



OWNER'S REPRESENTATIVE SERVICES FOR CITY HALL IMPROVEMENTS

Date
June 8, 2026
Prepared for
City of



SCM CONSTRUCTION PROJECT MANAGEMENT
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City of Rollingwood
8403 Nixon Drive
Rollingwood, TX 78746

June 8, 2026

Re: Statement of Qualifications – Owner’s Representative Services for City Hall Improvements

Dear Selection Committee:

On behalf of SCM Construction Project Management, we are pleased to submit our Statement of Qualifications for Owner's Representative Services for City Hall Improvements. We appreciate the opportunity to support the City of Rollingwood and are eager to serve as your trusted partner in delivering a high-quality, well-coordinated project across all phases — from pre-construction through construction and closeout.

SCM brings more than 30 years of combined experience in project management, owner's representation, and construction oversight for municipal clients across Texas. Our team has direct, recent experience delivering projects in the Austin metro and surrounding region. We understand the construction landscape, local regulatory environment, and the level of responsiveness and accountability that small cities require from their owner's representative. To further strengthen our local presence, we have engaged HPM — an Austin-based program management firm with a proven municipal track record — as a subconsultant on this project.

This project is a strong fit for our team. We are experienced in managing municipal facility projects that involve multiple funding partners, dual-use programming, and public accountability at the City Council level — all of which are present in the City Hall/fire station improvement described in this RFQ. Our approach is built around clear communication, disciplined cost control, proactive schedule management, and consistent reporting that keeps decision-makers informed at every stage.

We have the capacity, personnel, and technical resources to begin work immediately. We certify that all information submitted in this SOQ is true and complete and stand ready to provide any additional documentation or clarification upon request. We look forward to the opportunity to serve the City of Rollingwood.

Sincerely,

Cary Schmoltdt
President, Schmoltdt Construction Project Management

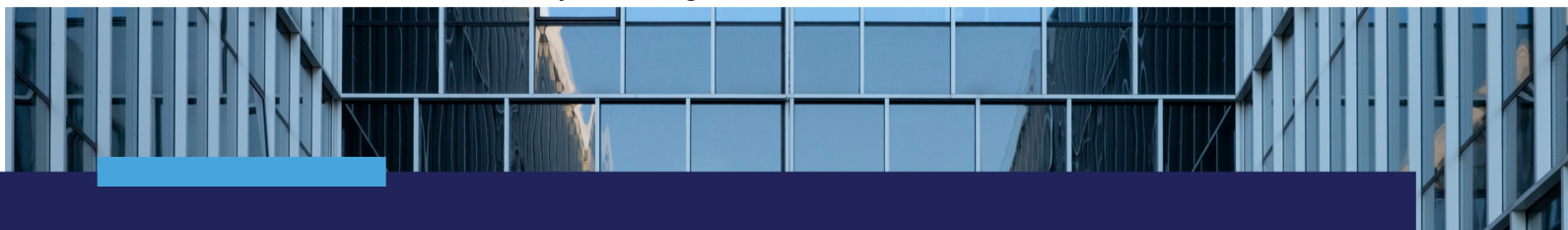




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Firm Overview

Company Overview

Schmoltdt Construction Management, SCM, is a construction project management and owner's representation firm providing project and program leadership, project recovery, and construction management support for complex capital projects in both the public and private sectors. Its goal is to strengthen client's existing teams, protect their interests, and deliver projects that exceed expectations.

The SCM team is led by Cary Schmoltdt and Helena Jenkins, both of whom have spent the past three decades leading successful projects across the country. Together, they bring a powerful balance of experience — Cary's background as a contractor and project manager provides practical, field-based insight, while Helena's program management expertise ensures strategic coordination and client alignment. Their partnership forms the foundation of SCM, blending technical know-how with proven leadership to deliver confident, results-driven project management.

SCM Construction Project Management, LLC, whose principal office is located in Seven Points, TX, was formed in 2022 and successfully services clients located in the North Texas area. In order to ensure that its clients receive the best possible outcome, SCM focuses solely on providing Owner's Representation Project Management services; eliminating the inherent conflicts of interest that arise when firms also perform design and construction services.

To ensure dedicated local presence for the City of Rollingwood, SCM has engaged HPM Building Solutions as a subconsultant on this project. HPM is a nationally recognized program management firm with an established Austin office and a deep portfolio of Texas municipal fire station and public safety projects, including multiple facilities for the Cities of Denton, Richardson, Lewisville, and Mansfield. HPM's team members assigned to this project — Juan Fernandez, Senior Program Manager, and Joey Decker, Assistant Project Manager — bring direct municipal fire station experience and will support SCM's on-the-ground coordination and project controls throughout all project phases.



Firm Overview

Throughout their careers, Cary and Helena have worked alongside architects, engineers, contractors, and project managers who professed to prioritize the owner's interests, yet too often failed to provide the leadership, accountability, and transparency owners truly needed.

Over time, project management evolved into a largely passive function centered on coordination, reporting, and observation rather than decisive leadership and problem-solving. Cary and Helena recognized a growing need for experienced professionals willing to actively lead projects, challenge inefficiencies, mitigate risk, and advocate relentlessly for the owner.

SCM was founded to fill that gap.

SCM was founded on the belief that clients deserve an uncompromised, focused and dedicated advocate—someone watching out for their interests, asking the right questions, and ensuring every detail is executed in accordance with project requirements. Our philosophy centers on owner focused advocacy, proactive leadership, and rigorous communication.

We anticipate issues before they impact schedule, budget, or quality, and we represent the owner with professionalism, experience, and complete objectivity.

We foster a collaborative approach within the project team ensuring that our client's priorities remain at the forefront of all discussions, decisions and recommendations.

We work for you, solely representing your interests. Period.

Office Principally Responsible for the Project: SCM Construction Project Management, LLC, operating in partnership with HPM Building Solutions (Austin, TX). Cary Schmoldt will serve as the City's principal point of contact and will be supported by the full project team described herein.



PROJECT TEAM & QUALIFICATIONS



Owner's Representative Services for City Hall Improvements

Organizational Chart

Your SCM project team brings decades of combined experience in construction leadership, program management, and client representation. SCM's organizational structure promotes seamless collaboration among the City, the design team, and the contractor, ensuring efficient communication and proactive issue resolution. The org chart below outlines the key roles and responsibilities that will guide the successful delivery of this project.



CARY SCHMOLDT
PROJECT EXECUTIVE



HELENA JENKINS
SENIOR PROJECT MANAGER



JUAN FERNANDEZ*
PROJECT MANAGER



JOEY DECKER*
ASST PROJECT MANAGER

*HPM subconsultant



LENA MORRIS
DIRECTOR OF ACCOUNTING



BECCA AYDELOTT
PROJECT COORDINATOR

Resumes



cary@scm-pm.com
(214) 325-1804

EDUCATION

Colorado State University,
Bachelors of Business

EXPERIENCE WITH SCM

4 Years

PROVEN EXPERTISE

- Project management
- Project oversight
- Risk management
- Design management
- Budget and schedule control
- Team building and leadership
- QA/QC
- Communication
- client relations
- Permitting and compliance
- Commissioning oversight
- Contract negotiation and administration
- Financial management and cost control
- Preconstruction planning
- Procurement and contractor selection
- AIA pay application review and audit
- Change order evaluation and management
- Safety and regulatory compliance
- Dispute resolution and claims prevention
- Strategic planning and execution
- Project closeout and warranty management
- Schedule recovery and project turnaround

CARY SCHMOLDT

PROJECT EXECUTIVE/PRINCIPAL

Cary brings over 30 years of experience as a commercial general contractor, senior project manager, and owner's representative. Known for both his expertise and integrity, he has built lasting relationships with clients, architects, city officials, and industry peers alike. Cary applies his extensive knowledge of construction contracts, scheduling, negotiations, and technology to anticipate risks and implement effective solutions—always with client success as his top priority.

Cary will serve as principal point of contact and executive lead throughout all project phases, with an estimated level of effort of 25-30% during pre-construction, increasing to 50-60% during construction and closeout phases as contractor management, change order negotiation, and Stakeholder reporting demands intensify.

REPRESENTATIVE PROJECT EXPERIENCE

THE SAMARITAN INN

- COOPERS CORNER,
MCKINNEY, TEXAS

HAYS COUNTY, TX

- ESD#2 & #8 BudaCentral Fire
Station

CITY OF GAINESVILLE, TX

- Fire Station #3
- Farmers Market

GAINESVILLE ISD

- Gainesville ISD AG Facility

CITY OF ALLEN, TX

- Spirit Park Sports Facility

CITY OF WEATHERFORD, TX

- Holland Lake Park
- Baseball Sports Facility

CITY OF FRISCO, TX

- Frisco Commons Park
- Plum Creek Park

CITY OF PLANO, TX

- Frank Beverly Park

PILOT POINT, TX

- Police Station

FIRST STATE BANK

- Sherman
- Celina
- Whitesboro

TOWN OF FLOWER MOUND, TX

- Fire Station #7
- Central Fire Station
- Police Department

DALLAS HOUSING AUTHORITY

- Frazier Community Center
- Frazier Townhomes
- Roseland Garden Townhomes
- Buckeye Senior Living

JUBILEE PARK, DALLAS

- Walt Humann-T. Boone
Pickens Community Center
- Church
- Police sub-station

CITY OF DENTON, TX

- Fire Station #2
- Denton Public Safety Training
Center
- Pecan Creek Water
Reclamation Plant Admin
Building
- Fleet Services Facility
- Linda McNatt Animal Care &
Adoption Center



Resumes



helena@scm-pm.com
(940) 465-1456

EDUCATION

Michigan State University,
Bachelors

EXPERIENCE WITH SCM

4 Years

PROVEN EXPERTISE

- Project Management
- Program & Portfolio Management
- Real Estate Development
- Prototype Development, Implementation & Management
- Vendor & subcontractor Management
- Staff Training, Mentorship and Development
- policy and process development & deployment
- Budget Development & Management
- Bid Package Development, Execution and Evaluation
- Proven Leadership Skills
- Client/Stakeholder Management & Communication

HELENA JENKINS

SENIOR PROJECT MANAGER

With nearly 30 years of experience in construction project management and real estate, Helena leverages her extensive industry knowledge and strategic leadership skills to streamline complex processes, maintain project schedules and budgets, and ensure that the outcome aligns with the client's vision. Through proactive planning and effective collaboration with all stakeholders, Helena is dedicated to delivering exceptional results and lasting client confidence.

Helena will serve as the primary day-to-day project manager during pre-construction, leading procurement, design review, schedule development, and contractor selection at an estimated level of effort of 60-70%. Her involvement will transition to a supporting capacity during construction at approximately 30-40%, providing continuity and documentation oversight through closeout.

REPRESENTATIVE PROJECT EXPERIENCE

HAYS COUNTY, TX ESD #8

- Fire Station #2, Buda, TX

CITY OF FORNEY, TX

- Fire Station #2, Forney TX

MONTGOMERY COUNTY ESD

- Fire Station #14, Spring, Tx

CITY OF MESQUITE, TX

- Fire station #2 Remodel

DENTON COUNTY, TX

- Courts building Remodel, Denton, TX

LAKE TRAVIS, TX FIRE RESCUE

- Logistics building
- Fire Station #4
- Maintenance Building

CITY OF PILOT POINT, TX

- Police Station

THE SAMARITAN INN

- Coopers Corner, McKinney, Texas

AMERICAN TIRE DISTRIBUTORS

- Portfolio Client with over 200 distribution, industrial and office projects across the US and Canada

ECOLAB

- Multiple projects across the US

OWENS MINOR

- Multiple distribution projects across the US

FIRST STATE BANK

- Sherman
- Celina
- Whitesboro

UNITED METHODIST CHURCH

- Prosper, TX

JUBILEE PARK, DALLAS

- Walt Humann-T. Boone Pickens Community Center
- Church
- Police sub-station



Resumes



- FULL PHASE OVERSIGHT
- MANAGING BUDGET AND PROCUREMENT

EDUCATION

Texas Tech University,
Masters of Bus. Admin
Masters of Architecture
Bachelors of Architecture

EXPERIENCE

20+ Years PM Experience
Member CMAA

JUAN FERNANDEZ

PROJECT MANAGER, HPM

Subconsultant



Juan Fernandez brings a rare combination of architectural training, business acumen, and hands-on municipal program management to every project he leads. Fluent in Spanish and highly proficient in advanced project management software, Juan's background spans architecture, design development, and construction — giving him a comprehensive understanding of every phase of a project and the ability to anticipate challenges before they become problems.

Juan will provide local program management support with an estimated level of effort of 20-30%, with availability to scale based on project phase demands and SCM's direction.



- PROCUREMENT
- CONTRACTOR COMMUNICATION AND DOCUMENTATION

EDUCATION

Mississippi College,
Bachelors of Business
OSHA certified

EXPERIENCE WITH HPM

4 Years

JOEY DECKER

PROJECT MANAGER, HPM

Subconsultant



Joey provides hands-on administrative and coordination assistance that strengthens the overall project team's capacity to deliver consistently across all project phases. His support role on this project will draw on his core competencies in project documentation, correspondence management, schedule monitoring, procurement support, and reporting — providing SCM's project leadership with reliable administrative backup and local Austin-area availability as project needs demand.

Joey will provide project administration support on an as-needed basis, estimated at 10-20% with availability to increase during peak coordination periods.

Resumes



- FINANCIAL MANAGEMENT
- COST TRACKING AND REPORTING
- CONTRACT AND INVOICE ADMINISTRATION

EDUCATION

Texas Woman's University,
Bachelors of Accounting

EXPERIENCE WITH SCM

4 Years

LENA MORRIS, CPA

DIRECTOR OF ACCOUNTING

Lena is a licensed CPA with more than 30 years of experience in public accounting, corporate finance, and A/E industry financial management. She began her career in public accounting while completing her Bachelor's degree in Accounting at Texas Woman's University and has held her Texas CPA license since 2004. Her background includes 15 years in public accounting, five years with Goldman Sachs, and leadership of her own CPA firm. Lena's broad experience and strong work ethic provide disciplined, reliable financial oversight to every project she supports.

Lena will provide financial oversight, invoicing, and accounting support throughout the project duration at an estimated 10-15% level of effort.



- PROJECT COMMUNICATION AND DOCUMENTATION
- STAKEHOLDER COORDINATION
- PROPOSAL AND DELIVERABLE DEVELOPMENT

EDUCATION

University of North Texas,
Bachelors of Business

EXPERIENCE WITH SCM

4 Years

BECCA AYDELOTT

PROJECT COORDINATOR

Becca assists with meeting coordination, information management, and project tracking, helping ensure seamless project execution from initial planning through project delivery. Exercising her exceptional communication and organization skills, she provides essential support to the project team by managing communication channels, preparing high-quality proposals and reports, and organizing project documentation. Her background in marketing and communications enables her to craft clear, concise, and visually effective materials for clients and stakeholders.

Becca will provide project coordination and documentation support at an estimated 15-25% level of effort across all project phases.

Availability and Response

SCM is intentional in how we manage our workload to ensure the appropriate staff is consistently available to deliver exceptional service. We do not overextend our team; instead, we are selective in the projects we pursue, choosing work that aligns with our expertise and where we are confident we can provide meaningful value. We prioritize long-term relationships and believe that a job well done is the foundation of continued partnership.

Our leadership team brings broad, complementary areas of expertise. While the principals remain actively involved throughout all phases of each project to ensure continuity and accountability, responsibilities shift strategically based on the specific needs of each phase. This approach ensures focused leadership while maintaining seamless oversight.

Client communication is a priority. Phone calls and emails are acknowledged the same business day and addressed promptly based on the nature and urgency of the request. We maintain flexibility and accessibility to provide responsive, uninterrupted support.

Our strategy emphasizes establishing clear standards, expectations, and communication protocols early in the project lifecycle. Proactive coordination and experienced oversight help mitigate last-minute emergencies and reduce unnecessary surprises. While unforeseen circumstances can arise in any project, our commitment to preparation, transparency, and disciplined management minimizes risk and supports consistent forward progress.



Staffing & Ability to Meet Schedule

SCM's project team is structured to provide dedicated, phase-appropriate capacity throughout the full duration of the Rollingwood City Hall Improvements project. **Cary Schmoltdt will serve as Project Executive and principal point of contact**, with his involvement intensifying during construction as contractor management, change order negotiation, and City Council reporting demands increase. Helena Jenkins will serve as the primary day-to-day project manager during pre-construction, leading procurement, design review, schedule development, and contractor selection before transitioning to a supporting oversight role during construction and closeout. This structure ensures continuity of institutional knowledge across all project phases while matching the right level of leadership to each phase's demands.

SCM's lean, experienced team model is a deliberate asset for a project of this scale. Rather than assigning rotating staff or junior personnel, every member of the team assigned to Rollingwood will be engaged from project initiation through closeout. HPM's involvement as subconsultant strengthens the team's overall capacity and project controls capability, and HPM maintains an Austin office that provides the team with a local presence in the region as project needs require.

SCM currently maintains an active project portfolio that our principals manage concurrently, and our staffing commitments to this project have been designed with that context in mind. We are confident in our team's ability to meet the City's schedule requirements and are prepared to begin work immediately upon selection.



Knowledge of Local, State, & Federal Regulations

SCM's team brings direct working knowledge of the regulatory framework governing construction, development, building codes, environmental quality, and drainage applicable to the City of Rollingwood and the surrounding Travis County region — including requirements specific to municipal facilities that incorporate fire station operations.

BUILDING CODES AND CONSTRUCTION STANDARDS

Construction within the City of Rollingwood is governed by the City's Code of Ordinances and administered through its Development Services department via an online permitting platform. The City enforces the International Building Code (IBC) as adopted and locally amended, along with applicable mechanical, plumbing, electrical, and energy conservation codes consistent with Texas state-adopted standards. Commercial Certificate of Occupancy and Temporary Certificate of Occupancy processes are managed through the City's permitting system, and construction inspections are conducted by the City's designated inspection services provider. SCM will coordinate proactively with Development Services to ensure all inspection scheduling, permit compliance, and certificate of occupancy requirements are met without schedule disruption.

FIRE STATION REGULATORY REQUIREMENTS

Given the dual-use nature of this project — combining municipal city hall functions with fire station facilities for the Westlake Fire Department — SCM is familiar with the additional regulatory layer that fire station construction carries. Applicable standards include NFPA 1 (Fire Code), NFPA 101 (Life Safety Code) as adopted by the Texas State Fire Marshal's Office, and International Fire Code (IFC) requirements. Fire inspections in Rollingwood are coordinated through the Westlake Fire Department. Cary and Helena's prior fire station project experience across multiple Texas municipalities has given our team direct familiarity with these requirements and the coordination protocols they demand.

TEXAS ACCESSIBILITY STANDARDS

All commercial construction in Texas must comply with Texas Accessibility Standards (TAS) as enforced by the Texas Department of Licensing and Regulation (TDLR). SCM will ensure that TAS compliance is incorporated into design review from the earliest phases and that all required TDLR registrations and inspections are completed prior to occupancy.

Knowledge of Local, State, & Federal Regulations

ENVIRONMENTAL QUALITY AND DRAINAGE

Rollingwood's location within Travis County and in proximity to sensitive Central Texas watersheds means that stormwater management is a meaningful compliance consideration for this project. A Stormwater Pollution Prevention Plan (SWP3), including Erosion and Sediment Control (ESC) measures, is required by the Texas Commission on Environmental Quality (TCEQ) for construction projects that meet applicable disturbance thresholds. SCM will coordinate with the design team to ensure SWP3 documentation is prepared, submitted, and implemented prior to groundbreaking, and will monitor erosion control compliance throughout construction. The City of Rollingwood additionally requires that erosion control measures be in place before construction begins and remain in effect until landscaping is completed — a requirement SCM will track and enforce as part of our standard site observation protocol.

CONSTRUCTION LOGISTICS AND LOCAL RESTRICTIONS

SCM is familiar with Rollingwood's specific construction logistics requirements, which limit construction activity to weekdays during designated hours, prohibit construction on weekends and City holidays, and restrict construction vehicle routing to City-designated streets. These constraints will be incorporated into the project schedule and communicated clearly to the contractor at preconstruction to avoid compliance issues and minimize impact on the surrounding neighborhood.

STATE PROCUREMENT LAW

As a public entity procuring professional services, the City of Rollingwood is subject to Texas Government Code Chapter 2254, which governs the selection of professional services providers and prohibits competitive bidding on professional fees. SCM is experienced in structuring procurement processes for architects, engineers, and other consultants in full compliance with Chapter 2254 requirements and will guide the City through compliant procurement at every phase of the project.





OFFICE CORPUS SERVICES



Owner's Representative Services for City Hall Improvements

Scope of Services

APPROACH

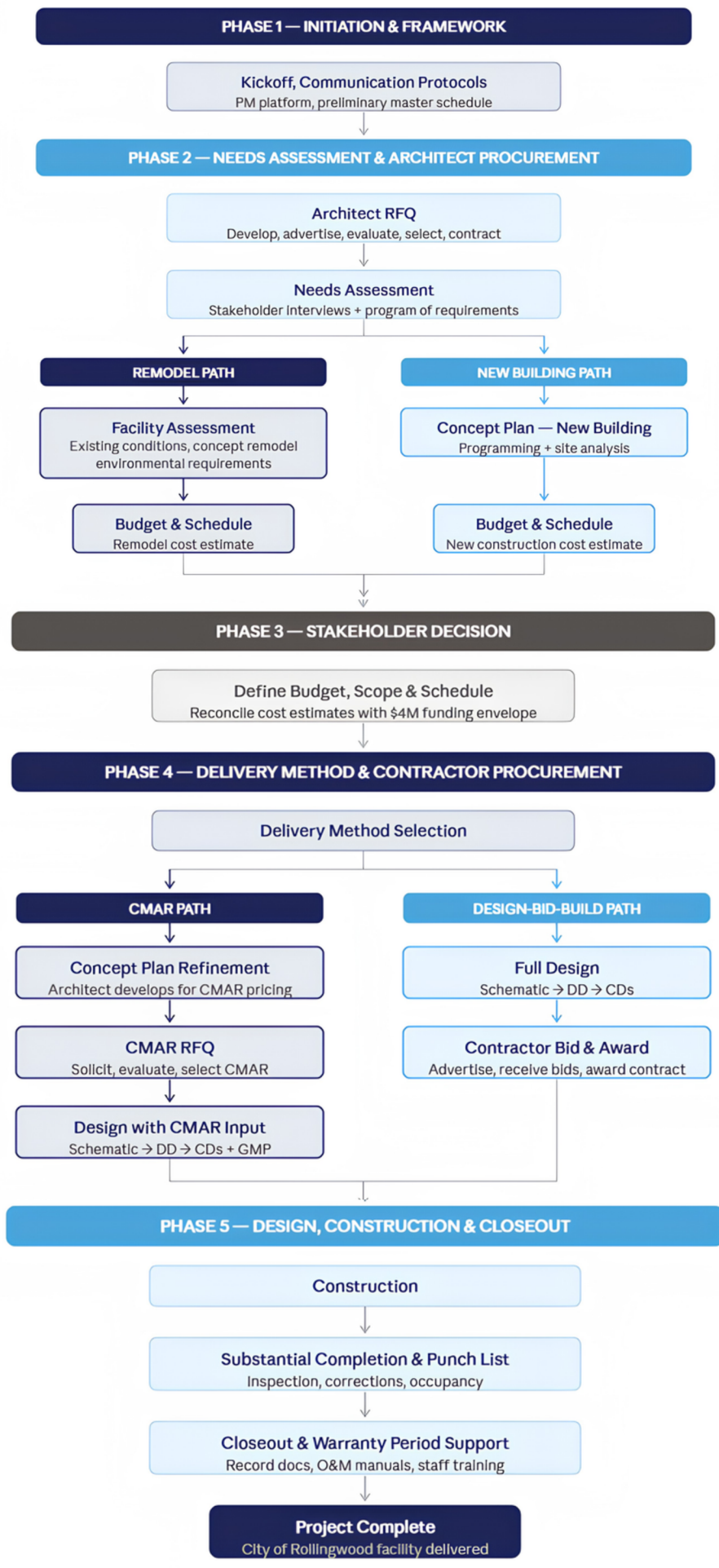
SCM Construction Project Management approaches every owner's representative engagement from a single, unwavering position: **we work exclusively for the owner**. We do not perform design or construction services, we do not pursue architect or contractor relationships that could create conflicts, and every recommendation we make serves the City's interests alone. For the City of Rollingwood and Travis County ESD No. 9, that independence is especially important — with two funding partners, a shared facility program, and a project that will be delivered in full public view of the City Council, having an owner's representative whose loyalty is undivided is not a luxury, it is a necessity.

SCM'S APPROACH IS BUILT AROUND
GETTING THE FOUNDATIONAL
DECISIONS RIGHT.

SCM's principals have delivered fire stations, public safety facilities, and municipal buildings across Texas, including projects in the Austin metro area. We understand what these facilities require — from the specialized code environment and operational continuity considerations of fire station construction to the community sensitivity and Council-level accountability that small cities demand. We bring that experience to every phase of this project.



Scope of Services



The Rollingwood City Hall Improvements project carries a characteristic that distinguishes it from a standard single-owner municipal project: it is a shared investment between two public entities with distinct operational priorities. The City's municipal administration needs and the Westlake Fire Department's operational requirements must both be represented, balanced, and delivered within a unified \$4 million budget and a shared construction schedule.

SCM's experience managing multi-stakeholder municipal projects — and our team's specific background in fire station delivery — makes us well suited to serve as the single point of coordination that keeps both partners aligned, informed, and confident in the outcome.



Scope of Services

The City of Rollingwood is at the beginning of a significant and consequential process. The \$4 million in committed funding, \$2.5 million from the City and \$1.5 million from Travis County ESD No. 9, represents a clear commitment to action. This roadmap lays out the foundation that action requires: a validated assessment of facility needs, a defined project scope, a selected delivery method, a procured design team, and an established project framework.

The decisions made in the first 60 to 90 days will shape everything that follows: the design, the budget, the schedule, and ultimately whether the finished facility truly serves the City and the Westlake Fire Department for decades to come. Getting those early decisions right is the most important thing an owner's representative can do for the City of Rollingwood.

The following roadmap describes exactly how SCM would approach this project from day one, in plain terms, in sequence, with a realistic sense of who needs to be involved at each step and how long each phase will take.

PHASE 1 — PROJECT INITIATION AND FRAMEWORK ESTABLISHMENT

Before any design or construction activity can begin, the project needs a management structure. In the first two to three weeks of engagement, SCM will:

- **ESTABLISH COMMUNICATION PROTOCOLS AND REPORTING STRUCTURE**

- **What it means:** Set up how information flows between the City, ESD No. 9, and the project team — who receives what reports, how often, and in what format
- **Who is involved:** SCM (leads), City Administrator, ESD No. 9 representative
- **Why it matters:** Two funding partners with different operational priorities need a single, structured communication channel from the start to avoid confusion and conflicting direction later

- **SET UP CENTRALIZED PROJECT MANAGEMENT PLATFORM**

- **What it means:** Establish a shared digital environment where all project documents, decisions, meeting minutes, budgets, and schedules live — accessible to City staff and leadership at any time
- **Who is involved:** SCM (leads), City staff, ESD
- **Why it matters:** Every decision made on this project needs to be documented. A centralized system ensures nothing is lost and the City always has a complete, current record

Scope of Services

PHASE 1 — PROJECT INITIATION AND FRAMEWORK ESTABLISHMENT CONTINUED...

- **CONDUCT PROJECT KICKOFF MEETING**

- **What it means:** Bring together all key stakeholders for a structured initial meeting to align on project objectives, confirm roles and responsibilities, establish decision-making authority, and review the project timeline
- **Who is involved:** SCM (leads and facilitates), City Council representatives, City Administrator, City Attorney, ESD No. 9 leadership
- **Why it matters:** Misaligned expectations at the start of a project create expensive problems later. A well-run kickoff meeting surfaces those misalignments before they become disputes

- **DEVELOP MASTER PROJECT SCHEDULE — PRELIMINARY**

- **What it means:** Build an initial timeline showing all major milestones from planning through construction and occupancy, including key City Council decision points
- **Who is involved:** SCM (leads), City Administrator
- **Why it matters:** The City and ESD No. 9 need a realistic picture of how long this process will take before committing to a path forward

PHASE 2 — NEEDS ASSESSMENT AND ARCHITECT PROCUREMENT

Before meaningful facility assessment work can begin, the City needs a design professional on board. SCM will initiate architect procurement early in Phase 2 — ensuring the selected architect is seated and contributing before stakeholder interviews and facility evaluation begin in earnest. SCM will:

- **DEVELOP AND ISSUE ARCHITECT RFO**

- **What it means:** SCM prepares a formal Request for Qualifications for architectural services scoped to cover needs assessment, alternatives evaluation, and full design services through construction administration — bringing the architect on board for the entire project lifecycle from the start
- **Who is involved:** SCM (leads), City Administrator, City Attorney (reviews procurement documents)
- **Why it matters:** Procuring the architect early — before needs assessment begins — means the design professional helping evaluate the existing facility is the same one who will ultimately design the solution. That continuity eliminates the costly and time-consuming handoff that occurs when a separate assessment firm passes work to a design architect mid-project

Scope of Services

PHASE 2 — NEEDS ASSESSMENT AND ARCHITECT PROCUREMENT CONTINUED...

- **ARCHITECT EVALUATION AND SELECTION**

- **What it means:** SCM manages the SOQ review process, facilitates interviews if conducted, prepares evaluation scoring, and provides the City with a documented recommendation for architect selection
- **Who is involved:** SCM (leads process), City Council or designated evaluation committee (evaluators), City Administrator

- **ARCHITECT CONTRACT NEGOTIATION AND EXECUTION**

- **What it means:** SCM assists the City in negotiating the architectural services agreement — reviewing scope, fee, schedule, and contract terms — before the contract is executed. Initial contract scope covers needs assessment and alternatives evaluation; full design services scope is confirmed and amended following the Stakeholders direction decision in Phase 3
- **Who is involved:** SCM (leads negotiation support), City Attorney (contract review and execution), City Administrator, Selected Architect
- **Why it matters:** Structuring the initial contract to cover needs assessment with a defined path to full design services gives the City flexibility — the architect is engaged and contributing immediately, with the full design scope confirmed once the project direction is established

- **STAKEHOLDER INTERVIEWS AND OPERATIONAL NEEDS ASSESSMENT**

- **What it means:** Structured interviews and working sessions with each department that will use the facility — City Administration, Police Department, Public Works, and the Westlake Fire Department — to document current deficiencies, operational requirements, staffing projections, and future growth needs. The architect participates in these sessions to begin developing an informed understanding of the facility program
- **Who is involved:** SCM (leads and facilitates), Architect (participates), Department heads, Westlake Fire Department operations staff, ESD No. 9 representative
- **Why it matters:** An architect cannot design a building that meets the City's needs if those needs have not been clearly defined. This step produces the program of requirements that drives every subsequent design decision

Scope of Services

PHASE 2 — NEEDS ASSESSMENT AND ARCHITECT PROCUREMENT CONTINUED...

• EXISTING FACILITY ASSESSMENT

- **What it means:** The architect conducts a professional evaluation of the existing City Hall structure — documenting current conditions, identifying deficiencies, assessing structural and systems integrity, and evaluating what renovation would realistically require. SCM oversees the process and ensures findings are documented in a format that supports the alternatives evaluation in Phase 3
- **Who is involved:** Architect (leads assessment), SCM (oversight and coordination), City staff (site access and coordination)
- **Why it matters:** The City cannot make an informed decision between renovation and replacement without an objective, professional assessment of what renovation would actually cost and require. Having the project architect conduct this assessment — rather than a separate consultant — ensures the findings directly inform the design approach

• PROGRAM OF REQUIREMENTS

- **What it means:** SCM and the architect compile the results of stakeholder interviews and facility assessment into a formal document that defines the spaces, functions, square footage, adjacencies, and operational requirements the new or renovated facility must accommodate
- **Who is involved:** SCM (leads), Architect (contributes), City Administrator, Department heads, ESD No. 9 representative, City Council (review and approval)
- **Why it matters:** This document becomes the measuring stick against which every design decision is evaluated — and the foundation for the architect's design scope



Scope of Services

PHASE 3 — ALTERNATIVE EVALUATION AND PROJECT DIRECTION DECISION

With validated needs in hand and an existing conditions assessment complete, the City will be ready to make its most consequential decision: renovate, replace, or some combination of both. SCM will structure this decision-making process so the City Council can make it with confidence:

- **DEVELOP CONCEPTUAL COST ESTIMATES FOR EACH ALTERNATIVE**
 - **What it means:** Working with a cost estimating professional, develop order-of-magnitude cost projections for each viable project alternative — renovation only, replacement only, renovation plus addition — benchmarked against the \$4 million budget
 - **Who is involved:** SCM (leads), Cost estimating consultant (to be procured), City Administrator
 - **Why it matters:** The City needs to know whether its available funding is sufficient for each alternative before committing to a direction. This step prevents the painful and costly experience of selecting an approach and then discovering mid-design that it exceeds the budget
- **EVALUATE ALTERNATIVES AGAINST ESTABLISHED CRITERIA**
 - **What it means:** Score each alternative against a consistent set of factors including operational functionality, total project cost, construction schedule, disruption to City operations during construction, long-term maintenance costs, and future growth capacity
 - **Who is involved:** SCM (leads analysis and presentation), City Administrator, Department heads, ESD No. 9 representative
 - **Why it matters:** A structured evaluation process produces a defensible, documented recommendation rather than a preference — important for a public entity making a decision with public funds
- **PRESENT ALTERNATIVES ANALYSIS AND RECOMMENDATION TO STAKEHOLDERS**
 - **What it means:** SCM prepares and delivers a formal presentation to all Stakeholders summarizing the needs assessment findings, existing conditions assessment results, alternative options, cost projections, and a recommended path forward
 - **Who is involved:** SCM (leads presentation), City Administrator (supports), City Council (decision-makers), ESD No. 9 leadership
 - **Why it matters:** This is the first major formal decision point for Stakeholders. A well-prepared, clearly organized presentation gives officials the information they need to make a confident, informed decision — and creates a documented record of the basis for that decision
- **STAKEHOLDERS SELECT PREFERRED PROJECT DIRECTION**
 - **What it means:** Following presentation and discussion, the Stakeholders formally select the preferred project approach
 - **Who is involved:** City Council, ESD, City Attorney (present), SCM (facilitates, documents decision)

Scope of Services

PHASE 4 — DELIVERY METHOD AND CONTRACTOR PROCUREMENT

With a validated program of requirements, an alternatives decision from City Council, and an architect already on board, Phase 4 focuses on two things: confirming how the project will be delivered and procuring the contractor. The architect's contract is also amended at this stage to expand scope from needs assessment into full design services.

- **DELIVERY METHOD RECOMMENDATION AND APPROVAL**

- **What it means:** Evaluate the two most appropriate delivery methods for a project of this type and size — Design-Bid-Build (traditional) and Construction Manager at Risk (CMAR) — and recommend the approach that best serves the budget, schedule, risk tolerance, and capacity to manage the process
- **Who is involved:** SCM (leads analysis and recommendation), City Administrator, City Attorney (contract implications), City Council, ESD
- **Why it matters:** The delivery method determines how the architect, contractor, and owner relate to each other — and has significant implications for cost, risk, schedule, and the City's level of involvement throughout construction

- **ARCHITECT CONTRACT AMENDMENT — FULL DESIGN SERVICES**

- **What it means:** SCM assists the City in negotiating an amendment to the existing architect contract that expands scope to cover full design services through construction administration — schematic design, design development, construction documents, bidding/procurement support, and construction administration
- **Who is involved:** SCM (leads negotiation support), City Attorney (contract review), City Administrator, Architect
- **Why it matters:** Because the architect was engaged early with a defined path to full design services, this amendment is a natural continuation rather than a new procurement — saving the City weeks of additional procurement time and preserving the institutional knowledge the architect has built during needs assessment and alternatives evaluation



Scope of Services

PHASE 4 — DELIVERY METHOD AND CONTRACTOR PROCUREMENT CONTINUED...

• **CONTRACTOR RFP DEVELOPMENT AND ADVERTISEMENT**

- **What it means:** SCM prepares the Request for Proposals for construction services, structured in accordance with the selected delivery method and in compliance with applicable municipal procurement requirements. The architect supports with technical document review
- **Who is involved:** SCM (leads), Architect (technical support), City Attorney (reviews), City Administrator

• **CONTRACTOR EVALUATION AND SELECTION**

- **What it means:** SCM manages the proposal review process, facilitates interviews or presentations if conducted, prepares evaluation scoring, and provides the City with a documented recommendation for contractor selection
- **Who is involved:** SCM (leads process), City Council or designated evaluation committee (evaluators), City Administrator, Architect (technical evaluation support)

• **CONTRACTOR CONTRACT NEGOTIATION AND EXECUTION**

- **What it means:** SCM assists the City in negotiating the construction contract — reviewing scope, GMP or bid amount, schedule, general conditions, and contract terms — before the contract is executed by the City Attorney
- **Who is involved:** SCM (leads negotiation support), City Attorney (contract review and execution), City Administrator, Selected Contractor, Architect
- **Why it matters:** A well-negotiated construction contract protects the City's budget, schedule, and quality expectations before a single shovel hits the ground

PHASE 5 — DESIGN, PROCUREMENT, CONSTRUCTION, AND CLOSEOUT

With a validated program of requirements, a selected delivery method, and a fully scoped architect contract in place, and a contractor under contract, the project transitions into the full design and construction sequence. SCM's full scope of owner's representative services governs all activities from this point through final closeout and warranty period.

KEY MILESTONES IN THIS PHASE INCLUDE:

- Schematic design development and City Council review
- Design development and independent cost estimate reconciliation
- Construction documents and permitting
- Construction — Duration dependent on selected project scope
- Substantial completion, punch list, and occupancy
- Closeout and warranty period support



REFERENCES & EXPERIENCE



Owner's Representative Services for City Hall Improvements

References & Experience

Hays County ESD #2 and #8,
Buda Central Fire Station No. 1
Buda, Texas

PROJECT NAME:

Hays County ESD #2 & #8 -
Buda Central Fire Station No. 1

CLIENT INFORMATION:

Hays County Emergency Service
District No. 2 & No. 8
209 Jack C. Hays Trail
Buda, Texas 78610

CONTACT:

Fire Chief

Clay Huckaby
(512) 563-3312
chuckaby@budafire.org

Assistant Fire Chief

Raymond Seyfried
(830) 220-3636
rseyfried@budafire.org

SCM PROJECT MANAGER

Cary Schmoldt
Cary@scm-pm.com

PROJECT VALUE:

Cost: \$22,135,488

START DATE:

6/22/2022

COMPLETION DATE:

12/4/2025

PROJECT DELIVERY:

DESIGN BID BUILD

PROJECT SCOPE

- 44,063 SF 2-story
- Type IIB non-combustible building.
- 5 Apparatus Bays
- 10 dorm living quarters
- Kitchen, dining, break rooms and other support areas
- Administration offices, community room, and training rooms
- Hays ESD museum
- 3,491 SF 4 bay maintenance building

SCM IMPACT

SCM, engaged by the Architect, provided project management services for this project. When faced with significant GC performance and subcontractor quality deficiencies, SCM stepped up to provide support to the owner as they worked through mediation with the GC.

In response to SCM's exemplary performance during mediation, the ESD terminated their owners representatives agreement and extended SCMs engagement to take the project through completion.



References & Experience

Forney Fire Station No. 1 Remodel Forney, Texas

PROJECT NAME:

Forney Fire Station No. 1
Remodel

CLIENT INFORMATION:

The City of Forney
104 E. Aimee
Forney, Texas 75126
(972) 564-4161

CONTACT:

Asst. Director of Engineering
Candy McQuiston
(972) 552-6561
cmcquiston@forneytx.gov

SCM PROJECT MANAGER

Helena Jenkins
Helena@scm-pm.com

PROJECT SIZE

Cost: \$597,000

START DATE:

01/2022

COMPLETION DATE:

07/2023

PROJECT DELIVERY:

CMAR



PROJECT SCOPE

- Remodel of 5,191 SF operating fire station including bunk area, bathrooms, day room, kitchen
- Adding covered parking for department vehicles
- Facility remained in service 24/7

SCM IMPACT

As a consultant to the Architect, the SCM team provided project management services during the design and construction phases of this project. The project team included the Architect, General Contractor, and the City's Owner's Representative.

The project presented complex coordination demands, including an occupied facility that required the fire station to remain operational 24/7 throughout construction. SCM's role required rigorous documentation discipline, proactive scheduling oversight, and close collaboration across all project stakeholders to maintain design intent, construction quality, and contractual compliance.

SCM's consistent professionalism, thorough documentation practices, and steady focus on the owner's best interests enabled the project team to navigate a challenging environment and deliver a successful outcome. At project closeout, the City of Forney formally recognized SCM's poise, professionalism, and ability to remain focused on project needs under pressure — a reflection of the disciplined, owner-centered approach SCM brings to every engagement.

References & Experience

City of Denton, Fire Station 5 & 6
Denton, Texas



PROJECT NAME:
Fire Station 5 & 6

CLIENT INFORMATION:
City of Denton
215 E. McKinney St.
Denton, Texas 76201

CONTACT:
Director of Capital Projects
Seth Garcia, PMP
seth.garcia@cityofdenton.com
(940) 349-8938

HPM PROJECT MANAGER
Juan Fernandez
jfernandez@hpmleadership.com

PROJECT SIZE
Cost: \$20,000,000 combined



SCM has engaged HPM Building Solutions as a subconsultant on this project. HPM's municipal fire station experience is directly relevant to the Rollingwood project, and the City of Denton is provided as a reference for HPM's work on Fire Stations No. 5 and 6 — a concurrent \$20 million renovation and reconstruction program managed by HPM team members Juan Fernandez and Joey Decker, both of whom are assigned to this project.

HPM IMPACT

The City of Denton is modernizing Fire Stations 5 and 6 to meet the demands of its rapid growth and enhance community safety. Fire Station 5 will be demolished and rebuilt with a fourth bay for water rescue equipment, additional dorms, an officer suite, and temporary living quarters, while Fire Station 6 will undergo renovations to add dorms, an officer suite, and utility upgrades. HPM is providing Program Management and Project Controls services for both \$10 million facilities as part of Denton's broader municipal improvement initiatives.

References & Experience

Pilot Point Police Station Pilot Point, Texas

PROJECT NAME:

Pilot Point Police Station

CLIENT INFORMATION:

City of Pilot Point
1797 N. Washington St.
Pilot Point, TX 76258
(940) 686-2969

CONTACT:

Denise Morris
City of Pilot Point
EDC Director
Dmorris@pilotpointtx.gov
(940) 218-3411

SCM PROJECT MANAGER

Helena Jenkins
Helena@scm-pm.com

PROJECT SIZE

Cost: \$1,300,000

START DATE:

2019

COMPLETION DATE:

2021

PROJECT DELIVERY:

DESIGN BID BUILD



PROJECT SCOPE

- 5600SF
- Designed to match look and feel of adjacent fire station

SCM IMPACT

Helena Jenkins acted as PM supporting the City of Pilot Point in the planning and design of a new 5,600 SF stand-alone Police Department facility, the City's first dedicated police building. The project allows the department to relocate from its previous space within City Hall and provides capacity for future operational growth.

Helena worked closely with City leadership and the design team to ensure the project remained aligned with the City's operational goals, budget, and schedule. She coordinated design reviews focused on functionality, security, constructability, and code compliance, while also helping guide decisions that balanced the facility's operational needs with the architectural character of Pilot Point's downtown area and adjacent fire station.

Throughout the design process, Helena facilitated cost review and constructability discussions, helping the City evaluate options and establish the project budget that supported authorization for construction. Her coordination helped maintain clear communication among stakeholders while protecting the City's priorities during planning and design.

References & Experience

The Samaritan Inn McKinney, Texas

PROJECT NAME:

The Samaritan Inn
PAWS Pet Kennel

CLIENT INFORMATION:

The Samaritan Inn
1514 N. McDonald Street
McKinney, Texas 75071
(972) 542-5302

CONTACT:

Chief Operating Officer
Dennis Seeman
dseeman@saminn.org
(972) 542-5302 ext. 238

SCM PROJECT MANAGER

Cary Schmoltd
cary@scm-pm.com
Helena Jenkins
Helena@scm-pm.com

PROJECT SIZE

Cost: \$1,100,000

START DATE:

02/2025

EST. COMPLETION DATE:

06/2026



PROJECT SCOPE

- Phase 1 : design
- Phase 2: site foundation and power for two refrigerated containers
- Phase 3: 1700 SF kennel facility and 3 to 4 acre additional parking and site improvements

SCM IMPACT

The Samaritan Inn engaged SCM to manage the design and construction of an animal shelter on their existing campus. As a result of SCM's ability to navigate a very difficult permitting process and their efforts driving the design team to respond thoroughly and promptly to keep the project moving forward, the Owner has increased the scope of the project to include several other components they were previously apprehensive to pursue due to prior experience with construction and Project Managers. SCM has become a trusted partner of The Samaritan Inn.

QUALITY CONTROL



Owner's Representative Services for City Hall Improvements

Quality Control

OUR QUALITY CONTROL PHILOSOPHY

SCM's approach to quality control is proactive, not reactive. By the time a deficiency appears in the field, the opportunity to prevent it has already passed. Our QC framework is designed to catch problems at the earliest possible stage — during design review, procurement, and pre-construction coordination — so that the City of Rollingwood receives a finished facility that conforms to the contract documents, meets the operational needs of both the City and the Westlake Fire Department, and delivers lasting value on the public's investment.

As an owner's representative with no design or construction services to protect, SCM brings an unbiased eye to every QC function. We are not reviewing the architect's drawings to protect a design fee relationship, and we are not approving a contractor's pay application to preserve a construction contract. Every quality determination we make is made solely in the City's interest.

DESIGN PHASE

The most cost-effective quality control happens before construction begins. During design development, SCM conducts structured reviews at each phase milestone — schematic design, design development, and construction documents — evaluating the architect's work for constructability, cost alignment, cross-discipline coordination and consistency, specification completeness, and code compliance.

On a recent fire station project for Buda ESD No. 8, SCM's design review identified a critical code conflict before construction began. The project was classified as a Type II non-combustible building, but the architectural plans specified ZIP OSB board sheathing — a combustible material incompatible with the building's classification. SCM flagged the conflict, recommended a compliant alternate material, and the substitution was made during design — resulting not only in a code-compliant solution but an actual cost savings to the owner. Had this gone undetected into construction, the correction would have required material removal, rework, and a potential change order. Early detection eliminated all of that exposure.

**SCM BRINGS AN UNBIASED EYE
TO EVERY QC FUNCTION.**

Quality Control

PROCUREMENT AND CONTRACT

SCM applies the same rigor to procurement documents that we apply to design documents. Before the City executes any contract, SCM reviews scope of work completeness, the contractor's schedule of values for front-loading or imbalanced line items, general conditions for consistency with the project's delivery method and risk allocation, and bid alternates and allowances for appropriateness and potential impact on the base contract.

A discipline SCM applies consistently is scrutinizing how contingency and overhead are structured within the contract amount and change orders.

On the Buda ESD No. 8 project, SCM identified that the contractor's change orders were including a separate line item for overhead and profit on top of a contract amount that already incorporated those costs within the contingency. To illustrate the issue:

- Contract amount: \$500,000 — which includes \$50,000 in contingency (overhead and profit already accounted for within the contract total)
- Contractor's change order: \$10,000 — broken out as \$9,000 for work and \$1,000 for overhead and profit

The \$1,000 overhead and profit line was not legitimate until the contract amount was fully exhausted. SCM rejected the improper markup, protecting the City from a compounding cost error that would have grown with every subsequent change order.



Quality Control

CONSTRUCTION PHASE

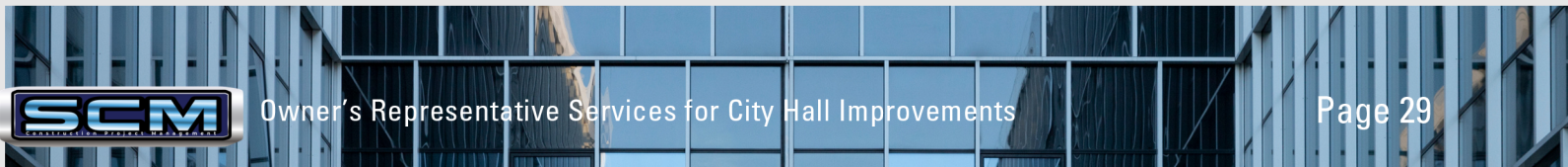
During construction, SCM's QC framework operates across four areas simultaneously:

Site Observation and Documentation SCM conducts regular site visits to personally observe major assemblies and verify general conformance with the contract documents. Every visit produces a written site visit report and photographic documentation — creating a contemporaneous, timestamped record that protects the City's interests and provides an objective account of construction progress.

On a recent project, SCM observed that a storefront window system had not been installed in accordance with the contract documents or the approved mock-up. Given concerns about the installation's integrity, SCM required the contractor to conduct a water infiltration test under simulated rain conditions. The system failed. SCM documented the deficiency in writing, issued formal notification to the architect, owner, and contractor, and required complete removal and reinstallation of the window system per the contract documents. The corrected installation was verified by SCM before the work was accepted. Had this gone undetected, the City would have accepted a building envelope that would have allowed water infiltration — a costly and disruptive warranty problem after occupancy.

Pay Application Review Before recommending any monthly progress payment, SCM independently verifies that the work billed corresponds to work in place. A common contractor practice that SCM monitors closely is invoicing general conditions and fees based on a fixed schedule rather than actual percentage complete. If a contractor front-loads general conditions billing — temporary facilities, site offices, portable toilets, dumpsters, temporary fencing, and staff costs — and the project schedule extends beyond the original completion date, the contractor can exhaust those funds before the project is finished. The result is a contractor who cannot fund site overhead out of project funds, creating pressure on the owner to approve additional costs that were never legitimate change orders.

On the Buda ESD No. 8 project, SCM identified this pattern and kicked back every pay application where general conditions were billed ahead of actual percentage complete — requiring the contractor to reconcile billings to verified work in place before payment was recommended. This discipline protected the owner's cash flow and preserved the contractor's ability to fund site operations through project completion.



Quality Control

CONSTRUCTION PHASE CONTINUED...

Change Order Review and Negotiation Every change order request received by SCM is independently evaluated for scope justification, pricing reasonableness, and schedule impact before a recommendation is made to the City. SCM does not accept contractor pricing at face value.

On a recent project, the contractor submitted a change order for shoring jacks required to support the structure during removal of a wall shown on the demolition drawings. SCM reviewed the structural drawings and confirmed that the shoring jack requirement was explicitly called out in the contract documents — it was work the contractor was already obligated to perform under the original scope. SCM rejected the change order in full. The contractor completed the shoring work at no additional cost to the owner.

Submittal, RFI, and Cross-Document Coordination SCM maintains systematic submittal and RFI logs throughout construction, ensuring that no item falls through the cracks between the contractor, architect, and owner. A disciplined RFI process also serves as an active QC tool — catching conflicts between disciplines before they become field problems.

On a recent project, the contractor submitted an RFI regarding the location of a duct penetration through a wall and floor assembly. The contractor had scaled the penetration location from the HVAC plans, which did not reflect a mechanical chase that had been designated for that purpose. However, the chase was clearly indicated on the structural drawings and had already been framed per the structural plans. SCM cross-referenced the documents, identified the coordination gap, and directed the contractor to use the existing framed chase — eliminating what would otherwise have been a change order for field-cut penetrations and structural patching. The solution cost the owner nothing and kept the project on schedule.

CLOSEOUT

SCM's QC process does not end at substantial completion. Before recommending final payment and project closeout, SCM verifies that all punch list items are corrected and confirmed by SCM site observation, all project record documents and as-built drawings are complete and accurate, all O&M manuals are organized and delivered to the City, all warranties are submitted and reviewed for completeness, all required staff training has been completed, and all outstanding RFIs, submittals, and ASIs are formally closed in the project record.

TOOLS AND DOCUMENTATION

SCM utilizes Microsoft 365 as our primary project management and documentation platform, including SharePoint for centralized document management and version control, Teams for real-time project communication and meeting documentation, and Excel for submittal logs, RFI tracking, budget tracking, and change order logs. All project documentation is maintained in a structured, owner-accessible file system so that the City of Rollingwood has real-time visibility into project records at every stage — not just at milestone reporting intervals.

SCM Philosophy

Mission Statement

At SCM, our mission is to simplify the construction process for our clients by providing steady leadership, transparent communication, and proactive project management, honoring our fiduciary responsibility to our clients. We advocate for our clients' best interests at every step, ensuring their vision is delivered with clarity, quality, and confidence. We consider our team an extension of our client's organization and ardently advocate for their interests throughout the project.

Vision Statement

Our vision is to be the most trusted Owner's Representative partner—known for reducing risk, preventing surprises, and transforming complex projects into streamlined, successful outcomes. We advocate for our clients putting our experience to work to protect their interests.

Corporate Values

- **Integrity & Transparency:** We operate with honesty, integrity and accountability in every interaction.
- **Service to the Client:** Our clients' priorities drive our decisions and our approach. Every recommendation and decision is rooted in supporting client objectives and project success.
- **Excellence:** We hold ourselves and our partners to the highest professional standards.
- **Leadership:** We lead with confidence, clarity and respect—never waiting for problems to arise.
- **Collaboration:** Strong teams and strong relationships create successful projects. We work to foster the success of each individual team member, enhancing the project's overall success.
- **Stewardship:** We protect our clients' time, budget, and resources as if they were our own. We believe that everyone should be treated fairly and with respect.