



CITY POLICE STATION AND AQUATICS CENTER PROJECT

City of Frankfort, Indiana

Prepared by

Rich Taylor
Business Development Director
Envoy Companies
Email: rich.taylor@envoycompanies.com

Prepared for

City of Frankfort, Indiana
301 E. Clinton St.
Frankfort, IN 46041

TABLE OF CONTENTS

1. Cover Letter
2. Safety Record
3. Bonding Capacity
4. Certificate of Insurance
5. MBE, WBE, VBE Participation
6. Project approach to GMP
7. Project Schedule
8. Project Experience with Public Private agreement and GMP
9. Price
10. Qualifications
11. Execution Plan
 - a. Project Understanding
 - b. Key Personnel and Project Partners
 - c. Milestone Schedule for Services
 - d. Mitigating Risks and Overcoming Challenges
 - e. Innovation
 - f. Communication
 - g. Site Safety & Security
 - h. Close Out & Transfer
12. Legal

ATTN: Director Don Stock, City of Frankfort



RE: City Police Station and Aquatic Center Project

Dear Mayor Sheets, Chief Shoemaker, Superintendent Kraning, Councilor Sheets, Councilor Woods, Director Stock, Mr. Miller and Commissioner Corrie:

The Envoy team is honored by the opportunity to present this proposal for the City Police Station and Aquatics Center project. Our team is **uniquely qualified** to lead this project as your development partner. Our proposal will demonstrate our development, construction management, and property management experience as it pertains to the public private delivery of high profile projects.

As a developer and construction company, we **differentiate ourselves** from our competition. We have strong relationships with subcontractors, in-house estimating, brokerage services, property management, and facilities maintenance experience. Envoy's acumen as both a construction partner, developer and property manager will bring the needed expertise required by the build operate transfer statute. As your trusted partner, we will add value to your project, drive down costs and keep progress on track. Envoy's fees, budget and bids are **transparent** and all provided to you for review.

We take a **collaborative approach** to all of our projects, which is represented by our successful delivery of complicated public and private projects throughout Indiana and recently in Ohio. We have worked with our strategic partners and analyzed previous drawings to develop the best strategy for phasing, procurement, and systems related to the police station and aquatics center. Our team has started the initial planning and assemblage of items that could lower the total project cost for the project all while keeping the design intent and quality of materials at the City of Frankfort's goal. We believe this early work will prepare our team for when we engage stakeholders to incorporate their ideas and expertise related to operations and systems. These efforts will ensure we hit the ground running if we are selected as your trusted partner for this project.

Envoy has engaged Ameresco as a strategic team partner on this project. Envoy is currently working with Ameresco on another public private project. This partnership brings a unique acumen to the table encompassing innovative energy, operational, and financial capabilities to the team that will enable our services to be nimble and react quickly to the project needs. As such, our team provides the most comprehensive solution for DBOM projects and their stakeholders. We will provide unique solutions to this project to deliver **cutting edge technology, systems, and sustainability** for both the police station and aquatic center operations.

I will serve as your point of contact through the evaluation and selection process. Please contact me with any questions. We ask for your business and would be honored to serve as your **trusted project partner**.

Respectfully submitted,

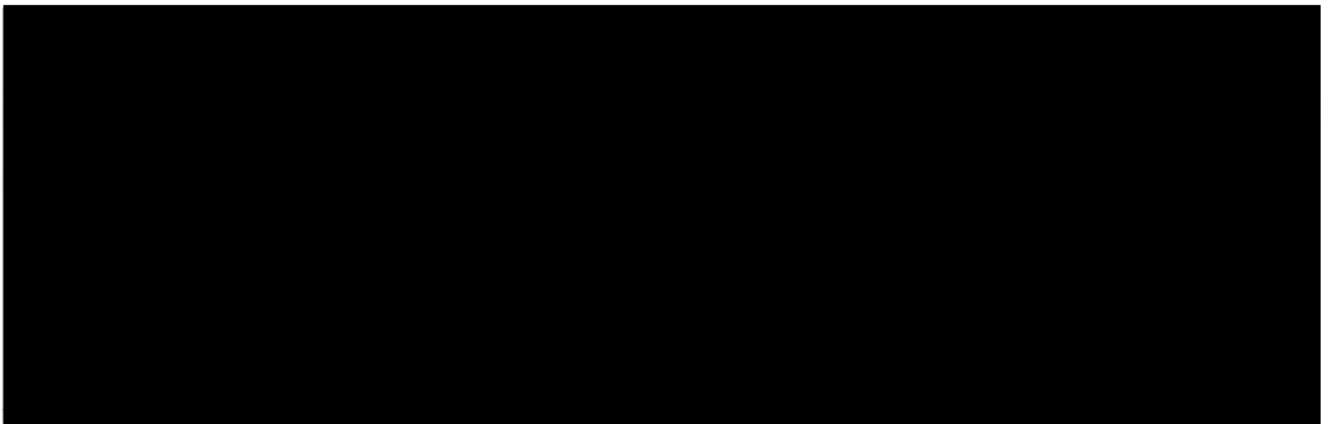
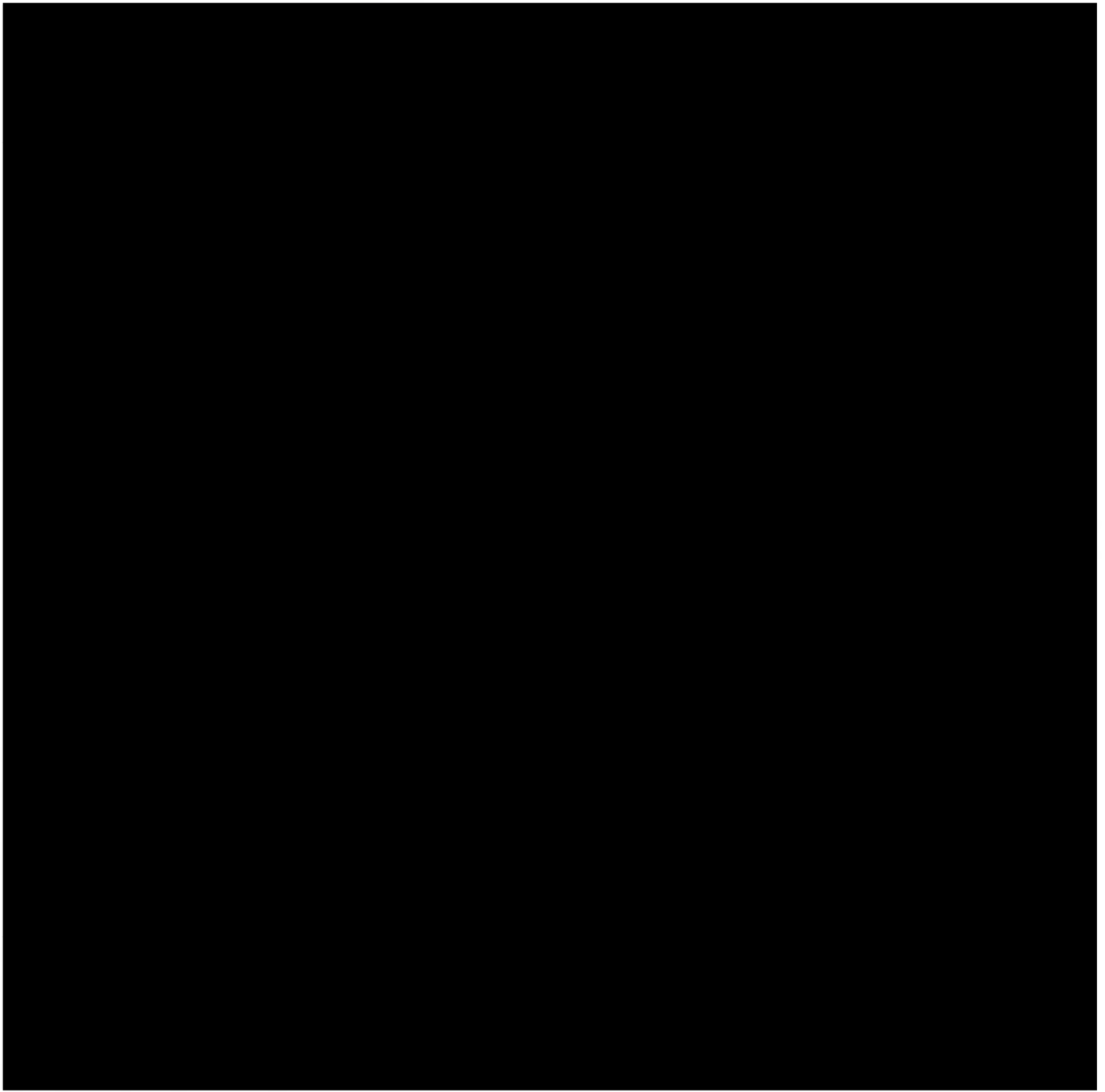
A handwritten signature in black ink, appearing to read "Rich Taylor", with a stylized flourish at the end.

Rich Taylor, Director of Business Development

Envoy Companies

SAFETY RECORD





BONDING CAPACITY



CERTIFICATE OF INSURANCE





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/13/2021

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

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

PRODUCER Shepherd Insurance, LLC. 111 Congressional Boulevard Suite 100 Carmel IN 46032	CONTACT NAME: Carrie Bolton PHONE (A/C, No, Ext): (317) 846-5554 E-MAIL ADDRESS: cbolton@shepherdins.com FAX (A/C, No): (317) 846-5444																					
INSURED Envoy, Inc. 8890 East 116th Street, Suite 250 Fishers IN 46038	<table><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Westfield National Insurance Company</td><td>24120</td></tr><tr><td>INSURER B:</td><td>Accident Fund Insurance Company of America</td><td>10166</td></tr><tr><td>INSURER C:</td><td>Underwriters at Lloyd's, London</td><td>15642</td></tr><tr><td>INSURER D:</td><td></td><td></td></tr><tr><td>INSURER E:</td><td></td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Westfield National Insurance Company	24120	INSURER B:	Accident Fund Insurance Company of America	10166	INSURER C:	Underwriters at Lloyd's, London	15642	INSURER D:			INSURER E:			INSURER F:		
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INSURER D:																						
INSURER E:																						
INSURER F:																						

COVERAGES**CERTIFICATE NUMBER:** CL2192945002**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			CMM078330X	10/01/2021	10/01/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			CMM078330X	10/01/2021	10/01/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			CMM078330X	10/01/2021	10/01/2022	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WCV 6144727	10/01/2021	10/01/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			PENVO000521	04/01/2021	10/01/2022	Aggregate Limit \$2,000,000 Each Claim Limit \$1,000,000 Each Claim Deductible \$10,000

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

Commercial General Liability Contractors Endorsement Form CG 7137 12 17 Included (Additional Insureds - Automatic Status; Waiver of Transfer of Rights of Recovery Against Others To Us - Automatic Status); Primary & Noncontributory - Other Insurance Condition Form CG 20 01 12 19 Included. Designated Insured For Covered Autos Liability Coverage Form CA 20 48 10 13 Included; Business Auto Endorsement Form CA 70 77 10 13 Included (Additional Insured by Contract, Agreement or Permit); Waiver of Transfer of Rights of Recovery Against Others To Us (Waiver of Subrogation) Form CA 04 44 10 13. Workers' Compensation Waiver of Our Right to Recover From Others Endorsement Form WC 00 03 13 (Ed. 4-84).

CERTIFICATE HOLDER**CANCELLATION**

City of Frankfort 301 E. Clinton Street Frankfort IN 46041	<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p> <p><i>Carrie Bolton</i></p>
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MBE, WBE, VBE AND XBE PARTICIPATION



MBE, WBE, VBE, XBE PARTICIPATION

Envoy employs a diverse workforce. While procuring trade contractors, Envoy will work directly with the diversity resources from the State of Indiana to solicit proposals from qualified MBE/WBE/VBE contractors to maximize project diversity desired by the City of Frankfort and allowable by the market.

Veteran Owned Small Business Certification

Envoy Construction Services, LLC is a certified Veteran Owned Small Business. Scott Baldwin, Owner and CEO of Envoy, is a United States Marine Corps Veteran of two wars (Operations Desert Storm & Enduring Freedom). Most recently Scott served in Afghanistan and was embedded with a USMC combat unit (2/4 CONUS & OCONUS) as a law enforcement subject matter expert. Scott contributed to operational success by training Marines to adapt policing skills to combat and counter-insurgency tactics, techniques, and procedures. He conducted tactical site exploitation, detainee handling, counter IED operations, and tactical questioning. Lastly, Scott supervised the identification and apprehension of high value, anti-coalition elements and narco-terrorists, forensic support, and case preparation. Please see attached Veteran Owned Small Business Certificate from the State of Indiana.



STATE OF INDIANA

Eric J. Holcomb, Governor

DEPARTMENT OF ADMINISTRATION Indiana Veteran Business

Indiana Government Center South
402 West Washington Street, Room W468
Indianapolis, IN 46204

January 7, 2020

Mr. Scott Baldwin
Envoy Construction Services, LLC
5723 Birtz Road
Indianapolis, IN 46216

Subject: Indiana Veteran Owned Small Business Enterprise Certification

Dear Mr. Baldwin,

Congratulations! The Indiana Department of Administration is pleased to inform you that **Envoy Construction Services, LLC** is hereby certified as an Indiana Veteran Owned Small Business Enterprise ("IVOSB").

Envoy Construction Service's certification is valid from **January 7, 2020** through **January 7, 2022**. Annually, the company must complete the Affidavit of Continued Eligibility Form and submit it to the Department. The company must complete the recertification process every two years. The Department recommends that you start this process at least 90 days prior to the expiration of the company's certification to avoid any lapse in your certification. More information regarding this process, along with additional information about the IVOSB program and available opportunities can be found at: <https://www.in.gov/idoa/2825.htm>.

If you should have any questions or concerns, please do not hesitate to contact the Department via email at indianaveteranspreference@idoa.in.gov.

Sincerely,

A handwritten signature in blue ink that reads "Ralph W. Adams".

Ralph W. Adams, Deputy Director of Certification
Indiana Department of Administration
Division of Supplier Diversity

RWA/vc

PROJECT APPROACH TO GMP



PROJECT APPROACH TO GMP

Indiana's Build Operate Transfer statute provides tremendous flexibility as to when the GMP can be established. Our team has experience setting a GMP at schematic design and design development stage of design, multiple GMPs for various project components, and the traditional method of establishing GMP at construction documents. To ensure a GMP that reduces risk, provides adequate contingencies and allowances, and allows for the lowest total borrowing amount, **we recommend setting a single GMP at Construction Document level of design.** Our philosophy is to set realistic contingencies and estimates to achieve the lowest total borrowing costs for the City of Frankfort. We set contingencies based on the evaluation of risk, completeness of the design at the time the GMP is to be established, and educated factors of the unknown. Project savings achieved by Envoy will be created by efficiencies in construction, project duration, materials selection, innovation and efficient project management. Envoy will equitably share savings of developer owned contingencies and allowances with the City of Frankfort. As noted in the RFPQ, all unspent owner allowances or owner contingencies shall be returned in their entirety.

Self-Performing Work

Envoy does not self-perform work. We believe this creates an opportunity for this project. **Because we do not self-perform, our fees and costs are transparent. Profit cannot be shifted from our stated fee to self-performed work.** We have respected and trusted relationships with quality contractors for each division of work.

Prequalification of First Tier Subcontractors Process

Build Operate Transfer allows for a robust prequalification and open negotiation process with subcontractors. As private developers, Envoy's process of prequalifying and selecting subcontractors is more robust than what is allowed under the CMC statute. We will bid the trades, but we will privately negotiate with the most qualified subcontractors to get the best contractors at the best price. Many quality subcontractors do not bid public work. Envoy has a **large network of subcontractors** that perform private work that we can tap into for this project. Subcontractors will be vetted further for financial stability, insurance, performance, and ability to meet budget and schedule requirements. Subcontractors will further be required to attend safety training, attend site safety meetings, enroll in E-verify and have a written drug testing policy.

Contingencies and Allowances

We take a comprehensive approach to evaluating and setting contingencies and allowances as part of our overall risk management procedures. We will address each contingency and allowances below.

Construction contingency: Construction contingencies are a function of level of design that has been completed when the GMP is established and an educated assessment of the site development risks and unknowns.

Design contingency: As the developer, we will also carry a design contingency in our budgets prior to GMP establishment. We carry a design contingency to capture the work that is not yet documented and cannot be calculated through the design process. This contingency is reduced to \$0 when the final GMP is established. This is another benefit of setting the GMP at CDs.

Allowances: With our past development experience, we set a limited number of allowances based on scopes of work that are consistently known to be difficult to define at the setting of GMP.

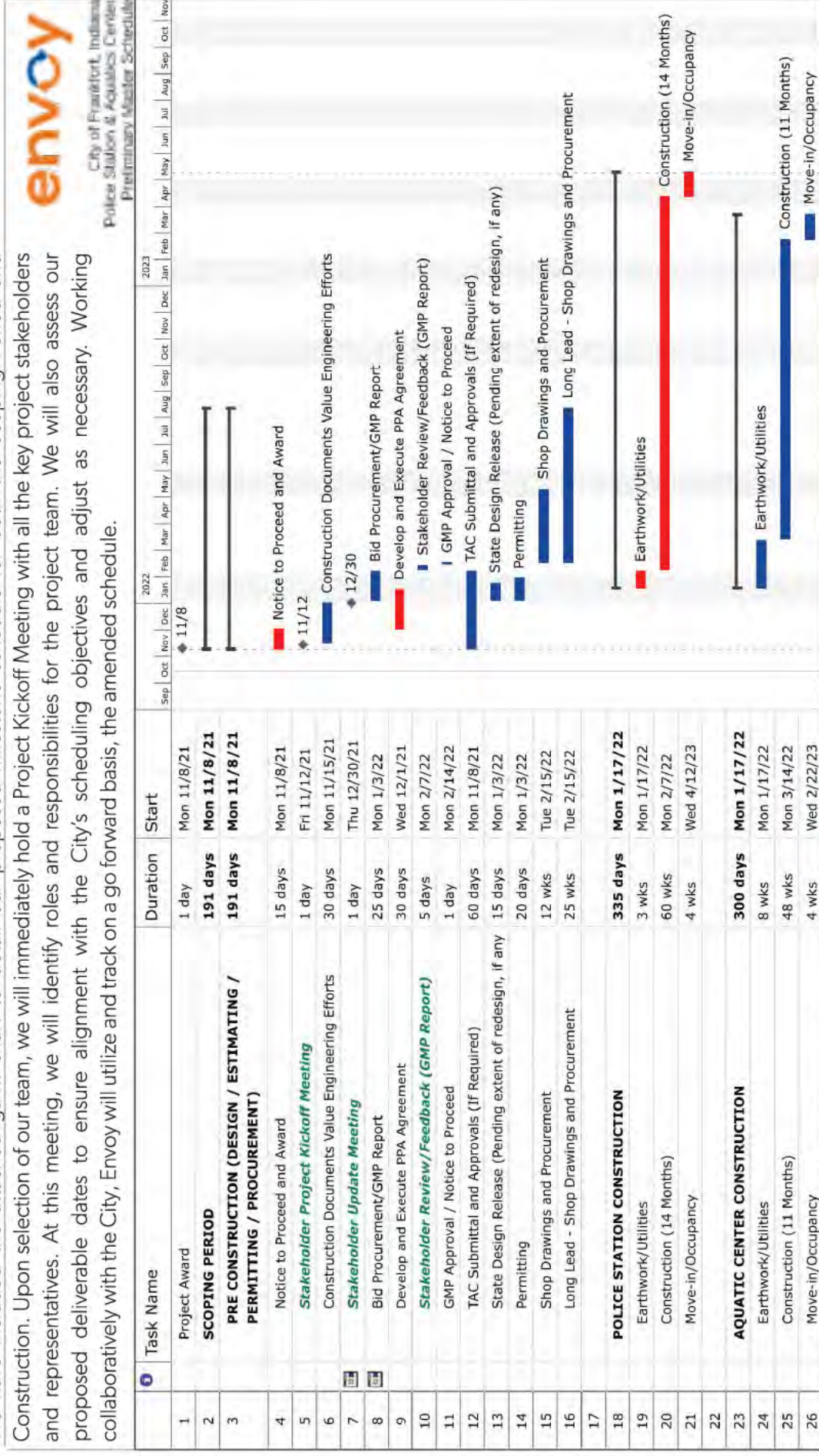
Public Private Agreement

The RFPQ implies that there will be no scoping period conducted under a professional services agreement. Envoy has experience incorporating an abbreviated scoping process and period into a public private agreement (PPA). A short scoping period will be required to effectively meet the GMP and project goals. This PPA will meet the required commitments by the City, but will also allow for the required work to be performed to achieve the guaranteed budget.

PROJECT SCHEDULE



We have included the attached gantt chart to detail our proposed milestone schedule for both the Scoping Period and Construction. Upon selection of our team, we will immediately hold a Project Kickoff Meeting with all the key project stakeholders and representatives. At this meeting, we will identify roles and responsibilities for the project team. We will also assess our proposed deliverable dates to ensure alignment with the City's scheduling objectives and adjust as necessary. Working collaboratively with the City, Envoy will utilize and track on a go forward basis, the amended schedule.



Project: City of Frankfort Police Station & Aquatics Center
Date: Thu 10/14/21



PROJECT EXPERIENCE





PROJECT TYPE

Public Private Partnership
Build Operate Transfer

OWNER

Montgomery County
Commissioners

ARCHITECT

RQAW

PROJECT COST

\$5.5 MM

MONTGOMERY COUNTY ANNEX

Envoy was selected to privately acquire, finance, build and operate a new annex office building for Montgomery County. Envoy negotiated the purchase of the 38,000 SF former assisted living facility at a significant discount from the list price. Envoy will convert this facility into a new county office building. Envoy arranged and structured the project financing without increasing taxes and no payments for 2 years. The project will be completed in spring 2021.

Reference:

Commissioner John Frey

Montgomery County, Indiana

Phone: (765) 376-9694

Email: john.frey@montgomerycounty.in.gov



PROJECT TYPE

Public Private Partnership with
GMP
City of Fishers

OWNER

HG Envoy Fishers, LLC

ARCHITECT

Axis Architecture

PROJECT COST

\$32 MM

SPARK

Spark includes a **526 space public parking garage**, 211 apartments, fitness center, **luxury pool**, and 1,800 SF of first floor retail. Envoy arranged the \$30+ million in financing for this public private partnership. The project was completed in 2019.

Reference:

Mayor Scott Fadness

City of Fishers, Indiana

Phone: (317) 595-3111

Email: fadness@fishers.in.us





PROJECT TYPE

Public Private Partnership with
GMP
Town of Clarksville

OWNER

Town of Clarksville, Indiana &
Clarksville Urban Development

ARCHITECT

Studio A Architecture

PROJECT COST

\$18 MM

BOLT + TIE

Bolt + Tie is a 135,000 SF mixed-use building located in Clarksville, Indiana. This project is composed of 96 apartments, 69 office suites, 12 micro retail suites and one traditional restaurant space. Amenities include conference room access, mailroom, coworking, cafe, bike storage, clubhouse, rooftop lounge, usable balconies, CCTV monitoring and built-in smart features. Bolt + Tie is Clarksville's first step towards its vision of a revitalized downtown.

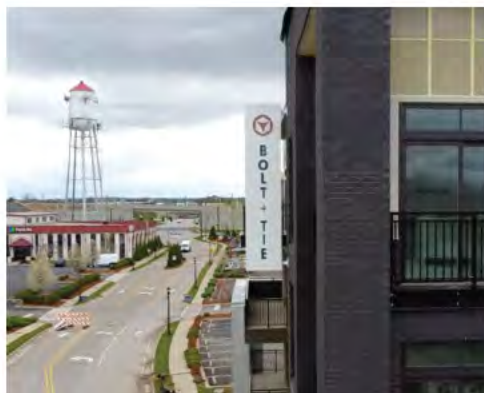
Reference:

Cory Hoehn

Cornerstone Group

Phone: (812) 989-9058

Email: cory@csgrealestate.com





PROJECT TYPE

Medical Office, Retail, Parking
Garage, P3

OWNER

Scott Baldwin, et. al.

ARCHITECT

River Group Architecture
David Yeager Design

PROJECT COST

\$18MM

THE EDGE

The Edge is a 62,000 sf mixed-use building with an attached 332-space parking garage. Located at the corner of 116th Street and Lantern Road in downtown Fishers, The Edge has office and retail tenants, including Community Health Network, Progressive EyeCare, The Well Coffeehouse, The Escape Room and The Borrowed Boutique.

Reference:

Mayor Scott Fadness

City of Fishers, Indiana

Phone: (317) 595-3111

Email: fadness@fishers.in.us





PROJECT TYPE

Construction Management

OWNER

Carroll Consolidated
School Corporation

ARCHITECT

Lancer + Beebe

PROJECT COST

\$12.6MM

CARROLL JR/SR HS

Located in Flora, Indiana, the Carroll School Corporation's Health and Fitness Center Addition features a new field house and a completely renovated athletic wing of the Junior/Senior High School. Areas renovated include the weight room, locker rooms, restrooms, coaching offices, and an **expansion of the aquatics area**. The 25,000 SF, pre-cast panel field house contains three athletic courts and a running track.

Reference

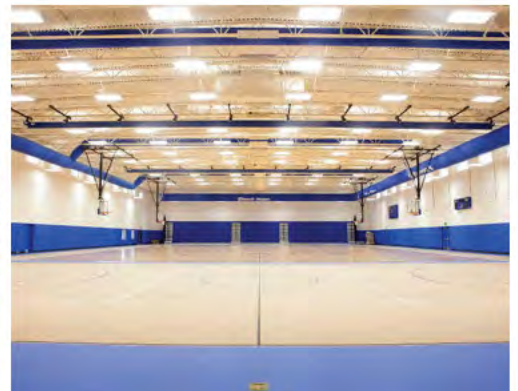
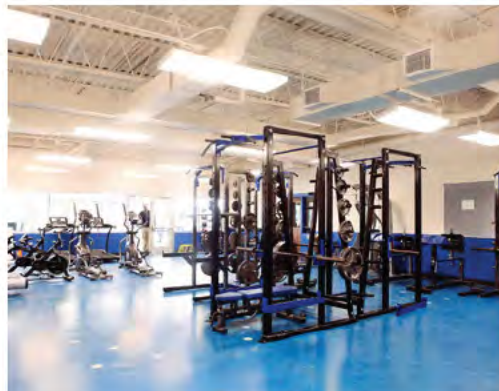
Dr. Christopher Lagoni, Former Superintendent *

Carroll Consolidated School Corporation

Phone: (765) 437-2636

Email: indianasmallandrural@gmail.com

*Currently Executive Director of ISRSA



PRICE





QUALIFICATIONS



BACKGROUND AND GENERAL QUALIFICATIONS



Envoy is a Fishers-based company and the principal owners are **Scott Baldwin and John Barbee**.



Envoy has managed and assisted public owners with over **\$1 billion in capital projects**.



Envoy has represented the public and private sectors on capital construction projects for almost **forty years**.

The Envoy team is well versed in the needs and nuances of working with multiple partners on complicated projects. We understand the critical nature of being responsible stewards of constituents' dollars and time. Our team is confident in our processes and historical success managing a wide array of capital projects starting from a Greenfield development, existing facilities, and projects that require the highest level of coordination with multiple partners. Our attention to detail and emphasis on transparency are assets in our approach as we deliver turnkey solutions for our clients.

Construction

Envoy has **served as Construction Manager for almost 40 years**. As your construction partner, Envoy leads the project from development, design and through the warranty period. With our roots as a Construction Manager as Advisor, we provide unequivocal transparency and representation for our public clients.

Development

Envoy is a recognized developer with over **\$200 million in public private projects**. Our team knows development and has significant experience successfully delivering P3 projects. We have participated in developing, constructing and turning over complete projects to multiple municipalities.

Security and Tech Acumen

With the inclusion of Envoy's two sisters companies, Cloudapt and Diligent Advisory Group, our team has significant security assessment, card access, video surveillance, IaaS, cloud computing, and system integration experience. Our project partner, Ameresco is a **global leader in building integration and technology**.

Property and Facility Management

Our team can continue to support City of Frankfort by providing property management and facility maintenance services. If needed, our operational experience will add value throughout the project's duration. We provide **property management and facilities maintenance for over 300,000 SF of assets**. This includes publicly owned components of our P3 development projects.

BENEFITS OF WORKING WITH ENVOY

1

Transparency

Envoy only acts in the best interest of the City of Frankfort.

Transparent Fees and Profit | No Link Between Envoy and Trades | Providers Selected Based on Competitive Bidding and Best Qualification | Cost of All Bids and Details Known by Owner

2

Accountability

Envoy is accountable only to City of Frankfort to deliver a successful project.

Clearly Delineated Roles and Responsibilities | No Competing Interests | Regular Reporting | Manage Complete Process

3

Expertise

Envoy provides project management and construction expertise to navigate the processes and challenges of a complicated public private development projects. Both the the owner and project stakeholders benefit from our added expertise.

Design Assist Expertise for Architect | Construction Documents Reviews Reduce Errors and Omissions | Real Time Costs | Strategic Bid Package Development | Early Identification of Schedule, Quality and Contractor Problems | Effective Management of Project Close Out and Transfer

4

Cost Control

Envoy provides expertise, strategies, procedures and policies to control project costs and provide cost guarantees.

Design and Construction Document Review Eliminates Redesign and Change Orders | Strategic Bid Package Development Reduces Costs | Fiscal and Project Decision Support Reduce Project Duration

5

Quality Service

From planning, design, and through the warranty period, Envoy serves as your trusted advisor. This includes handling difficult conversations and challenges that may arise during a project. Envoy is acting only in City of Frankfort's best interest, therefore Envoy can ensure the project is delivered on time and budget.

Coordinates Project Meetings | Communicates with Stakeholders | Turnkey Solutions

ADDITIONAL CLIENT REFERENCES

Public Safety References:

Chief David Haboush

Carmel Fire Department
Phone: (317) 571-2600
Email: dhaboush@carmel.in.gov

Trustee Doug Callahan

Clay Township
Phone: (317) 417-2010
Email: dcallahan@indy.rr.com

Mayor Todd Barton

City of Crawfordsville
Phone: (765) 364-5160
Email: tbarton@crawfordsville-in.gov

Battalion Chief James Wolsiffer

Sugar Creek Township Fire Department
Phone: (317) 607-4330
Email: jwolsiffer@sugarcreektwp.co

Chief Jeremy Pell

White River Township Fire Department
Phone: (317) 888-8337
Email: jpell@wrtfd.org

Bank Reference:

Kevin Wright

EVP, Commercial Banking
Star Financial Bank
Phone: (847) 732-5589

EXECUTION PLAN



PROJECT UNDERSTANDING

Envoy has recent contextual experience and acumen that will ensure a successful project for the City of Frankfort. Our team understands the project goals and will deliver innovative solutions to meet these goals. Envoy endeavored to intimately review the design documents, design intent, design standards, project timeline and site needs. Our team has already started to evaluate innovative solutions, explore ways to expedite the schedule, reduce project costs and mitigate project risks.

Timeline: Our team has developed an expedited conceptual timeline to meet the project goals for the City of Frankfort.

Design intent and standards: Envoy has completed many other important public safety, aquatics/park and BOT projects. Some of these project could not be included in the the qualifications section as they have been performed over our almost 40 year history. We understand the high standards expected by the City and will ensure project goals are met. Our team will deliver the highest quality at the best value while maintaining the design integrity.

Energy efficiency and long term maintenance: Envoy's partnership with Ameresco will provide tremendous value throughout the process. Ameresco's team can provide innovative solutions to address the project needs related to mechanical, electric and plumbing systems. Our team's solutions differentiate us from a traditional general contractor approach to this project.

Collaboration: Throughout Envoy's history and recent P3 projects, Envoy collaborates with multiple user groups, project stakeholders and partners to deliver successful solutions. Our systems, processes and communication will ensure Frankfort Police Department and Parks Department will be thoughtfully engaged throughout the project to ensure operational efficiency and user satisfaction.

Quality Construction, Operations, Systems and Materials: As legacy developers, we are experienced at providing quality construction for the best value. The materials and methods we use must meet the test of time. We understand the high standards expected by the City of Frankfort. We will evaluate the methods, materials and finishes with an eye for quality and best value. Any alternatives recommended by our team will ensure they meet the quality, durability and design intent expectations of the City of Frankfort.

Life Cycle Cost Evaluation: As we consider BAS, MEPT, FFE, materials and other systems, our team will complete a life cycle assessment on all major systems and materials to ensure we are evaluating the long term operating cost of each decision.

Operational Efficiency: Envoy will manage the design process with an emphasis on operational efficiency and user satisfaction. This will be achieved through life cycle cost evaluations and stakeholder engagement throughout the scoping process.

Project budget: Envoy has managed public projects almost 40 years. Envoy is adept at delivering projects on time and on budget. As developers, we understand development risk and how to manage risk for our P3 clients. Many times our own capital and financing are at risk. We have tremendous experience managing a complete budget for complex projects that include FFE, operational and maintenance costs, and other project needs typically not managed by general contractors. Our private operating and development experience will ensure a complete package is delivered at final project completion. We approach each project as owners and understand the strict budget requirements for these projects.



Scott Baldwin

CEO and Owner

As CEO, Scott participates in all facets of business planning, management and leadership for Envoy. Scott cultivates business relationships, strategic partnerships, and public private partnerships. Before beginning his career in real estate and development, Scott served in two wars as a **United States Marine** and is a **decorated retired Indianapolis Metropolitan Police detective**. Scott is continuing his public service as a recently elected Indiana State Senator for Senate District 20. His public service experience is a testament to his honor, integrity and values which he carries over to his work at Envoy.

- Managed over \$1B in transactional volume
- 20+ years of experience in real estate development



John Barbee

COO and Owner

As Chief Operating Officer and Owner, John strategically leads the company by overseeing all of Envoy's operations through the assigned construction and development team members. John oversees every project, from concept to completion, through a series of internal and external processes. John sets the standard for all of Envoy by approaching each project with a high level of transparency, accountability, and attention to detail. **John has overseen over \$100 million in public safety projects.**

- 23+ years of experience in the construction industry
- BS, Building Construction Management, Purdue University

PROJECT TEAM



John Barbee
COO
Principal in Charge



Jonathan White
VP of Construction
Executive Project Manager



Steve Taggart
Vice President



Kevin Sullivan
Chief Estimator /
Preconstruction Manager



Connor Britt
Project Manager



Brad Driver
MEP Project Developer



Ankit Tibrewal
Assistant Project Manager



Jerry Feuquay
Senior Site Manager



David Radanof
MEP Construction Manager



John Barbee, COO

Principal in Charge

As the Principal in Charge, John will oversee the project team and will be intimately involved in the delivery of this important project. John has overseen over \$1 billion capital projects. This experience will ensure the our team delivers a successful project for City of Frankfort.

Relevant Project Experience

- 23+ years of experience in the construction industry
- BS, Building Construction Management, Purdue University

Bolt + Tie , Clarksville, IN (P3)

Spark, Fishers, IN (P3)

The Edge, Fishers, IN (P3)

Kokomo Parking Garage (P3)

Montgomery County Annex (P3)

Town of Cumberland (P3)

Kokomo Lofts and Parking Garage (P3)

Kokomo Garage (P3)

Washington Township (P3)

Sugar Creek Fire Station No. 24

White River Fire Station 53

Vernon Fire Station 3

Crawfordsville Fire Station 2

Hamilton County Corrections Complex

- New Juvenile Services Center
- Sheriff's Department Services Center & Crime Lab
- Jail Intake/Booking Additions and renovations
- 911 Dispatch Center and Emergency Management Agency
- New Community Corrections Center

Carmel Fire Department

- Headquarters and Museum
- Station 44
- Station 43 Addition/Renovation
- Training and Maintenance Center
- Police HQ and Judicial Center Expansion



Jonathan White, Vice President of Construction

Executive Project Manager

As the Vice President of Construction, Jonathan's extraordinary attention to detail ensures that Envoy projects are being delivered on time and under budget. His dedication to best practices in the industry are evident in the high-quality of Jonathan's project portfolio. He takes a client-focused approach to construction management and leads his team with professionalism, integrity, and unparalleled accountability. Jonathan will serve as the Executive Project Manager for this project reviewing all Envoy work product and reports.

Relevant Project Experience

Carmel Fire Department

- Headquarters and Museum
- Station 44
- Training Center
- Police HQ and Judicial Center Expansion

Bolt + Tie , Clarksville, IN (P3)

Spark, Fishers, IN (P3)

The Edge, Fishers, IN (P3)

Kokomo Parking Garage (P3)

Montgomery County Annex (P3)

Washington Township (P3)

Elevate Office Suites (P3)

Cathedral High School

Sugar Creek Fire Station No. 24

White River Fire Station 53

- 22+ years of construction experience
- BS Construction Engineering & Management from Purdue University



- 35+ years of experience in the construction industry
- BS, Building Construction Management, Purdue University

Kevin Sullivan

Chief Estimator / Preconstruction Manager

Kevin has over 35 years of extensive estimating experience for virtually all types of buildings and related site work. Kevin is very experienced with bidding and managing all aspects of bid preparation. His expertise will ensure the planned project budget is accurate and achievable. His experience will ensure the development of strategic bid packages to reduce costs and increase project efficiencies. Before joining Envoy, Kevin worked for several firms on all sizes and types of projects up to \$320 Million. His project experience includes many pool and aquatic projects, schools (both K-12 and university), athletic facilities, libraries, courthouses, city halls, hospitals, airport, corporate research facilities, mixed-use, churches, the Indianapolis Zoo, the Indianapolis Motor Speedway Pagoda Tower and prisons/jails. Kevin played a pivotal role providing estimating and preconstruction support for the Carmel Clay Parks Central Park and Monon Community Center projects.

Relevant Project Experience

Monon Community Center, Carmel Clay Parks (Aquatics Center and Waterpark)

Zionsville Government Center

Eli Lilly K105A Core and Shell

Community Hospital North

Indianapolis Motor Speedway Pagoda Tower

Carmel Police HQ and Judicial Center Expansion

Eli Lilly Corporate Center and Research Cathedral H.S. Innovation Center

Bolt + Tie, Clarksville, IN (P3)

Spark, Fishers, IN (P3)

The Edge, Fishers, IN (P3)

Kokomo Parking Garage (P3)

Town of Cumberland (P3)

Montgomery County Annex (P3)

Westerville Office Suites, OH (P3)



- Managed nearly \$100M in construction projects
- BS, Construction Management, Purdue University

Connor Britt

Project Manager

As the Project Manager, Connor will support Jonathan White for all project needs. As Project Manager, Connor works closely with the Envoy construction and development teams as well as various subcontractors, designers, consultants and city officials. Connor oversees the successful completion of construction and design activities from conceptual design to ribbon cutting. Connor's project portfolio is proof of his attention to detail and timely delivery of superior construction projects.

Relevant Project Experience

Sugar Creek Fire Station No. 24

White River Fire Station 53

Vernon Fire Station 3

Cathedral H.S. Innovation Center

Bolt + Tie, Clarksville, IN (P3)

Brownsburg Office Suites, (P3)

Westerville Office Suites, Westerville, OH (P3)

Carmel Police HQ and Judicial Center Expansion



- BS, Building Construction Management, Purdue University
- Honors College, RMIT University, Melbourne, Australia

Ankit Tibrewal

Assistant Project Manager

Serving as Assistant Project Manager, Ankit's primary responsibilities are to assist the Senior Project Manager, Project Manager and Site Manager(s) in all aspects of the construction projects(s) including but not limited to, staff development, development of bid packages and specifications, coordination of shop drawings, submittal review and submissions, expediting material deliveries, assisting with project cost accounting, processing owner and subcontractor billings, and periodic project site visits. As an Assistant Project Manager, Ankit is trained to successfully negotiate subcontracts and change orders and effectively direct the project administration in daily activities to ensure proper project support is being maintained.

Relevant Project Experience

West Virginia University Ruby Memorial Hospital Expansion, Morgantown, WV
Bronco Billy's Casino Parking Garage, Cripple Creek, Colorado
Churchill Downs Racing and Casino, Oak Grove, Kentucky
Universal Studios, Orlando FL

Kokomo Parking Garage (P3)
Carmel Clay Community Building
Lambda Chi Fraternity House
Cathedral High School
Carmel Police HQ and Judicial Center Expansion



- BS in Business-Legal, Miami University
- Managed over \$200MM in P3 projects

Brad Untrauer

Vice President of Development & Real Estate

As Vice President of Real Estate, Brad is responsible for identifying new development opportunities and markets for Envoy and for leading Envoy's real estate brokerage team. He is involved in the site selection, design, planning, revenue forecasting, budgeting and lease-up for both Envoy and third-party client development projects. He works closely with the pre-development team to study feasibility in public private partnership developments as well as identifying new opportunities and strategic partnerships.

Relevant Project Experience

Carmel Police HQ and Judicial Center Expansion
Bolt + Tie, Clarksville, IN (P3)
Spark, Fishers, IN (P3)
Brownsburg Office Suites (P3)
Westerville Office Suites, Westerville, OH (P3)

Kokomo Parking Garage (P3)
Montgomery County Annex, Montgomery County, IN (P3)
Town of Cumberland (P3)
Washington Township (P3)



- BS in Finance, IUPUI
- Proud Cumberland resident

Andrew Payne

Development Associate

In his role as Development Coordinator, Andrew works with the entire development team through conducting preliminary market research and data/feasibility analysis, building and updating financial proformas, and producing and analyzing various proposals. With finance and accounting experience, he also ensures the balance of crucial accounts and the preparation and accuracy of draw requests.

Relevant Project Experience

Bolt + Tie , Clarksville, IN (P3)

Spark, Fishers, IN (P3)

Brownsburg Office Suites (P3)

Westerville Office Suites, OH (P3)

Kokomo Parking Garage (P3)

Montomgery County Annex (P3)

Town of Cumberland (P3)

Washington Township (P3)

Carmel Police HQ and Judicial Center Expansion



- 18 years of finance & business development experience
- BS, Business Management, Purdue University & MBA, Butler University

Rich Taylor

Director of Business Development

As Business Development Manager, Rich is responsible for managing strategic relationships for Envoy's family of companies. Rich's public finance and project management experience provides creative and proven solutions as a trusted adviser for his clients. Rich understands project management from the Owner's perspective. As a 11 year veteran board member and current Board President of an award winning park system, he has managed many public projects as a public official. Rich also served as President of a Community Development Corporation executing a number of redevelopment projects and millions in P3 installment purchase financing. His unique experiences, background and skills are an asset to public sector clients.

PROJECT PARTNERS

Envoy has curated a team of experts for this specific project. Our team will create innovative solutions that can reduce project costs, increase facility efficiency and create operating budget certainty. Our team's mission will be to assist and guide the City of Frankfort by utilizing our experience as an engine of transformation that will spotlight collaboration and dedication to the City's mission and project goals.



Ameresco is a national and industry leader in **DBOM services of various building systems**. They have the capacity to **shift the system's costs from CAPEX to OPEX freeing up capital for additional project scope**. Your core business is not focused on monitoring and maintaining your building systems. Ameresco's team of experts can help you align your building operations with your organizational goals so you can begin to **see reduced costs and increased performance** from your building equipment. From installation to the end of the system's useful life, **Ameresco can own, operate and maintain your building systems**. Ameresco's benefits include:

Design: Drawing only from best-in-class mechanical, electrical and plumbing (MEP) infrastructure components without supplier bias, we can tailor a solution to maximize efficiency or to manage development costs.

Build: We can partner with local contractors to complete a project or recruit internationally renowned experts to oversee construction, retrofitting or installation.

Own: Let Ameresco operate and manage these systems.

Operate and Maintain: Ameresco can train existing staff to run on-site systems, take on all O&M responsibilities or recruit new personnel to operate and maintain energy infrastructure.

Operational Guarantees: Ameresco can provide guarantees of operational consistency and availability of mechanical systems. This guarantee avoids mounting deferred maintenance costs in the new facilities.



Spear Corporation, an aquatics equipment installation and maintenance company, is the leading commercial swimming pool firm in the Midwest. Spear Corporation is a licensed pool operator that can operate and maintain the pool and equipment so it is not a burden to the City of Frankfort. Spear Corporation's professional and factory trained Certified Technicians will provide service repairs, equipment training and preventative maintenance for all aquatics equipment. Their expertise will ensure efficient and cost effective pool operations.



The Pool Management Group/Aquatic Management of Indianapolis is the largest privately held pool management company in the U.S. Operating the aquatics center, life guards and pool staffing can be difficult to manage. PMG can provide the following services to support the City of Frankfort's aquatic center's operations:

Pool Staffing: Recruiting, hiring, training and managing lifeguards and pool attendants.

Advanced Training: PMG's proprietary training addresses risks many aquatics/pool operators don't even know exist.

Opening and Closing Tasks: Comprehensive pre-season and post-season maintenance and cleaning for the City.

Pool Vision App: Mobile technology to better communicate your pool's status and keep you informed.

National Staffing Back-up Team: This service allows the city to know your operations are never in question.

Quality Inspections: PMG's site visits and layers of supervision keep pools & staff operating at a high level of quality.

Steve Taggart

Vice President



Education

La Sierra University

BA, Marketing

Training

Silver Spring (Itron) Lighting Management System Training

Professional Experience

Ameresco, Inc., 2017 – Present

Vice President

Ameresco, Inc., 2008 – 2012

Manager-Business Development

Ameresco, Inc., 2004 – 2007

Senior Sales Representative

Exelon Solutions, 2002 – 2004

Senior Account Executive

Areas of Expertise

- Structuring & Developing Energy Conservation Projects
- Business & Project Development
- Project Management & Project Performance

Role and Responsibilities

Mr. Taggart works with all external and internal team members and has ultimate responsibility for customer satisfaction with all regional projects. He has extensive experience in structuring and developing energy conservation projects. His current responsibilities include the oversight of business development, project development, project management and project performance. He is recognized at Ameresco, and in the industry, for building strong relationships with superior customer service. During his tenure at Ameresco, Mr. Taggart has personally **executed \$150 million dollars in performance contracts**. Under his leadership, the region has successfully developed and implemented **over \$250 million in performance contracting**.

Representative Project Experience – Over 15 Years

- Chicago Infrastructure Trust
- University of Illinois Chicago
- Chicago Park District
- Public Building Commission, Chicago IL
- Chicago Housing Authority
- Troy CC SD 30-C

Brad Driver, LEED AP

Senior Project Developer

**Education****ITT Technical Institute****Licenses & Certifications**

Licensed, Unlimited HVAC Class A
Contractor, Indianapolis (#HH0001143)

LEED AP

Professional Affiliation

Association Energy Engineers (AEE)

American Society of Heating,
Refrigeration and Air (ASHRAE)

Professional Experience

Ameresco, Inc. 2009 - present

Project Developer

Trane Company, 1999 – 2009

Area Service Manager Mechanical &
Automation, 6 yrs

Building Automation Manager of
Service, 5 yrs

**Havel Bros., Division of Shambaugh &
Son, Contractors and Engineers, 1991 –
1999**

Operations Manager, 4 yrs

Building Automation Specialist, 4 yrs

Dial One Meridian Mech. 1983 – 1991

Building Systems Service Tech.

Project Role

With over 37 years of HVAC experience, Mr. Driver is a member of Ameresco's project development and technical support team. He provides project development, engineering, technical assessment, controls integration, commissioning and design services for energy conservation projects. Mr. Driver is experienced in total building systems, HVAC systems, mechanical systems, lighting and lighting control systems, pool systems and building automation control systems. Unique experiences include whole building optimization through integration along with retro-commissioning and new systems commissioning.

Project Experience

Case County Government – Logansport, IN	\$1.1M
City of Richmond – Richmond, IN	\$1.4M
Lake County Phase 1 – Merrillville, IN	\$11.8M
Morrisson-Reeves Library – Richmond, IN	\$1.3M
Farwell Schools – Farwell, MI	\$0.45M
Four County Counseling Center – Logansport, IN	\$0.86M
City of Battle Creek – Battle Creek, MI	\$4.2M
Grant County Gov't, Phase 1 & 2 – Marion, IN	\$4.1M
Paul Brown Stadium – Cincinnati, OH	\$16.1M
Great American Ballpark – Cincinnati, OH	\$11.1M
Hendricks County Gov't, Phase 1 & 2	\$4.0M

David M. Radanof
Senior Project Construction Manager



Education

University of Akron
B.S., Industrial Management

Professional Experience

Ameresco, Inc. 2017 - present
Senior Project Construction Manager
Energy Systems Group, 2010 – 2017
Project Manager
ATCS, Inc., 1999 – 2010
Project Superintendent
Akron Precision, Inc., 1996 – 1999
Sales Representative

Project Role

With over 25 years of diverse project engineering and project construction delivery experience, in a nutshell Mr. Radanof is responsible to the client for the delivery of the projects thru construction. As the Construction Manager and with his engineering experience, he is able to provide solutions to construction field challenges.

As the Projects Manager, Mr. Radanof is responsible for maintaining project schedule and budgets. He also takes pride in his ability to maintain his clients well informed and updated on the project status, while serving in the client's interests in managing the construction contractor teams.

Project Experience

Monroe Community College	\$16.1M
Trumbull County Board of Developmental Disabilities	\$2.5M

Mark E. Heirbrandt

Senior Account Executive

**Education****University of Indianapolis***B.S., Chemistry/Biology***Ivy Tech State College***Heating/Air Conditioning***Professional Affiliation***AIC, Associate Board Member**IACC, Board Member – 2016**ISBA**ISA**IACT, Associate Board Member, 2012 – 2016**Hamilton County Commissioner, 2013 – Present**Board of Public Works for the City of Westfield, Indiana 2008 – 2012***Professional Experience****Ameresco, Inc. 1998 – present***Senior Account Executive***Edwards Electrical & Mechanical, 1996 – 1998***Sales Representative***Project Role**

Mr. Heirbrandt's responsibilities include developing sales, engineering, and project management efforts. The projects Mr. Heirbrandt has been involved with have solved complicated facility and energy problems while making much needed improvements to existing infrastructure while producing excellent financial returns.

Mr. Heirbrandt has over 20 years of experience in the energy and facility improvements industry. He has currently implemented more Indiana County Projects than any other sales person in the state.

Project Experience

Huntington County, IN – Phase 1 and 2	\$6.1M
Lake County, IN – Phase 1, 2 and 3	\$41.6M
Grant County, IN – Phase 1, 2 and 3	\$10.4M
City of South Bend, IN	\$4.8M
Grant County, IN – Phase 1 and 2	\$3.7M
Elkhart County, IN – Phase 1 and 2	\$4.5M
Spencer County, IN	\$1.3M
Cass County, IN	\$1.1M
Delaware County, IN – Phase 1 and 2	\$5.4M
Vigo County, IN	\$4.4M
Town of Plainfield, IN	\$2.8M
Wayne County, IN	\$3.0M
Wells County, IN	\$2.4M
Montgomery County, IN	\$1.1M
LaPorte County, IN – Phase 1	\$6.9M
Hendricks County, IN – Phase 1 and 2	\$4.1M

AQUATICS EQUIPMENT MAINTENANCE



- 16+ years of aquatics equipment and maintenance experience
- BS, Business Administration, University of Indianapolis

Sam Blake

Vice President

Sam Blake has been employed in the field of aquatics since 1995. He has been instructing the CPO Class since 2005.

While at Spear Corporation, Sam has specialized in the design and construction of chemical systems, filtration systems and aquatic center designs.

Sam's professional affiliations and certifications are: Illinois Park and Recreation Association, Indiana Park and Recreation Association, Indiana School Board Association, Kentucky Recreation and Park Society, Ohio Parks and Recreation Association.

Relevant Project Experience

2016 US Olympic Trial Pools
Bloomington High School South
Natatorium

Brookville Aquatic Center

Castle High School Natatorium

Columbus East High School Natatorium

Harrison High School Natatorium

McCutcheon High School Natatorium

Murphy Park Aquatic Center

North Central High School Natatorium

Northridge High School Natatorium

North Vernon Aquatic Center

Lebanon Aquatic Center,

Princeton Aquatic Center,

Spire Institute Natatorium,

Westfield High School Natatorium,

West Lafayette High School Natatorium

Kent Pool Center

Fishers Central Green Amphitheater
Expansion

Central Green

Depot

Switch

MILESTONE SCHEDULE OF SERVICES

We have included the attached gantt chart to detail our proposed milestone schedule for both the Scoping Period and Construction. Upon selection of our team, we will immediately hold a Project Kickoff Meeting with all the key project stakeholders and representatives. At this meeting, we will identify roles and responsibilities for the project team. We will also assess our proposed deliverable dates to ensure alignment with the City's scheduling objectives and adjust as necessary. Working collaboratively with the City, Envoy will utilize and track on a go forward basis, the amended schedule. **Along with the previously provided gantt chart identifying the overall schedule, we have provided a scoping process and recommended schedule identifying key meeting dates and durations to allow for Owner review and approvals. The narrative has been provided below.**

Scoping and Setting of GMP Process

Project Stakeholder Kickoff Meeting

- Assignment of team members roles and responsibilities
 - Envoy will develop a project responsibility matrix. This matrix will assign team members roles, responsibility, and due dates based on the provided milestone schedule
 - This responsibility matrix will be critical to defining and understanding the integration of project responsibilities between Envoy and City provided scopes and services
- Project status overview
 - Review the current design status of the project.
 - Discuss flow of operations as it relates to final project design.
 - Review any design changes to be considered before proceeding with changes to the Construction Documents
 - Discuss innovative alternatives, products and/or solutions for further consideration
- Discuss and set expectations for stakeholder engagement
 - Review preliminary stakeholder review meetings schedule.
 - Define stakeholder meeting review deliverables
 - Design coordination updates and impacts
 - Schedule review and updates
 - Project budget update and impacts
- Preliminary milestone schedule
 - Review time line and sequencing of events
 - Ensure adequate time is allocated for stakeholder review and feedback

Development Project Team Kickoff Meeting

- Envoy will bring together all development and design team members to define project expectations, schedule and deliverable directives based on the Stakeholder kickoff meeting
- Assignments and due dates will align with milestone schedule

Construction Documents Value Engineering Efforts Phase

- Planned Duration: 30 days
- With the Construction Documents completed for the proposed projects, the development team will use the established project goals to consider a plethora of items that could reduce project cost and narrow the project scope into budget range.
- Jonathan White and other key personnel will meet with the stakeholders to conduct a comprehensive page turn reviews of the design documents. These meetings will be agenda driven in an old business/new business format and will report on the deliverables agreed to in the kickoff meeting.
- During this phase, we will continue our constructability reviews to look for opportunities to expedite processes and/ or reduce costs with alternatives that meet the City's design intent.
- Simultaneous to the activities above, our development team will work with the City to fully understand all the funded sources allocated to the project. If necessary, Envoy will assist the City in analyzing opportunities to add additional funding sources that could be available to the City.
- Envoy will further establish a comprehensive project budget and review with the City for alignment of work to be provided by the developer and by the City.
- Pending the finalized scope of revision and to the extent that significant project re-designing is necessary, Envoy will engage the designers of record to complete the design modifications for permitting.

Bidding/Procurement of Trades/Permitting/GMP Establishment

- Planned Duration: 25 days
- Envoy's estimating and preconstruction services team will begin structuring combined bid packages based on current market conditions and to create increased interest from the trades.
- We will distribute the 100% CD bid and permit set of documents to the market for proposals in accordance with our prequalification requirements and pre-defined scope of work packages.
- We will simultaneously submit the permit set of drawings to the State and local authorities for review and approval.
- Envoy will receive all bids directly and diligently evaluate them for responsiveness to our bid requirements and level the bid scope of work amongst the respective work packages.
- We will narrow the prospective trades to be considered for award and we privately hold pre-award meetings to discuss scope and compliance with the bid documents, manpower, material procurement and risks with their associated work. Negotiations will take place with prospective trade partners to meet budget goals.
- A GMP Report will then be prepared for stakeholder consideration. The report will include but not be limited to the following:
 - Executive Summary
 - Cost Summary
 - Scope of work narrative and GMP Qualifications
 - Allowances
 - Contingencies
 - Alternatives
 - Schedule
 - Full CD set of design documents
- The schedule has provided 5 days (work days) for stakeholder review and feedback of the GMP report.

INNOVATION

Construction Material & Procurement

Due to the rising costs and long lead times for steel and other materials, our team will investigate proven but unique solutions to these challenges. Material selection makes a significant impact on project costs, facility performance and appearance. Working with our design and engineering team, these alternatives will be vetted for quality, durability, long term maintenance cost and procurement lead times that are detrimental to the project schedule, constructability, and solutions that reduce overall construction costs. Strategic and timely material and building system procurement can reduce lead times and project duration. Below are a few ideas of innovative solutions our team has implemented on other projects or is currently investigating the feasibility and benefits of using on this project.

Early Bid Package Releases and Multiple GMPs

Once systems or materials are defined and selected, the flexibility of the build operate transfer delivery allows for early procurement of materials and systems. These long lead materials items can be procured separately prior to trade contractor procurement and selection. If the City of Frankfort is agreeable to an innovative phasing approach to the GMP establishment, multiple GMPs could be established to mitigate long lead materials procurement concerns and accelerate renovation work within the existing station. These GMPs will ultimately roll up into one overall project budget and GMP.

Technology

Consultants

Envoy's sister company, Diligent Advisory Group (DAG), is a security implementation and consulting firm. DAG services include planning and installation of card access and camera surveillance.

Tech Focused Team

Envoy is a tech focused construction and development company. Envoy's sister company, Cloudapt, is a IaaS/Cloud services tech firm. Cloudapt will play an important role evaluating and supporting innovative approaches to meet project goals. Our team will provide a seamless approach to optimizing the building's technology integration. A comprehensive technology plan will capture the needs of a building's occupants, optimizing operations, reducing resource use, and producing meaningful insights that deliver happier tenants, greater operational efficiency, enhanced security, and sustainability.

Procore

Envoy uses Procore, the industry's premiere construction management cloud based software. This integrates all stakeholders, processes, financial information and field operations into one platform. The City of Frankfort can access this system anytime from any device to find real time information, data and project updates. This software is fully mobile and can be accessed securely from any device and from anywhere. RFIs, submittals and drawings can all be submitted through Procore.

BIM (Building Information Modeling)

Envoy will implement BIM technology throughout the project. The use of BIM provides the following benefits to project, project partners and stakeholders.

Better Planning: A 3D information model gives all stakeholders a comprehensive project picture. Clashes are detected during design and before they occur in the field.

Superior Collaboration: BIM gives all project partners and stakeholders (from the office to the field staff) a view and breakdown of the project. Integrated with Procore, RFIs can be immediately submitted in the field. This reduces miscommunication and ensures reliable access to models and shop drawings.

Better Cost Estimation: The use of BIM reduces estimating time and errors. This allows our project team to reduce rework and eliminate cost overruns. Onsite coordination between trades: Using an iPad, our site managers can access 3D images and shop drawings that can be easily compared to conditions in the field.

Efficient Project Closeout: Detailed information on component manufacturers, installation dates, required maintenance, configuration details for optimal performance, energy performance, and more is readily available. As-builts and other drawings are maintained electronically and updated throughout the project. Details will be integrated into the final O&M manuals for easy storage, access, and reference.

MITIGATING RISKS & OVERCOMING CHALLENGES

As a recognized developer of over \$200 million in P3 projects, Envoy understands how to mitigate risk and overcome challenges that will arise throughout the course of a development project. This includes managing risk while meeting our public partner's expectations. Our proven processes of estimating, budgeting, and proactive management, provide a framework to track progress, accurately manage budgets, and actively manage risk.

All projects experience challenges. We take an IDS approach to resolving problems and creating solutions.

1) Identify the problem or challenge

Our processes and technology allow us to identify problems in a quick and efficient manner. From internal and automated notification systems for pending due dates to open and regular communication with project partners, our goal is to quickly identify any issues when they arise. Early identification leads to a quicker resolution.

2) Discuss what is the cause of the problem or challenge

With collaborative and open communication, Envoy's team discusses what is the cause of the problem or challenge. What critical path items need to be addressed immediately and what tools team members have to provide solutions. The focus of the discussion is not to "point fingers," but to find the best and most expedient solution.

3) Solve the problem

Once the solution has been identified and discussed, Envoy will implement the solution in the most effective and efficient manner possible.

INNOVATION

Energy Efficiency, Environmental Stewardship, Safety and User Comfort

Ameresco is an industry leader in developing energy efficient solutions, building systems and parts. They have been dedicated to protecting the environment since they invented the electric thermostat in 1885, which provided a fundamental shift in the energy efficiency of buildings.

Water Efficiency: Reuse storm water for landscape irrigation needs or other solutions to reduce potable water usage.

Materials and Resources: Implementation of a recycling program to divert construction waste from landfills.

Indoor Air Quality: Integrate bipolar ionization to clean air and use a VOCs (volatile organic compounds) sensor for monitoring and feedback. We will evaluate the use of HEPA filtration.

Controls, Measurement and Verification: Provide an integrated BAS (building automation system) and optimized controls to ensure user comfort and efficiency. Solutions can be implemented to monitor and measure consumption to provide early detection of system problems, reduce waste consumption and provide a pleasant working environment.

Other Energy Conservation Ideas/Solutions: We can evaluate other solutions such as co-generation, intelligent and efficient lighting systems, and mechanical optimization

DBOM (Design Build Operate & Maintain) Systems

Ameresco is a national and industry leader in DBOM services of various building systems. They have the capacity to **shift the system's costs from your construction cost to an operating expense freeing up capital for additional project scope or to meet your budget goals.** Our team of experts can help you align your building operations with your organizational goals so you can begin to see reduced costs and increased performance from your building equipment. From installation to the end of the system's useful life, Ameresco can own, operate and maintain your building systems for a fixed cost with operational guarantees.

COMMUNICATION

City of Frankfort Director of Planning & Housing Initiatives, Frankfort Police Department, and Frankfort Parks Department

Superior client service is our passion. Envoy engages in transparent, meaningful, personal, and regular communication with project decision makers and stakeholders. A project specific owner communication plan will be developed to ensure client satisfaction and input throughout the process. This plan will **establish a timeline for submissions to Mr. Stock, Chief Shoemaker and Superintendent Kraning and due dates for reviews and approvals**. This process keeps the schedule on track with clear due dates, roles and responsibilities. Owner and developer progress meetings will be held biweekly throughout the project to review progress, capture and incorporate owner's input and ensure satisfaction. All decision makers and the design team will **have access to Procore**. They can access this system anytime from any device to find **real time information, data and project updates**. We will include the City in all budget, schedule and value engineering decisions.

Designer, Engineers and Contractors

Led by our experienced project manager and development team, Envoy employs a collaborative process with open lines of communication between team members. The integration of BIM and Procore are superior tools to ensure regular communication between all project partners. All submittals, RFIs, drawings, specifications, meeting minutes and budgets are accessible 24/7 and in real time to our project team members. Our processes and systems will eliminate miscommunication, provide automated notifications for upcoming due dates, and provide a single point of access for all project information to keep the project on schedule and on budget.

Envoy has **recent experience working with the HWC design team** and we believe this experience and established trust will ensure efficient communications. Though we have limited experience working with KJG Architecture, our history of collaboration with many design teams will ensure team cohesion and effective communication.

Feedback Tracking and Communication

Our process ensures timely communication and accurate tracking of feedback, project notes, and actions items. Envoy uses Procore's Correspondence Tool, which is our solution for tracking, recording, receiving, and distributing all formal project communications within a single, secure system of record. Design team members will have direct access to upload drawings, notes and details. Envoy's project team will ensure timely pricing feedback and communication to the design team and City of Frankfort throughout the scoping process.

Public Relations and Public Meetings

Our team will be readily available for any and all public presentations, City Council meetings, and events. This includes providing project updates and other presentations as needed. Our public relations consultant, Autumn Gaisor, is available to work with the City. She can serve as an added resource for the City in coordinating any public events and relations matters.

SITE SAFETY AND SECURITY

A project specific site safety and security plan will be developed in conjunction with the City of Frankfort Police Department City of Frankfort Parks Department.

Project Specific Site Safety Plan

Envoy has a long history of maintaining a safe job site. Many of our work on public projects take place on tight construction sites in occupied buildings that are open to the public. With all occupied renovations and additions, the safety of users, the public, and construction tradespeople take top priority and consideration. Envoy has already started to evaluate a project specific site safety plan based on our conceptual phasing approaches to this project. During development, and to ensure compliance with this comprehensive plan, Envoy will supplement our safety inspections and processes with the inclusion of an unbiased, 3rd party, and nationally recognized safety inspection company. We believe adding this 3rd party provides an impartial and objective look at all practices and processes. Each contractor will be required to attend safety training prior to being allowed on-site. Our site manager will have safety meetings each morning to provide updated training which will include a task hazard analysis and site inspection. Regular safety management communications will be pro-actively handled throughout the duration of the project.

Project Specific Security Plan

Envoy has already started to evaluate a project specific site security plan based on our conceptual phasing approaches to this project. As a retired and decorated Indianapolis Police Officer, Scott Baldwin, will provide unique insight into the operational and security aspects of the project. Formerly serving as a homicide detective and drug task force agent, he understands the critical nature of maintaining chain of custody, secure storage, and access to all evidence. If deemed prudent and necessary to hire security personnel, our team will first look to hire off duty Frankfort Police Officers. Envoy's sister company, Diligent Advisory Group, has a vast network of security professionals available to fill any unmet staffing needs. Due to our security acumen, we can also implement temporary video surveillance of sensitive areas or the entire project.

PROJECT CLOSEOUT AND HANDBACK

Envoy has experience handing back over \$200MM in completed P3 projects to our private and public owners over the last 5 years. Over our 30 year history, we have commissioned over \$1 billion in public projects. As developers, we handback to our P3 stakeholders a complete project that is 100% operational, inclusive of all systems, furniture, fixtures, equipment and operation knowledge. This experience will provide significant value to the City of Frankfort and users of the project. Started at 90 days prior to handback of this project, Envoy will initiate our process for project closeout. During this process, Envoy will finish any punch list items, provide support to the City's selected Commissioning Agent, organize and deliver all O & M manuals, provide attic stock, support and conduct system training, and ensure all FF&E is installed correctly.

Commissioning

Building commissioning is a systematic process of checks and balances to assure that building systems are designed, constructed and operated for peak performance. In addition to making sure building elements such as heating, cooling, air handling, water and refrigeration systems work as they were designed, proper commissioning will drive improved energy usage and reduced operation and maintenance costs. While a project's design professionals and installing contractors are ultimately responsible for the quality of the installation and testing building systems, Commissioning Agents provide a second set of eyes and ears throughout the design and construction process, catching any deficiencies and resolving issues prior to building occupancy. This process will focus upon verifying and documenting that all of the commissioned systems and assemblies are planned, designed, installed, tested, operated, and maintained to meet the Owner's project requirements.

Owners and Equipment Manuals

Starting 60 days out from project completion, Envoy will consolidate all close-out documents, inclusive of manuals, manufacturers warranties, maintenance and cleaning instructions, record drawings, approved finish selections, subcontractor contact information, etc., into a single easily accessible closeout format, delivered on a thumb drive. This thumb drive comes with an integrated search feature for easy identification and location of any project document in a matter of seconds.

Systems Training

The key objective of the Owner's operating staff training is to convey knowledge and skills required to effectively and efficiently operate this facility. This includes an understanding of the Owner's project requirements and basis of design, as well as training on the purpose and use of the Systems Manual. The Commissioning Agent will review all submittals of the training content, materials, and instructor qualifications to verify that the training will meet the requirements of the commissioning plan and the contract documents. Envoy recommends having a Commissioning Agent participate in key training sessions, including usage of the Systems Manual, and/or use other methods to confirm that the training was delivered effectively. Ameresco will also be available to assist with training related to the integrated BAS and mechanical systems. The City will have a team of experts at their disposal to ensure users have a pleasant experience and are knowledgeable about the building's operations.

Ongoing Maintenance and Services

As a successful Developer, we understand the value of asset management and have staff that provides this service to our own properties as well as 3rd party clients. Our Maintenance and Service Team is yet another example of how Envoy is able to distance ourselves from our competition. **Ameresco can operate and maintain key systems over their useful life. This will eliminate budget uncertainty, provide efficient system operations, and provide timely and best practice maintenance on these systems.**

Warranty

We acknowledge the project requests provide a 2-year materials and workmanship warranty. As such, we would request two warranty walks and inspections at months 11 and 23 of the warranty period. It is prudent to conduct a detailed walkthrough and inspection of the building, along with stakeholder representation, to properly identify issues that have appeared since taking occupancy. Upon completion of these walkthroughs, a thorough list will be generated and a strict timeline will be provided for Envoy's team to complete each item. Envoy takes pride in our projects and we ensure all warranty work is completed in a timely manner and completed to our client's satisfaction.

LEGAL



EXHIBIT C
NO DEFAULT, BREACH OR BANKRUPTCY

Offeror:

Envoy

8890 East 116th Street, Suite 250
Fishers, IN 46038

City of Frankfort

Attn: Judith E. Sheets, Mayor
301 E. Clinton Street
Frankfort, IN 46041

The undersigned ("Offeror") hereby affirms that the Offeror and its affiliates (a) are not involved in or threatened with any current or pending litigation or legal disputes with any federal, state, or local governmental entity; (b) are not in arrears to any federal, state, or local governmental entity of any debt or contract; (c) are not a defaulter as surety or other obligation upon any federal, state, or local governmental entity; (d) have not failed to perform faithfully in any previous contract with a federal, state, or local governmental entity within the last five (5) years; and (e) are currently solvent and have not, within the last five (5) years, voluntarily or involuntarily filed for bankruptcy or other similar insolvency proceeding.

If there are any exceptions to the statement above, Offeror offers the following explanations:

X No exceptions

____ Exceptions and explanations as follows:

By: _____

Its: _____

Date: 10-12-21

STATE OF Indiana)

COUNTY OF Hamilton)

) SS:

Subscribed and sworn to before me, a Notary Public in and for said County and State, on this,
the 12th day of October, 2021.

Printed: _____

My commission expires: 08/27/2025

Resident of Hamilton County, Indiana



EXHIBIT B
NON-COLLUSION AFFIDAVIT

The individual person(s) executing this Proposal, being first duly sworn, depose(s) and state(s) that the Offeror has not directly or indirectly entered into a combination, collusion, undertaking or agreement with any other Offeror or person (i) relative to the price(s) proposed herein or to be proposed by another person, or (ii) to prevent any person from proposing, or (iii) to induce a person to refrain from proposing; and furthermore, this Proposal is made and submitted without reference to any other Proposals and without agreement, understanding or combination, either directly or indirectly, with any persons with reference to such proposing in any way or manner whatsoever.

By: [Signature] Date: 10-12-21
Its: COO

STATE OF Indiana)
COUNTY OF Hamilton) SS:

Subscribed and sworn to before me, a Notary Public in and for said County and State, on this, the 12th day of October, 2021.

[Signature]
Printed: Stephanie Amirrez Vaz
My commission expires: 08/27/2025
Resident of Hamilton County, Indiana





www.envoycompanies.com

8890 E 116th St, Suite 250, Fishers, IN 46038

(317) 594.4600