

Exhibit C



McGough

CITY OF DULUTH - AIRCRAFT COMPLETION CENTER

Technical Submittal | Contractor Manager at Risk | RFP# 2015-02AA

August 6, 2015



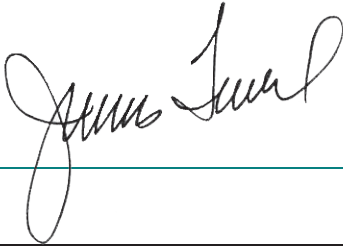
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PROPOSAL COVER SHEET

**EXHIBIT B - PROPOSAL COVER SHEET
CITY OF DULUTH
RFP# 15-02AA**

| Proposer Information: | | | |
|-----------------------|----------|--|----------------------|
| Proposer Name | | McGough Construction Co., Inc. | |
| Mailing Address | | 2737 Fairview Avenue North, St. Paul, MN 55113 | |
| Website | | www.mcgough.com | |
| Contact Person | | Jim Frisell | |
| Contact Number | Person's | Phone | 651.634.4631 |
| Contact Number | Person's | Facsimile | 651.633.5673 |
| Contact Address | Person's | E-Mail | jfrisell@mcgough.com |
| Federal ID Number | | 41-0774787 | |

| Submittals Enclosed and Separately Sealed: | |
|--|---------------------|
| <input checked="" type="checkbox"/> | Technical Submittal |
| <input checked="" type="checkbox"/> | Cost Submittal |

| Signature | |
|---|--|
| Signature of an official authorized to bind the Proposer to the provisions contained in the proposal: |  |
| Printed Name Jim Frisell | |
| Title Principal | |

FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM MAY RESULT IN THE REJECTION OF THE PROPOSAL

Exhibit C

II.1 Statement of the Problem

Exhibit C

II-1 STATEMENT OF PROBLEM

SERVICES REQUIRED

It is our understanding that the City of Duluth is seeking a Construction Manager at Risk (CMAR) to provide preconstruction and construction management services for the construction of a 60,000 square foot precast concrete manufacturing facility slated to be leased and occupied by Cirrus Designs as an Aircraft Completion Center. The project is jointly funded by the City of Duluth, the State of Minnesota, and the Cirrus. The City expects an energy-efficient facility that will minimize maintenance costs over the life of the structure and conform to the 2015 City of Duluth construction standards. Cirrus will be responsible for the internal build out of the facility.

It is our understanding that this project is expected to be completed by August 2016. However, we understand how important facilities are to the achievement of business objectives, and if so desired by the City and Cirrus, we do feel an earlier delivery could be achievable. We would be happy to help the City and Cirrus acceleratingly the schedule.

APPROACH TO CMAR PROCESS

McGough is pleased to have the opportunity to propose on this project, and believes we are the contractor best suited to deliver this project in alignment with the City's goals and interests. We have extensive experience delivering projects via the CMAR delivery method and through an integrative design process. A number of our past projects with relevant similarities are highlighted in Section III of this proposal. These include a major public-private project we currently have underway with the City of Duluth and maurices which is funded with State, City and private funds. We have utilized collaborative delivery methods, including CMAR, for the vast majority of projects completed by our firm since our inception. In fact, we've been a pioneer in our industry when it comes to progressive partnering approaches, and over the years, we've been enlisted to help a number of institutional clients, including the University of Minnesota, implement CMAR delivery for the first time.



“If I had a complex project to deliver, I would absolutely go to McGough ... One of the places that McGough differentiates itself is being able to deliver those projects with difficult budgets, tight schedules.”

– Prominent Twin Cities Architect

Exhibit C

II.2 Management Summary

Exhibit C

II-2 MANAGEMENT SUMMARY

PROJECT APPROACH

Our approach for the City of Duluth Aircraft Completion Center project begins with having the right people involved. Our proposed project team has been established specifically for this project based on the team members' past accomplishments and experience working on similar projects, including the Maurices Headquarters and City of Duluth Parking Ramp, Hubbard Holman Field Hangar, and Renewal by Andersen Manufacturing Finishing Facilities.

Jim Frisell, our Regional Vice President overseeing McGough's Duluth operations, will serve as Project Executive for the Aircraft Completion Center project. Senior project management leadership and preconstruction support will be provided by **Dave Pothen**, one of our company's most experienced senior project managers and early project advisors. **Erik Anderson**, a Duluth-based Project Manager with firsthand City of Duluth, public-private project experience, will provide day-to-day project coordination; while **Scott Nelson**, a Duluth-based Superintendent also with City of Duluth public-private project experience, will provide field leadership. Scott will be supported by Foreman **Brent Williams**, a McGough field leader with strong precast manufacturing facility experience. In addition, **Chris Barta**, a Duluth-based project coordinator will provide administrative support for the project.

The above-named core team members will be supported by our project administration infrastructure and the dedicated resources and specialty expertise of the McGough **Centers of Excellence**. Our Centers of Excellence allow us to maximize the expertise we bring to projects while minimizing costs, by tapping into the knowledge of highly-focused specialists in the areas of safety, quality assurance, sustainability, MEP services, Lean construction, virtual planning, community outreach (EEO), and close-out/transition on an as-needed basis.



Together, our team will provide all services necessary to manage and oversee construction of a City-owned facility that will accommodate the production requirements of Cirrus, as well as any future occupants for the life of the building. Specifically, we will provide the following services with respect to the Aircraft Completion Center, as detailed in Part IV of the City's RFP for this project.

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II-2 MANAGEMENT SUMMARY

PRECONSTRUCTION PHASE

1. Assist the Project Team in review of design proposals and make recommendations as necessary
2. Work with the project architects (Burns & McDonnell) to develop and coordinate a master schedule and update as necessary.
3. Attend Project Team meetings.
4. Prepare cost estimates to confirm owner and architect's budget.
 - i. End of schematic design drawings
 - ii. End of design development drawings
 - iii. Construction documents
5. Provide technical review of the design documents prior to issuance for bidding.
6. Review all subcontractor and vendor bids with the City and make recommendations for award in compliance with State of Minnesota and City of Duluth purchasing rules and policies.
7. Provide an open-book, Guaranteed Maximum Price (GMP) at the completion of final bidding documents.
8. Provide other services as proposed or required.

CONSTRUCTION PHASE

1. Provide a full-time project superintendent for the duration of the project.
2. Coordinate with the Project Team to facilitate weekly construction meetings at the site and to furnish meeting minutes.
3. Provide regular contract and budget updates throughout construction.
4. Coordinate, maintain and update the schedule during the project.
5. Assist in all aspects of construction project management.
6. Provide other services as proposed or required.

POST-CONSTRUCTION PHASE

1. Work with Project Team to completely close out the project.
2. Provide other services as proposed or required.

ADDITIONAL SERVICES PROVIDED

1. Develop master project schedules including as stakeholders involved.
 - i. Pull Plan Sessions - everyone in the same room to set realistic goals and integrate all parties work efforts.
2. Provide life cycle cost analysis.
3. Provide LEED/B3 review assistance.
4. Monitor documentation, addendums, bulletins, RFI's and shop drawings.
5. Development and Facility consulting as desired.

Exhibit C

II.3 Work Plan

Exhibit C

II-3 WORK PLAN

PRECONSTRUCTION PHASE

Collaboration & Communication

Upon receiving Notice to Proceed, our initial focus will be to gain a thorough understanding of the goals and business objectives of all stakeholders in this project. This will be achieved by a high-level planning session with all stakeholders setting key dates and expectations. This session will provide project-specific focus areas and identify areas of concern which we will monitor continuously throughout the project.

Through initial project meetings, we will establish a common protocol for all team members with respect to communication, decision-making, and information sharing.

We appreciate the City's interest in an integrative design process for this project. As Construction Manager at Risk, McGough expects to play a significant role in the integrative design process, and we have extensive experience doing this. While an **Integrative Design Process** requires an investment of time up front, we find that this investment pays dividends for clients who choose such processes. Projects are executed more thoughtfully, building system synergies are realized, building design better meets the needs of occupants and communities, and projects ultimately save money, too.

The integrative design process is an approach that involves early team collaboration on two dimensions:

Dimension 1) incorporating stakeholders and contributors of all types and Dimension 2) incorporating climate, building design, use, and systems. Virtually all major projects McGough takes on employ collaborative approaches that target the first dimension of integration. These include projects that employ Lean and Six Sigma philosophies. Many of our projects seeking LEED/B3 certification, such as those listed in the preceding subsection, also more formally incorporate the second dimension.



Pull Planning

The extreme degree of collaboration and holistic perspective required in an integrative design process draws on McGough's strengths and market leadership in the areas of Lean design and construction and project sustainability. We have firsthand experience many with **Lean best practices** that could benefit the effort (including target value design, use of the "Big Room" concept and the Last Planner System®, etc), which we are happy to discuss with the entire project team for consideration relative to this project.

McGough is currently working with **Burns & McDonnell** on a University of Minnesota project and is employing collaborative and lean processes.

Exhibit C

II-3 WORK PLAN

Key Preconstruction Activities

Throughout the design process, we will work hand-in-hand with the entire project team to incorporate expertise, advice, and innovative ideas with respect to:

- Constructability review, including input on
 - o code compliance
 - o systems and components selection
 - o energy efficiency
 - o maintainability
 - o durability
 - o availability & lead time of key materials (precast, steel, elevators, etc)
- Open-book project budget/cost support, including
 - o real-time cost modeling feedback on scenarios considered by the team, enabled by a proprietary program called ICAT (interactive cost analysis tool)
 - o detailed iterative cost estimates
 - o design phase cost control
 - o value engineering
 - o lifecycle cost analysis
 - o GMP issued at the completion of final bidding documents
- Project scheduling, including
 - o master project schedule creation
 - o preconstruction & construction pull planning
 - o advice on timing of bid packages and dependencies to meet the project schedule
 - o equipment coordination
 - o long lead item insights and management
- Subcontractor selection, including
 - o Local First program driving local participation
 - o EEO/diversity outreach
 - o qualification criteria development
 - o receipt and review of bids
 - o recommendations to the team in compliance with the State of Minnesota and City of Duluth purchasing rules and policies
- Additional pre-planning support, including
 - o sustainability planning
 - o logistics planning (see next page)

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II-3 WORK PLAN

Development and Facility Services

Among the many preconstruction related tasks necessary to ensure optimal project implementation, McGough recognizes several critical real estate matters of equal importance. As a full service real estate provider, McGough maintains a highly experienced staff with expertise ranging from facility and property management to development. Our development team has deep experience in aligning public financial goals with the private objectives associated with projects like this. **McGough would work to help the City carefully align its strategic real estate ownership goals and risk management goals, including exit strategies and adaptive re-use options, with the needs of Cirrus.** This analysis can help ensure that public dollars are deployed as effectively as possible with a long-term view in mind. Our team has played this role on projects with public support ranging from straightforward pay-as-you-go Tax Increment Financing (TIF) support, to complex general obligation bond-backed TIF deals, to job-based initiatives such as JOBZ projects. We have a remarkable track record of identifying deal structures, facilities components and other nuances that result in excellent alignment of user goals and public goals.

Greg Munson, Executive Vice President - Development, who has extensive experience working with clients, is available to assist the City of Duluth and Cirrus in navigating broader project issues as desired.

CONSTRUCTION PHASE

Logistics Planning

As the project proceeds toward construction, we begin to thoughtfully plan for – and ultimately execute – project logistics. Relative to many projects, this project site offers ample safe access and flexibility. That being said, McGough will still be diligent about ensuring the site remains safe, secure, and efficiently functional for all.

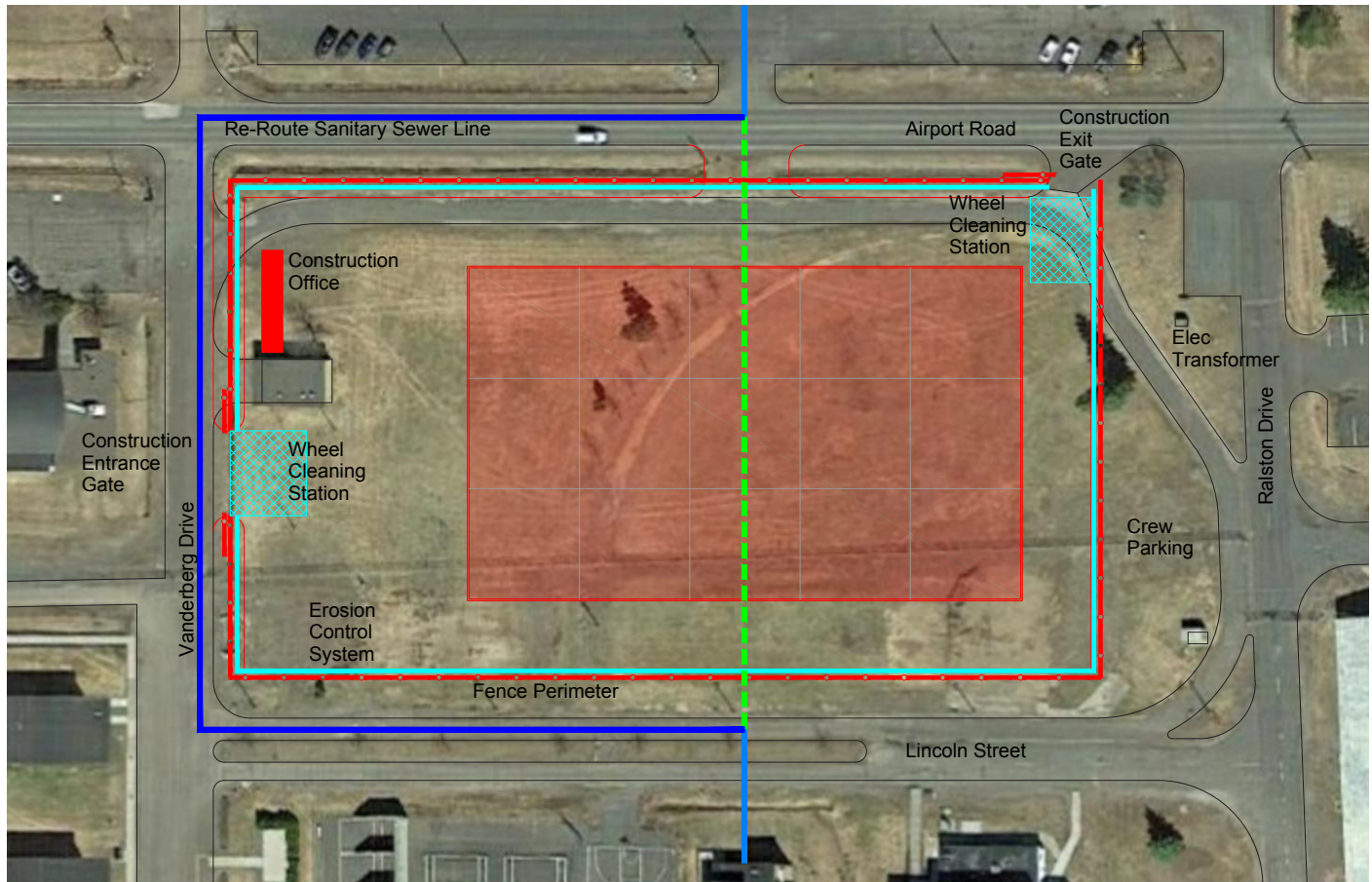
The McGough team reviewed the project site and based on our preliminary investigation we would like to highlight the following:

1. We have extensive **experience working in close proximity to small and large airports** and the importance of coordination of hoisting activities with airport authorities. McGough has worked closely with the MSP Airport Commission on several projects in direct flight paths including: Bloomington Central Station, Hyatt Hotel at BCS, Reflections Condominiums at BCS, and HealthPartners. In addition, McGough has completed four projects for Ramsey County in direct flight paths at Holman Field located in downtown St. Paul.
2. We have experience **constructing and coordinating work adjacent to prison facilities**. We bring a unique understanding of the need to coordinate security protocols with adjacent prison facilities. For Ramsey County, McGough first constructed their Law Enforcement Center (county jail) and then constructed their 911 Call Center, Behavior Crisis Center, and the St. Paul Police Headquarters on the same block without any disruptions to the functioning of the Law Enforcement Center.
3. Soil investigation revealed **no major soil contamination**.

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II-3 WORK PLAN

Highlights of a preliminary site logistics plan are as follows. We will work with the City and Burns & McDonnell to further understand project considerations and revise this preliminary plan cooperatively.



- Site Safety - Coordinate Hoisting Activities with Airport Authorities to North of Site
- Site Security - Coordinate Construction Activities with Federal Prison Authorities to South of Site
- Construction Traffic Access
- Construction Staging
- Just In Time Deliveries
- Highly Coordinated Material Handling
- Dust Control
- Sustainable Construction Practices
- Erosion Control
- Storm Water Retention Options
- Fire Suppression Foam Retention System

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II-3 WORK PLAN

4. The use of spread footing indicates **no unique foundation challenges**.

Subcontractor / Site Management

McGough has assign a seasoned full-time field staff, led by Superintendent Scott Nelson, to coordinate and provide direction to subcontractors and to monitor performance and progress on the project. Scott will work hand-in-hand with Brent Williams, Project Foreman, to establish the on-site organization and lines of authority and schedule jobsite meetings to ensure effective communications among the construction team. Field leadership will aggressively monitor progress against scheduled milestones, lead resolution of any coordination/sequencing issues, and prepare and distribute summary reports.

Project Controls

Our delivery of construction services is supported internally by a set of well-proven internal processes and protocols that ensure that every McGough project reflects our company's high standards and benefits from our team members' collective learnings with respect to best practices. Cost, quality, and schedule control are significant areas of emphasis. We also have available estimating, quality assurance, and scheduling specialists to support our project team leadership in each of these areas as needed.

Cost Control

Throughout the project, McGough will rigorously monitor cost, with the cost model first developed in preconstruction serving as a continuous benchmark for cost control throughout construction and post-occupancy. Our state-of-the-art accounting and job cost systems provide current and reliable data to support this process, including detailed budget reports, labor cost reports, subcontract status reports, and various other reports. McGough will monitor subcontractor progress and use an internal auditing process to review subcontractor and supplier monthly pay requests to ensure amounts billed are consistent with completed work.

We are very familiar with billing and accounting on multi-funded projects and are currently doing so on the maurices Headquarter project. If you have any questions, please contact Lori Davey, Financial Analyst, City of Duluth at 218.730.5042.

Project leadership will provide weekly cost updates (using our cost control log) to the City's staff to ensure real-time cost awareness throughout the project and collaborate with the City to refine the contingency as the job progresses.

McGough also provides scope control ensuring that only justifiable changes in scope are considered and that, if necessary, these are documented through a structured RFI/change order process. Generally, changes in scope are initiated either from the site (caused by unforeseen conditions and clarifications) or from the owner (where a change in program or other needs necessitates a change). Projects owners are always involved in the change order processes, when applicable, and must approve any scope changes and associated costs.

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II-3 WORK PLAN

Cost Control

Our Quality Assurance Program provides substantial resources, including assignment of trained personnel for management, performance of work, and verification of quality for all of our projects. This program includes detailed specification reviews, code compliance, inspections, unique procedures for specialized facilities, and control/reporting mechanisms to track quality throughout the duration of the project.

Schedule Control

Lastly, our project schedule will be developed and maintained using state-of-the-art scheduling software. To manage work against the schedule and promote optimal outcomes we will employ the Last Planner® System, including milestone schedules, pull planning, and work plan level day-to-day planning. This process, which we recommend using in both preconstruction and construction, engages all stakeholders in recognizing dependencies, owning personal commitments, and solving issues collaboratively.

Safety Management

Our project-specific safety plan (to be finalized with input from the City) will include plans for barricades, site signage and barriers for vehicle and pedestrian traffic control, tieoffs, and other vital safety practices. In addition, McGough's mandatory job site orientation will cover our safety program, sexual harassment policies and job specific requirements.

Our success in implementing project safety programs is reflected in the fact that, **at 0.39, we have one of the lowest EMRs in the industry based on 1,181,447 hours worked in 2014.** In addition, McGough has received the Governor's Award from the Minnesota Safety Council for 10 consecutive years and the Award of Honor, their highest recognition, in five of those years.



“My office overlooks the new construction of the maurice’s Building. I see your workers on the job every day, and I am impressed time and time again with their safe work practices. I just saw an employee set up an extension ladder in absolute textbook perfection on one of the highest levels of the construction, which takes time, planning, and care. I just wanted you to know – I’m watching, and your folks are doing a good job.”

– Amber Haglund-Pagel
Safety and Training Officer, City of Duluth

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II-3 WORK PLAN

Typical schedule in accordance with the RFP completion date of August 2016.

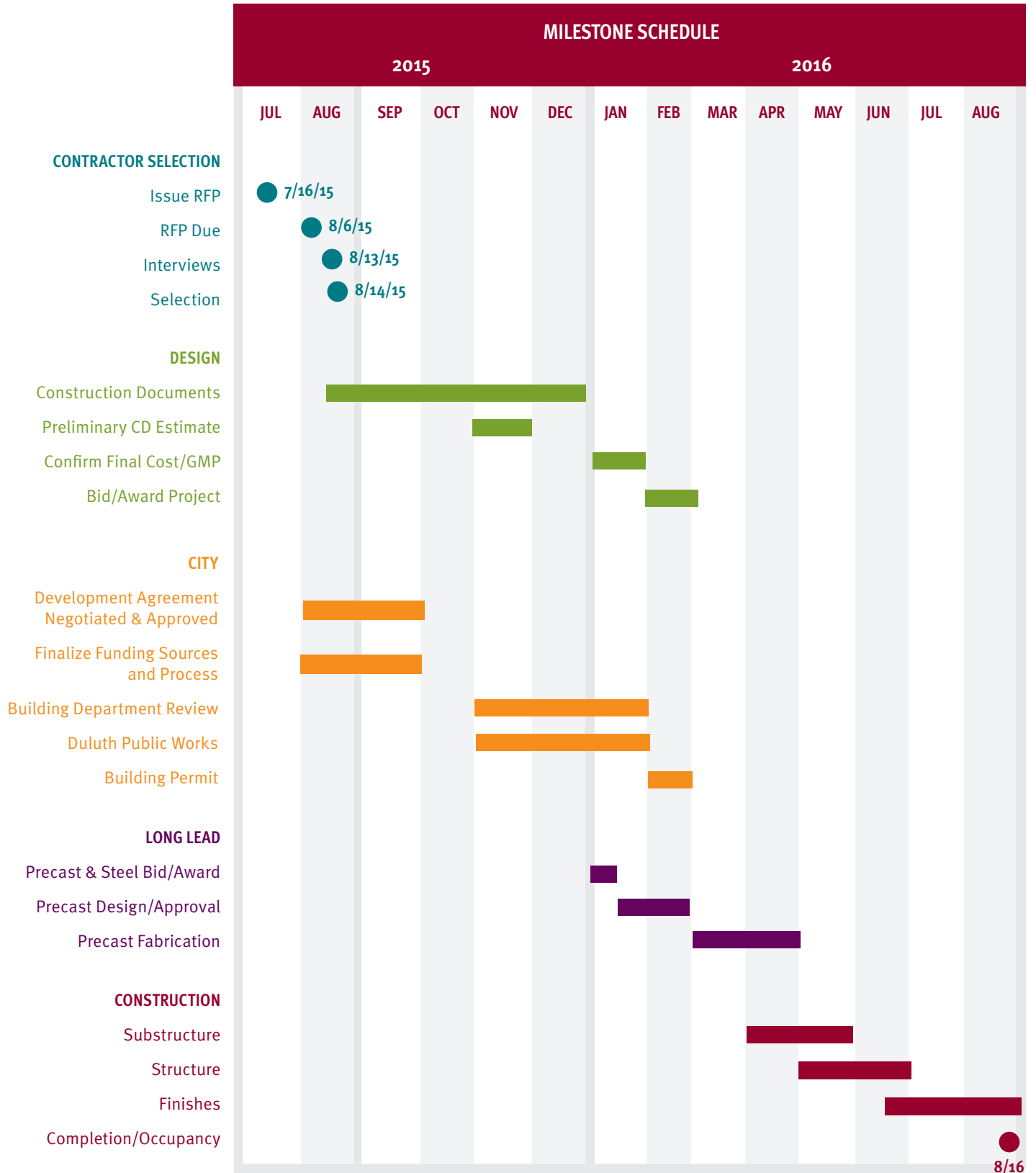


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II.4 References

Exhibit C

II-4 REFERENCES

McGough has a great deal of experience on projects with characteristic and goals similar to those of the City of Duluth Aircraft Completion Center. Below, we've provide examples of these by characteristics themes. A number of these past projects were led by members of the proposed team for this project; these have been denoted with an asterisk (*). In addition, full project profiles, with references, have been provided for several of our most relevant past projects in the pages that follow.

DULUTH-BASED PROJECTS

McGough has had long and varied experience in the Duluth area over the last three decades. Projects we have built in the region include the following:

- maurices Headquarters and City of Duluth Parking Ramp*
- University of Minnesota Duluth*
 - o Chemical Science and Advanced Materials Building
 - o Residential Dining Center
 - o Montague Hall
 - o Glensheen Mansion Restoration Study
- College of St. Scholastica*
 - o Graduate Health Science Building
 - o Science Addition
 - o Somers Hall Undercroft
 - o Tower Hall
- Memorial Blood Center
- Lenox Place Apartments*
- Summit Square Apartments
- United Cerebral Palsy Apartments*
- Cloquet High School
- Cook Hospital - ED & Flex Addition
- Study for Wolf Center
- Pine Medical Center



maurices Headquarters & City of Duluth Parking Ramp



College of St. Scholastica Science Center

Exhibit C

II-4 REFERENCES

PRECAST STRUCTURES, MANUFACTURING FACILITIES, OR AIRCRAFT FACILITIES

Our experience also includes many projects that are structurally similar to the proposed project. Examples of these are:

- Hubbard Holman Field Hangar*
- Andersen Windows / Renewal by Andersen*
 - North Branch Manufacturing Building
 - Cottage Grove Manufacturing Building
 - Menomonie Manufacturing Building
- Inver Grove Heights Target
- McGough Operation Center
- Twin City Glass Corporate Headquarters*
- Macalaster Athletic and Recreation Center*
- St. Paul Academy Fine Arts Center*
- United Health Group Parking Facilities, Phase I & Phase II*
- Allianz Parking Facility, Phase I & II*
- General Mills Parking Facility*
- St. Paul Dispatch & Pioneer Press Printing Facility*
- Benco Delivery Service, Inc. Warehouse and Office Facility
- Protein Design Labs Biotech Production, Warehouse, Labs and Office Facility*
- St. Agnes School & Gym Addition
- St. Judes Medical Distribution Center
- Schadegg Mechanical



Andersen Windows Extrusion Plant



McGough Operation Center



Twin City Glass Corporate Headquarters

Exhibit C

II-4 REFERENCES

PUBLIC-PRIVATE PROJECTS

McGough has a long history in delivering work for local, state and federal governments. Our history of work on public-private partnership projects includes:

- maurices Headquarters and City of Duluth Parking Ramp*
- Guthrie Theater and City of Minneapolis Parking Ramp*
- Hormel Institute, Mayo Clinic, and University of Minnesota: Cancer Center
- McGough Development and City of Bloomington: Bloomington Central Station Mixed Use Development
- Ordway Center and City of St. Paul
- City of St. Paul: Paul and Sheila Wellstone Center for Community Building, Palace Theatre
- Federal Reserve Bank of Minneapolis and City of Minneapolis: Construction of the bank and a subsequent security upgrade project*
- Twin Cities Public Television (tpt)

In addition, McGough has worked on many publicly-funded projects for the following institutions:

- City of Blaine
- City of Hutchinson
- City of Maplewood
- City of Roseville*
- City of St. Peter
- Ramsey County*
- Minnesota State Colleges & Universities
- University of Minnesota*
- University of Minnesota Duluth*
- University of Minnesota Morris



Guthrie Theater



Federal Reserve Bank of Minneapolis



Paul and Sheila Wellstone Center for Community Building

Exhibit C

II-4 REFERENCES

ENERGY EFFICIENT AND LOW MAINTENANCE PROJECTS

McGough's commitment to and legacy of quality construction has consistently yielded high-performance, low maintenance buildings that have stood the test of time for our customers. When our clients have been able to prioritize sustainable design and take a whole-life-cycle view, the combined result has been highly energy efficient buildings that optimize performance and minimize cost over their lifecycles. Examples of these include:

| PROJECT NAME | LEED Designation |
|---|---------------------|
| College of St. Scholastica Science Addition* | Gold |
| St. Cloud State University Integrated Science & Engineering Lab | Silver |
| Ramsey County Roseville Library* | Gold |
| Hormel Foods Corporate Office Expansion | Gold |
| Great River Energy World Headquarters | Platinum |
| Reflections at Bloomington Central Station Condominiums | Silver |
| Reflections at Bloomington Central Station Central Park | Certified |
| Margaret A. Cargill Foundation Office Building & Remodel | Gold |
| Carleton College Weitz Center for Creativity | Gold |
| Breck School Upper School Addition | Silver |
| Mesa Community College Nursing & Exercise Science Building | Silver |
| Macalaster College Markim Hall* | Platinum |
| Estrella Mountain Community College Mariposa Hall | Gold |
| Securian Financial Group 400 & 401 Buildings | Certified |
| HCMC Whittier Clinic | Silver |
| Butler Square Office Building | Certified |
| University of Minnesota Twin Cities Bruininks Hall* | Gold |
| Guthrie Theatre* | Platinum |
| Karges-Falconbridge Headquarters Office | Gold |
| Cotton Center III Office Building | Silver |
| Ecolab Schuman Corporate Center* | Gold |
| General Mills World Headquarters* | Certified |
| St. Jude Medical Lillehei Campus * | Gold |
| St. Jude Medical Campus Expansion | Gold |
| United Family Medicine Peter J. King Health Center | Silver |
| Augsburg College Science, Religion, & Business Building | Certified |
| United Health Group Office Building 9700 | Gold |
| United Health Group Office Building Phase 1 & 2* | Designation pending |

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II-4 REFERENCES

Full project profiles, with references, have been provided for several of our most relevant past projects in the pages that follow.

HUBBARD HOLMAN FIELD HANGER

St. Paul, Minnesota



This 20,000 sf aircraft hangar consisted of a precast structure with high-end interior finishes for a corporate client constructed on the St. Paul Airport “Holman Field”. McGough was involved from the early stages of concept design and worked with the airport commission in purchase and development of the property. The site required soil correction, infrastructure (sewer, water, power, gas) brought to the site and a new tarmac connected to existing pathways. The building structure was architectural precast envelop with punched window openings, long span steel trusses and two (2) large bi-folding doors. The interiors incorporated high-end finishes such as; epoxy flooring, lounge area, pilot charting area and offices.

Client Reference: Bruce Hagerty
Director of Building Services
651.642.4400
bhagerty@hbi.com

Project Relevance: Aircraft facility
Built within Airport Authority
Jurisdiction
Precast Exterior

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II-4 REFERENCES

MAURICES HEADQUARTERS & CITY OF DULUTH PARKING RAMP Duluth, Minnesota



The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with total square footage of 450,000 SF. It is the largest downtown commercial development in Duluth history. The first floor will serve as the main lobby with a two-story lobby entrance and there will be approximately 16,000 GSF of multi-tenant retail space. Second floor will house maurices functions as well as skywalk connections. Floors three through six will accommodate the 500-car City of Duluth public parking ramp. Floors seven through eleven will be open office floors for maurices.

Client Reference: Brian Thun
218. 727.8431
bthun@maurices.com

Project Relevance: Location Duluth, MN
Private-Public Partnership (City of
Duluth, State of Minnesota, and
maurices funding)

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II-4 REFERENCES

ANDERSEN WINDOWS EXTRUSION PLANT North Branch, Minnesota



McGough developed, constructed and leased back this 150,000-square foot manufacturing facility consisting of precast concrete panels, an extensive hydronic system to facilitate the extrusion manufacturing process involving below-grade tunnels, chilled-water piping systems and an extensive electrical infrastructure. The project is currently under a long lease arrangement with Andersen Windows. The project went from design to completion in eight months.

Client Reference: Bill Moore
Former Facility Director
612.280.8655

Developer Reference: Greg Munson
Exec VP Development
651.634.7787
gmunson@mcgough.com

Project Relevance: Large precast manufacturing facility
Developer Owned

RENEWAL BY ANDERSON Cottage Grove, Minnesota



The first project consisted of a 221,000-square foot office and manufacturing facility that was delivered on a fast-track, design-assist basis that enabled Andersen Windows to occupy the building 12 months ahead of a typical design-bid-build schedule.

Currently McGough is building an expansion consisting of a 100,000-square foot manufacturing space expansion and a 13,000-square foot office expansion.

Client Reference: Dan Hinrichs
651.264.5213
dhinrich@andersencorp.com

Project Relevance: Large precast manufacturing facility

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11.5
Personnel

Exhibit C

II-5 PERSONNEL



JIM FRISELL

PRINCIPAL

Jim has been in the industry and with McGough for more than 40 years. He has managed several significant public projects, all with an emphasis on providing a safe working environment. As McGough's Northern Regional Vice President, Jim is committed to our continued growth in Duluth and northern Minnesota.

PROJECT ROLE

Jim represents the company ownership and will provide executive leadership for the project team. He will develop an intimate understanding of City of Duluth and Cirrus's key project goals and ensure that the necessary resources are available to achieve and exceed these results. He will participate in the preconstruction and construction phases and interface closely with the project team and the owner to ensure the project budget and schedule are accomplished.

EDUCATION + PROFESSIONAL AFFILIATIONS

Architectural Drafting and Estimating Degree, Dunwoody Institute,
Commendation for Academic Achievement

RELEVANT EXPERIENCE

maurices Headquarters and City of Duluth Ramp, Duluth, Minnesota

- City/State/Private Funding • Located in Duluth

The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history.

Guthrie Theater on the River, Minneapolis, Minnesota

- Public-Private Partnership

285,000-square foot facility with three separate theaters, education spaces, administrative offices and a production shop. The new Guthrie replicated the theater's signature thrust stage (1,150 seats), in addition to a proscenium stage (700 seats) for more contemporary work, and a flexible space (250 seats) for new work and actor/artist development.

Macalester College Leonard Center, St. Paul, Minnesota

- Precast Exterior • Long Span Roof Structure

175,000-square foot facility that was designed to bring athletics, health and well programs, students, faculty and staff together under one roof as a community. The performance gym accommodates 1,300 spectators for basketball and volleyball games. The 10,000-square foot fitness center has cutting-edge cardio and weight-lifting equipment.

OTHER RELATED PROJECTS

Twin City Glass Headquarters
UHG Multiple Projects
Lenox Place Apartments
Ramsey County Multiple Projects

LOCATION

St. Paul-based spending 2-3 days a week in
Duluth office

REFERENCES

Ginny Morris, Hubbard Broadcasting
651.642.4160 / gmorris@hbi.com

David Wheaton, Macalester College,
651.696.6011 / wheaton@macalester.edu



maurices Headquarters and Duluth City Ramp



Macalester College Leonard Center

Exhibit C

II-5 PERSONNEL



DAVE POTHÉN

SENIOR PROJECT MANAGER

Dave has more than 30 years of experience in the construction industry and with McGough. His extensive background in project management enables him to bring highly expert oversight to the project, as well as strong decision-making support and innovative solutions to the preconstruction process.

PROJECT ROLE

As the Senior Project Manager, Dave will provide guidance and support to the entire project team, with an emphasis on the early preconstruction planning phases. He will work with the project team leaders to develop execution strategies to achieve your key project goals.

EDUCATION + PROFESSIONAL AFFILIATIONS

Bachelor's Degree in Business Management with emphasis in Construction Management, Minnesota State University, Mankato

RELEVANT EXPERIENCE

Hubbard Plane Hanger, St. Paul, Minnesota

• Aircraft facility • Built within Airport Authority Jurisdiction • Precast Exterior
This 20,000 sf aircraft hangar consisted of a precast structure with high-end interior finishes for a corporate client constructed on the St. Paul Airport "Holman Field". McGough was involved from the early stages of concept design and worked with the airport commission in purchase and development of the property. The site required soil correction, infrastructure (sewer, water, power, gas) brought to the site and a new tarmac connected to existing pathways. The building structure was architectural precast envelop with punched window openings, long span steel trusses and two (2) large bi-folding doors. The interiors incorporated high-end finishes such as; epoxy flooring, lounge area, pilot charting area and offices.

College of St. Scholastica Science Center, Duluth, Minnesota

• Located in Duluth
40,000-square foot wing expansion that enhances the College's existing Science Center. Features include seven chemistry/biochemistry laboratories, six faculty/student research areas, two classrooms, faculty offices, and an atrium-style gathering space. The project achieved LEED Gold certification.

maurices Headquarters and City of Duluth Ramp, Duluth, Minnesota

• City/State/Private Funding • Located in Duluth
The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history

City of Duluth - Aircraft Completion Center

RFP Number: 2015-02AA

OTHER RELATED PROJECTS

College of St. Scholastica Multiple Projects
University of Duluth Multiple Projects
Guthrie Theater on the River
TPT

LOCATION

St. Paul-based spending few days a week in Duluth office

REFERENCES

Bruce Hagerty, Hubbard Broadcasting
651.642.4400/bhagerty@hbi.com

Doug Wild, BWBR Architects
651.222.3701/dwild@bwbr.com



Hubbard Holman Field Hanger



College of St. Scholastica Science Center

Exhibit C

II-5 PERSONNEL



ERIK JOHNSON

PROJECT MANAGER

Erik has over 12 years of experience in the construction industry and has been with McGough for a year. As a local resident, Erik will take a personal interest in successfully completing this project. Prior to McGough he worked for **Burns & McDonnell** for over three years as a Assistant Project Manager/Construction Manager in the Construction Design-Build Division.

PROJECT ROLE

Erik will be responsible for the daily administration of the project. He will oversee all aspects of construction, including conducting meetings between the owners, architect and subcontractors. He will also be responsible for all subcontracts, material purchases, shop drawings, project meetings and, in general, all items pertaining to the successful completion of the project.

EDUCATION + PROFESSIONAL AFFILIATIONS

Bachelor's Degree in Construction Management, Colorado State University
OSHA 10-hour and 30-hour training

RELEVANT EXPERIENCE

maurices Headquarters and Duluth City Ramp, Duluth, Minnesota

- City/State/Private Funding • Located in Duluth

The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history.

JR Simplot Project Idaho, Caldwell, Idaho*

- Precast Exterior

Project Idaho involved design, development, and construction of a 400,000-square foot potato processing facility and included site development, building construction, utilities (steam, compressed air, glycol, ammonia refrigeration, water, and waste water), processing, and packaging.

JR Simplot GF Safety Project, Grand Forks, North Dakota*

- Precast Exterior

Erik provided design, procurement, and construction management services at the JR Simplot manufacturing facility in Grand Forks. The project involved rack relocation, rack back installation, Line Striping, AisleCop, and Warehouse Traffic Sensor installation.

* Indicates projects completed with a prior employer

OTHER RELATED PROJECTS

Mid-Kansas Electric Company*
Rubart Generation Station*

LOCATION

Duluth-based

REFERENCES

Zach Herrington, Burns & McDonnell
303.594.3180
Jim Bell, Cargill
952.250.9756



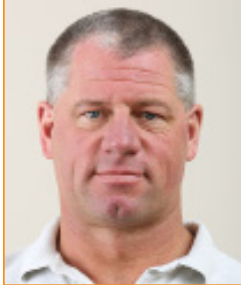
maurices Headquarters and Duluth City Ramp



JR Simplot Project Idaho*

Exhibit C

II-5 PERSONNEL



SCOTT NELSON

SUPERINTENDENT

Scott has been with McGough since 1989. His experience includes field coordination and superintendent on many significant projects. This includes oversight of the maurices Headquarters in downtown Duluth and the 216,000-square foot Protein Design Lab precast facility.

PROJECT ROLE

Scott will be the primary field point of contact for the construction phase of the project. He will be responsible for day-to-day supervision of construction activities, including implementation of all safety programs; effective schedule management; oversight of labor, materials and equipment; issue identification and resolution; and jobsite planning and organization.

EDUCATION + PROFESSIONAL AFFILIATIONS

Journeyman Carpenter by Trade

RELEVANT EXPERIENCE

maurices Headquarters and Duluth City Ramp, Duluth, Minnesota

- City/State/Private Funding • Located in Duluth

The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history.

Protein Design Labs, Brooklyn Park, Minnesota

- Precast Exterior

A 216,000-square foot biotech production, warehouse, labs and office facility with a central utility plant. The production process included 10,000-liter and 1,000-liter bioreactor trains with supporting media and buffer prep, purification processes and clean utilities. The project included over 30,000 feet of hygiene piping and over 8,500 tagged instruments.

Cummins Power Generation Americas Generator Test Facility, Fridley, Minnesota

- Precast Exterior

A 23,000-square foot facility with a Hemi-Anechoic Test Chamber for certifying and measuring the sound generated from engines from 1kW to 3,300kW. The barrel-roof structure was constructed within Cummin's existing Fridley plant, though it is a stand-alone building requiring utility tie-ins.

City of Duluth - Aircraft Completion Center

RFP Number: 2015-02AA

OTHER RELATED PROJECTS

Ordway Center for the Performing Arts
Graco, Inc. - Anoka Warehouse
3M Building 275

LOCATION

Duluth-based

REFERENCES

Brian Thun, maurices
218. 727.8431/bthun@maurices.com
Matt Lysne, HCM Architects
612.904.1332



maurices Headquarters and Duluth City Ramp



Protein Design Labs

Exhibit C

II-5 PERSONNEL



BRENT WILLIAMS

FOREMAN, PRECAST SPECIALIST

Brent has been with McGough since 2005 and brings significant aircraft facilities experience from his previous employer Gresser Companies, most notably the Cirrus Aircraft Facility in Duluth, Minnesota. He is currently completing McGough's self-perform work on the maurice Headquarter project.

PROJECT ROLE

Brent will be on site assisting in all the day-to-day construction activities under the direction of Scott throughout the duration of the project. He will be responsible for subcontractor performances, shop drawing field coordination, project pull planning, scheduling assistance, and quality.

EDUCATION + PROFESSIONAL AFFILIATIONS

Civil Engineering Technical Degree, St. Cloud Technical College

RELEVANT EXPERIENCE

maurices Headquarters and Duluth City Ramp, Duluth, Minnesota

- City/State/Private Funding • Located in Duluth

The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history.

Ordway Center for the Performing Arts, St. Paul, Minnesota

- Public-Private Partnership

On the Ordway Concert Hall and Production Wing Expansion, McGough removed the existing McKnight Theatre and built a 1,100 seat, 39,000 SF concert hall in its place. The Hall will be the new home to the St. Paul Chamber Orchestra and is promising to be the best performance hall in the region acoustically. The project also consisted of a three-story, 17,000 SF production wing addition to handle the backstage dressing, make-up, and rehearsal rooms.

Dakota Spirit AgEnergy Ethanol Plant, Spiritwood, North Dakota

- Precast Exterior

This project consists of a new facility near Spiritwood, North Dakota that will produce 65 MGY Ethanol with related corn drying capacity. This 65 MG/YR Greenfield Ethanol Plant includes the following features: Cook, Fermentation, DD and E (Thermal-Kinetics), Dryer (Barr-Rosin), RTO, materials handling systems, facility-wide HVAC / plumbing systems, chemicals unloading and storage, utilities systems, Ethanol storage tank farm and load out.

* Indicates projects completed with a prior employer

OTHER RELATED PROJECTS

Cirrus Aircraft Facility*
Champion Air Hanger at MSP Airport*
Sun Country Hanger at MSP Airport*
Fedex & UPS Warehouses at MSP Airport*
Tilt-up Experience ranging from 40,000 sf to 1.4 million sf*

LOCATION

Duluth-based

REFERENCES

Bob Stemper, Gresser Companies
952.895.9685

Don Ramberg, Ramberg Excavating
651.336.6993



maurices Headquarters and Duluth City Ramp



Dakota Spirit AgEnergy

Exhibit C

II-5 PERSONNEL



CHRIS BARTA

PROJECT COORDINATOR

Chris has over 14 years of experience in the construction industry and has been with McGough for over a year. She brings significant aircraft facilities experience from her previous employer Kraus Anderson, most notably the Duluth International Airport New Passenger Terminal and the Cirrus Aircraft Facility in Duluth, Minnesota.

PROJECT ROLE

Chris will provide organized, consistent and effective administrative support to the project team beginning in the initial stages of the project through the project's close-out. She will plan, prepare, and maintain project documentation, as well as ensure correspondence is properly distributed among the project team.

EDUCATION + PROFESSIONAL AFFILIATIONS

Associates Degree – Legal Secretary, Lake Superior College, Duluth, Minnesota

RELEVANT EXPERIENCE

maurices Headquarters and Duluth City Ramp, Duluth, Minnesota

- City/State/Private Funding • Located in Duluth

The new headquarters and parking ramp will be 11 stories in height and will span an entire city block with 450,000 total square feet. It is the largest downtown commercial development in Duluth history.

Duluth International Airport New Passenger Terminal, Duluth, MN*

- Airport facility • Located in Duluth

Cirrus Aircraft Facility, Duluth, Minnesota*

- Aircraft facility • Located in Duluth

Minnesota Power Hangar, Duluth, Minnesota*

- Aircraft facility • Located in Duluth

Northstar Aerospace, Duluth, Minnesota*

- Located in Duluth

University of Minnesota Duluth Sports & Health Center, Duluth, Minnesota*

- Located in Duluth

Lake Superior Zoo Pavilion Renovation, Duluth, Minnesota*

- Located in Duluth

* Indicates projects completed with a prior employer

City of Duluth - Aircraft Completion Center

RFP Number: 2015-02AA

OTHER RELATED PROJECTS

Edison Charter School, Duluth*

DECC Business Office Remodel, Duluth*

South Pier Shores Condos, Duluth*

South Pier Inn, Duluth*

LOCATION

Duluth-based

REFERENCES

Brian Thun, maurices

218. 727.8431/bthun@maurices.com

Laura Sieger, maurices

218.249.6685/lsieger@maurices.com



maurices Headquarters and Duluth City Ramp



Duluth International Airport

Exhibit C

II.6 Financial Capability

Exhibit C

II-6 FINANCIAL CAPABILITY



XL Group
Insurance
Reinsurance

300 East Lombard Street
Suite 1470
Baltimore, MD 21202
USA

July 31, 2015

City of Duluth
Attn: Purchasing Division
City Hall, Room 100
411 West 1st Street
Duluth, MN 55802

Re: McGough Construction Co., Inc.
Project: RFP Number 2015-02AA
Estimate: \$11,000,000

To Whom It May Concern:

XL Specialty Insurance Company, as surety has agreed to provide surety credit to McGough Construction Co., Inc. for single projects of \$120,000,000 with an overall McGough Construction Co., Inc. backlog of \$500,000,000. McGough currently has remaining capacity of \$470,000,000.

XL Specialty Insurance Company is rated "A" (Excellent) with a financial size of XV (\$2 billion +) by A.M. Best.


If McGough Construction Co., Inc. is awarded a contract for the referenced project and requests that we provide the necessary Performance and/or Payment Bonds, we will be prepared to execute the bonds subject to our acceptable review of the contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request.

Our consideration and issuance of bonds is a matter solely between McGough Construction Co., Inc. and ourselves, and we assume no liability to third parties or to you by the issuance of this letter.

We trust that this information meets with your satisfaction. If there are further questions, please feel free to contact me.

Sincerely,

XL SPECIALTY INSURANCE COMPANY


Laurie Pflug,
Attorney in Fact

Greenwich Insurance Company, Indian Harbor Insurance Company, XL Insurance America, Inc.,
XL Insurance Company of New York, Inc., XL Select Insurance Company, XL Specialty Insurance Company

City of Duluth - Aircraft Completion Center

RFP Number: 2015-02AA

Exhibit C

II-6 FINANCIAL CAPABILITY

STATE OF CONNECTICUT
COUNTY OF FAIRFIELD

I, Toni Ann Perkins, Secretary of XL SPECIALTY INSURANCE COMPANY and GREENWICH INSURANCE COMPANY, corporations of the State of Delaware, do hereby certify that the above and forgoing is a full, true and correct copy of a Power of Attorney issued by said Companies, and that I have compared same with the original and that it is a correct transcript therefrom and of the whole of the original and that the said Power of Attorney is still in full force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporations, at the City of Stamford, this 31 day of July, 2015



Toni Ann Perkins

Toni Ann Perkins, SECRETARY

IN WITNESS WHEREOF, XL REINSURANCE AMERICA INC. has caused its corporate seal to be hereunto affixed, and these presents to be signed by its duly authorized officers this 19th day of March, 2015.



XL REINSURANCE AMERICA INC.

by:

John P. Welch

John P. Welch, PRESIDENT & CEO

Attest:

Toni Ann Perkins

Toni Ann Perkins, SECRETARY

STATE OF CONNECTICUT
COUNTY OF FAIRFIELD

On this 19th day of March, 2015, before me personally came John P. Welch to me known, who, being duly sworn, did depose and say: that he is President & CEO of XL REINSURANCE AMERICA INC., described in and which executed the above instrument; that he knows the seal of said Corporation; that the seal affixed to the aforesaid instrument is such corporate seal and was affixed thereto by order and authority of the Board of Directors of said Corporation, and that he executed the said instrument by like order.



Kim D. Sliva

Kim D. Sliva, NOTARY PUBLIC

STATE OF CONNECTICUT
COUNTY OF FAIRFIELD

I, Toni Ann Perkins, Assistant Secretary of XL REINSURANCE AMERICA INC. a corporation of the State of New York, do hereby certify that the person who executed this Power of Attorney, with the rights, respectively of XL REINSURANCE AMERICA INC., do hereby certify that the above and forgoing is a full, true and correct copy of a Power of Attorney issued by said Corporation, and that I have compared same with the original and that it is a correct transcript therefrom and of the whole original and that the said Power of Attorney is still in full force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporation, at the City of Stamford, this 31 day of July, 2015



Toni Ann Perkins

Toni Ann Perkins, SECRETARY

This Power of Attorney may not be used to execute any bond with an inception date after March 19, 2020
SB0041

THIS DOCUMENT IS PRINTED ON A BLUE BACKGROUND

SB-0034 - 3/11

Exhibit C

II-6 FINANCIAL CAPABILITY



Power of Attorney
XL Specialty Insurance Company
Greenwich Insurance Company
XL Reinsurance America Inc.

THIS IS NOT A BOND NUMBER
UNLIMITED POWER OF ATTORNEY
XL1518560

KNOW ALL MEN BY THESE PRESENTS: That XL Specialty Insurance Company, and Greenwich Insurance Company, Delaware insurance companies with offices located at 505 Eagleview Blvd., Exton, PA 19341, and XL Reinsurance America Inc., a New York insurance company with offices located at 70 Seaview Avenue, Stamford, CT 06902, do hereby nominate, constitute, and appoint:

Nina Werstein, Dennis Loots, Michelle Sylvester, Jill Swanson, Brian Carpenter, Heather Goedtel, Craig Olmstead, Jessica Hoff, Laurie Pflug, Nicole Langer

each its true and lawful Attorney(s)-in-fact to make, execute, attest, seal and deliver for and on its behalf, as surety, and as its act and deed, where required, any and all bonds and undertakings in the nature thereof, for the penal sum of no one of which is in any event to exceed UNLIMITED.

Such bonds and undertakings, when duly executed by the aforesaid Attorney (s) - in - Fact shall be binding upon each said Company as fully and to the same extent as if such bonds and undertakings were signed by the President and Secretary of the Company and sealed with its corporate seal.

The Power of Attorney is granted and is signed by facsimile under and by the authority of the following Resolutions adopted by the Board of Directors of each of the Companies on the 19th day of March 2015.

RESOLVED, that Gary Kaplan, David Hewett, William Mills, Gregory Boal and Kevin Mirsch are hereby appointed by the Board as authorized to make, execute, seal and deliver for and on behalf of the Company, any and all bonds, undertakings, contracts or obligations in surety or co-surety with others and that the Secretary or any Assistant Secretary of the Company be and that each of them hereby is authorized to attest the execution of any such bonds, undertakings, contracts or obligations in surety or co-surety and attach thereto the corporate seal of the Company.

RESOLVED, FURTHER, that Gary Kaplan, David Hewett, William Mills, Gregory Boal and Kevin Mirsch each is hereby authorized to execute powers of attorney qualifying the attorney named in the given power of attorney to execute, on behalf of the Company, bonds and undertakings in surety or co-surety with others, and that the Secretary or any Assistant Secretary of the Company be, and that each of them is hereby authorized to attest the execution of any such power of attorney, and to attach thereto the corporate seal of the Company.

RESOLVED, FURTHER, that the signature of such officers named in the preceding resolutions and the corporate seal of the Company may be affixed to such powers of attorney or to any certificate relating thereto by facsimile, and any such power of attorney or certificate bearing such facsimile signatures or facsimile seal shall be thereafter valid and binding upon the Company with respect to any bond, undertaking, contract or obligation in surety or co-surety with others to which it is attached.

IN WITNESS WHEREOF, the XL SPECIALTY INSURANCE COMPANY and GREENWICH INSURANCE COMPANY has caused its corporate seal to be hereunto affixed, and these presents to be signed by its duly authorized officers this March 19th, 2015.



STATE OF CONNECTICUT
COUNTY OF FAIRFIELD

**XL SPECIALTY INSURANCE COMPANY
GREENWICH INSURANCE COMPANY**

By:

David S. Hewett, SENIOR VICE PRESIDENT

Attest:

Toni Ann Perkins, SECRETARY

On this 19th day of March, 2015, before me personally came David S. Hewett to me known, who, being duly sworn, did depose and say: that he is Executive Vice President of XL SPECIALTY INSURANCE COMPANY and Senior Vice President of GREENWICH INSURANCE COMPANY, described in and which executed the above instrument; that he knows the seals of said Companies; that the seals affixed to the aforesaid instrument are such corporate seals and were affixed thereto by order and authority of the Boards of Directors of said Companies; and that he executed the said instrument by like order.



Kim D. Sliva, NOTARY PUBLIC

Exhibit C

II.7
Standard Contract

Exhibit C

II-7 STANDARD CONTRACT

McGough would like to negotiate a reasonable waiver of consequential damages for the Construction Manager Agreement for Pre-Construction Services and the Construction Manager at Risk contract.

Exhibit C

II.8 Project Labor Agreement

Exhibit C

II-8 PROJECT LABOR AGREEMENT

We have no problem signing a Project Labor Agreement. We currently have a PLA on our maurices project. We believe we have a strong working relationship with the Duluth Building & Construction Trades. If you have any questions regarding our relationship with the local trades, please call Craig Olson, Duluth Building & Construction Trades Council at 218.724.6466 or email him at president@duluthbuildingtrades.com.

Exhibit C

Addendum 1,2 &3

Exhibit C

ADDENDUM #1



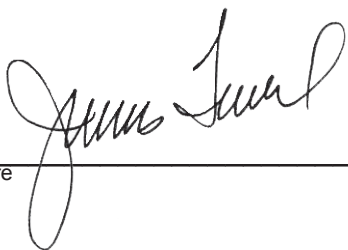
CITY OF DULUTH
PURCHASING DIVISION
Room 100 City Hall
411 West First Street
Duluth, Minnesota 55802-1199
218/730-5340 218/730-5922 FAX
purchasing@duluthmn.gov

Addendum #1
File # 15-0505
**CONSTRUCTION MANAGER AT RISK SERVICES FOR THE AIRCRAFT
COMPLETION CENTER**

This addendum serves to notify all bidders of the following changes to the solicitation documents:

- 1) Responses to questions submitted via e-mail are attached.

Please acknowledge receipt of this Addendum by signing, dating, and submitting a copy with your bid/proposal. Thank you.



Signature

August 5, 2015

Date

Posted July 29, 2015.

Exhibit C

ADDENDUM #2



CITY OF DULUTH
PURCHASING DIVISION
Room 100 City Hall
411 West First Street
Duluth, Minnesota 55802-1199
218/730-5340 218/730-5922 FAX
purchasing@duluthmn.gov

Addendum #2

File # 15-0505

CONSTRUCTION MANAGER AT RISK SERVICES FOR THE AIRCRAFT COMPLETION CENTER

This addendum serves to notify all bidders of the following changes to the solicitation documents:

1) Section I-4, Type of Contract, is modified as follows:

It is proposed that if the City enters into a contract as a result of this RFP, the initial contract covering the pre-construction services will be a Professional Services Agreement. At the point that the Guaranteed Maximum Price (GMP) is determined, the parties will enter into a Construction Manager at Risk contract.

2) Section II-7, Standard Contract, is modified as follows:

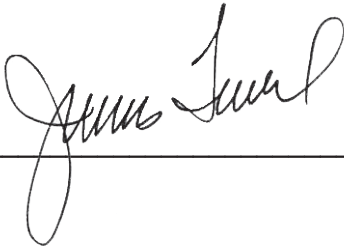
As stated in Part I-4, it is anticipated that a Professional Services agreement and a Construction Manager at Risk contract will be used for this project.

3) Section II-9, Cost Submittal. Please add the following:

C. Professional Services. Please provide a lump sum fee for pre-construction services. These services are identified in Section IV-4, Tasks, Part A – Pre-Construction Phase.

4) Copies of both the draft Professional Services Agreement and the draft Construction Manager at Risk contract are attached.

Please acknowledge receipt of this Addendum by signing, dating, and submitting a copy with your bid/proposal. Thank you.



Signature

August 5, 2015

Date

Posted July 31, 2015.

An Equal Opportunity Employer

Exhibit C

ADDENDUM #3



CITY OF DULUTH

PURCHASING DIVISION
Room 100 City Hall
411 West First Street
Duluth, Minnesota 55802-1199
218/730-5340 218/730-5922 FAX
purchasing@duluthmn.gov

Addendum #3

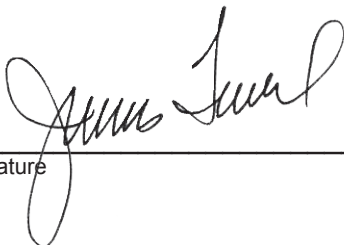
File # 15-0505

CONSTRUCTION MANAGER AT RISK SERVICES FOR THE AIRCRAFT COMPLETION CENTER

This addendum serves to notify all bidders of the following changes to the solicitation documents:

- 1) Please replace the Professional Services Agreement with the attached Construction Manager Agreement for Pre-Construction Services.

Please acknowledge receipt of this Addendum by signing, dating, and submitting a copy with your bid/proposal. Thank you.



Signature

August 5, 2015

Date

Posted August 5, 2015.

Exhibit C

II-9 COST SUBMITTAL

STANDARD RATES

| Project Management | Hourly Rate |
|---|-------------|
| Principal (Jim Frisell) | In fee |
| Sr. Project Manager (Dave Pothen) | \$105.00 |
| Project Manager (Erik Johnson) | \$85.00 |
| Field Management | |
| Superintendent (Scott Nelson) | \$90.00 |
| Foreman - Precast Specialist (Brent Williams) | \$80.00 |
| Project Administration | |
| Project Coordinator (Chris Barta) | \$40.00 |
| | |
| Support Staff (if needed) | |
| Scheduling Engineer | \$85.00 |
| Estimator | \$85.00 |
| EEO / Affirmative Action Coordinator | \$65.00 |
| BIM / CAD | \$95.00 |
| LEED / B3 Administrator | \$90.00 |
| Field Safety | \$75.00 |

This list of project staff may not be all inclusive and the rates may be adjusted annually.

Personnel, when committed to the project full time, will be treated as salaried employees and are paid for established holidays and vacation time at a pro rata basis in accordance with our standard company policy. There will be no overtime charged to the project without prior written approval by the Owner.

FEE

Fee = 2.5%

Per Addenda #2, item 3, Preconstruction Services

Preconstruction Services expense varies throughout the duration of preconstruction, but we feel they would average about \$5,000 per month. We have included the cost of our preconstruction services in our percentage fee for the project; therefore there would be no additional fee for preconstruction.