

BOARD OF PUBLIC WORKS AND SAFETY (Form B-01-2012)
Agenda Request Form

Organizations and individuals are asked to submit a request form and supporting documents to be placed on the agenda. You will be contacted by the City confirming the date of the meeting in which your request will be heard. Please make sure that your contact information is accurate in case we need to get in touch with you. The Board of Works meets on the 1st and 3rd Monday of each month at 5:00 p.m. in City Hall located at 70 E. Monroe Street.

Date Submitted:	November 16, 2022	Meeting Date:	November 21, 2022
Contact Information:			
Requested by:	Mark Richards		
On Behalf of Organization or Individual:	Department of Planning & Engineering		
Telephone:	317-736-3631		
Email address:	mrichards@franklin.in.gov		
Mailing Address:	70 E. Monroe Street, Franklin, IN 46131		
Describe Request:			
Franklin Fire Station 21 – Discussion of Build / Operate / Transfer Proposals			
List Supporting Documentation Provided:			
Envoy Companies Proposal			
Who will present the request?			
Name:	Mark Richards	Telephone:	317-736-3631

In order for an individual and/or agency to be considered for new business on the Board of Works agenda, this reservation form and supporting documents must be received in the Mayor’s office no later than 4:00 p.m. on the Wednesday before the meeting.



Unequivocal. Envoy.



Fire Station #21 Remodel

Franklin, Indiana

Prepared by

Rich Taylor
Vice President of Business Development
Envoy Companies
Email: rich.taylor@envoycompanies.com

Prepared for

Mark A. Richards
City Engineer
City of Franklin, Indiana
70 E Monroe St, Franklin, IN 46131

TABLE OF CONTENTS

1. Cover Letter & General Qualifications
2. Project Team
3. BOT & Fire Station Project Experience
4. Letters of Recommendation & Additional References
5. Approach
 - a. Schedule of Services
 - b. Approach to GMP
 - c. Approach to Project and Budget Management
 - d. Mitigating Risks & Overcoming Challenges
 - e. Tech Focused Team
 - f. Scoping & Design
 - g. Project Closeout & Handback
 - h. Scoping Fee



COVER LETTER



ATTN: City of Franklin Committee

RE: Franklin Fire Station #21 Remodel

Dear Mr. Richards and the City of Franklin Board of Public Works & Safety:

The Envoy team is honored by the opportunity to present this proposal for the remodel of Franklin Fire Station #21. Our team is **uniquely qualified** to lead this project as your development partner. **Envoy is currently working on over \$100 million in BOT projects.** Our proposal will demonstrate our development, construction and 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 general contractor competition. We have strong relationships with contractors, 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 BOT delivery. As your trusted partner, we will add value to your project, driving down costs and keeping progress on track. Envoy's fees, budget and bids are **transparent** and all provided to your 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.

Envoy recently used the BOT process in the City of Frankfort to set a GMP within budget for their Police Station and Aquatics Centers projects. The City worked on these projects for four years. Until they worked with Envoy, the City thought both projects were no longer attainable as the public bids were significantly over budget. Envoy used their expert negotiation and design management skills to make these projects a reality for the City of Frankfort.

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". The signature is stylized with a large, looped "R" and a long horizontal stroke.

Rich Taylor,




Vice President of Business Development

Envoy Companies

Phone: 765-490-2077

Email: rich.taylor@envoycompanies.com

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 **\$2 billion in capital projects**.
-  Envoy is currently working on over **\$100 million in BOT projects and completed over 10 fire department projects in the last 10 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 the 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 to those that require the highest level of coordination with multiple partners and existing facilities. Our attention to detail and emphasis on transparency are assets in our approach as we delivery turnkey solutions for our clients.

Construction

Envoy has **served as Construction Manager for 40 years**. As your construction partner, Envoy leads the project from development, design and through the warranty period. With our roots as a Construction Management 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.

Property and Facility Management

Our team can continue to support the City of Franklin by providing property management and facility maintenance services. If needed, our experience with facility management and our property management 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.



PROJECT TEAM

EXECUTION PLAN



ENVOY'S OWNERSHIP



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**. He currently serves a Indiana State Senator. 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.

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



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 \$80 million in municipal projects. With this experience he will ensure the our team delivers a successful project for the City of Franklin.

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
- Jail Intake/Booking Additions and renovations
- 911 Dispatch Center and Emergency Management Agency Additions/Renovations
- New Community Corrections Center
- Minimum Security Jail Annex Additions/Renovations
- Carmel Fire Department
 - Headquarters and Museum
 - Station 44
 - Station 43 Addition/Renovation
 - Training and Maintenance Center



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. Jonathan has managed the completion of nearly \$100 million in Federal ICE detention and corrections/jail projects. 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 reporting.

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

Relevant Project Experience

Adelanto ICE Federal Detention Facility, CA

2012 - \$60MM - new construction; 704 beds

Adelanto ICE Federal Detention Facility West Expansion, CA

2015 - \$34MM - addition; 640 beds

Carmel Fire Department

- Headquarters and Museum
- Station 44
- Training Center

White River Fire Station 53

Vernon Fire Station 3

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)



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 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.

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

Relevant Project Experience

Putnamville Correctional Facility

1992 - \$5 MM; addition of 400 beds

Plainfield Reception/Diagnostic Center

1991 - \$10 MM ; new construction of 695 beds

Robinson Correctional Facility (Illinois)

1990 - \$18 MM; new construction of 1,223 beds

Carmel Fire Department

- Headquarters and Museum
- Station 44

Sugar Creek Fire Station No. 24

White River Fire Station 53

Vernon Fire Station 3

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)

Brownsburg Office Suites (P3)



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)

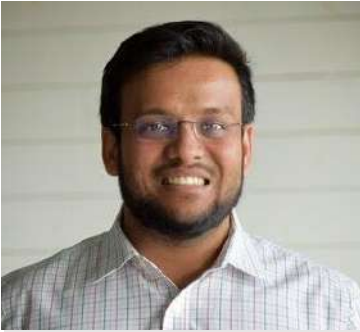
Brownsburg Office Suites, (P3)

Westerville Office Suites, Westerville, OH (P3)

Carmel Clay Community Building

Carmel Police Station & Judicial Center (P3)

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



- 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 (P3)**

**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

Montgomery County Annex (P3)



- 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

Bolt + Tie , Clarksville, IN (P3)

Spark, Fishers, IN (P3)

Brownburg 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

Asset Manager

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)

Montgomery County Annex (P3)

Town of Cumberland (P3)

Washington Township (P3)



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

Rich Taylor

Vice President 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 12 year veteran board member and current Board President of two time Gold Medal winning Carmel Clay park system, he has managed many public projects as a public official. As a member of the Carmel Clay Board of Parks and Recreation, Rich has experience managing a 150,000 SF community center that consistently achieves 100% cost recovery. Rich also served as President of a Community Development Corporation executing a number of redevelopment projects and millions in P3 financing. His unique experiences, background and skills are an asset to public sector clients.

PROJECT TEAM



John Barbee
COO
Principal in Charge



Jonathan White
VP of Construction
Executive Project Manager



Kevin Sullivan
Chief Estimator /
Preconstruction Manager



Connor Britt
Senior Project Manager



Ankit Tibrewal
Assistant Project Manager



Brad Untrauer
Development Lead



Andrew Payne
Development Associate



**BOT & FIRE
STATION
PROJECT
EXPERIENCE**

CARMEL POLICE DEPARTMENT AND CITY COURTS

Envoy was selected as the BOT developer to design, build, operate and transfer this important project for the City of Carmel. This included a complete renovation of the existing police station and a new addition to house additional CPD offices, new sally port and judicial center for the City of Carmel Courts.

Reference:

Mayor James Brainard, City of Carmel
Phone: (317) 571-2401
Email: jbrainard@carmel.in.gov



FRANKFORT POLICE DEPARTMENT

The Frankfort Police Station is a new construction build that will be the first building dedicated from the start as the City of Frankfort's Police Station. This new station will have a 60 person meeting space with a mechanics bay to repair police cars on site. The project is estimated to be completed in July of 2023. Envoy helped the City realize this project after years of attempts and budget challenges.

Reference:

Mayor Judy Sheets, City of Frankfort
Phone: (765) 654-4245
Email: jsheets@frankfort-in.gov



Project Type:
New Construction/ BOT

Project Cost:
\$9.5MM

Owner:
City of Frankfort

FRANKFORT TPA AQUATICS CENTER

The Frankfort TPA Aquatics Center is a new construction project that will replace the current aquatics center that has been out of use for the past two years. This unique space will include a lazy river, splash zone, two-story slides, and kiddie pools. Projected to be finished in July 2023, the Aquatics Center will add active, social spaces in the community and draw in members of the surrounding area to the city. This project is in partnership with HWC Engineering.



Project Type:
New Construction/BOT



Project Cost:
\$10.8 MM



Owner:
City of Frankfort

MONTGOMERY COUNTY ANNEX BUILDING

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 with Jeff Peters, Municipal Advisor, and arranged the project financing without increasing taxes and no payments for 2 years.

Reference:

Commissioner John Frey
Montgomery County, Indiana
Phone: (765) 376-9694
Email: john.frey@montgomerycounty.in.gov



Project Type:
Public Private Partnership/BOT

Project Cost:
\$5.5MM

Owner:
Montgomery County Commissioners

Architect:
RQAW

CLINTON COUNTY ANNEX, COURTHOUSE, & JAIL

Envoy was selected as the build-operate-transfer developer for the renovations of the courthouse, annex building, and jail projects for Clinton County. Envoy will renovate a building to be their new County Administrative Building. Once completed, government employees will move to the annex while all the courthouse will be renovated. Envoy was also selected to renovate their existing jail. The estimated completion of both projects will be toward late 2023. The jail project completion date is YTD.

Reference:

Commissioner Jordan Brewer
Clinton County, Indiana
Phone: (317) 919-4833
Email: jmbrewer@clintonco.com



Project Type:
Renovation/BOT

Architect:
RQAW

Project Cost:
\$12MM

Owner:
Clinton County





PROJECT TYPE

New Construction

OWNER

City of Carmel
Clay Township

ARCHITECT

Axis Architecture

PROJECT COST

\$4.6MM

CARMEL FIRE STATION #44

Located in Carmel, Indiana, the Fire Station 44 project included the demolition of the existing fire station, moving fire operations to a temporary location and new construction of a 2-story, 16,200 sf building. The new station features a brick and stone veneer exterior, three drive-through bays and new living quarters. This project was completed in September 2016.





PROJECT TYPE

New Construction

OWNER

Sugar Creek Township

ARCHITECT

Axis Architecture

PROJECT COST

\$3.7MM

SUGAR CREEK FIRE STATION #42

In the spring of 2017, the Sugar Creek Township Fire Department and Envoy broke ground on a new firehouse, Station 42. The Fire station was built to replace an existing firehouse from the 1970's, and the finished product was designed to increase response times and to modernize the living quarters for the men and women firefighters of Sugar Creek Township. The fire station includes geothermal technology, apparatus bays to accommodate larger vehicles, and the most up-to-date technologies that take the future needs of the industry in mind.





PROJECT TYPE

New Construction

OWNER

White River Township

ARCHITECT

Axis Architecture

PROJECT COST

\$8.6MM

WHITE RIVER TOWNSHIP FIRE STATION

Expanding on its fire station construction expertise, Envoy broke ground on the White River Township Fire Station #53 in September 2018 and completed the project in October 2019. This 23,500SF structure is composed of cast stone and metal panels and brick and houses 3.5 bays. The fire station utilizes financially sustainable features that keep operating costs low, including a natural gas generator, radiant heating, LED lighting, and automated air filters. Additionally, this station is equipped with a Safe Haven Baby Box, fully furnished kitchen, new administrative areas, offices, apparatus bay, dorm/living areas, fire pole, entertainment area, training room, and storage for display of an antique fire truck. This station enables Washington Township to better serve the safety needs of its expanding community.





PROJECT TYPE

New Construction -
Construction Manager

OWNER

City of Crawfordsville

ARCHITECT

Axis Architecture

PROJECT COST

\$4.8MM

CRAWFORDSVILLE FIRE STATION #2

Envoy broke ground on the Crawfordsville Fire Station #2 in March of 2016. This 14,848 structure is composed of cast stone and brick and houses 3 bays. The new 2-story station boasts an eight bed living quarters, lounge, expanded kitchen, fitness room and patio on the ground level. The station also features an expanded training room for multi-purpose activities.



PROJECT TYPE

New Construction -
Construction Management

OWNER

City of Carmel
Clay Township

ARCHITECT

DLZ

PROJECT COST

\$12 MM

CARMEL CLAY COMMUNITY BUILDING

Envoy was selected as construction manager for this \$12MM project after a history of successfully completing projects for the Carmel Fire Department and Clay Township. Located in Carmel, Indiana, the Carmel Clay Community Building will house the Carmel Fire Department headquarters, a Survive Alive Village for fire safety education, and the Carmel Fire Buffs Museum.



**LETTERS OF
RECOMMENDATION
& ADDITIONAL
REFERENCES**



CITY OF FRANKFORT
POLICE DEPARTMENT
201 W. WASHINGTON STREET
FRANKFORT, INDIANA 46041-1859
PHONE 765-654-4245
DISPATCH 765-654-4431
WEBSITE frankfort-in.gov

JUDITH E. SHEETS
MAYOR
SCOTT T. SHOEMAKER
CHIEF
JAMES R. SKINNER
DEPUTY CHIEF

July 20th, 2022

To Whom it May Concern:

We are writing to offer our experiences with Envoy, Inc., project and construction managers, during our Build, Operate, Transfer (BOT) process for the new Frankfort Police Department.

The City of Frankfort had worked on this project for nearly four years prior to hiring Envoy. After several, massive, roadblocks, the City of Frankfort engaged with Envoy and now, the project is well underway.

We had a project that lost momentum to move towards the construction phase. After several issues with design and bidding, we had lost hope that our project would ever get to the build phase. Once we hired Envoy, the world changed for the Frankfort Police Department. Envoy took our existing design and budget and came back with a project that the city could afford. There were no questions unanswered and the city could see the entire project budget from the beginning.

The firm guided us through the BOT process and now, we have broken ground on the first-ever building constructed as a police department. I wish we had met Envoy four years ago, as I suspect, we would already be operating out of our new building today. However, we are truly excited that we have broken ground and the contractor is working hard to construct our new building.

If you have any questions about our relationship with Envoy, please reach out to us via our contact information above. We assure you, while the BOT process requires work and understanding, Envoy will be with you all the way.

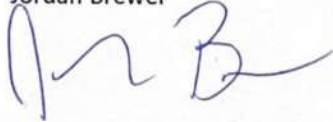
Sincerely,

Scott T. Shoemaker
Chief of Police

Judith E. Sheets
Mayor

The experience that Clinton County has had with Envoy has been second to none. From business development to pre-construction services to project management, they have been a great partner to work with. The thing that we have found so far that separates Envoy from the competition, is their hands on approach, communication, and consistency in listening to the clients needs and desires. I would recommend the Envoy team to any other county or municipality looking to partner with the best of the best.

Jordan Brewer

A handwritten signature in blue ink, appearing to read 'JB', with a stylized flourish extending to the right.

President, Clinton County Commissioners

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

Battalion Chief James Wolsiffer

Sugar Creek Township Fire Department

Phone: (317) 607-4330

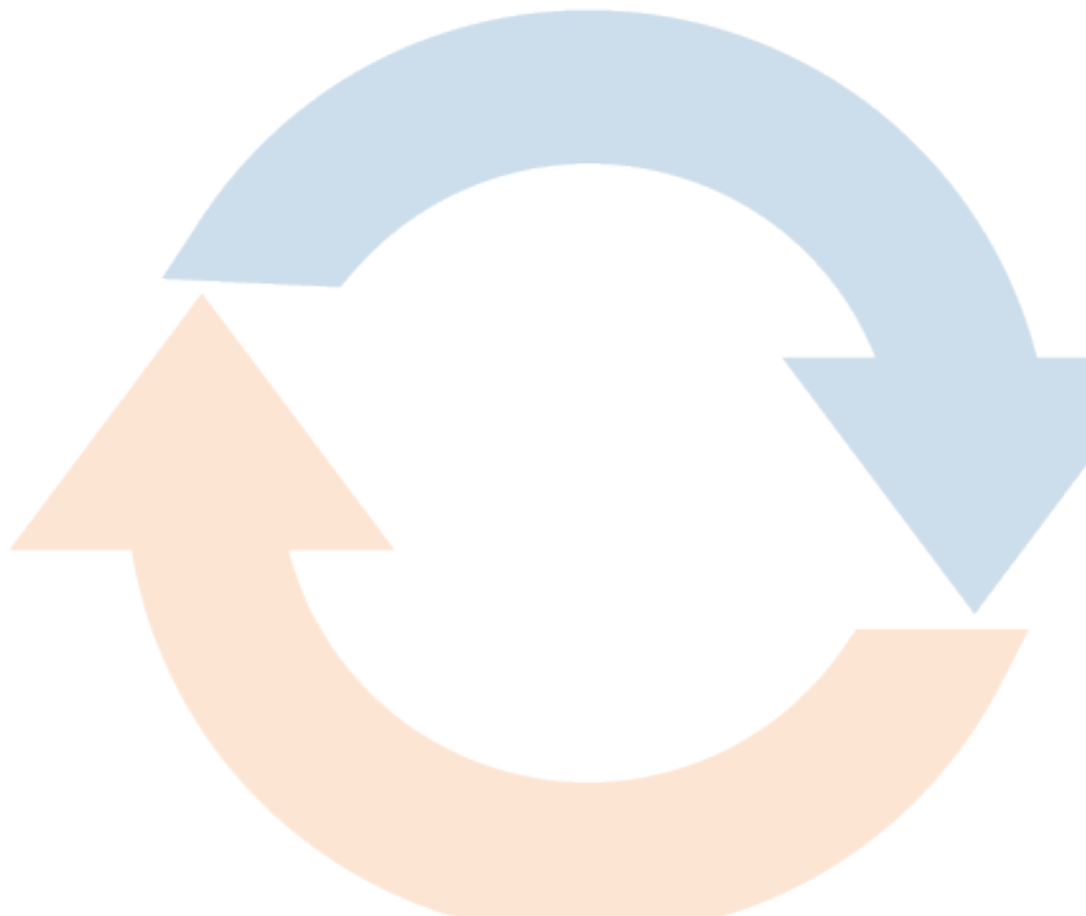
Email: jwolsiffer@sugarcreektwp.co

Chief Jeremy Pell

White River Township Fire Department

Phone: (317) 888-8337

Email: jpell@wrtfd.org



APPROACH



SCHEDULE OF SERVICES

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. **We have provided a scoping process and recommended schedule below.**

Scoping and Setting of the 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 (e.g. technology, card access, etc.)
- Project status overview
 - Review the current design status of the project.
 - Discuss flow of operations as it relates to final project design.
 - Review any needed design changes to be considered before proceeding with setting the GMP.
 - Discuss innovative 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
- Set the 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 (CD) and GMP Phase (5 weeks)

- Confirm and finalize selection of any recommended alternatives
- BIM: Conduct 3D modeling walkthrough and clash detection review
- At this stage in the process, the focus will move development of the design and products to refinement and definition of the final scope of work. Reviews for code compliance, and any special jurisdictional requirements will be performed. Envoy will further ensure the design details are in alignment with assumptions made during the DD report and advise of any necessary deviations.
- Produce GMP and GMP report for City review and approval.

Construction (10 months)

Handback of Constructed Improvements (30 days after project completion)

APPROACH TO A 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 (SD) and design development (DD) stage of design, multiple GMPs for various project components, and establishing GMP at construction documents (CD). Since a permitting set of documents have been designed, Envoy would work to immediate set a GMP based upon the current set of design documents.

Contingencies and Allowances

We take a comprehensive approach to evaluating and setting contingencies and allowances as part of our overall risk management procedures. Our philosophy is to set realistic contingencies and estimates to achieve the lowest total borrowing costs for the City of Franklin. 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. 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. We would recommend a 3-5% contingency.

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.

Cost Savings and Transparency

Envoy will take an open book approach to preparation and presentation of our GMP and GMP report. Project savings achieved by Envoy will be created by efficiencies in construction, project duration, materials selection, innovation and efficient project management. Envoy will share 100% of savings of developer owned contingencies and allowances with the City.

APPROACH TO PROJECT & BUDGET MANAGEMENT

Envoy has recent contextual experience and acumen that will ensure successful projects for the City of Franklin. Our team understands the project goals and will deliver innovative solutions to meet these goals. Our team has already started to evaluate innovative solutions, explore ways to expedite the schedule, and mitigate project risks.

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 users will be thoughtfully engaged throughout the project to ensure operational efficiency and user satisfaction.

Project budget: Managing public projects over the past 40 years, Envoy is adept at delivering projects on time and under budget. As developers, we understand development risk and how to manage risk for our public 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, tenant relocation, operational and maintenance costs and other project needs typically not managed by general contractors/construction managers. Our private operating and development experience will ensure a complete package is delivered at final project completion.

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.

Construction Material & Procurement - Early Bid Package Releases

Due to the rising costs and long lead times for some 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, 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.** 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 selection to ensure fees and markups are not added the material cost.

TECH FOCUSED TEAM

Procure

Envoy uses Procure, the industry's premiere construction management cloud based software. This integrates all stakeholders, processes, financial information and field operations into one platform. Users 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 Procure.

BIM (Building Information Modeling)

Envoy will implement BIM technology throughout the projects. The use of BIM provides the following benefits to the projects, 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 projects. Integrated with Procure, 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:** As-builts and other drawings are maintained electronically and updated throughout the projects. Details will be integrated into the final O&M manuals for easy storage, access, and reference.

SCOPING AND DESIGN

Stakeholder engagement

Envoy and Cripe will lead users and project stakeholders through a comprehensive scoping process. A collaborative approach with stakeholders and the design team will ensure an operational efficient design using the best value methods and materials to meet users needs. Our team will meet monthly with stakeholders to receive design feedback, provide budget updates and address any challenges.

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. Cripe 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 the City of Franklin throughout the scoping process.

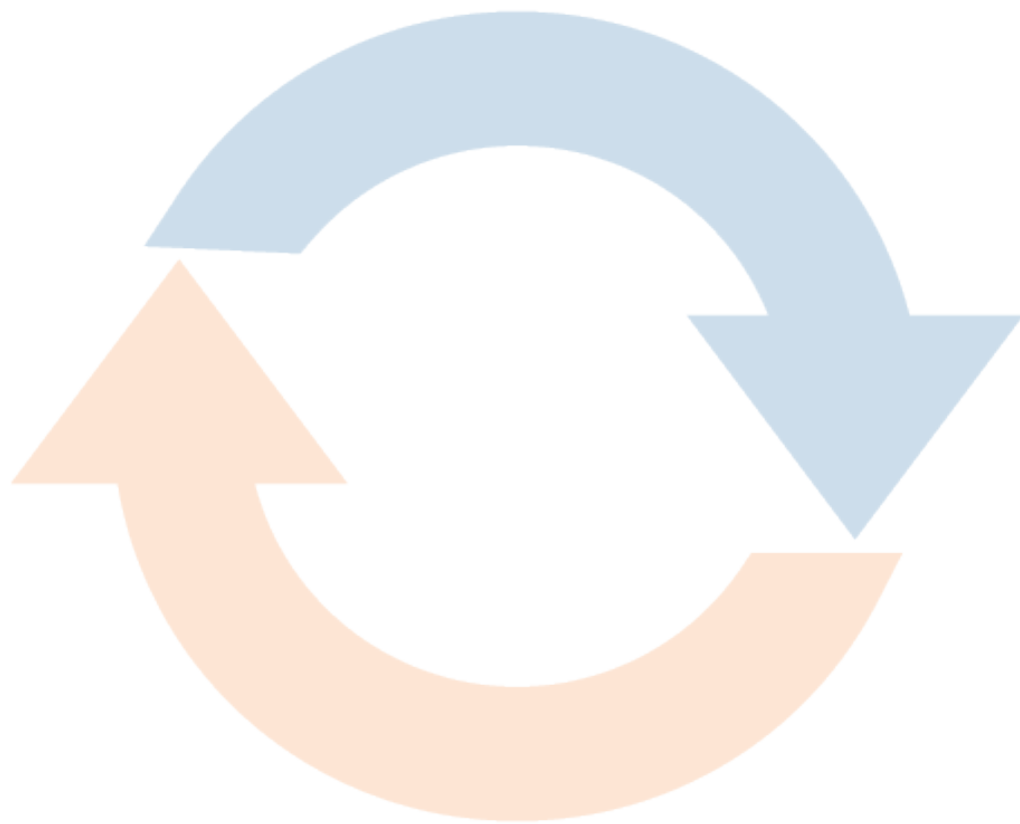
Quality Construction, Operations, Systems and Materials

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 Franklin and it's community. 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.

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.

Security Planning: Our team will review design through the lens of staff safety and security throughout the scoping process. With our unique security acumen, we will provide the design team with insight and knowledge as to the operations and design of secure project components and spaces.



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 40 year history, we have commissioned over \$2 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 Franklin and users of the project. Starting at 90 days prior to handback of each project, Envoy will initiate our process for project closeout. During this process, Envoy will finish any punch list items, organize and deliver all O & M manuals, provide attic stock, support and conduct system training, and ensure all FF&E is installed correctly.

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. Envoy will review all submittals of the training content and materials to verify that the training will meet the requirements of the commissioning plan and the contract documents. Envoy will participate in key training sessions, including usage of the Systems Manual, and/or use other methods to confirm that the training was delivered effectively.

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 differentiate ourselves from our competition. Envoy can provide a proposal for ongoing facilities maintenance for all City facilities.** Envoy would serve as an extension of the City's maintenance staff providing support and assistance for complicated building system maintenance and repairs.

Warranty

Envoy will provide a one (1) year materials and workmanship warranty. As such, we would request warranty walks and inspections at months 11 of the project warranty period. It is prudent to conduct a detailed walk-through and inspection of the building, along with stakeholder representation, to properly identify issues that have appeared since taking occupancy. Upon completion of these walk-throughs, 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.

SCOPING FEES

Envoy's team will not charge a fee during the scoping period. Any costs incurred during the scoping period will be included in the GMP and any fees will be paid at the execution of an agreement.



www.envoycompanies.com

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

(317) 594.4600