



> The William Shore Memorial Pool District
Aquatic Center Renovation and Expansion
Port Angeles, Washington

May 1, 2018



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Letter of Interest





May 1, 2018

Paul Curtis
Architect Project Manager
ARC Architects
119 South Main Street
Suite 200
Seattle, Washington 98104

Re: Aquatic Center Renovation and Expansion

Dear Mr. Curtis:

On behalf of HITT Contracting Inc., I am pleased to present our proposal for the upcoming Aquatic Center Renovation and Expansion project located in Port Angeles, Washington. This proposal is in response to your Request for Proposal dated March 28, 2018 and represents our best efforts to provide you with the information necessary to complete the contractor selection process.

Our project team is comprised of individuals with the experience necessary to address and anticipate challenges on the project before they arise, saving valuable time. HITT employs more than 350 project management personnel (vice presidents, senior project managers, project managers, and assistant project managers) and more than 460 superintendents nationwide. We are ready to join your team and get to work.

The HITT Way for quality and excellence defines the core of our mission and how we are structured. We strive to offer consistent and reliable services above our competitors and industry standards that fulfill our Clients' facility goals and needs. HITT continues to uphold its reputation as a leader in the A/E/C industry with a repeat client rate greater than 85 percent.

We thank you for this opportunity. If you have any questions or require additional information, please do not hesitate to contact me directly at 703.846.9021 or bkriz@hitt-gc.com.

Sincerely,

A handwritten signature in black ink that reads "Brian Kriz". The signature is written in a cursive, flowing style.

Brian Kriz, LEED AP
Executive Vice President

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Responses to Evaluation Criteria





> I. Qualifications of Proposer



Organization

AQUATIC CENTER RENOVATION AND EXPANSION

I. HISTORY AND STRUCTURE OF FIRM

In 1937, HITT Contracting was founded by Warren and Myrtle Hitt as a small family business that has expanded to be among the top 100 largest general contractors in the nation. With headquarters in Washington, DC, our national presence has grown to include offices in Atlanta, California, Charleston, New York, Richmond, Seattle, South Florida, and Texas. Our growth is client-driven and our success as a national contractor is a result of strong bonds we form with our clients, partners, and subcontractors. HITT's 1,000+ construction professionals provide our clients a wide range of services—from base building construction and renovation, to corporate interior fit-outs, to service and emergency work. With annual revenues of more than \$1.6 billion, it's more than construction. We are building dreams, shaping possibilities, and defining the places that surround our lives.

Date established: 9/1/1937

Former name(s): W.A. Hitt Decorating Co., HITT Decorating - Contracting Co. Inc.

Type of ownership or legal structure: C Corporation

State of incorporation: Virginia

Proposer's Federal Tax ID number: 54-0248192

2. ORGANIZATIONAL STRUCTURE

HITT is a registered C Corporation. Our leadership is headed by Kim Roy, CEO, and two Co-Presidents, Jeremy Bardin and Drew Mucci. This principal leadership team reports directly to HITT's board, which is made up by Chairman Emeritas Russell Hitt and Co-Chairmen Brett Hitt and Jim Millar. Our organization is designed to provide clients with expert teams specializing in particular project types—multifamily, corporate office—base building, corporate office—interiors, government, healthcare, hospitality, law firms, technology (mission critical / data centers), and commercial services. In addition to the nine designated market sectors, we have experience with institutional work, to include schools, pool facilities, and recreation centers.

We know success requires more than just boots on the ground, which is why we offer our clients strategic services including preconstruction, estimating, sustainable construction, and virtual construction. We embrace the latest thinking in tools and technology, and invest heavily in the processes and resources that help our clients achieve exceptional outcomes.

HITT has nine offices, including one in Seattle, Washington, which services the Puget Sound region, with a focus on municipal government and corporate interiors work. At HITT, we have the energy to challenge the impossible and the will to make it happen.

3. JOINT VENTURES

HITT is not pursuing this project as a joint venture.



Management

AQUATIC CENTER RENOVATION AND EXPANSION

I. CAPABILITIES AND EXPERIENCE

At HITT, we take pride in honoring our fiduciary responsibility toward our clients. We draw no distinction between HITT's financial success and that of our partners. Another focus within HITT for occupied facility work is the impact on the guests and tenants. Through our comprehensive and transparent approach, we earn trust and develop a true partnership by delivering accurate results our clients depend on. HITT has implemented a partnering / design-assist process that embraces collaboration between HITT, the client, and the design team, ensuring a successful project for all stakeholders involved.

Determination of client needs is the most important part of the partnering process. In the case of an active recreation center, careful coordination of phasing is key to ensuring no unanticipated down-time of the facility is experienced by the public and end users.

Our collaborative approach has proven to deliver substantial benefits over a traditional design-bid-build delivery method. The teaming mentality that we bring to the table sets the project up for success from the start. Over the past 10 years, HITT has successfully used our design-assist process, or a GC/CM delivery method, on 71 large projects, totaling more than \$2.7 billion worth of work. Some of these projects include work in existing pool houses, upgrades to active and fully-operational pool facilities, new pool additions, and demolition of existing pools. These projects and others are outlined throughout our proposal and showcase that the results we deliver honor our commitment to our clients' financial objectives and achieve their schedule and quality goals while maintaining our transparent approach.

PRECONSTRUCTION SERVICES

During the preconstruction stage, we seek to integrate the design and build processes to ensure that projects are successfully completed within budget and on

schedule. HITT drives this success by providing time, cost, and constructability reviews at each design phase, which enables the design team to design the project systems only once. This not only reduces design costs and time, but also facilitates ongoing discussions, which allow the entire team to stay focused and on schedule.

Specific steps will be taken to develop and refine a construction schedule during preconstruction:

- Review schedule requirements and develop phasing plans to allow for occupied facility use
- Verify long lead items and track their design, procurement, fabrication, and installation
- Verify owner-purchased and owner-installed items
- Verify utility company engineering and installation
- Develop a comprehensive project timeline to track overall progress and procurement
- Identify key dates and plan to achieve milestones and plan for local inspections
- Simplify interval schedules for issuance to subcontractors at various levels of the budget and bid process
- Take corrective action to prevent schedule deviations

CONSTRUCTION MANAGEMENT SERVICES

HITT's field personnel will archive all shop drawings and submittals through our cloud-based project management software Procore to ensure quality control throughout construction. Together with HITT's project management staff and the on-site superintendents, we will review the jobsite to assure quality construction methods throughout the project and update the construction schedule to reflect the progress of the project. All scheduling is tracked by a two-week look-ahead schedule tied back to the master CPM schedule. Updates are performed continuously as logic changes or job progress dictates.

Our superintendent will hold weekly foreman meetings to review all safety procedures, as well as evaluate and coordinate the work to be performed in the upcoming

week. Matters raised in this meeting can be further discussed in the weekly progress meeting with the entire project team.

NEGOTIATING THE CONSTRUCTION COST WITH OWNERS

HITT will collaborate with the owner and the design team from day one to assess design concepts for construction costs, schedule, quality, maintenance, and function with respect to project requirements and goals. We develop creative, cost effective means of construction, as well as offer opportunities for cost savings throughout the design process with the use of alternate materials and/or equipment that do not compromise the design concept or functional intent of the project. Cost-effective solutions that are comparable in aesthetics and performance are reviewed and offered on a trade-by-trade basis. We also evaluate different scheduling / phasing options to maximize efficiency and minimize overall costs.

The end result of the construction cost negotiations is a MACC that is within the owner's budget and in accordance with the 90% construction documents—and that captures all known scope items completely.

DEVELOPING AND PUBLICLY BIDDING SUBCONTRACT BID PACKAGES FOR PROJECTS

The bid process confirms the budgeting process and establishes the construction contract value. We provide thorough bid packages that will ensure very comprehensive and complete subcontractor bid results. These comprehensive bid books include:

- Bid summary that tracks each trade value relative to the MACC
- All subcontractor quotes received on each phase of the project
- Current construction schedule
- Voluntary alternates developed by HITT and/or the subcontractors for consideration by the client
- Clarifications and assumptions

2. COMMUNICATIONS

The HITT team proposed for the duration of the preconstruction phase is the same team during the construction phase of work. This has proven to be the most efficient form of management and team

building for design-build and design-assist projects in the past. The HITT team will develop a deep understanding of the most critical aspects of the work while strengthening ties with the client and design team in the preconstruction phase. This understanding and teamwork will communicate directly into the construction phase of work.

Throughout the construction phase, HITT holds regular progress meetings that include a dedicated agenda item for owner-vendor coordination. During these weekly meetings, we document commitments and responsibilities to be accomplished by each team member to ensure we achieve the schedule, cost, and quality objectives. These meetings include establishing vendor site visits prior to wall and ceiling close-in inspections so that existing conditions are properly captured and coordinated to avoid costly infrastructure changes later. Weekly updates are shared and communicated between all parties through project completion, final inspections, and turnover. HITT provides the proper coordination with owner vendors that enables work to be completed with high quality and efficiency.

3. FAMILIARITY WITH APPLICABLE REQUIREMENTS

HITT has nine offices throughout the continental U.S. and is currently licensed in 44 states. We have executed many projects in remote areas and understand the potential difficulties with getting subcontractor involvement and ensuring work is completed according to the schedule. Superintendent Doug Sargent is a strategic fit for this role, as Doug has successfully completed some of the most complex projects in remote locations within the company. We work with a national network of permit expeditors and code consultants regularly to gain expedited and thorough understandings of local requirements and regulations in each location and become acquainted with the Authority Having Jurisdiction.

We intend to meet with the City of Port Angeles Building Division to ensure buy-in on the project and understand their permits, inspections and requirements process. It is our philosophy to partner with local building officials on every HITT project.



Workloads

AQUATIC CENTER RENOVATION AND EXPANSION

I. HISTORICAL VOLUME OF WORK

Our national revenue is listed below:

YEAR	REVENUE
2017	\$1,62B
2016	\$1,35B
2015	\$1,09B
2014	\$958M
2013	\$921M

2. ANTICIPATED VOLUME

We have capacity and capabilities to manage this project. Our team is ready and available to work with the William Shore Memorial Pool District immediately upon the start of the preconstruction phase. Due to confidentiality reasons, we are not permitted to disclose our anticipated construction volume and plan for the next two years (2018 and 2019). In addition to our local Seattle resources, national resources are available; HITT has a pool of superintendents as well as more than 300 project managers ready to provide additional support should the need arise.



Bonding Capacity

AQUATIC CENTER RENOVATION AND EXPANSION

Surety / bonding company: Travelers Casualty and Surety Company of America

Bonding agent: Aon Risk Solutions

Bonding capacity: \$250 million single project / \$1 billion aggregate

HITT is able to provide separate Payment and Performance bonds for this Project, each in the amount of 100% of the Total Contract Cost. Please see our bonding letter on the following page.



Sara Owens

Attorney-in-Fact

Travelers Casualty and Surety
Company of America

(215) 255-1750

C/O: Aon Risk Services Central, Inc.
1650 Market Street
Philadelphia, PA 19103

April 25, 2018

Steve Burke, Executive Director/Project Manager
William Shore Memorial Pool District
225 E. 5th Street
Port Angeles, WA 98362

RE: HITT Contracting, Inc.
Project: RFP for Aquatic Center Renovation and Expansion Project

To Whom It May Concern:

It has been the privilege of **Travelers Casualty and Surety Company of America** ("Travelers")¹ to provide surety bonds for **HITT Contracting, Inc.** **Travelers Casualty and Surety Company of America** has an A.M. Best Rating of A++ (Superior) and Financial Size Category XV, and is licensed to do business in the state of Washington. **HITT Contracting, Inc.** currently has a bonding capacity on individual projects of \$250,000,000 and a total program capacity of \$1,000,000,000.

HITT Contracting, Inc. is an exceptional contractor. We would be more than willing to provide the necessary Performance and Payment bonds for 100% of the Total Contract Cost to cover this Project; however, please note that the decision to issue bonds is a matter between **HITT Contracting, Inc.** and **Travelers Casualty and Surety Company of America**, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents and bond forms. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

If you have any questions or need any additional information, please do not hesitate to contact me.

Sincerely,
Travelers Casualty and Surety Company of America

Sara Owens, Attorney-in-Fact

¹ Travelers Casualty and Surety Company of America is rated A++ (Superior) by A.M. Best Financial Size Category XV (\$2 Billion or greater). A.M. Best's rating of A++ applies to certain insurance subsidiaries of Travelers that are members of the Travelers Insurance Companies pool; other subsidiaries are included in another rating pool or are separately rated. For a listing of companies rated by A.M. Best and other rating services visit www.travelers.com. Ratings listed herein are as of October 5, 2017, are used with permission, and are subject to changes by the rating services. For the latest rating, access ambest.com.



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 229957

Certificate No. 007157914

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Douglas R. Wheeler, Maureen McNeill, Wayne G. McVaugh, Elizabeth Marrero, Jaquanda S. Martin, Marina Tapia, Patricia A. Rambo, Sara Owens, Kimberly G. Sherrod, and Michael J. Herrod

of the City of Philadelphia, State of Pennsylvania, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 22nd day of March, 2017.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: Robert L. Raney, Senior Vice President

On this the 22nd day of March, 2017, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal. My Commission expires the 30th day of June, 2021.



Marie C. Tetreault
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

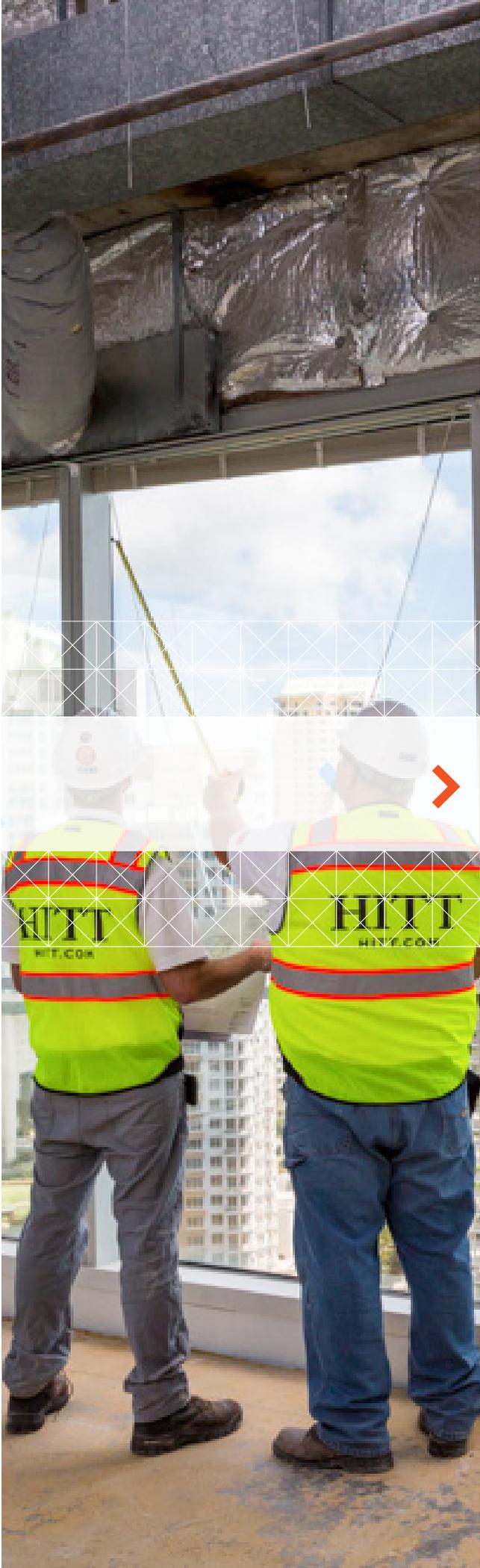
IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 25th day of April, 2018

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

Kevin E. Hughes
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



➤ 2. Qualifications / Ability of Key Personnel



Organizational Chart

AQUATIC CENTER RENOVATION AND EXPANSION

CORPORATE RESOURCES



Kim Roy
CEO



Jeremy Bardin
Co-President



Drew Mucci
Co-President



Mike McCaffrey,
STS
Vice President
Safety



Katie Rothenberg,
LEED AP O+M
Vice President
Sustainability & Innovation



David Stone,
AIA, DBIA, LEED AP
Director of
Virtual Construction

PROJECT TEAM

PRECONSTRUCTION AND CONSTRUCTION PHASES



> Brian Kriz,
LEED AP
Executive Vice President



> Nicolas Vivas,
LEED AP, Assoc. AIA
Senior Project Manager



> Doug Bardin
Project Manager



> Doug Sargent
Superintendent



Background and Experience of Key Personnel

AQUATIC CENTER RENOVATION AND EXPANSION

I. KEY PERSONNEL

NICOLAS VIVAS, SENIOR PROJECT MANAGER

- A. Nicolas Vivas is the leader responsible for the overall success of this project. Nicolas ensures project success through monitoring client satisfaction, team effectiveness, and resource allocation, as well as the project's financial, quality, safety and schedule goals. He oversees preconstruction and budgeting services, subcontractor procurement, change management, and closeout services.
- B. Nicolas has executed a number of high profile and challenging design-assist projects during his tenure at HITT. His early involvement in projects has resulted in a number of successful collaborative projects with the owners and design team. An example of is the the regional sales offices project for a Fortune 500 technology company in Chevy Chase, Maryland. Collaboration with the design team allowed for the early release of long lead items, such as mechanical equipment, the light fixture package, and the fabrication of interconnecting stairs. This allowed the team to complete 125,000 sf of interior space in 15 weeks from mobilization to completion.

DOUG BARDIN, PROJECT MANAGER

- A. Doug Bardin acts as the primary point of contact for the client and handles day-to-day operations. As project manager, Doug leads on-site management of the project, attends weekly client meetings and key coordination meetings, and reviews and approves all deliverables. He is also responsible for the overall project administration, including budget management, safety, estimating, project buy-out, subcontracts, purchase orders, schedule, monthly progress reports, payment applications, change orders, cost control, quality control, and project closeout. He collaborates with the

superintendent to ensure the project is built effectively, efficiently, and safely. Doug reports directly to Senior Project Manager Nicolas Vivas and is responsible for ensuring the client receives service beyond expectations.

- B. Doug Bardin has successfully executed a number of design-build projects and multiple GMP projects with public entities. In 2014, Doug successfully completed a phased, design-build project to renovate the City of Laurel Headquarters and Town Hall while keeping the facility open to the public and city staff at all times. Since 2014, Doug has also successfully completed similar design-build and GMP projects with Fairfax County Public Works, Frederick County Public Schools, Creative Minds International Charter School and the United States Institute of Peace. Doug understands the value in collaboration with the design team and end-user on complex projects and will bring this experience to the Aquatic Center Renovation and Expansion project.

DOUG SARGENT, SUPERINTENDENT

- A. Doug Sargent is the principal on-site HITT representative responsible for site operations: coordinating all delivery efforts and logistics, managing all subcontractor foremen and their teams, and implementing and maintaining quality control. He is also responsible for planning, communicating, and maintaining the project schedule to ensure on-time completion of construction. Doug implements and enforces HITT's safety program; he reviews and analyzes safety performance of all team members, and performs routine safety inspections and hazard / risk analysis. He collaborates with the senior project manager and project manager to manage site operations efforts, ensuring work is completed in accordance with the agreed-upon plan. He is a key contributor and collaborator during the preconstruction phase, offering

insight on constructability issues, logistics, subcontractor selection, and scope review.

- B. Doug Sargent worked with Doug Bardin and Nicolas Vivas in 2017 on the Seattle One Medical project. Doug's experience managing large, complex data center projects with extensive technical work needing close management and critical controls work has numerous similarities in the complexities associated with the Aquatic Center Renovation and Expansion project. Currently Doug is finishing construction in a live data center with active multiple data halls, the need to closely coordinate efforts for cleanliness with no disruption to neighboring services also allows him the necessary experience to address constructability issues with this project head-on. Within his career, Doug has also built multiple swimming pools out of gunite.
- C. Doug Sargent will be onsite full time.

2. FIVE PAST OR CURRENT PROJECTS

NICOLAS VIVAS, SENIOR PROJECT MANAGER

1. Microsoft Chevy Chase—Chevy Chase, Maryland

- A. This was a 160,000-sf interior build-out over four floors. This project includes a small data center, interconnecting stairs over three floors, high-end audiovisual package, and millwork.
- B. Nicolas was the lead project manager on this project leading a full time project manager on-site and two field superintendents.
- C. Nicolas worked for the contractor, HITT.
- D. This was a fast-paced, 15-week project from mobilization through completion. HITT worked with the design team on permitting in order to expedite the process. The early release package included stairs, mechanical equipment, and a light fixture package.
- E. Reference: Senior Portfolio Manager Jeff Schumacher: jeffschu@microsoft.com

2. Microsoft Fargo—Fargo North Dakota

- A. This 34,000-sf interior fit-out over two floors included high-end finishes, state-of-the-art

audiovisual systems, and millwork sourced out of Tennessee to meet the budget constraints.

- B. Nicolas was the senior project manager overseeing the project manager and superintendent. He led the preconstruction and the value-engineering efforts.
- C. Nicolas worked for the contractor, HITT.
- D. This was a GMP contract where Nicolas worked with the construction manager and the architect to meet the budget. Several solutions were implemented, including substituting demountable partition systems and sourcing the millwork package to meet the budget and schedule.
- E. Reference: Executive Vice President Don Jenkins: don.jenkins@colliers.com

3. IBM Blue Box—Seattle, Washington

- A. This was a 13,000-sf interior renovation in downtown Seattle. All work was completed during off-hours.
- B. Nicolas was the senior project manager overseeing the project manager and superintendent. Nicolas led the preconstruction and the value-engineering efforts.
- C. Nicolas worked for the contractor, HITT.
- D. This was a high-end interior fit-out. The originally specified light fixture package was substantially over budget. Nicolas worked with the architect, engineer, and subcontractors to source a lighting package for a reduction of 50 percent without sacrificing the design intent and, after a few modifications to the ceiling configuration.
- E. Reference: Program Manager Bob Belzer: rbelzer@us.ibm.com

4. Confidential Federal Agency HQ Restack—Washington, DC

- A. This project was a 500,000-sf interior renovation and restack of nine floors of fully-occupied space.
- B. Nicolas was the project manager leading a 13-month long preconstruction effort.
- C. Nicolas worked for the contractor, HITT.

- D. Preconstruction activities consisted of weekly meetings with the client, landlord, and the design team. The preconstruction team produced multiple budget revisions, phasing plan, analyses, and schedule iterations. Issues addressed were minimizing down time of building infrastructure, reducing end-users' downtime due to moves between floors, and schedule and budget restraints.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

5. Confidential HQ Relocation—Rosslyn, Virginia

- A. This project was a 35,000 sf interior build-out over two floors. The project included custom-made light fixtures and interconnecting stairs.
- B. Nicolas was the senior project manager overseeing the project manager and superintendent. He led the preconstruction and the value-engineering efforts.
- C. Nicolas worked for the contractor, HITT.
- D. This was a high-end corporate space with a compressed schedule. Nicolas, with the design team, reconfigured more than 1,500 lf of ceiling coves in order to release the light fixture package to pre-cut lengths.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

DOUG BARDIN, PROJECT MANAGER

2. Laurel City Municipal Center—Laurel, Maryland

- A. This was a design-build renovation of the existing city municipal center and council chambers through a coordinated, phased construction schedule within the active facility, which remained open to the public. The project included custom millwork with incorporated ballistic protection and audio-visual components and a new highly-functional layout to the customer service suite of the facility.
- B. Doug was the project manager and team lead through design and construction.
- C. Doug worked for the contractor, HITT.

- D. This project directly relates to the design-build / design-assist nature of the Aquatic Center Renovation and Expansion project; the complex nature of the work required early coordination between design, construction and end-user team in order to ensure a streamlined, successful and efficient project. The work was phased and executed within an active site that was open to the public, which is exactly the same type of challenge we will face with the Aquatic Center Renovation and Expansion project. In both projects, coordination of work and safety of the public are paramount.

- E. Reference: City of Laurel, Maryland Mayor Craig Moe: cmoe@laurel.md.us

2. South Van Dorn Sewer Rehabilitation & Stream Restoration— Alexandria, Virginia

- A. This was a design-assist emergency sewer restoration in an active stream, adjacent to a major railway. The county recognized a failing sewer main in a stream crossing and engaged HITT to help design a new sewer main that would endure many years of stream scour, could be installed within the active stream, and installed without any environmental hazards. The design incorporated long-term stream restoration practices using locally-sourced stone boulders and an embedded sewer line that was installed and incorporated without affecting the sewer main service or the adjacent railroad.
- B. Doug was the project manager and team lead through design and construction.
- C. Doug worked for the contractor, HITT.
- D. This project required direct and consistent coordination between the GC, the design team and the end-user. Construction feasibility and availability of materials were critical, due to the immediate need for the work to take place and the location of the work within an active stream. Similarly, the timeline and coordination of construction materials are critical at the Aquatic Center Renovation and Expansion project, where

maintaining a tight timeline and minimizing impact on the public use of the facility is vital.

- E. Reference: Civil Engineer Matt Doyle:
matthew.doyle2@fairfaxcounty.gov

3. Creative Minds Institute—Washington, DC

- A. This project was a renovation and upgrades to an international charter school during the school year. The project was a GMP with heavy GC involvement in the planning phase to ensure all work could be executed within budget and within numerous schedule constraints. Work included abatement of lead and asbestos and a full renovation of one story of the historic building, along with pocket renovations of the occupied first and second floors of the building.
- B. Doug was the project manager and team lead through budgeting, pricing and construction.
- C. Doug worked for the contractor, HITT.
- D. This project required direct coordination between the general contractor and the design team to ensure all work was executed in phases that allowed students to occupy the building during the school year. This coordination and scheduling will be similar to that required on the Aquatic Center Renovation and Expansion project.
- E. Reference: Instructional and Administrative Coordinator James Lafferty-Furphy:
202.588.0370 x:112

4. Audrey Moore Recreation Center—Fairfax, Virginia

- A. This project was a structural rehabilitation of an exterior wall of a public recreation center. Project work included full scaffolding / heated enclosure, removal of curtain wall, new concrete footings, rehabilitation and repair of structural steel substrate by white blasting, steel replacement, and high performance coatings. All of the work was accomplished while the pool was 100% active.
- B. Doug was the assistant project manager and was responsible for administrative documentation and management of

subcontractor submittals, RFIs, invoices and many aspects of scheduling and quality control.

- C. Doug worked for the contractor, HITT.
- D. This project was executed in an active recreation center with a pool that was open to the public throughout the duration of the project. The site safety controls were integrated into the pool and ensured that the public was completely safe and unaffected by construction at all times.
- E. Reference: Director of Planning and Development, David Bowden: 703.324.8662

5. Ida Lee Recreation Center—Leesburg, Virginia

- A. This project was a renovation of the men's and women's locker rooms at the Ida Lee Recreation Center, which remained open to the public throughout construction. The scope of work included tile replacement, lighting and HVAC upgrades, and door replacements throughout the indoor pool area and the locker rooms.
- B. Doug was the project manager and team lead throughout the project
- C. Doug worked for the contractor, HITT.
- D. This project took place in an active recreation center and required careful coordination between the general contractor and the facility in order to ensure the public was able to safely access all amenities at all times. Construction was phased to ensure complete access to patrons and to minimize pool work to within the annual maintenance window for the facility.
- E. Reference: Regional Director Michelle Stuckey: 571.328.0520

DOUG SARGENT, SUPERINTENDENT

I. Confidential Bridgeville Switchroom Expansion—Bridgeville, Pennsylvania

- A. HITT expanded the existing switchroom and battery room; we also added 48 new cabinets and additional raised access flooring.
- B. Doug was the on-site superintendent.

- C. Doug worked for the contractor, HITT.
- D. Our team installed a new direct current (DC) plant and completed all construction in a live, operational environment, showing relevance in working in occupied areas.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

2. Confidential Shelter Expansion—Boise, Idaho

- A. HITT expanded the covered parking for trailer equipment.
- B. Doug was the on-site superintendent.
- C. Doug worked for the contractor, HITT.
- D. This project had a large amount of earthwork, including concrete and asphalt work with parking lot layout.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

3. Confidential Containment and Controls—Sharonville, Ohio

- A. HITT added containment enclosures and developed additional BMS controls for the site.
- B. Doug was the on-site superintendent.
- C. Doug worked for the contractor, HITT.
- D. This project included protection of existing facilities and BMS controls.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

4. Confidential PEDL Project—Sterling Heights, Michigan

- A. This project was building of laboratories for military heavy equipment.
- B. Doug was the on-site superintendent.
- C. Doug worked for the contractor, HITT.
- D. This project included extensive technical work needing close management and critical controls work, which has numerous similarities to the chlorination system of the swimming pool.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

5. Confidential Data Center Suite Construction—Ashburn, Virginia

- A. HITT completed construction of 1.6-MW fast-track data center build-out / electrical fit-out (EFO) of one suite within existing live data center facility.
- B. Doug was the on-site superintendent.
- C. Doug worked for the contractor, HITT.
- D. Working in an occupied facility around a live data center with active multiple data halls, gave valuable lessons learned and experience moving forward in occupied settings for projects.
- E. Due to confidentiality reasons, we cannot provide a reference from the owner.

3. EXTENT OF INVOLVEMENT

NICOLAS VIVAS, SENIOR PROJECT MANAGER

Preconstruction: support provided as needed

Construction: support provided as needed

DOUG BARDIN, PROJECT MANAGER

Preconstruction: 50%

Construction: 100%

DOUG SARGENT, SUPERINTENDENT

Preconstruction: 10%

Construction: 100%

4. RESUMES

Please see a copy of the resume for each key personnel proposed on the following pages.

C. AVAILABILITY OF KEY PERSONNEL

The key personnel identified for the project are available for the entire duration of the project.

D. ADDITIONAL REFERENCES

DOUG SARGENT, SUPERINTENDENT

Matthew Zorbas, Director Capitol Investments and Project Management

Cyxtera

matthew.zorbas@cyxtera.com

703.929.4126



Nicolas Vivas

LEED AP, Assoc. AIA | Senior Project Manager

PROJECT MANAGEMENT



QUALIFICATIONS:

Diploma in Architecture, Edinburgh College of Art

20 years of experience

CERTIFICATIONS:

OSHA 30-Hour ▪ First Aid / CPR

AFFILIATIONS:

- American Institute of Architects (AIA) ▪
- Associated Builders and Contractors (ABC)
- CoreNet International Facility Management Association (IFMA) ▪ NAIOP

PROJECT	ARCHITECT	SF	TYPE	VALUE
Cisco Systems Building 4 and 6—First Floor Hemdon, Virginia	HOK	125,000	Build-out; award-winning project	\$10,000,000
Microsoft DC Consolidation Chevy Chase, Maryland	SmithGroup	160,000	Interior build-out; award-winning project	Confidential
NASDAQ OMX Rockville, Maryland	Spector Group Architects	45,000	Renovation	\$7,400,000
American Chemistry Council Washington, DC	FOX Architects	72,600	Build-out; award-winning project	\$7,200,000
Capital One Café Seattle, Washington	IA Interior Architects	13,000	Banking offices; café with high-end finishes; extensive structural retrofit of 100-year-old building; new roof, exterior windows, and elevator	Confidential
Capital One Café Bellevue, Washington	IA Interior Architects	7,500	Banking offices, café with high-end finishes, new mezzanine, new elevator, new interconnecting stairs	Confidential
JPMC Seattle, Washington	CallisonRTKL	9,000	Renovation and reconfiguration of three floors, occupied space, phased and off-hours schedule	Confidential
Fannie Mae / Brookfield One Reston Crescent Reston, Virginia	STUDIOS	165,000	Phased renovation	\$5,925,000
Microsoft Fargo Fargo, North Dakota	Perkins + Will	34,000	Interior fit-out of two floors; high-end conference room facilities; audiovisual package; open / collaborative spaces; raised access floors	Confidential
Microsoft Malvern Malvern, Pennsylvania	SmithGroup	20,000	Microsoft technology center (envisioning center, conference rooms, MPRs, and SDR); award-winning project	Confidential
Banyan Lakes Condominiums Boca Raton, Florida	Tom Gili, AIA	1,400 / unit	Condominium conversion of 225 units	\$5,000,000



Doug Bardin

Project Manager

PROJECT MANAGEMENT



QUALIFICATIONS:

B.S., Engineering Management, U.S. Military Academy at West Point

9 years of experience

CERTIFICATIONS:

OSHA 30-Hour ▪ First Aid / CPR

AFFILIATIONS:

Associated Builders and Contractors (ABC) ▪ NAIOP ▪ Center for Job Order Contracting Excellence (CJE)

PROJECT	ARCHITECT	SF	TYPE	VALUE
National Joint Powers Alliance JOC IDIQ DC Metro Area	Varies	500-50,000	Various job order contracting tasks involving numerous construction trades; interior renovation and site work	\$15-20 million annually
Lockheed Martin IS&GS Building 182 Gaithersburg, Maryland	Gensler	90,000	Three month build-out, electronics test lab, support spaces, high-end finishes, two new rooftop air handlers	\$8,000,000
Merrifield Fourth Floor Lobby and Tenant Build-out Fairfax, Virginia	Noritake Associates	22,000	Two-phase build-out of an elevator lobby and health facility for Fairfax County; award-winning project	\$3,150,000
South Van Dorn Emergency Sewer Sag and Stream Restoration Alexandria, Virginia	Dewberry	8,000	Desig-assist project for the diversion of stream, removal and replacement of pipe and encasement; stream restoration and shore stabilization; award winning project	\$2,600,000
Giles Run Pump Station Lorton, Virginia	CDM Smith	3,500	Upgrade and renovation of an existing active sewage pumping station, including a long-term temporary bypass, a new below-grade wet well with pumps, grinders and odor control unit and complete replacement of primary logic control and equipment panels	\$2,000,000
University of Maryland Toll Physics Wing Projects College Park, Maryland	UMD self perform	2,600	Interior renovation of the John S. Toll Physics Building 4th floor classrooms, offices, and complete MEP system upgrade	\$1,932,000
Laurel City Municipal Center Laurel, Maryland	Giuliani Associates Architects	15,000	Design-build of reception area, council chambers, finance office, and conference rooms with custom millwork	\$1,581,000
Creative Minds Incorporated Sherman Building Renovation Washington, DC	Keast & Hood	10,000	Historic renovation of the second floor annex and third floor classrooms and annex; historic structural repairs to 150-year-old wood beams / trusses	\$796,000
One Medical Seattle, Washington	Martinkovic Milford	3,000	Medical offices / exam rooms, high-end reception area / waiting room	\$600,000



Doug Sargent

Superintendent

SITE OPERATIONS



QUALIFICATIONS:

United States Army BUS.S.A.S., Business Administration, Sinclair Community College

40 years of experience

CERTIFICATIONS:

OSHA 30-Hour ▪ First Aid / CPR ▪ Six Sigma Green Belt ▪ HAZWOPER

PROJECT	ARCHITECT	SF	TYPE	VALUE
Confidential Client Bridgeville Switchroom Expansion Bridgeville, Pennsylvania	Morrison Hershfield Corp.	5,000	Switch expansion and CRACs installation in live environment	\$2,267,000
V2 Data Modules 2 and 3 Upgrade / Renovation Santa Clara, California	Southland / Rosendin	20,000	Six-MW mechanical and electrical upgrade / renovation in live data center	\$38,750,000
Titan Data Center Build-out Moses Lake, Washington	ENCON Group Inc.	30,000	Data center build-out; provided 1.5-MW of power on the third floor; included five heat wheel RTUs, 10 PDUs, 10 STSs, five ATs, four UPSs, two SUSs, medium voltage switchgear, DC switchgear, and generator switchgear	\$15,900,000
Cookeville Mixed-use Subdivisions Cookeville, Tennessee			Mixed-use subdivisions in three locations; included road improvements, four power substation upgrades, and sanitary lift station upgrades; installed city utilities in the subdivisions	\$15,000,000
Electrical Upgrade Marlboro, Massachusetts	ENCON Group Inc.	15,000	Electrical upgrade; 2.2-MW generator, UPS, and battery systems addition in live data center	\$12,000,000
Data Center Addition / Expansion Raleigh, North Carolina	Lee Technologies	50,000	Addition / expansion of existing data center; added two-MW of power, four UPS systems, 23 PDUs, 35 30-ton CRAH units, two ATs, and two generators; work took place in live data center	\$10,500,000
Data Center Renovation Little Rock, Arkansas	Lee Technologies	35,000	Renovated data center to add three-MW of power, nine CRAH units, and 16 PDUs; electrical room had two different line-ups with separate UPS systems, battery back-up, and space for additional two line-ups for expansion	\$9,500,000
Recreation Center Dayton, Ohio		30,000	Tennis courts, basketball courts, driving range, soccer fields	\$2,500,000
One Medical Seattle, Washington	Martinkovic Milford	3,000	Medical offices / exam rooms, high-end reception area / waiting room	\$600,000



3. Past Experience and Performance of the Proposer



List of Similar and/or Complex Projects

AQUATIC CENTER RENOVATION AND EXPANSION

CONFIDENTIAL COUNTRY CLUB POOL HOUSE FACILITY

1. This confidential project was negotiated work on an existing pool house, and included upgrades to the pool facility while the club remained open and fully operational. The project scope included meeting ADA compliance (access ramps), installation of ornamental rail surrounding the pool area, and complete demolition / build-out of the locker room facilities. The men's and women's rooms each comprise of bathroom, shower, and locker areas built to ADA compliance. The winter kitchen facility was completely renovated, including the main and bowling alley bars, and food prep areas.
2. Confidential Owner
Luke O'Boyle, General Manager / COO
301.652.4100
Confidential email
3. HITT preformed budgeting from conceptual through CD pricing. The team provided site logistics and scheduling to help coordinate with Club. Additionally, the team provided design-assist and value-engineering services.
4. This project has many similarities of the project scope, providing HITT the lessons learned from it to minimize the learning curve on this project.
5. Owner's original estimated cost: \$7,140,000
6. Original total contract amount: \$7,140,000
7. Final Total Contract Amount: \$7,568,473
8. Most of the cost was due to unforeseen work conditions, other costs were due to owner-driven changes.
9. Original Substantial Completion date: May 2010
10. Actual Substantial Completion date: May 2010
11. Not applicable.



RIVER BEND COUNTRY CLUB POOL HOUSE AND GRILL

1. This project included demolition of the existing pool house, and construction of a new pool house, grill, and pool. The pool house features locker rooms, a dining room, commercial kitchen / grill, and an outdoor dining patio. A new 250,000-gallon pool also acts as a reservoir for the fire suppression system, in case of emergency. The construction site required extensive re-paving and regrading, as well as the construction of two new tennis courts.
2. River Bend Golf and Country Club
Husam Atari, General Manager & Chief Operating Officer
703-759-1671
hatari@rbgcc.org
3. There were no Preconstruction Services, as this project was a hard bid.
4. This project has many similarities of the project scope, including working in an active facility, providing HITT best practices to minimize the learning curve on this project.
5. Owner's original estimated cost: unknown
6. Original total contract amount: \$3,100,000
7. Final Total Contract Amount: \$3,100,000
8. Information unavailable.
9. Original Substantial Completion date: February 2009
10. Actual Substantial Completion date: February 2009
11. Not applicable.



LYRIC APARTMENTS

1. This new 321,000-sf, Class A apartment development is located in one of Washington, DC's trendy neighborhoods, Mount Vernon Triangle. Amenities include a peaceful second floor landscaped terrace; rooftop entertaining space including cascading waterfall pool, fountains, fire pit, outdoor dining, and a community room; a 1,200-sf fitness center on the first floor; and a main lobby with multiple seating areas. Construction includes deep hole foundations, sheeting / shoring, cast-in-place concrete frame, and a unique metal panel and porcelain rain screen façade.
2. Quadrangle Development Corporation
Troy Balkema, Project Director
202.777.0720
tbalke@quadl.com
3. HITT provided design-assist preconstruction services over a year and a half, beginning at conceptual design and including design-build MEP systems and \$400,000 in value engineering.
4. This project's preconstruction approach, value engineering services, and construction involving a pool allows HITT the experience to approach this construction with confidence through previous lessons learned.
5. Owner's original estimated cost: \$45,000,000
6. Original total contract amount: \$45,000,000
7. Final Total Contract Amount: \$47,220,000
8. Most of the costs were due to owner-indicated changes.
9. Original Substantial Completion date: November 2016
10. Actual Substantial Completion date: November 2016
11. Not applicable.



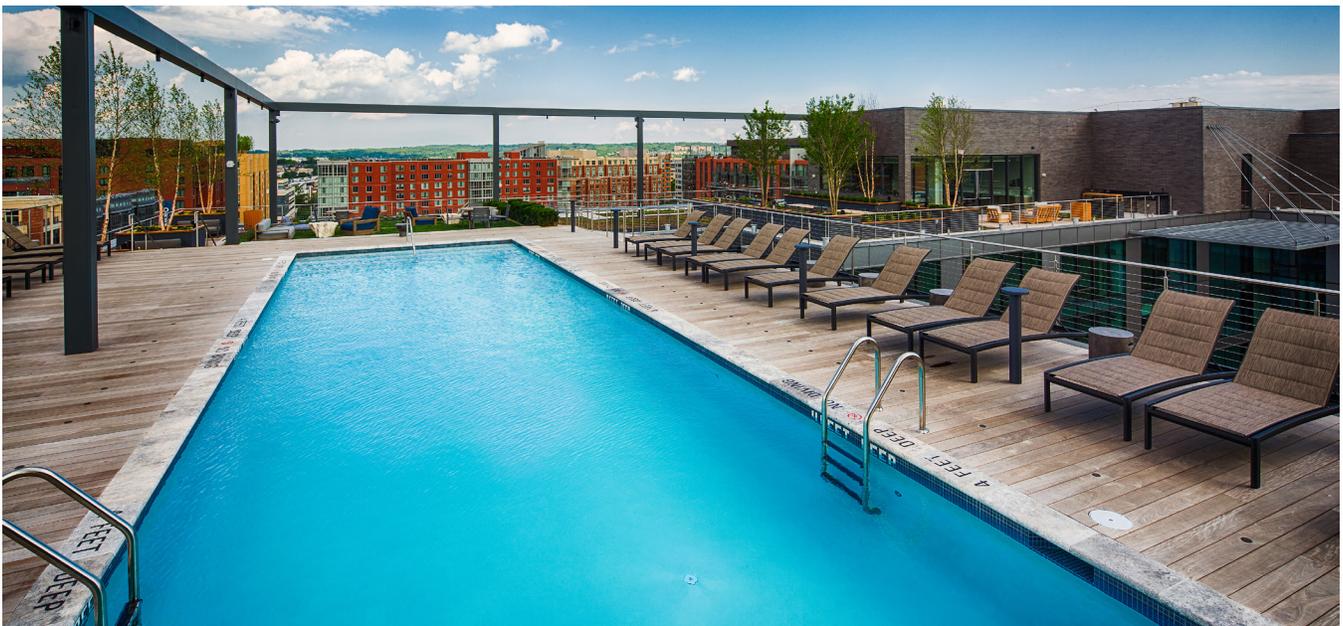
ATLANTIC PLUMBING PARCELS A & B

1. New 351,000-sf development features two multifamily buildings on separate urban sites that feature a striking, post-industrial look with street-front retail. Design elements include a steel exoskeleton on the larger building, reclaimed brick, metal panels, and divided light window units. Amenities include a resort-style pool, deck, and patio lounge, 22,000 sf of ground-level retail space, and a below-grade parking garage.
2. JBG Smith
Jim Reed, Vice President, Construction
240.333.3825
jlreed@jbg.com
3. HITT was involved in the preconstruction phase of the project through budgeting efforts.
4. Having created a rooftop pool deck and patio lounge, HITT understands the complexities surrounding pool construction.
5. Owner's original estimated cost: \$72,542,000
6. Original total contract amount: \$72,542,000
7. Final Total Contract Amount: \$78,417,000
8. Most of the costs were due to owner-indicated changes.
9. Original Substantial Completion date: April 2017
10. Actual Substantial Completion date: April 2017
11. Not applicable.



ONE HILL SOUTH APARTMENTS

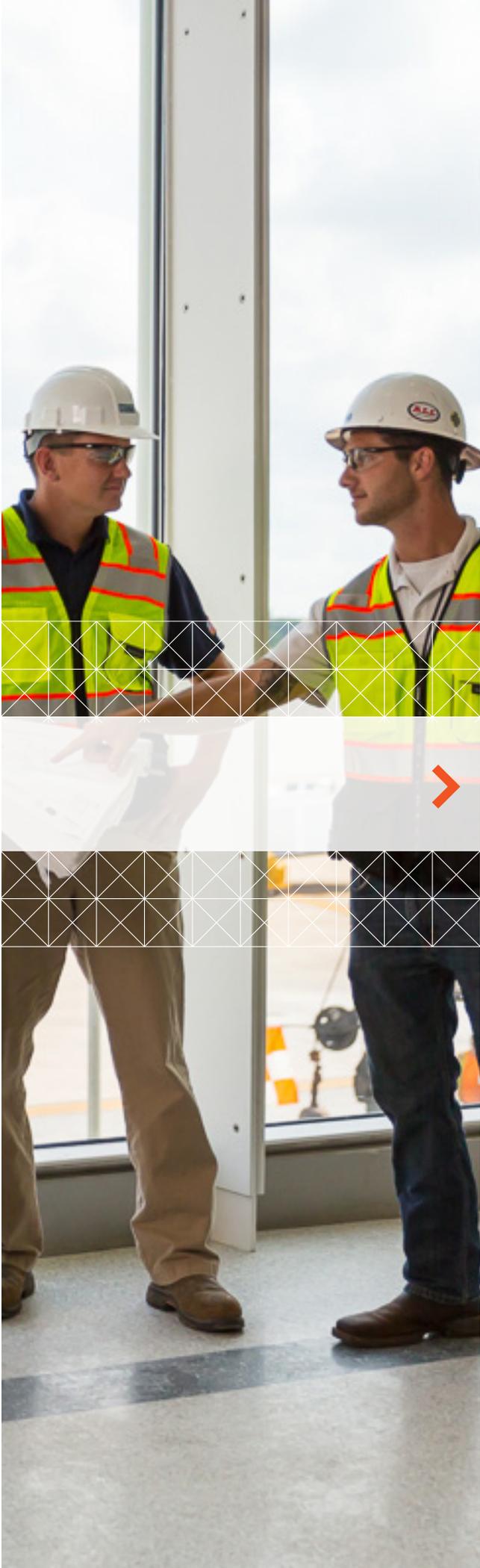
1. Located four blocks from the Washington Nationals ballpark in the energetic Capitol Riverfront neighborhood in Washington, DC, this new 13-story, 580,000-sf high-end residential apartment building with 13,000 sf of ground floor retail and three levels of parking below grade. Other amenities include three green roof areas and a rooftop pool, hot tubs, recreation areas, lounges, party room, dining room, conference rooms, and a fitness center.
2. The Related Companies
Jason Whiteman, Senior Construction Manager
212.801.1000
jason.whiteman@related.com
3. Preconstruction Services included heavy design assist efforts from the team for eight months.
4. Relevance to this project.
5. Owner's original estimated cost: \$114,832,00
6. Original total contract amount: \$114,832,00
7. Final Total Contract Amount: \$115,000,000
8. Most of the costs were due to owner-indicated upgrades.
9. Original Substantial Completion date: May 2017
10. Actual Substantial Completion date: May 2017
11. Not applicable.



PROSPERITY FLATS

1. This was a new construction of a 327-unit, 368,000-sf apartment development. Amenities within the complex include a fitness center, yoga studio, community room, pool, and 3,000 sf of commercial space. The apartment structure is comprised of cast-in-place concrete frame with a brick façade; the parking garage features a precast structure and precast skin with thin brick that matches the new apartment complex.
2. Rushmark Properties
Bill Marcotte, Senior Vice President
703.942.5270
bmarcotte@rushmarkproperties.com
3. This was a heavy preconstruction / design-assist effort. HITT started in the early phases of the project with budgets, mock ups, design assist, etc.
4. This project has many similarities of the project scope, such as building structure expansion and pool construction, providing HITT the lessons learned from it to minimize the learning curve on this project.
5. Owner's original estimated cost: \$50,000,000
6. Original total contract amount: \$50,315,113
7. Final Total Contract Amount: \$55,000,000
8. Most of the costs were due to owner-indicated changes.
9. Original Substantial Completion date: June 2013
10. Actual Substantial Completion date: June 2013
11. Not applicable.





➤ 4. Proposer's Approach to Executing the Project



Project Issues

AQUATIC CENTER RENOVATION AND EXPANSION

I. PROJECT CHALLENGES

HITT maintains a corporate philosophy founded on dedication, service, quality and a positive attitude with respect to our performance and relationship with our clients. As such, we have been dedicated to partnering and quality assurance since our inception, and attribute many long-standing client relationships to this concept.

A quality project starts day one, prior to the start of construction. From the beginning stages of the project, our team will review the project requirements and address the main challenges which have been identified below:

LOGISTICS

We understand the importance of minimizing the downtime and its affects on the facility. We are dedicated to developing a phasing plan that will allow swim season activities to take place and the facility to stay in operation as much as possible. Developing a clear and specific logistics plan will be critical to the success of the project and will minimize the downtime of the facilities while construction activities take place. We will validate the proposed phasing plan to isolate all the new construction activities during Phase I. A detailed way-finding and communication strategy will be developed to easily inform the community of the areas that are to remain off limits and with restricted accessibility throughout the different phases of the project.

COMMUNITY BUY-IN

Due to the high visibility of the project and the expectations of the City of Port Angeles, the buy-in of the community will be a high priority. We will provide information to ensure that the William Shore Memorial Pool District is equipped to engage with and support the public with monthly updates, where we will graphically depict the progress of the project, where the construction stands on the timeline, major milestones reached, and key statistics, such as numbers

of man hours utilized to-date, days of accident-free activities, etc. This will engage the community and manage their expectations effectively, which will result in a positive public relations strategy for all stakeholders involved.

SAFETY / SEGREGATION OF WORK AREAS

Defining the work areas and maintaining strict access requirements to these areas at all times, including during off-hours, will be essential to a successful, safe, and incident-free project. This project requires special attention due to the high number of children and other young guests of the facilities. We will monitor these areas at all times.

LOCATING EXISTING SYSTEMS

In order to minimize unnecessary work and unforeseen conditions, validating the existing infrastructure and locating the existing MEP systems / piping will be critical. We will survey the facilities and carry out GPR scanning, x-rays, underground mapping, and other applicable methods to develop an accurate MEP and structural layout to the maximum extent the scans and design elements provide.

2. GC / CM CHALLENGES

PARTNERSHIP WITH THE TEAM

Aligning all project team members with the same goals from the beginning of the project is the most important element of success to a GC / CM or negotiated contract. We will have collaboration workshops to align all team members with the same goals. Points to be reviewed and discussed during these workshops will be:

- Roles of each stakeholder
- Communications protocols
- Defining milestones
- Stating key goals

Including everyone in these meetings will instill a collaborative team approach to the project.

This approach facilitates contract management by encouraging a solid foundation and cohesive partnerships between the construction manager, client, design team, subcontractors, vendors, and other project members.

CONTINGENCY

Our MACC will include a Risk Contingency Account. Per Chapter 39.10 RCW, this risk contingency account will be used for costs that were not bid. According to 39.10 RCW, examples of such costs are coordination issues between subcontractors and coordination errors related to shop drawings.

SUBCONTRACTOR BID PACKAGES

The bid process confirms the budgeting process and establishes the construction contract value. To ensure accurate and comprehensive pricing, the bid package issued to the subcontractors will include project-specific desired scope for each trade, the current construction schedule, clarifications and assumptions, logistics plans, rules and regulations and any other information that the team may require.

NEGOTIATED SUPPORT SERVICES (NSS) VS. GENERAL CONDITIONS

Our MACC will include the cost of Negotiated Support Services (NSS) required for the performance of the work. These costs typically include labor and material costs, and equipment rental costs that will be a projection of their total costs. The costs of these items will be closely monitored throughout the duration of the project and will be reconciled at the end of the project. Our MACC will also include the cost of our General Conditions. The General Conditions will be a fixed amount of the MACC, and typically include project management time, superintendent / field supervision time, safety superintendent time, etc.

CONTRACT NEGOTIATION

We intend to request input from subject matter experts early on in the project in order to incorporate all the foreseeable costs into the MACC. We will continue this process all the way through receipt of the 90% Construction Documents with the intent to decrease the amounts allocated to contingencies and allowances, At the 90% Construction Documents mark,

the goal is to have the objectives and expectations of HITT and the William Shore Memorial Pool District completely aligned.

EARLY RELEASE PACKAGES

Due to the MACC value being less than \$10 million, early release packages are not allowed, per Chapter 39.10 RWC. HITT will reach out to pool vendors for their assistance and collaboration during preconstruction and utilize the information gained during that process to develop the bid package.

3. COORDINATION AND INTERFACE MANAGEMENT

In order to minimize clashes between trades and field conditions restrictions, we will develop coordinated shop drawings between the trades, specifically inclusive of MEP work. These shop drawings will be reviewed and analyzed by the superintendent, project manager and the subcontractors' project managers at various stages, to gain a full understanding of the relationships of each discipline and their schedule of succession within the project to one another.

The project superintendent will have daily meetings on-site with all subcontractors and will work through 2-week look-ahead schedules as well as overall construction schedules for each phase of work in order to coordinate for efficient work at all times.



Preconstruction Issues

AQUATIC CENTER RENOVATION AND EXPANSION

I. PHILOSOPHY

At HITT, we take pride in honoring our fiduciary responsibility toward our clients. Through our comprehensive and transparent preconstruction approach, we earn trust and develop a true partnership by delivering accurate results our clients depend on. HITT has implemented a design-assist process that embraces collaboration between HITT, the client, and the design team, ensuring a successful project for all stakeholders involved.

As part of the project team, HITT will strive to ensure the William Shore Memorial Pool District is able to continue to focus on operating their facility and serving the local community. Using our experience in active recreation centers, we will assist in determining the precise phasing plan and layout of work in order to ensure public access to the facility is maintained throughout the project.

2. CRITICAL PRECONSTRUCTION ACTIVITIES

The critical pre-construction activities will be:

- Defining a clear and specific logistics plan
- Developing a phasing plan that minimizes the downtime of the facilities
- Coordinating new mechanical, electrical, and plumbing systems to be implemented with minimal or no outages of existing systems
- Providing assistance to the design team to ensure the overall project costs are aligned with the budget

As previously discussed, all of the above items will be successfully addressed in a collaborative manner with the entire team. The success of the project will be the collective responsibility of all the members working together towards the same goal.

3. PROJECT EXAMPLES

HITT uses the experiences gained with previous guaranteed maximum price (GMP) contracts for this project. One of the major challenges in establishing

a final MACC is developing a clear understanding of the entire scope of work and refining it to a quantity that can be both priced and managed. From previous experiences with negotiated contracts, we have learned that early involvement and a clear understanding of pricing procedures helps to provide timely establishment of a MACC that is mutually beneficial for all parties.

Being involved from the beginning of preconstruction allows the project manager to work together with all the project stakeholders to understand and to recognize the critical aspects of the project, which define the success of the team. From this we establish individual trades' scope of work and specific project scheduling requirements that ultimately feeds into the development of the final MACC. By using the proposal techniques and subcontractor negotiation steps detailed previously, we work to establish a final MACC once the final construction documents are available.

HITT has completed a number of projects under a negotiated Gross Maximum Price (GMP) procurement scenario. Two specific examples from the past years include:

- **Creative Minds Institute:** During the preconstruction and construction portions of this phased occupied project, HITT, including Doug Bardin as project manager, worked with the owner, school board and other stakeholders to coordinate the work in order to avoid impacting school classes and functions. The phased, occupied, and public nature of this project demonstrates our capability to develop a phasing plan for an occupied public facility where public safety is paramount.
- **Microsoft Fargo:** During the preconstruction process of this project, HITT worked with the owner and design team to reduce the initial cost of construction by over 30 percent in order to stay within the client budget. This project was run by the HITT Seattle team and is an example of a successful preconstruction partnership, focused on maintaining fit and function while bringing the construction costs within budget.



Construction Issues

AQUATIC CENTER RENOVATION AND EXPANSION

I. SELF-PERFORM WORK

HITT has the capabilities to perform: carpentry; drywall and plaster (new / repairs); millwork (fabrication / installation); paint (all types and wallcovering); demolition; trash hauling.

2. QUALITY CONTROL

PHASE I: EDUCATION

The Education Phase occurs before the start of each construction task. A few examples are reviews of designs; a physical check of material on-site against approvals and customer requirements; safety checks of equipment; and other preparatory steps. This phase is active from the start of planning to the initiation of construction.

For this phase, HITT's project manager and superintendent complete the following together:

- Reviews all the requirements for the task, designs, details, specifications, test reports, and mix designs
- Assesses the current situation
- Inspects the jobsite
- Reviews the findings with staff, subcontractors, and the client

PHASE II: VERIFICATION

The Verification Phase occurs just prior to giving the go-ahead to begin work and ensures that the task will start correctly. This is the time the HITT superintendent re-establish standards of workmanship. If there are differences of opinion on the interpretation of construction requirements, the issue can be discussed and settled at the outset of work rather than after the work is in place. Proper coordination must be made before construction starts and during the Verification Phase. This is to ensure that construction techniques meet specifications and the intent of the designer and that tests are identified.

For this phase, HITT's operations team does the following:

- Check that all requirements for personnel, materials, and equipment are in place
- Verify that the site has passed its job-ready inspection
- Inspect the first article (after work begins) to make sure that it is appropriate to continue work

PHASE III: DOCUMENTATION

The Documentation Phase occurs throughout the construction task. This phase includes inspections and testing to determine continuation of compliance and workmanship established during the preparatory and initial phases.

Documentation inspections may occur on a daily, routine, or predetermined basis as required to ensure strict construction compliance. This happens throughout the project. For example, HITT may construct mock-ups to establish standards and the client approve the mock-ups before constructing the proportionate load of the project. Also, HITT may utilize third party independent testing companies for this phase of the program.

For this phase, HITT's superintendent does the following:

- Monitor work on a daily basis to assure that all job requirements are being met in a timely manner
- Verify that the tasks are being performed correctly up until their completion



Safety Issues

AQUATIC CENTER RENOVATION AND EXPANSION

Safety to the public is the most important aspect of work in an active recreation facility. HITT has vast experience in this and will work throughout the preconstruction and construction phases to ensure temporary safety partitions are in place at all times that will not impact use of the facility, but will ensure the public is protected from all construction activities.

Subcontractor and General Contractor site staff will not be allowed to work on this project if any criminal history is recorded that could impact the safety of personnel and/or guests utilizing the pool facility.

HITT is fully committed to conducting all of its operations in the safest manner possible. This commitment begins with the principals of the company and is continually reinforced at all levels. This commitment recognizes that safety is an integral part of the construction process—on an equal basis with production and quality. HITT's Safety department has developed and implemented policies and procedures designed to increase the safety awareness of everyone associated with our construction projects.

Our safety program enforces this practice from the highest level of our project team down through our subcontractors. We have a proven track record in enforcing and managing our safety program with a high degree of success. This tradition and practice, part of The HITT Way will be applied to the implementation of our safety program for all of our clients. This program is comprised of many different parts and uses federal, state, and local rules and regulations as minimum guidelines.

I. ACCIDENT PREVENTION PROGRAM

Please find a copy of HITT's Safety Plan included with the original document.



Warranty

AQUATIC CENTER RENOVATION AND EXPANSION

We stand behind our work, and the craftsmanship of our subcontractors, and comply with the specified warranty requirements. Commencement date for the warranty is the date of acceptance of the work by client. The O&M manuals provided at the completion of the project include warranty contact information for all subcontractors and vendors who performed work and/or provided equipment for the project. HITT assists the client as necessary in coordination of any required warranty work or post-construction service contracts.

In case of warranty work required after completion of construction, HITT will take immediate action to get either subcontractor or HITT personnel on-site to take corrective action. Speed of response can vary but will be scaled to the nature of the warranty item. It is our intent to ensure that the facility experiences little to no impact from warranty work.



HITT Contracting Inc.
2900 Fairview Park Drive
Falls Church, Virginia 22042
United States

Printed on: DATE LISTED HERE
Job #: XXXXX
PROJECT STREET ADDRESS
CITY, STATE ZIP CODE

Showing Bids For PROJECT NAME Bid Due On MONTH DAY, YEAR at TIME EST

Package Information

Title:	PROJECT NAME	Number:	X
Due Date/Time:	MONTH DAY, YEAR	Anticipated Award Date:	X
Accept Submissions After Due Date:	Y / N	Bid Sheet Accounting Method:	
Blind Bidding Enabled?:	Y / N	Non-Itemized Bidding Enabled?:	Y / N
Disable the Electronic Submission of Bids:	Y / N	Send Countdown Emails:	Y / days
Bid Documents:	Folder: FOLDER NAME HERE	<h1 style="color: orange; font-size: 4em; margin: 0;">SAMPLE DOCUMENT</h1>	
	(save as: XXXXX at XXXX-MY-PM EDT)		

Include Bid Docs in Bid Package Invitations: Y / N

Distribution: HITT POINT OF CONTACT NAME

Bid Submission Confirmation Message:

You are invited to submit a Bid for PROJECT NAME Project!

Bid Pricing Due: DATE ENTERED HERE. (Please add this date to your Bid Calendar!)

BIDS should be submitted to HITT POINT OF CONTACT(S) AND CORRESPONDING EMAIL ADDRESS(ES) LISTED HERE

Project Information:

This Project is scheduled to start-XX-Quarter, YEAR



HITT Contracting Inc.
2900 Fairview Park Drive
Falls Church, Virginia 22042
United States

Printed on: DATE LISTED HERE

Job #: XXXXX
PROJECT STREET ADDRESS
CITY, STATE ZIP CODE

Project Overview:

SAMPLE DOOCUMENT

*Please submit all RFI's by DATE
ADDITIONAL PROJECT ITEMS TO BE LISTED HERE

Updates:

You are invited to submit a Bid for PROJECT NAME Project!

Bidding Instructions:

Bid Pricing Due: DATE ENTERED HERE (Please add this date to your Bid Calendar!)

BIDS should be submitted to HITT POINT OF CONTACT(S) AND CORRESPONDING EMAIL ADDRESS(ES) LISTED HERE

***This Project is scheduled to start XX Quarter, YEAR**

Page 2 of 3



HITT Contracting Inc.
2900 Fairview Park Drive
Falls Church, Virginia 22042
United States

Printed on: DATE LISTED HERE

Job #: XXXXX
PROJECT STREET ADDRESS
CITY, STATE ZIP CODE

This Project is scheduled to start XX Quarter, YEAR

Project Overview:

SAMPLE DOOCUMENT

***Please submit all RFIs by DATE**

- ADDITIONAL PROJECT ITEMS TO NOTE LISTED HERE

Updates:

Pre-Bid RFI Deadline Enabled?: Y / N

Pre-Bid Walkthrough Enabled?: Y / N

Pre-Bid Walkthrough Notes: Please confirm availability for PreBid Walkthrough

Pre-Bid Walkthrough Date/Time: DATE at XXXXXAM / PM EST



William Shore Memorial Pool District

Safety & Health Qualifications Statement

- Please do not leave blanks on any item except lists; use 'n/a' if a field does not apply.
- You may neatly handwrite the information. We are more concerned about correct complete information than how it looks.

Legal Name of your Company: HITT Contracting Inc.			
Street Address: 2025 First Avenue Penthouse B	City: Seattle	State: WA	Zip: 98121
Mailing Address: same as above	City:	State:	Zip:
Phone: 206.331.4628	Fax: N/A	E-Mail Address: nvivas@hitt-gc.com	
Is this address the: <input type="checkbox"/> Main Office <input checked="" type="checkbox"/> Regional Office <input type="checkbox"/> Branch Office <input type="checkbox"/> Other _____			

1. Please list the trade(s) in which your company performs work:

CSI Division No.	Description
061000	Carpentry / Carpentry Helper / Service
010000	Driver
010000	Field Laborer / Foreman
099000	Paint Foreman / Painter
010000	Union Laborer

2. For work in Washington State (Intrastate), please list your Company's Workers' Compensation Experience Modification Rate (Experience Factor) for the most recent three years, using the Washington State Department of Labor and Industries ratings:
<http://www.lni.wa.gov/ORLI/LoGon.asp>.

Year	Rate	Year	Rate	Year	Rate
2017	0.9081	2016	1.00	2015	1.00

3. For work in other states (Interstate), please list your Company's Workers' Compensation Experience Modification Rate (Experience Factor) for the most recent three years.

State Name	Year	Rate	Year	Rate	Year	Rate
Virginia	2017	0.48	2016	0.49	2015	0.52
	2017		2016		2015	
	2017		2016		2015	
	2017		2016		2015	

4. Using the three most recent year's OSHA No. 300 Logs, please fill in the number of cases for each of the following categories: (attach a copy of your last three years of OSHA No. 300 Logs)



William Shore Memorial Pool District

	2017	2016	2015
A. Number of deaths (Total column G)	0	0	0

Please provide a brief description of the circumstances surrounding any employee death(s):

B. Number of days away from work and job transfer or restricted workday cases (Total Column H & I)	8	3	7
C. Number of other recordable cases (Total Columns J)	4	4	5
D. Number of days away from work cases (Total Column H)	5	3	5
E. Employee Hours Worked	1,629,540	1,562,664	1,500,720
F. OSHA Recordable Incidence Rate (See formula below)	1.47	0.90	1.60
G. OSHA Lost Workday Incidence Rate (See formula below)	1.61	0.38	0.67

Notes:

- Items in parenthesis above come from your OSHA No. 300 Log
- Employee Hours Worked = total number of hours worked during the year by all employees
- OSHA Recordable Incidence Rate= $[(A+B+C) \times 200,000 / \text{Employee Hours Worked}]$
- OSHA Lost Workday Incidence Rate= $[(D) \times 200,000 / \text{Employee Hours Worked}]$

5. How many OSHA violation(s) has your Company received in the last three years?

Year	# of Violations	Year	# of Violations	Year	# of Violations
2017	0	2016	0	2015	0

Were any of the OSHA violations considered willful violations: Yes No

Please give a brief description of all willful violation(s):

Not applicable.

The undersigned warrants and represents the data provided is accurate in all respects.

Name of Company: HITT Contracting Inc.

Prepared by: Nicolas Vivas

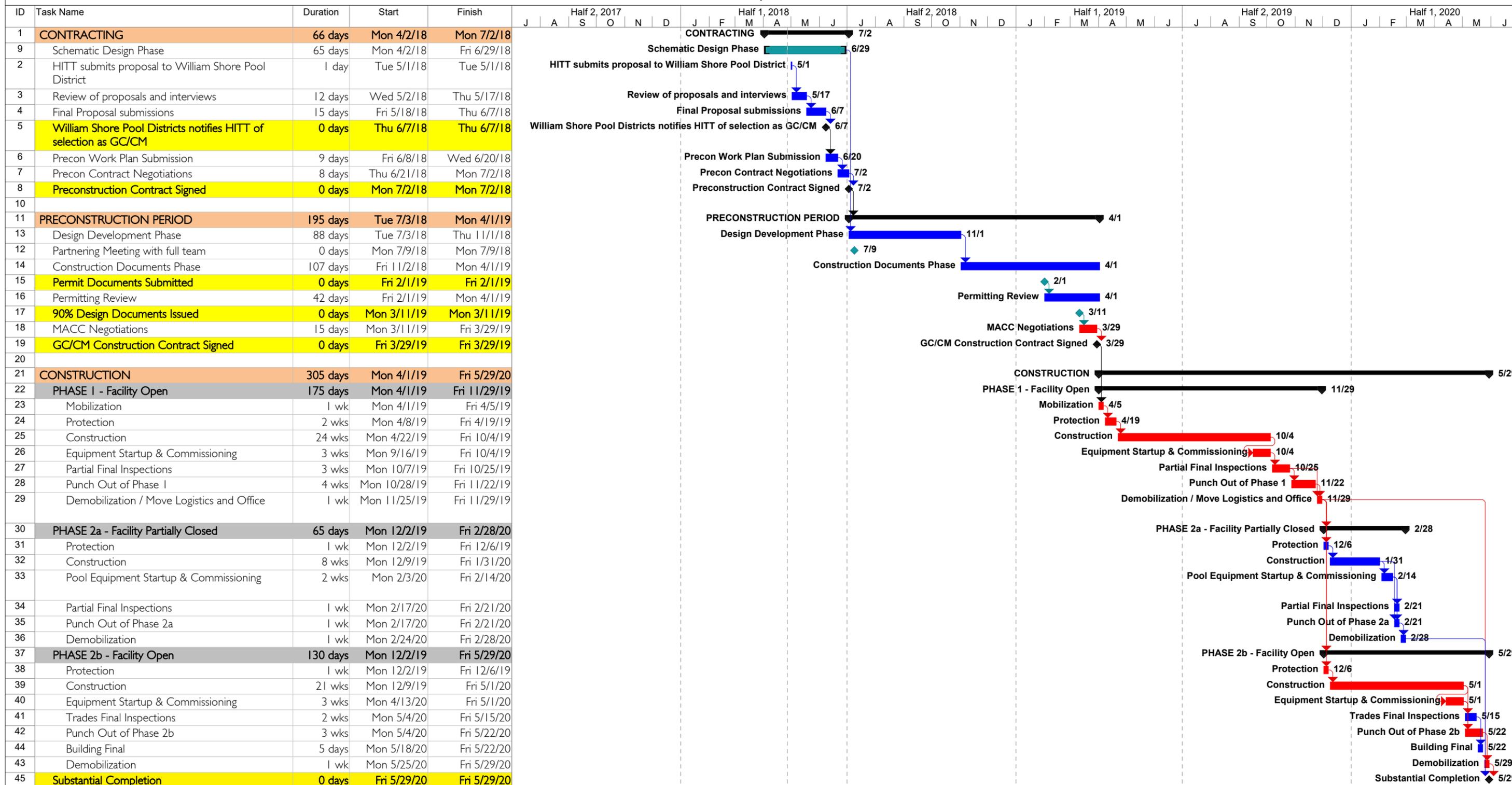
Title: Senior Project Manager

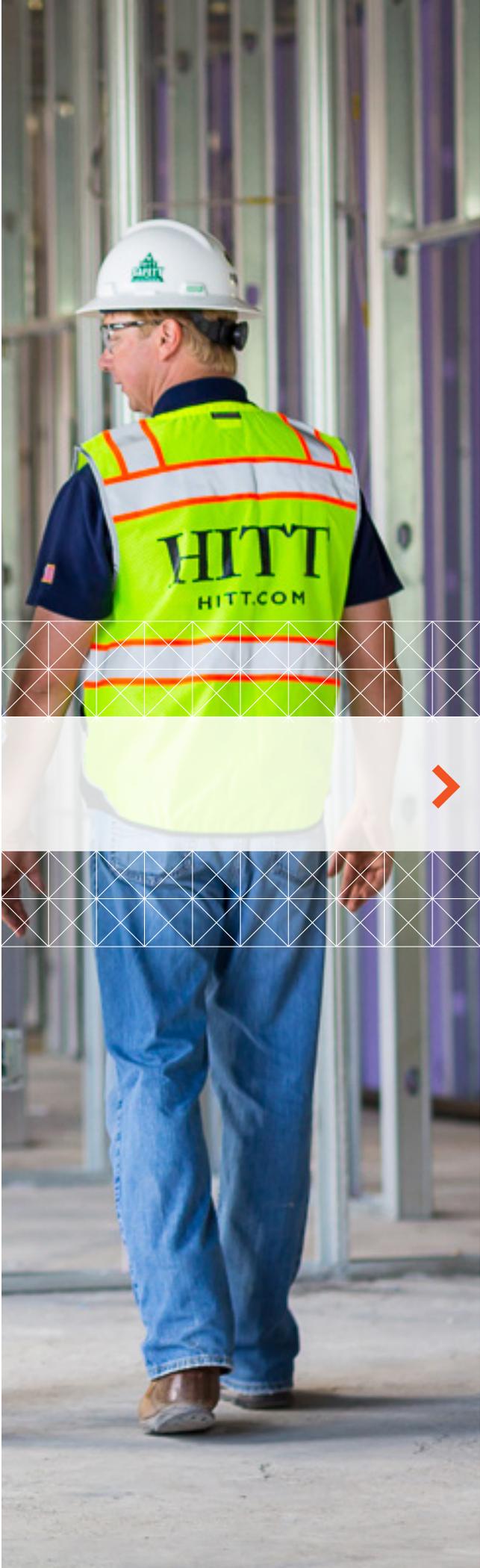
Signature  Date May 1, 2018



William Shore Memorial Pool Expansion

225 E. 5th St.
Port Angeles, WA 98362
Preliminary Project Schedule
01 May, 2018





5. Proposer's Ability to
➤ Meet Time and Budget
Requirements



Meeting Budget and Schedule

AQUATIC CENTER RENOVATION AND EXPANSION

During the preconstruction phase, cost control is paramount to maintaining an accurate budget and managing the expectations of the project stakeholders. Because the market drives labor and material costs, key metrics must be analyzed and identified to accurately forecast pricing. By utilizing our proprietary historical budget and cost data, and analyzing future commodity trends, costs can be predicted more accurately and risk areas identified early.

Through early subcontractor engagement, we can more accurately forecast the future costs of labor and materials. It is our goal to keep the client and project team informed of all costs associated with the project. We provide updates to the client during weekly project meetings and through monthly report addressing cost, safety, quality control, schedule, submittal, and RFI logs.

Key features of HITT's in-house cost control systems include:

- Subcontractor controls and reports through payment requisitions and performance evaluations
- Tight material control and reporting through a specially designed purchase order system
- Online job costing, with job costs posted daily and job cost reports reviewed weekly
- Daily posting of bank check clearings to authenticate disbursements
- Detailed scheduling and weekly updates distributed to the entire project team

Key to project schedule is schedule management; time is money, after all. From project inception, HITT promotes clear and open communication between the owner, design professionals, and subcontractors, ensuring development of a construction master schedule that all project stakeholders can adhere to. We establish critical components and milestones early, and manage aggressively to achieve accurate, on-time delivery.



Systems

AQUATIC CENTER RENOVATION AND EXPANSION

Use of technology (hardware and software) to implement and manage projects is rapidly expanding in the construction industry. HITT embraces state-of-the-art technology, and invests heavily in the processes and tools that help our clients achieve exceptional outcomes.

We are continually expanding and adapting the use of technology to manage and document our projects. Handheld tablets and jobsite work stations provide instant access to real-time drawings and other project resources such as photos, punchlists and RFIs. These hardware innovations are a powerful tool for superintendents and trade foremen in helping streamline the information-sharing process in the field. Our clients benefit by more efficient work flows, minimizing re-work and change orders.

HITT utilizes Procore, a cloud-based construction project management system that allows all team members to easily and intuitively engage in and monitor project delivery from their computer, smartphone, or tablet. Procore houses all project documentation, RFIs, meeting minutes, submittals, photos, daily reports, schedule, as-builts, and project-related information. The platform provides users with a comprehensive suite of tools to maximize project collaboration and efficiency. By utilizing Procore, the entire project team has instant access to all project documentation; the system also sends notifications to involved parties when new information is added to allow for real-time distribution. Procore accelerates the construction project management process by providing project teams with the up-to-date information they need to make decisions and keep the project moving forward.

Project schedules need to be managed aggressively to organize and complete construction in a timely, quality, and cost effective manner. HITT primarily uses Microsoft Project and Primavera scheduling platforms, depending on project size, complexity, and owner requirements.



> 6. Location of the Firm





Firm's Proximity to the Project Location

AQUATIC CENTER RENOVATION AND EXPANSION

HITT's Seattle office is located 82.5 miles from the project site. HITT commits to having our personnel on-site at all times to manage construction completely.

As previously noted, HITT utilizes Procore, a cloud-based construction project management system that allows all team members to easily and intuitively engage in and monitor project delivery from their computer, smartphone, or tablet; whether they are near or far from the project site. Procore houses all project documentation, RFIs, meeting minutes, submittals, photos, daily reports, schedule, as-builts, and project-related information. The platform provides users with a comprehensive suite of tools to maximize project collaboration and efficiency.

Procore is an extremely user-friendly and powerful communication tool. We can provide access to owners, designers, subcontractors, and other team members and conduct all project business through the Procore project homepage. By utilizing Procore, the entire project team has instant access to all project documentation; the system also sends notifications to involved parties when new information is added to allow for real-time distribution. Procore accelerates the construction project management process by providing project teams with the up-to-date information they need to make decisions and keep the project moving forward.

Additionally, during construction HITT will have a superintendent on-site at all times and living in Port Angeles. The project manager will visit the jobsite regularly and will attend scheduled progress meetings in person whenever possible.



Knowledge of Market

AQUATIC CENTER RENOVATION AND EXPANSION

HITT has been doing work in the state of Washington for more than 10 years and is very familiar with the local pool of subcontractors in the Puget Sound Area. Our presence in the region was solidified in January 2016 when HITT officially opened up an office in Seattle.



Use of Local Contractors

AQUATIC CENTER RENOVATION AND EXPANSION

I. OUTREACH EFFORTS

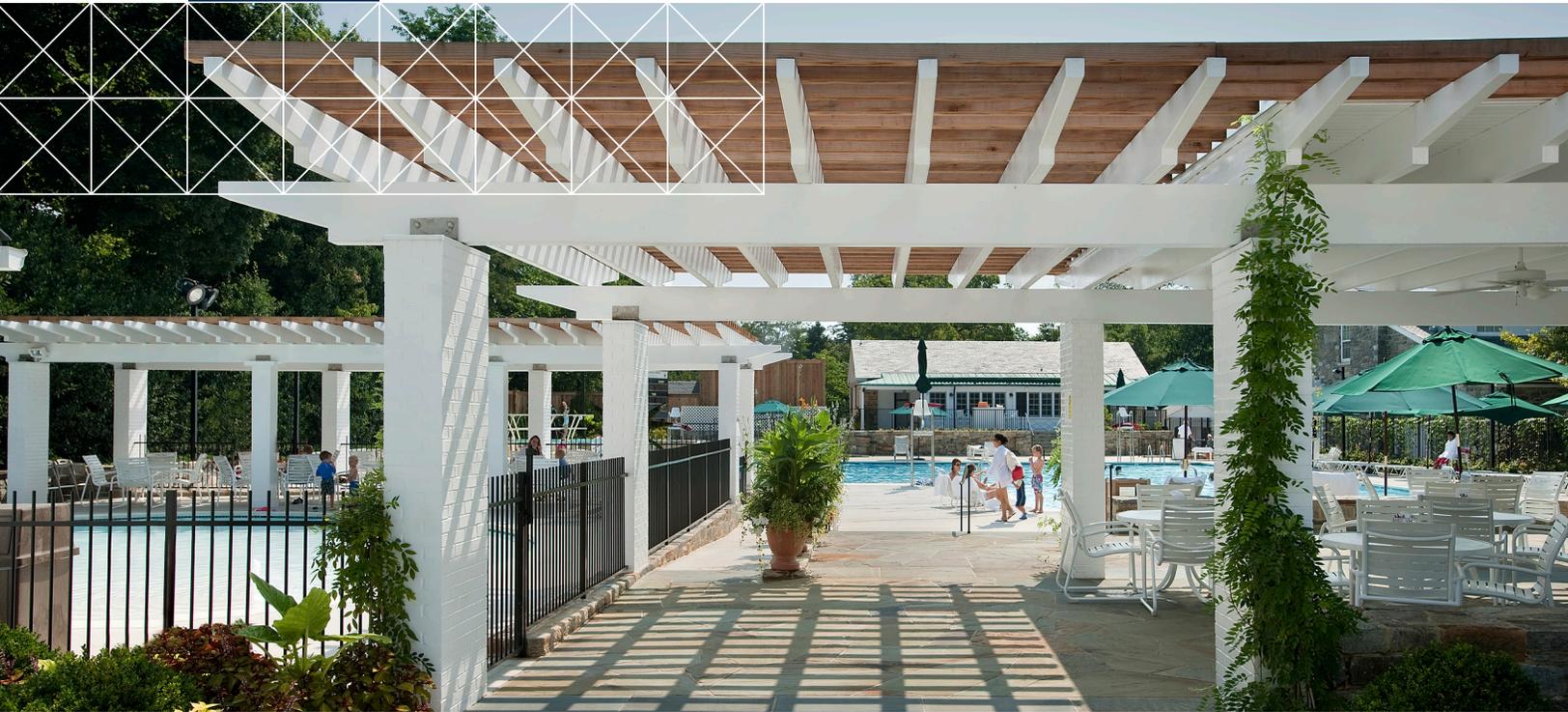
Public subcontractor outreach, per RCW requirements, will be executed early in the project. By engaging publicly with the subcontractor community, HITT will ensure active participation from a broad range of subcontractors. Engaging personally with the subcontractor community in order to increase interest in the project will help to ensure subcontractors in a busy market recognize this project as an opportunity of significant interest.

2. STRATEGIES AND APPROACH

We intend to develop specific, objective criteria for each trade. This criteria will include requirements pertaining to insurance qualifications, financial stability, manpower availability, scheduling requirements, etc. The goal is to develop a thorough bid package which will result in the award to the lowest responsible bidder.

3

Proposal Certification Form



Attachment B – Form 1

William Shore Memorial Pool District
Request for Proposals for
GC/CM Services

Aquatic Center Renovation and Expansion Project

PROPOSAL CERTIFICATION FORM

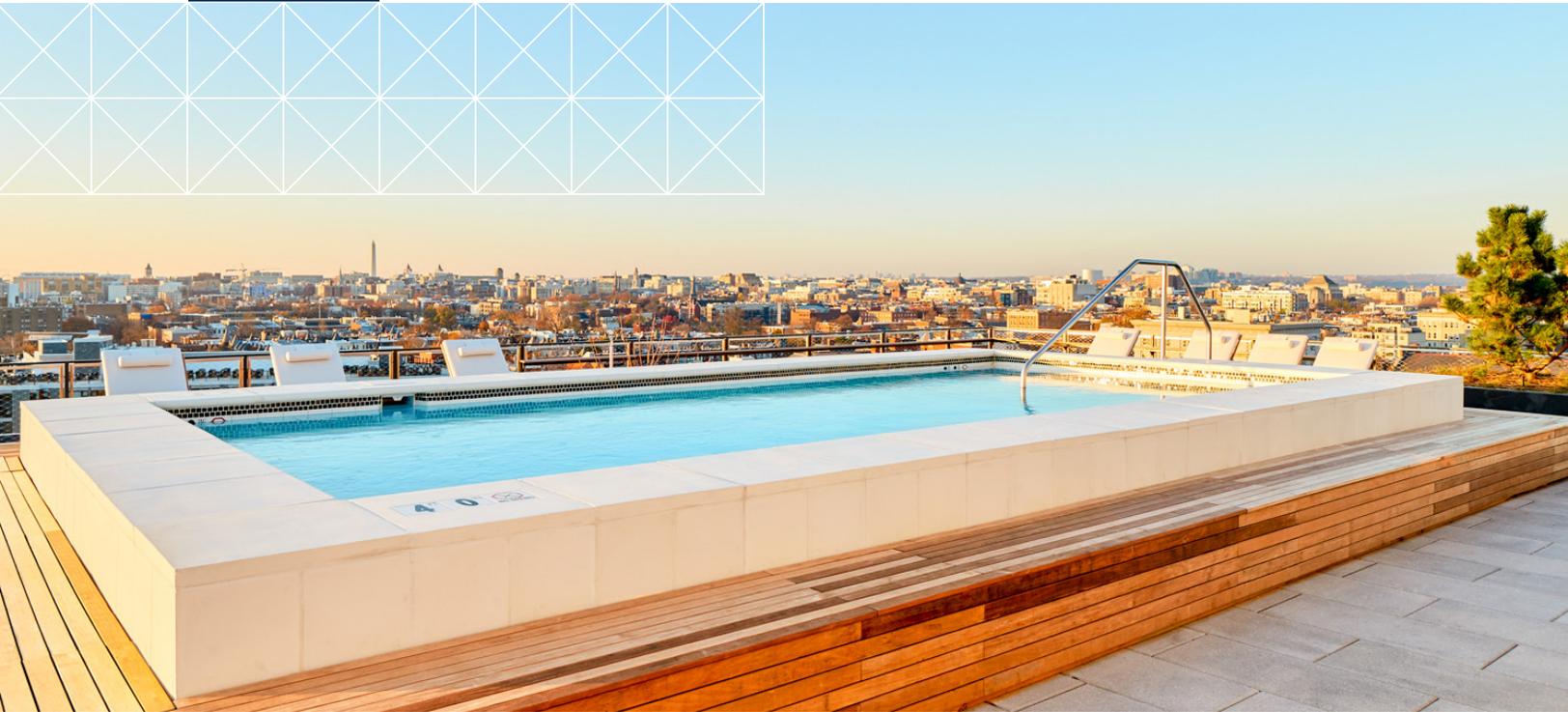
Name of Proposing Firm: HITT Contracting Inc.	Contact Individual's Name: Nicolas Vivas
Address of Contact Individual: 2025 First Avenue, Penthouse B Seattle, Washington 98121	
Phone Number of Contact Individual: 206.331.4628	E-mail Address of Contact Individual: nvivas@hitt-gc.com
Firm's Washington State Contractor's Registration Number: HITTCCI863PM	
Firm's Washington State Employment Security Department Number: 054289-00-5	
Receipt is hereby acknowledged of Addenda No(s).: 1 2 3 _____	

OFFICIAL AUTHORIZED TO SIGN FOR PROPOSER:

"I certify (or declare) under penalty of perjury under the laws of the State of Washington that the foregoing is true and correct":	
Signature: 	Date: May 1, 2018
Print Name and Title Nicolas Vivas, Senior Project Manager	Location or Place Executed: (City, State) Seattle, Washington

4

Accident Prevention Program





Accident Prevention Program

AQUATIC CENTER RENOVATION AND EXPANSION

We have included the requested single copy of our Safety Plan in the original document submitted.