynolds SD value of diversity. We call it "Be better together". We will team with RSD to achieve your Local and Diverse Partnership Program(LDPP) goals, by leveraging our relationships with over 100 BOOST graduates. This will 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.

The Reynolds SD community has and will continue to benefit by the programs we have in place. These programs include the following:

1. **Student/Career Technical Education**
   The following are examples of our ongoing outreach and investment in the lives of students that we offer to you:

   - **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 the District 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.

2. **Workforce Hiring and Training**
   Skanska is actively involved in the hiring, employment and training of diverse and young workers. In order for these new workers to better learn and work safely, we have a buddy system in which we pair them up with a journey.

3. **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.

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

BOOST Training with a Business Focus

Skanska's BOOST training program is an award-winning program led by diversity manager Mel Jones. It is a free ten-week course designed to give MWESB subcontractors and suppliers the tools necessary to work with us and to grow their business.

4. **Social Responsibility and Sustainability**
   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.

5. **Mentor Protégé**
   For the past decade we have a Mentor Protégé program that focuses on accelerating training for minority contractors. The objectives of our program is to increase the volume of work that protégé firms perform and successfully deliver.

   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.

6. **Partnerships for the Community**
   Skanska is an active participant in the following community organizations:

   - **SafeBuild Alliance** - mentoring committee
   - **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
   - **HMCC** - Hispanic Metropolitan Chamber of Commerce

   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.

3.2.2.6 Contract Format

3.2.2.7 Deviation from the RFP

3.2.2.6 Contract Format

We are committed to negotiating a mutually agreeable contract.

3.2.2.7 Deviations from the RFP

We have no deviations from the RFP.

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3.2.3 Fee Proposal

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3.2.3 Fee Proposal

A. Preconstruction Services

Our preconstruction fee is $130,000.

B. Construction Services

CM/GC Fixed Fee

Our proposed fee, as a percentage of the GMP is 4.5 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 is a cost of the work.

Self-perform Work

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

General Conditions Estimate

Our estimate for general conditions is **$1,195,309** Please find our cost breakdown on the following page.

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General Conditions Breakdown

Item	Quantity	Units	Est Total
Project Manager	84.1	wk	$277,154
Project Engineer	84.1	wk	$147,343
Scheduler	8.41	wk	$14,734
Mechanical Engineer / Coordinator	2	wk	$8,234
Electrical Engineer / Coordinator	2	wk	$8,234
Project Accountant	8.41	wk	$11,665
Estimator	4	wk	$12,410
IT Labor	4	wk	$11,680
Superintendent	84.1	wk	$282,576
Foreman	84.1	wk	$161,068
Safety Engineer	12	wk	$36,288
Office Trailer Rental	19	mo	$11,400
Office Trailer Set Up	2	wk	$3,763
Storage Trailer	19.36	mo	$5,808
Office Trailer Utility Hook up	1	ls	$500
Office Temporary Electric	19.36	mo	$4,840
Office Temporary Water / Sewer	19.36	mo	$1,452
Job Sign	1	ea	$2,000
GC Office Furniture	1	ls	$500
Office Supplies	19.36	mo	$5,808
Drinking Water	84.1	wk	$12,615
Copy Machines	1	ea	$6,000
Telecommunications	19.36	mo	$11,616
Mobile Phone Communications	19.36	mo	$5,808
Project Management Information System	19.36	mo	$11,616
Courier Charges	84.1	wk	$8,410
Blueprints / Reproduction	1	ea	$2,500
Progress Photos	19.36	mo	$5,808
Trailer Permits	1	ls	$500
Testing Services - Background Check	1	ls	$5,000
Field Toilets	19.36	mo	$13,552
Dump Fee & Hauling	19.36	mo	$19,360
Daily Cleaning	84.1	wk	$42,975
Temporary Fence	2000	lf	$4,000
Temporary Lights	80000	gf	$4,000
First Aid	84.1	wk	$4,205
Safety Signs	20	ea	$4,000
Safety Glasses	250	ea	$2,500
Drug Screening	20	ea	$1,000
Small Tools & Supplies	84.1	wk	$4,205
Fuel & Oil	2	mo	$500
Superintendent Auto Expenses	19.36	mo	$9,680
Forklift / Lull	8	wk	$8,000
Total			**$1,195,309**

Skanska USA Building Inc.
usa.skanska.com

222 SW Columbia Street
Suite 300
Portland, OR 97201
Phone 503.382.0900
Fax 503.382.0901

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