



Sheridan School District

Construction Project Management Services

October 28, 2013 | ORIGINAL

HILL INTERNATIONAL PROJECTS



Silver Falls School District, Silver Falls, OR



Sherwood School District, Sherwood, OR



Beaverton School District, Beaverton, OR



Hill International



Hill International

Hill International, Inc.
1055 NE 25th Ave, Suite B
Hillsboro, OR 97123
Tel: 503-225-1120
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www.hillintl.com

Cover Letter

October 28, 2013

DeAnn O'Neil
Business Manager
Sheridan School District
435 South Bridge Street
Sheridan, OR 97378

Firm

Subject: Sheridan School District | Construction Project Management Services

Dear Ms. O'Neil:

Hill International, Inc. (Hill) is excited to present our proposal and qualifications to provide construction project management services in support of the Sheridan School District (District) construction and renovation projects.

Project Manager

Based upon Hill's recent, relevant experience in the Pacific Northwest, Bob Collins, CCM, PMP, will serve as the District's Project Manager and day-to-day contact. Bob brings experience from similar projects he has managed over the last six years for nearby school districts such as McMinnville, Silver Falls, Mt. Angel and Sherwood. We invite you to contact Pierre DeHaze, former Director of Maintenance & Custodial Services at Sherwood School District (503 550-4285), to confirm Hill's success in managing their Bond Program.

We understand the scope of work involves projects that are diverse in contractor qualifications and project size. Having managed many similar education projects, we appreciate the importance of District stakeholder involvement and the protection of the user groups that utilize school facilities during the summer months. We also understand your program of projects includes a list that is planned to be completed in the summer of 2014, with the balance of the bond projects being completed by the summer of 2015.

Program Approach

Our proposed approach has been proven on other relevant projects including Mt. Angel School District, Sherwood School District and Silver Falls School District. Our initial effort will be to gain a better understanding of the selected facilities, expanding upon Bob's knowledge from residing in the area for close to 20 years. Developing this more thorough understanding of the District's issues will provide the platform to establish strong working relationships with District staff.

We will utilize existing information and new research to develop schedules and budgets that aim to capture all program costs including expected contingencies. Design planning will be initiated immediately to allow District stakeholders an opportunity to participate in an interactive process of planning for facility improvements while continuing with their regular responsibilities and busy schedules.

Fee Structure



DeAnn O'Neil
Business Manager
Page 2 of 2

The schedule to complete the work must be coordinated with the school schedule. We understand we have a short construction window in the summer of 2014 of approximately 45 working days. As a result, design, permits, contractor procurement and contract management must be completed prior to the last day of school. Our schedule will work backwards in order to allow for ample time for those activities. After a detailed discussion with the Facilities and Business Offices, we will propose tasks that could be accomplished during the winter and spring breaks. We will also utilize staff days to allow for pre-construction tasks to avoid disturbing normal school activities.

In addition, our relationship with local contractors gives us the opportunity to develop a strong collaborative project environment, which is essential to delivering a successful program during schedule presented by summer breaks. As requested, we have included client, contractor and business references to confirm our experience and management expertise.

Should you have any questions related to our work, feel free to contact me at (503) 225-1120 or williambgrubich@hillintl.com.

Sincerely,
HILL INTERNATIONAL, INC.

William B. Grubich, CCM
Vice President

Cover Letter

Firm

Project Manager

Program Approach

Fee Structure

Technical Proposal

Firm

Description of Firm

Hill's local Pacific Northwest offices are located in Hillsboro, Oregon, and Seattle and Spokane, Washington. With headquarters based in Marlton, New Jersey, we are a global leader in managing construction risk, providing project and construction management, construction claims and consulting services to a wide variety of valued clients. In Bob Collins, CCM, PMP, we offer an experienced Lead Project Manager with certified credentials in project and construction management, cost and planning. We provide these services with the integrity and leadership guiding principles of our nationally recognized professional association, Construction Management Association of America (CMAA) Standards of Care.



Hill will manage this project from our Portland area office located at 1055 NE 25th Ave., Hillsboro, Oregon. This office has a full complement of construction and project management professionals who have the capacity and capabilities to successfully perform the associated scope of work for the District's program. Since 1986, Hill has provided construction and project management, claims consulting and project controls services in the region. Our Portland area office is positioned to serve all school districts, and we have worked with more than 20 districts on projects totaling over \$475 million.

Our local expertise is backed by the global resources of our firm, which includes more than 3,900 professionals and support personnel in 100 offices in 35 countries. Our staff includes architects, engineers in all construction and building-related disciplines, planners, schedulers, estimators, value engineering specialists, construction managers, resident engineers, construction inspectors and a full range of technical and support staff. Hill is also an international leader in construction claims management, considered the largest construction claims firm in the world. Founded in 1976 as a multi-disciplined management consulting firm helping construction participants minimize risks, Hill has developed a reputation for our innovative approaches to preventing and resolving construction schedule and cost overruns. We offer public and private clients a full spectrum of construction-related services that enable them to complete construction on time and within budget. Hill has helped our clients resolve more than 25,000 claims and disputes valued at more than \$100 billion.

Hill is stable and financially capable of completing the District's Construction/Project Management Services project. Hill is incorporated in the State of Delaware and is a publicly traded company listed on the New York Stock Exchange (NYSE). We are one of the largest construction consulting firms in the world, providing project management and construction claims services to public and private clients. We have a history of strong growth in revenue and profitability and high revenue visibility from long-term contracts. Total revenue for 2012 was \$480.7 million and total revenue for 2011 rose to a record \$501.5 million, an increase of 11.0% over 2010. Consulting fee revenue for 2011 was \$399.3 million, an increase of 4.5% over 2010. Additionally, our management team has a big stake in our success, based on their ownership of 35% of the firm's stock.



Firm's Relevant Experience

Hill provides recent and relevant K-12 construction management experience to the District, managing time sensitive, unique and varied sized projects. Over the last two years, we have managed smaller summer project jobs for the local McMinnville, Silver Falls and Mt. Angel School Districts.

Our team's commitment to the District is second to none. We fully understand the importance that the successful completion of your K-12 school facility will have on the students, staff, administration and patrons in the community. In the past, we have successfully managed accelerated K-12 projects for Sherwood, Mount Angel, Wellpinit, Madras and Wahluke school districts. From our work at the Beaverton and Tigard Tualatin school districts to working at Silver Falls School District, we know the challenges of K-12 clients who need and want the assistance of seasoned professionals.

Hill's resume of K-12 projects includes new construction, modernization and addition projects on active and inactive campuses. In our educational markets, approximately 70% of our work is renovation and 30% new construction. This work has included owner's representation for program, project and construction management; project controls management, including all phases of estimating, budget controls and CPM schedule development and analysis; permitting; fixtures, furnishings and equipment (FF&E) management; value engineering; constructability reviews and claims avoidance. Hill has worked with school districts from the earliest study and planning phase, through the design, construction and close-out phases, as well as provided support during the start-up, commissioning and warranty periods.

K-12 educational facilities require highly experienced teams with a broad range of construction expertise to effectively manage capital improvement programs. Hill's comprehensive program management, project management or construction management teams can manage multiple projects and become cost effective extensions of your facilities management department. We recognize communication among project participants is the key to project success. We coordinate with local communities, jurisdictions and permitting agencies, and work with local contractors, suppliers and design professionals. From the commencement of our services through the close-out of the construction contracts, Hill provides our clients a team of professionals that work in a cooperative spirit to deliver the project on time, within budget and to the level of quality intended by the design.

When beginning a school construction project, Hill's team understands the three legs of a successful project are:

- Control of the project schedule to help assure completion of the project within the agreed upon milestone dates
- Control of the project budget to help assure completion of the school within the project budget, with no cost overruns
- Quality control to help assure the school that was designed is the school that is delivered



Hill has managed similar projects and understands the importance of District stakeholder involvement and the protection of user groups who utilize school facilities during the summer months.

Hill takes great pride in its ability to provide comprehensive construction management services that maintain the highest standards of quality while delivering projects on time, within budget and without surprises. We have the right technical and professional skills that will be employed at the right time in the project's schedule to bring success to the District.

Hill's Relevant Experience Completed in the Last Five Years



- ✓ **Successful Experience Management Pre-bond, Design and Construction of K-12 Facilities in the last 5 Years.**
- ✓ **Project Manager Successful Experience in Managing K-12 or Other Similar Public Construction Projects.**



Newby Elementary School

Client: McMinnville School District | **Location:** McMinnville, OR | **Completion Date:** 2012

Hill provided construction management services on the Newby Elementary School Portable Classroom Remodel. This project comprised eight classrooms in four modular buildings. The scope of work including the replacement of all exterior siding, repairs to specific areas of water damage, new ADA accessible ramps, replacement of carpet and VCT, painting of walls and performance of other miscellaneous repairs. The contract required compliance with BOLI and PWR laws. The District selected a contractor who was new to these processes as well as pay applications, RFIs, submittals and change order management. Hill's project manager, Bob Collins, instructed and led the District and contractor through steps to utilize the processes and tools without creating schedule conflicts.

Reference

Vicki Williams, Director of Facilities, Tel: 503-565-4000



Scotts Mills Roof Replacement

Client: Silver Falls School District | **Location:** Silverton, OR | **Completion Date:** 2012

Hill was contracted to act as the construction manager for this District, providing scope definition, budgeting, contract procurement, construction phase QA/QC, pay application and change management oversight for the replacement of a very challenging PVC roof installation that required pre-qualified contractor selection and a short schedule timeline with many anticipated change order issues.

Reference

Andy Bellando, Superintendent, Tel: 503-873-5303



Mt Angel District Wide Summer Projects

Client: Mt Angel School District | **Location:** Mount Angel, OR | **Completion Date:** 2013

Hill acted as CM for this District, providing scope definition, budgeting, contract procurement, construction phase QA/QC, pay application and change management oversight for 15 separate 2013 summer projects, including the replacement of three District facility roofs totaling 116,000 SF of PVC membrane and architectural shingles. The 50,000 SF of PVC roofing was installed over R-19 ISO insulation where none had been previously. Hill procured ETO incentive money to help pay for this project upgrade. Additional ETO projects included gym light replacements and modulating boiler

burner replacement. The high school cafeteria also underwent a large-scale abatement project followed by completion of architectural finishes.

In addition, Hill is managing pre-construction planning for their November 5th General Obligation Bond as continuing efforts in support of the completion of their long range facility planning efforts for this District. The District consists of one elementary school, one middle school and a high school, with current District enrollment at approximately 660 students. The project includes a 15-member committee that first developed a District Vision Statement backed by specific and consensus-driven belief statements that ensuing recommendations must align with. Hill is currently assisting the committee by authoring white papers on unique district issues, performing facility assessment and District property inventory reports. Additionally, Hill is collecting information to assemble curriculum, instructional and school profiles.

Hill has been assisting the Committee with the following items:

- Learning and teaching environments equitable for all students that supports 21st Century Standards
- Renovation, modernization and/or constructing facilities that help ensure safe, warm and dry schools
- Improvements that meet or exceed recognized standards for sustainability, energy efficiency, building green and life cycle costs
- Realistic funding expectations supporting a Facility Improvement Plan over time
- Student population groups and transportation requirements

The planning process for this District was completed in the spring of 2013.

Reference

Troy Stoops, Superintendent, Tel: 503-845-2345



Sherwood School District Projects

Client: Sherwood School District | **Location:** Sherwood, OR | **Completion Date:** 2011

Hill provided construction project management for this bond program of nearly **\$95 million**. Bond projects included one new elementary school, one new middle school and the renovation and addition to the high school. The high school remodel and the new elementary/middle school complex received LEED Gold Certification.

Hill was hired in July 2006, allowing our staff to become familiar with the projects prior to the successful passage of the bond. Hill participated in education specification and design reviews, assisted the District with RFP development for consultants and reviewed subsequent proposals. Hill staff were also involved in the assessment of contracting delivery methods for the individual projects and the subsequent development and evaluation of proposals. Hill provided full program management services, with a senior project manager and a construction manager assigned to the program, supported by project controls staff.

Projects 2011: Hill completed construction management of the design, budget, procurement and on-site activities for 25 projects with a construction value of **\$1.3 million**. Larger projects included installation of two 1.4MBH high-efficiency condensing boilers, and courtyard and playground renovation at Hopkins Elementary. There were two schools with a trash/recycling compactors installed with required site mechanical, concrete and new fencing. Removal of 14 modular classroom wooden ramps and landings

were replaced with aluminum systems at four District schools. We also installed a new DDC HVAC controls, fire alarm and PA system at the middle school.

Projects 2010: Hill provided complete project management for nine complex construction projects that were completed in the short summer break. The project list included construction of an addition and new loading dock at the middle school; completely remodeled FACS classroom; remodel of Hopkins kitchen including two new high-efficiency walk-in refrigerator/freezer units and a large roof remodeling project; fully renovated photo classroom and girl's locker room at the high school; complete repainting of two elementary schools; and enlargement of bus parking at the District Maintenance Facility. There were 25 additional smaller projects bringing the total summer construction value to \$2 million. That summer's bond construction projects included the third consecutive summer of tile and carpet removal followed by concrete polishing. That summer's projects also included a complete replacement of the existing middle school gym floor.

Projects 2009: This **\$1.7 million** program of 55 summer projects included many upgrades ranging from polished concrete floors to new offices occurring in all of the District's facilities. The summer projects were highlighted by a major courtyard development at the oldest elementary school in the District.

Projects 2008: This \$420,000 project included full exterior painting (including lead abatement) and extensive interior painting and floor replacement at the middle school.

Summer Projects 2007: This project consisted of maintenance and capital improvements throughout the District, totaling \$195,000. Projects under this program included large-scale water intrusion remedial efforts at two of the District's oldest schools.

Sherwood High School

This **\$35 million** capital improvement project included 79,000 SF for 16 new classrooms and renovated kitchen, commons, labs, shops and a choir room. The project included five new air handling units to condition new and existing spaces, significant process piping abatement efforts, concrete floor polishing on new and existing concrete and significant security and fire alarm system upgrades.

Additionally, 39,000 SF of athletic and classroom space was remodeled. To enable the school year to continue without disruption, the project was built in phases with specific areas completed during the summer in 2008 so as not to impact students. A newly constructed football grandstand was added and funded by community donations during the project.

The project presented several major challenges including the need to recover 15 days of time lost due to an unusually wet, snowy and windy 2008 winter; special safety guidelines and procedures to enable students to move between classes through active construction zones, even during fire drills; extensive management of unexpected issues during commissioning; increased oversight during close-out; a comprehensive punch list that took six months to complete; and heightened cost verifications and quality control measures to help ensure the stained and polished floors were completed to the District's standards. With diligent project management, the GC/CM project was completed on time and within budget.

Reference

Pierre Dehaze, Former Director of Facilities, Tel: 503-550-4285



Wellpinit Capital Improvement Program

Client: Wellpinit School District No. 49 | **Location:** Wellpinit, WA | **Completion Date:** 2013

Hill was selected by the Wellpinit SD No. 49 to be its project and construction management consultant for their **\$17.7 million** capital improvement project. Funding for the 62,000 SF facility is a combination of federal, Washington State Office of the Superintendent of Public Instruction capital improvement and local funds. The District received a \$4.3 million Federal Impact Aid Emergency Construction Grant from the U.S. Department of Education and received up to \$12.4 million in state funding assistance. The District contributed approximately \$1 million in local funding.

The project modernizes all classrooms and renovates the inadequate heating, air conditioning and ventilation system; improves life-safety systems; installs new electrical service and distribution systems; renovates the entire kitchen; and constructs ADA accommodations and site improvements to the facility. The District also procured approximately \$500,000 in all new fixtures, furnishings and equipment. Major classroom and educational renovations included a Career and Technical Education (CTE) wing with a digital computer lab adjacent to the renovated wood shop and installation of new equipment that complements the CTE program. New athletic/PE fields with limited track and field facilities was constructed to compliment the physical education curriculum requirements. The gymnasium was completely renovated with new bleachers, energy efficient lights, a new HVAC duct sox air distribution system, reconditioned gym floor and wireless electronic scoreboards and sound systems. In addition, a new fitness room was added within the school facility which once was held in a building outside of the existing school. All construction occurred on an active, occupied campus throughout the school year with zero accidents or incidents.

Hill provides pre-design, design, construction and project close-out phase services as well as commissioning, value engineering, constructability reviews, FF&E procurement and financial management systems and procedures that assisted the District in accounting for federal and State sources of project funding and reporting requirements. In addition, Hill provided the owner with GC/CM consultant services. The project was approved for use of the GC/CM alternate public works contract delivery method by the Washington State’s Project Review Committee.

Hill Added Value:

- ✓ The bids received were approximately \$875,000 below the Maximum Allowable Construction Cost (MACC) which enabled the owner to provided added value back into the school and further improve the educational and community opportunities for students and the Spokane Tribe of Indians.
- ✓ Assisted in real estate and Native American TERO transactions on behalf of the District.
- ✓ Project savings returned to the client: \$200,000

Reference

→ *Timothy Ames, Superintendent, Wellpinit School District, Tel: 509-258-4535*



Professional Liability Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/29/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA INC 1717 Arch Street Philadelphia, PA 19103		CONTACT NAME: PHONE (A/C, No. Ext): FAX (A/C, No): E-MAIL ADDRESS:	
521990-Stand-Prof-13-14	NA	INSURER(S) AFFORDING COVERAGE	
INSURED Hill International, Inc. Attn: Erin Leschak 303 Lippincott Centre Marlton, NJ 08053		INSURER A : Zurich American Insurance Company	NAIC # 16535
		INSURER B : American Guarantee & Liability Ins Co	26247
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** CLE-003744657-10 **REVISION NUMBER:** 13

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY: <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC			GLO4886794-03	04/01/2013	04/01/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			BAP4886792-03	04/01/2013	04/01/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			AUC4886809 03	04/01/2013	04/01/2014	EACH OCCURRENCE \$ 20,000,000 AGGREGATE \$ 20,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in Nj) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC4886795-03	04/01/2013	04/01/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	PROF. LIAB-ARCHITECTS & ENG. & CONTRACTOR'S POLLUTION			EOC 948235702	04/01/2013	04/01/2014	LIMIT 10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 EVIDENCE OF INSURANCE.

CERTIFICATE HOLDER HILL INTERNATIONAL 303 LIPPINCOTT CENTRE MARLTON, NJ 08053	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Manashi Mukherjee <i>Manashi Mukherjee</i>
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Cover Letter

Firm

Project Manager

Program Approach

Fee Structure

Project Manager

Bob Collins, CCM, PMP | PROJECT MANAGER

Education:

Essentials of Project Management, Mastering Project Management, Villanova University | **Registrations:** Project Management Professional, Certified Construction Manager | **Professional Memberships:** Project Management Institute (PMI), Construction Management Association of America (CMAA)

Bob Collins, CCM, PMP has more than 25 years of construction management experience with progressive advancement from field supervision to providing consulting services to private and public sector clients. In addition, his experience includes new construction and remodeling of schools, office buildings, tenant improvements, hospitals, clinics and historical structures. Bob has worked in close collaboration with owners, A/E disciplines and contractors through all phases of project development and construction.



**Our Project Manager,
Bob Collins, CCM, PMP, has
experience in Managing
K-12 and other Similar Public
Construction Projects.**

Bob's lengthy project and construction management career skills include pre-construction, construction, contract negotiation, cost control, estimating, scheduling, field supervision, contract management, preparing and monitoring project budgets, change order negotiations, design reviews, monitoring compliance of construction documents, quality assurance and constructability reviews. He is an effective communicator and relationship-builder. He employs his skills with MS Project, Suretrak, MS Office and other PM software.

Sherwood School District, High School Remodel, Sherwood, OR, Construction Manager

This \$35 million capital improvement project included 79,000 SF for 16 new classrooms and a renovated kitchen, commons, labs, shops a choir room. Additionally, 39,000 SF of athletic and classroom space were remodeled. There were six separate additions to the high school reaching out at all four corners of the building. To enable the school year to continue without disruption, the project was built in phases with specific areas completed during the summer of 2008 so as to not impact students. An newly constructed football grandstand was added and funded by community donations during the project. Bob acted as construction manager for this project.

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

This combined elementary and middle school complex, housing Edy Ridge Elementary School and Laurel Ridge Middle School, comprised 162,000 SF on two levels and included tennis, football, baseball, soccer and track facilities. The project presented several challenges, including wetlands mitigation of two areas within project boundaries. This required facilitation of permitting from the Army Corps of Engineers and close monitoring of structural fill of removed wetlands and validation of costs. Extra attention to water intrusion prevention, with the assistance of an exterior skin consultant, was necessary to accommodate an exposed beam design. Construction progress was maintained throughout the resolution of conflicts with an adjacent land owner, shrewd management of water rights issues and value engineering and

change process management for an exposed cueing design. This CM/GC project was completed within budget and on schedule. Bob worked with District personnel and the architect team to develop building and facilities concepts. Bob acted as owner representative role in all change order procedures, design and scope modifications, QA/QC and close-out procedures.

Sherwood School District, Bond Program, Sherwood, OR, On-Site Construction Manager

Hill provided construction project management for the \$100 million Sherwood School District bond program which included one new elementary school, one new middle school and the renovation and addition to the high school. All projects achieved LEED Silver certifications. Familiar with the projects prior to the successful passage of the bond, Hill staff participated in education specification and design reviews, assisted the District with RFP development for consultants and reviewed subsequent proposals. The Hill team was involved in the assessment of contract delivery methods for the individual projects and the subsequent development and evaluation of proposals. Bob served as the on-site construction manager and was responsible for job site safety review, quality control, site observation and project cost control on the projects. As part of the bond program, Bob was involved with the following projects:

- **Summer Projects 2011:** Bob managed design, budget, procurement and on-site activities for 25 projects with a construction value of \$1.3 million. (06/11 - 09/11)
- **Summer Projects 2010:** Bob provided complete project management for nine complex construction projects that were completed during summer break. The project list included construction of an addition and new loading dock at the Middle School, complete remodel of the FACS classroom, remodel of Hopkins kitchen including two new high-efficiency walk-in refrigerator/freezer units and a large roof remodeling project, fully renovated photo classroom and girl's locker room at the high school, complete repainting of two elementary schools and enlargement of bus parking at the District Maintenance Facility. There were 25 additional smaller projects bringing the total summer construction value to \$2 million. (06/10 - 09/10)
- **Summer Projects 2009:** This \$1.7 million program of 55 summer projects included many upgrades ranging from polished concrete floors to new offices throughout all of the District's facilities. The summer projects were highlighted by a major courtyard development at the oldest elementary school in the District. (06/09 - 09/09)
- **Summer Projects 2008:** This \$420,000 project included full exterior painting (including lead abatement) and extensive interior painting and floor replacement at the Middle School. (06/08 - 09/08)
- **Summer Projects 2007:** This project consisted of maintenance and capital improvements throughout the District totaling \$195,000. Projects under this program included large-scale water intrusion remedial efforts at two of the District's oldest schools; selective interior/ exterior door upgrades at the Hopkins Elementary School; media center glazing upgrade and roof replacement at Middleton Elementary School; and kitchen floor demolition and ceramic tile installation at Archer Glen Elementary School. (06/07 - 09/07)

Silver Falls School District, Middle School Replacement and District Wide Improvements, Silverton, OR, Program Manager

Bob was selected as program manager for Silver Falls School District's \$35 million bond program to remove part of the old high school and build a new middle school. Part of the bond proceeds were for District-

wide improvements to all 13 facility buildings. Bob assisted with the scope definition and budgeting of the smaller projects at each of the 13 facility buildings He also oversaw the schematic design process of the repurposed high school campus. Bob is working with the District and seismic engineer on continuing due diligence work at all District facilities.

Silver Falls School District, Scotts Mills Roof Replacement, Silverton, OR, Construction Manager

Bob acted as the construction manager for this District, providing scope definition, budgeting, contract procurement, construction phase QA/QC, pay application and change management oversight for the replacement of a very challenging PVC roof application that required pre-qualified contractor selection and a short schedule timeline with many anticipated change order issues.

Mount Angel District, Long Range Facility Planning, Mt. Angel, OR, Project Manager

Hill is managing the long range facility planning efforts for this District. The District consists of one elementary school, one middle school and a high school, with current District enrollment at approximately 660 students. The project includes a 15-member committee that first developed a District Vision Statement backed by specific and consensus-driven belief statements that ensuing recommendations must align with. Bob and the Hill team are currently assisting the committee by authoring white papers on unique District issues, performing facility assessment and District property inventory reports. Additionally, our team is collecting information to assemble curriculum, instructional and school profiles.

Mount Angel School District Wide Summer Projects 2013, Mount Angel, OR, Construction Manager

Bob acted as CM for this District providing scope definition, budgeting, contract procurement, construction phase QA/QC, pay application and change management oversight for 15 2013 summer projects including the replacement of three District facility roofs. He introduced and managed the applications for Energy Trust of Oregon (ETO) funds that provided incentives for four of these projects.

McMinnville School District, Newby Elementary School Portable Classroom Remodel, McMinnville, OR, Project Manager

Newby Elementary is one of six elementary schools in the District. Hill is providing construction management services for the Newby Elementary School. Services including the remodeling of the elementary school's portable classrooms. Bob provided construction management services this facility during the two months of summer available for construction activities. Five modular classroom buildings had new siding installed, interior walls and new carpet were remodeled along with ADA upgrades.

Portland Parks and Recreation, Flavel Maintenance Yard, Various Projects, Portland, OR, Project Manager

This project consists of demolition of two existing buildings including abatement of asbestos material and lead paint. Construction of a new 7,000 SF maintenance building including interior improvements, renovations to existing garage building, construction of new covered debris/recycling area with ramp, site and ROW improvements and compliance of contaminated media disposal for excavated soils. Bob managed the challenging issues surrounding a City-sponsored small works contractor who was not able to support the change orders generated as part of significant unforeseen site conditions.

Portland Parks and Recreation, Chimney Park Maintenance Facility, Portland, OR, Construction Manager

Bob was responsible for construction oversight of this project which consisted of abatement of asbestos and lead materials identified in the hazardous materials report; demolition of existing building infill at exterior wall openings and existing interior walls; construction of toilet, shower and changing rooms; and related civil, structural, utilities and landscape work.

Portland Parks and Recreation, University Park Community Center, Portland, OR, Construction Manager

This project included the installation of an ADA wheelchair lift in an older gymnasium structure adjacent to a raised platform theatrical stage. Bob assisted the City with construction management oversight of this Emerging Small Market project and contractor. Unexpected FEMA program guidelines were unexpectedly raised and dealt with the project still coming in on schedule.

Tri Met, Due Diligence Review Oregon Rail Heritage Foundation (ORHF) Rail Yard and Maintenance Facility Project, Portland OR, Project Manager

Bob managed the due diligence review of the ORHF construction project. ORHF was seeking a loan from public agencies to address the cash flow needs during the construction of a new engine house for the historic steam locomotives owned by the City of Portland. The current ORHF funding needs for this project requires a loan to restructure or replace the current SDC loan.

The due diligence activities included reviewing revenue and expenses for the prior three years and the budget forecast for the succeeding five; confirming the project budget for design, permitting and construction of the new facilities; conducting a feasibility review of the project's construction schedule; and the review of the books, bank statements and records to ascertain the existence of ORHF assets and liabilities.

Providence Health & Services, PPMC CORE LAB-POP III, Portland, OR, Project Manager

This project consists of a 66,750 SF, three-story medical office building with an additional 22,893 SF of open parking area on the first floor, all being constructed in the center of a busy occupied medical office complex.

Level 2 is for Hospital Core Lab functions, with a total floor area of about 28,800 SF+/- . Project delivery method is CM/GC with a GMP. The design features a steel structure, brick, metal panels and curtain wall, full clinical laboratory and administrative space build-out. Bob assisted the owner with client and federally mandated contract compliance for payment application, subcontractor MWESB goals and project documentation.

Providence Health Systems, PSTV M Floor Project, Portland, OR, Project Manager

This project consisted of replacement of 11 floors of major mechanical system components in a fully occupied and operating St. Vincent's Hospital. Bob assisted the owner with client and federally mandated contract compliance for payment application, subcontractor MWESB goals and project documentation.

References

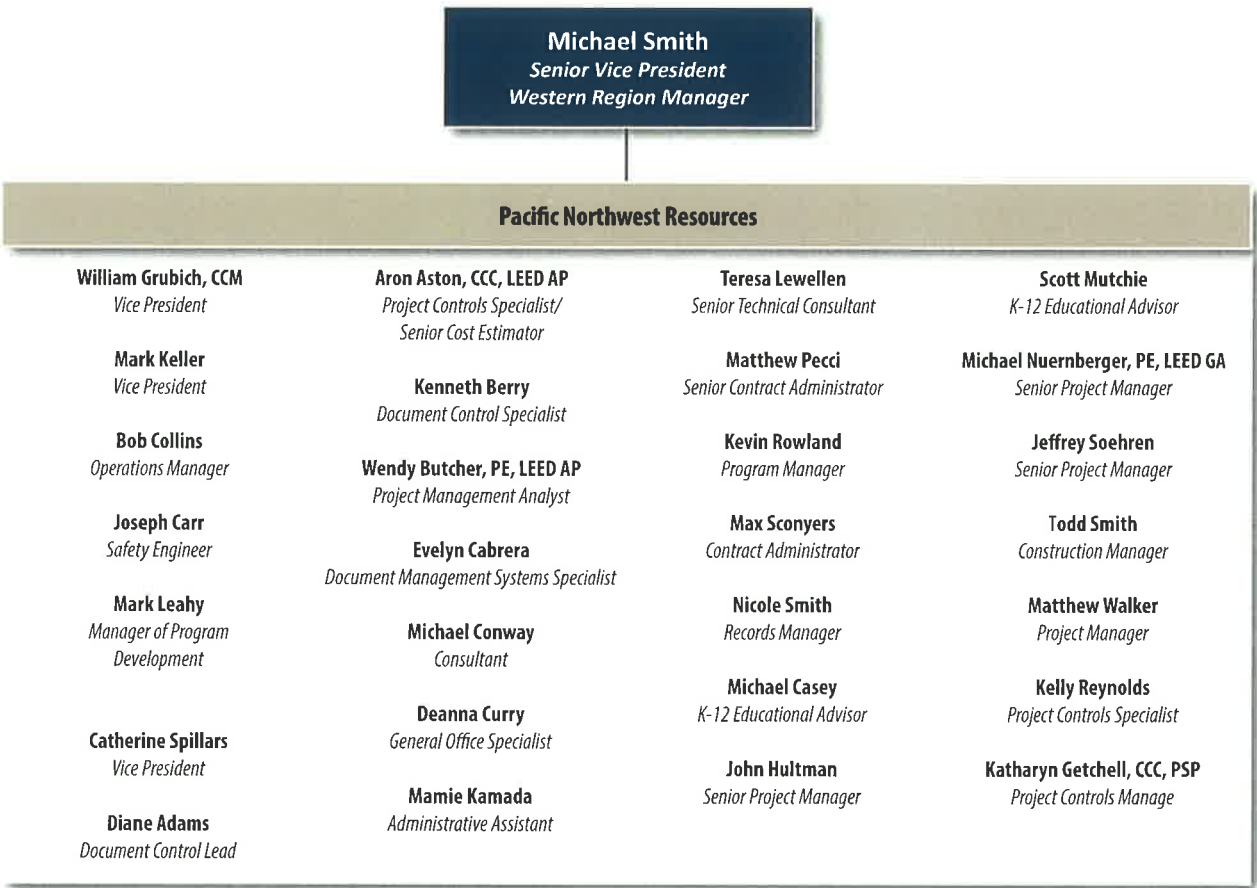
1. Pierre Dehaze, Salem Kaizer School District, Tel: 503-550- 4285
2. Susan Meamber, Portland Parks & Recreation, Tel: 503-823-9709
3. Pete Paradis, Silver Falls School District, Tel: 503-873-5303 x1126

Other Simultaneous Project Assignments

Project	Location	Duration	Percentage of time on Project
Central Linn School District Long Range Facility Plan	Brownsville, OR	12 Months	5%
Molalla River Long Range Facility Plan	Molalla River, OR	18 Months	8%
Providence St. Vincents Hospital, Contract Compliance	Portland, OR	6 Months	1%
Silver Falls School District, Program Manager	Silverton, OR	18 Months	4%

Organization Chart

In addition to Bob’s 100% commitment to the District, additional services can be provided if needed by the District. The organization chart below shows Hill’s Pacific Northwest personnel who can be called upon on an as-needed basis to support the projects.



Program Approach

Firm's Philosophy of Service as the District's Representative

As a professional services provider, Hill's growth from a boutique practice to an international project management firm has been driven by long standing relationships with repeat business from and referrals by public and private sector owners, lenders, developers, architects, contractors and consultants.

At the core of our service philosophy is our account management model, which provides the District with a single point of contact on the ground, Lead Project Manager, Bob Collins, CCM, PMP. Bob will deliver the right combination of technical resources and additional personnel, if needed, to meet the needs of the District. Our philosophy is built on three key areas:

Philosophy of Management

- **Teamwork:** A district's project energizes a community and assembles a diverse population of stakeholders each with their own needs. Hill thrives on building these entities into a focused driven team whose purpose and intent is to provide its students, staff and voters with a quality school. Development of a communication plan to capture and inform all the key players is a key ingredient for maintaining teamwork.
- **Proactive:** The Hill philosophy of construction management revolves around the concept of proactive teamwork rather than reactive management. Our experience allows us to completely understand the value in anticipating and resolving issues ahead of those items becoming an impact to the program or to the individual project(s). We exist to manage and meet the needs of the district.
- **Communication:** Establishing and maintaining communications is key to project success. Telling the whole story is our approach to communications. Our goal is to keep District voters, staff and students informed on the program status along the continuum of the project phases. Developing a project coordination and communication document and process is a critical activity with the owner, its stakeholders and the design team early in the design. Checks and balances throughout the entire process are made to suit a project's changing needs and requirements.



Approach to Effective Project Communications. The District and Hill each have vital roles during the life of each capital project. A mutual, trusting relationship is built by employing proven systems and open communications, where commitments and expectations are always met. In the end, the students and voting constituents of the District win. Our commitment is to assist the District deliver on promises

made to its voters. Fostering and maintaining the community’s trust is paramount. We will achieve this by partnering with project and community stakeholders at all levels, and making certain the appropriate information is distributed to the right parties and the right time.

Once Hill is engaged as the District’s construction project manager, Bob will interface with the District and refine his existing Program Management Plan (PMP). He will help ensure applicable District expectations, standards and processes are fully understood, met and incorporated into the plan. He will also make certain our intercommunications systems are optimized with the District’s and establish clear lines of communication for the project team so the District has a single point of contact or “Go To” person. Bob will incorporate all measures into the PMP to make certain we meld the team into the District seamlessly.

The approach to communication between the members of the District and its project manager team can significantly influence the success of each project. Collaborative approaches we have used successfully in past projects includes:

Approach to Collaborative Team Management. True collaboration has one common denominator—listen and listen well. Bob will use his proven skills as a manager who utilizes the valuable information provided by District staff in the crafting of the plan and specifications of your project. He knows and understands many of the contractors in the area. With this understanding and plan to become familiar with the strengths and weakness’ of those involved with the Bond projects, Bob will expect support to attain the project goals.

Project Manager’s Role as the District’s Representative to Coordinate Services of the Architect and Work of the Contractor Towards the Project Goals of the District. The proposed Hill professionals works best when we are considered as a part of District staff and not just a consultant. Hill strives to tell the whole story and develops, fosters and maintains open trusting relationships with the Superintendent, District staff, building administrators, the Board of Directors and the public. Hill operates on a full and open book accounting of an entire project during each phase. Nothing is hidden, but rather open to review by any agency.’

The approach to coordinating the services of design professional and contractors is communication between the members of the project team which will significantly influence the success of a project. The approach that we have used successfully in past projects includes:

- **Progress Meetings.** During the design period, meetings will be scheduled to help ensure key project pre-design activities/coordination and the design itself are progressing and to help ensure District requirements are being incorporated into the design. During the construction phase, weekly meetings will be held between the architect, the contractor, Bob and appropriate District representatives (superintendent or designee, facilities director, business manager and planning principal) to address status and needs of the project. Facility occupancy planning needs to be a topic from the beginning of the project.
- **Weekly Executive Summary Progress Report.** This document will be provided weekly with distribution to all appropriate interested parties. The report needs to address at a minimum: progress, budget, schedule, action items and areas of concern.
- **School Board Meetings.** Participation in School Board Director meetings as necessary.

Firm's Approach/Methodology to Effectively Manage the District's Expectations and Programs's Budget, Schedule and Quality of Work.

At Hill, our management philosophy is based on protecting our clients' projects from risk and delivering our assignments on time and within budget. We fulfill this objective by applying the "best practices" and "lessons learned" from our broad base of project experience, emphasizing detailed and thorough planning during the pre-construction phase and establishing and facilitating clear and open communications among the team members and other project stakeholders. We apply this approach through every project phase, from planning and design to procurement, construction and occupancy to commissioning and operation. Our construction program management services are guided by the principles of the Construction Management Association of America's (CMAA) Standards of Care, an industry-leading standard. Following this methodology, Hill will work as a team with the District, its consultants, the community and the contractors to provide quality capital construction management services.

To deliver our services as described, the Hill team follows several guiding principles:

Emphasis on the Pre-Construction Phase. Hill emphasizes the pre-construction phase of a project. This focus has evolved from our industry leading experience with construction claims services, which offers us an unparalleled understanding of what can go wrong on a project. Hill's pre-construction services can be thought of as "a second pair of eyes," reviewing project plans and details for potential trouble spots, and then suggesting realistic and viable solutions. It is critical during the planning phases of a project to incorporate constructability reviews, value engineering, budget refining and schedule development to help ensure a successful project. The intent is not to minimize the architects' vision of a project; rather, but to protect the design from ambiguities that could potentially result in higher than expected bid results and/or unforeseen cost overruns during construction.

Delivering Projects Within Budget and On-Schedule. Hill takes great pride in our ability to deliver projects on time and within budget. Based on our experience, we know successful projects are not the result of happenstance; they are well-planned and thought through before execution. The essential elements to this success are effective planning, controlled execution and aggressive follow-through. This approach, combined with the resourcefulness and commitment of your project manager, keeps all project participants focused on meeting the critical time and budget objectives of the project.

Special Services, Systems or Qualifications

To help deliver the District's program on time and within budget, we offer:

- **Meaningful Experience.** Bob lived and worked in Sheridan from 1989 to 2007. He is quite familiar with the locale. He was the main subcontractor to Modern Building Systems, Inc. (general contractor) when Faulconer Grade School was temporarily housed in the large modular buildings.
- **Systems Expertise.** We have experience with a number of project control programs, including Contract Manager and e-Builder. As our partnership with the District continues into this next phase we will discuss the level at which the District can take advantage of these tools.

- **Effective Documents.** Bob is proficient in the use of MS project or Primavera P3 scheduling programs. With the use of either of these tools an effective WBS (Work Breakdown Structure) and Master schedule will be created to effectively inform and manage all stakeholders in the various projects.
- **Proven Policies.** As a PMP and CCM, Bob will utilize the processes and documents as standards by the Project Management Institute and CMAA. He knows the Oregon Revised Statutes, Oregon Administrative Rules, applicable building codes and Sheridan District Board policies. We apply this knowledge to the District's projects from day one of the program, helping the work proceed as planned.
- **Relevant Experience.** The combined years of experience of our K-12 technical consultants in educational requirements and school construction, the construction knowledge of your project and construction management team along with the specific knowledge the assembled District and community team bring will provide a strong base of wisdom to guide the process.
- **Leadership.** Led by our Project Manager, Bob Collins, Hill can provide strong leadership in pooling District resources required for this project, identifying and acquiring Facility Energy upgrade dollars and fostering a collaborative contractor effort to successfully complete the work. In conjunction with the insightful leadership of the District Superintendent, we can lead the stakeholders and community through the upcoming phases of the program as outlined in the RFP.



“On behalf of Energy Trust’s Existing Building Program...It is a pleasure to do business with someone who recognizes the importance of involving Energy Trust early on, takes the time to compile complete application packages and keeps in the loop. Thank you also for bringing the Mt. Angel SD projects to Energy Trust of Oregon-- they are excellent examples how together we can help districts reduce operating costs while simultaneously improving their students’ learning environment.”

*Tom Hogstad, Account Manager,
Existing Buildings*

Fee Structure

Project Phase	Hours Per Phase		Total Cost per Phase
	Bob Collins, CCM, PMP	Administrative Support	
Scope Definition	40	12	\$4,980
Program Support (A/E Selection)	24	12	\$3,300
Pre-Construction Phase	160	24	\$18,360
Procurement Phase	64	20	\$8,020
Construction Phase	416	36	\$44,740
Project Closeout and Warranty Phase	48	16	\$6,080
Cost Per Hour	\$105	\$65	
Total Hours	752	120	
Subtotal	\$78,960	\$7,800	\$86,760
Mileage			\$3,294
Misc Expenses			\$1,200
	Scope of Work Total		\$91,254

1. Describe proposed fee, escalation rates and expense structure for construction project management services.

Our fee anticipates the programming, design, procurement, construction and close out phases to be completed by October 2014. There will be no escalation rates with that program schedule. If some construction projects are determined best to be performed in Summer 2015, negotiations on escalation and total contract cost would be anticipated.

2. Propose guaranteed maximum price for Pre-bond phase activities (No Pre-bond activities noted in the RFP)

There is no pre-bond phase as the bond election occurs eight days prior to bond election. No pre-bond activities noted in the RFP, the RFP was initially drafted when there was time for pre-bond work to be done.