



STAFF REPORT

DATE: November 10, 2020

DISCUSSION

AGENDA ITEM: Construction Manager at Risk Firm Interviews for City Hall, Fire Station, Public Works Addition Project

TO: Honorable Mayor and Council

SUBMITTED BY: Jake Dickson, Assistant City Administrator

BACKGROUND:

In February the Council approved the issuance of the RFP for Construction Manager at Risk (CMR) for a new city hall, fire station and addition at public works that was contemplated as part of the 2017 space needs study. Proposals were due on March 6th, the City received 7 proposals. Staff reviewed the proposals and selected 3 firms to be interviewed by the City Council.

ISSUE BEFORE COUNCIL:

Which firm shall be selected to provide Construction Manager at Risk services for the new city hall, fire station and public works addition?

PROPOSAL DETAILS/ANALYSIS:

Included in your packet are the proposals from three firms: H+U Construction, Kraus-Anderson, and RJM Construction

Staff reviewed the proposals and selected the top three based upon the criteria outlined in the RFP:

- Understanding of Requested Task
- Background/Experience in Public Facilities
- Staff Expertise and Experience
- Understanding of Schedule
- Recent Projects
- Fee

Based on that review staff selected H+U Construction, Kraus-Anderson, and RJM Construction as the firms to interview with Council. The firms will prepare a 10 minute presentation to present their qualifications to Council. Then about 10 minutes is allotted after each presentation for council to follow up with questions. At the end of the three interviews staff would be looking for direction from Council on which firm to begin contract discussions with.

The tentative schedule as outlined in the RFP was:

The project development schedule is as follows:

- Approval of Contract 3/17/2020
- Selection of Preferred Option 4/7/2020
- Complete Preliminary Site and Building Layout: 10/1/2020

- Complete Final Design: 1/15/2021

The following tasks will be dependent on the Lake Elmo City Council to proceed:

- Site Preparation: 6/1/2021
- Construction: 6/1/2021

Given the delay we expect the schedule to be pushed back about 9 months with approval of contract happening in December 2020.

FISCAL IMPACT:

Firm	Fee
H+U	<ul style="list-style-type: none"> • Preconstruction & Bidding Phase, proposed on an hourly basis - \$37,950 • Project Reimbursable Expenses - \$354,610 • Proposed Construction Manager Fee - \$55,250 <ul style="list-style-type: none"> - CM Fee based on 0.65% of \$8.5M assumed construction cost. • Construction Manager At Risk Total Estimated Compensation - \$447,810
Kraus-Anderson	<ul style="list-style-type: none"> • Preconstruction & Bidding Phase - \$7,500 • Construction Services: The construction duration will be dependent on the option chosen and the scope of work determined through the preconstruction phase. At this time, these requirements are unknown and therefore cannot be priced. The work done through the preconstruction phase will allow for an efficient schedule and a more accurate set of construction services to be determined. • Reimbursable Expenses - \$4,000/Month <ul style="list-style-type: none"> - Reimbursable expenses of office equipment, blueprinting, postage, travel, trailer, superintendent truck/phone, insurance and IT. • Proposed CM Fee - \$171,600
RJM	<ul style="list-style-type: none"> • Preconstruction & Bidding Phase \$9,830 • Project Reimbursable Expenses - \$297,341 • Proposed Construction Manager Fee - \$127,600 <ul style="list-style-type: none"> - CM Fee based on 1.45% of \$8.8M assumed construction cost. • Construction Manager At Risk Total Estimated Compensation - \$434,771

OPTIONS:

Provide direction to staff on which of the three firms to move forward with contract negotiations.

ATTACHMENTS:

- **H+U Proposal**
- **Kraus-Anderson Proposal**
- **RJM Proposal**



Complex Projects Solved

PROPOSAL

MARCH 6, 2020



PROPOSAL FOR CONSTRUCTION MANAGER AT RISK SERVICES

**CITY OF LAKE ELMO CITY HALL, FIRE STATION
+ PUBLIC WORKS FACILITIES**

Jake Dickson
Assistant City Administrator
City of Lake Elmo
3880 Laverne Ave N
Ste 100
Lake Elmo, MN 55042



March 6, 2020

Mr. Jake Dickson

Assistant City Administrator
City of Lake Elmo
3880 Laverne Ave N, Ste 100
Lake Elmo, MN 55042

RE: PROPOSAL FOR CONSTRUCTION MANAGER AT RISK (CMaR) SERVICES FOR CITY OF LAKE ELMO CITY HALL, FIRE STATION AND PUBLIC WORKS FACILITIES

Dear Mr. Dickson and Selection Committee:

Thank you for the opportunity to submit our proposal to provide Construction Manager at Risk (CMaR) services to the City of Lake Elmo. Over the past 37 years, H+U Construction has built or improved more than 15,000,000 square-feet of public space within the state of Minnesota, including some of the State's most impressive public spaces. Yours is a very attractive project for us because it touches many of our strong suits including its need for comprehensive preconstruction services, use of the Construction Management delivery method, and public safety focus. Below are several reasons why we believe H+U is the best fit for this project.

- + **Right Sized Firm** - As a mid-sized firm, you can be assured that the City Hall, Fire Station, and Public Works project will receive close personal attention from our firm's leadership.
- + **Client Satisfaction** - 91% of our clients become repeat clients. Those who work with us choose to continue working with us when additional needs arise.
- + **We Are Ready to Start** - Our preconstruction team is ready to begin immediately, and project-specific staff will become available prior to the start of construction. Our team is eager to start, and has the capacity to serve your projects without delay.
- + **Continued Commitment - We Never Say Goodbye** - We appreciate the trust our clients have in us and take pride in the work we do. If selected to serve as your CMaR, H+U will remain committed to the Lake Elmo community and the quality of your facilities for decades to come.

We are excited about earning the opportunity to work within the City of Lake Elmo. Please feel free to contact me with any questions regarding the enclosed proposal or fees.

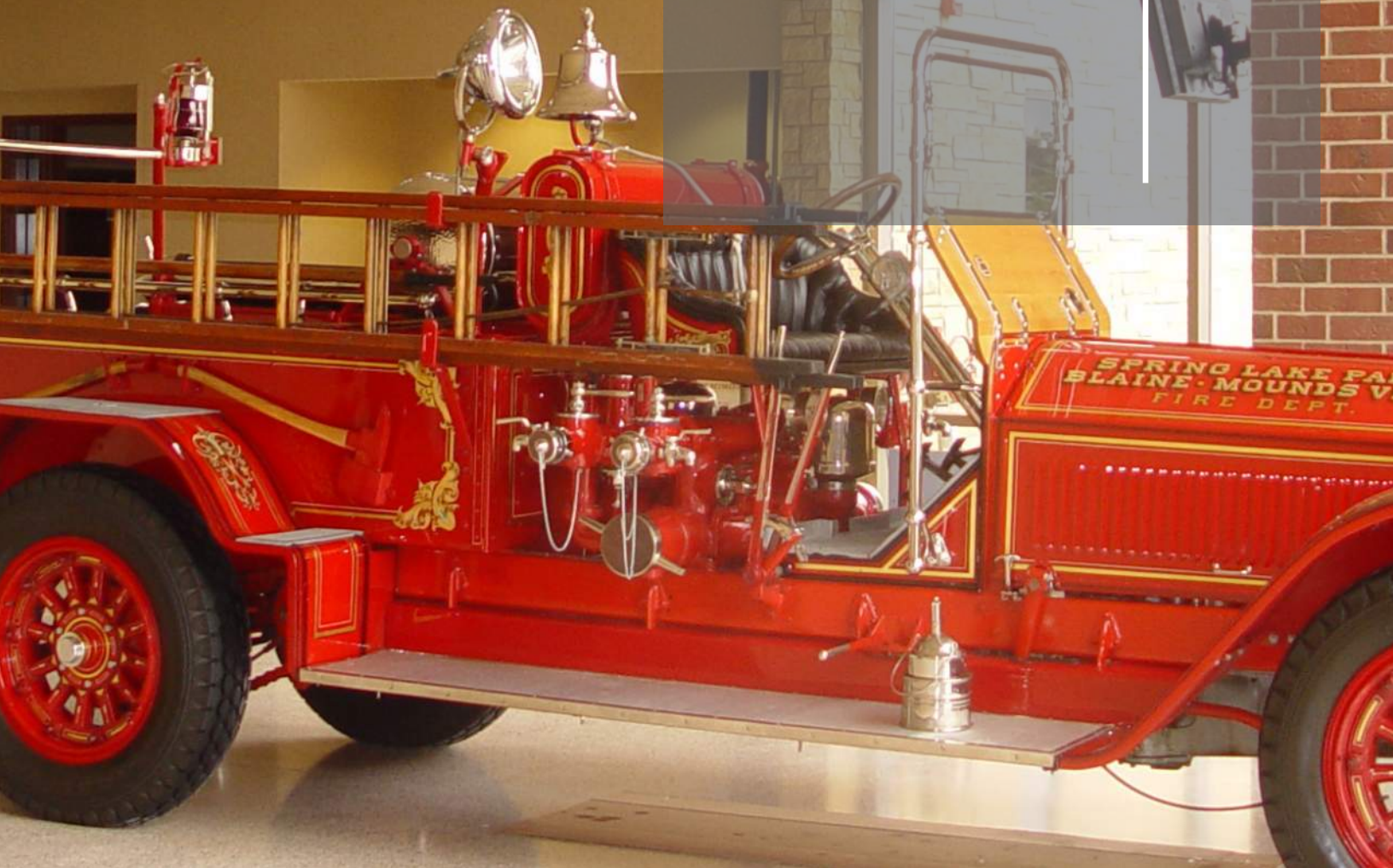
Respectfully,

Andy Hoffmann
Project Director/President
H+U Construction
Phone: 952-292-4833
Email: ahoffmann@hu-construction.com



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Complex Projects Solved

A PROFESSIONAL ORGANIZATION

PROPOSAL

SAVAGE CITY HALL + POLICE STATION

Addition + Renovation

32,000/SF Addition + 20,000/SF Renovation



A. PROFESSIONAL ORGANIZATION



Building Legacies

Building with purpose.

Building for the greater good.



1. Brief firm history.

H+U Construction is a Minneapolis-based construction and consulting firm, founded in 1983. H+U offers Construction Management, General Contracting, Owner Representation, and Consulting services to provide clients with a unique blend of real-world and technical expertise. H+U has been ranked among the "Top 25" Twin Cities area construction firms for more than a decade, and takes pride in being a great place to work for and with.

H+U has developed the type of track record that can only be achieved with decades of successful projects. More than 500 multi-million-dollar projects completed on-schedule and on-budget is not a coincidence - it's the reason more than 91% of our clients have chosen to become repeat clients over the past 10 years.

2. Location of home office and branch offices. Location of office that from which this project will be administrated.

H+U Construction Corporate Office Address:
5555 West 78th Street, Suite A
Minneapolis, MN 55439

3. Qualifications and Experience of the Firm: List and briefly describe relevant construction management projects completed including size, components, and other pertinent information. Include contact information for the project Owner and Architect.

Please find select project profiles highlighted on the following pages outlining relevant qualifications and experience.

In addition to the projects profiled within this proposal, H+U is currently serving the City of Newport in the preconstruction phase of a new joint City Hall and Fire Station project similar in scale to yours. We are also about to break ground on a new Trailhead building for Washington County at Ravine Regional Park, and are nearing the end of a 3-year preconstruction phase for one of the largest public safety buildings in the state, the new Safety & Security Center at the Minneapolis/St. Paul International Airport.

4. Total number of employees including contact information for the person authorized to negotiate on behalf of the respondent.

H+U Construction employs a full-time staff of 23, who complete \$100+ million in annual construction volume. Our primary point of contact for this proposal is listed below:

Andy Hoffmann, President/Partner
Phone: 952-292-4833
Email: ahoffmann@hu-construction.com

A. PROFESSIONAL ORGANIZATION

H+U served the City of Stillwater in the preconstruction and construction phase of their City Hall and Police Station renovations which were completed in May of 2019. The project was completed in three phases over 15 months of construction. As a result of H+U's service in the first two phases, the City chose to have H+U Construction complete a third phase of renovations which was completed on-schedule and under budget.

project name:
**Stillwater Police Station Remodel +
City Hall Improvements**

project owner:
City of Stillwater

client contact:
Bill Turnblad
Phone: 651-430-8821

architect of record:
**Wold Architects + Engineers, Joel
Dunning**
Phone: 651-227-7773

project location: **Stillwater, MN**

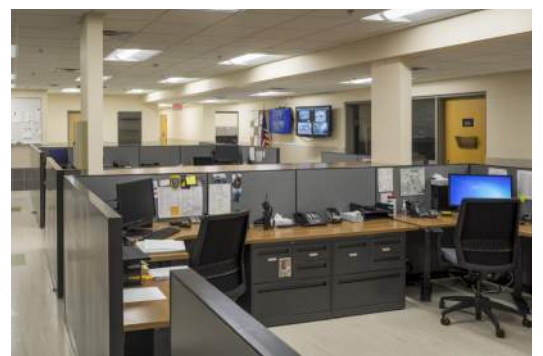
year completed: **2019**

project size:
700/SF Addition, 18,600/SF Renovation

project cost: **\$2,900,000**

Project Highlights:

- + 4-story, state-of-the-art facility featuring indoor parking for patrol cars and administration, office space, fitness center, central communications center, detention center, and full classroom training workshop spaces
- + Completed project in 3 phases to accommodate Stillwater Police Department operations
- + During the design phase, H+U provided continuous Value Engineering to keep the project tracking within budget
- + H+U solicited contractor input and developed \$320,000 in cost saving options during bidding and construction
- + Prior to construction, H+U prepared reasonable estimate of General Conditions costs for items such as temporary enclosure, dumpsters, toilets, and general clean up
- + H+U on-site staff provided portions of general labor, maintaining General Conditions costs \$50,000 below the originally budgeted \$75,000



A. PROFESSIONAL ORGANIZATION

H+U Construction served the City of Roseville and Roseville Fire Department from the planning phase through completion. H+U worked through the bidding phase to keep the project on budget and managed all aspects of construction to ensure that the facility was built to the highest quality standards and at the most cost-effective price. After two years of planning, design, and construction, the new, award-winning fire station was delivered one month ahead of schedule, and below budget.

project name:
Roseville Fire Station

project owner:
City of Roseville

client contact:
Chief Tim O'Neil
Phone: 651-792-7305

architect of record:
CNH Architects, Quinn Hutson
Phone: 952-997-4583

project location: **Roseville, MN**

year completed: **2013**

project size: **35,000/SF**

project cost: **\$9,350,000**

Project Highlights:

- + Worked together with the Owner and Architect throughout the entire preconstruction phase
- + Identified over \$800,000 in value engineering options
- + Efficiently designed and constructed in less than 2 years
- + Opened 1 month ahead of schedule
- + Nearly \$120,000 under budget
- + Named a "Top Project" by *Finance & Commerce* magazine based off degree of difficulty, creativity in design, innovative construction techniques, cooperation among contractors and management, and sustainability efforts

"Working with the City and Design Team, they [H+U Construction] were able to keep our project **within budget without compromising** any of the building features that were important to us, or the overall quality of our building."

Tim O'Neil, Roseville Fire Chief



A. PROFESSIONAL ORGANIZATION

H+U Construction served as the Construction Manager for the Joint Powers Agreement Board consisting of representatives from Brookings County and the City of Brookings, South Dakota. The City and County worked together on their space needs to eliminate overlap in services while providing cost savings to taxpayers. The 76,000/SF building houses administrative offices for both City and County officials and employees that share the joint facility.

project name:

**Brookings City + County
Government Center**

project owner:

Brookings County + City of Brookings, SD

client contact:

Jeff Weldon, City Manager (retired)

Phone: Available Upon Request

architect of record:

Cannon, Moss, Brygger - Todd Moss

Phone: 712-274-2933

project location: **Brookings, SD**

year completed: **2012**

project size: **76,000/SF**

project cost: **\$11,400,000**

Project Highlights:

- + Completed on schedule and under budget with nearly \$400,000 in remaining contingency returned to Owner
- + Joint venture viewed by officials as "an opportunity to do something never done before, and to be a model to other city/county joint ventures."
- + 3-story state-of-the-art facility features a combined City Council Chambers/County Board Room, conference rooms, administrative offices, and storage
- + Project also included a nearby City Maintenance Facility with garage space for 7 vehicles, parking for 18 vehicles, and a paved area that can be used to store City equipment
- + Project Superintendent, Dan Volbert, was awarded the key to the City of Brookings and named an honorary "Jackrabbit" for his outstanding service



A. PROFESSIONAL ORGANIZATION

H+U Construction has been proudly serving the Metropolitan Airports Commission at the Minneapolis-St. Paul International Airport (MSP) since 2016, where our team has served on a variety of projects ranging from safety and security upgrades, to new building construction. The new Safety + Security Center at MSP will include a Emergency Operations Center (EOC), Emergency Command Center (ECC), Police Headquarters, and Fire Station, among other various components.

project name:
**Metropolitan Airports Commission (MAC)
Safety + Security Center**

project owner:
Metropolitan Airports Commission

client contact:
Puneet VEDI, Asst. Director, Project Delivery
Phone: 612-726-8133

architect of record:
Miller Dunwiddie, Alicia Skow
Phone: 612-278-7728

project location:
**Minneapolis-St. Paul International Airport
(MSP); Minneapolis, MN**

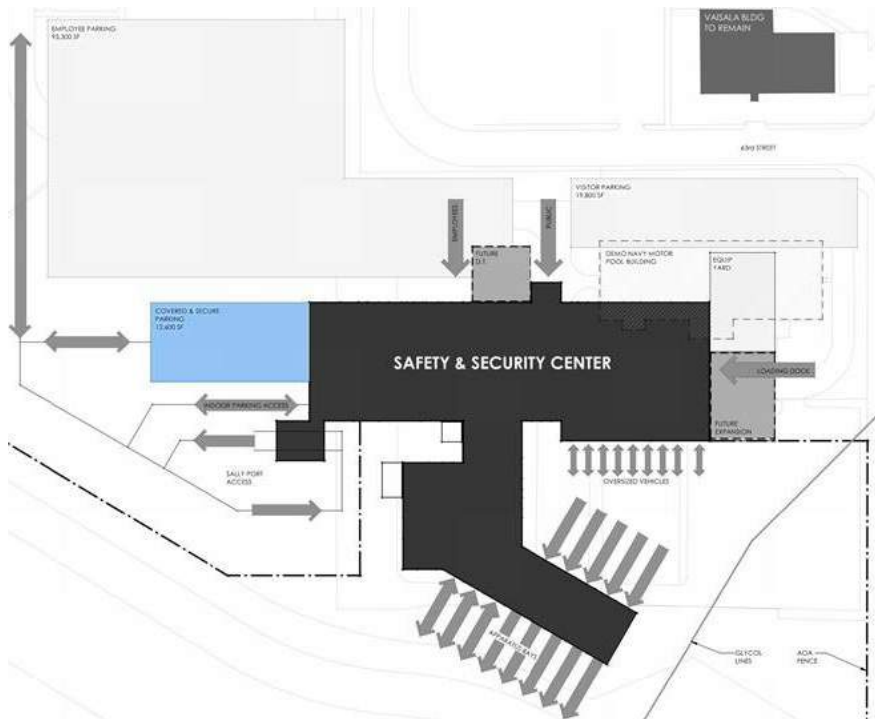
year completed: **In Progress**

project size: **160,000/SF**

project cost: **\$115,000,000**

Project Highlights:

- + H+U began serving the project early in the planning phase, led by the same Preconstruction staff proposed to serve the City of Lake Elmo
- + Following pre-design, H+U was tasked with maintaining a real-time estimate throughout programming and project development phases of design
- + 30+ design options and alternates have been priced to date, including MEP redundancy, rainwater reuse systems, solar thermal systems, several blast protection schemes, and a variety of IT infrastructure options
- + H+U has been serving the project in the pre-design and design phases for nearly 3 years, with construction expected to begin in the summer of 2020
- + Once operational, the new building will house fire, police, and over \$7 million in mission-critical IT equipment
- + Considered to be one of the most advanced facilities of its type anywhere in the Midwest



**Detailed images unavailable at this time due to confidentiality purposes.*

A. PROFESSIONAL ORGANIZATION

H+U served as the Construction Manager for the new Eagan Fire Safety Center which includes five double deep drive-through bays for fire trucks and emergency vehicles, administrative offices, dormitories for firefighters, and a police evidence storage area. The full training room adapts to become a shared Emergency Operations Center for fire personnel, administration, and police personnel.

project name:
Eagan Fire Safety Center

project owner:
City of Eagan

client contact:
Mike Scott, Eagan Fire Chief
Phone: 651-675-5000

architect of record:
SEH Architects, Brian Bergstrom
Phone: 612-758-6718

project location: **Eagan, MN**

year completed: **2011**

project size: **38,000/SF**

project cost: **\$8,300,000**

Project Highlights:

- + First Green Globes-certified fire safety center built in the U.S.
- + Recognized by the Green Building Initiative with 2 Green Globes awards for energy efficiency
- + Facility is fitted with geothermal ground-source heating and cooling pumps, which have an estimated 7 year payback
- + Built with proper ventilation, heating, vehicle exhaust systems, and natural lighting is utilized wherever possible

"Our only regret has been not hiring [H+U] sooner...there is no doubt they have saved the City of Eagan a great deal of money by **providing constant value engineering** of our project to help provide the **most cost effective** and **durable product** for the city."

Mike Scott, Eagan Fire Chief



A. PROFESSIONAL ORGANIZATION

H+U served as the **Construction Manager for the construction of the new S.C.A.L.E. Regional Public Safety Training Center and Firing Range**. The project consists of three specific site areas: Academy Building, Shooting Ranges, and the South Site which includes the Tactical Burn Tower, Pump House, and Retention Pond. The facility provides training opportunities for area firefighters, law enforcement officials, emergency management, and preparedness personnel; military, public health, and public works groups.

project name:
S.C.A.L.E. Regional Public Safety Training Center + Firing Range

project owner:
Scott County

client contact:
Gary Shelton, Scott County Administrator
Phone: 952-496-8100

architect of record:
BKV Architects, Ted Redmond
Phone: 612-339-3752

project location: **Jordan, MN**

year completed: **2008**

project size: **N/A**

project cost: **\$6,700,000**

Project Highlights:

- + Academy Building consists of training facilities, office space, and flex space
- + Shooting Ranges includes a 25-yard tactical range and a 200-yard rifle range, each with precast concrete walls and bar joist supports with bullet baffles structured between them
- + South Site includes site work including road, utilities, fencing, retention pond, and piping to pump house
- + Tactical Burn Tower is a 5-story precast concrete building with specialty doors and equipment along with 2 gas-fired fire simulators for firefighter training
- + Numerous stairwells, standpipe and sprinkler systems, and structures for portable maze scenarios



A. PROFESSIONAL ORGANIZATION



project name:

SBM Fire Station No. 3 Joint Training Facility

project owner:

Cities of Spring Lake, Blaine, and Mounds View

client contact:

Nyle Zikmund, Fire Chief (retired)

Phone: Available Upon Request

architect of record:

Tushie Montgomery & Associates - Gary Tushie, AIA

Phone: 612-861-9636

project location: **Blaine, MN**

year completed: **2006**

project size: **35,000/SF**

project cost: **\$7,100,000**

Project Highlights:

H+U was the Construction Manager for the new state-of-the-art SBM Fire Station for the cities of Spring Lake Park, Blaine, and Mounds View, MN. The building is fitted with geothermal ground-source heating and cooling system and a heated apparatus bay floor. The new station houses space for administrative offices and training resources, as well as facilities for fire apparatus and vehicle parking and maintenance.

The 35,000 square-foot fire station/training facility features a maintenance bay, 4 double deep drive-through bays, a 2nd level training room and a fitness/recreation room. The project was completed on-time and under budget.



project name:

Savage City Hall + Police Department

project owner:

City of Savage

client contact:

Barry Stock, City Administrator (retired)

Phone: 952-882-2660

architect of record:

Tushie Montgomery & Associates - Gary Tushie, AIA

Phone: 612-861-9636

project location: **Savage, MN**

year completed: **2007**

project size: **32,000/SF New Addition, 20,000/SF**

Renovation

project cost: **\$8,500,000**









Project Highlights:

The H+U team provided Construction Management services for the Savage City Hall addition. The addition provided the Savage Police Department with much needed administrative offices and space for staff and equipment including a new jail, storage areas, office space, meeting rooms, and a heated garage for the squad cars.

The project's second phase began upon completion of the police department and entailed the renovation of the current police station, which was converted into new City offices. All of the expansion and renovation work was successfully completed while the facility was fully operational.

A. PROFESSIONAL ORGANIZATION

H+U is currently serving as a Construction Manager for the projects listed below:

PROJECT + OWNER	DESCRIPTION
 <p>Water Works Mezzanine Historical Renovation Minneapolis Park + Recreation Board</p>	<p>H+U is currently in the construction phase of a \$14.1M transformative park development project scheduled to be completed in Fall 2020. The project, overlooking St. Anthony Falls and the Stone Arch Bridge, will bring new historic, cultural, and recreational amenities including 3-acres of green space and plazas to the most iconic location in the region. Additionally, H+U is using existing mill ruins dating from the early 1800s to construct indoor meeting, event, and restaurant space.</p>
 <p>Ravine Regional Park Renovation Washington County</p>	<p>H+U is currently in the preconstruction phase of a \$3.4M renovation project at Ravine Regional Park in Cottage Grove, MN. The project includes community gathering space, a small kitchen, administrative offices, and sheltered picnic areas.</p>
 <p>Newport New City Hall, Fire Hall + Law Enforcement Center City of Newport</p>	<p>H+U was recently selected to serve as the CMAr for the new construction of a combined City Hall, Fire Hall + Law Enforcement Center in the City of Newport. H+U will be providing its full array of Construction Management services including overseeing preconstruction, cost estimating, and construction of the \$7M project scheduled to break ground in Summer 2020.</p>
 <p>Lester Prairie School Additions + Renovations Lester Prairie Public Schools</p>	<p>Following a successful referendum campaign in August 2019 led by H+U Construction, H+U is currently in the preconstruction phase of a \$13.65M addition and renovation project to expand and improve the Lester Prairie Public School. The project includes enhanced building safety and security, classroom, kitchen and cafeteria additions, and an industrial technology addition as well as additional space for physical education, arts, and athletics.</p>
 <p>Prior Lake High School Additions Prior Lake-Savage Public Schools</p>	<p>H+U has been serving the Prior Lake-Savage School District for over 20-years, and recently broke ground on a \$40M expansion at Prior Lake High School; the second expansion we've undertaken at the school since completing its original construction in 2003.</p>
 <p>Humboldt High School + Como Park Senior High Additions + Renovations St. Paul Public Schools</p>	<p>H+U has served St. Paul Schools since 2012, and is midway through two addition and renovation projects totaling \$115M. Each project is being completed in phases while the buildings remain fully-occupied. These ongoing projects will be completed between August and December 2020.</p>
 <p>American Indian Magnet School Additions + Renovations St. Paul Public Schools</p>	<p>H+U is assisting the District and Design Team to finalize the scope of the project. The project budget is set at \$50M and is expected to begin construction in June 2020.</p>
 <p>MSP International Airport Various Projects Metropolitan Airports Commission</p>	<p>H+U Construction is serving the Metropolitan Airports Commission on a wide variety of projects at different phases of design and construction. Several upcoming projects include a Wash Bay Addition, Terminal-2 Expansion/Renovation, Storage Building expansion, new Safety & Security Center, and miscellaneous IT infrastructure upgrades.</p>

In addition to the contracts listed above, H+U also provides cost estimating services for:

<p>City of Brooklyn Center LHB Architects</p>	<p>Dakota County Nexus Solutions</p>	<p>Cunningham Group Architect Hennepin County</p>
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Complex Projects Solved

PROPOSAL

B. PROJECT TEAM

CITY OF ROSEVILLE FIRE STATION
New Construction
35,000/SF



Andy Hoffmann

Project Director/President

Andy has 23 years of industry experience, including over 12 years with H+U. He has served as a Construction Manager for single projects valued up to \$65 million and has led H+U's preconstruction team since 2012. He has overseen preconstruction, facilities planning and cost estimating efforts for more than \$700 million in public projects. Additionally, Andy has worked as a facility planning consultant to several design firms and public institutions.

He will work to identify the key milestone dates for design, procurement, and construction that will serve as a road-map for completing the work on-schedule. During the design phase, Andy will develop cost estimates, value engineering options, work scope descriptions, and front-end specifications. He will actively market the project to prospective bidders and lead pre-bid conferences.

Andy will lead our team through the preconstruction phase, and transition day-to-day leadership to our construction phase team, led by Todd Iverson, as we conclude the bid phase. During construction, Andy will be responsible for oversight of our team, and serve as the City's executive contact at H+U Construction.

PROJECT EXPERIENCE

- + **Metropolitan Airports Commission, Safety + Security Center:** New \$115M Airport Fire Station, Police Headquarters + Security Center Currently in the Preconstruction Phase
- + **City of Eagan, Fire Safety Center:** New 38,000/SF Fire Station, Training Center, and Police Evidence Storage
- + **City of Roseville, Roseville Fire Station:** New 35,000/SF Fire Station + Training Facility
- + **Scott County, S.C.A.L.E. Training Facility:** New \$6.7M Public Safety Training Facility Including a 4-story Burn Tower, Diving Well, Shooting Range, and Building Space
- + **City + County of Brookings, SD:** New 76,000/SF Joint City + County Government Center
- + **City of Apple Valley, Valleywood Clubhouse:** New 16,700/SF Green Globe Certified Golf Course Clubhouse
- + **City of Apple Valley, Hayes Senior Center:** New 22,000/SF Green Globe Certified Senior Center
- + **City of Marshall, Red Barron Arena:** New 78,200/SF Ice Arena + Expo Center
- + **City of Redwood Falls, Redwood Area Hospital:** 95,000/SF Phased Renovation of a Fully-operational Hospital



EDUCATION

Minnesota State University, Mankato - Mankato, MN
BS, Construction Management

AREAS OF EXPERTISE

Preconstruction Services
Cost Estimating
Value Engineering
Construction Phasing
Public Bid Procedure
Bid Marketing

PROFESSIONAL MEMBERSHIPS

Construction Management Association of America (CMAA) Board of Directors, 2012-2018

Minnesota Construction Association (MCA) Member

Minnesota Construction Association (MCA) Member

Minnesota Association of School Administrators (MASA) Executive Development Committee Member

Todd Iverson, LEED AP®

Senior Project Manager

Todd has been with H+U Construction for 20 years and has over 30 years of experience in the construction industry. Todd will be an active participant in the design phase planning effort, and will lead our team during the construction phase. His responsibilities will include overseeing the performance of H+U's office and field staff, enforcing contract requirements with contractors, overseeing the project budget, and ensuring that your day-to-day needs are met throughout the construction phase.

Our clients know Todd as someone who will pro-actively address contentious matters and enforce contractor requirements. Contractors know Todd as fair and honest, but also as someone who will assertively enforce their contract requirements.



PROJECT EXPERIENCE

- + **City of Stillwater, City Hall**
+ **Police Station:** 700/SF Addition and 18,600/SF Renovation Converting a Fire Station to Police Station, and Updating City Hall
- + **City of Roseville, Roseville**
+ **Fire Station:** New 35,000/SF Fire Station + Training Facility
- + **Wenck Response Services, Emergency Response**
+ **Headquarters:** 17,000/SF Renovation of a Warehouse to House Wenck's Emergency Response Division
- + **Minneapolis Parks + Recreation Board, Water Works:** 3-Acre Park + 7,000/SF Historic Renovation Currently Underway
- + **City of Minneapolis, Nicollet Mall Reconstruction:** 12-Blocks of Above-grade Improvements to the Nicollet Mall
- + **City of Chaska, Chaska Community Center:** 4,500/SF Renovation of an Occupied Facility
- + **Rosemount-Apple Valley-Eagan Public Schools, Eagan High School:** 30,000/SF Addition and 32,000/SF High School Expansion
- + **Prior Lake-Savage Area Schools, Various Projects:** Four Projects Totaling \$75M since 2006
- + **Jordan Public Schools, Jordan Middle School + CERC:** 49,000/SF Addition and 119,000/SF Renovation of Jordan Middle School + Community Education Recreation Center
- + **Burnsville-Eagan-Savage Public Schools, Burnsville High School:** 137,000/SF High School Addition

EDUCATION

University of Wisconsin-Stout
- Menomonie, WI
BS, Construction Management

AREAS OF EXPERTISE

Project Management
Estimating
Community Outreach
+ Education
Bidding
Contract Enforcement
Conflict Resolution

PROFESSIONAL MEMBERSHIPS

Minnesota Educational Facilities Management Professionals (MASMS) Member

Minnesota Construction Association (MCA) Member

DAN VOLBERT

Senior Project Superintendent

Dan, a 20 year veteran with H+U, has over 30 years of experience in the construction industry. Dan will serve as your Senior Project Superintendent. He will become involved prior to the start of the construction phase, and will be responsible for overseeing H+U Construction's performance on-site.

As a Senior Superintendent, Dan will be stationed at the jobsite full-time for the duration of the project to provide schedule input, perform periodic inspections, review progress schedules, monitor the flow of information, and ensure that our on-site staff is meeting or exceeding the City's expectations.

Dan will take pro-active measures to enforce standards of quality, making sure the schedule is adhered to, work is performed according to specifications and plans, and that materials are delivered as promised.



PROJECT EXPERIENCE

- + **City of Roseville, Roseville Fire Station:** New 35,000/SF Fire Station + Training Facility
- + **City of Blaine, SBM Fire Station No. 3:** New 35,000/SF Fire Station + Training Facility
- + **City of Eagan, Fire Safety Center:** New 38,000/SF Fire Station, Training Center, and Police Evidence Storage
- + **City + County of Brookings, SD:** New 76,000/SF Joint City + County Government Center
- + **Burnsville-Eagan-Savage Public Schools:** District-Wide Facility Improvement Project
- + **City of Redwood Falls, Redwood Area Hospital:** 195,000/SF Phased Renovation of a Fully-operational Hospital
- + **Jordan Public Schools:** Jordan Middle School Addition and Renovation and Jordan Community Education + Recreation Center Projects
- + **Rosemount-Apple Valley-Eagan Public Schools:** Senior Superintendent for District-Wide Facility Improvement Projects
- + **Hopkins Public Schools:** Senior Superintendent for District-Wide Facility Improvement Projects

EDUCATION

South Hennepin Technical College, Eden Prairie, MN
Certificate of Completion in Carpentry

AREAS OF EXPERTISE

Preconstruction Planning
Construction Site Logistics
Site Safety Management
OSHA Compliance
Site Project Management
Quality Control
Schedule Management

PROFESSIONAL CERTIFICATIONS

OSHA 30 Hour Certification
SWIFT Certification



LUKE NELSON

Project Manager

Luke has been with H+U for 6 years, and has 2 years of Civil Engineering experience prior to joining H+U. Luke has managed projects of his own including the Stillwater Police Station & City Hall as well as Newport's new City Hall, Fire Hall & Law Enforcement Center and Washington County's Ravine Regional Park, both currently underway. Additionally, Luke has worked with our Senior Project Management staff to support larger and more complex projects as he would with the City of Lake Elmo. Luke's responsibilities include supporting the cost estimating team, public bid administration, budget management, schedule maintenance, and coordinating Owner needs with construction activities as well as leading the closeout phase to ensure that the Owner receives all required documentation.



JOE UHLHORN

Project Controller

Joe has over 15 years of construction industry experience and serves as the Chief Financial Officer/Partner for H+U Construction. He holds a Bachelor's degree in Finance and Economics from the University of St. Thomas, and has led the accounting process for more than \$400 million in construction contracts on behalf of our clients. Joe's responsibilities will include overseeing the preparation and reconciliation of contractor Pay Applications, and all contractor, vendor, and Construction Management invoicing. Joe will tailor his documentation process to fit your needs, and work with our Project Management team to provide a complete financial summary to the City on a monthly basis.



LISA KNOX

Project Administrator

Lisa has 6 years of experience in the construction industry as a Project Administrator and over 25 years of administrative and service experience. Lisa will assist with the preparation of contracts, submittals, insurance, and closeout documents as well as tracking all Change Orders, preparing/reviewing meeting minutes, and assisting with the overall project documentation and communications. Lisa is also proficient in the use of our Procore construction management software. She will serve as our lead for implementing Procore systems across the project team, and will provide training to City representatives so that all team members can access real-time project information using any mobile device.



JOELLE KWIATKOWSKI

Cost Estimator

Joelle has 5 years of cost estimating experience, and a Bachelor's degree in Construction Management from Minnesota State University, Mankato. Joelle serves as a full-time cost estimator, with day-to-day responsibilities including quantity take-offs, reviewing plans for errors and omissions, Value Engineering, and assessing bid costs to continually improve and maintain H+U's cost database. Her past experience has included both bidding projects as a General Contractor and performing cost estimates as a consultant. This combination of real-world application, and technical consulting makes Joelle a valuable resource to our project teams and clients.

Complex Projects Solved

PROPOSAL

CITY OF EAGAN FIRE SAFETY CENTER
New Construction
38,000/SF

C. PLANNING APPROACH



C. PLANNING APPROACH



1. Describe expected role in working with the Owner and Architect during planning and design.

Our preconstruction staff will have an active role in the design phase, as we work to develop budgets, recommend building materials, identify schedule milestones, and navigate any development-related needs for the projects. While we do not provide design services, we do provide design input and advise the City on the cost, maintenance needs, and long-term impacts of proposed building materials.

Our goal in the design phase is to ensure that the designed building fits within your budget, will meet your long-term needs, and can be constructed in an efficient manner. We will work “hand-in-glove” with the Design Team, but act as an Owner’s advocate during the design of your buildings.

Prior to bidding, H+U Construction will develop specification sections related to the schedule, scope of work for subcontractors, safety, temporary facilities, and General Conditions. We will actively market the project to subcontractors to maximize the number of bids received, and administer the public bid process.

2. Describe approach to project budgeting.

A common misconception is that construction funds are determined once a project is bid, when in fact, more than 90% of construction costs are determined before designs are 60% complete. The materials and systems that will go into your building are what determines the cost, much of which is determined in the early design phase. Once a project enters the final design and/or bidding phase, it is often either too late, or too costly to redesign a project to meet either a budget or a need.

Many of H+U’s most valuable services are provided in the preconstruction phase, as our team works to understand the costs, and propose savings, or value enhancing options. The critical cost-control steps discussed below are what will keep your project on-budget, on-schedule, and set up for success.

3. Describe approach to project scheduling.

In over 37 years of operation and with more than 400 projects completed, H+U Construction has never had to delay the opening date of a new or renovated building. This is a statistic that we are extremely proud of, and one that we strive to maintain year-after-year. Our team will work with your stakeholders and Architect to prepare and maintain a Master Schedule that identifies the timelines for this project. This schedule will serve as a roadmap for the project from design to closeout. We will work with the City, Project Team, and others as requested.

Complex Projects Solved

PROPOSAL

SCOTT COUNTY REGIONAL PUBLIC SAFETY
TRAINING CENTER + FIRE RANGE (S.C.A.L.E.)
New Construction



D. CONSTRUCTION
MANAGEMENT APPROACH

D. CONSTRUCTION MANAGEMENT APPROACH



H+U
estimates over
\$400,000,000
in construction
costs annually
for clients.

Construction Management Approach - Describe proposed administration of this project, including:

1. Cost Estimating

H+U's estimating process is distinguished from other construction managers by several important factors. First, we communicate - we don't rely on a database for everything. This means we will contact specific trades to receive relevant, project specific, current pricing as needed. We know what's happening in the construction market related to pricing.

Second, we achieve a high level of estimating accuracy by applying the technical expertise of our entire Estimating Resources Group. Each member of our team has a background and technical knowledge in a specific building trade. This specialization helps us to provide not only precise estimates, but also identify constructability issues, value engineering options, and schedule concerns as they apply to specific trades.

Finally, we use up to date technology to provide accurate estimates. Our Civil Estimating Team uses AutoCAD Civil 3D software which estimates precise soil quantities. Our other estimators use Planswift which allows for building and landscape material quantities to be estimated and recorded electronically in an easy-to-understand PDF format. This tool allows us to clearly communicate our understanding of the material quantities and locations with you and the Design Team.

Schematic Design Estimates - are developed as the early design evolves to evaluate the general scope and cost of the proposed work. Quantities are estimated where available and assumptions are made where designs have not yet been completed.

Design Development Estimates - will be prepared to continue evaluating the established project budget and scope in greater detail. As the designs develop and information is added, assumptions are replaced by actual quantities and verified costs.

Construction Documents - Estimates are extremely detailed and include the specific costs associated with labor, materials and equipment. Our Project Director, Project Estimator, and Project Team will conduct a line-by-line review of each Construction Document estimate with all members of our Estimating Resource Group to confirm the accuracy of each final cost.

Our team will work with the City to identify a scope of work for each project that matches the available funds. We will develop bid alternatives to ensure that projects stay within budget on Bid Day. Estimated quantities for potential unforeseen conditions will be estimated and included within the bid documents as allowances to ensure that the City receives a fair value for unknown scope or project savings when scope is less than anticipated.

D. CONSTRUCTION MANAGEMENT APPROACH



Our
teamwork
philosophy
spreads far
beyond our
office walls.

2. Relationship to the Architect in preparation of the project manual.

Our team will provide Supplementary Specification Sections which apply to Bidding Requirements, Supplemental General Conditions and Division 1, or “Front-End” requirements of the Project Manual. We will prepare the Advertisement for Bids, Supplementary Instructions to Bidders, Contract Work Scope Descriptions, Payment Procedures, Project Coordination, Project Schedule, Temporary Facilities and Controls, as well as the Project Safety portions of the Project Manual with input and approval from the City of Lake Elmo.

3. Value engineering.

We believe that it is never too late or too early to generate project savings. Our value engineering and value management process begins in the conceptual design phase and continues through the estimating, bidding, construction, and post-construction phases. A value engineering and constructability report will be reviewed with the Architect and provided to the City with each estimate. These reports will identify potential construction and operational savings associated with different materials and building systems.

During the preconstruction phase, our Mechanical, Electrical, Plumbing (MEP) and Civil Systems Coordinators will review plans and specifications to identify construction and operational cost savings options for the City’s review. We will meet with your staff and Design Team members to discuss the advantages and disadvantages of each proposed system so that your staff can make informed decisions on the systems used at each facility.

Our MEP and Civil Systems Coordinators will also review plans to identify potential constructability issues before the project has been bid. Since design discrepancies, material intersections, and utility elevations can result in added construction phase costs, our MEP and Civil staff will work to minimize any oversights made by Design Team members.

Cost savings can be found during the bidding and construction phases by soliciting contractor input on substitute materials, assemblies and manufacturers. H+U Construction will collect and review all reasonable options and present cost savings options to the Project Team throughout the preconstruction and construction phases.





H+U personally contacts **hundreds of qualified bidders**, with an average of approximately 5+ bids per contract.

4. Bidding administration.

H+U knows that there are many benefits to awarding work to local contractors. Those benefits include better quality and direct local economic stimulus. Although we cannot completely control who wins work, there are steps we take as a Construction Manager to cater to local contractors. H+U tailors our contract work scopes to balance efficiency with local contractor abilities before going out to bid on every project. This proven approach will encourage local participation, while minimizing costs and maximizing quality.

Prior to the bid phase, our team would host an informational open house event in Lake Elmo, complete with coffee and donuts. This event would provide any local contractors who are not familiar with the Construction Management model, with an opportunity to meet our team and learn more about the project.

BID MARKETING EFFORTS

As an example of our bid marketing efforts, H+U made over 300 bid marketing phone calls leading up to the Stillwater Police Station and City Hall Pre-Bid Meeting which was attended by 40 perspective bidders. After reviewing the list of attendees, we began targeting our bid marketing efforts towards divisions of work that were not represented at the Pre-Bid meeting. The end result of these efforts was a total of 65 bids for 16 contracts, with bids received from every applicable trade.

H+U will facilitate the bid advertisement process and list the project locally in approved Plan Rooms, industry publications, and approved local newspapers. We use computer-based bid solicitation software that includes hundreds of qualified contractors and subcontractors. The electronic notification system notifies the subcontractors about your project. The program sends a customized "Invitation to Bid" to each subcontractor detailing the bid date, when and where bid documents are available and any special bidding requirements. Our Project Team will hold Pre-Bid Conferences to clarify subcontractor questions and, in conjunction with the Architect, clarify design details. At bid openings, we will organize and manage the entire process as directed by the City.



D. CONSTRUCTION MANAGEMENT APPROACH



400+
Multi-million-dollar projects completed on-schedule + on-budget.

5. Project scheduling.

Our team will work with your stakeholders and Architect to prepare and maintain a Master Schedule that identifies the timelines for this project. This schedule will serve as a roadmap for the project from design to closeout. We will work with the City, Project Team, and others as requested.

Critical Path, Milestone, and Look-Ahead Schedules - will be developed for the project. These schedules will be used to monitor progress, identify timelines for use in bidding and communicate our upcoming activities.

Microsoft Project Scheduling - software is used to create and update the progress of Critical Path Schedules. These highly technical schedules are used to document progress, schedule recovery timelines, and identify phasing sequences for various areas of each site. Critical Path Schedules will be used to review the project.

Milestone Schedules - will be used to communicate general construction timelines with contractors during the bid phase. Milestone dates will be written into the contract documents and contractors will be contractually obligated to operate within these timelines.

Look-Ahead Schedules - will be prepared for each project on a weekly basis. These schedules will identify the type and location of work that will take place over the following weeks. Look-Ahead Schedules are used to coordinate the activities of various contractors and communicate upcoming activities with the City.



D. CONSTRUCTION MANAGEMENT APPROACH



Progress
through
collaboration.

6. On-site project coordination.

H+U believes that maintaining the make-up of the construction team from project inception through project completion improves teamwork, enhances the decision-making process and ultimately, provides the greatest opportunity for a successful building program. The same key team members will serve the City for the full duration of the project.

We will provide full-time management and site supervision for the entire building program. Our project team members will be assigned to individual projects, or groupings of smaller projects in close proximity to one another to supervise and coordinate the work of contractors. We will work with the City to develop a management and supervision plan that efficiently meets your needs without compromising the requirements of the program or individual project.

Our Superintendents will be dedicated to the City on a full-time basis during their respective work assignments, or whenever efficiently possible, for the duration of the building program. H+U's Project Director and President, Andy Hoffmann, will be responsible for overseeing the performance of our team throughout the project. H+U's Senior Project Manager, Todd Iverson, will oversee the day-to-day performance of our management, administrative, and support team members. H+U's proposed Senior Project Superintendent, Dan Volbert, will be responsible for the day-to-day performance of our on-site staff and contractors.

We believe that in order to effectively manage a project of this scale, H+U's Project Management Team will need to spend a majority of their time on-site during construction. H+U's field office will be equipped with a high speed fiber line to ensure that connectivity does not prohibit effective management of the project, and a minimum of one Project Management Team representative will be stationed on-site at all times.

7. Cost control during construction.

Construction phase costs, excluding the cost of any construction-phase scope changes, will be limited to the Guaranteed Maximum Price (GMP). The GMP will be submitted for City approval following the bid phase, and before construction is approved to proceed. We recommend that the City maintain a separate contingency balance to account for any scope changes that may be needed during construction, but scope changes typically fall between -1% and 2% of the construction cost.

During and before construction, H+U will solicit value engineering options from low bidders. These savings can be used to offset the cost of any scope changes, or to provide savings to the City. We will work to maintain General Conditions costs, labor allowances, and other budget items below budget, and expect to return GMP savings to the City upon completion of the project. Every project H+U has served on within the past 10-years has been completed within budget, and with savings returned to the Owner upon completion.

8. Change order procedures.

Should a change in work scope become necessary, our Project Management and Supervision Staff will carefully analyze any Change Order requests and require each contractor to provide a detailed cost breakdown for their Change Order proposals. We will analyze each proposal for merit before summarizing and determining the final cost of any Change Order. This analysis is done with every Change Order request before it is forwarded to the Design Team for further action. This "first line of defense" or "culling out" process ensures that only valid changes with reasonable compensation or Owner credit are recommended for further action.

We will challenge contractors on any issues we believe are unwarranted and request that the contractor reconsider, revise, and/or drop their claim. H+U will present the Change Order information with supporting documentation for presentation to the Design Team for review and approval. The Design Team will review the Change Orders and then forward to the City for approval. No changes in the work or costs/credits will be implemented without approval from the City.

D. CONSTRUCTION MANAGEMENT APPROACH

9. Safety program.

H+U views our people as our most important asset. Keeping everyone safe at the jobsite is a responsibility we take very seriously. We believe that through leadership, partnership, engineering, preventative maintenance, training, innovation, and employee motivation, accidents can be minimized, if not entirely prevented.

Safety education and training is an ongoing process. The H+U Safety Program trains all employees in proper conduct and adherence. Additionally, all project sites require the use of Project-specific Safety Manuals along with individual safety orientation for everyone working on-site. Safety procedures are clearly documented and continually reviewed and improved. H+U provides confined space entry, trenching and excavation, fall protection, hazard communication, job hazard analysis, heat/cold stress, and driver safety training.



H+U Construction recently received the 2nd highest safety score out of 115 contractors scored by the University of Minnesota.

Programs, Procedures + Regulations:

- + H+U Safety Manuals provide employees with safety information.
- + Fall protection is required at and above 6-feet height elevation for all trades.
- + Protective eye wear gear worn 100% of the time.
- + Site-specific Safety Manuals describe safety issues and requirements for each site.
- + Subcontractor Preconstruction Safety meetings are held to review the contract and Site-specific Safety Manual.
- + Employee safety orientation meetings are held by each subcontractor with documentation provided by H+U.
- + OSHA Outreach Program is a partnership with OSHA Consultation involving monthly walkthroughs of selected jobsites and site safety committee meetings.
- + Jobsite safety inspections occur on a daily basis by jobsite personnel and bi-monthly by safety professionals.
- + Corporate and jobsite safety committee meetings are held monthly.
- + Non-monetary safety incentive programs promote awareness and reward compliance.
- + High visibility apparel is required for all workers on all jobs when exposed to moving equipment.
- + Drug-screening is performed following accidents and injuries and prior to hiring.

Our team will take a proactive approach to safety on your project, carefully analyzing the needs of our work site and custom tailor a safety program to meet the unique needs of this project. H+U Construction and its contractors will work collaboratively with the City of Lake Elmo as needed to develop a Project-specific Safety + Security plan in accordance with the City's and H+U's standards. Initially upon site mobilization, select fencing will likely be utilized to restrict access to certain areas, protecting and isolating equipment, and dangerous conditions around the site. Appropriate signage will be posted throughout the project site, including appropriate instructions at the site entrance describing construction access and limiting and controlling visitor access.

Our comprehensive safety plan will extend beyond the areas directly affected by construction activities to address security, pedestrian safety, and the concerns of local officials. If requested, during community participation meetings we will specifically allocate a portion of the meeting to address any neighborhood safety concerns.



D. CONSTRUCTION MANAGEMENT APPROACH

10. Management and coordination of final start-up, testing, and occupancy.

Our team begins planning for occupancy in the preconstruction phase and will be instrumental in the coordination required for project close-out, including City occupancy and move-in, building start-up, commissioning, testing, training, and punchlist completion.

During final start-up (commissioning) H+U will help coordinate the activities of the City, Commissioning Agent, Design Team, Contractor and building occupants to ensure all equipment is operating as designed. We will ensure the City receives adequate training and is comfortable operating the new building(s). We will provide electronic and hard copies of all operation and maintenance manuals that can be stored for future reference. We will prepare the final punchlist together with the City and Design Team, coordinate warranty work, and manage completion of deficient work.

One year after substantial completion, H+U will perform a one-year warranty inspection together with your Facilities Staff and Design Team. During this inspection, we will work to identify warranty related items that have been discovered within the buildings' first year of operation. Once a warranty list has been assembled, H+U will oversee the completion of any identified items. This is a critical step in the long term operation of your buildings because while some materials such as roofs and mechanical equipment may have 10-year or more warranties, every nut and bolt that went into your buildings is warrantied for a minimum of one (1) year. The one-year warranty punchlist process provides H+U, and our clients, an opportunity to address any warranty claims before the first of your warranties expire.



Complex Projects Solved

PROPOSAL

METROPOLITAN AIRPORTS COMMISSION

Additions + Renovations
Various Projects Including Safety + Security Center
(Ongoing)



E. ADDITIONAL
INFORMATION

E. ADDITIONAL INFORMATION

Any additional information the Respondent wishes to submit.

+ Right Sized Firm:

H+U is a mid-sized company with 23 employees. We believe our size and the size of Lake Elmo are a good fit. Our size means that our leaders are personally involved with each project we take on, and clients have a direct line to the top positions in our company.

+ This Is What We Do:

More than 85% of our work is as a Construction Manager for Minnesota cities, counties, and school districts. Construction Management is not just something we do, it's everything. We were the first firm to operate specifically as a Construction Manager in the state, and our standard processes and procedures are built specifically for this type of project.

+ Track Record:

In 37 years, H+U Construction has never delayed the opening of a new or renovated building. No other firm currently operating in Minnesota who has completed as many or more projects as a Construction Manager can make this same statement.

+ Avoiding Conflicts of Interest:

H+U Construction does not self perform significant portions of any trade labor, which means everything on your projects will be competitively bid. This encourages competition, saves money, and eliminates a common conflict of interest that exists when a Construction Manager profits from exhausting labor allowances, renting equipment to a project, or supplies construction materials outside of the public bidding process.

+ Veteran Team:

H+U's proposed team is made up of Construction Management veterans. Our proposed key team members have an average of 17-years with the company, and have successfully completed a combined \$2 billion in city, county, and state projects during their time with the firm.

+ We Never Say Goodbye:

H+U Construction stands by our clients, and our products. If we are fortunate enough to serve the City of Lake Elmo, you can count on our continued commitment to your facilities throughout the warranty period and beyond.



More than **91%**
repeat clients
over the past
10 years.

WHY H+U?

What makes H+U Construction different from our competition? It's our people, their commitment to a job well done, their dedication to our clients, and the determination to be the best they can be through continuous learning and refinement of their skills in Construction Management.

Our teamwork philosophy spreads far beyond our office walls and runs deep between our collaborative work with all our partners, clients, architects, engineers, contractors and owners we work with - resulting in strong, long-lasting relationships.



Complex Projects Solved

PROPOSAL

F. COMPENSATION

SPRING LAKE PARK-BLAINE-MOUNDS VIEW
FIRE STATION NO. 3
New Construction
35,000/SF



F. BASIS FOR COMPENSATION

1. Include a proposed CM Fee. This will be part of the ultimate Guaranteed Maximum Price for construction. Based on the suggested schedule, indicate your firm's expectation for how and when the CM Fee will be paid by the owner.

H+U Construction proposes a two part compensation structure, as follows:

- + Preconstruction Services:** For preconstruction phase services, H+U proposes compensation on an hourly basis, not to exceed \$37,950. This fee will cover all costs from the planning phase through bidding; until such time as a Guaranteed Maximum Price (GMP) has been accepted by the City. Please note, H+U Construction has elected to discount our Preconstruction Phase rates, as indicated in the fee worksheet below.
- + Construction Services:** For construction phase services, H+U Construction proposes Construction Management Fee totaling 0.65%. This Construction Management Fee shall be applied to construction costs only, excluding non-construction related costs such as Design Fees, land procurement, owner-provided furnishings, etc. The fee would be paid in equal monthly installments, from the time the Guaranteed Maximum Price is accepted, until the project is substantially completed. Project Management, Administrative, and Supervision costs would be reimbursed on an as-used basis, as shown on the summary below.

CONSTRUCTION MANAGER AT RISK FEE SUMMARY City Hall/Fire/Public Works Project

Preconstruction & Bidding Phase				
Description	Quantity	Unit	Unit Cost	Total
Project Director	90	HR	\$115	\$10,350
Cost Estimator/ Preconstruction Manager	140	HR	\$75	\$10,500
Senior Project Manager	30	HR	\$110	\$3,300
Project Manager	20	HR	\$90	\$1,800
Assistant Project Manager	20	HR	\$75	\$1,500
Civil Coordinator	30	HR	\$110	\$3,300
MEP Manager	40	HR	\$110	\$4,400
Project Administrator/Accountant	20	HR	\$50	\$1,000
Project Superintendent	20	HR	\$90	\$1,800
Subtotal Preconstruction & Bidding:				\$37,950

Project Reimbursable Expenses (Based on 8-Month Addition/Renovation Project)				
Description	Quantity	Unit	Unit Cost	Total
Project Director	40	HR	\$150	\$6,000
Senior Project Manager	140	HR	\$125	\$17,500
Project Manager	690	HR	\$105	\$72,450
Assistant Project Manager	490	HR	\$90	\$44,100
Project Administrator/Accountant	200	HR	\$65	\$13,000
Project Controller	160	HR	\$125	\$20,000
Senior Superintendent	1384	HR	\$115	\$159,160
Superintendent	40	HR	\$105	\$4,200
Assistant Superintendent	40	HR	\$95	\$3,800
Superintendent Truck, Travel, & Small Tools	8	MO	\$1,400	\$11,200
Field Office Equipment	8	MO	\$400	\$3,200
Safety Director	1	LS		In Fee
Mileage	1	LS		In Fee
Electronic Documentation	1	LS		In Fee
In-House Printing	1	LS		In Fee
Total Reimbursable Expenses:				\$354,610

Construction Manger Fee			Total
Proposed Construction Manager Fee	0.65%	\$8,500,000	\$55,250
CM Fee Based on a Project Cost of \$11,000,000 (\$8.5M assumed construction cost)			

Construction Manager At Risk Total Estimated Compensation: \$447,810

2. Include a list of possible alternates the Construction Manager suggests for consideration at this time in order to maintain and/or reduce the maximum budget.

Bid Timing: In 2017, 2018, 2019, and presumably again in 2020 and 2021, construction costs have surged by 4% to 9% for projects bid between March and May. This is a result of recent workforce shortages and decreased competition for contracts. There are many more projects being built now than in prior years. H+U Construction advises all of our clients to bid spring construction work as early as November, and no later than February, to avoid the “spring surge” in pricing.

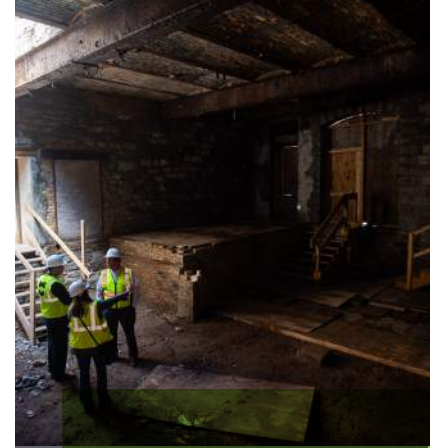
Construction Start Date: Similar to the bid timing noted above, we have observed cost increases for projects slated to begin during the month of June. This is the result of significant school construction projects, which often break ground in June once summer break begins. To avoid an unnecessary cost increase, we would advise that the fire bay additions break ground in April of 2021; as soon as the frost has melted.

Material Selections: Roof types can range in price from \$12 per square foot, to \$20 per square foot or more. Interior gypsum board walls with steel studs can cost \$9 per square foot, while masonry walls can approach \$30 per square foot. Wall finishes can range from \$1.50 per square foot for paint, to \$20 per square foot for wall tile. Flooring options can range from \$4 per square foot carpet to \$25 per square foot terrazzo flooring.

Each material that goes into a building carries an initial construction cost, but there are also long-term maintenance, energy usage, and other life-cycle costs to consider while selecting building products. H+U Construction will work with the City and your design team to identify materials that align with your budget, and/or recommend alternative materials that meet your needs in the most efficient way during the design process.

3. Incorporate into your proposed CM Fee the cost of all activities marked as CM responsibility.

The proposed fee, and summary sheet reflect comprehensive Construction Management services. All activities stated in the RFP, AIA Contract A133-2009, and customarily provided by Construction Managers have been accounted for.



Complex Projects Solved.

<p>H+U Delivers</p> <ul style="list-style-type: none"> + We know that our business is demanding + We proactively go the extra mile to make it right + We don't settle for less than great 	<p>H+U Innovates</p> <ul style="list-style-type: none"> + We constantly seek ways to improve + We use technology to our benefit + We solve complex problems 	<p>H+U is Positive</p> <ul style="list-style-type: none"> + We find good in the bad + We celebrate our success and have fun + We collaborate and include our entire team 	<p>H+U is Humble & Helping</p> <ul style="list-style-type: none"> + We share our knowledge + We volunteer our time + We help others who are overloaded 	<p>H+U is Impactful</p> <ul style="list-style-type: none"> + We manage risk on our projects + We are honest and act with integrity + We are responsible and conscious of the impact of our decisions
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Complex Projects Solved

PROPOSAL

G. REFERENCES

CITY OF STILLWATER POLICE STATION
Addition + Renovation
700/SF Addition + 18,600/SF Renovation



G. LIST OF REFERENCES



"In addition to the on-time and under budget performance, it is also important to note two other positive characteristics of your firm; your unparalleled commitment to quality and the significant attention to detail specific to documentation."

- Nyle Zikmund, Fire Chief (former), **Spring Lake Park-Blaine-Mounds View**

1. Provide a list of at least three public client references for which the firm has provided Construction Management services.

1. JIM DELLWO

Title: Director of Operations/Transportation

Organization: Prior Lake-Savage Area Schools

Phone: 952-226-0054

Email: jdellwo@priorlake-savage.k12.mn.us

Background: All proposed team members are currently completing a \$40M addition for Mr. Dellwo at Prior Lake High School, which will be completed in the fall of 2020. All proposed key team members have also served Mr. Dellwo on prior projects.



2. PUNEET VEDI

Title: Assistant Director of Project Delivery

Organization: Metropolitan Airports Commission (MAC)

Phone: 612-726-8133

Email: puneet.vedi@mspmac.org

Background: H+U Construction has completed several projects for Mr. Vedi, with several additional projects underway. Currently, several proposed team members, led by our proposed Project Director, are approaching the end of a 3-year preconstruction phase for the MAC's new Safety & Security Center.



3. CHIEF TIM O'NEILL

Title: Fire Chief

Organization: City of Roseville

Phone: 651-792-7305

Email: tim.oneill@ci.roseville.mn.us

Background: Members of H+U's proposed team, including our Senior Project Manager and Senior Superintendent, completed a new \$9.35M Fire Station for Chief O'Neill in 2013. Our Proposed Project Director also served the project in the preconstruction phase.



4. KATE LAMERS

Title: Design Project Manager

Organization: Minneapolis Park & Recreation Board

Phone: 612-499-0260

Email: klamers@minneapolisparcs.org

Background: H+U Construction is currently serving Ms. Lamers on the Water Works park project in Minneapolis, which has been served by our proposed Project Director, Senior Project Manager, Controller, and Project Administrator.



5. JANE VICTOREY

Title: Finance Director

Organization: Prince of Peace Lutheran Church

(Formerly Savage City Council)

Phone: 952-898-9313

Email: jvictory@popmn.org

Background: H+U completed the Savage City Hall & Police Station, and several other projects for the City of Savage while Ms. Victory served on the City Council. In 2019, H+U completed an \$11M addition and renovation at Prince of Peace Church, where Ms. Victory serves as the Finance Director.





CONSTRUCTION MANAGEMENT / GENERAL CONTRACTING / OWNER REPRESENTATION / CONSTRUCTION CONSULTING

7500 Olson Memorial Hwy, Ste 300 / Golden Valley, MN 55427 / T 952 837 3308 / info@hu-construction.com / www.hu-construction.com



Proposal to provide CMaR Services
CITY HALL, FIRE STATION FACILITIES,
AND PUBLIC WORKS ADDITION
Lake Elmo, MN



Building enduring relationships and strong communities

March 20, 2020





Kraus-Anderson Construction Company
501 South Eighth Street, Minneapolis, MN 55404

March 20, 2020

Jake Dickson, Assistant City Administrator
City of Lake Elmo
3880 Laverne Ave N, Ste 100
Lake Elmo, MN 55042
Via Email: JDickson@lakeelmo.org

Dear Mr. Dickson:

Kraus-Anderson (KA) is excited to partner with the City of Lake Elmo on the City Hall, Fire Station Facilities, and Public Works Addition project. We will engage immediately with you and your stakeholders in a collaborative and open process. Our experienced team and proven construction management services will help deliver a well-planned, safe, energy-efficient, on-budget, and on-schedule project.

As your integrated team partner, KA provides the following benefits to achieve your goals and objectives:

- **Similar Project Expertise:** Our team and project portfolio includes recent and relevant city hall, fire station, law enforcement, public safety, and public works facilities, additions and remodeling, and CMaR delivery. We provide current relevant construction trends and best practices. Our experience navigating public entities and multiple project stakeholders will help build a successful project plan.
- **Budget Control:** KA will provide you with accurate cost models with a deep bench of preconstruction and money-saving value engineering options, as well as timely budget updates. This means your project will not suffer from reduced program requirements, material or craftsmanship quality, or increased life-cycle costs. We are an engaged, open-book Construction Manager who listens to you and advocates for you. Our sophisticated financial and project management systems will provide up-to-date project data and keep stakeholders informed.
- **Phasing and Schedule Control:** By providing safe phasing strategies, supported by construction sequencing/planning expertise, KA will work with the City, stakeholders, and Architect to build a delivery schedule that mitigates potential risks and is planned logically and efficiently. We understand how construction activities and keeping your project on schedule will have immediate impacts on the services you provide to the community of Lake Elmo.
- **Safety is our Top Priority every Day:** KA's outstanding safety record of 0.49 EMR based on a national average of 1.0, places us in the top tier of the construction industry nationally. We will utilize a project-specific safety plan to ensure your operations run smoothly and safely alongside construction activities.
- **Exceptional Team:** Solution-driven, passionate, and energetic, our team will immediately bring their project experience and technical expertise to engage the project team players in a collaborative and open planning process, drive value into the cost, understand constructability, and build effective logistics to deliver the project on-budget, on-time, and safely.

Our team is committed to providing the City of Lake Elmo with all the resources necessary to ensure your project receives the highest level of service in a timely and professional manner. We know that we can exceed your expectations for this project and look forward to meeting with you to discuss our proposal further. If you have any questions or require further information, please contact me at 612-747-5357 | mark.kotten@krausanderson.com.

Very truly yours,

KRAUS-ANDERSON® CONSTRUCTION COMPANY

Mark Kotten, Construction Executive | Public Sector
[Authorized Representative]

Kraus-Anderson® Construction Company is an EEO/AA Employer.

Office 612-332-7281 | www.krausanderson.com | Fax 612-332-8739

Building enduring relationships and strong communities



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COMMITMENT TO THE COMMUNITY

The mission of the City of Lake Elmo is to provide planned, quality public services consistent with the City's character in a fiscally responsible manner.





A. PROFESSIONAL ORGANIZATION

KA PROJECT EXPERIENCE HIGHLIGHTS:

- **40** public safety projects including fire stations, police stations, and EMS services
- Served over **80** government entities including city, county, state, and federal
- **95%** of KA's work is delivered as a CM role

1. BRIEF FIRM HISTORY

Kraus-Anderson (KA) has provided construction management and general construction services for 123 years. Ranked as one of the top 20 construction management firms in the Midwest by *Engineering News-Record*, Kraus-Anderson provides integrated project management services that ensure timely, successful execution of all types of construction projects. With a bonding capacity in over \$900 million, KA ranks nationally in the top financially strong companies. KA serves a diversified commercial construction market, with a 2019 managed construction volume of \$1.056 billion.

Kraus-Anderson's service approach is focused on a system of interrelated strategic services designed to assist you in exploring how to best deliver your project, from early conceptual planning to actual management of the construction process. KA's planning, preconstruction, and construction professionals focus on creating value and eliminating waste at every step in our delivery process to save you money and time.

2. HOME OFFICE AND BRANCH OFFICES; PROJECT ADMINISTRATION OFFICE LOCATION

Kraus-Anderson is headquartered in Minneapolis, MN with branch offices in Rochester, Duluth, and Bemidji, MN; Madison, WI; and Bismarck, ND. The project will be administered from our Minneapolis office.

3. CM PROJECT QUALIFICATIONS AND EXPERIENCE

Kraus-Anderson has a proven track record of delivering construction management services on a variety of public facilities. We have constructed city hall, fire station, law enforcement, public safety, and public works facilities, government service centers, libraries, community centers, justice centers/courthouses, and parks and recreation centers. These projects often include new construction, additions, renovations, site work, parking, landscaping, and often occur on congested sites with ongoing operations.

4. TOTAL NUMBER OF EMPLOYEES; CONTACT PERSON

Our organization chart in Section B. identifies the project management team for the City's project. Also, we can utilize the resources of over 650 full-time employees. This includes senior management, project managers, superintendents, project coordinators, preconstruction, cost estimating, and technical support professionals, accountants, marketing, public relations and communication, and administrative support staffing.

Person authorized to negotiate on behalf of KA:

Mark Kotten, Project Director and KA Construction Executive | Public Sector
612-747-5357 | mark.kotten@krausanderson.com





A. PROFESSIONAL ORGANIZATION 3. CM Project Qualifications and Experience



CENTRAL FIRE STATION
Cottage Grove, MN

Completed in 2018 for \$9 million, the 32,000 SF fire station is a consolidated state-of-the-art facility that supported the philosophy and design criteria of the community and Cottage Grove firefighters. The station encourages flexibility by creating a balanced, open-office work environment, and adaptable spaces—a fully-equipped fitness room, classrooms, and a training mezzanine. The second level supports a full-time duty crew with 7 dorm rooms, laundry room, 4 bathrooms, and changing/locker room space. It also features full kitchen, lounge space with an entertainment system, and terrace patio with outdoor seating overlooking the open prairie landscape beyond the station.

☑ 2018 Station Design Award by *Firehouse Station Design*



STILLWATER FIRE STATION
Stillwater, MN

Completed in 2015 for \$5.7 million, the 27,000 SF energy-efficient fire station replaces the existing 50-year old station that was no longer large enough to house the department and its equipment. The station's centralized location was chosen to improve response times throughout the city. The building features apparatus bays and vehicle garages to accommodate fire engines, boats, rescue vehicles, and command station equipment, as well as improved training center capabilities with a training tower and smoke room. It also includes firefighter bunk rooms, fitness center with men's and women's locker rooms and showers, day room, kitchen, conference room, and offices.



**MINNETONKA POLICE AND FIRE STATION
ADDITIONS AND RENOVATION**
Minnetonka, MN

KA is currently in preconstruction for the \$26 million Police and Fire Station additions and renovation for the City of Minnetonka. The project consists of a 43,000 SF, 2-story police renovation, 15,800 SF police garage addition, 37,000 SF fire addition, with new mechanical and electrical throughout. Site work includes new electric service and generator, retaining walls, underground storm vault, new well water line, maintain existing sanitary sewer, site shoring/earth retention, and new mechanical and electrical throughout.



BAYPORT FIRE STATION
Bayport, MN

Completed in 2016 for \$3.9 million, the 17,650 SF, 2-story fire station replaces a 6,630 SF station built in the 1940s that no longer met storage needs for vehicles and equipment. The new fire station also eliminated safety issues and improved access to other communities. The Bayport Fire Department serves 13,000 people in the Bayport, Baytown, Oak Park Heights, and West Lakeland communities.

The new station includes an apparatus bay and vehicle garages (to accommodate fire engines, boat, and rescue vehicles), apparatus and gear storage room, EMS storage, training center, conference room, fitness center, offices, day room, kitchenette, laundry, restrooms, and mechanical shop.





A. PROFESSIONAL ORGANIZATION

3. CM Project Qualifications and Experience



FOREST LAKE PUBLIC SAFETY BUILDING AND CITY HALL
Forest Lake, MN

KA completed a portion of the demolition to the existing Northland Mall to make room for the Forest Lake Public Safety and City Hall Building. Completed in 2014 for \$13.8 million, the 70,000 SF facility combines city hall, police, and fire departments, creating a civic presence and convenient access for citizens. Uniting the administrative and public safety spaces provided the opportunity to share common amenities. A public concourse links the departments and provides access to meeting space available for community events. The fire station contains a six-bay apparatus garage, equipment storage, and a hose drying tower that provides the opportunity for specialized training. The police station includes a garage for six squad cars and equipment, processing areas, detention cells, a forensic lab, and evidence handling. The city hall includes council chambers, apparatus room, vehicle sally port, community room, locker rooms, and offices.

- ☑ 2016 Government Construction Project by Minnesota Construction Association



ORONO POLICE DEPARTMENT AND CITY HALL ADDITION AND REMODEL
Orono, MN

In 2015 for \$2,625,049, KA completed an addition and remodel for the Orono Police Department. The addition included a 2,000 SF operation and locker room addition, as well as an 8,000 SF squad car garage addition. The remodel included the existing police department and city hall reception area, and new parking lots and drives.



“The customer service you provided to us and the residents of our community should be commended. I would add that your staff did this while keeping the project under budget and on time.”
-Correy Farniok, Chief of Police, Orono Police Department





A. PROFESSIONAL ORGANIZATION 3. CM Project Qualifications and Experience



BURNSVILLE POLICE DEPARTMENT AND CITY HALL ADDITION AND REMODEL Burnsville, MN

The 57,940 SF remodel, renovation, and expansion to the City Hall and Police Department was completed in 2018 for \$11,119,305. The project consisted of three additions consisting of a 31-stall garage for the squad cars, a front entry vestibule and lobby for the police department, and a three car garage for processing evidence.

Phase 1: Police property/evidence processing expansion and redesign; police training, conference, and office renovation included expansion of training room, conference room, and interview space; and police detention area redesign and expansion

Phase 2: City hall community and meeting rooms redesign provided more multi-functional space, updated finishes, and technology; and general building ADA renovations

“It was a pleasure working with your [KA] highly competent team. Your positive attitude made a big difference in the way our staff handled the changes, and it was comforting to know our officers will spend decades in such an amazing modern police facility!”

-Eric Gieseke, Former Chief of Police, Burnsville Police Department



HOPKINS CITY HALL RENOVATION AND ADDITION Hopkins, MN

KA recently completed the 20,000 SF renovation of the City Hall which adjoins the Police Station. The project includes:

- Exterior improvements including new building entrance with new sidewalks, stairs, retaining walls, landscaping and irrigation
- Exterior envelope renovation including new windows and roofing
- Complete renovation of building public spaces including lobby, council chambers, restrooms, and city desk
- Complete renovation of city staff space including offices, conference rooms, work rooms, break room, and new exterior patio
- Upgrade of building mechanical, electrical, and plumbing systems

Other projects KA has completed for the City of Hopkins are the 46,000 SF public works facility, 26,225 SF Hopkins new fire station, and 18,000 SF police station remodel.



A TESTAMENT TO OUR SUCCESSFUL RELATIONSHIP

KA was selected by the City of Burnsville to provide preconstruction and construction management services for a 32,000 SF new fire station.





A. PROFESSIONAL ORGANIZATION

3. CM Project Qualifications and Experience



PUBLIC WORKS NORTH SHOP EXPANSION Stillwater, MN

Washington County's Public Works North Shop Facility Expansion was completed by KA in 2015 for \$18.5 million. The project included a 23,000 SF additional fleet services building that houses all maintenance equipment, wash bay, and storage mezzanine area and services over 450 county units from snowplow trucks to patrol cars; a 48,000 SF renovation of the existing fleet storage area including bridge cranes, vehicle lifts, and lubrication systems; 30,000 SF administrative space (office, kitchen, and multiple meeting spaces) and signs and signals shop that maintains and repairs over 10,000 traffic signs; and site improvements including new parking lots, well, main sanitary sewer, storm water treatment ponds, and elimination of an on-site septic system.

- ✓ 2016 Adaptive Reuse award by Minneapolis/St. Paul Chapter of the International Facility Management Association



THE PUBLIC WORKS NORTH SHOP PROJECT FINISHED FOUR MONTHS EARLIER THAN EXPECTED, AND ABOUT \$700,000 UNDER THE ORIGINAL COST THAT WAS BUDGETED.

WASHINGTON COUNTY

Since 1996, Kraus-Anderson has provided construction services on 30+ projects for Washington County, totaling over \$140 million.



CAMPUS 2025 Stillwater, MN

The Campus 2025 project added more than 240,000 SF of new space and remodeled more than 122,000 SF for courts, county offices, and a new 911 call center. Completed in four phases: Phase 1: 165,777 SF five-story court addition including new courtrooms, holding areas, and judge chambers, as well as a 73,406 SF addition to the Law Enforcement Center for new office space, holding areas, and a data center. Phase 2: 62,000 SF remodel of the existing second floor courts and office area. Phase 3: 60,000 SF remodel of existing first-floor office filing and storage areas. Phase 4: South Wing renovation and various projects from carpet replacement to new office areas.



WASHINGTON COUNTY SOUTH WING Stillwater, MN

70,000 SF, five-story building to provide office and support space for 450 employees from multiple departments within the organization. The building also acts as the primary campus for more than 1,100 employees. Construction challenges were centered on coordinating 11 department moves and 600 staff members without affecting business operations.



WASHINGTON COUNTY GOVERNMENT CENTER REMODELS, Stillwater, MN

KA recently completed the 16,000 SF 4th floor remodel and the 3,000 SF 3rd floor office remodel.





B. PROJECT TEAM

Since KA was formed in 1897, trust and collaboration have been central to our success.



Our project team embodies KA's Core Purpose and Core Values:

CORE PURPOSE

To build enduring relationships and strong communities

CORE VALUES

Integrity - Do the right thing... always be respectful, honest and fair.

Commitment - Take ownership, work hard, and keep promises.

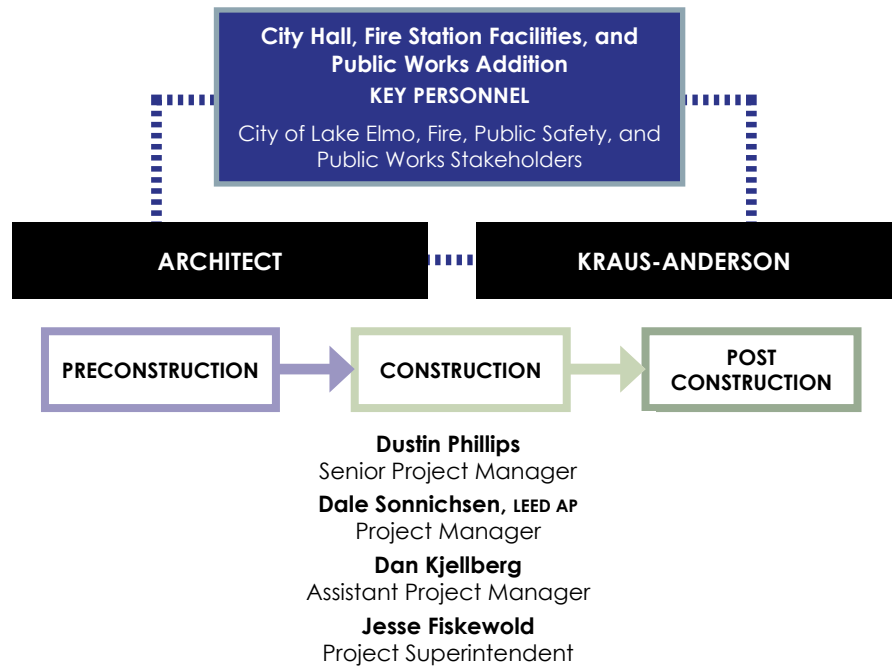
Teamwork - Collaborate to foster trust and success for all.

Value People - Support each other in a safe, positive environment where people are recognized and appreciated for their contributions.

Kraus-Anderson's team has been carefully selected in response to the key challenges presented by your project. Our team is solution-driven and responsive with a cooperative, positive attitude. Our team will bring their city hall, fire station, law enforcement, public safety, and public works facilities, remodeling, and addition experience to engage the project team in a collaborative project planning process.

Additionally, the expertise and knowledge of our support team will provide estimating, value engineering, constructability, building science and quality management, mechanical and electrical coordination, virtual design and construction (VDC), safety control, and scheduling insight.

Our team will drive value, cost, and constructability to build a solid plan for the City Hall, Fire Station Facilities, and Public Works Addition project.



PROJECT TEAM RESOURCES

ESTIMATING

Audie Miller
Preconstruction Services Manager

EXECUTIVE LEADERSHIP

Mark Kotten
Project Director

SAFETY

Jake Vander Leest
Director of Safety

TECHNICAL RESOURCES

Jon Porter, PE, Associate AIA
Director of Building Science

Matt Stringfellow, LEED Green Associate
Mechanical and Electrical Systems Manager

Andrea Blair
VDC/BIM Specialist





B. PROJECT TEAM



Dale Sonnichsen, LEED AP
Project Manager

Education

BS, Construction Management,
California Polytechnic State
University - San Luis Obispo

Advanced Training/Certification

- LEED AP
- Stormwater Pollution Prevention Program (SWPPP) Training

Construction Industry Experience

Since 1987

Dale will be the day-to-day project manager from preconstruction through construction completion. He will manage all project elements including budget and schedule control and overall project communication.

In addition to comprehensive preconstruction cost estimating, value engineering, and project scheduling, Dale will develop a cash flow disbursement schedule for use by the City. He will also provide the front-end bidding documents and generate local bidder interest in the project. His responsibilities will include prime contractor performance review, prime contractor negotiation and award, monitoring and updating progress schedules, and administration of jobsite staff.

Experience Highlights

- Government/public
- City hall/fire station/public safety/office
- Disruption avoidance
- New construction/additions/renovations
- Multi-phased
- CMaR

Project Experience

Central Fire Station, Cottage Grove, MN
32,000 SF new fire station

City of Minnetonka Police and Fire Station, Minnetonka, MN
43,000 SF, 2-story police renovation, 15,800 SF police garage addition, 37,000 SF fire addition, and site work (in preconstruction)

City of Burnsville New Fire Station, Burnsville, MN
32,000 SF new fire station (in preconstruction)

Minneapolis Fire Stations 27 and 28, Minneapolis, MN
17,500 SF new fire station 27 and new fire station 28

Lakeville Police Station, Lakeville, MN
70,000 SF new police station with administration, patrol, investigations, evidence areas, and secure 35,000 SF underground parking garage

Hennepin County Emergency Communications Facility, Plymouth, MN
59,000 SF new emergency communications facility features 21 dispatch consoles, 7,000 SF data center, and 9,500 SF garage

Minneapolis 3rd Precinct Facility, Minneapolis, MN
40,000 SF, 3-story addition and renovation

Richfield Municipal Facility, Richfield, MN
98,000 SF new municipal facility including city offices, council chambers, police offices, gun range, 911 dispatch, administrative areas, fire apparatus bay, and training spaces

Victoria City Hall, Victoria, MN
12,000 SF, 2-story new city hall with City council chambers, offices and Carver County library extension

Victoria Public Works Facility, Victoria, MN
16,380 SF new public works facility with office space, shop areas, and equipment storage

Faribault Armed Forces Reserve Center, Faribault, MN
76,000 SF training facility including office areas, classrooms, distance learning classroom, assembly hall, commercial kitchen, and military unit support spaces





Jesse Fiskewold
Project Superintendent

Education

JAC Union Carpenter Apprentice Program, St. Paul, MN

Professional Associations

- Carpenters Local 322

Advanced Training/Certification

- OSHA 30-Hour Construction Safety
- Stormwater Pollution Prevention Program (SWPPP) Training

Construction Industry Experience

Since 1998

Jesse will be responsible for leading the day-to-day, onsite supervision and management of all construction activities associated with the Lake Elmo City Hall, Fire Facilities, and Public Works Addition project. He will participate in preconstruction, assisting in the resolution of constructability issues, disruption avoidance planning, and the development of the project schedule. He is responsible for all field operation scheduling, coordination, quality control, and ensuring the safety of all onsite personnel. Jesse will hold weekly meetings and daily huddles

with the contractors to review progress of the work. He is also the direct contact for the users as it concerns site logistics and safety. Onsite full-time during the construction phase, Jesse will work closely with Dale Sonnichsen to lead, manage, and direct all field operations.

Experience Highlights

- Government/public
- City hall/fire station/public safety/office
- Disruption avoidance
- New construction/additions/renovations
- Multi-phased
- CMaR

Project Experience

Burnsville City Hall and Police Department, Burnsville, MN
57,940 SF City Hall and Police Department remodel, renovation, and expansion

City of Minnetonka Police and Fire Station, Minnetonka, MN
43,000 SF, 2-story police renovation, 15,800 SF police garage addition, 37,000 SF fire addition, and site work (in preconstruction)

Hopkins City Hall Renovation and Addition, Burnsville, MN
9,842 SF, two floors, multi-phased renovation of existing City Hall and 300 SF front vestibule addition

City of Woodbury Public Safety Building, Woodbury, MN
32,295 SF partial demolition of police/fire office and rebuild with below grade parking garage with administration services above, and fire department apparatus bay addition and remodel

Washington County, Stillwater, MN

- Wildwood new library
- Valley Ridge License Center: 6,000 SF renovation

St. Paul Public Schools, St. Paul, MN

- River East Special Education: 71,100 SF new K-8 facility
- District Service Facility: 127,067 SF phased remodel of existing building

Wayzata School District
Wayzata High School, Plymouth, MN: 171,000 SF addition including gymnasiums, auditorium, and classrooms

Wadena-Deer Creek High School, Wadena, MN
Demolition of tornado damaged school and 168,000 SF new high school/middle school

Lakes International Language Academy, Forest Lake, MN
43,000 SF grades 4-6 school, parking, drives, and outdoor play areas

Sherwin-Williams, Minneapolis, MN

- 82,374 SF 3-story historical remodel for offices and lab space
- 88,266 SF 5-story historical remodel for offices and lab space





B. PROJECT TEAM



Mark Kotten
Project Director

Education

BS, Construction Management
North Dakota State University,
Fargo, ND

Professional Associations

- American Public Works Association
- Minnesota State Fire Chiefs Association
- Association of Minnesota Counties
- International Facility Management Association

Advanced Training/Certification

- OSHA 30-Hour Construction Safety

Construction Industry Experience

Since 1992

Mark is a Construction Executive focused on the Public Sector for KA with extensive experience working for governmental agencies and delivering CMAr projects. He will have responsibility for the corporate commitment and delivery of all preconstruction and construction services and will ensure the full availability of KA resources for this project. He will advocate for the City's vision, goals, and objectives, to deliver the City Hall, Fire Facilities, and Public Works Addition project to your expectations.

Relevant Project Experience

- *City of Cottage Grove New Central Fire Station*
- *Orono City Hall Remodel and Police Department Remodel and addition*
- *Hopkins City Hall Renovation and Addition*
- *Burnsville City Hall and Police Department Remodel, and Expansion*
- *Burnsville New Fire Station (in preconstruction)*
- *City of Minnetonka Police and Fire Station Additions and Renovation (in preconstruction)*
- *Washington County*
 - *Over 15 projects including new construction, additions, renovations, and remodeling for government center, public works, law enforcement center, courthouse, libraries, parks*
 - *Work has included major phasing and disruption avoidance and safety planning for ongoing operations*
- *St. Croix County New Highway Facility Campus, Baldwin, WI*
- *Dunn County Community Services Renovation, Menomomie, WI*
- *Scott County New Government Center Complex, Renovations, and Public Works Storage Facility*
- *Anoka County Highway Department Addition and Remodel*
- *Anoka County Owner's Representative for New Public Safety Campus*



Dustin Phillips
Senior Project Manager

Education

MS, Construction Management,
BS, Construction with a Minor in
Business Administration, University of
Wisconsin - Stout, Menomomie, WI

Professional Associations

- American Public Works Association
- Association of Minnesota Counties
- International Facility Management Association (IFMA)

Advanced Training/Certification

- OSHA 30-Hour Construction Safety
- Stormwater Pollution Prevention Program (SWPPP) Training

Construction Industry Experience

Since 2006

Dustin will be responsible for monitoring and refining the long-range and short-term plans to ensure success on the project. He will provide project oversight and team support throughout preconstruction, construction, and in planning and coordinating schedule, safety, and budget. Dustin's relevant experience of remodeling in operational spaces will also prove invaluable as constructability and risks are anticipated, planned for, and effectively mitigated.

Relevant Project Experience

- *Washington County*
 - *Public Works North Shop New Office and Service Bay Addition and Maintenance and Storage Facility Remodel*
 - *Public Works Storage Building*
 - *Jail Security Improvements*
 - *Government Center 4th Floor Remodel*
 - *St. Croix Bluffs New Equipment Storage Building*
 - *Valley Library*
 - *Valley Ridge License Center Renovation*
 - *Wildwood New Library*
 - *Cottage Grove New Library*
 - *Fueling Island Upgrades*
- *St. Croix County New Highway Facility Campus, Baldwin, WI*
- *Ramsey County Public Works Feasibility and Planning Study*
- *Wright County New Highway Department Facility*
- *Hudson High School Addition and Renovation, Hudson, WI*
- *Stillwater Area Public Schools, Stillwater, MN*
- *Stillwater Public Schools New Brookview Elementary School*
- *Stillwater High School Athletic Complex Addition, School Additions, and Renovations*



THE TECHNICAL RESOURCES TEAM IS AVAILABLE TO SUPPORT THE PROJECT IN THEIR RESPECTIVE AREAS OF SPECIALIZATION. THEY WILL WORK COLLABORATIVELY AND PROACTIVELY WITH THE TEAM AS NEEDED. THEY CONTRIBUTE VALUABLE BEST PRACTICES AND INNOVATIVE AND CREATIVE SOLUTIONS.



Audie Miller, Preconstruction Services Manager

Audie will assist in preconstruction scheduling, risk assessment, prime contractor/vendor solicitation, and prequalification. Audie will develop the project cost estimates from conceptual documentation to the final cost estimate. He will lead budgeting/estimating activities during preconstruction. He will assist in constructability reviews and value engineering. Audie will verify the most current subcontractor pricing trends are reflected in our estimates and the upcoming bid period of the project is effectively communicated to the subcontractor market.



Dan Kjellberg, Assistant Project Manager

During preconstruction, Dan will be an integral part of our estimating team through each phase. Hew will help develop and manage the project schedule, and will develop our subcontractor bidder's list for the owner's approval. He will also provide value engineering suggestions during the design drawing stages and preconstruction.

Once construction begins, Dan will work with the project superintendent and will handle submittal reviews, document administration, monitor progress and schedule, quality management plan, progress pictures, and project closeout. Over the past year, Dan has provided project management assistance for multiple Washington County projects.



Jay Vander Leest, Director of Safety

Jay's background and responsibilities include: corporate construction safety management, Federal, State and Local regulations (OSHA/MNOSHA/DOT), investigations, evaluations and analyses of jobsite issues, training and employee development, jobsite inspections, safety policy development and implementation, Worker's Compensation and claims management, Federal and State record keeping, company strategic planning, Safety Department leadership, and further developing a comprehensive safety culture throughout Kraus-Anderson and our projects.



Jon Porter, PE, Associate AIA, Director of Building Science

A licensed Professional Engineer with 22 years of experience in the design and construction industry, Jon provides leadership and training in quality issues to ensure that KA delivers a customer experience that exceeds client's expectations. He serves as a technical resource to the project team in relation to means and methods, constructability, building materials technology, work flow and sequencing, proper installation techniques, and testing and acceptance protocols. Jon's expertise brings value particularly in understanding and ensuring the integrity of the existing building envelope with a new addition.



Matt Stringfellow, LEED Green Associate, Mechanical and Electrical Systems Manager

With 36 years of experience in the field of M&E engineering, consulting, design and construction, Matt has solid expertise in highly specialized M&E systems. He will support the team in cost estimating, value engineering, and M&E systems coordination services. He will assist with life cycle cost and option analysis, constructability review, long-range planning, and project phasing/scheduling. Matt will assist in the commissioning process and training facility teams on systems operations and maintenance. Matt will bring valuable insight into reviewing tie-in to the existing M&E systems for any renovation and addition work.



Andrea Blair, VDC/BIM Specialist

Andrea will support the team in the integration and coordination of Building Information Modeling (BIM) and Virtual Design and Construction (VDC) tools for the project. Utilizing lean thinking, she works on leveraging the latest technology so our teams can identify system conflicts prior to construction, streamline clash detection and fabrication, and prevent rework. A FAA Part 107 UAS Pilot, Andrea can leverage drone flying and laser scanning services which KA offers that are particularly useful for building renovations and additions, capturing the true existing conditions for design, tie-ins, and quality control purposes.



C. PLANNING APPROACH

THE PRECONSTRUCTION PHASE IS THE TIME IN WHICH CRITICAL DECISIONS ARE MADE AND SETS THE FOUNDATION FOR AN EFFICIENT CONSTRUCTION PROCESS. OUR KNOWLEDGEABLE CONTRIBUTIONS IN SYSTEM DESIGN, VALUE ENGINEERING, LIFE CYCLE ANALYSIS, AND CONSTRUCTABILITY BRING VALUE IN ALIGNING EXPECTATIONS AND GOALS BY BALANCING PROGRAM REQUIREMENTS, FUNCTIONALITY, AESTHETICS, BUILDING PERFORMANCE, COST, AND SCHEDULE.

1. EXPECTED ROLE IN WORKING WITH THE OWNER AND ARCHITECT DURING PLANNING AND DESIGN

KA will engage the City, all stakeholders, user groups, and Architect in an interactive, transparent, and collaborative design and preconstruction process. Our process begins with understanding your scope and expectations, as well as identify the defining parameters of your project options. As project planning evolves, KA will provide the City and Architect with detailed constructability reviews, forward-looking construction strategies, phasing, value engineering ideas, project scheduling, and detailed cost estimating throughout the life cycle of your project.

2. APPROACH TO PROJECT BUDGETING

KA has a comprehensive budget development process that solicits input from all of our project team members using a wide range of tools. We believe that accuracy is achieved through an iterative and collaborative process, whereby we continue to re-examine and refine the details throughout the preconstruction period as the design moves forward.

During the design phase we break the project down into various areas of use/buildings and level of work as determined by needs assessment/early programming. Using this information, we price at a high level budget based on square footage and applicable cost history. This sets the baseline cost and informs the target values for decision-making throughout the planning and development stages.

CONTINUOUS COST ESTIMATING

Kraus-Anderson will use a total cost management process to align the design solution with your overall available funding to arrive at the approved construction budget. Working in a concurrent, collaborative process with the team, KA will provide cost input, estimating services, and life cycle cost analysis to guide the City and Architect to align the design solution with the approved construction budget. As a team, we will then prioritize the functional, aesthetic, performance, and operational goals of the project, balanced with the available financial resources.

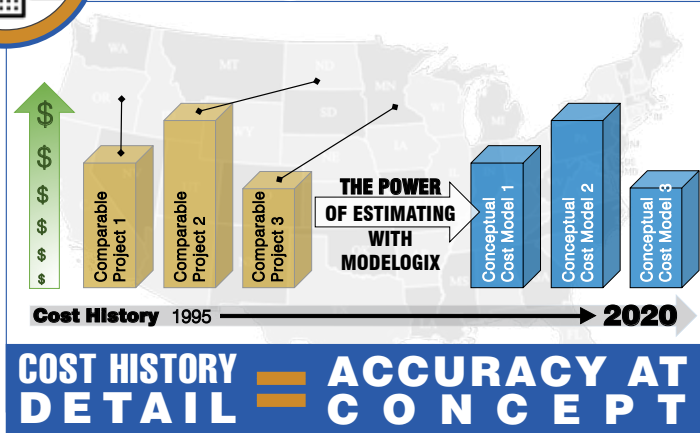
3. APPROACH TO PROJECT SCHEDULING

Kraus-Anderson will work with the City, project stakeholders, and all team members during preconstruction to vet out the options for the project. We will develop schedule and phasing to allow for maximum capacity, flexibility and utility while minimizing disruptions to ongoing operations. We will develop a detailed construction schedule that considers the site logistics and existing operations for either option. Our experienced project team will build a comprehensive phasing plan that strategically sequences activities and trades with consideration to site conditions, existing operations, long-order lead times, weather-dependent installation conditions, and labor availability. Throughout the planning and preconstruction period we will continue to add more detailed line items in order to be able to consider all possible critical path approaches and ultimately track the project correctly throughout construction.





Estimating



1. COST ESTIMATING

Our goal is to make sure that when the final bid numbers come in, the project stays on budget with no surprises for you. We achieve this by continually updating the budget numbers throughout the preconstruction period. As the design progresses and more design details become available, we will re-check our assumptions from the earlier estimates to make sure the project is tracking correctly. We complete major cost estimates at the end of each major design phase (schematic, design development, construction documents). We will update our cost estimates between the major phases to continuously check our numbers. In addition to our in-house estimating capabilities, we also consult with the major subcontractor/vendors in each marketplace where we do business to confirm current market conditions.

IN A COLLABORATIVE, OPEN DIALOGUE PROCESS WITH THE CITY, ARCHITECT, AND ALL STAKEHOLDERS, KA WILL HELP BALANCE THE PROJECT OBJECTIVES WITH REAL-WORLD SOLUTIONS. AS A TEAM, WE WILL ALIGN THE CITY'S PROGRAM NEEDS, DESIGN GOALS, BUDGET REQUIREMENTS, AND CONSTRUCTION CAPABILITIES AVAILABLE WITHIN THE MARKETPLACE.

2. RELATIONSHIP TO THE ARCHITECT IN PREPARATION OF THE PROJECT MANUAL

During the design and documentation phases of the project, KA will work with the City, the Architect, and consultants on design reviews, value engineering, GMP documentation, construction document strategic planning, construction document review, project manual review, submittal coordination, and closeout coordination. We will review and provide feedback throughout the design and documentation phases by assisting the Architect in identifying areas: where clarification and detail are required, highlighting discrepancies, and providing timely comments and recommendations regarding work sequence, installation issues (specifications versus manufacturer's requirements), long-term building and system performance, and value engineering options.

3. VALUE ENGINEERING

Value Engineering (VE) is not simply a design review or a cost-cutting exercise. We believe it is a creative, organized, collaborative, team effort, which analyzes the requirements of a project to achieve the essential functions at the lowest total costs (including capital, energy, maintenance, and operations) over the life of the project. Through a group investigation, using experienced, multi-disciplinary teams, value and economy are improved through the study of alternate design concepts, materials, and methods without compromising the functional and value objectives of the client. An important part of our preconstruction activities includes identifying value engineering options which address the different building methods and materials on the market today. This can include window/wall types, roofing, light fixture types, HVAC equipment, similar products from different manufacturers, etc. – essentially all of the major components that go into buildings. It is our job to identify and review these with the City to make sure we pick the best products that will successfully achieve the design intent for the project.

Best value, overall aesthetics, and a high-performing, functional facility is foremost in our vision of a successful project. We will continuously ask ourselves, "What brings the best value to the City?"

D. CONSTRUCTION MANAGEMENT APPROACH



KA'S EXPERTISE AND ABILITY TO PROVIDE ACCURATE ESTIMATING AND TO MANAGE COSTS ASSISTS YOU IN MAKING DECISIONS AND AFFORDS YOU A WELL-ORCHESTRATED PROJECT THAT IS ON BUDGET WITH NO SURPRISES.

CONSTRUCTABILITY

The key to constructability review is the complete understanding of your short- and long-term goals. We will begin with a broad look at the project – analyzing each of the major systems and assemblies. Once the team is satisfied with the most fundamental decisions, we will turn our attention to more detailed questions. The team will scrutinize all construction details to assure they can be efficiently constructed without posing future maintenance issues. Our team members will help incorporate sustainable solutions and maximize energy and operational efficiencies. By working with facility users and city staff, we will take into account durability of material, flexibility, utility, and sustainability. Also, we will review the design to ensure that the work can be constructed with minimal disruption to ongoing operations.

4. BIDDING ADMINISTRATION

Working with the project team, KA will discuss the proper number of work scopes. The number of bid categories will be created to maximize the subcontractor's key/specialty areas of work and provide the best price and highest level of quality. The bid packages will be structured to allow for a minimum of three to four bidders in each work scope to foster the most competitive bidding, pricing, schedule compliance, and quality control.

Before we issue a project for bidding, we write extensive bidding instructions for the subcontractors and suppliers to make sure they not only understand the contents of the design documents, but also all other aspects that will govern how and when they provide services or products on the job site. This helps eliminate surprises and assures complete bid submittals. We tailor our bidding scopes for each project based on the location and goals for the project to make sure we achieve as much interest and competition as possible. For instance, a rural location may favor splitting some of the bid scopes into smaller packages which would be more suitable to smaller contractors. Or we may want to tailor scopes to attract the interest and skills of specialty vendors to specific products.

5. PROJECT SCHEDULING

KA's schedule management starts on day one and uses the best practices found in our lean processes. We will ensure all stakeholders' needs are identified in proper sequence and correct duration. Detailed risk management planning will be done to identify changing conditions, potential scheduling problems, material shortages, site conditions, or process issues. Through weekly and daily discussion and planning processes, the necessary preparatory work, delivery of necessary materials and equipment, and availability of appropriate labor resources are understood and are assured to be onsite when needed.

The key features of our schedule process include master project schedule development and maintenance, weekly project coordination meetings, and 3-week look-ahead schedules.

This process will keep all team members focused on the critical path and committed to meeting project goals.

D. CONSTRUCTION MANAGEMENT APPROACH



6. ON-SITE PROJECT COORDINATION

We have assigned experienced on-site, full-time Project Superintendent, Jesse Fiskewold, to organize and supervise all construction activities. In conjunction with our Project Manager, Dale Sonnichsen, Jesse will coordinate the management, scheduling, and planning of the subcontractor's work, ensuring that requirements of the overall schedule are met.

Jesse and Dale will be responsible for quality and safety program compliance with assistance from KA's Director of Safety, Jay Vander Leest. They will also monitor all deliveries of materials, prime contractor progress, and measure physical completion of work, both in conjunction with each subcontractor's invoicing procedures and at greater frequencies when needed. They will ensure that each subcontractor has the appropriate staffing to meet schedule requirements.

7. COST CONTROL DURING CONSTRUCTION

Kraus-Anderson's construction administration is focused on open communication and transparency. Kraus-Anderson employs sophisticated financial and project management systems to provide critical information to the project team to evaluate project status and make well-informed decisions.

We will carefully manage the workflow and information through a direct and efficient interface with your staff and designers. We will prepare weekly progress meetings and detailed reports for the team on each prime contractor's work and overall financial management of their portion of the project. Billing, cash flow projections, and job cost reports are included in our monthly reporting, ensuring we are on top of your budget through every step of the project.

8. CHANGE ORDER PROCEDURES

Using our experience with city hall, fire station, law enforcement, public safety, and public works facilities, additions, and remodeling, the team will be able to reduce the potential for changes in the scope of work – and the accompanying expense – by taking the time at the outset to clarify expectations and clearly define parameters. All programmatic issues, basic design direction, budgets, and schedules will be fully explored, mutually agreed upon, and communicated from the beginning. Our team will work diligently to develop an implementation schedule that delivers outcomes consistent with the project requirements.

BASIC REQUISITES OF CHANGE ORDER MANAGEMENT

- Prompt communication between the City and Dale Sonnichsen when any direction is considered to represent a change
- Measure any schedule effects as a result of change or proposed change
- Lake Elmo's written authorization before any new efforts are undertaken
- Prompt response to all new work orders and changes directed by the City
- Establishment and maintenance of a change request numbering and tracking log to identify, record, and monitor the status
- Prompt preparation and submission of accurate, detailed costs, with substantiating documentation for directed changes



D. CONSTRUCTION MANAGEMENT APPROACH

KA'S 0.49 EMR (BASED ON 1.00 INDUSTRY NATIONAL AVERAGE) PLACES US IN THE TOP TIER OF CONSTRUCTION FIRMS NATIONALLY.



Kraus-Anderson is repeatedly recognized as an industry leader in safe performance on projects.
AWARDS/RECOGNITION

- Minnesota Safety Council recognition on a yearly basis since 1992
- Governor's Occupational Safety and Health Award for Outstanding Achievement 11 times

9. SAFETY PROGRAM

Providing a safe work environment is Priority Number One at Kraus-Anderson. It is our policy is to provide a safe and healthy work environment for all workers, and to abide by all federal, state, and local regulations as they pertain to our operations and your project. We strive for zero lost-time on every project through good management and utilization of our resources, a proactive approach to safety, a strong supervisory presence, and hazard assessment.

KA's Safety Program includes:

- Orientation and training
- OSHA hazard assessments
- Use of OSHA approved personal protective equipment
- Properly maintained tools, equipment, and facilities
- Formal and informal inspections to find and eliminate any unsafe acts or conditions
- Investigation of all incidents and accidents to prevent a recurrence

Project Specific Safety Plan includes:

- Review the safety programs of each of the contractors and develop an overall safety plan for the project
- Job site visits by our Director of Safety, Jay Vander Leest
- Jesse Fiskewold will be responsible for establishing, monitoring, and enforcing our safety policies for all subcontractors during construction
- Jesse will lead daily huddle and weekly tool box meetings
- We keep all stakeholders advised of all construction operations through daily and weekly coordination and progress meetings, ensuring that all team members and affected parties are informed of current/upcoming construction activities taking place around the area

10. MANAGEMENT AND COORDINATION OF FINAL START-UP, TESTING, AND OCCUPANCY

During the preconstruction phase, we will prepare the necessary schedules that define the project closeout activities identified. This ensures all appropriate parties are prepared for final inspections and occupancy.

When the project is completed, we conduct a walk-through with your maintenance personnel to direct the checkout, the operations of the various systems and equipment for readiness, and to assist in the initial commissioning start-up and testing by the subcontractors. We will coordinate the training of City Hall, Public Safety, Fire Station, and Public Works personnel on the operation and maintenance of the major building systems. We secure and transmit required guarantees, affidavits, releases, bonds and waivers, operating manuals, records, and as-built drawings to you. This information will be provided in both hard copy and electronic form. We will provide an 11-month walk-through with the City's maintenance personnel.



Disruption Avoidance Example

The Washington County Campus 2025 project added more than 240,000 SF of new space and remodeled more than 122,000 SF.

Kraus-Anderson's approach to conducting business in critical areas started well before construction activities began. The disruption avoidance plan we provided to the County included custom-designed interim life safety, dust control, and noise abatement plans for each phase. To minimize the effects of construction, our team worked with necessary Washington County groups to define, understand, and learn the day-to-day protocols. For example, KA worked with Washington County Facility Personnel to design detailed planning for shutdowns, temporary ductwork, and power, for example. At the same planning discussion, interim life safety procedures were planned. An emergency call list was developed to facilitate immediate contact of project team personnel if noise, dust, or concerns needed immediate attention.

DISRUPTION AVOIDANCE PLANNING AND PHASING

An important facet of evaluating the project options is understanding the impacts construction will have on the daily operations of any facility, site, and campus. KA is an expert at disruption avoidance planning and delivering a safe environment. Jay Vander Leest, Director of Safety, and Jesse Fiskewold, Project Superintendent, will provide expertise in preplanning and developing project phasing and specific safety plans. Our team will work with the City and affected stakeholders to define, understand, and learn their day-to-day protocols so construction operations have minimal impact on City operations and critical services provided to the community.

ENSURING PROJECT QUALITY

Quality control is a philosophy and process that Kraus-Anderson employs throughout all of its company activities and construction projects. The main principles involve educating, monitoring, inspecting, testing, and verifying that the progress steps and the result conform to the established requirements of City of Lake Elmo.

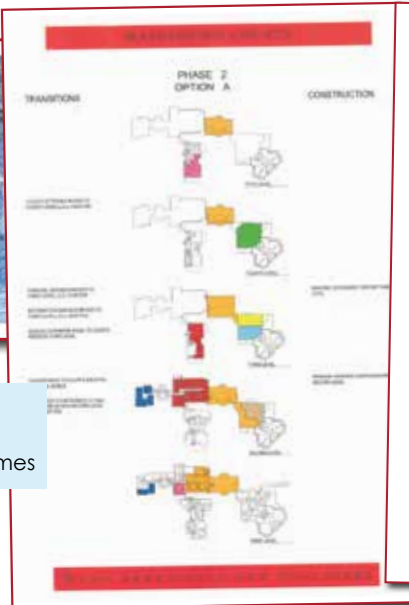
In consultation with the City and the Architect, KA will define the important quality activities and resources for the project and is specific to the unique construction involved in this type of specialty project. It involves early understanding of the appropriate quality standards and design and sustainable goals for the project and incorporates a process to address them.

This is achieved by:

- Reviewing and understanding the project requirements
- Determining key stakeholders and decision-makers and their key engagement points
- Setting the project goals and aligning them with the expectations of Lake Elmo City and the Architect.
- Utilizing KA's experienced in-house technical support professionals who specifically focus on and support the team with any special needs.



Sample Disruption Avoidance Plan - Minimizing disruption to operations and maintaining safety and security at all times



Emergency Contact Information		Washington County
Police	911	
Fire	911	
Ambulance	911	
County Emergency Contact	Keith Potter, Facilities Manager Washington County Facilities Division (651) 430-6227	
	Dow Theisen, Director/County Engineer Washington County Transportation & Physical Development (651) 430-4304 Call (651) 992-6900	
	Amy Shaudinger, Project Manager Washington County (651) 430-6226 Call (651) 303-0840	
Kraus-Anderson Construction Emergency Contact	Mark Kotten, Senior Project Manager Steve Jensen, Project Superintendent Bryan Hawkins, Project Superintendent	Call (612) 747-5337 Call (612) 366-7278 Call (612) 860-2786
Kraus-Anderson Safety Contact	Tom Nelson, Safety Director Jay Vander Leest, Loss Prevention Specialist	Call (612) 868-0957 Call (612) 810-5602
Courts	Chris Volkers, Court Administrator Court Administration	(651) 430-6366
IT	Milan Tomaska, Supervisor Washington County Information Technology	(651) 430-6430
Sheriff	Bill Hutton, Sheriff Washington County Sheriff Department	(651) 430-7615



Building Science

HOW DOES ONE PHENOMENA INFLUENCE & INTERACT WITH ANOTHER?

Building Science

Jon Porter, Director of Building Science, is available to help identify potential areas of risk on a project and prevent issues that can translate into delays and additional cost. An example would be identifying a remodeling design detail that would result in extensive disruption to an occupied space, and to assist the team in determining alternatives that minimize operation disruption, while maintaining the same intent for a similarly constructed cost. Jon can also advise on how building code and energy code compliance decisions can be optimized for projects. He helps project teams navigate new or uncommon code requirements that might need to be addressed to achieve a building permit or a certificate of occupancy. For example, suggesting various options to ensure that the energy performance of the window systems will meet the energy code requirements for that project. Another example, participating in a meeting between the Architect and the building official to develop a strategy to make sure that the construction documents will adequately address the building official's concerns for fire safety compliance.



MEP & Integrated Technology

MEP REPRESENTS UP TO
25%
OF CONSTRUCTION COSTS

Mechanical and Electrical Management

The evolution of building energy codes coupled with the drive for increasing sustainability continue to add new systems and technology for added energy savings and improved health and wellness for building occupants. Digital control automation continues to increase the complexity of building mechanical and electrical systems for both the initial installer and the end-user/operator. For all of these reasons, Matt Stringfellow, Mechanical and Electrical Systems Manager, plays an integral role on our project teams to help owners and designers understand the complexities of mechanical and electrical systems and to help guide budget-related decision making, quality of design and installation, and life cycle operation throughout the evolution of a construction project.



Virtual Design & Construction

Virtual Design and Construction (VDC)

An established industry leader, KA utilizes the latest software and hardware technology for design, estimating, constructability analysis, and project management. Andrea Blair, VDC/BIM Specialist is available to support the planning and preconstruction efforts by utilizing KA's new technology, from estimating software, to 3D laser scanners, drones, and virtual reality. We keep our eye on Lean construction processes, always assessing the cost/benefit of various technology, and implementing techniques that provide added value to our clients.

Generates quick feedback on financial and logistical implications of design as it progresses

BIGGEST PAYOFF

Streamlines building systems coordination of panelization, prefabrication, and delivery

SUPERIOR VALUE

Develops solutions that benefit maintenance and future development post construction

PERPETUAL BUILDING LIFE CYCLE

Captures existing conditions to assess impact on design, cost, schedule, and constructability

SUPERIOR PERFORMANCE

1. PROPOSED CM FEE

- **Proposed CM Fee: 1.95% based on Cost of Construction**
- Preconstruction services will be billed at the completion of the preconstruction phase.
- Construction costs and fee will be billed monthly once construction begins based on the percentage of completion at the end of each month.

2. POSSIBLE ALTERNATES

- **Use of Sourcewell for Option 1 or 2 Renovations:** The City of Lake Elmo is a Sourcewell member for purchasing. Sourcewell, formally known as NJPA, allows public entities to procure construction activities from awarded contractors based on publicly bid rates. Kraus-Anderson is an awarded/preferred vendor that could provide these services to the City. Based on Options 1 or 2 where there would be renovation of existing office space, this method could reduce the overall cost of construction for the City.
 - *Note: If this option was chosen we would waive the associated preconstruction costs.
- **Use of Precast and Early Bid Packages:** Utilization and timing of precast materials is another alternative that can save significant costs. Planning and ordering precast in advance of the start of construction via an early bid package can speed up the overall construction process. This reduced timeline for construction ultimately reduces the management costs and potential weather impacts that can be costly in Minnesota's climate.
- **Overhead Doors and Life Cycle Costs:** There is a tipping point for the amount of glazing in overhead doors to let in natural light and the life cycle costs. The more glass there is, the greater the strain on the doors equating to a shorter life cycle and higher maintenance costs for the owner. Evaluating what makes sense for the design with this in mind can make sure the appropriate amount of funds is carried.
- **Incorporating Training Mechanisms into Design:** With our experience building recent fire stations, we have worked collaboratively with owners and the design teams to incorporate cost-effective training features into the plans to alleviate the need to rent outside space to conduct certain types of training exercises. Having the ability to train staff in-house rather than purchase these needs elsewhere can save significant dollars over the lifespan of the building. Examples include stair towers and mezzanine confined space access.

3. PROPOSED CM FEE THE COST OF ALL ACTIVITIES MARKED AS CM RESPONSIBILITY

- **Proposed CM Fee: 1.95%.** This fee will be based on the cost of construction only.
- **Preconstruction Services: \$7,500.** The true cost of preconstruction services is \$45,000 for the duration outlined in the RFP. KA will provide that level of value for the discounted lump sum noted above.
 - *Note: If Sourcewell is utilized in the delivery of the renovation projects, the associated value for preconstruction services will be waived.
- **Construction Services:** The construction duration will be dependent on the option chosen and the scope of work determined through the preconstruction phase. At this time, these requirements are unknown and therefore cannot be priced. The work done through the preconstruction phase will allow for an efficient schedule and a more accurate set of construction services to be determined.
 - Reimbursable expenses of office equipment, blueprinting, postage, travel, trailer, superintendent truck/phone, insurance, and IT are estimated at \$4,000 per month.



Examples of training features incorporated into fire stations.





Washington County

Washington County - Multiple Projects
Don Theisen, Director of Public Works
Washington County
651-430-4304
don.theisen@co.washington.mn.us



Hopkins City Hall Renovation and Addition

Mike Mornson, City Manager
City of Hopkins
952-548-6301
mmornson@hopkinsmn.com



Central Fire Station

Jennifer Levitt, City Administrator
City of Cottage Grove
651-458-2890
jlevitt@cottagegrovemn.gov



Bayport Fire Station

Logan Martin, City Administrator
(Former City of Bayport Administrator)
City of Rosemount
651-322-2006
logan.martin@ci.rosemount.mn.us

“Kraus-Anderson's team has stepped up to every challenge and provided a solution for us. This is a reflection on the experience, knowledge, and practical critical thinking your staff brings to the table.”
- Don Theisen, Director of Public Works
Washington County



MINNESOTA

Minneapolis

501 South Eighth Street
Minneapolis, MN 55404
612-332-7281

Bemidji

206 Beltrami Avenue
Bemidji, MN 56601
218-759-0596

Duluth

3716 Oneota Street
Duluth, MN 55807
218-722-3775

Rochester

502 2nd Avenue SW
Rochester, MN 55902
507-226-8690



WISCONSIN

Madison

151 East Wilson Street
Suite 100
Madison, WI 53703
608-838-5444

NORTH DAKOTA

Bismarck

1815 Schafer Street
Suite 200
Bismarck, ND 58501
701-989-7150





City of Lake Elmo

City Hall, Fire Station & Public Works

RFP for Construction Management Services

November 2, 2020



CONSTRUCTION

830 Boone Avenue North
Golden Valley, Minnesota 55427

952-837-8600

CONTACT
Brad Barickman
Vice President Community | Project Executive
952-837-8614

RJMConstruction.com
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driven to

deliver

Our expertise ensures every step of your project vision is achieved.

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- Appendix*
- Basis of Compensation*



November 2, 2020

Jake Dickson
Assistant City Administrator
City of Lake Elmo
3880 Laverne Ave N
Lake Elmo, MN 55042

Re: City of Lake Elmo City Hall, Fire Station, and Public Works RFP

Dear Mr. Dickson,

RJM is proud to be Minnesota's leading municipal construction management firm by continuing to provide solutions for nearly 30 municipalities in the State of Minnesota. We welcome the opportunity to engage in a partnership with the City of Lake Elmo to ensure that your project vision comes to life according to the budget and schedule. We believe we can add value in the following ways:

Community and municipal expertise: RJM specializes in guiding teams through the design and construction process for city halls, community centers, and other public spaces. Utilizing this experience, we will proactively maximize your project's value and help the team steer clear of potential challenges.

Construction management leaders: The RJM team pioneered the CMr approach with the City of Eden Prairie in 2006, and we have since utilized it with several other cities throughout Minnesota. We have delivered more construction management projects to municipal clients than any of our competitors. Our direct CM expertise will ensure a successful process.

Familiarity with project and design team: To date, we have already provided preliminary cost estimating, and we are ready to take our entire team to the next level to build a quality project that will serve your community for years to come. RJM Construction has partnered with Leo A Daly on many projects, including the HERO Center, Chaska City Hall Improvements, the North Metro Training Facility, and the Chanhassen City Hall and Public Works. The City of Lake Elmo will benefit from this established relationship and consistent team; there is no learning curve.

RJM's team is prepared to engage immediately. We appreciate this opportunity and look forward to the next steps. If you have any questions, please contact me at 952-837-8614.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Brad Barickman'.

Brad Barickman
Vice President Community



ANDOVER PUBLIC WORKS



MISSION

Striving to set the standard of excellence

- Trusted partner with flexibility and commitment to meet the end goal
- Product type and delivery expert; we are *builders first*
- Ability and willingness to arrive at a guaranteed maximum price early and stand by it
- Ability to deliver projects faster
- Expertise in leading government projects through the approval process
- Dedicated preconstruction department
- Senior leadership active in their projects
- Team members are active within their community
- In-house MEP department offering creative solutions

Professional Organization

With our headquarters in Minneapolis, RJM Construction LLC was established in 1981, and is owned by industry veterans Robert Jossart, Joe Maddy, Brian Recker and Ted Beckman. Today RJM has more than 190 specialized staff members and annual construction volume of approximately \$275 million. As the 10th largest contractor in the Twin Cities, RJM specializes in municipal construction throughout the state of Minnesota. Our experience encompasses general contracting, construction management, design-build and preconstruction services.

Location of office that from which this project will be administrated:

830 Boone Avenue North
Golden Valley, MN 55427

Qualifications and Experience

RJM is dedicated to working with communities and non-profit organizations in constructing public works buildings, community centers, municipal facilities, recreational facilities, higher education facilities and charter schools. Our community work often comprises 40 percent of our yearly business, with projects ranging from renovations to new buildings, all serving the communities for years to come.

We perform as an extension of the client's staff, analyzing all details of the project to achieve the best value. We understand there is extensive planning involved in getting a community project off the ground. Whether your project involves council approvals, public funds or private investors, RJM Construction can act as your advocate years before a project begins. In tandem with approvals, our construction process includes the assembly of a project schedule and budget, taking into account every detail such as design milestones, permitting and material procurement. Our experience and resources will guide you to make well-informed, timely decisions. RJM takes pride in ownership of every project, managing risk from start to finish.

Please see details of similar projects on the following pages.

RJM will bring its construction management expertise to the Lake Elmo community. Since 2007 we have worked on similar projects with nearly 30 municipalities on CMA and CMar projects, most of whom hire RJM on a repeat basis.



SERVE THE COMMUNITY



RJM Community Projects

	CMar	CMA
Andover Public Works		X
Plymouth Fire Station #2 & #3	X	
Rogers Police Station		X
HERO Center, City of Cottage Grove & City of Woodbury	X	
Woodbury Public Works	X	
Woodbury City Hall	X	
Andover Community Center Expansion		X
Andover YMCA / Community Center		X
Blaine City Hall Improvements	X	
Chanhassen Public Works		X
Chaska Community Center Aquatics		X
Chaska Lodge Addition		X
Chaska Wellness Center		X
Coon Rapids Ice Arena		X
Eden Prairie Aquatic Center	X	
Eden Prairie Community Center & Ice Arena	X	
Edina Braemar Golf Dome		X
Edina Braemar Sports Dome		X
Edina Pamela Park		X
Elk River Community Center /YMCA	X	
Elk River Public Works	X	
Fairmont Community Center	X	
Hopkins Pavilion Ice Arena	X	
Inver Grove Heights Community Center		X
Maple Grove Central Park	X	
Maple Grove Community Center & Ice Arena	X	
Maple Grove Gymnasium	X	
Maple Grove Sports Dome	X	
Maple Grove Town Green Bandshell	X	
Medina Public Works and Police Station	X	
Montevideo Public Works*	X	
New Ulm Recreation Center Addition		X
Plymouth Ice Center		X
Plymouth - Plymouth Creek	X	
Ramsey Public Works*	X	
Red Wing Ice Arena		X
Rogers Ice Arena	X	
St. Louis Park Recreation Outdoor Center & Ice Arena		X
St. Louis Park Westwood Hills Nature Center		X
Shakopee Community Center / Ice Arena	X	
Shoreview Community Center Expansion	X	
Worthington Community Center /YMCA		X
Wright County Tactical Training Center		X

Relevant Project Experience

HERO Center

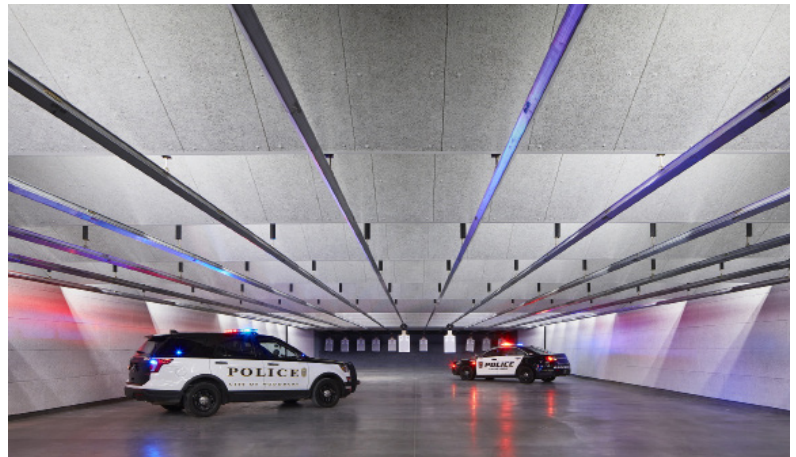
LOCATION	Cottage Grove, MN
MARKET SECTOR	Community
SQUARE FEET	45,326
PROJECT TYPE	Public Safety Facility
ARCHITECT	Leo A Daly
CONTRACT	Construction Manager at Risk



The City of Woodbury and the City of Cottage Grove hired RJM Construction to oversee the new regional training facility for police, fire, and emergency medical services.

HERO Center provides one central location to bring all safety responders, both locally and regionally, together in a safe, state-of-the-art facility. The training center includes classrooms, a shooting range, canine training yard, a large vehicle maneuvering area for apparatus and extractions, virtual reality, and two mock house structures.

With the unique nature of this project, many aspects were new to RJM, Leo A Daly, and the contractors. The team remained agile throughout the entirety of the project as many of the items were adjusted along the way to ensure the facility would meet the training needs and withstand the various training scenarios.



PROJECT SIMILARITIES

- CMr delivery
- Precast - thin brick
- Public service
- Training rooms
- In-floor heat
- Vehicle storage

Owner Contact	Architect Contact
Jen Leavitt	Cindy McCleary
651-458-2890	612-338-8741



Relevant Project Experience

Plymouth Fire Station #2 & #3

LOCATION	Plymouth, MN
MARKET SECTOR	Community
SQUARE FEET	47,000
PROJECT TYPE	Fire Station
ARCHITECT	CNH Architects
CONTRACT	Construction Manager at Risk



RJM was hired by the City of Plymouth for the renovation, expansion and construction of their fire stations.

Station 2 included the demolition of the existing station with construction of a new state-of-the-art facility to meet future expansion of the community and the needs of today's firefighters.

Station 3 included the renovation and expansion of the existing facility. The station will remain fully operational for the duration of construction.

PROJECT SIMILARITIES

- Fire Stations
- Municipality
- CMr delivery



Owner Contact	Architect Contact
Amy Hanson	Quinn Hutson
515-570-5307	952-997-4583



Relevant Project Experience

Rogers Police Station

LOCATION	Minneapolis, MN
MARKET SECTOR	Community
SQUARE FEET	19,230
PROJECT TYPE	Police Station
ARCHITECT	HTG Architects
CONTRACT	Construction Manager



RJM Construction was hired by the City of Rogers to transform an existing industrial building into a full-service police station.

RJM’s project scope included interior renovations to build out offices and a garage area for the City. Sallyport, a booking room, and holding rooms were also part of the project as well as a secure evidence room. Structural modifications were made to support a 2,500 sq. ft. addition to the upper level of the space.

PROJECT SIMILARITIES

- Police Station
- Municipality



Owner Contact	Architect Contact
John Seifert	Tom Moore
763-428-8580	952-278-8880



Relevant Project Experience

Woodbury City Hall

LOCATION	Minneapolis, MN
MARKET SECTOR	Community
SQUARE FEET	2,500
PROJECT TYPE	Public Works
ARCHITECT	Welsh Architects

The City of Woodbury hired RJM Construction to renovate its City Council Chambers and other areas of City Hall.

The space had been largely untouched since it was constructed in 1990. RJM installed new finishes, custom acoustical ceiling and wall panels, along with a new cherry wood dais - the stage of the room. Security updates as well as advancements to the audio, visual and lighting systems were also made. An inductive loop hearing assistive technology system was installed under the carpeting. The conference room adjacent to the chambers was also expanded and will be used for City workshops and meetings.

The project team took a proactive approach in meetings to create a seamless schedule, allowing multiple trades to work within the confined space efficiently.

Owner Contact	
Bob Klatt	
651-714-3500	



Relevant Project Experience

Andover Public Works Expansion

LOCATION	Andover, MN
MARKET SECTOR	Community
SQUARE FEET	35,930
PROJECT TYPE	Public Works
ARCHITECT	Oertel Architects
CONTRACT	Construction Manager

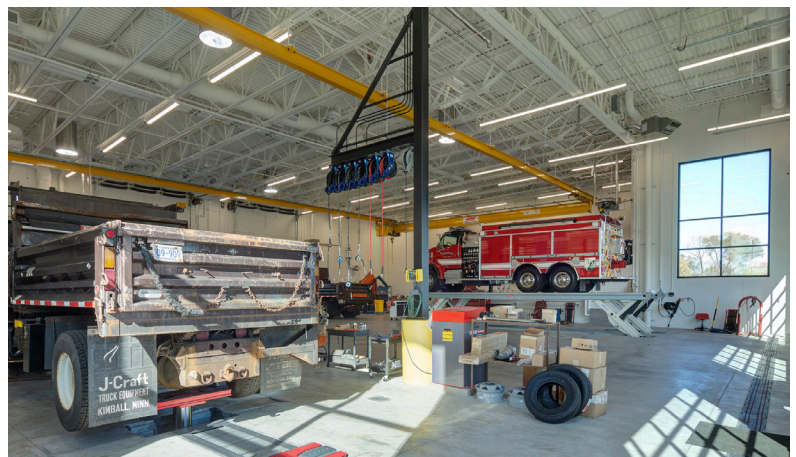
The City of Andover hired RJM to oversee construction of the expansion project.

The project consists of a new 17,590 square-foot fleet maintenance building and 18,340 square-foot cold storage building. When complete, the city's public works team will relocate to the new campus, located at 1900 Veterans Memorial Boulevard in Andover. An extension to Veterans Memorial Boulevard and site improvements are also included in the project scope. The new facilities will provide a safe work environment for maintenance equipment and to facilitate the movement indoors of a significant amount of valuable equipment.

PROJECT SIMILARITIES

- Vehicle storage
- Public service
- Precast
- Campus relocation
- CM delivery

Owner Contact	Architect Contact
Dave Berkowitz	Andrew Cooper
763-767-5133	651-696-5186



Relevant Project Experience

Woodbury Public Works Expansion

LOCATION	Woodbury, MN
MARKET SECTOR	Community
SQUARE FEET	100,000
PROJECT TYPE	Public Works
ARCHITECT	HCM Architects
CONTRACT	Construction Manager at Risk

RJM Construction was hired by the City of Woodbury to oversee their public works expansion project.

Crews demolished the original parks maintenance building on the west side of Tower Drive and replaced it with a new 25,000-square-foot facility for the public works department. An 18,800-square-foot cold storage building was also built to house the city's winterized/summerized equipment during season changes.

An 88,000-square-foot warm storage addition was constructed to the south of the existing east building to store equipment such as plow trucks, city vehicles, and miscellaneous equipment. In addition to the warm storage, a 10,000-square-foot metal building lean-to addition to the east of the existing building was constructed to be the new home for parks and maintenance department equipment.

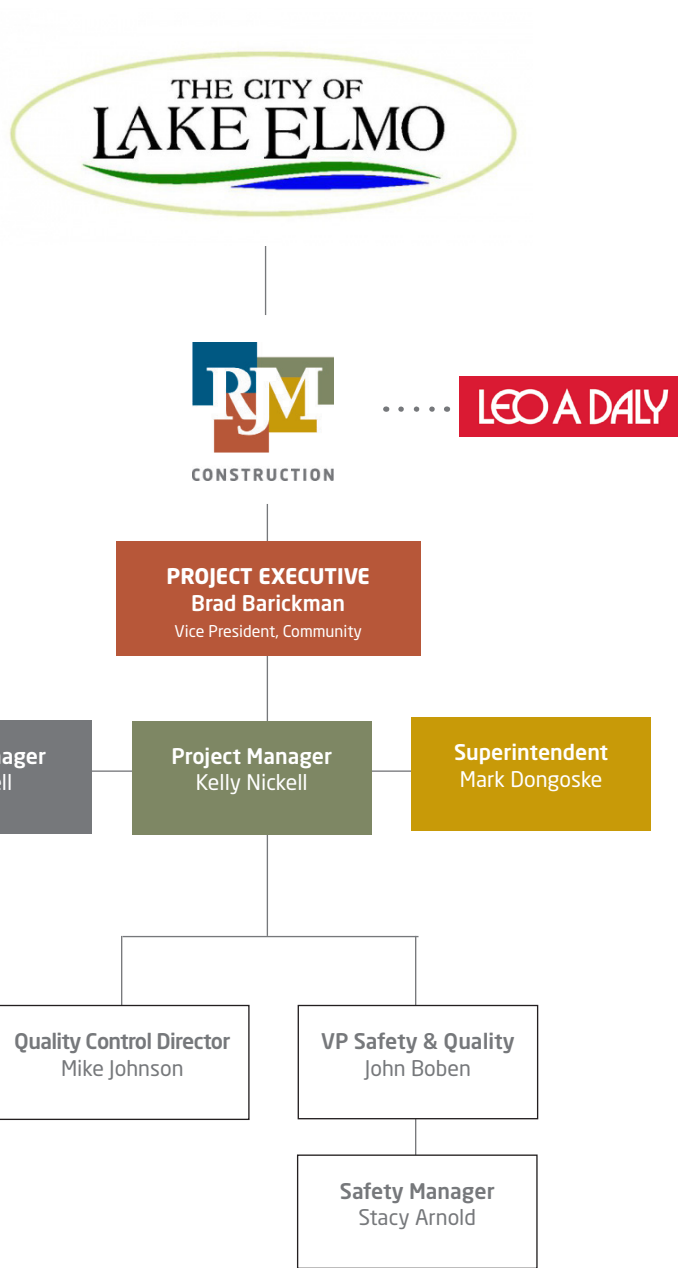
PROJECT SIMILARITIES

- Public service
- New vehicle storage
- Precast
- CMr delivery

Owner Contact	Architect Contact
Teresa Keller	Dan Lawrence
651-714-3500	612-904-1332



Project Team





Brad Barickman

Vice President Community | *Project Executive*
 brad.barickman@rjmconstruction.com
 952-837-8614

Brad has been in the construction industry for over 17 years. With his diverse background, he brings multiple perspectives to the project team, ensuring that we meet and exceed client goals. Brad draws heavily on experience to anticipate project needs and will delegate the proper resources to complete the requirements efficiently. From complex municipal ground-up facilities and renovation projects, to healthcare and corporate work, his proven dedication to budget control, value analysis, construction sequencing, and disruption avoidance is always evident in the quality of the finished product.

While Brad's highly motivated and task-oriented approach sets a standard for everyone on the team, he is also focused on creating and maintaining long-term relationships with clients, understanding their needs and challenges, and helping them make their project vision come to life.

Relevant Experience

PROJECT	CLIENT	LOCATION
Andover Public Works	City of Andover	Andover, MN
Woodbury Public Works	City of Woodbury	Woodbury, MN
Plymouth Fire Station #2 & #3	City of Plymouth	Plymouth, MN
Montevideo Public Works*	City of Montevideo	Montevideo, MN
Woodbury City Council Chambers	City of Woodbury	Woodbury, MN
HERO Center	City of Woodbury and City of Cottage Grove	Cottage Grove, MN
Ramsey Public Works*	City of Ramsey	Ramsey, MN
Wayzata City Hall*	City of Wayzata	Wayzata, MN
Wright County Tactical Training Center*	Wright County	Buffalo, MN
Shoreview Community Center Expansion	City of Shoreview	Shoreview, MN
Eden Prairie Aquatic Center	City of Eden Prairie	Eden Prairie, MN
Worthington Community Center and YMCA	City of Worthington	Worthington, MN
Andover Community Center and Ice Arena	City of Andover	Andover, MN
Eden Prairie Community Center & Ice Arena	City of Eden Prairie	Eden Prairie, MN
Wilmar City Hall and Community Center	City of Wilmar	Wilmar, MN

* Under construction

References

CLIENT CONTACT	FIRM	PHONE
Mr. Jim Dickinson	City of Andover	763-767-5133
Mr. Andy Johnson	Worthington YMCA	507-376-6197 x 225
Ms. Jennifer Levitt	City of Cottage Grove	651-458-2890

ARCHITECT CONTACT	FIRM	PHONE
Mr. Roger Christensen	HCM Architects	612-904-1332
Mr. Tom Betti	292 Design Group	612-767-3773
Mr. Todd LaVold	Leo A. Daly	612-338-8741

Education

Bachelor of Science Degree
 Construction Engineering
 Iowa State University

Awards and Certifications

LEED AP





Curtis Sell

Project Manager

curtis.sell@rjmconstruction.com

952-837-8685

Curtis began his construction career with RJM as an intern while attending Minnesota State University - Mankato. Upon graduation he was hired full time as a project engineer and was later promoted to his current role as project manager. Curtis will facilitate a collaborative and productive process to meet project objectives and client satisfaction.

Key Responsibilities:

- Plan project workflow including schedule, materials, and workforce
- Assist estimating team during preconstruction including final bidding
- Recommend course of action based on client needs and requirements
- Proactively reassess project scope based on new information and analysis
- Closely monitor schedule, budget, and quality to ensure project vision is achieved
- Work with superintendent and consultants to drive efficiencies

Selected Experience

PROJECT	CLIENT	LOCATION
Andover Public Works	City of Andover	Andover, MN
Woodbury Public Works	City of Woodbury	Woodbury, MN
Woodbury City Council Chambers	City of Woodbury	Woodbury, MN
City of Ramsey Public Works*	City of Ramsey	Ramsey, MN
Woodbury Ojibway Park	City of Woodbury	Woodbury, MN
Andover Community Center Expansion	City of Andover	Andover, MN
Forest Lake YMCA	YMCA of the Greater Twin Cities	Forest Lake, MN
Summit Orthopedics Eagan	Summit Orthopedics	Eagan, MN
Summit Orthopedics Bielenberg/Woodbury	Summit Orthopedics	Woodbury, MN
UMMC 11th Floor NICU	University of Minnesota	Minneapolis, MN
UMMC Wilf Family Center	University of Minnesota	Minneapolis, MN
Methodist Hospital Neurology Refresh	Park Nicollet Health Services	St. Louis Park, MN
The Dental Specialists Coon Rapids	The Dental Specialists	Coon Rapids, MN

* under construction

References

CLIENT CONTACT	FIRM	PHONE
Ms. Teresa Keller	City of Woodbury	651-714-3500
Mr. Dave Berkowitz	City of Andover	763-767-5133
Ms. Lizz Narum	U Construction	612-290-6958

ARCHITECT CONTACT

Mr. Andrew Cooper	Oertel Architects	651-696-5186
Ms. Stacy Collins	Mohagen Hansen	952-426-7429
Mr. Denton Mack	Sperides Reiners Architects	952-996-9662

Education

Bachelor of Science
Construction Management
Minnesota State University - Mankato

Training and Certification

Erosion and Stormwater Management
Certification/Site Management
University of Minnesota

OSHA 30





Kelly Nickell

Project Manager

kelly.nickell@rjmconstruction.com

952-837-8631

Kelly began her construction career with RJM as a project engineer intern while attending the University of Wisconsin - Madison. Upon graduation, she was hired full time as a project engineer and was later promoted to her current role as a project manager.

Kelly will facilitate a collaborative and productive process to meet project objectives and client satisfaction.

Key Responsibilities:

- Plan project workflow including schedule, materials, and workforce
- Assist estimating team during pre-construction including final bidding
- Recommend course of action based on client needs and requirements
- Proactively reassess project scope based on new information and analysis
- Closely monitor schedule, budget, and quality to ensure project vision is achieved
- Work with superintendent and consultants to drive efficiencies

Relevant Experience

PROJECT	CLIENT	LOCATION
HERO Center	City of Woodbury and City of Cottage Grove	Cottage Grove, MN
Montevideo Public Works*	City of Montevideo	Montevideo, MN
Shoreview Community Center Addition	City of Shoreview	Shoreview, MN
Wayzata City Hall Renovation*	City of Wayzata	Wayzata, MN
Willmar City Hall and Community Center**	City of Willmar	Willmar, MN
Shakopee Community Center Renovation	City of Shakopee	Shakopee, MN
Shoreview Commons Park Expansion*	City of Shoreview	Shoreview, MN
Eden Prairie Aquatics Addition	City of Eden Prairie	Eden Prairie, MN
Fernbrook Fields Athletic Complex	City of Maple Grove	Maple Grove, MN
Maple Grove Veterans Memorial	City of Maple Grove	Maple Grove, MN
Hmong Academy Phase IV	Hmong Academy	St. Paul, MN

* Under construction ** Awarded

References

CLIENT CONTACT	FIRM	PHONE
Mr. Jeff Evenson	City of Maple Grove	763-494-6503
Mr. Terry Schwerm	City of Shoreview	651-490-4611
Ms. Jennifer Levitt	City of Cottage Grove	651-458-2890

ARCHITECT CONTACT

Mr. Teri Nagel	Kodet Architectural Group	612-377-2737
Mr. Aaron Fields	BWBR	651-290-1866
Mr. Dale Eberly	Leo A Daly	612-341-9578

Education & Training

Bachelor of Science
Civil Engineering
University of Wisconsin - Madison

Training and Certification

OSHA 30
ICRA Training
CPR and AED Certified





Mark Dongoske

Superintendent

mark.dongoske@rjmconstruction.com

952-837-8600

Mark started his career working in the construction industry in 1983. Mark has worked on a variety of project types including municipal facilities, healthcare facilities, tenant buildouts, residential, and more.

Working in tandem with RJM’s project manager, Mark is accountable for running the day-to-day operations on the construction site and closely monitoring the project schedule to achieve project success.

Key Responsibilities:

- Direct all field personnel and manage subcontractor activities
- Ensure that quality control standards and safety protocols are upheld at all times
- Maintain construction schedule and proactively identify and resolve any disruptions
- Order materials, schedule inspections as necessary
- Maintain regular communications and positive relationships with clients, contractors, vendors, and team members
- Maintain an efficient, organized, safe, and clean job site

Mark will work to keep the entire team informed of the project’s on-site status, and will ensure cost-effective solutions, procedures and methods are upheld at all times.

Relevant Experience

PROJECT	CLIENT	LOCATION
Andover Public Works	City of Andover	Andover, MN
Woodbury Public Works	City of Woodbury	Woodbury, MN
Rogers Police Station Remodel	City of Rogers	Rogers, MN
Chanhassen Public Works	City of Chanhassen	Chanhassen, MN
Elk River Public Works	City of Elk River	Elk River, MN
Medina Public Works and Police Station	City of Medina	Medina, MN
Montevideo Public Works	City of Montevideo	Montevideo, MN
Shoreview Community Center Expansion	City of Shoreview	Shoreview, MN
Woodbury Ojibway Park	City of Woodbury	Woodbury, MN
Wilmar City Hall and Community Center	City of Wilmar	Wilmar, MN

References

CLIENT CONTACT	FIRM	PHONE
Mr. Justin Femrite	City of Elk River	763-635-1000
Mr. Aaron Blom	City of Montevideo	320-269-9340
Ms. Teresa Keller	City of Woodbury	651-714-3593

ARCHITECT CONTACT		
Ms. Pam Anderson	292 Design Group	612-767-3773
Mr. Thomas Moore	HTG Architects	952-278-8880
Mr. Dan Lawrence	HCM Architects	612-904-1332

Training and Certifications

OSHA 30
CPR and AED Certified





Justin Johnson

Director of Preconstruction

justin.johnson@rjmconstruction.com

952-837-8632

Justin has been with RJM for 13 years. He has held positions as a project engineer and has also worked in the field early in his career. In his current role, Justin oversees the preconstruction and estimating departments working closely with RJM's full-time estimators, director MEP design and coordination, and BIM specialist to ensure that all unique project details are understood and incorporated during the preconstruction phase.

Justin directs the project team to develop and maintain accurate budgets from the schematic design phase through the final construction documents. He has a history of providing accurate estimates and achieving the best value for various clients and project types including in the community, healthcare, corporate, and educational markets.

Relevant Experience

PROJECT

Andover Public Works
 Woodbury Public Works
 HERO Center
 Plymouth Fire Station #2 & #3
 Montevideo Public Works*
 New Ulm Recreation Center Addition
 Medina Public Works and Police Station
 Ramsey Public Works**
 Wright County Tactical Training Center*
 Central Park of Maple Grove
 Shakopee Aquatics and Ice Arena
 Andover Community Center and Ice Arena
 Hopkins Pavilion
 Hmong Academy Phase IV

* Under construction

CLIENT

City of Andover
 City of Woodbury
 City of Woodbury and City of Cottage Grove
 City of Plymouth
 City of Montevideo
 City of New Ulm
 City of Medina
 City of Ramsey
 Wright County
 City of Maple Grove
 City of Shakopee
 City of Andover
 City of Hopkins
 Hmong Academy

** Awarded

LOCATION

Andover, MN
 Woodbury, MN
 Cottage Grove, MN
 Plymouth, MN
 Montevideo, MN
 New Ulm, MN
 Medina, MN
 Ramsey, MN
 Buffalo, MN
 Maple Grove, MN
 Shakopee, MN
 Andover, MN
 Hopkins, MN
 St. Paul, MN

References

CLIENT CONTACT

Mr. Nick Mazzocco
 Mr. Brian Trombley
 Ms. Diane Evans

FIRM

Jones Lang LaSalle
 Oppidan
 City of Plymouth

PHONE

612-217-6750
 612-799-5963
 763-509-5201

ARCHITECT CONTACT

Mr. Tom Betti
 Mr. Joe Brown
 Ms. Melanie Baumhover

292 Design Group
 BKV
 BWBR

651-767-3773
 651-343-8688
 651-290-1988

Education

Bachelor of Science Degree
 Construction Management
 University of Minnesota

Awards

Minnesota Subcontractors
 Association, Construction
 Professional of the Year 2018



Support Team



Eric Sonnenberg, Estimator

Eric started his career in the construction industry as an inspector for the cities of Minneapolis and Brooklyn Center. He joined the RJM team in 2015 as an estimator. Eric collaborates with the project team to provide accurate estimates from the conceptual and design development phase through establishing a guaranteed maximum price. He will manage all subcontractors, including but not limited to the issuing and managing invites to bid, responding to RFIs, and scoping and evaluating all proposals. He will also lead the team through the value engineering process.



Jed Field, Director MEP Design and Coordination

Jed will provide MEP expertise from design through occupancy and optimized facility operations. Having worked on the client side, his unique perspective allows him to dig into details, using a collaborative approach to achieve project objectives. He has dedicated his career to expertise in facility infrastructure and systems, optimizing occupant comfort, code compliance, energy efficiency, and total cost of ownership. Jed has been in the construction industry for 21 years, the last four in his current role at RJM.



Jake Fisher, Virtual Design Lead

As the virtual design lead, Jake will lead Building Information Modeling (BIM) execution, clash detection, visualization and construction sequencing for projects utilizing Autodesk software. He will provide technical expertise to the preconstruction team, providing value in systems analysis and constructibility reviews, enabling the team to make more informed decisions regarding the design, systems, efficiency and quality of a project. Jake has been in the construction industry for 14 years, and in his current role at RJM for the last three years.



John Boben, Vice President, Safety and Quality Control

As safety director John provides leadership and oversight regarding the safety and quality aspects of all projects. He is responsible for analyzing the proposed project safety plan and guides the team in continual improvement and ensures RJM employees and subcontractors follow safety program protocols. In addition to project-specific responsibilities, John monitors training processes and continuing education programs for the team, and also chairs the safety committee. An industry veteran, John has been with RJM Construction for 28 years.



Stacy Arnold, Safety Manager

As safety manager, Stacy plays an active role on job sites ensuring safety programs are in place and observed while partnering with the project team helping to identify risks and train teams on safe behaviors. With her hands-on experience combined with her keen attention to detail and communication skills, she ensures that safety is held to the highest standard to ensure project success and client satisfaction. Stacy has been in the industry for 16 years, the last six with RJM.



Mike Johnson, Quality Control Director

As quality control director, Mike is responsible for providing insight and guidance to project teams ensuring that the RJM Construction quality control procedures are in place and all tasks are implemented and carried out. He makes certain that projects are in compliance and processes are upheld through every phase, from start up to close out. His proven leadership, superior work ethic and detailed execution ensures that quality is at the forefront of every project. Mike has been a part of the RJM team for 20 years.

RJM is proud to be the recipient of the Minnesota Subcontractors Association TOPs Award (Teamwork, Opportunities and Partnering with Subcontractors) for several consecutive years, emphasizing our firm but fair approach.



ANDOVER PUBLIC WORKS

Planning Approach

Working with Owner and Architect

The key to successful community and municipal construction projects always includes effective planning, clear communications and the ability to remain flexible with changing project conditions.

In the preconstruction phase, RJM's first step is to engage your staff, project stakeholders, and Leo A Daly's design team to understand all aspects of the project. As we begin to identify challenges, value management opportunities, and any schedule/construction sequence conflicts, RJM will provide a number of deliverable documents for the City of Lake Elmo's review and approval to ensure you have a clear picture of the project status.

Preconstruction progress meetings RJM will provide:

Preconstruction Schedule Update - RJM will outline, track, and update all phases of construction design activities, government review periods, material procurement lead times, and construction schedule sequences. RJM suggests using a detailed tracking Gantt Schedule to keep all team members up to date.

Issue Log Update - RJM provides an Issue log Update at progress meetings, which clearly shows the issue, date it was discovered, current status, project impact either in the schedule and/or cost, and which team member is responsible for the next step towards completion. As we review the design development and construction documents, we use this tool to bring any uncovered issues to your attention.

Value Engineering Update - In our role as Construction Manager, we know it is our job to provide as many cost-saving ideas that are available for the team's evaluation and implementation. We use this update to communicate the full picture of the pros and cons, cost/benefit analysis, risk assessment, and constructibility of potential options.

As the team moves into the construction phase of the project, RJM will coordinate all project communications: scheduling, attending, participating in, and recording regular meetings.

Owner, architect, and contractor progress meetings RJM will provide:

Construction Schedule Update - RJM will provide the overall construction schedule progress, a 6-week look ahead schedule, and track any upcoming special construction operations such as planned service interruptions and site logistic planning.

Safety Assessment Issues - RJM makes safety our highest priority. We use these meetings to identify, discuss with our team, and effectively plan for safe construction operations and minimize disruptions.

Issue Log Update - We will continue providing you with updated issue logs to not lose sight of critical items affecting the project's success.

Project Document Updates - Request for Information RFI, Submittal Logs, and a list of construction documents are distributed to keep all team members updated on project status.

Meeting Minutes - RJM will list all attendees, provide dates for action, and create a historical timeline.



RJM provides a final estimate at

95%

completion of design.

Project budgeting

Budget is typically a driving concern of clients and we take responsibility in ensuring the best possible value is achieved in consideration of function and design. As the design progresses, we provide continuous, real-time cost evaluations so that the cost impact of design choices are realized right away. Being proactive in this process saves critical time and cost, helping the architect understand budget impacts before designs are complete. We start with an overall conceptual budget, followed by a schematic design budget and a design development budget. RJM will be prepared to provide a GMP at the end of design development.

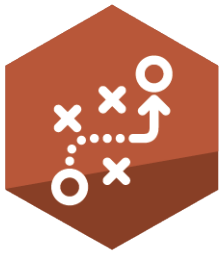
Our team also provides a final estimate at 95% completion of the design. This final estimate is developed with the assistance of subcontractors in the marketplace to track where the final bids will be when received accurately. Allowing one final opportunity to make slight adjustments to the plans prior to bidding assures the project will be delivered on budget. The final last estimate eliminates out unwanted surprises on bid day.

Project scheduling

Scheduling begins at project definition and identifies design, client planning, bidding, and actual construction duration. RJM will support the project team with a comprehensive schedule considering all critical milestones. With the requirement to maintain operations at all times for both stations, this will be a partnership among the entire project team to ensure realistic expectations are set within efficient work sequences.

The Last Planner System is used by RJM to fully vet the schedule alongside the trades who will perform the work. Our team is experienced in conducting “pull planning” sessions to efficiently sequence the work and truly embrace a collaborative environment.

During construction, a detailed, weekly look-ahead schedule will be provided to the project team. This will be the team’s basis for measurement against the overall project schedule and will help identify areas that may be falling behind or tracking ahead of schedule.



**SOLVE THE
PROBLEM**

Our process is completely open book. We will provide detailed information supporting our numbers in an open forum with the City of Lake Elmo team and the design team.

Construction Management Approach

Cost estimating

At the core of our preconstruction team are five full-time estimators. This dedicated team ensures that estimates are accurately completed in a timely fashion without the daily duties of project management. Estimating is a continuous process for RJM Construction; as early as possible we will quantify work items and apply unit costs. A variety of technological resources are utilized by RJM's estimating team in developing a cost model. Materials are quantified with precision in On-Screen Takeoff, and paired with our unit cost database, which is maintained via Sage Estimating. To ensure estimating accuracy we also rely on virtual building models BIM.

RJM's cost estimating process is completely open book. We provide detailed information supporting our numbers in an open forum with the City of Lake Elmo and Leo A Daly. An estimate summary will highlight the major categories of work and associated costs. In addition, RJM provides a detailed estimate, showing all cost categories by specification section. These resources will allow the team to make educated decisions. As the design progresses, we provide continuous, real-time cost evaluation so that the cost impact to design choices are realized right away. Being proactive in this process saves critical time and cost, helping the architect understand budget impacts before designs are complete.

Estimates are provided continuously through design:



Conceptual Phase: This estimate is completed by reviewing the general project scope and utilizing gross square footage estimates. Key elements such as soil corrections, utilities, and unique features are accounted for as well as the more standard features of the project.

Schematic Design Phase: At the start, SD estimates are applied to more detailed square footages. At this point, we are beginning to lock in on the overall layout of the building and can start to develop costs based on the desired finish. By the completion of this phase, the estimate will be supported with actual quantities of construction systems. This analysis will save design team resources and allow you to look at multiple scenarios for structure, enclosure, interiors, etc.

Design Development Phase: As the estimate moves through this phase, unit quantities will be available to produce a very detailed estimate. The project's budget will develop its final details at the end of this phase. This estimate will be fully supported by subcontractor feedback to gain valuable market insight.

Communication with City Council: RJM has worked with more municipalities than any of our competitors. We understand how to navigate the project through city council approvals. Our job is to find the right path for the city and offer multiple options for staff and council to consider to ensure programs and design intent are not compromised while keeping the project on budget. It is important to have a construction management partner that understands the process and timelines required.



WOODBURY PUBLIC WORKS

When you engage our services, we view our relationship as a partnership, working closely alongside city staff. Your RJM construction manager will act as an extension of your team.

THE RJM DIFFERENCE

Our team provides a final estimate at 95% completion of the design, which is different from other construction managers. With this final estimate, the intention is to confirm that the 95% drawings and specifications align with the budget and that we have 100% subcontractor support to prove it. This final confirmation allows us to accurately track the expected final bid amounts when received. Allowing one last opportunity to make slight adjustments to the plans before bidding assures the project is delivered on budget.

Examples:

Hopkins Pavilion

- 95% estimate: \$5,134,755
- Bid day results: \$5,063,184
- **\$71,571 under budget**

Woodbury Ojibway Park

- 95% estimate: \$3,760,640
- Bid day results: \$3,549,440
- **\$211,200 under budget**

Andover Public Works

- 95% estimate: \$11,026,562
- Bid day results: \$10,499,552
- **\$527,010 under budget**

Westwood Hills - St. Louis Park

- 95% estimate: \$10,465,537
- Bid day results: \$9,992,598
- **\$472,939 under budget**

Fernbrook Fields - Maple Grove

- 95% estimate: \$7,765,166
- Bid day results: \$7,632,630
- **\$132,536 under budget**

Woodbury Public Works

- 95% estimate: \$22,940,175
- Bid day results: \$22,859,086
- **\$81,089 under budget**

HERO Center (East Metro Public Training Facility)

- 95% estimate: \$17,577,628
- Bid day results: \$17,459,737
- **\$117,891 under budget**

Montevideo Public Works

- 95% estimate: \$4,030,573
- Bid day results: \$3,864,697
- **\$165,876 under budget**



BUILD RELATIONSHIPS

Relationship to the Architect in preparation of the project manual

We will work closely with Leo A Daly during the preparation of the project manual. We understand the value of a complete and accurate specification manual for the owner which will help eliminate surprises during the project that can lead to delays and project change orders. We have developed our specification sections for the architect to include in the project manual, which include the bid advertisement, bid form, bid and quote categories, a copy of the subcontract agreement, general conditions of the contract, schedule, and summary of work. We have found this collaborative effort with our design partners to be very successful.

It is also important to work with the architect during the preparation of the project manual to ensure that the specified products will provide the best value to the owner. We work with the architect to ensure that several manufacturers are chosen to allow a competitive bid environment. When the owner chooses a specific product manufacturer, we present bid strategies that allow for competitive bidding, while providing options to the Owner to choose their preferred product.

Value engineering

Value engineering is an important process during design. It is RJM's job to provide the team with as many cost-saving ideas available for the team's review and subsequent implementation. We begin the value engineering process by reviewing preliminary plans with the team. Once we have an understanding of the project goals, we are able to collaborate in offering multiple solutions to challenges as well as the associated first cost versus long term cost. Our ability to provide value engineering alternatives will lead the team to strike the best balance of project costs to project goals. At the time we provide each design budget, we provide an exhaustive list of value engineering options to be considered by the team. While developing this list of options, we concentrate on suggestions that will reduce costs while maintaining the aesthetic vision and function of the project. As a team, we will review the options and decide which to incorporate into the design.

RJM clients can expect to save 9-13% through our value engineering process. For example, on the recent Maple Grove Central Park project, RJM captured a total of \$1,495,000 in savings throughout the preconstruction process.

Bidding administration

Local Outreach

RJM will work with City of Lake Elmo staff to place the bid advertisement in the city's required publications such as the *Oakdale-Lake Elmo Review* and others including *Minneapolis* and *St. Paul Builders Exchange* and *The Dodge Report*. In addition, RJM's extensive experience in the municipal/community market gives us a diverse list of subcontracting partners we can carefully analyze and then tailor the bid and quote packages to meet the needs of the City of Lake Elmo. Local participation is very important to us as it keeps the money within the community and the sense of pride that goes along with contractors working within their own community enhances the quality of workmanship.



ROGERS POLICE STATION



**BE
RESPONSIBLE**

Qualified Subcontractors

We will reach out to qualified subcontractors by means of electronic notification and personal phone calls to generate as much interest as possible to increase the number of received bids and to ensure the lowest possible price on bid day. RJM has also developed a bidding strategy that allows for more local contractor participation for smaller project work scopes through the city's quote process. By breaking larger bid packages into smaller, more manageable ones, we can often generate more interest from local contractors who may not have the capabilities to perform the entire large scope of work. This encourages local participation and drives the overall project costs down.

Bidding Process

RJM will facilitate bid receipts and conduct the public opening process. Before issuing documents for bid, RJM will work with city staff and the design team to create comprehensive packages for each scope of work. The bid packages identify any potential gray areas to ensure complete bids are received, and all contractors are bidding the same project. Specific and unique details are highlighted and all specific job requirements are outlined for the trades.

Our process has proven to:

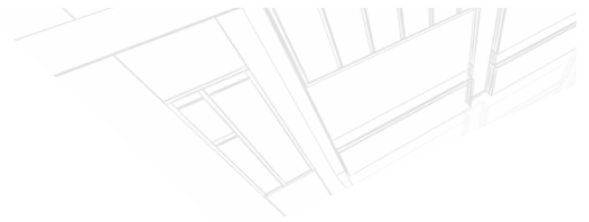
- Increase the number of bids received (RJM's last three municipal construction management projects averaged over 125 bids received)
- Create a competitive environment
- Reduce the submission of incomplete bids and legal expenses incurred
- Reduce the number of change orders received

RJM conducts a thorough review of each bid for completeness, clarifies any potential discrepancies, and conducts a scope review with all apparent low contractors. Recommendations are presented to the team along with a comprehensive project budget.

After approval of the contractor awards, RJM prepares and processes the appropriate contracts. All contracts over \$175,000 are required to provide a performance and payment bond and all quotes received under that amount only come from a select list of reputable, qualified, cost-competitive contractors.

Project scheduling

See page 20.



The RJM team has the experience and qualifications to make the Lake Elmo project a success for the entire community.



HERO CENTER

On-site project coordination

Superintendent Mark Dongoske is a proven on-site leader and takes full responsibility for project coordination working closely with the owner, project manager, and subcontractors. He takes complete ownership of his projects with a collaborative, hands-on approach. His proven leadership skills and a thorough understanding of all critical construction details lead the way for a successful project and collaboration among all team members.

The on-site construction presence is even more critical working within an existing occupied facility. Construction projects within occupied facilities provide challenges that require an experienced construction manager. RJM specializes in the renovation of occupied facilities. This experience will guide the project team through proactive solutions: Mark will be engaged during preconstruction and design, performing studies of existing conditions; schedule development and phasing; public egress; systems operation and shutdowns; and preparing communication for the public that will be in your facility during construction.

Cost control during construction

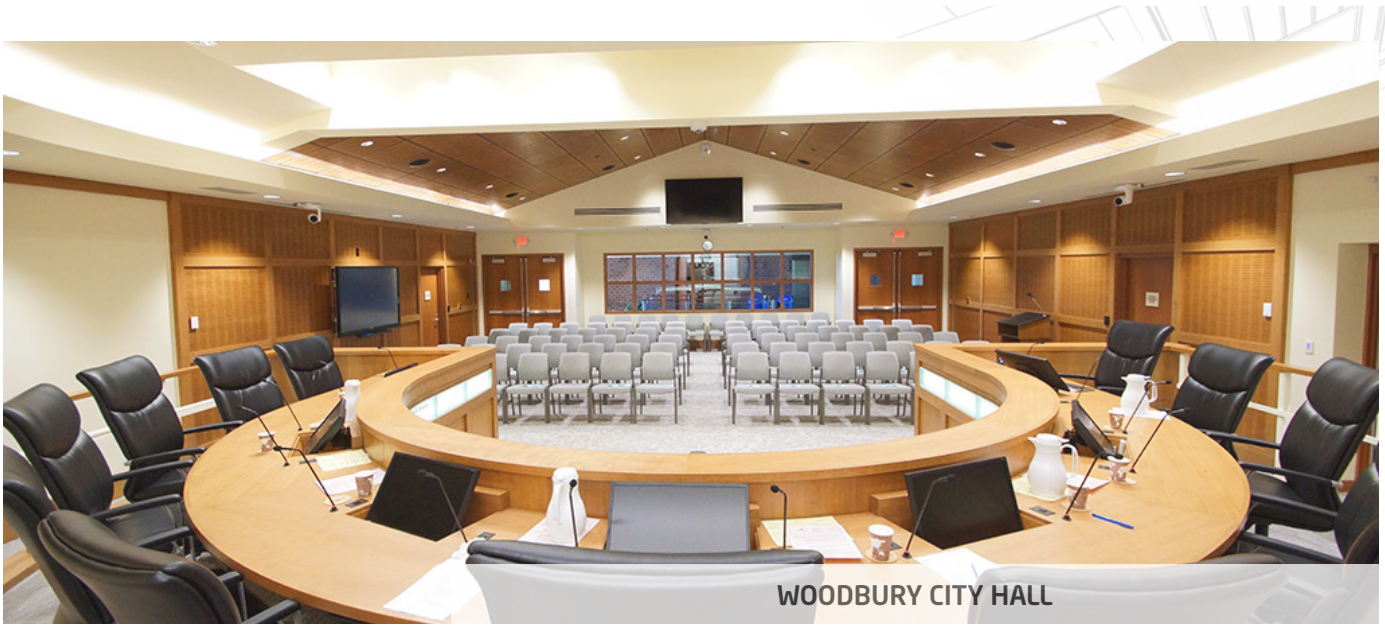
Cost control during construction is a proactive approach that actually begins during design/preconstruction. Of utmost importance is developing comprehensive bid categories and work assignments for the trades. You can have the best design documents on the market, but if every item within those documents are not properly assigned the project is at risk. The best value is realized during the initial purchase and bid phase, so it is critical to create an accurate set of documents with all scope assigned to the appropriate trade. It is also critical to issue an accurate schedule and phasing plan with the bid documents. One of the most common change orders requests from contractors are a result of misunderstood schedules and phasing plans. RJM works very hard to issue realistic and efficient schedules that the contractors are held accountable to those dates throughout the project. We also assign allowances to areas of the project that are not quantifiable during design and bidding to ensure we do not have any budget/scope gaps.

Change order procedures

Proactive Approach

During the development of the subcontractor bid packages, in an effort to reduce the number of change orders, RJM will identify grey areas and fill in any potential design gaps and risks. On renovation and expansion projects it's essential to include a clear disruption avoidance plan in the bid package. This ensures all contractors understand how the project will be constructed, and the temporary conditions that need to be assumed by each trade. RJM will include this document in the bid documents to ensure the best value during bidding and unnecessary additional costs during the project.

When cost issues arise, RJM collaborates with the design team to provide several options to solve the challenge, mitigating the cost. Any change order requests are scrutinized by RJM prior to being presented to the client. We work with subcontractors in the field to develop options for resolution, often eliminating the proposed change request altogether.



WOODBURY CITY HALL



As a CHASE partner, RJM has been publically recognized for enforcing the importance of providing a safe, healthful work environment.

EMR
 2020 - .80
 2019 - .68
 2018 - .78

By focusing on proactive project management and developing alternative solutions with the project team most changes can be avoided. Should the client request enhancements to the project, RJM will work with the project team to clarify these requested changes and provide guidance on the most cost-effective way to complete the work. This may include the utilization of the project contingency. RJM is able to provide an updated project budget at every project meeting.

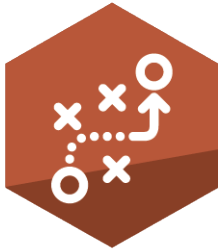
Safety program

Of highest priority on the project is to provide and maintain a safe working environment for everyone on the site. RJM's Vice President of Safety & Quality Control, John Boben, provides leadership and oversight regarding the safety aspects of every project. Working closely with John, Safety Manager Stacy Arnold analyzes the proposed safety plan and guides the team towards continual improvement. Before any subcontractors begin work, they are required to participate in RJM's safety orientation. Together we go through a comprehensive list of safety requirements subcontractor crews must follow. Upon completion of this review, subcontractors sign an agreement to abide by our safety protocols. If subcontractors do not comply, the team will immediately take the appropriate action to resolve the issue.

RJM Construction has been recognized by the Minnesota Department of Labor and Industry and AGC of Minnesota as a Construction Health and Safety Excellence CHASE partner.

Management and coordination of final start-up, testing, and occupancy

RJM efficiently completes punch lists, assembles warranty information and collects contractual contractor close-out documents in a timely manner. Our team will conduct an 11-month walk through, after occupancy, of the project to identify and correct any potential warranty items prior to the standard one-year warranty period. The team will also schedule start-up, training demonstrations and coordinate equipment commissioning with the subcontractors as required.



**SOLVE THE
PROBLEM**

What RJM can bring to the City of Lake Elmo

Our dedicated team is led by Vice President Brad Barickman, and includes Project Managers Curtis Sell and Kelly Nickell, and Superintendent Mark Dongoske, all of whom have broad experience working on various types of community projects.

Why RJM?

Familiarity with Project

RJM's proposed project estimator, Eric Sonnenberg, has already been actively working on the cost estimating of your project along with Leo A Daly. With our knowledge of the project and the City of Lake Elmo's project goals, there is no learning curve with our team.

Public Service Expertise

RJM is a trusted construction partner, working with nearly 30 municipalities in the State of Minnesota on various city hall, public service, and municipal projects. Our diverse experience includes multiple projects with similar features and programs. We know the unique needs and challenges cities face when constructing or renovating facilities, and the City of Lake Elmo can count on a reliable, informed construction management partner.

Construction Management Leader

The RJM team pioneered the CMr approach with The City of Eden Prairie in 2006 and have since utilized it with several other cities throughout Minnesota. We have delivered more construction management projects to municipal clients than any of our competitors. Our direct CM expertise will ensure a successful process.

Renovation Experts

RJM specializes in the renovation and expansion of occupied facilities, having worked in numerous complex structures over the years with a hands-on approach. This experience guides the team through proactive solutions: studies of existing conditions, systems outages, and communication to staff and public. Our creative solutions result in project success.

Collaboration

We understand the pressure on city staff to deliver a long-lasting, quality facility while recognizing the importance of meeting an acceptable budget to the city council and constituents. Creativity and collaboration are critical to a successful outcome. RJM embraces the opportunity to immediately bring value and solutions to the team. We work transparently with the entire project team to identify cost savings, discuss the positive and negatives of each, and then move forward as a team. Our job is to ensure the design is in alignment with the budget.



**SERVE THE
COMMUNITY**

Include a list of possible alternates the Construction Manager suggests for consideration at this time in order to maintain and/or reduce the maximum budget.

Bid day alternates are a good low risk strategy for the team to consider. RJM recommends alternates that are relatively easy for the architect to incorporate into the design and also offer the client a means to move the project forward should bids come in over budget. Alternates should be items that are not completely necessary for full operational efficiency. We would recommend the following potential bid day alternates:

- Roof systems
- Public works office addition
- Council chambers addition vs. interior buildout (if space available)
- Generators in public facilities are often alternates vs. infrastructure to connect a mobile generator
- Reduce number of apparatus bays from 5 to 4
- Maintain increased quantity of existing parking lot vs. all new
- Epoxy flooring at fire apparatus bay vs. base bid of sealed concrete
- New interior partition walls to deck vs. base bid to 3in. above ceiling grid

G. List of References

City of Andover

Jim Dickinson (763-767-5110) City Administrator - Multiple projects with City of Andover

City of Plymouth

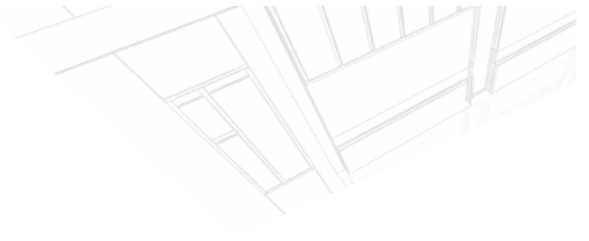
Diane Evans (763-509-5201) Director of Parks & Recreation- Plymouth Creek Center Expansion

City of Hopkins

Steve Stadler (952-548-6350) Public Works Director Hopkins Pavilion Expansion

Wright County

Alan Wilczek (763-682-7382) Facilities Services Director Wright County Tactical Training Facility



Appendix
Basis of Compensation



CONSTRUCTION

City of Lake Elmo City Hall, Fire Station, & Public Works Improvements
RJM Construction Manager at Risk Fee Proposal
October 30, 2020

Preconstruction & Bidding Phase

6 Months

Description	Quantity	Unit	Unit Cost	Total
Project Executive	16	HRS	\$ 159.40	\$ 2,487
Estimator	40	HRS	\$ 117.40	\$ 4,655
MEP Coordinator	12	HRS	\$ 132.40	\$ 1,549
Virtual Design	12	HRS	\$ 97.40	\$ 1,140
Subtotal Preconstruction & Bidding				\$ 9,830

Project Reimbursable Expenses

10 Months

Description	Quantity	Unit	Unit Cost	Total
Project Executive	78	HRS	\$ 159.40	\$ 12,475
Project Manager	559	HRS	\$ 117.40	\$ 65,627
Project Engineer	344	HRS	\$ 85.40	\$ 29,378
General Superintendent	86	HRS	\$ 122.90	\$ 10,569
Superintendent	1376	HRS	\$ 114.90	\$ 158,102
Safety Director	86	HRS	\$ 122.90	\$ 10,569
Truck	1548	HRS	\$ 4.50	\$ 6,966
Fuel	43	WK	\$ 85.00	\$ 3,655
Subtotal Reimbursable Expenses				\$ 297,341

Construction Manager Fee

Proposed Construction Manager Fee	1	LS	1.45%	\$ 127,600
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* Our proposed construction manager fee is based upon a 10 month project schedule and \$8.8 million dollar value.