

ORIGINAL



PROPOSAL FOR

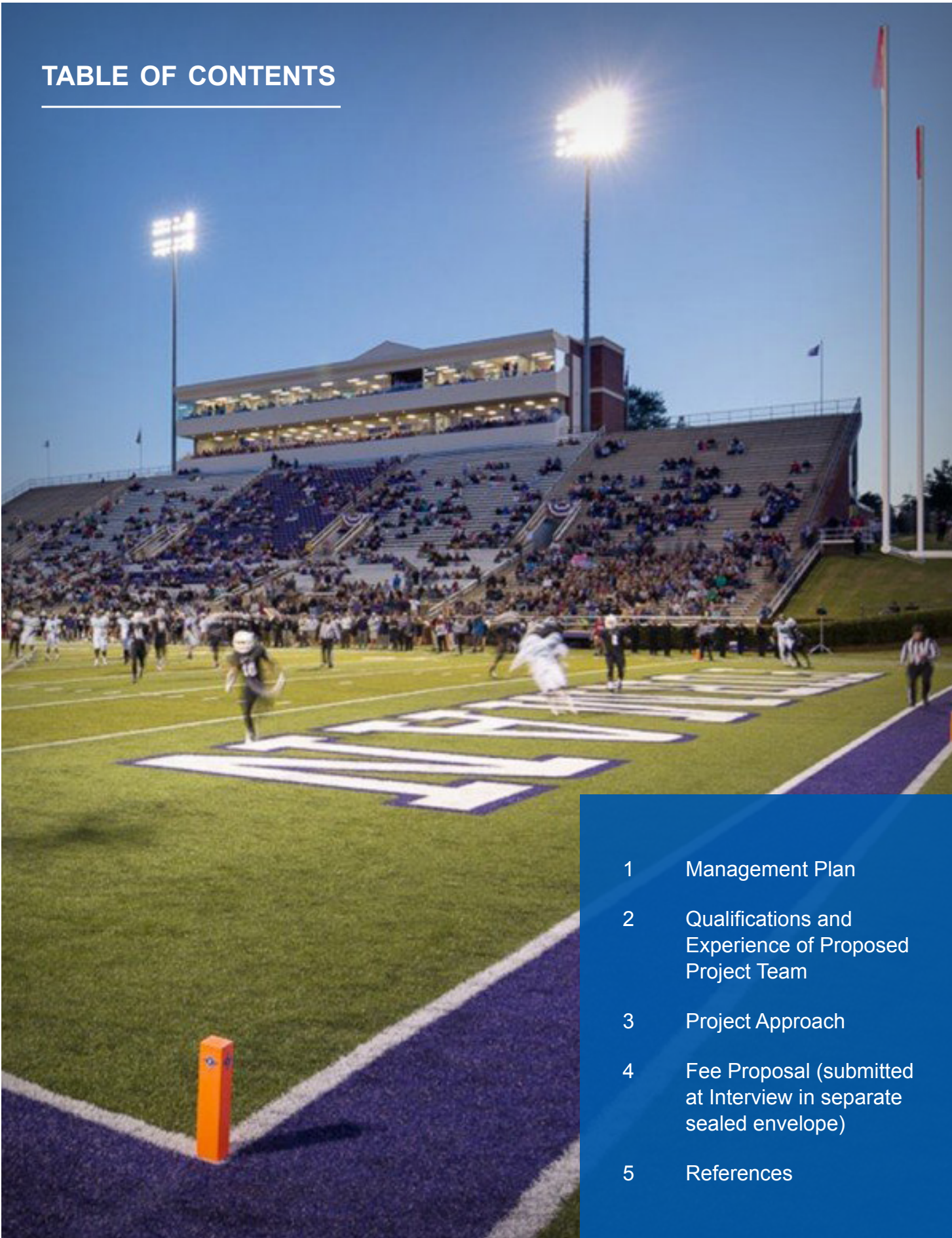
District Five of Lexington and
Richland Counties

2022-022 RFP for Chapin High School Stadium Renovations
Proposal for Construction Management at Risk Services

February 2, 2022



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OVERALL MANAGEMENT PLAN

Triangle will manage the following services during the preconstruction and construction phases of Chapin High School's Stadium Renovations:

- 1) Cost Control
- 2) Quality Control
- 3) Environmental Protection
- 4) Health Safety
- 5) Superintendence
- 6) Risk Mitigation and Value-Add
- 7) Constructability
- 8) Cost Modeling/Estimating
- 9) Tracking and Reporting
- 10) RFI's and Shop Drawings
- 11) Change Management
- 12) Payment Estimates & Measurement
- 13) Scheduling and Staffing
- 14) Subcontractor Management
- 15) Sustainability Management

Management Plan Overview: *Chapin High School Stadium Renovations*

As your CM@R partner, we see our role as being professional consultants — working for Lexington and Richland Counties, Chapin High School, the Athletic Department, and alongside the architects and engineers — as a sounding board and integrated team member for determining the most efficient and economical construction materials, methods, and methodology. We approach every client, architect and engineer as an equal partner, understanding that we must work together to face the unique challenges that every project brings.

Ultimately, our ultimate goal will be to deliver your intended project so that it is reflective of the design vision and of the highest quality to withstand everyday use by athletes, coaches, staff, and fans. During the preconstruction phase, our team will put the interest of Chapin High School and its students first and foremost. We will strive to be a good steward of the School's finances by working diligently to provide accurate budgeting, proactive scheduling, and meticulous construction site management. Triangle believes that a strong team committed to superior planning can mitigate or eliminate risk and unforeseen issues.

Upon award, we will become an integral part of the team as soon as possible. William (PM) and Charley (Strategy, Logistics, Preconstruction) will work to completely immerse themselves into the details of the project. Our team will begin attending design meetings with the building committee and architect where we will review work to-date and offer our perspective from a construction standpoint. If there are any issues or concerns as a result of our review, we will present the items to the team in an effort to optimize the design or minimize issues that might arise during construction.

During the Site Design phase, Triangle will review site phasing and sequencing with the team to ensure areas are constructed and delivered in a manner that benefits the School's schedule. Triangle will also ensure that site construction is not sequenced in a way that creates unnecessary expense to the construction budget. For example, Triangle was recently the CM@R for a housing project where we identified several key work activities that could be done during school down times that would allow construction to flow much more smoothly. We built area ways to allow basement equipment installation and removal; roof-top dormers that would allow attic access; canopies were demolished and lay down yards established. All of these activities were completed during pre-construction. The School will be involved in this preconstruction/planning process.

Cost Management

Triangle places high value on having our Project Managers develop estimates and be solely accountable for making sure the project stays within budget. *William will be your ONE POINT OF CONTACT from preconstruction through closeout/warranty.* He will develop and oversee all estimating and cost control efforts from initial budget through GMP.

During Preconstruction. Cost estimates will be furnished by William at crucial points during preconstruction in order to inform a most optimum design within the established budget. Our estimates are open book estimates at every level of design development. We will provide a detailed cost analysis based on the specific quantities of material, labor, and equipment. Not only will this allow the School District/Chapin High School to see specifically what your investment is, but it also sets up the basis for value engineered solutions.

As we develop the GMP, our team will work diligently to identify scope gaps or items that need further clarification in order to ensure complete and adequate pricing. Regardless of whether the overall budget is being met or we are under budget, Triangle will offer alternate pricing for items that could result in a better finished product, cost savings, or both. In the event the budget is tracking over the anticipated amount, we will meet with the project team and identify ways to bring the project back within the original budget.

During Construction. If you plan for a project adequately during preconstruction, the number of unexpected issues that may affect the budget is significantly reduced during construction. Superior project planning is the process of evaluating, analyzing and mitigating potential risk or budget overage. Triangle has delivered many successful fast-track, short-schedule projects simply because we planned for every eventuality, every possibility, and mitigated risk prior to even starting work.

“Triangle works extremely well with our project managers and the other constituents that get involved with our building projects. They understand what is important in making a building project successful and are extremely helpful in providing the information needed to make key decisions.”

— *Jeff Redderson, VP of Facility and Campus Services, Furman University*

“I do not give out referrals very often, but I would not hesitate to recommend Triangle Construction. I believe they will strive to provide you the best value for your construction dollars.”

— *Mark Kopp, Former Chief Facilities Management Officer, Bob Jones University*

1. Management Plan (continued)

Change Management

Triangle acknowledges and accepts that changes will be necessary and sometimes unavoidable. Weekly project meetings with all stakeholders allow cost/schedule changes to be detected early and thus carefully managed. We encourage a culture of fair change management with both subcontractors and Owners.

Schedule Management

Triangle will work with the project team to develop a comprehensive program outlook that will communicate a timeline of construction activities from award to move-in.

During construction, subcontractor schedules will constantly be updated and any changes made to the schedule will be communicated to ensure that all building team members are on the same page.

Our projects hold weekly, recurring meetings in order to manage the schedule meticulously:

1) **Internal Triangle Leadership Meetings**

serve to discuss critical project milestones, identify staffing needs, and confirm overall client satisfaction;

2) **Subcontractor Meetings** serve to address health and safety, communicate the required work to be performed in order to adhere to the schedule, discuss coordination needs and critical, upcoming site activities

3) **Onsite Owner Coordination Meetings** serve to develop meaningful relationships, ensure open lines of communication, discuss key construction activities, permitting and inspections, and to provide guidance for move-in and close-out.

Supplier and Subcontractor Management

We will include prices from subcontractors and suppliers, our own general conditions, insurance, bonds, fee, and construction contingency in the GMP. Our supplier and subcontractor proposals



are open book and will be supplied to all team members for transparency purposes.

After selection, Triangle will manage subcontractor schedules, performance and accountability through the stages of procurement, material and equipment approval, change management, schedule adherence, quality assurance, and health and safety throughout the project.

Diversity and Inclusion. Triangle is affiliated with the Minority Economic Development Institute, Inc. (MEDII), specifically with the intent of involving as many minority- and woman-owned businesses as possible on our projects as subcontractors. Through this partnership, Triangle has been privileged to work with many MBE/WBE businesses.

Triangle will meet any goal set forth by the District. Traditionally, our goal on every project is 10-20 percent inclusion.

Supplier and Subcontractor Management (continued)

During construction, Triangle's Superintendent will manage all suppliers and subcontractors to ensure the project is delivered successfully and on time. He will collaborate with engineers and subcontractors on a regular basis to define project needs and oversee performance. Specifically, our Superintendent will:

- 1) **Lead a Triangle-mandated Health, Safety, and Quality Orientation Course** covering our project-specific Safety Plan, Safety Basics (PPE, Fire/Electrical Safety, Tool Safety, etc.), Communication Protocols, COVID-19 Precautions and DHEC Requirements, and project-specific Quality Plan. This training will be required for every worker who steps foot onsite with receipt of a hardhat sticker confirming admission to work.
- 2) **Require attendance at weekly subcontractor coordination meetings** in order to keep track of project progress, update the building team of schedule milestones and equipment and material deliveries, resolve on-site issues or concerns, provide constructive feedback on performance and quality, and monitor/report on project progress by any/all means necessary.
- 3) **Oversee subcontractor performance and manage all scopes of work** on a daily basis ensuring compliance with contract documents, subcontractor attendance and accountability, quality of work, change order quotes and responsiveness, billing accuracy, and remedies of deficiencies or unacceptable work.
- 3) **Ensure a well-maintained, orderly, and safe jobsite** at the end of each workday



“The City of Greer has been fortunate to have Triangle Construction as a partner. Their construction team has provided outstanding oversight on keeping the project on schedule and on budget while delivering a quality product. They have worked hand-in-hand with the project’s design team as well as our management team to ensure seamless communication throughout the entire process and to make sure issues and concerns are addressed in a timely and cost efficient manner.

The City of Greer would not hesitate to utilize Triangle on future projects and would recommend anyone looking for a highly responsive construction partner to give them due consideration.”

**— Michael Sell, Deputy City Administrator
CITY OF GREER, SOUTH CAROLINA**



1. Management Plan (continued)

Punchlist, Closeout + Warranty plan

Triangle will manage a completion/ inspection list from beginning to end of the project. Our project manager works alongside our Superintendent to manage a punchlist from day one so scopes of work do not linger until the end of the project. The list is issued to all subcontractors each week so that items can be closed out and resolved. Our goal is to manage the subcontractors so that the punchlist can be kept as small as possible at the end.

In beginning closeout early in the project, O&M manuals are complete well before the end of the project. We realize the Chapin High School's facility team will need this well in advance of the project completing so that they can learn new systems before move in and operation.

Triangle will assist in transitioning the Owner for occupancy, address warranty, and remain as an active project team member for the lifetime of the building. In other words, we will always be available to Chapin High School for questions or concerns regarding the function of the facility.



Additional Value-Add Services

Gift-in-Kind Subcontractor Services and Products (Parents, School Acquaintances)

Triangle generally believes that anyone with a vested interest in a project will perform to a high standard and that as long as the partner is familiar with the type of work being offered and has experience with and regularly provides similar services, this can be quite successful. We would want to define both the exact scope of the services including quantities and schedule for delivery and who the provider is working for, either the CM or the owner.

We recognize that gifts come in all shapes and forms, including those that are service- or product-based. We are willing to work in whatever capacity best meets the needs of Chapin High School's Athletic Department and we are excited to learn more!

1. Management Plan (continued)

Additional Value-Add Services (continued)

Tools for Reporting and Project Tracking

One of the ways we strive for adherence to budget and schedule is by use of industry-best project tracking software and programs.

1. A combination of programs and industry pricing knowledge during preconstruction
2. ISQFT to assist in developing and tracking subcontractors and suppliers during bidding
3. Bluebeam Revu for phasing/sequencing, allowing us to overlay several plans (demo, wall layout, reflected ceiling, etc.) to ensure plans work the first time
4. Smart Sheets to allow the entire project team (owner-architect-engineer-contractor-subcontractor) to collaborate in real time and keep everyone up-to-date on field operation, quality control, safety management, schedule, RFI's, submittals and cost control
5. Rakin Daily Report Software, which issues reports to all team members at the end of each day so that everyone is kept up to speed on schedule, budget, scope, and progress.



The Student Experience

There is no question that construction can be disruptive. However, with active, constant communication between Triangle and Chapin High School, student learning and construction can successfully co-exist. Triangle will do everything possible to help alleviate any aggravation caused by construction, and perhaps even make the process enjoyable!

Ideas for faculty, staff, parent, and student engagement:

1. Students/parents/coaches/faculty/staff participating in the groundbreaking, a pep rally for construction, and periodical construction site tours offered to students and faculty
2. A landing page from <https://www.lexrich5.org/chs> with a time-lapse video, project news, and FAQs
3. A social media hashtag (Triangle posts, Chapin HS posts, Architect posts)
4. Weekly progress updates for morning announcements

These efforts will require coordination between Triangle and Chapin HS. With this role being housed within Triangle, we can ensure that Chapin HS and Facility Services personnel are constantly aware of construction activities going on behind the fence. Coordination for communication efforts and a campaign will bring excitement and interest to the construction site!

1. Management Plan (continued)

RFP Question (5.2.2 b)

What about your firm and your team should make you stand out as the most appropriate construction management firm for this program?

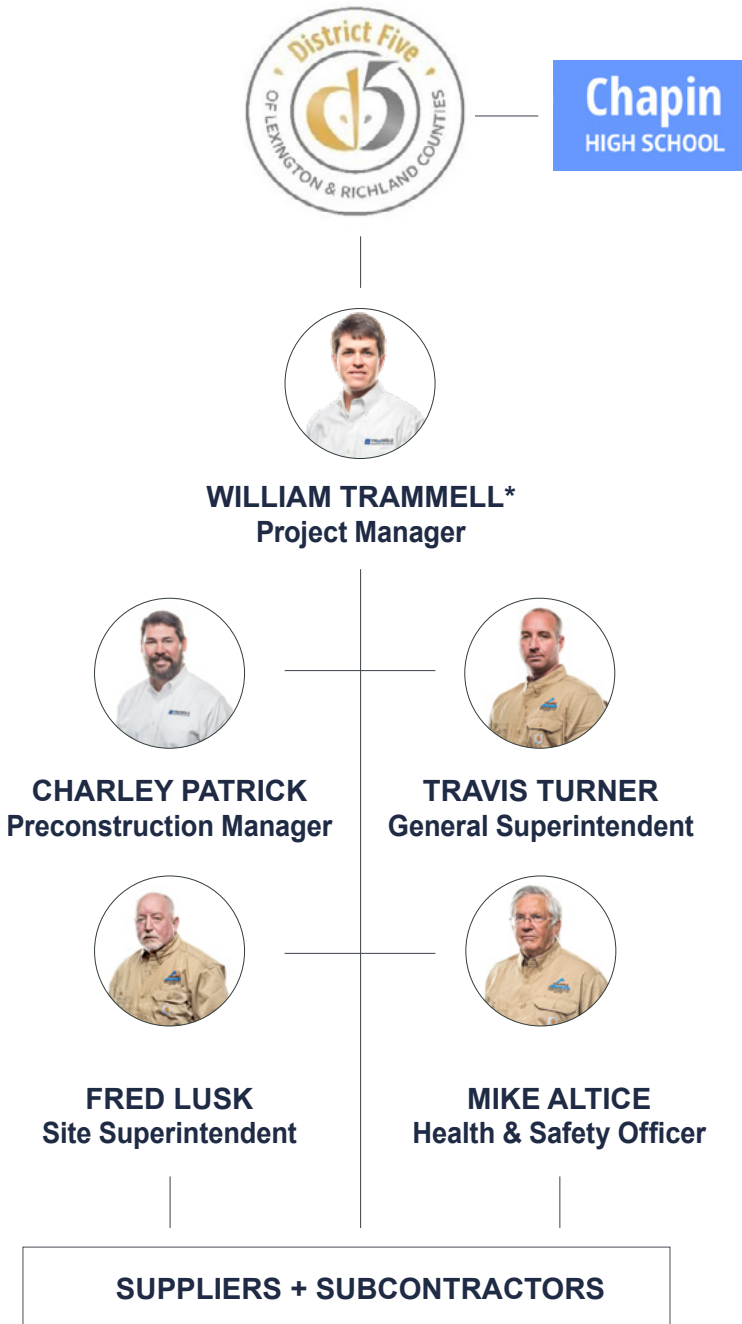
District Five of Lexington and Richland Counties will directly benefit from our proposed team's very recent CM-R experience at Clinton High School. The project upgraded the Red Devil's Wilder Stadium with new public restrooms, a new entryway, concessions, and improved accessibility. William and Fred led project management and onsite construction efforts, met the construction schedule, and came well within budget at project closeout.



2. Qualifications & Experience of Proposed Project Team

CM-R Chapin High School Stadium Renovations

Organization Chart and Principal/Single Point of Contact



**William will be the person who, from start to finish, will be the leader of our project team and the principal (sole) point of contact between our firm and Chapin High School.*

“...We engaged Triangle early in the design process with the aim of the architect, owner, and contractor working as a team to meet the project budget and schedule. William’s initial estimates were most helpful in refining the scope of the project, and those efforts have proven to be useful as the costs came in within budget. Construction continues now and is falling within the original timeline.

William’s strongest attributes are that he listens and communicates clearly. During construction meetings, he seems to always be thinking about the critical path and the key issues that are important to the Owner. I highly recommend William as a project manager on any future projects.”

Jeff Fogle, AIA
Chief Executive Officer
BATSON ASSOCIATES, INC.

2. Qualifications & Experience of Proposed Project Team

CM-R Team Synopsis

We have assigned an extremely capable and experienced team that will manage your project via an integrated approach. William Trammell will be the Project Manager overseeing the success of the overall project. He will be responsible for accuracy in cost and schedule management, reporting, compliance, and communication. Our Preconstruction Manager, Charley Patrick, will lead discussions around material selection, schedule and costs, sequencing and phasing, subcontractor selection, and constructability, and our Site Superintendent Fred Lusk will manage all construction activities and project personnel with oversight from General Superintendent Travis Turner. This team will be backed by our Health and Safety Officer Mike Altice. Mike will prioritize the health and safety of every worker who steps foot on the construction site as well as those within close proximity to construction efforts.

Experiences of Proposed Project Team on Similar Projects (CM-R)

The team we propose represent the “best of the best” in Triangle leadership. William and Fred have worked together on many K-12 projects together.

William is a most seasoned Triangle project manager and boasts the most K-12 project experience. Not only is William excellent at maintaining open lines of communication, he looks for opportunities to value-engineer, develop creative solutions, and always looks for opportunities to be more efficient in our approach. William was the project manager for football stadium renovations at Clinton High School, alongside Fred Lusk.

Fred is able to keep an existing building operational, maintain a construction schedule simultaneously,

manage subcontractors, and somehow make it look easy. He is keenly aware of the unique challenges that K-12 projects face when it comes to construction in a public school setting and will be able to offer an expert’s perspective for site logistics, noise/dust management, debris/waste management, and site improvement. He also carefully considers how his facilities will operate once the crews have packed up and left and what it will take to maintain them for the next 50-100 years or more.

Fred led construction efforts for the football stadium renovations at Clinton High School, working directly with the district/school and project architects.

Similar CM-R projects completed by William and Fred include:

School District of Pendleton

- Riverside Middle School

Presbyterian College

- New Football Stadium and Pressbox

Legacy Early College

- Parker Campus, New School and Athletic Fields
- Gymnasium Addition
- Media Center Addition
- Classroom Renovations
- Hollis Building Addition

Christ Church

Episcopal School

- Pressbox, Baseball Batting Cages, and Pavilion
- New Preschool

Meeting Street Academy

- Renovations Phase 1 & 2

Triangle, as a whole and including all PM’s and Superintendents, has not received any OSHA violations in South Carolina within the past seven years.

2. Qualifications & Experience of Proposed Project Team

LEED or Green Globes Attainment Abilities

Triangle is a pioneer in LEED Construction having built the first LEED-Certified Building in South Carolina — Hipp Hall for Furman University. At the time of its certification, the building was one of only 25 LEED Gold certified projects in the country.



Furman University

Hipp Hall
LEED Gold

Converse College

Kuhn Hall
LEED Silver

Furman University

Duke Library
LEED Gold

Lander University

Centennial Hall
LEED Certified



Furman University

Herman Lay PAC
LEED Silver



Furman University

Southern Living Home
LEED Gold

First Baptist Church

New Activities Center
LEED Silver



Monastery of Saint Clair

New Monastery
LEED Certified

320 E. Main Street

Office Building
LEED Gold

3. Project Approach

Approach to Team Integration with SD5/Architect Team

As the CM-R for your project, our ultimate goal will be to deliver a new facility that is reflective of the design vision and that is of the highest quality to withstand everyday use by students, faculty, and staff. During the preconstruction and construction phase, our team will put the interest of SD5 and the Chapin High School faculty/staff/students first and foremost. We will strive to be a good steward of the District's finances by working diligently to provide accurate budgeting, proactive scheduling, and meticulous construction site management. We firmly believe that a strong team committed to superior planning can mitigate or eliminate risk and unforeseen issues.

It is our desire to become an integral part of the team as soon as possible. William (PM) and Charley (Strategy, Logistics, Preconstruction) will work to completely immerse themselves into the details of the project. We will begin attending design meetings with the building committee and Architect where we will review work to-date and become a sounding board for the design team. If there are any issues or concerns as a result of our review, we will present the items to the team in an effort to optimize the design or minimize issues that might arise during construction.

During the Site Design phase, Triangle will review site phasing and sequencing with the team to ensure areas are constructed and delivered in a manner that benefits the schedule. Triangle will also ensure that site construction is not sequenced in a way that creates unnecessary expense to the construction budget.

Responsibilities and Activities

Planning/Preconstruction

- Become a collaborative member of the design team by attending all programming and design meetings to assist with regards to budget, constructability, schedule, phasing
- Develop an initial construction budget based on Historical Costs and Current Market pricing
- Provide constructability reviews for each stage of the design process and solutions if potential issues are identified
- Develop a detailed risk assessment study upon which to base our phasing and schedule
- Develop phasing and coordination requirements per the documents and risk assessment study
- Update construction budgets as often as necessary but at least at major design milestones
- If required, solicit BIM Consultant services to assist with planning, constructability and coordination

Bidding + GMP

- Develop pre-qualified subcontractor lists with input from Owner/Architect.
- Host subcontractor outreach meetings to assist in involving MBE/WBE firms.
- Prepare bid documents to ensure the entire scope of the project is easily identified in order to prevent scope gaps.

3. Project Approach (continued)

- Advertise, solicit and receive subcontractor bids. Utilize extensive knowledge of the local subcontractors market from our long history of projects in South Carolina
- Conduct post bid interviews with low qualified bidders in each division to ensure completeness and compliance with specifications.
- Assemble GMP book for the team to review. This book will be organized with easy-to-read spreadsheets detailing the cost breakdown.
- Maintain onsite staff for cleanup and safety coordination
- Update the project schedule every 2 weeks or more as needed. Conduct regular onsite meetings with the subcontractors in attendance for immediate buy-in.
- Hold weekly subcontractor meetings and owner coordination meetings
- Manage permits and inspections (DHEC, OSHA, local)
- Maintain as-built drawings and up-to-date documentation on site and to the subcontractors

Construction Services

- Effectively manage a safe, quality-driven construction project that is on budget and on schedule

Closeout and Warranty

- Begin closeout process at the beginning of the project so it is completed well in advance of the early phases turning over

Our team is 100% invested and committed to the roles and responsibilities in this CM-R delivery method during all phases of the project. Our priority will be to deliver a successful project.

4. Fee Proposal

Our estimates are 100% open-book and will always be available to our clients.

We will bring our fee proposal to the interview session in a sealed enveloped as required by the RFP.

5. References

References of Project Manager William Trammell

1) William Brown, Legacy Early College

President of Legacy Advacement
104 Broadus Avenue, Greenville, SC 29601
(864) 558-0626, wbrown@falegacy.com

From 2016-2019, Triangle managed multiple scopes of work concurrently at the Parker Campus, the Washington Campus, and the Bramlett Campus. Those projects included:

Administrative/Lobby Renovations
Gymnasium Renovations
Multiple Classroom Renovations
Kitchen and Dining Hall Renovations
Physical Fitness Building
Library/Media Center Renovations,
Amphitheatre
College Center Upfit
New Gymnasium

2) David Pitts, Laurens County School District 56 (Clinton High School)

Assistant Superintendent
211 N. Broad Street, Clinton, SC 29325
(864) 200-8921, dpitts@lcsd56g.com

Triangle managed renovations at Wilder Stadium which included upgraded stadium lighting, improved handicap access, enhanced concession areas, and new restroom facilities for fans.

3) Glenn Crum, Taft Construction Group

Owner/Developer of Judson Mill
631 Dickinson Avenue, Greenville, NC 27834
(252) 752-7101, glenn@tdgnc.com

Triangle is the General Contractor on the massive 36-acre, 850,000 square-foot, \$42 million textile mill redevelopment to be a live-work-play mixed-use district in Greenville. The development is a multi-year, multi-phased undertaking, with several of the components still in the design phase will construction is concurrent. Led by one Triangle Project Manager, this project employs multiple site superintendents and meticulous planning and management in order to keep progress moving forward. In Summer of 2021, Judson Mill Lofts opened its doors offering loft-style apartments and residential amenities. Additional businesses have either already opened or are still under construction. All businesses include:

Judson Mill Lofts Apartments and Amenities
BlocHaven Climbing Gym
Cowboy Up Country Music Venue
Magnetic South Brewery
Feed & Seed
Jud Hub Collaborative Workspace
"Building 4" Retail/Commercial

5. References (continued)

References of Preconstruction Manager Charley Patrick

1) Mary Nell Anthony, Greenville Technical Charter High School

Principal of GTCHS
506 S. Pleasantburg Drive, Greenville 29607
(864) 617-4224, manthony@staff.gtchs.org

Greenville Technical Charter High School's new Student Activity Center and Gymnasium completed in 2020. The new facility boasts classrooms, computer labs, an aviation lab, communal areas, staff offices, a new black box theatre, and a state-of-the-art gymnasium, with adjoining weight room and locker rooms.

2) Megan Riegel, Peace Center for the Performing Arts

Director
300 South Main Street, Greenville, SC 29601
(864) 679-9205

Triangle has been the premier CM-R contract for the Peace Center for years. Recent projects include:

- Backstage Renovations
- Dressing Rooms and Lounge Area
- Huguenot Mill Entryway Renovations
- Lobby and Theatre Upgrades
- Assisted Listening Systems + Soundboard Relocation