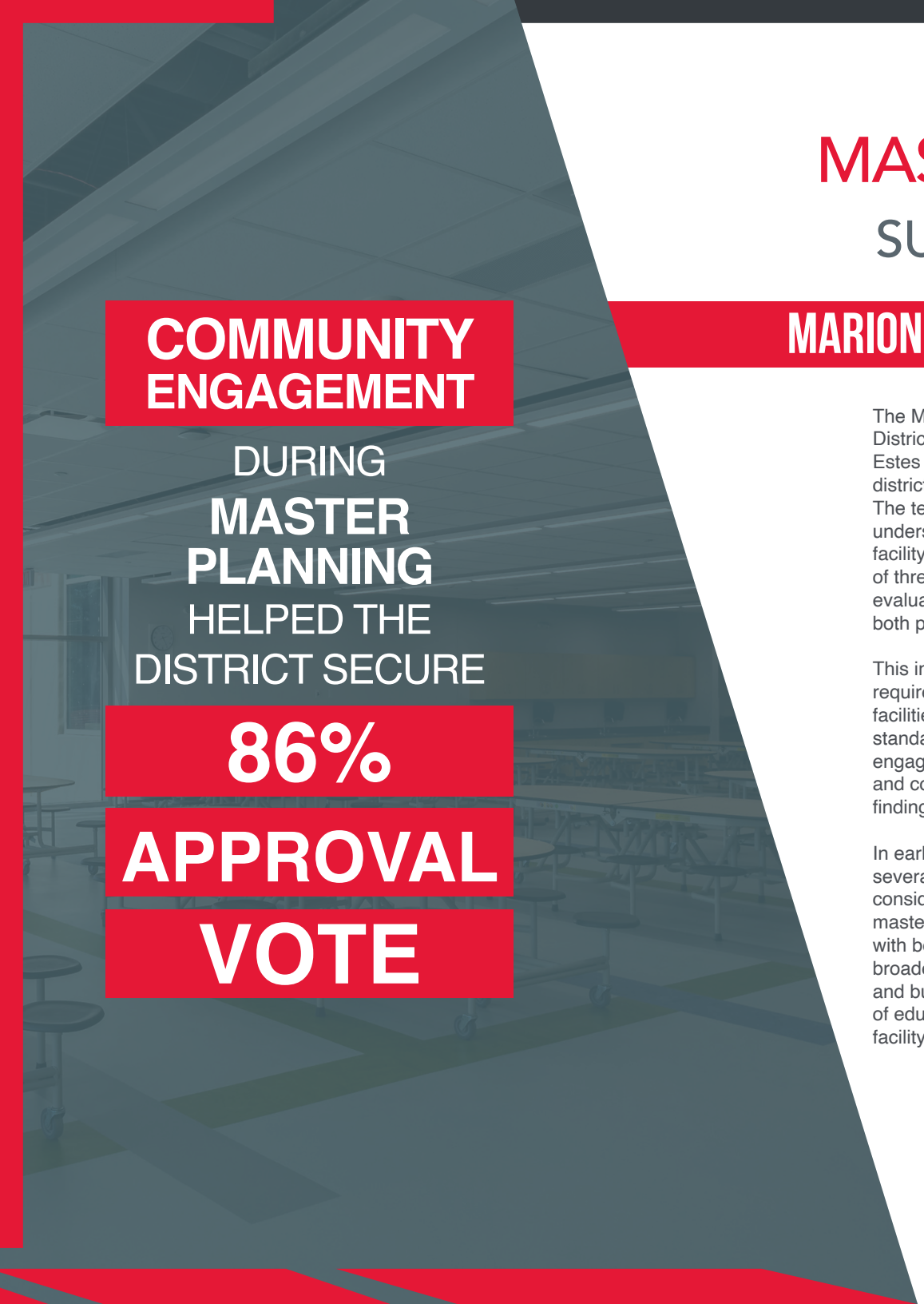

COMMUNITY ENGAGEMENT

DURING

MASTER PLANNING

HELPED THE DISTRICT SECURE

86%

APPROVAL VOTE

MASTER PLANNING

SUCCESS STORY

MARION INDEPENDENT SCHOOL DISTRICT

The Marion Independent School District engaged with ICAT and Estes to assist with developing a district-wide facility master plan. The team started by defining and understanding the district's strategic facility objectives. An assessment of three facilities was completed to evaluate the current conditions for both physical and functional needs.

This information became the baseline requirements to bring existing facilities within acceptable current standards. The ICAT team was re-engaged two years later to update and confirm the previous assessment findings.

In early 2020, the ICAT team created several scenarios for the district to consider to provide a baseline of the master plan with options to proceed with board action or engage the broader community for alignment and building of support. The board of education appointed an ad hoc facility committee to develop different scenarios that could be evaluated to determine the best solutions.

In May 2020, the district engaged OPN Architects to further define, clarify and seek community support for the district-wide facility master plan. The team worked with the facilities advisory committee to gather input, evaluate, confirm, establish priorities and reach consensus on the plan. The consensus plan was presented and approved by the board of education in late 2020.

The team engaged the larger community through outreach and referendum support services to help inform the community of the facility plans put forward for a March general obligation bond. The community overwhelmingly supported the referendum with an approval vote of 86% for the two phases of the overall facility master plan.

ESTES CONSTRUCTION

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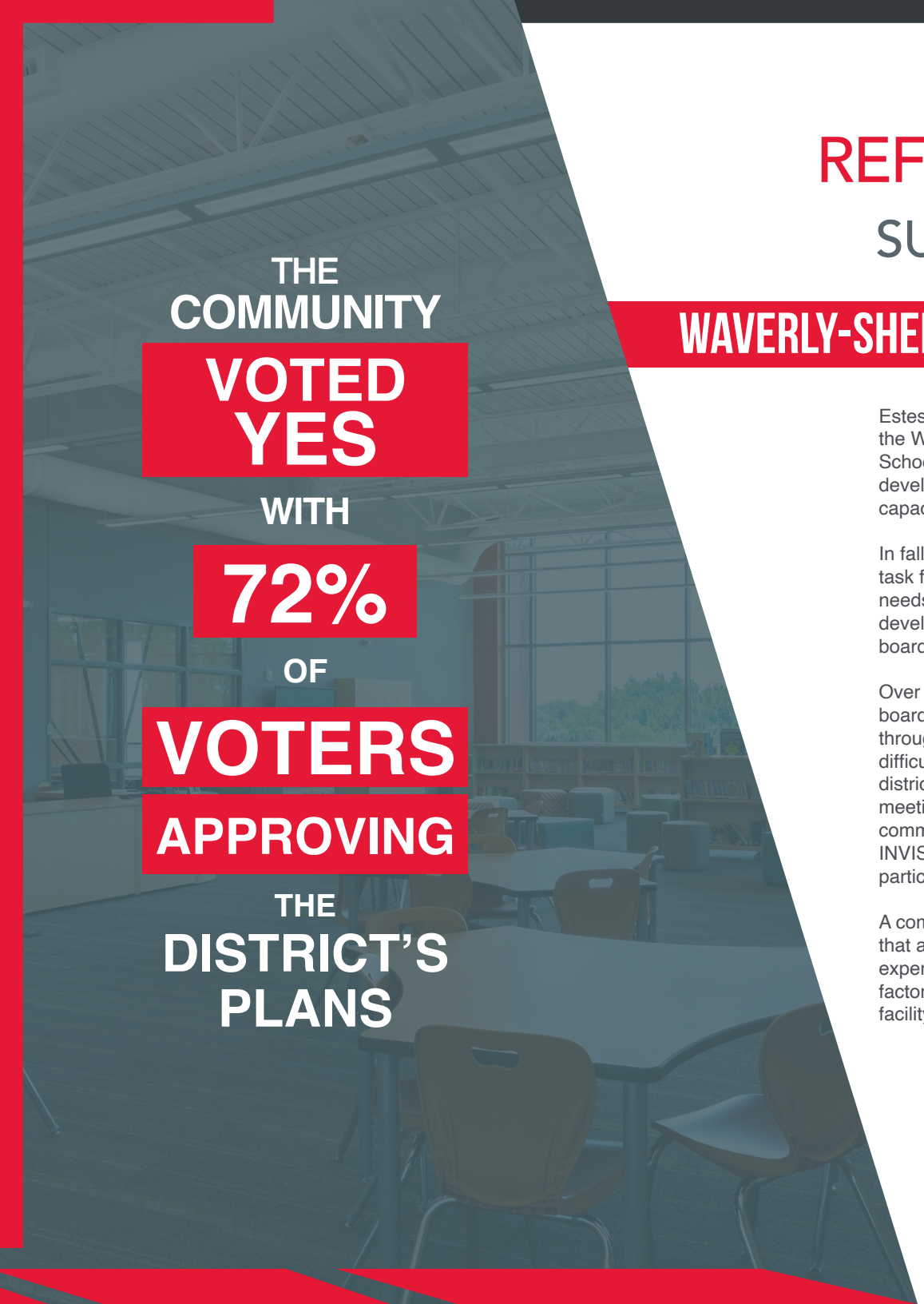

THE
COMMUNITY
VOTED YES
WITH
72%
OF
VOTERS
APPROVING
THE
DISTRICT'S PLANS

REFERENDUM

SUCCESS STORY

WAVERLY-SHELL ROCK COMMUNITY SCHOOL DISTRICT

Estes and INVISION engaged with the Waverly-Shell Rock Community School District and community to develop solutions to facility and capacity challenges.

In fall of 2020, a community-driven task force examined the district's needs, established priorities and developed a recommendation to the board.

Over six months, the district and the board engaged with the community through meetings. Meeting was difficult during the pandemic, but the district pivoted and hosted multiple meetings via Zoom and a larger community Q&A in person. Estes, INVISION and the Donovan Group participated in these meetings.

A community-wide survey revealed that a high-quality educational experience was the most important factor to consider when addressing facility needs.

Five proposed options were developed for consideration. The task force narrowed the options down to two, which were presented to the board of education in December 2020.

A multi-media messaging campaign was developed to help voters understand the needs, cost, solutions and benefit to the community. Video, social media, print, direct mail and web platforms were used to inform voters.

All the detailed planning and transparency paid off. In March 2021, voters passed the referendum with 72% voting in support of the $31 million bond referendum.

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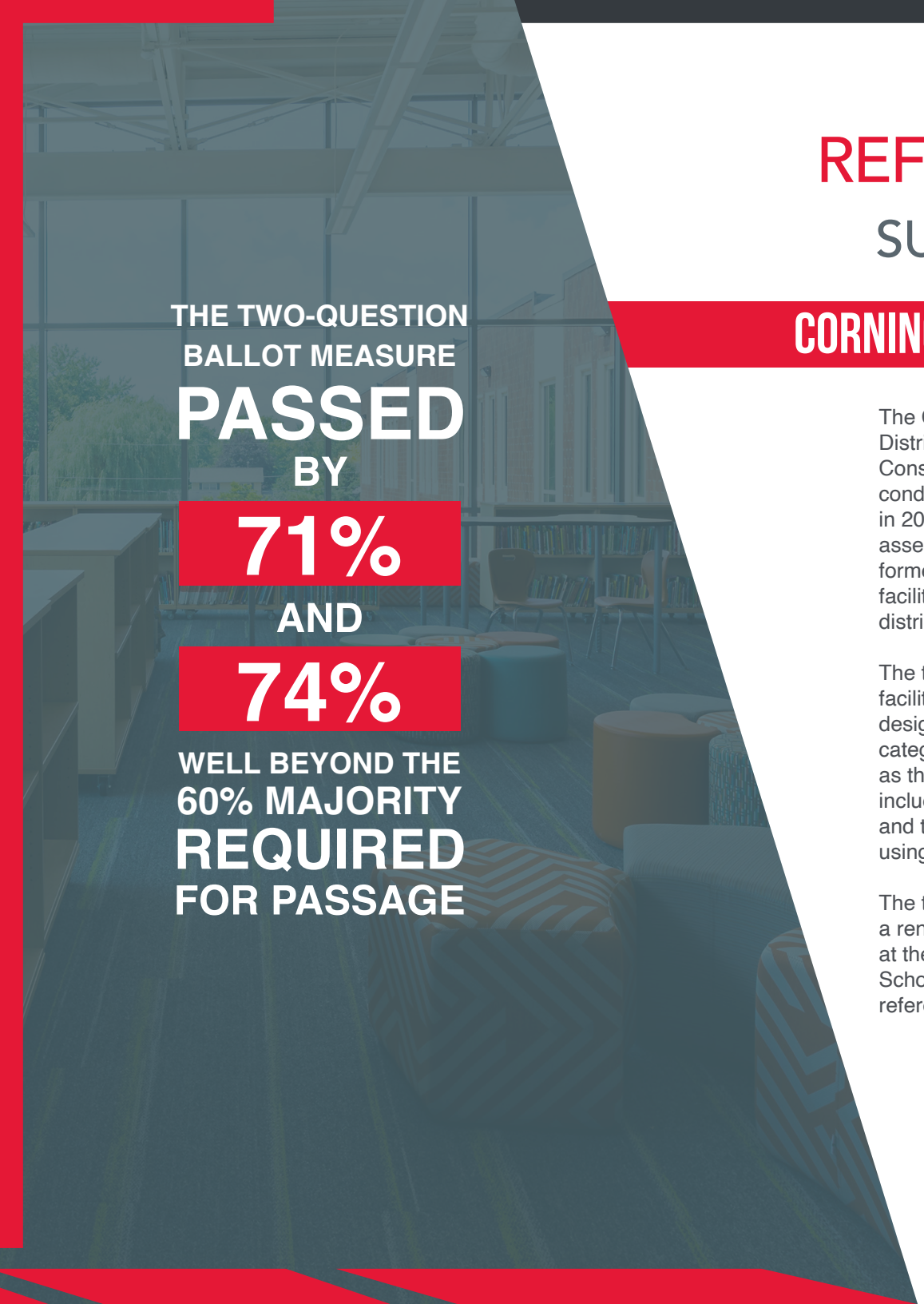

THE TWO-QUESTION BALLOT MEASURE

PASSED

BY

71%

AND

74%

WELL BEYOND THE 60% MAJORITY **REQUIRED** FOR PASSAGE

REFERENDUM

SUCCESS STORY

CORNING COMMUNITY SCHOOL DISTRICT

The Corning Community School District engaged with Estes Construction through ICAT to conduct a facility assessment in 2021. As a result of the assessment findings, the district formed a community-based facility task force to prioritize the district's needs.

The task force held sessions facilitated by Estes and design partner Schemmer and categorized the identified needs as those that can or cannot be included in a bond referendum and those to be accomplished by using other district funds.

The task force recommended a renovation and addition at the Corning Elementary School as the focus of the bond referendum.

With the scope of the elementary work identified, Estes, Schemmer, and the Donovan Group engaged the community through a series of three town hall meetings. These meetings included tours of the existing elementary facility, led by the teachers and staff that use the building daily.

Following the tours, a public informational meeting that shared the goals of the bond referendum was held at the school. Design, construction, financing and education subject experts answered questions from community members during the open Q&A session.

The two-question ballot measure passed by 71% and 74%, well beyond the 60% majority required for passage.

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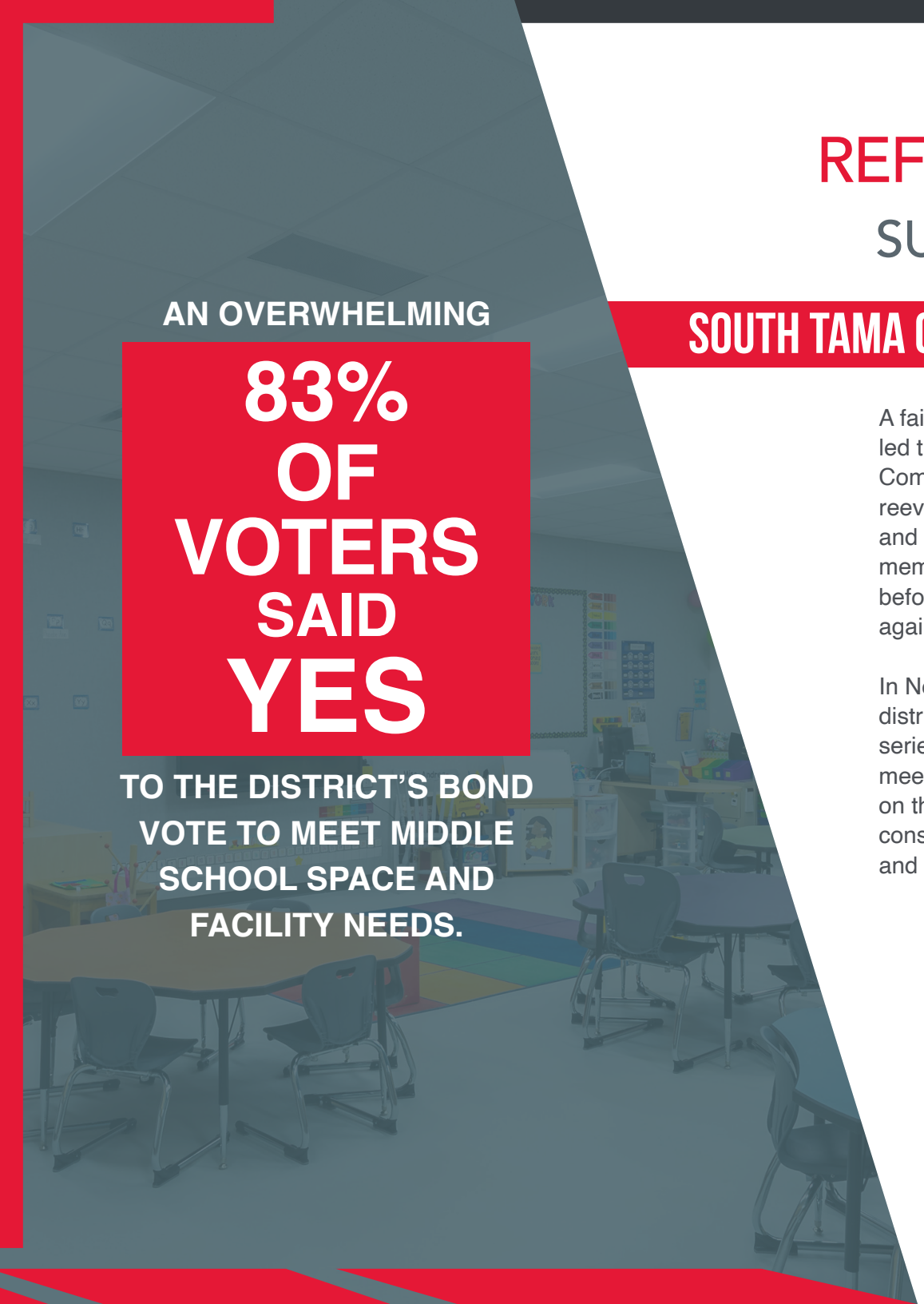

AN OVERWHELMING

83% OF VOTERS SAID YES

TO THE DISTRICT'S BOND VOTE TO MEET MIDDLE SCHOOL SPACE AND FACILITY NEEDS.

REFERENDUM

SUCCESS STORY

SOUTH TAMA COUNTY COMMUNITY SCHOOL DISTRICT

A failed referendum in 2020 led the South Tama County Community School District to reevaluate the district's needs and invite more community members into the discussion before going on the ballot again in March 2022.

In November 2021, the district's task force hosted a series of public informational meetings to share details on the options under consideration and gather input and feedback from residents.

Through the services provided by ICAT, Estes Construction and INVISION Architecture met with over 400 people in the community through 20 meetings over several months.

Speaking directly to the Estes/ ICAT team and the designer gave residents a forum to ask questions about construction costs, function and future operations and maintenance expenses. These transparent discussions gave voters the confidence to approve the referendum.

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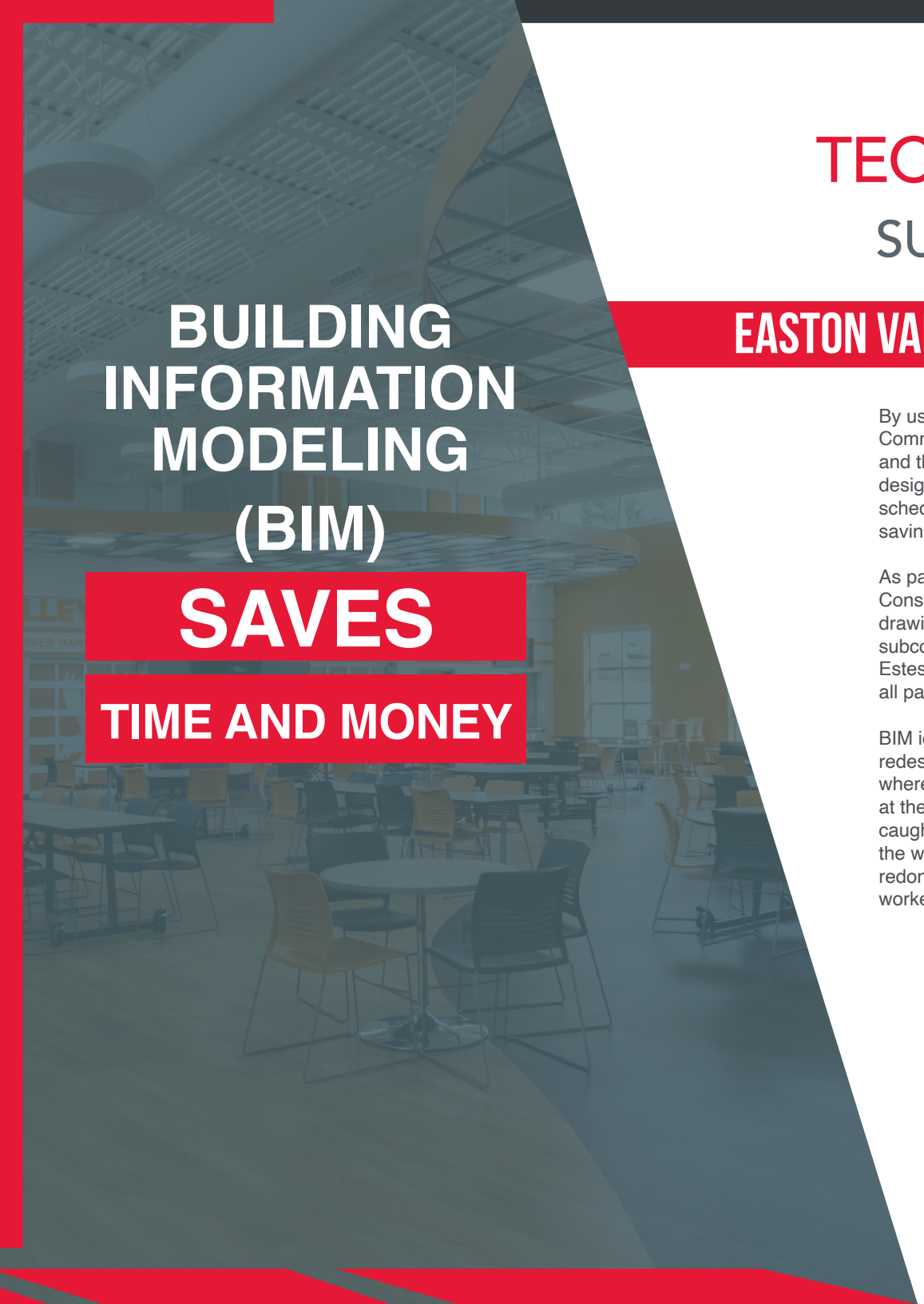

BUILDING INFORMATION MODELING (BIM) SAVES TIME AND MONEY

TECHNOLOGY

SUCCESS STORY

EASTON VALLEY COMMUNITY SCHOOL DISTRICT

By using BIM at Easton Valley Community School District, Estes and the ICAT team detected multiple design clashes that protected the schedule and provided high-cost savings options.

As part of the Virtual Design Construction process, shop drawings were collected from each subcontractor and coordinated by Estes into a single digital space that all parties could access.

BIM identified the garage had to be redesigned due to a significant issue where the piping attached to the roof at the garage door. If this was not caught virtually before construction, the work would have had to be redone and the roof patched. Estes worked with the architect to redesign the space where the clash occurred in one week to meet schedule and space constraints.

Another clash detected early by BIM occurred in the kitchen. After bidding, equipment was added to the plans, creating a clash between plumbing and HVAC. Estes modified the design before construction began, saving the district from a costly change order.

A clash that would have had a visual impact was found in the ceiling. On the virtual model, ductwork was shown routing through a corridor. To build as designed would have required lowering the ceiling by over one foot. Rerouting the ductwork through the classroom resolved this clash before construction began.

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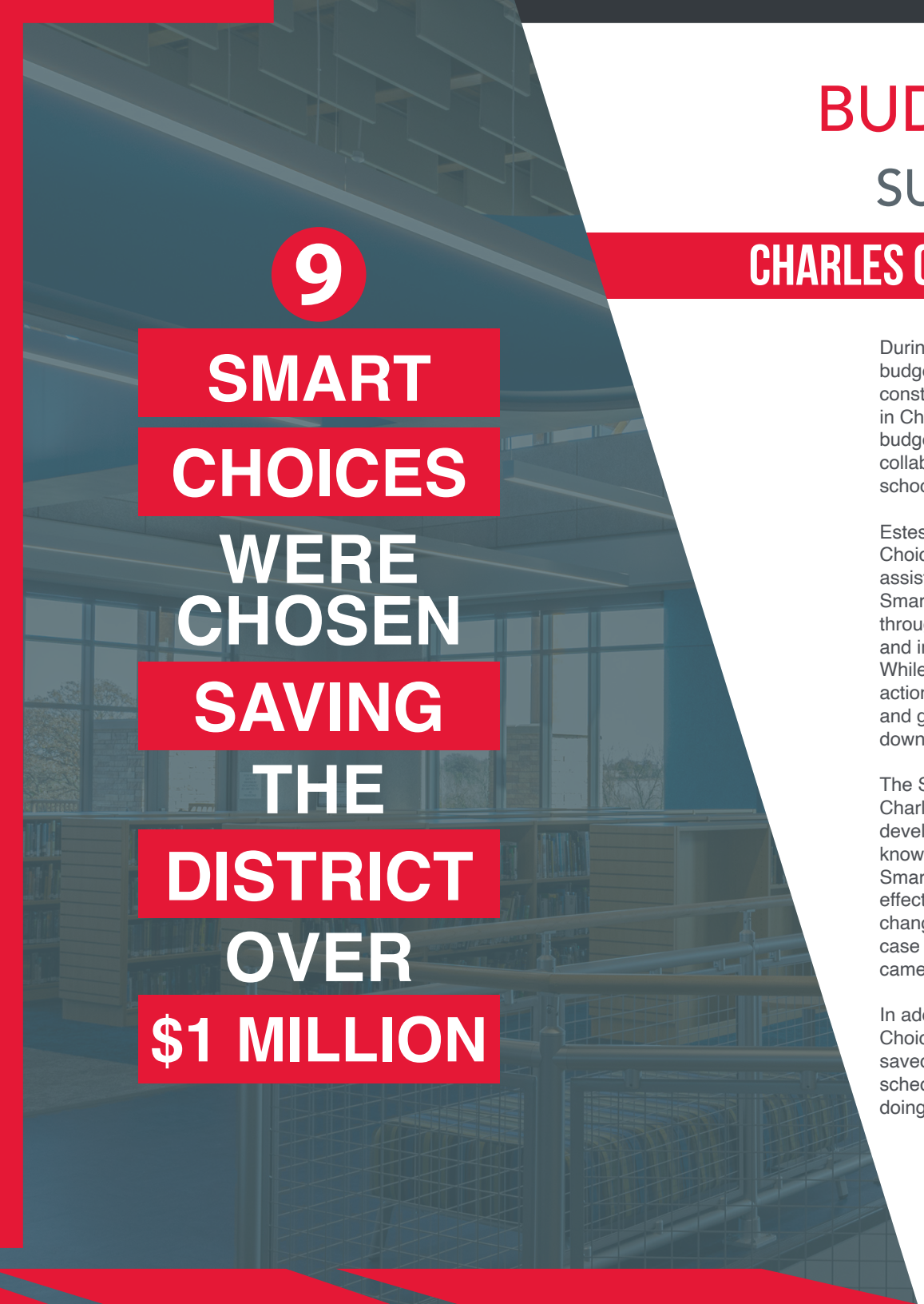

9

SMART CHOICES WERE CHOSEN SAVING THE DISTRICT OVER $1 MILLION

BUDGET MANAGEMENT

SUCCESS STORY

CHARLES CITY COMMUNITY SCHOOL DISTRICT

During early project development and budgetary estimating, the planned construction of a new middle school in Charles City exceeded the district's budget. Estes and the ICAT team collaborated with contractors and the school board to find savings.

Estes uses a process called Smart Choices versus value engineering to assist in budget alignment and control. Smart Choices are proactive, offered throughout design and construction and included in bidding for best value. While value engineering springs into action once a project is over budget and generally includes scope cuts or downgrades on materials.

The Smart Choices presented for Charles City's Middle School were developed utilizing contractor product knowledge. None of the proposed Smart Choices options had a negative effect on the schedule or dramatically changed the design intent, and in the case of the stair treads, the savings came from reduced labor costs.

In addition to the proposed Smart Choices options, phased bidding saved three months in the project schedule and avoided the high cost of doing construction in the winter.

Nine Smart Choices options were accepted to create over $1 million in savings for the district, including:

- A geothermal field with horizontal wells versus vertical
- Alternative brand of fixtures for some of the can lights
- Used a one-piece rubber stair tread with a traction strip instead of a three-piece tread
- Used a moisture-resistant ceiling tile instead of vinyl-covered sheetrock tiles
- Changed a ceiling trim piece from 16" tall to 4" tall
- Collaborated with the roofing contractor to eliminate the vapor barrier between the deck and the insulation, as there were no high-moisture areas like swimming pools in the building
- With the roofing contractor's approval, eliminated the adhesive between the layers of roof insulation, as the insulation was mechanically fastened to the deck through all layers
- Installed black rubber roofing membrane instead of white due to the school's climate zone

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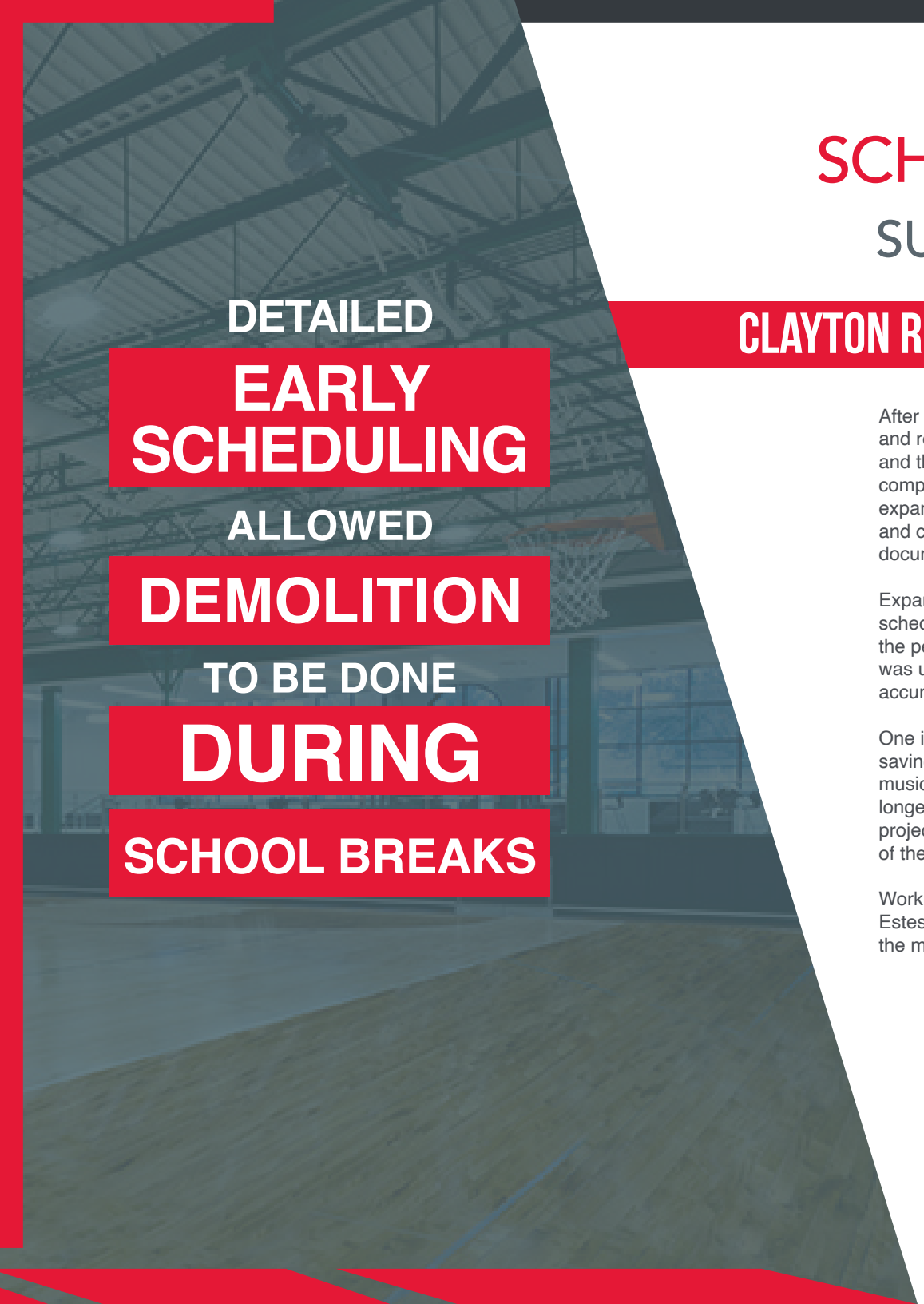

SCHEDULE MANAGEMENT

SUCCESS STORY

CLAYTON RIDGE COMMUNITY SCHOOL DISTRICT

After the Clayton Ridge demolition and renovation project was bid and the pre-award interviews were complete, Estes and the ICAT team expanded tasks on the bid schedule and created a more detailed document.

Expanding the tasks made the schedule more refined, and as the percentage of work completed was updated weekly, it was more accurate.

One item identified early for schedule savings was the demolition of the music practice room that was no longer being used. This part of the project required significant demolition of the concrete floor and risers.

Working with the school district, Estes and the contractors started the music practice room demolition during spring break and completed most of the remodel before school was out for the summer. Once school was out, phase two demolition began.

Much planning and coordination was done before the end of the school year, so contractors were ready with labor, equipment and materials to transform this area in nine weeks and allow classes to begin on time.

Estes was aware of another project in this district's town that had the potential to stretch local contractor resources too thin and extend work into the school year. Early vendor outreach and schedule collaboration allowed the new HVAC system to be installed during the summer break to avoid disruptions to student instruction.

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