

# GARDEN CITY AQUATICS

## THE BIG POOL PROJECT

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PROPOSAL FOR  
CONSTRUCTION MANAGER  
AT-RISK (CMAR)

APRIL 13, 2020



**McCOWN  
GORDON**  
CONSTRUCTION

April 13, 2020

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**RE: Proposal for Garden City Aquatics Construction Manager At-Risk**

Garden City is an important part of our state's success. It's a regional hub for Western Kansas and sets the pace for the region. Many of McCownGordon Construction's finest associates are from Western Kansas, including Garden City, and we're committed to serving your community. This project makes an important statement to your residents and we pledge to make it one they will be proud of. We will also engage as many of the local businesses as possible during construction and offer you our own team of highly qualified professionals that will make your aquatics project a success. We'll do this with three key differentiators.

**Depth of Experience**

Per your RFP, there were several examples of ideas for Garden City's aquatic park. **The one most similar was Long Branch Lagoon in Dodge City for which McCownGordon was the construction manager.** As your design and operations consultants have shared with you, aquatic projects have a host of unique challenges. Through our experience in successful delivery of several municipal aquatics projects across the region, we intend to **bring those lessons learned and best practices to the table** (See page 9 - schedule and page 23 - Keys to Success). From creative cost saving techniques to inventive constructibility recommendations, our team has the knowledge to provide significant value from the very first day we are selected as your partner. We've built nearly 20 other pools and aquatic facilities and have a proven track record to deliver you a quality product.

**Transparency and Engagement**

The community clearly expects their money to be used wisely and for costs to be controlled. **Our open book policy shows where every dollar of the project is spent.** By using a Construction Management delivery method, our team engages early and can quickly update cost estimates and discuss options with stakeholders to improve the project, save money and/or shorten the schedule. Some construction companies under-utilize the benefits of Construction Management and only provide minimal cost feedback during the design process. **At McCownGordon, we take a proactive approach and bring design, phasing and material ideas to the owner and designers in a collaborative environment and engage real time estimating.** We want to minimize long-term operational costs and maximize your funds.

**Technological Advantage**

We've made significant investments in technology and offer you a team of experts who can tap our resources and industry knowledge to make this aquatic center efficient and long-lasting. We have engineers that will engage early with your designers to discuss best approaches to project challenges. Our virtual design team can show you how the project will look as it progresses and how the site will be organized during construction. **You've selected some of the best designers in the country to make this happen and with our long lasting and highly productive relationship with Confluence, McCownGordon is confident in our ability to seamlessly become and integral part of this project's success.**

Thank you for allowing us to show why McCownGordon is the best fit for your project. We'd be privileged to be your partner.

Sincerely,  
McCownGordon Construction



Todd Knight  
Principal in Charge

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## WE DELIVER THE BEST BUILDING EXPERIENCE

McCownGordon delivers quality and value through industry-recognized expertise, knowledge and technical excellence. However, it is through our people and the experience we create for our clients that McCownGordon truly differentiates itself in the industry.

### HISTORY & CORE VALUES

Founded in 1999, McCownGordon was started with the motivation to offer the industry a different kind of construction company—one focused on the client first. Instead of focusing solely on materials like concrete and steel, founders Pat McCown and Brett Gordon built a team of go-getters who believed in doing business transparently and one who valued building long-term relationships. From inception, it was their mission to ensure every employee embodied the core values of **integrity, performance and relationships**, and that those values wouldn't just be words on walls.



Today, McCownGordon is recognized as one of the region's largest construction firms and consistently ranks at the top for local, regional and national awards. We are known for being fast-paced, performance-driven and client-focused—while always remaining true to our foundational core values.

### ORGANIZATIONAL STRUCTURE

McCownGordon is **100 percent employee owned** and comprised of nearly 500 full-time associates from three regional offices—Wichita, Kansas City and Manhattan.

**ZERO**   
**CONSTRUCTION**  
LITIGATION OR ARBITRATION  
SINCE INCEPTION

### CLIENT-FOCUSED SERVICE

Our business model is built on delivering value through partnerships and offering an unmatched service our clients haven't experienced before. We deliver our work through an integrated process focused on team chemistry. One of our differentiators is that **we manage projects with a customer-focused lens**. We get to know you and ask you questions that deepen our understanding of your needs. Then, we make it our mission to prove the value-driven solutions we bring by showing you how our success meshes with yours.

### GIVING BACK

McCownGordon is deeply committed to a vision for bettering the communities we work in. McCownGordon defines culture with philanthropy and stewardship at the forefront. It's something that has always been a huge part of who we are. Our associates commit their own time and energy, on top of a company promise to devote at least 10 percent of profits to worthy causes, educational endeavors and charitable events. But it's more than good stewardship. It's a way to stay connected to the people who work in, live in and use the communities McCownGordon helps build. Community service is a reflection of people who actively seek out opportunities to live beyond themselves. Around here, it's a way of life.



**\$430M**  
PROJECTS COMPLETED IN  
COLLABORATION WITH  
**CONFLUENCE**

# 1. CONSTRUCTION MANAGEMENT APPROACH



OVERLAND PARK COMMUNITY CENTER

## PRECONSTRUCTION

Clients and architects recognize the value of integrating a construction professional's knowledge and expertise into the project team early to ensure that critical project goals are met. This is essential to maintaining budgets, meeting schedules and minimizing construction problems. An integrated approach accelerates the delivery of construction, minimizes long procurement lead-times, improves work coordination, and accurately commissions and closes out the project.

The reason McCownGordon is consistently selected for construction services is our focus on state-of-the-art preconstruction services, active construction management and comprehensive post-construction follow-through. We think results speak for themselves. Early involvement by McCownGordon as construction manager at risk in the planning phase will achieve the following:

- ACCURATE ESTIMATES AND SCHEDULES
- HIGH TRANSPARENCY AND STEWARDSHIP
- COST SAVINGS AND COST CONTROL
- MINIMIZE DISRUPTION DURING CONSTRUCTION
- INCREASE DESIGN & CONSTRUCTION SPEED
- IMPROVE TURNOVER & COMMISSIONING
- RAISE THE BAR FOR PROJECT QUALITY
- SIMPLIFY THE PROCESS FOR THE OWNER

## BUDGET MANAGEMENT

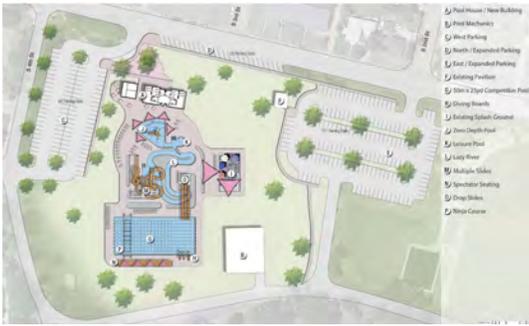
McCownGordon develops a thorough document describing the scope of the project, assuring the budget reflects the most current thoughts of the project work. Our estimators use the company's historical cost data bank along with conceptual estimating techniques to determine a realistic cost of the work at the onset of the project. Major scopes of work are estimated using both in-house estimators and industry trade contractors. The construction budget will establish the probable cost of construction and provide a summary of the cost by major scope of work. Then, the client's estimate

PRECONSTRUCTION  
INCREASES & DECREASES  
VALUE & COSTS

of the cost of furnishings, fixtures and equipment and other project costs are incorporated with the construction budget into a master budget to provide a comprehensive estimate of total costs. In addition, throughout the design phase, our team will continuously update the construction budget. At the same time, we analyze value engineering ideas to enhance value for the project.

**AN ACCURATE ESTIMATE IS THE FIRST STEP IN CONTROLLING COST**

Ensuring all costs are accounted for gives all projects a good footing. However, what differentiates McCownGordon is that cost accounting and control is only the first step. **Cost savings is the true benefit you will get when you hire McCownGordon.** Our tradepartners perform 90% of the work on any given project and targeting efficiencies with this group is what truly makes the process collaborative. On a project like this, attractions are everything and all options will be presented from the lens of achieving the highest level of attraction possible.



**MCCOWNGORDON DOES THIS IN TWO WAYS**

- 1 Tradepartner Engagement** to achieve lowest possible bid
- Positive relationships
  - Clear and transparent communication
  - Flexibility of approach
  - Marketing your project

- 2 Design Team Engagement** to maximize your dollar
- Creative solutions
  - Relentless effort – no stone un-turned
  - Clear and transparent feedback
  - Secure the projects protected interests

These principles have shown a **5-10% savings** in costs from initial budgets and expected market feedback.

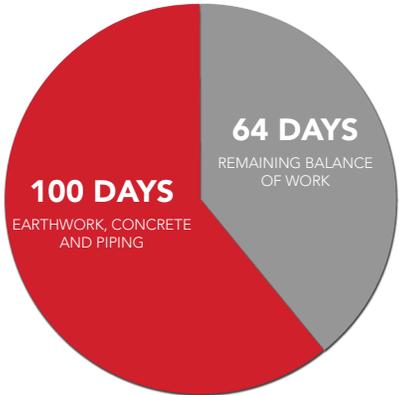
**SCHEDULE & PHASING**

McCownGordon will prepare a master schedule that will integrate the key priorities, occupancy requirements and project phasing with the architectural design work and projected construction schedules. The master schedule is intended to establish all procurement and occupancy activities, highlight milestones and timing for design disciplines, incorporate the availability of materials and labor, identify long lead items, and depict critical path activities. The master schedule will act as a comprehensive management tool for the team’s assignments.

Once into construction, the schedule is updated weekly. Detailed three-week look ahead schedules, updated by the on-site project team, include trade partner input and real-time schedule information so the master schedule is a true reflection of the project progress.

Consistent production is of the highest importance for pool projects due to the staged process associated with ensuring quality and long lasting performance. **Demolishing the existing pool, digging the base for the pool, constructing the walls, and installing all the piping accounts for about 100 days out of the total 164 day schedule.** McCownGordon is a highly driven group of professionals that ensures the tradepartners and all team members maintain the highest level of production to ensure the schedule is met.

**GARDEN CITY POOL SCHEDULE BREAKDOWN**



**MEP MANAGEMENT & CONSTRUCTION TECHNOLOGY**

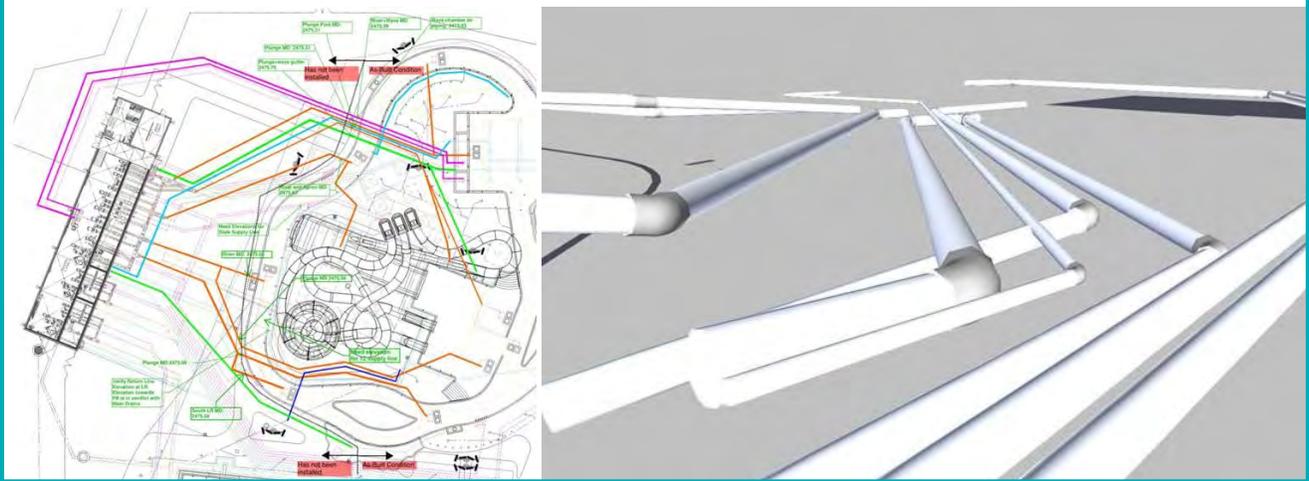
During the preconstruction and design phases of a project, the MEP coordination team will work closely with the estimating team to conduct preliminary design/constructability reviews and perform detailed life-cycle cost analysis. Through this process, our MEP manager will work with the team to ensure budgets are accurate, potential conflicts are addressed and options are vetted. During preconstruction our team will review the owner furnished equipment and building material systems to ensure all the MEP infrastructure is adequately designed and conceptually estimated to support the design.

The MEP team will work with our Building Information Modeling (BIM) manager to generate 3D models of the systems if required. The team will assist in detailed estimating, identify potential conflicts, and help generate options and solutions. Once the contractors are selected, the MEP coordination team will begin conducting detailed planning meetings to sequence work activities with our trade partners.

**CASE STUDY // Long Branch Lagoon**

**3-D MODELING BRINGS VALUE TO AQUATIC FACILITIES**

The filter building was the heart of the facility—all pool piping, electrical, general water supplies, and emergency stops all connect back to the building. Hundreds of conduits and pipes had to connect in specific locations to maintain proper pipe slopes and connection points for various systems. With so many critical elevations and connection points in a condensed location, 3-D coordination was necessary to ensure the all pipes and conduits would fit and cross as planned. Large pipes and fittings were not readily available, often having a three to four week lead time to get on site. **3-D coordination saves costly delays should additional fittings be required when conflicts occur.**



**BIDDING PERIOD SERVICES**

**BIDDING, NEGOTIATION & AWARD**

To adequately prepare for subcontracting work to qualified trade partners, McCownGordon will break the work into discrete scopes of work for bid. We will then prepare a potential bidder’s list for each scope of work for review by the designer, architect of record and other key stakeholders. We will coordinate the requirements for all bonds and insurance from each trade contractor. Then, in coordination with the team we will select the most qualified bidder.

The key components to our bidding, negotiating and awarding work to qualified trade partners is the following:

- **QUALIFIED BIDDERS** – Working together as a team, we will assemble a list of mutually agreed upon, qualified bidders to be solicited for bidding the work. We would recommend a minimum of four to five bidders in each scope of work.
- **LOCAL PARTICIPATION** - We will engage local trades and tailor bid packages to allow them to participate and be competitive
- **BID PACKAGES** – Our team develops extremely detailed bid packages. These bid packages will address the work to be performed, schedule, safety, quality, insurance, etc. By developing bid packages with an extremely high level of detail, we are able to alleviate scope overlap and scope gap, thus reducing risk for Garden City.
- **MARKETING** – We will actively market this project to the trade partner community, not only in Garden City, but throughout the region. By working our large market, we will get the best bid coverage possible from the most qualified trade partners available.
- **PRE-BID MEETINGS** – Notice of pre-bid meetings will be advertised throughout the media well in advance of the bid date. They will cover a general overview of the project, introduce team members and serve as an open forum for questions and answers. This is an excellent form of outreach to the trade partner community and ensures the most competitive bids with the highest quality.
- **BID DAY** – On bid day, McCownGordon will set up in our designated room to receive bids. Trade partner bids will be analyzed, reviewed, scoped and tabulated. We would encourage members of the Confluence team and representatives from Garden City to attend all or part of the bid day proceedings—our process is completely open book.
- **TRADE PARTNER RECOMMENDATIONS** – After our post bid analysis is completed, we will meet with the team to review our recommendations. During our analysis, the lowest price on bid day is not always awarded a contract. It is our duty to identify the lowest responsible bidder and present our findings to the team. Items that assist us in gauging a trade partner’s responsibility include financial stability, current work load and future capacity, safety record and historical performance.

## LARGER POOL OF TRADE PARTNERS



MORE COMPETITIVE BIDS &

INCREASED VALUE

### EXAMPLE

**McCOWNGORDON**

**COMING WORK WITH US.** We are always looking to work with the best trade partners.

**THE PURPOSE OF PARTNERSHIP**  
WE'RE HERE TO CREATE VALUE. At McCownGordon, we live our core values of integrity, performance and relationships. Because of that, we prioritize honesty and accountability as we build relationships with our trade partners. We truly believe everyone on the job has an input and adds value. If you strive to always provide the best building experience, then come work with us on some of the top projects throughout the Midwest.

**OPPORTUNITY: BLACKWELL REGIONAL HOSPITAL**

**BID SCHEDULE**  
MEP/STRUCTURAL | FEBRUARY 24 - MARCH 12  
MEP/ARCHITECTURAL | LATE MARCH - MID APRIL

**PROJECT STATS**

New Addition	22,380 SF	Construction Manager	McCownGordon
Renovation	9,688 SF	Architect	HFG Architecture
Location	Blackwell, OK	Owner	Stillwater Medical

**LOCATION BLACKWELL, OK**

Porca City	21 miles	1-29-2020	04-02-2021
End	60 miles	02-05-2021	MOB Renovation Start
Stillwater	60 miles	02-05-2021	Start
Oklahoma City	99 miles	02-04-2021	08-16-2021
Tulsa	115 miles	02-04-2021	10-07-2021

Publicly Bid and Opened Project - Title 81 Regulations Apply  
TAX EXEMPT

**WE LIVE OUR CORE VALUES.**  
REMAINING TRUE TO OUR FOUNDATION.

**INTEGRITY** We do what we say we will do when we say we will do it. Prioritizing honesty and accountability. Trust becomes the bedrock for every interaction. Clients respect it. And we demand it of ourselves.

**PERFORMANCE** We work hard to cultivate an integrated environment and offer a construction process unlike any other. We continually meet the bar and place relationships first—it's why clients continue to come back.

**RELATIONSHIPS** From first thought to final nail, we seek to perform our best on every project. It translates to creative solutions and quality work, delivered on time and on budget with the highest safety standards.

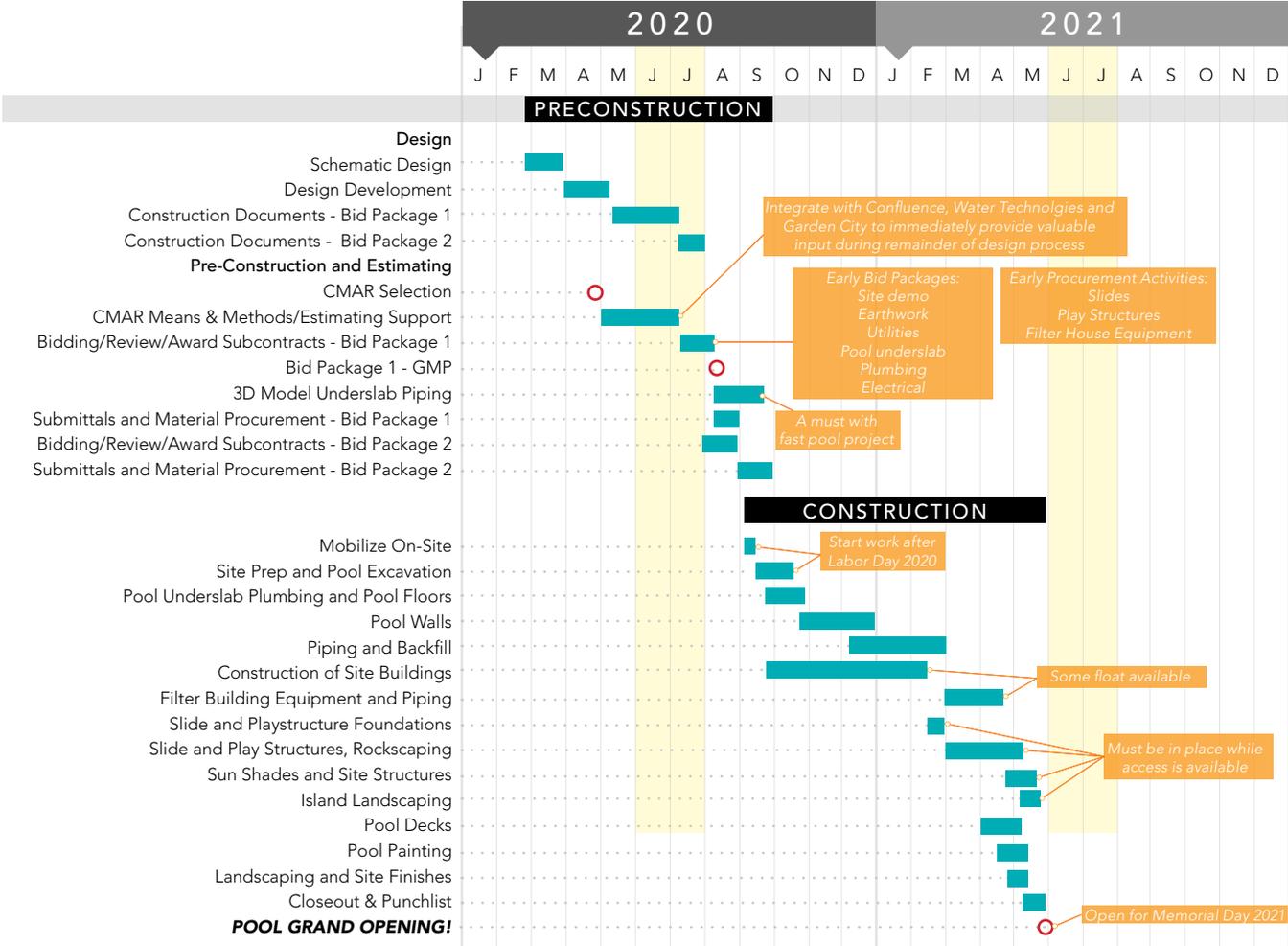
## CONSTRUCTION SERVICE

### BUDGET & SCHEDULE MANAGEMENT

Throughout the project, our team continues to update and manage the Guaranteed Maximum Price (GMP). We continually track project changes for review at each owner’s meeting as well as update the overall budget bi-weekly and at all major project milestones. Constant updating allows for the entire team to make good decisions based on the condition and status of the project GMP.

Our team develops and manages a detailed construction schedule incorporated into bid packages and maintains project progress and subcontractor coordination. Once the GMP has been set and all trade partners selected, this becomes the primary tool governing the success of the project. Our team’s ability to maintain the project progress, adjust to potential field and coordination challenges, and address changes during the project relates directly to our schedule and its accuracy. We update our schedules weekly for review with all parties, but especially for detailed review with the on-site trade partners during progress meetings.

We understand it is critical to open the new aquatic center on Memorial Day 2021 on the 100th anniversary of the iconic Big Pool. McCownGordon has analyzed the project and developed the following schedule:



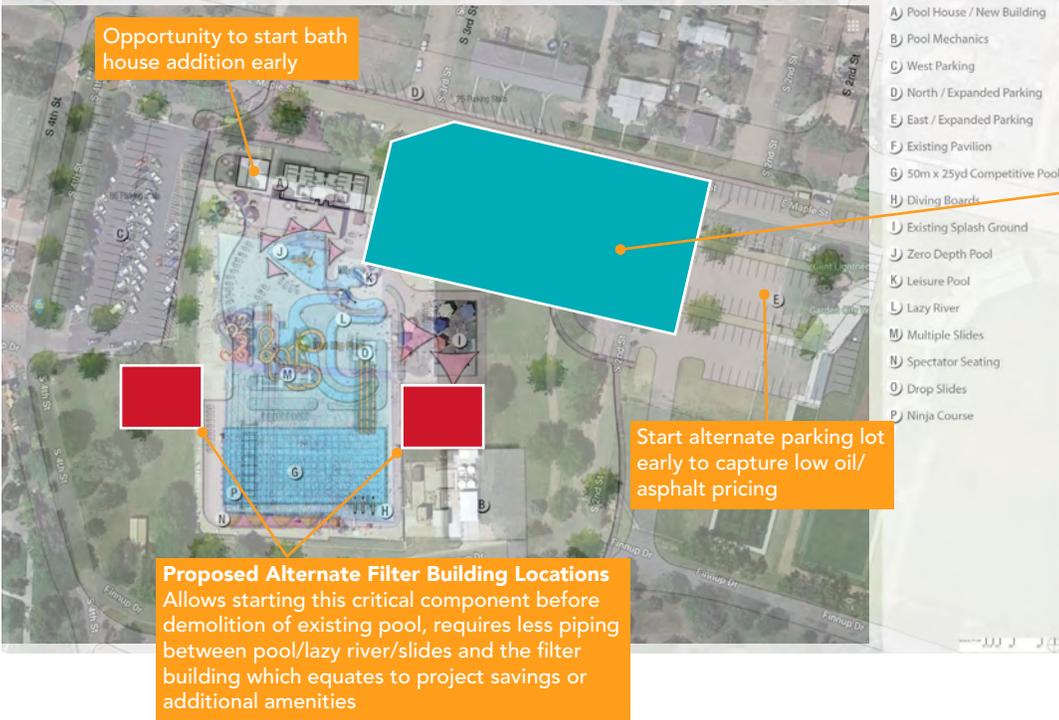
**THINKING OUTSIDE THE BOX**

Our team toured the existing Big Pool and surrounding site, and spoke with Garden City leaders and design team members. By pairing these interactions with our experience in aquatic projects, we recognize opportunities to shift a few components of the site to save significant dollars for the project. These ideas along with all future recommendations will be fully evaluated and vetted to ensure the proposed option provides the best long-term solution for Garden City.

Our first idea was to shift the filter building location. By shifting the location of the new filter building, the pipe runs to each pool would be significantly reduced. Each foot of pipe that isn't necessary provides budget to invest in other facility amenities. Additionally, by shifting the filter building outside of the existing facility footprint, construction could start prior to the end of the swim season 2020. This would allow critical work to be completed in the summer/fall in-lieu of the more costly winter months.



OVERLAY OF EXISTING POOL AND OPTION C UPDATED:  
ALTERNATE FOOTPRINT IDEAS



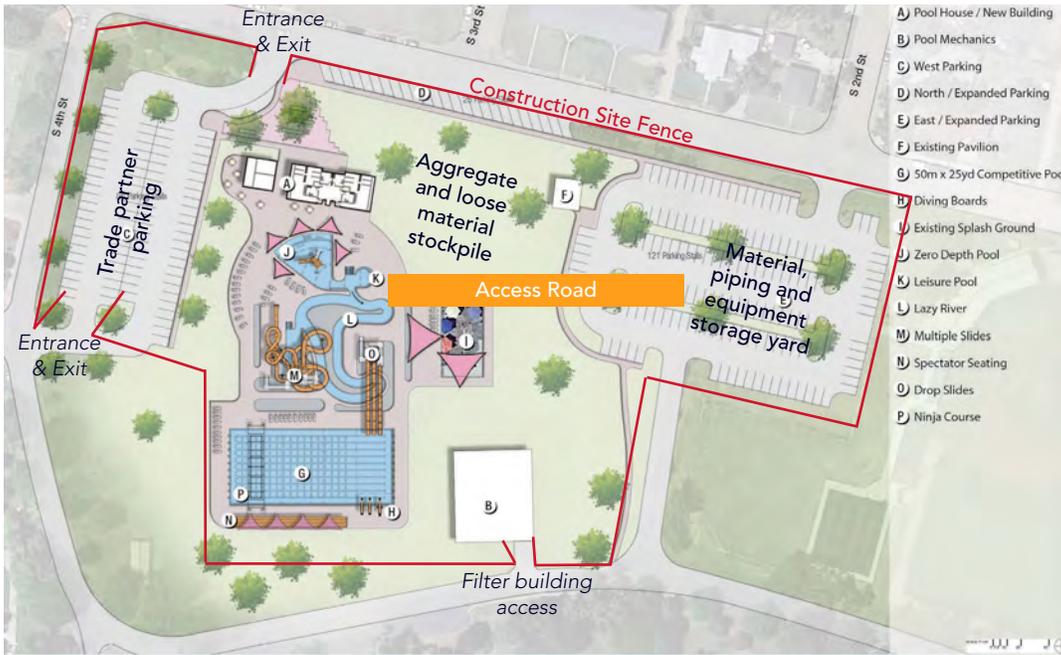
**Rotate New Footprint Outside of Existing Pool Footprint**

- 1) allow earlier start
- 2) mitigate concern of erosion repair under existing pool
- 3) less demolition, simply fill in existing pool
- 4) still allows reuse of existing bath house

Pools require specific aggregate for backfill, LVC, ready mix concrete and base rock. This is true for anywhere, but especially true in western Kansas. McCownGordon understands these challenges and we have done the homework to make the local materials work to meet specifications. Through our existing relationship with a local earthwork contractor and aggregate supplier, we understand there is only one local place to procure aggregate needed for backfill and base material. Leveraging these relationships will lead to lower cost, higher value bids, and create extreme efficiencies needed to meet schedule during construction

While touring the project site, McCownGordon was able to secure a spot for the concrete debris that will be removed during the big pool demolition. Our Senior Superintendent, Chris Marquart, also compiled a site logistics plan. This layout allows for contractor parking in the existing west parking to stay off the nearby streets. The grass area to the east would allow for the needed large stockpile area for aggregate and loose material. The existing dirt lot to the east is a great option for storage of the extensive piping and equipment that will be procured for this project.

SITE LOGISTICS PLAN



**ADMINISTRATION**

We know open communication is vital to project success. We promote this through weekly Owner / Architect / Contractor (O/A/C), weekly trade partner and pre-installation meetings. O/A/C meetings continue the flow of information and provide a forum for making decisions and maintaining the pace of the project. Mandatory weekly trade partner meetings review all aspects of the project from submittals, RFIs, design changes, safety, and schedule, coordinate the upcoming project activities, and highlight areas of concern that may require additional coordination. Pre-installation meetings discuss certain scopes of work prior to their start.

All help reinforce quality expectations, address any access concerns before work begins and ultimately save time, money and effort. At each meeting we cover in detail work to be performed over the next two to four weeks, potential impacts to the schedule, major project milestones that may need to be targeted, subcontractor manpower and coordination. Our team actively manages the document processes of construction including RFIs, submittals, design changes, and ASIs, and tracks each item separately. One key to the success of this project is to proactively manage the submittal and procurement process so work on-site can be maintained throughout. This process governs our ability to start certain phases of the work, especially exterior improvements.

**COMMUNITY OUTREACH DURING CONSTRUCTION**

At McCownGordon, we understand that community-driven projects require more attention and engagement. Our team responds with a commitment to collaboration, a high level of expertise and a strong sense of responsibility. Our **Community Outreach Program** will provide assistance to the City and the design team to support communication of the projects to the community.

We will develop and execute a specific communication plan through various media outlets and face-to-face meetings that will assist the City in communicating present or future construction activities to the community in a strategic, well-thought-out manner. We will also share various written materials, 3-D model presentations, guided site tours and post-construction activities to keep everyone informed of the exciting changes happening with Garden City Aquatics. We have successfully implemented this program with other owners.

Construction Site  
Live Video Stream

Check out our current construction site at Derby's new Stone Creek Elementary.



Social Media Tours  
and Updates

At Clay County Health Center, Project Engineer Ben Flowers posted weekly video updates and tours on social media and had more than 2,500 followers when construction was complete.



Field Trip Site Tours

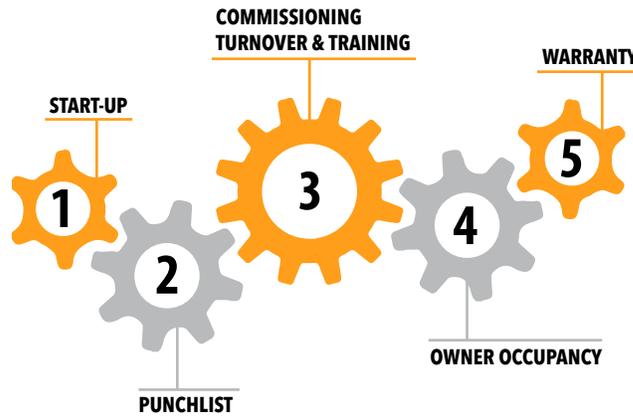
This is a great opportunity to expose children to career opportunities in construction, just like we did for the kids of Harper County at Patterson Health Center.



**CLOSEOUT**

The success of any project is determined by the ability of the team to not only provide a product consistent with the desires of Garden City, but to also ensure it is turned over as efficiently as possible. This will include occupancy inspections, punch list completion, final owner training and collection and turnover of all O&M and warranty information. Our team will begin the closeout process early, engaging Garden City staff to learn about operation of new systems, coordinating inspections in advance with the State of Kansas Fire Marshal, and collecting systems testing, O&Ms and warranties from trade partners prior to their completion of work.

Once we are nearing turnover, we employ a proactive punch list process. Our teams complete a pre-punch list walk-through to ensure that the final punch list with the architect and owner is a smooth transaction with minimal items needing correction.



**POST CONSTRUCTION SERVICE**

McCownGordon places a high emphasis on warranty management. The project team will conduct warranty walk-throughs at pre-determined intervals, and at 11 months prior to the end of the one-year warranty to ensure everything is properly working. We remain a resource long after the warranty period is complete.

We propose providing a plan cabinet on site that keeps a set of as-builts chained to the cabinet. This ensures information is accessible should any change in city or pool maintenance staff change. Contact information would be readily available for McCownGordon or the pool contractor to answer questions at anytime. We also know it is important for the construction manager, electricians and pool experts to be on-site during the first week of operation to ensure everything goes as planned and troubleshoot any problems, particularly the chlorinators once crowds emerge in the pool.

**CASE STUDY // Long Branch Lagoon**

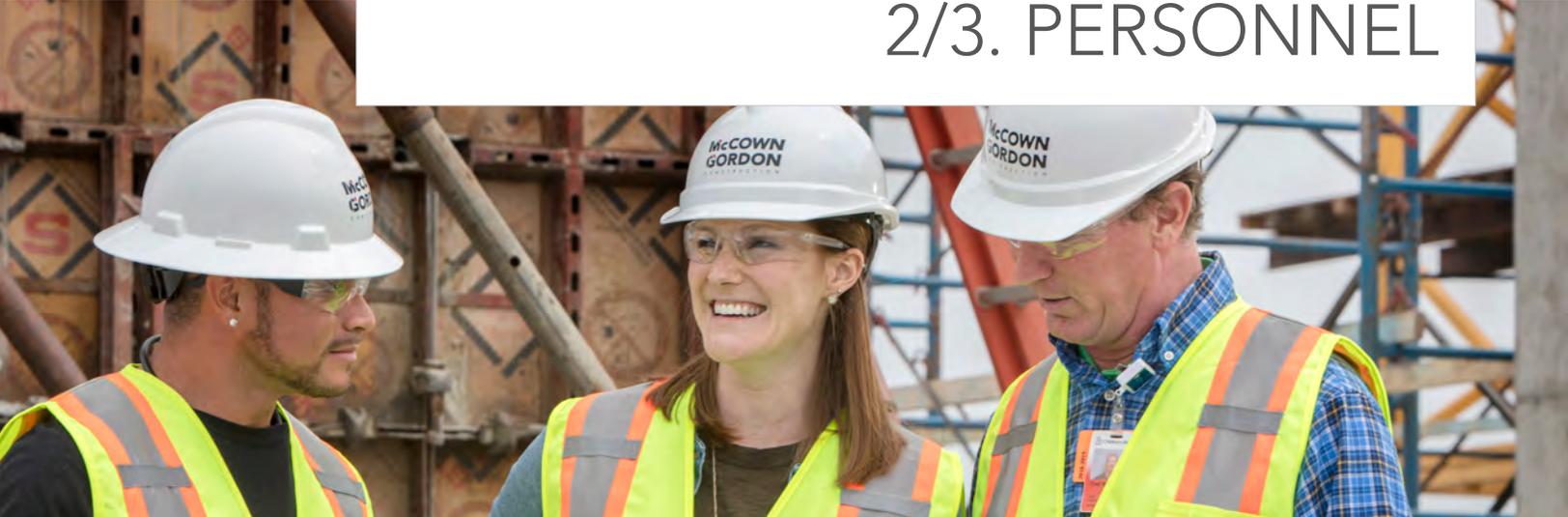
**ENSURING OPERATIONAL SUCCESS**

McCownGordon provided a comprehensive follow-up to ensure all components were operating properly and the pool staff understood the process thoroughly. The start-up process was recorded and included in the electronic operating and maintenance manuals for future staff to have for reference.

McCownGordon’s post construction services included:

- Initial opening of the pool
- Follow-up/on-call throughout the first summer
- Support losing the pool after first season
- Led the first winterization process
- Initiate 11-month warranty walk
- Support opening the pool the second season

# 2/3. PERSONNEL



## OUR PEOPLE MAKE THE DIFFERENCE

The McCowGordon team comprises some of the region’s most talented construction professionals. Our hand-selected team brings the best talent for each discipline—no member is a jack of all trades and a master of none. All of our team members are highly specialized in their respective scopes of work and committed to working collaboratively to develop the absolute best solutions for the City of Garden City and all stakeholders on this project.

### ASSOCIATE SPOTLIGHT:



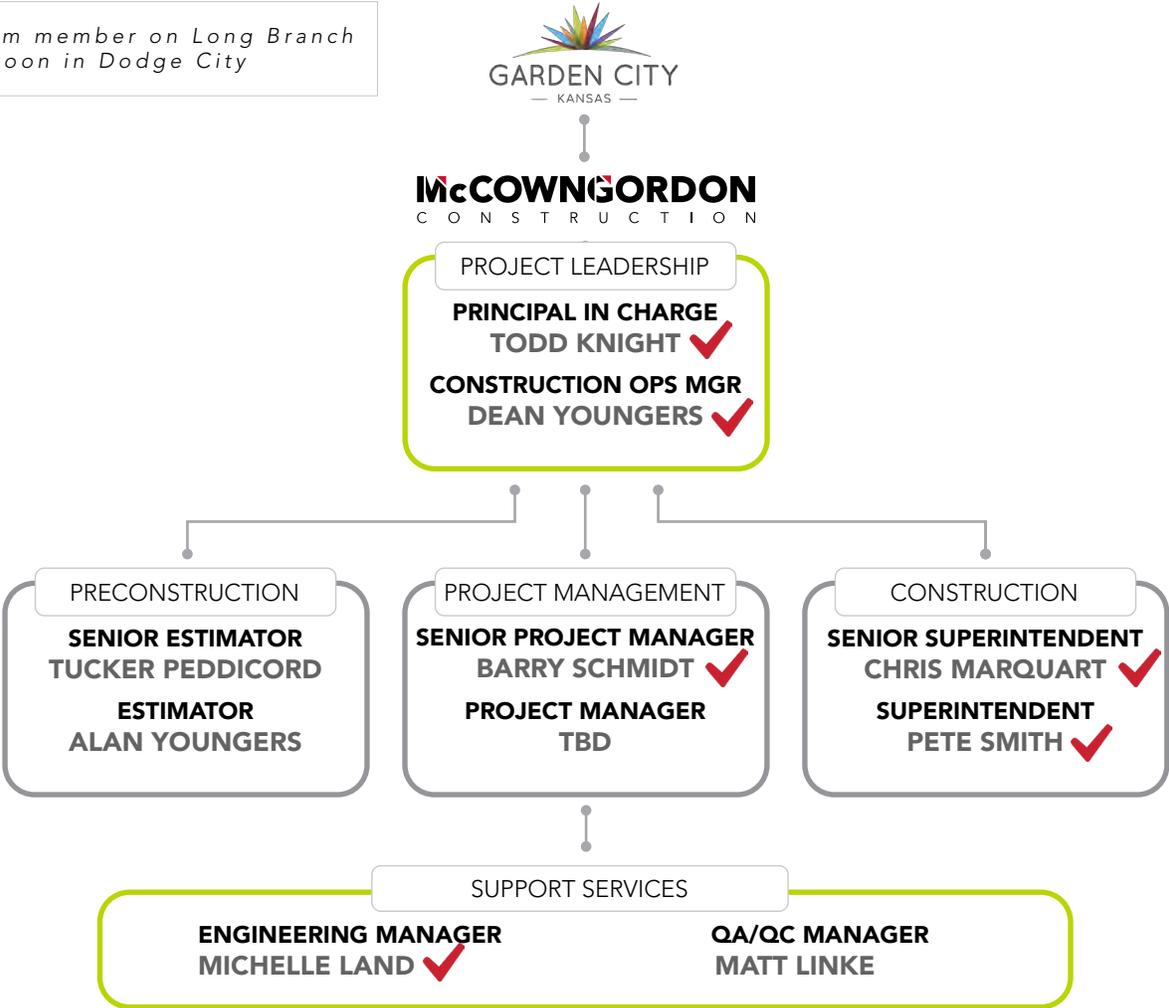
**Barry Schmidt**, Senior Project Manager managed the construction of **Dodge City’s Long Branch Lagoon**. The waterpark is located in Wright Park, home to several large mature trees. It was a publicly sensitive subject to remove these trees from the property.

Barry had the idea that they could re-purpose the wood product from the cut down trees and build a unique front desk for the pool.

Once he had the sawn timber from a local mill, he took it back to his garage in Manhattan. After-hours, Barry designed and built the pool check-in desk for the new aquatic park. He realized the sentimental value the trees had to the public and was able to bring a **client-centric solution** to the table paired with his carpentry skills.

**ORGANIZATIONAL CHART**

✓ *Team member on Long Branch Lagoon in Dodge City*



**CAPACITY**

McCownGordon nearly 500 full-time associates. Over 250 are office/project management personnel and 82 work as superintendents in the field alongside 130 carpenters and laborers. We are operating at approximately 67 percent of our current capacity. We have developed a highly capable team of professionals that have unique qualifications for your aquatic facility. Per question 3 from the RFP, the table below is McCowGordon’s total associates in designated positions, and the number that will be assigned to this project.

FULL TIME EMPLOYEES	TOTAL	ASSIGNED TO PROJECT
Project Managers	107	1
Superintendents	82	2
Estimators	31	2
Quality Control	4	1
Safety	6	1
Legal	2	1
Accounting	15	1

**TODD KNIGHT | PRINCIPAL IN CHARGE**



**Education:** B.S. Construction Science & Management | Kansas State University

Todd has played an integral role in establishing the firm as one of the Kansas’ largest general contractors. Todd is highly involved in driving the strategic mission of the company and focusing on delivering the best building experience to our clients, partners, associates and community. He also has a passion for ensuring our associates are engaged and thriving in their daily work and motivation which is why we rank in the 98th percentile on the Gallup employee engagement survey. As a 100% employee-owned firm, our team understands that our success is tied to yours, which is why we take such pride in delivering best in class customer service. Todd provides the corporate commitment to Garden City to ensure your needs are met by this team.

**Dodge City Long Branch Lagoon**  
City of Dodge City, KS  
15 Months | 7,870 SF  
\$14,300,000

**Municipal Pool**  
Greensburg, KS  
7 Months | 2,000 SF  
\$2,400,000

**Salina South High School  
Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**Manhattan Recreation Centers**  
Manhattan, KS  
11 Months | 80,000 SF  
\$17,000,000

**DEAN YOUNGERS | CONSTRUCTION OPERATIONS MANAGER**



**Education:** Wichita State University

Having spent multiple years working as an owner’s representative, Dean can truly look through the client’s eyes to anticipate and solve their problems, sometimes before they are even known. Dean was instrumental in the construction of Long Branch Lagoon in Dodge City, Greensburg Municipal Pool, and Salina South High School Natatorium.

Dean has 37 years of experience and has ensured success on all construction projects through the Kansas Business Unit at McCownGordon. As construction operations manager, Dean will work closely with the superintendents to oversee all field operations. He will assist with coordinating the timely, efficient work of all trade partners, scheduling materials, ensuring compliance with all drawings and specs, monitoring safety, resolving any questions or issues on site and ensuring constant communication.

**Dodge City Long Branch Lagoon**  
City of Dodge City, KS  
15 Months | 7,870 SF  
\$14,300,000

**Municipal Pool**  
Greensburg, KS  
7 Months | 2,000 SF  
\$2,400,000

**Salina South High School  
Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**Patterson Health Center**  
Harper County, KS  
16 Months | 80,000 SF  
\$27,300,000

**TUCKER PEDDICORD, LEED AP | DIRECTOR OF PRECONSTRUCTION**



**Education:** B.S. Construction Science & Management | Kansas State University

Tucker understands the importance of strong preconstruction services to make a project a success. He believes early collaboration between the owner, design team and construction manager leads to a value-added project for the owner. His depth of estimating experience gives him the knowledge needed for developing creative cost-saving solutions. Coupled with his strong relationships with trade partners, Tucker is a proven asset to the project team.

As Director of Preconstruction, Tucker will lead the preconstruction of the project, working closely with local trade partners, design partners and the City of Garden City to drive the best cost decisions.

**Salina South High School Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**Derby Public Schools Bond Projects**  
Derby, KS  
36 Months | 18 Sites  
\$99,000,000

**Manhattan Recreation Centers**  
Manhattan, KS  
11 Months | 80,000 SF  
\$17,000,000

**Clay County Medical Center**  
Clay Center, KS  
20 Months | 42,000 SF  
\$15,600,000

**ALAN YOUNGERS | ESTIMATOR**



**Education:** B.S. Construction Engineering Technology | Pittsburg State University

Alan understands the importance of strong preconstruction services and estimating, which sets the precedent for a successful project. As project estimator, Alan will be responsible for preconstruction scheduling, budgets, quantity take-offs, materials pricing and regular communication with the design team and trade partners in the preconstruction process. His key responsibilities include detailed estimates and review of documents.

**Derby High School**  
Derby, KS  
12 Months | 104,000 SF  
\$14,000,000

**Larned Schools USD 495**  
Larned, KS  
12 Months | 109,000 SF  
\$21,000,000

**Stone Creek Elementary**  
Derby, KS  
16 Months | 82,000 SF  
\$18,700,000

**Central Bay Apartments + Pool**  
Wichita, KS  
140,000 SF  
\$14,000,000

**BARRY SCHMIDT | SENIOR PROJECT MANAGER**



**Education:** B.S. Construction Science & Management | Kansas State University

Hands-on and dynamic, the varied responsibilities of project management suit Barry perfectly. In the course of an average workday, he is coordinating with clients and trade partners, and ensuring everyone is in the right place at the right time with the appropriate materials and tools. As senior project manager, Barry will lead the project from start to completion. He will be involved in the coordination between the City and the design team. In addition, he will support in managing the overall construction process by taking a proactive leadership role in coordination of field support, project controls, procurement, schedule, budget, project meetings, project administration, safety and project closeout.

**Dodge City Long Branch Lagoon**  
City of Dodge City, KS  
15 Months | 7,870 SF  
\$14,300,000

**Recreation Centers/Middle School Improvements**  
City of Manhattan, KS  
10 Months | 96,000 SF  
\$17,000,000

**Tony's Pizza Event Center Renovation**  
(formerly the Bicentennial Center)  
City of Salina, KS  
9 Months | 80,000 SF  
\$10,100,000

**Office Park Phase II**  
KSU Foundation, Manhattan, KS  
13 Months | 60,000 SF  
\$12,900,000

**CHRIS MARQUART | SENIOR SUPERINTENDENT**



**Education:** B.S. Construction Science & Management | Kansas State University

Chris provides results-driven leadership on his projects. His experience on several complicated renovation projects gives him the unmatched experience with scheduling and phasing that will be needed on this student center renovation project. Chris will also support Superintendent Edi Rangel with proactive planning, coordinating all materials and trade partner activity, ensuring compliance with drawings and specs, monitoring safety, and working closely with the client to ensure construction goals and the building's functionality are met.

**Long Branch Lagoon**  
Dodge City, KS  
14 Months | 37,740 SF  
\$14,300,000

**Patterson Health Center**  
Harper County, KS  
16 Months | 80,000 SF  
\$27,300,000

**Salina South High School Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**Derby Public Schools Bond Projects**  
Derby, KS  
36 Months | 18 Sites  
\$99,000,000

**PETE SMITH | ON-SITE SUPERINTENDENT**



**Education:** B.S. Construction Science & Management | Kansas State University

Pete has worked on a number of rural Kansas projects for McCownGordon. He develops strong relationships with his clients and prioritizes communication, quality and safety.

As on-site superintendent, Pete focuses on scheduling, material delivery, coordination of trade partners, logistics, safety and staying in constant communication with the owner, architect and engineers. He also believes in always being proactive, and stays one step ahead of everyone else on the project.

**Long Branch Lagoon**  
Dodge City, KS  
14 Months | 37,740 SF  
\$14,300,000

**USD 109 School Renovation & Addition**  
Republic County, KS  
10 Months | 55,000 SF  
\$15,400,000

**Salina South High School Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**The Garfield Senior Living**  
Abilene, KS  
8 Months | 23,000 SF  
\$3,600,000

**MICHELLE LAND | SENIOR ENGINEERING MANAGER**



**Education:** B.S. Construction Science & Management | Kansas State University

Michelle brings a wealth of experience to the team, adding crucial knowledge when it comes to the MEP systems of your project. With 35 years of experience in mechanical construction, Michelle is familiar with countless project types including aquatic parks. In her previous roles, she spent time working as both a lead estimator and a project manager for local and national trade partners, lending to her in-depth expertise with HVAC and plumbing building systems.

With extensive experience in managing complex facilities, she is familiar with the unique requirements as well as the potential pitfalls that can arise. She will work proactively with the entire design team, as well as collaborate with the virtual design and construction specialist and trade contractors to ensure the systems are installed and function properly.

**Long Branch Lagoon**  
Dodge City, KS  
14 Months | 37,740 SF  
\$14,300,000

**City of Shawnee**  
Fire Station No. 74  
Shawnee, KS  
7 Months | 9,200 SF  
\$3,800,000

**Salina South High School Renovation, Addition & Natatorium**  
Salina, KS  
35 Months | 230,000 SF  
\$42,900,000

**Kansas State University**  
Chilled Water Plant  
Manhattan, KS  
31 Months | 15,880 SF  
\$49,200,000

# 4. CMAR EXPERIENCE



## A COLLABORATIVE WAY TO EXCEED EXPECTATIONS

We leverage our partnership approach through the Construction Manager at Risk (CMAR) delivery method, integrating with your ownership and chosen design team early in the process. This allows McCownGordon to provide cost-effective and creative solutions to drive project success.

Our team joins in the visioning process and becomes your advocate. We learn your priorities. Whether your challenge is a tighter budget or fast-track schedule, we help you discover the best solution.

### EXAMPLE OF MCCOWNGORDON'S KANSAS CIVIC PROJECTS COMPLETED THROUGH CMAR

- City of Dodge City | Long Branch Lagoon
- City of Greensburg | City Pool
- City of Olathe | Community Center
- City of Greensburg | Big Well Museum
- City of Salina | Tony's Pizza Event Center Renovation
- City of Manhattan | Recreation Centers
- City of Manhattan | Flint Hills Discovery Center
- City of Shawnee | Fire Station No. 74
- City of Overland Park | Arboretum Visitors Center
- Johnson County | Monticello Library
- Shawnee County | Kansas Expocentre Building Renovation

## COMMUNITY LEADERSHIP

The Manhattan Recreation Center projects involved not only many stakeholders, but two separate clients—City of Manhattan and Manhattan-Ogden School District. McCownGordon was instrumental in engaging the community in the schematic design. **McCownGordon and SFS Architecture led a 44-person steering committee appointed by City Commission, to prioritize the programming of the facility and select building exterior options.** The project was taken to GMP at schematic drawings and delivered on the dollar promised.

We are willing to lead community meetings in Garden City and answer the tough questions on your behalf or provide the support you may need.



# CASE STUDY // Long Branch Lagoon

## CMAR METHOD DELIVERS VALUE WHERE IT MATTERS MOST

The designer originally selected a very specific slide package for the Long Branch Lagoon. The estimate came in over what Dodge City desired to spend on slides. McCownGordon was able to go back to the slide companies, including some that did not originally participate, and ask for a proposed slide package at a specific value—*which slide package can we get for \$X*. This allowed slide companies to provide alternate slide options that met the desired ride type, length and performance requirements while staying in Dodge City’s budget.

Slide manufacturers were very willing to provide a best-and-final solution that was an alternate design. This allowed Dodge City to spend money where they wanted, obtain an enhanced pool experience, and stay within budget.

McCownGordon was able to drive this process because they were involved early in preconstruction. The design team was able to complete the pool design around the final critical structural elements and water supply connections.



Many of our construction management at risk projects are for repeat clients and design partners, demonstrating our ability to create a seamless, successful construction process. We believe repeat clients are a testament to the effectiveness of our team delivering on our core values. Each are equally important to us and play a significant role in delivering a successful construction project and building a trusted relationship with you.

### KEY CLIENTS WE HAVE COMPLETED MULTIPLE CMAR PROJECTS

- Garmin
- Kansas State University/KSU Foundation
- Kiowa County USD 422
- Saint Luke’s Health System’
- University of Kansas Health System
- American Century Investments
- Bayer Crop Science
- Cerner Corporation
- Children’s Mercy Hospital

**95%**

OF MCCOWNGORDON’S PROJECTS ARE DELIVERED THROUGH CMAR

**190**

CMAR PROJECTS COMPLETED IN PAST 5 YEARS

**70%**

OF THE 190 PROJECTS ARE FOR REPEAT CLIENTS

## 5. GARDEN CITY REGION PROJECTS



### **RELATIONSHIPS MATTER**

Many of McCownGordon Construction’s finest associates are from Western Kansas, including Garden City, and we are committed to the region. We have built strong trade partner and community relationships through our work on the Long Branch Lagoon in Dodge City, multiple projects in Greensburg, a recently completed hospital in Harper County, and ongoing work in Northwest Kansas.

### **RESPONSIVENESS**

McCownGordon is committed to having an on-site superintendent 100% of the time. The project manager will regularly be on site for client collaboration, Owner / Architect / Contractor (OAC) meetings, and on-site team support. We have also used the current COVID-19 crisis as an opportunity to improve and enhance our video conferencing abilities. Successfully serving Kansas means being prepared to travel. We are accustomed to traveling for projects and the drive to Garden City from Wichita is not a second thought for us—in fact, many of our associates’ families still reside in western Kansas. We will be available on-site as you desire.

### **TRADE PARTNER RELATIONSHIPS**

Our track record for trade partner relationships is outstanding. Simply put, they enjoy working with McCownGordon and look for opportunities to work with us. Since our inception, we have taken a collaborative approach to our partner relationships and value their input. We treat them fairly and serve as a resource to make them thrive which pays dividends on the success of your project.

### **LAY OF THE LAND**

Western Kansas is unique in the distances that must be traveled and in the way resources are distributed. Working with your team, McCownGordon will find the companies that have the appropriate qualifications and capacity to work on your project. We will do our best to use local options which will make a significant difference in getting the best value for your dollar and enhancing community support.

# 6. POOL/AQUATIC FACILITY PROJECTS



STONEGATE OUTDOOR POOL | OVERLAND PARK, KS

## INSPIRING COMPETITION AND PLAY

McCownGordon understands aquatic facilities and what it takes to make them a reality. For instance, builders typically work with overhead modeling, but with pools, all of this coordination happens underground. Different products are used to handle the moisture and eliminate rust. In addition, the products aren't readily available at your local lumberyard which makes procurement of utmost importance.

Building aquatic facilities takes a different mind-set. The work is from the inside out as to not limit your access because of pools and decks. Planning of concrete pours and backfills must take obstructions into consideration. Aquatic facilities never reach the point of being dried in so the weather is always a factor.

McCownGordon has experience with all of these unique nuances and has the arsenal of tools and expertise to ensure they do not become a problem on your project.



# \$23.6M

OLATHE COMMUNITY CENTER PROJECT IN CONJUNCTION WITH CONFLUENCE AND WATER TECHNOLOGY, INC.

## AQUATIC EXPERIENCE

- Dodge City Long Branch Lagoon
- City of Greensburg Municipal Pool
- Olathe Community Center Aquatic Facility
- Lawrence High School Natatorium
- Belton High School Swim Center
- Salina South High School Natatorium
- Summit Trail Middle School Natatorium
- City of Chanute Maring Aquatic Center
- City of Overland Park Various Pool Projects
- Tower Properties Pool Renovation
- Matt Ross Community Center Indoor Pool
- Gladstone Community Center Natatorium
- Carriage Club Clubhouse Pool
- Courtyard by Marriott Hotel Renovation + Pool
- Grandview Community Center Aquatic Park

## KEYS TO **AQUATIC FACILITY** SUCCESS

### SITE

- Excavation and backfill responsibility and sequence
- Earth material storage and handling
- Backfill material type, quality and availability
- Subgrade conditions and remediation techniques
- Pool layout and efficiencies
- Bath house orientation and user experience
- Drop off locations
- Admissions process
- Wayfinding

### STRUCTURE

- Pool shell type – CIP vs Shotcrete vs Gunite
- Pool depths and types
- Installation complexity/duration
- Gutter types CIP vs pre-fabricated
- Broom finish and mock-ups
- Penetrations
- Wall and floor coatings and compatibility with chemicals

### PIPING

- Types and availability
- Lengths and friction loss
- Elevation, slope, bends and transitions
- Coordination, pathways and testing
- Installation responsibility and sequence

### FILTRATION & CHEMISTRY

- Procurement lead times and availability
- Sequencing of installation
- Chemical types, availability and cost
- Storage of hazardous materials
- Operations and maintenance
- Winterization process
- Spring start up process

### SLIDES

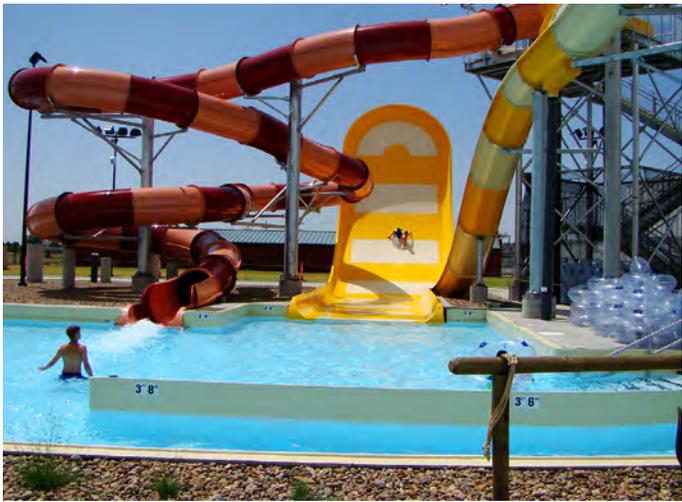
- Material type, quality and availability
- Procurement lead times and availability
- Foundation systems
- Stair structure and railings

### SITE AMENITIES

- Pool deck sequencing and control joint layout
- Drain system location and type
- Sunshade location, type and availability
- Deck chairs type and storage
- Raft/Innertube type and storage
- Bridges, waterfalls, rockscape
- Landscape and maintenance
- Trash receptacles
- Wifi, sound systems, security and access control
- Site and pool lighting
- Perimeter fencing
- Locker systems
- Cleaning and maintenance



**LONGBRANCH LAGOON | DODGE CITY, KS**



The regional aquatic center draws visitors from all across southwest Kansas. McCownGordon was selected as the construction manager at risk for the project to provide both preconstruction and construction services.

The outdoor water park facility features a number of amenities. The eight-lane, 50-meter lap pool provides a place for competitive swimming, and also includes play amenities with basketball goals and floatable toys. The lap pool includes a double drop slide, family slide and 1-meter and 3-meter diving boards. Infrastructure was installed for future amenities including a climbing wall and floatables. The recreational pool features multiple slide options including a raft slide, family slide and a double drop slide. The signature slide attraction features Boomerango and Aqua Tube slides providing an adventure for visitors, along with a rockscape with diving perches and waterfalls. Infrastructure was installed for a future bowl slide.

- FACTS**
- 27,000 SF water surface
  - 7,870 SF building
  - \$14.3M
  - 15 months

The lazy river includes multiple channels creating a new experience for guests every time. The children’s play area caters to the younger set with zero-depth entry and interactive play structures. The shallow water features also include water benches, fountains and sprays. Also included in construction is the bath house featuring restrooms, locker rooms and administrative space. Adjacent infrastructure construction includes filter buildings, access roads, parking facilities and storm water holding ponds. The pool, constructed of cast in place concrete, features wave generation and the latest aquatics technology to draw visitors regionally.

# CITY SWIMMING POOL | GREENSBURG, KS



City officials decided to relocate their pool facilities to provide updated amenities to citizens after the City of Greensburg closed their 72 year-old leaking pool. The city chose a large vacant lot, once the site of the city's hospital, which was destroyed in 2007 by a EF5 tornado, and hired the design-build team of McCownGordon and Sullivan Palmer Architects to complete the project.

Working collaboratively, the team developed a design that incorporated all of the city's needs. The facility includes:

- Zero-depth entry
- Double loop slide
- Lap pool
- Bath house
- Mechanical pump rooms
- Ticket office
- Concessions



**FACTS**  
4,400 SF water surface  
2,000 SF building  
\$2.4M  
15 months

Split face masonry construction was used with integral color block for the pool house. To make the area a multi-faceted amenity, the site leaves space for the city to put a future playground. The team integrated seamlessly during the design-build process to provide the best overall value for the City of Greensburg. With a tight budget and fast-track schedule, an aggressive and proactive approach was required to successfully complete the facility in the summer of 2015.

**OLATHE COMMUNITY CENTER | OLATHE, KS**



McCownGordon was selected as construction manager to build a new community center facility in Stagecoach Park, a 41-acre park in Olathe. The project also included park improvements. Intended to create an iconic facility and park environment, the new center enhanced the community identity that now provide a community gathering point.

Serving a diverse age range, the multi-generational facility is the first community center for the City and includes a wide range of amenities. Features include:

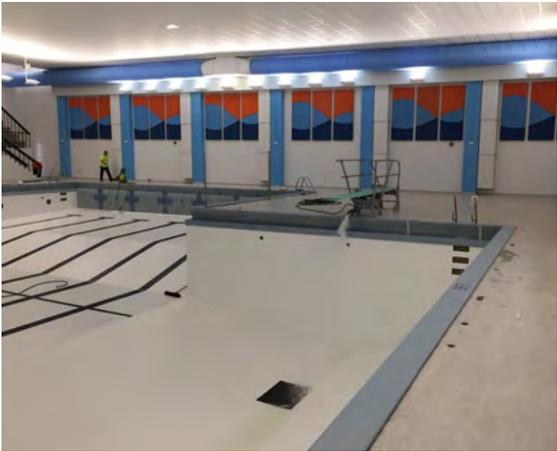
- Family leisure and lap pools with aquatic/spray amenities
- Run-out slides
- Lazy river
- Diving perches
- Water climbing wall with a diving feature at the top
- Outdoor water spray ground area



**FACTS**  
71,712 SF  
\$23.6M  
17 months

The fitness areas include cardio, weight training, area and studio classrooms, spin studio, basketball and multi-purpose courts, indoor track and locker room/shower facilities. Multipurpose activity rooms, overlooking the pool area, and a catering kitchen allow for events, meetings and parties. The center also offers indoor dry play areas and a child-watch space. The park received outdoor discovery and recreation areas, a large picnic shelter, playground, a community terrace patio, realignment and completion of the existing asphalt trail, and parking that supports both the community center and park.

# SALINA SOUTH HIGH SCHOOL NATATORIUM | SALINA, KS



As part of the Salina South High School addition and renovation project, McCownGordon completely renovated the natatorium’s mechanical equipment and interior finishing. The facility received a new pool dehumidification unit and duct work along with new lighting and ceiling system throughout. A new restroom and entry was added to the existing facility. The pool gutter lip was rebuilt due to deterioration. TECTUM acoustical wall panels were installed for noise reduction in the open area. Epoxy paint throughout and epoxy flooring was added to the existing pool deck to finish the area.

**FACTS**  
12,500 SF  
\$1.25M  
5 months

This project was part of a large school bond budget. McCownGordon managed the project budget to maximize taxpayer dollars and investment of the community. Significant efforts were made to use local tradepartners.

# MARING AQUATIC CENTER | CHANUTE, KS



With their existing pool in need of costly repairs, the City of Chanute, Kansas opted to invest in a new family aquatic center to serve their rural community. The City chose a new site adjacent to the high school, and hired the design-build team including McCownGordon Construction.

The team explored some unique options for the City and developed a design that incorporated all of the City's needs. The facility includes

- Zero-depth entry
- Multiple diving boards
- Feature slide
- Play/spray features in the kids' area
- Lazy river
- Shade structures
- Party area
- Bath house
- Coordinating mechanical and equipment structures

**FACTS**  
2,500 SF  
\$3.6M  
8 months

In addition to the design, the team took future expansion into account leaving room for potential features, such as additional slides and a sand volleyball court. Through the design-build process, the team integrated seamlessly to provide the best value for the City of Chanute. By engaging the design-build team, they were able to price each design option while in its infancy saving valuable time and money. Built on a fast-track schedule, the team took on an aggressive schedule requiring a proactive approach.

## 7. PROPOSED FEE

McCownGordon is pleased to submit our fee proposal clarifications for the Garden City Aquatics Center. Our team would approach all costs related to the project in a transparent manner and evaluate possible options to maximize value while reducing costs in regard to the work and schedule as the project develops. Below please find an outline of our fees and associated assumptions and clarifications. All fee calculations are based on the industry standard AIA A133 Construction Manager as Risk contract agreement and the A201 General Conditions. Our proposed fees are based the project information included in the Request for Qualifications, Addendum 1 and Concept C Updated.

### PRE-CONSTRUCTION SERVICES

Preconstruction cost: **\$5,000**

We have based the preconstruction cost anticipating two complete estimates following major design milestones for the project and preparation of the guaranteed maximum price (GMP). We anticipate the preconstruction phase duration to take approximately (5) five months. Preconstruction services include meeting attendance, value engineering, constructability reviews and soliciting and integrating key trade partners to provide valuable input on budget, schedule and constructability of major pool/building components.

### GENERAL CONDITIONS

General Conditions cost: **\$260,000**

Our general conditions are based upon the nine-month construction schedule noted in the RFQ with work commencing late summer 2020. To provide the project with the appropriate level of supervision required to deliver a quality project we have included a full-time dedicated on-site superintendent for the entire duration of the project. This is in addition to project management, administration and executive level assistance. This level of oversight is necessary to meet the expectations of the City of delivering a high-quality project and ensure a safe working environment. Supervision and management costs are a function of time and therefore may need to be adjusted if the project scope or duration is modified.

General Conditions include labor costs for professional management staff including the *Project Manager, Project Engineer, Project Coordinator and Project Superintendent*. Additionally, McCownGordon anticipates usage of the existing bathhouse as the temporary construction office (provided at no cost to the CM) with utility costs to be paid by Garden City. All other staff members, craftspeople and insurance costs are considered cost of the work (as opposed to General Conditions) as outlined in the AIA A133 contract agreement and are not included in the calculation above.

### CONSTRUCTION MANAGEMENT BASE FEE

Proposed base fee is **2.25%** of the total project cost.

### BONDS

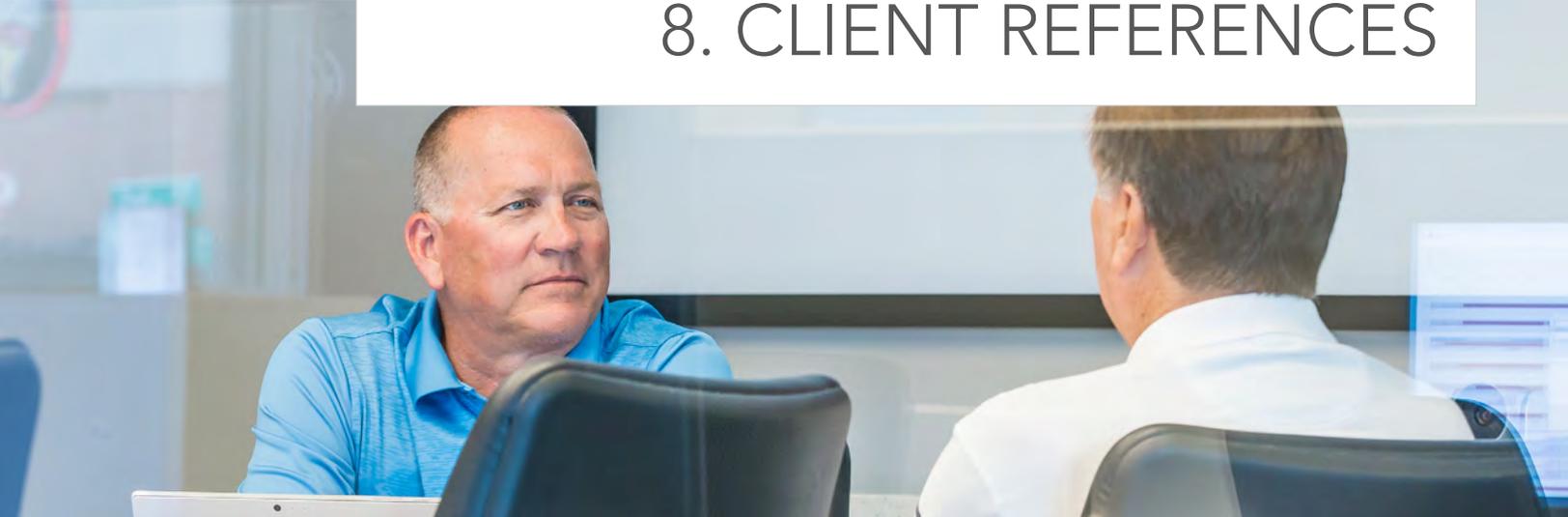
Bond cost: **0.6%**

The cost for Performance and Payment Bonds has been included as percentage basis of the total project cost.

### WORKERS COMP EXPERIENCE MODIFIER

2019 EMR: **0.70**

# 8. CLIENT REFERENCES



## HEAR IT FOR YOURSELF



### CONFLUENCE

**Terry Berkbuegler**

Principal  
816.531.7227  
terryb@thinkconfluence.com

**Chris Cline**

Principal  
816.531.7227  
ccline@thinkconfluence.com



### CITY OF DODGE CITY

**Ray Slattery**

Director of Engineering Services  
620.225.8106  
rays@dodgecity.org



### SALINA PUBLIC SCHOOLS | USD 305

**Kris Upson**

Executive Director of Operations  
785.309.4710  
kris.upson@usd305.com

# 9. CONTRACTOR'S QUALIFICATION STATEMENT (AIA A 305)

The full form can be found in the Appendix of this proposal.

## AIA A305 | EXHIBIT A CURRENT PROJECTS

Project:	<b>Turner Middle School</b> Kansas City, KS	Owner:	Turner USD 202
Contract:	\$28,700,000	Architect:	DLR Group
		Status:	5% complete   scheduled for August 2021
Project:	<b>Lawrence High School</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$46,100,000	Architect:	Gould Evans
		Status:	49% complete   scheduled for August 2021
Project:	<b>Sorrento Place Apartments West</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$66,000,000	Architect:	BGO Architects
		Status:	13% complete   scheduled for June 2021
Project:	<b>Kansas Expocentre Building Additions and Renovations</b> Topeka, KS	Owner:	Shawnee County Kansas
Contract:	\$34,200,000	Architect:	HTK Architects
		Status:	37% complete   scheduled for May 2021
Project:	<b>Blue Valley Logistics Center</b> Overland Park, KS	Owner:	Blue Valley Schools USD 229
Contract:	\$10,000,000	Architect:	Hollis + Miller Architects
		Status:	1% complete   scheduled for March 2021
Project:	<b>SLE Flex Capacity Expansion</b> Lee's Summit, MO	Owner:	Saint Luke's East Hospital, Saint Luke's Health System
Contract:	\$15,000,000	Architect:	ACI Boland
		Status:	1% complete   scheduled for February 2021
Project:	<b>Garmin Office Campus &amp; Amenity Expansion</b> Olathe, KS	Owner:	Garmin
Contract:	\$122,000,000	Architect:	Gould Evans
		Status:	13% complete   scheduled for February 2021
Project:	<b>Velocity Arts Campus</b> Bonner Springs, KS	Owner:	Velocity Arts LLC
Contract:	\$221,000,000	Architect:	HOK
		Status:	2% complete   scheduled for January 2021

# 10. BONDING CAPACITY



**STRENGTH + STABILITY TO PROTECT YOUR PROJECT**

McCownGordon is proud of our financial stability, which is evidenced by our bonding and backlog capacity. With a solid balance sheet, our bonding capacity exceeds \$700 million. We have an excellent banking relationship with Commerce Bank and hold a \$10 million line of credit with nothing outstanding. No claims have been made upon our surety. The performance of our team demonstrates our firm’s integrity, one of our firm’s core values, every day.

Please see the following page for our bonding letter.

**ZERO**   
CONSTRUCTION  
LITIGATION OR ARBITRATION  
SINCE INCEPTION



March 30, 2020

Jennifer Cunningham  
Assistant City Manager  
Garden City Kansas  
301 N. 8<sup>th</sup> Street  
Garden City, KS 67846

RE: McCown Gordon Construction, L.L.C.  
Garden City Aquatics Center

Dear Ms. Cunningham:

It is our pleasure to provide this reference letter to you on behalf of our client, McCown Gordon Construction, L.L.C.

Bonding for McCown Gordon Construction, L.L.C. is by the Zurich American Insurance Company and/or its subsidiary, Fidelity and Deposit Company of Maryland. Zurich American Insurance Company/Fidelity and Deposit Company of Maryland are listed in the Federal Register Circular 570, with a combined Treasury Limit of \$665,890,000, and are both rated "A+" in A.M. Best's Key Rating Guide.

Zurich American Insurance Company/Fidelity and Deposit Company of Maryland look favorably on supporting single projects for McCown Gordon Construction, L.L.C. in the \$350,000,000 range, with an aggregate program in excess of \$700,000,000. We would look favorably on supporting bonds at the request of our client, conditioned upon completion of the underwriting process, including satisfactory review of contract documents acceptable to our client and the surety, confirmation of financing and our ongoing review of the operational and financial capacity of McCown Gordon Construction, L.L.C.

Please understand, this letter is not to be construed as an agreement to provide bonds for any particular project, but it is offered as an indication of our past experience and confidence in McCown Gordon Construction, L.L.C. Any arrangement to provide final bonds is a matter between Zurich American Insurance Company/Fidelity and Deposit Company of Maryland and McCown Gordon Construction, L.L.C., and we assume no liability to third parties if we do not execute said bonds.

We highly recommend McCown Gordon Construction, L.L.C. to you. They are well managed, financed, and truly capable of meeting your requirements. If you have any questions in regards to this letter, do not hesitate to call.

Sincerely,

KANSAS CITY SERIES OF LOCKTON COMPANIES, LLC

Rebecca S. Leal  
Assistant Vice President / Senior Surety Specialist  
Surety Operations



LOCKTON COMPANIES  
444 W 47th Street, Suite 900 / Kansas City, MO 64112-1906  
816.960.9000 / FAX: 816.783.9000  
lockton.com

# 11/12. GMP PROCESS, TIMELINE & RESPONSIVENESS TO BUDGET



BELTON HIGH SCHOOL NATATORIUM | BELTON, MO

## PASSION TO EXCEED YOUR EXPECTATIONS

The GMP process begins on day one. Everything we do in preconstruction drives toward the result of an acceptable GMP for a scope that satisfies the needs of Garden City within the budget available.

Bid day is the exciting verdict on all of the teams efforts and we welcome you to participate. Obtaining competitive trade partner proposals will guarantee the best price by the market for your project. Thorough vetting of the bids will guarantee there are no gaps or overlaps. Executing this phase at a transparent level through clarification and bid review will guarantee your confidence in the product. All these things combined is what ultimately results in your confidence to move forward with the GMP.

Upon selection, we will sit down with your team and Confluence to go over the baseline budget we have already established for this project. We will ensure we understand the goals and vision from Garden City's eyes. During this process we will review our initial budget and reconcile to align with the trajectory of your project.

We put a dollar to every decision. This process is critical to establish a strong foundation that give Garden City confidence and transparency. The types of items we will discuss in these meetings that allow for a successful GMP include:

- **FINANCIAL REQUIREMENTS AND TIMING**
- **EARLY PROCUREMENT OF LONG LEAD ITEMS SUCH AS SLIDES, PLAY FEATURES, POOL FILTERS, LIGHT POLES, SLIDE ANCHOR BOLTS, SUNSHADE ANCHOR BOLTS AND COLUMNS**
- **MARKET TIMING TO MAXIMIZE TRADE PARTNER ENGAGEMENT AND COMPETITIVE PRICING**
- **MULTIPLE BID PACKAGES TO ALLOW FOR DESIGN/CONSTRUCTION OVERLAP**

### WHAT IS A GMP?

Guaranteed maximum price (GMP) is the maximum cost that the owner will pay for a specified project. Any unanticipated cost risk, based on project documents is carried by the construction manager. However, cost savings would be shared with the owner.

## CONTROLLING COST & LIMITING CHANGE ORDERS

As with any construction project, we understand there will be issues that will arise during the course of the project. It is our job to minimize these issues so the effect on the project is minimal. When changes arise after the development of the GMP, we initially work to identify the reason(s). For example, we will evaluate if it was a programmatic change, a scope change, an unforeseen condition or simply a refinement of the design. After we identify the reason, our goal is to work with the design team to incorporate as many changes as we can within the GMP by reviewing options for cost recovery and, where appropriate, utilize the contingency accounts. We track issues on a weekly basis in a completely transparent process.

Considering more than 70 percent of McCownGordon’s work is completed under a negotiated contract approach, our team understands how critical of properly communicating changes early to minimize possible schedule impacts. Each evaluation will include both cost and schedule analyses. For changes that may affect the critical path, our team will explore options for recovering any adverse impacts to the schedule. These schedule options/analyses will be presented with each change analysis. Next, the documents will be entered into our Procore Management Software and the tracking process begins.

McCownGordon tracks changes through a three step process:

### POTENTIAL CHANGE ORDER (PCO)

Once a potential change order is identified, it is given a PCO number along with a description. We also always make a valiant effort to provide a rough order of magnitude amount. This way, the entire team has an approximate idea of the potential cost.

### CHANGE ORDER REQUEST (COR)

From the PCO, McCownGordon will obtain pricing from the affected trade partner(s) with a detailed breakdown of material, labor, equipment and markup costs. These costs will be internally reviewed and vetted as a first step. This COR is then submitted formally to the Design Team and CBRE for review and then ultimately forwarded to the Owner for approval including direction to proceed.

### OWNER CHANGE ORDER (OCO)

Approved CORs are then assembled into formal OCOs as needed. Once the Owner signs the OCO, it then becomes a part of our contract and work can begin. We use this same systematic procedure with our trade partners as well.

Strict instructions are given so that no work is done without an approved change order or clear written direction to proceed. The status of pay applications, PCOs and CORs are all reviewed on a weekly basis during our owner, architect contractor (OAC) meetings.

## SCHEDULE MANAGEMENT

Guided by the company’s core values of integrity, relationships and performance, our teams provide an open book, honest approach during construction schedule development. This transparent approach has proven successful as many of our clients continually commend our attention to detail and precision in delivering accurate schedules.

The schedule created during preconstruction will be included in the trade partner bid packages and used to maintain project progress. Once the GMP has been set and all contractors are selected, the schedule will be the primary tool governing the success of the project. Our team’s ability to maintain the project progress, adjust to potential field and coordination issues, and address changes during the project will relate directly to our schedule and its accuracy.

We update our schedules at a minimum of once a week for review with all parties. At our weekly trade partner progress meetings we review, in detail, upcoming work to be performed, potential schedule impacts, major project milestones, and trade partner manpower and coordination. This helps all parties with buy-in and increases potential for success in execution of the plan.



For this project's schedule to be successful the team will focus on:

- Coordinating with the City and other requirements
- Identify opportunities to overlap construction and design
- Early procurement and buy out opportunities
- Phasing and coordination

We will use the schedule as a tool to ensure this coordination takes place and request attendance by all onsite contractors regardless of contractual ties, so all activities can be reviewed and planned to minimize disruption and conflict.

### **COMMUNICATION & PROJECT MANAGEMENT**

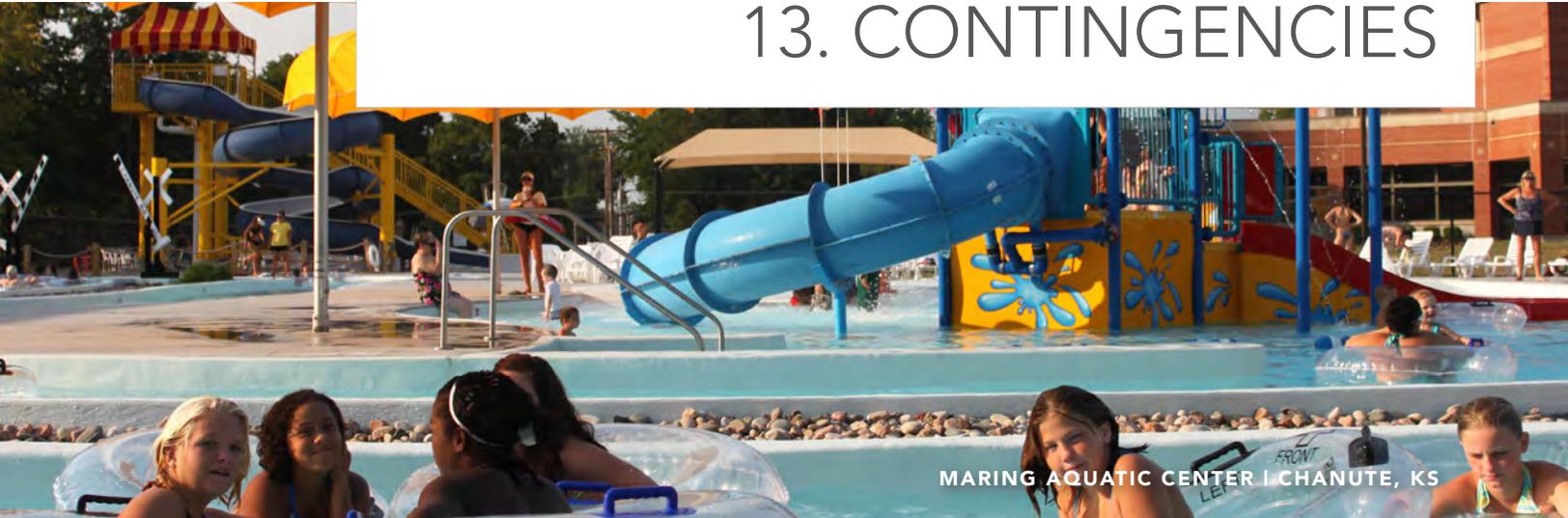
Our team understands the importance of communicating and coordinating with project team members on a daily basis. We intend to execute and follow a well-thought-out plan for the CBKC project. One of the tools we use to ensure all parties are informed and able to collaborate is our project management software, Procore. Procore is a cloud-based solution that allows real-time access and collaboration to all parties involved in a project. The system increases project efficiency and accountability by streamlining and mobilizing project communications and documentation. This real time data and accessibility minimizes costly risks and delays. Procore allows each stakeholder to access meeting meetings, RFI's, project documentation, purchasing management, cost control and field administration.



Our primary goal is to deliver best-in-class construction services to minimize the impact. Additionally, we have accounted for our site superintendent to be on-site to assist in the moving operations and continue to coordinate with facilities and tenants. The site superintendent will be there at all times to take care of any small items that will come up during the moving process.



## 13. CONTINGENCIES



### PLANNING AHEAD IS NEVER A BAD THING

Our approach to contingency management is open book from start to finish. It is our goal to do everything we can to minimize the use of contingency. With that said, allocating funds for contingency will be necessary in order to ensure that the project budget can be maintained throughout the life of the project.

Our proven approach involves providing detailed estimates at each major design milestone including a thorough review of the estimates with the design team and owner to validate scope and compare to the project budget. This level of commitment by the whole team is important so all parties have a firm grasp of the entire budget throughout the preconstruction and construction phases. This review process, led by McCownGordon, significantly increases accuracy and ensures the project team is on the same page.

Once the project budget has been thoroughly reviewed, our team will provide an analysis and make a recommendation on the amount of contingency we propose carrying.

### DESIGN CONTINGENCY

The design contingency will be included prior to the completion of the construction documents, to ensure the estimate adequately covers the gaps or areas of the design yet to be finalized. The design contingency is intended to be used to cover details that have yet to be developed or materials that may not yet be defined during development of the design. The appropriate percentage included for the design contingency will depend on the stage of the construction/ design documents.

The following are typical contingencies for this type of process and project types:

- 8 - 10% Schematic Design
- 6 – 8% Design Development
- 2 – 6% Early Construction Documents
- 0% Final Bid

At each design phase we work with the team to understand the design intent and will look for opportunities to reduce the contingencies and reallocate those dollars back into the program or recognize savings for the owner’s redistribution. In any scenario we will continue to reduce the design contingency to 0% before construction starts.

**CONSTRUCTION CONTINGENCY**

We will evaluate any risks associated with the projects that are more commonly associated with the construction phase—this is what we consider a construction contingency — which covers typical issues that could arise during the course of the project. Often, unforeseen existing conditions will arise in the course of construction, and the construction contingency provides coverage for these unknowns.

The amount of construction contingency typically recommended on a renovation project is three percent. During the construction phase, we propose establishing key milestones throughout the construction process in which we will reevaluate the budget and remaining contingency. For example, these phases may include the following:

- Following completion of underground work, utilities and foundations
- Following structural erection and completion of the building envelope
- Following interior partitions and rough-in

At each of these milestones, we will conduct a contingency/risk review. If there are certain budgets not utilized (e.g. rock excavation, weather protection, temporary measures, etc.), we will discuss returning contingency to Garden City for other uses, such as program enhancements.

Additionally, throughout the construction phase, we will provide weekly or bi-weekly updates on the status of the contingencies for Garden City and design team.

**CASE STUDY // FLINT HILLS DISCOVERY CENTER**



A recent example is for the City of Manhattan, Kansas, on their \$26+ million Flint Hills Discovery Center museum project. We were able to return nearly **50 percent** of the unused contingency to the City of Manhattan at approximately 75 percent completion of construction. These funds were used to accept add alternates we identified early on (especially with finishes), and assisted in ensuring the level of finishes exceeded the client’s baseline expectations.

# 14. LOCAL CONTRACTOR BIDS



## COMMUNITY FOCUSED AT OUR CORE

McCownGordon understands your desire to use local trade partners, vendors and businesses for the pool project—particularly at this time when small businesses are feeling the impacts of COVID-19. It is our intent to maximize our efforts to achieve these goals and buy local whenever possible. Our expansive team of estimators, preconstruction managers and operations staff continually maintain a pulse on the local market. McCownGordon encourages local engagement and has a track record for being a preferred firm to work with because of our collaborative approach. This equates to Garden City receiving the best value.

Our team thinks beyond the obvious lumber yards and ready-mix suppliers to engage the local market. We work with the Chamber of Commerce to provide our trade partners with a customized list of local restaurants, lodging, entertainment and other small businesses that they can support while working in your community.



### EXISTING TRADE PARTNER RELATIONSHIPS THROUGH LONG BRANCH LAGOON PROJECT

- BRICK & BLOCK WORKS** | Garden City, KS
- BUILDING SOLUTIONS, LLC** | Dodge City, KS
- CIMARRON WELDING** | Cimarron, KS
- DV DOUGLASS ROOFING, INC** | Garden City, KS
- GLASSMAN CORPORATION** | Hays, KS
- GONZALEZ CONSTRUCTION** | Dodge City, KS
- HUBER LAND AND WATER, LLC** | Cimarron, KS
- JAG CONSTRUCTION CO.** | Dodge City, KS
- OVERHEAD DOOR/A-1 GLASS CO.** | Dodge City, KS
- KLOTZ SAND CO, INC.** | Holcomb, KS
- LUMINOUS NEON ART & SIGN** | Dodge City, KS
- MAX JANTZ EXCAVATING, LLC** | Montezuma, KS
- MEAD LUMBER COMPANY** | Dodge City, KS
- SMH CONSULTANTS** | Dodge City, KS
- THE ARCHITECT** | Garden City, KS
- DICK CONSTRUCTION** | Garden City, KS
- APAC SHEARS** | Dodge City, KS

**SOLICITING & ENCOURAGING BIDS FROM LOCAL CONTRACTORS**

Several months prior to bidding, McCownGordon holds **job fairs and trade partner summits in the community** to notify companies of the upcoming projects and generate interest. By engaging with local trade partners one-on-one, we can gain insight on many aspects of their performance—focusing on both value and quality. Advertisements will be placed in local and surrounding community newspapers three weeks prior to and leading up to the bid date. This guarantees awareness of the project and ensures we have a positive response.

Upon completion of the final contract drawings, we will set up a pre-bid meeting to review drawings, forms and procedures for bidding, and specific questions regarding bid packages, schedule, and how and where to get copies of drawings. Every effort will be made in the development of bid packages to ensure everyone is given a fair chance at the projects. In conjunction with Garden City and Confluence, we will evaluate any bid packages that should be combined or split up between the projects.

For example, we can identify scopes of work that would be easily split into two packages— **allowing a local contractor the ability to bid that scope in a way they can confidently perform and compete.** Conversely, there may be a significant financial benefit to awarding multiple projects to one single trade partner or supplier. This will be evaluated on a case-by-case basis to ensure the you receive the absolute best value.

**PROCESS FOR VERIFYING BIDS**

Pre-qualification of trade partners is equally important as participation and selection to ensure success on your project. McCownGordon has developed an extensive pre-qualification form that asks various questions to determine if the trade partner is qualified to do the work.

A summary of our procedure includes questions relative to the character, capacity and capital of the trade partner, evaluating things relative to the firm’s history, financial conditions and availability of adequate bank financing. This extensive pre-qualification process provides McCownGordon with a sense of the trade partner’s capacity to perform.

- |   |   |  |   |
|---|---|--|---|
|  LITIGATION AND CLAIMS     |  INSURANCE                   |  LICENSE SUSPENSIONS          |  HISTORY COMPLETING SIMILAR PROJECTS |
|  SAFETY RECORD             |  MANPOWER CAPACITY           |  EQUIPMENT QUANTITY AND VALUE |  MAINTENANCE PRACTICES               |
|  STRENGTH OF BALANCE SHEET |  CREDIT HISTORY AND ADEQUACY |  BANKING RELATIONSHIPS        |  PROFITABILITY                       |

**FINANCIAL MEANS TO COMPLETE WORK**

Our team maintains constant communication with trade partners on our projects in an effort to assist with management of potential challenges. **However, if a trade partner incurs a resource issue or falls behind, we work with the specific trade partner to develop a recovery schedule that will not affect the budget and timeline.** This approach may utilize overtime, additional staffing or other measures such as supplementing the workforce—but the completion date will not be impacted.

**ENGAGEMENT BEYOND PROJECTS**

Our team is dedicated to working with local vendors and businesses within the Garden City community—for both construction and non-construction related activities. Whether it is catering jobsite lunches from local restaurants and shopping at the local hardware store for construction materials to filling up with gas at the local gas station, our team will make it a priority to keep the dollars within the community.

Philanthropy and community involvement are a vibrant, ongoing part of the McCownGordon culture. We encourage interest and participation within the communities we live and work in and embrace opportunities and needs that present themselves. Our primary goal is to embed ourselves in your community finding ways to give back.

TO FOLLOW-THROUGH WITH OUR COMMITMENT TO DODGE CITY, OUR CONSTRUCTION OPERATIONS TEAM GRILLED AND SERVED HAMBURGERS FOR THE OPENING DAY FESTIVITIES AT LONG BRANCH LAGOON. (SHOWN BELOW: PETE SMITH, CHRIS MARQUART, DEAN YOUNGERS)



4-H BARN SLAB DONATED BY MCCOWNGORDON AND BERAN CONCRETE WHILE WORKING IN DODGE CITY



RECENT FOOD DRIVE HELD AT A MCCOWNGORDON JOBSITE



# 15. SELF PERFORM



## CREATING VALUE THROUGH SELF PERFORMANCE

Our team takes a proactive approach to self-performance on projects. To create value for clients, we often self-perform work when the schedule is accelerated, a trade partner offers non-competitive pricing or when a trade partner cannot meet our quality expectations. In these scenarios, we apply our skilled and trained craft associates to execute the work professionally. Our primary role as the construction manager is to provide dedicated management and leadership which is of the utmost importance. We commonly self-perform the following scopes:

- General clean up
- Jobsite maintenance
- Safety requirements
- Temporary weather protection
- Rough Carpentry
- Finish Carpentry

Through self-performing these scopes, McCownGordon can control the manpower in the event of labor market shortages while ensuring quality, safety, efficiency and schedule management take top priority. Our goal is to provide the best quality product with control of the most stringent measures. We do not make this decision without the approval of the entire project team. Once awarded, we will sit down with your team to weigh the options. We will go through a three-step process to evaluate if self-perform makes sense on your project.

### ASSESSMENT

- Review project scope and develop list of work able to self perform
- Review list with design team and owner and provide a list of pros and cons of McCownGordon self performing work
- Repeat process for each individual scope of work

### BUDGETING

- Develop budgets during preconstruction based on our historical data and knowledge of the type of work
- Solicit budget proposals from trade partner community to assist in determining the value of certain scopes of work

### FINAL PRICING

- If determined that McCownGordon may self perform certain scopes, we propose that McCownGordon solicit competitive bids from the marketplace, as well as submit its own lump sum bid for any work to be self performed

## 16. QUALITY CONTROL | SAFETY UTILITY COORDINATION



### **THE RESULT OF HIGH INTENTION, SINCERE EFFORT, SMART DIRECTION AND SKILLFUL EXECUTION**

Sure, we pour concrete and erect steel, but our greatest asset is our people. We work hard to cultivate a truly collaborative environment. As a result, we enjoy a high level of employee camaraderie and many repeat clients. Our team has been successful at cultivating long-term relationships with clients, architects and trade partners, allowing us to offer a truly integrated approach. We strive for an enjoyable experience. You can expect a high level of principal involvement that takes a communicative and proactive approach.

#### **QUALITY CONTROL**

Our in-house quality control department and on-site superintendent proactively manage quality in collaboration with our trade partners. They engage trade partners early to enhance communication throughout the project and align quality expectations right from the start and set a team mindset to deliver the very best project for our client.

Our quality management process for this project starts with our Site-Specific Quality Control Plan (SSQCP) that details the client's expectations. Our proven plan is centered on a proactive mentality on managing quality through the major phases of the project: preconstruction, construction and post-construction. The team will use innovative technology, strict enforcement and dogged follow up through each phase to ensure compliance with the contract requirements. When properly implemented and enforced with continuous inspections, assessments, data collection, feedback, and deficiency tracking, this process ensures construction is performed according to plans and specifications.

#### **SAFETY**

Safety is a top priority on every single McCownGordon project. Our team adheres to strict procedures for both themselves and those working on a project site. Through consistency and accountability, we continually improve safety standards and strive to achieve an elite safety culture.

A crucial component of our safety program is preplanning. Prior to ever stepping foot on the jobsite, McCownGordon's project team will complete a thorough review of the project—including owner safety requirements—and evaluate potential risks. From this review, we develop a complete site-specific safety plan.

### LEADERSHIP

Risk management is led by the project team, made up of the on-site superintendent, safety director/engineer and project management staff. Through an initial kick-off meeting and pre-installation meetings prior to starting each scope of work, safety expectations and attitudes are communicated and reinforced for everyone on site. With the added commitment from McCownGordon's leadership team, our strong safety culture permeates every project site.

### ACCOUNTABILITY

We include trade partners in the process as early as possible to secure buy-in from their leadership to their daily on-site crews. Through our pre-qualification process, trade partners submit their own site-specific safety plans. If there are deficiencies, our safety team will meet with trade partners to update their plans and work to improve their overall safety culture. We have helped raise the bar for numerous companies' safety programs simply because our teams educate and enforce safe practices.



### DAILY EDUCATION

Safety orientations are mandatory for every new person who steps foot on site. Required daily huddles led by on-site foreman go over task-specific requirements and elevate quality, production and safety on site. Each trade partner is required to submit their weekly safety inspections to McCownGordon's project team.

### ON-SITE FOCUS

Once the team is mobilized on site, our safety team will focus on some of the following site-specific concerns:

- **Site Logistics**

With work taking place adjacent to parks, Lee Richardson Zoo and ballfields, great care will be necessary to coordinate deliveries, access, storage and staging. Easy to read signage will be posted to prevent the construction site from interfering with vehicular and pedestrian traffic, and all road or sidewalk impacts will be coordinated in advance.

- **Utility tie-ins/shutdowns**

Disruption of any utilities is serious. As demolition is taking place, we will ensure that any MEP items are traced before they are taken out of service. Coordination with the owner's facilities group will be required when this work takes place to ensure that any shutdowns are minimized and communicated well in advance. It will be critical that we keep any existing items that are to remain or be re-used on the new aquatic center.

# APPENDIX

Contractor's Qualification Statement

# AIA A305 | EXHIBIT A

## CURRENT PROJECTS

Project:	<b>Turner Middle School</b> Kansas City, KS	Owner:	Turner USD 202
Contract:	\$28,700,000	Architect:	DLR Group
		Status:	5% complete   scheduled for August 2021
Project:	<b>Lawrence High School</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$46,100,000	Architect:	Gould Evans
		Status:	49% complete   scheduled for August 2021
Project:	<b>Sorrento Place Apartments West</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$66,000,000	Architect:	BGO Architects
		Status:	13% complete   scheduled for June 2021
Project:	<b>Kansas Expocentre Building Additions and Renovations</b> Topeka, KS	Owner:	Shawnee County Kansas
Contract:	\$34,200,000	Architect:	HTK Architects
		Status:	37% complete   scheduled for May 2021
Project:	<b>Blue Valley Logistics Center</b> Overland Park, KS	Owner:	Blue Valley Schools USD 229
Contract:	\$10,000,000	Architect:	Hollis + Miller Architects
		Status:	1% complete   scheduled for March 2021
Project:	<b>SLE Flex Capacity Expansion</b> Lee's Summit, MO	Owner:	Saint Luke's East Hospital, Saint Luke's Health System
Contract:	\$15,000,000	Architect:	ACI Boland
		Status:	1% complete   scheduled for February 2021
Project:	<b>Garmin Office Campus &amp; Amenity Expansion</b> Olathe, KS	Owner:	Garmin
Contract:	\$122,000,000	Architect:	Gould Evans
		Status:	13% complete   scheduled for February 2021
Project:	<b>Velocity Arts Campus</b> Bonner Springs, KS	Owner:	Velocity Arts LLC
Contract:	\$221,000,000	Architect:	HOK
		Status:	2% complete   scheduled for January 2021

# AIA A305 | EXHIBIT A

## CURRENT PROJECTS

Project:	<b>Proton Therapy Renovation</b> Kansas City, KS	Owner:	The University of Kansas Health System
Contract:	\$24,000,000	Architect:	Hoefer Wysocki
		Status:	1% complete   scheduled for January 2021
Project:	<b>Recreation Centers - Middle School Improvements</b> Manhattan, KS	Owner:	City of Manhattan - Parks and Recreation, Manhattan-Ogden USD 383
Contract:	\$17,000,000	Architect:	SFS Architecture & Anderson Knight Architects
		Status:	2% complete   scheduled for December 2020
Project:	<b>Basehor Linwood South Elementary</b> Basehor, KS	Owner:	Basehor-Linwood School District USD 458
Contract:	\$12,200,000	Architect:	HTK Architects
		Status:	2% complete   scheduled for December 2020
Project:	<b>ACI Small Projects</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$5,000	Architect:	HOK
		Status:	8% complete   scheduled for December 2020
Project:	<b>CMHK Lot D Parking Garage</b> Overland Park, KS	Owner:	Children's Mercy Hospital
Contract:	\$8,000,000	Architect:	BSA Life Structures
		Status:	6% complete   scheduled for October 2020
Project:	<b>Outpatient Clinic Vertical Expansion</b> Kansas City, MO	Owner:	Children's Mercy Hospital
Contract:	\$24,500,000	Architect:	BSA Life Structures
		Status:	8% complete   scheduled for October 2020
Project:	<b>Grand Place - The Kansas City Star Core &amp; Shell Renovation</b> Kansas City, MO	Owner:	3D Development
Contract:	\$5,300,000	Architect:	Generator Studio
		Status:	32% complete   scheduled for October 2020
Project:	<b>Tanglewood Elem. &amp; Administration Center</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$12,300,000	Architect:	SJCF Architecture
		Status:	24% complete   scheduled for October 2020
Project:	<b>Wonderscope Children's Museum</b> Kansas City, MO	Owner:	Wonderscope Children's Museum
Contract:	\$7,800,000	Architect:	Haizlip Studio & BNB Design
		Status:	20% complete   scheduled for October 2020

# AIA A305 | EXHIBIT A

## CURRENT PROJECTS

Project:	<b>Olathe Medical Center - 5th Floor North Renovation</b> Olathe, KS	Owner:	Olathe Medical Center, Olathe Health
Contract:	\$1,600,000	Architect:	Pulse Design Group
		Status:	2% complete   scheduled for October 2020
Project:	<b>EM Power Upgrades</b> Kansas City, KS	Owner:	XenoTech
Contract:	\$750,000	Architect:	N/A
		Status:	2% complete   scheduled for September 2020
Project:	<b>University Health II</b> Kansas City, MO	Owner:	Truman Medical Centers
Contract:	\$47,000,000	Architect:	Cannon Design
		Status:	51% complete   scheduled for August 2020
Project:	<b>West Campus: Outpatient Facility</b> Lawrence, KS	Owner:	LMH Health
Contract:	\$78,800,000	Architect:	Pulse Design Group
		Status:	69% complete   scheduled for August 2020
Project:	<b>Stonecreek Elementary</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$18,700,000	Architect:	SJCF Architecture
		Status:	51% complete   scheduled for August 2020
Project:	<b>Derby High School - Bid Package 2</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$14,000,000	Architect:	SJCF Architecture
		Status:	8% complete   scheduled for August 2020
Project:	<b>Turner District Activity Center</b> Kansas City, KS	Owner:	Turner USD 202
Contract:	\$9,100,000	Architect:	DLR Group
		Status:	18% complete   scheduled for July 2020
Project:	<b>Children's Research Institute</b> Kansas City, MO	Owner:	Children's Mercy Hospital
Contract:	\$200,000,000	Architect:	BSA Life Structures
		Status:	71% complete   scheduled for July 2020
Project:	<b>46 Penn Centre</b> Kansas City, MO	Owner:	Block Real Estate Services
Contract:	\$62,000,000	Architect:	Hofer Wysocki
		Status:	75% complete   scheduled for July 2020

AIA A305 | EXHIBIT A  
**CURRENT PROJECTS**

Project:	<b>Lab Renovation and Conference Center</b> Kansas City, MO	Owner:	MRIGlobal
Contract:	\$13,300,000	Architect:	PGAV Architects
		Status:	41% complete   scheduled for June 2020
Project:	<b>Keith Noll Maintenance Facility</b> Manhattan, KS	Owner:	Manhattan-Ogden USD 383
Contract:	\$2,000,000	Architect:	Gould Evans
		Status:	22% complete   scheduled for June 2020
Project:	<b>GEHA Executive Office Renovations</b> Lee's Summit, MO	Owner:	GEHA
Contract:	\$1,475,130	Architect:	BNIM
		Status:	1% complete   scheduled for June 2020
Project:	<b>Basehor Linwood Early Childhood Center</b> Basehor, KS	Owner:	Basehor-Linwood School District USD 458
Contract:	\$6,500,000	Architect:	HTK Architects
		Status:	47% complete   scheduled for June 2020
Project:	<b>Kansas City Club Hotel</b> Kansas City, MO	Owner:	Platform Ventures
Contract:	\$29,000,000	Architect:	O'Bryan Partnership
		Status:	68% complete   scheduled for June 2020
Project:	<b>The Garfield</b> Abilene, KS	Owner:	Gilmore & Associates
Contract:	\$3,600,000	Architect:	Anderson Knight Architects
		Status:	11% complete   scheduled for June 2020
Project:	<b>Olathe Park Maintenance Facility</b> Olathe, KS	Owner:	City of Olathe
Contract:	\$10,500,000	Architect:	Clark Enersen Partners
		Status:	42% complete   scheduled for June 2020
Project:	<b>Morris Family Multicultural Student Center</b> Manhattan, KS	Owner:	KSU Foundation, Kansas State University
Contract:	\$5,000,000	Architect:	Hollis + Miller Architects
		Status:	9% complete   scheduled for June 2020
Project:	<b>Olathe Medical Center Water Redundancy Addition</b> Olathe, KS	Owner:	Olathe Medical Center
Contract:	\$370,000	Architect:	Pulse Design Group
		Status:	1% complete   scheduled for June 2020

# AIA A305 | EXHIBIT A

## CURRENT PROJECTS

Project:	<b>Raven Precision Agriculture Center</b> Brookings, SD	Owner:	South Dakota State University, State of South Dakota
Contract:	\$37,000,000	Architect:	EAPC Architects
		Status:	12% complete   scheduled for May 2020
Project:	<b>Paul and Linda DeBruce Hall</b> Kansas City, MO	Owner:	Kansas City Art Institute
Contract:	\$6,700,000	Architect:	Hufft Projects
		Status:	44% complete   scheduled for April 2020
Project:	<b>Grain Valley North Middle School Addition</b> Grain Valley, MO	Owner:	Grain Valley R-5 School District
Contract:	\$5,700,000	Architect:	Hollis + Miller Architects
		Status:	75% complete   scheduled for March 2020
Project:	<b>Animal Disease Research &amp; Diagnostics Laboratory (ADRDL)</b> Brookings, SD	Owner:	South Dakota State University, State of South Dakota
Contract:	\$51,000,000	Architect:	Clark Enersen Partners
		Status:	90% complete   scheduled for March 2020
Project:	<b>Jayhawk Pharmacy at LMHW</b> Lawrence, KS	Owner:	Jayhawk Pharmacy, LMH Health
Contract:	\$200,000	Architect:	Pulse Design Group
		Status:	1% complete   scheduled for March 2020
Project:	<b>Bariatric Clinic at Indian Creek Campus</b> Overland Park, KS	Owner:	The University of Kansas Health System
Contract:	\$744,150	Architect:	Pulse Design Group
		Status:	3% complete   scheduled for March 2020
Project:	<b>Kansas Department of Agriculture Laboratory</b> Manhattan, KS	Owner:	KSU Foundation
Contract:	\$7,400,000	Architect:	PGAV Architects
		Status:	70% complete   scheduled for March 2020
Project:	<b>KCK Downtown Grocery Store</b> Kansas City, KS	Owner:	Unified Government of Wyandotte County and Kansas City, Kansas
Contract:	\$5,000,000	Architect:	International Architects Atelier
		Status:	41% complete   scheduled for March 2020
Project:	<b>Central Kitchen Renovation</b> Kansas City, KS	Owner:	Kansas City Kansas Public Schools USD 500
Contract:	\$8,400,000	Architect:	WSKF Architects
		Status:	97% complete   scheduled for February 2020

AIA A305 | EXHIBIT A  
**CURRENT PROJECTS**

Project:	<b>Sheraton Hotel Guestroom Renovation</b> Kansas City, MO	Owner:	Crown Center Redevelopment Corporation
Contract:	\$7,000,000	Architect:	PGAV Architects
		Status:	14% complete   scheduled for February 2020
Project:	<b>Sheraton Hotel</b> Kansas City, MO	Owner:	Crown Center Plaza
Contract:	\$5,100,000	Architect:	PGAV Architects
		Status:	70% complete   scheduled for February 2020
Project:	<b>Rock Creek Additions and Renovations</b> St. George, KS	Owner:	Rock Creek USD 323
Contract:	\$26,300,000	Architect:	Hanney & Associates Architects
		Status:	79% complete   scheduled for February 2020
Project:	<b>Turner High School Culinary Kitchen</b> Kansas City, KS	Owner:	Turner USD 202
Contract:	\$900,000	Architect:	DLR Group
		Status:	65% complete   scheduled for February 2020
Project:	<b>Commerce Bank - 9th Floor Renovation</b> Kansas City, MO	Owner:	Tower Properties
Contract:	\$1,330,000	Architect:	GastingerWalker&
		Status:	80% complete   scheduled for February 2020
Project:	<b>Husch Blackwell Renovation</b> Kansas City, MO	Owner:	Husch Blackwell
Contract:	\$741,704	Architect:	Nelson
		Status:	70% complete   scheduled for February 2020
Project:	<b>Olathe Medical Center Surgery and Pharmacy Addition/Renovation</b> Olathe, KS	Owner:	Olathe Health
Contract:	\$17,000,000	Architect:	Pulse Design Group
		Status:	25% complete   scheduled for September 2020
Project:	<b>Miscellaneous Projects</b> Olathe, KS	Owner:	Garmin
Contract:	\$1,700,000	Architect:	Gould Evans
		Status:	88% complete   scheduled for February 2020

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Avenue 82</b> Overland Park, KS	Owner:	EPC Real Estate Group
Contract:	\$10,500,000	Architect:	BRR Architecture
		Complete:	January 2020
Project:	<b>Rock Regional MOB (Derby) Core &amp; Shell</b> Derby, KS	Owner:	CBC Real Estate Group
Contract:	\$29,500,000	Architect:	ACI Boland
		Complete:	December 2019
Project:	<b>BRR Architecture TI</b> Overland Park, KS	Owner:	BRR Architecture
Contract:	\$2,800,000	Architect:	BRR Architecture
		Complete:	December 2019
Project:	<b>CEVA IBRON</b> Lenexa, KS	Owner:	Ceva Animal Health
Contract:	\$2,600,000	Architect:	Clark Enersen Partners
		Complete:	December 2019
Project:	<b>Diagnostic Imaging Centers - Creekwood Commons TI</b> Kansas City, MO	Owner:	Diagnostic Imaging Centers, PA
Contract:	\$2,800,000	Architect:	Finkle + Williams Architecture
		Complete:	November 2019
Project:	<b>ACI 7th Floor Tower 1</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$2,400,000	Architect:	HOK
		Complete:	November 2019
Project:	<b>Indian Creek Campus Spine Center Remodel</b> Overland Park, KS	Owner:	The University of Kansas Health System
Contract:	\$1,300,000	Architect:	Pulse Design Group
		Complete:	November 2019
Project:	<b>Sterile Processing &amp; Distribution Addition</b> Lawrence, KS	Owner:	LMH Health
Contract:	\$3,300,000	Architect:	ACI Boland
		Complete:	November 2019

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>UPS Lenexa Trailer and Staging</b> Lenexa, KS	Owner:	UPS
Contract:	\$6,800,000	Architect:	Davidson Architecture & Engineering
		Complete:	November 2019
Project:	<b>UPS Expansion</b> Lenexa, KS	Owner:	UPS
Contract:	Confidential	Architect:	Powers Brown Architects
		Complete:	November 2019
Project:	<b>JP Morgan Chase Renovation</b> Leawood, KS	Owner:	CBRE
Contract:	\$2,300,000	Architect:	Core States Group
		Complete:	October 2019
Project:	<b>The Temple, Congregation B'nai Jehudah Addition &amp; Renovation</b> Overland Park, KS	Owner:	The Temple, Congregation B'nai Jehudah
Contract:	\$9,100,000	Architect:	HOK
		Complete:	October 2019
Project:	<b>Indian Creek Library Adaptive Re-use</b> Olathe, KS	Owner:	City of Olathe
Contract:	\$14,800,000	Architect:	Gould Evans
		Complete:	October 2019
Project:	<b>Lenexa Fleet Maintenance Facility</b> Lenexa, KS	Owner:	City of Lenexa
Contract:	\$6,100,000	Architect:	Finkle + Williams Architecture
		Complete:	October 2019
Project:	<b>Swiss Re Renovation</b> Kansas City, MO	Owner:	Swiss Re
Contract:	\$9,600,000	Architect:	Interior Architects
		Complete:	September 2019
Project:	<b>Pleasant Hill School District Additions and Renovations</b> Pleasant Hill, MO	Owner:	Pleasant Hill R-III School District
Contract:	\$6,500,000	Architect:	Hollis + Miller Architects
		Complete:	September 2019

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Heartland Early Childhood Renovation</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$1,300,000	Architect:	Hollis + Miller Architects
		Complete:	September 2019
Project:	<b>Aging Facilities #6</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$200,000	Architect:	Hollis + Miller Architects
		Complete:	August 2019
Project:	<b>Free State High School</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$15,500,000	Architect:	Gould Evans
		Complete:	August 2019
Project:	<b>Fire Station 15</b> Kansas City, MO	Owner:	City of Kansas City, Missouri
Contract:	\$6,900,000	Architect:	DRAW Architecture + Urban Design
		Complete:	August 2019
Project:	<b>Midway R-1 School Renovations</b> Cleveland, MO	Owner:	Cass Midway R-1 Public Schools
Contract:	\$3,100,000	Architect:	HTK Architects
		Complete:	August 2019
Project:	<b>Memorial Garden</b> Leawood, KS	Owner:	Church of the Resurrection
Contract:	\$1,900,000	Architect:	Gould Evans
		Complete:	August 2019
Project:	<b>Republic County USD 109 Additions and Renovations</b> Belleville, KS	Owner:	Republic County School District
Contract:	\$15,400,000	Architect:	Landmark Architects
		Complete:	August 2019
Project:	<b>Park Hill Elementary Additions and Renovations</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$2,100,000	Architect:	SJCF Architecture
		Complete:	August 2019

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Wineteer Elementary</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$4,400,000	Architect:	SJCF Architecture
		Complete:	August 2019
Project:	<b>Asphalt Paving &amp; Annex Building Demolition</b> Kansas City, KS	Owner:	Turner USD 202
Contract:	\$1,300,000	Architect:	DLR Group
		Complete:	August 2019
Project:	<b>Grain Valley High School Additions</b> Grain Valley, MO	Owner:	Grain Valley R-5 School District
Contract:	\$10,100,000	Architect:	Hollis + Miller Architects
		Complete:	August 2019
Project:	<b>Derby Schools - Athletics Upgrades</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$3,100,000	Architect:	SJCF Architecture
		Complete:	August 2019
Project:	<b>High School Performing Arts Upgrades</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$3,300,000	Architect:	HTK Architects
		Complete:	August 2019
Project:	<b>Horejsi Family Volleyball Arena</b> Lawrence, KS	Owner:	University of Kansas
Contract:	\$9,200,000	Architect:	Gould Evans
		Complete:	August 2019
Project:	<b>El Paso/Swaney Elementary Renovation</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$1,700,000	Architect:	SJCF Architecture
		Complete:	August 2019
Project:	<b>Liberty Memorial Central Middle &amp; West Middle Renovations</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$12,800,000	Architect:	Clark   Huesemann
		Complete:	August 2019

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>BluHawk Building 2B</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$2,300,000	Architect:	Klover Architects
		Complete:	August 2019
Project:	<b>Derby High School Renovation</b> Derby, KS	Owner:	Derby Public Schools USD 260
Contract:	\$2,500,000	Architect:	SJCF Architecture
		Complete:	August 2019
Project:	<b>ACI 4400 4th Floor Renovation</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$2,800,000	Architect:	Helix Architecture + Design
		Complete:	July 2019
Project:	<b>Lincoln Middle &amp; College Prep Academy Football Stadium</b> Kansas City, MO	Owner:	Kansas City Public Schools
Contract:	\$17,000,000	Architect:	Wellner Architects
		Complete:	July 2019
Project:	<b>UMB 1010 Grand 2nd &amp; 3rd Floor Renovations</b> Kansas City, MO	Owner:	UMB
Contract:	\$6,700,000	Architect:	Bell/Knott & Associates
		Complete:	July 2019
Project:	<b>Holy Family Catholic Church Addition &amp; Renovation</b> Kansas City, MO	Owner:	Diocese of Kansas City-St. Joseph
Contract:	\$7,000,000	Architect:	SFS Architecture
		Complete:	June 2019
Project:	<b>Canyon Creek Elementary</b> Lenexa, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$15,500,000	Architect:	HTK Architects
		Complete:	June 2019
Project:	<b>Belton High School Additions</b> Belton, MO	Owner:	Belton School District
Contract:	\$28,000,000	Architect:	ACI Boland
		Complete:	June 2019

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Patterson Health Center</b> Anthony, KS	Owner:	Harper Hospital District #6
Contract:	\$27,300,000	Architect:	Gould Evans, Kahler Slater
		Complete:	May 2019
Project:	<b>850 Main Office Space</b> Kansas City, MO	Owner:	McCownGordon Construction
Contract:	\$11,700,000	Architect:	Helix Architecture + Design
		Complete:	May 2019
Project:	<b>Olathe Medical Center Family Physicians Reno-Dr Bldg 1</b> Olathe, KS	Owner:	Olathe Health
Contract:	\$1,800,000	Architect:	Pulse Design Group
		Complete:	May 2019
Project:	<b>Nelson Gallery Foundation Feingold House Renovation</b> Kansas City, MO	Owner:	The Nelson-Atkins Museum of Art
Contract:	\$1,700,000	Architect:	BNIM
		Complete:	April 2019
Project:	<b>Building P Antigen Transfer Modernization</b> St. Joseph, MO	Owner:	Boehringer Ingelheim Vetmedica, Inc.
Contract:	\$15,400,000	Architect:	CRB
		Complete:	April 2019
Project:	<b>Seed Processing lab</b> Ardmore, OK	Owner:	Noble Research Institute
Contract:	\$2,000,000	Architect:	PGAV Architects
		Complete:	March 2019
Project:	<b>ACI 4400 Main - 1st Floor Renovation</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$3,100,000	Architect:	Helix Architecture + Design
		Complete:	March 2019
Project:	<b>Fire Station No. 74</b> Shawnee, KS	Owner:	City of Shawnee
Contract:	\$3,800,000	Architect:	WSKF Architects
		Complete:	January 2019

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Rock Regional Hospital</b> Derby, KS	Owner:	CBC Real Estate Group
Contract:	\$30,000,000	Architect:	ACI Boland
		Complete:	January 2019
Project:	<b>ACI 6th Floor Renovations</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$2,100,000	Architect:	HOK
		Complete:	January 2019
Project:	<b>Farina</b> Kansas City, MO	Owner:	Terra Capital LLC
Contract:	\$3,900,000	Architect:	Helix Architecture + Design
		Complete:	December 2018
Project:	<b>Zurich HW3 Renovations</b> Overland Park, KS	Owner:	Zurich American Insurance Company, Cushman & Wakefield
Contract:	\$1,000,000	Architect:	HOK
		Complete:	November 2018
Project:	<b>Hy-Vee Arena</b> Kansas City, MO	Owner:	Foutch Brothers
Contract:	\$29,000,000	Architect:	Foutch Brothers
		Complete:	October 2018
Project:	<b>Clay County Medical Center Addition and Renovation</b> Clay Center, KS	Owner:	Clay County Medical Center
Contract:	\$15,600,000	Architect:	HFG Architecture
		Complete:	October 2018
Project:	<b>Salina South High School Renovation &amp; Addition</b> Salina, KS	Owner:	Salina Public Schools USD 305
Contract:	\$42,900,000	Architect:	DLR Group, JGR Architects
		Complete:	October 2018
Project:	<b>The Experience Center</b> North Kansas City, MO	Owner:	Cerner Corporation
Contract:	Confidential	Architect:	Gould Evans
		Complete:	October 2018

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Southwest Middle and Billy Mills Middle Renovations</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$5,400,000	Architect:	Clark I Huesemann
		Complete:	September 2018
Project:	<b>Crossfirst Bank Headquarters Phase I &amp; II</b> Leawood, KS	Owner:	Crossfirst Bank
Contract:	\$12,700,000	Architect:	Hoefer Wysocki
		Complete:	September 2018
Project:	<b>Cerner 3001 Renovation</b> North Kansas City, MO	Owner:	Cerner Corporation
Contract:	\$4,200,000	Architect:	Helix Architecture + Design
		Complete:	August 2018
Project:	<b>St. Paul's Episcopal Day School Renovations (Phases 1 &amp; 2)</b> Kansas City, MO	Owner:	St. Paul's Episcopal Day School
Contract:	\$3,500,000	Architect:	Gould Evans
		Complete:	August 2018
Project:	<b>Independence Uptown Market</b> Independence, MO	Owner:	City of Independence
Contract:	\$3,200,000	Architect:	Hollis + Miller Architects
		Complete:	August 2018
Project:	<b>Folly Theater Lobby Renovations</b> Kansas City, MO	Owner:	Folly Theater
Contract:	\$1,400,000	Architect:	Helix Architecture + Design
		Complete:	August 2018
Project:	<b>Summit Trail Middle School</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$34,100,000	Architect:	Hollis + Miller Architects
		Complete:	August 2018
Project:	<b>Garmin Manufacturing &amp; Warehouse Expansion</b> Olathe, KS	Owner:	Garmin
Contract:	\$103,400,000	Architect:	Gould Evans
		Complete:	August 2018

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Olathe Middle School Entries</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$6,300,000	Architect:	HTK Architects
		Complete:	August 2018
Project:	<b>Office Park Phase II</b> Manhattan, KS	Owner:	KSU Foundation
Contract:	\$12,900,000	Architect:	Hoefer Wysocki
		Complete:	July 2018
Project:	<b>Corbin Hall Renovations</b> Lawrence, KS	Owner:	University of Kansas
Contract:	\$12,700,000	Architect:	KWK Architects
		Complete:	July 2018
Project:	<b>Mathes Hall Housing Renovation</b> Liberty, MO	Owner:	William Jewell College
Contract:	\$1,200,000	Architect:	Gould Evans
		Complete:	July 2018
Project:	<b>ACI 5th Floor Conference Room Renovations</b> Kansas City, MO	Owner:	American Century Investments
Contract:	\$1,100,000	Architect:	HOK
		Complete:	July 2018
Project:	<b>BluHawk Civic Center Land Disturbance</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$8,000,000	Architect:	Slaggie Architects
		Complete:	June 2018
Project:	<b>Monticello Library</b> Shawnee, KS	Owner:	Johnson County, Kansas
Contract:	\$13,400,000	Architect:	Clark Enersen Partners
		Complete:	June 2018
Project:	<b>KCUMB Strickland Hall 4th Floor</b> Kansas City, MO	Owner:	Kansas City University of Medicine & Biosciences
Contract:	\$1,800,000	Architect:	Helix Architecture + Design
		Complete:	June 2018

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>21c Museum Hotel Renovation</b> Kansas City, MO	Owner:	21c Museum Hotel
Contract:	\$35,000,000	Architect:	Hufft Projects Deborah Berke Partners
		Complete:	May 2018
Project:	<b>Independence Communications Center</b> Independence, MO	Owner:	City of Independence
Contract:	\$3,200,000	Architect:	Hoefer Wysocki
		Complete:	May 2018
Project:	<b>Fellowship Hall &amp; Renovations</b> Leawood, KS	Owner:	Church of the Resurrection
Contract:	\$12,900,000	Architect:	Gould Evans
		Complete:	May 2018
Project:	<b>Soffit Repairs</b> Kansas City, MO	Owner:	Stowers Institute for Medical Research
Contract:	\$2,300,000	Architect:	PGAV Architects
		Complete:	May 2018
Project:	<b>KCI FIS / Customs Renovations</b> Kansas City, MO	Owner:	City of Kansas City, Missouri, Kansas City Aviation Department
Contract:	\$11,000,000	Architect:	Corgan Associates Helix Architecture + Design
		Complete:	May 2018
Project:	<b>Central District Development</b> Lawrence, KS	Owner:	Edgemoor Infrastructure & Real Estate, University of Kansas
Contract:	\$213,200,000	Architect:	Perkins+Will, DLR Group
		Complete:	May 2018
Project:	<b>Central Plant &amp; Distribution Rehabilitation Phase II</b> Maryville, MO	Owner:	Northwest Missouri State University
Contract:	\$1,700,000	Architect:	N/A
		Complete:	April 2018
Project:	<b>Pi Kappa Alpha Fraternity Addition and Renovation</b> Manhattan, KS	Owner:	Pi Kappa Alpha Fraternity KSU Chapter
Contract:	\$4,800,000	Architect:	RLS Architects
		Complete:	April 2018

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>UMKC Student Health Counseling &amp; Disability Services TI</b> Kansas City, MO	Owner:	University of Missouri - Kansas City
Contract:	\$1,800,000	Architect:	HOK
		Complete:	April 2018
Project:	<b>Saint Luke's - Roeland Park Hospital</b> Roeland Park, KS	Owner:	Embree Asset Group, Inc.
Contract:	\$8,650,000	Architect:	Curtis Group Architects
		Complete:	April 2018
Project:	<b>Terracon Corporate Headquarters</b> Olathe, KS	Owner:	Terracon
Contract:	\$14,500,000	Architect:	Finkle + Williams Architecture
		Complete:	March 2018
Project:	<b>Salina Central High School + Stadium Renovation &amp; Addition</b> Salina, KS	Owner:	Salina Public Schools USD 305
Contract:	\$32,500,000	Architect:	DLR Group, JGR Architects
		Complete:	March 2018
Project:	<b>Mill Creek Learning Campus Renovation and Addition</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$16,100,000	Architect:	Hollis + Miller Architects
		Complete:	December 2017
Project:	<b>Saint Luke's - Glennwood Hospital</b> Overland Park, KS	Owner:	Embree Asset Group, Inc.
Contract:	\$8,200,000	Architect:	Curtis Group Architects
		Complete:	December 2017
Project:	<b>Commerce Bank Roe &amp; Johnson Dr.</b> Roeland Park, KS	Owner:	Commerce Bank
Contract:	\$2,100,000	Architect:	Rees Masilionis Turley Architecture
		Complete:	December 2017
Project:	<b>Children's Mercy Junction City Clinic</b> Junction City, KS	Owner:	Children's Mercy Hospital
Contract:	\$1,950,000	Architect:	BSA Life Structures
		Complete:	November 2017

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Saint Luke's - State Line Hospital</b> Leawood, KS	Owner:	Embree Asset Group, Inc.
Contract:	\$8,100,000	Architect:	Curtis Group Architects
		Complete:	November 2017
Project:	<b>Saint Luke's - Village West Hospital</b> Kansas City, KS	Owner:	Embree Asset Group, Inc.
Contract:	\$8,400,000	Architect:	Curtis Group Architects
		Complete:	November 2017
Project:	<b>Meierotto Jewelers Headquarters</b> North Kansas City, MO	Owner:	Meierotto Jewelers, MJT Development Co.
Contract:	\$10,900,000	Architect:	Davidson Architecture & Engineering
		Complete:	October 2017
Project:	<b>Gardner Edgerton High School Addition and Renovation</b> Gardner, KS	Owner:	Gardner-Edgerton USD 231
Contract:	\$12,300,000	Architect:	DLR Group
		Complete:	September 2017
Project:	<b>Fill Line B Lyophilizer</b> St. Joseph, MO	Owner:	Boehringer Ingelheim Vetmedica, Inc.
Contract:	\$1,900,000	Architect:	CRB
		Complete:	August 2017
Project:	<b>Oregon Trail Middle School Entry</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$1,900,000	Architect:	Hollis + Miller Architects
		Complete:	August 2017
Project:	<b>Plant Biology Laboratory Renovation</b> Ardmore, OK	Owner:	Noble Research Institute
Contract:	\$5,900,000	Architect:	PGAV Architects
		Complete:	August 2017
Project:	<b>High School Career &amp; Technical Education Center</b> Basehor, KS	Owner:	Basehor-Linwood School District USD 458
Contract:	\$8,000,000	Architect:	HTK Architects
		Complete:	August 2017

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Olathe Aging Facilities #4</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$3,100,000	Architect:	Hollis + Miller Architects
		Complete:	August 2017
Project:	<b>Olathe East &amp; Olathe South Academy Renovations</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$1,100,000	Architect:	HTK Architects
		Complete:	August 2017
Project:	<b>W.C. Morris Hall Science Building Renovation</b> Warrensburg, MO	Owner:	University of Central Missouri
Contract:	\$10,400,000	Architect:	Gould Evans
		Complete:	July 2017
Project:	<b>Missouri Innovation Campus</b> Lee's Summit, MO	Owner:	University of Central Missouri, Lee's Summit R7 School District
Contract:	\$29,100,000	Architect:	DLR Group
		Complete:	July 2017
Project:	<b>St. Michael the Archangel High School</b> Lee's Summit, MO	Owner:	Diocese of Kansas City-St. Joseph
Contract:	\$24,100,000	Architect:	Hollis + Miller Architects
		Complete:	July 2017
Project:	<b>Pinckney Elementary Renovation &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$6,550,000	Architect:	Gould Evans
		Complete:	June 2017
Project:	<b>Pharmacy Omnicell Remodel</b> Kansas City, KS	Owner:	The University of Kansas Health System
Contract:	\$1,400,000	Architect:	Pulse Design Group
		Complete:	June 2017
Project:	<b>Health Education Building</b> Kansas City, KS	Owner:	University of Kansas Medical Center
Contract:	\$63,000,000	Architect:	Helix Architecture + Design, Co Architects
		Complete:	June 2017

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Marsh &amp; McLennan Companies TI</b> Overland Park, KS	Owner:	Marsh & McLennan Companies, Structure Tone
Contract:	\$2,500,000	Architect:	GastingerWalker&
		Complete:	June 2017
Project:	<b>Blue Springs Multispecialty Clinic</b> Blue Springs, MO	Owner:	Saint Luke's Health System
Contract:	\$11,900,000	Architect:	Hoefer Wysocki
		Complete:	June 2017
Project:	<b>Chilled Water Plant and Distribution Expansion</b> Manhattan, KS	Owner:	Kansas State University
Contract:	\$49,200,000	Architect:	Olsson BBN Architects
		Complete:	May 2017
Project:	<b>BluHawk 5th Plat Public Road Work</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$5,200,000	Architect:	Slaggie Architects
		Complete:	May 2017
Project:	<b>DIC Medical Office Building Core &amp; Shell</b> Overland Park, KS	Owner:	VanTrust Real Estate
Contract:	\$11,400,000	Architect:	Finkle + Williams Architecture
		Complete:	May 2017
Project:	<b>Diagnostic Imaging Center TI</b> Overland Park, KS	Owner:	Quad Six LLC, VanTrust Real Estate
Contract:	\$5,600,000	Architect:	Finkle + Williams Architecture
		Complete:	May 2017
Project:	<b>Olathe West High School</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$87,000,000	Architect:	Hollis + Miller Architects
		Complete:	May 2017
Project:	<b>BluHawk - Plaza South Sitework</b> Overland Park, KS	Owner:	Price Brothers Management Company
Contract:	\$2,200,000	Architect:	Slaggie Architects
		Complete:	April 2017

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Arts &amp; Heritage Center</b> Overland Park, KS	Owner:	Johnson County, Kansas
Contract:	\$16,100,000	Architect:	SFS Architecture
		Complete:	April 2017
Project:	<b>Saint Luke's North - Pharmacy and Office Renovation</b> Kansas City, MO	Owner:	Saint Luke's Hospital of Kansas City, Saint Luke's North Hospital-Barry Road
Contract:	\$1,600,000	Architect:	ACI Boland
		Complete:	April 2017
Project:	<b>Allstate TI - Sprint Campus 6330 2nd Floor</b> Overland Park, KS	Owner:	Allstate Insurance Company
Contract:	\$1,000,000	Architect:	GastingerWalker&
		Complete:	March 2017
Project:	<b>Cardiology/Neurology Clinic (north campus)</b> Kansas City, MO	Owner:	Saint Luke's Health System
Contract:	\$1,900,000	Architect:	BSA Life Structures
		Complete:	March 2017
Project:	<b>Ceva Audits - 8901 Building</b> Lenexa, KS	Owner:	Ceva Biomune
Contract:	\$1,700,000	Architect:	N/A
		Complete:	March 2017
Project:	<b>New Sanctuary - Phase 8</b> Leawood, KS	Owner:	Church of the Resurrection
Contract:	\$71,300,000	Architect:	HGA
		Complete:	February 2017
Project:	<b>The Great Mall of the Great Plains Redevelopment</b> Olathe, KS	Owner:	VanTrust Real Estate
Contract:	\$2,900,000	Architect:	Finkle + Williams Architecture
		Complete:	February 2017
Project:	<b>Health Science Building Repair</b> Kansas City, MO	Owner:	Children's Mercy Hospital
Contract:	\$1,800,000	Architect:	BSA Life Structures
		Complete:	January 2017

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Mission Farms Multispecialty Clinic TI</b> Overland Park, KS	Owner:	Saint Luke's Health System
Contract:	\$5,200,000	Architect:	Hoefer Wysocki
		Complete:	January 2017
Project:	<b>Package 3A - Sunflower Elementary Renovation &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$3,500,000	Architect:	Gould Evans BG Consultants Inc
		Complete:	December 2016
Project:	<b>Zurich Evolving Workplace TI</b> Overland Park, KS	Owner:	Zurich American Insurance Company
Contract:	\$1,300,000	Architect:	HOK
		Complete:	December 2016
Project:	<b>BMT Stem Cell Storage</b> Kansas City, KS	Owner:	The University of Kansas Health System
Contract:	\$3,600,000	Architect:	Pulse Design Group
		Complete:	December 2016
Project:	<b>3732 Main Renovation</b> Kansas City, MO	Owner:	Kansas City Young Audiences
Contract:	\$1,200,000	Architect:	Helix Architecture + Design
		Complete:	November 2016
Project:	<b>Financial Branch</b> Higginsville, MO	Owner:	FCS Financial
Contract:	\$3,800,000	Architect:	Clark Enersen Partners
		Complete:	November 2016
Project:	<b>Office Renovations</b> Leawood, KS	Owner:	Asurion Insurance Services
Contract:	\$1,400,000	Architect:	Hastings Architecture Associates
		Complete:	November 2016
Project:	<b>IBT New Facility</b> Lee's Summit, MO	Owner:	Viracor-IBT Laboratories
Contract:	\$1,100,000	Architect:	N/A
		Complete:	October 2016

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Salt Storage Facility</b> Overland Park, KS	Owner:	City of Overland Park
Contract:	\$1,400,000	Architect:	SK Design Group
		Complete:	September 2016
Project:	<b>Kansas Health Institute Renovation</b> Topeka, KS	Owner:	Kansas Health Institute
Contract:	\$1,300,000	Architect:	Hufft Projects
		Complete:	September 2016
Project:	<b>Basehor-Linwood Elementary School Addition &amp; Renovations</b> Basehor, KS	Owner:	Basehor-Linwood School District USD 458
Contract:	\$3,100,000	Architect:	HTK Architects
		Complete:	August 2016
Project:	<b>Frank Rushton Elementary</b> Kansas City, KS	Owner:	Kansas City Kansas Public Schools USD 500
Contract:	\$14,100,000	Architect:	HTK Architects
		Complete:	August 2016
Project:	<b>Citizens of the World Charter School</b> Kansas City, MO	Owner:	IFF
Contract:	\$3,100,000	Architect:	GastingerWalker&
		Complete:	August 2016
Project:	<b>Package 3A - Broken Arrow Elementary Renovation</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$1,200,000	Architect:	Gould Evans
		Complete:	August 2016
Project:	<b>Olathe Aging Facilities #3</b> Olathe, KS	Owner:	Olathe Public Schools USD 233
Contract:	\$4,000,000	Architect:	Hollis + Miller Architects
		Complete:	July 2016
Project:	<b>Northland Innovation Center Interiors - NWMSU</b> Gladstone, MO	Owner:	Northwest Missouri State University
Contract:	\$1,200,000	Architect:	Hoefer Wysocki
		Complete:	June 2016

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>David T. Beals III Studio for Arts and Technology</b> Kansas City, MO	Owner:	Kansas City Art Institute
Contract:	\$3,100,000	Architect:	Gould Evans
		Complete:	June 2016
Project:	<b>Mission Farms Multispecialty Clinic Core &amp; Shell</b> Overland Park, KS	Owner:	Colliers International
Contract:	\$6,500,000	Architect:	Hoefer Wysocki
		Complete:	June 2016
Project:	<b>Northland Innovation Center - Shell</b> Gladstone, MO	Owner:	CBC Real Estate Group, North Kansas City Schools, City of Gladstone
Contract:	\$13,500,000	Architect:	Hoefer Wysocki
		Complete:	June 2016
Project:	<b>Dodge City Long Branch Lagoon</b> Dodge City, KS	Owner:	City of Dodge City, Ford County
Contract:	\$14,300,000	Architect:	Waters Edge Aquatic Design
		Complete:	May 2016
Project:	<b>Garmin Parking Garage</b> Olathe, KS	Owner:	Garmin
Contract:	\$28,200,000	Architect:	Gould Evans
		Complete:	May 2016
Project:	<b>NKC Schools - Students in Academically Gifted Education</b> Gladstone, MO	Owner:	North Kansas City Schools
Contract:	\$4,700,000	Architect:	Hoefer Wysocki
		Complete:	May 2016
Project:	<b>Hybrid EP Lab Addition</b> Olathe, KS	Owner:	Olathe Medical Center
Contract:	\$4,200,000	Architect:	HMN Architects, Inc.
		Complete:	May 2016
Project:	<b>College Point</b> Olathe, KS	Owner:	Olathe Medical Center
Contract:	\$1,800,000	Architect:	HMN Architects, Inc.
		Complete:	May 2016

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>State Street Lee's Summit Renovation</b> Lee's Summit, MO	Owner:	State Street
Contract:	\$3,000,000	Architect:	HOK
		Complete:	April 2016
Project:	<b>Sunset Hill Elementary Renovations &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$8,600,000	Architect:	Gould Evans
		Complete:	March 2016
Project:	<b>Renovation - Phase 2</b> Kansas City, MO	Owner:	Crossroads Academy
Contract:	\$2,200,000	Architect:	BNIM
		Complete:	March 2016
Project:	<b>Office Building</b> Maryville, MO	Owner:	FCS Financial
Contract:	\$3,900,000	Architect:	Clark Enersen Partners
		Complete:	December 2015
Project:	<b>Mission Woods Parking Expansion</b> Mission Woods, KS	Owner:	The University of Kansas Health System
Contract:	\$1,100,000	Architect:	Pulse Design Group
		Complete:	December 2015
Project:	<b>Bus Parking and Schlagle Stadium</b> Kansas City, KS	Owner:	Kansas City Kansas Public Schools USD 500
Contract:	\$11,700,000	Architect:	ACI Boland
		Complete:	November 2015
Project:	<b>Engineering Expansion - Phase IV</b> Manhattan, KS	Owner:	Kansas State University
Contract:	\$37,000,000	Architect:	Perkins+Will, DLR Group
		Complete:	October 2015
Project:	<b>Tony's Pizza Event Center Renovation</b> Salina, KS	Owner:	City of Salina
Contract:	\$10,100,000	Architect:	Convergence Design
		Complete:	October 2015

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Forensic Science Center</b> Topeka, KS	Owner:	Kansas Bureau of Investigation
Contract:	\$44,700,000	Architect:	PGAV Architects
		Complete:	October 2015
Project:	<b>Laboratory and Office Renovation</b> Kansas City, KS	Owner:	XenoTech
Contract:	\$1,900,000	Architect:	Hoefer Wysocki
		Complete:	October 2015
Project:	<b>Tower 1 Renovations</b> Kansas City, MO	Owner:	State Street
Contract:	\$16,000,000	Architect:	HOK
		Complete:	August 2015
Project:	<b>Hillcrest Elementary Renovations &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$7,700,000	Architect:	Gould Evans
		Complete:	August 2015
Project:	<b>Quail Run Elementary Renovations &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$3,600,000	Architect:	BG Consultants Inc
		Complete:	August 2015
Project:	<b>Safety Training Center</b> Kansas City, MO	Owner:	Kansas City Power & Light
Contract:	\$22,000,000	Architect:	Bell/Knott & Associates
		Complete:	July 2015
Project:	<b>928 Grand 10th Floor Remodel</b> Kansas City, MO	Owner:	UMB
Contract:	\$1,300,000	Architect:	SFS Architecture
		Complete:	July 2015
Project:	<b>The Crossing Mixed Use Student Apartments</b> Warrensburg, MO	Owner:	University of Central Missouri
Contract:	\$44,400,000	Architect:	TreanorHL, Gould Evans
		Complete:	July 2015

## PROJECTS COMPLETED IN THE LAST FIVE YEARS

Project:	<b>Municipal Pool</b> Greensburg, KS	Owner:	City of Greensburg
Contract:	\$2,400,000	Architect:	Sullivan Palmer Architects
		Complete:	July 2015
Project:	<b>UnityPoint Health Surgical and Ambulatory Center</b> Marshalltown, IA	Owner:	CBC Real Estate Group
Contract:	\$26,500,000	Architect:	Hoefer Wysocki
		Complete:	June 2015
Project:	<b>Cordley Elementary Renovations &amp; Addition</b> Lawrence, KS	Owner:	Lawrence Public Schools USD 497
Contract:	\$8,000,000	Architect:	Gould Evans
		Complete:	June 2015
Project:	<b>Office Building</b> Harrisonville, MO	Owner:	FCS Financial
Contract:	\$3,600,000	Architect:	Clark Enersen Partners
		Complete:	May 2015
Project:	<b>The National Museum of Toys/Miniatures Renovation</b> Kansas City, MO	Owner:	The National Museum of Toys/Miniatures
Contract:	\$3,500,000	Architect:	Helix Architecture + Design
		Complete:	April 2015
Project:	<b>Public Works</b> Lawrence, KS	Owner:	Douglas County, Kansas
Contract:	\$12,500,000	Architect:	Clark I Huesemann
		Complete:	April 2015
Project:	<b>Tenant Improvement</b> Kansas City, MO	Owner:	Grant Thornton
Contract:	\$2,200,000	Architect:	VOA
		Complete:	April 2015
Project:	<b>Camp CUMCITO</b> Warsaw, MO	Owner:	City Union Mission
Contract:	\$2,100,000	Architect:	GastingerWalker&
		Complete:	April 2015

# PROJECTS COMPLETED IN THE LAST FIVE YEARS

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Project: **Pole Training Facility**  
Kansas City, MO  
Contract: \$5,100,000

Owner: Kansas City Power & Light  
Architect: Bell/Knott & Associates  
Complete: March 2015

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Project: **SPACE Project**  
Kansas City, MO  
Contract: \$1,500,000

Owner: American Century Investments  
Architect: HOK  
Complete: February 2015

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