



**CADENCE
MESHANE**
CONSTRUCTION

EFG Design & Architecture, Inc. | Red Plains Professional | Datum Engineers | Phillip + Gomez

QUALIFICATIONS FOR DESIGN-BUILD SERVICES

City of Kyle
Multi-Story Commercial Building
104 S. Burleson

November 12, 2020

OUR TEAM



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Scope of Consultant Services Provided

Letter of Intent



November 12, 2020

James R Earp, CPM
Assistant City Manager
City of Kyle
100 W. Center Street
Kyle, TX 78640

**RE: Mti-story Commercial
Project - 104 S. Burseson**

**INDUSTRY RANKINGS:
CADENCE MC SHANE**

#14 Top Public Sector
Contractor
ENR Texas & Louisiana

#36 Top General Building
Contractor
ENR

**SINCE 2015:
CADENCE MC SHANE
IN CENTRAL TEXAS**

30 Commercial
Projects

2.8M Square
Feet

\$564M Project
Value

Dear Mr. Earp,

The **Cadence McShane team** is thankful for the opportunity to submit this proposal for design-build services to the **City of Kyle**. It is always exciting to be a part of the transformation of a small town property into a vibrant component of the community. Since opening our office in Central Texas 34 years ago, we have established relationships with local subcontractors familiar with the commercial market and the effort required to complete quality work within the budget and on schedule.

Our design-build team comprised of a nationally-ranked local contractor with engineering and architecture firms to provide complete design and construction management services, detailed behind Tab F. Our partners include **EFG Design & Architecture, Inc.**, as our lead architect, **Red Plains Professional** for civil engineering, **Datum Engineers** for structural engineering, and **Phillips + Gomez** for mechanical/electrical/plumbing/fire protection engineering. In addition, we will coordinate with **Fugro USA Land, Inc.** for geotechnical services and have discussed collaborating with **Coleman & Associates** for landscape planning to provide a seamless connection to the Mary Kyle Hartson Park project. As you select your design-build partner, we encourage you to consider the following unique qualifications that set our team apart from other teams.

Proven Budgeting and Schedule Control

We have a proven approach to communicating budget status throughout the design phase to avoid surprises. Experience working on dynamic budgets at various levels of design completion helps us inform the city of impacts on decisions in near real-time. This helps us act nimbly to quickly and efficiently make decisions throughout the delivery process.

Advanced Design Development

Our design team members have immersed themselves in the design details for the **Multi-story Commercial** project. We are eager to continue coordinating with the **City of Kyle** to bring our proposed design concept into reality.

Serving Your Needs

The Cadence McShane team is fully committed to the success of the **Multi-story Commercial** project. Operating as one collective unit, all company team members will be equally ingrained into the fabric of the project and will be relied upon fully to keep the process moving toward a successful conclusion.

On behalf of our project team and everyone at Cadence McShane, we look forward to building our partnership with the **City of Kyle**. Should you have any questions, or if I can help in any way, please feel free to call me on my cell at 512.808.6931.

Respectfully,



Srinath Pai Kasturi, Executive Vice President
Cadence McShane Construction Company LLC

Statement of Qualifications



TEAM OVERVIEW

Our team is led by an award-winning leader, based in Central Texas, specializing in commercial construction and a premier architectural design firm specializing in architectural and design services for projects within the public and private sector.

The Proposer must exhibit expertise in developing multi-floor, multi tenant, commercial buildings or similar projects.

EXPERIENCE ON SIMILAR PROJECT TYPES

Our experience delivering various product types, demonstrated by the project profiles provided behind Tab C, makes our team a strong match for the **City of Kyle**. Through our experience on Class A structures in the commercial market sector, we are uniquely qualified to provide the desired tenant spaces and rooftop event space.

RESUMES / ORGANIZATION CHART

A summary of qualifications should include key personnel and any subcontracted professional consultants proposed to be used. Provide a detailed organizational chart with identified roles and responsibilities. Identify the key contact and/or project manager.

The proposed Cadence McShane team consists of key personnel who are veterans in the design and construction of commercial projects with extensive construction experience in the Central Texas market. **The proposed team organizational chart and resumes of named individuals are provided at the end of this section.**

Cadence McShane, Design-Builder, established its Austin office in 1986. We have completed, or have in progress, more than \$1.2 billion worth of work in the Central Texas area. **In the past ten years, we have completed design-build projects in Texas totaling in excess of 5 million square feet.** We deploy a culture of relentless service with an entrepreneurial spirit that drives consistent and reliable results.

We have carefully selected a team of highly qualified professionals to produce the highest quality of work for the **City of Kyle**.

EFG Design & Architecture, Inc. (EFG) is a Native American-owned design firm founded in 1956 with a portfolio including, but not limited to, Master Planning, Educational Facilities, Community Centers, Casinos, Hotels, Cultural Centers, Mixed-Use / Residential Developments, Sports Facilities, Exhibit Halls, Restaurants, Administrative Offices, and Civic/Corporate Office Buildings, and have collaborated with over 60 tribes in 28 states.

Red Plains Professional is an experienced Civil Engineering and Planning company founded in 1997 and staffed with individuals with over 150 years of experience. They provide professional civil engineering design, planning, environmental, and GIS services for commercial, municipal, housing, and transportation projects.

Datum Engineers, founded in 1937, is a Texas-based firm devoted exclusively to the practice of structural engineering serving a broad client base of public and private development owners and architectural firms. Completed projects range up to 60-stories in height and more than two million square feet in size.

Phillips + Gomez provides professional services with emphasis and expertise on energy efficiency, sustainability, and LEED® certification. They have designed modern high-rise and low-rise mechanical/electrical/life safety systems for many buildings including early 1900's and mid-century vintage.

In addition, we are excited to work with **Fugro** for geotechnical services and **Coleman & Associates** for landscape planning. Our team's goal is to provide consistent flow from the **Multi-Story Commercial Building** to the adjacent Mary Kyle Hartson Park project.

AWARD WINNING PROJECTS

As shown below, our team members are recognized for design or construction excellence.



Apple Campus Excellence Award

Design-Build Institute of America

- Also earned National Merit Award in the Office Buildings category
- New LEED-Gold certified, master-plan corporate campus
- Minimized schedule impact for the added scope parking garage by opting to build a precast parking garage instead of a cast-in-place concrete garage
- Team Member: **Cadence McShane**



The Bowden Event Center Distinguished Building Award

TEXO (Affiliated with AGC and ABC in Dallas/Fort Worth)

- Merit Award winner
- Build-to-suit venue includes a 7,000-square-foot chapel, a 28,000-square-foot ballroom, and a large, fully equipped commercial kitchen.
- Arborist consulted to recommend extra precautions to protect the mature trees on-site
- Team Member: **Cadence McShane**



Library and Community Center at Lafortune Park Excellence in Design and Construction Award

Associated Builders and Contractors of Oklahoma

- Integration of the Library and Community Center with an existing 1916 historic building
- To save money, our structural engineer suggested the columns in lieu of a clear span, hence the “abstract trees”
- Team Member: **EFG Design & Architecture, Inc.**



CCSD Northwest Career & Technical Academy National McConnell Award

Council of Educational Facility Planners

- LEED Silver designed prototype Technical High School Design
- This design achieves a 47% energy savings over similar high schools in the district. The design and programming effort for this school involved many community partners
- Team Member: **EFG Design & Architecture, Inc.**

DESIGN-BUILD PROJECT EXPERIENCE

Cadence McShane has extensive experience delivering design-build projects. **Cadence McShane has under contract or completed 23 design-build projects in the last five years, of which 70% are in the commercial market sector**, as shown below. **We are the right choice for this exciting project.**

Project Name, Location	Sector
Apple Campus - Phases I, II, III, Austin, TX	Commercial
Apple Campus 2 PL6.1 - TI Remodel, Austin, TX	Commercial
Office Building Finish Out, Dallas, TX	Commercial
Office Building Finish Out, Dallas, TX	Commercial
Office Building Expansion, Dallas, TX	Commercial
Office Building Finish Out, Boulder, CO	Commercial
Office Building Finish Out, Denver, CO	Commercial
Office Building Finish Out, Longmont, CO	Commercial
Office Building Finish Out, Boulder, CO	Commercial
Office Building Finish Out, Coralville, IA	Commercial
Tenant Improvement, Washington, DC	Commercial
Property Condition Assessment, Beaverton, OR	Commercial
Skyline Commerce Park, Mesquite, TX	Industrial
Container Star Warehouse, Conroe, TX	Industrial
Parc 59 Warehouses, Humble, TX	Industrial
Avenue S Spec Warehouse, Grand Prairie, TX	Industrial
Doerr Lane Warehouse, Schertz, TX	Industrial
Gateway Southwest Warehouse, Houston, TX	Industrial
1812 E. 6th Street, Austin, TX	Housing
St. John's Square, San Antonio, TX	Housing
Edison Apartments, Austin, TX	Housing
Franklin Place, Waco, TX	Housing

COST ESTIMATING METHODS

We offer transparency in our project cost accounting and proposed cost savings ideas will be tracked and shared with the **City of Kyle** so the team will know the status of the project budget at all times. Performing detailed scopes during the estimating process is a major component to preventing changes and unexpected spending and eliminates most, if not all, misunderstood conditions that can lead to changes.

We tailor our estimating system to the needs of each project and, during each phase of the design process, Cadence McShane will prepare a detailed estimate using a standard format, which allows the project team to track and analyze how design decisions impact the budget. When we develop our estimates, we quantify the project with detailed itemized takeoffs and scopes of work, obtain subcontractor input, reference historical costs, verify production data, and consult market indexes. We define current market cost estimates using inflation, changing market conditions, site/constructability reviews.

In addition, we perform a risk analysis to determine the potential variability during the procurement cycle. For the **Multi-story Commercial** project, we will scope, categorize, bid, and purchase the work in logical packages or phases to support both the budgetary and schedule goals of the project. We will evaluate alternatives for building systems and materials that may improve the project cost and efficiency. This process allows for more accurate comparison reports and gives the project team the information needed to make informed design decisions.

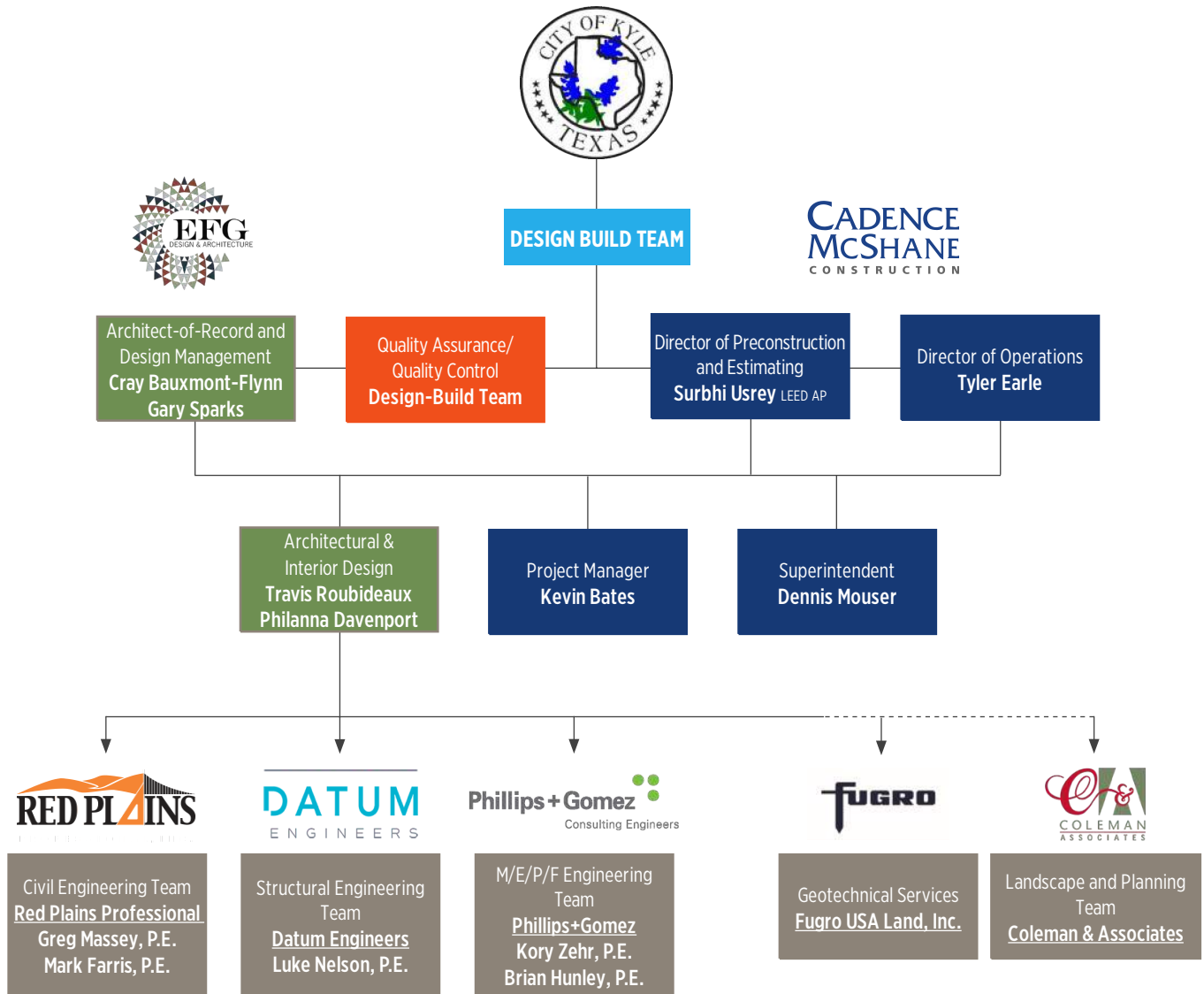
COST CONTROL DURING CONSTRUCTION

As the design-builder, we are the party responsible for the cost control and we will commit to guide the project to a successful completion. The Cadence McShane team will closely track budgets and costs and will analyze outputs on a weekly basis to track progress. The data will be developed at a system, facility and program level and will be carried as an agenda item on all recurring progress meetings with the **City of Kyle**. Cadence McShane's accounting software allows the flexibility to provide accurate and easily understandable reports that assist project management in examining how the project is progressing compared to its budget.

ORGANIZATION CHART

We know how important this project is to the Kyle community. Our proposed team will work hard in achieving the project's goals and exceeding your expectations by bringing a personal touch to everything we do on this exciting and fast track project.

Our key personnel will dedicate their efforts to bringing the lessons learned from their past experience to the **Multi-Story Commercial** project. Resumes for our proposed team members are provided on the following pages.





Surbhi Usrey, LEED AP®

Director of Preconstruction and Estimating

As Director of Preconstruction and Estimating, Ms. Usrey helps determine the most feasible approach to the project, keeping the schedule and budget in mind. She oversees estimating, preliminary budgeting, scheduling, bidding processes, and provides support to the project team during the construction phase.

Industry Experience

14 years

Years with Cadence McShane

14 years

Education

Bachelor of Architecture
School of Planning & Architecture

Master of Business Administration
University of Pittsburgh

Affiliations

- Member, Associated Builders and Contractors - Central Texas Chapter
- Member, Associated Builders and Contractors - South Texas Chapter

Training and Registrations

- LEED AP®
- First Aid/CPR Certification
- SHA 30-Hour Certification

Apple Campus | Owner Confidential | Austin, TX | \$373,600,000 | 1,144,000 SF

New corporate, LEED-Gold Certified campus constructed in three phases. The campus houses 5,000 employees on 38.18-acres and is comprised of six four-story buildings, three parking garages providing 5,000 total spaces, a central utility plant, a state of the art wellness and fitness center, a first class cafe, and conference center.

Mueller Commercial Office | Catellus Development Corporation | Austin, TX | \$36,000,000 | 210,000 SF

Mueller Commercial Building is a 210,428-square-foot, six-story core and shell office featuring amenities such as retail and restaurant spaces throughout the first floor, an open-air courtyard in between the parking garage and the office building with ample outdoor seating, meeting areas, and an outdoor amphitheater for different community events.

The '68 Apartments at Hemisfair | AREA Real Estate | San Antonio, TX | \$24,000,000 | 283,000 SF

New construction of an eight-story multifamily project which includes 151 units, a fitness center, a pre-cast parking garage, and 118,573 SF of retail and restaurants on the ground floor. The project is a P3 between AREA Real Estate and the City of San Antonio.

Mueller District Garage | Catellus Development Corporation | Austin, TX | \$21,000,000 | 315,000 SF

An eight-story parking garage with 992 spaces constructed on an adjacent property to the Mueller District office building designed to be LEED Silver. Two levels of parking will be underground.

Legend Oaks Phase II | Carlson, Brigance & Doehring | Austin, TX | \$5,000,000 | 29,000 SF

Three-story steel frame office building with masonry exterior.



Tyler Earle

Director of Operations

As Director of Operations, Mr. Earle will provide day to day oversight and support to the project teams to ensure site safety, project schedules, and QA/QC success in the field. He will report directly to the Vice President of Operations and will work with the Field Operations Managers to ensure the overall success of all projects.

Industry Experience

15 years

Years with Cadence McShane

6 years

Education

Bachelor of Engineering
Construction Engineering
Texas Tech University

United States Navy
Corpsman

Affiliations

- Member, Associated Builders and Contractors - Central Texas Chapter
- Member, Associated Builders and Contractors - South Texas Chapter
- Member, Urban Land Institute - San Antonio

Training and Registrations

- OSHA 30-Hour Certification

Apple Campus | Owner Confidential | Austin, TX | \$373,600,000 | 1,144,000 SF

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Three-story steel frame office building with masonry exterior.



Kevin Bates

Project Manager

As Project Manager, Mr. Bates is responsible for the project team, monitors productivity, and ensures proper coordination between team member activities. He ensures the completion schedule is maintained and budgets are met.

Industry Experience

3 years

Years with Cadence McShane

3 years

Education

Bachelor of Science
Construction Science and Management
The University of Texas San Antonio

Affiliations

- Member, Associated Builders and Contractors - Central Texas Chapter
- Member, Associated Builders and Contractors - South Texas Chapter

Training and Registrations

- OSHA 30-Hour Certification

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Legend Oaks Phase II | Carlson, Brigrance & Doehring | Austin, TX | \$5,000,000 | 29,000 SF

Three-story steel frame office building with masonry exterior.



Dennis Mouser

Superintendent

As Superintendent, Mr. Mouser is in charge of all construction activities on the project site, maintains oversight of all aspects of construction, demonstrates leadership and expertise during interaction with clients, and ensures cost effective and efficient use of personnel and materials to achieve project goals.

Industry Experience

28 years

Years with Cadence McShane

4 years

Affiliations

- Member, Associated Builders and Contractors - Central Texas Chapter
- Member, Associated Builders and Contractors - South Texas Chapter

Training and Registrations

- First Aid/CPR Certification
- OSHA 30-Hour Certification

Ave Maria Town Center | Tom Monahan/Collier Family | Estero, FL | \$75,000,000

Construction of a new multifamily and five commercial buildings on 30 acres.

Saint John's Square | Austin Fairchild | San Antonio, TX | \$54,000,000 | 257,000 SF

Construction of an eight-story structure with 252 residential apartments surrounding an eight-story pre-cast garage, with retail spaces on the street level.

Aerospace Building | Lockheed Martin | Littleton, CO | \$35,000,000 | 750,000 SF

Tenant improvements in high security rooms.

6701 Blanco | Millennial Residential LLC | San Antonio, TX | \$21,000,000 | 296,000 SF

Remodel of a historical, 11-story building into 300 senior living units.

DCP Midstream ZIA II Facility | DCP Midstream LLC | Lovington, NM | \$17,000,000 | 150,000 SF

Construction of the ZIA II natural gas plant, control building, pre-engineered metal building, and site work on a ten-acre site.

DCP Midstream Facility | DCP Midstream LLC | Midland, TX | \$9,000,000

Complete remodel of the lower level office space, conference rooms, and restrooms of a five-story occupied building.



Cray Bauxmont-Flynn

COO - Principal of EFG Design & Architecture, Inc.

Industry Experience

35 years

Education

Masters of Architecture
Ecole Des Beaux Arts
Paris, France

Affiliations

- American Indian Chamber of Commerce of Oklahoma
- Leadership Native Oklahoma
- American Council of Architects & Engineers
- Member, Cherokee Nation of Oklahoma
- Member, Delaware Tribe of Indians - Oklahoma

Mr. Bauxmont-Flynn is a highly skilled design professional with an expansive experience in the design, architectural, and real estate development industry. He has designed numerous prestigious projects globally and acts as an integral member of the global design community, overseeing a long list of projects in the world of high-end hospitality, retail, commercial and mixed-use developments.

Cray serves as the firm's Chief Operating Officer and Principal in Charge of Architecture and Design where he synthesizes his 35 years of leadership and experience into each unique project. Cray has generated a diverse body of work, ranging from small boutique hospitality projects to large scale higher education projects – and everything in between. The common thread of his work is the incessant and disciplined quest for design excellence.

A resourceful problem solver who is well versed in effective development in the real estate environment, Cray's role is predominantly a design leader, client manager, and team principal; developing concepts and fresh innovative design strategies for all design typologies. In particular, he has an extensive knowledge of quality experiential design, which gives him exceptional foresight in complex mixed-use developments and intricate comprehensive master-plans while working in conjunction with developers. Cray brings his collaborative, people-oriented style to managing the daily operations of the studio and to ensuring internal and external teams deliver exceptional performance and value for clients and users. His approach fosters and advances technological systems at the firm and throughout project design and development.

Select Project Experience

- Wyn Casino & Resort | Las Vegas, NV & Macau
- Cherokee Hard Rock Interior Tower Remodel | Tulsa, OK
- MGM Grand Casino & Resort | Las Vegas, NV & Macau
- The Americana at Brand | Glendale, CA
- The District at Green Valley Ranch, Henderson, NV
- India Resort and Casino | Albuquerque, NM
- Symphony Park Master Plan | Las Vegas, NV
- Allegio Hotel & Casino | Las Vegas, NV
- The Grove Market | Los Angeles, CA



Gary Sparks

Architect-of-Record

Industry Experience

50+ years

Education

Bachelor of Architecture
Oklahoma State University

Affiliations

- American Institute of Architects - Tulsa Chapter, Former President
- National Council of Architectural Registration Boards
- Oklahoma Council of Architects, Past Chairman
- Oklahoma Historical Society Member
- Lifetime Member OSU Alumni Association
- OU IBA Fennimore Society Original Member

In 1978, Mr. Sparks started an architectural practice. It has proven to be one of the best, most rewarding decisions he ever made. He has been blessed to have his architectural firm selected to design hundreds of significant projects during his career.

However, there are three projects that are particularly special to Gary. The Coleman Theatre in Miami, OK, and Gallagher-Iba Arena & Boone Pickens Stadium in Stillwater, OK. The 15 years Gary worked on the Coleman Theatre and the 14 years on Gallagher-Iba and Boone Pickens Stadium have provided him with an incredible knowledge in the renovation/expansion of government or public facilities.

His leadership, passion for master planning, insight into complex building operations and extensive knowledge of experiential environments has established the firm's service-oriented, high caliber approach to delivering high-level design for many of the Mid-West's most notable properties. Gary brings vital intelligence and insight to creating architectural experiences that resonate with visitors and users.

Select Project Experience

- Sage Nation Airport Feasibility Study/Use Plan | Tulsa, OK
- Boone Pickens Stadium Renovations | Stillwater, OK
- Gallagher-Iba Arena Renovation/Update | Stillwater, OK
- Coleman Theatre Renovations | Miami, OK
- University of Central Okla. Master Plan | Edmond, OK
- University of Central Okla. Football Building | Edmond, OK
- University of Central Okla. Indoor Practice Facility | Edmond, OK
- City of Stillwater Master Plan | Stillwater, OK
- Athletic Village Master Plan | Tulsa, OK
- Serman E. Smith Training Center | Tulsa, OK
- Okla. State University Memorial Design | Stillwater, OK
- Okla. State University Heritage Hall | Stillwater, OK
- Baylor University Simpson Center | Waco, TX
- Baylor University Hall of Honor | Waco, TX
- Oklahoma Aquarium | Jenks, OK



Travis Roubideaux

Architectural Designer

From mayor's to firefighters, Mr. Roubideaux's clients appreciate his calm demeanor and methodical approach – qualities that have enabled him to navigate his team through complex municipal programs to award winning designs. "It's all about our team. We hear our clients, their goals and expeditions, and have the talent, organization, respect and mutual trust to successfully deliver."

Currently in pursuit of his professional licensing, Travis's experience is in all ranges of the professional field & design processes. Most of his work has focused on design development, construction documentation, and recently construction administration.

Past project emphases are related to Healthcare, Educational, Municipal, Emergency Response, Cultural, Residential, Commercial, and Native American project areas. Travis seeks to build relationships with clients to facilitate their dreams with holistic and creative solutions that serve practical needs. Through architecture, he understands that he can serve the needs of the individual and the communities that they are embodied in. In his personal time, Travis frequents creative venues to create community while endeavoring in painting, drawing, and crafting projects. He also is an advocate for bicycling and fitness for healthy, strong, and resilient communities.

Industry Experience

5.5 years

Education

Master of Architecture
University of Colorado Denver

Bachelors of Environmental Design
University of Colorado Boulder

Affiliations

- American Institute of Architects (AIA)
- National Council of Architectural Registration Boards (NCARB)

Honors

- Senator Cory Gardner flew flag over US Capitol Building in honor of Graduation Key Speaker for CU Advocates

Select Project Experience

- Game Chief's Office Renovation | Pawhuska, OK
- Game Nation Skiatook House Prototypes | Skiatook, OK
- Game Casino Sand Springs Concepts | Sand Springs, OK
- Glala Sioux Tribe Food Distribution Center | Pine Ridge, SD
- Gray Town Hall Renovation | Ouray, CO
- Crow Agency Medical Housing | Crow Agency, MT
- Backfeet Medical Housing | Browning, MT
- Asentee Shawnee Tribe Travel Plaza | Shawnee, OK
- Geyenne & Arapaho Tribes G. Hawkins Center | Clinton, OK
- Norwood Library | Norwood, CO
- Dove Creek Senior Center | Dove Creek, CO
- Dove Creek Public Service Center | Dove Creek, CO



Philanna Davenport

Senior Interior Designer

Ms. Davenport has a broad design background which includes higher education, healthcare, hospitality, multi-family and residential projects. She enjoys building relationships and providing the very best experience for her clients.

Philanna guides the ERA team in cultivating luxury interiors that creatively extend beyond the everyday. Seeking inspiration from travel, art and culture around the globe, her work does not encompass a singular look, but rather integrates unexpected moments that are functional, harmonious and sophisticated.

As the visionary, Philanna brings a passion and curiosity for fresh, innovative design to each project. With an incisive ability to identify and understand each client's authentic style, Philanna's ability to refine and elevate a design has strengthened her reputation among top hotel brands, culturally sensitive projects and high-profile clients. Philanna's design philosophy can be seen across the firm's diverse portfolio, which includes private residences and estates, hotels, resorts and spas, and exclusive commercial properties. Creating beautiful environments that leave others feeling inspired is something Philanna strives for with every project. Her reputation for creating exceptional interior spaces and delivering unparalleled client service precedes her on every project. Philanna volunteers at the Tulsa Day Center for the Homeless, Jenks Community Food Bank, Jenks Parent Legislative Action Committee and at her children's school. She is active in her church where she serves as a Deacon and member of the Stewardship Committee.

Industry Experience

23 years

Education

Bachelor of Science
Interior Design
Oklahoma State University

Affiliations

- National Council for Interior Design Qualification (NCIDQ)

Honors

- ABC Excellence in Construction Award (Northeastern State University - Broken Arrow campus, interior design)

Select Project Experience

- Hard Rock Hotel & Casino Amp Bar | Tulsa, OK
- Hard Rock Hotel & Casino Guest Room Tower Remodel | Tulsa, OK
- Indian Capital Technology Center | Tahlequah & Muskogee, OK
- Cross Communications | Warner, OK
- Northeastern State University | Broken Arrow, OK
- Tulsa Technology Center | Tulsa, OK
- Cal Roberts University | Tulsa, OK
- Memorial High School Field House | Tulsa, OK
- Elmerich Library | Tulsa, OK
- Cancer Treatment Center at Cityplex Towers | Tulsa, OK

QUALIFICATIONS FOR DESIGN-BUILD SERVICES



Mark Farris, P.E.

CEO | President | Engineer

Industry Experience

35+ years

Education

Bachelor of Science
Civil Engineering
Oklahoma State University

Professional Engineer Registrations

- Oklahoma - #15396
- New Mexico - #17141
- Washington - #46641
- Nevada - #020638
- Arizona - #51315
- Kansas - #14655
- Texas - #108390
- Kansas - #25251
- Missouri - # 28908

Memberships

- American Society of Civil Engineers (ASCE)
- American Water Works Association
- American Concrete Institute
- American Public Works Association

Mr. Farris, a member of the Muscogee-Creek Nation, is President and sole owner of Red Plains Professional, Inc. Mark is a highly-skilled engineer with over 35 years of experience and has expertise in a number of areas of civil engineering including site planning, parking lot design, water line and waste water line design, roadway and bridge design, and subdivision development and design. Mark's experience in site development and highway design, while teaming with developers, architects, and various DOT's, provides the team well-rounded experience to assist the Tribe with large development projects requiring top end project coordination.

As the owner of Red Plains, he maintains oversight of all aspects of the business and management team. His matter of fact nature and professionalism leads the culture of our efficient team.

Select Commercial Project Experience

- River Spirit Casino, Tulsa, OK Muscogee-Creek Nation, OK
- Northern Navajo Medical Center (Shiprock, NM) - Site Design
- Pawnee Health Center (Pawnee County, OK) - Site Design
- BancFirst | Various Locations, Oklahoma
- Diversity of Central Oklahoma-Liberal Arts Building Expansion
- Northern Navajo Medical Center | Navajo Nation, NM
- Pawnee Health Center | Pawnee Nation, OK
- Pawnee Law Enforcement | Pawnee Nation, OK
- Pawnee Roundhouse | Pawnee Nation, OK
- Clinton Indian Hospital, OK Canton Smoke Shop | Clinton, OK
- Watonga Casino Parking Lot | Watonga, OK
- Legends V Apartments | Edmond, OK



Greg Massey, P.E.

Vice President | Project Manager

Industry Experience

33 years

Education

Associate of Applied Science
Engineering Technology
Oklahoma State University

Professional Engineer Registrations

- Kansas PE - #15621
- Oklahoma PE - #18511
- Oklahoma PLS - #1313

Memberships

- American Society of Civil Engineers (ASCE)
- Oklahoma Society of Land Surveyors (OSLS)
- Oklahoma Society of Professional Engineers (OSPE)

Mr. Massey has been involved in the civil engineering and surveying profession since 1981. Greg has contributed his expertise in engineering design and survey coordination to a variety of projects in the commercial, industrial, institutional, municipal, and residential sectors. He has developed a reputation for completing these complex projects on time and within budget.

Success of his projects have been the result of his knowledge and experience in areas such as; administration, zoning, platting, site and utility layout, grading and drainage, erosion control, retaining wall design, public utility design and construction, cost estimating and construction management.

Select Project Experience

- Toscana (Oklahoma City, OK) – master planning
- Diversity Town Center (Norman, OK) – master planning, site design
- Tulsa Hills Shopping Center (Tulsa, OK) – master planning, rezoning, platting
- Penn Crossing Shopping Center (Oklahoma City, OK) – site design
- Bridges at Spring Creek (Edmond, OK) – survey, engineering design
- Ekerd Drug Stores (Oklahoma City, OK) – site assessment, lay-out
- Edwards Park Lake (Oklahoma City, OK) – design, renovation
- Oklahoma City Channel to Bluestem (OKC, OK) – survey, drainage, design alternatives, final design
- BI Headquarters (Oklahoma City, OK) – rezoning, platting, survey, site design, construction administration
- Efner Point (Oklahoma City, OK) – project management, engineering design, construction administration
- Hobby Lobby Headquarters (Oklahoma City, OK) – rezoning, survey, civil site design, construction administration
- Diversity Plaza / University Plaza East (Edmond, OK) – rezoning, platting, survey, civil site design, construction administration



Luke Nelson, P.E.



Project Manager

Mr. Nelson joined Datum in 2003 and has worked on a wide variety of structures ranging to well over \$100M in size. Early in his career, Luke was the main design engineer for the Dell Children’s Medical Center of Central Texas, and since then has served as lead project manager and engineer-of-record on many institutional projects such as UT Dell Medical School Health Transformation Building and Health Center Garage, the new Austin Central Library, the Dell Children’s Bed Tower Addition, and the UT East Campus Parking Garage. Clients appreciate his can-do attitude and team success approach. Luke became a Principal in 2017 in recognition of his outstanding performance and leadership inside and outside the firm.

Industry Experience

17 years

Education

Master of Science Civil Engineering
University of Tennessee

Bachelors of Science Civil Engineering
University of Texas

Memberships

- Young Men’s Business League
- American Inst of Steel Construction Leadership Austin - Emerge Class 2013
- Structural Engineers Assoc of Texas (SEAOt)
- 2007 SEAOt Austin, Membership Director
- 2008 SEAOt Austin, Vice President
- 2009 SEAOt Austin, President and State Conference Chairman

Civic Involvement

- Sunshine Camps

Select Project Experience

- CRA Dalchau Service Center Office | Austin, TX
- VonArt Executive Headquarters | Temple, TX
- John C. Drummond Center at Pantex | Amarillo, TX
- GI Group’s U.S. Center of Excellence | Belton, TX
- XDOT Corporate Campus Consolidation | Austin, Texas
- Dell Medical School Medical Office Building and Garage | Austin, TX
- Austin Central Library | Austin, TX
- Oni Barton Creek Redevelopment | Austin, TX
- PD Tenant Finish Out & Renovations - Phases 3 & 4
- Charles Schwab Investment Services - Cafe & Lobby Renovations | Austin, TX
- Texas Trial Lawyers Association - Roof Venue Enclosure Feasibility Study | Austin, TX
- City of Georgetown Library | Georgetown, TX
- Austin State Hospital | Austin, TX
- Wamson County Sheriff’s Training Facility | Georgetown, TX



Kory Zehr



Mechanical Engineer

Mr. Zehr has been with Phillips+Gomez for over 14 years. His duties include mechanical engineering and construction document preparation along with the design of HVAC and plumbing systems for commercial office buildings, healthcare facilities, retail shell buildings and tenant spaces, university building renovations, research laboratories, and commercial tenant build-out projects country-wide.

Kory obtained his LEED® certification in 2006 and became a Certified Building Commissioning Professional in 2012. Mr. Zehr directs, coordinates, and exercises functional authority for planning, organization, control, integration, and completion of engineering projects by performing his responsibilities personally or through subordinate team members.

Industry Experience

14 years

Education

Bachelor of Science Degree
Architectural Engineering
Kansas State University

Professional Engineer Registrations

- State of Oklahoma Professional Engineer, #22834
- State of Texas Professional Engineer, #117773

Memberships

- American Society of Heating, Refrigeration & Air Conditioning Engineers (ASHRAE)
- Association of Energy Engineers
- Oklahoma Association of Healthcare Engineers

Select Project Experience

- Tulsa County Family Justice Center | Tulsa, OK
- Increase Museum | Tulsa, OK
- Oklahoma State University Student Union Renovation | Stillwater, OK
- OU - Tulsa Advanced Technology (Helmerich) Research Center | Tulsa, OK
- Oklahoma State University Institute for Agricultural Biosciences Facility | Stillwater, OK



Brian Huntley



Electrical Engineer

Mr. Huntley has had over 15 years of electrical engineering experience in audio/visual design, theatrical lighting and professional sound reinforcement. Brian's experience includes engineering management, estimating, electrical design, and project management. Mr. Huntley has worked on numerous public school, university, church, theatre, and other projects in Oklahoma. Audio/visual experience includes ongoing support for the weekly religious services for several local churches.

Industry Experience

15 years

Education

Bachelor of Science Degree
Electrical Engineering
Oklahoma State University

Professional Engineer Registrations

- State of Oklahoma Professional Engineer, #25504
- State of Texas Professional Engineer, #133840

Memberships

- Institute of Electrical and Electronic Engineers (IEEE)
- Illuminating Engineering Society of North America (IESNA)

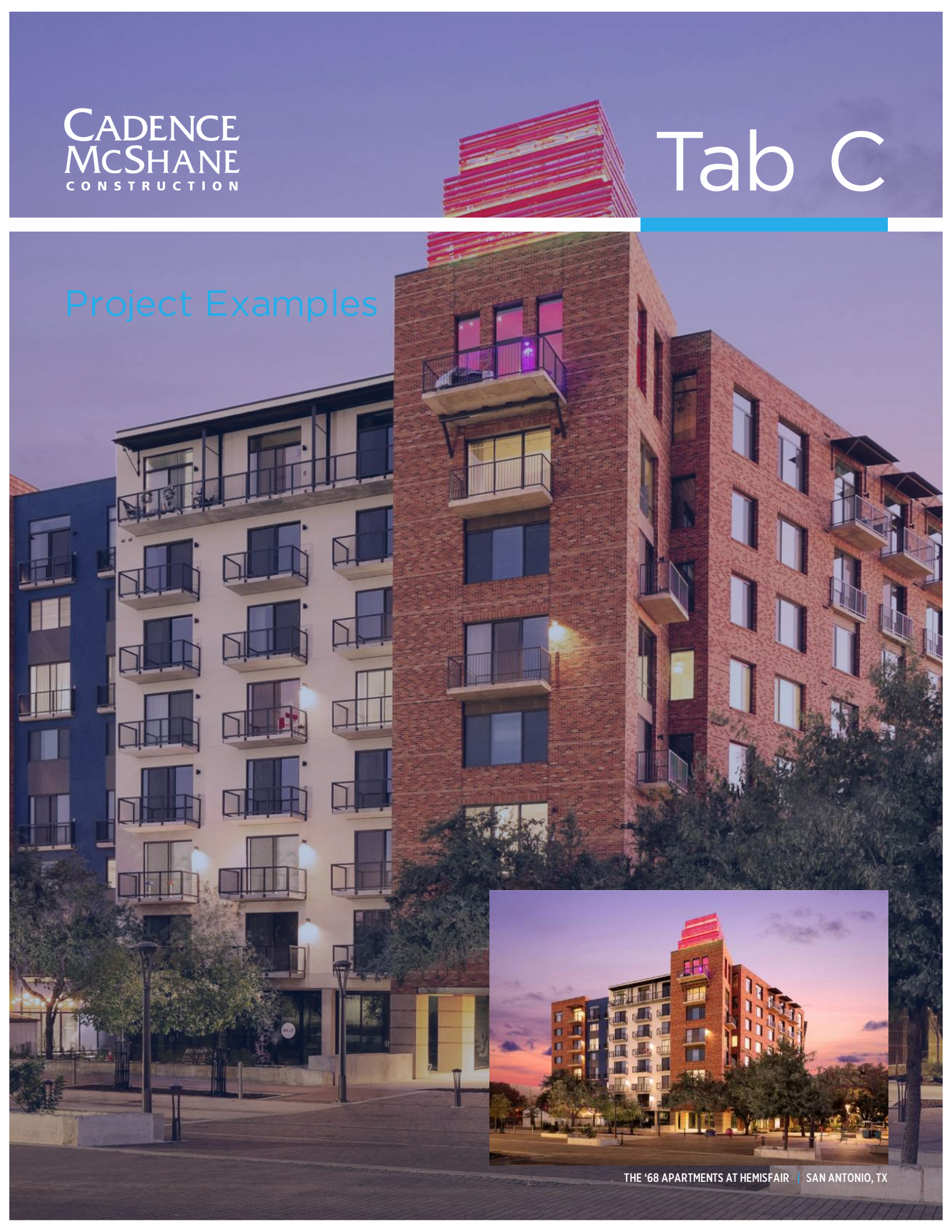
Brian has a unique balance of design and installation experience. He works closely with the other disciplines, as well as construction contractors, in the coordination of the electrical systems to ensure quality performance and work. Throughout his career he has designed electrical systems for various building and aerospace projects consisting of power distribution, audio/visual systems, interior and theatrical lighting and structured wiring.

Today, Brian's responsibilities include creating, establishing and monitoring electrical designs, production tools, specifications, and documentation.

Select Project Experience

- Tulsa County Family Justice Center | Tulsa, OK
- Oklahoma State University Student Union Renovation | Stillwater, OK
- The Helmerich Research Center & Gilcrease National Archive | Tulsa, OK
- The Philbrook Museum of Art (Mathews Warehouse) | Tulsa, OK
- The Believers Church Mobile Production | Tulsa, OK
- Church on the Move Oneighty Building | Tulsa, OK
- Victory Christian Center Worship Center | Tulsa, OK
- First Baptist Tulsa Auditorium | Tulsa, OK
- Memorial High School Theatre | Tulsa, OK
- Broken Arrow North Intermediate Theatre | Broken Arrow, OK

Project Examples



SIMILAR PROJECT EXPERIENCE

As an integrated team, we will assume single-source responsibility for the **Multi-Story Commercial** project and ultimate accountability for bringing a project to a successful schedule and cost conclusion. We will ensure success by applying knowledge gained from our past project experience.

The Consultant must submit a minimum of three examples of previous projects with similar scopes of services.

Profile sheets on the following pages showcase projects from **Cadence McShane** and **Edmonson Flynn Group** and demonstrate our team's capabilities. With our proven track record of successful delivery and our specific experience with commercial projects, we have the capability to deliver exceptional design concepts, valuable construction services, a quality product within tight budget, and execute the work on or ahead of schedule.

A conceptual design of the building's elevation must be included to show the vision the team brings. This concept is non-binding but failure to include it could result in rejection of the statement of qualifications.

Conceptual designs of our team's proposed design for the **Multi-Story Commercial** project are included at the end of this section. Our design team will continue to develop and refine the design through on-going collaboration with the **City of Kyle, Fugro,** and **Coleman & Associates.**

"We sincerely appreciate all of CMC's efforts and very happy with the results."
- Louis Bernardy, Senior Vice President & Director of Development, Texas - McCormack Baron Salazar

"The project could not have been successful without the relentless attention to detail, workmanship and schedule..."
- Steve Hulsey - President, Gorgan

"Their approach to construction means and methods, cost control, and fast-track scheduling is reflected in their thorough preparation and timely delivery of our project."
- Sundaresh Kamath, Vice President - Project and Development Services, JLL Houston

Letters of recommendation are included behind Tab F.



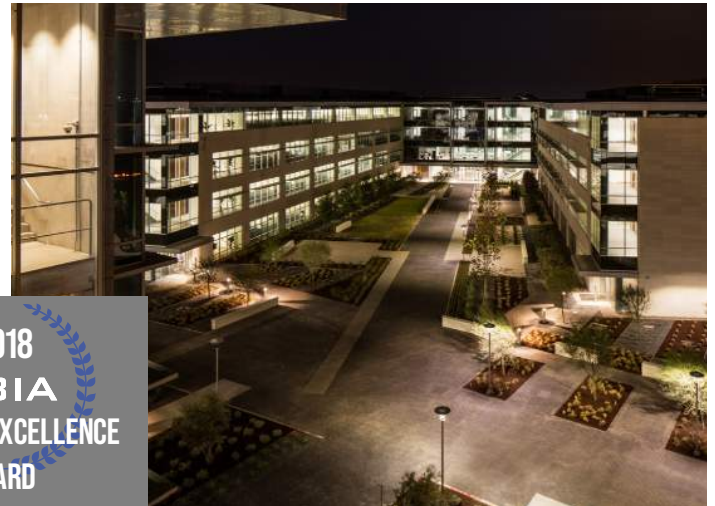
135 clients and architects across Texas were asked the three words that best describe Cadence McShane.*

THE RESULTS SPEAK FOR THEMSELVES.

* Results from 2Q 2020

Apple Campus, Phases I, II and III

Austin, Texas



Located in Austin, Texas, the Apple Campus is a **design-build**, multi-phase, LEED-Gold Certified, mixed-use corporate campus. It is comprised of seven four-story buildings, three parking garages, a central utility plant, and includes a state of the art Wellness and Fitness Center. The campus features a 32,360-square-foot conference center with a 12,360-square-foot, 1,000- capacity broadcast-quality level auditorium. Outside the auditorium, the curved millwork wall required extensive coordination of wood log from Scandinavia and veneer to match the wood grains in a symmetric fashion. In addition, the **fully-equipped commercial kitchen** and 5,000-seat capacity cafeteria. The two-story cafeteria totals 85,000 square feet and serves a multitude of cuisines and acts as a common gathering area with generous indoor and outdoor seating.

Client:

Apple, Inc.
Pat Moore
Retired but available for reference
512.423.4178

Size:

1,140,000 SF

Start date / Completion date:

Sep 2012 / Jun 2016

Services Provided:

Design-Builder, construction cost, schedule, quality, and safety management

Legend Oaks, Phase II

Austin, Texas



Legend Oaks is a 27,000 SF new construction of a **three-story office building located in Austin, Texas** on 3.6 acres. The building encompasses one floor of parking and two floors of roughly 18,000 SF of shell office space. The building is constructed with a full limestone façade and decorative custom laser cut aluminum decorative panels. The project is located within the limits of an aquifer recharge zone that required additional environmental inspections and coordination with the city.

The preconstruction team proposed an initial \$209,000 in cost savings ideas, while only \$49,000 were initially accepted, our team continuously sought solutions to save the project money while remaining true to the design intent.

Our team overcame the challenge of inclement weather and other delays that initially set the construction schedule back fifty-five days. The team re-sequenced trades, as well as proposed the solution to re-evaluate site work and landscaping requirements with the owner and the city to bring the project back within schedule.

Client:

Carlson Brigance & Doering Inc.
Gwen Gates
5501 W. William Cannon Drive, Austin, TX 78749
512.280.5160
ggates@cbdeng.com

Size:

29,000 SF

Start date / Completion date:

Sep 2019 / Jul 2020

Services Provided:

Construction cost, schedule, quality, and safety management

QUALIFICATIONS FOR DESIGN-BUILD SERVICES

The Bowden Event Center

Keller, Texas

CADENCE
MC SHANE
CONSTRUCTION



The Bowden Event Center and chapel is a 35,000 square-foot venue designed to complement the views and natural landscape of the surrounding 5.6-acre, wooded site. The buildings' exterior designs feature elegant facades that utilize a combination of stone and stucco. The interior foyer offers direct access into the grand chapel boasting intricate woodwork and an abundance of natural light. The 28,000-square-foot community center has 16 crystal chandeliers along with the beautiful view overlooking the two-acre pond. Other features include a full-service kitchen, private offices, conference rooms, the outdoor patio, state-of-the-art audio and visual equipment and a 189-car parking lot.

Cadence McShane took extra precautions to protect the scenery and provide a new facility that would eventually blend in with the site. For example, temporary fencing was used to keep three fairly large trees located between the chapel and the event center free from harm. The jobsite trailer and construction material staging areas were sized and oriented to avoid impacting the mature trees and an Arborist was consulted prior to establishing smaller staging materials near trees.

Client:

Greater Keller Women's Club and Foundation
The Bowden, Inc.
Roger Hutton
1775 Keller Parkway, Keller, TX 76248
214.402.3587
rhutton@thebowden.org

Size:

35,000 SF

Start date / Completion date:

Jan 2016 / Oct 2017

Services Provided:

Construction cost, schedule, quality, and safety management

QUALIFICATIONS FOR DESIGN-BUILD SERVICES

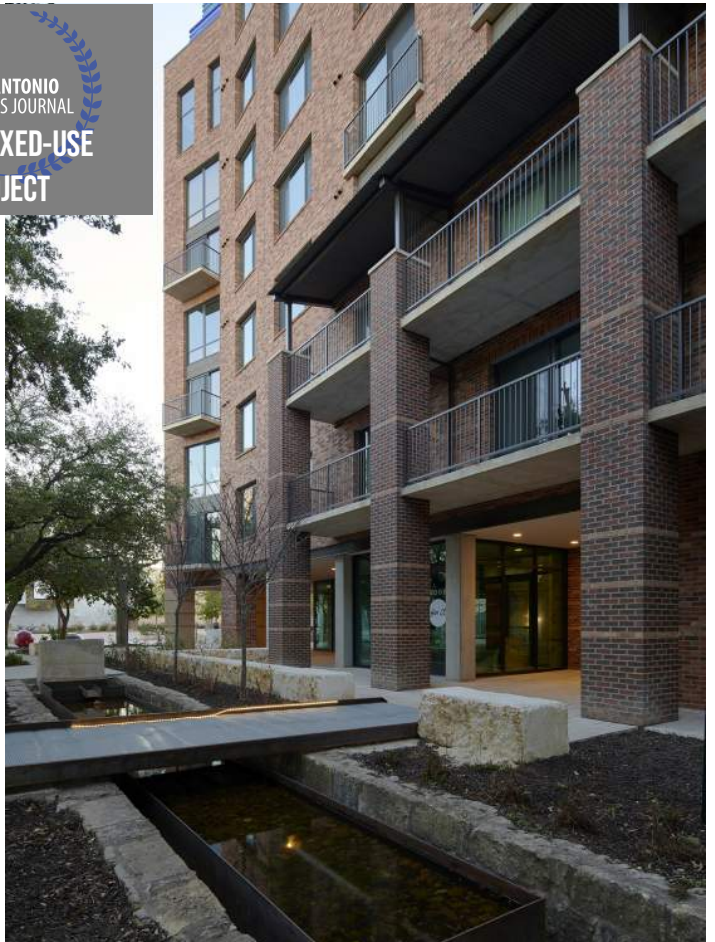
The '68 Apartments at Hemisfair

San Antonio, Texas

CADENCE
MC SHANE
CONSTRUCTION



SAN ANTONIO
BUSINESS JOURNAL
BEST MIXED-USE
PROJECT



The '68 Apartments at Hemisfair is a cold-form metal framed mixed-use development located in San Antonio, Texas. The residential community consists of 151 total units, a leasing office, fitness center, rooftop basketball court. **The ground floor includes 8,364 square feet of retail and restaurants.**

The project owners were involved in design development discussions and requested dimensional layout, wall type, infrastructure, and finish selection changes frequently. This required the team to have a dynamic schedule to provide expedient feedback to the overall schedule impact and workable solutions to avoid delays to the schedule. As an example, during the skin phase, the architect went through several changes to the pattern, blend, and coursing of the all-brick façade. We created an interactive "story-pole" adjustment template to keep the team informed regarding what changes were actually possible since two floors of the building were already constructed. The change from a three-brick bend to a five-brick alternating pattern was accommodated to achieve the desired design.

Client:

Area Real Estate
David Adelman
1221 Broadway Street, Suite 104
San Antonio, TX 78215
210.417.4311
david@areatx.com

Size:

283,000 SF

Start date / Completion date:

Sep 2019 / Apr 2019

Services Provided:

Construction cost, schedule, quality, and safety management

QUALIFICATIONS FOR DESIGN-BUILD SERVICES

The District at Green Valley Ranch

Henderson, Nevada



The District at Green Valley Ranch features 288 residential condominiums over retail, restaurant and office space with a “main street” theme. The community includes eight 1-3-story high buildings on a 30 acre site located across from the Green Valley Hotel and Casino.

The project’s residential housing consists of 1, 2 & 3 bedroom condo apartment units with elevator access, a library, fitness center, subterranean parking garage and a rooftop spa. The project was designed to comply with ADA, The Fair Housing Act Accessibility Guidelines and ANSI A117.1. Due to the complexity of the project, Access Technologies Services was contracted for accessibility consulting services.

Client:

American Nevada Corporation
Brien McEahern
2501 Green Valley Parkway, Henderson, NV 89014
702.581.4141
brienmceahern1@gmail.com

Size:

410,000 SF

Start date / Completion date:

Nov 2003 / Apr 2005

Services Provided:

Master plan, architectural, planning, design, entitlements/zoning, construction documents, construction administration

Durant Arts District Master Plan

Durant, Oklahoma

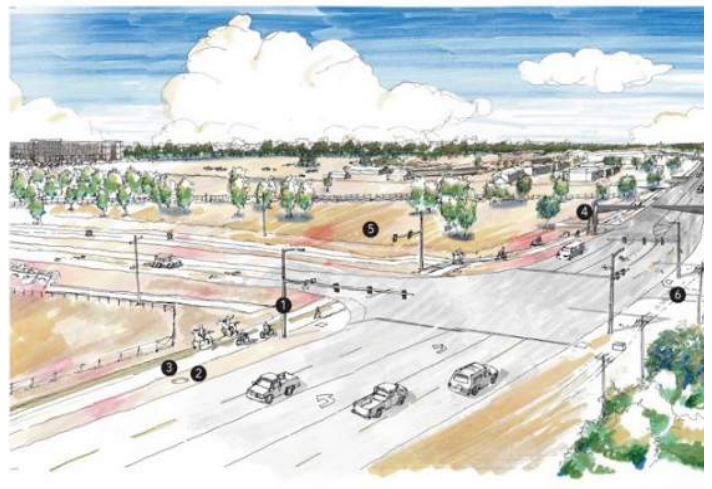


S9A CORRIDOR



TABLE OF CONTENTS

- The Purpose**
 - Introduction
 - Purpose of a Master Plan
 - About the Town
 - Existing Conditions
 - Parts and Pieces
- Celebrating Diversity of S9A**
 - Theme for District
 - Infrastructure
 - Visualization
 - Temporary Land Uses
 - Opportunities for Property Owners
- Master Plan**
 - Mapping of Corridor
- Funding Opportunities**
 - Funding Sources
 - Economic Development
- The Next Steps**
 - Phasing Strategies
- Tracking Success**
 - Tracking Chart of Desired Projects



Through the National Endowment for the Arts funding, Bald Eagle was selected to lead a master planning project for the South 9th Avenue in Durant, OK. The People in Durant enjoy all types of activities in their community. Many noted that connecting S9A with the Main St. events would help expand the success and vitality of the community.

Community engagement sessions resulted in common goals including creating a vibrant, active corridor with music, sidewalks and trails, art, and festivals. The design team worked diligently to listen to the community and document their desires and wishes. Through listening to the community and reflecting on their dreams, a conceptual master plan was developed.

As a team, we remembered that any solution needed to be capable of phasing, build of off existing infrastructure and allow for the maximum quality in terms of people, process and place.

*Project completed by EFG staff working with prior firm

Client:

City of Durant, Oklahoma
Tim Rundel, City Manager
300 West Evergreen, Durant, OK 74701
580.931.6600

Location:

Two miles of South 9th Avenue

Start year / Completion year:

2017 / 2018

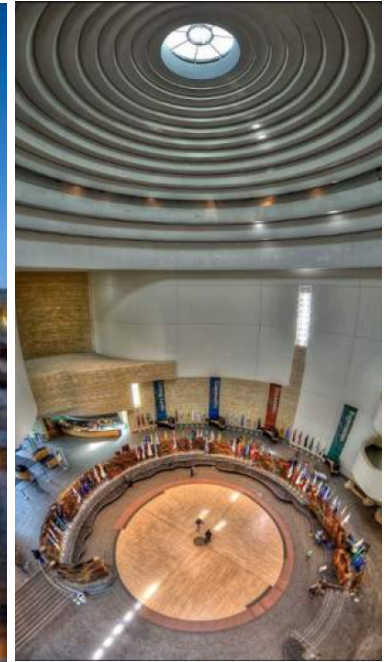
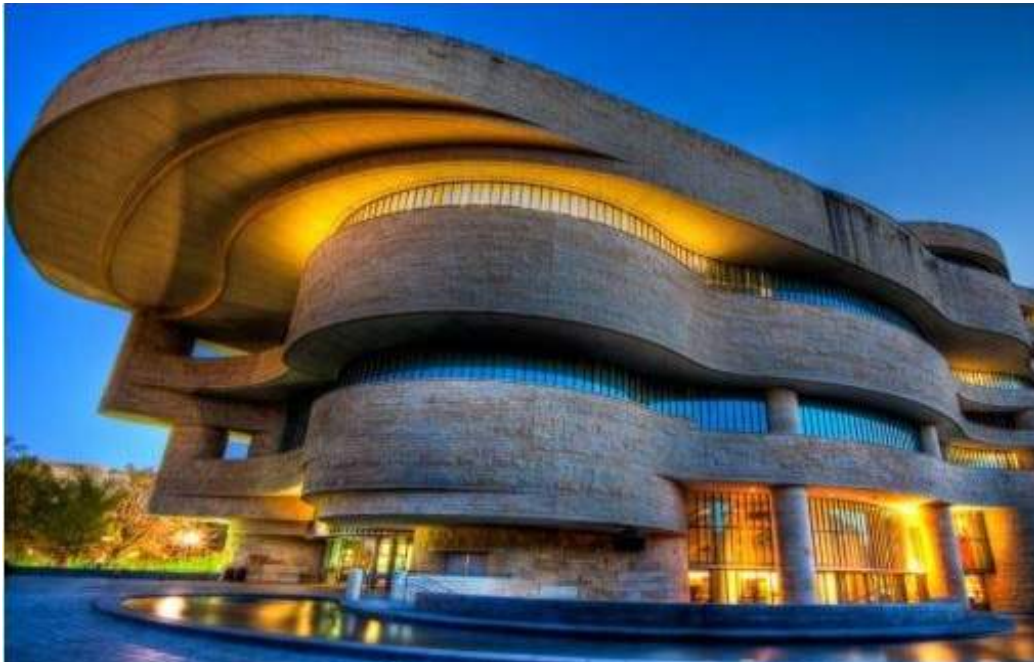
Services Provided:

Community engagement, mapping charrette, planning, media, marketing support, and technical assistance

QUALIFICATIONS FOR DESIGN-BUILD SERVICES

National Museum of the American Indian

Washington, District of Columbia



The Smithsonian's National Museum of the American Indian is one of ERA's most prestigious projects. It is located on the National Mall in Washington, DC between the Smithsonian's National Air & Space Museum and the U.S. Capitol Building.

National Museum of the American Indian is an institution devoted to the collection, preservation, and presentation of the culture of the indigenous populations of the Western Hemisphere. The museum's collection, comprising four million cataloged items, includes ceramics, masks, dolls, carvings, textiles, feather work, beadwork, and jewelry.

Client:

Smithsonian Institution
Kevin Gover - Director
Fourth Street & Independence Ave. SW
Washington D.C. 20560
202.633.6644

Size:

20,000 SF

Start year / Completion year:

2001 / 2004

Services Provided:

Part of designated Design Team, Parchitectural, planning, design, construction documents, construction administration







Approach



PROJECT APPROACH AND LOGISTICS

Our talented staff of professionals address the challenges of the today's construction market with creative and cost-effective solutions.

Describe your firm's process, planning methodology and approach for the Project.

As practitioners of the design-build delivery method, our design process is specifically structured to involve the **City of Kyle's** facilities group at every step of the project. This interaction allows the City to remain comfortable that the project meets their intended goals. In providing construction expertise early in the process, our design-build team will provide maximum value to the desired cost and schedule objectives.

We will actively listen to needs and concerns, provide multiple solutions for discussion, and incorporate those solutions within the design and budget provided. We deliver your project as a team and, should challenges arise, we will work as a team to resolve any issue. Our focus is to provide viable solutions and to ensure this design-build experience is rewarding and enjoyable to the **City of Kyle** and the community.

PROJECT UNDERSTANDING

Indicate how your process and approach will accomplish the Project scope.

We are enthusiastic about the opportunity to be part of the historically significant growth and development taking place in the **City of Kyle** through the successful delivery of this design build project. This is an opportunity to show the local Kyle residents that expansion through projects such as this can be delivered with mitigating impact to everyday life of those residents at the center of our decision-making process. **Our proposed logistics plan for the Multi-Story Commercial project is provided on the following page.**

We deliver a unique approach to design-build projects moored by our firms' ability to think critically yet creatively as challenges present themselves. Our approach is born out of a refusal to conform the industry standard and dismissal of the notion that construction should be done the same way as it always has. Similar to the **City of Kyle**, we pride ourselves in adapting to the ever-changing world while retaining our character that sets us apart.

We strive to exceed expectations with every afforded opportunity by fostering a collaborative and flexible project environment. To deliver a project successfully your chosen partner will need to thrive in the environment in which status quo will be challenged every day. We have a reputation of delivering complex and expedited projects successfully for our clients.





Project Alignment / Kickoff Meeting

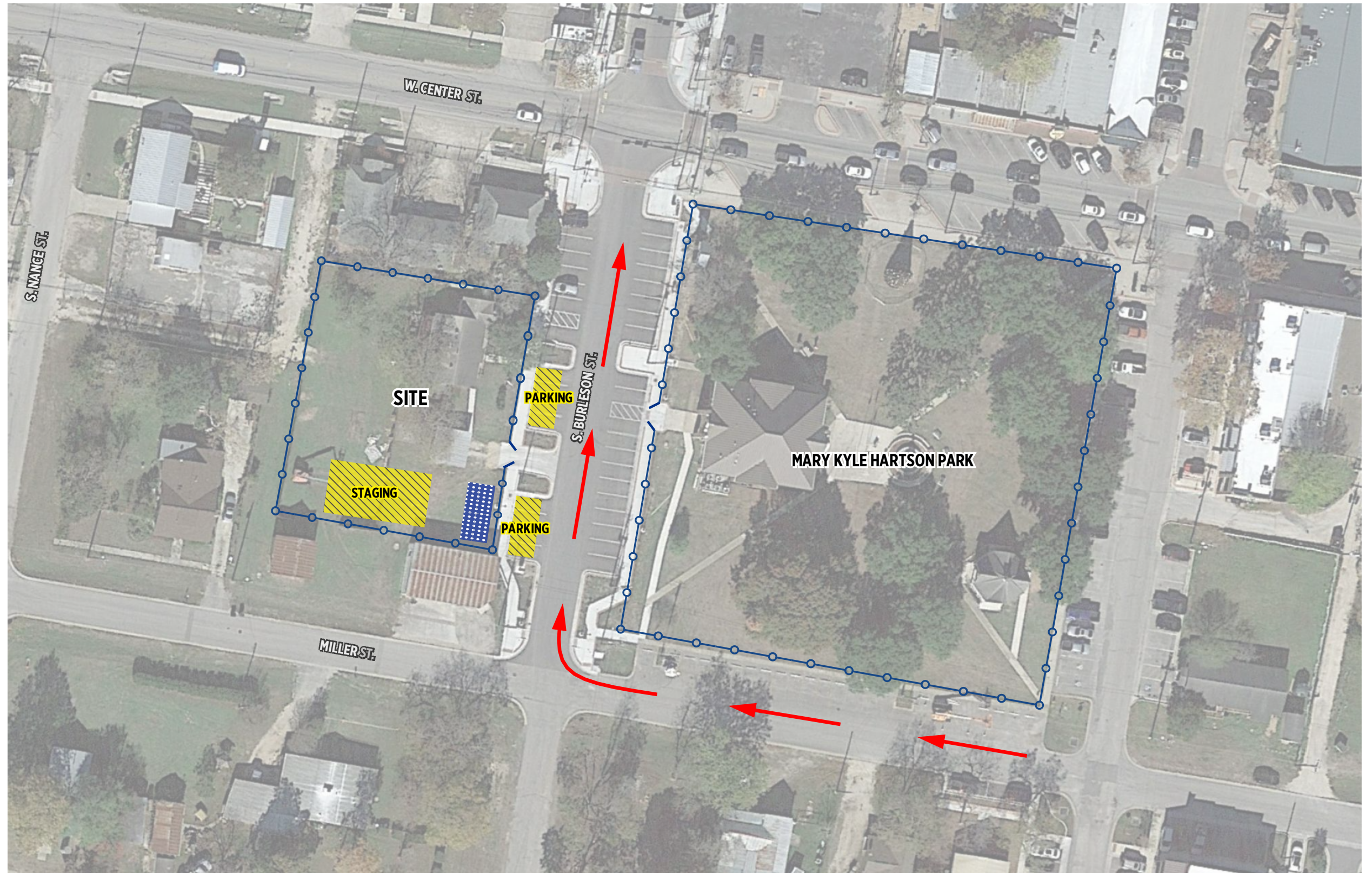
Immediately following a Notice to Proceed, a kickoff meeting and alignment session will be held with key project team members from the Cadence McShane team and the **City of Kyle**.

The kickoff meeting will focus on establishing a collaborative framework with all key players involved. Critical agenda items will include finalizing Project Controls, site-specific Safety and QA/QC protocols, current design scope review, project schedule and critical milestone dates, roles and responsibilities of each team member, lines of communication with a timeframe for response, a decision making authority matrix, and a project execution plan.

Community Meetings

Our effective approach to community relations begins by hosting local town hall meetings, which are open to the public, to provide updates regarding on-going projects in their local community. At these meetings, we can summarize the project and provide progress updates. We inform the public of our expected work schedule and hours of operation and explain our anticipated primary traffic routes expected to the project site for materials.

-  Construction Staging and Parking
-  Construction Fence
-  Construction Gate
-  Construction Trailer



CRITICAL DESIGN DEVELOPMENT

Schematic & Design Development Phase

VISION & GOAL FORMING

Create concepts and develop design package for client and users approval. Explore options in designs along with Fixtures, Finishes, & Equipment. Develop specifications and criteria for project to meet.

Construction Document Phase

MAPPING & PROPOSED PROJECT DEVELOPMENT

Execute construction ready documents with all appropriate demolition, detailing, scheduling, plans, sections, specifications, code, and elevations. Coordinate M/E/P/FP with Architecture.

Our experienced team members work in close coordination to ensure the design and construction documents are complete and in compliance.

Construction Administration

CONSTRUCTION ADMINISTRATION | QUALITY MANAGEMENT

Processing & Answering Requests for Information and Submittals. Conducting Site Walks with Punch Lists with Contractors. Provide overall Oversight and continued presence to insure quality control for the client.

PRECONSTRUCTION ISSUES

The preconstruction process development will include the overall design-engineering schedule, requirements/options for the most cost effective foundation systems based on the geotechnical report. Our specialized approach also incorporates the **City of Kyle** staff and city requirements, forming a coherent team from day one of the project.

Our approach is strengthened by relationships with trade partners in the region formed through successful execution of previous design-build projects. We intend to leverage those relationships and trust earned to bring a proven group of trade partners together coupled with a hyper-focused analysis of ongoing productivity trends to forecast for, and plan around, impending project challenges before they occur.

CRITICAL CONSTRUCTION ISSUES

Cadence McShane has been involved in more than 100 projects where construction occurs on active campuses and operating facilities and the **Multi-Story Commercial** project will benefit from that experience. Key items to be considered and managed through the construction process include construction in occupied areas and site constraints. Our design consultants are fully engaged during construction to respond to submittals and available to discuss constructability issues and interpret drawings.

SAFETY PROGRAM

We will effectively implement our robust and award-winning safety program aimed at delivering the project with no lost time incidents. **In addition to our company Safety Manual, a site-specific safety plan will be developed for the Multi-Story Commercial project.** Also, we will use the opportunity to positively impact the safety culture of all trade partners' organizations and thus compounding the positive impact this project will provide to the region.



2019

Construction Safety
Excellence Award



2019

National Safety
Merit Award



2019, 2018, 2017

Diamond Level
STEP Award



2018, 2017

Certificate of Excellence
Job Site Safety



2017, 2016

National Construction
Safety Excellence
2nd Place



2017

Silver Chapter
Safety Award



2017

Diamond Level
STEP Award

DEVELOP/MAINTAIN PROJECT SCHEDULE

We customize the scheduling tools shown in the graphic below to accommodate needs of the owner. Our approach to timely completion of the projects starts with securing commitments from every team member involved in planning and establishing the schedule. We generate detailed reports demonstrating our plans to manage activities on the critical path.

Maintaining the Project Schedule - Design Phase

Throughout the design phases, EFG will focus on the accurate and timely exchange of design information and will help to ensure that all the consultant teams' documents are well coordinated. Our team will benefit from our subconsultants established processes within their own disciplines.

Cadence McShane team will use a variety of strategies during preconstruction to maintain the project schedule:

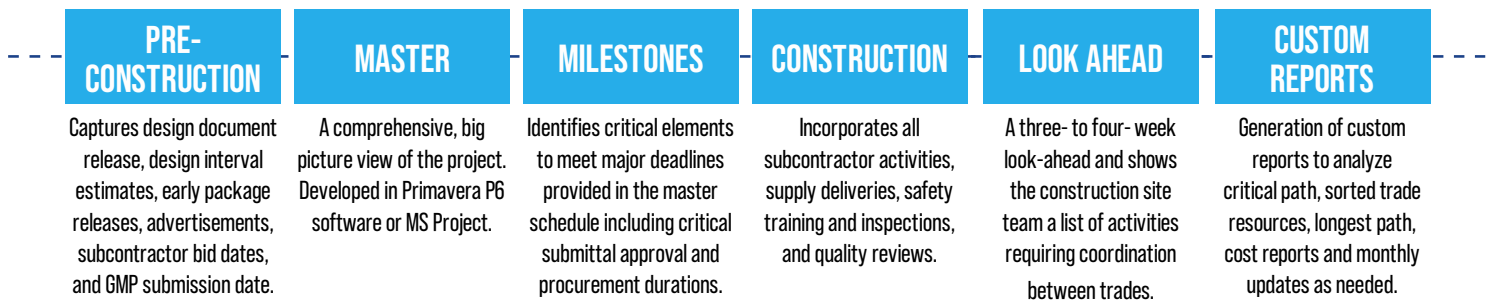
- Work with EFG, other design team members, and the City to obtain civil, utility and foundation permits, which allow work to begin immediately after project award.
- Request proposals for "professional services" from detailers, which will facilitate early delivery of steel as soon as the structural drawings become available, if applicable.
- Secure lumber package timely to take advantage of ever-changing market/commodity conditions, if applicable.

- Coordinate with EFG to minimize materials or equipment coming from overseas, trying to limit them to domestic products when possible.
- Determine the composition of bid packages, i.e. separate site and building packages.
- Bid the project based upon current maximum work hours allowed by the City.
- Select subcontractors with successful experience on fast track projects.
- Consider the use of BIM to help eliminate conflicts and reduce changes.

APPROACH TO TIMELY COMPLETION

The Cadence McShane team approach to timely completion of the projects starts with securing commitments from every team member involved in planning and establishing the schedule. We generate detailed reports demonstrating our plans to manage activities on the critical path, as well as our strategy to keep follow-on items off the critical path. If delays are encountered, our team incorporates updates into the schedule, analyzes remaining float, and issues a recovery schedule, if needed.

Schedule Tools



QUALITY ASSURANCE PROGRAM

Our team will work closely with designated **City of Kyle** representatives to develop and implement a plan that reflects the City's commitment to quality. Quality control procedures are designed to assure completeness and coordination of our work and the work of all consultants; to confirm compliance with codes and regulations; and to enhance the accuracy of pre-construction estimates.

Cadence McShane's Design-Build team has a proven history of delivering exceptional projects with the highest level of quality. The team's quality plans are committed to a common goal: exceptional craftsmanship, quality materials, and optimized facilities. EFG's Quality Assurance/Quality Control program strives to maintain the highest quality of architectural services and deliverables through a combination of applied experience and management techniques. Similarly, Cadence McShane demands the highest quality of work by our subcontractors. Our superintendent is the key most senior level individual responsible for quality management in the field. He will inspect, observe, and document on-site activities. Prior to covering up installed work, our team photographs the section and uploads the images to our project management software. Our design team will be on-site regularly to observe and provide field report and note any necessary changes as required. If changes are needed, the subcontractor can be sent the images with our request for corrections.

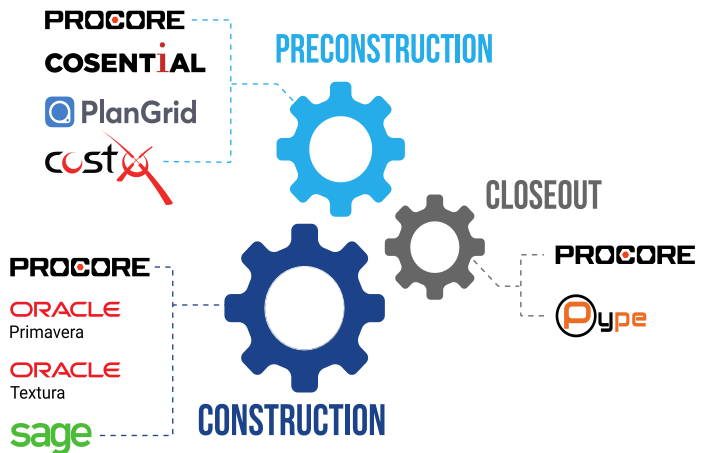
We establish quality standards and mock-up examples to clearly define the quality expectations. We will measure our success on the quality control by the percentage of reduced repeat observations within the QA/QC reports. By proactively reviewing installation of all products as they are put in place, we will address items previously seen on quality reports and in turn reduce turnover time from substantial completion to Owner Occupancy. Our goal is to become viewed as a partner to the ownership group and help facilitate the vision the **City of Kyle** has for this specific project.

CLOUD-BASED PROJECT MANAGEMENT

We will process all documentation through the our Procore online project management software. The Procore system has the ability to keep the team connected for immediate data access and can be used to generate monthly status reports capturing change order data, subcontractor commitments, meeting minutes, RFIs, and submittals. It has the capability to notify parties associated with the project about changes in document status and, since many of these modules are accessible via Procore's mobile app, team members can access critical information from the field in real time.

Technology

As shown in the graphic below, we use a number of technology tools in the project delivery process which improves accuracy and promotes streamlined communications.



Please state relationships with other firms concerning this Project.

Several members of the Cadence McShane Design-Build team have a history of successfully working together on past projects. Additionally, every team member brings dedicated experience working with City partners on public projects, and we will bring that experience to bear on your project.

Insurance Requirements



The Proposer agrees to obtain and keep in force during the term of the contract professional liability insurance covering the loss arising out of or related in any manner to the errors, omissions or negligent acts of Proposer, its employees, agents, architects, engineers and/or individual contractors in a minimum of one million dollars (\$1,000,000.00). Said professional liability insurance is to be kept in force for the term of the contract for this Project. The proof of said insurance shall be filed with the City of Kyle prior to commencement of work.

As shown in the graphic below, the Cadence McShane team will provide comprehensive design and construction services on the **Multi-Story Building** project.

We acknowledge the requirement for proof of insurance in compliance with specified limits to be provided prior to commencement of work.

A sample certificate demonstrating Cadence McShane's comprehensive insurance program is provided on the following page.





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/1/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER CSDZ, LLC 225 South Sixth Street, Suite 1900 Minneapolis MN 55401	CONTACT NAME: Cindy Koch PHONE (A/C, No, Ext): 612-349-2448 E-MAIL ADDRESS: ckoch@csdz.com	FAX (A/C, No):	
	INSURER(S) AFFORDING COVERAGE		
INSURED Cadence McShane Construction Company LLC 5057 Keller Springs Rd Ste 500 Addison TX 75001	INSURER A: Travelers Indemnity Co of America		NAIC # 25666
	INSURER B: Travelers Property Casualty Co. America		25674
	INSURER C:		
	INSURER D:		
	INSURER E:		

COVERAGES

CERTIFICATE NUMBER: 877082219

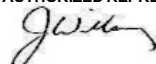
REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTR LIAB PER <input checked="" type="checkbox"/> POLICY FORM/XCU GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			1	10/1/2020	10/1/2021	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			1	10/1/2020	10/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			1	10/1/2020	10/1/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			1	10/1/2020	10/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

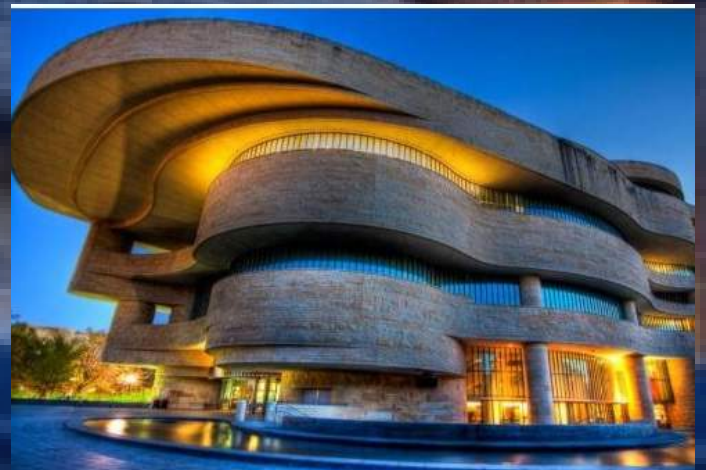
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 SAMPLE FOR BIDDING PURPOSES ONLY

CERTIFICATE HOLDER**CANCELLATION**

Sample Company Sample Address Sample City/State/Zip	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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Additional Information



WHY CHOOSE OUR TEAM?

The goal of our team goes beyond the design and construction of your building. Our desire is to design and build a facility that exceeds your expectations and serves as a community resource for many years to come.

Include any additional information you feel will assist us in the evaluation of your firm's qualification. It is important you emphasize the specialties and strengths of your firm. Please state why your firm should be selected.

We believe the ancillary benefits our team members provide are unmatched and the professional and personal experience of each team member set us apart from our competition. Our lead principal in the Austin office, as well as our Director of Preconstruction, both hold bachelors degrees in architecture which provides our team a strong advantage when collaborating with design-build partners.

Cadence McShane holds a reputation of delivering complex and exciting award-winning projects, including the Apple Campus project. This completed project was among **the largest design-build project in Central Texas in the last five years.**

What sets us apart the most, however, is our culture of *relentless service with an entrepreneurial spirit*. It is about:

- **B**eing creative, solving problems, and taking accountability for our actions. It creates a catalyst for creative “out of the box” thinking born out of a refusal to conform to the industry standard and a dismissal of the notion that construction should always be done the same way.
- **F**ocus on understanding the overall program and its goals. In the case of the **Multi-Story Commercial** project, we understand schedule and cost are significant drivers. We will analyze delivery strategies and cost in order to meet your budget goal and final completion date. Our proven processes for preconstruction and construction ensure that you are getting a best-in-class facility at the best price, managed by an experienced team, which translates to peace of mind for your team.

- **T**arget subcontractor solicitation which includes clarifying the scope of work to confirm bid packages can be easily understood, performing line item cost review to ensure overall budget compliance, and comparing schedule duration estimates to subcontractor schedules to address any issues before construction begins.
- **S**et quality standards and mock-up examples to clearly define the quality expectations and then manage to achieve that level or above. We emphasize continuous feedback, innovation, and improvement throughout design and construction to go beyond initial expectations to reach customer satisfaction.
- **O**r strong financial platform, extensive bonding capacity and comprehensive insurance program are essential characteristics that have established Cadence McShane as a leader in the field and are central to the partnerships we have with our clients. Currently, our bonding capacity is \$250,000,000 for a single project and a total program in excess of \$450,000,000, as shown in the letter provided at the end of this section.
- **A**s a large general contractor, we have solid partnerships with local subs which directly translate to enhanced value for the City. Simply put, due to our long-term relationships with Tier 1 subcontractors, we get the best teams and the best pricing from our subcontractors, which equates to better quality and better value for the City.

Ultimately, our goal as a team is to bring solutions and savings under the triple constraint of cost, quality, and schedule. All of which are of equal importance to the successful completion of the **Multi-Story Commercial** project. We work collaboratively as a team on the project, and should challenges arise, we will work as a team to resolve them. We treat every customer like family. If you need our help, we have your back.



November 4, 2020

City of Kyle
100 W. Center Street
Kyle, TX 78640

RE: Cadence McShane Construction Company LLC
Multistory Commercial Building 104 S. Burleson

To Whom It May Concern:

It is our pleasure to provide you with this reference letter outlining the current surety program for Cadence McShane Construction Company LLC.

Bonding for Cadence McShane Construction Company LLC is by the Liberty Mutual Insurance Company. Liberty Mutual Insurance Company is listed in the Federal Register Circular 570, with a Treasury Limit of \$1,310,710,000, and has an AM Best Rating of "A", with a Financial Size Category of XV.

Liberty Mutual Insurance Company continues to support Cadence McShane Construction Company LLC on single projects in excess of \$250,000,000, with a total program in excess of \$450,000,000. These figures are by no means maximum amounts. We would look favorably on supporting bonds at the request of our client, conditioned upon completion of the underwriting process, including satisfactory review of contract documents acceptable to our client and the surety, confirmation of financing and our ongoing review of the operational and financial capacity of Cadence McShane Construction Company LLC.

Please understand, this letter is not to be construed as an agreement to provide bonds for any particular project, but it is offered as an indication of our past experience and confidence in Cadence McShane Construction Company LLC. Any arrangement to provide final bonds is a matter between Liberty Mutual Insurance Company and Cadence McShane Construction Company LLC, and we assume no liability to third parties if we do not execute said bonds.

We highly recommend Cadence McShane Construction Company LLC to you. They are well managed, financed, and truly capable of meeting your requirements. Should you have any questions in regards to this letter, please feel free to contact me.

Sincerely,

KANSAS CITY SERIES OF
LOCKTON COMPANIES, LLC

Mary T. Flanigan
Vice President, Sr. Surety Specialist
Surety Operations



North Dallas Commercial Banking
MAC T9110-031
4975 Preston Park Boulevard
Suite 300
Plano, TX 75093

October 7th, 2020

Stephanie Fox

Re: Cadence McShane Construction Company

Dear Ms. Fox

This letter serves to confirm that Cadence McShane Construction Company ("Company") has maintained a commercial deposit relationship with Wells Fargo Bank, N.A. ("Bank") since December 2009 and borrowing relationship since April 2010. This relationship currently includes one or more deposit and loan accounts, and various treasury management-related services. As of the date hereof, all accounts remain in good standing, as the Company's depository and borrowing relationship, which consists of a \$5,000,000 revolving line of credit, have been maintained satisfactorily according to Bank's own internal and subjective standards.

This letter is strictly confidential and is given in good faith, without legal liability. This letter only pertains to Bank's experience with regard to Company's relationship described above and should not be considered reliable for any other purpose. Bank and its affiliates do not undertake or accept any responsibility, liability or obligation that may arise from reliance being placed upon information contained in this letter or for any loss or damage that may result from reliance being placed upon it. Our statements herein do not constitute a guarantee or other credit support of any nature.

This letter is addressed to you solely for your own use and is strictly limited to the information set forth above. Bank undertakes no duty to update this letter in the event Bank's experience or circumstance with Company should change.

Very truly yours,

Wells Fargo Bank, N.A.

A handwritten signature in black ink, appearing to read "Matt Bolding", written over a white background.

By: Matt Bolding



July 9, 2019

Srinath Pai Kasturi
Executive Vice President
Cadence McShane Construction Company
2915 W. Bitters Road, Suite 316
San Antonio, TX 78248

Re: Cadence McShane Construction Company

Dear Srinath:

Area Real Estate would like to thank Cadence McShane Construction for your outstanding performance on the Acequia Lofts / "The '68 Project". Right from the onset, Cadence McShane, assisted with guiding us during preconstruction, which enabled us to set up the project for success. Your team worked diligently providing a variety of options for us to consider so that we could design this project with a sense of uniqueness in character and differentiate ourselves in the marketplace.

When it came to the execution, the construction team of Cadence McShane always had the "can do" attitude despite the numerous challenges faced during construction. The unique cold-formed metal framing structural system, first of its kind in San Antonio, required a tremendous amount of coordination with other elements of the design. We are very pleased with the outcome. The project has been delivered at a very high level of quality and exceeds our budget and schedule expectations.

The professionalism and high level of construction expertise demonstrated by your team was instrumental in the success of the project. I am glad to be a reference for your company and am excited about the next project we will be doing together.

Sincerely,



David A Adelman
Principal



June 12, 2019

Cadence McShane Construction Company
1221 S MoPac Expy #250
Austin, TX 78746

To Whom it May Concern,

This letter is written as a strong recommendation for Cadence McShane Construction Company.

Presidium recently completed a project in Austin Tx, along the Riverside corridor named "The Edison".

From the first time we sat down with the team at Cadence all the way through TCO and C/O, The Cadence team handled themselves with the upmost professionalism, the highest possible level of integrity, ethics, and fair and honest dealing.

The structure of the contract was Design-Build, so the design team included Cadence as the single point of contact in charge for both the design and construction of the project. I would recommend this format to other developers who are looking for a practically turn key project.

As many of us in the industry know, every project has its war stories and The Edison was no exception. When the going got tough, Cadence played a steady game, and approached problems in a collaborative way.

The overall quality of the project delivery has exceeded my expectations and will add value to the surrounding community for decades to come.

Please feel free to contact me with any questions I can answer about my experience with Cadence McShane construction.

Gratefully,

Nathan A Vargo
Senior Vice President of Development
Presidium Group



Carlson, Brigance & Doering, Inc.

Civil Engineering ❖ Surveying

July 20, 2020

To Whom it may concern,

Carlson, Brigance & Doering, Inc. is the owner of Legend Oaks Phase II, a three-story office building recently constructed by Cadence McShane. When selecting a contractor for this project, we desired a firm that demonstrated professionalism, accuracy, and excellence in construction. We were very pleased to be able to engage Cadence McShane as they possess all three of these characteristics.

Cadence McShane's team members overcame unforeseen challenges, which included a compressed construction schedule, an occupied adjacent office building, and a site location within the environmentally sensitive Barton Springs segment of the Edwards Aquifer Recharge Zone. They effectively mitigated project cost increases, offered a cooperative working environment, and provided practical solutions to resolve issues quickly. The project maintained progress ahead of schedule and completed early.

Cadence McShane's team was accessible to us throughout the construction process and they delivered an outstanding product. We look forward to working with them on future projects.

Regards,

Thomas W. Carlson

Chief Executive Officer

Carlson, Brigance & Doering, Inc.



October 13, 2016

Srinath Pai Kasturi, LEED® AP
Vice President – General Manager
Cadence McShane Construction Company, LLC
12708 Riata Vista Circle, #A-103
Austin, TX 78727

RE: Cadence McShane Construction Company

Dear Srinath:

Apple Inc. recently retained Cadence McShane Construction Company for the design and construction of Parmer Lane Campus (“PLC”), Apple’s new Americas Operations Center located in Austin, Texas. We write this letter to thank you and Cadence McShane for the extraordinary efforts on this project, and to note the exceptional results provided by you and Cadence McShane.

PLC was a complex and challenging undertaking – a LEED-Gold campus consisting of seven office buildings totaling over 1.1 million square feet and three parking garages accommodating nearly 5,000 vehicles. The vision for PLC was to create employee-centric spaces within an environmentally forward setting, showcasing Apple’s distinct culture and identity. Simplicity and exceptional quality are basic principles of design at Apple.

As a result of the comprehensive design and construction program led by you and Cadence McShane, these ideals are exemplified throughout both the interior and exterior spaces at PLC. The Cadence McShane team worked within Apple’s strict specifications for quality throughout construction while maintaining the firm’s focused approach to safety. In so doing, you utilized strategic sequencing of construction in order to meet our required occupancy timeline. Importantly, due to the planning and cost control of Cadence McShane, our project was completed on time, under budget, and with the utmost attention to quality.

The expertise and professionalism of both you personally and Cadence McShane as a company successfully guided the entire PLC project from initial planning to final delivery. The new campus is now home to over 5,000 employees that are essential to the growth and success of our organization. Apple enjoyed the opportunity to work with you and your entire collaborative, dedicated, and respected organization, and the resulting project has exceeded our expectations in all respects.

Sincerely,

Kristina Raspe
Senior Director, Real Estate and Development

Pat Moore
Senior Project Manager, Real Estate and Development

Apple
1 Infinite Loop
Cupertino, CA 95014
T: 408 996-3339
F: 408 996-0275
www.apple.com

EDMONSON FLYNN GROUP

Architect and Interior Design

- a. Site Development
 - On-Site Parking for 4-6 Standard Stalls with at least 1 Handicap Stall and a Loading Area.
 - Grease Trap for future Restaurant Tenant.
 - Sidewalk & Curbs as necessary.
- b. Main Floor will be designed for Core & Shell with future Restaurant Tenant build out in mind.
 - Approximately 2,400GSF Floor Plan footprint.
 - Elevator and Stair circulation for access.
 - Utility Closet for Buildings Mechanical / Electrical / Plumbing / Fire Systems, as required.
 - Utility Controls for Various Tenants.
- c. Second Floor will be designed for Core & Shell with future Office Tenant build out in mind.
 - A Lobby / Landing Space for Elevator and Stair Circulation.
- d. Event Space will have programming to be operated by the City.
 - A Warming Kitchen with Bar for temporary Food & Beverage for Events.
 - Conditioned space for Events.
 - Appropriately Sized Bathrooms for Occupancy Loads.
 - View of Plaza & Site Development.
- e. Coordinate with City's designer on the exterior landscaping and exterior lighting.

RED PLAINS PROFESSIONAL

Civil Engineering

Only related to the site within the limits of construction. All work outside the limits shall be through the City's engineering services.

- a. Stormwater
- b. Utility infrastructure
- c. Feasibility studies
- d. Master plans
- e. Site developments
- f. Subdivisions
- g. Cost/benefit analyses
- h. Alternatives evaluation
- i. Hydrologic and hydraulic analyses
- j. Construction plans and specifications
- k. Permitting
- l. Construction administration and inspection
- m. Project management

DATUM ENGINEERS

Structural Engineering

- a. Establish design criteria and participate in selection of the Primary Structural System for the building.
- b. Provide structural design of the Primary Structural System.
- c. Design the structure to accept and support non-structural elements, e.g., curtainwall, steel stairs, catwalks, miscellaneous metals, and elevators.
- d. Prepare Contract Documents consisting of drawings and specifications for the Primary Structural System.
- e. Perform checking and coordination of the structural documents.
- f. Assist in defining geotechnical investigation requirements.
- g. Assist in establishing material testing and inspection requirements.
- h. Review required shop drawings.
- i. Perform jobsite visits, during the construction phase, to observe and become generally familiar with the quality and progress of the construction work relative to the Primary Structural System.

PHILLIPS + GOMEZ CONSULTING ENGINEERS

Mechanical / Electrical / Plumbing / Fireprotection

- a. Design site and parking lot lighting.
- b. Design HVAC, plumbing, power distribution, and lighting systems for core and shell (basebuilding) areas.
- c. Basebuilding HVAC systems including units, duct distribution, diffusers within common core and shell areas.
- d. HVAC provisions for future Tenant restaurant kitchen on Main Floor. Pathway coordination for exhaust and makeup air ductwork.
- e. Basebuilding electrical services with meters and subpanels for Tenant spaces.
- f. Basebuilding plumbing systems, restrooms, and risers for future Tenant connections. Meters and submeters for Tenant spaces. Grease interceptor design for future Tenant restaurant kitchen.
- g. Design fire alarm system and fire sprinkler systems.
- h. Design basebuilding telecommunication/special system infrastructure including service entrance and conduit/pathways to Tenant spaces.

CADENCE MC SHANE

CONSTRUCTION

○ 5057 Keller Springs Road
Suite 500
Addison, TX 75001
972.239.2336

○ 10370 Richmond Avenue
Suite 1200
Houston, TX 77042
713.681.8500

● 1221 S. Mopac Expressway
Suite 250
Austin, TX 78746
512.328.1411

○ 2915 W. Bitters Road
Suite 316
San Antonio, TX 78248
210.233.1146

www.cadencemcshane.com



Redaction Date: Tuesday, January 12, 2021 3:27:20 PM

Total Number of Redactions: 18

By Exemption:

"<<Unspecified redaction code>>" (<<Unspecified redaction code>>): 18 instances

By Page:

Page 43 - "<<Unspecified redaction code>>" (<<Unspecified redaction code>>): 8 instances

Page 44 - "<<Unspecified redaction code>>" (<<Unspecified redaction code>>): 7 instances

Page 45 - "<<Unspecified redaction code>>" (<<Unspecified redaction code>>): 3 instances