VIRGINIA BEACH CITY PUBLIC SCHOOLS
CHARTING THE COURSE

City of Virginia Beach

SCHOOLS FOR THE FUTURE

Design-Build PPEA Proposal for
Virginia Beach City Public Schools

UNSOLICITED CONCEPTUAL PHASE – Volume I

S.B. Ballard Construction Company
2828 Shipps Corner Road
Virginia Beach, VA 23453
757.440.5555

ELECTRONIC COPY
May 28, 2021

S.B. BALLARD
CONSTRUCTION
COMPANY

May 28, 2021 *via hand-deliver*

Anthony Arnold
Executive Director, Facilities Services
1568 Corporate Landing Parkway, Suite 200
Virginia Beach, VA 23454

Re: Unsolicited Conceptual Proposal Submission

Dear Mr. Arnold,

S.B. Ballard Construction Company (SBBCC), in association with HBA Architecture & Interior Design, Inc. (HBA) and RRMM Architects (RRMM) with support from The Livas Group (Livas) is pleased to submit this unsolicited Public-Private Education Facilities Act (PPEA) Proposal to the Virginia Beach City Public Schools (VBCPS) for the development, design, and construction of multiple new public schools within the City of Virginia Beach. We have prepared this submission in accordance with your PPEA Guidelines and Supporting Documents (Virginia Code§ 56-575.1, et. seq., as amended. The Public-Private Education Facilities and Infrastructure Act of 2002. Adopted by School Board: September 6, 2017). We have enclosed one original and eleven (11) copies for your review and distribution under cover of this letter.

We are very excited at the prospect of being able to design and build these much-needed new replacement facilities for VBCPS and the City. We welcome the opportunity to participate as your Develop/Design/Build partner and work with you to fulfill your goals to enhance the educational facilities of Virginia Beach.

We have assembled an energetic, diverse, and highly experienced team to bring the **Schools for the Future** project to fruition. This team and its turnkey offer to VBCPS/the City will provide an economical, effective, and time-efficient solution to meeting the critically pressing need for new schools in a manner with numerous benefits over the public construction bidding approach.

The SBBCC | HBA + RRMM + Livas Team proposal provides VBCPS with three (3) new state-of-the-art, high-performance school facilities to replace four (4) aging school buildings– Princess Anne High School; B.F. Williams 4-5/Bayside 6 Campus; and Bayside High School. These school facility replacements are currently identified as the next three new construction projects in your Capital Improvement Project (CIP) Plan with the last project, Bayside HS Replacement, projected to achieve completion in the year 2033.

Our team has developed a means of getting your students into three (3) new schools within a seven (7) year timeframe, while staying within the City's projected CIP budget, saving you an estimated $40M± and completing these projects four (4) to five (5) years earlier than projected.

And, as an additional benefit to VBCPS/the City of Virginia Beach, we will design the **Bayside HS building as a new Virginia Beach High School Prototype** which may be used in the future to replace Kempsville HS, First Colonial HS, and possibly Green Run HS.

Each school building will be custom designed to support current Academy and Advanced Academic Programs while at the same time providing equity of learning opportunities for all students.

Our proposed plan includes minor upgrades at the original Kellam HS to prepare it to be used as swing space for a proposed 6 more years. All three (3) replacement schools will be constructed on the same sites as the current buildings while the high school students are proposed to be temporarily housed in the original Kellam HS building. The strategy to utilize the original Kellam HS to serve as a swing space offers the tremendous benefit of allowing schools sites to be vacated during construction. The result is lower cost due to elimination of phased/occupied construction, increased safety for staff and students, shorter construction durations and more flexibility in the positioning of the new buildings.

We propose to launch the high school planning with a division-wide Educational Specifications Planning Process that will provide the design directives for planning innovative learning environments that will meet the needs of today's students while at the same time providing flexibility and adaptability to support educational program evolution to meet the needs of future students.

Our proposal includes preliminary design concepts based on educational program goals that have been developed over the years by VBCPS in accordance with its Compass to 2025 Vision and its Journey to Transformational Learning. Our team understands that after meeting with the School Board, staff, surrounding communities, security, and local officials, these submitted **preliminary drawings** and **designs will change**. This is an expectation that is consistent with PPEA projects led by SBBCC and its team. Our process includes a flexible design collaboration that allows changes to our original proposal as a response to user feedback, an essential ingredient in a successful design.

In an effort to comply with the requirements of the VBCPS School Board PPEA Policy and Supporting Guidelines we have separated our unsolicited conceptual proposal submission into three (3) volumes:

- Volume **I** – nonproprietary
- Volume **II** – proprietary / confidential
- Volume **III** – nonproprietary

We intend for the labeled "Volume II Proprietary / Confidential" and "Volume III" submission to be part of our overall proposal. Volume II, in its entirety, is confidential and shall be excluded from public inspection per § 2.2-3705.6 of the Virginia Freedom Information Act. We ask that the City of Virginia Beach agree to accept these materials in confidence, exclude them from public inspection and release, and take appropriate action to protect them from disclosure.

Nonproprietary **Volume I** includes:

TAB 1 – QUALIFICATIONS AND EXPERIENCE, sections:
- **a.** Structure & Management
- **d.** Point of Contact
- **f.** Conflict of Interest
- **g.** Plan for Obtaining Qualified Workers
- **i.** SWaM Participation Efforts

TAB 2 – PROJECT CHARACTERISTICS, sections:
- **b.** Work Performed by the School Board
- **c.** Permits & Approvals
- **d.** Adverse Impacts
- **e.** Positive Impacts
- **g.** Contingency Plans
- **h.** Assurance for Timely Completion
- **j.** Phased Openings
- **k.** Applicable Standards

TAB 4 – PROJECT BENEFIT & COMPATIBILITY
- **a.** Benefits
- **b.** Anticipated Public Support
- **c.** Public Outreach Plan
- **d.** Attracting and Maintaining Competitive Industries
- **e.** Compatibility

TAB 5 – ADDITIONAL INFORMATION
- **a.** Certification
- **b.** Distribution to Affected Jurisdictions

Proprietary | Confidential **Volume II** includes:

TAB 1 – QUALIFICATIONS AND EXPERIENCE, sections:
- **e.** Financial Statement

TAB 2 – PROJECT CHARACTERISTICS, sections:
- **a.** Project Description *(Detailed Programs / Drawings)*
- **f.** Proposed Schedule
- **i.** Assumption to Ownership, Operation and Use

TAB 3 – PROJECT FINANCING, all sections **a**. - **g**.

Protection of these materials is necessary because they constitute at least one of the following: (i) trade secrets of the proposer as defined in the Uniform Trade Secrets Act, (ii) financial records of the proposer that are not generally available to the public through regulatory disclosure or otherwise, and (iii) records related to the proposal that, if made public prior to the execution of an interim agreement or a comprehensive agreement, would adversely affect the financial interests and/or the bargaining position of the SBBCC Design-Build team or the City of Virginia Beach.

In an effort to consolidate information while sufficiently meeting policy and guidelines:

Nonproprietary **Volume III** includes:

TAB 1 – QUALIFICATIONS AND EXPERIENCE, sections:
- **b.** Experience
- **c.** Prior Projects
- **h.** DGS Form 30-168

TAB 5 – ADDITIONAL INFORMATION, section:
- **c.** Reference Letters

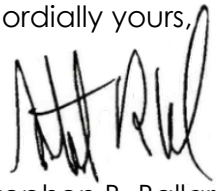
We look forward to the next step in this review process and are ready to devote all necessary resources required to immediately partner with VBCPS/the City on this exciting and transformational new building program. I and all other members of our team will be available to address your questions and comments, or to assist in any additional ways possible that you may require.

Please feel free to contact me directly at:
Cell: 757.647.5555
Office: 757.440.5555
Office Direct Line: 757.689.5459
Email: steve@sbballard.com

OR

Mark Payne, Vice President at:
Cell: 757.641.5500
Office: 757.440.5555
Office Direct Line: 757.689.5442
Email: mpayne@sbballard.com

Cordially yours,



Stephen B. Ballard
CEO | President

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Includes information provided in **Volume II – Proprietary/Confidential Information**

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APPENDIX 2: CONCEPTUAL PROPOSAL SUBMISSION

Conceptual Proposal Preparation and Submission

The Superintendent may generally require that proposals at the conceptual stage contain information in the following areas: (1) qualifications and experience, (2) project characteristics, (3) project financing, but only if public financing is unavailable or potentially less advantageous, (4) project benefit and compatibility. The Superintendent may reasonably request additional information from any proposer.

All potential proposers should be mindful that there is a legal requirement to post conceptual proposals. As such, any protections sought pursuant to Va. Code § 2.2-3705.6(11)should be undertaken prior to posting. An unsolicited proposal shall include an executive summary not designated as "Confidential-Not Releasable under VFOIA" that describes the proposed qualifying project sufficiently so that potential competitors can reasonably formulate meaningful competing proposals from a review of the summary and publicly-available information.

All proposals should include an executive summary of the proposal at the beginning ofthe proposal. Unless otherwise indicated in the solicitation or Receipt of Unsolicited PPEA Proposal and Solicitation of Competing Proposals, as applicable, conceptual-phase proposals should contain the information indicated below in the format indicated below:

TAB 1: Qualifications and Experience

a. Structure & Management

- Identify the legal structure of the private entity making the proposal. Identify the organizational structure for the project, the management approach, and how each participant in the structure fits into the overall team. If the private entity that would be signing any comprehensive agreement would be a corporation, limited liability company, limited partnership,or an entity formed especially for the project, and if the proposer is relying at all on the past experience, name, or financial statements of any other person or entity to show the private entities' capabilities and responsibility, state what guaranty of performance will be provided by such other persons or entities.

b. Experience _ Information included in Volume III

- Describe the experience of the entities making the proposal, the key principals and project managers involved in the proposed project including experience with projects of comparable size and complexity, including prior experience bringing similar projects to completion on budget and in compliance with design, land use, service and other standards. Describe past safety performance and current safety capabilities. Describe the past technical performance history on recent projects of comparable size and complexity, including disclosureof any legal claims relating to such projects. Describe the length of time in business, business experience, public sector experience, and other engagements. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.

c. Prior Projects _ Information included in Volume III

- For each firm or major subcontractor that will be utilized in the project, provide astatement listing the firm's prior projects and clients for the past 3 years and contact information for same (name, address, telephone number, e-mail address). If a firm has worked on more than ten (10) projects during this period, it may limit its prior project list to ten (10), but shall first include all projects similar in scope and size to the proposed project and, second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents, which are in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule maintenance, claims, change orders, lawsuits, safety and other matters relevant to the successful project development, operation, and completion.

d. Point of Contact

- Provide the names, prior experience, addresses, telephone numbers and e-mail addresses of persons within the firm or who will be directly involved in the project or who maybe contacted for further information.

e. Financial Statement _ Proprietary | Confidential Information included in Volume II

- Provide the current or most recent financial statements of the firm (audited financial statements to the extent available), and if the firm is a joint venture, limited liability company, partnership or entity formed specifically for this project, provide financial statements (audited if available) for the firm's principal venturers, members, partners, or stockholders that show that the firm or its constituents have appropriate financial resources and operating historiesfor the project.

f. Conflict of Interest

- Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (Va. Code § 2.2-3100, et seq.).

g. Plan for Obtaining Qualified Workers

- Identify the proposed plan for obtaining sufficient numbers of qualified workersin all trades or crafts required for the project.

h. DGS Form 30- 168 _ Information included in Volume III

- For each firm or major subcontractor that will perform construction and/or design activities, provide an accurately completed Commonwealth of Virginia Department of General Services (DGS) Form 30-168.

i. SWaM Participation Efforts

- Describe efforts to facilitate participation of small businesses and businesses owned by women and minorities and the success of those efforts for the project.

TAB 2: Project Characteristics

a. Project Description _ Proprietary | Confidential Information included in Volume II

- Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.

b. Work Performed by the School Board

- Identify and fully describe any work to be performed by the School Board or anyother public entity.

c. Permits & Approvals

- Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

d. Adverse Impacts

- Identify any anticipated adverse social, economic, environmental and transportation impacts of the project measured against the City's or other affected jurisdiction'scomprehensive land use plan and applicable ordinances and design standards. Specify the strategies or actions to mitigate known impacts of the project. Indicate if an environmental and archaeological assessment has been completed.

e. Positive Impacts

- Identify the projected positive social, economic, environmental and transportation impacts of the project measured against the City's or other affected jurisdiction's comprehensiveland use plan and applicable ordinances and design standards.

f. Proposed Schedule _ Proprietary | Confidential Information included in Volume II

- Identify the proposed schedule for the work on the project, including sufficient time for the School Board's review and the estimated time for completion.

g. Contingency Plans

- Identify contingency plans for addressing public needs in the event that all or some of the project is not completed according to projected schedule.

h. Assurance for Timely Completion

- Propose allocation of risk and liability, and assurances for timely completion of the project.

i. Assumptions to Ownership, Operation and Use _ Proprietary | Confidential Information included in Volume II

- State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the School Board's use of the project.

j. Phased Openings

- Provide information relative to phased openings of the proposed project.

k. Applicable Standards

- Describe any architectural, building, engineering, or other applicable standards that the proposed project will meet.

TAB 3: Project Financing

a. Preliminary Estimate _ Proprietary | Confidential Information included in Volume II

- Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment (e.g., design, construction, and operation), or both.

b. Plans for Development _ Proprietary | Confidential Information included in Volume II

- Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costsof and proposed sources and uses for such funds, including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs based upon the School Board's adopted operational standards. Include any supporting due diligence studies,analyses, or reports.

c. Assumptions _ Proprietary | Confidential Information included in Volume II

- Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all fees associated with financing given the recommended financing approach, including but not limited to, underwriter's discount, placement agent, legal,

rating agency, consultants, feasibility study and other related fees. A complete discussion or interest rate assumptions should be included given current market conditions. Any ongoing operational fees should also be disclosed, as well as any assumptions with regard to increases insuch fees and escalator provision to be required in the Comprehensive Agreement.

d. Risk Factors _ Proprietary | Confidential Information included in Volume II

- Identify the proposed risk factors and methods for dealing with these factors.Describe methods and remedies associated with any financial default.

e. Public Resources _ Proprietary | Confidential Information included in Volume II

- Identify any local, state or federal resources that the proposer contemplates requesting for the project along with an anticipated schedule of resource requirements. Describethe total commitment, if any, expected from governmental sources and the timing of any anticipated commitment, both one-time and on-going.

f. Commitment Required by the School Board _ Proprietary | Confidential Information included in Volume II

- Clearly describe the underlying support and commitment required by the School Board under your recommended plan of finance. Include your expectation with regard to the City providing its general obligation or moral obligation backing.

g. Private Entity Dedication _ Proprietary | Confidential Information included in Volume II

- Identify any dedicated revenue, source or proposed debt or equity investment on behalf of the private entity submitting the proposal.

TAB 4: Project Benefit and Compatibility

a. Benefits

- Identify community benefits, including the economic impact the project will have on the local community in terms of amount of tax revenue to be generated for the City or other affected jurisdiction, the number jobs generated for area residents and level of pay and fringe benefits of such jobs, and the number and value of subcontracts generated for area subcontractors.

b. Anticipated Public Support

- Identify any anticipated public support or opposition, as well as any anticipated government support or opposition (including that in any affected jurisdiction), for the project.

c. Public Outreach Plan

- Explain the strategy and plans, including the anticipated timeline that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project.

d. Attracting and Maintaining Competitive Industries

- Describe any anticipated significant benefits to the community and the Public Schools, including anticipated benefits to the economic, social, environmental, transportation, Comprehensive Plan, etc., condition of the Public Schools and whether the project is critical to attracting or maintaining competitive industries and businesses to the City or other affected jurisdiction.

e. Compatibility

- Describe the project's compatibility with the City's and/or affected jurisdiction's local comprehensive plan (including related environmental, land use and facility standards ordinances, where applicable), infrastructure development plans, transportation plans, the capital improvements plan and capital budget or other government spending plan.

TAB 5: Any additional information as the Superintendent may reasonably request and certifications

The Superintendent may reasonably request additional information from any proposer.

Additionally, the proposal shall provide the following certification and distribution of the proposal:

Certification

a. **1. Certification:** Representations, information and data supplied in, or in connection with, proposals play a critical role in the competitive evaluation process and in the ultimate selection of a proposal by the School Board. Accordingly, as part of any proposal, the proposer shall certify that all material representations, information and data provided in support of, or in connection with, its proposal are true and correct. Such certification shall be made by authorized individuals who are principals of the proposer and who haveknowledge of the information provided in the proposal. In the event that material changes occur with respect to any representations, information or data provided for a proposal, the proposer shall immediately notify the School Board of the same.

Distribution of Affected Jurisdictions

b. **2. Distribution to Affected Jurisdictions**: Under the PPEA, an "affected jurisdiction" is any county, city or town in which all or a portion of a qualifying project is located. Any private entity submitting a conceptual or detailed proposal to the School Board must provide any affected jurisdiction (typically the City) with a copy of the private entity's proposal by certified mail, express delivery or hand delivery. In the case of solicited proposals, such copy should be submitted to any affected jurisdiction to ensure its receiptat the time proposals are due to be submitted to the School Board. In the case of unsolicited proposals, such copy should be submitted to any affected jurisdiction to ensure its receipt within 5 business days after receiving notice from the School Board that the School Board has decided to accept the proposal pursuant to Section 6.1.1 hereof. Any affected jurisdiction shall have 60 days from the receipt of the proposal to submit written comments to the School Board and to indicate whether the proposed qualifying project is compatible with the jurisdiction's (i) comprehensive plan, (ii) infrastructure development plans, and (iii) capital improvements budget or other government spending plan. The School Board shall give consideration to comments received in writing within the 60-day period, and no negative inference shall be drawn from the absence of comment by an affected jurisdiction. The School Board may begin or continue its evaluation of any such proposal during the 60-day period for affected jurisdictions to submit comments.

C. Reference Letters _ Information included in Volume III

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PUT STUDENTS FIRST

VOLUME I

EXECUTIVE SUMMARY

SCHOOLS FOR THE FUTURE

Our proposed **Schools for the Future** program is designed to jump-start your capital replacement program and replace three (3) of your oldest schools with new, state-of-the-art facilities. Imagine providing the citizens of Virginia Beach with the types of learning environments envisioned to support the Virginia Beach School System's innovative educational programs in ***less*** *than seven (7) years construction time*, instead of the 12 years currently projected in your Fiscal Year 2021/22 through Fiscal Year 2026/27 Capital Improvement Program (CIP).

Our proposal includes constructing the replacement schools on the same sites as the current school buildings. Secondary buildings or spaces will be designed to support current Academy and Advanced Academic Programs while at the same time providing equity of learning opportunities for all students. We propose using the original Kellam HS during construction as swing space while each new high school is being replaced.

YOUR TEAM

We have assembled an energetic, diverse, and highly experienced team to plan, design, and construct the **Schools for the Future** for the City of Virginia Beach. As the Design-Builder, **S.B. Ballard Construction Company** (SBBCC), will be responsible for the design and construction and overall execution of the project. SBBCC will lead the consortium of required design and construction firms and will provide overall direction and management of the project.

HBA Architecture and **RRMM Architects** will work in cooperation with the **Livas Group**, Associate Architect, to lead the design efforts and work directly with **Kimley-Horn and Associates, Timmons**

Group, VHB, WPL, Speight Marshall Francis, Lynch Mykins, and **Thompson Consulting Engineers** to develop a comprehensive and unique design for each proposed school facility. **GET Solutions** will perform Geotechnical Engineering, Special Inspections, and Testing Services for this project and **GeoEnvironmental Resources** will perform hazardous materials services.

The **Miles Agency** will develop a robust community engagement plan to ensure all stakeholders have an opportunity to provide input and feedback throughout the project.

Our team's regional experience in K-12 educational facility design and construction coupled with our design-build PPEA delivery experience is unmatched. SBBCC has worked with each company representing the consortium of firms on prior K-12 projects. Further, there will not be a learning curve to begin the **Schools for the Future** project as each of the firms on our team has worked with VBCPS. We know your personnel, your processes and procedures. Our combined experience and project history will give VBCPS/the City the confidence that you are selecting a team with a proven track record in the design and construction of safe, high-quality educational facilities, completed on-time and within budget.

Our Design-Build Team has proven time and time again that, not only are we excellent stewards of our community, we are businesses/contractors local to the City of Virginia Beach. We take pride in our City and are invested in our School System. An example of our commitments rests in projects we have delivered to VBCPS. For SBBCC these projects include the recently completed Floyd E. Kellam High School Replacement, Linkhorn Elementary, and Bayside Elementary. Additionally, the firms that comprise our Design-Build Team have successfully delivered hundreds of projects to VBCPS. Please see *Volume III, TAB 1 QUALIFICATIONS AND EXPERIENCE, b. Experience* for our team's extensive experience with VBCPS.

Our ability to manage the **Schools for the Future** project to successful completion derives from our team's knowledge, experience, and commitment. Our collective knowledge of projects delivered through using the design-build delivery method has resulted in our successful completion records and success with countless facilities like the three (3) new **Schools for the Future** that we are proposing for you.

As the Design-Build prime contractor, SBBCC will have full financial responsibility for this project. The PPEA Design-Build delivery process ensures cost, schedule, and a high-quality finished product are our responsibility. And, if you look anywhere around the Hampton Roads region you can see where each firm of our proposed team has delivered state-of-the-art facilities to our community.

VALUE TO VBCPS

To serve as a review fee as contemplated in the PPEA, our team is willing to submit up to a $500,000 deposit to VBCPS/the City in order to guarantee your reimbursement for the cost of retaining consultants and advisors involved in ensuring proper documentation, public participation, school system participation, financial analyses, construction cost analyses and other aspects of reviewing and evaluating our detailed proposal and/or negotiating an Interim Agreement and proceeding with the work items required thereunder. This review-fee deposit may be applied to any such out-of-pocket expenses incurred by VBCPS/the City.

As part of the interim agreement VBCPS/the City will have full access to all design progress drawings, design meetings, and the biweekly update on drawings. Once work under the interim agreement is complete, VBCPS/the City will be the owner of all documents. To include: 100% civil

work drawings for the three (3) new school projects, 35% design- build construction documents for the facilities, and all cost estimates. This component of the interim agreements assures VBCPS/the City will be at no risk and will receive approximately $25M worth of construction documents for the value that will be included in the interim agreement budget.

We have included in our comprehensive agreement budget, funds for upgrades at the original Kellam HS to prepare for its use as swing space for a proposed six (6) years. These proposed minor renovation funds are based on assumptions of the improvements needed to include minor HVAC and envelope improvements, cleaning, finish restorations, lights on the athletic playing field and space modification to accommodate the Princess Anne HS Special Needs Program and any other specific program required.

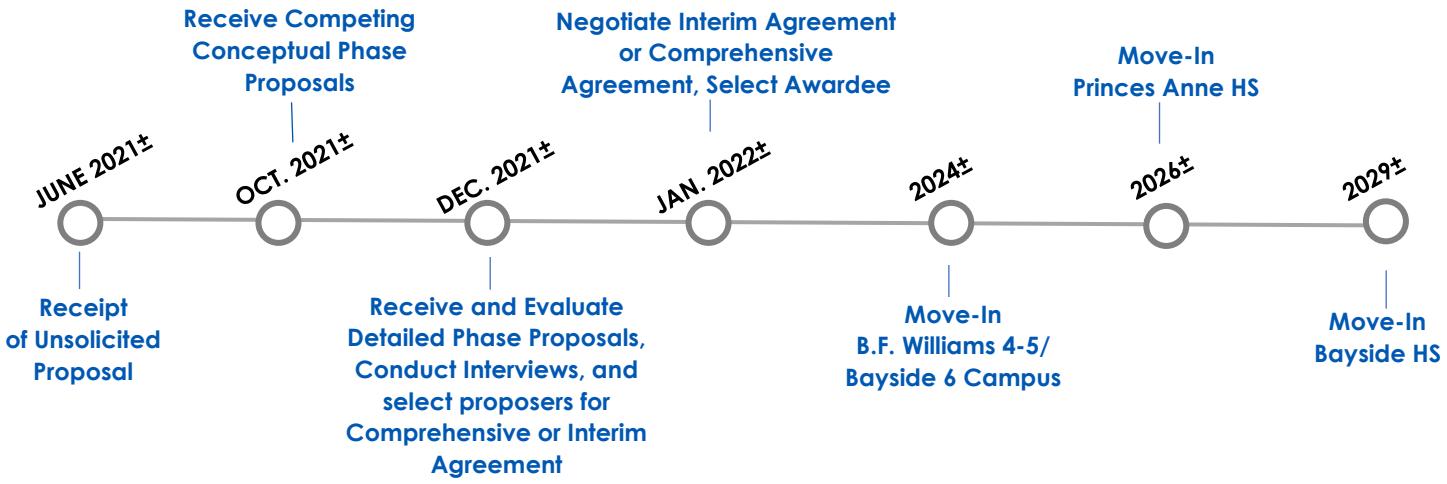
Our plan includes provisions in our pricing for the demolition of the Aragona ES site once we are done with B.F. Williams 4-5/Bayside 6 Campus School and have relocated Bayside 6 Campus. This will include regrading the site, topsoil, and seed.

To add even more value to our **Schools for the Future** project, we will design Bayside HS as a prototype that can be used in future high schools' development and building that is very easy to re-site on any one of the other existing high school sites as needed; thereby, saving approximately **$4M to $5M** per school in the future in design fees alone. By building prototypes for future High Schools, this will ensure that mechanical and electrical systems along with educational delivery systems that are functioning and proven can be redone at a later date or slightly modified to fit the education program then in effect at future locations.

PROPOSED SCHEDULE

We understand the requirement to advertise receipt of our proposal and to solicit competitive proposals. We have built our proposed schedule using January 2022 for the issuance to SBBCC of an Interim Agreement and then structured all subsequent activities starting from that date. This early release schedule will enable our team to quickly, and accurately, verify a number of our proposal allowances, assuring VBCPS/the City a timely cost-saving start-up of the proposed project. At the same time, we will be facilitating a Division-Wide High School Educational Specification Process to ensure that we are engaging and gaining input from; the community, VBCPS administration, staff and students, the School Board, and Facilities personnel to incorporate their knowledge and input into our design solutions and final product.

Proposed Schedule Summary per VBCPS PPEA Guidelines with SBBCC Suggested Dates:



After public and school system input and engagement is complete, the proposed schedule shows construction being completed approximately four (4) years ahead of the current CIP projections on Bayside HS, Princess Anne HS being completed one (1) year ahead of schedule, and B.F. Williams 4-5/Bayside 6 Campus being completed four (4) years ahead of schedule. All the while showing a savings of $40M+ over the CIP projections. Please find our team's proposed detailed schedule in *Volume II, Proprietary | Confidential Information, TAB 2 PROJECT CHARACTERISTICS, f. Proposed Schedule*.

PROPOSED RELOCATION

The critical path of our team's overall proposed schedule is based on the proposed relocation of students from Princess Anne HS to the original Kellam HS during construction of the new Princess HS. When finishing Princess Anne HS, we will concurrently be completing B.F. Williams 4-5/Bayside 6 Campus. When Princess Anne HS is complete, students will be relocated from the original Kellam HS to the new Princess Anne HS at which time we propose the students from Bayside HS be relocated to the original Kellam HS while the new Bayside HS is constructed. When complete, the Bayside HS students relocate to their new facility.

PUBLIC PARTICIPATION

Our **Schools for the Future** plan is an innovative approach that provides an economical, effective and time-efficient solution to the critically pressing need for new schools. A key component is inclusion of public voices during the planning stage.

Our Design-Build team is very familiar with VBCPS Long-Range Facility Master Plan and Compass to 2025 Strategic Framework, and we have reviewed previous public input from the community into consideration when drafting our proposed initial plan. As part of our preliminary design process, our team plans to hold three or four public forums for each school to gather helpful input from the community, as well as input and feedback from teachers, administrators, and staff.

The proposed initial designs may change as a result of design charrettes and input from the public forums that we will hold. There is no fixed program or design as of yet **– the School Board and City can change and customize the program or design as they see fit.** As we build **Schools for the Future**, we will also design for easy maintenance and longer life of equipment. Our proposed plan ensures quality and sustainable building materials for all building systems and components including HVAC, lighting systems, Information Technology systems, and Furniture, Fixtures & Equipment (FF&E).

Our proposal includes an additional planning program that will benefit not only these schools, but future high schools. We have allotted for approximately 4 months to complete, the previously mentioned, division-wide Educational Specifications Planning Process. We have included the price and time in our schedule to have the new high school Ed. Specs. completed and turned over to VBCPS/the City to have total possession to use for this project and future High School projects.

SMALL BUSINESS PARTICIPATION

Our PPEA Design-Build delivery process allows for enhanced participation for small disadvantaged business firms. We have a proven small business plan and are setting our SWaM participation goals higher to exceed the target required by the City and the Commonwealth of Virginia for small disadvantaged firm project participation.

SUSTAINABILITY

Our team will plan and design all three (3) school facilities for the School for the Future project to achieve USGBC LEED certification, as well as install geothermal mechanical systems in the two (2) high schools to assure maximum cost savings, a timely return on investment, thereby being good stewards of VBCPS/the City's funds and the public's taxes.

B.F. WILLIAMS 4-5 / BAYSIDE 6 CAMPUS
2024 OCCUPANCY

PRINCESS ANNE HIGH SCHOOL
2026 OCCUPANCY

BAYSIDE HIGH SCHOOL
2029 OCCUPANCY

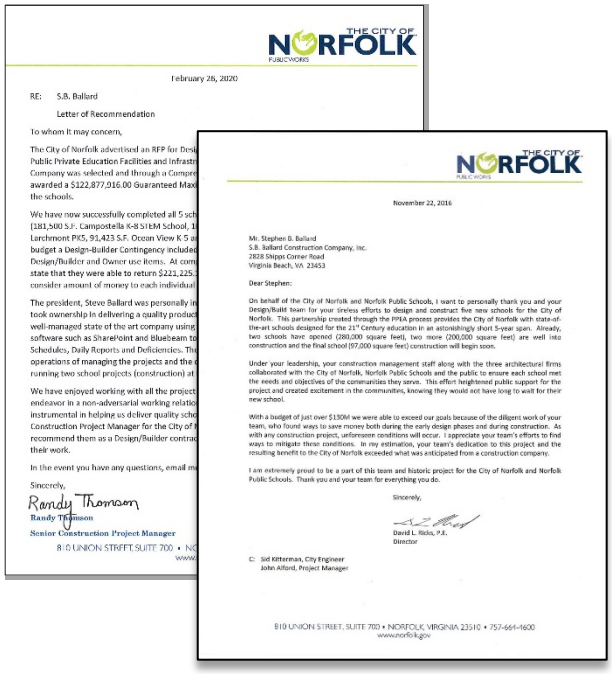
KEY TAKEWAYS

Our proposed PPEA **Schools for the Future** project will:

- Provide VBCPS and the citizens of Virginia Beach with three (3) new state-of-the-art, high-performance school facilities to replace four aging school buildings – Princess Anne HS, the B.F. Williams 4-5/Bayside 6 Campus, and Bayside HS – that are currently slated as the next school facility replacements in your CIP.
- Deliver all three (3) of these projects to you on an accelerated schedule in seven (7) years – **four (4) years ahead of your current CIP projection**.
- Provide the same or better inclusive, interactive, and collaborative methodologies as we have provided in the past.
- Offer significant cost savings over the VBCPS current projected CIP.
- Provide you with a prototype high school building design, Bayside HS, which may be used for the future replacements of Kempsville HS, First Colonial HS and Green Run HS.
- Replace all three (3) schools on their current sites, utilizing the original Kellam HS building (to be moderately renovated as part of our proposal) as swing space for the high school students.
- Provide learning environments that support the VBCPS Compass to 2020 Transformational Learning Goals for student-centered, interdisciplinary, challenge-based, and collaborative learning and also address the Compass to 2025 Strategic Framework Goals for educational excellence, student well-being, and student ownership of learning.
- Provide substantial energy utilization cost savings in keeping with VBCPS's leadership standards.
- Add value as incubators for economic development.

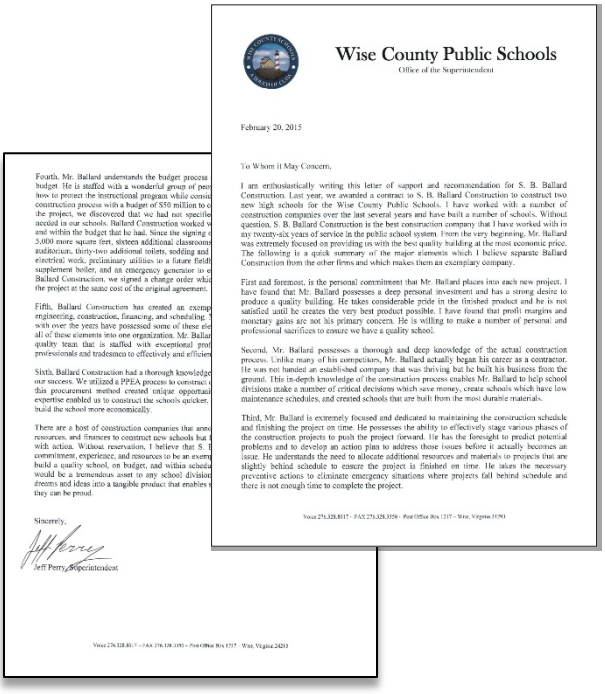
REFERENCES

Our team is ready to deliver your three (3) new **Schools for the Future**.



"With a budget of just over $130M we were able to exceed our goals because of the diligent work of your team, who found ways to save money both during the early design phases and during construction."

Randy Thomson
Senior Project Manager
City of Norfolk
757.664.6402
randy.thomson@norfolk.gov



"We utilized a PPEA process to construct our new high schools and his (SBBCC) knowledge of this procurement method created unique opportunities for us. The PPEA process and his expertise enabled us to construct the schools quicker, created more flexibility, and enabled us to build the school more economically."

Dr. Jeff Perry
(Former Superintendent, Wise County Public Schools)
Superintendent, Hamblen County Schools
423.586.7700
perryc@hcboe.net

Please see ***Volume III, TAB 5 ADDITIONAL INFORMATION, c. Reference Letters*** for testaments to how our team can successfully deliver this PPEA project.

DO GREAT WORK TOGETHER

VOLUME I

TAB 1

QUALIFICATIONS & EXPERIENCE

TAB 1 | QUALIFICATIONS AND EXPERIENCE

a. Structure & Management

a. Structure & Management

Identify the legal structure of the private entity making the proposal. Identify the organizational structure for the project, the management approach, and how each participant in the structure fits into the overall team. If the private entity that would be signing any comprehensive agreement would be a corporation, limited liability company, limited partnership, or an entity formed especially for the project, and if the proposer is relying at all on the past experience, name, or financial statements of any other person or entity to show the private entities' capabilities and responsibility, state what guaranty of performance will be provided by such other persons or entities.

WHY THE SBBCC | HBA + RRMM + LIVAS TEAM

Our experienced Design-Build Team knows that there are 3 Critical Factors to providing quality education:

1. Hiring and retaining qualified teachers and administrators.
2. Having an actively involved parent and community support system.
3. Providing students and staff with high-quality environments conducive to learning.

Our team is well versed in the Design-Build delivery of PPEA schools and have worked on numerous projects that have garnered an extensive collective knowledge base of best practices and creative solutions to deliver VBCPS' three (3) new **Schools for the Future** on time and within budget. We are committed to providing VBCPS with the highest-quality learning environment for your future leaders.

WISE INVESTMENT DECISIONS	INNOVATIVE TECHNOLOGY TOOLS	MORE THAN A BUILDING
We will utilize our subcontractor relationships to ensure your project gets the attention it deserves in an extremely busy and competitive market.	We will utilize Virtual Design and Construction (VDC) to provide unique solutions to specific project challenges and to create a collaborative environment where decisions can be made efficiently and effectively.	We will support your efforts to engage citizens, students, and other stakeholders across the City, as you help build excitement and anticipation for three (3) new facilities that will not only be a physical "space," but a true home for the academic, social, and emotional growth for generations of Virginia Beach students – now and in the future.

We have assembled an extremely well-qualified and experienced team of professionals who demonstrate the highest levels of excellence in their respective specialties and fields. Our dedicated professionals possess the combination of highly developed skill sets, financial resources, and a shared vision to support the project's needs throughout the multiple phases of the project's life.

Each firm and the principal management personnel assigned to each phase of the planned work were selected for their individual records of excellence, as well as their exceptional and proven track-records in forging effective working relationships in the local communities we serve, in both the private and the public sectors. We share VBCPS/the City's vision and look forward to continuing our long-term relationship with the City of Virginia Beach.

Teams Drive Innovation, Productivity and Growth

Our team will constantly adapt to provide the most efficient and productive work environment for the delivery of your projects. The team – not the individual contributor – is our secret for success.

The team that has been assembled includes exclusive members for each key component of this PPEA delivery process.

- As the Responsible Public Entity, **The School Board of the City of Virginia Beach** (VBCPS, "the School Board" or "Owner") occupies the most critical role in this effort. The School Board will be involved throughout the entire design and construction process.
- **The City of Virginia Beach** (the City) will be the "Affected Local Jurisdiction" under the PPEA.
- The design and construction team will be managed by Design-Build Contractor **S.B. Ballard Construction Company** (SBBCC).

- **HBA Architecture & Interior Design, Inc.** (HBA) + **RRMM Architects** (RRMM) will manage the design team efforts to include:

    - **Livas Group, Inc.** (Livas or LGI) will offer design and construction administration services as an associate design firm, working with HBA + RRMM.

    - **Speight, Marshall & Francis P.C.** (SMF) and **Lynch Mykins Structural Engineers, PC** (Lynch Mykins) will provide structural engineering services working directly with the Design Team.

    - **Thompson Consulting Engineers** (MJT) will provide mechanical, electrical and plumbing (M/E/P) services working directly with the Design Team.

    - Site work, civil engineering services, and environmental services will be provided by **Kimley-Horn and Associates, Inc.** (Kimley-Horn), **Timmons Group** (Timmons) and **Vanasse Hangen Brustlin, Inc.** (VHB). These firms will work directly with the Design Team.

    - **W.P. Large, Inc.** (WPL) landscape services and land surveying will work directly with the Design Team.

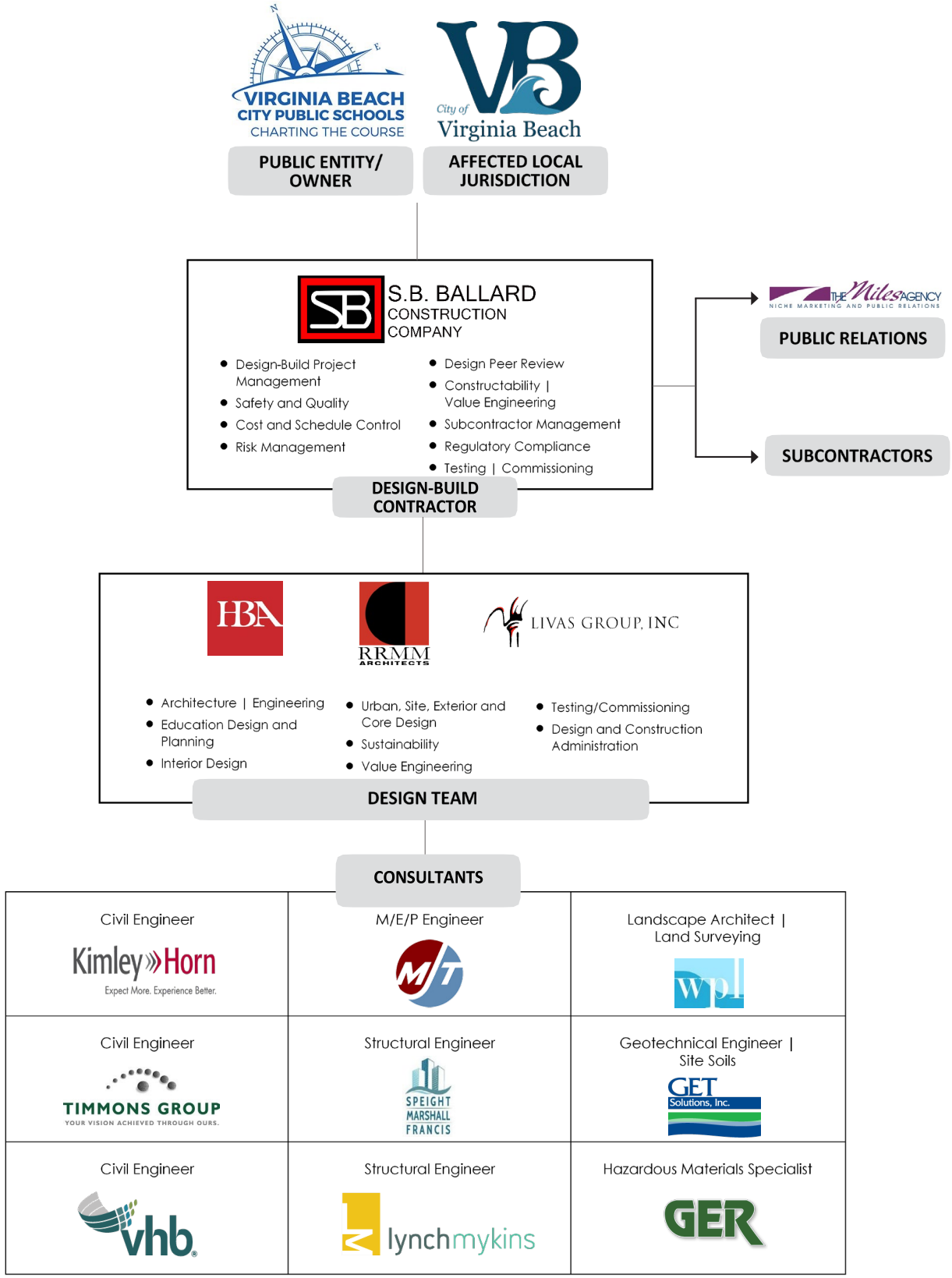
    - **GeoEnvironmental Resources, Inc.** (GER) will provide hazardous materials services and will work directly with the Design Team.

    - **GET Solutions, Inc.**, **A Terracon Company** (GET Solutions) will be performing Geotechnical Engineering, Special Inspections and Testing Services for this project and will work directly with the Design Team.

- **The Miles Agency** will provide community outreach and public relations services.

Not only do these firms bring their individual strengths, but we also are building off of the long-standing relationships SBBCC has built with each of these firms. ***SBBCC and HBA have partnered for over 15 years and SBBCC and RRMM have partnered for well over 20 years****. Additionally, HBA and RRMM are well versed in working in a partnership, as the* ***two firms have worked in a similar capacity*** *on previous projects.*

ORGANIZATIONAL STRUCTURE



BENEFITS TO VIRGINIA BEACH

With our team led by one builder, we are singularly accountable to Virginia Beach for all phases of the work; concerns or responsibilities won't be shifted to any other entity.

OVERALL TEAM FIT

Clear and established roles and responsibilities. The primary responsibilities of the key players on our team are as follows:

Responsible Public Entity | Owner

The Virginia Beach City Public Schools' (VBCPS) School Board manages the initial procurement and will oversee the construction of the new schools. Their approval will be required prior to the finalization of any design features, modification of any previously approved material or application methods to be utilized on the project and will be responsible to evaluate and authorize any expenditures other than those established within the terms of the joint agreement.

Affected Local Jurisdiction

The City will be an integral partner and participant throughout the entire preliminary, design, and construction process. The City's participation throughout all stages of the design process will assure that the new facilities are developed to meet the best possible use consistent with the overall project budget, school systems needs and public interest.

Design-Build Contractor

SBBCC is the single source of responsibility for this project, VBCPS will look to SBBCC to manage program development, design, construction, and post-construction close-out. Due to the number of participants involved in the process and the number and types of challenges that need to be considered throughout the project, the design and construction process will be planned as carefully and thoughtfully as possible. As an integrated partner, SBBCC is ready to engage across all phases of the project. VBCPS will contract directly with SBBCC. SBBCC will contract with design firms HBA + RRMM, as well as a public relations firm for the project. SBBCC will also contract directly with all construction trade subcontractors and any material suppliers whose products are not provided in a trade contract. Further, as the managing firm, SBBCC will procure and maintain all required permits, payment and performance bonds, and Builder's Risk Insurance policies. This arrangement places the full design and construction contract value of the project under the guarantee of the 100% payment & performance bonds.

Architect
+
Architect

HBA will lead the design team. RRMM will provide design services in cooperation with HBA. All associated building construction and civil-related design firms and all specialized engineering disciplines required will contract directly with HBA + RRMM. HBA + RRMM will manage all aspects of the design phases of the project, including reviewing material submissions for compliance with contract documents.

Associate Architect

Livas will work in cooperation with HBA + RRMM and will provide architectural design and construction administration services for VBCPS. Construction administration services will include submittal review, attending pre-construction meetings, conducting site visits. Livas will be engaged during design; they will be involved in all aspects of the project to best prove design and construction admin.

Civil Engineer

Timmons will provide civil engineering services for Bayside High School.
Kimley-Horn will provide civil engineering services for Princess Anne High School.
VHB will provide civil engineering services for B.F. Williams 4-5 | Bayside 6 Campus.

Civil Engineer

Civl Engineer

Each Civil Engineer Firm will provide civil engineering services including the design of all aspects of infrastructure for the project necessary to obtain a site plan permit including, but not limited to, storm drainage, sanitary sewer, water, parking, and traffic analysis. Efforts will also include plans, permit preparation, and coordination as necessary for any site permits. This will include land surveying, erosion & sediment control, construction phasing, parking, athletic facilities, storm drainage, sanitary sewer, water, and road improvements. Additionally, the firm will coordinate environmental services such as environmental site assessment and wetlands delineations/permitting coordination with the appropriate regulatory agencies.

Landscape Architect | Land Surveying

WPL will work with the Design Team and client to survey each site and to maximize the use of each site by incorporating site infrastructure with the planting design in a manner that is economical, unobtrusive, and contextually responsive. The landscape architectural services for this project will help provide solutions for the most complicated development projects, and WPL will remain engaged with the other disciplines throughout the entire design process. The firm provides a sustainably responsible approach to design. WPL combines the art and science of landscape design in order to develop new and innovative concepts which are beautiful, well-functioning, efficient, maintenance-friendly, and affordable.

Structural Engineer

Structural Engineer

SMF will provide structural engineering services for Princess Anne High School and Bayside High School.

Lynch Mykins will provide structural engineering services for B.F. Williams 4-5/ Bayside 6 Campus.

Each Structural Engineer Firm will provide structural engineering and Agent 1 Special Inspections services for the project. Structural design will be coordinated with all other disciplines to fulfill each building's functional requirements while achieving structural safety. In addition, they will be responsible for performing, documenting, managing and coordinating the Special Inspections and the efforts of GET Solutions, the testing agency.

Mechanical and Electrical Engineering

MJT will provide, mechanical, electrical, and plumbing engineering design services. These services include but are not limited to the design of all building ventilating and air conditioning and heating, building automation, lighting, power, fire alarm, intercom, data and auxiliary systems, domestic hot and cold-water distribution, sprinkler system and sanitary and stormwater removal.

Geotechnical Engineer | Site Soils

GET Solutions will be performing Geotechnical Engineering, Special Inspections and Quality Control Testing Services for this project.

Hazardous Material Services

GER will provide technical and engineering services to support the following activities for each school project: Phase I Environmental Site Assessments (ESAs). The inspection, bulk sampling and laboratory analysis required to identify suspect hazardous materials associated with the existing school buildings. This will include asbestos- containing materials (ACM), lead based paint (LBP), lead containing paint, PCBs, and mercury containing components. Preparation of hazardous material design documents such as technical specifications for the management of the various hazardous materials and design drawings. And, construction administration services such as submittal review and attending pre- construction meetings associated with hazardous material disturbance.

Public Relations

The Miles Agency will develop a robust community engagement plan to ensure all stakeholders have an opportunity to weigh in throughout the project. We will use such tools as the school district's existing communication resources – vbschools.com project page for announcements and updates; e-newsletters; the respective schools' websites and their respective PTA communiques. We will plan and facilitate public meetings; form school advisory councils to help disseminate information and share feedback from the community; and online surveys/questionnaires. The Miles Agency will share community feedback with the project team so any design adjustments can be made accordingly.

The Final Chapter for the Norfolk Public Schools Building the Future Initiative

The final chapter closed in the "Building the Future Initiative" to construct five new schools for Norfolk children at the dedication ceremony for the new Camp Allen Elementary School. A collaboration between the City and Norfolk Public Schools that included S.B. Ballard Construction Company for the construction for five new elementary schools through PPEA delivery for the Norfolk school division. This effort including the following proposed team members: RRMM Architects | MJT | Kimley-Horn | Livas | SMF

MANAGEMENT APPROACH

The SBBCC | HBA + RRMM + Livas team offers a high-performance Design-Build team uniquely qualified to deliver an exceptional and cost-effective solution for three (3) new state-of-the-art, high performance school facilities for VBCPS/the City. We will closely manage the design and construction process so that this project meets all of the intended goals and is delivered within a seven (7) year timeframe, while staying within VBCPS/the City's projected CIP budget, saving time and money.

OUR PHILOSOPHY

We pride ourselves on delivering high-quality projects on schedule and within budget while meeting the owner's operational and functional expectations. SBBCC's Design-Build team management ***philosophy*** is based on three principles:

1	**ONE TEAM. ONE GOAL.**	Our team offers VBCPS a proven alliance of construction, architecture, engineering and operation professionals who have worked together on several design-build projects. We are a well-functioning team that is ready to deliver.
2	**SINGLE POINT OF RESPONSIBILITY**	Clear and established roles and responsibilities. Our team has clearly defined roles and will collaborate with you and your stakeholders.
3	**TRANSPARENT COLLABORATION & COMMUNICATION**	Inclusive, open, clear and concise communication and collaboration. Transparent and comprehensive cost, schedule and quality control. Our team will provide real-time cost input for design evaluations. Our open-book approach gives VBCPS full access to details leading to the Guaranteed Maximum Price (GMP) proposal and throughout the project.

*Outcomes from SBBCC'S Design-Build philosophy include **smaller and better managed budgets**, **faster project delivery**, **higher quality control**, and a **more satisfied owner**.*

Our team's **management approach** is simple; we are one team working collaboratively toward one common goal and that goal is to provide the best possible facilities for the greatest return on investment for VBCPS/the City.

The SBBCC | HBA + RRMM + Livas team appreciates the tremendous community effort and the transparent processes VBCPS/the City have implemented that have characterized and ultimately defined the planning process and proposed CIP for the need for ongoing capital improvements across the division. We understand the specific context and challenges that influence the successful delivery of three (3) new schools and recognize that such conditions are as unique as they are inspiring. Accordingly, our management approach is built upon a similar foundation of discipline, teamwork and expertise honed over many years.

DESIGN MANAGEMENT APPROACH GOALS

The description of the essential goals of our seamless and tailored approach to manage the design of your project include:

- **VISION-DRIVEN**
- **TEAM COLLABORATION**
- **TEAM COMMUNICATION**
- **DESIGN EXCELLENCE**

VISION DRIVEN

Our approach to design management is driven by the concerns and opportunities that matter most to you. Our work is guided not just by meeting the "hard" requirements of scope, cost and schedule, but also honoring the promise of community aspiration, stewardship and future economic development. It is essential that your goals and vision be understood by all team members. This is an often-overlooked area of focus, yet without confirming a shared understanding, we risk the possibility of misdirected effort and emphasis. Therefore, clarifying all requirements and every expectation with you and reinforcing the same to every member of our team is our top priority.

We encourage community engagement and involvement by organizing and leading collaborative meetings. SBBCC, the design team and consultants, representatives of VBCPS and community neighbors will be invited to participate and help lead the discussion. Comments on the design and programs will be gleaned from these meetings and incorporated into the program and design as practical and feasible. Throughout the process – from design to construction - meetings of the entire team as well as smaller, focused teams will cover all the details, big and small, and make collective decisions, ensuring this project is successful.

Our team looks forward to holding public forums on each school to incorporate public input. SBBCC did this on the Norfolk Public Schools Modernization Project and approximately 75-80% of the publics' input and comments were incorporated into the overall design. The publics' input along with the experience and knowledge of the teachers, principals, bus drivers, security staff, facilities staff, and the surrounding neighborhood is crucial to the success of the long-range plan for such an important part of the community.

We expect that the designs will change from what we initially propose, and we look forward to working with you and your team to facilitate the process of planning the best possible learning environments for your students. HBA + RRMM are accustomed to working with VBCPS and actually developed the inclusive and collaborative design process that has been so successful on all of the school projects recently completed. With SBBCC's concurrence and support, our team will work hard to design facilities that are pleasing and acceptable to you, even if it means major redesign of our current preliminary proposed concepts. VBCPS input and ultimate approval of the program, site logistics and appearance are critical to the overall success of the PPEA process.

We propose to launch the high school planning with a division-wide Educational Specifications Planning Process that will provide the design directives for planning innovative learning environments that will meet the needs of today's students while at the same time providing flexibility and adaptability to support educational program evolution to meet the needs of future students.

We will translate your Educational Specifications and new school building programs into a future-ready facility for contemporary learning that will be flexible, relevant, and operationally sustainable.

"During the design process, S.B. Ballard worked closely with the Owner and Architect regarding quality control, design issues, and value engineering concepts to assure the end product matched the Owner's vision."

--**David Hackbirth, Jr.**
Former VP Construction, Robinson Development Group

TEAM COLLABORATION

The strong bond between SBBCC | HBA + RRMM + Livas has established a proven and successful management approach with collaboration as the foundation. Collaboration is important not just because it's the best way to ensure success, proactive collaboration penetrates every element of our management approach, ensuring effectiveness, problem solving, innovation and surprise-free design/construction/operation interface.

Our management approach not only seeks but relies upon valuable input from VBCPS, your operations and maintenance staff, and construction personnel. The collaboration must be intentional and a result of an integrated seasoned team of design and construction professionals.

We are better together. Our team is an incredibly formidable team who together, bring a vast array of relevant projects, experiences, relationships, and insights that ensure the protection of your interests throughout the entire project duration. Each of us understands the others' concerns, which means that our full attention is never distracted from serving you and the needs of this project.

We believe in the strength of collective wisdom and that good ideas come from many sources. Our approach ensures VBCPS/the City will benefit from the tremendous reserve of knowledge, skills and creativity represented by every member of the team.

Everything we do will be transparent and available for VBCPS/the City to review at any time upon request. Simply summarized, our management approach and goal are to become an extension of the School Board, and to guide ourselves and the decisions we make as if we were the Owner.

TEAM COMMUNICATION

"Clear, concise and complete" has long been the mantra for describing the importance of effective project communications. Simple misunderstandings often lead to significant wasted effort and unnecessary confusion resulting in lost time.

Transparent and comprehensive cost, schedule, and quality control: our Design-Build team offers enhanced communication between the design professionals and the construction experts in real-time, leading to better teamwork and cooperation. This open, collaborative approach requires input from VBCPS/the City, designers, and construction staff as specific details are being developed. The communication of the project details is a vital project success factor and strong mechanism for avoiding and resolving conflicts.

An experienced Design-Build team can anticipate issues and work through challenges before they negatively impact the project. This translates into design solutions and construction details that not only foster a balance between cost and constructability, but also, operational efficiency, flexibility, and maintainability. The focus remains on the project and the best value for the new schools.

INTEGRATED PROJECT DELIVERY

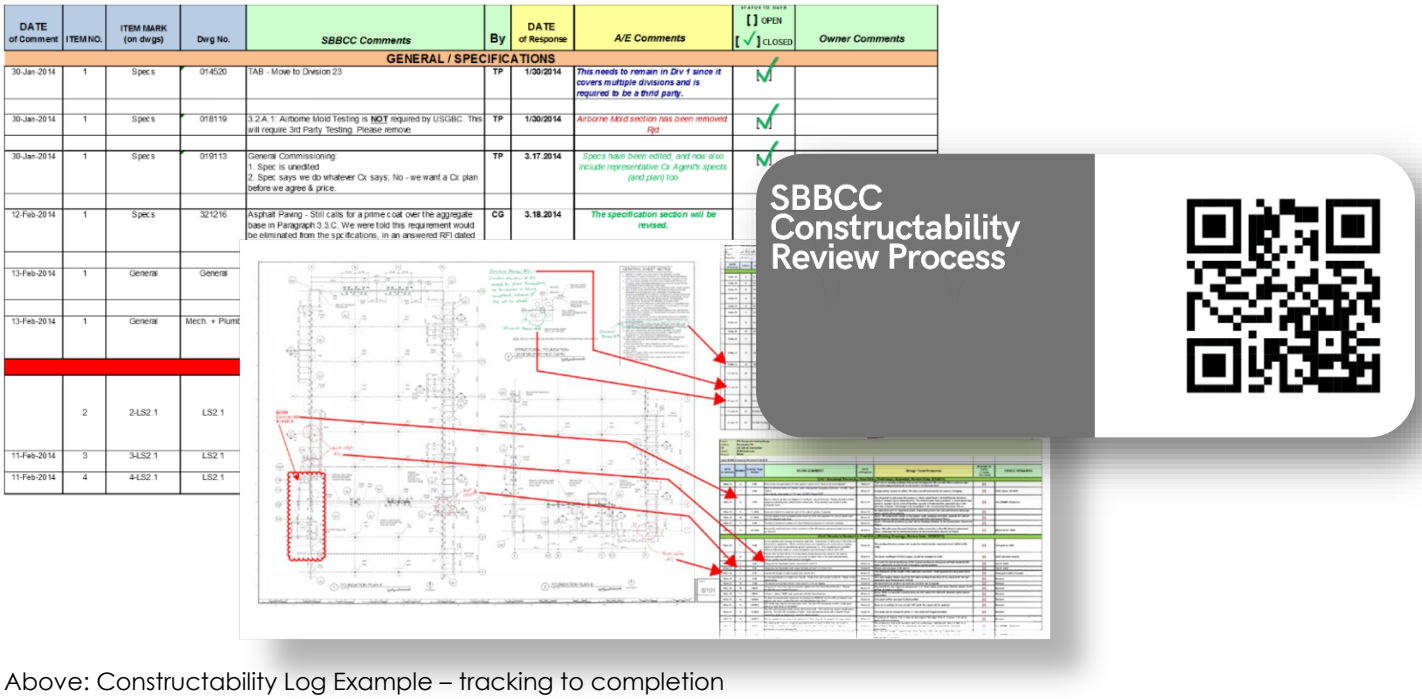
Enhanced communication between all stakeholders results in superior and integrated design, better cost control, and a shorter project completion schedule – faster project delivery meaning that VBCPS/the City benefit by occupying the new facilities sooner. With better design processes and earlier involvement of critical trades, bidding time can be reduced, also working to reduce the overall project timeline. These items also promote higher quality control as key material determinations are made earlier in the design, helping to remove ambiguity that often surfaces in traditional design-bid-build constructions documents.

SCHEDULE: During design, we focus on critical design milestones, including delivery of interior design packages, support of long-lead items and finalizing documents for permit submission. Developing and monitoring the myriad of activities and decisions that underlie a comprehensive project schedule is a complex task and includes constant and rigorous attention to the status of critical path activities. By ensuring design elements are correct and well- coordinated the first time, we will ensure the work of the team continues uninterrupted, avoiding downstream delays to job progress.

BUDGET: From the start of the design process, our team will prepare and update estimates and schedules to ensure budget management. Budget management is most impactful when cost implications of every design decision can be evaluated as the design progresses. This facilitates an effective design which reduces both redesign costs and construction costs. This provides our clients with the "best value", often referred to as value engineering or best value management. Instead of occurring after the design is complete, this process occurs as the design is being developed. These activities, along with best value solutions, are critical to tracking compliance to the original budget and schedule to ensure both stay on track or are improved.

Integral to our management approach to ensure enhanced design, budget management and quality control are our constructability reviews. These reviews are performed by individual team members and collectively. All stakeholders including representatives from VBCPS/the City are invited and encouraged to not only attend, but actively participate. These meetings are held throughout the programing and design phases of the project.

At the meetings, we draw on the knowledge, collective experiences, and lessons learned from all participants on previous education facility projects as well as projects in general. SBBCC generates constructability tracking sheets to facilitate sharing of information with all the team members and stakeholders. This is an excellent means to apply those experiences and lessons to the design of this interactive facility.



Above: Constructability Log Example – tracking to completion

Constructability reviews provide the entire project team with real-time data related to the project budget, schedule/sequencing options, long lead-time issues, and material options, which become part of the team's decision matrix of possible value-added options to be incorporated into the project. This collaboration also provides an opportunity for all stakeholders to share their various perspectives to identify and eliminate any potential issues that may adversely affect project quality, schedule, or budget.

DESIGN-BUILD PROJECT MANAGEMENT APPROACH:
TRANSPARENT AND COMPREHENSIVE COST, SCHEDULE AND QUALITY CONTROL

COST MANAGEMENT

As the Design-Build prime contractor, SBBCC will have full financial responsibility for this project.

Our goals are to:

- ***Maximize value*** to VBCPS/the City within your budget
- ***Establish initial target budget accurately*** and manage scope to expected design
- ***Ensure the highest level of quality*** is maintained throughout the project

AT A GLANCE
COST MANAGEMENT

We will accomplish these goals through a structured process working closely with HBA + RRMM + Livas and our design partners, as well as VBCPS, to provide accurate cost information at all stages of the project.

Our team is committed to assuring the budget will be maintained no matter what. We take pride in our ability to work with Owners and the Design-Build team during the budgeting and bidding processes to point out any potential items that may create budget issues or opportunities.

TARGET GUARANTEED MAXIMUM PRICE (GMP)

On design-build projects such as your new schools, we start with a baseline Target GMP that has been developed as part of the proposal process. We will then continuously update this initial cost model until we have a mutually agreed to Final GMP that has been soundly-tested in the current marketplace. Using this fully open-book approach to cost containment, SBBCC | HBA + RRMM + Livas's goal is to deliver your project on time and on or under budget.

ESTIMATING

Our collaborative design-build approach ensures that estimating and budget development will be based on a clear understanding of the intended scope, the desired schedule and the project team's expectations. The estimating team uses On-Screen Takeoff software to effectively quantify all materials on the project by creating color-coded drawings to identify conditions and their quantities. We will utilize this powerful software to increase accuracy and team efficiency with streamlined project setup, color-coded quantities on drawings, quickly manipulated takeoffs, and easily document RFIs.

Pricing is determined based on SBBCC's current cost database, subcontractor/supplier input, as well as the following factors:

- Conditions and circumstances surrounding the subcomponent
- Material quantity
- Market conditions
- Escalation

Establishing and managing the cost will be accomplished through detailed constructability and material reviews of the design documents by our estimating and project management teams.

SBBCC will perform in-house estimates throughout the design and after the final program is established for each school. Performing cost estimates as the design progresses will alert us to any potential or real increases in the project costs. All cost estimates that we prepare include quantities of items in the estimate as well as assumptions made to be consistent with the intent of the design. This allows us to compare estimates to see, not only where costs may have increased, but what quantities have increased, allowing us to understand what has changed, and why.

DESIGN DEVELOPMENT ESTIMATING

- Develop Pre-Construction Schedule
- Validate Program
- Scenario Planning
- Key Subcontractor Procurement
- Target Value Design

↓

DETAILED ESTIMATE

- Three-level Estimate
- Detailed Cost Studies
- Constructability Reviews
- Value Management Reviews

↓

GUARANTEED MAXIMUM PRICE (GMP)

- Finalize Construction Schedule
- Final Subcontractor Buy-Out
- GMP Development & Basis of Estimate
- Turnover Package

After the reviews are completed, we will conduct face-to-face meetings with HBA + RRMM and VBCPS to review our comments and any potential cost implications and opportunities. This includes a Risk Management Workshop and Value Engineering Workshops. These meetings and this level of involvement during the pre-construction process will assure VBCPS that the project cost has been controlled, the project is within the approved budget, and quality has not been sacrificed.

LIFE CYCLE COST ANALYSIS

Our team places value to ensure the practical use and management of natural resources throughout their life cycle. Long-term environmental concerns about the stock and flow of material and energy are an integral part of our mission to be good stewards of the environment. To that end, our goal is to create facilities that meet the present day needs of the built environment without compromising the ability of future generations to meet their needs. This philosophy incorporates elements of design, construction, engineering, economics, environmental stewardship, and civic accountability. They all contribute to architectural integrity, technical innovation and transferability in the design and construction process.

Our Value Analysis approach includes a thorough analysis of the life cycle costs of alternative materials and systems. It is more than simply suggesting lower priced equipment or materials to reduce costs. We bring ideas and solutions to the table that align with the vision and goals of the completed project. Our MEP specialists can provide comprehensive life cycle analysis for the HVAC and electrical systems, with the priority of operational efficiency and flexibility of these critical systems, for the future lifetime of the buildings.

Our approach focuses on identifying scope by a hierarchical system, created by the project team, to provide additional value or savings with as little impact to the project goals and vision, as possible. A proven success of our approach is a comprehensive Value Management Log maintained through the life of the project and constantly reviewed with the team. The log contains everything from value management scope with cost premiums to cost reduction scope.

PROCUREMENT

Subcontractor pricing typically comprises 90 percent of the cost of any construction project. The ability to attract optimum numbers of qualified subcontractors is of utmost importance to achieve competitive pricing. Our reputation among subcontractors is "tough but fair", benefiting our clients with good competitive coverage by a cadre of qualified contractors.

As our design progresses, we prepare a bid package strategy that maximizes purchasing power while balancing community needs and trade contractor capacity with separation of work activities by trade/schedule and market expertise.

All bidders are pre-qualified by SBBCC to ensure they have the necessary expertise to work on your project:

- Check references on past and current projects
- Check vendor credit history
- Qualification criteria checklist (including a financial check of balance sheet)
- Check insurance coverage limits and EMR
- Check their standing with VBCPS/the City

All bid packages are guided by a detailed scope of work specific to each package, structured to ensure that trades are bidding only the work that is consistent with their specific function and tailored exclusively for each new school. Detailed scope reviews ensure that all bid packages are coordinated, no interdependencies are overlooked and nothing is missed or duplicated. Each scope includes flow-down provisions of the general conditions, schedule requirements, and any authorized bid alternates. This information will be brought together on a Bid Scope Sheet listing all of the bidders and the work items for that trade. This sheet also documents any changes made to the subcontractor's proposal, either additive or deductive, to cover items not included, or to remove items that should not have been included.

SBBCC will perform a thorough and comprehensive analysis of each bid received for completion of scope, gaps between bidders and any clarifications or new information to ensure a comprehensive scope of work that is purchased at the appropriate price. SBBCC will work with VBCPS to coordinate other items, such as furniture, that are purchased independently. We include this work in our CPM Schedule. With input from VBCPS, we will add these procurement activities and deliveries to the schedule. We will coordinate with VBCPS to phase the deliveries, as areas are completed, to facilitate a smooth "move in" for your new schools.

EARNED VALUE MANAGEMENT

With the cost of the project established prior to construction, tracking of costs during the construction of the project will be handled by our Project Management Team using Sage Accounting Software. This program allows the tracking of budgets, commitments, and expenditures for the Construction Specification Institute (CSI) division (e.g., finishes), subdivision (e.g., carpet), and to the specific subcontractor and/or supplier. Every transaction for your project is recorded in our Sage Accounting Software, and our Design-Build Project Manager and Construction Manager ensure all transactions that affect the project are accurate throughout the project.

COST CONTROL SYSTEM

Controlling the cost of any construction project is accomplished during the pre-construction process, not during construction. Regardless of delivery method, our team knows the true value of our team's pre-construction services that provide lasting benefits to your project by looking for cost-savings long before there is a groundbreaking. During the pre-construction phase, the SBBCC Pre-construction Services Team will work with VBCPS and HBA + RRMM+ Livas to establish and control the cost of the project.

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

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

- plans and specifications meet the program requirements at the lowest responsible cost and can be constructed as planned
- schedule is realistic and complete
- changes in scope and/or schedule are substantiated as necessary
- designed to budget through continuous, collaborative feedback and input throughout the entire design process
- within budget and the schedule is up to date before moving forward

Our Design-Build team believes strongly in providing our clients value in cost management. SBBCC's Design-Build Project Manager and Accounting Department work as a team to provide accurate invoicing, change order management and risk mitigation. Most importantly, SBBCC keeps the project team informed about all financial aspects of your project. This includes change order analysis, management, invoice reconciliation, review and approval, and cash flow reporting.

Our cost control Sage Accounting software allows our team to generate accurate cost reports in a timely manner to keep VBCPS up-to-date on the status of the project, allowing you to make informed decisions about your project. These reports provide an auditable trail of every financial transaction that has taken place. SBBCC's Accounting Department will work closely with the Project Manager throughout the duration of the project to ensure all transactions that affect the project are correct. This ensures the team always has a handle on the financial status of your projects.

Primavera "P6" Scheduling Software is also used as a tool to control and monitor cost. Using the Primavera cost loaded schedule, projected billings and cash flow statements can be printed at any time during the project making it easy for the team, VBCPS, and the inspecting agencies to verify cost to date by using the schedule as the billing method.

SCHEDULE MANAGEMENT

More than 'on-time, on budget'. Our focus when developing a schedule is on evaluating every obstacle, challenging the status quo, and looking for creative solutions. We maintain constant focus on looking ahead to anticipate and mitigate risks for the complete success of the project.

The construction schedule is another valuable tool in our design-build project management approach. Our Team recognizes the importance of the execution and maintenance of a well-developed Critical Path Method (CPM) schedule. The schedule is a living, proactive document and is updated at various critical times during the overall process. The schedule presented for your project will be expanded to include additional activities detailing the project from award through design and construction. It will include major milestones as well as all applicable program items, design, bidding, procurement, construction and closeout activities to accurately execute the plan and realize the project completion as originally conceived. The schedule is developed with input from the entire Team, who will draw on the experience of the various stakeholders to ensure it is a comprehensive document serving as a primary tool in the performance of the project. Our capability to produce an accurate, useful and integrated schedule is well proven.

IDENTIFYING ISSUES EARLY: Establishing a plan early on during the Design Development phase is essential and helps confirm our understanding of the project and its components as they develop. Upon award, our team will immediately develop a detailed CPM Schedule, to include design, pre-construction, and construction activities. This will allow for a dynamic schedule so that we can track effects the pre-construction may have on the overall construction and see what adjustments may need to be made, if applicable.

CRITICAL PATH SCHEDULE: The project schedule will be the primary tool to plan, execute, track progress, and coordinate both pre-construction and construction work. This proactive tool is used to identify issues as they arise and will allow the Project Team to evaluate and quantify the best path forward.

OWNER DECISION MAKING PROCESS: At the project onset, we will identify all Owner decision-making items that impact the overall schedule. We will then input these decisions into our scheduling software, Primavera P6, to organize and generate a clear layout with due dates for when each item needs to be decided or released. We do understand sometimes the benefits of delaying a decision can outweigh the negatives, and we want to make sure VBCPS maintains full understanding of the implications of both. We will communicate and maintain this list throughout the project.

LONG LEAD IDENTIFICATION: With the ongoing, worldwide COVID-19 pandemic, material suppliers and equipment vendors are struggling to keep up production as construction activity continues. This will be an area that our team focuses on to evaluate the fabrication and delivery timelines for all major equipment purchases. It will be important for us to identify any potential long lead items during the initial start of the project. With preplanning and communication, we can overcome the long lead challenges and provide schedule clarity and certainty. We will develop a Submittal Schedule and incorporate it into the CPM schedule making logical ties to the work activities to determine, if any, impacts to the schedule. Once an item has been determined to have a potential impact to the corresponding activity it is closely watched and, if necessary, accelerated to avoid delaying work activities and key milestones.

MAINTAINING PROGRESS AND STAYING ON SCHEDULE WILL BE ACCOMPLISHED THROUGH:

a. Developing and tracking the Critical Path Schedule
b. Identification and procurement of long lead material and equipment
c. Quick submission, review and approval of shop drawings and product submittals
d. Weekly subcontractor coordination and schedule meetings
e. Minimizing changes
f. Distributing/maintaining the Building Information Models (BIM) to subcontractors
g. Holding a "Storyboard Meeting" with subcontractors to provide clear understanding of the schedule, sequence of the work, and all phasing requirements

Our Project Managers and Superintendents consistently evaluate not only the plans and specifications, but also consider the execution, logistics, site conditions, manpower & work restraints, required milestones, etc.

During construction, SBBCC will work with all stakeholders (Owner, design team, subcontractors, material suppliers, consultants, inspectors, municipalities, and state code officials) to make sure the project completion date is maintained for each phase of work.

SUBCONTRACTOR SCHEDULE MANAGEMENT

Communication of the schedule and buy-in by the subcontract trades is essential to the overall performance of the project and to our ability as the Construction Manager to maintain the established schedule. The initial project schedule is included as part of the subcontractor Request for Proposals sent out for pricing to the prequalified list of bidders to ensure adequate manpower is included in their cost to support the schedule. After the bidding process concludes and during the buy-out phase, the schedule is included as an exhibit to their contract, legally binding them to the dates contained within.

Each schedule update is reviewed with the subcontract trades at the weekly progress meeting held on-site. Discussions include safety, current work activities, RFI questions and responses, schedule progress, resources (both actual and planned), and material and equipment deliveries. In addition, there is a review of the planned work for the upcoming 2-week period generated by the CPM Schedule.

If a subcontractor falls behind the master schedule requirements, he or she is required to submit a recovery plan including additional manpower and/or equipment, overtime, or appropriate re-sequencing. They are required to attend an on-site meeting with the SBBCC Project Manager/ Superintendent within 48 hours of the identified impact to the schedule to review and implement the approved recovery plan.

QUALITY CONTROL

The quality problems that cost the most are the ones that you miss. Standardized, proactive QA/QC processes with design and construction quality management policies and practices enables the whole team to participate in project quality control. At SBBCC, the combination of departmental functions, experienced and knowledgeable staff, well defined historical documentation and comprehensive processes all linked by enterprise-wide software demonstrates we are committed to implementing the strategies necessary to ensure every project is successfully completed on schedule, within budget and exceeds quality compliance

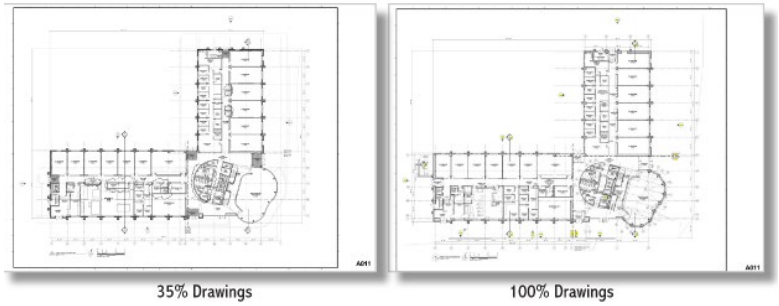
requirements. Establishing quality expectations at the inception of the project sets the stage for delivery of your new schools at the highest level. A project-specific Quality Control Plan (QC Plan) will be developed to address both our design and construction processes and procedures.

QUALITY CONTROL DURING DESIGN

Design submittals require an elaborate design review process throughout all project phases. The SBBCC | HBA + RRMM + Livas team understands the importance of presenting deliverables that are clear and easy to follow for review and allow for your feedback to be incorporated into the design. Interim design submittals will be provided on a regular basis for VBCPS to review and provide feedback.

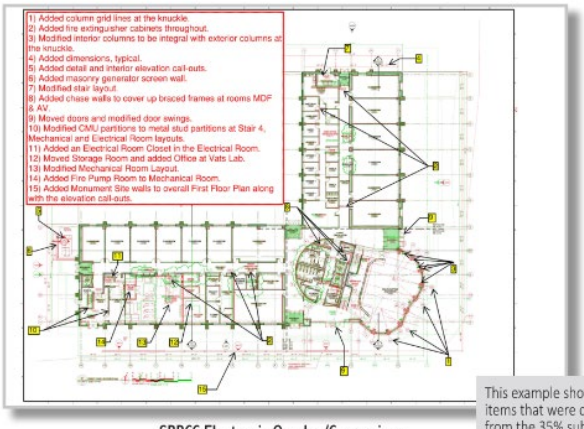
During design, our team will utilize Revit for design drawings, in a model shared by all design consultants to facilitate interaction and coordination amongst different disciplines. Throughout the design process, we will review the drawings, details and specifications for practicality of construction relative to sustainability techniques and materials, site constraints, tolerances, the anticipated construction schedule, the established construction cost, and any other factors that may affect construction means and methods. The reviews shall be interdisciplinary and sufficiently adequate to ensure design clarity, accuracy, completeness, constructability and coordination among the drawings, details, and specifications.

Bluebeam® Overlay Example



35% Drawings

100% Drawings



SBBCC Electronic Overlay/Comparison

This example shows 15 items that were changed from the 35% submission to the 100% submission.

For design reviews, we will utilize Bluebeam® to keep the team focused on constructability issues, best value alternatives, and variance resolutions. Through Bluebeam® software, we electronically 'overlay' each progress submission of the contract plans and specifications and perform a sheet-by-sheet review. The review is done to ensure all previously identified constructability items are addressed, items 'accepted' are implemented and reflected in the contract documents, and any items 'not accepted' are evaluated with respect to cost and schedule. By tracking this information, we are able to keep the project team on point, informed, and able to make financially beneficial, best value, recommendations.

Additionally, through Bluebeam's Markup tools the SBBCC team reviews the documentation with each design package where we provide markups, notes, alternative details, and routing preferences copied onto the plans to help identify any gaps or conflicts in trade coordination and communicate specific challenges that need to be addressed.

UTILIZATION OF SPECIALTY CONTRACTORS DURING DESIGN

Based on design-build experience on projects similar to yours, we have found that the use of specialty contractors for key aspects of the project design offers improved efficiency and a high-quality finished product. We plan to use design-assist trade contractors such as structural steel, elevators, and MEP. These firms are uniquely qualified to provide an optimized design, which speeds construction and minimizes jobsite installation risk. Our team will actively engage design-assist partners to discuss pros and cons of each building system, allowing the team to make conceptual changes in advance rather than require a re-design later.

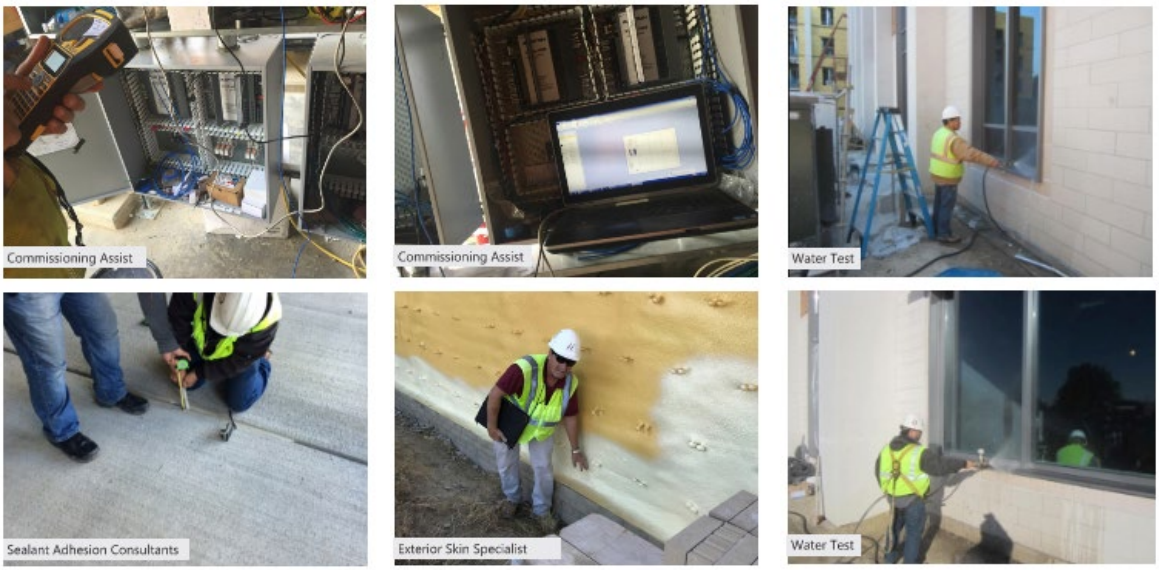
QUALITY CONTROL DURING CONSTRUCTION

The QC plan developed during preconstruction is implemented to ensure that all work is done right, complete and free of defects the first time. The program establishes specific processes to prevent mistakes by inspecting work at the earliest possible opportunity throughout the building process. Quality is driven by conformance with the basis of design for the Target GMP.

At each step in the process, SBBCC seeks to add value to the project by improving quality, lowering costs, and gaining time on the schedule.

All SBBCC Project Manager's and Superintendents are Construction Quality Management for Contractors (CQM-C) certified through a course sponsored by USACE and NAVFAC. Our CQC Program requires the subcontractor's participation in all aspects of the CQC process including but not limited to: field inspections, preparatory meetings, and follow-up training.

The start of the quality control is the review of submittals and other documents to make sure they meet with the requirements of the project specifications. Our project team requires the trades to install items per the specifications and demand quality in the field by aligning third party inspection if necessary, whether required or not. Often, we hire third party specialty inspectors (building envelope, etc.) as another set of "eyes" on the project to isolate items for review and ensure quality installations. An example is the use of a third-party air barrier and waterproofing inspector to help our team review this work and identify areas that need to be addressed or areas that are in good standing.



QUALITY CONTROL SYSTEM

SBBCC has used the US Army Corp of Engineers' (USACE) Quality Control System on our recent projects. For the design and construction of five Norfolk Public Schools on staggered schedules over the course of five years, the Construction Project Manager, in conjunction with the QC Superintendent, developed agendas and topics for Quality Control meetings for each of the definable features of work.

Preparatory Phase Meetings

- Review plans and specifications paying particular attention to critical details
- Review submittals to assure materials and equipment meet the requirements of the contract and have been coordinated with other products and systems
- Review requirements for testing and inspection and time for notice for those inspections.
- Establish readiness of the work area by walking the in-place work
- Perform physical inspection of materials, equipment and samples to be sure they are compliant with the plans, specifications, and approved submittals
- Develop and review Activity Hazard Analysis

Initial Construction Phase Meetings

- Review minutes and information from the preparatory meeting
- Check the initial work, materials and equipment for compliance
- Confirm the level of workmanship is consistent with the requirement of the contract and SBBCC expectations for high quality
- Resolve any differences between the level of performance and the expected level of performance
- Verify compliance with and knowledge of the requirements by each of the personnel performing the work

Follow-up Phase

- Daily Checks by the Superintendents, Safety Manager, Quality Control Manager to confirm continuing compliance with the standards established in the preparatory and initial phases. This continues through completion of each definable feature of work.
- begin working early with the 3rd party commissioning agent and starting systems up early.

THREE PHASES OF QUALITY

PREPARATORY PHASE

This is the most important step. This is the phase where standards and expectations are set. We invest time in this phase to save time later. We utilize pre-installation meetings to plan for success and simplify the Quality Management effort throughout construction.

INITIAL PHASE

Proactively identify issues early by reviewing the first work in place. We leverage our efforts in the Preparatory Phase to help trades achieve the level of quality our team expects.

FOLLOW-UP PHASE

We continue to check work in place to ensure it meets the standard we have set in the first two phases. We maintain focus on quality to minimize issues and rework.

QUALITY CONTROL THROUGH VIRTUAL DESIGN AND CONSTRUCTION (VDC)

We utilize Virtual Design and Construction (VDC) to provide unique solutions to the specific project challenges and create a collaborative environment where decisions can be made efficiently and effectively to ensure all quality control objectives are met.

INNOVATIVE TECHNOLOGY TOOLS

Drones. On each build, we deploy a drone to collect aerial insights to document the project progress, improve jobsite communication and for safety inspections during and after construction.

SharePoint. For document management/ collaboration platform. Utilized to give the project team a simple, reliable, customizable and secure solution for all project communication and information.

Building Information Modeling (BIM). BIM ensures we: allocate all materials, systems and components. Develop shop and fabrication drawings. Integrate technology, structural aspects, MEP, fire protection and other key systems /components.

Perform **clash detection** during design development & after the design is completed for trade coordination to promote off site prefabrication & ensure the schedule stays on track.

CREATE AN ENVIRONMENT OF TRANSPARENCY, COLLABORATION & CONFIDENCE FOR QUALITY CONTROL AND QUALITY ASSURANCE

Technology is the backbone of our business. As tools and software evolve, so do we. With every new advancement, our construction projects become more precise, streamlined, and cost effective. Our team utilizes several forms of technology to achieve the best possible construction experience. From building information modeling (BIM) and project management software, to cutting edge mobile solutions, we continuously exceed the needs of our project teams, owners, and clients by aligning our technology with proven construction processes and experience.

BUILDING INFORMATION MODELING (BIM)

The core element of BIM is the centralization of information. BIM in the quality management of the construction project provides quality information to show real structure, height, thickness, material, and its texture. Combing various models from different disciplines for review provides details of building components; quality of material used and controlled procedures in a single BIM Model. Communications between different disciplines function smoothly and streamline the workflow to achieve the desired quality. These communications and interchange of data improves the quality of BIM.

BIM plays an important function in SBBCC's project execution, the use of BIM delivers quality assurance to any design and construction project. BIM improves quality assurance by making it easier to deploy clash detection measures and cross-check designs across specializations.

Clear communication throughout all phases of a project is not just an important part of Quality and Safety, but also of closing out projects quickly and smoothly. Using our collaborative

technology tools in the field, we manage close-out checklists, identify potential outstanding issues and immediately assign these to relevant team members so they can begin resolving the items right away. All of this is tied directly into the project's BIM for quick and easy reference by your team, both during construction and after completion.

Designing, constructing, and opening three (3) new schools in seven (7) years is a significant challenge for any design-build company and owner. The firm needs to be large enough and have the experience necessary to handle the workload when multiple schools are under construction at the same time. Likewise, architect and engineering firms must be large enough and have the experience necessary to handle the workload of designing several schools simultaneously, as well as, overseeing construction of several buildings simultaneously. Finally, the VBCPS/the City must be willing to commit the resources necessary to ensure their input, guidance, and decisions are provided when needed.

Thus, the crux of success for a complex project such as this is building a team that understands the project's goals, has the experience to initiate and complete the project, and is capable of satisfying the needs of VBCPS and ultimately the educational needs for the students of Virginia Beach.

CONSTRUCTION MANAGEMENT APPROACH:

Achieving success hinges on the ability to efficiently phase the project. We have developed a transparent, pragmatic, flexible project plan that will ensure a timely completion. Our construction management approach is divided into three phases:

1. **Pre-Construction**
2. **Construction**
3. **Post-Construction**

Each phase consists of specific services to be rendered to deliver a successful project. Collaboration and interaction between the design and construction team is crucial in order to provide a smooth transition from one phase to the next. Our approach outlines the work plan for delivering your project safely, on-time and within budget.

Pre-Construction

- Budgeting and Estimating
- Subcontractor Scope Reviews
- Constructability Reviews
- Value Management
- Scheduling

Construction

- Safety
- Submittal Procedures
- Progress Meetings & Reporting
- Processing of Progress and Final Payments
- Record Keeping / Information Sharing
- Execute Change Directives
- Trade Coordination
- Quality Control
- As-Built Record Keeping
- Testing & Inspections

Post-Construction

- Pre-Commissioning
- Pre and Final Punchlist
- Project Closeout / O&M and Warranty Procedures

AS IT RELATES TO THE CONSTRUCTION TEAM:

PRE-CONSTRUCTION

During pre-construction we fine tune the design and project budget through a collaborative process with VBCPS. As we continue the development of the project and price the different elements of the design, we will reach out to subcontractor firms for feedback and availability, and costs and quality of certain products and materials. This insight will not only ensure the design intent is met, but it will also confirm project budgets are accurate and realistic.

COST STUDY

At the Schematic, Preliminary and Working Drawings phases, SBBCC will work closely with HBA + RRMM + Livas to understand the various aspects of the design and components and provide a cost study to VBCPS. The cost studies will include:

- A detailed estimate
- Contingency for design and construction
- Pricing of alternate design options
- Clarifications and qualifications for assumptions made
- Value analysis options
- Identification of schedule demands that significantly affect the costs
- A comparison to previous estimates
- Special material deliveries and submittals

CONSTRUCTABILITY REVIEWS

A project's most significant cost-savings occur during comprehensive constructability reviews because they eliminate problems that would otherwise occur in the field, meaning better control and management of the schedule and budget during construction.

Constructability reviews provide the entire project team with real-time data related to the project budget, schedule/sequencing options, long lead-time issues, and material options, which become part of the team's decision matrix of possible value-added options to be incorporated into the project.

Our reviews consist of group and independent review. Our group review will include our project manager, superintendent, pre-construction team, HBA | RRMM | Livas, specialty consultants and key subcontractors. We highly encourage the participation from VBCPS/the City. Independent reviews will be done by our exterior skin consultants, mechanical and electrical specialty managers.

We will conduct extensive constructability analysis of existing and proposed conditions for this project. Preliminary site investigations, destructive testing and inspections and constructability reviews will take place to minimize change orders throughout the construction process.

During our constructability review meetings, we will consult our comprehensive database of inspection comments from prior projects and consider our past constructability review comments from similar jobs. As a result, we will generate constructability review tracking sheets to share with the team members and we will monitor the resolution of each item. This approach enables us to leverage the knowledge and experience from all members of the team.

STAGING AND LOGISTICS REVIEW

We will work with VBCPS to establish limits of construction, delivery routes, staging areas, parking areas, working hours and any other items that affect the areas adjacent to the project site. Establishing a logistics plan which allows for seamless access to and from the site with little to no impact on the surrounding buildings or traffic will further allow SBBCC to perform at the highest efficiency level.

CASH FLOW FORECAST

For planning purposes, when requested, we will provide VBCPS with a forecast of anticipated billings. Prior to development, we will meet with VBCPS/the City to discuss any potential funding or financing constraints. This will provide guidance as to the amount of work that can be completed each month so we are aware how much we can bill. We will take into consideration how much we will be paying to our subcontractors and vendors to better plan our project activities. This information will then be used as a tool to be updated and refined throughout the life of the project.

SCHEDULING

Immediately following contract award, we will provide a CPM schedule that includes both pre-construction and construction work. The schedule will be updated monthly and will include activities for:

- Estimating
- Preliminary construction activities
- DEQ reviews
- Value engineering and systems analysis activities
- Owner and project team decisions
- Project milestones

PROGRESS DOCUMENT REVIEWS

Throughout the design process, SBBCC will review the drawings, details and specifications for practicality of construction relative to site constraints, tolerances, anticipated construction schedule, the established construction cost, and any other factors that may affect construction means and methods. The reviews will be interdisciplinary and sufficiently adequate to ensure design clarity, accuracy, completeness, constructability and coordination among the drawings, details and specifications. We will develop and maintain an ongoing log of design review comments, issues, concerns, etc., and include a copy of the log in our Monthly Reports.

SMALL BUSINESS PARTICIPATION PLAN

The city has set aspirational goals for small disadvantaged firms, including enhanced goals for women-owned and veteran-owned firms. We have a proven small business plan that will help VBCPS/the City achieve and/or exceed the target required by the City and the Commonwealth of Virginia for small disadvantaged firm project participation.

SUBCONTRACTOR INVOLVEMENT AND PREQUALIFICATION

SBBCC will solicit subcontractor interest and prequalify trade contractors. Prequalification will include experience, past performance, financial capability, technical capability, and quality

capability. We will review all subcontractor performance to ensure they provided a high-quality product or service that met all safety and budget requirements.

QUALITY CONTROL DURING PRE-CONSTRUCTION

Our Pre-Construction Team including key subcontractors, such as mechanical and electrical contractors, will conduct the constructability reviews and will utilize the resources and talents of our field staff and engineers in the performance of the review. Resolving constructability issues during design results in a building that is more easily constructed, thus giving the project the opportunity to achieve a much higher level of quality than one where constructability is an issue.

SAFETY MANAGEMENT APPROACH

To us, safety is not just a program, but a commitment to our community and those who work for and around our operations. Throughout the course of the project our team will be pushing to create a safety culture onsite daily, weekly, monthly and quarterly. We strive to provide a safe working environment for all stakeholders involved both directly and indirectly to the project effort.

PRE-PLANNING FOR SAFETY

The eventual success of any project begins with the quality of the initial planning. Integral to this success is the creation of a plan to provide a safe working environment, appropriate safety training and a strong safety consciousness by the workforce, including supervisors, subcontractors, construction workers and material suppliers.

SAFETY PREPARATION PRIOR CONSTRUCTION START

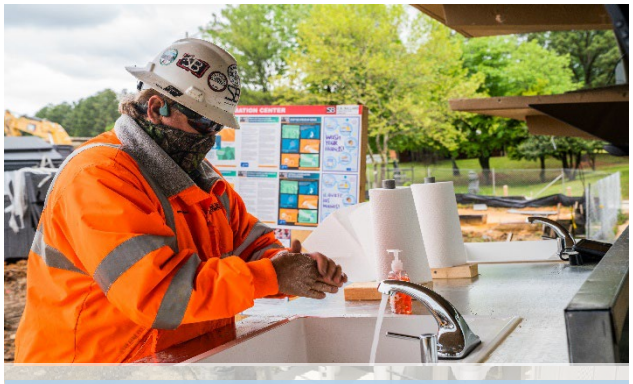
Once the safety plan has been developed, it will be implemented prior to the start any work on the project. Sample activities include:

- Holding meetings with all subcontractors to communicate the safety plan
- Ensuring the contractor includes the safety plan components in its project safety plan
- Conducting safety orientation meetings with all workforce personnel

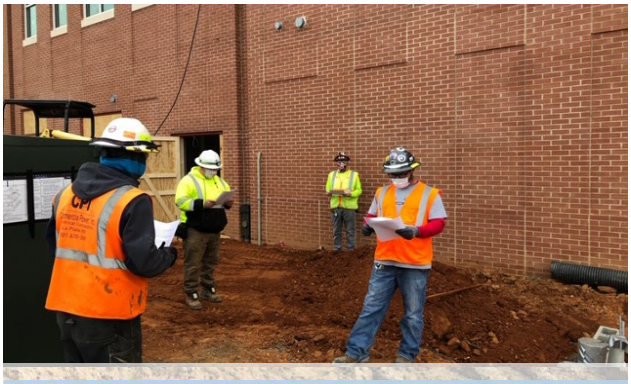
COVID-19

SBBCC has continued to do our part to help contain the spread of coronavirus and enable a safe work environment by following the lead of our safety and health experts, as well as guidance from the World Health Organization and Government Agencies. Our entire team at SBBCC is committed to the health and well-being of our employees and their families, our clients, our partners, and our community during the rapidly changing circumstances presented by the COVID-19 crisis.

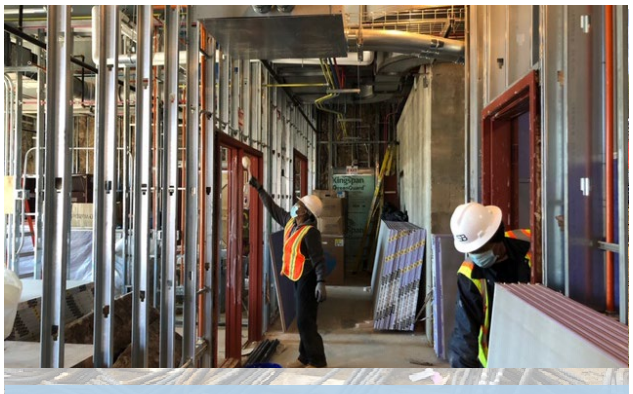
As this crisis and the related health and safety recommendations have constantly evolved, SBBCC has and will continue to modify construction activities. We have changed how work is planned and executed in order to comply with social distancing and other recommendations from local health departments. Our team has worked diligently through COVID-19 and we are optimistic that by the time construction starts on these three (3) new **Schools for the Future** for VBCPS COVID-19 will be a thing of the past. However, many of the protocols and procedures put into place for the health and safety of our industry will remain and we are committed to enabling a safe work environment and will persist with our proactive safety precautions at our jobs and in our offices.



Hand Washing Stations with COVID 19 signage



Social Distancing



Staying at Least Six Feet Apart

Dual Language COVID 19 Signage

CONSTRUCTION

During construction, we will coordinate and manage the work to be performed by all subcontractors through project completed and final acceptance. We will keep the project on schedule and ensure that subcontractors furnish materials and perform the work according to the construction documents. All trade contractors will be coordinated by SBBCC to ensure the amount, quality, acceptability, fitness, and progress of the work is in compliance with the contract documents.

RECORD KEEPING

A key differentiator for SBBCC is our collaborative approach that includes communication and sharing of information. We believe that the centralization of documents and data that make up a complete project record is a critical component to keeping all contractual parties appraised of the project status and issues at all stages of the project. To make this type of collaborative environment possible, we utilize a document management software to standardize correspondence, ensure electronic filing and retrieval, and provide project document access to everyone involved in the project.

SBBCC requires that all issues of importance to the administration of the project be substantiated by permanent records such as correspondence, notes, and photographs. We also require that verbal communications be summarized with notes covering conferences, telephone calls, and discussions, giving the date, location, parties involved, and important issues discussed.

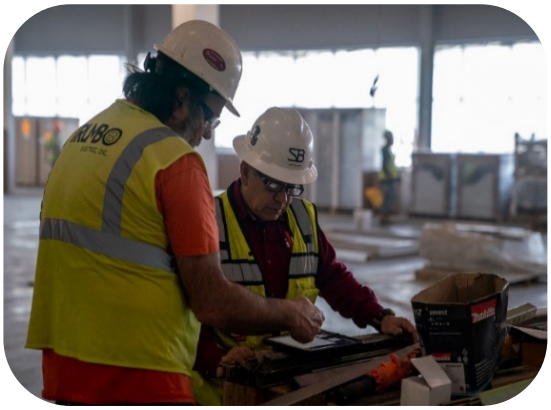
As-built drawings will be maintained through the construction phase and all documents will be electronically archived to facilitate project close-out. Records of principal building layout lines, elevations of the bottom of footings, floor levels, and key site elevations to include utility layouts shall be maintained, in duplicate. These records will be certified by a licensed surveyor or engineer. Surveys will be reviewed, and recommendations made to BCPS for approval or rejection.

CENTRALIZED DOCUMENT AND ISSUE MANAGEMENT SYSTEM - PROJECT PARTNER PORTAL

Our workflow is precise and effective. We believe the centralization of documents and data that make up a complete project record is a critical component to keeping all contractual parties on the same page at all stages of pre-construction, construction and closeout. To make this type of collaborative environment possible, we host a comprehensive document and data management system using a custom solution built on Microsoft Windows SharePoint Services Technology. This platform provides a single web-based portal, accessible from any internet connection, through which all team members can post and access project information in real time.

Our Project Partner Portal document management software ("SharePoint") is a web-based program used to standardize correspondence, ensure electronic filing and retrieval, and provide project document access to everyone involved in the project, to the level of their security. The Partner Portal provides document filing, storage and retrieval (plans, specifications, submittals, RFI's, and PCO's) in real time as well as provides document change notifications.

We link all aspects of construction drawings, specifications, and project changes to create true working construction documents. This allows team members, field staff and clients to navigate and interact with the construction documents quickly and easily, allowing for a quality product.



SBBCC will provide an iPad to each member of the project team affording real-time access to the Partner Portal along with on-site training to ensure ease of use. This will provide all stakeholders ready access to project related correspondence and project documents.

RESOURCES

Uses Resources Effectively
Respond to requests, complete reports, and process claims, payments and other documents to save time, increase productivity, and reduce redundancies in the procedures.

INFORMATION FLOW

Enhances Information Flow
Enables immediate online updates and access to date such as schedules, safety logs, RFIs, rolling punch lists, submittals, meeting meetings, and project reports.

COST SAVINGS

Promotes Cost Savings
Saves storage and other related costs by replacing hard copies to electronic. Reduces overhead costs by allowing online communication for quicker decision making.

COMMUNICATION

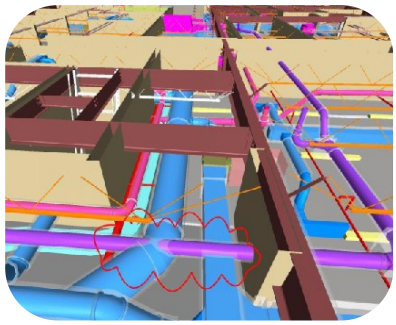
Improve Communication
Expedites the turnaround time for decision making by providing immediate access to learn members without arranging an in-person meeting.

Project decision architecture and information flow models are reflected in the permissions assigned to each team member and allow push notification of team members based on the requirements of their roles within the project and the priority of the specific information. Approval processes also become more efficiently facilitated as web-based forms guide users through data entry based on their individual role in the submission / review/ approval process. Through this approach, RFI's Submittals, Change Requests, Field Reporting and the like, are captured in real-time logs and can be accessed by any team member.

PARTNER PORTAL/SHAREPOINT APPLICATION TRAINING

SBBCC will train Owner representatives and subcontractors on our easy-to-use web-based project management and tracking system:

- Weekly visits to the job site for one-on-one training
- Registration for Subcontractors
- Project Portal Navigation
- Drawing Download and Navigation
- How to locate and download RFI's and ASI's
- How to use the BIM and BIM PDF's on an iPad
- Photo sharing on an iPad
- PDF Reader Training (BlueBeam)



By using the Partner Portal, the entire Project Team can download drawings, shop drawings, RFI's, ASI's, BIM, BIM PDF's and Submittals into Bluebeam and/ or iBooks so that they will have it to use while in the field. This is a great tool for our subcontractors as they sometimes come across issues with other subcontractors or with their own plans and need to refer to specific drawings or shop drawings. By having this SBBCC- supplied iPad, fully loaded with this information, they can quickly address the issue and continue with their work.

PARTNER PORTAL BENEFITS TO VBCPS
Customized dashboard views for critical project data (RFI status, financial information, schedule status and other Key Performance Indicators).
Collaboration between all project team members by putting them on a singular internet platform.
Ensured **integrity of data** to allow VBCPS to make informed decisions. For instance, if there are unused allowances or contingencies, you can see the status of these, and make proactive, timely decisions on potential use of those funds for other items in the project.
Expedited change management which allows us to distribute change-related documents to all the subcontractors and track and monitor the responses. Automatic reminders can be sent out if responses are not provided. This results in a quicker turn around to requests for proposals and allows for nimble decision making.

PROGRESS REPORTING

Accurate and detailed written reports of the project's progress during construction shall be kept. Progress reports will be prepared in the format and frequency required by VBCPS. These reports will contain information on each subcontractor and its work as well as the entire project. Detailed daily inspection reports of all events that occur at the jobsite or elsewhere, which may affect the project's quality, scope or progress, will be maintained by SBBCC.

SCHEDULE CONTROL

At the beginning of the project, we will provide a master project schedule. The schedule will break down all activities through substantial completion. We will keep the schedule up to date to reflect construction phasing and commissioning activities.

We will provide administrative, management and related services to coordinate scheduled activities and responsibilities of the subcontractors with each other and SBBCC, VBCPS and HBA + RRMM to include the Livas Group to manage the project according to the latest approved master schedule. The sequence of construction and assignment of space in areas subcontractors are working will be coordinated by SBBCC.

Livas will conduct a majority of the field inspections during the delivery of your project. SBBCC and Livas will meet on a biweekly basis to communicate schedule updates, which Livas will assume the role as the point to convey directives from our meeting to RRMM + HBA as well as the owner. Livas has immense experience with K-12 construction and serves as a valuable asset with their proven collaborative rapport.

PROGRESS MEETINGS

We facilitate any progress meetings held at or near the site. These will be held as frequently as VBCPS deems necessary to ensure the efficient completion of the project, but no less than monthly. We will prepare and promptly distribute minutes from each meeting to VBCPS and subcontractors.

INSPECTION

SBBCC will schedule, coordinate and inspect all of the subcontractor's workmanship, materials and equipment to ensure conformity with the contract documents. We will make quality determinations based on the records and inspections to ensure contract compliance. Throughout construction, an up-to-date rolling punch list will be maintained. Inspection reports will be provided to the Owner in an acceptable format.

REQUEST FOR INFORMATION (RFI'S)

Request for information responses will be coordinated by SBBCC. We will consult with HBA + RRMM on technical matters and interpretations of the meaning and intent of the drawings and specifications and with VBCPS on administrative matters. Copies of the final answers will be maintained as part of the project records.

PROJECT COMMISSIONING

SBBCC will coordinate a systematic process to ensure that the mechanical, electrical and plumbing, audio-visual and all other systems are fully functional and compliant with the contract documents. The personnel charged with maintaining and operating the systems will be properly trained to perform the operation and maintenance. All necessary approvals will be completed prior to equipment procurement and subsequent installation. Pre-installation meetings for major MEP and other systems will be coordinated and chaired by SBBCC. We will coordinate and participate with the design team and subcontractors in the initial equipment testing and final systems testing, start-up demonstrations, and training for utilities, operational systems and equipment. We will also include VBCPS's operations and maintenance personnel. Minutes of these items and document of the actions, activities and results will be provided by SBBCC. All training will be video- taped and provided VBCPS as part of the Operations and Maintenance Manuals.

PROJECT CLOSE-OUT

SBBCC will secure and transmit all warranties, operations and maintenance manuals and similar submittals required by the contract document to HBA + RRMM + Livas for approval prior to delivery to VBCPS/the City. All keys, record documents and maintenance stocks will be delivered to VBCPS.

QUALITY CONTROL DURING CONSTRUCTION

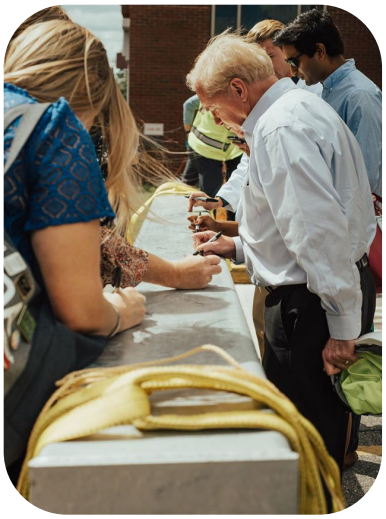
SBBCC will be fully responsible for the proper work of all subcontractors. This includes equipment, materials, workmanship, construction, and operations that meet or exceed the contract documents in every aspect, and to provide this in accordance with the project schedule using the highest professional construction methods and procedures.

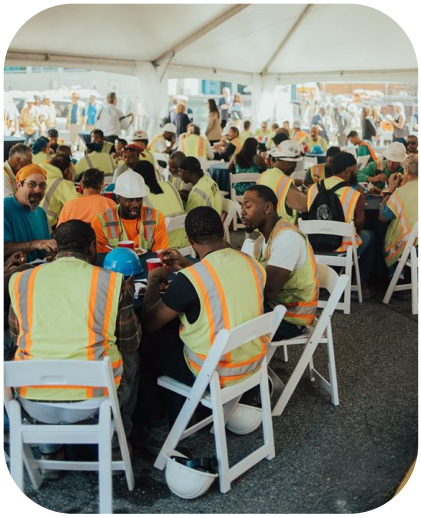
A commitment to quality construction is expected by all members of our construction team as part of the standard terms and conditions of their subcontracts. All subcontractors' work will be inspected for conformance and will be rejected if found in non-compliance with the contract documents or the manufacturer's prescribed method for installation. Our QC Program requires the subcontractor's participation in all aspects of the QC process including but not limited to: field inspections, preparatory meetings and follow-up training.

SAFETY ACTIVITIES DURING CONSTRUCTION

Numerous safety related activities will occur during construction in order to ensure a safe working environment. These include but are not limited to:

- Weekly meetings with subcontractors will begin with a safety topic review; discussion of new safety requirements; a demonstration, or information regarding a recent safety violation; and how the violation can be avoided in the future.
- Meeting discussions of upcoming scheduled work will include discussion of any relevant safety measures that need to be taken.
- Emergency procedures are discussed with the subcontractors. The subcontractors are expected to share the procedures with their workers. Emergency procedures are also posted on the job site and in safety manuals.
- The safety manager will inspect work conditions daily and report any safety concerns to the project manager, project superintendent and the appropriate subcontractor supervisor. The safety manager will ensure corrections are made.





POST CONSTRUCTION

Clear communication throughout all phases of a project is not just an important part of Quality and Safety, but also of closing out projects quickly and smoothly. Using collaborative technology in the field, we manage close- out checklists, identify potential outstanding issues and immediately assign these to relevant team members so they can begin resolving the items right away. All of this is tied directly into the project's Building Information Model for quick and easy reference by your team, both during construction and after completion.

Planning for turnover starts in the Design Phase. Working closely with your facilities team, we'll coordinate with relevant inspectors to define and implement your occupancy plan, and then manage warranties, final lien releases, project documentation and final electronic as-builts to make sure all items are taken care of and ready to turn over to your team.

OCCUPANCY AND MOVE MANAGEMENT

When VBCPS first occupies the buildings, SBBCC will require the subcontractors for the mechanical systems, electrical systems, access control system, fire alarm system and other systems to be on-site and readily available should an issue arise. Our Project Management team will also be present to provide support for the Owner and oversight for the subcontractors. We understand the importance of the move-in process and is willing to assist VBCPS as needed.

ELECTRONIC CLOSE OUT DOCUMENTS

With three (3) schools being delivered, proper close-out and post-construction activities are vital to a successful project and another integral component to our design-build project management approach for the successful completion of the project.

SBBCC was one of the first firms in Virginia to provide close-out documents in an interactive electronic format as a part of our standard services to owners. Our electronic, interactive, close-out documents are created from our centralized document and issue management system-project partner portal software (SharePoint) files. This easy-to-access PDF includes hyperlinks; which connect the contract documents to submittals, submittals to the Building Information Model (BIM), BIM to RFIs, and RFIs back to contract documents. The file includes operations and maintenance manuals and linked owner training videos.

Focused, specific training for facility management teams is an integral activity in the transition from construction to occupancy by the school system. Training will be recorded for future reference and use by the facility staff. Detailed operations and maintenance documentation will be provided in digital and hard copies.

Facilities Management Training Example

This "green" approach to close-out documentation saves time for owners and facility managers when searching for information (i.e. what size air filter needs to be ordered for replacement). SBBCC has worked closely with owners to formulate a system that allows us to customize the functionality for the client and provide a solution that does not require special software or licensing to operate.

Options are presented to the user for navigating to the information needed. For example, simply select submittals if you are looking for information on a particular piece of equipment. Then choose the division and the category and you have access to the warranties, manuals, submittals, and training videos.

Our management philosophy also incorporates continued involvement after completion to follow-up and confirm that the building systems are functioning as designed. This is an added value provided by our team.

PROJECT EVALUATION

Throughout the warranty period and beyond, SBBCC stands behind what we build. As part of our continuous pursuit to improve quality in construction, we will perform a review of the project approximately 10-12 months post occupancy and prior to expiration of the specified warranty period. This is an on-site QA inspection to evaluate the performance of the construction. The information gathered is compiled into a formal report and is used as an internal training tool for our staff as part of our QA/QC training program. All deficiencies are reviewed with the team and any construction related deficiencies are remediated at no cost to VBCPS. A copy of our report is also provided to the Owner for their records. At two years post occupancy we repeat the process, and again the Owner receives a copy of all findings and issues are remediated. During years 3-5, we reach out to our clients just to let them know we are here if they need anything or stop by and take a look at any issues. As much as five years after construction, SBBCC has returned and taken care of issues for our clients.

Employing sustainable business practices, our mission is to provide unmatched customer service by constructing superior quality projects delivered safely, on time, and within budget"

Stephen B. Ballard, President/CEO
S.B. Ballard Construction Company

GUARANTY OF PERFORMANCE

The private entity that would be signing any comprehensive agreement is a corporation, SBBBCC; and as the proposer, we are **not** relying at all on the past experience, name, or financial statements of any other person or entity to show our capabilities and responsibility. Therefore, **zero** guaranty of performance will be provided by such other persons or entities.

EXCELLENCE IN EVERYTHING

Our management approach to the design and construction of your new schools entails an uncompromising commitment to quality. We appreciate the enormous investment required to continue the ongoing capital improvements across the division today, as well as the promise of a brighter future for all that it carries.

In this way, your new schools will serve a part of your commitment to ensure that every student and every staff member works and learns in an environment designed for excellence for years to come and its design must reflect the profound significance of public education, both in terms of preparing an educated citizenry and promoting economic prosperity.

This team and our turnkey solution offer to VBCPS/the City will provide an economical, effective, and time-efficient solution to meeting the critically pressing need for new schools with numerous benefits over the public construction bonding approach.

BENEFITS TO VIRGINIA BEACH

Our team is proposing to give VBCPS/the city a guaranteed lump sum price during the Interim Agreement which addresses inflation as well as expedites delivery for your new ***Schools for the Future****. Most importantly, this will ensure that a high-quality product is delivered while incorporating all the newest industry standards for design and construction for educating our students and future leaders of America .*

VIRGINIA BEACH
CITY PUBLIC SCHOOLS
CHARTING THE COURSE

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

b. Experience

b. Experience

Describe the experience of the entities making the proposal, the key principals and project managers involved in the proposed project including experience with projects of comparable size and complexity, including prior experience bringing similar projects to completion on budget and in compliance with design, land use, service and other standards. Describe past safety performance and current safety capabilities. Describe the past technical performance history on recent projects of comparable size and complexity, including disclosure of any legal claims relating to such projects. Describe the length of time in business, business experience, public sector experience, and other engagements. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.

Please reference Volume III, TAB 1 QUALIFICATIONS AND EXPERIENCE, b. Experience for experience for the entities of the SBBCC Design-Build Team.

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

c. Prior Projects

c. Prior Projects

For each firm or major subcontractor that will be utilized in the project, provide a statement listing the firm's prior projects and clients for the past 3 years and contact information for same (name, address, telephone number, e-mail address). If a firm has worked on more than ten (10) projects during this period, it may limit its prior project list to ten (10), but shall first include all projects similar in scope and size to the proposed project and, second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents, which are in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule maintenance, claims, change orders, lawsuits, safety and other matters relevant to the successful project development, operation, and completion.

OUR EXPERIENCE BY THE NUMBERS

SBBCC's ability to complete this project successfully, derives from our team's knowledge, experience working together, and commitment. Our collective knowledge of the Design-Build delivery method, our successful completion record, and our experience with the City of Virginia Beach offers a value-add proposition that is unmatched.

Please reference Volume III, TAB 1 QUALIFICATIONS AND EXPERIENCE, c. Prior Projects for Prior Projects Experience for the SBBCC Design-Build Team.

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

d. Point of Contact

d. Point of Contact

Provide the names, prior experience, addresses, telephone numbers and e-mail addresses of persons within the firm or who will be directly involved in the project or who may be contacted for further information.

The **main point of contact** for our Design-Build team is:

Stephen B. Ballard

SBBCC
President/CEO

steve@sbballard.com
(c) 757.647.5555
(o) 757.440.5555
2828 Shipps Corner Rd
Virginia Beach, VA 23453
www.sbballard.com

Directly involved in the project and may be contacted:

C. Michael Ross

Lead Architect
HBA
President

MikeR@HBAonline.com
757.490.9048 x7670
One Columbus Center
Suite 1000
Virginia Beach, VA 23462
www.hbaonline.com

Duane Harver

Architect
RRMM
President | CEO

dharver@rrmm.com
757.213.6373
1317 Executive Boulevard
Suite 200
Chesapeake, VA 23320
www.rrmm.com

Prior experience can be found in ***Volume III, TAB 1 QUALIFICATIONS AND EXPERIENCE, b. Experience.***

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

e. Financial Statement

e. Financial Statement

Provide the current or most recent financial statements of the firm (audited financial statements to the extent available), and if the firm is a joint venture, limited liability company, partnership or entity formed specifically for this project, provide financial statements (audited if available) for the firm's principal venturers, members, partners, or stockholders that show that the firm or its constituents have appropriate financial resources and operating histories for the project.

Please reference Volume II, Proprietary | Confidential Information TAB 1 QUALIFICATIONS AND EXPERIENCE, e. Financial Statement, for a most recent financial statement from SBBCC.

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

f. Conflict of Interest

f. Conflict of Interest

Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (Va. Code § 2.2-3100, et seq.).

After review of applicable Virginia laws and regulations, specifically The Virginia State and Local Government Conflict of Interest Act (Va. Code § 2.2-3100 et seq.), to the best of our knowledge, there are no persons known to SBBCC or any associate firms that would be obligated to disqualify themselves from participation in any transaction arising from or in connection to this project as per the cited statute or for any other reason.

No member of our proposed team has any conflicting interests and no member of our proposed team will participate in a future interest that would conflict in any manner with the performance of services required under this PPEA project

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

g. Plan for Obtaining Qualified Workers

g. Plan for Obtaining Qualified Workers

Identify the proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.

VIRGINIA BEACH

SBBCC takes special consideration when hiring Virginia Beach firms and material suppliers. The Virginia Beach subcontractor community and material suppliers will be a large focus on achieving our goals on budget, quality, and safety. SBBCC has a great relationship with numerous subcontractors in the Virginia Beach area that we look forward to potentially working with on these schools, such as:

1. United Foundations
2. Century Concrete
3. United Contractors, Inc.
4. Dominion Concrete Contractors
5. Capital Concrete
6. Snow Jr. and King
7. Valcon Masonry
8. D&D Millwork, Inc
9. Julian Swain
10. TST Roofing
11. Shaddeau Roofing
12. Total Hardware Inc
13. Architectural Products of Virginia
14. Walker Laberge
15. Williams Windows and Glass, Inc
16. Agent Drywall Systems, Inc
17. Alaric Drywall Contracting
18. Dominion Contract Carpets
19. Prestige Flooring
20. Tile and Terrazzo
21. Tile Concepts
22. Bay Painting
23. E. Caligari and Sons
24. Gerloff Painting
25. Professional Fire Protection
26. Mid Atlantic Fire Protection
27. Bay Mechanical
28. DE Kirby
29. It's Electric
30. 4C Electric
31. Watson Electric

It should also be noted that our design partner - **HBA**, structural engineer - **SMF**, landscape architect - **WPL** , hazardous materials specialist - **GER**, geotechnical engineer - **GET**, and public relations firm - **The Miles Agency** are all Virginia Beach firms and **SBBCC** is proud to have our home office located in Virginia Beach, Virginia.

SUBCONTRACTOR PRE-QUALIFICATION

There are three major factors to consider when selecting subcontractors: their financial health, experience of the firm and their on-site foreman, and their ability to properly staff the project. SBBCC evaluates each potential subcontractor using an extensive and detailed pre-qualification process.

With more than 43 years of experience, SBBCC fully understands the importance of developing relationships with key subcontractors. In fact, they are the lifeblood of any successful project. One of SBBCC's greatest strengths is our knowledge of and relationship with various qualified firms in the Virginia subcontractor market. We have worked with the majority of the subcontractors and suppliers throughout the Commonwealth of Virginia and adjacent states and are very familiar with their qualifications and capabilities.

We have developed a subcontractor and supplier qualification system that we incorporate on all projects. In addition, the regional knowledge and familiarity with the local construction marketplace will be a tremendous asset in assisting us to identify and solicit the widest possible level of participation from firms and individuals that have the requisite skills and experience for the project.

Below is a partial list of the criteria we use when pre-qualifying subcontractors, regardless of their size:

- Financial qualifications
- Experience with similar type facilities
- Local marketplace workforce
- Previous experience with SBBCC
- Previous experience with the Client
- SWaM (SBE/WBE/MBE) status
- State & local license qualifications
- Safety record and EMR for the last three years
- Contractor references
- Trade references Litigation experience (if any)
- Resumes of Project Managers and Superintendents
- Resumes and background history of ownership
- Previous experience with other Commonwealth of Virginia work
- Disbarment status on federal, state and local agency work (if any)
- Full Compliance with the SBBCC Safety and Quality Control Program

SBBCC's dedicated Estimating Department works hard to establish, maintain, and build relationships with the subcontractors and suppliers in the Commonwealth of Virginia. Our Estimating Team works closely with our subcontractors during the bidding process to ensure that they have a clear and complete understanding of scope of work that is required. Communication with subcontractors and suppliers during the bidding process allows us the opportunity to gain input from the subcontractors and suppliers on items that might save time and cost on the project. These relationships are crucial to the success of SBBCC and will fully serve the best interests of the project.

TAB 1 | QUALIFICATIONS AND EXPERIENCE

h. DGS Form 30- 168

h. DGS Form 30- 168

For each firm or major subcontractor that will perform construction and/or design activities, provide an accurately completed Commonwealth of Virginia Department of General Services (DGS) Form 30-168.

Please reference Volume III, TAB 1 QUALIFICATIONS AND EXPERIENCE, h. DGS Form 30-168 for the SBBCC Design-Build Team completed forms.

"I have worked with a number of construction companies over the last several years and have personally been involved in the construction of several schools during my career. Without question, S. B. Ballard Construction is the best construction company that I have worked with in my thirty two years of public school service."

Dr. Jeff Perry
Former Superintendent, Wise County Public Schools
Superintendent, Hamblen County Public Schools

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TAB 1 | QUALIFICATIONS AND EXPERIENCE

i. SWaM Participation Efforts

i. SWaM Participation Efforts

Describe efforts to facilitate participation of small businesses and businesses owned by women and minorities and the success of those efforts for the project.

FIRM	CERTIFICATION
SBBCC	SWaM Certified - Small #724450
HBA	SWaM Certified - Small #651684
RRMM	SWaM Certified – Small #652673
LIVAS	SWaM Certified – Small #723155 Micro/MBE Certified
SMF	SWaM Certified – Small #651486
MJT	SWaM Certified – Small #9473
LYNCH MYKINS	SWaM Certified - Woman #725989 DBE/WBE Certified
GET	SWaM Certified – Small #656305
GER	SWaM Certified – Small #9548 Micro Certified
WPL	SWaM Certified – Small #672211
The Miles Agency	SWaM Ceritfied - Woman #776 WBE/MBE Certified

SMALL BUSINESS PARTICIPATION

SBBCC will incorporate qualified SWaM-certified contractors into our procurement process. We routinely exceed the established goals set for our projects and we have developed a very efficient and successful system for including local and regional SWaM businesses.


Subcontractor/Supplier Open House

SBBCC will take the opportunity during outreach events to inform the Small, Women and Minority – Owned subcontractors of upcoming projects of interest. This is an opportunity to meet the subcontractors on a one-on-one basis and share our bid process.

We will give them the tools to register in our SharePoint bid system. Our bid site allows them to pre-qualify and view upcoming projects. Subcontractors can download the bid documents that they're interested in and receive invitations to bid and important information needed during the bidding process.

We will work closely with the City of Virginia Beach Purchasing Department and the City's Minority Business Council to ensure qualified subcontractors that have worked and registered with the City have a chance to bid all aspects of the project.

We will also work The Miles Agency (a minority- and woman-owned marketing and public relations firm based in Virginia Beach, VA) to communicate with local multicultural firms, in addition to community outreach services provided by the firm. We will advertise the project in the minority newspaper Hampton Roads Messenger and post plans on the Builders Exchange Norfolk and Richmond, The Dodge, The Bluebook, PlanHub and Isqft.

SBBCC is committed to supporting small businesses, and businesses owned by minorities, women and service disabled veteran that are interested in working on our projects. Specific actions taken to accommodate SWaM firms include: joint checks, pay 2 times per month, and not enforce bonding as a prerequisite and co-sign bonds. When requested hard copies and CD's of the bid documents are supplied to the SWaM subcontractor.

After the SBBCC team has the opportunity to review the submitted qualification documents and materials, we develop scopes of work that allow smaller but otherwise qualified contractors to participate. Where possible, we create reduced package sizes to ensure that opportunities on these projects aren't strictly limited to larger, established firms. The potential contractors will still meet the same high standards established for all subcontractors, but through this approach, a greater number of small firms are able to participate in the project.

Subcontractor/Supplier Open House

Subcontractor/Supplier Open House

On some occasions, it is not possible to develop smaller scope packages on larger specialty trades since it is highly desirable to have one large, financially secure firm hold full responsibility for a trade package.

SBBCC and our team support opportunities for all small disadvantage subcontractors and suppliers.

Our estimating team will work closely with the small disadvantaged businesses in your local communities ensuring that they have the tools needed to bid on your project.

During the construction, our project management team will work closely with our Small Business Coordinator to ensure opportunities that arise are solicited by SWaM firms.

Candy Hennig
SBBCC Small Business | Diversity & Inclusion Coordinator

Examples include structural systems or mechanical packages. In these cases SBBCC has a record of working closely with the trade contractors to assist them in developing their own smaller package subcontractor scopes so a greater number of small, local companies can still participate, but the client's quality-control safeguards and product warranties are not negatively impacted.

SBBCC's SWaM Participation on Recent Projects	Goal	Achieved
College of Humanities & Behavioral Sciences Radford University	55%	65%
College of Education Old Dominion University	45%	65%
Multipurpose Center Virginia State University	50%	77%
Nursing and Classroom Building Norfolk State University	50%	64%
Brooks Library Norfolk State University	40%	62%
Arts Building Old Dominion University	45%	73%
West Grace Street Housing Virginia Commonwealth University	55%	68%
Chesapeake Student Center Tidewater Community College	50%	60%
Chesapeake Academic Building Tidewater Community College	40%	66%
Virginia Beach Housing Resource Center	50%	84%

In addition to the methods we utilize to enhance the participation of local SWaM firms, it bears stating that not only does SBBCC move aggressively to enhance business opportunities for such designated companies, but that through our finely-tuned program guidelines, we consistently gain exceptional results.

Not only do we meet our client's very high requested levels of participation by SWaM firms, we exceed them, often achieving levels of participation that are in excess of 66%.

SBBCC is seriously invested in continuously improving the selection of quality trade contractors in the various regions where we build and have found that the most reliable way to accomplish this is through a nurturing process that enables small, minority, and women-owned companies to be involved on projects they might otherwise never aspire.

SUBCONTRACTOR BONDING POLICY

SBBCC recommends payment and performance bonds for all subcontract work in excess of $100,000. It is our experience companies that are able to bond work have earned that right through successful completion of projects and have the ability and financial strength to continue in that manner. Payment and performance bonds create a greater sense of obligation to perform in accordance with the terms of the contract and subcontract because they have "skin in the game" and the bonding capacity is important to continuing business. Generally, subcontractors that are bonded have more active participation from the owners and executives within their companies and they provide "A" team members to perform the work to avoid the potential for a bond claim.

The subcontractor may not necessarily be required to provide the bond, but we would recommend that the subcontractor has the ability to provide one. Special exceptions will be made for SWaM participation contractors.

MEMORANDUM OF UNDERSTANDING WITH THE STATE

SBBCC is honored to participate as a sponsor and participant in Small Business workshops, panels and networking opportunities throughout the State. We work closely with small, disadvantaged organizations to connect with SWaM members on SBBCC projects.

VIRGINIA BEACH
CITY PUBLIC SCHOOLS
CHARTING THE COURSE

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BE OPEN TO CHANGE

VOLUME I

TAB 2

PROJECT CHARACTERISTICS

TAB 2 | PROJECT CHARACTERISTICS

a. Project Description

a. Project Description

Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.

DESIGNED TO SUPPORT THE NEED FOR YOUR SCHOOLS FOR THE FUTURE:

Our Team's proposal provides VBCPS with three (3) new state-of-the-art, high-performance school facilities to replace four (4) aging school buildings– Princess Anne HS; B.F. Williams 4-5/Bayside 6 Campus; and Bayside HS. These school facility replacements are currently identified as the next three new construction projects in your CIP Plan with the last project, Bayside HS Replacement, projected to achieve completion in the year 2033.

Throughout this PPEA proposal, we demonstrate the numerous benefits our proposed conceptual plan for school replacements offer versus the traditional public construction bidding process. The turnkey solution our experienced team has outlined provides VBCPS/the City an economical, effective, and time efficient solution to meeting the critically pressing need for new schools to replace aging facilities.

OUR EDUCATIONAL PROGRAM ASSUMPTIONS

Our proposed ***Schools for the Future*** are based on the following Educational Program assumptions:

PRINCESS ANNE HIGH SCHOOL REPLACEMENT:

- Optimal Capacity: 1,772 Students / 80 Teaching Stations (includes NJROTC)
- Comprehensive High School with an IB Academy (School within a School).
- Designed to support the ***International Baccalaureate Diploma Program***, providing students an advanced, comprehensive program of international study, offering an integrated approach to learning across the disciplines. This rigorous, broad and balanced curriculum emphasizes critical thinking, and students are exposed to a variety of international perspectives and points of view to value cultural differences and understanding and to promote responsibility in our changing world.
  (*source: VBSchools.com website*).
- The PAHS Campus will include replacement of the Special Needs Annex (round building) which supports division-wide Special Needs Programs.
- The new Princess Anne HS building design is a 4-story composition that is compatible with the urban character of the adjacent Town Center Area and also provides a gateway architecture element for the approach into Town Center from the east.

BAYSIDE HIGH SCHOOL REPLACEMENT: (PROTOTYPE FOR THE FUTURE)

- Optimal Capacity: 1,892 Students / 87 Teaching Stations
- Comprehensive High School with an Academy (School within a School).
- Designed to support the ***Health Sciences Academy***, an innovative program completely immersed in the medical sciences. This unique program offers students a myriad of opportunities to choose the curriculum that suits their interests and needs. All students receive a strong college preparatory education as they work toward an advanced studies diploma. (*source: VBSchools.com website*).
- The new Bayside HS building design is provided as a new **Virginia Beach High School Prototype** which may be used to replace Kempsville HS, First Colonial HS, and possibly Green Run HS in the future.

B.F. WILLIAMS 4-5 / BAYSIDE 6 CAMPUS REPLACEMENT:

- Optimal Capacity: 931 Students / 47 Teaching Stations
- Combines B. F. William Intermediate (4th & 5th Grades) School with the Bayside 6th Grade Campus students who are currently housed in the original Aragona Elementary School building.
- This project will complete the **Bayside Learning Campus** which includes Diamond Springs ES (Grades K-1), Newtown Road ES (Grades 2-3), Bayside MS (Grades 7-8) and the Williams Farm Community Recreation Center.

DESIGNED TO SUPPORT THE VBCPS COMPASS TO 2025 STRATEGIC FRAMEWORK

The SBBCC | HBA + RRMM Team proposes to provide 3 replacement ***Schools for the Future*** that have been planned and designed to support **Compass to 2025 Strategic Framework** Goals and Strategies. Specific VBCPS strategies that our proposed new school facilities will support include the following:

GOAL 1 :: Educational Excellence

Strategy 6. Ensure there are explicit connections within the curriculum to the 5Cs and the attributes in the division's Graduate Profile and use the curriculum in all areas of study to support students' acquisition of these skills and attributes.

GOAL 2 :: Student Well-Being

Strategy 1. Provide a safe, welcoming, and inclusive learning environment that is conducive to student learning.

GOAL 3 :: Student Ownership of Learning

Strategy 1. Partner with students to create inquiry-based and experiential learning opportunities with an emphasis on global, cross-curricular and real-world connections.

Strategy 4. Expand upon the effective and efficient use of technology to meet students' individual needs and provide them with the tools for accessing, creating, and sharing knowledge.

Strategy 8. Further promote and expand equitable access to services and programs that support students' future aspirations, including real-world learning opportunities inside and outside of the classroom facilitated through mutually supportive partnerships.

GOAL 5 :: Mutually Supportive Partnerships

Strategy 2. Broaden resources and networking opportunities to strengthen the role of the community engagement liaison to further attract, cultivate, and retain partnerships to support student achievement, future aspirations, and well-being.

GOAL 6 :: Organizational Effectiveness & Efficiency

Strategy 4. Create opportunities for cross-departmental planning and communication to strengthen and align operations.

Strategy 8. Continue to implement safety and security measures to ensure the school division is prepared to effectively prevent and respond to all emergencies that might affect students and staff.

(source: VBSchools.com website)

Please reference Volume II, Proprietary | Confidential Information, TAB 2 PROJECT CHARACTERISTICS, a. Project Description for our team's conceptual project description to include conceptual site plans, conceptual building floor plans, and conceptual renderings.

VIRGINIA BEACH
CITY PUBLIC SCHOOLS
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TAB 2 | PROJECT CHARACTERISTICS

b. Work Performed by the School Board

b. Work Performed by the School Board

Identify and fully describe any work to be performed by the School Board or any other public entity.

Our experience with similar projects has shown that consistent involvement and communication with the owner (the School Board) will result in a successful project. The SBBCC team looks forward to working closely with VBCPS, the School Board, the City, and all other stakeholders during all phases of this program.

The School Board will have the opportunity to provide input throughout the entire process. **It should be noted that current programs and current recommended designs are not fixed. SBBCC understands that after working with the School Board and the City, these programs will be modified and will then need to shared with local administrators and local communities for additional input.**

Below is a list of work to be performed by the School Board in order to achieve an overall successful project:

1. Help facilitate and participate in community and civic league meetings for informational and project updates.

2. Help facilitate meetings with faculty, staff, and local police to ensure safety and security.

3. Provide any engineering studies for traffic, parking, and bus access.

4. Provide open communication with the existing school facilities staff, principals, counselors, teachers, as well as surrounding neighborhoods to allow for their input.

5. Provide access and communications with PTA, parents, and concerned citizens.

6. Attend and participate in monthly Planning, Programming, Pre-Construction and Construction Programming meetings.

7. Attend and participate in monthly meetings with civil engineers and facility staff. Provide all required information as needed to facilitate the procurement of zoning, land use, and permits to ensure code requirements and local desires are being met.

8. Provide input and performance requirements during review of this Conceptual Phase and for the subsequent Detailed Phase of the PPEA process for this proposed program. Program selection is critical to the overall success of any facility.

9. Proceed immediately with final contract negotiation and award to allow the design and preconstruction activities to begin as shown on our proposed schedule.

10. Provide any available geotechnical information, existing utility information or environmental surveys pertinent to the proposed location site.

11. Designate SBBCC to act as your agent-of-record, limited to granting us the authority to apply for water and sewer services and to arrange for electrical power relocation studies to commence.

12. Review and approve the design throughout the entire process. Provide early responses on all requests for material or system application approvals.

13. Designate one individual to be available throughout the entire course of construction to address issues that require Owner input.

14. Review and approve application for payments.

15. Review and approve any requirements to utilize any of the proposed Allowances or Contingencies when required.

16. Assure CIP Appropriations presented in March 2021 for Current & Future Funding are provided.

17. Should you decide to use Kellam HS as a swing space, provide approval and assistance to coordinate the use of the original Kellam HS for the use of swing space during the construction period of the replacement schools. More details can be found on this in ***Volume II, Proprietary | Confidential Informatio, TAB 2 PROJECT CHARACTERISTICS, a. Project Description***.

TAB 2 | PROJECT CHARACTERISTICS

C. Permits & Approvals

c. Permits & Approvals

Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

VBCPS/the City will review and issue permits for the project and administer the process based on the Virginia Uniform Statewide Building Code. The project must be reviewed and approved at three stages; Schematic Design, Preliminary Design, and Final Design. A maximum period of three weeks should be allowed for each review by the School Board for compliance.

To facilitate the review process, the design team will meet with the School Board and Facilities for a "design kickoff" during the Schematic Phase to discuss the project goals and any perceived issues that may arise. Our team understands that after meeting with the School Board and Facilities, as well as the staff, surrounding communities, security, and local officials, these designs will change. We will take into consideration feedback from all interested parties and schedule follow up meetings to discuss and reach consensus in regard to review comments before proceeding.

Normal and customary construction permits will be required, including but not limited to site development plan approval, soil and sedimentation permits, land disturbance permit and building permits. Reviews for permits and approvals include, but are not limited to the following:

- City of Virginia Beach Development Services Center – Site Plan Review
- City of Virginia Beach Public Works – Infrastructure Review
- City of Virginia Beach Public Utilities – Civil and Underground Utility approvals
- Department of Environmental Quality – Certificate of Construct (CTC), required for projects with design flow greater than 40,000 gallons per day
- Hampton Roads Sanitation Department – Sanitary Sewer and Pump Station Review
- Virginia Department of Health – Kitchen Design review plus site plan review if connecting to existing water lines 12" or greater
- Commonwealth of Virginia Department of Education
- Virginia Stormwater Program Management
- State Fire Marshal
- Zoning Permit
- Land Disturbance Permit & Erosion and Sediment Control Plan
- Building, Structural, Mechanical, Electrical, Plumbing and Fire
- Certificate of Occupancy
- Telephone
- Electrical service
- Cable / Internet Utility service

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TAB 2 | PROJECT CHARACTERISTICS

d. Adverse Impacts

d. Adverse Impacts

Identify any anticipated adverse social, economic, environmental and transportation impacts of the project measured against the City's or other affected jurisdiction's comprehensive land use plan and applicable ordinances and design standards. Specify the strategies or actions to mitigate known impacts of the project. Indicate if an environmental and archaeological assessment has been completed.

At this time, our Team has not identified any anticipated adverse social, economic, environmental and transportation impacts resulting from of our delivery of the Schools for the Future project.

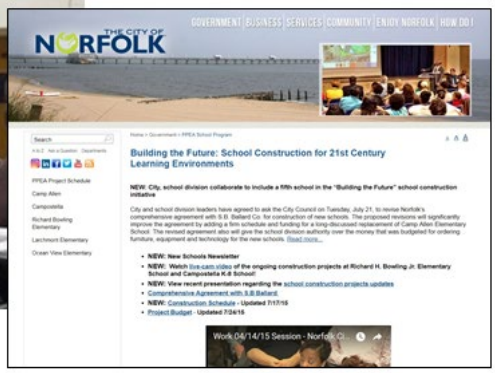
Environmental and/or Archaeological Assessments have not been completed at this time.

CONSTRUCTION DISRUPTION

Anyone who has had to take a detour because a road is closed knows that construction, indisputably, impacts the community whether that stems from a new traffic route or the sound of the job site. While we would like to say that there will not be any adverse impacts to this project, we know we cannot eliminate every inconvenience that the community may experience. However, we will make every effort to minimize any adverse effects by employing the processes we have used for other projects, for example at the five City of Norfolk schools.

Our communication plan involves many layers that maximize engagement in an attempt to understand and minimize the temporary inconveniences. We will be as transparent as possible with the public and post information to the project website as early as possible. Early stakeholder meetings will occur where the public can provide feedback on not only the actual school facility, but also address concerns they may have. The two anticipated concerns are: Construction Noise and Traffic Patterns.

Old Donation School Charrette Community Engagement



PPEA Website for NPA Schools

Traffic Patterns and Site Logistics

Safety is our #1 concern and the site logistics will be designed to guarantee the community that their children, teachers and other individuals will be safe. Once a site logistics plan is agreed upon with VBCPS/the City, this will be provided to the public via the project website. Signage including safety precautions, directional signage, deliveries and office location will be posted clearly at each project site.

Timing of deliveries will be organized with VBCPS/the City to avoid high traffic times (i.e.: start/end of school, school events, etc.).

Construction Noise

Through careful planning, SBBCC has proven to be able to eliminate unnecessary noise and plan louder activities to occur during the day as not to impact the local community. SBBCC will coordinate with VBCPS/the City on the best plan that accomplishes the schedule while being considerate of their communities.

Effective communication along with careful planning of construction processes can make the temporary inconvenience well worth the end product.

TAB 2 | PROJECT CHARACTERISTICS

e. Positive Impacts

e. Positive Impacts

Identify the projected positive social, economic, environmental and transportation impacts of the project measured against the City's or other affected jurisdiction's comprehensive land use plan and applicable ordinances and design standards.

The City of Virginia Beach is well known throughout the region, state, and East coast as having one of the best school systems as far as education and facilities are concerned. Virginia Beach is recognized as one of the top cities to live in across the nation and the Virginia Beach School System is always emphasized as an economic driving factor.

In a recent study, WalletHub's analysts compared the 62 largest U.S. cities based on 56 key indicators of attractiveness, including quality of public school system to job opportunities to median annual property taxes. Virginia Beach received an overall score of 65.49 percent, almost a full percentage point higher than the second-best big city to live in, Austin, TX.

SUPPORTIVE OF VBCPS EDUCATIONAL PROGRAMS

Our proposed **Schools for the Future** have been planned and designed to support Compass to 2025 Strategic Framework Goals and Strategies. Specific VBCPS strategies that our proposed new school facilities will support include the following:

GOAL 1: Educational Excellence

Strategy 6. Ensure there are explicit connections within the curriculum to the 5Cs (critical thinking, creative thinking, communication, collaboration and citizenship skills) and the attributes in the division's Graduate Profile and use the curriculum in all areas of study to support students' acquisition of these skills and attributes.

GOAL 2: Student Well-Being

Strategy 1. Provide a safe, welcoming, and inclusive learning environment that is conducive to student learning.

GOAL 3: Student Ownership of Learning

Strategy 1. Partner with students to create inquiry-based and experiential learning opportunities with an emphasis on global, cross-curricular and real-world connections.

Strategy 4. Expand upon the effective and efficient use of technology to meet students' individual needs and provide them with the tools for accessing, creating, and sharing knowledge.

Strategy 8. Further promote and expand equitable access to services and programs that support students' future aspirations, including real-world learning opportunities inside and outside of the classroom facilitated through mutually supportive partnerships.

GOAL 5: Mutually Supportive Partnerships

Strategy 2. Broaden resources and networking opportunities to strengthen the role of the community engagement liaison to further attract, cultivate, and retain partnerships to support student achievement, future aspirations, and well-being.

GOAL 6: Organizational Effectiveness & Efficiency

Strategy 4. Create opportunities for cross-departmental planning and communication to strengthen and align operations.

Strategy 8. Continue to implement safety and security measures to ensure the school division is prepared to effectively prevent and respond to all emergencies that might affect students and staff.

POSITIVE SOCIAL IMPACTS

Schools as Community Assets:
Schools should serve as a hub of activity for the communities they serve. Schools can be the focal point of many services that the community needs, while local citizens can and should be provided with opportunities to give back to the school. Welcoming the community into the school presents opportunities for learning beyond the classroom, promotes life-long learning between generations, and generally increases community support for school building programs because the community grows to become invested in the school. Here are a few of the opportunities that we pursue during the planning and design of our educational facilities that promote the school as a Community Asset and Resources:

EXTENDING THE CLASSROOM INTO THE COMMUNITY

Community Service Learning: One of the ways that we encourage students to gain real world experience is to become engaged in projects that partner with community-based organizations that provide a local or regional environmental benefit or that provide support services to those who are less fortune.

Business Partnerships for Hands-on Real-World Learning: Engaging local businesses in partnership and mentorship opportunities gives our students access to the real-world context of their learning, while at the same time investing these businesses in the future success our of young people.

Encourage Parental Involvement: The parents' level of involvement in their child's learning is one of the most significant indicators of student success. The curriculum and the school's facilities should be designed to encourage and support parental involvement. One approach to this is to provide both actual and virtual Parent Information Centers to keep parents in tune with their child's daily activities and their child's teacher's approach to learning methodologies.

Provide Actual & Virtual Opportunities for Life-long Learning: A community school should be more than a place where students go to learn. It should be envisioned as a hub of both actual and virtual learning opportunities for the entire community to promote life-long learning for all generations. This requires careful planning and design of the facilities and technology systems to ensure effectiveness without compromising safety and security.

Schools as Centers of the Community:
A properly designed school facility can become a center for community activity and a vibrant resource for all ages. Special attention must be given to the locations of spaces that might be used outside of normal school hours as community resources, with particular care given to providing entrances, lobbies, circulation space, and public restrooms that can be separated from other non-public parts of the school facility.

Types of spaces that lend themselves to shared use by the community include:

- Selective Classroom and Lab Facilities
- Maker Space Facilities
- Meeting Space Facilities
- Performance Facilities
- Media Center / Library Facilities

Community Outreach:
Our team understands the necessity and benefits of involving, informing, and developing strong working relationships with the residents of the City and the surrounding region. A majority of our design and construction work has been in heavily populated, urban environments where success can only be achieved through consideration and cooperation with the local jurisdictions and residents. We will be your partner in working with the City and a good neighbor that meets its commitments and keeps its promises. Through involvement of the community on these projects from the beginning, it helps create a sense of ownership by the public with these new facilities. Please reference *Volume I, Tab 4, c. Public Outreach Plan*, for additional information on our Public Outreach Plan

An Exceptional Business Plan for Local Minority Participation:
Our innovative and aggressive program to maximize the participation of existing Virginia Beach small disadvantaged / SWaM firms and other local businesses, which is described in greater detail in our proposal, will generate the highest possible levels of participation by talented local, small, woman-owned and minority businesses. This plan, which includes public meetings to generate response and interest, provides education and training sessions, custom-tailored scopes of work, practical-sized bid packages, and opportunities for mentoring of smaller firms.

Expedient Design & Delivery Process:
Our team is ready to start the design process immediately and proposes that the initial Design Program Charrettes and Public Outreach Meetings commence immediately after the City and School Board have provided an Interim Comprehensive Agreement to move forward on this project with our team.

POSITIVE ECONOMIC IMPACTS

Guaranteed Occupancy:
Our team will guarantee that the new schools will be completed on or before the dates stipulated in our preliminary schedule if the City and School Board complete the required facility transfers, and contract award dates. Please reference *Volume II, Proprietary | Confidential Information TAB 2 PROJECT CHARACTERISTICS, f. Proposed Schedule* for detailed schedule information.

Guaranteed Pricing:
Our team will guarantee the pricing stipulated in our proposal. Our proposed program will assure that these new school facilities will be built at a cost under the Owner's current projections. Our price includes all costs and risks normally assumed by VBCPS/the City in a design/bid/build job. These are 'turnkey' prices without surprises or escalations unless the Owner requests an increase in programming. This translates into several million dollars to the city of Virginia Beach taxpayers in savings by utilizing our proposed program.

Reduced Owner Risk:
Under this scenario the risks involved with design and document deficiencies are completely assumed by the Design-Build team, not VBPCS or the City. Your occupancy dates and final prices are assured before the designs are completed.

Long Term Economic Growth:
The City's commitment to the future well-being of their school system should translate into a higher level of confidence and optimism among its citizens, including the business community, generating increased private development and an expansion of the tax base.

POSITIVE ENVIRONMENTAL IMPACTS

Sustainable Design | LEED Design Certifiable:
Our **Schools for the Future** project will benefit from our team members' collective and significant expertise with Sustainable Design Strategies, Energy Star Design, and LEED Certification guidelines. The incorporation of these principles will ensure that the schools are designed and built to be energy-efficient and sustainable and is a further indicator of the overall quality of the end product. This provides an assurance to both VBCPS/the City that their new schools can be operated at lower comparative costs throughout their life cycle. Although the current proposal does not include submittal through the USGBC certification process, the fundamental requirements to achieve a LEED certification will be in place should the ownership determine to proceed with this certification. Regardless, if VBCPS/the City choose to pursue LEED Certification, the projects can and will be designed as high-performing and energy-efficient sustainable buildings.

Stormwater Management:
The school sites will be designed to comply with all Local and State stormwater management requirements. To protect downstream waters from pollution, phosphorus loading leaving the sites will be decreased by 20% through the use of on-site best management practices. To prevent erosion and reduce flooding impacts to the City, the peak runoff rates will be reduced through on-site attenuation and infiltration. By reducing the pollutant loading from the site and the peak stormwater runoff, the sites will benefit receiving waters and downstream properties.

Erosion and Sediment Control:
Care will be taken during construction to mitigate erosion and sediment release from the site during construction. An Erosion and Sediment Control Plan will be developed in accordance with the Virginia Erosion and Sediment Control Handbook. The plan will include physical Erosion and Sediment controls such as silt fence and inlet protection, as well as procedural controls such as phasing the land disturbance and minimizing dust through the application of water. A stormwater pollution prevention plan will be prepared and maintained on site throughout construction.

Sea Level Rise:
Per the City's Comprehensive Plan, development in suburban areas which includes Bayside HS and B.F. Williams 4-5/Bayside 6 Campus, should strive to "Promote sustainability and responsive to changes in our environment (e.g., sea level rise)" In Strategic Growth Areas, such as Princess Anne High School's site, development should "Plan for sea level rise and recurrent flooding." To plan for sea level rise and safeguard against flooding all three sites will be elevated well above the base 100-year storm surge and flood elevations.

Wetlands:
Wetland impacts will be avoided to the extent practicable on each site. Where impacts are required all required permits will be obtained.

The Princess Anne HS site is developed with school building and support facilities and bordered by office / commercial development to the north, west, and south and by Thalia Creek to the east. Thalia Creek possesses fringing, tidal wetlands along its banks. The Thalia Creek shoreline and associated tidal wetlands will be delineated and their limits confirmed by the U.S. Army Corps of Engineers. Impacts to these features will be limited to the maximum extent practicable. If impacts to Thalia Creek and any fringing wetlands are required, a permit application will be developed and submitted to the U.S. Army Corps of Engineers for approval.

The Bayside HS site is developed with school building and support facilities and bordered by residential development to the north, east, and south and by the headwaters of Lake Smith to the west. Lake Smith may possess fringing, non-tidal wetlands along its banks. The Lake Smith shoreline and associated wetlands will be delineated and their limits confirmed by the U.S. Army Corps of Engineers. Impacts to these features will be limited to the maximum extent practicable. If impacts to Lake Smith and any fringing wetlands (if any) are required, a permit application will be developed and submitted to the U.S. Army Corps of Engineers for approval.

Chesapeake Bay Preservation Act Buffer Areas:
Chesapeake Bay Preservation Act and associated Resource Protection Area and variable width buffers areas will be associated with the drainage features at Princess Anne HS. Development in these buffers will be limited to the extents practicable. New impervious area and tree clearing in these buffers is regulated by the Development Services Center (DSC) and encroachments require variances from the DSC.

Threatened and Endangered Species:
If threatened or endangered species are encountered the design team will coordinate with the U.S. Fish and Wildlife Service, and obtain permits as necessary.

Princess Anne HS is located in an urban portion of Virginia Beach. Protected species are not expected to be encountered on the project site. Certain fish species may be present in Thalia Creek that could require coordination with regulatory agencies if project impacts require federal or state wetland permits for impacts to Thalia Creek or its fringing wetlands, however impacts of this nature are not anticipated.

Bayside HS is located in a suburban portion of Virginia Beach. Protected species are not expected to be encountered on the project site. Bald eagles are known to nest in northern Virginia Beach in Little Neck, Witchduck Point and Thoroughgood. The number of active nests is increasing in this portion of Virginia Beach. Young eagles that may have hatched from these nests or the eagles that previously nested in the vicinity could return in the future to the area to build a nest. Should this occur, mitigation strategies will be developed to minimize delays to the extent possible.

Since development adjacent to eagle nests is regulated by time of year restrictions and a 660-foot buffer around each nest are enforced to protect the nests from additional development or redevelopment, these mitigation strategies may include obtaining a permit from the U.S. Fish and Wildlife Service to remove active nests.

B.F. Williams 4-5/Bayside 6 Campus is in a suburban portion of Virginia Beach. Protected species are not expected to be encountered on these sites.

Hazardous Materials:
Due to the age of the school building, certain potentially hazardous materials or regulated wastes may be encountered in the building materials and on the school site itself. A Hazardous Materials Abatement plan will be developed to ensure proper removal and disposal of these materials when the existing buildings are demolished. A new building free from hazardous materials will create a better environment for students, teachers, and staff.

GER will be providing hazardous materials services for the SBBCC team, they will develop a Hazardous Materials Abatement plan to ensure proper removal and disposal of these materials when the existing buildings are demolished. A new building free from hazardous materials will create a better environment for students, teachers, and staff.

GER will perform a Phase I Environmental Site Assessment will determine the presence of recognized environmental conditions (RECs) on the site and can provide recommendations for further study. Each school is subject to the requirements of the Asbestos Hazard Emergency Response Act (AHERA) and as such, should have detailed survey records of asbestos containing materials on the site. These records should also detail the areas that have not been sampled and can be used for further, targeted, sampling efforts. Other potentially hazardous materials that can be sometimes found in institutional buildings are polychlorinated biphenyls (PCBs) in building materials, electrical wiring, electrical equipment, and fluorescent light ballasts; mercury in switches, bulbs, thermostats, and laboratory wastes; and, petroleum contamination from current or former above or underground storage tanks and associated piping. Our team is well versed in the mitigation and remediation of the potential presence of these materials and will expeditiously manage them to minimize cost and schedule impacts.

POSITIVE PLANNING IMPACTS

Strategic Growth Areas:
Princess Anne HS is located within the Pembroke Strategic Growth Area, and certain development goals and limitations must be considered.

Per the Virginia Beach Outdoors Plan: "The protection and enhancement of Thalia Creek provides an important structuring element and an active, natural amenity for the Pembroke SGA. The Pembroke SGA Plan contemplates a new development footprint for the area adjacent to the creek shoreline that will create a stronger connection to the creek and that could include a marina and walkway along the creek. The Plan further recommends to keep shoreline disturbances to a minimum and to provide a natural buffer to protect Thalia Creek. Princess Anne High School is located in this area and is programmed to be reconstructed on its existing site, along with upgraded high school athletic facilities and educational components for curriculum integration with the natural and built environments. Lynnhaven River ecosystem restoration efforts already underway on the creek near Princess Anne High School will provide both ecological and educational opportunities. Collaboration between Parks & Recreation, Planning, Public Works, VBCPS and the private sector is vital to fulfill the vision for this important area."

Cultural Resources:
Redevelopment of the Princess HS, Bayside HS, and B. F. Williams 4-5/Bayside 6 Campus sites is not expected to have any impacts to cultural resources due to the heavily developed nature of these properties.

POSITIVE TRANSPORTATION IMPACTS

Transportation:
A primary transportation factor considered in the evaluation of school site layouts is safety. This includes providing separation for pedestrians as well as separation of passenger vehicle operations (i.e. parents and school staff) from school bus operations. This includes both internal site circulation and ingress/egress operations at proposed driveway connections with adjacent roadways. Each of the three site designs provides a dedicated bus loop to separate school buses from parent and faculty passenger vehicle traffic. For each proposed site, if existing driveways are not maintained, proposed access points are intended to align with existing cross streets as feasible. Pedestrian crosswalks are provided where students will be crossing major travel ways.

Student and staff population at each school is not anticipated to increase, and therefore volume changes are not expected on adjacent roadways.

Alternate Transportation:

Per the City's Comprehensive Plan, development in suburban areas (Bayside HS and the B. F Williams 4-5/Bayside 6 Campus sites) should strive to "create and maintain a transportation system that provides connectivity and enhances mobility regardless of transportation mode." In Strategic Growth Areas (SGAs), such as the Pembroke SGA which includes the Princess Anne HS site, development should "offer a range of transportation options [and] promote transit-oriented development." Therefore, in addition to access for passenger vehicles and buses, each of the three proposed school sites will be designed to have shared bike and pedestrian pathways to the property line. The Virginia Beach Bikeways and Trails Plan calls for public trails adjacent to each site and the proposed site plans will accommodate connection to these trails. At the Princess Anne HS, the proposed trails would be provided as either signed, shared roadway paths, or dedicated on-road facilities, and are not expected to significantly impact site designs for the schools. For the Bayside HS and B. F Williams 4-5/Bayside 6 Campus sites, dedicated shared use paths will be planned adjacent to roadways along a portion of each site.

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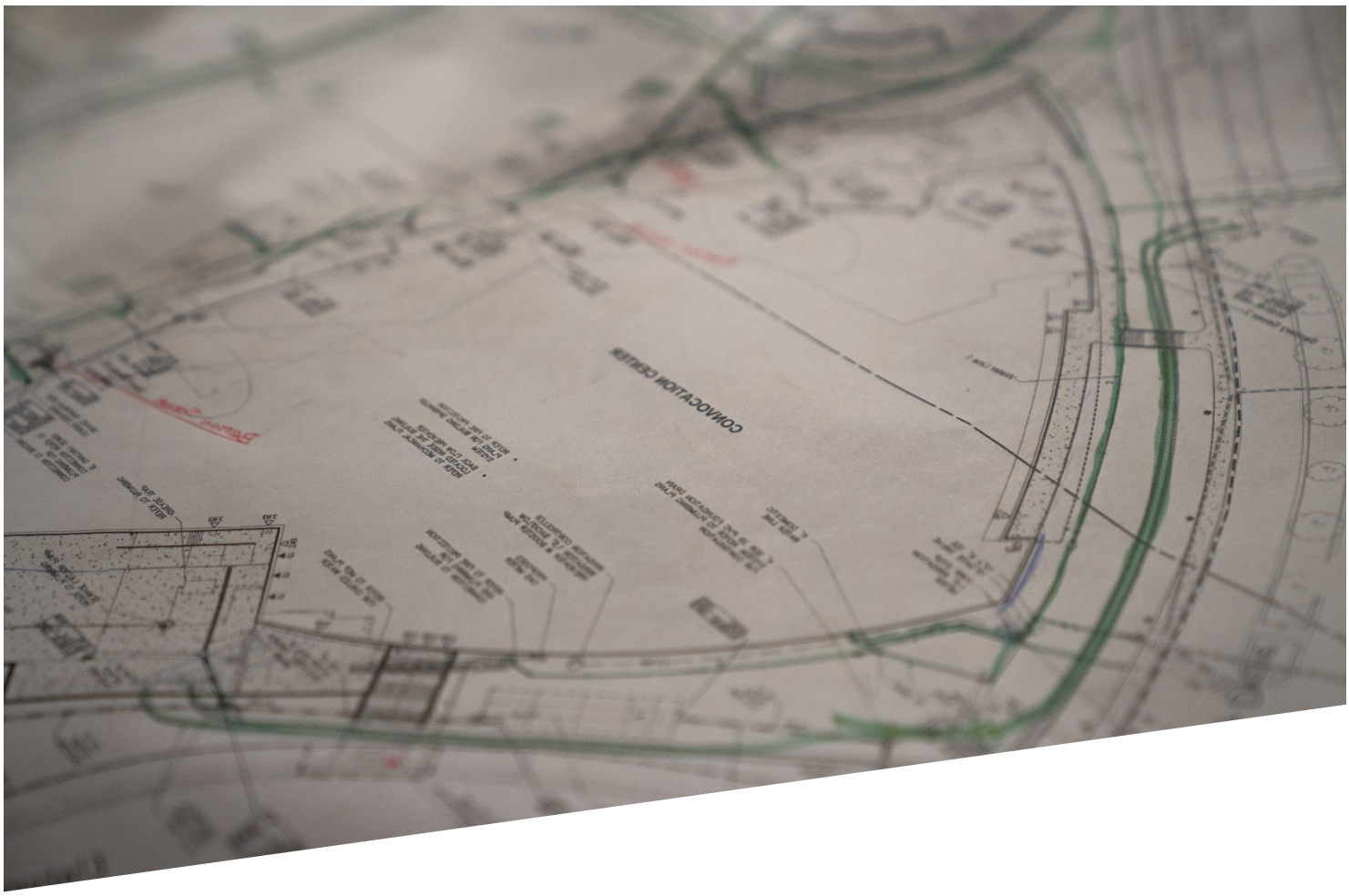


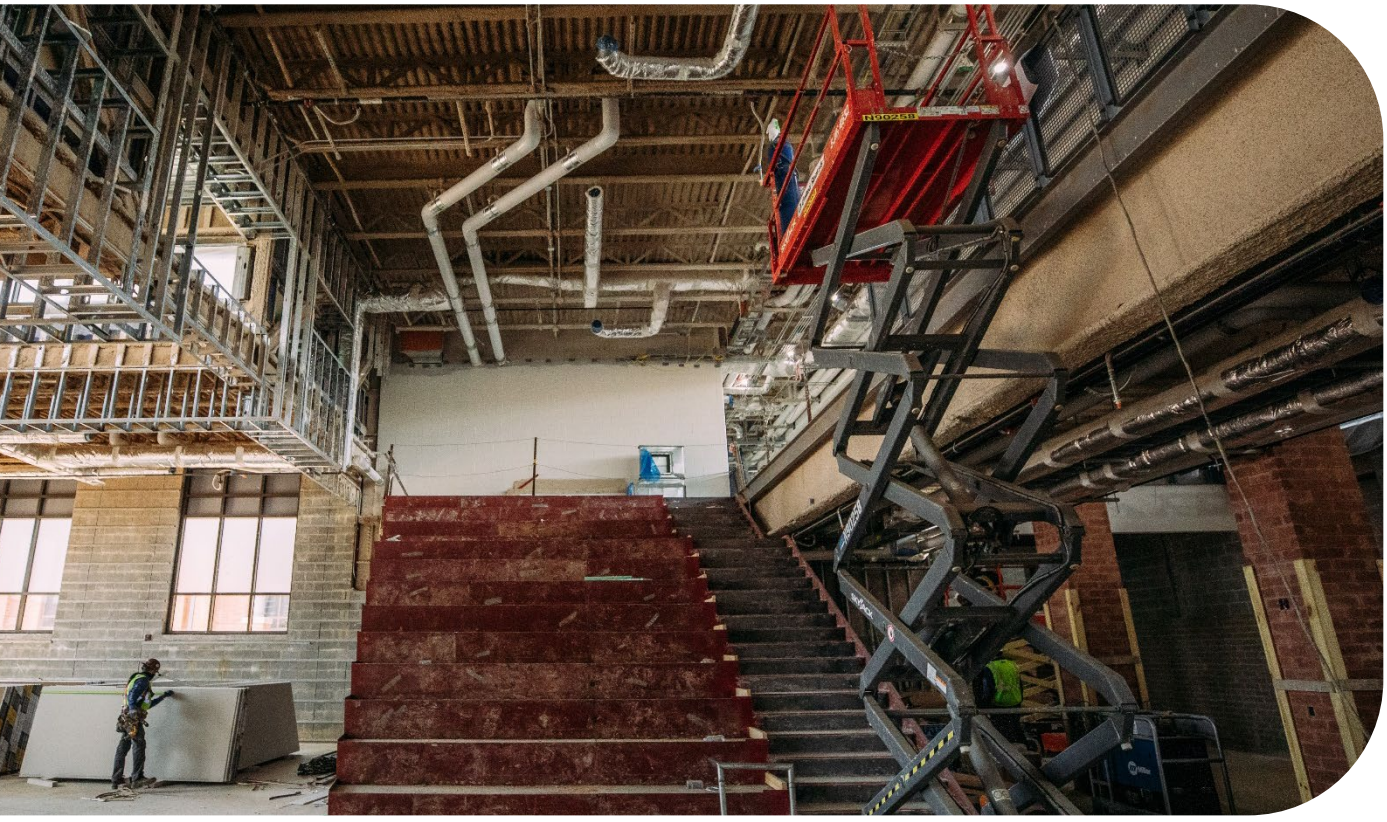
TAB 2 | PROJECT CHARACTERISTICS

f. Proposed Schedule

f. Proposed Schedule

Identify the proposed schedule for the work on the project, including sufficient time for the School Board's review and the estimated time for completion.

Please reference Volume II, Proprietary | Confidential Information, TAB 2 PROJECT CHARACTERISTICS, f. Proposed Schedule for our detailed proposed schedule for the work on the project, including sufficient time for the School Board's review and the estimated time for completion.



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TAB 2 | PROJECT CHARACTERISTICS

g. Contingency Plans

g. Contingency Plans

Identify contingency plans for addressing public needs in the event that all or some of the project is not completed according to projected schedule.

The SBBCC | HBA + RRMM + Livas team has an exceptional reputation for delivering difficult and complicated projects on-time and within budget. SBBCC develops aggressive schedules for projects and works diligently with our subcontractors and suppliers to include their input and their contractual acceptance of the responsibilities for maintaining the schedule. Our efforts have consistently resulted in levels of efficiency and productivity that have continued to solidify our reputation for always completing every project on time and on budget.


Kellam H.S. Design

Kellam H.S. Construction


Kellam H.S. Final Product

To achieve this level of success it is necessary throughout the planning process to anticipate and prepare for the possibility of delays and to be sufficiently flexible to adjust to changing circumstances when they arise. When planning and forecasting scheduled work activities, SBBCC will follow-up on subcontractor progress, as well as double-check their material sources independently, to assure ourselves and our clients that every possible proactive action is being taken to assure the integrity of the schedule and the budget. Through this well-developed system of due diligence, delays that could negatively impact project schedules are identified early, at a time when they can most likely be successfully reduced in impact or minimized as to effect.

In the unusual event that major delays are realized, SBBCC will reevaluate the schedule and make adjustments in manpower levels, revise work sequencing, extend work hours, and supplement crews of subcontractors if required. Once the potential delay has been clearly determined, a revised schedule is issued that includes all viable activities that can be made to reduce the length of delays.

As detailed in our Preliminary Estimate, we have planned for reasonably foreseeable contingency requirements in our budget assumptions for this program through the use of specific identified Allowances. Drawing on our extensive and unmatched level of experience with local conditions, historical construction means and methods, and familiarity with this area's material markets, we have established allowances for reasonably foreseen occurrences on the various proposed sites. As described in the cost estimate (*Volume II, Proprietary | Confidential Information, TAB 3 PROJECT FINANCING*) specific sums allocated to fixed-sum allowances are available, should unforeseen conditions mandate their usage. Allowances not expended will be credited to VBCPS/the City 100%.

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TAB 2 | PROJECT CHARACTERISTICS

h. Assurance for Timely Completion

h. Assurance for Timely Completion

Propose allocation of risk and liability, and assurances for timely completion of the project.

SBBCC has a long history of successfully completing high-quality projects on or ahead of schedule. In over four (4) decades of business operations, we have never missed a date for beneficial occupancy by the Owner. Our team has carefully considered this project and all of its unique characteristics and, after extensive consultation, has prepared the preliminary schedule attachment in *Volume II, Proprietary | Confidential Information TAB 2 PROJECT CHARACTERISTICS, f. Proposed Schedule* which illustrates how the work will be approached and successfully completed within the stated timelines. We are confident that we have properly sequenced the various phases and that we possess adequate resources to execute the work.

SBBCC has included the cost of providing 100% Payment & Performance Bonds to VBCPS/the City as a Guarantee that the work will be completed in accordance with the schedule and contract documents. In order to further protect the interests of the school district and the City, we would recommend that a daily liquidated damages value be established to reimburse the Owner for certain irretrievable costs incurred should the facilities not be completed for their primary use on schedule. As a Design-Build project, the SBBCC team assumes the risk of meeting the contractual requirements for design, schedule, budget, and construction.

Wise County Design Build PPEA

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TAB 2 | PROJECT CHARACTERISTICS

i. Assumptions to Ownership, Operation and Use

i. Assumptions to Ownership, Operation and Use

State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the School Board's use of the project.

Please reference Volume II, Proprietary | Confidential Information TAB 2 PROJECT CHARACTERISTICS, i. Assumptions to Ownership, Operation and Use, for stated assumption related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the School Board's use of the project.

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TAB 2 | PROJECT CHARACTERISTICS

j. Phased Openings

j. Phased Openings

Provide information relative to phased openings of the proposed project.

The proposed project consists of the design and construction of three (3) new schools for VBCPS incorporating the state-of-the-art educational, design, and construction principles replacing three (3) existing schools that have been in service from nearly fifty (50) years to well over sixty (60) years. Each school will have three distinct phases:

1. DESIGN	2. BUILDING CONSTRUCTION & INITIAL SITE WORK	3. SITE DEVELOPMENT
a. Initial Design & Program Development b. Public Input c. Final Design	a. Demolition of Existing Schools b. Site / Geothermal Wells c. Building Construction	a. Construct Athletic Fields (BF Williams 4-5/ Campus 6 ONLY)

From our experience with designing and building new school projects for VBCPS, our long standing, working relationship empowers our team with the knowledge that VBCPS has previously preferred to open new schools mid-year. And, if desired, we will phase and schedule the timing of the new school replacements to ensure that all the schools are able to be opened to students for the January semester.

Based on our experience with VBCPS, specifically at the Floyd E. Kellam HS Replacement project, we found the students were engaged by participating in a new school tour in multiple groups of 100-200 students two (2) to three (3) weeks prior to the school being occupied. We would recommend this same approach for the proposed new schools.

Our team will bring this same proven approach to the three (3) new **Schools for the Future** replacement projects by working with VBCPS Principal's and Staff.

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TAB 2 | PROJECT CHARACTERISTICS

k. Applicable Standards

k. Applicable Standards

Describe any architectural, building, engineering, or other applicable standards that the proposed project will meet.

Our proposed **Schools for the Future** project will be designed and constructed in accordance with the requirements of the following standards:

- 2018 Virginia Uniform Statewide Building Code (including all referenced accessory codes)
- 2018 Virginia Construction Code (including all referenced accessory codes)
- 2018 Virginia Plumbing Code (including all referenced accessory codes)
- 2018 Virginia Mechanical Code (including all referenced accessory codes)
- 2018 Virginia Energy Conservation Code (including all referenced accessory codes)
- 2015 National Electrical Code (including all referenced accessory codes)
- ICC A117.1 - 2017 Accessible and Usable Building Facilities
- Virginia Beach City Planning & Zoning Code/Ordinance
- Virginia Erosion and Sediment Control Regulations
- Virginia Stormwater Management Program Regulations
- Virginia Department of Education :: Guidelines for School Facilities In Virginia's Public Schools (June 2010)
- VBCPS Technology Standards for Secondary Schools (latest version applicable at time of 90% Construction Documents)

Most importantly during the development of the design concepts, our team will be meeting with the School Board, City Officials, facilities personnel, PTA, principals, teachers, local planning and zoning departments, and surrounding neighborhoods to capture their input on the final design. *These will be the most important standards to incorporate into our design.*

In addition to the above listed standards, the new school facilities will be planned and designed with sustainable design strategies and will be capable of achieving LEED Silver Certification.

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SEEK GROWTH

VOLUME I

TAB 3

PROJECT FINANCING

PROJECT FINANCING

a. Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment (e.g., design, construction, and operation), or both.

b. Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds, including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs based upon the School Board's adopted operational standards. Include any supporting due diligence studies, analyses, or reports.

c. Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all fees associated with financing given the recommended financing approach, including but not limited to, underwriter's discount, placement agent, legal, rating agency, consultants, feasibility study and other related fees. A complete discussion or interest rate assumptions should be included given current market conditions. Any ongoing operational fees should also be disclosed, as well as any assumptions with regard to increases in such fees and escalator provision to be required in the Comprehensive Agreement.

d. Identify the proposed risk factors and methods for dealing with these factors. Describe methods and remedies associated with any financial default.

e. Identify any local, state or federal resources that the proposer contemplates requesting for the project along with an anticipated schedule of resource requirements. Describe the total commitment, if any, expected from governmental sources and the timing of any anticipated commitment, both one-time and on-going.

f. Clearly describe the underlying support and commitment required by the School Board under your recommended plan of finance. Include your expectation with regard to the City providing its general obligation or moral obligation backing.

g. Identify any dedicated revenue, source or proposed debt or equity investment on behalf of the private entity submitting the proposal.

Please reference Volume II, Proprietary | Confidential Information TAB 3 PROJECT FINANCING, for our Project Financing information.

VIRGINIA BEACH
CITY PUBLIC SCHOOLS
CHARTING THE COURSE

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VALUE DIFFERENCES

VOLUME I

TAB 4

PROJECT BENEFIT & COMPATIBILITY

TAB 4 | PROJECT BENEFIT & COMPATIBILITY

a. Benefits

a. Benefits

Identify community benefits, including the economic impact the project will have on the local community in terms of amount of tax revenue to be generated for the City or other affected jurisdiction, the number jobs generated for area residents and level of pay and fringe benefits of such jobs, and the number and value of subcontracts generated for area subcontractors.

The SBBCC | HBA + RRMM proposal for the design, development, and construction of three (3) new school facilities will provide immediate, meaningful, and long-term benefits to the students, parents, educators, administrators and direct neighborhood locales for each new school, as well as offering the greatest possible overall benefits to the entire City of Virginia Beach community and region; a degree of benefits that are difficult to over-state.

As is well-described in the Long-Range School Facility Master Plan, the critical need for a program that expeditiously and economically addresses the need to provide for vastly improved facilities is well-known throughout the community and is acknowledged by all segments of the citizenry of Virginia Beach. The City has a strong record of supporting the school system with all available means and methods at its disposal, while VBCPS likewise has an exceptional history of moving towards their stated goals and standards allowing for the creation of a world-class school system.

By implementing the SBBCC | HBA + RRMM proposal, VBCPS/the City will be able to achieve a significant number of new school facilities and community improvements at a substantially lower cost, and in a dramatically accelerated timeline, than the traditional design-bid-build methodology currently used to procure these capital improvements.

The students and staff of the selected schools will receive the immeasurable benefits to be derived from a rapid and vast improvement in the condition of their learning/teaching environments, the enhancement of technological capabilities to the highest standards in the region, and the increased ability of their school facilities to offer improved conditions for extracurricular and athletic activities.

The individual local school neighborhoods likewise will receive real and meaningful gains from this proposed project. In addition to the obvious benefits that accrue to the parents and other immediate family members that share in nurturing their children throughout their educational years, all other members of each affected neighborhood will be able to enjoy this improvement to their local amenities through the City's innovative community use program that constantly looks for additional ways to maximize the capabilities and usefulness of all capital facilities and to expand the methods that buildings can serve multiple functions for their communities.

Further, the City as a whole will derive tremendous benefit from this program to improve the quality of the capital facilities of the public school system. By accelerating its stated program to create a world- class school system that is second to none in the region or state, Virginia Beach will be making the strongest possible statement that it intends to make every effort to build and maintain the climate of competitiveness that attracts families seeking the best public schools for their children.

This emphasis on building strong family neighborhoods focused around vibrant, modern school facilities, has been demonstrably shown to be of very high importance to businesses that are considering relocating or expanding their operations. Consider the widely held belief that the stability of an area is directly related to its neighborhood strengths. A big part of that perception of strength and a high priority to the community centers on the quality of education and the condition of school facilities. An investment in public schools lays the groundwork to build and maintain the most highly-skilled and best-educated workforce available and thus the most attractive long-term opportunities.

All of these benefits, both those that are immediate in their impact as well as those that require more time to generate positive feedback and results, combine to send a singularly positive message to the citizens of the City and the region; that Virginia Beach is sincerely and passionately committed to improving and serving its own community and to contributing to the overall well-being of the region, regardless of today's challenges and obstacles.

TAB 4 | PROJECT BENEFIT & COMPATIBILITY

b. Anticipated Public Support

b. Anticipated Public Support

Identify any anticipated public support or opposition, as well as any anticipated government support or opposition (including that in any affected jurisdiction), for the project.

The need for these three (3) new state-of-the-art educational facilities for VBCPS/the City is well recognized and these facilities are major expenditures. With a project of this magnitude, there will be many questions from the community. Our team has the capability to answer many of the questions that may arise.

In the development of similar projects, concerns were raised that the City and School Board would not maintain the same degree of control over the site and building design components and applications using the PPEA Design-Build process as they have experienced through the traditional design/bid/build procurement method. Our team will work with the both the City and the School Board to help all stakeholders, especially surrounding neighborhood and concerned parents, understand that the PPEA Design-Build process is simply an alternative form of procurement that offers significant schedule and budget advantages over the traditional project delivery method. VBCPS/the City will not lose any control over the design of their new schools at any point in this process.

Both SBBCC and our lead design associates at HBA + RRMM and associate designer, Livas have considerable experience in successfully designing and constructing educational facilities as well as working side-by-side with the various ownership and public entities that these efforts require. We believe we are the best qualified team to bring these much needed new schools to Virginia Beach and we look forward to assisting the ownership to review, consider and resolve outstanding concerns that foster opposition to this program.

Our team's experience with the PPEA Design-Build process will give the School Board and the community confidence in selecting this more beneficial project delivery method to move forward.

We always encourage a highly interactive process with the varied constituencies involved in a school's design, including teachers and staff, residents and community groups, students, parents, administration, local officials, legislators, local government agencies, and community leaders.

Community Outreach Meetings held for Norfolk Public Schools PPEA School Replacement Project

As an example, on SBBCC | RRMM + Livas's recent project with Norfolk Public Schools: the Construction of Five New Elementary Schools, the Project Team worked with the school system and stakeholder groups in the development phase of the project. Our team led stakeholder programming sessions and building and site work sessions to inform the community and answer any questions or concerns.

Our strategy focused upon clarifying and redefining the scope of the project, as well as its impact upon local government and the general public. We estimate that over 80% of the suggestions provided by public input were incorporated into the final product on our last five (5) PPEA Design-Build delivery school projects.

TAB 4 | PROJECT BENEFIT & COMPATIBILITY

C. Public Outreach Plan

c. Public Outreach Plan

Explain the strategy and plans, including the anticipated timeline that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project.

The SBBCC Team will employ a full array of strategies for stakeholder inclusion based on the most effective strategies available and those we have had success within the past.

COMMUNITY OUTREACH

As with our Norfolk Public Schools PPEA project for five new schools, we have engaged the services of Public Relations Expert Delceno Miles of the Virginia Beach based Miles Agency to join our team in skillfully addressing the questions and concerns of the community and to properly disseminate information. Ms. Miles helped to lead our team through Community Meetings for the five neighborhood schools provided in Norfolk through a PPEA Design-Build format by the SBBCC Design-Build team. We will engage, inform and invigorate each school community through a series of publicly advertised evening meetings, each with staggered dates and adequate notice to maximize attendance. We will do that for each project in each of the project neighborhoods or school zones that will be affected by the various projects.

Each meeting will offer complete transparency and answers to questions such as:

- Why is the project needed and what benefits are to be gained from it?
- When will it start and how long will it take?
- What will the impact to ongoing school operations be and how will the project be phased?
- What will the impact to the adjacent neighborhood be (both during and after construction)?
- What will the new facility include?
- What will the new site include?

We will invite representatives from VBCPS and any other representatives they may desire to join our team in presenting the projects publicly. Our presentations will include projected graphics, boards and other media as necessary to clearly convey the scope and intent of the project and provide opportunities for close and personal engagement by stakeholders. We anticipate an intensive meeting schedule and wide breadth of inclusion.

Stakeholder engagement sessions for the new Princess Anne Middle School in Virginia Beach

MEETING GENERAL CONTENT

School Board and/or City Council – Introduction of Team, Project Overview, Timelines, Goals and Objectives, Benefits, Stakeholder Inclusion Plan.

Stakeholder Engagement Meeting Number One – Introduction of Team, Project Overview, Timelines, Goals and Objectives, Benefits, Feedback, Q & A.

Community Meeting Number One – Introductions, Project Overview, Proposed Initial Conceptual Plans, Timelines, Goals and Objectives, Benefits, Feedback, Q & A.

Stakeholder Engagement Meeting Number Two – Update on Modifications to Concept based on Meeting No. 1 comments (Stakeholder and Community), school specific building and site discussions, Q & A.

Community Meeting Number Two – Update on Modifications to Concept based on Meeting No. 1 comments, (both Stakeholder and Community Meetings), discussions, Q & A.

Stakeholder Engagement Meeting Number Three – Final Conceptual Plans based on Meeting No. 2, school specific building and site discussions, Construction Phasing/Scheduling, Special Impact Issues (if any), Conclusions.

Community Meeting Number Three – Final Conceptual Plans based on Meeting No. 2, Construction Phasing/Scheduling, Special Impact Issues (if any), Conclusions.

Stakeholder and Community Meeting Number Four – Final wrap-up and conclusions on outstanding issues (if needed).

PROPOSED STAKEHOLD ENGEMENTS MEETINGS FOR BUILDING & SITE DESIGN TIMELINES

Bettie F. Williams 4-5/Bayside 6 Campus Stakeholder Design Work Sessions Jan. 11th 2022 to May 6th 2022 (16 weeks)	
Week 1	Focus Group Meetings with School and Central Staff
Week 2	Planning Advisory Team Session #1
Week 3	Leadership Team Meeting #1
Week 4	Community Forum – Visioning & Informational Session #1
Week 5	Leadership Team Meeting #2
Week 6	Planning Advisory Team Session #2
Week 7	Curriculum and Building Focus Groups
Week 8	Planning Advisory Team Session #3
Week 9	Building Design Team Session #1
Week 10	Site Design Team Session #1
Week 11	Building Design Team Session #2
Week 12	Site Design Team Session #2
Week 13	Community Forum – Follow Up & Informational Session #2
Week 14	Building Design Team Session #3 (if needed)
Week 15	Site Design Team Session #3 (if needed)
Week 16	Combined Building and Site Design Team Session #4

Princess Anne HS Replacement Stakeholder Design Work Sessions May 9th 2022 to Oct. 4th 2022 (24 weeks)	
Week 1	Focus Group Meetings with School and Central Staff
Week 2	Planning Advisory Team Session #1
Week 3	Leadership Team Meeting #1
Week 4	Community Forum – Visioning & Informational Session #1
Week 5	Leadership Team Meeting #2
Week 6	Planning Advisory Team Session #2
Week 7	Curriculum and Building Focus Groups
Week 9	Planning Advisory Team Session #3
Week 11	Building Design Team Session #1
Week 13	Site Design Team Session #1
Week 15	Building Design Team Session #2
Week 17	Site Design Team Session #2
Week 19	Community Forum – Follow Up & Informational Session #2
Week 21	Building Design Team Session #3
Week 23	Site Design Team Session #3
Week 26	Combined Building and Site Design Team Session #4
Week 29	Summary Meeting, in case needed

Bayside HS Replacement Stakeholder Design Work Sessions June 2024 to December 2024 (24 weeks)	
Week 1	Focus Group Meetings with School and Central Staff
Week 2	Planning Advisory Team Session #1
Week 3	Leadership Team Meeting #1
Week 4	Community Forum – Visioning & Informational Session #1
Week 5	Leadership Team Meeting #2
Week 6	Planning Advisory Team Session #2
Week 7	Curriculum and Building Focus Groups
Week 9	Planning Advisory Team Session #3
Week 11	Building Design Team Session #1
Week 13	Site Design Team Session #1
Week 15	Building Design Team Session #2
Week 17	Site Design Team Session #2
Week 19	Community Forum – Follow Up & Informational Session #2
Week 21	Building Design Team Session #3
Week 23	Site Design Team Session #3
Week 26	Combined Building and Site Design Team Session #4
Week 27	Summary Meeting, in case needed

BUSINESS COMMUNITY

We welcome and encourage participation by the Business Community. More than ever, high schools are connecting with local business and community colleges to help students find career paths that they are passionate about and technical courses that will boost opportunities for post-graduate employment or education. We recognize the mutually beneficial relationship between businesses and secondary education as well as the contribution that relationship can make to the local economy.

Local businesses can offer special insights into the design of facilities that may have educational components common to their business offerings. Each of these high schools will likely have focus areas, the design of which could benefit from such influence. Our team will invite business leaders to be a part of the process to whatever level desired.

An added benefit of including the Business Community in the planning and design process is the development of relationships that may lead to future collaboration opportunities for student shadow experiences, internships, and other work-based learning experiences.

GOVERNMENT AGENCIES

As projects evolve, it is important to include the right players at the right time to ensure the project is not getting ahead of itself and is following the proper protocol. The lack of this effort can lead to disappointing delays and, potentially, increased project costs. Accordingly, our team routinely includes local building officials, planning and zoning departments, traffic and engineering agencies and other authorities having jurisdiction early in our design process.

We also invite participation by local police departments, fire, rescue and first responders to provide the most effective design possible for security and life safety. There is nothing more valuable than the lives of staff and students. Therefore, the inclusion of those who intervene in times of crisis is invaluable.

Often our designs include sustainable features that involve working together with local officials to gain full understanding and acceptance of proposed building and site features. Early dialogue increases potential for permit approval on a timely basis.

OUR PLEDGE

We pledge to provide a process that is open, inclusive, transparent, engaging, exciting and extremely beneficial to the staff, students and administration of VBCPS and to the communities that will surround these facilities and enjoy their new cutting edge, state-of-the-art design.

TAB 4 | PROJECT BENEFIT & COMPATIBILITY

d. Attracting and Maintaining Competitive Industries

d. Attracting and Maintaining Competitive Industries

Describe any anticipated significant benefits to the community and the Public Schools, including anticipated benefits to the economic, social, environmental, transportation, Comprehensive Plan, etc., condition of the Public Schools and whether the project is critical to attracting or maintaining competitive industries and businesses to the City or other affected jurisdiction.

The critical and pressing need for VBCPS/the City to move aggressively forward on improving and replacing its most distressed facilities within the VBCPS system is known throughout the community, acknowledged by all concerned parties and well-articulated and described in the Long-Range School Facility Master Plan. The 'Will' to make this goal a reality exists and is widely supported throughout the community; what is in shorter supply is the 'Way' to bring these facilities improvements to fruition.

The City and its citizens are, like all such communities throughout our country today, extremely limited in their ability to respond to these needs utilizing traditional means and methods. The combined members of the SBBC | HBA + RRMM share your vision and feel that we have assembled an innovative program that presents the City with a path that leads to a greatly accelerated capital school improvement plan, at lower costs and reduced risks than can be achieved using the traditional Design-Bid-Build methods currently in place.

In the previous sections of this proposal we believe we have clearly shown the increased benefits to VBCPS/the City in accelerated occupancy and reduced construction costs required to affect this degree of improvements and will for this portion concentrate solely on what we see as ancillary benefits that VBCPS/the City and its citizens may reasonably anticipate by moving forward with our proposed program. There are a number of complimentary side-effects to this proposal, several of which we include as follows:

- By authorizing this proposal, the VBCPS/the City makes a strong and unmistakable statement to its citizens and to the surrounding region that it intends to move itself forward, proactively seeking to offer the students and community of Virginia Beach every possible advantage in an increasingly competitive marketplace.

- A major enhancement of the public school system, and the level of commitment it demonstrates, is critical to any effort to keep existing businesses in-place and to attract new business endeavors. Commercial interests considering expansion or relocation uniformly seek locations where the 'Quality of Life' exceeds the norm. There are many different components included in an analysis determining if a given area offers superior benefits to another, but very high on all lists is the state of the school system and whether or not it is of a quality level that makes working families want to live there or if in turn it makes them consider living someplace else where their children will have better opportunities to achieve a world-class primary education.

- Hand-in-hand with the determination of whether an area's schools will attract the type of demographic growth needed for a healthy, diversified community, commercial interests also look carefully to see if the available level of education is of a caliber that will produce a well-educated and productive workforce. Potential employers need to have a very high confidence factor that an area will offer them the ability to expand their operations by utilizing the workforce being prepared for the future.

- A dramatic and substantial statement to reinforce VBCPS's world-class level status, backed-up by assertive action, and the interest and willingness this would create on the part of families throughout the region to consider Virginia Beach as a potential new home, would also generate huge potential benefits to VBCPS/the City. Through the prospect of growing the city's population with the subsequent increases to the tax base, the generalized increase in service-oriented businesses and revitalization of the retail and professional establishments that would be needed to meet this increased level of demand, Virginia Beach will have taken another important step towards improving the quality of life for its citizens.

- All of these changes in the future direction desired for the City of Virginia Beach begin with its schools. Without a continued strong, modern, vibrant and responsive public school system, no amount of business incentives, tax breaks, or other offered benefits will attract the types of commercial interests more than a modern and proactive public school system as the foundation for everything else, the City's potential to expand and improve is unlimited.

Kellam High School

TAB 4 | PROJECT BENEFIT & COMPATIBILITY

e. Compatibility

e. Compatibility

Describe the project's compatibility with the City's and/or affected jurisdiction's local comprehensive plan (including related environmental, land use and facility standards ordinances, where applicable), infrastructure development plans, transportation plans, the capital improvements plan and capital budget or other government spending plan.

COMPATIBILITY WITH THE CITY'S AND/OR AFFECTED JURISDICTION'S LOCAL COMPREHENSIVE PLAN:

Per the City's Comprehensive Plan, Bayside H.S. and B.F. Williams 4-5/Bayside 6 Campus are located in Suburban Areas. Per the Plan, guiding principles for suburban areas include:

- Create and maintain neighborhood stability and sustainability
- Site and building design that is visually interesting, encourages greater social interaction, and provides a memorable character
- Protect and enhance natural open spaces and places and buildings of cultural and historic significance and integrate into development as appropriate.
- Create and maintain a transportation system that provides connectivity and enhances mobility regardless of transportation mode.

Redevelopment of a school in these areas meets these requirements. A school is a natural neighborhood and community hub, and high-quality schools contribute to the stability and sustainability of neighborhoods. All four schools located in suburban areas are intended to be responsive to the needs and character of the community and each site is intended to include recreation spaces, natural open spaces, and connectivity to the community.

COMPATIBILITY WITH THE CITY'S LAND USE AND FACILITY STANDARDS ORDINANCES:

<u>SGAs and general land planning</u>
Per the City's Comprehensive Plan Princess Anne HS is located in the Pembroke Strategic Growth Area. Guiding Principles for Strategic Growth Areas include:

- Encourage efficient use of land resources
- Maximize use of infrastructure
- Provide accessible parks, open spaces, and recreation facilities
- Plan for sea level rise and recurrent flooding

Redevelopment of Princess Anne HS meets these requirements. Redevelopment of the school on the existing site allows for the cost-effective reuse of existing infrastructure. The layout plan includes recreation spaces and natural open spaces. The finished floor of the building will be set to accommodate future sea level rise and prevent flooding.

The Pembroke Strategic Growth Area 4 Implementation Plan states: "Redevelopment of Princess Anne HS as an urban, multi-story complex will allow the school to integrate and reconnect with the urban fabric of the Pembroke SGA 4." This design intent will be met with the proposed redevelopment.

Additionally, The Pembroke Strategic Growth Area 4 Implementation Plan places emphasis on the need to preserve and encourage interaction with Thalia Creek. The proposed plan locates built improvements away from the existing creek and provides opportunity for interaction with this natural area for students and the community.

Zoning and Conditional Use Permitting

Princess Anne HS Site
Current Zoning: B-3 Central Business District
Our team will facilitate procurement of a new or amended Conditional Use Permit.
A 4-story building may be constructed without variance to allowable zoning height restrictions in a B-3 District.

Bayside HS Site
Current Zoning: R-7.5 Residential
Our team will facilitate procurement of a new or amended Conditional Use Permit.
A 3-story building will require a variance to currently allowable 35' height restrictions within R-zoned property.

B.F. Williams 4-5/ Bayside 6 Campus Site
Current Zoning: R-7.5 Residential
Our team will facilitate procurement of a new or amended Conditional Use Permit.
We do not anticipate the need for requesting variance to the zoning ordinance.

COMPATIBILITY WITH THE CITY'S INFRASTRUCTURE DEVELOPMENT PLANS:

The City's Infrastructure Development Plans call for changes along the frontage of the Princess Anne HS site. "The Pembroke Strategic Growth Area 4 Implementation Plan" calls for "Limited narrowing of Virginia Beach Boulevard to six lanes" and the "creation of bulb-outs along Virginia Beach Boulevard." Space for these improvements can be accommodated with the proposed redevelopment of the school.

COMPATIBILITY WITH THE CITY'S TRANSPORTATION PLANS:

The "Master Transportation Plan" encourages "the Complete Streets philosophy of designing roadways considering the needs for all users and modes in an attractive and environmentally sustainable manner." While no new streets are proposed with this project, connections from the sites to the existing roadways will be provided and pathways will be connected to accommodated multiple users, including walkers and bikers.

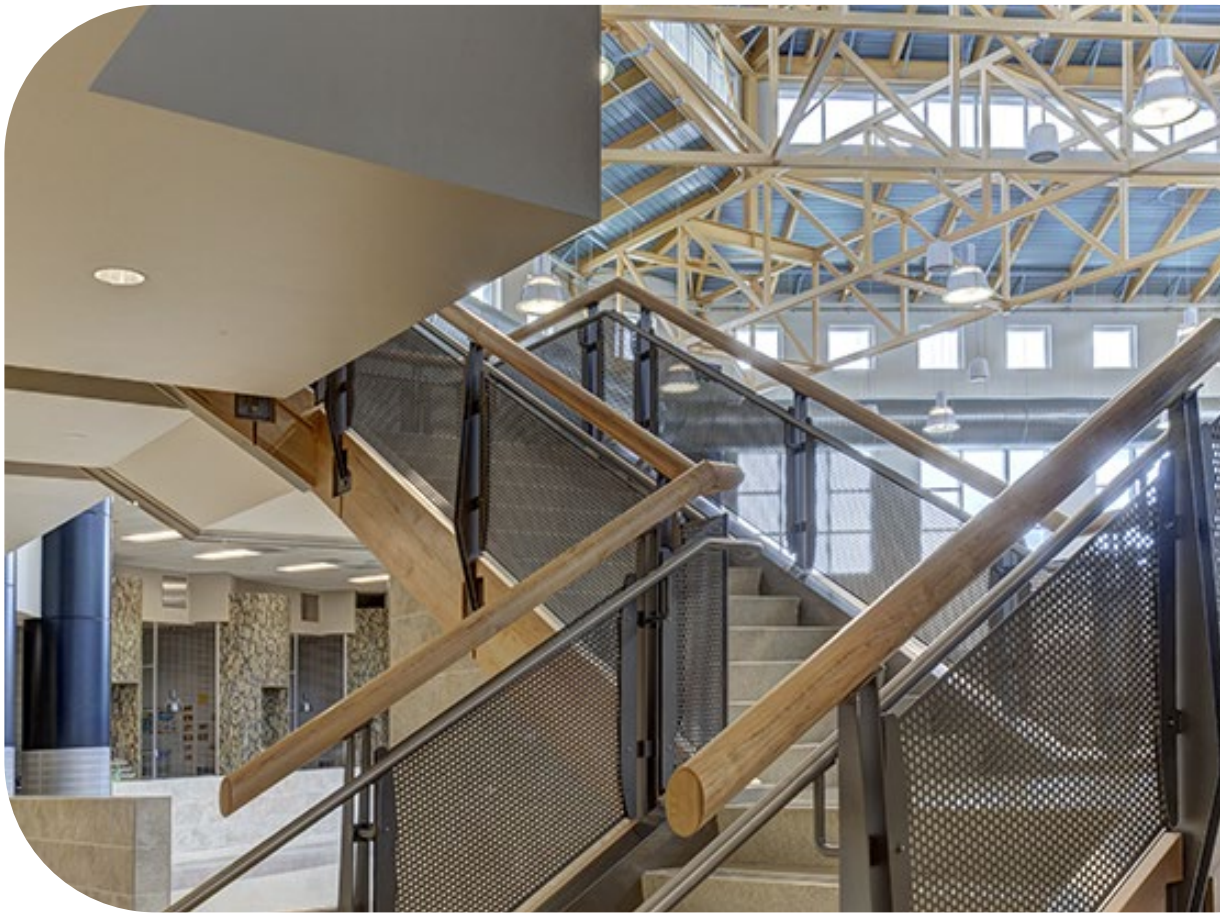
Compatibility with the City's Capital Improvements Plan and Capital Budget:

The SBBCC | HBA + RRMM Team proposal provides VBCPS with three (3) new state-of-the-art, high-performance school facilities to replace four (4) aging school buildings– Princess Anne HS; B.F. Williams 4-5/Bayside 6 Campus; and Bayside HS. These school facility replacements are currently identified as the next three (3) new construction projects in your CIP with the last project, Bayside HS Replacement, projected to achieve completion in the year 2033.

Our proposed Design and Project Delivery Process is going to deliver all three (3) of these projects to you on an accelerated schedule, with Bayside HS being ready for occupancy in 2029, four (4) years ahead of your current projection.

Our team has developed a means of getting your students into three (3) new schools within a seven (7) year timeframe, while staying within the City's projected CIP budget, saving you an estimated $40M+ plus and completing these projects four (4) years earlier than projected.

And, as an additional benefit to VBCPS/the City, we will design the Bayside HS building as a new Virginia Beach High School Prototype which may be used in the future to replace Kempsville HS, First Colonial HS, and possibly Green Run HS.



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EVERY STUDENT EVERY DAY

VOLUME I

TAB 5

ADDITIONAL INFORMATION

TAB 5 | ADDITIONAL INFORMATION

a. Certification

a. Certification

Representations, information and data supplied in, or in connection with, proposals play a critical role in the competitive evaluation process and in the ultimate selection of a proposal by the School Board. Accordingly, as part of any proposal, the proposer shall certify that all material representations, information and data provided in support of, or in connection with, its proposal are true and correct. Such certification shall be made by authorized individuals who are principals of the proposer and who have knowledge of the information provided in the proposal. In the event that material changes occur with respect to any representations, information or data provided for a proposal, the proposer shall immediately notify the School Board of the same.

S.B. Ballard Construction Company, the Proposer / Design-Build Contractor, hereby certifies that all material representations, information, and data provided in our proposal is true and correct.

Signature

May 28, 2021
Date

Stephen B. Ballard | President/CEO
S.B. Ballard Construction Company

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TAB 5 | ADDITIONAL INFORMATION

b. Distribution to Affected Jurisdiction

b. Distribution to Affected Jurisdictions

Under the PPEA, an "affected jurisdiction" is any county, city or town in which all or a portion of a qualifying project is located. Any private entity submitting a conceptual or detailed proposal to the School Board must provide any affected jurisdiction (typically the City) with a copy of the private entity's proposal by certified mail, express delivery or hand delivery. In the case of solicited proposals, such copy should be submitted to any affected jurisdiction to ensure its receipt at the time proposals are due to be submitted to the School Board. In the case of unsolicited proposals, such copy should be submitted to any affected jurisdiction to ensure its receipt within 5 business days after receiving notice from the School Board that the School Board has decided to accept the proposal pursuant to Section 6.1.1 hereof. Any affected jurisdiction shall have 60 days from the receipt of the proposal to submit written comments to the School Board and to indicate whether the proposed qualifying project is compatible with the jurisdiction's (i) comprehensive plan, (ii) infrastructure development plans, and (iii) capital improvements budget or other government spending plan. The School Board shall give consideration to comments received in writing within the 60-day period, and no negative inference shall be drawn from the absence of comment by an affected jurisdiction. The School Board may begin or continue its evaluation of any such proposal during the 60-day period for affected jurisdictions to submit comments.

The SBBCC team agrees to submit a copy to the City of Virginia Beach (the affected jurisdiction) within 5 business days after receiving notice that the School Board's has accepted our proposal. We are eager to work with VBCPS and the City to design, develop, and construct the City's "**Schools for the Future**" and are ready to put forth all necessary resources to begin this project.

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TAB 5 | ADDITIONAL INFORMATION

C. Reference Letters

REFERENCE LETTERS

Please see ***Volume III, TAB 5 ADDITIONAL INFORMATION, c. Reference Letters*** for testaments to how our team can successfully deliver this PPEA project.

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BUILDING THE FUTURE

SB | HBA | RRMM ARCHITECTS

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