

**CARBONDALE PARKS & RECREATION COMMISSION
REGULAR MEETING
WEDNESDAY, December 14, 2022 Meeting 7:00 P.M.
Carbondale Town Hall Trustee Chambers**

<u>TIME*</u>			<u>ITEM</u>	<u>DESIRED OUTCOME</u>
7:00		1.	Roll Call	
7:05		2.	Approval of November 9, 2022 Minutes	INFORMATIONAL
7:10		3.	Items from Citizens Present Not on the Agenda	
7:15		4.	Proposed naming of a new Town Park facility under Resolution #15 2013 4 th Street Plaza Park to Chacos Park	INFORMATION DISCUSSION DECISION (Attachment A)
7:20		5.	Review of Owner's Rep proposals for Aquatics Facility Project.	INFORMATION DISCUSSION DECISION (Attachment B)
8:15		6.	Responses to Aspen Community Foundation P & R Commissioner's questions. Town status for direct donations per IRS Rules & Regulations.	INFORMATION DISCUSSION (Attachment C)
8:30		7.	Update on Dog Park signage rule change proposal for Hendricks, Glassier and Nature Park off-leash dog areas.	INFORMATION DISCUSSION (Attachment D)
8:45		8.	Report & Updates: Staff & Commission Members <ul style="list-style-type: none"> • Eric Brendlinger, Parks & Recreation Director • 30/60/90 Day Outlook • Margaret Donnelly • Parks & Recreation Commissioners • Luis Yllanes, Trustee Liaison 	INFORMATION (Attachment E)
9:00		9.	Adjournment*	*Please note: Times are approximate



TOWN OF CARBONDALE
511 COLORADO AVENUE
CARBONDALE, CO 81623

Parks & Recreation Commission Agenda Memorandum

Item No: 4

Meeting Date: December 14, 2022

TITLE: Proposed naming of the 4th Street Plaza Park to Chacos Park

SUBMITTING: Parks & Recreation Department and Parks & Recreation Commission

ATTACHMENTS: Naming policy for Town of Carbondale Public Park or Park Facility, Published announcement and advertisement.

PURPOSE:

Seeking approval of a citizen's request to name the recently donated 4th Street Plaza Park "*Chacos Park*" to honor and in memory of the late Chris and Terry Chacos.

BACKGROUND:

Marty Silverstein presented the idea to the Parks & Recreation Commission on September 14, 2022. The Town process from Resolution No. 15 Series of 2013, requires the public to bring a naming or renaming of a park or facility, or a portion of a facility (sub-element) to the P & R Commission for consideration. This request started the 45-day public comment period which ended on October 31st, 2022. An advertisement was taken out in the local paper, posted on our website and a press release was issued. If approved by the Parks & Recreation Commission the proposal will be presented at a Board of Trustee meeting for final approval.

DISCUSSION:

During the 45-day public comment period, staff did not receive any opposition or other naming suggestions. Staff did receive three positive responses to the proposed name change from citizens.

RECOMMENDATION:

Staff recommends the following motion be made and approved: "Motion to approve the naming of the 4th Street Plaza Park to "*Chacos Park*".

Prepared By: Eric Brendlinger, Parks & Recreation Director

**RESOLUTION NO. 15
Series of 2013**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF
CARBONDALE, COLORADO, AUTHORIZING THE CREATION OF PROCEDURES
FOR THE NAMING OR RENAMING OF PUBLIC PARKS AND PUBLIC FACILITIES.**

WHEREAS, the Board of Trustees of the Town of Carbondale may have occasion to name or rename a Town of Carbondale public park or park facility; and,

WHEREAS, it is appropriate to establish criteria and procedures for the Town of Carbondale to name or rename such public parks or park facilities;

NOW THEREFORE, be it resolved by the Board of Trustees of the Town of Carbondale, Colorado that the attached policy shall be adopted for the naming or renaming of a Town of Carbondale public park or park facility.

INTRODUCED, READ, AND ADOPTED this 27th day of August, 2013.

Town of Carbondale, Colorado

By: _____
Stacey Bernot, Mayor

ATTEST:

Cathy Derby, Town Clerk

**POLICY FOR THE NAMING OR RENAMING OF
A TOWN OF CARBONDALE PUBLIC PARK OR PARK FACILITY**

- A. General Policy.** Town of Carbondale public parks or park facilities, including interior features, sub-elements, or portions of a park or park facility, may be named or renamed as provided for in this Town policy. Interior features, sub-elements, or portions of a park or park facility may be named or have a different name than that of the entire park or park facility. However, the provisions contained within this Policy shall not apply to such minor items as park benches, picnic tables, trees, refuse receptacles, flagpoles, water fountains, or similar tangible items.
- B. Procedure for Naming or Renaming.** The following procedure shall be followed for naming or renaming a Town of Carbondale public park or park facility, including interior features, sub-elements, or portions of a park or park facility:
1. Upon the request by a resident of the Town to name or rename a Town park or park facility, such naming or renaming shall be brought before a regular meeting of the Parks & Recreation Commission for its consideration. Town staff will provide a history behind the current name of a Town park or park facility under consideration for being renamed.
 - a. In the case of the naming of a Town park or park facility, the Parks & Recreation Commission shall provide a 45-day public comment period to allow for any citizen comment or objection to the proposed name and to solicit any alternative names from the public. All such solicited names shall be recorded by Town staff and presented to the Parks & Recreation Commission at its next regular meeting.
 - b. In the case of the renaming of a Town park or park facility, renaming is discouraged and shall only be considered in exceptional circumstances. The person, group, or entity requesting the renaming must submit an official "Park Renaming Petition", which includes the history behind the current name, and must contain a minimum of 30 signatures collected from adult residents of the Town. Then, the Parks & Recreation Commission shall provide a 45-day public comment period, with any costs associated with public noticing borne by the petitioner, to allow for any citizen comment or objection to the proposed renaming and to solicit any alternative names from the public. All such solicited names shall be recorded by Town staff and presented to the Parks & Recreation Commission at its next regular meeting.

2. Following the 45-day public comment period for the naming or renaming of a Town public park or park facility and deliberative consideration by the Parks & Recreation Commission, the Commission shall take formal action by making a recommendation to the Board of Trustees regarding the new park name.
 3. The Board of Trustees, after considering the park name recommended by the Parks & Recreation Commission, shall formally decide on the adoption or rejection of the new name for the Town park or park facility after taking public comment.
- C. Rules for Naming or Renaming. The naming or renaming of a Town park or park facility, including interior features, sub-elements, or portions of a park or park facility must conform to grammatical, spelling, and other rules of the English language and shall be in accordance with at least one of the following naming or renaming criteria set forth below:**
1. A name that represents neighborhood or geographical identification.
 2. A name that represents natural or geological features.
 3. A name of historical or cultural significance.
 4. A name that is the articulated preference of residents of the neighborhood surrounding the Town park or park facility.
 5. A name that represents the living or deceased persons who have made an unusually outstanding public service contribution or contributions to the Carbondale community.
 6. A name that honors a Town park or park facility donor's stipulation that the naming or renaming of the park or park facility occur as a condition of the donation.
 7. A name that represents the living or deceased persons who have made a significant donation or contribution of land or money towards the Town park or park facility
 8. A name that represents elected or appointed Town officials or staff, except that such officials or staff shall not be eligible for consideration until they are no longer in office or have been retired from Town service for at least two (2) years.

Third Street Partnership Park NEW NAME PROPOSED

Carbondale Parks & Recreation Commission received a petition to rename Third Street Partnership Park. Proposed new name is

Bonnie Fischer Park

who is a long-time RE-1 Carbondale School Teacher.



Citizens may comment, object, or suggest alternative name by contacting Jeff Jackel, Recreation Director, at 510-1214, or email him at jjackel@carbondaleco.net.

Following 45-day public comment period, Parks & Recreation Commission will take formal action on July 9, 2014 regarding a recommendation to Town of Carbondale Board of Trustees.



TOWN OF CARBONDALE PUBLIC NOTICE **NAMING 4th STREET PLAZA PARK**

TO: Carbondale Citizens
FROM: Eric Brendlinger, Parks & Recreation Director
DATE: October 6th, 2022
SUBJECT: New name proposal for 4th Street Plaza Park

Town of Carbondale Resolution #15-2013 allows for a proposed naming of a new Town Park Facility by appearing before the Parks & Recreation Commission at one of their regular meetings.

Approval of this naming of a new Town Park Facility by both the Parks & Recreation Commission and the Board of Trustees may not occur until after a 45-day public comment period to allow for any citizen comment or objection to the proposed name, and to solicit any alternative names from the public. All such comments or objections to the proposed name, or any other solicited names shall be recorded by Town staff and presented to the Parks & Recreation Commission after the 45-day period has transpired at their next regular meeting.

This correspondence is to publicly notice citizens of Carbondale that a request has been received by the Parks & Recreation Commission to name the recently donated 4th Street Plaza Park to "Chacos Park", to honor and in memory of the late Chris and Terry Chacos.

Following the **45-day public comment period, which ends on November 20th, 2022**, the Parks & Recreation Commission will meet on Wednesday, December 14, 2022, at 7:00 p.m., at which time deliberative consideration and formal action will be taken by the Parks and Recreation Commission in making a recommendation to the Board of Trustees regarding the new proposed Town Park Facility name. The Parks & Recreation Commission then presents the park name proposal for adoption and public comment at the next scheduled Trustee meeting.

If you would like to comment or object to the newly proposed Town Park name (OR) wish to solicit an alternative name, please submit your comments, objections, or alternative name to: Eric Brendlinger, Parks & Recreation Director, 511 Colorado Ave. Carbondale, CO 81623 (OR) email him at: ebrendlinger@carbondaleco.net



The Town of Carbondale
Parks & Recreation Commission
received a request to name the
4th Street Plaza Park :
“ Chacos Park”
in honor and in memory of
Chris and Terry Chacos.

Following a 45 -day public comment period,
as specified in Resolution #15, the Parks &
Recreation Commission will take formal action on
December 14th, 2022 regarding the name
recommendation to the Town Trustees, and then
present the park name proposal for adoption and public
comment at the next scheduled Trustee meeting.

To comment, object to name, or suggest a different name: contact Town
of Carbondale Parks & Recreation Director Eric Brendlinger at
970-510-1277 or ebrendlinger@carbondaleco.net



**Town Of Carbondale
Parks & Recreation Department**

REQUEST FOR QUALIFICATIONS (RFQ)

for an

Owner's Representative

for construction of the

Carbondale Aquatics Center

1. Project Background & Information:

The Town of Carbondale is seeking professional services from an individual to assist the town as an *Owner's Representative* for the design and construction of a new Aquatics Center to be located in downtown Carbondale. After an extensive public outreach process in 2018-19, conducted by the Parks & Recreation Department, the Town applied for and received a Greater Outdoor Colorado planning grant to conduct a more thorough planning process and to gather additional feasibility work and public survey data. This process provided the Town with a conceptual design with estimated cost analysis. This work was conducted in 2020-21 and allowed the Town to put a question on the ballot in April of 2022 to approve an \$8 million dollar bond for pool design and construction. This vote passed with 72 % of the voters in favor of the Town going into debt to build a new Aquatic Center and to replace the 44-year-old existing facility. The Carbondale Aquatics Facility master plan and conceptual design study can be found at the following link: <https://www.carbondalerec.com/rec-misc/master-plans/>

Construction of the facility will be located in the same location as the existing municipal pool in the Northwest corner of Sopris Park. The new Aquatics Center will consist of a bath house with locker rooms, showers and bathrooms, a pool mechanical room and a control desk and administrative area for pool staff. A second story multi-purpose flex space will be included in the design of the facility. The outside pool area will consist of a 4 lane 25-meter lap pool, an entertainment pool with a diving and/or slide well, a therapy pool hot tub, a lawn play area and a splash pad with shade structures.

The successful candidate should have experience with construction management of energy efficient buildings, with the goal of new construction projects in the Town of Carbondale striving for net zero energy use with as much energy production on-site as possible. The successful candidate will also possess knowledge and experience with the latest technologies in the aquatics industry that provide clean and energy efficient delivery systems for the mechanical and engineering needs of an aquatic facility.

2. Description of Services:

The Owner's Representative services will encompass every step in the facility delivery cycle to include, but not limited to the following: assist the Town in creating Request for Proposals and Request for Qualification documents and the evaluation of the proposals with an Aquatics Facility Design Committee, scheduling of meetings with owners and construction team, vetting of the facility design process and final design, establish a timely process for procurement, quality control construction monitoring and a thorough project closeout with warranty coverage. These services include the following:

PRECONSTRUCTION PLANNING PHASE

The Preconstruction Planning Phase will begin immediately upon contract award and continue through the development of the project schematic drawings. The Town of Carbondale may request all or some of the following services be provided during the Preconstruction Planning Phase:

Organization

- Establish an organizational structure and reporting relationships between the Town and Design/Build Team.
- Establish and define the division of duties among the designers and construction authorities within the Design/Build Team.
- Develop a comprehensive project directory for the entire project team with names, addresses, nature of business, contact person and emergency phone numbers.

Schedule

- Prepare an overall integrated project schedule that identifies major milestones and project duration.
- Prepare the following subsidiary schedules which shall become part of the overall integrated schedule:
 - a. Owner decision dates and approvals.
 - b. Building authority approvals and permits.
 - c. Major construction activities/milestones.
 - d. Evaluate the schedule implications of options for economies and efficiencies.

Estimating/Cost Management

- Assist the Town in establishing cost targets for the project.
- Review the Town's project budget and report findings.
- Assist the Design/Build Team in the development of cost estimates at pre-determined points in the project schedule.
- Review the Design/Build Team's logistics studies and general condition budgets and report findings.
- Meet with the Design/Build Team to achieve project design within the established cost parameters.
- Establish an overall project budget with the Design/Build Team, including hard and soft costs and update as the project progresses.
- Provide cash flow analysis on an overall project basis.
- Establish a cost reporting and coding structure with the Design/Build Team specific to the project needs.

Owner Coordination

- Assist the Town in all negotiations with public and private utility companies and the coordination of incoming services to the project.
- Assist the Town in all negotiations with telecommunication providers and establish the criteria for these services in the project.
- Assist the Town in the coordination of security requirements for the project.
- Assist the Town in the review of legal documents required for the project.

Design Management

- Establish with the designers an agreeable sequence of design for implementation of early price/resource sensitive procurement packages.
- Review drawings, including Mechanical, Electrical and Plumbing (MEP) and specifications developed by the designers and make recommendations on constructability, coordination, adherence to the project program and a scope and options that may reduce cost and time.
- During regular design management reviews, provide advice on product, choice, construction sequence, productivity implications, cost savings opportunities, tolerances, safety requirements and sound practice. Provide ongoing constructability advice.
- Advise the Town on the need for specialty consultants or studies that may be required by the project.
- Advise the Town on the need for preconstruction tasks by the Design/Build Team or the Town such as site investigation, survey and preliminary work, and report on the results of these tasks.

Value Engineering

The Town of Carbondale will request Owner Representative services in maximizing the value of every project dollar spent by evaluating alternative materials and methods to maintain a specific level of quality, but at a lower cost. These services could include:

- Conducting an aggressive value analysis program in conjunction with Architect and Contractor, particularly emphasizing areas of high cost and those slowing the construction schedule.
- Providing value engineering activities to evaluate alternative schemes, value engineering studies, cost-in-use, and life cycle cost analyses on significant design options.
- Provide value engineering analysis on the return on investment of renewable energy sources for the pool buildings and Aquatics facility energy needs.
- Evaluate the economics of energy efficient equipment and research and find available rebates offered for energy efficient building and aquatics systems.
- Monitoring the design as it evolves and reporting any significant opportunities for cost savings.

Building Department / Government Liaison

- Work with Town authorities and/or other agencies such as building regulations, demolition permits, roads, transportation, utilities, environmental and other authorities in obtaining all necessary approvals for the project in accordance with the Town of Carbondale Green Building codes.
- Assist the Town, if required, in undertaking a program to illustrate the efforts taken to minimize the impact of construction traffic noise, dust and vibration on the adjacent environment.

- If required, review with the public utilities and statutory bodies the location, protection, and diversion of public services.

PROCUREMENT PHASE

- Review the Design/Build Team's schedule of values for the work performed by contractor and subcontractor's and comment thereon.
- Work with the Design/Build Team, making sure standard procedures are followed for monthly billings, drawing submissions, field changes, punch listing, substitutions, etc.
- Set up a reporting system to monitor Design/Build Team's schedule and cost performance.

CONSTRUCTION PHASE

The Town of Carbondale envisions the following Owner's Representative services being provided during the Construction Phase, including acting as an on-site Construction Manager.

Monthly Progress Report

Monthly Progress Reports will be completed throughout the project as a management control and communication tool. Its content includes concise review of the schedule, a cost summary, scope change activity summary, trade contract purchase summary, contract close-out summary, items pending, resolution of previous problems, and explanation of new and anticipated problems requiring action. Prepared monthly, this report helps keep Town focused on the key project objectives.

Monthly Anticipated Cost Report

Monthly update and issuance of an anticipated cost report, which provides detail of original and/or revised budgets, approved change orders, pending change orders, additional costs not yet formalized and anticipated budget savings/exposures identified as the project progresses. These anticipated costs will be applied to the entire project budget of hard and soft costs.

Construction

- Monitor the Design/Build Team's contract-related paperwork with the Town, including contracts, insurance certificates, bonds, etc.
- Review the construction schedule and site logistics plans submitted by the Design/Build Team and advise thereon.
- Represent the Town in all Town and Design/Build Team coordination meetings.
- Make job-site observation visits to review the general status of all on-going construction work to verify that the work is progressing in general accordance with the project requirements.
- Prepare and issue "Monthly Progress Reports" to the Town and all designated parties by the Town regarding such matters as: disbursements, anticipated costs, and budget status; construction progress schedule; job-site problems; material shortages; delivery problems; labor usage and availability; prior and planned activities and other contract compliance issues.
- Review shop drawings procedures and monitor prompt submission by the Design/Build Team and subsequent approval by their Architect and Engineers. Review selected shop drawings for all major components, reporting comments and recommendations to the Owner.

- Monitor the construction procedures previously established and assist in making recommendations for maintaining and improving construction progress.
- Represent the Town at all monthly applications for payment meetings. Upon review and approval of the Design/Build Team's application, make appropriate recommendations to the Town on payment.
- Assist the Town and Design/Build Team in the resolution of field problems.
- Monitor monthly construction cost summaries and cash flow reports prepared by the Design/Build Team.
- Review and advise the Town of all change orders regarding value, cost, and time impact. This will include an analysis of the contract requirements, scope of the project and the origin of the change.
- Continue to consult and advise the Town on the opportunity for further economies.
- Maintain on a current basis, records of all contracts, drawings, specifications, samples, materials, and equipment purchases, change orders, and any other construction-related documents.
- Assist in administering security, quality control, and other programs as necessary.
- Assist in scheduling initial occupancy.

POST-CONSTRUCTION / CLOSEOUT PHASE

At the completion of all construction activities, The Owner's Representative shall provide all coordinating services necessary to closeout the project and ensure the orderly transfer of the facility to the Town.

Closeout

- Assist the Design/Build Team in the completion process, including review of punch list and coordinating the submittal of as-built drawings, operating manuals, guarantees, and warranties.
- Assist in coordinating building agency reviews and expediting Certificate of Substantial Completion and Certificate(s) of Occupancy.
- Provide follow-up consultation as necessary, including, but not limited to, debugging and commissioning during warranty period and follow-up on punch list items.
- Coordinate the training of the Town's and/or Town's personnel in the operation and maintenance of all equipment.
- Coordinate and expedite the resolution of construction related problems.
- Coordinate and expedite the repair/replacement of items covered under guaranties/warranties. Conduct follow-up review of the complete facility to help ensure satisfactory performance of materials and systems.
- Assist with any other closeout training or ongoing operations-type services that the Town may require.
- Assist and coordinate with the Town and the Design/Build Team in the one-year warranty walk through.

3. Selection Criteria:

The Owner's Representative selected for this project will be based on the requested information they provide and a personal interview. RFQ's submitted should contain and will be evaluated in the following categories:

- A. Experience: Individuals should submit their resume and will be evaluated based on their overall experience providing professional "Owner Representative" services similar to those described herein. Evaluation of experience should include the following information that will need to be submitted.

- A list and brief description of construction projects that you assisted or were involved in.
- A list and brief description of aquatics facility construction management experience.
- A list and brief description of green building experience and any certification the team or individual might possess (i.e.-LEED Accreditation, International WELL Building Institute experience, Energy Star Building experience or Net Zero training or educational experiences.)

B. References: Will be contacted regarding the recommended client's satisfaction with services provided.

C. Price: Individuals will be evaluated on their proposed fee schedule (hourly rate charges).

D. Interview: Individuals will be asked to attend an interview, in-person or via zoom, on Tuesday, December 6, between 12:00 and 6:00 p.m.

4. **Method Of Award:**

Individuals interested and qualified to provide the services requested, please submit qualifications via mail or e-mail of the RFQ information requested by 5:00 p.m. Friday, December 2nd, 2022, to:

Town of Carbondale
Attn: Eric Brendlinger, Parks & Recreation Director
511 Colorado Avenue
Carbondale, CO 81623
ebrendlinger@carbondaleco.net

In-person or Zoom interviews with individuals will be held on December 6th between 12:00 and 6:00 pm The Parks & Recreation Director and the interview committee will make a hiring recommendation to the Town Trustees on December 13, 2022

The Town of Carbondale reserves the right to award this Contract not necessarily to the individual with the best price, but to an individual that demonstrates the best ability to meet the needs of the Town regarding this project. The successful individual will be chosen based on their qualifications, the selection criteria evaluation, and their interview.

The individual selected will be given the first right to negotiate an Agreement acceptable to the Town. In the event that an Agreement satisfactory to the Town cannot be reached, the Town may enter into negotiations with one or more of the other candidates. The individual hired shall commence work only after execution of an acceptable Agreement. The successful individual will perform all services related to this project, requested by the Town, in compliance with the negotiated Agreement.

The Town of Carbondale reserves the right to reject all RFQ's submitted, in whole or in part, received by reason of this request. The Town will not pay for any information herein requested, nor is it liable for any costs incurred by individuals submitting an RFQ.

5. **RFQ Inquiries:**

Any questions related to this Request for Qualifications (RFQ) should be directed to the Town of Carbondale Parks & Recreation Director, Eric Brendlinger. He may be contacted at 970-510-1277 or at ebrendlinger@carbondaleco.net.



**Town Of Carbondale
Parks & Recreation Department**

REQUEST FOR QUALIFICATIONS (RFQ)

for an

Owner's Representative

for construction of the

Carbondale Aquatics Center

Addendum #1 to the RFQ:

We have received a few questions from interested individuals or firms and the answers are shared below.

1. **Timing of the Project**-We would like to utilize the industry knowledge of an owner's rep to help us set the schedule of the design and construction, especially with supply chain issues that those in the construction and aquatics industry will have present experience with. We produced two preliminary scenarios to see if it was possible to conduct the design, engineering, and construction work without losing a summer pool season. Please see attachments.

Scenario one would begin design in January 2023, demolition and construction would begin in September of 2023 with an 8-month construction time frame with completion set for beginning of June 2024. With this scenario a summer pool season is not lost.

Scenario two would begin design in February 2023, start demolition and construction in March 2024 with an 11-month construction time frame with completion set for the beginning of April 2025

2. **Design/Build Firm Selection Process**-We do not have a design/build firm selected and the construction expertise of an owner's rep will be used to review an RFQ/RFP to be sent out to the prospective design / build firms. The selection of a design / build firm will utilize the owner's rep for proposal review, but the selection will come from a design review committee, which will be comprised of staff, elected official, volunteer Parks & Recreation Commissioners and interested citizens.

3. **Pricing the proposal-**As a comparison tool we are looking for hourly rates and not a lump sum proposal. We would enter into a contractual relationship with the selected individual or firm. The detail on the amount of budget available and the scope of work details would be negotiated at this time depending upon the qualifications of the selected individual and the potential need for additional sub-contracted work with energy efficient and trained construction team members.
4. **Contract Type-** The individual selected will be given the first right to negotiate an Agreement acceptable to the Town. In the event that an Agreement satisfactory to the Town cannot be reached, the Town may enter into negotiations with one or more of the other candidates. The individual hired shall commence work only after execution of an acceptable Agreement. The successful individual will perform all services related to this project, requested by the Town, in compliance with the negotiated Agreement.

RFQ Inquiries: Any questions related to this Request for Qualifications (RFQ) should be directed to the Town of Carbondale Parks & Recreation Director, Eric Brendlinger He may be contacted at 970-510-1277 or at ebrendlinger@carbondaleco.net.

See project timing scenario attachments below.

Project Timing: Scenario 1

AQUATICS FACILITY CONSTRUCTION PLANNER 2022-2024

PROJECT	TOWN OF CARBONDALE AQUATICS FACILITY DESIGN, ENGINEERING AND CONSTRUCTION POST BOND ELECTION	This represents the steps to conduct a design/build or design/ bid/build project with the interests of the Town being represented by a sub-contracted owner's representative. This timeline does not reflect the potential additional fundraising, grant work, or potential for naming rights or corporate/ foundation sponsorship. This timeline allows ample time for design and bidding but leaves a small window for construction (8 months) requiring an early closure (September 2023) prior to the delayed beginning (June) of the 2024 pool season. This 8-month construction window would be during the winter so could incur some additional costs due to weather issues.
ORGANIZER	TOWN OF CARBONDALE PARKS & RECREATION DEPARTMENT	

PROJECT PHASE	STARTING	ENDING	
PHASE 1 RFP & CONTRACT WITH OWNERS REP	Date: Sept 2022	Date: Oct 2022	Select an Owner's Representative with experience in green building techniques and net zero experience and sub-contract this work to begin the process of selecting design and engineering with selected construction model. 4-6 week
PHASE 2 RFP/REQ WITH ARCHITECTS AND ENGINEERING	Date: Oct 2022	Date: Dec 2022	Number of contracts will depend upon the project's relationship to the contractors if a design/build vs. design/bid/build. 2-to-3-month duration.
PHASE 3 PRELIMINARY SCHEMATIC DESIGN, BUDGETING	Date: Jan 2023	Date: April 2023	Architect and engineering firms selected. Structural, mechanical and electrical systems are described and documented. A detailed cost estimate is produced and compared with available budget dollars. 3-to-4-month duration
PHASE 4 FINALIZE DESIGN DOCUMENTS, CONSTRUCTION DOCUMENTS	Date: May 2023	Date: July 2023	Based on approved design development documents, contractors and subs finalize drawings and specifications that will be used to bid the project. 3-month duration
PHASE 5 CONSTRUCTION BIDDING	Date: Aug 2023	Date: Sept 2023	6-to-8-week duration. Hard deadline, bids are made public, and the successful bidder is awarded the project contract.
PHASE 6 DEMOLITION	Date: Sept 2023	Date: Oct 2023	Pool season would need to be shortened so demolition could take place with sub-contractors or Town equipment.
PHASE 7 CONSTRUCTION	Date: Oct 2023	Date: May 2024	8-month construction window with the goal being a pool opening in June for the summer 2024. Several factors can affect this timeline, including utility installation, soil conditions requiring remediation, hazardous material removal, supply chain delays and labor shortages.

Project Timing: Scenario 2

AQUATICS FACILITY CONSTRUCTION PLANNER 2022-2025

PROJECT	TOWN OF CARBONDALE AQUATICS FACILITY DESIGN, ENGINEERING AND CONSTRUCTION POST BOND ELECTION	This represents the steps to conduct a design/build or design/bid/build project with the interests of the Town being represented by a sub-contracted owner's representative. This timeline does not reflect the potential additional fundraising, grant work, or potential for naming rights or corporate/ foundation sponsorship. This timeline allows additional time for design and engineering and a normal and extended construction season. Bidding takes place in the winter. One entire pool season would be missed with this timeline (Summer of 2024).
ORGANIZER	TOWN OF CARBONDALE PARKS & RECREATION DEPARTMENT	

PROJECT PHASE	STARTING	ENDING	
PHASE 1 RFP & CONTRACT WITH OWNERS REP	Date: Oct 2022	Date: Nov 2022	Select an Owner's Representative and sub-contract this work to begin design and engineering with selected construction model. 6-week duration
PHASE 2 RFP/RFO WITH ARCHITECTS AND ENGINEERING	Date: Dec 2022	Date: Feb 2023	Number of contracts will depend upon the project's relationship to the contractors if a design/build vs. design/bid/build. 2-to-3-month duration.
PHASE 3 PRELIMINARY SCHEMATIC DESIGN, BUDGETING	Date: March 2023	Date: June 2023	Architect and engineering firms selected. Structural, mechanical and electrical systems are described and documented. A detailed cost estimate is produced and compared with available budget dollars. 3-to-4-month duration
PHASE 4 FINALIZE DESIGN DOCUMENTS, CONSTRUCTION DOCUMENTS	Date: July 2023	Date: Nov 2023	Based on approved design development documents, contractors and subs finalize drawings and specifications that will be used to bid the project. 3-5-month duration
PHASE 5 CONSTRUCTION BIDDING	Date: Dec 2023	Date: Feb 2024	6 to 8 weeks duration. Hard deadline, bids are made public, and the successful bidder is awarded the project contract.
PHASE 6 DEMOLITION	Date: March 2024	Date: April 2024	Demolition could be conducted by construction company hired or sub-contracted by the town or by Town employees using Town equipment
PHASE 7 CONSTRUCTION	Date: May 2024	Date: April 2025	11-month construction time frame but we lose a summer pool season. Construction timing might be better for an aquatic's facility and there would be a full pool season in 2025.



**Town Of Carbondale
Parks & Recreation Department**

REQUEST FOR QUALIFICATIONS (RFQ)

for an

Owner's Representative

for construction of the

Carbondale Aquatics Center

Addendum #2 to the RFQ:

We have received a few additional questions from interested individuals or firms and the answers are shared below.

1. **Is there a requirement for FF&E with the outdoor furniture and furniture needed for the bath house that the owner's rep will have to manage as well?** *The owner's rep will manage the construction details of the project and the FF&E will be a responsibility of the Design/Build Team and the in-house design review committee, which will consist of staff, elected officials and volunteers.*
2. **Will there be a 3rd party sustainability consultant that the owner's rep will manage as well?** *If the Owner's Rep or firm does not have a background in sustainable building norms, or the Design/Build firm selected does not have adequate representation in the field of net zero construction and renewable energy experience, a third party will be needed to match the energy efficient design wishes and desires of the Town's elected officials, staff, and the citizens of Carbondale.*
3. **Given the holiday mixed in the middle of the RFP timeline, can the response be extended until the 5th or 6th?** *We do want a good response to our RFQ, so we hope all candidates have the ability to match the deadline. We need to keep Friday, December 4th, 2022 as our RFQ due date driven by a packet deadline and the need to provide review time of the proposals before our monthly meeting of the Parks & Recreation Commission.*
4. **Is there a reason why D/B method was the preferred route by the Town or is this still something you're hoping to get further recommendations from the hired Owner's Rep team?** *The Town built the Carbondale Recreation & Community Center*

with the Design /Build method and were pleased with the outcome and some of the cost and time saving options it presented. Since the Design/Build RFQ/RFP is only in draft form and the Town will use the expertise of an owner's rep to review and finalize that paperwork, the Town would be open to other options that address the challenges of the design and construction process. Please explain your preferred method and benefits if an alternative such as the Design-Bid-Build or the Construction Manager / General Contractor construction method will be proposed in comparison to the Design/Build Method.

RFQ Inquiries: Any questions related to this Request for Qualifications (RFQ) should be directed to the Town of Carbondale Parks & Recreation Director, Eric Brendlinger He may be contacted at 970-510-1277 or at ebrendlinger@carbondalecto.net.



Town of Carbondale
RFQ Aquatics Facility
Owner's Representative
Proposals Received

Company

- A. **WEMBER**

- B. **Phil Vaughan Construction Management, Inc.**

- C. **CBRE**

- D. **Anser Advisory Management, LLC**

- E. **NV5, Inc.**

- F. **Dynamic Program Management**

- G. **Concept One Group, Inc.**

Name of Owner's Representative or Firm: A. Wember

Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	

Proposal for Owner's Representative Services



Town Of Carbondale Parks & Recreation Department Carbondale Aquatics Center

December 2nd, 2022

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“ Wember remained calm, professional, and proved to be a true leader in the Project Management field. They were instrumental in bringing the project in on time and on budget. I would recommend Wember to anyone seeking an Owner’s Representative | Project Management Team.

-Anne Mojo, Former Louisville Public Library Director ”

COVER SHEET

December 2nd, 2022

Town of Carbondale
Attn.: Eric Brendlinger, Parks & Recreation Director
511 Colorado Avenue
Carbondale, CO 81623
ebrendlinger@carbondaleco.net

Dear Mr. Brendlinger & Members of the Selection Committee,

Thank you for the opportunity to serve as your owner's representative for the design and construction of The Town of Carbondale's new Aquatics Center. We respect and appreciate the effort invested by so many to find the right solution for this project. We are confident that our team can lead this challenging project through a transparent process that meets the Town's goals, engages all parties, is efficiently and beautifully designed, and completes the work on time and within the budget.

Since founding Wember in 2004, we have been focused on providing leadership to community-based projects. Our team's commitment to rural and mountain communities is evident in our portfolio of work. We are excited to share with you our:

- **EXPERIENCE:** Our team provides a wealth of experience working with local governments to create and enhance municipal facilities. Dave, your lead project manager, brings 35 years of experience to your project. Dave has completed several Recreation Center pools and he understands the complexities of construction in mountain communities. Additionally, Wember has managed similar aquatic projects' design and construction processes and is currently working on a pool replacement project with the City of Arvada and the Steamboat Hot Springs. Our team credentials include a licensed civil engineer, seven architects, and general contractors, giving us the skills to lead your project.
- **COMMITTED:** Wember has an active presence in mountain communities. We are actively working with the Town of Basalt and the Town of Snowmass Village. Our team has served the mountain region and western slope for twenty-six years; we mitigate risk and never abandon our clients, no matter the project's location. We are committed to recreation projects that serve community due to the fun these projects can provide and the impact they have.
- **KNOWLEDGEABLE:** We are proactive in coordinating a broad spectrum of contractors, consultants, and stakeholders and understand current pricing trends and their implications on design and construction. Our technology and communication platform provide transparency and a streamlined workflow that keeps the ownership team informed but not overburdened. We know that the Town of Carbondale applied for and received a Greater Outdoor Colorado planning grant. Our team has experience working on numerous projects that have received this grant and understand the process.
- **TIMING:** We have reviewed the two timelines and we are fully prepared and able to work within either approach. We are ready to dive in with the town and determine which approach will work best for you and the citizens of Carbondale.
- **REPUTABLE:** We invite you to check our references, including owners, architects, and contractors; they can speak to our character and abilities.

We want to work with you and your team. As your owner's representative, we pledge to operate with the highest level of integrity and collaboration. Thank you for your consideration; we look forward to your response.

Sincerely,



Paul D. Wember
President

Dave Detwiler
Senior Project Manager

EXPERIENCE

A.) Experience: Individuals should submit their resume and will be evaluated based on their overall experience providing professional “Owner Representative” services similar to those described herein. Evaluation of experience should include the following information that will need to be submitted:

- ≡ A list and brief description of aquatics facility construction management experience.
- ≡ A list and brief description of construction projects that you assisted or were involved in.

18 years

\$1B+ Construction value

175+
Projects

**Recreation Centers
Municipal Centers
Police Stations
Laboratories
Fire Stations
Libraries
Schools**

**Wember is an Employee
Owned company**

Wember: Mountain Region
453 Mediterranean Way
Grand Junction, Colorado, 81507

Wember: Central
7350 E Progress PI STE 100
Greenwood Village, CO 80111

Wember: South
7222 Commerce Center Dr. Suite 220
Colorado Springs, CO 80919

Wember: North
2580 E Harmony Rd Suite 201
Fort Collins, CO 80528

Wember: Wyoming
30 N Gould Street, Suite N
Sheridan, WY 82801

Wember: Steamboat Springs
Address Pending



Wember projects are primarily publicly-funded and community-based and positively impact the communities they serve. From aquatics facilities and recreation centers to public works facilities, we excel at creating highly functional facilities and spaces that reflect the people for whom they're built. Wember does not measure our success by construction dollars in place but rather by the project's impact. Our work has affected millions of patrons and counting, from the completed parks and trails to civic facilities and more. We are incredibly proud of these accomplishments and look forward to working with the Town Of Carbondale Parks & Recreation Department.

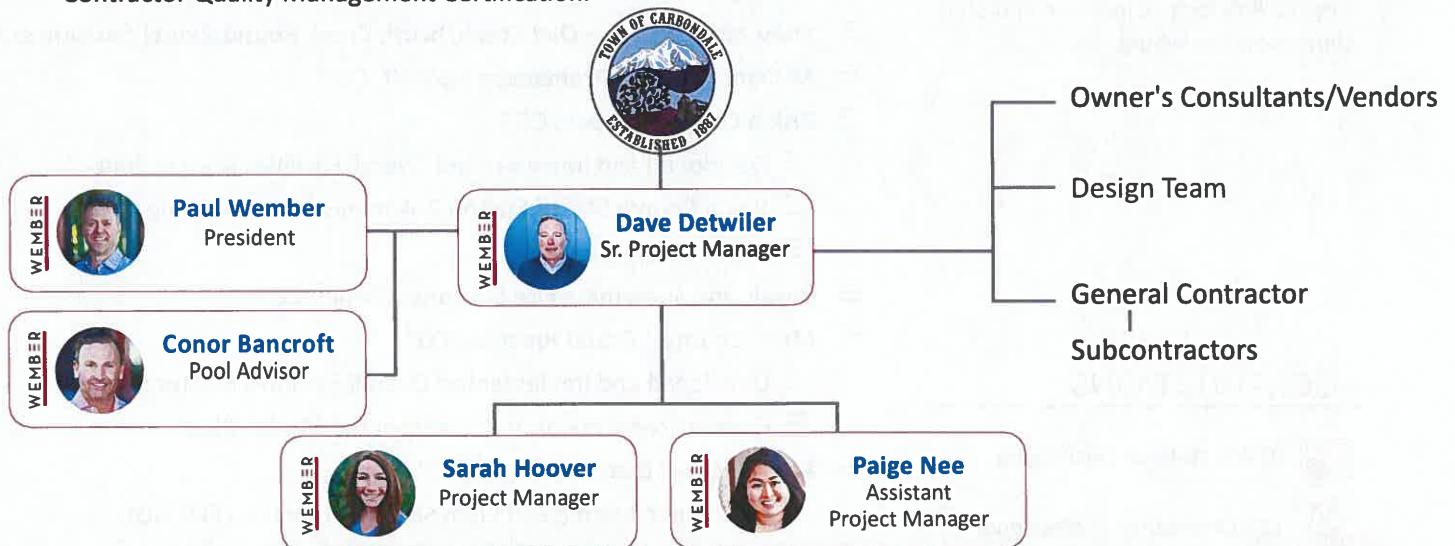
Wember has served as the Owner's Representative on numerous public agency and civic projects. Each of these projects presented their own challenges and opportunities. Wember's project managers are experts at effectively managing many moving parts to successfully deliver these projects for the client, the team, and the community.

The Wember team has one mission—to provide the best in owner's representation. From our budget management process to our community engagement practices, our tools take into consideration **everything an owner must balance:** transparency, maintaining stakeholder confidence, financial compliance, and delivering efficient facilities that are embraced by the communities that they serve.

EXPERIENCE

Wember became an employee-owned company in 2020 and has experienced strong growth. We continue to expand the team and know future team members will continue to bring a high level of service to the projects and clients we serve. We are built upon innovative solutions and the guiding principles of listening, learning, leading, and following through. The environment of mutual respect that we promote allows for an open exchange of ideas and fosters an atmosphere of cooperation and a commitment to excellence. Wember has always adopted a work-from-anywhere model; **we believe it is more important to spend time working closely with our clients at their offices, with consultants, and on the project site.** Our focus is your project's success.

Dave brings over thirty-five years of construction management and owner's representation experience to your project. Along with his breadth of knowledge, the entire Wember team will support him by offering their unique expertise to the projects when needed. This diverse team we are proposing includes project manager Sarah Hoover and assistant project manager Paige Nee, who drives the project controls and coordination. We also have included Conor Bancroft, who has extensive experience in pool construction. Conor's role will be limited to providing insight during the design phase, reviewing plans and specifications, and being available for any issues that may arise with the pool construction. Dave and Conor have experience working on projects that applied for and received a **Greater Outdoor Colorado Planning & Capacity (GOCO) grant.** Some of Conor and Dave's previous projects that received GOCO funding include the Erie Community Park, Avery Parsons Elementary School, and the Eureka Math and Science Center at Colorado Mesa University. The Wember team has seven licensed architects who ensure quality by providing architectural and constructibility reviews. Managing complex projects takes a particular type of professional who has a knack for leadership and can keep the owner's best interests in mind. Working side-by-side with clients, our project managers serve as trusted colleagues, evaluating options to devise a successful plan. Most of our team members are LEED-accredited, hold training certifications from OSHA, and have completed the Contractor Quality Management Certification.



WEMBER is a team of nineteen diverse professionals that will support your project



EXPERIENCE



Dave Detwiler

Sr. Project Manager

“Intelligent, professional, available and accurate. His attention to detail was constant, and saved the district significant sums in terms of contract, bid and invoice review. Their overall leadership was a critical component in keeping the project on schedule.”

--Elizabeth Parker - Aspen School
Board President

Dave has over thirty-five years of construction management and owner's representation. His previous experience as Director of Facilities for Colorado Mesa University builds on his knowledge base from the Owner's Perspective. Dave has successfully delivered numerous aquatic facility, recreation, and park projects in throughout the Colorado Western Slope and will bring his expertise to your project.

EDUCATION

Bachelor of Science-Building Construction

Virginia PolyTechnic Institute and State University, Blacksburg, VA,

RELEVANT PROJECT EXPERIENCE

- ≡ **Fruita Recreation Center and Mesa County Branch Library** | Fruita, CO*
- ≡ **Durango Community Recreation Center** | Durango, CO*
- ≡ **Snowmass Village – Owl Creek/Brush Creek Roundabout** | Snowmass, CO
- ≡ **Midland Avenue Streetscape** | Basalt, CO
- ≡ **Pitkin County** | Aspen, CO*
 - ≡ Developed and Implemented Overall Facilities Master Plan
 - ≡ Pitkin County Sheriff Station & Administration Building
 - ≡ Pitkin County Library
- ≡ **Basalt and Snowmass Fire Stations** | Basalt, CO*
- ≡ **Mesa County** | Grand Junction, CO*
 - ≡ Developed and Implemented Overall Facilities Master Plan
 - ≡ Constructed 5 major projects from the Master Plan
- ≡ **Aspen School District** | Aspen, CO*
 - ≡ \$37 million Middle and Elem School projects – LEED GOLD
- ≡ **Colorado Mesa University** | Grand Junction, CO*
 - ≡ Developed and Implemented Overall Facilities Master Plan
 - ≡ Campus of Over \$2.4 M SF of Building & 100 Acres

*prior to joining Wember

ACCREDITATIONS



OSHA 10-Hour Certification



LEED Accredited Professional



Certified Construction Manager (CCM)

EXPERIENCE



Sarah Hoover

Project Manager

“ Her expertise in understanding multiple arenas allows for transparent and helpful conversations with clients, focusing on client success and happiness. ”

- Tyler Morgan, Project Manager
Pinkard Construction

Sarah has over a decade of successful experience working on both the design and construction side of delivering projects. She has excellent communication skills that allow for thoughtful project management from original design through closeout, focusing on client relations and goals. Her combined experience and continuing education demonstrate the drive it takes to stay on top of the evolving industry, implementing cutting edge concepts to ensure a smooth overall project and delivery.

EDUCATION

Masters of Architecture, Architecture & Planning

University of Colorado, Denver

Bachelor of Environmental Design, Architecture

University of Colorado, Boulder

ACCREDITATIONS



OSHA 10-Hour Certification



LEED Accredited Professional



Certified Construction Manager (CCM)



Commercial Infrastructure
Storm water Management
Certification, SWMP

RELEVANT PROJECT EXPERIENCE

- ≡ Frasier Meadows Retirement Community Master Plan Build Out | Boulder, CO*
- ≡ Bison Ridge Recreation Center and Infrastructure | City of Commerce City, CO*
- ≡ Emergency Medicine Department, Centura Health | Arvada, CO*
- ≡ Neighborhood Health Center Primary Care Facility, Centura Health | Arvada, CO*
- ≡ Kuhlman Building Adaptive Reuse | Denver, CO*
- ≡ Atlantis Mixed-Use Development | Denver, CO*
- ≡ South College Parking Garage, CSU | Fort Collins, CO*
- ≡ Warner College of Natural Resources, CSU | Fort Collins, CO*
- ≡ Boulevard One, Denver Housing Authority | Denver, CO*
- ≡ Mirasol Senior Living | Loveland, CO*
- ≡ Fresenius Dialysis Center TI | Denver, CO*
- ≡ Frasier Meadows Healthcare Renovation | Boulder, CO*

*prior to joining Wember



Conor Bancroft

Pool Advisor/Project Manager

“Conor’s vigilance, experience, and foresight are the primary reasons we continue to stay on track as he has handled all of these issues in quick order time and time again.”
-Michael Bratcher,
Columbine Country Club

Conor provides clients the benefit of a multi-disciplinary perspective to project management and is astute in representing owners to manage their risk on capital improvement projects. He has an established reputation for keeping projects on budget and delivered according to specified goals. Conor has been with Wember for ten years and knows the best practices for ensuring the construction taking place meets specifications.

EDUCATION

**Master of Science, Civil Engineering,
Construction Engineering Management**
University of Colorado, Boulder

**Bachelor of Science of Architectural
Engineering with Construction
Management**
University of Colorado, Boulder

ACCREDITATIONS



OSHA 10-Hour Certification



LEED Green Associate



**Contractor Quality Management
(CQM) Certification**



**Adult & Pediatric
First Aid/CPR/AED**

RELEVANT PROJECT EXPERIENCE

- ≡ **City of Commerce City | Commerce City, CO**
 - ≡ Paradise Pool
 - ≡ Villages at Buffalo Run East Park
 - ≡ Turnberry Park
 - ≡ Fronterra Neighborhood Park
- ≡ **Genesse Community Pools & Tennis Courts | Golden, CO**
- ≡ **Columbine Country Club Pool Reno. & New Clubhouse | Littleton, CO**
- ≡ **West Woods Golf Club Clubhouse Renovation | Arvada, CO**
- ≡ **City of Arvada | Arvada, CO**
 - ≡ Meyers Pool Replacement
 - ≡ Police Substation Delta Sector
 - ≡ West Woods Golf Clubhouse Renovation
- ≡ **Town of Erie | Erie, CO**
 - ≡ Erie Police Station and Municipal Courts
 - ≡ Erie Community Park
- ≡ **Foothills Art Center | Golden, CO**
- ≡ **Denver Public Library | Denver, CO**
 - ≡ Sam Gary Library
 - ≡ Rodolfo Gonzales Library



Paige Nee

Assistant Project Manager

“Paige was a pleasure to work with on all our furniture procurements and installations. Her attention to detail was outstanding, and she worked very well with the field crews to ensure the installations went smoothly. She also greatly understands procurement policies and how to comply.”
- Colorado Mesa Facilities Director

Paige supports our projects with her expertise in project controls such as pay applications, invoicing, FF&E procurement, documentation management and meeting coordination. Paige's background in purchasing, administration, and project coordination will bring value to your project.

EDUCATION

Bachelor of Science, Environmental Science and Technology
Colorado Mesa University

Technical Certificate, Sustainability Practices
Colorado Mesa University

Certificate, Global Leadership & Sustainability Practices
Rocky Mountain Science & Sustainability Network

RELEVANT PROJECT EXPERIENCE

- ≡ **Colorado Mesa University | Grand Junction, CO***
 - ≡ Tomilson Library Renovation
 - ≡ Maverick Innovation Center
 - ≡ Pinon Hall Renovation
 - ≡ Garfield Hall
 - ≡ Health Sciences Building
 - ≡ Engineering Building
 - ≡ Little Mavs Learning Center

*prior to joining Wember

ACCREDITATIONS



OSHA 10-Hour Certification

EXPERIENCE



“ Having licensed architects on the Wember team, including Paul, benefited our project during the site selection, drawing and construction phases. Their experience on public projects brought forward processes and solutions that led to a seamless process. ”

- Barbara Milnor, Executive Director,
Basalt Regional Library District

EDUCATION

Masters of Business Administration
University of Phoenix

Bachelor of Science in Architectural Studies
University of Nebraska at Lincoln

Licensed Architect, State of Colorado

ACCREDITATIONS



OSHA 10-Hour Certification



LEED Accredited Professional



Contractor Quality Management (CQM) Certification



Adult & Pediatric First Aid/CPR/AED

Paul Wember^{AIA, LEED AP}

AKA "MITCH BUCHANNON" President

Paul is a licensed architect who also holds an M.B.A. degree. His goal is for Wember to be the best in owners representative services, and his dedication to every owner and project reflects that. Paul is a member of the American Institute of Architects and a LEED accredited professional. He has served as principal or project manager on over 175 projects focusing on community-based services.

RELEVANT PROJECT EXPERIENCE

- ≡ **Teton County/Jackson Recreation Center Addition** | Jackson, WY
- ≡ **Genesee Community Pools & Tennis Courts** | Golden, CO
- ≡ **City of Arvada** | Arvada, CO
 - ≡ Meyers Pool Replacement
- ≡ **City of Commerce City** | Commerce City, CO
 - ≡ Paradise Pool
 - ≡ Villages at Buffalo Run East Park
 - ≡ Turnberry Park
 - ≡ Fronterra Neighborhood Park
- ≡ **Town of Erie** | Erie, CO
 - ≡ Erie Community Center
 - ≡ Erie Police Station and Municipal Courts
 - ≡ Erie Community Park
- ≡ **High Plains Library District** | Greeley, CO
 - ≡ Erie Community Library Expansion & Renovation
 - ≡ Library Innovation Center, Greeley, CO
 - ≡ Hudson Library Expansion

“PARADISE” ISLAND POOL AT PIONEER PARK

Commerce City, CO



87,000 SF



\$10 M



D/B/B



2015



2016

DESCRIPTION

The park offers patrons a 5,000-square-foot leisure pool with an interactive play structure; a 3,700-square-foot spray and geyser area; a toddler pool with interactive water features; three water slides including a body flume and inner tube slide; a bathhouse; a concession area; shade structures; and open play spaces.

TEAM



Conor Bancroft
Project Manager



Paul Wember
President

REFERENCES

City of Commerce City
Karen O'Donnell, Parks and Rec Director
303-231-1308
kdonnell@ci.wheatridge.co.us

Golden Triangle Construction
Joe Vasbinder, Project Manager
719-314-0531
jvasbinder@gtc1.net

OLC Architecture
Mike Flemming, Principal
303-294-9244
info@olcdesigns.com

MEYERS POOL REPLACEMENT

Arvada, CO



50,000 SF



\$32M



CMAR



2023



2024

DESCRIPTION

The City of Arvada's 50m competitive aquatics facility replacement project includes the construction of the new Natatorium with a 50m Competition/ Lap Pool, Auxiliary Pool, Lobby, Administration, Multi-Purpose, Storage, Locker Rooms, and associated support spaces such as mechanical and pool equipment rooms. **Sustainable measures include solar power to heat the pool.** Mezzanine seating for approximately 900 spectators is anticipated. Site work includes demolishing the existing building, following the new pool's construction, and completing 200 parking spaces and associated driveways and site features.

TEAM



Conor Bancroft
Project Manager



Paul Wember
President

REFERENCES

City of Arvada

Kim Vagher, Manager of City Facilities
720-898-7681
kvagher@arvada.org

Ohlson Lavoie Collaborative

Brian Beckler, Senior Principal
303-294-9244
bbeckler@olcdesigns.com

Saunders Construction

Sean Kennedy, Area Manager
303-226-1467
s.kennedy@saundersinc.com

OLD TOWN HOT SPRINGS

Steamboat Springs, CO



4200 SF



\$13M



CMAR



2022



TBD

DESCRIPTION

The Old Town Hotsprings project is currently being completed in two phases. Phase 1 of this project consists of implementing a new 4200-square-foot pump house. Phase 2 includes the construction of several new pools: **a new lap pool, a soaking pool, a kiddie pool, and a community pool.** Lastly, phase 2 will also consist of renovating the existing water slide.

TEAM



Dan Tran
Project Manager



Sarah Hoover
Project Manager



Quentin Rockwell
Project Manager



Paul Wember
President

REFERENCES

Old Town Hot Springs

Stephanie Orozco, Executive Director
970-457-1205
sorozco@oldtownhotsprings.com

Steamboat Architecture

William Rangitsch, Architect
970-879-0819
wjr@steamboatarchitectural.com

HLCC Construction

Travis L. Holmquist, President
970-846-0486
travis@hlccconstruction.com

GENESEE COMMUNITY POOLS & TENNIS COURTS

Golden, CO



7,500 SF



\$1.14M



CMAR



2019



2020

DESCRIPTION

This project consists of the renovation of the Foundation's **existing 5-lane lap pool**, constructed in the late 1970s, an addition to the pool clubhouse, and the renovation of the existing tennis courts. Genesee is a residential community located in the foothills above Golden, Colorado. Genesee's 883 homes have been constructed on 2,000 acres of spectacular mountain property. The Foothills Pool was constructed on large boulders, which posed challenges; however, Wember worked with the Geotechnical Engineer and a local excavation sub-contractor during design to identify large boulders impacting the planned construction to mitigate delays and added costs during construction.

TEAM



Conor Bancroft
Project Manager



Paul Wember
President

REFERENCES

Genesee Foundation
Suzy Barr, Community Manager
303-526-0254
suzy@geneseeefoundation.org

Hord Coplan Macht
Robyn Bartling, Principal
303-222-0234
RBartling@hcm2.com

ASR Companies
Chris Boortz
303-991-6600
CBoortz@asrcompanies.com

TETON COUNTY JACKSON RECREATION CENTER

Jackson, WY



61,803 SF



\$29.8M



CMAR



2022



2023

DESCRIPTION

The project is for the renovation and expansion of the existing Teton County/Jackson Recreation Center located at 155 East Gill Ave., Jackson, Wyoming. The project was identified by Teton County and the Town of Jackson as a priority and placed in front of the voters for capital funding consideration. In November 2019, the voters of Teton County approved the project. The project looks to renovate and expand their current recreational amenities by 23,270-square-foot onto the existing Recreation Center built in 1994, with a partial renovation completed in 2019. Some of the new amenities include a second gymnasium, elevated walking/running track, indoor climbing facility, and multi-purpose fitness studios.

TEAM



Tom Farrens
Project Manager



Paul Wember
President

REFERENCES

Teton County/Jackson Parks & Recreation

Steve Ashworth, Director
(307) 733-5056
sashworth@tetoncountywy.gov

Perkins & Will.

Rebecca Groves, Technical Coordinator
(303) 308-0200
rebecca.groves@perkinswill.com

GE Johnson Construction WY

Anthony Fasciano, Construction Executive
(307) 264-0022
fascianoa@gejohnson.com

EXPERIENCE

ERIE COMMUNITY CENTER

Erie, CO



60,000 SF



\$15.3M



CMAR



2006



2007

DESCRIPTION

To enhance the lifestyle of the rapidly-expanding residential and commercial neighborhoods in the Town of Erie, voters approved the construction of this state-of-the-art recreation and community center. The center contains a natatorium, gymnasium, aquatics center, racquetball, and a large climbing tower. The aquatics center includes a lap pool, a leisure pool with play features, a whirlpool, a two-story, figure-eight pool slide with a splash tank, a lazy river, an outdoor water feature, and a spray area. This project **has incorporated many sustainable components, including construction recycling, hydronic solar water heating, a state-of-the-art "defender" filter, and waterless urinals.**

TEAM



Paul Wember
President

REFERENCES

Town of Erie

Jill Wait, Past Dir. of Parks & Recreation
303-906-7445
jwait@erieco.gov

Barker Rinker Seacat Architecture

Dave Hammel, Principal
303-455-1366
davehammel@brsarch.com

Saunders Construction

Mark Riedel, Project Manager
303-699-9000
m.riedel@saundersci.com

EXPERIENCE

FRUITA RECREATION CENTER AND MESA COUNTY BRANCH LIBRARY

Fruita, CO



57,000 SF



\$13.4M



CMAR



2010



2011

DESCRIPTION

The City of Fruita Recreation Center and Mesa County Branch Library facility totaled over 50,000 square feet and included a 7,000-square-foot Branch Library. These combined projects were completed almost one month ahead of schedule, and the Library project was nearly \$100,000 under budget. A unique feature of this project was that we had two different design firms, Sink Combs Detlefs and Humphries Poli, one for the Recreation Center and one for the Branch Library.

TEAM



Dave Detwiler
Sr. Project Manager

REFERENCES

Mesa County Library District
Eve Tallman,
(435) 259-5639
evetallman@gmail.com

Sink Combs Detlefs/Humphries Poli
Dennis Humphries
(303) 607-0040
dhumphries@hparch.com

FCI Constructors
Shane Haas
(970) 434-9093
shaas@fciol.com

EXPERIENCE

TAFT HOUSE AQUATIC RECREATION FACILITY AT THE MEADOWS

Castle Rock, CO



4,400 SF



\$4.6M



CMAR



2016



2016

DESCRIPTION

The Meadows Neighborhood Company extended its amenities to include the Taft House aquatic recreation facility. The facility features a two-story, wood-framed main building with a pool and deck. The pool deck features a bubble pit, vortex, climbing wall, and brightly-colored water play structure. Other deck features include a sand volleyball court and a fire pit. The first floor consists of the women's and men's changing rooms, a family changing room, a flexible meeting space offering classes, and events, and a concession stand with light provisions.

TEAM



Conor Bancroft
Project Manager



Paul Wember
President

REFERENCES

The Meadows Neighborhood Company
Michele Ray Brethower, Executive Director
303-814-3952
mray-brethower@meadowslink.com

Ohlson Lavoie Collaborative
David Sprague, Senior Principal
303-294-9244
dsprague@olcdesigns.com

MW Golden Construction
Mike Weber, Project Manager
303-688-8269
mweber@mwgolden.com

DURANGO COMMUNITY RECREATION CENTER

Durango, CO



74,000 SF



\$13M



CMAR



2000



2001

DESCRIPTION

This project began with a master plan for the LaPlata County Fairgrounds, which sought to meet various City and County recreation, events, and multi-use needs. A wide variety of recreation and community programs have been accommodated in the 74,000-square-foot facility. A large “leisure” pool provides warm water for fun and therapeutic activities for all ages and a 10x11 lane lap pool. The second-floor fitness/weights deck overlooks the valley, and the gym, complimenting the studio spaces for court sports, dance-aerobics, and other active uses. A community room for 200, class & crafts rooms, and a teen area provide social gathering and learning spaces for the diverse interests of all.

TEAM



Dave Detwiler
Sr. Project Manager

REFERENCES

FCI Constructors
Shane Haas
(970) 434-9093
shaas@fciol.com

*Other team members from this project
are no longer with the City and Design Firm.

COMMUNICATION & MEETINGS

We do not manage the design and construction of a project; **we manage people who are designing and constructing**. It is the people working on the project and the communication that occurs between them that dramatically influences the success of a project. Employing and adhering to effective communication procedures and policies provides administrative oversight that minimizes the owner's risk.



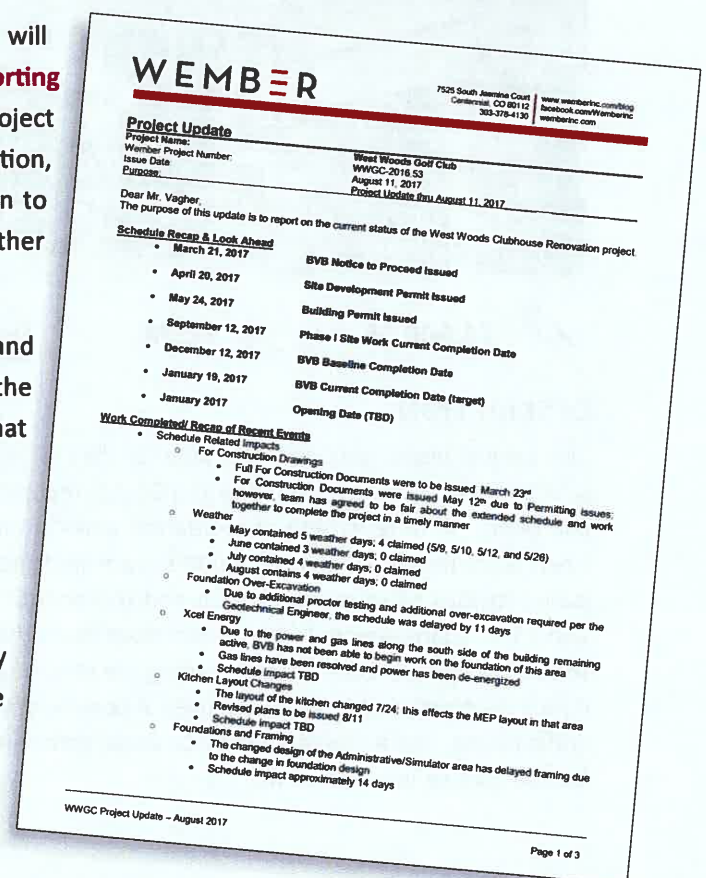
At the beginning of the project, our project managers will establish **a communication hierarchy to provide reporting and consistent updates**. Our team utilizes an online project management system that shares up-to-the-minute information, including a budget, project files, and schedules. In addition to this live information, we will provide monthly updates and other reports to keep you and your stakeholders fully informed.

Proactive communication with staff, stakeholders, and community members about the status provides the transparency needed to obtain buy-in and ensures that questions are answered and trust is garnered.

PROCUREMENT

When formulating procurement documents, we thoroughly define each team member's **scope of work**—an exercise that is paramount to avoiding a costly surprise. It has been our experience that add-services and change requests are not malicious devices to extract more money but rather the result of not clarifying the scope well. Using our **responsibility matrix** assembled over years of lessons learned, we inventory the tasks performed by various trades. Specific expectations, such as the number of site visits, board meetings, and types of deliverables, are identified. Wember will provide your team with **complete consultant contracts** that can be included with the RFPs to **streamline negotiations**.

Public bid announcements will be published in client-directed resources and on Wember's LinkedIn page. The documents can also be distributed to Wember's distribution list of service providers.



EXPERIENCE

When proposals are received, we assess fees and **determine the cumulative value** of each proposal by taking into account multiple variables, such as the experience of the team and staff availability. The response information is inventoried into a single matrix, references are called, and the short-list decision meeting is held to determine which firms to interview.

Wember executes an **interview selection process** that includes asking questions that go beyond the status quo to help the owner gain an understanding of the team and find the best cultural fit. When the interview is complete, you will feel confident that the firm selected is a cultural fit for your team.

COMMUNITY ENGAGEMENT

We have found that one of the essential elements for the success of a capital improvement project is the **proper engagement of the owner's team and the community**. Having expertise and relationships within the community builds project credibility. Due to Wember's experience and active knowledge of the Roaring Fork Valley, our team will be able to contribute to community meetings and create an engaging process.

The goal in working with the public is to create an environment that fosters confidence and trust. During the design phase, we discuss the various public engagement opportunities. Appropriately timed meetings help to gather input and address concerns.

Construction is exciting, and our team members are always willing and proud to show their work. The **construction phase** provides many opportunities for innovative celebrations and stakeholder involvement. We encourage clients to celebrate more than the common ground-breaking milestone or the ribbon cutting.

Our highly organized team will share timely information during all project phases. We will work with your communications department to help engage the community via website updates and social media posts. Our team will provide project plans, renderings, and meeting announcements to support any project promotion that is planned by your team.



BUDGET & COST MANAGEMENT

At the start of the project, we will work closely with the Town and stakeholders on verifying each project's overall budgets and ensuring that the budgets are broken down into the proper detail to allow accurate tracking as costs are incurred. Using detailed **budgetary projection tools**, including our budget matrix, we lead an expenditure inventory exercise to review items common to construction projects, as well as items that are sometimes overlooked, such as legal transactions, staff time, and permits. Construction costs are as much of an art as they are a science. To help manage this reality, our team has an established network of reputable estimators that can be utilized. Wember project managers provide clients with an in-depth understanding of costs and market trends. We have reviewed your preliminary budget and look forward to updating the master budget with you to establish project goals and limitations.

WEMBER

Request support - My Projects - Settings - Videos - Logout

Search Anything

2013-18-CSUP Accounting Design Mgmt Communications Construction Documents People Setup Reporting

Summary Create Budget Budget/Cost Contracts Change Orders Change Proposals Purchase Orders Incurred Costs Ledger

Show All Accounts? ☒

Project Accounting

	Budget			Commitments				Actual			
	A Initial Budget	B Budget Changes	C Current Budget A+B	D Contracts, POs, Expenses	E Change Orders	F Pending Changes	G Committed Cost D+E+F	H Projected To Complete	I Projected (Over)/Under C-(G+H)	J Incurred Costs	K Balance To Finish (G-J)
▼ A Land & Lease Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A.1 Acquisition (Disposition)	\$2,903,132.00	(\$618,246.00)	\$1,884,886.00	\$1,855,676.14	\$18,770.76	\$0.00	\$1,874,446.89	\$0.00	\$10,439.11	\$1,874,368.64	\$78.25
▼ B Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
▼ B.1 Master Planning etc.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
B.1.A Master Planning etc.	\$80,000.00	(\$20,993.00)	\$59,007.00	\$49,638.00	\$9,468.75	\$0.00	\$59,006.75	\$0.00	\$0.00	\$0.00	\$0.00
▼ B.2 Site Surveys, Investigations, Reports	\$80,000.00	(\$80,000.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
B.2.A Site Surveys, Investigations, Reports Initial Budget	\$0.00	\$3,700.00	\$3,700.00	\$3,700.00	\$0.00	\$0.00	\$3,700.00	\$0.00	\$0.00	\$3,700.00	\$0.00
B.2.B Site Survey	\$0.00	\$6,050.00	\$6,050.00	\$6,050.00	\$0.00	\$0.00	\$6,050.00	\$0.00	\$0.00	\$6,050.00	\$0.00
B.2.C Geotech Investigation	\$0.00	\$49,257.00	\$49,257.00	\$39,788.00	\$9,468.75	\$0.00	\$49,256.75	\$0.00	\$0.00	\$49,178.50	\$78.25
B.2.D Soils / Materials Testing	\$1,577,607.00	(\$334,894.00)	\$1,242,613.00	\$1,242,613.00	\$0.00	\$0.00	\$1,242,613.00	\$0.00	\$0.00	\$1,242,613.00	\$0.00
▼ B.3 Architectural / Engineering Basic Services	\$1,577,507.00	(\$334,894.00)	\$1,242,613.00	\$91,242.50	\$10,370.00	\$0.00	\$61,512.50	\$0.00	\$0.00	\$61,512.50	\$0.00
B.3.A Architectural / Engineering Basic Service	\$30,000.00	\$31,613.00	\$61,613.00	\$51,142.50	\$10,370.00	\$0.00	\$61,512.50	\$0.00	\$0.00	\$61,512.50	\$0.00
▼ B.4 Code Review / Inspection	\$30,000.00	\$31,513.00	\$61,513.00	\$51,142.50	\$0.00	\$0.00	\$51,142.50	\$0.00	\$0.00	\$51,142.50	\$0.00
B.4.A Code Review / Inspection	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00	\$100.00	\$0.00	\$0.00	\$100.00	\$0.00
B.4.B Health Department Review	\$435,000.00	(\$17,884.00)	\$417,116.00	\$426,484.00	(\$9,068.00)	\$0.00	\$417,416.00	\$0.00	\$0.00	\$417,416.00	\$0.00
▼ B.5 Construction Management	\$435,000.00	(\$17,584.00)	\$417,416.00	\$426,484.00	\$0.00	\$0.00	\$426,484.00	\$0.00	\$0.00	\$426,484.00	\$0.00
B.5.A Construction Management	\$5,000.00	\$0.00	\$5,000.00	\$4,898.64	\$0.00	\$0.00	\$4,898.64	\$0.00	\$0.00	\$4,898.64	\$0.00
▼ B.6 Advertisements	\$5,000.00	\$0.00	\$5,000.00	\$4,898.64	\$0.00	\$0.00	\$4,898.64	\$0.00	\$0.00	\$4,898.64	\$0.00
B.6.A Advertisements	\$375,826.00	(\$286,728.00)	\$89,098.00	\$89,098.00	\$0.00	\$0.00	\$89,098.00	\$0.00	\$0.00	\$89,098.00	\$0.00
▼ B.7 Other Consultants	\$375,825.00	(\$375,825.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
B.7.A Other Consultants Initial Budget											

Snapshot of our online project management software's budget tracking tab. The budget will be updated for the Town of Carbondale projects in real time, tied to contracts and available 24/7.

EXPERIENCE

Communicating expectations of fund requests, invoices, and backup documentation is critical to **efficient review, approval and payment**. Invoices are run through our online project management system and synced with the owner's finance department. Our system ties all documents together to create a "paper trail," starting with the budget, which is tied to contracts and invoices. The loop is closed when a check number is entered to confirm payment. Invoicing is done monthly to ensure that vendors are paid promptly, keeping the project on schedule.

Lessons Learned

- 1 Avoid multiple one-offs that get buried in emails. Invoices are compiled by Wember into a single draw request.
- 2 Review and approve requests prior to sending to the owner. Necessary adjustments will be noted and the request returned to the vendor.
- 3 Watch the reimbursables. Back-up is required to demonstrate the value an expense delivers to the project.
- 4 Don't use Excel to manage invoicing. Our online project management system allows your team to see where an invoice is in the process, no separate files stowed away on individual computers or networks and no formula busts.
- 5 No single number invoice requests. We work with vendors to include previously paid amounts and percentage complete. This AIA-standard is in place to protect all parties.

Change orders are required to be submitted with detailed information to support the request. Engineers review and make comments related to the scope and costs. We conduct our own thorough review of the change requested prior to making a recommendation to the client. It should be noted that not all change orders are bad; often, change orders are the introduction of an alternate that enhances the project.



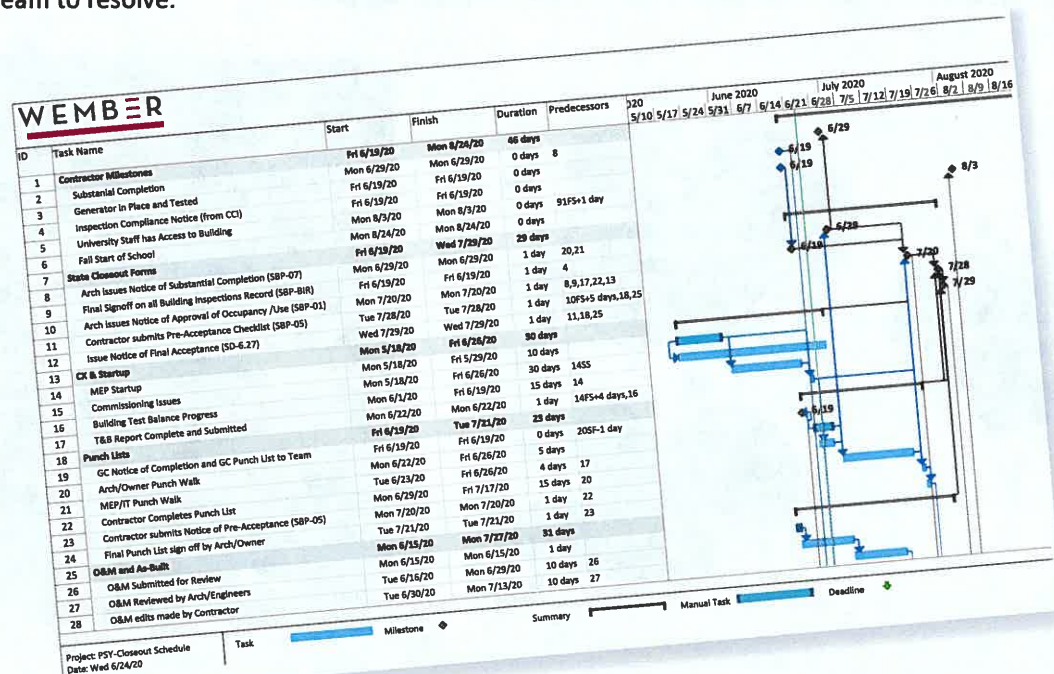
SCHEDULE MANAGEMENT

Building a properly-sequenced schedule is a key step in meeting timeline goals. Using Microsoft Project, we plot the schedule by setting the highest-level milestones and working through the project's life cycle; we address complex technical issues impacting workflow. **Items for which the owner is responsible, such as payment of permits, are integrated.** We consider constraints, including the availability of local labor or regional weather conditions, and plan for public engagement opportunities. Potential complications are identified during this early planning phase to avoid in-field construction delays.

The proper management of permitting and entitlements is essential for project success. **Wember assists in coordinating the submission process and verifies that proactive communication is occurring** with the local building departments, utility providers, fire department, etc. Plan reviewers, inspectors and utility providers will be kept informed as the design develops; this helps ensure a quick turn-around in the review and approval process, and results in the timely issuance of critical permits.

Successful schedule management is dependent upon **gaining team buy-in.** We will review the schedule in detail, engaging team members and discussing what is expected to generate a sincere commitment to making the schedule work. This brings value to the project because having an optimized schedule only works if it has a complete commitment from the team.

Once construction begins, we **monitor the contractor's detailed three-week schedule against the overall project schedule.** If an item falls behind we address the issue head-on by working with the contractor to devise a recovery plan. Wember has an informed perspective on how and when to include subcontractor, ownership, and design team input in creating a recovery plan. For example, a go-to solution to make up time from delays, such as those caused by weather, is to have the crew work extra hours. Other delays may require complex coordination amongst the entire team to resolve.



PROJECT MANAGEMENT SOFTWARE

Tying our owner's representative services together is our powerful and easy-to-use online project management system, Owner Insite. Information is the lifeblood of any project, and when it is not organized correctly, projects tend to fail. In 2011 we began our partnership with the developers at Owner Insite to create a superior project management software developed from the owner's perspective. The resulting platform is transparent, easy to use, secure, and, most importantly, collaborative. The system allows unlimited users to access project information, including real-time schedule and budget information, thus eliminating doubt if the data is current. All project-related documents, such as field reports, meeting minutes, RFIs, submittals, budget, and schedule information, are logically organized and easily retrieved. Owner Insite is more than a central filing system. It is a searchable program that allows assigning tasks to specific team members and tracking progress with the system's issue tracking tool. This tool is a fluid vehicle for organizing dialogue and documents related to a particular issue. Users can review the information and provide feedback and direction in one location, helping devise a well-informed resolution. Unlike many systems, our online management system links vital information together: the budget is tied directly to contracts and pay applications to accurately track modifications and original documentation. Upon project closeout, the owner receives an electronic archive of the project management files developed throughout the project's life cycle.

The issue tracking tool allows for assigning tasks to specific team members and track progress. Team members can search for a list of their outstanding tasks to be completed, along with their designated priority and due date. A request to require the third-party testing firm add their discrepancy logs here for review and sign off.

Main Navigation Screen

Logical, easy-to-follow tab structure for accessing and filing project information and data.

The screenshot shows the Owner Insite web application interface. At the top, a navigation bar includes tabs for Accounting, Design Mgmt, Communications, **Construction**, Documents, People, Setup, and Reporting. Below this, a sidebar lists sub-categories: Accounting, Design Mgmt, Communications, **Construction** (with sub-items: Schedule, RFIs, Submittals, Field Reports, ASIs, Issues, Punchlist, Warranty, Custom Warranty), Documents, People, Setup, and Reporting. The main content area displays the 'Issues' section, featuring a search bar and a table of issues. Callouts point to various features: 'Drawings, latest and archived specs, planning approvals, external links' points to the Documents tab; 'Score cards, meeting minutes, email transmittals, photos' points to the Communications tab; 'Schedule, RFIs, submittals, field reports, as-is issues, punchlist, warranty, issue tracking' points to the Construction tab; 'Custom "file cabinet" able to mirror owner's file system' points to the Documents tab; 'Directory, permissions, distribution list, statistics, required actions' points to the People tab; and 'Settings approvers, audit archive. Myriad of reporting options' points to the Reporting tab.

Created	Issue	Due Date	Priority	Action
06/19/2017 04 David Carr Hensel Phelps	RTU / Electrical Equipment Changes - See attached Serial Letter #31 OWNER CHANGES More Details >	Due Date: David Lingle - Alms2s	Priority: High	Complete
07/27/2017 #3 Sunny Phillips Wendover	We will implement the Issues tab for all CX OBSERVATION LOGS. We request that McKimstry post all observations and potential issues within 24 hours of... MCKIMSTRY More Details >	Due Date: Jini Fukusumi@1 - McKimstry		Complete



Scan me to learn more about our online project management system, Owner Insite!

Wember has seven licensed architects on staff and will **review the design and construction documents at key milestones**. The reviews will focus on the evaluation of the design against the program, long-term maintenance issues, and overall drawing completion and coordination. This value-added service produces savings because errors caught on paper cost little compared to corrections made during construction. Accurate design documents translate into more **precise contractor bids**, bringing budget stability.



SCAN ME

[illegible]

CONSTRUCTION DOCUMENTS

After the construction documents are complete, our project managers regularly review the **shop drawing log** for completeness and identify items that require owner input. We load the shop drawing log into our online project management software, allowing the team to collect comments in one place.



REPORTS & MEETINGS

Our team will work to be effective in communicating the critical elements and outlining items that require owner approval. Through our leadership skills, we are able to keep meeting participants on task to produce results.

Some issues can't wait for the next scheduled meeting, and with immediate action, they can be resolved by holding a quick online meeting. Using tools such as Microsoft 365 with screen share technology effectively reviews drawings and other documents without spending unnecessary time driving to and from meetings.

Weekly status reports provide an update on various aspects of the projects and outline critical decisions that need to be made. We then engage with the appropriate team members to bring issues to closure. The more **robust monthly report** covers essential project updates, including a schedule recap with upcoming milestones and how the work progress is tracking with the overall schedule. We report on the activities accomplished by various team members and on financial information reflecting any change orders and their implications.

CONSTRUCTION ADMINISTRATION

Our project managers know their way around construction sites and understand those in the field's language and thought processes. Wember will conduct formal **on-site observation** reviews during construction and provide quality assurance oversight that leads to the **correction of issues**. We will create field reports that include progress update photos and narratives, which will be stored on our online project management system. We require the contracted designers and engineers to be on-site reviewing progress and conformance to the contract documents. Wember is vigilant in monitoring that products specified in the construction documents are the products being installed. Our team is not afraid to stand up for the owner. It has taken the steps of rejecting masonry, closely monitoring concrete pour quality, or insisting on mock-ups being done correctly to ensure proper product installation. When quality-related items are uncovered, we document them and bring them to closure by maintaining **quality control log that is reviewed at weekly progress meetings**.



CLOSE-OUT

The process of starting up and commissioning a public improvement is an exciting time; unfortunately, if not planned properly, it can also be chaotic. The move-in phase of a project requires a clear communication plan to involve all stakeholders. We help the owner conduct an organized move by implementing a well-thought-through, detailed move plan. We communicate with the moving company to set expectations.

Upon project close-out, the owner receives an **electronic archive of the project management files** developed throughout the life cycle of the project. The archived documents include budget and payment data, RFIs, shop drawings, operation and maintenance manuals, and the like.

Wember believes in long-term relationships; we will be there when you need us to provide historical information and project details. We have never left a client in need.

Close-out documents will be finalized and turned over to the Town along with a recommendation to approve the issuance of the **Certificate of Substantial Completion**. Commissioning reports and documentation must be submitted to confirm the project is running as designed and operating safely.



Harrison High School Pool Renovation

EXPERIENCE

- ≡ A list and brief description of green building experience and any certification the team or individual might possess (i.e.-LEED Accreditation, International WELL Building Institute experience, Energy Star Building experience or Net Zero training or educational experiences.)

We understand that the Town of Carbondale strives for net zero energy use with as much energy production on-site as possible. Dave, Sarah, and Paul are all LEED Accredited Professionals, and Conor is a LEED Green Associate. Wember has vast experience with the construction management of energy-efficient buildings. Wember has completed numerous projects that have achieved varying levels of LEED or Green Globes certification. Please review our LEED & Green Globe-certified project list on the following page.

Wember is actively involved in delivering projects that incorporate high-performance, energy-saving features, including geo-exchange systems, large photovoltaic systems, raised floor mechanical systems, and high-efficiency envelopes, as well as passive energy saving methods, such as day-lighting and compact massing. Through an integrated design process, we work closely with design team, energy modelers and sustainability consultants to determine life-cycle costing and selection of materials and equipment that meet the sustainability and energy goals of the project. Our goal is to maximize the value to the owner. While some materials and products may carry an initial higher cost, savings will be seen and money recouped from decreased operational costs.

During the design phase, Wember will weigh the pros and cons of certain Green Globe/LEED solutions against the potential impact on cost or maintenance of the project. Wember will work to determine the Green Globe/LEED elements that bring the most value to your teaching environment and reduce long-term maintenance.

Once construction has begun, Wember will verify the construction is in compliance with the desired Green Globe/LEED solutions, verify that the scorecard is updated, and coordinate all documentation for submission with the general contractor and design team, as well as coordinate with the owner for payment of fees associated with Green Globe/LEED.



LEED & GREEN GLOBE CERTIFIED PROJECTS

All Wember project managers are LEED Accredited Professionals or LEED Green Associates.

David Detwiler, Sarah Hoover, and Paul Wember are LEED Accredited Professionals.

Facility	LEED Level
Colorado State University - Pueblo ,Psychology Building Addition and Renovation	Pending
Colorado State University - Pueblo, General Classroom Building	Platinum
Colorado State University - Pueblo, Occhiato University Center Addition and Renovation	Gold
Department of Agriculture- Animal Health Biochemistry, and Metrology Laboratory	Silver
Anythink! Brighton	Gold
Anythink! Huron Street	Gold
Anythink! Wright Farms	Gold
Anythink! Bennet	Gold
Green Valley Ranch Library	Gold
Sam Gary Library	Gold
Rodolfo "Corky" Gonzalez Library	Gold
Genoa-Hugo PK-12 School Addition and Renovation	Silver
Rocky Mountain Deaf School	Silver
Avery Parsons Elementary School Addition and Renovation	Silver
Riverside Library and Cultural Center	Gold
Fort Morgan Middle School	Gold
Expeditionary School of the Arts and Mapleton Early College	Gold
Clayton Partnership School/Academy High School	Gold
York International K-12 Addition and Renovation	Gold
North Valley School for Young Adults and Campus Library	Gold
Colorado Mesa University- Houston Hall	3 Green Globes
Colorado Mesa University- Electric Lineworker Building	2 Green Globes
Colorado Mesa University- Nurse Practitioner Center	3 Green Globes
Colorado Mesa University- Tollman Library	3 Green Globes
Colorado Mesa University- Mav Pav Expansion	3 Green Globes
Mesa County Central Library	3 Green Globes
Paradox Charter School	Gold
Aspen Middle School	Gold
Dept of Energy Bldg 46	HPSB (LEED equivalent)

REFERENCES

- B.) References:** Will be contacted regarding the recommended client's satisfaction with services provided.

Wember has included our client references below. In addition, please find project references from the owners, architects, and contractors on our portfolio sheets; we encourage you to call them.

Old Town Hot Springs

Stephanie Orozco, Executive Director | 970-457-1205 | sorozco@oldtownhotsprings.com
136 Lincoln Ave, Steamboat Springs, CO 80487

Colorado Mesa University -Multiple Projects

Tim Foster, Former CMU President | 970-260-8785 | tfoster@coloradomesa.edu
1100 North Ave, Grand Junction, 81501

Pitkin County Sheriff Station & Administration Bldg.

Jon Peacock, Administration & County Manager | 970-778-5284 | jon.peacock@pitkincounty.com
1095 Airport Road, Breckenridge, CO, 80424

Roaring Fork Fire Rescue

Scott Thompson, Fire Chief | 970-618-9401 | sthompson@roaringforkfire.org
1089 J W Dr, Carbondale, CO 81623

Routt County Health & Human Services Building

Steve Faulkner, Facilities Manager | 970-870-5218 | sfaulkner@co.routt.co.us
136 6th Street, Suite 209, Steamboat Springs, CO 80487

The City of Steamboat Springs

Tom Leeson, Deputy City Manager | 970-871-8249 | tleeson@steamboatsprings.net
137 10th St, Steamboat Springs, CO 80487

C.) Price: Individuals will be evaluated on their proposed fee schedule (hourly rate charges).

PROJECT COSTS

HOURLY RATES (2022-2023) (rates increase 5% annually)

- | | |
|--|-------------|
| 1. Senior Project Manager | .\$165/Hour |
| 2. Project Manager | .\$125/Hour |
| 3. Assistant Project Manager | .\$105/Hour |
| 4. President | .\$185/Hour |

Reimbursable expenses would be billed at the actual cost plus 10%. These would include items like:

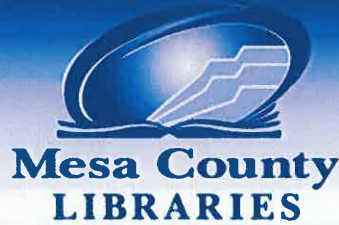
- Postage, couriers, parking (paid parking only), mileage (At current IRS rate), lodging, requested travel and meals and a monthly fee per project for our online PM software lease.

CLARIFICATIONS

- Wember Inc. Fees do not include detailed cost estimating but do include estimate review & validation, as well and change order review.
- Owner's Representation services will be billed monthly.
- Owner's Representation Services exclude defense of Owner for claims made against any consultant.



ADDITIONAL INFORMATION



Dream it. Discover it. Do it.

May 10, 2011

Regarding: Dave Detwiler, Integrated Construction Solutions

To Whom It May Concern:

I have worked with Dave Detwiler extensively here at the Mesa County Libraries. He has made my job of constructing libraries and considering various retrofit or build-out options, a successful and agreeable undertaking. He is reliable and alert. His number is definitely in my speed-dial.

Dave is highly professional, well-connected, responsive, and willing and able to get the job done. He understands and manages all aspects of the project we agree to, and he steps in whenever I need: for the recently-completed Fruita library, he smoothed the way for a joint project between the City and the library district, he attended construction meetings, scrutinized the contractor's pay applications, dealt with sticky situations with the architect, and went to bat for me when I hadn't the time or inclination. He not only took on smaller tasks as needed, but he also tackled tough questions and defended our interests effectively with potential "deal breakers." Dave is excellent at getting all parties to agreement in a good natured and gracious way. He is also adept at understanding the subtext of situations that I don't have the skills or experience to grasp, and he explains the alternatives clearly.

A group of our local governments in Grand Junction issued an RFP for a master plan for our "Downtown Catalyst Project," which included in its scope a public/private, mixed-use development involving the DDA, library district, housing authority, City of Grand Junction and Mesa County. Dave served as a consultant and distilled for our group the complexities of the proposals, how to evaluate variables, and assisted with interviews and the selection process.

Upon request, he has prepared budget reports and presentations for my board, and his cost estimating has been very helpful. His involvement has resulted in our Fruita project coming in under budget. His vast construction experience serves him well. He can serve as owner's rep and construction manager for your entire group, and can work toward consensus amongst your own players, and then represent your needs very effectively with your architects and contractor.

Please do not hesitate to contact me with questions or for further details.

Sincerely,

Eve Tallman, Library Director

530 Grand Avenue • P.O. Box 20000-5019 • Grand Junction, CO 81502-5019
CENTRAL LIBRARY • 970.243.4443 • Fax 970.243.4744 • www.mcpld.org

Clifton Branch 970.434.6936 • Collbran Branch 970.487.3545 • DeBeque Branch 970.283.8025
Fruita Branch 970.858.7703 • Gateway Branch 970.931.2428 • Orchard Mesa Branch 970.243.0181 • Palisade Branch 970.464.7557

ADDITIONAL INFORMATION



September 17, 2008

To Whom It May Concern:

In November 2005, the citizens of Aspen approved an Aspen School District bond in the amount of approximately \$36,000,000 for the construction of a new middle school, demolition of the old school, and expansion of the existing elementary school. Since the Board of Education wanted to ensure that it met its fiduciary duty to the public by ensuring that every penny of the bond money was properly spent, and that the administration's focus remained on education, we felt it was crucial to hire an independent construction manager/owner's representative. Although quite a few firms and individuals submitted proposals, we selected Dave Detweiler and ICS because we were convinced that he was one of those rare individuals who possessed all the skills necessary to do the job well. As the project now draws to a close, I am delighted to say that we have been consistently pleased with our decision and impressed with Dave.

Dave is intelligent, professional, available and accurate. His attention to detail was constant, and saved the district significant sums in terms of contract, bid and invoice review. His experience and demeanor made him very effective in the value-engineering process, which necessarily involved compromises by many groups and individuals. Dave is a truly nice person and easy to work with from an owner's perspective, which is important in a relationship that will last 2-3 years. However, it was also clear from my attendance at project meetings that the architects and general contractor's staff respected him as well: he is reasonable yet firm, and so did an excellent job of representing the owner's interests while maintaining good working relationships with all levels of the construction personnel. Dave's knowledge and temperament greatly facilitated the continual problem-solving that is so much a part of the daily construction process. His overall leadership was a critical component in keeping the project on schedule, as it fostered a team attitude toward the project as well as strong personal accountability by all personnel to the schedule and the budget.

As a Board member, I appreciated Dave's willingness and ability to communicate effectively with the Board. He showed sound judgment in determining which issues needed to be brought to our attention and provided excellent and timely documentation to assist us in making decisions. Finally, I found his evident integrity, trustworthiness and overall values and work ethic to be very reassuring. Most importantly, he successfully fulfilled a very difficult mission - completing the new school for occupancy in a fifteen-month period, and within budget. As a result, I would confidently recommend Dave and ICS to other owners.

I would be happy to provide additional information or comments if desired.

Sincerely,

A handwritten signature in black ink, appearing to read "Elizabeth Parker".

Elizabeth Parker, President
Board of Education

ADDITIONAL INFORMATION

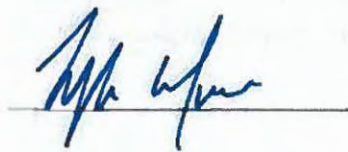


To whom it may concern,

Working alongside Sarah in the construction industry has allowed me to see her drive for always bettering herself and those around her. Without this foundation projects would not be as successful as possible.

Sarah has both experience and education in multiple areas of the industry, allowing her to understand the different languages, concepts, goals and standard deliverables. She has been a part of projects from initial design, preconstruction, cost management, through construction and closeout/warranty, ensuring a smooth overall project experience for our different ownership groups. Her expertise in understanding multiple arenas allows for transparent and helpful conversations with clients, focusing on client success and happiness.

In conclusion, I appreciate the opportunity to support Sarah in her future endeavors. Please feel free to contact me with any questions



Tyler Morgan

Project Manager

Pinkard Construction Company

9195 West 6th Avenue

Lakewood, CO 80215


303.944.2369 **mobile**

303.345.2924 **direct**

Tyler.Morgan@Pinkardcc.com


pinkardbuilds.com


ADDITIONAL INFORMATION


 I want to say a huge *THANK YOU* for all the effort that went into Tuesday night's presentation. I think you did a masterful job of laying out the thought process, and helping what is complicated, seem a bit more simple. I think we're headed down a great path and I'm grateful for what has been accomplished so far! *Kevin Rants, Council Member, District 2, City of Castle Pines*

 I have overseen the management of numerous capital improvement projects and have worked with many different owner's representatives. Catherine and I have worked closely together closely over the past three years and I can verify that she is at the top her field. Catherine is a professional in her approach to leading the team and mindful to manage challenges with tact. *Tim Hallmark, Director Facilities Fleet, Emergency Support Services, Douglas County*

 She has been the common thread through the project offering both a high-level perspective and a detailed insight on all aspects of our project. She is tuned into the priorities of the ownership team and has had great success guiding the team to accomplish those priorities. Without reservation, I recommend Catherine and Wember to assist in management capital improvement projects. *Joe Reen, Project Manager, Colorado Department of Agriculture*

 From day one, Dan has taken ownership of the Greeley Fire Station project. He keeps me and the ownership team informed of project status and is readily available to talk through concerns. Dan takes pride in his work ethic and leads the team with integrity. *Roger Waters, Division Chief, Greeley Fire Department*

 I have had the pleasure of working with Wember both in the past at the Denver Public Library and currently in my role as director of the Loveland Public Library. I worked with Wember to create an ambitious plan to gather data that included multiple community meetings, an online survey, and all the "nuts and bolts" of building sizes, features, costs and comparables. I am very pleased with the results! *Diane Lapierre, Director, Loveland Public Library*

 Of particular help has been Mr. Spykstra's ability to hold both the City and Contractors accountable to time frames and budget limitations. His background in construction had provided us all with important expertise and problem-solving talent that has been exceptional. *Becky Safarik, Retired Assistant City Manager, City of Greeley*

ADDITIONAL INFORMATION

Our WHY Giving Back Corporate Citizenship

As a mid-sized owner's representative firm, we focus on managing projects that give back to the communities that they serve. From schools to libraries to fire stations, it is the important work taking place inside these buildings that matters the most. It is our corporate culture to **extend our service** to not only the clients we serve, but also **to the greater communities in which we live and work.**



The Food Bank of the Rockies is our adopted philanthropic organization. Since mid-March 2020, Food Bank of the Rockies has seen a new level of food insecurity in our communities. In addition to monetary donations, we commit our time to give back. This year we have volunteered and made **9,475 meals** for the greater Denver area. Donate today at www.foodbankoftherockies.org



Conor Bancroft, Michele Gutierrez, and Ryan Massey assembling meals for the greater Denver area.



Ashley Trunnell, Catherine Robbins, Paul Wember, and Matt Wilhelm spend a day giving back to the Habitat for Humanity.

OUR CLIENTS' CAUSES ARE OUR CAUSES

It is a pleasure to support the owners we serve in their fundraising efforts.



Wember actively contributes to the Harrison School District Foundation. We were honored to be able to support the opening weekend for elementary school basketball in September!

Name of Owner's Representative or Firm: B. Phil Vaughan Construction Management, Inc.

Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	



TOWN OF CARBONDALE

PARKS AND RECREATION DEPARTMENT

CARBONDALE AQUATICS CENTER

OWNER REPRESENTATIVE SERVICES

REQUEST FOR QUALIFICATIONS

DECEMBER 2, 2022



CONTACT PERSON:

PHIL VAUGHAN- PRESIDENT- 970-625-5350

EMAIL: PHIL@PVCMI.COM

WEBSITE: WWW.PVCMI.COM



TOWN OF CARBONDALE

PARKS AND RECREATION DEPARTMENT

CARBONDALE AQUATICS CENTER

OWNER REPRESENTATIVE SERVICES

TABLE OF CONTENTS

1 COVER LETTER/INTRODUCTION/COMPANY DESCRIPTION

2 BUSINESS REFERENCES

3 RESUME

4 LISTING OF SIMILAR PROJECTS

5 PROPOSED FEE SCHEDULE



**1. COVER LETTER/INTRODUCTION/
COMPANY DESCRIPTION**

Phil Vaughan Construction Management, Inc.

1038 County Road 323

Rifle, CO 81650

Ph. 970-625-5350

Fax 970-625-4522

Email: phil@pvcmi.com

Website: www.pvcmi.com

December 2, 2022

Town of Carbondale

Attn: Eric Brendlinger, Parks & Recreation Director

511 Colorado Ave.

Carbondale, CO 81623

Email: ebrindlinger@carbondaleco.net

Town of Carbondale- Aquatics Center

Owner Representative Services- Request for Qualifications

Dear Eric,

Please find attached our qualifications for Owner Representative Services for the Town of Carbondale.

We have reviewed the Request for Qualifications for Owner Representative Services and the Carbondale Aquatic Facility December 2020 Facilities Master Plan and Appendix.

The Request for Qualifications for Owner Representative Services Scope of Work provided by the Town of Carbondale is comprehensive and we have extensive experience in providing these services including Preconstruction Planning Phase, Procurement Phase, Construction Phase and Post-Construction/Closeout Phase.

Please review Tab 2- Business References as this contains references and a recommendation letter prepared by Tom Whitmore- Former City of Rifle Parks & Recreation Director addressing the City of Rifle recent experiences with Phil Vaughan Construction Management, Inc. on similar projects.

Phil Vaughan served as the Owner's Representative for the City of Rifle Art Dague Pool and Waterslide Renovation- 2018-2020.

This \$8,008,000 project has many similarities to the Town of Carbondale Aquatics Center, as there were many team members, daily coordination and required effective communication and project management practices.

The City of Rifle project included the following improvements and additions:

- a. Competition pool- 25 meter. 6 lanes. Includes digital timing and touch pads. Diving board, 2 climbing walls and a basketball hoop.
- b. Zero entry leisure pool with a play structure that includes a large bucket dump, water cannons and slides.
- c. Flow channel with volume/flow adjustment for recreational use and exercise usage.
- d. Plunge pool renovation at the existing slide
- e. Addition to and complete renovation of the existing bathhouse, locker rooms, concession area, offices, family changing rooms and lifeguard office.
- f. New 12 person spa.
- g. New shade structures, concrete flatwork and landscaping.
- h. Sound system for music and announcements throughout the facility.
- i. New pool equipment building that included the most current variable speed drive technology and controls technology to reduce energy usage.

Please find attached the site plan for the City of Rifle Art Dague Pool and Waterslide project.

We delivered this \$8,008,000 project on schedule and 15% under budget during a worldwide pandemic.

Owner's Representation services included:

i. Preconstruction

Selection and hiring of a Design Team and a Construction Manager/General Contractor.

Preparation of contracts and general conditions and gain review and approval from the City Attorney.

Leading the design team, plan review/constructability review and construction budgeting process.

Preparing and recommending a Master Project Budget and presenting this for approval to the City Council.

Leading the permitting process.

ii. Construction

Chairing the weekly project meetings on-site and conducting site visit to review and inspect construction.

Phil Vaughan is an American Concrete Institute Concrete Special Inspector and Transportation Construction Inspector. Phil Vaughan is also a Post Tensioning Institute- Level 2 unbonded post-tensioning Inspector.

These certifications were critical to maintain a quality concrete project both within the pool structures and the concrete flatwork on the pool decks.

Daily tracking of team action items.

Coordination of Owner Provided materials such as furniture, fixtures and equipment.

Budget and scheduling tracking.

Monthly reporting to City Manager and City Council.

iii. Post-Construction/Closeout Phase

Staff training of equipment and systems

Closeout to meet project contract requirements

Warranty items and tracking for a 2 year period after the Certificate of Substantial Completion was issued.

We are highly experienced in leading and facilitating large steering and community committees through long term planning and construction processes.

Company Description

Phil Vaughan founded Phil Vaughan Construction Management, Inc. in 1989. Phil Vaughan Construction Management, Inc. employs 30 full time employees, 2 part-time employees and has an active mentorship and internship program for high school, trade school and college students.

We hope that you will find Phil Vaughan- President of Phil Vaughan Construction Management, Inc. to be fully qualified and prepared to exceed your expectations for the Town of Carbondale Aquatics Center.

As the Founder and Principal of the Phil Vaughan Construction Management, Inc., Phil Vaughan will serve as the assigned key staff person for the Town of Carbondale Aquatics Center.

Office: 970-625-5350

Cell: 970-379-0428

Email: phil@pvcmi.com

Our extensive experience over the past 34 years in Design, Project Budgeting, Construction and Construction Management/Owner's Representation, make us a valuable partner for the Town of Carbondale.

Over the past 34 years, Phil Vaughan Construction Management, Inc. has provided owner's representative and construction management services for projects under contract with municipalities, county governments, federal and state government, fire protection districts, communications authorities, multi-family housing, commercial and industrial clients.

Phil Vaughan's experience

Phil Vaughan's extensive experience in all areas of design, estimating, scheduling and construction is unique and is not typically found in one person:

A. Design team leader for Multi-family housing, Commercial, Industrial, Municipal and Civil projects.

B. General Contractor for Multi-family housing, Commercial, Industrial, Municipal and Civil projects.

C. Construction Budget Preparation utilizing real-world numbers via current and past projects in the Colorado high country.

D. Construction Administration and Closeout

E. Energy Efficiency and Sustainability

i. Phil Vaughan served as the Owner's Representative for the Town of Carbondale Community and Recreation Center. **This facility was the first LEED Platinum Recreation Center in the State of Colorado.**

ii. Phil Vaughan is knowledgeable of and utilizes the following certification programs:

2020 Enterprise Green Communities (EGC)

Leadership in Energy and Environmental Design LEED v4.1 (LEED)

National Green Building Standards NGBS ICC-700- 2020 (NGBS)

iii. Phil Vaughan is familiar with the design, installation and use of Electric vehicle ready parking spaces.

iv. Phil Vaughan is familiar with the design, installation and use of Post-construction Energy Use Intensity Reporting.

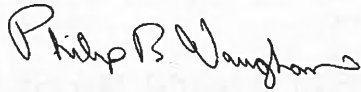
F. Bond Issues

Phil Vaughan has been involved in numerous bond issues for Fire Protection Districts, Municipalities, School Districts and Statewide bond issues over the past 34 years both as a volunteer and a consultant.

It would be my pleasure to participate in an interview process. I am eager to discuss with you our qualifications, as well as our process for serving as your Owner's Representative for the Town of Carbondale Aquatics Center Project.

Should you have questions or require further information, please contact me at W. 970-625-5350 or C. 970-379-0428. We look forward to discussing the project with you in greater detail.

Sincerely,

A handwritten signature in black ink that reads "Philip B. Vaughan". The signature is written in a cursive style with a large, stylized 'P' and 'V'.

Philip B. Vaughan
President
Phil Vaughan Construction Management, Inc.

Acknowledgement of Addenda

We are in receipt of Addendum #1 of the Request for Qualifications that was issued on 11/22/22 by the Town of Carbondale



Tom Whitmore
Rifle Parks & Recreation,
Grounds & Facilities Director
3100 Doaks Lane
Rifle, CO 81650

June 3, 2021

To Whom it May Concern,

I am pleased to write a letter of recommendation for Phil Vaughan Construction Management, Inc.

My experience with Phil Vaughan Construction Management, Inc. is very current. It began as PVMCI was engaged by the City of Rifle for Owners Representative services for the "Pool Renovation Project" in November of 2017. PVMCI responsibilities included pre-construction and construction administration services.

Phil Vaughan Construction Management provided comprehensive services related to all aspects of the project including; developing, planning, managing, and reporting on the project master budget; day to day communications with team members; leading weekly team coordination meetings; monitoring adherence to the project schedule; quality control; monitoring adherence to safety standards; overseeing demolition of old facilities; screening/selection/recommendation of construction firm(s) and sub-contractors; negotiation of a Guaranteed Maximum Price contract through City Council approval; plan review and coordination; coordination of building permit(s) and meetings with building officials; coordination with structural, mechanical, and electrical engineers and commissioning agents; contract review; ensuring long lead-time procurement and bonded storage of critical components; adherence to specifications; geotechnical and materials testing report review; review of submittals; onsite observation of trenching, piping and placement; monitoring subgrade compaction; concrete and rebar placement; pay application review; review and recommendation of change order requests, and recommendations to the project team on the ramifications of including, or not including, add-alternates or changes to the project.

Phil led the development of a thorough and realistic budget of \$8,008,000.00, with contingencies, which met our financial parameters. The project timeline was very ambitious. Our team, including City Council, did not want to miss a season of pool opening and a season of employment opportunities for our summer employees.

The pool project was an overwhelming success. This fact is very much attributable to the impact of Phil Vaughan Construction Management.



CITY OF RIFLE
202 RAILROAD AVENUE • P.O. BOX 1908 • RIFLE, CO 81650
WWW.RIFLECO.ORG
(970) 665-6489 • twhitmore@rifleco.org



Construction was completed in 198 working days between closing of the old facility on August 12, 2019, and substantial completion by May 29th, 2020.

Much of this project was completed under winter conditions, and during a global pandemic.

There were no lost-time injuries, nor were there any COVID-19 related illnesses on the project. The project met the aggressive timeline that we had established, and though we approved a number of important and prudent change orders, the final cost of the project was \$6,802,907.05 -- 15% under the approved budget.

Phil Vaughan Construction Management is still on-board for follow-up of warranty items on the pool, and is currently engaged as Owners Representative for a smaller project--the Phase 2 remodel for Rifle City Hall.

I am pleased that we have a quality resource in Phil Vaughan Construction Management in this region. In addition to being highly proficient in performing the work described above, Phil exhibits a high degree of professionalism and organization. He sets a high standard of conduct for himself, the project team, the coordination meeting attendees, and for the performance and behavior of personnel in all aspects at the work site.

When it is required that an owner's representative be direct in driving an initiative and ensuring that prescribed parameters are followed, Phil has demonstrated proficiency in those communication while still treating everyone in a respectful and dignified manner.

Phil Vaughan has maintained a very positive rapport with our City Manager, Finance Director, the project team, and City Council members, and is proficient in articulating realistic perspectives and expectations to staff and elected officials.

Phil has worked locally, regionally and internationally. He understands pricing influences on construction in the western slope of Colorado versus the Front Range. Looking back, due to challenges we experienced very early in our project, my only regret is that we had not engaged Phil Vaughan earlier, at project initiation.



CITY OF RIFLE

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WWW.RIFLECO.ORG

(970) 665-6489 • twhitmore@rifleco.org



I recommend Phil Vaughan Construction Management, Inc. without reservation.

If I may be of further assistance in your deliberation, please do not hesitate to contact me at any time.

Respectfully,

A handwritten signature in blue ink, appearing to read "T. Whitmore".

Tom Whitmore, Director
Rifle Parks & Recreation,
Grounds and Facilities Dept.





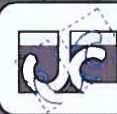
LEGEND

- 1 Existing parking to remain
- 2 Drop-off area
- 3 New entry plaza, queuing area, fencing and gates
- 4 New outdoor shower column
- 5 New concrete deck and social spaces
- 6 Existing bathhouse to remain; Expand and remodel Check-in, Lifeguards and Concessions
- 7 New shade structures and umbrellas
- 8 New leisure pool with zero-depth entry to 3'-6" deep, sprays, geysers, underwater bench, interactive play structure, and flow channel (3'-6" deep)
- 9 New Family Changing Rooms
- 10 Existing waterslide and tower to remain
- 11 Existing plunging pool to remain
- 12 New pool equipment shelter and enclosed storage
- 13 New family whirlpool
- 14 New 6-lane, 25-yard, lap/competition pool (depth varies from 3'-6" to 12'-0"), recessed stair, built-in bench, diving board, climbing wall, and basketball hoop
- 15 New location for existing shade structure
- 16 Sod/sunning area
- 17 Family locker area

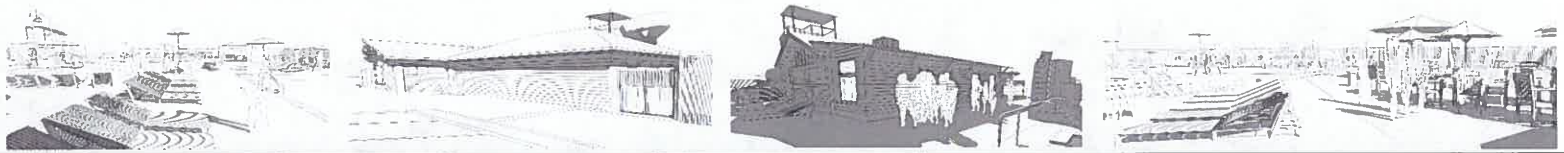


RIFLE PARKS & RECREATION

ART DAGUE POOL AND WATERSLIDE



Terracon



ART DAGUE POOL AND WATERSLIDE





RIFLE PARKS & RECREATION

ART DAGUE POOL AND WATERSLIDE



Terracon



ART DAGUE POOL AND WATERSLIDE



RIFLE PARKS & RECREATION





2. BUSINESS REFERENCES

Phil Vaughan Construction Management, Inc.

1038 County Road 323

Rifle, CO 81650

Ph. 970-625-5350

Fax 970-625-4522

Email: phil@pvcmi.com

Website: www.pvcmi.com

BUSINESS REFERENCES

1. City of Rifle

202 Railroad Ave.

Rifle, CO 81650

Tom Whitmore-Former City of Rifle Parks & Recreation Director and Grounds and Facilities Director.

(970) 309-8839

macgwhit@aol.com

- a. Construction Manager as Advisor- City of Rifle- City Hall Renovation. Budgeting and preparation of a Property Condition Assessment (ASTM E2018-15) evaluation of the existing Rifle City Hall.

Owner's Representative Services

2021-Phase 1 Security Upgrades- Budget: \$43,000.00

2021-Phase 2 Security Upgrades- Budget: \$1,766,064.00

2022/2023-Phase 3 HVAC upgrade- Budget: \$1,061,651.00

- b. Construction Manager as Advisor- City of Rifle-Art Dague Pool and Waterslide Renovation- 2018-2020. Budget: \$8,008,000.00

We delivered this \$8,008,000 project on schedule and 15% under budget during a worldwide pandemic.

Please find attached a recommendation letter prepared by Tom Whitmore.

2. City of Aspen

201 N. Mill Street

Aspen, CO 81611

Pete Rice, P.E.- City of Aspen Engineering Dept.- Senior Project Manager

(970) 429-2769

pete.rice@cityofaspen.com

- a. Construction Manager as Advisor- City of Aspen- Hallam Street/Castle Creek Bridge Improvements-2018. Budget: \$4,300,000.00

- b. Construction Manager as Advisor- City of Aspen- King Street Improvements- 2019. Budget: \$475,000.00

- c. Construction Manager as Advisor- City of Aspen- Spring Street/Main Street Improvements-2019. Budget: \$275,000.00
- d. Inspection Services- City of Aspen-Aspen City Offices Utility Project-2019. Budget: \$4,000,000.00
- e. Construction Manager as Advisor- City of Aspen- 2020 Concrete Replacement Projects-Dior/Park Circle. Budget: \$564,239.00
- f. Construction Manager as Advisor- City of Aspen- Ice Garden Sanitary Sewer replacement. Budget: \$132,607.28
- g. Construction Management as Advisor- City of Aspen- 2021 Concrete Replacement Projects Budget: \$371,419.00
- h. Construction Manager as Advisor- City of Aspen- 2022- Spring and Cooper intersection improvements. Budget: \$600,000.00
- i. Construction Manager as Advisor- City of Aspen- 2022- Dolinsek Gardens- Monarch Street improvements. Budget: \$300,000.00
- j. Construction Manager as Advisor- City of Aspen Paepcke Transit Hub- 2022 Budget: \$4,200,000.00

3. Carbondale and Rural Fire Protection District

300 Meadowood Drive

Carbondale, CO 81623

Chief Rob Goodwin

(970) 963-2491

rgoodwin@carbondalefire.org

Owner's Representative for the Marble Fire Station remodel/expansion, West End Station remodel/expansion and the Multi-Function Training Building and Grounds totaling \$3,750,000.00. 2019 through current.

4. City of Aspen Trail and Pedestrian Bridge projects.

Brian Long- City of Aspen Parks and Recreation Department. Trails Field Supervisor.

(970) 319-0536

Email: brian.long@cityofaspen.com

City of Aspen- Castle Creek Bridge and Hallam Street. Owner's Representative.

City of Aspen- Grindlay Bridge Abutment repair. Owner's Representative.

City of Aspen- Pedestrian Bridge thin bonded overlay. 2022- Maroon Creek Bridge Owner's Representative.

5. City of Aspen Utilities

Andy Rossello, P.E.

(970) 456-3025

Andy.rossello@aspen.gov

2021- City of Aspen New Equipment Storage Building. Construction Manager as
Advisor/Inspection Services

Budget: \$957,000.00



3. RESUME

As the Founder and Principal of the Phil Vaughan Construction Management, Inc., Phil Vaughan will serve as the assigned key staff person for the Town of Carbondale Aquatics Center.

Office: 970-625-5350

Cell: 970-379-0428

Email: phil@pvcmi.com

PHIL VAUGHAN'S RESUME IS ATTACHED

PHILIP B. VAUGHAN

1038 County Road 323

Rifle, CO 81650

(970) 625-5350

Email: phil@pvcmi.com

Website: www.pvcmi.com

- PHIL VAUGHAN CONSTRUCTION MANAGEMENT, INC.
Company Owner/President (1989 - Present) Rifle, CO

- Education- University of Denver- Bachelor Degree- 1988

PROFESSIONAL ASSOCIATIONS, CERTIFICATIONS & COMMUNITY ACTIVITIES

- State of Colorado Advisory Committee to the Property Tax Administrator
September 2012 through Summer 2021 Governor's appointment with a four year term.
- Colorado Innovation Network- Annual Summit Delegate 2013 to 2016
- Garfield County Colorado Planning and Zoning Commission-1991 to January 2012. Commission Chairman- 1997 to January 2012. Vice-Chairman 1995-1996.
- Professional Member of International Code Council, authors of the International Building Code- www.iccsafe.com
- Occupational Safety and Health Administration- 10 hour OSHA Construction Safety and Health training
- Member of the American Water Works Association- www.awwa.org
- Member of the American Concrete Institute- www.concrete.org
Certification ID#01238504
American Concrete Institute Concrete- Construction Special Inspector
American Concrete Institute Concrete- Transportation Construction Inspector
American Concrete Institute/Concrete Reinforcing Steel Institute- Adhesive Anchor Installer
American Concrete Institute Adhesive Anchor Installation Inspector
American Concrete Institute- Concrete Field Testing Technician Grade I
American Concrete Institute- Voting Member- Committee 120- History of Concrete. Fall 2015 to present
American Concrete Institute- Associate Member- Committee 306- Cold Weather Concreting. December 2015 to present
- Colorado Certified Class A&B Underground Storage Tank System Operator
- Post-Tensioning Institute- Level 2 unbonded post-tensioning Inspector- www.post-tensioning.org
- Colorado Department of Transportation- Certified Erosion Control Supervisor
- Member of the National Fire Protection Association- www.nfpa.org
- National Fire Protection Association Firewise Communities Participant

- 2015 University of Denver- Strategic Issues Panel examining Legislative Accountability- www.du.edu/issues/index.html
- 2010-2011 University of Denver- Strategic Issues Panel examining the Future of State Government
- Colorado Cooperation Conference- Founding member
2017- Takaki Award for contributions to the cause of regional cooperation among community leaders in Colorado
- Club 20- Lyman Thomas Award- 2021- Length of service as a Club 20 member
- Club 20- Executive Director's Award-2017- Outstanding Mentorship and Guidance
- Club 20 Gov. John D. Vanderhoof Award-2016- Outstanding Service and Dedication to Western Colorado
- Club 20 Chairman's Award- 2013
- Club 20 Business Affairs Committee Chairman- Fall 2004 to present
- Club 20 Board of Directors-Garfield County Delegate-1991 to present- www.club20.org
- Club 20 Education and Research Foundation- Secretary/Treasurer and Board Member- June 2011 to present
- Club 20 Preston Walker Award- 2007- Outstanding Service and Dedication to Club 20
- University of Denver Center for Colorado's Economic Future- Board of Advisors- 2007 to 2012
- University of Denver Alumni Admissions Council- 1988 to 1996
- Garfield County Human Services Commission-Fall 1988 to 1995. Chairman 1992



4. LISTING OF SIMILAR PROJECTS

Phil Vaughan Construction Management, Inc.

1038 County Road 323

Rifle, CO 81650

Ph. 970-625-5350

Fax 970-625-4522

Email: phil@pvcmi.com

Website: www.pvcmi.com

LISTING OF SIMILAR PROJECTS

1. City of Rifle

202 Railroad Ave.

Rifle, CO 81650

Tom Whitmore-Former City of Rifle Parks & Recreation Director and Grounds and Facilities Director.

(970) 309-8839

macgwhit@aol.com

- a. Construction Manager as Advisor- City of Rifle- City Hall Renovation. Budgeting and preparation of a Property Condition Assessment (ASTM E2018-15) evaluation of the existing Rifle City Hall.

Owner's Representative Services

2021-Phase 1 Security Upgrades- Budget: \$43,000.00

2021-Phase 2 Security Upgrades- Budget: \$1,766,064.00

2022/2023-Phase 3 HVAC upgrade- Budget: \$1,061,651.00

- b. Construction Manager as Advisor- City of Rifle-Art Dague Pool and Waterslide Renovation- 2018-2020. Budget: \$8,008,000.00

We delivered this \$8,008,000 project on schedule and 15% under budget during a worldwide pandemic.

2. City of Aspen

201 N. Mill Street

Aspen, CO 81611

Pete Rice, P.E.- City of Aspen Engineering Dept.- Division Manager

(970) 429-2769

pete.rice@cityofaspen.com

- a. Construction Manager as Advisor- City of Aspen- Hallam Street/Castle Creek Bridge Improvements-2018. Budget: \$4,300,000.00
- b. Construction Manager as Advisor- City of Aspen- King Street Improvements-2019. Budget: \$475,000.00
- c. Construction Manager as Advisor- City of Aspen- Spring Street/Main Street Improvements-2019. Budget: \$275,000.00

- d. Inspection Services- City of Aspen-Aspen City Offices Utility Project-2019.
Budget: \$4,000,000.00
- e. Construction Manager as Advisor- City of Aspen- 2020 Concrete Replacement Projects-Dior/Park Circle.
Budget: \$564,239.00
- f. Construction Manager as Advisor- City of Aspen- Ice Garden Sanitary Sewer replacement.
Budget: \$132,607.28
- g. Construction Management as Advisor- City of Aspen- 2021 Concrete Replacement Projects
Budget: \$371,419.00
- h. Construction Manager as Advisor- City of Aspen- 2022- Spring and Cooper intersection improvements.
Budget: \$600,000.00
- i. Construction Manager as Advisor- City of Aspen- 2022- Dolinsek Gardens- Monarch Street improvements.
Budget: \$300,000.00
- j. Construction Manager as Advisor- City of Aspen Paepcke Transit Hub- 2022
Budget: \$4,200,000.00

3. Carbondale and Rural Fire Protection District

300 Meadowood Drive
Carbondale, CO 81623
Chief Rob Goodwin
(970) 963-2491
rgoodwin@carbondalefire.org

Owner's Representative for the Marble Fire Station remodel/expansion, West End Station remodel/expansion and the Multi-Function Training Building and Grounds totaling \$3,750,000.00.
2019 through current.

4. Multi-family housing projects

- a. 2016 to current. Phil Vaughan Construction Management, Inc. serves as a consultant and reviewer of the Colorado Housing and Finance Authority (CHFA) Low Income Housing Tax Credit deals across the state of Colorado, reviews and confirms construction and development budgets, conducts site visits, provides inspection services and other consulting services.
- b. Phil Vaughan Construction Management, Inc. has served as an Owner's Representative on projects totaling over 2,600 multi-family dwelling units in the past 34 years.

5. Recent and current Trail and Pedestrian Bridge Projects in the Roaring Fork Valley

City of Aspen- Castle Creek Bridge and Hallam Street. Owner's Representative.
City of Aspen- Grindlay Bridge Abutment repair. Owner's Representative.
City of Aspen- Pedestrian Bridge thin bonded overlay. 2022-Maroon Creek Bridge.
Owner's Representative.
Brian Long- City of Aspen Parks and Recreation Department. Trails Field
Supervisor.
(970) 319-0536
Email: brian.long@cityofaspen.com

6. FirstBank Downtown- 2022

20th floor 1st generation tenant finish for a new wealth management office. 2,988 sq. ft.
1st floor- 1st generation tenant finish for a branch bank. 8,707 sq. ft.
Budget: Confidential
Services included interviewing and hiring the Design Team and Construction Manager/General Contractor.
Leading the Design Team.
Applying for and receiving all City and County of Denver Permitting Construction Administration, Project Closeout and Warranty administration (1 year)
Contact: Pete Whalen- Director- Real Estate and Facilities
303-231-2034
Email: pete.whalen@efirstbank.com

7. FirstBank Carbondale- 2019

6,731 sq. ft.- New branch facility with drive-up
Budget: Confidential
Services included Construction Administration, Project Closeout and Warranty administration (1 year).
Contact: Pete Whalen- Director- Real Estate and Facilities
303-231-2034
Email: pete.whalen@efirstbank.com

8. FirstBank Candelas- Arvada, CO- 2019/2020

5,679 sq. ft.- New branch bank with drive-up
Budget: Confidential
Services included CM/GC selection, Construction Administration, Project Closeout and Warranty administration (1 year).
Contact: Pete Whalen- Director- Real Estate and Facilities
303-231-2034
Email: pete.whalen@efirstbank.com

9. Community Hospital- Grand Junction, CO

a. Operating Room #5
Completion: Spring 2020
Owner's Representation
Budget: Confidential

b. Cardiovascular Procedure Center
Completion: May 2021

We delivered this \$8,000,000 project 1 month ahead of schedule and 6% under budget during a worldwide pandemic.

Owner's Representation services included:

i. Chairing the design team meetings that included all the Community Hospital project team members, preparing and issuing meeting minutes and daily tracking of action items. Services included Design Consulting and Plan Review and leading the 28 member project team and hospital staff. July through October 2020.

ii. Land Planning and Permitting services for required permits: Mesa County Building Permit, City of Grand Junction Major Site Plan Review, Colorado Department of Public Safety-Colorado Division of Fire Prevention and Control permit, Colorado Department of Public Health and Environment approvals and U.S. Housing and Urban Development approvals.

iii. Construction Administration from November 2020 through May 2021. Chair the weekly Owner/Architect/Contractor meetings, preparing and issuing meeting minutes and daily tracking of action items for the 22 member project team and hospital staff.

iv. Chair weekly planning and coordination meetings to address Owner-provided medical equipment, required technology coordination and furnishings with Community Hospital project team members, Hospital Medical Equipment Vendors and the Contractor. Prepared and issued meeting minutes and daily tracking of action items for the 39 member project team and hospital staff. February through May 2021.

v. Chair the weekly medical software integration/coordination meetings with Community Hospital project team, hospital staff and Hospital software vendors. Prepared and issued meeting minutes and daily tracking of action items for the 35 member project team and hospital staff. April through May 2021.
Budget: \$8,000,000

Scott Schlaud- Director- Cardiovascular Procedure Center- (970) 644-3005
Email: sschlaud@gjhosp.org

Carey Kamper- Director of Facilities- (970) 250-8846
Email: rkamper@gjhosp.org

10. Terra Energy Partners

1058 County Road 215

Parachute, CO 81635

Lynn Cass- Drilling Superintendent- Exploration and Production

970-263-2716

Email: lcass@terraep.com

- a. Owner's Representative for multiple new office buildings and facilities, renovation projects and civil construction projects since 2003.
- b. Parachute, CO. Remodel of an existing 4,000 sq. ft. office building constructed in 1996 and an addition of a 2 story 16,000 sq. ft. office building.
- c. Parachute, CO- Operations Center. Remodel of an existing 12,000 sq. ft. office building constructed in 1980.
- d. Parachute, CO- Auxiliary Offices. Remodel of an existing 8,000 sq. ft. office building constructed in 1980.

11. Collbran Fire Station- Collbran, CO

Plateau Valley Fire Protection District

Design and Construction Administration of a 5,000 sq. ft. fire station

12. Summit County Fire Training Facility- Dillon, CO

Multiple West Slope Fire Districts

Design/constructability analysis and value engineering for a 20,000 sq. ft.

Fire training facility.

13. Rifle Fire Protection District- Rifle, CO

Design and Construction of a fire-fighting equipment storage building.

14. Glenwood Springs Fire Station #1- Glenwood Springs, CO

Complete facility renovation of the interior, exterior and site.

15. Grand Valley Fire Protection District-Rulison, CO Fire Station

Design and Construction of a 4,000 sq. ft. fire station

16. Garfield County Communications Authority- Rifle, CO

Emergency Communications Center

Design and Construction of a 7,000 sq. ft. emergency dispatch facility.

17. Rifle Interagency Fire Station- Rifle, CO

Garfield County Airport

Design and Construction of a 12,000 sq. ft. fire station

18. Burning Mountains Fire Protection District- Station #3- New Castle, CO

Design and Construction Administration of a 4,500 sq. ft. fire station

19. Mesa Fire Station- Plateau Valley Fire Protection District- Mesa, CO

Design and Construction Administration of a 5,000 sq. ft. fire station

20. Burning Mountains Fire Protection District- Silt Station- Silt, CO

Design and Construction Administration of a 8,900 sq. ft. fire station

21. Rifle Fire Protection District- Rifle, CO

Construction Administration and Owner's Representation of a 9,000 sq. ft. fire station

Renovation projects for public entities

Phil Vaughan and PVCMI has completed over 180 renovation projects in the past 34 years. Approximately 25% of these projects are listed as National Register of Historic Places or are identified as "historically significant" structures.

Phil Vaughan has completed over 520 Property Condition Assessments in his 34 year career. These Property Condition Assessments were performed in general conformance with ASTM E2018-15 "Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process".

Over 60% of these reports required the review of exterior masonry and stone facade systems ranging from 200+ years in age to 25 years in age. All of these assessments require review and detailing of site improvements, exterior, interior, mechanical systems, electrical systems and elevator evaluations.

City of Rifle- New Ute Event Center- Rifle, CO. 2012

Preparation of a project budget at schematic design for a \$2,200,000 interior and exterior renovation of an 8,632 square foot building constructed in the 1940's. This information was utilized by the Rifle City Council to conduct renovation of the facility into a state-of-the-art performing arts and event center.

La Puente- Bain Building-Alamosa, CO. 2017

Evaluation and preparation of a Property Condition Assessment and renovation cost budget for a 30,000 square foot, masonry facade building constructed in 1936. This information was utilized by La Puente Homes, Inc., an Alamosa non-profit group, to gain approximately \$1.3 million of grant funding from the State of Colorado for renovation of this facility and 4 associated facilities.

Aspen Country Inn Renovation-Aspen, CO 2016/2017

Service to the City of Aspen as Construction Manager as Advisor for the interior and exterior renovation of apartment buildings containing 40 dwelling units constructed in 1968 and 1999 with approximately 41,790 gross square feet. Our services included selection of a Construction Manager/General Contractor, construction services

administration, project closeout and warranty walk-throughs and verification during the 2 year warranty period. Project Cost: \$6,186,713.94.

Burlingame Seasonal Housing ventilation and mechanical system upgrades- Aspen, CO 2018-2020

Serve as Construction Manager as Advisor to the Burlingame Housing Incorporated Board of Directors. The project consists of 4 buildings containing a total of 100 dwelling units. Coordination and direction of SGM and ACM Engineering and Consulting for the design of crawl space ventilation systems, bath exhaust fan replacements, mechanical system upgrades including boiler replacements, water service entry replacements, dwelling unit radiator replacements and mechanical room lighting and electrical upgrades. Our services include detailed reviews and redlining of mechanical system and electrical system designs, bidding of work to contractors, daily administration on-site of contractors, coordination with Preferred Property Management, communication with the Board of Directors and preparation and updating of the Master Project Budget. Project Cost: \$1,926,712.00.

City of Rifle- Rifle City Hall Evaluation- Rifle, CO 2018/2019

Evaluation of the Rifle City Hall, schematic design and budgeting for the construction of a new four story City Hall to include 3 stories of affordable housing (36 dwelling units) above the new City Hall. City Hall: 12,500 sq. ft. Residential: 32,000 sq. ft. Total Gross Square Footage: 44,500 sq. ft. Estimated Project Cost: \$9.1 million.

Evaluation and preparation of a Property Condition Assessment and renovation cost budget for a 22,856 square foot building constructed in 1984. Our evaluation also included an Asbestos Investigation and Mold/Moisture Intrusion Observations report and Radon Testing all conducted in conformance with ASTM standards.



5. PROPOSED FEE BREAKDOWN

Phil Vaughan Construction Management, Inc.

Fee Schedule

2022-2023

Owner Representative Services

Design and Estimation	\$135.00/hour
Meetings/Discussions	\$135.00/hour
Travel	\$135.00/hour + .75 mile
Out-of-pocket expenses	Cost of expense plus 15%

Miscellaneous Charges

Photocopies 8.5x11	\$0.30/each
Photocopies 8.5x11-color	\$0.75/each
Photocopies 11x17	\$0.40/each
Color 11x17	\$1.25/each
Blackline/Blueline Prints	\$3.00/each 24"x36"
Mylar Sepias	\$24.00/each
Presentation Binding	Cost of expense plus 15%
Color Plots- D size	\$22.00/each
D size scans	\$2.50/each
8.5x11 scans	\$0.35/each
Flash Drives- 8GB	\$43.00/each
*15% is added to the cost of all Miscellaneous Charges	

Direct Project Expenses

Professional Consultants	Cost of expense plus 15%
Out-of-town living expenses	
Including airfare, lodging, meals	
Etc.	Cost of expense plus 15%
Postage, delivery charges	Cost of expense plus 15%

Name of Owner's Representative or Firm: C. CBRE

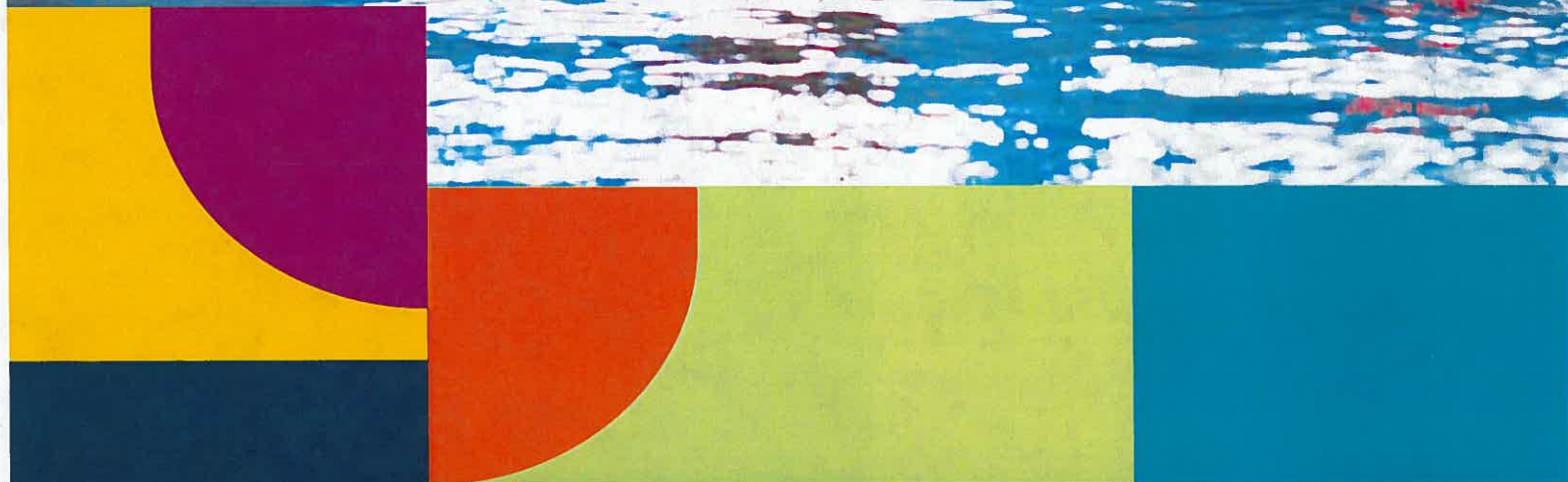
Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	

CBRE Proposal for Owner's Representative
and Project Management Services



Carbondale Aquatics Center

Town of Carbondale Parks & Recreation Department RFQ



December 2, 2022

CBRE

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Confidential Information

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CBRE hereby states that the complete information contained in this proposal is supplied in confidence, implicitly and explicitly, and CBRE requests that this document be treated as such under the Freedom of Information and Protection of Privacy Act, R.S.O. 1990.

Cover Letter

ERIC BRENDLINGER

Town of Carbondale Parks & Recreation
ebrendlinger@carbondaleco.net

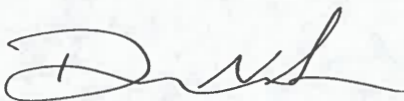
Thank you for the opportunity to present this proposal for comprehensive owner's representative and project management services for the Town of Carbondale's Aquatics Center project. CBRE and our project management team are excited about the prospect of working with the Town to achieve a seamless and successful project for the community and staff. The following proposal outlines a service delivery model that is rooted in collaboration. Our goal is to fully integrate into the Town's process and vision to keep the project on course on all fronts.

We invite you to learn more about the proposed CBRE team, service offering and value-added approach we are committed to delivering. Upon your review, we are confident that you will agree that CBRE is best positioned to provide superior outcomes for this project. By leveraging our full suite of services, the Town of Carbondale will achieve unparalleled end-to-end success, optimizing every measure from quality to speed to pricing in delivery.

Our local project management team consists of 23 professionals with extensive experience managing construction projects for public institutions throughout Colorado, as well as experience with aquatics center projects specifically. For this project, we will provide key benefits that the Town of Carbondale will not find with any other provider:

- **Outcome-Driven Service Integration & Oversight:** CBRE understands the complexity of multiple client voices and recognizes the importance of being a solid point of contact for all to coordinate with. As your owner's representative, independent from the design or construction service provider on your project, our project management team will help you engage the right team and ensure that every person is working for and respecting your best interests at every stage. We will take charge and be facilitator for all required coordination efforts while keeping the hired vendors on task.
- **Proven Experience:** Our proposed team has extensive experience with projects of this type and complexity. We have previously managed the planning, team assembly, design, procurement, preconstruction and construction for comparable community projects, including Snohomish School District Aquatic Center, West Hollywood Park Aquatics, and various projects that included aquatic programs. Additionally, our local team has a deep understanding of the Colorado construction market and the nuances of obtaining superior contracting results for projects in cooler climates. Our goal is to always deliver exemplary quality and the best value to the Town of Carbondale.
- **Transparency:** We enable an auditable process of informed decision-making. Our industry-leading processes and tools provide the transparency, control and governance needed for clients to make informed decisions, enable stakeholder consultation, and manage change. We recognize the great responsibility of being careful stewards of government funding, delivering proactive cost management to optimize financial planning and control.

Thank you for the opportunity to put forward our team for consideration. We believe that we are uniquely positioned to bring value to this important project for the Town, and we look forward to speaking with you soon.



Donovan Nolan, Director
CBRE| Project Management



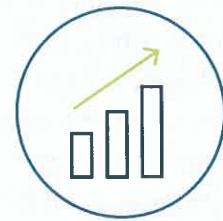
Experience

CBRE provides exceptional outcomes for clients by combining local market insight, comprehensive services, specialized expertise, and premier technology tools and resources. Our processes are proven and our people are committed to project success.

Why CBRE?

CBRE Group, Inc. is the world's largest commercial real estate services and investment firm, with 2021 revenues for \$27.7 billion. We have been included on the Fortune 500 since 2008, currently ranking #126. Our shares trade on the New York Stock Exchange under the symbol "CBRE." Headquartered in Dallas, TX, our company has more than 105,000 employees serving clients in 100+ countries.

CBRE firmly believes that our global platform is complemented by our professionals' strong local ties and expertise. CBRE Colorado has been serving the Rocky Mountain Region since 1958 and currently operates offices in five locations: Boulder, Colorado Springs, Downtown Denver, Denver Tech Center and Fort Collins. Your Project Management team is based in Downtown Denver and has extensive experience providing comprehensive project management services throughout the state, including the Roaring Fork Valley.. At our core, we are a community-based company with international experiences to learn from. We approach every project with an unwavering commitment to the client and the local community.



\$27.7 B
2021 Revenues



#126
Fortune 500
Ranking



105,000
Employees serving
clients in 100+ countries

The Team

CBRE's Colorado Project Management team is comprised of unrivaled expertise in the local market and nationally. We are a deep and talented team with the capacity to complete the Town of Carbondale's project to the absolute highest standard. Our experience has demonstrated our ability to deliver successful projects on behalf of our clients. Importantly, we have extensive experience delivering construction projects for public institutions throughout the State of Colorado, giving us a complete understanding of the nuances and common pitfalls that come with phased and complex construction projects, as well as the ability to mitigate risk and reduce costs for the Town.

To provide the best possible outcome for the Town of Carbondale, we have assembled a seasoned and experienced team to execute on this project. Primary point-of-contact and Sr. Project Manager, Heather Bryant, has the experience with aquatic facilities through her time as a general contractor with hospitality and multi-family projects. She is currently getting started on a project in Aspen so will be readily available in the Roaring Fork valley. Ralph Rohwer will serve as our Aquatic Facility Subject Matter Expert. Ralph served as Program Manager for the new \$33.4M, 52,000 SF Snohomish Aquatic Center before transitioning to become Executive Director of Operations for facilities for the Snohomish School District, including their aquatic center. Project Oversight and Strategic Delivery Manager, Donovan Nolan, has worked in the Roaring Fork Valley for nearly 10 years and with Heather directly for over four years on various projects to create a dynamic team for this effort. We also have the resources to add additional staff at peak times if needed. The following organization chart outline our proposed team structure.



PROFILES



Heather Bryant

Senior Project Manager

T +1 720 724 3970

E Heather.Bryant@cbre.com

Clients Represented

- Contexture
- Nuveen
- Fenix - Fjallraven
- BOK Financial
- BluSky
- TRC
- Emporium Brewery
- Beeline
- Industrious
- Forum at Fitzsimons
- The Lion at Vail

Pro Affiliations / Accreditations

- 10-Hour OSHA Certified

Education

- B.S. in Construction Management, Michigan Technological University
- Master of Business Administration, Spring Arbor University

Professional Experience

Heather Bryant is a Senior Project Manager with CBRE's group of professionals executing local work in Denver, Colorado. By fostering a collaborative approach, she delivers comprehensive project management services, pushing team members to excel in their individual scopes, while assertively advocating for the Owner's interests.

With over 13 years of construction management experience—primarily in the world of general contracting—Heather accesses a substantial network within the construction community. Ensuring that the project schedule carries out the team's overall plan, she safeguards against foreseeable obstacles and constantly discovers methods to improve the value of each project.

Prior to joining CBRE, Heather worked with two of ENR's top-rated general contractors. As a Project Manager, Heather specialized in Tenant Improvement projects, completing assignments ranging from complex high-quality tenant improvements, to "quick-hitters" that required a nimble and flexible approach. Prior to her ascension to Project Manager, Heather excelled in a boots-on-the-ground role, with a focus on speciality scopes including MEP, pools, precast wall systems, healthcare equipment and specialties. She ensured the construction process went smoothly, both in the field and from the client's perspective.

Significant Transactions

CLIENT	LOCATION / DESCRIPTION	SIZE
Fenix – Fjallraven	Aurora, CO 1 st Generation Warehouse/Office	93K
BOK Financial	Denver, CO Phased Occupied Remodel	137K
Industrious Tenant Build-Out	Denver, CO Tenant Improvement	26.7K
17 th Street Plaza Lobby	Denver, CO Capital Improvement Project	10K
The Lion at Vail	Vail, CO Hospitality Ground-Up	210K

PROFILES



Ralph Rohwer

Senior Project Management Director

Professional Experience

Ralph served a variety of school districts over the past 39 years. His range of responsibilities included pre-design planning activities, programming assistance, program budgeting, site selection/analysis, management plan development, design and construction phase management for both single and multiple-project programs, as well as program leadership. Ralph has served as the Project Manager and/or Program Manager on over 70 projects representing over \$1 billion in project budgets for CBRE | Heery. He also provided capital program start-up expertise for 15 districts regionally. His duties included quality management, training, serving as principal-in-charge of construction programs. Ralph also served as Executive Director of Operations from 2012 - 2021 for a mid-size school district.

Pro Affiliations / Accreditations

- Certified in GC/CM (AGC of Washington), 2007

Education

- Bachelor of Science, Civil Engineering, University of Alaska-Fairbanks, Fairbanks, AK, 1978

Years of Experience

- 44

Relevant Experience

SNOHOMISH SCHOOL DISTRICT, SNOHOMISH, WA | 2012 - 2021

Executive Director of Operations. Ralph was responsible for the creation of the Operations Department; supervision of maintenance and custodial operations, capital projects, resource conservation management, Snohomish Aquatic Center and school safety and security. Ralph instilled organizational development, departmental values, cultural changes and improved school customer service.

In addition, Ralph was responsible for the operation and finances of the Aquatic Center assuring the district and community a customer service oriented experience and wise investment of public funds.

SNOHOMISH SCHOOL DISTRICT CAPITAL IMPROVEMENTS PROGRAM, SNOHOMISH, WA | 2008 - 2012

Project Director. Provided program kick-off, early design phase project management. Ralph also oversaw the CBRE | Heery project management team's delivery of services for multiple school projects in the construction program.

The district passed \$261,587,000 bond in May 2008 to funds several renovation and construction projects:

- Complete renovations at Snohomish High School (\$47M)
- Replace Valley View Middle School (\$85.5M)
- Expand Centennial Middle School (\$23.1M)
- Replace Machias Elementary School (\$39M)
- Replace Riverview Elementary School (\$39M)
- Build a new Aquatics Center (\$26.3M)
- Implement district-wide capital improvements (\$3.4M)

PROFILES



Donovan Nolan

Director, Denver

T +1 303 264 1926

E Donovan.Nolan@cbre.com

Clients Represented

- City of Westminster
- City of Englewood
- Colorado Department of Transportation (CDOT)
- Colorado State Patrol (CSP)
- Colorado Mountain College
- Eagle County Schools
- Englewood Schools
- GSA Region 8
- Huerfano County
- Kit Carson School District
- Legacy Preparatory Academy
- Roaring Fork School District
- Roaring Fork Transportation Authority (RFTA)
- Summit Schools

Pro Affiliations / Accreditations

- Construction Specification Institute of America – CDT
- LEED AP
- US Green Building Council
- UT-Dallas – Level 1 Project Management Certification

Education

- Southwestern College, B.S., Business Admin & Computer Science

Professional Experience

Donovan Nolan is a Director with CBRE's Project Management Services in Denver, Colorado. With more than 17 years of experience successfully leading teams on large, ground-up projects, as well as complex renovations, he takes pride in his commitment to achieving client goals.

Through CBRE's integrated platform, Donovan provides comprehensive project management services focusing on: business and capital planning, entitlements and due diligence, pre-construction and site selection, and design and construction procurement. Each client is assured proactive communications and technical documentation to minimize risk throughout the project cycle, site due diligence, and cost saving solutions without compromising the quality his clients expect. His procurement experience ensures clients will have the right method to fit their project goals.

Prior to joining CBRE, Donovan worked for the General Contractor/Design Build company managing office and field project responsibilities.

Significant Projects

CLIENT	PROJECTS	COST
Eagle County Schools	3 high schools and 2 elementary schools	\$107M
City of Westminster	2 parking garages	\$26M
CDOT/CSP	Region 2 HQ w/CSP office	\$27M
Colorado Mountain College	Breckenridge Campus	\$12M
City of Englewood	Police and Safety HQ	\$27M
Huerfano County	Justice Center	\$13M
RFTA	GMF Renovations	\$6M

Relevant Construction & Aquatics Facility Experience

Case Studies

CBRE is highly qualified to execute on this project for the Town of Carbondale. We propose to you a team that not only has decades of successful construction experience, but one with expertise that aligns specifically with your project. Please see the following case studies for evidence of our recent relevant experience, including aquatics facility-specific projects.



Snohomish Aquatic Center



Forum at Fitzsimmons

Case Study #1

Snohomish Aquatic Center

**Program Management, Project Management,
Construction Management**



The new 52,000 SF aquatic center that serves the Snohomish School District and surrounding community as a destination recreational and competition facility. CBRE served as program manager for the Snohomish School District \$291 million 2008 Capital Bond Program which included the much anticipated new pool complex project.

Since opening the \$33.4 million aquatics center has been receiving rave reviews from the community. What sets the state-of-the-art facility apart, however, is the cooperative and collaborative approach to planning and designing it.

Planning and designing the new aquatics center was the result of an unusual partnership between the city and the school district that relied on a volunteer committee of community experts, including engineers and swim coaches, to oversee these critical phases. The community is truly invested in this facility because they helped design it, from the pool features to the ventilation system.

LOCATION
Snohomish, WA

SIZE
52,000 SF

COST
\$33.4M

COMPLETED
2014

Case Study #2

Forum at Fitzsimmons

Residential / Retail Space



This \$72 million mixed-use project encompassed six phases and yielded four levels of residential/retail space in addition to a six-level parking structure. The latter was comprised of 397 total residential units and 28,000 square feet of retail restaurant/space, both featuring modern amenities to meet the client's objective of upscale community living. This included a state-of-the-art outdoor pool for which CBRE provided all planning, design, and construction management services.

LOCATION

Aurora, CO

SIZE

28,000 SF

COST

\$72M

TOTAL**RESIDENTIAL UNITS**

397

Green Building Experience

CBRE understands the project's goals for sustainability and is fully committed to and experienced with implementing sustainable design practices and environmentally responsible projects. Our staff is nationally recognized as experts in sustainable design, with a CBRE service line focusing on energy management. CBRE has assembled an experienced team to ensure that our clients have access to the knowledge and capabilities to facilitate successful sustainability certifications and initiatives. The team consists of U.S. Green Building Council (USGBC) LEED Accredited Professionals with specialties in O+M, ID+C and BD+C rating systems, WELL Accredited Professionals, BREEAM In-Use Licensed Assessors, Certified Energy Managers, Fitwel Certified Ambassadors, TRUE Zero Waste Advisors, a LEED Fellow, and Green Globes Providers.

Zero from CBRE is a transformative partnership to help our clients plan, deploy and measure their efforts to decrease their carbon footprint. Our sustainability team can help provide guidance for net zero construction or we can explore other renewable energy options to help the Town of Carbondale achieve their project goals.

CBRE knows how to empirically present the merits (and opportunities for improvement) for each option, assist the owner with the choice that's best for its stakeholders and its project, and get the standards practically implemented.

This execution effort covers the full range of services needed to realize the goals, including:

- Evaluating the many options for adopting third party guidelines during design
- Predicting the cost/benefit ratio for each client by complying with those guidelines
- Assessing the team's value engineering proposals for both life cycle cost and compliance with the chosen guidelines
- Monitoring the construction team's conformity with the chosen sustainable design program's requirements
- Facilitating the operations and maintenance, start-up and turnover, and applications for third party certifications and project validation

CBRE also has an in-house commissioning team available for courtesy reviews and additional assistance answering questions throughout a project. They act as their own entity and compete for their services like any other commissioning agent, but our PM teams rely on them for recommendations when some guidance is needed to get the team in the right direction.

Donovan is a LEED accredited professional and can help guide the Town of Carbondale through the process. If desired outside of the OR services, CBRE can bring in our sustainability team to lead the Town through the determination of what sustainability goals they want to achieve. This offering differentiates us from our competitors and assures our clients the most comprehensive sustainability consultation services in the industry. CBRE is fluent in all relevant requirements and stands ready to assist the Town of Carbondale in pursuit of your sustainability goals.

Project Approach

Approach to Owner's Representation

CBRE provides a customized approach to managing government construction projects. From project conception to the ribbon cutting, our expert team of government project management professionals are keenly focused on ensuring our clients receive quality facilities that stand the test of time and honor the community.

In addition to our proposed owner's representation services, CBRE will provide the Town with a series of value-added programs, technologies and approaches as part of our commitment to exceed your expectations. We put our clients first and ensure every partner added to the project matches that vision.

Success Through Innovation

As a dedicated service provider, we are committed to improving and leading our industry. CBRE is unrivaled in industry innovation and offers the Town forward-thinking advice and proven methodologies, including alternative solutions and cutting-edge technologies. Our platform of executive leadership and strategic consultants equips CBRE with the power to uncover, develop, convey and adapt innovative ideas to each of our clients.

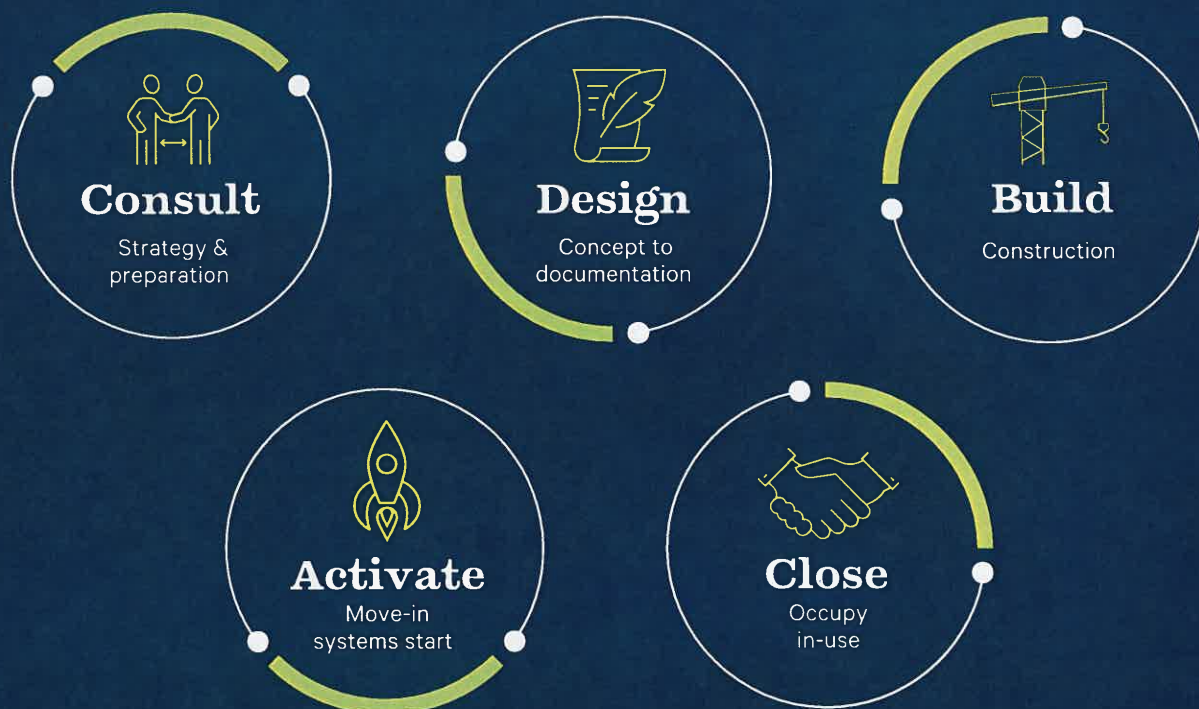
Our approach to this project will follow the five steps below. Sitting on your side of the table, our team will make sure that every person involved is working for and respecting the interests of your business at every project phase.

Efforts & Deliverables

In the early planning stages, we will help to develop a Project Implementation Plan (PIP) with direct input from the Town. The PIP will inform and direct the project delivery process for all stakeholders, which may evolve as the scope and estimates become more clearly defined throughout the project lifecycle. The PIP is intended to:

- Outline the project objective and guiding principles.
- Define the project scope, schedule, budget, communications, vendor requirements, and delivery approach.
- Reveal assumptions, constraints, and dependencies of the project deliverables along with implementation strategies.
- Determine the project methodology – the controls by which the project will be planned, executed, monitored, and closed.
- Decide the governance structure for communications and decision-making.
- Create the framework for proactively identifying and addressing project risks.
- Establish the expected quality of the outcome.

On the following pages, we have provided our proposed workplan, followed by a detailed breakdown of the scope of services to be provided in each phase. The scope of services will form the basis upon which our contract is based.





Phase One | Consult

Due Diligence, Strategy, & Planning

- Attend Town planning meetings to provide feedback on potential project impacts.
- Coordinate client entities to establish final scope and program requirements.
- Assist on remaining entitlement and land closeout requirements.
- Formalize clear project goals for time, cost, and scope with the Town.
- Develop realistic milestones and a preliminary budget for total project costs with the Town, including construction, equipment, furniture, and design fees.
- Recommend professional firms for selection by client, including consultants, architects, designers, and engineers (referred to herein as “design team”). Prepare RFP documents, qualify the professional firms, and conduct interviews and evaluations.
- Prepare high level project schedules comparing option occupancy dates and overall project delivery time frames.
- Negotiate agreements with design team entities within defined parameters.

Phase Two | Design

Design Coordination

- Coordinate design team, IT, AV, security, furniture vendor (if applicable), authorities, and service organizations.
- Chair regular update meetings.
- Oversee the design team throughout review of the project program and design from schematic through working drawing stages. Review the design schematic periodically and give direction as required to achieve project goals and ensure additional vendor coordination.
- Develop schedules for the design stage and coordinate the activities of the Town's business unit representative, project manager, additional consultants, and design team.
- Recommend the purchase and procurement of long lead time items to arrange for delivery of strategic materials in conformance with the project schedule.
- Evaluation of systems and features with best aquatics practices.
- Recommend professional firms for selection by the Town, including contractor and key sub-contractors (herein referred to as “construction team”). Prepare RFP documents, qualify the professional firms, and conduct interviews and evaluations.
- Receive and analyze contractor proposals.
- Recommend contractor award. Conduct pre-award conferences and negotiate and prepare construction contracts per the Town's direction.
- Validate scope, budget, and schedule.
- Obtain client approvals on changes to project parameters.
- Building department liaison.

Phase Three - Build

Construction Oversight

- Prepare front end documents including general and special conditions, contract formats, temporary specifications, guidelines for affirmative action programs, site-specific safety plans, and special contractor supplements.
- Review contractor's schedule to ensure it aligns with the construction means and methods of delivering the project within the contractual terms.
- Create an integrated project schedule (including all vendor workflow) for inclusion in the bid documents and develop a cost value for each activity for use in preparing a forecast.
- Negotiate agreement(s) with construction team entities within defined parameters. If required, implement value engineering for all aspects of design and construction with selected construction team prior to contract award.
- Award work, with the Town's approval.
- Review work performed by the construction team, in conjunction with the design team and their contractual terms.
- Confirm that the materials furnished, and the work performed, are in accordance with the drawings, specifications, and contract documents.
- Coordinate the implementation of construction information systems, project schedules, and resource analysis as they relate to materials, manpower, and costs with the construction team.
- Provide construction review status updates and reports on a monthly basis.
- Establish on-site organization and lines of authority required to carry out all project phases efficiently with the construction team.
- Ensure construction team maintains an on-site record-keeping system which will be sufficient in detail to satisfy an audit by the Town (as required).
- Coordinate the obtaining of all legally required permits, licenses, and certificates.
- Coordinate aspects of the work involving local municipal authorities, governmental agencies, and utility companies.
- Coordinate the work of all owner-provided subcontractors through the construction team. In the event that the interpretation of the documents becomes necessary during construction, ascertain the architect's and the Town's interpretation, make recommendations as appropriate, and transmit such information to the appropriate subcontractor(s).
- Drive job meetings to discuss procedures, progress, problems, and scheduling.
- Ensure third-party testing outlined in the technical sections of the specifications is completed as required by the building code.
- Coordinate the review with the design team for compliance with the contract documents, shop drawings, and materials submitted by the construction team.
- Recommend approval of all applications for payments submitted through vendors in accordance with the Town's established practices.
- Obtain all applicable lien releases upon issuance of vendor payments.
- Receive and review change order requests from the design team, construction team or from the Town. Review unit prices, time and material charges, and similar items. Monitor and advise upon request for changes required by field conditions and progress of the work, obtaining approval from the Town and the architect/engineer.
- Monitor schedule to expedite material and equipment deliveries during construction.



Phase Four | Activate

Move-In Coordination

- Establish move criteria with the Town.
- Interview move vendors and negotiate contract.
- Coordinate vendor activities with the construction team.
- Coordinate a move inventory and damage assessment review with move vendors, fixturing supplier, and the construction team.
- Close out move vendor contract and equipment/furniture installation contracts.
- Coordinate the preparation of punch lists indicating any outstanding work and require that these items are completed in an expeditious manner.

Phase Five | Close

Closeout, Commissioning, & Warranty

- Review all guarantees, warranties, etc. required by the contract documents and assembled by the contractor and forward them to the Town.
- Verify all claim releases required to issue final certificate of completion and final payment to the construction team, and forward to the Town.
- Expedite preparation of "as-built" drawings in accordance with the terms of the specifications.
- Monitor the expeditious follow-up and correction of all punch list items.
- Turn over any owner's manuals or training requirements for new systems to facility management or building engineering for operations purposes.

Design-Build	Construction Manager/ General Contractor	Design-Bid-Build
Pros	Pros	Pros
Builder input during design	Builder input during design	Traditional delivery method
Single Point of responsibility for design and construction	Contract directly with the Design Team	Clear definitions of roles on the project
Fast-track opportunity	Design and construction activities can be overlapped to accelerate schedule	Construction documents clearly define contract scope
Cons	Cons	Cons
Potential loss of owner control during the design	Control passes from owner to CM/GC at construction	No builder during design - potential change orders
One entity-loss of checks and balances	Higher initial cost	Lengthens overall schedule

CBRE will help the Town of Carbondale assess all project procurement options, identifying the risks and benefits of each and collaborating with the team to choose the most viable method to meet all stakeholder goals as well as project requirements.

CBRE is an expert in understanding the needs of a project and then implementing the appropriate delivery method that provides the best value to the Owner. Ultimately, we want to educate the appropriate decision makers about each of the delivery methods and then let the client decide what makes the most sense for them.

Our team has executed projects in all of these delivery methods listed above successfully and this project leans towards CM/GC. However, CBRE is willing to work with all models based on the City's desires.





References

References

DR. KENT KULTGEN

Snohomish S.D.
Superintendent
kent.kultgen@sno.wednet.edu
360 563-7280

JOHN BURKE

City of Westminster
Department of Economic Development
303-358-2711
jburke@cityofwestminster.us

ANGELA HENDERSON

Roaring Fork Transit Authority
Assistant Director of Facilities
970-384-4982
ahenderson@rfta.com

MORGAN HONEA

Contexture
Executive Vice President
720-285-3230
morgan.honea@contexture.org

Project Schedule

CBRE has reviewed both of the timeline scenarios provided by the Town of Carbondale and will be ready to discuss how to best approach the overall project with the town. Both options have a great structure that we can provide valuable feedback and guidance on the best approach for the Town. CBRE takes no issue with either approach and look forward to the discussion on what impacts in the current market can possibly effect these dates and come to a final target schedule to implement going forward.

2022-2024

PROJECT PHASE	STARTING	ENDING
PHASE 1 RFP & CONTRACT WITH OWNERS REP	Date: Sept 2022	Date: Oct 2022
PHASE 2 RFP/RFQ WITH ARCHITECTS AND ENGINEERING	Date: Oct 2022	Date: Dec 2022
PHASE 3 PRELIMINARY SCHEMATIC DESIGN, BUDGETING	Date: Jan 2023	Date: April 2023
PHASE 4 FINALIZE DESIGN DOCUMENTS, CONSTRUCTION DOCUMENTS	Date: May 2023	Date: July 2023
PHASE 5 CONSTRUCTION BIDDING	Date: Aug 2023	Date: Sept 2023
PHASE 6 DEMOLITION	Date: Sept 2023	Date: Oct 2023
PHASE 7 CONSTRUCTION	Date: Oct 2023	Date: May 2024

2022-2025

PROJECT PHASE	STARTING	ENDING
PHASE 1 RFP & CONTRACT WITH OWNERS REP	Date: Oct 2022	Date: Nov 2022
PHASE 2 RFP/RFQ WITH ARCHITECTS AND ENGINEERING	Date: Dec 2022	Date: Feb 2023
PHASE 3 PRELIMINARY SCHEMATIC DESIGN, BUDGETING	Date: March 2023	Date: June 2023
PHASE 4 FINALIZE DESIGN DOCUMENTS, CONSTRUCTION DOCUMENTS	Date: July 2023	Date: Nov 2023
PHASE 5 CONSTRUCTION BIDDING	Date: Dec 2023	Date: Feb 2024
PHASE 6 DEMOLITION	Date: March 2024	Date: April 2024
PHASE 7 CONSTRUCTION	Date: May 2024	Date: April 2025



Pricing

Pricing

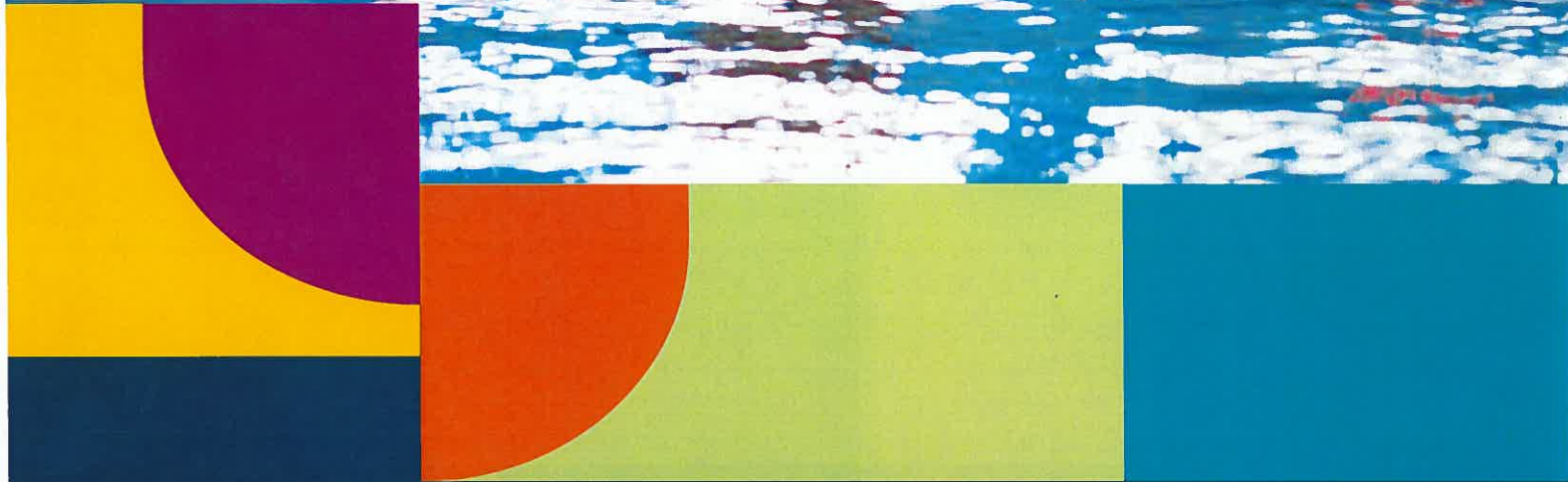
CBRE fees for project management services on this type of project would be based on an estimated hourly commitment using a reduced standard hourly rate based on the duration expected to create a lump sum total. CBRE would suggest 16-24 hours/week for the duration of the project by our project team members in total. However, this is just a recommendation and upon selection would welcome the discussion to find the right fit, both budget and time, that works with the Town of Carbondale.

Here are the hourly rates for this project:

Title	Std US Market Hourly Rate (\$)	Reduced Local Hourly Rate (\$)
As. Project Manager	\$150	\$125
Project Manager	\$175	\$145
Sr. Project Manager	\$200	\$165
Director	\$225	\$195
Sr. Director	\$235	\$210
Managing Director	\$250	\$225

- Reimbursables such as travel, mileage, parking and misc. expenses will be passed through at cost and are in addition to the rates above.

Fees for variable project work or due diligence work outside of the managed cost model the following rate tables can be applied on an hourly basis.

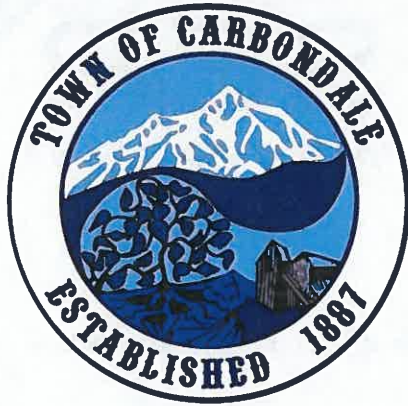


Donovan Nolan | LEED AP
Director, Project Management
D 303.264.1926 C 970.471.9478
donovan.nolan@cbre.com

CBRE

Name of Owner's Representative or Firm: D. Anser Advisory Management, LLC

Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	



TOWN OF CARBONDALE

RESPONSE TO REQUEST FOR QUALIFICATIONS FOR AN OWNER'S REPRESENTATIVE FOR CONSTRUCTION OF THE CARBONDALE AQUATICS CENTER

DECEMBER 2, 2022



ANSER

ADVISORY

Anser Advisory Management, LLC
601 Gyrfalcon Ct., Unit A, Windsor, Colorado 80550
(970) 686-5695 | travis.guerette@anseradvisory.com

December 2, 2022

Town of Carbondale
Attn: Eric Brendlinger, Parks & Recreation Director
511 Colorado Avenue
Carbondale, CO 81623
ebrendlinger@carbondaleco.net



RE: Request for Qualifications (RFQ) for an Owner's Representative for Construction of the Carbondale Aquatics Center

Dear Mr. Brendlinger,

The Anser Advisory (Anser) team appreciates the opportunity to submit our proposal in response to your recent RFQ for an Owner's Representative for Construction of the Carbondale Aquatics Center.

Our collective team has been fortunate to work on many Recreation District and School District Projects in Colorado for the last three decades. These projects have included new aquatic facilities and restoration of existing aquatic features, providing our team with a lessons learned approach and unique perspective in our ability to effectively execute the requested services for this project.

Anser Advisory has been providing owner's representative services for more than 30 years in Colorado. The majority of those projects have been managing public funds to construct new facilities or renovate existing facilities. Anser specifically leverages extensive history in managing owner's representative projects, pool-specific subject matter expertise, and available resources, perfectly complementing Anser's experience managing aquatic facility construction. Our project team members bring decades of combined experience providing owner's representative services on Colorado aquatics projects, and will bring the following benefits to bear for this important project:

- The Anser team has a demonstrated track record of successfully completing high-profile projects throughout Colorado, including projects with multiple stakeholder groups. Project examples include the Eaton Area Community Center and natatorium in a collaborative partnership with the Town of Eaton and Eaton School District RE-2, as well as the Estes Valley Community Center and natatorium working with the Town of Estes Park, Estes Park School District R-3 and the Estes Park Health Hospital.
- The Anser team has completed numerous pool and athletic facility projects throughout Colorado as well as across the U.S., including for various municipalities, school districts, and park and recreation districts. Additionally, our proposed pool subject matter expert, Michael Hall, provides over 20 years of hands-on pool construction and maintenance expertise, having serviced some of the state's largest and high profile organizations for their pool facility needs.
- Anser is only one of three companies in the U.S. licensed by Construction Management Association of America (CMAA) to teach the Professional Construction Management (PCM) course. Anser's instructors have educated numerous public agencies, including the project managers of municipalities, and will readily apply this expertise to meeting the needs of this important project.

- Our proposed project management tool, Virtual Project Office (VPO), provides a common data management environment to effectively facilitate project tracking, administration, and management reporting. VPO will act as the “single source of truth” during the lifecycle of this important engagement.
- Our team practices a style of construction project controls called active risk mitigation management, later described in the proposal, which provide a proactive and comprehensive approach to managing risk throughout the entirety of the project.
- Our team is specifically focused on providing the project management and owner’s representation services to best meet your needs, providing extensive emphasis and attention to the Town’s unique needs.

Our experience working with the region's top architects and contractors will allow the team to quickly and efficiently establish trust within the project team and amongst project stakeholders, utilizing our team's ability to communicate in a manner that increases teamwork and accountability. Our team will be able to hit the ground running from day one.

We have reviewed the scope of professional services provided in the RFQ and are confident in our team’s ability to exceed your requirements and expectations. Our proposed project team is passionate about the projects we choose and are personally committed to their success. We are enthusiastic about this opportunity, and look forward to meeting the needs of the Town for this engagement. Thank you for the opportunity to present our qualifications and we look forward to assisting you with your important work ahead.

Sincerely,



Chuck Jordan, LEED AP
Project Director

ANSER
ADVISORY

601 Gyrfalcon Ct., Unit A
Windsor, Colorado 80550
(970) 686-5695 office
(970) 686-5696 fax
(303) 304-4863 cell
chuck.jordan@anseradvisory.com

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QUALIFICATIONS



Anser Advisory is a national firm specializing in capital program advisory and consulting services, including strategy, funding, process, organization preparedness, as well as project, program and agency construction management and controls. Anser also provides professional services to various clients that include municipalities,

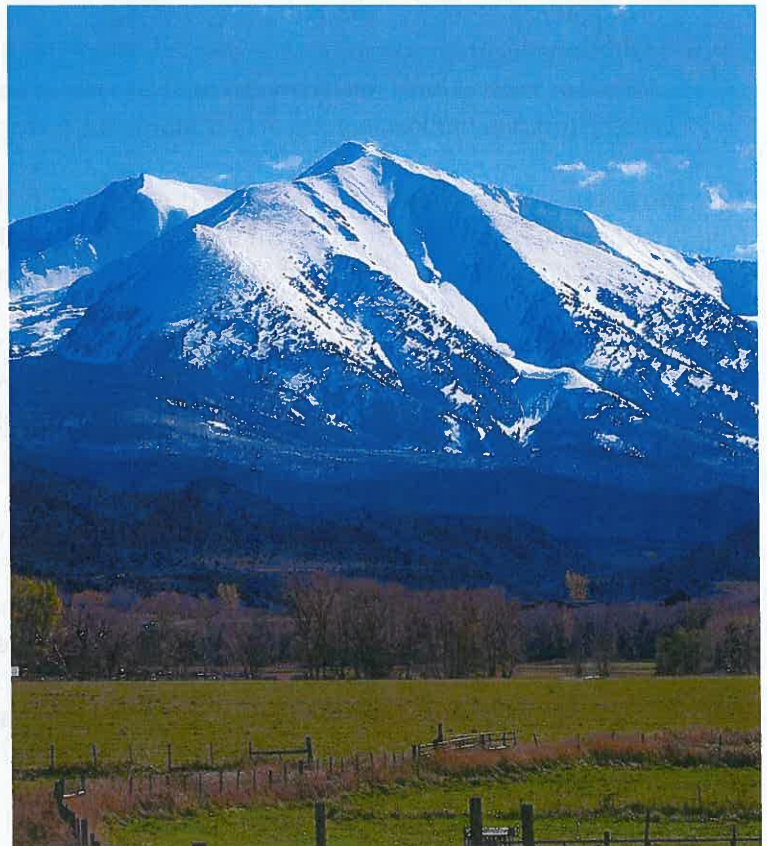
schools, hospitals, architects, surveyors and corporate and private owners. Services have included building inspections, asbestos abatement design and air monitoring, project management, expert testimony, drainage engineering and specialized environmental consulting.

Anser Advisory has well-established relationships with clients and other professionals through the firm's current and previous leadership. Previously known throughout the region as Inline Management and RLH Engineering, Anser's regional background includes design engineering for municipal water, wastewater and drainage improvements, project/program management for new buildings and renovations and asbestos consulting for building inspections and abatement design.

The firm's staff of project managers and technicians are well versed in regulatory requirements and project administration techniques. The staff consists of over twenty individuals with professional and technical backgrounds in owner's representation, construction and environmental fields. We also have established subcontract relationships with several laboratories as well as other professionals to round out our capabilities for planning, environmental and management consulting work.

Our local project team has worked together for decades, including collaboration amongst the staff of our local legacy firms prior to merging. This team collaboration translates to a smoother processes and subject matter expertise available to the Town. The Anser team was built to provide effective redundancies of knowledge, providing our clients with an efficient 'double-check' operations system that mitigates your risk while providing substantial reporting for your peace of mind.

Our definition of a successful project is simple: one that meets the programmatic needs of our client while maintaining quality and design intent, delivered within budget and on time in a safe manner. We strive to meet our individual client's needs with every engagement.



The Anser team provides highly applicable experience and lessons learned to best address the needs of your project. Our project team members bring decades of combined experience providing owner's representative services on Colorado aquatics projects:

- We successfully completed the **Eaton Area Community Center** in a collaborative partnership with the Town of Eaton and Eaton School District RE-2. The work included a new Recreation Center, new Natatorium and new Community Center.
- We successfully completed the **Estes Valley Community Center** working with the Town of Estes Park, Estes Park School District R-3 and the Estes Park Health Hospital. The work included a new Recreation Center, new Community Center, new Natatorium and replacement of existing pool, pool deck, mechanical, electrical and plumbing.
- We successfully completed the **Gothenburg Nebraska Health Hospital and the YMCA at Gothenburg Health recreation and wellness center** in collaboration with the Gothenburg community, City of Gothenburg, Gothenburg Schools, the YMCA of the Plains and the Nebraska USDA.
- Anser effectively provided owner's representation services at **Adams City High School for a new competition pool**.
- Anser provided owner's representation services at **Eaton High School for the replacement of the existing pool, pool deck, and mechanical, electrical and plumbing systems**.
- Additionally, Anser served as the owner's representative for the **Windsor High School replacement of the existing pool, pool deck, and mechanical, electrical and plumbing systems**.



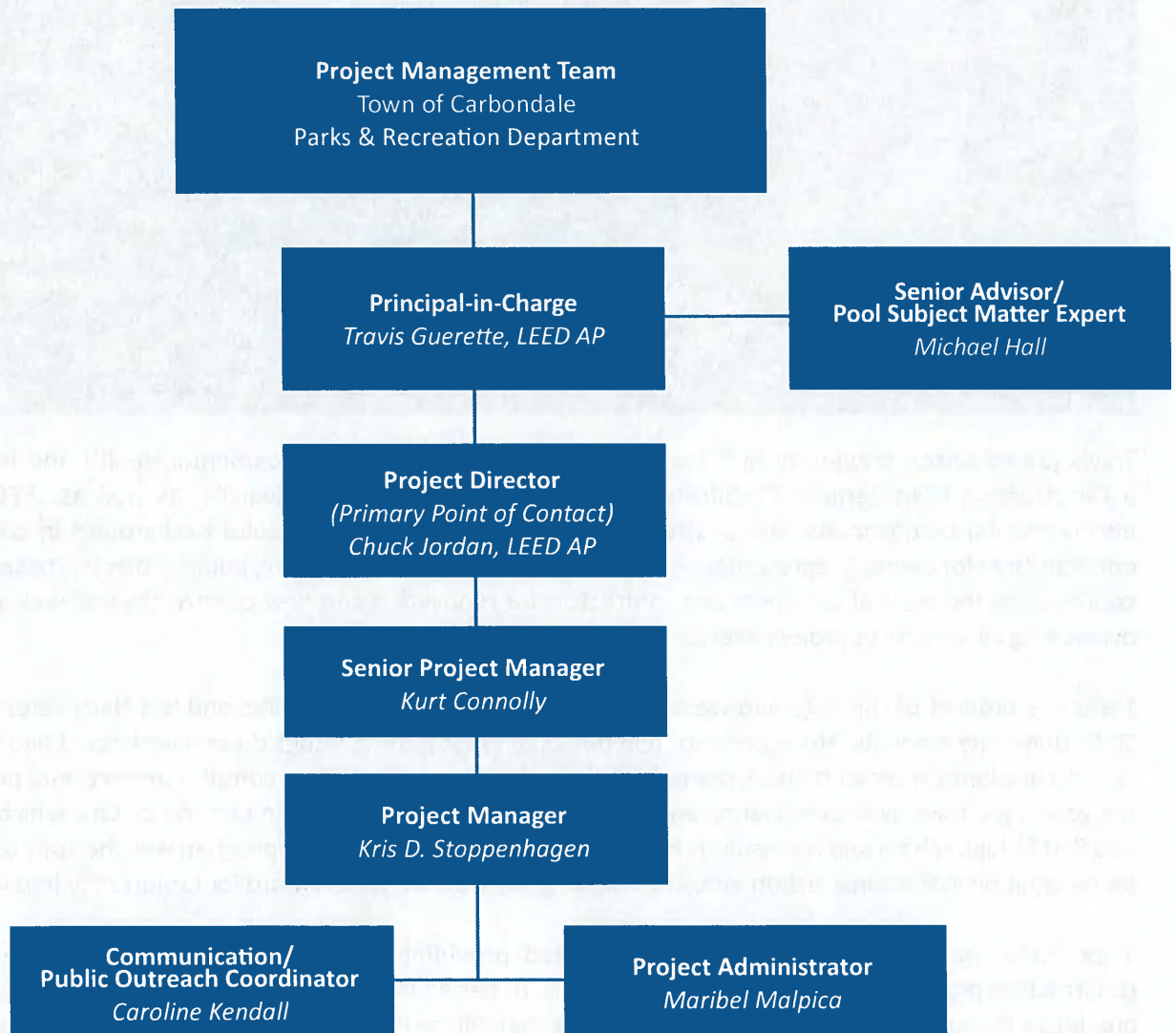
The proposed Anser team has completed over \$4 billion in total construction value in public construction throughout Colorado. With over 30 years of individual firm history in the field of project management and owner's representation, we provide our clients with the highest level of quality, transparency, timeliness, and reliability. Our team takes on the complex tasks of managing a construction project from conception through closeout, and rises to meet every challenge with a level of expertise unmatched in the industry.

The Anser team has a long history of managing the design and construction of Colorado construction projects. Our previous work with the major architects, engineers, and contractors serving Colorado's market allows us to assemble the most qualified, trusted, and effective teams on our client's behalf. We provide a 100% commitment to protecting the interests and investments of our clients by creating a cooperative partnership to achieve project goals and objectives.

KEY PERSONNEL

We will provide focused and dedicated leadership to your project and will manage each phase to align with the Town's requirements and timelines. Our personnel are specifically selected and assembled with our individual client's needs in mind. Our proposed project management staff have dedicated the appropriate available resources and possess the best aligned local construction knowledge necessary to complete the work.

The following organization chart illustrates the proposed structure and roles of our proposed team members.



RESUMES

The following pages include brief resumes of the proposed staff for this project.

TRAVIS GUERETTE, LEED AP

PROJECT EXECUTIVE



Project Experience

- Eaton Area Park and Recreation District - \$25.2M – 2014 Bond Issue
- New 62,394 sf recreation and community center on the same site
- Included new natatorium
- Estes Valley Recreation and Park District - \$27.3 million new construction and renovation
- 65,456 sf recreation and community center
- Included new natatorium
- Eaton School District
- PM for \$40 million renovation, 30,000 SF addition & Pool Renovation at EHS.
- PM for \$17 million renovation and addition at EMS
- Weld RE-4 School District - \$122.8 Million 2016 Bond Issue
- Windsor High School pool renovation project

Travis joined Anser, previously RLH Engineering, with a degree in Environmental Health and has since earned a Construction Management Certificate, both from Colorado State University, as well as LEED AP and other environmental certifications. Travis' **strong communication skills** and a **solid background in construction** have equipped him for owner's representative services, particularly for high profile, public projects. These services include coordinating the work of designers and contractors for renovation and new construction, as well as managing and overseeing all aspects of project execution.

Travis is a product of the Colorado western slope, having been raised in Rifle, and is a Navy veteran and Colorado State University graduate. His experience and **personality for getting things done** have helped him to build a nearly two-decade long career with Anser, **managing some of our largest and most complex projects and programs**. Around ten years ago, Travis was coordinating and managing the \$88 million bond in Commerce City, which included a new 280,000 SF high school and renovations at half a dozen other facilities. That program was the start of a new category for recognition in the construction industry, receiving the Gold Hard Hat Award for Community Impact in 2009.

Since 2003, Travis has served as the **project lead providing owner's representative services for four pool construction projects**. Travis' in-depth experience with design phase management and programming coordination provides a unique level of **subject matter expertise** that will be made readily available throughout all phases of this City of Arvada project. Travis will play a particularly **important role during the design phase of this project**, working hand-in-hand with City staff and the architectural team to ensure that **stakeholder goals and vision are being met**.

Travis' recent experience on Windsor High School Addition/Renovation pool renovation project, Eaton Area Community Center, Estes Valley Community Center, and other important Colorado projects that **included pool facilities** will provide a **lessons learned approach**, enabling proactive management of the programmatic and planning goals for this project.

CHUCK JORDAN

PROJECT DIRECTOR



Project Experience

- Estes Valley Recreation and Park District - \$27.3 million new construction and renovation
 - 65,456 sf recreation and community center
 - Included new natatorium
- Gothenburg Health
 - \$36M USDA funding
 - Wellness / Recreation with aquatics addition
 - Multiple stakeholder groups and occupied facilities throughout construction
- Canon City School District - \$25.2M – 2014 Bond Issue
 - \$7.6 million Bond/ BEST multi-facility renovations and security upgrades
 - \$22.6 million Bond/BEST replacement elementary school 47,782 SF
 - \$32.4 million Bond/ Best middle school, new construction 30,600 SF with restoration of gym 10,650 SF and 1924 school building 35,100 SF

Possessing **over 26 years of industry experience**, Chuck is a tenured owner's representative professional. Possessing a Bachelor of Arts in Environmental Health and Science from Colorado State University, Chuck is an expert with project management and environmental services. His strong skills as a **communicator**, technical writer and **problem solver** make him a valuable asset for our owner's representative services. His demonstrated **capabilities in project controls**, including conceptual estimating, value engineering, scheduling and cost control, provide particular benefit to clients on projects. He has extensive experience in all types of facilities including municipal, educational, and healthcare. He has **managed the construction of several park and recreation district, school district and municipal projects across the state of Colorado**, and thoroughly understands how to manage project teams to best meet the goals of the project's stakeholders and owner.

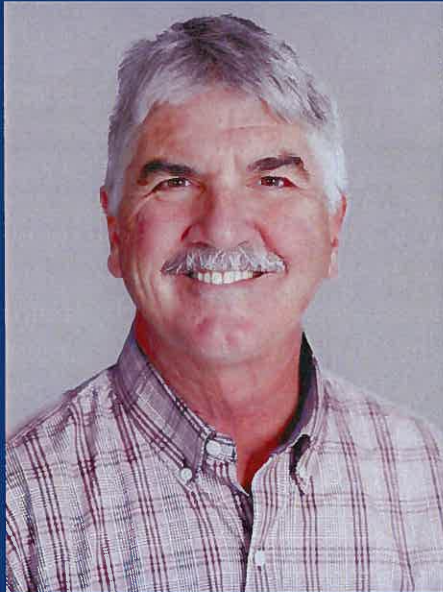
Chuck's recent experience on park and recreation district as well as school district pool projects will enable him to hit the ground running with the Town, with no need for learning curve or onboarding period. Chuck has a strong grasp on Colorado Building Code and manages the design and construction team to effectively address and **maintain the vision and goals** of the project.

As Project Manager, Chuck will be the **primary point of contact on this project**. He is responsible for implementation of all services provided by Anser and will help represent the owner in all aspects of the work. As owner representative, he oversees all phases of the project from pre-construction to construction and post-construction, with support from Travis Guerette and Michael Hall as well as our proposed additional project managers.

Chuck's direct involvement as a key member of various project teams enables him to focus on the owner's best interests while effectively interfacing with the designers, contractors, and other project stakeholders. Chuck enjoys fostering teamwork and being involved in the details of a project from conception through post construction.

KURT CONNOLLY

SENIOR PROJECT MANAGER



Project Experience

- Grand Peak Academy
- New Vision Charter School
- Apex Community Charter
- Renaissance Secondary
- Light of the World Catholic Church
- American Academy- Multiple Campuses
- Stargate School
- North Star Academy Ph 1,2
- Addenbrooke Classical Academy
- Monarch Montessori Ph 2
- Ben Franklin Academy Addition/Renovation
- Aspen View Academy
- World Compass
- Union Colony Middle School
- Westgate Charter School
- 1 Broadway Building
- STEM Academy Phase 2
- SkyView Academy
- Greeley/Evans Elementary
- High Point Academy
- North East E.S.
- Pennock E.S.
- Academy of Charters
- Vikan Middle School
- South East ES
- Overland Trail Middle School

Kurt has been involved in the commercial and public construction and development markets **for over 34 years**. He is an accomplished project manager with **extensive experience in the development and process management of public facility** funding, zoning, programming, construction and occupancy. He is extensively familiar with the built environment in Colorado with particular regard to educational facilities.

Kurt's experience includes addition, renovation, and new construction of facilities with expertise in project budgeting, scheduling, team selection and owner occupancy issues. He **oversees all phases of the development** from conception, programming, preconstruction, construction duration, and owner occupancy through the warranty period.

In addition to contract administration of all prime contracts with the owner, Kurt **maintains a consistent presence on site to perform site observations and inspections**. His experience and knowledge in school facility development are unsurpassed in the industry. He has served as consultant on numerous school projects.

KRIS STOPPENHAGEN

PROJECT MANAGER



Project Experience

- Eaton School District
 - PM for \$40 million renovation, 30,000 SF addition & Pool Renovation at EHS.
 - PM for \$17 million renovation and addition at EMS
- Weld RE-4 School District - \$122.8 Million 2016 Bond Issue
 - Windsor High School pool renovation project
- Platteville Gilcrest Fire Protection
 - Platteville Fire Station - 34,000SF new station with 8 bedrooms, 9 offices, 5 Apparatus Bays, Mechanics Bay, Fitness Area and Training Room
 - Gilcrest Fire Station - 6,000 SF addition, 2,600 SF station renovation. Expanded administration, sleeping quarters and training room

As a Project Manager for Anser, Kris has worked on numerous owner's representation and environmental projects throughout the Front Range of Colorado. Kris has **over 19 years of project management experience** and has provided services for numerous public agency clients that include coordinating the work of architects, contractors, and third party consultants for school and fire district improvement programs. Additionally, Kris has overseen land acquisition proceedings for clients including conducting geotechnical reviews, overseeing design, managing bidding and contract administration, and performing inspections and asbestos investigations.

Kris is an **enthusiastic and driven professional** who is **passionate about the projects he works on** and clients he supports. Kris provides a fair yet stern approach to project management, able to **navigate competing perspectives** to gain collective buy-in and cooperation on project measures.

Kris is a graduate of Kansas State University and earned numerous environmental and inspection certifications throughout his career, reinforcing his ambitions of providing **hands-on management services** on project jobsites.

For this important engagement, Kris will support Chuck Jordan and Travis Guerette as a duplicate project management leader, shadowing Chuck as needed throughout all phases of work to verify that all aspects of the project, coordination and administration needs are addressed throughout all phases of work.



MICHAEL HALL

SENIOR ADVISOR/ POOL SUBJECT MATTER EXPERT

Project Experience

- Broncos Health I
- Denver Broncos Football Club
- Colorado Rockies Baseball Club
- Kroenke Sports Enterprises/ Denver Nuggets
- University of Colorado Athletic Department
- United States Air Force Academy Falcons
- Beaver Creek Lodge
- Sun Vail Condominiums
- Wind River Development
- Frasier Manor
- Lakeshore Lodge at Estes Park
- Montrachet Apartments
- United States Olympic Committee
- Tenaker Pet Care Center
- Summit Homes Development - Prospector Village
- Hampton Inn (Golden, CO)
- Towne Place Suites (Lakewood, CO)
- Vail Athletic Club
- West Side Investment/The Forum



Michael Hall is an expert in the field of design and construction of education facilities. He is an **accomplished project manager with more than 36 years of experience in owner's representation**. Nineteen years of his career were spent with the Jefferson County Public Schools Construction Management Department, managing the design and construction of new school projects as well as renovations. Michael also served in the position of project superintendent for a commercial general contractor, deepening his knowledge of construction. Since 1999, Michael has also been the owner of Prestige Pools & Spas, providing **aquatic construction and maintenance services** to some of the largest clients with aquatic facilities throughout the state of Colorado.

Michael creates an atmosphere of trust and generates a shared commitment to your goals. He is a firm, yet fair, leader who fosters an environment where it is safe for all project stakeholders to hold each other accountable and ensure project success. This team-oriented focus makes certain that everyone is responsible to all parties, ensuring all assigned tasks are completed in order to **minimize impacts on cost, quality, and schedule**.

Additionally, **Michael is the consummate listener**. This allows him to read between the lines to identify your tangible goals related to sticks and bricks construction, while also understanding the intangible concerns that could keep you up at night during construction.

Michael acts as the final authority on Anser projects he works on. **He is truly a boots on the ground Principal**, not relying on phone calls and email to communicate the important needs of the project to other project team members. As a Senior Advisor, Michael support Chuck Jordan and Travis Guerette throughout the duration of the project, providing both owner's representation and aquatic facility subject matter expertise as needed as well as managing the Anser staff proposed to service this contract.



MARIBEL MALPICA

PROJECT ADMINISTRATOR

Project Experience

- South Lawn Elementary School
- Elaine Padilla Elementary School
- Roger Quist Middle School
- Riverdale Ridge High School
- Brighton High School Renovations/Addition
- Prairie View Middle School
- Stuart Middle School
- North East Elem. School
- Vikan Middle School
- Prairie View High School
- Second Creek Elem. School
- Regis Jesuit High School Innovation Center
- St. Mary's Academy Renovations
- Gold Lake Resort Renovations
- Chung Tai Buddhist Zen Center Boulder



Maribel Malpica is a tenured accounting and administrative professional who **provides hands-on, attentive service to clients** throughout Colorado. Maribel started at School District 27J as the Grant Accountant, where she worked closely with the construction department monitoring the spending of their (Building Excellent Schools Today) BEST grant project. This experience provided Maribel a solid foundation in budget management for projects. She is also well-versed in working with federally funded projects, as well as proper spending regulations.

Maribel was promoted to Bond Accountant when the school district passed a \$248 million bond in 2015. Working previously on the other side as an owner, Maribel has the unique insight of having worked with owner's representation firms from an owner's perspective and understands the full value and services that Anser offers.

Now being on the Anser team, Maribel provides thorough, comprehensive, and hands-on experience to our client's projects, emphasizing **customer service, communication, and budget management**. Maribel has been providing services on projects and tracking budgets utilizing Budget4Cast for over three years. Budget4Cast has proven to be a great tracking tool that keeps all project budgets and actual spending in one manageable place for all stakeholders to access.

For this important project, Maribel will be particularly **responsible for budget management**, using her **strong organization skills to help set the project up for success** from day one and facilitating a seamless transition to construction. Utilizing Anser's budget management tool, Budget4Cast, Maribel will coordinate applications for payment, change orders, and payment facilitation.

CAROLINE KENDALL

COMMUNICATIONS/ PUBLIC OUTREACH COORDINATOR

Project Experience

- Town of Amherst Elementary School Project - project website
- Shining Mountain Waldorf School New High School and Capital Development Program - communications consulting
- Mullen High School Master Plan and High School Renovation - communications and collateral consulting
- Honolulu Rail Transit Project Phases I-III - project administrator/coordinator



As a marketing and communications professional, Caroline has lent her collaborative and insightful approach to communication, public relations, and outreach activities to **advance the transparency, community, and support** for Anser's projects. Caroline's ability to **connect and work in partnership with owner stakeholders**, communication counterparts, technical staff and community members enables an effective conduit for interpreting project communication efforts into actioned results.

Most recently, Caroline has provided **communications and outreach support services** to municipal and K-12 owners. Caroline's areas of specialization include producing various messaging, graphics, and materials for a **wide variety of communication channels**. Communication services provided include website development, social media communications, print and digital collateral, marketing analytics, as well as outreach, awareness, and fundraising event coordination, to name a few.

Caroline has recently provided communications support for the Amherst Elementary School Project's project website development, working with Anser's technical lead, Town and school district communications staff, and the Town's Elementary School Building Committee to **align requested and required communications** with website setup, functionality, content and accessibility. The produced project website enables consistent project transparency and community support as this project moves toward a public vote for funding, emphasizing the **importance of effective communication surrounding project progression**. Caroline also recently helped to facilitate and support ongoing capital campaign and project update communications for an anticipated high school renovation project.

Caroline will lend her **communications and public outreach expertise** to this important and high profile project, supporting Town staff with material and content development as well as providing project updates for communication purposes as needed.

PAST PERFORMANCE/ EXPERIENCE

The following represents a selection of Anser's recent, relevant experience from projects of similar size and complexity as well as work with similar public clients on past projects.

ESTES VALLEY COMMUNITY CENTER ESTES VALLEY RECREATION AND PARK DISTRICT 2015 BOND PROGRAM OWNER'S REPRESENTATIVE

Anser, formerly RLH Engineering, was selected and began providing comprehensive owner's representative services for the District's \$24 million Bond program in November 2015. We assisted the District by reviewing master plan, scope, program and budget. We assisted the District in the selection of a delivery method and process to select and contract with the construction manager/general contractor. Anser developed the total program budgets and schedules for tracking the project. The program was organized with a CM/GC contract with Adolfson & Peterson Construction and design services by Ohlson Lavoie Collaborative Architects for a new community and recreation center school of 60,000 SF new access road to the six acre site.

Project Parallels:

- Multiple stakeholder coordination and requirement management
- EVCC partially funded via sales tax and underwritten by George K. Baum
- EVCC provides health, welfare, and inclusiveness to a remote mountain community

Project Amount: \$27,373,502

Contact Information: Mr. Tom Carosello, Executive Director, 970-586-8191 ext.6

Designer: Ohlson Lavoie Collaborative, Mr. Robert McDonald, Principal Architect, 303-294-9244

Contractor: Adolfson & Peterson, Mr. Jason Heustis, Project Manager, 720-281-8820



EATON AREA COMMUNITY CENTER EATON RECREATION CENTER BOND PROGRAM MANAGEMENT OWNER'S REPRESENTATIVE



Anser was selected and began providing comprehensive owner's representative services for the District's \$23.4 million Bond program in April 2015. Initial scope of responsibility included advising the District with master plan review, scope, program, and budget. We assisted the District with the selection of a delivery method, and development of the total program budgets and schedule tracking for the project. Anser created a solicitation and facilitated the design-build interviews; the program was organized with a Design Build contract, awarded to FCI Constructors/BRS Architects for a new 62,400 SF Recreation Center. Project amenities included a Natatorium with slide and play structure, double-wide gymnasium, Community Rooms, Offices, Fitness Area mezzanine, Indoor Track, Aerobics Room, and Locker Rooms with family-style cabanas. The project site is on approximately 34 acres, and included extensive site development with construction of new perimeter ditch water way, connection to existing wells, and new site access roadway.

The District received additional Grant funds from DOLA, Boettcher, Baseball Fund, Daniels Fund, and District fundraising to add outdoor ballfields, dugouts, practice field, and Concession Building. Anser took on the role of managing grant funds as well as executing all aspects of Owner responsibility as they pertained to a sizeable DOLA Grant.

The Recreation Center opened to the Community in June 2017, and the new outdoor field complex opened December 2017.

Project Parallels: EACC serves as the "heart" of a rural community with community rooms, fitness mezzanine, gymnasium, and natatorium. This project involved multiple stakeholder group coordination and balancing

Bond Amount: \$23,489,933

Contact Information: Mr. Bryan Kentfield, former District Director, 970-893-1199

Designer: Barker, Rinker, Seacat, Architecture, 303.455.1366

Contractors: FCI Constructors, Mr. Tom Boucha, 303-710-5358



EATON SCHOOL DISTRICT RE-2 2019 BOND PROGRAM MANAGEMENT - OWNER'S REPRESENTATIVE

This bond included construction of new 175,000 SF Eaton High School which includes new CTE areas with Wood and Welding shops, Culinary Area, Greenhouse, Stadium, Fieldhouse, Concession, Tennis Courts and sports fields. New Eaton MS includes new secure entry, mechanical, electrical, plumbing, and new finishes to all existing spaces, upgrades to the existing historic 1928 Classroom wing including auditorium, historic window replacement, gym and **pool upgrades**, and new 14,000 SF Classroom addition. New Eaton ES includes new secure entry, mechanical, electrical, plumbing and new finishes to all existing spaces. New 4 Classroom addition with new maker space areas, new playground and associated playfield, and new bus drop off. New Transportation, Maintenance, Bus Canopy, and bus training area on new site. Building and site upgrades to Benjamin Eaton and Galeton Elementary. All projects are scheduled to be complete summer of 2022. With additional bond savings the District was able to complete a new addition at Benjamin Eaton which along with the **new Eaton MS Pool** will be complete during the summer of 2023.

Project Parallels: Anser assisted the EAPRD with the planning, bidding, construction, and technology implementation for the pool upgrades at the middle school facility.

Bond Amount: \$165,000,000

Contact Information: Mr. Jay Tapia, Superintendent, 970-454-3402

Designer: RB+B Architect

Contractors:

FCI Constructors, CM/CG for: New Eaton ES, New Eaton MS, Benjamin Eaton ES, and Galeton ES

Sampson Construction, Contractor for New Eaton HS

Saunders Heath, CM/CG for New Transportation, Bus Garage, and Bus Canopy



GOTHENBURG WELLNESS CENTER USDA DIRECT & GUARANTEED LOAN PACKAGE OWNER'S REPRESENTATIVE

Anser was selected and began providing comprehensive owner's representative services for the Hospital's \$29.5 million hospital expansion project in addition the project will include a \$4 million wellness center component. Construction started on an active hospital site in the fall of 2014. We assisted the Owner by reviewing their master plan, project scope, program and budget. We assisted the Owner in the selection of a project delivery method. Anser developed the total program budgets and schedules for tracking the project. The project delivery method is a Construction Manager General Contractor contract with Sampson Construction and with Davis Partnership Architects as the A/E firm. The project includes 42,000 square feet of new construction and 49,000 square feet of remodel. The project includes an indoor exercise pool, walking track, exercise rooms, space for nutritional demonstrations and workshops, with offices and consult spaces to provide physical therapy and cardiac rehab for the community. The project will be built in as many as six phases while the hospital continues providing medical services to the community. The project also includes new site work, civil, utilities, boiler system, emergency generator and helipad.



Construction of the overall project started in late 2015 with the wellness center scheduled to start during the fall of 2016 and will be completed in the summer of 2017.

Project Amount: \$33.5million overall, \$4 million for wellness center project

Contact Information: Mr. Mick Brant – CEO, 308-537-3661

Designer: Davis Partnership Architects, Mr. JD Dreyer, 303-861-8555

Contractor: Sampson Construction, Mr. Heath Franzen, 402-434-5407





ADDITIONAL PROJECT EXPERIENCE

Our team's collective aquatic and pool facility experience includes a variety of similar projects completed nationwide, including the following highlighted projects:

- New Jersey Institute of Technology Athletic Wellness & Events Center (*pictured top two*)
- Mt. Wachusett Community College Fitness Center and Pool
- Roxbury Community College Reggie Lewis Track & Athletics Center (with aquatic facility)
- Northeastern University Henderson Boathouse
- Fay School Athletic Facilities and Outdoor Pool
- Loyola Academy Aquatic Center
- Town of Belmont Underwood Pool
- Town of Canton Bolivar Pool Aquatic Complex (*pictured bottom two*)
- City of Salem Forest River Park Pool & Bathhouse
- Salvation Army Kroc Center
- Los Angeles Unified School District, various pool and aquatic center facilities

PROJECT APPROACH/ MANAGEMENT PLAN

MANAGEMENT APPROACH

Anser assists clients with development of goals and delivery methods, selection of team members, project oversight for design, schedule, budget, bidding, contract administration, coordination, and closeout as it relates to a bond and capital construction improvements projects.

Our owner's representative services Include:

- Development of Project Goals and Delivery Methods
- Selection of Project Team Members
- Oversight of the Project Design Process
- Master Schedule
- Master Budget
- Owner's Representative's (OR) Office
- Design Coordination
- Design Contract Administration
- Bidding Phase Coordination
- Construction Start Up Coordination
- Construction Contract Administration
- Project Closeout Services



The Anser team's management approach is derived from the success and experience of our skilled staff working directly for a large Colorado school district, and additionally combines many years of practice working with and for several municipalities and districts in Colorado as consultants. Our management style reflects similar beliefs to those of the Town: transparency, honesty, and diligent attention to detail. We'll assure to the Town and all stakeholders that every dollar is tracked and that project execution creates the maximum value for the Town and your stakeholders. The Town will continue to receive principal-level involvement and commitment on this project. The Anser staff that have been assigned to this project are led by individuals who have decades of experience, and will readily apply this experience to expertly execute your project.

A successful project is centered on mutual trust, open communication, and the freedom to express ideas and hold each other accountable. It must be founded on the belief that each party has valuable insight and experiences that, when combined, provide the best value and outcome for the owner. On every project, we not only promote collaboration but ensure that it remains in place throughout the project duration to guarantee project success for all stakeholders.

COLLABORATION AND COMMUNICATION

Our approach to developing successful projects is open, inclusive, and cross disciplinary. We will develop communication protocols for the project with input from the Town as to your preferences. Project status reports will include updates on budget, schedule, and construction issues and concerns.

DESIGN PHASE

During the design phase, we will work collaboratively with the design and construction professionals to lead the review and analysis comparing the project to its authorized budget. Our industry knowledge adds an experienced voice to the review of the project status, design quality, and budget impacts of material and equipment selection. As your representative, we place expectations on the design and construction team to review the status of budget on a regular basis to maintain a "real time" understanding as design proceeds.

Our comprehensive understanding of the entire life cycle of public facilities enables us to provide unparalleled oversight for quality assurance and coordination of your requirements.

RISK MANAGEMENT

Our primary responsibility is to manage the risk on this project on your behalf. We will make understanding your project goals and objectives the central focus of our services. We will manage the entire project team based on the successful execution of your goals.

The Anser team will protect the Town by identifying construction risks and exposures, and formulate an effective risk management strategy to mitigate the potential for loss. Our systematic procedures have been created to minimize and manage your risk. Fiscal management of the total building costs will be monitored throughout the design and construction durations. Contract reviews and managing the contractors are critical components of risk management. Anser's knowledge of local contractor and supplier markets, preparedness for weather delays, and practice of confirming financial stability of construction team members are all examples of the steps we take to minimize your risk on a project.

Anser will provide oversight for overall quality assurance. We will coordinate owner requirements with technical issues such as program compliance, construction cost analysis, regulatory compliance, and sustainability. During construction, the Anser team will perform detailed site visits, evaluating the quality of construction and promoting appropriate improvements as needed while monitoring the schedule. To evaluate the quality of construction, we adhere to ASTM Standards, as well as on-site observations and general industry standards.

We monitor the work being performed to guard the school and the community against performance of any work that is not consistent with plans and specifications. Our management strategies will mitigate the potential for risk at all levels including safe construction, positive community perception and participation, and the opportunity for significant impact on the local economy.

STAKEHOLDER COLLABORATION AND OUTREACH

As has been the Anser's experience on past projects, Anser is committed and prepared to participate in all community and stakeholder meetings and events, including oversight meetings. Our collaborative philosophy allows our project team to mesh seamlessly with Town staff and stakeholders as we manage consultants, private partners, and contractors. Our proactive approach to communication and community engagement will gain support for the program that extends well beyond the project site. Our project team is well-versed in providing outreach services to ensure business interests, collaboration and communication are ensured throughout the entire project process.

For this reason, we have engaged our **Marketing and Communications Manager, Caroline Kendall**, to support actions and activities around all communications, internal or external of the school, as well as media and community engagement. When opportunities arise to engage with students and the community throughout this exciting process, Caroline will be available to help facilitate events and develop supporting collateral, ensuring that all parties are well-informed on project proceedings.

CONSTRUCTION SERVICES

Our strong preconstruction services set the tone for success in the field for all project team members. Continuing into construction, we will act as your eyes and ears as we capitalize on our upfront planning to provide the scope of services indicated in the RFQ.

Communication with the contractor and architect is only one side of the equation. Anser will create open lines of communications and regular status updates with your school's project team to discuss budget, schedule, safety, and other construction issues and concerns so decisions can be made in a timely manner based on accurate and detailed information.

The Anser team's construction phase services include:

- Participate in receipt and tabulation of bids
- Assist the contractor and owner in the evaluation of bids
- Coordinate wet and dry utilities
- Assist with placement of staging areas and construction trailers
- Assist with development of a site specific safety plan
- Coordinate independent construction observation/material testing services
- Advise owner on issues regarding construction costs and schedule
- Attend weekly Owner/Architect/Contractor (OAC) meetings
- Make periodic site visits to observe progress
- Provide regular progress reports to the owner
- Evaluate and advise owner regarding change order requests
- Assist the architect and owner in developing punch lists at project completion
- Ensure all final inspections are fulfilled per building / fire department permit requirements



SAFETY

Safety is of the utmost importance to Anser, and communication is the key to safety and security. At the beginning of the project, our team will meet with your staff to establish requirements, expectations, reporting needs and lines of communication. Anser's personnel are experts at ensuring safety and security during the construction process, and will work with the Town, architect and contractor to develop a site specific safety and staging plan. Here's how we accomplish this:

- Hold the general contractor to standards that ensure the site operates in the safest and most secure manner.
- General contractor and subcontractors will be required to complete background checks and safety training for all employees prior to being allowed on site.
- Weekly Owner meetings will incorporate discussion of a specific safety item and a report from the construction manager/general contractor (CM/GC) superintendent on safety issues, concerns, or incidents, from both a "look back" and "look forward" perspective.

POST CONSTRUCTION SERVICES/ CLOSEOUT

The Anser team's post construction services include:

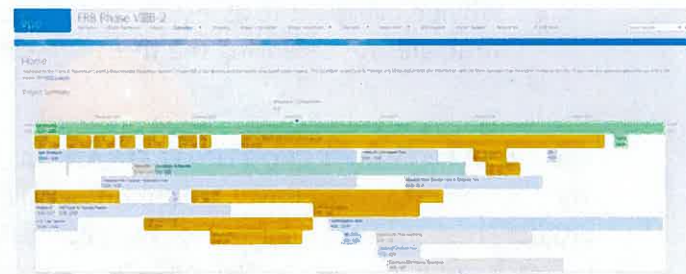
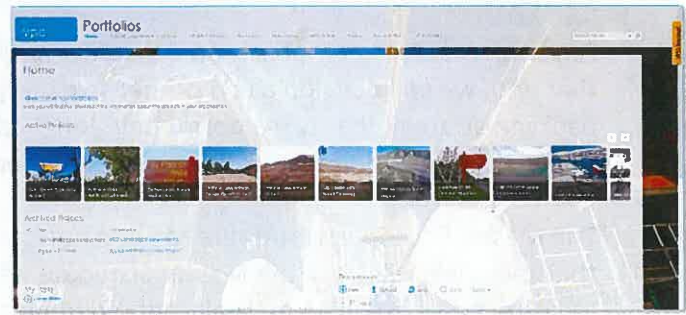
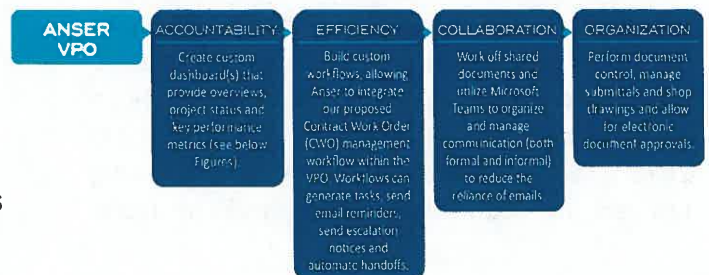
- Advise the owner with respect to substantial completion, project acceptance and final payment
- Ensure compliance with closeout requirements per the contract documents
- Coordinate receipt of as-built documents, operation and maintenances (O&Ms), and warranties
- Develop warranty protocol with owner and contractor
- Coordinate transfer of attic stock as required by contract documents
- Coordinate operation and maintenance training with owner's employees
- Advertise the project of contractor settlement
- Assist the owner with dispute and claims resolution
- Finalize project cost sheet to include a record of all expenditures
- Coordinate receipt of certificate of occupancy

PROJECT MANAGEMENT SOFTWARE

The Anser team believes that the utilization of a common data management environment is critical to the success of our ability to manage the program. Anser will deploy a Virtual Project Office (VPO) internally to facilitate program-wide project tracking, administration, and management reporting. It will be configured to maximize efficiencies through automation, standardization and provide program performance transparency. Our proposed Virtual Project Office (VPO) acts as the “single source of truth” (SSOT) during the lifecycle for each assignment. The VPO is developed in SharePoint and is customizable to meet the specific program management needs of this contract. The VPO is a secure, easy-to-use, web-based workspace that all project stakeholders can use to streamline and automate processes and accelerate productivity by leveraging leading Cloud-based solutions from Microsoft Office 365 suite. By combining the VPO and our project management expertise, Anser can package a solution to manage complex and multi-year programs without having to rely on static databases, emails, and difficult to manage file structures. Our VPO will promote accountability, efficiency, organization and collaboration within the management of our PORs. Project documentation and communications will be thoroughly documented and retained in compliance with Town retention policies and standards.

Anser uses VPO as our primary system to store and collect project data. Town staff can be provided access to VPO and as a virtual platform, can be accessed in various locations providing flexibility of all project staff at times when they may have to work remotely. Our staff are familiar with other similar systems such as Unifier, Project Manager, Procore and many others. We understand that the Town may have another system they prefer and will use the Town’s currently preferred software. Elements of typical daily work elements include:

- Daily inspections and construction observation may include transmittals, updated schedules, pro-gress payments, change orders, utility service requests, etc.
- Coordinate technical/specialty inspections, QA/QC testing,
- Daily reports, photo documentation
- Processing RFIs, submittals and other project correspondences
- Monitor sequence of construction, look for future impacts, address unknown conditions or possi-ble delay or deficiency elements
- Prepare daily reports and other communications to City staff, contractor and other parties or agencies as required for project success.



PROJECT BUDGET/ SCHEDULE CONTROLS

SCHEDULE

Anser places strong emphasis on delivering projects that meet or exceed our clients' schedule requirements. To that end, we will develop a comprehensive design and construction schedule which will include an effective bid package strategy that takes permitting, long lead item procurement, and other key factors into consideration. We will closely monitor the overall project schedule, providing updates and modifications as needed.

The Master Schedule will be agreed upon by all team members and subcontractors prior to their engagement with the Town. We will track the Master Schedule weekly from its inception to correct any delays if they arise. Steps to correct delays will be mutually agreed upon and implemented immediately. We will work closely with you to provide realistic timeframes to meet the needs of the staff and the students. By establishing basic parameters early on, it enables the team to create a design and construction schedule that fits your needs.

COST ESTIMATING AND TOTAL PROJECT BUDGET DEVELOPMENT

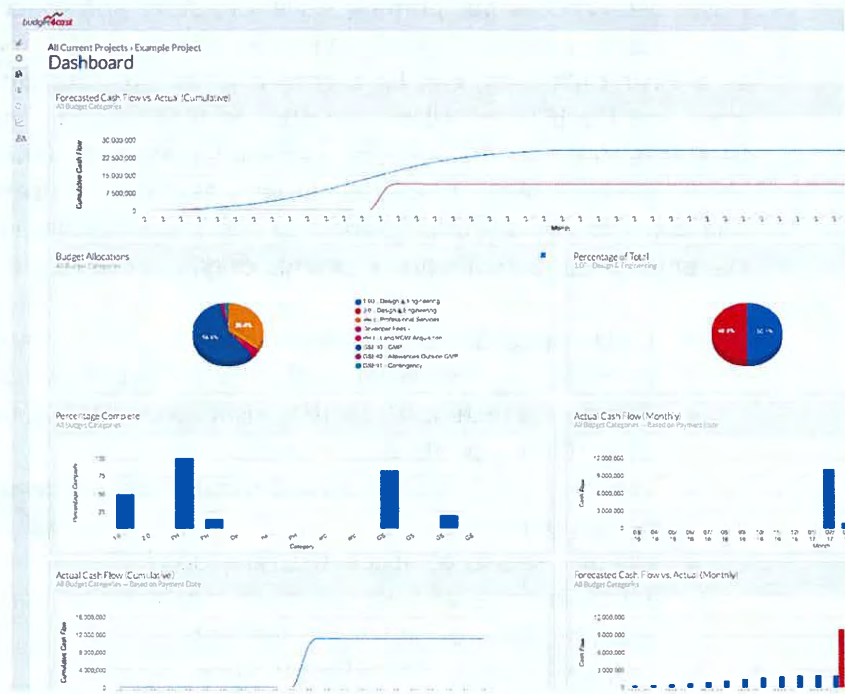
The Anser team guides the direction of the project to ensure that client goals are consistently met throughout the entirety of your project. During the preconstruction phase, we will:

- Meet with all appropriate members of the project team to verify budget control systems to be used for the project.
- Assist in the establishment of the total project budget and determine the early constraints and opportunities for design and construction.
- Provide oversight to assess opportunities identified by the cost updating process and in developing strategies for balancing the three principal budget components: cost, time, and quality.

ADMINISTRATION/ REPORTING/ FINANCIAL MANAGEMENT

The Anser team utilizes a comprehensive project management software, Budget4Cast, to track total project budgeting. Our system is unsurpassed in the industry and is actively utilized to provide real-time understanding of project budgets and project spend.

As has been our practice on past projects, the Anser team provides a regular Monthly Report the first week of the month to summarize and describe all activities and updates for the project. This practice has successfully been utilized for the District's bond oversight meetings, and we are proud of its effectiveness as a comprehensive tool for communication. This report was utilized during the design and construction of the School District 27J 2015 Bond Issue and is currently being utilized on additional 27J bond projects.



PERFORMANCE MEASURES



PRICE / COST

Anser's / Anser team's approach to minimizing impacts to the budget involves the application of cost management principles, skills and techniques implemented to ensure the project is planned, designed, procured, and constructed in an economical manner. Anser's extremely high percentage of winning repeat work with existing clients and our history of providing project controls for major programs across Colorado is a testament to the skill level and ability of our team. It also involves a deep understanding and belief that cost cannot be effectively managed without also effectively managing risk, time and quality.

The keys to managing a budget for a project are broken down into two categories. The first category involves Preconstruction Phase tasks that are done prior to bid to ensure that the scope of work is properly defined and priced. This requires:

- Having a solid and complete set of construction documents
- Having an accurate construction cost estimate based on those documents
- Identifying potential unforeseen risks and associated costs and including appropriate contingencies in the budget

The second category involves tasks performed after the bid. The keys to managing a budget after the bid are:

- Keeping the contractor on schedule
- Timely processing of change orders
- Eliminating scope creep or gaps

One of the biggest exposures to an agency in a construction contract is the cost of delays caused by the agency. In almost all cases owner caused delays are the result of agencies not providing needed information or direction in a timely manner. Our role as construction manager is to make sure that the contractor has all the information and direction necessary to execute the work per contract documents and the approved schedule. Our team will endeavor to engage stakeholders and Town staff early and often to ensure that this type of delay does not occur.

In a large construction contract, it is inevitable that some changes will be made due to unforeseen conditions, owner requests and possibly errors in the drawings. The key to minimizing these costs are to get them priced, negotiated and issued to the general contractor as quickly as possible. The driving philosophy behind this speed is to make the contractor price the work prior to performing the work because we know that pre-priced work is always less expensive than work priced after the fact. A further description of our team's approach to cost estimating is described below.

Scope creep tends to be a function of stakeholders or end users seeking the incorporation of project elements that are not included in the scope of work, however many stakeholders or end users do not fully understand the construction documents. What we have found to work to resolve concerns in these types of situations is engaging the stakeholders or end users during the design phase or as early as possible utilizing tools such as BIM to demonstrate how the space or area will appear. Any requested changes by stakeholders after the bid must be approved by the Town.



PUNCTUALITY / RESPONSIVENESS

Our team's staff and resources provide maximum flexibility and responsiveness to meet our clients' scheduling needs. The nature of our work requires us to periodically provide services on an expedited basis. Our typical backlog is made up of many variable duration assignments and therefore our workload varies on a weekly basis. That being said, our team's workload capacity is sufficiently large to enable us to respond successfully to short turnaround assignments or urgent project needs. Based on our prior experience, we believe our present and future workload capacity is more than adequate to conduct the required services for our clients in a prompt (timely), efficient manner.

A successful project is centered on mutual trust, open communication, and the freedom to express ideas and hold each other accountable. It must be founded on the belief that each party has valuable insight and experiences that, when combined, provide the best value and outcome for the owner. On every project, we not only promote collaboration but make sure it remains in place throughout the project duration to promote project success for all stakeholders.

In order to effectively deliver a project on-schedule, constant review of the contractor's schedule and progress is mandatory. We strongly believe that substantial efforts put into the review of the baseline will ensure a feasible baseline wherein all areas of probable risk have been reviewed and options developed for all contingencies identified. It is critical that the baseline truly reflects the complete work and a logical sequence that is based on work availability and resource staffing. The critical items included in this evaluation are schedule revisions, project float review, critical path review, compliance review, as built review, as-planned review, productivity, and scheduled resources. Our team, starting with a good, approved baseline schedule, will be able to use the schedule as a tool in managing the construction to mitigate delays. Time is of the essence as it translates directly to the project costs.



QUALITY / RELIABILITY

We serve as trusted advisors to owners, consultants and other stakeholders. It is our mission to be client focused, reduce the risk of construction, create a culture of collaboration, provide exceptional high performing personnel, assist in completing projects on schedule and within budget while mitigating and/or avoiding disputes and litigation, and delivering exceptional project outcomes. Our strength lies in our ability to adapt to the ever-changing needs of our clients and local markets, as well as provide seasoned experts who can successfully manage complex projects. We achieve this by working collaboratively in a partnered approach, earning lasting, long- term relationships with our clients and teaming partners.

Quality is the degree to which a project and its components meet the owner's expectations, objectives, standards, intended purpose and contract requirements. Therefore, the first and most important element in achieving the desired quality is for the owner and its design team to clearly define the owner's expectations, objectives, standards and intended purpose in the contract documents.

Quality across the entire project and throughout all multi-faceted project phases is also achieved through the use of a significant amount of relevant experience in performing tailored assessments, skilled personnel, adequate planning, use of suitable tools and procedures, proper definition of job requirements, proper supervision, and effective technical direction. Quality is verified through surveillance, inspection, testing, checking, cross-checking, review, and audit of work activities and documentation.



SUSTAINABILITY AND / OR INNOVATION

Today's construction environment provides many challenges and opportunities. Key's ideas for designing and construction sustainable facilities need to be implemented into the process early on. Establish the goals and scope focusing three areas of sustainability: environmental, economic and social. Put those goal into clear and concise metrics for the project team. Identify green building materials sourced from renewable sources and incorporate them into the design, leading to reduced pollution and waste. These principals of sustainability also apply to site development and landscaping and considering the site's biodiversity and existing natural features. Other measurable goals should include: building quality, durable structure; reducing and recycling construction and demolition waste; insulating well and ventilating appropriately.

With the ever-changing challenges the construction industry is facing with the current supply chain, the project team must work together from the very start of a project to implement products or techniques, that may stray away from traditional means of construction. Identifying products that are available and align with the project schedule requires a constant effort in a changing environment. Architects, engineers and contractors have demonstrated innovative ideas in design and constructability in the last two years that moved the needle on how to construct and design facilities. Engagement with new, and different manufacturers and suppliers has also demonstrated that applying the construction problem solving mentality to new materials and supply sources creates opportunity.

GREEN/SUSTAINABILITY

The Anser team believes that we all play a role in preserving the environment and the communities we serve by approaching our work through the lens of sustainability to achieve both our goals and our clients' goals. We engage the best minds from every field to develop intelligent processes that are dynamic, innovative, and efficient, and support each member of the Anser team to serve as stewards of our commitment to sustainability both in our daily internal practices and on our projects, from concept to closeout.

The Anser team has capital project experience and expertise in areas that go beyond what may be anticipated on your planned project, and can bring added value to the owners with whom we partner. Should the need arise, Anser's over 60-person Energy Division can join our proposed project team to assist clients with energy efficiency and savings strategies. As the demand for clean electric power generation and transportation becomes more of a reality through regulatory reform, legislation, and technology advancements, we are working side-by-side with our utility clients and public agencies to create a future that reduces greenhouse gas emissions, increases resiliency and promotes the sustainability of a healthy environment. We understand that this will not happen overnight, so we are prepared to navigate our clients through these dynamic industry changes, including: development and advancements in distributed energy resources (DER), distribution automation, energy storage, energy efficiency, microgrids, transportation electrification, and others to support the grid of the future.

We have the technical expertise and execution capabilities to provide tailored solutions and staff augmentation capabilities to support our clients changing needs. We pride ourselves on providing the right people at the right time.

ENERGY EFFICIENCY EXPERIENCE

The Anser team has extensive experience working on projects designed for energy efficiency and sustainability and working with the LEED rating system. Our team of professionals were developing sustainable buildings that required 20-30% less energy to operate and produced reduced green-house emissions long before the establishment of the U.S. Green Building standards of LEED certification. Most public projects that the Anser provides services for are targeted to achieve at least LEED silver rating standards or greater, although we often work with institutions that follow the LEED rating guidelines and elect to not certify or use alternate rating systems such as WELL Building Standard.

We believe that sustainable development is a critical component to managing operating costs and creating a healthy indoor environment for all occupants. We are adept at developing strategies that are cost-efficient and incorporate sustainable elements into buildings for lower energy costs, ensuring healthier occupants and a healthier planet. Our staff are active participants with the U.S. Green Building Council and regularly serve as LEED Accredited Professionals to best service the needs of our projects. We prepare life cycle cost analyses, make systems and materials recommendations, assist in related grant applications, and track documentation for certification. We are experienced using the LEED rating system for campus development and construction projects.

A selection of Anser's LEED certified projects for local Colorado clients includes the following:

- Sargent Schools – replacement facility – Gold
- Center Consolidated Schools – replacement facility – Gold
- Salida School District – replacement ES & HS – Gold
- Monta Vista Schools – replacement facilities ES & HS - Gold
- Akron School District – replacement facility – Gold



- Big Sandy School District – replacement facility – Gold
- Limon School District – replacement facility – Gold
- Pikes Peak BOCES School of Excellence – Gold
- Canon City Schools – replacement facilities ES & MS – Silver
- YMCA of the Rockies – campus renovation – Certified LEED (*pictured previous page*)

A selection of Anser's LEED certified projects for clients across the country includes the following:

- University of California (UC) Riverside Multi-Interdisciplinary Research Building 1, Riverside, CA - LEED Platinum
- UC Riverside Student Success Center, Riverside, CA - LEED Gold (*pictured right*)
- California Institute of Regenerative Medicine, Orange County, CA - LEED Platinum
- UC Irvine Humanities Gateway, Irvine, CA - LEED Platinum
- UC Irvine Medical Education Building, Irvine, CA - LEED Platinum
- UC Irvine Engineering Hall, Irvine, CA - LEED Platinum
- UC Irvine Contemporary Arts Center, Irvine, CA - LEED Platinum
- UC Irvine Biological Sciences II, Irvine, CA - LEED Platinum
- UC Irvine Social and Behavioral Sciences Gateway, Irvine, CA - LEED Platinum
- UC Irvine Medical Center Clinical Laboratory Building, Irvine, CA - LEED Gold
- Sue & Bill Gross Hall, a CIRM Institute, Irvine, CA - LEED Platinum
- Gavin Herbert Eye Institute, Ambulatory Surgery and Clinical Services, Orange County, CA - LEED Platinum
- Ocean County College, New Gateway Academic Building, Toms River, NJ – LEED Silver, incorporated Geothermal Heating and Cooling
- Ocean County College, Fine Arts, Cultural Center and Theater (Phases 1 & 2), Toms River, NJ – LEED Silver
- Ocean County College, New Student Center, Toms River, NJ – LEED Silver
- Ramapo College of New Jersey, G-Wing Science and Nursing Building, Mahwah, NJ – LEED Silver
- Rowan University South Jersey, Technology Park, Glassboro, NJ - LEED Silver



ATTACHMENTS

2023 BILLING RATES

Senior Project Director	\$ 185.00/hour
Project Director	\$ 145.00/hour
Senior Project Manager	\$ 140.00/hour
Project Manager II	\$ 120.00/hour
Project Manager I	\$ 115.00/hour
Assistant Project Manager	\$ 95.00/hour
Contract Administrator	\$ 93.00/hour
Project Technician	\$ 78.50/hour
Drafting	\$ 72.00/hour
Secretarial	\$ 52.50/hour
Air Monitoring Technician	\$ 800.00/10 hour day
AMS Tech Weekend/2 nd shift	\$ 850.00/10 hour day
PCM Analysis – Rush	\$14.95/sample
After hours additional fee	\$11.50/sample
PLM Analysis – Rush	\$ 18.40/sample
PLM Analysis – Priority	\$11.50/sample
PLM Analysis – Standard	\$ 9.20/sample
PLM Point Count – Priority	\$ 20.70/sample
TEM Analysis – Rush	\$ 103.50/sample
After hours additional fee	\$ 28.75/sample
Mileage to and from project sites	IRS approved mileage rate/year \$ 0.625/mile for 2022



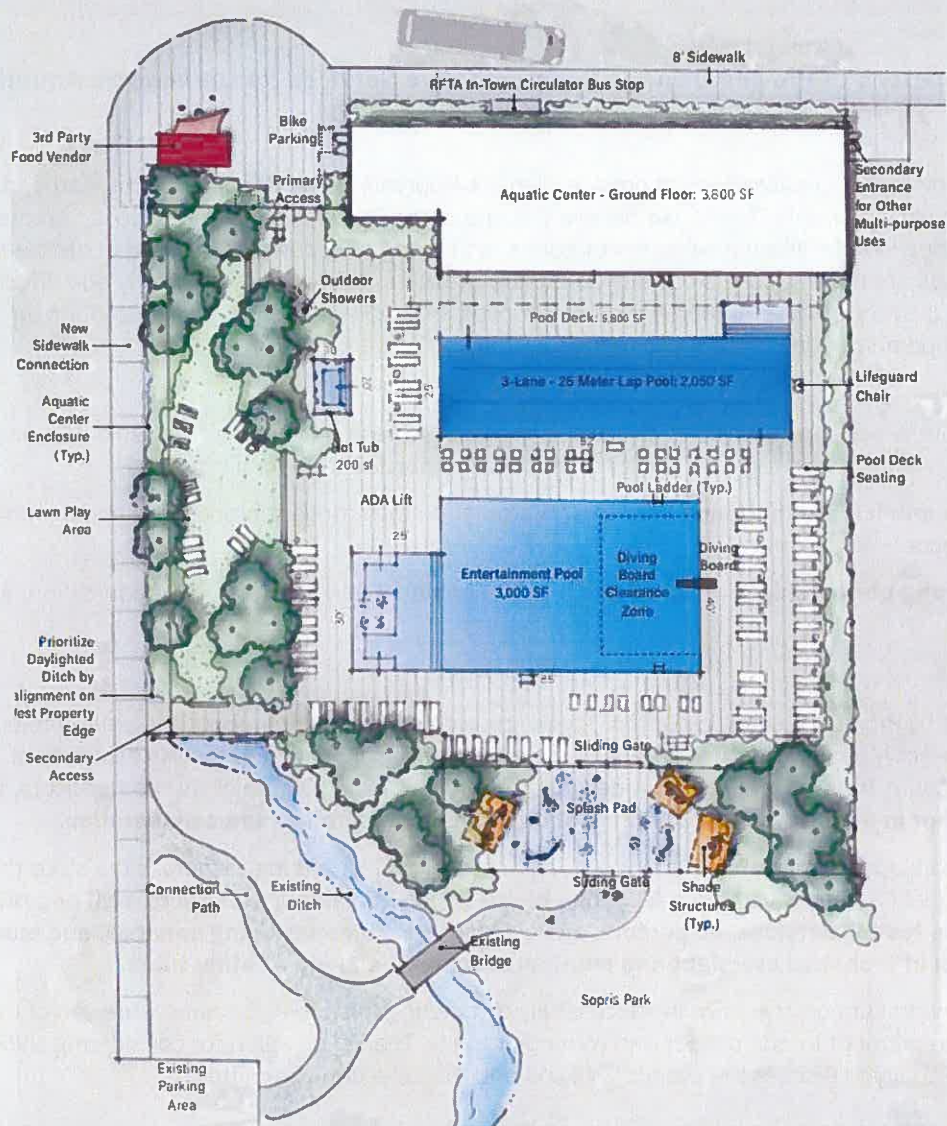
ANSER

ADVISORY

Anser Advisory Management, LLC
601 Gyr Falcon Ct., Unit A, Windsor, Colorado 80550
(970) 686-5695 | travis.guerette@anseradvisory.com

Name of Owner's Representative or Firm: E. NV5, Inc.**Evaluation Criteria****Scoring Matrix**

This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	



STATEMENT OF QUALIFICATIONS

Submitted by NV5

2420 W. 26th Avenue, Suite D-360, Denver, CO 80211

Town of Carbondale

Owner's Representative Services for Carbondale Aquatics Center
December 2, 2022



December 2, 2022

Attn: Eric Brendlinger, Parks & Recreation Director
Town of Carbondale
511 Colorado Avenue
Carbondale, CO 81623

SUBJECT: Qualifications to Provide Owner's Representative Services for Carbondale Aquatics Center

Dear Mr. Brendlinger,

NV5 is excited to provide our qualifications to provide Owner's Representative Services for the Carbondale Aquatics Center Project for the Town of Carbondale (Town). We believe the role of the Owner's Representative is to represent the Owner's interests by minimizing risk, facilitating solutions to issues, and being a responsible steward of allocated resources. Capital projects funds are a rarity, so it is our duty to ensure these funds are spent efficiently and effectively. Our team has had the privilege of providing Owner's Representative services for municipalities and organizations throughout Colorado and the Western Slope and we look forward to this opportunity to serve the Town.

Why NV5?

- In addition to our experienced Project Managers, our proposed team includes a Mechanical Engineer / Commissioning Agent, which together brings **unmatched expertise** to the project.
- With **extensive municipal experience**, we are accustomed to the stringent procedures and documentation needed for public projects.
- We foster a **strong partnership** with our clients and stakeholders, built on trust, communication, and a commitment to success.

Our Team

Our team will be led by Project Director Joy Griffin. Joy will provide oversight throughout the entire project and will be supported by Project Manager Heather Greene and a team specifically selected for this assignment. Additionally, Managing Director Adam Trumbour, PE will provide QA/QC oversight. **Unlike some of our competitors, all of these team members sit together in our Denver office, which facilitates communication and collaboration.**

In addition to the proposed team, NV5 maintains a deep bench of project managers across the state that can be engaged should the Town request additional support. **NV5 also has in-house landscape architects, civil and MEP engineers, surveyors, materials testing services, inspectors, energy auditors, commissioning services, and much more, to allow us to provide a level of technical oversight and detail that cannot be found at other firms.**

We would be honored to support the Town in successfully completing this project. I can assure you of our capacity to support, and our commitment to, the project and your community. Thank you again for considering NV5 and we look forward to the opportunity to discuss the project with you and the selection committee.

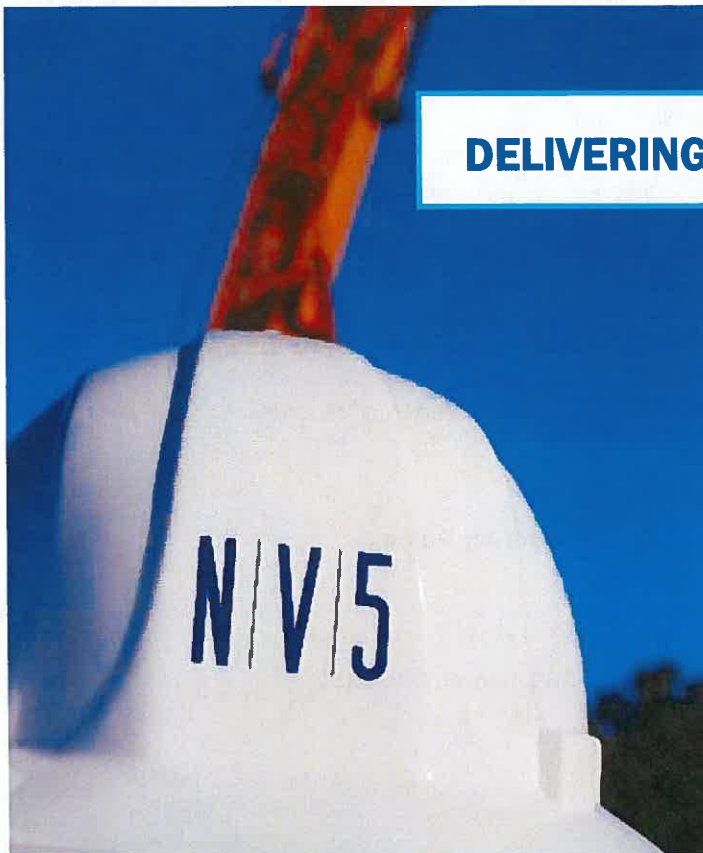
Sincerely,
NV5, Inc.


Adam Trumbour, PE
Managing Director

Mobile: 508.740.7017 | Email: Adam.Trumbour@NV5.com

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**DELIVERING SOLUTIONS — IMPROVING LIVES**

NV5 provides engineering and consulting services to public and private sectors, delivering solutions that help our clients plan, design, build, test, certify, and operate projects that improve the communities where we live and work. As engineers, construction/program managers, commissioning authorities, and environmental professionals, we play a significant role in shaping our communities through the services we provide. NV5 takes pride in helping our clients develop and deliver cost-effective, sustainable projects that improve lives and deliver solutions.

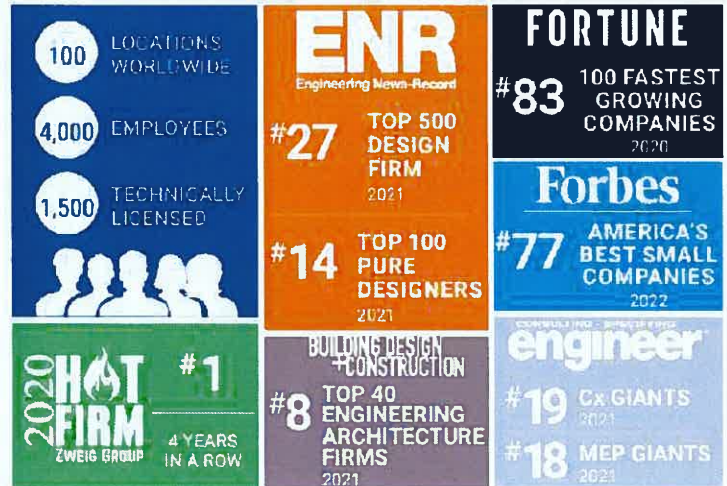
A. EXPERIENCE

FIRM PROFILE

NV5 is a leading provider of professional and technical engineering and consulting solutions for public and private sector clients in the infrastructure, construction, real estate, and environmental markets. The company primarily focuses on six business verticals: Construction Quality Assurance (Materials Testing and Inspection), Energy, Environmental, Infrastructure, Geospatial, and **Program Management**.

LOCAL PROJECT MANAGEMENT TEAM

NV5 has provided planning and construction services for over 70 years. Our Colorado team is based out of an office in downtown Denver and has extensive Rocky Mountain Owner's Representative experience since the office was opened in 2013. With a staff of more than 4,000 and 100+ offices nationwide and abroad, NV5 is able to provide services supporting all aspects of a project's life cycle from conceptual or preliminary design through facility operations. Our services are based on the core principles of **efficiency, transparency and client-centered services**, in which innovation, creativity and entrepreneurial initiative are encouraged. We pride ourselves on maintaining the personal feel of working with a small company while having the stability and backbone of a national firm.



OUR PHILOSOPHY

- We **LISTEN** first, executing this project in alignment with your philosophies, not our own pre-set agenda
- Our **"WHATEVER IT TAKES"** mentality is contagious and invigorating
- We focus on **EFFICIENCY** for ourselves and the entire team – this translates into cost savings for our Clients
- We foster a strong team approach, focusing on creativity, collaboration, and high levels of **QUALITY** throughout the project
- Designers and Constructors like working with us because they know we are **FIRM, BUT FAIR** and that we plan projects well so that they can be efficient in their efforts as well
- We treat every dollar as if it was our own, and recognize the **IMPORTANCE OF TRANSPARENCY** and the need to be good stewards of our Client's money
- We have a great relationship with municipalities, founded in **TRUST**, and a proven track record



PRIMARY CONTACT

Your primary contact will be **Project Director Joy Griffin**.

Phone: 303.993.9001

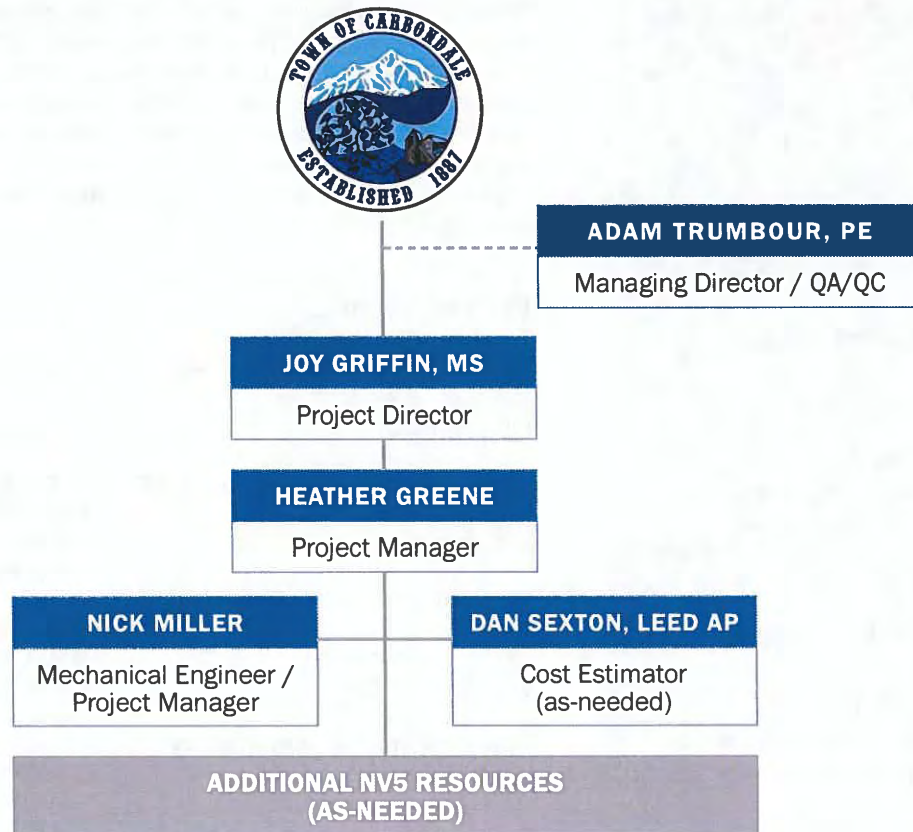
Email: Joy.Griffin@NV5.com

Address: 2420 W. 26th Avenue, Suite D-360, Denver, CO 80211

A. EXPERIENCE

ORGANIZATIONAL CHART

Our team as shown below has immediate availability and similar project experience. Our team's roles and reporting responsibilities, including lines of authority, are indicated in the chart below. Each person on our proposed team is confident and capable in their ability to carry out the functions of their role, and as a collective we can successfully provide the services requested by the Town. Resumes for the proposed team can be found on the following pages.



PROJECT MANAGEMENT PLAN

NV5 proposes Joy Griffin as the lead Project Director for the Carbondale Aquatic Center design and construction. Joy is an experienced project director and construction manager, with significant municipal experience. Joy is affiliated with the USGBC and is currently in the process of obtaining her LEED Green Associate credentials.

Joy will be assisted by NV5 Project Manager Heather Greene, who has extensive Design-Build LEED project experience including LEED Gold and LEED Platinum projects. Heather will run the day to day tasks including developing project schedules, budgets, cash flow analysis, design management and constructibility, value engineering, procurement and permitting.

As needed, Nick Miller will provide energy efficient mechanical engineering and HVAC recommendations. Nick Miller has experience working on pools and aquatic centers and is included on the team as design support for the Project Management team. Together, our team will provide a cohesive team with a range of project management experience, LEED project experience, and mechanical and HVAC design support, in addition to estimating support provided by our in-house Senior Cost Estimator Dan Sexton, LEED AP.

A. EXPERIENCE

**PROGRAM MANAGEMENT**

Adam.Trumbour@nv5.com
303.220.6486

EDUCATION

Bachelor of Architectural
Engineering, Construction
Management, Pennsylvania State
University

EXPERIENCE

12 years

REGISTRATIONS

Registered Professional Engineer
in Colorado, Massachusetts,
Texas

ADAM TRUMBOUR, PE**Managing Director / Principal in Charge**

Adam has 12 years' of experience in construction management, engineering project management, and electrical engineering design. He leverages diverse technical expertise and a passion for interpersonal skills to bring projects to successful completion. Adam is experienced in a diversity of projects, from city park projects to complex healthcare facilities. His goal is to make sure his clients never have to worry about their projects. With a strong background in building design, contractor procurement, and construction quality control, Adam brings a keen eye to the lifecycle of construction projects. Outside of work, Adam is an avid runner, skier, rower, and enjoys learning new languages.

Project Experience
ELIZABETH RECREATIONAL TRAIL
TOWN OF ELIZABETH

Elizabeth, CO

PARKS, FLEET & STORES BUILDING
CITY OF ARVADA

Arvada, CO

FACILITIES PROJECT MANAGEMENT
SUPPORT

CITY OF WESTMINSTER
Westminster, CO

NEW INPATIENT & AMBULATORY
WING

MT. SAN RAFAEL HOSPITAL
Trinidad, CO

CENTRAL UTILITY PLANT OVERHAUL
MT. SAN RAFAEL HOSPITAL

Trinidad, CO

WAITT'S MOUNT PARK
CITY OF MALDEN

Malden, MA

LINDEN VICTORY DELTA PARK
CITY OF MALDEN

Malden, MA

MCNALLY PARK IMPROVEMENTS
CITY OF MEDFORD

Medford, MA

SITE IMPROVEMENTS
RHODE ISLAND COLLEGE

Providence, RI

SADDLEBACK RANCH
REDEVELOPMENT
MODERN ELDER ACADEMY
Santa Fe, NM

NEW ACUTE CARE HOSPITAL AND
MEDICAL OFFICE BUILDING
PROSSER MEMORIAL HEALTH
Prosser, WA

LIBRARY AND DORM RENOVATIONS
TRINIDAD STATE COLLEGE
Trinidad, CO

CLIPPERSHIP PARK
CITY OF MEDFORD
Medford, MA

MILLER PARK & SKATEPARK
CITY OF MALDEN
Malden, MA

4MW SOLAR PV SYSTEM
TOSHIBA/VIRGIN ISLANDS POWER AND
WATER AUTHORITY
St. Croix, USVI

A. EXPERIENCE

**PROGRAM MANAGEMENT**

Joy.Griffin@NV5.com

303.220.6400

EDUCATIONM.S., Education Administration,
University of the SouthwestB.A. Psychology/Business Law,
Samford University**EXPERIENCE**

15 years

LICENSES/REGISTRATIONS

LEED GA Candidate, USGBC

Licensed Professional Counselor
(LPC), DORA**AFFILIATIONS**Construction Management
Association of America (CMAA)U.S. Green Building Council
(USGBC)Commercial Real Estate Women
(CREW)**JOY GRIFFIN, MS****Project Director**

Joy has more than 15 years' of providing collaborative project management, with experience in educational, retail, commercial, healthcare, office, and mixed-use projects nationwide. Specializing in owner's representation has allowed Joy to support and advise owners to ensure their project needs are met. She serves as a liaison and ensures the owner's best interests are carried out. A dedicated and proactive leader, with strong communication skills, Joy has a firm commitment to implementing high-quality strategic projects. She demonstrates leadership skills with ability and willingness to face challenges, solve problems, and motivate others, while maintaining effective relationships with clients by meeting or exceeding their expectations.

Project Experience**RECREATION CENTER RENOVATIONS**

TOWN OF SILVERTHORNE | SILVERTHORNE, CO

Joy is currently directing the program management for this municipal project supporting the Town of Silverthorne as it undertakes the largest capital improvement project since the recreational facility was constructed in 1995. The project specifications include various modifications and additions including the reconfiguration of the reception area, renovation of current locker/changing rooms, addition of gender neutral and private locker/changing rooms, renovation of the basketball court and surrounding areas, in addition to numerous additional facility projects. The recreation center is being reconfigured and upgraded to provide more capacity, security, comfort, and functionality to the Town's residents and visitors.

2018 DISTRICT-WIDE BOND PROGRAM**8 RENOVATIONS, 2 ADDITIONS, 2 NEW BUILD, PROGRAM SUPPORT**

DOUGLAS COUNTY SCHOOL DISTRICT | CASTLE ROCK, CO

As point person for this complex array of projects, Joy managed all aspects of each project including design for new builds, procurement of all contractors, critical path scheduling and effective cost control for each project. This extensive project management entailed detailed organization, collaboration with numerous stakeholders, daily communications, and site visits to ensure the overall success of each project.

CITY OF SANTA FE**ON-CALL PROJECT MANAGEMENT
CONTRACT (MULTIPLE PROJECTS)**

CITY OF SANTA FE

Santa Fe, NM

EARLY CHILDCARE FACILITY

CITY OF SILVERTHORNE

Silverthorne, CO

ENVIRONMENTAL SERVICES**DIVISION FLEET MAINTENANCE AND
ADMINISTRATION FACILITIES**

CITY OF SANTA FE

Santa Fe, NM

**ASPEN VIEW ACADEMY - (NEW
BUILD) CLASSROOM, GYMNASIUM
AND 2 PARKING LOTS**

DOUGLAS COUNTY SCHOOL DISTRICT

Castle Rock, CO

A. EXPERIENCE

**PROGRAM MANAGEMENT**

Heather.Greene@NV5.com
760.686.6079

EDUCATION

B.S., Civil Engineering, University
of California, Irvine

EXPERIENCE

9 years

CERTIFICATIONS

OSHA 30-Hour

AFFILIATIONS

Commercial Real Estate Women
(CREW)

HEATHER GREENE**Project Manager**

Heather is a driven and ambitious project manager with a proven history of building owner relationships and managing successful teams. She excels in establishing excellent communication practices during projects and leading teams during all stages of construction from the schematic design phase through closeout. Heather has been responsible for multiple \$200M+ LEED projects including ground-up construction and renovations to existing buildings.

Project Experience**COLORADO CONVENTION CENTER EXPANSION****DENVER, CO**

The \$212M expansion included a new 80,000 SF multi-purpose room and outdoor rooftop terrace with sweeping views of the city skyline and mountains as well as renovations to the building's lobby. The expansion will obtain a LEED Gold certificate and the building is one of the three largest LEED certified convention centers in the U.S. In addition to the building expansion, the project included site work upgrades to the existing perimeter sidewalk around the entire convention center property. The site work upgrades included repaving of existing asphalt and concrete drive lanes and sidewalks to meet ADA compliance, in addition to new landscaping and irrigation. The improvements will serve the needs of modern day convention-goers and differentiate the facility from others, ensuring it remains an attractive and global competitor. Heather was responsible for creating cost projections and cash flow forecasts for the project duration, leading office and field engineers

ON-CALL PROJECT MANAGEMENT SERVICES

METROPOLITAN STATE UNIVERSITY OF DENVER
Denver, CO

IRVINE MESA COURT DORMS

UNIVERSITY OF CALIFORNIA, IRVINE
Irvine, CA

IRVINE MIDDLE EARTH DORMS

UNIVERSITY OF CALIFORNIA, IRVINE
Irvine, CA

VENICE HIGH SCHOOL

LOS ANGELES UNIFIED SCHOOL DISTRICT
Venice, CA

MULTIDISCIPLINARY RESEARCH BUILDING

UNIVERSITY OF CALIFORNIA, RIVERSIDE
Riverside, CA

MULTIPLE SUBSTATION PROJECTS

SOUTHERN CALIFORNIA EDISON
Pomona, CA

CALTECH CHEN NEUROSCIENCE RESEARCH BUILDING

CALIFORNIA INSTITUTE OF TECHNOLOGY
Pasadena, CA

A. EXPERIENCE

**COMMISSIONING**

Nicholas.Miller@NV5.com
682.276.2706

EDUCATION

BS, Mechanical Engineering
Technology,
University of North Texas

BA, Economics,
University of North Texas

EXPERIENCE

14 years

REGISTRATION

Certified Commissioning
Professional, Building
Commissioning Association

NICHOLAS MILLER, CCP

Mechanical Engineer

Nicholas has 11 years of mechanical commissioning for new and existing facilities, including mechanical engineering design and energy solutions experience. His systems expertise includes mechanical, HVAC, and building automation/control systems.

Nicholas' project tenure includes commercial facilities designed for public access and mass occupancy, airports, conference facilities, administrative centers, and campus environments. His proficiency includes coordinating with project stakeholders, including, but not limited to, the design team, general contractors, client and/or program representatives, and project owners.

Nicholas brings knowledge of energy management principles, including operations planning for energy and water systems plus implementation of conservation strategies.

Project Experience

**NORTHEAST CAMPUS HEALTH &
PHYSICAL EDUCATION RECREATION
CENTER AND POOL
TARRANT COUNTY COLLEGE**
COMMISSIONING - MECHANICAL
ENGINEER
Fort Worth, TX

**NEW CENTRAL LIBRARY
CITY OF AUSTIN**
COMMISSIONING - MECHANICAL
COMMISSIONING SPECIALIST
Austin, TX

**HAYS COUNTY GOVERNMENT
CENTER**
COMMISSIONING - MECHANICAL
COMMISSIONING AGENT
San Marcos, TX

**FIRE STATION NO. 2
CITY OF DENTON**
COMMISSIONING AGENT
Denton, TX

**10 BUILDINGS
DEPARTMENT OF THE AIR FORCE**
COMMISSIONING AGENT
Fort Worth, TX

**SE CAMPUS NEW WING
TARRANT COUNTY COLLEGE**
COMMISSIONING - MECHANICAL
ENGINEER
Fort Worth, TX

**NORTHEAST CAMPUS BOOKSTORE
RENOVATION
TARRANT COUNTY COLLEGE**
COMMISSIONING - MECHANICAL
ENGINEER
Fort Worth, TX

**SOUTH CAMPUS SSCI BUILDING
RENOVATIONS
TARRANT COUNTY COLLEGE**
COMMISSIONING - MECHANICAL
ENGINEER
Fort Worth, TX

**SOUTHEAST CAMPUS
CHILLER ADDITION & BOILER
IMPROVEMENTS
TARRANT COUNTY COLLEGE**
COMMISSIONING - MECHANICAL
ENGINEER
Fort Worth, TX

A. EXPERIENCE

**PROGRAM MANAGEMENT**

Dan.Sexton@NV5.com
216.239.1337

EDUCATION

B.S., Civil Engineering, University
of Hartford, CT

EXPERIENCE

25+ years

CERTIFICATIONS

LEED® AP

DAN SEXTON, LEED® AP**Senior Cost Estimator**

Dan is a Senior Estimator with 25 years of cost estimating and project management experience in a wide range of public and private market sectors, inclusive of municipal, recreation, office, retail, and mixed-use. Dan's strengths include development of accurate and thorough estimates, organization of cost information for expedient analysis and decision making, and maintenance of project cost certainty throughout preconstruction. In 2021 he was responsible for preconstruction management and estimating of projects with a total value of \$225 million.

Project Experience**MONTCLAIR RECREATION CENTER**

CITY AND COUNTY OF DENVER

Denver, CO

RUBY HILL PARK PHASE III IMPROVEMENTS

CITY AND COUNTY OF DENVER

Denver, CO

VETERANS PARK IMPROVEMENTS – SPORTS PARK

CITY OF IMPERIAL BEACH

Imperial Beach, CA

SMITH ROAD MAINTENANCE FACILITY

CITY AND COUNTY OF DENVER

Denver, CO

TENNIS CENTER

SOUTHWESTERN COLLEGE

Chula Vista, CA

IDIQ COST CONSULTING SERVICES

COLORADO DEPARTMENT OF
TRANSPORTATION

Denver, CO

ENVIRONMENTAL SERVICES FLEET MAINTENANCE BUILDING

CITY OF SANTA FE

Santa Fe, NM

ORHC TURNTABLE PROJECT

OREGON RAIL HERITAGE FOUNDATION

Portland, OR

NORTH OLMSTED ICE ARENA IMPROVEMENTS

CITY OF NORTH OLMSTED

North Olmsted, OH

CROSSROADS BUILDING RENOVATION

CITY AND COUNTY OF DENVER

Denver, CO

FACILITY CONDITION ASSESSMENTS

CITY AND COUNTY OF DENVER

Denver, CO

BROOKLYN CITY CENTER

CITY OF BROOKLYN

Brooklyn, OH

TRI-C INFRASTRUCTURE MAINTENANCE

CUYAHOGA COMMUNITY COLLEGE

Cleveland, OH

LIVING WISDOM VILLAGE

CRESTONE PEAK COMMUNITY
HOUSING

Crestone, CO

A. EXPERIENCE



EAGLE RIVER PARK

EAGLE, CO | TOWN OF EAGLE

NV5 provided Owner's Representative services for the new Eagle River Park which was conducted in two phases. NV5 was responsible for management and oversight of the project. The construction phase included cost and schedule management, oversight of procurements, navigating federal permit processes, and construction oversight.

The construction of the park included two sub-projects: a white water park and a new Upland Park immediately adjacent to the water park. The white water park includes four new white water features and diversion structures. The Upland Park includes a restroom facility, fire pits, new utilities, paths, and revegetation. This park will also partially accommodate the Eagle County Fair and Rodeo.

PROJECT SIZE: 4.3 ACRES
 PROGRAM VALUE: \$5.9M
 YEAR COMPLETED: 2022



A. EXPERIENCE

**CAPITAL PROGRAM – PROJECT MANAGEMENT SERVICES**

WESTMINSTER, CO | CITY OF WESTMINSTER

NV5 was retained by the City of Westminster for an extended on-call contract for project management services. NV5 was responsible for managing various capital improvement projects throughout the City. The scope of work included procurement at various levels depending on City requirements, contract preparation/administration, construction monitoring, general contractor selection and contract negotiation, preparation of monthly budget and construction status reports, schedule preparation and management, compilation and review of consultant and/or contractor invoices, monthly draw requests and closeout review. NV5 provided project management services for the following projects:

- Fire Station 1 Sewer Replacement
- Fire Stations 4 & 6 Full Restroom Renovations
- Fire Station 4 HVAC Installation in equipment room
- Fire Training Tower Investigation
- City Hall Renovation
- Municipal Facilities Slab and Utility Replacements
- Legacy Ridge Golf Course Clubhouse Improvements
- City Park Recreation Center Skylight Replacement
- West View Recreation Center Boiler-room Upgrades
- Heritage Golf Course Clubhouse Fire Sprinkler Improvements
- PR&L Greenhouse Expansion
- Big Dry Creek Storage Building - New Heating System
- Courthouse Building Bullet Proof Glass Installation
- City Park Recreation Center Complex - Masonry Expansion Joints replacement
- Westminster Sports Center Guards and Snow Fence Installation
- Fleet Shop Photoelectric Sensor (Door Safety) Installation
- Fleet Services Building Maintenance Sewer & Drain Upgrades

Notable Accomplishments

- Managed work in occupied facilities requiring good communication and safety protocols
- Provided continuity between City departments and facility personnel
- Managed first new build project for PR&L since 2005
- Evaluated bids for “best value”
- Provided solutions that will serve long term needs and met budget and schedule requirements

PROJECT SIZE: VARIOUS

PROGRAM VALUE: \$10K - \$2.5M

YEAR COMPLETED: 2018

A. EXPERIENCE



DEL MAR AQUATIC CENTER

AURORA, CO

NV5 served as the Owner's Representative for the renovation of one of Aurora's outdated public pool into the City's first aquatic park. The renovation included replacing the 50-year old pool and constructing:

- a new bathhouse;
- a new concession building;
- a 25-meter swimming pool including a diving well, zero entry and a six (6) lane lap pool;
- mechanical building;
- a flat pad water playground;
- a large water slide;
- several pre-manufactured shade shelters; and
- miscellaneous utilities, paving, fencing and furnishings.

The public pool is part of the 39.9-acre Del Mar Park that includes the Aurora Center for Active Adults.

Our team became involved with the project after the design was complete and the general contractor had been selected. NV5 seamlessly transitioned into a leadership role on the project with the rest of the project team to manage all aspects of the project.

PROJECT SIZE: 15,000 SF
PROGRAM VALUE: \$5.1M
YEAR COMPLETED: 2015



BRIGHTON OASIS FAMILY AQUATIC PARK

BRIGHTON, CO

Brighton Oasis Family Aquatic Park replaced an existing pool facility with an aquatic park that serves the needs of the community as well as acts as a regional attraction.

The park features two swimming pools, a bathhouse, and a second building for ticketing, staff and concessions. One pool is for leisure and recreational use with zero-depth entry, interactive water features for young children, and a zone designed for older youth that incorporates water basketball. The second pool is aimed at teens and adults and includes two water slides, a lazy river with wave machine and a deep-water area.

The waterslide feature offers both a body slide and inner tube slide from the same tower.

NV5 provided Project Management services from construction through to post-occupancy. NV5 worked with local land owners to negotiate easements and the community to address questions throughout the project.

PROJECT SIZE: 4.8 ACRES
PROGRAM VALUE: \$6M
YEAR COMPLETED: 2012

A. EXPERIENCE



EDGEWATER CIVIC CENTER

EDGEWATER, CO | CITY OF EDGEWATER

The new 55,000 SF Design-Build Civic Center building includes the Edgewater police department, city offices, council chambers, a gymnasium, large entry atrium, and a 10,000 SF tenant space for Jeffco libraries. 128 parking spaces, site work, and new utilities were also part of the program on a constrained site that occupies what used to be park space bordering the cities of Edgewater and Lakewood. The project was designed to achieve to a minimum LEED® Silver standard and while not certified, is under the rigorous Xcel design-assist program to target high-energy use savings.

NV5 provided Owner's Representation services to the City of Edgewater for this exciting project. With a challenging budget of approximately \$200/SF, NV5 was responsible for bridging documents, bid and contract review and negotiation, construction administration, design and construction oversight, Owner vendor procurement and management (including low voltage, security, IT, gym equipment, fitness equipment, signage and furniture). NV5 reported to the City Managers and Board on budget status, schedule and progress.



PROJECT SIZE: 55,000 SF
PROGRAM VALUE: \$12.6M
YEAR COMPLETED: 2018

A. EXPERIENCE

**CAPITAL PROGRAM – ON-CALL PROJECT MANAGEMENT SERVICES**

DENVER, CO | METROPOLITAN STATE UNIVERSITY OF DENVER

Metropolitan State University of Denver (MSU) has contracted with NV5 on two separate occasions to provide project management services as a staff augmentation for their facilities department. The goal was to complete a backlog of operations and maintenance projects, tenant improvement projects, and the closeout of a large educational building (Aerospace & Engineering Sciences) that had been largely abandoned by its project team. MSU relied on NV5 to act as its agent to reliably and successfully complete all projects in a timely manner, including the preconstruction plans such as budget and schedule. The NV5 team made it a priority to engage each stakeholder and minimize construction impacts on the occupied facilities.

NV5's services included procurement and coordination of contractor operations in a partially occupied building, design and construction team management, cost negotiations and construction oversight. As the client (MSU) is a public entity, NV5 ensured the projects followed the policies and procedures of the Colorado Office of the State Architect. The projects presented many significant challenges with complex programs, tight timelines, and multiple entities involved. Despite these complexities, NV5's project management team efficiently completed every project, with the AES building project a shining example—reducing the punch list from several hundred items to zero—and helped several departments accomplish their backlog of construction projects.

PROJECT SIZE: CAMPUS-WIDE

CONSTRUCTION COST: \$100K - \$44M

YEAR COMPLETED: 2018 - 2020; CURRENT ASSIGNMENT

A. EXPERIENCE

SUSTAINABILITY & “GREEN” CONSTRUCTION

NV5 has managed LEED® certified silver and gold projects, and we work closely with our Clients to incorporate highly sustainable concepts into additional projects not pursuing certification. Our list of LEED® Certified projects in Colorado currently includes:

- Aspen Community School Campus Expansion, Woody Creek, CO – LEED® Gold (certified 2017)
- Aspen Police Department, Aspen, CO – LEED® Gold (certified 2019)
- Creede K-12 School, Creede, CO – LEED® Gold (certified 2017)
- Denver Union Station Block A, Denver, CO – LEED® Silver (certified 2019)
- Denver Union Station North Office Building (IMA Building), Denver, CO – LEED® Gold (certified 2014)
- Ellicott Middle School, Ellicott, CO – LEED® Gold (certified 2015)
- Glenwood Springs Elementary School, Glenwood Springs, CO – LEED® Gold (certified 2018)
- Lake County High School Renovation & Addition, Leadville, CO – LEED® Gold (certified 2015)
- Moffat PK-12 Replacement School, Moffat, CO – LEED® Silver (certified 2019)
- West Vail Fire Station #3, Vail, CO – LEED® Gold (certified 2012)

Additionally, NV5 is a corporate member of the U.S. Green Building Council. Our in-house MEP and Energy and Sustainability engineering teams have designed more than 130 LEED® Certified buildings, including multiple net-zero facilities across the country. In the last year alone, our team designed two net-zero facilities for Toyota Motor Engineering and Manufacturing. Both were constructed from the ground up, and the York, Michigan facility was recently certified LEED® v4 Platinum. Their expertise in this area is available to our Clients as an additional design review resource.



North Shore Community College,
New Net-Zero Academic Building – Danvers, MA



Toyota Motor Engineering & Manufacturing,
New Net-Zero Office & Lab Facility – Georgetown, KY

B. REFERENCES

References		
Client	Contact / Title	Phone / Email
City of Westminster	Tom Ochtera, (Former) Energy and CIP Coordinator	P: 928.237.0974 E: tochter@cityofwestminster.us
Metro State University Denver	Sharon Lorince, Director of Operations and Maintenance & Interim co-Director of Planning, Design and Construction	P: 303.605.7321, E: slorince@msudenver.edu

“

As always, NV5 finished this job with all the zeal and attention to detail as one could possibly expect. Thanks for following up on all of the details and little coordination items. NV5 is a highly professional firm, and you did an especially good job on this project.

- Thomas Ochtera, Energy and CIP Coordinator
City of Westminster

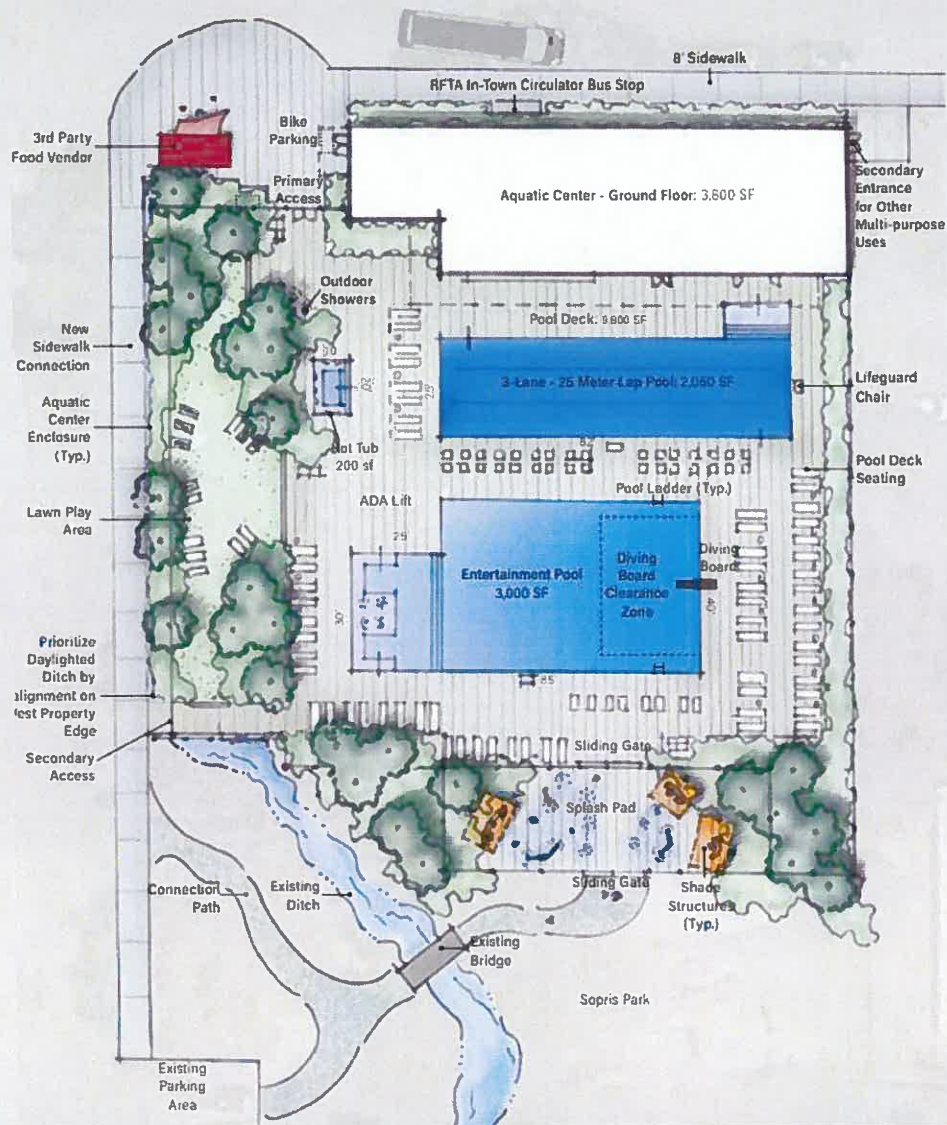


C. PRICE

At NV5 we strive to match the level of our service with the needs and means of our clients. We look forward to speaking directly with Town staff to identify exactly what staffing level is appropriate for the successful management and completion of the program and building a fee schedule to meet those needs.

Hourly Rates	
Role	Hourly Rate
Assistant Project Manager	\$105
Project Manager	\$140
Senior Cost Estimator	\$155
Project Director	\$185
Principal-In-Charge	\$210

Although we have included our hourly rates for the Project Director and Principle-In-Charge, those hours will not be charged to the Town of Carbondale.



Delivering Solutions
Improving Lives

Name of Owner's Representative or Firm: F. Dynamic Program Management

Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	



DYNAMIC
PROGRAM MANAGEMENT

OWNER'S REPRESENTATIVE SERVICES for the design & construction of the new **CABONDALE AQUATICS CENTER**



TOWN OF CARBONDALE

DECEMBER 2, 2022; 5:00 PM



LETTER OF INTEREST



Mr. Eric Brendlinger
Parks & Recreation Director
Town of Carbondale
511 Colorado Avenue
Carbondale, CO 81623

Dear Mr. Brendlinger and Selection Committee,

Dynamic Program Management (DPM) is pleased to submit our team's qualifications for Owner's Representative Services for the Town of Carbondale's ("Town") new Aquatics Center that will be located within Sopris Park. Our high-level understanding of your new Aquatics Center project comprises of:

- › Bath house with locker rooms, showers and bathrooms
- › Pool mechanical room and a control desk and administrative area for pool staff
- › Second-story multi-purpose flex space
- › Four-lane 25-meter lap pool
- › Entertainment pool with divind and/or slide well
- › Therapy pool hot tub
- › Lawn play area
- › Splash pad with shade structures
- › \$8M bond approved in April 2022 (Congratulations!!)
- › Masterplan and Conceptual Design Study carried out by DesignWorkshop
- › Design/Build Procurement

WHY US?

- › Specialist in Colorado Municipal projects in Mountain Communities
- › Our team members have managed dozens of public projects totaling over \$750M
- › Already part of the Roaring Fork Community
- › Rural mountain community expertise
- › Seasoned team of Project Managers who enjoy what they do
- › Expertise in facilitating community-based input for design
- › An array of energy efficient/high performance design projects

I will be your main point of contact from project kickoff through warranty. We have assembled a team of project management experts to support the efforts of the project: Reilly O'Brien, Josh Vogt, Todd Raper and myself. Our team has worked side-by-side for many years delivering publicly funded projects. We do not believe you could find a team with more experience in mountain municipal projects with the passion we will bring to your project. We will engage the community to prove the Town has employed the right process, has listened, and is being fiscally responsible in providing safe, healthy and modern facilities for the community.

The Town has an opportunity to deliver this project only once - and do it right. We want to be by your side as your trusted advisor to make this process go smoothly, be enjoyable, and leave the community with facilities in which they can be extremely proud.

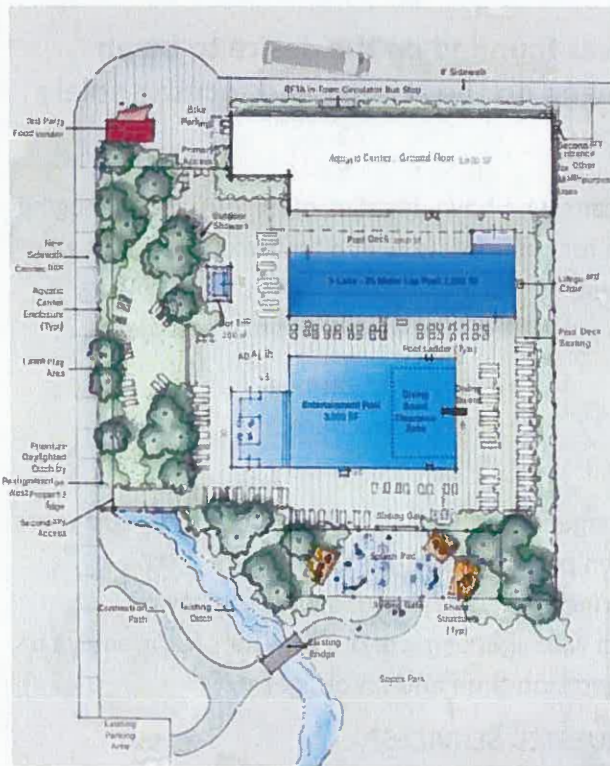
Sincerely,

Colleen Kaneda, Ph.D., PE, LEED® AP BD+C

Principal | **Dynamic Program Management**

P: 970.390.0312 | E: Colleen.Kaneda@Dynamiccpm.com

REFINED CONCEPTUAL PLAN



CHARRETTE SKETCH IDEAS

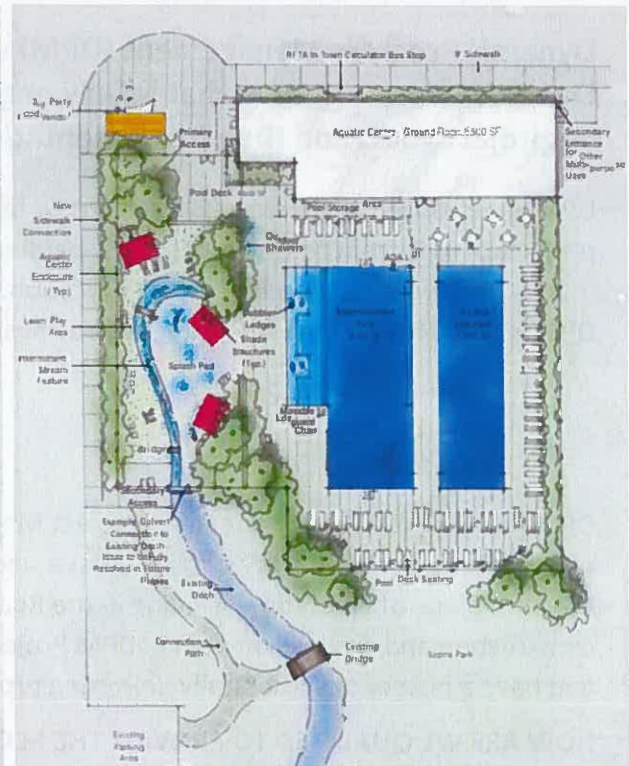


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7	Proposed Team
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APPENDIX

- › **Reference Letters**



FIRM OVERVIEW

Dynamic Program Management (DPM) was founded on the desire to be an Owner's Representative that is fully engaged on the ground and focused solely on project goals and their implementation.

DPM is comprised of construction industry veterans who have decades of experience managing projects in mountain communities and a passion for collaboration. We have experience in all market sectors but specialize in k-12 education, **municipal** and affordable housing projects. DPM is committed to the following five business principles in which we approach projects:

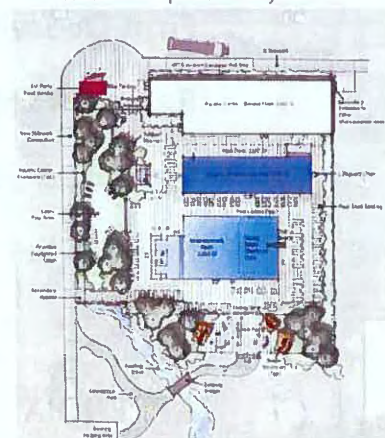
- › Creative Problem Solving
- › Team Building
- › Integrity
- › Love of Learning
- › Tenaciousness

DPM formed in 2019 with a team of Project Management experts that has more than 100 years of experience combined. We currently have seven project managers who all live on the Western Slope of Colorado, including in the Roaring Fork Valley, with a wide variety of construction and design experience. DPM Project Managers all worked together for many years and have a history of successfully delivering projects on time and on budget.

HOW ARE WE QUALIFIED TO PROVIDE THE REQUESTED SERVICES?

- › DPM staff, specifically the proposed team, has been **working in together for years** providing Owner's Representative/Project Management services on some of the most impactful recent projects in our region, **including in the Roaring Fork Valley.**
- › We have **in the past and are currently** providing Owner's Representative Services in Carbondale for **Roaring Fork School District** and **Carbondale Community School.**
- › **Our team resides locally** and has delivered over \$750M in projects in the Owner's Representative role, on the Western Slope of Colorado, for public clients.
- › Many of our projects have received **sustainability certifications** from nationally recognized programs.
- › Our team is **ready to hit the ground running.**
- › Almost 100% of our work is **serving public clients**; we understand the importance of **financial transparency.**
- › We have experience with **DOLA** and **GOCO grant funded** projects and can assist the Town in applying for further funding.
- › We have a track record of successfully guiding projects from inception to completion **on time, on budget with high quality.**

Carbondale Aquatic Facility Site Plan





RELEVANT EXPERIENCE

Our proposed team has deep experience providing Owner's Representative services for publicly funded projects in Colorado mountain communities. We are well versed and comfortable with transparency, community engagement and reporting to the Town Staff and Council. This team has the expertise and the passion to perform as the Town's trusted advisor to work through all phases of the project.

Mountain / Western Slope Municipal Project Experience

- › **City of Montrose, Montrose, CO**
Montrose Public Safety Complex
Amphitheater Improvement Project
Montrose City Hall Master Plan
- › **Lake County, Leadville, CO**
New Justice Center & County Offices
New Southern Fire Station
Fire Station #2 Financial Review
Jail Cell Renovation
Recreation Board Master Plan Volunteer
- › **Greater Eagle Fire Protection District, Eagle, CO**
Station #9 Remodel
- › **Town of Hayden**
Hayden Center Renovation
Hayden Co-working/Education Center (historic) Renovation
- › **Garfield County Libraries, Glenwood Springs, CO**
Glenwood Springs Branch Library*
- › **Town of Eagle, Eagle, CO**
Eagle River Kayak Park*
- › **Routt County / City of Steamboat Springs, Steamboat Springs, CO**
New Combined Law Enforcement Building*
- › **City of Aspen, Aspen, CO**
Affordable Housing Study*
Pedestrian Mall Improvements*
Wheeler Opera House Interior Renovations*
Child Center Feasibility Study*
- › **Town of Vail, Vail, CO**
Middle Creek Affordable Housing*
Vail Fire Station No. 3*
Vail Golf Clubhouse*
Ford Park Improvements Phases II & III*



RELEVANT EXPERIENCE

Aquatic Facility Project Experience

Our proposed team of experienced Project Managers have resided in Garfield, Eagle and Routt County for many years and have been fortunate to support local governments and school districts with various capital projects. While there have not been new aquatic center projects in our communities since the inception of DPM, our team has experience with projects including pool and spa components. Additionally, our team has provided Owner's Representative services on several school athletic field houses including locker rooms, restrooms and showers.

- › **Avon Recreation Center, Avon, CO**
*Recreation Center Reclamation Pool Heating project**
- › **Manor Vail Renovation & Addition, Vail, CO**
*Including exterior swimming pool & hot tub**
- › **Major Renovation, Lodge at Lionshead, Vail, CO**
*Including new pool & spa**
- › **Edgemont Building A, Atira Partnership, Steamboat Springs, CO**
*Including exterior pool & hot tub, retrofit matching in-ground hot tub installation**
- › **Renaissance Suites, White Lodging, Broomfield, CO**
*Including indoor pool & hot tubs**
- › **Private Residence, Bachelor Gulch, CO**
*New 13,000 SF home with geothermal heated pool & spa**
- › **Private Residence, Aspen, CO**
*New 11,000 SF home with double edge infinity pool, spa, sky mirror, steam showers & cold plunge**
- › **Grand Valley High School, Garfield County School District 16, Parachute, CO**
*Athletic Field House - stand-alone building that includes showers, locker rooms & administrative offices**
- › **Steamboat Springs High School, Steamboat Springs School District, Steamboat Springs, CO**
Field House & Gardner Field Renovation including multipurpose flexible space at the athletic facility & restrooms
- › **Grand Junction High School Replacement, Mesa County Valley School District 51, Grand Junction, CO**
Athletic Center includes multiple locker rooms, changing areas, flexible fitness space & athletic area restrooms
- › **Montrose Public Safety Complex, City of Montrose, Montrose, CO**
Included locker rooms, changing rooms, restrooms & police officer fitness flexible space
- › **Cadence Apartments, Zocalo Development, Denver, CO**
*Including stainless steel swimming pool & hot tub at 15th floor**



RELEVANT EXPERIENCE

Green Building Project Experience

We understand the Town of Carbondale is striving for net-zero energy use on new construction projects. DPM's Project Managers have experience with several high performing programs including Leadership in Energy and Environmental Design (LEED®), Colorado Collaborative for High Performance Schools (now called US-CHPS) Verified Leader and Green Globes.

The table below includes a list projects our team members have managed providing Owner's Representative services on that have received or are targeting certifications.

Project Name	Certification
Ridgway Elementary School	Green Globes, 3 Globes (targeting)
Lake County High School*	LEED® Gold
High Mountain Institute Campus	Net-zero (without certification – see profile)
Glenwood Springs Elementary School*	LEED® Gold
Aspen Community School*	LEED® Gold
De Beque Pk-12 School*	LEED® Gold
Columbine Middle School*	LEED® Silver
Orchard Mesa Middle School*	LEED® Silver
Animas High School	US-CHPS Verified Leader (targeting)
Hayden Pk-12 School*	US-CHPS Verified Leader
Lake County Elementary School	Green Globes, 3 Globes
North Routt Community Charter School	LEED® Platinum
Lake County Community Justice Center	Exploring Net-Zero, All-Electric Building (currently in design and energy modeling stages)

**Owner's Representative services provided by DPM staff while working together at a previous firm*



PROPOSED TEAM

We are proposing a focused team of expert Project Managers to assist the Parks & Recreation staff as your trusted advisor in managing the design and construction of the Carbondale Aquatics Center. DPM proposes a team structure in which all communication flows and is facilitated through our Project Director/ Principal-in-Charge, Colleen Kaneda.

Colleen Kaneda, PhD, PE, LEED® AP BD+C

P: 970.390.0312

E: Colleen.Kaneda@Dynamicpm.com

Years' Experience: 24

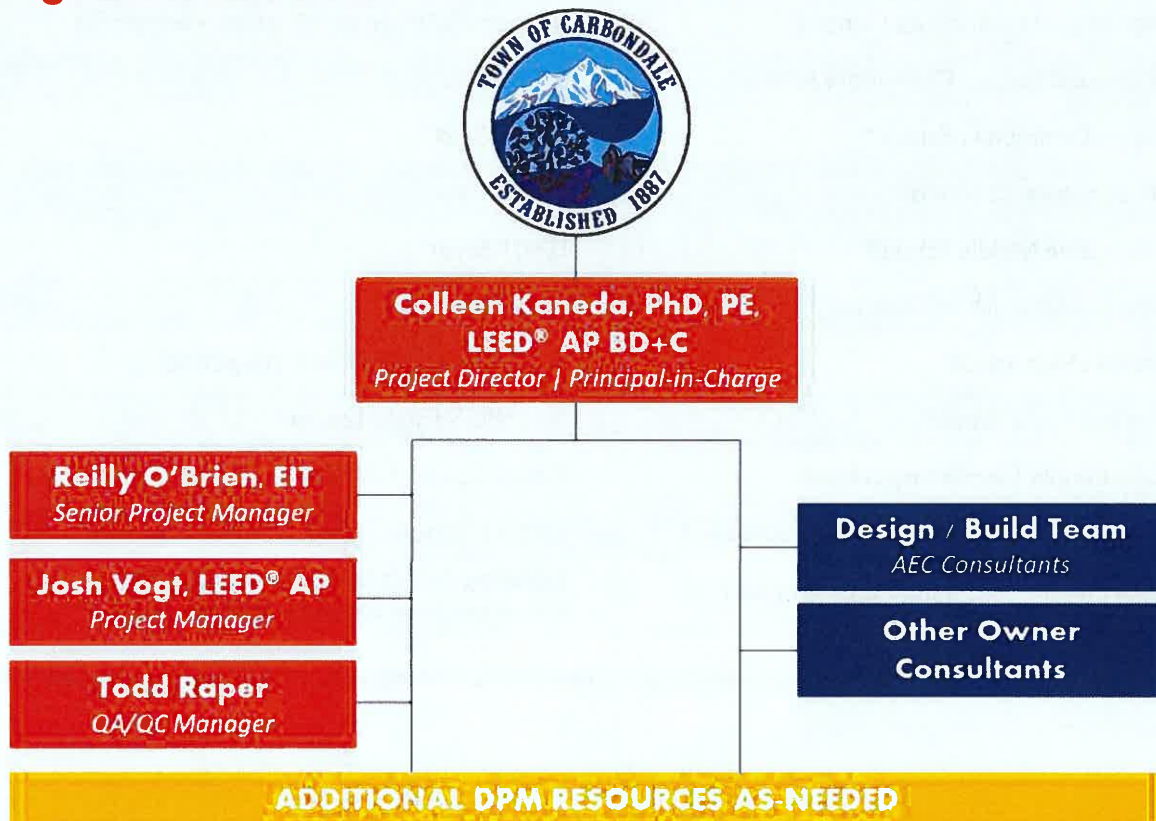
Supporting Team

Reilly O'Brien, EIT – Senior Project Manager

Josh Vogt, LEED® AP - Project Manager

Todd Raper, QA/QC Manager

Organizational Chart



Resumes

Please see the following pages for our proposed team's detailed resumes.



PROPOSED TEAM

Colleen Kaneda, Ph.D., P.E., LEED® AP BD+C

Principal-in-Charge

Colleen has **over 24 years** of industry experience as an Owner's Representative, General Contractor and Design Engineer. For the past 20 years, she has managed projects solely in Colorado mountain communities. She is passionate about delivering high quality publicly funded projects on time and on budget by leading the project professional teams from design through occupancy.

A longtime resident of **Eagle County**, in her free time Colleen enjoys skiing, soccer and camping with her husband and two sons.

RELEVANT PROJECT EXPERIENCE

- › Major Renovation (including **new pool & spa**), Lodge at Lionshead, Vail, CO
- › Private Residence (new 13,000 SF home with **geothermal headed pool & spa**), Bachelor Gulch, CO
- › Teacher Housing & Academic Center Expansion, High Mountain Institute, Leadville, CO **Net-zero w/o certification**
- › Staff Housing, Roaring Fork School District, **Carbondale**, CO
- › Grant Support, Carbondale Community School, **Carbondale**, CO
- › New Community Justice Center & County Offices, Lake County, Leadville, CO **Exploring Net-Zero, All Electric**
- › New Southern Fire Station, Lake County, Leadville, CO
- › New Public Safety Complex, City of Montrose, Montrose, CO
- › 2015 District-wide Bond Improvement Program, Roaring Fork School District, Basalt, **Carbondale**, & Glenwood Springs, CO (26 projects including **1 LEED® Gold**)
- › Columbine Middle School Replacement, Montrose County School District RE-1J, Montrose, CO **LEED® Silver**
- › Pk-12 Replacement School, Hayden School District, Hayden, CO **US-CHPS Verified Leader**
- › Ridgway Elementary School Renovation, Ridgway School District R-2, Ridgway, CO **Targeting Green Globes, 3 Globes**
- › Lake County High School Renovation & Addition, Lake County School District, Leadville, CO **LEED® Gold**
- › Aspen Community School Campus Redevelopment, Compass Lifelong Discovery, Woody Creek, CO **LEED® Gold**



EDUCATION

PhD, Civil Engineering,
University of Colorado
Boulder (CU Boulder)

MS, Civil Engineering,
CU Boulder

BS, Civil Engineering,
Bucknell University

REGISTRATIONS / CERTIFICATIONS

Prof. Engineer, CO

LEED® Accredited
Professional

OSHA 10-Hour
Certification

Certified Building
Analyst

AFFILIATIONS / ORGANIZATIONS / VOLUNTEER

Adjunct Professor,
Colorado Mountain
College

CU Construction
Engineering Advisory
Board



PROPOSED TEAM

Reilly O'Brien, EIT

Senior Project Manager

Reilly provides Owner's Representative/Project Management services for both renovations and new construction focusing on Pk-12 and **municipal** projects. With a **decade** of experience, he has worked for several seasoned Senior Project Managers and has implemented their best practices into his own working habits. Reilly learned an assortment of engineering software during his civil engineering master's program at CU Boulder and has been honing his skills with these programs. His software experience includes Microsoft Office Suite, Primavera P6, MS Project, GIS, @Risk, AutoCAD, MATLAB, Mathematica, and STELLA-Systems Modelling, R-Probability Analysis Software.

During his free time, Reilly takes advantage of the Colorado mountains from his home in **Glenwood Springs** by skiing, mountain biking, and backpacking as often as he can.

RELEVANT PROJECT EXPERIENCE

- › Teacher Housing & Academic Center Expansion, High Mountain Institute, Leadville, CO **Net-zero w/o certification**
- › Staff Housing, Roaring Fork School District, **Carbondale**, CO
- › Grant Support, Carbondale Community School, **Carbondale**, CO
- › New Public Safety Complex, City of Montrose, Montrose, CO
- › New Community Justice Center & County Offices, Lake County, Leadville, CO **Exploring Net-Zero, All Electric**
- › New Southern Fire Station, Lake County, Leadville, CO
- › Carbondale Middle School Renovation, Roaring Fork School District, **Carbondale**, CO
- › Carbondale Elementary School & Red Brick Renovation, Roaring Fork School District, **Carbondale**, CO
- › Roaring Fork High School Improvements, Roaring Fork School District, **Carbondale**, CO
- › Pk-12 Replacement School, Hayden School District, Hayden, CO **US-CHPS Verified Leader**
- › Ridgway Elementary School Renovation, Ridgway School District R-2, Ridgway, CO **Targeting Green Globes, 3 Globes**
- › Lake County Elementary Pk-2 Replacement School, Lake County School District, Leadville, CO **Green Globes, 3 Globes**



EDUCATION

MS, Civil Engineering,
University of Colorado
Boulder (CU Boulder)

BS, Civil Engineering,
CU Boulder

REGISTRATIONS / CERTIFICATIONS

Certified Engineer in
Training, Colorado

OSHA 10-hour
Certification

EXPERTISE

Program Budget
Management

Program Schedule
Management

Strong
Communication Skills
with all Stakeholders

Roaring Fork Valley
Project Experience



PROPOSED TEAM

Josh Vogt, LEED® AP

Project Manager

Josh has **16 years** experience initially as a Construction Superintendent on the new Battle Mountain High School and new Roaring Fork High School prior to becoming an Owner's Representative. Most of Josh's career has been focused on public projects on the western slope and mountain communities.

In his free time he enjoys ski touring from his home in **Marble**, hunting, remodeling homes and vans, volunteering for mountain rescue and reading non-fiction.

RELEVANT PROJECT EXPERIENCE

- › Private Residence (new 11,000 SF home with **double edge infinity pool, spa, sky mirror, steam showers and cold plunge**), Aspen, CO
- › Staff Housing, Roaring Fork School District, **Carbondale**, CO
- › Bridges High School Renovation, Roaring Fork School District, **Carbondale**, CO
- › District Administration Renovation, Roaring Fork School District, **Carbondale**, CO
- › Basalt High School Renovation, Roaring Fork School District, Basalt, CO
- › Roaring Fork High School, Roaring Fork School District, **Carbondale**, CO
- › Columbine Middle School Replacement, Montrose County School District RE-1J, Montrose, CO **LEED® Silver**
- › Pk-12 Replacement School, Hayden School District, Hayden, CO **US-CHPS Verified Leader**
- › Rifle Library & District Administration Offices, Garfield County Library District, Rifle, CO
- › Pioneers Medical Center Expansion, Meeker, CO
- › Battle Mountain High School, Eagle County School District, Edwards, CO
- › Natrona County High School Addition & Renovation, Natrona County School District, Casper, WY (Historic)
- › Kelly Walsh High School Replacement, Natrona County School District, Casper, WY



EDUCATION

BS, Mechanical Engineering, Illinois Institute of Technology

REGISTRATIONS / CERTIFICATIONS

LEED® Accredited Professional

OSHA 30-Hour Certification

AFFILIATIONS / ORGANIZATIONS

Volunteer, West Elm Mountain Rescue - 2019 to present

Trustee, Town of Marble – 2020 to 2022

Avid Home Remodeler – 2009 to present

EXPERTISE

Program Construction Quality Management

Program Schedule Management

Procurement



PROPOSED TEAM

Todd Raper

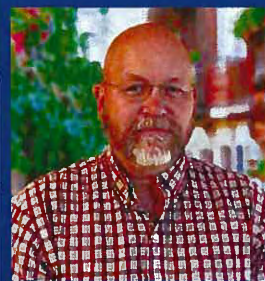
QA/QC Manager

Todd has **over 36 years** of experience in construction, project management and owner's representation. He has experience with Federal, State and Local municipalities as permitting authorities. He has successfully completed projects in k-12, healthcare, **municipal**, hospitality, residential, commercial, and multi-family nationwide. Strengths include depth of construction process knowledge, site safety, communication skills and a dedicated and thorough approach to all projects.

As a resident of **Routt County**, Todd has recent municipal construction experience in mountain communities. When not contributing to the building environment, Todd enjoys fishing, hunting, woodworking, volunteering and spending time with his wife and three sons.

RELEVANT PROJECT EXPERIENCE

- › Recreation Center Reclamation Pool Heating project, Avon Recreation Center, Avon, CO
- › Manor Vail Renovation & Addition (**including exterior swimming pool & hot tubs**), Vail, CO
- › Cadence Apartments (**including stainless steel swimming pool & hot tub at 15th floor**), Zocalo Development, Denver, CO
- › Edgemont Building A (**including exterior pool & hot tub, retrofit matching in-ground hot tub installation**), Atira Partnership, Steamboat Springs, CO
- › Renaissance Suites (**including indoor pool & hot tubs**), White Lodging, Broomfield, CO
- › K-8 Replacement School, North Routt Community Charter School, Clark, CO **LEED® Platinum**
- › Pk-12 Replacement School, Hayden School District, Hayden, CO **US-CHPS Verified Leader**
- › New Justice Center & County Offices, Lake County, Leadville, CO **Exploring Net-Zero, All-Electric Building**
- › Lake County Elementary Pk-2 Replacement School, Lake County School District, Leadville, CO **Green Globes, 3 Globes**
- › New Public Safety Complex, City of Montrose, Montrose, CO
- › New Combined Law Enforcement Building, Routt County / City of Steamboat Springs, Steamboat Springs, CO



EDUCATION

BS, Industrial Construction Management, Colorado State University

REGISTRATIONS / CERTIFICATIONS

Quality Assurance Practitioner, OAC Management, Colorado

OSHA 10-Hour Certification

EXPERTISE

Project Scheduling
Site Safety

Project Budgeting
Construction Document Review

Building in Rural Mountain Communities

Solid relationships with A/E/C Consultants & Contractors



REFERENCES

Our proposed team members have both new and renovation municipal Colorado construction project experience. Below are some successful relevant projects in similar scope and complexity, featuring proposed team members and the project's associated reference.

2015 Bond Program (26 projects)*

BASALT, CARBONDALE, GLENWOOD SPRINGS, CO | ROARING FORK SCHOOL DISTRICT



REFERENCE:

Dr. Rob Stein, Former Superintendent
Roaring Fork School District
P: 970.384.6002

BUDGET: \$165M (26 projects)

TEAM MEMBERS:

Colleen Kaneda
Reilly O'Brien
Josh Vogt

In 2014, RFSD heard from over 1,400 community members through a visioning process that their top priority for their school district was facilities improvements and upgrades. All of this led to a facilities master plan which was used to create the list of projects to be included in the bond. In November 2015, **voters passed a bond measure** to support the facilities upgrades and improvements they wanted to see for their district.

RFSD's \$151M bond program included **over two dozen projects** including a new pk-8 (Riverview School; pictured), a BEST Grant project for a major renovation and addition to Glenwood Springs Elementary School, BEST Grant renovations to three middle schools, renovations and/or additions to four high schools, a k-8 charter school addition and renovations at three elementary schools. Two new transportation centers were constructed, and the administration office area was renovated. Additionally, 62 units of staff housing were built, developed, or acquired as part of the bond program. All schools received HVAC, security, and technology upgrades. Furnishings were updated at all facilities. **The Riverview School offsets almost 100% of electric usage with a solar array on campus.** The scope of work for the majority of the bond projects was completed in just over 36 months and was extensive.

Colleen Kaneda, Reilly O'Brien and Josh Vogt worked closely together for over three years on this program to deliver to the Roaring Fork community what was promised in the bond ballot



REFERENCES

question on time and under budget. With the exception of the new school, all other projects were constructed on occupied campuses during the school year throughout the valley.

New Pk-12 Replacement School*

HAYDEN, CO | HAYDEN SCHOOL DISTRICT



REFERENCE:

Dr. Christy Sinner, Superintendent
Roaring Fork School District
P: 970.903.1363

BUDGET: \$62M

TEAM MEMBERS:

Colleen Kaneda
Reilly O'Brien
Josh Vogt
Todd Raper

Hayden School District **passed a bond** measure in 2017 by the slimmest of margins. Our team came on board as Owner's Representative prior to the successful BEST grant application in 2018 to manage the \$62M renovation and new construction for a Pk-12 school in Hayden. The project has received **US-CHPS Verified Leader** certification providing the school district and community the assurance their new building is sustainable and energy efficient.

Colleen Kaneda served as Project Director to provide a project plan, select the design team, procure the CM/GC, and select other owner consultants. **Reilly O'Brien** and **Josh Vogt** provided all project management and project team organizational framework for the 139,000 SF building. **Todd Raper** was the 'boots on the ground' manager working closely with the design and construction team to provide Hayden School District with the best quality project as possible.



REFERENCES

Teacher Housing & Academic Center Expansion

LEADVILLE, CO | HIGH MOUNTAIN INSTITUTE



REFERENCE:

Em Ducharme, CFO
High Mountain Institute
P: 303.741.6116

BUDGET: \$4.2M

TEAM MEMBERS:

Colleen Kaneda
Reilly O'Brien

Founded in 1995, the High Mountain Institute (HMI) is a private, non-profit school providing outdoor education semesters or gap years for high school aged students across the nation.

Over the years, HMI has continued to grow their curriculum and campus from 40 to 80 acres.

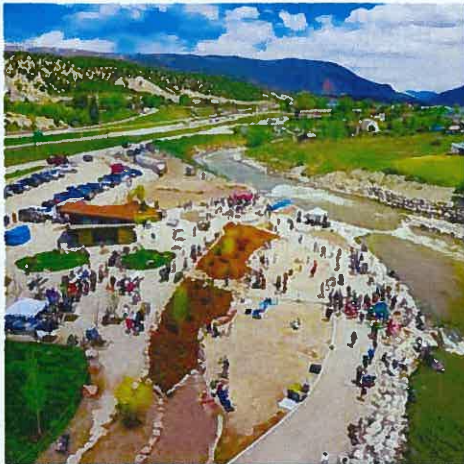
Dynamic Program Management provided Owner's Representative services to expand faculty housing with a 4-Plex multi-family faculty housing unit and three single family faculty houses, add additional learning spaces with a new Academic Center, improve their water and wastewater systems to increase their on-site water treatment capabilities, and augment their photo voltaic solar generation capacity. There is an additional 3-Plex multi-family housing unit scheduled to start in Spring 2023, DPM worked with HMI on the planning for the project and will continue to provide Owner's Representative services on the construction.

While not certified as net-zero, HMI's campus is powered by on-site solar that is used to power heat pumps as their primary source. They also use the on-site waste-water plant and wood burning stoves for supplemental heat.

REFERENCES

Eagle River Kayak Park*

EAGLE, CO | TOWN OF EAGLE



REFERENCE:

Brandy Reitter, Former Town Manager
Town of Eagle
P: 970.373.7525

BUDGET: \$7M

TEAM MEMBERS:

Colleen Kaneda

Colleen Kaneda has been resident of Eagle, Colorado since 2006 where she served as the Project Director/ Owner's Representative on behalf of the Town of Eagle, for the construction of a new world class whitewater park on a former 4.3-acre truck parking lot that wraps along the Eagle River. This included four rapid structures in the Eagle River and Upland Park immediately adjacent to the in-river structures. Construction of the River Park required **complex permitting** and **extensive coordination with multiple project stakeholders**. The four rapid structures were the first in a natural river to utilize rapid blocs allowing for maintenance and modifying flows for competitions. This park was also designed to allow for fish passage through all structures. Construction had to occur during the winter months when water levels were low creating challenging conditions the project team was able to overcome.

This project, **funded by a successful sales tax bond**, was complex and involved a multitude of stakeholders. There were **two separate design teams**, one for the in-river features and another for the upland park and restroom building. Colleen was integral to coordinating the two design teams, local contractor, US Army Corps of Engineers, Town of Eagle, Eagle County, CDOT, boaters and wildlife enthusiasts to deliver a much improved and exciting amenity to the Town of Eagle.

Completed in the fall of 2019, the beautiful park is enjoyed not only by locals, but by people from all over the world!

**Owner's Representative services provided by DPM staff while working together at a previous firm*



PRICE

As requested, please find the hourly rates below for each member of our team.

HOURLY RATES - 2023

Team Member	Role	Hourly Rate
Colleen Kaneda, PhD, PE, LEED® AP	Principal-in-Charge	\$145
Reilly O'Brien, EIT	Senior Project Manager	\$135
Josh Vogt, LEED® AP	Project Manager	\$120
Todd Raper	QA/QC Manager	\$135
Katie Droxler	Assistant PM / Admin	\$95

REIMBURSABLE EXPENSES

Reimbursable expenses for travel expenses such as printing, meals and mileage (at IRS rates), will be invoiced at cost + 10% administrative fee.



APPENDIX

› Reference Letters

APPENDIX REFERENCE LETTERS



October 28, 2020

To whom it may concern:

I am writing to recommend Colleen Kaneda with Dynamic Program Management as a highly effective owner's representative for major construction projects. In 2015, voters in the Roaring Fork School District supported a \$122M bond measure to fund over two dozen capital improvement projects. The bond consisted of new construction, renovations, and deferred maintenance. We built two new schools, two transportation centers, and 66 units of staff housing. All our existing schools had varying degrees of renovation work including security vestibules, improved site circulation, and updated mechanical systems. In late 2015, we engaged Colleen when she was with a different firm to coordinate all aspects of the project--from procurement of the project teams through design and construction.

Over the course of three years, Colleen and her team helped us honor our commitments to our taxpayers and community, deliver on the scope of work we originally planned, and stay on time and on budget despite the short construction timeline. Throughout the project's duration, Colleen oversaw all projects and was our main point of contact. We relied on Colleen's leadership and experience to successfully execute the bond program. She facilitated a transparent and effective process including team procurement, contract negotiations, community meetings, design input, and schedule management. She was focused on minimizing the risk that construction projects of this scale can bring and worked proactively to address and mitigate challenges.

Our staff has significant expertise in finance and facilities construction; however, we looked at Colleen and her team as an integral extension of our staff to manage our bond projects. I have no doubt that Colleen and her team will represent your organization and your projects professionally, and I enthusiastically recommend their services.

Please feel free to contact me if you would like to further discuss this recommendation regarding the level of service provided by Colleen and her team.

Sincerely,

Rob Stein
Superintendent, Roaring Fork Schools
970.384.6002
rstein@rfschools.com

Glenwood Office
1405 Grand Avenue
Glenwood Springs, CO 81601

Roaring Fork School District
(Phone) 970.384.6000 | (Fax) 970.384.6005
www.rfschools.com

Carbondale Office
100 Sopris Avenue
Carbondale, CO 81623

APPENDIX REFERENCE LETTERS



October 26, 2020

To Whom it May Concern:

I am pleased to provide this letter of reference for Dr. Colleen Kaneda and her team at Dynamic Program Management. Currently, I am the Superintendent of Mesa County Valley School District 51 in Grand Junction. Prior to my tenure here, I served as the Superintendents of both the Roaring Fork School District and the Aspen School District. In all three of these districts, I was fortunate to experience successful bond programs to improve our school facilities supported by our voters.

Colleen and her team served as Owner's Representative for the \$150M+ Roaring Fork School District's 2015 bond program when she was with a different firm. This program consisted of over two dozen large and small projects in addition to a robust staff housing development in our communities. I have also been happy to continue working with Colleen on a new \$30M middle school project and two successful BEST Grant applications in District 51.

Having experienced several bond programs in which to compare, I can say Colleen's leadership as our Owner's Representative has been excellent. She is organized, knowledgeable and capable of leading the design and construction teams to successful outcomes that are on time and on budget. Having lived on the western slope for two decades, she connects with the community and earns their respect. Her team of project managers are engaged, on the ground, professional and good communicators. They provide added value at every step of process and I would not hesitate to recommend them to provide your program with Owner's Representative services.

Please feel free to contact me if you would like to discuss in more detail the level of service provided by Colleen and her team.

Sincerely,

Dr. Diana Sirko
Superintendent
Mesa County Valley School District 51

Diana Sirko, Ph.D. • Superintendent of Schools • 970.254.5193

Administrative Services Center • 2115 Grand Avenue • Grand Junction, Colorado 81501 • Fax: 970.245.2714 • www.d51schools.org

APPENDIX REFERENCE LETTERS



July 30, 2019

To Whom It May Concern

RE: Letter of Recommendation for Colleen Kaneda

Dear Selection Committee Members, as the former superintendent of Garfield County School District No. 16 and Mesa County School District No. 51, please accept this letter of support for Colleen Kaneda. Colleen was hired to perform owner's representative services for Garfield 16 for all of the work associated with the 2014 bond issue and bond work for the Mesa County 2017 election. That work includes the remodel and retrofit of seven existing buildings and the construction of a new transportation and maintenance building, as well as an alternative high school wing constructed in conjunction with the transportation building in Garfield 16 and a new Middle School in Mesa County.

I have had the opportunity to work with many different owners' representative teams over the course of my career and I believe Colleen Kaneda, is absolutely the best owners representative I have ever worked with on any project. Her attention to detail and her capacity to work with our other partners, H & L (architecture) and FCI (general contractor) has been exemplary. Colleen spent countless hours working with our community and district personnel to learn about the needs of our community, as well as provide multiple options for the community to consider that have provided educational enhancements to our schools that only a great construction team can provide. Ms. Kaneda has also found many ways the district can save money, without compromising the intent of the projects.

I believe Colleen will be an excellent fit with your team and will provide you with excellent owner's representative services throughout your bond program. If you need any further information, please do not hesitate to contact me at your convenience at 970-260-9702 (cell) or at our offices (970-285-5265).

Sincerely,

Dr. Ken Haptonstall Ph.D.
Executive Director

970.285.5265 ext 6116

khaptonstall@crbores.org

<http://www.crbores.org/>

460 Stone Quarry Rd., Parachute, CO 81635





DPM

Name of Owner's Representative or Firm: G. Concept One Group, Inc.

Evaluation Criteria		Scoring Matrix	
This matrix creates a standard framework for which to evaluate owner's rep proposals, based on 4 phases of the project and 5 specific items listed in the RFQ as evaluation criteria. Question 10 gives reviewer opportunity to score items he/she may not have found fit into other categories.	Available Points	Reviewer Remarks or Questions	Points Given
1. <u>Preconstruction Planning Phase</u> : Organization chart, project & meeting scheduling skills, estimating & budgeting skills, RFP & RFQ production and evaluation skills, value engineering skills.	10		
2. <u>Procurement Phase</u> : Ability and experience reviewing Design/Build team's schedule of values for the work to be performed and experience with standard procedures for billing, field changes, fund requests, pay application review, etc. The existence of a reporting system to monitor schedule and cost performances for the Town.	10		
3. <u>Construction Phase</u> : on-site construction manager skills, monthly progress and budget reports, monitor construction documents & contract compliance of Design/Build team and subs. Demonstrated skills to resolve field problems. Skills to consult and advise Town on change orders and opportunities for cost saving decisions.	10		
4. <u>Post Construction / Closeout Phase</u> : Does the proposal include closeout information, warranty review and repairs coordination, punch list follow up, as-built drawings & operating manuals review, training of Town personnel in operation and maintenance of all equipment, experience with Certificates of Substantial Completion and Certificates of Occupancy procedures.	10		
5. <u>Experience-Pool Bath House Buildings</u> : Does the proposal list and provide a description of building projects previously conducted by applicant as an Owner's Rep. Base this point total on experience with projects similar to the Town of Carbondale Aquatic Facility Buildings construction in regards to scope of work, budget, and similarity of Owner's Rep. duties.	10		
6. <u>Experience with Aquatics Facility Construction</u> : Does the proposal detail the Aquatics Facility Construction Management experience conducted by applicant as an Owner's Rep. Base this point total on similarity in scale of pool project experience and personnel knowledge or expertise in the aquatics facility design/build construction method.	10		
7. <u>Experience with Green and Energy Efficient Building Techniques</u> : Does the proposal list and provide a description of the previous projects or skills of the applicant or team members that will serve this purpose during all phases of the project. Base this point total on the accredited green building certifications of the team and also the level of commitment expressed in the proposal and level of detail/interest demonstrated to this process.	10		
8. <u>Fee Structure</u> : Evaluate and compare the applicants fee structure and what is included and excluded in the proposal including the reimbursable expenses.	10		
9. <u>References and or Letters of Reference</u> : Quality of references in regards to similarity of project and scope of work performed by the Owner's Representative.	10		
10. Overall confidence in the proposal and the Owner's Representative or Owner's Representative Team to fit the needs of the Town of Carbondale. Who is the best fit to satisfy the desires of the TOC staff, the design review committee, the Board of Trustees and the citizens of Carbondale. Which proposal best represents the Town of Carbondale and displays the best commitment to represent our needs with a Design/Build Team.	10		
Total Points Possible	100	Total Points earned by Proposal	

**PROPOSAL FOR OWNER'S REPRESENTATIVE SERVICES
FOR CONSTRUCTION OF THE CARBONDALE AQUATICS CENTER**



Collaboration | Opportunity | Guidance

CONCEPT ONE GROUP, INC.
183 NORTH 12TH STREET
CARBONDALE, CO 81623
(970) 456-6470 | WHEELER@CONCEPTONEGROUP.COM

Proposal for Owner's Representative Services – Carbondale Aquatics Center

November 21, 2022

Town of Carbondale
Attn: Eric Brendlinger, Parks & Recreation Director
511 Colorado Avenue
Carbondale, CO 81623
ebrendlinger@carbondaleco.net

RE: OWNER'S REPRESENTATIVE SERVICES

Dear Mr. Brendlinger:

Thank you for the opportunity to provide this proposal to extend our owner's representation services for the construction of the Carbondale Aquatics Center. We know that we can **add value** throughout the process of developing this incredible new asset to the Town of Carbondale.

Concept One Group, Inc. was founded in 2018, on principles of integrity, collaboration, and solution-based thinking. We pride ourselves on being experienced, coming into any project with a wide breadth of knowledge and a commitment to excellence. Concept One Group's team is comprised of experienced professionals who have a deep appreciation for strategic planning and efficiency.

Concept One Group's principals, combined, have decades of experience in owner's representation, master planning, general contracting, program management, infrastructure development, municipal construction management, design, and project management. Our experience includes planning the development of the Aspen Recreation Center, as well as many residential pool projects. The management of this project will be led by myself, and supported by Jess Robison and Jack Wheeler V. Our team has the ability to quickly analyze risks and concerns and meet them head on to minimize any exposure to the Town of Carbondale.

The Town of Carbondale has an exciting and complex task ahead with the development of a new aquatics facility. Concept One Group's approach to multifaceted projects like this one is always one that puts collaboration and communication as the central spoke from which all other aspects grow. As a company, we believe that efficiencies are found in starting from the beginning with the Town of Carbondale and effectively becoming an extension of your staff to contribute to the overall success of the project.

Concept One Group Inc. is in the final stages of providing Owners Representative/Construction Manager as Advisor services on the City of Aspen City Hall Project and is currently providing services for the redevelopment of the Armory building and Powerhouse, and the Wheeler Opera House Renovation, as well as several private developments. As the Capital Asset Director at the City of Aspen, I led the development and construction of the Burlingame Affordable Housing, the Aspen Police Department and the adjacent affordable housing project, as well as the development of the Aspen Recreation Center. All of these projects have been led by the principals of Concept One Group from concept to occupancy successfully.

Attached you will find our project approach, scope, experience, and references to manage the construction process. Individual resumes can be provided upon request. We will provide services as directed, to be billed per an approved fee schedule.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

Our team is committed to helping you succeed. Thank you again for the opportunity and we look forward to working with you.

Sincerely,



Jack Wheeler
President
Concept One Group, Inc.
wheeler@conceptonegroup.com
(970) 456-6470

Proposal for Owner's Representative Services – Carbondale Aquatics Center

CITY OF ASPEN NEW CITY HALL

Aspen, Colorado



PROJECT DETAILS

OWNER/CLIENT: City of Aspen

ARCHITECT: Charles Cunniffe Architects

SIZE: 39,000 Square Feet

COST: \$34,000,000

REFERENCE: City of Aspen | Rob Schober | 970.429.1789

COG ROLE: Owner's Representative

COG SCOPE: All-inclusive, including planning guidance, budgeting, construction administration oversight, building handover, and warranty administration

PROJECT SUMMARY

The City of Aspen constructed new administrative offices to improve the efficiency and availability of local government to the Aspen community. The three-story, approximately 39,000 sq. ft. building designed by local architect Charles Cunniffe, integrates bold structural elements and a featured glass rotunda, welcoming community use. City offices can be accessed from two entries with enhanced green spaces around the physical building. The building is a LEED gold project and achieved Well Building Silver certification.

Building of the new offices signifies the culmination of over six-years of planning for new City facilities. The construction of this new facility allows the City to reduce its externally leased spaces, reduces taxpayers' expenses by building on land it owns, consolidates services in downtown Aspen, and improves existing facilities.

As the Owner's Representative to the City, Concept One Group collaborated with ownership and the design and construction teams to plan, design and construct the new City office building. Concept One Group assisted the internal City team in managing the project's cost, schedule, consultant contracts, project documentation, and public communications, while implementing a strategic work plan to deliver the project on time and on budget.

WHEELER OPERA HOUSE HISTORIC FAÇADE PRESERVATION

Aspen, Colorado



PROJECT DETAILS

OWNER/CLIENT: City of Aspen

ARCHITECT: Mills + Schnoering Architects, LLC

SIZE: 28,000 square feet

COST: \$2,500,000

REFERENCE: City of Aspen | Rob Schober | 970.429.1789

COG ROLE: Owner's Representative

COG SCOPE: Cost Estimating, Project Management, Public Outreach, Budget Oversight, Construction Administration Oversight

PROJECT SUMMARY

After many years and multiple interior renovations, the Wheeler Opera House façade was in dire need of a face lift. Because of its historic nature, and public ownership, the City of Aspen was careful to select a project team that had extensive experience with both historic renovations and public facing projects. The building is being fully inspected and thoroughly reviewed for all damage and current needs. New stone is being carved and placed on the building and all wood finishes are being repainted. New awnings are also being installed. Aspen's Historic Preservation Committee has to review all finishes and COG assists in the coordination of these reviews. COG also facilitates communications with the public tenants.

As the Owner's Representative to the City, Concept One Group collaborates with ownership and the design and construction teams to plan, design, and facilitate the renovation of the Opera House. Concept One Group assists the internal City team in managing the project's cost, schedule, consultant contracts, project documentation, and public communications, while implementing a strategic work plan to deliver the project on time and on budget. COG also helps to coordinate all public outreach and communications.

ASPEN POLICE DEPT & AFFORDABLE HOUSING

Aspen, Colorado



PROJECT DETAILS

OWNER/CLIENT: City of Aspen

ARCHITECT: Charles Cuniffe Architects

SIZE: 35,000 square feet

COST: \$22,000,000

REFERENCE: City of Aspen | Rob Schober | 970.429.1789

COG ROLE: Jack Wheeler was Capital Asset Director

SCOPE: All-inclusive, including planning guidance, budgeting, construction administration oversight, building handover, and warranty administration

PROJECT SUMMARY

The City of Aspen redeveloped a historic piece of land to build a new police facility for the Aspen Police Department. This project included a 19,000 square foot underground secure parking facility, with podium construction. The above grade portion 16,000 square foot police department offices and a separate eight-unit affordable housing development on top of the podium structure.

The Police Department features an open floor plan, modern evidence storage, interview room, public meeting space, secure meeting space, collaboration space, and exercise facilities. There was a focus on sustainability and the building holds both LEED Gold and Well Building SILVER certifications and has its own solar array on the roof.

BURLINGAME AFFORDABLE HOUSING

Aspen, Colorado



PROJECT DETAILS

OWNER/CLIENT: City of Aspen

ARCHITECT: Oz Architects

SIZE: 150,000 square feet

COST: \$45,000,000

REFERENCE: City of Aspen | Jeff Pendarvis | 970.429.2786

COG ROLE: Jack Wheeler was Capital Asset Director

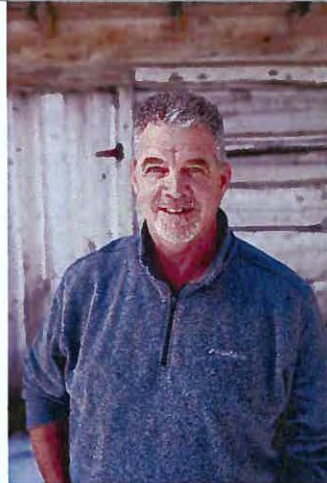
SCOPE: All-inclusive, including planning guidance, budgeting, construction administration oversight, building handover, and warranty administration

PROJECT SUMMARY

The City of Aspen developed the last two phases of Burlingame Ranch. This project included a multi-family affordable housing community, including eight new buildings with 160 units and eight carport buildings.

The team brought the project from concept through completion, identifying unit density, unit mix, sales program and construction. The project was a LEED qualified development that included thoughtful design and material specification as well as an emphasis on livability. The project was raw land and required all street, utility and transportation needs being identified. In addition, the finished project included two public parks.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

PROJECT ORGANIZATION***JACK WHEELER - Founder & President***970-456-6470 | wheeler@conceptonegroup.com**Relevant Project Experience:**

- Burlingame Affordable Housing
- Aspen Police Department & Affordable Housing
- City of Aspen New City Hall
- Aspen Recreation Center

Jack has over three decades of experience in the construction industry in Western Colorado and Aspen as well as other demanding markets such as Telluride, Jackson Hole, and Kona, Hawaii. Services provided include owner's representation, general contracting, program management, risk management, infrastructure development, municipal construction management, design, and project management. Jack's focus is always solution-oriented with an emphasis on high performing teams that operate with integrity, collaboration, and communication. Bringing his experience as the City of Aspen's Capital Asset Director, Jack understands the complexity of managing a project for a municipality that includes multi-faceted stakeholder groups and a limited resource pool. The depth and breadth of his experience includes high-end residential, multi-family affordable housing, single family affordable, modular, hospitality, commercial development and asset management.

Jack has extensive knowledge of job cost tracking, community relations, value engineering, mountain construction means and methods, efficient building technologies, construction feasibility analysis, CPM scheduling, estimating, construction mitigation planning, safety, and quality control. He has led teams of 150 employees and understands how to bring team members together in the spirit of communication and partnership.

As the Founder and President of Concept One Group, Jack provides primary leadership and oversight to establish project schedules, and outline and refine project scope. He strategizes project execution to ensure every project is completed on time and within budget. He also ensures timely resolution of all construction and development related conflicts during all project phases to ensure successful project completion. Jack's sound judgement, focusing on quality improvement, while managing and resolving conflict, fosters a culture of accountability and integrity on every project.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

JESS ROBISON – Vice President

970-309-4533 | jess@conceptonegroup.com



Relevant Project Experience:

- Aspen Police Department & Affordable Housing Warranty Process
- City of Aspen New City Hall
- Water Place II Affordable Housing
- Old Powerhouse Renovation

Jess has over a decade of project management experience, including work in construction, real estate, and corporate operations. Jess has a deep-rooted belief in excellent customer service and solutions-focused collaboration. She respectfully leads and motivates high-performance teams by fostering a success-oriented environment of accountability. Her time spent in marketing and development with Fortune 1000 companies gives her a keen eye for detail, as well as a big picture world view. Strengths include project team management, finance and budgeting, communication, efficiency, quality control, and excellent written and verbal communication skills.



Jess specializes in budget and schedule analysis and development, public relations and communications, and strategy development. In her current role at Concept One Group, Jess manages and tracks all project budgets, resources, and logs, including change order logs, RFI logs, and submittal logs. She coordinates all Owner Architect Contractor Meetings, including all agendas and meeting minutes. Jess develops and executes community outreach plans and reviews and executes all program management scope items. She is also responsible for cost estimating, takeoffs, and risk analysis.

In her past roles, she was responsible for developing and managing annual budgets and provided thorough and accurate financial reporting monthly, quarterly, annually, and on an as needed basis. She also provided positive leadership for the operations division, in her last position, to ensure efficient day-to-day operations as well as financial responsibility and stability. The sum of her experience is a robust knowledge of operations and collaboration.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

JACK WHEELER V – Principal & Project Manager

970-319-7378 | jackv@conceptonegroup.com

**PROFESSIONAL
ENGINEER**

**Relevant Project
Experience:**

- University of Colorado Central Utility System
- Langley AFB Hospital Addition & Central Utility Plant

Jack has over a decade of construction and project management experience, including large scale, multi-phased projects across the United States. Jack understands the many nuances of managing a large project team, bringing together many personalities and ideas to successfully lead a project to completion. His time spent working for some of the largest construction companies in the country, gives him a comprehensive working knowledge of the different means and methods of project delivery, from conceptual design to project turnover.

Jack's experience includes a multi-phased upgrade to a fully operational semiconductor manufacturing facility, an 18,000 square foot central utility plant with new construction integration into an operating existing system, as well as a 150,000 square foot, 6-story, 365-unit apartment building.

Jack specializes in fostering working partnerships with design consultants to provide accurate, meaningful information in conceptual estimating, systems analysis, and value engineering to deliver a successful project that meets the owner's needs and budget. His expertise and experience provides valuable MEP input and guidance during construction and through commissioning to ensure building systems are installed and operating as designed for long-term efficiency.

Jack's past experience includes contract administration and management, and quality control. This includes design review and shop drawing and submittal review, field observations during construction, schedule and budget management, commissioning management, and equipment start-up and testing coordination.

Jack is a licensed Mechanical Engineer in the state of Colorado and is OSHA 30 Certified and Corps of Engineers CQM Certified. He is also an ASHRAE Associate Member.

PROJECT APPROACH

Concept One Group is intimately familiar with managing a major construction project for a municipality. Our experience with taking a municipal-owned property and completing a project on the property will be beneficial in this project. The principals at COG understand the unique nature of collaboration across municipal departments, neighboring businesses, and attentive constituents. Creating a transparent process and structure for this project will be imperative to building and keeping the public's trust.

The project team at Concept One Group has a diverse set of skills and experiences that will help add value to the project through all phases. With an engineering professional as a major part of the team proposed to support this project, we are especially qualified to provide meaningful insight into the design and construction team selections and the design itself as the project progresses. Concept One Group and our support team understand the importance of being intimately familiar with the site and how it interfaces with the surrounding area. Our understanding of the local population and the geography that drives our movement patterns and our connection with the surrounding environment will be leveraged to help with the project trajectory. With more designers becoming remote and offsite, we will add value by helping provide a complete perspective with the design and build partners as the team begins to evaluate the final design along with each step along the way.

As the design proceeds through its various phases, Concept One Group will be able to provide valuable input when it comes to overall project design. As the design is developed it will become important to make decisions about how the construction will be phased, this will help drive priorities for the design team and Concept One group has knowledge and experience that will provide value to the project overall. As with all projects there are many partners involved, and we feel that we are specially positioned within the community and in the industry to help coordinate all partners in a meaningful way that adds value to the project as a whole and the public it is being designed to serve.

Concept One Group and its principals have an extensive knowledge of developing and maintaining a master budget, specifically regarding public projects. Concept One Group will work closely with Ownership and, eventually, the Project Team estimators to review costs, assumptions, and risks. Therefore, we will be updating the budget concurrent with progress on design. We will then look at the local historic costs and give feedback on any discrepancies, risks, and opportunities that we see and start tracking, going forward on a fully documented, and regular basis. COG will update the master project budget in real time. If cost reduction is needed, we will work with the design team and the owner to identify items that may achieve this as design progresses. We understand that losing sight of this can cause some extensive redesign efforts, therefore we will be updating the budget on a monthly basis and as appropriate when large design changes are proposed.

Concept One Group has extensive experience in the evaluation of proposals, fees and budgets. As the project moves from design to construction, Concept One Group has a database, based on the current competitive market, that we can compare any proposals against. All costs will be based line item to line item against comparable bidders, evaluating means and methods, long lead time items, and the national market. The best decision for the project will be made overall, not necessarily based on the best price point. The Request for Proposals for qualified contractors will be established in such a way that the deliverable from all responding contractors will lend itself to comparing apples to apples.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

We will assist the Owner with all budget development, tracking, maintenance, and reporting. We will have the project budget and all contracts logged into a payment tracker tied to the overall project budget and payment applications will be entered by vendor so each contract will be managed separately but tied back to the overall project budget. The cash flow model will be built based on the schedule and the team will evaluate any identified problems and strategies will be developed to mitigate these items. This process will be documented and clearly communicated to the Town of Carbondale team throughout the process.

Concept One Group will ensure that the ownership's goals are communicated clearly to the project team every step of the way. We will help identify roles and responsibilities from the beginning and adjust as needed throughout the project, through clear contract documents and implementation methods. There will be stakeholder meetings with concise minutes that identify responsibility and follow through. Anywhere that COG sees challenges, we will commit resources to those areas effectively so that the project succeeds.

We are currently finishing up as the Owner's Representative on the City of Aspen New City Hall project, working through commissioning, occupancy quality control, and the warranty process. This project is designed to be LEED Gold and Well Building Silver. We have also worked closely with Building Science Corporation to build beyond current energy codes at an affordable price. We are well-versed in cold climate construction and understand the importance of sustainability from our many LEED accredited projects.

Concept One Group is a partially female-owned and believes firmly in promoting diversity in all aspects of our business. We are always looking for ways to partner with minority and women owned stakeholder and subcontractor teams. We believe that diverse teams foster better problem-solving abilities as varying perspectives enable teams to explore different ideas and solutions. The groupthink mentality can be detrimental to any team but especially a construction team, therefore, Concept One Group continuously looks for ways to include new and different voices on all of our teams.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

SCHEDULE

The first thing Concept One Group will do is meet with the team to understand goals and timelines to develop a schedule. We understand the importance of the project schedule. A milestone schedule allows us to work with the team members to manage the project partners and help them develop phase-specific (design and construction) contract and CMP schedules that can be used for contract compliance as the project moves forward. COG will use this as the basis for Ownership to make decisions of resources and systems for design and construction. This helps to ensure that the project tracks successfully through each phase.

Concept One Group will review the project schedule and consider the local process, resources and building environment. We will use an interactive approach to develop a cohesive baseline schedule which reflects planning, design, permitting, bidding, procurement, construction, and closeout phases. COG will then identify and document inconsistencies, risk, concerns, or otherwise unrealistic assumptions in the project schedule. We will work with the team, including the architect, stakeholder agencies, and other consultants, as needed, to refine the project schedule to be as realistic as possible for the current stage of development. The baseline schedule uses a critical path method to ensure a full understanding of the project risk and to manage each task with appropriate resources and/or scrutiny. COG can tailor this schedule to suit the target audience – a high level view for a Board of Trustees meeting, or a detailed view for construction in the field.

COG will repeat this process at regular intervals during planning, design, permitting, bidding, procurement, construction, warranty, and closeout. COG will coordinate this process including managing compliance and recovery.

SCOPE OF SERVICES

Concept One Group understands and confirms our firm will provide the scope of services outlined in the RFQ. The below is also a rough outline of scope in addition to or in concert with the scope outlined in the RFQ.

RFP:

RFP Process

If needed, Concept One Group will work with the Town of Carbondale team to produce all necessary RFP/Q documents to procure a project team. Concept One Group will use its extensive procurement experience to assist the Ownership team with the selection of additional consultants and contractors for the project, providing analysis and advice to assist in the decision-making process. Concept One Group would work with the Town early in the process to develop the strategy that best suits this process and the Town's risk management parameters.

- Concept One would develop the RFP and solicitation process as well as scoring and selection criteria including the process for the design team and general contractor selection and owner approval of the contractors within the RFP and selected team.
- Compile the bid package and solicit for the planning and engineering firm.
- Manage the process for selection of firm, oversee, coordinate stakeholders, manage the contract, assure coordination with the other two aspects of the RFP and stakeholders.

Community Involvement

Concept One Group is currently working on several public outreach campaigns and understands how important it is on publicly funded projects. The Town of Carbondale staff and project team need to be kept informed and treated as owners. The public needs to be kept informed and treated as stakeholders. COG will work closely with the selected design and contractor team and the Town of Carbondale staff to understand exactly what this line of listening and communication looks like and what the expectations are. We will work hard to exceed expectations.

- COG has learned that the best thing we can do is be available at all times to answer questions in order to stay ahead of questions with information on what we are doing and when.
- COG is accustomed to reporting to a board and updating websites.
- COG will work with staff to develop what is appropriate for reports for the Board of Trustees and Parks and Rec board, what will be included and how often the team will present to the BOT.
- COG will present or serve as support to the staff team and provide any documentation and support materials staff will need.
- COG will manage and facilitate public outreach meetings for the project to gather feedback from stakeholders, as directed by Town staff.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

Concept One Group will provide all services outlined in the RFQ. If selected as the Owner's Representative, the below is a menu of services that Concept One Group can provide for the project, creating a cohesive program management experience from development to occupancy.

DESIGN:

Pre-design & Schematic Services

Clear touchstones will be developed and signed off early on, confirming the project goals, developing project schedules, objectives, and program. With multiple stakeholders and a very public facing project, COG will develop systems with the Town's project team to formalize the process and the Stakeholder groups.

- Work with Town of Carbondale staff on identifying risk profile and benefits to different contract structures and then select contract suite with which to move forward.
- The project budget will be developed and then refined as more project criteria becomes clear, i.e. geo-tech, foundations, structural systems, sustainability, utilities, high performance design standards, etc.
- Schematic estimate will be completed during this phase.
- Concept One Group will coordinate all questions from the project team to the Ownership for a complete response in a timely manner.
- Value Engineering will begin, to avoid redesign. Once the schematic estimate review has been completed to drive the design to the project budget.

Design Development

The budget and schedule will continue to be monitored and compliance will be tracked weekly and any variance needing a recovery plan will be worked out with appropriate resources allocated to it. The team will be expected to update the schedule monthly with a two week look ahead schedule reviewed at each weekly meeting.

- During the design development (DD) phase, COG and the Architect will set up pre-app meetings with the approving authorities for building approval to make sure all criteria is being met.
- COG will set meetings with all utility providers to review plans.
- Assist the Town in all negotiations with public and private utility companies and the coordination of incoming services to the project.
- Assist the Town in all negotiations with telecommunication providers and establish the criteria for those services in the project.
- Assist the Town in the coordination of security requirements for the project.
- Assist the Town in review of legal documents required for the project.
- Concept One Group will coordinate all questions from the design team to the Ownership for a complete response in a timely manner.
- Concept One Group will lead the project team to produce DD estimate - this requires a much higher level of detail than at schematic and should include specific systems, interior finishes and some supplier and subcontractor input.
- Value Engineering will be done as needed to ensure the design moves forward within budget and schedule constraints.
- High Performance Design – Sustainability: COG will look into all of the items one more time to make sure to confirm design and estimate at this time, asking the question – Is the Carbondale Aquatics Facility the best facility possible?

Proposal for Owner's Representative Services – Carbondale Aquatics Center

- Overall project budget – Work with Town staff and make sure everything they need for the annual budgeting process is taken care of and that the project team, along with the design and engineering team, have started looking at a 20-year capital maintenance plan for the facility including operational costs.

Construction Documents

The budget and schedule will continue to be monitored and compliance will be tracked weekly and any variance needing a recovery plan being worked out with resources allocated to it. The team will be expected to update the schedule monthly with a two week look ahead schedule reviewed at each weekly meeting.

- Concept One Group will provide input and review on the specification and the design drawings.
- Concept One Group will attend the meeting with regulatory authorities to confirm that all their requirements are met and forms and fees are completed and established for completeness for a successful permit application process.
- Concept One Group will coordinate all questions from the design team to the Ownership for a complete response in a timely manner.
- Provide monthly status reports to the Owner summarizing progress, schedule and cost status, major decisions, changes, and other key project information
- Mid-way through construction documents (CD), COG will prepare the 50% CD estimate to ensure there are no surprises prior to the set of documents being issued for bid. Detailed general conditions costs and schedule will be validated at this point as well.
- Concept One Group will lead value engineering exercise as needed.

CONSTRUCTION PHASE

Construction Process

Concept One Group will oversee all construction administration, including attending weekly OAC meetings, manage architectural documentation, field observation and reports, submittal review and tracking, RFI review and tracking, contingency tracking, and manage, review, and track change orders. COG will walk the sites regularly to ensure general compliance and quality workmanship, assist the contractor with receiving what they need from consultants, schedule third party inspections, manage third party contracts.

- The Contractor will own the safety plan on the site, but Concept One Group will review and comment on it as needed, working with the project team to make adjustments.
- We will administer the contract requirements and help ensure that all requirements are met.
- We will attend all weekly meetings and ensure that safety is reviewed at each meeting.
- We will provide a weekly report that includes a copy of the weekly OAC meeting minutes as well as a status report on the Budget, Schedule, Changes, Long Lead Items, Owner Decisions needed, etc.
- Review all change orders and advise the Town regarding value, cost, and time impact, including an analysis of the contract requirements, scope of the project and origin of the change.
- Review shop drawings procedures and monitor prompt submission by the project team and subsequent approval by the Architect and Engineers. Review selected shop drawings for all major components, reporting comments and recommendations to the Owner.
- COG will review all payment applications, this includes written recommendation and tracking of all budgets, including changes. This item will feed to the overall project budget and this will be updated and included in our monthly report. Once per quarter the budget will be reconciled with

Proposal for Owner's Representative Services – Carbondale Aquatics Center

the Town of Carbondale's finance department. COG will work with all team stakeholders to ensure that all elements are being tracked and resolved in an efficient manner – including contingency, change orders, submittals, and RFIs. COG will work with the ownership to find the extent or reporting you need from the team. COG can do regular updates to the Board of Trustees, update a monthly report on the website, and can tailor our reporting to your specific needs.

BELOW IS AN EXAMPLE OF SCOPE FOR FUND REQUESTS AND PAY APPLICATION REVIEW.

1. Cover letter including the following:

- i. Recommended amounts to pay or other recommended action or remediation
- ii. Verification whether the following items have been received in the application for payment:

- AIA forms G702 and G703, or such other form acceptable to the Owner and approved by Architect, Contractor and CMa
- Invoices or other acceptable evidence of the amounts to be paid are included within the current draw request
- Conditional Lien Waivers from General Contractor relating to the current draw request
- Unconditional Lien Waivers from General Contractor and Sub-Contractors for previous month's draw request
- Other evidence of payment for any one-time work or non-Sub-Contractor payments over \$10,000.00 for any item, which does not include Unconditional Lien Waivers relating to the previous month's draw.

2. GC Pay application, complete with:

- application for payment
- schedule of values, % completion to date
- G702/G703 documents
- T&M detail
- Invoices
- Lien waivers

3. Monthly project progress summary, including the following (4-5 pages of narrative max, plus photos):

- Monthly anticipated cost report including detail of original and/or revised budgets, approved change orders, pending change orders, additional costs not yet formalized and anticipated budget savings/exposures identified as the project progresses.
- Review of the schedule, a cost summary, scope change activity summary, trade contract purchase summary, contract close-out summary, items pending, resolution of previous problems, and explanation of new and anticipated problems requiring action.
- Observed work in place, general summary of work complete and notes on quality
- Observed current construction activities and site conditions
- Summary of general contract completion percentage and comments/recommendations on overall project health or concerns
- Division by division summary of completion percentage and comments/recommendations on division health or concerns

Proposal for Owner's Representative Services – Carbondale Aquatics Center

- Progress photos indicating project health or concerns, including up to 10 project photos with a short, accurate description of each

POST-CONSTRUCTION:**PROJECT CLOSEOUT PHASE**

Closeout starts on day one and we will have meetings with the contractor and the design team early to start the process of close out to ensure that everyone on the project has the successful end in mind from the beginning.

- Concept One Group will provide oversight and facilitation of GC completion ensuring that final inspections are done, and certificates of occupancy are complete.
- COG will coordinate the punch list process for building interior, exterior, site work, landscape, and irrigation system including irrigation water source and testing, as well as all aquatic systems. Punch list will be tracked and executed including lists and logs. These will be reviewed during the OAC meetings and specific meetings between COG and Contractor until ready for final walk through by team and stakeholders.
- COG will coordinate with GC for staff training on systems and controls, and the creation of training videos which should be included in each manual.
- COG will make sure staff has a twenty-year capital maintenance plan for the building and a projection for annual operating costs for the systems in the building.
- COG will work with the team to ensure that commissioning is completed, and flush out is done and coordinated with FF&E.

Warranty Period

- COG will manage the 11-month walk for typical one year warranty period included at 11 months and work with the owner early to weigh the benefits of an extended warranty period
- Concept One Group will schedule and administer the 11-month warranty walk and administer the items found through completion. We will include an 11-month warranty walk – one day per site – with the contractor and owner in our fee structure.

Proposal for Owner's Representative Services – Carbondale Aquatics Center

REFERENCES

Design Workshop | Darla Callaway | Principal | 970-399-1417 | dcallaway@designworkshop.com
120 E Main St., #100, Aspen, CO 81611

- Design Workshop Office Tenant Buildout – 2022-2023
- City of Aspen Pedestrian Mall – 2018-2021
- Aspen City Offices – 2019-2022
- Galena Plaza Reconsideration – 2019-2021
- Private Residence – 2020-2021

City of Aspen | Rob Schober | Capital Asset Director | 970-429-1789 | robert.schober@aspen.gov
427 Rio Grande Place, Aspen, CO 81611

- Aspen City Offices – 2019-2022
- Aspen Police Department – 2016-2019
- Burlingame Ranch Affordable Housing Phase II – 2017
- 550 Housing Phase II – 2019
- Water Place II Affordable Housing – 2019-2021
- Galena Plaza Reconsideration – 2019-2021

Shaw Construction | Sam Meyer | President | 970-248-2613 | sammeyer@shawconstruction.net
760 Horizon Drive, #201, Grand Junction, CO 81506

- Aspen City Offices – 2019-2022
- 550 Housing Phase II – 2016-2020
- Aspen Police Department – 2016-2018

Charles Cunniffe Architects | Charles Cunniffe | Architect | 970-925-5590 | charles@cunniffe.com
610 E. Hyman Ave., Aspen, CO 81611

- Aspen Police Department & Affordable Housing – 2016-2018
- Aspen City Offices – 2019-2022
- Isis Theater Renovation – 1998

Garfield County Public Library District | Jon Medrano | Facilities Manager | 970-379-9463 | jmedrano@gcpld.org
207 East Avenue, Rifle, CO 81650

- Rifle Library Tenant Buildout – 2022

PROPOSED FEE SCHEDULE

Team Member	Hourly Rate
Project Director	\$215
Senior Project Manager	\$175
Project Manager	\$130
Assistant Project Manager	\$100
Project Engineer	\$75

Eric Brendlinger

From: Stephanie Gianneschi <stephanie@aspencommunityfoundation.org>
Sent: Thursday, November 10, 2022 4:25 PM
To: Hollis Sutherland; Eric Brendlinger
Cc: Stephanie Gianneschi; Erica Snow
Subject: ACF 10 year portfolio review
Attachments: Aspen Community Foundation Portfolio Review.pdf

Dear Hollis and Eric,

Thank you for inviting me to your commission meeting to share more information about how ACF may be able to assist you. Please find ACF's 10-year portfolio review attached.

At this time, ACF does not have specific data on the % value of ACF marketing and outreach for specific funds held at the Foundation aside from our own. We keep track of our own fundraising efforts that support the specific work of ACF. Below is the breakdown of contributions received into the different types of Funds that ACF holds. The total I quoted last evening was less than actual.

2021 Contributions Received ACF	
ACF Funds	\$3,500,000
Designated Funds	\$100,000
Donor Advised Funds	\$23,800,000
Field of Interest Funds	\$1,100,000
Organization Funds	\$200,000
Scholarship Funds	\$200,000
	\$28,900,000

We are happy to help however we can.

Kind regards,
Stephanie



Stephanie Gianneschi

Philanthropy Director

Phone: 970-925-9300

Email: stephanie@aspencommunityfoundation.org

455 Gold Rivers Ct, Suite 515
Basalt, CO 81621

www.aspencommunityfoundation.org





Aspen Community Foundation Portfolio Review

Aspen Community Foundation's portfolio is managed by a board appointed investment committee which is advised by Monticello Associates, a Denver based independent investment consulting firm that was established in 1992. Monticello Associates prepares in-depth performance measurement reports and meets with Aspen Community Foundation's investment committee quarterly to review these reports and the portfolio's overall performance. Aspen Community Foundation has an established asset allocation policy which guides the long-term investment strategy of the foundation.

The Aspen Community Foundation portfolio is benchmarked against several indices but primarily focuses on the 60% MSCI ACWI / 40% Bloomberg US Aggregate TR index.

Portfolio Review

As of June 30, 2022

Pooled Total Fund Performance								
	QTD	YTD	1 Yr	2 Yrs	3 Yrs	5 Yrs	7 Yrs	10 Yrs
Pooled Total Fund	-9.93	-16.34	-14.16	4.42	1.75	3.37	3.76	5.75
<i>Policy Index</i>	<i>-9.96</i>	<i>-11.99</i>	<i>-8.30</i>	<i>7.91</i>	<i>5.26</i>	<i>5.36</i>	<i>5.09</i>	<i>6.35</i>
<i>Potential Policy Index</i>	<i>-9.81</i>	<i>-13.01</i>	<i>-10.12</i>	<i>6.19</i>	<i>4.52</i>	<i>4.92</i>	<i>4.95</i>	<i>6.26</i>
<i>60% MSCI ACWI / 40% Bloomberg US Aggregate TR</i>	<i>-11.36</i>	<i>-16.28</i>	<i>-13.43</i>	<i>2.85</i>	<i>3.66</i>	<i>4.83</i>	<i>5.00</i>	<i>6.04</i>
<i>S&P 500</i>	<i>-16.10</i>	<i>-19.96</i>	<i>-10.62</i>	<i>12.18</i>	<i>10.60</i>	<i>11.31</i>	<i>11.14</i>	<i>12.96</i>
<i>MSCI ACWI</i>	<i>-15.66</i>	<i>-20.18</i>	<i>-15.75</i>	<i>8.32</i>	<i>6.21</i>	<i>7.00</i>	<i>6.98</i>	<i>8.76</i>
<i>MSCI Emerging Markets</i>	<i>-11.45</i>	<i>-17.63</i>	<i>-25.28</i>	<i>2.60</i>	<i>0.57</i>	<i>2.18</i>	<i>2.79</i>	<i>3.06</i>
<i>Bloomberg US Aggregate TR</i>	<i>-4.69</i>	<i>-10.35</i>	<i>-10.29</i>	<i>-5.44</i>	<i>-0.93</i>	<i>0.88</i>	<i>1.42</i>	<i>1.54</i>

- Policy Index = 25% S&P 500 / 5% Russell 2000 / 20% MSCI EAFE / 20% HFRX Equity Hedge Index / 20% HFRX Absolute Return Index / 5% Bloomberg US Aggregate TR / 5% S&P Global Natural Resources Index TR USD

- Potential Policy Index = 25% S&P 500 / 5% Russell 2000 / 15% MSCI EAFE / 5% MSCI Emerging Markets / 5% Bloomberg US Aggregate TR / 20% HFRX Absolute Return Index / 15% HFRX Equity Hedge Index / 10% Bloomberg US High Yield TR

- 60% MSCI ACWI / 40% Bloomberg US Aggregate TR = 60% MSCI ACWI / 40% Bloomberg US Aggregate TR

Pooled Fund Portfolio Growth					
	2018	2019	2020	2021	Year-To-Date
Beginning Market Value	\$35,681,609	\$32,459,373	\$38,167,161	\$41,878,677	\$52,089,130
Net Cash Flow	-\$897,677	-\$145,800	\$611,315	\$5,263,197	-\$144,569
Net Investment Change	-\$2,324,559	\$5,853,589	\$3,100,201	\$4,947,256	-\$8,536,524
Ending Market Value	\$32,459,373	\$38,167,161	\$41,878,677	\$52,089,130	\$43,408,037

Eric Brendlinger

From: Eric Brendlinger
Sent: Wednesday, November 30, 2022 10:24 AM
To: Susan Rhea; John Williams; Hollis Sutherland; Gretchen Stock-Bell
Cc: Kirk Wilson; Bill Kirkland
Subject: RE: dog park rules ideas
Attachments: Carbondale Dog Park Policies.pdf; hendrick dog park rules.docx

Thanks Susan,

I will forward this on to Kirk and Bill for their feedback since Gretchen is out until Dec 9th. I will reserve a spot on the agenda to take another look at this for our December 14th meeting.

Kirk and Bill, to bring you up to speed, a citizen came to the Parks & Recreation Commission requesting a change to our dog park rules at Hendricks Dog park. The commission felt the rule request change, which was to not allow non-neutered or non-spayed dogs into the off-leash dog park area due to their aggressive behavior, needed additional science data and consensus to make this type of rule change. The commission and staff did not want to close off access to the off-leash dog park to a non-neutered or non-spayed dog if their behavior was not aggressive. From our research this can be the case and the existing rule that states the following is appropriate because it addresses the "behavior" and does not isolate the potential cause of the behavior, especially when that cause would be hard to identify and enforce:

1. Aggressive dog behavior is not permitted within the park area. If your dog(s) can't play without causing dog fights, or attack other dogs while playing, you may be asked to refrain from bringing your dog inside the park. Any dog owner / handler who believes a dog brought into the park does not exhibit appropriate "social" interaction with other dogs, can ask that owner/handler to remove his / her dog from the park. If this situation persists, the owner / handler who brings their aggressive dog(s) inside the park can be cited for a violation of the Municipal Code Ordinance 7-6-180. In accordance with the Municipal Code Ordinance 7-6-180 below, this ordinance will be strictly enforced.

If non-spayed or non-neutered dogs display aggressive behavior they are not permitted within the facility.

At our Parks & Recreation Commission meeting on September 14th the highlighted language above was unanimously accepted as an addition to the existing signage. It is re-iterating the undesirable behavior of the dog but not closing access to non-aggressive, non-spayed or non-neutered dogs. There were still issues with the language of the sign and how it reads, so a committee was formed to re-design and potentially add additional language to the signs with additional imagery, which would help citizens understand the rules, vs. just verbiage and ordinance language. We feel that the ordinance language is still needed as part of the dog park rules and would still be a part of the signage in the off-leash dog parks. Please see the attached documents which show the existing rules and then the new suggested rule order for the signage and the recommendation to add additional graphics.

Please provide any feedback you might have and any suggestions. We hope to take this to the Parks & Recreation Commission on December 14th for a potential final approval if it is ready and/or by our first meeting in January on the 14th.

Thanks.

Eric Brendlinger
Town of Carbondale Parks & Recreation Director
ebrendlinger@carbondaleco.net
970-510-1277 (office)
970-319-2494 (cell)

From: Susan Rhea <rheacolo@gmail.com>
Sent: Tuesday, November 29, 2022 8:28 PM
To: Eric Brendlinger <ebrendlinger@carbondaleco.net>; John Williams <bonjon71@hotmail.com>; Hollis Sutherland <hollis.sutherland@gmail.com>; Gretchen Stock-Bell <gbell@carbondaleco.net>
Subject: dog park rules ideas

hey guys,
I've been thinking about the dog rules signage and have written the attached draft pages. The biggest problem in trying to address Denise Moss's issues is there is no consensus that non-neutered dogs are always aggressive and neutered ones are always friendly; putting that specific language in the dog rules does not make sense to me. I think putting in a reference to call 911 is a strong indicator that there is an intent to enforce these rules; as I recall this was Gretchen's suggestion too.

Please look this over and let me know what you think asap. I can make edits and we can get it in next week's packet.

I am imagining a design person will put decorations on the sign, dogs holding leashes, a pile of steaming dog poop, dogs looking sad that they can't come in, that sort of thing. I am imagining a brightly colored sign about 2 1/2 by 4 1/2 ft, font large enough to easily read from 4 ft away, larger font for parts, smaller font for details like Ordinances. If the sign is mounted on the inside gate facing north, it shouldn't fade too much. It needs to be mounted so that one can't pretend one didn't see it.

Thanks,
Susan

ps, I don't have Word, just using google docs, attached a pdf. provide comments in email and I'll edit google doc.

Welcome to the Town of Carbondale Dog Park

This facility is provided for canine and human socialization and play. Dogs are allowed off-leash if they can play in a friendly no-conflict way. If your pet is not behaving in a friendly manner and/or you are asked to restrain or remove your dog, you must do so. Please respect everyone's desire to have fun, non-confrontational, interactions in this area.

Dog owners who fail to comply with these rules can be asked to leave or be cited, if appropriate.

Thank you for your cooperation and enjoy your time here
Town of Carbondale Parks and Recreation Department

As a user of this property, you understand your responsibility for yourself and your dog. You must abide by all the following posted Rules and Regulations.

1. Small and large well behaved dogs are welcome with a responsible owner/handler. Children 12 and under must be accompanied by an adult 18 and over
2. Dogs must wear a visible and current license and have been vaccinated for rabies. Municipal Code Ordinance 7-6-120
3. Dogs must be leashed until completely inside the enclosed property. Gates must be kept closed at all times
4. Aggressive dog behavior is not permitted within the park area. If your dog misbehaves, or you are requested to leave with your dog, you must comply. The owner/handler who repeatedly violates this rule will be cited for a violation of Municipal Code Ordinance 7-6-180. This ordinance will be strictly enforced. Penalties include fines and impoundment
5. Female dogs in heat are not permitted within the facility
6. Dog waste must be removed and properly disposed
7. Any damage done to the park property (i.e. digging, fence damage) must be repaired by the responsible owner or dog handler

Town of Carbondale- City Ordinances & Regulation

7-6-120 Short title-Definitions.

"Owner" means the person, or persons, firm, entity, association or corporation that owns, keeps or harbors a dog.
"Vaccination" means vaccination or inoculation of a dog with a vaccine approved by the Colorado State Department of Health for use in prevention of rabies. (Ord. 4-1966 § 1).

7-6-180 Vicious dogs-Prohibition.

No person shall own, keep or harbor a vicious dog. For purposes of this chapter, a vicious dog is one that anywhere in the town inflicts unprovoked bites or attacks on human beings or other animals or acts without provocation towards any person in a terrorizing or menacing manner. (Ord. 1-1985 (plat): Ord. 4-1966 § 9).

CALL 911 if attacks, biting, or other aggressive problems occur

Carbondale's Dog Off Leash Park

Welcome! This area is provided by the Carbondale Parks and Recreation Department for you and your dog's enjoyment. Please keep it friendly and fun for all

<p>Sorry, no dogs that are</p> <p>Sick</p> <p>Aggressive</p> <p>In heat</p> <p>Without current vaccination</p> <p>Too young for rabies vaccination</p>	<p>Please Pay Attention</p> <p>Leash your dog until inside the gates and on leaving</p> <p>Keep gates closed</p> <p>Keep an eye on your dog</p> <p>Maintain voice control</p> <p>Leash your dog if problems occur</p> <p>No dog food in park</p> <p>Children under 12 must be accompanied by adult over 18</p>
<p>Pick up Poop</p> <p>Dispose in provided bins</p>	<p>Thank you for your cooperation</p> <p>Respect everyone</p>

Violation of any rule or policy is subject to fines and/or impoundment.
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Pick up Poop

Dispose in provided bins

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Welcome to the Town of Carbondale Hendrick Dog Park

This is an OFF-LEASH, FRIENDLY dog park with both a large & small/passive dog play area.

This property is owned by the Town of Carbondale and managed by the Parks and Recreation Department for you and your dogs' enjoyment and benefit. As a user of this property, you understand your responsibility for yourself and your dog. You must abide by all the following posted Rules and Regulations.

1. Both small / passive and large dogs are welcome with a responsible owner / handler.
2. Dogs must wear a visible and current license and have been vaccinated for rabies. Municipal Code Ordinance 7-6-120
3. Dog waste must be removed and properly disposed of.
4. Aggressive dog behavior is not permitted within the park area. If your dog(s) can't play without causing dog fights, or attack other dogs while playing, you may be asked to refrain from bringing your dog inside the park. Any dog owner / handler who believes a dog brought into the park does not exhibit appropriate "social" interaction with other dogs, can ask that owner/handler to remove his / her dog from the park. If this situation persists, the owner / handler who brings their aggressive dog(s) inside the park can be cited for a violation of the Municipal Code Ordinance 7-6-180. In accordance with the Municipal Code Ordinance 7-6-180 below, this ordinance will be strictly enforced.
5. Gates must be kept closed at all times.
6. Female dogs in heat are not permitted within the facility. If non-spayed or neutered dogs display aggressive behavior they are not permitted within the facility.
7. Any damage done to the park property (i.e. digging, fence damage) must be repaired by the responsible owner or dog handler.
8. Children 12 and under must be accompanied by an adult.
9. Dogs must be leashed until completely inside the enclosed property.
10. All dog owner / handlers who fail to comply with these rules can be asked to leave or be cited, if appropriate.

Thank you for your cooperation and enjoy your time here.

Town of Carbondale Parks and Recreation Department

Town of Carbondale- City Ordinances & Regulation

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In Progress						
Need to check on status	Carbondale P & R Outstanding Projects	12/14/2022	Funding source or amount	Completed	30 days	60 days
2022-23 New projects						90 days
*delayed final design/ permitt	GOCO Resilient Communities AVLT Red Hill Shade Shelter & landscaping Red Hill B-Line Trail Improvements and C-line alternate bike trail. Crystal River Restoration and Weaver Ditch Efficiency Project	Grant \$55,000 AVLT Maintenance Endowment	GOCO Contract grant extension C-LineTrail open installed new signs	landscaping complete	Ongoing trail maintenance	Grant closeout with GOCO Ongoing trail maintenance
	GOCO Resilient Communities AVLT ADA Access/ classroom	Grant Funded	Not Fully Funded			fundraising
	Fishing is Fun Grant Crystal River Project. CPW 2020 ADA access/classroom	grant \$55,000	GOCO Contract &Resoution	Back out to bid	Bids due	review bids
	Fishing is Fun Grant Crystal River Project. CPW 2021 In-channel improvements	Grant \$30,000	processed			review bids
*no staff training	CIWMP- Approval for 2023 weed mitigation strategies	Grant \$50,000	processed			review bids
	Playground & Park equipment repairs Cirsa audit	2023 Budget	BOT 2022 Plan Approved	Data gathering from 2022 efforts	Write new plan for 2023 P & R mtg.zjsn	present to BOT for approval FEB
*delayed production/ delivery	Mobile Stage 3 trained used 8 times in 2022	2022 Budget	RVR & Orchard spinner floors	Hendricks replacement, Sopris &Gianinetti	Winter maintenance projects	vinyl coating on exposed metal
	Aquatics Facility Bond Process Hilltop Securities	2022 budget	Create fee waiver guidelines	Parks & Rec fee waivers recommended	BOT fee waivers approved	repair battery issues
	Nature Park-loop pathway improvements trail maintenance techniques	hired council & bond finance	voter approved, hired underwriters	Hire owners rep	RFP for engineering and design work	select proposal for design & construction group
	RVR Park Weed Management - can/will they adopt Town weed plan	surplus EWF from 2022	Test sections wood chips donated	Test Pea gravel in mud under wood chips	Wood Chip project-Friends of park	wood chip project
	Hendricks Playground Replacement Burke bid \$82,604	Orchard & Triangle Park	Town Staff request to GM	report on Triangle and Orchard	include strategy in weed management plan	implement
	Sopris Park ADA Path & Water Fountain replacements	2022 Budget	RFP closed 5 proposals A & Z Contracte	construction delays due to weather	construction	completed
	Miners Park Irrigation Retrofit to ditch water	ordered & contracted	construction complete			hook up water fountains in spring
	Dogs in park story map	2022 parks CIP budget	VFD Pump installed and plugged in	process vfd rebate	winterized	winterized
	Highway 133 South Irrigation replacement project	2022 Budget	research	subcontract graphic artist	produce	marketing and advertise
	Youth Art Park Rio Gande with Carbondale Arts	2023 Parks CIP budget	rfp and bids-none 2nd round	Purchase pump out of 2022	Back out to bid for 2023	select contrator for spring
	Replace Rec Center Skylights and new security cameras	\$35k GOCO Grant Extension	extension to Sept 2023	Fall Project	Winter Project	Grant closeout with GOCO
	Replace Boiler and Pool Chemtrol distribution unit	2023 Rec budget		seek contractor for 2023 work	select contractor	contract with contractor
	Updated Highlighted Chart of Master Plan	2023 Pool Budget			Schedule and contract the work	Work before Spring opening
	Ramey-Harvey Park Improvements bear proof trash cans & install signage	na	Feb P & R Meeting	used for 2023 budgeting	budgeting for 2023	
	4th Street Plaza Park Imrovements	2022-23 budgeted	solar irrigation controllers/ signs/ table	CAFCI donated 2 benches	Colorado Concrete proposal accepted	concrete pad in April for benches
	Hendricks Dog Park Water Fountain Replacement	Not budgeted	Title work complete shed demo comple	ruussian elm tree removal	Research improvements	Public Outreach and pricing work
* affected by covid-19		2022 budget	Product received	storage for winter		spring install
Completed 2022						
* change scope public outreach	Aquatics Facility Master Plan	completed	GOCO Grant closeout			
	Nuche Park - Parking & Signage	Fence Permit and approval	fence completion			
	Miners Park Volleyball Border Project	net sleeves, lines, grass seed	Completed			
	Triangle Park Tennis Courts crack repair	completed with final fix	open			
*delayed fundraising	Batting Cage at Bill Hanks	construction complete	Inspected install signage	shut down store for winter in shed		
*delayed bidding	Fence at White Hill (Hillcrest) Cemetery received bid Taylor Fencing	Old Fence Removed & contract	Construction and completed			
	Nuche Park Parking Lot improvements Grade and Road base	Street Crew		Timing TBD but before Bald Eagle Closure	Construction	Bald Eagle Closure Dec 1
	Bear Proof Trash and Recycling Cans	conservation Trust Fund	2 in triangle, 2 in Thompson	arrived and placed	done	done
	Bonnie Fisher Park signage and enforcement	Demeters Garden/Access road	public outreach /sign production	Signs Installed send letters to homeowners	Enforcement	Enforcement
	Electric Work at RV Park	2022 rv park budget	Contracted w/Lassiter phase 4	work complete sites 15-19	completed	completed by May
	Red Hill Signage for completed kiosk	2022 budget	RFP with Proposals	Kiosk signage completed and installed	done	
	North Face Bike Park Jump line capping	2022 Rec budget	project completed			
	Replace pool water heater at Pool	2021 budget partial	replaced , waiting to test	installed	test in spring when water back on	functioning
	Electrification of mow equipment	2022 parks budget	equipment purchased	Use	use	use assesment
	High Speed Radio WiFi Internet at Gateway RV Park	2022 rv park budget	project completed	completed	completed by May 6th	completed
	Hillcrest Cemetery	2022 budget	Fence Completed	contract for survey and plot layout	work concluded	work concludes
	Red Hill C-line alternate bike trail.	AVLT Maintenance Endowment	Trail open	completed	no probuild needed	
Grants not awarded 2022	FMLD Rec Center Gym LED Lighting Retrofit	FMLD Mini-Grant	submitted	not awarded		