



C P M T E X A S

OWNER'S REPRESENTATION · PROGRAM MANAGEMENT

STATEMENT OF QUALIFICATIONS

# Owner's Representative Services for City Hall Improvements

City of Rollingwood, Texas · In partnership with  
Travis County Emergency Services District No. 9



**Prepared for**

Alun Thomas, City Administrator  
City of Rollingwood · 403 Nixon Drive  
Rollingwood, TX 78746

**Submitted by CPM Texas**

222 West Avenue, Suite 200, Austin, TX  
RFQ Due · June 8, 2026  
cpmtx.com · 512-298-1700

CITY OF ROLLINGWOOD · OWNER'S REPRESENTATIVE SERVICES

# A boutique owner's representative, five minutes from your City Hall.

CPM Texas represents the owner's interest on capital projects — and only the owner's. We are not architects, designers, or contractors. We hold no financial interest in any contractor, subcontractor, or vendor on a project we manage. Our role is to coordinate decisions, manage risk, and keep the work aligned with the City's goals, schedule, and budget.

<p><b>120</b></p> <p>PROJECTS DELIVERED</p>	<p><b>\$2.2B</b></p> <p>COMBINED VALUE</p>	<p><b>9.5M</b></p> <p>GROSS SQUARE FEET</p>	<p><b>2013</b></p> <p>FOUNDED · AUSTIN, TX</p>
---	--	---	--

THIS SUBMISSION RESPONDS TO

<b>SOLICITATION</b>	RFQ — Owner's Representative Services for City Hall Improvements
<b>ISSUED BY</b>	City of Rollingwood, Texas
<b>RELEASE DATE</b>	May 8, 2026
<b>RESPONSE DUE</b>	June 8, 2026 · 10:00 a.m.

FIRM CONTACT

<b>AUTHORIZED CONTACT</b>	John Duke, Principal & Vice President
<b>TELEPHONE</b>	512-298-1700
<b>EMAIL</b>	jduke@cpmtx.com
<b>OFFICE</b>	222 West Avenue, Suite 200, Austin, TX 78701

**Addendum acknowledgment.** CPM Texas acknowledges receipt of Addendum No. 1 issued for this solicitation. Responses are submitted individually; no joint response or sub-consultant is proposed for this engagement.

## STATEMENT OF QUALIFICATIONS

# Contents

<b>INTRODUCTION</b>	<b>Cover Letter</b> .....	<b>04</b>
<b>TAB 2</b>	<b>Firm Description</b> .....	<b>05</b>
	Firm facts, organizational chart, current workload & capacity	
<b>TAB 3</b>	<b>Project Team &amp; Qualifications</b> .....	<b>08</b>
	Team overview, qualifications summary, principal bios	
<b>TAB 4</b>	<b>Scope of Services / Project Approach</b> .....	<b>13</b>
	Methodology, recommended roadmap, and our approach to the RFQ scope	
<b>TAB 5</b>	<b>References</b> .....	<b>21</b>
	Three current clients, with one-page project exhibits	
<b>TAB 6</b>	<b>Quality Control</b> .....	<b>26</b>
	Monthly dashboard and CPM's review-process infographics	
<b>ADDITIONAL DATA</b>	<b>Preliminary Cost Model</b> .....	<b>34</b>
	Order-of-magnitude budget — provided as a separate exhibit	

JOHN DUKE, PRINCIPAL & VICE PRESIDENT

512-298-1700 · jduke@cpmtx.com

Austin, Texas · cpmtx.com



June 8, 2026

Alun Thomas, City Administrator  
City of Rollingwood  
403 Nixon Drive · Rollingwood, TX 78746

## Re: RFQ Response — Owner's Representative Services for City Hall Improvements

Dear Mr. Thomas,

CPM Texas is pleased to submit this Statement of Qualifications in response to the City of Rollingwood's Request for Qualifications for Owner's Representative (OR) Services for City Hall Improvements. We welcome the opportunity to serve the City and Travis County ESD No. 9 on this project.

CPM is an Austin-based owner's representative and project management firm founded in 2013. We provide OR and project management services to public and private clients across Texas, including counties, municipalities, public agencies, commercial developers, nonprofits, and institutional organizations. We have provided OR services to local government entities since the firm's founding. Our team members are former general contractors who now represent owners exclusively. That construction background shapes everything we do — from how we read drawings and review costs to how we negotiate change orders and hold project teams accountable.

This project is at a stage where the right representative can set the trajectory for everything that follows. CPM has guided comparable public-sector projects across the full lifecycle — from the pre-architect conceptual stage on the Texas Municipal Center for the TML Intergovernmental Risk Pool, through the preconstruction and construction phases on the Gonzales County capital program (where we joined with the architect already onboard), to the headquarters renovation for the Texas Association of Counties. We understand dual-entity governance, public procurement, budget development from a needs assessment, and the importance of communicating clearly with elected officials and staff who are not in the construction business every day.

Our office is in downtown Austin, five minutes from Rollingwood City Hall. John Duke, Principal, and Jay Milstead, Project Manager, will serve as the City's dedicated team. We do not propose any sub-consultants for this engagement. All services will be provided directly by CPM Texas under a fixed monthly fee.

We look forward to the opportunity to discuss our qualifications with the City Council.

Respectfully,

---

**John Duke**

Principal & Vice President · CPM Texas



# 02

---

## Firm Description

Who CPM Texas is, where we are based, how long we have served local government, and the single Austin office responsible for the City's project.

TAB 2 · FIRM DESCRIPTION

# Firm Description

<b>FIRM NAME</b>	CPM Texas	<b>YEAR FOUNDED</b>	2013
<b>OFFICE ADDRESS</b>	222 West Avenue, Suite 200, Austin, TX 78701	<b>YEARS PROVIDING OR SERVICES TO LOCAL GOVERNMENT</b>	13 years (since founding)
<b>CONTACT PERSON</b>	John Duke, Principal & Vice President	<b>PARENT OFFICE(S)</b>	None. CPM Texas operates from a single office in Austin, TX.
<b>TELEPHONE</b>	512-298-1700	<b>OFFICE RESPONSIBLE FOR PROJECT</b>	Austin, TX (sole office)
<b>EMAIL</b>	jduke@cpmtx.com	<b>FIRM SIZE</b>	12 professionals. Four principals.
<b>WEBSITE</b>	cpmtx.com		

## — A boutique owner's representative built from construction

CPM Texas is a boutique owner's representative and project management firm serving public and private clients across Texas. We provide Owner's Representative (OR), program management, cost management, scheduling, procurement, and project controls services. Our team members are former general contractors who now represent owners exclusively, bringing a practical, construction-informed perspective to every engagement.

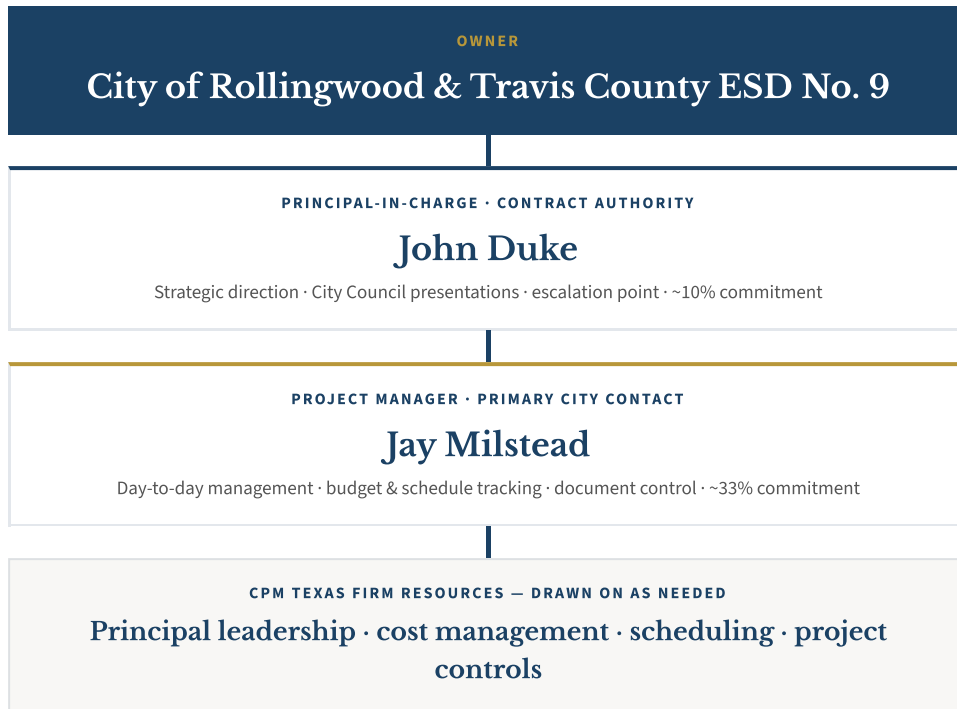
**No divided loyalties.** CPM acts entirely on the owner's behalf, with no financial interest in any contractor, subcontractor, or vendor. For this engagement, all services are provided directly by CPM Texas — no sub-consultants — under a single fixed monthly fee.

<p><b>13 yrs</b> SERVING LOCAL GOVERNMENT</p>	<p><b>1</b> AUSTIN OFFICE · 5 MIN TO CITY HALL</p>	<p><b>120+</b> CENTRAL TEXAS PROJECTS</p>
---	--	---

TAB 2 · ORGANIZATIONAL CHART & CAPACITY

# Organizational Chart

A deliberately flat structure. Two named professionals serve the City directly, backed by CPM's principal leadership and project-controls resources. No layers between the City and the people doing the work.



## — Current workload, staffing & ability to meet the schedule

CPM's current portfolio spans active municipal, county, and institutional engagements, all staffed from our single Austin office. This project is sized to be carried comfortably within that capacity: Jay Milstead dedicates roughly one-third of his professional focus to Rollingwood as primary contact, and John Duke holds principal oversight at roughly ten percent. Because we propose no sub-consultants, there are no external schedules to coordinate around — the City's timeline is managed entirely in-house. Our proximity, five minutes from City Hall, lets the team attend Council meetings, site visits, and working sessions on short notice.



# 03

---

## Project Team & Qualifications

The two professionals who will serve the City, their qualifications and municipal experience, and the level of effort each commits to this project.

TAB 3 · PROJECT TEAM & QUALIFICATIONS

# Your dedicated team

Two named professionals, both former general contractors, serve the City directly. The same people who present to Council are the people reading the drawings and negotiating the change orders.



PRINCIPAL-IN-CHARGE

## John Duke

EDUCATION	B.S. Interdisciplinary Studies, UT Arlington
CERTIFICATION	LEED AP
WITH CPM	Since 2017 · 20+ years experience
COMMITMENT	~10% of time



PROJECT MANAGER · PRIMARY CITY CONTACT

## Jay Milstead

EDUCATION	B.A. Construction Science, Texas A&M
CIVIC	Pilot Knob MUD No. 3, Secretary
WITH CPM	Since 2022 · 10+ years experience
COMMITMENT	~33% of time

### — Principal oversight

John Duke provides strategic direction, attends City Council presentations, serves as the escalation point for decisions requiring principal judgment, and maintains contract authority. He attends project meetings as needed, particularly in the front-end definition phases. His involvement spans the full engagement.

### — Project management

Jay Milstead serves as the City's primary day-to-day contact. He manages meetings, tracks budget and schedule, coordinates the design team and contractor, manages document control, and reports to both the City and CPM principal leadership. One-third of his professional focus is dedicated to this project.

TAB 3 • QUALIFICATIONS SUMMARY

# Qualifications at a glance

	JOHN DUKE	JAY MILSTEAD
<b>Education</b>	B.S. Interdisciplinary Studies, UT Arlington	B.A. Construction Science, Texas A&M University
<b>Certifications</b>	LEED AP	—
<b>Years with Firm</b>	9 years (since 2017)	4 years (since 2022)
<b>Total Experience</b>	20+ years	10+ years
<b>Prior Firms</b>	The Beck Group (2005–2017)	The Beck Group (2018–2022)
<b>Professional / Civic</b>	ULI Austin (Management Committee); RECA (Events Committee); Town Lake YMCA Board Chair	ULI Austin (Young Leaders); Young Men's Business League; Pilot Knob MUD No. 3, Secretary
<b>Municipal Experience</b>	Gonzales County Program (\$43M); Texas Municipal Center (\$90M); TAC 1210 Refresh (\$8.8M); Travis County North Campus (\$46M); Skyline Park (\$13M)	Skyline Park (\$13M); Pilot Knob MUD No. 3 board service
<b>Time Commitment</b>	~10%	~33%

## — Regulatory knowledge

CPM is familiar with the procurement and regulatory framework governing municipal construction in Texas, including Local Government Code Chapter 252 (municipal purchasing) and Texas Government Code Chapter 2269 (alternative project delivery methods, including Construction Manager at Risk), as well as the coordination requirements associated with franchise utilities such as Austin Energy. Across 120+ projects in Central Texas, CPM has navigated local permitting, environmental review, and agency coordination on behalf of public and private owners.

### SUB-CONSULTANTS & SUPPORT STAFF

CPM is proposing John Duke and Jay Milstead as the named personnel assigned to the City's project. No separate sub-consultants or additional dedicated support staff are proposed at this time. CPM's internal principal leadership, cost-management, scheduling, and project-controls resources may be consulted as needed, but John and Jay will remain responsible for delivery of the services, communication with the City, and accountability for the work product. If the City later requests additional named resources, CPM can identify them and define their specific roles before they are assigned to the project.

### CERTIFIED CONSTRUCTION MANAGER (CCM)

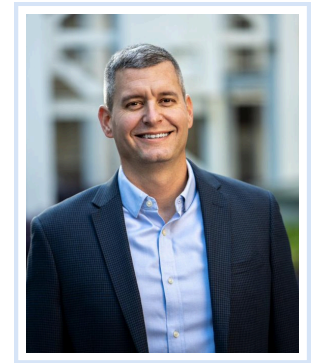
No team members currently hold the CCM designation. Both John Duke and Jay Milstead meet the prerequisite qualifications for CCM certification.

PRINCIPAL · AUSTIN, TEXAS

# John Duke

*Owner's Representative & Program Manager*

John brings 20+ years of leadership across general contracting, owner-side project management, and program management. His experience in both project manager and superintendent roles lends a ground-level understanding of construction operations, complementing his "boots on the ground" leadership style and consistently delivering results for CPM's clients.



<b>WITH CPM</b> 2017 – Present · Principal	<b>TOTAL EXPERIENCE</b> 20+ years	<b>CERTIFICATION</b> LEED AP	<b>PRIOR</b> The Beck Group · 2005–2017
---	--------------------------------------	---------------------------------	--

**EDUCATION**

University of Texas at Arlington  
**B.S., Interdisciplinary Studies**, Landscape Design

**CERTIFICATIONS**

LEED AP

**PROFESSIONAL**

ULI Austin — Management Committee / Membership Chair  
 Real Estate Council of Austin — Events Committee

**CIVIC**

Town Lake YMCA — Board Chair  
 Town & Country Sports — Youth Soccer Coach  
 Dell Children's Trust  
 UM ARMY — Board of Directors

**EXPERT SERVICES**

Construction claims consulting and expert-witness services for clients resolving construction-related disputes.

**CIVIC / PUBLIC & MUNICIPAL**

Texas Municipal Center IRP	\$90M	Gonzales Co. Courthouse Annex	\$11M
Travis County North Campus	\$46M	Texas Assn. of Counties — refresh	\$7M
Gonzales Co. Courthouse Restoration	\$30M	Gonzales Co. Randle Rather Bldg.	\$2M
Texas Assn. of Counties — office	\$25M	Skyline Park — 21-ac. park (MUD)	\$13M

**MIXED-USE & MULTIFAMILY**

RBJ Redevelopment — 17-ac.	\$230M	Velocity — 314-ac. mixed-use	ND
Goodwin — multifamily (363 u.)	\$90M	Cortado — student housing (368 beds)	\$70M
The Weaver — multifamily (249 u.)	\$35M	Zenith — multifamily (92 u.)	\$25M
Brixton South Shore (102 u.)	\$17M	Aspen Heights — (2,238 beds)	ND

**COMMERCIAL · FAITH · SPECIALTY**

Indeed Tower — 300K sf finish-out	\$116M	Congregation Beth Israel Synagogue	\$28M
Covenant Presbyterian — Eaton Hall	\$8M	FUMC Georgetown — improvements	\$7M
Kissing Tree Amenity Centers (2)	\$20M	360 Condominiums — edge repairs	\$17M

**THE BECK GROUP · 2005–2017**

Integrated Project Leader · Project Manager · Senior Superintendent

UT Norman Hackerman Building	\$130M	Trammel Crow, 500 W. 2nd St.	\$117M
Domain Phase 1	\$110M	Domain Phase 2	\$90M
Dell Children's 3rd Tower	\$28M	Concordia University Relocation	\$16M

PROJECT MANAGER · AUSTIN, TEXAS

# Jay Milstead

*Owner's Representative & Project Manager*

Jay is a project-management professional with distinctive experience leading Integrated Design-Build teams through the delivery of complex building projects. He pairs technical fluency with an even-keeled command of the construction process, translating owner intent into a buildable plan and a buildable plan into a closed-out asset.



<p><b>WITH CPM</b> 2022 – Present · Project Manager</p>	<p><b>TOTAL EXPERIENCE</b> 10+ years</p>	<p><b>CIVIC</b> Pilot Knob MUD No. 3 · Secretary</p>	<p><b>PRIOR</b> The Beck Group · 2018–2022</p>
---	--	--	--

**EDUCATION**

Texas A&M University  
**B.A., Construction Science**  
Minor in Business

**PROFESSIONAL**

ULI Austin — Young Leaders Program  
Young Men's Business League — Active Member

**CIVIC**

Pilot Knob MUD No. 3 — Secretary

**AREAS OF PRACTICE**

Integrated Design-Build delivery · High-rise residential · Multifamily & mixed-use · Park & public-realm projects · Performance & wellness facilities · Owner's representation through closeout

**CPM TEXAS · 2022 – PRESENT · PROJECT MANAGER**

Skyline Park — 21-ac. park (MUD)	<b>\$13M</b>	The Linden — high-rise condos (117 u.)	<b>\$110M</b>
McKinney Falls Apts. (290 u.)	<b>\$80M</b>	7618 Burnet Road — wrap (300 u.)	<b>\$79M</b>
The Merriman — garden (313 u.)	<b>\$55M</b>	Dripping Springs Sports Club (141K sf)	<b>\$65M</b>
Yoga Studio (8K sf)	<b>\$12M</b>	5th & West Condos — fire suppression	<b>\$11M</b>

**THE BECK GROUP · 2018–2022 · ASSISTANT PROJECT MANAGER**

Managed phases of construction on Integrated Design-Build projects, coordinating design, preconstruction, and field operations.

River South Office — 401 South 1st	<b>\$108M</b>	2010 East 6th Street Office	<b>\$27M</b>
------------------------------------	---------------	-----------------------------	--------------

**EARLIER · PROJECT MANAGEMENT INTERNSHIPS**

Harvey Cleary — The Pond Hockey Club	<b>2016</b>	Rampart — Post South Lamar	<b>2015</b>
John King — Southside Market, Bastrop	<b>2014</b>		

**Direct municipal-board perspective.** As Secretary of Pilot Knob MUD No. 3, Jay brings firsthand familiarity with the governance, budgeting, and public-meeting dynamics that shape decisions for the City and the ESD.



# 04

---

## Scope of Services / Project Approach

How CPM stands between the City and the complexity of a capital project, the step-by-step roadmap we recommend — and our direct response to the RFQ Scope of Services, from pre-construction through closeout.

TAB 4 · PROJECT APPROACH

# The owner sits at the center. So do we.

CPM serves as the City's trusted adviser. We coordinate decisions, manage risk, and keep the project aligned with the City's goals and constraints. The diagram below illustrates what sits at the center of every capital project we manage: the owner.

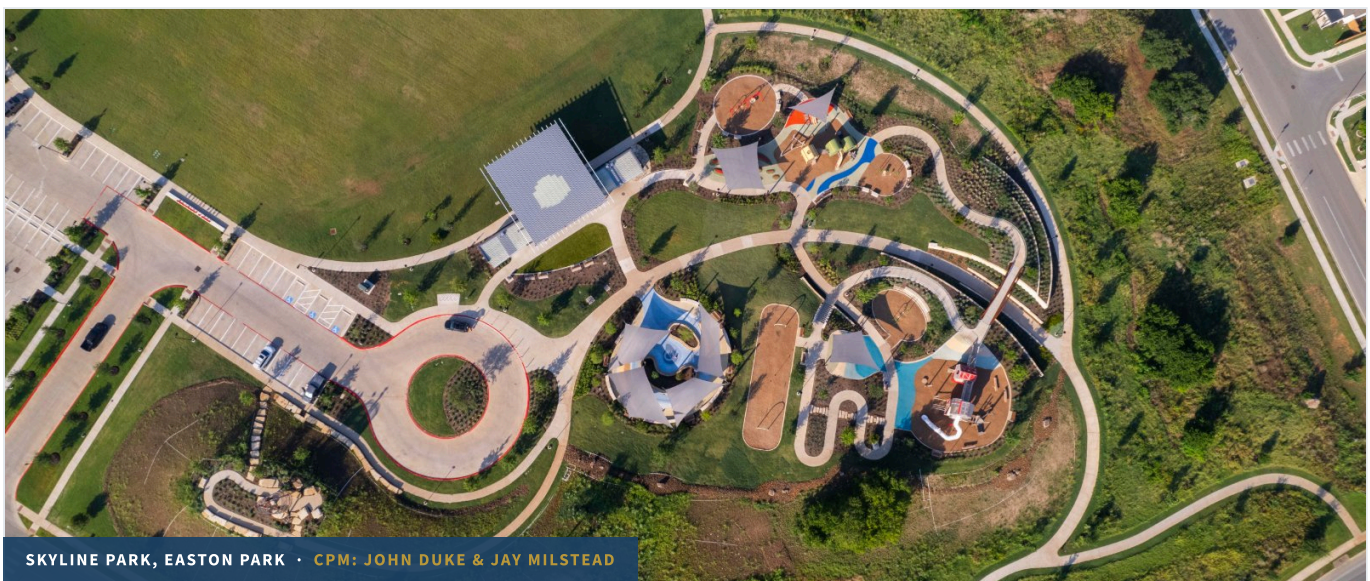


**A CAPITAL PROJECT HAS DOZENS OF MOVING PARTS**

Stakeholders, regulatory entities, the design team, contractors, legal and financial advisers, utilities, and more — the owner sits at the center of all of it.

CPM stands between the City and that complexity. We coordinate, translate, and advocate so that decisions reach you clearly, on time, and with the information you need to act.

**What this means for Rollingwood.** With two owners at the table — the City and Travis County ESD No. 9 — clear coordination is not optional. CPM manages the flow of information between both entities, the design team, and the contractor so that City Hall and the fire station advance as one project.



TAB 4 • RECOMMENDED PROJECT ROADMAP

# A roadmap built for where this project stands today

## PRE-DESIGN

- 1 Review Needs Assessment**  
Sit down with City and ESD staff to review the existing needs assessment and confirm program requirements.
- 2 Build Initial Cost Model**  
CPM develops a cost model from the needs assessment — a realistic starting point that gives any incoming design team a clear idea of scope and scale. *Already demonstrated in the attached exhibit (Additional Data).*
- 3 Early Due Diligence (Concurrent)**  
Upon City/ESD alignment on the cost model, CPM procures the following simultaneously: **Architect** (full design team, qualifications-based); **Civil Engineer** (site constraints map); **Certified Surveyor** (survey & SUE); **Phase 1 ESA**; and **Geotechnical Investigation**.

## DESIGN

- 4 Programming Validation**  
Architect conducts a programming validation exercise with City and ESD staff, running in parallel with civil, survey, ESA, and geotech work.
- 5 Updated Cost Model & Project Budget**  
CPM updates the cost model using validated program data, historical benchmarks, and market feedback.
- 6 Present Budget to Council for Approval**  
Formal presentation of the overall project budget before design advances.
- 7 Schematic Design**  
With an approved budget and civil site constraints map in hand, the architect and civil engineer begin schematic design.
- 8 Procure Construction Manager at Risk**  
Brings the contractor in early to validate costs, participate in design meetings, and be accountable before construction starts.

CONSTRUCTION + CLOSEOUT

9

**Construction**

CPM manages through substantial completion and closeout, as detailed in our Scope of Services.

10

**Debt Funding & Bond Support**

CPM supports the City with funding coordination and bond underwriting as needed.

— **Why Construction Manager at Risk?**

CMAR brings the contractor into the process early, allowing them to validate costs during design. This reduces surprises at GMP. Approximately 85% of the project cost is publicly procured through the subcontracting process. The CMAR is competitively procured for their markups, covering the remaining 10–15% of direct cost.

**~85%**  
PUBLICLY PROCURED THROUGH  
SUBCONTRACTORS

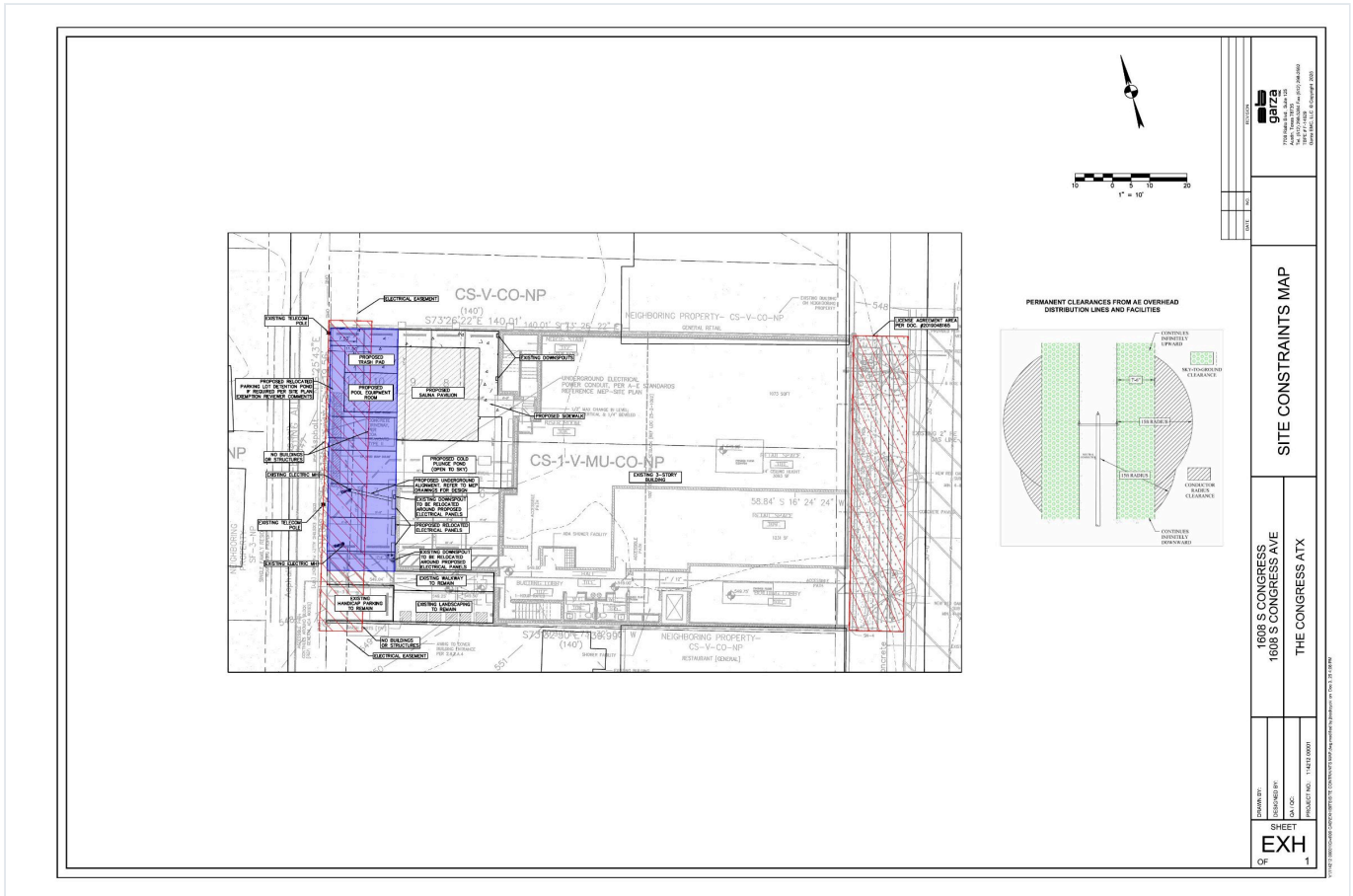
**Through closeout.** CPM stays engaged past substantial completion — verifying record documents, O&M manuals, warranties, and staff training — so the City takes over a fully documented building.



TAB 4 • PROJECT APPROACH

# Civil Site Constraints Map *Sample*

A civil site constraints map identifies the physical, regulatory, and utility limitations on a property before design begins. It is a basic step that is frequently missed. Getting it done early gives the architect real boundaries to design within and prevents costly surprises.



ITEMS IDENTIFIED BEFORE DESIGN BEGINS

- Easements & setbacks
- Underground & overhead utilities
- Property lines & right-of-way
- Floodplain & drainage
- Zoning & code restrictions
- Buildable area

## TAB 4 · SCOPE OF SERVICES / PROJECT APPROACH

## Our approach to the Scope of Services

CPM Texas serves as the City's dedicated Owner's Representative, advocate, and project quarterback — advancing the City's and the ESD's interests across planning, design, construction, and closeout. Our role is to coordinate, monitor, review, and advise on the City's behalf, keeping the project moving on schedule and aligned to budget while the design and construction professionals carry their licensed responsibilities. Supporting detail for several items appears in Tab 6: Quality Control.

### PRE-CONSTRUCTION PHASE

- **Establish the communication protocol** between CPM, the City, and the ESD, and maintain it throughout.
- Assist in **defining project needs** and refining the needs assessment, and advise on delivery method — we recommend Construction Manager at Risk for early contractor involvement and competitive value.
- **Develop and manage the Architect RFQ** and the General Contractor / CMAR RFP in accordance with governmental purchasing requirements; facilitate selection and evaluation.  
*See Tab 6 — Bid Review.*
- **Create and maintain the milestone schedule** for design and construction, with City input.
- **Coordinate correspondence** between the City, Architect, and Contractor; review design documents for constructability, cost-effectiveness, and coordination.
- **Advise on design aesthetics** and cost-effective outcomes in coordination with the Architect.
- **Develop and track the project budget;** provide cash-flow projections; coordinate value engineering at each milestone; review and recommend consultant invoices.
- **Notify the City of design and budget concerns** throughout, and monitor all parties for conformance to schedule and budget.
- **Facilitate contract negotiations** and aid in review of GC pricing or the CMAR guaranteed maximum price; coordinate preparation of contract documents for the City's legal counsel.
- **Facilitate and document preconstruction conference(s);** coordinate with local utilities and entities.

**On cost estimating.** CPM will lead and manage the project cost-control process from the earliest planning phase through construction. At the pre-design stage, CPM will prepare an owner-level cost model based on the City's needs assessment, anticipated program, comparable project benchmarks, escalation, contingency, soft costs, and delivery assumptions. As design advances, CPM will coordinate and validate updated cost estimates at each major design milestone, reconcile those estimates against the approved project budget, and identify scope, cost, and value-engineering options for City consideration. Where detailed trade-level estimating is required, CPM will coordinate that effort through the design team, CMAR, or qualified estimating resources, while remaining responsible for reviewing, challenging, and translating the estimate into clear budget recommendations for the City.

## CONSTRUCTION PHASE

- **Maintain the communication protocol** among City, Architect, and GC/CMAR, and represent the City in project meetings.
- **Monitor overall budget and schedule** and advise the City of trends affecting timely, cost-effective completion.  
*KPIs tracked monthly — Tab 6.*
- **Coordinate construction logistics;** review the GC/CMAR schedule of values and construction schedule and recommend action.
- **Review and verify monthly pay applications;** review and recommend contractor and consultant invoices.  
*See Tab 6 — Invoice Review.*
- **Review and analyze proposed change orders,** negotiate fair resolutions, and manage schedule impacts.  
*See Tab 6 — Change Order Review.*
- **Coordinate Owner activities** — occupancy, FF&E procurement, and technology.

---

### — Site observation & weekly reporting

---

During construction, CPM will perform regular site observations and generate site visit reports documenting general progress, observed issues, unusual events, representative photographs, schedule concerns, and items requiring follow-up by the Architect, Contractor, or City. CPM's observations will be performed from the Owner's Representative perspective and will not replace the Architect's construction administration responsibilities, special inspections, material testing, or code-required inspections. CPM will, however, coordinate closely with those parties, track open issues, and keep the City informed of conditions that may affect cost, schedule, quality, or occupancy.

## — Inspection & deficiency tracking

CPM will support the project quality program by regularly observing the work for general progress, quality, and conformance with the Contract Documents, coordinating Owner testing and special inspection activities, reviewing testing and inspection reports, and tracking identified deficiencies through resolution. When non-conforming or incomplete work is observed or reported, CPM will document the issue, notify the appropriate project parties, and maintain a deficiency log until the responsible party has addressed the item and the applicable design professional, inspector, or authority has verified correction as required. CPM will also coordinate punch-list preparation with the Architect and Contractor and monitor corrective work through successful completion.

### CLOSE-OUT PHASE

At closeout, CPM will work with the team to verify that project record documents, O&M manuals, warranties, attic stock, training requirements, and closeout deliverables are complete and submitted in accordance with the Contract Documents. CPM will coordinate required City staff training for the new building systems and assist the City in establishing a clear warranty-request process. During the agreed warranty-support period, CPM will help the City document warranty items, route requests to the appropriate contractor or vendor, follow up on responses, and track open warranty items through completion. CPM's role will be to coordinate and monitor the warranty process on the City's behalf, while contractual warranty obligations remain with the responsible contractor, manufacturer, or vendor.

CPM will also **review and recommend retainage release** in accordance with the Contract Documents.

★ **For CPM's detailed QC methodology** — monthly KPIs and our change-order, bid, and invoice review processes — see **Tab 6: Quality Control**.



# 05

---

## References

Three current Texas public-sector clients, each with a direct contact, followed by a one-page project exhibit. All are active CPM engagements in comparable governance and delivery situations.

TAB 5 • REFERENCES

# Three current public-sector clients

## Texas Municipal League Intergovernmental Risk Pool

REFERENCE 1

### Jeffrey Snyder, ICMA-CM

Assistant Executive Director & Chief Strategy Officer  
806-292-8092 · jeffrey.snyder@tmlirp.org

Full-service owner's representation and project management for the Texas Municipal Center, a new headquarters in Georgetown. CPM was engaged at the earliest conceptual stage — before a site, program, or team existed — through needs assessment, site selection, team procurement, and budget development. Adaptive reuse with new additions, including a training and education facility.

**\$90M**   **~80,000 SF**   **CMAR**   **Design**

PROJECT COST   SIZE   DELIVERY   STATUS

## Gonzales County

REFERENCE 2

### Hon. Patrick C. Davis

County Judge  
830-672-2327 · countyjudge089@co.gonzales.tx.us

Program management and owner's representation across a multi-project capital program: renovation of the Courthouse Annex, restoration of the historic Gonzales County Courthouse, and facade repairs to the Randle Rather Building. Scope includes bond funding support, contractor procurement, construction-phase management, and coordination with the Texas Historical Commission. The Annex is actively under construction.

**\$43M**   **3**   **CSP**   **In Progress**

PROGRAM COST   PROJECTS   DELIVERY   STATUS

## Texas Association of Counties Risk Management Pool

REFERENCE 3

### Michael Shannon, ARM

Senior Director, Risk Management Services  
512-615-3824 · michaels@county.org

Design- and construction-phase project management for the TAC 1210 Building Refresh, a multi-phase renovation of an eight-story headquarters in downtown Austin. CPM onboarded the design team and contractor; scope includes schedule and budget oversight, change-order review and negotiation, pay-application verification, document control, and quality management. Phased so staff remain in the building throughout.

**\$8.8M**   **26,500 SF**   **CMAR**   **Construction**

PROJECT COST   RENOVATION   DELIVERY   STATUS

REFERENCE EXHIBIT A • PROJECT EXPERIENCE

# Texas Municipal Center

*Owner's Representation & Project Management • Georgetown, Texas*



CPM provides full owner's representation for the Texas Municipal League and its Risk Pool's new Georgetown headquarters, engaged at the earliest conceptual stage — before a site, program, or team existed — through needs assessment, site selection, team procurement, and budget development. The 80,000 SF project pairs a full renovation of the existing 62,000 SF structure with roughly 20,000 SF of new additions, including a training and education facility for up to 200 participants.



ENTRANCE & SITE APPROACH



INTERIOR — COLLABORATION & MEETING SPACE

**CLIENT**

Texas Municipal League  
Intergovernmental Risk Pool

**LOCATION**

Georgetown, Texas

**PROJECT COST**

\$90M

**SIZE**

Approx. 80,000 SF

**DELIVERY**

CM at Risk

**STATUS**

Design & Entitlement

**ARCHITECT**

Perkins & Will

**CIVIL ENGINEER**

GarzaEMC • Contractor: The Beck Group

**CPM TEAM**

John Duke, Principal

REFERENCE EXHIBIT B • PROJECT EXPERIENCE

# Gonzales County Program Management

*Owner's Representation & Program Management • Gonzales, Texas*



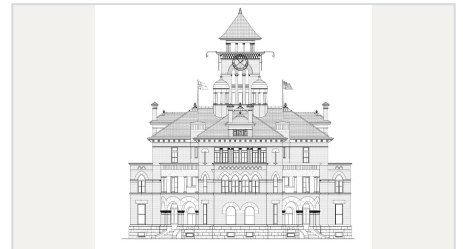
CPM provides program management and owner's representation across a three-project capital program — renovation of the Courthouse Annex, restoration of the historic Gonzales County Courthouse, and facade repairs to the Randle Rather Building — including bond-funding strategy, contractor procurement, construction-phase management, and coordination with the Texas Historical Commission. The Annex is under construction toward a September 2026 completion.



COURTHOUSE ANNEX — UNDER CONSTRUCTION



RANDLE RATHER BUILDING



COURTHOUSE RESTORATION — ELEVATION

**CLIENT**

Gonzales County

**LOCATION**

Gonzales, Texas

**PROGRAM COST**

\$43M

**PROJECTS**

Annex \$11M · Restoration \$30M · Randle Rather \$2M

**DELIVERY**

Competitive Sealed Proposal

**STATUS**

In Progress

**ARCHITECT**

O'Connell Architecture

**CONTRACTOR**

IE2 (Annex) · TBD (Courthouse, Randle Rather)

**CPM TEAM**

John Duke, Principal

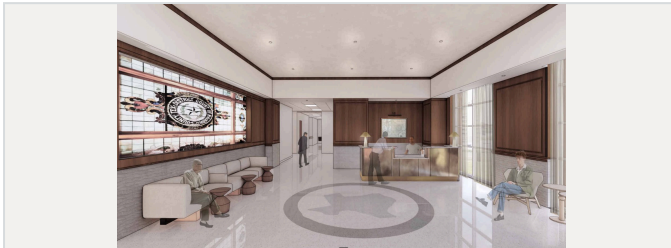
REFERENCE EXHIBIT C • PROJECT EXPERIENCE

# TAC 1210 Refresh

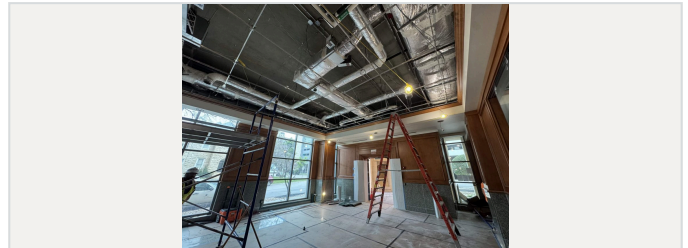
*Owner's Representation & Project Management • Austin, Texas*



CPM provides project management for the multi-phase refresh of TAC's eight-story downtown Austin headquarters — multi-floor updates, a complete elevator-lobby and cab redesign, and reconfigured level-4 meeting and training spaces — phased so staff remain in the building throughout. Scope spans schedule and budget oversight, change-order and pay-application review, document control, quality management, and reporting to TAC leadership, including managing unforeseen conditions found during demolition.



ELEVATOR LOBBY REDESIGN — RENDERING



RENOVATION IN PROGRESS — OCCUPIED BUILDING

<p><b>CLIENT</b> Texas Association of Counties Risk Management Pool</p>	<p><b>LOCATION</b> Austin, Texas</p>	<p><b>PROJECT COST</b> \$8.8M</p>
<p><b>SIZE</b> 26,500 SF (Renovation)</p>	<p><b>DELIVERY</b> CM at Risk</p>	<p><b>STATUS</b> Under Construction</p>
<p><b>ARCHITECT</b> Interior Architects (IA)</p>	<p><b>CONTRACTOR</b> IE2</p>	<p><b>CPM TEAM</b> John Duke, Principal</p>



# 06

---

## Quality Control

How CPM monitors project health with early-warning indicators, and the specific review processes we apply to change orders, bids, invoices, and monthly draws.

# Quality Control

City of Rollingwood

Owner's Representative Services  
City Hall Improvements

CPM's quality control approach is built around **early-warning indicators**. We track a small set of key performance indicators every month that tell us whether a project is healthy or starting to drift, long before those issues show up in a delayed completion date or a budget overrun. When an indicator moves the wrong direction, we act on it.

## KEY PERFORMANCE INDICATORS — TRACKED MONTHLY

### RFI TURNAROUND

**≤ 7 Days**

Slow RFI responses cascade into delayed work and change orders. We track current month vs. life-to-date average.

### SUBMITTAL TURNAROUND

**≤ 14 Days**

Submittal delays interrupt fabrication and delivery. Same tracking: month vs. life-to-date.

### BUYOUT PACE

**First 10% / 3 Mo**

Whichever is longer. Subcontractor buyout drives everything downstream. Miss this early and recovery is hard.

### CASH FLOW VS. S-CURVE

**Track Daily**

Actual earned value compared to projected S-curve. Earliest reliable indicator of schedule slippage.

## WHY BUYOUT PACE MATTERS

**STEP 1**  
**Buyout Sub**

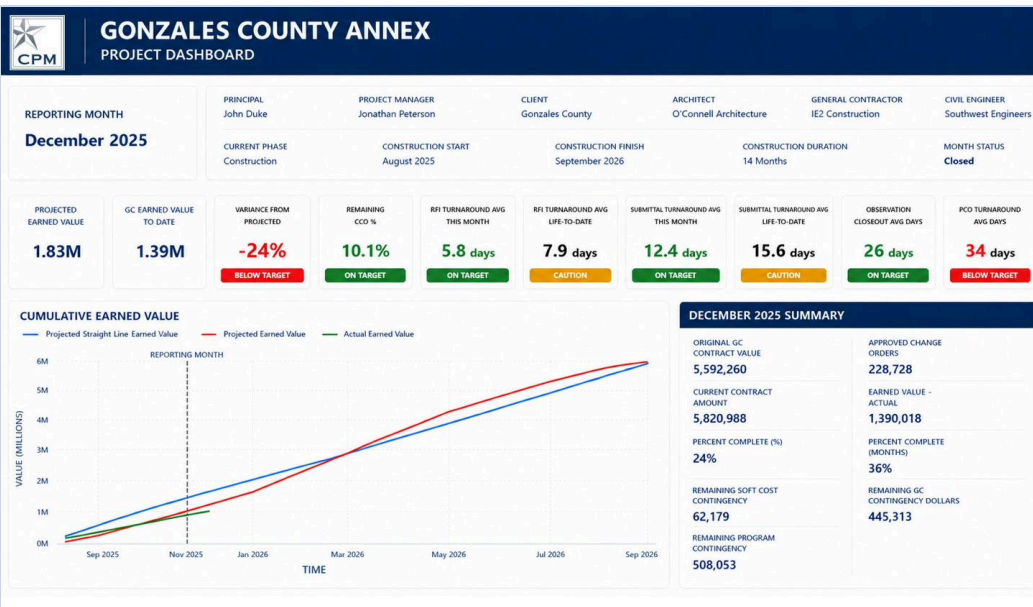
**STEP 2**  
**Submittals & Approvals**

**STEP 3**  
**Fabricate & Deliver**

**STEP 4**  
**Install**

Finish-to-start sequence. Each step must complete before the next can begin. A late buyout pushes installation by the cumulative duration of every step that follows.

## MONTHLY PROJECT DASHBOARD



## What the City Sees Every Month

CPM delivers a project dashboard to the Owner each reporting period. The dashboard consolidates earned value, KPIs, contingency status, and pay app data into a single view.

Items running off-target are flagged in red. Items requiring action are surfaced for the Owner with a clear recommendation.

The Owner sees the same data CPM sees — no information asymmetry, no surprises at Council meetings.

## PROCORE — BUDGET & INVOICE VISIBILITY FOR THE OWNER

CPM uses Procore for project budget tracking, invoice workflow management, and financial reporting. The Owner is provided login access and can view real-time budget status, invoice status, commitments, change order tracking, and cash flow at any time. There is no information asymmetry between CPM and the Owner on project financials.



# QUALITY CONTROL PROCESS

Helping align the work in the field with the drawings, specifications, and project expectations.

The design team defines quality in the contract documents. CPM supports the owner by helping evaluate options, adding independent review where it makes sense, and tracking issues through resolution.

1



## DEFINE QUALITY TARGETS EARLY

- The design team establishes the quality requirements in the drawings and specifications.
- CPM works with the owner and design team to evaluate good / better / best options during value engineering.
- Common focus areas include building envelope systems, waterproofing, durability, and long-term performance.
- We help compare cost, risk, and performance so the team can make informed decisions.
- Where warranted, we can help recommend a "belt-and-suspenders" approach for added protection.

2



## ADD PREVENTIVE DOCUMENT REVIEW

- Once the documents are developed, we often recommend a third-party constructability review.
- An independent design professional reviews the drawings for coordination, missing details, inconsistent callouts, and potential conflicts.
- A relatively modest upfront review can help reduce downstream issues.

3



## USE TARGETED TESTING & FIELD OBSERVATIONS

- During construction, we coordinate code-required construction materials testing.
- We may also recommend additional third-party review where it adds value.
- Typical focus areas include flashing details, waterproofing transitions, weather barrier installation, stucco screw patterns, and roofing-to-wall interfaces.
- An ounce of prevention goes a long way.

4



## DOCUMENT FINDINGS & TRACK CORRECTIONS

- Testing agencies and reviewers issue written reports.
- CPM logs identified items, communicates them to the team, and tracks them through completion.
- We follow up until corrective work is addressed and sign-off is received.

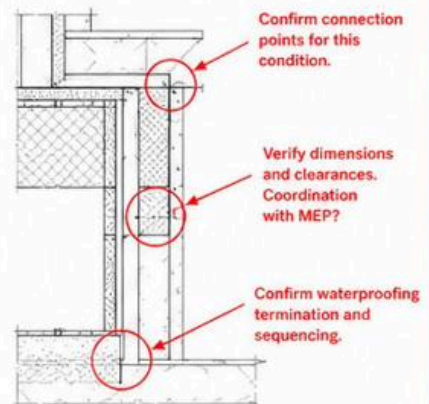
5



## RESOLVE ITEMS PROMPTLY

- Our goal is to close identified issues within 30 days whenever possible.
- Timely resolution helps maintain momentum, reduce rework, and keep the project team aligned.
- CPM makes a practical recommendation and keeps the owner informed throughout the process.

### CONSTRUCTABILITY REVIEW EXAMPLE



## WHAT CPM ADDS



Independent perspective



Good / better / best cost analysis



Third-party review coordination



Issue tracking through closeout



EARLY CLARITY. BETTER INSTALLATION. FEWER SURPRISES.

CHANGE ORDER REVIEW PROCESS



## CHANGE ORDER REVIEW PROCESS

A COLLABORATIVE, DATA-DRIVEN APPROACH THAT KEEPS YOUR PROJECT MOVING FORWARD.

STEP

1



### RECEIVE & UNDERSTAND THE CHANGE

The contractor submits a change order for cost or time impacts due to scope changes, unforeseen conditions, owner-related scope, or other project drivers.

2



### VALIDATE SCOPE & QUANTITIES

We perform an independent review of the proposed scope. Where warranted, we conduct our own quantity takeoffs and analysis to validate what is being requested.

**WE FOCUS ON QUANTITY FIRST—NOT COST.**

Agreeing on scope and quantities first makes the dollar conversation more objective and less emotional.

3



### AGREE ON SCOPE & QUANTITIES

We facilitate clear, fact-based discussions with the contractor to reach alignment on the scope and quantities. Once we are on the same page, the pricing conversation begins.

4



### DETERMINE UNIT PRICING

We analyze and agree on unit pricing for materials, labor, equipment, and subcontractor work.

**EXAMPLE:**

Brick material = \$13/SF  
 Installation = Crew of 5 for 3 days  
 Labor rate (hr) x Material (X) = Agreed unit price

5



### DEVELOP & NEGOTIATE AGREED CHANGE ORDER

We develop a detailed, line-item change order with agreed quantities and unit prices, then negotiate with the contractor to achieve a fair and supportable result before it is submitted to the owner.

6



### RECOMMENDATION & COMMUNICATION

We provide a clear recommendation to **ACCEPT** or **REJECT** the change, including a summary of any negotiated savings on your behalf. We keep the owner informed throughout the process, at the level of involvement you prefer.

7



### TIMELY PROCESSING—30 DAY GOAL

We work to clear change orders within 30 days of inception. The faster we resolve changes, the faster your project keeps moving and the less we rely on fading memories.

★ INDEPENDENT. OBJECTIVE. RELENTLESSLY FOCUSED ON YOUR SUCCESS.



## SUBCONTRACTOR & MATERIAL SUPPLIER INFORMATION

INDEPENDENT REVIEW. VERIFIED DATA. BETTER OUTCOMES.



WE COMBINE DIRECT INFORMATION, INDUSTRY DATA, AND REAL-WORLD EXPERIENCE TO ENSURE FAIR, SUPPORTABLE CHANGE ORDERS.



### 1. DIRECT INFORMATION

We request and review detailed backup from subcontractors and material suppliers, including:

- Material costs
- Labor hours & rates
- Equipment rates
- Shop drawings & submittals
- Quotes & invoices



### 2. WHEN BACKUP IS LIMITED

Some subcontractors and material suppliers do not provide detailed backup due to proprietary practices (e.g., shop time, fabrication methods).

THAT'S OKAY—WE HAVE OPTIONS.



### 3. ALTERNATIVE VERIFICATION

We use multiple methods to validate costs, including:

- Historical data from our extensive project database
- Comparable projects
- Industry benchmarks
- Phone calls to other contractors & suppliers



### 4. INDEPENDENT REVIEW & NEGOTIATION

We independently review every change order, prepare our own summary of what we believe is fair and supportable, and negotiate with the contractor before it is submitted to the owner. We will agree or disagree as the facts dictate—our loyalty is to your project.



### 5. TIME IMPACT ANALYSIS (TIA) REVIEW

For time-related changes, we require a definitive TIA showing the critical path and impacts.

We review the TIA against:

- As-built conditions
- Weather reports
- Contract requirements & entitlements
- Concurrent delays

We validate the request and make our recommendation on time impacts.



### 6. RECOMMENDATION TO OWNER

We provide a clear recommendation to **ACCEPT** or **REJECT** the change, including:

- Cost impact
- Time impact (if applicable)
- Negotiated savings (if any)
- Rationale & supporting documentation

We are happy to include the owner in any or all parts of the process.

★ BETTER DATA. BETTER DECISIONS. BETTER PROJECTS.



# BID REVIEW & RECOMMENDATION PROCESS

A structured, transparent approach to comparing proposals, leveling scope, and supporting owner decisions.

The procurement documents establish the requirements. CPM supports the owner by organizing responses, leveling assumptions, comparing cost and qualifications, and documenting a clear recommendation before award.

- 1

**DEFINE PROCUREMENT STRATEGY & CRITERIA**

We align with the owner and design team on the delivery method, bid package, evaluation criteria, alternates, allowances, required forms, and interview expectations.

---

- 2

**RECEIVE & ORGANIZE RESPONSES**

We log submissions, confirm compliance with the procurement requirements, and identify missing information, exclusions, qualifications, or clarifications needed.

---

- 3

**LEVEL COSTS, SCOPE & ASSUMPTIONS**

We normalize proposals so the comparison is meaningful. This includes fees, markups, general conditions, staffing, allowances, alternates, schedule assumptions, and scope gaps.

---

- 4

**EVALUATE TEAM, EXPERIENCE & METHODOLOGY**

We compare the proposed team, relevant project experience, project-specific understanding, safety and quality programs, logistics, and the plan for managing risk.

---

- 5

**SHORTLIST, INTERVIEW & CLARIFY**

Where appropriate, we conduct structured interviews and follow-up discussions so teams can be compared fairly and key concerns can be clarified.

---

- 6

**SCORING MATRIX + PROFESSIONAL JUDGMENT**

We use a scoring matrix to organize the facts, then apply professional judgment to weigh project fit, responsiveness, commercial clarity, and overall risk.

---

- 7

**RECOMMENDATION & NEXT STEPS**

We provide a clear recommendation to shortlist, award, or decline, along with negotiation items, potential savings, and key issues to resolve before moving forward.

WHAT CPM REVIEWS	
	<p><b>Fees &amp; Markups</b> CM fee, general conditions, staffing assumptions, preconstruction fee, and other markups.</p>
	<p><b>Team Qualifications</b> Project executive, PM, superintendent, preconstruction lead, and continuity of the proposed team.</p>
	<p><b>Relevant Experience</b> Comparable projects, renovation complexity, owner type, and the team's actual involvement.</p>
	<p><b>Methodology</b> Cost management, schedule, sequencing, design collaboration, and project-specific risk awareness.</p>
	<p><b>Quality / Safety / Logistics</b> QC program, safety culture, good-neighbor planning, access, staging, and site controls.</p>
	<p><b>Agreement Comments</b> Requested contract modifications, commercial clarity, and negotiation issues.</p>
	<p><b>Proposal Clarity</b> Responsiveness, organization, completeness, and project-specific tailoring.</p>

**SAMPLE SCORING MATRIX (EXAMPLE)**

CRITERIA	FIRM A	FIRM B	FIRM C	WEIGHT
Fees & Markups	75	90	80	20%
Team Qualifications	85	80	95	20%
Relevant Experience	80	95	70	15%
Methodology	80	85	90	15%
Quality / Safety / Logistics	85	80	90	15%
Proposal Clarity	75	85	90	10%
Agreement Comments	70	80	90	5%
<b>WEIGHTED TOTAL (100%)</b>	<b>79.0</b>	<b>86.5</b>	<b>88.5</b>	<b>★</b>

- OWNER DECISION PACKAGE**
- Clear ranking or shortlist recommendation
  - Summary of differentiators and concerns
  - Bid leveling notes and unresolved assumptions
  - Negotiation items before award
  - Documented rationale for the project file

★ ——— LEVEL THE BIDS. CLARIFY THE RISKS. SUPPORT A DEFENSIBLE RECOMMENDATION. ———

INVOICE REVIEW PROCESS



# INVOICE REVIEW & MONTHLY DRAW PACKAGE

A documented workflow for validating invoices, tracking budget impact, and packaging payment recommendations for owner approval.

CPM reviews invoices before they are presented for payment. We check each invoice against the contract and project budget, track expenditures, and package the monthly draw with supporting backup.



### MONTHLY DRAW PACKAGE

The front-page recommendation summarizes the invoices included in the draw, the amount recommended for payment, and the action requested from the owner.

**REDACTED RTP EXAMPLE**

- INVOICE REGISTER**  
Vendor, invoice number, amount
- REVIEWED BACKUP**  
Pay apps, receipts, support
- RECOMMENDATION**  
Pay, hold, revise, or clarify
- OWNER APPROVAL**  
Ready for owner action

### WHAT CPM CHECKS

- Contract alignment and approved scope
- Invoice math, billing period, and terms
- Percent complete, retainage, stored materials
- Receipts, reimbursables, lien waivers, and backup
- Budget code, commitment, change order, and forecast impact
- Holds, exceptions, clarifications, and approval status

### PROCORE DASHBOARD VISIBILITY

CPM now manages invoice workflows in Procore, giving the owner more current visibility into invoice status, commitments, budget impact, and approval routing.

Invoices
Budget
Cash Flow

**REVIEWED. TRACKED. PACKAGED FOR OWNER APPROVAL.**



# 07

---

## Additional Data

A preliminary, order-of-magnitude **Cost Model** prepared for the City of Rollingwood — demonstrating, on this project, the budget discipline CPM brings at the pre-design stage. The full cost model is provided as a separate exhibit, inserted immediately following this divider.



# Rollingwood City Hall & Fire Station Improvements

PREPARED FOR	City of Rollingwood, Texas
PREPARED BY	CPM Texas, Owner's Representative
SCENARIO	New Construction (Demolish & Rebuild), Multi-Level with Ground-Level Parking
COST BASIS	Parametric historical data, not project-specific market pricing
COST BASIS DATE	June 2026 dollars

## 01 Recommended Planning Budget

Based on the Appendix A program and current market data, CPM recommends the City plan against the following total. It includes construction, design, furnishings and technology, on-site swing space, and a full contingency structure appropriate at the pre-design stage.

RECOMMENDED TOTAL PROJECT BUDGET

# \$14,000,000

Planning range \$12,300,000 to \$16,100,000 · approximately \$940/SF of built area

**There is a 0% chance this number is exactly right, and that is expected at this stage.** No design exists yet, no delivery method is selected, and the program was drafted by City staff and still needs review by a licensed architect. This budget is built from parametric historical cost data, not project-specific pricing. It is a disciplined planning figure to carry into the public process, not a bid or a guarantee. It will sharpen as design, delivery method, and competitive pricing come into focus.

## 02 Hard Cost

Hard cost is the brick-and-mortar cost of the building and site. Each group is priced on an all-in cost per SF (core, shell, tenant improvements, and vertical circulation), then escalated. The completion contingency sits inside hard cost because, with no design in hand, scope is the largest uncertainty.

BUILDING & SITE	QUANTITY	ESCALATED UNIT	AMOUNT
Admin / Public Works / Shared building area <i>Office-type construction; includes vertical circulation</i>	5,927 GSF	\$425/SF	\$2,519,808
Police Department area <i>Secure office, no detention; between office and fire rates</i>	2,193 GSF	\$540/SF	\$1,184,168
Fire Department area (apparatus, bunker, sleeping) <i>Closest available recent comparable</i>	2,772 GSF	\$655/SF	\$1,815,138
Ground-level parking / equipment garage (slab-on-grade) <i>9 vehicles plus Public Works indoor storage</i>	4,000 GSF	\$116/SF	\$464,750
Sitework, utilities, paving, drainage (allowance)	0.86 acre	\$1,536,399/acre	\$1,321,303
Demolition of existing City Hall (allowance)	6,000 GSF	\$19/SF	\$114,075
Design / estimating completion contingency		15%	\$1,112,886
<b>Hard Cost Subtotal</b>		<b>\$573/SF</b>	<b>\$8,532,128</b>

## 03 Total Project Budget

On top of hard cost sit the costs every capital project carries: design and engineering, furnishings and technology, temporary space to keep the City operating, and owner contingency.

BUDGET BUILD-UP	BASIS	AMOUNT
Hard Cost (building & site, incl. completion contingency)		\$8,532,128
Professional services, permitting & regulatory fees	20% of hard cost	\$1,706,426
Owner FF&E & technology allowances	\$92/SF	\$1,002,064
On-site swing space (modular, 14 months)	allowance	\$490,000
<b>Subtotal Before Owner Contingency</b>		<b>\$11,730,618</b>
Owner contingency (layered, see Section 04)		\$2,267,342
<b>Recommended Total Project Budget</b>	<b>\$940/SF</b>	<b>\$13,997,960</b>

## 04 Contingency, and Why It Is Layered

Contingency is the margin that protects the City from the unknowns every capital project encounters. CPM carries it in distinct layers, each covering a different category of risk:

**Design completion contingency (15% of hard cost, carried above).** The largest reserve at this stage, because no design exists and the estimate is parametric. As drawings develop, this reserve declines.

**Soft-cost contingency (10% of soft costs).** Covers overruns in design, permitting, and other non-construction costs.

**Change-order contingency (15%).** The primary reserve for unforeseen site conditions, design clarifications, and owner-directed changes during construction.

**Program contingency (5%).** A final reserve across the full budget. The most elective layer, and the first to reduce if the City accepts a leaner risk profile.

**Budget is not the same as cost.** The actual cost of the work is set by scope, market pricing, and site conditions. Trimming contingency lowers the budget but does not lower the cost, and it does not make surprises less likely. It only reduces the cushion to absorb them. The one real lever for reducing cost is reducing scope. A leaner budget does carry a practical upside: it forces tighter discipline on elective changes during construction.

## 05 If the City Wants a Leaner Budget

The recommended budget carries CPM's full layered contingency. If the City elects to accept a leaner risk profile, the owner-side layers can be consolidated into a single 15% contingency. This lowers the budget but also the cushion, requiring tighter control of elective changes and leaving less capacity to absorb unforeseen conditions without additional funding.

CONTINGENCY POSTURE	OWNER CONTINGENCY	TOTAL PROJECT BUDGET
Recommended (layered)	\$2,267,342	\$13,997,960
Leaner (single 15%)	\$1,759,593	\$13,490,211
<b>Difference (contingency only, not scope)</b>		<b>\$507,749</b>

The difference is entirely contingency. Both are defensible. The right choice depends on what the community is prepared to support and the City's financial position.

## 06 Where the Escalation Rate Comes From

The 5.62% escalation here is a 4.5% annual rate carried roughly 15 months to an assumed start of construction. The 4.5% comes from CPM's Crystal Ball Survey, a twice-yearly poll of the Central Texas general contractor community run since 2019. The spring 2026 survey of 47 contractors set the median at 4.5%, up from 3.7% six months earlier and the first meaningful increase since 2023, driven by advanced-technology construction tightening the trade and electrical supply, fuel volatility, and a thinning mid-size contractor pool. Programs with heavy mechanical and electrical scope, including a fire station, can run higher. Full survey results are available at [cpmtx.com](http://cpmtx.com).

## 07 Program Summary

The program totals **9,471 net usable SF** across five functional groups. It carries no allowance for circulation, walls, mechanical, and structural space, so CPM adds **15%** to reach a gross conditioned area near **10,892 SF**. A separate **4,000 SF** ground-level garage houses City vehicles and Public Works equipment, bringing total built area to roughly **14,892 SF**.

FUNCTIONAL GROUP	NET SF	GROSS SF (+15%)
Shared / All	2,888	3,321
Administration	1,326	1,525
Police Department	1,907	2,193
Public Works	940	1,081
Fire Department	2,410	2,772
<b>Conditioned Program Total</b>	<b>9,471</b>	<b>10,892</b>
Ground-level parking / equipment garage		4,000
<b>Total Built Area</b>		<b>14,892</b>

*Garage sized for nine vehicles (three Public Works trucks, six Police vehicles) plus Public Works indoor equipment storage, unquantified in the source program. Parking is slab-on-grade at ground level with occupied space above.*

## 08 Key Assumptions & Items to Validate

---

- Program is taken from Appendix A and assumed substantially complete. A licensed architect must confirm it, including circulation and the Public Works areas.
- Scenario is full demolition and new multi-level construction with ground-level, slab-on-grade parking and equipment storage under occupied space. The elevator and separate access are built into the per-SF building cost.
- No delivery method has been selected. Construction Manager at Risk, Competitive Sealed Proposal, and Design-Bid-Build each carry different cost and schedule profiles.
- The fire station unit cost is drawn from the closest available recent comparable and should be refined as the program firms up.
- All unit costs are parametric historical data only, without project-specific market feedback. Escalation reflects a 4.5% annual rate carried 15 months.
- Sitework is carried as an allowance of 0.86 acre pending civil and geotechnical investigation. Figures exclude land cost, financing cost, and any environmental certification the Council may later direct.
- This is a Class 5 order-of-magnitude estimate: a planning tool, not a bid, a guarantee, or a substitute for a designed estimate.

---

## CPM Texas

Owner's Representative & Construction Project Management Advisor

*Prepared as a preliminary planning tool for the City of Rollingwood. All figures are order-of-magnitude and subject to validation through design, delivery method selection, and competitive pricing. CPM Texas serves as the owner's representative and does not perform design, engineering, or construction work.*



# C P M T E X A S

OWNER'S REPRESENTATION · PROGRAM MANAGEMENT

**120**

PROJECTS DELIVERED

**\$2.2B**

COMBINED VALUE

**9.5M**

GROSS SQUARE FEET

