

STATEMENT OF QUALIFICATIONS

GENERAL CONSTRUCTION CONTRACTING SERVICES



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Quality, Responsiveness, Safety.

STATEMENT OF QUALIFICATIONS

MISSION STATEMENT

Saybr's mission is to provide our clients with high quality, cost effective solutions to their changing construction and maintenance needs.

OVERVIEW

Since our inception, Saybr Contractors, Inc. has been fulfilling its mission through quality workmanship, unprecedented response time, and safe work practices. It is this commitment to quality that has kept our federal, state and private clients coming back - over **85 percent** of our clients are repeat clients. Our project history reflects our proven ability to perform work on time and within budget, providing superior client service by going beyond the rudimentary project requirements and becoming an extension of our client's team.

As an 8(a) certified and woman-owned business, Saybr has built its legacy on providing our clients with superior work performance. It is our commitment to quality that has kept our clients returning to us for a high level of customer satisfaction.

With over fifty years of construction experience, Saybr's management team has the knowledge and capacity to provide the best combination of quality, cost, and delivery for our customers' projects.

Saybr is headed by CEO and President Karen Say. Karen and her partners, Win Brown, Mickey McAloon and Michael Muller, are truly a team: before establishing Saybr, they worked together for over ten years in the petroleum industry and are experienced at every level of the construction business, from turnkey operations (permits through construction and closeout) to working as a subcontractor for the owner's selected Prime Contractor and Engineer/Architect. Our experience has made us adept at overcoming the challenges of working in diverse locations under widely varying conditions.

COMMENDATIONS

"Saybr is the most professional contractor I've worked with during my 28-year career with the federal government. They are the type of contractor that is keenly attuned to meeting and exceeding customer specifications, requirements, and expectations. They look to protect the reputation of their clients and do everything within their power to earn the right to compete for future work."

- Mike Scott, Environmental Tank Manager, U.S. Department of the Navy

"Saybr's professionalism made this project a success, accident-free, and complete ahead of schedule. This reflects great credit upon Saybr and should set an example to all contractors performing work on federal installations."

- Troy Collins, Resident Engineer, U.S. Army Corps of Engineers, Seattle

"The Northwest Area Office has rated you outstanding for quality control, timely performance, and effectiveness of management. Your staff and subcontractors provided a superb facility, on time, to the customer."

- Susan Sherrell, Contracting Officer, U.S. Department of the Army

"I am writing to thank Saybr for a job well done. Saybr has done three jobs for us in the past year and each experience has been equally pleasurable. Saybr looks at problems as challenges, rising to meet them with innovative and common sense solutions. The crew at Saybr is professional and truly a cut above the rest."

- Dwight Jones, General Manager, Elliott Bay Marina



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COMPANY INFORMATION

Important Dates & Numbers

Incorporated June 1997, State of Washington
 UBI Number: 601-795-367
 Contractors License: SAYBRCI033L7
 WBE/DBE: D2F6015818
 Federal ID Number: 91-1819501
 SBA 8(a) Case No.: 107256
 Cage Code: IUCC4
 DUNS Number: 16-007-0538

Bonding

USI Northwest, Contact Holly Ulfers
 Phone: (800) 422-4710 Fax: (206) 682-8494
Bond Limit: \$5 mil single; \$10 mil aggregate

Insurance

Kibble & Prentice, Contact: Dinny Hansen
 Phone: (425) 519-601 Fax: (425) 646-9616
Coverage: \$3 mil each; \$3 mil aggregate

Karen Say, President, CEO

Karen Say is the president of Saybr Contractors, Inc., which she founded in 1997 as an environmental construction company specializing in commercial and industrial fueling systems. Since its inception, Saybr has diversified its business and grown from a small, four-person company to a \$10-million, 30-employee general construction contracting firm. In August 2004, Karen received the Minority Small Business Person of the Year Award for Region 10 of the U.S. Small Business Administration.



"As the CEO/President of Saybr Contractors, Inc., I offer my personal assurance of quality workmanship and customer satisfaction."

- Karen Say, President

Major NAICS Codes

Below are some of the categories of work in which Saybr regularly performs projects. This list is representative, not all-inclusive - as a general contractor, Saybr has the ability to address a wide variety of construction projects due to the broad and diverse background of our company.

NAICS	DESCRIPTION
236210	Industrial Building Construction
236220	Commercial & Institutional Building Construction
237110	Water & Sewer Line Construction
237120	Oil & Gas Pipeline Construction
237130	Power & Communication Line Construction
237310	Highway, Street, & Bridge Construction
237990	Other Heavy & Civil Engineering Construction

NAICS	DESCRIPTION
238110	Concrete Foundation & Structure Contractors
238120	Structural Steel & Precast Concrete Contractors
238210	Electrical Contractors
238220	HVAC & Plumbing Contractors
238910	Site Preparation Contractors
238990	All Other Specialty Trade Contractors
562910	Remediation Services



Memberships

Associated Builders & Contractors, Inc.
 ABC, Inc. Safety Alliance
 Clean Cities Coalition
 Drug Free Business
 Natural Gas Vehicle Coalition
 Petroleum Equipment Institute
 Women's Business Enterprise

Annual Gross Receipts

2005: 12.5 million
 2004: 9.4 million
 2003: 4.9 million
 2002: 5.3 million



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WHAT SETS SAYBR APART

Superior Work Performance

Saybr's legacy is built on providing each of our clients with superior work performance. Saybr's idea of "quality" is very specific: it is simply to meet or exceed the stated requirements, to do so the first time, and in every situation. It is our standard of excellence to provide the highest quality construction and support services available for each contract dollar. As evidenced by our commitment to quality, many of our projects have acquired an outstanding rating.



Fast and Flexible Responsiveness

Many of our projects have required fast response times that are amenable to the client's needs. Saybr works closely with each of our clients to not only meet project schedules but also to adapt to conditions as they change, while not compromising our work performance. One recent project we have completed for the U.S. Army Corps of Engineers required the upgrade of over 22 buildings in less than three months. The scheduling required strict coordination of subcontractors in order to orient the upgrades according to each building's occupancy schedule. Saybr skillfully coordinated the work activity to upgrade each building as it became available quickly and efficiently, bringing to the project to successful completion.

Expert Quality Control

Saybr maintains a comprehensive quality control plan for all of its projects, based primarily on the U.S. Army Corps of Engineers' Three Phases of Control. Our plan includes specifications for project organization, the specific duties and responsibilities of our managers, superintendents and laborers, submittal requirements, laboratory testing procedures, and documentation criteria. These guidelines insure that a high level of quality is maintained for each project.

Competitive Cost

Saybr is cost competitive in the private, municipal, and federal government sectors, as evidenced by our extensive list of projects obtained through full and open competition. Although Saybr has many clients with whom we negotiate work, we are equally adept at obtaining work through the competitive, low bid process.



"Saybr Contractors, Inc. has provided specialized Maintenance and Repair Service to Puget Sound Energy since December 2002. Saybr has done an outstanding job in providing this service. Not only have they performed to the terms of our contract, but more specifically to our expectations in both an extremely high level of service and overall performance. I have worked with a number of Saybr's employees - from the President to the field technicians and I have found them all to be professional, timely and responsive to our needs."

- Chuck Dougherty, CNG & LNG Program Manager, Puget Sound Energy



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SERVICES

As a full service General Contractor, Saybr has the ability to address a wide variety of construction projects due to the broad and diverse background of our company. We know that a responsible General Contractor maintains a high level of control over each project. We maintain low overhead, hands-on ownership involvement in each step of every project, and ensure things are simply done right the first time. In this way, we have been able to remain competitive during steady growth. Saybr regularly performs the following services:



Tenant Improvements

- New Building Construction
- Building Additions
- Building Improvements
- Site Preparation, including utilities and landscaping
- Turnkey Construction



Utilities Installation, Renovation, Removal

- Installation of emergency generator systems
- Trenching and excavation
- Utility installation and repairs
- Installation of vaults and manholes
- Site restoration
- Water sealing of vaults
- Traffic Control plans and execution



Environmental

- Phase I, II and III environmental site assessments
- Underground storage tank site assessments
- Waste characterization and disposal
- Regulatory interface/permitting
- Initial abatement and site characterization studies
- Corrective action plans
- Treatment of contaminated soils
- Design and implementation of soil and groundwater remediation systems



Fueling Services

- Underground and aboveground storage tank decommissioning, installation and removal
- 24 hour service and maintenance
- Fleet fueling systems
- Alternative fueling systems (compressed natural gas, biodiesel, etc.)
- NGVI certified and trained CNG service technicians

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FEDERAL PROJECT PORTFOLIO

Saybr is cost competitive in the private, municipal, and federal government sectors, as evidenced by our extensive list of projects obtained through full and open competition. In addition, we have many clients that have negotiated with Saybr on a sole-source basis due to years of completing high-quality projects on time and within budget while maintaining our profitability. The following list provides a summary of the some of the federal projects we have completed.

Customer Name	Project Name	Location	Contract Number	Contract Amount
U.S. Army Corps of Engineers	Ft. Lewis Military Base Housing Upgrades	Ft. Lewis, WA	W912DW-04-C-0023	\$2,713,275
U.S. Dept. of the Navy	Yakima Marine Reserve Center Renovation	Yakima, WA	N44255-05-C-6001	\$1,827,422
U.S. General Services Administration	Auburn Headquarters Kitchen Upgrade	Auburn, WA	GS-10P-04-LTC-0020	\$528,775
U.S. Dept. of the Navy	Everett Naval Station Mailroom Upgrade	Everett, WA	N44255-05-C-0079	\$465,441
U.S. Army Corps of Engineers	Ft. Lewis Military Base Waterline Replacement	Ft. Lewis, WA	DACA67-03-D-0204	\$431,248
U.S. Dept. of the Navy	Whidbey Island Hangar 6 Fall Protection	Oak Harbor, WA	N44255-05-C-8100	\$296,446
U.S. General Services Administration	UST Replacement & Parking Lot Upgrade	Pt. Angeles, WA	P10-05-XA-0003	\$262,712
U.S. Postal Service	Eugene Westside Facility Roof Replacement	Eugene, OR	072976-05-B-0267	\$218,738
U.S. National Parks Service	Stehekin Propane Tank Installation	Stehekin, WA	C9471051080	\$159,391
U.S. Dept. of the Navy	Puget Sound Shipyard Fire Alarm Upgrades	Bremerton, WA	N44255-04-G-0025	\$143,493
Federal Aviation Administration	Redmond Comm. Tower Generator Install	Redmond, OR	DTFANM-04-C-0029	\$75,999
U.S. Postal Service	Myrtle Creek Facility Roof Replacement	Myrtle, OR	072976-05-B-0267	\$69,812
Federal Aviation Administration	Grass Mt. Comm. Tower Generator Install	Grass Mt., WA	DTFANM-04-C-0049	\$69,120
U.S. National Park Service	Hurricane Ridge Visitors Center Soffit Upgrade	Olympics, WA	P9512050073	\$62,213
U.S. Dept. of the Navy	Everett Bldg. 2200 Raised Flooring Install	Everett, WA	N44255-P-3127	\$46,342
U.S. National Park Service	Mt. Rainier Longmire HVAC Installation	Longmire, WA	C9455030055	\$45,386
U.S. National Park Service	Quilcene UST Removal & Radiant Heat Install	Quilcene, WA	C5305K32006	\$43,369
U.S. General Services Administration	Federal Bldg. 1 & 6 Floor Renovation	Seattle, WA	GS-10P-05-LTD-0030	\$36,551
U.S. Army Corps of Engineers	Ft. Lewis Powerline Removal	Ft. Lewis, WA	W912DW-04-P-0271	\$28,961
U.S. General Services Administration	Nakamura Mock Courtroom Construction	Seattle, WA	GS-10P-05-LTM-0043	\$25,249



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TENANT IMPROVEMENT PROJECTS

U.S. General Services Administration Kitchen Renovation GS-10P-04-LTC-0020

Location: Auburn, Washington

Cost: \$528,775 **Award Method:** Sole-Source 8(a)

Scope of Services

- ✓ Demo existing kitchen.
- ✓ Construct new kitchen facility, including walls, flooring, ceiling, kitchen equipment installation, electrical, mechanical and HVAC.

Rewards for Customer

Project completed within tight 10-week time frame, two weeks before deadline. Temporary kitchen provided during construction.



Performance Rating: OUTSTANDING

U.S. Army Corps of Engineers Fort Lewis UEPH Housing Upgrades W912DW-04-C-0023

Location: Fort Lewis Military Base, Washington

Cost: \$2,713,275 **Award Method:** Sole-Source 8(a)

Scope of Services

- Various upgrades to 22 personnel buildings, including:
- ✓ AHERA Inspections
 - ✓ Interior Repairs (carpeting, window screens, etc.)
 - ✓ ADA Equipment Installation
 - ✓ Electrical and Mechanical Upgrades

Rewards for Customer

Work completed on extremely tight schedule. Strict coordination of numerous subcontractors required to complete work as buildings became available.



Everett Naval Base Boathouse Storage Construction N44255-04-C-3176

Location: Everett, Washington

Cost: \$255,000 **Award Method:** Comp. Small Business

Scope of Services

Furnished and installed pre-engineered boat storage facility, including demolition of existing structures and landscaping restoration.

Rewards for Customer

Project completed on time and budget.



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UTILITIES PROJECTS

U.S. Army Corps of Engineers Fort Lewis Waterline Replacement DACA67-03-D-0204

Location: Tacoma, Washington

Cost: \$431,248 **Award Method:** Sole-Source 8(a)

Scope of Services

- ✓ Installed over one mile of 12" waterline.
- ✓ Conducted complete restoration of site.

Rewards for Customer

Overcame incomplete specifications by providing design-build services. Saybr performed the project on schedule and with only one minor, owner-directed change order.



IAP World Services for U.S. Navy Bangor Emergency Watermain Repair N44255-95-D-6130

Location: Naval Base Kitsap, Washington

Cost: \$300,829 **Award Method:** Sole-Source

Scope of Services

Repaired major watermain break in highly sensitive area at Naval Base Kitsap. Repairs included restoring damaged watermain, concrete and asphalt roadway, and ballast removal and replacement.

Rewards for Customer

Saybr mobilized to the site within six hours. Repair work was carried out in continuous shifts, including evenings and weekends, in order to return the site to operating conditions in minimal time.

Federal Aviation Administration Grass Mt. Generator Replacement DTFANM-04-P-00498

Location: Grass Mt., Washington

Cost: \$69,120 **Award Method:** Competitive 8(a)

Scope of Services

Removed existing generator and installed new generator.

Rewards for Customer

Work was conducted at secure, mountaintop facility.



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SITWORK PROJECTS

Camp Murray Parking Lot & Utility Improvements

Customer Project No. 2002-266

Location: Camp Murray, Tacoma, WA

Cost: \$100,000 **Award Method:** Full & Open

Scope of Services

- ✓ Surveying.
- ✓ Excavation, Grading, Placement and Compaction.
- ✓ Asphalt Paving, Striping and Wheelstops.
- ✓ Trenching and Backfill for Area Lighting.

Rewards for Customer

Project was completed in half the allotted time, despite adverse weather conditions.



IAP World Services for U.S. Navy Kitsap Naval Station Parking Lot

Customer Project No. MS-0848

Location: Bremerton, Washington

Cost: \$79,555 **Award Method:** Full & Open

Scope of Work

Pave approximately 67,000 square feet of asphalt parking lot, including:

- ✓ Surveying.
- ✓ Excavation and grading.
- ✓ Asphalt paving and striping.

Rewards for Customer

Project completed on time and within budget.

P&L General Contractors for U.S. Navy Security Upgrades

Customer Project No. N44255-03-4005

Location: Puget Sound Naval Shipyard, Washington

Cost: \$1,260,792 **Award Method:** Full & Open

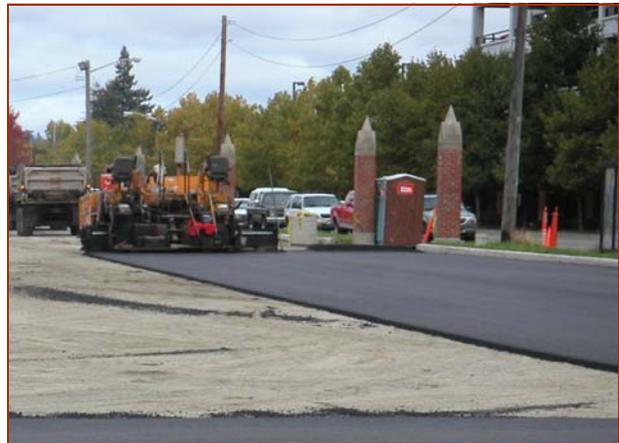
Scope of Services

Sitework for inspection stations, including:

- ✓ Demolition and Utility Installation.
- ✓ Concrete, Asphalt Paving, Masonry.
- ✓ Landscaping and Fencing.

Rewards for Customer

Saybr provided an accelerated schedule, cost savings, and streamlined contract administration.



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ENVIRONMENTAL & FUELING SYSTEMS PROJECTS



Customer Evaluation: EXCELLENT

U.S. Department of the Navy 22 Tank Replacements Customer Project No. 07-027

Location: Naval Submarine Base Bangor, WA

Cost: \$1,382,000 **Award Method:** Full & Open

Scope of Services

- ✓ Upgraded heating supply systems.
- ✓ Conducted soil remediation and restoration.
- ✓ Installed new fuel systems.
- ✓ Conducted asbestos abatement.

Rewards for Customer

Efficient scheduling, which included meeting the original contractual schedule despite numerous interruptions due to base activities.

CCE, Inc. for Fort Lewis Public Works E85 Above-Ground Tank Upgrade Customer Project No. 07-027

Location: Fort Lewis Military Base, WA

Cost: \$208,330 **Award Method:** Full & Open

Scope of Services

- ✓ Removed one 25,000-gal diesel UST.
- ✓ Installed two new 30,000-gal E85 AST's.

Rewards for Customer

Saybr was commended by CCE's project manager as "one of the best companies we have ever worked with."



Fort Lewis Public Works CNG Fueling Station Installation

Location: Fort Lewis Military Base, WA

Cost: \$25,000 **Award Method:** Full & Open

Scope of Services

Construction of complete CNG facility, including compressor, DOT cylinders/baskets, and dispenser. Ongoing preventative maintenance and troubleshooting as well as emergency repairs.

Rewards for Customer

First on-site fueling location, allowing Fort Lewis to attain their sustainability goals.

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SAFETY PROGRAM

We believe that a safe and healthy work environment is the main responsibility of a company to their employees. Safety at Saybr is pervasive; every person is accountable for safety from the officers of the company to every person in our organization. Every employee starts with a safety orientation meeting and will continue his/her safety commitment with ongoing seminars and licensing programs.

Our comprehensive Safety Program, which has been reviewed and certified by a registered industrial hygienist, includes the following components:



“As the safety auditor for ABC, I would like to verify that the safety program at Saybr is one of the most organized that I have had the privilege to audit in a long time.”

*- Traci Tenhulzen, HST
ABC Safety Auditor*

- ✓ Comprehensive Company Health & Safety Plan
- ✓ Site Specific Accident Prevention Plans
- ✓ Extensive Employee Licensing & Training.
- ✓ Rigorous Enforcement Rules.
- ✓ Employee Incentive Programs.
- ✓ Weekly Site Safety Meetings.
- ✓ Quarterly Company-Wide Safety Meetings.
- ✓ Annual Third Party Safety Audits.

LICENSES/CERTIFICATIONS

Our corporate officers and employees are certified and licensed in the following:

- ✓ First Aid/CPR
- ✓ Traffic Control Supervisor
- ✓ Confined Space Entry
- ✓ COE Construction Quality Management
- ✓ Certified Installers, Decommissioners and Maintenance Personnel
- ✓ 40-Hour HAZWOPER
- ✓ Trenching & Excavation Safety
- ✓ Competent Person Training
- ✓ OSHA 30-Hour Supervisor Training

DRUG FREE WORKPLACE

We are committed to maintaining a safe and secure workplace and have implemented a clear policy relating to the detection and prevention of substance abuse by employees. Pre-employment drug and alcohol screening is required for all new employees regardless of position. Our alcohol and drug policy certifies a corps of fit-for-work individuals who can safely conduct the exacting details of our work.



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REFERENCES

CUSTOMER REFERENCES			
Name	Company	Phone	Email
Gerry Takasumi Project Manager	General Services Administration	(253) 931-7340	gerry.takasumi@gsa.gov
Jim Schmidt Project Manager	U.S. Postal Service	(503) 261-5497	james.r.schmidt@usps.gov
Mitchell Hailey Contract Manager	IAP World Services, Inc.	(360) 315-4521	mitchell.d.hailey@iapws.com
John Gerber Contracting Officer	U.S. Department of the Navy	(425) 304-3671	john.c.gerber@navy.mil
Ralph Strickland Project Manager	Fort Lewis Public Works	(253) 966-1748	ralph.strickland@us.army.mil

AWARDS & ACHIEVEMENTS

Small Business Administration Region 10 Small Business Award

Saybr's President and CEO, Karen Say, was awarded the Minority Small Business Person of the Year Award for Region 10 of the U.S. Small Business Administration in August 2004. The award is given annually to outstanding national minority small business firms.

ABC Safety Training and Evaluation Process (S.T.E.P.) Award

Saybr has been awarded the Associated Builders and Contractors, Inc. S.T.E.P. Safety Award for the past six years. The S.T.E.P. Award is given to contractors who complete and satisfactorily pass an in-depth evaluation and auditing process completed by a third-party health and safety evaluator. The evaluation includes a review of all in-house Safety Program documentation as well as an on-site audit of an operating construction site.

ConocoPhillips Job One Award

Saybr received the "Job One" Award from ConocoPhillips for our exemplary performance on their turbine and dispenser upgrade projects, which were carried out simultaneously at several sites throughout Washington and Oregon. Jim Hansen, ConocoPhillips's Project Manager, indicated that he was pleased with Saybr's "efforts to improve safety at the sites and stay on schedule."

Karen Say wins award from SBA

By BENJAMIN MINNICK
Journal Construction Editor

Karen Say, president of Saybr Contractors of Puyallup, has been named Minority Small Business Person of the Year for Region X of the U.S. Small Business Administration.

"I'm honored and a little surprised," Say said, attributing a lot of her company's success to her team.

Say will be honored during the 22nd Annual National Minority Enterprise Development Week celebration, held Sept. 7-10 in Washington, D.C. She is also in the running for the national Minority Small Business Person of the Year, which will be picked

from 10 regional winners.

Saybr got a big boost in 2001, when the firm became certified in the SBA's 8(a) Business Development Program. Say got management and technical assistance, along with networking and federal contracting opportunities.



Say

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