



Proposal
Solicitation 20-016

Pre-Construction/Construction Phase (CM at-Risk) Services for Capital Renewal Renovations and Modifications Projects

January 10, 2020





January 10, 2020

Ms. Kaylee Yinger
Beaufort County School District
2900 Mink Point Blvd.
Beaufort, SC 29902

RE: Proposal - CM-R Services (Solicitation 20-016)
Capital Renewal

Dear Ms. Yinger:

Mashburn Construction Company, Inc., in association with our M/WBE partner Enviro Ag Science, is pleased to submit our proposal for the CM-R delivery of the renovations and modifications to BCSD's various facilities. Our proposal includes a team with over 40 years of experience utilizing CM-R to meet our client's renovation and new construction needs.

We trust you will find our team qualifies for this project. Our proposal includes experienced construction professionals that will partner with BCSD to provide you with:

- A culture focused on safety. We understand that even in the summer, school sites are active and we will ensure that students, staff, visitors, our field staff and subcontractors go home safely at the end of every day.
- A strong preconstruction team committed to collaboration and communication with the design team to develop a GMP that meets BCSD's budget.
- A field team that will seamlessly transition from preconstruction and utilize proven construction management systems to ensure the project stays on schedule and within the GMP.
- A demonstrated ability to encourage and promote on an inclusionary basis contracting opportunities for M/WBE businesses.

As our proposal will show, we are excited about the opportunity to partner with the Beaufort County School District's chosen designers to improve the learning environments for the students of Beaufort County.

We look forward to discussing the project with you further. If you have any questions, please feel free to call me at (843) 853-4303.

Sincerely,

MASHBURN CONSTRUCTION COMPANY, INC.

Paul Mashburn, CEO

COLUMBIA
1820 Sumter Street (29201)
Post Office Box 2466
Columbia, SC 29202-2466
803-400-1000 | 803-400-1010 Fax

CHARLESTON
1202 Chuck Dawley Boulevard
Mt. Pleasant, SC 29464
843-853-4303 | 843-853-4304 Fax

GREENVILLE
18 East North Street, Suite 301
Greenville, SC 29601
864-660-8528 | 864-213-8092 Fax



TABLE OF CONTENTS

tab
01 **4.0.1.1: Signed Cover Page and Page 2**
Addendum 1 Acknowledgment

tab
02 **4.0.1.2: Firm Information**

tab
03 **4.0.1.3: Preconstruction and Construction Team**

tab
04 **4.0.1.4: Previous Experience**

tab
05 **4.0.1.5: Workload**
4.0.1.6: Financial Stability

tab
06 **4.0.1.7: Fees and Costs**

4.0.1.8: Miscellaneous

tab
07 **4.0.1.9: Criminal Background Checks**
4.0.1.10: Objections, Exceptions, and Observations

tab
08 **4.0.1.11: Other Information and Documents**

2.1.1 Good Faith Bond

5.0 Qualifications

8.0 Bidding Schedule/Price Proposal

9.0 M/WBE Policy and Requirements

tab
09 **Appendix**

2017 and 2018 Financial Statements

and Letter of Bonding Capacity

Sample Certificate of Insurance

Bonding Rate Sheet (Bonding Agent)

Sample Forms [Section 4.0.1.8]





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4.0.1.1: Signed Cover Page and Page 2

Please find our signed cover page, page 2, and Addendum 1 on the following pages.



Beaufort County School District

Solicitation Number: 20-016
Date Printed: December 11, 2019
Date Issued: December 12, 2019
Procurement Officer: Kaylee Yinger
Phone: 843-322-2349
Email: Kaylee.Yinger@beaufort.k12.sc.us

Request for Proposals

DESCRIPTION: **Pre-Construction / Construction Phase (CM at-Risk) Services for Capital Renewal Renovations and Modifications Projects**

SUBMIT OFFER BY (Opening Date & Time): **January 10, 2020; 2:00 PM EST**

QUESTIONS MUST BE RECEIVED BY: January 3, 2020

NUMBER OF COPIES TO BE SUBMITTED: **Six (6) Original Signed Copies and One CD (all documents as a single PDF file)**

Offers must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior.

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS:

Beaufort County School District
Procurement Office
P.O. Drawer 309
Beaufort, SC 29901-0309

PHYSICAL ADDRESS:

Beaufort County School District
Procurement Office
2900 Mink Point Blvd
Beaufort, SC 29902

CONFERENCE TYPE:

LOCATION:

DATE & TIME:

AWARDS & AMENDMENTS:

Award will be posted at the Physical Address stated above on or after **January 10, 2020**. The award, this solicitation, and any amendments will be posted at the following web address: <http://beaufortschools.net>. You must submit a signed copy of this form with Your Offer. By submitting a proposal or bid, you agree to be bound by the terms of the Solicitation. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date.

NAME OF OFFEROR: (Full legal name of business submitting the offer)

Mashburn Construction Company

ENTITY TYPE:

Corporation

AUTHORIZED SIGNATURE (Person signing must be authorized to submit binding offer to enter contract on behalf of Offeror named above)

Paul Mashburn

CEO

PRINTED NAME

TITLE

Instructions regarding Offeror's name: Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror above. An offer may be submitted by only one legal entity. The entity named as the Offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.



Beaufort County School District

Addendum 1

Solicitation Number: 20-016
Date Printed: December 5, 2019
Date Issued: January 7, 2020
Procurement Officer: Kaylee Yinger, CPPB
Phone: 843-322-2349
Email: Kaylee.Yinger@beaufort.k12.sc.us

Request for Proposals

DESCRIPTION: **Capital Renewal Renovations and Modifications Projects –
Pre-Construction / Construction Phase Services**

SUBMIT OFFER BY (Opening Date & Time): **January 10, 2020; 2:00 PM EST**

QUESTIONS MUST BE RECEIVED BY: January 3, 2020

NUMBER OF COPIES TO BE SUBMITTED: **Six (6) Original Signed Copies and
One CD (all documents as a single PDF file)**

Offers must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior.

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS:

Beaufort County School District
Procurement Office
P.O. Drawer 309
Beaufort, SC 29901-0309

PHYSICAL ADDRESS:

Beaufort County School District
Procurement Office
2900 Mink Point Blvd
Beaufort, SC 29902

CONFERENCE TYPE:

LOCATION:

DATE & TIME:

AWARDS & AMENDMENTS:

Award will be posted at the Physical Address stated above on or after **January 10, 2020**. The award, this solicitation, and any amendments will be posted at the following web address: <http://beaufortschools.net>. You must submit a signed copy of this form with Your Offer. By submitting a proposal or bid, you agree to be bound by the terms of the Solicitation. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date.

NAME OF OFFEROR: (Full legal name of business submitting the offer)

Mashburn Construction Company

ENTITY TYPE:

Corporation

AUTHORIZED SIGNATURE (Person signing must be authorized to submit binding offer to enter contract on behalf of Offeror named above)

Paul Mashburn

CEO

PRINTED NAME

TITLE

Instructions regarding Offeror's name: Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror above. An offer may be submitted by only one legal entity. The entity named as the Offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.

HOME OFFICE ADDRESS (Address for Offeror's home office/ Principal place of business): P.O. Box 2466 Columbia, SC 29202	NOTICE ADDRESS (Address to which all procurement and contract related notices should be sent): P.O. Box 2466 Columbia, SC 29202
PHONE NUMBER: 803.400.1000	
EMAIL ADDRESS: accounting@mashburnconstruction.com	

<p>PAYMENT ADDRESS (Address to which payments will be sent):</p> <div> <input checked="" type="checkbox"/> Payment Address Same as Home Office Address </div> <div> <input type="checkbox"/> Payment Address Same as Home Notice Address </div> <p>(check one only)</p>	<p>ORDER ADDRESS (Address to which all purchase orders will be sent):</p> <div> <input checked="" type="checkbox"/> Payment Address Same as Home Office Address </div> <div> <input type="checkbox"/> Payment Address Same as Notice Address </div> <p>(check one only)</p>
---	---

ACKNOWLEDGEMENT OF AMENDMENTS:	<u>Amendment Number</u>	<u>Amendment Issue Date</u>
	Addendum 1	January 7, 2020
<p>Offeror acknowledges receipt of amendments by indicating amendment number and its date of issue.</p>		

MINORITY PARTICIPATION- Are you a Minority Business Enterprise: Yes ☐ No ☒
If yes, please include a copy of your certification.



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4.0.1.2: Firm Information

Firm Name

Mashburn Construction
Company

Firm Address

**Mashburn Construction,
Charleston Office**
1202 Chuck Dawley Boulevard
Mt. Pleasant, SC 29464

History of company, including ownership and key management information for the Officer of the Firm in charge of this Proposal

Harry Mashburn's first project began in September 1976 when Mashburn Construction was incorporated. In 2010, the next generation of the Mashburn family was promoted into key leadership roles—Paul Mashburn became President & Chief Operating Officer, Lee Mashburn became Executive Vice President of Preconstruction, and Harry presided as CEO. When Harry officially retired in May 2017, Paul took over as Chief Executive Officer and Lee advanced to become President of the firm. Paul Mashburn, CEO, will be the Officer of the Firm in charge of this proposal.

From inception, the firm was built on the foundation of integrity by protecting the interests of its clients. Still today, the company culture of *Building with Integrity* signifies our commitment to honesty, quality, and efficiency in construction.



Mashburn Construction's Upstate and Coastal Divisions provide our clients with a strong local presence in addition to the knowledge and capabilities of a regional contractor.

Because each project is unique, Mashburn Construction focuses on providing solutions to owners, developers, and architects by offering services during the beginning stages of schematic design whenever it is appropriate.

Describe any company changes that are anticipated to occur during the life of the Project

We do not anticipate any company changes that will occur during the life of the project.



Top Photo: Mashburn's Team

Middle Photo: Paul, Harry, & Lee Mashburn (From Left)

Bottom Photo: Mashburn's Coastal Division Office

*Location of corporate headquarters
and other divisional offices*

Corporate Headquarters*

1820 Sumter Street (29201)
Post Office Box 2466
Columbia, SC 29202-2466

Coastal Division*

1202 Chuck Dawley Boulevard
Mt. Pleasant, SC 29464

Upstate Division

18 East North Street, Suite 301
Greenville, SC 29601

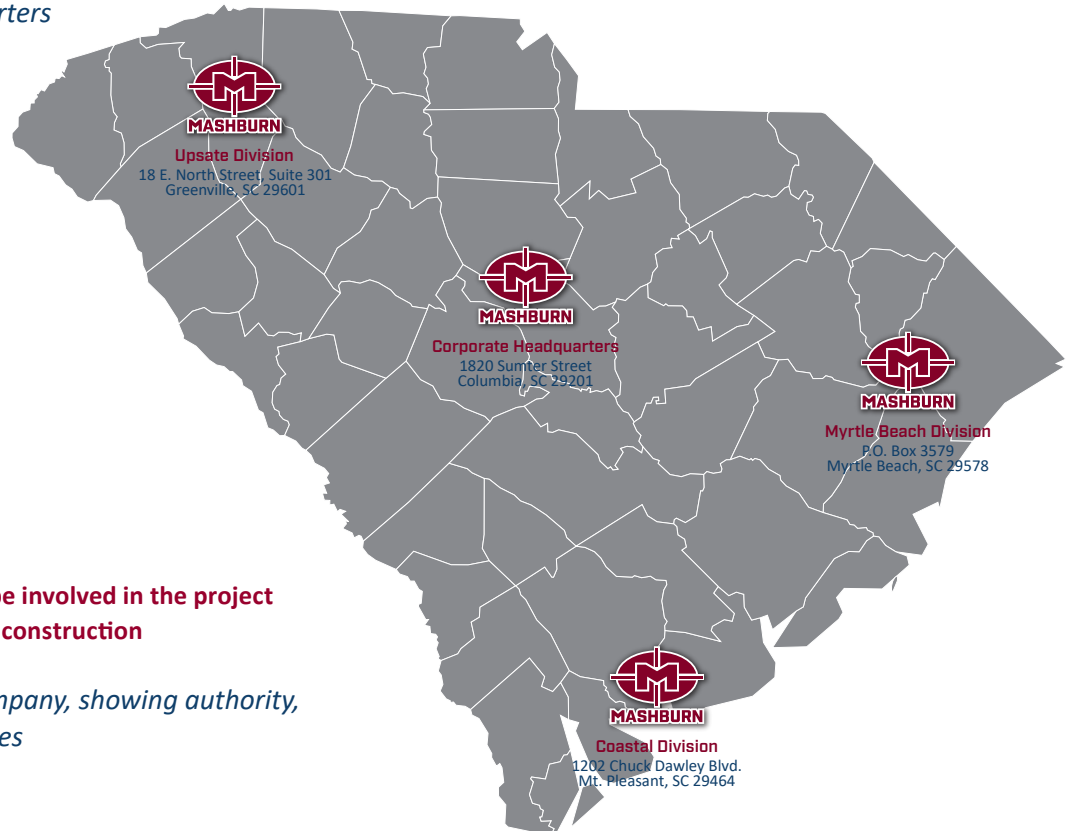
Myrtle Beach Division

P.O. Box 3579
Myrtle Beach, SC 29578

***Location of office(s) which will be involved in the project
during both preconstruction and construction**

*Organizational chart of the company, showing authority,
structure, and depth of resources*

Please see the following page.



Vendor References

Rivers Plumbing

147 Aberdeen Dr.
Florence, SC 29501
843-921-9686
Email: scott.rivers@rpecontracting.com
Contact: Scott Rivers

Collins & Wright

103 Sunbelt Blvd.
Columbia, SC 29203
803-735-0402
Email: swright@collinsandwright.com
Contact: Stocky Wright

HR Allen

2675 Rourk St.
Charleston, SC 29405
843-747-4100
Email: rod.allen@hrallen.com
Contact: Rod Allen

Premium Window & Door

161 Pontiac Business Center Drive #1208
Elgin, SC 29047
803-600-2432
Email: csmyrl@pwandd.com
Contact: Chris Smyrl

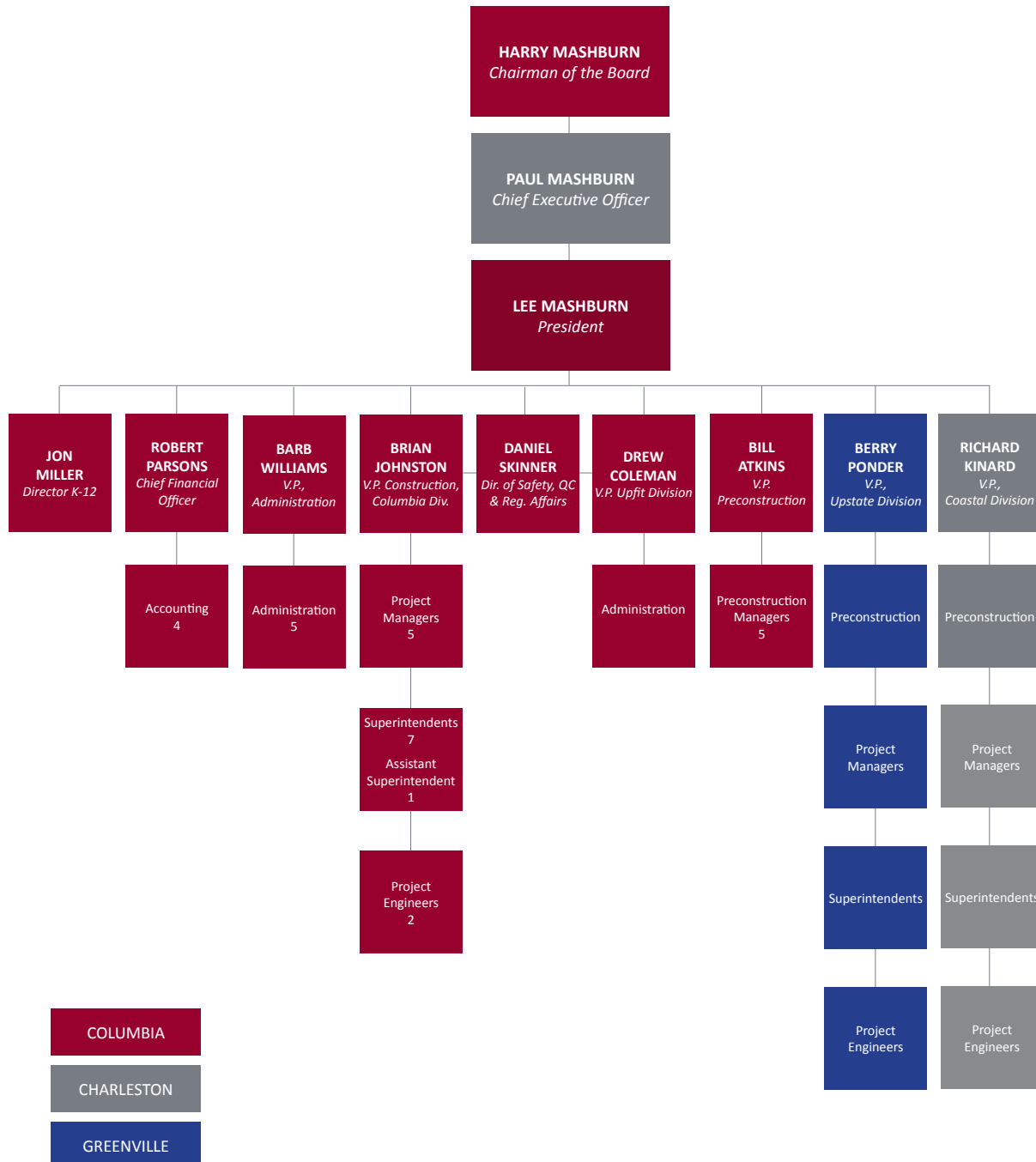
Palmetto Concrete Group

2265 Clements Ferry Rd #204
Charleston, SC 29492
843-514-8347
Email: sashby@palmettoconcretegroup.com
Contact: Skylar Ashby

Exterior Expressions, Inc.

140 Poplar Circle
Summerville, SC 29483
561-719-1683
Email: Bobby@YourStones.com
Contact: Bobby Allen

Organizational chart of the company, showing authority, structure, and depth of resources





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4.0.1.3: Preconstruction and Construction Project Team

Provide resumes describing your anticipated Project Team, along with their individual and team experience in projects similar in nature to the proposed project

Please see the subsequent pages in this section.

Include an organizational chart identifying key individuals and their responsibilities

Please see the following page.

Identify current team member obligations, project assignments, and the approximate percentage of time each team member will spend on this project during the different stages of the Project

Please find each team member's resume on the subsequent pages in this section.

Describe how the construction team would be organized throughout the life of the Project

Mashburn's proposed Executive Oversight, Paul Mashburn (CEO/ Executive-In-Charge) and Richard Kinard (VP, Coastal Division/Project Director), will oversee the preconstruction and construction processes. Paul and Richard have assembled a cohesive team that has worked together on a variety of K-12 projects.

Bill Atkins (VP, Preconstruction) will head our preconstruction efforts. He and Bryan Smith will generate all estimates

and project-specific pricing as necessary. Bill and Bryan will also track the budget through the 30%, 60%, 90% percent design phases and will facilitate any Value Engineering efforts, as well as the initial schedule and GMP Negotiations.

Our proposed Project Manager, Jon Miller, will be involved in all phases of the project. Jon will be responsible for controlling all aspects of the schedule and contract administration during construction. Robert Cappadona and Scott Royster, our proposed Superintendents, will provide field supervision. Both have years of expertise in effective logistical planning as well as managing our qualified sub base and keeping projects on time and in budget.

Daniel Skinner, our safety and QA/QC officer, will ensure the safety of all staff personnel, subcontractors, suppliers, and visitors on-site. Daniel will also assist Robert and Scott with implementing and enforcing our quality control process throughout the duration of the project.

Continued on Next Page...



Mashburn Construction has managed growth over the years using a careful and contemplative approach in selecting the type and size of projects we undertake. Once we acquire a comfortable workload that our staff can efficiently handle, we do not pursue further work. We feel that Beaufort County School District's Capital Renewal Renovation and Modification projects will fit well into our current workload. Mashburn is presently mobilized, fully licensed, and operational in Beaufort.

Specifically identify your assigned Project Manager and possible Superintendents for the Project. Proposers shall propose a single Project Manager that will be assigned to all project sites.

Project Manager / Point of Contact: Jon Miller, Leed AP

Superintendents: Robert Cappadona and Scott Royster

Describe your team's experience as part of a similar Project Team

Our on-site staff play a vital role in the overall success of our projects and the safety of everyone that comes in contact with our site. The proposed Mashburn team recently completed three CM-R projects for Columbia International University (see images to the right):

- Columbia International University New School of Business
- CIU Rossi Dining Room Additions and Renovations
- Ben Lippen School Additions and Renovations

These three projects are located on a busy faith-based campus in Columbia. The team dealt with a compressed schedule, confined space with limited laydown area, constant foot and vehicular traffic, and the safety of all who entered the site. However, we exceeded the owner's expectations in regards to the timely completion of all three of these referenced projects. Each project was completed ahead of schedule.



New School of Business



Rossi Dining Hall



Ben Lippen School

Organizational chart identifying key individuals and their responsibilities





Paul Mashburn

Corporate Title: Chief Executive Officer

Project Role: Principal-In-Charge

EXPERIENCE

30 Years in Industry

30 Years with the Firm

INDUSTRY AFFILIATIONS & CIVIC ORGANIZATIONS

Clemson Architectural Foundation,
Board of Trustee

Clemson Industry Advisory Board,
Executive Committee

Clemson University, Corporate
Partner

IAB Executive Committee, Chairman,
2018-2019

The Associated General Contractors
of America, Board of Directors
2015

Commercial Design Review Board,
Town of Mount Pleasant

Charleston Chamber of Commerce,
Board Member

Carolinas Associated General
Contractors, Former Chairman

National Kidney Foundation, Past
Chairman

Columbia Rotary Club, Past President
Cultural Council, Executive Board
Member

Columbia Leadership Program,
Graduate

EDUCATION

B.S. in Building Science &
Construction Management,
Clemson University

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 25%

CONSTRUCTION: 10%

STARTUP: 10%

CLOSEOUT: 10%

As President and Chief Operating Officer of Mashburn Construction, Paul Mashburn provides overall company oversight throughout the construction phase of all projects and oversees day-to-day operations. Paul received a Bachelor of Science in Construction Management from Clemson University and was recently honored with the Distinguished Alumnus Award from the University. The award is given to alumni who have demonstrated consistent support of the Construction Science and Management Division since graduation. Paul is also the Immediate Past President of the Carolinas Associated General Contractors (CAGC) and is Chair Elect for the Industry Advisory Board (IAB) of Clemson's Department of Construction Science and Management.

Career Experience

Mashburn Construction Company, Inc.

Chief Executive Officer (2017-present)

Paul is responsible for all day to day operations and strategic direction of the company as whole.

President, Chief Operating Officer (2010-present)

As part of a six person Executive Committee which managed over 70 employees and three offices. His main responsibilities were company-wide policies that affected all offices.

Vice President Coastal Division (2005-2010)

Paul moved his permanent residence to the coast to focus on all aspects of the Coastal Division.

Vice President Columbia Division (2004-2005)

Paul is responsible for all operations from our Columbia Division.

Director of Integrated Services (2001-2004)

Paul started Mashburn's Integrated Services Division, which handles all projects where Mashburn is involved during preconstruction working with owners and architects through design. Since 2004, all of Mashburn's projects are through our IS approach to construction.

Project Manager (1993-2001)

Paul was Project Manager for Mashburn on a wide variety of projects for over ten years including office, retail, industrial and healthcare.

Superintendent and Field Engineer (1991-1993)

Paul worked in the field on a variety of projects as Superintendent and Field Engineer.



Richard Kinard

LEED AP

Corporate Title: Vice President, Coastal Division

Project Role: Project Executive

Richard Kinard, our proposed Project Executive, will be responsible for overall executive oversight of the entire project. Richard will assist Bill and Bryan in all phases of the preconstruction process and the transition from preconstruction to construction. Richard is uniquely qualified to direct this project as he has experience working with many K–12 clients.

EXPERIENCE

18 Years in Industry

18 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

LEED Accredited Professional

Leadership Charleston Graduate

First Aid/CPR Training

Building Information Model (BIM)

Managing Employee Performance

EDUCATION

B.S. in Chemical Engineering,

University of Florida

Relevant Experience

Charleston High School Redevelopment Project/MUSC College of Health Professions, Charleston, SC

Randolph Hall/Porter's Lodge/Towell Library (CofC), Charleston, SC

East Cooper Medical Office Building, Mt. Pleasant, SC

Trident Health System, Multiple Projects, Charleston, SC

911 Communications Center, Lexington, SC

Lake City Meeting Hall, Lake City, SC

Clarendon County Courthouse, Manning, SC

Isle of Palms Public Safety Building, Isle of Palms, SC

Buckwalter Community Center, Phases I and II, Bluffton, SC

Boeing Site Services Building, N. Charleston, SC

ATS Logistics Corporate Offices and Warehouse, N. Charleston, SC

Harris Teeter Grocery Store and Façade Renovations, Isle of Palms, SC

Immedion Data Center, Charleston, SC

26 and 28 Broad Street (various), Charleston, SC

74 George Street Renovation, Charleston, SC

83 Mary Street, Charleston, SC

359 King 3rd Floor, Charleston, SC

482/484 King Street, Charleston, SC

Altman Furniture Building Renovation, Charleston, SC

Project Pressure, Ladson, SC

Project Shampoo, Ladson, SC

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 20%

CONSTRUCTION: 10%

STARTUP: 10%

CLOSEOUT: 10%

(cont'd)



Richard Kinard

LEED AP



Grand Bohemian Hotel, Charleston, SC

Grace Episcopal Church, Multiple Projects, Charleston, SC

The Inn at the Crossroads, Lake City, SC

Charleston Distilling Company, Charleston, SC

Hilton Garden Inn, Mt. Pleasant, SC

DAW Law Firm Office Upfit, Charleston, SC

Coastal Cancer Center, Myrtle Beach, SC

White Oak Manor, Charleston, SC

Celebrity Square Renovations @ Broadway at the Beach, Myrtle Beach, SC

Cane Bay Fire Station, Summerville, SC

Riley Park Club Renovation, Charleston, SC

Portside Center Office, Mt. Pleasant, SC

Coosaw Preserve Amenity Center, Ladson, SC

PHOTOS ABOVE

ATS WAREHOUSE, INC., NORTH
CHARLESTON, SC

CELEBRITY SQUARE, MYRTLE BEACH, SC

EAST COOPER MEDICAL OFFICE
BUILDING, MT. PLEASANT, SC

JOE RILEY STADIUM, CHARLESTON, SC



Bill Atkins

Corporate Title: Vice President of Preconstruction Services

Project Role: Vice President of Preconstruction Services

Bill has an extensive history with the preconstruction and GMP negotiation of a variety of K-12 facilities. As VP of Preconstruction, he will oversee the integration of information from the architect and sub-consultants in order to visually communicate detailed construction logistics, scheduling milestones, construction phasing, and trade coordination; this will enable the project team to quickly comprehend activities, impacts, and status of the project. Bill takes a collaborative approach with the owner and architect and includes them in the coordination and evaluation of qualified subcontractors, as well as the refinement of documents at each phase of design.

Relevant Experience

Ben Lippen School, Columbia, SC

Construction Management At-Risk: The projects includes the construction of 13,500/SF 2-story classroom addition and minor renovation at an existing campus that is occupied during the construction phase.

Columbia International University School of Business, Columbia, SC

Construction Management At-Risk: The project includes 42,000/SF 2-story school of business building

CIU Rossi Dining/Serving/Kitchen Renovation and Addition, Columbia, SC

Construction Management At-Risk: The project consists the negotiation of \$3.4M project. The scope includes the renovations and modernization to 16,000 SF of existing kitchen, dining, and serving areas; Addition of 7,000 SF banquet hall with new restrooms that will double as student dining; and sprinkler system to provide coverage at existing 32,000 SF building.

City of Columbia Art Center, Columbia, SC

The City of Columbia Arts Center design-build project transforms 6,000 SF of previously unoccupied space in the Taylor/Sumter Street Garage storefronts.

Irmo Medical Office Building, Irmo, SC

Preconstruction Services/GMP Negotiation/Construction Services: The new medical office building is two story 43,400 SF tilt-up construction for core and shell and seven tenant spaces, including the owners space.

EXPERIENCE

19 Years in Industry
3 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

OSHA 30-Hour Trained

EDUCATION

B.S. in Construction Management,
Wentworth Institute of
Technology
A.A.S., Civil Engineering Technology,
Springfield Technical Community
College

INDUSTRY AFFILIATIONS AND CIVIC ORGANIZATIONS

Boy Scouts of America, Eagle Scout
Hazardville United Methodist Church
Member 2012 - 2014; Board Member
2013-2014
Trinity United Methodist Church
Trustee 2009-2012; Church Member
2006-2012
100 Club of Connecticut
Member 2005-2015
ACE Mentoring Program
Board Member 2007-2010; Lead
Mentor 2004-2005 school year
Christmas in April
House Captain and volunteer, 1999-
2005

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 60%
CONSTRUCTION: 0%
STARTUP: 0%
CLOSEOUT: 0%

(cont'd)



PHOTOS ABOVE

BEN LIPPEN SCHOOL, COLUMBIA, SC

CIU SCHOOL OF BUSINESS, COLUMBIA, SC

CIU ROSSI DINING/SERVING/KITCHEN
RENOVATION AND ADDITION,
COLUMBIA, SC

IRMO MOB (OUR PROPOSED TEAM IS
PICTURED, COLUMBIA, SC

Bill Atkins

Grand Strand Medical Office Building, Myrtle Beach, SC

Preconstruction Services/GMP Negotiation/Construction Services:

Five story 93,730 SF tilt-up construction for core and shell and prepared for future tenant space.

Agape House of the Low Country, Summerville, SC

Preconstruction Services/GMP Negotiation/Construction Services:

16,000 SF wood framed, 30-bed hospice on 7 acre site.

Relevant Experience - Previous

Middletown High School and Vocational Agricultural Center, Middletown, CT

Provided CM at Risk Services for the City's new high school.

Bolton High School Renovations and Additions, Bolton, CT

Provided CM at-Risk Services for the expansion and renovation of a high school that took place on an occupied campus while school was in session.

Chicopee Comprehensive High School, Misc. School, Chicopee, MA

Provided Construction Management Services for the new 330,000 SF Comprehensive High School (vocational/technical school).

Westerly Public Schools, Westerly, RI

The project included the construction of a new 160,000 SF middle school, 150,000 SF of renovations to the high school, as well as 100,000 SF in renovations to the existing middle school.

Holliston Middle School and High School, Holliston, MA

Provided Construction Management Services for the additions to middle school and high school.

Sterling Community School, Oneco, CT

Provided Construction Management Services to replace the Town's only school with a new K-8 public school.

Nashua High School North and South, Nashua, NH

Provided CM at-Risk Services for the construction of the new Nashua High School North and renovations to the existing Nashua High School South.

Bolton High School Renovations and Additions, Bolton, CT

Provided CM at-Risk Services for the expansion and renovation of a high school.



Bryan Smith

Corporate Title: Preconstruction Manager

Project Role: Preconstruction Manager

Working closely with Richard, Jon and Adrienne, Bryan will provide leadership during the planning phases of the project. Bryan will be responsible for estimating, MEP coordination, value analysis, and constructability reviews. He will also create project specific phasing, scheduling, and development of trade contractor bid scopes. Bill Atkins, Chief Estimator, will assist Bryan with any necessary tasks for this project.

EXPERIENCE

24 Years in Industry

4 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

On Screen Take-Off

Sage Timberline Estimating

EDUCATION

B.S. in Civil Engineering, Clemson University

Relevant Experience

360 King Street Upfit, Charleston, SC

Interior upfit to include partitioning ground floor retail into 3 spaces. Add grease trap for tenants 1 and 3. Remove old wood-on-grade floor, pour new slab through about 3/4 of the ground floor, provide new MEP to the spaces. Also includes new storefront on King Street and restoring forming openings on Burns Lane side of the building.

Beach Residential Upfit, Mt. Pleasant, SC

2,000 SF upfit for Level 2 office space

Coast Conservation League Upfit, Summerville, SC

6,000 SF interior upfit for office space

Grand Strand Educational Facility, Myrtle Beach, SC

14,234 SF renovation of existing medical building

Relevant Experience - Previous

Myers Park High School, Charlotte, NC

Role: Preconstruction Manager | Cost: \$13 million

CM at Risk: The work included performing sitework, site demolition, and construction of new school building totaling 66,878 SF.

Myers Park High School Additions and Renovations, Charlotte, NC

Role: Preconstruction Manager | Cost: \$14.5M

CM at Risk: Renovations and additions to Myers Park High School. The work included minor renovations to the existing gym building, construction of a new 30,620 SF gymnasium, and a 1,500 seat expansion to the football stadium.

Virginia Polytechnic Institute & State University, The Visitors and Undergraduate Admissions Center, Blacksburg, VA

Role: Preconstruction Manager | Cost: \$7.2M

CM at Risk: A new freestanding 18,125 SF, two-story building that includes public spaces for reception and exhibits, assembly rooms, Undergraduate Admissions department offices, and staff support areas. Site work will include a new entry road, arrival and drop off, parking lot, service area, main terrace and view area, numerous plantings, and pedestrian circulation.

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 100%

CONSTRUCTION: 0%

STARTUP: 0%

CLOSEOUT: 0%

(cont'd)



Bryan Smith



PHOTOS ABOVE
360 KING STREET, CHARLESTON, SC
GRAND STRAND EDUCATIONAL
FACILITY, MYRTLE BEACH, SC
BEACH RESIDENTIAL, MT. PLEASANT, SC
COASTAL CONSERVATION LEAGUE,
SUMMERVILLE, SC

University of North Carolina at Charlotte, Hunt Residence Hall, Charlotte, NC

Role: Preconstruction Manager | Cost: \$25M

CM at Risk: A new 436-bed residence hall located in the South Village area of the campus. Each floor of the residence hall includes lounge/study rooms, laundry, and multi-purpose rooms. The site provides ADA compliant parking as well as areas where service related vehicles will access. The building exterior consists of brick and precast concrete and is designed to include LEED standards.

Texas State University System, Lamar University Center for Innovation, Communication, and Entrepreneurship, Beaumont, TX

Role: Preconstruction Manager | Cost: \$8M

CM at Risk: Construction of a new 30,000 SF building including sitework focused on entrepreneurial education. The 2-story facility houses classrooms, offices, and laboratories.

J. Reuben Long Detention Center (Phases 1 & 2), Conway, SC

Role: Preconstruction Manager | Cost: \$46.3M

CM at Risk: A new 536-bed jail, new service facilities including kitchen, laundry, and intake and release to accommodate 1,500 beds and renovation of existing space to accommodate special needs inmates and additional staff training and administrative space.

Florence County Judicial Center, Florence, SC

Role: Preconstruction Manager Cost: \$32M

CM at Risk: A new 118,369 SF courthouse and site work with vibratory stone column soil stabilization. The 3-story facility houses courtrooms, office space, jury deliberation rooms, public lobby space, security areas, and prisoner holding cells.

Lancaster County Courthouse, Lancaster, SC

Role: Preconstruction Manager | Cost: \$26M

CM at Risk: A new 100,000 SF courthouse. The 3.5-story facility houses courtrooms, office space, jury deliberation rooms, public lobby space, security areas, prisoner holding cells, and new off site parking. The LEED certified courthouse was designed and constructed to have as little adverse impact on the environment as possible.

Aiken County Government Center, Aiken, SC

Role: Preconstruction Manager | Cost: \$29.9 million

CM at Risk: A new 134,700 sf Government Complex designed to accommodate more than 200 employees. The complex will house Voter Registration, Emergency Operations Center, Magistrates Court, RMC, Planning and Development, Treasury, Finance, Tax Assessor, Information Technology, Records, Public Works and Engineering, County Administration, and County Council Offices and Chambers.



Daniel Skinner

Professional Engineer (P.E.)

Corporate Title: Director of Safety, Quality Control and Regulatory Affairs

Project Role: Director of Safety, Quality Control and Regulatory Affairs

EXPERIENCE

12 Years in Industry
4 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

Former SC State Fire Marshal
ICC Fire Inspector I
SC PE Reg #31135
OSHA Authorized Construction
Trainer (OSHA 500)
Construction Manager of
Environmental Safety & Health
(C-MESH) Certification
OSHA 30 Hour, 10 Hour

EDUCATION

B.S. in Mechanical Engineering,
Clemson University
M.Eng., North Carolina State
University

Daniel Skinner, PE, will be responsible for the implementation and maintenance of the Safety and Quality Management programs, assuring that the work put in place will conform to the design and planning decisions made throughout the design process. Our quality processes focus on the ongoing verification of quality achievement and not merely inspection at the end.

Relevant Experience

Ben Lippen School, Columbia, SC

Construction Management At-Risk: The projects includes the construction of 13,500/SF 2-story classroom addition and minor renovation at an existing campus that is occupied during the construction phase.

Columbia International University School of Business, Columbia, SC

Construction Management At-Risk: The project includes 42,000/SF 2-story school of business building.

City of Columbia Art Center, Columbia, SC

The City of Columbia Arts Center design-build project transforms 6,000 SF of previously unoccupied space in the Taylor/Sumter Street Garage storefronts.

Irmo Medical Office Building, Irmo, SC

Preconstruction Services/GMP Negotiation/Construction Services: The new medical office building is two story 43,400 SF tilt-up construction for core and shell and seven tenant spaces, including the owners space. Tenants include: Imaging, Podiatry, Physical Therapy, ENT, Lab and Spa.

Grand Strand Medical Office Building, Myrtle Beach, SC

Preconstruction Services/GMP Negotiation/Construction Services: Five story 93,730 SF tilt-up construction for core and shell and prepared for future tenant space.

Agape House of the Low Country, Summerville, SC

Preconstruction Services/GMP Negotiation/Construction Services: 16,000 SF wood framed, 30-bed hospice on 7 acre site. Design Build with The Architectural Resource.

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 10%
CONSTRUCTION: 50%
STARTUP: 10%
CLOSEOUT: 10%

(cont'd)



Daniel Skinner Professional Engineer (P.E.)

Clarendon County Courthouse, Manning, SC

This project was a historic renovation to the 21,000 SF Clarendon County Courthouse.

Sensor Electronic Technology (SETi) Phase II Addition, Columbia, SC

Addition of a 24,000 SF pre-engineered metal building to an existing facility utilizing cross corridor connectors to provide code compliant building separation and allow for secure, concealed mechanical equipment yard.

The University of S.C., Women's Quadrangle, Columbia, SC

160,000 SF renovation of the three existing buildings in the Women's Quadrangle (Sims, Wade Hampton, McClintock) to create a modern residence hall to house 600 students.

USC South Tower Bathroom Renovations, Columbia, SC

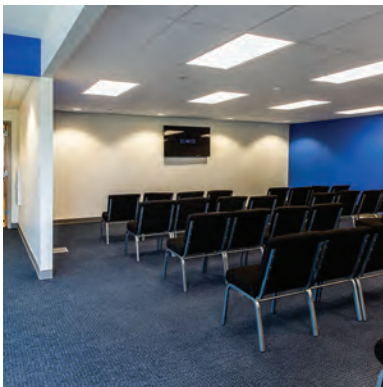
Renovation of 19 floors of bathrooms in a student dormitory.

Voorhees College- Recreation and Residence Hall, Denmark, SC

Voorhees College chose Mashburn to construct a new two-story recreation and residence hall to address a growing student population and offer a safe entertainment space.

Williamston Youth Academy, Williamston, SC

This 18,270 square foot design-build facility includes: 52 beds; four distinctive living quarters with ADA compliant rooms and bath facilities.



PHOTOS ABOVE

USC WOMEN'S QUADRANGLE,
COLUMBIA, SC

GRAND STRAND MEDICAL OFFICE
BUILDING, MYRTLE BEACH, SC

IRMO MEDICAL OFFICE BUILDING,
IRMO, SC

VORHEES COLLEGE RECREATION AND
RESIDENCE HALL, DENMARK, SC



Jon Miller

LEED AP

Corporate Title: Director, K-12 Division

Project Role: Project Manager / Point of Contact

Over the last 5 years Jon has been responsible for the overall management of more than \$200 million of K–12 projects. His project experience includes significant renovations and additions as well as new construction. As the Director of K–12 Jon will be the main point of contact for the district from the start of preconstruction through closeout. It will be Jon's responsibility to facilitate communication during preconstruction and to ensure a seamless transition from preconstruction to construction. Jon will participate in all meetings between Mashburn and Beaufort County School District. During construction Jon will support the field team's day to day management of the construction activities. In his career Jon has completed over \$500 million of Construction at Risk projects and he will work to ensure that all phases of the Capital Renewal Renovation and Modification projects are successful.

EXPERIENCE

23 Years in Industry

1 Year with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

LEED Accredited Professional

EDUCATION

Bachelor of Science,
University of Massachusetts

Relevant Experience

Greer High School Weight Room, Greer, SC

Relevant Experience - Previous

River Ridge Academy

The 125,000 SF \$28.9M project involved construction of a new K–8 school for the Beaufort County School District.

May River High School

The 240,000 SF \$61M project involved construction of a new high school for the Beaufort County School District.

Beaufort County School District 2016 Summer Capital Improvements

This \$4.6M project involved multiple scopes for different facilities across seven sites during summer break.

Lexington Richland 5 Capital Improvements

Construction Management At-Risk: The \$9,800,000 summer project included complete HVAC replacement on several wings of different schools as well as upgraded athletic facilities and roof replacements.

Brookland-Cayce High School Arena

Construction Management At-Risk: The 45,000 SF \$13,000,000 project was a new 1,500 seat basketball arena including a weight room and BCHS Hall of Fame.

Brookland-Cayce High School Renovations

Construction Management At-Risk: The \$8,000,000 project renovated a historic auditorium, the CATE wing and 18 classrooms as well as adding fire projection to 100,000 SF. A majority of this work was performed during the school year while the building was occupied.

Riverbank Elementary School

Construction Management At-Risk: The 160,000 sf \$31,000,000 project was the 2nd of 2 new prototype K-6 schools. Built in a little under 18 months.

Saluda River Elementary School

Construction Management At-Risk: The 65,000 sf \$14,500,000 renovation and addition of a classic neighborhood school. Included a new gym/cafeteria and kitchen as well as a new egress corridor.

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 20%

CONSTRUCTION: 75%

STARTUP: 75%

CLOSEOUT: 75%



Robert Cappadona

Corporate Title: Superintendent

Project Role: Superintendent

As a full-time, on-site Project Superintendent, Robert is responsible for daily supervision of all trade contractors. He is responsible for ensuring that safe work practices are used for all construction activities and for the daily Quality Control inspections of all work in progress.

EXPERIENCE

25 Years in Industry

First Year with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

NCCER

CPR and First Aid

FEMA in Incident Command System
and Single Resources & Initial
Action Incident

Confined Space Rescue Technician

High Angle Rescue

Vehicle Entrapment

HAZMAT

NFPA Life Safety Code certified
(Includes fire sprinkler and alarm
inspection certification)

South Carolina Residential Builders
License, 2006

OSHA 30 & 10 Hour Safety
Certification; scaffold erection;
lift & lull operation; climbing &
rappelling; fork, scissor; man lift
operation

ASE Certified Mechanic, 1993

HVAC Universal Certification (March
2010)

INDUSTRY AFFILIATIONS & CIVIC ORGANIZATIONS

Vice Chair and Member of the
Town of Blythewood Planning
Commission.

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 100%

CONSTRUCTION: 0%

STARTUP: 100%

CLOSEOUT: 20%

Relevant Experience

CIU Rossi Dining/Serving/Kitchen Renovation and Addition, Columbia, SC

Construction Management At-Risk: The project consists the negotiation of \$3.4M project. The scope includes the renovations and modernization to 16,000 SF of existing kitchen, dining, and serving areas; Addition of 7,000 SF banquet hall with new restrooms that will double as student dining; and sprinkler system to provide coverage at existing 32,000 SF building.

Columbia Metro Convention Center Interior Renovation, Columbia, SC

After selection through an RFP, our team worked with the owner to sequence work around scheduled events and allow the facility to remain open during renovation. The project involved interior renovations of existing meeting rooms and the construction of a new meeting room within an existing space. The new meeting spaces are built elevated over the first floor concourse with steel, concrete, storefront, and metal panels. Disruption of normal business hours is not an option and existing event contracts are nonnegotiable. The MCC team honored the request of ongoing operations by way of staging and phasing. The project is on track to meet the schedule and cost requirements.

Halls Chophouse, Columbia, SC

Mashburn provided preconstruction services, GMP negotiation, and construction services for the restoration of an existing retail space on the corner of one of the busiest intersections in downtown Columbia, SC. Our team worked closely with the owner and architect to complete the 9,500 SF project, which doubled the space. Although the project was originally slated to take 4-5 months, it was completed in only 3 months to greet anxious customers for the holiday season. The scope of work includes poured concrete in the kitchen and dining room, renovation of the space to house two cook lines for the tenant, increased seating capacity for a private party of up to 65, construction of a Mezzanine structure, two private dining areas with video capabilities, a service bar, a chilled wine cellar, and decorative covering of four large structural concrete columns. A structural steel canopy was installed on the exterior to add an outdoor seating area and specialty doors were also installed. Millwork included a bar top made of a 3,900 lb sapele mahogany wood that was imported from Africa and reclaimed wine barrels lined the ceiling in one of the private dining rooms. Brand new mechanical doubled the existing system (VRF).



Scott Royster

Corporate Title: Superintendent

Project Role: Superintendent

As a full-time, on-site Project Superintendent, Robert is responsible for daily supervision of all trade contractors. He is responsible for ensuring that safe work practices are used for all construction activities and for the daily Quality Control inspections of all work in progress.

EXPERIENCE

19 Years in Industry

7 Years with the Firm

Relevant Experience

1233 Washington Street Hotel, Columbia, SC

Cantina 76 Expansion, Columbia, SC

Columbia Visitors' Center, Columbia, SC

Communication Service for the Deaf at Innovation Center, Columbia, SC

East Cooper Medical Office Building, Mount Pleasant, SC

Fountains of Edenwood Clubhouse Addition, Cayce, SC

Frank Revolutions Rock Hill, Rock Hill, SC

Gamma Phi Beta, Columbia, SC

New Covenant Assembly, Columbia, SC

Raymond James Upfit, Columbia, SC

SC State Fair Goodman Building, Columbia, SC

Sheraton Conference Center, Columbia, SC

SIOS Innovation Center 4th Floor Upfit, Columbia, SC

Southern Urogynecology, West Columbia, SC

St. Paul's Lutheran Church Sanctuary Renovation, Columbia, SC

Relevant Experience - Previous

New North Lincoln High New Construction, Lincolnton, NC (2001 – 2003)

West Lincoln High Renovation, Lincolnton, NC (2002 – 2003)

New East Lincoln Elementary School New Construction, Lincolnton, NC (2002 – 2003)

Pleasant Hill Elementary School and Middle School New Construction,
Lexington, SC (2005 – 2006)

Lexington Technology Center Renovation, Lexington, SC (2005 – 2006)

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 0%

CONSTRUCTION: 100%

STARTUP: 100%

CLOSEOUT: 20%

(cont'd)



PHOTOS ABOVE
COLUMBIA VISITOR'S CENTER,
COLUMBIA, SC

EAST COOPER MEDICAL OFFICE
BUILDING, MOUNT PLEASANT, SC

GAMMA PHI BETA, COLUMBIA, SC

ST. PAUL'S LUTHERAN CHURCH,
COLUMBIA, SC

Scott Royster

Lexington High School Gym and Auditorium New Construction, Lexington, SC (2005 – 2006)

Carolina Springs Elementary School and Middle School New Construction, Lexington, SC (2006 – 2007)

White Knoll High School Stadium New Construction, Lexington, SC (2007)

Gilbert Elementary School, Primary School, and Stadium New Construction, Lexington, SC (2008 – 2009)

Bethel Pre-K through 8th Grade, Hampton, VA (2008 – 2009)

White Knoll Elementary School Renovation, Lexington, SC (2009)

Lexington Elementary School Renovation, Lexington, SC (2009)

Rocky Creek Elementary New Construction, Lexington, SC (2009 – 2010)

Meadow Glen Elementary School Site Work Package, Lexington, SC (2010 – 2011)

Meadow Glen Middle School New Construction, Lexington, SC (2011 – 2012)



Neil Mashburn

Corporate Title: Field Engineer

Project Role: Field Engineer

Project Experience

Robinson and Mark's Buildings, Columbia, SC

Renovation of Robinson and Mark's Building on Main Street into a combination bowling alley and restaurant on the first floor with apartments above. This project includes historic renovations and restoration of two early 1900s buildings to the standards required by the National Park Service for tax credit considerations. These projects also qualify for additional abandoned building credits and is another key project in the revitalization of the Historic District of Downtown Columbia.

Hotel Trundle, Columbia, SC

Part of a three-building historic renovation; First level and full second level shell totaling 11,252 SF; New Lobby with elevator/shaft, conventional wall density and up-scale finishes; Includes reworking and partial restoration of Taylor Street façade; Selective interior and exterior demolition, stair atrium at front, light well and small roof patio in center, exposed structure throughout, light wall density and millwork, heavy amount of tenant-provided systems furniture, carpet tile, and no desire for shared access to new Lobby elevator proposed for 1224 Taylor in adjacent space.

Del Webb Amenity Center at Nexton, Summerville, SC

25,000 SF indoor/outdoor amenity center within the master planned community, Nexton; Amenities include tennis courts, pickle ball courts, bocce ball courts, indoor and outdoor spas, indoor lap pool, and outdoor beach entry pool; A mixture of rooms include aerobics rooms, exercise rooms, arts and crafts areas, multipurpose rooms, and locker rooms; All entrances have access controls with security cameras throughout; Single story, structural steel and metal trusses, asphalt shingle roof, storefront, and Hardie siding.

1321 Lady (HUD), Columbia, SC

Renovation of the 112,000 square foot historic Owen Building into a 130-unit apartment complex called Thirteen 21 Lofts. The complex will offer one and two-bedroom units and will feature a resort style, salt water swimming pool; sundeck and grilling area; theater room; Wi-Fi lounge; a fully equipped fitness center; and a bicycle storage area.

Long's Drug Renovation, Lexington, SC

Three phase renovation of existing space to include new shipping area, break room, office and labeling space.

EXPERIENCE

6 Years in the Industry

6 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

Construction Management Certificate,
Trident Technical College

PERCENTAGE OF TIME TO BE COMMITTED TO THIS PROJECT:

PRECONSTRUCTION: 0%

CONSTRUCTION: 100%

STARTUP: 100%

CLOSEOUT: 75%

(cont'd)



PHOTOS ABOVE
 ROBINSON BUILDING, COLUMBIA, SC
 HOTEL TRUNDLE, COLUMBIA, SC
 1233 WASHINGTON STREET HOTEL,
 COLUMBIA, SC
 AGAPE HOUSE OF THE LOW COUNTRY,
 SUMMERVILLE, SC

Neil Mashburn

1233 Washington Street Hotel, Columbia, SC

The owners chose Mashburn to perform a complete demo and rebuild of an existing 10 story building built downtown in 1954. The hotel offers 90 rooms and downtown experience unique to the Holiday Inn brand. The facade of the building consist of stucco, EIFS, EIFS wood looking band, and metallic EIFS panels. Amenities include meeting space, fitness room, E-bar, and restaurant with bar. Challenges of the project include a zero lot line, hoisting material into the building over an active sidewalk. Demolition and abatement of a building built in 1954, there is usually a surprise around the corner. Due to the limited footprint, deliveries were carefully scheduled, and trades carpooled to the site.

Agape House of the Low Country, Summerville, SC

16,000/SF wood framed, 30-bed hospice on 7 acre site. Design Build project in conjunction with The Architectural Resource.

Houston Northcutt Shell Unit Upfit, Mount Pleasant, SC

Remove and replace all lay in ceiling tiles, Remove shampoo bowls, counter unit and sink, cap all supply and drain lines; Remove ceramic tiles from walls and patch, leave ready for paint; Patch drywall where drain and supply lines have been removed, patch all nail holes, leave sanded ready for paint; Ensure all light fixtures are in working order and clean lenses; Ensure Fire exit lighting is in working order; Ensure Bathroom light / fan is mounted properly and in working order.



Adrienne Lynn Sienkowski

Certifications

Corporate Title: Chief Operations Officer (ENVIRO AgScience)
Project Role: M/WBE Outreach

Mrs. Sienkowski will be responsible for ensuring that our team incorporates Beaufort County School District's M/WBE policy into all phases of our preconstruction and construction processes. Adrienne will provide executive level oversight of ENVIRO's project resources.

EDUCATION

B.S., Clemson University, 1997



Project Experience

Citywide Managing General Contracting Services, Atlanta, Georgia

2nd Floor Renovations and Mayor's Suite, August 2016

Modifications for 61,000 sf of council chambers, mayor's suite and office suites of occupied building

City Council Interior Suite 2nd Floor Renovations, December 2015

Modification for 18,438 sf of office suites of occupied building

Building 35 Renovation, Ft. Benning, GA

Projected Completion: February 2014

\$10.5M Renovation of 130,000 SF historic office building housing offices, classrooms, and lecture halls

Enoree Ranger Station, Whitmire, SC

Project Completion: October 2014

This project was a joint venture between Mashburn Construction and ENVIRO AgScience

\$2.1M renovation and expansion of 7,500sf administrative office for the US Forest Agency

French Creek Mess Hall – Camp Lejeune, NC

Project completion: November 2013

\$16.2M Design-build new construction of a 21,840 sf LEED Gold dining facility for the US Marine Corps.

TASC Warehouse – Ft. Stewart, GA

Project completion: October 2012

\$5.1M Design-build new construction of 33,970 sf standard design Training Aids Center Warehouse

MCIEast Brig – Camp Lejeune, NC

Project completion: October 2012

\$14.7M Design-build new construction of a 40,000 sf LEED Gold pretrial detainee facility for the USMC



Susan Clary

CIT, CGP

Corporate Role: Project Coordinator

Project Role: Project Coordinator and M/WBE Outreach

Relevant Experience - Previous

Susan Clary has extensive experience with the procurement, preconstruction services and GMP negotiations of Construction Management At-Risk and Integrated Project Delivery of numerous K-12 facilities in the State of South Carolina. Susan's responsibilities included: subcontractor outreach and subcontractor bid solicitation; procurement of business licenses and filing notice of commencements with appropriate jurisdictions; procuring payment and performance bonds and builder's risk policies; owner contract administration including preconstruction agreements and subsequent GMP amendments; establishment of subcontractor contract documents; mitigating risk by ensuring that subcontractors could meet safety and insurance requirements; administration of accounts payable (subcontractor payment applications and material suppliers purchase orders) as well as accounts receivable (owner payment applications); and SWMBE participation reporting. The following is a partial listing of relevant project experience:

Foxbank Elementary School, Berkeley County School District, Moncks Corner, SC

Preconstruction, GMP negotiation and construction (Integrated Project Delivery)

Philip Simmons Elementary School and Middle School, Berkeley County School District, Charleston, SC

Preconstruction, GMP negotiation and construction. (Integrated Project Delivery)

Nexton Elementary School and Middle School, Berkeley County School District, Summerville, SC

Preconstruction, GMP negotiation and construction. (Integrated Project Delivery)

Berkeley High School Historic Redevelopment, Berkeley County School District, Moncks Corner, SC

Preconstruction, GMP Negotiations and construction. (Integrated Project Delivery)

North Myrtle Beach Middle School Addition, Horry County Schools, North Myrtle Beach, SC

Preconstruction, GMP Negotiations, and construction (Integrated Project Delivery)

Airport High School Roofing (summer work), Lexington County School District Two, West Columbia, SC

Preconstruction, GMP Negotiations, and construction (Integrated Project Delivery)

Airport High School Additions and Renovations, Lexington County School District Two, West Columbia, SC

Preconstruction, GMP Negotiations, and construction (CM At-Risk)

EXPERIENCE

11 Years in Industry

2 Years with the Firm

CERTIFICATIONS, REGISTRATIONS AND TRAINING

Certified Industry Technician (CIT),
National Association of Women
in Construction

Certified Green Professional (CGP),
National Association of Home
Builders

OSHA 10 Certification

Notary Public of South Carolina,
Commission Expires 3-3-2027

EDUCATION

AAS Computer Technology



PHOTOS ABOVE
LAKE MURRAY ELEMENTARY SCHOOL
UPPER CAMPUS, BLYTHEWOOD, SC
DEERFIELD ELEMENTARY SCHOOL,
LEXINGTON, SC
NEXTON ELEMENTARY SCHOOL,
SUMMERVILLE, SC
RIVER BLUFF HIGH SCHOOL ATHLETIC
FACILITIES, LEXINGTON, SC

Susan Clary

CIT, CGP

Airport High School Athletic Facilities Improvements, Lexington County School District Two, West Columbia, SC

Preconstruction, GMP Negotiations, and construction (CM At-Risk)

Cardinal Newman School and Athletic Facilities, The Catholic Diocese of Charleston, Columbia, SC

Preconstruction services, GMP Negotiation, construction. (Design-Assist)

Wateree Elementary School, Kershaw County School District, Lugoff, SC

Preconstruction services, GMP Negotiation, construction. (CM At-Risk)

Lugoff Elementary School, Kershaw County School District, Lugoff, SC

Preconstruction services, GMP Negotiation, construction. (CM At-Risk)

Spirit Communications Park, City of Columbia, Columbia, SC

Preconstruction services, GMP Negotiation, construction. CM At-Risk)

University of South Carolina Football Operations Facility, USC, Columbia, SC

Preconstruction services, GMP Negotiation, construction. (CM At-Risk)

Chapin Middle School Addition, District Five of Lexington and Richland Counties, Irmo, SC (CM At-Risk)

Dutch Fork Additions and Renovations, District Five of Lexington and Richland Counties, Irmo, SC

Riverbluff Athletic Facilities, Lexington County School District One, Lexington, SC

Deerfield Elementary School, Lexington County School District One, Lexington, SC

Lake Carolina Elementary School Upper Campus, Richland County School District Two, Blythewood, SC

Midlands Technical College Engineering and Science Addition, Columbia, SC

Career and Technology Academy and Wando High School, Charleston County School District, Mt. Pleasant, SC

Laing Middle School, Charleston County School District, Mt. Pleasant, SC

Richland County Library Main Branch Renovations, Columbia, SC



MASHBURN

MASHBURNCONSTRUCTION.com

4.0.1.4: Previous Experience

Describe your previous experience in providing similar services as described above. Provide a minimum of three references of similar projects for these services



Columbia International University Rossi Dining Hall, Columbia, SC

Mashburn provided Construction Management At-Risk services in conjunction with the University. Extensive preconstruction services were provided, which involved multiple pricing iterations and value engineering options prior to delivering a fast-tracked construction sequence slated for April through September 2019. The project involved renovation and modernization to 16,000 SF of existing kitchen, dining, and serving areas. The addition of a 7,000 SF banquet hall with new restrooms was also constructed along with a student center on the lower level. The main design features are a parapet-high glass curtain wall system, plus an interior glass NanaWall folding partition. An elevator and shaft were also added and the existing restrooms were updated in order to make them compliant with the present ADA requirements. A sprinkler system was also added to provide complete coverage of the existing 32,000 SF building including the renovations and addition noted above.

Columbia International University

7435 Monticello Rd, Columbia, SC 29203

Reference: Rob Hartman

Phone: (803) 754-4100 | Email: rob.hartman@ciu.edu



Olympia Learning Center, Columbia, SC

This project involved new construction of a 50,152 SF building along with a 42,140 SF renovation to the 100 year old Olympia School, which was destroyed in a fire. Mashburn worked with the architect to rebuild and renovate the school, providing services such as site logistics, estimating, subcontractor management, materials procurement, scheduling and project management. Construction included interior architectural woodwork, classroom construction and finishes, food service equipment, science casework, library shelving and furniture, and MEP installation. Exterior work included extensive brick restoration, cast in place concrete, glass block, Exterior Insulation Finishing System, and structural steel. The renovated gym included a new maple wood floor, new structural steel package, bleachers and automatic basketball goals.

Richland County School District One

201 Park Street, Columbia, SC 29201

Reference: Mr. Charles Carson

Phone: 803-253-5743 | Email: ccarson@richlandone.org



University of South Carolina Women's Quad

Three historically significant residence halls (Sims, McClintock, and Wade Hampton) required a substantial renovation to meet today's student housing needs. A complete demolition back to the structural frame was required to convert these traditional style dormitories into modern residence halls that would meet current building codes. Following current campus and national trends, the first level of the buildings incorporate community spaces such as lounges, laundry rooms, classrooms and other student support functions associated with campus housing. Similarly, the three buildings are now connected via small enclosed additions improving the safety, flow and sense of community.

University of South Carolina

614 Bull Street, Columbia, SC 29201

Reference: Jeff Lamberson

Phone: (803) 777-4022

For the past three years, provide the following information:

a. Identify all projects (name, location, completion date and Contract amount).

Please see the tables provided below and on the subsequent pages.

b. Identify all renovation projects with similar scope.

All projects in the tables below are modifications and renovations of existing facilities EXCEPT those noted as new construction (*).

CURRENT PROJECTS

Project Name	Owner	Location	% Completed	Contract Amount
2 Wharfside	Apollon Wealth Management	Charleston, SC	97.0%	\$375,829.00
3 rd Floor Hallway Transition	Lillibridge Healthcare Services	Columbia, SC	20.0%	\$34,118.00
61 State Street Hotel	61 State Street Hotel Partners	Charleston, SC	13.0%	\$15,251,141.00
1074 Pinnacle Point US Army	Trinity Partners	Columbia, SC	35.0%	\$363,770.00
1233 Washington Street Hotel	Lexington Hospitality, LLC.	Columbia, SC	97.0%	\$7,760,408.00
1307 Main Street Shell	Arnold Companies	Columbia, SC	35.0%	\$171,924.00
Agape House of the Low Country *New Construction	Agape Management Services	Summerville, SC	98.0%	\$4,747,484.00
Alpha Delta Pi House Director Suite Upfit	Alpha Delta Pi	Columbia, SC	31.0%	\$68,250.00
Astro Brewery	Pavilion Development	Clemson, SC	11.0%	\$57,746.00
BB&T Columbia	BB&T	Columbia, SC	98.0%	\$169,116.00
BARD Office Renovation	CR Bard, Inc.	Moncks Corner, SC	99.0%	\$949,781.00
Ben Lippen School Addition and Renovation	Columbia International University	Columbia, SC	97.0%	\$3,171,823.00
Black Rooster	Kristian Niemi	Columbia, SC	99.0%	\$196,144.00
Buncombe Mixed Use *New Construction	The Beach Company	Greenville, SC	18.0%	\$14,420,076.00
Buncombe Townhomes *New Construction	The Beach Company	Greenville, SC	87.0%	\$1,291,560.00
Cantina 76 Expansion	Chad Elsey	Columbia, SC	51.0%	\$216,785.00
Carolina Interventional Pain	Carolina Interventional Pain Institute	Columbia, SC	99.0%	\$6,264,007.00
Clemson Samuel Cadden Chapel *New Construction	Clemson University	Clemson, SC	1.0%	\$4,052,579.00
Colonial Life Service MSA	Unum	Columbia, SC	94.0%	\$861,372.00
CIU New School of Business *New Construction	Columbia International University	Columbia, SC	97.0%	\$7,478,106.00
CIU Rossi Dining Additions and Renovations	Columbia International University	Columbia, SC	99.0%	\$2,585,861.00
Communication Services for the Deaf at Innovation Center	Holder Properties	Columbia, SC	95.0%	\$722,310.00
Electric Guard Dog Executive Suites	Holder Properties	Columbia, SC	56.0%	\$112,020.00
Encompass Health Rehabilitation Hospital of Columbia	Encompass Health Corporation	Columbia, SC	63.0%	\$202,258.00
Flex	Flex	West Columbia, SC	97.0%	\$17,147,322.00
Grand Strand MOB Tenant Improvement	Hospital Corporation of America	Myrtle Beach, SC	64.0%	\$7,531,867.00
Greer High School Weight Room	Greenville County School District	Greer, SC	55.0%	\$3,667,786.00
GSMC Dialysis Unit Renovation	Hospital Corporation of America	Myrtle Beach, SC	1.0%	\$518,789.00
GSMC PHP Renovation	Hospital Corporation of America	Myrtle Beach, SC	92.0%	\$349,283.00
Holiday Inn Express *New Construction	Strand Hospitality Services	Fayetteville, SC	99.0%	\$10,516,499.00
IBHS Office Renovation	Insurance Institute for Business & Home Security	Richburg, SC	15.0%	\$20,000.00
J McLaughlin Houston Northcut	Burroughs & Chapin	Mount Pleasant, SC	59.0%	\$64,747.00
Kingstree Fire and Police Station	Town of Kingstree	Kingstree, SC	7.0%	\$2,915,144.00
Kress Apartment Upgrades	Capitol Places	Columbia, SC	99.0%	\$611,417.00
Laurens Road Sitework	Darryl Holland	Greenville, SC	70.0%	\$1,260,035.00
Longs Drug Renovation	Longs Pharmacy Solution	Lexington, SC	81.0%	\$153,404.00
Market on Main	Market on Main Manufacturing	Columbia, SC	76.0%	\$1,270,743.00
Mercedes-Benz Canteen *New Construction	Daimler Vans Manufacturing	Ladson, SC	66.0%	\$2,234,979.00
Mercedes-Benz Vans Cafeteria	Daimler Vans Manufacturing	Ladson, SC	6.5%	\$2,084,432.00
One Augusta Street	Atlantic South Development	Greenville, SC	85.0%	\$1,020,086.00
Palmetto Brewery Loading Dock	Palmetto Brewery	Charleston, SC	87.0%	\$111,296.00
Palmetto Health Richland MP1	Lillibridge Healthcare Services	Columbia, SC	80.0%	\$275,827.00
Polo Road Canteen and Press Box	Richland Co Recreation	Columbia, SC	77.0%	\$601,157.00
Sola Station Coffee Shop	The Beach Company	Columbia, SC	5.0%	\$270,405.00
The Innovation Building	Innovation Way Partners	Mount Pleasant, SC	36.0%	\$1,371,896.00
The Shepherd Hotel *New Construction	Pavilion Development	Clemson, SC	24.0%	\$289,670.00
Trident Pharmacy 800 Upgrade	Hospital Corporation of America	Charleston, SC	42.0%	\$661,322.00
Washington Street UMC Reno	Washington Street United Methodist	Columbia, SC	30.0%	\$89,631.00
West Florence Fire Station *New Construction	Florence County Procurement	Florence, SC	81.0%	\$183,901.00
Whitesville Fire and Rescue *New Construction	Whitesville Rural Fire Dept.	Summerville, SC	80.0%	\$2,763,983.00

Continued...

BEAUFORT COUNTY SCHOOL DISTRICT

Proposal for CM-R Services

January 10, 2020

COMPLETED PROJECTS

Project Name	Owner	Location	Date Completed	Contract Amount
131 Spring Upfit	Tiger Lily	Charleston, SC	2019	\$54,512.00
359 King 3rd Floor	Burroughs & Chapin	Charleston, SC	2019	\$580,319.00
360 King Street Retail Upfit	KW Realty	Charleston, SC	2019	\$961,330.00
116 Belk Court Office Upfit	Hodell-Natco Industries, Inc.	Blythewood, SC	2019	\$207,394.00
1321 Lofts on Lady	Capital Places	Columbia, SC	2019	\$16,141,488.00
1600 Marion Street Bathroom	Lillibridge Healthcare	Columbia, SC	2019	\$25,108.00
4875 Forest Drive Upfit	The McCallum Company	Columbia, SC	2019	\$7,750.00
BB&T Florence Upfit	BB&T	Florence, SC	2019	\$460,875.00
BB&T Spartanburg Bank Office *New Construction	BB&T	Spartanburg, SC	2019	\$1,069,359.00
Beach Residential Upfit	The Beach Company	Mount Pleasant, SC	2019	\$367,663.00
Buncombe Drive Thru Demo	The Beach Company	Greenville, SC	2019	\$28,073.00
California Dreaming Renovations	California Dreaming	Charleston, SC	2019	\$832,090.00
Callison Tighe Office Upfit	Callison Tighe & Robinson	Columbia, SC	2019	\$262,729.00
Charleston County Design Build MRF *New Construction	County of Charleston	Charleston, SC	2019	\$4,989,847.00
Clarendon Health System Skilled Nursing Facility	Clarendon Memorial Hospital	Manning, SC	2019	\$362,200.00
Clemson University Edwards Hall Simulation Lab	Clemson University	Clemson, SC	2019	\$637,616.00
Coastal Conservation League Upfit	Coastal Conservation League	Charleston, SC	2019	\$291,209.00
Coleman Central *New Construction	The Beach Company	Mount Pleasant, SC	2019	\$4,199,572.00
Columbia Eye Clinic Upfit	Columbia Eye Clinic	Columbia, SC	2019	\$554,659.00
Columbia Visitor's Center	Columbia Public Facilities Corporation	Columbia, SC	2019	\$418,616.00
Convention Center Guest Services	Columbia Metropolitan Convention Center	Columbia, SC	2019	\$66,876.00
Del Webb Amenity Center at Nexton *New Construction	Pulte Home Company, Inc.	Summerville, SC	2019	\$14,605,685.00
GME ER High Side Renovation	Hospital Corporation of America	Myrtle Beach, SC	2019	\$81,882.00
Grand Strand Medical Educational Facility Renovation	Hospital Corporation of America	Myrtle Beach, SC	2019	\$1,744,008.00
Hairy Winston Upfit	Hairy Winston	Charleston, SC	2019	\$419,590.00
Halls Chophouse	Halls Chophouse	Columbia, SC	2019	\$2,593,129.00
Hampton Preston Mansion	Historic Columbia Foundation	Columbia, SC	2019	\$675,911.00
Hibben UMC Sanctuary Renovation	Hibben United Methodist Church	Charleston, SC	2019	\$198,982.00
Irmo Medical Office Building *New Construction	Dr. Guram	Irmo, SC	2019	\$9,339,531.00
IBHS Building G Machine Shop	Insurance Institute for Business and Home Security	Chester, SC	2019	\$455,102.00
JTEKT Lab Upfit	JTEKT North American Corporation	Greenville, SC	2019	\$2,141,395.00
Kilgore Pergola Repair	AJ Kilgore	Columbia, SC	2019	\$9,750.00
Landair Upfit	NAI Earle Furman	West Columbia, SC	2019	\$71,769.00
Mill Creek Pet Food Center	Mill Creek Pet	Columbia, SC	2019	\$15,000.00
Mt. Horeb UMC Recording Studio	Mt. Horeb UMC	Lexington, SC	2019	\$53,375.00
Petnet Solutions Renovation	Petnet Solutions	Columbia, SC	2019	\$52,273.00
Pomeroy Upfit- Haywood Ridge	Central Realty Holdings	Greenville, SC	2019	\$7,559,446.00
Project Pressure *New Construction	Landmark Enterprises, Inc.	Ladson, SC	2019	\$2,190,934.00
Springbrook Expansion	Springbrook Behavioral Health	Travelers Rest, SC	2019	\$1,198,211.00
Sweetwater Coffee	FC Dadson SIB	Columbia, SC	2019	\$339,238.00
Sumter Street Garage Exterior	Radius, Inc.	Columbia, SC	2019	\$75,312.00
Top Golf	Agape Management Services	Columbia, SC	2019	\$26,549.00
Three Rivers Behavioral Health Shielding	Psychiatric Solutions	West Columbia, SC	2019	\$30,382.00
Trenholm Park Interior Renovation	Richland Co Recreation	Columbia, SC	2019	\$186,003.00
Trident Medical Linear Accelerator	Hospital Corporation of America	Charleston, SC	2019	\$535,486.00
Tru by Hilton Orangeburg *New Construction	Naman Hotels	Orangeburg, SC	2019	\$7,126,188.00
Tru Hotel Mt. Pleasant	Naman Hotels	Mount Pleasant, SC	2019	\$9,848,690.00
Westinghouse Upfit	JLL	Columbia, SC	2018	\$224,125.00
Yeti Coolers Upfit	Yeti	Charleston, SC	2019	\$981,712.00
Yeti Coolers Underslab work	Yeti	Charleston, SC	2019	\$20,004.00
26 & 28 Broad Street Office	26-28 Broad Street LLC	Charleston, SC	2018	\$4,337,655.00
83 Mary Street	King Street Enterprises, LLC.	Charleston, SC	2018	\$2,640,591.00
529 King Street Upfit	KW Realty	Charleston, SC	2018	\$8,000.00
Agape Worship Center	Agape Worship Center	Columbia, SC	2018	\$22,924.00
BB&T Grandbridge Suite	CBRE	Greenville, SC	2018	\$106,161.00
Berry's on Main	Capitol Places	Columbia, SC	2018	\$872,931.00
Blackbaud Office Upfits	Blackbaud	Charleston, SC	2018	\$21,561.00
BonaDent Modifications	CBRE	Greenville, SC	2018	\$36,280.00
Buckwalter Community Center	Beaufort County	Bluffton, SC	2018	\$5,664,788.00
California Dreaming Renovation	California Dreaming	Charleston, SC	2018	\$249,370.00
Carolinas Hospital Women's Center Renovation	Carolinas Hospital System	Florence, SC	2018	\$2,263,687.00

Continued...

BEAUFORT COUNTY SCHOOL DISTRICT

Proposal for CM-R Services

January 10, 2020

Carolinas Hospital Main Tower	Carolinas Hospital System	Florence, SC	2018	\$399,667.00
Celebrity Square Building Modifications Phase 1A	Burroughs & Chapin	Myrtle Beach, SC	2018	\$5,707,203.00
Chubby Fish Upfit	Chubby Fish	Charleston, SC	2018	\$506,012.00
College of Charleston School of Law Classroom Addition	College of Charleston	Charleston, SC	2018	\$37,473.00
Columbia Metropolitan Convention Center Interior Renovations	Columbia Metropolitan Convention Center	Columbia, SC	2018	\$1,377,706.00
Colonial Life- EWT West	Unum	Columbia, SC	2018	\$2,457,283.00
Convention Center Exhibit Hall	Columbia Metropolitan Convention Center	Columbia, SC	2018	\$43,121.00
Constan Carwash Screen Wall	Constan Carwash	Columbia, SC	2018	\$32,709.00
Cromer's	Cromer's	Columbia, SC	2018	\$1,461,350.00
Dog Culture	Dog Culture	Greenville, SC	2018	\$694,534.00
Dixie Furniture Upfit	Dixie Furniture	N. Charleston, SC	2018	\$1,045,228.00
East Bay Company Façade Renovation	East Bay Company	Charleston, SC	2018	\$220,467.00
Eastern Industrial Supplies Florence Distribution Center	Eastern Industrial Supplies Inc.	Florence, SC	2018	\$56,800.00
Fresenius Dialysis Murrells Inlet *New Construction	Fresenius Kidney Care	Murrells Inlet, SC	2018	\$1,348,836.00
Fresenius Dialysis North Myrtle *New Construction	Fresenius Kidney Care	N. Myrtle Beach, SC	2018	\$1,182,654.00
Fresenius Dialysis Clinic Orangeburg *New Construction	Fresenius Kidney Care	Orangeburg, SC	2018	\$1,863,623.00
Gateway- Mt. Pleasant	Landmark Development	Mount Pleasant, SC	2018	\$1,302,992.00
Gateway Baptist Church Visitors' Center	Gateway Baptist Church	Irmo, SC	2018	\$12,000.00
Green Cloud Upfit – Haywood Ridge	Central Realty Holdings	Greenville, SC	2018	\$1,053,993.00
Green's Upfit	Palmetto Beverage Management Corp	Columbia, SC	2018	\$57,398.00
Greer High School Pressbox	Greenville County Schools	Greer, SC	2018	\$218,829.00
Haywood Road Flex Space	Central Realty Holdings	Greenville, SC	2018	\$3,551,578.00
Hedrick Gardner Upfit	Hedrick Gardner	Columbia, SC	2018	\$429,633.00
Hollis Academy Classroom Reno	Greenville County School	Greenville, SC	2018	\$215,116.00
Home 2 Suites by Hilton *New Construction	Entegra Hotels, LLC	Irmo, SC	2018	\$8,802,503.00
Innovation Center 5th Floor	USC Innovation, LLC	Columbia, SC	2018	\$715,386.00
La-Z-Boy Asheville	La-Z-Boy Furniture Galleries	Asheville, NC	2018	\$939,486.00
La-Z-Boy Façade	La-Z-Boy Furniture Galleries	Asheville, NC	2018	\$222,191.00
Lulu's at Barefoot Landing	Burroughs & Chapin	N. Myrtle Beach, SC	2018	\$4,760,251.00
Main and Gervais Fitness Center Upfit	EOSII at 1221 Main Street, LLC.	Columbia, SC	2018	\$231,067.00
Mediterranean Village Building	Broadway at the Beach	Myrtle Beach, SC	2018	\$388,386.00
Mercedes-Benz Vans Destructive Area Improvements	Daimler Vans Manufacturing LLC	Ladson, SC	2018	\$389,950.00
Millennium Post Acute Façade	The Ensign Group	West Columbia, SC	2018	\$604,320.00
New Covenant Assembly Family *New Construction	New Covenant Assembly	Columbia, SC	2018	\$2,292,147.00
Opus Kitchen Addition	The Ensign Group, Inc.	West Columbia, SC	2018	\$368,648.00
Persona Pizzeria- Bower Pkwy	Simpli.Fresh.Concepts, LLC.	Columbia, SC	2018	\$315,674.00
Pine Grove Baptist Church Family Life Center	Pine Grove Baptist Church	Lugoff, SC	2018	\$25,000.00
Powell Building	Sumter, LLC.	Columbia, SC	2018	\$7,559,446.00
Project 500	Landmark Enterprises	Ladson, SC	2018	\$181,969.00
Project Shampoo *New Construction	Landmark Enterprises, Inc.	Ladson, SC	2018	\$2,364,389.00
Robinson Building	Agape Senior	Columbia, SC	2018	\$7,382,206.00
Rockwell Upfit- Haywood Ridge	Central Realty Holdings	Greenville, SC	2018	\$319,631.00
SCPA Breastfeeding Center *New Construction	Sandhills Pediatrics	West Columbia, SC	2018	\$1,228,723.00
SIOS Innovation Center 4th Floor Upfit	Holder Properties	Columbia, SC	2018	\$399,475.00
Spartanburg Surgery Center Renovation	Spartanburg Urology Surgicenter	Spartanburg, SC	2018	\$273,509.00
Stivers Chevy Upfit	Stivers Automotive Group	Columbia, SC	2018	\$188,172.00
Tail of Two Cities	A Tail of Two Cities, LLC.	Charleston, SC	2018	\$8,000.00
The Eye Center	The Eye Center, PA	Columbia, SC	2018	\$2,500.00
Top Golf	Agape Management Services	Columbia, SC	2018	\$455,318.00
Womble Carlyle Sandridge	Womble Carlye Sandridge	Charleston, SC	2018	\$653,141.00
26 & 28 Broad Street Restaurant	26-28 Broad Street LLC	Charleston, SC	2017	\$1,515,488.00
40 North Market Street	Gramling Brothers Real Estate	Charleston, SC	2017	\$1,503,489.00
409 Coleman Blvd.	Oswald Cooke & Associates	Mount Pleasant, SC	2017	\$234,363.00
529 King Street	KW Realty	Charleston, SC	2017	\$8,000.00
650 Lincoln Street Slab Infil	Holder Properties	Columbia, SC	2017	\$5,500.00
Apple One Upfit	Apple One	Columbia, SC	2017	\$202,024.00
BB&T Bank Branch- Front Office	BB&T	Greenville, SC	2017	\$1,189,528.00
BB&T College Street Repair	BB&T	Greenville, SC	2017	\$8,320.00
BB& Hampton Ave Drive Thru	RealtyLink, LLC.	Greenville, SC	2017	\$800,181.00
BonaDent Modifications	RealtyLink, LLC.	Greenville, SC	2017	\$39,688.00
Cantina 76 Kiawah Upfit	Cantina 76	Kiawah Island, SC	2017	\$655,451.00
City of Columbia Art Center	City of Columbia	Columbia, SC	2017	\$809,964.00
Clemson University JTEKT Concrete Slab	Clemson University	Greenville, SC	2017	\$114,964.00
Clemson Fernow Café	Clemson University	Clemson, SC	2017	\$469,000.00

Continued...

BEAUFORT COUNTY SCHOOL DISTRICT

Proposal for CM-R Services

January 10, 2020

Colonial Life- CLA Agile	Unum	Columbia, SC	2017	\$278,408.00
Concentrix Phase 1	CBRE	Greenville, SC	2017	\$17,700.00
Eastern Industrial Sales Counter	Eastern Industrial	Charlotte, NC	2017	\$118,393.00
Embrace Hospice *New Construction	Embrace Hospice of South Carolina	Columbia, SC	2018	\$3,576,000.00
First Citizens 3rd Floor Temp Space	Holder Properties, Inc.	Columbia, SC	2017	\$9,926.00
Hibben Preschool Renovations	Hibben United Methodist Church	Mount Pleasant, SC	2017	\$67,186.00
Joseph P Riley Park Club Level	Charleston Riverdogs	Charleston, SC	2017	\$2,829,638.00
Palmetto Health Richland	Palmetto Health	Columbia, SC	2017	\$40,000.00
Petsmart- James Island *New Construction	Gramling Brothers Real Estate and Development	Charleston, SC	2017	\$3,711,181.00
Rock Hill Galleria	Cypress Equities	Rock Hill, SC	2017	\$4,500.00
Sandhills Pediatrics Lexington *New Construction	Sandhills Pediatrics	Lexington, SC	2017	\$10,585.00
Sandhills Pediatrics Marshall *New Construction	Sandhills Pediatrics	Columbia, SC	2017	\$5,136.00
SC State Fair Entrance	SC State Fair	Columbia, SC	2017	\$8,644.00
Southern Urogynecology	Southern Urogynecology	West Columbia, SC	2017	\$1,674,964.00
Stadium Village Lofts	Southern Community Services	Columbia, SC	2017	\$3,138.00
United Way of the Midlands Corporate Office	United Way	Columbia, SC	2017	\$3,272,515.00

Additionally:

- Indicate any such project where Liquidated Damages were assessed against your firm for failure to achieve substantial completion within the Contract Time, and describe the circumstances of the same; NONE
- Identify any such project in which your firm made a Claim or Change Order Request for acceleration damages, and describe the circumstances of the same; NONE
- Identify any such project in which your firm was terminated (whether for cause or for convenience) by the owner prior to substantial completion, and describe the circumstances of the same; NONE
- Identify all projects which had a negotiated fee or guaranteed maximum price; See Table Below
- Identify all projects (description and cost) which had a Guaranteed Maximum Price prior to completion of the documents; See Table Below

Project Name	iv. Neg. or GMP	v. GMP Prior to Full Docs
The Innovation Building	Negotiated with GMP	Yes
City of Columbia Art Center	GMP	Yes and was split into phases for different owner and HUD grant funding
Joseph P Riley Park Club Level	GMP	No
United Way of the Midlands Corporate Office	GMP	Yes
Ben Lippen School Addition and Renovation	GMP	Yes and then amended; Project resulted in owner savings
Flex	Negotiated Fee	Cost plus contract
CIU New School of Business	GMP	Yes and then amended; Project resulted in owner savings
CIU Rossi Dining Additions and Renovations	GMP	Cost plus; project came in under desired control budget with additional scope added
Green Cloud Upfit – Haywood Ridge	GMP	Yes
Haywood Road Flex Space	D/B GMP	Yes
Pomeroy Upfit- Haywood Ridge	GMP	Yes

c. Provide descriptions of five renovation projects most comparable to the proposed project scope in which your firm has been involved over the last five years (at least two must be completed). Include the services provided, the Project Team members, schedules and references.

Please see the project summary sheets for the following projects on the subsequent pages:

- Columbia International School of Business
- Buckwalter Community Center Phase II Addition
- Ben Lippen School
- University of South Carolina South Tower Bathroom Renovations
- Greer High School Weight Room

Columbia International School of Business

Columbia, SC



42,000/SF 2-story school of business building. The William H. Jones Global Business and IT center is located at the entrance of the campus and includes classrooms, meeting spaces and technology.

The building will house meeting spaces for young business professionals and student groups, several open study spaces, lobby with collaborative space, seminar/auditorium, boardroom, break room, media center, faculty suite, dean's office, open study.

SERVICES PROVIDED

Construction Management At-Risk

PROJECT TEAM MEMBERS

Brian Johnston: Project Executive

Jason Bittner: Project Manager

Rich Stickels: Superintendent

David McClanahan: Estimator

SCHEDULE

Start Date: June 2018

Completion: August 2019

SIZE

42,000 Square Feet

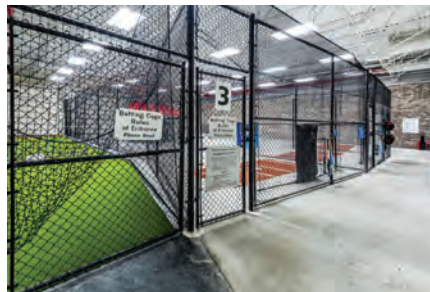
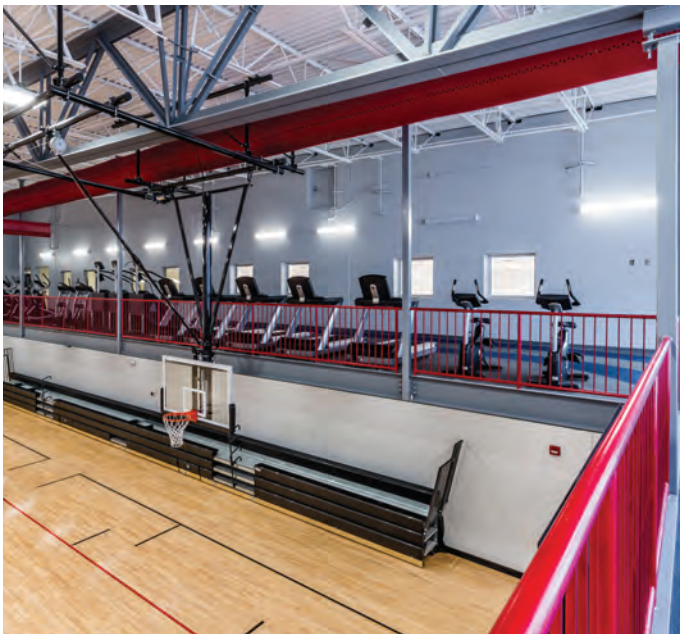
REFERENCES

Keith Marion, Columbia International University

(803) 754-4100

Buckwalter Community Center Phase II Addition

Bluffton, SC



SERVICES PROVIDED

*Preconstruction Services, Design-Build Services,
Construction Management Services*

PROJECT TEAM MEMBERS

*Richard Kinard
Mac McLeod*

SCHEDULE

*Phase 1: January 2009 – December 2009
Phase 2: August 2015 – August 2016*

SIZE

*Phase 1: 21,500 Square Feet
Phase 2: 35,000 Square Feet*

REFERENCES

*Robert McFee, Beaufort County Procurement
(843) 255-2730*

Phase 1: The new Buckwalter Community Center is a 21,500 square foot facility that offers two regulation basketball courts, locker rooms, administrative offices, storage areas, and a kitchen/concession area. Clerestory walls allow for maximum natural light. Mechanical systems were designed to accept generator back-up to power the facility in emergency situations. Another feature includes exposed spiral ductwork. Structurally, 100-foot clear span trusses provide for a column free interior space in the gym. The Center is part of Buckwalter Regional Park, which includes soccer fields, baseball and softball fields, basketball courts, weights and exercise room, courts for handball, racquetball, and squash, and multi-purpose rooms. As a result of money saved in the Community Center construction, our team also constructed a new, 13,000 square foot recreational skateboard park and pavilion. This design-build effort with Beaufort County represents a fully customized concrete skate park for all skill levels and included custom steel rails, bowls, ramps and stairs. The skate park engages users by offering a balance of street, plaza, and transitional style areas.

Phase 2: This design-build project includes a 35,000 square foot addition to the existing Buckwalter Community Recreation Center. The expansion will include a new gymnasium, weight rooms, racquetball courts, batting cages and multi-purpose rooms. An enclosed common area will join the new addition to the existing facility. The expansion will be constructed as a pre-fabricated metal building with low masonry walls near the front of the building to match the existing facility and will utilize tilt panel construction. All mechanical, electrical and plumbing systems will be designed and installed based on similar systems used in the existing facility.

Ben Lippen School

Columbia, SC



The projects includes the construction of 13,500/SF 2-story classroom addition and minor renovation at an existing campus that is occupied during the construction phase. The new building increases the learning potential for 100 new students in chemistry, robotics, engineering and visual arts.

First Floor: Lobby area with student common/gathering area, 7 general classrooms, 10 offices, 2 separate student restroom facilities, secretary area, teachers' lounge, computer lab, visual arts lab, robotics lab, student bank, 2 separate stairwells, janitor and mechanical rooms. *Second Floor:* Lobby area with student common/gathering area, 9 general classrooms, 2 science labs with separate science classroom and storage area, chemistry lab with separate chemistry prep room and storage, library with separate A/V room and office space/storage space, teachers' lounge with separate restroom facilities, student restroom facilities, 2 separate stairwells, janitor and mechanical rooms. Work also includes a new elevator and shaft, security provisions for a single point-of-entry, and installing a sprinkler system in the existing 27,000 SF classroom building.

SERVICES PROVIDED

Construction Management At-Risk

PROJECT TEAM MEMBERS

*Jason Bittner: Project Manager
Brian Johnston: Project Executive
Rich Stickels: Superintendent
David McClanahan: Estimator*

SCHEDULE

*Start Date: June 2018
Completion: September 2019*

SIZE

13,500 Square Feet

REFERENCES

*Keith Marion, Columbia International University
(803) 754-4100*

Greer High School Weight Room

Greer, SC



Mashburn will be constructing a 10,500 SF addition to house a weight room and multi-purpose room for Greer High School students. The structure will be load bearing masonry with a built-up roofing system. The exterior brick veneer will match the existing school.

The addition will be finished with rubberized floor in the multi-purpose room and Tuflex floor tile in the weight room. The interior walls will be painted CMU.

Also included in this project is converting the existing weight room into a girl's locker room and training room. The training room will be complete with sports therapy tubs, VCT and tile flooring.

SERVICES PROVIDED

General Contracting

PROJECT TEAM MEMBERS

Tyler Walker: Preconstruction Manager

Austin Coleman: Assistant Project Manager

Danny Ponder: Superintendent

SCHEDULE

Start Date: June 2019

Completion: March 2020 (Anticipated)

SIZE

10,500 Square Feet

REFERENCES

*David Smith, Greenville County Schools
(864) 355-3100*

University of S. Carolina South Tower Bathroom Renovations

Columbia, SC



SERVICES PROVIDED

General Contracting

PROJECT TEAM MEMBERS

Charles Bourne: Superintendent

Jason Bittner: Project Manager

Brian P. Johnston: Project Executive

Jim Royster: Estimator

SCHEDULE

Start Date: May 2015

Completion: July 2015

SIZE

5,820 Square Feet

REFERENCES

Jeff Abrams, University of South Carolina

(803) 239-8074

Renovation of 19 floors of bathrooms in a student dormitory. This renovation affected 5,820 SF of the 92,004 SF facility.

On the first floor of the facility, a private bath was redesigned for the resident advisor, and two public bathrooms were constructed. A custodial bathroom was also added in the lower basement level.

On each floor of floors 2-18, the gang toilet for three users was renovated; additionally, an ADA-approved bathroom was created within a portion of an existing living room on each floor to correct previous disabled accessibility issues. Piping, exhaust and ventilation systems were replaced and hazardous materials were abated. Water-proofing was installed on the floors and walls. All shower, wall and floor tile finishes as well as plumbing fixtures were replaced.

Completed in an extremely compressed time frame; during one summer, in 72 days, the team abated, demolished, reconstructed and closed out the project for use by the incoming Fall student body.



MASHBURN

MASHBURNCONSTRUCTION.com

4.0.1.5: Workload

Identify your annual volume of construction contracts for the last five years, where a local office is involved, please provide similar information for the local office

Year	Columbia	Coastal	Upstate	Total
2019	\$39,694,131	\$24,671,638	\$26,409,246	\$90,775,015
2018	\$31,263,381	\$47,787,235	\$19,384,359	\$98,434,975
2017	\$54,664,915	\$45,265,583	\$6,633,006	\$106,563,504
2016	\$25,092,976	\$20,783,415	\$12,765,765	\$58,642,156
2015	\$54,585,640	\$22,723,123	\$9,774,462	\$87,083,225

What is the current dollar value of work under contract?

\$99,573,373

What is the typical dollar range of projects under contract with your firm?

\$5 million

Identify what percentage of your work is hard bid and what percentage is based on a CM/GC at Risk or similar approach.

Hard Bid = 20%

CM/GC at Risk = 80%

Identify what percentage of your work is renovation versus new construction.

Renovations = 25%

New Construction = 75%



*Charleston High School
Redevelopment (MUSC)*

4.0.1.6: Financial Stability

Submit your most recent financial statements (at a minimum, balance sheets and income statements for 2017 and 2018) and verification of current bonding capacity.

Please find our Financial Statements for 2017 and 2018 in the Appendix.

Provide two bank references

National Bank of South Carolina
P.O. Box 1427
Columbia, SC 29202
Ms. Jessie C. Ford
Phone: (803) 929-2009

First Citizens Bank
1230 Main St.
Columbia, SC 29201
Tripp Whitener
Phone: (803) 240-9591

Describe all instances of project disputes, which, in the last five years, reached the level of:

a. Formal mediation, arbitration, or litigation;

See below

b. Significant settlements with clients, contractors, or sub-contractors; or

Isle of Palms Fire Station: This project was completed in 2009. Upon completion, Mashburn and the HVAC subcontractor suggested that the design team add a unit to condition the makeup air due to the proximity to the coast and the potential for humidity being brought back in through the makeup air. The design team did not want to take responsibility for this and a lawsuit was filed by the town in 2014. This case was settled by insurance companies in early 2018.

c. Current significant pending claims or suits.

83 Mary: This dispute involves a small, three story, 7,000 SF shell office space, which is currently in arbitration for non-payment. The contract allows for time extensions for inclement weather and delays, but the owner is not granting them and is holding money. The mediation was held on October 16, 2018, and we have a framework for a settlement which we expect to be complete soon.

Identify any occasion in the past five (5) years where any surety was required to pay any claim against any payment bond furnished by the proposer for any project:

None.

Identify any occasion in the past five (5) years where any surety was required to render or secure performance due to any owner under any performance bond furnished by the proposer for any project:

None.

Identify any occasion in the past five (5) years where any surety requested any owner of a project in which the proposer had furnished performance and/or payment bonds to make any payment(s) by joint check to the proposer and surety:

None.

Provide a certificate showing your current commercial general liability (CGL) insurance policy and any other insurance policies (such as professional liability) that would be applicable to the project.

Please find a sample of our Certificate of Insurance in the Appendix.

Provide your current bonding rate schedule:

Contract Amount	Rate (per Thousand)
First \$100,000	\$10.80
Next \$400,000	\$10.80
Next \$2,000,000	\$7.56
Next \$2,500,000	\$6.48
Next \$2,500,000	\$5.76
Over \$7,500,000	\$5.76

Please find our bonding rates from our bonding agent in the Appendix.



MASHBURN

MASHBURNCONSTRUCTION.com

4.0.1.7: Fees and Costs

Preconstruction services will vary from project to project depending on the scope and complexity of each project. Services will include field verification, constructability reviews, and cost estimating. Provide hourly rates for the following services:

Please find our hourly rates on the next page for following items:

- a. Estimating
- b. Field Verification
- c. Constructability Reviews
- d. Project Management (during preconstruction)

For the project scope described in Section II of this RFP: Assume that the "Cost of the Work" as defined in Article 6 of the AIA A133-2009, except for a 100% performance bond and a 100% payment bond is \$10 million. Assume the project schedule is as stated in Section II of this RFP, above. State the Construction Phase Fee (as a percentage of the Cost of the Work) your firm would propose and state your cost of the 100% performance and 100% payment bonds for the project. In addition, provide fees (as % of cost of work) for the following project costs:

Less than \$100,000

\$100,001 - \$1 million

\$1 million - \$5 million

\$5 million - \$10 million

\$10 million - \$15 million

Please find our completed "BIDDING SCHEDULE/PRICE BUSINESS PROPOSAL" in Section 4.0.1.11 as required in the RFP.

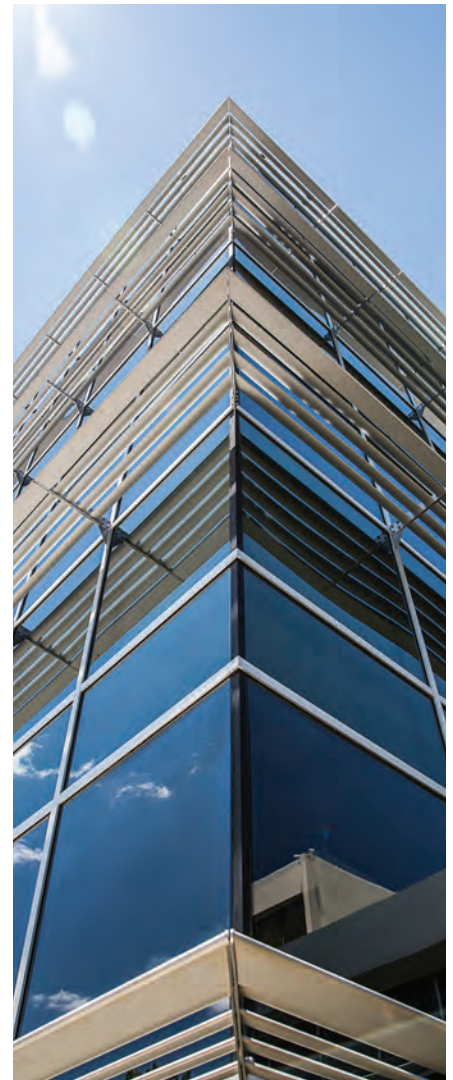




EXHIBIT A
Beaufort County School District
Capital Renewal Renovations and Modifications Projects
Dated: January 10, 2020

Mashburn Construction Company, Inc.
Personnel Rate Sheet

Project Executive	\$180.00 per hour
Vice President Pre-construction	\$158.00 per hour
Estimating / Pre-construction Manager	\$110.00 per hour
Project Manager	\$148.00 per hour
Project Superintendent	\$105.00 per hour
Assistant Project Superintendent	\$ 85.00 per hour
Project Engineer	\$ 78.00 per hour
Assistant Estimator	\$ 70.00 per hour
Project Administrator	\$ 55.00 per hour
Carpenter	\$ 40.00 per hour
Laborer	\$ 23.00 per hour
Mason Worker	\$ 55.00 per hour
Steel Worker	\$ 55.00 per hour

These rates plus fee

COLUMBIA

1820 Sumter Street (29201)
Post Office Box 2466
Columbia, SC 29202-2466
803-400-1000 | 803-400-1010 Fax

CHARLESTON

1202 Chuck Dawley Boulevard
Mt. Pleasant, SC 29464
843-853-4303 | 843-853-4304 Fax

GREENVILLE

18 East North Street, Suite 301
Greenville, SC 29601
864-660-8528 | 864-213-8092 Fax





MASHBURN

MASHBURNCONSTRUCTION.com

4.0.1.8: Miscellaneous

The selected contractor shall be required to hold a publicly advertised pre-bid meeting, covering all projects, prior to accepting bids to be used in preparation of the GMP.

Local contractors and small businesses play a vital role in every project we build and, by investing in their future, we not only strengthen our industry, but also the communities we serve. Our team includes a certified HUBZone SBA MBE/DBE/SBE: Enviro AgScience, who will utilize their extensive database to solicit a diverse and vetted subcontractor base.

An example of Mashburn's subcontractor outreach compliance with public sector clients follows:

With the renovation of USC's **Womens Quad Renovation project**, we identified key areas in which local, small, minority and woman-owned businesses could contribute, outlining an aggressive bidding and procurement strategy to ensure that we achieved our subcontracting objectives. We deployed an extensive outreach program, in compliance with the University initiative, to engage and inform the local community about the potential opportunities. The pre-bid session was publicly advertised and well-attended.

Mashburn was awarded **Charleston County's new \$30M Materials Recovery Facility**. The mandatory M/WBE requirement of 12% was exceeded and 40% participation by



M/WBE subcontractor was reached in the available bid packages. The firm continues to engage SBE and M/WBE and comply with the County's mandatory program by reporting their participation every month.

Other outreach efforts include participation in job fairs, networking events, and with the help of various local and national resources, we solicit participation from a broad list of qualified M/WBE subcontractors and suppliers.

Over the years, Mashburn and EAS have awarded millions of dollars in contracts to certified small, local, minority and women-owned business enterprises. The best way to encourage and develop M/WBE subcontractor participation is by actually providing the work.



PICTURED ABOVE: MASHBURN'S M/WBE OUTREACH FOR THE UNIVERSITY OF SOUTH CAROLINA'S RENOVATION OF WOMEN'S QUADRANGLE DORMITORY ON THEIR COLUMBIA, SC, CAMPUS

Unless otherwise agreed in unusual circumstances, the selected Contractor shall be required to obtain a minimum of 3 qualified, competitive bids for all work in excess of 5% of the total construction costs. The owner will require that all bids be compiled and presented prior to or at the establishment of the GMP. The owner shall be present when all bids are opened for review.

In order to get the project documents out to the subcontractors during the 30, 60, 90 percent design phases, we utilize BuildingConnected (see image right). BuildingConnected is an invitation to bid program that has many useful and important tools for the preconstruction efforts on a project. The program allows us to create trade specific scope narratives for all scopes that subcontractors can review, acknowledge, and incorporate their own additions, invite multiple subcontractors per scope, and issue project documents for each specific project in one program. Mashburn Construction's ultimate goal is to solicit a minimum of **three (3) quotes per scope of work**. BuildingConnected allows us review the quotes, compared to the scopes of work that were created and submitted by subcontractors. This allows us to compile a complete and thorough scope for the project during GMP negotiations.

Mashburn Construction's seasoned professionals and preconstruction team will work collaboratively with Beaufort County School District and selected architectural partner before, during and after GMP negotiations.



CMP Concrete Evan Robinson		Rubicon Amelia Ross		Reliant Concrete Clark McDougle	
AWARDED					
\$142,641		\$150,411		\$158,700	
\$148,641		\$165,411		\$163,700	
600 linear feet @ \$120	\$72,000	600 linear feet @ \$128	\$76,800	600 linear feet @ \$130	\$78,000
93 count @ \$490.00	\$44,640	93 count @ \$597.00	\$55,521	93 count @ \$510.00	\$47,430
	\$116,640		\$132,321		\$125,430
			\$9,000		\$11,000
	\$14,000		\$9,000		\$11,000
	\$14,000		\$141,600		\$147,430
	\$130,641				

The design and preconstruction phase is the most critical part of any CM-At-Risk construction project. Our approach, during this phase, adds value, risk management and financial control to the entire process, and results in an early price guarantee.

TOP IMAGE:
EXAMPLE OF SPECIFIC SCOPE
BUILDING CONNECTED
BOTTOM IMAGE:
MASHBURN
PRECONSTRUCTION AND
CONSTRUCTION TEAM
MEETING

Describe your information management systems and Owner reporting systems. Explain how these systems tie to the initial cost projections and final estimate.

Project Management Software

Mashburn will utilize Viewpoint Vista integrated with Procore, an extensive accounting and cost management software system. Our system integrates purchasing, payroll, accounts payable and accounts receivable to track budgeting cost, committed cost, incurred cost, and forecast cost.

All project buyout, subcontracts, purchase orders and submittals are tracked and maintained through Procore.

Procore is a web-based system that allows total project collaboration with the entire project team including owners, architects, engineers, subcontractors, suppliers, GC and other consultants on a role/permission basis. This platform allows for the real time transfer of up to date information including submittals, specifications, drawings and RFIs which keeps all information accurate for as-builts and other project closeout documentation. In addition, Procore has a strong application-based platform that allows users to utilize mobile devices for field usage of all project management tools including punch lists and observations that allow for task assignment and follow-up

Mashburn's information management systems ties to the initial cost projections and final

estimate.

Mashburn will be responsible for the following processes and deliverables:

detailed cost control reporting; detailed schedule of proposed construction phases with milestones; overall project construction quality control including protection and site security; direct subcontractors, on site management, Mashburn two-week look ahead reports; attend scheduled OAC meetings, inspections, and assist in commissioning; the architect to provide construction administration: reviewing contractor pay request and change order request; inspection/field condition reports; plan and attend scheduled OAC meetings with Mashburn and BCSD; review and approval of all project billing in AIA format; and assist in project close-out.

Ben Lippen School Addition and Renovation \$59,450

PROJECT TEAM

Role	Name	Email	Office	Mobile
Project Manager	Jason Bittner (Mashburn Construction Company, Inc.)	jbitner@mashburnconstruction.com		803-309-6357
Superintendent	Rich Sticksels (Mashburn Construction Company, Inc.)	rsticksels@mashburnconstruction.com	803-400-1000	(803) 216-4321
Project Executive	Brian Johnston (Mashburn Construction Company, Inc.)	bjohnston@mashburnconstruction.com	803-400-1000 ext. 2822	1603600667
Architect	Laura Rice (LSP Associates Ltd)	laurarice@lsp.com		
Architect	Burgess Metcalf (LSP Associates Ltd)	burgessmetcalf@lsp.com		
Architect	Landon McMuray (LSP Associates Ltd)	landoncmuray@lsp.com	(844) 272-1217	
Owner	Keith Marion (Columbia International University)	keithmarion@ciu.edu		803-315-3168
Civil Engineer	Dan Creed (Heritage Engineering, Inc.)	heritagesc@ninduspring.com		
Mechanical Engineer	Jay Moras (W.O. Blackstone & Company Inc.)	jmoras@wobblackstone.com		
Plumbing Engineer	Azriel White (Precision Plumbing of Sandy Run, Inc.)	awhite@precisionplumbingpr.com	803.791.5830	
Plumbing Engineer	Curtis Webster (Precision Plumbing of Sandy Run, Inc.)	cwebster@precisionplumbingpr.com		
Plumbing Engineer	Tara Thigpen (Precision Plumbing of Sandy Run, Inc.)	tara@precisionplumbingpr.com		
Electrical Engineer	Ted Powell (Powell Electrical of Columbia, Inc.)	powell@electric3c.twebc.com	(803) 926-0092	
Electrical Engineer	Sharon Powell (Powell Electrical of Columbia, Inc.)	spowell@electric3c.twebc.com		
Project Admin	Barbara Williams (Mashburn Construction Company, Inc.)	bwilliams@mashburnconstruction.com	1-803-400-1000 ext. 2810	1-803-313-2100
Preconstruction Manager	David McClanahan (Mashburn Construction Company, Inc.)	dmcclanahan@mashburnconstruction.com	803-400-1000	(803) 415-5052

PROJECT ADDRESS
7401 Monticello Road
Columbia, South Carolina 29203
United States

PROJECT WEATHER

PROJECT OVERVIEW

Overview	Overdue	Next 7 Days	> 7 Days	Total Open
RFPs	5	3	0	8
Submittals	14	14	0	28
Schedule	33	33	0	66
Inspections	3	3	0	6

Describe the process you would utilize to qualify and bid subcontractors and vendors for the project.

Our team provides and executes a formal trade contractor prequalification process, advocating the use of the AIA A305 Contractors Qualification Statement.

In addition, we investigate the financial solvency and capacity of all potential bidders, and their safety records in addition to conducting client, architect/engineer, and contractor reference checks. We also evaluate each contractor's ability to staff the work they intend to bid based on their staff resources and present workload. **We will work with BCSD to prequalify any preferred trade contractors with previous relationships.** The trade contractors successful in prequalification will be added to our already developed "A" list of potential bidders. It is imperative to create a competitive environment while providing the opportunity for local trade contractors to be involved.

Our partnership with EAS brings to the table nearly four decades of contracting experience and strong relationships with SC trade contractors. We maintain a vast database of the qualified trade contractors located throughout the state, and update this database on a regular basis.



IMAGES:

MASHBURN'S DEPTH OF
RESOURCES INCLUDE A
SUBCONTRACTOR BASE THAT
SPANS THE STATE OF SC



BEAUFORT COUNTY SCHOOL DISTRICT

Proposal for CM-R Services

January 10, 2020


Include one sample of the following items with your response to the Request for Proposal (if these have been done previously with project management software Include as mentioned in Item 8 above, please submit printed examples in that format):

- Project Cost Estimate (similar format to the one proposed for this project)
- Daily and Monthly project report to the Owner
- Log(s) for tracking work progress
- Other tracking items you feel would be helpful in showing how you would assure the Project is delivered on time and on budget.

Mashburn is a leader in the construction management market in South Carolina. We adopted this methodology in response to our clients who were seeking a more collaborative way to approach construction. We offer experienced professionals, seasoned preconstruction managers and a team spirit that will allow BCSD to feel comfortable with our pricing and approach.

Mashburn utilizes best in class software to facilitate operations and owner reporting. Operations is supported by Procore, our all-in-one construction management software, and by Asta which is used for preparing the project schedule and determining the critical path.

We are including all of the requested examples in our Appendix.




Mashburn Construction Company - Corporate Office

Printed on Wed Jan 8, 2020 at 08:04 am EST

Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia, South Carolina 29170

#	Subject	Status	Responsible Contractor	Received From	Assignee	Date Initiated	RFI Manager	Due Date	Closed Date	Ball In Court	Location	Schedule Impact	Cost Code	Cost Impact
27	Walker White Automatic pressure setting for make up water valve	Closed	Walker White, Inc. *	White, Travis (Walker White, Inc. *)	Preston, Douglas ...	08/13/2019	Brian Johnston	08/15/2019	08/13/19					
<p>Q: John Hollowell Sent Mon Aug 12, 2019 at 08:16 am EDT Please provide pressure setting for the automatic valve for makeup water for the hot water and chill water system.</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Tue Aug 13, 2019 at 02:05 pm UTC The makeup water setting should equal the bladder expansion tank pre-charge pressure. The bladder tanks purchased were either 12 psi or 15 psi, and that is the pressure to match, whatever was purchased.</p> <p>A: However, these city water makeup water systems should be normally valved out of service and used only for intentional system filling. Actual system pressure maintenance should be performed by the glycol maintenance system provided for each system. A pressure switch set to the bladder expansion tank pre-charge pressure will maintain the pressure during normal operation.</p>														
26	Walker White Controls	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	07/12/2019	Brian Johnston	07/15/2019	07/17/19		TBD		23,100.00 - HVAC	TBD
<p>Q: John Hollowell Sent Fri Jul 12, 2019 at 07:19 am EDT Please provide guidance for the attached controls RFI's FORM - RFI-08_564-0164 Electronics A/RMS Controls.doc FORM - RFI-08_564-0164 Electronics.doc</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jul 17, 2019 at 01:54 pm UTC The flow calculation method employed on the supply air side is acceptable.</p> <p>A: The removal of the return air flow stations that cannot be made reliable is acceptable.</p>														
25	Walker White Location for Clean Space Pressure Sensor	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	06/17/2019	Brian Johnston	06/20/2019	06/19/19					
<p>Q: John Hollowell Sent Mon Jun 17, 2019 at 08:05 am EDT Locations needed for Clean Room Space Pressure Sensors, HVAC Controls. HBT proposes to delete SA AFMS transmitters and duct probes due to the many multiple bends, turns and 90's in the supply ductwork between the unit exhaust discharge and the backup air/follower dampers. There does not appear to be suitable locations for supply duct probes. Proposed Control Method: HBT suggests using a DP transducer and performing calculations to determine supply airflow.</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jun 19, 2019 at 04:34 pm UTC What does SA AFMS mean? Supply Air - Air Flow Mass Sensor or something like that? I think so, meaning this is not about the Space Pressure but is about Duct plot tube sensors to measure airflow.</p> <p>A: If that is the case, then a DP sensor across a known pressure drop (cooling coil airflow inlet pressure) and calculations to determine flow will be an acceptable alternative. The results would need to be calibrated to match known flows from the balancing contractor with concurrent DP readings since predicted coil DP at flow is only a prediction.</p>														
24	Walker White Clean #3 and #2 relief damper locations	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	06/11/2019	Brian Johnston	06/14/2019	06/17/19					
<p>Q: John Hollowell Sent Tue Jun 11, 2019 at 08:15 am EDT Walker White needs the location of the relief dampers for clean room #3. Will clean room #2 relief damper location be the same as clean room #1?</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jun 12, 2019 at 06:07 pm UTC The locations for Clean Room #2 should be the same as for Clean Room #1. Clean Room #3 locations shown on the attached sketch. There will be two, not three since some of the relief air happens in the "Spine" area also attached to this ARIU. Sketch 00210001113130.pdf</p>														
23	Processed water for the manufacturing lines	Open	Electronics	Muniz Saenz, Alejandro (Electronics)	Anderson, Nick (A... Preston, Douglas ...	05/24/2019	Bill Atkins	05/27/2019			Adkins, Bill (Mc...)	Clean Room Phase 1	Yes (Unknown)	Yes (Unknown)

Page 1 of 9



Mashburn Construction Company - Corporate Office

1820 Summer St
Columbia, South Carolina 29201
United States

Printed on Wed Jan 8, 2020 at 08:18 am EST

Job #: 211675 Columbia International University - School of Business
7435 Monticello Road
Columbia South Carolina. 29203

Date	Number	Created By	Time	Contents	Delivery From	Tracking Number	Comments	Attachments
05/13/19	1	Rich Sticksels	10:00 am	lights for cnu and rnu	Powell Electrical of Columbia, Inc. *			
05/04/19	1	Rich Sticksels	10:30 am	sand and blocks	Tarbett Construction, Inc. *			
05/02/19	1	Rich Sticksels	07:10 am	delivered some conduit	Powell Electrical of Columbia, Inc. *			
05/01/19	1	Rich Sticksels	03:15 pm	ceiling grid supplies	Colins and Wright, Inc. *			
04/30/19	1	Rich Sticksels	08:45 am	delivered the elevator	Schindler Elevator Corporation			
04/30/19	2	Rich Sticksels	02:45 pm	started the delivery of the cabinets	PCI Cablnetworks *			
04/24/19	1	Rich Sticksels	07:30 am	delivered the finish doors today	Pennette Metal Products, Inc. *			
04/23/19	1	Rich Sticksels	11:40 am	delivered the fire pump	Qualify Sprinkler Company			
04/10/19	1	Rich Sticksels	11:55 pm	wire for panels	Powell Electrical of Columbia, Inc. *			
04/08/19	1	Rich Sticksels	10:00 am	received the main wire for the building.also got all the wips for lights delivered	Powell Electrical of Columbia, Inc. *			
04/05/19	1	Rich Sticksels	10:55 am	received some wire for permanent power	Powell Electrical of Columbia, Inc.			
03/29/19	1	Rich Sticksels	10:35 am	curtain wall glass	Heritage Asset Management (Ba Century Glass) *			
03/14/19	1	Rich Sticksels	09:00 am	spiral duct upstairs	W.D. Blackstone & Co., Inc.			
03/08/19	1	Rich Sticksels	07:00 am	2 RTU for the roof showed up and flown to roof	W.D. Blackstone & Co., Inc.			
03/05/19	1	Rich Sticksels	01:40 am	delivered 1 truck of 57 stone for bedding pipes	Richardson Construction Company			
03/02/19	2	Robert Capadonka	12:16 pm	3 pallets of glass	Old castle			
02/28/19	1	Rich Sticksels	09:25 am	delivered the first floor drywall and insulation	Colins and Wright, Inc. *			
02/27/19	1	Rich Sticksels	10:25 am	2nd floor piping	Qualify Sprinkler Company			
02/25/19	1	Rich Sticksels	08:50 am	misc. duct work pieces	W.D. Blackstone & Co., Inc.			
02/22/19	1	Rich Sticksels	08:00 am	delivered drywall to 2nd floor and the first floor	Colins and Wright, Inc. *			
02/20/19	1	Rich Sticksels	08:30 am	builders supply wood for walls				
02/14/19	1	Rich Sticksels	09:45 am	delivered drywall to 2nd floor 2 trucks	Colins and Wright			
02/13/19	1	Rich Sticksels	10:10 am	received more conduit	Powell Electrical of Columbia, Inc.			
02/12/19	1	Rich Sticksels	08:05 am	took a pipe delivery	Powell Electrical of Columbia, Inc.			
02/12/19	2	Rich Sticksels	09:05 am	took a supply delivery	W.D. Blackstone & Co., Inc.			
02/11/19	2	Rich Sticksels	09:30 am	got a delivery of 1st floor sprinkler pipe	Qualify Sprinkler Company			
02/11/19	1	Rich Sticksels	08:30 am	had a delivery of 4 racks of pipe	Powell Electrical of Columbia, Inc.			
02/07/19	1	Rich Sticksels	09:10 am	received dry wall and insulation to the 2nd floor	Colins and Wright, Inc. *			
02/07/19	2	Rich Sticksels	10:10 am	took a delivery of view units for the first floor	W.D. Blackstone & Co., Inc.			
02/06/19	1	Rich Sticksels	10:25 am	4 bundles of piping	Powell Electrical of Columbia, Inc.			
02/05/19	1	Rich Sticksels	04:40 pm	received 1 pallet of the exterior brick	Tarbett Construction, Inc. *			
02/04/19	1	Rich Sticksels	10:25 am	supplies for roof blocking	Heritage Roofing			
02/04/19	2	Rich Sticksels	02:00 pm	duct supplies for the second floor	W.D. Blackstone & Co., Inc.			
02/01/19	1	Rich Sticksels	10:05 am	received the glass to cnu	Century Glass			

Page 1 of 2

IMAGE:S ABOVE

VARIOUS FORMS UTILIZED
BY THE MASHBURN PROJECT
MANAGEMENT TEAM

Describe how you will address and promote the Owner's M/WBE policy in the Construction phase. All selected contractors will be expected to participate in District sponsored meetings promoting minority/local sub-contractors participation

Our partnership with Enviro AgScience has a proven history of outreach, mentoring and inclusion of M/WBEs for construction projects in South Carolina. The work we will do together to advocate and include M/WBEs in your projects will begin in preconstruction and will continue through closeout.

If selected, our team led by Addrienne Lynn, will immediately begin communicating with the M/WBE firms listed on our attached Business Utilization and Enterprise reports. We will discuss the design schedule milestones and potential scope as well as the construction schedule. We will also begin coordinating with BCSD and the other selected CM@R firms to hold outreach meetings in the Beaufort area to supplement the list of M/WBE firms we are already communicating with.

As we receive design drawings our preconstruction team will continue our effort to include M/WBE firms. Our team will work with interested M/WBE firms during our prequalification process so that we can understand their capabilities. Mashburn and Enviro Ag Science will review the design and look for opportunities to divide larger scopes into smaller bid packages that will better suit smaller firms. In addition, we will encourage pairing of smaller M/WBE subcontractors and vendors with larger subcontractors. This will increase M/WBE participation in the project but will also help ensure smaller M/WBE firms are set up for successful outcomes.

Once construction starts, our team will share daily project management responsibility by utilizing both Mashburn and

Enviro Ag Science resources on the project. Throughout construction we will continue to look for opportunities to purchase miscellaneous material and services from M/WBE sources. In addition, we will monitor and accurately report all expenditures to M/WBE firms as required by BCSD policy.

With BCSD's Capital Renewal Renovations and Modifications Projects, our supervisors and managers will also be responsible for:

- Ensuring the workplace is "fair" for all employees.
- Ensuring the work environment is free of discrimination and harassment.
- Creating a work atmosphere that provides employees with the opportunity to succeed and be fully productive.



IMAGE:

MEMBERS OF OUR PROPOSED TEAM WORKED COLLABORATIVELY DURING PRECONSTRUCTION AND CONSTRUCTION PHASES ON A MAJOR PUBLIC ENTITY PROJECT PROMOTING M/WBE PARTICIPATION AND WORKFORCE DEVELOPMENT THAT WELL EXCEEDING THE OWNER'S EXPECTATIONS

Any other information that you believe may assist the Owner in deciding that your firm is best qualified for the Project.

VESTED INTEREST IN K-12 FACILITIES

Mashburn Construction has been fortunate to have worked on several K-12 projects in recent years. Of particular noteworthiness, the firm completed several renovations and modification projects for K-12 clients in South Carolina. A partial listing of these similar projects includes: *Hollis Academy Classroom Renovations Phase I and II (Greenville County School District); Greer High School Weight Room Addition (Greenville County School District); Ben Lippen Addition and Renovation (CIU); Heathwood Hall Gymnasium and Concession Building (Heathwood Hall); Buckwalter Recreation Center (Beaufort County); Charleston High School Redevelopment (MUSC College of Health Professions); and Olympia Learning Center (Richland County School District One).*

CM AT RISK EXPERIENCE

The majority of our work is delivered by providing our clients with Preconstruction Services/GMP Negotiation/Construction Services. These projects are successful in the areas of cost, quality and schedule expectations. Our team brings an exceptional portfolio of Construction Management at Risk experience and is versed in all phases of project design, planning and construction.

QUALITY ASSURANCE

Daniel Skinner, PE, (pictured right) will assist Scott and Robert with the implementation and maintenance of the Quality Management Program, assuring that the work will conform to the design and planning decisions made throughout the design process. Our quality processes focus on the ongoing verification of quality achievement and not merely a completion inspection. Similar to safety, each team member will ultimately be responsible for assuring that the quality program requirements which are applied to work performed will meet and exceed the expectations of both Mashburn Construction and BCSD.

Daniel's background in mechanical engineering



coupled with his experience with DHEC and Deputy State Fire Marshal will bring a unique view to ensure success with this project. His construction reviews of approximately 1,275 facilities throughout South Carolina creates an opportunity for our team to be proactive in ensuring design and construction methods meet mandated building and fire codes and state and federal regulations.

Daniel also oversees our safety program and all safety initiatives as they relate to our active jobsites. Please find our comprehensive safety program on the next page.

FOCUS ON SAFETY

Mashburn makes Safety our greatest priority. On every project, we work to protect our employees, subcontractors and most importantly, the staff and students that may remain on site and visit the BCSD's facility.

If a project requires us to work in an occupied building, our staff will diligently communicate and coordinate with all personnel on the actions required to maintain appropriate Interim Life Safety Measures. In addition, we will review our plan for interim life safety with the office of school facilities (OSF).

We will ensure there are no impacts to egress paths, and minimize disruption to work flow activity. Mashburn will communicate in advance if work will temporarily impact the building egress. Prior to shutting down any fire life safety systems, Mashburn will follow BCSD's procedures. This would include activities such as a fire watch where needed. Our daily housekeeping and safety inspections will ensure the project provides a safe environment for employees as well as minimize impacts to BCSD personnel that are working during the summer months.

Strong Communication

Communication is key to our safety program. We understand how important it is to clearly communicate safety risks to the entire team. Daniel

will lead the way by ensuring that everyone working on site knows our safety expectations through weekly mandatory job site safety meetings and daily job site inspections. In addition, Mashburn will update BCSD on safety related matters at the weekly Owner Architect Contractor Coordination Meetings (OAC).



Continuous Inspections

Daniel will coordinate with the local project manager and superintendent to conduct In depth daily and weekly inspections. The inspections are recorded in our project management software by job superintendents,

project managers, and the safety director. This provides feedback on the execution of the plan while allowing flexibility in identifying opportunities to improve the site specific safety plan.

Additionally, Daniel is responsible for the implementation and review of Mashburn's written safety program to ensure it complies fully with all OSHA requirements and industry best practices. As an OSHA authorized construction safety trainer, he is also intimately involved with the planning and supervision of the Project Safety Plans. He provides training, educational materials and support of projects such as OSHA 10 and 30 hour classes.

Post Construction Process

Mashburn will ensure that BCSD's staff are fully satisfied and informed of all operational systems at closeout and owner occupancy. We will coordinate post completion activities, including completion of the punch list, with the same focus on safety for our associates and all BCSD students and staff.

4.0.1.9: Criminal Background Checks

The authorized signature on the RFP certification page is certification that all supervisory and employees named have had and successfully passed a South Carolina and Nationwide criminal background check, to include the nationwide Sex Offender Registry and that all meet federal and state requirements for employment in K-12 facilities. A national background investigation of all supervisory and employees is preferred. The signature also certifies that any new supervisor or employees hired will have had and successfully passed a criminal background check and will meet the same federal and state requirements at the time of being hired.

Mashburn Construction Company acknowledges that the authorized signature on the RFP certification page is certification that all supervisory and employees named have had and successfully passed a South Carolina and Nationwide criminal background check, to include the nationwide Sex Offender Registry, and that all meet federal and state requirements for employment in K-12 facilities. Furthermore, we acknowledge that any supervisor or employee hired will have had and successfully passed a criminal background check and will meet the same federal and state requirements at the time of being hired.

4.0.1.10: Objections, Exceptions, and Observations

All objections, exceptions and observations regarding the specified Services and requirements collated in a separate document with regards to specific Section to which the offeror objects, takes exception(s), or provide(s) observation.

Mashburn Construction Company takes no exceptions.



MASHBURN

MASHBURNCONSTRUCTION.com

4.0.1.11: Other Information

2.1.1 Good Faith Bond or Letter of Credit (Original Document)

Please find our 5% Bid Bond in this section.

5.0 Qualifications

Please find our qualifications in this section.

8.0 Bidding Schedule/Price Proposal

Please find our bidding schedule and price proposal in this section.

Any appropriate attachments addressed in section 9.0 - Attachments to Solicitations.

Please see other appropriate attachments and our response to M/WBE Policy and Requirements in this section.



2.1.1 Good Faith Bond

Document A310™ – 2010

Conforms with The American Institute of Architects AIA Document 310

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Mashburn Construction Company Inc.
PO Box 2466
Columbia, SC 29202-2466

SURETY:

(Name, legal status and principal place of business)

Liberty Mutual Insurance Company
175 Berkeley Street
Boston, MA 02116
Mailing Address for Notices

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)

Beaufort County School District
P. O. Drawer 309
Beaufort, SC 29901-0309

BOND AMOUNT: 5% Five Percent of Amount Bid

PROJECT:

(Name, location or address, and Project number, if any)

Pre-Construction / Construction Phase (CM at-Risk) Services for Capital Renewal Renovations and Modifications Projects, Solicitation No. 20-016

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 10th day of January, 2020.


(Witness)

Mashburn Construction Company Inc.

(Principal)

(Seal)

By: 

(Title)

Liberty Mutual Insurance Company

(Surety)

(Seal)

By: 

(Title) Lori J. Kelly, Attorney-in-Fact

THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 8083397

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Adrian C. Burchett; Duainette H. Cullum; Wesley V. Dasher, Jr.; Frank W. Hafner, Jr.; Alfred T. Johnson; Lori J. Kelly; Robert J. Lavisky; Marian C. Newman

all of the city of Columbia, state of SC each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 3rd day of May, 2018.



The Ohio Casualty Insurance Company
Liberty Mutual Insurance Company
West American Insurance Company

By: David M. Carey
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 3rd day of May, 2018, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute 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 have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

By: Teresa Pastella
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, 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 10th day of January, 2020.



By: Renee C. Llewellyn
Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.



5.0 Qualifications

5.0 Qualifications

a. The general history and experience of the business in providing work of similar size and scope

Mashburn Construction was established in 1976 and has provided preconstruction, construction management, design-build and general contracting services throughout the history of the company. The firm has provided services for decades to K-12 clients throughout the State of South Carolina:

Abbeville County School District; Anderson School District 5; Ben Lippen School; Cardinal Newman School (multiple); District Five of Lexington and Richland Counties; Glenforest School; Greenville County School District (multiple); Heathwood Hall (multiple); Richland County School

District 1 (see Olympia Learning Center pictured below).

Mashburn Construction has completed well over 100 projects where collaboration during preconstruction, GMP negotiation and construction services were provided, which is nearly 90% of our portfolio. This includes construction management of some form of partnership working with the owner and architect through design and preconstruction. The following is a partial listing of relevant educational (K-12 and higher education) projects where preconstruction services were provided by Mashburn Construction throughout the State of South Carolina:

Ben Lippen School Addition and Renovation; Charleston High School Redevelopment (MUSC); Clemson

University Samuel J. Cadden Chapel; Coastal Carolina University Athletic Facility; College of Charleston Randolph Hall, Porter's Lodge & Towell Library; Columbia International University School of Business and Rossi Dining Room Renovations; Trident Technical College School of Culinary Arts; University of South Carolina's SCRA Innovation Center, Women's Quadrangle Dormitory, addition to Kappa Kappa Gamma Sorority House; and Vorhees College Recreation and Residence Hall.

b. A detailed, narrative statement listing the three (3) most recent, comparable contracts (including contact information) which have been performed.

Please find the three most recent comparable projects on the following pages:



Mashburn Construction has completed well over 100 projects where collaboration during preconstruction, GMP negotiation and construction services were provided, which is nearly 90% of our portfolio.



DATES SERVICES PERFORMED:

Date of Commencement: DEC 2017

Actual Date for Occupancy: SEPT 2019

PHYSICAL DESCRIPTION

Square Feet: 13,500; two-story

Unique Facilities and Systems: HVAC with DX Controls and VAV's

SERVICES PERFORMED:

Construction Management At-Risk

STATEMENT OF PERFORMANCE:

Original Contract: \$3,059,060

Final Amount: \$3,129,248

Change Orders: change orders including various interior renovations of existing high school; addition of sidewalk site lighting; wall rough-in for future retail space; and changes to teacher's workroom to add sink/ice maker/refrigerator. Exceeded owner's expectations regarding quality.

POINT OF CONTACT:

Contact Person: Rob Hartman, CFO

Phone Number: 803.807.5013

Email Address: rob.hartman@ciu.edu

LS3P Associates, LTD.

Contact Person: Burgess Metcalf

Phone Number: 864.235.0405

Email Address: burgessmetcalf@ls3p.com

Ben Lippen School Addition

Columbia, SC

Construction Management At-Risk Delivery:

The projects includes the construction of 13,500/SF 2-story classroom addition and minor renovation at an existing campus that is occupied during the construction phase. The new building increases the learning potential for 100 new students in chemistry, robotics, engineering and visual arts. First Floor: Lobby area with student common/gathering area, 7 general classrooms, 10 offices, 2 separate student restroom facilities, secretary area, teachers' lounge, computer lab, visual arts lab, robotics lab, student bank, 2 separate stairwells, janitor and mechanical rooms. Second Floor: Lobby area with student common/gathering area, 9 general classrooms, 2 science labs with separate science classroom and storage area, chemistry lab with separate chemistry prep room and storage, library with separate A/V room and office space/storage space, teachers' lounge with separate restroom facilities, student restroom facilities, 2 separate stairwells, janitor and mechanical rooms.

Work also includes a new elevator and shaft, security provisions for a single point-of-entry, and installing a sprinkler system in the existing 27,000 SF classroom building.



DATES SERVICES PERFORMED:

Date of Commencement: APR 2019

Actual Date for Occupancy: AUG 2019

PHYSICAL DESCRIPTION

Square Feet: 16,000 SF (Renovation); 7,000 SF (Addition)

SERVICES PERFORMED:

Construction Management At-Risk

STATEMENT OF PERFORMANCE:

Original Contract: \$2,474,300

Final Amount: \$2,585,8611

Project was completed ahead of schedule and Change Orders were Owner directed to include parking additions, replacement of first floor ceilings, and offits at main service counter. Exceeded owner's expectations regarding quality.

POINT OF CONTACT:

Contact Person: Rob Hartman, CFO

Phone Number: 803.807.5013

Email: rob.hartman@ciu.edu

LS3P Associates, LTD.

Contact Person: Burgess Metcalf

Phone Number: 864.235.0405

Email: burgessmetcalf@ls3p.com

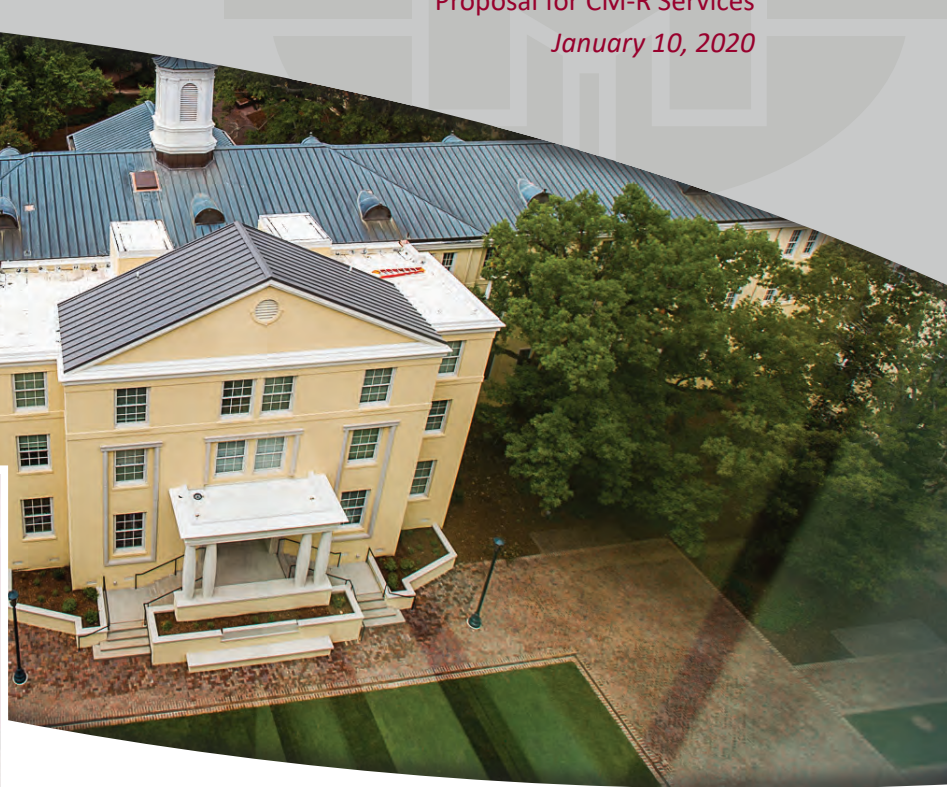
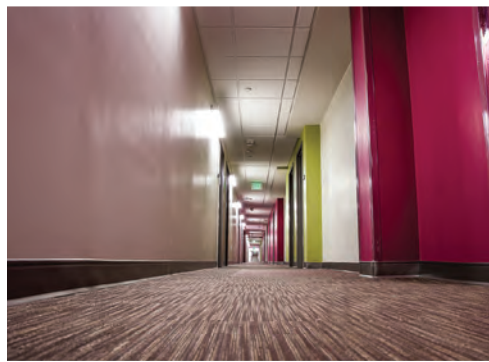
CIU Rossi Dining Hall Renovation and Addition Columbia, SC

Construction Management at Risk Delivery:

Mashburn Construction was retained for this \$3.4 million Construction Management At-Risk project with the university. We provided extensive preconstruction services involving multiple pricing iterations and value engineering options prior to delivering a fast-tracked construction sequence in August 2019.

Scope of work includes:

Renovation/modernization to 16,000 SF of existing kitchen, dining, and serving areas; Addition of a 7,000 SF banquet hall with new restrooms that doubles as student dining. Main design features are a parapet-high glass curtainwall system, plus an interior glass Nanawall folding partition; Addition of an elevator with shaft, and upgrading of existing restrooms in compliance with present ADA requirements; Addition of a sprinkler system to provide complete coverage at existing 32,000 SF building including renovations and addition noted above, plus student center at lower level.



USC Women's Quadrangle Dormitory Renovation

Columbia, SC

DATES SERVICES PERFORMED:

*Date of Commencement: MAY 2013
Actual Date for Occupancy: JUN 2014*

PHYSICAL DESCRIPTION

Square Feet: 160,000 SF renovation

SERVICES PERFORMED:

Construction Management At-Risk

STATEMENT OF PERFORMANCE:

*Original Contract: \$22,314,000
Final Amount: \$23,312,626
Project was completed ahead of schedule and
Change Orders were Owner directed*

POINT OF CONTACT:

*Contact Person: Jeff Lamberson
Director, USC Facilities Design & Construction
University of S.C.
Phone Number: (803) 777-4022
Garvin Design Group
Contact Person: Scott Garvin
Phone Number: (803) 212-1032
Email: sgarvin@garvindesigngroup.com*

Construction Management at Risk Delivery:

Three historically significant residence halls – Sims, McClintock, and Wade Hampton – required a substantial renovation to meet today's student housing needs. A complete demolition back to the structural frame was required to convert these traditional style dormitories into modern residence halls that would meet current building codes.

Following current campus and national trends, the first level of the buildings incorporate community spaces such as lounges, laundry rooms, classrooms and other student support functions associated with campus housing. Similarly, the three buildings are now connected via small enclosed additions improving the safety, flow and sense of community.

Newly designed suite-style dormitory rooms, to house 600 students, and associated living support areas create a modern living-learning facility, meeting the University's housing needs.

Mindful consideration was used to prevent disruption to pedestrian and vehicular traffic during construction.

c) A list of every business for which supplies or, services substantially similar to those sought with this solicitation have been provided, at any time during the past three years.

26-28 Broad Street LLC	Cypress Equities	Longs Pharmacy Solution
61 State Street Hotel Partners	Daimler Vans Manufacturing	Market on Main Manufacturing
A Tail of Two Cities, LLC.	Daimler Vans Manufacturing LLC	Mill Creek Pet
Agape Management Services	Darryl Holland	Mt. Horeb UMC
Agape Senior	Dixie Furniture	NAI Earle Furman
Agape Worship Center	Dog Culture	Naman Hotels
AJ Kilgore	East Bay Company	Oswald Cooke & Associates
Alpha Delta Pi	Eastern Industrial	Palmetto Beverage Management Corp
Apollon Wealth Management	Eastern Industrial Supplies Inc.	Palmetto Brewery
Apple One	Encompass Health Corporation	Palmetto Health
Arnold Companies	EOSII at 1221 Main Street, LLC.	Pavilion Development
Atlantic South Development	FC Dadson SIB	Petnet Solutions
BB&T	Flex	Pine Grove Baptist Church
Beaufort County	Gateway Baptist Church	Psychiatric Solutions
Blackbaud	Gramling Brothers Real Estate	Pulte Home Company, Inc.
Broadway at the Beach	Greenville County School	Radius, Inc.
Burroughs & Chapin	Greenville County School District	RealtyLink, LLC.
California Dreaming	Greenville County Schools	Richland Co Recreation
Callison Tighe & Robinson	Hairy Winston	SC State Fair
Cantina 76	Halls Chophouse	Simpli.Fresh.Concepts, LLC.
Capital Places	Hedrick Gardner	Southern Community Services
Capitol Places	Hibben United Methodist Church	Southern Urogynecology
Carolina Interventional Pain Institute	Historic Columbia Foundation	Spartanburg Urology Surgicenter
Carolinas Hospital System	Hodell-Natco Industries, Inc.	Springbrook Behavioral Health
CBRE	Holder Properties	Stivers Automotive Group
Central Realty Holdings	Holder Properties, Inc.	Sumter, LLC.
Chad Elsey	Hospital Corporation of America	The Beach Company
Charleston Riverdogs	Innovation Way Partners	The Ensign Group
Chubby Fish	Insurance Institute for Business & Home Security	The Ensign Group, Inc.
City of Columbia	Insurance Institute for Business and Home Security	The Eye Center, PA
Clarendon Memorial Hospital	JLL	The McCallum Company
Clemson University	JTEKT North American Corporation	Tiger Lily
Coastal Conservation League	King Street Enterprises, LLC.	Town of Kingstree
College of Charleston	Kristian Niemi	Trinity Partners
Columbia Eye Clinic	KW Realty	United Way
Columbia International University	Landmark Development	Unum
Columbia Metropolitan Convention Center	Landmark Enterprises	USC Innovation, LLC
Columbia Public Facilities Corporation	La-Z-Boy Furniture Galleries	Washington Street United Methodist
Constan Carwash	Lexington Hospitality, LLC.	Womble Carlye Sandridge
CR Bard, Inc.	Lillibridge Healthcare	Yeti
Cromer's	Lillibridge Healthcare Services	

d) Offeror shall provide with their proposal copies of all appropriate certifications, licenses and permits, as well as evidence to support the documentation

Please see next page for our appropriate certificates and licenses.

e) List of failed projects, suspensions, debarments, and significant litigation.

Mashburn Construction Company has not failed any projects, nor have we been involved in any suspensions, debarments, or litigation.



CCB1047144

**STATE OF SOUTH CAROLINA
DEPARTMENT OF LABOR, LICENSING AND REGULATION
SC CONTRACTOR'S LICENSING BOARD
LICENSE CERTIFICATE**

LICENSE# - G11007 The following licensee: **LICENSE# - G11007**

**MASHBURN CONSTRUCTION COMPANY INC
1820 SUMTER STREET
COLUMBIA SC 29201**

has met the necessary qualifications required by the laws of the state of South Carolina and is duly qualified and entitled to practice as a:

GENERAL CONTRACTOR

for the Classification(s) and Group Limitation shown below:

BD5

***** Group Number and Dollar Limitations: *****
The number after your 2-letter classification(s) above is your Group#

Group #1 - \$50,000	Group #3 - \$500,000
Group #2 - \$200,000	Group #4 - \$1,500,000
Group #5 - \$Unlimited	

EXPIRATION DATE: 10/31/2020
Effective License Issue: 07/28/2018
Initial License Date: 01/01/1992

Qualifying Party(s): HARRY L MASHBURN

Signature of Ronald E. Sawyer
Administrator

It is at the discretion of the licensee, not the Board, to authorize officers or employees of the company to pull permits and conduct business.



8.0 Bidding Schedule

Price Proposal

8.0 BIDDING SCHEDULE / PRICE BUSINESS PROPOSAL:

Pre-Construction Phase Service Fee: \$ 15,000

Construction Phase Service Fee (\$10 Million Cost of the Work)

Plus cost of Performance & Payment Bonds: \$ 63,000 based on \$10,000,000 (an average rate of 0.63%)

Fees as % of Cost of the Work:

Project Cost:

Less than \$100,000	<u>10%</u>
\$100,000 – \$1,000,000	<u>6.5%</u>
\$1,000,000 - \$5,000,000	<u>4.25%</u>
\$5,000,000 - \$10,000,000	<u>4%</u>
\$10,000,000 - \$15,000,000	<u>3.75%</u>



9.0 M/WBE Policy and Requirements

The team of Mashburn Construction and Enviro Ag Science will provide BCSD a partner with an unrivaled history of promoting and encouraging contracting for all business, without regard to race, color, national origin or gender.

Enviro Ag Science who was a Columbia Chamber of Commerce Small & Minority Business Advocate of the Year award winner will take the lead in identifying and encouraging M/WBEs to participate in both our preconstruction and construction processes. Dr Louis Lynn who co-owns Enviro Ag Science with Addrianne Lynn works as a mentor with the South Carolina office of the US Small Business Administration. Dr Lynn participates in their 8(a) Drive Small Business program which organizes outreach events all over South Carolina. In addition, Dr Lynn works directly with the City of Columbia Office of Business Opportunities on outreach events as well. Dr Lynn is especially proud of exceeding the City of Columbia's stated WMBEs goals for participation in the construction of the Bull Street Fireflies Baseball Park. Going forward Enviro Ag Science and Mashburn will continue working with these entities and M/WBE organizations to identify available businesses to participate with us on projects for Beaufort County School District.

References for Dr Lynn's outreach work are provided below:

Gregg White Director US Small Business Administration SC Office – 803-556-8229
Melissa Linder Director of Columbia Office of Business Opportunities - 803-543-6508

Mashburn and Enviro Ag Science's M/WBE subcontractor plan will continue as the design is completed. To supplement the M/WBE firms listed in the attached Business Enterprise Utilization Report, we will advertise and hold outreach meetings to discuss opportunities for M/WBEs to participate in the work awarded to Mashburn and Enviro Ag Science. In addition, Mashburn and Enviro Ag Science will invite the other selected CM@R firms to participate in the outreach meetings. This will benefit the entire BCSD building program.

During the preconstruction process we will prequalify potential subcontractors. The prequalification process will allow us to understand the capacity of each subcontractor. We can then avoid awarding scopes of work that are beyond a subcontractor's ability to perform. Mashburn and Enviro Ag Science will review the design and look for opportunities to divide larger scopes into smaller bid packages that will better suit smaller firms. In addition, we will encourage pairing of smaller MWBE subcontractors and vendors with larger subcontractors. This will increase M/WBE participation in the project but will also help ensure smaller M/WBE firms are set up for successful outcomes.

Once the design is complete, Mashburn and Enviro AG Science will advertise the project final bid date in newspapers, trade journals and other relevant publications. The invitations will include a full disclosure of the criteria upon which bids will be evaluated.

The final GMP will include an updated Business Utilization Report and a Business Enterprise Utilization report as required by the Beaufort County School District Minority and Women Business Enterprise Policy.

During construction Mashburn and Enviro Ag Science will monitor and accurately report all expenditures to M/WBE firms as required by BCSD policy.

Statement of Intent

We, the undersigned have prepared and submitted all the documents required for this project. We have prepared these documents with a full understanding of the Beaufort County School District's goal to ensure equal opportunities in the proposed work to be undertaken in performance of this project. Specifically, the BCSD seeks to encourage and promote on an inclusionary basis contracting opportunities without regard to the race, gender, national origin, or ethnicity of the ownership or management of any business and that it is an equal opportunity employer and contracting entity. We certify that the representations contained in the Minority/Woman Business Enterprise (M/WBE) Utilization Report, which we have submitted with this solicitation, are true and correct as of this date. We commit to undertake this contract with the Minority/Woman Business utilization Report we have submitted and to comply with all non-discrimination provisions of the Minority/Woman Business Enterprise Program in performance of this contract.

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by a horizontal line extending to the right.

January 10, 2020

Name: Jon Miller Mashburn Construction

Title: Director K-12

Project: BCSD Summer Work 2020



MASHBURN

MASHBURNCONSTRUCTION.com



**2017 and 2018
Financial Statement**

**MASHBURN CONSTRUCTION COMPANY, INC.
AND SUBSIDIARIES
COLUMBIA, SOUTH CAROLINA**

**REPORT ON AUDIT
YEAR ENDED DECEMBER 31, 2017**

Hughes, Sealey, Grant AND Associates, LLC
CERTIFIED PUBLIC ACCOUNTANTS

7193 St. Andrews Road
Post Office Box 767
Irmo, South Carolina 29063

Telephone (803) 407-0490
FAX (803) 407-0499
www.hsgacpa.com
E-Mail: admin@hsgacpa.com

INDEPENDENT AUDITORS' REPORT

**To the Stockholders
Mashburn Construction Company, Inc.
Columbia, SC**

We have audited the accompanying consolidated financial statements of Mashburn Construction Company, Inc. and subsidiaries (collectively, the Company), which comprise the consolidated balance sheet as of December 31, 2017, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended, and the related notes to the financial statements.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Hughes Seelye Stuart & Assoc. LLC

Irmo, South Carolina
May 2, 2018

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEET, DECEMBER 31, 2017

ASSETS

CURRENT ASSETS:

Cash and cash equivalents - Note 1	\$	4,866,601	
Investment in marketable securities - Notes 1 and 10		25,000	
Accounts receivable - Note 1		12,630,363	
Due from employees and others		19,389	
Deferred job costs - Note 8		458,169	
Investment in joint ventures - Note 9		36,824	
Notes receivable - Note 5		9,800	
Prepaid expenses		149,694	
Cost and estimated earnings in excess of billings on contracts in progress			713,473
Total Current Assets	\$		18,909,313

FIXED ASSETS - Note 1

2,039,944

OTHER ASSETS:

Loan amortization costs	\$	32,856	
Accumulated amortization		(18,618)	\$ 14,238
Due from affiliates - Note 5			1,169,228
Notes receivable - Note 5			44,616
Cash value of life insurance (net of loans) - Note 3			1,799,950
			3,028,032
Total Assets	\$		23,977,289

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES:

Accounts payable	\$	10,307,205	
Retainage payable		3,418,475	
Notes payable - Notes 2 and 12		207,223	
Due to affiliates - Note 5		208,262	
Accrued warranty - Note 11		15,932	
Accrued salaries, bonuses, and payroll liabilities		290,526	
Other accrued expenses		1,357,251	
Billings in excess of cost and estimated earnings on contracts in progress			2,379,267
Total Current Liabilities	\$		18,184,141

NONCURRENT LIABILITIES:

Deferred compensation - Note 3	\$	1,013,187	
Notes payable - Notes 2 and 12		2,151,294	3,164,481

STOCKHOLDERS' EQUITY:

Common stock - 100,000 shares of a \$1.00 par value authorized; 50,000 shares issued and outstanding	\$	50,000	
Additional paid in capital		200,000	
Common stock warrants - Note 6		256,487	
Retained earnings - Exhibit B		2,489,975	
Non-controlling interest (deficit) equity in consolidated company		(367,795)	2,628,667
Total Liabilities and Stockholders' Equity	\$		23,977,289

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN STOCKHOLDERS' EQUITY, YEAR ENDED DECEMBER 31, 2017

	COMMON STOCK	ADD'L PAID-IN CAPITAL	COMMON STOCK WARRANTS (NOTE 6)	RETAINED EARNINGS	NON- CONTROLLING INTEREST	TOTAL
BALANCE AT BEGINNING OF YEAR	\$ 55,000	\$ 202,881	\$ 368,887	\$ 3,011,357	\$ 15,056	\$ 3,653,181
NET INCOME (LOSS) FOR THE YEAR	-	-	-	(149,731)	569,487	419,756
S-CORP DISTRIBUTIONS AND PARTNERSHIP DRAWS	-	-	-	(598,209)	(650,283)	(1,248,492)
EFFECT OF DECONSOLIDATION	(5,000)	(2,881)	-	212,932	(302,055)	(97,004)
REDEMPTION OF STOCK WARRANTS	-	-	(98,774)	-	-	(98,774)
STOCK WARRANT	-	-	-	-	-	-
VALUATION ADJUSTMENT	-	-	(13,626)	13,626	-	-
BALANCE AT END OF YEAR	\$ 50,000	\$ 200,000	\$ 256,487	\$ 2,489,975	\$ (367,795)	\$ 2,628,667

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF INCOME, YEAR ENDED DECEMBER 31, 2017

	CURRENT EARNINGS	CURRENT COST	GROSS PROFIT
INCOME FROM CONSTRUCTION CONTRACTS:			
Completed contracts	\$ 31,608,497	\$ 29,721,285	\$ 1,887,212
Contracts in progress	<u>35,407,066</u>	<u>33,777,858</u>	<u>1,629,208</u>
Total	<u>\$ 67,015,563</u>	<u>\$ 63,499,143</u>	\$ 3,516,420
INDIRECT JOBS COSTS			<u>154,258</u>
GROSS PROFIT ON JOBS			\$ 3,362,162
GENERAL AND ADMINISTRATIVE EXPENSES			<u>2,590,041</u>
INCOME FROM OPERATIONS			\$ 772,121
OTHER INCOME (EXPENSE)			<u>(352,365)</u>
NET INCOME BEFORE NON-CONTROLLING INTEREST			\$ 419,756
NON-CONTROLLING INTEREST IN NET INCOME			<u>(569,487)</u>
NET INCOME (LOSS) FOR THE YEAR			<u>\$ (149,731)</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS, YEAR ENDED DECEMBER 31, 2017

INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

CASH FLOWS FROM OPERATING ACTIVITIES:

Net loss for the year		\$ (149,731)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Depreciation and amortization	\$ 109,047	
Gain on sale of fixed assets	(24,939)	
Increase in cash value of life insurance	(217,415)	
Non-controlling interest in income of Company	569,487	
Loss on deconsolidation of subsidiaries - Note 15	555,115	
Changes in assets and liabilities:		
Increase in accounts receivable	(2,892,038)	
Increase in due from employees and others	(3,081)	
Increase in deferred job costs	(72,984)	
Increase in prepaid expenses	(32,854)	
Decrease in underbillings	171,402	
Increase in accounts payable	4,006,997	
Decrease in accrued warranty	(8,048)	
Increase in accrued salaries and bonuses	110,480	
Increase in other accrued expenses	123,024	
Increase in deferred compensation	43,600	
Increase in overbillings	1,018,169	3,455,962
Net Cash Provided By Operating Activities		\$ 3,306,231

CASH FLOWS FROM INVESTING ACTIVITIES:

Decrease in notes receivable	\$ 3,377	
Deconsolidation of subsidiaries' cash - Note 15	(64,242)	
Decrease in joint venture	59,245	
Proceeds from sale of fixed assets	27,400	
Capital expenditures	(85,339)	(59,559)

CASH FLOWS FROM FINANCING ACTIVITIES:

Principal payments on installment loans - Note 15	\$ (49,644)	
Net increase in due from affiliates - Note 15	(86,579)	
Installment payments on redemption of stock warrants	(52,768)	
Distributions to non-controlling interest	(650,283)	
Distributions to stockholders	(598,209)	(1,437,483)

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS \$ 1,809,189

CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR 3,057,412

CASH AND CASH EQUIVALENTS, END OF YEAR \$ 4,866,601

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

Cash Paid During The Year For:

Income taxes	\$ -
Interest	\$ 123,949

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NATURE OF OPERATIONS

Mashburn Construction Company, Inc. (MCC) is a general contractor located in Columbia, South Carolina. Work by the Company is performed mainly within the states of South Carolina, North Carolina, Georgia, West Virginia, and Tennessee, under contracts or purchase orders. The length of the Company's contracts varies, but is typically one year or less.

PRINCIPLES OF CONSOLIDATION

The accompanying consolidated financial statements include the accounts of variable interest entities (VIEs) as defined by FASB Accounting Standard Codification (ASC) 810-10. The consolidated financial statements include the assets, liabilities and results of operations of MCC and its VIEs, Mashburn Partners (MP), Sumter Street, LLC (SS), Mashburn Holdings, LLC (MH), and Dawley Blvd., LLC (DB) (collectively, the Company) and have been prepared in accordance with accounting principles generally accepted in the United States of America. Intercompany balances and transactions have been eliminated in consolidation.

CONCENTRATION OF CREDIT RISK

The Company grants credit to its customers, most of whom are located within the aforementioned states, and generally requires no collateral.

CASH AND CASH EQUIVALENTS

For purposes of the consolidated statements of cash flows, the Company considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. At times throughout the year, the Company's cash balances may exceed amounts insured by the Federal Deposit Insurance Corporation (FDIC). The FDIC insures account holders up to \$250,000 per institution. The Company places its cash equivalents with four FDIC participating institutions. As of December 31, 2017, the Company had \$4,782,893 in uninsured bank balances.

USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

METHOD OF ACCOUNTING

The Company maintains its records on the accrual basis of accounting which provides for reflecting income when earned and expenses when incurred regardless of when received or paid.

ADVERTISING COSTS

Advertising costs are generally charged to operations in the year incurred. For the year ended December 31, 2017, the Company incurred \$79,822 in such expenses.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 1 – CONTINUED

ACCOUNTS RECEIVABLE

This account includes the current portion and retainage due on construction jobs. Bad debts are charged to operations by the direct charge-off method, as such amounts are immaterial.

Accounts receivable balances are summarized as follows:

Completed contracts	\$ 2,933,053
Contracts in progress:	
Current estimates	7,452,510
Retainage	<u>2,244,800</u>
Total	<u>\$ 12,630,363</u>

Aged receivables at December 31, 2017 are as follows:

Current	Over 30 days	Over 60 days	Over 90 days	Total	Retainage
<u>\$ 8,239,101</u>	<u>\$ 1,671,464</u>	<u>\$ 107,447</u>	<u>\$ 367,551</u>	<u>\$10,385,563</u>	<u>\$ 2,244,800</u>

Subsequent collections through the date of this report are as follows:

<u>\$ 7,114,761</u>	<u>\$ 1,341,920</u>	<u>\$ 83,260</u>	<u>\$ 157,281</u>	<u>\$ 8,697,222</u>	<u>\$ -</u>
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REVENUE AND COST RECOGNITION

Revenues from construction contracts are recognized on the percentage-of-completion method, measured by the percentage of costs incurred to date to estimated total costs for each contract. This method is used because management considers expended costs to be the best available measure of progress on these contracts. Because of the inherent uncertainties in estimating costs, it is at least reasonably possible that the estimates used will change within the near term. Contracts costs include all direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools and repairs. Selling, general and administrative costs are charged to expense as incurred. The asset "Costs and estimated earnings in excess of billings on uncompleted contracts" represents revenues recognized in excess of amounts billed. The liability "Billings in excess of costs and estimated earnings on uncompleted contracts" represents billings in excess of revenues recognized. Changes to total estimated costs and anticipated losses, if any, are recognized in the period determined.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 1 – CONTINUED

CERTAIN SIGNIFICANT ESTIMATES

As stated above, the Company recognizes income from contracts using the percentage-of-completion method, measured by the percentage of cost incurred to date to management's estimated total cost for each contract. That method is used because management considers total cost to be the best available measure of progress on the contracts. At December 31, 2017, management estimated the remaining costs to complete the contracts in progress at that date. These estimates were used in calculating the asset "Costs and estimated earnings on uncompleted contracts" and the liability "Billings in excess of costs and estimated earnings on uncompleted contracts." Because of the inherent uncertainties in estimating costs, it is at least reasonably possible that these estimates used may change within the near term.

MARKETABLE DEBT AND EQUITY SECURITIES

The Company accounts for marketable securities using the cost method, recording the investment at historical cost. Investments accounted for under the cost method are reviewed annually for consideration of impairment. See Note 10 for further discussion the Company's investment in marketable securities.

COMPENSATED ABSENCES

Employees of the Company are allowed to accrue unused leave time. Maximum accruals are capped at 40 hours. A liability is recorded as a current liability for such accrued compensated leave time. The total amount of accrued compensated absences at December 31, 2017, was \$64,609.

FIXED ASSETS AND DEPRECIATION

Fixed assets are recorded and carried at historical cost to the Company. Depreciation is computed using the straight-line method over the estimated useful lives of the assets. Fixed assets and accumulated depreciation are detailed as follows:

Detail	Useful Life	Cost	Accumulated Depreciation	Book Value
Furniture and fixtures	5-10 years	\$ 665,126	\$ 643,339	\$ 21,787
Leasehold improvements	3-40 years	327,912	230,267	97,645
Time share	20 years	9,110	9,110	-
Construction equipment	5-10 years	58,637	58,637	-
Automobiles	5 years	166,725	45,946	120,779
Building	39 years	1,429,860	463,658	966,202
Construction in progress		116,820	-	116,820
Land		716,711	-	716,711
Total		<u>\$ 3,490,901</u>	<u>\$ 1,450,957</u>	<u>\$ 2,039,944</u>

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 1 – CONTINUED

INCOME TAXES

MCC has elected under the Internal Revenue Code to be taxed as an S corporation whereas MP, SS, MH, and DB are taxed as partnerships. Under these provisions, the income of the each company flows through to the individual stockholders or partners to be taxed at the individual level rather than the entity level. Accordingly, the consolidated financial statements of the Company will have no provision or liability for federal income taxes as long as the respective S corporation or partnership elections are in effect.

The companies follow the provisions of uncertain tax positions as addressed in FASB Accounting Standards Codification 740-10. The companies recognized no liabilities for unrecognized tax benefits. The companies have no tax positions at December 31, 2017 for which the ultimate deductibility is highly certain but for which there is uncertainty about the timing of such deductibility. The companies recognize interest accrued related to unrecognized tax benefits in interest expense and penalties in operating expenses. No such interest or penalties were recognized during the periods presented. The companies had no accruals for interest and penalties at December 31, 2017.

The amount of taxable income passed through to the stockholders and partners for the year ended December 31, 2017 was \$353,275. Taxable income by entity is as follows:

	<u>MCC</u>	<u>MP</u>	<u>SS</u>	<u>MH</u>	<u>DB</u>	<u>Total</u>
Taxable income of the Company	\$299,570	\$ 21,533	\$ 9,515	\$540,737	\$ 40,176	\$911,531
Taxable income attributable to non-controlling interests	<u>-</u>	<u>10,982</u>	<u>3,957</u>	<u>529,923</u>	<u>13,394</u>	<u>558,256</u>
Income taxable to stockholders (partners) of the Company	<u>\$299,570</u>	<u>\$ 10,551</u>	<u>\$ 5,558</u>	<u>\$ 10,814</u>	<u>\$ 26,782</u>	<u>\$353,275</u>

For the year ended December 31, 2017 MCC and its subsidiaries made distributions totaling \$1,248,492 to its stockholders and partners, of which \$650,283 was attributable to non-controlling stockholders and partners. Through the date of this report management does not have plans for further distributions that would be based on earnings recognized during the year ended December 31, 2017.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 1 – CONTINUED

Due to various timing differences, income is recognized in different periods for tax purposes than for financial purposes. Total deferred taxable income in the amount of \$100,905 and the resulting total estimated deferred taxes in the amount of \$26,234 that would have been recognized if the companies were not considered pass-through entities are comprised of the following:

	<u>MCC</u>	<u>MP</u>	<u>SS</u>	<u>MH</u>	<u>DB</u>	<u>Total</u>
Timing differences:						
Contract income						
recognition differences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Differences in methods of						
depreciating fixed assets	<u>47,036</u>	<u>59,336</u>	<u>(7,252)</u>	<u>-</u>	<u>1,785</u>	<u>100,905</u>
Net estimated						
timing differences	<u>\$ 47,036</u>	<u>\$ 59,336</u>	<u>\$ (7,252)</u>	<u>\$ -</u>	<u>\$ 1,785</u>	<u>\$ 100,905</u>
Deferred taxes	<u>\$ 12,229</u>	<u>\$ 15,427</u>	<u>\$ (1,886)</u>	<u>\$ -</u>	<u>\$ 464</u>	<u>\$ 26,234</u>

The Company's income tax filings are subject to audit by various taxing authorities. The Company's open audit periods are 2015 to 2017. In evaluating the Company's tax provisions and accruals, future taxable income, the reversal of temporary differences, and tax planning strategies are considered. The Company believes their estimates are appropriate based on current facts and circumstances.

SUBSEQUENT EVENTS

In preparing these consolidated financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through May 2, 2018, the date the consolidated financial statements were available to be issued.

NOTE 2: NOTES PAYABLE

Notes payable collateralized by security agreements on real estate and equipment are summarized as follows:

<u>Detail</u>	<u>Current Monthly Payment</u>	<u>Interest Rate</u>	<u>Due Within One Year</u>	<u>Due After One Year</u>	<u>Total</u>
BB&T	\$ 3,652	3.99%	\$ 22,292	\$ 528,315	\$ 550,607
Jane Andrews	3,146	0.00%	37,755	151,019	188,774
Lynn Shealy	5,897	0.00%	70,768	47,181	117,949
NBSC	9,852	3.95%	61,537	1,402,415	1,463,952
Regents	1,458	0.00% - 6.26%	<u>14,871</u>	<u>22,364</u>	<u>37,235</u>
Total			<u>\$ 207,223</u>	<u>\$ 2,151,294</u>	<u>\$ 2,358,517</u>

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 2 – CONTINUED

Scheduled maturities of long term debt are as follows:

<u>Due In Year Ending:</u>	<u>Amount</u>
December 31, 2018	\$ 207,223
December 31, 2019	187,970
December 31, 2020	1,406,839
December 31, 2021	62,877
December 31, 2022 and thereafter	<u>493,608</u>
Total	<u>\$ 2,358,517</u>

NOTE 3: CASH SURRENDER VALUE OF LIFE INSURANCE & DEFERRED COMPENSATION

The Company is the beneficiary of various life insurance policies on the life of each of the two stockholders, with face values totaling approximately \$3,000,000. The Company has key man insurance policies on several key employees of the Company, as well as approximately \$3,800,000 in other deferred compensation policies maintained to offer key employees incentive to stay in employment with the Company. The equity balance of the policies' cash surrender values at December 31, 2017 is \$1,799,950, which is net of loans totaling \$499,880. The amount of deferred compensation as of December 31, 2017 related to these policies is \$1,013,187.

The Company pays interest at a rate of 5.50% on the outstanding life insurance loan balances. The accompanying consolidated financial statements include approximately \$36,455 of such interest expense.

NOTE 4: RETIREMENT PLAN

The Company has adopted a 401(K) retirement plan. Participants may elect to make voluntary contributions to the plan. The Company has an option to match each employee's contribution by twenty-five (25%) percent. A matching contribution in the amount of \$68,672 was made for the year ended December 31, 2017.

In addition, the Company has a profit sharing plan whereby contributions of a portion of the Company's profits may be contributed. All contributions are voluntary and require approval of the Board of Directors. A contribution was not made for the year ended December 31, 2017.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 5: RELATED PARTY TRANSACTIONS

The stockholders of the MCC are also majority owners of the VIE entities referenced in Note 1. MP leases equipment to the affiliated parties. SS and DB lease real estate to the related parties. MH serves as the self-insured entity for the Company. The Company does not incur income taxes, but instead the affiliated parties' net income is taxable to the individual owners or members. Primarily because of common control and the interrelationship between the five entities, the Company concluded that consolidation best presents the substance of the relationship between the five entities rather than presenting financial information for the five entities separately.

During the year ended December 31, 2017, the Company paid Mashburn Equipment Company, Inc. \$561,900 in related party real estate and equipment rents. The Company also paid Mashburn Office Associates \$44,289 in related party real estate rents during the year.

The Company provides management services to a number of unconsolidated related parties. These financial statements include \$7,300 in such income.

The following table represents notes receivable, which accrue interest by using the simple interest method, due to the Company from employees as of December 31, 2017:

Detail	Current Monthly Payment	Interest Rate	Due Within One Year	Due After One Year	Total
Rigba Wolfe	Open	5.00%	\$ 5,000	\$ 29,816	\$ 34,816
Barbara Collins	\$ 400	Prime	<u>4,800</u>	<u>14,800</u>	<u>19,600</u>
Total			<u>\$ 9,800</u>	<u>\$ 44,616</u>	<u>\$ 54,416</u>

Due In Year Ending:

Amount

December 31, 2018	\$ 9,800
December 31, 2019	9,800
December 31, 2020	9,800
December 31, 2021	9,800
December 31, 2022 & thereafter	<u>15,216</u>
Total	<u>\$ 54,416</u>

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 5 – CONTINUED

The following represents amounts due from (to) unconsolidated related parties at December 31, 2017:

	Current Amount Due From (To)	Noncurrent Amount Due From
244 Cherry, LLC	\$ (800)	\$ -
Beach Mountain, LLC	796	-
L1PH	(81,451)	-
L1PH Lady, LLC	2,321	-
L1PH Winston Salem	10,715	-
L2PH Embrace, LLC	(35,800)	-
Litchfield	-	140,802
Mashburn Equipment	(75,647)	779,300
Mashburn Office Associates	(257,436)	-
Walbridge-Mashburn JV	204,911	-
Harry Mashburn	-	249,126
Stockholders	<u>24,129</u>	<u>-</u>
Total amount due from affiliates	<u>\$ (208,262)</u>	<u>\$ 1,169,228</u>

NOTE 6: COMMON STOCK WARRANT PLAN

Effective December 31, 1989, the Company established an Employee Stock Warrant Plan. At the discretion of the Board of Directors, key employees may purchase warrants which entitle the employee to receive shares of the Company's common stock subsequent to their termination of employment. The purchase value for each warrant is the MCC's book value divided by the sum of the total shares of capital stock outstanding and number of shares under warrants. The Board has determined the purchase value is a fair approximation of the fair market value of the warrants. The Company has the right to repurchase the warrants from the employees within one hundred eighty days after termination of employment, based on a formula defined in the agreement. If the Company does not exercise its right to repurchase the warrants, the warrants automatically convert to shares of common stock at no cost to the employee, one hundred eighty days after the termination of employment. The termination value of the stock warrants at December 31, 2017 was \$256,487, based on the book value of MCC being \$2,910,374.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 7: SELF-INSURED GROUP HEALTH PLAN

MH serves the Company through a self-insured employee group health plan covering the Company's eligible employees and their dependents. Insurance policies with Optum/Unimerica in force at December 31, 2017 limit the Company's claims liability for the plan (calendar) year to a specific stop loss deductible of \$35,000 per individual. Management believes these limits are sufficient to prevent the Company from being exposed to unreasonable financial risks. The Company recognizes claims expenses when paid rather than when incurred as such differences have historically been immaterial based on an annual period. For the year ended December 31, 2017, these consolidated financial statements reflect incurred group health costs of \$976,882.

NOTE 8: DEFERRED JOB COSTS

The Company incurs precontract costs prior to initiation of work on the related job. The Company has deemed that the recovery of these costs (estimating, bond premiums, permits, supplies and materials) from future contract revenue is probable. As such, these costs are classified as deferred job cost on the balance sheet. When work on the job is initiated and the Company begins recognizing revenue, the costs are expensed as job cost. The total amount of deferred job cost at December 31, 2017 was \$458,169.

NOTE 9: INVESTMENT IN JOINT VENTURE

The Company and Walbridge Construction Company established a joint venture, Walbridge-Mashburn, in which the Company has a 10% interest in job 210500 which closed prior to 2017. This investment is also accounted for using the equity method. As of December 31, 2017 the Company has a balance due from Walbridge-Mashburn that is reflected in Note 6. That balance has not been subsequently collected as of the date of review for subsequent events.

The Company includes costs incurred, not yet billed to the joint venture in its valuation of the investment in joint ventures. As of December 31, 2017, the Company estimates its investment in Walbridge-Mashburn to be \$36,824.

NOTE 10: INVESTMENTS USING THE COST METHOD

The Company owns 2,500 shares of \$10 par value common stock of Coastal Carolina Bancshares, Inc., a privately-held financial institution. The Company values the investment in these securities using the cost method and reviews the valuation at least annually for impairment. At December 31, 2017, the value of the investment in Coastal Carolina Bancshares, Inc. was \$25,000.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 11: WARRANTY

The Company accrues an estimate of its exposure to warranty claims based on both current and historical sales data and warranty costs incurred. The Company assesses the adequacy of its recorded warranty liability annually and adjusts the amount when necessary. For the year ended December 31, 2017 changes in the Company's warranty liability were as follows:

Warranty accrual, beginning of year	\$ 23,980
Adjustment to accrual	15,174
Actual warranty expenses	<u>(23,222)</u>
 Warranty accrual, end of year	 <u>\$ 15,932</u>

NOTE 12: LINE OF CREDIT

The Company has a \$1,000,000 annually renewable line of credit that is accessible for operating purposes. The line bears interest at Prime rate. As of December 31, 2017 the line of credit did not carry an outstanding principal balance.

NOTE 13: COSTS AND ESTIMATED EARNINGS ON UNCOMPLETED CONTRACTS

	<u>December 31, 2017</u>
Costs incurred on uncompleted contracts	\$ 35,233,937
Estimated earnings	<u>1,662,885</u>
 Subtotal	 \$ 36,896,822
 Less, billings to date	 <u>(38,562,616)</u>
 Total	 <u>\$ (1,665,794)</u>

Included in accompanying balance sheet
under the following captions:

Costs and estimated earnings in excess of billings on uncompleted contracts	\$ 713,473
 Billings in excess of costs and estimated earnings on uncompleted contracts	 <u>(2,379,267)</u>
 Total	 <u>\$ (1,665,794)</u>

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 14: BACKLOG

The following schedule summarizes changes in backlog on contracts during the year ended December 31, 2017. Backlog represents the amount of revenue on contracts the Company expects to realize from work to be performed on uncompleted contracts in progress at year end and from contractual agreements on which work has not yet begun.

Beginning of year	\$ 24,247,279
Contract adjustments	23,408,123
New contracts	<u>83,300,081</u>
Subtotal	\$ 130,955,483
Less, earned revenues	<u>67,015,563</u>
End of year	<u><u>\$ 63,939,920</u></u>

NOTE 15: DECONSOLIDATION

On January 1, 2017, Harry L. Mashburn, Sr. (HLM Sr.) relinquished his ownership in Mashburn Construction Co., Inc. (MCC) as part of the Company's continuation and succession plan. The 30,000 shares that HLM Sr. owned were gifted, equally, to Paul and Lee Mashburn. HLM Sr., Paul, and Lee share common ownership in other entities; however, the ownership of those entities was not impacted by the continuation and succession plan.

As a result of HLM Sr.'s relinquishment of ownership, MCC's management reassessed its relationship with all of its related parties for purposes of meeting the requirements to consolidate VIEs. MCC management determined that Paul and Lee Mashburn retain majority control over Mashburn Partners, Sumter Street, LLC, and Dawley Blvd, LLC and, therefore, will continue to consolidate these entities. Additionally, based on the fact that the Company is the primary beneficiary of the operations of Mashburn Holdings, LLC, management has elected to continue consolidating Mashburn Holdings, LLC, despite the fact that Paul and Lee Mashburn do not represent majority control over that entity. In accordance with FASB ASC810-10-45-23, a gain or loss has not been recognized as a result of the ownership changes in these entities; rather, the change is presented as a component of non-controlling interest in the Company.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2017

NOTE 15 – CONTINUED

MCC management determined that the ownership change resulted in the Company's loss of control over other previously consolidated companies, Mashburn Equipment Company, Inc. (MEC), Mashburn Office Associates, LLC (MOA), and LIPH 1520, LLC (1520). The loss of control of these entities resulted in the entities no longer being subject to consolidation rules and, therefore, have been deconsolidated, effective January 1, 2017. Accordingly, the Company recognized a loss on the deconsolidation as follows:

Assets and liabilities over which the Company lost control:

	MEC	MOA	1520	Total
Cash	\$ 41,634	\$ 16,081	\$ 6,527	\$ 64,242
Due from (to) affiliates	495,042	411,711	(83,260)	823,493
Fixed assets	402,731	127,378	136,621	666,730
Accounts payable	(13,504)	-	(6,496)	(20,000)
Other accrued expenses	(27,984)	-	-	(27,984)
Notes payable	(748,892)	-	(105,470)	(854,362)
Net assets deconsolidated	<u>\$ 149,027</u>	<u>\$ 555,170</u>	<u>\$ (52,078)</u>	<u>\$ 652,119</u>

Loss on deconsolidation:

Fair value of interest retained	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Less: net carrying amount of relinquished assets (liabilities):				
Net assets deconsolidated	\$ 149,027	\$ 555,170	\$ (52,078)	\$ 652,119
Noncontrolling interests	<u>-</u>	<u>(97,004)</u>	<u>-</u>	<u>(97,004)</u>
	<u>\$ 149,027</u>	<u>\$ 458,166</u>	<u>\$ (52,078)</u>	<u>\$ 555,115</u>
Gain (loss) on deconsolidation	<u>\$ (149,027)</u>	<u>\$ (458,166)</u>	<u>\$ 52,078</u>	<u>\$ (555,115)</u>

Net cash outflow arising from deconsolidation:

Cash and cash equivalents deconsolidated	<u>\$ 41,634</u>	<u>\$ 16,081</u>	<u>\$ 6,527</u>	<u>\$ 64,242</u>
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As referenced in Note 5, management of the Company considers these deconsolidated entities related parties and anticipates continued business relationships with these entities that are consistent with the transactions that took place in the year ended December 31, 2017.

**MASHBURN CONSTRUCTION COMPANY, INC.
AND SUBSIDIARIES
COLUMBIA, SOUTH CAROLINA**

**REPORT ON AUDIT
YEAR ENDED DECEMBER 31, 2018**

Hughes, Sealey, Grant AND Associates, LLC
CERTIFIED PUBLIC ACCOUNTANTS

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Irmo, South Carolina 29063

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INDEPENDENT AUDITORS' REPORT

**To the Stockholders
Mashburn Construction Company, Inc.
Columbia, SC**

We have audited the accompanying consolidated financial statements of Mashburn Construction Company, Inc. and subsidiaries (collectively, the Company), which comprise the consolidated balance sheet as of December 31, 2018, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended, and the related notes to the financial statements.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Hughes Sealey Trout & Assoc. LLC

Irmo, South Carolina
May 13, 2019

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEET, DECEMBER 31, 2018

ASSETS

CURRENT ASSETS:

Cash and cash equivalents - Note 1	\$	5,099,951
Investment in marketable securities - Notes 1 and 9		25,000
Accounts receivable - Note 1		17,487,124
Due from employees and others		125,993
Due from affiliates - Note 5		195,212
Deferred job costs - Note 8		346,556
Prepaid expenses		98,754
Cost and estimated earnings in excess of billings on contracts in progress		<u>243,935</u>

Total Current Assets	\$	23,622,525
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FIXED ASSETS - Note 1		2,063,917
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OTHER ASSETS:

Loan amortization costs	\$	32,856	
Accumulated amortization		<u>(25,190)</u>	\$ 7,666
Due from affiliates - Note 5			1,219,871
Cash value of life insurance (net of loans) - Note 3			<u>1,991,847</u>
			3,219,384
Total Assets	\$		<u>28,905,826</u>

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES:

Accounts payable	\$	11,761,123
Retainage payable		5,105,084
Notes payable - Notes 2 and 11		196,624
Accrued warranty - Note 10		38,584
Accrued salaries, bonuses, and payroll liabilities		343,648
Other accrued expenses		817,851
Billings in excess of cost and estimated earnings on contracts in progress		<u>3,223,948</u>

Total Current Liabilities	\$	21,486,862
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NONCURRENT LIABILITIES:

Deferred compensation - Note 3	\$	1,014,212
Notes payable - Notes 2 and 11		<u>1,979,491</u>
		2,993,703

STOCKHOLDERS' EQUITY:

Common stock - 100,000 shares of a \$1.00 par value authorized; 50,000 shares issued and outstanding	\$	50,000
Additional paid in capital		200,000
Common stock warrants - Note 6		277,759
Retained earnings - Exhibit B		3,697,119
Non-controlling interest in consolidated company		<u>200,383</u>
		4,425,261

Total Liabilities and Stockholders' Equity	\$	<u>28,905,826</u>
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THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN STOCKHOLDERS' EQUITY, YEAR ENDED DECEMBER 31, 2018

	COMMON STOCK	ADD'L PAID-IN CAPITAL	COMMON STOCK WARRANTS (NOTE 6)	RETAINED EARNINGS	NON- CONTROLLING INTEREST	TOTAL
BALANCE AT BEGINNING OF YEAR	\$ 50,000	\$ 200,000	\$ 256,487	\$ 2,489,975	\$ (367,795)	\$ 2,628,667
NET INCOME FOR THE YEAR	-	-	-	1,500,323	53,755	1,554,078
S-CORP DISTRIBUTIONS AND PARTNERSHIP DRAWS (CONTRIBUTIONS)	-	-	-	(241,200)	514,423	273,223
REDEMPTION OF STOCK WARRANTS	-	-	(30,707)	-	-	(30,707)
STOCK WARRANT VALUATION ADJUSTMENT	-	-	51,979	(51,979)	-	-
BALANCE AT END OF YEAR	\$ 50,000	\$ 200,000	\$ 277,759	\$ 3,697,119	\$ 200,383	\$ 4,425,261

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF INCOME, YEAR ENDED DECEMBER 31, 2018

	CURRENT EARNINGS	CURRENT COST	GROSS PROFIT
INCOME FROM CONSTRUCTION CONTRACTS:			
Completed contracts	\$ 34,029,678	\$ 32,526,328	\$ 1,503,350
Contracts in progress	<u>61,709,236</u>	<u>59,225,063</u>	<u>2,484,173</u>
Total	<u>\$ 95,738,914</u>	<u>\$ 91,751,391</u>	<u>\$ 3,987,523</u>
INDIRECT JOBS COSTS (OVERAPPLIED)			<u>(469,978)</u>
GROSS PROFIT ON JOBS			\$ 4,457,501
GENERAL AND ADMINISTRATIVE EXPENSES			<u>2,969,140</u>
INCOME FROM OPERATIONS			\$ 1,488,361
OTHER INCOME			<u>65,717</u>
NET INCOME BEFORE NON-CONTROLLING INTEREST			\$ 1,554,078
NON-CONTROLLING INTEREST IN NET INCOME			<u>(53,755)</u>
NET INCOME FOR THE YEAR			<u>\$ 1,500,323</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS, YEAR ENDED DECEMBER 31, 2018

INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

CASH FLOWS FROM OPERATING ACTIVITIES:

Net income for the year		\$ 1,500,323
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	\$ 91,229	
Loss on sale of fixed assets	439	
Cash value of life insurance	(191,897)	
Non-controlling interest in income of Company	53,755	
Changes in assets and liabilities:		
Increase in accounts receivable	(4,856,761)	
Increase in due from employees and others	(106,604)	
Decrease in deferred job costs	111,613	
Decrease in prepaid expenses	50,940	
Decrease in underbillings	469,538	
Increase in accounts payable	1,453,919	
Increase in retainage payable	1,686,609	
Increase in accrued warranty	22,652	
Increase in accrued salaries and bonuses	53,122	
Decrease in other accrued expenses	(539,400)	
Increase in overbillings	844,681	
Increase in deferred compensation	1,025	(855,140)
Net Cash Provided By Operating Activities		\$ 645,183

CASH FLOWS FROM INVESTING ACTIVITIES:

Decrease in notes receivable	\$ 54,416	
Decrease in joint venture	36,824	
Proceeds from sale of fixed assets	36,466	
Capital expenditures	(21,338)	106,368

CASH FLOWS FROM FINANCING ACTIVITIES:

Principal payments on installment loans	\$ (137,515)	
Net increase in due from affiliates	(578,315)	
Installment payments on redemption of stock warrants	(75,594)	
Contributions by non-controlling interest	514,423	
Distributions to stockholders	(241,200)	(518,201)

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS \$ 233,350

CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR 4,866,601

CASH AND CASH EQUIVALENTS, END OF YEAR \$ 5,099,951

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

Cash Paid During The Year For:		
Income taxes		\$ -
Interest		<u>\$ 114,958</u>

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 1 – CONTINUED

ACCOUNTS RECEIVABLE

This account includes the current portion and retainage due on construction jobs. Bad debts are charged to operations by the direct charge-off method, as such amounts are immaterial.

Accounts receivable balances are summarized as follows:

Completed contracts	\$ 2,268,857
Contracts in progress:	
Current estimates	11,460,320
Retainage	<u>3,757,947</u>
Total	<u>\$ 17,487,124</u>

Aged receivables at December 31, 2018 are as follows:

Current	Over 30 days	Over 60 days	Over 90 days	Total	Retainage
<u>\$11,629,424</u>	<u>\$ 1,454,456</u>	<u>\$ 188,739</u>	<u>\$ 456,558</u>	<u>\$13,729,177</u>	<u>\$ 3,757,947</u>

Subsequent collections through the date of this report are as follows:

<u>\$10,292,476</u>	<u>\$ 1,454,456</u>	<u>\$ 7,759</u>	<u>\$ 34,278</u>	<u>\$11,788,969</u>	<u>\$ 945,842</u>
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REVENUE AND COST RECOGNITION

Revenues from construction contracts are recognized on the percentage-of-completion method, measured by the percentage of costs incurred to date to estimated total costs for each contract. This method is used because management considers expended costs to be the best available measure of progress on these contracts. Because of the inherent uncertainties in estimating costs, it is at least reasonably possible that the estimates used will change within the near term. Contracts costs include all direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools and repairs. Selling, general and administrative costs are charged to expense as incurred. The asset "Costs and estimated earnings in excess of billings on uncompleted contracts" represents revenues recognized in excess of amounts billed. The liability "Billings in excess of costs and estimated earnings on uncompleted contracts" represents billings in excess of revenues recognized. Changes to total estimated costs and anticipated losses, if any, are recognized in the period determined.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 1 – CONTINUED

CERTAIN SIGNIFICANT ESTIMATES

As stated above, the Company recognizes income from contracts using the percentage-of-completion method, measured by the percentage of cost incurred to date to management's estimated total cost for each contract. That method is used because management considers total cost to be the best available measure of progress on the contracts. At December 31, 2018, management estimated the remaining costs to complete the contracts in progress at that date. These estimates were used in calculating the asset "Costs and estimated earnings on uncompleted contracts" and the liability "Billings in excess of costs and estimated earnings on uncompleted contracts." Because of the inherent uncertainties in estimating costs, it is at least reasonably possible that these estimates used may change within the near term.

MARKETABLE DEBT AND EQUITY SECURITIES

The Company accounts for marketable securities using the cost method, recording the investment at historical cost. Investments accounted for under the cost method are reviewed annually for consideration of impairment. See Note 9 for further discussion the Company's investment in marketable securities.

COMPENSATED ABSENCES

Employees of the Company are allowed to accrue unused leave time. Maximum accruals are capped at 40 hours. A liability is recorded as a current liability for such accrued compensated leave time. The total amount of accrued compensated absences at December 31, 2018, was \$83,654.

FIXED ASSETS AND DEPRECIATION

Fixed assets are recorded and carried at historical cost to the Company. Depreciation is computed using the straight-line method over the estimated useful lives of the assets. Fixed assets and accumulated depreciation are detailed as follows:

Detail	Useful Life	Cost	Accumulated Depreciation	Book Value
Furniture and fixtures	5-10 years	\$ 668,131	\$ 656,430	\$ 11,701
Leasehold improvements	3-40 years	327,912	244,300	83,612
Time share	20 years	9,110	9,110	-
Construction equipment	5-10 years	76,971	57,410	19,561
Automobiles	5 years	86,853	22,816	64,037
Building	40 years	1,557,054	560,351	996,703
Construction in progress		116,820	-	116,820
Land		771,483	-	771,483
Total		<u>\$ 3,614,334</u>	<u>\$ 1,550,417</u>	<u>\$ 2,063,917</u>

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 1 – CONTINUED

INCOME TAXES

MCC has elected under the Internal Revenue Code to be taxed as an S corporation whereas MP, SS, MH, and DB are taxed as partnerships. Under these provisions, the income of the each company flows through to the individual stockholders or partners to be taxed at the individual level rather than the entity level. Accordingly, the consolidated financial statements of the Company will have no provision or liability for federal income taxes as long as the respective S corporation or partnership elections are in effect.

The companies follow the provisions of uncertain tax positions as addressed in FASB Accounting Standards Codification 740-10. The companies recognized no liabilities for unrecognized tax benefits. The companies have no tax positions at December 31, 2018 for which the ultimate deductibility is highly certain but for which there is uncertainty about the timing of such deductibility. The companies recognize interest accrued related to unrecognized tax benefits in interest expense and penalties in operating expenses. No such interest or penalties were recognized during the periods presented. The companies had no accruals for interest and penalties at December 31, 2018.

The amount of taxable income passed through to the stockholders and partners for the year ended December 31, 2018 was \$1,809,343. Taxable income by entity is as follows:

	<u>MCC</u>	<u>MP</u>	<u>SS</u>	<u>MH</u>	<u>DB</u>	<u>Total</u>
Taxable income of the Company	\$ 1,239,462	\$ 53,623	\$ 51,675	\$ 501,572	\$ 32,816	\$ 1,879,148
Taxable income attributable to non-controlling interests	<u>-</u>	<u>27,348</u>	<u>21,485</u>	<u>10,032</u>	<u>10,940</u>	<u>69,805</u>
Income taxable to stockholders (partners) of the Company	<u>\$ 1,239,462</u>	<u>\$ 26,275</u>	<u>\$ 30,190</u>	<u>\$ 491,540</u>	<u>\$ 21,876</u>	<u>\$ 1,809,343</u>

For the year ended December 31, 2018 MCC and its subsidiaries made distributions totaling \$241,200 to its stockholders and partners. Additionally, during the year non-controlling stockholders and partners made \$514,423 in contributions. Through the date of this report management does not have plans for further distributions that would be based on earnings recognized during the year ended December 31, 2018.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 1 – CONTINUED

Due to various timing differences, income is recognized in different periods for tax purposes than for financial purposes. Total deferred taxable income in the amount of \$217,199 and the resulting total estimated deferred taxes in the amount of \$26,234 that would have been recognized if the companies were not considered pass-through entities are comprised of the following:

	<u>MCC</u>	<u>MP</u>	<u>SS</u>	<u>MH</u>	<u>DB</u>	<u>Total</u>
Timing differences:						
Contract income						
recognition differences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Differences in methods of						
depreciating fixed assets	<u>50,151</u>	<u>38,266</u>	<u>125,574</u>	<u>-</u>	<u>3,208</u>	<u>217,199</u>
Net estimated						
timing differences	<u>\$ 50,151</u>	<u>\$ 38,266</u>	<u>\$ 125,574</u>	<u>\$ -</u>	<u>\$ 3,208</u>	<u>\$ 217,199</u>
Deferred taxes	<u>\$ 18,054</u>	<u>\$ 13,776</u>	<u>\$ 45,207</u>	<u>\$ -</u>	<u>\$ 1,155</u>	<u>\$ 78,192</u>

The Company's income tax filings are subject to audit by various taxing authorities. The Company's open audit periods are 2016 to 2018. In evaluating the Company's tax provisions and accruals, future taxable income, the reversal of temporary differences, and tax planning strategies are considered. The Company believes their estimates are appropriate based on current facts and circumstances.

NEW ACCOUNTING PRONOUNCEMENTS

In May 2014, the FASB added Topic 606, "Revenue from Contracts with Customers" to establish principles to report useful information about the nature, amount, timing and uncertainty of revenue from contracts with customers. This standard will be effective for fiscal years beginning after December 15, 2018. Management is currently evaluating the effect that implementing of the new standard will have on the Company's financial statements.

In February 2016, the FASB amended the Leases Topic of Accounting Standards Codification to revise certain aspects of recognition, measurement, presentation and disclosure of leasing transaction. The amendments will be effective for fiscal years beginning after December 15, 2019. Management is currently evaluating the effect that implementation of the new standard will have on the Company's financial statements.

SUBSEQUENT EVENTS

In preparing these consolidated financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through May 13, 2019, the date the consolidated financial statements were available to be issued.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 2: NOTES PAYABLE

Notes payable with financial institutions are collateralized by security agreements on real estate and equipment. Notes payable to individuals represent installment agreements for the Company's buyback of common stock warrants associated with retired employees. Notes payable are summarized as follows:

Detail	Current Monthly Payment	Interest Rate	Due Within One Year	Due After One Year	Total
BB&T	\$ 3,652	3.99%	\$ 23,198	\$ 505,459	\$ 528,657
Jane Andrews	3,146	0.00%	37,755	113,264	151,019
Lynn Shealy	5,897	0.00%	47,181	-	47,181
Lanny Morris	512	0.00%	6,144	21,492	27,636
NBSC	9,852	3.95%	64,012	1,339,276	1,403,288
Regents	1,458	6.26%	18,334	-	18,334
Total			<u>\$ 196,624</u>	<u>\$ 1,979,491</u>	<u>\$ 2,176,115</u>

<u>Due In Year Ending:</u>	<u>Amount</u>
December 31, 2019	\$ 196,624
December 31, 2020	1,407,316
December 31, 2021	69,021
December 31, 2022	500,094
December 31, 2023 and thereafter	<u>3,060</u>
Total	<u>\$ 2,176,115</u>

NOTE 3: CASH SURRENDER VALUE OF LIFE INSURANCE & DEFERRED COMPENSATION

The Company is the beneficiary of various life insurance policies on the life of each of the two stockholders, with face values totaling approximately \$3,000,000. The Company has key man insurance policies on several key employees of the Company, as well as approximately \$3,800,000 in other deferred compensation policies maintained to offer key employees incentive to stay in employment with the Company. The equity balance of the policies' cash surrender values at December 31, 2018 is \$1,991,847, which is net of loans totaling \$499,880. The amount of deferred compensation as of December 31, 2018 related to these policies is \$1,014,212.

The Company pays interest at a rate of 5.50% on the outstanding life insurance loan balances. The accompanying consolidated financial statements include approximately \$35,396 of such interest expense.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 6: COMMON STOCK WARRANT PLAN

Effective December 31, 1989, the Company established an Employee Stock Warrant Plan. At the discretion of the Board of Directors, key employees may purchase warrants which entitle the employee to receive shares of the Company's common stock subsequent to their termination of employment. The purchase value for each warrant is the MCC's book value divided by the sum of the total shares of capital stock outstanding and number of shares under warrants. The Board has determined the purchase value is a fair approximation of the fair market value of the warrants. The Company has the right to repurchase the warrants from the employees within one hundred eighty days after termination of employment, based on a formula defined in the agreement. If the Company does not exercise its right to repurchase the warrants, the warrants automatically convert to shares of common stock at no cost to the employee, one hundred eighty days after the termination of employment. The termination value of the stock warrants at December 31, 2018 was \$277,759, based on the book value of MCC being \$4,021,446.

NOTE 7: SELF-INSURED GROUP HEALTH PLAN

MH serves the Company through a self-insured employee group health plan covering the Company's eligible employees and their dependents. Insurance policies with Optum/Unimerica in force at December 31, 2018 limit the Company's claims liability for the plan (calendar) year to a specific stop loss deductible of \$35,000 per individual. Management believes these limits are sufficient to prevent the Company from being exposed to unreasonable financial risks. The Company recognizes claims expenses when paid rather than when incurred as such differences have historically been immaterial based on an annual period. For the year ended December 31, 2018, these consolidated financial statements reflect incurred group health costs of \$1,163,926.

NOTE 8: DEFERRED JOB COSTS

The Company incurs precontract costs prior to initiation of work on the related job. The Company has deemed that the recovery of these costs (estimating, bond premiums, permits, supplies and materials) from future contract revenue is probable. As such, these costs are classified as deferred job cost on the balance sheet. When work on the job is initiated and the Company begins recognizing revenue, the costs are expensed as job cost. The total amount of deferred job cost at December 31, 2018 was \$346,556.

NOTE 9: INVESTMENTS USING THE COST METHOD

The Company owns 2,500 shares of \$10 par value common stock of Coastal Carolina Bancshares, Inc. The Company values the investment in these securities using the cost method and reviews the valuation at least annually for impairment. At December 31, 2018, the value of the investment in Coastal Carolina Bancshares, Inc. was \$25,000.

MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 10: WARRANTY

The Company accrues an estimate of its exposure to warranty claims based on both current and historical sales data and warranty costs incurred. The Company assesses the adequacy of its recorded warranty liability annually and adjusts the amount when necessary. For the year ended December 31, 2018 changes in the Company's warranty liability were as follows:

Warranty accrual, beginning of year	\$ 15,932
Adjustment to accrual	15,391
Actual warranty expenses	<u>7,261</u>
Warranty accrual, end of year	<u>\$ 38,584</u>

NOTE 11: LINE OF CREDIT

The Company has a \$1,000,000 annually renewable line of credit that is accessible for operating purposes. The line bears interest at Prime rate and has a maturity date of August 7, 2019. As of December 31, 2018 the line of credit did not carry an outstanding principal balance.

NOTE 12: COSTS AND ESTIMATED EARNINGS ON UNCOMPLETED CONTRACTS

	<u>December 31, 2018</u>
Costs incurred on uncompleted contracts	\$ 63,936,812
Estimated earnings	<u>2,861,771</u>
Subtotal	\$ 66,798,583
Less, billings to date	<u>(69,778,596)</u>
Total	<u>\$ (2,980,013)</u>

Included in accompanying balance sheet
under the following captions:

Costs and estimated earnings in excess of billings on uncompleted contracts	\$ 243,935
Billings in excess of costs and estimated earnings on uncompleted contracts	<u>(3,223,948)</u>
Total	<u>\$ (2,980,013)</u>

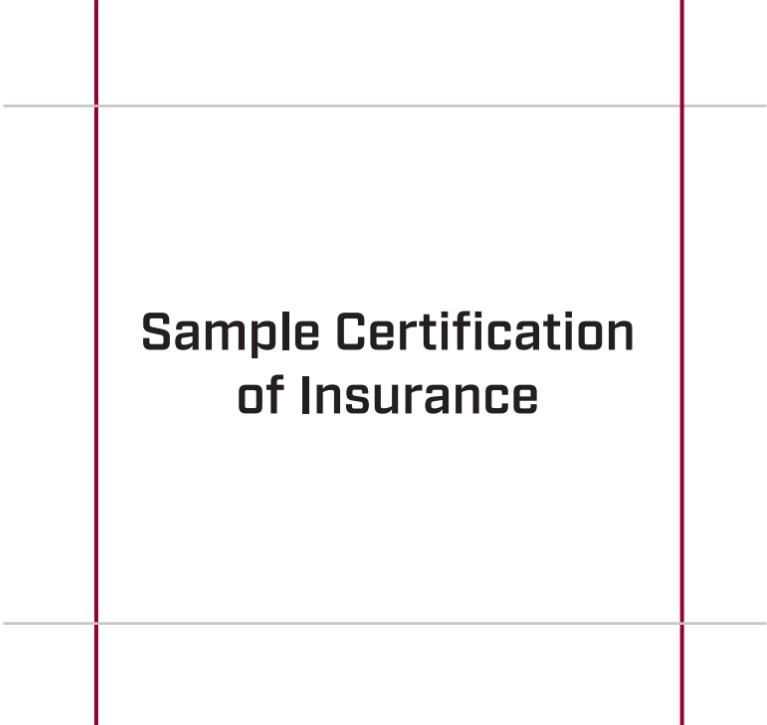
MASHBURN CONSTRUCTION COMPANY, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, DECEMBER 31, 2018

NOTE 13: BACKLOG

The following schedule summarizes changes in backlog on contracts during the year ended December 31, 2018. Backlog represents the amount of revenue on contracts the Company expects to realize from work to be performed on uncompleted contracts in progress at year end and from contractual agreements on which work has not yet begun.

Beginning of year	\$ 63,939,920
Contract adjustments	11,289,421
New contracts	<u>91,657,027</u>
Subtotal	\$ 166,886,368
Less, earned revenues	<u>95,738,914</u>
End of year	<u><u>\$ 71,147,454</u></u>



**Sample Certification
of Insurance**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/13/2019

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

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

PRODUCER South Risk Management, LLC 2711 Middleburg Drive Suite 304 Columbia SC 29204	CONTACT NAME: Karen Shelton PHONE (A/C, No, Ext): (803) 733-5284 E-MAIL ADDRESS: kshelton@southrisk.com FAX (A/C, No): (803) 733-5287
INSURED Mashburn Construction Company Inc PO Box 2466 Columbia SC 29202-2466	INSURER(S) AFFORDING COVERAGE INSURER A: Amerisure Companies INSURER B: Amerisure Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 19488 19488

COVERAGES**CERTIFICATE NUMBER:** 19 20 Master Liab**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CPP2106808	11/01/2019	11/01/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			CA 21068060	11/01/2019	11/01/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			CU21068100102	11/01/2019	11/01/2020	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC 2106809	11/01/2019	11/01/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

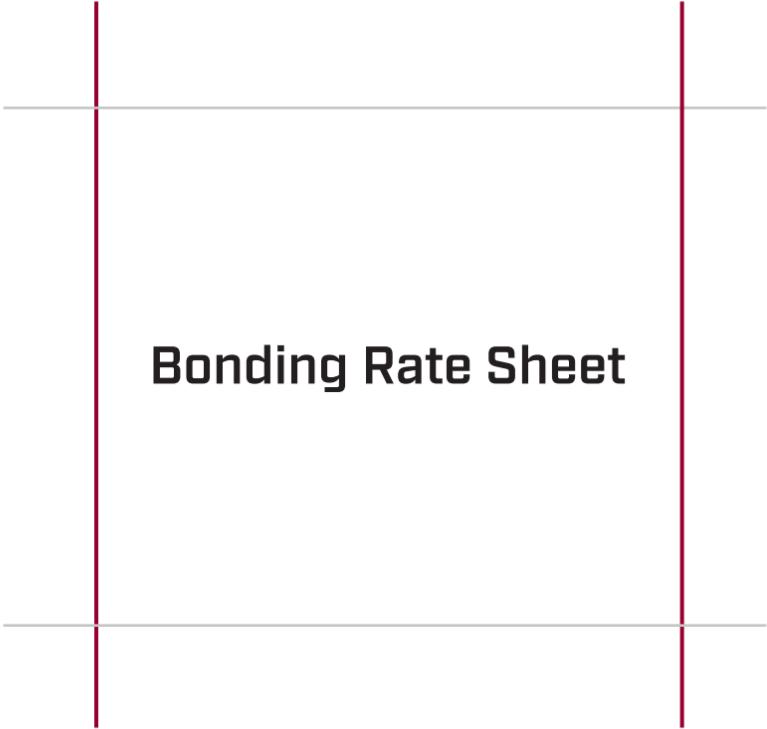
CERTIFICATE HOLDER**CANCELLATION**

Sample For Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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Bonding Rate Sheet

Mashburn Construction Company, Inc.

Liberty Mutual Insurance Company
January, 2019

Class B

<u>Contract Amount</u>	<u>Rate (per Thousand)</u>
First \$100,000	\$10.80
Next \$400,000	\$10.80
Next \$2,000,000	\$7.56
Next \$2,500,000	\$6.48
Next \$2,500,000	\$5.76
Over \$7,500,000	\$5.76

Where time for completion as stipulated in the contract is over 24 months or 731 calendar days.

Compute basic premium at above rates and increase this computation by 1% per month for each month over 24 months (disregarding a fraction of a month).



PO Box 8628
Columbia, SC 29202-8628
Office (803) 748-0100, Fax (877) 467-7214

January 6, 2020

Ms. Kaylee Yinger
Beaufort County School District
Procurement Office
2900 Mink Point Blvd
Beaufort, SC 29902

Re: Proposal for CM at-Risk Services
Capital Renewal Renovations and Modifications Projects
Solicitation Number: 20-016

Dear Ms. Yinger:

It is our pleasure to confirm that our agency provides contract bonds on behalf of Mashburn Construction Company, Inc. through Liberty Mutual Insurance Company, an "A" rated carrier by A.M. Best. In our opinion, Mashburn Construction Company, Inc. remains properly financed, well equipped, and is an exceptionally well-managed organization. Therefore, we would strongly recommend them as an excellent contractor.

At the request of Mashburn Construction Company, Inc., we are prepared to provide performance & payment bonds for the above referenced project for which they currently have sufficient bonding capacity for the total cost of the work. Mashburn's current bonding capacity is \$70,000,000. As always, Liberty Mutual Insurance Company reserves the right to perform normal underwriting at the time of any bond request, including without limitation, prior review and approval of relevant contract documents, bond forms and project financing. We assume no liability to Beaufort County School District or its affiliates if for any reason we do not execute such bond.

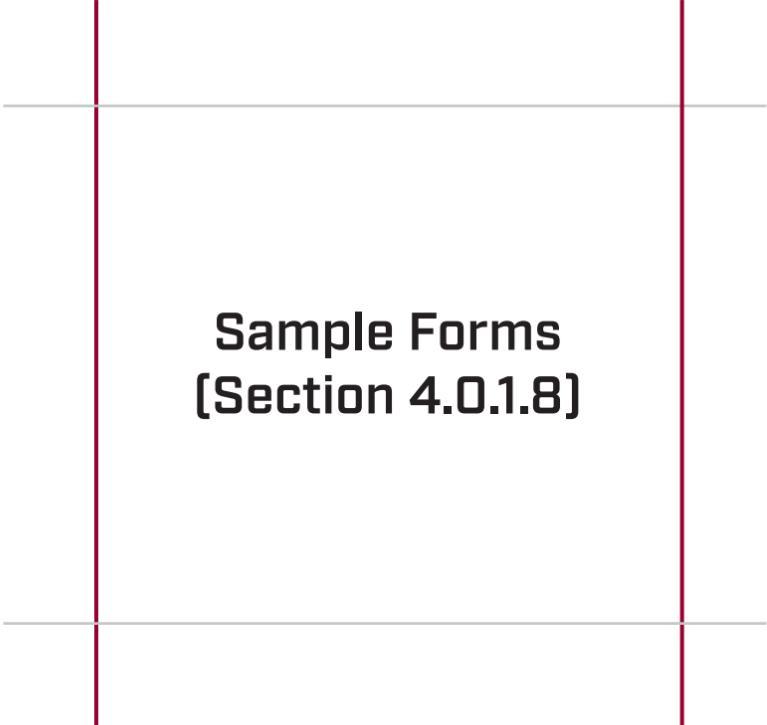
Should you have any questions or need additional information, please do not hesitate to contact us.

Sincerely,


MCGRIFF INSURANCE SERVICES

A handwritten signature in blue ink that reads "Lori J. Kelly".

Lori J. Kelly
Surety Account Manager



**Sample Forms
[Section 4.0.1.8]**

	EXHIBIT I Columbia International University - School of Business Columbia, SC	August 22, 2018	
		Permit Document Pricing (Rev. 2)	
CATEGORY	DESCRIPTION (per permit documents by LS3P dated July 19, 2018; assuming simultaneous construction of Ben Lippen Addition)	42,000 SF	
		\$	\$/SF
SITE ALLOWANCES			
Hardscape	905 SY concrete at front and rear plaza/on-site sidewalks/rear stoops - assuming 3 ea. H/C approaches, 3000 PSI gray, broom-finished, no curbing	40,734	0.97
Plaza Kneewall	1 ea. 35' long curved masonry kneewall with precast copings and concrete footings at sitting height (assuming reinforced CMU core in lieu of concrete)	15,250	0.36
Emerg. Generator	100 KW diesel generator, pad, fuel, feeders and transfer switches to power 2nd level Server Room	47,400	1.13
Blvd. Amenities	allowance for guard house, electric gates, sidewalk to CIU/Ben Lippen, straight/curved flank masonry walls w/raised portion for sign (awaiting design)	215,283	5.13
Misc. Site Amenities	allowance for 1 ea. new flagpole and bike racks (awaiting design)	9,000	0.21
	SITE ALLOWANCES TOTAL	327,667	7.80
BUILDING	assumes seismic class 'C'		
Concrete	building footings, slab-on-grade, 15-mil vapor barrier, elevated slab, stair pan fills, elevator slab, termite treatment	306,293	7.29
Masonry	CMU at slab perimeter/elevator shaft, brick veneer assuming modular brick matl. allow. of \$325/thousand, \$16/bag for colored mortar, rigid insulation	474,725	11.30
Steel	columns, beams, bar joists, 2nd floor/roof decking, steel pan stairs, elevator hoist beam, painted and stainless steel interior stair railings	784,251	18.67
Rough Carpentry	wood blocking for wall-hung items, all-purpose carpenter labor	61,818	1.47
Millwork	plastic laminate casework, solid surface counters where noted, Seminar Entry and Boardroom wall panels, Boardroom wood cabinet, bulkhead trim	88,780	2.11
Waterproofing	wall waterproofing and French drain at elevator pit (per submitted 3-coat system), air/water barrier, exterior caulking, sealing of brick mortar joints	56,155	1.34
Roofing	60-mil TPO with R-20 polyiso. non-tapered insulation, 15-year warranty, roof walk pads, 6 ea. through-wall scuppers, hatch with railing, wood blocking	178,300	4.25
Metal Panels	(deleted from project scope due to recent deletion of rooftop mechanical screen)	0	-
Doors/Hardware	hollow metal doors/frames, prefinished solid-core wood doors, \$75,000 finish hdwre. allow. per submitted schedule, ceiling access doors, 1 auto. operator	156,905	3.74
Alum. Storefront	exterior aluminum curtainwall and storefront, interior storefront, clear and spandrel glazing, clear anodized finish, 1-3/4" doors, frameless glass system	340,000	8.10
EIFS	drainable 'PB' system horizontal bands inclusive of air/water barrier directly behind them, exterior soffits	27,600	0.66
Drywall	metal studs, drywall/Level-4 finish, Densglas sheathing, fiberglass thermal/sound batts, acoustical ceiling, Durock behind wall tile, basic cloud trim	778,990	18.55
Flooring	hard tile (std. non-epoxy grout and isolation membrane), resilient flooring and base, concrete sealing, carpet	241,219	5.74
Sound Control	(sound panel allowance for Boardroom has been deleted from Mashburn's scope and is under LS3P review as a potential FF&E item)	0	-
Painting	paint at interior exposed drywall, hollow metal frames, stair rails/stringers/risers, overhead exposed structure/ducts/piping	105,494	2.51
Specialties	phenolic toilet partitions/accessories (incl. 6 dryers), fire exting./cabinets, code-req'd signs, manual folding partitions w/partial marker surface, CG-1's	62,862	1.50
Furnishings	(previously-included window shades and telescoping projector shelves have now been moved to Owner's FF&E scope)	0	-
Conveyances	single 2-stop 3,500# machine-roomless Schindler elevator (single-side access)	95,960	2.28
Fire Protection	wet system throughout w/preaction in Server Rm., backflow preventer inside, FDC at sprinkler room, design (assumes no fire pump)	183,270	4.36
Plumbing	copper supply piping, PVC waste/vent piping w/penum-rated sleeving, standard manual commercial fixtures, internal roof drains, design fees	143,186	3.41
HVAC	2 RTU's, split system @ Server Room and left stairwell, VAV's w/electric heat, DDC controls, exhaust fan, supply duct, T&B, design fees	883,181	21.03
Lights	fixture material cost inclusive of sales tax and freight, with lighting allowances for 3 ea. Lobby ring fixures and 4 ea. front porch sconces	119,417	2.84
Electrical	480V 3-phase service w/aluminum feeders, power distribution, fire alarm, phone/data/TV stub-ups, design, power to one auto. door operator	869,350	20.70
	BUILDING TOTAL	5,957,756	141.85
	SITE AND BUILDING TOTAL	6,285,423	149.65
Taxes & Insurance	material sales tax, payroll taxes, general liability, workers' compensation	235,188	5.60
General Conditions	printing, clean-up, safety, temporary utilities, equipment rental, drug testing	113,645	2.71
Supervision	field superintendent and project manager, with related vehicles/gas/cell phones/computers	290,339	6.91
Permits	City of Columbia building permits (no review fee assuming < 3 submittals), builder' risk insurance (only difference-in-conditions to Owner's policy)	27,700	0.66
Subcontractor Bonds	for certain subcontractors whose contracts exceed \$100,000	43,300	1.03
Mashburn Fee	3% overhead and 1.5% profit (as percentages of grand total)	329,635	7.85
	MASHBURN BASE BID GRAND TOTAL	7,325,230	174.41

Note: All add alternates (those without parentheses) below include a 10% markup for Mashburn fee, permit, insurance, and supervision costs

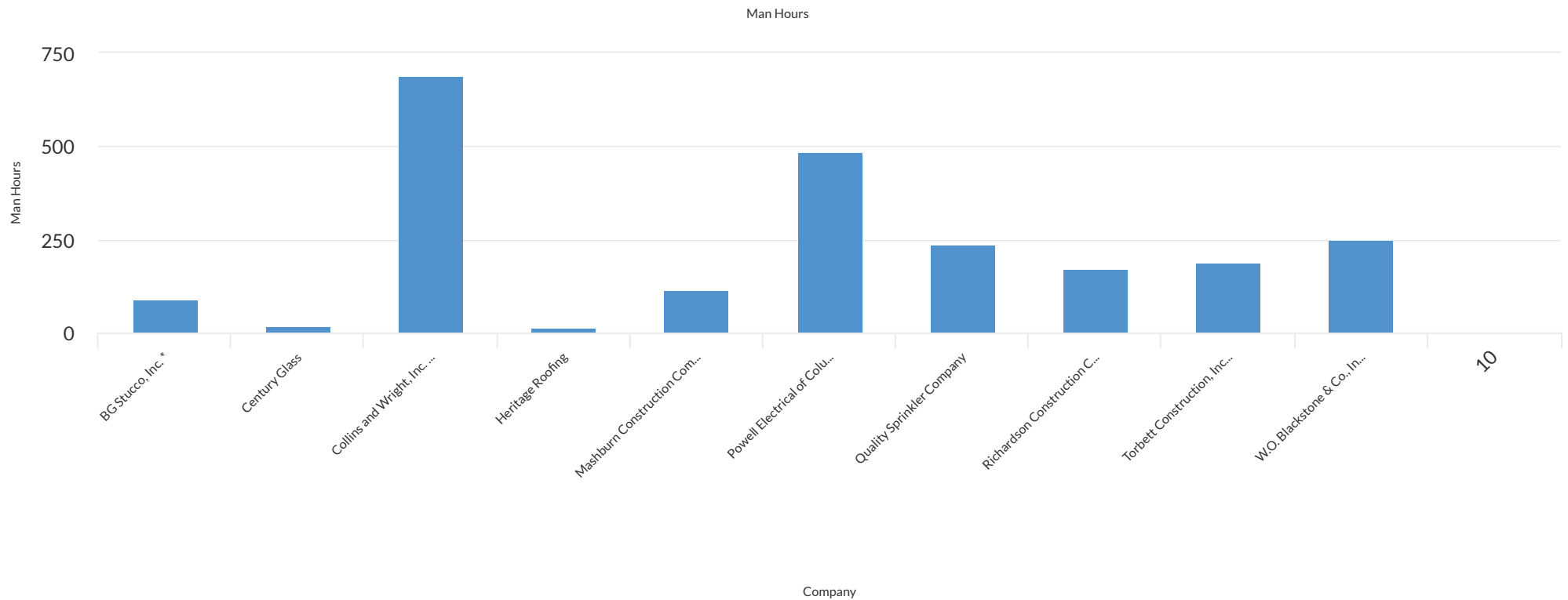
Alternate 1	Add 2" Axiom trim with concealed mounting clips at cloud ceiling perimeters in lieu of base bid assumed 2" x 1" riveted wall mold	\$ 32,930	0.78
Alternate 2	Add allowance for empty conduits to SCE&G's site lighting poles (assuming 2-pole layout per SCE&G photometric layout)	\$ 2,900	0.07
Alternate 3	(previous shade fabric option now withdrawn since shades are now Owner FF&E)	\$ -	-
Alternate 4	Change stone flooring outside of Boardroom to PT-5	\$ (600)	(0.01)
Alternate 5	Change standard grout to epoxy grout at all hard tile	\$ 11,490	0.27
Alternate 6	Add electric fire pump allowance in the event fire water pressure is not adequate (we are reasonably confident this will not be required)	\$ 80,000	1.90



Superintendents Weekly Report Columbia International University

Report for the weeks manpower, schedule and weather.

Manpower Log



Group	Company	Workers	Man Hours	Location	Comments
Date: 03/10/2019					
		0	0		no work on site per school rules
Date: 03/09/2019					
		0	0		no work on site today



Group	Company	Workers	Man Hours	Location	Comments
Date: 03/08/2019					
	BG Stucco, Inc. *	2	16	exterior efis	working on the east side of the job smoothing the efis
	Mashburn Construction Company, Inc.	3	27	site	supervise,safety (crane) protection
	Powell Electrical of Columbia, Inc.	3	15	roof	working with the rtu crew today,cutting in the conduit for the roof top units
	W.O. Blackstone & Co., Inc.	6	48	roof	working on the roof top units,flew to roof and attachment,also did some clean up and supply delivery
	Quality Sprinkler Company	5	35	1st floor	working on the 1st floor pressure test (repair of pipe) all good
	Richardson Construction Company	5	40	site	today they dug ,installed the pump station ,poured the ditch full with cement
Date: 03/07/2019					
	BG Stucco, Inc. *	2	20	exterior efis	working on the east side smoothing the efis and cutting in details
	Collins and Wright, Inc. *	18	180	2nd floor	hanging the drywall on the first floor and tapeing and finishing on the second floor,also working on the ceilings on the first floor
	Mashburn Construction Company, Inc.	3	30	site	supervise,working on hole covers safety
	Powell Electrical of Columbia, Inc.	13	130	1st floor	finishing all wallsand working in the electric rooms in panels
	Quality Sprinkler Company	5	50	1st floor	testing the first floor and preping the second floor
	Richardson Construction Company	5	50	site	installing the sewer line on the south side of the site
	Torbett Construction, Inc. *	7	70	exterior brick	working on the front columns installing the bricks
	W.O. Blackstone & Co., Inc.	5	50	1st floor	working on the front entry and ducts splices
Date: 03/06/2019					
	Mashburn Construction Company, Inc.	3	30	site	supervise ,working on the safety system at ben-lippen
	BG Stucco, Inc. *	2	20	exterior efis	working on the exterior west side of the building smoothing the efis and cutting in the pattern
	Collins and Wright, Inc. *	13	130	2nd floor	finishing the drywall on the second floor,hanging on the first floorand framing the entry way soffits
	Powell Electrical of Columbia, Inc.	11	110	1st floor	on both floor working on the overhead and the fire alarm syatem conduit
	Quality Sprinkler Company	5	50	1st floor	working on installing all the heads so they can pre test with air
	Torbett Construction, Inc. *	7	70	exterior brick	working on the front exterior columns installing the scaffold and the brick after it was above 40 degrees we started to lay thebrick
	W.O. Blackstone & Co., Inc.	5	50	1st floor	finishing the front entry difusers and the tapes to all the ducts
	Richardson Construction Company	4	36	site	installing the front sewer conetction started at the east and heading towards the west



Group	Company	Workers	Man Hours	Location	Comments
Date: 03/05/2019					
	BG Stucco, Inc. *	2	20	exterior efis	installing all the exterior foam on the west east and south sides
	Collins and Wright, Inc. *	19	190	2nd floor	finishing the drywall on the 2nd floor also hanging on the 1st floor and frame punch first floor
	Mashburn Construction Company, Inc.	3	30	site	supervise, clean-up and install plywood at entry
	Powell Electrical of Columbia, Inc.	12	120	1st floor	working in all ceilings punching before drywall
	Quality Sprinkler Company	5	50	1st floor	installing all the whip on the branch lines
	Richardson Construction Company	5	45	sewer line	started to locate the sewer at the south east side of building
	W.O. Blackstone & Co., Inc.	4	32	1st floor	working on the ducts and installing the grills
	Torbett Construction, Inc. *	5	50	front columns	started the brick t the front entry way columns
	W.O. Blackstone & Co., Inc.	3	24	2nd floor	running the wire for the units
Date: 03/04/2019					
	BG Stucco, Inc. *	2	16	exterior efis	trying to install more efis but light rain
	Century Glass	2	16	2nd floor	caulking the exterior windows that were installed this weekend
	Collins and Wright, Inc. *	19	190	2nd floor	finishing the drywall taping on 2nd floor and hanging drywall on the 1st floor
	Powell Electrical of Columbia, Inc.	11	110	1st floor	all overhead
	Heritage Roofing	2	12	roof	working on finishing the membrane and chasing a small leak
	Quality Sprinkler Company	5	50	1st floor	working on the seismic bracing
	W.O. Blackstone & Co., Inc.	3	30	1st floor	finishing the duct work connections
	W.O. Blackstone & Co., Inc.	2	16	2nd floor	pulling wire to units



Photos

[Weekly Report](#)

Taken On
03/08/2019

Description
RTU for roof



[Weekly Report](#)

Taken On
03/08/2019

Description
RTU for roof





Weekly Report

Taken On
03/08/2019

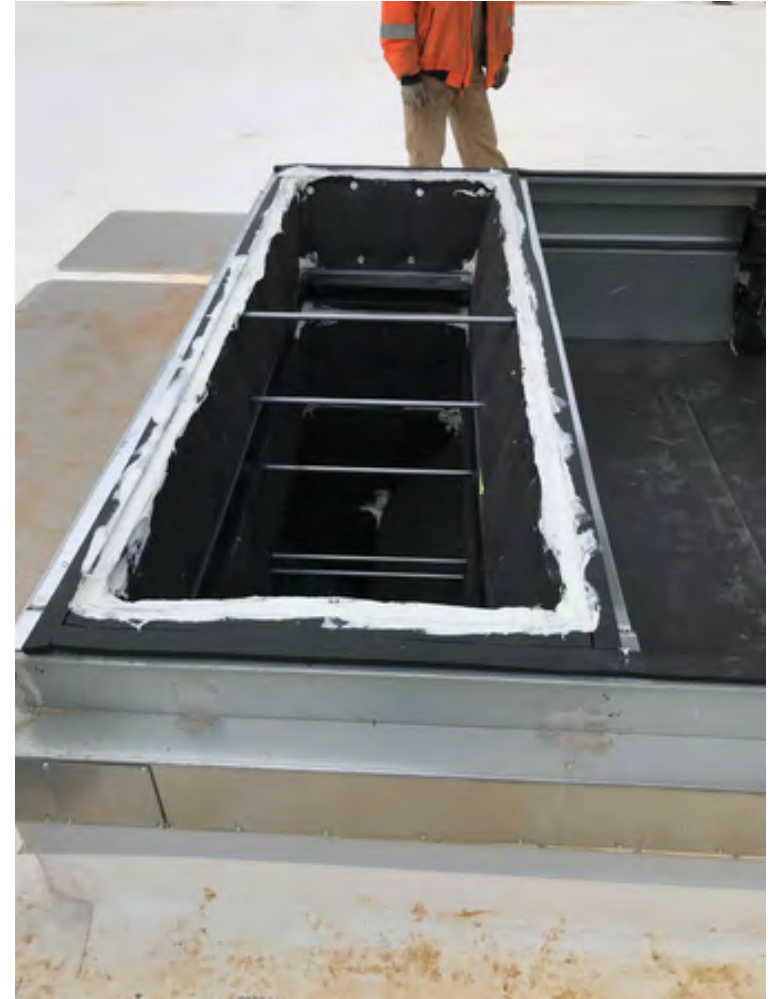
Description
RTU sealant at roof
curb



Weekly Report

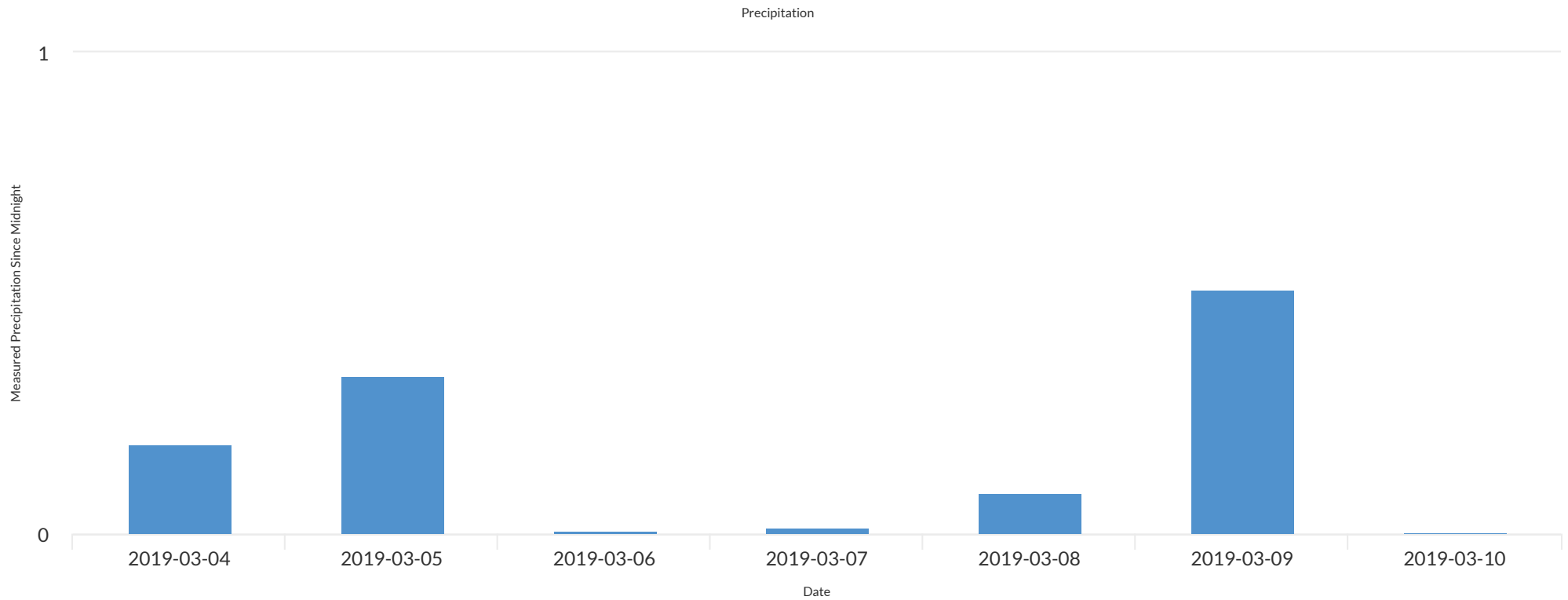
Taken On
03/08/2019

Description
RTU sealant at roof
curb





Weather Log



Group	Weather Delay	Ground / Sea	Measured Temperature Avg	Measured Temperature High	Measured Temperature Low	Measured Wind Speed Average	Measured Precipitation Since Midnight
Date: 03/10/2019							
			64	75	54	5.41	0.002
Date: 03/09/2019							
			51	57	47	3.77	0.2539
	Yes	Wet/Muddy	51	57	47	3.77	0.2539



Group	Weather Delay	Ground / Sea	Measured Temperature Avg	Measured Temperature High	Measured Temperature Low	Measured Wind Speed Average	Measured Precipitation Since Midnight
Date: 03/08/2019							
			55	68	45	4.82	0.0853
Date: 03/07/2019							
	No		42	58	27	2.96	0.0047
	Yes	Wet/Muddy	42	58	27	2.96	0.0047
	Yes	Wet/Muddy	42	58	27	2.96	0.0047
Date: 03/06/2019							
			37	49	27	4.19	0.0018
	Yes	Wet/Muddy	37	49	27	4.19	0.0018
	Yes	Wet/Muddy	37	49	27	4.19	0.0018
Date: 03/05/2019							
			40	46	34	5.61	0.1094
	Yes	Wet/Muddy	40	46	34	5.61	0.1094
	Yes	Wet/Muddy	40	46	34	5.61	0.1094
Date: 03/04/2019							
			48	54	45	4.38	0.0469
	Yes	Wet/Muddy	48	54	45	4.38	0.0469
	Yes	Wet/Muddy	48	54	45	4.38	0.0469
	Yes	Wet/Muddy	48	54	45	4.38	0.0469



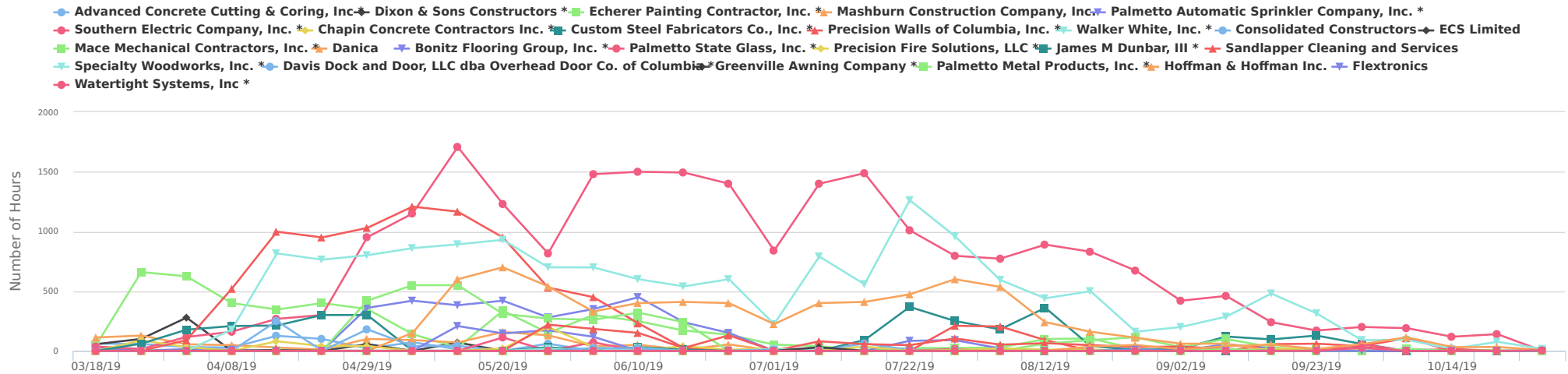
Mashburn Construction Company - Corporate Office
1820 Sumter St
Columbia, South Carolina 29201
United States
(803) 400-1000

Printed on Wed Jan 8, 2020 at 08:11 am EST

Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia South Carolina. 29170

Daily Log Manpower Report

Manpower Graph



Date	Company	Man Hours
03/18/19	Advanced Concrete Cutting & Coring, Inc. *	60.0
03/18/19	Dixon & Sons Constructors *	56.0
03/18/19	Echerer Painting Contractor, Inc. *	48.5
03/18/19	Mashburn Construction Company, Inc.	112.5
03/18/19	Palmetto Automatic Sprinkler Company, Inc. *	28.5
03/18/19	Southern Electric Company, Inc. *	36.0
03/25/19	Advanced Concrete Cutting & Coring, Inc. *	58.0
03/25/19	Chapin Concrete Contractors Inc. *	88.0
03/25/19	Custom Steel Fabricators Co., Inc. *	60.0
03/25/19	Dixon & Sons Constructors *	100.0
03/25/19	Echerer Painting Contractor, Inc. *	660.0
03/25/19	Mashburn Construction Company, Inc.	128.0
03/25/19	Southern Electric Company, Inc. *	16.0
04/01/19	Advanced Concrete Cutting & Coring, Inc. *	32.0
04/01/19	Chapin Concrete Contractors Inc. *	32.0
04/01/19	Custom Steel Fabricators Co., Inc. *	177.0
04/01/19	Dixon & Sons Constructors *	278.0
04/01/19	Echerer Painting Contractor, Inc. *	624.0
04/01/19	Mashburn Construction Company, Inc.	55.5
04/01/19	Palmetto Automatic Sprinkler Company, Inc. *	15.0
04/01/19	Precision Walls of Columbia, Inc. *	90.0
04/01/19	Southern Electric Company, Inc. *	116.0
04/08/19	Advanced Concrete Cutting & Coring, Inc. *	28.0
04/08/19	Custom Steel Fabricators Co., Inc. *	208.0
04/08/19	Echerer Painting Contractor, Inc. *	400.0
04/08/19	Mashburn Construction Company, Inc.	48.0
04/08/19	Palmetto Automatic Sprinkler Company, Inc. *	9.0
04/08/19	Precision Walls of Columbia, Inc. *	520.0



Mashburn Construction Company - Corporate Office
 1820 Sumter St
 Columbia, South Carolina 29201
 United States
 (803) 400-1000

Printed on Wed Jan 8, 2020 at 08:11 am EST

Job #: 211922 Flex - Ruby
 375 Metropolitan Drive
 West Columbia South Carolina. 29170

Date	Company	Man Hours
04/08/19	Southern Electric Company, Inc. *	160.0
04/08/19	Walker White, Inc. *	178.0
04/15/19	Advanced Concrete Cutting & Coring, Inc *	126.0
04/15/19	Chapin Concrete Contractors Inc. *	80.0
04/15/19	Consolidated Constructors	250.0
04/15/19	Custom Steel Fabricators Co., Inc. *	212.0
04/15/19	ECS Limited	7.0
04/15/19	Echerer Painting Contractor, Inc. *	346.0
04/15/19	Mashburn Construction Company, Inc.	28.0
04/15/19	Precision Walls of Columbia, Inc. *	998.0
04/15/19	Southern Electric Company, Inc. *	268.0
04/15/19	Walker White, Inc. *	816.0
04/22/19	Advanced Concrete Cutting & Coring, Inc *	100.0
04/22/19	Chapin Concrete Contractors Inc. *	40.0
04/22/19	Custom Steel Fabricators Co., Inc. *	300.0
04/22/19	Echerer Painting Contractor, Inc. *	400.0
04/22/19	Mashburn Construction Company, Inc.	10.0
04/22/19	Precision Walls of Columbia, Inc. *	950.0
04/22/19	Southern Electric Company, Inc. *	300.0
04/22/19	Walker White, Inc. *	764.0
04/29/19	Advanced Concrete Cutting & Coring, Inc *	20.0
04/29/19	Chapin Concrete Contractors Inc. *	40.0
04/29/19	Consolidated Constructors	180.0
04/29/19	Custom Steel Fabricators Co., Inc. *	300.0
04/29/19	Dixon & Sons Constructors *	56.0
04/29/19	Echerer Painting Contractor, Inc. *	350.0
04/29/19	Mace Mechanical Contractors, Inc. *	420.0
04/29/19	Mashburn Construction Company, Inc.	100.0
04/29/19	Palmetto Automatic Sprinkler Company, Inc. *	360.0
04/29/19	Precision Walls of Columbia, Inc. *	1,030.0
04/29/19	Southern Electric Company, Inc. *	952.0
04/29/19	Walker White, Inc. *	801.0
05/06/19	Advanced Concrete Cutting & Coring, Inc *	72.0
05/06/19	Consolidated Constructors	40.0
05/06/19	Danica	150.0
05/06/19	Echerer Painting Contractor, Inc. *	140.0
05/06/19	Mace Mechanical Contractors, Inc. *	550.0
05/06/19	Mashburn Construction Company, Inc.	90.0
05/06/19	Palmetto Automatic Sprinkler Company, Inc. *	420.0
05/06/19	Precision Walls of Columbia, Inc. *	1,208.0
05/06/19	Southern Electric Company, Inc. *	1,150.0
05/06/19	Walker White, Inc. *	860.0
05/13/19	Advanced Concrete Cutting & Coring, Inc *	14.0
05/13/19	Bonitz Flooring Group, Inc. *	208.0
05/13/19	Consolidated Constructors	42.0
05/13/19	Danica	600.0
05/13/19	Dixon & Sons Constructors *	70.0
05/13/19	Echerer Painting Contractor, Inc. *	27.0
05/13/19	Mace Mechanical Contractors, Inc. *	550.0
05/13/19	Mashburn Construction Company, Inc.	70.0
05/13/19	Palmetto Automatic Sprinkler Company, Inc. *	382.0
05/13/19	Precision Walls of Columbia, Inc. *	1,166.0
05/13/19	Southern Electric Company, Inc. *	1,708.0
05/13/19	Walker White, Inc. *	892.0
05/20/19	Bonitz Flooring Group, Inc. *	146.0
05/20/19	Danica	700.0
05/20/19	Echerer Painting Contractor, Inc. *	336.0
05/20/19	Mace Mechanical Contractors, Inc. *	310.0
05/20/19	Mashburn Construction Company, Inc.	158.0
05/20/19	Palmetto Automatic Sprinkler Company, Inc. *	420.0



Mashburn Construction Company - Corporate Office
1820 Sumter St
Columbia, South Carolina 29201
United States
(803) 400-1000

Printed on Wed Jan 8, 2020 at 08:07 am EST

Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia South Carolina. 29170

Project Summary For Flex - Ruby

Dates				Durations	
Actual Start	06/24/19	Projected Finish	09/23/19	Actual	91 days
Start Variance		Finish Variance			

Recently Completed Tasks — since

12/25/2019
2019-12-25

ID	Task Name	Resource	Actual Finish Date
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Overdue Tasks — as of Wednesday, January 8, 2020

ID	Task Name	Resource	Start Date	Finish Date	Complete
18	Material Deliveries ... Rental Boiler	None	07/24/19 at 08:00 am	07/29/19 at 10:43 am	50%
49	Hot Water ... Start up of Temporary for AHU 2 and 3	None	07/31/19 at 08:00 am	08/01/19 at 05:00 pm	0%
2	Owner Activities ... Validation Clean Room 1 and Spine	None	08/02/19 at 08:00 am	08/02/19 at 08:00 am	0%
3	Owner Activities ... Verification of Clean Room 2	None	08/02/19 at 08:00 am	08/05/19 at 05:00 pm	0%
13	Material Deliveries ... Hot Water Buffer Tanks	None	07/16/19 at 03:16 pm	09/04/19 at 03:16 pm	25%
48	Hot Water ... Flush, Test, and Start up	None	09/11/19 at 08:00 am	09/13/19 at 05:00 pm	0%
5	Owner Activities ... Gas Supply for Dominion	None	08/09/19 at 08:00 am	08/15/19 at 05:00 pm	0%
4	Owner Activities ... Final Verification of Clean Room 1 and 2	None	09/16/19 at 08:00 am	09/17/19 at 05:00 pm	0%
14	Material Deliveries ... Hot Water Air Separator and Expansion Tanks	None	07/17/19 at 08:00 am	08/13/19 at 05:00 pm	40%
15	Material Deliveries ... Hot Water Pumps (By Owner)	None	07/17/19 at 08:00 am	08/13/19 at 05:00 pm	35%
17	Material Deliveries ... Relocated Boiler 2 (By Owner)	None	07/01/19 at 08:00 am	08/12/19 at 05:00 pm	65%
20	Controls Installation	None	07/02/19 at 08:00 am	07/30/19 at 05:00 pm	85%
23	CHILLED WATER SYSTEM ... Chiller 1 flush and test	None	07/31/19 at 08:00 am	08/01/19 at 05:00 pm	0%
24	CHILLED WATER SYSTEM ... Chiller 1 Factory Start up	None	08/01/19 at 08:00 am	08/01/19 at 05:00 pm	0%
25	CHILLED WATER SYSTEM ... Chiller 2 Connections	None	08/02/19 at 08:00 am	08/05/19 at 05:00 pm	0%
26	CHILLED WATER SYSTEM ... Chiller 2 flush and test	None	08/08/19 at 08:00 am	08/09/19 at 05:00 pm	0%
27	CHILLED WATER SYSTEM ... Chiller 2 Factory Start up	None	08/12/19 at 08:00 am	08/12/19 at 05:00 pm	0%
28	CHILLED WATER SYSTEM ... Tie in to AHU2	None	07/26/19 at 08:00 am	07/29/19 at 05:00 pm	0%
29	CHILLED WATER SYSTEM ... Tie in to AHU3	None	08/06/19 at 08:00 am	08/07/19 at 05:00 pm	0%
30	CHILLED WATER SYSTEM ... Move Rental Chiller to AHU 4	None	08/01/19 at 08:00 am	08/01/19 at 05:00 pm	0%
31	CHILLED WATER SYSTEM ... Chiller Piping Installation	None	06/24/19 at 03:00 pm	07/30/19 at 03:00 pm	94%
34	Hot Water ... Piping/Connections to Coils AHU2	None	07/26/19 at 08:00 am	07/29/19 at 05:00 pm	0%
36	Hot Water ... Piping/Connections to Coils AHU3	None	07/26/19 at 08:00 am	07/29/19 at 05:00 pm	0%
38	Hot Water ... Piping/Connections to Coils AHU4	None	07/26/19 at 08:00 am	07/29/19 at 05:00 pm	0%



Mashburn Construction Company - Corporate Office
1820 Sumter St
Columbia, South Carolina 29201
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Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia South Carolina. 29170

ID	Task Name	Resource	Start Date	Finish Date	Complete
40	Hot Water ... Piping/Connections to Coils AHU5	None	07/30/19 at 08:00 am	07/31/19 at 05:00 pm	0%
41	Hot Water ... Hook up Rental Boiler to AHU's 2 and 3 - (NEED LP TANK FROM OWNER)	None	07/30/19 at 08:00 am	07/30/19 at 05:00 pm	0%
42	Hot Water ... Hot Water Piping	None	07/31/19 at 08:00 am	09/04/19 at 05:00 pm	0%
44	Hot Water ... Boiler Shed Construction	None	07/26/19 at 08:00 am	08/15/19 at 05:00 pm	0%
45	Hot Water ... Gas Line From Dominion	None	07/17/19 at 08:00 am	08/08/19 at 11:36 am	38%
46	Hot Water ... Boiler and Flue Install	None	08/16/19 at 08:00 am	08/22/19 at 05:00 pm	0%
47	Hot Water ... Boiler Equipment install and Connection	None	09/05/19 at 08:00 am	09/13/19 at 05:00 pm	0%
50	Hot Water ... Boiler Room Accessory installations and MEP for Shed	None	08/16/19 at 08:00 am	08/22/19 at 05:00 pm	0%
51	Hot Water ... Boiler Pump and Tank Installs	None	09/05/19 at 08:00 am	09/10/19 at 05:00 pm	0%

Work In Progress — as of Wednesday, January 8, 2020

ID	Task Name	Resource	Start Date	Finish Date	Complete
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Look Ahead — through

12/25/2019
2019-12-25

ID	Task Name	Resource	Start Date	Finish Date	Complete
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RFI LOG

#	Subject	Status	Responsible Contractor	Received From	Assignee	Date Initiated	RFI Manager	Due Date	Closed Date	Ball In Court	Location	Schedule Impact	Cost Code	Cost Impact
27	Walker White Automatic pressure setting for make up water valves	Closed	Walker White, Inc. *	White, Travis (Walker White, Inc. *)	Preston, Douglas ...	08/13/2019	Brian Johnston	08/15/2019	08/13/19					
<p>Q: John Hollowell Sent Mon Aug 12, 2019 at 08:16 am EDT Please provide pressure setting for the automatic valve for makeup water for the hot water and chill water system.</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Tue Aug 13, 2019 at 02:05 pm UTC The makeup water setting should equal the bladder expansion tank pre-charge pressure. The bladder tanks purchased were either 12 psi or 15 psi, and that is the pressure to match, whatever was purchased.</p> <p>A: However, these city water makeup water systems should be normally valved out of service and used only for intentional system filling.</p> <p>Actual system pressure maintenance should be performed by the glycol maintenance system provided for each system. A pressure switch set to the bladder expansion tank pre-charge pressure will maintain the pressure during normal operation.</p>														
26	Walker White Controls	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	07/12/2019	Brian Johnston	07/15/2019	07/17/19			TBD	23--100.00 - HVAC	TBD
<p>Q: John Hollowell Sent Fri Jul 12, 2019 at 07:19 am EDT Please provide guidance for the attached controls RFI's FORM - RFI-07_564-0164 Flextronics AFMS Controls.doc FORM - RFI-08_564-0164 Flextronics.doc</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jul 17, 2019 at 01:54 pm UTC The flow calculation method proposed on the supply air side is acceptable.</p> <p>A: The removal of the return air flow stations that cannot be made reliable is acceptable.</p>														
25	Walker White Location for Clean Space Pressure Sensor	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	06/17/2019	Brian Johnston	06/20/2019	06/19/19					
<p>Q: John Hollowell Sent Mon Jun 17, 2019 at 08:05 am EDT Locations needed for Clean Room Space Pressure Sensors, HVAC Controls HBT proposes to delete SA AFMS transmitters and duct probes due to the many multiple bends, turns and 90's in the supply ductwork between the unit outlet discharge and the backup ahu failover dampers. There does not appear to be suitable locations for supply duct probes. Proposed Control Method: HBT suggests using a DP transducer and performing calculations to determine supply airflow.</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jun 19, 2019 at 04:34 pm UTC What does SA AFMS mean? Supply Air - Air Flow Mass Sensor or something like that? I think so, meaning this is not about the Space Pressure but is about Duct pitot tube sensors to measure airflow.</p> <p>A: If that is the case, then a DP sensor across a known pressure drop (cooling coil airflow in/out pressure) and calculations to determine flow will be an acceptable alternative. The results would need to be calibrated to match known flows from the balancing contractor with concurrent DP readings since predicted coil DP at flow is only a prediction.</p>														
24	Walker White Clean #3 and #2 relief damper locations	Closed	Walker White, Inc. *	Hollowell, John (Walker White, Inc. *)	Preston, Douglas ...	06/11/2019	Brian Johnston	06/14/2019	06/17/19					
<p>Q: John Hollowell Sent Tue Jun 11, 2019 at 08:15 am EDT Walker White needs the location of the relief dampers for clean room #3. Will clean room #2 relief damper location be the same as clean room #1?</p> <p>Douglas Preston (Arcadis Design & Consultancy) Responded Wed Jun 12, 2019 at 06:07 pm UTC The locations for Clean Room #2 should be the same as for Clean Room #1. Clean Room #3 locations shown on the attached sketch. There will be two, not three since some of the relief air happens in the "Spine" area also attached to this AHU. SOH03P0219061115130.pdf</p>														
23	Processed water for the manufacturing lines	Open	Flextronics	Muniz Saenz, Alejandro (Flextronics)	Anderson, Nick (A... Preston, Douglas ...	05/24/2019	Bill Atkins	05/27/2019		Atkins, Bill (Mas...	Clean Room Phase 1	Yes (Unknown)		Yes (Unknown)



Mashburn Construction Company - Corporate Office

Printed on Wed Jan 8, 2020 at 08:05 am EST

Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia, South Carolina 29170

Submittal Approvers' Response Time

Approver Name	Company Name	Submittal #	Revision	Title	Sent Date	Returned Date	Duration	Due Date	Due Date Variance
Alejandro Muniz Saenz	Flextronics	35	0	Draft Curtain over Clean Room 1 Proposal	05/10/19	05/11/19	1 day	05/10/19	+1 day
Alejandro Muniz Saenz	Flextronics	59	0	Office Storefront with Access Control	08/13/19	08/13/19	0 days	08/28/19	-15 days
Alejandro Muniz Saenz	Flextronics	1	0	Clean Room Epoxy Paint	05/08/19	05/11/19	3 days	05/10/19	+1 day
Alejandro Muniz Saenz	Flextronics	1	0	Office Upfit Storefront Glazing and Aluminum Submittal	04/30/19	05/01/19	1 day	05/14/19	-13 days
Alejandro Muniz Saenz	Flextronics	1	0	Office Vanity and Countertop Corian Solid Surface Sample	05/08/19	05/11/19	3 days	05/10/19	+1 day
Brian Johnston	Mashburn Construction Company, Inc.	51	0	Walker White Clean #2 A Duct Change	06/18/19	06/18/19	0 days	07/02/19	-14 days
Brian Johnston	Mashburn Construction Company, Inc.	1	0	Architectural Hardware	05/01/19	05/02/19	1 day	05/15/19	-13 days
Brian Johnston	Mashburn Construction Company, Inc.	1	0	HM Frames & Doors	05/01/19	05/02/19	1 day	05/15/19	-13 days
David McClanahan	Mashburn Construction Company, Inc.	1	0	Architectural Hardware	05/01/19	05/02/19	1 day	05/15/19	-13 days
David McClanahan	Mashburn Construction Company, Inc.	1	0	HM Frames & Doors	05/01/19	05/02/19	1 day	05/15/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	46	0	Walker White Humidifier	05/30/19	06/05/19	6 days	05/31/19	+5 days
Douglas Preston	Arcadis Design & Consultancy	54	0	Boiler Building HVAC	07/26/19	08/05/19	10 days	08/09/19	-4 days
Douglas Preston	Arcadis Design & Consultancy	5	0	Walker White AHU Control Panels	05/10/19	05/14/19	4 days	05/24/19	-10 days
Douglas Preston	Arcadis Design & Consultancy	8	0	Walker White Trucker Lounge Area HVAC	05/14/19	05/15/19	1 day	05/28/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	41	0	Walker White Front Office Phase 2 Kitchen Sink	05/21/19	05/22/19	1 day	06/06/19	-15 days
Douglas Preston	Arcadis Design & Consultancy	42	0	Walker White Front Office Phase 1 Fixtures	05/21/19	05/23/19	2 days	05/23/19	0 days
Douglas Preston	Arcadis Design & Consultancy	9	0	Walker White Duct Shop Drawings	04/10/19	04/12/19	2 days	04/25/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	58	0	Walker White Drum Louvers	08/05/19	08/05/19	0 days	08/08/19	-3 days
Douglas Preston	Arcadis Design & Consultancy	56	0	Walker White ARV-Exhaust	08/05/19	08/05/19	0 days	08/08/19	-3 days
Douglas Preston	Arcadis Design & Consultancy	6	0	Trucker Lounge HVAC	05/10/19	05/19/19	9 days	05/24/19	-5 days
Douglas Preston	Arcadis Design & Consultancy	25	1	Walker White Pump and Tank Drawing	04/23/19	04/23/19	0 days	05/04/19	-11 days
Douglas Preston	Arcadis Design & Consultancy	40	0	Walker White Heating Hot Water Boilers	05/23/19	05/23/19	0 days	06/05/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	2	0	Lithonia LED panel Lay in Fixture	05/09/19	05/15/19	6 days	05/24/19	-9 days
Douglas Preston	Arcadis Design & Consultancy	57	0	Walker White Unit Heaters	08/05/19	08/05/19	0 days	08/08/19	-3 days
Douglas Preston	Arcadis Design & Consultancy	18	0	5000 PSI Concrete Mix for HVAC Pads	04/16/19	04/17/19	1 day	04/30/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	47	0	Walker White Controls	05/31/19	05/31/19	0 days	06/14/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	2	0	Proposed Chemical Concrete Cure	03/22/19	03/22/19	0 days	04/05/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	4	0	Walker White Egress Corridor Duct Drawing	05/02/19	05/08/19	6 days	05/16/19	-8 days
Douglas Preston	Arcadis Design & Consultancy	43	0	Walker White Chill Water and Hot Water Pipe Stands	06/05/19	06/11/19	6 days	06/06/19	+5 days
Douglas Preston	Arcadis Design & Consultancy	12	0	Walker White Diffusers	04/12/19	04/16/19	4 days	04/26/19	-10 days
Douglas Preston	Arcadis Design & Consultancy	13	0	Walker White Dampers	04/12/19	04/16/19	4 days	04/26/19	-10 days
Douglas Preston	Arcadis Design & Consultancy	1	0	Trucker Lounge Handrail	06/07/19	06/07/19	0 days	06/21/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	24	0	Walker White Insulation	04/20/19	04/24/19	4 days	05/04/19	-10 days
Douglas Preston	Arcadis Design & Consultancy	1	0	400 Volt Transformer	04/22/19	04/24/19	2 days	05/06/19	-12 days
Douglas Preston	Arcadis Design & Consultancy	28	0	Walker White Wall Hung SS Custom Sink	04/23/19	05/01/19	8 days	04/24/19	+7 days
Douglas Preston	Arcadis Design & Consultancy	1	0	Office Toilet Partitions Phase 1 and 2	04/28/19	05/02/19	4 days	05/12/19	-10 days



Mashburn Construction Company - Corporate Office

Printed on Wed Jan 8, 2020 at 08:05 am EST

Job #: 211922 Flex - Ruby
375 Metropolitan Drive
West Columbia, South Carolina 29170

Approver Name	Company Name	Submittal #	Revision	Title	Sent Date	Returned Date	Duration	Due Date	Due Date Variance
Douglas Preston	Arcadis Design & Consultancy	19	0	Overhead Door Submittal	04/18/19	04/22/19	4 days	04/19/19	+3 days
Douglas Preston	Arcadis Design & Consultancy	31	0	Walker White Mop Sink Gowning Room	05/01/19	05/01/19	0 days	05/15/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	27	0	Temporary Chiller	04/22/19	04/22/19	0 days	04/23/19	-1 days
Douglas Preston	Arcadis Design & Consultancy	36	0	Office Door Frame Hardware	05/16/19	05/19/19	3 days	05/17/19	+2 days
Douglas Preston	Arcadis Design & Consultancy	23	0	Walker White Plumbing Fixtures	04/18/19	04/24/19	6 days	04/23/19	+1 day
Douglas Preston	Arcadis Design & Consultancy	32	0	Walker White Office Flush Valve Sensors	05/01/19	05/01/19	0 days	05/15/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	1	0	Brace Bay Beam Detail	04/23/19	05/01/19	8 days	05/08/19	-7 days
Douglas Preston	Arcadis Design & Consultancy	1	0	Bath Accessories	04/22/19	05/07/19	15 days	05/06/19	+1 day
Douglas Preston	Arcadis Design & Consultancy	7	0	Walker White Chill Water pump Panel	05/13/19	05/14/19	1 day	05/27/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	21	0	Doors and Hardware Submittal	04/18/19	04/29/19	11 days	04/23/19	+6 days
Douglas Preston	Arcadis Design & Consultancy	29	0	Walker White AHU VFD submittal	04/30/19	05/01/19	1 day	05/14/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	4	0	Steel Support Structure Phase 1	03/30/19	04/02/19	3 days	04/13/19	-11 days
Douglas Preston	Arcadis Design & Consultancy	49	0	Walker White Revise Hot water piping drawing	06/07/19	06/10/19	3 days	06/22/19	-12 days
Douglas Preston	Arcadis Design & Consultancy	44	0	Walker White Louver and relief air damper exterior windows of facility	05/30/19	05/30/19	0 days	05/31/19	-1 days
Douglas Preston	Arcadis Design & Consultancy	2	1	Office Casework	05/08/19	05/14/19	6 days	05/09/19	+5 days
Douglas Preston	Arcadis Design & Consultancy	45	0	Walker White Exhaust Fan Liquid Room 3A	05/30/19	05/30/19	0 days	05/31/19	-1 days
Douglas Preston	Arcadis Design & Consultancy	37	0	Walker White IT Server Office Ductless Split	05/16/19	05/19/19	3 days	05/17/19	+2 days
Douglas Preston	Arcadis Design & Consultancy	38	0	Walker White Hot Water System Pumps and Accessories	05/23/19	05/23/19	0 days	06/05/19	-13 days
Douglas Preston	Arcadis Design & Consultancy	43	0	Walker White Chill Water and Hot Water Pipe Stands	05/30/19	06/05/19	6 days	06/13/19	-8 days
Douglas Preston	Arcadis Design & Consultancy	33	0	Walker White Humidifiers	05/01/19	05/01/19	0 days	05/15/19	-14 days
Douglas Preston	Arcadis Design & Consultancy	22	0	Restroom Partitions and Accessories	04/18/19	04/22/19	4 days	04/23/19	-1 days
Douglas Preston	Arcadis Design & Consultancy	25	0	Walker White Pump and Tank Drawing	04/20/19	04/22/19	2 days	05/04/19	-12 days
Douglas Preston	Arcadis Design & Consultancy	20	0	Central Spine Engineering Set 4-16-19	04/18/19	04/18/19	0 days	04/23/19	-5 days
Douglas Preston	Arcadis Design & Consultancy	10	0	Walker White Duct	04/10/19	04/17/19	7 days	04/12/19	+5 days
Douglas Preston	Arcadis Design & Consultancy	5	1	Steel Support Structure RESUBMITTAL - Phases 1 and 2 Field Use Erection Drawings and Stamped Connection Detail	04/17/19	04/29/19	12 days	04/15/19	+14 days
Douglas Preston	Arcadis Design & Consultancy	1	0	Walker White AHU and Chiller Pads	04/24/19	05/01/19	7 days	05/08/19	-7 days
Douglas Preston	Arcadis Design & Consultancy	34	0	Walker White Chill Water System	05/01/19	05/07/19	6 days	05/15/19	-8 days
Douglas Preston	Arcadis Design & Consultancy	3	0	Walker White Chill Water Pump VFD	05/01/19	05/01/19	0 days	05/15/19	-14 days
Kirby Sexton	Arcadis Design & Consultancy	2	0	Updated Hardware for Core Preps	05/10/19	05/10/19	0 days	05/10/19	0 days
Kirby Sexton	Arcadis Design & Consultancy	1	0	Warehouse Roof Structure Dryfall Paint	03/19/19	03/21/19	2 days	03/20/19	+1 day

This report only includes submittal responses that have "Sent" and "Returned" Dates and are returned as "Reviewed" or "."



Mashburn Construction Company - Corporate Office
1820 Sumter St
Columbia, South Carolina 29201
United States

Printed on Wed Jan 8, 2020 at 08:18 am EST

Job #: 211675 Columbia International University - School of Business
7435 Monticello Road
Columbia South Carolina. 29203

Daily Log Deliveries For Columbia International University - School of Business

Date	Number	Created By	Time	Contents	Delivery From	Tracking Number	Comments	Attachments
05/13/19	1	Rich Stickels	10:00 am	lights for ciu and rossi	Powell Electrical of Columbia, Inc. *			
05/06/19	1	Rich Stickels	10:30 am	sand and block	Torbett Construction, Inc. *			
05/02/19	1	Rich Stickels	07:50 am	delivered some conduit	Powell Electrical of Columbia, Inc. *			
05/01/19	1	Rich Stickels	03:15 pm	ceiling grid supplies	Collins and Wright, Inc. *			
04/30/19	1	Rich Stickels	08:45 am	delivered the elevator	Schindler Elevator Corporation			
04/30/19	2	Rich Stickels	02:45 pm	started the delivery of the cabinets	PCI Cabinetworks *			
04/24/19	1	Rich Stickels	07:30 am	delivered the finish doors today	Palmetto Metal Products, Inc. *			
04/23/19	1	Rich Stickels	11:40 am	delivered the fire pump	Quality Sprinkler Company			
04/10/19	1	Rich Stickels	11:55 pm	wire for panels	Powell Electrical of Columbia, Inc. *			
04/08/19	1	Rich Stickels	10:00 am	received the main wire for the building,also got all the wips for lights delivered	Powell Electrical of Columbia, Inc. *			
04/05/19	1	Rich Stickels	10:55 am	recieved some wire for permanant power	Powell Electrical of Columbia, Inc.			
03/29/19	1	Rich Stickels	10:35 am	curtain wall glass	Meritage Asset Management dba Century Glass *			
03/14/19	1	Rich Stickels	09:00 am	spiral duct upstairs	W.O. Blackstone & Co., Inc.			
03/08/19	1	Rich Stickels	07:00 am	2 RTU for the roof showed up and flown to roof	W.O. Blackstone & Co., Inc.			
03/05/19	1	Rich Stickels	01:40 pm	delivered 1 truck of 57 stone for bedding pipes	Richardson Construction Company			
03/01/19	1	Robert Cappadona	12:16 pm	3 palettes of glass	Old castle			
02/28/19	1	Rich Stickels	09:25 am	delivered the first floor drywall and insulation	Collins and Wright, Inc. *			
02/27/19	1	Rich Stickels	10:25 am	2nd floor piping	Quality Sprinkler Company			
02/25/19	1	Rich Stickels	08:50 am	misc. duct work pieces	W.O. Blackstone & Co., Inc.			
02/22/19	1	Rich Stickels	08:00 am	deliveired drywall to 2nd floor and the first floor	Collins and Wright, Inc. *			
02/20/19	1	Rich Stickels	08:30 am	builders supply wood for walls				
02/14/19	1	Rich Stickels	09:45 am	delivered drywall to 2nd floor 2 trucks	Collins and Wright			
02/13/19	1	Rich Stickels	10:10 am	recived more conduit	Powell Electrical of Columbia, Inc.			
02/12/19	1	Rich Stickels	08:05 am	took a pipe delivery	Powell Electrical of Columbia, Inc.			
02/12/19	2	Rich Stickels	09:05 am	took a supply delivery	W.O. Blackstone & Co., Inc.			
02/11/19	2	Rich Stickels	09:30 am	got a delivery of 1st floor sprinkler pipe	Quality Sprinkler Company			
02/11/19	1	Rich Stickels	08:30 am	had a delivery of 4 racks of pipe	Powell Electrical of Columbia, Inc.			
02/07/19	1	Rich Stickels	09:10 am	recived dray wall and insulation to the 2nd floor	Collins and Wright, Inc. *			
02/07/19	2	Rich Stickels	10:10 am	took a delivery of vav units for the first floor	W.O. Blackstone & Co., Inc.			
02/06/19	1	Rich Stickels	10:25 am	4 bundles of piping	Powell Electrical of Columbia, Inc.			
02/05/19	1	Rich Stickels	04:40 pm	recived 1 pallet of the exterior brick	Torbett Construction, Inc. *			
02/04/19	1	Rich Stickels	10:25 am	supplies for roof blocking	Heritage Roofing			
02/04/19	2	Rich Stickels	02:00 pm	duct supplies for the second floor	W.O. Blackstone & Co., Inc.			
02/01/19	1	Rich Stickels	10:05 am	recieved the glass to ciu	Century Glass			



Mashburn Construction Company - Corporate Office

1820 Sumter St
Columbia, South Carolina 29201
United States

Printed on Wed Jan 8, 2020 at 08:18 am EST

Job #: 211675 Columbia International University - School of Business
7435 Monticello Road
Columbia South Carolina. 29203

Date	Number	Created By	Time	Contents	Delivery From	Tracking Number	Comments	Attachments
01/30/19	1	Rich Stickels	08:45 am	deliver 2 lintels	SteelFab, Inc. of South Carolina			
01/28/19	1	Rich Stickels	02:20 pm	duct deliveries	W.O. Blackstone & Co., Inc.			
01/25/19	1	Rich Stickels	11:35 am	brick delivery	Torbett Construction, Inc. *			
01/24/19	1	Rich Stickels	11:50 am	took a delivery of fire alarm conduit	Powell Electrical of Columbia, Inc.			
01/24/19	2	Rich Stickels	12:00 pm	picked up yhe main stair scaffolding(CQS)				
01/22/19	1	Rich Stickels	09:00 am	torbett got a load of mason sand				
01/17/19	1	Rich Stickels	01:45 pm	duct work	W.O. Blackstone & Co., Inc.			
01/17/19	2	Rich Stickels	02:30 pm	sand	Torbett Construction, Inc.			
01/04/19	1	Rich Stickels	09:40 am	recieved some framing material	Collins & Wright			
01/03/19	1	Rich Stickels	11:30 am	delivery truck				
12/19/18	1	Rich Stickels	10:30 am	delivered the lintels to the job	SteelFab, Inc. of South Carolina			
12/17/18	2	Rich Stickels	10:00 am	delivered equipment for Torbett		sunbelt		
12/17/18	3	Rich Stickels	09:00 am	got 2 truck loads of brick	Torbett Construction, Inc.			
12/17/18	4	Rich Stickels	03:25 pm	equipment (backer scaffolding)	Collins & Wright			
12/17/18	1	Rich Stickels	11:30 am	roof curbs	W.O. Blackstone & Co., Inc.			
12/13/18	1	Rich Stickels	10:15 am	delivered the first batch of water proofing for the exterior	BG Stucco, Inc.			
12/13/18	2	Rich Stickels	09:00 am	took delivery of some conduit	Powell Electrical of Columbia, Inc.			
12/12/18	1	Rich Stickels	08:40 am	2nd floor duct	W.O. Blackstone & Co., Inc.			
12/11/18	1	Rich Stickels	11:30 am	sunbelt delivered a LULL	Mashburn Construction Company, Inc.			
12/10/18	1	Rich Stickels	07:45 am	3 trucks roof insulation	Heritage Roofing			
12/06/18	1	Rich Stickels	10:10 am	delivered some studs to the second floor and drywall also	Collins & Wright			



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