Reynolds School District

The New Fairview Replacement Elementary School

LEASE CRUTCHER Lewis

4. PROPOSAL FORM

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES

REYNOLDS SCHOOL DISTRICT – THE NEW FAIRVIEW REPLACEMENT ELEMENTARY SCHOOL

The undersigned proposer submits this proposal in response to the Reynolds School District's Request for Proposals (RFP) dated June 28, 2016, for the contract named above. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the Reynolds School District, agrees to all terms and conditions found in the attached contract, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

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

The proposer hereby acknowledges receipt of Addendum Nos. 1 , 2 , , to this RFP. Name of

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

Lease Crutcher Lewis

550 SW 12th Avenue, Portland, Oregon 97205

T: 503.223.0500 F: 503.22.2874

matt.pearson@lewisbuilds.com

Authorized Signature:

Printed/Typed Name: Matt Pearson

Title: Vice President

Date: August 1, 2016

State of Oregon Construction Contractors Board License No: 92919

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

LEASE CRUTCHER lewis

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Portland, OR 97205

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August 1, 2016

Reynolds School District
RE: RFP – Construction Manager/General Contractor Services
The New Fairview Replacement Elementary School
1204 NE 201st Avenue
Fairview, OR 97024

RE: Reynolds School District, Fairview Replacement Elementary School, CM/GC Proposal

Dear Eagles,

We are excited about the opportunity to become your partners on this journey to build a new school with learning facilities that support great programs. Lewis is passionate about education and what it means to our community, and we are ready to fully engage in building a great future for Fairview Elementary students.

With our team, this Project will benefit from:

- **Depth of K-12 Experience:** Lewis has completed 93 K-12 projects for 40 school districts in Oregon and Washington. Our longevity building local K-12 schools—dating back to the 1990s in Oregon—and commitment to service and value has earned Lewis the reputation of one of the premier school builders in the area. We understand modern learning environments and the building materials and systems that support them.
- **Occupied Campus Specialty:** We have built, expanded and remodeled buildings on numerous busy, fully occupied campuses that serve young children. Our team will ensure minimal disruption to the Fairview Elementary campus, all the while maintaining a safe and well-organized site. As an integrated component of that effort, we welcome educational tours and are happy to safely coordinate with faculty, staff and students to share the excitement of building a new school on campus with your constituents.
- **Collaborative Approach to the Work:** Lewis values diversity and is fully committed to engaging local MWESB subcontractors, apprentices and providing internship and mentorship opportunities to Reynolds School District students. We believe that every person is entitled to the opportunity to work hard and receive equal treatment, in both their education and professional career. Lewis has a long history of promoting equity in contracting and helping create a resilient, sustainable local economy that enriches the community and reduces barriers to entry for capable MWESB construction firms.
- **Cost Certainty, Risk Mitigation:** With more than 85% of our work delivered under the CM/GC model, Lewis is adept at providing value-driven preconstruction services that result in successful outcomes for our clients. A fully staffed and executed preconstruction plan is your best risk mitigation strategy, resulting in a complete set of documents and a carefully developed GMP. That plan, created with input from the entire team, will ensure the Fairview Replacement Elementary School is built on budget and on schedule.

Each individual involved in the Fairview Replacement Elementary School Project has an important role to play. We look forward to the opportunity to leverage our expertise to bring your vision for this Project to fruition.

Sincerely,
LEASE CRUTCHER LEWIS

Matt Pearson
Principal-in-Charge

International School | Beaverton, Oregon

International School | Beaverton, Oregon

a. Preconstruction Services

Preconstruction is the driving factor in assuring budget certainty and schedule adherence. Our project management team will be at the hub of communication throughout the process, so that you experience strong team cohesion throughout the Project. Collaborative preconstruction is at the core of who we are and defines our best expertise—precise analysis of cost and schedule, creative ideas, integrated teaming, and transparency at every step—all directed at meeting the District's specific goals for this Project. Our services will include:

a.1. Investigation of Existing Conditions

Verification of existing conditions is critical to developing an effective design and avoiding costly changes. Our team will spend time at the site early in preconstruction to evaluate the existing building as well as the site conditions surrounding the new school. Preliminarily, we have identified the following key areas of focus:

- Investigation of boulders onsite, both known and unknown, to better understand our approach to removal and site grading.
- Verifying groundwater depths, to determine excavation and fill requirements as they relate to our foundation strategies.
- Validating the hazardous material survey to fully understand abatement strategies and removal measures.
- Investigating current site utility connections and determining whether additional capacity is required.

a.2. Document Coordination + Review

Lewis has significant experience providing document coordination and design review in support of similar projects. Our staff includes design and construction professionals who offer specialty services such as Building Information Modeling and M/E/P systems analysis to aid the Project Team in these efforts throughout preconstruction. Our approach is to provide accurate, thoughtful and constructive input to the District at all phases of design development. Traditionally we perform three phases of constructability review, at the schematic, design development and construction document intervals.

Upon contract award, we will immediately perform a thorough review of the most current design documents, with a focus on construction methodology, project safety, logistics, maximizing building efficiency and technical coordination—confirming the fit of M/E/P systems and equipment within the architectural and structural constraints, for example. Lewis will ensure that well-coordinated drawings and specifications are published for construction by cross-checking details, ensuring that specifications are complete and match the drawings, and verifying that the architectural, structural and M/E/P scopes are coordinated.

3.2.2.1 Management of the Work

COCC New Residence Hall | Bend, Oregon

Collaboration During Design

Lewis is regionally recognized, among clients and design partners, as a leading provider of collaborative, value-adding preconstruction services.

Upon contract award, Lewis will initiate a Project kick-off meeting to identify these goals and metrics, clarify roles and responsibilities of all team members and establish communication methods and protocol among all parties. The results of the kick-off meeting will be captured in a Project Charter document, for adoption by all Project Team members.

a.3. Cost Validation

A comprehensive approach to estimating is critical for Owner, designer and contractor team communication and optimum understanding of options and impacts.

We will prepare our estimates for the Fairview Replacement Elementary School Project in a "systems" format at increments determined by the District. This format allows for easier understanding of budgets than other methods, facilitates parallel comparisons at each stage, and is more intuitive and reflective of the design process.

Our estimating process utilizes quantity take-off details combined with actual unit costs from our Historical Cost Database. Our approach also includes building systems and material options analysis for major cost areas and selective feedback from key subcontractors to verify unit pricing. Sub interaction allows for "real" prices from the current marketplace. For a further details on our cost estimating approach refer to section 3.2.2.3 beginning on page 14.

Second Party Estimating Consultant

Lewis is accustomed to working in partnership with Owner contracted estimating consultants to validate base-line budgets and reconcile construction costs at all stages of the project—and we typically find that our estimates are very close to those developed by these estimators.

Mitigating Market Volatility

Part of our role as your CM/GC is to evaluate current market conditions, bidding climate and trend construction material costs. We utilize current bid results and vendor pricing checks in conjunction with monitoring subcontractor capacity, craft labor rate increases and upcoming trade agreement negotiations to assess possible escalation factors. Material shortages and fuel prices and surcharges are also drivers in establishing the escalation factor to carry within our budgets.

Chief Estimator Jay Vahsholtz monitors regional and national commodity cost indices, and is responsible for keeping Lewis' project managers and estimators apprised of market fluctuations and current cost trends with a weekly report—which drives escalation contingencies applied to our projects yet to bid.

a.4. Constructability

Lewis will provide a comprehensive review of the design documents prior to the start of construction, specifically addressing the need to develop a design that takes into account safety, efficiency and optimal trade productivity.

Our entire Project Team, led by Project Manager Mike Levesque and Superintendent Mike Eckard, will break down the documents and provide a consolidated set of comments to ensure we communicate these needs to the rest of team. During this comprehensive analysis we will:

- Review the Project for "pinch points" that limit the ability to physically install the work and provide alternate products or methods for installation.
- Ensure that adequate tie-off points are designed into the Project for any and all work that requires fall protection per Lewis safety standards and OSHA requirements.
- Make provisions for areas where confined space issues are possible.
- Analyze the need for scaffold and/or mechanical lift access and determine if there is any interference due to structure or architectural configuration.
- Coordinate the M/E/P systems so that any requirements for connecting equipment, changing filters, pulling feeders, placing control devices, etc. can be done in a safe manner.
- Provide a hoisting plan that addresses crane locations and sizes to make sure we can place heavy equipment and stock materials in a safe manner.

Our Roosevelt HS Modernization project team has facilitated site tours and presentations for CTE students, providing hands-on learning experiences.

a.5. Value Engineering

Our value engineering (VE) process is rooted in our desire to provide the greatest value for your budget while maintaining the Project goals. We are committed to a collaborative approach to value engineering, engaging the entire Project Team in devising innovative VE solutions for building systems and materials, as well as phasing and scheduling strategies.

Throughout design, Lewis will assess alternative material options, while evaluating the coordination of building systems built into the design documents. Understanding the design intent and Project goals through a strong partnership among the Project Team will ensure decisions that bring the most value to the Project are incorporated. Lewis will provide material, finish and systems options, presented in a Budget Options Log. We will confirm that accepted VE options are incorporated in the documents design evolves through a collaborative process.

Life Cycle Cost Analysis

Preconstruction is a creative and iterative process. Lewis fully engages in exploring the best possible options available and providing accurate cost analysis. We will work with the District and the Design Team to assess building materials and systems on the basis of capital cost, technical and operational considerations and life-cycle or return-on-investment analysis. Our goal is to help you build the most cost-effective facility possible using best practices and the most up-to-date technology and materials. Considerations often include energy efficiency, first cost, maintainability, flexibility for serving future expansion needs and compatibility with brand/design standards.

a.6. Preconstruction Scheduling

Our process for scheduling begins in the initial stages of preconstruction. We start by developing a schematic level schedule that reflects what we know about the project at that time, and includes not only the construction activities, but critical design and permitting information as well. This schedule will be updated as new information is presented and developed to reflect the most current design. We will also assess the schedule impacts of design options and changes, and advise the project team accordingly.

During preconstruction we will utilize input from potential subcontractors to verify the logic and durations. Lewis believes a comprehensive review of the project schedule from multiple angles—with collective input from the entire team—provides the most effective and accurate schedule possible.

Once a GMP is reached and the project has begun, the schedule is refined, highly detailed and acts as a living document, updated weekly as construction activities progress. We incite active participation in the development of the construction schedule with the engagement of subcontractors, craftspeople and "responsible individuals," according to principles of last planner scheduling and pull planning. Read more about our construction phase scheduling approach in section 3.2.2.4 beginning on page 17.

3.2.2.1 Management of the Work

Long Lead Procurement

Lewis' expert identification, timely procurement and meticulous tracking of long lead material and equipment is especially critical to avoiding schedule delays.

Our team will mitigate the impact of the long lead items by means of the following tactics:

- Providing guaranteed dimension to manufacturers for long lead items.
- Pre-purchasing Mechanical Equipment prior to bid to the subcontractors and assign the purchase agreement to them post-bid.
- Early release of major equipment submittals.
- Maintaining outstanding rapport with manufacturing representatives.
- Tracking of material and equipment lead times with vendor/manufacturer.

Specifically for this Project, our team has identified the following anticipated long lead items:

- Structural steel
- Window systems
- HVAC equipment
- Electrical light fixtures

a.7 Phasing + Sequencing

Our team will phase the Project and sequence the work in a manner that maximizes efficiency and productivity. Lewis will maximize trade and resource efficiencies and limit disruption to ongoing adjacent operations. Preliminarily, we have identified the following phasing considerations:

- Establishing clear delineation of the new construction site boundary by means of secured construction fencing and signage, including an eight-foot solid barrier along the south and east portions of the site.
- Maintaining the existing hard surface play area until summer break 2018.
- Establishing a safe alternate exit route from the existing building to the east of the gym building.
- Coordination with the asbestos abatement contractor to explore opportunities for early abatement prior to demolition allowing for an expedient start of demolition following the end of the 2018 school year. Potential opportunities include summer and winter breaks in 2017.
- Completion of the new school in July 2018, allowing for sufficient time for owner start-up and furniture move-in.

Matt Pearson, Jeff Ganz and Jay Vahsholtz are currently working together on our 240,000 square foot Roosevelt High School Modernization project.

a.8. Site Logistics Assessment

Critical to ensuring a safe, efficient site is our project specific Site Logistics Plan, which defines construction delivery routing, materials laydown planning, site security measures and egress requirements. We have developed a Site Logistics Plan for this Project, included on page 9. Our team will finalize the site logistics plan, incorporating input from the District, and include it with each subcontract awarded for this Project.

a.9. Subcontractor Procurement

In bidding this Project, our objective is to assemble a realistic, competitive GMP with reliable subcontractors and vendors on our team. Lewis will work with the Project Team to ensure that buyout of the established bid packages aligns with the overall Project schedule. Lewis will be actively engaged in the careful selection and management of all subcontractors to ensure work is done right the first time around and maximum local participation is achieved. For more about our subcontractor procurement plan, refer to section 3.2.2.5.

a.10. Cost Estimating Methodology

Lewis is adept at managing complex projects with demanding budgetary needs.

Our estimating process utilizes quantity take-offs combined with actual unit costs from previous projects, maintained in our Historical Costs Database. It also involves early selection of "Advising" M/E/P subcontractors and their direct involvement in pricing M/E/P system options. We solicit feedback from key subcontractors as well to verify unit pricing. Subcontractor interaction allows for "real" prices from the current marketplace.

With each estimate Lewis provides a budget summary, detailed backup and a qualifications and assumptions document. We will provide a GMP detail estimate for every budget, regardless of the stage of design.

Preconstruction Responsibilities

Primary Preconstruction Tasks	Matt Pearson	Jeff Ganz	Mike Levesque	Mike Eckard	Tim Carpenter	Jay Vahsholtz	Isabel Al-Abed	Lewis Deliverable	Design Team/Owner Action Required
Investigate existing conditions to ensure accurate documents.		S	S	P		S	S	Site Validated As-Builts: Conduct an extensive site investigation to verify existing conditions; update as-builts with findings.	Design Team: Review updated as-builts and incorporate new information into design.
Review and comment on Design Construction Documents.		S	P	P	S	S	S	Design Document Constructability Review: Create a Smartsheet to assist in producing accurate bid and construction documents.	Design Team: Track constructability design issues in Lewis developed Smartsheet.
Collaborate with the entire team during design.	S	S	P	S	S	S	S	Project Charter: Following the Core Team's participation in a kick-off meeting, develop a Project Charter to align goals, objectives and expectations.	All: Actively engage and participate in the kick-off meeting.
Validate and track design target cost, budget and estimate.	S	S	P	S		P		Budget Estimates: Develop budget targets and comprehensive estimates, including 2nd and 3rd party reconciliations and bidding comparisons.	Design Team: Participate in budget and cost validation/reconciliation meetings.
Plan for price volatility and market conditions when providing design phase cost estimates.	S	S	P	S		P	S	Escalation + Estimating Contingency: Carry a contingency within each Budget Estimate to address change in price and market conditions.	All: Provide input on contingency amounts in an "open book" manner and based on best available market information.
Identify constructability issues, including construction safety.		S	P	S	S	S	S	Design Document Constructability Review: Use Smartsheet to assist the Design Team in "designing for safety."	Design Team: Track safe work/safe install design issues in Smartsheet.
Provide value engineering and suggest material and system alternatives.	S	S	P	S	S	S	S	Budget Options Log: Develop this on-line tool to analyze materials, systems and alternatives. Compare life cycle, maintenance and operating costs and the efficiency of MEP systems.	Design Team: Review analysis of proposed products and systems. Owner: Timely approval or rejection of potential changes.
Plan for long-lead items and recommend schedule changes.		S	S	P			S	Critical Path Project Schedule: Create this schedule, which illustrates critical Project activities.	Owner and Design Team: Meet the established milestones for design and approval.
Recommend phasing and sequencing of work to maximize construction site efficiencies.		S	S	P		S	S	Site Logistics Plan/Critical Path Schedule: Develop these tools to establish efficient work flow and analyze phasing options.	Owner: Provide input on phasing options and timelines to be incorporated into master schedule.
Assess and recommend site logistics requirements.		S	S	P	S		S	Site Logistics Plan: Graphically depict safe pedestrian and staff routing, traffic routing, staging, laydown, crane access and other critical site activities.	Owner: Review and provide input on proposed logistics plan.
Prepare and procure subcontract plan.		S	P	S			S	Site Logistics Plan: Assures timely delivery of materials, maximizes competition of qualified subcontractors and allows MWESB firms to be involved in every phase of the project.	Owner: Review and provide input on procurement and subcontracting plan.
Track costs in accordance with project budget.	S	S	P	S		S	S	Budget Estimates: Link estimates with our Spectrum accounting software to provide a seamless transition from preconstruction to construction.	Owner: Review cost control methodology as project transitions from preconstruction to construction.

P Holds primary responsibility S Provides support

3.2.2.1 Management of the Work

Preconstruction Examples

Our preconstruction process is embedded in our belief that these services are essential for a truly successful project. Below are three examples that demonstrate the range of preconstruction services that Lewis provides to our clients:

Roosevelt HS Modernization

When Lewis was hired as CM/GC, Conceptual Design for this project was $20 million over budget. Together, Lewis and the project team developed a thorough Budget Options Log for review of systems and materials. As a result of our research and pricing exercises, Lewis was able to return the project to budget at the end of the Schematic Design Phase. Our recommendations included: razing the gymnasium instead of renovating the existing space, razing the boiler building, HVAC revisions and balancing the cut/fill on site. In all, **Lewis saved the Owner nearly $4 million, while maintaining the District's programming priorities.**

Additionally, Lewis was active early in soliciting interest from the subcontracting community in regards to this project. Efforts included direct communication, attendance at both OAMI and NAMCO functions, and other organized events such as the Women in Trades. **As a result of these efforts, 23% of subcontracts were awarded to MWESB certified firms.**

Our team was also engaged early during preconstruction to develop a phasing and logistics plan that minimized disruptions to the occupied campus.

LCC Downtown Campus

Lewis was hired as the CM/GC to provide preconstruction services for this two-tower project in Downtown Eugene. The project included a four-story, 90,000 square foot concrete academic building and a six-story wood framed apartment tower. Our preconstruction services included:

- **Budgeting and options analysis for multiple structural and mechanical systems, skin types and finish selections.** Early focus was placed on multiple options for mitigating unstable soil conditions under the building footprint. Options included pressure jet grouting, grout bulb injection and micro or pin piling systems.
- **Procurement of mechanical and electrical subcontractors with a qualifications based RFP.** These packages were procured through a competitive process that included scoring criteria based on fee, GMP and predetermined performance criteria.

UO Erb Memorial Union

As CM/GC for this 250,000 square foot expansion and renovation of the University of Oregon's student union, Lewis worked with the design team to advance the project, despite budget challenges.

The project was sidelined for approximately a year following a failed student fee initiative. Once a (reduced) budget was finally approved, we co-located with the design team to align the design with the new budget.

This side-by-side collaboration resulted in an initial DD estimate that was just 1.5% over budget, and 75% CD initial estimates that were within 1% of the target budget. **These estimates were achieved prior to any value engineering efforts and resulted in a GMP under budget**, allowing the owner to revisit scope that was previously removed from the project and add several hundred thousand dollars of additional work.

b. Key Issues + Constraints

As demonstrated in this proposal, Lewis is skilled at managing projects similar to the Fairview Elementary School Replacement Project. Drawing from a more than a century building in the Pacific Northwest and three decades' experience building K-12 schools in Oregon, we've determined the following issues are particularly critical to the successful completion of your Project.

Occupant Safety

Building on an occupied site always presents unique safety issues. However, with the design of the new school's footprint extending to within 15 feet of the existing elementary school, occupant safety is of particularly heightened concern. Some specifics:

- The outdoor walkway to the east of the existing gym immediately abuts the construction zone where we will be building a two-story structure. In order to ensure occupant safety and provide safe clearance for construction of the new building, we recommend closing the walkway and rerouting the two egress doors exiting that area of the building during construction. While this requires further investigation and input from the Fire Marshall, one solution could involve reconfiguring the stair at the southeast corner of the gym and providing a protected walkway for emergency egress.
- The existing play area at the southeastern area of the site along Main Street is also in very close proximity to the construction zone. Our plan calls for erecting an eight-foot solid barrier to create a buffer and an impermeable separation between the work zone and play area, while maintaining the area for outdoor play during construction.
- We intend to route all construction deliveries to the northeastern corner of the site, at Depot Street via 1st Street. Deliveries during the school year will be prohibited during student drop-off and pick up hours, from 7:30 – 8:15 a.m. and 2:30 – 3:00 p.m. (1:00 – 1:30 on early release days).
- Superintendent Mike Eckard, will remain in constant communication with Fairview administration in order to accommodate special events, vehicular circulation, bus access and parking requirements, mitigate noise impact and address questions and concerns that may arise throughout the duration of the Project.

We have illustrated these site safety measures and others on our preliminary Site Logistics Plan, included on page 9.

Site and soils conditions

There are several challenges indicated in GeoDesign's geotechnical report. The boulders, cemented gravel, undocumented fill and wet soil all add complexity to the excavation scope. As we recently experienced at a site in Lake Oswego when we encountered a massive undocumented quarry of boulders, boulder extraction can be costly and time consuming. Based on our experience, we will negotiate an appropriate "rock clause" with the excavation contractor and recommend the District carry an adequate allowance for boulder removal. With groundwater found at depths as shallow as five-feet and unsuitable structural fill at some locations, minimizing the amount of soil to be excavated will be critical to achieving the Project budget. Our team will work with BLRB, Humber Design Group and KPFF to explore site design and foundation strategies that minimize excavation depth and/or complement the existing grade.

Further, based on a cut/fill analysis we anticipate a total cut of 6,809 CY and total fill of 7,250 CY, yielding a total required fill of 441 CY for this site. Our goal is to strip and screen the existing topsoil, and cover/stockpile for reuse at the end of the Project. During phase II demolition operations, we'll repurpose existing concrete foundations by crushing, screening and stockpiling for compacting the basement of the existing school.

Additional site condition considerations include early review for new utilities and depth requirements. Our team proposed potholing the site early in preconstruction to reduce surprises of unforeseen conditions such as the need for deep trenching through hard rock conditions.

Stormwater retention will be an area of focus for constructability with the existing soil, site and water table conditions. It will be important to coordinate with the Design Team early on to develop an approach for the stormwater retention system based on these conditions.

Demo and abatement

Hazardous material abatement and demolition of the existing school will be a critical phase of work following construction of the new school. Since the work cannot occur while the school remains occupied, the time to conduct demo and abatement is limited to summer and winter breaks. Since the abatement scope is extensive, it may require a phased approach—performing select abatement during summer and winter breaks in 2017—to provide adequate time for demolition during the summer of 2018.

c. Maintaining Operations

Lewis offers significant experience working amidst sensitive, constrained sites. We pride ourselves on working with our clients to minimize our impact to adjacent facilities and surrounding neighborhoods all the while maintaining an efficient project site. Project Manager Mike Levesque and Superintendent Mike Eckard have developed a preliminary approach to our site logistics and phasing plan, outlined below.

Mobilization + Site Preparation: March 16, 2017 - March 24, 2017

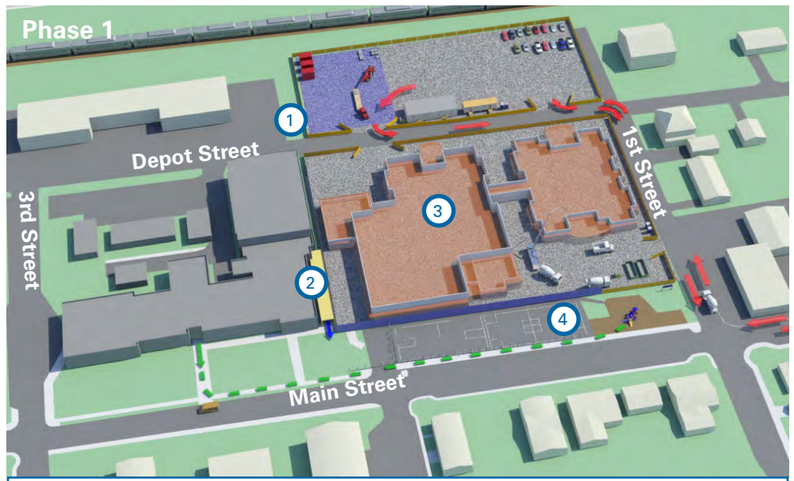
Our team will mobilize and establish site security fencing around the construction site and staging area. We will establish jobsite offices adjacent to the main construction site off of Depot Street to provide clear site lines to the work zone. Crews will establish a rock working pad/laydown yard as well as a site for trade parking in the lot to the north of the property. Construction deliveries will enter the site at Depot Street via 1st Street. To limit the impact of construction deliveries to the occupied school, delivery trucks will exit the site along the same path.

Further, our team has developed a plan that maintains access to the existing hardspace and play area for students while construction is underway. Due to heightened security concerns due to the proximity of children to the construction zone, our team proposes constructing an impenetrable eight-foot tall solid barrier along 2nd Street and between the active site and the play area.

To ensure we maintain safe egress for students and staff in case of emergency, we propose constructing an ADA accessible covered walkway for use during construction along 2nd Street, leading to Main Street. This pathway will be for emergency egress only.

1. Primary construction access
2. Jobsite offices
3. ADA accessible emergency egress path
4. Eight-foot tall barrier wall
5. Maintain access to play area

- Construction deliveries
- Access to maintained play area
- Area of work
- Material laydown



1. Site security fencing
2. ADA accessable emergency egress path
3. Construction of the new school
4. Maintain access to playground

- Construction deliveries
- Access to maintained play area
- Area of work
- Material laydown

Phase 1: March 27, 2017 - July 30, 2018

At the beginning of Phase 1, crews will grade the site and install underground utilities. Once underground scopes of work are complete, crews will begin constructing the new building.

Our preliminary approach to site logistics ensures that students and staff will continue to have access to the play area throughout this phase of construction.

At the completion of Phase 1, Lewis will turn over the new school to the District by July 30, 2018 to help facilitate a timely move-in for the 2018 school year.

Phase 2: June 28, 2018 - August 29, 2018

As the Project transitions into Phase 2, our team will focus on the abatement and demolition of the existing buildings on site. Additionally during this phase, crews will complete the construction of the storage area and entry plaza to the new building. This work will also include final landscape and site work for the parent pickup/drop off loop.

Lewis will coordinate with the District to salvage items (furniture, etc.) to be installed in the new building. Immediately following the 2017 school year, all items should be removed from the existing building to ensure crews can begin demolition as soon as possible. Short term temporary storage options may be required for salvage items schedule to be used in the new building.

1. Demo & abatement of existing building
2. Site security fencing
3. Jobsite offices
4. Completion of site work & entry plaza

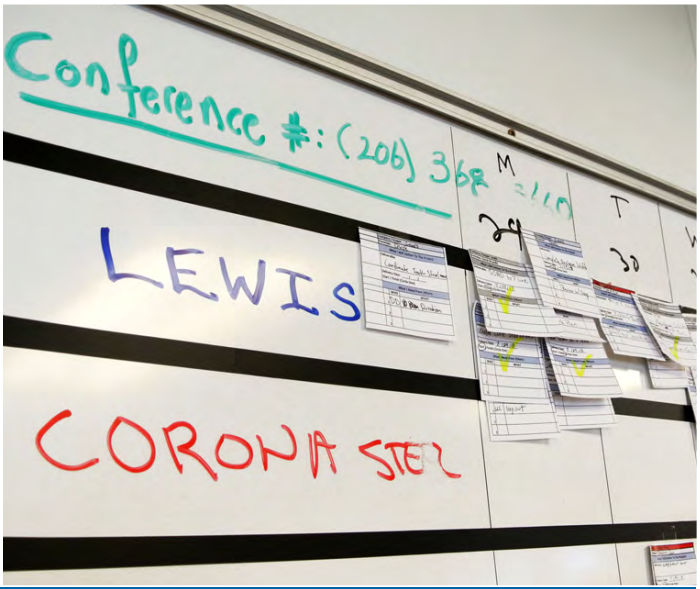
- Construction deliveries
- Area of work
- Material laydown

d. Fast Track Approach

The Lewis team thrives under pressure and enjoys management intensive projects with challenging schedules. Our projects are frequently those with tight time constraints and no flexibility, requiring aggressive, creative approaches to permitting, building systems selection, material procurement, phasing and labor.

Nearly all of our projects involve phased design and bidding strategies. Leveraging our experience meeting demanding schedules with the fast-track delivery method, Lewis will collaborate with the District and Design Team to refine the bid packaging approach to optimize value with budget options and alternates at each bidding phase, anticipate long lead procurement issues and mitigate their potential to delay the project and integrate changes to work-in progress into the evolving design to eliminate time-consuming rework.

Further, our team will constantly evaluate the schedule for ways to shorten the construction duration. Expediting opportunities could include alternate building materials and technologies and strategic sequencing.



Scheduling Management

We use Lean scheduling techniques including pull scheduling and Last Planner scheduling to incorporate every trades best expertise and commitment, in lieu of a top-down approach. This brings buy-in from every trade, resulting in greater performance.

Imlay Elementary School | Hillsboro, Oregon

e. Collaborative Approach

We've worked on hundreds of CM/GC projects throughout Oregon and know that the establishment of a partnered Project Team is critical to the success of this Project. We believe the principal component of the project team relationship is based around the development of two fundamental values: trust and respect.

Trust is necessary to ensure that everyone on the team is committed to the goals of the Project and will be held accountable for the responsibilities and the timelines they are obligated to provide to the rest of the Project Team. We are dedicated to following through on the commitments we make. Trust builds upon fulfilled promises and achieving all deliverable deadlines.

Respect is necessary to facilitate open and candid discussions. Team members won't always agree, but everyone should feel comfortable voicing their opinion, with the understanding that in the end the team will decide on what is best for the project. Our expectation and approach maintains focus on what is best for the Project, not the individual entities alone.

Trust and respect are among Lewis' five core values and reinforced in all of the relationships we maintain and develop in our business. It is the cornerstone that sustains our continuing relationships with clients over many years and multiple projects. Fundamentally, our core values are the reason we have remained in business for 130 years.

Additionally, while every OAC team is different, we strongly suggest looking for opportunities to develop a high level of teamwork early on in the Project. Once team members have gotten to know each other—whether through a formal partnering session or an informal lunch—it's a great jump start to what will be a lengthy and rewarding process. Lewis embraces the co-location concept and will fully participate in the work and meetings that help foster teamwork and exceptional results.

Pioneer Elementary School | Lebanon, Oregon

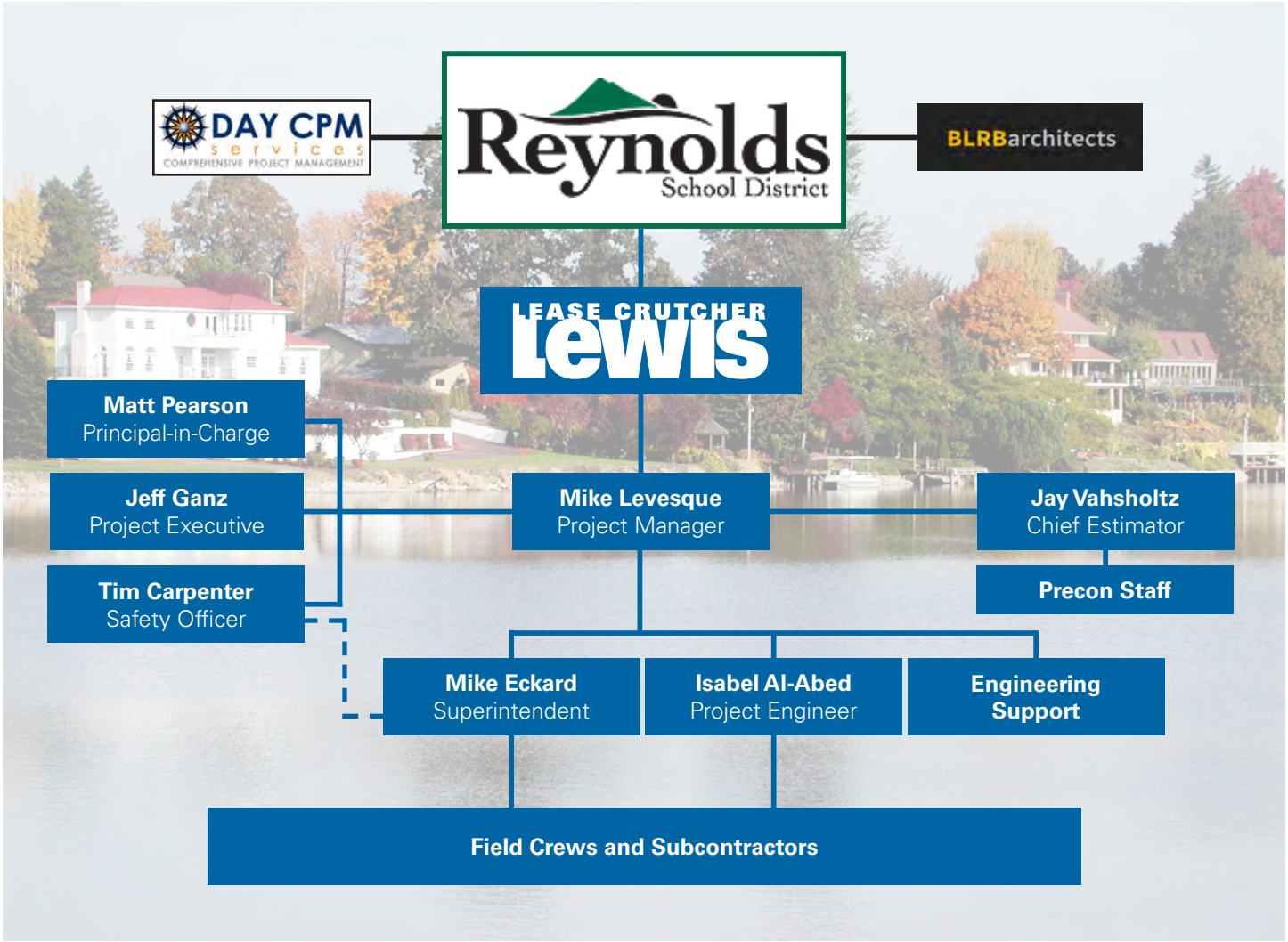
3.2.2.2 The Lewis Team

Lewis projects are strategically staffed—by matching the key strengths of each individual with the unique challenges posed by the projects we undertake. Since we provide the best qualified team for each job, our clients benefit from our timely service, unmatched by the competition.

The organization of our team is illustrated below. Principal-in-Charge Matt Pearson has the authority to bind the firm and holds ultimate responsibility for the Project.

Project Manager Mike Levesque will be the District's main point of contact throughout the Project.

Our team's responsibilities, the percentage of time they will be committed to this Project and their work location during design and construction begins on the following page. Detailed resumes are included at the end of this section.



3.2.2.2 Proposed Personnel + Organization

Principal-in-Charge Matt Pearson

Matt will ensure that the Project team understands and meets all of the District's objectives and that necessary resources are made available.

Matt will maintain contact with the District checking in on a regular basis to ensure our team is on track.

Preconstruction Time Commitment: 10%
Construction Time Commitment: As Needed
Preconstruction Location: Colocate As Needed
Construction Location: Main Office

Project Executive Jeff Ganz

Jeff will develop the construction work plan and direct budget control, estimating, subcontractor bidding and GMP assembly.

Jeff will offer valuable budget options and constructability analysis, with an emphasis on developing and maintaining the budget.

Preconstruction Time Commitment: 20%
Construction Time Commitment: As Needed
Preconstruction Location: Colocate As Needed
Construction Location: Main Office

Project Manager Mike Levesque

Mike will be the primary point of contact for the District throughout the Project. He will provide guidance and valuable experience in estimating, budget options analysis, scheduling, and constructability reviews during preconstruction.

Mike will provide cost oversight, lead contract negotiations and direct risk mitigation during construction.

Preconstruction Time Commitment: 50%
Construction Time Commitment: 100%
Preconstruction Location: Colocate As Needed
Construction Location: Main Office; Onsite

Superintendent Mike Eckard

Mike will review the documents in preconstruction, with an emphasis on constructability and will develop the site specific safety and logistics plans. He will work closely with Mike Levesque on a daily basis.

He is responsible for executing the project schedule, quality assurance plan, safety policies and standards and manpower allocation during the construction phase.

Preconstruction Time Commitment: 10%
Construction Time Commitment: 100%
Preconstruction Location: Colocate As Needed
Construction Location: Onsite

Safety Officer Tim Carpenter

Tim is responsible for organizing field management safety programs, overseeing subcontractor adherence to Lewis' Master Safety Plan and conducting monthly safety audits at the Project site. He serves as the primary point of contact for site safety supervisors, helping to strategize solutions to safety challenges.

Preconstruction Time Commitment: 5% and As Needed
Construction Time Commitment: 20%
Preconstruction Location: Colocate As Needed
Construction Location: Onsite

Project Engineer Isabel Al-Abed

Isabel will be responsible for materials procurement, subcontractor buyout and management of all project cost accounting, paperwork and reporting.

She will review and coordinate submittals, RFIs field questions and tracking, and maintain constant communication with the District and Design Team regarding technical issues.

Preconstruction Time Commitment: 20%
Construction Time Commitment: 100%
Preconstruction Location: Colocate As Needed
Construction Location: Onsite

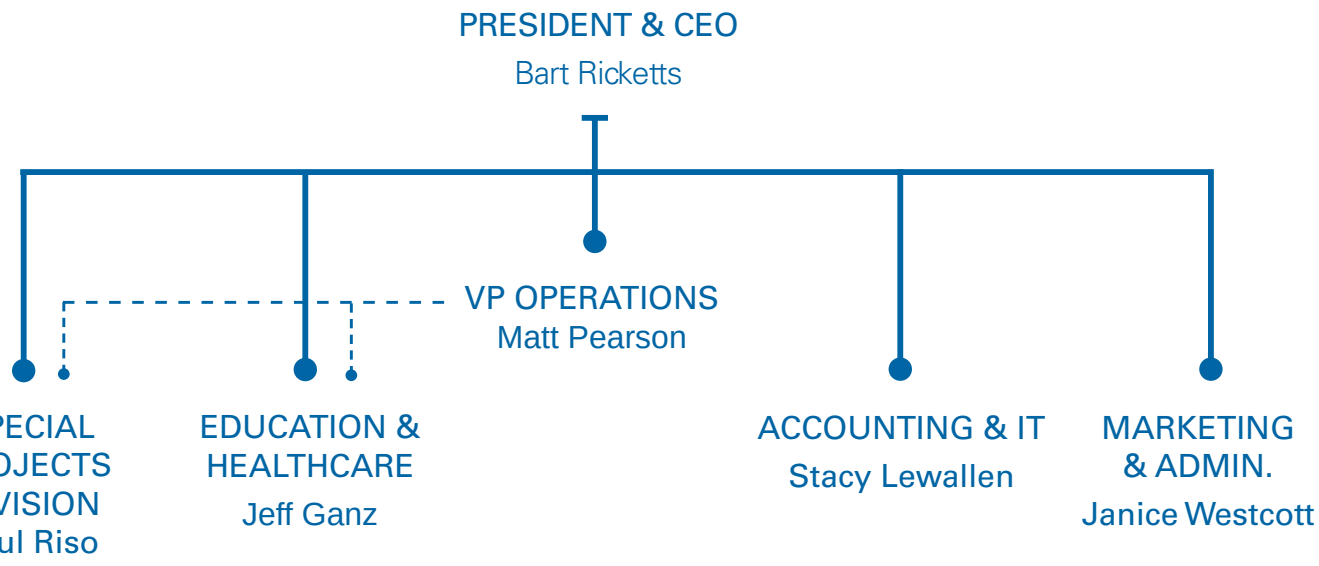
Chief Estimator Jay Vahsholtz

Jay will direct the team in all estimating efforts including systematic budget estimating and cost control, value engineering, options analysis, life cycle cost analysis and constructability reviews.

Preconstruction Time Commitment: 30%
Construction Time Commitment: As Needed
Preconstruction Location: Colocate As Needed
Construction Location: Main Office

Company Organizational Chart

Lewis is an Oregon LLC and will manage personnel and equipment for this Project. Lewis does not have any subsidiaries. The organization of the Portland office is depicted below.



Matt Pearson
Principal-in-Charge

Work History

Matt's 31 years of construction experience includes many collaborative CM/GC projects for public agencies—including several schools. He offers valuable budget options, constructability analysis knowledge and general guidance during the bidding, buy-out and construction phases.

Education

California Polytechnical State University, *Bachelor of Science in Architectural Engineering*

Tenure

18 years

Additional Experience

- Hamilton Creek Middle School
- Columbia City Elementary
- McBride Elementary
- St. Helens School District

Project Experience

University of Oregon, EMU Renovation

Eugene, Oregon

Currently serving as CM/GC for this 250,000 square foot expansion and renovation to the student union. The highly collaborative project included collocating with the architect during preconstruction and will feature offices, conference rooms, and fitness and dining areas.

Cost: $68M | **Dates + Duration:** 12/2013 - 4/2016; 28 months
Client: Gregg Lobisser, UO, Asst. VP of Capital Projects, 541.346.1143

PPS, Roosevelt High School Modernization

Portland, Oregon

Lewis is currently performing this extensive renovation and addition to the historic Roosevelt High School. The 240,000 square foot project will create modern classrooms with breakout spaces for individual and collaborative learning.

Cost: $74M | **Dates + Duration:** 1/2014 - 11/2017; 35 months
Client: Patrick LeBoeuf, PPS, Project Director, 503.916.3072

Lebanon SD, Bond Program

Lebanon, Oregon

Lewis provided preconstruction services for Pioneer + Riverview Elementary Schools and renovations and additions to two existing schools (Hamilton Creek Elementary + Seven Oak Middle School).

Cost: $24.5M | **Dates + Duration:** 8/2001 - 9/2002; 13 months
Client: Ken Ray, Lebanon SD No. 9, Administrator, 541.451.8511

McMinnville SD, Bond Program

McMinnville, Oregon

Lewis provided CM/GC services to renovate 11 schools on 11 sites for the McMinnville School District. This expansive project included facilities for several elementary schools, a learning center, two middle schools and a high school with a stadium.

Cost: $8M | **Dates + Duration:** 6/1999 - 9/1999; 3 months
Client: Maryalice Russell, MSD, Superintendent, 503.565.4000

Lane Community College, Downtown Campus

Eugene, Oregon

As CM/GC, Lewis provided preconstruction and construction services for this project in Downtown Eugene. The highly sustainable 185,000 square foot facility is home to a several small businesses, instructional programs, offices and conference facilities.

Cost: $43M | **Dates + Duration:** 3/2011 - 11/2012; 20 months
Client: Todd Smith, LCC, Interim Director, 541.463.5132

Jeff Ganz
Project Executive

Work History

Jeff brings 35 years of professional construction experience completing complex facilities. He is a LEED Accredited Professional and is committed to seeing each of his projects through to successful completion and providing the greatest value to clients.

Education

University of Oregon, *Bachelor of Science Degree in Economics and Business Administration*

Tenure

1 year

Additional Experience

- Adventist Medical Center
- Legacy Good Samaritan Hospital
- Kaiser Sunnyside

Project Experience

PPS, Roosevelt High School Modernization

Portland, Oregon

Lewis is currently performing this extensive renovation and addition to the historic Roosevelt High School. The 240,000 square foot project will create modern classrooms with breakout spaces for individual and collaborative learning.

Cost: $74M | **Dates + Duration:** 1/2014 - 11/2017; 35 months
Client: Patrick LeBoeuf, PPS, Project Director, 503.916.3072

PCC Sylvania Campus Renovation

Portland, Oregon

Jeff was senior project manager for this 14-building campus renovation that took place over the course of eight years. The $65 million project included new classrooms and pool renovations.

Cost: $65M | **Dates + Duration:** 6/2010 - 6/2016; 72 months
Client: Linda Degman, PCC, Bond Director, 971.722.4423

PCC Rockcreek Phase II

Portland, Oregon

Jeff was project manger for the $15 million expansion and renovation that included two new buildings—an addition to the science building and a new library and administrative building—and the renovation to Buildings 2, 3, and 5, including a new entry plaza.

Cost: $15M | **Dates + Duration:** 6/2007 - 7/2008; 13 months
Client: Linda Degman, PCC, Bond Director, 971.722.4423

Beaverton SD, Sexton Mountain Elementary School

Beaverton, Oregon

Jeff was project manager for this $2 million project which included mechanical replacements and a complete interior remodel.

Cost: $2M | **Dates + Duration:** 8/2002 - 12/2002; 4 months
Client: Leslie Imes, Project Manager, 503.591.8000

Estacada SD, Estacada High School Renovation

Estacada, Oregon

Jeff was the project manager for the remodel of Estacada High School. The $1.5 million project included improvements to the school's gym, cafeteria, and public spaces.

Cost: $1.5M | **Dates + Duration:** 6/2003 - 8/2004; 14 months
Client: Marla Stephenson, Superintendent, 503.630.6871

Mike Levesque
Project Manager

Work History

Mike has expertise managing a variety of projects including K-12 and higher education facilities. He is a CM/GC expert and has extensive sustainable construction experience. Mike holds a bachelor of science degree in construction management from Cal Poly University.

Education

California Polytechnic State University, *Bachelor of Science Degree in Construction Management*

Tenure

18 years

Additional Experience

- Hamilton Creek Elementary School
- Pacific University
- Western Oregon University, Ackerman Hall

Project Experience

COCC New Student Residence Hall

Bend, Oregon

Lewis recently completed this $16 million student housing complex for COCC. The project was developed amongst a tight local housing market and evolved from a desire to transform COCC into more of a residential community than a commuter campus.

Cost: $15.6M | **Dates + Duration:** 4/2014 - 6/2015; 14 months
Client: Rick Hays, COCC, 541.977.1977

Western Oregon University Ackerman Hall

Monmouth, Oregon

Lewis was CM/GC for this new wood-framed LEED Platinum living-learning complex which provides community areas, study rooms, faculty offices, academic support services and small classroom space for students.

Cost: $14.9M | **Dates + Duration:** 7/2009 - 8/2010; 13 months
Client: Tina Fuchs, WOU, Administrator 503.838.8000

Lebanon SD, Riverview & Pioneer Elementary Schools

Lebanon, Oregon

Lewis constructed classrooms, administrative space, multi-media room and library, gymnasium, commons space and full-service cafeteria.

Cost: $14.1M | **Dates + Duration:** 8/2001 - 9/2002; 13 months
Client: Ken Ray, Lebanon SD No. 9, Administrator 541.451.8511

Hillsboro SD, Orenco & Paul L. Patterson Elementary Schools

Hillsboro, Oregon

Lewis provided CM/GC, excavation/sitework and contracting services for two new elementary schools situated on two separate sites.

Cost: $18M | **Dates + Duration:** 6/1999 - 9/2000; 15 months
Client: Orville Alleman, Hillsboro Union SD, 503.844.1500

Dayton SD, Dayton School Renovation

Dayton, Oregon

Lewis provided CM/GC multi-phased services to renovate this school district's Elementary, Junior and Senior High schools. Projects included the remodel of food service areas, cafeterias and concessions stands within various Dayton District Schools.

Cost: $5.9M | **Dates + Duration:** 3/2000 - 9/2000; 6 months
Client: Sally Angaran, Superintendent (former), 503.864.2215

Isabel Al-Abed

Project Engineer

Work History

Isabel joined Lewis in 2015 after graduating from California Polytechnic State University with a bachelor of science degree in Architectural Engineering. Isabel has experience building models and designing with AutoCad for large commercial clients.

Education

Cal Poly - San Luis Obispo, ***Bachelor Degree in Architectural Engineering***

Tenure

1 year

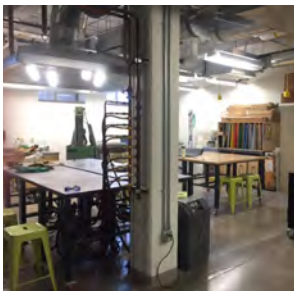
Project Experience

University of Oregon Erb Memorial Union

Eugene, Oregon

Project engineer for this LEED Platinum addition and renovation. When complete, the new EMU will feature a three-story hearth that opens to a new green space. Public gathering spaces, conference facilities, classrooms, a computer center, and retail and dining facilities—including a new pub—are also being constructed.

Cost: $78M | **Dates + Duration:** 1/2014 - 10/2016; 33 months
Client: Janet Lobue, Project Manager 541.346.5562



University of Oregon Craft Center

Eugene, Oregon

Isabel served as project engineer for this renovation. This project was a phase of the Erb Memorial Union Renovation and achieved MWESB participation levels of more than 50%. Due to the high heat generated by the kiln, a direct ducted exhaust fan and a high temp sprinkler head were installed in coordination with UO.

Cost: $7.5M | **Dates + Duration:** 1/2014 - 6/2014; 5 months
Client: Janet Lobue, Project Manager 541.346.5562

McMillan Art Gallery and Ballroom

Eugene, Oregon

Isabel is serving as project engineer for this renovation project, concluding this fall. The scope of work includes acoustic improvements for the Ballroom and installing new high-end finishes throughout.

Cost: $2M | **Dates + Duration:** 05/2016 - 10/2016; 5 months
Client: Janet Lobue, Project Manager 541.346.5562

University of Oregon EMU Food Vendors

Eugene, Oregon

Isabel was project engineer for this complete buildout for Subway inside the EMU, including M/E/P and finishes. Lewis also assisted contractors with the coordination of food vendors Panda Express, Joe's Burger, Chipotle, Red Wagon Creamery and Townsend's Tea.

Cost: $80k | **Dates + Duration:** 11/2015 - 1/2016; 2 months
Client: Dana Winitzky, EMU Facilities, 541.346.5562

Brussels University Hospital

Brussels, Belgium

Isabel worked on building models and designing basic floor plans on AutoCad for the Brussels University Hospital for a joint architectural/structural engineering firm.

Cost: $50M | **Dates + Duration:** 6/2009 - 9/2010; 15 months
Client: University Hospital Brussels contact@healthcarebelgium.com

Mike Eckard
Superintendent

Work History

Mike has spent more than half of his career building educational projects, completing his first K-12 project in 1998. Since then he has completed several educational projects and is an expert at building in sensitive occupied areas such as elementary schools. With proven experience and knowledge, Mike is effective in communicating and coordinating construction efforts alongside school districts and stakeholders.

Education
OSHA 10 & 30 certified and regularly attends safety and ongoing education training sessions.

Tenure
17 years

Additional Experience
- Aloha Park Middle School
- Valley Catholic High School

Project Experience

Hillsboro SD, Imlay Elementary School
Hillsboro, Oregon

Superintendent for a new 70,000 square foot elementary school. The project included a gymnasium, cafeteria, computer/media center, administrative offices, twenty-three classrooms and a covered play area. The library included a new electronic media center with computer stations.

Cost: $9.3M | **Dates + Duration:** 1/2001 - 7/2002; 18 months
Client: Orville Alleman, Hillsboro Union SD, 503.844.1500

Beaverton SD, Kinnaman Elementary School
Beaverton, Oregon

Superintendent for this addition and renovation project, which included several new classrooms, support areas and a new kitchen. Renovations focused on the existing kitchen, administrative areas and classrooms.

Cost: $11M | **Dates + Duration:** 6/2008 - 9/2009; 15 months
Client: Leslie Imes, Beaverton SD, Project Manager 503.591.8000

Hillsboro SD, Patterson Elementary School
Hillsboro, Oregon

This project included a 69,500 square foot elementary school with a free-span gymnasium, high-tech multi-media center, full-service kitchen and cafeteria, two-stories of classrooms and administrative offices.

Cost: $18M | **Dates + Duration:** 6/1999 - 9/2000; 15 months
Client: Orville Alleman, Hillsboro Union SD, 503.844.1500

Beaverton SD, International School
Beaverton, Oregon

In two phases, Lewis converted an existing elementary school into an international school over the course of 15 months. The library took place during the second phase and includes a new electronic media center, study areas and large reference section.

Cost: $5.8M | **Dates + Duration:** 5/2005 - 3/2007; 22 months
Client: Leslie Imes, Beaverton SD, Project Manager 503.591.8000

McMinnville SD, Eleven-School Renovation (CM/GC)
McMinnville, Oregon

Mike provided on-site supervision as superintendent for this expansive project that included facilities for several elementary schools, a learning center, two middle schools and a high school with a stadium.

Cost: $8M | **Dates + Duration:** 6/1999 - 9/1999; 3 months
Client: Maryalice Russell, MSD, Superintendent 503.565.4000

Tim Carpenter
Safety Officer

Work History

Tim has more than 30 years of construction experience including numerous K-12 schools. He has provided mentorship and training to high school students on Lewis projects involved in the ACE mentorship program, most recently at the Oregon Zoo as part of the Elephant Lands project.

Education

Attended classes in estimating, green construction, OSHA and leadership.

Tenure

20 years

Additional Experience

- Redwood Elementary
- Lakeview Middle School
- Stanford University

Project Experience

Tim has provided safety oversight on the following projects:

Hillsboro SD, Orenco Elementary School

Hillsboro, Oregon

Lewis built this new elementary school including a gymnasium, multi-media center, kitchen and cafeteria, two-stories of class-rooms and administrative offices, covered play areas, music room, and athletic fields.

Cost: $7.3M | **Dates + Duration:** 9/2001 - 9/2002; 12 months
Client: Orville Alleman, Hillsboro Union SD, 503.844.1500

Lebanon SD, Pioneer Elementary School

Lebanon, Oregon

Lewis built this K-8 school, including classrooms, media room and library, gymnasium, commons space and full-service cafeteria. The site was developed to accommodate four baseball fields.

Cost: $16M | **Dates + Duration:** 12/2007 - 3/2009; 16 months
Client: Ken Ray, Lebanon SD No. 9, Administrator 541.451.8511

Hillsboro SD, Century High School

Hillsboro, Oregon

Lewis provided CM/GC services for a new 270,000 square foot high school facility, including a gymnasium, auditorium, cafeteria, laborato-ries and athletic facilities.

Cost: $26.5M | **Dates + Duration:** 12/1995 - 9/1997; 21 months
Client: Orville Alleman, Hillsboro Union SD, 503.844.1500

Chemeketa Community College

Chemeketa, Oregon

Lewis built this new Health Sciences facility and renovation of an existing laboratory. This $30 million project included the removal and replacement of existing boilers, air handler units and exhaust fans. The new addition includes academic areas, teaching clinics and an outpatient dental clinic.

Cost: $30.1M | **Dates + Duration:** 6/2009 - 10/2011; 28 months
Client: Tom McMullen, CCC, 503.584.7480

Metro Oregon Zoo New Elephant Habitat

Portland, Oregon

The project included the expansion of the habitat by more than four acres, as well as the construction of a new elephant barn and exhibit hall. Lewis is also building three new outside habitat areas with viewing platforms.

Cost: $44.5M | **Dates + Duration:** 10/2012 - 10/2015; 36 months
Client: Jim Mitchell, Metro, 503.914.6025

Jay Vahsholtz
Chief Estimator

Work History

Jay has more than 20 years of construction management and estimating experience. His construction experience includes project engineering, project management and estimating services for a variety of facilities for public entities.

Education

Oregon State University, *Bachelor of Science in Construction Engineering Management*

Tenure

8 years

Additional Experience

- Hillsboro School District
- Chinook Elementary
- Liberty High School
- Skyview High School

Project Experience

Jay served as senior estimator on the following projects

Beaverton SD, Kinnaman Elementary School

Beaverton, Oregon

Estimator for this CM/GC project where Lewis constructed new classrooms, support areas and a kitchen for Beaverton School District. We also renovated administrative areas, classrooms and the cafeteria.

Cost: $11M | **Dates + Duration:** 6/2008 - 9/2009; 15 months
Client: Leslie Imes, Beaverton SD, Project Manager 503.591.8000

PPS, Roosevelt High School Modernization

Portland, Oregon

Lewis is currently completing this extensice historic renovation and addition to Roosevelt High School. The 240,000 square foot project will create modern classrooms with breakout spaces for individual and collaborative learning.

Cost: $74M | **Dates + Duration:** 1/2014 - 11/2017; 35 months
Client: Patrick LeBoeuf, PPS, Project Director 503.916.3072

Metro Oregon Zoo New Elephant Habitat

Portland, Oregon

The project included the expansion of the habitat by more than four acres, as well as the construction of a new elephant barn and exhibit hall. Lewis is also building three new outside habitat areas with viewing platforms.

Cost: $44.5M | **Dates + Duration:** 10/2012 - 10/2015; 36 months
Client: Jim Mitchell, Metro, 503.914.6025

University of Oregon, EMU Renovation

Eugene, Oregon

Currently serving as CM/GC for this 250,000 square foot expansion and renovation to the student union. The highly collaborative project included collocating with the architect during preconstruction and will feature offices, conference rooms, and fitness and dining areas.

Cost: $68M | **Dates + Duration:** 12/2013 - 4/2016; 28 months
Client: Gregg Lobisser, UO, Asst. VP of Capital Projects 541.346.1143

ODVA Veterans Home

Lebanon, Oregon

Lewis completed this 154-bed skilled nursing facility for the Oregon Department of Veteran Affairs. The campus includes three common neighborhoods of three-houses, one neighborhood of two-houses and a community center.

Cost: $32M | **Dates + Duration:** 8/2013 - 8/2014; 12 months
Client: John Osborn, ODVA, 503.373.2023

Kinnaman Elementary School | Aloha, Oregon

a. Cost Estimating + VE

Cost Estimating

A comprehensive approach to estimating is critical for Owner, designer and contractor team communication and optimum understanding of options and impacts. Our approach to cost estimating will be clear and accurate and we are committed to making the process continuous and integral. By working with the Design Team during the design phase the potential for scope creep and budget escalation is prevented and allows for an expedited design process.

Chief Estimator Jay Vahsholtz will direct estimating for this Project, with input from Project Manager Mike Levesque and leadership from Project Executive Jeff Ganz.

Value Engineering

Our VE process begins in preconstruction and continues throughout the construction phase. Our team will continually evaluate means, methods and construction sequence to identify ways to reduce costs and optimize construction. Our VE approach for the Project includes:

- Working with the Project Team to price design components that can be bid as alternates to the baseline scope for each bid package.
- Performing thorough document and specification review at every design milestone to identify potential VE opportunities.
- Tracking all VE ideas on a Budget Options Log that corresponds to the baseline estimate format. This will allow quick comparison of potential cost savings. This log will be reviewed weekly with the Project Team.
- Analyzing each VE option for potential redesign and schedule impacts to accurately forecast the net impact.
- Reviewing life cycle, maintenance requirements and efficiency to ensure the right selection of mechanical equipment.
- Reviewing the documents, working closely with BLRB, to develop alternate solutions while maintaining quality standards.
- Conducting thorough review of the design to offer changes that allow for greater field productivity, thus lowering the cost for that particular scope of work.
- Requesting VE ideas from subcontractors during the estimating and bidding phases, and investigating VE opportunities (specific materials, construction methods or schedule sequence) in each trade during our constructability reviews.

Orenco Elementary School | Hillsboro, Oregon

b. Cost Control

As your contractor, our role is to provide you with the greatest value for your project dollars, all the while keeping the District apprised of the Project's maximum financial liability. With our specialized project management tools and open book accounting approach, the District can rest assured that costs will be promptly and accurately accounted for. Our team will utilize the following tools and reports to manage the cost of the work.

Weekly OAC Meetings: Every week we will review cost forecasts and any change requests to ensure all stakeholders have visibility to all expenditures.

Cost Reports: Job Cost Summary Reports will detail current, accurate costs for labor, equipment, materials, tools, general conditions and subcontractors.

xProjects: xProjects by CMiC allows owners and design partners instant access to project information though a secure web portal. With xProjects, submittals, RFIs and meeting minutes are documented, transmitted and archived in a central location—easily accessible from the web.

Spectrum Accounting: Our project managers have a "real-time" connection to our central accounting system, which allows for up to the minute cost inquiries and report generation, as well as the ability to update project cost commitments on a continual basis.

Cost Forecasts: After establishing the GMP, our team will provide weekly updates to our Cost Record Log and Construction Contingency Log. Any known cost items will be identified for the District and Design Team to review.

Monthly Cost Substantiation: Our monthly billings will detail costs-to-date for labor, equipment, materials, tools, general conditions and subcontracts. Copies of all invoices and payroll records will be included, per District contracting requirements.

3.2.2.3 Cost Management

c. Contingency Management

Our philosophy in managing contingencies is built upon one principle: Contingencies are used to provide the client with the most accurate, yet comprehensive budget at any time during the life of a project.

Our team will continually evaluate and reduce contingencies as design and construction progress. For instance, we will establish a Design and Estimating Contingency to assure that all known or inferred scopes are included, and will reduce the contingency amount as the design documents mature and each bid package is bought out, resulting in a zero balance upon finalization of the GMP. Lewis believes in "open book" reporting; we typically discuss contingency balances with the project team weekly and address it in our monthly cost report. Unused contingency funds will be returned to the Owner, as savings, or reallocated to the Project to realize additive alternates, as directed by the District.

We suggest establishing the following contingencies to assure the District that all known or inferred scopes are included.

Design/Estimating Contingency: This is intended to cover the evolution of design as minor changes, specification clarity and refinements occur. This contingency is reduced as the design and bidding of subcontractor trades progresses.

Construction Coordination Contingency: This contingency covers minor coordination issues and scope holes during construction, without requiring changes to the GMP. All minor cost issues absorbed by this contingency will be tracked in an "open-book" fashion. This contingency may be reviewed and reduced at project milestones (demo complete, structure complete, etc.) after analyzing the remaining budget risk.

Owner Contingency: Lewis recommends the District maintain a contingency outside of the GMP during construction phases to offset potential cost impacts such as:

- Added design elements incorporated into the Project beyond budgeted program requirements.
- Unforeseen conditions.

d. Line Item Documentation

Lewis' GMP is a highly detailed document. It includes a budget summary, outlining contingencies, costs by division and cost per square foot, an estimate back-up detailing line item cost and quantities for every component and a qualifications and assumptions narrative describing specific inclusions by estimate section.

d. Changes Outside the GMP

It is our goal to prevent change orders through early efforts in our planning stages, with accurate estimating, detailed constructability reviews and thorough instructions to bidders. The only change orders that will be considered outside the GMP will be owner-or jurisdiction-directed modifications, or changes that arise due to unforeseen conditions. When a change does occur, it is managed with great consideration to cost, schedule impact and overall value to the Project.

Maintaining the Learning Environment

Our team will work with the District and the Design Team to research potential opportunities to engage students and provide learning experiences throughout construction.

We have a great "laboratory" available to us with this Project, and finding creative ways to engage students directly will provide students with a sense of ownership and pride. Potential opportunities include:

- Jobsite tours
- ACE Mentoring programs
- Summer Works programs
- Guest lectures
- Design/Construction Presentations

e. CM/GC Experience

More than 85% of our workload in the past five years has been executed under CM/GC contracts with a negotiated GMP, constituting more than $750 million in construction. We have found that open communication and partnership among Owner, Architect and Contractor (OAC) are the best means for effective decision making.

Establishing this partnership facilitates trust between all parties and adoption of common goals. Lewis has significant experience relevant to this Project. The projects beginning below represent a sample of our past performance on CM/GC projects in the past seven years.

COCC New Residence Hall
Bend, Oregon

This 84,000 square foot complex includes two four-story buildings and one five-story building—connected via indoor bridges—and houses 91 living units with a mix of quad-single and quad-double rooms.

Client: Central Oregon CC
Completion: June 2015
Contract GMP: $15.5M
Change Orders: $0
Contact: Matt McCoy 541.383.7210

LCC, Downtown Campus
Eugene, Oregon

Lewis was CM/GC for this two-tower project. The 185,000 square foot facility is home to a number of small businesses, instructional programs, offices and conference facilities.

Client: Lane Community College
Completion: November 2012
Contract GMP: $39M
Change Orders: $4M; changes due to owner added program + requested changes
Contact: Todd Smith 541.463.5132

Oregon Zoo, Elephant Lands
Portland, Oregon

Construction began in the fall of 2012 on this CM/GC project which includes the expansion of the elephant habitat by more than four acres, a new elephant barn and exhibit hall.

Client: Metro
Completion: October 2015
Contract GMP: $44.5M
Change Orders: $0
Contact: Jim Mitchell 503.780.8997

Insitu
Bingen, Washington

As CM/GC Lewis completed this 125,000 square foot building which consists of a warehouse, manufacturing facility and office space.

Client: Insitu
Completion: June 2014
Contract GMP: $16.2M
Change Orders: $750K; changes due to owner added program + requested changes
Contact: Jenny Taylor 509.493.6867

City of Beaverton, City Hall
Beaverton, Oregon

This CM/GC renovation houses the City of Beaverton's government offices. The LEED Gold CI project includes salvaged and reused materials.

Client: City of Beaverton
Completion: February 2014
Contract GMP: $3.5M
Change Orders: $0
Contact: Patricia VanOsdel 503.526.2433

Addtl CM/GC Experience

- McMinnville School District, multiple schools
- Hillsboro School District, Imlay Elementary School
- St. Helens School District, multiple schools
- Dayton School District
- Hillsboro School District, Century High School
- Hillsboro School District, Orenco Elementary School
- Hillsboro School District, Patterson Elementary School
- Lebanon School District Bond Program

East Portland Community Center | Portland, Oregon

Schedule, Quality Control + Safety

a. Schedule Management Approach

Lewis is uniquely equipped to serve as your CM/GC for the construction of the District's Fairview Replacement Elementary School Project. Our team is prepared to explore creative procurement methods, embark on an aggressive construction schedule and perform intensive preconstruction as your partner on a mission to provide an exceptional facility for the District.

Our schedule management plan includes the following strategies and tools:

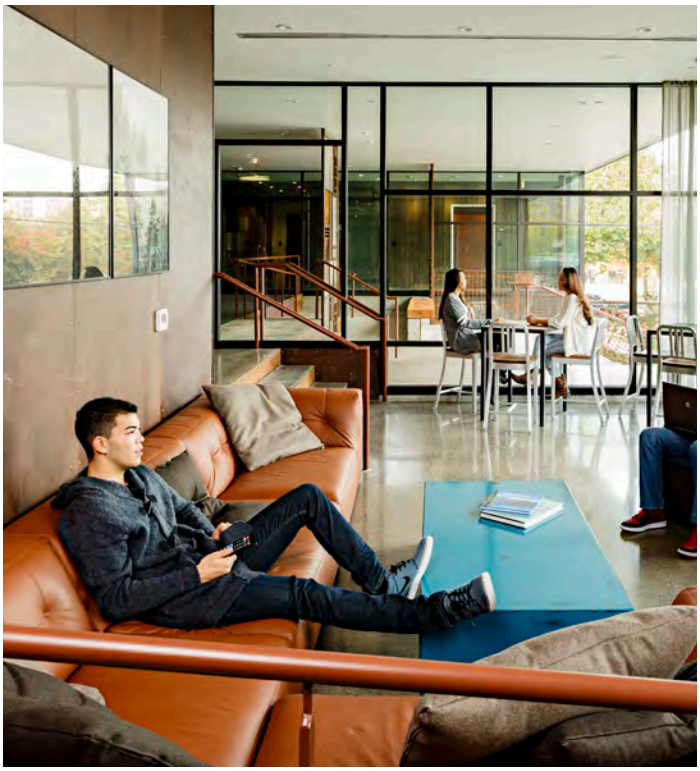
- **Short-Interval Scheduling:** While the master schedule provides "big picture" guidance, Lewis' three week Short Interval Schedules function as a daily tool coordinating all trades, by specific responsibility. Progress to-date is compared to the master schedule twice every week using this tool.
- **Last Planner Scheduling:** Last Planner (or "Pull Planning") engages the craftsmen putting the work into place (the last planners) in developing the schedule, greatly improving schedule reliability. Compared to traditional scheduling, Lewis' Last Planner approach optimizes the complete schedule looking beyond just the individual components.
- **Trade Coordination:** Superintendent Mike Eckard will perform daily coordination with each trade foreman during construction, to ensure that trades are completing activities on-time as shown on the Short Interval Schedule.
- **Coordination of Equipment Deliveries:** Lewis will incorporate procurement, delivery, installation and commissioning milestones into the master schedule, to facilitate a smooth Project completion.
- **Self-Performed Work:** Self-performing scopes of work will ensure greater schedule control, quality and incorporation of innovative wood products construction and provide the best value to you. We plan to bid on portions of the Project and, if successful, will guarantee a flawless integration of these innovations.

Progress Reporting

We will strive to keep the District fully informed of our progress on the Project, and will work with the Design Team to develop a monthly reporting program that will meet your specific needs for this Project. Components may include: as-built schedule, daily field reports and construction progress photos.

Scheduling Technology

Lewis is proficient in utilizing a variety of scheduling management tools and will work with the District to determine the best approach for this Project. Primarily we utilize SureTrak and P6, but are also proficient with Phoenix and Microsoft Project.



UH Arena District Student Housing | Eugene, Oregon

3.2.2.4 Schedule, Quality Control, + Safety

Mitigating Risk to the Schedule

Superintendent Mike Eckard has developed a preliminary construction schedule, based on the RFP, feasibility report and assuming an 17 month construction duration. While we perceive the timeline proposed is achievable, there are a few areas of potential risk, outlined below. Our team will proactively mitigate their impact to ensure timely delivery of your newly renovated and expanded campus.

- **Asbestos Abatement:** Asbestos Abatement, if not done in a timely, efficient manner, could pose potential delays to the construction schedule. Based on our experience at Roosevelt High School, we understand the schedule risks associated with unknown hazardous materials and concealed conditions. Early investigation and proper preparation of bid documents will be key to mitigating this risk. Further, we have already reached out to local abatement firms to solicit their input on the timeline for this segment of the Project. Our team will work with the selected abatement contractor to develop a work sequence that will integrate hazardous material abatement into the master schedule. In an effort to minimize schedule impacts, we recommend selective abatement to occur during Summer and Winter breaks of the 2017 school year.
- **Demolition of the Existing Building:** Coordinating a mandatory pre bid site walk with demolition subcontractors will help us create competitive interest and clarify our expectations of subcontractors. Coordinating owner salvaged items from the old school, prior to the end of the 2017 school year, will help expedite the schedule and allow demolition to begin without delay. This preplanning strategy minimizes unknown schedule surprises, allows demolition subcontractors to begin work on time and maintains an efficient work flow for the Project Team.
- **Owner Provided Equipment:** We recognize that the building isn't complete until all furnishings and equipment are installed and tested. Lewis will track owner provided equipment in the master schedule to ensure a coordinated design and timely delivery of materials are in line with the overall master schedule.
- **Major Equipment:** Timely delivery of air handlers, electrical gear, elevators and kitchen equipment is critical to the schedule. Our team will incorporate major equipment into the master schedule and will track procurement of these select materials to ensure timely deliveries.

The Union Student Apartments at OSU | Corvallis, Oregon

Mentoring Local Subconstractors

Lewis has established an on-going relationship with minority owned firm R&R General Contractors to collaborate on projects. Our firms have partnered during the last few years on several projects where the approach includes having R&R provide a member of their management staff as part of job-site supervision. This provides R&R with the opportunity to learn about both preconstruction and construction services on a large scale project.

Our firms collaborated together on the Elephant Lands project. R&R was involved in early pricing of the excavation, civil, road and rail components. Their rail expertise was invaluable to Lewis, and our preconstruction methodology beneficial to R&R.

b. Labor + Material Availability

The construction market in Portland is red hot, which has created a highly competitive subcontractor market.

Having built projects all across the state of Oregon, and throughout Multnomah County, we have invested great effort into maintaining outstanding rapport with the local labor market. Subs would rather build projects for us than for many of our competitors because we are well managed, we pay on time and we work with integrity and expertise. As a result, subcontractors succeed while working for us, resulting in the most competitive pricing. In times characterized by labor and material shortages, this rapport translates to broader bid coverage and preferential commitment of manpower.

During preconstruction, Lewis will identify any potential labor and material shortages that could impact this Project and develop a plan for mitigating their effects. Tactics will likely include prequalification of subcontractors, release of early bid packages, identification and pre-purchasing of scarce materials for critical path scopes and requiring subcontractors to accompany their bids with manpower histograms, contractually committing labor forces to the Project.

For this Project, given the scope and timing, we will be particularly focused on availability of concrete, structural steel, metal studs, window systems and M/E/P equipment. Leveraging our preferred local relationships and self-perform capabilities, we will ensure sufficient bid coverage for all scopes.

Generating Subcontractor Competition

We strive to achieve excellent bid coverage, local involvement, and competitive bids by creating a "buzz" in the community about the Project. We do this by hosting informational sessions at the site, advertising in local newspapers and other trade journals, attending and presenting at the monthly OAME and NAMC meetings and calling key subcontractors to ensure that the project is on their radar. As the bidding phase draws nearer, informational sessions will increase in frequency and our team will call all qualified subcontractors ensuring their interest in the project. All conversations will be documented, and a list of confirmed bidders will be tracked.

During the bidding process, we engage with subcontractors to review the packages in detail to ensure that they understand the scope. We do this via informational sessions, open forums and one-on-one phone conversations. This process increases bid participation since subcontractors' questions are addressed ahead of time, and they are confident about what they are bidding come bid day. We also discuss any factors inhibiting subcontractors to bid the work, and seek to remove barriers when possible.

Through this process we generate a list of confirmed subcontractors, and require that we have three or more committed to bid each package prior to bid day.

c. Facilitating an Efficient Project

There is significant benefit to the District for Lewis, DAY CPM and the Design Team and other consultants to work together in a highly collaborative environment throughout the duration of the Project. Specifically in preconstruction, this approach will maximize the benefits of opportunities and effectively mitigate any challenges. Potential challenges and opportunities include the following.

Opportunities

We are excited about the opportunity to establish collaborative relationships with all members of the Project Team. Opportunities are best created in a fun, solutions-oriented environment with clear, open lines of communication.

Some opportunities we hope to create as a team include:

- Selection of building systems that best meet your needs, with consideration of first cost, efficiency and ease of maintenance.
- Application of materials that are cost efficient, timely to procure, durable and easy to maintain in an elementary school environment.
- Development of a structural/foundations and site design that limits the cost of excavation and expedites the speed of construction.
- Specification of materials and/or strategic development of bid packages that will attract local subcontractor interest, and optimize local business participation in the Project.
- Development of a construction and demolition phasing plan that optimizes the schedule, reduces cost and maximizes Owner move-in time.

Challenges

We have articulated many of our anticipated challenges in earlier sections of this proposal: Key Issues & Constraints on page 8, Site Logistics on page 9, Mitigating Risk to the Schedule on Page 18 and Labor and Material Availability on page 19. Primary challenges include the soils conditions, phasing of the demolition and abatement scope and maintaining safe, uninterrupted operation of the existing school.

As outlined in our proposal, our team has already begun developing our approach to mitigating these and other challenges. We are committed to teaming with the District and your Design Team to resolve these issues and develop the optimum design and construction plan for the Project—resulting in best value for Reynolds School District.

d. Quality Control Program

Our quality control program starts with our internal goal for "zero punchlists." We will develop a customized quality assurance program that harnesses the knowledge of the design and construction team and guide field personnel to deliver the highest quality product to the District. Following our quality control plan, outlined below, Lewis ensures top quality work, done right the first time. Steps of the Lewis quality control program for your Project include:

- Hosting a pre-award meeting before each subcontract or purchase order is signed wherein scope, specs, standards and schedule are agreed upon with the sub/supplier.
- Thorough review and approval of all shop drawings and submittals with the Project Team.
- Pre-installation conference allowing Superintendent Mike Eckard to discuss delivery, staging, and process with every subcontractor. (The installation process for the subcontractor's work is thoroughly reviewed during this meeting.) A quality assurance checklist is generated and becomes the tool for continuous quality monitoring of the sub's material, labor and installation work in the field.
- Mock-ups to validate design details and to establish the quality level expected of subcontractors.
- Lewis will coordinate all required testing and inspections as work is put in place.
- The Lewis Team will develop pre-punchlists and perform corrections prior to substantial completion. Only after our independent punchlist has been completed and the work deemed acceptable, are the District and the Engineer requested to perform a punchlist of their own.
- Continuous supervision by Superintendent Mike Eckard, project engineers and the entire proposed team to coordinate, monitor and protect the work and installation performed by all trades.

e. Lewis' Safety Program

Lewis is committed to zero incidents on all projects. At Lewis, safety is not a department. It is not an individual. It is not a field issue. Every one of us is personally accountable for protecting ourselves and our co-workers from harm, and mutually committed to safe execution. Today, our commitment to safety is led by Lewis' moto of "Working Safe For Life".

Lewis' safety plan engages collective participation and shared responsibility for Project safety. Our teams are committed to making sure everyone on site finishes the project unharmed. Our employees and subcontractors are empowered to carefully assess potential safety hazards and are given the resources to find proactive solutions. Safety signage, incentive programs, regular meetings and open communication provide a constant reminder of critical safety operations to everyone on site.

Critical to achieving our safety goals is our 32-chapter accident prevention manual, available for review by all project team members. Key elements of our program include:

- Comprehensive random drug and alcohol screening for all Lewis employees.
- Identification and empowerment of a site safety supervisor.
- Requirement of subcontractors to submit site-specific safety plans.
- Safety orientations, identifying site specific hazards and explaining the project crisis management plan.
- Weekly safety meetings for all site employees and subcontractors.
- Regular safety audits by our Field Safety Officer Tim Carpenter and Lewis peers.
- Emergency situation preparation including emergency phone numbers, points of contact, simulated accident training for Lewis staff and subcontractors, etc.
- Public safety procedures to address pedestrian and employee access.
- Maintenance of the material safety data sheet (MSDS) system. Any new health, safety or protection information is put into operational use and passed on to employees.

Education and Training

Lewis facilitates ongoing safety training and education programs for all employees. A representative staff member from each project site attends monthly safety committee meetings and reports back to their respective project teams. These meeting address updates on safety protocol and discuss recent lessons learned from Lewis jobsites. In addition, the committee spearheads specific training and education opportunities based on the safety needs of current and upcoming projects. Examples of recent training sessions include CPR and first aid, asbestos awareness and fall protection planning.

Drawing on the expertise of other industry professionals, Lewis has several representatives participating in ASSE (American Society of Safety Engineers). Membership allows us to brainstorm and share best practices with other industry safety experts and engage in ongoing safety education. Key specifics to our safety training and education include:

- **Task-specific safety training.** We conduct frequent training sessions on many topics, such as fall protection, asbestos, lead, and safe use of specific equipment (scissor lift, forklift, etc).
- **OSHA 10/30/500.** All of our foremen are OSHA 10 certified, at a minimum and our Field Safety Officer Charlie Querner is OHSA 500 certified, and so are many other members of our project teams.
- **First aid.** All of our supervision personnel are trained in first aid and CPR.

On a more informal level, project task teams engage in daily "toolbox talks," to discuss the hazards and dangers associated with the day's activities and devising strategies for safe work completion.

3.2.2.4 Schedule, Quality Control, + Safety

Pretask Planning Meeting at the Oregon Zoo Elephant Lands project.

Safety Regulation + Audits

From field teams to senior management, safety on all projects is continuously monitored at every level. The following authorities ensure strict adherence to safety protocol:

- Corporate Safety Director Steve Brennan monitors all federal and state safety regulations, informing branch offices of any changes and helping to tailor the Master Safety Plan to comply, and provides education and training materials for the Portland team.
- Portland Field Safety Officer Tim Carpenter is responsible for organizing field management safety programs, overseeing subcontractor adherence to Lewis' Master Safety Plan, monitoring changes in OSHA requirements, conducting monthly safety audits of all Lewis project sites and serves as the primary point of contact for site safety supervisors, helping to strategize solutions to safety challenges.
- Lewis' safety committee establishes and maintains our crisis management plan, communicates critical safety information to Lewis employees and coordinates regional safety efforts with our Seattle office and corporate safety director.
- Site safety supervisors, assigned to each jobsite, implement project specific safety plans, provide on-site council for any safety issues that arise during construction, lead safety orientations and weekly safety meetings and inspections and oversee implementation of subcontractor safety plans.

In the case that a safety infringement is identified during our daily safety audits, the issue is immediately resolved and logged. During monthly safety committee meetings, these infringements, along with any near misses, are discussed within the group to maintain accountability and strategize suggestions to avoid the problem in the future.

Accountability + Corrective Action Plan

Any individual and/or groups of individuals violating project safety outlines will be subject to Lewis' Progressive Accountability/Correction Action Program. If crew members are aware of any unsafe act or condition and fail to take immediate corrective action, those individuals will be held responsible. If an individual employee violates the rules of the safety program and others are not aware of this action, then that individual will be held solely responsible.

All project personnel are empowered to report an unsafe act or condition to their direct supervisor or the project superintendent at any time. Lewis maintains that it is important to take immediate action if a serious hazard is identified and personnel follow the established chain of command in this event. Lewis' formal disciplinary program includes:

- Verbal Warning will be issued for minor offenses related to items that would not cause a serious injury.
- Written Warnings/Observations will be issued for any repeat minor violations and violations that could result in serious injury. All written warnings are copied and sent to Field Safety Officer Tim Carpenter.
- First Violation will result in a formal written warning.
- Second Violation will result in the employee will be sent home for remainder of that day and following day without pay (If within three months of first violation).
- Third Violation will result in the employee being removed from the project.

3.2.2.4 Schedule, Quality Control, + Safety

Ensuring Safety

Personal accountability and teamwork in execution of safe work practices are fundamental in our safety program. Our project team—led onsite by Superintendent Mike Eckard—is committed to making sure everyone on site finishes the project safely. To ensure this, Lewis requires every subcontractor to have a comprehensive safety plan before starting work on the Project site.

Subcontractor safety plans adhere to Lewis' Master Safety Plan and outline detailed safety protocol for each trade. The Lewis site safety supervisor helps subcontractors draft this plan, customizing it to the specific needs of the project. Throughout the project, Lewis is a resource for subcontractors in implementing the plan. At all times, subcontractors are fully educated on Lewis safety protocol. Engaging in safety orientations and weekly safety meetings, Lewis subcontractors are integral to the maintenance of a safe and productive work environment.

Safety—both on and surrounding the Project site—is Lewis' number one priority, further heightened by Fairview Elementary's occupied school grounds. Our commitment to safety is demonstrated by the statistics below.

Year	EMR*
2016	0.70
2015	0.75
2014	0.78

**Indicates rate for Oregon and Washington.*

Project Safety Approach

Our team has proven its ability to construct on some of the busiest, most sensitive sites while maintaining the highest standards of safety. Our commitment is to complete the Project with zero incidents and ensure the safety of your staff, crews and surrounding entities—24 hours a day. Key elements of our safety program for this Project include the following:

- Kick-off meeting with Reynolds School District to establish protocol and expectations.
- Identification and empowerment of a site safety supervisor. This individual will hold weekly safety meetings and hold audits and job walks with all crafts representatives on a regular basis.
- Disciplined Preparation of Job Hazard Analysis, on a trade by trade and week by week basis.
- Requirement of subs to submit site-specific safety plans and help keep the jobsite clean.
- Safety orientations, identifying site specific hazards and explaining the project crisis management plan.
- Spot incentives for maintaining safety standards.
- Weekly safety meetings for all employees and subs.
- Emergency situation preparation including emergency phone numbers, points of contact, simulated accident training for Lewis staff and subcontractors, etc.

Garfield High School | Seattle, Washington

a. Local Knowledge + Experience

Our Commitment to Diversity

Lewis is an employee owned company. While not certified as a MBE or WBE, our firm's diverse ownership group includes women and minorities. Lewis is committed to promoting equity in the construction industry and providing opportunities for disadvantaged businesses. Our team is skilled at implementing outreach, work-force training and hiring and direct solicitation programs. **We have achieved exceptional rates of MWESB participation on our projects, with as much as 26% of all subcontracted value (company-wide) awarded to MWESB subs in recent years.**

As your CM/GC, we will set the tone for a respectful, professional working environment that is inclusive of all team members, MWESB firms included.

Local Knowledge

As a member of the Pacific Northwest building community for 130 years and an Oregon general contractor for 29 years, Lewis has substantial knowledge of the labor market and building conditions in the Multnomah County area. We engage in bidding opportunities over 30 times each year which gives us up-to-date pricing to supplement our historical cost estimating database, and our firm is known as a preferred contractor in the subcontracting community.

Our projects are well managed, we pay on time and we work with integrity and expertise in a collaborative approach to project execution. As a result, subcontractors successfully achieve low budgets while working for us, resulting in the most competitive pricing.

We have invested great effort into maintaining out-standing rapport with the area labor market. We have a long-standing relationship with the carpenter's and laborer's union apprenticeship programs, and work with both union and non-union subcontractors on projects. We have achieved or exceeded the City of Portland's minority and apprenticeship requirements on multiple public works projects over the last decade, often exceeding 20% of overall minority participation.

b. Promoting MWESB Participation

At Lewis, we are committed to promoting diversity in the construction workforce and creating a resilient, sustainable local economy. Lewis' Operation Equity initiative aims to create and sustain a business team and partnerships that value and reflect the broad diversity and strengths of our community.

Utilization History

Lewis has developed sustaining relationships with numerous State of Oregon certified firms including the following, with whom we've contracted in the last two years:

Affordable Electric	Portland Coatings
Carr Construction	Regional Cleaning
Center Pointe Signs	River City Glass
Cochran Inc.	R&R GC Inc.
Crossfire Sprinkler	Sawtooth Caulking
Demolition Contractors	Sign Wizards
Fat Pencil Studio	Superior Fence
General Sheet Metal	Superior Interiors
Lake Oswego Insulation	Turtle Mountain
Merit Contractor	Wilcoxson Brothers
Pacific Fire Systems	

Roosevelt High School Modernization

Lewis was active early (prior to bidding) in soliciting interest from the subcontracting community in regards to this project. Efforts included direct communication, attendance at both OAMI and NAMCO functions, and other organized events such as the Women in Trades. We solicited bids through a number of publications directed toward minority communities and engaged in face-to-face meetings with subs. As a result of these efforts, 23% of subcontracts were awarded to MWESB certified firms.

3.2.2.5 : Local Conditions

Innovative Measures to Engage MWESB Firms

As a part of our ongoing outreach to MWESB firms, we participate year-round in mentorship programs, minority trade shows and women-in-trades programs, and offer a technical assistance program to disadvantaged subcontractors. Some of the innovative strategies our team has successfully utilized on past projects, which we will implement on this Project to maximize local MWESB participation, includes the following:

Preconstruction Involvement: Lewis often engages subcontractors to assist with budgeting and value engineering in preconstruction. This approach not only contributes to accuracy in pricing, but also gives subcontractors the opportunity to become familiar with the drawings—resulting in more accurate and competitive pricing when bid time arrives. Lewis will invite MWESB firms to provide estimating and VE early in design, to build project knowledge and team synergies, thus improving their ability to compete for the work.

Assistance in Negotiating Material and Equipment Pricing: Utilizing Lewis' buying power to assist MWESB subcontractors will aid them in developing the lowest responsible bid for their scopes of work. With our long standing relationships in the market, we often receive preferential pricing based on our purchasing volume with local suppliers. Lewis can either buy material direct or connect MWESB subcontractors with our preferred suppliers to afford them the same pricing we receive on a daily basis.

Equipment Sharing Opportunities: Lewis understands that the high cost of equipment can be a barrier of entry into the construction industry for small businesses. Therefore, we have identified a number of opportunities for equipment sharing, to reduce the burden for emerging firms.

Accelerated Payment Plans: Our firm can establish accelerated payment plans to increase cash flow for emerging small businesses. This approach enables firms with limited resources to recoup costs associated with labor and materials more quickly. Should the District desire, Lewis can establish a program that provides twice monthly payments to encourage broader interest in packages larger than MWESB firms might otherwise be capable of undertaking.

Sub-Tier Contracting: Lewis will encourage subcontractors competing for large scopes of work to utilize MWESB firms for portions of the work. Firms are required to submit with their bid documentation of sub tier firms' MWESB certification.

Subcontracting Forums: Lewis will conduct outreach apprising MWESB subcontractors of the procurement process. The conferences will include information on future bidding opportunities, anticipated solicitation dates and divisions of work identified for MWESB subcontractor participation.

Conference attendees are informed of the resources available to them during the bidding and construction phases. These events also provide a networking forum for prospective contract participants. Major and/or specialty subcontractors anticipating bidding on project packages are invited to attend.

Post-Bid Interviews: Lewis will conduct complete face-to-face post-bid interviews with the apparent low bidders for each major scope of work to ensure that Project requirements are met and ensure any ambiguity regarding the scope of work is resolved.

Removing Barriers to Students at RHS

At our current Roosevelt High School project in Portland, Lewis has provided safe footwear for student jobsite tours. A recent thank-you letter from Liaison Sue Brent was accompanied by a student thank you card with original artwork on the cover (pictured above). Sue wrote "The gift of boots has allowed students access to the RHS construction site on several occasions since their arrival. You have removed a barrier based on poverty that will allow students to explore the various construction trades as they determine next steps after high school. Thank you!"

Bid Packaging to Optimize MWESBs

We develop bid packages that provide the highest level of coordination, scope coverage and competition. This often means breaking down scopes into more approachable sized packages thus providing more opportunity for firms to participate on our projects. We will establish bid packages with focused scopes of work that allow smaller, yet technically qualified firms participate. Potential opportunities specific to this Project include:

- HVAC
- Plumbing
- Window coverings
- Flooring
- Painting
- Drywall
- Electrical
- Doors/Hardware

Approach to Utilizing Local Suppliers

Lewis is connected with the local trade market in central Oregon and continues to maintain strong relationships throughout the state. We have successfully completed projects in the region, and the local labor market has proven to be knowledgeable and talented in producing high level of quality workmanship.

In order to optimize local supplier participation, Lewis will:

- Solicit quotations from subcontractors in around Multnomah County via email and telephone. Local firms with which we've built relationships are tracked in our in-house subcontractor database.
- Publicly advertise our solicitation of bids for Project in local publications such as the Fairview Republican and the Gresham Outlook Newpaper.
- Divide bid packages into smaller pieces, encouraging smaller, yet technically qualified, local firms to participate in the Project.
- Host a local meeting and site visit to generate subcontractor interest and answer questions about Instructions to Bidders.

Further, Lewis has established working relationships with the following suppliers and vendors—among others—within the electoral and taxing boundaries of the District. We will directly solicit their involvement and advise them of bidding opportunities associated with this Project.

- Pioneer Sheet Metal, Inc.
- McDonald & Wetle, Inc.
- R2M2 Rebar & Stressing Inc.
- Bergelectric Corporation
- American Direct
- Formations, Inc.
- Western Rebar, Inc.

c. Optimizing Project Spends

Lewis is committed to optimizing the budget for this Project, to achieve best value for every construction dollar spent. Lewis supports quality education for all the citizens of Oregon, with donations of our time, talent and resources. Wherever we work, we seek to engage the community in learning, getting directly involved, donating and connecting resources, and where possible directly engaging students to learn about construction.

Business Equity

Following the strategies outlined in this section, we are confident that we can help the District achieve high levels of participation for this Project. Specifically, our approach is designed to achieve the following results:

- Mentor emerging and disadvantaged firms by engaging them as part of a larger, more seasoned team.
- Provide a competitive advantage to MWESB subcontractors by familiarizing them with the scope of work during preconstruction and guiding them through the bidding process.
- Increase the likelihood of MWESB certified proposers and encourage teams to develop partnerships with certified companies through a competitive qualification based RFP selection process for MEP services.
- Advance the District's goals surrounding smaller general contractor involvement with an RFP-based selection of a small general contractor team member to manage a discrete portion of the work.

Student/Career Technical Education (CTE)

Lewis has significant experience developing and implementing CTE programs on similar K-12 projects. In addition to developing these beneficial programs, Lewis is dedicated to ensuring all students have the ability to participate. For example, recently, members of the Roosevelt project team led a site tour and presentation for CTE students. This event, intended to give students hands-on exposure to career opportunities in construction, had been delayed for several weeks because many of the students did not have adequate footwear to enter the site. The tour was made possible because members of our crew joined forces with EC Company to round up new and used boots for the students to wear.

3.2.2.5 : Local Conditions

Enhancing Workforce Diversity

We welcome—and proactively recruit—people of diverse backgrounds on our work crews and management teams. Lewis is a registered training agent and continually promotes apprenticeship in the trades in partnership with the local carpenters and laborers unions. Further, we sponsor programs with Oregon Tradeswomen, encourage our unions to hire women and minorities and mentor youth of diverse backgrounds to enter the construction industry. Our approach for optimizing diversity—and providing opportunity for craftspeople new to the industry—within the workforce for this Project includes the following:

- Identify projected hiring needs and apprentice opportunities prior to finalization of the contract.
- Indicate diversity and apprenticeship objectives and requirements in instructions to bidders.
- Assist subcontractors in obtaining BOLI registered training agent certification.
- Maintain our diverse workforce and Equal Opportunity Employment Certification.
- Host workshops and participate in job fairs to recruit women and minority workers.
- Hire apprentices to work on Lewis self-perform work as applicable.

Faculty + Staff

Lewis will act as ambassadors for RSD, with the intent to educate and engage the community about the Project and maintain positive rapport between the District and the local agencies and neighborhood. To support the District's mission to strengthen both professional and neighborhood networks, if desired by the District, we could develop a public website featuring Project updates, photos and even a web cam. Members of our team will be available to speak at public meetings, and Lewis will institute a Project hotline, allowing neighbors and community members the opportunity to voice concerns, ask questions and become involved in the Project.

> "I think the "Construction Club" course that Lewis is supporting at Kinnaman is GREAT. We should give them a special pat on the back for that …The more ways to make our work relevant to students and the learning process the better!"
>
> - Dick Steinbrugge, Beaverton School District

Social Responsibility + Sustainability

The Lewis team is adept at employing sustainable construction techniques on all of our projects, regardless of our client's sustainability goals. Our team has built some of the most sustainable buildings in the Pacific Northwest and implemented some of the most advanced green building technologies engineered to date. The result is unparalleled expertise when it comes to designing, estimating, installing and commissioning sustainable systems.

At LCC's Downtown Campus project, Lewis incorporated a 24 station computer lab in the Energy Management lab to provide students direct access to the DDC controls and lighting controls user interfaces. The students have the ability to make revisions to the control sequences and track the effect on building efficiency and occupant comfort.

Mentor-Protege Program

It is our job as your CM/GC to help remove the barriers that exist for some subcontractors for targeted scopes of work. Our team will achieve this through early communication with the subcontracting community, mentorship and educational programs, developing smaller more manageable bid packages, and providing opportunities and encouraging them to partner with larger subcontracting firms with greater resources. We have successfully implemented mentor programs with local MWESB firms and will endeavor to do the same for your Project.

Community Partnership

We understand that stakeholders expect clear and effective communication. Using tools like social media, virtual logistics models, a 24-hour neighborhood hotline and traditional face-to-face communication, our team will keep the community well informed—ensuring a positive experience.

In addition, We have found that K-12 construction projects often provide unique learning opportunities for students. For example, Lewis led a six week "Construction Club" class during construction of the Kinnaman Elementary School project in Beaverton. The course taught students about careers in construction and architecture, measuring area and volume, electricity and plan reading through hands-on activities such as a spaghetti and marshmallow building exercise and Jeopardy-style quiz games.

Orenco Elementary School | Hillsboro, Oregon

Acceptance of Contract

3.2.2.6/3.2.2.7 : Acceptance of Contract

"Lease Crutcher Lewis brought to the project team a consistent display of **high caliber professionalism and clear expertise** of the construction trade. Not only was the Garfield Project the most complex historic renovation and addition completed by the Seattle School District to date, but the project was undertaken at a time when external economic factors such as escalation could easily have turned the relationships between me as Project Manager and Lewis into one filled with conflict and contention. Instead, the Lewis team **consistently displayed a willingness to resolve issues in a spirit of cooperation and a commitment** to making the Garfield project a success."

- Steve Moore, Heery

Contract Exceptions

Lewis has reviewed the draft contract and proposes only two minor clarifications:

Section 5.5.1: Lewis agrees to the LD language assuming the substantial completion date and scope is mutually agreeable to both parties as the scope is finalized.

Section 8.5.1: Cross out 50%

Deviations from the RFP

Lewis has reviewed the RFP and affirms that our proposal does not deviate from the requirements.

Lakeside Middle School | Seattle, Washington

3.2.3.1 CG/GC Services

a. Preconstruction Services

Preconstruction is a critically important component of achieving the District's vision for an exemplary school, and we believe the initial work deserves significant effort to successfully design and plan for this amazing facility. We believe investing time and effort during preconstruction is both wise and prudent. Full engagement will lead to better design, reduced cost and a smoothly coordinated project.

Though we estimate our efforts in preconstruction will require 1148 hours and net $108,000 in expense for Lewis, we propose donating $20,000 of our costs to demonstrate our commitment to seeing the Project through to successful completion. **Therefore, our proposed not-to-exceed fee for preconstruction services is $88,000, assuming a six month preconstruction schedule.**

Hourly Rates

Title	Hourly Rate
Principal-in-Charge	in fee
Project Executive	$130
Project Manager	$85
Project Superintendent	$90
Chief Estimator	$105
Estimating Support	$65
Project Engineer	$65
Safety Officer	$95
Subcontractor Input	$100
Administrative Staff	$50
BIM Services	$85

Preconstruction Activities

Schematic Design	Rate
Budgeting	$10,740
Meetings	$8,260
Scheduling	$2,300
Existing Cond. Invest.	$4,550
Document Reviews	$5,160
Reimbursables	$1,600
	$32,610
Design Development	**Rate**
Budgeting	$112,570
Meetings	$9,290
Scheduling	$2,300
Existing Cond. Invest.	$2,730
Document Reviews	$6,380
Reimbursables	$2,150
	$35,420
Construction Documents	**Rate**
Budgeting	$14,890
Meetings	$10,370
Scheduling	$2,300
Existing Cond. Invest.	$2,730
Document Reviews	$6,980
Reimbursables	$2,700
	$39,970
Total Precon Cost	$108,000
In-Kind Donation	($20,000)
Total NTE Precon Cost	**$88,000**

3.2.3 a : Fee Proposal

b. Construction Services

Fixed Fee

Our proposed CM/GC fee for this project is 4.88% of the estimated cost of the work, projected to be approximately $22.7 million and based a construction duration of 17 months.

This fee includes: Corporate Overhead and Profit, costs for Performance and Payment bonds, Commercial General Liability/Auto Insurance, Builders Risk insurance, Corporate office administrative expenses and support staff.

General Conditions

Lewis proposes a general conditions fee of $1,736,548 for the construction phase of this Project and assuming a construction schedule of 17 months. Our itemized general conditions are outlined below.

DESCRIPTION		Total
Job Staff and Support		
Principal in Charge		INCL
Project Executive (10%)		$ 38,706
Project Manager (100%)		$ 271,795
Superintendent (100%)		$ 262,149
General Foreman (100%)		$ 195,360
Field Superintendent (100%)		INCL
Sr. Project Engineer (100%)		$ 204,273
Project Engineer (100%)		$ 194,872
Project Engineer (10%)		$ 22,084
BIM Coordinator (30%)		$ 54,450
Sustainability Coordinator/Supervisor		INCL
Overtime for CM/GC Onsite Supervisory Staff		INCL
Project Foreman		INCL
Admin. Assistant (40%)		$ 48,840
Management Travel		$ 9,250
Staff Travel / subsistence		$ 4,250
Printing / CD reproduction		$ 10,500
Trade Coordination		INCL
Quality Control		INCL
Substance Abuse Test		INCL
Background Checks & Finger Print		$ 1,425
First Aid/Safety/Temp Handrails		$ 34,306
Trailer set up		$ 8,822
Equipment/Supplies		
Expendable Supplies		$ 8,500
Small Power Tools		$ 28,900
Pick-up Truck		$ 17,000
Radios/Phones		$ 11,900
Gas/Oil		$ 7,650
Forklift/Hoisting/Material Handling		$ 56,520
Erosion Control & Maintenance		$ 9,411
Temp. Construction		
Jobsite phone system / bills		$ 11,050
Drinking water		$ 2,975
Temp Water Distribution & Bills		$ 12,811
Temp sanitary		$ 15,300
Project Sign / Construction Signage		$ 5,500
Postage/UPS/Courier		$ 4,250
Project Photos		$ 7,650
Jobsite Webcam & Internet Service		$ 3,825
Job Office		$ 13,600
Security		$ 9,350
Job Office Supplies		$ 6,375
Job Office Equipment / Copier		$ 16,745
Jobsite Computers / maintenance		$ 59,500
Job Office Furniture		$ 7,500
Clean-up / Dumpsters / Recycling		$ 21,250
Jobsite Clean-Up		$ 37,905
Total		$ 1,736,548

Self-Performed Work

Lewis has extensive capability to self-perform work, and a talented workforce. This is a significant advantage for the District, because some scope is more efficient and cost effective when built by the general contractor. Self-performance provides added indirect savings because our crews provide leadership and set jobsite standards for safety, quality, and schedule performance.

In order to streamline schedules, offer increased quality and ensure manpower availability, Lewis offers self-performed services including, but not limited to, structural concrete, selective demolition, miscellaneous iron, rough carpentry, select finishes and miscellaneous specialties. For this Project, we will compete for self-performed scopes alongside other bidders and do so frequently on our projects.

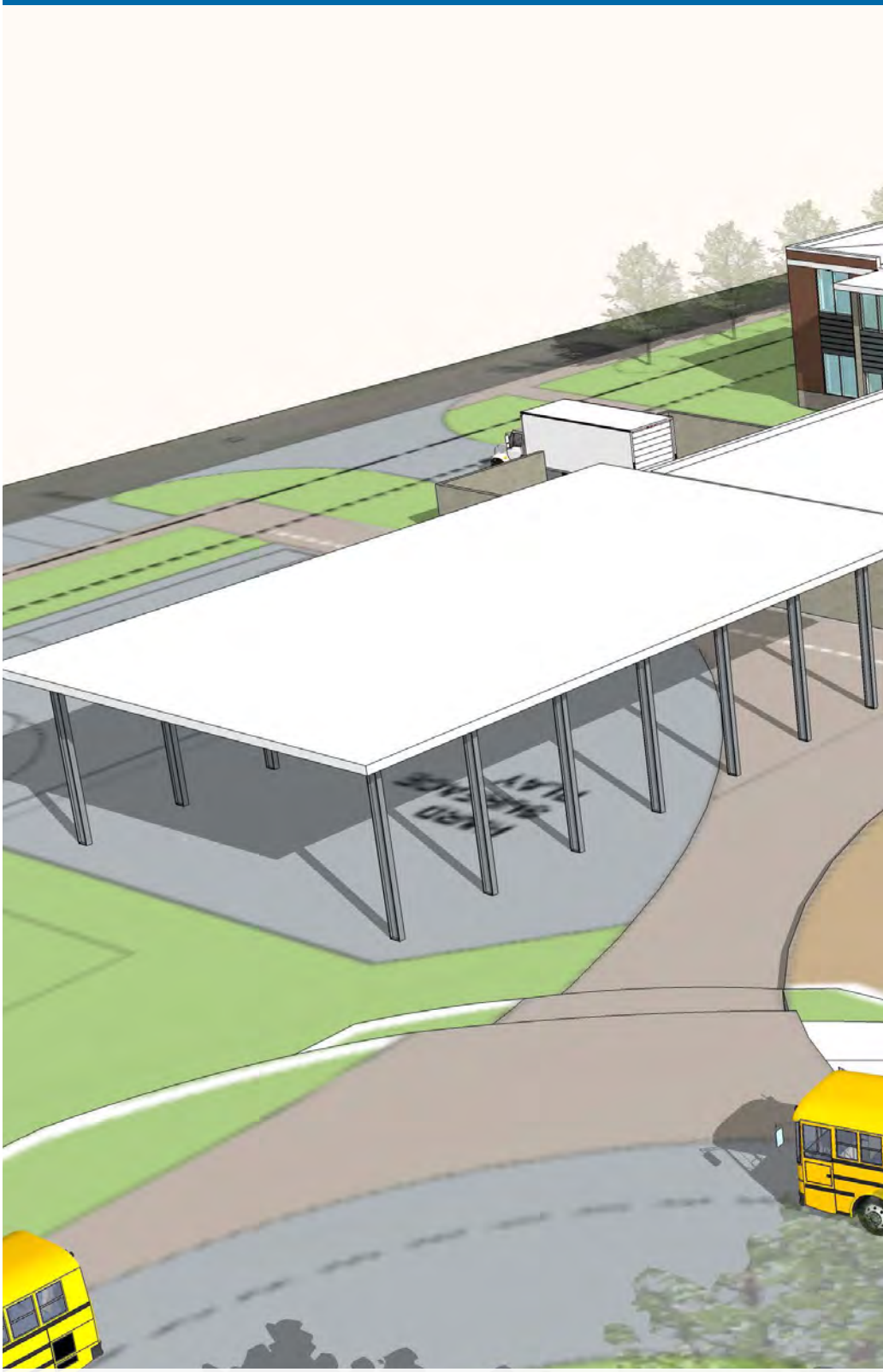
Trades to Be Self-Performed

Specific to this Project, we see benefit to schedule, cost control and manpower resource allocation by potentially self-performing concrete, wood framing and carpentry trades.

We are prepared to bid the scopes that are in the best interest of the Project for Lewis to self-perform.

Mark-Ups

Lewis would intend to follow the bidding requirements outlined in the contract and RFP for self perform work. Currently, subcontractor fees are in the range of 10% - 15%, depending on the size of the package. Lewis is prepared to compete alongside other bidders and hopes to be the low responsive, responsible bidder.



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