

DGS Public Works, Bureau of Capital Projects - Design

# RFQ for DGS C-0573-0031 Phase 2

## Kitchen, New Construction

Technical Response to Request for Quote - Contract No.: DGS 2020-SWCE  
July 8, 2022



# Table of Contents

- A. Understanding the Project Scope
- B. Contractor Prior Experience
- C. Contractor Personnel and Qualifications
- D. Project Work Plan

# A. Understanding the Project Scope

# A. Understanding the Project Scope

## Detailed Work Statement

### Understanding of the Project

We understand that DGS is guiding the State Correctional Institution at Camp Hill (SCI Camp Hill) through a process that will encompass the demolition of Building M and the construction of a new kitchen and dining building.

Constructing a new building offers several potential benefits such as allowing for the design of the new production, serving, storage and support facilities with maximum efficiency, the ability to maintain the current food service operations during construction and without interruption, and elimination of the need to either phase the renovation or lease temporary kitchen and storage trailers; thereby limiting the potential security issues associated with the delivery, set-up, breakdown, and removal of the temporary trailers.

The project is moving into the DGS Design Development phase of work. The purpose of the Design Development submission is to fix and describe the size and character and Estimated Construction Cost of the entire Project. DGS is looking for an experienced cost estimating firm to develop a one-time conceptual estimate and BCEs for the current design phase.

Because Skanska is a builder, a program/project manager, and a cost estimating consultant, we have all of the attributes and resources required for success on this assignment.

### Work Statement Summary

The services requested in your RFQ include one-time Conceptual Estimates and BCEs for the current design phase. The estimate and BCE should be organized by Unifomat at the appropriate level for the percent design complete. DGS has requested that Unifomat estimates unit prices at this stage should be broken down into labor, materials, and equipment. Deliverables include separate narrative BCEs with assumptions and cost estimates for the following major project elements:

- Razing of Building M and preparation of a new building at the same location to include utilities; approximately 60,000 square feet
- Construction of a new single-story or two-story kitchen and dining facility building of approximately 28,655 square feet to include either 100% new kitchen equipment or 80% new kitchen equipment
- Construction of a new permanent vehicular Sally-Port near the new building with a new access road.

Our estimates will be developed to create a framework for evaluating options as this project moves forward. Baseline quantification and pricing, preliminary phasing and logistics, and constructability will be established, and we will be able to incorporate and maintain a multitude of cost centers and/or breakout values to support decision making and reporting. Our estimates will be built as a tool to support the project as it transitions from the current design phase into subsequent stages.

Skanska's detailed work plan for accomplishing the required estimating tasks is provided in Section D of this proposal.

## In-House Estimating Resources

Skanska has a staff of in-house estimators that includes architectural, civil, mechanical and electrical estimators. Software that our estimators employ includes BIM Revit Modeling, Assemble Systems, On Screen Takeoff (OST), SAGE Estimating, and Metriks™ (our national construction cost estimating database). These tools provide a powerful tool for establishing cost.

Our estimating team sets Skanska apart from our competitors. Their sole function is to develop estimates for our projects, work with teams to identify cost saving opportunities and validate the project budget as part of each estimate deliverable. In addition, our preconstruction team’s day-to-day interaction with the construction market ensures that the unit pricing is accurate and based on real-time market information. Most of Skanska’s estimators started their careers in the subcontractor market and understand the factors that influence bid pricing. This ensures that our deliverables are accurate.

Our in-house estimating team prices projects as though they were bidding on the work and as if they were developing a Guaranteed Maximum Prices (GMP) for a project where our fee was at risk.

**This distinguishes us from pure cost estimating firms that do not build. Their initial budget figures are based on “estimates” from prior assignments, not on the final cost of those projects and not on real-time market intelligence.**

As a result, we are capable of producing accurate and durable estimates during the current design phase of this project. The benefit for DGS is that you will not have to request additional funding as this project moves forward into subsequent stages.

The table below illustrates the cost estimate classification, ranging from Definitive to Order-of-Magnitude, based on the level of detail, where a Definitive estimate is the most detailed and most accurate.

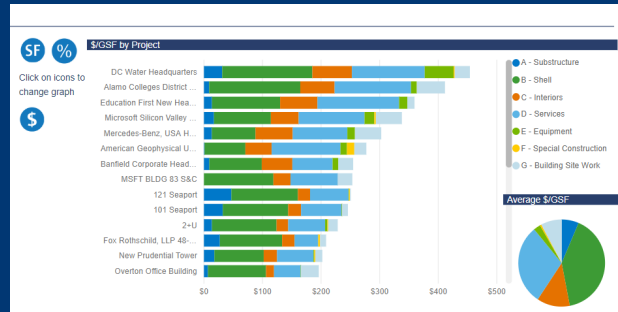
AACE Class	ANSI Classification	Typical Use	Project Definition	Expected Range of Accuracy		Other Terms
				Low Expected Actual Cost	High Expected Actual Cost	
Class 5	Order-of-Magnitude	Strategic Planning; Concept Screening	0% to 2%	-50% to -20%	+30% to +100%	ROM; Ballpark; Blue Sky; Ratio
Class 4		Feasibility Study	1% to 15%	-30% to -15%	+20% to +50%	Feasibility; Top-down; Screening; Pre-design
Class 3	Budgetary	Budgeting	10% to 40%	-20% to -10%	+10% to +30%	Budget; Basic Engineering Phase; Semi-detailed
Class 2	Definitive	Bidding; Project Controls; Change Management	30% to 75%	-15% to -5%	+5% to +20%	Engineering; Bid; Detailed Control; Forced Detail
Class 1		Bidding; Project Controls; Change Management	65% to 100%	-10% to -3%	+3% to +15%	Bottoms Up; Full Detail; Firm Price

## Data from Similar Projects: Skanska Metriks™

We are well aligned with the requirements of this assignment because of our experience with correctional facility, justice center, public safety facility, and kitchen and dining facility projects and because of our national construction cost database, known as Skanska Metriks. We use Skanska Metriks to harvest close to 400 specific, quantified attributes from every project in order to help customers and design firms optimize results. Because it contains data from relevant projects, Skanska Metriks will enable an understanding of the costs and cost drivers in the construction of the new kitchen and dining facility project. We will use our cost benchmarking capabilities to convey the relationship of program to cost and of cost to value to project stakeholders.

### Benchmarking with Skanska Metriks™

We collect close to 400 specific, quantified attributes from every project we build to help our customers and design team members achieve optimization. Skanska Metriks™ provides greater confidence in budget, schedule and overall project efficiency.



## Key Variables

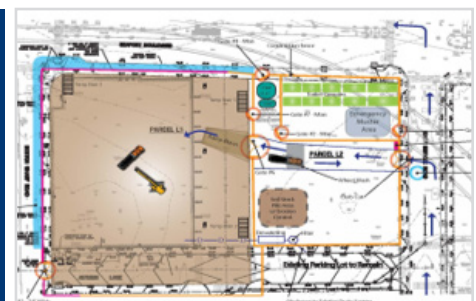
As part of preparing Cost Estimates, we use our builder's expertise and project management experience to consider the effect of the expected construction schedule on construction costs. We also use our estimating experience to take into account such variables as escalation, union and non-union construction, bidding requirements, anticipated number of prime contracts, the nature of construction, and the influence of government regulations on construction costs.

Recognizing the vital importance of understanding each key variable, our estimates will be accompanied by a narrative that outlines the facts, assumptions, construction logistics, and other insights that form the basis of our estimates. Our BCE will also include an evaluation of project risks and their cost impacts.

**Skanska understands that establishing an accurate budget isn't restricted to construction materials and labor. Other key factors need to be taken into account, include known project risks, owner cost and constraints, logistics/phasing, escalation, market conditions, and schedule.**

### Logistics Planning:

Logistic greatly impacts the cost of construction. Correctly defining logistics and phasing requirements upfront significantly improves budget certainly by clearly defining requirements to contractors.



As indicated in your RFQ, a partial listing of logistical issues that will need to be considered during the estimating process include:

- Scheduling and sequencing of work based upon the institution’s operations and weather conditions
- Site ingress and egress
- Road restoration
- Mobilization, temporary storage, temporary utilities, staging and demobilization
- Traffic control and scheduling
- Security screening and security
- Temporary fencing of the project site
- Razing of Building M and preparation of a new building at the same location to include utilities

## Contingencies

In support of the collaborative cost estimating process, we will also work with you to develop contingencies to hedge against unforeseen cost events. In past projects, we have devoted one team wide meeting to establish common definitions for each contingency type: Design Contingency, Project Contingency, and Construction Contingency. Given the range of uses and types of contingencies, establishing common definitions up-front creates dialog among all project team members as to key project issues, cost drivers and budgetary constraints.

## Escalation

Skanska has in-house capabilities that are virtually unique in the industry. Among these are our ability to forecast escalation. Skanska continuously monitors the market for price escalation in both this region and throughout the U.S. This information is assimilated into a comprehensive “Construction Market Trends Report,” which includes actual, real time data from our many projects combined with commodities reports. Because this report reflects current pricing trends “live” in the market, it ensures that we have the most accurate pricing and understand what commodities, materials and services may affect project pricing. This single tool has revolutionized our ability to provide the most accurate pricing available and to forecast future costs. We find this to be the best method for managing escalation risks.

**SKANSKA**

### Construction Market Trends Report Spring 2022 | Skanska USA Building

↓ Click to jump to each section

- Introduction
- Overview and Economy
- Local Construction Costs
- Construction and Labor
- Architecture Indices
- Commodities Pricing
- Materials Pricing
- Supply Chain Trends
- Sources and References

#### Sharp, Climbing Cost Escalation Continues

The cost escalation and supply chain effects of the waning pandemic have been replaced by the tragic and developing war in Ukraine. Historically, a two-year period in the construction industry would yield inflation of about 7 percent. The ENR Building Cost Index (BCI) is already up more than 5 percent through April and is on pace for a 15 percent increase in 2022, exceeding the 12.5 percent increase in 2021.

Manufacturers will note that climbing prices and long lead times also stem from the explosive demand in many sectors including data centers, automotive (EV), life sciences, distribution, semiconductor and infrastructure. High demand is driving up lead times significantly for electrical equipment due to large entities buying up capacity into 2025. Manufacturers are adding capacity and expanding their sourcing to alternative suppliers, but they simply can't keep pace to meet demand.

Additionally, labor has become an increasing concern. Unemployment is at a near 50-year low, but the construction industry is short over 650,000 workers. Non-union markets are experiencing wage competition between projects and in unionized markets, we expect labor contract renewals will require larger rate increases due to the increased cost of living.

#### Mitigating Risks

- Investigate the product requirements of your projects early in design and consider accelerated purchasing strategies for materials experiencing shortages, such as: electrical equipment, roofing material, generators, below-grade pipe materials and high purity process PVF
- Continue to forecast above normal escalation in project proformas and monitor sanctions against Russian exporters/entities that supply metal products like copper, aluminum, nickel, iron and steel
- Deep dive with your subcontractors on their labor force projections and capacity prior to awards

Steve Stouthamer | Executive Vice President, Project Planning

**Market Factors:**

**Can change an estimate up to 15%.**

**Understanding market conditions during the estimating process results in cost certainty.**

## Conclusion

We will provide DGS with accurate, durable estimates accompanied by BCEs that will enable complete and comprehensive comparisons between scope options for this project. Our approach will be to:

- Provide you with cost certainty and an exceptional level of accuracy
- Draw upon the experience of Skanska's estimators in developing construction costs for major correctional facility, justice center, public safety facility, and kitchen and dining facility projects
- Utilize Skanska's national database of construction costs
- Utilize Skanska's relationships with vendors and subcontractors to validate pricing
- Factor in escalation
- Establish contingencies commensurate with risks and "unknowns"

The result will be an estimate and BCE that will serve as the baseline for assessing and controlling project costs throughout the remaining phases of this project.



# B. Contractor Prior Experience

# Montgomery County, Justice Center and Hancock Square Expansion - Norristown, PA



## Project Description

Skanska is providing construction management agency services to the Montgomery County Board of Commissioners for the design and construction of this signature project. As the chief component of a revitalized and expanded County Campus, the new justice center/Hancock Square expansion project includes the relocation of court functions from the historic county courthouse to a new justice center addition (estimated to be 250,000-SF), renovation of the existing courthouse (185,000-SF), demolition of the courthouse garage and replacement of between 200 and 400 parking spaces, demolition of Courthouse Plaza, opening of Penn Street through to Swede for pedestrian and/or vehicular access and the expansion and redevelopment of Hancock Square.

The three main aspects of the project include:

- Justice Center: A new 330,000-square-foot, six story building connected to the existing courthouse housing 18 courtrooms, court-related offices, and public spaces.
- Hancock Square Park: The downtown public park will expand from the current 40,000 square feet to 113,000 square feet, incorporating carefully planned native landscape plantings, direct access from Main Street, and respectful incorporation of current monuments into reflective spaces.
- Historic Courthouse Renovation: Complete renovation of the existing courthouse, incorporating detailed attention to historic preservation and a full replacement of all utility infrastructure systems.

## Description of CE Work Engaged In

Skanska provided recommendations on constructability, schedule, availability of materials and labor, construction sequencing, lead times for materials procurement, durations for installation and construction, and factors related to construction cost including, but not limited to, costs of alternative designs or materials, preliminary budgets, life-cycle data, and possible cost reductions.

## Project Information

Start date:  
02/01/2021

End date:  
Estimated: 03/01/2026

## Cost

Gross construction cost:  
\$355,000,000

Amount responsible for:  
\$355,000,000

## Firm's fees:

Total Fee:  
\$10,400,000

Preconstruction & Cost  
Estimating Fee:  
\$500,000

## Reference

Montgomery County, Pennsylvania  
One Montgomery Plaza, Suite 600  
Norristown, PA 19404

Tom Bonner, Director of Assets and  
Infrastructure  
Phone: 610.278.3029  
tbonner@montcopa.org

## Why Relevant

- Cost Estimating Services
- Secure Environments
- Scope Option Evaluations
- Basis of Cost Estimate (BCE)

# New Admission Facility at Rikers Island

## Queens, NY



### Project Information

Start date:  
04/01/2015

End date:  
11/30/2017

### Cost

Gross construction cost:  
Estimated: \$850,000,000

Amount responsible for:  
Not Applicable (Preconstruction Only)

### Firm's fees:

Total Fee:  
\$3,198,302

Preconstruction & Cost  
Estimating Fee:  
Not Available

### Reference

Contact unavailable

### Why Relevant

- Cost Estimating Services
- Correctional Facility
- Scope Option Evaluations
- Basis of Cost Estimate (BCE)

### Project Description

Skanska, as part of a joint venture with Moss Construction, provided preconstruction services to the City of New York Department of Design and Construction for a proposed \$650 million, 644,000-SF new admission facility at Rikers Island Correctional Center.

Scope elements of the proposed project included:

- 1,537-bed new admission facility
- Demolition, abatement, utility relocation, electrical and site work
- Construction of precast concrete and steel-framed structure with a central courtyard and mechanical equipment penthouses
- Creation of eight 64-cell pods; sixteen 50-bed dormitories; a 225-bed infirmary; and administrative, operational, visitation and support spaces
- Installation of a new security fence; vehicle staging and circulation roadways; loading docks; and vehicular sally ports for the transfer of detainees, meals, materials and supplies to the building
- Parking area for 150 vehicles

### Description of CE Work Engaged In

Skanska/Moss worked closely with the designer and owner during preconstruction. Our work included conducting constructability reviews, continuous cost estimating, recommending cost alternatives, identifying Long Lead Items, developing construction schedules, and developing Site Logistics and Phasing & Sequencing.

# Norristown State Hospital - New Forensic Building

## Norristown, PA



### Project Information

Start date:  
03/01/2021

End date:  
Estimated: 06/30/2023

### Cost

Gross construction cost:  
\$283,246,003

Amount responsible for:  
\$126,824

### Firm's fees:

Total Fee:  
\$126,824

Preconstruction & Cost  
Estimating Fee:  
\$126,824

### Reference

Pennsylvania Department of  
General Services  
Arsenal Building  
18th & Herr Street  
Harrisburg, PA 17125

Linda Van Sickle, PE, Designer Project  
Manager - Public Service Division  
(717) 480-8227  
lvansickle@pa.gov

### Why Relevant

- Cost Estimating Services
- Secure Environments
- Scope Option Evaluations
- Basis of Cost Estimate (BCE)

### Project Description

Norristown State Hospital is a 255-bed forensic psychiatric facility that currently houses patients in two buildings: Building 10 (constructed in 1965) and Building 51 (constructed in 1947). Both buildings are in need of substantial upgrades in order to provide a recovery-oriented environment for patients, but they cannot be renovated while occupied. As a result, it has been determined that the best and most cost-effective solution is to construct a new 420-bed, Forensic Psychiatric Hospital. Because construction activity (including infrastructure upgrades) will take place on an active healthcare campus, it must be carried out in a manner that poses minimal disruption to existing patient care functions.

### Description of CE Work Engaged In

Skanska provided constructability analysis, schedule development, availability of materials and labor, logistics planning and sequencing and cost consulting during design and construction.

## Additional Project Experience



**John E. Polk Correctional Facility Expansion**  
Sanford, FL



**Wake County Detention Center: Phase 2 Expansion**  
Raleigh, NC



**Bell County Jail Facility and Sheriff's Office**  
Belton, TX



**Pinellas County Jail, Healthcare Facility Expansion**  
Clearwater, FL



**Knoxville Juvenile Justice Center**  
Knoxville, TN



**Gregory A. Adams Juvenile Justice Center**  
Decatur, GA



**Bay County Jail Renovation**  
Panama City, FL



**GSA Region 2, Capital Security Enhancement**  
U.S. Virgin Islands



**Dickenson County Judicial Center**  
Clintwood, VA

# C. Contractor Personnel and Qualifications



## Gary Warren | Project Executive

### **Montgomery County Justice Center and Hancock Square Expansion, Norristown, PA**

\$350 million, 455,000-SF project. Skanska is providing construction management agency services to the Montgomery County Board of Commissioners for a project that involves the construction of a new justice center, the renovation of a historic county courthouse and the redevelopment of the existing courthouse plaza known as Hancock Square. The project also involves the demolition of a parking garage, the installation of between 200 and 400 parking spaces and the re-opening of a public thoroughfare that traverses the site.

### **Pennsylvania Department of General Services (DGS) - Collaborative Cost Estimating Services**

#### **Phase 1 Norristown New Building Construction - Forensic Psychiatric Hospital**

Norristown State Hospital is a 255-bed forensic psychiatric facility that currently houses patients in two buildings: Building 10 (constructed in 1965) and Building 51 (constructed in 1947). Both buildings are in need of substantial upgrades in order to provide a recovery-oriented environment for patients, but they cannot be renovated while occupied. As a result, it has been determined that the best and most cost-effective solution is to construct a new 420-bed, Forensic Psychiatric Hospital. Because construction activity (including infrastructure upgrades) will take place on an active healthcare campus, it must be carried out in a manner that poses minimal disruption to existing patient care functions.

#### **California University of Pennsylvania, PASSHE Science Building Construction**

The new California University of Pennsylvania Science Building will be a facility supporting evolving science education and research in the coming years. This building will include state-of-the-art technologies for active learning classrooms, flexible laboratories, offices, and social spaces to foster engagement aimed at scientific training, inquiry, and discovery.

The new facility ideally will be a new two to three-story building that is in the range of 70,000 – 90,000 square feet. The program will include classrooms, offices, meeting rooms, as well as research spaces along with contemporary, flexible laboratories for general, biology, chemistry, environmental, and physics sciences. Additional support spaces include chemical, specimen, animal care, greenhouses, instrumentation, walk-in cooler, and cleaning will be required.

#### **Phase 1, Ebensburg Center – HVAC, Sprinkler, Electrical & Misc. Improvements**

Located on a 70-acre campus in Cambria Township, the Center currently features seven licensed patient buildings that were built starting in the 1950s and that have been modified over the years. The general scope of the proposed construction program includes upgrades to and/or replacements of existing HVAC, plumbing, and electrical systems and the addition of a wet pipe fire protection system in one or more of the seven residential buildings.

#### **P1 State Police Greensburg-DNA Laboratory Facility New Building**

Construct two new buildings: 1) The original design was a three-story approximately 59,800 s.f. laboratory and office building, (the third floor is a mechanical penthouse), and, 2) an 1850 s.f. one-story maintenance building to house landscaping and snow removal equipment.

14 years in industry

12 years with Skanska

The Pennsylvania State University  
B.S., Structural Engineering

OSHA 30-1926  
Construction Safety

OSHA Hazmat 40

Choose to Save a Life  
(Fall Protection) Training

CPR and First Aid Training



## James Lane, ASPE | CSA Chief Estimator

### **Montgomery County Justice Center and Hancock Square Expansion, Norristown, PA**

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**34 years in industry**

**5 years with Skanska**

**University of Pittsburgh  
B.S., Civil Engineering**

**Certified Professional Estimator (ASPE)**

**OSHA 30**





## Nick Culver, AVS | CSA Estimator

20 years in industry  
20 years with Skanska

Stevens Institute of Technology  
B.S., Engineering Management

Associate Value Specialist (AVS)

### **Montgomery County Justice Center and Hancock Square Expansion, Norristown, PA**

\$350 million, 455,000-SF project. Skanska is providing construction management agency services to the Montgomery County Board of Commissioners for a project that involves the construction of a new justice center, the renovation of a historic county courthouse and the redevelopment of the existing courthouse plaza known as Hancock Square. The project also involves the demolition of a parking garage, the installation of between 200 and 400 parking spaces and the re-opening of a public thoroughfare that traverses the site.

### **Bell County, Courthouse Expansion, Belton, TX**

\$22.3 million, 92,500-SF expansion which included six new county courtrooms with open research areas and support space to integrate County Clerk and Justice of the Peace into the recently constructed District Courthouse. Skanska applied BIM applications to coordinate construction activities. Project components included: Basement - Link to existing Central Plant, Link to existing jail inmate corridor and Vehicular Sally Port, Inmate corridor; First Floor - County Clerk, County Attorney; Second Floor - County Courts-at-Law (4), Swing Courtroom for District Court & County Court-at-Law (1), and Court Coordinator.

### **United States Federal Courthouse, Preconstruction Services, Nashville, TN**

\$137 million, 325,000-SF, federal courthouse located in Nashville, Tennessee. Skanska provided preconstruction and construction services to the General Services Administration. Preconstruction for the Michael Graves & Associates designed project was completed in November 2007.

### **U.S. General Services Administration, U.S. Courthouse El Paso, Preconstruction Services & Site Development, El Paso, TX**

\$80 million, 232,000-SF federal courthouse located in El Paso, Texas. Skanska completed preconstruction services for this Antoine Predock designed project. Services included constructability reviews, program reviews, value analysis, document coordination reviews, subcontractor solicitation, cost estimating, critical path scheduling, commissioning and small business outreach sessions on their Antoine Predock designed project. Ultimately the project was de-funded due to budget constraints.

### **Montgomery County, One Montgomery Plaza Reskin Project, Norristown, PA**

Skanska provided construction management agency services in support of the \$25 million replacement of the façade of One Montgomery Plaza, a ten-story county office building that houses multiple court-related and public service departments. The façade was replaced over six phases including the replacement of MEP Systems located in shafts at the perimeter of the structure while the building remains fully occupied and operational. In order to protect the building and its occupants, temporary weather walls will be constructed inside the building prior to the façade being removed.

### **United Nations, MEP Systems Infrastructure Upgrade and Replacement, New York, NY**

\$400 million renovation of the four-level, below-grade Basement Technical Center as a part of the \$1.7 billion Capital Master Plan. The project included all new MEP infrastructure and systems, the modernization of the general plant and sprinkler system, a new data technology center, chiller plant, electrical vault and fire alarm system. To prevent services interruptions, we relocated existing data center operations and related services into the Secretariat Building.



## Jeff Courtney, LEED AP | Detention/Security Senior Estimator

### **Seminole County Government, John E. Polk Correctional Facility Expansion**

\$28 million, 125,000-SF. Project consists of a new 3-story inmate housing structure which houses 216 additional inmates and includes staff areas, storage space, a new security office and several other essential areas. Additionally, the existing facility received much needed renovations to their existing inmate receiving/ booking areas, and food preparation and laundry facilities.

### **GSA Department of Homeland Security, St. Elizabeths Campus Master Plan, Washington, DC**

Skanska provided cost estimating services in support of the \$4.4 billion redevelopment of the 176-acre St. Elizabeths West Campus in Washington, DC as the consolidated headquarters of the Department of Homeland Security. The redevelopment includes 4.5 million SF of new construction and the adaptive reuse of approximately 50 buildings listed on the National Register of Historic Places. The project includes the construction of a state-of-the-art security perimeter fence, an operations command center, and site related infrastructure improvements, including roads, central utility operations, underground utilities, landscaping, and related improvements. Other project components include a technology integration program, furniture installation, and move management.

**35 years in industry**  
**16 years with Skanska**

**University of Florida**  
B.S., Building Construction

**LEED AP**

**OSHA 40**



## John Kozlowski, LEED AP | Detention/Security Senior Estimator

### **Wake County Government, Wake County Detention Center: Phase 2 Expansion and Parking Deck, Raleigh, NC**

\$122.3 million, 415,000-SF medium security correctional center project that was completed two months ahead of schedule and \$35 million under budget. The building includes 165,000-SF of inmate housing with 672 beds and 92,000-SF of space for administration and other official functions. The project also featured 70,000-SF of inmate services, such as visitation areas, an infirmary and food services; 25,000-SF of forensics labs, 53,000-SF of physical plant and warehouse areas; and a 300-space parking deck. The facility is LEED® Silver certified.

### **City of Taylor, Taylor Municipal Complex, Taylor, MI\***

\$18.5 million, 90,000-SF design-build Courthouse Building featuring three courtrooms and 28,000-square-foot Midtown Fire Station featuring five double-bays and a mezzanine. The courthouse includes prison holding, legal offices and administration. The fire station includes a large multi-purpose education room, dispatch, complete living quarters, exercise room, arson investigation and administrative offices.

**26 years in industry**  
**14 years with Skanska**

**Purdue University**  
B.S., Construction Engineering and Management

**LEED AP**

\*Project completed prior to joining Skanska.



## Steve Gobac | Fire Protection/Plumbing Estimator

4 years in industry  
**4 years with Skanska**

Drexel University  
B.S., Civil  
Engineering

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The new facility ideally will be a new two to three-story building that is in the range of 70,000 – 90,000 square feet. The program will include classrooms, offices, meeting rooms, as well as research spaces along with contemporary, flexible laboratories for general, biology, chemistry, environmental, and physics sciences. Additional support spaces include chemical, specimen, animal care, greenhouses, instrumentation, walk-in cooler, and cleaning will be required.

#### **Phase 1, Ebensburg Center – HVAC, Sprinkler, Electrical & Misc. Improvements**

Located on a 70-acre campus in Cambria Township, the Center currently features seven licensed patient buildings that were built starting in the 1950s and that have been modified over the years. The general scope of the proposed construction program includes upgrades to and/or replacements of existing HVAC, plumbing, and electrical systems and the addition of a wet pipe fire protection system in one or more of the seven residential buildings.

#### **P1 State Police Greensburg-DNA Laboratory Facility New Building**

Construct two new buildings: 1) The original design was a three-story approximately 59,800 s.f. laboratory and office building, (the third floor is a mechanical penthouse), and, 2) an 1850 s.f. one-story maintenance building to house landscaping and snow removal equipment.



## Colleen Demark, LEED AP, AVS | Electrical Senior Estimator

22 years in industry  
**19 years with Skanska**

Pennsylvania State University  
B.S., Mineral Engineering

**SAVE International Associate Value Specialist (AVS)**

**LEED AP**

**CPR and First Aid Training**

### **Montgomery County Justice Center and Hancock Square Expansion, Norristown, PA**

\$350 million, 455,000-SF project. Skanska is providing construction management agency services to the Montgomery County Board of Commissioners for a project that involves the construction of a new justice center, the renovation of a historic county courthouse and the redevelopment of the existing courthouse plaza known as Hancock Square. The project also involves the demolition of a parking garage, the installation of between 200 and 400 parking spaces and the re-opening of a public thoroughfare that traverses the site.

### **Pennsylvania Department of General Services (DGS) - Collaborative Cost Estimating Services**

#### **Phase 1 Norristown New Building Construction - Forensic Psychiatric Hospital**

Norristown State Hospital is a 255-bed forensic psychiatric facility that currently houses patients in two buildings: Building 10 (constructed in 1965) and Building 51 (constructed in 1947). Both buildings are in need of substantial upgrades in order to provide a recovery-oriented environment for patients, but they cannot be renovated while occupied. As a result, it has been determined that the best and most cost-effective solution is to construct a new 420-bed, Forensic Psychiatric Hospital. Because construction activity (including infrastructure upgrades) will take place on an active healthcare campus, it must be carried out in a manner that poses minimal disruption to existing patient care functions.

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## Phil Colonna | Mechanical Senior Estimator

31 years in industry  
21 years with  
Skanska

Villanova University  
B.S., Mechanical  
Engineering

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## Rich Shillingsburg | Phasing and Logistics Subject Matter Expert

**43 years in  
industry  
21 years with  
Skanska**

**Drexel University  
A.A., Construction  
Management**

### **George W. Hill Correctional Facility, Delaware County, PA\***

\$58 million, 1,600-bed correctional facility containing five male and one female housing units, with an 80,000-SF support facility including a 20-bed maximum security wing (Estimated). The project consisted of modular precast cells including prefabricated MEP riser shafts to expedite the construction schedule. The cells were shipped to the site fully fitted out including all finishes, equipment and security hardware and doors. The project is situated on 48-acres which were completely developed as part of the construction.

### **Federal Detention Center, Philadelphia, PA\***

\$68 million, 12-story, 628 cell federal detention center housing both male and female inmates. The building consisted of a cast in place concrete structure with an architectural precast façade system. A tunnel was also constructed under the adjacent street, connecting the federal courthouse, in order to transport prisoners.

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### **Montgomery County, One Montgomery Plaza Reskin Project, Norristown, PA**

Skanska provided construction management agency services in support of the \$25 million replacement of the façade of One Montgomery Plaza, a ten-story county office building that houses multiple court-related and public service departments. The façade was replaced over six phases including the replacement of MEP Systems located in shafts at the perimeter of the structure while the building remains fully occupied and operational. In order to protect the building and its occupants, temporary weather walls will be constructed inside the building prior to the façade being removed.

### **Reading Hospital and Medical Center, N Building, CUP and Parking Garage, West Reading, PA**

\$90 million, 340,000-SF, 220-bed, seven-story clinical care building that houses emergency care units, cancer services, cardiology services, patient care units and MICU and SICU units. A \$23 million renovation and expansion of the central utilities plant was performed in phases to maintain continued operation and service of the hospital's essential utilities. A four-level, 400-car precast parking garage addition and a new access drive and service drive were also constructed.

### **Christiana Care Health Systems, Wilmington Hospital Campus Extension, Wilmington, DE**

\$183 million, 386,000-SF facility that spans ten stories and includes a new patient tower vertical expansion, medical office building and ED and OR renovation and expansion, as well as a precast façade system. The four-story building was demolished and replaced with a seven-story gateway/medical office building. A new two-story main entrance with an ambulance bay and two new emergency room floors were constructed while the area was in full operation.

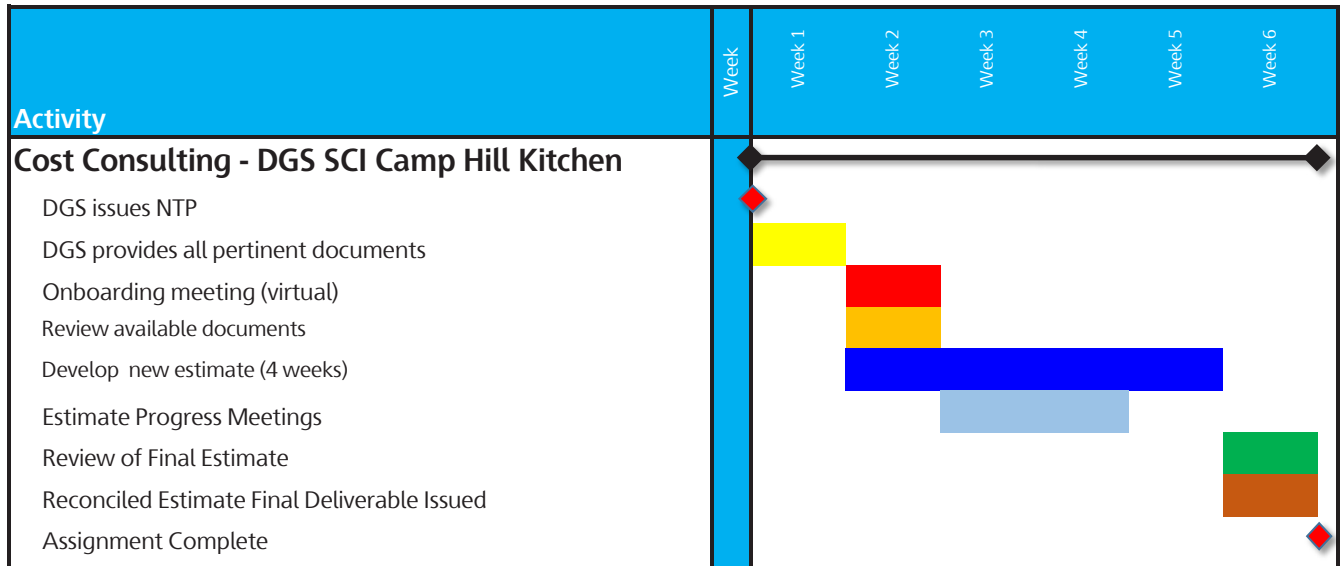
\*Project completed prior to joining Skanska.

# D. Project Work Plan

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I. Include a high-level summary that shows all the tasks and deliverables to complete the project. Explain your approach to deliverables.





**Skanska’s Detailed Work Plan**

**In conjunction with the high-level summary schedule, the work plan shown below details our proposed tasks and deliverables.**

NTP	DGS issues a Notice to Proceed to engage Skanska for CE services.
DGS provides all pertinent documents	DGS transfers project documentation and previous estimates required to complete the scope of services.
Onboarding meeting (virtual)	Skanska, Design and DGS project team coordinate and schedule a formal kick off meeting. This meeting will introduce project team members, and review: the scope of the engagement, anticipated schedule, project history, estimate deliverables format and requirements, and other pertinent topics. The kickoff meeting is critical to the alignment of project team expectations and goals.
Evaluation of scope & review all available documentation	Upon receipt of project documentation, Skanska will review existing building drawings, programming documentation and narratives that outline the project scope. Our review will focus on document interpretation, scope gaps, project logistics and planning, schedule, alternate scenarios and owner cost responsibility. The review will prepare our team for building the framework of our conceptual estimate.
Develop conceptual estimate	The estimate period will last 4 weeks. Our team will take off each facet of the project drawings. Estimators in each discipline will lead this effort to ensure accuracy and that best practice assumptions are made while the developing of the estimate. These detailed counts will be integrated into our software system where unit costs are factored against each item. Each item is reviewed and adjustments are made based on market conditions and trends, historical pricing and schedule to name a few. Additionally, our experience as a builder helps identify and factor costs for temporary construction items. This is critical as these cost can drastically impact pricing.
Progress meeting	Our team will schedule touch points with DGS and other project team members during the estimating process. These calls will review assumptions and clarifications that our team identifies. Our proactive approach minimizes unnecessary rework and incorrect pricing.
Review of Final Estimate (virtual)	Skanska will conduct an estimate review meeting once the project team has reviewed the estimate. Each discipline lead will review the estimate detail and assumptions related to the cost. Specific questions will be answered during this process and our team will make adjustments that will be incorporated within the reconciled estimate.
	Once the review meeting is complete, Skanska will update the estimate based on comments and discussions that occurred during the estimate review. The reconciled estimate will be issued within one week.

II. Indicate all resources needed to complete the assignment, including staff assignments, consultants, and reimbursements. Skanska is not utilizing consultants for this assignment. The only foreseeable reimbursement would be for printing of drawings. Staff assignments are indicated in our response to item IV.

III. Note inefficiencies or risks to successful implementation, and any planning efforts to mitigate issues such as travel distance, schedule conflicts and required coordination.

In order to mitigate inefficiencies and/or risks to successful implementation, Skanska plans on holding all meetings virtually and conducting all work from our home office. No site visits are anticipated.

IV. Indicate the anticipated number of hours required for each personnel assigned to the project based on task for completion of the work described in the Scope of Work (Attachment A).

Scope Item/Proposed Team	Project Executive	CSA Chief Estimator	CSA Estimator	Detention/Security Senior Estimator	Fire Protection / Plumbing Estimator	Electrical Senior Estimator	Mechanical Senior Estimator
Onboarding Meeting	2	2					
Design Phase Cost Estimating – Cost estimating for this project is limited to one-time “Conceptual Estimates” and BCEs for the current design phase.	2	50	40	40	40	40	40
Review of Final Estimate with the DGS	4	4				4	4

# SKANSKA

Skanska USA Building Inc.  
usa.skanska.com

518 E. Township Line Road  
Suite 200  
Blue Bell, PA19422

Christopher Anderson  
Vice President  
856.904.1814  
christopher.anderson@skanska.com

