MERRIAM
COMMUNITY CENTER

Qualifications for Design/Build Construction Services // **Submitted by:** The McCarthy Design-Build Team

7930 Santa Fe Drive, Suite 200, Overland Park, KS 66204
P 913-202-7002 | F 913-202-7003
mccarthy.com

November 20, 2017
Meredith Hauck
City of Merriam
9001 W. 62nd St.
Merriam, KS 66202

RE: Design/Build Construction Services – Merriam Community Center

Meredith:

Since the late 1800s, community centers have been installed to give community members a place to gather for group activities, social support, public information, and other purposes. Only recently has the notion of combining former stand-alone facilities, such as community meeting spaces, recreation and aquatic facilities, libraries, and other community spaces, taken root to bring significant social benefits. With the aging decline of the Irene B. French Community Center and Merriam Aquatic Center, the City of Merriam has been unable to provide the high-quality recreation services and amenities in safe, durable, modern facilities that the community needs, resulting in reduced social benefit. The McCarthy Design-Build Team stands ready to assist you in changing that equation.

As you will see from our qualifications, each firm that comprises our team is well-qualified to execute the outlined scope of work. However, each firm also brings a unique skill set, that when combined with those of the other team members, including the City, creates a unified design/build team oriented around a collaborative partnership model. The primary skill set or differentiator that each firm offers is:

- **McCarthy Building Companies, Inc**. – Even though being a community-based builder is what we pride ourselves on being, it's our nationwide experience and lessons learned on design-build (or integrated design delivery) projects that truly sets us apart. Through the 73 design-build projects (valued at $2.8 billion) we have completed in the last five years alone, we have defined a process we will employ on the Community Center to achieve all project and team goals.

- **The Clark Enersen Partners** – Integration is the name of their game. By providing many of the primary planning and design disciplines (site planning, architecture, landscape architecture, interior design, and mechanical, electrical, and structural engineering) in-house, they better integrate the individual components of the project (site, building, circulation, etc.) to ensure they function together seamlessly. Their integrated unit also means enhanced project coordination, which equals a thorough and accurate set of documents.

- **Perkins+Will** – Not only do they boast one of the strongest community center resumes, thanks in part to their acquisition of Sink Combs Dethlefs, they also bring an innovative approach to the design process. They are not out to simply design a building to place on a site. Their goal is to transform communities to build a healthier world. They do this by harnessing designs that recognize people's varying comfort levels and cultural values, including those of Merriam.

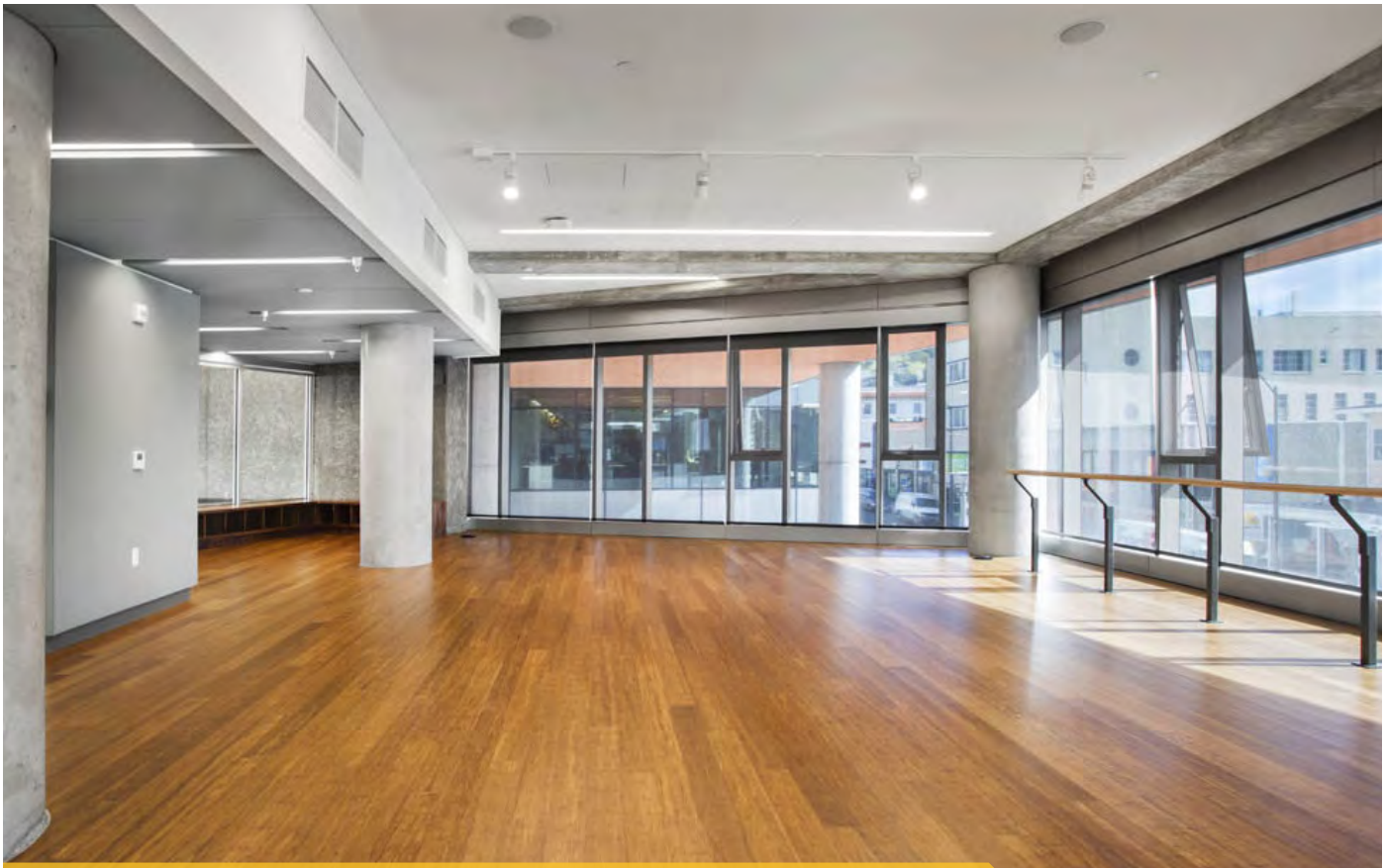
The combination of our team members and their unique skill sets strengthens the collective team, readying us to deliver the enhanced social benefits that the residents of Merriam need. Working with you, we are confident in our team's abilities to design and build a community center that evokes the "friendly, midwestern hospitality and front porch waves" that identifies Merriam.

I commit the McCarthy Design-Build Team to the obligations required as part of these qualifications. I will also be our team's signatory to any contract documents executed with the City. If you have any questions about any of our qualifications, please do not hesitate to ask.

Sincerely,

Mark Heit

Mark Heit
The McCarthy Design-Build Team
7930 Santa Fe Dr., Suite 200
Overland Park, KS 66204
913-202-7013
mheit@mccarthy.com



UC Berkeley Lower Sproul Student Community Center / *Berkeley, CA*

Covers: Copple Family YMCA / *Lincoln, NE*

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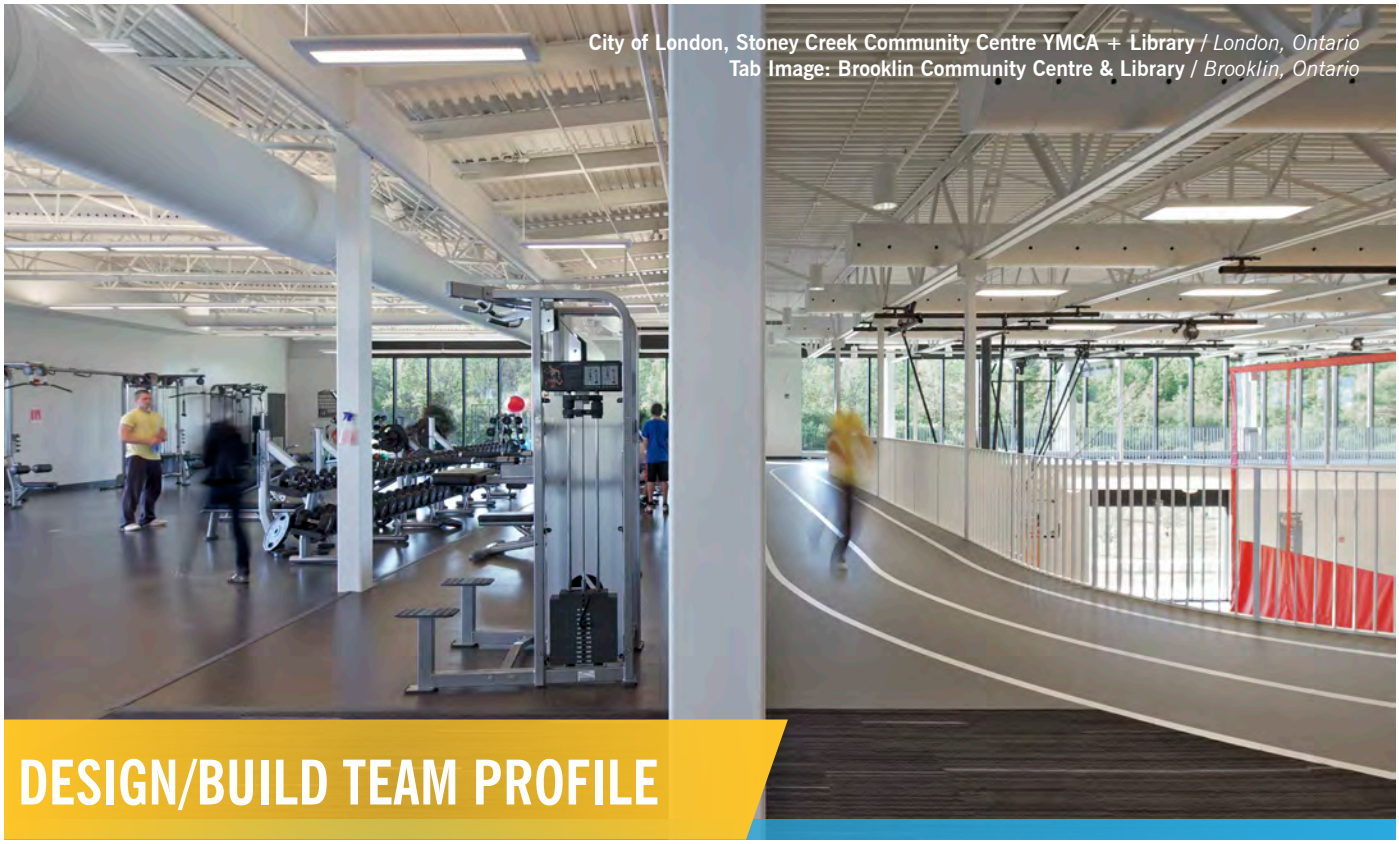
DESIGN/BUILD TEAM PROFILE



City of London, Stoney Creek Community Centre YMCA + Library / *London, Ontario*
Tab Image: Brooklin Community Centre & Library / *Brooklin, Ontario*

DESIGN/BUILD TEAM PROFILE

The McCarthy Design-Build Team is composed of McCarthy Building Companies, Inc. (design-builder), The Clark Enersen Partners (lead architect, landscape architect, mechanical, electrical, plumbing, and structural engineer), Perkins+Will (design architect), and SK Design Group (civil engineer).

Our team is oriented around providing you with: **1)** a collaborative journey through the design-build process; **2)** an integrated design team with less outside consultants to ensure the development of a site and building that functions together seamlessly; and, **3)** an alternative approach to the design process, rooted in community transformation and a healthier world. Each of our partners plays a significant role in providing you with these aspects of our approach. More about each individual firm can be found on the following pages.

In addition to the team members outlined here, after selection of the design-build team, we will work with the City to select a pool designer that best meets the team's and project's goals. Through our team's varied experiences with community and recreation centers, we have encountered most, if not all, of the major pool designers across the country and world. Of these, the three that we have had the best experiences with are Water Technology, Inc., Counsilman-Hunsaker, and Aquatic Design Group. We welcome the opportunity to help select the best partner to add to the team.

Similarly, we will also look to select primary subcontractors early in the process, to serve in a design-build/design-assist role. We would mainly explore this option for mechanical, electrical and plumbing (MEP) subcontractors, but may look to this for structural steel and building enclosure, as well. Having these subcontractors onboard near the beginning of the process means earlier price commitments, a set of documents that the subcontractors have bought into as being constructible, and a reduction in change orders – all of which means dollars saved to apply to other scope items. Some of the subcontractors we would look to partner with include:

- **Mechanical/Plumbing –** US Engineering, P1 Group, Environmental Mechanical, Waldinger Corporation
- **Electrical –** Capital Electric, Faith Technologies, RF Fisher, RS Electric, Shaw Electric

Of course, for both the pool designer and primary subcontractors, we will use a formal, qualifications-based RFQ/RFP process to help in their selection. A sample RFQ/RFP can be provided upon request.

NMUSD - Costa Mesa High School Aquatics Center
/ Costa Mesa, CA

CSU Sacramento Recreation & Wellness Center
/ Sacramento, CA

McCarthy Building Companies, Inc.

McCarthy Building Companies, Inc., is a 100% employee-owned firm founded in 1864. That's right – we've been helping solve our client's most complex challenges since before Campbellton became Merriam – and we're just getting started. McCarthy is incorporated in the state of Missouri and will be managing your project from our Overland Park, Kansas, office. We also maintain full-service, regional offices in Dallas and Houston, Texas; Phoenix, Arizona; Newport Beach, San Francisco, Sacramento, San Diego and San Jose, California; Las Vegas, Nevada; Albuquerque, New Mexico; Atlanta, Georgia; Denver, Colorado; Collinsville, Illinois and Omaha, Nebraska.

For many years, McCarthy's core purpose has been "To Be the Best Builder in America." Obviously, a lofty goal, but we believe it is one worth striving for. To achieve that distinction, it requires our valued clients and partners to proclaim us as such, which only happens when we operate under the pretense of our three core values: Genuine; We, Not I; and, All In.

GENUINE	means having respect for the work we do and the people who do it, and being recognized for being honest and following through on commitments.
WE, NOT I	is the belief in the force multiplier (power) of teamwork and a consistent habit of sharing credit.
ALL IN	implies we are fully committed and carry the reputation as someone people can count on to do whatever it takes to get the job done.

From these core values and the people that hold them – including the people that will build the new Merriam Community Center – we are able to provide our clients with great experiences, from conception to completion. We are always working to provide these exceptional experiences by being customer advocates, listening to their needs, understanding their goals, and then delivering impactful building solutions. We intend to provide this experience if chosen to build the Community Center, meticulously planning and building a timeless addition to Merriam that's the center of cultural activity and fosters community partnerships.

For the past 30 years, McCarthy has partnered with cities, universities, and K-12 schools to build community/recreation centers that become hubs for community collaboration and learning. We are experienced with working with public entities and understand the importance of stretching every dollar to build a quality facility while maximizing local involvement. In fact, McCarthy's was named the 8th largest firm for local government projects according to ENR's 2016 rankings.

To the McCarthy Design-Build Team, we bring a deep understanding and ability to execute design-build projects in a way that provides our owners the most value. This comes from our extensive experience with the design-build delivery method – 73 projects valued at $2.3 billion in the last five years, including nine design-build awards from DBIA and AGC. Design-build is about creating a team or collaborative partnership culture from the beginning, and working as a team throughout the duration of the project to meet or exceed the team's goals. And we have the people and the tools needed to ensure the same for the Merriam Community Center.

Monticello Branch Library / *Overland Park, KS*


Copple Family YMCA / *Lincoln, NE*

The Clark Enersen Partners

The Clark Enersen Partners has 71 years of experience in the design of a wide variety of recreational venues, and park site planning and design. We were founded in 1946 by Architect Ken Clark and Landscape Architect Larry Enersen and have offices in Kansas City, Missouri; Fairway, Kansas; Lincoln, Nebraska; and Portland, Oregon. Our in-house expertise includes site planning, master planning and landscape architecture, architecture, interior design, and mechanical, electrical, and structural engineering. Our in-house capabilities in all of the primary planning and design disciplines will allow us to take a holistic look at your project integrating natural and built environments so that landscape site design, parking, site circulation, entrance points, and interior circulation and building infrastructure all function together seamlessly. Our in-house capabilities also help to enhance project coordination which leads to timely completion of thorough and accurate documents and accurate pricing by our design-build team.

We have developed a reputation for improving the quality of life in our communities through high quality, aesthetically-pleasing civic projects that provide recreational, social, and economic benefits. This includes indoor and outdoor recreation complexes that incorporate diverse amenities. The Clark Enersen Partners also has a proven track record of quality design in Johnson County. This is best exemplified though our recent work on the Antioch Library Study, Antioch Park Dodge Town Study, new Monticello Branch Library, Johnson County Library System-wide Facilities Assessment and Improvements, Literary Park Master Plan, Four-Year Open-End Contract with the Johnson County Facilities Management Department, and Blue Valley School District. In addition to our local experience, we have a deep portfolio of recreational centers to draw upon, as it relates to site design, and architectural and engineering design. These projects include, but are not limited to: City of Independence Athletic Complex; Norfolk YMCA - Norfolk, Nebraska; Copple Family YMCA – Lincoln, Nebraska; University of Nebraska-Lincoln Osborne Athletic Complex & Hawks Championship Center; Doane University Haddix Recreation Center – Crete, Nebraska; and Speedway Village Recreation Center – Lincoln, Nebraska.

LICENSES:

Rick Wise - Licensed Architect: KS (A5204), MO (2004029675), AR (4402), IA (6373), NE (A2617), SD (9109), OK (5817), NCARB (55946)

James Beecher - Professional Engineer: KS (PE20325), MO(2012012040), AR (17140), NE (E13842), CO (PE.0051321)

Phil Walter - Professional Engineer: KS (PE2066), MO (2010033625), AR (15198), CO (PE.0046338), OK (24445), TX (107933), LEED AP

Mike McKie - Structural Engineer: KS (24579), MO (2015023709), NE (E14792)

Sean Ray - Landscape Architect: KS (LA813), MO (2012026697)

City of Denver Central Park Recreation Cente / *Denver, CO*

Perkins+Will

Since 1935, Perkins+Will has created innovative and award-winning designs for the world's most forward-thinking clients. We are architects, interior designers, urban designers, landscape architects, consultants, and branded environment experts who approach design from all scales and perspectives.

Engaged, accessible, and collaborative, our staff of over 2,000 professionals brings together design excellence, functional performance, and social responsibility to advance project goals. Inspired by the programs within, we design from the inside-out. We combine a deeply humanistic approach with results-driven pragmatism to create dynamic spaces for people. Research focused and inventive, every day we reimagine how space can be used to foster stronger ties between communities, the built environment, and nature. With more than 1,000 LEED Accredited Professionals, sustainable design and the use of healthy building materials are fundamental to our process.

SPORTS + RECREATION

Today's sports and recreation facilities are reflections of the spirit of the communities and institutions that they serve. Whether one participates on a team or cheers from a distance, trains individually or exercises socially, sports and recreation centers provide a communal, unifying experience. We create exceptional facilities that are rooted in their location and transform society by elevating and supporting wellness and community.

AREAS OF EXPERTISE

Amphitheaters
Aquatics
Arenas + Event Centers
Clinical + Sports Performance
Collegiate Athletics + Training
Collegiate Recreation
Community Ice
Community Recreation
Equestrian + Fairgrounds
Mixed-Use Entertainment
Professional Athletics + Training
Stadiums

DISCIPLINES

Architecture
Branded Environments
Interior Design
Planning + Strategies
Reuse + Transformation
Urban Design

Gladstone Community Center / *Gladstone, MO*

Merriam Farmer's Market / *Merriam, KS*

SK Design Group

SK Design Group was founded in 1989. We provide the very best in professional engineering services to our clients. Our expertise covers a wide variety of services in the areas of civil engineering and construction administration. SK Design staff includes several LEED accredited professionals with extensive experience in projects that have achieved Silver, Gold, or Platinum certification.

We believe that the success of each project depends on our responsiveness to our client's needs, our commitment to our client's budget, and our adherence to the schedule. We build strategic alliances to develop consensus, to transform the built environment, and to effect change through sustainability. We pride ourselves in our ability to bring together various corporate, institutional, community, and government stakeholders. Key skills that are central to our way of doing business are good management and keeping an open line of communication.

Thanks to our expert engineering teams, our work ethic, and our relationship-building style of management, we have an impressive following of repeat clients.

We utilize the latest versions of Autodesk Infrastructure Design Suite, Revit, MicroStation-Geopak, AUTOTURN, HydroFLOW, Adobe Creative Suite, Revue, ESRI ArcGIS, HEC-1, HEC-2, HEC-RAS, HEC-HMS, TR55, XPSWMM, HY-8, and other state-of-the-art computer applications. The quality of our services surpasses the industry standards. We subscribe to the philosophy of a complete design. A complete design is one which requires virtually no additional clarification during construction. This philosophy requires thorough analysis and design of all aspects of the project. All details must be worked out, and all ambiguities resolved.

Although each project is unique, SK Design Group incorporates sustainable engineering solutions and Best Management Practices (BMPs) into all our projects. Our sustainable "Green Solution" approach has resulted in lower initial construction cost, greatly improved storm water quality, reduction in "Heat Island Effect", preservation of wildlife habitat, and enhanced recreational opportunities.

SERVICES:

CIVIL ENGINEERING
- Highways/Roads
- Pavement Design/Rehabilitation
- Airfields/Airports
- Drainage Studies
- Sanitary and Storm Sewers
- Water Lines
- Parks and Recreation
- Sustainable Site/Land Development
- Schools and Universities
- Subdivisions
- I & I Studies

CONSTRUCTION PHASE
- Shop Drawing Review
- Inspections
- Special Inspections
- Coordination

LEGAL STRUCTURE

McCarthy Building Companies, the design-builder for this project, is a qualified subchapter S Subsidiary of McCarthy Holdings, an S Corporation. McCarthy is 100% employee-owned.

SAFETY RECORD

At McCarthy, safety is the most important thing we focus on every day. We recognize the risks associated with construction activities and go above and beyond the normal safety measures to protect everyone who comes into contact with the project.

Site-Specific Safety Plan

Every contractor who steps foot on a McCarthy project will be required to attend a safety orientation. This orientation reviews the basic requirements of working on a McCarthy project, including proper personal protective equipment, accident and incident reporting, fall protection requirements, and housekeeping expectations. In addition to the general guidelines, site-specific requirements will be reviewed at this orientation including access to the jobsite, use of owner facilities, smoking regulations, parking, and noise restrictions.

Inspection of Job Sites

We have a comprehensive jobsite safety inspection program. The more sets of eyes reviewing safety on a project, the better. Our inspections include:

- Daily inspections by superintendent, Wes O'Neil.
- Weekly inspections with written reports.
- Regular, unannounced inspections by safety director, Steve Miller.
- Safety and housekeeping inspections by project manager, Andrew Masters.

Subcontractor Safety Performance

On all McCarthy projects, we expect our subcontractors' focus on safety to be as intense as our own. Throughout the workday we will inspect regularly. Before a subcontractor starts on the project, they must submit a site-specific safety program, hazard communication program, new-hire orientation program, disciplinary program, competent person information, and any applicable programs. A representative from each subcontractor will be present at the weekly safety meeting to address concerns.

Experience Modification Rate	Recordable Incident Rate	Lost Time Incident Rate
0.60	0.55	0.04

Disciplinary Policy

Employees, supervisors, and subcontractors who do not comply with the safety policies and procedures will receive written notices of safety violations, up to, and including, termination. Enforcement of our disciplinary policy is a responsibility of all McCarthy employees and is enforced with fairness, respect, and equality. An employee observed committing a safety violation will be issued a warning form by the respective manager and a copy is sent to safety director, Steve Miller, for monitoring. This disciplinary policy should not be viewed as a penalty process, but as a positive means to remove from our projects those individuals not following safe work practices and rules.

These items represent a small part of McCarthy's overall safety program and procedures, all of which are implemented with the safety of our clients and their constituents in mind.

The Results Speak for Themselves

For over 20 years, we have been committed to improving our safety record in any way possible. Whether it has been making proper PPE a requirement, to mandating wearing high visibility clothing, to hand injury awareness, and everything in between, we have been on a quest to a zero injury environment on all of our projects. Along the way, we have received several accolades due to our efforts, such as the AGC of America recognizing McCarthy as the 'Safest Contractor in America' for builders with over one million self-performance man-hours. Or The Builder's Association awarding us first place in the General Contractors over 500,001 hours category for their Safety Excellence Awards, essentially the safest contractor in the Kansas City area.

And then there's our EMR. We are coming off one of our safest years ever in our 153-year history in 2016, dropping our EMR to 0.60, which is well below the national average. Much like our EMR, our recordable incident rate for 2016 was 0.55 and our Lost Time Incident Rate was 0.04.

These items represent a small part of McCarthy's overall safety program and procedures, all of which are implemented with the safety of our clients and their constituents in mind.

PAYMENT & PERFORMANCE BONDS

Please find a letter from our surety verifying the availability of our bonding capacity on the following page.

INSURANCE

Please find our certificates of insurance stating our ability to acquire and provide the minimum limits for the required insurance for this project at the end of this section.

TRAVELERS

Travelers
940 West Port Plaza
Suite 450
Maryland Heights, MO 63146
(314)579-8316

November 13, 2017

City Clerk at Merriam
City Hall
9001 W 62nd Street
Merriam, KS 66202
Attn: Project Manager: Meredith Hauck, Assistant City Administrator

RE: REQUEST FOR QUALIFICATIONS FOR DESIGN/BUILD CONSTRUCTION SERVICES – MERRIAM COMMUNITY CENTER

Dear Ms. Hauck:

McCarthy Building Companies, Inc.'s bonds are written through a co-surety arrangement with Travelers Casualty and Surety Company of America and Federal Insurance Company.

Travelers Casualty and Surety Company of America (NAIC #: 31194), a member of the Travelers Companies, has an A.M. Best Rating of A++ XV and has a Treasury Limit of $2,065,260,000. Federal Insurance Company (NAIC #: 20281) is a member of the Chubb Group of Companies, which carries an A.M. Best Rating of A++ XV and a Treasury Limit of $1,342,970,000. Their surety relationship is forty years with Federal and twenty years with Travelers.

Travelers Casualty and Surety Company of America and Federal Insurance Company have participated on bonds for McCarthy Building Companies, Inc. in excess of $350,000,000 for a single project. Total surety capacity provided to McCarthy is $2.5 billion, of which McCarthy currently has approximately $1.2 billion available and ample capacity (up to $30 million) to bond the captioned project(s) at the time of award.

Should McCarthy Building Companies, Inc. be awarded the referenced project(s), we are prepared and favorably inclined to provide the required performance and payment bonds on McCarthy's behalf. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, bond forms, confirmation of financing and our ongoing review of the operational and financial capacity of McCarthy.

We are pleased to share with you our favorable experience and high regard for McCarthy. This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between McCarthy Building Companies, Inc., Travelers Casualty and Surety Company of America and Federal Insurance Company.

Travelers Casualty and Surety Company of America and Federal Insurance Company are both admitted surety insurers and authorized to issue surety bonds in all fifty states including California.

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA
FEDERAL INSURANCE COMPANY

BY: _____
Sandra M. Winsted, Attorney-in-Fact

Agent Contact Information:
Jim Cuthbertson, Director
Aon Risk Solutions, Construction Services Group
200 East Randolph Street, Suite 1200
Chicago, Illinois 60601
t +1.312.381.4585 | f +1.312.381.0276
jim.cuthbertson@aon.com| aon.com

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 11/08/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER 1-314-721-5100 Aon Risk Services Central, Inc. 8182 Maryland Ave Suite 1500 St Louis, MO 63105 Susan Schwartz	CONTACT NAME: Susan Schwartz PHONE (A/C, No, Ext): 314-719-5161 FAX (A/C, No): E-MAIL ADDRESS:
INSURED McCarthy Building Companies, Inc. / Div 03 7930 Santa Fe Drive, Suite 200 Overland Park, KS 66204	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : ARCH INS CO — 11150 INSURER B : BERKSHIRE HATHAWAY SPECIALTY INS CO — 22276 INSURER C : ARCH IND INS CO — 30830 INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 51337670 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			51PKG8897613	04/01/17	04/01/18	EACH OCCURRENCE	$ 2,000,000
	X COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
	CLAIMS-MADE X OCCUR						MED EXP (Any one person)	$ 10,000
	X Per Proj/Location Agg						PERSONAL & ADV INJURY	$ 2,000,000
							GENERAL AGGREGATE	$ 4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	$ 4,000,000
	POLICY PRO-JECT LOC							$
A	AUTOMOBILE LIABILITY			51PKG8897613	04/01/17	04/01/18	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS / NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
B	UMBRELLA LIAB X OCCUR			47-XSF-100526-01	04/01/17	04/01/18	EACH OCCURRENCE	$ 4,000,000
	X EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 4,000,000
	DED RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			51WCI8897513 (AOS)	04/01/17	04/01/18	X WC STATU-TORY LIMITS OTH-ER	
C	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N: N (Mandatory in NH)	N / A		54WCI8934901 (CA,MO,TX)	04/01/17	04/01/18	E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Re: Merriam Community Center
The City of Merriam is included as additional insured as respects the General Liability, Auto Liability and Excess Liability policies on a primary and non-contributory basis when required by written contract. X,C,U is included. MCS-90 is included. 30 days written notice of cancellation will be provided to the certificate holder should the policies be cancelled before the expiration date shown.

CERTIFICATE HOLDER

The City of Merriam

Merriam City Hall
9001 W 62nd Street
Merriam, KS 66202
USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Catherine L. Skinner

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 11/8/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 11311 McCormick Road, Ste 450 Hunt Valley MD 21031-8622	**CONTACT NAME:** Certificate Administrator **PHONE (A/C, No, Ext):** 443-798-7499 **FAX (A/C, No):** 443-798-7290 **E-MAIL ADDRESS:** BW2.BSD.Certs@ajg.com
	INSURER(S) AFFORDING COVERAGE / **NAIC #** **INSURER A :** Indian Harbor Insurance Company / 36940
INSURED McCarthy Building Companies, Inc. 7930 Santa Fe Drive Suite 200 Overland Park KS 66204	**INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 744745216 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ $ $ $ $ $
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ $ $ $
	UMBRELLA LIAB OCCUR **EXCESS LIAB** CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
A	Professional Liability			CEO742006004	4/1/2017	4/1/2018	Each Claim Aggregate	$2,000,000 $2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Merriam Community Center

CERTIFICATE HOLDER

The City of Merriam
Merriam City Hall
9001 W 62nd Street
Merriam KS 66202

CANCELLATION 30 days/10 days for non-payment

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

TEAM HISTORY

Johnson County Library, Leawood Pioneer / *Leawood, KS*
Tab Image: Meadowvale Community Center & Library / *Mississauga, Ontario*

TEAM HISTORY

McCarthy Building Companies, Inc.

McCarthy is not involved in any judgment, claims, or arbitration proceedings with owner, or subcontractors, which, in the opinion of our legal counsel, would affect our performance if retained on your project. McCarthy's corporate legal in-house resources are available to support the on-site project team in resolving any project-related issues that will affect the progress of the project.

The construction industry in the United States has become increasingly claims and litigation oriented and McCarthy's involvement in claims has reflected this trend.

Nearly all litigation in which McCarthy is involved is either from or against subcontractors in efforts to finalize contracts at the end of projects. Those issues usually involve claims for work subcontractors perceive to be beyond the original scope of work. McCarthy's stance is to examine each issue in a professional manner. If we feel that the extra work is legitimate, we will inform the owner and negotiate a reasonable price on their behalf. If we feel that the claim is not warranted, we will reject it and advise the owner of our findings.

The Clark Enersen Partners

In today's legal environment, claims and litigation are a reality for any large participant in the design and construction industry, regardless of performance or merit. Through our 71-year history, The Clark Enersen Partners has been involved in relatively few claims, litigation, or arbitration cases. Over the past 10 years, we have been involved in three relatively small claims that never litigated and were ultimately settled through arbitration without fault being determined. We continue to work for all three of these clients. There are no claims or litigation cases that would impede our ability to perform architecture and engineering services for the Merriam Community Center project.

Perkins+Will

As of October 2017, Sink Combs Dethlefs has joined Perkins+Will as the new Denver office and the primary practice of sports, recreation, and entertainment architecture. The Denver office will be the primary lead for the project, and as such, we have provided the specific claims history for that practice. Both firms share a history of proactive claim avoidance and dispute resolution. The firms also share the core values of design excellence and strong commitment to our clients. In the past five years, Sink Combs Dethlefs has not been involved in any litigation. One formal claim was filed. The claim was dismissed and did not materialize in any damages against Sink Combs Dethlefs.

TEAM ORGANIZATION & RESUMES

TEAM ORGANIZATION & RESUMES

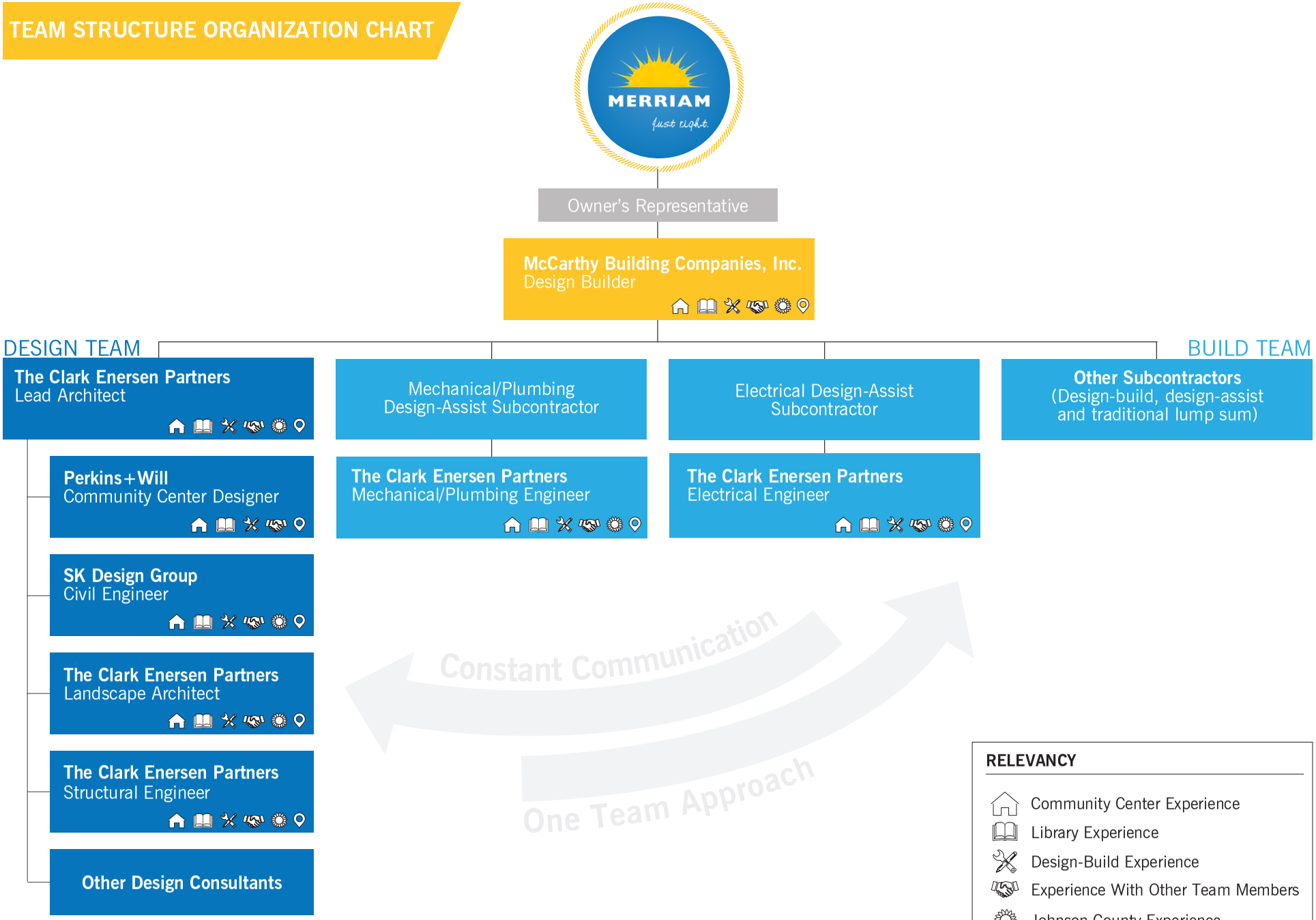
The McCarthy Design-Build Team is not only composed of highly-qualified firms that can exceed yours and the Merriam citizen's expectations, but also skilled technical experts, innovative thinkers, and collaborative players to work together to design and build the Community Center.

Each of these team members have been selected by executive leadership with careful consideration to expertise, experience, and personality. In doing so, we believe we have developed a truly integrated team that will work collaboratively with Merriam representatives and your owner's representative to deliver this critical project to the community.

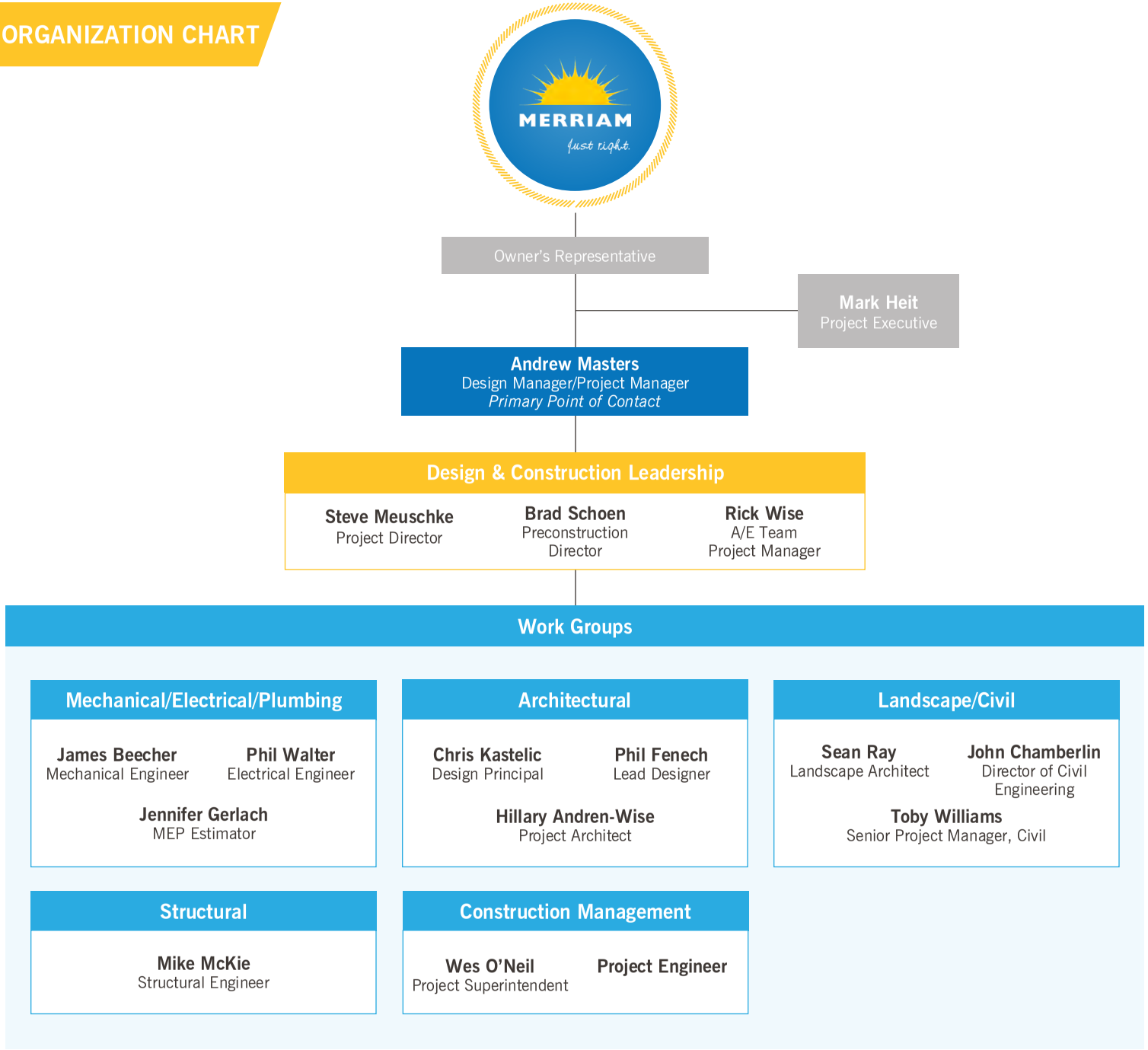
Your primary point-of-contact throughout the design and construction phase from our team will be design/project manager, Andrew Masters. Having Andrew as your primary contact will provide you with prompt responses to all your questions, whether related to design or construction. This communication structure, as well as project decision-making authority, is outlined in the the team and personnel organization charts that follow. The availability matrix that follows the organization charts defines when each team member will be available/committed to the project. Finally, each team member's resume that follows the matrix includes descriptions of their individual roles and responsibilities and other requested information.

University of Las Vegas Student Recreation & Wellness Center / *Las Vegas, NV*
Tab Image: City of Williston Area Recreation Center / *Williston, ND*

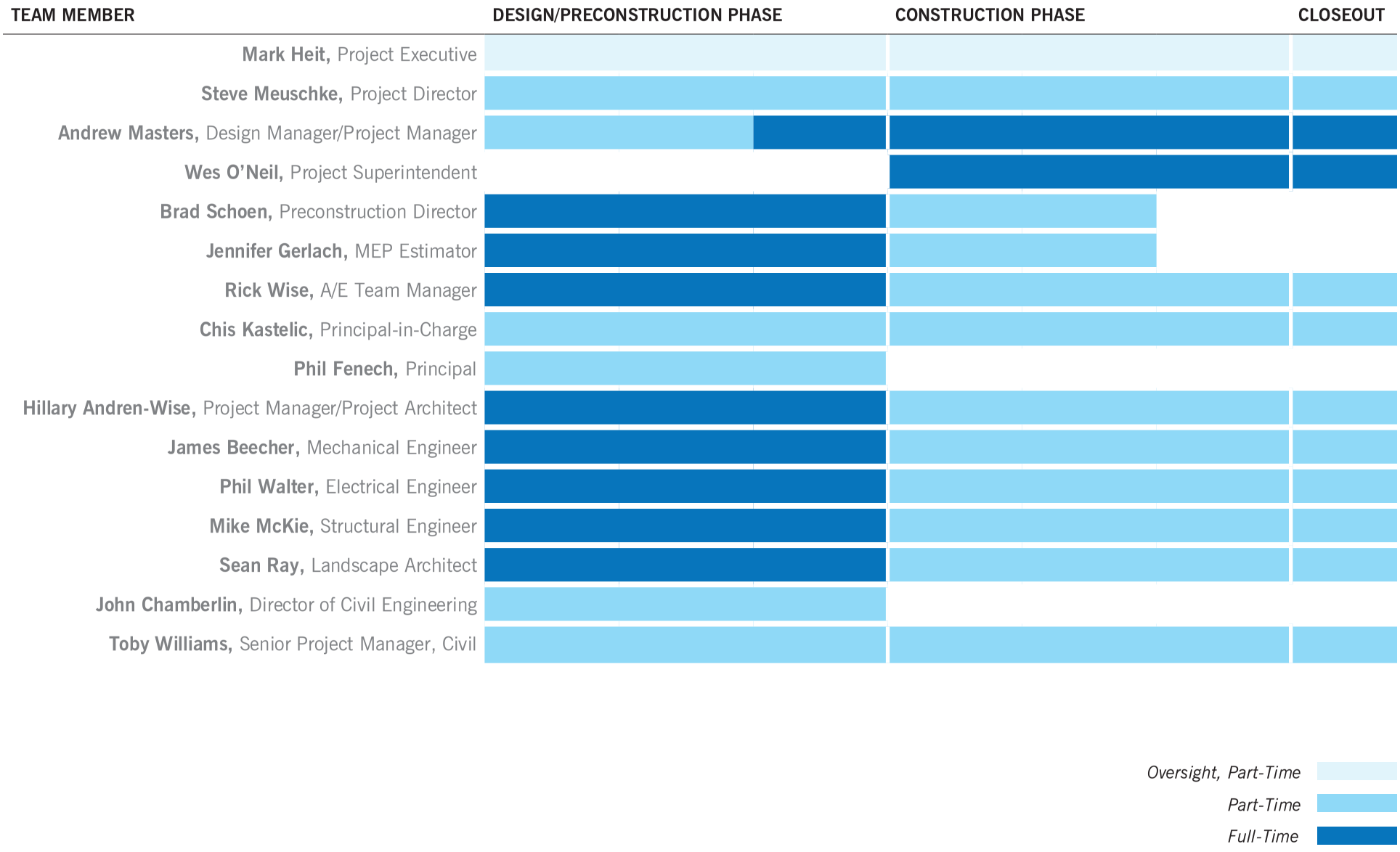
TEAM STRUCTURE ORGANIZATION CHART



CORE TEAM ORGANIZATION CHART



TEAM AVAILABILITY MATRIX



MARK HEIT, DBIA

Project Executive

As project executive, Mark is responsible for integrating McCarthy's various departments including estimating, scheduling, accounting, safety, quality control, management information systems, and contracts into a project as they become necessary. His responsibilities include staffing, overall job cost, schedule, quality, and safety for the Kansas City office of McCarthy. In addition, Mark will offer his knowledge of the design-build process to the team, stemming from his designation as a Design-Build Professional by the Design Build Institute of America.

EDUCATION

Master of Business Administration,
Rockhurst University

Bachelor of Science,
Construction Science and Management,
Kansas State University

LICENSES AND CERTIFICATES

Designated Design-Build Professional, Design Build Institute of America

PROFESSIONAL & COMMUNITY AFFILIATIONS

Design-Build Institute of America Mid-America Region, President

Mission Basilica School Advisory Board

**Completed with another firm.*

RELEVANT EXPERIENCE

University of Missouri Kansas City - Spencer Chemistry/Biological Sciences Renovation, Kansas City, MO; $17.5 million renovation and modernization of teaching laboratories, research laboratories, and supporting spaces, to include possible replacement of major HVAC equipment and windows/ building skin.

Elanco EKC Lakeview, Lenexa, KS; $13 million, 32,000-square-foot buildout for Elanco's Lakeview facility. This project consisted of a full renovation of an existing single-story warehouse and office. The facility was renovated to house a production suite consisting of tablet press, formulation, packaging, process support, QC laboratory, and warehouse.

Dairy Farmers of America - Project Flatland, Garden City, KS; $45 million, 321,000-square-foot, USDA Dairy Dryer processing plant located in Garden City, Kansas, to produce powered milk. The new production plant includes milk receiving and cream load-out, raw milk processing, pasteurized processing, milk evaporation, milk drying; filling and packaging, dry warehousing, shipping, support and utility spaces, sanitation corridors, office space, and employee wellness areas.

West Bottoms Parking Garage, Kansas City, MO; A $12 million, three-level, 982-car ***design-build*** parking precast structure for Kemper Arena.*

Midwest Research Institute - Lobby Expansion & Facade Replacement, Kansas City, MO; This $3 million, ***design-build*** project featured a two-story research laboratory expansion and replacement of existing facade.*

Crossroads Missouri State Prison, Kansas City, MO; $155 million, ***design-build***, level five high-security facility housing 1,500 inmates.*

Butler Manufacturing Corporate Headquarters, Kansas City, MO; $20 million, ***design-build*** Corporate Headquarters project that included a data center to operate all data processing for annex offices and production facilities. The HVAC system utilized the access floor as a supply duct to create flexibility and comfort for the end user. The headquarters sits on a reclaimed brownfield site.*

Waste Management Material Recovery Facility, Orange, CA; *Design-build* services for a $4 million Material Recovery Facility and associated equipment.*

ANDREW MASTERS

Project Manager

Andrew is a seasoned project manager with 19 years of experience overseeing the construction of a wide range of projects including new facilities and meticulous renovations. He will work with his team to see that the new Merriam Community Center is a place of gathering the Merriam community treasures. Andrew's main responsibility is to be the liaison between the City of Merriam and our field staff, including all subcontractors and suppliers. He will be on-site, full-time to ensure the construction process runs smoothly and safely.

EDUCATION

Bachelor of Science, Construction Management, *Pittsburg State University*

PROFESSIONAL & COMMUNITY AFFILIATIONS

KC Design-Build Institute of America

Former ACE Mentor

Kansas Mason

Shriners International

Boy Scouts of America, Former Scout Leader

**Completed with another firm.*

RELEVANT EXPERIENCE

Excelsior Springs Community Center, Excelsior Springs, MO; This 49,000-square-foot, $15.3 million community center features an indoor pool, fitness area, track and court space for a variety of sports, fitness area, and meeting rooms.*

William J. Clinton Presidential Center, Little Rock, AR; The 153,779 square-foot library, designed by architect James Polshek, is the first federal building to receive a platinum rating, the highest in the LEED for the Existing Buildings (LEED-EB) Green Building rating system. Careful coordination with NARA, Secret Service, Clinton Foundation, and the design team was neccessary.*

Kansas City Southern Knoche Yard Canopy Project, Kansas City, MO; $1.5 million, 3,000-square-foot, ***design-build*** project consisting of erection of pre-engineered metal building over three active railroad tracks at an active train maintenance facility.*

Project B - Martinrea, Riverside, MO; $15 million, ***design-build***, GMP contract of a 275,000-square-foot concrete tilt wall and structural steel building to serve an automotive manufacturing company that supplied the front axle engine cradle for the Chevrolet Malibu. The project included shipping and receiving areas, administration and office area, as well as bridge crane, process piping, and specialty infrastructure for owner supplied equipment.*

Shawnee Mission Health Medical Office Building, Overland Park, KS; $10 million contract consisted of general contractor of a 75,000-square-foot medical and office building (core and shell) only with the exterior façade consisting of precast with a steel structure.*

Dairy Farmers of America - Project Flatland, Garden City, KS; $45 million, 321,000-square-foot, USDA Dairy Dryer processing plant located in Garden City, Kansas, to produce powered milk. The new production plant includes milk receiving and cream load-out, raw milk processing, pasteurized processing, milk evaporation, milk drying; filling and packaging, dry warehousing, shipping, support and utility spaces, sanitation corridors, office space, and employee wellness areas.

Boulevard Brewing Company Boulevard Visitor Center, Kansas City, MO; $2.8 million, 16,800-square-foot renovation of the former Skelly Oil Building from office space into a four-story visitors center, company store, and beer hall.*

STEVE MESUCHKE, LEED AP BD+C

Project Director

As project director, Steve will be ultimately responsible for delivering McCarthy's services. He will be engaged throughout the project, ensuring that the proper resources are available at any point in the process. Steve will pull from his local and state experience to help McCarthy execute this project to the high standards that Merriam expects.

EDUCATION

Bachelor of Science, Mechanical Engineering, *Purdue University*

LICENSES AND CERTIFICATES

OSHA 30-Hour Construction Safety and Health Occupational Safety and Health Administration

LEED AP BD+C

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S Green Building Council

RELEVANT EXPERIENCE

University of Missouri Kansas City - Spencer Chemistry/Biological Sciences Renovation, Kansas City, MO; $17.5 million renovation and modernization of teaching laboratories, research laboratories, and supporting spaces, to include possible replacement of major HVAC equipment and windows/ building skin.

Elanco EKC Lakeview, Lenexa, KS; $13 million, 32,000-square-foot buildout for Elanco's Lakeview facility. This project consisted of a full renovation of an existing single-story warehouse and office. The facility was renovated to house a production suite consisting of tablet press, formulation, packaging, process support, QC laboratory, and warehouse.

Dairy Farmers of America - Project Flatland, Garden City, KS; $45 million, 321,000-square-foot, USDA Dairy Dryer processing plant located in Garden City, Kansas, to produce powered milk. The new production plant includes milk receiving and cream load-out, raw milk processing, pasteurized processing, milk evaporation, milk drying; filling and packaging, dry warehousing, shipping, support and utility spaces, sanitation corridors, office space, and employee wellness areas.

CHI Health - Mercy Hospital (Generation Patient Program), Council Bluffs, IA; $20.4 million, 21,000 square feet of new spaces including ICU, Prep and Recovery and Endoscopy; and 46,000 square feet of renovations including ICU, Prep and Recovery, PACU, OR, Central Sterile and upgrades to the central plant.

CHI Health - Bergan Mercy Medical Center, Omaha, NE; $40.7 million, two-story procedure center addition, five-story main entry addition, exterior skin upgrades, and interior renovations.

CHI Health - Lakeside Hospital New Era Initiative, Omaha, NE; $40 million, 200,000-square-foot, new four-story, 44-bed all private universal patient room hospital.

Mercy Hospital Joplin, Joplin, MO; $335 million, eight-level, 890,000-square-foot replacement hospital, including 260+ inpatient beds, medical surgical, critical care, women's/children's (labor, delivery, recovery, and postpartum rooms), and rehab.

BRAD SCHOEN, LEED AP BD+C

Preconstruction Director

Brad's 16 years of experience, both in and out of the field, have allowed him to develop unsurpassed attention to detail that greatly benefits the preconstruction process for the projects he is assigned. As the project develops, Brad will lead all of McCarthy's preconstruction services and coordinate the preparation of all estimates. He will remain involved as needed throughout the construction process to provide support.

EDUCATION

Bachelor of Science, Construction Management, *University of Central Missouri*

PROFESSIONAL & COMMUNITY AFFILIATIONS

KC Design-Build Institute of America

AGC of Kansas City

Kansas City American Subcontractors Association, Advisory Council

The Builders' Association - Kansas City

UCM Construction Management Advisory Board

RELEVANT EXPERIENCE

University of Missouri Kansas City - Spencer Chemistry/Biological Sciences Renovation, Kansas City, MO; $17.5 million renovation and modernization of teaching laboratories, research laboratories, and supporting spaces, to include possible replacement of major HVAC equipment and windows/ building skin.

Dairy Farmers of America - Project Flatland, Garden City, KS; $45 million, 321,000-square-foot, USDA Dairy Dryer processing plant located in Garden City, Kansas, to produce powered milk. The new production plant includes milk receiving and cream load-out, raw milk processing, pasteurized processing, milk evaporation, milk drying; filling and packaging, dry warehousing, shipping, support and utility spaces, sanitation corridors, office space, and employee wellness areas.

Johnson County Tomahawk Creek Waste Water Treatment Plant, Leawood, KS; $230 million, new plant that is needed to handle the overflow that is currently sent to Kansas City, Missouri to process.

Saint Luke's East Hospital MRI Room/Breakroom, Lee's Summit, MO; $877,000, 2,700-square-foot construction of an MRI room and breakroom at Saint Luke's East Hospital.

Phelps County Regional Medical Center - Pharmacy Relocation, Rolla, MO; $1 million 3,424-square-foot interior renovation for a new pharmacy area.

Mercy Hospital Springfield - NICU Expansion and Renovation, Springfield, MO; $10 million renovation of approximately 38,000 square feet of existing hospital space for 56-bed NICU.

Phelps County Regional Medical Center Waynesville Medical Plaza, Waynesville, MO; $18 million, 47,250-square-foot, five-story medical clinic and office building with exam rooms, offices, pharmacy, cafe and an imaging department, including MRI, CT Scan, X-Ray, Ultrasound and Mammography. Features shell space for future tenant build-out.

RICK WISE, AIA, LEED AP

A/E Team Project Manager

Rick has more than 28 years of experience providing project management and architectural design services. He has served as Project Manager for some of Clark Enersen's largest projects in Kansas and Missouri, including over 50 public projects in Johnson County. As a result, he understands defined processes and protocol. As a LEED Accredited Professional, Rick also leads our sustainable design efforts. He will work closely with Andrew to manage the design team through the design-build process, ensuring Merriam receives an exceptional design and experience

EDUCATION

Master of Architecture,
University of Nebraska-Lincoln

Bachelor of Science, Architectural Studies,
University of Nebraska-Lincoln

LICENSES AND CERTIFICATES

Licensed Architect, KS, MO, AR, IA, NE, SD, OK

NCARB

LEED AP

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

RELEVANT EXPERIENCE

Johnson County Library, Monticello Branch Library, Shawnee, KS; Development of a facility program statement and identification of a location for the new library along with design services. The design was influenced by more than 500 suggestions received during public meetings and through the website. The 30,467-square-foot space will include a public meeting space, a robust children's area, and greater availability of computers, internet, and other technology.

Johnson County Library, Leawood Pioneer Branch Library Addition & Renovation, Leawood, KS; 8,700-square-foot expansion and 13,000-square-foot renovation to provide new spaces to meet the library vision for family and youth services. System upgrades were made to significantly lower its utility usage and costs.

Johnson County Library, Central Resource Library Feasibility Study & Renovation, Overland Park, KS; A program statement that identifies space needs and improvements for the 86,000-square-foot facility that holds the administrative and support services for all 13 branches in the system. The programming effort involved meetings and workshops with staff representatives for both public and private spaces of the building to forecast space needs for the next 10 years.

Mulvane Public Library, Mulvane, KS; Services included site selection, programming, and design for a new public library to better serve a population of 6,000. The new space houses a large public meeting room, a large children's program room, small quiet study rooms, a genealogy room, expanded early literacy spaces, a teen area, and additional public computers and computer instruction area.

Winfield Public Library Study and Renovation, Winfield, KS; Programming study, engineering, renovation design services to accommodate new technologies and expand services. Cost effectiveness was key and the project was completed in stages. The updated facility includes new young adult spaces, expanded children's spaces, and a new dedicated children's program room.

The Clark Enersen Partners

CHRIS KASTELIC, AIA, LEED AP

Design Principal

Chris' outstanding design and planning skills will be a valuable asset to the project team. He has spent his career working on a variety of recreation, athletic and event facility studies across the nation. Chris has been the recipient of numerous design awards for sport and recreation projects. For this project, Chris will oversee design of the architectural elements of the Community Center. to ensure they mesh with other elements.

EDUCATION

Bachelor of Architecture;
University of Arizona

LICENSES AND CERTIFICATES

Registered Architect, AZ, CO, FL, MI, NJ, WY

LEED AP

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

American Institute of Architects

National Council of Architectural Registration Boards

Annual sport and recreation speaking engagements including NIRSA, Athletic Business, NRPA

AWARDS & RECOGNITION

AIA Denver Young Architect of the Year Award 2010

RELEVANT EXPERIENCE

City of Commerce City, Second Creek Recreation Center, Commerce City, CO; Located near 112th Avenue and Potomac Street, the new recreation center project includes an indoor pool, gymnasium with walking/jogging track, weights/fitness area, dance/aerobics studio, and site infrastructure.

City of Louisville, Recreation Center Expansion & Memory Square Pool Improvements, Louisville, CO; This $28.5 million community center expansion includes a new leisure pool, lesson/exercise/lap pool, fitness center with group exercise studios, a turf gym, new preschool, and indoor playground. Building and site plans were provided as well as operation and revenue analysis, cost estimates, and conceptual design of the consensus design.

City of Fruita, Community Recreation Center & Feasibility Study, Fruita, CO; The 50,000-square-foot recreation center was a project actively pursued by the citizens' committee for nearly 10 years. The new facility adjoins the county library and shares a lobby, meeting rooms, lounge areas and site.

Town of Fraser, Grand Park Recreation Center, Fraser, CO; This new, $12 million community recreation center provides the town with much needed indoor activity space. The facility houses lap and leisure pools, gymnasium, fitness center, meeting rooms, child sitting, and a climbing wall.

City of Williston, Area Recreation Center, Williston, ND; The 240,000-square-foot Williston Area Recreation Center (ARC), is the largest parks district-owned rec center in the nation and offers a wide variety of amenities to the public. The center features four basketball courts and a 200-meter competition track that when combined, create a multipurpose space. The facility also houses an indoor turf fieldhouse and a natatorium.

City of Denver, Central Park Recreation Center, Denver, CO; The $14 million Central Park Recreation Center is the largest community recreation center in the Denver area. The Certified LEED Gold center includes a variety of activity spaces including a natatorium with leisure pool, lap pool, fitness/strength training areas, a multi-purpose room, and an aerobics/spinning studio.

PHIL FENECH, OAA, MRAIC, LEED AP ND

Lead Designer

Phil has more than 20 years of experience designing institutional buildings, with a focus on learning and recreation facilities. He provides specialized expertise ranging from feasibility studies programming input to direction on quality control, coordination and construction review. As a Project Manager and Principal, Phil has led multiple project teams for numerous facilities, working closely with clients, users, and stakeholders to ensure their needs are met and that the material qualities of each project reflect the commitment and energy of all participants. His ability to understand the conceptual challenges and also to resolve detailed site issues enables Phil to be a key member of the team from start to finish.

EDUCATION

Bachelor of Architecture,
University of Waterloo

Bachelor of Environmental Studies,
University of Waterloo

LICENSES AND CERTIFICATES

Ontario Association of Architects

Royal Architectural Institute of Canada

LEED AP

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

Pool Operator's Certificate, National Swimming Pool Foundation, 2002

Parks and Recreation Ontario, Aquatic Sports Council of Ontario

RELEVANT EXPERIENCE

City of London, Stoney Creek Community Centre & Library, London, Ontario; This $24.4 million, Certified LEED Gold center its between a major urban thoroughfare and a protected woodlot. The facility contains fitness center, a gymnasium, a six-lane pool along with a teaching/leisure pool, multi-purpose program rooms, and a library.

City of Markham, Cornell Community Centre & Library, Markham, Ontario; The $55 million, 1250,000-square-foot center is connected to the existing Markham-Stouffville Hospital. The facility is at the heart of a newly integrated healthcare campus that establishes a dynamic new urban precinct for the surrounding neighborhood. This Certified LEED Silver facility incorporates innovative spaces and programs that combine cultural, educational and therapy functions with more traditional recreation, leisure and library services.

City of Mississauga, Meadowvale Community Centre & Library, Mississauga, ON; This new, $29.6 million center sets a new standard of how a community center can engage and serve it's growing population. The facility offers a branch library, aquatics, fitness and gymnasium, multipurpose program rooms serving teens, preschool children and older adults. On the sloping site, the program is arranged as a series of terraces bisected by a light filled central hall that guides visitors through the building to the Lake Aquitane Park beyond.

City of Markham Southeast Markham Community Centre & Library, Markham, Ontario; The building combines an extensive multi-use program including a district library, aquatics centre, fitness area, multi-use rooms, triple gym, performance spaces in addition to various change room, food concession and support spaces.

City of Markham Angus Glen Community Centre & Library, Markham, Ontario; The major elements of the program includes a twin-pad arena, gymnasium, pool, related change rooms and service spaces, multi-purpose rooms, senior and youth areas, a district library, as well as ancillary retail, food and beverage outlets. The building layout connects at several locations on three levels to passive and competitive outdoor activities.

HILLARY ANDREN-WISE, AIA, LEED AP

Project Architect

With 21 years of experience, Hillary focuses on collaborative design and project management. She ensures a successful project for all stakeholders by focusing on clear and consistent communication while creating designs to meet each project's budget, schedule, program, and aesthetic requirements.

EDUCATION

Master of Architecture, *Clemson University*

Bachelor of Design, *Clemson University*

LICENSES AND CERTIFICATES

Professional Architect, CO, SC

LEED AP

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

American Institute of Architects

RELEVANT EXPERIENCE

City of Commerce City, Second Creek Recreation Center, Commerce City, CO; Located near 112th Avenue and Potomac Street, the new recreation center project includes an indoor pool, gymnasium with walking/jogging track, weights/fitness area, dance/aerobics studio, and site infrastructure.

City of Louisville, Recreation Center Expansion & Memory Square Pool Improvements, Louisville, CO; This $28.5 million community center expansion includes a new leisure pool, lesson/exercise/lap pool, fitness center with group exercise studios, a turf gym, new preschool, and indoor playground. Building and site plans were provided as well as operation and revenue analysis, cost estimates, and conceptual design of the consensus design.

Estes Valley Recreation and Park District, Community Recreation Center Study, Estes Park, CO; The new community center, if passed, will house a large 15,000 sf senior center, two-court gymnasium, fitness center, leisure pool (and renovation of the current lap pool), branch library, Crossfit tenant space, an indoor community garden, and a wealth of other spaces.

Town of Johnstown, Recreation Center, Johnstown, CO; The center will be approximately 50,000 to 60,000 square feet in area, and will likely include a pool, indoor track, gymnasium, exercise/meeting/class rooms, locker rooms, staff office, lobby, etc.

City of South Lake Tahoe, Recreation Center, South Lake Tahoe, CA; The 80,000-ground-square-foot indoor recreation facility will include; aquatics space, work out/fitness space, large gymnasium, elevated running track, meeting and classroom space, multipurpose space, and office space.

City of Grand Junction, Recreation Center, Grand Junction, CO; Feasibility study for the new recreation center.

JAMES BEECHER, P.E., LEED AP
Mechanical Engineer

James will provide mechanical engineering services for the Merriam Community Center project. He has provided a variety of services at all stages of a project including planning, design, and construction administration. These types of services include, but are not limited to HVAC systems design, plumbing and specialty piping systems design, hydronic systems design, specifications writing, cost estimating, field investigation, and troubleshooting. James' experience along with his common-sense approach lead to well thought out mechanical design solutions.

EDUCATION

Masters of Sciences, Architectural Engineering, *Kansas State University*

Bachelor of Sciences, Architectural Engineering, *Kansas State University*

LICENSES AND CERTIFICATES

Professional Engineer, NE, KS, MO

LEED AP

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

RELEVANT EXPERIENCE

Truman Presidential Library and Museum Expansion, Independence, MO; The primary goal of the expansion is to achieve a clear and secure entry point for the facility while incorporating a new gallery and collection space. This new 21,000-square-foot addition, along with interior renovations, will allow for much needed improved traffic flow of visitor access to the building as well as functionality of exhibit traffic flow.

Johnson County Library, Monticello Branch Library, Shawnee, KS; Development of a facility program statement and identification of a location for the new library along with design services. The design was influenced by more than 500 suggestions received during public meetings and through the website. The 30,467-square-foot space will include a public meeting space, a robust children's area, and greater availability of computers, internet, and other technology.

Johnson County Library, Existing Facilities Assessment, Johnson County, KS; Numerous projects for the Johnson County Public Library System, ranging from on-call services for engineering improvements and smaller architectural improvements, to site selections for new libraries, to design of significant library additions and renovations. Branch libraries include: Gardner Library, Johnson County Library Central, Blue Valley Library, and Oak Park Library.

Winfield Public Library Study and Renovation, Winfield, KS; Programming study, engineering, renovation design services to accommodate new technologies and expand services. Cost effectiveness was key and the project was completed in stages. The updated facility includes new young adult spaces, expanded children's spaces, and a new dedicated children's program room.

The Clark Enersen Partners

PHIL WALTER, PE, LEED AP

Electrical Engineer

Phil will serve as Lead Electrical Engineer. He will be responsible for designing lighting, power distribution, fire alarm, and other auxiliary systems. Phil has the unique ability to work closely with facility personnel to understand processes and key design challenges, and to develop creative design solutions that satisfy all project goals and objectives. He is particularly detail driven which leads to very comprehensive designs.

EDUCATION

Bachelor of Science, Architectural Engineering, *Kansas State University*

LICENSES AND CERTIFICATES

Professional Engineer, KS, MO, AR, CO, OK, TX

RELEVANT EXPERIENCE

Johnson County Library, Central Resource Library, Overland Park, KS; An 86,000-square-foot facility that holds the administrative and support services for all 13 branches in the system. The programming effort involved meetings and workshops with staff representatives for both public and private spaces of the building to forecast space needs for the next 10 years.

Johnson County Courthouse Renovation, Olathe, KS; This project focused on the renovation of several floors of the building to accommodate growth needs. It included two new courtrooms, separate secured circulation paths, new courtroom technology, consolidation of the District's Attorney's offices on one floor, and new spaces for Juvenile Division and White Collar Crime Unit.

Olathe Environmental Laboratory, Olathe, KS; The 13,000-square-foot building is a standalone facility organized into two distinct areas - an administrative and public function wing, and a laboratory wing. The administrative wing consists of an open office, private offices, a work room, break room, and a conference room with seating for 12. The laboratory wing utilizes modular planning principals, with the testing labs at the building perimeter and support spaces in the central core.

Eihusen Arena and Heartland Event Center, Grand Island, NE; The $20 million facility was designed with the flexibility to accommodate a wide variety of concerts, athletic events, and conferences. The arena features 12 suites, 6,000 concourse seats and capacity for 1,500 movable floor seats. The arena floor was designed to support multiple configurations for wrestling, volleyball, basketball, boxing, and hockey tournaments, as well as large and small concerts and conventions.

The Clark Enersen Partners

JENNIFER GERLACH, P.E.

MEP Estimator

Jennifer, a K-State graduate, has worked in the mechanical engineering space for the majority of her career. She will collaborate with the City, our design team, and other stakeholders to manage the design process through the design and preconstruction phase. Jennifer will also supervise the quantity take-off effort for the design, work with entire design team during preconstruction to maintain the project budget, research local costs and productivity, and develop project-specific pricing for cost estimates.

EDUCATION

Master of Business Administration, *University of Texas at Dallas*

Bachelor of Engineering, Architectural Engineering, *Kansas State University*

LICENSES AND CERTIFICATES

Professional Engineer, TX, KS, MO

**Completed with another firm.*

RELEVANT EXPERIENCE

University of Missouri Kansas City - Spencer Chemistry/Biological Sciences Renovation, Kansas City, MO; $17.5 million renovation and modernization of teaching laboratories, research laboratories, and supporting spaces, to include possible replacement of major HVAC equipment and windows/ building skin.

Saint Luke's Hospital Hartzler Conference Room, Kansas City, MO; $600,000 renovation which created an upgraded conference room space at Saint Luke's Hospital - Kansas City. The conference room was moved from the third floor to the first floor, tripling the size, and will serve as the primary location for all of the hospital's meetings.

Johnson County Tomahawk Creek Waste Water Treatment Plant, Leawood, KS; $230 million, new plant that is needed to handle the overflow that is currently sent to Kansas City, Missouri to process.

Saint Luke's Bronchoscopy Procedure Room, Kansas City, MO; $300,000, 900-square-foot renovation of the bronchoscopy procedure room and associated work room for upgrades.

Concord III, San Antonio, TX; This 100,000-square-foot office building project involved a four-level, shell and core design.*

Four Seasons Tamarindo, La Manzanilla, Mexico; This 165,000-square-foot, 120 key luxury hotel and amenity space which included remote MEP plant with on-site below grade piping distribution.*

Turtle Creek Condos, Dallas, TX; 450,000-square-foot, 100 unit condo tower with below grade parking garage, custom condo finishouts, and amenity levels. A condenser water/heat pump system with dedicated OA units were also major factors of this project.*

Yellowstone Club, Big Sky, MT; The 435,000-square-foot, 45 residential unit ski resort features restaurant, retail, spa, and lodge amenities. A remote MEP plant including combination centrifugal and heat pump chillers with preheat and heating water systems for space heating and full site snow melt was also constructed.*

SEAN RAY, PLA, ASLA

Landscape Architect

Sean has worked on numerous municipal projects since joining The Clark Enersen Partners in 2008. He will lead the team in the formation of site design concepts, and then develop all aspects of site design related to Landscape Architecture. He is skilled in the formation of design concepts and utilizes a variety of skills and tools, including the latest computer design software.

EDUCATION

Bachelor of Landscape Architecture/Community Planning Minor, *Kansas State University*

LICENSES AND CERTIFICATES

Professional Landscape Architect, KS, MO

RELEVANT EXPERIENCE

Johnson County Library, Monticello Branch Library, Shawnee, KS; Development of a facility program statement and identification of a location for the new library along with design services. The design was influenced by more than 500 suggestions received during public meetings and through the website. The 30,467-square-foot space will include a public meeting space, a robust children's area, and greater availability of computers, internet and other technology.

Doane College, Haddix Recreation Center, Crete, NE; The $10 million center offers a state of the art strength-and-conditioning area on the first floor of the facility, and various types of cardio equipment and circuit weight training equipment on the second floor. The facility also offers an aerobics gym and classrooms. Designed for students, faculty and staff, as well as the broader Crete community, the fitness center serves many demographics and offers locker rooms and changing areas.

Mulvane Public Library, Mulvane, KS; Services included site selection, programming, and design for a new public library to better serve a population of 6,000. The new space houses a large public meeting room, a large children's program room, small quiet study rooms, a genealogy room, expanded early literacy spaces, a teen area, and additional public computers and computer instruction area.

Auburn Public Library Expansion, Auburn, NE; 2,500-square-foot addition and renovation to the existing 5,800-square-foot library. Addition includes a youth services area, community room, new public lobby, media/computer lab. Project also included HVAC and plumbing replacement and redesign.

The Clark Enersen Partners

JOHN CHAMBERLIN, P.E., RLS, ENV SP

Director of Engineering

John is experienced in all phases of design services including municipal and residential development projects; comprehensive plans; roadway, highway, waterline, sanitary and storm sewer design; site planning; corridor studies; bidding and contract documents; and construction administration services. John has successfully managed multi-million dollar projects in the downtown and crossroads areas.

EDUCATION

Master of Science, Civil Engineering
University of Kansas

Bachelor of Science, Civil Engineering
University of Kansas

LICENSES AND CERTIFICATES

Professional Engineer, KS, MO

Land Surveyor, KS

Envision Sustainability Professional

RELEVANT EXPERIENCE

Pedestrian Masterplan, Kansas City, MO

Heritage Trail, Kansas City, MO, Kansas City, KS

River Festival Park, Desoto, KS

Clearwater Cove Young Life Christian Camp, Lampe, MO

Cerner Three Trails Campus, Kansas City, MO

New Terminal Planning, Utilities Masterplan, KCI Airport, Kansas City, MO

Blue River Trail, Kansas City, MO

Trolley-Blue River Connector Trail, Kansas City, MO

Line Creek Trail, Kansas City, MO

Blue Hills Country Club, Kansas City, MO

City Market Update, Kansas City, MO

Investigate/Design Accessible Routes and Surfaces for Park Assets National Historic Site, Ft. Scott, KS

SK Design Group, Inc.

TOBY WILLIAMS, P.MP, LEED AP ND, EIT

Senior Project Manager

Toby's civil engineering responsibilities include project management, site utility design, site layout, site grading, and studies. Toby comes from a background of managing large multi-million dollar developments which has proved to be extremely useful in advancing his career.

EDUCATION

Master of Science, Resources Engineering
California State University, Fullerton

Bachelor of Science, Construction Science and Management
Kansas State University

LICENSES AND CERTIFICATES

Project Management Professional

LEED AP ND

EIT

PROFESSIONAL & COMMUNITY AFFILIATIONS

U.S. Green Building Council

RELEVANT EXPERIENCE

Community Center Assessment, Merriam, KS

Johnson County Arts and Heritage Center, Overland Park, KS

Chuy's Restaurant, Olathe, KS and Overland Park, KS

12 E. Armour Mixed Use Building, Historic Renovation, Kansas City, MO

34 + Main New Apartment Building with Commercial Space, Kansas City, MO

100-108 Armour, Historic Apartments Restoration, Kansas City, MO

Hardesty Renaissance Urban Redevelopment, Kansas City, MO

31 Levy Building, Renovation and New Apartment Buildings with Commercial Space, Kansas City, MO

Crossroads Hotel 2101 Central, Kansas City, MO

Corrigan Station Development, Kansas City, MO

Main Street Masterplan, Kansas City, MO

Cerner Three Trails Development, Kansas City, MO

15th Street Reconstruction, University of Kansas, Lawrence, KS

New Century Parkway, Johnson County, KS

Bonner Springs Water Line Replacement, Bonner Springs, KS

SK Design Group, Inc.

MIKE MCKIE, S.E.

Structural Engineer

Mike has expertise designing structural systems utilizing a variety of materials. His experience includes significant projects across the Midwest, which showcases his strong understanding of structural analysis and design of steel, concrete, masonry, wood/timber, and precast concrete structures. He will also assist the team in providing cost estimates for structural design.

EDUCATION

Masters of Civil Engineering,
University of Kansas

Bachelor of Science, Civil Engineering,
University of Nebraska-Lincoln

LICENSES AND CERTIFICATES

Structural Engineer, KS, MO, NE

RELEVANT EXPERIENCE

Johnson County Library, Blue Valley Library HVAC Improvements, Overland Park, KS; The existing air handler had minimal pathways for the return air to be returned to the unit, which caused extreme pressurization problems, pushing doors open and wasting energy. Due to the building's structure, we designed a return air system located on the roof of the building. The return system pulls air out of the space and pushes it back to the mechanical room.

Johnson County Library, Oak Park Branch, HVAC Renovation, Overland Park, KS; The Clark Enersen Partners provided a comprehensive evaluation of the HVAC and electrical systems at the Oak Park Library. During the study, it was determined that the existing heat for the building was provided by wall-mounted convectors which were unsafe to touch due to high temperatures. We designed a system to replace them with quiet cabinet unit heaters. We also replaced an old condensing unit with a modern condensing unit capable of modulation for energy savings.

Johnson County Courthouse Renovation, Olathe, KS; This project focused on the renovation of several floors of the building to accommodate growth needs. It included two new courtrooms, separate secured circulation paths, new courtroom technology, consolidation of the District's Attorney's offices on one floor, and new spaces for Juvenile Division and White Collar Crime Unit.

Missouri University of Science and Technology, Bertelsmeyer Hall, Rolla, MO; The Clark Enersen provided architectural and engineerin services for the new, 8,500-square-foot James E. Bertelsmeyer Hall for the chemical and bioengeering department.

The Clark Enersen Partners

WES O'NEIL

Project Superintendent

A highly detailed and skilled superintendent, Wes will be responsible for overall coordination, supervision, and inspection of all field installations for the new community center. Working with Andrew, Wes will review and adjusts manpower requirements, coordinate and interface with independent and public inspection agencies, and monitors quality of all construction activities on a continuous basis. He will attend quality control pre-installation meetings for all subcontractors and will be directly responsible for safety of all field personnel.

EDUCATION

Bachelor of Science, Construction Management, *Kansas State University*

**Completed with another firm.*

RELEVANT EXPERIENCE

University of Missouri Kansas City - Spencer Chemistry/Biological Sciences Renovation, Kansas City, MO; $17.5 million renovation and modernization of teaching laboratories, research laboratories, and supporting spaces, to include possible replacement of major HVAC equipment and windows/ building skin.

Elanco EKC Lakeview, Lenexa, KS; $13 million, 32,000-square-foot build-out for Elanco's Lakeview facility. This project consisted of a full renovation of an existing single-story warehouse and office. The facility was renovated to house a production suite consisting of tablet press, formulation, packaging, process support, QC laboratory, and warehouse.

Courtyard/Residence Inn Marriott, Kansas City, MO; $35 million new hotel, complete with pool and meeting space.*

3rd ID BCT Complex Tactical Equipment Maintenance Facility, Columbus, GA; $26 million new facility. The project included a completed site and roadway package.*

OIA International Airport Airside 3 Renovation and Hurricane Restoration, Orlando, FL; $99 million renovation project that required carefully planned phasing.*

MCAS PTF & Hangar, Beaufort, MO; This $71 million project featured a new hangar at Merritt Field on Beaufort Marine Corps Air Station. Wes was responsible for scheduling, safety, quality, costs, staff management and subcontractor management.*

JetBlue Airways Hangar Facility, Orlando, FL; $19 million project that consisted of primary and secondary control maintenance. This project required careful planning and coordination between subcontractors, which Wes managed.*

PROJECT EXPERIENCE

Cornell Community Centre and Library / *Markham, Ontario*
Tab Image: Brooklin Community Centre & Library / *Brooklin, Ontario*

PROJECT EXPERIENCE

Leawood Pioneer Library / *Leawood, KS*

One of the defining characteristics of our team is our ability to show past projects from across the country, both in the community center project type, as well as in the design-build delivery method.

We rely on these past projects to identify design solutions and define best practices, as well as potential pitfalls, to strengthen the entire team.

Today's community center should be reflections of the spirit of the communities they serve. Whether participating on a team or cheering from a distance, training individually or exercising socially, community centers should be a communal, unifying experience. The projects on the following pages and the project sheets beyond capture exceptional facilities that are rooted in their location and transform the society around them by elevating and supporting wellness and community.

We have also included several design-build recreation/ aquatic center projects to give you an idea of what we are capable of achieving as a team. More information about our process can be found in the last section, Unique Qualifications.

UC Merced Student Activities & Athletic Center / *Merced, CA*

City of Williston Area Recreation Center / *Williston, ND*

COMPLETION DATE
2010

CONSTRUCTION COST
$12 million

SIZE
50,000 square feet

OWNER
Fraser Valley Recreation District

TEAM MEMBERS
Chris Kastelic

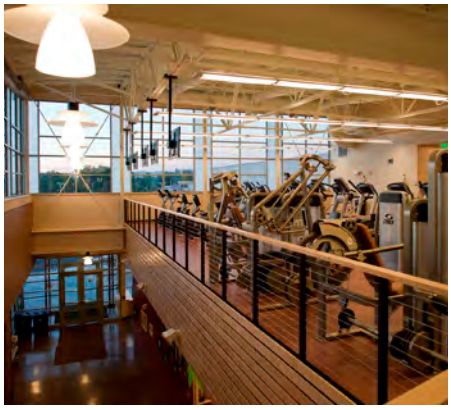
Town of Fraser
Grand Park Community Recreation

Fraser, Colorado

Home to Winter Park and Mary Jane ski areas, the Fraser River valley is an outdoor paradise. Golf, hiking, mountain biking, concert festivals, world-class fishing, and conferences add to the valley's renowned attraction. For the valley's residents, though, their choices for indoor recreation had long been limited and in drastic need of improvement (after all, the Town of Fraser's motto is aptly "The Icebox of the Nation").

The opening of the Grand Park Community Recreation Center provided greatly needed indoor recreation amenities including lap and leisure pools, gymnasium with a gymnastics studio, fitness center, meetings rooms, child sitting, and a climbing wall. The building was designed to high sustainable and energy efficiency standards.

Located on a narrow site along Highway 40 between Winter Park and Fraser, the pool and fitness center have unobstructed views of the Grand Valley and the Winter Park ski hills.



City of Fruita
Community Recreation Center & Library

Fruita, Colorado

COMPLETION DATE
2011

CONSTRUCTION COST
$12.5 million

SIZE
50,000 square feet

OWNER
City of Fruita

TEAM MEMBERS
Chris Kastelic

The City of Fruita had a citizens' committee that has actively been pursuing the design and construction of a community recreation center for nearly 10 years. After a successful feasibility study and bond referendum, Perkins+Will (formerly Sink Combs Dethlefs) finalized design and construction on a new recreation center for Fruita.

As an innovative use of community resources, the community center adjoins the Mesa County branch library, sharing the lobby, meeting rooms, lounge areas, and site.

The new center meets a variety of needs identified by the community including indoor aquatic amenities, senior center, fitness center, gymnasium space, mutipurpose meeting rooms, and catering kitchen.

PERKINS+WILL

COMPLETION DATE
est. 2018

CONSTRUCTION COST
$35 million

SIZE
106,000 square feet

OWNER
Commerce City Parks and Recreation

TEAM MEMBERS
Chris Kastelic
Hillary Andren-Wise

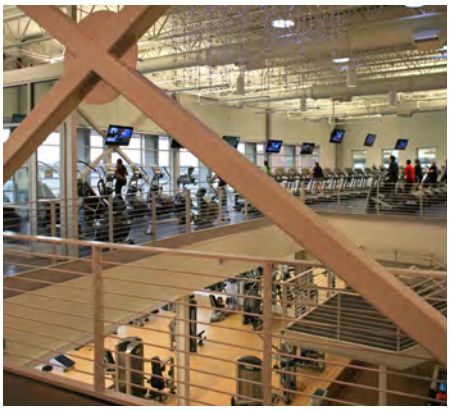
City of Commerce City
Bison Ridge Recreation Center

Commerce City, Colorado

Located near 112th Avenue and Potomac Street, the new recreation center project includes an indoor pool, gymnasium with walking/jogging track, weights/fitness area, dance/aerobics studio, and site infrastructure.

The City hosted four public meetings, several focus group meetings, and online/paper surveys in August 2015 to obtain feedback about programming elements for the expansion of the existing center and the new recreation center.

The building will be sited toward Highway 2 and oriented with a south-facing entrance. The gymnasium will provide an adult-sized basketball court, youth-sized cross courts, ample spectator seating, and circulation between the courts.



COMPLETION DATE
2011

CONSTRUCTION COST
$14 million

SIZE
56,940 square feet

OWNER
Park Creek Metropolitan District

TEAM MEMBERS
Chris Kastelic

City of Denver
Central Park Recreation Center

Denver, Colorado

The Central Park Recreation Center is the largest community recreation center in Denver and is located at the east edge of Westerly Creek Park.

The former airport site was redeveloped by Forest City Enterprises as the largest new urbanist project in the United States. The Park Creek Metro District teamed with the City of Denver along with several private and public entities to bring the project to fruition.

The center includes a variety of activity spaces including a natatorium with leisure pool, lap pool, fitness/strength training areas, a multi-purpose room, and an aerobics/spinning studio. Additional spaces include community rooms for large and small groups, a pool party room, and informal gathering spaces.

Following the desires of this new community, the facility is LEED-Gold certified and contains many sustainable features including solar hot water preheat, extensive daylighting, and demand-controlled ventilation.

PERKINS+WILL

COMPLETION DATE
2016

CONSTRUCTION COST
$29.6 million

SIZE
87,300 square feet

AWARDS & RECOGNITION
LEED Silver Certified

OWNER
The City of Mississauga

TEAM MEMBERS
Phil Fenech

City of Mississauga
Meadowvale Community Centre & Library

Mississauga, Ontario

Perkins+Will was asked to help search for a new community center model, capture the full potential of the site, and engage a broader range of residents. The goal was to recognize the original inspiration of Meadowvale but tell a new story that reflected the changing dynamic of this community and created an architectural linkage between park and city.

On the sloping site, the program is arranged as a series of terraces bisected by a light filled central hall that guides visitors through the building to the Lake Aquitane Park beyond. The central atrium hall is the spacious heart of this place where residents meet before or after class and enjoy the interior and exterior spaces. Gracious bands of glazing provide views to all the programs encouraging interaction and participation. Program elements include a branch library, aquatics, fitness and gymnasium (which share a suite of gender neutral change rooms), and multipurpose program rooms serving teens, preschool children, and older adults.

City of Brooklin
Brooklin Community Centre & Library

Brooklin, Ontario

A remnant forest in the historic village of Brooklin, Ontario provides the setting and inspiration for this district Library and Community Centre. Each of the key program areas (library, community center, and gymnasium) are housed in one of three linked structures whose rooflines and simple forms recall the region's agrarian roots. A sophisticated approach to structural articulation, detailing and materiality transforms a regional inspiration into a sharply articulated response to the design issues of the 21st century. Porches, breezeways and glazed links provide the common space and allow the three shed volumes to frame courtyards and views into the surrounding hardwood forest. The programs are accommodated under graceful steel and timber roofs with mezzanines and interconnected floor spaces allowing visual and spatial interaction between them.

The preservation of specimen hardwoods, the native topography and watershed were critical to the placement of the building footprint. The careful control of run-off and overland flow protects the watershed of Lind Creek at the north end of the site and ensures the proper irrigation and of the surrounding woodshed. Parking lot run off is filtered through bio retention swales and roof water is captured for grey water conveyance.

COMPLETION DATE
2010

CONSTRUCTION COST
$12 million

SIZE
57,000 square feet

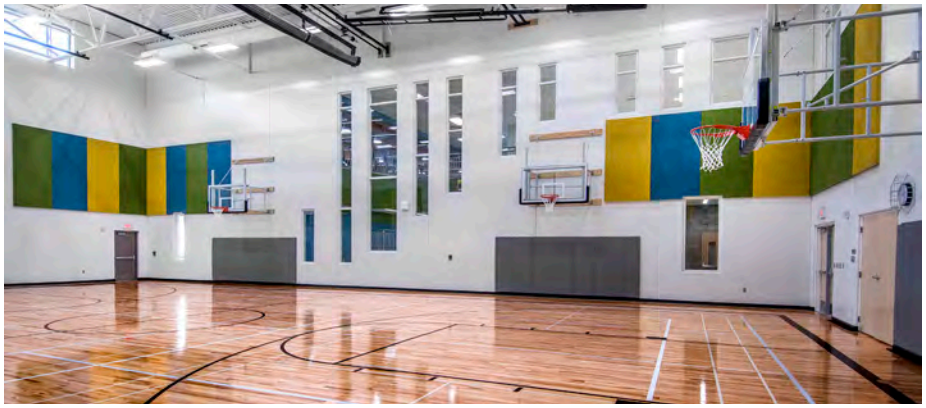
AWARDS & RECOGNITION
2013, Ontario Library Association, Award of Excellence

2011, Wood WORKS!: Institutional Wood Design Award

OWNER
The City of Brooklin

TEAM MEMBERS
Phil Fenech

PERKINS+WILL



Copple Family YMCA

Lincoln, Nebraska

COMPLETION DATE
2017

CONSTRUCTION COST
$11 million

SIZE
57,843 square feet

OWNER
YMCA of Lincoln, Lincoln Public Schools

The Copple Family YMCA is located in a shared complex with the new Marilyn Moore Middle School. The $11 million YMCA and $29.6 million school opened in 2017.

For easy patron access, the YMCA's reception, administration, child care, and preschool functions were located on the south side of a main corridor, near the entrance. The main corridor also provides access to the indoor pool. Adjacent are the locker room areas, for men and women, as well as dedicated middle school boys and middle school girls lockers rooms. Family restrooms and changing rooms also are provided. The main floor features a dedicated YMCA gym, as well as access to three gyms to be shared with the middle school. A staffed kiosk monitors access between the school and YMCA.

On the second floor, a large open strength and cardio area is located along the south side with views of the adjacent park area. Three studios for fitness classes are located toward the north.

The YMCA features many of the same building materials as the school, with slight modifications to reflect the active nature of the spaces within, such as an exposed timber and wood structure for the indoor pool and open fitness areas.

The Clark Enersen Partners

SMCCCD College of San Mateo Health and Wellness Building

San Mateo, California

COMPLETION DATE
2010

CONSTRUCTION COST
$85.5 million

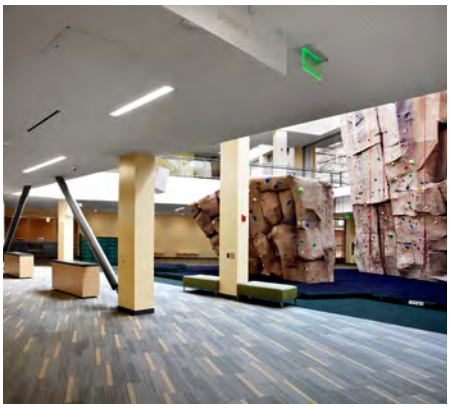
SIZE
88,000 square feet

AWARDS & RECOGNITION
Certified LEED Gold

OWNER
San Mateo County Community College District

A design-build project, the Health and Wellness Building and Aquatics Center was completed in just 15 months – two months ahead of schedule. This three-story facility, located prominently at the main entrance of the College of San Mateo's campus, houses the San Mateo Athletic Club and the college's cosmetology, nursing and dental assisting programs. The San Mateo Athletic Club includes 14,000 square feet dedicated to cardiovascular and strength training areas, as well as open workout areas, with an additional 5,500 square feet of space dedicated to group fitness, including spinning, group exercise classes, yoga and Pilates.

In addition to student usage, the facility is available to the community through membership options. The college's adaptive physical education program is based out of the gymnasium and benefits from the Aquatics Center, which is comprised of an Olympic-sized competition pool and a therapy pool. The competition pool is among the best and largest in the area and hosts major swimming competitions, in addition to being used by various clubs and groups throughout the San Mateo County area. The Health and Wellness Building and Aquatics Center met the technically rigorous performance and sustainability standards to achieve LEED Gold certification.



CSU Sacramento Recreation & Wellness Center

Sacramento, California

COMPLETION DATE
2010

CONSTRUCTION COST
$55.4 million

SIZE
150,000 square feet

AWARDS & RECOGNITION
Certified LEED Gold

OWNER
California State University, Sacramento

The $53.4 million, design-build Recreation and Wellness Center is a multi-use facility with courts, weight and fitness rooms, climbing wall, indoor track, and a new student health center. The facility allows students to exercise, participate in group recreational activities, access healthcare services, study, and socialize. Located at the north end of Hornet Stadium and near key campus destinations such as the Union, Library, and Parking Structure III, the Center is a catalyst for a renewed and vibrant campus life. It is also a resource for alumni, faculty, and staff.

At 150,000 square feet, the facility offers a host of cutting-edge fitness, recreation, and athletic opportunities. It also provides a full-service student health center with: medical exam rooms, pharmacy, laboratory, optometry, nutrition, and wellness facilities. The project was Certified LEED Gold.

REFERENCES

REFERENCES

Saint Louis University Center for Global Citizenship / *Saint Louis, MO*
Tab Image: Cornell Community Centre & Library / *Markham, Ontario*

McCarthy Building Companies

Dustin Montgomery
Assistant Director,
Construction Services
Saint Louis University
314-977-3228
montgodl@slu.edu

McCarthy Building Companies & Perkins+Will

Richard J. Formella
Chief, Bio-Containment
Procurement Branch
DHS-Federal Law Enforcement
Training Centers
National Bio-Agro Defense Facility
Construction Office, Manhattan, KS
O | 785-320-6818
M | 912 230-4913

The Clark Enersen Partners

Georgia Sizemore
Project Management Specialist
Johnson County Facilities
913-715-5000
georgia.sizemore@jocogov.org

Sean Casserly
Library Director
Johnson County Public Library
913-826-4600
casserlys@jocolibrary.org

Perkins+Will

Chad Redin
Recreation Supervisor
Commerce City Parks and Recreation
303-289-3663

Tyre Nycum
Director of Recreation
City of Fruita
970-858-0360
Recreation@Fruita.org

UNIQUE QUALIFICATIONS

UNIQUE QUALIFICATIONS

As mentioned throughout these qualifications, there are several defining characteristics that our team will lean on to bring Merriam value throughout the design and construction process. Let's explore these in greater detail.

DESIGN-BUILD APPROACH

To execute design-build effectively, it requires past experience which leads to defining best practices. Through our design-build projects, which numbers more than 350 valued at nearly $7 billion, we have outlined a process that aligns the team and leads to projects that consistently achieve their stated objectives. For instance, the Camp Pendelton Naval Hospital, a $447 million, 500,000-square-foot hospital and 1,500-space parking structure, was completed six months ahead of schedule and $100 million under budget by following our design-build process. In turn, the project was awarded the Project of the Year by DBIA. We will employ this same process on the Community Center – granted we won't be saving $100 million, but our process will give you the most value for every dollar you spend. A snapshot of our how we approach the design-build journey is shown below.

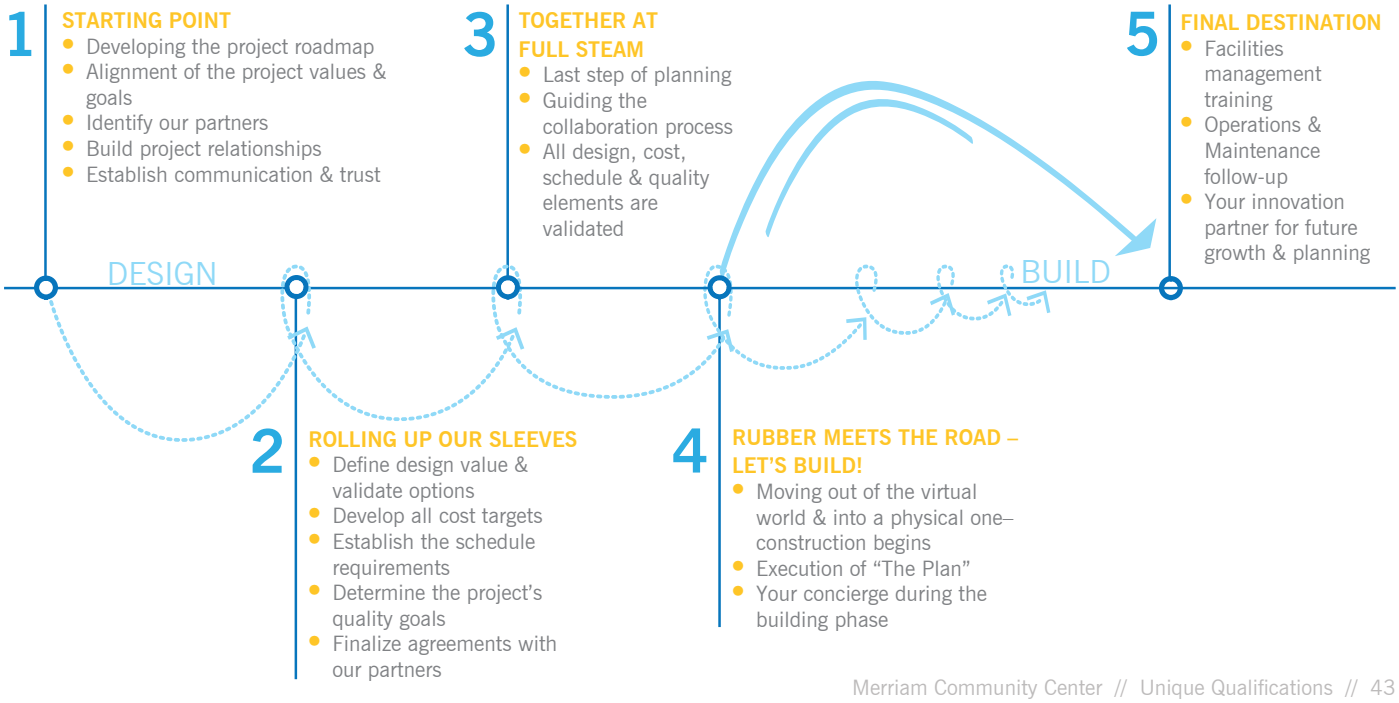
To have this journey reach its destination with an enjoyable experience for all stakeholders, we have four early goals that we are looking to achieve: Collaborative; Managed Expectations; Early Commitment; and, Certainty of the Build.

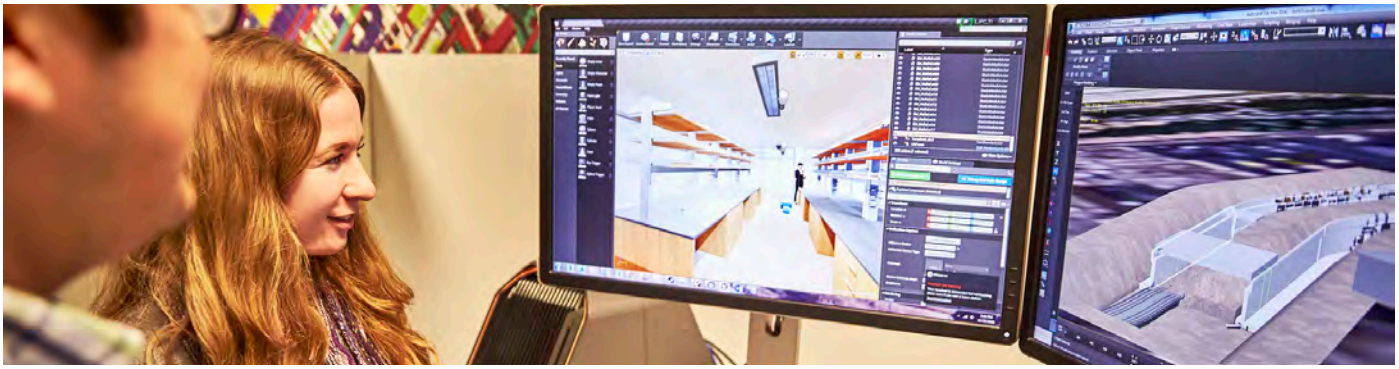
As evidenced in many of the components of our process, design-build is all about the team. The setup, planning, and execution of a design-build team is centered around creating, promoting, and sustaining a collaborative environment with **all** stakeholders, including owner, design-builder, design partners, and subcontractor partners. Getting the team headed in the right direction begins at the outset of the project, but it continues throughout its life. The tools we will use to help in creating this collaboration are our process map, team setup/structure using the lean approach of clustering, and ongoing focus on clarity of communication and accountability.

Another key differentiator in our process is having your expectations match the reality of the design and construction. To accomplish this, we go beyond using a model and drawings to convey expectations and use our Owner Project Requirements (OPR) and Basis of Design (BOD) tools to identify, track, and resolve gaps in expectations.

THE INTEGRATED DESIGN DELIVERY JOURNEY

We will guide your project from idea to reality. At McCarthy, IDD has five stages but one result – a better building – every time.





Once expectations are being properly managed, we turn our attention to being able to commit to you earlier in the process on scope and cost, as we establish certainty by following our process. To do this, we must continuously analyze what lies ahead and be proactive in identifying solutions to issues that arise.

By following our process, certainty is also reflected in the design documents, giving our field staff and subcontractor partners confidence that what they are building is right the first time. This reduces mobilization and start-up efforts, gaining us time, reducing rework, and providing you with certainty in our approach.

If we follow our process, creating a well-detailed plan from the beginning and executing on it, the journey to a new Community Center will be a great one.

INTEGRATED ARCHITECTURE AND ENGINEERING

To further simplify our team's journey through the design phase, our core team is only comprised of four firms, not six or seven as you may see with other teams. This is due to Clark Enersen having dedicated team members not only in architecture, but also in landscape architecture, MEP engineering, and structural engineering. This creates a more streamlined communication model, limiting not only the number of firms involved, but also speeding up responses. For instance, if the architect wants to propose a change to the design, but is curious how it will affect the structural integrity, instead of sending an email or making a call, all they must do is walk down the hall to the in-house structural engineer. This greatly enhances the project coordination, which will lead to timely completion of thorough and accurate documents that can be accurately priced.

The other advantage of having an integrated team like this is that it allows our team to take a more holistic look at the Community Center project. By doing this, we can better integrate the natural and built environments, ensuring that landscape site design, parking, site circulation, entrance points, interior circulation, and building infrastructure all function together seamlessly.

Strengthening our team's integration even more, we propose co-locating our team at McCarthy's offices in downtown Overland Park, less than three miles from the site. We would setup this arrangement during the early project stage and through the critical MEP design stage. As we move closer to construction, the need for co-location would naturally dissipate. By doing this, the entire team can work faster, focus more attention on design quality, in turn reducing errors and improving outcomes for you and your Community Center.

INNOVATIVE WELLNESS DESIGN

Yes, community centers are naturally a place for wellness. But some are more well than others. Connecting the design of the building to Perkins+Will's Wellness initiative, the Community Center's design can improve health by redefining the relationship between the built environment, people, and the natural environment. Following this model, the Community Center and the Merriam community can be transformed into places that promote health and foster wellness. How is this done?

For starters, Perkins+Will is at the forefront of the healthy building materials movement and raising awareness of how building materials and finishes may relate to human and environmental health. Whether that's through Portico, a web-based tool for building teams to collaboratively assess and choose healthy products and materials, or the first on-product ingredient label for building materials, detailing the complete make-up of a product, highlighting critical lifecycle information and potential human health impacts per published governmental sources.

They have also been exploring active design concepts, such as accessible and highly visible staircases, centralized services such as printers and copiers, and a diversity of collaborative and communal spaces to use throughout the day, to foster healthier spaces and places. It's innovative concepts like these that will help Merriam receive a Community Center that truly heals and restores.

The McCarthy Design-Build Team
7930 Santa Fe Drive, Suite 200
Overland Park, KS 66204
913-202-7002

MERRIAM
COMMUNITY CENTER

Proposal for Design/Build Construction Services

Submitted by: The McCarthy Design-Build Team

7930 Santa Fe Drive, Suite 200, Overland Park, KS 66204
P 913-202-7002 | F 913-202-7003
mccarthy.com

December 20, 2017
Meredith Hauck
City of Merriam
9001 W. 62nd St.
Merriam, KS 66202

RE: RFP for Design/Build Construction Services – Merriam Community Center

Meredith:

Recognizing yours, your team's, and the community's needs during the design-build process – and delivering on those needs – is The McCarthy Design-Build team's primary goal. We have failed you if our process doesn't ask the right questions (or we don't listen to the answers), if our efforts are uncoordinated and make your job tougher, or if we aren't innovative and merely provide a cookie cutter design experience. Our team is setup to avoid this outcome based on our strengths:

- **Process, process, process** – Far too often, design-builders use a process (or they lack one altogether) that misses out on the benefits of design-build – reduced schedules, more cost-saving, better team experience, etc. The McCarthy Integrated Design Delivery process is a proven approach, a collection of best practices that gives our clients an exceptional experience from kickoff to closeout. Our map of this journey, along with our detailed approach, can be found in the Project Approach section.

- **Coordinated efforts** – Teams are susceptible to growing into complex, uncommunicative, uncoordinated, and disengaged collections of firms. Not only will our process create meaningful ways to interact, but Clark Enersen, with their integrated collection of disciplines – site planning, architecture, landscape architecture, interior design, and mechanical, electrical, plumbing, and structural engineering – makes our team more coordinated by limiting the number of firms engaged. Better integration and coordination equals better documents and a better project.

- **Innovation at every turn** – The residents of Merriam deserve the best Community Center that their sales tax dollars can get, not the same ones that Olathe, Lenexa, and other neighboring Johnson County communities offer their citizens. It should be cost effective, appeal to a broad range of community interests, a cohesive recreational campus, functional and flexible, reflecting the unique character and context of Merriam. That can only happen by being innovative and thinking differently, which will lead to a transformed Merriam community. Our team, including the national community center experts from Perkins+Will, are poised to do just that.

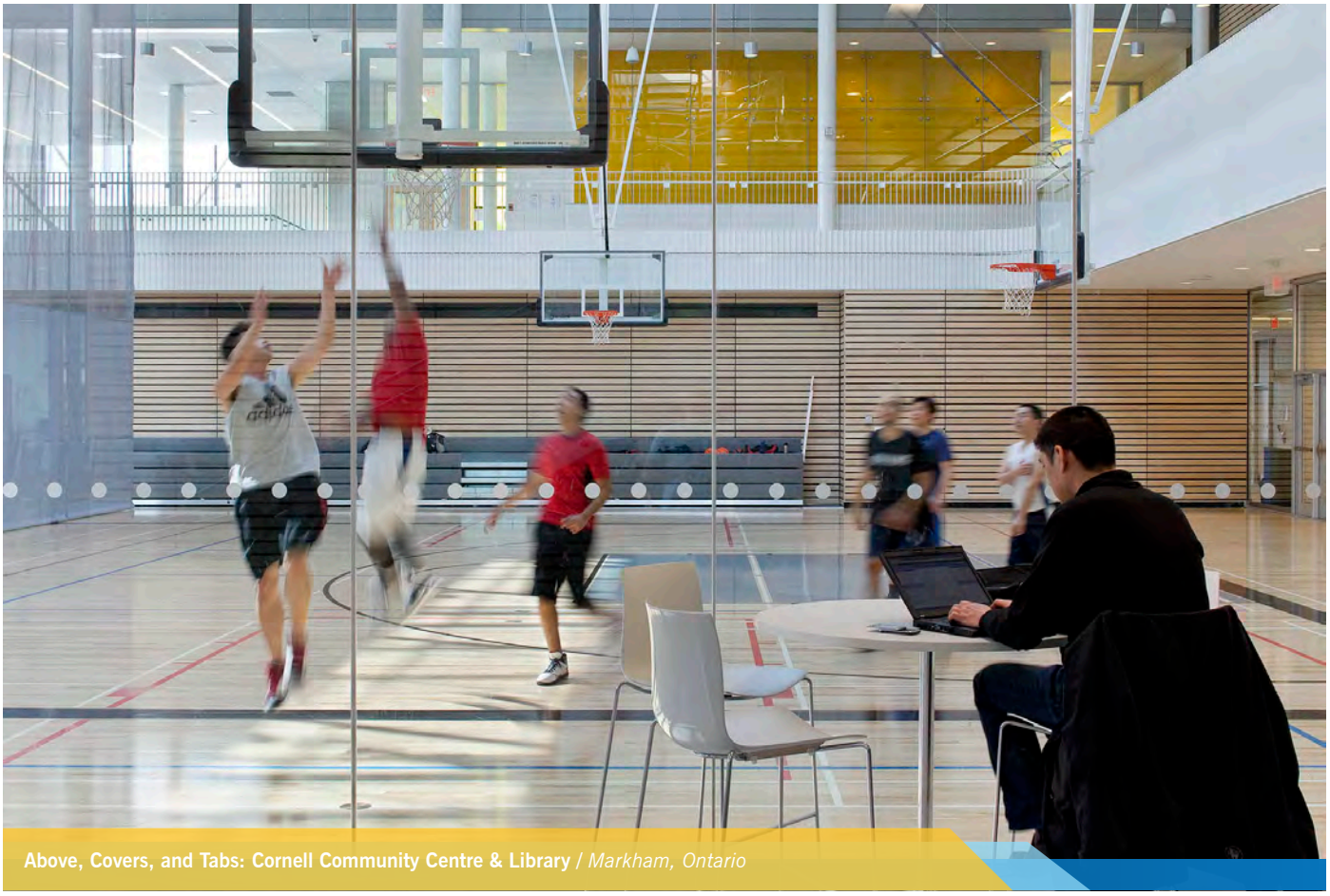
These factors and many more are what setup our team to be the design-builder to not fail you or the Merriam citizens. We look forward to being your partner on this journey. We are also excited to share more details about our process, integration, and innovation at our interview on January 4th. In the meantime, please let us know if you have any questions or concerns.

Again, I commit the McCarthy Design-Build Team to the obligations required as part of this proposal. I will also be our team's signatory to any contract documents executed with the City.

Sincerely,

Mark Heit

Mark Heit
913-202-7013
mheit@mccarthy.com



Above, Covers, and Tabs: Cornell Community Centre & Library / *Markham, Ontario*

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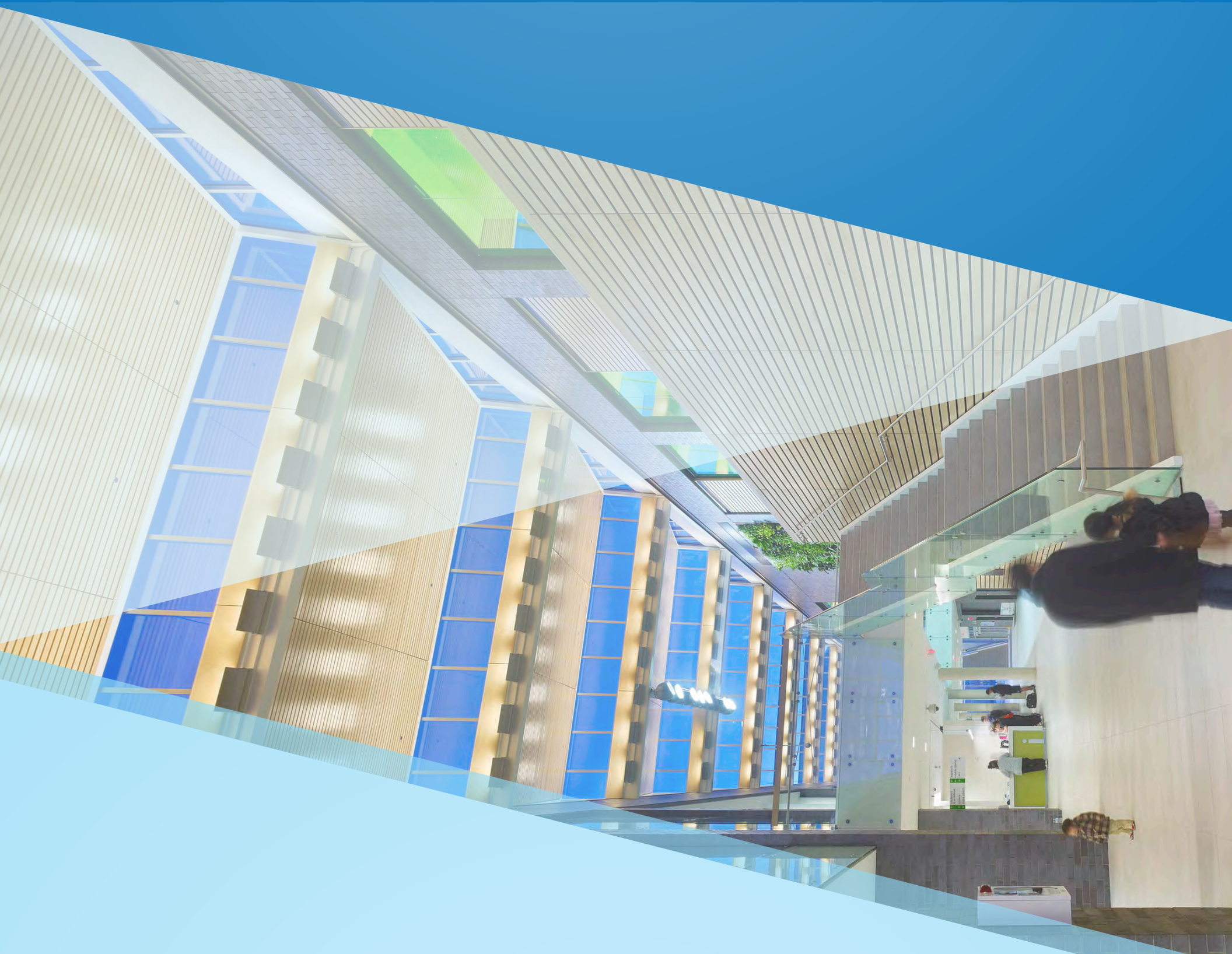


TEAM EXPERIENCE

National Bio and Agro-Defense Facility Animal Disease Laboratory / *Manhattan, Kansas*

Although The McCarthy Design-Build Team, composed of McCarthy Building Companies, Inc., The Clark Enersen Partners, Perkins+Will, and SK Design, have not completed a project together as a single team, the firms do have experience working together, as indicated in the following list.

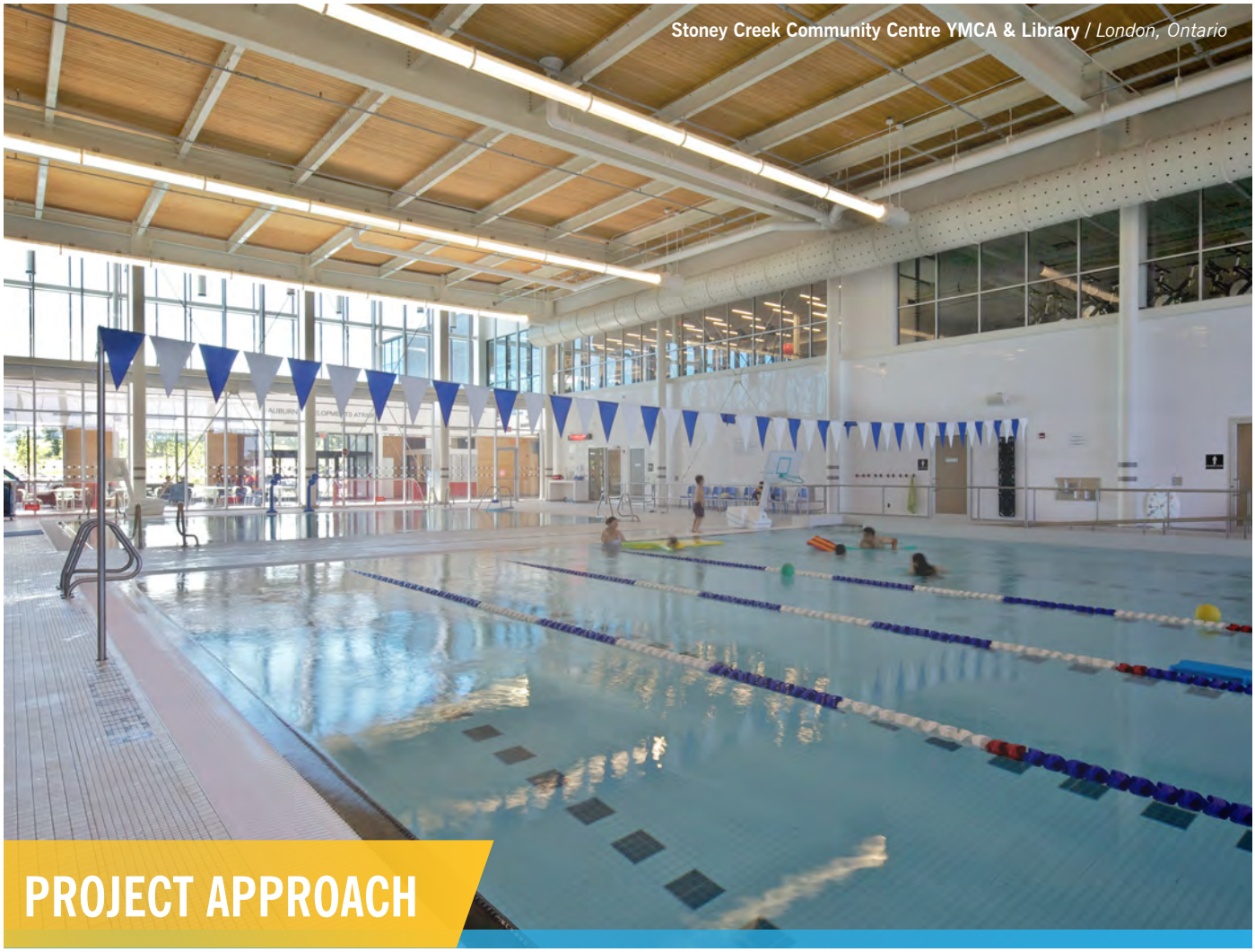
Project	Description	Team Members Involved
USC Keck - Master Plan	$51,402, Master Plan services for $1 billion Keck Tower Expansion.	Perkins+Will McCarthy Building Companies, Inc.
Providence Tarzana Reimagined	$323 million, total campus transformation which includes a new, 200,000-sf patient tower and Central Plant.	Perkins+Will McCarthy Building Companies, Inc.
National Bio and Agro-Defense Facility Animal Disease Laboratory	$972 million, 707,000-sf laboratory complex.	Perkins+Will McCarthy Building Companies, Inc.
Plano ISD Fine Arts Center	$50 million, 90,000 GSF free-standing building on a 16 acre greenfield site with a main lobby, theater, and visual art support spaces	Perkins+Will McCarthy Building Companies, Inc.
CHRISTUS Spohn Health System Master Facility Plan	$275 million, multi-site project which included a new, 10-story, 403,617-sf bed tower and a 128,101-sf renovation.	Perkins+Will McCarthy Building Companies, Inc.
UC Davis Medical Center - CM Services Renewal	$45 million, CM Services - Three-Year Commission Renewal.	Perkins+Will McCarthy Building Companies, Inc.
UC San Diego Center for Novel Therapeutics	$65 million, laboratory building with laboratory support space and a vivarium shared among building tenants.	Perkins+Will McCarthy Building Companies, Inc.
Texas Children's NRI Freight Elevator Addition	$1.7 million, addition of a freight elevator to existing 13-story building and relocation of three staff lounges.	Perkins+Will McCarthy Building Companies, Inc.
Texas Children's NRI Vivarium Buildout - Floor 2	$5.2 million, 8,700-sf build-out of a new vivarium space in an existing building.	Perkins+Will McCarthy Building Companies, Inc.
Texas Children's Hospital NRI Level 9	$9.5 million, 25,000-sf, build-out of the one research floor.	Perkins+Will McCarthy Building Companies, Inc.
BioMed Realty - i3 Tenant Improvements - Illumina	$44.5 million, tenant improvements for our existing i3 project for Illumina.	Perkins+Will McCarthy Building Companies, Inc.
BioMed Realty Trust i3	$80 million project with a 750 car subterranean parking garage located below a podium structure with three office buildings above	Perkins+Will McCarthy Building Companies, Inc.
Midland Memorial Hospital	$120.5 million, 316,513-sf, new, nine-story patient tower and 105,317-sf renovation.	Perkins+Will McCarthy Building Companies, Inc.
Carlsbad USD High School Main Campus Expansion and Renovation	$45 million, 87,347-sf high school modernization.	Perkins+Will McCarthy Building Companies, Inc.
Kaiser Permanente Downtown Micro Clinic	$750,000 3,810-sf demo and build-out of existing space located in downtown Atlanta, GA.	Perkins+Will McCarthy Building Companies, Inc.

Project	Description	Team Members Involved
Carlsbad Unified School District, Carlsbad High School - Sitework and Stadium	$16.3 million, reconstruction of the high school stadium, including a 10,081-sf support building.	Perkins+Will McCarthy Building Companies, Inc.
St. Mary's Hospital - The Century Project	$192 million 522,000 square feet of facilities improvement including a new, 434,000-sf, 12-story patient tower. LEED Certified Silver.	Perkins+Will McCarthy Building Companies, Inc.
University of Texas Southwestern Medical Center Laboratory Research & Support Building	$27.8 million, five-story, 78,000-sf, multi-disciplinary research facility	Perkins+Will McCarthy Building Companies, Inc.
Kaiser Permanente West Cobb Medical Office Building	$5 million, two-story 25,000-sf medical office building.	Perkins+Will McCarthy Building Companies, Inc.
Saint Francis Heart Hospital	$30 million, 141,000-sf state-of-the-art cardiac care facility and a 60,000-sf medical office building.	Perkins+Will McCarthy Building Companies, Inc.
UC Los Angeles Replacement Hospital Sitework/Excavation	$6.6 million, 375,000-sf utility relocation, demolition of existing structure; shoring & excavation two levels down (38').	Perkins+Will McCarthy Building Companies, Inc.
Arrowhead Regional Medical Center Replacement Project	$275 million, five base-isolated buildings.	Perkins+Will McCarthy Building Companies, Inc.
Kaiser Vacaville Medical Office Building	$42 million, 170,000-sf, three-story medical office building, 17,000 sf central utility plant, and related site work.	Perkins+Will McCarthy Building Companies, Inc.
Pepperdine University Event Center & Student Life Facilities	Ongoing - $67.5 million, 139,970-sf, new multi-purpose athletics and events center that would satisfy Pepperdine University's need for a NCAA Division I regulation volleyball and basketball competition venue.	Perkins+Will McCarthy Building Companies, Inc.
Chadron State College Football & Track Stadium Project	$10.6 million; 465,020-sf of site improvements; replacement/renovation of field, stadium and pressbox facilities.	Perkins+Will The Clark Enersen Partners
Shawnee Recreation Center Master Plan	Community/aquatic center situated on a City-owned 26-acre park site with connecting multi-use trail.	Perkins+Will The Clark Enersen Partners
MARS Petcare Office Renovation	$1.5 million renovation of 16,000-sf of existing office, kitchen, conference, and locker room/bathroom space.	The Clark Enersen Partners McCarthy Building Companies, Inc.

As well, the landscape architecture team from Clark Enersen and the civil engineering team from SK Design have worked on the following projects together:

Project	Description	Team Members Involved
Northwest Missouri State University, Agriculture Sciences Master Plan	Ag. facility analysis and space utilization plan; site development plan; utility infrastructure; and design standards for 448 acres and rural 315-acre lakefront with designated Missouri Arboretum.	The Clark Enersen Partners SK Design Group
Missouri University of Science & Technology, Chemistry & Biology Engineering Building	$18.4 million; 68,500-sf facility with teaching and research laboratory space.	The Clark Enersen Partners SK Design Group
Kansas State University, Southeast Kansas Area Agricultural Research & Extension Center	$2.2 million; 13,289-gsf office and research facility.	The Clark Enersen Partners SK Design Group
Johnson County Library, Monticello Branch Library	$13 million; 33,548-sf facility with public meeting space, children's area, technology center, and maker space.	The Clark Enersen Partners SK Design Group
Olathe Environmental Laboratory	$4.6 million; 12,919-sf facility with an administrative public function wing and a laboratory wing with a two-vehicle bay garage.	The Clark Enersen Partners SK Design Group

CORNELL COMMUNITY CENTRE & LIBRARY



Stoney Creek Community Centre YMCA & Library / *London, Ontario*

PROJECT APPROACH

Our project approach to design-build is not only time-tested, it is backed by 350 projects valued at nearly $7 billion.

From these experiences, we have defined best practices and stripped away inefficiencies, which have led to aligned teams and projects that consistently achieve their stated objectives. We will apply these practices to our approach for the Merriam Community Center, as outlined throughout this section.

YOUR INTEGRATED DESIGN DELIVERY JOURNEY

The McCarthy Design-Build Team understands that embarking on a new construction project is an incredible journey. One that takes vision, planning, and collaboration to produce spaces that shape our communities for generations to come. It is our goal to help you through this experience in a manner that delivers the best results, every time.

To that end, our Integrated Design Delivery (IDD) process and team plays a central role on your project as the facilitators between you (owner), design, and construction teams. As the design/project manager, Andrew Masters will serve as the leader of our IDD efforts. He will work with you to navigate your project's goals and guide the project team through the design-build process. Andrew will coordinate with McCarthy's in-house IDD Services Group to provide process management, issue resolution facilitation, subcontractor oversight, cost controls and analysis, BIM, and quality review of the contract document development process throughout the lifecycle of your project. As an advocate for the project's goals, Andrew and the IDD Services Group will work to resolve outstanding design issues and cost management without degrading the quality and vision of the project.

Our picture of what this journey looks like can be found on the following page.

THE INTEGRATED DESIGN DELIVERY JOURNEY

We will guide your project from idea to reality. At McCarthy, IDD has five stages but one result – a better building – every time.

1 STARTING POINT

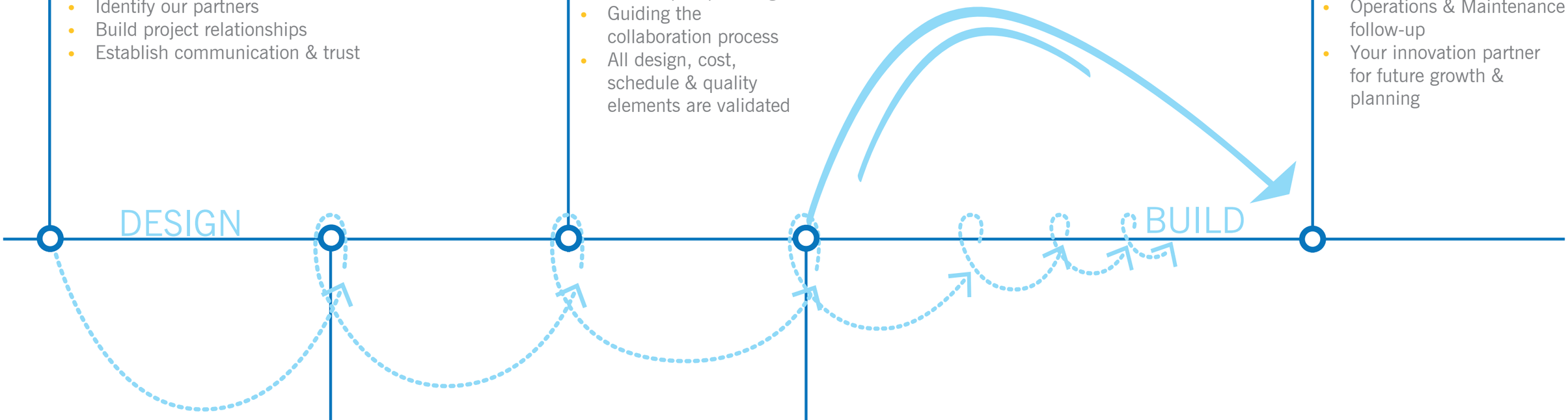
- Developing the project roadmap
- Alignment of the project values & goals
- Identify our partners
- Build project relationships
- Establish communication & trust

2 ROLLING UP OUR SLEEVES

- Define design value & validate options
- Develop all cost targets
- Establish the schedule requirements
- Determine the project's quality goals
- Finalize agreements with our partners

3 TOGETHER AT FULL STEAM

- Last step of planning
- Guiding the collaboration process
- All design, cost, schedule & quality elements are validated



4 RUBBER MEETS THE ROAD –LET'S BUILD!

- Moving out of the virtual world & into a physical one– construction begins
- Execution of "The Plan"
- Your concierge during the building phase

5 FINAL DESTINATION

- Facilities management training
- Operations & Maintenance follow-up
- Your innovation partner for future growth & planning

Respondent shall submit a written Project Approach. The Project Approach should demonstrate the ability to provide innovation, design excellence, quality, a high-performance building, and value-based design as well as experience with budget and schedule.

1 | STARTING POINT

Although some teams may want to overlook this critical part of the design delivery process and jump right into designing, how the project is kicked off has the most impact to the ultimate success of the project. When done correctly, the entire team is aligned around common project goals, the roadmap is defined, communication protocols are established, and trust is gained.

Once we are notified of our selection and have begun the contractual process, we will host a kickoff meeting with key representatives from Merriam, McCarthy, Clark Enersen, Perkins+Will, SK Design, and other necessary project team members. At this meeting, we will discuss high-level project goals and objectives with the entire team (more specific goal-setting exercises occur in the "Rolling Up Our Sleeves" section), reaching early alignment and focus for the road ahead. We will also talk through communication strategies and protocols (more on this at the end of this section), co-location possibilities, roles and responsibilities, decision-making processes and reasonable mutual performance expectations.

This is when we begin outlining the project's roadmap, how to get from project award to project closeout while meeting all project goals, including delivering an exceptional client experience to your team. As part of the roadmap, we will also discuss hosting quarterly partnering sessions with the entire team to further strengthen our team's bonds. These sessions will be hosted away from everyone's offices, encouraging team members to relax and get to know each other better in informal settings, build trust, as well as resolve any current project issues.

Finally, at the kickoff meeting we will discuss additional partners that need to be added to the team and the process to select them. Such partners include the pool designer, mechanical/plumbing design-assist subcontractor, and electrical design-assist subcontractor. More on our procurement strategy for these partners is found at the end of this section.

With the team communicating and aligned at the outset, it's time to get to work.

2 | ROLLING UP OUR SLEEVES

Creation of the Owner Project Requirements (OPR)

To ensure we are meeting your expectations for the design delivery process, we will develop the OPR, in conjunction with all project stakeholders. The value of the OPR is that it keeps the project team focused on achieving the primary performance criteria for the project, not just creating a design or building the project. Through this process, we will look at performance criteria in the following categories: General, Economic, User Requirements, Construction Process, Operations, Systems, and Assemblies.

To create the OPR, we start with a third-party facilitated workshop. Typical participants for this workshop include:

1. Owner Contractual Representatives (including Chris Engel, Meredith Hauck, Anna Slocum, and Michelle Kaiser)
2. User Group Representatives (including Operations & Maintenance personnel, department-specific personnel, and financial personnel)
3. Community Representatives (including AHJs and neighbors), and;
4. Design-build team members.

The workshop should be facilitated in the following manner: First, the facilitator asks a project-specific question (i.e., what are the functional requirements of this building?) of the entire group and everyone is given five minutes to write down their responses. Without discussion, the facilitator captures and summarizes the responses from everyone on a flip chart. The facilitator then opens discussion on each response to get clarity of the item, allowing items to be combined but not deleted. Finally, everyone ranks their top five responses and the facilitator proceeds to the next question until complete. In the end, the team has the ranked criteria along with a summary of what the criteria means, which lends to the formation of the OPR document. We have included an example OPR document in the Appendix section.

Once the OPR is created, it should be referenced throughout the project and updated as decisions are made and criteria is changed, including during design reviews, construction kickoff, subcontractor partner orientations, RFIs and change order discussions, O&M training, and project closeout.

Project Process Mapping Workshop

With the OPR in hand, the team can now host a Project Process Mapping Workshop, which brings the key stakeholders together to organically create the flow, sequence, and priority of key activities to be accomplished during the design delivery phase – from project award to your acceptance of the project. This workshop is typically facilitated by an independent party and uses sticky notes and active conversations amongst stakeholders to create a collaborative process map. The map, and the Design Delivery Plan (DDP) that is created from it, should be used throughout the project when issues arise, action items are taking longer than expected, or commitments are not being met. A sample Project Process Map and Design Delivery Plan is included in the Appendix section.

Collaborative Process Mapping Workshop

BIM Execution Plan

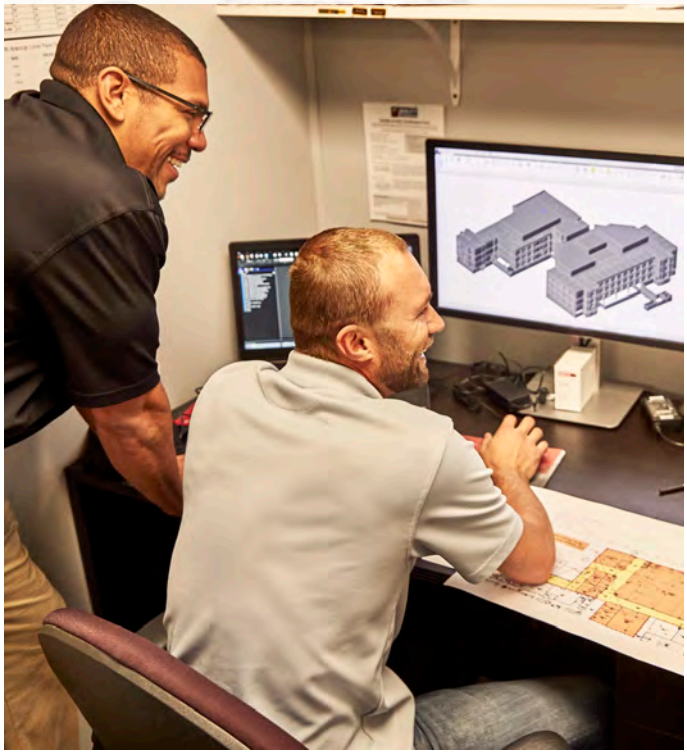
At this time, we will also create a project-specific BIM (Building Information Modeling) Execution Plan to ensure that BIM coordination is executed appropriately. The BIM Execution Plan identifies what models will be created, updated model upload procedures, coordination meeting information, technology needed, and other applicable information. Having this information outlined will be key as the team prepares to move into the active design phase.

Onward to Design

During this time, we will also establish schedule requirements, quality goals, and finalize agreements with our partners. The schedule will be created and maintained in Primavera P6, with input taken from the entire project team as we progress toward construction activities. We will also work with you to identify what quality standards you envision and how our Quality Without Question program can assist you in delivering to that standard. Finally, we will finalize bringing any remaining partners to our team, ensuring they're in agreement with the OPR and other documents that pre-exist their being on the team.

Plan the work, work the plan is our mantra at McCarthy. With the plans for design delivery defined, it's time for our team to execute.

The project team will utilize BIM and continuously conduct design reviews to ensure any changes do not impact the OPR.



3 | TOGETHER AT FULL STEAM

Relying upon the pathways developed through the kickoff meeting and process mapping sessions, as well as the information contained in the OPR document, the design team can begin the design process, while the construction team simultaneously manages the budget, BIM model, and team chemistry. This is the moment in the project where guiding the collaboration process and executing on the plan we established is critical to the project's success.

More on our design team's communicative and collaborative approach to the design process can be found later in this section.

Design Reviews

In conjunction with our continuous cost estimating process, we would suggest that design reviews be continuous, as well. This means daily, weekly, or bi-weekly reviews of the design to identify changes that may impact the OPR, as well as scope, cost, and sequencing of other scopes of work.

The steps to an effective design review include:

1. **Team Organization** – ensuring that you have the right people at the table. Ideally, teams of three to five are created to work together on their review. These teams should contain multiple disciplines to enable better identification of issues and engagement throughout the design.

2. **Start with the OPR** – this baseline document should be reviewed to gain alignment on what success is for the project and to evaluate the design against.

3. **Discipline Coordination** – the documents need to be reviewed across disciplines (i.e., architectural, structural, mechanical, electrical, etc.) to determine the level of coordination among the different disciplines.

4. **Detailed Review** – this is a deeper dive into the documents looking at constructability issues, coordination issues between trades/scopes, compliance with agency/AHJ requirements, etc.

5. **Comment Collection and Tracking** – whether this is done through a review log or in Bluebeam (PDF review and collaboration tool), capturing, consolidating, prioritizing, and resolving design comments is critical to achieving a successful design process without unnecessary rework. Identifying comments that are design issues is also important.

Schedule Creation

To meet the first quarter 2020 deadline, all elements of the project will need to be identified, analyzed, planned, and integrated into a master project schedule which will serve as the teams' roadmap to success. Andrew, the design team, and our in-house scheduler began this process by creating the proposed Master Schedule (see the following section) using our scheduling software, Primavera P6. All members of our team, including the design team, preconstruction, and construction staff, will participate in early schedule development, using the proposed Master Schedule as a starting point. As the design develops, the schedule will be updated accordingly.

Quality Plan Development

As we do on every project, we will implement a Site-Specific Quality Plan (SSQP) with involvement from your team, tailoring it specifically to the requirements of the Community Center. The SSQP establishes roles and responsibilities, contract requirements, safety and site logistics requirements, contract document review, compliance procedures and other key success elements. The plan magnifies the entire team's commitment to delivering high quality and high-performance construction services to Merriam.

Now that all the planning is complete and all design, cost, schedule, and quality elements have been validated, it's time to start building.

4 | RUBBER MEETS THE ROAD

As construction commences, the McCarthy team will mobilize onsite and begin getting selected subcontractors engaged in the project. From this point until project closeout, our team will be focused on providing full-time, onsite project management, an exceptional client experience, cost and schedule updates, a safe worksite, and Quality Without Question.

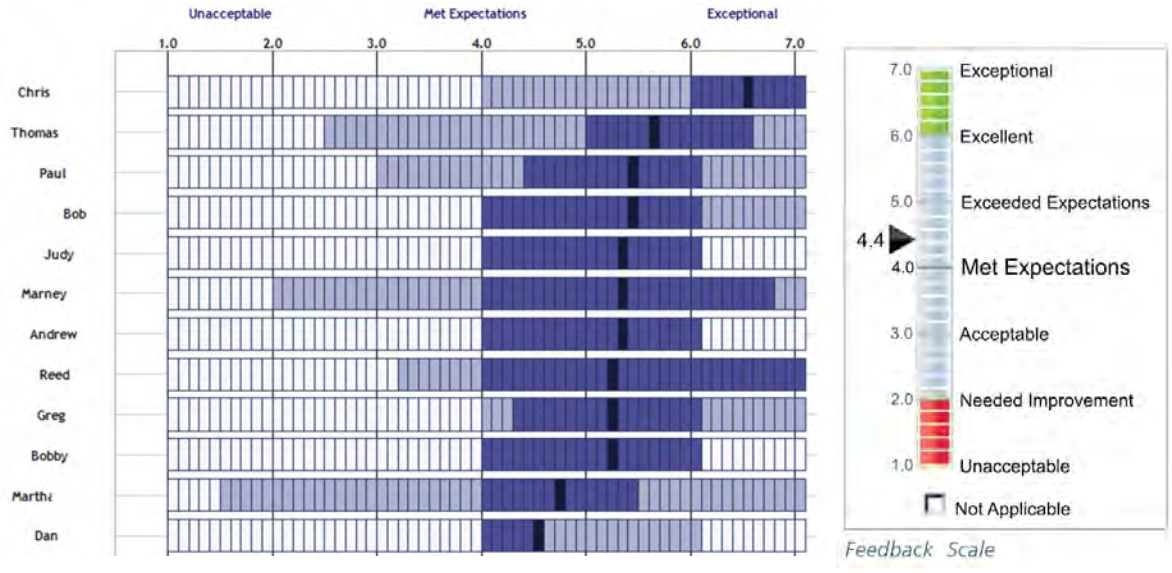
Full-Time, Onsite Project Management

Instead of assigning our project manager, Andrew Masters, to multiple projects, which would greatly reduce his ability to effectively oversee the project, he and his entire onsite team are solely dedicated to this project. This way, when you have a question arise, you know exactly where to find him as he will be on the project site every day.

Exceptional Client Experience

McCarthy prides itself on negotiating work with repeat clients, currently to the tune of 80% of our volume. To do this, we must execute our projects on-time and under budget, but it also requires a focus on your experience throughout the project. We call it delivering an "exceptional client experience," which is centered on: always treating you as part of the team; valuing your time and efforts; actively listening to you; acknowledging and respecting your perspective; addressing your needs; and knowing you, your business, and how you measure success. If we fail in any of these areas, then we have failed to provide you with an exceptional client experience.

In addition to the partnering and communication techniques already discussed, we will implement a feedback loop with all project partners regarding our performance on the Community Center. Utilizing the web-based ClientFeedbackTool, we solicit feedback in areas such as: helpfulness, responsiveness, quality, scope and fees, accuracy, schedule, budget, safety, ease of doing business, project team, and more. Not only will we monitor the results, but we will also follow up on any low scores the system flags and address them before they become major issues.



The Client Feedback Tool provides an additional platform to review our performance and provide honest feedback regarding our work.

Cost Control

Even after the GMP is established, we will continue to manage costs throughout construction as good stewards of your funds. We do this to ensure you are getting the maximum value for your investment in the most transparent manner. A few innovative ways we will assist in controlling costs include:

- Utilize lean principles when developing and executing the project logistics and phasing plan. This controls wasteful double-handling of materials and ensures just-in-time delivery.
- Create bid packages that ensure the scope of work is being done by the subcontractor that makes the most sense. This may include creating smaller bid packages to gain better coverage and attract more bidders to lower the project cost.
- Detailed bid package scope evaluations and thorough post bid subcontractor scope reviews that results in less change orders during construction.
- Use of electronic document management and BIM models for virtual walkthroughs prior to fabrication to facilitate any end-user changes and to create mockups prior to construction to facilitate constructability.
- Identify all long-lead items and work with Merriam and CBC Real Estate to identify potential options to reduce the lead time on critical elements to ensure the project meets all schedule expectations.

Incorporating critical activities into the master schedule, such as quality tasks, commissioning, and equipment deliveries, helps the team stay on target and reduce the risk of unforeseen challenges.

- Develop an early procurement strategy including early competitive bidding of items most likely impacted by volatile commodity escalation.

The cost and accounting procedures for the project during construction will be accessible to your team at any time to review all costs associated with the construction of the project. Contract cost will be reported monthly and deals with the current, committed cost on the project and anticipated costs, thereby ensuring that all forecasted costs will be included in the reporting system. Our pay applications will be prepared onsite by Andrew to facilitate accuracy. He will also review all subcontractor invoices on his own and in-person with the subcontractor's designated representative to verify that the invoice is correct.

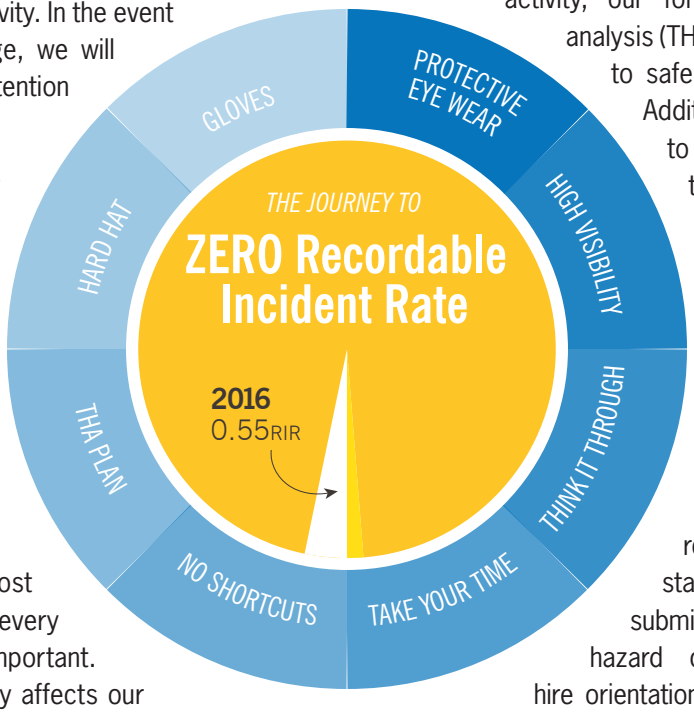
Schedule Management

After the master schedule is created and vetted during the preconstruction phase, the responsibility falls on our onsite team, including Andrew and project superintendent, Wes O'Neil, to ensure that the schedule is executed with precision. Our approach to management of the schedule during construction is designed to communicate expectations, facilitate accountability, and proactively identify solutions to address schedule challenges. Steps we will take to assure timely completion of the project include, but are not limited to, the following:

- **Subcontractor Management** – A key element in McCarthy's subcontracting plan will be to ensure that all subcontractors are fully aware of the schedule requirements of the project prior to submission of their bids/proposals. McCarthy will require the subcontractor to incorporate the construction schedule into their agreement along with a manpower commitment. Contracting for schedule adherence and commitment to manpower levels will increase subcontractor performance and accountability.
- **Pre-planning/Coordination** – Effective management and updating of the project schedule involves more than documenting schedule changes and submitting the schedule to the Community Center project team each month. Our project team will utilize the schedule as a daily tool to coordinate subcontractor activities and pre-plan upcoming work, addressing construction coordination among subcontractors, manpower levels, equipment requirements, etc.

- **Productivity/Recovery Planning** – McCarthy's self-perform experience and capabilities will provide our team with an enhanced ability to monitor and control construction productivity. For subcontracted trades, we can quickly determine if subcontractors are understaffed or lack the appropriate equipment to perform that day's scheduled work activity. In the event we see schedule slippage, we will immediately focus our attention on a recovery plan.

Through thorough early planning, accurate and frequent communication, and diligent enforcement, the McCarthy team will assure all project stakeholders that the Community Center is completed on or ahead of schedule.



Safety First

At McCarthy, safety is the most important thing we focus on every day. Nothing is more important. We understand safety not only affects our workforce, but also the workforce of our partners, your representatives, and everyone that encounters the project. We recognize the risks associated with construction activities and go above and beyond the normal safety measures to protect everyone who enters the site. It is Wes' and our onsite team's responsibility to send every one of those people back home to their families in the same way they entered: alive and injury-free.

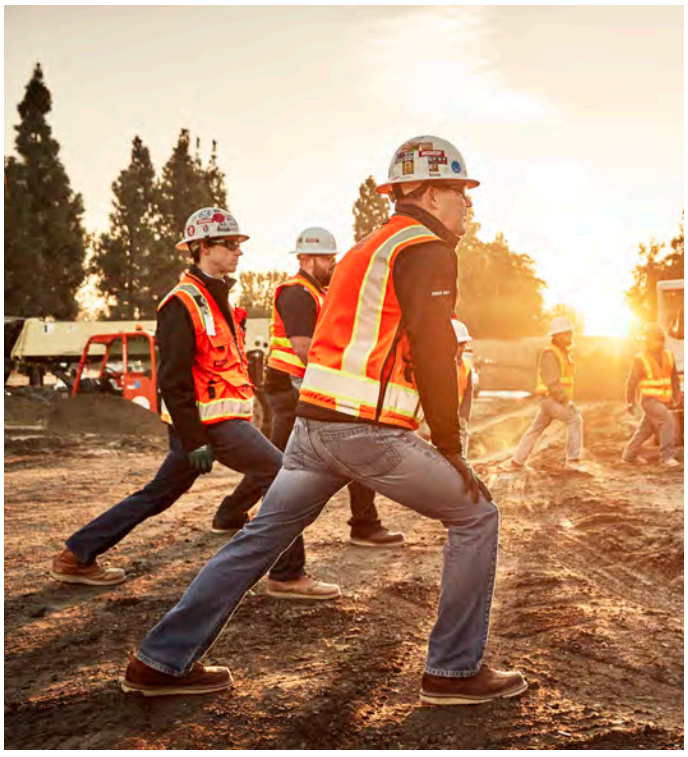
- **Site-Specific Safety Plan** – Every contractor who steps foot on a McCarthy project will be required to attend a safety orientation. This orientation reviews the basic requirements of working on a McCarthy project, including proper personal protective equipment (PPE), accident and incident reporting, fall protection requirements, and housekeeping expectations. In addition to the general guidelines, site specific requirements will be reviewed at this orientation including access to the jobsite, use of owner facilities, smoking regulations, parking, and noise restrictions.

- **Inspection of Job Sites** – We have a comprehensive jobsite safety inspection program, where various personnel are looking for safety violations, unsafe working conditions, site cleanliness issues, and more. The more sets of eyes reviewing safety on a project, the better.

- **Site Cleanliness** – One of our biggest pet peeves is a dirty, unorganized site. We much prefer a clean, well-organized site, as a clean site is a safe site. A clean site is also an efficient and quality-focused site.

- **Task Hazard Analysis** – Before starting each work activity, our foremen perform a task hazard analysis (THA), with their crew to discuss how to safely perform each task assigned. Additional training is provided on how to effectively give more meaningful talks and how to solicit input from those doing the work.

- **Subcontractor Safety Performance** – On all McCarthy projects, we expect our subcontractors' focus on safety to be as intense as our own. Throughout the workday, Wes and his team will inspect regularly. Before a subcontractor starts on the project, they must submit a site-specific safety program, hazard communication program, new-hire orientation program, disciplinary program, competent person information, and any applicable programs. A representative from each subcontractor will be present at the weekly safety meeting to address concerns.



Quality Without Question

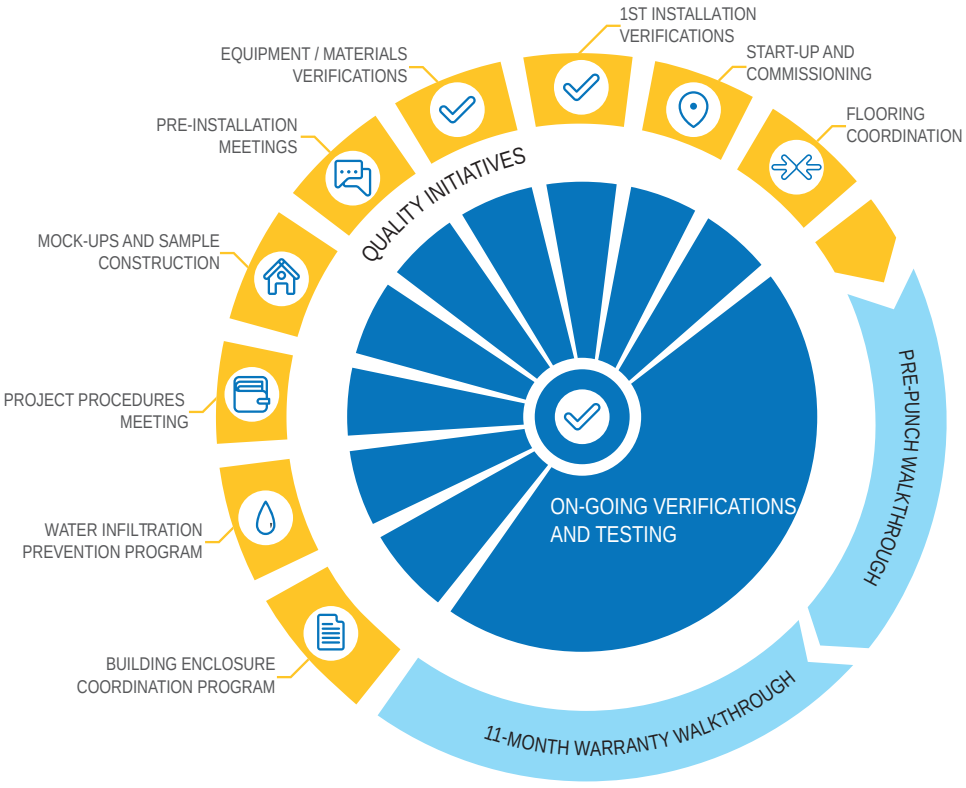
"Quality Without Question" succinctly describes our Quality Program. It is an integrated, day-to-day approach focused on identifying and eliminating issues so that quality is truly without question on the project. By making our Quality Program an integral part of our culture, quality is achieved through our standard business practices. This includes understanding and meeting our customer's expectations and requirements.

The following activities will be completedby Wes and the onsite team during the construction phase of the Community Center project as part of McCarthy's Quality Program:

- Site-Specific Quality Plan
  - **Building Enclosure Coordination Program** – state-of-the-art industry program encompassing third party consultants, functional mock-up creation and testing, BIM coordination, and ongoing verification and testing.
  - **Water Infiltration Prevention Program** – Industry-leading approach identifies the potential risk and implements temporary and permanent protection measures to avoid water damage from occurring.
  - **Mechanical, Electrical, and Plumbing Coordination Program** – McCarthy's MEP Coordination Program digitally coordinates the installation of these systems to minimize changes during installation.
- Project procedures meeting
- Submittals and shop drawings
- Mockups and sample construction
- Pre-installation meetings
- First work installation verifications
- Ongoing verifications and testing
- Startup and commissioning
- Pre-punch
- Inspection management
- 11-month warranty walkthrough
- Infrared evaluation of building enclosure and MEP systems
- Annual satisfaction surveys

McCarthy's Quality Program (a copy of which is available upon request) is a practical way of working and a better way of managing that helps avoid costly delays and claims. The last thing a project like this can afford in the future is a significant quality issue that causes headaches for you and your visitors. "Quality Without Question" is the only way to go.

If we execute on our plan and provide you with an exceptional client experience during construction, we will approach the first quarter of 2020 primed for a successful completion of a building that works as intended, ready for citizens to enjoy.



QUALITY WITHOUT QUESTION
McCarthy has created and standardized a revolutionary quality metric program within the construction industry that enables us to quickly identify issues, apply the appropriate resources, and get resolution quickly before small issues become big. This approach consists of project quality incidents being reported within 24 hours of occurrence to division leadership and the quality director.

By walking through the facility 11 months after completion, we are able to examine for issues prior to expiration of warranty periods, saving you future time, money, and headaches.

5 | FINAL DESTINATION

The McCarthy Design-Build Team will take a systematic approach to the post-construction work on the Merriam Community Center project. We pride ourselves in our ability to quickly closeout projects while not losing sight of the important details. Our post-construction process begins long before the project is completed. The following is a summary of the steps we will take to ensure that the project we deliver to you meets your expectations.

- **Closeout Starts Day One** – At the start of construction, we will compile a closeout checklist to monitor required items for final project completion, such as warranties, final lien releases, as-built drawings, operations and maintenance manuals, and extra stock materials. We will identify the earliest possible date these items can be obtained and pursue them early, so nothing is left incomplete.

- **"As Built" Drawings** – The project staff will maintain a complete set of contract drawings and specifications for the exclusive purpose of noting all changes in the work. Changes to the drawings will include all change orders to date, rerouting, or relocation of portions of the work, etc. The project staff will monitor these on a monthly basis for completeness. At the completion of the project, the project staff will assemble all documents and deliver to Merriam. Final payment will not be made to any subcontractor until his Record Drawings have been received and approved by Clark Enersen.

- **O&M Information** – Equally important is our team's emphasis on assuring that the users of the building have a staff that is fully versed with the operation and maintenance of all new building systems. To this end, we will work closely with City staff to ensure that systems documentation is clear and comprehensive and that building staff, maintenance, and facility members are effectively trained in the operation of all systems.

- **Warranty Work** – During the warranty period, Andrew will follow up on warranty issues with your team on a regular basis and will coordinate warranty work orders through correction or repair. McCarthy will provide, as part of our warranty commitment, a comprehensive inspection one month prior to the expiration of the warranty period. This 11-month review will include infrared evaluation of MEP and building enclosure systems to identify faulty equipment, as well as other issues impacting energy consumption.

- **Commitment to Merriam** – First, and foremost, we stand behind our work and honor all warranties and guarantees. We want to maintain a long-term relationship with you and are committed to being responsive to warranty items on this project. Our commitment to this relationship and the quality of our work will endure long past the warranty period.

In conclusion, the approach we have detailed is derived from lessons learned on the 350+ design-build projects we have completed across the country. If we follow this plan, we are confident that the whole team will be aligned, your objectives will be met, and you will have an exceptional client experience along the way.

Describe how you will communicate and collaborate with the Owner team.

Communication is crucial to partnership and a successful project. Without open, honest communication, decisions will take longer, they may not be aligned with the project's goals and objectives, and the entire team will suffer through the process, negatively impacting the project's budget and schedule. To ensure open, honest communication, especially during preconstruction, our team will be proactive in their communication efforts, sharing information informally instead of waiting until formal meetings. Our goal is to create an atmosphere where all team members are comfortable to call one another and have "what if" conversations to discuss project ideas. We will also use tools such as the kickoff session, ongoing partnering sessions, OAC Meetings, and our project management software, Procore, to facilitate effective communication across the team. With Procore, the team will be able to manage, track, and share all project documents, including drawings, meeting minutes, photos, schedules, etc.

As mentioned, Andrew will be your primary point of contact throughout the project. If you have an issue, whether it is at 3:00 a.m. during design development or 7:00 a.m. the day of the final punchlist, call Andrew. He will serve as the conduit for information between your team and the rest of The McCarthy Design-Build Team.

DESIGN COMMUNICATION

Thinking Together at All Times - Your Project Planning Partner

Design is a collaborative process. We believe the most successful projects are the result of a collaborative team approach, sharing of ideas, and respect for our clients input. It may seem obvious, but unfortunately, we have had too many clients share their frustrations with designers that arrive with preconceived notions, aren't good stewards of community resources, or simply fail to respond and perform at critical project milestones. Our responsiveness to the client team will be central to the success of the project. We are accustomed to working with municipalities, staff, and user groups to develop a comprehensive solution to the issues critical to long term success.

The previous planning concepts performed by the Pros Consulting team demonstrated a general picture of the facility and helped define those programs that are most desirable for the Merriam community. The planning process must create an effective bridge between the community's desires and a well-orchestrated vision and plan for success. It is always important to clearly understand what the goals and guiding principles for a project will be (which will be vetted in the creation of the OPR). Here are some starting points:

- A cost-effective design that maximizes efficiency and stretches the available resources to provide maximum benefit for every dollar spent.
- Unique program of amenities that will appeal to a broad range of community interests, and features that will set this facility apart
- A building and site design that create a cohesive recreational campus on this parcel of property.
- A functional and flexible facility that can be effectively operated well into the future.
- A beautiful and timeless design that captures the unique character and context of Merriam.

The new Community Center will ultimately reflect Merriam's continued commitment to quality of life. Citizens will have high expectations, staff and service providers will have specific functional needs, decision makers will need adequate, reliable information, and the City will only be satisfied with a thoughtful, effective design process. The following diagram demonstrates how we will approach the design process.

Build Consensus Through Design Workshops

Our design team will use a design charrette approach to establish the conceptual design of the new Recreation/ Swim Complex. During these sessions, our team will prepare alternative plans and designs derived from these charrettes, which will then be presented back to you and your key staff for feedback. We will develop and study areas and adjacencies, alternative floor plans, internal visual and functional connections, building exterior, and operational considerations. We propose to utilize this workshop process to refine the detailed space program, and to develop the building conceptual design. In this way, by interfacing for a short but intense period with key stakeholders, we can be assured that we develop a consensus regarding the project direction.

Our design process is alternatives-based. The goal at the beginning of the process is to arrive prepared with the resources and review of the suggested program elements so that the initial project workshops can be productive. It is our mission to provide you the information and tools at every step, to make smart, confident decisions in designing a functional project and allocating community resources.

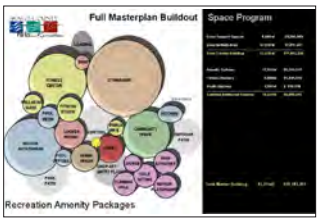
The illustration below provides you an outline for how we will approach the design workshops and the deliverables you can expect.

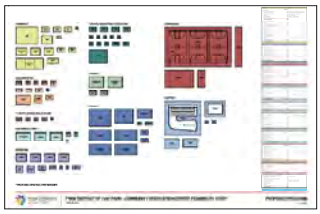
DESIGN WORKSHOP PROCESS OUTLINE

IMMERSE

With guidance of staff & public input, blend the review and refine the program that represents their goals for the center.

- Program Refinement
- Relationship Diagrams
- Detailed Space Refinement
- Early Cost models

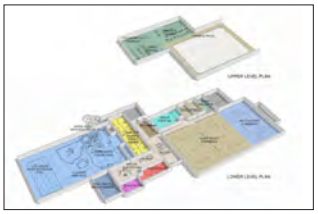




FRAME

Reach consensus in the design concept, framing the design problem and guiding the design process.

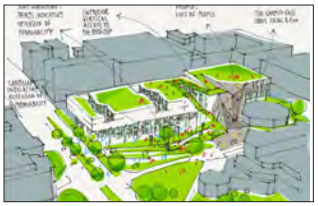
- Design Conclusions
- Organizing Concepts
- Site Options
- Inside/Outside Connections



IDEATE

Generate a wide range of options, thinking broadly about the possibilities, ensuring choice is offered in our decision process.

- Detailed Layouts
- Pool Feature Development
- Design Features
- System Planning
- Operational Models



DEFINE

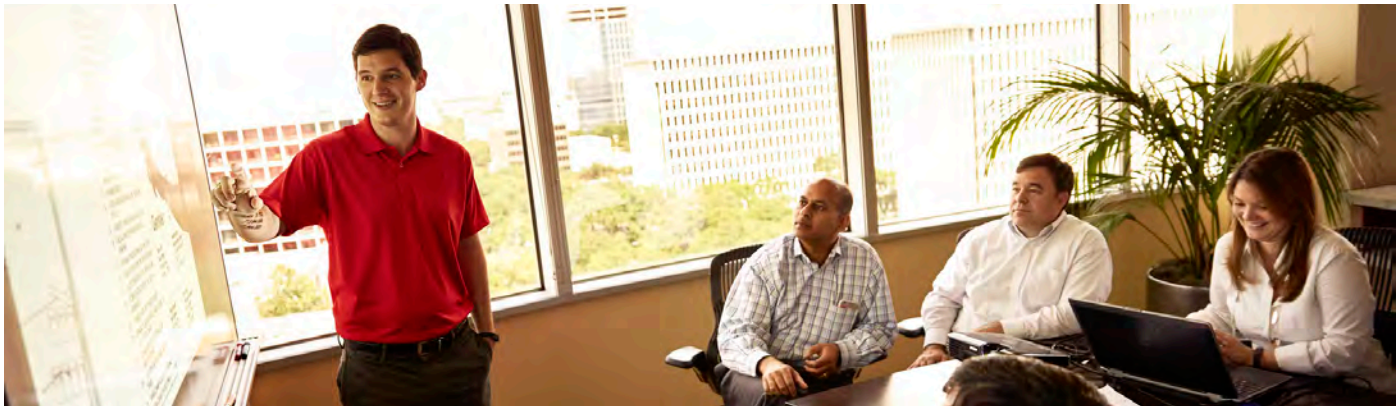
Refine the options into a specific solution, and test its responsiveness to the public's values.

- Character Sketches
- Building Form Options
- Material Studies

CONCEPTUALIZE

Develop imagery that expresses the unique character of Merriam, through sketches, photos and design stories.

- Interior and Exterior Illustrations
- Express the Vision
- Build Excitement



Communication Tools During Design

Our team has many tools at our disposal that we will use to shepherd you through the design process of the Community Center, including:

- **Responsibility Matrix** – Before we begin the complex process of design and planning, it is important to clearly delineate responsibilities on the team. This may seem obvious, but it cannot be underestimated. Our responsibility matrix is an essential tool to ensure a task, decision, or scope of work is not ambiguous or overlooked. This includes design and drawing tasks, decision making chain of command, responsible parties for design, implementation, procurement, and final decision making.

- **Weekly Status Report** – We believe regular, thorough updates on every aspect of the project design is important for open communication. We have found, especially on municipal projects with a large group of stakeholders, that it is common for administrators, multiple departments, Board members and elected officials, to regularly request project updates, usually with limited warning. Rather than scramble to describe the status at every request, every Friday we produce a project executive summary outlining every major aspect of the project - budget status, schedule status, pending decisions, current team tasks, upcoming tasks and alternates/options.

- **Tracking Matrix, "The Digital Suggestion Box"** – We learned long ago, that it is not the major space decisions that often challenge our projects, it is the tracking of the minute details that separates the truly great centers from the mediocre. Our tracking matrix records the smallest detail from meetings, facility tours, phone conversations or email. Every item is recorded on the list, assigned responsibility amongst our entire team, integrated into the drawings and is then tracked through to completion. This list is attached to every set of review drawings to demonstrate that we have included each item.

A sample of each of these documents is included in the Appendix section.

Define your organizational structure and roles during design phase.

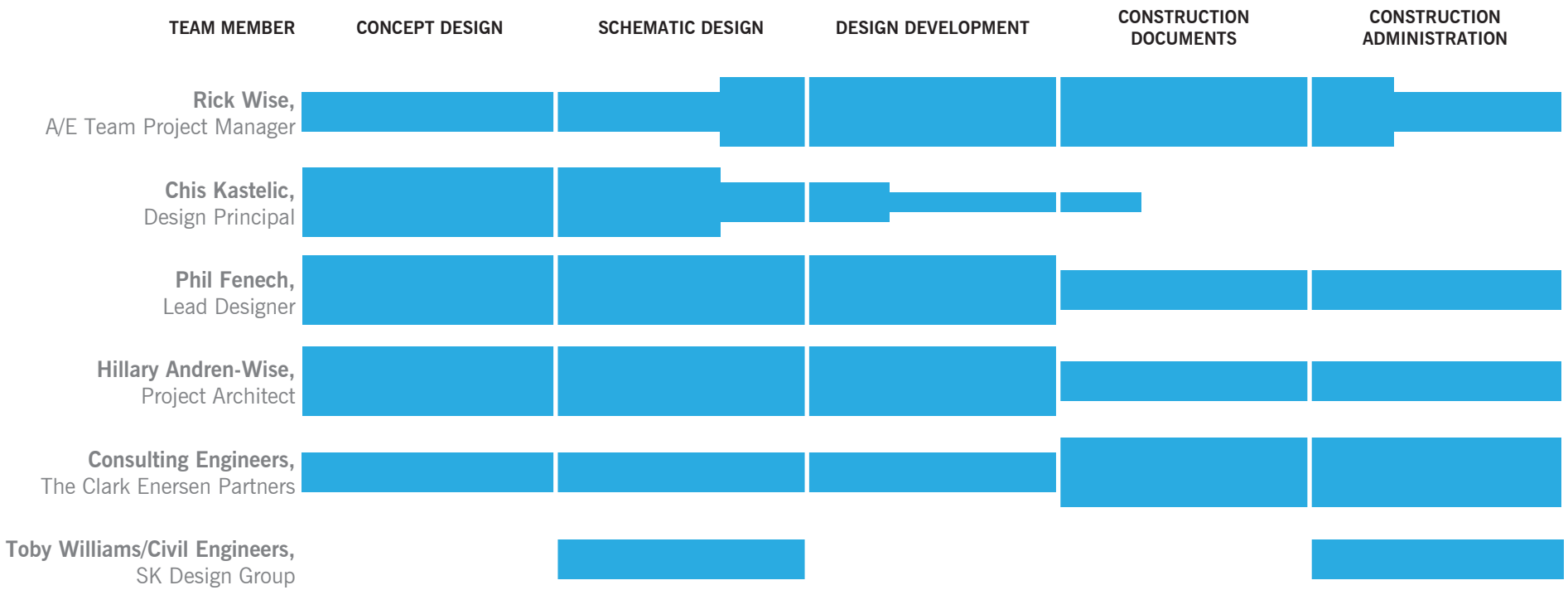
First and foremost, your primary project contact throughout the entirety of the project, will be design/project manager, Andrew Masters. Andrew will pull from his vast experience of working with complex, integrated teams to deliver on the McCarthy Design-Build Team's promises of an exceptional client experience from start to finish. His commitment to this project specifically stems from a youth spent growing up in Merriam, including regularly swimming at the current Merriam Aquatic Center. Driven by his past, Andrew will coordinate the resources of our entire team, ensuring you receive what you need when you need it. During design, he will co-locate with Clark Enersen, Perkins+Will, and other design consultant team members to keep the design process on schedule. During construction, Andrew will be onsite full-time to oversee effective and efficient construction operations, through turnover of the building and into the warranty phase.

As indicated in our organizational chart in our RFQ response, our team will be broken into work groups, including Mechanical/Electrical/Plumbing (MEP), Architectural, Landscape/Civil, Structural, and Construction Management. Andrew, along with project director, Steve Meuschke, preconstruction director, Brad Schoen, and A/E team project manager, Rick Wise, will direct the efforts of team members in these work groups.

During Design, members of the design team will be organized and coordinated as indicated on the chart on the following page.

In addition to the organization of our team, we have already established teaming agreements amongst each team member. The teaming agreement outlines how our teams will interact with each other from the proposal stage to project completion, giving us a firm foundation to build upon.

DESIGN TEAM PROCESS MATRIX



Describe how design team will interact and integrate with the construction team and include owner.

In the development of any project, if you fail to have an engaged partnership between the design and construction teams, the project will be completed, but it will more than likely be a challenge to get to that point. In lieu of that approach, we advocate for establishing a solid bond between the design and construction teams from day one, one that will transcend the project's completion date. This approach comes from our broad experience with collaborative delivery models – over 80% of McCarthy's annual volume consists of projects where we are teamed early with clients and design teams in the early design stages and work within a trusted partnership through design, construction and well beyond project closeout.

This partnership begins at the previously detailed kickoff session and continues through the proposed quarterly partnering sessions. Through these opportunities to build trust and better integrate the team, we will be better aligned when we roll into key project work sessions. We will also be integrated through the weekly team meetings, where we will tackle planning, primary tasks, scheduling, and estimating.

Another way we plan to integrate the design team is by co-locating critical members of the team in the McCarthy office, which is only 2.5 miles from the project site. By doing this, communication flow will be more consistent and focused on making timely decisions to keep the design progressing. Having our lead architect, MEP engineering, landscape architecture, and structural engineering coming from one firm, Clark Enersen, will further serve to make our team more integrated and efficient during design.

Define your approach to developing the GMP.

We will be taking a phased GMP approach to deliver cost certainty. In order to begin demolition by August 6, we will develop a demolition bid package for review and approval prior to completion of the GMP at 75% construction documents. To prepare the GMP at 75% construction documents, our team will:

- Confirm building areas and establish quantities and measurements of various building components.
- Perform a complete take-off of everything that can be measured.
- Balance what is shown on the documents with what we have learned about the project to that point.
- Solicit subcontractor input in most trade categories.
- Account for escalation and other potential cost issues.
- Internally peer review the GMP, and;
- Thoroughly reconcile the final GMP with other estimates, bids received, and the budget.

Co-locating at the McCarthy office, which is just 2.5 miles from the project site, will keep communication following and focused.

After the 100% construction documents are issued, we will revise our GMP to reduce allowances and contingencies. By taking these steps, it ensures that the project reflected in the 100% Construction Documents is within the project scope included in the accepted GMP.

Describe your procurement strategy for subcontractors.

SUBCONTRACTOR PROCUREMENT STRATEGY

The procurement of subcontractors and managing them for results is key to the success of any project. We will immediately begin working with subcontractors upon the completion of the initial estimate and master schedule. Subcontractor Prequalification is comprised of two critical steps:

- **Identification of local, regional, and national subcontractors:** As a community based builder, McCarthy focuses on utilization and maximization of local, small, and diverse subcontractors and vendors. We start early during preconstruction by understanding the City's expectations and/or requests. We then work with the entire team to develop a bid packaging approach to facilitate the maximization of local participation and secure the best pricing for the project.
- **Subcontractor Outreach and Generating Interest:** After developing the procurement plan, we then conduct subcontractor and vendor outreach meetings to stimulate interest within the community about the project and talk about timing, potential opportunities, etc. This is the formal request to all the realistic potential bidders who have been identified during previous steps. This happens on a very controlled timeline to ensure we stay on schedule. The team will take additional steps to solicit qualifications from any candidates who have not responded and who are felt to be good candidates.

We will let the bid packages, then interview the apparent successful subcontractors to ensure that they are responsible for the entire intended work package. This thorough review will ensure the expectations are clear, and will minimize the risk of change orders.

Bid Review and Interview – We will follow all requirements for soliciting subcontractors and will receive bids with Merriam representatives. Once received, we will conduct an initial review of all bids and determine their completeness. The entire process will be open and transparent. After this initial review, we will rank the top three subcontractors in each work category. At this stage, we will interview the top three in each category to review their bid in detail, including discussing their commitment to the project schedule and ensuring adequate manpower. We will try to identify any "risk money" in their bid that we can eliminate by addressing subcontractor concerns – technical proposals and additional qualifications may be requested at this time. Once the scope and amount of each proposal is confirmed we will make our recommendations to the City. Selected partners are required to complete a prequalification form to verify their insurance, financial health and resource availability. This can also be done prior to submitting a bid and is necessary to confirm the subcontractor is setup up for success on the project.

As previously discussed, we believe it makes sense to explore competitively procuring certain primary subcontractors early in the design process, namely mechanical/plumbing and electrical design-assist subcontractors. This will allow them to participate in a collaborative, design-assist environment to promote the success of fast-tracked schedules, reduction in design coordination issues, control of design creep, and best value options analysis. After completing a project needs assessment to determine which subcontractors are ideal to bring on early, we will solicit competitive proposal responses from firms identified with your input. These responses would be evaluated against a set criteria, including past experience, safety and quality capabilities, fees, and more. Finally, we would interview the top ranking proposers to arrive at a final selection.

Define efficiencies you see in the design/build process.

When executed correctly, design-build projects can be completed in less time and at a lower cost than a similar project executed with a different delivery method. The schedule and budget can be compressed due to the increased collaboration and alignment derived from the single point of accountability with the design-builder. Bringing design-assist subcontractors into the picture further increases the speed of coordination among disciplines, reducing the project's schedule. And, since time equals money, the project's cost is reduced.

However, there are also efficiencies in communication and a higher level of quality. Communication is increased because you have your design and construction partner engaged early and at the same time, identifying potential construction issues before they arise in the field. This leads to a better quality project from start to finish.

Other benefits of design-build include better management of your (owner) expectations, earlier commitment on scope and cost, and a better overall journey for the team.

Describe previous successful public engagement interactions and presentations.

Our process for employing community feedback goes beyond simply conducting public forums and summarizing the feedback. We employ a rigorous process of gauging community feedback, creating programming models for various user's personas, and applying the input to specific design approaches to the project under study. What this means is that we not only collect data, but we employ methods to categorize that data based on specific user types. This is similar in some respects to the Tapestry approach to community demographics, and it allows us to better integrate the feedback directly into conceptual design responses. In this way, our design concepts are reflective of the Merriam community of users, rather than a cookie cutter approach to recreation design in other parts of the state or region.

In some ways, the planning and design process is one of predicting the future, anticipating trends, use patterns, growth, shifts in community values, and ultimately how people with perceive the built environment we create. How does one predict an unknown future? By asking people what they want in the present time? Our answer - we consider iterations, options, until we build a version of it, and then rather than asking people if this fits their view, we empower them to participate in the building of that final experience with us - as a collaborative group. This is the role that we see for Merriam staff and the citizens we all hope to represent.

PUBLIC ENGAGEMENT PLAN OUTLINE

ANALYZE

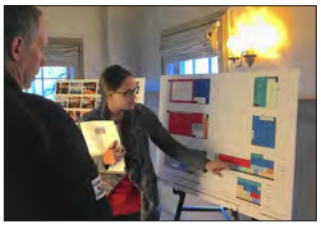
Delve into the community make-up of Merriam through demographic and Tapestry research.

- Demographics
- Use Patterns
- Operational Models

INFORM

Summarize the data and formulate community connections. Frame the study through insight, need and opportunity.

- Interpretation and Conclusions
- Draw Connections with Merriam Residents and Visitors



INQUIRE

Utilize our time with Merriam citizens for and exchange of ideas, educate them on the possibilities and gather feedback.

- Open Houses
- Focus Groups
- Push-Button Sampling
- Telephone Town Hall

REFINE

Translate the input into guiding principles, preferences for activities and programming with broad appeal.

- Summarize and Focus the Feedback
- Present the Merits of the Consensus Design
- Create Design Graphics

ENGAGE

Utilize a web presence and social media to connect with the community in meaningful ways. Informing while managing the message.

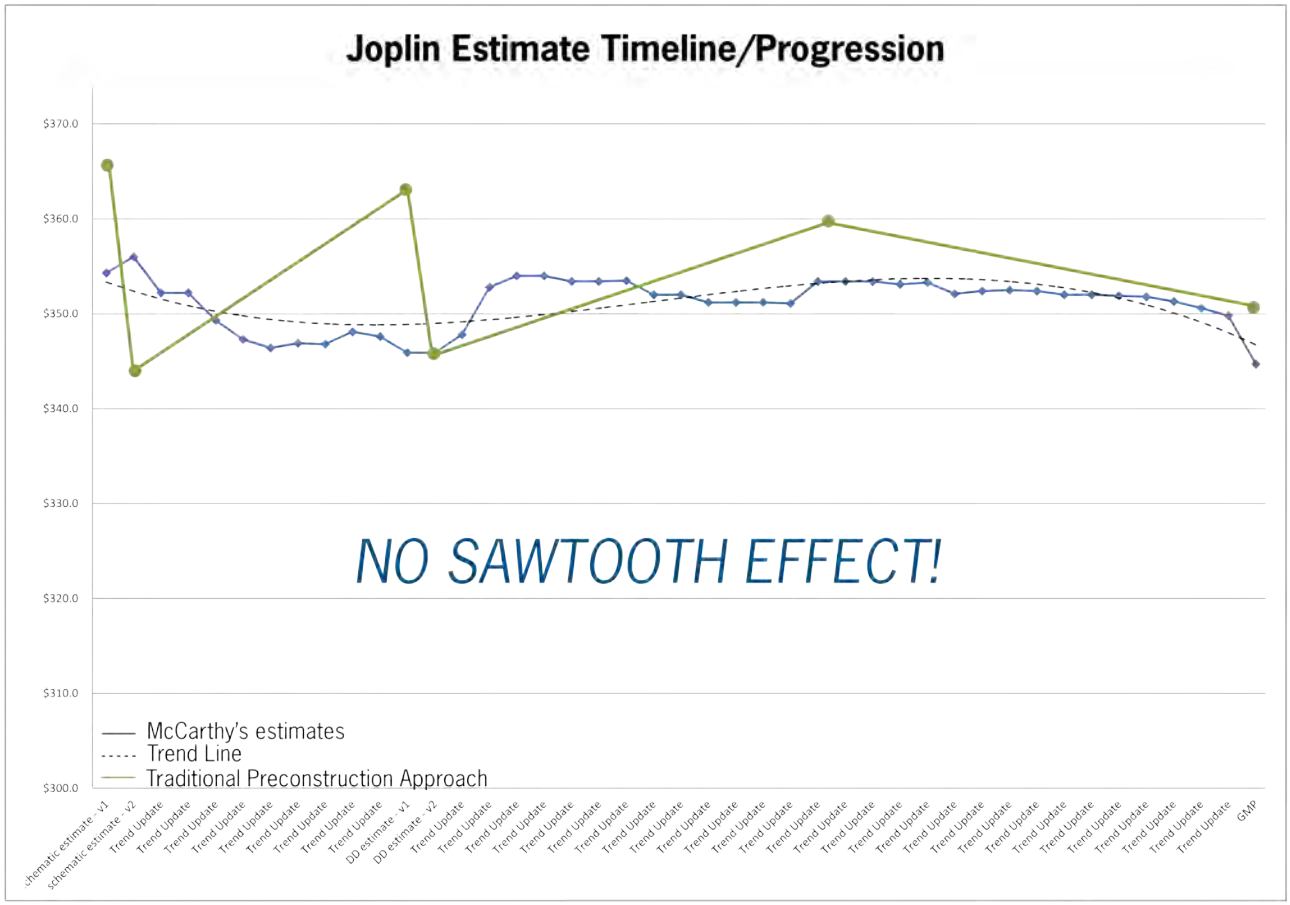
- Social Media Campaign
- Blog and Website
- Other Outreach

Describe how budgets will be managed during the design process.

During the pursuit of work, a major concern we often hear from potential clients is the fear of budget "surprises" at the time of milestone estimates. The traditional method of providing preconstruction services is to deliver these estimates, incorporating everything shown on the project documents plus what is anticipated, then proceed into a Value Analysis (VA) phase where budget overruns are addressed. The cost effect of this traditional approach has been described as the "Saw Tooth Effect", where project costs peak at completion of these milestone estimates, then reach their minimum during the following VA sessions.

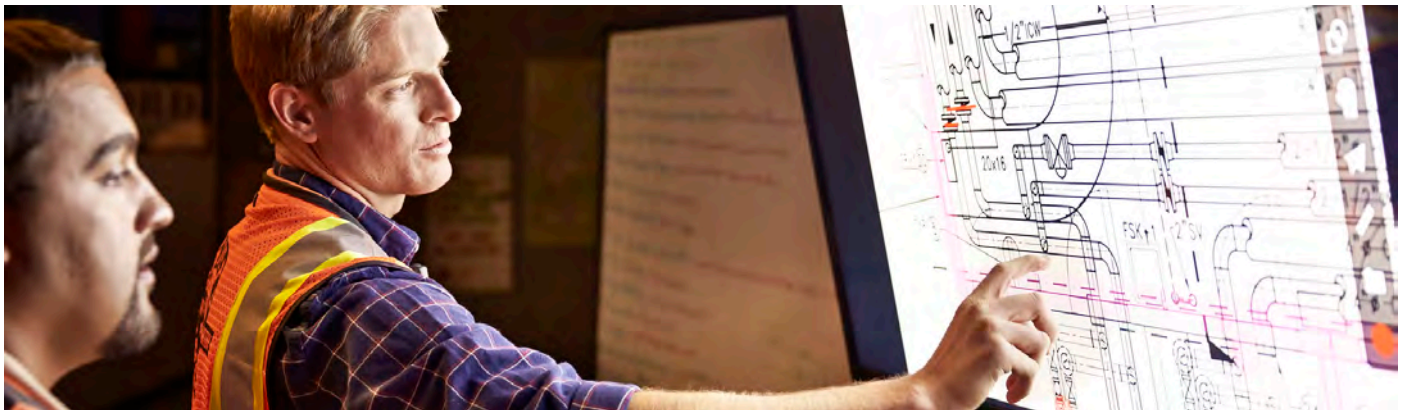
To avoid the "Saw Tooth Effect", we will implement Target Value Design, Continuous Cost Modeling, and Trending as part of our Integrated Design Delivery services. Rather than letting an estimate or costs react to the design, which makes you more prone to the "Saw Tooth Effect", Target Value Design, an industry-recognized process, has the team design to the estimate. The overall project's "target value" is set based on your budget, historical costs, and other restraining factors. Then, system budgets, detailed quantities, and unit pricing are derived from the overall target value. The integrated team then works towards these budgets throughout design. We have found that utilizing TVD provides organizational structure and framework to the budgeting process, but more importantly, it is a process that informs the project team which elements are critical for efficient design progression and overall cost certainty. A sample Target Value Design Cost Model is included in the Appendix section.

Supporting this approach to Target Value Design is our design team's experience in developing designs for some of the most successful community recreation facilities in the confines of the most streamlined budgets. Through their past experiences, they had to ensure that the design team, construction team, owner, and consultants are always in clear mutual understanding of the anticipated scope, quality, and expectations for the project so that the design always aligns with the budget. They do this by presenting early, detailed budget models for more informed decision-making. Having accurate information in the beginning allows the smartest decisions to be made early when the design-build and client team have the greatest ability to influence costs.



Mercy Joplin Replacement Hospital

43 updates to the project costs were provided in a 12-month timeframe spanning from McCarthy's schematic estimate, to buy-out, to GMP. The project costs during that span never varied more than 2.5% of the average.



Perkins+Will is experienced in designing recreation projects throughout the country and compiling research on dozens of other centers. They are regularly called upon to assist their clients in preliminary budgeting and reviewing construction budgeting and bids. They maintain a large database of recreation center cost averages, a sample of which is shown below, for not only the total project, but specific trades and divisions so that we can evaluate trending costs, identify discrepancies in certain areas, and better understand where we find value in the design of our recreation projects. This will help our design/build team in advising in the design process, and build more accurate cost estimates.

The Perkins+Will team's knowledge and expertise in the intricate function and detail of this building type will eliminate any potential learning curves and allow us to focus on more creative solutions. Through a combination of smart planning, efficient layouts and innovative use of building systems and materials, we will maximize added value to the City in every decision.

Our team will also use continuous cost modeling to level out the major cost swings associated with typical milestone estimating procedures. For this to work, it will require our design team partner, every two weeks, to upload the most up-to-date BIM model for comparison with the previous model. This comparison identifies changes in quantities to different components of the project, which informs our cost estimate. Our revised estimate is then shared with the team and reviewed at the next OAC meeting. After changes are approved, the process starts over again. This process was completed on the $350 million Mercy Joplin Hospital project on a weekly basis, and through 43 independent trend updates, the project never varied 5% higher or lower than the preliminary budget.

With the target values and continuous cost modeling practices in place, we will turn to trending to provide a summary of project costs as they evolve through the design process. Doing this isolates major scope additions/deductions and estimates their budget impacts. A well-organized Trend List, from which trend items can be accepted or rejected, is essential to keep this process on track. A sample Trend List is included in the Appendix section for your review.

BUDGET RESULTS FOR SIMILAR PROJECTS

Project	Area (Gross SF)	Project Budget ($)	Bid Amount ($)	Cost ($/SF)	Change Orders ($)	Change Orders (%)
Greeley Family FunPlex (2006)	66,052	$10,500,000	$10,436,766	$158	$102,376	0.98%
Southridge Recreation Center (2007)	71,880	$12,800,000	$12,600,000	$175	$135,000	1.07%
Fraser Grand Park Recreation Center (2008)	50,000	$12,079,317	$13,025,977	$261	$115,155	0.88%
Fruita Recreation Center & Library (2009)	55,000	$12,300,000	$12,109,248	$220	$56,500	0.47%
Stapleton Central Park Recreation Center (2012)	56,940	$13,500,000	$13,518,936	$237	$146,331	1.08%
Williston Area Recreation Center (2013)	239,000	$72,500,000	$71,960,800	$301	$647,640	0.90%
Commerce City Recreation Center (2016)	104,000	$33,900,000	$33,839,600	$325	$226,735	0.67%
Louisville Recreation Center Addition/Renov. (2017)	97,000	$28,300,000	$28,425,000	$293	NA	NA

Discuss method of consideration of alternative concepts and systems.

Looking at alternative concepts and systems is crucial to delivering you the best value at every turn, which we will do both during design and construction.

CAPTURE DESIGN OPPORTUNITIES

Operational Efficiency

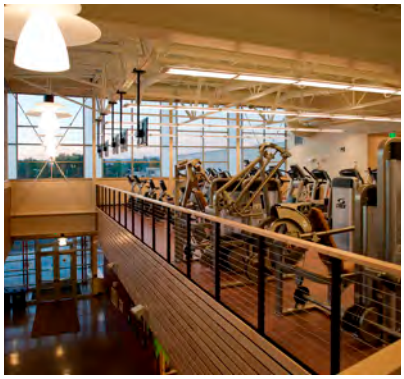
The way a building is staffed can affect everything from function to safety and the user's perception of the facility from their first visit. It may also have the most overall impact on the costs of operation. Our team's full understanding of the community recreation business will be a valuable tool throughout the course of design. We will maintain an active dialogue with recreation staff regarding the pros and cons of different organizational approaches so that we can develop the right solution early in the process and keep the design moving forward. The new Williston Area Recreation Center, at nearly 240,000 square feet, demanded the need for thoughtful planning. The sheer scale of the building required a clear layout to make sure visitors could easily navigate the building, while operators could easily view activity spaces. In the words of Darin Krueger, the recreation director from the project's inception, "the front desk has visibility of all the main activity areas, and even in such a large building, it is easy to find your way around."

Case Study: Williston Area Recreation Center

Developing Effective Multi-Use Spaces

Multi-generational recreation environments must respond to a multitude of needs. Developing spaces which convert easily and effectively from one use to another will be critical to the success of the proposed Center. Throughout the planning and design process, we will emphasize key ingredients, such as adjacent, ample storage and materials (particularly flooring) which can support multiple activities. In the Fruita example shown below, the project needed to satisfy the needs of both recreation and library services by sharing much of the building area including meeting rooms, youth activity areas, lounge and circulation space, and support areas. Additionally, the challenging budget required that the other spaces in the building be flexibly converted to serve multiple programs including multi-use fitness studios, the gymnasium, and meeting spaces. In the end, the building was built $300,000 under budget, allowing those funds to be directed to refurbishing the adjacent outdoor pool.

Case Study: Fruita Community Recreation Center and Library



Cost-Effective Design – Space-Efficient Planning

An important part of our cost control philosophy is to develop the greatest amount of programmable, active space within the overall footprint of a building. During early design studies, we focus specifically on:

- Working to create most efficient layout of general circulation space and eliminating wasteful corridors.
- Targeting efficient locations and footprints for maintenance, storage, infrastructure and equipment rooms.
- Developing space sizes and layouts that can generally accommodate multiple activities rather than single-purpose spaces, and be easily transitioned throughout the course of a typical day.

In the Fort Lupton example below, you can see the yellow highlighted area outlines the total amount of circulation. This building reached an unprecedented 8.3% total non-assigned area, this allowed us to incorporate more than 2,300 square feet of additional programmed space in the building, within the set budget limit, that would normally have been attributed to wasted circulation in a less efficient plan.

Case Study: Fort Lupton Community Center

Cost-Effective Design – Alternate Building Systems and Materials

If the building has been designed as efficiently as possible, and reductions to program are not an option, then the possibility for less expensive systems and materials may be an option. As your design-builder, it is our responsibility to provide you with real-time input relative to options available concerning nearly all systems within the project (such as structure, enclosure, mechanical, electrical, and plumbing). This is to help the team look at all potential systems and provide the best overall solution to balance Merriam's needs relative to initial cost, long-term cost, schedule and quality.

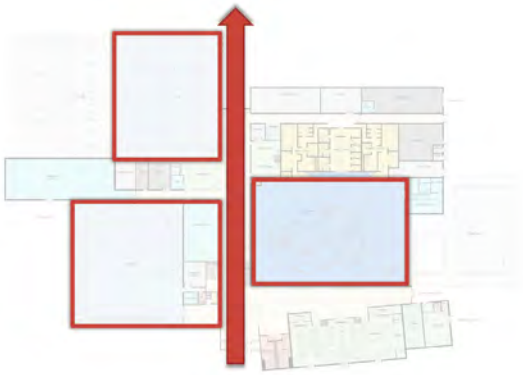
For instance, many large spaces such as fitness and gymnasiums can be very effectively housed in pre-engineered or prefabricated systems, providing large open spaces at much less expense than traditional masonry and concrete. In the Parker Fieldhouse example, the 100,000-square-foot building was designed with insulated metal wall panels and pre-engineered steel superstructure in the large volume spaces of the gymnasium, turf fieldhouse, and inline rink. Understanding how to detail this type of construction to perform with longevity, and to integrate into traditional systems is the key to its effectiveness. The building was built in 2007 for $134/SF, which even at the time, was 50% less than other building alternatives.

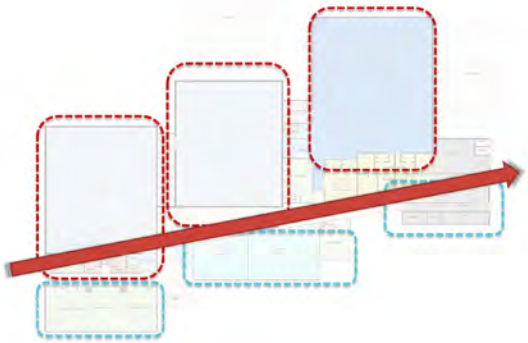
Case Study: Parker Fieldhouse

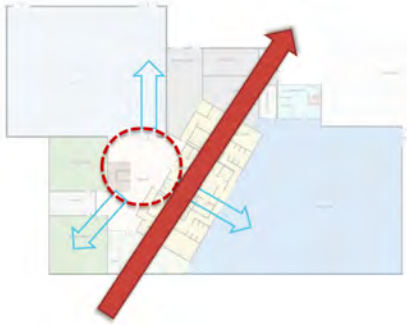
DESIGN OPTIONS

Multiple Design Options

As we develop the plans for the Community Center, it is important to test various organizational options for the facility. Recognizing the factors that contribute to great recreation design - openness, visibility, clear circulation, thoughtful adjacencies, we will demonstrate how each option responds to these goals. Ultimately, we will be making 50-year design decisions in the first few months of the project, so it is imperative to make the right, smart decisions early in the process. That effort begins with smart options. Below are the plan options for the Commerce City Recreation Center, showing circulation concepts ranging from a central “great hall” to a “main street” organization.







6.7 | Project Schedule

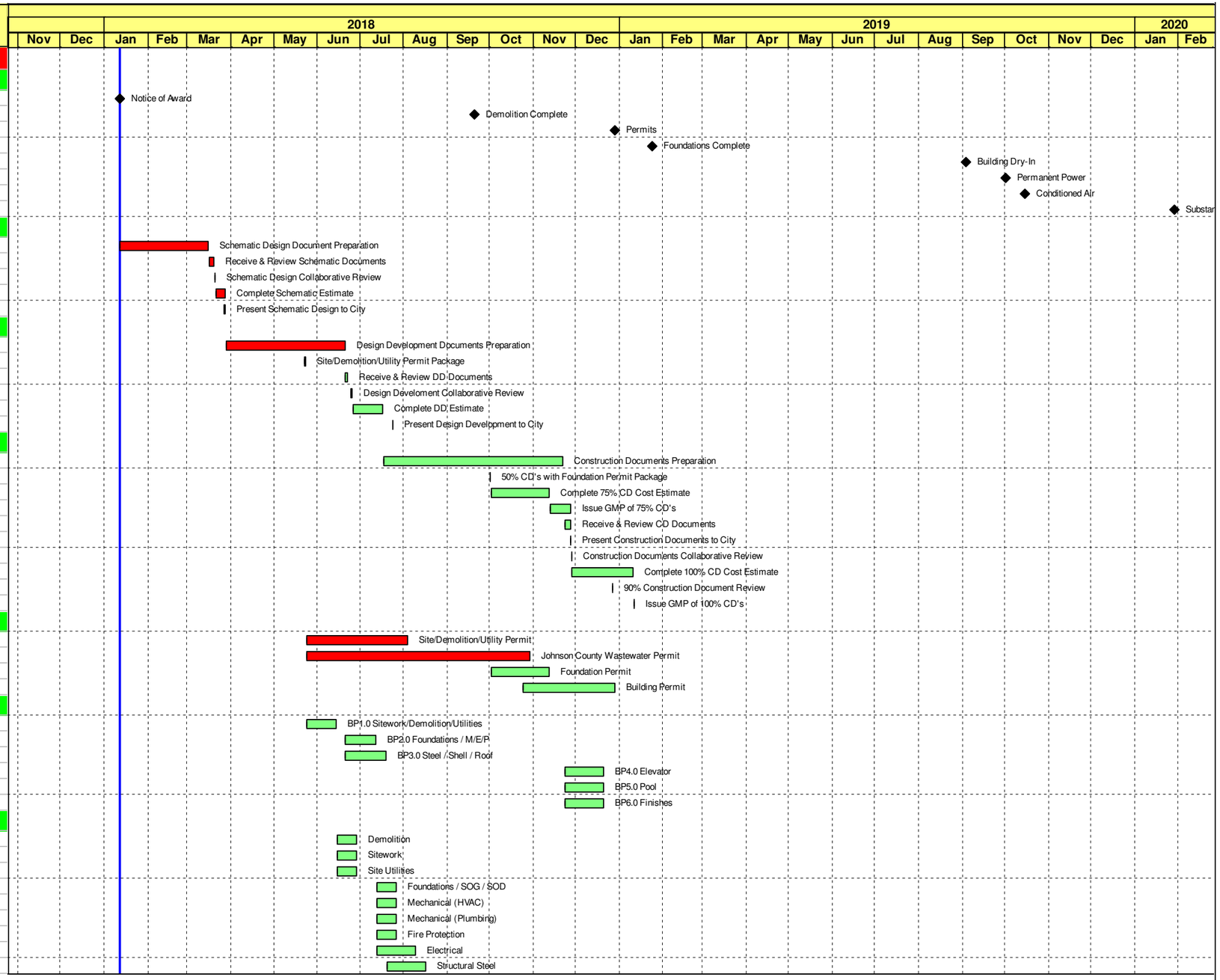
Central Park Recreation Center / *Denver, CO*

PROJECT SCHEDULE

The schedule on the following pages was created based on the information included in the RFQ, RFP, and Master Plan documents, along with input from each of our team members.

As you can see, it plans for a February 5, 2020 final completion date, which can potentially be accelerated as more information is released and discussions are had after the project kicks off. Once approved by all team members, the Master Schedule will be the guidepost for the team throughout design and construction activities, helping you see the path to completion.

Activity ID	MerriamRe	Activity Name	Orig Dur	Rem Dur	Start	Finish
MerriamCenter						
Milestones						
A1000		Notice of Award	0	0	12-Jan-18	
A1020	MCC	Demolition Complete	0	0		20-Sep-18
A1010	MCC	Permits	0	0		28-Dec-18
A1030	MCC	Foundations Complete	0	0		24-Jan-19
A1040	MCC	Building Dry-In	0	0		03-Sep-19
A1050	MCC	Permanent Power	0	0		01-Oct-19
A1060	MCC	Conditioned Air	0	0		15-Oct-19
A1070	MCC	Substantial Completion	0	0		29-Jan-20
Schematic Design						
A1180	AE	Schematic Design Document Preparation	45	45	12-Jan-18	15-Mar-18
A1181	MCC	Receive & Review Schematic Documents	2	2	16-Mar-18	19-Mar-18
A1191	MCC	Schematic Design Collaborative Review	1	1	20-Mar-18	20-Mar-18
A1190	MCC	Complete Schematic Estimate	5	5	21-Mar-18	27-Mar-18
A1192	MCC	Present Schematic Design to City	1	1	27-Mar-18	27-Mar-18
Design Development						
A1200	AE	Design Development Documents Preparatior	60	60	28-Mar-18	20-Jun-18
A1201	AE	Site/Demolition/Utility Permit Package	1	1	23-May-18	23-May-18
A1210	MCC	Receive & Review DD Documents	2	2	21-Jun-18	22-Jun-18
A1220	MCC	Design Develoment Collaborative Review	1	1	25-Jun-18	25-Jun-18
A1230	MCC	Complete DD Estimate	15	15	26-Jun-18	17-Jul-18
A1240	MCC	Present Design Development to City	1	1	24-Jul-18	24-Jul-18
Construction Documents						
A1300	AE	Construction Documents Preparation	90	90	18-Jul-18	21-Nov-18
A1301	AE	50% CD's with Foundation Permit Package	1	1	01-Oct-18	01-Oct-18
A1302	MCC	Complete 75% CD Cost Estimate	30	30	02-Oct-18	12-Nov-18
A1308	MCC	Issue GMP of 75% CD's	10	10	13-Nov-18	27-Nov-18
A1310	MCC	Receive & Review CD Documents	3	3	23-Nov-18	27-Nov-18
A1330	MCC	Present Construction Documents to City	1	1	27-Nov-18	27-Nov-18
A1320	MCC	Construction Documents Collaborative Revie	1	1	28-Nov-18	28-Nov-18
A1315	MCC	Complete 100% CD Cost Estimate	30	30	28-Nov-18	10-Jan-19
A1305	AE	90% Construction Document Review	1	1	27-Dec-18	27-Dec-18
A1318	MCC	Issue GMP of 100% CD's	1	1	11-Jan-19	11-Jan-19
Permits						
A1440	MCC	Site/Demolition/Utility Permit	50	50	24-May-18	03-Aug-18
A1441	MCC	Johnson County Wastewater Permit	110	110	24-May-18	29-Oct-18
A1450	MCC	Foundation Permit	30	30	02-Oct-18	12-Nov-18
A1460	MCC	Building Permit	45	45	25-Oct-18	28-Dec-18
Bid Packages						
A1470	MCC	BP1.0 Sitework/Demolition/Utilities	15	15	24-May-18	14-Jun-18
A1480	MCC	BP2.0 Foundations / M/E/P	15	15	21-Jun-18	12-Jul-18
A1490	MCC	BP3.0 Steel / Shell / Roof	20	20	21-Jun-18	19-Jul-18
A1500	MCC	BP4.0 Elevator	20	20	23-Nov-18	20-Dec-18
A1510	MCC	BP5.0 Pool	20	20	23-Nov-18	20-Dec-18
A1520	MCC	BP6.0 Finishes	20	20	23-Nov-18	20-Dec-18
Contracting						
A1530	MCC	Demolition	10	10	15-Jun-18	28-Jun-18
A1540	MCC	Sitework	10	10	15-Jun-18	28-Jun-18
A1550	MCC	Site Utilities	10	10	15-Jun-18	28-Jun-18
A1590	MCC	Foundations / SOG / SOD	10	10	13-Jul-18	26-Jul-18
A1600	MCC	Mechanical (HVAC)	10	10	13-Jul-18	26-Jul-18
A1610	MCC	Mechanical (Plumbing)	10	10	13-Jul-18	26-Jul-18
A1620	MCC	Fire Protection	10	10	13-Jul-18	26-Jul-18
A1630	MCC	Electrical	20	20	13-Jul-18	09-Aug-18
A1660	MCC	Structural Steel	20	20	20-Jul-18	16-Aug-18

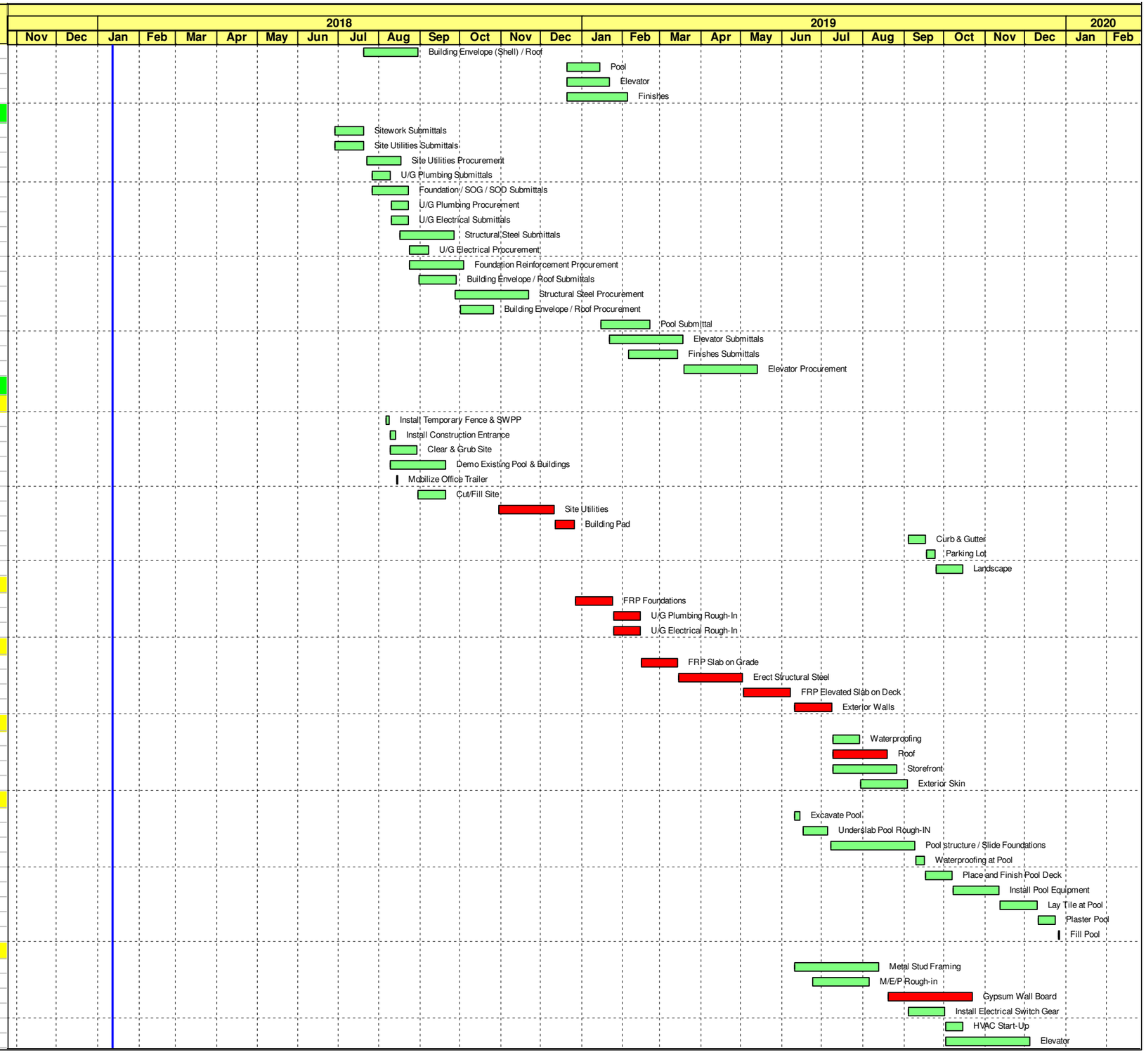


Start Date - 12-Jan-18
Finish Date - 05-Feb-20
Data Date - 12-Jan-18

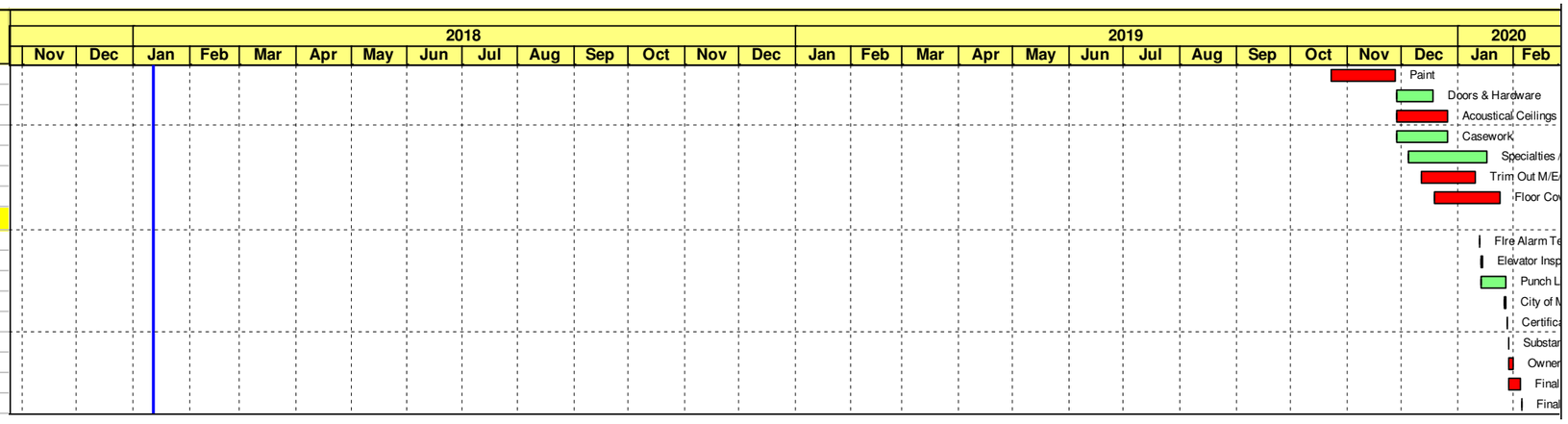
Remaining Level of Effort
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone

McCarthy Building Companies
MerriamCenter

Activity ID	MerriamRe	Activity Name	Orig Dur	Rem Dur	Start	Finish
A1670	MCC	Building Envelope (Shell) / Roof	30	30	20-Jul-18	30-Aug-18
A1690	MCC	Pool	15	15	21-Dec-18	14-Jan-19
A1680	MCC	Elevator	20	20	21-Dec-18	21-Jan-19
A1710	MCC	Finishes	30	30	21-Dec-18	04-Feb-19
Submittals & Procurement						
A1560	MCC	Sitework Submittals	15	15	29-Jun-18	20-Jul-18
A1570	MCC	Site Utilities Submittals	15	15	29-Jun-18	20-Jul-18
A1580	MCC	Site Utilities Procurement	20	20	23-Jul-18	17-Aug-18
A1700	MCC	U/G Plumbing Submittals	10	10	27-Jul-18	09-Aug-18
A1640	MCC	Foundation / SOG / SOD Submittals	20	20	27-Jul-18	23-Aug-18
A1720	MCC	U/G Plumbing Procurement	10	10	10-Aug-18	23-Aug-18
A1730	MCC	U/G Electrical Submittals	10	10	10-Aug-18	23-Aug-18
A1750	MCC	Structural Steel Submittals	28	28	17-Aug-18	26-Sep-18
A1740	MCC	U/G Electrical Procurement	10	10	24-Aug-18	07-Sep-18
A1650	MCC	Foundation Reinforcement Procurement	28	28	24-Aug-18	03-Oct-18
A1790	MCC	Building Envelope / Roof Submittals	20	20	31-Aug-18	28-Sep-18
A1760	MCC	Structural Steel Procurement	40	40	27-Sep-18	21-Nov-18
A1800	MCC	Building Envelope / Roof Procurement	20	20	01-Oct-18	26-Oct-18
A1810	MCC	Pool Submittal	28	28	15-Jan-19	21-Feb-19
A1770	MCC	Elevator Submittals	40	40	22-Jan-19	18-Mar-19
A1820	MCC	Finishes Submittals	28	28	05-Feb-19	14-Mar-19
A1780	MCC	Elevator Procurement	40	40	19-Mar-19	13-May-19
Construction						
Demolition & Sitework						
A1830	MCC	Install Temporary Fence & SWPP	3	3	06-Aug-18	08-Aug-18
A1840	MCC	Install Construction Entrance	3	3	09-Aug-18	13-Aug-18
A1870	MCC	Clear & Grub Site	15	15	09-Aug-18	29-Aug-18
A1860	MCC	Demo Existing Pool & Buildings	30	30	09-Aug-18	20-Sep-18
A1850	MCC	Mobilize Office Trailer	2	2	14-Aug-18	15-Aug-18
A1880	MCC	Cut/Fill Site	15	15	30-Aug-18	20-Sep-18
A1890	MCC	Site Utilities	30	30	30-Oct-18	11-Dec-18
A1900	MCC	Building Pad	10	10	12-Dec-18	26-Dec-18
A1910	MCC	Curb & Gutter	10	10	04-Sep-19	17-Sep-19
A1920	MCC	Parking Lot	5	5	18-Sep-19	24-Sep-19
A1930	MCC	Landscape	15	15	25-Sep-19	15-Oct-19
Foundations & Underground						
A1940	MCC	FRP Foundations	20	20	27-Dec-18	24-Jan-19
A1950	MCC	U/G Plumbing Rough-In	15	15	25-Jan-19	14-Feb-19
A1960	MCC	U/G Electrical Rough-In	15	15	25-Jan-19	14-Feb-19
Structure						
A2130	MCC	FRP Slab on Grade	20	20	15-Feb-19	14-Mar-19
A2140	MCC	Erect Structural Steel	35	35	15-Mar-19	02-May-19
A2150	MCC	FRP Elevated Slab on Deck	25	25	03-May-19	07-Jun-19
A2160	MCC	Exterior Walls	20	20	10-Jun-19	08-Jul-19
Building Envelope						
A2200	MCC	Waterproofing	15	15	09-Jul-19	29-Jul-19
A2180	MCC	Roof	30	30	09-Jul-19	19-Aug-19
A2190	MCC	Storefront	35	35	09-Jul-19	26-Aug-19
A2210	MCC	Exterior Skin	25	25	30-Jul-19	03-Sep-19
Pool						
A1969	MCC	Excavate Pool	5	5	10-Jun-19	14-Jun-19
A1970	MCC	Underslab Pool Rough-IN	14	14	17-Jun-19	05-Jul-19
A1980	MCC	Pool structure / Slide Foundations	45	45	08-Jul-19	09-Sep-19
A1981	MCC	Waterproofing at Pool	5	5	10-Sep-19	16-Sep-19
A1990	MCC	Place and Finish Pool Deck	15	15	17-Sep-19	07-Oct-19
A2000	MCC	Install Pool Equipment	25	25	08-Oct-19	11-Nov-19
A2010	MCC	Lay Tile at Pool	20	20	12-Nov-19	10-Dec-19
A2020	MCC	Plaster Pool	10	10	11-Dec-19	24-Dec-19
A2030	MCC	Fill Pool	2	2	26-Dec-19	27-Dec-19
Finishes						
A2220	MCC	Metal Stud Framing	45	45	10-Jun-19	12-Aug-19
A2230	MCC	M/E/P Rough-in	30	30	24-Jun-19	05-Aug-19
A2240	MCC	Gypsum Wall Board	45	45	20-Aug-19	22-Oct-19
A2241	MCC	Install Electrical Switch Gear	20	20	04-Sep-19	01-Oct-19
A2242	MCC	HVAC Start-Up	10	10	02-Oct-19	15-Oct-19
A2310	MCC	Elevator	45	45	02-Oct-19	04-Dec-19



Activity ID	MerriamRe	Activity Name	Orig Dur	Rem Dur	Start	Finish
A2250	MCC	Paint	25	25	23-Oct-19	27-Nov-19
A2300	MCC	Doors & Hardware	15	15	28-Nov-19	18-Dec-19
A2260	MCC	Acoustical Ceilings	20	20	28-Nov-19	26-Dec-19
A2290	MCC	Casework	20	20	28-Nov-19	26-Dec-19
A2320	MCC	Specialties / Equipment	30	30	05-Dec-19	17-Jan-20
A2270	MCC	Trim Out M/E/P	20	20	12-Dec-19	10-Jan-20
A2280	MCC	Floor Covering	25	25	19-Dec-19	24-Jan-20
Completion						
A2040	MCC	Fire Alarm Test	1	1	13-Jan-20	13-Jan-20
A2050	MCC	Elevator Inspection	1	1	14-Jan-20	14-Jan-20
A2090	MCC	Punch List	10	10	14-Jan-20	27-Jan-20
A2060	MCC	City of Merriam Final Inspection	1	1	27-Jan-20	27-Jan-20
A2070	MCC	Certificate of Occupancy	1	1	28-Jan-20	28-Jan-20
A2080	MCC	Substantial Completion	1	1	29-Jan-20	29-Jan-20
A2100	MCC	Owner Training	3	3	29-Jan-20	31-Jan-20
A2110	MCC	Final Clean	5	5	29-Jan-20	04-Feb-20
A2120	MCC	Final Completion	1	1	05-Feb-20	05-Feb-20



Appendix

SAMPLE PROJECT DOCUMENT

OWNER PROJECT REQUIREMENTS

MERRIAM COMMUNITY CENTER –
OWNER'S PROJECT REQUIREMENTS

The Owner's Project Requirements document is a written summary of the facility requirements including design, usage, efficiency, documentation, testing and training to provide the required functions.

Introduction

[INSERT PURPOSE FOR THIS DOCUMENT AND SCOPE OF WORK FOR PROJECT]

Key Owner's Project Requirements

From input gained during the OPR workshop and subsequent follow-up, several key OPR have been identified that are critical to the success of this project. These OPR are general in nature and essentially encompass the performance criteria and detailed OPR contained throughout this document.

The key OPR are:

- [INSERT KEY OPR]

General Project Description

[INSERT GENERAL PROJECT DESCRIPTION]

Milestone	**Estimated Date of Completion**
OPR completed	
Program Completed	
Schematic design	
Design development	
1st construction document review	
2nd construction document review	
Final construction documents	
Pre-bid meeting	
Award contract	
Pre-construction meeting	
All submittals approved	
Structural frame complete	
Facility sealed	
Major HVACR equipment installed	
Startup	
Testing	
Tuning	
Substantial completion	
Warranty start date	
Lessons learned workshop	

Objectives

There are several key objectives that the owner wishes to achieve during this project. These include:

a) [INSERT OBJECTIVES]

Functional Uses

The functional uses of the Merriam Community Center include those typical of a community center. The functional uses common to most user groups include:

a) [INSERT FUNCTIONAL USES OF VARIOUS SPACES]

In addition to the functional areas defined above, the building as a whole requires a variety of support areas to allow each group to operate efficiently. These support areas include:

a) [INSERT SUPPORT AREAS]

Certain user groups within the Community Center also have specific requirements for spaces not categorized above. Each of these spaces is listed below according to the appropriate user:

a) [INSERT USER GROUP SPECIFIC REQUIREMENTS]

Occupancy Requirements

[INSERT OCCUPANCY REQUIREMENTS]

Budget Considerations and Limitations

[INSERT BUDGET CONSIDERATIONS AND LIMITATIONS]

Performance Criteria

The performance criteria upon which this project is being evaluated by The McCarthy Design-Build Team are included in this section. Each performance criterion is verified during the Pre-Design, Design, Construction, and/or Occupancy & Operations phase(s) of the project. The performance criteria are categorized into the following groups:

- General
- Economic
- User Requirements
- Construction Process
- Operations
- Systems
- Assemblies

General

a) [INSERT GENERAL PERFORMANCE CRITERIA]

Economic

a) [INSERT ECONOMIC PERFORMANCE CRITERIA]

User Requirements

a) [INSERT USER REQUIREMENTS PERFORMANCE CRITERIA]

Construction Process

a) [INSERT CONSTRUCTION PROCESS PERFORMANCE CRITERIA]

Operations

a) [INSERT OPERATIONS PERFORMANCE CRITERIA]

Systems

a) [INSERT SYSTEMS PERFORMANCE CRITERIA]

Assemblies

a) [INSERT ASSEMBLIES PERFORMANCE CRITERIA]

Owner's Project Requirements Version History

The changes made to this OPR document throughout the Pre-Design, Design, Construction, and Occupancy and Operations Phases are summarized in the following table. Tracking of this information is critical in that it enables future operators and design professionals an understanding of the trade-offs made during the project and the resulting impact on the facility and achievement of the OPR.

Change #	Original OPR	New OPR	Reason for Change	Approved By	Date Approved
1					
2					
3					

OPR Workshop Responses

An OPR Workshop was convened on [INSERT DATE]. This section contains the results of the workshop. The attendees of the OPR Workshop were:

Attendee	Representing	Phone	E-mail Address
[insert workshop attendees]			

The questions answered during the workshop were:

1. What areas are required for a functional facility? *This question gets the attendees to define the areas of the facility that are required for functionality (e.g., classrooms, restrooms, administration, etc. for an elementary school).*

2. List conditions important to your comfort in an ideal building. *This question gets the attendees to define what comfort is on their terms and provides the design engineer with information they traditionally do not get.*

3. What activities generate pollutants in this building? *This question provides an understanding of the activities that are perceived to produce pollutants. The benefit is that the architect and engineer can determine how to avoid health and comfort problems through design or process changes.*

4. How do we make this facility more sustainable? *This question provides a clear understanding of how the owner defines sustainability. The responses from this question can then be applied to typical green rating systems (e.g., LEED™ and BREAM™).*

5. How do you define energy efficiency? *This question is for the O&M staff and is intended to understand how they determine the energy efficiency of the building and what level of efficiency is acceptable.*

6. How will you benchmark system operation? *This question is for the O&M staff and provides information on how they will measure the performance of the building.*

7. What documentation is required to properly operate and maintain facilities? *This question is for the O&M staff and provides input on what documentation they require and how they will use it.*

8. What are your training requirements? *This question is for the O&M staff, and sometimes the occupants, to understand what is needed to understand the systems and building.*

9. What problems with previous projects should be avoided? *This question is intended to understand what problems have occurred on previous problems so that we can avoid them on this project.*

10. What must be accomplished for a successful project? *This question is typically not asked and often results in misunderstandings. By understanding how the team is going to evaluate the success of the project, the designers will be able to meet the expectations.*

The following tables contain the ranked responses and clarifications from the OPR Workshop.

Question 1: What Areas are Required for a Functional Facility?

Response #	Responses	Clarification	Score

SAMPLE PROJECT DOCUMENT

PROJECT PROCESS MAP & DESIGN DELIVERY PLAN

LANE	PREWORK	WK 1 4/6/2015	WK 2 4/13/2015	WK 3 4/20/2015	WK 4 4/27/2015	WK 5 5/4/2015	WK 6 5/11/2015	WK 7 5/18/2015	WK 8 5/25/2015	WK 9 6/1/2015	WK 10 6/8/2015	WK 11 6/15/2015	WK 12 6/22/2015	WK 13 6/29/2015	WK 14 7/6/2015		3 Weeks Out from Bid Date
Client																	
Technical Proposal																	
Structural Design																	
Cost / Price / Schedule																	
Logistics / Phasing / Move Planning																	
MEP Design																	
Arch																	

SAMPLE PROJECT DOCUMENT

RESPONSIBILITY MATRIX

Project Responsibility Matrix

Revised: 29 JAN 08

Description	Design Resp.	Budget Resp.	Coordination	Decision Maker	Comments
Back of House - Mechanical & Maintenance					
A. Operational Decisions					
Control and Staffing Model	FVRD	FVRD	SCD	FVRD	Recreation Services to complete staffing document
Facility Scheduling	FVRD	FVRD	SCD	FVRD	
Janitorial Management	FVRD	FVRD	FVRD	FVRD	Work with Facilities Services, get copy of maintenance specs
Supplies	Operations	Operations	Operations	Operations	
Recreation Tracking Software System	Operations	Operations	Operations	Operations	
First Aid Supplies and Equipment	Operations	Operations	Operations	Operations	Campus Health Services to weigh in
B. Furniture & Fixtures & Equipment Specification					
Furniture (Moveable)	FVRD	FVRD	GC	FVRD	
Furniture (Fixed)	SCD	FVRD	GC	FVRD	
Files (Moveable)	FVRD	FVRD	GC	FVRD	
Files (Fixed)	SCD	FVRD	GC	FVRD	
Fitness Equipment	FVRD	FVRD	SCD	FVRD	
Gymnasium Equipment	SCD	FVRD	SCD	FVRD	
General Maintenance Equipment	FVRD	FVRD	GC	FVRD	
Graphics and Signage	SCD	FVRD	SCD	FVRD	
Fire Extinguisher & Cabinets	SCD	FVRD	GC	FVRD	
C. Fixture, Furniture & Equipment Procurement					
Furniture (Moveable)	FVRD	FVRD	FVRD	FVRD	
Furniture (Fixed)	SCD	SCD	GC	GC	
Files (Moveable)	FVRD	FVRD	FVRD	FVRD	
Files (Fixed)	SCD	SCD	GC	GC	
Fitness Equipment	FVRD	FVRD	FVRD	FVRD	
Gymnasium Equipment	SCD	SCD	GC	GC	
General Maintenance Equipment	FVRD	FVRD	FVRD	FVRD	
Graphics and Signage	SCD	SCD	GC	GC	
Fire Extinguisher & Cabinets	SCD	SCD	GC	GC	
F. Audio/Visual					
A/V & CATV Conduit, Pullwire, Sleeves & Boxes	WJHW	FVRD	WJHW	GC	
Fixed/Recessed Audio/Paging System Speakers	WJHW	FVRD	GC	GC	
Moveable Audio Speakers	Excluded	Excluded	WJHW	Excluded	Reuse existing owner provided equipment
Audio/Paging Equipment	WJHW	FVRD	GC	GC	
Wire Installation/Cover Plates	WJHW	FVRD	GC	GC	
Connections of all above	WJHW	FVRD	GC	GC	
Testing of all above equipment	WJHW	FVRD	GC	GC	
Stereo/CD Equipment	WJHW	FVRD	FVRD	FVRD	
VCR/DVD/DVR	WJHW	FVRD	FVRD	FVRD	
Portable Clocks/Radios/Stereos	Excluded	Excluded	Excluded	Excluded	
A/V Wiring, Terminations, & Testing not Specifically Mentioned Above	Excluded	Excluded	Excluded	Excluded	

SAMPLE PROJECT DOCUMENT

WEEKLY STATUS REPORT

What We Have Accomplished

- 05/06/2016: Infrastructure/Rec Center landscape design coordination meeting.
- 05/09/2016: Submitted Schematic Design Package for pricing and owner review. Worked with Pinkard for pricing questions/clarifications.
- 05/16/2016: Public Outreach coordination meeting.
- 05/23/2016: City Council study session – reviewed Schematic Design package, aquatic design, design inspiration images.
- 05/25/2016: Schematic Design Review session with staff.
- 05/25/2016: Infrastructure/Rec Center landscape design coordination meeting.

What We Will Accomplish Over the Next 2 Weeks

- 05/31/2016: Schematic Design Pricing Review meeting with Pinkard, CH2M.
- 05/31-06/03/2016: provide cost estimates for additional 4th lap lane design. Option 1 – additional lane will be warm water; Option 2 – additional lane will be a separate, cooler body of water. Estimate to include both construction cost and operational costs (by staff).
- 06/02/2016: Aquatics design meeting with Staff, CH2M.
- 06/06/2016: Office/Control Desk design meeting with Staff, CH2M.
- 06/08/2016: Interiors design meeting with Staff, CH2M.
- 06/09/2016: Monthly Infrastructure/Rec Center team meeting.

Look Ahead

- 06/27/2016: City Council study session – review revised exterior renderings, review new interior renderings of lobby-pool-fitness-community spaces, review progress Design Development drawings, review GMP process
- 07/25/2016: City Council study session – review completed Design Development package, GMP update.

Scope Changes to Date

- 04/12/2016: Submitted revised fee proposal request to CH2M, for increased scope of project scope/area/construction budget. Awaiting City Council approval.

Schedule/Deliverables Status

- 04/12/2016: Submitted revised fee proposal request to CH2M, for increased scope of project scope/area/construction budget. Current design schedule of 02/23/2016 remains unchanged per this revised proposal request. Awaiting City Council approval.

Budget Status

- 05/31/2016: Schematic Design Pricing Review meeting with Pinkard, CH2M.

Input Needed from Client:

- 04/12/2016: Submitted revised fee proposal request to CH2M, for increased scope of project scope/area/construction budget. Current design schedule of 02/23/2016 remains unchanged per this revised proposal request. Awaiting City Council approval.
- 06/06/2016: determination of bid package sequencing needed (Early civil/earthwork/utilities? Early civil/earthwork/utilities and foundations?)
- 06/06/2016: Council decision needed on additional 4th lap lane options, in order not to delay current design schedule.

Other Issues/Concerns

- None.

SAMPLE PROJECT DOCUMENT

TRACKING MATRIX

Western State College - Recreation Center/ Multipurpose Fieldhouse

SCD Job No. 1032

Owner Review Comments and Response

Schematic Design

Western States Comments:									Responsibility:									Consultant Response	Action:							
No.	Commenter	Category	Comment	Comment Date	Phase	Drawing No.	Spec Section	Spec Paragraph	SCD	Studio Insight	Schmueser/Gorden/Meyer	Martin/Martin	Innovative Electrical Syst	The Ballard Group	The Sextant Group	Ambient Energy			Incorporated	Incorporate Comment - Issue interiem dwg	Incorporate Comment - Will reflect on next Submission	Do not understand comment, please clarify	Cost Issue - Team will review and prepare pricing	Response provided	OAC discussion issue	Owner Action
1	MP	Arch	#9 is not supposed to be an alternate.	03/08/11	SD		Div 1		X									Revised in addendum #1	x							
2	MP	Arch	Isn't #10 an automatic with the reconfiguration?	03/08/11	SD		Div 1		X									The roof proposal is separate from the interior work.						x		
3	MP	Arch	Indoor turf is not listed as an alternate.	03/08/11	SD		Div 1		X									Added to Addendum #1	x							
4	MP	Arch	M-2 Wrestling Area Mechanical repair work is requested as a priority alternate.	03/08/11	SD		Div 1		X									Acknowledged					x		x	
5	MP	Arch	The cabinet heater in the storage room needs to be done no matter what as we run a high risk of having pipes freeze in that room every winter.	03/08/11	SD		Div 1		X									Off Amaresco list—a portion of M-2—make this portion a base item.					x		x	
6	SF	Arch	Facilities requests that roof repairs to Paul Wright Gym be prioritized.	03/08/11	SD		Div 1		X									Acknowledged Additional information in Addendum #1					x		x	
7	BW	Civil	Any provisions for radon mitigation?	03/08/11	SD		Div 2				X										x					
8	BW	Arch	Prescriptive Energy Code for Gunnison County recommends R-21 for walls and R-38 for roof assemblies.	03/08/11	SD		Div 7		X									Revised in Addendum #1	x							
9	BW	Arch	Galvanized frames at exterior doors are requested.	03/08/11	SD		Div 8		X									Most exterior doors are aluminum. HM will go to galvanized.								
10	MP	Arch	Windows are not necessary in garage doors.	03/08/11	SD		Div 8		X									Will take out of Northwest doors.		x						
11	BW	Arch	Aluminum Entrances – 10" bottom stile is requested.	03/08/11	SD		Div 8		X									Revised in Addendum #1	x							
12	MP	Arch	1. Multipurpose flooring – we'd like to see Mondo Sports Flex at 12mm thick. (MP)	03/08/11	SD		Div 9		X									These are being priced as an alternate in addendum #1	x							
			2. D-Zone flooring – we'd like to see Mondo Sports Flex at 12mm thick. (MP)																							
			3. Pole Vault and Long Jump runways – we'd like to see Mondo Super X at 12mm thick. (MP)																							
			4. Running track – we'd like to see 13mm thick. (MP)																							
			5. Perimeter Zone Flooring – we'd like to see Mondo Sports Flex at 12mm thick. (MP)																							
			6. On both the track and the weight room flooring we'd like to see different colors designed in. (MP)																							
			a. Track – lanes alternate colors																							
			b. Weight Room – platform areas different from rest of the floor																							
			c. Basketball courts – delineated by color																							
13	MP	Arch	1. Toilet Accessories – Western State can provide (contractor install)	03/08/11	SD		Div 10		X									Revised in Addendum #1	x							
			a. Toilet Paper Holders – American Standard, Two Roll Jumbo																							
			b. Paper Towel Dispensers - Waxi EZ Touch Paper Towel Dispensers																							
			c. Soap Dispensers - Waxi 2000ML Foam Soap Dispenser																							
14	MP	Arch	Any additional information on "Record Boards" and potential locations?	03/08/11	SD		Div 10		X									Needs clarification.			x					
15	MP	Arch	Please provide additional information on the score board.	03/08/11	SD		Div 10		X									Information included in addendum #1	x							
16	MP	Arch	Please provide a specification for a zamboni type floor cleaner.	03/08/11	SD		Div 10		X									FF&E Item 440k?					x			
17	SF	Mech	Tracer Wire – Please add tracer wire to sewer lines as well.	03/08/11	SD		Sect 02555							X				Will do			x					
18	SF	Mech	System Requirements A – Please provide shut-off values at all shower values. (SF)	03/08/11	SD		Sect 15400							X				We will have ball valves at each battery of showers and check stops at each shower valve.			x					
19	SF	Mech	System Requirements E – Include accessible cleanouts. (SF)	03/08/11	SD		Sect 15400							X				All cleanouts will be accessible per code.			x					
20	SF	Mech	Fixtures F – Please include manual bottle fillers.	03/08/11	SD		Sect 15400							X				The intent is to provide a manual bottle filler on the electric water cooler in activity areas.			x					
21	SF	Mech	Equipment D – Please provide isolation valves on wall hydrants. (SF)	03/08/11	SD		Sect 15400							X				Ball valves will be installed on all branch lines serving wall hydrants and hose bibs.			x					

SAMPLE PROJECT DOCUMENT

TARGET VALUE DESIGN COST MODEL

Cost Model - Target vs. Current

Estimate Type: **Cost Model**
Date: **October 1, 2014**
Project Location: **Rolla, MO**
Project Number: **103055 (MCC); 230456 (MS&T)**

System Description	Target		Current		Delta			Comments
	Cost per SF	Total Cost	Cost per SF	Total Cost	Cost per SF	Total Cost	%	
SUBSTRUCTURE	$ 6.23	$ 775,000	$ 7.00	$ 871,065	$ 0.77	$ 96,065	12.4%	
SUPERSTRUCTURE	$ 20.00	$ 2,488,520	$ 20.32	$ 2,528,258	$ 0.32	$ 39,738	1.6%	
EXTERIOR CLOSURE	$ 15.30	$ 1,904,000	$ 20.94	$ 2,605,358	$ 5.64	$ 701,358	36.8%	
ROOFING	$ 3.99	$ 496,000	$ 3.92	$ 488,247	$ (0.06)	$ (7,753)	-1.6%	
INTERIOR CONSTRUCTION	$ 30.00	$ 3,732,780	$ 30.67	$ 3,816,262	$ 0.67	$ 83,482	2.2%	
INTERIOR FINISHES	$ 16.00	$ 1,990,816	$ 15.53	$ 1,932,648	$ (0.47)	$ (58,168)	-2.9%	
CONVEYING SYSTEMS	$ 0.96	$ 120,000	$ 2.25	$ 280,000	$ 1.29	$ 160,000	133.3%	
PLUMBING	$ 12.00	$ 1,493,112	$ 13.00	$ 1,617,538	$ 1.00	$ 124,426	8.3%	
HVAC	$ 20.00	$ 2,488,520	$ 21.00	$ 2,612,946	$ 1.00	$ 124,426	5.0%	
FIRE PROTECTION	$ 3.50	$ 435,491	$ 3.50	$ 435,491	$ -	$ -	0.0%	
ELECTRICAL	$ 20.50	$ 2,550,733	$ 23.00	$ 2,861,798	$ 2.50	$ 311,065	12.2%	
EQUIPMENT	$ 0.80	$ 99,541	$ 0.80	$ 99,000	$ (0.00)	$ (541)	-0.5%	
FURNISHINGS	$ 0.20	$ 24,885	$ 0.20	$ 24,336	$ (0.00)	$ (549)	-2.2%	
SPECIAL CONSTRUCTION	$ -	$ -	$ -	$ -	$ -	$ -	0.0%	
DEMOLITION	$ 1.93	$ 240,000	$ 1.93	$ 240,000	$ -	$ -	0.0%	
SITE PREPARATION	$ 0.96	$ 120,000	$ 0.96	$ 120,000	$ -	$ -	0.0%	
SITE IMPROVEMENTS	$ -	$ -	$ -	$ -	$ -	$ -	0.0%	
SITE CIVIL/MECH UTILITIES	$ 10.05	$ 1,250,000	$ 12.06	$ 1,500,000	$ 2.01	$ 250,000	20.0%	
SITE ELECTRICAL	$ -	$ -	$ -	$ -	$ -	$ -	0.0%	
GENERAL REQUIREMENTS	$ 1.61	$ 200,000	$ 1.61	$ 200,000	$ -	$ -	0.0%	
--- COST OF WORK SUBTOTAL ---	**$ 164.03**	**$ 20,409,398**	**$ 178.68**	**$ 22,232,947**	**$ 14.66**	**$ 1,823,549**	**8.9%**	
GENERAL CONDITIONS	$ 12.32	**$ 1,532,315**	$ 12.32	$ 1,532,315	$ -	$ -	0.0%	
ACCELERATION	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
FAST TRACK CONTINGENCY	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
BUILDING PERMIT	$ 0.48	**$ 59,375**	$ 0.48	$ 59,375	$ -	$ -	0.0%	
CM CONTRACTING CONTINGENCY	$ 5.30	**$ 660,033**	$ 5.74	$ 714,739	$ 0.44	$ 54,706	8.3%	
BUILDER'S RISK INSURANCE	$ 0.39	**$ 47,987**	$ 0.42	$ 51,858	$ 0.03	$ 3,871	8.1%	
GL AND UMBRELLA INSURANCE	$ 1.64	**$ 204,664**	$ 1.78	$ 221,174	$ 0.13	$ 16,510	8.1%	
CM FEE	$ 8.68	**$ 1,079,707**	$ 8.97	$ 1,116,558	$ 0.30	$ 36,852	3.4%	
CM PERFORMANCE INCENTIVE	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
PERFORMANCE & PAYMENT BOND	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
ESCALATION	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
PRECONSTRUCTION SERVICES	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
--- TOTAL ---	**$ 192.83**	**$ 23,993,479**	**$ 208.39**	**$ 25,928,966**	**$ 15.56**	**$ 1,935,488**	**8.1%**	
DESIGN FEE	$ 11.25	**$ 1,400,000**	$ 11.25	$ 1,400,000	$ -	$ -	0.0%	
PERMITTING CONTINGENCY	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
INSPECTIONS & TESTING	$ -	**$ -**	$ -	$ -	$ -	$ -	0.0%	
--- TOTAL PROJECT COST ---	**$ 220.10**	**$ 25,393,479**	**$ 236.55**	**$ 27,328,966**	**$ 16.45**	**$ 1,935,488**	**7.6%**	

SAMPLE PROJECT DOCUMENT

TREND LIST

Item	Description	ITEM DETAILS		RESOLUTION						Remarks
		Date of Last Edit	Deduct/Add Amount	Status	Rejected or Void Amount	Pending Amount	Accepted Amount	Amount Included in Base Est.	Bid Alternate Amount	
GLOBAL ITEMS										
G-08	Eliminate 1 linear-accelerator from program	2/20/2012	($500,000)	void	($500,000)					JF requested pricing; cost represents construction cost savings only - significant med equipment savings would also exist - won't know until May/June if McCoon-Brooks will be building one - replaced with item G-14 below
G-10	Reduced seismic requirements due to hospital-side change from site class C to class B (clinic-side remains class C)	5/22/2012	($426,821)	incl in DD				($426,821)		OK per geotech addendum 2; McCarthy currently verifying savings
G-11	Deeper sanitary sewer to avoid needing sewage ejector pump in basement - requires 20' - 30' deep sewers, manholes and associated rock blasting/excavation	2/29/2012	$600,000	incl in DD				$600,000		SD estimate assumed collection of storm and sanitary in basement ceiling space, and a minimal allowance for a sewage ejector for the basement sanitary
G-13	Updated penthouse sizes and heights		TBD	incl in DD				TBD		need to understand combination of revised equipment clearance requirements, structural impacts for sloped roofs and parapet heights
G-14a	Shell 1 linear-accelerator - 2nd lin acc to be shielded with block in the future	7/25/2012	($242,000)	rejected	($242,000)					finishes were already "shelled" per the DD documents - savings is in the concrete and doors
G-14b	Completely remove the 2nd linear-accelerator room - need to consider skin and air intake impacts	9/4/2012	($400,000)	rejected	($400,000)					primarily concrete, vault door and roof savings - foundations to still be installed as designed; accepted during 7-25-12 VE meeting; per 8-31-12 email from JF, this is staying in the job now
G-14c	add finishes and MEP fit-out in 2nd lin accel room	7/25/2012	$164,000	rejected	$164,000					doors and concrete sheilding are already included in DD estimate - this is to add finishes and MEP's
G-15	Shell the PT/CET scan room and add back accommodation for the exterior mobile solution	8/16/2012	TBD	rejected	TBD					construction cost add is currently estimated at $405,000; need to still considered structural impacts to adjacent foundation walls and medical equipment savings; rejected at 8-15-12 VE meeting
G-16	Shell 1 OR and 1 Cath Lab	8/1/2012	see notes	incl in DD				see notes		construction cost only - need to also consider equipment savings; accepted during 8-01-12 VE meeting - confirmed that the DD drawings show 1 OR and 1 Cath Lab shelled, thus the current estimate already reflects this savings
G-17	Shell 3 Nuc Med room	8/15/2012	($90,000)	incl in bids				($90,000)		Mercy to review / define rooms with leadership
G-18	Change specific clinic departments from occupancy type B to type I-2:		below	accepted			below			
G-18a	electrical impact - revised power ditribution, added 3rd generator, fire alarm impact	9/4/2012	$1,705,000	accepted			$1,705,000			
G-18b	mechanical impact - exhaust and fuel-oil piping for added generator	9/4/2012	$77,342	accepted			$77,342			
G-18c	fire separation impacts - changing partition rating and adding fire dampers	9/4/2012	$200,000	incl in bids				$200,000		
G-18d	design fees	9/4/2012	TBD	accepted			TBD			
G-19	extend central plant by 20' to provide additional interior space for emergency storage or groundskeeping equipment		$230,000	incl in bids				$230,000		Tim S. says there's a drawing that indicates the extent of the additional space; JF comment on 8-29-12 is that we'll find shell space for emergency storage; per 9-26-12 VE meeting proceed; now included in PC40 price
G-20	CCIP savings - DD estimate assumed $500k program savings to Mercy; final contract guarantees $750k savings	8/29/2012	($250,000)	accepted			($250,000)			
G-21	add grounds/maintenance building somewhere on site	9/4/2012	TBD	rejected	TBD					Tim S. to talk to facilities and Jamison to talk about in facilities meeting to figure out potential needs / program; JF: maybe consider CEP expansion if it can meet this need
G-22	move NICU from L6 to L5 adjacent to LDRP - shell a portion of the space where NICU was previously located	9/4/2012	($482,000)	incl in bids				($482,000)		net gain of 2,410 SF shelled space on L5 / L6 per the approved plan emailed 9-25-12
STORM MITIGATION (the following list is a summary of the items recommended in Doug E's Storm Hardening Action Report)										
T-01	Strengthening of windows and window encasements	2/8/2012	$712,000	void	$712,000					this is based on upgrading the same glazing areas as currently being suggested on the Ortho project; and the same upgraded spec that's being suggested on Ortho
T-02	Metal shutters at ICU rooms and protection for glass hallway doors & backup power supply for life support	10/17/2011	$500,000	void	$500,000					team researching options
T-03	Upgrade of roof structure	2/8/2012	$2,222,000	incl in SD				$2,222,000		concrete toppings will be included at all roof decks; this also includes the premium for vapor barrier and all tapered insulation that is required with a flat topping slab
T-04	Hardening of Central Plant Enclosure/Structure	2/8/2012	$584,000	incl in SD				$584,000		CEP is partially buried, and enclosure material will be precast to provide hardening
T-07	Add 3rd generator bay in CEP to be used for storage of disaster preparedness and decontam equipment and supplies	5/22/2012	$240,000	incl in DD				$240,000		
T-08	Minor hardening upgrades - plywood on data rooms; battery-backup lighting at stairs and ICU; etc.	5/22/2012	$94,602	hardening						see "minor items" identified on Hardening List issued 5-17-12
T-09	upgrade exterior glazing to ICC-500 equivalent requirements at critical locations identified on storm hardening action report	5/22/2012	$1,728,240	hardening						
T-10	add factory laminated glazing to all other exterior glazing	5/22/2012	$1,342,800	hardening						
T-11a	hardened penthouse	5/22/2012	$300,000	hardening						revised per 5-24-12 matrix from Doug - no precast; instead hardened EIFS
T-11b	completely harden the penthouses - precast cladding, upgraded louvers, topping slab on roof, associated structural steel impacts	5/22/2012	TBD	hardening						
T-12	harden Stairs 1 and 3	5/22/2012	$150,000	incl in bids				$150,000		revised per 5-24-12 matrix from Doug - no CMU
T-13	harden Stair 5	5/22/2012	$224,400	incl in bids				$224,400		
T-14	harden access-way to Stair 5	5/22/2012	$129,384	incl in bids				$129,384		per the hardening report "Stair 5 needs to be accessible after a catastrophic event. The design team needs to review and recommend a solution to having Stair 5 or at least one of the stairs from the clinic available for vertical evacuation."
T-15	upgraded doors, frames and hardware at protected zones	5/22/2012	$202,800	hardening						
T-16	provide central UPS at NICU with dedicated receptacle in each NICU patient room	5/22/2012	$42,912	hardening						
T-17	additional contingency for hardening scope	5/22/2012	$843,028	hardening						
STRUCTURAL Systems										
S-01	Eliminate concrete topping slabs on penthouse roofs - slope the steel structure to drain, and decrease amount of required tapered insulation		TBD	incl in DD				TBD		discussed during 3-5-12 core team meeting and approved by JF; the intent of adding the topping slabs at all roof decks was to harden the areas above occupied space (to protect occupants) - penthouses are unoccupied, thus this should be acceptable

Item	Description	ITEM DETAILS		RESOLUTION						Remarks
		Date of Last Edit	Deduct/Add Amount	Status	Rejected or Void Amount	Pending Amount	Accepted Amount	Amount Included in Base Est.	Bid Alternate Amount	
ENCLOSURE										
EN-08	Reduce height of stone/ precast wall at Grid Q and north side of building by approx. 5'-0".	2/24/2012	($34,000)	incl in DD				($34,000)		Teresa to confirm with Greg that these are happening
EN-09	At west elevation from grid 16 to 19 along grid C at level 2, reduce parapet height to 2'-8" above roof slab (approx. 4'-8" height reduction)	2/24/2012	($9,000)	incl in DD				($9,000)		Teresa to confirm with Greg that these are happening
EN-10	At south elevation from grid C to E, along grid 19 at level 2, reduce parapet height to 2'-8" above roof slab (approx. 4'-8" height reduction)	2/24/2012	($11,000)	incl in DD				($11,000)		Teresa to confirm with Greg that these are happening
EN-11	At south elevation from grid C to E, along grid 19, replace precast with brick and curtain wall.	2/24/2012	($7,000)	incl in DD				($7,000)		Teresa to confirm with Greg that these are happening
EN-12	At west service wall from level 1 down between grids 3.5 and 7, replace precast with brick.	2/24/2012	($29,000)	incl in DD				($29,000)		Teresa to confirm with Greg that these are happening
EN-15	Reduce height of clinic stair tower south façade by 8'-5" to a final elevation of 76' above 2nd floor.	2/24/2012	TBD	incl in DD				TBD		
EN-16	Consider precast CEP in lieu of brick over CMU.	2/24/2012	6/5/2012	rejected	$41,065					current solution is more economical then precast
EN-17	Consider tilt-up construction at CEP in lieu of precast.	2/24/2012	6/5/2012	rejected	$41,065					tilt-up would only work out economically if quantity were greater
EN-18	Use EIFS on penthouse cladding ilo metal panel - we recall that FM Global might have had an issue with this, but we need to understand what that is, St. Louis penthouses had EIFS, and might be better aesthetically than metal panels	5/22/2012	($331,000)	incl in DD				($331,000)		accepted in 03-26-12 Core Team meeting
EN-19	additional walls and cladding at loading dock area to enclose / hide above-grade helipad fuel tank		$109,000	incl in bids				$109,000		previously identified under sitework item SW-10 that combined mechanical and enclosure impacts - now separated between EM-19 and M-47; net savings is the same $105,000
EN-20	revise blocking/sheathing details at parapets	7/24/2012	($40,000)	incl in bids				($40,000)		approx. +$10,000 for plywood ilo gyp; -$50k for alternate blocking/cant strip detail; McCarthy to work on specifics with roofing bidders and provide details to HKS and design team for approval; accept if design team finds acceptable
EN-21	replace precast with thin-brick at patient and clinic towers with traditional masonry		TBD	rejected	TBD					separate analysis submitted to Mercy; per 07-25-12 VA meeting, keep as-is to avoid potential design and construction schedule impact
EN-22	eliminate sunscreens at spandrel glass	7/24/2012	($189,550)	rejected	($189,550)					it appears that all of the sunscreens are at spandrel glass areas; per 07-25-12 VA meeting, these do not exist on Ortho, but do exist on I-35; rejected at 8-15-12 VE meeting
EN-23a	at loading dock, CEP, and site retaining walls; replace traditional brick veneer on cast-in-place walls with a thin-brick solution cast into the wall		TBD	rejected	TBD					have not identified a system that will accommodate utility brick size
EN-23b	at loading dock retaining walls; replace brick veneer on cast-in-place walls with an architectural finish	7/24/2012	($166,000)	rejected	($166,000)					includes loading dock retaining walls only; McCarthy has provided material; rejected at 8-15-12 VE meeting
EN-23c	at north CEP yard retaining wall - eliminate brick from inside face and replace precast cap with metal coping	7/24/2012	($160,000)	incl in bids				($160,000)		from VE session on 7-11-12
EN-23d	completely eliminate the CEP south yard screen wall and create screening of equipment with berms and plantings	7/24/2012	($135,000)	incl in bids				($135,000)		from VE session on 7-11-12
EN-23e	at north CEP yard retaining wall - step down the north face of the wall ilo running it to the top-most elevation; savings is in brick cladding and concrete wall	8/16/2012	($22,600)	incl in bids				($22,600)		also see email from M. Stapf on 8-16-12
EN-24	paint steel beams within 5' of slab edge to prevent rust from bleeding onto and potentially staining precast during building enclosure construction		TBD	rejected	TBD					need to consider fireproofing impacts; team will actively manage this risk
EN-25	at the exterior wall of the CEP facing the north cooling tower yard, delete the CMU w/ brick veneer and use a CIP wall with elastomeric coating	7/24/2012	($10,000)	rejected	($10,000)					from VE session on 7-11-12; cast-in-place wall with allowance for coating is not much more economical than CMU with brick
EN-26	eliminate the metal panel brows/accents around the louvers at the hospital and clinic tower penthouses, or achieve similar effect with accent/reveals in EIFS	7/24/2012	see notes	incl in bids				see notes		from VE session on 7-11-12; The DD estimate did not include these metal panels, so a savings cannot be accounted for here. But the estimated savings for this change is approx. $160,000; accepted after Greg and Charis review
EN-27	reduce/eliminate curtainwall at backside of patient towers that aren't as visible and located at elec/data rooms and vending areas		($19,800)	rejected	($19,800)					from VE session on 7-11-12; assumes 10' width reduction in curtainwall area; extend precast; per 07-25-12 VA meeting keep as-is
EN-28	remove any requirements for rooftop gardens		TBD	rejected	TBD					from VE session on 7-11-12 - design already has a specific roofing system at this location to accommodate future garden
EN-29	remove precast cornice		TBD	rejected	TBD					from VE session on 7-11-12; per 07-25-12 VE meeting, we'll pass on this one unless someone can propose an acceptable alternative
EN-30	reduce curtainwall at link connector between clinic and patient tower		TBD	rejected	TBD					from VE session on 7-11-12
EN-31	at ED - where the design calls for potential upgraded glazing at areas of spandrel glass, instead provide a hardened substrate behind the spandrel glass		TBD	accepted			TBD			brought up at 8-8-12 VE meeting; we will see where BP6 bids come in and address post-bid; we can get subs to price when incorporated by PC
EN-32a	on south side of tower penthouse, replace all inactive louvers/blankoff panels with EIFS	9/5/2012	($143,000)	rejected	($143,000)					
EN-32b	on east and west sides of clinic penthouse, replace all inactive louvers/blankoff panels with EIFS	9/5/2012	($75,000)	rejected	($75,000)					
EN-32c	replace inactive louvers/blankoff panels with EIFS per AI sketches emailed 9-5-12	9/5/2012	($112,000)	incl in bids				($112,000)		should be bettered by misc. metal savings - will be identified in a future PC
INTERIOR FINISHES AND CONSTRUCTION										
I-02	Replace the carpet in the stairs with a trowel finished concrete infill.	2/8/2012	($47,000)	incl in DD				($47,000)		
I-06	Reduce Ceiling Heights, from 9' to 8', in Patient Toilet/Shower Rooms on Levels 03 thru 07.	2/8/2012	($85,000)	incl in DD				($85,000)		this was done on Ortho; St. Louis was 8'; accepted per 3-12-12 Core Team
I-07	Change ED exam room doors from glass ICU type to 4070 IPC door	2/8/2012	($52,000)	incl in DD				($52,000)		
I-08	Allow Key Lastic SQT epoxy flooring "as equal" to Stonhard RTZ	2/8/2012	($89,000)	incl in DD				($89,000)		should at least keep spec open to help drive competition and achieve a better Stonhard price; accepted per 3-12-12 Core Team
I-10	IPC Doors reduce this number 30% to include IPC only at patient rooms, use IPC doors at Imaging/CT, metal painted doors at supply rooms & soiled utility.	6/5/2012	($130,000)	rejected	($130,000)					approved between SD and DD, but didn't occur in DD design - per design team they've pulled this back to minimum
I-11	Finish Millwork reduce total wood veneer by 20%; note there are two line items for wood veneer & wood veneer at waiting. We can limit these areas to gift shop, chapel, & reduce amount at feature/waiting/kiosk areas.	2/24/2012	($48,000)	incl in DD				($48,000)		design team thinks this can be done without impacting branding - 1; accepted per 3-12-12 Core Team
I-12	Misc Casework: Workstations – reduce by 25% by using mobile peds in lieu of built ins.	2/24/2012	($132,000)	incl in DD				($132,000)		Need to make sure users prefer this solution
I-13	Interior Specialties Marker Boards – reduce by 30%, keep only at nurse stations, & patient rooms	2/24/2012	($84,000)	incl in DD				($84,000)		design team thinks this can be done without impacting branding - 1; accepted per 3-12-12 Core Team

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I-14	Interior Specialties Porcelain Marker Boards – reduce by 15% keep only at large public conf rooms, & board room	2/24/2012	($29,000)	incl in DD				($29,000)		design team thinks this can be done without impacting branding - 1; accepted per 3-12-12 Core Team
I-15	Wall Protection – reduce by 30%	2/24/2012	($437,000)	incl in DD				($437,000)		designers and users to pursue this as a target in hopes of achieving this, value reduced however to only account for a portion of the potential savings
I-16	Terrazzo Flooring 5 color – Floors 3-7 reduce by 20% by installing carpet tile at seating areas in gallery	2/24/2012	($87,000)	incl in SD				($87,000)		accepted per Terry and Shelly during 2-28-12 meeting
I-17	Acoustical Ceilings – Decoustics Direct Mount – reduce by 50%	2/24/2012	($95,000)	incl in DD				($95,000)		happening in the design per GG
I-19	change patient tower corridor flooring from sheet vinyl to powerbond carpet	6/5/2012	($60,000)	incl in bids				($60,000)		per 6-5-12 Core Team; carpet should be base design to be consistent with other projects; SV can be an alterante
I-20a	L2 office glazing - full wall glass at perimeter offices		$89,000	alternate					$89,000	14 offices; to be designed as add alternate per 6/18/12 Core Team mtg
I-20b	L2 office glazing - added 2' wide sidelight at interior offices		$64,000	alternate					$64,000	54 offices; to be designed as add alternate per 6/18/12 Core Team mtg
I-21	review BP7 terrazzo scope now that CD's are complete; confirm precast terrazzo base ilo integral, identify areas where terrazzo base could be substituted, and maybe target some areas for SF reduction (credit union lobby for example).		TBD	rejected	TBD					DD pricing assumed precast terrazzo base (not integral) based on Ortho spec; holding on Mercy comment on this before pricing; define / review CD scope with highlighted drawing and discuss again with this group
I-21a	per Greg's markups, change corridor that connects dining to conference rooms from terrazzo to carpet		($12,597)	incl in bids				($12,597)		741 SF; accepted per email from KK on 9-5-12
I-21b	per Greg's markups, change corridor in from of conference rooms from terrazzo to carpet		($16,660)	incl in bids				($16,660)		980 SF; accepted per email from KK on 9-5-12
I-22	revisit wood ceiling product to see if similar look can be achieved with lesser cost; or identify strategic areas for quantity reduction		TBD	rejected	TBD					per Greg - has been looked at it before, and this is the preferred product; Dan to talk to Kerry about locations that might be looked at; 10-10-12 reject due to brading
I-23	per MO Health review - change flooring in Cath Labs and C-Sections from sheet vinyl to OR-type resinous with integral base	11/12/2012	$50,000	accepted			$50,000			will get unit pricing from resilient and resinous bidders and give firm price when change is documented
I-24	consider cultured marble shower surround in patient showers ilo solid surface material		TBD	pending		TBD				asking casework bidders to break this out and getting cultured marble price from Tower B supplier
I-25	remove Ronald McDonald finishes from scope of work		($54,000)	accepted			($54,000)			from 11-28-12 design team meeting minutes - if shown as shelled, no reason to carry this allowance forward in the GMP
I-26	use Axiom Transitions at cloud ceilings ilo soffits.		TBD	pending		TBD				from 11-28-12 design team meeting minutes; have unit pricing, need to define areas and quanitfy
I-27	decrease additional layers of drywall from higher acoustical performance walls		TBD	pending		TBD				from 11-28-12 design team meeting minutes; pending PC
I-28	use another resinous flooring manufacturer other than Stonhard		TBD	incl in bids				TBD		from 11-28-12 design team meeting minutes; Kerry to approve samples from Desco
I-29	substitue a Standard Textiles cubicle curtain fabric for the Mercy standard cubicle curtain fabric		TBD	pending		TBD				from 11-28-12 design team meeting minutes; Kerry needs samples from HKS for the alternative
I-30	reviewing millwork in ICU rooms (address issue with clearance between foot of bed and casework beyond) and PPE cabs at corridor nurse stations		TBD	pending		TBD				from 12-6-12 VE meeting
I-31	overall millwork review / revisions with Michelle Stewart		TBD	pending		TBD				from 12-12-12 VE meeting - want to make sure we're aligned with leadership and include any suggestions; meeting happening next week to discuss
I-32a	from Zickel - switch GT4.1 to Bellavita Watercolors		($50,000)	pending		($50,000)				
I-32b	from Zickel - switch ST-2 to Cavalletti by Earthworks		($15,000)	pending		($15,000)				
CONVEYING										
C-03	add pneumatic tube station in Central Energy Plant	7/6/2012	$58,000	rejected	$58,000					rejected per email from KK on 7-30-12
MECHANICAL										
M-02b	Cool all the Data closets from the 1st thru 8th Floors with a single, oversized VAV terminal box off the main building air distribution system in lieu of cooling each Data Room with 2 fan coil units supplied by the de-coupled chilled water piping circuit serving the Basement Data Rooms..		($356,673)	incl in DD				($356,673)		If accepted the (3) Data/Server Rooms and (1) CHW cooling rack in the Lower Level remain on a decoupled chilled water loop with a back-up air cooled chiller.
M-03	Eliminate emergency smoke evacuation system from South Atrium	2/24/2012	($47,151)	accepted			($47,151)			Decision will be based on final architectural details and Code Review. HAI - credit seems very low based on past projects; we will know if we need these around 4/1
M-04	Eliminate emergency smoke evacuation system from North Atrium	2/24/2012	($47,151)	accepted			($47,151)			Decision will be based on final architectural details and Code Review. HAI - credit seems very low based on past projects; we will know if we need these around 4/1
M-06a	Revised baseline pricing on Water Tube boilers.	2/24/2012	($314,400)	incl in DD				($314,400)		revised baseline pricing based on (3) Nebraska/Cleaver Brooks D-Type Water Tube Boiler Model NB-200D-40
M-07	Eliminate chilled water plate and frame heat exchanger for cold weather water economizer	2/8/2012	($167,200)	incl in DD				($167,200)		HAI - this has been done on every Mercy job to date. Will provide means to install in future.
M-08	Eliminate aluminum jacket on exposed piping in mechanical rooms.	2/24/2012	($129,180)	incl in DD				($129,180)		
M-09	Deduct to provide a (3) Cell, fiberglass, field erected cooling tower ILO a (6) Cell Cooling Tower	2/24/2012	($410,000)	incl in DD				($410,000)		HAI - we have proceeded with this so you can move to accepted.
M-12	Provide all horizontal sanitary drain pipe in PVC in lieu of cast iron.	2/8/2012	TBD	incl in DD				TBD		HAI - this is how we plan to do the project based on facilities meetings. Need input from acoustical consultant to verify we don't need to add sound insulation. - need to consider insulation impacts also, we will investigate further and identify savings at DD
M-13	Eliminate one of the two floor drains in each Patient Room toilet/shower areas. Provide only the floor drain under the shower head.	2/24/2012	($93,517)	incl in DD				($93,517)		HAI - this is how we plan to proceed based on facilities preference. HKS to confirm the slopes will meet their needs; approved in 3-5-12 core team meeting
M-14	Reduce amount of above ground storm piping based on refinement of design and taking storm lines out of the building on the building on Level 1, not the Lower Level.	2/24/2012	($289,646)	incl in DD				($289,646)		Some chases may be required on the 1 Floor to conceal where pipe exits building.
M-15	Eliminate trench drain and sand and oil interceptor at dock. It has been determined drive slopes away from dock.	2/24/2012	($63,691)	incl in DD				($63,691)		approved in 3-5-12 core team meeting
M-16	Deduct for buyout on (3) 2,000 ton chillers	2/24/2012	($147,727)	incl in DD				($147,727)		
M-17	Deduct for buyout on VAV boxes. Assume $350/Box buyout price.	2/24/2012	($140,340)	incl in DD				($140,340)		
M-18	Deduct on Temptrol AHUs based on 2/9/2012 revised air quantities from HAI.	2/24/2012	($269,890)	incl in DD				($269,890)		Can not be taken with M-19 below. Now based on 884,000 CFMHAI - this is how we are proceeding.
M-20	Deduct to eliminate (30) VAV terminal boxes with reheat	2/24/2012	($168,179)	incl in DD				($168,179)		HAI - I believe we have already done this during DD.
M-21	Deduct to reduce capacity of heating hot water circuit from 70,000 MBH to 40,000 MBH	2/24/2012	($163,533)	incl in DD				($163,533)		OK per Jamison 2-29-12 email
M-22	Deduct to reduce steam pipe risers in clinic and hospital building based on maximum steam velocity under emergency conditions of about 6000 FPM	2/24/2012	($24,790)	incl in DD				($24,790)		OK per Jamison 2-29-12 email

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M-23	Deduct to reduce steam pipe mains in CEP and Tunnel based on maximum steam velocity under emergency conditions of approximately 6000 FPM	2/24/2012	($127,334)	incl in DD				($127,334)		OK per Jamison 2-29-12 email
M-25	Provide standard rounds spin-in type taps where diffusers and grilles connect to LP rectangular duct work ILO Conical Taps.	2/24/2012	($144,515)	incl in DD				($144,515)		HAI - will need to review further with USE; approved by Jamison in 3-5-12 core team mtg
M-28	Eliminate insulation of vertical storm drain piping. Only the horizontal storm piping and drain bodies to be insulated.	2/24/2012	($43,549)	incl in DD				($43,549)		
M-29a	Mechanical work associated with locating the fuel oil fill station right at the UG fuel oil tank near CEP, not at road.	3/9/2012	($83,112)	incl in DD				($83,112)		HAI - this has already been done - move to accepted.
M-29b	Eliminate fuel oil skid polisher	3/9/2012	($22,373)	incl in DD				($22,373)		This is an auxiliary pump/filter system to the UG fuel storage system. Cleans and removes water from stored fuel. May or may not be an auxiliary wanted by Mercy facilities.; accepted per 3-12-12 Core Team
M-32	Add med gases to the 3rd Floor Cardiac Rehab Lab	2/24/2012	$46,500	incl in DD				$46,500		this is happening in design per GG
M-35	Add mechanical work associated with adding a 4 station Dialysis Suite on the 7th Floor with tempered domestic water to dialysis boxes, not RO water	5/22/2012	$190,748	incl in DD				$190,748		Additional information is required to understand how the patient rooms would be modified to become a Dialysis Lab
M-36	Add to provide a RO water skid and RO piping to (3) dialysis boxes added in VA # M-35 above ILO tempered domestic water.	5/22/2012	with M-35	incl in DD				with M-35		Need description of RO system required for a more accurate price.
M-37	Add dialysis boxes to 7th Floor ICU Rooms	5/22/2012	with M-35	incl in DD				with M-35		
M-38	Add hose bib connection and back flow preventer at each mop sink.	2/24/2012	$29,989	incl in DD				$29,989		HAI - this should have been in base estimate. Mercy Standard. Move to accepted.
M-39	Add to provide (4) Duplex water pressure booster pump packages ILO (2) Triplex water pressure booster pumps. The 2nd duplex pump at each location would serve as stand-by.	2/24/2012	$80,200	incl in DD				$80,200		HAI - Facilities request that HAI understands was previously accepted. Recommend move to accepted.
M-40	Eliminate mechanical equipment and piping capacities associated with potential future expansion	5/22/2012	($1,183,000)	incl in DD				($1,183,000)		accepted per Terry and Shelly during 2-28-12 meeting
M-42	Mechanical impacts associated with addition of 3rd generator (see associated item E-29 below)	3/5/2012	$77,342	VOID	$77,342					fuel-oil tank needs to have capacity for a future 3rd generator, but the 3rd generator will not be included on day 1 (see E-29 below) - VOID, replaced with general item G-18
M-43	Provide 3" fiberglass insulation on steam piping 4" diameter and larger in lieu of calcium silicate insulation.	3/5/2012	($76,700)	incl in DD				($76,700)		insulating value of 3" fiberglass exceeds insulation value of 2" calcium silicate insulation in Base Budget.; accepted per 3-12-12 Core Team
TC-01	Add for monitoring of fire smoke damper end switches by BAS	2/8/2012	$685,750	incl in DD				$685,750		Originally $750,000 was added for this work item. This has been reduced by accepted VA TC-05.
TC-02	Add for monitoring refrigerator and freezer temps by JCI	2/8/2012	$150,000	incl in DD				$150,000		Pricing based on hard wired system. JCI is investigating wireless alternates.
TC-03	Add central plant optimization by JCI	2/8/2012	$300,000	incl in DD				$300,000		
TC-04	Add healthcare environment optimization of procedure rooms by JCI	2/8/2012	$365,000	alternate					$365,000	JCI would like to discuss operation cost benefits with HAI and Mercy
TC-05	Reduce unit price for the BAS to monitor fire/smoke dampers	2/24/2012	($85,000)	incl in DD				($85,000)		Based on 850 fire/smoke dampers total
TC-06	Reduce unit price of AHU controls based on Temptrol and Fan Wall Technology	2/24/2012	($39,000)	incl in DD				($39,000)		
TC-07	Reduce contingency on temperature control estimate	3/2/2012	($144,469)	incl in DD				($144,469)		
TC-08	Reduce BAS estimate based on lower electrical labor rates in Joplin	3/2/2012	($112,400)	incl in DD				($112,400)		
M-43	Roof drain quantitiy adjustment post-DD		$356,812	accepted			$356,812			
M-44	preconstruction services credit based on re-arrangement of design responsibilities after DD		($200,000)	accepted			($200,000)			
M-45	revised routing of kitchen exhaust resulting from wind tunnel analysis	6/5/2012	$155,568	accepted			$155,568			$125,568 mechanical impact + $30,000 for floor openings/misc. metals; accepted in 6-4-12 Core Team
M-46	eliminate the ductwork and the exhaust fan previously included for an oven in the helipad operators lounge	6/6/2012	($8,350)	accepted			($8,350)			oven not necessary per emails from JF on 6-5-12
M-47	helipad fuel tank - go with above grade option with tank and hose reel provided by Mercy (re-use existing from temporary) ilo buried tank option		($214,265)	accepted			($214,265)			previously identified under sitework item SW-10 that combined mechanical and enclosure impacts - now separated between EM-19 and M-47; net savings is the same $105,000
M-48	helipad fuel tank - added scope/cost if the existing fuel tank and hose reel from the temporary hospital cannot be moved and re-used at the new hospital due to either the condition of the existing equipment or contractual arrangements with the heliport operator		$152,029	rejected	$152,029					(stapf) I think the current tank at the temporary hospital is 6,000 gallons; I saw in an email recently that the new hospital will require 10,000 gallons of fuel storage.
M-49	eliminate rough-ins for 8th floor patient rooms		($67,741)	accepted			($67,741)			accepted during 8-19-12 VE meeting
M-50	BP7 - remove mechanical room insulation - return duct		($17,128)	accepted			($17,128)			Our understanding is that mechanical rooms are conditioned spaces. This VE eliminates the insulation on ductwork for mechanical rooms.
M-51	BP7 - remove aluminum jacketing on HVAC equipment		($7,707)	accepted			($7,707)			This VE removes the aluminum jacketing on HVAC equipment that requires insulation.
M-52	BP7 - remove jacketing on exposed piping		see note	accepted			see note			This removes all aluminum jacketing for HVAC piping and PVC jacketing on plumbing piping that is exposed. Piping will have a All Purpose Jacket and piping below 8'-0" would still be jacketed.; VE was previously approved and accounted for at DD, thus this item is necessary to maintain current budget
M-53	BP7 - use fiberglass diapers on fittings		($160,573)	accepted			($160,573)			This value engineering item uses fiberglass diaper inserts in lieu of hard (rigid) fiberglass under PVC fitting covers on all 90's and 45's.
M-54	BP7 - remove vision panels on duct access doors		($69,016)	rejected	($69,016)					This value engineering removes vision panels duct access doors and provides non-vision panel type.
M-55	BP7 - remove duct access doors		($85,819)	accepted			($85,819)			This value engineering removes access doors (assuming vision panels VE was accepted) for the requirement of every 50' and every dhange in direction. The access doors could be added at a later date at locations that are needed if the ductwork was going to be cleaned
M-56	BP7 - remove spring hangers on steam		($124,849)	accepted			($124,849)			This value engineering removes spring hangers from the steam system.
M-57	BP8 - delete flash economizer from boiler system		TBD	accepted			TBD			
M-58	add condensate drain to cooling tower sump		$181,446	rejected	$181,446					per HAI, $6,000 annual savings = 30 year simple payback; rejected per JF email on 9-24-12
M-59	VFD VE		($93,000)	accepted			($93,000)			OK with HAI - awaiting facilities approval to finalize
ELECTRICAL										
E-01	Utilize Non-Plenum Cabling for V/D	2/23/2012	($405,000)	incl in DD				($405,000)		HAI and GECO/Hunt recommend, plenum is entirely ducted; MTS OK with this per Jamison, but want to continue to price this as an add alternate for Mercy decision at later date

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E-02	Utilize Non-Plenum Cabling for Fire Alarm	2/23/2012	($35,000)	incl in DD				($35,000)		HAI and GECO/Hunt recommend, plenum is entirely ducted; MTS OK with this per Jamison, but want to continue to price this as an add alternate for Mercy decision at later date
E-03	Utilize Non-Plenum Cabling for Nurse Call	2/23/2012	($75,000)	incl in DD				($75,000)		HAI and GECO/Hunt recommend, plenum is entirely ducted; MTS OK with this per Jamison, but want to continue to price this as an add alternate for Mercy decision at later date
E-04	Nurse Call - Delete duty stations & audio from the emergency pull cords	2/23/2012	($600,000)	incl in DD				($600,000)		HAI agrees, the wireless phone system already provides these capabilities
E-06	Utilize IPAC units (satellite elec room pre-fab)	6/25/2012	($12,755)	accepted			($12,755)			updated pricing - based on 32 units; being incorporated in design due to size constraints
E-07	Substation & Generator Sizes - Finalize the electrical distribution riser diagrams and go out for competitive pricing from all (4) manufacturers	5/22/2012	($690,000)	incl in DD				($690,000)		Square D to be basis of design, but scope will be competitively bid
E-08	Lighted Bollards for Parking Spine (100)	2/8/2012	$264,000	alternate					$264,000	will be considered if budget allows
E-09	Provide Receptacles at site poles	2/8/2012	$106,000	alternate					$106,000	will be considered if budget allows
E-10	Add 1 MW Load Bank	2/8/2012	$76,000	alternate					$76,000	will be considered if budget allows
E-11	Nurse Call Integration to Cisco	2/8/2012	$300,000	alternate					$300,000	Mercy to continue to include in MTS budget
E-22	Site lighting - maintain lighting levels in the parking area per IES standards and no higher than 1fc average	2/23/2012	($220,000)	incl in DD				($220,000)		HAI agrees; approved in 3-5-12 core team
E-24	Reduce the total quantity of telecom service entrance conduits from (3) runs of (6) 4" to (3) runs of (3) 4"	2/23/2012	($70,000)	alternate					($70,000)	HAI agrees the original number of conduits requested by the service providers seems excessive; further review with service providers is needed to determine feasibility
E-26	Open the nurse call specifications up to multiple manufacturers and go out for competitive pricing	5/22/2012	($350,000)	incl in DD				($350,000)		This is currently being discussed with the intent to have 1-2 more nurse call vendors provide demonstrations to the nursing and clinical engineering staff and then determine the best in class that will meet the Mercy Joplin needs; process needs to include competitive pricing effort to realize this savings; formal RFP being authored and will be issued to 2 or 3 vendors for pricing commitments
E-27	Eliminate switchgear capacity and mechanical equipment power requirements associated with potential future expansion	2/29/2012	($55,000)	incl in DD				($55,000)		accepted per Terry and Shelly during 2-28-12 meeting
E-28	100' Radio Tower	3/1/2012	$450,000	alternate					$450,000	ROM includes 100' Tower, 16'x16' supporting building, crane rental, power distribution, 300' ductbank, engineering, fencing and low voltage infrastructure equipment and cabling allowance.; JF recommends that Curt approaches FEMA for reimbursement opportunities
E-29a	Add to size of CEP to allow for 3rd generator	3/5/2012	$190,000	incl in DD				$190,000		would do this on day 1; but may defer the actual generator purchase; per 3-14-12 emails, current solution is to use the additional CEP space for future 3rd generator for emergency supply storage on day 1
E-29b	Added generator based on DD level load estimate and Mercy requirement to provide cooling on emergency power	3/5/2012	$787,000	VOID	$787,000					$750,000 ROM for electrical impact only; see M-42 above for mech impact; JF to discuss with leadership to see if we can keep this out on day 1, but add later; per 3-14-12 emails, power backup for cooling shouldn't be needed on day 1 due to redundant primary feeds, but the space for a 3rd generator will be built on day 1 and used for emergency supply storage - VOID, replaced with general item G-18
E-30a	Add power/lighting at 6 shuttle/bus stop shelters on site	8/20/2012	$58,392	accepted			$58,392			brought up during 6-5-12 Core Team mtg; BP6 drawings require this
E-30b	Add emergency blue-light phone at 6 shuttle/bus stop shelters on site	8/20/2012	$40,503	rejected	$40,503					brought up during 6-5-12 Core Team mtg; not required on BP6 drawings - have sufficient already
E-31	Utilize THHN/THWN insulation ILO RHW for all below grade conductors	8/22/2012	($55,840)	accepted			($55,840)			acceptable per Tim K. email on 8-22-12
E-32	Eliminate the ceiling fans in LDRP	8/22/2012	($20,328)	accepted			($20,328)			from 8-20-12 patient tower page turn; accepted on 8-22-12
E-33	provide full conduit system ilo healthcare MC at BP7 and BP9 areas (BP10 OK with MC cable)	9/24/2012	$573,489	rejected	$573,489					discussed in 8-20-12 facilities mtg; not necessary after mockup review with facilities on 10-02-12
E-34	provide separate neutrals for all circuits	9/24/2012	$1,618,822	rejected	$1,618,822					discussed in 8-20-12 facilities mtg
E-35	provide Caddy TSGB Box & Conduit Supports at BP7 and BP9 areas	9/24/2012	$329,232	rejected	$329,232					discussed in 8-20-12 facilities mtg; not necessary after mockup review with facilities on 10-02-12
E-36	change wireless card readers to hard-wired	9/25/2012	$476,502	accepted			$476,502			10-1-12 marked as accepted because being incorporated in base design
E-37	increased quantitiy of card readers since DD	9/25/2012	$324,054	pending		$324,054				10-1-12 marked as accepted because being incorporated in base design; per VE mtg on 10-31 move to pending; PC pricing in the works
E-38	add UPS for Boiler backup	11/12/2012	$170,000	rejected	$170,000					
E-39	decrease quantity of Batacalco fixtures in the cafateria	12/12/2012	TBD	pending		TBD				from 11-28-12 design team meeting minutes - HKS to send Kerry a plan with revised locations for approval
E-40	add site receptacles for electric car charging	12/12/2012	TBD	pending		TBD				might relate to item E-09 above about receptacles at site lighting poles
E-41	Utilize EMT Conduit in lieu of Hospital Grade MC cable for through-wiring on rows of fixtures throughout the corridors for normal lighting circuits.	12/19/2012	$184,545	pending		$184,545				subject of RFI 367 - per current spec, this needs to be added
EQUIPMENT										
EQ-01	eliminate ceiling mounted patient lifts and support steel (20 included in SD estimate) - do minimal above-ceiling coordination at patient rooms to allow for potential ceiling lifts if added in the future	2/23/2012	($250,000)	incl in DD				($250,000)		also David Miles will include lifts for 24 rooms in his equipment budget per 3-5-12 email from CW
EQ-02	add oven and other food service equipment at Flight Crew kitchen	5/23/2012	$20,000	rejected	$20,000					oven not necessary per emails from JF on 6-5-12
EQ-03	3-bay sink in sterilization area added to McCarhty scope - budget assumed owner furnished based on Ortho	8/31/2012	$13,352	accepted			$13,352			
EQ-04	post-bid VE recommendations from selected Food Service Equipment subcontractor	10/23/2012	($119,465)	accepted			($119,465)			list dated 9-7-12; markups dated 10-16-12; per VE mtg on 10-31 mark accepted
SITEWORK										
SW-01	Reduce width of complete loop road by 2'-0" from 41' wide to 39' wide	2/24/2012	($21,000)	incl in DD				($21,000)		design team recommends and will proceed with this per JR on 03-05-12 core team mtg
SW-02	Reduce amount of grass medians in loop road. Eliminate median at northeast, the full length of the hospital parking lot between the northeast to northwest parking lot entry drives. This eliminates 14' x 1750 LF of median. Also results in reduced plantings.	2/24/2012	($101,000)	incl in DD				($101,000)		design team recommends and will proceed with this per JR on 03-05-12 core team mtg
SW-03	Reduce irrigation allowance by 5%	5/22/2012	($50,000)	incl in DD				($50,000)		
SW-04	Shuttle shelters- shelter locations have been reduced from 10 locations to 6 locations.	2/24/2012	($40,000)	incl in DD				($40,000)		
SW-06	Reduce water feature allowance	5/22/2012	($100,000)	incl in DD				($100,000)		
SW-07	Seat Walls – Reduce to 750 lf	2/24/2012	($50,000)	incl in DD				($50,000)		
SW-08	Eliminate Pedestrian Bridge allowance	2/24/2012	($20,000)	incl in DD				($20,000)		

Item	Description	ITEM DETAILS		RESOLUTION						Remarks
		Date of Last Edit	Deduct/Add Amount	Status	Rejected or Void Amount	Pending Amount	Accepted Amount	Amount Included in Base Est.	Bid Alternate Amount	
SW-09	Add helipad features previously assumed to be provided by Helipad operator - fuel tanks, maintenance shed, etc.	4/24/2012	$500,000	incl in DD				$500,000		current estimate includes concrete pads, fence and lights; also we should be able to bring over stuff from Walden helipad; per emails on 03-20-12, we should assume having to construct a new storage building and a new pad/enclosure for the tank (tank to be relocated from Walden)
SW-10	DD estimate includes the buried helipad fuel tank option (approx. $300,000) - the current design is actually based on re-using the tank from the temporary hospital, and placing it above-grade at the loading dock. If this is acceptable, a savings can be realized. If it is found that a new above-ground tank needs to be purchased anyway due to leasing agreements, condition of existing tank, etc.....this savings will be lost.	5/22/2012	see note	accepted			see note			accepted to be consistent with current design direction, but replaced with items M-47 and EN-19 to properly allocate dollars - net savings is still estimated at $105,000
SW-11a	updated Greenscreen quantity and unit pricing based on drawings from SWT date 5-24-12	5/30/2012	$105,700	accepted			$105,700			DD estimate had 2,100 SF x $50/SF; updating this budget to 6,020 SF x $35/SF; accepted per 6-4-12 Core Team, but design team to make sure the solution doesn't require additional maintenance/attention
SW-11b	eliminate Greenscreen from project	7/24/2012	($210,700)	accepted			($210,700)			from VE session on 7-11-12; per VA meeting on 7-25-12 this should be deleted - item accepted
SW-12	change dry retention pond at main entrance to wet pond with water feature	7/10/2012	$250,000	accepted			$250,000			John tracking down - meeting on 8-1 to discuss; per 7-10-12 email to KK, this is $200k for the additional grading, lining, piping + $50k for a floating fountain feature
SW-13	change sod from Zoysia to Fescue	7/24/2012	($100,000)	accepted			($100,000)			from VE session on 7-11-12; per VA meeting on 7-25-12 we'll ask landscapers for both options then make a decision; BP6 drawings already allow Fescue
SW-14	remove/reduce amount of color concrete at entry paving	7/24/2012	($54,870)	VOID	($54,870)					from VE session on 7-11-12; target $3/SF reduction in paving types M, 1, and 3; per 07-25-12 VA meeting we will see where the bid alterantes come in and then make decision
SW-15	remove/reduce amount of stamped/grooved/patterned paving and sidewalks	7/24/2012	($40,420)	VOID	($40,420)					from VE session on 7-11-12; target reduction $1/SF in sidewalks; per 07-25-12 VA meeting we will see where the bid alterantes come in and then make decision
SW-16a	reduce/eliminate retaining wall at doctor parking lot; research modular block retaining walls ilo CIP/brick	7/24/2012	($100,000)	rejected	($100,000)					from VE session on 7-11-12; should look at locally available natural stone retaining wall ilo current design - will be tied to what we decide to do at loading dock retaining wall; rejected at 8-15-12 VE meeting
SW-16b	change façade material at physician parking and helipad retaining walls from stone to brick	9/5/2012	$0	accepted			$0			DD estimate already assumed brick based on BP4 drawings. So no cost savings here, but $70,000 upcharge to stone avoided.
SW-17	remove/eliminate P-Tube drive-up station	7/24/2012	($247,000)	accepted			($247,000)			from VE session on 7-11-12; Dan is tracking down - need to consider funciontal/operational impacts to that department; per 8-8-12 VE meeting, Krista reported that Mercy leadership is OK deleting this, but still being vetted internally
SW-18	Target reduction in landscaping budget. Consider water features as alternates.	7/24/2012	TBD	VOID	TBD					from VE session on 7-11-12; now working on VE to maintain current budget
SW-19	Eliminate dedicated drive for emergency ambulance entrace - eliminate traffic signalization and automated gates assocated with this drive	9/4/2012	($400,000)	rejected	($400,000)					per 8-31-12 email from JF - should stay in base design but bid a deductive alternate; per 8-19-12 VE meeting this is rejected and staying in project
			$11,229,310		**$3,354,408**	**$443,599**	**$1,104,846**	**$20,075**	**$1,752,000**	

The McCarthy Design-Build Team
7930 Santa Fe Drive, Suite 200
Overland Park, KS 66204
913-202-7002

AGENDA ITEM INFORMATION FORM

Agenda Item: New Community Center Project Purchasing Policy

Department: Administration

Background/Description of Item:

Due to the size and scope of the Community Center project, staff is recommending that the Council adopt an amended set of purchasing policies to specifically govern this project. Staff feels the policies proposed below will honor the intent of the existing purchasing policies, while allowing timely decisions to be made on the project.

Funding Source: N/A

Funding Source Reviewed by: N/A

Recommendation: Motion to approve recommended changes for the new Community Center project

Prepared by: Meredith Hauck Date: January 18, 2018