



June 8, 2026

Request for Qualifications

Owner's Representative Services for
City Hall Improvements

City of Rollingwood

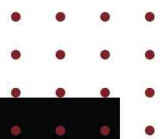
Presented To
City of Rollingwood

Presented By
Square One Consultants

Location
1000 Westbank Drive, Suite 4A
Westlake Hills, TX 78746

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June 8th, 2026

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

Dear Mayor, City Council, and Selection Committee,

Square One Consultants is pleased to submit our Statement of Qualifications to provide Owner’s Representative Services for the City Hall Improvements Project. We are local to the area, with our main office and proposed team officing right in Westlake on Westbank Drive. We have been in the area for 31 years and are very familiar with the City of Rollingwood and the surrounding area. It would be an honor to partner with Rollingwood and provide our services right here in our hometown.

For more than three decades, Square One has successfully guided public-sector clients through the delivery of complex capital improvement projects, providing comprehensive project management, owner’s representation, construction administration, and program management services. Our experience spans municipal facilities, public safety buildings, government offices, infrastructure improvements, and other public-sector projects where accountability, transparency, schedule management, and budget stewardship are essential to project success.

We understand that the City seeks an Owner’s Representative capable of serving as a trusted advisor and advocate throughout all phases of the project. Square One’s approach is built upon proactive communication, rigorous project controls, detailed budget and schedule oversight, and collaborative leadership. Acting solely in the City’s best interests, our team will provide the technical expertise, organizational structure, and hands-on management necessary to guide the project from planning through occupancy while maintaining alignment with the City’s goals, budget, and schedule expectations. Our team brings extensive experience managing consultant and contractor procurements, facilitating stakeholder engagement, overseeing design development, monitoring construction quality, evaluating costs and change orders, coordinating regulatory requirements, and supporting successful project closeout. We understand the unique challenges associated with municipal projects and are committed to delivering a facility that reflects the City’s vision while maximizing the value of public investment.

Square One is particularly excited about the opportunity to support Rollingwood’s efforts to improve its municipal facilities and enhance services for both City staff and emergency responders. We believe our experience, commitment to client service, and proven track record of successful project delivery make us exceptionally qualified to serve as the City’s Owner’s Representative.

Thank you for your consideration of our qualifications. We look forward to the opportunity to discuss our team, experience, and approach in greater detail.

Sincerely,

Ben Snyder, Senior Vice President

bsnyder@sq1.us

512-921-2235

2. Firm Description



FIRM DESCRIPTION

Provide the name and address of the firm with the name, address, telephone, fax numbers, and e-mail address of the contact person who will be authorized to make representations for the organization.

Firm Information:

Square One Consultants
1000 Westbank Drive, Suite 4A
Westlake Hills, TX 78746

Contact Person:

Ben Snyder, Senior Vice President
bnsnyder@sq1.us
512-921-2235

List the number of years providing owner's representative services, specifically for local government entities.

31 years.

All submitting firms must identify the location of any parent office(s), and the location of the office that will be principally responsible for the project.

Parent office is located in Austin, TX, in the City of Westlake Hills, at the address above.

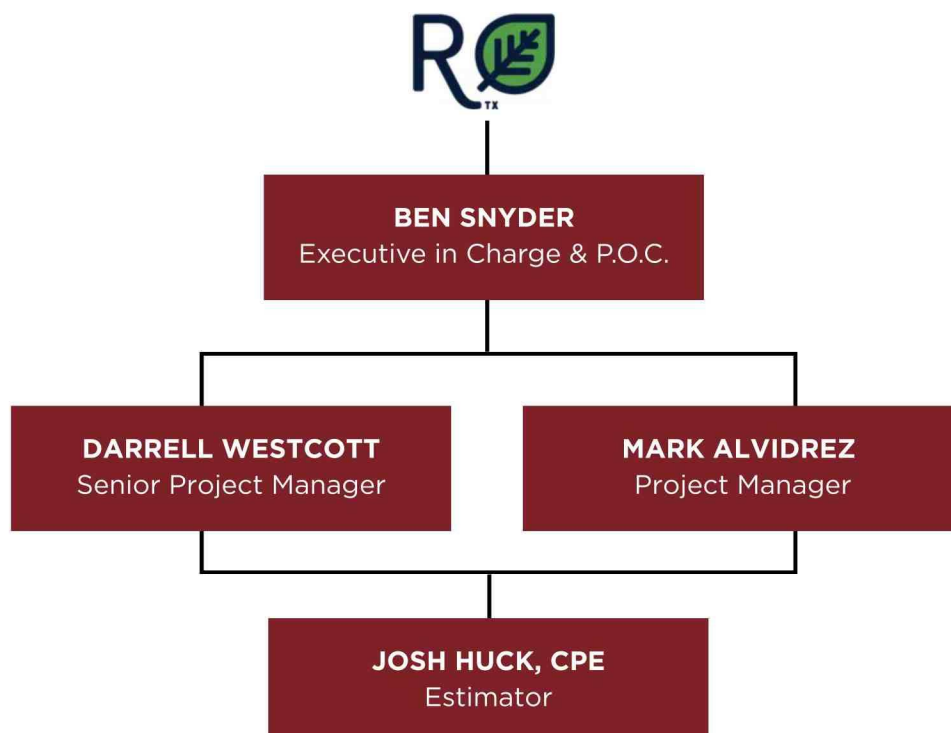
For the office responsible, please provide an Organizational Chart depicting:

a. Key staff proposed for the City's Project.

Executive in Charge: Ben Snyder
Senior Project Manager: Darrell Westcott
Project Manager: Mark Alvidrez

b. All staff members who will be involved in supporting the firm's efforts.

Estimator: Josh Huck



3. Project Team and Qualifications



a. Identify all key personnel, their relationship to the project, relevant qualifications and experience, degrees held, registrations, memberships, years with the firm, and their level of effort toward completing all needed tasks. Include a description of specific projects similar to this request and the specific tasks performed by the project personnel.

Below is our proposed staff for this project. **All personnel are based right here in the Westlake Hills area, where our main office is located.** Please see their resumes on the following pages for specifics about their experience.

Personnel Level of Effort:

- **Executive in Charge:** Ben Snyder – 20% of time
- **Senior Project Manager:** Darrell Westcott – 50% of time – Heavy during design
- **Project Manager:** Mark Alvidrez – 80% of time – Heavy during construction
- **Estimator:** Josh Huck – as needed

i. Identify all staff members who hold a Certified Construction Manager (CCM) in a project leadership capacity. (Must be employees of the prime firm at the time of submission.)

While we do not have any staff members who hold a CCM, we do have 2 staff members who are PMP (Project Management Professional) Certified.

ii. List of personnel with experience specifically in the municipal facilities market.

Ben Snyder, Senior Vice President
Darrell Westcott, Project Manager
Mark Alvidrez, Project Manager

We have also included a list of municipal projects from our partner company, Project Control. Please see that on Page 12.

iii. Identify the person who will be primarily responsible for contact with the City.

Darrell Westcott will be the primary contact with the City for this project. His information is:
email: dwestcott@sq1.us; **phone:** 832.265.5545

iv. For team members in a project support role, provide a half-page résumé with the following information:

1. Overview of roles and responsibilities on the project, as well as degrees held, registrations, memberships, and years with the firm.

Josh Huck will be our professional estimator for this project. Please see his resume for this specific information.

2. List of personnel experience, specifically in the municipal facilities market.

Josh Huck's more specific municipal projects are below. They were completed independently of Square One.

- **Hamilton Town Hall Improvements-** Renovations/Additions- Hamilton, MA- \$9MM
- **Princeton Public Safety Complex-** Princeton, MA- Ground Up Construction of new town offices, police department, and fire department. of public works- \$32MM
- **Franklin County 4th Floor Renovations-** Renovations to existing courtrooms, restrooms, staff offices- \$3.8MM- Columbus, OH



BEN SNYDER

EXECUTIVE IN CHARGE

PROFILE

Ben has more than 27 years in the design and construction industry and is highly proficient in the Project Management/Owner Representation field and continually provides exceptional service to his clients. Coupled with his degree in architecture and his project management experience over multiple project types, Ben provides vast knowledge and understanding to both public and private Owners.

CONTACT

512-921-2235
bsnyder@sq1.us
Austin, TX

CERTIFICATIONS

University of Southern Illinois
Bachelor of Architectural Studies
Minor in Architectural Technology

Years with SQ1: 20 years

Opportunity Austin Member

(*) Projects completed before
Square One

HIGHLIGHTED EXPERIENCE

Littlefield Building | Austin, TX

18,000 SF historic renovation, preserving the architectural legacy of the iconic Littlefield Building while modernizing interior spaces for contemporary use.

Scarborough Building | Austin, TX

20,000 SF renovation of the historic Scarborough Building for DivcoWest, blending timeless architecture with modern upgrades to revitalize one of Austin's landmark properties.

Bastrop County Health & Housing Collaborative | Bastrop, TX

This project addresses Bastrop County's critical shortage of affordable and workforce housing, with a focus on equity for historically marginalized and low-income households. The effort will focus on planning and pre-development to expand housing access for low- to middle-income earners, families needing subsidies, and individuals experiencing homelessness.

Travis County Supportive Housing | Austin, TX

Working in support of the Travis County initiative to provide more supportive housing for individuals and families in need of housing. Our role is to oversee all invoicing and payment approvals for vendors, wage rate confirmation, budget compliance, and quality control in the field during construction. The project scope includes over 3,000 units.

Headwaters at the Comal | New Braunfels, TX

The project includes the repurposing of an existing building with an aspect of new construction, with an emphasis on landscaping and site rehabilitation. The facility will serve as an education center for the Headwaters at the Comal.

Oracle Waterfront Campus | Austin, TX

Ground-up construction of multiple office buildings, parking garages, dining spaces, and a central plant costing over \$500,000,000. Project Size: Excess of 1,000,000 SF Office, 4,000 Parking Spaces.

AMD | Austin, TX

Renovation of space in a 100,000 SF building for 5 testing labs, raised floor, central plant, office space for 450 people.

Austin ISD Bond Programs | Austin, TX

Numerous school projects, additions, and renovations for three separate school bond programs from 2007 until present day. Project Size: Multiple Campuses across School District.



MARK ALVIDREZ

SENIOR PROJECT MANAGER

PROFILE

Mark Alvidrez is a seasoned Project Manager with over 27 years of experience in construction and contracting. He has led major projects across education, commercial, and public sectors, including work for Austin ISD, Apple, and the Blanton Museum. Skilled in strategic planning, scheduling, and stakeholder coordination, he excels at managing multiple projects while ensuring quality and efficiency. He is proficient in industry tools like Constructware and Prolog. Mark is dedicated to delivering high-quality, cost-effective construction solutions.

CONTACT



512-721-9491



malvidrez@sq1.us



Austin, TX

QUALIFICATIONS

Texas A&M University

Bachelor, Construction Science

Years with SQ1: 4 years

- Constructware
- P3 Scheduler
- Sure Trak
- Prolog

(*) Projects completed before
Square One

HIGHLIGHTED EXPERIENCE

Austin ISD | Austin, TX

Project manager for various campus renovations, HVAC upgrades, classroom renovations, and additions to numerous campuses throughout the district.

Bob Bullock State History Museum - State Preservation Board | Austin, TX *

New construction of the large Texas History museum with subterranean parking.

Texas Permanent School Fund | Austin, TX

Interior renovation of existing office building for the Texas Permanent School Fund.

5209 Burnet Road | Austin, TX

New construction for Pennybacker Developer on Burnet Road. Now called Victory Plaza, this Class A office building is 93,000 SF with three unique floors, two rooftop patio terraces, conference facilities, a communal outdoor plaza, and structured parking spaces.

Dripping Springs ISD | Dripping Springs, TX

Dripping Springs Elementary School Renovations: 21,000 SF renovations to a school, including improvements to the HVAC system, plumbing, wall systems, and finishes.

Blanton Museum - University of Texas | Austin, TX *

New construction of UT Austin's Blanton Museum. It is one of the largest university art museums in the U.S. with 189,340 square feet devoted to temporary exhibitions, permanent collection galleries, storage, administrative offices, classrooms, a print study room, an auditorium, shop, and cafe.

Riata Vista Campus - Apple | Austin, TX *

New construction of 917,536 sf of office space, 3 parking garages, central utility plant an extensive landscaping and site improvements.

Frost Bank Tower - Cousins Properties | Austin, TX *

New construction of 540,000 SF, 33-story high-rise building shell with parking garage.

McNeil High School - Round Rock ISD | Round Rock, TX *

Multi-phased addition and renovation project including an agricultural building/barn and classrooms, renovation of restrooms and locker rooms, updates to the central utility plant, HVAC system, and building additions for Special Education curriculum, administration, and fine arts.



DARRELL WESTCOTT

SENIOR PROJECT MANAGER

PROFILE

Darrell is an award-winning design professional with over 15 years of experience in designing diverse project types such as workplace, multiple, institutional, biocontainment, and government buildings across North America, Asia, and the Middle East. Darrell's expertise lies in effectively translating clients' needs into customized design experiences that align with their unique culture.

CONTACT



832-265-5545



dwestcott@sq1.us



Austin, TX

QUALIFICATIONS

University of Houston

Master of Architecture

Texas Tech University

Bachelor of Architecture

Years with SQ1: 2 years

- Registered Architect
- NCARB Certified
- RECA Member
- Urban Land Institute Member
- Real Estate License - In Progress

(*) Projects completed before
Square One

HIGHLIGHTED EXPERIENCE

State Bar of Texas | Austin, TX

Renovation and improvement to a historic building and an addition of a 3-story new building of 13,400SF located above the historic structure. This facility will be used as an education and conference center for the State Bar of Texas. The facility will include a large two-story lecture hall, conference rooms, event space, offices, kitchen, restrooms, and storage.

Delta Millworks Headquarters | Austin, TX

Development of a 35-acre site in Wimberley, Texas, for a new facility to support the operations of a custom lumber manufacturer known for producing high-quality wood siding, paneling, and decking. The project includes a manufacturing plant and office space to accommodate both production and administrative functions for this award-winning, family-owned business based in Austin.

SoulBrain | Taylor, TX

This project consists of building a chemical plant to serve Samsung. On 59 acres with internal access roads, parking lot, guard house, warehouse/office and production plant.

Texas A&M University | College Station, TX*

- Emerging Technologies & Economic Development Bldg Texas Interdisciplinary Life Sciences Building
- Medical Diagnostic Laboratory Addition
- Texas Institute for Preclinical Studies
- Veterinary Medical Diagnostic Lab, BSL-3 Addition

Texas Facilities Commission | Austin, TX *

Project Manager for the North Austin TFC Complex, Phase One.

Seaholm Power Plant Redevelopment | Austin, TX *

Adaptive Reuse of Historic Power Plant 129,500 SF, 2-story, 67,000 SF Retail and Office Building. Underground Parking 3 Levels. LEED CS Gold + AEGB 4-Star Rating 30-story, 615,000 sf Residential Tower AEGB 4-Star Rating.

Oracle Global Headquarters | Austin, TX *

Master planning and phased development for the Oracle Global Headquarters in Austin, Texas. The project includes office buildings and structured parking delivered in two phases, designed to support the long-term growth and operational needs of the global tech company.



JOSH HUCK, CPE

LEAD ESTIMATOR

PROFILE

Josh is our Chief Estimator with over 30+ years of experience in all facets of construction for commercial, government, and high-end residential construction projects.

Josh is a Certified Professional Estimator and provides accurate and comprehensive cost estimating for all phases of design. Josh has a solid grasp of local-specific labor productivity rates, material pricing, and critical path methods.

CONTACT

📞 512-826-1682

✉️ jhuck@sq1.us

📍 Austin, TX

QUALIFICATIONS

University of Houston
BS in Civil Engineering

- Certified Professional Estimator
- OSHA 30 Certification
- USACE CQM Certification
- Certified Estimators Round Table - Board Member
- Primavera P6 Certified

Years with SQ1: 20 years

(*) Projects completed before Square One

HIGHLIGHTED EXPERIENCE

Texas Facilities Commission Phase II | Austin, TX

Provided cost estimating services for TFC Capitol Complex Phase II, including the new construction of two State office buildings and three blocks of the Texas Capitol Mall, including outdoor meeting spaces, exterior walkways, and an underground parking garage. Project value over \$600M.

LBJ Student Center Expansion – Phase I & II | San Marcos, TX

Renovation of Higher Ed Student Center expansion, including expanded ballroom, meeting rooms, storage, and upgrading mechanical systems. Project value of \$10M.

ACC Highland Campus – Phase II | Austin, TX

Provided cost estimating services for the redevelopment of a 415,000 SF former shopping mall space into expanded community college facilities. Project value over \$100M.

IH-35 Cap & Stich Program | Austin, TX

Josh is providing cost-estimating services for the Cap & Stich project, which will create greenways and outdoor spaces to connect East and West Austin while taking IH-35 underground. The project has a value of \$560M.

Bee Creek Sports Complex | Bee Cave, TX

Located on 70 acres at 4440 Bee Creek Road, this large sports complex features five sports fields, a team meeting facility, a playground area, restrooms, parking, and other amenities. Funded by the 2017 Travis County Bond program, the project is a joint effort between the city of Lakeway and the county. Josh provided cost-estimating services.

Siemens Ft. Worth Building Expansion Project | Ft. Worth, TX

Josh is providing cost-estimating services for the Siemens Ft. Worth Building Expansion Project for a new high-tech manufacturing plant. Project value of \$27M.

DART Interests | Dallas, TX

This mixed-use development project spans two city blocks and features two towers ranging from 20 to 40 stories. The development will include 750 residential units, 75-100 hotel rooms, and approximately 1,500 parking spaces. Josh is providing cost estimating services. Project value of \$500M.

Tetra Pak | Denton, TX

Josh is providing cost-estimating services for a significant expansion and renovation project to construct new facilities and remodel existing ones for beverage container manufacturers. Valued at \$176 million.

PROJECT CONTROL MUNICIPAL EXPERIENCE

Project

Lincoln Fire Rescue Fire Station 8
Lincoln Fire Rescue Fire Station 10
Lincoln Fire Rescue Fire Station 11
Lincoln Fire Rescue Fire Station 12
Lincoln Fire Rescue Fire Station 14
Lincoln Fire Rescue Fire Station 16
Joint Public Safety Center - LFR Station 15 & LPD Southeast Team Station
Fire Rescue Training Tower
Lincoln Fire Rescue Station 1 Master Plan & Phase 1 Remodel
Lincoln Fire Rescue Capital Improvement Planning
Lincoln Police Department Northeast Team & Communication and 911 Center
Lincoln Police Department Fleet Maintenance Autobody Renovation
Law Enforcement Training Facility
Municipal Complex
Bexar Metro 911 PSAP
Bexar Metro 911 Quarry Run Regional Operations Center
Hays County Courthouse
Historic City Hall Renovation
Frost Bank Tower Renovation
Bexar County Adult Detention Center
Bexar County Juvenile Detention Center
Austin Convention Center
Levi Carter Park Activity Center and Sports Complex
StarTran Compressed Natural Gas Station
Detention Center Emergency Generator Replacement
Detention Center Domestic Water and Flush Valve Upgrade Project
Detention Center Sewage Ejector Project
City of Ralston Hinge Project
Lincoln Electric System Operations Center
McKinney Hanger
McKinney TKI Executive Terminal
Construction Center 1 Remodel
Construction Center 2
Homestead Detention Basin Trail
Willow Waterhole Detention Basing Trail
Moncrief Park Trail
Highland Park Trail
Clear Lake Park Trail
Bay Area Park Trail
Northside Community Park
Municipal Service Center Remodel
Wolff Stadium Facilities Assessment
Fort Bend County Epicenter
Mosaic Football Stadium
Fiserv Forum
Mortgage Matchup Center Renovation

Client

City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
City of Lincoln, Nebraska
Fort Bend County, Texas
City of Aledo, Texas
Bexar County, Texas
Bexar County, Texas
Hays County, Texas
City of San Antonio, Texas
City of San Antonio, Texas
Bexar County, Texas
Bexar County, Texas
City of Austin, Texas
City of Omaha, Nebraska
City of Lincoln, Nebraska
Harris County, Texas
Harris County, Texas
Harris County, Texas
City of Ralston, Nebraska
Lincoln Electric System
City of McKinney, Texas
City of McKinney, Texas
Metropolitan Utilities District
Metropolitan Utilities District
Harris County, Texas
Harris County, Texas
Harris County, Texas
Harris County, Texas
Harris County, Texas
Harris County, Texas
City of Boerne, Texas
City of Lincoln, Nebraska
City of San Antonio, Texas
Fort Bend County, Texas
City of Regina, Saskatchewan, Canada
Wisconsin Center District
City of Phoenix, Arizona

b. Provide a brief outline of the firm's staffing and ability to meet the schedule and deadlines described in this RFQ.

Our firm is structured to efficiently support fast-paced, multi-deadline delivery requirements through a scalable, multidisciplinary staffing model. We assign a dedicated Project Manager to serve as the primary point of contact and oversee schedule adherence, coordination, and communication with the Owner and project team.

To meet the schedule and deadlines outlined in this RFQ, we leverage both core staff and supplemental resources as needed to maintain capacity during peak project phases. Our internal workflow includes milestone-based scheduling, routine progress check-ins, and proactive coordination with all consultants and stakeholders to identify and resolve potential delays early. This approach allows us to adapt quickly to shifting priorities while maintaining quality, accuracy, and timely delivery of all project requirements.

c. Provide information related to the level of knowledge of applicable local, state and federal regulations, including but not limited to those regarding construction, development, building codes, environmental quality, and drainage.

Our firm maintains a strong working knowledge of applicable local, state, and federal regulations governing design and construction in Texas, including building codes, accessibility standards, environmental requirements, and drainage criteria. We routinely manage the design and administer projects in accordance with the adopted International Building Code (IBC) and related model codes, as well as Texas-specific amendments and requirements enforced through the Texas Department of Licensing and Regulation (TDLR), including accessibility compliance under TAS and ADA standards.

We are experienced in coordinating with local jurisdictions to ensure compliance with municipal development ordinances, permitting processes, and review requirements. Our team also regularly addresses environmental quality regulations administered through the Texas Commission on Environmental Quality (TCEQ), including stormwater management and construction-related environmental controls. In addition, we are familiar with FEMA floodplain requirements and local drainage criteria, ensuring that site design and infrastructure improvements meet both regulatory standards and jurisdictional engineering guidelines.

Through continuous project experience across public-sector work, we stay current on evolving code requirements and integrate regulatory compliance into all phases of design, documentation, and construction administration to ensure smooth approvals and successful project delivery.

d. Identify any subcontractors proposed for the project and list the proposed Project roles and responsibilities for each sub-contractor.

None.

4. Scope of Services



4. Scope of Services: Generally discuss the firm’s approach to accomplishing the “Scope of Services” section above.

Square One Consultants approaches Owner’s Representative services as a strategic partner and trusted advisor to the Owner, providing comprehensive project leadership from initial planning through project completion. Our objective is to ensure that the City Hall Improvements Project is executed efficiently, transparently, and in a manner that fully supports the City’s operational needs, budget constraints, and long-term vision.

Our approach begins with gaining a thorough understanding of the project goals, stakeholder expectations, funding considerations, and operational requirements. We work closely with City staff and project stakeholders to establish clear lines of communication, define project priorities, and develop a framework for effective decision-making. By creating a collaborative environment from the outset, we help ensure that all project participants remain aligned throughout the project lifecycle.

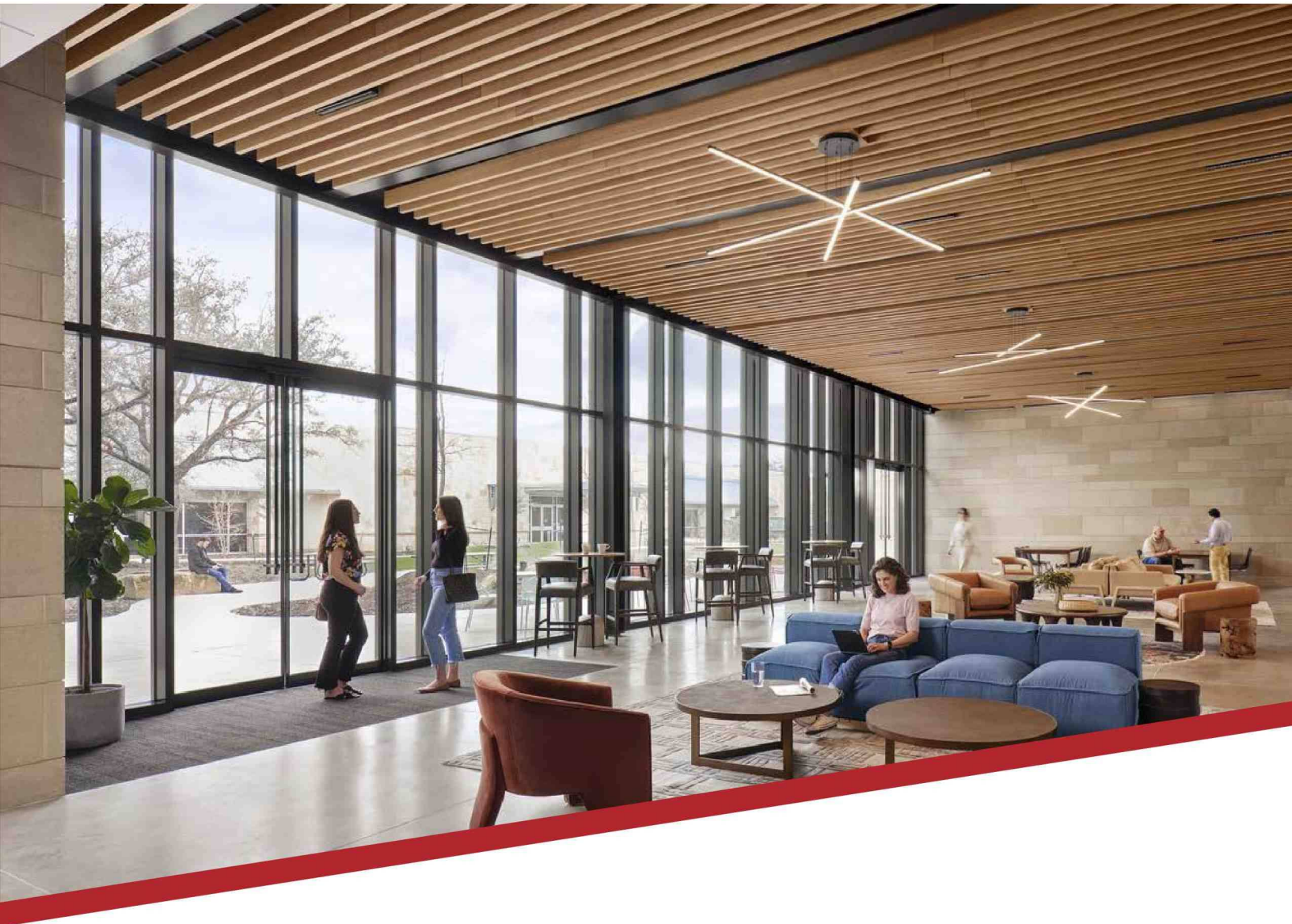
As the City’s representative, Square One will provide oversight and coordination during procurement, design, and construction activities. We assist with consultant and contractor selection processes, review project schedules and budgets, evaluate project risks, and provide objective recommendations that support informed decision-making. Our team continuously monitors project performance to ensure that budget, schedule, quality, and scope objectives remain on track.

A key component of our methodology is proactive management. We focus on identifying potential challenges early and implementing practical solutions before they impact project delivery. Through regular coordination meetings, detailed project tracking, and ongoing communication with the design and construction teams, we maintain accountability among all project participants and help minimize delays, cost overruns, and unforeseen issues.

Throughout design and construction, we serve as an independent advocate for the Owner by reviewing progress, monitoring project milestones, evaluating change requests, and verifying that work is being performed in accordance with the established project objectives. We provide clear and concise reporting that enables City leadership to make timely decisions while maintaining full visibility into project status, risks, and opportunities.

From project initiation through closeout, Square One remains focused on protecting the Owner’s interests and delivering measurable value. Our team’s experience managing complex public-sector projects allows us to provide the leadership, oversight, and problem-solving necessary to successfully guide the City Hall Improvements Project to completion. By combining disciplined project controls with responsive client service, we help ensure a successful outcome that meets the needs of the City, its staff, and the community it serves.

5. References



5. References: Identify at least three (3) similar clients that the firm currently provides or has previously provided service to, preferably municipal governments in Texas. Each project listed shall include the name of the agency, project manager, phone number, and description of work performed.



Texas Facilities Commission Capital Complex: Phase II

Will McKerall
254-292-9763
will.mckerall@tfc.texas.gov
Work performed: Owner's Representation Services



Capital Metro HQ

Sean Wighaman
512-369-6243
sean.wighaman@capmetro.org
Work performed: Owner's Representation Services



Travis County Housing Affordable Housing

Monique Coleman
512-854-1604
monique.coleman@traviscountytexas.gov
Work performed: Owner's Representation Services



Bastrop County Health + Housing

Donna Nichols, MEd, CHES
512-581-4200
Donna.Nichols@co.bastrop.tx.us
Work performed: Owner's Representation Services



Victoria County Mental Health Facility

Amanda Reyes
361-648-9818
AREyes@vctx.org
Work performed: Owner's Representation Services

6. Quality Control



6. Quality Control: Describe how the successful respondent will manage quality control/quality assurance to monitor and resolve issues and check cross-reference documents, consultant and contractor's work, invoicing, quantities, bids, design reviews, change orders and so forth. Specific examples shall be included in the proposal, as applicable.

Our quality control process begins at project kickoff and continues through design, construction, and closeout. Our process is extensive as we will walk the projects frequently to log all issues and issue reports to the contractor and subcontractors for corrective work and track those issues until satisfactorily resolved. We take photos, pin the location, and describe the deficiency. We will send it to the contractor and subcontractors that day. The Punch List is addressed throughout the process, not just at the end. This sets expectations for the quality of work. We also require the design team to walk and send field reports. By working with the contractor's superintendent, we develop a strong relationship of mutual respect and goals. We discuss how to make something work better, not just tell them it is wrong. Key components of our quality control approach include:

MEETING LEADERSHIP AND TASK MANAGEMENT

We lead project meetings to identify issues early, document action items, assign responsibility, and track due dates to keep the project on schedule and within budget. We encourage discussions on each **Task List** item so that they are resolved in a timely manner. We identify who is responsible for each item, determine when it is due, and add comments relative to each item. We have discovered that identifying names enforces the need to perform at each meeting.

7/17/2024 TASK LIST		HOT CRITICAL NON-CRITICAL COMPLETED	STANDING MEETING Wednesdays 12:00 CST	
PROJECT STATUS		PRE-DESIGN		
OWNER'S TASKS		ASSIGNED TO	PRIORITY/DUE DATE	COMMENTS
Schedule				
Architect Contracts	Owner	07/31/2024	How are we going to split the Contract - Programming? Then a full contract for all Design. We need their full scope and services. We must get their full scope of work for contract.	
Contract Assistance	SQ1PM	6-Jul	Sent to team	
Ground Plane and Retail	Architect			
Amenities, Co-Working and Fitness	Architect			
Landscape	Architect			
Market Interiors	Architect			
Luxury Interiors	Architect			
Hospitality	Architect			
Civil Engineer	Architect	15-Jul	Interviews complete KH and WW - Selection - do we include landscape?	
Pool Consultant	Architect			
Parking Consultant	TEAM		Added to the list - send to KH and team	
Demo Reclaimed materials	TEAM	1-Aug	Meeting on site Aug 1st (Recyclecan and they do a complete DEMO to foundation.) Schedule and Scope	
City Liaison	Owner	17-Jul	Jay Chapa, (Chris Gavras CG Contract Review)	
General Contractor Solicitation	TEAM		Lets review the process, Selection, Timing, Expectations,	
GC Contracts	SQ1PM	17-Jul	Sent to team	
Northspyre Software	TEAM	16-Jul	Thoughts	
Firmus	TEAM	16-Jul	Thoughts	
AI Discussions	TEAM			
Phase 1 Enviro Terracon	Owner	13-Jul	Received and under review, will Phase 2 be required?	
Review the Easement for the Subway tunnel	Owner			
Tasks				
Demo Bids	SQ1PM	15-Aug	Duane - this will show pricing and schedule for determination	
Geotechnical Proposals	SQ1PM	25-Jul	Terracon Proposal received. Deep cores	
Cost Estimating	SQ1PM		GC and SQ1 to do parallel estimates	
Deliver Drawings to KH	SQ1PM		Delivered	
Survey Kimley Horn	SQ1PM		Tim to Call Kimley Horn	
Geothermal Consultant	SQ1PM	31-Jul	Address is being reviewed for the potential of Geo, Water table and other factors are underway.	
Architect Scope	SQ1PM			

DESIGN REVIEW AND COMMENT TRACKING

Square One reviews design documents at key milestones to verify alignment with the Owner's objectives, budget, schedule, and operational requirements. We evaluate constructability, coordination, and completeness to identify potential issues before they affect the project. All review comments are documented and tracked through resolution to promote accountability and improve overall document quality. *Below is an example.*

square one SBOT Page turn Plan Review SBOT ECC 12/18/24								
1	STATUS	DATE	PERSONNEL	SHEET #	DETAIL	CATEGORY	INITIAL COMMENTS	ADDITIONAL RESPONSES
2	COMPLETED	12/18	Michael DeLeon	A-101			Confirm with LG if the existing mechanical ventilation for underground parking will be tied into or have any impact on the project	12/19: SQ1 confirmed in drawings, no mechanical tie-ins to that equipment.
3	OPEN	12/18	Trey	A-103			Remove the planter/vegetation from terrace	
4	OPEN	12/18	Trey	A-103			Stair 2: remove the glass handrail against curtain wall in the Stair 2. Investigate alternative handrail	
5	OPEN	12/18	SQ1	A-701			100A Lobby: Confirm with LG/RO sufficient blocking for owner signage, and sequence coordinated prior to plubing lines installed for adjacent restroom, for owner signage to be mounted.	
6	OPEN	12/18	SQ1	M-101-N			1200 shared: LG to investigate Side wall diffusers vs slot diffusers- need to review with MEP	
7	OPEN	12/18	SQ1	A-101-N			1200 shared: LG to confirm, the no electrical on Historic walls come from HP committee? Confirm if we can surface mount electrical to historic walls.	
8	OPEN	12/18	SQ1	T-101-N			1200 Share Work: Confirm no data requirements by code. If not Remove data, users will use Wifi and will not hook up to network. SBOT to confirm if AV needs network for POE equipment.	
9	IN PROGRESS	12/18	SQ1/SBOT	A-701			1220 Family RR: confirm with LG with this can be removed. If SBOT needs more toilets, we can use the family RR to extend out the Mens RR. SBOT to confirm if phone room/booth is still needed.	

RFI AND SUBMITTAL REVIEW

Once design packages are issued, we use them as the baseline for reviewing RFIs and submittals to confirm that proposed materials and systems align with the design intent and contract documents.

MATERIAL VERIFICATION AND INSTALLATION OVERSIGHT

As materials arrive on site, we verify that they match approved submittals. If unapproved materials are delivered, we require their removal and replacement. We also monitor installation to confirm compliance with the manufacturer's instructions and project requirements. Here is an example of a QA/QC field report. We use a structured, proactive approach to monitor progress, maintain alignment with the approved budget and schedule, and address issues before they affect project delivery.

Status Closed	Start Date Feb 21, 2022	Sheet A-140
Type Issue	Created Feb 21, 2022 8:30 AM bsnyder@sq1.us	
Location 43.02 B6.1	Last Updated Mar 14, 2022 2:03 PM	
Description Secure grommets in support	Closed At Mar 14, 2022	
Photos		
  20220221_083246_photo Ben Snyder Feb 21, 2022 8:32 AM 20220221_083219_photo Ben Snyder Feb 21, 2022 8:32 AM		

INVOICE AND PROGRESS REVIEW

On a monthly basis, or more frequently if requested, we review contractor and consultant invoices to verify that billed amounts accurately reflect the percentage of work completed. Our review includes evaluating progress against the approved project schedule, confirming that milestone achievements support payment requests, and identifying any discrepancies that may require clarification. We also monitor schedule updates and critical path activities to ensure project progress remains aligned with established milestones. This process allows potential delays, budget concerns, or performance issues to be identified and addressed early, helping maintain project accountability and transparency.

CHANGE ORDER EVALUATION

We review all proposed change orders to determine whether the requested modifications are necessary, properly documented, and consistent with the project's scope and contractual requirements. Our evaluation includes assessing the basis for the change, reviewing labor and material costs, validating markups, and identifying any associated schedule impacts. We work with the project team to explore alternatives when appropriate and provide objective recommendations to the Owner regarding approval, negotiation, or rejection of proposed changes. This process helps control project costs while ensuring that legitimate project needs are addressed in a timely manner.

INDEPENDENT COST VALIDATION

For significant change orders, potential claims, or other cost-sensitive matters, our project managers are supported by Square One's in-house estimating professionals. These estimators provide an independent review of pricing, quantities, productivity assumptions, and schedule impacts to verify the reasonableness of proposed costs. Because our estimating team regularly develops detailed construction estimates and subcontractor pricing packages, they maintain current market knowledge of labor rates, material costs, and construction durations. This real-time industry perspective allows us to provide reliable cost validation and informed recommendations that help the Owner make confident financial decisions while protecting project budgets.

In Summary

Square One is committed to maintaining the highest standards of quality throughout every phase of a project. Our Quality Control program is designed to ensure accuracy, consistency, accountability, and compliance with project objectives from planning through closeout. By implementing established review procedures, continuous monitoring, and proactive issue identification, we help minimize risks, reduce errors, and promote successful project outcomes. Our team applies a disciplined approach to quality management that emphasizes clear communication, thorough documentation, independent review, and continuous oversight to ensure that all deliverables meet the expectations of the Owner and project stakeholders.

Scope of Services Response



SCOPE OF SERVICES

Through this RFQ, the City is requesting Respondents to provide qualifications for professional PM services for the planning, design, construction, and closeout of the Project. Firms with experience in PM services for public infrastructure and similar facilities are requested to respond to this RFQ. Respondents are required to submit their own specific project approach and tasks, which shall include, but will not be limited to, the following:

1. The Owner's Representative shall serve as an agent and representative of the City.

Square One Consultants understands that the Owner's Representative must act as an extension of the City's staff and serve as a trusted advocate throughout the project. In this role, we will represent the City's interests in all interactions with project stakeholders, including design consultants, contractors, regulatory agencies, and other project participants. Our team will provide objective guidance, facilitate communication, coordinate project activities, and ensure that all decisions and actions support the City's goals, budget, schedule, and operational requirements.

2. The successful Respondent will be highly skilled and experienced in managing projects similar to the Project listed.

We acknowledge these responsibilities and are prepared to serve as an integrated extension of the City's team throughout the project. We will provide clear, well-reasoned recommendations, including the advantages and considerations associated with each option, to support informed decision-making and effective implementation. As dedicated Owner's Representatives, we have developed practical, user-friendly tools and templates to support procurement, action-item tracking, budget and cash-flow management, scheduling, field reporting, and related project controls. These documents are designed for ease of use and can be shared efficiently without requiring specialized software or additional cost.

a. Pre-Construction Phase

i. Establish and maintain a communication protocol between the Owner's Representative and the City as Owner.

Square One recognizes that successful project delivery begins with a clear, organized, and transparent communication structure. At project initiation, our team will work with the City to establish a formal communication protocol that defines project roles, primary points of contact, lines of authority, reporting procedures, meeting schedules, and documentation standards. This protocol will be tailored to the City's organizational structure and will include communication procedures between the City, the Owner's Representative, consultants, contractors, and other stakeholders involved in the project.

Our team will implement a consistent meeting and reporting framework that includes regularly scheduled progress meetings, executive-level updates, budget and schedule reporting, action-item tracking, and document management procedures. Meeting agendas and minutes will be distributed promptly to maintain accountability and ensure all parties remain aligned on project objectives, responsibilities, and deadlines. Square One will also establish procedures for handling requests for information, decision-making workflows, and issue escalation to minimize delays and maintain project momentum.

Throughout the duration of the project, Square One will serve as the central coordination point for communication and information exchange. Our approach emphasizes responsiveness, accessibility, and proactive coordination to ensure the City remains fully informed of project status, budget conditions, schedule impacts, risks, and critical decisions at every phase of the project.

ii. Assist in defining the Project's needs, refining the current needs assessment document, and assist with deciding on a project delivery method such as design-bid-build or Construction Manager at Risk.

Square One understands the importance of establishing a clear and well-defined project foundation prior to design and construction. Our team will collaborate closely with City staff, stakeholders, and end users to review and refine the existing needs assessment document to ensure the Project accurately reflects operational goals, functional requirements, budget expectations, and long-term facility needs. This process will include stakeholder interviews, operational assessments, space programming discussions, and evaluation of current and future facility demands.

We will work with the City to identify project priorities, establish realistic budget and schedule parameters, and evaluate opportunities for phased implementation or value optimization where appropriate. Square One will facilitate discussions that balance operational functionality, community expectations, maintainability, and cost-effectiveness to ensure the Project goals are fully aligned with the City's vision and available funding.

As part of this effort, Square One will evaluate and provide recommendations regarding the most appropriate project delivery method for the Project. Our team has experience supporting public sector clients through both Design-Bid-Build and Construction Manager at Risk delivery approaches and understands the advantages, limitations, and risk considerations associated with each method. We will analyze factors such as project complexity, schedule requirements, budget constraints, procurement timelines, market conditions, and desired collaboration levels to help the City determine the delivery approach that best supports successful project execution while minimizing risk and maximizing cost and schedule control.

iii. Assist in developing Request for Qualifications ("RFQ") documents for the procurement of the Architect for the Project.

Square One has extensive experience preparing procurement documents for municipal and public-sector projects and understands the importance of developing clear, comprehensive, and compliant RFQ packages that attract highly qualified design professionals. Our team will work with the City to develop an RFQ document that clearly communicates the Project scope, goals, schedule expectations, budget parameters, evaluation criteria, and required consultant qualifications.

The RFQ development process will include coordination with the City to establish selection criteria tailored to the Project's needs, including relevant municipal experience, technical capabilities, project approach, staffing, and experience with similar facilities. Square One will assist in drafting all supporting procurement language necessary to comply with applicable governmental purchasing requirements and procurement procedures.

iv. Assist in selection/evaluation of the Architect.

If interviews are conducted, Square One will help coordinate the interview process, develop interview questions, facilitate discussions, and provide objective feedback regarding each firm's approach, communication skills, project understanding, and ability to meet the City's expectations. Following the evaluation process, we will assist the City in identifying the highest-ranked firm and may provide support during scope refinement and contract negotiations to help establish clear expectations, deliverables, and project management procedures prior to project kickoff.

v. Assist in developing Request for Proposal ("RFP") documents for the procurement of the General Contractor, and if appropriate, the CM At Risk for the Project.

Square One will provide detailed evaluation and selection support during the contractor procurement phase to ensure the City selects the contractor or CM at Risk best qualified to successfully deliver the Project. Our team will assist in developing evaluation criteria and scoring systems that consider experience with similar municipal facilities, project staffing, safety records, scheduling capabilities, quality control procedures, financial stability, subcontractor management, and overall project approach.

We will review submitted proposals for responsiveness, completeness, and alignment with the City's project goals and procurement requirements. Square One will prepare comparative analyses and evaluation summaries to support the City's review process and provide objective recommendations based on qualifications, technical capabilities, and demonstrated project experience.

vi. Assist in selection/evaluation of the General Contractor and, if appropriate, the CM at Risk.

If interviews or presentations are part of the selection process, Square One will assist with coordinating interviews, preparing questions, facilitating discussions, and evaluating each contractor's understanding of the Project, communication approach, and ability to successfully manage construction activities. For CM at Risk delivery, we will also assist the City in evaluating preconstruction services, fee structures, contingencies, and Guaranteed Maximum Price development methodologies to ensure transparency and cost accountability throughout the process.

vii. With input from the City, create the milestone schedule for the overall Project design and construction.

Square One understands that a well-developed and actively managed project schedule is critical to the successful delivery of municipal projects.

Our team will collaborate with the City, design consultants, and other project stakeholders to develop a comprehensive milestone schedule that clearly identifies all major project phases, decision points, and critical deadlines from project initiation through final completion.

The schedule will include key activities such as procurement timelines, programming and design phases, City review periods, permitting and agency coordination, bidding and contractor procurement, construction milestones, inspections, occupancy planning, and closeout activities. Square One will evaluate sequencing, long-lead procurement items, regulatory review durations, and operational constraints to establish realistic and achievable timelines that align with the City's goals and funding requirements.

Once established, the milestone schedule will serve as a central project management tool throughout the life of the project. Square One will regularly monitor progress against established milestones, identify potential delays or conflicts, and work proactively with the project team to implement corrective actions when necessary. Updated schedule reporting will be provided to the City on a regular basis to maintain visibility into project status and ensure accountability among all project participants.

viii. Manage coordination and correspondence between all parties, including, but not limited to, the City as Owner, Architect, and General Contractor.

Square One will serve as the central coordination and communication resource for the Project, ensuring efficient collaboration between the City, Architect, General Contractor, consultants, utilities, and all other project stakeholders. Our team understands that successful project execution depends on timely communication, clearly defined responsibilities, and organized information management throughout every phase of the project.

We will establish structured procedures for project correspondence, meeting coordination, document distribution, issue tracking, and decision management to maintain consistency and accountability across the entire project team. Square One will facilitate regular meetings with appropriate stakeholders, prepare agendas and meeting minutes, track action items, and follow up to ensure the timely resolution of outstanding issues.

Our team will also oversee the flow of information between all parties to minimize communication gaps, prevent conflicts, and maintain alignment with the Project's schedule, budget, and operational objectives. By serving as a proactive and organized liaison between stakeholders, Square One will help streamline project coordination, reduce delays, and support efficient decision-making throughout the Project lifecycle.

ix. Review design documents, drawings, and specifications for constructability, cost-effectiveness, scheduling, consistency, and coordination.

Square One provides comprehensive design-phase oversight to help ensure the Project documents are complete, coordinated, and aligned with the City's goals prior to construction. Throughout the design process, our team will conduct systematic reviews of drawings, specifications, and supporting documentation to evaluate constructability, interdisciplinary consistency, schedule impacts, operational functionality, and overall cost-effectiveness. Our reviews focus on identifying potential conflicts, omissions, ambiguities, or design elements that may create unnecessary construction challenges, change orders, schedule delays, or increased project costs. We will coordinate closely with the Architect and consultants to resolve issues early in the design phase when modifications can be implemented more efficiently and economically.

In addition to technical coordination reviews, Square One will evaluate the proposed design solutions against the established project budget, schedule, and operational objectives to help ensure the Project remains aligned with the City's expectations. Our constructability and coordination review process is intended to improve document quality, minimize construction risk, and support a smoother and more efficient construction phase.

x. Give guidance regarding design aesthetics in coordination with the architect, to ensure cost-effective outcomes.

We understand the importance of balancing aesthetic goals with budget realities, long-term durability, operational functionality, and maintainability. Throughout the design process, our team will work collaboratively with the City and Architect to provide guidance regarding design decisions, material selections, architectural features, and finish options to help ensure the Project achieves an appropriate balance between visual quality and cost-effectiveness.

Our approach includes evaluating proposed aesthetic elements in relation to lifecycle costs, constructability, maintenance requirements, availability of materials, and overall budget impacts. We will help the City understand the cost implications of design decisions and identify opportunities to achieve the desired appearance and functionality without introducing unnecessary complexity or expense.

Square One's experience with municipal and public-sector facilities allows us to provide practical recommendations that support durable, maintainable, and community-appropriate design solutions while maintaining alignment with the established project budget and schedule.

xi. Monitor and maintain all parties' efforts for conformance to schedule and budget.

Square One will actively monitor project activities throughout both the design and construction phases to ensure all parties remain aligned with established schedule and budget objectives. Our team will implement detailed tracking procedures for project milestones, design progress, procurement activities, construction progress, budget expenditures, and contingency usage to provide the City with clear and accurate reporting on overall project status.

We will regularly review progress against approved schedules and cost plans, identify developing risks or potential variances, and coordinate with the project team to implement corrective actions before issues escalate. Square One will maintain ongoing communication with the Architect, contractors, consultants, and City representatives to ensure accountability and timely completion of assigned tasks. Through proactive oversight and continuous monitoring, our team will help minimize delays, reduce the likelihood of budget overruns, and maintain alignment between project scope, schedule, and available funding throughout the duration of the Project.

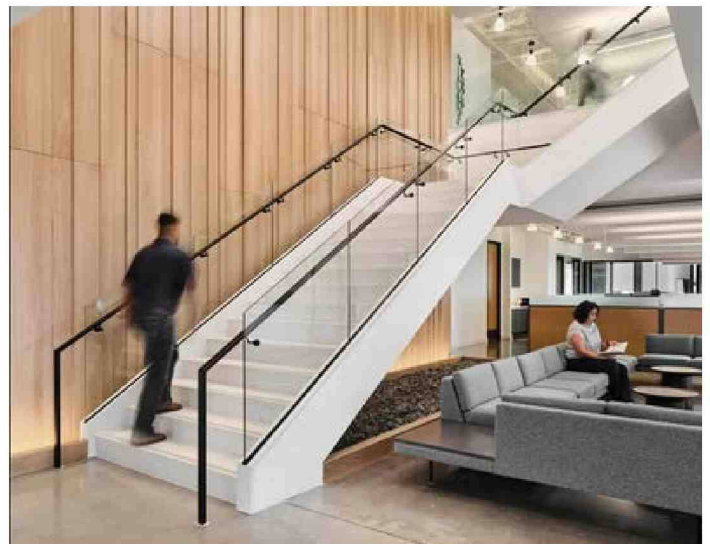
xii. Notify Owner of design and budget concerns throughout design process.

Square One understands the importance of identifying and communicating potential project concerns early in the design process to allow for timely decision-making and corrective action. Our team will continuously monitor design development progress against the established project budget, schedule, and operational requirements to identify issues that may impact project feasibility, constructability, or cost.

As potential concerns arise, Square One will promptly notify the City and provide clear assessments regarding the nature of the issue, its potential impacts, and recommended solutions or alternatives. This may include concerns related to escalating construction costs, scope expansion, material selections, schedule impacts, incomplete coordination between disciplines, or design elements that exceed budget expectations. Our proactive communication approach ensures the City remains informed throughout the design process and is able to make strategic decisions before issues negatively affect project delivery. By identifying concerns early and facilitating collaborative problem-solving, Square One helps maintain project alignment with the City's goals and financial expectations.



Teacher Retirement System HQ



Texas Permanent School Fund

xiii. Develop detailed cost estimates at various phases of design, as necessary.

Square One will provide ongoing cost management support throughout the design process by developing and reviewing detailed cost estimates at key design milestones. Our team understands that accurate and timely cost estimating is essential to maintaining budget control and supporting informed decision-making during project development.

Cost estimates may be prepared during conceptual design, schematic design, design development, and construction document phases to evaluate project alignment with the established budget and identify potential cost trends early in the process. Estimates will incorporate current market conditions, labor availability, material pricing, escalation factors, and project-specific conditions to provide realistic projections of anticipated construction costs.

Our team will work closely with the Architect and consultants to review estimate assumptions, evaluate scope completeness, and identify areas where modifications may be necessary to maintain budget alignment. Our cost estimating process provides the City with clear financial visibility throughout the design phase and supports proactive management of project scope and expenditures.

xiv. Assist in the development of value engineering options as required.

Our approach to value engineering focuses on identifying practical alternatives that improve efficiency, reduce unnecessary costs, simplify construction, or enhance long-term operational value without compromising the Project's overall goals. Square One will assist the City and design team in evaluating value engineering opportunities throughout the design process to help maintain budget alignment while preserving project quality, functionality, and long-term performance.

Potential value engineering options may include alternative building systems, material substitutions, modified construction methods, phased implementation strategies, or refinements to architectural and site features. Square One will work collaboratively with the Architect, consultants, and City representatives to evaluate the impacts of each option on cost, schedule, durability, maintenance, operational efficiency, and overall project performance. Our team will present value engineering recommendations in a clear and organized manner, including associated cost savings, potential trade-offs, and implementation considerations, allowing the City to make informed decisions that best support the Project's objectives and available funding.

xv. Assist in the development of the contract negotiation process and aid in review, approval or disapproval of General Contractor numbers, or CM at Risk's guaranteed maximum price.

Square One will support the City throughout the contractor negotiation process by providing objective analysis, cost evaluation, and procurement guidance to help ensure fair and reasonable pricing for the Project. Our team will assist in establishing negotiation procedures, reviewing contractor proposals, and evaluating cost breakdowns, fee structures, contingencies, allowances, and schedule assumptions associated with the contractor's pricing or Guaranteed Maximum Price proposal. Throughout the negotiation process, Square One will work collaboratively with the City, legal counsel, and project team to support informed decision-making and ensure that negotiated terms, pricing structures, and project assumptions are clearly documented and understood prior to contract execution.

xvi. Assist in the preparation of Contract Documents for all contractors, to be reviewed and approved by the City's legal counsel.

Square One will assist the City in coordinating and assembling complete and organized contract documents for all contractors and consultants involved in the Project. Our team understands the importance of clearly defined contract requirements to support successful project execution, minimize disputes, and establish accountability among all parties.

We will work closely with the Architect, procurement team, and City representatives to ensure the contract documents include appropriate project scope descriptions, technical requirements, schedules, bonding and insurance provisions, payment procedures, reporting requirements, and project-specific terms and conditions. Square One will also coordinate the inclusion of all supporting documentation, including drawings, specifications, addenda, proposal forms, and negotiated contract provisions.

Prior to execution, all contract documents will be coordinated with and reviewed by the City's legal counsel to verify compliance with applicable procurement requirements, municipal standards, and legal considerations. Square One will support the review process by organizing documentation, addressing clarification requests, and coordinating revisions as necessary to facilitate timely contract execution.

xvii. Facilitate preconstruction conference(s), preparing and maintaining minutes from such conference(s).

Square One will organize and facilitate preconstruction conferences to establish clear expectations, communication procedures, project protocols, and coordination requirements prior to the start of construction activities. These meetings are critical to aligning all project stakeholders and ensuring the contractor, design team, and City representatives fully understand project requirements, responsibilities, and operational procedures.

Our team will coordinate meeting logistics, prepare agendas, identify discussion topics, and ensure participation by all key stakeholders, including the City, Architect, contractors, consultants, utilities, and regulatory agencies as appropriate. Topics may include project schedules, reporting requirements, safety procedures, quality control expectations, site logistics, permitting requirements, inspection procedures, communication protocols, and change management processes.

Square One will prepare detailed meeting minutes documenting discussions, decisions, responsibilities, and action items generated during the conference. Meeting documentation will be distributed promptly to all participants and maintained as part of the official project record to support accountability and effective project coordination throughout construction.

xviii. Coordinate with local utilities, cities, entities, etc. on Owner's behalf.

Square One will coordinate with local utilities, governmental agencies, regulatory entities, and other external stakeholders on behalf of the City to support timely project development and minimize disruptions throughout the design and construction process. Our team understands the importance of proactive coordination with outside agencies to address permitting requirements, utility relocations, service connections, inspections, jurisdictional approvals, and operational considerations that may impact the Project schedule or budget.

We will serve as the City's representative in communications with utility providers, municipalities, emergency service agencies, permitting authorities, and other applicable organizations to facilitate efficient information exchange and issue resolution. Square One will track agency requirements, monitor approval timelines, coordinate meetings as necessary, and assist in resolving conflicts or delays that could affect project progress.

b. Construction Phase

i. Establish and maintain communication protocol between the City as Owner, Architect, and General Contractor/CM At Risk.

During construction, we will serve as the central point of coordination between the City, Architect, General Contractor/CM At Risk, inspectors, consultants, and other project stakeholders. Our team will establish and maintain a structured communication protocol that defines reporting procedures, meeting schedules, document distribution processes, escalation procedures, and key points of contact for all parties involved in the Project.

Our team will facilitate regular construction progress meetings, owner update meetings, and coordination discussions to ensure clear communication regarding project status, upcoming activities, schedule impacts, budget conditions, safety concerns, and unresolved issues. Meeting agendas, action-item logs, and meeting minutes will be prepared and distributed in a timely manner to maintain accountability and ensure all stakeholders remain informed and aligned throughout construction. Our communication approach emphasizes transparency, responsiveness, and proactive coordination to help minimize misunderstandings, reduce delays, and support efficient decision-making during all phases of construction.

ii. Monitor the overall budget and schedule and advise the Owner of any trends that affect the timely procedures and cost-effective completion of the Project.

Square One will actively monitor project budget performance and construction progress throughout the duration of the Project to ensure alignment with approved schedules, funding allocations, and operational goals. Our team will track contractor progress, schedule milestones, procurement activities, contingency usage, change orders, and overall cost performance to identify developing risks or trends that could impact successful project completion.

We will routinely evaluate construction progress against the approved baseline schedule and review financial reporting to identify potential delays, cost overruns, labor shortages, procurement concerns, or sequencing conflicts. If issues arise, Square One will promptly notify the City and provide recommendations for corrective actions, mitigation strategies, or schedule recovery efforts. Through proactive oversight and continuous reporting, Square One helps the City maintain visibility into project performance and supports informed decision-making to protect schedule, budget, and overall project objectives. *Below is an example budget.*

Date: 7/1/2023										
No.	Description	Total Budget	Contract Amount	Approved Changes	Revised Contract	Anticipated Changes	Projected Cost	Variance To Budget	Cost To Date	Percent Complete
1.00	Professional Services	486,750	494,850	236,405	731,255	-	731,255	244,505	579,786	79.29%
1.01	Square One Consultants	135,000	135,000	69,855	204,855	-	204,855	69,855	140,907	69%
1.02	Haddon Cowan	297,000	302,100	161,100	463,200	-	463,200	166,200	396,583	86%
1.03	Civil	44,750	47,750	5,450	53,200	-	53,200	8,450	38,796	73%
1.04	Landscaping	10,000	10,000	-	10,000	-	10,000	-	3,500	35%
2.00	Other Contracts	145,800	145,800	5,000	150,800	-	150,800	5,000	36,773	24.39%
2.01	Survey	7,500	7,500	-	7,500	-	7,500	-	-	0%
2.02	Material Testing	50,000	50,000	5,000	55,000	-	55,000	5,000	36,773	67%
2.03	Regulatory/Permits	38,300	38,300	-	38,300	-	38,300	-	-	0%
2.05	3rd Party Commissioning	50,000	50,000	-	50,000	-	50,000	-	-	0%
3.00	Construction	15,142,714	2,150,117	13,493,403	15,643,520	(63,471)	15,580,049	437,335	3,011,774	19.33%
3.01	Construction	14,937,239	1,944,642	13,542,929	15,487,571	54,329	15,541,900	604,661	3,011,774	19%
3.02	Owner Contingency	205,475	205,475	(49,526)	155,949	(117,800)	38,149	(167,326)	-	0%
4.00	IST - FFE	750,000	750,000	-	750,000	-	750,000	-	-	0.00%
4.01	Furniture	300,000	300,000	-	300,000	-	300,000	-	-	0%
4.02	Office Equipment	125,000	125,000	-	125,000	-	125,000	-	-	0%
4.03	Data cabling/security	125,000	125,000	-	125,000	-	125,000	-	-	0%
4.04	Technology (Computers)	100,000	100,000	-	100,000	-	100,000	-	-	0%
4.05	Stage Lighting	100,000	100,000	-	100,000	-	100,000	-	-	0%
5.00	Project Totals	16,525,264	3,540,267	13,734,808	17,275,575	(63,471)	17,212,104	686,840	3,628,333	21.08%

iii. Maintain thorough knowledge of the plans and specifications.

Square One understands that effective construction oversight requires a detailed understanding of the Project documents. Our team will maintain thorough familiarity with the approved plans, specifications, contract requirements, supplemental instructions, approved submittals, and project revisions throughout the construction process. By maintaining comprehensive knowledge of the contract documents, Square One will be able to effectively monitor construction activities, identify inconsistencies or deviations, respond to project questions, and assist the City in evaluating contractor performance and construction quality. Our familiarity with the documents also allows us to facilitate efficient communication between the contractor, Architect, inspectors, and City representatives regarding the interpretation of project requirements.

This detailed understanding of the Project documents supports proactive issue resolution, improves coordination among project stakeholders, and helps ensure construction activities remain aligned with the intended design and contractual requirements.

iv. Personally observe major assemblies placed in the construction for general compliance with the contract documents, supplemental instructions from the Architect, and support the quality assurance efforts of the Inspector(s).

Square One will provide active field oversight throughout construction to monitor the installation of major building systems and assemblies for general conformance with the approved contract documents and supplemental instructions issued by the Architect. Our team will conduct regular site observations to review construction progress, workmanship, sequencing, and coordination between trades.

While Square One does not replace the contractor's responsibility for means and methods or the Architect's design authority, our field presence allows us to identify visible deficiencies, coordination conflicts, or potential non-conforming work early in the construction process. We will communicate observations promptly to the contractor, Architect, and City to facilitate timely corrective action and minimize impacts to schedule or budget. Square One will also support the quality assurance efforts of inspectors and testing agencies by coordinating inspections, reviewing reports, tracking deficiencies, and monitoring corrective actions through completion. Our proactive field involvement helps reinforce accountability, improve construction quality, and support successful project delivery.

v. Coordinate construction logistics between the Architect, General Contractor/CM At Risk and the Owner.

Our team will facilitate communication and coordination regarding site access, work sequencing, utility interruptions, material deliveries, safety procedures, staging areas, parking, inspections, and operational impacts throughout construction. We will work closely with the General Contractor/CM At Risk and Architect to anticipate logistical challenges and develop practical solutions that maintain construction progress while protecting the City's operational needs and project objectives. Square One will also coordinate scheduling of major construction activities, owner-furnished equipment, utility tie-ins, and occupancy planning to ensure smooth transitions between project phases. Our proactive coordination approach helps reduce conflicts between project stakeholders, minimize delays, and maintain organized and efficient construction operations throughout the Project.

vi. Review General Contractor/CM At Risk's schedule of values/cost breakdown and construction schedule and recommend approval/changes and disapproval.

Square One will perform detailed reviews of the contractor's proposed schedule of values, cost breakdowns, and construction schedules to verify accuracy, completeness, and alignment with the Project scope and contractual requirements. Our team will evaluate whether costs are appropriately allocated, sequencing is realistic, milestones are achievable, and payment structures accurately reflect anticipated project progress.

The construction schedule review process will include evaluation of activity durations, procurement timelines, phasing plans, critical path activities, staffing assumptions, and coordination between trades. Square One will identify concerns related to incomplete sequencing, unrealistic durations, insufficient float, or scheduling conflicts that could impact timely project completion. Based on our review, Square One will provide recommendations to the City regarding approval, requested revisions, or disapproval of submitted schedules and cost allocations. Our oversight helps establish a reliable baseline for progress tracking, payment review, and schedule management throughout construction.

vii. Attend, arrange and conduct a variety of meetings, as requested by the Owner.

Square One will organize, attend, and facilitate meetings necessary to support effective communication, coordination, and decision-making throughout construction. Our team will coordinate regular progress meetings, owner meetings, contractor coordination meetings, design review meetings, issue resolution discussions, and special stakeholder meetings as requested by the City. We use a variety of in-house tools to track these meetings and ensure each person is held accountable for their tasks. Our team's active involvement in project meetings allows us to maintain alignment between stakeholders, identify emerging concerns early, and support efficient project execution throughout the construction phase.

viii. Perform quality surveys, review, and verify the contractor's monthly application for progress payments.

Square One will conduct regular quality surveys and field observations to monitor construction progress and verify that completed work generally conforms with the approved contract documents prior to recommending payment approval. Our team will review the contractor's monthly application for payment against observed work in place, approved schedules of values, stored materials, project progress, and supporting documentation.

The payment review process will include verification that billed work has been completed in accordance with contract requirements and that progress percentages accurately reflect the status of construction activities. Square One will also review supporting information related to lien releases, testing reports, inspections, and updated project documentation as required prior to recommending payment approval. By providing detailed payment review and verification services, Square One helps protect the City's financial interests, maintain accountability, and support accurate and timely project cost management throughout construction.

ix. Review and analyze proposed change orders and make recommendations to Owner.

Square One will provide a detailed review and analysis of all proposed change orders to evaluate their necessity, cost reasonableness, schedule impacts, and alignment with the Project scope and contract requirements. Our team understands the importance of carefully managing changes during construction to minimize unnecessary cost increases and schedule delays.

Each proposed change order will be reviewed to determine whether the requested changes are justified, appropriately documented, and consistent with project conditions and contractual obligations. Square One will evaluate labor costs, material pricing, equipment charges, subcontractor markups, and schedule implications associated with each request.

Following our review, we will provide the City with recommendations regarding approval, negotiation, modification, or rejection of proposed change orders. Our objective is to ensure all changes are thoroughly evaluated, fairly priced, and properly documented prior to implementation.

x. Assess and evaluate pricing on all change order requests, taking the lead in negotiating fair and equitable resolutions and managing schedule impacts.

Square One will actively manage the change order negotiation process to help ensure all pricing adjustments are fair, reasonable, and supported by appropriate documentation. Our team will evaluate contractor pricing proposals against independent cost estimates, market conditions, labor rates, subcontractor quotes, and industry standards to verify cost accuracy and identify unsupported or excessive charges.

When necessary, Square One will lead negotiations with the contractor to resolve pricing discrepancies, clarify scope assumptions, and minimize unnecessary costs to the City. In addition to evaluating financial impacts, we will assess how proposed changes may affect construction sequencing, project milestones, procurement timelines, and overall project completion. Our proactive negotiation and schedule management approach helps protect the City's budget, maintain project momentum, and ensure changes are resolved efficiently and transparently.

xi. Review requests for information ("RFI") and Architect's supplemental instructions ("ASI"). Track submittals as required through completion of the process.

Our team will review RFIs and ASIs to identify potential impacts to project scope, budget, schedule, or constructability, and will coordinate with the Architect and contractor to facilitate timely resolution.

We will maintain organized tracking logs for RFIs, submittals, ASIs, and related documentation to monitor response times, outstanding items, approval status, and implementation of revisions in the field. Square One will also verify that approved submittals and supplemental instructions are incorporated into ongoing construction activities and project record documents as required.

This organized document management approach helps minimize delays, improve coordination between project stakeholders, and support efficient construction administration throughout the Project.

xii. Generate weekly site visit reports describing general events, noting problems and unusual events.

Our team is hands-on and will conduct regular site visits throughout construction and prepare detailed weekly field reports documenting observed project activities, construction progress, site conditions, completed work, ongoing operations, safety observations, and notable project developments. These reports will provide the City with clear and consistent updates regarding the status of construction and overall project performance.

Weekly reports will also identify observed deficiencies, coordination issues, delays, unusual conditions, weather impacts, safety concerns, or other matters that may affect project cost, quality, or schedule. Action items and follow-up requirements will be documented to support accountability and the timely resolution of issues. Our reporting process will be easy to access and provide the City with a comprehensive project record and promote transparency, proactive communication, and informed decision-making throughout the construction phase.

xiii. Take appropriate photographs that document construction progress and conformity with Contract Documents.

Square One will maintain photographic documentation of construction progress throughout the duration of the Project to support progress tracking, quality oversight, and project recordkeeping. We take photographs during regular site visits to document completed work, major construction milestones, concealed conditions, material installations, and areas requiring corrective action.

Photographs will be organized and incorporated into project reports or maintained within the project documentation system to provide the City with a visual record of construction activities and project progression over time.

This documentation also assists in resolving disputes, verifying completed work, supporting payment reviews, and documenting compliance with the contract documents.

xiv. Review and verify General Contractor/CM At Risk's Project record drawings and schedule are updated to reflect all changes and work completed before each monthly progress payment.

Square One will regularly review and verify that the contractor's project record drawings, schedules, and related construction documentation are maintained accurately throughout the construction process. Prior to recommending approval of monthly progress payments, our team will confirm that record drawings reflect approved changes, field modifications, supplemental instructions, and completed work in accordance with project requirements.

We will monitor updates to construction schedules to verify that progress is accurately reflected and that schedule revisions incorporate approved changes, sequencing adjustments, and current project conditions. Square One will coordinate with the contractor, Architect, and project team to address discrepancies or incomplete documentation as necessary. We maintain accurate and up-to-date project records throughout construction to support effective project management, improve closeout efficiency, and ensure the City receives complete and reliable documentation upon project completion.

1. Frequently inspect the work for progress, quality, and conformance with the Contract Documents.

Our team will provide regular on-site observation throughout construction to monitor project progress, workmanship quality, and general conformance with the Contract Documents. We like to conduct frequent field visits to observe ongoing construction activities, evaluate coordination between trades, and identify visible deficiencies, inconsistencies, or potential concerns before they escalate into larger project issues.

These inspections will focus on major building systems, critical construction activities, material installations, sequencing, and overall project progression relative to the approved schedule and design intent. Square One will maintain open communication with the contractor, Architect, inspectors, and City representatives to address observed issues promptly and support timely corrective action when necessary. Our proactive field presence helps reinforce quality expectations, improve accountability among project participants, and support successful project delivery consistent with the City's standards and objectives.

2. Coordinate, track, and document all Owner testing.

Square One will coordinate all Owner-required testing activities throughout construction to ensure testing is performed in accordance with project specifications, applicable codes, and quality assurance requirements. Our team will work closely with testing agencies, inspectors, the contractor, and the Architect to schedule testing activities in alignment with the construction schedule and project sequencing. We will maintain organized tracking logs documenting all required testing activities, including dates, locations, results, deficiencies, retesting requirements, and final resolutions. Square One will also verify that testing reports are submitted in a timely manner and distributed to the appropriate project stakeholders for review and documentation.

3. Review special inspection and material testing reports to verify conformance with the Contract Documents.

Our team will review special inspection reports, laboratory testing results, and material testing documentation throughout construction to verify compliance with the Contract Documents, project specifications, and applicable regulatory requirements. Our team will evaluate inspection and testing reports for completeness, identified deficiencies, failed tests, corrective actions, and overall conformity with project requirements.

We will coordinate closely with testing agencies, inspectors, the contractor, and the Architect to ensure any deficiencies or non-conforming conditions identified through testing are addressed promptly and appropriately documented. Square One will also monitor required retesting activities and verify that final testing results demonstrate acceptable compliance before affected work progresses further. This review process supports the City's quality assurance objectives by providing an additional layer of oversight and helping ensure materials and installed systems meet the standards established for the Project.

4. When work is found to be non-conforming, document the deficiencies and promptly provide written notification of the deficiencies to the Architect, Owner, and General Contractor/CM At Risk.

If non-conforming work is observed during inspections, testing reviews, or field observations, Square One will promptly document the deficiency and notify the appropriate parties, including the Architect, Owner, and General Contractor/CM At Risk. Our documentation process will clearly identify the issue, location, applicable contract requirement, and recommended corrective action to facilitate timely resolution.

5. Verify that deficiencies have been corrected and/or approved by the applicable party.

Square One will monitor corrective actions related to identified deficiencies and conduct follow-up observations to verify that non-conforming work has been corrected in accordance with the Contract Documents and applicable project requirements. Our team will coordinate with the contractor, inspectors, Architect, and testing agencies as necessary to confirm that corrective measures have been completed and accepted by the appropriate parties.

Where required, Square One will review updated inspection reports, retesting results, revised submittals, or supplemental documentation to confirm acceptable resolution of deficiencies prior to closure. Deficiency tracking logs will be updated regularly to maintain clear documentation of issue status and resolution progress. This follow-through process helps ensure project quality standards are maintained and prevents unresolved deficiencies from carrying into later stages of construction or project closeout.

6. Issue inspection deficiency list to the Architect, Owner, and General Contractor/CM At Risk. Conduct inspections and track deficiencies through correction.

Square One will maintain and distribute formal inspection deficiency lists documenting observed issues, incomplete work, non-conforming installations, or outstanding corrective actions identified during construction inspections and site visits. These reports will be provided to the Architect, Owner, and General Contractor/CM at Risk to ensure all parties remain informed of project conditions requiring attention.

Deficiency lists will include descriptions of the issue, location, responsible party, required corrective action, and status updates to facilitate organized tracking and accountability. Square One will conduct follow-up inspections to monitor progress toward resolution and verify that corrective work has been completed satisfactorily prior to removing items from the deficiency list. Our organized deficiency management process supports proactive quality control, improves communication among project stakeholders, and helps ensure construction issues are resolved efficiently and thoroughly throughout the Project.

7. Coordinate preparation of the punch-list and monitor corrective work to successful completion.

As the Project approaches substantial completion, Square One will coordinate the development of detailed punch lists documenting incomplete work, deficiencies, adjustments, or corrective items requiring resolution prior to final acceptance. Our team will work closely with the Architect, contractor, City representatives, and inspectors to conduct punch-list inspections and establish clear expectations for completion of outstanding items.

Square One will organize and track all punch-list items through completion, monitor contractor progress, conduct follow-up inspections, and verify that corrective work has been completed in accordance with project requirements. We will maintain updated punch-list logs and provide status reporting to the City throughout the closeout process. Our punch-list coordination approach is designed to facilitate efficient project closeout, minimize delays to occupancy, and ensure the completed Project meets the City's quality expectations prior to final acceptance.

8. Coordinate Owner Activities (Occupancy, fixture and equipment procurement, Technology, etc.).

Square One will assist the City in coordinating owner-related activities necessary to support a smooth transition from construction to occupancy and operation of the completed facility. Our team will work closely with City representatives, vendors, consultants, contractors, and technology providers to coordinate furniture, fixtures, equipment installation, technology systems, access control, move-in activities, and operational readiness planning.

We will develop and monitor occupancy coordination schedules to ensure owner-furnished items, technology infrastructure, training activities, and operational requirements are integrated into the overall project schedule and aligned with construction completion milestones. Square One will also facilitate communication between the contractor and City staff to coordinate building access, installation sequencing, inspections, and commissioning activities.

c. Closeout Phase

i. Verify that all Project Record Documents are provided to the Owner and complete.

We will work closely with the Contractor and project team throughout construction to track record document submissions as they are developed. At closeout, we will perform a final completeness review, cross-checking all required deliverables against the Contract Documents to ensure all Project Record Documents are accurate, complete, and properly compiled for turnover to the Owner.

ii. Verify all O&M Manuals are complete and provided to Owner.

We will proactively monitor O&M manual submittals during construction and coordinate with the Contractor to address any deficiencies early. Prior to closeout, we will review all manuals for completeness, organization, and compliance with specification requirements to ensure they are ready for Owner use and long-term facility maintenance.

iii. Verify all Warranties are submitted and in accordance with Contract Documents.

We will track required warranty submittals through a closeout log maintained during construction. As part of the final closeout, we will review all warranty documents for completeness, confirm they meet Contract Document requirements, and coordinate with the Contractor to resolve any missing or non-compliant submissions prior to acceptance.

iv. Ensure City staff have received all necessary training for the operation of the new building and systems.

We will coordinate with the Contractor and commissioning team to schedule and facilitate structured training sessions for City staff. We will verify attendance, document training completion, and confirm that all critical building systems have been reviewed, ensuring staff are fully prepared to operate and maintain the facility. We will ask that the General Contractor record all of these trainings and provide copies with their closeout documentation.

v. Maintain a presence and provide support, follow up, and track completion on warranty requests.

We will maintain an active post-occupancy presence by tracking warranty items through a centralized log, coordinating directly with the Contractor and vendors for resolution, and conducting periodic follow-ups with the Owner. This ensures a timely response to issues and full completion of all warranty obligations.

7. Additional Data





Request for Qualifications Owner's Representative Services for City Hall Improvements

Addendum No. 1

City of Rollingwood, Texas

Square One has recieved and reviewed this Addendum.

Ben A Snyder

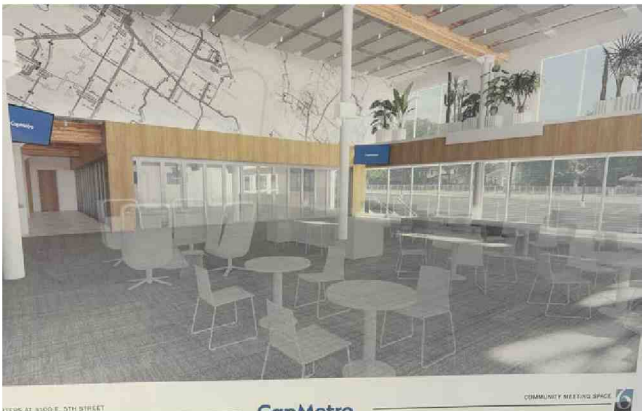
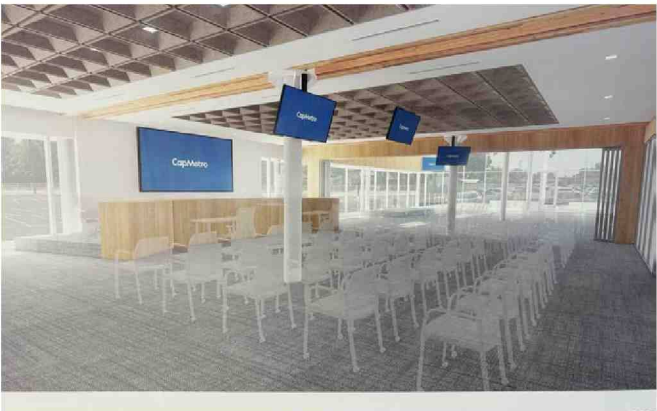
City of Rollingwood
403 Nixon Drive
Rollingwood, TX 78746

Addendum No. 1 Release Date – Monday, June 1, 2026

RFQ Due Date – Monday, June 8, 2026, at 10:00 a.m.

CapMetro Austin

The CapMetro Headquarters project consists of an interior renovation of existing core and shell space to create a functional and modern workplace environment. The new buildout includes a board room with an adjacent reception area, catering support space, several small conference rooms, private offices, and restroom facilities. Additional program elements include a training room, open office work areas, employee breakrooms, and a kitchen area designed to support staff collaboration and daily operations. The renovation is intended to enhance both the operational efficiency and overall functionality of the headquarters while creating a professional and welcoming environment for staff and visitors.



KEY DETAILS

LOCATION
Austin, TX

PROJECT COST
\$12,000,000

GENERAL CONTRACTOR
Trimbuild Construction Inc.

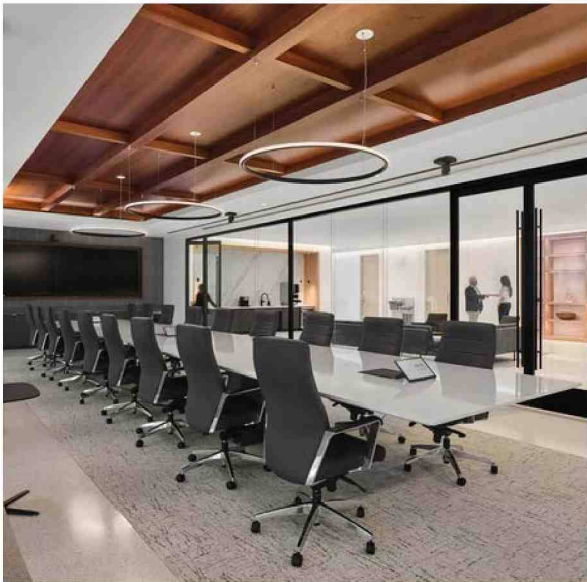
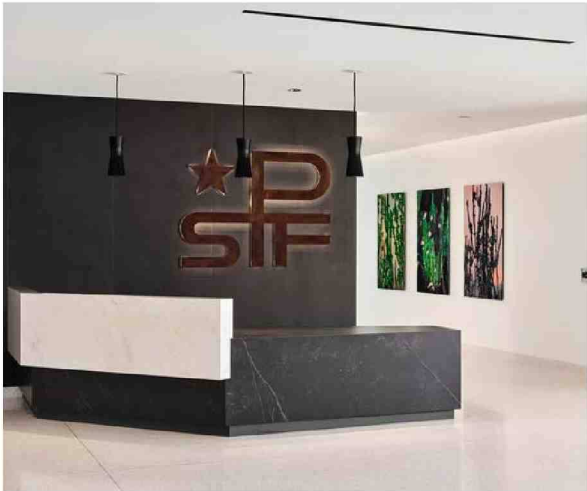
SERVICES PROVIDED
Owner Representation

PROJECT SIZE
39,000 SF

ARCHITECT
SixthRiver

Texas Permanent School Fund

The project involved a comprehensive interior renovation of the Texas Permanent School Fund's office building, creating an updated and efficient workspace tailored to the needs of its employees.



KEY DETAILS

LOCATION
Austin, TX

PROJECT COST
\$8,500,000

GENERAL CONTRACTOR
Beck

SERVICES PROVIDED
Owner Representation

PROJECT SIZE
54,000 SF

ARCHITECT
Studio 8

Travis County Supportive Housing

Square One is working in support of Travis County's initiative to provide more supportive housing for individuals and families in need of housing. Our role is to oversee all invoicing and payment approvals for vendors, wage rate confirmation, budget compliance, and quality control in the field during construction. The project scope includes over 3,000 units.



KEY DETAILS

LOCATION
Austin, TX

PROJECT COST
\$50,000,000

GENERAL CONTRACTOR
Various

SERVICES PROVIDED
Owner Representation

PROJECT SIZE
1,000,000 SF

ARCHITECT
Various

Texas Facilities Commission Phase II

This 1.5 million square foot expansion of the Texas Capitol Mall Complex includes two office buildings and three underground parking garages. As part of Phase 2, the project will consolidate Texas Facilities Commission staff into 560,000 square feet of new office space. It will also extend the Congress Avenue Parking Mall and expand the Central Utilities Plant, enhancing infrastructure and supporting the continued growth and efficiency of the Capitol Complex.



KEY DETAILS

LOCATION

Austin, TX

PROJECT COST

\$685,000,000

GENERAL CONTRACTOR

JE Dunn

SERVICES PROVIDED

Owner Representation

PROJECT SIZE

1,500,000 SF

ARCHITECT

HOK

THANK YOU

For your time & consideration. We look forward to helping the City of Rollingwood's vision come to life.

www.sq1.us



Request for Qualifications Owner's Representative Services for City Hall Improvements

Addendum No. 1

City of Rollingwood, Texas

Square One has recieved and reviewed this Addendum.

Ben A Snyder

City of Rollingwood
403 Nixon Drive
Rollingwood, TX 78746

Addendum No. 1 Release Date – Monday, June 1, 2026

RFQ Due Date – Monday, June 8, 2026, at 10:00 a.m.

The City of Rollingwood (the “City”) issues this Addendum No. 1 to the Request for Qualifications (RFQ) for Owner's Representative Services associated with the City Hall Improvements Project. This addendum has been prepared by City staff to address questions and requests for clarification raised by prospective respondents during the In-Person Pre-Bid Conference held on Friday, May 29, 2026, at 2:00 p.m., as well as other enquiries received by the City, such as during the tour of the City Hall facilities held immediately following the In-Person Pre-Bid Conference.

The City is committed to conducting a fair, transparent, and competitive procurement process. To ensure all interested firms have access to the same information, this addendum provides responses, clarifications, and supplemental information intended to further define the City's expectations regarding the scope of services, project objectives, and procurement requirements. Respondents should carefully review all information contained herein and incorporate any applicable revisions into their Statements of Qualifications.

The selected Owner's Representative will serve as the City's trusted advisor throughout the City Hall Improvements Project, providing strategic guidance, project oversight, and coordination during planning, design, procurement, and construction activities. The City seeks a highly qualified firm with demonstrated experience managing public-sector capital improvement projects and delivering successful outcomes on behalf of municipal clients.

Except as expressly modified by this Addendum No. 1, all provisions, requirements, deadlines, and conditions of the original RFQ remain unchanged and in full force and effect. This addendum shall be considered part of the RFQ and **must be acknowledged by all respondents in their submissions.**

Below are the questions asked during the In-Person Pre-Bid Conference, along with the City’s responses:

- Q1.** Is the project intended to attain LEED certification or another environmental certification?
- A1.** The City of Rollingwood has not made a determination on this matter. The selected Owner's Representative can make a recommendation regarding environmental certifications to the City Council as needed.
- Q2.** Does the City have an existing study or studies regarding the needs for the facility?
- A2.** No formal needs assessment has been performed. However, the City of Rollingwood has a preliminary needs assessment that was drafted by City staff in partnership with Travis County Emergency Services District No. 9 (Westlake Fire Department), which is included as Appendix “A” to this Addendum. That needs assessment may contain errors and omissions, so should be closely reviewed by the selected Owner's Representative early in the project.
- Q3.** Does the City intend to refurbish the existing building, build a new building, or some combination of the two?
- A3.** The City of Rollingwood has not made a determination on this matter. The selected Owner's Representative shall be required to make a recommendation on this to the City Council.

- Q4.** Will the selected Owner's Representative be required to help with finding a space for the relocation of City staff?
- A4.** The City of Rollingwood intends to handle relocation of staff itself. However, the selected Owner's Representative shall be required to coordinate timing of staff relocation with the City, and recommendations for temporary workspace for staff will be considered.
- Q5.** Is there a time frame for the full completion of the City Hall Improvements Project?
- A5.** At this time, the City of Rollingwood has not committed to a timeline for the project. The selected Owner's Representative shall be required to make a recommendation on the project's timeline to the City Council, and to hold the project to the timeline chosen and approved by the City Council.
- Q6.** Should the City Hall Improvements Project exceed its budget, would the City get another bond to finance the difference?
- A6.** As a municipal government, the City of Rollingwood is a steward of taxpayers' money. As such, the City intends to stay at or below the budget approved by City Council, and the selected Owner's Representative shall be required to ensure that the budget is strictly adhered to. Should, at any time, the budget appear to be unrealistic in the professional opinion of the selected Owner's Representative, the selected Owner's Representative shall immediately inform the City so that the City Council can consider the matter.
- Q7.** On Page 6, 3a of the RFQ, responding firms are asked to identify all key personnel, their relationship to the project, relevant qualifications and experience, degrees held, registrations, memberships, years with the firm, and their level of effort toward completing all needed tasks. What did the City mean by this?
- A7.** The City always seeks to have well-qualified people working on its behalf; a highly qualified firm is important, but the City needs assurances that the firm selected to be the Owner's Representative will have highly qualified people performing work for this City on this project.
- Respondents are asked to detail who will be working on the project on the firm's behalf and what their individual role(s) will be. For each person, explain their qualifications, experience, education, professional licenses or certifications, memberships in professional organizations, how long they have worked for the firm, and how much of their time they will dedicate to completing the project.
- Q8.** Has the City of Rollingwood ever used an Owner's Representative before?
- A8.** The City's current staff and City Council have not previously used an Owner's Representative for building construction or rehabilitation.

Q9. When will a decision be made to select an Owner's Representative?

A9. It is expected that the City Council will approve the ranking of firms by qualification at its regular meeting on June 17, 2026. Following that, the City will enter into contract negotiations with the most qualified firm, as is typical for an RFQ process. Should an agreement not be made with the most qualified firm, the City will move to the second most qualified firm and begin negotiations. As needed, this process will continue down the rankings, but at no time will the City move back up the list if contract negotiations have failed.

Q10. Will the City Council interview the responding firms?

A10. The City of Rollingwood has not made a determination on this matter, although interviews may take place if requested or directed by the City Council.

Q11. What delivery method (such as Construction Manager at Risk) does the City intend to use?

A11. The City of Rollingwood has not made a determination on this matter. The selected Owner's Representative shall be required to make a recommendation on the project delivery method to the City Council.

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Appendix "A" to Addendum No. 1 to the Request for Qualifications (RFQ) for Owner's Representative Services
Associated with the City Hall Improvements Project

Department	Public, Semi-Private, Private or Parking	Program Need	Floor Area (sq. ft.)	# of Rooms	Approximate Dimensions (ft.)		Occupants	Function	Adjacency	Special Requirements/Notes
Shared: All	Public	Entry/Lobby for visitors	160	1			Varies	Entry/Waiting area for visitors to City hall/Fire Department, water fountains	Receptionist/Utility Billing /Court/PD/FD Admin Assistant. Public Restrooms	Public Facing Windows for Admin/PD/FD
Shared: All	Public	Public Restrooms	112	2	8	7	1	Two private bathrooms	Lobby	Two Unisex
Shared: All	Semi Private	Council Chambers	961	1	31	31	11-15 Staff/ Council, 50 Public	Council Meetings, Board and Commission Meetings, Larger meeting space than conference room.	Conference Room for Executive Session	Should have barrier between Council Chambers and any offices to allow daytime meetings that don't interfere with work.
Shared: All	Semi Private	Kitchen/Break Room	160	1			8 people when tables in use.	Kitchen, add stove and a few tables/chairs.	Near enough to all departments	
Shared: All	Semi Private	IT Room	90	1	9	10	0	Large enough for PD/Admin IT Needs. Must lock.	Near necessary departments (Will need to consult with IT)	
Shared: All	Semi Private	Utility Room	100	1	10	10	0	May be in garage or city hall, hold cleaning supplies and paper towels, etc. Washer and Dryer for police and PW uniforms		
Shared: All	Private	Staff Restrooms	168	3	8	7	1	Three private bathrooms	Near enough to all departments or may need additional restrooms in separate location.	Three Unisex
Shared: All	Private	Large Multipurpose Conference/Training/Briefing Room	180	1	10	18	Up to 10	Staff meetings/ briefings, Executive Session	Council Chambers	Willing to Share with FD/PD, to hold approx. 10 people
Shared: All	Private	Staff Locker Room	200	1	10	20	3-4	Shared room of lockers adjacent to 2 separate locking showers. Lockers: 4 PW, 10 PD, 12 Fire Department	Closest to departments that would use it most (PW/FD/PD)	Note: Often FD lockers are included in FD sleeping quarters so may not need space here- if not, this room can be downsized
Shared: All	Private	Staff Shower Facilities	108	2	9	6	1	Two individual locking shower rooms with bench.	Staff locker room.	
Shared: All	Semi-Private	Electrical/Communications	96	0	8	12	0	Shared with entire building. House communications, ATS, MDP, and electrical equipment	Centrally located. Could be on 2nd floor mezzanine	Dedicated cooling, server, data, and phone panels on opposite walls with UPS in the middle
Shared: All	Apparatus	Fire Sprinkler Riser	25	0	5	5	0	Shared with entire building. Sprinkler riser.	Apparatus Bay	On exterior wall with door
Shared: All	Mechanical	Mechanical Platform	208	0	8	26	0	Shared with entire building. Space for indoor AHU's EWH's, other equipment.	Stairwell	
Shared: All	Private	Weight/Exercise Room	320	1	16	20	0	Workout room shared with all staff	Locker Rooms (if possible)	
Total Square Footage			2,888							

Admin	Semi Private	Court Clerk Office/Work Station	100		10	10	1 + 2 Visitors	Court Clerk Office, Storage and Ability to talk to the public.		Public Facing Window
Admin	Semi Private	Assistant to City Administrator/ Receptionist Work Station	80		10	8	1	Receive Lobby Visitors	City Administrator	Public Facing Window
Admin	Semi Private	Utility Billing Office/Work Station	100		10	10	1	Ability to talk to the public, semi private space for billing.	City Administrator/ Finance Director	Public Facing Window
Admin	Semi Private	Resident Computer/Work Station	56		8	7	1 when needed	Computer for residents to view plans.	Development Services Manager	Semi Public for Supervision

Department	Public, Semi-Private, Private or Parking	Program Need	Floor Area (sq. ft.)	# of Rooms	Approximate Dimensions (ft.)		Occupants	Function	Adjacency	Special Requirements/Notes
Admin	Private	City Administrator Office	170	1	10	17	1 + 4 Visitors	Office + small conference table, Similar to current office setup.	City Secretary's Office/Finance Director	With Small Conference Table
Admin	Private	City Secretary Office	120	1	10	12	1 + 2 Visitors	Office, similar to current office setup.	City Administrator's Office/ Finance Director	Room for small filing cabinets
Admin	Private	Finance Director Office	120	1	10	12	1 + 2 Visitors	Office, private space for talking to employees about payroll or benefits.	City Administrator/City Secretary	Room for small filing cabinets - Current Office is 130 SF
Admin	Private	Development Services Manager Office	120	1	10	12	1 + 2 Visitors	Office, room for 1-2 members of public to discuss development plans.	Administrative Offices/Resident Computer	
Admin	Private	Elected Official Office	120	1	10	12	1 + 2 Visitors	For elected officials to have a private work/ meeting space.	City Administrator's Office	
Admin	Private	Extra Office	120	1	10	12	1 + 2 Visitors	Possible future expansion in development/engineering	Development Services office	
Admin	Private	Large Storage Room for Supplies/Files + Document Workroom	120	1	10	12	0	Office supply storage similar to current setup	Receptionist/ Administrative staff	May be combined with Historical Document Storage Room if enlarged. Store Copier, postage machine, etc.
Admin	Private	Historical Document Storage Room	100	1	10	10	0	Area for historical documents (Ordinances, minutes, misc. historical files)	City Secretary	May be combined with Supply/File Room if enlarged.
Total Square Footage			1,326							

PD	Semi-Private	PD Receptionist Work Station	64		8	8	1 + 2 Visitors	PD Admin Assistant work station	Chief, Senior Corporal and Other Offices	Public Facing Window
PD	Private	Staff Restrooms	112	2	8	7	2	Two private bathrooms	PD Area, FD sleeping Rooms.	Two Unisex; could share with FD. Could also possibly be removed if the staff locker/shower room has private restrooms.
PD	Private	Police Chief Office	195	1	15	13	1 + 4 Visitors	Chief's Office and small conference table, Similar to current office setup.	Patrol Work stations	With Small Conference Table
PD	Private	Command Office (Senior Corporal)	120	1	10	12	1	Office for Senior Corporal (second in command	Patrol Work stations	Room for small filing cabinets
PD	Private	Coporals Office	170	1	10	17	2	Shared office for two corporals	Patrol Work stations	Room for small filing cabinets - Current Office is 130 SF
PD	Private	Patrol Work Station room	500	1	20	25	0	Shared work stations for officers, will hold up to 4 at a time	Chief, Senior Corporal and Other Offices	
PD	Private	Large Storage Room for Supplies/Files + Document Workroom	120	1	10	12	0	Office supply storage and workroom	PD Admin Assistant, PD Offices	May be combined with Shared use storage and workroom if located nearby
PD	Private	Records room	100	1	10	10	0	Area for record storage	Patrol Work Stations	
PD	Private	Interview Room	100	1	10	10	3	Interview room		Private entrance to this room (Not through public lobby)
PD	Private	Internal Storage	122	1	9	13.5	0	Uniforms, gun locker, equipment		
PD	Private	Evidence Processing Room	64	1	8	8	0	Processing evidence before storage		Can be entry to locking evidence storage room, has table for evidence processing.
PD	Private	Evidence Room	120	1	10	12	0	Locking evidence room		Must have separate ventilation system

Department	Public, Semi-Private, Private or Parking	Program Need	Floor Area (sq. ft.)	# of Rooms	Approximate Dimensions (ft.)		Occupants	Function	Adjacency	Special Requirements/Notes
PD	Private	Large unconditioned storage area	120	1	10	12	0	Locking cage for Bikes, other equipment, large items		Willing to share with PW
Total Square Footage			1,907							

PW	Private	Public Works Director Office	120	1	10	12	1 + 2 or 3 Visitors	Public Works Director Office with room for 2-3 oerators or visitors to meet.	Close to Admin Staff if practical	
PW	Private	Public Works Department Office	120	1	10	12	3	Space for three operators to leave belongings, log in to computer to check emails, write reports.	Public Works Director Office	
PW	Private	Public Works Garage/Indoor storage for tools		1				Indoor storage for tools/ working on equipment/vehicles		
PW	Private (Outdoor)	Public Works Yard	700	1	70	100		Outdoor yard for storage of large equipment/ materials		
Total Square Footage			940							

FD	Semi-Private	Day Room/Kitchen/Dining/pantry	756	1	27	28	4	Kitchen, eating area, food storage, entertainment, gathering space	Main Corridor, patio	3 pantries, fridge, high-end residential range and hood with suppression, preparation space, seating for 4, built-in wall storage, cable outlet, ceiling fans
FD	Semi-Private	Utility Room	80	1	8	10	1	Personal and Bedding, Laundry and General Cleaning Storage	Main Corridor	Washer/dryer, mop sink, built in storage/counter, small handwash sink, ice machine, adjustable shelves.
FD	Semi-Private	Watch Office	100	1	10	10	2	Shared report writing office space	Apparatus Bay, Lobby	Wrap around desk, upper shelving, data, phone, computers, office chairs
FD	Private	Two-person sleeping room	286	2	11	13	2	Beds and lockers for 2 male or female firefighters - beds and lockers are per room - total 4 beds, 12 lockers - 2 beds and 6 lockers in each room	Bathrooms	2 beds, 6 lockers, data
FD	Apparatus	Apparatus Bays (stacked)	900	1	20	45	Varies	Storage for Apparatus (33' Engine)	Support Spaces	Access from air locks, exhaust fans, electric heat. 3' walking aisle on either side of 14' wide truck bay
FD	Apparatus	Decontamination shower room	81	1	9	9	1	Dedicated decontamination shower room	Apparatus Bay	
FD	Apparatus	EMS Storage	36	1	6	6	1	EMS Storage space	Apparatus Bay	Adjustable shelving, ice machine?
FD	Apparatus	Bunker Room (12 lockers + Extractor)	171	1	9	19	12	Gear storage for 3 shifts of 12 firefighters. Includes Extractor and Washer and dryer as well as shelves.	Stairwell	Dedicated cooling & Dehumidification, 24" x 24" gear lockers, gear shelving, LED lighting
Total Square Footage			2,410							

Shared All	2,888
Admin	1,326
Police Department	1,907
Public Works	940
Fire Department	2,410
Total Square Footage	9,471

Department	Public, Semi-Private, Private or Parking	Program Need	Floor Area (sq. ft.)	# of Rooms	Approximate Dimensions (ft.)	Occupants	Function	Adjacency	Special Requirements/Notes
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Fire Department Items Removed Per Chief Wilson

FD	Public	Treatment Alcove (Removed Per Chief Wilson)		0	5	6	1	May not be desired. Treatment/triage room for walk-in patients.	Lobby	Millwork
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Fire Department Items Moved to "Shared: All" Section

Shared: All	Public	Entry/Lobby		0	8	10	Varies	May not be necessary if shared with building lobby. Reception/Checkpoint for public.	Public Restroom	
Shared: All	Public	Public Restrooms		0	6	8	1	May not be necessary if shared with building lobby. Handicap accessible restrooms.	Lobby	ADA Compliant, Unisex
Shared: All	Semi-Private	Electrical/Communications	96	0	8	12	0	Shared with entire building. House communications, ATS, MDP, and electrical equipment	Centrally located. Could be on 2nd floor mezzanine	Dedicated cooling, server, data, and phone panels on opposite walls with UPS in the middle
Shared: All	Apparatus	Fire Sprinkler Riser	25	0	5	5	0	Shared with entire building. Sprinkler riser.	Apparatus Bay	On exterior wall with door
Shared: All	Mechanical	Mechanical Platform	208	0	8	26	0	Shared with entire building. Space for indoor AHU's EWH's, other equipment.	Stairwell	

Note: If the PD/Admin/FD facilities are not located in close proximity, some of these may need to come back into the equation (entry/lobby, restrooms, etc.)

Fire Department Requests Covered by other Items

FD	Private	Private Bathroom		0	7	11	1	Shared with PD Locker rooms. Shower Room for personnel.	Sleeping Rooms	Shower, vanity, toilet, ADA
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