Cover Letter

February 6, 2020

Grant Gager, Director of Finance and Internal Services
City of Ketchum, Idaho
P.O. Box 2315
480 East Avenue North
Ketchum, Idaho 83340

Re: Request for Qualifications and Proposal to Provide CM/GC Services for the City of Ketchum Fire Station Project

Dear Mr. Gager and Selection Committee Members:

CORE Construction (CORE) and Headwaters Construction Company (Headwaters) have formed a joint venture company, CORE|Headwaters, LLC. (CORE|HW) to provide the City of Ketchum an opportunity to benefit from the experience and expertise of two industry-leading CM/GC firms as a **TEAM** for your project. Here are a few reasons why CORE|HW is uniquely qualified to exceed your expectations:

Local Relationships and National Resources - Headwaters, founded in Idaho, maintains great relationships with local subcontractors and suppliers, which will help keep dollars in Idaho and support the local economy. CORE, with 24 offices nationally, has over 83 years of experience with projects very similar to your fire station.

Exceptional CM/GC Services – The majority of our recent and current work resume includes projects using Alternative Project Delivery Methods for Public Works Clients, including CM/GC. Our team also has an exceptional history of repeat clients. These two qualifications — CM/GC and repeat clients — don't go together unless, as the CM/GC, we are providing the very best services available in the industry.

Fire Station Experience – Building fire stations is our passion. Having successfully constructed over **70+** fire stations across the United States, our team brings numerous lessons learned. This resume of similar projects will benefit the team as we work through the preconstruction phase of your project and provide cost, constructability, and bidability input. We are excited to share some of our unique and creative approaches to your project.

Commitment to the City of Ketchum - One of the many reasons fire stations are a great benefit in serving the general public is that they help to support the community. CORE|HW is committed to supporting the growth of your fire department facilities, and therefore the safety and well-being of the community. It is our objective to work alongside you, via a fostering collaborative partnership, to help you achieve your mission of delivering responsive municipal service and ultimately enhancing Ketchum's livability. **We only have one shot to get this right!**

Thank you for your careful review and consideration of our qualifications. Our entire team looks forward to this opportunity to serve you, and I am dedicated as your primary point of contact. Please feel free to contact me directly should you require any additional information and/or clarification.

CORE|HW is in receipt of, and acknowledges Addendum #1, dated January 29, 2020.

Warm Regards,

John Sanders III
Vice President

777 North 4th Street, Boise, ID 83702
T: (208) 314-1378 | C: (208) 789-3327
E: johnsanders@coreconstruction.com


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Table of Contents


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Project Approach

Describe the firm's philosophy and approach to providing CM/GC Services for this project. Include a description of typical services provided, how the firm manages budgets and schedules, how the firm resolves design concerns, etc. Provide a list of unique approaches and capabilities of the firm.

As part of our philosophy, and approach to providing the most valuable CM/GC services, we begin by learning as much as possible about your project. This allows us to resolve design/construction challenges before they become issues via unique and creative solutions. We call this standard of service "Operational Excellence".

OPERATIONAL excellence™ THE CORE STANDARD

OUR BUSINESS IS THE BUSINESS OF BUILDING - AND THE TRACKING OF RESULTS IN OUR BUSINESS CAN BE ASSESSED UNDER SIX MAIN FACTORS AND THEIR RESPECTIVE GOALS.

Safety

Safety is KEY! Given that this fire station is surrounded by the YMCA, Northwood Place, Presbyterian Church of the Big Wood, Guy Cole's Skate Park, bus stops, homes and businesses to the east, etc., we felt it necessary to have both the PreConstruction and Operations Teams make multiple site visits to the existing fire station site, as well as the surrounding community. Our intention is to understand how we can mitigate any disturbances to the community, ultimately creating the safest possible construction environment.

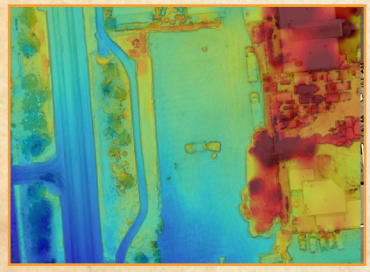
In addition to studying overall traffic patterns of the area, we visited with all the adjacent neigbors (as stated above) as well as some residents to the East (Doug Ellsley, Steve Cook, etc.), to learn of their concerns, the pick up and drop off schedules, major calendar events and more. We believe proper and constant communication is just one important factor of a safe site.

Furthermore, our team visited the future fire station to meet with the Assistant Fire Chief and Fire Marshal, Tom Ancona, and other fire fighters, to learn what is important to them regarding their facility and community. With all of the data collected, we were able to assemble a preliminary site logistics plan for your project, **as seen below**.

Alongside the use of our Predictive Solutions safety technology (detailed further in the Sample Project section), developing an effective site logistics plan is critical to ensuring the safety of Ketchum locals and tourists. This logistics plan will be updated as necessary throughout the project. It will ultimately help our team communicate with Chief McLaughlin, Mr. Gager, Mayor Bradshaw, Mr. Cole, Mr. Potts and the rest of the team, as well as our subcontractors and the neighborhood, about how we can mitigate disturbances to the surrounding area. Additionally, we will want to ensure there is an eight-foot fence around the site, to serve as a barrier against unauthorized, unsafe entry, and as a platform for signage that will help with communication about the project to the community. Signage will communicate messages given by the City of Ketchum, the design given by the architect, and how the voted-upon bond dollars are spent. It will also contain the phone number of our onsite superintendent, Pueo Ross, and/or Mr. Potts, in case there are any questions from the public.

Project Approach

Quality



Ketchum is a Community of Quality. There is a standard of construction that we must meet. One way we go about ensuring high quality is through our Virtual Services. They help us solve (or rather, stay ahead of) potential design issues in preconstruction and construction.

One example of the virtual services we offer is Drone Scanning. Our virtual construction (VC) team has already drone-scanned the new fire station parcel, which has provided us with valuable data of the existing topography conditions, enabling us to gain accurate measurements and existing conditions. This data also gives us means to model your project, build four-dimensional (4-D) schedules, identify whether the site is an import or export site, and more. We have already began reaching out to some of our earthwork partners, providing them with this information while also gathering advice and pricing information on your project. We are doing everything we can to hit the ground running as soon as possible! This data will ultimately serve as valuable estimating and constructability review tools for the PreConstruction Team, as well as quality control tools for the Operations Team in the field, mitigating risk and increasing efficiency.

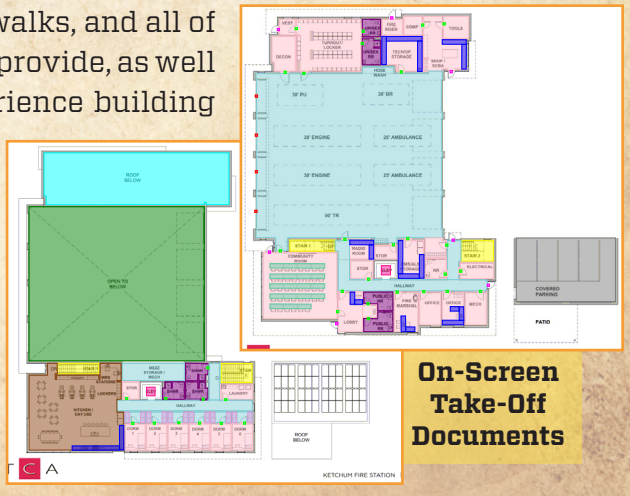
Schedule

"From here on out, it'll be pedal to the medal!" -Mayor Neil Bradshaw

Humbly said, CORE|HW has never missed a completion date. We understand the importance of developing accurate baseline schedules through constant communication and buy-in from our subcontractors. Additionally, we believe in finding creative ways to capitalize on time in the preconstruction phase. With the threat of material escalation, we look to secure subcontractor contracts as early as possible. We are extremely well-versed with the Public Sector CM/GC procurement statutes. Advertising for subcontractor procurement in two separate packages (early Civil and Site package, and Building Package) as well as potentially pre-purchasing various HVAC or electrical equipment could prove advantageous.

Cost

Proper cost control via accurate documentation will be critical to the success of this project. Utilizing all the information provided by the team in their site walks, and all of the data that the virtual construction team was able to provide, as well as our historical data/knowledge gained in our experience building Fire Station projects for public entities, we were able to do an on-screen take-off of Cole's preliminary drawings for your project, allowing us to quantify the project, and ultimately allowing us to have derived a complete first estimate for your project. Again, we understand that time is money and we want to ensure that, assuming we are selected as your partner, we are able to hit the ground running with an extremely productive OAC meeting.



On-Screen Take-Off Documents

Project Approach

Subcontractors

Subcontractors are the lifeblood of our company. CORE|HW values our great relationships with local subcontractors and suppliers, helping keep dollars in Idaho and supporting the local economy. These relationships are fundamentally built on Trust, Fairness, Respect and Accountability.

Given the construction of two other hotels and other City of Ketchum projects (both commercial and residential), the physical location challenges of Ketchum (one way in/one way out), and the general subcontractor workforce availability in today's market, subcontractor outreach will be more important than ever. From our research, the concrete scope of work will be a challenge if not planned accordingly. As mentioned before, we have already begun meeting with local subcontractors (especially suppliers and installers of concrete), developing relationships and informing them of your project, while also educating them on the CM/GC delivery method and collaborating on potential challenges (manpower, constructability, etc.).

Below are some subcontractors we have already begun establishing relationships with.

S. ERWIN EXCAVATION, INC

BURKS EXCAVATION CORPORATION OF IDAHO 208 720 2154

garrett | construction

GIBBS CONSTRUCTION LLC
CONCRETE CONTRACTOR SINCE 1976
208-720-5747
gibbsconstructionllc.com

MERRICK CONSTRUCTION, INC.
(208) 788-2688
Fax (208) 788-8258
Concrete • Crane • Snow Removal
Roy Merrick Cell (208) 720-0688
Skip Merrick Cell (208) 720-4137

SOARES BUILDER

Doug Walter's Ready Mix

IMC IDAHO MATERIALS & CONSTRUCTION A CRH COMPANY

EPI EVANS PLUMBING, INC.
Evans Plumbing at Your Door

C & R ELECTRIC

Precision Masonry & Pumping LLC
RCT# 19472
788-7868
721-2077

WOOD RIVER ROOFING

CLASS FIVE C5 ENTERPRISES INC.

SUN VALLEY

PROFESSIONAL ROOFING

THORNTON HEATING & SHEETMETAL

CLEARWATER LANDSCAPING

Clients

The Client Decides! This is our motto, and we are dedicated servants to this project. Being that all our work is in the qualification-based selection delivery methods (CM/GC or Design-Build), we always strive to outperform your expectations with the goal of being hired again. In speaking with Assistant Chief/Fire Marshall Tom Ancona, we learned that this project dates back to his beginning years at the fire department. We know that we only have one shot to get this right! It would be an honor to be a part of the team that builds the Ketchum fire station the community can be proud of.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Similar Experience

List the firm's experience for the five most similar projects (in terms of size, nature and complexity) completed within the last 10 years. Emphasis is on similar fire station projects. Clearly identify the project scope, cost and the firm's responsibilities on the project. Identify if LEED certification was achieved for the sample projects.

Please refer below and to the following page for a list of CORE|HW's five most similar projects within the last 10 years.

Truckee Meadows Fire Protection District

Fire Station No. 14

The Truckee Meadows Fire Station No. 14 project involved the new construction of a 10,662 square foot fire station in Reno, NV. The facility included three double-deep apparatus bays, two offices, a kitchen and dining area, a dayroom, a fitness room, and sleeping quarters for five staff members.

Cost: $5,403,311 | **Role:** CM/GC

City of Las Vegas

Fire Station 3

The Fire Station 3 project involved the replacement of a fire station in Las Vegas, NV. The original facility was demolished and replaced with a new 14,803 square foot station. New construction consisted of four fire truck bays with pull-through access, 16 dorm rooms, a full kitchen, a multimedia room, and a weight room.

Cost: $9,295,333 | **Role:** CM/GC

Similar Experience

City of Henderson

Fire Station No. 91

The Fire Station No. 91 project involved the new construction of a 10,998 square foot fire station in Henderson, NV. The facility houses three apparatus bays, a training room, and a fire engine. The project also features seven dorm rooms, administrative offices, a kitchen, and rehab day room.

Cost: $6,072,132 | **Role:** CM/GC

Pinetop Fire District

Fire Station No. 110

The Pinetop Fire Station No. 110 project involved the new construction of a 12,700 square foot fire station. The facility features administrative offices, fitness rooms, dorms, dining areas, a kitchen, vehicle bays and a hose drying tower for forest fire observation. This project was awarded a Career Category Gold Medal in Fire Station Design for design and construction excellence.

Cost: $4,299,992 | **Role:** Design-Build

Sun City Fire and Medical Department

Fire Station No. 133

The Fire Station No. 133 project involved the new construction of a 16,248 square foot fire station. The facility houses a three-bay drive-through station, a back-end bay for the Battalion Chief, 12 dorm rooms, a community room, a fitness room, two dayrooms, and a training room. This fire station serves both fire and medical staff.

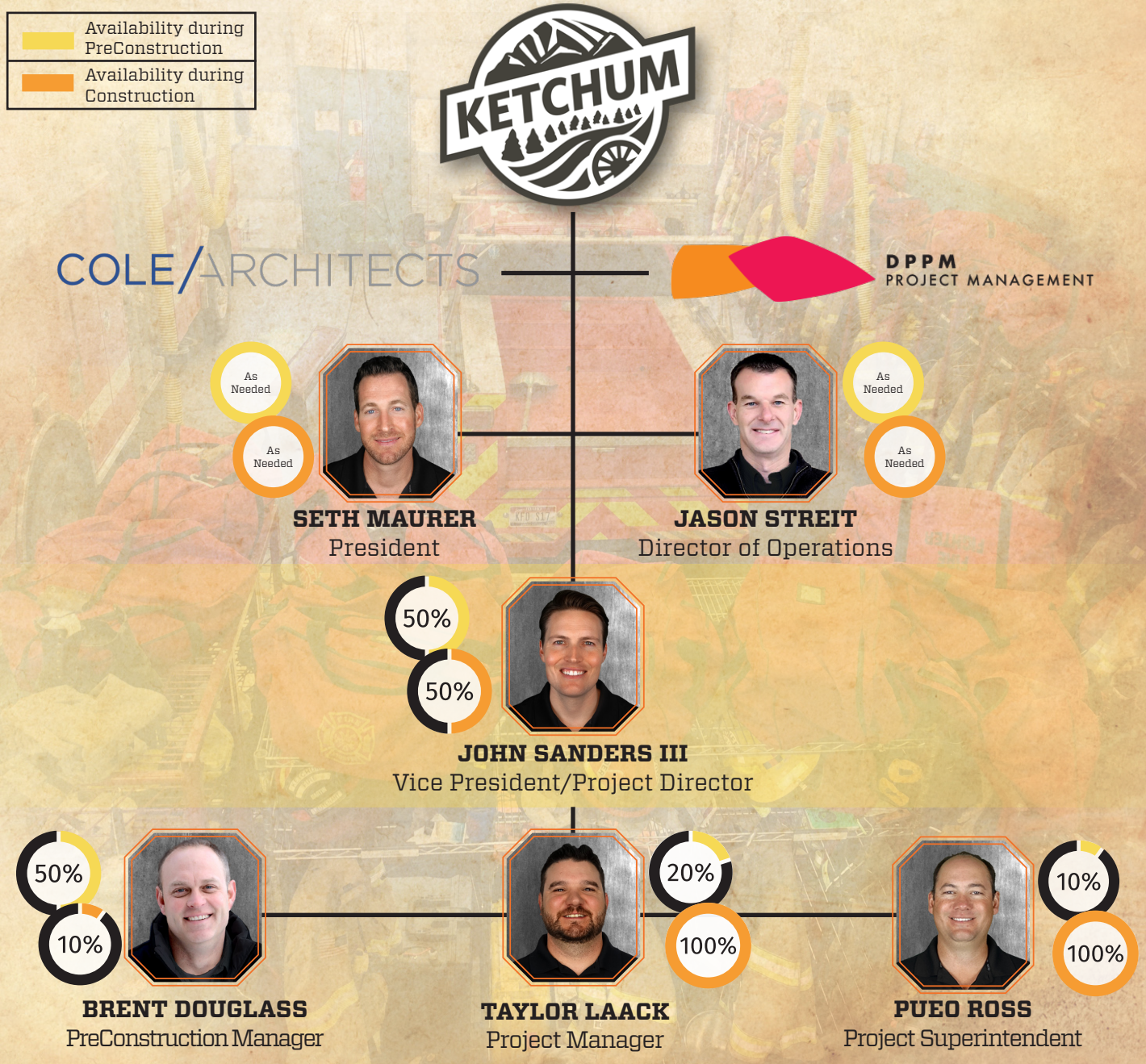
Cost: $4,960,387 | **Role:** CM/GC

Staff Experience

Identify the specific individual principal in charge and supporting staff who would be involved in the project including their respective roles and responsibilities as well as the percentage of time devoted to the project (by phase). For each individual list their related experience for the three most similar projects including the project scope, cost, which firm the individual worked for at the time, and the individual's responsibilities on the project. Experience on similar fire station projects should be emphasized. Describe staff availability and how the workload will be managed. Note individual experience on LEED certified projects.

Please refer below to a chart of key personnel and their availabilities for this project. Resumes for each team member can be found on the following pages seven and eight.

Your Team



Staff Experience

SETH MAURER
President
LEED AP BD+C

As President, Seth will make sure the City of Ketchum receives the highest level of care for the new Ketchum Fire Station project. Seth's passion is Client Trust. He has worked at CORE for more than 27 years, starting as a field laborer in high school. Seth cares deeply for the company's name, reputation and future growth. He understands the expectations of the Construction Manager/ General Contractor delivery method and strives to make certain that all stakeholders receive the highest level of service.

Fire Station 3 | $9,295,333
Built for the City of Las Vegas, this project included the replacement of an old fire station with a new 14,803 SF fire Station.
President | CORE

Fire Station No. 14 | $5,403,311
Built for the Truckee Meadows Fire Protection District, this project included the new construction of a 10,662 SF fire station.
President | CORE

Fire Station No. 91 | $6,072,132
Built for the city of Henderson, this project included the new construction of a 10,998 SF fire station.
President | CORE

JASON STREIT
Director of Operations
LEED AP BD+C

As an owner and COO, Jason has been with Headwaters for over 15 years. Jason manages all operations personnel and ensures that client goals are met for safety, quality, schedule and cost during the construction phase. Jason has a vested interest in this project. Jason grew up in Sun Valley near Ketchum, where his parents still reside. He maintains many great relationships with subcontractors in the area and understands what it takes to build successfully in Ketchum.

Teton Courthouse | $5,364,453
Built for Teton County Idaho, this project included the new construction of a 21,744 SF courthouse in Driggs, ID.
Project Manager | Headwaters

Children's Learning Center | $4,936,786
Built for Teton County Wyoming, this project included the new construction of a 12,000 SF early childhood learning center.
Director of Operations | Headwaters

St. Anthony Work Camp | $7,667,533
Currently in preconstruction for Idaho DPW and DOC, this public safety addition will include the new construction of a 17,587 SF work camp.
Director of Operations | CORE|HW

JOHN SANDERS III
Vice President/
Project Director

As Vice President and the Director for this Ketchum Fire Station project, **John will be the individual principal in charge and act as a continuous point of contact for the City of Ketchum**. As an Idaho resident, John is committed to serving Ketchum's community and the project with the highest level of commitment, integrity, and professionalism. John has successfully managed several projects for CORE, and has a firm understanding of the expectations and protocol required.

Fire Station 108 | $4,881,730
Built for the City of Las Vegas, this project included the new construction of a 7,640 SF fire station.
Project Director | CORE

Fire Station No. 133 | $4,960,387
Built for the Sun City Fire and Medical Department, this project included the new construction of a 16,248 SF fire station.
Project Director | CORE

Fire Station No. 110 | $4,299,992
Built for the Pinetop Fire District, this project included the new construction of a 12,700 SF fire station.
Project Director | CORE

Staff Experience

Teton Courthouse | $5,364,453

Built for Teton County Idaho, this project included the new construction of a 21,744 SF courthouse in Driggs, ID.

Estimator | Headwaters

Thunder Ridge High School | $56,985,496

Built for Bonneville School District, this Idaho CM/GC project included the new construction of a 264,000 SF public facility.

Director of PreCon | Headwaters

St. Anthony Work Camp | $7,667,533

Currently in preconstruction for Idaho DPW and IDOC, this public safety addition will include the new construction of a 17,587 SF work camp.

Director of PreCon | CORE|HW

BRENT DOUGLASS

PreConstruction Manager

LEED AP BD+C

Brent is a partner in Headwaters Construction and acts as Director of Preconstruction services. While he has been in the estimating and preconstruction side of construction most of his career, Brent has spent time as a project manager and superintendent. Because of Brent's work with some of the school districts throughout Idaho as well as with Idaho's Department of Public Works, Brent has provided preconstruction services on over $150M of Idaho public CM/GC work.

Fire Station No. 14 | $5,403,311

Built for the Truckee Meadows Fire Protection District, this project included the new construction of a 10,662 SF fire station.

Project Manager | CORE

Villanova Maintenance Facility | $11,921,277

Built for the Regional Transportation Commission, this project included the demolition, restoration, renovation, and new construction of a 57,613 SF transportation building.

Project Manager | CORE

Desert Skies Middle School | $60,562,836

Built for Washoe County School District, this project included the new construction of a 189,000 SF middle school

Project Manager | CORE

TAYLOR LAACK

Project Manager

As Project Manager, Taylor will be responsible for the coordination and supervision of the construction process, from the conceptual development stage through final completion. He will ensure the proper administration of construction contracts, obtaining all necessary permits and licenses, reviewing daily reports, and ensuring complete quality and safety on the Ketchum Fire Station project. He will also track and control the construction schedule, costs, and will guarantee that the fire station is completed on time, within budget, and to the highest standard.

Fire Station 108 | $4,881,730

Built for the City of Las Vegas, this project included the new construction of a 7,640 SF fire station.

Project Superintendent | CORE

Fire Station No. 91 | $6,072,132

Built for the city of Henderson, this project included the new construction of a 10,998 SF fire station.

Project Superintendent | CORE

Fire Station 3 | $9,295,333

Built for the City of Las Vegas, this project included the replacement of an old fire station with a new 14,803 SF fire Station.

Project Superintendent | CORE

PUEO ROSS

Project Superintendent

As Project Superintendent, Pueo will be responsible for coordinating all site construction activities and supervising field personnel. **Having built seven fire stations, Pueo brings with him an immense amount of fire station experience.** Pueo will also keep daily records for the City of Ketchum, serving as a liaison with inspectors on the requirements of the site in terms of licenses and safety, and following the fire station construction process to ensure that it is completed on time and within budget.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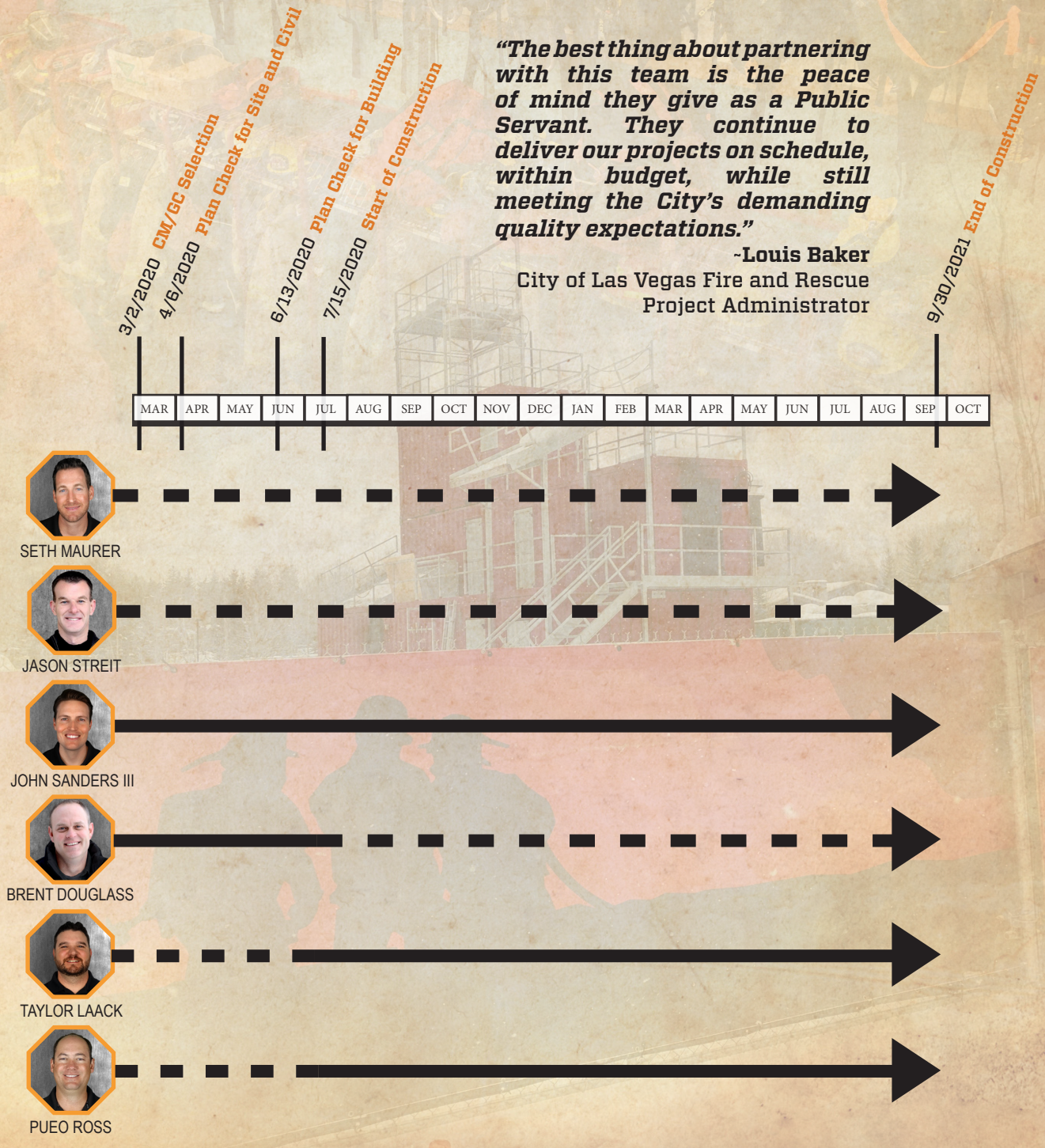
Staff Availability

The schedule for this project is very important, outline how your firm will insure the proposed staff will be available at the proper times to complete this project within the dates at the end of the document.

Timing is EVERYTHING! And the timing for this project is just right for our team. Our most qualified fire station builders are just coming off their current project and are ready to get started. In the below graphic, the solid line represents full-time involvement and the dashed line represents availability as needed for the success of this fire station. Our company believes in involving our operations personnel early on during preconstruction, enabling us to glean valuable constructability advice, and keeping our preconstruction personnel engaged in the project throughout the entire duration. This will ensure that everything communicated in preconstruction gets successfully translated to the field during construction.

"The best thing about partnering with this team is the peace of mind they give as a Public Servant. They continue to deliver our projects on schedule, within budget, while still meeting the City's demanding quality expectations."

~Louis Baker
City of Las Vegas Fire and Rescue
Project Administrator

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Sample Project

For the most similar project provide a summary narrative of the result of the project and copies of the documents listed below. Confidential client information can be redacted.

- **Building elevations and/or exterior photographs**
- **Floor plans**
- **Site plans**
- **LEED scorecard (if applicable)**

Please refer to the following pages for documents listed above, as well as information on our approach to the sample project.

City of Las Vegas
Fire Station 3

The Fire Station 3 project included the replacement of a fire station in Las Vegas, NV. The original facility was demolished and replaced with a new 14,803 square foot station. New construction consisted of four fire truck bays with pull-through access, 16 dorm rooms, a full kitchen, a multimedia room, and a weight room. The building was constructed using Concrete Masonry Unit (CMU) and Insulated Concrete Form (ICF). This facility was delivered both on time and on budget, and at the end of construction, received a LEED Silver rating.

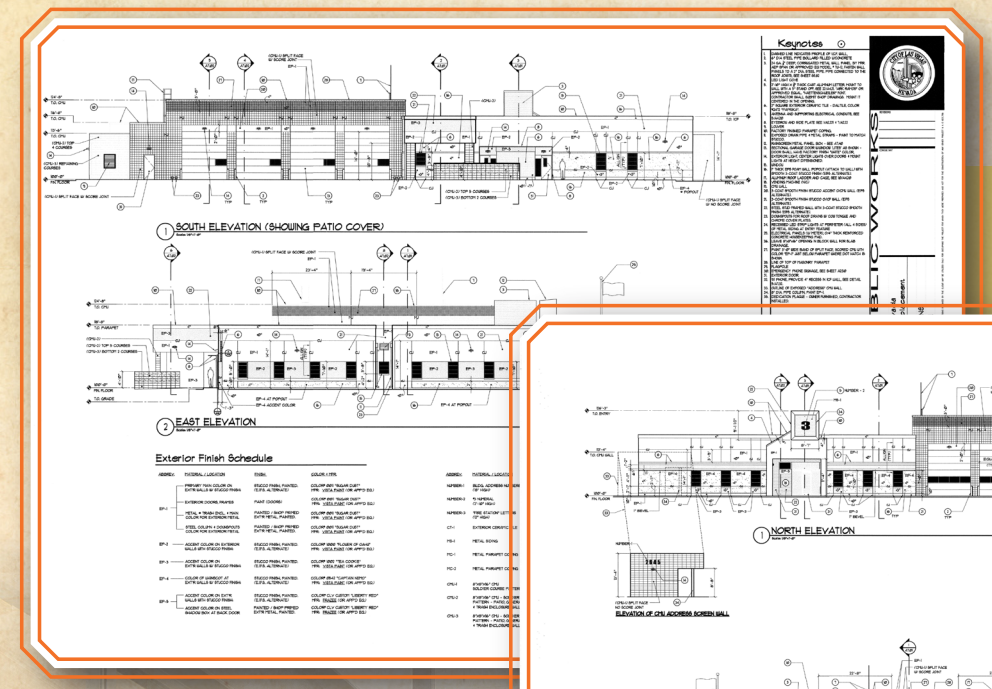
$9,295,333 | Demolition and Construction lasted from
CM/GC | October 2018 to November 2019.

Sample Project

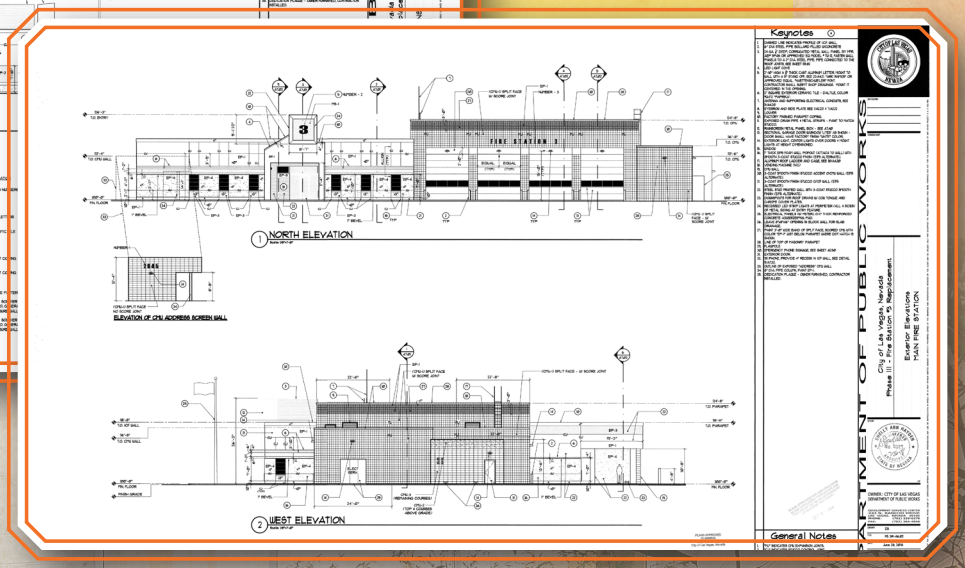
3D Renderings and Exterior Photographs

Sample Project

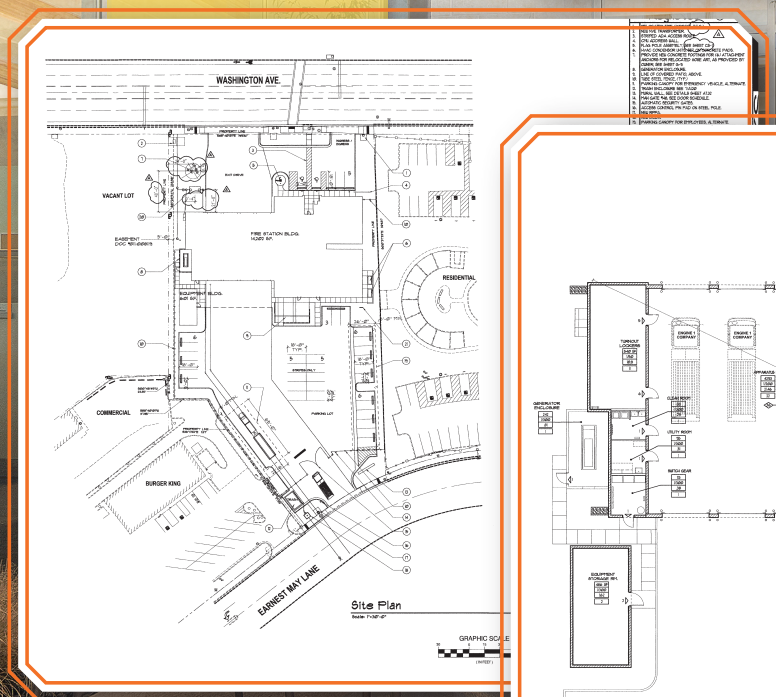
Sample Documents



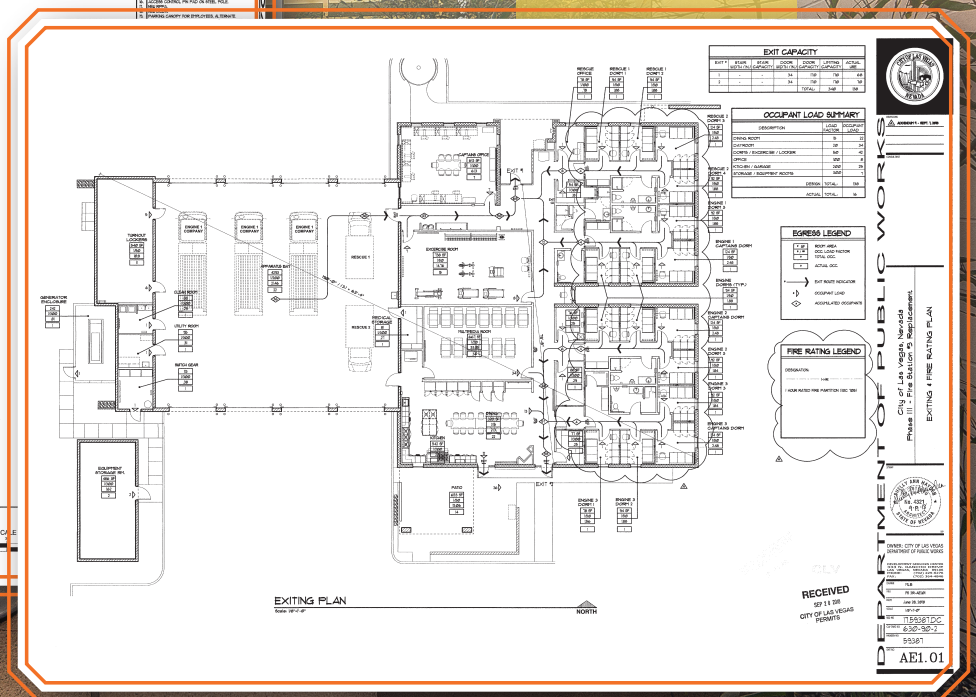
Building Elevations



Site Plans



Floor Plans



Sample Project

LEED Scorecard, pg. 1

LEED v4 for BD+C: New Construction and Major Renovation

Project Checklist

Project Name Fire Station #3 Replacement

Date: 11/29/18

Y	?	N			
			Credi 1	Integrative Process	1
9			**Location and Transportation**	**Possible Points:**	**16**
		np	Credit 1	LEED for Neighborhood Development Location	16
1			Credit 2	Sensitive Land Protection	1
		np	Credit 3	High Priority Site	2
2			Credit 4	Surrounding Density and Diverse Uses	5
3			Credit 5	Access to Quality Transit	5
1			Credit 6	Bicycle Facilities	1
1			Credit 7	Reduced Parking Footprint	1
1			Credit 8	Green Vehicles	1
3			**Sustainable Sites**	**Possible Points:**	**10**
Y			Prereq 1	Construction Activity Pollution Prevention	Required
		np	Credit 1	Site Assessment	1
		np	Credit 2	Site Development--Protect or Restore Habitat	2
		np	Credit 3	Open Space	1
		np	Credit 4	Rainwater Management	3
2			Credit 5	Heat Island Reduction	2
1			Credit 6	Light Pollution Reduction	1
7			**Water Efficiency**	**Possible Points:**	**11**
Y			Prereq 1	Outdoor Water Use Reduction	Required
Y			Prereq 2	Indoor Water Use Reduction	Required
Y			Prereq 3	Building-Level Water Metering	Required
		np	Credit 1	Outdoor Water Use Reduction	2
6			Credit 2	Indoor Water Use Reduction	6
		np	Credit 3	Cooling Tower Water Use	2
1			Credit 4	Water Metering	1
23			**Energy and Atmosphere**	**Possible Points:**	**33**
Y			Prereq 1	Fundamental Commissioning and Verification	Required
Y			Prereq 2	Minimum Energy Performance	Required
Y			Prereq 3	Building-Level Energy Metering	Required
Y			Prereq 4	Fundamental Refrigerant Management	Required
3			Credit 1	Enhanced Commissioning	6
17			Credit 2	Optimize Energy Performance	18
1			Credit 3	Advanced Energy Metering	1
		np	Credit 4	Demand Response	2
	1		Credit 5	Renewable Energy Production	3
		np	Credit 6	Enhanced Refrigerant Management	1
2			Credit 7	Green Power and Carbon Offsets	2
4			**Materials and Resources**	**Possible Points:**	**13**
Y			Prereq 1	Storage and Collection of Recyclables	Required
Y			Prereq 2	Construction and Demolition Waste Management Planning	Required

LEED Scorecard, pg. 2

	3?	opt4	Credit 1	Building Life-Cycle Impact Reduction	5
	1	opt2	Credit 2	Building Product Disclosure and Optimization - Environmental Product Declarations	2
1			Credit 3	Building Product Disclosure and Optimization - Sourcing of Raw Materials	2
1			Credit 4	Building Product Disclosure and Optimization - Material Ingredients	2
2			Credit 5	Construction and Demolition Waste Management	2
9				**Indoor Environmental Quality**	Possible Points: 16
Y			Prereq 1	Minimum Indoor Air Quality Performance	Required
Y			Prereq 2	Environmental Tobacco Smoke Control	Required
1			Credit 1	Enhanced Indoor Air Quality Strategies	2
1	2?		Credit 2	Low-Emitting Materials	3
1			Credit 3	Construction Indoor Air Quality Management Plan	1
1			Credit 4	Indoor Air Quality Assessment	2
	?		Credit 5	Thermal Comfort	1
2			Credit 6	Interior Lighting	2
2			Credit 7	Daylight	3
		np	Credit 8	Quality Views	1
1			Credit 9	Acoustic Performance	1
1				**Innovation**	Possible Points: 6
1			Credit 1	Innovation	5
1			Credit 2	LEED Accredited Professional	1
3				**Regional Priority**	Possible Points: 4
1			Credit 1	Regional Priority: Specific Credit	1
1			Credit 2	Regional Priority: Specific Credit	1
1			Credit 3	Regional Priority: Specific Credit	1
			Credit 4	Regional Priority: Specific Credit	1
59				**Total**	Possible Points: 110

Certified 40 to 49 points Silver 50 to 59 points Gold 60 to 79 points Platinum 80 to 110

OUR APPROACH

OPERATIONAL **excellence**™
THE CORE STANDARD

OUR BUSINESS IS THE BUSINESS OF BUILDING - AND THE TRACKING OF RESULTS IN OUR BUSINESS CAN BE ASSESSED UNDER SIX MAIN FACTORS AND THEIR RESPECTIVE GOALS.

1. Safety
Zero Incidents, Zero Accidents.

2. Quality
Built to plans and specs to a quality that exceeds client's expectations. NO re-work.

3. Schedule
Built on or ahead of schedule.

4. Cost
Project completed within budget. No change orders.

5. Subcontractors
Built by qualified subs who care about Operational Excellence as much as we do.

6. Clients
The Client would hire us back again.

Sample Project

Safety

Predictive Solutions

To ensure safety during the construction of Fire Station 3, we deployed the use of Predictive Solutions (P.S.) SafetyNet, as we do on all our projects. P.S. is an innovative safety management system that enables our project teams to collect accurate information daily, and analyze it to measure the effectiveness of site-specific safety programs. The program aids in identifying "leading safety indicators" so the team can proactively address and implement corrective action steps before a preventable incident occurs. This software is conveniently managed and monitored through our mobile devices, as seen on the right. Through our continuously increasing safety observation data, our preconstruction teams use the information to identify contractors who best align with our safety values to ensure the safest teams possible on our projects.

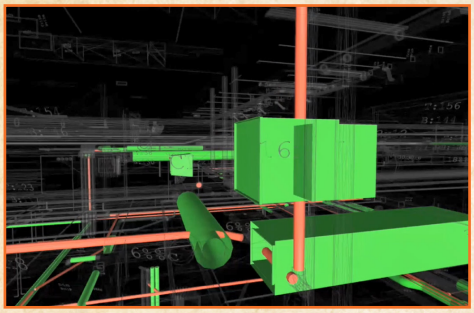
Year	EMR	#of Recordable Incidents	Recordable Incident Rate	Lost Time Incident Rate
2015	.65	0	0	0.00
2016	.60	0	0	0.00
2017	.67	0	0	0.00
2018	.71	0	0	0.00
2019	.68	0	0	0.00

Awarded Safest Contractor by the Associated General Contractors of America eight years in a row.

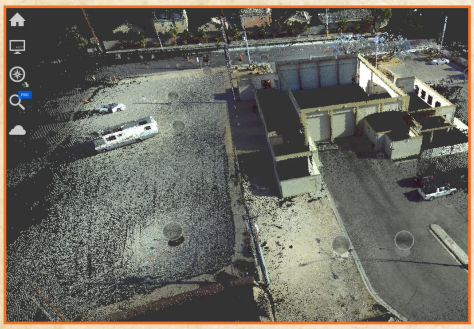
Quality

Virtual Construction Services

Every project has unique risks, and the best way to minimize those risks is through Virtual Construction. Using visualization techniques, virtual mockups, clash detections, laser scanning and more, we were able to eliminate guesswork on Fire Station 3 and keep the project on schedule and under budget. We were also able to ensure construction work met the City of Las Vegas' goals. Some of the ways we utilized Virtual Construction included:



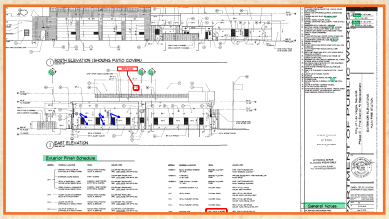
Clash Detection: All MEP elements, equipment, and clearances necessary for accessing and maintenance servicing were modeled in detail using Revit. These zones were labeled as clearances, and clash detections were performed to ensure the areas were kept clear. Clash detections were also used to communicate with our subcontractor to ensure proper fabrication, installation and rough-in coordination.

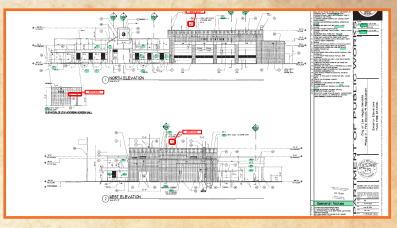


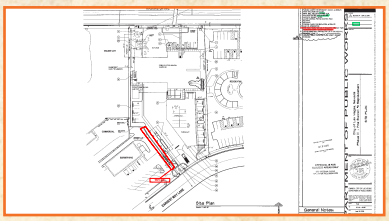
Laser Scanning: Laser scanning is the fastest and most accurate measuring tool in the construction industry. It has multiple applications for verifying existing conditions, and is a valuable tool for the verification of existing site and building conditions. On the Fire Station 3 project, this data allowed us to understand the building's conditions and rough order of magnitude regarding work inside the building.

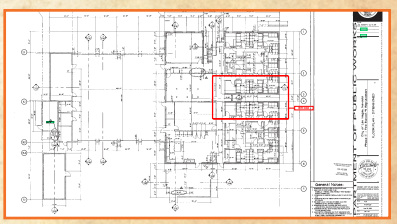
Constructability Analysis

The Fire Station 3 team began a constructability analyses of details of the project during the Design Development phase. Details where dissimilar materials abut and sequencing of trades had to be implemented were outlined for review and acceptance.







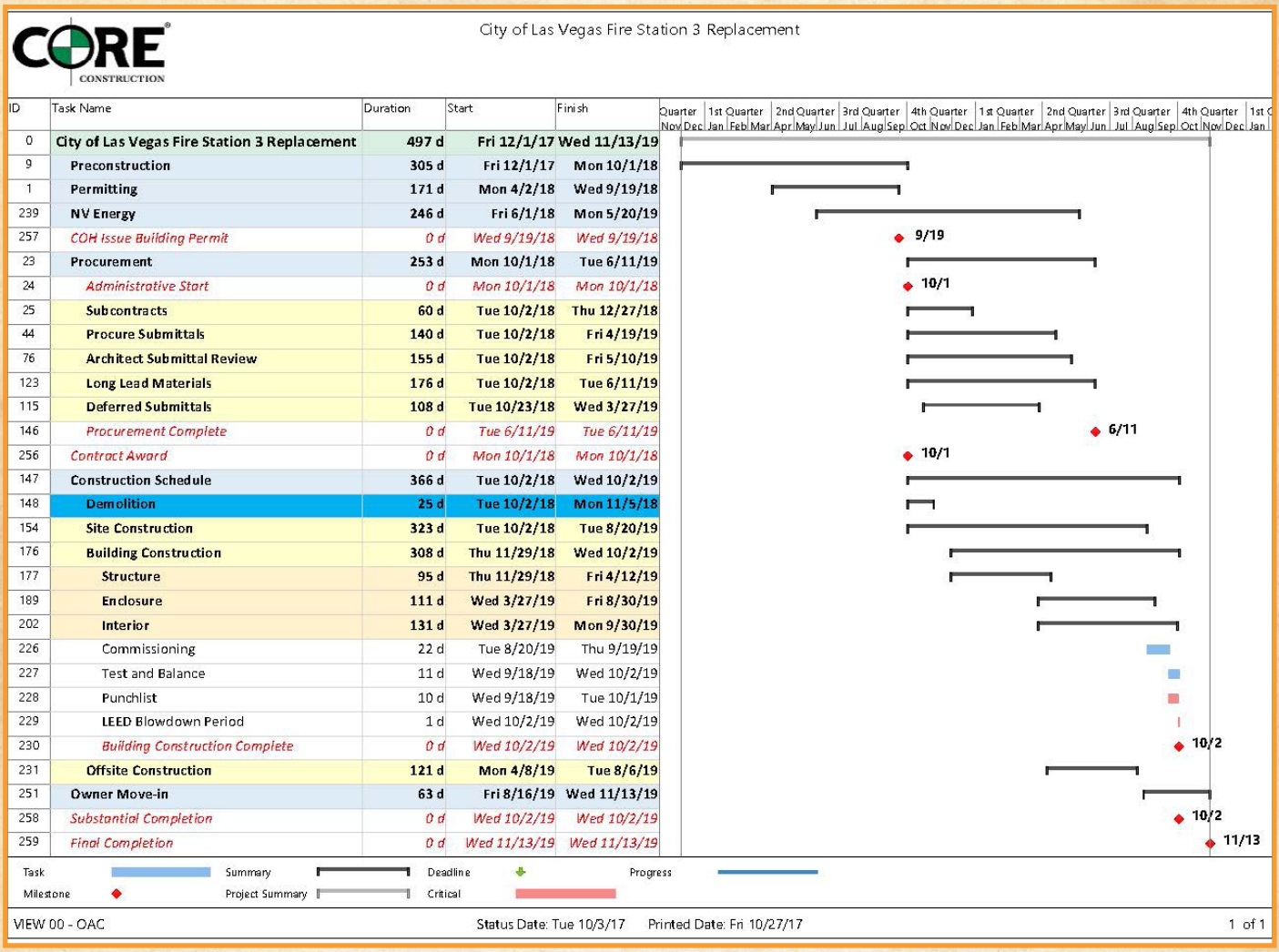


Solar Sustainability

Although not originally part of the contract, we helped Fire Station 3 install all infrastructure for solar panels on the roof. We also had our steel contractors build parking canopies capable of supporting future solar panels.

Sample Project

Schedule



City of Las Vegas Fire Station 3 Replacement

ID	Task Name	Duration	Start	Finish
0	City of Las Vegas Fire Station 3 Replacement	497 d	Fri 12/1/17	Wed 11/13/19
9	Preconstruction	305 d	Fri 12/1/17	Mon 10/1/18
1	Permitting	171 d	Mon 4/2/18	Wed 9/19/18
239	NV Energy	246 d	Fri 6/1/18	Mon 5/20/19
257	COH Issue Building Permit	0 d	Wed 9/19/18	Wed 9/19/18
23	Procurement	253 d	Mon 10/1/18	Tue 6/11/19
24	Administrative Start	0 d	Mon 10/1/18	Mon 10/1/18
25	Subcontracts	60 d	Tue 10/2/18	Thu 12/27/18
44	Procure Submittals	140 d	Tue 10/2/18	Fri 4/19/19
76	Architect Submittal Review	155 d	Tue 10/2/18	Fri 5/10/19
123	Long Lead Materials	176 d	Tue 10/2/18	Tue 6/11/19
115	Deferred Submittals	108 d	Tue 10/23/18	Wed 3/27/19
146	Procurement Complete	0 d	Tue 6/11/19	Tue 6/11/19
256	Contract Award	0 d	Mon 10/1/18	Mon 10/1/18
147	Construction Schedule	366 d	Tue 10/2/18	Wed 10/2/19
148	Demolition	25 d	Tue 10/2/18	Mon 11/5/18
154	Site Construction	323 d	Tue 10/2/18	Tue 8/20/19
176	Building Construction	308 d	Thu 11/29/18	Wed 10/2/19
177	Structure	95 d	Thu 11/29/18	Fri 4/12/19
189	Enclosure	111 d	Wed 3/27/19	Fri 8/30/19
202	Interior	131 d	Wed 3/27/19	Mon 9/30/19
226	Commissioning	22 d	Tue 8/20/19	Thu 9/19/19
227	Test and Balance	11 d	Wed 9/18/19	Wed 10/2/19
228	Punchlist	10 d	Wed 9/18/19	Tue 10/1/19
229	LEED Blowdown Period	1 d	Wed 10/2/19	Wed 10/2/19
230	Building Construction Complete	0 d	Wed 10/2/19	Wed 10/2/19
231	Offsite Construction	121 d	Mon 4/8/19	Tue 8/6/19
251	Owner Move-in	63 d	Fri 8/16/19	Wed 11/13/19
258	Substantial Completion	0 d	Wed 10/2/19	Wed 10/2/19
259	Final Completion	0 d	Wed 11/13/19	Wed 11/13/19

Subcontractor Scheduling

While CORE|HW project managers and superintendents are qualified and experienced builders, subcontractors understand their specific real-time market conditions better than anyone. For the Fire Station 3 project, our team built the initial schedule with the City of Las Vegas, then looked for subcontractor feedback and support regarding material lead times, durations, manpower availability, etc. Our team worked hand-in-hand with subcontractors to make sure our schedules were established to deliver the project on time.

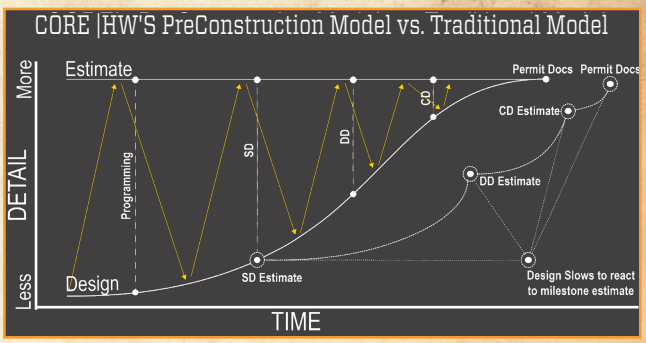
Seamless Transition

Our Operation's Team members responsible for building Fire Station 3 were also engaged early throughout the preconstruction phase so they could be well informed at the start of construction. They participated in preconstruction design review meetings and assisted with the development of the project schedule, site logistics plans, and other applicable management tools. This process ensured that agreements and decisions made early in the process were properly transfered to the individuals responsible for making it happen.

Sample Project

Cost

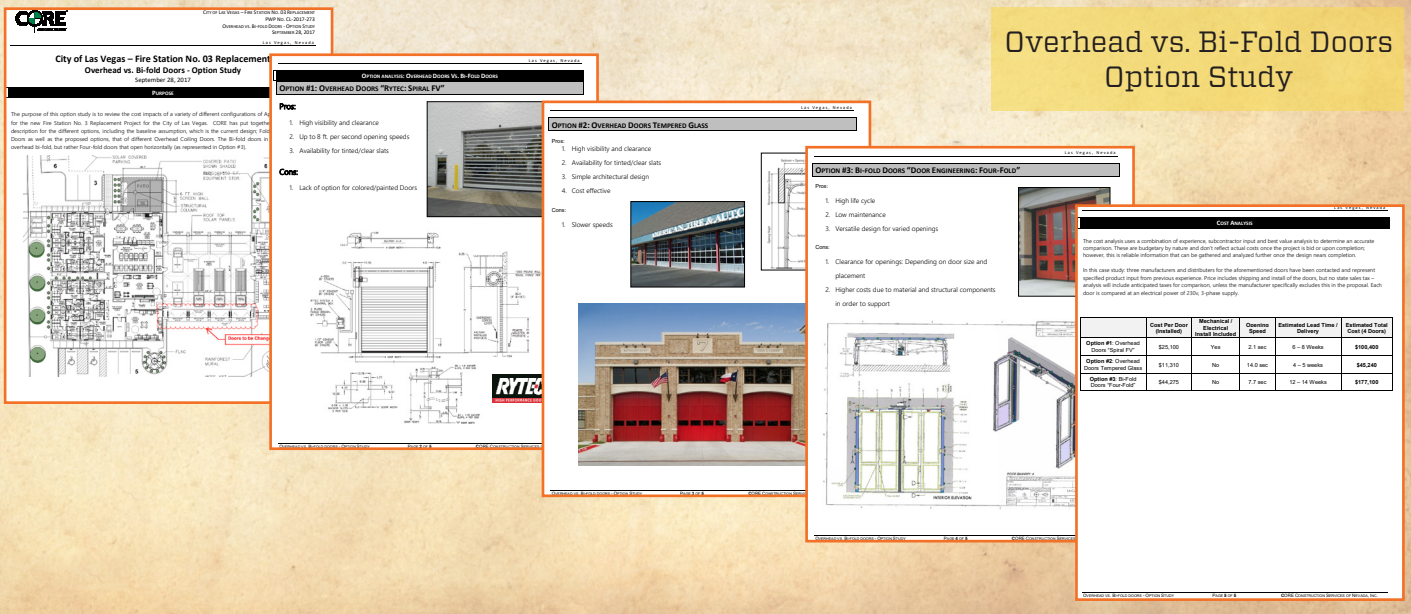
Living Estimates



In the early stages of design, it is critically important to maintain a high level of detail in our estimate, even when the design is in flux. We engaged our Fire Station 3 team and leveraged all available tools to account for specific building systems long before they were detailed in the plans. The specific process used to manage project costs throughout the design phase is called the Living Estimate. Our priority was to Our priority was to work together in continuous collaboration with the design team as the development progressed, to provide real-time cost data throughout the entire process. As the level of detail increased, the amount of risk and assumptions put into the estimate decreased. The Living Estimate helped us avoid cost surprises and unnecessary adjustments in later design phases.

Option Studies

We are constantly seeking ways to help guide design decisions by providing various options on different building structures, envelopes and systems that best fit each unique project. During the Fire Station 3 project, we did the hard work of analyzing several options to fully explore materials, products, and systems based on upfront costs, long term costs, maintenance, durability, aesthetics and constructability. These choices ultimately dictated the quality of the project and many important decisions, which were worked out before construction began. We communicated these choices in professional deliverables called Option Studies. For this project, we conducted several Option Studies for the HVAC systems and apparatus bay doors.



Overhead vs. Bi-Fold Doors Option Study

Sample Project

Subcontractors

Subcontractor Selection Process

For every project, we team up with qualified public sector subcontractors to assist with multiple aspects of the project. We recognize that subcontractors are the experts in their respective fields, and always want to take advantage of their knowledge as best we can. Secondly, we realize that there is value in gathering multiple points of data before we report to our client and design team. Having multiple points of view is critical in providing substantiation to the data presented, and developing trust.

1. Research
Identify Viable, Qualified Subcontractors in Each Trade Scope of Work

2. Outreach
Reach Out to Identified Subcontractors & Determine Interest

3. Advertise
Publicly Advertise In Multiple Local & Regional Outlets

4. Educate
Host a Sub Fair to Educate Subcontractors & Vendors on CM/GC & Project

5. Prequalify
Begin Prequalification Process for Final List of Interested Subcontractors

6. Solicit
Issue Request for Proposals to All 1% Trades & Invitation to Bid to All Others

7. Review
Host a Preproposal Meeting to Review Bid Documents

8. Request
Set a Deadline for Information Requests

9. Clarify
Issue Final Addendum/ Clarification

10. Bid Day
Collect Sealed 1% Scope RFP Bids & ITB Bids for Opening with City of Las Vegas

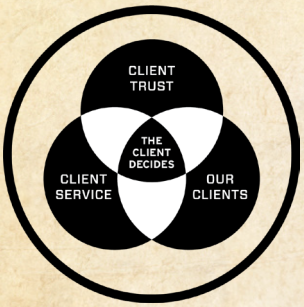
11. Descope
Review Proposals & Interview Subcontractors to Determine Best Value

12. GMP
Submit GMP Proposal to City of Las Vegas for Review and Approval by the Board

Subcontractor Outreach

CORE|HW understands the statutory requirements for procuring subcontractor bids and developing a Guaranteed Maximum Price (GMP) better than anyone. For Fire Station 3, we believed it was in the best interests of both the City of Las Vegas and the fire station department to bring as many subcontractors to the table as possible on bid day. This may especially apply to a city such as Ketchum, where the local base of subcontractors may be limited. We aimed to maximize the opportunity for local subcontractors to participate on the project, and we also performed extensive outreach to subcontractors from surrounding markets. We held multiple subfairs, which improved the level of interest in the project and created a greater base of qualified subcontractors eligible to bid on the project.

Clients



The Client Decides

We know that clients drive our economic engine, and without them, our engine dies. On Fire Station 3 and every other project, we worked hard to provide the highest level of client services possible and to be the best in the world at it. Most importantly, CORE|HW is deeply passionate about trust, especially earning the trust of our clients.

Collaboration

For Fire Station 3, we took a collaborative approach to project scheduling, and began by gathering input from the owner and peripheral stakeholders for the various potential impacts to the community and surrounding properties. This included events that required planning around them, phasing work like logistical impacts to pedestrian and vehicle traffic, planning requirements for utility shutdowns, logistical constraints for project deliveries and working hours, etc. These impacts were built into the project schedule in detail so they could be used to communicate when, where and why certain activities would be taking place. Occasionally, it was necessary for scheduled activities that impacted the operation of surrounding facilities to be shifted, or worked during off hours, to avoid and minimize disruption to the community. When it came to communicating these impacts to various stakeholders, we communicated clearly and often through direct meetings, community newsletters, and other creative methods. Our team is committed to being a respectful and cooperative member of any community.

Communication

Communication is the most understated obstacle in a project, no matter what phase is taking place. All parties, including us, the City of Las Vegas, the design team and subcontractors had the same level of communication, ensuring information was being disseminated equally. We scheduled weekly meetings that involved representatives of each stakeholder, either in person, over phone conferences, or through video conferences. At the same time, our project team updated a master schedule on a regular basis to ensure the city had an accurate snapshot of the then-current and projected status. Responsible management of this schedule with critical milestone dates was essential.

CORE President, Seth Maurer (top left, bottom right), with City of Las Vegas Fire Department.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References

Provide a minimum of five references for at least three different projects listed in the "Previous Similar Experience" sections. For each reference provide:

- **Name, company/agency, current title and title during project interface**
- **Phone and e-mail contact information**
- **Clearly identify which project(s) identified in the "Similar Experience" sections the Reference was involved with; identify Reference's role(s) and duties in the project(s).**

Louis Baker, City of Las Vegas | Fire and Rescue Project Administrator

Louis worked as the Construction Project Administrator for the Las Vegas Fire Station 3. He was responsible for assisting with project oversight on behalf of the City of Las Vegas' Fire and Rescue department, while collaborating with CORE|Headwaters during construction.

T: (702) 806-5692 | **E:** lbaker@lasvegasnevada.gov

Jennifer Johnson, AIA, City of Henderson | Design and Construction Manager

Jennifer worked as the Design and Construction Manager for the City of Henderson Fire Station No. 91. She was responsible for overseeing the design and construction process on behalf of the City of Henderson, as well as collaborating with CORE|Headwaters from beginning to end.

T: (702) 592-9190 | **E:** jennifer.johnson@cityofhenderson.com

Russell Coleman, City of Las Vegas | Construction Management Supervisor

Russell worked as the Construction Management Supervisor for the City of Las Vegas Fire Station 3. He was responsible for overseeing the project on behalf of the City of Las Vegas, and collaborating with CORE|Headwaters on all aspects of construction.

T: (702) 229-5375 | **E:** rcoleman@lasvegasnevada.gov

Charles Moore, Truckee Meadows Fire Protection | Fire Chief

Charles worked as the Fire Chief for the Truckee Meadows Fire Station No. 14. He provided valuable insight and opinions in regards to the department's needs within the facility.

T: (775) 326-6000 | **E:** cmoore@tmfpd.us

Ron Deadman, Sun City Fire District | Fire Chief

Ron worked as the Fire Chief for the Sun City Fire Station No. 133. He provided valuable insight and opinions in regards to the department's needs within the facility.

T: (623) 974-2321 | **E:** rdeadman@suncityfire.com


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