

## Qualifications

### CONSTRUCTION MANAGEMENT AT RISK SERVICES

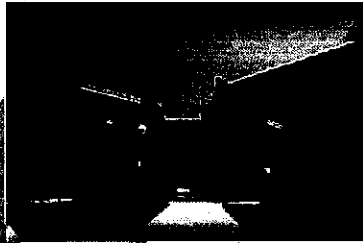
Monroe Elementary School and Fawn Hollow Elementary School

Renovations/Addition  
Front Entrance and Hallways  
Bid Number COB 2013-#4

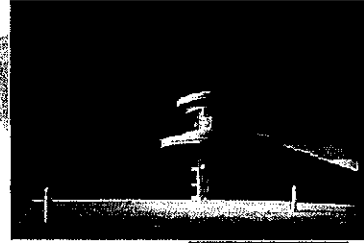
MONROE, CONNECTICUT

June 14, 2013

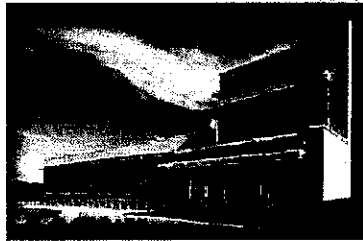
# OCCUPIED PUBLIC SCHOOL PROJECTS IN CT



Milling and Bennet  
Middle Schools



Stonington High School



Fitch High School



Bolton High School



Brien McMahon High School



Highland Park Elementary  
School





# C O N T E N T S

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## **Section 3**

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## **Section 8**

Knowledge of the Locality











June 14, 2013

Monroe Board of Education  
Gabriella DiBlasi  
Director of Finance and Purchasing Services  
375 Monroe Turnpike  
Monroe, CT 06468

Re: Qualifications for Construction Management Services for the Renovations/Addition at Monroe and Fawn Hollow Elementary Schools

Dear Mrs. DiBlasi:

Gilbane Building Company is pleased to submit our qualifications to provide Construction Management (CM) services for the addition and renovations/addition to Monroe and Fawn Hollow Elementary Schools.

We have structured this submittal to respond to your RFQ requirements in a manner that is indicative of how our team will partner with you. We will strive to provide you with the information you need, when you need it, to allow the Town of Monroe to make timely, confident decisions ultimately leading to a successful project. The following are just some of the key benefits Gilbane brings to the Town of Monroe as your CM partner:

**Experience:** We bring the combination of our national K-12 CM expertise as well as the local resources of one of the largest public school builders in Connecticut. Our performance has been proven on over 50 successful school projects in the State. Eighty-five percent of these schools had students on-site full-time during construction.

**Safety:** Gilbane's EMR is .42, far below the industry standard. While safety is important on every construction project, it is critical when students remain on site. Gilbane's proven safety program is evidenced by our EMR. We will maintain a safe campus for all students, faculty and visitors at all times.

**Technology:** Our project control systems are among the best in the industry. Our on-line approach will allow the Town of Monroe to instantly access information pertaining to the projects. This approach will promote more effective decision-making, communication and a true sense of partnership between all team members. The end result will be an overall savings in costs and schedule.

**Project Team:** We have committed a proven team with direct similar experience managing addition and renovation projects in Connecticut. Our project team has hands-on experience building public schools in Connecticut and coordinating construction activities on active campuses. There will be no learning curve with our team.

We commit to you that our team's role will be to represent the best interest of the Town of Monroe at all times throughout the life of the project. I look forward to hearing from you as to the next step in your selection process. Thank you for taking the time to review Gilbane's qualifications. It is our sincere hope that we have demonstrated the strengths of our CM services and the direct hands-on experience of our assigned project team.

Sincerely,

A handwritten signature in black ink, appearing to read "John Hawley".

John Hawley  
CT District Operations Manager/  
Project Executive

10/1/20







## GILBANE AT A GLANCE

Gilbane began in 1873 as a family-run carpentry and general contracting business headquartered in Providence, Rhode Island. Since then the company has grown into one of the nation's largest full-service construction firms currently ranked in the top five construction management firms in the United States. Through the years, Gilbane has developed a rich and illustrious history based on performance and a tradition of exceptional people meeting exceptional challenges.



Gilbane has office locations throughout New England

### Gilbane In Connecticut

Gilbane is one of the largest providers of construction management services in Connecticut, employing over 120 professionals. We have been building in Connecticut since 1944, completing our first assignment for UConn on the Storrs Campus. Since then, we have grown to become one of the largest management firms in the State serving both the private and public sector. We maintain a full services district office in Glastonbury from which we have managed well over \$2 billion in construction in the past decade. Relevant K-12 Connecticut projects include:

- ▶ \$12 million Conard High School - West Hartford, CT
- ▶ \$16 million Glastonbury School - Glastonbury, CT
- ▶ \$11 million Helen Keller Middle School - Easton, CT
- ▶ \$12 million Manchester Highland Park Elementary School - Manchester, CT

### Special Projects Group (SPG)

The Special Projects Group (SPG) is an economical alternative that delivers the same commitment to quality, safety, and service that Gilbane has lived by for more 140 years. Gilbane SPG is a stand-alone division within Gilbane with a focus on providing innovative solutions to our clients' unique construction challenges for projects that may be small in size,



### Leading Builder of K-12 Projects in the Nation

Gilbane has built its reputation in the education sector on client advocacy and is proud to be a leading builder of K-12 facilities in the nation according to the *Engineering News Record and Building Design & Construction*. This ranking, however, is a result not of how large the company is, but rather of how client-focused our company is.

**98%**  
OF OUR CLIENT  
SURVEYS MEET  
OR **EXCEED**  
**EXPECTATIONS**  
2013 TO DATE



**K-12**  
**Construction**  
**Manager**  
*Building Design & Construction Magazine*

### CONNECTICUT PUBLIC SCHOOL EXPERIENCE

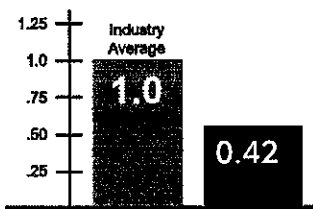
- 53** Public School Projects
- 42** Occupied Public Schools
- 16** High School Projects
- 12** Occupied High Schools

yet are critical in nature. No matter what the size of the project, Gilbane makes customer satisfaction our top priority. With our full-service office in Glastonbury, we are committed to provide quality services to clients in Connecticut, and expanding our operations to meet the needs and exceed the expectations of our increasing customer base.

SPG provides full preconstruction and construction management services including estimating, purchasing, scheduling, and cost management as required throughout the project. Our services extend to management of continuous multiple small-scale projects throughout a client's geographic footprint. The group is also available to support clients who require technical expertise beyond the capabilities of their existing staff.

These projects, by nature, demand team members with multiple capabilities. The projects are typically deadline driven, with strict cost constraints and often occur in occupied areas. These characteristics add up to require flexibility both in planning and approach as well as personnel. SPG recruits and develops construction professionals who can perform many tasks. The group is staffed with personnel whose operations background includes core skills in the areas of project engineering and superintending. Those core skills are further expanded through training within the group in the areas of purchasing, estimating and scheduling. By combining their core skills with supplementary training, we have created a staff of individuals who are equipped to handle all of the areas of construction. Through this strategy, our personnel are qualified and trained to act as stand alone project managers. This creates a single point of accountability for these fast-moving projects, and helps to keep the project budget on track.

SPG projects employ streamlined typical project procedures to adapt to quick turnaround projects while at the same time maintaining Gilbane's time-tested procedures. The total resources of Gilbane – over 2,500 people nationwide - are available at any time to address any project challenge or to further enhance the productivity and responsiveness of SPG. Gilbane offers value to its clients and further flexibility in addressing the needs of any size project.



Our safety program's success is reflected in our EMR of .42, well below the industry average of 1.0.

### Gilbane Cares - Student Safety First

Safety of the students, faculty, staff, visitors, neighborhood residents, as well as worker on site, is of utmost concern. During construction, safety is Gilbane's #1 priority. Success in safety can be measured in monetary terms as compiled by the insurance industry in the Experience Modification Rate (EMR) applied as a multiplier to the Workers Compensation premium. **Gilbane's current EMR is .42, over two thirds less than the typical average EMR for the industry,** we are very proud of our EMR and our safety performance. Always striving to improve, Gilbane implements the Incident and Injury Free (IIF) philosophy to shift long standing industry safety paradigms based on data and statistics towards that of a personal approach.

### Plan School Construction Around an Occupied School Campus

The renovations/addition to the front entrance and hallways at Monroe and Fawn Hollow Elementary Schools are going to have an impact on the day-to-day activities of the existing school. Gilbane will lead a series of planning sessions with key stakeholders to proactively identify potential construction impacts on the existing operations of the school campus. The outcomes the planning sessions provide the basis for a variety of project plans. These plans will be continuously reviewed and modified with school administration, staff and local authorities throughout construction to ensure minimal disruption and maximum safety and construction efficiency.

- ▶ Site circulation
- ▶ Phasing plan
- ▶ Project schedule
- ▶ Logistics plan
- ▶ Site-specific safety plan
- ▶ Pedestrian wayfinding plan
- ▶ Project communication plan for students and the community
- ▶ Student pick-up/drop-off
- ▶ Infrastructure tie-in and relocation plan
- ▶ Optimal construction material deliveries schedule
- ▶ Noise and vibration restriction planning

Student safety will be treated as the highest priority. Having worked in and around occupied schools, our team has developed many tested approaches to ensuring student safety.

### Experience with State and Local Agencies

Management of Town relationships and filings with the State of Connecticut various sub-departments (School Facilities Unit, Grants Management, Legal, and Audit) will be critical to the on-time completion of the project. Gilbane's working relationship with the State agencies who oversee school construction has been broad and deep. The trust developed between Gilbane and the State is demonstrated by the State adopting many of the forms (i.e. State Change Order Reports) and methodologies developed by Gilbane for use in the New Haven Program Schools.

### Proven State Audit Process

The State of Connecticut Department of Education Audit Department approvals are the final requirement for the release of funding on any state school funded project. Gilbane has a proven history of working successfully with the Audit Department, having completed State Audits at 19 schools in Connecticut. This experience is invaluable, as the State Audit determines the final reimbursable rate and possible penalties from the State to the Town. Gilbane has created a proven State audit process, with checklists and systematic assembly of documentation for the State Auditor to examine. Having a systematic approach has allowed for the auditor to conduct their review in one day, in lieu of one week as typically done.

### Precision Cost Estimating

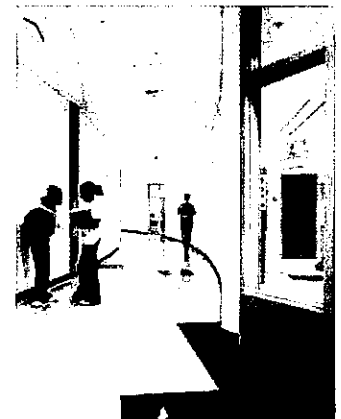
All of our estimating is performed in-house, negating the need for trade contractor involvement and possible conflicts of interest, thus ensuring complete "competitive bidding". Our current and recently completed K-12 school experience in Connecticut is unprecedented. **The project team will benefit from Gilbane's database of cost data in this volatile market to ensure we maximize the building program elements.**

### Value Engineering

Analyzing the functional requirements of additions and renovation at the schools, combined with planning efficient construction logistics for the purpose of achieving the essential functions at the lowest total cost (capital, operating, and maintenance) over the life of the project, will provide the team with an approach to maximize the value for the Town of Monroe School Building Committee. **Our team experience is very strong in the public sector, specifically the K-12 market. With no learning curve, we will be able to focus on maximizing the Town of Monroe's investment in education.**

### CT Public Procurement Knowledge

Gilbane has a long history in Connecticut, and our relationship with subcontractors all over the State is solid. Procurement strategy and planning is crucial to the success of the project and needs to take into account the various phases to maximize the buy-out. Pat Delany, district chief purchasing agent, along with our field personnel, will develop detailed scopes of work and appropriate bid list.



## GILBANE'S CONNECTICUT MOST RECENT K-12 PROJECTS

**Manchester Highland  
Park Elem. School**

**Bristol K-8 School**

**Manchester Schools**

- ▶ Bennet School
- ▶ Illing School

**Bolton High School**

**Groton Schools**

- ▶ Fitch High School
- ▶ The Catherine Kolnaski  
Elementary School
- ▶ North East Academy  
Elementary School

**Norwalk Brien  
McMahon High School**

**Sterling Community  
School**

**Stonington High  
School**

**Thompson Schools**

**Waterbury Schools  
Renovations &  
Additions**

- ▶ Kennedy High School
- ▶ Wilby High School
- ▶ Crosby High School

**Killingly High School**

**Middletown High  
School**

*Other Recent K-12 Projects include:*

### Accurate Scheduling

A computerized CPM (Critical Path Method) schedule is prepared identifying the major components of the job, related design dates, trade contract award dates, and material items to be incorporated in the work in order to avoid delays and price escalation later.

### Cost Control

Financial and cost accounting records are processed at the jobsite and made available in any form best suited to the Town Building Committee's specific requirements. To ensure budget integrity, refined estimates are prepared in our fully-integrated computerized system. This integrated system allows the entire project team to make informed decision to control project costs. Our system is based on labor, materials, and productivity databases, in addition to our historical database for comparison to costs on similar project. A cost control system is only as good as the people that are using it. Our team has in-depth understanding of our costs control systems and how to best implement them to the schools' benefit.

### Quality Control

Gilbane defines quality as conformance to requirements. We tailor all our construction management services to the specific needs of this project to assure that each function and activity is planned and accomplished within the prescribed time period and cost limitations. Gilbane recognizes that quality is a strategic issue with our clients and that performing work "right the first time" is good business, pure and simple.

### Communications Planning

Careful attention to issues and concerns related to ongoing educational and neighborhood activities will be a major factor during the construction phase. Logistics and communication planning will be critical. Our team has developed effective tools that have proven to be successful on several other K-12 school projects in Connecticut.

### Gilbane's Mission

Gilbane's people deliver outstanding client satisfaction. We practice our core values in our work, giving our clients a unique experience of trust and advocacy. Our commitment to achieving sustained growth enables us to provide enhanced value to clients and opportunities for our people. We will:

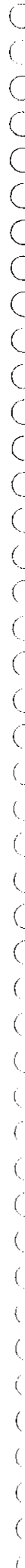
- ▶ Exhibit unshakable integrity in all our practices.
- ▶ Embrace discipline and a passion to excel in delivering our services.
- ▶ Leverage the knowledge and experience of our company's global resources.
- ▶ Instill a spirit of teamwork and entrepreneurship to deliver creative solutions.
- ▶ Attract, retain and develop a diverse workforce.
- ▶ Provide a healthy work environment in which all employees are treated with dignity, fairness and respect.
- ▶ Ensure the safety and well-being of our employees and others with whom we work.
- ▶ Demonstrate respect for the environment, using sustainable building techniques.
- ▶ We live this mission with a commitment to be a prominent business entity in our industry as well as an active partner in communities where we work.



**Gilbane’s Core Values**

Gilbane is a firm that leads with integrity, loyalty, and a dedication to excellence. These are three of Gilbane’s six “core values” and why Gilbane has had repeat business with 60 percent of our customers. Our professionals facilitate a team effort and foster cooperation and communication among players, thereby minimizing the risk of dissension and litigation and ultimately saving money. Our singular devotion to our clients has helped us gain a reputation for helping create some of the finest educational facilities around the country. It has also helped us form relationships with many of our clients that span several decades.







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Prequalified Vendor Search Details

## DAS Contractor Prequalification Vendor Certificate

Prequalified Vendor Search Details

[Page Help](#)

Company Name                      Gilbane Building Company  
 DBA  
 Address 1                              208A New London Turnpike  
 Address 2  
 City, State, Zip                      Glastonbury, CT 06033  
 Web Address                          www.gilbaneco.com  
 Business Type                        Corporation

Contact(s)

Contact Name	Phone/FAX	Email
Steve Metcalf	Phone#: (860) 368-5106 FAX#: (860) 368-5101	smetcalc@gilbaneco.com

Contractor Prequalification Status

Expiration Date	Single Project	AWC
12/18/2013	\$250,000,000.00	\$2,500,000,000.00

Prequalification Classification(s)

Classification	Description
CONSTRUCTION MANAGER AT RISK (GROUP C)	<p>The undertaking of general contracts for the construction of buildings (i.e. new construction, renovation, rehabilitation, alteration, addition, etc.). The contract must include a variety of construction practices and supervision of a minimum of three sub-trades. Includes buildings that are truly custom, requiring extensive detailing, or that have large amounts of integrated scientific or complex mechanical/electrical equipment in order for them to function. Examples include hospitals, chemistry buildings, special collections buildings, historic preservation to a landmark structure, and/or any other structure that is truly one of a kind within the State's inventory.</p> <p>The construction manager at risk serves as a general contractor and provides consultation regarding construction during the design of the building and through the construction.</p> <p>Note: If you are prequalified for Construction Manager at Risk under Group C, you are automatically prequalified for Group A and Group B.</p> <p>To prequalify for Construction Manager at Risk under Group C, you must have a Major Contractor Registration through the State of Connecticut Department of Consumer Protection.</p>
GENERAL BUILDING CONSTRUCTION (GROUP C)	<p>The undertaking of general contracts for the construction of buildings (i.e. new construction, renovation, rehabilitation, alteration, addition, etc.). The contract must include a variety of construction practices and supervision of a minimum of three sub-trades. Includes buildings that are truly custom, requiring extensive detailing, or that have large amounts of integrated scientific or complex mechanical/electrical equipment in order</p>

GENERAL TRADES	<p>for them to function. Examples include hospitals, chemistry buildings, special collections buildings, historic preservation to a landmark structure, and/or any other structure that is truly one of a kind within the State's inventory.</p> <p>Note: If you are prequalified for General Building Construction under Group C, you are automatically prequalified for Group A and Group B. Also if you are prequalified for General Building Group C you will automatically be prequalified for General Trades.</p> <p>To prequalify for General Building Construction under Group C, you must have a Major Contractor Registration through the State of Connecticut Department of Consumer Protection.</p>
WATER TREATMENT PLANTS	<p>The undertaking of general contracts for the construction and/or supervision of several sub-trades but not the construction of buildings as described in General Building Construction. The contract must include a variety of construction practices and supervision of a minimum of three sub-trades. The work of this category is intended for the interior finishes of a building.</p> <p>The construction, rehabilitation and/or reconstruction of sewage treatment plants, water treatment plants and ancillary works.</p> <p>To prequalify for Water Treatment Plants you must have a Major Contractor Registration through the State of Connecticut Department of Consumer Protection.</p>

License(s)		
License#	Trade	Expire
900153	Major Contractors License	6/30/2013

This certificate prequalifies the named company to bid solely. It is not a statement of the company's capacity to perform a specific project. That responsibility lies with the awarding authority.

Company Licenses/Registrations: It is the contractor's responsibility to update their licensure information by editing their electronic application. Licensure is confirmed by the DAS at time of initial application and at each renewal.

It is the Department of Administrative Services' (DAS) recommendation that all awarding authorities verify the above information by visiting the DAS Prequalification website.

For information regarding the DAS Contractor Prequalification Program visit the above mentioned website or call (860) 713-5280.

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## PUBLIC SCHOOL PROJECT EXPERIENCE

Gilbane has been providing construction management services to both public and private schools in Connecticut and throughout New England for over 60 years. We are a leader in K-12 school facility construction specializing in construction management services for the renovation and expansion of existing facilities as well as new schools.

The Town of Monroe School Building Committee will directly benefit from our knowledge of the challenges associated with executing this type of work in an occupied school. The most critical aspect of the Monroe and Fawn Hollow Elementary Schools project will be to segregate construction operations from school activities and to minimize the project's disruption to the teaching and learning environment. Ensuring safety on campus and maintaining the traffic flow and the circulation of students, staff, and parents throughout the site will begin during preconstruction. This will require constant communication and collaboration with district and school administrators.



**K-12  
Construction  
Manager**  
*Building Design &  
Construction Magazine*

### Connecticut Public School Experience



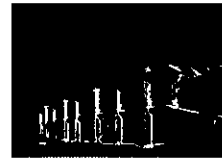
Brien McMahon  
High School



Stonington  
High School



Groton - Fitch  
High School



Waterbury - Crosby  
High School



Manchester - Illing &  
Bennet School



Manchester Highland  
School



Bolton High School



Thompson Schools

### CONNECTICUT PUBLIC SCHOOL EXPERIENCE

**53** Public School Projects

**42** Occupied Public  
Schools

**16** High School Projects

**12** Occupied High  
Schools

**PROJECT INFORMATION**

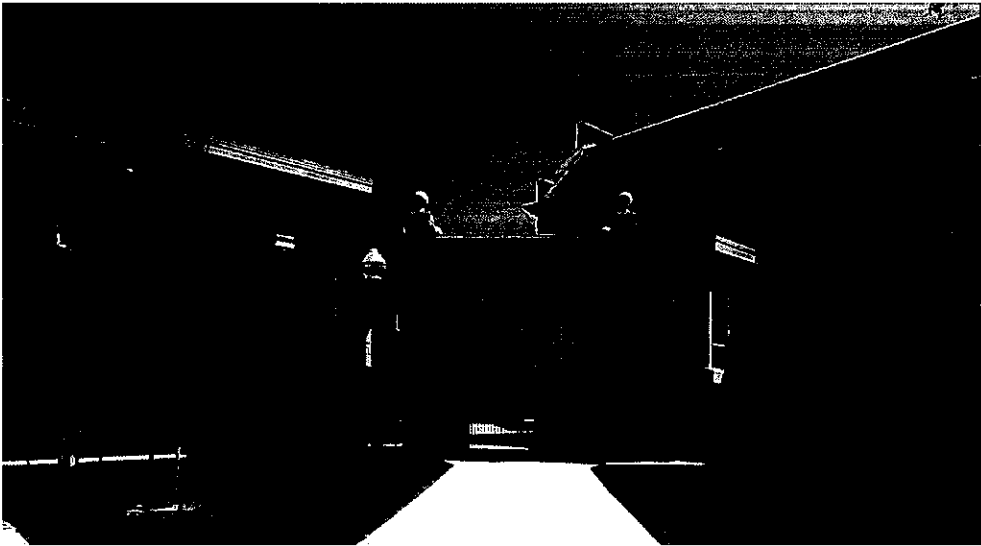
**Architect:**  
Design Partnership of  
Cambridge

**Project Square Feet:**  
258,000 SF

**Construction Cost:**  
\$36,000,000

**Completion Date:**  
July 2008

**Delivery Method:**  
Construction Management



**Manchester Schools**  
Manchester, Connecticut

Gilbane provided construction management services for the Town of Manchester to complete a multi-phased renovation and addition program that resulted in a reorganization of the town's 6th, 7th, and 8th grades. The project renovated the Bennet and Illing schools from two 6th through 8th grade schools to a 6th grade academy at Bennet and a 7th and 8th grade school at Illing.

**Reference Information**  
Mr. James Williams  
Facilities Project Manager  
Town of Manchester  
321 Olcott Street  
Manchester, CT 06045-  
0191  
Phone: (860) 647-3068

**The Bennet School**  
The Bennet School consisted of six buildings, of which, the four primary buildings underwent a renovation to as-new condition. It was necessary to preserve the historic character of three buildings, which were originally constructed between 1904 and 1910.

The Franklin building houses administrative offices, cafeteria, kitchen, and classrooms, while the Barnard building is primarily a classroom facility. The Recreation building includes a gymnasium, elevated track, swimming pool (non-working), as well as classroom and office space. The Barnard, Franklin, and Recreation buildings are each three-story brick structures which underwent selective masonry repair and repointing. Construction also included the addition of elevated passageways from the Recreation building to the adjacent facilities. The Cone building, originally constructed in 1975, houses a gymnasium, locker rooms, a media center, and additional classrooms. All buildings were vacated during the construction.

**Illing Middle School**  
Renovations at the Illing Middle School took place during the summer months and school vacations to minimize disruption to the academic calendar. Interior renovations added general classroom space, and eliminated the need for modular classrooms. Along with ADA compliant and fire code improvements, electrical power was upgraded for both main service and distribution. Air conditioning was installed in the west wing, completing the service for the entire building.

Construction also included an addition to the cafeteria and kitchen to better accommodate school lunches. At completion, Illing accommodated 975 7th and 8th grade students.





### PROJECT INFORMATION

**Architect:**

Moser, Pilon, Nelson

**Project Square Feet:**

34,000 SF (Reno)

8,000 SF (Addition)

**Construction Cost:**

\$12,500,000

**Completion Date:**

September 2012

**Delivery Method:**

Construction Management as Agency

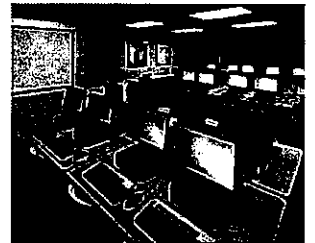
## Manchester Highland Park Elementary School

Manchester, Connecticut

Gilbane was selected for its third project in the Town of Manchester to administer the construction management of the Highland Park Elementary School. These services included estimating, planning, scheduling, interdisciplinary document review, safety and quality control.

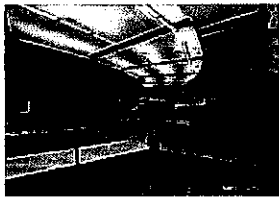
The Highland Park K-5 Elementary School project consisted of an 8,000 SF addition and renovations of the 34,000 SF building which serves the enrollment of 300 students. The two-story masonry structure was originally built in 1928 and later had an addition constructed in 1965. The project required the like-new renovation of the building including wall and floor finishes, a new elevator, mechanical and electrical systems and new roofing. The Manchester Board of Education incorporated upgrades to the technology and energy recovery in the planning of this like-new renovation.

The project also included extensive site work and a new playground, bus drop off and parking area. The project is located on a 13-acre site in a residential neighborhood.



### Reference Information

Mr. Christopher Till, P.E.  
Facilities Project Manager  
Town of Manchester  
321 Olcott Street  
Manchester, CT 06045-0191  
Phone: (860) 647-3145

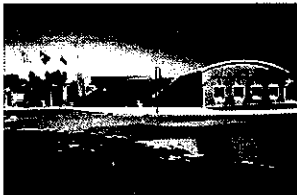


### Bolton High School Renovations and Additions, Bolton, CT

Gilbane provided construction management at risk services for the expansion and renovation of the high school that took place on an occupied campus while school was in session. The project scope included approximately 33,728 SF in addition to the building and 52,000 SF of exterior and interior renovations which was renovated as new.

Architect: Schoenhardt Architects  
Total Square Footage: 85,728 SF  
Construction Costs: \$21,936,000  
Start-Completion Dates: 07/2010 - 01/2012  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Ms. Joyce Stille  
Town Administrator  
Town of Bolton  
222 Bolton Center Road  
Bolton, CT 06043  
Phone: (860) 649-8066 Ext.111



### Conard High School, West Hartford, CT

Gilbane provided construction management services to the 245,000 SF renovation and 40,000 SF addition to the existing high school.

Architect: Herbert S. Newmann, Associates  
Total Square Footage: 285,000 SF  
Construction Costs: \$12,000,000  
Start-Completion Dates: 06/1997 -09/1998  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Mr. Ron VanWinkle  
Director of Community Services  
Town of West Hartford  
50 South Main Street  
West Hartford, CT 06107  
Phone: (860) 523-3284



### Glastonbury Schools, Glastonbury, CT

Gilbane provided construction management services for a multi-school renovation program encompassing five elementary schools and approximately 220,000 SF of classroom and general use space. All renovations were fast-track in nature to bring the schools up to current fire, health and safety codes.

Architect: S/L/A/M Collaborative  
Total Square Footage: 68,000 SF  
Construction Costs: \$16,293,000  
Start-Completion Dates: 10/1995 - 12/1996  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Dr. Jacqueline Jacoby  
Superintendent of Schools  
Glastonbury Public Schools  
232 Williams Street  
Glastonbury, CT 06033-6523  
Phone: (860) 652-7961



### H. C. Wilcox Technical High School, Meriden, CT

Multi-phased addition and renovation to occupied high school consists of approximately 76,400 SF of new construction and 99,000 SF of renovation. The project will be occupied during construction by faculty and students requiring careful coordination with agency staff to insure minimal disruption to the occupants and to maintain safety at all times. The project will be constructed in three phases.

Architect: Tai Soo Kim Architects  
Total Square Footage: 242,000 SF  
Construction Costs: \$52,775,000  
Start-Completion Dates: 01/2012 - 02/2015  
Percent Completed: 32%  
Own Forces: 0%

Owner:  
Ms. Barbara Cosgrove  
Project Manager  
Department of Construction Services  
State of Connecticut  
165 Capitol Avenue  
Hartford, CT 06106  
Phone: (860) 713-5644

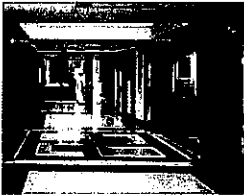


### Hamden High School, Hamden, CT

Gilbane coordinated and managed the construction of a 245,000 SF addition and renovation to the existing high school. Significant renovations were required to accommodate the new curriculum needs and the latest in data technology. This project included approximately 165,000 SF demolition, 75,000 SF renovation to existing high school, and a 245,000 SF addition to house library media center, auditorium, gym, swimming pool, cafeteria, industrial technology, science labs, and classrooms.

Architect: S/L/A/M Collaborative  
 Total Square Footage: 320,000 SF  
 Construction Costs: \$40,000,000  
 Start-Completion Dates: 03/1996 - 09/1998  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Ms. Alida Begina  
 Superintendent of Schools  
 Hamden Board of Education  
 60 Putnam Avenue  
 Hamden, CT 06517  
 Phone: (203) 407-2000



### Helen Keller Middle School, Easton, CT

Gilbane provided full construction management services representing the Town of Easton Schools Building Committee for 59,317 SF of renovations and 27,323 SF addition to the existing Helen Keller Middle School.

Architect: Fletcher-Thompson, Inc.  
 Total Square Footage: 86,640 SF  
 Construction Costs: \$11,157,202  
 Start-Completion Dates: 01/2001 - 09/2001  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Robert Carlson  
 Co-Chairman  
 Easton Schools Building Committee  
 68 Soundview Drive  
 Easton, CT 06612  
 Phone: (203) 371-8593



### Manchester Head Start Pre-Kindergarten School, Manchester, CT

Pre-Kindergarten school for the Head Start program; 21,000 SF, one-story, structure with parking lot and playing fields constructed on a 2.5 acre site. The Center serves 192 students and their families with a full-service early learning facility including classrooms, offices, parent center and cafeteria, as well as indoor and outdoor play spaces. Gilbane managed the construction of the new facility, abatement and demolition of the existing Bentley School and the landscaping of the site.

Architect: Bargmann Hendrie + Archetype, Inc.  
 Total Square Footage: 21,000 SF  
 Construction Costs: \$6,467,000  
 Start-Completion Dates: 06/2008 -04/2010  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Christopher Till, P.E.  
 Facilities Project Manager  
 Town of Manchester  
 321 Olcott Street  
 Manchester, CT 06040  
 Phone: (860) 647-3145



### Manchester Highland Park Elementary School, Manchester, CT

Gilbane has been selected to serve as construction manager for Highland Park Elementary School renovation and addition project in Manchester, Connecticut. Scope of work includes the "like new" renovation of the existing 32,000 SF facility as well as an 8,000 SF addition.

Architect: Moser, Pilon, Nelson  
 Total Square Footage: 40,000 SF  
 Construction Costs: \$12,500,000  
 Start-Completion Dates: 06/2011 - 09/2012  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Christopher Till, P.E.  
 Facilities Project Manager  
 Town of Manchester  
 321 Olcott Street  
 Manchester, CT 06040  
 Phone: (860) 647-3145

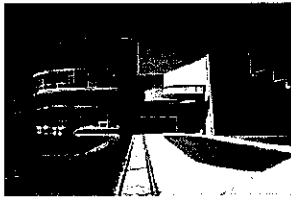


### Manchester Schools, Manchester, CT

The Town of Manchester selected Gilbane as their construction management partner to complete a multi-phased renovation and addition program. The project renovated two schools to create a dedicated 6th grade academy at the Bennet School and a 7th and 8th grade school at the Illing School. Renovations addressed fire, building, health and accessibility code compliance. Upgrades to HVAC, electrical, and fire protection were also completed.

Architect: Design Partnership of Cambridge  
Total Square Footage: 258,000 SF  
Construction Costs: \$36,000,000  
Start-Completion Dates: 06/2006 - 07/2008  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Mr. James Williams  
Facilities Project Manager  
Town of Manchester  
321 Olcott Street  
Manchester, CT 06045-0191  
Phone: (860) 647-3068



### New Haven Schools Capital Program, New Haven, CT

This citywide school construction program includes 46 schools over 18 years. The construction and renovation program includes overseeing the implementation of the master facilities plan, contract administration, schedule and budget review and development of project procedures. Gilbane is responsible for all program management including planning, administration of all general contractors, architect/engineers and other consultants, financial management, and interface with all approving authorities.

Architect: S/L/A/M Collaborative  
Total Square Footage: 4,176,500 SF  
Construction Costs: \$1,600,000,000  
Start-Completion Dates: 02/1998 - 07/2016  
Percent Completed: 70%  
Own Forces: 0%

Owner:  
Mr. Will Clark  
BOE Chief Operating Officer  
City of New Haven  
54 Meadow Street  
New Haven, CT 06519  
Phone: (203) 691-2681

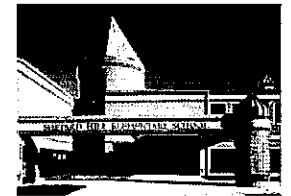


### Norwalk Brien McMahon High School, Norwalk, CT

Construction of a three-story 130,000 SF addition to the high school, followed by the phased renovations of the 200,000 SF high school. Extensive renovations were required to bring the school to "like new" standards as required by funding sources.

Architect: Fletcher-Thompson, Inc.  
Total Square Footage: 330,000 SF  
Construction Costs: \$61,913,000  
Start-Completion Dates: 10/2003 - 08/2006  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Mr. Alan Lo  
Building & Facilities Manager  
City of Norwalk  
125 East Avenue  
Norwalk, CT 06856  
Phone: (203) 854-7877



### Plainfield Schools, Plainfield, CT

New 73,000 SF Shepard Hill Elem. School: library, gym audit., classrooms, and athletic fields; renovations to three existing elementary schools: Central, 33,000 SF; Moosup, new 18,000 SF gym; and Memorial, new 6,000 SF and 6,000 SF phased renovation

Architect: JCJ Architecture  
Total Square Footage: 136,000 SF  
Construction Costs: \$17,843,000  
Start-Completion Dates: 07/1990 - 10/1992  
Percent Completed: 100%  
Own Forces: 0%

Owner:  
Mr. Leo Bernard  
Chairman, Building Committee  
The Quintal Agency  
127 Norwich Road  
Central Village, CT 06332  
Phone: (860) 564-3313



### Plainville Middle School, Plainville, CT

One-and two-story 100,000 SF classroom wing; 10,000 SF gym, library, 292-seat auditorium, six science labs, two computer labs, cafeteria, and music and band room, an atrium lobby; built in a W-configuration with two enclosed courtyards and situated on a 36-acre wooded site.

Architect: JCJ Architecture  
 Total Square Footage: 110,000 SF  
 Construction Costs: \$13,841,000  
 Start-Completion Dates: 12/1990 -05/1992  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Richard Piotrowski, P.P.E.  
 Chairman, School Building Committee  
 Town Hall  
 One Central Square  
 Plainville, CT 06062  
 Phone: (860) 713-5835



### Thompson Schools Additions and Renovations, North Grosvenordale, CT

Thompson CT operates one K-12 school complex for the district's 1,700 students. In 2006, Gilbane was engaged to provide construction management services for \$35 million in additions and renovations to the Thompson Public School District pre-K-12 school complex (290,000 SF), on a 60-acre site. This expansion project included construction of a 52,000 SF addition to accommodate an early childhood center with classrooms for pre-K through kindergarten.

Architect: Fletcher-Thompson, Inc.  
 Total Square Footage: 290,000 SF  
 Construction Costs: \$26,992,000  
 Start-Completion Dates: 07/2006 - 07/2008  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. David Johnson  
 School Building Committee Chairman  
 Town of Thompson  
 785 Riverside Drive  
 North Grosvenordale, CT 06255-0835  
 Phone: (860) 923-2411 (residence)



### Wallingford School Expansion Project, Wallingford, CT

This project included renovations and additions to two fully-occupied schools and functional middle schools: 42,500 SF addition and 78,650 SF renovations to J. H. Moran middle School; 35,300 SF addition and 86,000 SF renovation to Dag Hammarskjold; and 42,500 SF addition and 32,000 SF renovations to unoccupied Yalesville Elementary School.

Architect: Fletcher-Thompson, Inc.  
 Total Square Footage: 233,500 SF  
 Construction Costs: \$20,700,000  
 Start-Completion Dates: 06/1995 -01/1997  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Donald Harwood  
 Chairman, Building Committee  
 Wallingford Board of Education  
 142 Hope Hill Road  
 Wallingford, CT 06492  
 Phone: (203) 269-6833

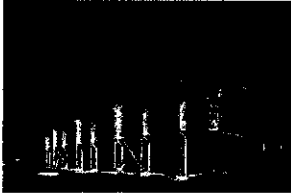


### Waterbury Career Academy High School, Waterbury, CT

A new 149,500 SF high school for 800 students. The scope includes classrooms, manufacturing lab classrooms, a gymnasium, locker rooms, science labs, preschool care space, special education space, a media center, a cafeteria and administration spaces. This project is targeting CHPS Certification.

Architect: S/L/A/M Collaborative  
 Total Square Footage: 149,500 SF  
 Construction Costs: \$56,229,437  
 Start-Completion Dates: 05/2012 - 08/2013  
 Percent Completed: 75%  
 Own Forces: 0%

Owner:  
 Mr. Paul Guidone  
 Chief Operating Officer  
 City of Waterbury  
 Chase Building  
 236 Grand Street  
 Waterbury, CT  
 Phone: (203) 346-2350



### Waterbury Schools Renovations & Additions, Waterbury, CT

Renovation of three buildings: Kennedy High School, Library/Media Center addition and renovation; Wilby High School, classroom addition and renovation project for \$5.4 million budget; and Crosby High School, Library and Media Center and Classroom addition for \$10.6 million budget.

Architect: JCJ Architecture  
 Total Square Footage: 46,133 SF  
 Construction Costs: \$20,000,000  
 Start-Completion Dates: 06/2007 - 07/2008  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Paul Guidone  
 Chief Operating Officer  
 City of Waterbury  
 236 Grand Street  
 Waterbury, CT 06702  
 Phone: (203) 346-2350



### West Bristol K-8 School, Bristol, CT

Gilbane provided construction management services for the new West Bristol state-of-the-arts school. The 900-student school was built on a green field site in a residential neighborhood. The school is outfitted with many high performance systems including solar water heaters, photovoltaic panels, geothermal wells, daylight harvesting, and an integrated building management system.

Architect: Drummey, Rosane, Anderson, Inc.  
 Total Square Footage: 128,000 SF  
 Construction Costs: \$52,000,000  
 Start-Completion Dates: 01/2011 - 08/2012  
 Percent Completed: 100%  
 Own Forces: 0%

Owner:  
 Mr. Tim Callahan  
 Project Manager  
 Bristol Schools  
 Bristol, CT  
 Phone: (860) 584-7086







## PROJECT APPROACH

Underlying the various services we will provide is our commitment to the principles of teamwork. Our experience has consistently proven that a project can only be successful when the Owner, Architect and Construction Manager are totally committed to the team approach and the project objectives.

Gilbane strives to promote effective communication among all team members during the preconstruction and construction phases of a project. This communication is aided by the use of an open-book policy for all project records and the use of straightforward reporting procedures to make sure all team members are advised of cost and schedule issues in a timely manner while maintaining a safe work site.

### Preconstruction Phase Services

During the preconstruction phase of this project, Gilbane will work closely with the Town of Monroe and Fletcher Thompson as an integral part of the overall project team. Our preconstruction services will be highly collaborative and focus on impacting the quality of the construction documents and adding value to the project. Exploring options to the sequence and phasing of this project will be critical to its overall success. As a new partner to the project team, our job will be to listen, get up to speed, and then help the group make smart decisions.

While the construction documents will serve as the primary guide for the project, our team will be using the preconstruction time to develop other critical planning documents that will be quite valuable as the project progresses. These documents include:

- ▶ Master construction schedule
- ▶ Project management manual
- ▶ Contracting plan
- ▶ Safety plan
- ▶ Site management plan
- ▶ Quality plan
- ▶ Document management program

### Gilbane's Understanding of The Project

Gilbane has attended the site walk through, carefully reviewed the RFQ, and reviewed the schematic design documents. We understand the Town of Monroe would like to renovate the entrances at both Monroe and Fawn Hollow Elementary Schools. At Monroe Elementary School an addition will be built creating a vestibule in front of the existing entrance. The Main office at Monroe Elementary will be relocated to an existing classroom adjacent to the main entrance. At Fawn Hollow Elementary School a new partition will be built inside the existing school lobby to create an entrance vestibule.

Gilbane will develop early alignment among all key project stakeholders to ensure that everyone is on the same page with a shared commitment to meeting schedule, budget, quality and safety standards for both projects.

Upon joining the project team, Gilbane would assemble the group for a pre-construction meeting to review schedule, constructability, and phasing. The Town of Monroe has expressed an interest to complete portions of the project this summer including; the Monroe Elementary School main office and the Fawn Hollow Elementary School vestibule. Based on the procurement time for long lead materials including storefront, glass, and doors, completing the Monroe Elementary School Office and the Fawn Hollow Elementary School vestibule this summer is not feasible. Gilbane has attached our initial project schedule to our submission; this document would be reviewed by the entire team to receive the groups input at the first pre-construction meeting. There are opportunities to complete disruptive portions of the work this summer including abatement and foundations for the new vestibule. Once materials become available, the balance of the work can be completed on second shift to not disturb the students and staff. As a project team, we can review options for pre-fabrication and value management may save the project time and money, as well as limit disruption on the campuses.



During Construction, Gilbane will work closely with the facilities staff, as well as staff members, at Monroe and Fawn Elementary School. Our close contact and pre-planning will assure that construction activities are done safely and with minimal disruption to the campus. Site safety on occupied school campuses is of the utmost important to Gilbane. Our site superintendent's number one goal is to make sure the students, staff, parents, public, and tradesmen's safety is not jeopardized by construction.

### Schedule Development

Optimal schedule development is critical because labor costs are the largest single project expenditure and construction projects are intrinsically driven by time frames for activity completion. Gilbane's seasoned scheduler will collaborate with the team to develop an accurate and reliable schedule that will include:

- ▶ Project design and construction phase tasks
- ▶ Required time frames, milestones, and prerequisite activities
- ▶ Assignments of responsibility for task fulfillment

### Unique Interactive Planning Sessions

Gilbane has developed a collaborative scheduling approach to achieve buy-in and produces a schedule the entire team will use as a tool. This is an interactive team planning session and process, which is typically conducted early in the design phase. This process is facilitated by the project executive and includes project management representatives from the Town of Monroe, Fletcher Thompson, engineers, trade contractors and other project stakeholders.

This unique approach assembles all team members in one room to evaluate specific responsibilities and when they must be accomplished. The session is designed to focus on teamwork, realism and individual accountability. The result of the session is a well-developed master schedule with buy-in from the entire project team.

### Benefits of Interactive Planning Sessions

Integrating all project team partners in developing the master project schedule is a rewarding team-building exercise that offers the following benefits:

- ▶ Team buy-in to mutual commitments in order achieve critical path milestones
- ▶ Mutual understanding of concerns and interdependencies among team members

Our most successful projects are those in which the owner, user groups and consultants work together with the design group as a TEAM. This approach is a win/win method of completing this important facility on time, in budget, and with exceptional quality.

- ▶ Enhance team communications
- ▶ Clear identification of complex, interactive scheduling issues
- ▶ Identifies clear and prioritized milestones
- ▶ Best resource allocation
- ▶ Sequencing of work is established with team input
- ▶ Balanced resource capacity
- ▶ Conduct what-if analysis and determine effective alternative project plans

### Project Master Schedule

Upon completion of the IPS, Gilbane's scheduler loads the activities into Primavera Project Planner (P6) scheduling software. Our scheduler will create Critical Path Method (CPM) master project schedule. The CPM master schedule represents the overall project strategy, objectives and activities set to time scale. It is the framework from which all project time control information is developed. It also serves as a baseline against which project progress is measured. The master schedule is distributed to all project stakeholders in both a summarized and detailed format. Our team will work closely with the Town of Monroe and Fletcher Thompson to review, evaluate and refine the master schedule.

### Subcontractor Procurement

The quality of the subcontractors on the Monroe and Fawn Hollow Elementary Schools project are critical in determining whether the project will be able to meet all of your schedule and budget expectations.

Gilbane has extensive experience in school construction in Connecticut, which provides our Purchasing Department with a depth of information regarding the capabilities, capacity and commitment of the State pre-approved trade contractors, as well as familiarity with many of their key staff. We also understand the importance of our role in enabling trade contractors to be successful. The trade contractors can only be as good as the documents that are provided.

One of the reasons that Gilbane has been so successful on our previous school projects is our commitment to providing trade contractors with detailed, thorough and accurate bid documents upon which to base their bids. Improperly defined or incomplete documents setup trade contractors to perform beneath expectations due to expectations not being appropriately defined or being viewed differently by each party.

Gilbane's front end documents clearly define the schedule and phasing of the work, so that subcontractors can efficiently plan their manpower requirements to meet the project requirements.

Gilbane will actively solicit the best and most qualified of the pre-approved trade contractors for the Monroe and Fawn Hollow Elementary Schools project and we will work closely with the Town and Fletcher Thompson to provide them with the detailed documents that will enable them to plan properly so that they may execute the project according to expectations.

We will develop a preliminary purchase and award schedule based upon the input gathered from all team members at the IPS. This detailed procurement schedule will coordinate when bid packages will need to be finalized to meet the requirements of the schedule, with particular attention to long lead items. The high level of detail that will be incorporated into the procurement schedule will enable the project team to verify that we are maintaining the project schedule and will quickly pinpoint any potential areas for concern as they develop.



Gilbane's outreach efforts will include an updated market survey and open-house to attract M/WBE firms and local workforce candidates. We understand how important it is to involve the local community on this project.

### Increasing Awareness of the Project

Our project team will make every effort to generate high visibility for the project and to stimulate local contractor interest and participation. Project Manager, Eric Cushman, will meet with local trades to advise them about the size, scope and nature of the project, special requirements and schedule commitments.

Gilbane's most important role as the construction manager during the procurement and bidding phase is to increase subcontractor awareness of the project, to generate bidding activity and to deepen the pool of the most qualified and desirable firms. We will conduct additional meetings as necessary to maintain the level of interest and communicate project changes / further project definition, particularly as the time to go to market approaches.

During the bidding period, Gilbane will place several calls to the most qualified subcontractors to ensure their continued interest and encourage them to submit competitive bids. Gilbane's team will ensure that there is an acceptable pool of qualified pre-approved contractors to ensure that the Monroe and Fawn Hollow Elementary Schools project has full competitive subcontractor bid coverage from qualified firms on all elements of the project.

### Detailed Bid Packages

Gilbane's team is committed to enabling the selected trade contractors to be successful on your projects. Eric, working closely with the Town of Monroe, and Fletcher Thompson, will develop detailed scopes of work for each bid package, including a schedule commitment, prevailing wage documentation and any special requirements such as commissioning activities or training that fall within the contractor's scope of responsibility.

We will include with each bid package a construction schedule identifying the submittal, delivery and installation dates for which each trade contractor will be responsible. This schedule will be a sub-network of the overall project schedule and will provide a management tool for interfacing the work of the various trade contractors in a time sequence.

The project team's review of each bid package prior to release will include:

- ▶ Review of an extensive purchasing checklist, based upon extensive experience and lessons learned, which contains technical and jurisdictional "watch-outs" relative to the contents of the scope,
- ▶ Review lessons learned from prior relevant projects, especially the current and recent school projects in Connecticut and throughout New England,
- ▶ Detailed scope review to ensure that all bid packages are coordinated, no interdependencies are over looked, nothing is missed, and nothing is duplicated, and
- ▶ Comparison to the Table of Contents of the Specifications to monitor where each specification section is purchased to avoid omissions and to ensure that we do not buy things twice. (This step is an integral component of Gilbane's Quality Process.)

### Prebid Conferences

Upon the Town of Monroe's approval of bid packages, Eric will schedule prebid conferences to thoroughly review the requirements of the bidding documents with all potential bidders. Our team will ensure that all bidders fully understand the project requirements, including:

- ▶ Safety
- ▶ Scope of Work
- ▶ Construction Schedule
- ▶ Bonding Requirements

- ▶ Site Environmental/Access Issues
- ▶ Invoicing Requirements
- ▶ Tax Requirements
- ▶ Local Participation requirements
- ▶ Temporary Facilities
- ▶ Quality Plan/Benchmarking, and
- ▶ Bid Review and Award process
- ▶ Recommendation of Award

After the bids are received, Gilbane will conduct a scope review meeting with the low-, and second-low bidders to confirm that the contractor has covered all the requirements of the drawings, specifications and other bid documents within his bid. We will review the bids against our line item estimate to verify that all required materials, equipment and labor have been included and that there is no scope overlap with other packages. The final recommendation for award will be accompanied by all related analyses, applicable budgets, in-house estimates, and any additional supporting information.

### Construction Planning

Prior to mobilizing the site, the project team will seek input from the Town of Monroe, local Fire, Police and Emergency Services, and any other local special interest, residents, and or local business groups who may potentially be impacted by our construction operations. The goal of these meetings will be to review the limitations of the site, establish the parameters that must be observed, clearly establish all of the requirements that will enable the on-site team to operate effectively, and develop a full awareness of the concerns of each group prior to mobilizing the site.

### Construction Phase Services

During the construction phase, the objective is to initiate and maintain construction operations in accordance with the established plan and to modify that plan as necessary in response to changing conditions. The on-site field management staff, under the supervision of Project Manager, Eric Cushman,, will focus on ensuring that the work is executed in strict accordance with the project plans and specifications. The project planning documents will precisely define procedures for submittal and approval of shop drawing, change order management, project documentation, planning and coordination meetings, development and distribution of minutes and reports, cost and schedule monitoring, contractor requisitions, safety, and checkout, start-up and turnover.

Gilbane's field office will function as the primary project operations center and will provide the services necessary to ensure the smooth, efficient progression of the project. Gilbane's personnel have the demonstrated ability and experience to effectively and efficiently provide all of the project supervision, management and administration services required for this project.

Our primary responsibilities during the construction phase for the Monroe and Fawn Hollow Elementary Schools project will include:

- ▶ Maintain competent full-time project superintendent at the project site to coordinate, supervise and provide general direction to the trade contractors on the project.
- ▶ Establish on-site organization and lines of authority to carry out the plans of the construction team.
- ▶ Schedule and conduct construction progress meetings on a regular basis.















**Gilbane will build  
Value, Quality,  
Trust, Specialty  
Solutions,  
Teamwork and  
Partnerships, and  
Lasting  
Relationships.**

- ▶ Establish and implement procedures for coordination among facilities representatives, Fletcher Thompson, trade contractors and Gilbane with respect to all aspects of the project execution.
- ▶ Assist the Town and Fletcher Thompson in obtaining all building permits and special permits for permanent improvements, excluding permits for inspection or temporary facilities which must be obtained directly by the various trade contracts. Assist in obtaining approvals from all jurisdictional authorities.
- ▶ Provide all supervision, labor, materials, construction equipment, tools and subcontract items which are necessary for the completion of the project and which are not provided by either the trade contractors or the Owner (General Conditions).
- ▶ Arrange for required regulatory inspections.
- ▶ Collect the trade contractors' required insurance certificates and ensure that the insurance remains in effect throughout the contract periods.
- ▶ Prepare and submit monthly reports to the Town, that document the project's progress, data, and significant matters that may require management attention and/or response.

### iBUILD – Integrated Project Controls

#### Innovative Collaboration

As a leader in delivering construction management services in an integrated team approach, Gilbane has developed a one-stop project management application that is capable of sharing project information between systems and project team members. iBuild focuses on collaborative team communication, quality, data and electronic workflow management. Our clients and project partners have experienced increased efficiency, improved communications and centralized document management solutions with iBuild.

Construction Phase	Material Manager		Expedite delivery of material and equipment managing fabrication, shipment, and delivery dates. Direct link with Submittal items and workflow notifies trades for a monthly update of items and Gilbane's review.
	Inspections and Test Manager		Replacement of paper-based inspections which allows for interactive review of any type of work. Includes automatic notifications to invited parties prior to the meeting. Links with appropriate submittals and RFIs.
	Contractor Daily Work Log		Each trade completes their own information on the work performed on site for the day. Includes detailed manpower, links to inspections, tasks and equipment.
	Schedule Impact Manager		Communication and tracking tool of issues that may come up on a job that could impact the schedule. Project scheduler would be automatically notified with potential impact and be able to link with the project schedule activity item.
	Safety Incident Manager		Track all safety incidents that may or may not have resulted in a time loss injury. Workflow can be designed to require various levels of acknowledgement depending on severity of the incident. Facilitates tracking, and rollout reporting from project to region and to corporate.
	Contractor Cost Control Manager		Allows for workflow routing of Subcontractor Change Orders and Requests for Quotation, and tracking receipt of cost documentation from the trade contractors.
	Punch List Manager		Tracking of final punch list for the project while keeping closed RCL items separate. All open RCL items can be promoted to punch list items and tracked under this list. Items can be spatially indexed via mapping to a drawing in Smartviewer.
	Coordination Document Manager		Collaborative tool to share and store coordination drawings on a project, with workflow to assign next party with action on a particular drawing or area.
	Read File Manager		SmartApp that manages the distribution of important documentation and correspondence to Gilbane team members. Includes workflow, notifications, and receipt acknowledgements.
	Submittal Manager		Generation and management of submittal register with automated workflow to handle the routing of packages, collect dates, track the architect's responses, and manage revisions as needed.
	RFI Manager		Used to create and manage RFIs, customizing the workflow to meet your specific needs, such as handling multiple reviewer answers, and various answer functionality for architects. RFIs can also be mapped on drawings with a Pushpin to easily communicate location to our project team members.
	Project Change Manager		Integrated with the financial management system, allows for workflow routing of change documentation to the owner for streamlined review and approval. iBuild functions as centralized access location for all project files relevant to the client, simplifying their system usage.

### Integrated and Secure Team Building

Designed by engineers, builders and software experts, iBuild is a comprehensive construction management solution packaged in a single web-based application. It allows our clients, architects, tradesmen and engineers to work from a centralized source of information. iBuild is powered by a proven “back-end engine” used by Fortune 500, government, U.S. Navy and other mission critical organizations.

Project data is communicated through a secure web-based platform. We developed this solution using a global license model which offers project teams flexibility while saving clients time and money without the additional costs of incurred license fees throughout the life of a project. Initial project team training combined with continuous on-line 24/7 support are available to team members for each integrated module.

### iBuild SmartApps at a Glance

Multiple “smart applications” are easily adapted for each particular project to provide owners with flexible reporting options and informative dashboard views relaying critical project data. Each SmartApp captures the appropriate data and follows a user-defined workflow designed specifically for each project team. iBuild SmartApps provide superior document control and communication for each phase of the project. The chart below summarizes and identifies how each SmartApp contributes to the power of iBuild technology.

### Increased Team Productivity and Communications for our Clients

iBuild changes the entire landscape for construction management while improving team productivity and communications for our clients. Project team members can now enter up to 40 different types of information through portable tablets in the field. Real time reporting of safety and quality information; RFIs and change requests, punch lists and drawing markups allow our teams to streamline communications. Critical project information is automatically uploaded to a single centralized database. This data is then shared throughout the project team, from owners to architects and trade contractors to project managers.

All users can see activity reports, action items, issues, dates and pertinent job information on one screen using a web-based computer. This activity and workflow application reduces paper, compresses time and increases efficiency for all of our project team members.

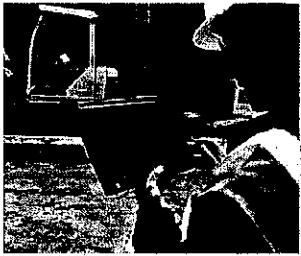
### Leader in Construction Technology Solutions

Gilbane has been very successful in using technology as a means of delivering added value to our clients and setting ourselves apart from the competition.

Our team is committed to utilizing the power of iBuild to exceed your expectations on your project. The Town of Monroe will experience improved cost and schedule control; efficient, secure web access; streamlined document management; collaborative communications and the ability to analyze real-time project data to make informed decisions.

### Gilbane Cares - Student Safety First

Safety of the students, faculty, staff, visitors, neighborhood residents, as well as workers on site, is of utmost concern to us. Our commitment to safety is matched by our investment in training. Every Gilbane field staff member has taken the OSHA 30-hour safety training session. Eric Cushman, project manager, and Matt Tedone, superintendent, will develop a specific project safety plan that addresses the particular needs of this project which will include the elements listed below:



- ▶ A site utilization plan will be developed with the specific needs of the existing school, and neighboring residences in mind. Construction activities should never create any hazard for the surrounding community members. Our plan will address traffic, parking, material handling, lifting, crane work, fumes, dust, and the like.
- ▶ All trade contractors will be required to participate in a safety orientation when they report to work. Our on-site staff will review all relevant project concerns and procedures. This will specifically include a review of procedures for working near the existing school operations, appropriate attire and behavior, parking restrictions and break areas. All visitors to the site, whether employed by Gilbane subcontractors or visitors, must go through some orientation before being permitted to enter the work areas.
- ▶ Gilbane will require subcontractors to conduct mandatory weekly project "toolbox" safety meetings with their respective work forces. Assistance is provided through Gilbane developed tool-box talks as well as the Associated General Contractors of America Tool Box Talks. A specific safety topic is chosen for each meeting.
- ▶ Safety permit systems will be developed for known and recognized hazards. These include hot work, scaffold, trenching and shoring, electrical lockout/tagout, confined space and guardrail permits.
- ▶ Gilbane will work with subcontractors to analyze possible job hazards of any upcoming activity to ensure that proper safety precautions are in place and that workers understand those hazards and have the personal protective equipment and knowledge to execute the work.
- ▶ Gilbane will use SafetyNet software to collect accident and manpower information on a daily basis from all subcontractors and compile the data for monthly safety reporting. This information allows us to see where any accidents are occurring, which subcontractors are involved and where to direct specific action to improve safety.

### Safety Auditing

Gilbane utilizes mobile technology to implement the SafetyNet program structured around the *Predictive Solutions* system. The SafetyNet tool is an automated software system designed for the safety team to conduct jobsite field inspections and record observations in 19 specific safety and risk areas. This methodology produces valuable trending information, identifies specific training needs, holds people more accountable, and creates more accurate company baselines on safety performance. With the *Predictive Solutions* system, the team was able to focus more effort on finding safety violations and correcting the occurrences before they became a danger.

Category	Sub-Category	Observations	Violations	Corrected	Not Corrected	Open	Repeat	High	Low
Fall Protection	Guardrails	1	0	1	0	0	0	0	0
	Toe Boards	1	0	1	0	0	0	0	0
Scaffolding	Access	1	0	1	0	0	0	0	0
	Structure	1	0	1	0	0	0	0	0
Hand and Power Tools	Hand Tools	1	0	1	0	0	0	0	0
	Power Tools	1	0	1	0	0	0	0	0
Material Handling	Material	1	0	1	0	0	0	0	0
	Equipment	1	0	1	0	0	0	0	0

### Minimizing Impact to Academic/Extracurricular Activities

It takes precise and detailed planning to effectively isolate construction in your elementary school renovation project so that noise, vibration, dust and debris do not extend outside the designated construction area. Often, active classrooms, hallways, and public areas are immediately adjacent to construction areas which make this challenge even more significant.



This often requires the team to create complex phasing plans, which is particularly challenging in the areas of the existing building that required significant abatement activities prior to the commencement of demolition and/or construction activities in that area.

To manage this process safely, the entire team must work in close coordination to establish temporary partitions to completely isolate all construction activity from students and faculty, then proceeded with the sequence abate, clear, construct for each of the areas. Upon completion of each phase, students can be relocated into the newly completed area while the construction team moves on to complete the same sequence of activities in the next scheduled area/phase.

There is always the potential that a phased execution plan may cause interruption to ongoing educational activities, most notably during the relocation of students and reconfiguration of temporary learning environments. To streamline this necessity and minimize the impact, Gilbane's project team invites school officials and department heads to contribute input regarding the project team's plans to best work around ongoing academic and extracurricular activities. This input is essential in planning the best phasing plan and sequencing of activities for the project.

### **Communication with Impacted Parties**

As is the case with most publicly-funded projects, renovations and additions to K-12 schools are subject to stringent budget requirements and close public scrutiny at all times. The high-profile aspect of a public project does not change the team's project approach, but it does help to clearly demonstrate the value of the strict project controls and fiscal reporting tools that the project team from Gilbane puts in place for each project.

Throughout the project, Gilbane's construction team, led by Eric Cushman, Project Manager, will regularly communicate with all interested parties via public meetings and regularly scheduled staff meetings to provide updates on project status, accomplishments, and significant planned construction activities with the potential to cause further interruption. Eric and his team will make themselves readily available to promptly address concerns and answer questions.

### **Change Order Management**

It is our ultimate responsibility to act as your advocate in eliminating unnecessary requests from subcontractors and minimizing the cost of those that are unavoidable during the normal course of construction. Gilbane internally audits the change control process to ensure that a complete audit trail of the project can be used to reconstruct all issues, decisions, and responsibilities.

Our project team will work closely with Fletcher Thompson and the trade contractors on the project to maintain tight control over changes and will precisely define the potential impact of any potential changes to the overall project objectives. Prior to submitting proposed changes for approval, our project team will closely evaluate each change request to determine their necessity, appropriate cost, and potential impact to the project budget and schedule. All variables associated with any change order will be reported for consideration in the approval process. Gilbane's project team will supervise the execution of approved change orders to ensure that the work and materials are in-place as specified and that the work is fairly priced.

Gilbane's change management system is fully integrated with our accounting and purchasing systems, allowing simple processing and tracking of changes in real time. The system provides our project team great flexibility in tracking changes by criteria such as responsibility codes, reasons for change, or approval status.

SAGE TIMBERLINE OFFICE



Gilbane utilizes a customized CMiC ERP program for cost control. This powerful system combines the many elements of our entire accounting system into a single centralized program.

## Cost Control

Gilbane's cost control system allows us not only to track, but also to accurately forecast the cost throughout a project from its earliest stages through project close-out. Our cost control systems allow the Town of Monroe and the project team to know exactly what expenses have been incurred to date, as well as forecasted costs to completion. This is a critical element of cost management that supports proactive and informed decision making that is based upon up-to-date information, rather than reactive decisions prompted by unanticipated changing conditions.

Cost control measures are continuous throughout construction with ongoing reviews that challenge the master budget to be sure it is accurate and current. The essential objectives of the cost control system ensure:

- ▶ The plans and specifications meet the program requirements at the lowest responsible cost and can be constructed as planned
- ▶ The schedule is realistic and complete
- ▶ Changes in scope and/or schedule are validated as necessary
- ▶ The project is being designed to budget through continuous feedback and input throughout the design process
- ▶ The project is within budget and the schedule is up to date before proceeding

## Cost Control Tools

Gilbane utilizes the CMiC Enterprise Resource Planning (ERP) system for cost control. This powerful system combines the many elements of Gilbane's entire accounting system into a single functioning program. Through this system, Gilbane is able to generate accurate monthly cost reports in a timely manner to keep our teams and the Town up-to-date on the status of the project and make management decisions on an informed basis. The CMiC system provides flexibility in terms of detail, format and ability to share information with our field-based project management system, iBuild. iBuild in turn provides the capability to ensure secure access to the budget and cost information as desired by the Town.

Gilbane's accounting system provides a number of efficiencies to the accounting function. Whereas other systems require multiple points of entry and duplication of entry for the system to function, the Gilbane financial management system is designed for information to be entered once. In addition to reducing the cost of accounting, the single entry of information has provided greater accuracy.

The specific reports used on a project are a function of the size and complexity of the project, as well as the Town requirements.

## Field Supervision | Quality Control

Gilbane seeks to achieve the highest quality standard of construction at the most efficient and economical level consistent with design documents. As a construction manager, quality is a key element in Gilbane's successful history. Gilbane's management of subcontractors is a preemptive program designed to assure quality construction.

From start to finish, all subcontractors, suppliers, materials and equipment are carefully monitored to ensure compliance with quality standards, contract drawings and specifications. Not only is this strict attention reflected in the completed project, it is evidenced by adherence to the project schedule. The quality control efforts eliminate time-consuming re-work and increases productivity and physical progress.

### Quality Assurance

The foundation of Gilbane's subcontractor management program is based on prevention, rather than correction. Every step possible is taken to avoid errors, omissions, discrepancies and deficiencies. Therefore, shop drawings, specifications, and bid documents are carefully reviewed. The performance histories and bid submittals of contractors are examined, and the importance of quality is underscored at both pre-bid conferences and pre-award meetings. In addition, an on-going monitoring of trades and materials is implemented to assure the highest quality of craftsmanship performance.

### Quality in Construction Plan

During the preconstruction/design phase of the project, Gilbane will develop, with the Town, a project specific QIC Plan. The successful development and implementation of this plan will occur in three basic sequential steps. These steps are as follows:

- ▶ Establish the specific quality goals and objectives for each division of the work through mechanical and electrical controls
- ▶ Include those quality goals and objectives in the bid packages for the work and assure through intensive scope reviews that the subcontractors have a clear understanding of the requirements
- ▶ Develop an implementation plan so that the physical construction meets the rigid requirements defined in the early bid/scope review process with the subcontractors

The process involves the contractors understanding of requirements: After contract award and prior to start of construction, we review the subcontractor project staffs understanding of scope of work, drawings, specifications and standards and the QIC Inspection Plan.

- ▶ *Inspect first delivery of material/equipment:* Establishes Gilbane's commitment to reject work not in conformance with requirements, and prevents installation of the wrong materials.
- ▶ *Inspect first equipment in place:* Establishes benchmark for installation and eliminates repeated errors in continuing installations.
- ▶ *Verify first construction conformance:* Establishes benchmark for means and methods, conformance with the requirements, resolves conflicting interpretation of the requirements, and eliminates any defective construction pattern at the very start.
- ▶ *Rolling Completion List (RCL):* List of items to be done (including omissions and deficiencies), input into RCL comes from any team member, serves as a tool for continuous trade contractor follow-up, and the use of RCL process reduces final punch listing.
- ▶ *In wall and above ceiling acceptance:* Inspection and acceptance prior to close-up, reduces re-entry to closed spaces for work and provides documentation for building operation and maintenance use.
- ▶ *System activation, system start-up and system acceptance:* Facilities management and actual maintenance personnel involved:
  - Inspection prior to activation allows detection of installation errors, reduces potential for damage to long-lead items, and confirms safety and operational requirements prior to dynamic operation of equipment.
  - Inspection prior to start-up allows verification of error correction and conformance with all static installation requirements, verification of system operation prior to owner takeover, and scheduling of correct time for demonstration and training.
  - System acceptance occurs when training is complete, the system is demonstrated, operation and maintenance manuals are approved, and the owner personnel are ready to operate and maintain the systems.



Our team will work with the commissioning agent incorporate their commissioning issues log with our quality control report to streamline communication with the trades and ensure all issues are resolved.

- ▶ *Interim Inspection and Acceptance:* Interim inspection is made as soon as an area is complete. This identifies deficiencies prior to acceptance, allows time to assure conformance with all requirements and limits access to prevent damage. Interim acceptance is made for the owner's benefit and allows early installation of user equipment and partial occupancy.
- ▶ *Final Inspection and Acceptance & Punch List:* A group made up of representatives from the project team members reviews the final status of construction of a system/ area, correction of all RCL items, final conformance to the requirements, and creates the punch list.
- ▶ *Contract Close-Outs:* Project goal is to have each trade contract closed out within three months of owner final acceptance and punch listing of the contractor's work. Our goal is to have the facility fully functional on day one of occupancy.

## Closeout Plan

### Preconstruction

Creating a closeout plan is the most important closeout activity Gilbane will perform. Gilbane begins developing the project's closeout plan in preconstruction. It is the road map for addressing the project's final steps and includes closeout activities and responsibilities, and the required procedures to finalize contracts and/or purchase orders.

To create an effective closeout plan, Gilbane must fully understand the project. To understand the project, Gilbane maintains constant communication with the Town of Monroe and Fletcher Thompson keeping up-to-date on project changes; and studies the project's contracts, drawings and specifications which detail the project's closeout procedures.

Another necessary part of the project's closeout plan is the Project Completion Manual, a collection of documents given to the Town of Monroe as a useful reference to resolve future questions or issues. Essentially, the manual is Gilbane's Operation & Maintenance (O&M) manual and includes the subcontractors' O&M manuals and a closeout checklist, which ensures that each contractor has fulfilled its contractual requirements.

### Construction

Project closeout continues throughout construction and includes, but is not limited to, the following activities: developing the Project Completion Manual, tracking submittals, managing changes and claims, and monitoring the Rolling Completion List (RCL).

### Rolling Completion List (RCL)

As previously mentioned, the RCL is at the core of minimizing this project's final punch list items. Rather than waiting until the project is 95 percent complete to begin assessing work execution, Gilbane develops a list of deficiencies upon commencement of the work. Contractors are required to correct these deficiencies immediately, preventing repeated mistakes throughout the project. The use of an RCL dramatically improves the quality level, punch list process, and life-cycle costs.



Our goal is to have each of our projects closed out within 60 days of Certificate of Occupancy.

### Occupancy

By planning closeout from the project's inception, Gilbane can ensure the Owner a smooth occupancy phase. During this phase, Gilbane closes out trade contracts, assembles the Project Completion Manual, coordinates training for the facility's users and ensures warranty issues are resolved.

### Contractor Closeout

Following is Gilbane's typical contractor closeout process.

- ▶ The contractor closeout process begins when the contractor notifies Gilbane that contract work, which includes correction of items on the RCL, all required as-built documents and manuals are submitted and accepted by Fletcher Thompson, completion of all training for the Town of Monroe personnel, claim resolution and change orders are processed. Within seven days, Gilbane will determine if the trade contractor has completed the work.
- ▶ Assuming all work has been completed, Gilbane will arrange for a final punch list, which will be developed by the Town of Monroe, the users, facility operator, the architect and Gilbane. Once the punch list is developed, Fletcher Thompson will issue a Certificate of Substantial Completion within 30 days. The Certificate of Substantial Completion establishes the start date for the contractor's guarantees/warranties and includes a value to be withheld for each remaining uncompleted work item.
- ▶ The trade contractor will be given 30 days to complete punch list work and provide a formal notice that the work is complete.
- ▶ Within seven days of the trade contractor's notice, Town of Monroe and Gilbane will determine if the work has been completed. If confirmed, Fletcher Thompson will issue the Certificate of Final Completion and the final payment process will proceed.

### As-built Documents

Throughout construction each subcontractor maintains a set of shop drawings illustrating the actual (as-built) conditions of each phase of the work. The drawings are regularly updated and reviewed by the architect upon completion and are available for review at any time. The subcontractors incorporate as-builts into a final set of documents that the Town of Monroe will receive as part of the closeout package.

### Operations and Maintenance (O&M) Manuals (hard copy, electronic or both)

Under Gilbane's direction, the entire team will review the O&M manuals to make sure the criteria established in the specifications is met. The manual will include all the appropriate materials, maintenance, recommended spare parts, and warranty and subcontractor information pertaining to the project. As each manual is assembled, Gilbane will meet with the Town of Monroe and the responsible trade contractor to review the manual's contents and answer any questions.

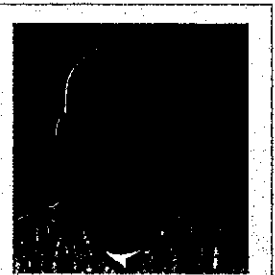
### Orientation and Training

Prior to turning over operation of any building system to the Town of Monroe, your operations and maintenance personnel will be trained in proper system operation and maintenance procedures and requirements. We recommend that the system's designer also attend the training sessions to explain design intent and unique characteristics. Gilbane will ensure all training is conducted and will maintain records of all training sessions and attendees.

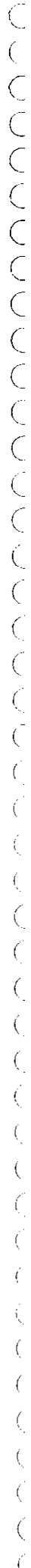
### Warranties

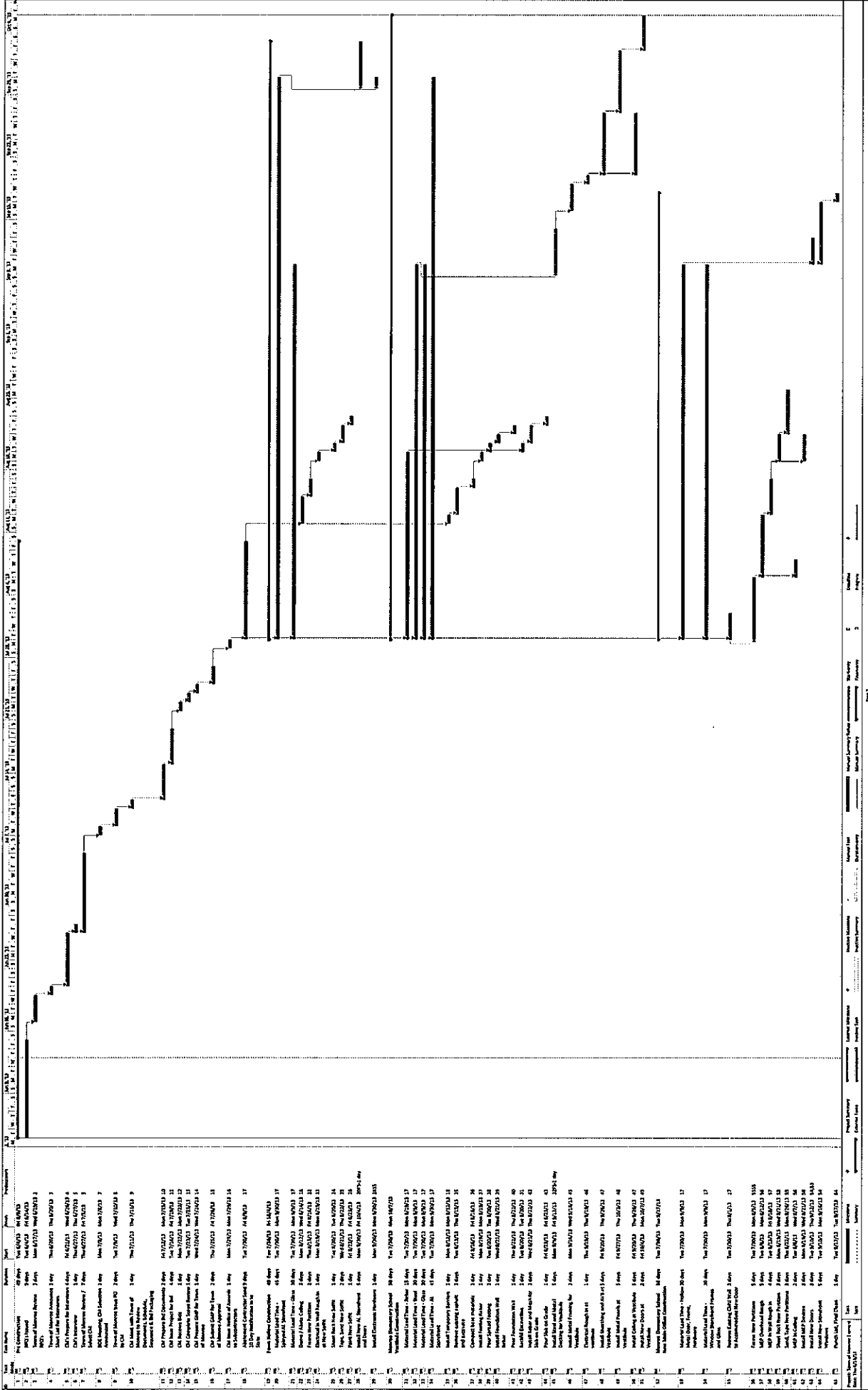
Gilbane recognizes that the final impression our clients develop is formed during the warranty period. We understand the importance of being responsive and timely on service calls and act accordingly. Project Executive, John Hawley is responsible for responding to any request received from the Town of Monroe and the committee during the warranty period. John will visit the Town of Monroe project prior to the one-year warranty expiration period to ensure that all obligations have been satisfied. If extended guarantees or warranties have been provided, periodic follow up visits will be scheduled to ensure proper maintenance and operating procedures are being followed. If a product/system is defective during the warranty period, John will take the necessary steps to ensure the system is corrected according to specifications.

We are committed to establishing a long-term relationship with the Town of Monroe and will be available beyond the warranty period.



John Hawley, our project executive, will be responsible for responding to any request received from the Town of Monroe during the guarantee or warranty period.







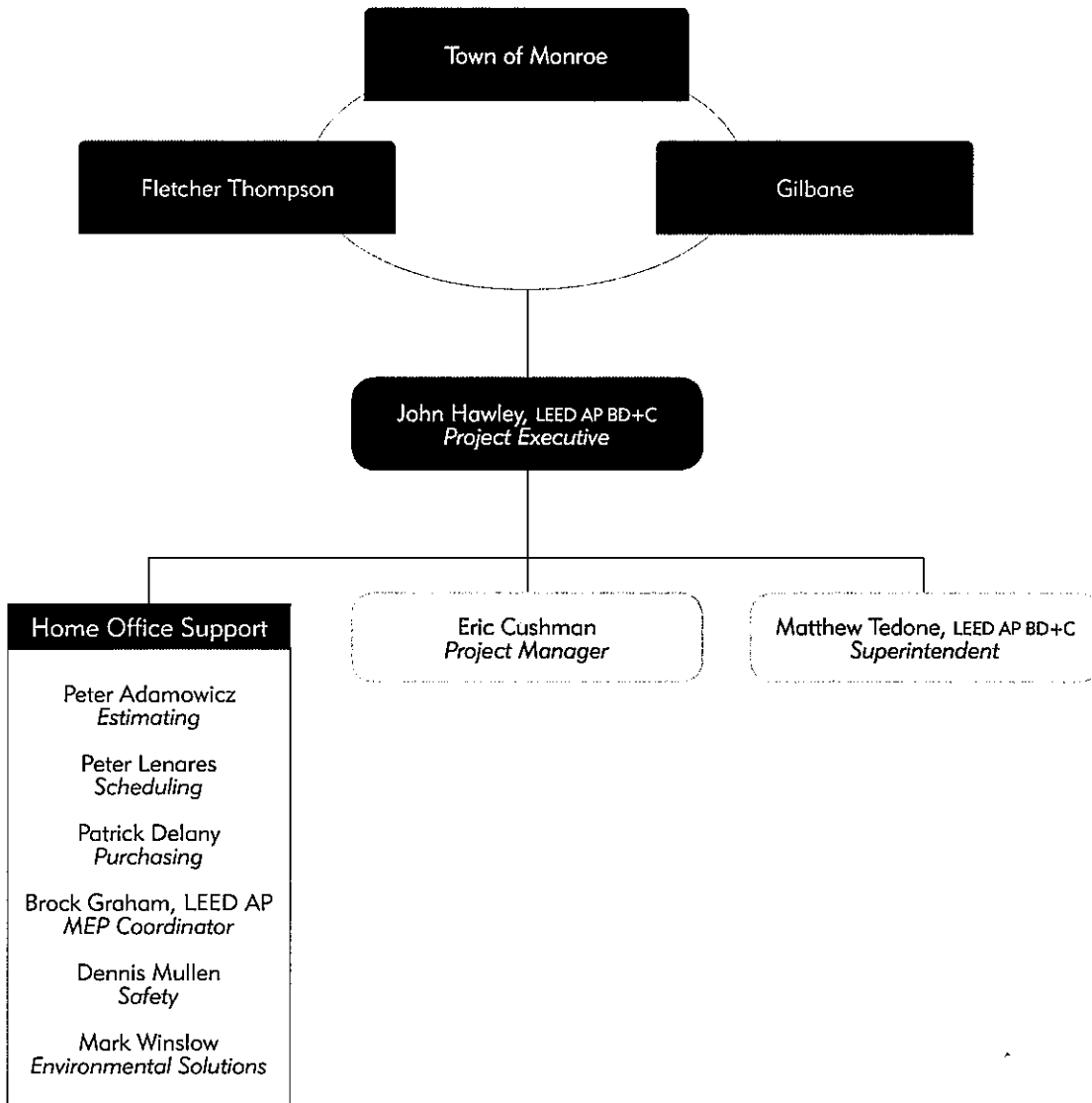






# PROJECT TEAM

## Organizational Chart





## RESUMES

**John Hawley, LEED AP BD+C**

PROJECT EXECUTIVE

**Norwalk Capital Improvements Projects - Norwalk, CT**

Gilbane oversaw all capital improvement projects greater than \$250,000 for the Norwalk Capital Improvements program. The projects consisted of additions and renovations with a significant focus on code compliance and upgrades and included a library, two high schools, three middle schools, and three elementary schools.

**Norwalk Brien McMahon High School - Norwalk, CT**

This project included the construction of a three-story, 130,000 SF, addition and phased renovations to the existing 200,000 SF high school. The project required extensive renovations in order to bring the school to like-new standards.

**Helen Keller Middle School - Easton, CT**

Gilbane provided full construction management services for 59,317 SF of renovations and a 27,323 SF addition to the existing Helen Keller Middle School.

**Waterbury Career Academy High School - Waterbury, CT**

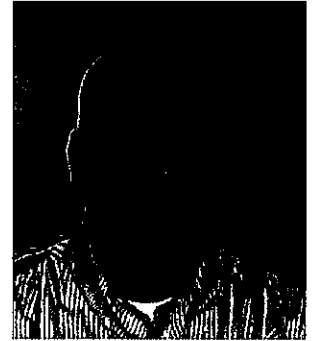
This project included the construction of a new, 149,500 SF, high school for 800 students. The scope included general education classrooms, manufacturing lab classrooms, a gymnasium, locker rooms, science labs, preschool care space, special education space, a media center, a cafeteria, and administration spaces. This project is targeting CHPS certification.

**Southside Institution Neighborhood Alliance (SINA) The Learning Corridor - Hartford, CT**

Sponsored by Trinity College and its partners, this project consisted of a 16-acre site clean-up effort of a contaminated, state-owned, urban site. Additionally included was the design-construction of seven new buildings in order to create an educational campus. Projects included the 60,000 SF Montessori Elementary School, the 90,000 SF Hartford Middle School, the 108,000 SF Magnet High School Resource Center, and the 77,000 SF Educational Commons Building. The project also included a 130,000 SF, 430-car, parking garage, a 600-seat performing arts center, and 10,000 SF of retail space.

**Danbury Hospital North Tower Clinical Addition & Parking Garage Expansion - Danbury, CT**

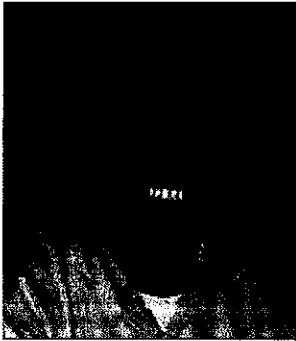
Gilbane is currently providing construction management services for the new patient tower connecting to the existing hospital. Project includes a new emergency department, ICU/CCU, and medical surgical patient floors. The project also includes construction of a new parking garage and renovations to existing garage to address displaced parking on this extremely challenging site. The project is targeting LEED v3 Silver certification.

**Qualifications | Education**

- ▶ Began Construction Career in 1986
- ▶ Joined Gilbane in 1998
- ▶ BBA/Management/Albertus Magnus
- ▶ AS/Business Management/Albertus Magnus

**Licenses | Certifications**

- ▶ LEED Accredited Professional Bldg Design + Construction
- ▶ OSHA 10-Hour Trained
- ▶ OSHA 30-Hour Trained
- ▶ Healthcare Constructor Certification (HCC)



## Eric Cushman

### PROJECT MANAGER

#### Qualifications | Education

- ▶ Began Construction Career in 2007
- ▶ Joined Gilbane in 2007
- ▶ B.S./Architecture Studies/Philadelphia University

#### Licenses | Certification

- ▶ OSHA 30-Hour Trained

#### St. Vincent's Medical Center Main Lobby Renovations - Bridgeport, CT

**Project Manager:** Gilbane is providing construction management services for the St. Vincent's Medical Center main lobby renovation project. The project includes the replacement of the existing entrance vestibule and upgrades to the lobby's finishes. The lobby is the hospital's main entrance, approximately 2,000 people enter the hospital at this location each day. Due to the site logistics, the Medical Center requested that construction will be completed while the lobby remains open. Gilbane is working closely with the Medical Center to assure that the project is executed flawlessly by creating phasing plans and clearly communicating detailed weekly schedules for construction activities.

#### St. Vincent's Medical Center – Bridgeport, CT

**Project Engineer:** Gilbane provided reconstruction and construction management at risk services for the 92,000 SF renovation and 120,000 SF expansion of the St. Vincent's Medical Center campus. The project includes a new emergency department, cancer center, renovations to the existing medical center, and the addition of a 600-space parking structure. The 92,000 SF renovations were broken into two main components for bidding and scheduling purposes; Phases 1-4, then 5-8.

**Assistant Project Manager:** The Phase 5-8 renovation project included sixteen subphases of occupied renovation throughout the Medical Center's main level. The project included an outpatient pharmacy, GI suite, CT suite, IR labs, non-invasive cardiology, pre-admission testing, admitting, and various administrative suites. Gilbane worked closely with the Medical Center completing extensive ICRA planning, temporary mechanical relocations, and building wide utility shutdowns. As part of this project, footings and steel were installed for a future bed tower, this scope of work involved drilling micro-piles inside active Medical Center and erecting structural steel over active corridors.

#### New Milford Hospital – New Milford, CT

Gilbane provided Owner's representative services for New Milford Hospital for numerous occupied renovation projects including a bulk oxygen tank replacement, relocation of the security department, replacement of flooring in an active Intensive Care Unit and an elevator modernization. Gilbane coordinated the design and planning process, solicited proposals and made contract awards, and coordinated the implementation. Seamlessly integrating into the facility Gilbane coordinated with nursing staff, nurse managers, and administration to assure that projects were completed on time and safely.

#### Fairfield University Housing Master Plan Implementation Phase I – Fairfield, CT

As part of Fairfield University's Housing Master Plan, Gilbane is providing construction management services for construction of a new four-story, 134-bed, double-loaded corridor style freshman student housing facility and a new four-story, 190-bed upperclassmen residence with independent living units. The project also includes renovations to St. Ignatius Hall which serves as the Jesuits Residence on Campus.

## Matthew D. Tedone, LEED AP BD+C

AREA SUPERINTENDENT

### Manchester Schools - Manchester, CT

The Town of Manchester selected Gilbane as their construction management partner to complete a multi-phased renovation and addition program. The project renovated two schools to create a dedicated 6th grade academy at the Bennet School and a 7th and 8th grade school at the Illing School. Renovations addressed fire, building, health and accessibility code compliance. Upgrades to HVAC, electrical, and fire protection were also completed.

### Bolton High School Renovations and Additions - Bolton, CT

Gilbane provided construction management at risk services for the expansion and renovation of the high school that took place on an occupied campus while school was in session. The project scope included approximately 33,728 SF in addition to the building and 52,000 SF of exterior and interior renovations which was renovated as new.

### Waterbury Career Academy High School - Waterbury, CT

This project included the construction of a new, 149,500 SF, high school for 800 students. The scope included general education classrooms, manufacturing lab classrooms, a gymnasium, locker rooms, science labs, preschool care space, special education space, a media center, a cafeteria, and administration spaces. This project is targeting CHPS certification.

### Middletown High School and Vocational Agricultural Center - Middletown, CT

Gilbane provided the town of Middletown, Connecticut with construction management services for their new high school. The 282,000 SF school replaced the existing high school, which Middletown has outgrown. The new school is a full service, high-end facility with a pool, cafeteria, auditorium, labs, and an astro-turf football field.

### Killingly High School and Vo-Ag Center - Killingly, CT

Gilbane served as the Construction Manager for both the preconstruction and construction phases of the New Killingly High School and Regional Vocational Agricultural Project. The 242,000 SF replacement school encompasses state-of-the-art classrooms, science laboratory and technology space. The project included extensive site work for the expansive 142 acre, heavily wooded, greenfield project site with significant wetlands.

### Danbury Hospital North Tower Clinical Addition & Parking Garage Expansion - Danbury, CT

Gilbane is currently providing construction management services for the new patient tower connecting to the existing hospital. Project includes a new emergency department, ICU/CCU, and medical surgical patient floors. The project also includes construction of a new parking garage and renovations to existing garage to address displaced parking on this extremely challenging site. The project is targeting LEED v3 Silver certification.



#### Qualifications | Education

- ▶ Began Construction Career in 2007
- ▶ Joined Gilbane in 2007
- ▶ BS/Construction Management/Roger Williams University

#### Licenses | Certifications

- ▶ LEED Accredited Professional Bldg Design + Construction
- ▶ OSHA 10-Hour Trained
- ▶ OSHA 30-Hour Trained









## SAFETY

Safety is a critical issue on any construction project, but it is even more critical on schools where students will remain on site during construction. *Gilbane has managed countless K-12 project with students remaining in school during the construction program.* We have the proven safety skill set to ensure Monroe's students will not be effected by construction.

Gilbane has an outstanding safety record and will ensure the safety of all students, workers, visitors and staff throughout the project. It has been a long standing Gilbane policy to implement thorough procedures to protect our employees and visitors on all our construction sites. Gilbane is nationally recognized as one of the safest builders in the U.S. Gilbane's Experience Modification Rate is 0.42 (less than half the industry average). This exceptional record means a lower cost for clients as our company commitment to safety means lower general and excess liability insurance rates, as well as lower bond rates for a project this size. As a result, the number of accidents on our projects is considerably lower than the industry average and Gilbane has earned numerous industry honors as the safest contractor in America.

### Safety in an Occupied Campus

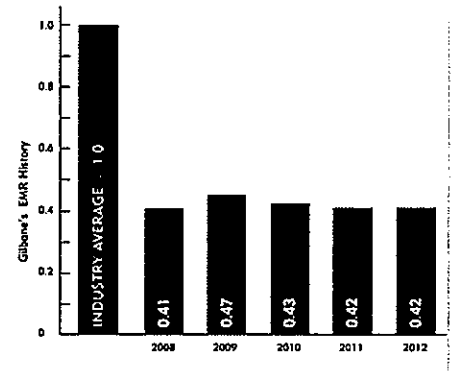
The renovations/addition to Monroe and Fawn Hollow Elementary Schools will have an impact on the day-to-day activities of the existing schools. Gilbane will lead a series of planning sessions with key stakeholders to proactively identify potential construction impacts on the existing operations of the school campuses. The outcomes of the planning sessions provide the basis for a variety of project plans. These plans will be continuously reviewed and modified with school administration, staff and local authorities throughout construction to ensure minimal disruption and maximum safety and construction efficiency. Planning will encompass:

- ▶ Phasing plan
- ▶ Project schedule
- ▶ Logistics plan
- ▶ Site-specific safety plan
- ▶ Pedestrian wayfinding plan
- ▶ Project communication plan for students and the community
- ▶ Infrastructure tie-in and relocation plan
- ▶ Optimal construction material deliveries schedule
- ▶ Noise and vibration restriction planning
- ▶ Student inclusion opportunities

**Student safety will be treated as the highest priority.** Having worked in and around occupied schools, our team has developed many tested approaches to ensuring student safety, including:

#### Isolate Construction Areas

- ▶ The separation of construction operations from campus activities is paramount for student safety
- ▶ Protection will be in place to isolate students and the general public from all construction areas



Gilbane's Experience Modification Rate is 0.42 (less than half the industry average).

### Safety Awards

**Gilbane** is a **3-time winner** of the prestigious **Construction Industry Safety Excellence (CISE) Award** given by the Construction Users Roundtable (CURT) in **recognition of outstanding safety performance** and best practices.

## School Operations Considerations

- ▶ How are we impacting student pick-up and drop-off?
- ▶ How are we impacting food preparation?
- ▶ Do we have enough lockers in the appropriate locations during each phase of construction?
- ▶ Do we have enough restrooms in the appropriate location for both staff and students in each phase of construction?
- ▶ Does each phase have a clearly identified and communicated (classroom signs) evacuation plan? Fire drills coordinated for each phase of construction.
- ▶ Are all specific student ADA needs met for each phase of construction?
- ▶ What is the walking duration for the farthest class change of each phase of construction? Do we need to add time between classes during specific phases to accommodate?

## Site Security

To ensure the overall integrity of the site and its adjacent areas, the Gilbane team will work to institute a comprehensive security plan. Gilbane recognizes that students can be curious and we go the extra mile to ensure maximum security measures are implemented. The Gilbane team will collaborate with the local police regarding the security systems put in place, reporting protocols, and patrolling the site or site perimeter. Some of these measures include:

### Restricted Access

- ▶ Construction gates will be locked, monitored and located away from the pedestrian routes
- ▶ All employees must have a project-issued security badge to enter the site
- ▶ Only those who have legitimate business with the project will be allowed to enter the site
- ▶ All visitors will be required to sign in with proper identification, and will be accompanied by a project team member while on the site at all times

### Secure Perimeter

- ▶ Fencing, signage, and other barriers will be located for maximum visibility and well constructed and maintained, to prevent students from accidentally wandering into a construction zone
- ▶ A continuous perimeter fencing system will be erected and facilities where construction is occurring will be locked and secured when not in use

### Security Cameras

- ▶ Gilbane recommends the use of security camera systems, and will work with the owner and local police to ensure privacy concerns are addressed

## Site Access

### Deliveries

- ▶ Deliveries will be restricted during student drop-offs and pick-ups
- ▶ Deliveries are will be to one location only and scheduled so they do not affect existing vehicular and pedestrian traffic flow, particularly in the early morning and late afternoon
- ▶ Prior to entering the construction site, all deliveries will need the approval of Gilbane's superintendent

## Segregate Construction From School Operations

One of the most critical aspects to the renovations/addition to Monroe and Fawn Hollow Elementary Schools will be to segregate construction operations from school activities and ensuring safety on campus. Planning the most efficient approach to maintaining the traffic flow around the school and the safe circulation of students, staff, and parents throughout the site will begin during preconstruction. This will require a series of collaborative meetings with district and school administrators to establish a plan and then ongoing communication to implement and adjust the plan (if necessary) throughout the course of the project.

## Indoor Air Quality (IAQ)

Gilbane realizes that control of a building's indoor air quality (IAQ) begins during the preconstruction phase, and therefore, has established a set of construction procedures to ensure that acceptable IAQ will be maintained for the future occupants of the building. The procedures set in-place to eliminate potential contaminants are broken down into the following areas: housekeeping, moisture control of materials, material selection, material installation sequencing, protection of materials/equipment at delivery, HVAC equipment/ducting and building flush-out.

Proper housekeeping techniques relate to minimizing the existence of dust and dirt from entering the construction site. Since excavation, sanding and grinding are the major culprits contributing to an unhealthy air quality, constant utilization of wetting agents, sweeping compounds and HEPA vacuums are essential. As a side note, no smoking is permitted in the building once temporarily enclosed and no eating is allowed during the finishing phase of construction.

Moisture control is another key factor to any construction site, especially knowing the harmful effects mold can have on a building's occupants. Moisture is typically added to help control "dusty" conditions, but water leaks within the building envelope are never tolerated. Gilbane knows that proper storage of materials and adequate ventilation are necessary to avoid moisture accumulation. Whenever possible, Gilbane encourages its subcontractors to use low VOC materials, including low emitting caulks, paints, adhesives, sealants and cleaning products. A Materials Log is maintained and submitted to ensure low VOC materials are used.

Gilbane understands that the sequence of material installation can also play a major role in the indoor air quality of a building. Certain materials and finishes emit off-gas, which can be absorbed by other types of materials resulting in a prolonged period of off-gassing after building occupancy. To prevent contamination, scheduling of installation of the off-gassing materials as well as provision for temporary construction ventilation is required. Additionally, Gilbane does not permit the use of gas-powered equipment within the building once fully enclosed, only propane, electric and natural gas equipment is allowed.

## Enforcement

Should safety be compromised on the project by a subcontractor, John Hawley and Eric Cushman will immediately take appropriate steps to correct the unacceptable behavior/condition and to ensure that it will not be repeated. Measures they may implement include:

- ▶ Re-evaluation of a subcontractor's inclusion on the approved bidder's list
- ▶ Notice of intent to withhold payment
- ▶ Notice to the offending trade contractor that its account will be charged for the cost of corrective work
- ▶ A "stop work" direction
- ▶ Removal of habitual offenders and/or uncooperative employees from the job site

**83%**  
OF PROJECTS HAD  
**ZERO**  
RECORDABLE  
INJURIES  
IN 2012



GILBANE TEAM MEMBERS  
INTERVENED AND CORRECTED  
**46,000**  
HIGH + LIFE THREATENING  
"NEAR MISSES"  
SINCE GILBANE CARES IMPLEMENTATION  
IN 2008 THROUGH 2012



## FINANCIAL | FIRM CAPACITY

Where traditional bonding is required, Gilbane's bonding capacity is rock-solid. At Gilbane, an upper limit to our bonding capacity has never been set by our long-term partner, Travelers Casualty & Surety Company of America, the largest construction bonding company in the U.S. Gilbane's bonding requirements have been handled by Travelers Casualty and Surety Company for 94 years, and Travelers is the only surety Gilbane has ever had. Gilbane is one of only five accounts with similar bond capacity that Travelers does not require to have a co-surety. Recently, Travelers has executed bonds on behalf of Gilbane exceeding \$250 million and with corresponding backlogs approaching \$2.5 billion. In 140 years of operation, Gilbane has never needed to use our surety to finish a job. According to the industry-ranking agency, A. M. Best ranks Travelers at the highest bonding rating, A+.



### Bonding References:

#### **Aon Risk Solutions**

Mark Herendeen, ARM

Vice President

Construction Services Group

One Federal Street, 20th Floor

Boston, MA 02110

Tel: (617) 457-7715

#### **Travelers Casualty & Surety Company of America**

Jeffrey M. Johnson

Branch Manager

350 Granite Street, Suite 1201

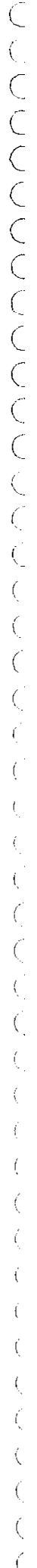
Braintree, MA 02184

Tel: (781) 817-8421

*Please find evidence of Gilbane's bonding capacity on the following pages.*

### Firm Capacity

Gilbane is one of the largest providers of construction management services in Connecticut, employing over 120 professionals. We have been building in Connecticut since 1944. Gilbane's in-house, state-of-the-art construction management professionals are skilled in project coordination, estimating, scheduling, purchasing, safety, quality control, mechanical/electrical coordination, on-site supervision, system start-up and occupancy support.







One Tower Square  
Hartford, CT 06183

June 12, 2013

Monroe Board of Education  
Director of Finance  
375 Monroe Turnpike  
Monroe, CT 06468

**Re: Gilbane Building Company  
Request for Qualifications To Provide Construction Management as an Advisor Services  
Renovation/Addition Front Entrance & Hallways for Monroe Elementary and Fawn Hollow Elementary Schools  
Bid Number: COB 2013-#4  
Estimated Construction Value: \$200,000 +/-**

To Whom it May Concern:

Please be advised that Travelers Casualty and Surety Company of America has handled all of the bonding requirements for Gilbane Building Company for over 90 years. We have confidence in the financial and operations strength of the firm, and we are a strong supporter of their total work program. Gilbane Building Company has a surety program with Travelers Casualty and Surety Company of America for single projects up to \$250,000,000 and corresponding backlogs approaching \$2,500,000,000. We are pleased that Gilbane Building Company is pursuing the above captioned project, and we recommend them to you as one of the outstanding contractors in the country. At this time, Gilbane Building Company has more than sufficient bonding capacity available to meet the requirements of this Project.

Travelers Casualty and Surety Company of America is willing to provide Gilbane Building Company with payment and performance bonds should Gilbane Building Company be selected and enter into a contract for this project. Naturally, as is customary within the surety industry, the issuance of bid or final bonds is always subsequent to a favorable underwriting review that may include, but not be limited to, satisfactory contract terms, conditions, documents, bond forms and confirmation of an acceptable financing source and payment provisions to Gilbane Building Company and Travelers Casualty and Surety Company of America at the time a request for bonds is made. It should be understood that any arrangement for surety bonds is a matter strictly between Gilbane Building Company and Travelers Casualty and Surety Company of America. We assume no liability to third parties or to you by issuance of this letter.

Travelers Casualty and Surety Company of America is fully licensed to transact surety business in the State of Connecticut and is listed in the United States Department of the Treasury's Listing of Approved Sureties (Department Circular 570) dated July 2, 2012. Furthermore, Travelers Casualty and Surety Company of America is rated "A+" (Superior) by A.M. Best Company.

Please feel free to contact this office should you need additional assurance regarding the technical ability or bonding capacity of Gilbane Building Company.

Sincerely,  
Travelers Casualty and Surety Company of America



Jeff Gilson, Attorney-in-Fact



This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 12<sup>th</sup> day of June, 20 13.

  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 226190

Certificate No. 005427910

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Mark P. Herendeen, Kevin A. White, Jean Correia, Maria Chaves, Theresan E. Rowedder, and Jane Gilson

of the City of Boston, State of Massachusetts, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 26th day of March, 2013

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 26th day of March, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public





## KNOWLEDGE OF THE LOCALITY

Gilbane is one of the largest providers of construction management services in Connecticut, employing over 120 professionals. We have been building in Connecticut since 1944, completing our first assignment for UConn on the Storrs Campus. Since then, we have grown to become one of the largest management firms in the State serving both the private and public sector.

### Local Market Knowledge

Gilbane has unquestionable knowledge of the Connecticut market, the subcontractors and the suppliers. We understand and abide by Connecticut construction laws, and we know what it takes to meet all State funding requirements and the Bureau of School Facilities requirements while delivering projects that exceed the goals of each town.

### DCS | BSF Experience

Gilbane has an in-depth understanding of the State of Connecticut Grant Management process from our extensive experience supporting our K-12 clients as both construction manager and program manager. Depending upon the project and our role on the project team, our involvement with the Bureau of School Facilities (BSF) has included:

- ▶ Initial filing for project approval (EDO49) including detailed information regarding educational programming, estimates of construction, financial information, and enrollment projections,
- ▶ Filing of progress payments (EDO46) at appropriate intervals established by the State,
- ▶ Monthly submission of ED042-CO for change orders,
- ▶ Maintenance of ineligible costs for construction, and/or
- ▶ Other municipality related expenditures.

Gilbane has established a system of checks and balances for securing State approval of requisitions which eliminates the rejection of funding requests due to non-compliance with the State's requirements. Our team will support Fletcher Thompson in the preparation of the EDO42 – Request for Plan review to the BSF and will attend the formal PCT meetings in a supporting role to answer any construction-related questions that may arise.

On K-12 projects in Connecticut, Gilbane has formatted the monthly cost reports and budget report to mirror the EDO49 and EDO46 forms, which track all financial information for the project inclusive of ineligibles. Gilbane's staff is fully involved in the development of cash flow projections for the town and maintains accurate and detailed records of ineligibles which eliminates the major source on angst in municipalities following project completion.

Gilbane's staff has authored a number of the forms that the SFU cites as examples of correctly documenting activities to meet State requirements. During construction, our K-12 project teams maintain the proper documentation for the submission of EDO42 COs (State Change Orders).

Gilbane has a proven track record of working closely with the School Facilities Unit at all project stages from financing, to plan review, to change order submission, though final audits. We have established processes and best practices that facilitate the seamless review and approval by the State's auditor which expedites the release of final funding to our clients.

Our School Facilities Unit approach will benefit the Town of Monroe because it is based upon:

- ▶ The efficient collection and management of required project information,
- ▶ The delivery of the appropriate information, at the appropriate time, in a format that complies with the State's requirements and
- ▶ The application of our cumulative experience that helps to maximize the reimbursable funds for which our clients are eligible.



