

Proposal for Construction Estimating Services High School Modernization Project



State College Area School District

September 13, 2013



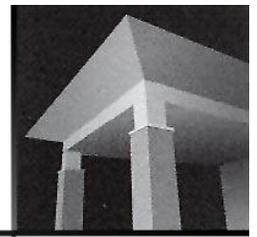
Reynolds

3300 North Third Street

Harrisburg, PA 17110

www.Reynolds-Companies.com

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September 13, 2013

Ed Poprik
Director of Physical Plant
State College Area School District
131 West Nittany Avenue
State College PA 16801

Dear Ed:

Please find enclosed our proposal to provide construction estimating services for the State College Area School District. Reynolds feels that quality cost estimates are crucial to the success of a building program. We are proud of our work with public schools throughout Pennsylvania, and are confident we can provide the same high quality service to State College.

We believe our unique qualities favor our selection for cost estimating, based on the following:

- **Core Competency** – Pennsylvania public schools account for 75% of our work
- **In-House Capabilities** – All cost analysis work is completed by in-house architectural, civil, mechanical, electrical, and plumbing estimators; no outside subconsultants are used
- **Experience** – Reynolds' estimators have an average of 34 years of estimating experience
- **Significant Data** – Twenty years' worth of historical cost information derived from recent school bid results and the schedules of values from contractors allows us to accurately price construction costs in today's market
- **Cutting Edge Software** – Timberline Precision Estimating is used to develop cost estimates, which helps to streamline the estimating process
- **Relationships** – Reynolds has been working with Crabtree, Rohrbaugh & Associates for almost 20 years and together have completed more than a dozen projects, the majority of which were schools

Reynolds has provided cost estimating services to more than 150 projects with a total value of more than \$2 billion. Please call our references; we are confident they will speak of our dedication and determination to provide accurate cost estimates for your project.

Thank you for inviting us to submit this proposal. We look forward to discussing your project in greater detail.

Sincerely,

REYNOLDS CONSTRUCTION MANAGEMENT, INC.

Rose Fetter
Director of Business Development



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TAB 1: Firm Overview



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Firm Overview

Our Organization

Reynolds Construction Management, Inc.

Main Office Location

3300 North Third Street
Harrisburg, PA 17110
Phone: 717.238.5737
Fax: 717.238.9410

Branch Office Location

1265 Drummers Lane, Suite 104
Wayne, PA 19087
Phone: 610.688.6010
Fax: 610.688.6020

Contact

Jeffrey Merritt, CPC, CCM
President
Office: 717.238.5737
Cell: 717.443.1022
jmerritt@reynoldsconstruction.com



Background

The foundation of the Reynolds companies is in recognizing and maximizing opportunity. Since 1994, we have grown from a small construction management firm that focused on public school projects to become one of the largest and most successful construction firms in Pennsylvania. Reynolds has provided pre-construction and construction management services to 70 Pennsylvania school districts, including 53 high schools, 31 middle schools and 65 elementary schools.

Reynolds is a strong believer that sustainable design and construction is an important means of reducing the negative impact of the construction process on the ecosystem. By incorporating the use of renewable materials, recycling, lower energy consumption, and minimizing environmental impact, the USGBC's LEED® program is leading the way in which these principals can be incorporated into real construction projects. With ten LEED certified and seven LEED registered buildings, and nine LEED accredited professionals on staff, Reynolds can assist the Owner in the design and construction of their LEED project.

All of Reynolds' companies remain firmly dedicated to the mission of providing the highest quality service to our clients. Each client is our highest priority, and every project is addressed in terms of its unique and challenging issues. In the future, Reynolds will continue to pursue innovative solutions and services to better serve our clients throughout Pennsylvania.

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Firm Overview

Memberships and Affiliations



Reynolds Construction Management has been a member of the Pennsylvania School Boards Association since 1994.

Reynolds Construction Management has been a member of the Pennsylvania Association of School Business Officials since 1994.



Reynolds Construction Management has been a member of the Construction Management Association of America since 1998.

Reynolds Construction Management is a member of the Central Pennsylvania Chapter of the USGBC.



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TAB 2: Methodology



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Estimating Methodology

Reynolds Construction Management provides pre-construction services utilizing in-house estimating staff. Our pre-construction department is staffed with experts specializing in various disciplines of construction. Our in-house capabilities of these experienced individuals include mechanical, electrical, HVAC, site, civil, architectural, and building envelopes.

Reynolds feels that quality cost estimates are crucial to the success of a building program. We provide in-depth, fairly detailed cost estimates at the pre-schematic documents. These cost estimates will not only consider all project construction cost items such as concrete, roofing, drywall, plumbing and mechanical systems, but will also consider other items such as architectural fees; furniture, fixtures and equipment; contingencies; printing costs; builder's risk insurance; and permit costs. Each estimate will be reviewed in detail with the district as well as with your architect.



Bellefonte Area High School

In order to develop our cost estimates, our pre-construction staff uses cutting edge software, Timberline Precision Estimating, to assist us in streamlining our estimating process. Our pricing is developed from a variety of sources, but primarily we rely on historical cost information derived from recent bid results and the schedules of values from contractors on school projects. We also have our direct industry sources such as material and equipment suppliers, vendors and subcontractors. We find that these sources have the most current price information. Additionally, we periodically consult with various contractors throughout the industry to confirm accurate crew sizing and production rates as well as the projected availability of workers for the various trades in the target area in the time frame the construction is anticipated to occur.

Our MEP department utilizes software called MC² for estimating. This department utilizes Trade Services TRACER Pro System for quarterly-pricing updates for thousands of commonly used materials. Our MEP group also uses MCA and our electrical department references the NECA databases, both of which are industry standards.



TAB 3: Project Team



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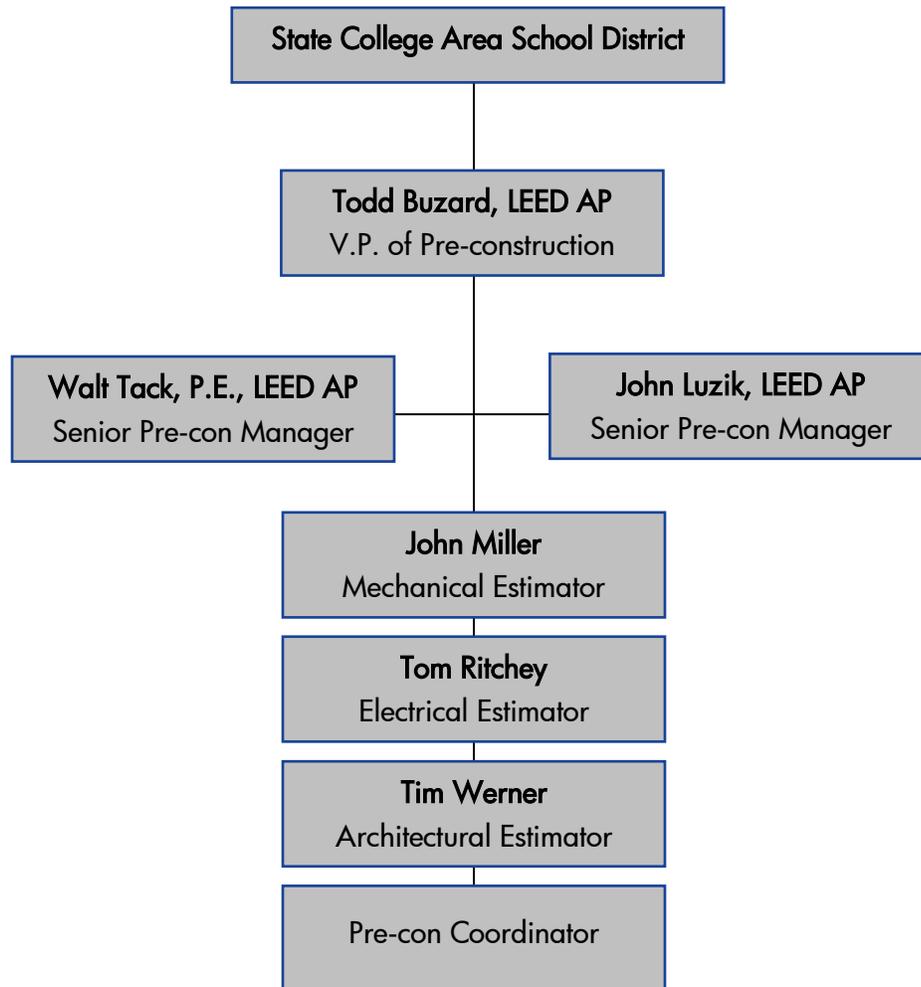
Project Team

The proposed project team consists of top-level pre-construction and estimating professionals who will provide the best possible service to the State College Area School District.

As vice president of pre-construction, **Todd Buzard, LEED AP**, will lead this project team and provide executive level communication and management of the project.

Senior preconstruction managers **Walt Tack, P.E., LEED AP**, and **John Luzik, LEED AP**, will oversee the cost estimating. They are supported by Reynolds' in-house senior mechanical estimator **John Miller**, senior electrical estimator **Tom Ritchey**, architectural estimator **Tim Werner**, and a project coordinator.

On the following pages we have included detailed resumes for the project staff proposed for your project.





H. Todd Buzard, LEED AP

Vice President of Pre-construction

As Vice President of Pre-construction, Mr. Buzard's responsibilities include coordination of architectural, mechanical, and electrical estimates and monitoring of architectural drawings during development to ensure they conform to the owner's budget.

Relevant Experience

Bellefonte Area School District

Bellefonte, PA
Additions/renovations to Bellefonte Area High School
Construction Cost: \$30.1 million

Wallingford-Swarthmore School District

Wallingford, PA
Additions/renovations to Strath Haven Middle School
Construction Cost: \$41.2 million

Chester-Upland School District

Chester, PA
Phased renovations of Showalter Middle School
Construction Cost: \$8 million

School District of Philadelphia

Philadelphia, PA
Renovations and tenant fit-out for new administration center
Construction Cost: \$60 million

Radnor Township School District

Wayne, PA
Construction of new Radnor Middle School
Certified LEED Silver
Construction Cost: \$41.1 million

Marple Newtown School District

Newtown Square, PA
Additions/Renovation to Marple Newtown High School
Construction Cost: \$25 million

Conewago Valley School District

New Oxford, PA
Additions/renovations to Conewago and New Oxford
Elementary Schools
Construction Cost: \$13.7 million

Education

Bachelor of Arts, Thiel College
1978

Affiliations

LEED Accredited Professional,
2001

Years of Estimating Experience

34 (19 with Reynolds)



H. Todd Buzard, LEED AP

Vice President of Pre-construction

Montoursville Area School District

Montoursville, PA
Additions/renovations to CE McCall Middle School
Construction Cost: \$14.8 million

School District of the City of York

York, PA
Additions/renovations to Jackson, McKinley, and Davis
Elementary Schools
Registered LEED Silver
Construction Cost: \$26.8 million

Southern York County School District

Glen Rock, PA
Additions/renovations to Southern Elementary, Southern
Middle School and Friendship Elementary School
Construction Cost: \$35 million

Helen Thackston Charter School

York, PA
Additions/renovations to Charter School
Construction Cost: \$6.5 million

Westtown School

West Chester, PA
Additions/renovations to science center
Construction Cost: \$7 million

Community Education Building

Wilmington, DE
Fit-out of high-rise into new charter school
Construction Cost: \$25 million

Delaware County Community College

Media, PA
Construction of New Science, Technology, Engineering,
Mathematics Complex
Certified LEED Silver
Construction Cost: \$39.7 million



Walt Tack, P.E., LEED AP

Senior Pre-construction Manager

As senior pre-construction manager, Mr. Tack's responsibilities include coordination of architectural, mechanical, and electrical estimates, and monitoring of architectural drawings during development to ensure they conform to the owner's budget.

Relevant Experience

Armstrong School District

Kittanning, PA
Construction of new Armstrong High School
Construction Cost: \$50 million

Philipsburg-Osceola Area School District

Philipsburg, PA
Conversion of North Lincoln Hill Elementary School into new middle school
Construction Cost: \$17.6 million

Wallingford-Swarthmore School District

Wallingford, PA
Additions/renovations to Strath Haven Middle School
Construction Cost: \$41.2 million

School District of the City of York

York, PA
Additions/renovations to Jackson, McKinley, and Davis Elementary Schools, all registered LEED silver
Construction Cost: \$26.8 million

Centennial School District

Warminster, PA

- Construction of two new elementary schools
- Renovations to one elementary school
- Additions/renovations to William Tennent High School

Construction Cost: \$129.9 million

Neshaminy School District

Langhorne, PA
Additions/renovations to Neshaminy High School
Construction Cost: \$72.4 million

Mifflinburg Area School District

Mifflinburg, PA
Additions/Renovations to Mifflinburg High School
Construction Cost: \$13.1 Million

Education

Bachelor of Science, Civil Engineering, University of Cincinnati, 1983

Affiliations

LEED Accredited Professional
Registered Professional Engineer, PA

Years of Estimating Experience

30 (17 with Reynolds)



John Luzik, LEED AP

Senior Pre-construction Manager

As senior pre-construction manager, Mr. Luzik's responsibilities include coordination of architectural, mechanical, and electrical estimates, and monitoring of architectural drawings during development to ensure they conform to the owner's budget.

Relevant Experience

Bellefonte Area School District

Bellefonte, PA

Additions/Renovations to Bellefonte Area High School

Construction Cost: \$30.1 Million

Newport Area School District

Newport, PA

Additions/Renovations to Newport High School

Attempting LEED Silver Certification

Construction Cost: \$20.7 Million

Central York School District

York, PA

Additions/Renovations to High School

Construction Cost: \$14.3 Million

Selinsgrove Area School District

Selinsgrove, PA

Additions/Renovations to High School and Elementary School

Attempting LEED Silver Certification

Construction Cost: \$21.2 Million

Marple Newtown School District

Newtown Square, PA

Additions/Renovations to Marple Newtown High School

Construction Cost: \$46.5 Million

Muhlenberg School District

Laureldale, PA

Additions/Renovations to C.E. Cole Intermediate School

Construction Cost: \$17.4 Million

Harrisburg University of Science and Technology

Harrisburg, PA

Renovations to Existing Building for a New SciTech High School in Downtown Harrisburg

Construction Cost: \$11.1 Million

Education

Bachelor of Science, Social Sciences, Elizabethtown College, 1977

Affiliations

LEED Accredited Professional

Years of Estimating Experience

36 (18 with Reynolds)



John Miller

Senior Mechanical Estimator

As senior mechanical estimator, Mr. Miller is responsible for the conceptual estimating, value engineering, life-cycle cost analysis and cost estimating of the project's mechanical systems.

Project Experience

Armstrong School District

Kittanning, PA
Construction of new Armstrong High School
Construction Cost: \$50 million

Philipsburg-Osceola Area School District

Philipsburg, PA
Conversion of North Lincoln Hill Elementary School into new middle school
Construction Cost: \$17.6 million

Marple Newtown School District

Newtown Square, PA
Additions/renovations to Marple Newtown High School
Construction Cost: \$25 million

Neshaminy School District

Langhorne, PA
Additions/renovations to Neshaminy High School
Construction Cost: \$72.4 million

Centennial School District

Warminster, PA
Complex, occupied renovations and additions to William Tennent High School, including a new natatorium
Construction Cost: \$63.4 million

Chester-Upland School District

Chester, PA
Phased renovations of Showalter Middle School
Construction Cost: \$8 million

Conewago Valley School District

New Oxford, PA
Occupied renovations and addition to New Oxford Elementary School and Conewago Elementary School
Construction Cost: New Oxford ES - \$4.5 million
Conewago ES - \$9.2 million

Education

Plumbing and Heating Courses,
Williamsport Technical Institute
Blue Print Reading and Drafting,
Pennsylvania State University

Affiliations

Certified Master Plumber

Years of Estimating Experience

43 (13 with Reynolds)



Thomas Ritchey

Senior Electrical Estimator

As senior electrical estimator, Mr. Ritchey is responsible for the conceptual estimating, value engineering, life-cycle cost analysis and cost estimating of the project's electrical systems.

Project Experience

Armstrong School District

Kittanning, PA
Construction of new Armstrong High School
Construction Cost: \$50 million

Philipsburg-Osceola Area School District

Philipsburg, PA
Conversion of North Lincoln Hill Elementary School into new middle school
Construction Cost: \$17.6 million

Marple Newtown School District

Newtown Square, PA
Additions/renovations to Marple Newtown High School
Construction Cost: \$25 million

Neshaminy School District

Langhorne, PA
Additions/renovations to Neshaminy High School
Construction Cost: \$72.4 million

Centennial School District

Warminster, PA
Complex, occupied renovations and additions to William Tennent High School, including a new natatorium
Construction Cost: \$63.4 million

Chester-Upland School District

Chester, PA
Phased renovations of Showalter Middle School
Construction Cost: \$8 million

Conewago Valley School District

New Oxford, PA
Occupied renovations and addition to New Oxford Elementary School and Conewago Elementary School
Construction Cost: New Oxford ES - \$4.5 million
Conewago ES - \$9.2 million

Education

United States Air Force School of Applied Aerospace Science, 1973

IBEW LU 143 Electrical Workers
Four-year Apprenticeship

Years of Estimating Experience

38 (7 with Reynolds)



Timothy Werner, LEED AP

Architectural Estimator

As architectural estimator, Mr. Werner is responsible for the conceptual estimating, value engineering, life-cycle cost analysis and cost estimating of the project's architectural systems.

Project Experience

Conewago Valley School District

New Oxford, PA

- Construction of new intermediate school
- Additions/renovations to new Oxford Elementary School
- Additions/renovations to Conewago Township Elementary School
- Additions/renovations to middle/high school

Construction Cost: \$26.3 million

Hanover Public School District

Hanover, PA

Construction of new Clearview Elementary School

Gold Level LEED Certified

Construction Cost: \$6.3 million

Southern York County School District

Glen Rock, PA

- Additions/renovations to Southern York Middle School
- Additions/renovations to Southern York Elementary School
- Additions/renovations to Susquehanna High School and DAO

Construction Cost: \$30.3 million

Cornwall-Lebanon School District

Lebanon, PA

Additions/renovations to Cornwall Elementary School

Construction Cost: \$6.4 million

Dallas School District

Dallas, PA

Additions/renovations to Dallas Middle School

Construction Cost: \$13.7 million

Education

Bachelor of Science Marketing,
Shippensburg University, 1990

Affiliations

LEED Accredited Professional
ASHE Certified

Years of Estimating Experience

23 (5 with Reynolds)



TAB 4: Relevant Experience



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Cost Estimating Expertise

Reynolds' quality cost estimating is a combination of the experience and depth of our estimating team, and our sincere desire to serve the State College Area School District to the best of our ability.

Since 1997, Reynolds has estimated more than 150 projects with a total value of more than \$2 billion in construction costs. Our accurate and efficient cost estimates are a result of specialized staff, years of experience and continued cost estimating throughout the design phase of a project.

The following bid results illustrate Reynolds' expertise in providing accurate cost estimates:

Project	Estimate	Bid Results	% Variance
Bellefonte Area High School	\$28,013,000	\$27,599,078	1.5%
Academy Park High School	\$25,348,223	\$24,667,300	2.69%
Armstrong High School	\$50,861,665	\$44,699,627	12%
Mifflin County High School	\$51,580,000	\$56,685,028	9.9%
William Tennent High School	\$71,875,000	\$60,412,590	15.9%
Marple Newtown High School	\$53,026,000	\$46,075,154	13.1%
Mifflinburg High School	\$14,650,000	\$12,414,700	18%
C.E. McCall Middle School	\$15,200,355	\$15,072,850	0.8%
Phoenixville Middle School	\$44,377,000	\$41,146,648	7%
Wallingford Elementary School	\$14,564,015	\$13,695,000	6.35%

On the following pages, we provide detailed information and references for five recently completed projects, as well as a list of all Pennsylvania public school projects where we provided construction cost estimates within the last five years.



Bellefonte Area High School

Bellefonte, PA



The Bellefonte Area School District hired Reynolds to manage the major addition and renovation to their high school. The project consisted of the demolition of 9,000 square feet and the renovation of the remaining 171,250 square feet of the high school, as well as construction of a new 88,940-square-foot addition.

The addition included a two-story science wing, gymnasium and an entry way. Renovations were made to existing classrooms and administrative areas.

Owner

Bellefonte Area School District
Kenneth Bean
Director of Fiscal Affairs
318 North Allegheny Street
Bellefonte, PA 16823
814.355.4814

Architect

Crabtree Rohrbaugh &
Associates

Square Footage

88,940 New Construction
171,250 Renovations

Completion

April 2008

Schematic Estimate

\$32,829,340

Design Development Estimate

\$31,216,037

Construction Cost Estimate

\$28,013,000

Bid Day Cost

\$27,599,078

Final Construction Cost

\$30,136,986



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Academy Park High School

Sharon Hill, PA



Southeast Delco School District has hired Reynolds to perform construction management services for the additions and renovations project at Academy Park High School.

This project consists of 158,587 square feet of renovations to the existing high school along with three new additions totaling 28,313 square feet. The 14,628-square-foot classroom addition is three stories and will have 12 new classrooms. The 8,843-square-foot health and physical education addition will have two new health classrooms, a weight room and a wrestling room. The 4,842-square-foot performing arts addition will have two new music rooms and a graphic arts lab.

The building remained fully occupied during construction.

Owner

Southeast Delco School District
Stephen Butz
Superintendent
1560 Delmar Drive
Folcroft, PA 19032
610.522.4300

Architect

Bonnett Associates

Square Footage

28,313 new construction
158,587 renovations

Completion

June 2013

Schematic Estimate

\$25,425,242

Design Development Estimate

N/A

Construction Cost Estimate

\$25,348,223

Bid Day Cost

\$24,667,300

Final Construction Cost

\$25,300,000

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Marple Newtown High School

Newtown Square, PA



Marple Newtown School District hired Reynolds to provide construction management services for the additions and renovations project at the Marple Newtown High School.

The renovation, remodeling and expansion project added a new classroom wing and expanded the performing arts center. There is a new library, cafeteria, and kitchen spaces. The plan utilizes the current building structure with new systems and finishes throughout to bring the building up to 21st century standards.

The new emergency generators provide power for the entire building and allow for the district to receive rebates from their electric provider. This measure provides for less than an eight year pay back on the generators.

Reynolds also provided commissioning services for this project.

Owner

Marple Newtown School District
Michael Dumin
Director of Operations
40 Media Line Road
Newtown Square, PA 19073
610.359.4270

Architect

Bonnett Associates

Square Footage

49,806 new construction
267,235 renovations

Completion

September 2012

Schematic Estimate

N/A

Design Development Estimate

\$55,290,000

Construction Cost Estimate

\$53,026,000

Bid Day Cost

\$46,075,154

Final Construction Cost

\$48,869,037

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Mifflin County High School

Lewistown, PA



Reynolds Construction Management, Inc. was hired to manage the construction of a new high school for the Mifflin County School District. The new facility is approximately 251,000 square feet and accommodates up to 1,400 students in grades 9-12. Amenities of the new building include an auditorium, gymnasium and auxiliary gym.

Prior to selection as the construction manager for this project, Reynolds successfully completed the \$12.5 million Lewistown Elementary School for the Mifflin County School District.

Owner

Mifflin County School District
Sean Daubert
Chief Financial Officer
201 8th Street
Lewistown, PA 17044
717-248-0148

Architect

Hayes Large Architects

Square Footage

251,000 new construction

Completion

March 2011

Schematic Estimate

\$47,635,000

Design Development Estimate

\$49,898,000

Construction Cost Estimate

\$51,580,000

Bid Day Cost

\$56,685,028

Final Construction Cost

\$56,857,425



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William Tennent High School

Warminster, PA



Reynolds, Stantec, and Centennial School District were teamed for an addition and renovation project to the William Tennent High School.

The project included the construction of two new classroom wings that replaced an existing open-floor plan academic building as well as major renovations throughout the remainder of the building.

In June, 2009, Centennial hired Reynolds for program and pre-construction management services for three elementary school projects. The district is consolidating six elementary schools into three. One elementary school will be renovated and two new schools will be built. This represents an additional \$72 million commitment on the part of Centennial School District.

Owner

Centennial School District
Mark B. Miller
School Board Member
433 Centennial Road
Warminster, PA 18974
267.988.4226

Architect

Stantec

Square Footage

273,547 new construction
135,757 renovations

Completion

May 2012

Schematic Estimate

\$67,400,000

Design Development Estimate

\$79,865,000

Construction Cost Estimate

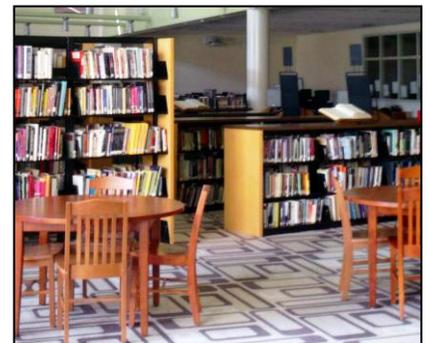
\$71,875,000

Bid Day Cost

\$59,545,905

Final Construction Cost

\$60,412,590



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Cost Estimating for Pennsylvania K-12 Projects

Projects of the Last Five Years

Armstrong SD

Armstrong Jr./Sr High School
Elderton Jr./Sr. High School, addition/renovation
Ford City Jr./Sr. High School, addition/renovation
Kittanning High School, addition/renovation

Bellefonte Area School District

Bellefonte High School

Bristol Township School District

James Buchanan Elementary School
Mary Devine Elementary School
Ralph Waldo Emerson Elementary School

Centennial SD

Davis Elementary School, new construction
MacDonald Elementary School, new construction
William Tennent High School, addition/renovation
Willowdale Elementary School, renovation

Chester Upland SD

Showalter High School, upgrades

Conewago Valley SD

Conewago Township Elementary School, addition/renovation
New Oxford Elementary School, addition/renovation

Danville Area SD

Danville Area Middle School
Danville Elementary School, new construction

East Stroudsburg Area SD

East Stroudsburg High School-South, addition/renovation

Eastern York SD

Eastern York High School, new construction

Lower Merion SD

Bala Cnywyd Middle School, addition/renovation
Gladwyne Elementary School, addition/renovation
Gladwyne Middle School, addition/renovation
Welsh Valley Middle School, addition/renovation

Marple Newtown SD

District Administration Office, renovation
Marple Newtown High School, addition/renovation

Mifflin County SD

Mifflin County High School, new construction
Indian Valley Elementary School, renovation

Mifflinburg Area SD

Mifflinburg Area High School, addition/renovation
Mifflinburg Area Intermediate School, addition

Montoursville Area SD

C.E. McCall Middle School





Cost Estimating for Pennsylvania K-12 Projects

Muhlenberg SD

C.E. Cole Intermediate School
Muhlenberg Middle School, addition/renovation

Neshaminy SD

Neshaminy High School, addition/renovation
New Elementary School

Newport SD

Newport High School, addition/renovation

Northern Bedford County SD

Northern Bedford County Middle/High School,
addition/renovation

Oxford Area SD

Hopewell Elementary School, renovation

Phillipsburg-Osceola Area SD

North Lincoln Hill Elementary School, conversion into middle
school

Phoenixville Area SD

East Pikeland Elementary School, pre-construction
Phoenixville Area Middle School, new construction

Pottstown Area SD

Barth Elementary School, addition/renovations

Radnor Township SD

Radnor Middle School, new construction

Saint Clair Area SD

K-8 Center, addition/renovations

Selinsgrove Area SD

Selingsgrove Area High School, renovation
Selingsgrove Elementary School, addition/renovation

Southeast Delco SD

Academy Park High School

Southern Tioga SD

Blossburg Elementary School, pre-construction
North Penn High School, pre-construction

Wallingford-Swarthmore SD

Nether Providence Elementary School, addition/renovation
Strath Haven Middle School, addition/renovation
Wallingford Elementary School, addition/renovation

York City SD

Arthur W. Ferguson Elementary School, addition/renovation
District Administration Office
Jackson Elementary School, pre-construction
Lindbergh Education Center
McKinley Elementary School
Phineas Davis Elementary School, addition/renovation
Roosevelt Elementary School, addition/renovation

York Suburban SD

Yorkshire Elementary School



TAB 5: Fee Proposal



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Fee Proposal

Reynolds Construction Management, Inc. proposes to provide construction estimating services to State College Area School District for a fixed lump sum of **\$18,000**.

The fee includes all reimbursable expenses and associated costs including meetings and travel.