LCG PENCE CONSTRUCTION

Reynolds School District

RESPONSE TO RFP:

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES
REYNOLDS HIGH SCHOOL ADDITIONS & RENOVATION

JULY 18, 2016

LCG PENCE CONSTRUCTION

CONTENTS

LCG PENCE CONSTRUCTION

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July 18, 2016

RE: RFP – Construction Manager/General Contractor Services
Reynolds High School Additions & Renovation
1204 NE 201st Avenue
Fairview, OR 97024

Dear Selection Committee,

It is with enthusiasm that we present this proposal for CM/GC Services for the Addition and Renovation of Reynolds High School. I have no doubt that our team's thoughtful plan, attention to detail, and excitement for the project will be evident throughout. Like many of our recent school projects, Reynolds School District faces a set of challenges. Stretching bond dollars, meeting schedules in a highly-competitive subcontractor market, and executing a complex plan in Oregon's second-most populated high school are among them.

Stretching Bond Dollars

Our team is led by CA White, a Senior Project Manager with experience working on complex, large high school remodels including Silverton High School and Central High School. CA's experience and focus on efficiency will safeguard your investment from Value Engineering to site logistics efficiencies and shrewd budget management.

Competitive Market

It is no secret that construction budgets written for recent bonds are tight. The competitive market for labor and materials is giving school districts across the state cause for concern. We will time bid packages, secure long lead items as soon as possible, and will leverage our deep connection to the subcontractor market to get a jump start on cost savings.

Occupied Campus Complexities

Not disrupting the learning environment to update an existing school building is critical to a successful school project. Reynolds High is a school first, a construction site second. We take that responsibility seriously and have successfully co-existed on numerous complex high school projects with strategies that focus on student and staff safety and harmony.

We know our team will deliver on all of these challenges to the success of Reynolds High School. We look forward to serving you.

Sincerely Yours,

Paul Schulz

Principal, LCG Pence Construction, LLC
paul@lcgp.com

4. PROPOSAL FORM

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

Reynold School District – Reynolds High School Additions & Security Entrances District Wide

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated June 9, 2015, for the contract named above. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the Reynolds School District, agrees to all terms and conditions found in the attached contract, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

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

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

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

LCG Pence Construction, LLC
2720 SW Corbett Ave
Portland, OR 97201
Phone: (503) 252-3802 Fax: (503) 256-3684
Email: cawhite@lcgp.com

Authorized Signature:

Printed/Typed Name: Paul Schulz

Title: Principal

Date: July 13, 2016

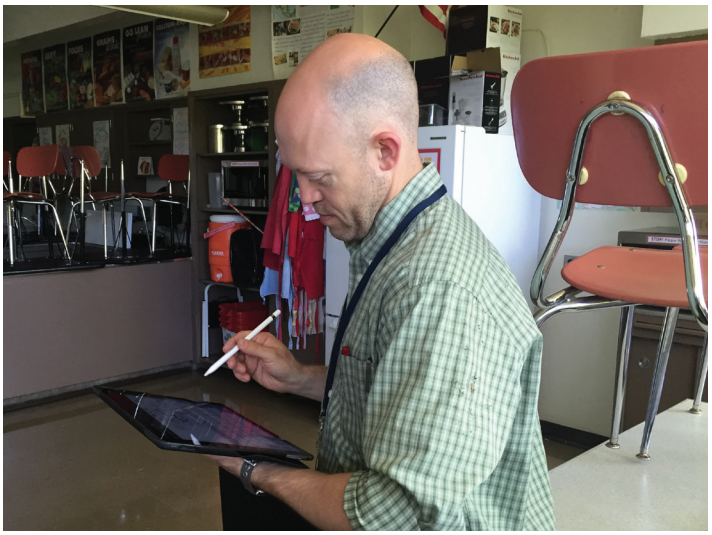
State of Oregon Construction Contractors Board License No:153167

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

Reynolds School District - Reynolds High School Additions & Security Entrances District Wide
Construction Manager/General Contractor (CM/GC) Services RFP

3.2.2.1: In detail, describe the overall plan to manage the project, including the following as a minimum: Describe your proposed Preconstruction Services Plan that defines each preconstruction service you intend to provide including but not limited to:
1. Investigation of existing conditions to ensure construction documents reflect the actual site conditions specific as reflected in § D. of Section 2.7.1; 2. Design and Construction Document coordination review and comments verifying their implementation. Describe your firm's approach when working as a project team member during design; 3. Design and target cost validation, budgeting; cost estimating and tracking and reconciliation with second parties. How do you manage price volatility and market conditions when providing cost estimates during the design phase without being unreasonably conservative; 4. Constructability issues including assistance identifying safe work practices and requirements for construction; 5. Value Engineering and alternative construction options, products and engineering systems for cost savings and life cycle cost design considerations; 6. Schedule, change recommendations and advice of long-lead procurement packages; 7. Recommended phasing and sequencing of work to maximize construction site efficiencies; 8. Assessment and recommended site logistics requirements; 9. Subcontract Plan preparation and procurement planning including strategy for use of local and MWESB firms. 10. MISSING? 11. Cost estimating methodology, and systems utilized to adhere to requirements for detailed accounting & tracking of costs in accordance with the project budget.

PRECONSTRUCTION SERVICES



Above Left: *Existing HVAC conditions have us re-routing of the exiting 8" HVAC water supply and return piping currently routed in the ceiling of existing breezeway will be rerouted to an underground tunnel.* ***Above Right****: Our superintendents and project managers will tour the school during preconstruction to review existing conditions, take notes on floor plans and provide them to the design team.*

1. EXISTING CONDITIONS

With our past experience working on large, occupied high school campuses, LCG Pence knows exactly what it takes to be successful at Reynolds High School. Early in the design phase, our team will be on-site, exploring every inch of the existing facility to ensure the structural and MEP-FS connection points are correctly represented and accounted for in the design documents. This gives us confidence that everyone is working from accurate information rather than assumptions. Early site investigation is time consuming work that requires a tremendous amount of effort, but if done correctly, it will provide significant value added impact over the entire life-cycle of the project and the building.

2. DOCUMENT COORDINATION/REVIEW

With a complicated project like Reynolds HS, all stakeholders need to work in an open and collaborative manner. To make this happen we use cloud-based software that allows the entire team including Owners, Architects, General Contractors, Consultants, MEP Subcontractors and other partners to come together from any location and in real-time. With this system, we can instantly create and share issues, track markups, and ensure the existing site information gathered is accurately depicted on the design drawings.

3. ESTIMATING

We have been in business for 65 years and have a very strong following of loyal subcontractors and suppliers who work with us throughout the budgeting process. We also pull from our past experiences with fluctuating market conditions to ensure we are using a reasonable level of conservatism as we are developing an accurate, baseline estimate.

4. CONSTRUCTABILITY & SAFETY

When it comes to work practices, safety is our number one priority. Through 65 years of construction, we have developed and refined systems to ensure our construction sites are safe, well-organized and efficient across all activities. We will complete daily pre-task plans and Job Hazard Analyses. This process gives the crew clear directions for the safest task execution.

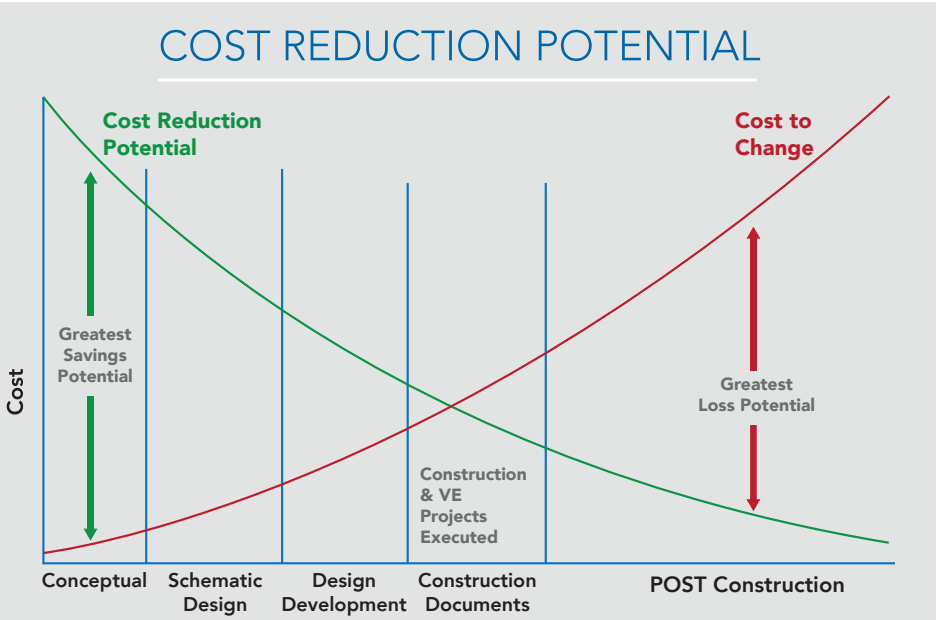
5. THE LCG PENCE VALUE ENGINEERING PROCESS

True Value Engineering (VE) is when our analysis of the project requirements leads us to solutions that improve its function, form, life-cycle and overall cost. Coming into the Reynolds HS project early will give us that edge to make significant value-added decisions. When analyzing VE concepts, we put both current plans and new ideas through the following thought process:

V/E CONCEPTS ASSESSMENT:

Function: Does it meet or exceed the function of current or standard specs?
Life Cycle: Are there immediate cost savings or life cycle savings involved?
Aesthetics: Does it meet or exceed aesthetic standards of current specs?

Value Engineering is done at all stages of the design process, but is most impactful when done during conceptual and schematic design, as is the case at Reynolds High School. Cost reduction potential decreases over time *(see graph on right)*, meaning our team can be most effective when brought on early. We begin Value Engineering as soon as possible to maximize results.



Value Engineering is most impactful when done at the earliest stages. With time, the savings potential decreases and the loss potential increases.

PHASE 1: CONCEPTUAL DESIGN

The conceptual design stage is where we analyze the overall concepts of the project and create large-scale value opportunities by examining building mass, shape, heights, location on site and proposed material palettes and all other "big picture" issues that can significantly impact final project cost. It is our chance to make some of the largest impact on savings for our clients.

PHASE 2: SCHEMATIC DESIGN (SD)

Schematic Design is when we evaluate the large, basic systems of the building and offer options for changes that would result in significant savings or improved function or aesthetics.

During the SD phase, we also consider vendor location, timing and scheduling impacts on your budget. If we can find an alternative product or system that will save time, we can add value.

PHASE 3: DESIGN DEVELOPMENT (DD)

At Design Development, the biggest decisions have been made. Wholesale "systems" are in place and we are working out the details. For example, if the HVAC system type was selected and VE-analyzed in Schematic Design, we now decide the most efficient and economic method of implementing the particular system.

PHASE 4: CONSTRUCTION DOCS (CD)

With the most altering and cost-sensitive decisions behind us, we can move forward with confidence through the CD phase. At this point, our team shifts from VE into final cost reduction. Opportunities for VE are still in play, but the most significant impact we can have is by seeking bids for alternative materials from subs and timing the bids properly for market conditions.

VALUE ENGINEERING EXAMPLES:

Below are a few examples of Value Engineering efforts that have brought significant savings to several of our education clients. From start to finish, the LCG Pence team of Bruce Turner, Chief Estimator and CA White, Senior Project Manager will gather the Owner, Architect and Engineers to communicate and collaborate on VE and Cost Reduction opportunities.

DAVID DOUGLAS AQUATICS CENTER

Alternative siding supports
Savings: $27,210

Local source for metal sandblasting service
Savings: $87,000

Alternate Locker Room layout
Savings: $355,000

CHEMEKETA YAMHILL VALLEY CAMPUS

Alternate brick soffit system
Savings: $31,400

Revised HVAC layout
Savings: $71,440

Alternate Landscape design
Savings: $115,000

SILVERTON HIGH SCHOOL REMODEL AND ADDITION

Alternate Metal Wall Panel
Savings: $49,638

Alternate Casework Design
Savings: $195,467

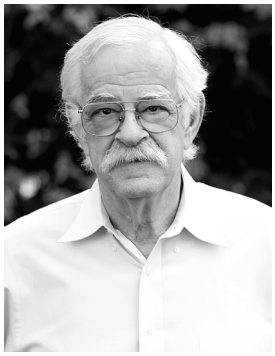
Alternate Audio/Visual Package
Savings: $70,044

6. SCHEDULE, CHANGES & PROCUREMENT

We have a proven track record of making complex schedules work safely on occupied school campuses. The schedule and phasing plan we have developed will keep Reynolds HS a school first and a construction site second.

As we have proven in past projects, the best way for construction to have minimal school impact is simply to shorten the construction schedule. With our schedule, we have targeted an "Early Work Release" to start at the beginning of winter break to create complete separation between the student/staff and the construction site quickly. This schedule also gives a head start on underground utilities and development of building pads for the new addition. We will target the MEP-FS above-ceiling upgrades during both winter and spring break as well as evenings and weekends

Our construction schedule will make the most of non-school days. All intrusive construction activities will be scheduled during summer months, winter and spring breaks to support our goal of least-intrusive construction practices.



BRUCE TURNER
Chief Estimator

Having participated in hundreds of CM/GC and design assist projects, Bruce understands the value of an effective preconstruction phase, and his approach goes far beyond the traditional construction estimating offered by most contractors. Bruce teams with designers and owners at the earliest possible design stages to ensure that all budget, schedule and quality expectations are met while all possible savings are achieved. Through his depth of experience, Bruce has earned a reputation as a budget marksman.

7. RECOMMENDED PHASING

Our proposed schedule, includes the following phases of construction (also illustrated in section 3.2.2.1 (c):

Early Work Authorization: Spring Break 2017

a. Mobilize site and install temporary construction controls to ensure construction separation
b. Establish laydown and staging areas
c. Build temporary student parking
d. Install underground utilities at new addition areas and establish building pads
e. Begin strategic MEP-FS work during spring break and continue with evening and weekend work

Phase 1: Summer Break 2017

Kitchen area remodel will be conducted during the first summer for a simplified transition during the school year.

a. Foundation and slab-on-grade (SOG) work to begin at the new addition areas
b. Interior remodel work fully underway at science / general classrooms, and the existing admin area and kitchen
c. Continue MEP-FS work to facilitate phased construction
d. Begin stage 1 parking lot / site improvements

Phase 2: 2017-2018 School Year

a. Interior remodel work is 100% complete and those areas are turned over for student and staff use
b. New addition areas continue with construction through the school year
c. New administration / counseling area to wrap up winter break and turned over for student & staff use

Phase 3: Summer Break 2018

a. Construction of the new addition areas concludes and ready for move in

The counseling center remodel will conclude during the school year of 2017-2018.

b. Complete final parking lot / site improvements
c. Remove temporary student parking lot and re-establish the ball field
d. Demobilize – project complete

The proposed schedule and phasing plan allow the project to complete prior to the start of the 2018-2019 school year. The final schedule and phasing plans will be developed in close collaboration with the district, student/staff, Day CPM and the local fire marshal to ensure all stakeholder concerns are considered. This team will also be crucial in ensuring the areas of our construction will be built safely while maximizing overall site efficiency.

8. SITE LOGISTICS

Site logistics for Reynolds HS will require a well-thought-out construction staging/laydown and access. LCG Pence will use a collaborative approach with all of the stakeholders to develop a site logistics plan that works for everyone. At a minimum our site logistics plan will consider the following:

- Construction working hours (weekdays, weekends and holidays)
- Consideration of campus-held special events (athletic events, etc.)
- Noise control to ensure limits are not breached
- Notification of nearby residents and businesses of the upcoming construction activities
- Established delivery routes and times for construction materials receiving
- Contractor parking and carpooling opportunities
- Material laydown / storage areas for maximum efficiency and safety. A clean site is a safe site.
- Protection of existing facilities
- Faculty and student safety/security

9. SUBCONTRACTORS & MWESB

When it comes to establishing great relationships with subcontractors, there is no substitute for local experience. We have a deep database of loyal subcontractors and suppliers who enjoy working with our team and will be excited to have this project opportunity. Our system for procuring all subcontractors is also focused on appealing to those certified as MWESB.

1. We advertise in all local publications, building exchanges and the Daily Journal of Commerce to promote pre-bid interest.
2. Next we hold a "Pre-Bid Kick-Off" meeting, on-site at the school to bring in local subs/suppliers to discuss project specifics. At this meeting we:
    - Review our project schedule so all subs understand the requirements (i.e. two crews working concurrently, etc.)
    - Review the pertinent sections of the contracts for subcontracting bidding procedures
    - Answer questions regarding bidding documents
    - Answer questions about contracting with LCG Pence or about payroll reporting
    - Discuss how they would like to see work packaged to suit their capabilities. (i.e. manpower, current work load, bonding capacity, etc.)
    - Walk them through our FTP site so they understand how to navigate the system, download documents, and provide bid proposals for the Reynolds High School project.

Diverse Workforce

Our commitment to Minority, Women and Emerging Small Business (MWESB) development and a diverse workforce with equality for all is a serious and important goal. LCG Pence has a strong history of mentoring women and minority owned business and suppliers, and employing a diverse workforce.

MWESB Outreach Program

LCG Pence is committed to maximizing the involvement of women and minority owned businesses on ALL of our projects. Here are a few ways LCG Pence has actively sought out MWESB involvement in past projects:

- Solicit bids from LCG Pence's list of MWESB firms compiled from past relationships and projects, State of Oregon MWESB Certified Listing, Oregon Association of Minority Entrepreneurs (OAME), National Association of Minority Contractors-Oregon (NAMCO) and National Association of Women in Construction (NAWIC) Members.
- Post information about upcoming projects and make bid documents available to MWESB companies. Advertising and outreach are key.

Below is an example of our process in locating MWESB subcontractors during the Oriental College of Medicine project, which had a high goal for MWESB participation:

Oregon College of Oriental Medicine in Portland had strong MWESB goals. Through targeted procurement we were able to meet those goals.

1. Notice of Bid
2. Advertise in diverse papers
3. Get State of Oregon updated DMWESB certified firms
4. Send out notices to specific DMWESB firms
5. Explain scope to bidders
6. Record bid responses
7. Verify Certification
8. Direct meetings and invitations to bid with Subcontractors at NAMCO, Oregon.

11. COST TRACKING

Our team is well aware that every dollar in the project must be correctly accounted for. We focus on conducting auditable work to give back savings to owners on a regular basis. We plan to do the same for Reynolds High School. We have over 80 years of combined in-house estimating experience, plus state-of-the-art quantity take-off, estimating, scheduling and project management and accounting software (i.e. On-Screen Take Off, Pay Dirt, Precision Estimating, Primavera P6 Scheduling and CMIC for project management and accounting). **Our budget estimates are consistently within +/- 2% to 5% of the final construction costs.**

3.2.2.1 (a) Address the person(s) responsible for each service, a description of the deliverable(s) that will be provided to the Owner and design team upon completion of each service and the action you intend to take or intend for the design team to take based on the information contained in each deliverable.

RESPONSIBILITIES

LCG Pence believes that the benefit of the CM/GC approach is in teamwork. We bring our expertise in construction management of education projects to the team. Our formula for success begins with a cohesive environment starting from day one. Every member plays a role and those roles come with responsibilities. Here are the responsibilities we have identified as ours during preconstruction and construction:

PRECONSTRUCTION

- Bring relevant experience from past similar projects
- Lead Owner, Architect, Contractor meetings
- Develop and update critical path schedule
- Solicit subcontractors, particularly local and MWESB prospects
- Provide estimates from start to finish
- Conduct Value Engineering (VE) analysis and manage VE suggestions throughout
- Provide GMP to Reynolds that is within the budget parameters
- Perform constructability reviews throughout the project
- Provide valuable constructability review comments
- Lead site investigation with team to ensure designs are available
- Stay tuned to the subcontractor market to ensure bid timing nets the best price

CONSTRUCTION

- Manage construction schedule
- Schedule and manage subcontractors
- Manage and evaluate safety throughout the project
- Continue weekly meeting schedule with owner and architect
- Keep Reynolds apprised of all changes in schedule
- Manage change order process
- Ensure the occupied campus safety precautions are taken to maintain the education environment

SPECIFIC TEAM MEMBER RESPONSIBILITIES ARE LISTED BELOW

RESPONSIBILITY	CA	Bruce	Kieron	Roland	Kurt
Attend weekly progress meetings.	X		X		X
Create cost estimates at the Schematic Design, Design Development, and Construction Document phases	X	X	X		
Provide interim estimates as requested.	X	X	X		
Provide value engineering and cost reduction reviews as necessary or requested.	X	X	X		
Provide construction cost opinion to aid decision making during the weekly progress meetings.	X	X	X		
Provide constructability review of the drawings at the Schematic Design, Design Development, and Construction Document phases.	X		X	X	X
Provide constructability opinion to aid decision making during the weekly progress meetings.	X		X	X	X
Engage subcontractors, as required, to reinforce pricing efforts and review existing building/field components.	X		X	X	X
Provide field verification, as requested, of the existing building and field conditions.	X		X	X	X
Maintain the overall schematic project schedule (inclusive of A/E activities) during the Preconstruction phase.	X		X		X
Prepare bid packages. Prepare early packages as may be requested to improve or maintain project schedule.	X		X		
Help to identify and coordinate long lead materials, as may be requested to improve or maintain project schedule.	X		X		

3.2.2.1 (a) Briefly identify two or more examples of projects that demonstrate the range of Preconstruction Services your firm has provided on previous public or private sector CM/GC projects or private sector projects with a guaranteed maximum price (GMP) concise description of the proposer's ability to satisfy the requirements of this RFP.

PAST PERFORMANCE: PROJECT EXAMPLES

Both Silverton HS and Central HS were larger projects, but similar in scope and complexities. Both projects were phased construction on an occupied campus where we touched the majority of the campus footprint with either remodel or new addition work.

PROJECT NAME & LOCATION:	**Silverton High School, Silverton, OR**
OWNER & CONTACT:	Jerry Milstead, Milstead and Associates, Inc, 503-781-0708
DESCRIPTION OF PRECON PERFORMED:	Project Phasing, Safety Preplanning, Design Development, V/E, Long Lead Analysis, Community Outreach
DURATION OF CONSTRUCTION:	17 Months, Occupied Campus
FINAL COST :	$42.5 M

DESCRIPTION:

The Silverton High School project consisted of 290,000 SF of both new and remodel construction including but not limited to a new two story classroom wing, gymnasium, auditorium, media center, commons, new administration center, athletic fields, parking lot expansion, tennis courts, greenhouses, and career and technology building. In order to achieve the unification goal of the school district new construction had to occur amongst the students. Working on an occupied campus presented a multitude of challenges ranging from noise and dust control, to traffic and staging constraints, as well as the general safety and the preservation of positive learning environment for the students.

PROJECT NAME & LOCATION:	**Central High School, Independence, OR**
OWNER & CONTACT:	Mike Maloney, Central School District, 503-805-7188
DESC. OF PRECON PERFORMED:	Project Schedule/Phasing, Safety Preplanning, Long Lead Analysis, Constructability Review, Community Outreach
DURATION OF CONSTRUCTION:	15 Months, Occupied Campus
FINAL COST:	$40.0 M

DESCRIPTION:

The LEED Gold Central High School renovation and addition project includes a two-story classroom wing, a new theater, new administration areas & commons, upgraded library, kitchen area, and an new stadium area with upgraded athletic facilities. Virtually every part of the 200,000 SF building was renovated through the course of the project. Construction was carried out as the school was occupied and continued normal operations.

3.2.2.1 (b.) To clearly show an understanding of the scope and complexity of the work, identify key issues and/or potential constraints and risks anticipated for the project, including areas of design, construction, and management. Describe the plan for addressing these issues and maintaining the progress of the work.

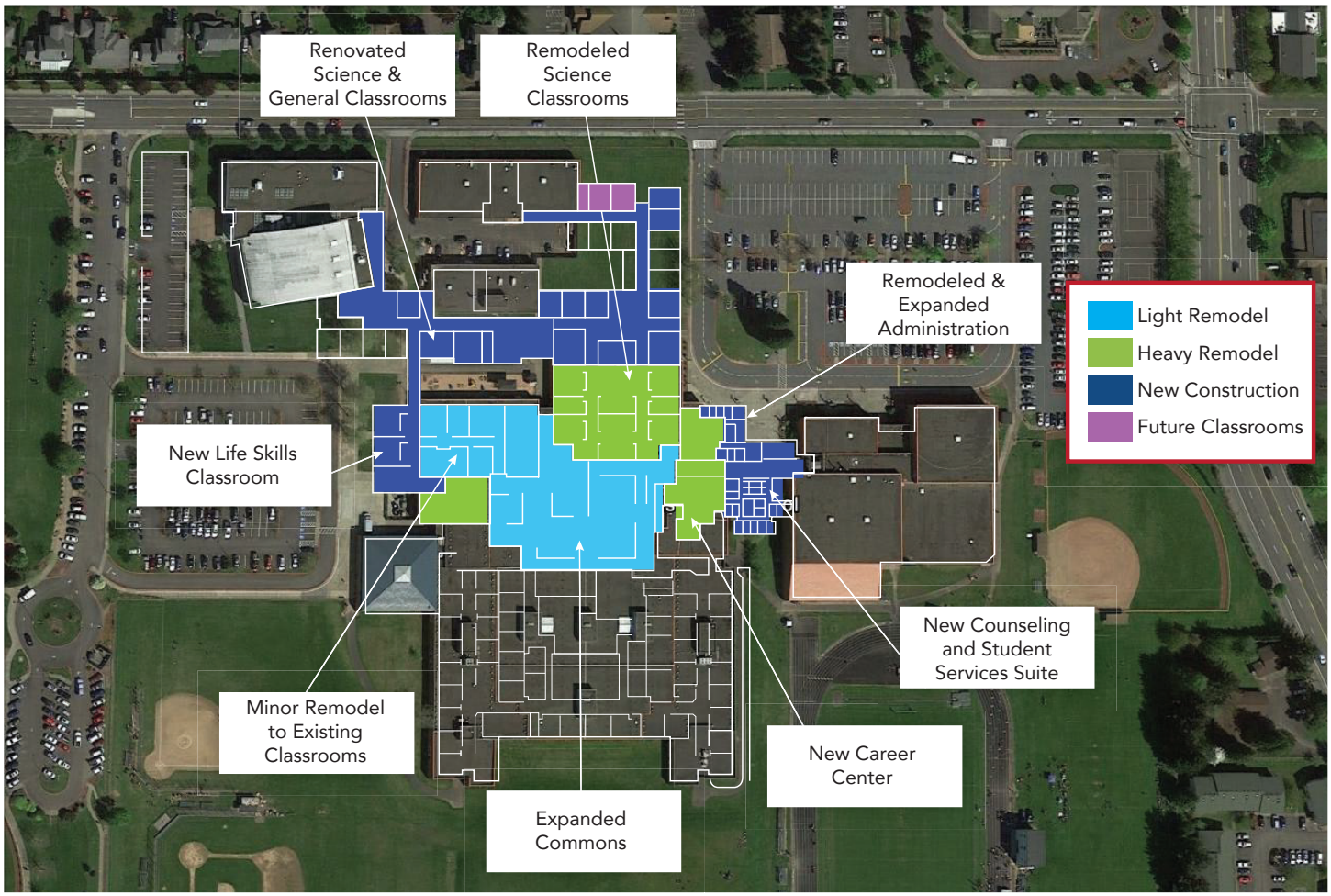
	DESIGN	CONSTRUCTION	MANAGEMENT
Challenge	**Unknown Site Conditions**	**Student & Staff Safety While Working on an Occupied Campus**	**Risk Management**
Plan to Address Challenge	Early site investigation. We will open up areas on campus and confirm all points of connection from the new addition to the existing structure	All remodel work in our plan will be completed during unoccupied school periods. Additionally, the use of temporary fencing and full height construction-framed walls will provide complete student/ construction separation. Our project engineer will walk the project daily to inspect the efficacy of these separation walls.	Identifying Risk Upfront - Using the constructability technique helps the team by identifying obstacles and potential problems at the start of the project. As a risk management tool, it can help provide scenarios and potential outcomes of a building process. In short, the more complicated the build, the more potential there is for problems to arise.
Challenge	**Complete, Comprehensive Documents**	**Maintaining Quality of Learning Environment**	**Clear Communication**
Plan to Address Challenge	Our constructability review process will provide the attention to detail necessary to ensure the design documents capture the existing conditions at Reynolds High School accurately	LCG Pence recognizes that this site will be a fully functioning school site first and a construction site second. We will ensure that the Student Staff Safety Plan (SSSP) is established prior to any construction activities. We will also ensure that there is complete separation between the school population and construction.	Poor communication is a morale killer and a sure way to delay a project. The project manager will keep communication and feedback open between upper management, team leaders, and all stakeholders. One way we will accomplish this is by utilizing a web-based project management tool that will keep all parties apprised of changes, milestones, needs, etc.
Challenge	**Timing of Bid Packages**	**Phased Construction**	**Timing of Bid Packages**
Plan to Address Challenge	It will be essential to strategically create early work packages to target the long-lead items that will be needed to meet the construction schedule. We will make this happen through a collaborative effort with the DOWA's Structural and MEP-FS consultants were we will specify the equipment and materials for these early packages.	The project will maximize the potential of the CM/GC process by delivering early construction packages tailored to the overall phased construction schedule. In a collaborative effort, LCG Pence, DOWA-IBI, Reynolds School District and Day CPM, will review and refine the construction phasing plans to ensure a construction process that is safe, mitigates impacts to the school population, and allows for continuous operation of the school facility. The team will develop early packages to allow the phases to progress as quickly as possible	It will be essential to strategically create early work packages to target the long-lead items that will be needed to meet the construction schedule. We will make this happen through a collaborative effort with DOWA's Structural and MEP-FS consultants were we will specify the equipment and materials for these early packages.

3.2.2.1 (c) Describe the work sequencing and phasing process that will be employed to ensure that existing adjacent operations for both marine and upland facilities are maintained throughout construction operations. With the understanding that a team effort by the School District, the design team, and the selected proposer will be required to develop an approach to the design and construction sequencing and phasing; include a discussion of the process employed by your firm to develop sequencing, phasing and a site logistics plans, that minimize disruptions to existing adjacent facilities and existing wetlands or adjacent storm water facilities.

PHASING

As we develop the construction phasing and sequencing plans, we will work hand in hand with Reynolds School District, Day CPM and the local fire marshal to ensure we fully understand the operational needs as it relates to the students, staff and overall school site. It is our highest priority to ensure we mitigate all negative impacts to the lowest levels possible during the construction process. We will be sure to maintain continued, open lines of communication with Reynolds School District throughout the course of the pre-construction and construction process to make sure that happens.

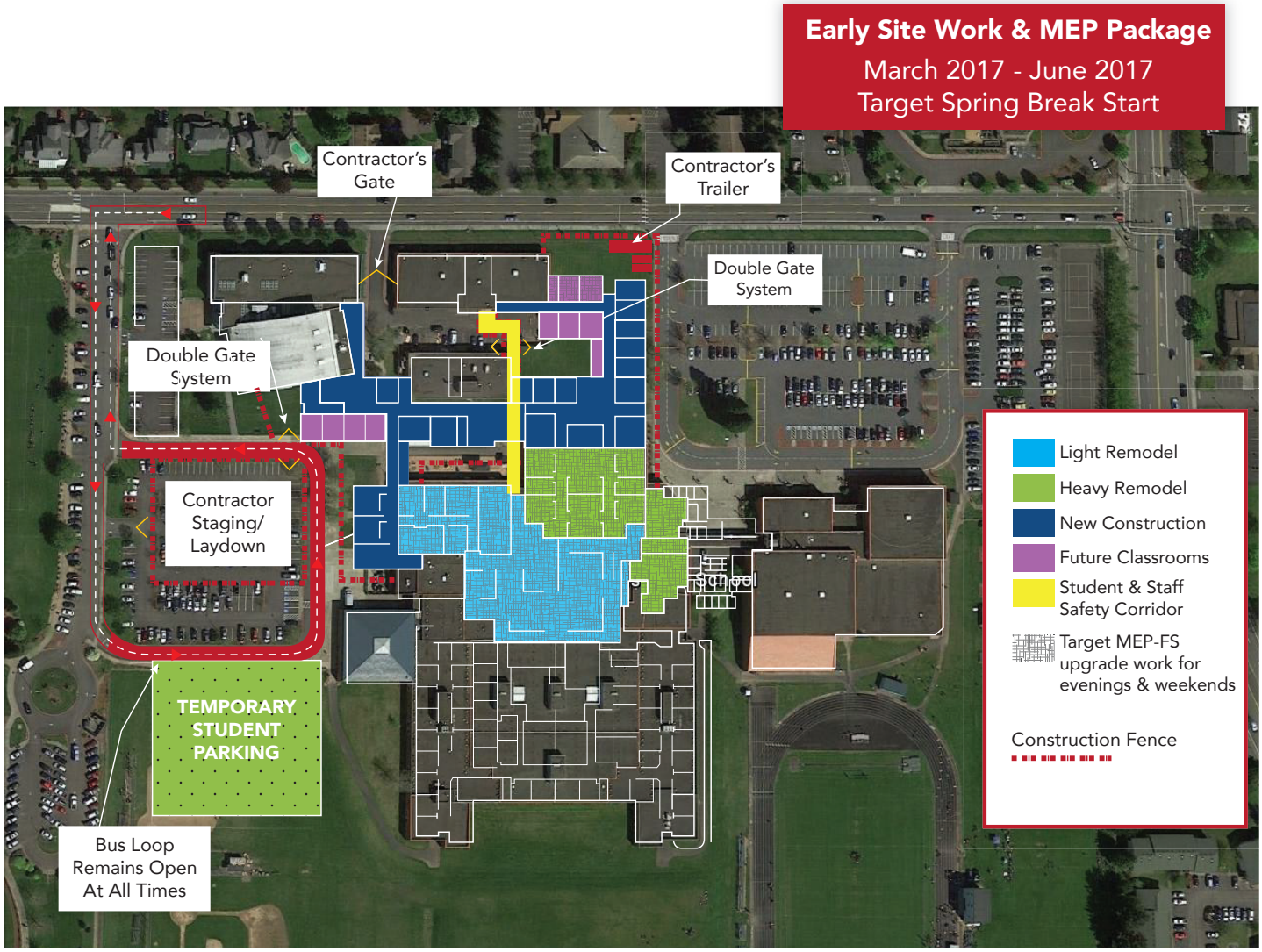
Schematic Floor Plan



This schematic floor plan illustrates the entire project. Proposed scheduled phasing plans are on the following pages.

We will implement a SWPPP that will include our primary objectives to ensure storm water quality and wetlands are protected. We will be able to accomplish these goals by way of the following: Identify receiving waters, storm drains and other storm conveyance systems; Stabilize the site as soon as possible; Protect slopes and channels; Reduce impervious surfaces and promote infiltration; Control perimeter of site; protect receiving waters adjacent to the site; Follow all pollution prevention measures; Minimize the area and duration of exposed soils; Ensure all Subcontractors are fully aware and contractually tied to these storm water pollution prevention requirements

PHASING



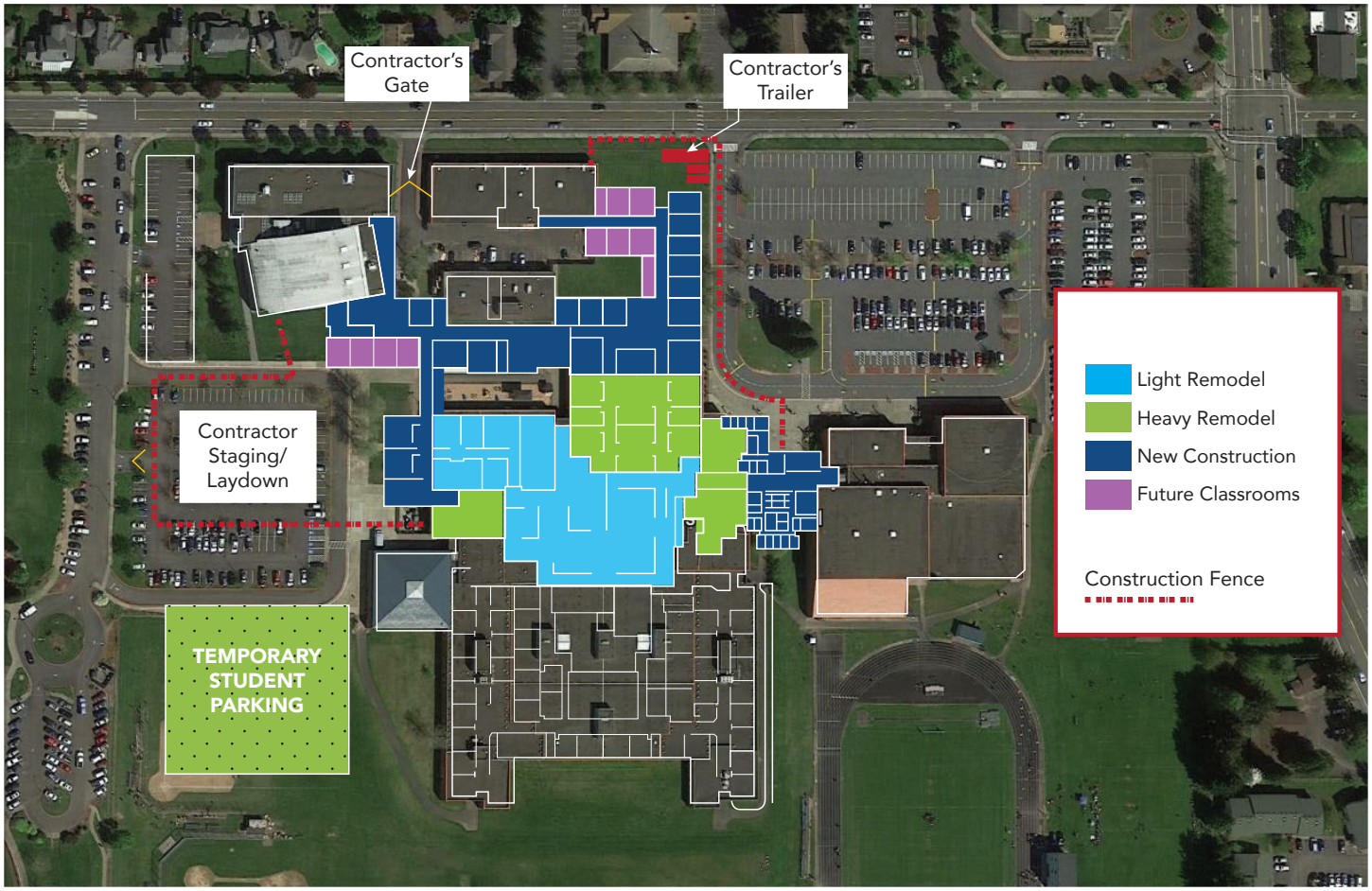
EARLY WORK AUTHORIZATION

SPRING BREAK 2017

a. Mobilize site and install temporary construction controls to ensure construction separation and student/staff **safety and security**
b. Establish our laydown and staging areas
c. Build temporary student parking
d. Install underground utilities at new addition areas and establish building pads
e. Begin strategic MEP-FS work during spring break and continue with evening and weekend work

PHASING

Summer 2017



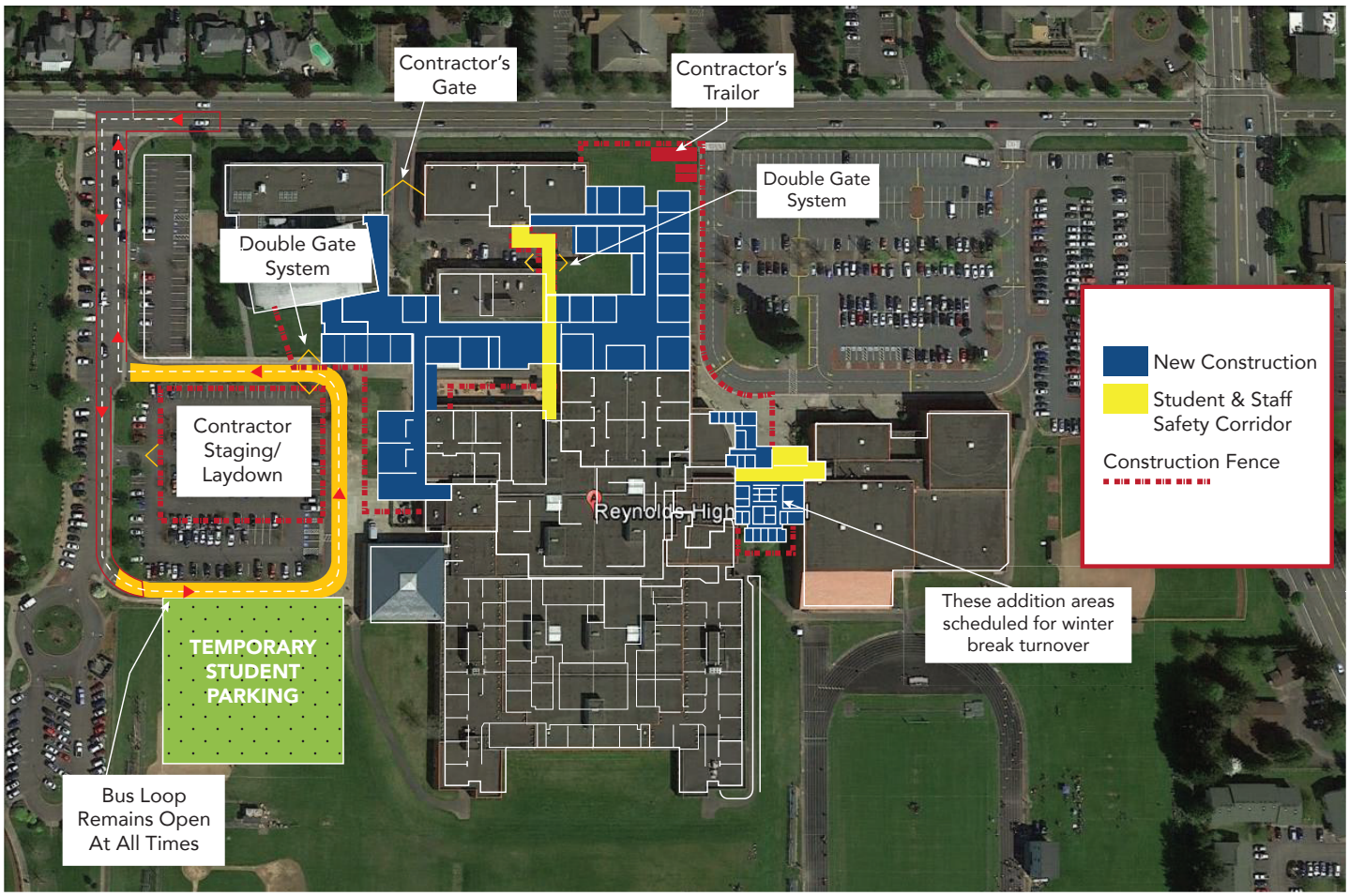
PHASE 1

SUMMER BREAK 2017

a. Foundation, slab-on-grade (SOG) and rough framing work to begin at the new addition areas
b. Interior remodel work fully underway at science / general classrooms as well as the existing admin area and kitchen
c. Continue MEP-FS work to facilitate phased construction
d. Begin stage 1 parking lot / site improvements

PHASING

School Year 2017 - 2018

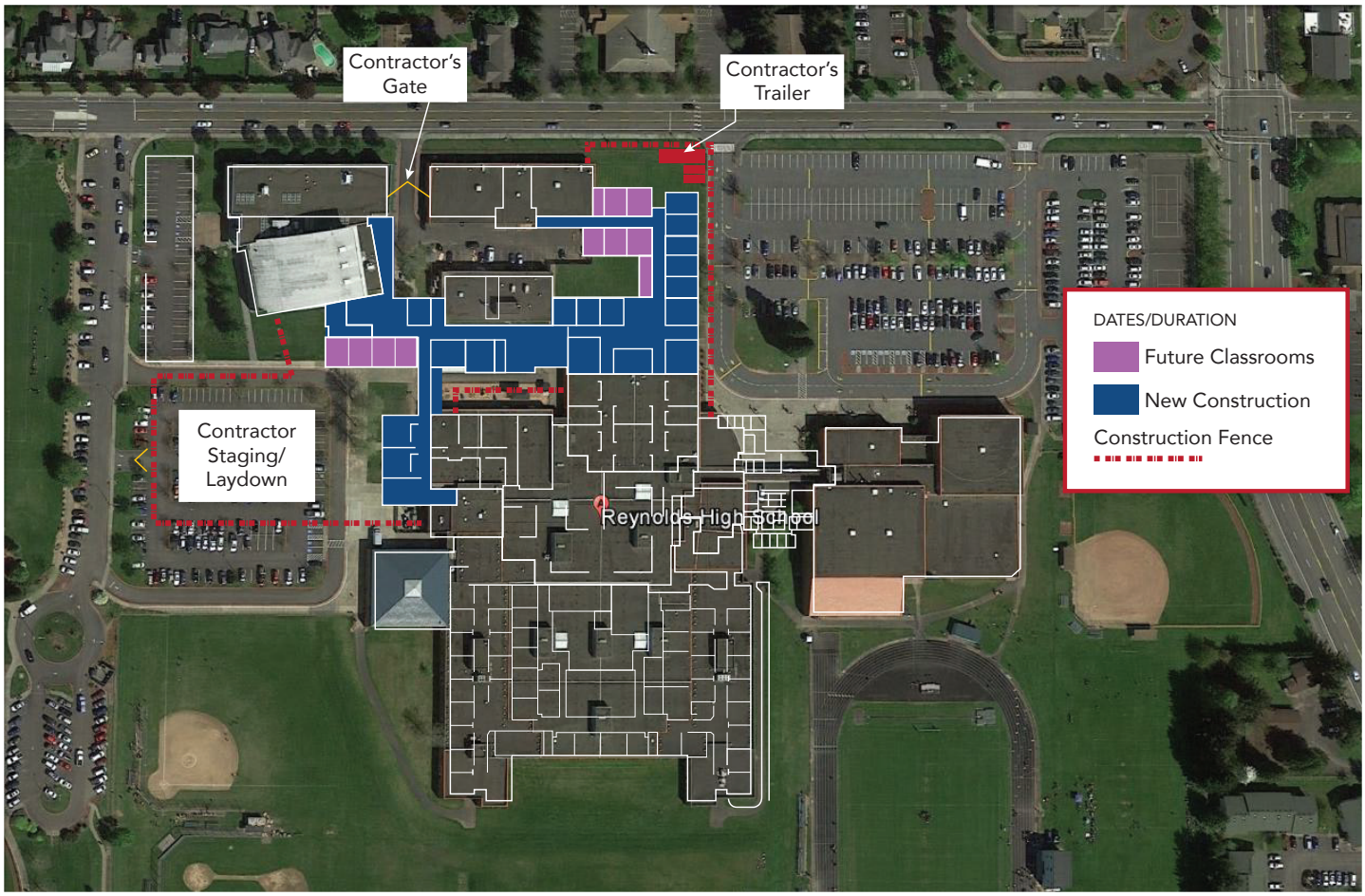


PHASE 2
2017-2018 SCHOOL YEAR

a. Interior remodel work is 100% complete and those areas are turned over for student and staff use
b. New addition areas continue with construction through the school year
c. New administration / counseling area to wrap up winter break and turned over for student & staff use

PHASING

Summer 2018



PHASE 3
SUMMER BREAK 2018

a. Construction of the new addition areas wraps up and ready for move in by the Fall
b. Complete final parking lot / site improvements
c. Remove temporary student parking lot and re-establish the ball field
d. Demobilize - project complete

3.2.2.1 (d) Describe your firm's approach toward managing fast track projects with critical timelines which have completion dates that cannot be moved.

TIMELY COMPLETION

LCG Pence takes pride in our track record of consistently delivering our projects on time. We are especially aware of the importance of delivering a school facility prior to the school year commencing so you can get on with the business of preparing for students. A review of our track record shows that we can deliver large, fast-tracked projects and tightly-scheduled summertime projects on time (see list below). Critical to timely completion of a project is our industry-leading scheduling software, Primavera P-6. We have dedicated considerable company resources to keeping this system up-to-date and in the hands of well-trained Superintendents and Project Managers that know how it is used most effectively.

Few contractors in Oregon have invested the same amount of time and money into their scheduling software. This will strengthen the project and help avoid unforeseen issues later. In the case of the Reynolds High School Project, we are particularly excited to bring some of LCG Pence's "A Team" for scheduling; CA, Kurt, and Roland. These three have developed some of our most complicated and intricate schedules, such as the Silverton High School and Central High School projects. An example of our scheduling approach is the incorporation of dozens of long-lead and specialty procurement items, which can significantly impact the timeline. By linking these items into the schedule logic, and tracking actual design/ fabrication/shipping timelines, we make sure there are no surprises in the schedule. A proposed schematic schedule is available on the following page. We are ready to hit the ground running to get this job done on time and within budget.

LCG Pence has successfully executed numerous fast-track projects. Our process for completing these jobs on time without compromising quality is:

1. Clearly understand which elements are long-leads. Utilize industry input about how and where to buy long lead materials. Know the supply chain ahead of time.
2. Identify markets that need special attention, so we know which subs will require aggressive inviting to bid the work.
3. Complete critical submittals and shop drawings early. For this job, we would recommend having these done in March so that material orders can be placed in April and May.
4. Present all deferred design submittals to the design team and review authorities prior to ordering materials. This should be done early in the process.
5. Hire the design-assist subcontractor as early as possible for those scopes of work and secure their commitment to reach design milestones that closely match the design progress of the project remainder. The design-build work cannot be bid and hired fast enough for this project!

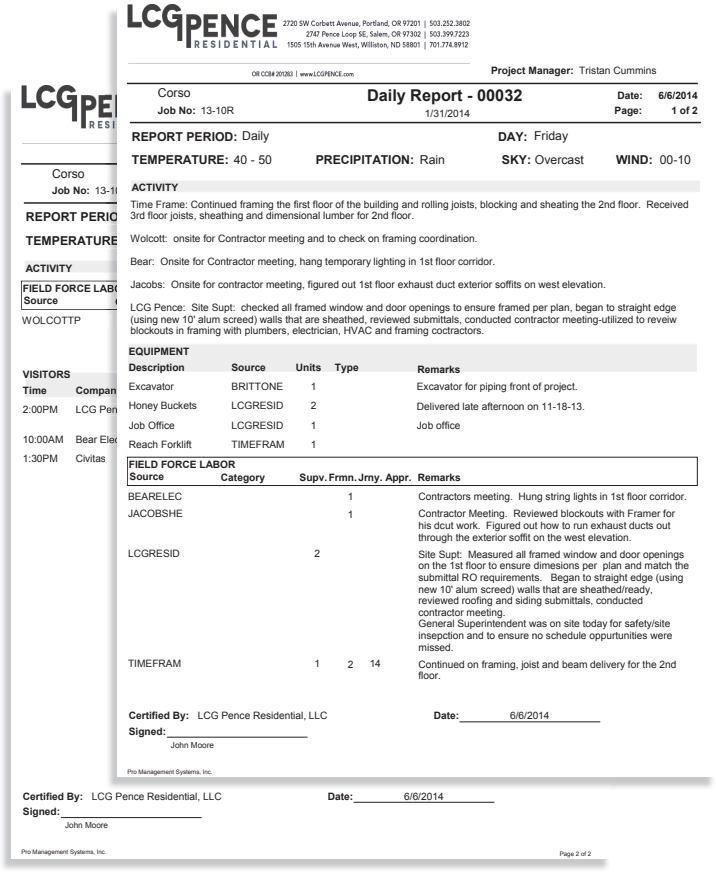
CM/GC PROJECT NAME	ORIGINAL SCHEDULE	ACTUAL SCHEDULE	TIME SAVED
Central High School Addition & Remodel	26 Months	15 Months	**9 Months**
Silverton High School Addition & Remodel	24 Months	17 Months	**7 Months**
McKinley Elementary Addition & Remodel	13 Months	6 Months	**7 Months**
David Douglas Aquatic Center	12 Months	11.5 Months	**2 Weeks**
Nehalem Bay New Main Fire Station	7 Months	5 Months	**2 Months**
DAS Fire Alarm Replacement	24 Months	12 Months	**12 Months**
McMinnville High School Addition & Remodel	14 Months	14 Months	**On Time**
Sunset High School Addition & Remodel	14 Months	9 Months	**5 Months**
Dayton School District Additions	12 Months	7 Months	**5 Months**
Scappoose School District Addition & Remodel	4 Months	2.5 Months	**1.5 Months**
Springville K-8 New School	15 Months	15 Months	**On Time**

3.2.2.1 (e) Describe the plan to establish and maintain good relationships and foster open and productive communications with the School District, DAY CPM, the design team, and the public, including communication of current and upcoming construction activities while supporting district Local and Diverse Community Engagement Program (CEP) and promoting community partnerships.

STRONG PARTNERSHIPS FROM CLEAR COMMUNICATION

Upon being awarded the Reynolds School project, our first step will be to establish clear protocol for communication among the core team. Team members from Reynolds SD, DOWA-IBI, Day CPM and LCG Pence will work together to establish meeting schedules, critical milestones and goals. Weekly Owner, Architect and Manager meetings will bring the core team together to debrief on project status issues. This complex project will require daily debriefs as well. Kieron Spellman, Project Manager, will maintain consistent lines of communication with Owners and Reps to make sure all milestones are being reached.

The daily report and meeting minutes distribute important project information. They keep responsibilities, activities and other job details in front of the entire team (*see sample of daily report below*).



LCG PENCE RESIDENTIAL
2720 SW Corbett Avenue, Portland, OR 97201 | 503.252.3802
2747 Pence Loop SE, Salem, OR 97302 | 503.399.7223
1505 15th Avenue West, Williston, ND 58801 | 701.774.8912
OR CCB# 201263 | www.LCGPENCE.com

Project Manager: Tristan Cummins

Corso
Job No: 13-10R

Daily Report - 00032
1/31/2014

Date: 6/6/2014
Page: 1 of 2

REPORT PERIOD: Daily **DAY:** Friday
TEMPERATURE: 40 - 50 **PRECIPITATION:** Rain **SKY:** Overcast **WIND:** 00-10

ACTIVITY

Time Frame: Continued framing the first floor of the building and rolling joists, blocking and sheating the 2nd floor. Received 3rd floor joists, sheathing and dimensional lumber for 2nd floor.

Wolcott: onsite for Contractor meeting and to check on framing coordination.

Bear: Onsite for Contractor meeting, hang temporary lighting in 1st floor corridor.

Jacobs: Onsite for contractor meeting, figured out 1st floor exhaust duct exterior soffits on west elevation.

LCG Pence: Site Supt: checked all framed window and door openings to ensure framed per plan, began to straight edge (using new 10' alum screed) walls that are sheathed, reviewed submittals, conducted contractor meeting-utilized to reveiw blockouts in framing with plumbers, electrician, HVAC and framing coctractors.

EQUIPMENT

Description	Source	Units	Type	Remarks
Excavator	BRITTONE	1		Excavator for piping front of project.
Honey Buckets	LCGRESID	2		Delivered late afternoon on 11-18-13.
Job Office	LCGRESID	1		Job office
Reach Forklift	TIMEFRAM	1		

FIELD FORCE LABOR

Source	Category	Supv.	Frmn.	Jrny.	Appr.	Remarks
BEARELEC				1		Contractors meeting. Hung string lights in 1st floor corridor.
JACOBSHE				1		Contractor Meeting. Reviewed blockouts with Framer for his dcut work. Figured out how to run exhaust ducts out through the exterior soffit on the west elevation.
LCGRESID				2		Site Supt: Measured all framed window and door openings on the 1st floor to ensure dimesions per plan and match the submittal RO requirements. Began to straight edge (using new 10' alum screed) walls that are sheathed/ready, reviewed roofing and siding submittals, conducted contractor meeting. General Superintendent was on site today for safety/site insepction and to ensure no schedule oppurtunities were missed.
TIMEFRAM			1	2	14	Continued on framing, joist and beam delivery for the 2nd floor.

Certified By: LCG Pence Residential, LLC **Date:** 6/6/2014
Signed: John Moore

Pro Management Systems, Inc.

Certified By: LCG Pence Residential, LLC **Date:** 6/6/2014
Signed: John Moore

Pro Management Systems, Inc. Page 2 of 2

The Reynolds School District Facebook page will be an excellent source of information for parents, students, staff and the community. LCG Pence will work with key contacts to make sure updates are provided regularly.

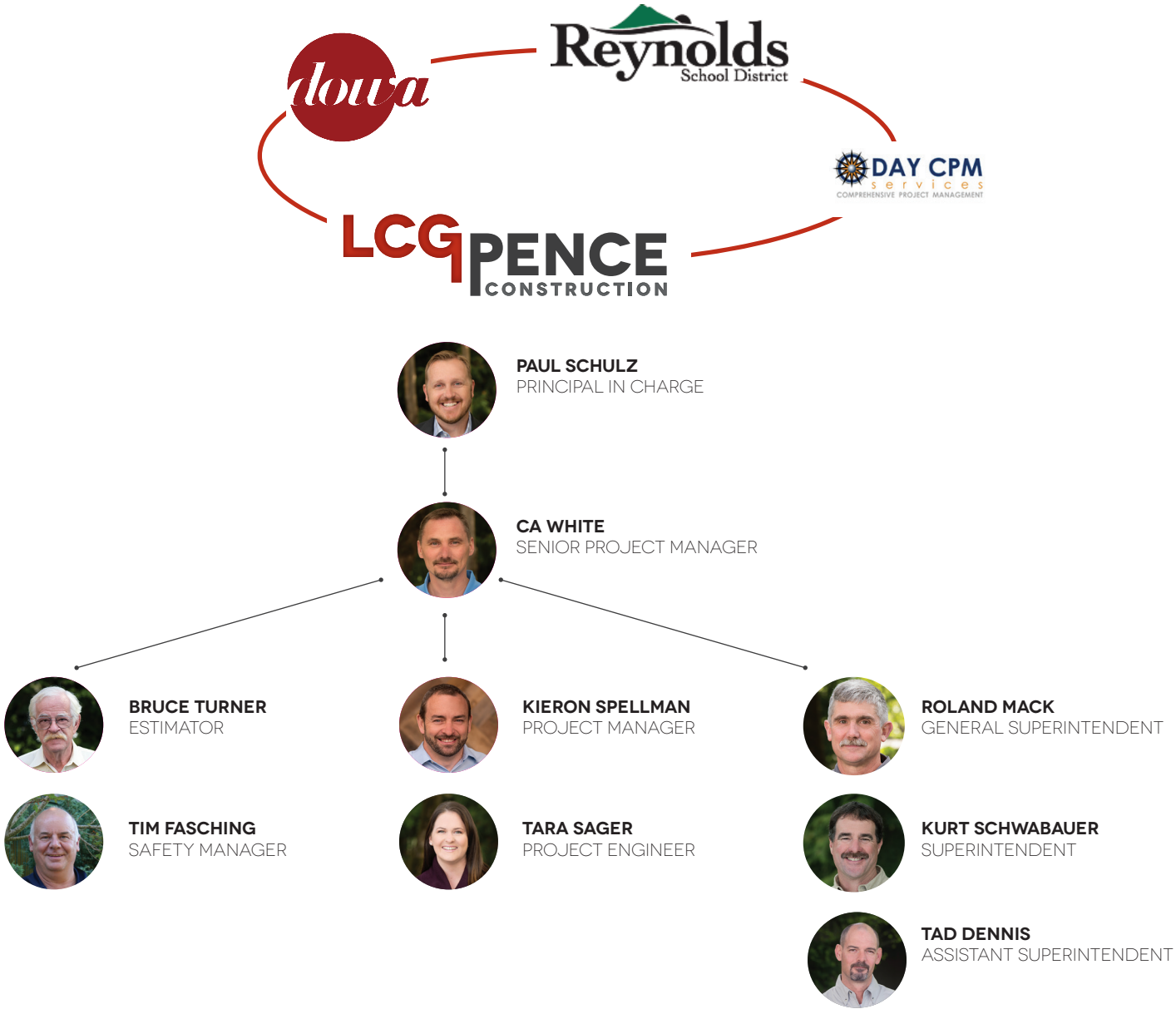
COMMUNITY RELATIONS

Communication with adjacent buildings and the community are also important, especially for a school project that affects students, staff and neighbors. LCG Pence will provide updates, photos and news information to the District to be used at the Owner's discretion. These media updates will save Reynolds SD time and provide another touch point for communication between the core team members.

COMMUNITY ENGAGEMENT PROGRAM

LCG Pence will work with the district to place the core themes of the Local and Diverse Community Engagement Program at the heart of our communications strategy during preconstruction so it carries through the construction phase. We will act as an extension of your team and your values throughout the project.

3.2.2.2 (a.) Provide a project organization chart showing the proposed key staff for this project in the following areas (at a minimum): Company executive with responsibility for the project and the authority to bind the company Project management, Construction management and supervision, Estimating, Safety, Quality control



3.2.2.2 (a.) Provide a project organization chart showing the proposed key staff for this project in the following areas (at a minimum): Company executive with responsibility for the project and the authority to bind the company Project management, Construction management and supervision, Estimating, Safety, Quality control

PROJECT ROLES & RESPONSIBILITIES

PRINCIPAL: PAUL SCHULZ

Build team with project owner, design team and stakeholders
Provide leadership during construction
Review progress during construction
Ensure processes are implemented
Provide support for 100% stakeholder satisfaction

SENIOR PROJECT MANAGER: CA WHITE

Lead and manage the preconstruction and construction efforts from start to finish
Analyze the overall project program
Establish project goals from all stakeholders viewpoints
Coordinate with Superintendent and Project Engineer to manage the construction process
Review QA/QC Program Implementation with Superintendent

PROJECT MANAGER: KIERON SPELLMAN

Assist during preconstruction process
Manage the buyout & closeout processes
Manage the bidding, buyout, and subcontracting process
Work daily with LCG Pence staff, design team members, and school staff
Disperse responsibilities among LCG Pence staff
Be present in the field on a daily basis to monitor construction and site safety

GENERAL SUPERINTENDENT: ROLAND MACK

Assist with plan review
Review building envelope detail
Assist with preliminary project scheduling
Makes regular site visits for quality control

SUPERINTENDENT: KURT SCHWABAUER

Build a detailed schedule
Participate in subcontractor selection
Develop a strategy for strong project startup
Conduct weekly subcontractor meetings, leading subs to focus on quality, safety, schedule

CHIEF ESTIMATOR: BRUCE TURNER

Budgeting and cost modeling
Preconstruction co-lead
Constructibility review
Value engineering, value analysis and life cycle cost analysis
Conceptual scheduling

ASSISTANT SUPERINTENDENT: TAD DENNIS

Develop schedules at SD, DD, and CD levels
Develop site logistic plans in coordination with team
Schedule and manage subcontractors at all levels
Site security, staff, student and resident safety
QA/QC program implementation

PROJECT ENGINEER: TARA SAGER

Project communication center
Maintain tight control over documentation of activities and correspondence
Participate in the subcontractor selection and procurement process
Support all members of the project team for safety, quality control, good communication, and project success

SAFETY CONSULTANT: TIM FASCHING

Review Subcontractors project specific safety manuals
Conduct project orientation and required safety meetings
Participate actively in work control permits and evaluation process
Assist Job Hazard Analysis Assessments
Conduct field safety observations and drive all safety solutions in the filed

3.2.2.2 (b) Indicate the approximate percentage of each week that each person shown on the organization chart is anticipated to be working on the project and their primary work location during the design and construction phases of the work.

YOUR REYNOLDS HIGH SCHOOL TEAM

	Paul Schulz	CA White	Kieron Spellman	Tara Sager	Roland Mack	Kurt Schwabauer	Tad Dennis	Bruce Turner	Tim Fasching
	Project Executive	Senior PM	Project Manager	Project Engineer	General Super.	Project Super.	Assistant Super.	Director of Estimating	Safety Director
Pre Construction	5%	60%	50%	10%	20%	50%	25%	20%	5%
Location	Office	Office	Office	Office	Office	Office	Office	Office	Office
Construction	5%	30%	100%	100%	10%	100%	100%	0%	10%
Location	Office	Office/Field	Field	Field	Office/Field	Field	Field	Office	Office/Field

3.2.2.2 (c) Include resumes for all key individuals shown on the chart. Resumes shall include education, work history, length of tenure with the proposing company, and specific project experience in the role proposed for this project. Each project experience example shall include the title, description, construction cost, dates and durations for the project and the name, company name, position title, and telephone number for the client representative that was responsible for the project.

See resumes on the following page.

3.2.2.2 (d) Provide an organizational chart of the company. Include all wholly owned subsidiary companies and define their relationship in providing personnel or equipment for the project.

There are no wholly owned subsidiary companies associated with LCG Pence Construction, LLC

3.2.2.2 (c) Include resumes for all key individuals shown on the chart. Resumes shall include education, work history, length of tenure with the proposing company, and specific project experience in the role proposed for this project. Each project experience example shall include the title, description, construction cost, dates and durations for the project and the name, company name, position title, and telephone number for the client representative that was responsible for the project.

RESUMES

PAUL SCHULZ
Principal

LEED AP

Role Highlights:

Build team with project owner, design team and stakeholders

Provide leadership during construction

Review progress during construction

Ensure processes are implemented

Provide support for 100% stakeholder satisfaction

22 Years of Experience
22 Years with LCG Pence

Email:
paul@lcgp.com

Education:
Oregon State University, B.S., Construction Engineering Management - 1995

Fails Management Institute – Project Management Academy
LEED AP BD+C
Turbo Management Program

References:
Baysinger Architecture
Jerry Baysinger
503.546.1600

Former Chief of Staff to Mark Hatfield
Gerry Frank
503.585.8411

RPS Development
Alan Roodhouse
503.435.4907

Goodwill Industries
Todd Silbernagel
503.238.6100

SELECTED PROJECT EXPERIENCE

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.

Central High School—LEED Gold, Independence, OR, Central SD
The LEED Gold CM/GC Central High School renovation and addition project includes a two-story classroom wing, a new theater, new administration areas & commons, upgraded library and, kitchen area. Virtually every part of the student and staff occupied 200,000 SF building was renovated through the course of the project.

Straub Middle School, Salem, OR
New construction of a 132,000 square foot middle school. The 3-story project includes gymnasium, cafeteria, science classrooms, library and administration offices. The orientation of the school maximized the benefits of daylighting and passive solar radiation.

David Douglas High School Aquatic Facility, Portland, OR
A new 16,000 SF Aquatics Center Facility to replace the aging aquatics center facility, originally built in the 1950's. The LCG Pence team worked diligently in the pre-construction phase to Value Engineer the schematic design from an original $7.5M estimate to a final GMP of $6.3 M

Dayton School District Projects, Dayton, OR
The CM/GC Dayton Schools addition and renovation included work on the High School, Junior High and Elementary School. The additions and renovations were constructed on occupied campuses over a seven month construction schedule.

Springville K-8, Beaverton, OR
The Springville project is a 94,000 SF K-5 school and is designed to grow into a K-8 school as the regional needs are increased. This project is a 2 story building with a CMU and metal panel exterior.

RESUMES

CA WHITE
Senior Project Manager

Role Highlights:

Lead and manage the preconstruction and construction efforts from start to finish

Establish project goals from all stakeholders viewpoints

Manage the buyout & closeout processes

Coordinate with Superintendent and Project Engineer to manage the construction process

Review QA/QC Program Implementation with Superintendent

19 Years of Experience
8 Years with LCG Pence

Email:
caw@lcgp.com

Education:
Oregon State University,
B.S. Business Management / Administration

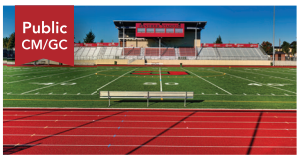
References:
Silver Falls School District
Mark Hannon
503. 873.5303

DOWA-IBI
Dan Hess
503. 226.6950

Oregon City School District
Ron Stewart
503. 228.5617

SELECTED PROJECT EXPERIENCE

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.



Central High School—LEED Gold, Independence, OR, Central SD
The LEED Gold CM/GC Central High School renovation and addition project includes a two-story classroom wing, a new theater, new administration areas & commons, upgraded library and, kitchen area. Virtually every part of the student and staff occupied 200,000 SF building was renovated through the course of the project.

Straub Middle School, Salem, OR
New construction of a 132,000 square foot middle school. The 3-story project includes 2 gymnasium, cafeteria, science classrooms, library and administration offices. The orientation of the school maximized the benefits of daylighting and passive solar radiation.

Kalapuya Elementary School, Salem, OR
New construction of a 72000 square foot elementary school. The 2-story project includes gymnasium, cafeteria, classrooms, library and administration offices. The new elementary was constructed to accommodate a student body of 600 students.

PREVIOUS PROJECT EXPERIENCE

Evergreen High School, Evergreen School District
400,000 square foot addition and remodel $40M

Oregon City 2005 Projects, Oregon City School District
21 school renovations including 1 High School, 2 Middle Schools and 19 Elementary Schools.

KIERON SPELLMAN

Project Manager

Role Highlights:

- Assist during preconstruction process
- Analyze the overall project program
- Manage the bidding, buyout, and subcontracting process
- Work daily with LCG Pence staff, design team members, and school staff
- Disperse responsibilities among LCG Pence staff
- Be present in the field on a daily basis to monitor construction and site safety

18 Years of Experience
2 Years with LCG Pence

Email:
kierans@lcgp.com

Education:
University of Central England, BS Building Surveying
Reading College of Technology, BTEC National Diploma in Construction

OSHA 10 Hour Certification
OSHA 30 Hour Certification

References:
DOWA-IBI Group
Karina Ruiz
503.226.6950

Heery International
Anthony Vandenberg
503.673.7990

Craft Brew Alliance
Heather Lovell
503.972.7977

SELECTED PROJECT EXPERIENCE

Trillium Creek Primary School
This school embraces multiple elements of sustainable design and presents unique features that support student learning. This child-centric design combines individual learning space opportunities with a collective transparency that connects students and teachers to the work of learning and teaching.

Newberg High School Renovation & Addition
Part of a second phase of improvements on the multi-building campus, this 144,000-square-foot infill expansion adds program area and unites several previously disconnected core buildings.

Estacada Jr. High
This school's exterior has retained its traditional appearance and a new two-story classroom addition has been constructed with extensive interior remodeling throughout. Comprehensive seismic upgrades of the entire facility brought the school up to current structural standards.

Clackamas River Elementary
The original Estacada Grade School was demolished to make way for the new Clackamas River Elementary. The new building is a wood structure and brick façade, with high vaulted ceilings that feature exposed, wooden beams with a significant flood of natural light.

PREVIOUS OCCUPIED CAMPUS PROJECTS

Intel Aloha AL3 Data Center Renovation. Aloha OR
Intel Aloha AL3 Die Pre Expansion. Aloha OR
Kaiser Permanente Sunnyside Emergency Department, Clackamas OR
Kaiser Permanente Mt Talbert Clinic Remodel, Clackamas, OR
Kaiser Permanente - Mt Scott Pharmacy and Clinic Remodel, Clackamas OR
Kaiser Permanente Sunnyside Admitting & lobby Remodel, Clackamas OR
Kaiser Permanente Sunnyside Hospital Fire Alarm Replacement , Clackamas OR
Orchards Supply Warehouse, Portland OR
Diamond Foods Innovation Center. Salem OR

RESUMES

KURT SCHWABAUER
Superintendent

Role Highlights:

- Develop schedules at SD, DD, and CD levels
- Develop site logistic plans in coordination with team
- Schedule and Manage subcontractors at all levels
- Site security, staff, student and resident safety
- QA/QC program implementation

25 Years of Experience
25 Years with LCG Pence

kurts@lcgp.com

Education:
Journeyman Carpenter
Oracle CM12
Oracle P6 Scheduling
OSHA 10 Hour
OSHA 30 Hour Certification

References:
Lincoln County School District
Rich Belloni
542.270.1241

Silver Falls School District
Mark Hannon
503. 873.5303

DOWA-IBI
Dan Hess
Jim Fitzpatrick
503. 226.6950

SELECTED PROJECT EXPERIENCE

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.

Central High School—LEED Gold, Independence, OR, Central SD
The LEED Gold CM/GC Central High School renovation and addition project includes a two-story classroom wing, a new theater, new administration areas & commons, upgraded library and, kitchen area. Virtually every part of the student and staff occupied 200,000 SF building was renovated through the course of the project.

Sam Case Primary School, Newport, OR
The CM/GC project for Sam Case Primary addition included 11,200 sf concrete tilt gymnasium and classroom addition on occupied campus.

Straub Middle School, Salem, OR
New construction of a 132,000 square foot middle school. The 3-story project includes 2 gymnasium, cafeteria, science classrooms, library and administration offices. The orientation of the school maximized the benefits of daylighting and passive solar radiation.

Kalapuya Elementary School, Salem, OR
New construction of a 72000 square foot elementary school. The 2-story project includes gymnasium, cafeteria, classrooms, library and administration offices. The new elementary was constructed to accommodate a student body of 600 students.

Corban University Psalm Performing Arts, Salem, OR
Construction of the Psalm Performing Arts Center, which overlooks the city of Salem, has transformed the look of the lower portion of the campus. Permanent stadium style seating and main floor is built to accommodate an audience of 700 people. A state-of-the-art sound and lighting console is complemented by computerized video and graphics capabilities projected on two large viewing screens.

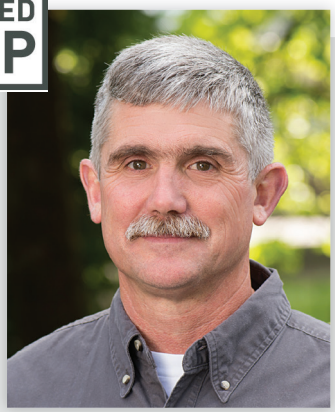
ROLAND MACK
General Superintendent

Role Highlights:

Assist preconstruction services coordinator with plan review

Review building envelope detail

Assist with preliminary project scheduling



34 Years of Experience
29 Years with LCG Pence

Email:
rolandm@lcgp.com

Education:
LEED AP
Chemeketa Community College Building/Mechanical Codes
Army Leadership Schools
OROSHA Safety & Health
USACE—Construction Quality Management
Oracle P6 Training
OSHA-30 Hour Certification

References:
David Douglas High School
Mark Haner
503-261-8300

Cornerstone Management Group
Cheryl Pin
503-329-2608

DOWA-IBI Group Architects
Jim Fitzpatrick
503.226.6950
Dan Hess
503.226.6950

SELECTED PROJECT EXPERIENCE

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.

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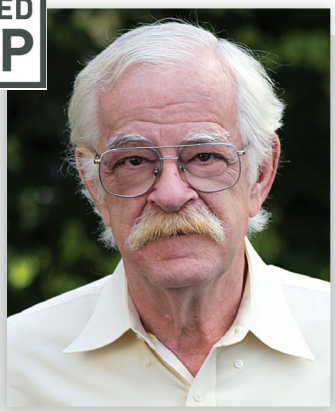
Dayton School District Projects, Dayton, OR
The CM/GC Dayton Schools addition and renovation included work on the High School, Junior High and Elementary School. The additions and renovations were constructed on occupied campuses over a seven month construction schedule.

Springville K-8, Beaverton, OR
The Springville project is a 94,000 SF K-5 school and is designed to grow into a K-8 school as the regional needs are increased. This project is a 2 story building with a CMU and metal panel exterior.

RESUMES

LEED AP



BRUCE TURNER

Chief Estimator & Director of Preconstruction

Role Highlights:

Budgeting and Cost Modeling

Preconstruction Co-Lead

Constructibility Review

Value Engineering, Value Analysis and Life Cycle Cost Analysis

Conceptual Scheduling

38 Years of Experience
11 Years with LCG Pence

Email:
brucet@lcgp.com

Education:
El Camino College
Gardena, California
American Society of
Professional Estimators
CPE Certification #54648
LEED AP

References:
Keith Hays
Barker Rinker Seacat
Architects
303.455.1366

Chris Dalengas
Ankrom Moisan Architects
503.245.7100

Bill Ruff
LRS Architects
503.221.1121

Rich Mitchell
Mackenzie Architecture
503.224.9560

SELECTED PROJECT EXPERIENCE

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.

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The Springville project is a 94,000 SF K-5 school and is designed to grow into a K-8 school as the regional needs are increased. This project is a 2 story building with a CMU and metal panel exterior.

TARA SAGER
Project Engineer

Role Highlights:

Review all drawings and specifications and ensure they properly relate to the estimate;

Obtain information and approvals required from the owner, architect, and engineers for the timely processing of drawings and documentation;

Prepare contract item list;

Establish and maintain document control procedures;

Manage project closeout, secure all final guarantees and warranties required

Maintain EEO compliances

SELECTED PROJECT EXPERIENCE

EXPERIENCE

Harvard West DHS Roseburg, Oregon
This project includes the renovation of an existing 3-story, 42,000 sf building and the construction of a new 3-story 35,000 addition. The new 77,000 sf facility will include public areas, reception areas, private offices, conference rooms and large training rooms for the Oregon Department of Human Services. The exterior of the building will be clad with new metal panels, existing masonry, new storefronts and curtain wall. Exterior work also includes new hardscapes, parking area and landscaping. The new facility will also feature new mechanical and electrical systems.

U-Store Self Storage
The project consist of placing a new three story 116,400 SQ FT self storage building. The development will take a portion of the total site with the remaining for future development.

PREVIOUS COMPANIES
Cornerstone General Contractors
Kodiak Public Library/Alaska Airlines Center - $115m

Scott Co.
Intel Fab 5/Pathfinder - $500+m

Hoffman Mechanical
Intel DIC/DID/CUB - $500+m

Marelich Mechanical
La Paloma Generating Plant - $730m

7 Years of Experience
1 Year with LCG Pence

Email:
taras@lcgp.com

Education:
UA Local 290 Plumber and Steam Fitters Apprenticeship

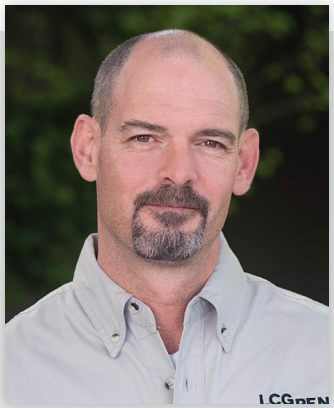
References:
Natasha Anderson
Bethel Services
907.775.0024

TJ Davies
Tyco Fire and Security
206.619.0915

Dan Wilson
Merit Electric
509.220.8133

RESUMES

TAD DENNIS
Assistant Superintendent



Role Highlights:

- Assist in schedule development at CD Level
- Manage subcontractors at all levels
- Site security, staff, student and resident safety
- QA/QC program support

SELECTED PROJECT EXPERIENCE

PROJECT EXPERIENCE

Occupied Campus Multi-Phase Project

Central High School—LEED Gold, Independence, OR, Central SD
The LEED Gold CM/GC Central High School renovation and addition project includes a two-story classroom wing, a new theater, new administration areas & commons, upgraded library and, kitchen area. Virtually every part of the student and staff occupied 200,000 SF building was renovated through the course of the project.

Occupied Campus Multi-Phase Project

Silverton High School, Silver Falls SD
The CM/GC Silverton High School renovation and addition project includes a new two-story classroom, new gym and athletic spaces and a new auditorium. Upgrades were made to the kitchen, commons area, library, existing classrooms and administration area. The 17 month project included an entire school year with an occupied campus.

Straub Middle School, Salem, OR
The project includes new construction of a three story classroom, gymnasium, athletic spaces, library, commons, kitchen and administrative areas. The 132,000 sf school will accommodate 950 students.

Corban University Psalm Performing Arts, Salem, OR
Construction of the Psalm Performing Arts Center, which overlooks the city of Salem, has transformed the look of the lower portion of the campus. Permanent stadium style seating and main floor is built to accommodate an audience of 700 people. A state-of-the-art sound and lighting console is complemented by computerized video and graphics capabilities projected on two large viewing screens.

Goodwill Industries of the Columbia Willamette, OR
As the contractor of choice for Goodwill Industries LCG Pence has successfully completed over a hundred projects ranging from new developments to complex renovations. Of these, Tad Dennis has completed dozens of projects many of which have been detailed remodels and renovations. These projects often contain unique constraints in terms of scheduling. Often times including flex work hours and double shifting. They also have detailed logistical constraints of maintaining ongoing retail operations during construction all while sustaining a safe and efficient work environment.

20 Years of Experience
20 Year with LCG Pence

Email:
tadd@lcgp.com

Education:
Journeyman Carpenter
Primavera Certified Training
OSHA 10 Hour
CRP/First Aid Certified

References:
DOWA
Jim Fitzpatrick
503.226.6950
Dan Hess
503. 226.6950

Central School District
Mike Maloney
503.805.7188

Silver Falls School District
Mark Hannan
503. 873.5303

Soderstrom
Henry Fitzgibbon,
503.228.5617

TIM FASCHING OHST CHST

Safety Consultant

Role Highlights:

Review Subcontractors project specific safety manuals

Conduct project orientation and required safety meetings

Participate actively in work control permits and evaluation process

Assist Job Hazard Analysis Assessments

Conduct field safety observations and drive all safety solutions in the filed

Mr. Fasching has been involved in the construction industry for 35 years. In 1996 Tim made the transition to become a safety professional. Since that time he has provided safety services for some of the largest general contractors in the Portland area. Tim has been successful in obtaining the OROSHA Safety and Health Achievement Recognition Program (SHARP) Award for two of the General Contractors he worked for.

PROFESSIONAL CERTIFICATIONS

Certified EPA Lead Renovator

Certified Master Instructor for Powered Industrial Truck

Certified OSHA 10 and 30 Hour Trainer for Construction

Construction OSHA 30 Card Holder

Certified Safety Specialist-OTI-University of Washington

Certified OSHA 10 and 30 Hour Trainer for General Industry

Construction Health and Safety Technician-CCHEST

Occupational Health and Safety Technologist-CCHEST

Qualified Instructor for Rigging and Signal Person

Qualified Instructor for Scissor and Boom Lift Operation

35 years Experience
16 years Construction Safety

Email:
faschingt@eorm.com

Education:
OSHA 500 Trainer Course in

OSHA Standards for Construction

OSHA 502 Refresher Trainer

Course in OSHA Standards for Construction

OSHA 521 OSHA Guide to Industrial Hygiene

OSHA 222A OSHA Respiratory Protection

OSHA 3095A OSHA Electrical Standards

OSHA 225 Principles of Ergonomics

EM-385-1-1 Awareness Training

3.2.2.3 (a.) Describe how the proposer will approach cost estimating and value engineering. (b.) Describe the plan for managing and tracking the cost for the work. Include descriptions of cost tracking tools and summary reports.

ESTIMATING & VALUE ENGINEERING

LCG Pence will quickly produce milestone estimates at Schematic Design (SD), Design Development (DD) and the creation of Construction Documents (CD). Before we establish the first budget, we will present the format to the team to confirm our approach. We will provide real-time updates to estimates as design decisions are made, track Value Engineering throughout and reconcile the current estimate back to the original budget to ensure we maintain the project intent regarding budget. This high level of detailed communication prevents misunderstandings about what is included in the budget, allows Reynolds SD to effectively communicate with stakeholders, and confidently make decisions.

ACCURACY

With his high level of education estimating experience, Bruce Turner will provide an accurate budget on which we can base important assumptions.

MANAGING/MINIMIZING CHANGE ORDERS

We will pre-build solid scopes of work for subcontractors in order to eliminate unknowns that cause change orders. LCG Pence will use our preconstruction phase to ensure the documents needed are complete and detailed.

MANAGING CONTINGENCY

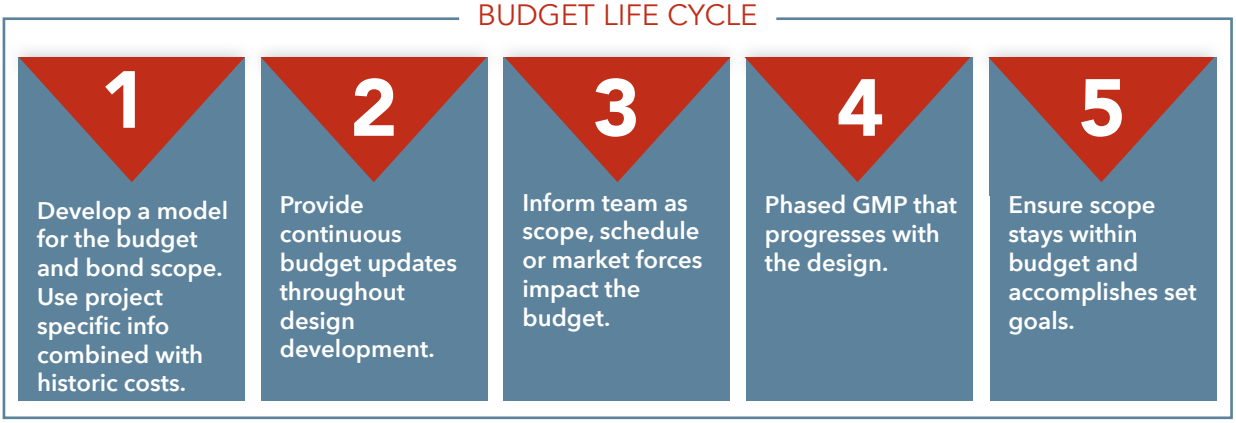
LCG Pence will track contingency expenditures with an individual Revision Proposal for each use and seek owner authorization for each expenditure, with the expressed goal of returning contingency back to the District.

MANAGING REYNOLDS' BUDGET

Our team is well aware that every dollar in the project must be correctly accounted for. We focus on conducting auditable work to give back savings to owners on a regular basis. We plan to do the same for Reynolds School District

There are key stages throughout the construction process where dollars can be saved or even gained. This depends largely on the communication between Owner, Architect and Contractor. LCG Pence has a proven system of budget management that allows total transparency and best practices throughout the process.

Our budget process, led by Chief Estimator, Bruce Turner, has always delivered CM/GC projects with inclusive and transparent budgets that demonstrate the whole cost of the building. A key to our success is Bruce's extensive experience in representing the fully-developed project cost from the very start of our collaboration, as illustrated in the Budget Life Cycle below.



The Budget Life Cycle shows our transparent system for arriving at a Guaranteed Maximum Price and ensures we stay within budget, while accomplishing Reynolds' program goals.

3.2.2.3 (c.) Describe the approach for establishing and maintaining a contingency fund to ensure that the project budget is not exceeded.

LCG PENCE BUILDS PEACE OF MIND IN EVERYTHING WE DO

CONTINGENCY

LCG Pence builds peace of mind in everything we do, in particular when it comes to fiscal management. We are repeatedly hired by school districts in part for our ability to manage precious bond dollars. We foster a highly-transparent and owner-focused approach to spending money. Each school project is focused on minimizing risk to the owners and to LCG Pence. We do this by creating a detailed and thoughtful Guaranteed Maximum Price (GMP) based on Bruce Turner's accurate estimates and our understanding of the project complexities and subcontractor market. Our goal is to return the contingency dollars back to you unless absolutely necessary. No project is immune from some unpredictable change along the way, however. This is why we establish and maintain a contingency that gives the owner, architect and LCG Pence room to navigate project challenges without compromising the GMP. We seek signed authorization for every use of this fund and our jobs are completely auditable, giving you peace of mind from start to finish. We provide project owners with our insight for establishing an appropriate contingency percentage within the GMP. Each project is unique, and benefits from our analysis regarding which factors increase or decrease risk. We will work with the owner and design team to balance risk for all parties and establish an appropriate contingency figure within the GMP.

3.2.2.3 (d.) 3.2.2.3 (e) Describe past performance on other CM/GC contracts within the past seven (7) years. For each project, list the project name, client name, completion date, contract GMP, dollar amount of change orders, and client contact person including phone number.

CM/GC PROJECT EXPERIENCE			
LOCATION/COMPLETION DATE / DESCRIPTION	OWNER CONTACT	ARCHITECT CONTACT	CONTRACT CO'S / CLAIMS
Elmira Elementary School, Fern Ridge School Dist., Veneta, Ore. (2015) CM/GC – New 45,000 SF elementary school including 3 separate learning wings, gymnasium, kitchen + commons, administration, play structure, and new play fields.	Fern Ridge School District, Olivia Meyers Buch, 541.935.2253	DLR Group Eric Bolken 503.274.2675	Current: $11,600,000 CO's: None Claims: None
Veneta Elementary School, Fern Ridge School Dist., Veneta, Ore. (2015) CM/GC – Remodel and addition to the existing elementary school consisting of 7,700 SF classroom wing, and 2,200 SF kitchen and commons.	Fern Ridge School District, Olivia Meyers Buch, 541.935.2253	DLR Group Eric Bolken 503.274.2675	Current: $4,225,000 CO's: None Claims: None
Salem Keizer School Dist., Summer Renovations, Salem, Ore. (2015) CM/GC – Remodel of four elementary school facilities including flooring, walls, finishes, HVAC and windows..	Salem Keizer SD, LaVon Maskell 503.399.3086	Paul Bentley Architects, 541.672.0273	Final: $2,825,000 CO's: $-36,750 Claims: None
SKSD 2014 Playground Renovations Phase 3, Salem, Ore. (2015) CM/GC— The Salem Keizer Public Schools 2015 Playground Surfacing project included the installation of new rubber play surfaces at 13 different school sites throughout the Salem Keizer School District.	Salem Keizer School District Bruce Lathers 503.399.1133	Arbuckle Costic Architects PC Blake Bural 503.581.4114	Final: $1,470,000 C.O.'s: ($130,000) Deleted scope Claims: None
DDSD David Douglas Aquatic Center, Portland, OR (2014) CM/GC— A new 16,000 SF Aquatics Center Facility to replace the aging aquatics center facility, originally built in the 1950's. The LCG Pence team worked diligently in the pre-construction phase to Value Engineer the schematic design from an original $7.5M estimate to a final GMP of $6.3 M	David Douglas School District Patt Komar 503.261.8212	SERA Architects Inc.,Lisa Petterson, 503.445.7345	GMP: $6,380,000 Final: $6,540,000 C.O.'s: $160,000 Owner Added Scope
Hayesville Elementary SKSD, Salem, Ore. (2014) CM/GC— Renovation included new windows, new flooring, upgraded heating and cooling systems, partition walls, and interior finishes.	Salem Keizer School District Bruce Lathers 503.399.1133	Carlson Veit Architects Chris Veit 503.390.0281	Final: $1,190,000 C.O.'s: ($13,000) Project Savings Claims: None

3.2.2.3 (d.) 3.2.2.3 (e) Describe past performance on other CM/GC contracts within the past seven (7) years. For each project, list the project name, client name, completion date, contract GMP, dollar amount of change orders, and client contact person including phone number.

EDUCATION & OCCUPIED PROJECT EXPERIENCE			
LOCATION/COMPLETION DATE / DESCRIPTION	OWNER CONTACT	ARCHITECT CONTACT	CONTRACT CO'S / CLAIMS
SKSD Playground Renovations Phase 1, Salem, Ore. (2013) CM/GC— The Salem Keizer Public Schools 2013 Playground Surfacing project included the installation of new rubber play surfaces at 8 different school sites throughout the Salem Keizer School District.	Salem Keizer School District Bruce Lathers 503.399.1133	Arbuckle Costic Architects PC Blake Bural 503.581.4114	Final: $860,000 C.O.'s: $8,000 Owner Added Scope Claims: None
Sam Case Primary School, Newport, OR (2012) CM/GC— The Sam Case Primary addition included 11,200 sf gymnasium and classroom addition on occupied campus.	Lincoln County School District Rich Belloni 541.265.4400	gLAs Architects Jesse Grant 541.686.2014	GMP: $2,480,000 Final: $2,550,000 C.O.'s: $65,000 Owner Added Scope
Dayton School District, Dayton, OR (2010) CM/GC—Three concurrent projects for Dayton School District. Included: Dayton High School - New 25,000 SF gymnasium, wrestling room, weight room, locker rooms and offices. Dayton Jr. High - New 11,300 SF science classroom building, 8 classrooms. Dayton Elementary - New 10,600 SF addition, including gym, kitchen and music room.	Dayton School District Janelle Beers 503.864.2215	Soderstrom Architects, P.C. Marc Bevens 503.228.5617	Final: $10,420,000 C.O.'s: $53,000 Added Sports Fields Claims: None
SKSD South Salem High School, Salem, OR (2009) CM/GC—Scope included new heating and cooling, ductwork, ductwork cleaning, controls installation, new BAS systems and programing, new flooring, new painting throughout, new paving of the parking lot, and new windows for the entire building.	Salem Keizer School District Bruce Lathers 503.399.3131	Arbuckle Costic Architects PC Blake Bural 503.581.4114	Final: $5,700,000 C.O.'s: $500,000 Owner Added Scope Claims: None
SKSD Waldo Middle School, Salem, OR (2009) CM/GC—A fast paced summertime remodel of a 1950's school. Replaced all 127 windows, demolished and re-piped all supply side plumbing. Replaced flooring, re painted all interior surfaces and added new shear walls to the exterior for lateral support.	Salem Keizer School District Bruce Lathers 503.399.3131	Paul L. Bentley Architect Paul Bentley 503.580.1210	Final: $2,210,000 C.O.'s: $130,000 Owner Added Scope Claims: None
McKinley Elementary School, Beaverton, OR (2009) CM/GC—Addition / Remodel, including new classrooms, kitchen cafeteria and main office areas were renovated and expanded on an occupied campus.	Beaverton School District Jim Owens 503.591.4237	Barrentine, Bates, Lee Lang Bates 503.635.4425	Final: $8,200,000 C.O.'s: ($100,000) Contingency Savings Claims: None
McMinnville High School, McMinnville, OR (2009) CM/GC—Addition / Remodel, including new parking and bus area, new classrooms, cafeteria and kitchen, and upgrades to the existing gym and ball fields.	McMinnville High School Kris Olsen 503.565.4102	DOWA-IBI Group Tom Harris 503.226.6950	Final: $18,400,000 C.O.'s: $1,000,000 Owner Added Scope Claims: None

Central High School

3.2.2.4 (a.) Describe approach to managing the construction schedule. Include a description of the elements of this project that are likely to put the schedule at risk and how they would be proactively managed. Include descriptions of schedule tracking tools and summary reports. 3.2.2.4 (b) Describe expectations for labor and materials availability on this project. Describe how anticipated challenges with availability of labor or materials could be mitigated. Explain the plan to generate sufficient subcontractor and / or material supplier competition in the bidding to minimize project costs.

SCHEDULE MANAGEMENT

TEAM APPROACH TO SCHEDULE MANAGEMENT

LCG Pence's scheduling approach is a team process incorporating input from the client, architect, and engineers, as well as subcontractors. By engaging all personnel in developing the schedule, each team member becomes more invested and accountable to the project milestones.

POTENTIAL RISK

The construction activities we see that are most likely to put your project at risk are as follows:

1. Delayed issuance of RFP for selection of MEP-FS subcontractors
2. Unidentified long-lead items (i.e. mechanical and electrical equipment, structural steel and etc.)
3. Timely buyout of entire project to ensure our aggressive schedule dates can be meet.

SCHEDULE RECOVERY

Construction delays are controlled and minimized through constant and proactive communication with all trades and suppliers; weekly onsite meetings; three week look-ahead schedules; and a detailed construction plan that describes the sequence of all tasks prior to commencing work.

Our integrated approach to managing these critical factors, as well as other performance measures, keeps your project on track for successful completion. We implement the latest tools, monitor the right data and consult our on-site staff to bring it all together.

LABOR & MATERIALS

The market has continued to see an increase in labor costs as a result of the shortage brought on by workers leaving construction during the recession and not returning.

We are seeing this mostly in a shortened supply of ironworkes, masons, fitters and tile setters. However, unions are adding more apprentices, which will work to the project's advantage in the coming months/years. All contractors continue to be busy, making those qualified subcontractors harder to come by.

Materials are also experiencing cost increases and lack of availability to various degrees:

MATERIALS	EXPECTATION
Concrete	*Availability OK, but price increasing*
Steel	*Price increase expected in near future*
Arch Mtl Panels	*Increased Cost & Long Lead Time*
Glazing	*Continuing Long Lead Times*
Doors, Hardware, Millwork, MEP	*Increased lead times*

MITIGATING THE IMPACT

How can we deal with this landscape effectively to minimize cost and scheduling impacts? We have a plan to make sure Reynolds SD is on top of these issues.

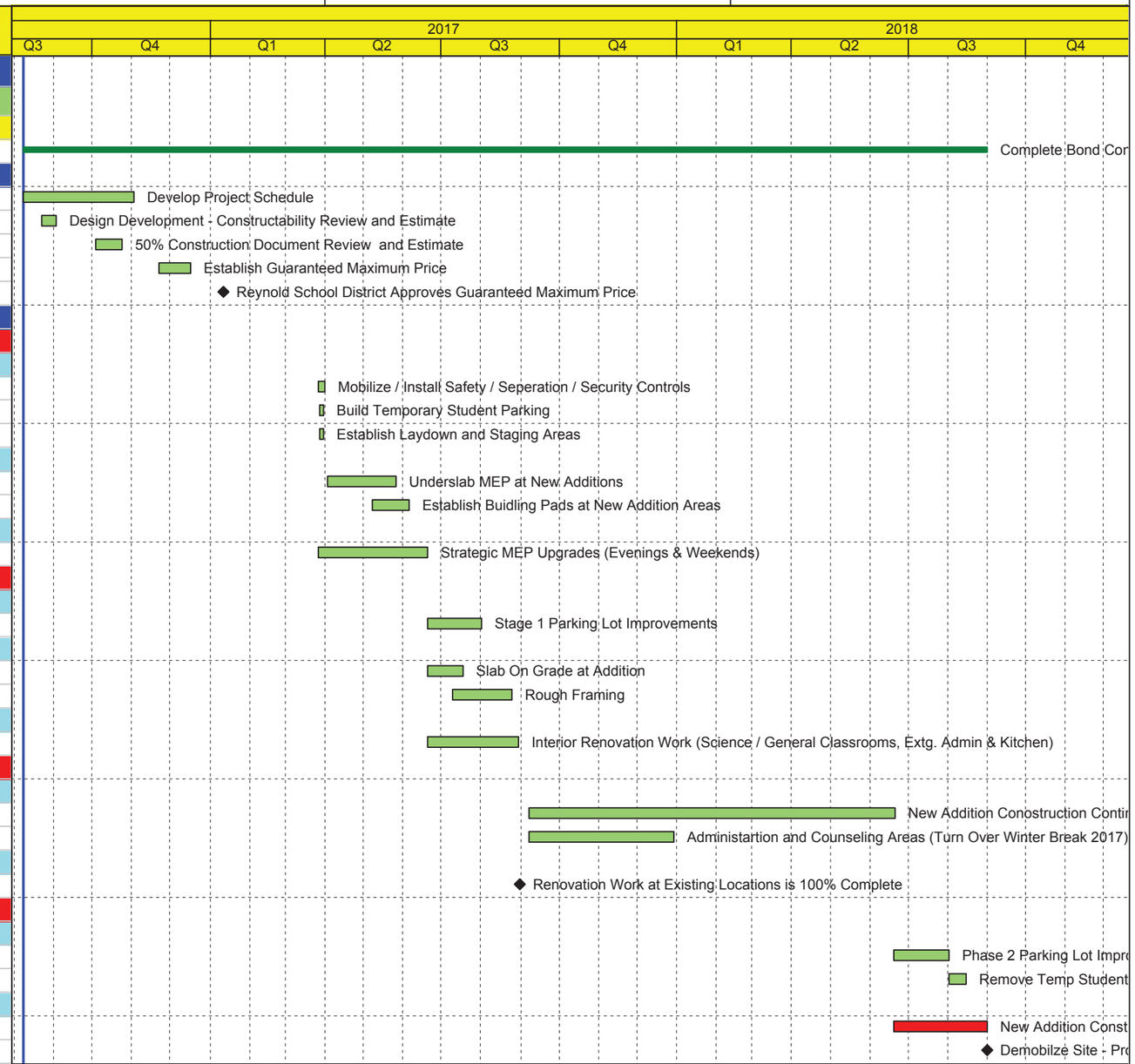
1. PLAN AHEAD
2. RESEARCH THE MARKET
   - √ Talk to contractors
   - √ Consult cost forecasts material choices may impact timing
   - √ Be sure the products specified are available
   - √ Minimize ambiguities in the specs & drawings
   - √ Keep bid forms simple
   - √ Keep number of alternates & addenda to a minimum
   - √ Manage owner expectations
   - √ Use bid alternates (add only) to protect the budget
   - √ Bid contingency to protect the budget
3. AFTER BID
   - √ Work with low bidder on VE options
   - √ Investigate why bids were over
   - √ May need to rebid
4. DURING CONSTRUCTION
   - √ Mitigate claims for delay due to material availability
   - √ Get labor rates at the start of the project
   - √ Work with contractors on critical material & labor issues
   - √ Turn around shop drawings quickly be open to creative sequencing of construction
   - √ Answer rfis quickly

Remaining Level of Effort | Actual Level of Effort | Actual Work | Remaining Work | Critical Remaining Work | Milestone

LCG OAC Schedule Layout

TASK filters: Milestone, Not Completed.

Activity ID	Activity Name	Orig Dur	Start	Finish
Reynolds High School Addition & Renovation				
Project Administration				
Construction Summary				
A1200	Complete Bond Construction Duration	526	08-Aug-16	31-Aug-18
Pre-Construction				
A1090	Develop Project Schedule	62	08-Aug-16	02-Nov-16
A1210	Design Development - Constructability Review and Estimate	10	22-Aug-16*	02-Sep-16
A1220	50% Construction Document Review and Estimate	15	04-Oct-16*	24-Oct-16
A1230	Establish Guaranteed Maximum Price	17	22-Nov-16*	16-Dec-16
A1240	Reynold School District Approves Guaranteed Maximum Price	0		11-Jan-17*
Construction				
Early Work Authorization				
Site Work				
A1000	Mobilize / Install Safety / Seperation / Security Controls	5	27-Mar-17*	31-Mar-17
A1020	Build Temporary Student Parking	3	28-Mar-17	30-Mar-17
A1120	Establish Laydown and Staging Areas	3	28-Mar-17	30-Mar-17
New Additions				
A1030	Underslab MEP at New Additions	40	03-Apr-17*	26-May-17
A1010	Establish Buidling Pads at New Addition Areas	20	08-May-17*	05-Jun-17
Renovation				
A1080	Strategic MEP Upgrades (Evenings & Weekends)	61	27-Mar-17*	20-Jun-17
Summer 2017				
Site Work				
A1130	Stage 1 Parking Lot Improvements	30	20-Jun-17*	01-Aug-17
New Addition				
A1050	Slab On Grade at Addition	20	20-Jun-17*	18-Jul-17
A1060	Rough Framing	35	10-Jul-17*	25-Aug-17
Renovation				
A1070	Interior Renovation Work (Science / General Classrooms, Extg. Admin & K...	51	20-Jun-17*	30-Aug-17
School Year 2017-2018				
New Addition				
A1100	New Addition Conostruction Continues	200	07-Sep-17*	20-Jun-18
A1140	Administartion and Counseling Areas (Turn Over Winter Break 2017)	79	07-Sep-17*	29-Dec-17
Renovation				
A1150	Renovation Work at Existing Locations is 100% Complete	0		31-Aug-17*
Summer 2018				
Site Work				
A1170	Phase 2 Parking Lot Improvements	30	20-Jun-18	01-Aug-18
A1180	Remove Temp Student Parking Lot & Restablish Ball Field	10	02-Aug-18	15-Aug-18
New Addition				
A1110	New Addition Construction Finalized	52	20-Jun-18*	31-Aug-18
A1190	Demobilze Site - Project 100% Complete	0		31-Aug-18



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Data Date: 08-Aug-16
Run Date: 15-Jul-16
Page: 1 of 1

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LCG PENCE CONSTRUCTION

RHS Addition & Renovation

RFP Schedule

Reynolds School District

Date	Revision	Checked	Approved
18-Jul-16	RFP Schedule	CW	PS

3.2.2.4 (c.) Discuss opportunities and challenges that you see to complete the project in as efficient of manner as possible. Describe how the opportunities will benefit the county and describe how the foreseeable challenges will be addressed by your firm.

Please see response to question 3.2.2.1 (a) (7)

3.2.2.4 (d.) Describe your firms proposed quality control plan and how it will be implemented.

QUALITY CONTROL MANAGEMENT

We recognize that unless a strict adherence to quality standards is maintained, the project will not have met all of its goals and therefore will not be a success. We ensure quality craftsmanship on our projects by setting the tone from day one. Making the goals known to all individuals who work on our projects is the first step and is a step that is often overlooked. Once everyone understands that quality is just as important to us as schedule, budget and safety then we know that we are on the right track. Use of system pre-construction meetings, periodic quality inspections walks by our superintendent, project manager and project engineer and the use of quality control mockups lead to proper implementation of quality control standards.

Roland Mack, General Superintendent

LCG Pence employs an extensive QA/QC program, administered and overseen by our General Superintendent, Roland Mack. One of Roland's primary functions is to ensure that our high QA/QC standards are met or exceeded each step of the way through consistency and ongoing review.

Among his responsibilities are:

- Plan and detail review throughout design progression
- Dedicated QA/QC walks with the design team prior to construction meetings with the architect, owner and contractor
- Extensive pre-punch reviews

THE PROCESS OF QUALITY CONTROL

LCG Pence is dedicated to providing quality construction. Our quality control begins in preconstruction with early site investigations, design review and assembling the right team of subcontractors. As construction begins we complete thorough submittal reviews, provide mock-ups and pre-installation meetings as well as perform continuous inspections and maintain weather-conscious construction. Quality Control follows through to final closeout of the project.

The continuity of our Project Team will maintain the best possible level of quality control for your project. They will use a proactive approach to building, by laying the framework for all trades to perform at their best while maintaining strict adherence to Project Specifications.

3.2.2.4 (e.) Describe your firms proposed general safety program, including training, hazard identification, and audit/inspection. Include specific information on subcontractor and employee accountability for safety, formal disciplinary program, and Company EMR (Experience Modification rating) safety record for the last three years.

OUR SAFETY APPROACH

We are committed to sending everyone working on our projects home safely each day. Our safety committee takes a close and ongoing look at site safety issues and continuously seeks avenues to promote safety consciousness throughout all levels of the project. Our commitment focuses on rewarding positive actions and attitudes in field safety practices.

INDUSTRY RECOGNITION

Our commitment to safety was recognized in 2010 with the Oregon OSHA SHARP Award, a testament to our desire to grow, continuously improve and be self-sufficient when it comes to managing the occupational health and safety of our job-sites and employees. Since 2010 LCG Pence has received the OSHA SHARP Award every year.

WHAT IS OSHA SHARP?

"SHARP recognizes business employers who operate an exemplary injury and illness prevention program. Acceptance of your work-site into SHARP from OSHA is an achievement of status that singles you out among your business peers as a model for worksite safety and health."

- SHARP, an OSHA Cooperative Program

Consideration for award includes comprehensive review of the Safety Manual, Jobsite Interviews and Actual Procedures. All standards must not only meet, but exceed the OR-OSHA standards in order to achieve this recognition and obtain the award.

HIGHLIGHTS FROM OUR SAFETY PROGRAM

TRAINING

LCG Pence requires site-specific training in a variety of areas. Our field and office management is required to attend monthly Safety Committee Team meetings. Additionally, all field management staff are required to take monthly on-line safety training classes. All superintendents are required to have an OSHA 10-Hour Card.

SUBCONTRACTOR AND EMPLOYEE ACCOUNTABILITY

Employees and subcontractor employees are required to attend the weekly all-hands safety meetings and a site-specific orientation prior to starting on the project. After attending, each worker is given a hard hat sticker to show they have completed the site-specific safety orientation and background check.

HAZARD IDENTIFICATION

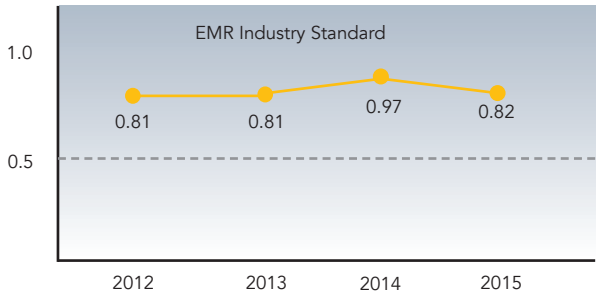
Employees and subs are required to perform daily pre-task planning. Site-specific safety plans are tracked by the project, and employees are required to perform safety walks and track their findings on our Employee Safety Walk-through Report Form.

ZERO TOLERANCE DRUG & ALCOHOL PROGRAM

We employ a "zero tolerance" program for drug and alcohol use. All employees are subject to a pre-employment screening as well as random drug and alcohol testing.

EMR

Our current EMR rating is 0.82.



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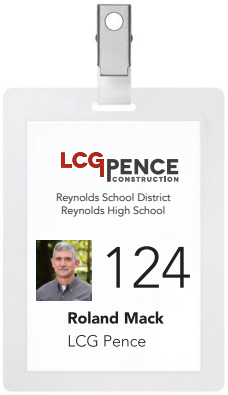
OCCUPIED CAMPUS-FOCUSED SAFETY

School projects are unique and require a specific focus on safety with our equipment, phasing and egress approaches. Our focus on occupied school sites also extends to our comprehensive subcontractor background checks, drug and alchol programs. These programs have been effectively implimented on occupied school projects from Silverton High School to Dayton Schools to Salem-Keizer School District and beyond.

CRIMINAL BACKGROUND CHECK

On project sites occupied by students and school staff, we screen every jobsite worker by conducting a criminal background check through Advanced Reporting (AR). AR uses the ODE Background Check Enforcement Guidelines. Each worker that passes this screening receives a photo ID badge and site-specific ID sticker, which is worn on their hard hat and uniquely numbered. Each are required at all times. Additionally, our subcontract agreements stipulate that absolutely no tobacco products are allowed within 500 feet of the public buildings and no weapons or abusive language are tolerated onsite at any time.

advanced reporting Professional Background Screening Services



LCG Pence will issue a uniquely numbered photo ID badge to team members once they have passed the Background Check.

***Above**: Separation wall keeps students and construction from interacting throughout the process. Noise is minimized with temporary insulation. **Above Right**: Fencing and appropriate fence signage directs foot traffic and keeps the separation of construction site activities and students.*

3.2.2.5 (a.) Describe your firm's knowledge and experience with the labor market and building conditions in the Clackamas County and City of Fairview Metro area. (b.) Demonstration of experience with local MWESB firms including a list of State of Oregon certified businesses that your firm has partnered or subcontracted within the last two (2) years, identify any MWESB firms that are part of your proposed team, and any innovative/successful measures your firm has undertaken to increase diverse business participation on projects in the Portland Metro area.

LOCAL LABOR EXPERIENCE & KNOWLEDGE

With our long standing history as a General Contractor in Oregon , we've established numerous relationships with subcontractors and suppliers in the Clackamas County and the Fairview Metro area who really enjoy working with our firm. We will pull from these strong relationships to ensure we receive a high level of interest for your RHS Addition & Renovation project.

Additionally, we have several projects currently underway in Clackamas County as well as on-going and upcoming work in the Fairview Metro area. As well as having numerous employees who reside in the Clackamas County and Fairview Metro area gives us an inside look as to the current conditions of the labor market and building conditions in this particular region.

MWESB OUTREACH PROGRAM

LCG Pence is committed to maximizing the involvement of women and minority owned businesses on ALL of our projects. Here are a few ways LCG Pence has actively sought out MWESB involvement on higher education projects:

- Solicit bids from LCG Pence's list of MWESB firms compiled from past relationships and projects, State of Oregon MWESB Certified Listing, Oregon Association of Minority Entrepreneurs (OAME), National Association of Minority Contractors-Oregon (NAMCO) and National Association of Women in Construction (NAWIC) Members.
- Post information about upcoming projects and make bid documents available to MWESB companies.

RECENT MWESB UTILIZATION

Oregon College of Oriental Medicine
Achieved **29.7%** MWESB Participation

OSU McAlexander Fieldhouse
Achieved **24.3%** MWESB Participation

Chemeketa Yamhill Valley Campus
Achieved **21.3%** MWESB Participation

3.2.2.5 (b.)Describe your approach to subcontractor and supplier procurement/selection process, and promoting participation in the project on the part of minorities, women, and emerging small business enterprises. Also describe your approach for local material suppliers, venders, and building trades. A local business is defined as a business that has an existing significant place of business located within the electoral and taxing boundaries of the Reynolds School District.

SUBCONTRACTOR EVALUATION, SELECTION AND MANAGEMENT

LCG Pence knows the importance of selecting strong subcontractors for your project. We are just as eager as you to make sure our subs act as part of our team to make the project a success.

PROCUREMENT PROCESS

Our procurement process engages the area's strongest subcontractors, many of whom we have worked with and have direct knowledge of and experience with their capabilities and strengths. Our process is:

1. We begin with a large broadcast of the project to all trades applicable within the SmartBidNet database. *SmartBidNet is our online management tool that allows us to communicate with more than 1,200 subs, manage bids and store bid documents.* We cast the net wide to make sure we do not miss any potential subs.
2. We send electronic invites and provide access to all of the bid documents and addenda to the subs.
3. Once we have sent out the general broadcast to all relevant subcontractors we will begin a targeted approach directed at desired subs.

SELF PERFORM ABILITY

Our self-perform bids will be submitted for review in advance of receiving any other bids, and will be time stamped. Our ability to self perform will be a major advantage to the Reynolds High School project in such a high-demand market.

LOCAL FOCUS

Keeping your bond dollars in your community is one of our main goals when procuring subs. Our current project for Fern Ridge School District at Elmira Elementary Schools utilized heavy local subcontractors. Approximately 63% of subcontractors were from the Eugene/Springfield area. See table below.

ELMIRA ELEMENTARY SCHOOL: LOCAL SUBCONTRACTOR USAGE (2016)

Scope	Original Contract Amount	Sub Name	Address
Wood Athletic Flooring	$84,960.00	A-Game Courts	10805 River Rd. NE Gervais, OR 97026
Fire Suppression	$272,389.00	B.D.H. Fire Protection Systems, Inc.	1235 Charnelton St. Suite 11 Eugene, OR 97401
Concrete Paving	$283,158.00	Brown Contracting, Inc.	P.O. Box 26439 Eugene, OR 97402
HVAC	$984,706.00	Comfort Flow Heating, Co.	1951 Don St. Springfield, OR 97477
Food Service	$105,080.00	Curtis Restaurant Equipment, Inc.	555 Shelley Street, Springfield, OR 97477
Sitework	$1,078,500.00	Delta Construction Co.	999 Division Ave Eugene, OR 97404
Asphalt Paving	$99,987.00	Eugene Sand & Gravel	P.O. Box 1067 Eugene, OR 97440
Landscaping	$355,300.00	Graton's Custom Landscapes	29125 Meadowview Rd. Junction City, OR 97448
Demo	$164,400.00	Greg Payne Trucking & Construction	535 Rivver Loop #1 Eugene, OR 97404
Concrete Marking & Signage	$26,171.00	H2O Contractors & Northwest Striping	86291 Blossom St. Eugene, OR 97405
Vapor Retarders	$42,290.00	Home Insulation Co., Inc.	8450 HWY 99N Eugene, OR 97402
Weather Barriers, Joint Sealants	$54,352.00	LDC, Inc.	1863 Pioneer Pkwy E #305 Springfield, OR 97477
Gypsum, Ceilings	$552,585.00	Mid-Valley Commercial Construction	P.O. Box 1906 Eugene, OR 97440
Electrical	$1,604,102.00	ON Electric Group, Inc.	483 Shelley St. Springfield, OR 97477
Flooring	$216,400.00	Rubenstein's Contract Carpet, L.L.C.	160 Cleveland St. Eugene, OR 97402
Play Structure Fabrication	$27,500.00	Sage Walker Construction	
Metal Roof, Aluminum Siding	$559,730.00	Smith Sheet Metal	253 S 15th St. Springfield, OR 97477
Paint, Stain, Coatings	$103,000.00	Third Generation Painting Co.	P.O. Box 24728 Eugene, OR 97402
Plumbing	$688,341.00	Twin Rivers Plumbing, Inc.	1525 Irving Rd Eugene, OR 97402
PVC Roof	$384,730.00	Umpqua Roofing Company, Inc.	P.O. Box 22424 Eugene, OR 97402
Total:	**$7,687,681.00**	**Overall Budget: $12,180,000**	

3.2.2.5 (c) Describe your firm's approach to optimizing project spends for continual progress toward district Local and Diverse Community Engagement Program (CEP) goals including consideration of Student / Career Technical Education (CTE), Workforce, Faculty/Staff, Social Responsibility & Sustainability, Mentor-Protégé and Partnerships for community.

"Successful schools strengthen a community's sense of identity and coherence. Like a new version of the old town square, a school can serve as a community hub that teaches its occupants about collaboration and the common good."

-Schools As Centers Of Community: A Citizen's Guide For Planning And Design;
Concordia Research

COMMUNITY INVOLVEMENT/MINDFULNESS

When we join a project team, we do so knowing that we're being adopted into a community. Your neighbors have voted to spend their hard-earned dollars on improvements to the school. We have to assume that doing so is an investment on their part—that they know how closely-tied this school is to its community's success.

LCG Pence is ready to work with the School District and community to execute the Community Engagement Program with your goals becoming project goals.

Here are a few strategies for optimizing bond dollars to the benefit of the local community:

BUSINESS EQUITY:

Keep M/WESB goals of 25% utilization at top of mind for all subcontractor procurement. Set expectations early for diversity throughout the project team.

STUDENT/CAREER TECHNICAL EDUCATION:

Career technical education at Reynolds High School is invited to become part of the construction process. We know there is no better learning mechanism than hands-on, real-world experience. Students enrolled in Reynolds' ACE program, and CTE Construction classes will have an opportunity to engage with our team in both the classroom and on the jobsite. We will work with your CTE educators to find the most appropriate and effective timing for project integration.

WORKFORCE:

The 25% goal for diversity workforce will be an expressed project goal. We will work with the Reynolds School District team to determine the most effective strategies for your local community and use past experiences in diversity engagement and relationships with subcontractors.

FACULTY/STAFF:

This project will naturally expand and strengthen professional and neighborhood networks of faculty/staff through the partnerships and relationships our teams will seek for project completion. From permitting to local subcontractor procurement, our goal for each touch point will be to help Reynolds School District enhance this mission.

SOCIAL RESPONSIBILITY & SUSTAINABILITY:

Our role in social responsibility and sustainability is primarily focused on hyper-local economic participation.

MENTOR-PROTEGE:

Our M/WESB program is already focused on the mentor-protege relationship in an effort to give smaller subcontractors an opportunity to see our systems and work on a larger-scale project. We will enhance this goal by working with the District on identifying firms for development.

PARTNERSHIP:

RSD's community partnership program will be a foundation for creating strong relationships in the community to foster success.

3.2.2.7 DEVIATIONS

This proposal does not deviate from the requirements of the RFP.

GENERAL CONDITIONS - REYNOLDS HIGH SCHOOL ADDITION & RENOVATION

ID #	DESCRIPTION	RATE	HOURS	LABOR COSTS	MAT'L COST
B.1	Senior Project Manager - CA White	143	1,176	$168,168	
B.1	Project Manager - Kieron Spellman	94	3,612	$339,528	
B.2	Project Engineer - Tara Sager	72	3,268	$235,296	
B.3	General Superintendent - Roland Mack	125	605	$75,625	
B.3	Superintendent - Kurt Schwabauer	108	3,268	$352,944	
B.4	Field Supervision - TBD	91	3,010	$273,910	
B.5	Field Coordination	Included Above			
B.6	General Foreman	Included Above			
B.7	Quality Control	Included Above			
B.8	Safety Coordination - Tim Fasching	95	280	$26,600	
B.9	Trade Coordination	Included Above			
B.10	Office Equipment				$5,000
B.11	Printing/Reproduction				$20,000
B.12	Phones/Phone Lines (cell or land lines)				$21,911
B.13	Fuel/Maintenance				$30,000
B.14	Substance Abuse Testing	Included Above			
B.15	Construction Signage				
B.16	Progress Photos (monthly)				$7,600
B.17	Temp Office				$46,550
B.18	Postage/Delivery				$3,800
B.19	Internet Service				$4,750
B.20	Vehicles	Included Above			
B.21	Submittal Review and Approval	Included Above			
B.22	Courier Delivery Service				$3,800
B.23	Drop Boxes & Disposal Fees				$82,400
B.24	Office Furniture				$6,100
B.25	Drafting & Detailing	Included Above			
B.26	Site Security				$25,000
B.27	All Background Checks & Fingerprinting				$18,000
B.28	Office Security				$8,000
B.29	Sustainability Coordinator/Supervisor	Included Above			
B.30	Clerical/Secretarial	55	780	$42,900	
B.31	Project Coordination	Included Above			
B.32	Estimating and Cost Engineering	Included Above			
B.33	Overtime for CM/GC Onsite Supervisory Staff	Included Above			
B.34	Field Engineer	Included Above			
B.35	Delivery Services				$1,500
B.36	Project Foreman	80	3010	$240,800	
B.37	Forklift for Loading/Unloading of Misc. Materials				$38,000
B.38	Loading & Unloading of Misc. Materials	73	718	$52,414	
B.39	Jobsite Clean-up (excludes final cleanup)	73	748	$54,604	
B.40	Office Supplies				$9,500
B.41	Office Clean Up				$7,600
B.42	Temporary Toilet / Sinks				$7,047
B.43	First Aid Supplies				$9,500
B.44	IT Equipment				$5,000
B.45	Material Handling	73	718	$52,414	
B.46	Staging Area Maintenance				$5,000
B.47	Safety Barrier/Safety Warnings/Safety Handrails	73	718	$52,414	
B.48	All Costs for Sustainable Construction Practices	Included Above			
B.49	Temp. Water Include Distribution & Utility Charges				$5,000
B.50	Drinking Water				$1,900
B.51	Small Tools				$5,000
B.52	Maintenance & Monitoring of Erosion Control				$5,000
B.53	Travel/Mileage/Subsistence	Included Above			
B.54	Site Webcam and Service @ Beginning to Completion				$9,200
	TOTAL			**$1,967,617**	**$392,158**
	REIMBURSABLE GENERAL CONDITIONS TOTAL (based on budget of $25.7M)				**$2,359,775**

PRECONSTRUCTION			
PROJECT TEAM	HOURS	RATE	TOTAL
Principal	40	$210	$8,400.00
Senior Project Manager	100	$143	$14,300.00
Project Manager	150	$94	$14,100.00
Project Engineer	40	$72	$2,880.00
Chief Estimator	100	$125	$12,500.00
Estimator	40	$78	$3,120.00
General Superintendent	40	$127	$5,080.00
Superintendent	75	$108	$8,100.00
Total Personnel Costs	585		$68,480.00
Reimbursables			$5,000.00
Preconstruction Services Not-To-Exceed Fee			**$73,480.00**
CM/GC Fee (as a percentage of the Cost of Work)			**5.51%**
**Fee includes profit, overhead, P&P bond, GL Insurance & builder's risk*			

SELF PERFORM WORK	
Division 2 - Selective Demolition	
Division 3 - Structural Concrete	
Division 4 - Masonry Wall Bracing (if required)	
Division 5 - Misc. Metals Installation , Expansion Joint Install	
Division 6 - Rough Carpentry	
Division 7 - WRB, Siding, Roof Hatch receive and install, Skylight receive and install	
Division 8 - Material Receiving & Stocking	
Division 10 - Miscellaneous Installation, Material Receiving & Stocking	
Division 11 - Material Receiving & Stocking	
Division 31 - Earthwork Layout, Survey	
Markup's will vary between 8.00% to 15.00% depending upon the scope of work being performed	
Self Perform Work / Site Service - General Labor Rate	**$73.00 / hour**

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Additional references available in staff resumes.