

ESTANCIA HIGH SCHOOL THEATER PROJECT

NEWPORT-MESA UNIFIED SCHOOL DISTRICT



B|N|B
BNBuilders

OCTOBER 11, 2022

RESPONSE TO REQUEST FOR PROPOSALS / QUALIFICATIONS LEASE-LEASEBACK SERVICES FOR ESTANCIA HIGH SCHOOL THEATER PROJECT

ATTENTION:

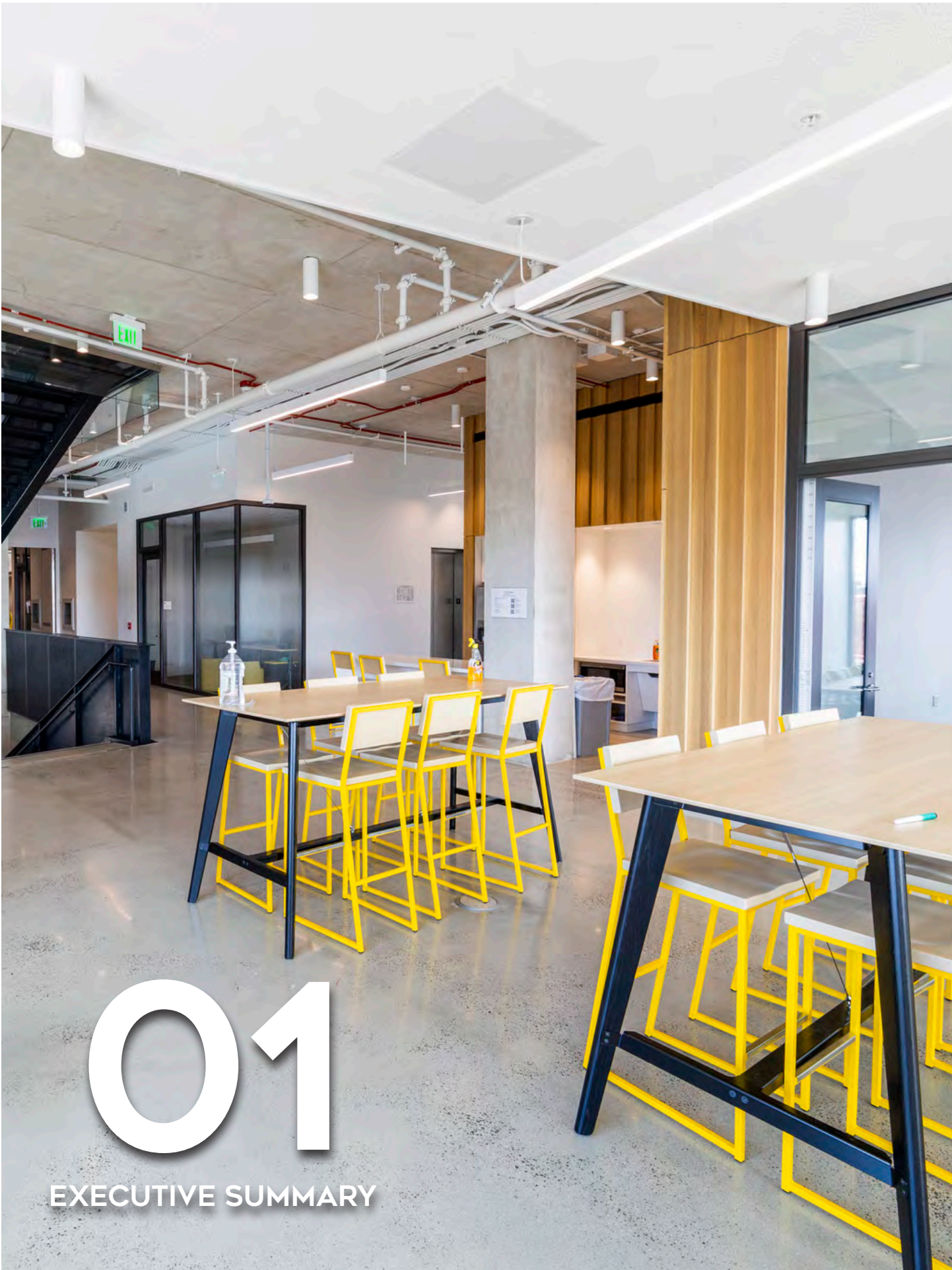
Newport-Mesa Unified School District
2985 Bear Street
Costa Mesa, CA 92626

Attn: Jonathan Geiszler, Director, Purchasing & Warehousing

SUBMITTED BY:

BNBuilders, Inc.
4000 Westerly Place, Suite 100
Newport Beach, CA 92660

Blair Jones, Project Executive
P: 949.244.3429
E: blair.jones@bnbbuilders.com



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EXECUTIVE SUMMARY

01

EXECUTIVE SUMMARY

Jonathan Geizsler, Director, Purchasing & Warehouse

RE: BNBuilders’ Response to Request for Proposals – Lease-Leaseback Services for Estancia High School Theater Project

Dear Jonathan,

On behalf of everyone here at BNBuilders, we are honored and enthused by your consideration of our team for the Estancia High School Theater Project. Attached please find our Response to your Request for Proposals.

We are confident our proposal will demonstrate our commitment to be a great partner to the District. The following items distinguish BNBuilders and make us the best fit for your project:

- Our proposed team members have extensive experience within the Southern California Education Market and our intimate knowledge of the local market conditions will yield beneficial to Newport-Mesa USD.
- BNBuilders and our team have in depth knowledge and thorough understanding of the requirements of the lease-leaseback delivery model with a combine total of 25+ projects on their resumes.
- This team has a proven track record with complex school logistics as well as working on occupied campus with minimal disruptance
- Our team truly values diversity, equity, and inclusion at all levels of our business. In fact, we just transitioned to an ESOP giving every employee a stake in the company. However, we fully understand that in order to help achieve Newport-Mesa USD’s diversity goals, we need a direct resource for these efforts. Therefore, we have included Diversity Manager Rachael Pease on our team. She will engage the broader project team to ensure external and internal inclusion goals are met or exceeded.
- Lastly we are recognized as a leader in safety, including recent recognition by the AGC of America with their 2022 Construction Safety Excellence Award as the safest contractor of our size in the nation. Additionally, we were awarded the AGC of California’s Safety Excellence Award for 2021 as the safest contractor of our size in California State.

BNBuilders specializes in integrated and collaborative project delivery where we are involved early in preconstruction. We are truly excited for the opportunity to present a project team with successful experience on similar projects. We’re ready to get started and eager to help deliver a cost-effective facility that meets all of your programmatic and aesthetic goals. Thank you for your consideration.

Best,



BNBuilders, Inc.
Blair Jones, Project Executive
E: blair.jones@bnbbuilders.com | P: 949.244.3429

KEYS TO SUCCESS



COMMUNICATION & COLLABORATION
Implement an integrated approach that engages all members of the team supported by collaboration tools such as Smartsheet dashboards.



CONTROLLING COST
Use Target Value Design to continuously track budget status and strategically use cost-to-completes and allowances to mitigate risks.



MANAGING CHANGE
Be flexible and responsive to change as it occurs during design and construction, including tracking and auditing subs and reviewing weekly with Newport-Mesa USD.



MEP SELECTION & COORDINATION
Select and onboard design-build MEP partner through using a comprehensive approach and work with them to conduct system coordination.



ADDRESS CURRENT MARKET CHALLENGES
Consider potential impacts of procurement and supply chain issues at every phase and develop strategy to mitigate impacts including strategic material pre-purchasing.



EFFICIENT CONSTRUCTION EXECUTION
Facilitate an efficient construction phase informed by site discovery and coordination with the District.

WHY OUR TEAM



BLAIR JONES PROJECT EXECUTIVE

- 15+ years of experience
- 13+ education projects
- In depth understanding of lease-leaseback delivery model



SCOTT AUGUSTINE SR. PROJECT MGR.

- 18 years of experience
- 17+ education projects
- 6+ lease-leaseback projects
- Experience working with all team members



JIM SCATES SR. SUPERINTENDENT

- 32+ years of experience
- 10+ lease-leaseback projects
- 20+ education projects
- Occupied school campus experience



EDDY VEGA SR. PROJECT ENGINEER

- 5+ years of experience
- Extensive education market experience
- Occupied school campus experience
- Experience working with all team members



ROSENDO PANTOJA SUPERINTENDENT

- 18 years of experience
- 8+ lease-leaseback projects
- 14+ education projects
- In depth understanding of safety protocols



AARON LEE PRECONSTRUCTION MGR.

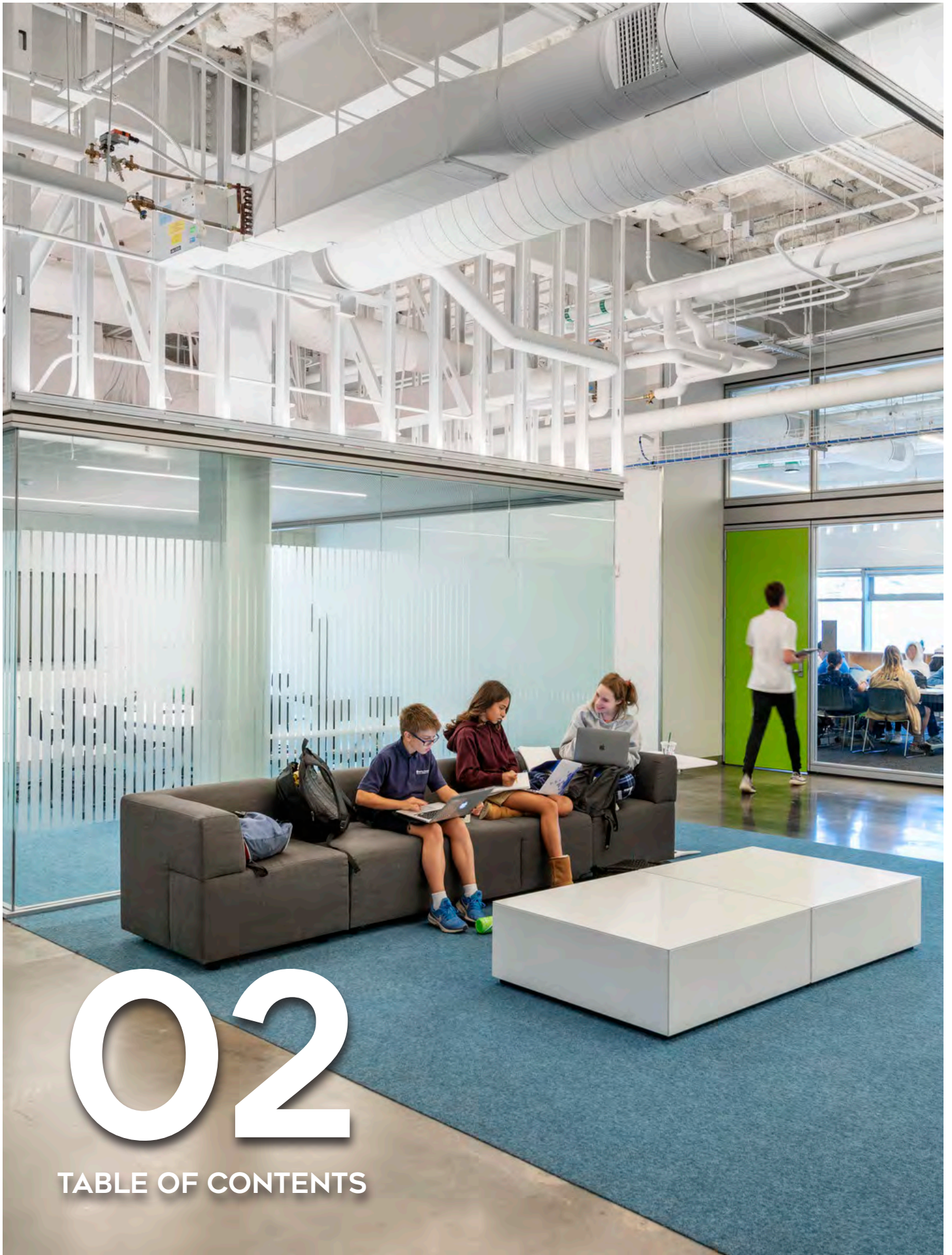
- 12+ years of experience
- 13+ education projects
- In depth understanding of school market needs
- Experience working with all team members

30+
PERFORMING
ARTS CENTERS

25+
TEAM LEASE-
LEASEBACK
PROJECTS



2022 AGC OF AMERICA
CONSTRUCTION SAFETY
EXCELLENCE AWARD



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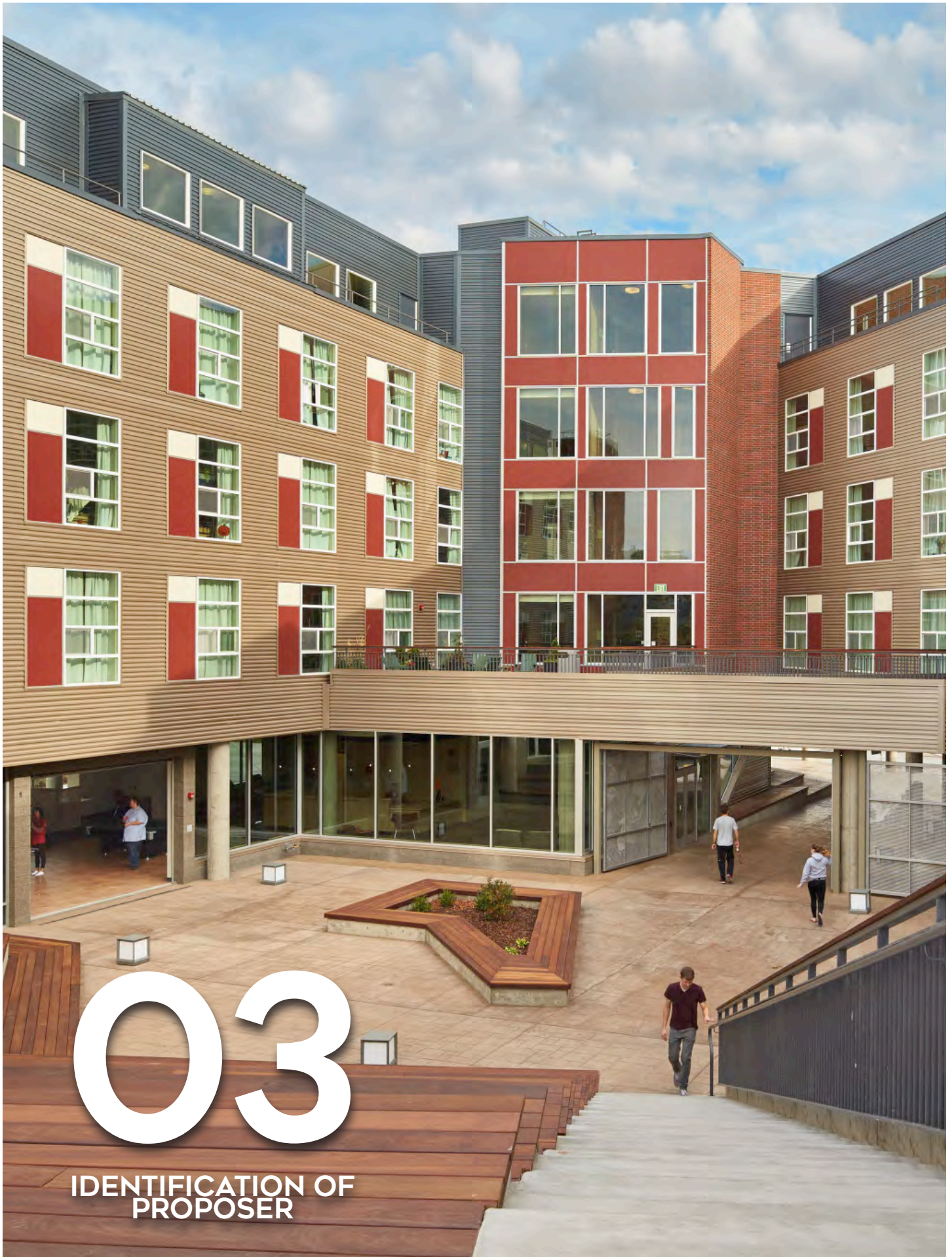
CONTRACTOR'S GC TABLE

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IDENTIFICATION OF
PROPOSER

03

IDENTIFICATION OF PROPOSER

ABOUT BNBUILDERS

BNBuilders is a **West Coast builder** with multiple offices that performs **\$1.3 billion annually** specializing in education, life sciences, healthcare, and corporate technology. We have built a reputation as a technical builder providing comprehensive preconstruction services, professional construction management, and solid field performance with proven management systems to provide our clients with all the information to make informed decisions with confidence.

We are **highly collaborative and progressive** in our approach to delivering projects using alternative delivery methods to provide the best value to our clients. Projects range from less than \$1 million to \$350 million, including new construction, renovations, additions, and historic preservations working on active campus environments. Smaller specialty projects include tenant improvements, MEP retrofits, building upgrades, amenities, central plants, utility reconfigurations, and specialty spaces.

BNB provides the **full range of construction services** from conceptual planning and design through construction and occupancy. Preconstruction services include continuous cost estimating, CPM scheduling, pull planning, constructability reviews, BIM/Innovation, VR/AR, subcontractor outreach, procurement strategy, and detailed construction planning prior to starting construction.

CALIFORNIA CONTRACTOR LICENSE

BNBuilders' California contractor's license is currently in good standing. Our license has not been suspended in the past 5 years.

PREQUALIFICATION STATUS

BNBuilders' received notice of prequalification status with Newport-Mesa Unified School District on September 21, 2022.

Construction services include developing a project specific safety plan, project management, field supervision, cost and schedule control, change management, document control, and commissioning, ensuring projects are operating as intended.

In-house resources include MEP experts, BIM specialists, schedulers, surveying, sustainability, and commissioning to support delivering our projects. In addition, we are a true builder with strong local self-perform capabilities, including rough carpentry, concrete, framing/drywall, ceilings, casework and laboratory equipment, and specialties. This enables us to **drive project schedules** and **enhance quality**, as well as perform unique scopes of work on specific projects.

Our people have consistently set us apart by approaching every project with energy and enthusiasm to **achieve our client's goals** with innovative solutions.



90%
REPEAT CLIENTS

1,000+
EMPLOYEES

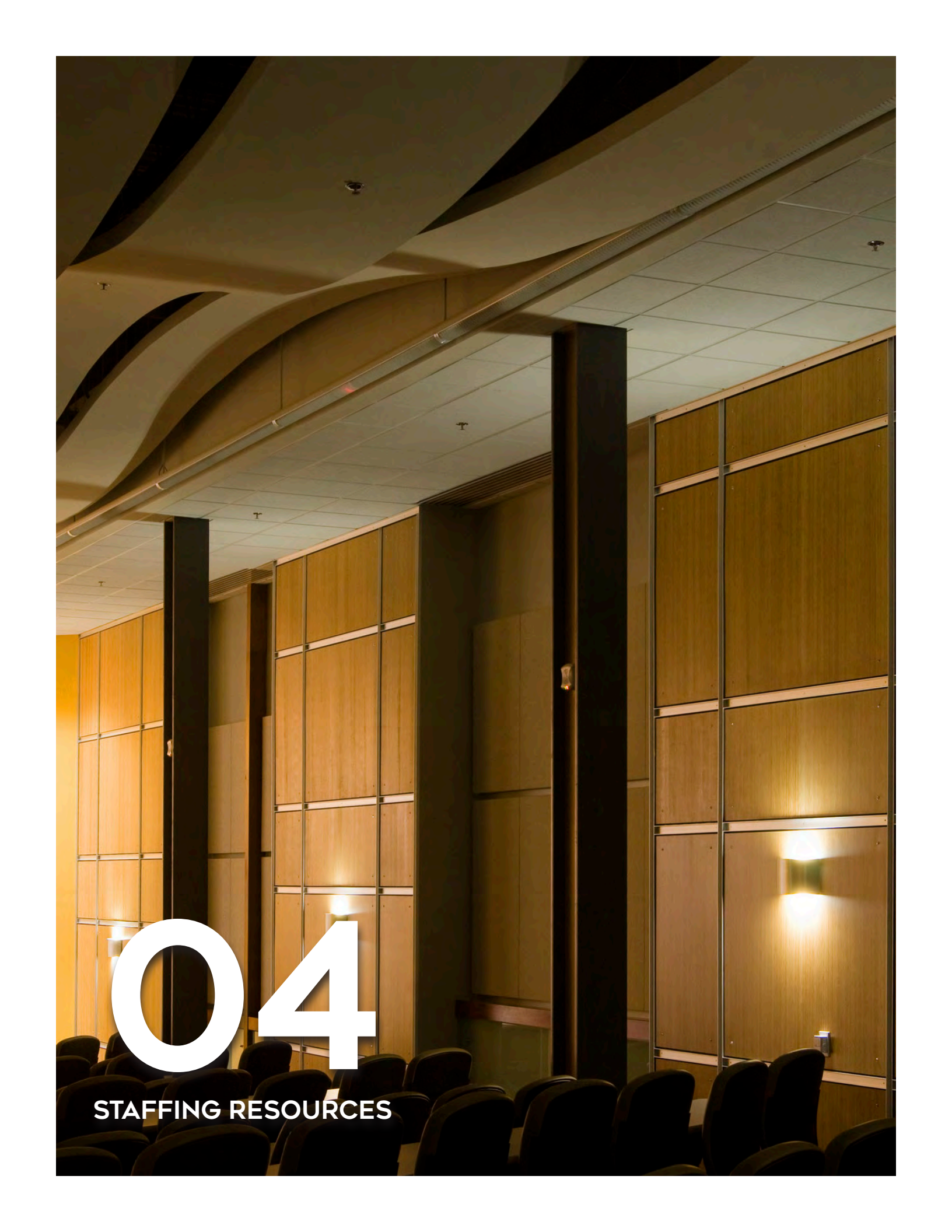
100%
ANNUAL REVENUE

Collaborative People.
Progressive Builders.

FIRM INFORMATION

Firm's Full Legal Name: BNBuilders, Inc
Legal Form of Firm: Corporation
Date of Incorporation: July 2000
State of Incorporation: Washington
Officers: President: Brad Bastian
Vice President: Jason Limp
Secretary: Jim Charpentier
Treasurer: Rich Finlay

Address of Headquarters: 4000 Westerly Pl, Suite 100
Newport Beach, CA 92660
Phone, Fax and Website: P: 714.989.7440, F: 858.550.9560
www.bnbuilders.com
Primary Point of Contact: Blair Jones, Project Executive
P: 949.244.3429
E: blair.jones@bnbuilders.com

The image shows a modern interior space, likely a lounge or waiting area. The walls are covered in light-colored wood paneling with a grid pattern. Several dark, vertical columns are spaced throughout the room. The ceiling is white with recessed lighting. In the foreground, the backs of several dark chairs are visible. The overall lighting is warm and ambient.

04

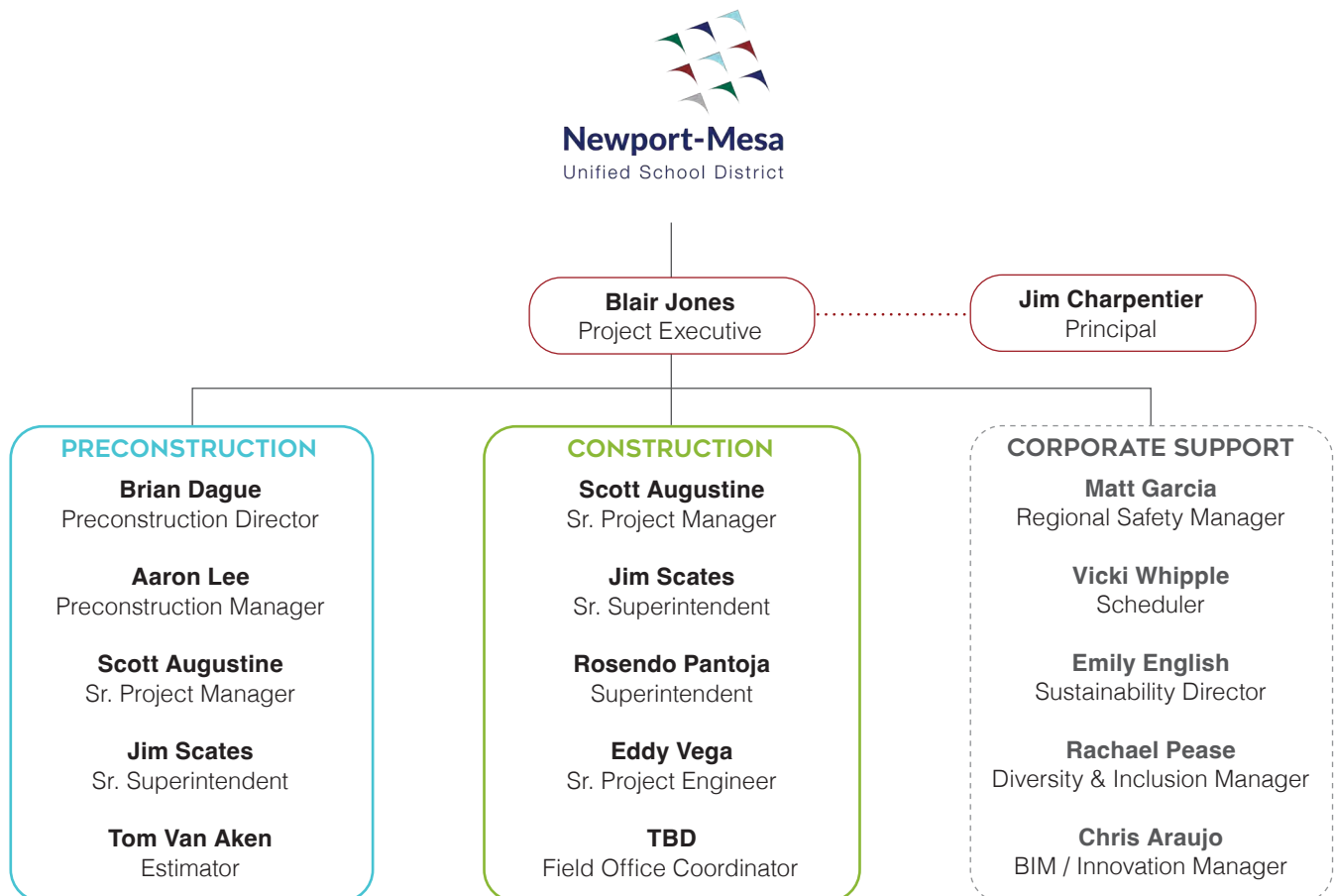
STAFFING RESOURCES

04 STAFFING RESOURCES

In this section, we have identified our key proposed team members as well as the additional staff that will be building the Theater Project. This team was selected for this project because of their extensive experience working on similar projects, as well as working together.

Collectively, our proposed team has experience with over 25 lease-leaseback projects for K-12 districts throughout Southern California. Our team members are well versed in the collaborative nature of a lease-leaseback delivery model. We are excited to work hand-in-hand with the District, Architect, and subconsultants to produce a high-quality building designed specifically to meet Newport-Mesa Unified School District's expectations and program requirements.

We provided detailed resumes in tab 14. Appendices for your review.



KEY TEAM MEMBERS



BLAIR JONES
PROJECT EXECUTIVE

B.S. Construction Management, University of Southern California

Blair Jones is a Project Executive with over 15 years of experience in the construction industry. He has worked on projects for a wide range of clients, including education, technology, healthcare, and civic. Blair will provide the team with options to determine best value, and drive schedule, phasing, and budget. He leverages industry relationships to secure success and guarantee construction team performance. Blair oversees the construction implementation, participates and ensures in project safety and quality, and is an advocate for Newport-Mesa USD.



15
years of construction
experience

13
Education
projects

1
Lease-leaseback
project

12
Ground-up
projects



SCOTT AUGUSTINE
SR. PROJECT MANAGER

B.S. Construction Management, Michigan State University

Scott Augustine has 18 years of construction experience. He brings extensive experience with high-profile projects with complex phasing. As Project Manager, Scott will serve as the primary point of contact. He will lead our comprehensive preconstruction and engage all stakeholders to develop an efficient construction plan. During construction, he will communicate with our entire team to ensure we execute the work safely and efficiently.



18
years of construction
experience

17
Education
projects

5
Lease-leaseback
project

8
Ground-up
projects



JIM SCATES
SR. SUPERINTENDENT

Jim Scates has over 30 years of construction experience supervising field operations on fast-track projects, including complex projects within occupied buildings. He brings valuable experience with the installation of complex MEP systems and equipment within buildings providing valuable input during the design phase with scheduling, phasing, site logistics, subcontractor procurement, and equipment installation requirements.



32
years of construction
experience

20
Education
projects

14
Lease-leaseback
project

18
Ground-up
projects

ADDITIONAL PROJECT TEAM MEMBERS



BRIAN DAGUE
PRECON
DIRECTOR



B.S. Construction Engineering, California State University - Long Beach

Brian Dague has nearly 20 years of experience in the construction industry. He has worked on a wide variety of projects ranging from large ground-up facilities to complex renovations. His experience spans many market sectors, including education, corporate / tech, healthcare, hospitality, and civic. As Preconstruction Director, Brian oversees the preconstruction team and phase of the project to ensure a smooth transition from preconstruction to construction.

20
years of construction
experience

9
Education
projects

7
Design-Build /
CMAR projects

3
Ground-up
projects



AARON LEE
PRECON
MANAGER



B.S. Construction Management, California State University - Chico

Aaron Lee has over 12 years of experience in the construction industry. As Preconstruction Manager, Aaron's responsibilities for projects include procuring and analyzing subcontractor bids, managing subcontractors, value engineering, budget tracking and constructability reviews. He is also responsible for the development and monitoring of project budgets and schedules. He will work closely with Estimator Tom to make sure the preconstruction phase produces a comprehensive estimate.

12
years of construction
experience

13
Education
projects

1
Lease-leaseback
project

4
Ground-up
projects



TOM VAN AKEN
ESTIMATOR

B.S. Construction Engineering, California State Polytechnical University - Pomona

Tom Van Aken has over 9 years of experience in the construction industry for a variety of market segments. He will provide confident buy-out strategy, create project budgets, and provide schedule insights. As Estimator, Tom will develop detailed cost estimates to provide cost certainty throughout the duration of the project. He has previously worked in the field managing projects from preconstruction through final completion and brings field expertise.

9
years of construction
experience

3
Education
projects

1
Lease-leaseback
project

5
Ground-up
projects



ROSENDO PANTOJA
SUPERINTENDENT



A.A. Computer Science, Anthem College
CISEC & CMIT

Rosendo Pantoja is an accomplished Superintendent with experience in job site organization and project scheduling knowledge of building systems. As the Superintendent, Rosendo will supervise the field construction of a project and to complete the work on schedule, within the budget and to the quality of workmanship specified. He will assist the project manager and the scheduling manager in the development and refinement of the project schedule, and to work with the project manager to keep the schedules properly updated, and ensure the job meets the various required dates.

18
years of construction
experience

15
Education
projects

9
Lease-leaseback
project

8
Ground-up
projects



EDDY VEGA
SR. PROJECT
ENGINEER

B.S. Construction Management, National University

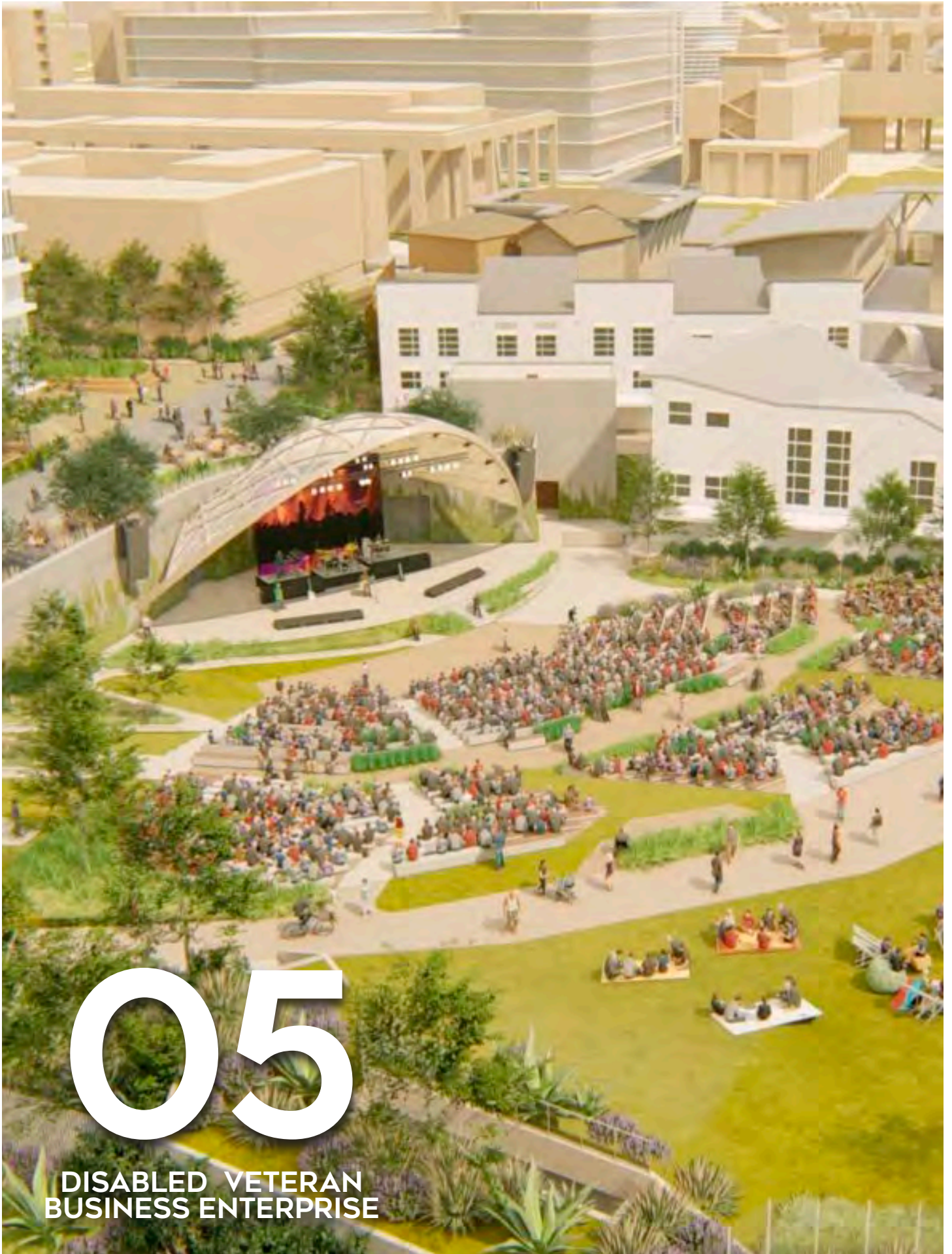
Eddy Vega is a Project Engineer with over 4 years of experience in construction. As Project Engineer, Eddy will be the lead, assisting with subcontractor management and coordination, value engineering, and budget tracking. He will also assist with staff supervision, project coordination, and the overall execution of the project.

5
years of construction
experience

2
Education
projects

3
Design-Build /
CMAR projects

1
Ground-up
projects



05

DISABLED VETERAN
BUSINESS ENTERPRISE

05

DISABLED VETERAN BUSINESS ENTERPRISE

BNBuilders values diversity, equity and inclusion and understands the importance of high-profile projects such as the Estancia High School Theater Project to the local Orange County market. We want the crew working on this project to be reflective of the surrounding community. We embrace an all-inclusive approach that allows for more opportunities for businesses and individuals that are feasible, sustainable, and genuine.

Orange County has a wide variety of subcontractors that fall under the DVBE requirements set forth by Newport-Mesa USD. Our hope is to help NMUSD bolster and promote potential future partnerships as we explore the opportunities together. We also have in-house resources, identified to the left, that will help us maximize participation and achieve Newport Mesa's DVBE inclusion goals.

BNBuilders has a long history of meeting and exceeding diversity goals on projects in both the public and private sectors. We have been establishing means, methods, and relationships for several years which has helped us help our clients surpass their own expectations.

In reviewing this project, we have already identified some partnership opportunities and are committed to maximizing this opportunity for the Estancia High School Theater Project. These potential partnering opportunities includes:

- Partnering with E2 Contracting, a DVBE firm located in the City of Irvine. Our team's relationship spans 15 years and a multitude of project types.
- Partnering with BMP Contractors for SWPPP Services.
- Partnering with Supply Patriot Construction Materials for materials such as aggregate, asphalt, concrete, irrigation, landscaping, pipe, rebar, roofing and siding.

To the right we have outlined our specific approach to maximizing DVBE that includes a robust outreach effort, targeted mentoring programs, and detailed tracking and reporting.



Lynnwood Elementary School



Mountlake Terrace Elementary School

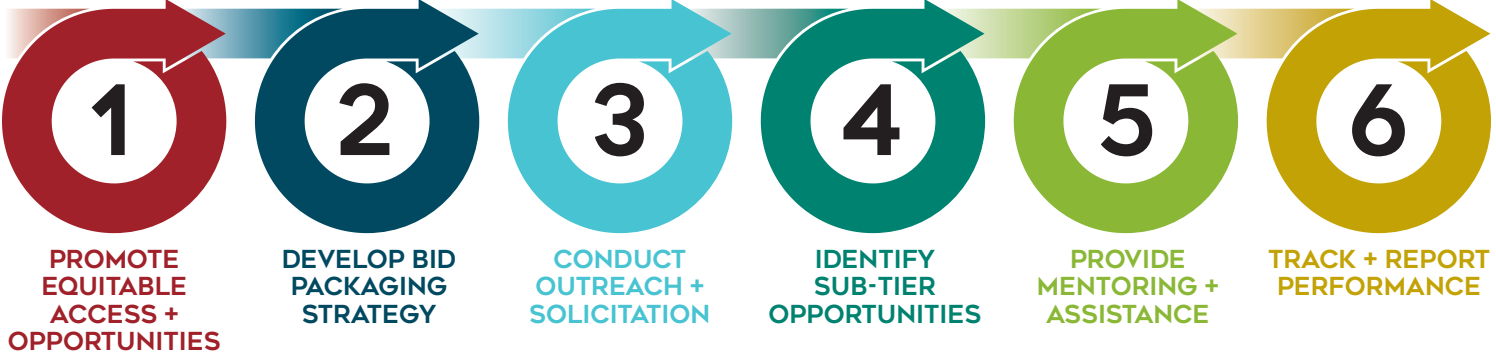
Our most recent ground-up K-12 projects had a set goal of 10%. BNBuilders helped achieve 11.1% diversity usage.



RACHAEL PEASE, DIVERSITY, EQUITY, & INCLUSION MANAGER

Rachael oversees BNB's Diverse Vendor Program to ensure the barriers to project entry are eliminated and the project is representative of the community in which it serves. She works with the project team to craft a bid package strategy that maximizes participation of small, minority, women, disadvantaged, and **veteran owned businesses**. BNB is committed to ensure that this project is inclusive of a craft labor workforce that has been historically under-utilized.

DIVERSITY PLAN & SUBCONTRACTOR PREQUALIFICATION



1 PROMOTE EQUITABLE ACCESS & OPPORTUNITIES
The primary purpose of our Inclusion Plan is to ensure that DVBE firms have fair access to bidding this project. In order to facilitate this, we need to understand the capabilities and capacity of local and diverse subcontractors and suppliers.

2 DEVELOP BID PACKAGING STRATEGY
The next step in our Inclusion Plan is developing a bid package strategy that provides the most opportunity for participation.

3 CONDUCT OUTREACH & SOLICITATION
The next component of our plan is developing and implementing an outreach strategy to make sure we are making contact with bidders. We will utilize publications such as Compliance News to advertise bids in general circulation publications.

4 IDENTIFYING SUB-TIER VENDOR OPPORTUNITIES
As part of our Inclusion Plan, we encourage prime bidders to sub-bid elements of their scope.

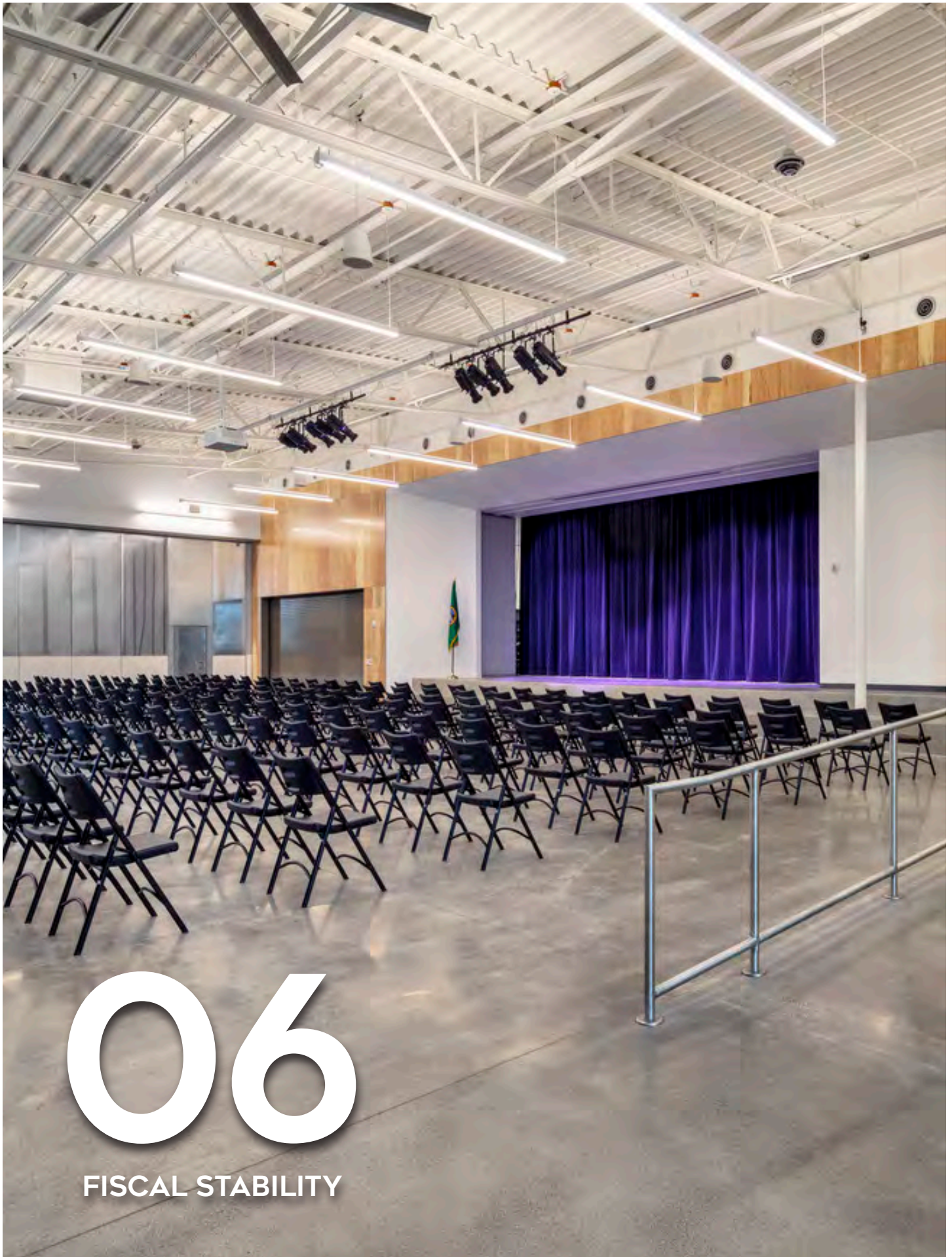
5 PROVIDE MENTORING & ASSISTANCE (ONGOING)
After firms compete and are selected for the project, we provide any assistance required to ensure their success in all aspects of work execution.

6 TRACK & REPORT PERFORMANCE (ONGOING)
To ensure we meet participation goals, it is imperative we have good reporting and tracking procedures.

SUBMITTAL INFORMATION								Yes	No	No	No	32%	\$ 3,687,725	
Bid Package	Bid Group	Subcontract Description	Subcontractors (Bold = Owner Requested)					BUSINESS ENTERPRISE						
			1	2	3	4	5	WBE	SBE	DVE	Total	% Get	% Vol	Value
BP02.40	A	Selective Demolition	AM Wreking	IDR	Matrix	Miller	Fast Frwnd	2	2	1	5	40%	4%	\$ 175,276
BP03.00	C	Cast-In-Place Concrete (incl Rebar)	A&S	Granitex	ProWest	Quality Rein		3	1		4	75%	0%	\$ 23,405
BP05.50	C	Miscellaneous Metals	Bapko	Betko	Electrolurgy	Red's	Junior	1	2	2	5	20%	1%	\$ 28,856
BP06.40	C	Finish Carpentry	Mill Pioneer	REW	Seeley	Pacific Arch	WB Powell	1		3	5	20%	6%	\$ 113,014
BP07.40	C	Roofing / Sheet Metal	Prime								1	0%	0%	\$ -
BP07.80	X	Applied Fireproofing	Excluded									0%	0%	\$ -
BP08.10	C	Doors Frames Hardware (Furnish / Install)	Star Hrdwr	G&G	Mckernan	REW	Seeley	1		4	5	20%	3%	\$ 56,054
BP08.40	C	Glass and Glazing	Aragon	Bapko	Star Hrdwr	Cherry	GCI	3	1	1	5	60%	5%	\$ 288,393
BP09.20	C	GWb Assemblies / Insulation	Quality	Pacific	BNB	Martin	Nevell	1	1		5	20%	16%	\$ 324,355
BP09.30	C	Ceramic Tile	Carrara	Classic	JB	Serena	Universal	4	1		5	80%	2%	\$ 170,834
BP09.50	C	Acoustical Ceilings / Panels	Southcoast	Call USA	CoousticGlo	West Coast		2	2		4	50%	8%	\$ 425,533
BP09.60	C	Floor Coverings	Eagle Floor	Floor Tech	JJJ	Shaw	Universal	3	2		5	60%	3%	\$ 197,095
BP09.90	C	Painting and Coatings / Wall Protection	Borbon	Century	Mako	Rodin	MC	4	1		5	80%	2%	\$ 147,956
BP10.10	X	Visual Display Surfaces	By Owner									0%	0%	\$ -
BP10.14	C	Signage (Code)	CA Signs	Sign Ind	Reprohaus	Metropolitan	Sign Ad	3	2		5	60%	0%	\$ 2,164
BP10.28	C	Toilet Accessories / Partitions / Fire / RE	Inland	Choice	Harrigans	Commercial		4			4	100%	1%	\$ 104,315
BP11.40	X	Food Service Equipment	Excluded									0%	0%	\$ -
BP12.00	X	Furniture	By Owner									0%	0%	\$ -
BP12.20	C	Window Coverings	AT	Sark	Contract	Diversified	Heritage	2	2	1	5	0%	1%	\$ -
BP13.00	C	Sub-Slab Depressurization System	ACT	Sway						1	2	0%	0%	\$ -
BP14.20	C	Vertical Transportation	TBD									0%	0%	\$ -
BP21.00	B	Fire Protection Systems	Kimble	Neptune	Precision	Star	Southwest	3	1	1	5	60%	1%	\$ 76,902
BP22.00	B	Plumbing / Utilities	Sutiles	PPC	ACCO	Control	Southland	1	1		5	20%	7%	\$ 146,944
BP23.00	B	HVAC	Key Air	Bymax	Sutiles	PPC	Southland	1	2	1	5	20%	18%	\$ 370,212
BP26.00	B	Electrical / Fire Alarm / Utilities	O'Bryant	DSE	A+H	AJ Kirkw		2	1		4	50%	20%	\$ 1,036,416
BP27.00	C	Communications Systems (Complete)	Morrow	Paladin	Pinnacle	IES	TBD	1	2	1	4	25%	0%	\$ -
BP27.10	X	Audio / Visual (Cabling / Equipment)	By Owner									0%	0%	\$ -
BP28.10	X	Security Systems (Cabling / Equipment)	By Owner									0%	0%	\$ -
BP32.30	X	Site Furnishings	By Owner									0%	0%	\$ -
BP32.90	C	Irrigation and Landscaping	TBD									0%	0%	\$ -

BUYOUT LOG OF CRITICAL DVBE TRADES

Shown to the left is an example of a Buyout Log from our current preconstruction efforts on a confidential project in Culver City, CA. This is used to track buyout status and subcontractors that meet various DEI categorizations.



06

FISCAL STABILITY

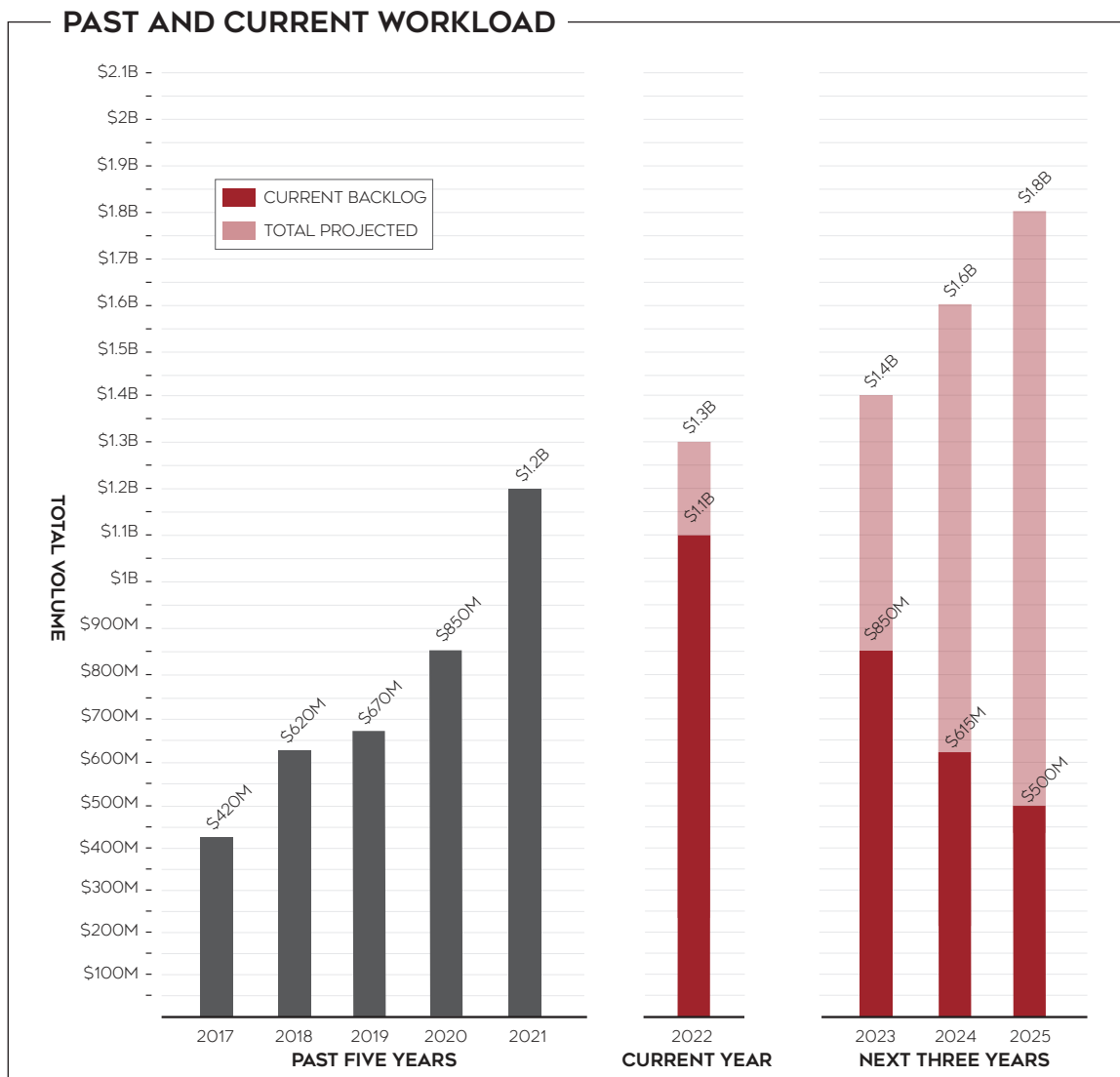
06

FISCAL STABILITY

BNBuilders has a diverse portfolio of project types and clients. The breadth of our project experience rests with our people and the project teams proposed on all of our projects. Although we have a large volume of work already put in place, we have the capacity for a large number of future projects.

As of this proposal date, our plan is to put in place \$1.2 billion company-wide in new construction for the year 2022. We are currently staffed to meet these projections. The Estancia High School Theater Project fits perfectly within our plan and we have qualified office and field staff immediately available to begin working.

We have provided the requested financial documentation on the following pages for review.



LETTER FROM FINANCIAL INSTITUTION OF CURRENT CREDIT LINE AND RATING



January 29, 2020

Rich Finlay, Chief Financial Officer
BN Builders, Inc.
2601 4th Ave., #350
Seattle, WA 98121

Re: Bank Relationship

To whom it may concern:

This letter will certify that BN Builders, Inc. is currently in good standing with The Commerce Bank of Washington. We provide your company an operating line of credit in an amount of \$10,000,000.00, which is currently undrawn at this time. The line of credit and operating accounts are and have been satisfactorily maintained. For this and so many other reasons we are thrilled to be your banking partner.

For any additional questions please contact the undersigned directly at 206-292-4552.

Sincerely,

Dave Hasslinger

Dave Hasslinger
Relationship Manager

2021 AUDITED FINANCIALS



May 5, 2022

Regarding BNBuilders, Inc. Year Ended December 31, 2021 Consolidated Financial Statements:

The year 2021 was transformative for BNBuilders as our employees became 100% owners of the company through an ESOP transaction. We are certain the employee-owned structure will allow us to recruit, retain and motivate builders for the next generation. With this significant transaction there are several accounting and reporting implications:

Consolidated Statement of Income:

- Net income of approximately \$20 million was negatively impacted by approximately \$10 million of expenses relating to the ESOP-related acquisition/consolidation of the two subsidiaries.
- Additionally, the company recognized just over \$7 million in compensation costs relating to the annual contribution to the ESOP.
- When net income is adjusted for these two items, the resulting pro-forma net income of \$37 million is a significant increase over the \$30 million in reported net Income for 2020.

Income Taxes:

- BNB has historically been an S Corporation and therefore has not included a tax provision in our financial statements (under an S election, the income is taxed directly to the stockholders). However, the company has always made distributions to stockholders to fund their tax obligation arising from company earnings. These distributions are estimated to be nearly 40% of net income. As an S Corporation ESOP, the trust that holds the shares in the company is exempt from income taxes and the company does not anticipate paying distributions in future years.

Consolidated Balance Sheet:

- As is typical in a 100% ESOP, the trust borrowed the funds to acquire the shares to distribute to employees over time. In BNB's case, the funds were borrowed both from the selling shareholders and from a bank term loan. The impact of this exchange is that there is negative equity that will be rebuilt with future earnings and as the trust repays the loan.

Liquidity:

- The company ended the year with over \$92 million in cash, \$47 million in working capital and close to a 1.2:1 current ratio. There is only \$32 million in debt principal payments due over the next four years on the ESOP-related debt.

I am available to discuss the ESOP transaction and the financial statements accompanying this letter. Please feel free to call me at the number below or email at rich.finlay@bnbuilders.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rich Finlay".

Rich Finlay
Chief Financial Officer

2601 4th Avenue, Suite 350
Seattle, WA 98121
T 206.382.3443



BNBuilders, Inc. and Subsidiaries

Consolidated Financial Statements Year Ended December 31, 2021

The report accompanying these financial statements was issued by

BDO USA, LLP, a Delaware limited liability partnership and the U.S. member of BDO International Limited, a UK company limited by guarantee.



BNBuilders, Inc. and Subsidiaries

Consolidated Financial Statements
Year Ended December 31, 2021

BNBuilders, Inc. and Subsidiaries

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Tel: 206-382-7777
Fax: 206-382-7700
www.bdo.com

Two Union Square, 601 Union Street
Suite 2300
Seattle, WA 98101

Independent Auditor's Report

To the Stockholders
BNBuilders, Inc. and Subsidiaries
Seattle, Washington

Opinion

We have audited the accompanying consolidated financial statements of BNBuilders, Inc and its subsidiaries (the Company), which comprise the consolidated balance sheet as of December 31, 2021, and the related consolidated statements of income, changes in stockholders' equity (deficit), and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and its subsidiaries and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the consolidated financial statements are issued or available to be issued.



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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

BDO USA, LLP

April 27, 2022

Consolidated Financial Statements

BNBuilders, Inc. and Subsidiaries

Consolidated Balance Sheet

December 31, 2021

Assets

Current Assets

Cash and cash equivalents	\$ 92,796,566
Contract receivables, including retainages of \$62,079,083	209,204,983
Other receivables	873,412
Related party receivables	270,305
Notes receivable - related parties, current	59,122
Inventories	1,109,994
Unbilled receivables on completed contracts	107,150
Contract assets - costs and estimated earnings in excess of billings on uncompleted contracts	16,291,316
Life insurance surrender value	1,173,922
Prepaid expenses	2,934,773

Total Current Assets	324,821,543
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Property and equipment, net	6,214,233
Notes receivable - related parties, net of current portion	2,475,095
Deposits	468,281

9,157,609

Total Assets	\$ 333,979,152
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Liabilities and Stockholders' Deficit

Current Liabilities

Accounts payable, including subcontractor retainages of \$64,862,828	\$ 196,618,335
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts	49,725,942
Accrued losses on contracts in progress	68,949
Accrued liabilities	6,311,207
Accrued payroll and related liabilities	16,710,847
Related-party payables	203,214
Notes payable, current maturities	8,174,172

Total Current Liabilities	277,812,666
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Notes payable, net of current maturities	216,750,199
Warrants liability	2,720,908
Deferred rent	1,183,442

Total Liabilities	498,467,215
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Stockholders' Deficit

Common stock	70,900
Unearned ESOP shares	(199,290,915)
Retained earnings	34,731,952

Total Stockholders' Deficit	(164,488,063)
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Total Liabilities and Stockholders' Deficit	\$ 333,979,152
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See accompanying notes to consolidated financial statements.

BNBuilders, Inc. and Subsidiaries

Consolidated Statement of Income

Year Ended December 31, 2021

Contract Revenue	\$ 1,075,782,911
Cost of Contract Revenue	1,018,346,493
Gross Profit	57,436,418
Selling, General, and Administrative Expenses	36,948,374
Income from Operations	20,488,044
Other Income (Expense)	
Other expense, net	(265,498)
Gain on disposal of property and equipment	24,214
Interest expense	(226,876)
	(468,160)
Net Income	\$ 20,019,884

See accompanying notes to consolidated financial statements.

BNBuilders, Inc. and Subsidiaries

Consolidated Statement of Changes in Stockholders' Equity (Deficit)

	Common Stock	Unearned ESOP Shares	Additional Paid in Capital	Retained Earnings	Total
Balance, December 31, 2020	\$ 1,545,176	\$ -	\$ -	\$59,034,137	\$ 60,579,313
Adjustment for business combination (see note 10)	-	-	-	(4,447,860)	(4,447,860)
Net income	-	-	-	20,019,884	20,019,884
Distributions	-	-	-	(24,822,996)	(24,822,996)
Stock issuance	1,441,500	-	-	-	1,441,500
Reclassification of stock value in excess of par	(2,915,776)	-	2,915,776	-	-
Additional paid in capital on GRR and GER acquisition (see note 10)	-	-	(17,966,989)	-	(17,966,989)
Reclassification of additional paid in capital to retained earnings	-	-	15,051,213	(15,051,213)	-
Unearned ESOP shares	-	(206,508,990)	-	-	(206,508,990)
ESOP shares allocated	-	7,218,075	-	-	7,218,075
Balance, December 31, 2021	\$ 70,900	\$ (199,290,915)	\$ -	\$34,731,952	\$ (164,488,063)

See accompanying notes to consolidated financial statements.

BNBuilders, Inc. and Subsidiaries

Consolidated Statement of Cash Flows

Year Ended December 31, 2021

Cash Flows from Operating Activities	
Net income	\$ 20,019,884
Adjustments to reconcile net income to net cash flows from operating activities:	
Depreciation	1,543,588
Amortization of deferred financing costs	17,119
Deferred rent	(29,736)
Gain on disposal of property and equipment	(24,214)
Stock issued as compensation	883,874
Changes in operating assets and liabilities	
Contract receivables	4,181,201
Other receivables	(361,898)
Related party receivables	(46,122)
Related party payables	203,214
Inventories	(279,738)
Unbilled receivables on completed contracts	(107,150)
Contract assets - costs and estimated earnings in excess of billings on uncompleted contracts	(5,737,066)
Life insurance surrender value	(452,874)
Prepaid expenses	(845,918)
Deposits	(46,721)
Accounts payable	(4,034,398)
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts	7,016,434
Accrued losses on contracts in process	(58,090)
Accrued liabilities	(2,728,223)
Accrued payroll and related liabilities	596,372
Net Cash Flows from Operating Activities	19,709,538
Cash Flows for Investing Activities	
Repayments on notes receivable - related parties	289,651
Acquisition of GRR and GER	(22,414,848)
Proceeds from sale of property and equipment	61,124
Purchase of property and equipment	(2,468,448)
Net Cash Flows for Investing Activities	(24,532,521)
Cash Flows from Financing Activities	
Proceeds from term loan	80,000,000
Stock issuance	15,625
Payment on notes payable	(55,240,313)
Principal payments on ESOP loan	7,218,075
Debt issuance costs paid	(3,874,698)
Distributions	(24,822,996)
Net Cash Flows from Financing Activities	3,295,693
Net Change in Cash and Cash Equivalents	(1,527,290)
Cash and Cash Equivalents, beginning of year	94,323,856
Cash and Cash Equivalents, end of year	\$ 92,796,566

Supplemental Cash Flow Information (Note 2)

See accompanying notes to consolidated financial statements.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Operations

BNBuilders, Inc. (the Company) was incorporated in the state of Washington in 2000 and is a general contractor performing construction services. Work is performed in Washington, California, Colorado, and Oregon under cost plus, fixed price, and time and materials contracts, modified by incentive and penalty provisions.

Grizzly Retail Rentals, LLC (GRR) was formed in the state of Washington in 2001, and Grizzly Equipment Rentals, LLC (GER) was formed in the state of California in 2010. GRR and GER lease construction equipment and sell construction materials to the Company. As limited liability companies (LLCs), a member's liability is generally limited to contributions made to the LLC.

Principles of Consolidation

The consolidated financial statements include the accounts of the Company and its wholly owned subsidiaries, GRR and GER, (collectively, the Company or the Company and its subsidiaries). All material intercompany balances and transactions have been eliminated in consolidation.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. Actual results could differ from those estimates. Significant estimates used in preparing these Consolidated financial statements include estimated costs to complete construction contracts that have a direct effect on gross profit.

Revenue Recognition

The Company recognizes revenue under *Accounting Standards Codification* (Topic 606 (ASC 606)). The core principle of the guidance is that a company should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services in accordance with the five step model outlined in ASC 606:

- (i) identify the contract with the customer
- (ii) identify the performance obligations in the contract
- (iii) determine the transaction price
- (iv) allocate the transaction price to the performance obligations
- (v) recognize revenue when (or as) performance obligations are satisfied

The Company derives revenue from long-term construction contracts with public and private customers primarily in the United States of America. The Company's construction contracts are generally each accounted for as a single unit of account (i.e., as a single performance obligation).

Throughout the execution of construction contracts, the Company recognizes revenue with the continuous transfer of control to the customer. The customer typically controls the asset under

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

construction by either contractual termination clauses or by the Company's rights to payment for work already performed on the asset under construction that does not have an alternative use for the Company.

Because control transfers over time, revenue is recognized to the extent of progress towards completion of the performance obligations. The selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services provided. The Company generally uses the cost-to-cost method for its contracts (an input method), which measures progress towards completion for each performance obligation based on the ratio of costs incurred to date to the total estimated costs at completion for the respective performance obligation. Incurred cost represents work performed, which corresponds with, and thereby best depicts, the transfer of control to the customer. Revenue, including estimated fees or profits, is recorded proportionately as costs are incurred. Cost of operations includes labor, materials, subcontractor costs, and other direct and indirect costs, including depreciation.

Due to the nature of the work required to be performed on many of the Company's performance obligations, estimating total revenue and cost at completion is complex, subject to many variables and requires significant judgment. Assumptions as to the occurrence of future events and the likelihood and amount of variable consideration, including the impact of change orders, claims, contract disputes and the achievement of contractual performance criteria, and award or other incentive fees are made during the contract performance period. The Company estimates variable consideration using the expected value method, which is probability weighted for multiple outcomes. Contract modifications mainly consist of change orders, which are discussed in more detail in Note 5. The Company includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of anticipated performance and all information (historical, current and forecasted) that is reasonably available to management.

The lengths of the contracts vary but are typically one year or less. In accordance with normal practice in the construction industry, the Company includes asset and liability accounts relating to construction contracts in current assets and liabilities even when such amounts are realized or payable over a period in excess of one year.

Certain states in which the Company and its subsidiaries operate impose a tax on sales to nonexempt customers. Taxes collected from customers and submitted to taxing authorities are not recorded as revenue.

Changes in Estimates on Construction Contracts

The Company's estimates of contract revenue and cost are highly detailed and many factors change during a contract performance period that result in a change to contract profitability. These factors include, but are not limited to, differing site conditions; availability of skilled contract labor; performance of major material suppliers and subcontractors; ongoing subcontractor negotiations and buyout provisions; unusual weather conditions; changes in the timing of scheduled work; change orders; accuracy of the original bid estimate; changes in estimated labor productivity and costs

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

based on experience to date; achievement of incentive-based income targets; and the expected, or actual, resolution terms for claims. The factors that cause changes in estimates vary depending on the maturation of the project within its lifecycle. For example, in the ramp-up phase, these factors typically consist of revisions in anticipated project costs and during the peak and closeout phases, these factors include the impact of change orders and claims, as well as additional revisions in remaining anticipated project costs. Generally, if the contract is at an early stage of completion, the current period impact is smaller than if the same change in estimate is made to the contract at a later stage of completion. Management evaluates changes in estimates on a contract by contract basis and discloses significant changes, if material, in the Notes to the Consolidated Financial Statements.

Cash and Cash Equivalents

Cash and cash equivalents include cash in banks and money market funds. The Company considers all short-term securities with an original maturity date of three months or less to be cash. The Company and its subsidiaries place their cash with financial institutions that, at times, may exceed federally insured limits. The Company and its subsidiaries have not experienced any losses in such accounts and do not believe they are exposed to any significant credit risk.

Contracts Receivable

Contracts receivable from performing construction work are based on contracted prices. The Company provides an allowance for doubtful accounts equal to estimated bad debt losses. The estimated losses are based on historical collection experience together with a review of the current status of the existing receivables. For the year ended December 31, 2021, the Company had no bad debt expense write-offs. Normal contracts receivable are due 30 days after the issuance of the invoice. Contract retentions are due 30 days or longer after the completion of the project and acceptance by the owner. In accordance with normal practice in the construction industry, the Company includes in current assets and current liabilities amounts related to construction contracts receivable and payable over a period in excess of one year.

Three project owners accounted for approximately 51% of contract receivables at year-end, and approximately 34% of contract revenue was earned from two project owners during 2021.

Inventories

Inventories consist of construction material held for resale and are stated at the lower of cost (determined using the first-in, first-out method) or net realizable value.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is calculated using the straight-line method over estimated useful lives, generally ranging from three-to-seven years for software, equipment, furniture and fixtures, office and computer equipment, and vehicles. Leasehold improvements are amortized over the shorter of the estimated useful lives or the related lease term. When property and equipment are retired or otherwise disposed of, any resulting gain or loss is recognized in income for the period. The cost of maintenance and repairs is charged to expense as incurred; significant renewals and betterments are capitalized.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

Warrants

Warrants are recognized at fair value (also known as put price) using the Black-Scholes model. Warrants liability is remeasured at each reporting period with the change in value adjusted through the consolidated statement of income.

Deferred Rent

Deferred rent represents amounts for tenant improvement allowances, rent escalation clauses, and rent holidays related to certain operating leases. The Company and its subsidiaries recognize rent expense related to their office leases on a straight-line basis and accrue a liability for rent expense in excess of rents paid to date.

Income Taxes

The Company and its subsidiaries have elected to be taxed as S corporations under the Internal Revenue Code; therefore, there is no tax provision included in these consolidated financial statements. Under this election, the income is taxed directly to the stockholders and members.

Management has evaluated the tax positions taken on the Company's and its subsidiaries' tax returns for those that are "more likely than not" to be sustained in the event of a tax authority examination. Management believes there are no uncertain tax positions for the year ended December 31, 2021.

Warranty Cost

The Company generally warrants its work against defects for a period of one year after substantial completion. The Company obtains warranty coverage from its subcontractors for a similar period of time. No provision is made for estimated future costs as, historically, significant warranty costs have not been incurred.

Employee Stock Ownership Plan

Compensation expense for the Employee Stock Ownership Plan (the ESOP) is recorded when funds are transferred to the BNBuilders, Inc. Employee Stock Ownership Trust (the Trust) in such amount as determined by the Board of Directors. The Company has agreed with the Trust to make contributions to the Trust in amounts sufficient to make timely payments of the principal and interest as required by the ESOP Loan (See Note 13). The Company consolidates the ESOP Loan, reflecting both the loan and the cost basis of the shares held by the Trust on the Company's balance sheet. The Company accrues interest on the ESOP Loan and reports cash payments from the Trust that are used to service debt (regardless of whether the source of cash is the Company's contributions). As the payments from the Trust are reflected as reductions of the principal balance of the ESOP Loan and accrued interest balances, the cash flows associated with paying down the principal balance of the debt is reported by the Company as financing cash inflows. The receipt of payments associated with interest are reflected as operating cash inflows.

Unearned compensation applicable to the ESOP is reflected as a reduction of stockholders' equity in the consolidated balance sheet. In case of repurchase, the difference between the average fair value and the cost of the shares allocated by the ESOP is recorded as an adjustment to additional paid in capital.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

The Company records the amount of any dividend that is attributable to unallocated shares in the ESOP as compensation expense in the consolidated statement of income.

Subsequent Events

The Company and its subsidiaries have evaluated subsequent events through the date these consolidated financial statements were available to be issued, which was April 27, 2022.

2. Supplemental Cash Flow Information

Cash Paid for Interest	\$ 10,661
Noncash Financing Activity	
Issuance of note2 payable in exchange for common stock	542,000
Debt issuance costs in accounts payable	198,084
Issuance of warrants in exchange for discount on subordinated notes	2,720,908
Unearned ESOP shares in exchange for subordinated notes	206,508,990
Total Noncash Financing Activity	\$ 209,969,982

3. Related-Party Transactions

During 2021, there was one project in progress with related parties, affiliated through management relationships, as project owner. Total costs incurred on this project are approximately \$181,000. Contract revenue was \$184,000 and profit recognized was \$3,000 on the project during the year ended December 31, 2021.

GRR and GER lease facilities from related parties affiliated through management relationships. See Note 12 for further details.

Total notes receivable from related parties on the accompanying consolidated balance sheet consist of four notes at December 31, 2021. One note in the amount of \$1,200,000 with an interest rate of 1.65% represents various disbursements to the note maker. Each disbursement amount is due in full nine years from the date of the disbursement with the first principal payment due in July 2028, and the last principal payment due in December 2028. Accrued interest of \$1,707 as of December 31, 2021, is included in related party receivables on the accompanying consolidated balance sheet. The second note in the amount of \$63,217 with an interest rate of 2.5% requires weekly payments and an annual lump-sum payment of \$10,000 until fully paid in March 2025. The note has a current portion of \$19,122 as of December 31, 2021. The third note is in the amount of \$1,000,000 with an interest rate of 3.0%. The full amount of the note is due in October 2027. Interest on the note is payable in quarterly payments. There was no accrued interest as of December 31, 2021. The fourth note in the amount of \$271,000 with an interest rate of 2.0% requires annual payments of \$20,000 until maturity in December 2025 at which point the remaining outstanding balance is due. The note has a current portion of \$40,000 as of December 31, 2021.

BNBuilders, Inc. and Subsidiaries
Notes to Consolidated Financial Statements

4. Contract Receivables

Contract receivables as of December 31, 2021, consist of the following:

Contracts in progress	\$ 145,688,044
Completed contracts	1,437,856
Retainages	62,079,083
	<u>\$ 209,204,983</u>

The Company follows the practice of filing statutory liens on certain construction projects. The liens serve as collateral for certain contract receivables.

5. Contract Assets and Liabilities

Costs, estimated earnings, and billings on uncompleted contracts at December 31, 2021, are as follows:

Costs incurred on uncompleted contracts	\$ 2,301,305,416
Estimated earnings	108,496,453
Billings to date	(2,443,236,495)
Net Billings in Excess of Costs and Estimated Earnings	<u>\$ (33,434,626)</u>

Included in the accompanying consolidated balance sheet under the following captions:

Contract assets - costs and estimated earnings in excess of billings on uncompleted contracts	\$ 16,291,316
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts	(49,725,942)
Net Billings in Excess of Costs and Estimated Earnings	<u>\$ (33,434,626)</u>

Contract assets - costs and estimated earnings in excess of billings represent the excess of contract costs and profits (or contract revenue) over the amount of contract billings to date and are classified as a current asset. Costs and estimated earnings in excess of billings result when either: 1) the appropriate contract revenue amount has been recognized over time in accordance with ASC 606, but a portion of the revenue recorded cannot be billed currently due to the billing terms defined in the contract, or 2) costs are incurred related to certain claims and unapproved change orders. Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change. Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The Company routinely estimates recovery related to claims and

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions; decreases normally result from resolutions and subsequent billings. Resolution of these claims and unapproved change orders may require litigation or other forms of dispute resolution proceedings.

Contract liabilities - billings in excess of costs and estimated earnings represent the excess of contract billings to date over the amount of contract costs and profits (or contract revenue) recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

6. Property and Equipment

Property and equipment consist of the following at December 31, 2021:

Vehicles	\$	263,819
Equipment		5,069,423
Office and computer equipment		3,135,820
Furniture and fixtures		947,946
Software		284,088
Leasehold improvements		3,263,197
		12,964,293
Less: Accumulated depreciation		(6,750,060)
	\$	6,214,233

BNBuilders, Inc. and Subsidiaries
Notes to Consolidated Financial Statements

7. Notes Payable

Notes payable consist of the following at December 31, 2021:

Credit agreement	\$ 80,000,000
Subordinated notes	151,437,707
Related-party note payable	263,230
	231,700,937
Less: Current portion	(8,174,172)
Less: Unamortized debt issuance costs	(6,776,566)
	\$ 216,750,199

Debt issuance costs are amortized to interest expense using the effective interest method over the term of the related debt.

Maturity requirements on notes payable are as follows for the years ending December 31:

2022	\$ 8,174,172
2023	8,089,058
2024	8,000,000
2025	8,000,000
2026	48,000,000
Thereafter	151,437,707
	\$ 231,700,937

Credit Agreement

During 2021, the Company entered into a credit agreement with a bank on its own behalf and as an agent to another lender, which consisted of a \$80,000,000 term note and a \$10,000,000 revolving credit with a \$5,000,000 swing line and letter of credit sublimit. No draws have been made on the line of credit.

The principal amount of the term loan is to be repaid in quarterly installments of \$2,000,000 beginning March 31, 2022, until maturity on December 23, 2026, at which point any remaining unpaid principal balance is due. Interest accrues at the Applicable Margin plus the Base Rate. At December 31, 2021, the interest rate was 4.25%. The credit facility is secured by all assets of the Company.

The credit agreement is subject to various covenants beginning March 31, 2022.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

Subordinated Notes

Subordinated promissory notes were issued to the Sellers as part of the Employee Stock Ownership Purchase (ESOP) transaction as described in Note 13. Notes were issued for a total of \$206,508,990. The notes all have similar terms and are based on the number of shares purchased as part of the ESOP transaction. A prepayment on notes was made during 2021 for a total of \$55,071,283 and no principal payments are due until 2027. Quarterly installments of \$7,571,885 commence March 31, 2027, with a final maturity date of December 31, 2031. The notes have an interest rate of 3%, which is payable quarterly, are subordinated to the credit agreement, and are unsecured.

Related Party Note Payable

During 2018, the Company repurchased 1,333,333 shares of common stock of the Company. In connection with the repurchase, the Company issued a promissory note with an original face amount of \$833,333. The promissory note bears interest at 3%, is payable in monthly payments of principal and interest of approximately \$15,000, and matures in June 2023.

8. Warrants Liability

The Company issued each of the Sellers a non-transferable warrant providing the warrant holder the right to purchase shares of the Company at a price of \$2.28 per share. The Company issued warrants to purchase a cumulative 3,545,000 shares of the Company.

The warrants have an expiration date of December 31, 2031 and shall be exercisable upon the earlier of the date that the Subordinated Notes are paid in full or September 23, 2031. The holders of the warrants have the option to put the warrants to the Company any time after they become exercisable, or a Change in Control event occurs. The put price shall be the appraised value less the exercise price of the warrant. The Company also has a call option to purchase the warrants from the holder any time after they become exercisable, or a Change in Control event occurs. The call price shall be the same as the put price. The Company used the Black-Scholes method to calculate put value (\$0.7675) which resulted in a warrant liability of \$2,720,908. The put value is dependent upon the underlying stock price at the grant date, the exercise price, the time to expected exercise, expected volatility and the risk-free interest rate.

The following table summarizes the inputs used within the Black-Scholes method for warrants at December 31, 2021:

Expected term (years)		10
Risk free interest rate (compounded)		1.52%
Expected volatility		36.36%
Exercise price	\$	2.28
Stock price on grant date	\$	2.28

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

9. Common Stock

The Company has 20,000,000 shares authorized and 7,090,000 shares issued and outstanding at December 31, 2021. The shares have par value of \$0.01 per share.

10. Business Combination

On December 23, 2021, the Company acquired 100% of the ownership interest in GER and GRR from the previous 100% owner at a purchase price of \$4,910,658 and \$17,432,810, respectively. The previous 100% owner also held 56% of the shares of the Company on the date of the transaction, therefore, the Company concluded that the acquisition occurred among entities under common control. In accordance with ASC 805, the Company recognized the transaction as an adjustment to equity (additional paid in capital) for the excess cash paid. The following table summarizes the consideration paid and the adjustment to equity:

Purchase price of GER and GRR	\$ 22,343,468
Transaction fee paid	71,381
Carrying value of GER and GRR net assets acquired	(4,447,860)
Excess Cash Paid Adjusted Through Additional Paid in Capital	\$ 17,966,989

Accordingly, the financial results and financial positions of GER and GRR are consolidated with the Company as if the transaction occurred at the beginning of the reporting period.

As described in Note 13, the Company had a change in ownership and is now 100% owned by the Trust. The Company has elected not to apply pushdown accounting and instead will continue to present its financial statements based on its continued basis and thus exclude the Trust's accounting basis of the Company under the application of the acquisition method.

11. Backlog

The following shows a reconciliation of backlog representing signed contracts at December 31, 2021:

Balance , beginning of year	\$ 756,889,643
New contracts and change orders	1,176,502,123
Contract revenue earned	(1,075,782,911)
Balance , end of year	\$ 857,608,855

Subsequent to year-end, the Company executed additional construction contracts with total estimated contract revenue of approximately \$97,000,000.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

12. Commitments

Operating Leases

The Company and its subsidiaries have various noncancelable operating leases for facilities with initial lease terms generally ranging from 1 to 10 years. Escalations in lease payments are provided within the lease agreements. The Company and its subsidiaries also lease vehicles under a master operating lease agreement. The vehicles are leased under terms ranging from three to four years, expiring between 2022 and 2025.

The following is a schedule of future minimum lease payments at December 31:

	Facility Lease	Vehicle Lease	Total
2022	\$ 2,281,346	\$ 1,513,509	\$ 3,794,855
2023	2,125,537	976,460	3,101,997
2024	1,899,123	546,250	2,445,373
2025	1,580,482	244,229	1,824,711
2026	1,199,782	-	1,199,782
Thereafter	2,644,232	-	2,644,232
	\$ 11,730,502	\$ 3,280,448	\$ 15,010,950

Rental expense for all operating leases totaled \$4,083,279 for the year ended December 31, 2021. Rent paid to related parties during 2021 totaled \$667,938. Unpaid amounts of \$203,214 are included related party payables on the consolidated balance sheet at December 31, 2021.

13. Retirement Plans

Employee Stock Ownership Plan

On December 23, 2021, the Company sponsored an employee stock ownership plan (ESOP) effective January 1, 2021, for the benefit of employees. Eligible employees qualify to participate after one year of service. Shares are allocated to participants based on years of service and compensation. Allocated shares fully vest after six years of service. The Company is obligated to repurchase shares at the fair market value as determined by the Trustee for participants who leave the plan following termination of employment.

On December 23, 2021, the Trust acquired all 7,090,000 shares outstanding of the Company for \$29.13 per share for an aggregate price of \$206.5 million from the Company's previous shareholders (the Sellers). The Trust's acquisition of the Company's shares from the Sellers was financed by issuing the Sellers promissory notes (the Trustee Notes) that yield 1.9% interest and are payable in annual installments on December 31 commencing December 31, 2021, and until maturity on December 31, 2060. Pursuant to the Assignment of Pledge and Security Interest agreement dated December 23, 2021 between the Trust, the Company and the Sellers, the Sellers assigned the Trustee Notes to the Company (the ESOP Loan) and, in exchange, received from the Company i)

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

subordinated promissory notes (the Subordinated Seller Notes) and ii) detachable warrants expiring on December 31, 2031 (the Warrants).

The ESOP Loan is represented as unearned ESOP shares and a reduction to stockholders' equity.

At the time of the assignment of the Trustee Notes, \$55,071,283 was prepaid to the holders of the Subordinated Seller Notes and the remaining balance is payable in quarterly installments commencing on March 31, 2027, and until maturity on December 31, 2031 (See Note 7).

As of December 31, 2021, 177,250 shares were allocated to employees as part of the ESOP. The unreleased shares totaled 6,912,750 at December 31, 2021. The fair value of the unreleased shares was approximately \$15,761,070 at December 31, 2021.

During the year ended December 31, 2021, the Company recognized compensation cost of \$7,218,075 and did not declare any dividends on allocated and unallocated shares.

Non-Union 401(k) Plan

The Company sponsors a 401(k) plan covering all non-union employees who have met certain age and service requirements as defined by the plan. Employer matching contributions were \$2,121,800 for the plan year ended December 31, 2021.

Multiemployer Plans

The Company contributes to a number of multiemployer defined benefit pension plans under the terms of collective bargaining agreements that cover union-represented employees. Currently, the Company and its subsidiaries have no intention to withdraw from these plans. The risks of participating in a multiemployer plan are different from single employer plans in the following aspects:

- Assets contributed to the multiemployer plan by one employer may be used to provide benefits to employees of other participating employers.
- If a participating employer stops contributing to the plan, the unfunded obligations of the plan may be borne by the remaining participating employers.
- If a participating employer chooses to stop participating in a multiemployer plan, the employer may be required to pay the plan an amount based on the underfunded status of the plan, referred to as a withdrawal liability.

The Company's participation in these plans for the year ended December 31, 2021, is outlined below. The EIN/PN column provides the Employee Identification Number (EIN) and the three-digit plan number. The most recent Pension Protection Act (PPA) zone status is listed within the table. The zone status is based on information that the Company received from the plans and is certified by the plans' actuaries. Among other factors, plans in the red zone are generally less than 65% funded, plans in the yellow zone are less than 80% funded, and plans in the green zone are at least 80% funded. The FIP/RP column indicates plans for which a financial improvement plan (FIP) or a rehabilitation plan (RP) has been implemented. The last column lists the expiration date of the collective bargaining agreement to which the plans are subject.

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

Pension Fund	EIN / PN	PPA Zone Status	Plan Year-End for Zone Status
Southwest Carpenters Pension Trust	95-6042875 / 001	Green	12/31/2020
Western Washington Laborers - Employers Pension Trust	91-6022315 / 001	Green	12/31/2020
Carpenters Retirement Plan of Western Washington	91-6029051 / 001	Green	12/31/2020
San Diego Construction Laborers Trust	95-6090541 / 001	Green	8/31/2020
Carpenters Pension Trust for Northern California	94-6050970 / 001	Red	8/31/2020
International Painters and Allied Trades Industry Pension Fund	52-6073909 / 001	Orange	12/31/2020

Pension Fund	FIP/ RP	2021 Contribution	Surcharge Imposed	Expiration Date of Collective Bargaining Agreement
Southwest Carpenters Pension Trust	No	\$ 1,387,748	No	6/30/2022
Western Washington Laborers - Employers Pension Trust	No	1,119,373	No	5/31/2024
Carpenters Retirement Plan of Western Washington	No	3,948,418	No	5/31/2024
San Diego Construction Laborers Trust	No	223,359	No	6/30/2022
Carpenters Pension Trust for Northern California	Yes	131,482	No	6/30/2023
International Painters and Allied Trades Industry Pension Fund	Yes	220,095	No	6/30/2022
Other Multiemployer Pension Plans		59,253		
Total Contributions		\$ 7,089,728		

BNBuilders, Inc. and Subsidiaries

Notes to Consolidated Financial Statements

Based upon the most recent and available plan financial information, the Company and its subsidiaries did not make any contributions that represented more than 5% of total plan contributions in any of the plan years presented above.

At December 31, 2021, approximately 60% of the Company's employees were represented by collective bargaining agreements. The number of union employees fluctuates throughout the year depending on the types of jobs in process.

14. Litigation and Contingencies

The Company is, from time to time, involved in litigation and disputes due to alleged project errors and other matters on their construction projects. Management believes that any financial responsibility that may be incurred will be covered by the Company's financial resources.

15. Subcontractor Default Insurance

The Company is enrolled in a subcontractor default insurance program, in which it is partially self-insured for losses in the event of a subcontractor default on certain jobs in progress during the year. The maximum aggregate stop loss on all jobs related to the program is \$40,000,000, and there is a three-year period following the completion of the jobs for claims to be filed. As of December 31, 2021, there are no outstanding claims related to subcontractor default.

NOTARIZED STATEMENT FROM SURETY INSURER



999 Third Avenue, Suite 2500 Seattle, WA 98104

Michael Keller
Underwriting Consultant
Telephone: 206-587-2088
Facsimile: 312-894-5217
Michael.Keller@cnaSurety.com

March 10, 2022

RE: Surety Prequalification – BNBuilders, Inc.

To Whom it May Concern,

As surety for BNBuilders, Inc., we are pleased to provide comments concerning their capabilities and bonding.

Western Surety Company (a CNA Surety Company) is the surety company for BNBuilders, Inc. We have committed to bonding single projects of \$150,000,000 and an aggregate work program of \$500,000,000. There is sufficient available bond capacity to consider additional projects under the current lines such as the project referenced above. Western Surety Company is listed on the federal registry and has an A.M. Best rating of A XIV and is an admitted surety insurer in the state of California.

As always, Western Surety Company reserves the right to perform normal underwriting at the time of any bond request, including, but not limited to review and approval of relevant contract documents, bond forms, and project financing. Any arrangement to provide final bonds is a matter between Western Surety Company and BNBuilders, Inc. and we assume no liability to you or third parties if we do not execute such bonds.

Should you have any further questions, please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Keller".

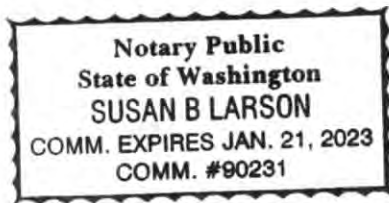
Michael Keller
Underwriting Consultant

ACKNOWLEDGMENT

State of Washington)
County of King)

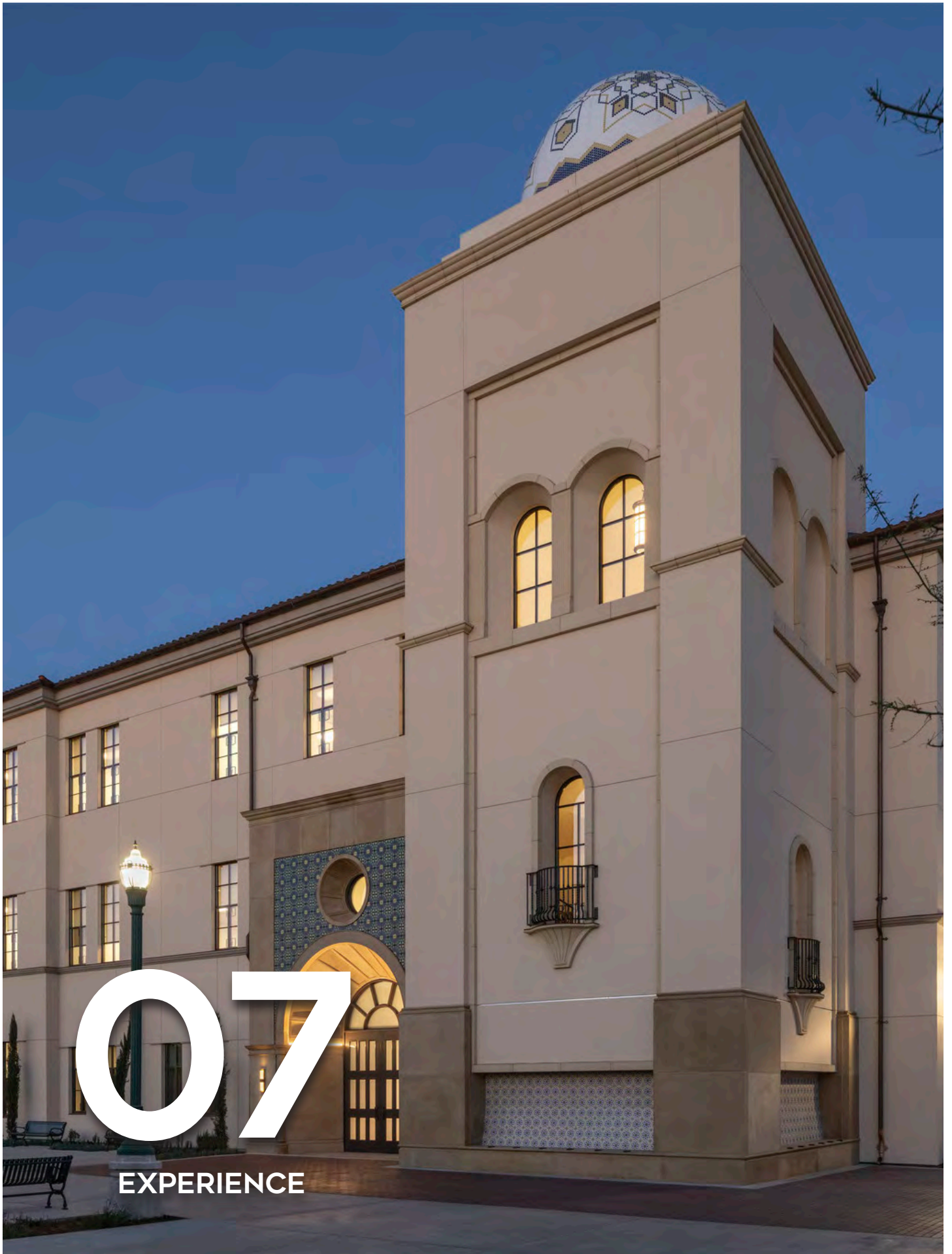
On this 10th day of March, 2022, before me,
Susan B. Larson, a notary public in and for the State of Washington, with
principal office in the County of King, residing therein, duly commissioned and sworn,
personally appeared Michael Keller, to be known and known to me to be the
individual described in and who executed the foregoing instrument and acknowledged
that he executed the same for purposes, considerations and uses therein set forth his free
and voluntary act and deed.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal,
at my office in the aforesaid County, the day and year in this certificate first above written.



NOTARY PUBLIC

Susan B. Larson
Commission Expires: 1/21/2023



07

EXPERIENCE

BNBuilders has experience working on several education campuses in Southern California, including Fullerton College, West Los Angeles College, CSU Long Beach, UCLA, UCI, UCR, UC San Diego, Caltech, and Loma Linda University as well as additional corporate experience on several K-12 campuses in Washington.

PROJECT TYPES

BNBuilders has a diverse portfolio of project types and clients. The breadth of our project experience rests with our people and the project teams proposed on all of our projects. We have built the following types of projects:

- Education (Higher Education and K-12)
- Offices and Corporate Headquarters
- Research and Life Science
- Tenant Improvements / Interior Renovations
- Public / Civic Spaces
- Multi-Unit Residential
- Healthcare / Medical Facilities
- Mixed-Use Facilities
- Data Centers
- Retail / Restaurants / Hospitality

DOLLAR VALUE OF PROJECTS

We employ a considerable force of well-qualified Project Executives, Project Managers, Superintendents, MEP experts, Carpenters, and Laborers capable of servicing our client's needs no matter what the project size. Our individual projects range in size from as small as \$500,000 to well over \$300 million.



Clara Barton Elementary School

IN-HOUSE CAPABILITIES

As a full service General Contractor / Construction Manager, BNBuilders is adept at working with owners and designers throughout the design phase providing:

- Cost Modeling
- Estimating (Conceptual Design through Construction Documents)
- Design Review
- Scheduling
- Value Engineering
- Constructability Analysis
- Site Analysis / Existing Building Surveys
- Logistics Planning
- Long-Lead Procurement
- Subcontractor Buy-Out
- Building Information Modeling (BIM) / Augmented & Virtual Reality
- Sustainability Consulting

After the development of a GMP and a comprehensive construction plan is put in place, we will mobilize our Project Team and begin providing the following:

- Cost Management and Control
- Schedule updates
- Self-Perform
- Quality Assurance and Control
- Safety Supervision
- Subcontractor Management
- Project Close-Out and Commissioning



CLIENT TESTIMONIALS



Working with BNB during phase one of the addition at Rose Hill Elementary during the 2020-21 school year was a pleasure. The team was always available to troubleshoot issues and responded promptly to our questions and concerns. When we opened to students in March of 2021, **they kept students and staff in mind as we shared the space on campus.** Additionally, the BNB team asked for advice, input, and shared progress on a regular basis. I have enjoyed working with the team and feel confident about phase two.

— Jennifer Hodges, Principal
Rose Hill Elementary Projects



BNB quickly created **a strong, trusting relationship and a collaborative atmosphere** which has been greatly appreciated by both district level personnel and the school staff. As a team, they **helped us engage our community** and all of our stakeholders in such a way that real, authentic feedback was provided and used to make informed decisions.

— Dr. Tammy Campbell, Superintendent
Star Lake Elementary School Project



BNBuilders has been more than just team players, they have **proactively worked to integrate our project goals and integrated delivery methods** into these projects. I'm particularly appreciative of their cost estimating knowledge and approach. This has offered us the ability to make timely proactive decisions.

— Matt Finch
Lynnwood Elementary, Lynnwood Elementary, and Mountlake Terrace Elementary School Projects



I honestly believe it is **due to the building that our students are already so successful-** the environment sure plays a big role. The building is quiet and calm without the millions of transitions they have had in other buildings! **We made some great design and logistics decisions together as a team** and I wanted to thank you for making it all happen! It is truly a special place.

—Hillary Clark, Director of Early Learning
Edwin Pratt Early Learning Center

DEPARTMENT OF STATE ARCHITECT (DSA) EXPERIENCE



INSTRUCTIONAL BUILDING

FULLERTON COLLEGE

\$54.2 million | 73,000sf | 2018 - 2021

The new Instructional Building will be the first new building at Fullerton College in ten years. The three-story building will house the College's Humanities Division and include 50 classrooms, faculty offices, conference space, lounge, restrooms, two elevators, and central courtyard. The project also includes expansion of the central plant to serve the College's future needs.

FEES RECEIVED

2.6%

CLAIMS

N/A

OWNER

Megan Moscol
Fullerton College
505.850.5200

RELATIONSHIP

Ongoing



TEAM MEMBER
EXPERIENCE

DSA INSPECTOR

Terry Martin
714.267.9307



SOUND STUDIO BUILDING

WEST LOS ANGELES COLLEGE

\$14 million | 17,000sf | 2019 - 2021

One story ground-up building with new sound stage and rigging for set development, new shop for set construction, and vertical transportation to integrate the site. Construction was for the LACCD theatre department. It also included parking upgrade, utility improvements, and various site upgrades.

FEES RECEIVED

3.25%

CLAIMS

N/A

OWNER

Paul Markis
LACCD
714.856.3210

RELATIONSHIP

Ongoing



TEAM MEMBER
EXPERIENCE

DSA INSPECTOR

Reggie Lacina
310.427.0118



PRIVATE K-12 EXPERIENCE



GEFFEN ACADEMY

UNIVERSITY OF CALIFORNIA, LOS ANGELES

\$24.7 million | 75,000sf | 2017 - 2018

Renovation of the existing Kinross Building on the UCLA campus to make way for a new college preparatory school for grades 6 - 12. Renovations accommodate new classrooms, assembly space, administrative offices, indoor athletic space, building support spaces, and an outdoor area for an arts program.

The project was on a strict schedule in order to be complete in time for the new school year and for students to begin their classes. This schedule was beat by three months due to pre-planning and scheduling done by BNB and keeping in constant open communication with UCLA staff and other school stakeholders. UCLA also added scope to build-out shell space without impacting the overall schedule.

FEES RECEIVED

3.0%

OWNER

Michael Grant-Martin, UCLA
310.206.1531

TEAM

Brian Dague

RELATIONSHIP

Ongoing

CLAIMS

N/A

Contractual NTP	02/20/2017
Contractual Completion	09/28/2018
Actual Completion	06/19/2018
Days Ahead	101 Days

Original Contract Value (GMP)	\$20,545,309
Approved Change Orders*	\$4,061,924
Maximum Allowable Construction Costs (MACC)	\$24,750,000
Savings to MACC	\$142,767

PUBLIC K-12 EXPERIENCE



LYNNWOOD ELEMENTARY

EDMONDS SCHOOL DISTRICT

\$31.4 million | 70,000sf | 2017 - 2018

GC/CM construction of two bundled new elementary schools in a residential neighborhood which include classrooms, gymnasiums, theatre, innovative educational spaces, kitchen/commons, and new parking and bus circulation.

FEES RECEIVED

4.2%

CLAIMS

N/A

OWNER

James Howeth
Bassetti Architects
206.340.9500

RELATIONSHIP

Ongoing



TEAM MEMBER
EXPERIENCE



SPRUCE ELEMENTARY 1 & 2

EDMOND SCHOOL DISTRICT

\$46 million | 77,000sf | 2018 - 2019

GC/CM phased ground-up construction of a replacement elementary school adjacent to an occupied school. The project was phased into two phases over multiple years to maximize the available bond proceeds and minimize cost escalation on the first phase. The new facility includes a classroom wing, library, admin area, kitchen, commons, gymnasium and approximately 9 acres of playfields, parking and sitework. Phase 1 was constructed while the existing Spruce Elementary was fully occupied and adjacent to the construction.

FEES RECEIVED

Phase 1: 4.5%

Phase 2: 3.3%

CLAIMS

N/A

OWNER

Edwards Peters
Edmonds School District
425.431.7170

RELATIONSHIP

Ongoing



TEAM MEMBER
EXPERIENCE

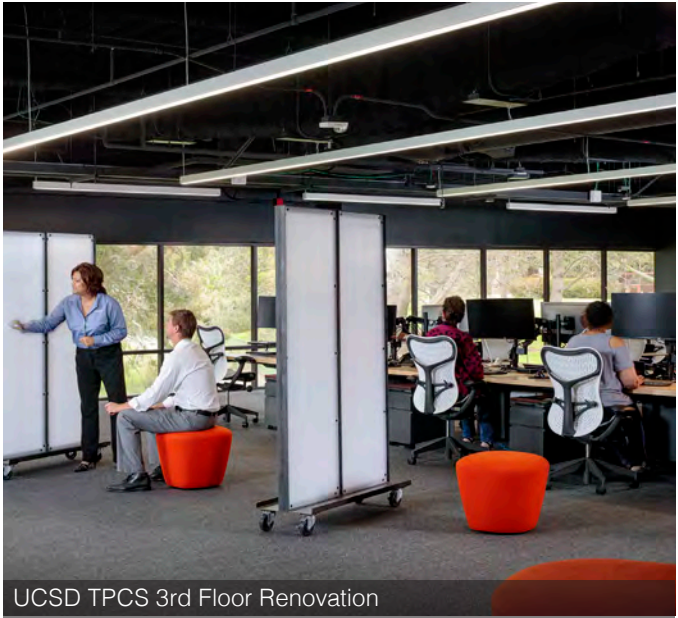
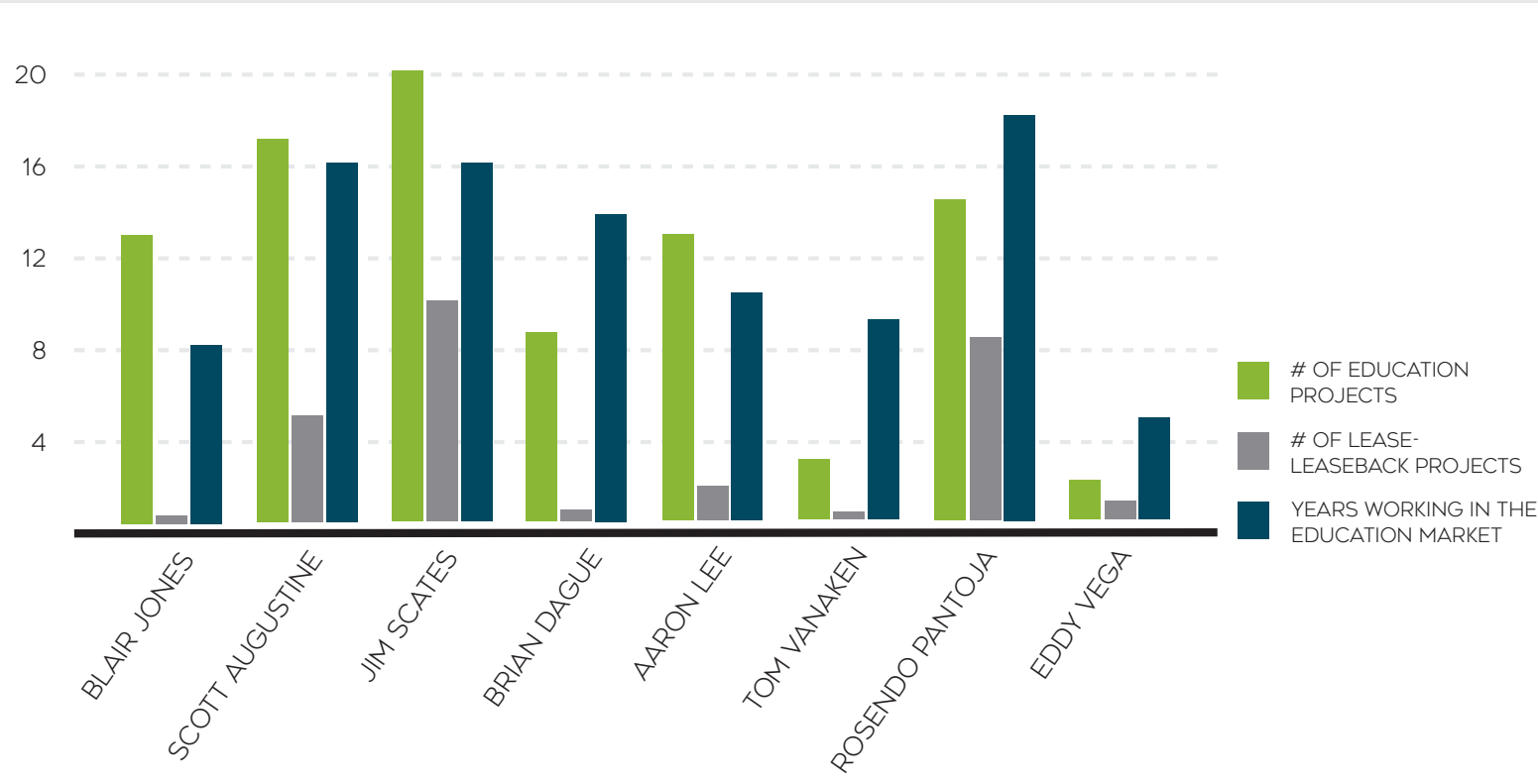
RECENT TEAM EDUCATION EXPERIENCE

These projects were all completed by a proposed team member for the Estancia High School Theater Project.

- Foothill High School** Science Center
- Orchard Hills Elementary** New Elementary School
- Tustin High School** Science Center
- Tustin High School** Stadium Re-hab
- Tustin High School** Summer Modernization
- Lathrop Intermediate** School Expansion
- Santa Ana Unified** 10 School Modernizations
- Garfield Elementary** Expansion
- Lincoln Elementary** Remodel & Technology Upgrade
- Jefferson Elementary** Remodel & Technology Upgrade
- Beryl Elementary** Remodel & Technology Upgrade
- Redondo Beach High School** Football Stadium Upgrades
- UCSB** Henley Hall
- Cypress College** Scienc, Engineering, & Math Building
- Wiseburn USD** DaVinci High School
- Jefferson Middle School** New Gymnasium

- Birney Elementary** Classroom Building
- Madison Elementary** Classroom Building
- East Whittier City School District** Bond Program
- College Park** Retrofit
- Stonegate Elementary** New Construction
- Jeffery Trail Middle School** New Construction
- Sierra Vista Middle School** New Construction
- Bancroft Middle School** Retrofit
- Hoover Middle School** Retrofit
- Hamilton Middle School** Retrofit
- Hill Middle School** Retrofit
- Orange Coast College** New Fitness Center
- Chaffey CCD** Visual and Performing arts Complex
- Hungtington Park Elementary** New Construction
- Long Beach Polytechnical High School** Modernization
- East Lake High School** New Construction
- Cathedral City High School** Modernization
- Oceanside High School** New Construction

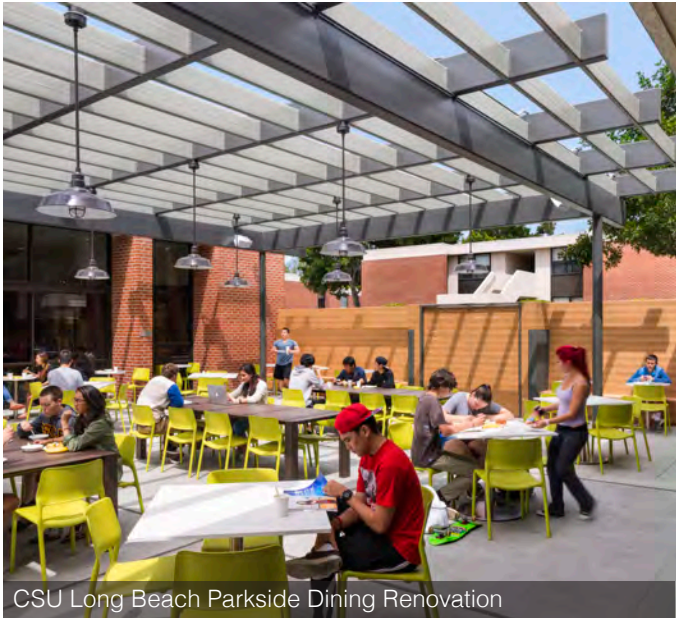
PROJECT TEAM EXPERIENCE



UCSD TPCS 3rd Floor Renovation



UCLA Agoura Road MOB & Imaging Center



CSU Long Beach Parkside Dining Renovation

RECENT BNB SOUTHERN CALIFORNIA EDUCATION EXPERIENCE

These projects were all completed or are under construction in educational environments with preliminary services similar to those of Estancia High School.

- Fullerton College** Instructional Building and Central Plant Expansion
- UCI** Mesa Court Unit 3 Renovation
- UCI** Research Facility Upgrades
- UCLA** Geffen Academy K-12 College Prep School
- UCLA** Botany Building Renovation
- UCLA** Agoura Road MOB & Imaging Center TI
- West Los Angeles College** Watson Center Improvements
- UCR** BSL-3 Research Suite & Labs
- UCSD** Pepper Canyon Amphitheater & Public Realm
- UCSD** Muir Biology Labs Renovation
- UCSD** Mayer Hall Popmintchev Laser Lab Renovation
- UCSD** TPCS 3rd Floor Renovation
- UCSD** TPCS 2nd Floor Renovation
- UCSD** York Hall Biology & Chemistry Labs Renovation
- UCSD** Stein Clinical Research BSL-3 Lab
- UCSD** Design & Innovation Building
- UCSD** Tuolumne Apartments Renovation
- UCSD** Blake Hall Renovation
- UCSD** Tenaya Hall Renovation
- Caltech** Wang Laser Lab Renovation
- CSU Long Beach** Hillside Dining & Los Cerritos Dorm
- CSU Long Beach** Parkside Dining Renovation
- CSU Long Beach** Parking Lots 1 & 3 Repairs
- CSU Long Beach** Blair Field Ph 1
- CSU Long Beach** MSX - Heating Hot Water Replacement Ph 1
- CSU Long Beach** Electrical Infrastructure Upgrade
- CSU Long Beach** HSCI Greenhouse Floor Replacement



08

INSURANCE

08

INSURANCE

BNBuilders has assumed the provision of General Liability Insurance (GLI) for the project per the listed certification at .90% of the Cost of work. Additionally, future costs associated with Subcontractor Bonding or the implementation in Subcontractor Default Insurance (SDI) can be provided during the time of GMP, to be based upon the project's cost of subcontracted work. Similarly, BNBuilders will be able to provide Builder's Risk Insurance (BRI) if not provided by Newport-Mesa Unified School District.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 10/07/2022			
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER. IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
PRODUCER		CONTACT					
Parker, Smith & Feek, LLC. 2233 112th Avenue NE Bellevue, WA 98004		NAME: PHONE (A/C No. Ext.): 425-709-3600 FAX (A/C No.): 425-709-7460 E-MAIL: ADDRESS:					
		INSURER(S) AFFORDING COVERAGE		NAIC #			
		INSURER A: Liberty Mutual Insurance Co.					
		INSURER B: LM Insurance Corporation					
		INSURER C:					
		INSURER D:					
		INSURER E:					
		INSURER F:					
INSURED							
BNBuilders, Inc. 2601 4th Avenue, Suite 350 Seattle, WA 98121							
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL SUBR	INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			TB2645445827012	03/01/2022	03/01/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
	☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC	X					
A	AUTOMOBILE LIABILITY			AS2645445827022	03/01/2022	03/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ HIRED AUTOS ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS	X					
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED ☐ RETENTION \$						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC5645445827032	03/01/2022	03/01/2023	☐ WC STATU- TORY LIMITS ☐ OTH- ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A	** CA, OR, MT, CO, WA Stop Gap			
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) Project: Estancia High School Newport-Mesa Unified School District and its employees, consultants, and agents are additional insureds on the general liability and automobile policies per the attached endorsements/forms.							
CERTIFICATE HOLDER				CANCELLATION			
Newport-Mesa Unified School District 2985 Bear Street Costa Mesa, CA 92626				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 			

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ACORD 25 (2010/05)

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09

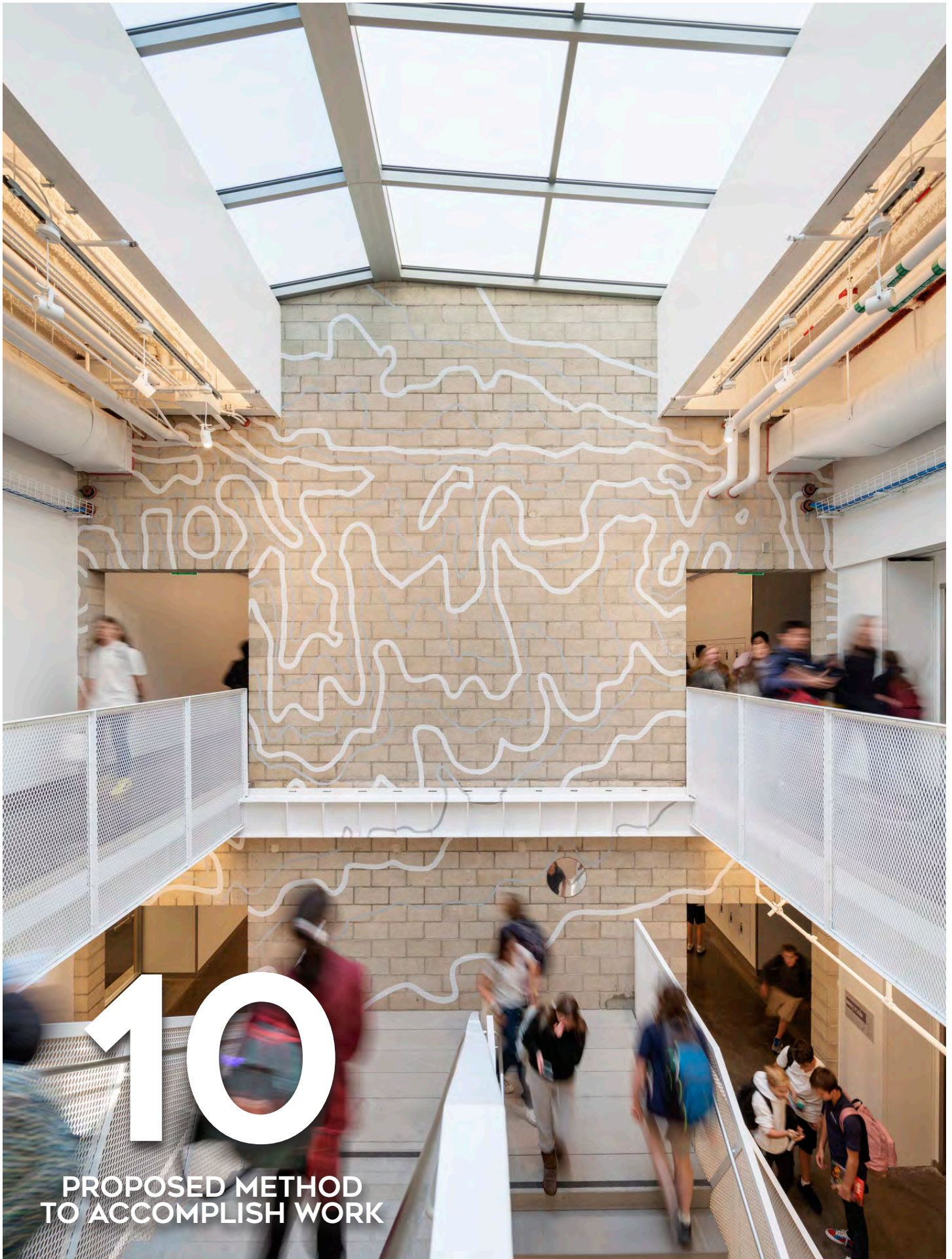
LITIGATION
INFORMATION

09

LITIGATION INFORMATION

BNBuilders' prides ourselves on establishing transparent, long-lasting relationships with our clients. 90% of our business is from repeat clients, further showing our dedication to working together to troubleshoot and find the right solution.

BNBuilders does not have any litigation claims within the past 5 years.



10

PROPOSED METHOD
TO ACCOMPLISH WORK

10 PROPOSED METHOD TO ACCOMPLISH WORK

One of the most compelling reasons for hiring BNBuilders is our team's proven ability to anticipate project challenges and proactively address those challenges. We will apply lessons learned with our tried and tested methodology to ensure the Estancia High School Theater Project is successfully completed within timeline, budget, and expectations.

PRECONSTRUCTION

BNBuilders' approach to preconstruction involves activities geared towards two primary goals. We accomplish these two goals via our in-house constructability reviews and value engineering analysis.

BNBuilders' believes in a collaborative constructability approach not just with external stakeholders, but also internally within our project teams. When undertaking constructability reviews, the preconstruction team, the project manager, MEP manager, superintendent, and the safety team will all participate. If circumstances warrant it, we will also engage our BIM team to ensure special constraints, etc. can be met for particularly challenging areas/spaces.

During preconstruction, the project manager, superintendent, and project engineer will review the drawing iterations for constructability from a field perspective and analyze means and methods for the most efficient approach. The field team will relay the proposed strategy back to the preconstruction/estimating team to ensure best value pricing is received from bidders.

1

CONSTRUCTABILITY, SAFETY & QUALITY

Ensure drawings are as thorough, complete, and practically constructible as possible, all while taking into consideration how these may affect safety and quality during the construction process.

2

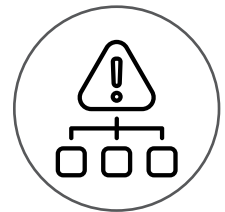
COST

We strive to eliminate waste and unnecessary costs that may be present in the Construction Documents further proving we are a partner in the process.

TARGET VALUE DESIGN



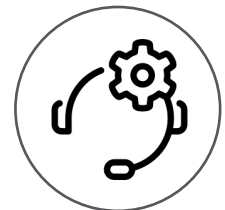
RISK MITIGATION



INNOVATION & BIM



DESIGN SUPPORT



SPEED TO
MARKET



COST
CERTAINTY



QUALITY
CONTROL



PRECONSTRUCTION CONT.

MAJOR SUBCONTRACTOR SELECTION, AWARD, MANAGEMENT, AND COORDINATION STRATE

We will use past education market experience to supplement documents to build competitive bid packages for market review and secure multiple bidders per scope. This allows us to release products with longer leads to limit material delivery risk to the construction schedule and ensure the most efficient build and shortest overall timeline. Our team has already begun putting together a detailed project schedule for preconstruction and construction which can be found in the appendices for review. Items below reference specific strategies using BNBuilders bid leveling techniques:

Potential Bidder List: We verify specifications and materials called out to confirm alignment with Procurement’s expectations. We also use our previous experience to guide our leveling process to ensure subcontractors receive detailed information regarding their scope.

Outreach: Through outreach meetings we distribute schedules outlining bidding, procurement, and workforce needs. These dialogues allow us to identify subcontractors that have work windows and tailor our bid packages to take advantage of those windows. In the past, more bidders participate when we facilitate an earlier bid period or a slightly different sequence of shop drawings. Subcontractors also hold work windows and adjust crew needs when using this approach.

We use BuildingConnected, an online bidding and document sharing platform, to facilitate subcontractor bidding. All bid packages are posted to BuildingConnected for the team to review, creating an open and transparent process.

Our detailed outreach program for DVBE subcontractors can be found in Section 5: DVBE. We believe in creating an environment that is obtainable, yet competitive for all.

Customized Bid Packages: We customize bid packages during planning sessions with pre-selected subcontractors. One of the many reasons subcontractors don't submit is if bid packages are confusing and lack specificity. This also leads to bids with hidden contingencies and high fees. Our goal is to make documents simple and concise by providing written direction, quantities, and model take-off information.

Subcontractor Analysis: Once bids are received, we develop a detailed analysis. We provide a side-by-side analysis with a recommendation of award. All received bids are available on BuildingConnected. This award, once approved by the team, is utilized in either the IGMP or GMP.

MEP SUBCONTRACTOR SELECTION

I We propose onboarding the MEP design-build team as soon as we are released. All of the projects we have constructed to date for educational facilities have utilized this design-build process. We will select a partner based on experience, team, and business terms and submit them to the District for approval after review by the project team.

MEPF SUBCONTRACTOR SELECTION CRITERIA

Our recommended design-build partnerships are selected through the following criteria:



FIRM EXPERIENCE

Evaluate the firm's experience with projects of similar size, scale, purpose, and sustainability goals.



PROPOSED TEAM

Understand background and experience, their ability to execute the work, and their role on the project.



SAFETY RATING

Review the firm's safety program and past performance history and metrics.



FINANCIAL STABILITY

Ensure the firm is financially stable and able to execute work on a project of this size.



PROJECT APPROACH

Analyze the firm's approach to the project including budget, schedule, and quality control.



K-12 EDUCATION EXPERIENCE

Provide knowledge and expertise in facility requirements.

PROCUREMENT

BNBuilders approaches all aspects of a project with a collaborative mindset. Our field team is invested in the project starting from preconstruction where they identify long-lead materials, constructability issues and value engineering opportunities. This early identification of potential issues allows the preconstruction and design teams to better assess procurement and supply chain issues and adjust accordingly if needed.

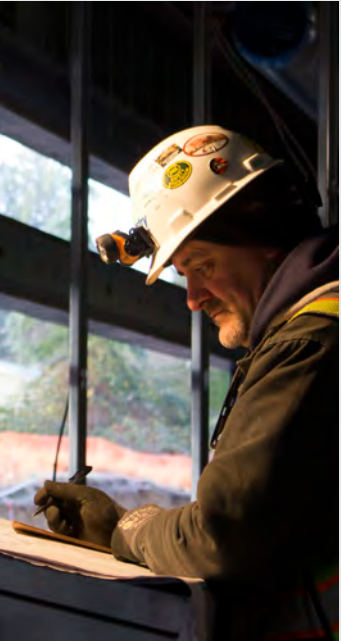
We are continuously tracking market conditions to monitor materials, escalation and specialty items. The current market lends itself to longer lead times that do not always align with a project schedule. Our team will identify these items early, if any, and will make recommendations for owner or contractor early procurement pre-notice to proceed so that they don't affect construction operations.

BNB also recommends early buyout of submittals and shop drawings from key trades like MEPF, steel and other scopes of work that the design team may wish to designate as a deferred submittal as another strategy to mitigate supply chain issues.

Procurement management goes beyond the initial procurement planning and identification of early procurement opportunities. It is an ongoing process that lasts until the last product or piece of equipment lands on site. We keep a Material and Equipment Log which tracks various submittal dates, approval dates, release dates, expediting options, ship dates, and more. Our Project Engineer will maintain communication with the trades on a weekly basis for lead time updates. For critical schedule items, we will reach out to manufacturers directly to confirm data being provided by vendors is accurate. Once items go into production, we obtain progress photos of equipment to ensure items are progressing as planned. We continually look at options to expedite and will work with the project stakeholders to determine if this approach is the right option for the project.

VALUE ENGINEERING AT LAKE WASHINGTON SD

BNBuilders recently worked with Lake Washington School District and BLRB to complete Clara Barton Elementary School on a greenfield site. Our preconstruction involvement, which started during the DD phase, helped the team address several budget, schedule, and site challenges. For example, a large water utility vault was necessary because of the site's high water table and City of Redmond regulations.



Working with BLRB, we managed to find \$900,000 worth of savings using a precast vault instead of cast-in-place concrete. In addition to benefiting the budget, 40 days of schedule savings were also realized through a creative sequencing plan.

VALUE ENGINEERING

As part of the preconstruction process, we identify various value engineering alternatives for consideration.

During value engineering, we track potential alternates on a **Budget Options Log (BOL)**. The BOL helps the team understand the cost impacts of alternative systems, materials, or changes to the latest design concepts. Our design review process focuses on improving the quality of the design documents and, in turn, dramatically reducing potential change orders, RFIs, and achieve more aggressive pricing from subcontractors.

As part of this process, we provide ongoing MEP coordination to ensure systems are integrated within the building, site utilities are coordinated with the existing infrastructure, and commissioning plans are in place for proper turnover.

All constructability review comments are tracked and reviewed with the design team for consideration and incorporation into the construction documents prior to subcontractor procurement. This provides Newport-Mesa USD with the highest quality construction documents, achieves the best subcontractor pricing, reduces RFIs, minimizes potential change orders, and reduces field directives that distract the project team.

MITIGATING INFLATION IMPACTS AT BUILDING X CASE STUDY

Our proposed early release approach was recently used to address steel studs and drywall purchasing at Building X for a confidential high-tech client. When a coil shortage and mill idling began in 2021, BNBuilders moved to secure steel studs and a bulk quantity of drywall for the project during the 75% DD phase. This enabled us to secure an order in a way that allowed the design team to continue their processes. We were able to secure a price cap on changes to the final order, resulting in significant savings.



CONSTRUCTABILITY REVIEWS

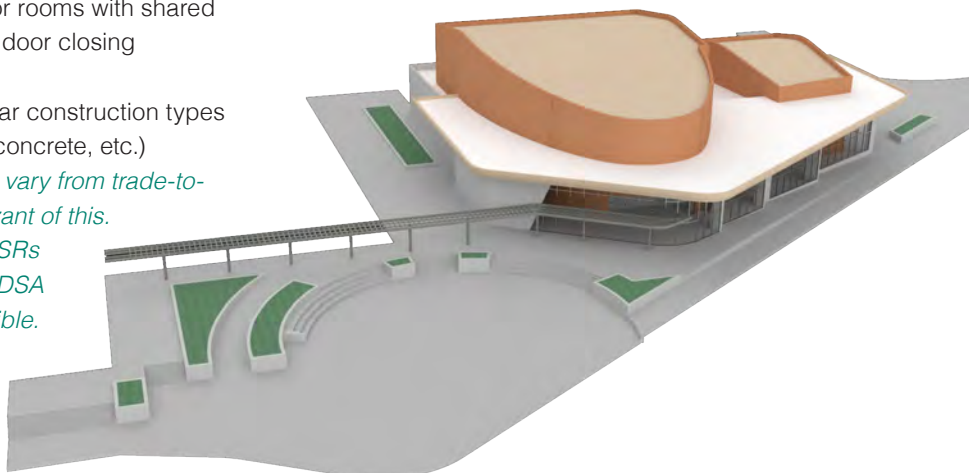
Constructability reviews are not just a superficial review of the documents. Our philosophy is to bring all our resources to bear during this process as it mitigates potential risks and challenges for all parties. We look at constructability through two lenses, buildability and safety.

BUILDABILITY

- Verification of civil utility POCs with building connections and street/existing on-site location as well as proper slope and efficiency of excavation.
Example: Frequently, sewer and storm are design by engineers as low as possible to keep their options open and mitigate risk of potential obstructions. This standard approach is not always what is best for the clients budget or campus access constraints. We will evaluate and weigh the advantages/disadvantages of elevating certain piping to mitigate sloping/benching/shoring that may adversely affect campus logistics.
- Review civil flatwork elevations for proper drainage and ADA slopes as well as reviewing critical interface areas. *Example: The bottoms of stairs, doors, exterior CIP bench seating, etc.*
- Ensure supplementary documents have been adequately captured in the drawings and details.
*Example: Geotech Report requirements, requirements of the abatement report in Volume 3, etc. **Geotech Report does not contain a minimum of 1 boring per 5,000SF of building footprint as required by CBC 1803.A.3.1 as adopted by DSA (due to building move).***
- Review spatial requirements for HVAC, utility equipment and site landscape constraints.
Example: Details are generally standard and not tailored to the local department requirements and future site growth.
- Utilize overlays and modeling to confirm the various drawing disciplines align for locations of elements, penetrations, and supporting structures/members.
- Verify that building elements such as openings are adequate for maintenance purposes.
- General confirmation of appropriate detail callouts and references.
- Review of HVAC design and configuration to ensure room pressurization issues are not inherent for rooms with shared supply/return/exhaust which may affect door closing pressures.
- Review of interfacing details for dissimilar construction types (wood-to-steel, steel-to-wood, steel-to-concrete, etc.)
Example: Industry standard tolerances vary from trade-to-trade, details need to be drafted cognizant of this. When mixing construction types, ICC ESRs will be reviewed. We strive to make the DSA approval process as seamless as possible.
- Review of details for working clearances. I.e. parts fit together without issue, but the tool needed to assemble it doesn't fit.

SAFETY

- Proximity of work to adjacent structures to analyze most appropriate means and methods to mitigate impact to the campus.
- Proper access and adequate means of fall protection for elevated surfaces and roofs. This is also performed with an eye towards future maintenance needs.
Example: The addition of some concealed roof tie off points are much safer and cheaper than implementing a temporary solution ten years down the road when the facility has to perform maintenance.
- Analyze congested areas of the structure to determine if accessing items down the line can be done safely without the use of special scaffolds, planking, etc. If challenges arise, work with the stakeholders to relocate items so that future access is as safe as possible.
- Review of internal fall hazards from openings.
Example: Does it make sense to design a simple cable rail system that could be utilized during construction and left in place to protect maintenance workers if the hatches are opened for testing or other purposes down the road? As the contractor will already have to implement temp fall protection here during construction, for minimal cost, that could be upgraded to become permanent.



SCHEDULE STRATEGY

One of our specialties is performing fast-paced projects for our clients. We believe there are three major key focus areas of any project: time, money and quality. Through our experience completing fast-paced, highly technical projects we have developed a scheduling approach that accounts for all three of these factors.

Newport-Mesa USD will have the benefit of a project team that takes ownership of its schedule and individuals that have the ability to control its progress. Below, we have outlined our schedule development process.

A preliminary schedule has been provided in the appendices.

COLLABORATIVE PLANNING

Immediately after project award, we will meet with Newport-Mesa USD other project partners to establish milestones and a high-level integrated work plan.

SCHEDULE INTEGRATION

Develop an initial integrated schedule that meets the needs of the Newport-Mesa USD, the architect, and BNBuilders.

LONG-LEAD PROCUREMENT

Working with the designers, we will develop a strategic long-lead procurement plan so we understand how long it will take to get materials to site. Schedule and sequencing is adjusted based on this information.

BIM INTEGRATION

BNBuilders will manage the overall project model and use BIM during the scheduling process to test constructability and refine sequencing.

MANPOWER EVALUATION

Work with subcontractors to evaluate manpower needs and determine the structure of shifts.

PRODUCTIVITY TRACKING

Once labor has mobilized, our field team will analyze production rates for major trades that drive the schedule. This provides more accurate schedule predictions and reduces the risk of getting off track.

1

SUBCONTRACTOR & CONSULTANT INVOLVEMENT

Subcontractors and consultants for key scopes such as MEP will be engaged early so they can provide feedback on the master schedule. The architect will be involved in determining which project partners to include in early reviews.

2

3

COMMISSIONING INVOLVEMENT

Work with Newport-Mesa USD's third party commissioning agent to ensure that their requirements and inspections are incorporated into the schedule and discussed during the weekly planning meetings.

4

5

PREFABRICATION APPROACH

Identifying opportunities to prefabricate components such as MEP systems helps ensure timely completion. The prefabrication approach will be incorporated into the schedule.

6

7

SUBCONTRACTOR PREQUALIFICATION

The early onboarding process for key subcontractors includes a prequalification process based on experience, capacity, and price.

8

9

REFINE THE SCHEDULE

Using pull planning in coordination with Newport-Mesa USD and subcontractors, we refine the overall schedule and establish milestones and associated buy-in from subcontractors.

10

11

RISK IDENTIFICATION

Part of our preconstruction process involves creating several Risk Registers to identify potential issues early and develop strategies for eliminating or mitigating the risks.

One of the risk exercises we undertake is the creation of our Safety Risk Register. This typically begins at a 50% CD drawing phase. The project manager, superintendent and safety manager will review the drawings and any preliminary logistics that have been determined and will analyze the scope for each trade to develop a matrix of risks and mitigation measures. The key to success is starting the process during design. This eliminates hazards at the start, safely, with little delay or design interference.

For example, the Fullerton College Instruction Building had a tiled domed roof. Installing tile at elevation on a curved dome, posed unique safety challenges. By identifying this early with our Safety Risk Register, we were able find a creative solution that involved constructing and tiling the dome on the ground before lifting it with a crane into place on top of the building. This involved extensive coordination and collaboration with the design team and stakeholders.

Another relevant example is tie off on roofs. This comes into play on nearly every project. When you identify this early, you have the ability to add things like tie-off points to certain steel members during the shop drawing process so that as soon as steel goes up, trades have established tie off points. This is something we will identify at Estancia as well. Tie off points can be finished to match the PVC roof and aesthetically aligned with the battens and left in place so that facilities and maintenance personnel are able to utilize them after BNbuilders turns over the project.

PROJECT MANAGEMENT

REPORTING & FINANCIAL MANAGEMENT

Cost management begins at project kick off. The field team will work with our estimators to develop a buyout plan. We will also establish buyout savings goals for each trade, typically around 1%. Additionally, we will work with stakeholders to develop change management procedures.

Prevailing wage facilitates labor negotiations and can easily be incorporated into the subcontracts. To ensure that subcontracts do not have buried costs or rates that are not allowed, we will collect and review Labor Rate Build Up Sheets. We will also verify that specialty rates not dictated by prevailing wage rates, such as the pay bump for a general foreman, are in line with industry norms.

Reporting is key, both internally and externally. Cost and financial related tasks, aside from initial CP reviews will be kept predominately with the project manager and not delegated to other team members. Our approach is based on identifying one individual that is completely engulfed in the financial aspect of the project in order to streamline and track budget. Separating costs into separate silos becomes tedious to communicate. Instead, we can assure Newport-Mesa USD that your project manager will personally handle every invoice, pay app, rental charge, and financial report for your project.

Risk Register				
Risk ID	Risk Description	Severity	Probability	Mitigation Strategy
R001	Material delivery delays due to weather or logistical issues.	High	Medium	Establish buffer stock and alternate suppliers.
R002	Construction site safety hazards, including falling objects.	High	High	Implement strict safety protocols and PPE requirements.
R003	Unforeseen site conditions, such as underground utilities.	Medium	High	Conduct thorough site investigation and utility mapping.
R004	Weather-related delays, including rain or extreme heat.	Medium	Medium	Develop contingency schedule and weather monitoring.
R005	Communication breakdown between project team members.	Low	Medium	Establish clear communication channels and regular meetings.
R006	Cost overruns due to material price fluctuations.	Medium	Medium	Lock in material prices early and monitor market trends.
R007	Quality control issues, such as workmanship or materials.	Medium	Medium	Implement rigorous inspection and testing procedures.
R008	Permitting delays or regulatory changes.	Medium	Medium	Engage with local authorities early and track regulatory updates.
R009	Public access or disruption to the surrounding community.	Low	Medium	Develop public communication plan and access management.
R010	Construction site security and theft of materials.	Low	Medium	Implement site security measures and material tracking.
R011	Construction site contamination or environmental impact.	Low	Medium	Implement erosion control and environmental protection measures.
R012	Construction site access and egress issues.	Low	Medium	Develop site access management plan and signage.
R013	Construction site parking and vehicle management.	Low	Medium	Designate construction parking areas and enforce rules.
R014	Construction site storage and material handling.	Low	Medium	Designate storage areas and implement material handling protocols.
R015	Construction site waste management and disposal.	Low	Medium	Implement waste management plan and recycling programs.
R016	Construction site noise and vibration control.	Low	Medium	Implement noise and vibration mitigation measures.
R017	Construction site lighting and safety signage.	Low	Medium	Install adequate lighting and safety signage throughout the site.
R018	Construction site fire safety and emergency response.	Low	Medium	Implement fire safety measures and emergency response plan.
R019	Construction site traffic management and road closures.	Low	Medium	Develop traffic management plan and coordinate with local authorities.
R020	Construction site utility management and protection.	Low	Medium	Identify and protect all underground utilities.

DOCUMENT CONTROL

Document control and change document management is key to any successful project. From the addendum, we can see that Newport-Mesa USD desires a Procore or Procore-like cloud-based solution. We currently utilize a cloud based platform and our team members are very familiar with Procore as well as other industry standard enterprise platforms. In addition, many of our other in-house software tools integrate directly with these platforms to streamline information flow and processes even further.

During the early stage of the project, we will sit with the stakeholders and develop any project specific workflows or procedures that need to be implemented to meet your goals.

TEMPORARY CONSTRUCTION DOCUMENTS

We understand that construction doesn't happen in a isolated bubble, especially on an active school campus. As such, the phasing of work necessitates specific systems and site work be built in sections. This will typically require additional work that is above and beyond what is shown on the Construction Documents as a final configuration. To ensure information is properly conveyed to bidders and avoid the risk of added costs, BNBuilders produces phasing drawings of key areas depicting temporary work or construction which will need to take place. These documents become part of the subcontractor's bid documents.

Provided below is a preliminary site logistics plan put together by our field team. We look forward to discussing the details with Newport-Mesa USD to finalize our plan.



LABOR COMPLIANCE PROGRAM

We have experience with labor compliance requirements for public works projects having completed numerous projects throughout California. BNBuilders has never been penalized for failure to pay prevailing wages.

BNBuilders understands the current provisions of the Department of Industrial Relations (DIR) Labor Compliance Program (LCP) and can comply with Labor Code 1725.5 (1) and 1771.1. We are registered as a public works Contractor (PWC) with the DIR and required that all our subcontractors and as sub tier contractors are registered as well prior to awarding contracts.

We understand CA Labor Code Section 1775 (2) and (3) and we enforce these requirements with every subcontractor and their tier subcontractors working in our Public Works projects. We monitor all subcontractor's payroll labor compliance forms using LCPTTracker software, a DIR approved program. In addition to this, our Labor Compliance Specialist periodically reviews certified payroll records and document of all subcontractors and their tier subcontractors to ensure full compliance.

During the bidding process, all Prevailing Wage Labor Compliance requirements will be part of the prequalification process and will be provide detailed instructions to bidders prior to receiving subcontractor pricing, as well as part of our overall management plan and project reporting.

SKILLED AND TRAINED WORKFORCE

BNBuilders understands the regulatory requirements relating to providing a Skilled and Trained Workforce for your project and has developed processes, procedures, and documentation to ensure compliance with Education Code 17407.5 and the various related CA Senate and Assembly bills.

We believe that the best approach to ensuring compliance with these regulations starts with a good education. As such, during the bidding process, we will send out letters to the prospective subcontractor bidders outlining the requirements of Education Code 17407.5 as well as pertinent sections of the Labor Code and Public Contract Code. With these letters, we also include the various documents that will be required of the subcontractor bidders if they are ultimately awarded the project.

Each subcontractor and BNBuilders, for their own apprenticeship, will provide on a monthly basis, a Subcontractor Monthly Skilled and Trained Workforce Report. This report will identify each apprenticeship trade classification, the total headcount for that classification, the total number of skilled and trained journeypersons, and lastly a percentage of the workforce calculation determining the percentage of skilled and trained journeypersons. With this monthly report, subcontractors and BNBuilders for their own crafts, will certify under penalty of perjury that the submitted documentation is complete, true, and accurate. In addition to these two documents, with the monthly submission, a Skilled and Trained Journeyperson



Experience Certification will be provided for all employees prior to or on their first day of employment at the project. This form requires the employee to certify under penalty of perjury that they have either graduated from an apprenticeship program approved by the Chief of the Division of Apprenticeship Standards of the Department of Industrial Relations, or if not a graduate, will be required to provide the number of hours of professional on the job experience they possess. If not a graduate, the employer will make the determination based on the number of hours of experience, if they have an equivalent or greater amount of experience than what is required under the applicable apprenticeship program.

While BNBuilders firmly believes that it is the responsibility of the firm employing the journeypersons to obtain information, complete the forms, and certify the documents as they have the most direct knowledge of the journeypersons on their payroll, we are also realists and understand that paperwork can be misplaced, lost, etc. As such, as a backstop to our subcontractors' documentation, while new individuals are going through the on-site safety orientation process, we also have the journeypersons complete the Skilled and Trained Journeyperson Experience Certification for us in addition to what they provided to their employer. This added documentation would only be utilized in the event that a subcontractor was unable to produce complete documentation for a given month.

LOCAL WORKER HIRING PROGRAM

We believe that local businesses bring fresh perspective, innovation and expertise in their trades that assist us in supporting our Diversity, Equity, and Inclusion (DEI) initiatives and those of our customers.

We have high goals and expectations for our team in regards to inclusion of these businesses and our craft labor workforce. We believe this effort is the foundation of a successful project in which it must be actively planned and managed by the entire project team and led by our dedicated Diversity, Equity, and Inclusion Manager. We believe in giving back to our community, that our work should reflect the community in which we build, serve and live; therefore, we embrace an all-inclusive approach that allows for more opportunities that are feasible, sustainable, and genuine.

We have already begun the process of researching the surrounding cities that are within a 15-mile radius of the project, including the boundaries of Orange County, that we will conduct our outreach for DVBE certified businesses. We will continue to search and add to the list as we identify more firms.

We have done this successfully on various projects where we assign an area or component of work within a larger bid package to a list of pre-approved local businesses. We require the larger trades to bring them on through mentoring, training, and in support of their own crews. While this process is intensive and time consuming, it is a necessary means that we are committed to making in order to provide genuine opportunities and positive impacts.

PLAN FOR AN INCLUSIVE SKILLED LABOR FORCE PROGRAM

CONNECTING OUR WORLDS

As we continue to build into the future, it is paramount that we all come together to nurture our community and the future of our declining construction labor workforce. We have a great opportunity to truly make an impactful difference, through a collaborative process, uniting us for a common purpose.

A common goal to provide a career, not just a paycheck.

We utilize our existing relationships, as well as build new relationships to go deep and beyond each of our industry reaches to knit together goals, resources, programs, knowledge and skills that will support sustainable-livable wage careers.



Sample fence screening panel to highlight student artwork or design & construction industry career opportunities to Estancia High School students / visitors.



QUALITY CONTROL

Our team manages and enforces a project-specific quality control program for your project throughout the design, preconstruction, and construction process with all members of the project team responsible for ensuring that quality standards are continually met.

1

UNDERSTAND THE VISION

Develop a detailed understanding of the design, its intended purpose, and how the design fulfills the intent. Identify specific quality requirements for each building system, including finishes, exposed ductwork standards, maintainability / durability issues, energy performance standards, and similar issues reviewed in detail. Understand the design team and Newport-Mesa USD's biggest risks or concerns about the project.

2

BUDGET AND SCHEDULE ALIGNMENT

A frequently missed component is planning budget and schedule around the quality goals. Our initial budget and schedule will cover the team's vision!

3

QUALITY PLAN DEVELOPMENT

After understanding the final requirements for building performance, our team develops a detailed written plan and will tailor the verification process to meet these requirements.

4

SUBCONTRACTOR SELECTION

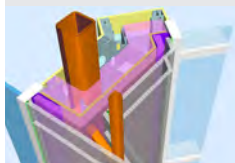
Quality concerns are accounted for when establishing the local subcontractor list to ensure a low bidder is not selected at the sacrifice of quality. Interviews with the design team are held with key subcontractors prior to contract award.

5

CONSTRUCTABILITY REVIEW

BNB constructability review is executed on every project at key design milestones where input can be effectively implemented.

Constructability review of the building envelope.

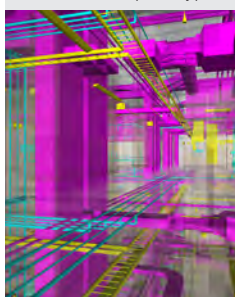


6

VIRTUAL MOCK-UPS & BUILDING INFORMATION MODELING

BNBuilders uses BIM to build the prototype of the project electronically, before millions of dollars are spent in the field. Interfacing of materials and coordination of building systems are carefully reviewed.

Virtual mock-ups & BIM used to build prototypes



7

MOCK-UPS

BNBuilders uses mock-ups to confirm finish, color, and installation quality expectations prior to fabrication. Mock-ups beneficial for this project are coordinated with Newport-Mesa USD and the architect.

8

SUBMITTAL REVIEW

Our in-house experts review every applicable submittal in detail to ensure manufactured items meet the plans and specifications, as well as the design intent.

9

PRE-INSTALLATION MEETINGS

Our field management team holds a pre-installation meeting with all subcontractors prior to work beginning in the field. The intent is to ensure the QC plan communicated with the subcontractor at project award is understood by the field supervisor before they commence work on-site.

10

FORMAL PHASE INSPECTIONS

Following construction of the first representative portion of the work, the second phase of the inspection process (the Initial Inspection), is conducted. Attendees from the Preparatory Inspection meet to review the constructed work for conformance to the expectations established at the Pre-Installation meeting. The third phase of the inspection process, the Follow-up Inspection, is conducted by a member of the project team periodically to verify that conformance expectations of the work are continuing.

11

PRE-PUNCH WALK

BNBuilders' field team facilitates a pre-punch walkthrough with all subcontractors prior to the walkthrough with the architect and Newport-Mesa USD. This will increase the potential for zero-punch list items.

12

11-MONTH WARRANTY WALK

One month before the end of a typical 12-month warranty period, BNB leads a facility walkthrough to ensure all building systems are performing to the expectations of Newport-Mesa USD.



PRICING &
CONTINGENCY

11

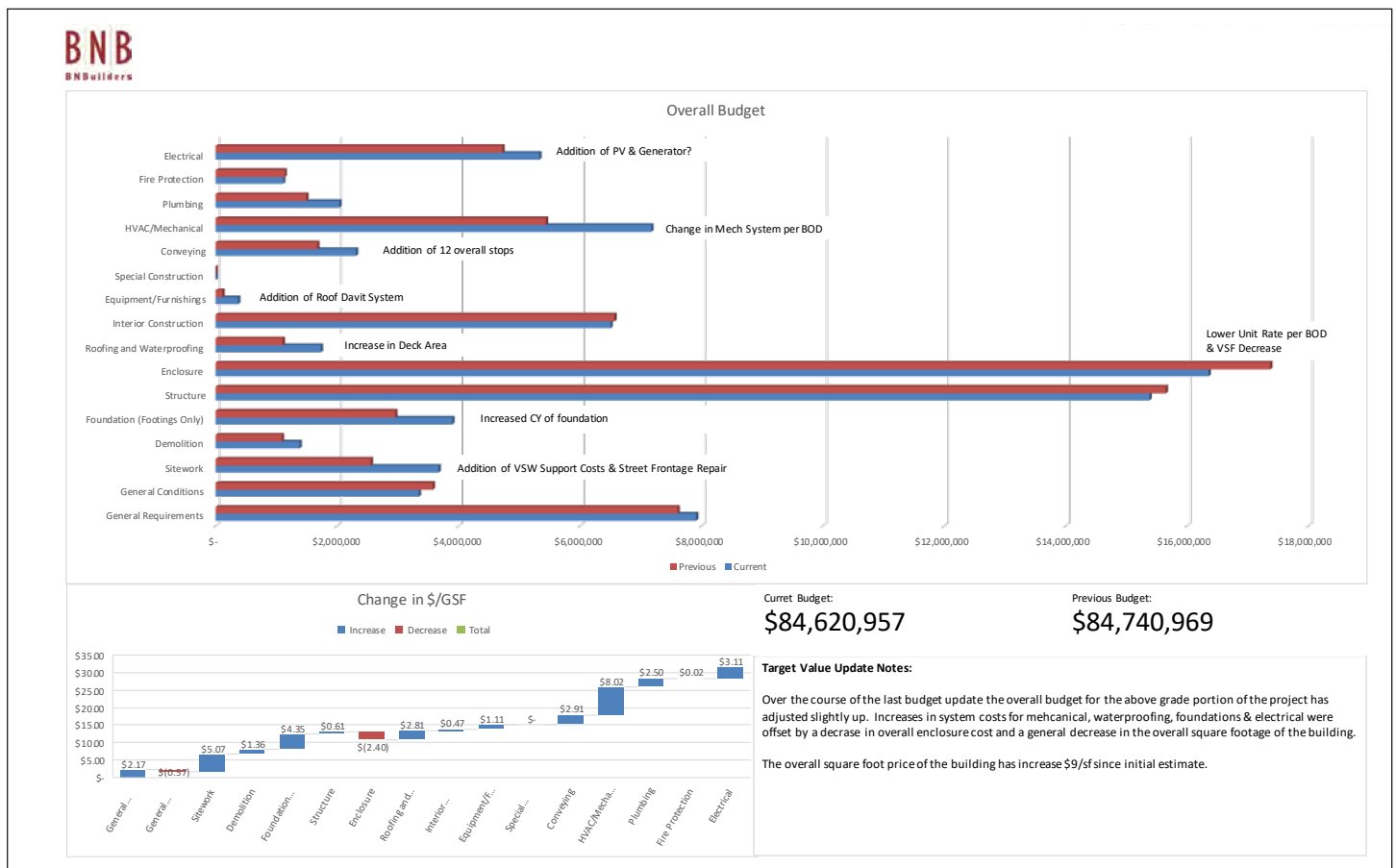
PRICING & CONTINGENCY

Our preconstruction services are tailored to fit each project. Because the design is still in early development, we can implement a highly integrated Target Value Design (TVD) process with the design team and our trade partners that ensures the critical design schedule milestones are met, the current conceptual design is leveraged, and value-based decisions are selected while focusing on speed to market, quality and cost certainty.

Specified Fees and Contingencies can be found on page 4 followed by a preliminary Estimate Summary.

Throughout this section, you will see several examples of how BNBuilders has had success establishing a GMP using Target Value Design with previous education projects. We look forward to collaborating with the Estancia High School Theater Project team to work through design and constructability to reach a well-defined GMP.

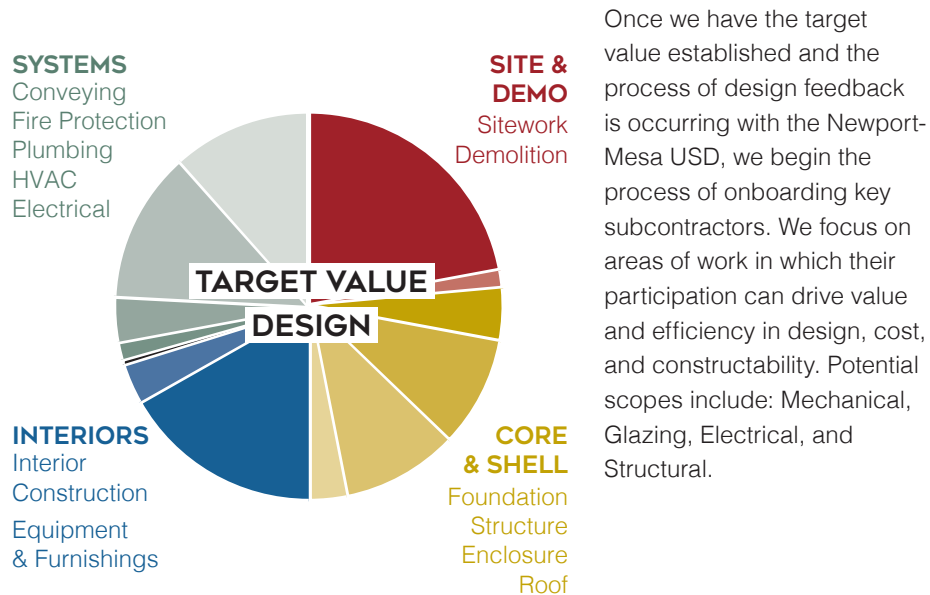
The following is an example that describes how we utilize our historical costs to deliver comprehensive concept estimates prior to starting the target value design process.



ACCOMPLISHING EDUCATIONAL GOALS ON BUDGET & ON TIME

Our philosophy for cost estimating is to continuously engage in the design process ensuring what is on paper aligns with the budget. We consider factors such as initial cost, market conditions, schedule, quality, and total cost of ownership.

We use real time market cost data and historical cost information from our recent projects to provide benchmarking estimates by system, providing an early budget snapshot. Visiting sites and looking at imagery of installs give the project team understanding of the proposed systems options which drives well-informed decisions based on cost, functionality, and aesthetics. This allows the team to maintain the budget through aggressive study of available options while preserving design integrity and establishing each system's target value cost.



Once we have the target value established and the process of design feedback is occurring with the Newport-Mesa USD, we begin the process of onboarding key subcontractors. We focus on areas of work in which their participation can drive value and efficiency in design, cost, and constructability. Potential scopes include: Mechanical, Glazing, Electrical, and Structural.

RISK REGISTER The Risk Register is a tool used to track all potential unmitigated risks discovered or anticipated during the design phase. Items are given values for cost, probability of occurrence, urgency, and schedule. This allows easier visualization of higher risk items and helps focus the team. This tool also informs the amount of contingencies to carry throughout the design phase in order to make sure budgeting is not too conservative or aggressive.

NEGOTIATION OF THE GMP

The benefit of the design-build process is maximum flexibility and the ability to onboard subcontractors and suppliers earlier in the project and lock in their pricing at the stages of design when those scopes are defined.

Certain scopes such as, structural, glazing, electrical and mechanical equipment, will be on-boarded early in order to lock in the pricing and procurement. As long as the bids for those early scopes align with our target value design, we can eliminate those portions of the budget risk early.

WHY CONTINUOUS COST FEEDBACK IS IMPORTANT



BUDGET ALIGNMENT

Traditionally, full project estimates are developed at key milestones often causing major cost swings; as long as the overall budget is maintained, nothing is changed. This can lead to spending money on areas that don't align with stakeholder values. Using our approach, funding for specific scope cost targets can only be increased by diverting funds from another scope ensuring the budget is maintained despite changes within individual scopes.



FOCUSED COST FEEDBACK

The time period after an estimate is complete often becomes a scramble to resolve cost overages. With our target value process, the design team can simply move to the next phase.



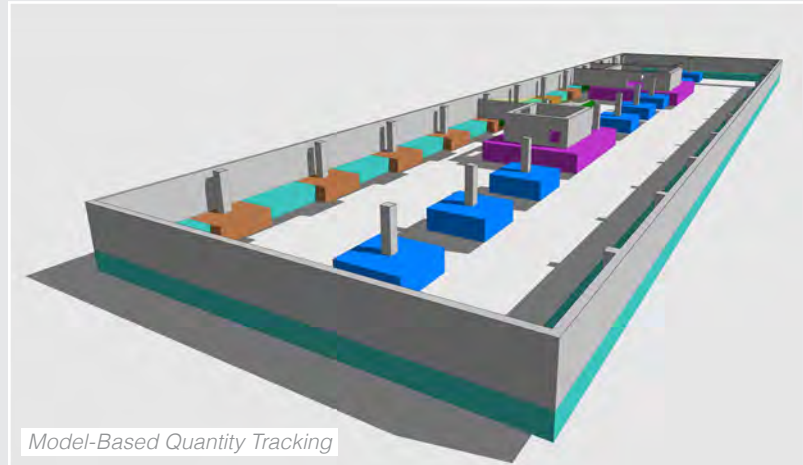
WORKLOAD LEVELING

Our preconstruction team is constantly involved with the design of different systems, as opposed to an estimating team that dives deep at certain milestones and then steps back for a period of time until the next milestone begins.

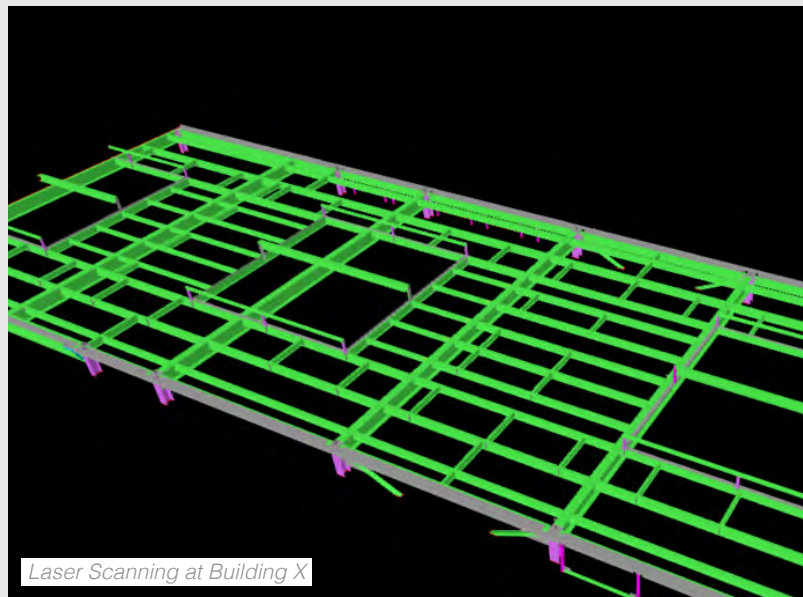
VDC TO SUPPORT PRECONSTRUCTION TASKS

We see Virtual Design and Construction (VDC) and Building Information Modeling (BIM) as a critical tool at all phases of the project. This plan and associated use of BIM will enhance the project's performance by reducing the schedule duration, achieving higher field productivity, increasing quality, managing change orders, and providing important operational data. All members of our team have experience in managing an efficient and successful BIM Process.

- **ESTIMATING: QUANTITIES** Early modeling by our innovation team allows our estimating team to extract precise quantities for cost estimation. These include: volume of soil export, volume of concrete structure, tonnage of steel, and square footage of spaces and finishes.
- **SURVEY AND LAYOUT: LASER SCANNING** Our survey team uses laser scanning technology to record point clouds of existing structures and site elements. We import this data into the project model for use by the construction team as well as the design team for design coordination and logistics planning.
- **PRECONSTRUCTION: DESIGN COORDINATION** The laser scan will allow our team to aid in design coordination for critical details such as waterproofing terminations at varying conditions around the site, measure dimensions to neighbor buildings, existing trees or utilities, and aid in design of seismic or expansion joints between the project and adjacent existing buildings. Understanding these elements early during design eliminates issues during construction.
- **PRECONSTRUCTION: LOGISTICS** The laser scan of existing site challenges, as well as early modeling of logistics elements, provides critical information for efficient planning during multiple construction phases: the size and location of access for trucks, sidewalks and critical pedestrian path protections. This detailed pre-planning results in cost and schedule savings to the project.
- **CONSTRUCTION: CONSTRUCTABILITY REVIEW** Modeling of critical path scopes allows our team to identify constructability issues and lead design coordination meetings to improve details. These include curtainwall, structure, and MEP risers and equipment.
- **CONSTRUCTION: MEP COORDINATION** Our team is experienced in leading MEP coordination. We'll develop a coordination schedule that aligns with construction milestones. Successful clash coordination and resolution allows for shop fabrication of materials and efficient field installation. This saves both time and money.
- **AUGMENTED REALITY (AR) QUALITY CONTROL** We regularly use augmented reality (AR) to verify installation of building systems against the BIM model. By overlaying the model on the field of vision using AR headsets or a tablet, our team members are able to examine concealed conditions - essentially looking inside walls, above ceilings and inside slabs to locate sensitive building components.



Model-Based Quantity Tracking



Laser Scanning at Building X



Augmented Reality

PRICING AND CONTINGENCY FOR SPECIFIED FEES & CONTINGENCY

LLB Entity Fee: 2.75%

Preconstruction Fee: \$98,077.00

Special Conditions (if any/applicable): Included in tab 12

Contractor's General Conditions Table: \$2,511,080.27 (Detail included in tab 12)

Bond: 0.50% (based on contract value of \$32,592,847.00)

Insurance: 0.90%

Contractor Contingency: 1.50%

District Contingency: 3%



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CONTRACTOR'S
GC TABLE

Contractor's General Conditions / General Requirements in its Performance of the Work	Amount
Supervision/Staff	
Operations Manager	\$ <u>0</u>
Project Executive	\$ <u>81,605.37</u>
Project Manager	\$ <u>696,647.48</u>
Project Superintendent	\$ <u>748,642.48</u>
Project Engineer	\$ <u>425,203.37</u>
Scheduling Engineer	\$ <u>3,406.10</u>
Estimator	\$ <u>43,949.39</u>
Constructability Reviewer	\$ <u>12,630.57</u>
Quality control Manager	\$ <u>0</u>
MEP Coordinator	\$ <u>0</u>
Field Engineer	\$ <u>85,838.42</u>
Draftsman/Detailer	\$ <u>0</u>
BIM Manager/Coordinator	\$ <u>0</u>
Record Drawings	\$ <u>0</u>
Field Accountant	\$ <u>36,787.89</u>
Labor Compliance Manager	\$ <u>0</u>
Time Keeper/Checker	\$ <u>0</u>
Secretarial/Clerk Typist	\$ <u>25,534.12</u>
Independent Surveyor	\$ <u>0</u>
Safety & E.E.O. officer	\$ <u>49,295.97</u>
Field Offices for GC, Inspector, and Owner	
Office Trailer/Rental, Set-up, Tear-down, Relocation – 12' x 60' for Contractor	\$ <u>30,324.98</u>
Office Trailer/Rental, Set-up, Tear-down, Relocation – 24' x 60' for District Construction Manager and Inspector and on-site meetings	\$ <u>60,649.95</u>
Office Furniture/Equip/Computers	\$ <u>12,190.00</u>
Telephone/Data Installation	\$ <u>4,574.57</u>
Telephone/Data Monthly Charges	\$ <u>10,674.00</u>
Elect Power Installation	\$ <u>included COW</u>
Elect Power Distribution Wiring	\$ <u>included COW</u>
Water Service - Installation	\$ <u>4,695.48</u>
Heating & Cooling Costs	\$ <u>0</u>
Light Bulbs & Misc. Supplies	\$ <u>0</u>
Recycling/Trash Dumpster Removal/Hauling	\$ <u>47,064.10</u>
Maintenance Services (janitorial, holding tank, etc.)	\$ <u>16,789.29</u>
Drinking Water/Cooler/Cup	\$ <u>2,152.10</u>
Documents/Records/Misc.	
Xerox Copies/Misc Printing	\$ <u>15,651.60</u>
Electronic Drawing Transfer	\$ <u>0</u>
Printing - Drawings & Specifications	\$ <u>1,467.34</u>
As-built Drawing Reproduction	\$ <u>0</u>
Postage/UPS/FedEx	\$ <u>0</u>
Project Photographs and Video	\$ <u>0</u>
Closeout documentation – manuals, warranties, DSA documents	<u>0</u>

Jobsite Operations	
Storage Trailer & Tool Shed Rental	\$ 42,281.43
Safety/First Aid Supplies/Safety Signage	\$ 53,024.29
Fire Fighting Equipment	\$ 0
Security Guards	\$ 0
Temporary Parking	\$ 0
Watchman Service	\$ 0
Other	
Subcontractor bond or subcontractor default insurance costs	\$ 0
Bidding Costs	\$ 0
Facility Operator/Training	\$ 0
Safety Inspections	\$ 0



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OTHER INFORMATION

13

OTHER INFORMATION:
ACOUSTIC EXPERIENCE

BNBuilders specializes in technical projects that require comprehensive preconstruction services and pose logistical challenges. Our proposed team members have extensive experience building studios, sound stages, performing art centers as well as a variety of educational as well as extensive laboratory projects. They understand how to quickly integrate with the broader project team to begin providing valuable input.

FEATURED PROJECT: PEPPER CANYON AMPHITHEATER



PROJECT DESCRIPTION

SAN DIEGO, CA | \$50 MILLION | 33,000SF

This project in the heart of the Pepper Canyon neighborhood creates an open-air amphitheater used by students, faculty, staff and the wider community with seating for 1,500 on benches and 1,500 on the grass. The project improves the surrounding area with landscaping, east façade enhancements for three existing Visual Arts Buildings, a Stuart Collection art installation and the construction of Rupertus Walk, which will connect the greater UC San Diego campus to a stop on the UC San Diego Blue Line Trolley extension.

ADDITIONAL TEAM MEMBER EXPERIENCE

APPLE STEVE JOBS THEATER
CUPERTINO, CA *(pictured)*

CHAFFEY CCD PERFORMING ARTS COMPLEX
CHINO, CA

SAN FRANCISCO SCHOOL OF BALLET
SAN FRANCISCO, CA *(pictured)*

FOX POST PRODUCTION COMPLEX
LOS ANGELES, CA

FOX STUDIOS LOT, NY STREET
CENTURY CITY, CA

RAMS STADIUM & AMPHITHEATER
INGLEWOOD, CA

FACEBOOK MOTION CAPTURE STUDIO
IRVINE, CA

FACEBOOK READY AT DAWN STUDIO
IRVINE, CA

ACOUSTIC SYSTEMS &
ACOUSTIC SENSITIVITY

BNBuilders has built a number of specialty rooms such as video production and sound editing suites with similar components and uses as those anticipated for the Colburn Campus Expansion.

In many cases, robust acoustical systems and expanded wall assemblies are used to achieve increased STC ratings. Because we have extensive experience with all types of production suites, we can provide quick and accurate cost, performance, and constructability feedback to help drive decisions and meet the schedule.



RIMROCK AUTO ARENA



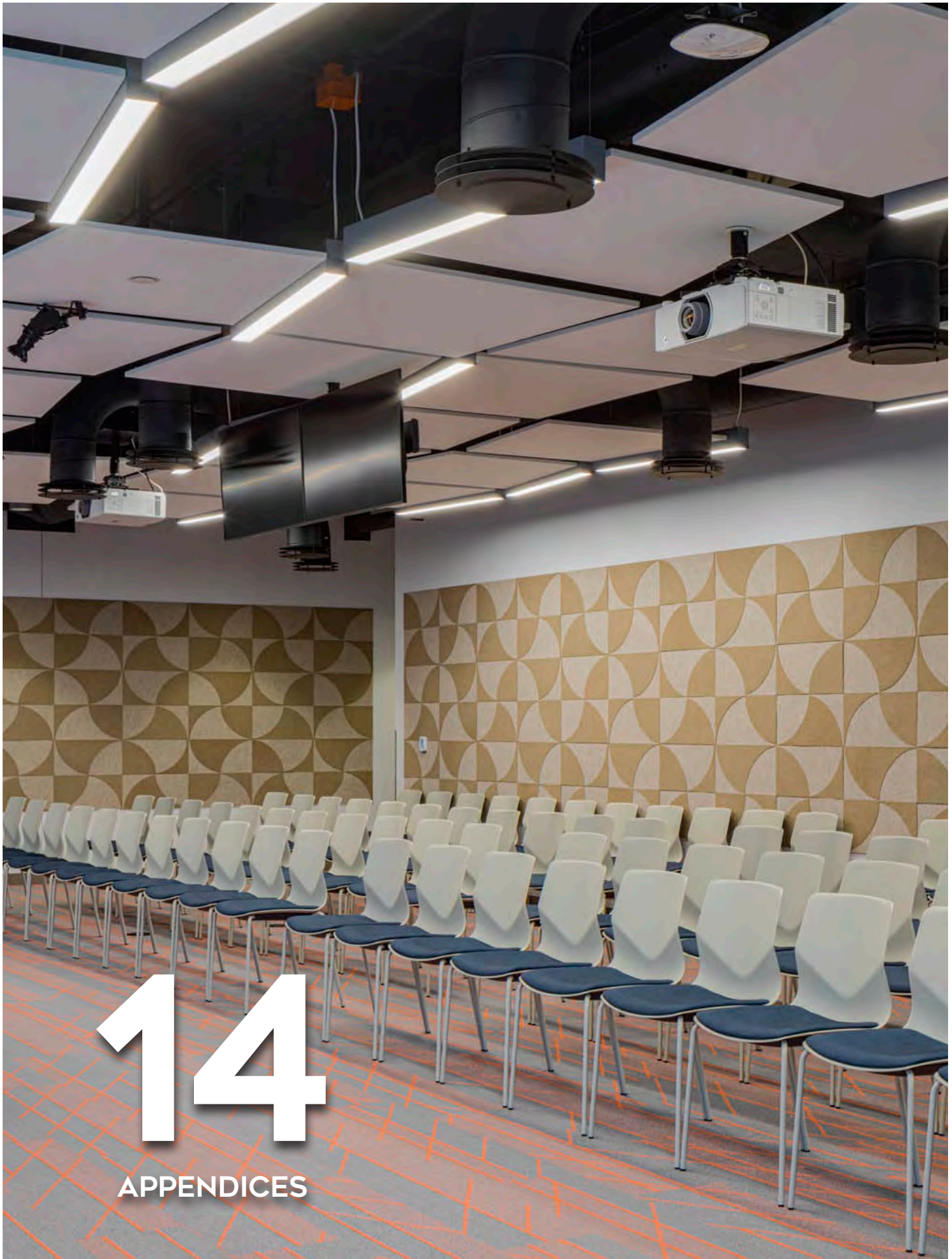
GOOGLE CONFERENCE SPACE



FACEBOOK REALITY LABS PROJECT ORIGIN



SPOKANE FALLS MUSIC BUILDING



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APPENDICES

ADDITIONAL TEAM RESUMES



BLAIR JONES

PROJECT EXECUTIVE

Key Team Member

RESPONSIBILITIES

Blair will provide the team with options to determine best value, and drive schedule, phasing, and budget. He leverages industry relationships to secure success and guarantee construction team performance. Blair oversees the construction implementation, participates and ensures in project safety and quality, and is an advocate for Newport-Mesa USD.

QUALIFICATIONS

B.S. Construction Management,
University of Southern California

FAST FACTS



EDUCATION
EXPERT

15

YEARS OF
EXPERIENCE

13

EDUCATION
PROJECTS

PROJECT EXPERIENCE

IRVINE USD STONEGATE ELEMENTARY IRVINE, CA

\$18 million - Ground-up, wood framed construction of a new K-6 campus. Renovation of shared, mixed-use City park. Site development and utility infrastructure installation. *CW Driver 2008 - 2010*

IRVINE USD, JEFFERY TRAIL MIDDLE SCHOOL IRVINE, CA

\$22 million - Ground-up, wood framed & steel construction. Five new standalone structures, MPR, full cafeteria, and District administration building. Development of site work and utility infatuation prior to construction. *CW Driver 2010 - 2012*

IRVINE USD, SIERRA VISTA MIDDLE SCHOOL IRVINE, CA

\$8 million - Renovation of existing campus including classroom/office modernizations, ADA upgrades, title 24 compliance, and expansion of outdoor educational area. *CW Driver 2009 - 2010*

ORANGE COAST COLLEGE, FITNESS BUILDING COSTA MESA, CA

\$12 million - New construction of a concrete and steel structure.

ORANGE COAST COLLEGE, LEARNING RESOURCE CENTER COSTA MESA, CA

\$28 million - New construction of a concrete and steel structure.

SAN FRANCISCO STATE UNIVERSITY, REC & WELLNESS CENTER SAN FRANCISCO, CA

\$65.6 million - New construction of a steel structure.



SCOTT AUGUSTINE

SR. PROJECT MANAGER

Key Team Member

RESPONSIBILITIES

As Project Manager, Scott will serve as the primary point of contact. He will lead our comprehensive preconstruction and engage all stakeholders to develop an efficient construction plan. During construction, he will communicate with our entire team to ensure we execute the work safely and efficiently.

QUALIFICATIONS

B.S. Construction Management,
Michigan State

FAST FACTS



EDUCATION
EXPERT

18

YEARS OF
EXPERIENCE

17

EDUCATION
PROJECTS

PROJECT EXPERIENCE

LONG BEACH USD, DAVID STARR JORDAN HIGH SCHOOL LONG BEACH, CA

\$140 million - 400,000sf - Major renovation and new construction consisting of 225,000sf of renovation and infrastructure upgrades and 175,000sf of new construction.

OXNARD SD, LEMONWOOD K-8 SCHOOL OXNARD, CA

\$30 million - 67,000sf - Lease-Leaseback project covered under a PLA including preconstruction and construction services.

LONG BEACH USD, JESSIE ELWIN NELSON ACADEMY SIGNAL HILL, CA

\$36 million - 89,000sf - Lease-Leaseback project including seven new buildings, 32 classrooms, Gymnasium, Multi-Purpose Room, Kitchen, and extensive technology features. The project was constructed on an old oilfield site and vehicle maintenance facility and required extensive site remediation. The project also included the most advanced methane mitigation system installed in an education facility in the state of California.

ORANGE USD, EL MODENA HIGH SCHOOL SCIENCE CENTER ORANGE, CA

\$26 million - 43,000sf - Construction of a new 43,000 SF Science Center including 12 laboratories, 2 non-severe special needs classrooms, 2 medically fragile suites, and associated site work. Scope of services also included preconstruction planning, management of design, constructability reviews, budgeting/estimating, and value engineering.



JIM SCATES

SR. SUPERINTENDENT

Key Team Member

RESPONSIBILITIES

As Sr. Superintendent, Jim Scates will bring his valuable experience with the installation of complex MEP systems and equipment within buildings to the team, providing valuable input during the design phase with scheduling, phasing, site logistics, subcontractor procurement, and equipment installation requirements.

QUALIFICATIONS

32 years of
construction experience

FAST FACTS



EDUCATION
EXPERT

32 YEARS OF
EXPERIENCE

20 EDUCATION
PROJECTS

PROJECT EXPERIENCE

CHAFFEY CCD, VISUAL AND PERFORMING ARTS COMPLEX CHINO, CA

\$22.2 million - Two new buildings including 3-story performing arts building with 5,500sf of music rehearsal structure and two renovated / modernized buildings

LOS ANGELES USD, HUNTINGTON PARK ELEMENTARY SCHOOL HUNTINGTON PARK, CA

\$12.8 million - New wood-framed K-5 school including 26 classrooms, library, MPR, food service, lunch shelter, playground, and administration office.

LONG BEACH USD, LONG BEACH PYROTECHNICAL HIGH SCHOOL LONG BEACH, CA

\$19 million - 22,000sf - Modernization of 18 buildings including abatement, demolition, system / building upgrades, ADA upgrades and site work.

CHULA VISTA USD, EAST LAKE HIGH SCHOOL CHULA VISTA, CA

\$40 million - New high school with six classroom buildings, two full gymnasiums, one large admin building, and a CIF pool and track.

PALM SPRINGS USD, CATHEDRAL CITY HIGH SCHOOL CATHEDRAL CITY, CA

\$20 million - New high school with five classroom buildings, two full gymnasiums, one large admin building, and a CIF track.

OCEANSIDE USD, OCEANSIDE HIGH SCHOOL OCEANSIDE, CA

\$10.3 million - 3-story structural steel science building includes classrooms, library, computer lab, MPR, and offices.



BRIAN DAGUE

PRECON DIRECTOR

RESPONSIBILITIES

Brian Dague has worked on a wide variety of projects ranging from large ground-up facilities to complex renovations.

His experience spans many market sectors, including education, corporate / tech, healthcare, hospitality, and civic. As Preconstruction Director, Brian oversees the preconstruction team and phase of the project to ensure a smooth transition from preconstruction to construction.

QUALIFICATIONS

B.S. Construction Engineering,
California State University Long
Beach

DBIA Professional

LEED AP

FAST FACTS



EDUCATION
EXPERT

20 YEARS OF
EXPERIENCE



EDUCATION
PROJECTS

PROJECT EXPERIENCE

LOS ANGELES CCD, WEST LA COLLEGE SOUND STAGE CULVER CITY, CA

\$14 million - 17,000sf - One story ground-up building with new sound stage and rigging for set development, new shop for set construction, and vertical transportation to integrate the site. Construction was for the LACCD theatre department.

CALTECH DEMIRER LAB PASADENA, CA

\$3 million - 3,986sf - Renovation of labs in the sub-basement of the Spalding building. It's comprised of a Plant Growth Lab, Microscope room, Plant tissue culture room, a main wet lab, a Cold Room, and a Nanomaterial lab. The lab also consists of support spaces such as a student office and conference/kitchenette area.

CALTECH LIHONG WANG LAB PASADENA, CA

\$8.5 million - 10,700sf - Design-build renovation of the existing biomedical research building for a new imaging laboratory space for Professor Lihong Wang. Space includes new imaging labs, a tissue culture room, instrument room, and over 10,000sf of office space.

UCLA BOTANY BUILDING LOS ANGELES, CA

\$28.9 million - 37,351sf - The renovations at UCLA's four-level, 37,351sf Botany Building include the building and an adjacent herbarium. The work consists of removing all existing interior partitions; MEP systems and hazardous materials; and installing new MEP and life safety systems, new roof, entrance, accessibility upgrades, seismic upgrades, technical equipment upgrades and interior finishes.

UCLA CHS EMERGENCY POWER UPGRADE LOS ANGELES, CA

\$14.1 million - 2,000sf - Demolition of existing structures to make room for a new generator enclosure, removal of four (4) remote radiators located on the south side of the generator room and provision of three (3) new generators and associated equipment including active diesel particulate filters and paralleling / switch gear.



AARON LEE

PRECON MANAGER

RESPONSIBILITIES

As Preconstruction Manager, Aaron's responsibilities for projects include procuring and analyzing subcontractor bids, managing subcontractors, value engineering, budget tracking and constructability reviews. He is also responsible for the development and monitoring of project budgets and schedules. He will work closely with Estimator Tom to make sure the preconstruction phase produces a comprehensive estimate.

QUALIFICATIONS

B.S. Construction Management,
California State University Chico

FAST FACTS



EDUCATION
EXPERT

12

YEARS OF
EXPERIENCE

13

EDUCATION
PROJECTS

PROJECT EXPERIENCE

TUSTIN USD, FOOTHILL HIGH SCHOOL SCIENCE CENTER TUSTIN, CA

\$13 million - New ground-up, 2-story science center.

TUSTIN USD, ORCHARD HILLS ELEMENTARY TUSTIN, CA

\$60 million - New ground-up elementary school.

TUSTIN USD, TUSTIN HIGH SCIENCE CENTER TUSTIN, CA

\$10 million - New ground-up, 2-story science center.

SANTA ANA USD, SUMMER MODERNIZATIONS SANTA ANA, CA

\$30 million - Remodel and technology upgrades to 10 school sites. Projects required fast-tracked schedules.

TUSTIN USD, TUSTIN HIGH SCHOOL MODERNIZATION TUSTIN, CA

\$5 million - Remodel and technology upgrades to four classroom buildings and new court yard.

SANTA ANA USD, LATHROP INTERMEDIATE SCHOOL EXPANSION SANTA ANA, CA

\$3.5 million - New 2-story classroom modular building

UCLA CHS EMERGENCY POWER UPGRADE LOS ANGELES, CA

\$14.1 million - 2,000sf - Demolition of existing structures to make room for a new generator enclosure, removal of four (4) remote radiators located on the south side of the generator room and provision of three (3) new generators and associated equipment including active diesel particulate filters and paralleling / switch gear.



TOM VANAKEN

ESTIMATOR

FAST FACTS

9

YEARS OF
EXPERIENCE

3

EDUCATION
PROJECTS

RESPONSIBILITIES

Tom VanAken will provide confident buy-out strategy, create project budgets, and provide schedule insights. As Estimator, Tom will develop detailed cost estimates to provide cost certainty throughout the duration of the project. He has previously worked in the field managing projects from preconstruction through final completion and brings field expertise.

QUALIFICATIONS

B.S. Construction Engineering,
California Polytechnical University
Pomona

PROJECT EXPERIENCE

UCSB, HENLEY HAL SANTA BARBARA, CA

\$46 million - 56,000sf - 3-story concrete framed lab building with a LEED Platinum rating. Building contained an open air atrium, conference rooms, offices, labs, and auditorium.

CYPRESS COLLEGE SCIENCE, ENGINEERING AND MATH BUILDING CYPRESS, CA

\$90 million - 106,000sf - 3-story steel framed lab and classroom building. Scope also include the construction of a 7,000sf addition and 12,000sf of remodeling.

LA METRO EXPO 2 LRT CULVER CITY, CA

\$25 million - 8,295sf - Bridge of the light rail transit system for LA Metro. The new rail spanned through downtown Culver City.

RANCHO LOS AMIGO SOUTH CAMPUS DOWNEY, CA

\$330 million - 435,000sf - Design-build of an existing office building to seat 2,000 LA County employees and parking garage for 1,100 cars on a 12+ acre lot. Office building consisted of steel frame with glass and metal panel exterior.

CONFIDENTIAL CLIENT, WESTSIDE PAVILION LOS ANGELES, CA

\$Confidential - 530,000sf - Multi-floor tenant improvement of an existing shopping mall consisting of security and lobby spaces, open office, collaboration, conference, micro and full kitchens, fitness space, game rooms, social lounge, wellness room, tech talk, and multipurpose room.

FEDEX FACILITY EXPANSION BLOOMINGTON, CA

\$23 million - 75,000sf - Ground-up expansion of warehouse spaces and office area adjacent to an existing facility.



ROSENDO PANTOJA

SUPERINTENDENT

RESPONSIBILITIES

As the Superintendent, Rosendo will supervise the field construction of a project and to complete the work on schedule, within the budget and to the quality of workmanship specified. He will assist the project manager and the scheduling manager in the development and refinement of the project schedule, and to work with the project manager to keep the schedules properly updated, and ensure the job meets the various required dates.

QUALIFICATIONS

A.A. Computer Science, Anthem College
CISEC & CMIT

FAST FACTS



EDUCATION
EXPERT

18

YEARS OF
EXPERIENCE

15

EDUCATION
PROJECTS

PROJECT EXPERIENCE

WISEBURN USD, DAVINCI HIGH SCHOOL EL SEGUNDO, CA

\$60 million - 200,000sf - Four-story commercial building converted to new DaVinci High School. New structural steel, HVAC, electrical, stairways, ADA restrooms, parking lot paving, storefront, framing, drywall, fire alarm system.

TORRANCE USD, JEFFERSON MIDDLE SCHOOL TORRANCE, CA

\$8 million - 10,000sf - Ground-up construction of CMU, steel structure, HVAC and electrical.

REDONDO USD, BIRNEY, BERYL, & MADISON ELEMENTARY SCHOOL REDONDO BEACH, CA

\$10 million - 12,000sf - New ground-up metal frame, new HVAC, ADA restrooms, parking lots, and storefront windows.

DEPARTMENT OF PUBLIC WORKS, LONG BEACH COURTHOUSE LONG BEACH, CA

\$7 million - 100,000sf - New structural shotcrete all floors. New rebar with epoxy dowels walls measured 22 ft high by 40 ft length.

CONFIDENTIAL CLIENT, WESTSIDE PAVILION LOS ANGELES, CA

\$Confidential - 530,000sf - Multi-floor tenant improvement of an existing shopping mall consisting of security and lobby spaces, open office, collaboration, conference, micro and full kitchens, fitness space, game rooms, social lounge, wellness room, tech talk, and multipurpose room.

FOX NEW YORK STREET CULVER CITY, CA

\$Confidential - The project will replicate existing exterior set façades and upgrade associated infrastructure to optimize on-lot film Production and Special Events. Architecturally, the new set façades will retain the look and feel of a New York City block circa 1910.



EDDY VEGA

SR. PROJECT ENGINEER

FAST FACTS

5

YEARS OF
EXPERIENCE

2

EDUCATION
PROJECTS

RESPONSIBILITIES

As Project Engineer, Eddy will be the lead, assisting with subcontractor management and coordination, value engineering, and budget tracking. He will also assist with staff supervision, project coordination, and the overall execution of the project.

QUALIFICATIONS

B.S. Construction Management,
National University

PROJECT EXPERIENCE

EAST WHITTIER CITY SCHOOL DISTRICT, BOND PROGRAM WHITTIER, CA

\$98 million - Bond Program. This project took place throughout 13 different campuses within the school's district. From doing new parking lots, upgrading modulars, painting, flooring, roofing, new electrical work, underground utility work, new technology and new fencing upgrades. This project was a multi-prime project.

CITY OF RIVERSIDE, THE CHEECH MUSEUM RIVERSIDE, CA

\$18 million - This full on T1 project included a full renovation of a former downtown library that will be turned into a Museum for Cheech Marin for Chicano Culture. The City of Riverside, and Cheech Marin are the owners of this new establishment. The building requires a new roof and HVAC system, upgraded elevators, plenty of exhibit walls, a 40 foot Mural Wall that will be the main attraction, and other renovations.

CHA HOLLYWOOD PRESBYTERIAN HOLLYWOOD, CA

\$200 million - This new acute care replacement building includes 32 acute care beds and a 22 station Emergency Department. Within its surgical services area on the 4th floor, the new acute care building will provide nine new procedure rooms including space for two Cath Labs, a Cardiovascular OR, a Hybrid OR, an Ortho-Neuro OR and 4 general ORs, standardized for flexibility of use.

UCLA CHS EMERGENCY POWER UPGRADE LOS ANGELES, CA

\$14.1 million - 2,000sf - Demolition of existing structures to make room for a new generator enclosure, removal of four (4) remote radiators located on the south side of the generator room and provision of three (3) new generators and associated equipment including active diesel particulate filters and paralleling / switch gear.

PRELIMINARY SCHEDULE

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NMUSD Estancia HS Theater		499d	31-Aug-22 A	20-Sep-24	
Milestones		481d	25-Oct-22	20-Sep-24	
A1100	Project Award	0d	25-Oct-22		◆ Project Award
A1110	Certificate of Occupancy	0d		29-Aug-24 *	◆ Certificate of Occupancy
A2520	Project Complete	0d		20-Sep-24	◆ Project Complete
Pursuit		18d	31-Aug-22 A	25-Oct-22	
A1000	Release of Request for Proposal	0d	31-Aug-22 A		◆ Release of Request for Proposal
A1010	Letter of Interest Due Date	0d	02-Sep-22 A		◆ Letter of Interest Due Date
A1020	Mandatory Pre-Proposal Meetings	0d	06-Sep-22 A		◆ Mandatory Pre-Proposal Meetings
A1030	Last Day to Submit Prequalification Packages	0d	13-Sep-22 A		◆ Last Day to Submit Prequalification Packages
A1040	Final Prequalification Determinations Made/Released	0d	20-Sep-22 A		◆ Final Prequalification Determinations Made/Released
A1050	Last Day to Submit Questions for Clarification	0d		30-Sep-22 A	◆ Last Day to Submit Questions for Clarification
A1060	Final Responses / Addendum Issued by District	0d		06-Oct-22 *	◆ Final Responses / Addendum Issued by District
A1070	Deadline for Receipt of Proposals	0d		11-Oct-22	◆ Deadline for Receipt of Proposals
A1080	Interview Finalists	4d	12-Oct-22	17-Oct-22	■ Interview Finalists
A1090	Project Award	0d	25-Oct-22		◆ Project Award
Design		20d	25-Oct-22	21-Nov-22	
A2440	Constructability Revue & Value Engineering	10d	25-Oct-22	07-Nov-22	■ Constructability Revue & Value Engineering
A2450	Develop Issue for Permit Set	10d	08-Nov-22	21-Nov-22	■ Develop Issue for Permit Set
Permittting		34d	22-Nov-22	13-Jan-23	
A2460	Plan Check Review - Round 1	15d	22-Nov-22	14-Dec-22	■ Plan Check Review - Round 1
A2470	Respond to Plan Check Comments - Round 1	5d	15-Dec-22	21-Dec-22	■ Respond to Plan Check Comments - Round 1
A2480	Plan Check Review - Round 2	10d	22-Dec-22	06-Jan-23	■ Plan Check Review - Round 2
A2490	Permit Fee Calculation, Payment & Processing	4d	09-Jan-23	12-Jan-23	■ Permit Fee Calculation, Payment & Processing
A2500	Building Permit Issued	0d	13-Jan-23		◆ Building Permit Issued
Procurement		200d	25-Oct-22	10-Aug-23	
A1630	Trade Buyout	20d	25-Oct-22	21-Nov-22	■ Trade Buyout
Structural Steel		60d	22-Nov-22	21-Feb-23	
A1640	Develop Submittals - Structural Steel	10d	22-Nov-22	07-Dec-22	■ Develop Submittals - Structural Steel
A1650	Review/Approve Submittals - Structural Steel	10d	08-Dec-22	21-Dec-22	■ Review/Approve Submittals - Structural Steel
A1660	Procurement - Structural Steel	40d	22-Dec-22	21-Feb-23	■ Procurement - Structural Steel
Heat Pumps		160d	22-Nov-22	13-Jul-23	
A1670	Develop Submittals - Heat Pumps	10d	22-Nov-22	07-Dec-22	■ Develop Submittals - Heat Pumps
A1680	Review/Approve Submittals - Heat Pumps	10d	08-Dec-22	21-Dec-22	■ Review/Approve Submittals - Heat Pumps
A1690	Procurement - Heat Pumps	140d	22-Dec-22	13-Jul-23	■ Procurement - Heat Pumps
Curtainwall		180d	22-Nov-22	10-Aug-23	
A1960	Develop Submittals - Curtainwall	10d	22-Nov-22	07-Dec-22	■ Develop Submittals - Curtainwall
A1970	Review/Approve Submittals - Curtainwall	10d	08-Dec-22	21-Dec-22	■ Review/Approve Submittals - Curtainwall
A1980	Procurement - Curtainwall	160d	22-Dec-22	10-Aug-23	■ Procurement - Curtainwall
Construction		400d	13-Jan-23	13-Aug-24	
Bus Drop-Off Entrance		16d	13-Jan-23	06-Feb-23	
A2710	Fencing & SWPPP at New Bus Drop-Off Entrance	1d	13-Jan-23	13-Jan-23	■ Fencing & SWPPP at New Bus Drop-Off Entrance
A2720	Demo Existing Sidewalk	3d	17-Jan-23	19-Jan-23	■ Demo Existing Sidewalk
A2730	Grade for New Entry	2d	20-Jan-23	23-Jan-23	■ Grade for New Entry
A2740	Curb & Gutter at Entry	5d	24-Jan-23	30-Jan-23	■ Curb & Gutter at Entry



Activity ID	Activity Name	Planned Duration	Start	Finish					2023												2024											
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
A2750	Asphalt at Entry	4d	31-Jan-23	03-Feb-23							■																					
A2760	Striping at Entry	1d	06-Feb-23	06-Feb-23																												
A2770	Remove Fencing at New Entry	1d	06-Feb-23	06-Feb-23																												
Early Site & Utilities		60d	07-Feb-23	02-May-23							■																					
A1140	Mobilize . Fencing, SWPPP	5d	07-Feb-23	13-Feb-23							■																					
A1130	Utility Safe-Off	6d	14-Feb-23	22-Feb-23							■																					
A1150	Clear & Grub	3d	23-Feb-23	27-Feb-23							■																					
A1160	Demo Asphalt, Curbs, Sidewalks	5d	28-Feb-23	06-Mar-23							■																					
A1170	Rough Grade	10d	07-Mar-23	20-Mar-23							■																					
A1510	Storm Drain Install	10d	21-Mar-23	03-Apr-23							■																					
A1520	Sanitary Sewer Install	8d	04-Apr-23	13-Apr-23									■																			
A1530	Domestic Water Install	5d	14-Apr-23	20-Apr-23									■																			
A1540	Fire Water Install	8d	21-Apr-23	02-May-23									■																			
Structure		192d	03-May-23	06-Feb-24																												
A1180	Geopier Install	30d	03-May-23	14-Jun-23									■																			
A1190	Excavate/Form Footings	10d	15-Jun-23	28-Jun-23									■																			
A1200	Footing Rebar	15d	29-Jun-23	20-Jul-23										■																		
A1210	Inspect Footing Rebar	3d	21-Jul-23	25-Jul-23										■																		
A1220	Place Footings	1d	26-Jul-23	26-Jul-23																												
A1930	Slab on Grade Rebar	10d	27-Jul-23	09-Aug-23										■																		
A1940	Slab on Grade Inspection	3d	10-Aug-23	14-Aug-23										■																		
A1950	Place Slab on Grade	3d	15-Aug-23	17-Aug-23																												
A1230	CMU Walls	15d	18-Aug-23	08-Sep-23										■																		
A2610	Cast In Place Concrete Walls	15d	18-Aug-23	08-Sep-23										■																		
A1240	Steel at Tech Grid	8d	11-Sep-23	20-Sep-23										■																		
A1250	Steel at Low Roof	8d	21-Sep-23	02-Oct-23										■																		
A1260	Steel at Catwalk (Includes Metal Grate)	5d	21-Sep-23	27-Sep-23										■																		
A1270	Steel at High Roof	5d	28-Sep-23	04-Oct-23										■																		
A1340	Round HSS at Theater	12d	05-Oct-23	20-Oct-23											■																	
A1300	Decking at High Roof	5d	23-Oct-23	27-Oct-23											■																	
A1350	MEP Deck Inserts	2d	30-Oct-23	31-Oct-23																												
A1310	Rebar at Metal Deck	8d	01-Nov-23	10-Nov-23										■																		
A1320	Inspect Rebar at Metal Deck	2d	13-Nov-23	14-Nov-23																												
A1330	Place Concrete at Metal Deck	1d	15-Nov-23	15-Nov-23																												
A2590	Monokote	5d	16-Nov-23	22-Nov-23											■																	
Theater Stepped Slab		54d	16-Nov-23	06-Feb-24																												
A2650	Form Stepped Footings - Theater	5d	16-Nov-23	22-Nov-23															■													
A2660	Rebar Stepped Footings - Theater	10d	27-Nov-23	08-Dec-23															■													
A2670	Place Stepped Footings - Theater	3d	11-Dec-23	13-Dec-23																												
A2680	Form Stemwalls - Theater	5d	14-Dec-23	20-Dec-23															■													
A2690	Rebar Stemwalls - Theater	10d	21-Dec-23	05-Jan-24															■													
A2700	Place Stemwalls - Theater	3d	08-Jan-24	10-Jan-24																												
A2620	Form Stepped Slab - Theater	5d	11-Jan-24	18-Jan-24															■													
A2630	Rebar at Stepped Slab - Theater	10d	19-Jan-24	01-Feb-24															■													
A2640	Place Stepped Slab - Theater	3d	02-Feb-24	06-Feb-24															■													
Canopy		18d	05-Oct-23	30-Oct-23																												



Activity ID	Activity Name	Planned Duration	Start	Finish	2023																2024												
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			
A1280	Concrete Caissons at Canopy	8d	05-Oct-23	16-Oct-23																													
	A1290	Steel at Canopy	10d	17-Oct-23																													
Exterior Skin		115d	16-Nov-23	02-May-24																													
A1360	Roofing	8d	16-Nov-23	29-Nov-23																													
A1600	Metal Stud Exterior Framing	20d	16-Nov-23	15-Dec-23																													
A1700	Set Rooftop Heat Pumps	1d	30-Nov-23	30-Nov-23																													
A1610	Gypsum Sheathing	15d	18-Dec-23	09-Jan-24																													
A1570	Air Barrier	15d	10-Jan-24	31-Jan-24																													
A1580	Z-Clip & Insulation	15d	01-Feb-24	22-Feb-24																													
A1590	Hat Channel	5d	23-Feb-24	29-Feb-24																													
A1560	UHPC Concrete Cladding	20d	01-Mar-24	28-Mar-24																													
A1370	Coping & Flashing	5d	29-Mar-24	04-Apr-24																													
A1620	Lobby Curtainwall	20d	05-Apr-24	02-May-24																													
Interiors		177d	30-Oct-23	12-Jul-24																													
Theater		110d	07-Feb-24	12-Jul-24																													
A1380	High Sprinkler	10d	07-Feb-24	21-Feb-24																													
A1390	High Ductwork	10d	22-Feb-24	06-Mar-24																													
A1400	Paint Ceiling & High Utilities	5d	07-Mar-24	13-Mar-24																													
A1420	Interior Metal Stud Framing	10d	07-Mar-24	20-Mar-24																													
A1430	In-Wall Rough-In	10d	21-Mar-24	03-Apr-24																													
A1440	Framing/Rough Inspection	1d	04-Apr-24	04-Apr-24																													
A1450	Drywall Hang/Tape/Finish	10d	05-Apr-24	18-Apr-24																													
A1460	Primer	4d	19-Apr-24	24-Apr-24																													
A1410	Accoustical Wood Ceiling	6d	25-Apr-24	02-May-24																													
A1470	Finish Paint	5d	25-Apr-24	01-May-24																													
A1480	Lights & Trim	6d	02-May-24	09-May-24																													
A1490	Floor Finish	15d	02-May-24	22-May-24																													
A2530	Sprinkler Heads / Trim	1d	03-May-24	03-May-24																													
A1500	Seating Install	15d	23-May-24	13-Jun-24																													
A2570	Doors & Hardware	4d	23-May-24	29-May-24																													
A2600	IT / AV Fitout	20d	14-Jun-24	12-Jul-24																													
Lobby		56d	21-Mar-24	07-Jun-24																													
A2290	Fire Sprinkler	5d	21-Mar-24	27-Mar-24																													
A2300	Ductwork	5d	28-Mar-24	03-Apr-24																													
A2310	Metal Stud Ceiling Framing	8d	04-Apr-24	15-Apr-24																													
A2320	Overhead Electrical Rough	10d	16-Apr-24	29-Apr-24																													
A2330	Overhead Inspection	1d	30-Apr-24	30-Apr-24																													
A2340	Hang Drywall Ceiling	5d	03-May-24	09-May-24																													
A2350	Tape/Finish Ceiling	6d	10-May-24	17-May-24																													
A2360	Primer Ceiling	3d	20-May-24	22-May-24																													
A2370	Paint Ceiling	1d	23-May-24	23-May-24																													
A2390	Mechanical Trim at Ceiling	3d	24-May-24	29-May-24																													
A2540	Sprinkler Heads / Trim	1d	24-May-24	24-May-24																													
A2380	Lighting	3d	30-May-24	03-Jun-24																													
A2400	LV Trim at Ceiling	1d	30-May-24	30-May-24																													
A2410	Carpet	4d	04-Jun-24	07-Jun-24																													
Black Box		66d	30-Oct-23	05-Feb-24																													
A2120	Layout	1d	30-Oct-23	30-Oct-23																													

A2130	Top Track	1d	27-Nov-23	27-Nov-23
A2090	Fire Sprinkler	3d	28-Nov-23	30-Nov-23
A2100	Mechanical Rough	5d	01-Dec-23	07-Dec-23
A2110	Overhead Electrical Rough	5d	08-Dec-23	14-Dec-23
A2160	Metal Stud Framing	4d	08-Dec-23	13-Dec-23
A2170	In-Wall Rough-In	5d	14-Dec-23	20-Dec-23
A2140	Overhead Paint	3d	15-Dec-23	19-Dec-23
A2270	AV Rough	5d	15-Dec-23	21-Dec-23
A2180	Inspection	1d	21-Dec-23	21-Dec-23
A2190	Drywall	3d	22-Dec-23	27-Dec-23
A2200	Tape/Finish	5d	28-Dec-23	04-Jan-24
A2210	Primer	1d	05-Jan-24	05-Jan-24
A2150	Pipe Grid	5d	08-Jan-24	12-Jan-24
A2250	Stage Floor Install	8d	08-Jan-24	18-Jan-24
A2550	Sprinkler Heads / Trim	1d	16-Jan-24	16-Jan-24
A2220	Grilles & Diffusers	3d	19-Jan-24	23-Jan-24
A2580	Doors & Hardware	1d	19-Jan-24	19-Jan-24
A2230	Lighting	3d	24-Jan-24	26-Jan-24
A2260	Finish Paint	1d	29-Jan-24	29-Jan-24
A2240	Theatrical Drapery	3d	30-Jan-24	01-Feb-24
A2280	AV Trim	5d	30-Jan-24	05-Feb-24
Restrooms		57d	30-Oct-23	23-Jan-24
A1800	Layout	1d	30-Oct-23	30-Oct-23
A1810	Top Track	2d	27-Nov-23	28-Nov-23
A1780	Sprinkler	2d	29-Nov-23	30-Nov-23
A1790	Ductwork	4d	01-Dec-23	06-Dec-23
A1820	Framing	3d	07-Dec-23	11-Dec-23
A1830	Rough-In	4d	12-Dec-23	15-Dec-23
A1840	Inspection	1d	18-Dec-23	18-Dec-23
A1850	Hang Drywall	2d	19-Dec-23	20-Dec-23
A1860	Tape & Finish	5d	21-Dec-23	28-Dec-23
A1870	Primer/Paint	2d	29-Dec-23	02-Jan-24
A1880	Tile	5d	03-Jan-24	09-Jan-24
A2560	Sprinkler Heads / Trim	1d	03-Jan-24	03-Jan-24
A1890	Plumbing Fixtures	3d	10-Jan-24	12-Jan-24
A2050	Lighting & Electrical Trim	1d	10-Jan-24	10-Jan-24
A1900	Restroom Partitions	2d	16-Jan-24	17-Jan-24
A1910	Restroom Accessories	2d	18-Jan-24	19-Jan-24
A1920	Finish Paint	2d	22-Jan-24	23-Jan-24
Hardscape & Landscape		71d	03-May-24	13-Aug-24
Plaza		71d	03-May-24	13-Aug-24
A1550	Precise Grading	15d	03-May-24	23-May-24
A2060	Irrigation Sleeves	2d	24-May-24	28-May-24
A1990	Site Retaining Wall Footings	6d	29-May-24	05-Jun-24
A2000	Site Retaining Walls	6d	06-Jun-24	13-Jun-24
A2010	Site Stairs	6d	14-Jun-24	21-Jun-24
A2020	Curb & Gutter	8d	24-Jun-24	03-Jul-24
A2030	Concrete Paving	15d	05-Jul-24	25-Jul-24
A2040	AC Paving	4d	26-Jul-24	31-Jul-24

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