

City of Blaine

City Hall Improvements and Renovations

RFP for Construction Management Services

April 12, 2019



CONSTRUCTION

830 Boone Avenue North
Golden Valley, Minnesota 55427

952-837-8600

CONTACT

Brad Barickman, Vice President, Community
952- 837-8614

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RJMConstruction.com
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April 12, 2019

Mr. Robert Therres
Public Services Manager/Asst. City Manager
City of Blaine
10801 Town Square Dr. NE
Blaine, MN 55434

RE: City Hall Improvements and Renovations Project

Dear Mr. Therres,

Thank you for considering RJM Construction for the Blaine City Hall Improvements and Renovations Project. We welcome the opportunity to work together with your team and Wold Architects to make your vision become reality for your entire community. We believe we can best exceed the goals established by the project team based on the following:

- **Project Understanding:** The same experienced RJM team that the City of Blaine has trusted thus far during pre-design will continue seamlessly into the next phase of design and construction. We have a vested interest in the project and with RJM's experience there is no learning curve.
- **Municipal Expertise:** RJM has worked with 22 municipalities in the state of Minnesota on a variety of renovation and new community facilities. We know the unique needs and challenges cities face when constructing or renovating facilities, and the City of Blaine can count on a reliable, informed construction manager partner.
- **Collaboration:** Understanding the City of Blaine is considering multiple design options it is important to have a flexible construction manager to lead the value analysis process. With RJM's collaborative approach, we have the resources to tailor our services to meet your project needs easily. As your partner, our team of experts will work collectively with the team to ensure your renovated facility represents the culture and vision of those who reside within.
- **Renovation Experts:** RJM specializes in the renovation and expansion of occupied facilities, having worked on numerous complex structures over the years with a hands-on approach. This experience guides the team through proactive solutions: studies of existing conditions, systems outages, and communication to the members and public. Our creative solutions result in project success.

RJM's team is prepared to engage immediately. We appreciate this opportunity and look forward to the next steps. If you have any questions, please contact me at 952-837-8614.
Sincerely,

Brad Barickman
Project Executive



SHOREVIEW COMMUNITY CENTER

- **A top ten Twin Cities general contractor**
- **Providing services since 1981**
- **\$90M community projects 2017**
- **Minnesota Contractors Association Contractor of the Year 2018**

For the past decade we have worked with over 22 Minnesota municipalities on CMa and CMr projects, most of whom hire RJM on a repeat basis.



Part I: Business Organization and History

Industry Leader in Construction Management Services

a. Brief history of the firm including listing of principal officers, corporate structure, and ownership type. Identify the number of years the firm has provided similar construction management services.

With our headquarters in Minneapolis, RJM Construction LLC was established in 1981 and is owned by industry veterans Robert Jossart, CEO, Joe Maddy, COO, Brian Recker, President, and Ted Beckman, Senior Vice President. Today RJM has more than 175 specialized staff members and annual construction volume of \$280 million.

As the 10th largest contractor in the Twin Cities, RJM specializes in community, healthcare and corporate construction throughout the state of Minnesota. Our experience encompasses general contracting, construction management, design/build and pre-construction services.

Whether it's new construction or a renovation, we provide construction solutions that meet your needs. Our services include a range of offerings in general contracting, construction management, design-build and pre-construction planning that easily tailored for your project.

Both public and private clients have hired us directly to perform mechanical commissioning as well as existing building condition assessments. Architects continuously hire us for constructability reviews, cost consulting, and project scheduling.

Why Construction Management?

- RJM Construction is an industry leader in delivering construction management services. The benefits construction management can offer include pre-construction services, accelerated construction schedules, and having an industry expert partner on your team through the entire process. Our team has delivered construction management services to municipalities throughout the Twin Cities metro region and beyond.



**BE
RESPONSIBLE**

b. Identify other services your firm presently provides, besides construction management, under the name stated above or any other name. Identify construction services and/or other services, you provide as a construction manager.

Pre-Construction

Estimating

Supported by RJM's extensive database, comprehensive procedures, and highly experienced team we produce accurate and timely estimates for our clients. Our estimators and project team work collaboratively with the design team and analyze how the budget may impact design decisions. Budgets are presented in complete transparency, allowing you to make educated decisions every step of the way.

Value analysis

We bring leadership and provide value-based solutions at every opportunity. Drawing from similar experience, our team can offer cost savings without sacrificing the function or design intent of the project. Additionally, RJM can analyze up-front costs versus the return on the investment.

Constructability review

RJM takes pride in being a builder. Our team envisions how the project will be built before plans are finalized, protecting the budget and schedule. We also leverage virtual design, anticipating issues before they become challenges in the field.

Scheduling

Our comprehensive scheduling approach begins at project definition, identifying design, planning, bidding, and construction timelines. RJM produces dependable schedules built on experience, creativity, and your priorities. Our team embraces the Last Planner System, creating efficient sequences in collaboration with the tradespeople who perform the work.

Construction

Communication

Detailed execution is just part of the equation. RJM is committed to providing clear communication and building a partnership with you and the entire project team. Based on experience, we know that effective communication drives project success every step of the way.

Cost control

As your advocate, RJM diligently manages the project budget. We have sophisticated tools that can record, monitor, and share information as the work progresses. It is our responsibility to keep the team aware of the financial status of the project, and our transparent approach builds trust.

Schedule management

RJM takes ownership of the project schedule from start to finish. Communication of milestones and timing of decisions are critical drivers of project success. RJM's scheduling team reviews construction sequences, identifies material approvals and analyzes resources to maintain schedule integrity. Our team embraces the Last Planner System ([hyperlink](#)), creating efficient sequences in collaboration with the tradespeople who perform the work.



Quality

Quality control is essential to building a project true to your vision. RJM executes a formal process of reviewing materials and installation details. These proactive reviews mitigate challenges before they arise, protecting your investment long term.

Safety

Safety is integral to RJM's business. We believe that safety, quality, and productivity are interrelated, and we have adopted a comprehensive program to carry out that philosophy. To ensure hazard-free working environments our policy is to provide all required employee training, utilize high-performing safety equipment, and set clear expectations and standards for subcontractors.

Project Closeout

RJM efficiently completes punch lists, assembles warranty information, and collects contractual contractor close-out documents promptly. The team will also schedule start-up, training demonstrations, and coordinate equipment commissioning with the subcontractors as required.

Approximately 11 months after the project is complete, RJM conducts a post-occupancy inspection to ensure the facility is fully functional. Should any issues be associated with a warranty, the team proactively resolves those issues with the subcontractors before the standard one-year warranty expiration period.

Value Enhancements

Virtual design

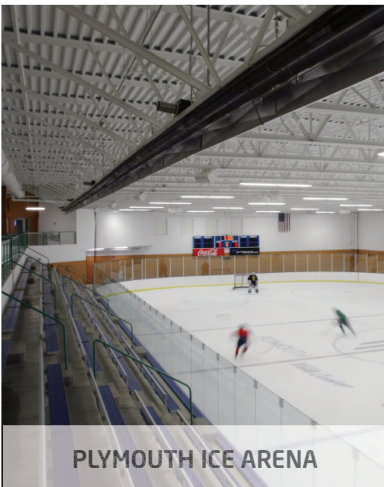
RJM can develop three-dimensional models on projects to simulate the real-world building process. Through Building Information Modeling (BIM), we collaborate with the entire project team, providing value in systems analysis and constructability reviews, enabling the team to make more informed decisions regarding the design, systems, efficiency, and quality of a project.

The purpose of BIM is to make the building process more efficient and eliminate uncertainties. BIM technology streamlines design and construction, and there are dimensions of BIM that incorporate scheduling, cost estimating, sustainability, and facilities management.

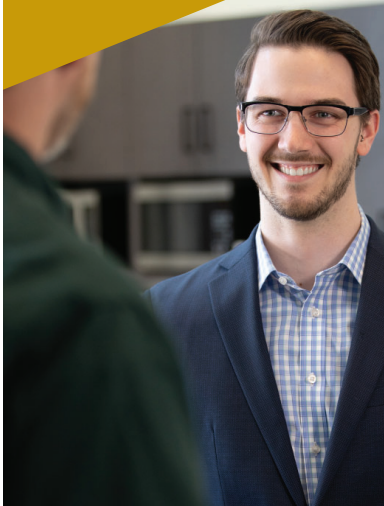
MEP coordination

Complicated mechanical, electrical and plumbing (MEP) scopes require strong communication, accurate documentation, and continuous professional review. RJM's MEP director analyzes the design and is the critical liaison between the design team and the subcontractors. Our ability to clearly understand design intent and coordinate the prefabrication and installation plans result in efficiencies and increased cost savings.

RJM is accustomed to delivering design-build and design-assist MEP scopes of work.



RJM's service team provides routine service, preventative maintenance, and everything in between to assure your building or space remains at the highest level of functionality.



Lean thinking

Lean thinking enhances project value and uncovers wasted resources. Lean processes open dialogue and reinforce collaboration among all project partners. RJM has invested time and resources to expand our understanding of lean thinking, not only concerning projects but in our internal business practices.

Historic project consulting

When applying for historic tax credits, all work requires approval from the Minnesota State Historic Preservation Office (SHPO) and the National Park Service, which is a lengthy process that requires a high level of attention to detail. RJM has guided projects such as the Ford Center and Loose Wiles Building efficiently through the process. We appreciate the care needed to protect our historic structures.

Sustainability

As part of the pre-construction process, our team will help identify your goals and determine the most advantageous path. We will carefully analyze costs associated with proposed systems and offer comparison pricing, which not only includes installation prices but all related operating costs.

Ongoing service work

We know that our clients want peace of mind after the dust settles. RJM's service team provides routine service, preventative maintenance, and everything in between to assure your building or space remains at the highest level of functionality. RJM can also provide estimates for projects with broader requirements.

Part II. Team Identification

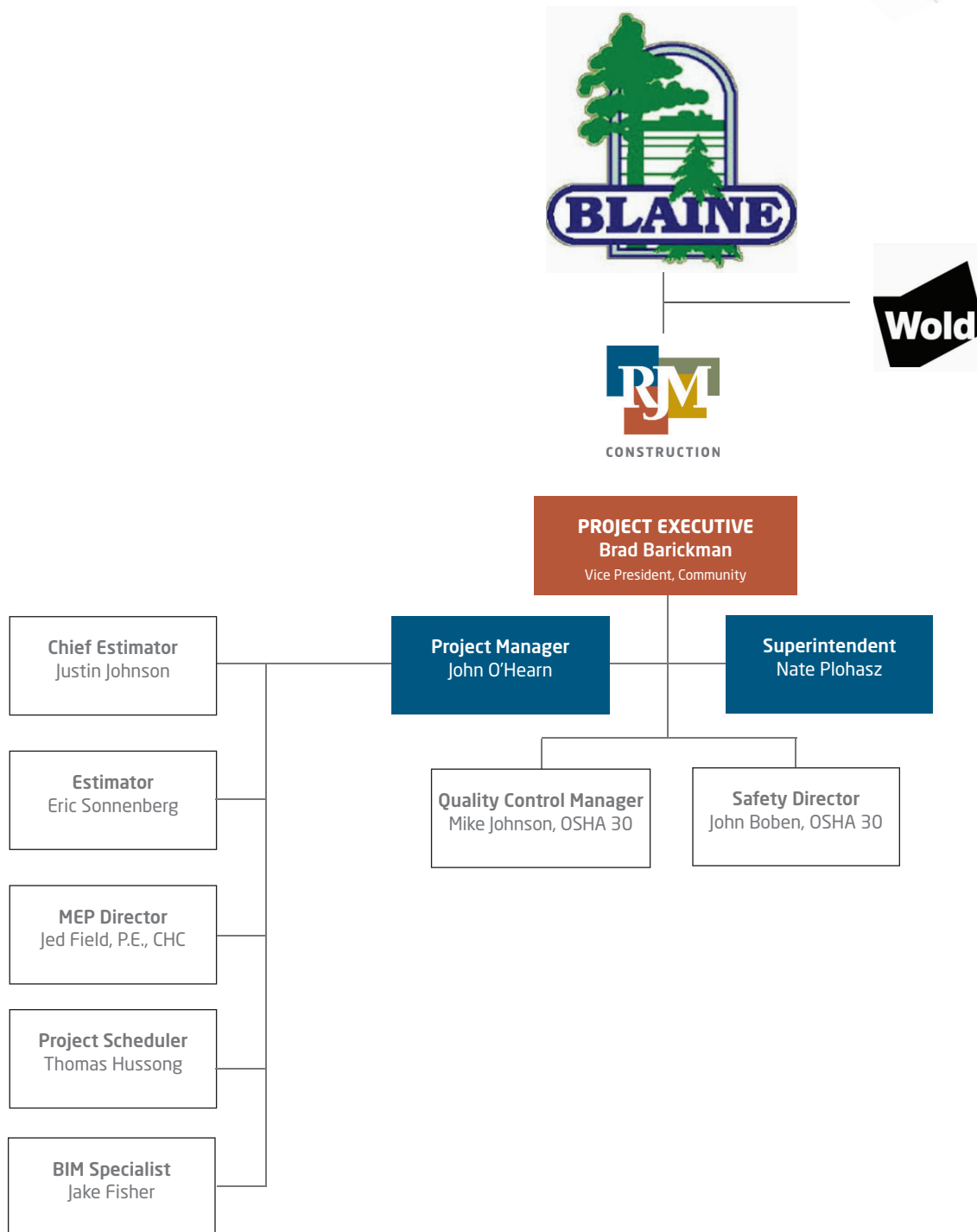
a. Identify key staff, consultants, and positions for each of the phases proposed for this work. Include basic and brief resume' information focusing on project experience that enhances qualifications for this work.

See the following pages for an organizational chart and individual team resumes.

b. Identify project availability during the work and any Project conflicts based upon other work or project commitments.

We have evaluated the workloads for our team members, and we have the resources, capacity, and commitment required to complete the pre-construction and construction schedule without conflict.

During the pre-construction phase of the Blaine City Hall Improvements and Renovations project, Brad Barickman, Project Principal, will be working on two other projects. John O'Hearn, Project Manager, will be working on one other project, and Nate Plohasz, RJM's superintendent, will be dedicated to the project full time. Hours assigned have been included as part of the cost proposal.





Brad Barickman

Vice President Community | *Project Executive*

brad.barickman@rjmconstruction.com

952-837-8614

Brad brings 15 years of project management experience to his role as Vice President Community. He's completed projects for a variety of clients including municipalities, manufacturing firms, medical device companies, healthcare providers and corporations.

Brad has demonstrated an exceptional ability to communicate with clients from pre-construction through project completion. He excels at bringing positive leadership to help create an enjoyable construction experience for the entire project team.

As project executive Brad will work directly with team during pre-construction planning and the execution of construction. Brad will be responsible for all contract administration, budget management, overseeing the schedule and communicating with the entire team.

Relevant Experience

PROJECT	CLIENT	LOCATION
Hopkins Pavilion	City of Hopkins	Hopkins, MN
Eden Prairie Aquatic Center	City of Eden Prairie	Eden Prairie, MN
Worthington Community Center and YMCA	City of Worthington	Worthington, MN
Andover Community Center and Ice Arena	City of Andover	Andover, MN
Eden Prairie Community Center & Ice Arena	City of Eden Prairie	Eden Prairie, MN
Shoreview Community Center Expansion	City of Shoreview	Shoreview, MN
HERO Center*	Cities of Cottage Grove & Woodbury	Woodbury, MN
Woodbury Public Works	City of Woodbury	Woodbury, MN
Ojibway Park*	City of Woodbury	Woodbury, MN
Hill-Murray School Plaza Renovation	Hill Murray School	Maplewood, MN
Douglas Dayton YMCA at Gaviidae	YMCA of the Greater Twin Cities	Minneapolis, MN

* under construction

References

CLIENT CONTACT	FIRM	PHONE
Mr. Dave Berkowitz	City of Andover	763-767-5133
Mr. Andy Johnson	Worthington YMCA	507-376-6197 x 225
Ms. Jennifer Levitt	City of Cottage Grove	651-458-2890

ARCHITECT CONTACT		
Mr. Roger Christensen	HCM Architects	612-904-1332
Mr. Tom Betti	292 Design Group	612-767-3773
Mr. Todd LaVold	Leo A. Daly	612-338-8741

Education

Bachelor of Science Degree
Construction Management
University of Iowa

Awards and Certifications

LEED AP



John O'Hearn

Project Manager

John.ohearn@rjmconstruction.com

952-837-8564

John began his construction career with RJM Construction as a project estimator. He soon progressed into a project engineer role and was later promoted to his current role as project manager. John's passion for construction started a very early age, resulting in a diverse background of project experience. During his time at RJM he has worked on commercial developments, medical buildings, schools, auto dealerships, industrial developments, and historical renovations.

As project manager, John is dedicated to bringing positive leadership to help create an enjoyable construction experience for the entire team. He is responsible for the project administration, tracking submittals, processing RFI's and subcontract coordination. He provides valuable project assistance in all areas of information management, so the client is always aware of project status.

Relevant Experience

PROJECT	CLIENT	LOCATION
Ford Center - Masonry Restoration	United Properties, LLC	Minneapolis, MN
Loose Wiles	701 Master Tenant, LLC	Minneapolis, MN
Winthrop & Weinstine 26th Fl. Remodel	Winthrop & Weinstine	Minneapolis, MN
Red Rock Business Park	United Properties Investment LLC	Maple Grove, MN
Douglas Dayton YMCA at Gaviidae	YMCA of the Greater Twin Cities	Minneapolis, MN
Hastings YMCA	YMCA of the Greater Twin Cities	Hastings, MN
Porsche of Minneapolis	Carousel Motor Group	Minneapolis, MN
Porsche of St. Paul	Carousel Motor Group	Minneapolis, MN
Athlos Leadership Academy	Althos Leadership Academy	Brooklyn Park, MN
Penn and American Phase 2 Development	P&A Retail Investment Inc.	Bloomington, MN
Hiawatha Academy Adelante College Prep	Hiawatha Academy	Minneapolis, MN

References

CLIENT CONTACT	FIRM	PHONE
Mr. Wayne Pisinski	Carousel Motor Group	952-303-7531
Mr. Rick McKelvey	United Properties	952-893-8271
Mr. Ryan Moore	Cushman Wakefield	612-305-2118

ARCHITECT CONTACT		
Mr. Tom Betti	292 Design Group	763-533-3813
Jon Baker	Baker Associates, Inc.	612-330-0415
Joe Thompson	BRS Architects	208-336-8370

Education

Bachelor of Science
Construction Management
University of Wisconsin - Stout





Nathan Plohasz

Superintendent

nate.plohasz@rjmconstruction.com

952-837-8600

Nathan joined RJM Construction in 2011 as an apprentice carpenter, where he specialized in finish carpentry, ensuring the smooth installation of a variety of interior components. He progressed into a foreman role, which led to a promotion to his current position as superintendent. With his diverse project experience, hands-on approach, and proven leadership skills, Nathan is an asset to every project team he manages.

As project superintendent, Nathan's responsibilities include field force management, subcontractor coordination, schedule management, and site safety. Nathan's proactive approach and people skills ensure that the project meets or exceeds established goals.

Highlighted Experience

PROJECT

Crown Iron Works*

Wellhaven Pet Health Tenant Interiors

Hill-Murray School/TI/Classrooms

Allina Health Clinic Woodbury 3rd Floor Remodel

Methodist Hospital 2nd Floor Surgery

BioTechne Build-Out

Methodist Hospital Lab Remodel

Park Nicollet Clinic Shakopee

Methodist Hospital Imaging

*under construction

CLIENT

Crown Iron Works

Wellhaven Pet Health

Hill-Murray

Allina Health

Park Nicollet Health Services

BioTechne

Park Nicollet Health Services

Park Nicollet Health Services

Park Nicollet Health Services

LOCATION

Roseville, MN

Maple Grove, MN

Maplewood, MN

Woodbury, MN

St. Louis Park, MN

Minneapolis, MN

St. Louis Park, MN

St. Louis Park, MN

St. Louis Park, MN

References

CLIENT CONTACT

Emilee Anderson

Lizz Narum

Bill Schafhauser

COMPANY

Park Nicollet Health Services

Park Nicollet Health Services

Hill-Murray School

PHONE

952-993-6200

952-993-6200

651-777-1376

ARCHITECT CONTACT

Tom Betti

Roger Christiansen

Todd Mohagen

292 Design Group

HCM Architects

Mohagen Hansen Architectural

612-767-3773

612-904-1332

952-426-7400

Education, Training, and Certification

Bachelor of Science Construction Management
Minor Business Management
Mankato State University

Leadership Training
Association of General contractors of MN
STP Program leadership training

OSHA 30



Justin Johnson

Chief Estimator

justin.johnson@rjmconstruction.com

952-837-8632

As chief estimator, Justin collaborates with the project team to develop and maintain accurate budgets from the schematic design phase through the final construction documents. In addition to his estimating duties, Justin oversees the estimating department working closely with RJM's full-time estimators, director MEP design and coordination, BIM specialist and scheduler. Early in his career Justin held a position as a project engineer and developed a passion for construction while working in the field completing concrete and soil compaction tests.

With his wide range of experience, Justin ensures the unique project details are understood and incorporated in the project budget. His experience includes providing accurate estimates for various clients and project types including in the healthcare, corporate, educational, community markets. Justin's excellent teamwork and communication skills will be an asset to the project team. He will help guide the project through the pre-construction process for a seamless transition into successful construction delivery.

Relevant Experience

PROJECT	CLIENT	LOCATION
Douglas Dayton YMCA at Gaviidae	YMCA of the Greater Twin Cities	Minneapolis, MN
Eden Prairie Aquatic Center	City of Eden Prairie	Eden Prairie, MN
Shoreview Community Center Expansion	City of Shoreview	Shoreview, MN
Central Park of Maple Grove	City of Maple Grove	Maple Grove, MN
Shakopee Aquatics and Ice Arena	City of Shakopee	Shakopee, MN
Andover Community Center and Ice Arena	City of Andover	Andover, MN
HERO Center*	Cities of Cottage Grove & Woodbury	Cottage Grove, MN
Hopkins Pavilion	City of Hopkins	Hopkins, MN
The Good Acre	Pohlad Family Foundation	Falcon Heights, MN
Hmong Academy Phase IV	Hmong Academy	St. Paul, MN
Pamela Park	City of Edina	Edina, MN

* under construction

References

CLIENT CONTACT	FIRM	PHONE
Mr. Terry Schwerm	City of Shoreview	651-490-4611
Mr. Doug Ducharme	YMCA of the Greater Twin Cities	612-371-8714
Ms. Teresa Keller	City of Woodbury	651-714-3500
ARCHITECT CONTACT		
Mr. Tom Betti	292 Design	651-767-3773
Mr. Todd LaVold	Leo A Daly	612-359-4656
Mr. Jerry Hagen	HCM Architects	612-904-1332

Education

Bachelor of Science Degree
Construction Management
University of Minnesota

Awards

Minnesota Subcontractors
Association Construction
Professional of the Year 2018



Eric Sonnenberg

Estimator

eric.sonnenberg@rjmconstruction.com

952-837-8646

Eric started his career in the construction industry as an inspector for the cities of Minneapolis and Brooklyn Center. He joined the RJM team in 2015 as an estimator. Eric collaborates with the project team to provide accurate estimates from the conceptual and design development phase through establishing a guaranteed maximum price. He will manage all subcontractors, including but not limited to the issuing and managing invites to bid, responding to RFIs, and scoping and evaluating all proposals. He will also lead the team through the value engineering process. Eric's valuable experience, attention to detail, organizational and communication skills along with his estimating ability compliment his role to lead the team through the entire pre-construction process.

Relevant Experience

PROJECT

Hopkins Pavilion
Andover Public Works
HERO Center*
RJM Construction Headquarters
Global Academy
Hill-Murray School LMC Phase 1*
Treasure Island Center
Burnsville Medical Office Building*
RSM Plaza Phase II

**Under construction*

CLIENT

City of Hopkins
City of Andover
Cities of Cottage Grove & Woodbury
RJM Construction
Global Academy
Hill-Murray School
Go Wild Inc.
United Properties
RSM

LOCATION

Hopkins, MN
Andover, MN
Cottage Grove, MN
Golden Valley, MN
New Brighton, MN
Maplewood, MN
St. Paul, MN
Burnsville, MN
Minneapolis, MN

References

CLIENT CONTACT

Mr. Dave Berkowitz
Mr. Bill Shafhauser

FIRM

City of Andover
Hill-Murray School

PHONE

763-767-5133
651-777-1376

ARCHITECT CONTACT

Mr. Todd LaVold
Mr. Tom Betti
Ms. Pam Anderson

Leo A Daly
292 Design Group
292 Design Group

612-359-4656
612-767-3773
612-767-9094

Education

Bachelor of Science Degree
Urban Studies
University of Minnesota

Certificate of Construction Management
University of Minnesota

Support Team



Jed Field, Director MEP Design and Coordination

Jed will provide MEP expertise from design through occupancy and optimized facility operations. Having worked on the client side, his unique perspective allows him to dig into details, using a collaborative approach to achieve project objectives. He has dedicated his career to expertise in facility infrastructure and systems, optimizing occupant comfort, code compliance, energy efficiency, and total cost of ownership. Jed has been in the construction industry for 19 years, the last two in his current role at RJM.



Jake Fisher, Building Information Modeling Specialist

As the BIM Specialist, Jake will lead BIM execution, clash detection, visualization and construction sequencing for projects utilizing Autodesk software. He will provide technical expertise to the pre-construction team, providing value in systems analysis and constructability reviews, enabling the team to make more informed decisions regarding the design, systems, efficiency and quality of a project. Jake has been in the construction industry for 10 years, and in his current role at RJM for the last two years.



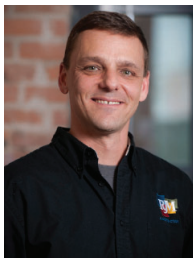
Thomas Hussong, Scheduler

As project scheduler, Thomas is responsible for preparing and issuing master schedules, analyzing those schedules and subsequently producing variance reports. He will collaborate with the project team keeping the schedule updated throughout the entire life cycle of the project, and will review all contracts for specific scheduling needs and profile critical timelines. Trained in Lean construction principles, Thomas will initiate, facilitate and execute Lean methods to all projects. Thomas has been in the construction industry for 18 years, the last four at RJM.



John Boben, Vice President, Safety and Quality Control

As safety director John provides leadership and oversight regarding the safety and quality aspects of all projects. He is responsible for analyzing the proposed project safety plan and guides the team in continual improvement and ensures RJM employees and subcontractors follow safety program protocols. In addition to project-specific responsibilities, John monitors training processes and continuing education programs for the team, and also chairs the safety committee. An industry veteran, John has been with RJM Construction for 25 years.



Mike Johnson, Quality Control Director

As quality control director, Mike is responsible for providing insight and guidance to project teams ensuring that the RJM Construction quality control procedures are in place and all tasks are implemented and carried out. He makes certain that projects are in compliance and processes are upheld through every phase, from start up to close out. His proven leadership, superior work ethic and detailed execution ensures that quality is at the forefront of every project. Mike has been a part of the RJM team for 17 years.



When you engage our services, we view our relationship as a partnership, working closely alongside city staff. Your RJM construction manager will act as an extension of your team.

Part III: Key Qualifications and Approach

Collaborative Partnership

a. Based on your knowledge of the proposed work, describe why the City of Blaine should team with your firm on this project.

From start to finish, RJM considers ourselves an extension of The City of Blaine staff. We understand the project needs from both a functional and an aesthetic perspective. Through this leveled approach, RJM will foster a collaborative spirit with the project team to meet schedule and budget needs, while creating a facility that will serve the community for years to come.

RJM brings leadership and provides value-based solutions whenever needed. Our experienced staff anticipates what lies ahead and strives to protect your interests. Our team keeps the project moving forward and true to your vision.

- *Trusted partner with flexibility and commitment to meet the end goal*
- *Product type and delivery expert; we are "builders first."*
- *Ability and willingness to arrive at a guaranteed maximum price early and stand by it*
- *Ability to deliver projects faster*
- *Expertise in leading city projects through the approval process*
- *Dedicated pre-construction department*
- *Senior leadership active in their projects*
- *Team members are active within their community*
- *MEP department evolution (offering creative solutions)*

“RJM looked out for the city’s best interest at every stage and helped us to resolve any challenges that occurred. We now have a beautiful facility the entire community can enjoy.”

—City of Hopkins



HOPKINS PAVILION

Extensive CM Experience

RJM navigates the construction management process frequently with municipal clients. We will work closely with the City of Blaine staff through the city council process, including scheduling of council actions. For example, we will provide supporting documentation and attend all workshops, study sessions, and city council meetings. This approach keeps the council informed and ensures the successful delivery of the project. RJM has extensive experience in drafting bid packages and creative approaches to help projects move forward in a timely and efficient fashion.

Remodeling Experts

When working in an occupied facility, the primary concerns are public and staff safety, as well as uninterrupted facility operation. RJM has extensive experience in remodeling occupied facilities, and from this, we know that careful planning of all phases of construction should be complete early on and maintained throughout the project. We will work directly with your staff to review and identify any unique challenges for each phase to ensure that your project is delivered safely, timely and within budget. RJM utilizes a document called a Planned Service Interruption Plan. The entire team reviews and approves the plan before any work begins. It also serves as the primary form of communication for all project stakeholders.

Municipal Clients

RJM will bring its construction management expertise to the City of Blaine. Since 2007 we have worked with over 22 municipalities on CMA and CMr projects, with many hiring RJM on a repeat basis.

Proven Team

The City of Blaine has already engaged and trusted RJM throughout the pre-design phase of the Blaine City Hall Renovation and Improvement Project. This same experienced team of creative individuals will seamlessly continue on the next phase and through to project completion. This team has completed many similar projects, and we look forward to the opportunity to work with your team to make this important renovation project a success for everyone in your community.

b. Briefly, how do you propose to administer this project?

Pre-Construction

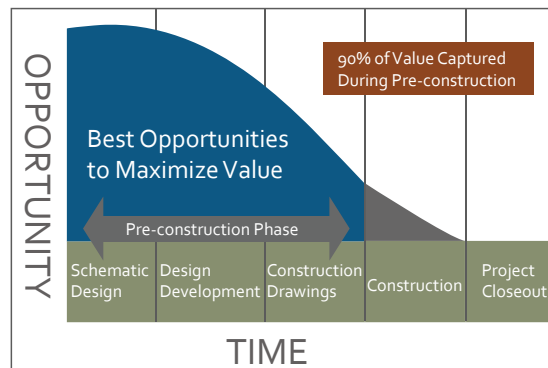
Constructability Review

By becoming a part of the team early during design, RJM will review the program requirements and integrate them into a design and cost modeling process. RJM’s constructability reviews are continuous during design. As Wold Architect’s design progresses, our team will provide suggestions before completion of the design, protecting the overall budget and schedule. Additionally, RJM’s quality control director will closely review design documents at each phase. After this careful review process, RJM may suggest minor design modifications to Wold Architects.



Value Engineering

Value engineering is an important process during design and a responsibility that we take seriously. It is our job to provide the team with as many cost-saving ideas available for the team's evaluation for implementation. From our experience with municipal facilities we understand where costs can be reduced, without sacrificing the function of the building, or the vision and design intent of the City of Blaine and Wold Architects. Historically our value engineering process has saved 9-13% in value between schematic design and construction documents.



Estimating

Budget is almost always a driving concern of clients regardless of project type. The City of Blaine can count on RJM to ensure we achieve the best possible value in consideration of function and design. As the design progresses, we provide continuous, real-time cost evaluations so that the cost impact to design choices are realized right away (see Part V where we define RJM's estimating process). Being proactive in this process saves critical time and cost, helping Wold Architects understand budget impacts before designs are complete.

Development of Bid Packages

RJM will work with city staff to place the bid advertisement in the city's required publications. Also, RJM's extensive experience in the community market, working on community center, city hall, and public work projects, gives us a diverse list of subcontracting partners we can carefully analyze and tailor to meet the needs of the project.

We will reach out to qualified subcontractors using electronic notification, as well as personal phone calls, to generate as much interest as possible, increasing the number of received bids, and ensuring the lowest possible price on bid day. RJM has also developed a bidding strategy that can allow for increased local contractor participation for smaller project work scopes through the city's quote process if desired.

RJM will facilitate the bid receipt and conduct the public opening process. Subsequently, RJM will conduct a thorough review of each bid for completeness, clarify any potential discrepancies, and conduct a scope review with all apparent low contractors. We then present recommendations to the team along with a comprehensive project budget. Also, RJM assists in obtaining approvals from regulatory agencies. After approval of the contractor awards, RJM will prepare and process the appropriate contracts.



MISSION

Striving to set the standard
of excellence

*RJM will deliver
a schedule built
on collaboration,
definition, and
priorities.*

Scheduling

Scheduling begins at project definition and identifies design, client planning, bidding, and actual construction duration. RJM will support the project team with a comprehensive schedule considering all critical milestones; this is a collaborative effort with the entire project team to ensure we set realistic expectations within efficient work sequences. RJM's full-time scheduler will prepare and issue master schedules, analysis, and variance reports.

RJM's scheduling process involves several components to produce a dependable, flexible and well-defined schedule.

Our process starts in the conceptual design phase, providing a framework around your expectations, city approval milestones, design, and programming. RJM conducts a project schedule meeting to gather information from the team and produce a baseline schedule to track pre-construction activities. The City of Blaine benefits by aligning Wold Architects and RJM to their schedule priorities. From this baseline, as the project progresses through design development, RJM prepares a more detailed schedule to communicate the evolving project parameters to the owner and design team. RJM's project team produces a full construction schedule(s) based upon known design information, owner user group input, subcontractor availability and construction sequence reviews. The City of Blaine will then benefit from the ability to set date markers for staff and vendors, allowing an efficient takeover of the remodeled facility.

The construction document and bidding phase include further refinement of the schedule as final value alternatives and options are selected by the City of Blaine team. The Last Planner System is used by RJM to fully vet the schedule alongside the trades who will perform the work. Our team will conduct "pull planning" sessions with all project subcontractors and vendors to efficiently sequence the work and truly embrace a collaborative environment.

During construction, the City of Blaine will receive two types of schedule updates from RJM: a monthly actual vs. planned progress report and a weekly six-week look-ahead report. Our schedule is controlled by three methods:

1. Information gained from the subcontractor bid selection process along with input from the last planner system is used to write subcontract agreements, defining dates they helped create.
2. Constant communication with the owner and design team identifying decisions that need to be made to meet the schedule. RJM focuses on providing notifications of upcoming events.
3. RJM's project scheduler's review and identification of variance from the master schedule. This proactive search for incongruences in construction sequences, missing material approvals, and workforce deficiencies help the team to stay ahead of the information curve.



As a CHASE partner, RJM has been publically recognized for enforcing the importance of providing a safe, healthful work environment.

Construction

Purchasing and Management of Subcontractors

After our scope review, we sit down to meet with the entire project team to review the bids and our recommendations for award. At that time, we as a team will make the final subcontractor selections based upon the lowest responsible bid. After formal approval from the City Council RJM will then issue the subcontracts.

Cost Control

RJM diligently tracks all cost items throughout the project. By accurately tracking these items, RJM can provide an updated project budget at every project meeting. When cost items arise, RJM collaborates with the design team to provide several options to solve the challenge, mitigating the cost. From a reporting standpoint, RJM operates on a 100% open book basis in the delivery of our construction services.

Quality Control

Once construction begins, it is important to enforce quality control of the materials used and installation procedures. We start this process by conducting pre-installation conferences with subcontractors to review our expectations of them before any work begins. During these meetings, we review and discuss specifications and installation processes. We find that these proactive meetings help to mitigate issues before they arise. Our superintendent reviews the quality of installation daily to ensure all standards and requirements are met.

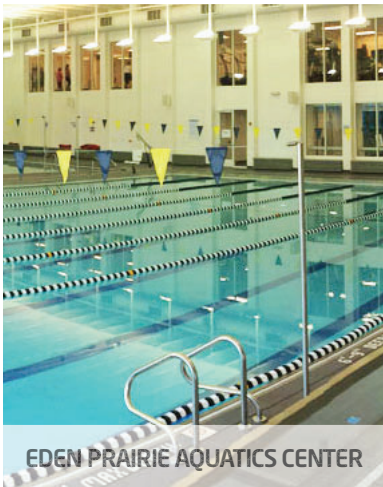
Construction Site Safety

Of highest priority on the project is to provide and maintain a safe working environment for everyone on the site. RJM's Safety Director, John Boben, provides leadership and oversight regarding the safety aspects of every project. He analyzes the proposed safety plan and guides the team towards continual improvement. Before any subcontractors begin work, they are required to participate in RJM's safety orientation. Together we go through a comprehensive list of safety requirements subcontractor crews must follow. Upon completion of this review, subcontractors sign an agreement to abide by our safety protocols. If subcontractors do not comply, the team will immediately take the appropriate action to resolve the issue.

RJM Construction has been recognized by the Minnesota Department of Labor and Industry and AGC of Minnesota as a Construction Health and Safety Excellence (CHASE) partner. The CHASE partnership charter acknowledges the importance of providing a safe, healthful work environment in construction and seeks a working relationship that creates mutual trust and respect among all parties, including project owners and construction workers, involved in the construction process.

Management and coordination of final startup, testing, and occupancy

RJM efficiently completes punch lists, assembles warranty information and collects contractual contractor close-out documents promptly. Our team will conduct an 11-month walk through of the project to identify and correct any potential warranty items before the standard one-year warranty period. The team will also schedule start-up, training demonstrations and coordinate equipment commissioning with the subcontractors as required.



Project Understanding

RJM understands the importance of delivering the project on time and within budget. Construction projects within occupied facilities can create numerous challenges for all project stakeholders and require a construction manager with the experience to lead the team through a successful project.

Project Opportunities

Once RJM is onboard, will review the following with the City of Blaine:

Observation and Planning

Before construction, our staff will spend several days on site to gain a better understanding of how the facility operates. After the observation phase, RJM will develop the Planned Service Interruption Plan, which identifies the work, adjacent programming impacts, duration of the work, trades performing the work, communication protocol, containment plan, and the safety plan. Once approved and finalized, this plan is the main form of communication for all project stakeholders.

Working in Occupied Spaces - The RJM Difference

RJM staff is trained to work in occupied facilities and to monitor safety protocols closely. Additionally, our team works on a significant amount of healthcare construction projects within occupied facilities and is certified and trained in Infection Control Risk Assessment (ICRA). We have extensive experience in noise mitigation and the installation of temporary walls and dust containment systems.

RJM has developed a new standard for temporary walls by utilizing Starc System for public-facing temporary partitions. With this system, we greatly reduce noise while improving air quality to adjacent spaces. These temporary walls provide a clean, professional look and make space appear in a finished condition, even with are construction activities occurring on the other side of the wall. In addition to their professional appearance, the walls can be erected and dismantled much faster than traditional temporary walls systems. Recently in a hospital setting, we installed over 300 LF of Starc temporary walls in six hours which greatly reduced disruption to the fully occupied facility.

Phasing

292 and RJM worked to create the preliminary phasing plan the city has provided as part of the RFP document. There are several ways to phase the project, with each playing a role in the overall cost. Several meetings and site explorations should take place as soon as possible to create the most efficient phasing plan. RJM and Wold will gain a better understanding of items such as mechanical and electrical routing and operating hours, which will help dictate separation points and number of phases.

RJM is proud to be the recipient of the Minnesota Subcontractors Association TOPs Award (Teamwork, Opportunities and Partnering with Subcontractors) for several consecutive years, emphasizing our firm but fair approach.



Similar Project Example

The City of Shoreview Community Center Expansion

RJM recently completed the Shoreview Community Center expansion, which shares some similarities to the Blaine City Hall project. One of the greatest challenges of the project was the construction of new locker rooms and repairs to the existing indoor pool area. RJM worked with City staff to plan the shutdown of the existing aquatics facility to renovate and repair the pool area and locker rooms. The work was planned several months in advance, and the details were produced in the bid documents. New men's, women's, and family locker rooms were turned back over for public use in less than ten weeks.

Along with new locker rooms, the work included pool deck flooring, painting of the pool ceiling structure, re-grouting of the existing pool, and structural tie-ins with the new pool addition.

Another significant challenge was a fitness addition on the east side of the facility and aquatics addition on the west side, with interior remodels within the existing space between the two new additions. These required a significant amount of proactive planning and communication with staff and the community. RJM was able to construct these before performing the tie-ins, making construction activity virtually unnoticeable by occupants. We then divided the interior remodel portion into smaller phases and completed much of the work after hours, turning each area every morning back over for public use.

Part IV: Project Examples & Supplemental Information

a. Briefly, utilize this portion of the proposal to identify those “value-added” qualities, conditions, services, or attributes of your proposal that enhance or support the proposal document.

- *Trusted partner with flexibility and commitment to meet the end goal*
- *Product type and delivery expert; “builders first.”*
- *Ability and willingness to arrive at a guaranteed maximum price early and stand by it*
- *Ability to deliver projects faster*
- *Expertise in leading city projects through the approval process*
- *Dedicated pre-construction department*
- *Senior leadership active in their projects*
- *Team members are active within their community*
- *MEP department evolution (offering creative solutions)*



City of Hopkins

Public Works

11100 Excelsior Blvd. • Hopkins, MN 55343-3435 • Phone: 952-939-1382 • Fax: 952-939-1381

Web address: www.hopkinsmn.com

RJM Construction letter of recommendation

To whom it may concern,

It is with great pleasure that I offer a letter of recommendation for RJM Construction. RJM was the construction manager for the recently completed Hopkins Pavilion project. As the City of Hopkins Public Works Director, I represented the city as the project manager on this job, which had an ambitious turnover date and a fixed budget. RJM worked hand-in-hand with the city and the design team to ensure that on bid day, the project came in on budget. Plus, RJM successfully delivered the project on time, and within budget. I always felt confident with Brad and his team – they looked out for the city's best interest at every stage and helped us to resolve any challenges that occurred. We now have a beautiful facility the entire community can enjoy.

Without reservation, I recommend RJM Construction and Brad Barickman and his team for any project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steve Stadler', written over a horizontal line.

Steve Stadler
Public Works Director
City of Hopkins
952-548-6350

Rogers Police Station

LOCATION	Minneapolis, MN
MARKET SECTOR	Community
SQUARE FEET	19,230
PROJECT TYPE	Police Station
ARCHITECT	HTG Architects

RJM Construction was hired by the City of Rogers to transform an existing industrial building into a full-service police station.

RJM's project scope included interior renovations to build out offices and a garage area for the City. Sallyport, a booking room, and holding rooms were also part of the project as well as a secure evidence room. Structural modifications were made to support a 2,500 sq. ft. addition to the upper level of the space.

PROJECT SIMILARITIES

- Occupied facility
- Interior remodel
- Structural modifications
- Police station
- CMr delivery



Woodbury City Council Chambers

LOCATION	Minneapolis, MN
MARKET SECTOR	Community
SQUARE FEET	2,500
PROJECT TYPE	Public Works
ARCHITECT	Welsh Architects

The City of Woodbury hired RJM Construction to renovate its City Council Chambers.

The space had been largely untouched since it was constructed in 1990. RJM installed new finishes, custom acoustical ceiling and wall panels, along with a new cherry wood dais - the stage of the room. Security updates as well as advancements to the audio, visual and lighting systems were also made. An inductive loop hearing assistive technology system was installed under the carpeting. The conference room adjacent to the chambers was also expanded and will be used for City workshops and meetings.

The project team took a proactive approach in meetings to create a seamless schedule, allowing multiple trades to work within the confined space efficiently.

PROJECT SIMILARITIES

- Interior renovation
- Occupied city hall
- CMr delivery



Medina Public Works and Police Department

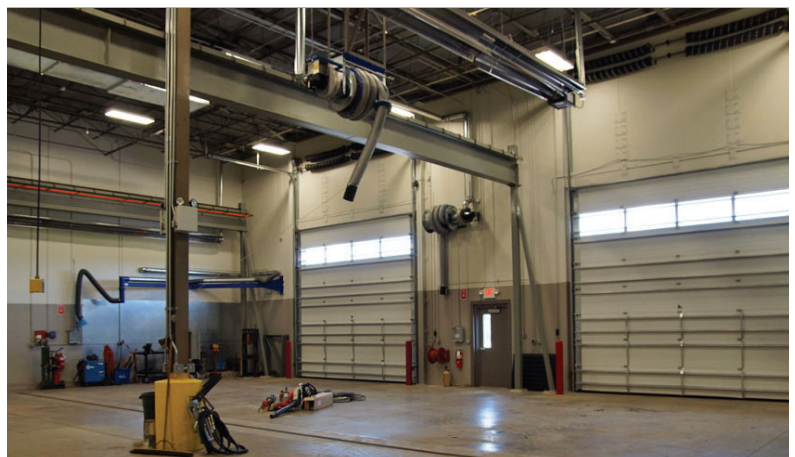
LOCATION	Medina, MN
MARKET SECTOR	Community
SQUARE FEET	69,000
PROJECT TYPE	Public Works
ARCHITECT	292 Design Group

The City of Medina recognized their existing public works facility, city hall and police station were not adequate to meet the growing needs of their city.

RJM Construction was hired as the construction manager to oversee re-purposing an existing warehouse for the public works department, and renovating the adjoining office area into a state-of-the-art police department. RJM scheduled regular design coordination meetings with department representatives and city staff to meet the programming needs of all parties while maintaining the budget.

PROJECT SIMILARITIES

- Interior renovation
- Police station
- CMr delivery



Shoreview Community Center Expansion

LOCATION	Shoreview, MN
MARKET SECTOR	Community
SQUARE FEET	20,000
PROJECT TYPE	Sports and Recreation
ARCHITECT	BWBR

The City of Shoreview hired RJM Construction as Construction Manager at Risk to oversee their Community Center's expansion plan.

The project adds 5,000 square-foot to the Tropics Indoor Waterpark, as well as a 15,000 square-foot addition adjacent to the gymnasium. Amenities will include a splash pad, outdoor plaza, family changing rooms and multi-purpose activity rooms. Other areas throughout the Community Center will be remodeled and reconfigured, further enhancing the appeal to the community.

Timelines were expedited to reconstruct the locker rooms while pool improvements were being completed. Crews are currently working on the final phase of the project, scheduled to end in October 2018.

PROJECT SIMILARITIES

- Occupied city center
- Interior renovation
- CMr delivery
- Structural modifications
- Multiple phases



Eden Prairie Community Center

LOCATION	Eden Prairie, MN
MARKET SECTOR	Community
SQUARE FEET	30,577
PROJECT TYPE	Community Center
ARCHITECT	Delano Erickson

The Eden Prairie Community Center renovation features a new inviting front entrance with an open solarium and a concession area.

The facility contains racquetball courts, group fitness studios, new locker rooms and community meeting rooms. The project also included a third ice arena, a baseball stadium, state of the art baseball and renovations to Birch Lake Park. This project was delivered under the Construction Manager At Risk contract.

PROJECT SIMILARITIES

- Occupied facility
- Interior renovation
- Multiple phases
- CMr delivery





SOLVE THE PROBLEM

RJM looks for value at every stage of the project, from pre-construction through project closeout.

a. Include the methodology and criteria your firm uses to formulate a proposed fee for this project.

Dedicated Estimating Team

At the core of our pre-construction team is our staff of eight full-time estimators. This dedicated team ensures that estimates are accurately completed in a timely fashion without the daily duties of project management. Estimating is a continuous process for RJM Construction-as early as possible we will quantify work items and apply unit costs. A variety of technological resources are utilized by RJM's estimating team in developing a cost model. Materials are quantified with precision in On-Screen Takeoff, and paired with our unit cost database, which is maintained via Sage Estimating. To ensure estimating accuracy we also rely on virtual building models (BIM).

RJM's cost estimating process is completely open book. We provide detailed information supporting our numbers in an open forum with the city and design teams. An estimate summary will highlight the major categories of work and associated costs. In addition, RJM provides a detailed estimate, showing all cost categories by specification section. These resources will allow the team to make educated decisions. As the design progresses, we provide continuous, real-time cost evaluation so that the cost impact to design choices are realized right away. Being proactive in this process saves critical time and cost, helping the architect understand budget impacts before designs are complete.

Estimates are provided continuously through design:



- **Conceptual Phase:** This estimate is completed by reviewing the general project scope and utilizing gross square footage estimates. Key elements such as soil corrections, utilities, and unique features are accounted for as well as the more standard features of the project.
- **Schematic Design Phase:** At the start, SD estimates are applied to more detailed square footages. At this point, we are beginning to lock in on the overall layout of the building and can start to develop costs based on the desired finish. By the completion of this phase, the estimate will be supported with actual quantities of construction systems. This analysis will save design team resources and allow you to look at multiple scenarios for structure, enclosure, interiors, etc.
- **Design Development Phase:** As the estimate moves through this phase, unit quantities will be available to produce a very detailed estimate. The project's budget will develop its final details at the end of this phase. This estimate will be fully supported by subcontractor feedback to gain valuable market insight.

RJM provides a final estimate at

95%
completion of design.

The RJM Difference

Our team also provides a final estimate at 95% completion of the design. This is different from other construction managers. The intent of this final estimate is to confirm the 95% drawings and specifications align with the budget and that we have 100% subcontractor support to prove it. This final confirmation allows us to accurately track the expected final bid amounts when received. Allowing one last opportunity to make slight adjustments to the plans prior to bidding assures the project will be delivered on budget.

Examples of where we have applied this approach:

Hopkins Pavilion

- 95% estimate: \$5,134,755
- Bid day results: \$5,063,184
- **\$71,571 under budget**

Woodbury Public Works

- 95% estimate: \$22,940,175
- Bid day results: \$22,859,086
- **\$81,089 under budget**

Woodbury Ojibway Park

- 95% estimate: \$3,760,640
- Bid day results: \$3,549,440
- **\$211,200 under budget**

HERO Center (East Metro Public Training Facility)

- 95% estimate: \$17,577,628
- Bid day results: \$17,459,737
- **\$117,891 under budget**

Andover Public Works

- 95% estimate: \$11,026,562
- Bid day results: \$10,499,552
- **\$527,010 under budget**

Fernbrook Fields - Maple Grove

- 95% estimate: \$7,765,166
- Bid day results: \$7,632,630
- **\$132,536 under budget**

Westwood Hills - St. Louis Park

- 95% estimate: \$10,465,537
- Bid day results: \$9,992,598
- **\$472,939 under budget**

b. Please outline your firms not to exceed staff cost, not to exceed CM Fee expressed as a dollar amount, and not to exceed reimbursable expenses expressed as a dollar amount.

Please see the attached estimate for construction management staffing, project reimbursable expenses, and fee. Based on our knowledge of the project and proposed phasing plan, we have assumed a four-month construction schedule for our base cost estimate. Once the final design is complete and all project stakeholders have had an opportunity to clearly define and agree to the phasing schedule, this may add or reduce time to the proposed staffing estimate and monthly reimbursable expenses. In that case, we have also provided a unit cost, on a per month basis, for the general conditions. It is our intent that this approach will assist the city by leveling the playing field when reviewing construction management proposals.

c. Please note the number of hours you will allocate per week toward onsite supervision during the construction phase.

Please see the following page for project staff hourly breakdowns.



Blaine City Hall Improvements and Renovations
RJM Construction - Construction Manager Fee Proposal
April 12, 2019

Preconstruction - SD through Final Bidding

6 Months

Description	Quantity	Unit	Unit Cost	Total
Project Executive	52	HRS	\$ 158.40	\$ 8,237
Project Manager	52	HRS	\$ 115.40	\$ 6,001
Estimator	156	HRS	\$ 115.40	\$ 18,002
Project Scheduler	26	HRS	\$ 95.40	\$ 2,480
MEP Coordinator	26	HRS	\$ 130.40	\$ 3,390
BIM Specialist	26	HRS	\$ 95.40	\$ 2,480
Total Preconstruction Services				40,591
Discounted Preconstruction Services				\$ 7,500

* In commitment to a successful project, we will discount our preconstruction fees at execution of a GMP contract.

City Hall Improvements and Renovations - 4 Month Schedule

Project General Conditions

4 Months

Description	Quantity	Unit	Unit Cost	Total
Project Executive	17	HRS	\$ 158.40	\$ 2,693
Project Manager	272	HRS	\$ 115.40	\$ 31,389
General Superintendent	34	HRS	\$ 119.90	\$ 4,077
Superintendent	510	HRS	\$ 111.90	\$ 57,069
QAQC Director	31	HRS	\$ 119.90	\$ 3,669
Safety Director	34	HRS	\$ 119.90	\$ 4,077
Project Assistant	32	HRS	\$ 54.40	\$ 1,757
Trucking/Deliveries	34	HRS	\$ 77.90	\$ 2,649
Truck	99	HRS	\$ 4.50	\$ 444
Fuel	17	WK	\$ 85.00	\$ 1,445
Electronic Documentation	17	WK	\$ 50.00	\$ 850
Cell Phone	17	WK	\$ 15.00	\$ 255
Blue Prints	17	WK	\$ 125.00	\$ 2,125
Postage & Delivery	17	WK	\$ 75.00	\$ 1,275
Total Project General Conditions				\$ 113,772

Monthly General Conditions Rate \$ 28,978

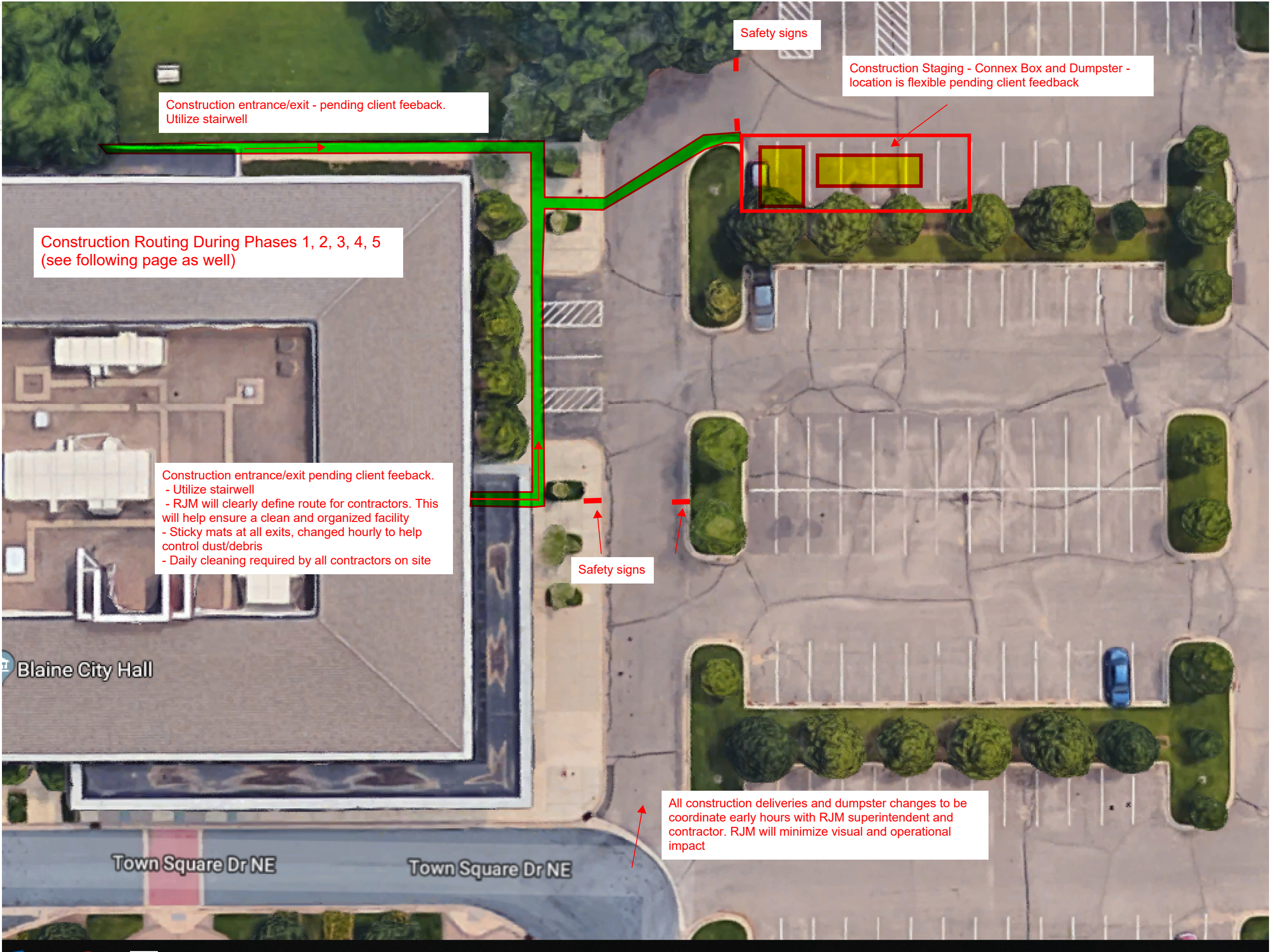
Construction Manager Fee

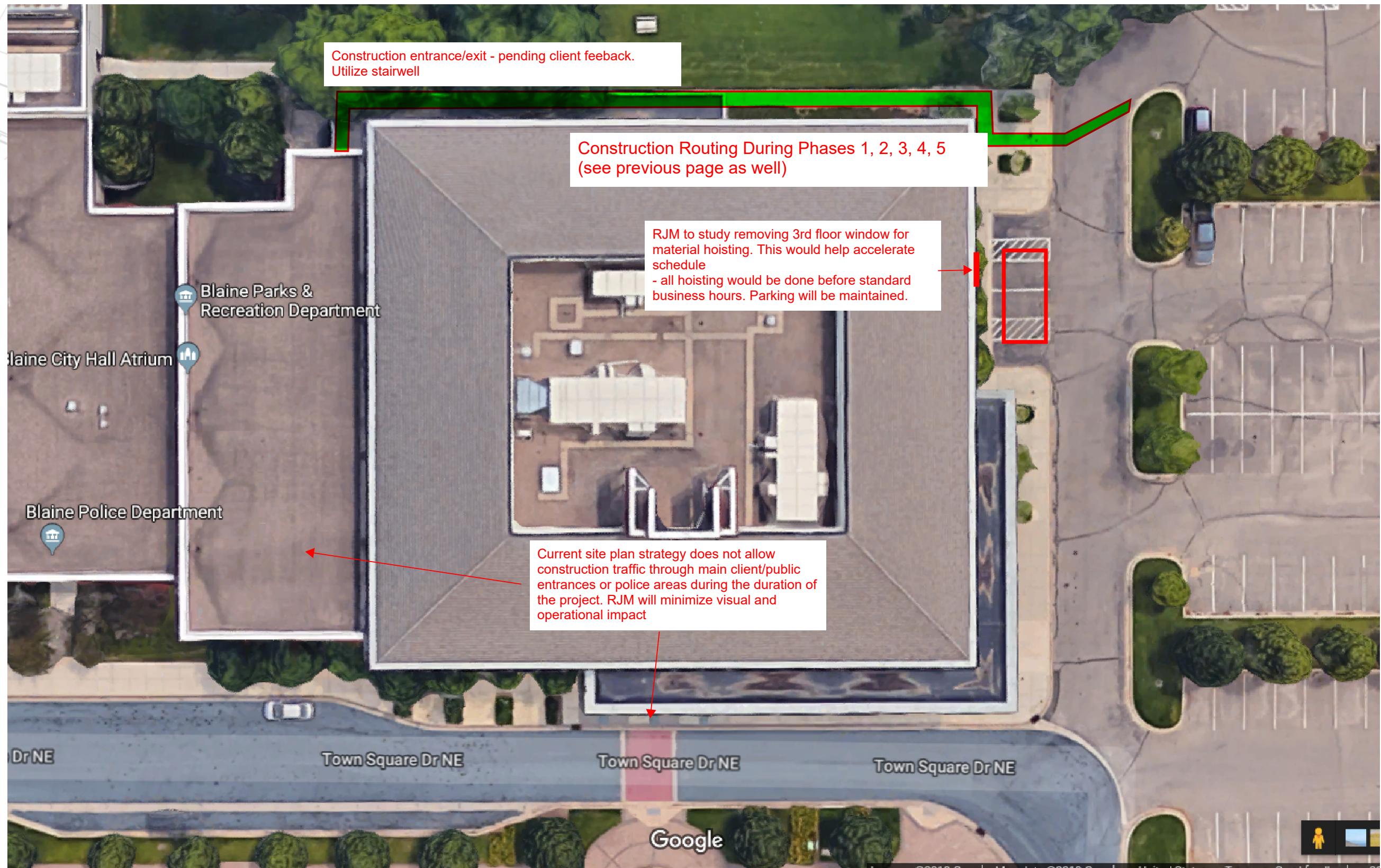
Proposed Construction Manager Fee	1	LS	1.95%	\$ 62,400
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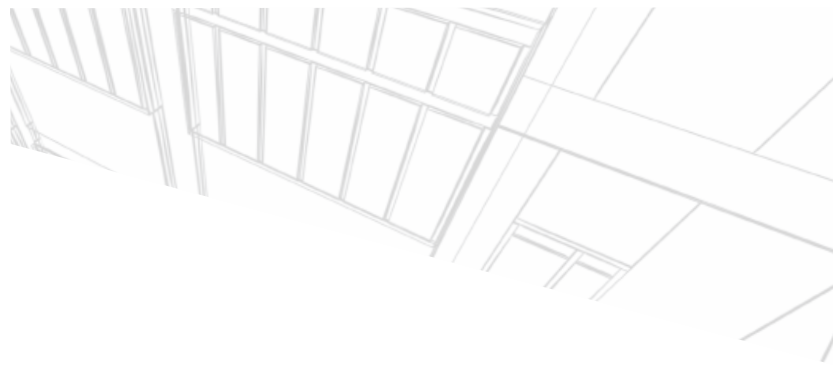
Total Cost of Services \$ 183,672

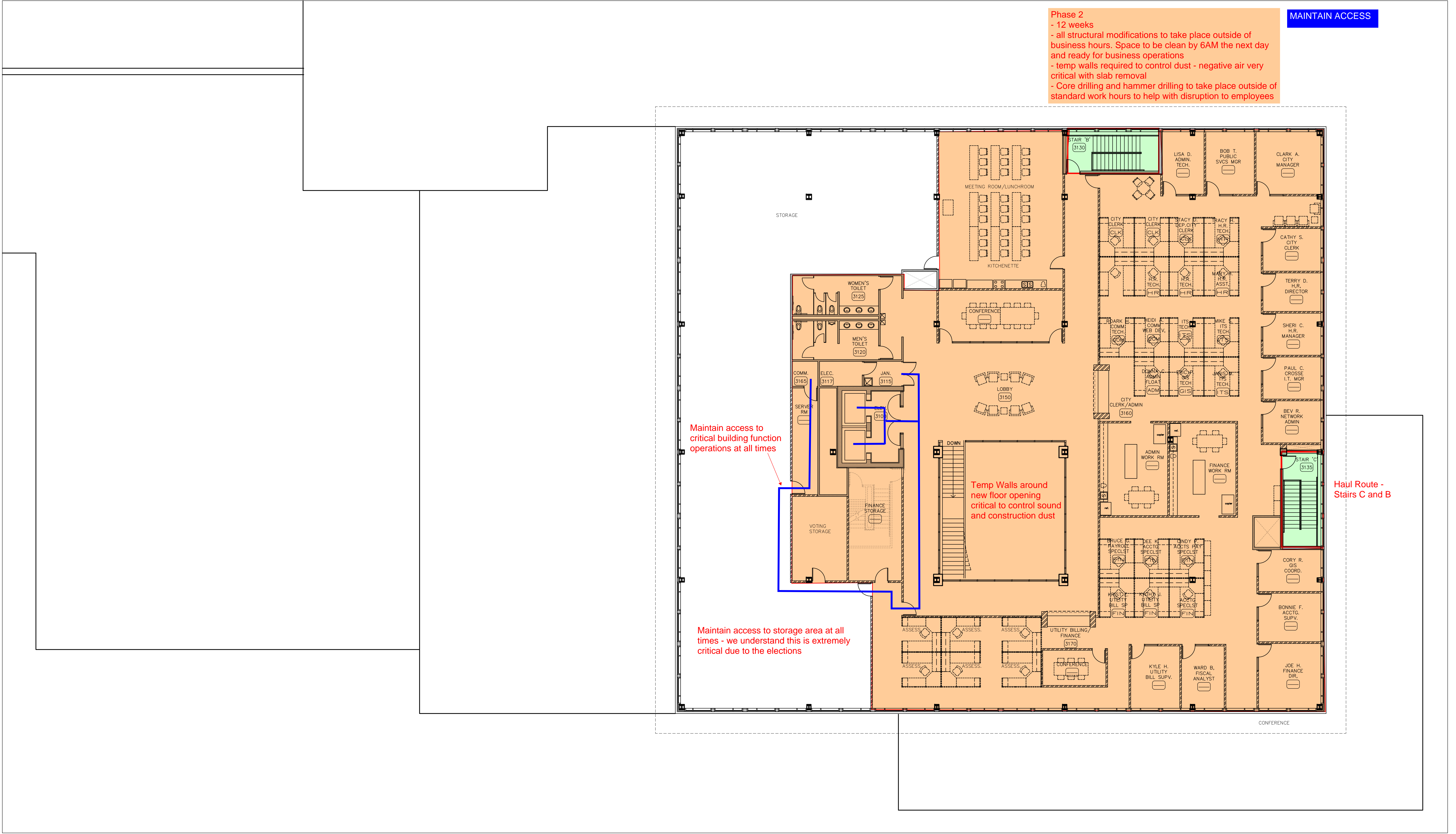
** CM Fee Based on a Project Value of: \$3,200,000

Exhibits
Phasing Plan
Schedule









THIRD FLOOR - LONG-RANGE RENOVATIONS

scale: 3/32"=1'-0"
June 7, 2018

(EXAMPLE ONLY)

May 6th, 2019

Blaine City Hall – Milestone Schedule

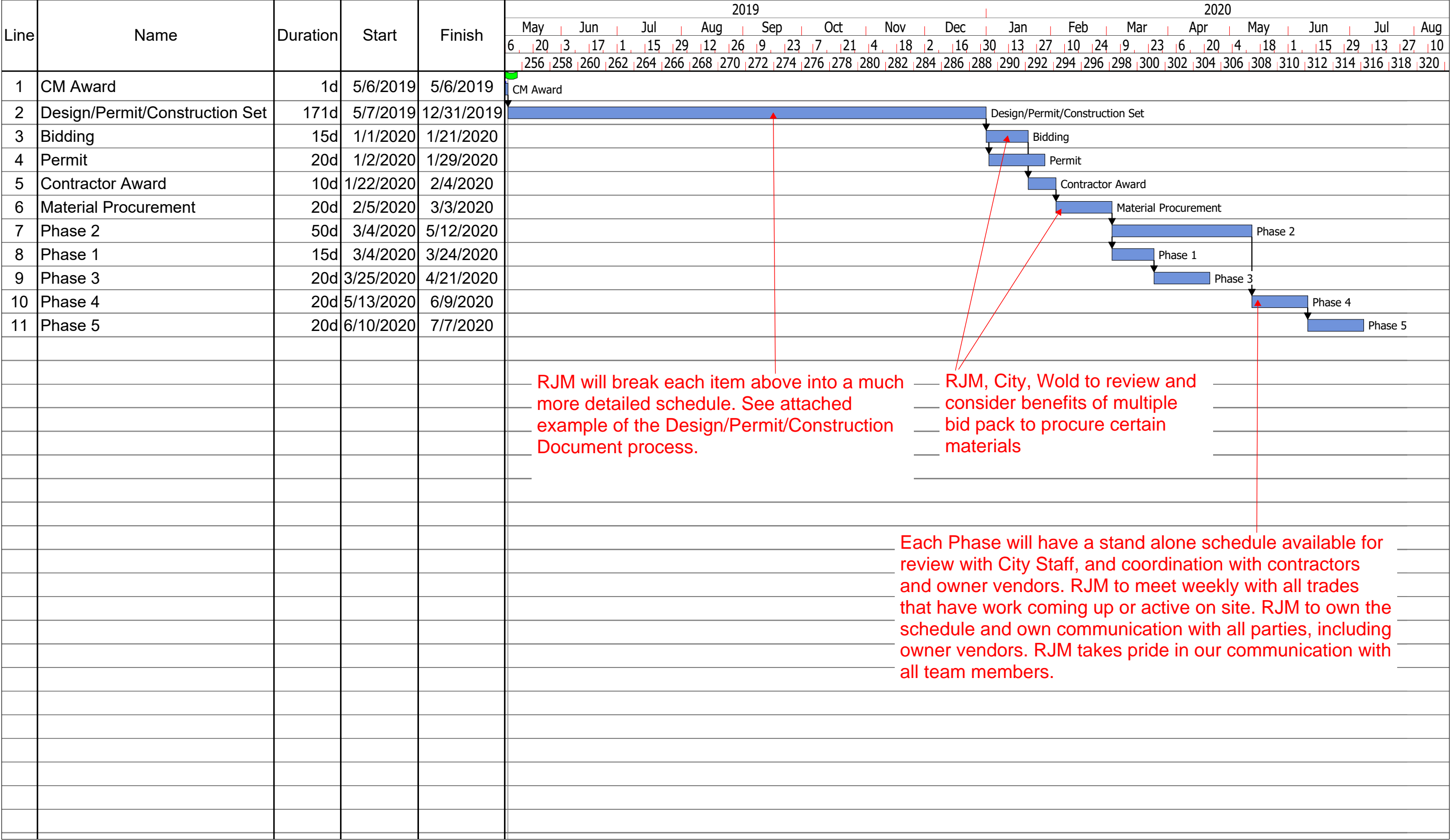
Pre-Construction

- Schematic Design Complete
- Schematic Design Estimate (3 weeks)
- Meet w/Team to Review Estimate
- Design Development Complete
- Design Development Estimate (3 weeks)
- Meet w/ Team to Review Estimate
- City Council Approval to Advertise for BP1 (Precast)
- Issue BP1 Advertisement to Bid
- Issue BP1 Bid Documents
- Issue 95% CD Documents
- BP1 Bid Period (3.5 weeks)
- 95% CD Estimate (3.5 weeks)
- Packet Due for Council Meeting?
- City Council Award BP1
- City Council Approval to Advertise for BP2 (Arena)
- Issue BP2 Advertisement to Bid
- Construction Documents Complete
- BP2 Bid Period (4 weeks)
- Bid Opening
- RJM Assembly of Final Bids
- Packet due for City Council Meeting?
- City Council Award BP2
- Construction Start

RJM, Wold, City team
members to work together to
agree and assign dates to
each item.

Date





Date: 4/11/2019