



A world of expertise at your service



SKANSKA

Table of Contents

1. Skanska Overview
2. Casino Experience
3. Hospitality/Retail Experience
4. New York Experience



SKANSKA

Section 1

Skanska Overview

SKANSKA

Skanska is an international construction and project development company, consistently ranked in the top five largest international construction firms. A financial powerhouse, we lead the industry in client-focused, full-service construction. In the United States, we operate as local builders with global resources, providing clients with

Quick Facts

- Bonding capacity of more than \$7.5 billion and had revenues of \$6.7 billion in 2013
- 39 offices throughout the United States
- Ranked number 2 in ENR's annual Top 400 Contractor's List for 2013 in building construction
- Skanska was the first construction and development company in the U.S. to hold both ISO 14001 and OHSAS 18001 certifications

innovative, efficient and safe projects. In 1887, Skanska began manufacturing cement products in southern Sweden. The company quickly diversified into construction services, and by the mid-1950s had successfully expanded into numerous international markets. This achievement was made possible by factors that continue to drive the company's success: strong technical expertise and a respect for local markets, practices and cultures.

Today, Skanska AB is one of the world's leading construction groups with expertise in construction, development of commercial and residential projects, and public-private partnerships. The Group currently has 56,000 employees in selected European markets, as well as in the U.S. and Latin America. Headquartered in Stockholm, Sweden and listed on the Stockholm Stock Exchange, Skanska's sales in 2013 totaled **\$21 billion**.

Skanska USA is one of the largest, most financially sound construction and development companies in the country, serving a broad range of industries including healthcare, education, sports, gaming, hospitality, retail, commercial, government, aviation, transportation, power, energy,

and water/wastewater. Headquartered in New York with 39 offices across the country, Skanska USA employs more than 9,600 employees committed to sustainable construction and development and an injury-free workplace. One of the nation's most financially sound organizations, Skanska USA has bonding capacity of \$7.5 billion. Skanska USA Building, which specializes in building construction, and Skanska USA Civil, which focuses on civil infrastructure, generated \$6.7 billion in revenue in 2013, representing 34 percent of Skanska's global construction revenue. Ranked as the second largest building construction manager in the United States, Skanska USA Building generated nearly \$4 billion in revenue in 2013. Development units Skanska USA Commercial Development, which invests in and develops office and multi-family projects in select U.S. markets, and Skanska Infrastructure Development North America, which develops public-private partnerships, are both leaders in their selected markets.

Exhibit VIII.C.18.a.C. Skanska

During the past decade, Skanska USA has managed the construction of numerous gaming, hospitality, retail, and mixed use facilities. The company has successfully completed over 1.8 million square feet of gaming projects over the past decade in the United States. This experience includes gaming facilities for a wide variety of venues housing all levels of slot machine and tables games. Several of the developments include hotel and other hospitality/meeting/conference facilities as well as retail, dining, and entertainment venues. During the last several years, Skanska has also managed the construction or renovation of over 100 hotel projects for major hospitality organizations such as Westin, Hilton, Sheraton, Omni, Crown Plaza, and Kimpton. In addition, Skanska's retail experience includes numerous major mall projects for industry leaders such as Taubman, Macerich, and PREIT.

Much of this related building experience has been completed in New York State and the surrounding Northeast USA region. Skanska consistently ranks as one of the largest construction firms in New York, managing some of the largest and most complex building programs for both private and public clients. The company has been one of the largest providers of subcontracting and material supplier opportunities in the state of New York for many years. The following pages include projects that Skanska has successfully managed, representing our experience in the industry-specific components of this facility and the major project capability in the immediate region.

Financial Stability

Skanska has a history of stability and financial depth that is noteworthy. A strong balance sheet, good bonding and banking relationships give us the financial resources necessary to deliver your project. The following brief overview of our financial resources shows that Skanska has more than adequate financial capabilities and working capital to assure financial stability through the completion of your project.

Surety Bonding

Skanska has the largest bonding capacity in the United States; in excess of \$7.5 billion Skanska has an extremely low bonding rate due to our history of successful work and the fact that we have never defaulted on a single project.

Banking

Skanska has had long-term, stable banking relationships for many years. The firm's principle bank is Bank of America.

Summary

Skanska has one of the strongest balance sheets in the world and has comprehensive insurance coverage. These attributes benefit our clients through lower overall cost, lower bonding and insurance pass-through costs, reduced risk and the peace of mind in having a sound financial partner as your builder.

Regional Facts

- Skanska has been working in the region for more than 100 years
- 583 employees
- Geographical region covers Pennsylvania, Delaware, New Jersey and New York
- \$1.19 billion in 2013 revenues





Financing Capabilities

As one of the most financially sound development and construction firms in the world, Skanska remains capable of internally financing private as well as government projects even in the current economic climate. This means Skanska does not need to rely on outside infusions of capital from banks or private investors. Our combination of self-financing and in-house construction, knowledge gained from our extensive global development portfolio and experienced local staff provides our clients with the best possible solutions. Our commercial development process, from internal financing to final construction, is not only unique but also changing and raising expectations nationally for the entire industry.

Commitment to Safety

Skanska stands behind the belief that all injuries are preventable, and we work diligently to ensure that this belief is instilled in everyone who comes in contact with our projects. We believe that every one of our jobsites should be an Injury-Free Environment (IFE), and we empower our workers to make safety a top priority. Our success in working safely has been remarkable, as evidenced by our lower-than-industry-average EMR rate, however, we are never complacent about safety and always strive for improvement. The industry average is over 1.0.

Safety Experience EMR for the last three years	
2013	0.45
2012	0.47
2011	0.43



To aid our employees in fostering injury-free jobsites, we focus on the following elements:

- Developing and adhering to a mandatory, project-specific safety plan
- Maintaining a clean, safe environment
- Striving for zero lost-time accidents

IFE is a core value at Skanska locally, nationally and globally. At our jobsites and offices around the world, we continually look for ways to create the safest working environment possible.

Commitment to Quality

At Skanska, we take our commitment to excellence seriously and one of the keys to out-performing our client's expectations is ensuring optimal quality in our work. We develop a stringent, detailed quality system that works in conjunction with the individual client's needs and implement it through regularly scheduled meetings and inspections. Our project teams adhere to the principle that quality management and assurance is an ongoing process throughout each stage of the construction project, not a process reserved for project completion. In doing this, we can minimize complicated fixes during close-out and ensure our clients a higher quality project sooner.

All of Skanska's employees are unified by a core set of beliefs that influence the way we approach everything we do, which we call the Five Zeros.

Client Satisfaction

The ultimate judge of our success is our client's satisfaction and the feedback is overwhelmingly positive. On average, 75 percent or more of Skanska's business comes from repeat clients.

We strive to be the best service provider in the construction industry. Every action we take to support our clients reflects our commitment to excellence and delivers mutual value to the relationship.

Skanska is dedicated to making its clients successful. We provide a full range of construction management related services, supported by our in-depth knowledge of the industry and our collaborative solutions approach. We excel in execution and serve as a strategic partner to clients, anticipating and managing every aspect of risk throughout the project lifecycle.

Awards & Recognition

Over the last decade, we have been recognized for our achievements, both nationally and locally. Some of those honors include:

- Our Philadelphia and Rockville, Maryland offices are recent recipients of the *Mid-Atlantic Real Estate Journal's* Best of issue in the "best places to work"
- Named one of the Top 50 Corporate Charitable Contributors 2012 by the *Philadelphia Business Journal*
- A recipient of the *Philadelphia Business Journal's* Healthy Workplace Award
- Listed on *Forbes* magazine's "A-List of World's Best Companies"
- One of the *World Economic Forum's* "Most Sustainable Corporations"
- Consistently ranked among the elite construction firms in annual rankings by *Engineering News Record* and *Modern Healthcare* magazines
- Listed as one of *Fortune* magazine's "Most Admired Companies in Engineering," Construction category
- Listed on Dow Jones Sustainability Index for four consecutive years

Skanska's offices and projects have been honored with the National Design-Build Award, multiple AIA Awards, the Build America Award and many more. This means that the team building your project has access to the state-of-the-art innovations and best practice techniques that Skanska professionals implemented on these award-winning jobs and can put that knowledge to use on your project at every level – from value engineering to site safety.

Commitment to Diversity

At Skanska, we pride ourselves on being an industry leader in changing the face of construction. Our commitment to building a culture of inclusion starts at the very top of our company.

Skanska's approach to diversity is designed to mutually benefit the vision of our clients and our company's goals of being an organization that leverages diversity in our workforce, jobsites and operational culture. Our actual M/WBE participation results on projects begin at 10 percent, depending on client goals, project location, scope of work requirements, availability of qualified companies and other factors. We are committed to diversity and locally, we are currently implementing a minimum diversity goal of 15 percent of direct project costs on all projects. Currently, 32 percent of our business in the region is with diverse firms representing over \$142 million in contracts.

The primary goal of our diversity and inclusion initiative is to foster and maintain a beneficial and positive environment for all of our employees, clients, partners and communities based on respect, trust and mutual communication. Skanska's award-winning Diversity Business Enterprise Program is an integral component of our organizational culture. Regionally, Sherry Nacci serves as our Supplier Diversity Manager and utilizes our memberships with certifying agencies as well as regional government and Chamber Associations to manage, develop and implement our diversity initiatives.

LEED Experience

When ENR released their first-ever Top 40 Green Builders list in 2007, Skanska was ranked #1. We are proud that our continued commitment to the environment and sustainable construction methods have again been recognized in 2010 and 2011 by ENR.

Skanska is committed to a sustainable future and to helping our clients achieve LEED® and sustainable goals. We have delivered innovative green buildings for nearly two decades and are proud of our green portfolio, which includes approximately 110 LEED-certified projects, over 400 LEED APs nationwide and many green building "firsts." Our leadership has been recognized by the US Green Building Council, which awarded Skanska its 2010 Leadership Award.

In 1999, we became the first and only contractor in the United States to achieve ISO 14001 certification, the most stringent environmental standard for businesses. This means that we run our jobsites in accordance with sustainable principles tailored to the needs of each project and subject them to third-party verification. Our ISO 14001 certification provides all of our projects with one LEED point.

As an environmentally conscious company, we are well prepared and qualified to perform on LEED and green building/sustainable projects. Skanska constructed the first LEED Gold certified full-service hospital and the nation's first LEED Gold certified airport terminal.

On project after project, we have partnered with suppliers of innovative green solutions to develop sound, cost-effective approaches to installation and use. We work with our clients to align their initial budget, operating budget, building performance and business performance goals. We can also benchmark the project against the market to inform decision-making and to fuel innovation, taking advantage of emerging tools, such as USGBC's Green Building Information Gateway (GBIG).

We will work with you to deliver a facility that protects against the risk of fluctuating energy costs, protects occupant health and enhances workplace productivity, while leaving a smaller environmental footprint.

SKANSKA

Section 2

Gaming Experience



Greektown Casino and Hotel

Detroit, Michigan

Client
Greektown Casino, LLC

Architect
HBG Rosetti Design
Alliance

Construction Cost
\$239 million

Size
420,000-SF total 100,000-
SF gaming area
3,100-car parking deck
400-room hotel

The joint venture of Skanska and Jenkins Construction provided overall program management services, including preconstruction and construction management services, for the new Greektown Hotel and Casino and adjacent parking garage.

The project consisted of creating a new premier gaming facility situated on a 7.5-acre site in downtown Detroit. The project included a new 30-story, post tension, cast in place, 400-key luxury hotel that is tied into a new 13-story, 2,900-space, precast plank center helix parking garage and a casino expansion, including additional gaming space, a 1,500-seat entertainment theater with pre-function services, buffet restaurant and kitchen with separate food stations, lounge with three story viewing and retail shops. The hotel and garage are connected to the casino via an elevated walkway. The hotel features a full service restaurant and kitchen, room service kitchen, sports bar, fitness center, concierge shop, five-story atrium lobby with gold leaf walls, stainless steel monumental staircase, nine total elevators and a porte cochere with valet service. The hotel construction was completed within 25 months. Construction for the casino expansion was strategically executed in phases and coordinated around 24-hour casino business operations without interruption.

The casino resort is located in Greektown, downtown Detroit's most popular entertainment district within easy walking distance from Ford Field, home of the Detroit Lions, and Comerica Park, home of the Detroit Tigers.



Snoqualmie Casino

North Bend, Washington

Client
Snoqualmie Entertainment
Authority

Owner
Snoqualmie Tribe

Architect
Bergman, Walls &
Associates

Construction Cost
\$130 million

Size
185,000-SF casino
300,000-SF parking
990 spaces

Located on a sloped site in North Bend, the Snoqualmie Casino project consisted of the following:

- 55 acres of greenfield site development
- Construction of a new six-level, 300,000-SF cast-in-place concrete parking structure which provides parking for 990 cars
- A full-gaming, 185,000-SF casino

On board in the early stages of design, Skanska offered considerable pre-construction and constructability services as the project took shape. To accommodate the owner's request to build the facility quickly, Skanska has created a complex construction sequence. Crews are building the garage and casino structure simultaneously, using super columns that extend beyond the garage so construction of the casino portion can begin before the garage is complete.

Site development included 375,000-CY of cut and fill to regrade the site for onsite roads and 1,000 surface parking stalls, all new utilities, well stations and pump/filter houses, fire service and storm water management ponds. The parking structure is constructed adjacent to and under the Casino and serves as part of the Casino foundation system. The Casino is a two-level steel structure and included construction of several amenities (seven restaurants, bars, cigar lounge, etc.), 1,750 slot machines, 65 gaming tables, a multi-purpose room and back of house support areas.



SugarHouse Casino

Philadelphia, Pennsylvania

Client
Rush Street Gaming

Architect
Cope Linder Architects

Construction Cost
\$125 million

Size
Garage - 1,585-cars, seven-
stories
Casino - 165,000-SF

The SugarHouse Casino Expansion project includes the construction of a 165,000-SF addition to the existing casino, providing new gaming space for 2,200 slot machines, 100 table games, 30 poker tables, new retail, dining, banquet and "back of house" support space and a 12,500-SF renovation of the existing casino. A new seven (7) story, 552,000-SF, 1,585-car precast parking garage, which includes a VIP parking area, will be constructed immediately adjacent to the new facilities and provide direct access into the gaming and banquet spaces. The project also includes the installation of seven (7) new elevators and two (2) escalators, as well as a new loading dock area, all targeted to provide improved flow and access for patrons and all support services. Extensive site construction includes the creation and rerouting of two combined sewer outlets through the site, new surface parking/roadways, and extensive landscaping. All construction activities have been carefully planned and phased to provide uninterrupted operation of the existing casino operations and to meet the objectives of a fast-tracked project delivery schedule.



Foxwoods Casino

Mashantucket, Connecticut

Client
Mashantucket Pequot
Tribal Nation

Architect
S/L/A/M Collaborative

Construction Cost
\$78 million

Size
187,000-SF Casino
2,100 parking spaces

The Foxwoods Rainmaker Casino Addition and Parking Garage project involved the construction of a new 127,000-SF casino to expand the existing and operational Festival Casino as well as the construction of a seven-story, 2,100 car parking garage that includes an atrium reception lobby. In addition, the new Foxwoods expansion features 7,500-SF of food and beverage outlets, and 6,000-SF of retail outlets.

This complex project demanded a detailed logistics plan that included multiples shifts, extensive security measures and coordination between two concurrent jobsites. A critical element of the project was the tie-in of the new addition to the existing building, utilities and building systems. All work was accomplished without disruption of operations the existing Rainmaker Casino.

SKANSKA

Section 3

Hospitality Experience



The Muse Hotel

New York, New York

Client

Massachusetts Mutual Life
Insurance Company

Architect

Perkins+Will

Construction Cost

\$60 million

Size

130,000-SF, 210 rooms

Skanska converted a vacant 12-story office tower into a nineteen story, four-star 210 room hotel. The addition and gut renovation included a complete utility service upgrade, installation of four new high speed elevators, a conference center, banquette hall, health club, bi-level kitchen and restaurant. Skanska also managed the design costs, procurement and installation of the entire furniture fixtures and equipment package.

“Skanska was organized and professional to work with, even during strained periods of the project’s progression, managing scope fluctuations and quality control consistently and efficiently.”

John P. Conroy
Setai Owners, LLC



The Setai Hotel and Residences

Miami, Florida

Client

The Setai Group

Architect

Schapiro & Associates

Construction Cost

\$110 million

Size

573,000-SF

40 floors

163 residential units

88 room hotel

The Setai Hotel and Residences consists of a new 40-story, 163-unit luxury condominium and a new eight-story hotel. The Setai Hotel and Residences offers an 88-room, five-star luxury hotel in a new building representational of an original historic art deco landmark building, a residential condominium tower, a private garage, a spa and health club, and a world-class restaurant and bar.

More specifically, the condo tower is one of the tallest structures among the South Beach skyline. The building begins with a two-story lobby space, eight levels of below parking and 163 condo units beginning on the 11th floor with the two-story “townhouses in the sky” and continuing 27 floors to the final two stories of penthouse units featuring their own infinity edge pools and private terraces. Pricing for these units range from \$450,000 to \$8,000,000 per unit.

The goal for this structure was to create a five-star hotel similar to other Adrian Zecha facilities, five of which have been ranked in the top ten beach resorts in the world.



Hilton Hotel Logan Airport

East Boston, Massachusetts

Client
Hilton Hotel Corporation

Architect
Cambridge Seven
Associates, Inc.

Construction Cost
\$64 million

Size
420,000-SF

An important part of the modernization program at one of the busiest airports in the United States was the addition of a new 10-story Hilton Hotel. Situated at the entrance of Logan Airport, the hotel provides lodging for over 600 guests and offers such amenities as a restaurant, two lounges, a health spa, swimming and wading pools, and over 75,000-SF for conference and banquet facilities.

The construction of the chevron-shaped, steel-framed hotel was affected by strict FAA restrictions due to its proximity to Logan Airport. Height limitations were of most concern - cranes could not be higher than 150 feet and had to be marked with proper flagging and lighting, and the hotel itself could not exceed the height of the airport's control tower.

To eliminate the noise created by airport traffic, the hotel's six-by-six-foot windows were specifically designed as sound deafening. This was accomplished by adding more than ½" thickness in each pane compared to the industry's standard width. The building included customized precast concrete siding panels (each weighing eight tons) with ornate textured ribbing and two-color decorative patterns.

Serving as construction manager, Skanska provided cost-effective and timesaving solutions that allowed for an earlier completion than the originally scheduled date. This project received two prestigious construction awards - the Performance Award from the Associated General Contractors of America and a design award from the Construction Specifications Institute.

SKANSKA

Section 4

New York Project Experience



State University of New York New Business School

Albany, New York

Client
State University
Construction Fund

Architect
Perkins+Will

Construction Cost
\$34 million

Skanska is provided CM Agency services for the construction of the new state-of-the-art Business School at State University of New York's Albany Uptown campus.

The 95,000-GSF building houses undergraduate, graduate and executive programs and include classrooms, conference spaces, faculty and support offices, common areas, computer stations, project team spaces, career services center, café, atrium, and sunken garden.

The New Business School was constructed at the existing visitor's parking lot one, which provides the final piece to the front door to the campus. The design of the building continues the same orthogonal theme but in a more modern interpretation as the surrounding campus buildings. The interior levels are mimicked with three levels above grade and one below grade. The lower level has a tunnel connecting to the existing Academic Podium.

The northeast corner of the building was "peeled" away as to engage activity that livens the Collins Circle entry and plaza. The exterior of the building is precast concrete paneling and angled fins to help capitalize the natural daylight and reduce glare. Extensive landscape and site work surrounding the building was also part of the contract. Full mechanical, electrical plumbing and fire protection systems that are connected to campus central utilities



Cornell University, Weill Hall

Ithaca, New York

Client
Cornell University

Architect
Richard Meier and Partners

Construction Cost
\$115 million

The Life Sciences Technology Building is the cornerstone of Cornell University's Genomics Initiative, a campus wide, faculty-drive research, development and educational program to maintain Cornell's leading role in the study of Life Sciences. The building merges biological, physical, engineering and computational sciences and furthers the understanding of social, legal and ethical and business aspects of genomics. It houses research and teaching laboratories, genomic technology services, a distance learning center and business incubators on four floors above grade and a substantial basement with a vivarium and plant controlled environment facilities. The total gross area of the building is 270,000-SF. The project received LEED Gold certification and is just the sixth LEED Gold certification for a university laboratory building in the country. Energy consumption is obviously a huge consideration for science buildings, and Weill Hall is projected to use 30 percent less energy than a comparable building. This allowed the design team to push for LEED Gold during the construction phase rather than the original goal of Silver.

Skanska formed a strategic partnership with the Occupational Safety & Health Administration (OSHA) and the local Building Trades Councils for the project. Skanska, along with OSHA's Strategic Partnership Program for Worker Safety and Health (OSPP), entered into an extended, voluntary, cooperative relationship to achieve an optimum level of worker safety and health at the job site.



Atlantic Yards Modular B2 Residential High-Rise

Brooklyn, New York

Client
Forest City Ratner
Companies

Architect
SHoP

Construction Cost
\$117 million

The project consists of a 32-story high-rise residential tower at the Atlantic Yards Project in Brooklyn, NY. The new B2 building will be the tallest modular building in the United States. The building will be located adjacent to the recently opened Barclays Center, also developed by Forest City Ratner Companies (FCRC).

Designed by the award-winning architectural firm, SHoP, the new high-rise will sit at the intersection of Dean Street and Flatbush Avenue and have 363 units, 50 percent of which (181) will be low, moderate and middle-income homes. The remaining 50 percent (182) will be market rate. The units will be evenly divided throughout the building and all will have the same quality appliances and access to the same public spaces, including a fitness center, bike storage, a resident lounge, game room, yoga/dance studio and roof terrace.



Catskill/Delaware Water Treatment Disinfection Facility

Valhalla, New York

Client

New York City Department of Environmental Protection

Construction Cost

\$1.1 billion

Project Type

Energy

This \$1.1 billion contract, for the New York City Department of Environmental Protection, was awarded to the joint venture of Skanska, ECCO III Enterprises, and J.F. White. The project called for construction of a new, below-grade 160,000-SF ultraviolet treatment building, the Catskill and Delaware Water Treatment Ultraviolet Light Disinfection Facility. The facility treats up to 2 billion gallons of water per day cleaned using ultraviolet light.

The facility is comprised of a building that houses process equipment as well as laboratories and offices. The building was constructed using structural steel with a precast facade and stainless steel roof. The underground concrete structure holds mechanical equipment and piping that transports water through the water treatment facility.

Skanska was responsible for purchasing and assembling, as well as installation, the new equipment. The project included excavation of 400,000 cubic yards of earth, drainage, foundation laying, structural concrete work, piping and system installation. Workers placed 1,200 tons of structural steel, 121,000 cubic yards of concrete and 10,250 linear feet of large bore steel pipe, ranging from 48 to 144 inches in diameter. Cement lining was applied to the 144-inch diameter steel pipe. In addition, the team installed energy dissipating and knife gate valves, as well as flowmeters and duct banks.

SKANSKA



William Sahwell

Account Manager

Bill provides direct management oversight for the project team. He provides continuity from preconstruction through the entire construction phase and ensures the appropriate resources are available for the project. He takes an active role in key milestone events in the preconstruction phase to include the partnering session, GMP development, value engineering, constructability and schedule reviews. Bill oversees construction and leverages his experience and expertise to ensure the project remains on schedule and within budget.

Personal Stats

31 years in the industry

26 years with Skanska

Drexel University
M.S., Engineering
Management

University of Pennsylvania
B.S., Mechanical
Engineering

Columbia University
Executive Education
Leadership Program

**10-Hour OSHA Safety
Training**

CPR and First Aid Training

**ISPE (International
Society of Pharmaceutical
Engineers)**

Overview of Experience

SugarHouse Casino Expansion, Philadelphia, PA

\$125 million expansion project including the construction of a 165,000-SF addition to the existing casino, providing new gaming space for 2,200 slot machines, 100 table games, 30 poker tables, new retail, dining, banquet and “back of house” support space and a 12,500-SF renovation of the existing casino. A new seven-story, 552,000-SF, 1,585-car precast parking garage, which includes a VIP parking area, will be constructed immediately adjacent to the new facilities and provide direct access into the gaming and banquet spaces. The project also includes the installation of seven new elevators and two escalators, as well as a new loading dock area, all targeted to provide improved flow and access for patrons and all support services.

Johnson & Johnson R&D Laboratory Expansion, Spring House, PA

\$134 million, 234,000-SF expansion project including a new 155,000-SF research center lab and 80,000-SF of renovated space in their existing research building. The new research center features perimeter offices for chemistry and biology functions with adjacent interior laboratory spaces designated for either discovery biology or discovery chemistry. The first floor is primarily used for mechanical and building/lab support functions, and the fifth floor, or the roof elevation, includes an elevated, separately enclosed mechanical penthouse. The existing research building is comprised of renovated laboratory space within the four-story structure. Significant demolition and renovation (i.e., new walls, infrastructure, doors, ceilings, finishes, furniture) took place on the upper floors, while minor renovations only (finishes and furniture upgrades) occurred on the lower floors. Mechanical and electrical systems were replaced, upgraded and redistributed. The project has achieved LEED® Gold certification.

Capital Health Medical Center - Hopewell, Pennington, NJ

\$359.5 million, 596,492-SF new 227-bed replacement hospital which includes an outpatient imaging/cancer center contained within an attached 328,199-SF medical office building. The 36,000-SF, 42-bed emergency department, with separate ambulance and walk-up entrances, contains adult and pediatric units, radiology and resuscitation rooms. The project also includes a central utility plant supplying a 100,000 MBH heating load and 5,600-ton cooling load along with three emergency generators and a data center. The project also included extensive development to the 75-acre site and is LEED® Gold certified.

Johnson & Johnson R&D Workplace Transformation Project, Spring House, PA

\$60 million, 180,000-SF renovation of five existing buildings located on Johnson & Johnson’s Spring House campus. The renovations to buildings 11, 22, 29, 41 and 42 will greatly improve physical adjacencies across research and development, reduce the complexity of operations and maximize the utilization of the campus. The renovated spaces will support a mixture

SKANSKA

William Sahwell

Account Manager (continued)

of administrative and laboratory research activities, including renovations to a 90,000-SF vivarium for non-human primates. The scope involves the fit-out of shell spaces to biology labs and conversion of existing chemistry labs to biology and product development labs. Major modifications and replacement of HVAC systems and site utility upgrades are also included.

US Airways Terminal F Baggage Claim Addition, Ticketing and E-F Connector Renovation at the Philadelphia International Airport, Philadelphia, PA

\$44 million, 84,000-SF project includes a new 31,500-SF state-of-the-art bag claim facility and 9,000-SF of alterations to an existing pedestrian bridge nestled between the existing Departures Road and the existing Terminal E-F parking garage building across from the existing Terminal F ticketing building. The project also includes a bag conveyor bridge with a 100-foot clear span bag conveyor bridge that will be erected in a single night over Departure Road. In addition to the new baggage facility work, the project also includes 40,000-SF of phased renovations and alterations in the existing occupied Terminal F ticketing building and Terminal E-F connector. Significant features include additional vertical circulation, relocating the secure checkpoint and secure exit with increased capacity, creating a secure glazed mezzanine to relocate the SIDA line and converting the E-F connector interface at Terminal E from public to secure. When completed, the renovations will also permit passengers to circulate between Terminal F and the other terminals without leaving the secure area. The new building is targeting LEED® Silver certification.

The Franklin Institute New Futures Center, Philadelphia, PA

\$32 million complex project combined a 350-seat Omniverse Theater, interactive exhibition area, a Future Choices Forum Theater and a 350-car cast-in-place parking structure. The project also involved the construction of the exhibit spaces and exhibits in addition to substantial site work and renovations to the existing building (considered a historic structure) in which the existing exhibits were kept open to the public during construction. Skanska worked closely with the Franklin Institute as a team leader in the planning stages and coordinated and managed all design activities, cost estimating, value management and construction.

The Franklin Institute New Futures Center, Philadelphia, PA

\$32 million complex project combining a 350-seat Omniverse Theater, interactive exhibition areas, a Future Choices Forum Theater and a 350-car cast-in-place parking structure. The project also involved the construction of the exhibit spaces and exhibits in addition to substantial site work and renovations to the existing building (considered a historic structure) in which the existing exhibits were kept open to the public during construction. Skanska worked closely with the Franklin Institute as a team leader in the planning stages and coordinated and managed all design activities, cost estimating, value management and construction of The Futures Center.

The Franklin Institute Museum Nicholas and Athena Karabots Pavilion Addition, Philadelphia, PA

\$25 million, 56,300-SF addition to the south side of the Franklin Institute includes three floors plus a basement. The first floor includes a fully fit-out education center which can also be used as conference space; the second floor is occupied by a new major permanent exhibit on the human brain; and the third floor is an exhibit gallery designed to house temporary exhibits. The existing parking garage exit was relocated to the south elevation of the Mandell Center, moving it from the new addition's building footprint.

SKANSKA



Tom Whitaker

Preconstruction Director

Tom directs and manages the preconstruction team and process. He works closely with the A/E and owner to ensure that all necessary resources are supplied for the preconstruction effort, beginning with the programming documents and schematic design phase. Tom is responsible for the cost estimating, GMP development, value engineering and works closely with the construction team to develop the bid packages and determine best value recommendations. He also has a staff of architectural, structural, civil, mechanical and electrical estimators available to support the preconstruction effort as required. Tom will work with key members of the project team during preconstruction for constructability, site utilization and scheduling reviews.

Personal Stats

28 years in the industry

22 years with Skanska

University of Colorado
B.S., Architectural
Engineering

Overview of Experience

SugarHouse Casino Expansion, Philadelphia, PA

\$125 million expansion project including the construction of a 165,000-SF addition to the existing casino, providing new gaming space for 2,200 slot machines, 100 table games, 30 poker tables, new retail, dining, banquet and “back of house” support space and a 12,500-SF renovation of the existing casino. A new seven-story, 552,000-SF, 1,585-car precast parking garage, which includes a VIP parking area, will be constructed immediately adjacent to the new facilities and provide direct access into the gaming and banquet spaces. The project also includes the installation of seven new elevators and two escalators, as well as a new loading dock area, all targeted to provide improved flow and access for patrons and all support services.

Snoqualmie Casino, Snoqualmie, WA

Located on a steeply sloped site, Snoqualmie Casino is a \$130 million, 185,000-SF structural steel building with a 300,000-SF, five-story, cast-in-place, sub-grade parking structure adjacent to and partially below the casino. Crews built the garage and casino simultaneously using super columns that extended beyond the garage so the construction of the casino could begin before the garage was complete.

Seattle Civic Square, Seattle, WA (Preconstruction Services Only)

\$211 million, 840,000-SF Seattle Civic Square is the new heart of Seattle’s government and historic districts. More than 30,000-SF of the site was dedicated to open space for a public plaza called the People’s Pavilion which includes an amphitheater and multi-level water features. Retail space accounts for 40,000-SF, office space is 590,000-SF and residential space is 180,000-SF. The Square is the final piece of the City’s Civic Center Master Plan that includes the Justice Center and City Hall. The project targeted LEED® Platinum certification.

The Bravern, Bellevue, WA

1,579,000-SF cast-in-place structure includes office, retail and parking spaces. The project required mass excavation and construction of a seven-floor, below-grade parking garage totalling 700,000-SF. The 106,000-SF retail and 773,000-SF office towers, one at 14 floors, the other at 23 floors, are located above the parking levels.

University of Pennsylvania Perelman Quadrangle, Philadelphia, PA

\$82 million, 223,900-SF undertaking that included the development of Perelman Quadrangle, including Logan Hall, Houston Hall, Williams Hall, Irvine Auditorium and the courtyard plaza. It was the university’s intent to restore and adapt areas of its most important historic buildings to serve as the new campus center.

SKANSKA

Tom Whitaker

Preconstruction Director (continued)

University of Pennsylvania Houston Hall Renovations, Philadelphia, PA

\$28 million, 91,000-SF four-story historically certified building is located on the University of Pennsylvania's campus. Skanska was commissioned to restore and renovate Houston Hall to its original grandeur as the "first collegiate center in the country" which will house dining rooms, game rooms, retail space on the lower floor and a bistro on the first floor as well as a student reading room and study lounge. The remainder of the building is devoted to student activity suites, student government offices, meeting rooms and multipurpose rooms. The scope of this project also includes the interior renovation and below-grade extension of Houston Hall, exterior stabilization of the roof and façade and major sitework improvements totaling 140,000-SF.

Sheraton Seattle Expansion, Seattle, WA

Expansion work including a newly-constructed 415-room guest room tower, as well as expansion and renovation of the existing hotel support facilities. The overall new building tower expansion included approximately 328,000-SF, including retail, back-of-house, administrative offices, ballroom and meeting space and loading dock facilities.

MultiCare ED Expansion, Tacoma, WA

185,000-SF new five-story concrete and structural steel building and 20,000-SF renovation to the existing emergency department and radiation therapy. The program area includes two new linear accelerator vaults, new emergency patient drop-off and renovation of the ambulance entry, Level 3 trauma department and an express emergency treatment floor, a floor for oncology and infusion services and a mechanical floor. The new building connects to existing hospital via below-grade connections and multiple sky bridges.

Novartis, Cambridge Campus Expansion, Cambridge, MA

\$580 million, 795,000-SF mixed use campus expansion to include lab/office and retail space. There will be two main biomedical buildings, one 337,000-SF and the other 310,000-SF built upon a common underground foundation, 450 vehicle parking garage, loading dock, building support spaces and central utilities trigeneration plant. The two new buildings will house science research spaces, collaborative work areas, administrative space, a below grade vivarium, auditorium and dining facilities. The buildings will be organized around an open landscaped courtyard garden. Ultimately the campus expansion project will house research and administrative space for 1,060 employees. This will be an environmentally responsible and sustainable design that is expected to achieve LEED Gold certification.

Good Samaritan Hospital Expansion, Puyallup, WA

\$276 million hospital addition with a new 160-bed patient care tower and medical office building. Features of the project include 80 private patient rooms, floors for 80 additional rooms, emergency department, imaging department, surgery department, central utility plant and parking garage.