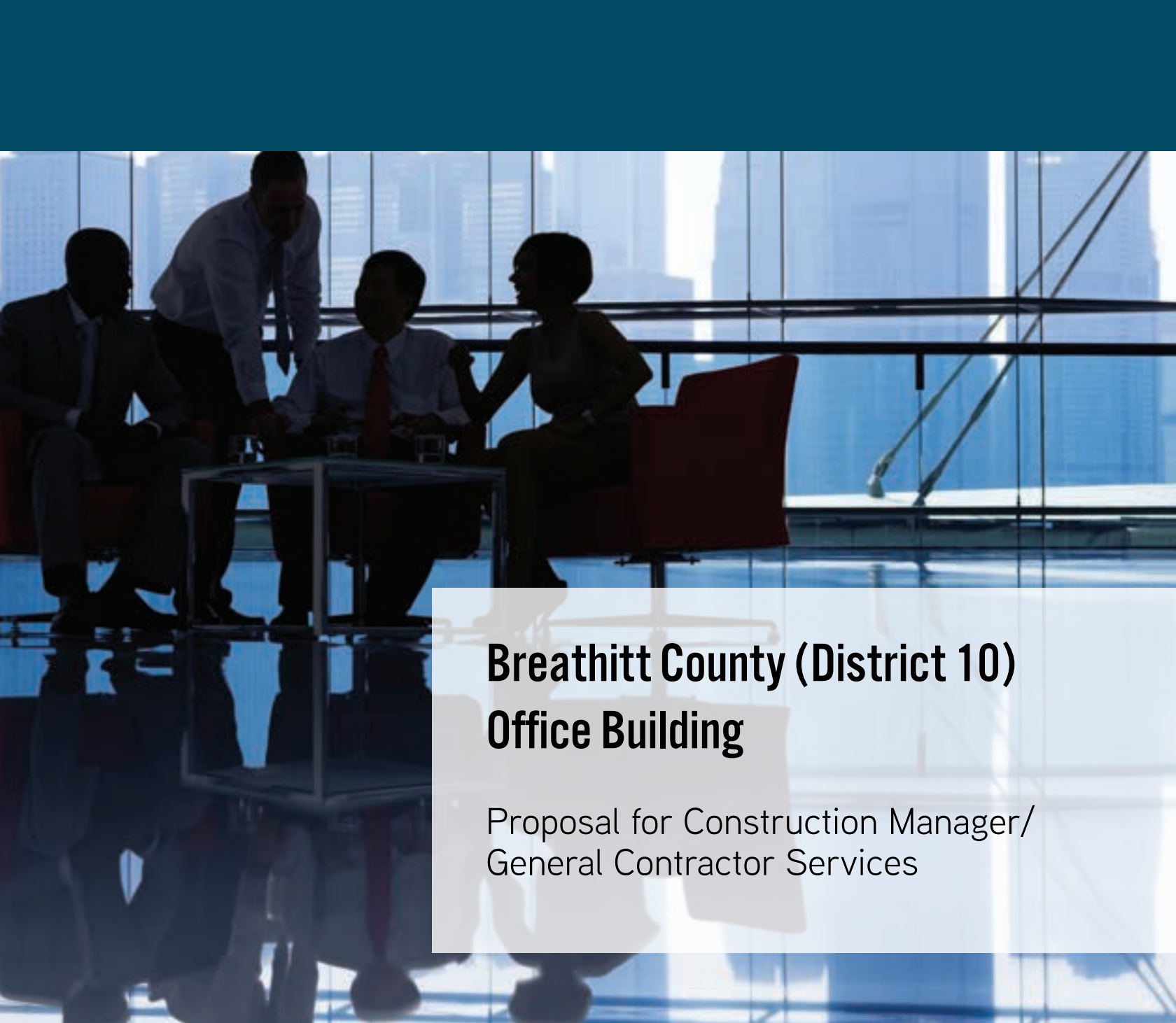




Breathitt County (District 10) Office Building

Proposal for Construction Manager/
General Contractor Services

October 27, 2015

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**AUTHENTICATION OF OFFER AND STATEMENT OF
NON-COLLUSION AND NON-CONFLICT OF INTEREST**

I hereby swear (or affirm) under the penalty for false swearing as provided by KRS 523:040:

I. That I am the Offeror (if the Offeror is an individual), a partner (if the Offeror is a partnership), or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Offeror is a corporation);

II. That the attached offer regarding the Kentucky Division of Engineering and Contract Administration Request for Proposal RFP-118-16 has been developed by the Offeror independently and has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with, any other vendor of materials, supplies, equipment or services described in the Request for Proposal, designed to limit independent bidding or completion;

III. That the Offeror or its employees or agents to any person not an employee or agent of the Offeror or its surety on any bond has not communicated the contents of the offer furnished and will not be communicated to any such person prior to the award of a contract;

IV. That the Offeror is legally entitled to enter into the contracts with the Commonwealth of Kentucky and is not in violation of any prohibited conflict of interest, including those prohibited by the provisions of KRS 45A.330 to 45A.340 and 164.390;

V. That the Offeror, if awarded a contract, would not be in violation of the Executive Branch Code of Ethics established by KRS 11A.001 through KRS 11A.990; and

VI. That I have fully informed myself regarding the accuracy of the statements made above.

OFFICIAL SIGNATURE PAGE (MUST BE TURNED IN WITH PHASE I PROPOSAL SUBMITTALS)

IMPORTANT: MUST BE TYPEWRITTEN OR COMPLETED IN INK

Agent/Officer: Sam Howard

Signature: _____

Firm: : Trace Creek Construction

Address: : 127 Market Street

City: : Vanceburg

State: : KY

Zip Code: : 41179-0539

Telephone Number: (606)- 796-3867 - _____

Fax Number: (606)- 796-3948 - _____

E-mail Address: samhoward@tracecreek.net

Date: October 27, 2015

Federal EIN or Social Security Number: 61-1279197

Type of Ownership: Subchapter S Corporation - Kentucky

(Individual * Sole Proprietorship * Partnership/Joint Venture * Corporation)

4.1.4 Transmittal Letter

Department for Facilities and Support Services
Bush Building, 403 Wapping Street, 2nd Floor
Frankfort, Kentucky 40601

Attn: Margaret MacDonald

October 27, 2015

RE: RFP for Construction Manager/General Contractor Services Breathitt County
(District 10) Office Building

Dear Margaret,

Trace Creek Construction, Inc. (Trace Creek) is pleased to offer our qualifications for the Breathitt County (District 10) Office Building. Trace Creek provides a wealth of experience delivering successful, large scale government facilities projects across the Commonwealth of Kentucky. Our team of talented construction professionals has built our history of project success by creating strong relationships with customers based on trust, integrity and respect. "Your job is our reputation" is more than a motto, it is the way we do business.

Trace Creek hereby acknowledges the following requirements of the RFP:

- a. Trace Creek acknowledges receipt of Addendum 1, dated October 7, 2015 and Addendum 2, dated October 20, 2015.
- b. Trace Creek certifies and agrees to hold the terms of the offer submitted for a period of not less than 3 months.
- c. Trace Creek agrees that all expenses associated with this submission and subsequent interviews are the sole expense of Trace Creek.

The Breathitt County (District 10) Office Building will be an important regional facility for the Kentucky Transportation Cabinet. It is our goal to move the project through design, bidding and construction smoothly and professionally. This new facility's capabilities and occupancy date fits into a much larger and plan for District 10 which is why we will ensure its timely completion at the highest levels of construction quality and safety.

The following pages of this RFP will show the ability and expertise of Trace Creek in working on past projects of similar complexity to the District 10 Office project. A true testament to Trace Creek's qualifications and abilities can be found in recent Construction Management at Risk projects for the Ashland Community and Technical College, Kentucky Christian University/King's Daughters Medical Center, Fleming County Fiscal Court and Bracken County Fiscal Court.

Trace Creek is committed to providing the best construction team to work directly with the Owner's design team from Pre-Design through final completion of the project. Past performance is a statement of a firm's ability. Trace Creek wholeheartedly believes our past history is unmatched in the industry and speaks volumes of our ability as well as our commitment to providing quality projects. Trace Creek thanks you in advance for your consideration of our firm to provide Construction Management/General Contract services on the District 10 Office project.

Sincerely,

Sanford "Sam" Howard
CEO

TRACE CREEK

4.1.5 Executive Summary and Proposal Overview

The Executive Summary and Proposal Overview shall condense and highlight the contents of the technical proposal in such a way as to provide the Selection Committee with a broad understanding of our entire proposal.

Trace Creek Construction, Inc. is pleased to present the qualifications and abilities of our project team. With a history spanning decades of successful work on important projects, we are accustomed to working with the Commonwealth of Kentucky on comparably large and complex projects. What sets us apart from all other construction managers is the remarkable commitment and integrity Trace Creek is noted for bringing to each of our projects.

The commitment to quality Trace Creek brings to a project shows long after the project is finished. Quality is the direct result of the work by qualified and committed team members and the trades they supervise. It is more than just “inspecting” for high quality work, it is leadership that sets an example of professionalism and commitment that inspires trades to deliver their best they can do. The trades and suppliers we use look at working with Trace Creek as an honor and position that once achieved is treasured. There is something deep and powerful in always doing things the right way that creates pride and commitment across all members of construction team. Our standards of integrity, jobsite performance and quality have set a standard that is respected and sought after across the region.

The RFP that follows can be condensed into the following main themes:

Team of Experienced/Qualified Construction Professionals

Trace Creek proposes to provide a committed core team of construction professionals to the Breathitt County (District 10) Office Building project. The Trace Creek team has developed many years of history in the area working with local suppliers and subcontractors on institutional, educational, governmental and medical facility projects. Our history of solid planning, fair dealing, prompt payment and high standards developed by Trace Creek lifts the overall performance



we expect and receive from trade contractors and suppliers thereby improving the project.

Coordination

Trace Creek develops a project from initial conceptual constructability review to the completion of the construction phase of a project with the same committed team members. Our delivery method allows for seamless integration from pre-construction phase, to construction phase, to the close out and commissioning phase of the project. We commit team members based on the needs of each individual project. It is also imperative that the team members know the market conditions as well as the availability of qualified subcontractors.

Construction Phase Team

Trace Creek provides a team of committed construction professionals that are truly dedicated to quality and safety. The experience level of the Trace Creek team is unmatched in our industry. The diverse portfolio of projects completed range from judicial centers, educational addition/renovations to full college campuses. A key trait of Trace Creek personnel is the deep experience we have working on Commonwealth of Kentucky projects.

The Trace Creek team brings over one hundred years of personnel construction experience. The proposed team has worked on over seventy governmental projects. The direct experience level of the senior project manager, Eddie Sorrell and the senior project superintendent, Mike Grayson is a benefit to any project the team undertakes.

Commitment

The Breathitt County (District 10) Office Building project is the type of project that Trace Creek particularly excels at. Beyond our demonstrated expertise as a construction manager on similar projects, we will inspect and study the prototype Warren County District Office and look for ways to improve and enhance the new facility. Our skills working with

the design team, project owners and our extensive value engineering capabilities means that this project can and will be something notably better than the prototype. We look at the Warren County District Office as a dress rehearsal we can examine and learn from. This project will be uplifted by the design and construction lessons learned, with the net result being a greatly improved version of the initial design. Trace Creek brings to the project the commitment to provide first class management capable of constructing an amazing finished project.

Trace Creek is known for its commitment to quality. A key component to this is the Trace Creek personnel. Senior site superintendent, Mike Grayson, started work with Trace Creek in May 1993. Mike is known to be, not only one of the best and most experienced superintendents within the Trace Creek organization, but one of the best superintendents in the construction industry. Our commitment to the project is shown by proposing to have the project lead by our most experienced superintendent.

4.1.6 Criteria 1: Offeror Qualifications

a) Please provide a brief narrative describing the history of your firm. Identify the number of employees in your firm, and the ownership.

History of Trace Creek

Overview

Trace Creek is a Kentucky-based Sub-chapter S Corporation wholly owned by Mr. Sanford "Sam" Howard that performs construction-related services from its office in Vanceburg, Lewis County, Kentucky.

With family roots of five generations deeply rooted in the Eastern Kentucky soil, Trace Creek is a pioneering and admired leader in the construction management industry. Our innovative construction approach is based upon careful planning and execution of projects that perfectly meet our clients' needs.



Trace Creek is a powerful and respected regional construction firm that this defining a new approach in construction. We operate with the understanding that our clients' project success outweighs our day to day business concerns. By steadfastly making every decision we make satisfy the test of "Is this a good decision for our client and the project?" we believe that in the end, all will be well. Successful project completions and owner satisfaction are what we deliver.

Through decades of experience and demonstrated construction management skills, we have established a level of trust and confidence from our clients that we believe is unmatched in the industry. When we initiate a project, we commit ourselves to each client's goals. We consider each project a solemn obligation that transcends regular business relationships. Buildings are more than projects -- they are part of our everyday life. Our deep desire is to ensure that your project meets and surpasses any and all expectations and will be a delight to use for decades to come.

Humble Beginnings and Bright Future

Trace Creek was founded in the basement of Sam Howard's home in 1993. With \$5,000 saved from the construction costs of his new home, Sam built a company with a sterling reputation and staff of 31 full time, talented professionals.

Organized as a Sub-chapter S Corporation in the Commonwealth of Kentucky, we are very proud to have a bonding limit of well above \$50 million as well as an outstanding project safety record.

Our projects are consistently delivered on time and on budget, creating a professional network of satisfied clients that return to us for additional projects. In fact, 65% of our business is repeat clients.

In just over 20 years of operation, Trace Creek's successful operations, financial stability and visionary approach have allowed the company to take its place at the pinnacle of the regional construction industry. The future for Trace Creek is bright indeed.

Operating Philosophy

"Your job is our reputation." At Trace Creek, we take our motto "your job is our reputation" seriously. Every team member of the company lives this statement every day, on every project. When we initiate work on a project, our clients quickly notice our commitment to delivering a quality build, on time and on budget. We gauge our project's success on customer satisfaction.



The Construction Manager/General Contractor for the Breathitt County (District 10) Office Building project requires a construction partner with more than just diplomas and awards. This project requires a

Construction Manager/General Contractor who is also a trusted advisor, with a history of creating quality buildings across Eastern Kentucky with a strong emphasis on government project types.

Government Expertise

Trace Creek brings a unique skill set to this project. We have constructed more than 70 government or educational buildings for state, county and local entities across the Commonwealth of Kentucky. We understand well the procedures and expectations demanded in public work and proudly present ourselves as uniquely qualified to undertake this project. Because of our extensive experience with government facilities, we recognize the importance of budget adherence, quality work and on time completion. Our goal is to serve the Commonwealth of Kentucky and its people by delivering a project with a finished value and performance greater than any other construction manager can deliver.

Government Facility Expertise

Working with state, county and local governments for the past two decades has allowed Trace Creek to complete numerous government facility projects of many types.

With over 70 highly successful government and educational projects across Eastern Kentucky constructed by Trace Creek, this entire region is a testament to our expertise and reputation for quality work. Time and again, when the People of Kentucky need a complex project to be completed at the highest levels of quality, Trace Creek is tapped as the best choice to undertake the work and maximize the value of the public works dollar.

It is an honor and lifelong commitment for Trace Creek to have worked on so many projects that serve Kentucky.

The entire Trace Creek team is pleased for the opportunity to compete for this challenging and important project. It is our hope we can help create a functional, comfortable and efficient office facility for the Kentucky Transportation Cabinet that assists in the accomplishment of their important work.

4.1.6 Criteria 1: Offeror Qualifications

b) Please provide an executive summary profile of your firm indicating the total annual volume of work; an overview of the firm's resources; the approximate percentage of educational related work versus other project types; a breakdown of your firm's volume relative to CM/GC, CM at Risk, CM Agency, Lump-sum negotiated, Lump-sum hard bid, design-build, etc.; Provide any other information necessary to describe your core business parameters.

Executive Summary Profile

Annual Volume

Total average annual construction revenue for the past three years is 23 million dollars.

Resources

Trace Creek commits its full resources to each project

At a minimum a site superintendent is dedicated to each project. This project will require not only a site superintendent but additional assistant site superintendents as needed.

Trace Creek personnel are experienced managers that understand the unique needs of projects constructed for public entities within the Commonwealth of Kentucky and specifically educational projects. By having experienced managers and not performing the actual work of the individual bid packages Trace Creek serves not only as a CM/GC but as the project owner's trusted advisor and advocate.

39% of Trace Creek volume in Past Three Years are Government Projects.

7% of Trace Creek volume in Past Three Years are Private Projects.

Firm's volume

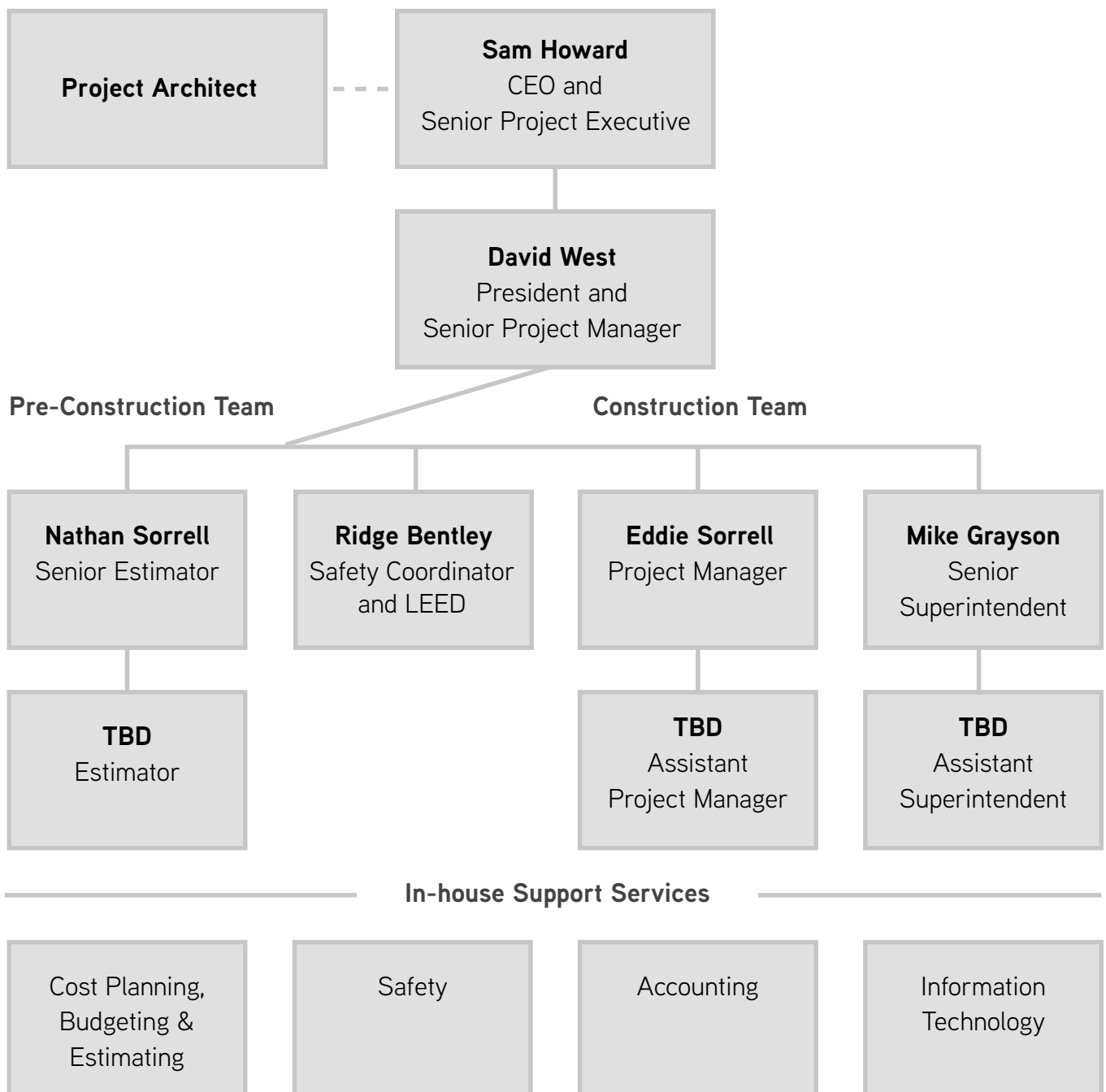
- CM/GC 25%
- CM at Risk is included within CM/GC
- CM agency 5%
- Lump Sum Negotiated 15%
- Lump Sum Hard Bid 45%
- Design Build 10%

Additional Core

It is our belief that a Construction Manager General Contractor should be an owner's advocate. As an operational core belief, Trace Creek constructs facilities with its company motto, "your job is our reputation" in mind. Our bid packages are developed with the quality of the project as well as the completion date as a guiding principal.

c) Provide an organizational chart of your firm indicating the lines of authority for the senior personnel involved in performance of this contract and relationships of this staff to other programs or functions of the firm. This chart should show lines of authority to the next senior level of management beyond the project team level.

Organizational Chart



d) Has your firm had a contract terminated for default in the last five years? If so, describe such incident.

Contract terminated for default

Trace Creek has never had a contract terminated for default.

Further, Trace Creek has never had liquidated damages assessed on any project performed by it.

e) Indicate any other experience that demonstrates the qualifications of your firm for the performance of this contract.

Additional Qualifications of Trace Creek

The Construction Management of Breathitt County (District 10) Office Building project requires a Construction Manager that has the skills to do all the tasks related to its role at a level of true excellence. It requires a Construction Manager with a history of successfully building quality buildings on time. Trace Creek possesses this distinction.

A diverse background in many building disciplines is an absolute requirement for this project. The experience of Trace Creek as a commercial and industrial Construction Management/General Contractor in addition to our diverse experience constructing public facilities brings a wealth of knowledge and a definable benefit to the District 10 Office Building project. The challenges we have met in the past give us the perspective required to take this project to a higher level.

The Breathitt County (District 10) Office Building project needs to be completed with particular attention to detail and construction quality. The facility is going to be the hub of transportation planning and administration for District 10 for decades to come. It is crucial the facility be built in a manner it can serve its role properly. Trace Creek understands the important role this facility will fulfill and is committed to delivering a project that will bring credit and distinction to the Kentucky Transportation Cabinet.

Because of the complexity of the project, it is absolutely essential that the Construction Management/General Contract team possess a vast understanding of construction techniques and project types. The team proposed for this project by Trace Creek has demonstrated time and again the ability to deliver large and intricately phased projects on time and on budget at the highest standards of quality.

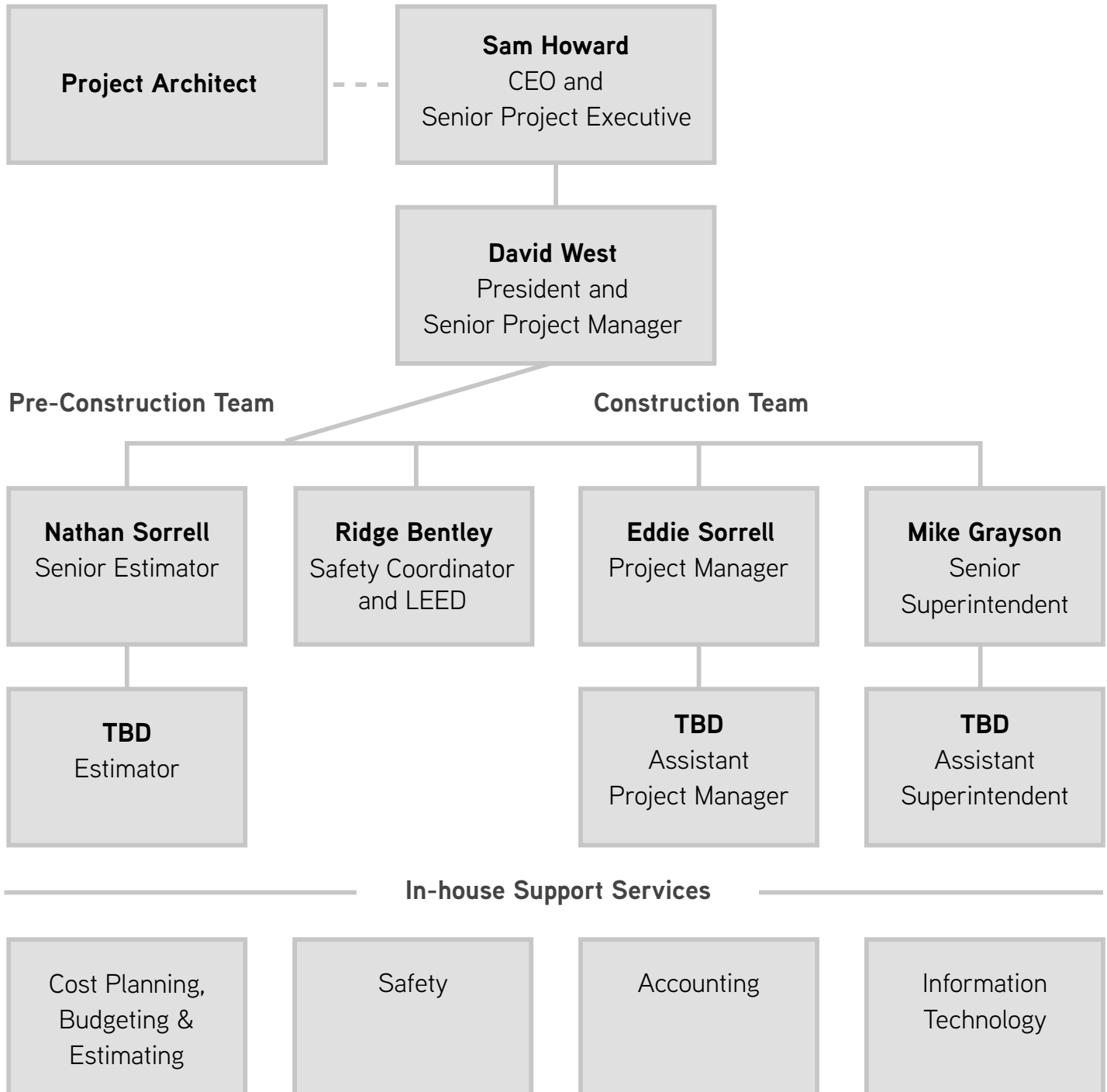
4.1.7.1 Criteria 2: Project Team Qualifications Statement

The purpose of the Project Team Qualifications section is to determine the ability of the Offeror to respond to this Request for Proposals. Offerors must describe and offer evidence of their project team's ability to meet each of the qualifications listed below. If the Offeror is a joint venture of two or more firms, provide the information requested (1) for each member of the joint venture and (2) for the joint venture entity.

Trace Creek is not approaching this project as part of a joint venture.

a) Please provide an organization chart, resumes of key team members, and brief description of roles and responsibilities.

Organizational Chart





**Senior Project Executive
Sanford "Sam" Howard**

Sam has served as Senior Project Executive on numerous local projects, such as:

*Ashland Community
and Technical College
Phase One, East Park campus
Phase Two, East Park campus
Ashland, Ky.*

*Lewis County Justice Center
Lewis County Fiscal Court
Vanceburg, Ky.*

*Lewis County High School
Lewis County Board
of Education
Vanceburg, Ky.*

*King's Daughters Medical Center
Ashland Hospital Association
Grayson, Ky.*

Senior Project Executive

Sam Howard will serve as Senior Project Executive. As the Senior Project Executive, he will act as project liaison and executive manager for the project.

Sam Howard brings personal pride to the Breathitt County (District 10) Office Building project. He is responsible for the successful completion of the project from the upper management level.

The "buck stops here" phrase is truly a hallmark of every project of Trace Creek. As president of the company; Sam understands that your job is our reputation, is more than words. It is his firm's commitment to quality. When he serves as Senior Project Executive, such as the case on the Breathitt County (District 10) Office Building project; it is his personal oversight that will further guarantee the exceptional quality and on time completion of the completed facilities.

As head of the Trace Creek team; Sam ensures all of the team members are fully engaged in their individual responsibilities and roles within the project.

Sam brings unsurpassed knowledge of local suppliers and subcontractors, which will further ensure better participation in the bidding phase of the project.

With nearly 30 years of contracting experience, Sam knows the conditions that will affect the Breathitt County (District 10) Office Building project.



Dave West
Senior Project Manager

*Dave has served as Senior
Project Manager on numerous
local projects, such as:*

*Ashland Community
and Technical College
Phase One, East Park campus
Phase Two, East Park campus
Ashland, Ky.*

*Fairview High School Addition
& Renovation
Ashland, Ky.*

*Russell Independent School
Russell, Ky.*

*Tygart Creek Elementary School
Olive Hill, Ky.*

Senior Project Manager

Since helping pay his way through college by working in the building trades in the 1990s, Dave West has had a long-time passion for construction. He holds a Bachelor of Science degree in Construction Technology from Eastern Kentucky University, a path he chose after working part-time as a carpenter and a laborer for a general contractor while taking classes.

Dave enjoys thinking outside of the box, and the problem-solving challenges that managing construction projects for Trace Creek has provided since joining the team in 1998. Over the past two decades, Dave's major construction projects have included primary and secondary schools, collegiate facilities, family care centers, industrial parks, detention centers, and historical building renovations.

At Trace Creek, where he was promoted to President in 2014, Dave has served as Chief Estimator and Project Manager. Dave was responsible for completion of the largest construction project completed by Trace Creek, and he has been honored with several awards in recognition for the work he performed. Dave was born and raised in Clay County, and lives in Ashland, Kentucky, with his wife and two children. When not fulfilling the President role at Trace Creek, he travels all over the state fishing and hunting.

When Dave began working at Trace Creek, he was the company's first estimator and project manager. He incorporates these vital roles and valuable experience into each project's pre-construction process. He has facilitated early feasibility studies, and headed up the design development through cost estimation starting with planning and including conceptual or order-of-magnitude estimates.

Once the construction process begins, Dave takes a hands-on management role in making sure the Trace Creek team delivers quality workmanship to all projects on time and within budget. Dave's experience managing numerous commercial, educational, government, and healthcare construction projects helps Dave and the Trace Creek team offer award-winning projects that meet the needs of a variety of community clients.



Eddie Sorrell
Project Manager

*Eddie has served as Project
Manager on numerous local
projects, such as:*

*Simons Middle School
Flemingsburg, Ky.*

*Bracken County Judicial Center
Brooksville, Ky.*

*Lewis County Sports Architectural
Vanceburg, Ky.*

*Fleming County Judicial Center
Flemingsburg, Ky.*

Project Manager

Eddie has worked in the construction field for over three decades, serving at every level from laborer to supervisory roles. With a decade of project manager experience overseeing a multitude of private and public projects, he sets the standard for excellence with hard work, vision, and attention to detail. Due to his demonstrated expertise and remarkable ability to make things happen he is selected as project manager for many of Trace Creek's most important projects.

A master of multi-tasking, Eddie uses his broad experience in construction to anticipate problems, overcome challenges and keep things moving forward. His formidable communication, leadership and organizational skills allow him to deliver quality projects. An experienced leader and organizer, Eddie is responsible planning and execution of all pre-construction and construction activity for his projects.

Frequently working as a team with Trace Creek Superintendent Mike Grayson, these two gentlemen form a remarkably effective jobsite partnership.

Pre-Construction

Having experience in estimating, bidding and supervising a range of project types, Eddie approaches every Trace Creek pre-construction project phase with professionalism and focus. Having worked at all levels of the industry from tradesman through the executive ranks, Eddie's construction background and keen intelligence have allowed him to flourish in the crucial role he fulfills on Trace Creek's management team.

Construction

Eddie's extraordinary capabilities as a project manager have allowed him to successfully complete an array of challenging projects for Trace Creek. Working partnership with Superintendent Mike Grayson, their recent successful projects including the Morehead State University and Paris-Bourbon County Library and many, many others.



Ridge Bentley
Safety Coordinator / LEED

Ridge has served as Safety Coordinator on numerous local projects, such as:

*Mason County High School
Phase Two
Maysville, Ky.*

*Toliver Elementary School
Danville, Ky.*

*Paul Blazer High School
Ashland, Ky.*

*Putnam Stadium Renovation
Ashland, Ky.*

Safety Coordinator / LEED

Ridge Bentley joined the Trace Creek team in 2014. Prior to his new position as Safety Coordinator and LEED professional, Ridge received a Bachelor of Science in Construction Management in the College of Applied Engineering and Technology from Eastern Kentucky University in Richmond. He is pursuing a Master's of Science in Construction Management through Eastern Kentucky's on-line curriculum to further his education in the industry's growing technical applications.

Ridge has procured extensive computer and technical skills in the construction management field prior to, during and after his collegiate career. Ridge has participated as safety coordinator on several of Trace Creek's major projects. He has assisted on the Mason County High School Phase II, Catlettsburg Office Building, Toliver Elementary School, Paul Blazer High School, and the Putnam Stadium Renovation projects within the last year. Ridge is Trace Creek's in house safety expert and currently holds an OSHA Outreach Trainers certification.

Ridge is a powerful contributor during both pre-construction and construction phases in LEED documentation. Ridge utilizes his collegiate training and extensive construction industry experience to advance the Trace Creek LEED documentation process. As a certified LEED BD+C professional who is very active in growing his LEED knowledge through continuing education Ridge is a LEED certification expert. Due to his extraordinary ability to absorb new technology and processes related to the construction industry as well as his BD+C LEED certification, Ridge is an invaluable member of the Trace Creek team.



Nathan Sorrell
Pre-Construction Estimating

Nathan has served as Pre-Construction Estimating on numerous local projects, such as:

*Fairview High School
Addition & Renovation
Ashland, Ky.*

*VA Medical Center Addition
Lexington, Ky.*

*Augusta Independent School
Augusta, Ky.*

*Eastern State Hospital
Replacement
Lexington, Ky.*

*Putnam Stadium Renovation
Ashland, Ky.*

Pre-Construction Estimating

Nathan Sorrell brings community commitment and a strong work ethic to his profession as Trace Creek's Lead Estimator and former Project Superintendent. While pursuing a Bachelor of University Studies degree from Morehead State University in Morehead, Kentucky, Nathan began his career working in construction, running crews and learning the ins and outs of the building trades. He specifically excelled at interior finishes as crew leader for specialty flooring companies throughout Kentucky.

Nathan established his career at Trace Creek as a Superintendent, managing projects for two-and-a-half years before transitioning into the Lead Estimator position. His passion for construction is a family tradition, as he works alongside his father, Eddie Sorrell, in management. Eddie inspired Nathan to find work in construction, starting his career at 16 years old. Together they have worked on many of Trace Creek's largest construction projects. The Sorrell's helped manage the \$120 million Eastern State Hospital project as the project's general trade's contractor.

Pre-construction

As Trace Creek's Lead Estimator, Nathan spearheads the pre-construction management process with reliability and efficient design decisions. He estimates and forms each bid by closely examining all construction documents during a collaborative and comprehensive pre-bid period. Nathan is on hand for client consultation and for additional evaluations, studies, value engineering, value analysis, scheduling, and constructibility reviews during the rigorous pre-construction estimating process.

Construction

Once the construction phase begins, Nathan works to ensure the Trace Creek team is moving the construction process forward. During the transition between Pre-Construction and Construction ensures a seamless transition is achieved with the project manager and superintendent. Nathan's decade of working in the construction industry, coupled with his current serviceable leadership on Trace Creek's management team, guarantees a seamless transition from the pre-construction estimation phase into the full construction stage and through each project's completion.



Mike Grayson
Project Site Superintendent

His project experience includes:

*Ashland Community and
Technical College
Phase One, East Park Campus
Phase Two, East Park Campus
Ashland, Ky.*

*Creysbranch Elementary School
Greenup County Board of
Education
Greenup, Ky.*

*Maysville Dialysis Center
Dialysis Center Inc.,
Maysville, Ky.*

*Browning Manufacturing
Expansion,
Emerson Power Transmission
Corp.,
Maysville, Ky.*

*Coroplast Plant Expansion
The Pattison Group
Vanceburg, Ky.*

Project Site Superintendent

Mike Grayson will be the Project Site Superintendent. The site superintendent will oversee the daily performance of individual trade contractors on site. The site superintendent will have assistance, as needed, from an assistant site superintendent.

Mike Grayson brings a diverse background to the Breathitt County (District 10) Office Building project. Prior to joining the Trace Creek team Mike worked several years for Flour Daniels, on the Chillicothe, Ohio, DuPont plant, building upon his extensive general building experience.

Mike brings extensive On-Site Superintendent experience to the Breathitt County (District 10) Office Building project. Serving as the On-Site Superintendent for the Phase One and Phase Two East Park project for the Ashland Community & Technology College provided Mike the first hand experience on a Finance Cabinet - Construction Management at Risk project; necessary to complete the Classroom/Student Services Building project. Trace Creek has never experienced a lost-time injury accident on a project with Mike as the Site Superintendent. His commitment to safety and quality is evident by viewing every project he has completed. Trace Creek commits and dedicates Mike to the largest and most complicated project undertaken by our firm.

b) Please complete the attached matrix indicating projects of similar scale (or larger) and complexity (or greater) that members of the team have been involved and the level of their involvement.

Attached matrix, projects of similar scale

Ashland Community & Technical College - EastPark Phase II

Phase II of the Ashland Community and Technical College was the second project constructed at the EastPark Industrial Park for the technical college system. Trace Creek drew upon our experience in constructing the first phase to accelerate the construction

process in Phase II. The project was constructed over a "reclaimed strip mine" site. The geotechnical report revealed large quantities of unsuitable soils on the site. Trace Creek worked directly with the Technical College's civil engineer to develop means and methods to remediate the site using the most cost effective methods possible. Trace Creek brought in specialized contractors to remediate the underlying soils and kept the project within scope and budget.



The experience of working on projects throughout Eastern Kentucky provided the project an enormous pool of local & regional contractors. It is difficult to develop a list of available and qualified contractors to construct major projects in Eastern Kentucky if a Construction Manager is not established in the market.

- ◆ **Owner's Initial Construction Budget \$28,154,106.00**
- ◆ **CM's Final Construction Estimate \$28,354,106.00**
- ◆ **Total Number of Bid Packages 12**
- ◆ **Total Project Cost (Contracts and Purchase Orders)
\$28,419,033.00**
- ◆ **CM scheduled months for construction activities 17 months**
- ◆ **Actual months for construction activities 18 months**

Kentucky Christian University/King's Daughters Medical Center

The original Construction Manager was fired from the project; Trace Creek was hired to deliver the results that the previous CM could not. The previous CM had initiated the underpinning of the existing medical office building foundations. Trace Creek was asked to mobilize to the job site on an emergency interim basis to keep the project moving forward. When Trace Creek began the process of completing the project, we found that the project documents were approximately 50% complete. Trace Creek mobilized, kept the project moving on schedule and worked with the owner's architects to achieve 85% construction documents. At 85% document completion Trace Creek produced a Guaranteed Maximum Price for the project. The GMP was accepted by the owner and Trace Creek was hired to complete the project.



The project was completed in January 2013 on time and within the established GMP. Upon the owner's request, Trace Creek was even able to deliver an additional ten thousand square feet to the program within the original schedule duration.

Because of our success with this project, Trace Creek has subsequently been hired by the owner to renovate the interiors of four standalone medical specialty practices. Trace Creek is able to perform this work while the medical practices remain in continuous operation during the renovation.

- ◆ **Owner's Initial Construction Budget \$16,500,000.00**
- ◆ **CM's Final Construction Estimate \$16,500,000.00**
- ◆ **Total Number of Bid Packages - 16**
- ◆ **Total Project Cost (Contracts and Purchase Orders)
\$16,027,124.00**
- ◆ **CM scheduled months for construction activities 13 months**
- ◆ **Actual months for construction activities 13 months**

Fleming County Fiscal Court

The Fleming County Judicial Center was built in downtown Flemingsburg, Kentucky. Two major state highways were located along the south and east elevations of the new facility. The new judicial center was constructed with a cut limestone and brick masonry exterior. It was imperative that Trace Creek provide diligent oversight to the installation to maintain the schedule for the project and ensure the owner the utmost in quality craftsmanship was being performed.



From our past experience, Trace Creek was able to bring contractors from three states to the project. The punch list for the project was deemed to be one of the shortest the architect's representative had ever issued for an Administrative Office of the Courts Judicial Center project.

- ◆ **Owner's Initial Construction Budget \$11,500,000.00**
 - ◆ **CM's Final Construction Estimate \$10,900,000.00**
 - ◆ **Total Number of Bid Packages 13**
 - ◆ **Total Project Cost (Contracts and Purchase Orders) \$11,118,171.00**
 - ◆ **CM scheduled months for construction activities 16 months**
 - ◆ **Actual months for construction activities 16 months**
-

Bracken County Fiscal Court

The Bracken County Project Development Board determined early in the site selection process that the new Judicial Center project would be constructed directly adjacent to the original courthouse facility. Although the location was the best possible, it was problematic. A branch bank, a water tower and an abandoned high school building were located on the adjacent property. To maintain the court system schedule and accommodate the branch bank, Trace Creek split the schedule and performed demolition of the water tower and the high school building from the site as an early site package. The new site grading plan added a thirty foot fill to the rear of the property. This work had to be accomplished since it was to be the location of the new branch bank facility.



Trace Creek demobilized from the Judicial Center portion of the project and constructed the new branch bank before demolishing the original branch bank and constructing the new judicial center.

The Chief Justice of the Kentucky Supreme Court observed at the Judicial Center dedication that the interior woodwork for the new facility was the best craftsmanship he had seen in any of the new judicial center projects.

- ◆ **Owner's Initial Construction Budget \$13,100,000.00**
- ◆ **CM's Final Construction Estimate \$13,300,000.00**
- ◆ **Total Number of Bid Packages 11**
- ◆ **Total Project Cost (Contracts and Purchase Orders)
\$12,671,724.00**
- ◆ **CM scheduled months for construction activities 15 months**
- ◆ **Actual months for construction activities 16 months**

c) The CM/GC must commit that staff identified in your proposal will actually perform the assigned work and be committed for the duration of the design and construction. Describe the level of commitment and the ability your firm has regarding this assurance and the stability of the proposed team.

Commit that staff identified in your proposal will actually perform the assigned work

The commitment of key individuals to a Construction Management project should always be the first consideration. The anticipated schedule developed for Breathitt County (District 10) Office Building project is perfectly timed for the key individuals identified within our proposal.

Our firm has always been selective in the projects we pursue and perform. Even more selective are the project that are completed by our most senior personnel. The top three members of the leadership team are comprised of the most senior personnel at Trace Creek Construction.

Sam Howard, Project Executive started the company in 1993, Mike Grayson, Project Superintendent, started his Trace Creek career in 1993 and Dave West, Senior Project Manager, started in 1998.

Trace Creek enjoys a stellar reputation based on our past performance on numerous projects administered by the Commonwealth of Kentucky as well as projects for local boards of education.

d) Provide the names and qualifications of the personnel the GM/GC will provide for the duration of the project that indicates that the proposal meets or exceeds the Staffing Matrix outlined and required by this RFP.

Names & qualifications of key staff

The senior project manager for the project will be Dave West. Dave brings to the project, Trace Creek's most senior project manager. The experience level brought to the project is unmatched in the industry from a seasoned hands on project manager. Dave was the project manager on the Phase One and Phase Two projects at East Park for the Ashland Community and Technical College.

The project manager for the project will be Eddie Sorrell. Eddie served as the project manager on the recently completed Fleming County Judicial Center and the Bracken County Judicial Center projects. Eddie is currently the project manager on the Mason County Schools renovation and the Catlettsburg Office Building project. Both projects are nearing completion.

The proposed Site Superintendent, Mike Grayson joined Trace Creek in May of 1993; four months after Trace Creek was formed. Mike was the site superintendent on the Phase Two East Park project for the Ashland Community and Technical College. Mike has the hands on experience and knowledge necessary to keep a project on schedule. Mike worked as a construction control coordinator for Fluor Daniels at the DuPont Chemical Plant in Chillicothe, Ohio before joining Trace Creek. Mike started his construction career in 1973.

The Staffing Matrix is provided under a separate sealed cover. It is not included in this document.

4.1.7.2 Criteria 2: Project Team Qualifications

This RFP does not require a specific minimum staffing of the Project by the GM/GC. However, the Offeror shall provide a completed Staffing Matrix (see Section 10.3) indicating the minimum staffing that the Offeror will provide during the project. The GM/GC, through its own expertise and knowledge of construction and of the project, is to determine the staffing necessary to fulfill its services in their entirety and shall provide the staffing they indicate in the Staffing Matrix as a minimum.

4.1.8 Criteria 3: Services Defined

a) The CM/GC should provide documentation of their understanding of the services requested in the RFP and contract documents.

Documentation of understanding of the services

Trace Creek believes the best value an Owner can realize is through team work and commitment. The Construction Manager allows the owner to add a collaborative team member to the Owner's team. Trace Creek fully understands the nature of the Construction Manager model. The Construction Management method of contracting allows the Owner to have a competitive trade package bid process and also have the project completed based on quality factors as well. The Construction Manager becomes an Owner advocate and an integral part of the team with the Construction Manager delivery method.

It is the understanding of Trace Creek that the Kentucky Transportation Cabinet has elected to procure Construction Manager/General Contractor Services for the Breathitt County (District 10) Office Building.

The knowledge gained by constructing numerous projects for a wide range of governmental projects across Kentucky provides Trace Creek a head start in meeting the requirements of the project. With the successful completion of both the Fleming County Fiscal Court and Bracken County Fiscal Court among many others, Trace Creek has shown our commitment to constructing world class facilities in Kentucky as well as our ability to complete large, complex projects on time and on budget.

Trace Creek has thoroughly familiarized ourselves with the intent of the RFP and has actually started planning our team approach to develop a strategy for the completion of this project. Our experience with public bid projects along with our working knowledge of applicable rules and procedures will be a valuable asset to the delivery of the project. These factors coupled with our relationships developed with local and regional subcontractors and suppliers makes Trace Creek the logical choice for selection as Construction Manager/General Contractor for this project.

b) Your proposal must provide for the completion of all work necessary to accomplish the scope of work defined in this RFP. Include a complete description of the proposed approach and methodology to accomplish the work described. The plan must be in sufficient detail to convey to the evaluation team the CM/GC's knowledge of projects of similar scale and complexity and the CM/GC's knowledge of the requirements, demands, and constraints of this project.

Completion of all work necessary to accomplish the scope of work

The Breathitt County (District 10) Office Building is an evolutionary project built from a prototype design of a similar, successful project. There will be many opportunities to improve efficiency, quality and maintainability of that existing structure by utilizing effective design, value engineering and material selection processes. The building will stand as an ideal project exemplifying the finest attributes of modern, environmentally efficient office construction. Trace Creek is well versed in meeting the challenges presented and is certain to deliver a marvelously successful finished project.

The below represents a preliminary approach to the overall construction process envisioned by Trace Creek for this project:

Constructability Review

Immediately upon award of the Pre-Construction Phase contract Trace Creek will tour and closely examine the prototype project then move on to perform a constructability review for this project. The typical method utilized by many firms is to allow estimators and architectural/engineering professionals to complete this phase in its entirety. Trace Creek believes the project is better served by utilizing the knowledge and experience of the Senior Project Executive and the Senior Project Manager during this phase of the process in addition to the Pre-Construction Team.



Opinion of Probable Cost

Trace Creek believes utilizing national trends or national pricing cannot complete an accurate Opinion of Probable Cost for a project. The only true cost numbers to be relied upon by Trace Creek are the cost number developed for this specific project from knowledge of the local market and local conditions. Trace Creek evaluates each individual specified product for conformity to the project requirements as well as cost effectiveness. A detailed breakdown of labor and material quantities necessary for the completed project is developed. All of the pricing is then imported into a budget pricing spreadsheet. The use of local cost figures developed through years of local market experience within the project area gives Trace Creek a definite advantage over a large multi-state firm that uses national forecast data and pricing.

Initial Schedule

The initial construction schedule will be developed simultaneously with the review of the overall scope of the project during the pre-construction phase of the project. The reliability of any pre-construction schedule is predicated upon knowledge of the local market and its affect on the building market.

Trace Creek develops a computerized bar chart schedule utilizing Microsoft Project for inclusion into the bidding documents for the project. It is of the utmost importance to the project that the time-lines for construction be established for the individual trade contract package bidders. This allows for better pricing trade package based on known milestone dates.

The initial schedule allows for Owner planning and implementation of cost control initiatives as well as projected occupancy dates.

Subcontractor Development

Working knowledge of the local market as well as the relationships established with the local subcontractors ensures local participation on the project. Trace Creek maintains a database with over one thousand suppliers and subcontractors. These contacts are already familiar with Trace Creek and have shown a willingness to bid any project Trace Creek is involved with. A recent example that the success of Trace Creek has enjoyed in subcontract bids is the Fleming County Judicial Center. Trace Creek developed sixteen bid packages for the nine million dollar project.

The project had one hundred seventy two official planholders and received eighty three bids. Fortunately the project was eight hundred thousand dollars under budget.

Project Planning

The pre-construction planning is an integral part of the construction process. Working closely with the staff of the Kentucky Transportation Cabinet and the office of the project architects will be imperative to develop a plan that meets project objectives. Trace Creek involves the complete team in the decision making process of project planning. This allows the specific knowledge of each team member of the project to carefully plan the requirements of the project with specific attention being paid to improving deficiencies and energy efficiency issues from the prototype project. Individual aspects of the overall project will be addressed during project planning.

Bidding Procedures

The Model Procurement Code will be followed during the bidding phase of the Breathitt County (District 10) Office Building. Trace Creek has developed a team of highly professional, loyal and committed subcontractors that regularly bid on and perform bonded projects for Trace Creek within the local service area. A successful bidding phase is achieved by maximum participation from qualified subcontractors and suppliers. Trace Creek assures a maximum participation by having an excellent working relationship with every major subcontractor, supplier within the local market as well as qualified minority, disadvantaged, women and veteran owned businesses.

A Construction Manager that does not bid upon the trade packages developed by the Construction Manager best serves the Owner. Trace Creek does not bid on the trade packages. This assures all qualified trade package subcontractors' a fair equal bid and better participation is achieved during the bidding phase.

Safety/Site Control

The site safety requirements are always the first consideration on a Trace Creek project. We are noted for the strong emphasis placed on jobsite safety as well as full compliance with applicable OSHA

Construction Phase Services

regulations pertaining to construction activity. We don't look at safety as something to pay just lip service to, it is a immersive commitment that greatly benefits the project's budget and schedule. You can't have a successful project without having a safe one. We know it and we live it every day.

The safety record of Trace Creek is unmatched in the local market and is far better than national averages. Trace Creek maintains an excellent EMR rating and would naturally share our complete safety record upon request as it is a point of tremendous pride for us. Our commitment to jobsite safety is unsurpassed.

Site control and safety are directly related, as one is complimentary to the other. Trace Creek takes all necessary steps to control access to the project both during working hours as well as nights and weekends. We utilize time tested procedures, signage, fencing and access control policies to do all we can to ensure that wildlife, children, trespassers or vandals do not enter the jobsite.

Quality Control

The construction process is not perfect. Trace Creek commits to constructing a building with the same level of quality achieved in past Trace Creek projects. Quality control is achieved by being diligent on a daily basis to maintain control of the entire project area and never lowering standards in an effort to increase speed of construction. As Site Superintendent; Mike Grayson will be charged with providing the oversight necessary to achieve the best quality project. Any defect in the work will be addressed with input from the resident inspector. It has been our experience that solid phase planning/communication combined with use of qualified trade contractors followed up with diligent oversight is the key to quality control.

Planning - Coordination - Communication

Planning, Coordination and Communication are three different tasks within the overall construction process. It is impossible to achieve a timely delivered project, safely and with the expected quality, without linking the three. Planning the work schedules, coordinating the activities and communicating the plan effectively are qualities brought to the project by the Trace Creek team. Dave West as the Senior Project Manager and Mike Grayson as the Site Superintendent will plan, coordinate and communicate



with all team members to achieve the ultimate project goals of constructing a quality facility without safety violations.

Schedule Maintenance

After safety and quality, the most important part of a project is adherence to a reasonable schedule. Trace Creek utilizes a Critical Path Method to schedule the work-flow and identify potential problems within the schedule. The schedule is updated and maintained on a weekly basis by providing look forward and look back requirements to the weekly, on site project meetings. Good planning, coordination and communication between the senior project manager, the superintendent and the resident inspector also enhance adherence to the schedule.

Project Close Out/Warranty

The substantial completion and ultimately the final completion is not the end of the commitment of Trace Creek. The project closeout and the warranty period are important aspects of the project. The absolute commitment of the Construction Manager is necessary to achieve a fully functional building. Trace Creek does not believe a successful project ends with final completion of the project. It is a part of the company history forever and as such reflects on the company long after the project is considered to have reached “final completion”.

c) Explain how your firm/team approaches scheduling and schedule maintenance to ensure a successful on-time completion.

Approaches to scheduling and schedule maintenance

It is the belief of Trace Creek that the construction time-line and construction schedule is ever evolving. The initial schedule is developed based a projected lead times for delivery of material and time needs for actual construction.

Trace Creek establishes a base line schedule and includes a schedule for the use of all bidding trade packages. The schedule is also discussed at the pre-bid conference held prior to receiving bids on the individual trade packages. This extra step allows for input from the actual Trade Contractors who will not only bid the project but be responsible to work with the construction team to assure the schedule is met.

As part of the Construction Management services provided by Trace Creek we enhance the schedule by requiring attendance at weekly project meeting by Individual Trade Contractors.

The typical structure we utilize for schedule maintenance is as follows:

Monthly Project Meeting

Trace Creek holds a monthly project meeting where the overall schedule is reviewed. A four week look ahead is reviewed and adjusted based on current progress. Representatives of the Owner, Architectural team and all Individual Trade Contractors affected by the current work schedule are required to attend. The attendance of the Project Manager and the Site Superintendent of the Individual Trade Contractors is required.

Bi-Monthly Project Meeting

Trace Creek holds a bi-monthly project meeting where the overall schedule is reviewed. A four week look ahead is reviewed and adjusted based on current progress along with a two week look back for schedule progression. Representatives of the Owner and Architectural team are invited to attend but attendance is not required. All Individual Trade Contractors affected by the current work schedule are required to attend. The attendance of the Project Manager and the Site Superintendent of the Individual Trade Contractors is required.

Weekly Project Coordination Meeting

Trace Creek holds a weekly project meeting where the overall schedule is reviewed. A four week look ahead is reviewed and adjusted based on current progress along with a two week look back for schedule progression.

Representatives of the Owner and Architectural team are invited to attend but attendance is not required. All Individual Trade Contractors Site Superintendents affected by the current work schedule are required to attend. The attendance of the Project Manager is invited and encouraged but attendance is not required.

By requiring participation from all team members and keeping informed of the current schedule progression a successful project is achieved. It is essential to maintain the schedule for a successful project. The schedule is developed by establishing the most advantageous progression of the work while ensuring the quality of the project along with a safe work environment for all involved.

Trace Creek is committed to completion of the project within the time constraints allowed. It is our belief ample time has been allowed for the completion of the Breathitt County (District 10) Office Building project.

d) Describe your firm's Disadvantaged Business Enterprise program and strategy for achieving DBE participation as well as your strategy to promote local trade, contractor, and vendor participation this project.

Disadvantaged Business Enterprise program

The location of the project creates many opportunities to achieve maximum participation in procurement of Individual Trade Packages by Disadvantaged Business Enterprises. Trace Creek proposes to work directly with Kentucky Certified Disadvantaged Business Enterprises and Kentucky Certified Woman Business Enterprises organizations to identify DBE and WBE firms willing to participate in the project.

Contracting opportunities will exist within Individual Trade Bid Packages for DBE and WBE firms to participate in this project. The identification of quality firms that meet the requirements of the project will be of utmost importance to Trace Creek. The most knowledgeable organization concerning Disadvantaged Business Firms in the Commonwealth of Kentucky is the Kentucky Governor's Office of Minority Empowerment (GOME) and the Kentuckiana Minority Business Council. Trace Creek pledges to bring both of these organizations into the bid process to achieve participation of Disadvantaged Business Enterprises.

e) Describe your firm's ability to perform the specific project requirements in order to achieve the project's LEED certification levels as well as your firm's experience with BIM. Provide a list of projects where your firm used BIM and how BIM was used on those projects.

Firm's ability to perform project requirements with LEED Certification Levels.

The project LEED requirements will require a Construction Manager/ General Contractor to work in unison with the project architect. As the architect of record for the project, the project architect will institute the initial LEED documents for certification. Trace Creek will provide preconstruction services as the Construction Manager and initiate the control documents to be used for LEED documentation. Trace Creek will pay particular attention to the bidding documents to provide for the completion requirements associated with LEED.

Trace Creek will carry out the construction phase as the project General Contractor. Our team will provide the resources necessary to achieve the project stated goal of achieving LEED Silver status.

A proven track record for the LEED requirements is evidenced by Trace Creeks performance on the Eastern State Hospital project. Trace Creek as the General Trades contractor was charged with the responsibility for on-site LEED documentation.

Utilizing BIM for the project will be instrumental in meeting the critical dates for completion. Trace Creek embraces the use of BIM in our projects as it integrates and clarifies the planning, estimating, construction & project management phases of the project. It reduces information loss between groups, aides in finding errors in design and construction – and improves the quality and schedule adherence of the project. A recent example of a Trace Creek BIM project is the Flemingsburg Farm Services Agency. This project, with critical completion dates, was computer built utilizing BIM technology. BIM technology allowed the design and construction team to detect numerous areas of critical construction components that would not work as planned. This eliminated time consuming remedial action or outright changes to the construction process of the project.

4.1.9 Criteria 4: Other Additional Information

Please provide any additional information that the CM feels should be considered when evaluating your proposal.

An invaluable part of any Construction Management project is the chemistry between team members. Collaboration between the Owner, the Owners Consultant team and the Construction Manager is essential to having a successful project. Trace Creek brings this chemistry and collaboration to the already established members of the team.

The Breathitt County (District 10) Office Building project requires a Construction Manager that is responsive to the needs of the project. The successful completion of the Ashland Community and Technical College project is visible proof of the efforts of Trace Creek to produce a completed project that is unmatched in quality. The Breathitt County (District 10) Office Building project will be built with the goal of having every team member being proud to have participated in the construction of the project. Trace Creek is committed to constructing this important project with no delays and within the allotted time for completion.

The success of the Breathitt County (District 10) Office Building project will depend on generating trade package and supplier participation. Utilizing Trace Creek as the project Construction Manager ensures additional participation in the project. Local trade package contractors and local suppliers have been providing services since 1993 to Trace Creek. The loyalty of local suppliers and trade package contractors in addition to the data base of contractors developed from years of Construction Management throughout the state of Kentucky adds immense value to the project.

The record of safe projects developed and built by Trace Creek is unmatched in the construction industry. Trace Creek has had only three lost time injury accidents since the company was formed in 1993.

Trace Creek has a proven track record of constructing quality facilities statewide. The best statement that can be made concerning our company is "Trace Creek does what it says it will do".

Trace Creek does more than provide construction and construction management services. It is an active proponent in the areas economy and a significant supporter of numerous charitable causes. Little Leagues, Hospice of Hope, Hopes Place, a local spouse abuse shelter, local school reading programs, such as reading first - a program for disadvantaged youth - all benefit from Trace Creek's community support.

More importantly is the community support shown by Trace Creek employees. Being active community volunteers by serving as volunteer firemen, little league, football, basketball and softball coaches is just a small sample of the activities that Trace Creek employees participate in.