

**EXHIBIT A**

9/29/2022

Kevin Schultz  
City of Gahanna  
200 S. Hamilton Avenue Road  
Gahanna, Ohio 43230

**Re: City of Gahanna  
New City Hall/Police/Senior Center  
Building Renovations and Expansion  
Architectural Services Technical Proposal**

Dear Kevin:

Our team is overly excited about working with you and the entire City on your project. This project is a landmark project for the City and we will do everything possible to exceed your expectations.

MSA Sport is pleased to submit the following technical proposal for the professional design services required for the Upper Arlington Community Center Project. The following outlines the criteria for which our services will be provided. Our proposal is organized as follows:

- I. Project Understanding
- II. Scope of Services
- III. Schedule
- IV. Form of Agreement
- V. Design Team Partners
- VI. Compensation and Reimbursable Expenses

**I. PROJECT UNDERSTANDING**

Highlighted as one of the “Best Hometowns” by Ohio Magazine, Gahanna offers 750+ acres of parks, vibrant neighborhoods, and provides open opportunities for businesses and growth. In March of 1881, the 55 citizens of the small town located along the Big Walnut Creek petitioned Franklin County to incorporate the village of which was approved and recorded on August 8<sup>th</sup>, 1881. Since that time, the City has experienced significant growth in from a population of 235 in 1880 to 35,726 in 2020.

The City’s organizational structure has been designed to support quality services to the citizens and taxpayers of the community. The city has grown to provide an extensive list of public services to its citizens, including water and sewer utilities, transportation services, public safety including 911 services, parks and recreation services and programming, police as well as a host of administration services that support the functioning of a local government. Fire service is provided through the Mifflin Township Fire Department.

The City recently completed a facilities assessment to determine if the existing City Hall Campus at the corner of Hamilton Road and Rocky Fork Boulevard was sufficient to support the City in providing efficient and effective services to the community. City Hall, Police Headquarters, and the Senior Center each operate out of separate facilities located on this 5.5 acre parcel. The assessment noted each of these facilities were grossly undersized and functionally obsolete for conducting modern governmental services. The assessment concluded police headquarters was undersized by 370% while City Hall is 27% undersized.

Gahanna's municipal services and facilities are a vital but more than likely frequently unnoticed by those within the City. The City is responsible for providing essential services to local businesses, residents and school children while providing needed facilities to serve the population and provide a high quality of life. The existing facilities of which the City is operating out of are old and outdated and were not built to serve today's community in a effective and efficient manner.

We understand the City's primary objective of this project is to relocate City Hall, Police and the Senior Center operations into the building located at 825 Tech Center Drive. The existing building is three stories of approximately 32,000 SF per floor. We understand the City has identified the following three objectives as this relocation is executed:

1. The interior design of the building and it's spaces shall be warm and inviting to visitors to conduct in-person business with City officials. The overall design must be representative of the City and the culture of the City.
2. Creation of a safe environment for staff to perform their regular work duties, interact with the public, and avoid common work hazards.
3. The final project shall satisfy the current and future needs of the City in a cost effective, fiscally responsible manner.

To meet the identified needs, the building will be renovated to support the identified needs of each of three users. The police areas of the building must be renovated to meet modern policing standards and will be required to be secured or fully separated from the other functional areas of the building. To accommodate police functions that are in conflict with City Hall functions (i.e. office), a 30,000 square foot annex is to be considered on the property and could either be attached or stand alone. This Police Auxiliary building would provide space for indoor vehicle bay storage, sallyport, property room, a detention center, indoor firing range and gunsmithing.

To effectively serve the community, it is important that municipalities such as Gahanna operate from facilities that allow staff to provide services to the community that are sufficient in terms of work flow efficiency, asset protection, interdepartmental collaboration, equity, and safety. The proposed relocation to 825 Tech Center Drive will undoubtedly allow the City to move forward and have a positive impact on the overall effectiveness and efficiencies in providing services.

The anticipated construction budget for the project is \$35,000,000 - \$45,000,000.

## II. SCOPE OF SERVICES

Our success is based on our ability to deliver a project which will exceed the expectations of the City of Gahanna. We believe a solid project management plan that is fluid and continuously updated keeps everyone informed and up to date on the progress of the project and ultimately leads to the best design solution. In general, the purpose of this plan is to define a baseline for project scope, design goals, budget, timeline and deliverables for the project. This plan will ultimately provide the framework for which our team will work within and will provide the support necessary to promote continuous and opened communication throughout the project.

We understand the City will assign a project manager that will serve as the point of contact for project related issues and coordination during all phases of the project. In addition, a project committee will be formed and will be the primary resource for all project decisions relating to design, organizational, and security. Our team will fully coordinate our efforts with project manager and the project committee throughout the design process.

We also understand the City also anticipates the hiring of a construction manager. Our team is very supportive of this approach and in fact, recommend we recommend it. We would recommend the City finalize this engagement as early in the process as possible. The CM will give us real time insight into cost and schedule issues that could have potential impact on design decisions throughout the process.

MSA has of 35 years of experience working with construction managers on municipal projects as well as other types of projects and given the complex nature of this project a CM approach will be beneficial to ensure the project is delivered on time and within budget.

Working with your team, our work will begin with:

1. Identify **Why**? What is the reason or value for the proposed work. Why are we doing this?
2. Identify **What**? What is the work that is required for the project? What are the deliverables?
3. Identify **Who**? Who will be involved and what are their responsibilities?
4. Identify **When**? What is the project timeline and identify specific milestones that are required to be satisfied to satisfy schedule expectations.

Every project meeting will include a general review of the baselines identified through the responses to these questions.

Critical to the Project Schedule will be incorporation of formal presentations and review submissions to the stakeholders (the Community and City Council). Early in the process our team will commit to milestone dates for these presentations and submissions to occur as well as allowing ample time for all stakeholder review and input. The feedback received through these efforts will then be reviewed by our team and action will be identified and provided. This review process is crucial in the delivery and communication of the final design.

In addition to the project management plan, our team will collect and organize all previously assembled data (studies, assessments, drawings, budgets, etc.) and analyze this information for completeness as well as identify any considerations that may have not been considered. In addition, our team will perform a complete assessment of the 825 Tech building to ensure we understand the building's limitations as related to planning and organization goals as well as identify any building shell or core improvements (roof, HVAC, etc.) that are required either due to condition or needed for the renovation. This data and documentation will serve as the foundation for our project approach as outlined below.

Our project approach is organized into five phases as follows:

- Phase 1 – Concept/Predesign
- Phase 2 – Schematic Design
- Phase 3 – Design Development
- Phase 4 – Construction Documents and Bidding
- Phase 5 – Construction Administration

#### **PHASE ONE – Concept/Predesign**

Our team will closely work with the City to carefully assess budgets and programming needs and objectives, We transform ideas into an original conceptual design and plan that satisfies the identified design goals. The primary objective(s) of this phase of work is to further develop an understanding of the existing conditions and programming requirements to sufficiently develop concept designs to validate budget alignment and schedule expectations. Our work will include the following:

- We will start with a kick-off meeting. The primary purpose of this meeting will be to establish expectations related to design, schedule, and cost as well as any other pertinent information that needs to be shared before moving forward. In addition, we will establish team responsibilities, methods of approval, project procedures and schedule requirements. The feedback collected during this meeting will be well documented and serve as the initial project management plan.
- We will interview individual departments and tour your existing facilities to develop a complete understanding of your operation and how the impact of your working environment on your culture and operation.
- Establishment and of a baseline schedule for the project identifying primary milestone dates.
- Working with your team, we will facilitate an initial process to define the design expectations/goals for the project.
- We will meet with stakeholders and users as needed to finalize the building program/space needs assessment for which to base the design. This program will be documented in a matrix format identifying each room, the primary use of each room, as well as the anticipated area (SF) required.
- We will use this initial data to develop planning options for the internal organization of the building. Considerations for security, public vs non-public, as well as interdepartmental organization strategies

will be thoroughly studied to ensure we have created a plan that is the most efficient, most economical, as well as a satisfies the needs of the department or use for the long term.

- Alongside the existing building planning studies, our team will also provide planning studies for the Police Auxiliary building and fully explore whether this structure should be connected or not.
- We will develop footprint floor plan studies to study flow and connectivity of space within the building.
- Evaluation of the existing MEP systems to be utilized (or modified) as well as space requirements to ensure they can support the long term needs.
- We will provide a preliminary building code and zoning analysis/summary as well as identify any unique issues that may need to be addressed.
- Our final deliverable for this phase of work will be a formal program of requirements which will include a building plan which will graphically demonstrate the projects requirements as well as supporting narration outlining data related to the anticipated building and MEP systems to be considered. In addition, a conceptual schedule and conceptual budget will be developed and documented.
- We've anticipated several coordination/presentation meetings to work closely and communicate with the stakeholders; ensuring the stakeholders are part of and participates in directing the development of the design.
- Once a design and budget (Program of Requirements/Needs Assessment) has been approved, we will proceed to Phase Two.

The intent of this phase of work will be focused on the gathering of data as needed to define the project. Key efforts will be focused on the development of a building program, development of planning options better understand adjacency, user flow and space requirements, and a complete study of the overall building site to understand and define exterior program requirements. As noted, our final deliverable for this phase of work will be documentation of a conceptual floor plans as well as a supporting narrative documenting the project's conceptual program requirements, structural and MEP systems, conceptual cost estimate, as well as a conceptual project schedule.

#### **PHASE TWO – Schematic Design (Preliminary Drawings)**

The Schematic Design/Preliminary Drawing Phase is essentially an extension and refinement of the predesign phase outlined above. In many ways, the two are very much tied together and, by nature, the schematic design phase is still very much an iterative process. During this phase we will utilize the data collected in phase one and continue to study and develop of the project's scope through an in depth analysis with the focus on working towards a final design for the project. Working with the concept design developed in Phase 1, our efforts will be focused on the following:

- We will begin the schematic design phase with a workshop to critique the conceptual design. The purpose is to revisit the defined goals and objectives and make sure the design satisfies those expectations. The project management plan will be re-visited to ensure there is no updates or changes related to the overall expectations of the project as we move forward.

- Our primary focus for this phase will be to refine the design and begin to consider more specifics such as starting the development of an architectural design for the building, considerations for building materials to be used, MEP systems, evaluation of overall constructability, etc.
- We will develop final schematic floor plans clearly indicating the overall scope of work and key dimensions. In conjunction with the development of the floor plan, we will consider and communicate conceptual designs for key interior areas. In addition, we will begin the selection of interior finishes and lighting.
- We will utilize drawings, models, 3D renderings, and graphic images as needed to help communicate and document the design.
- We will provide recommendations on construction feasibility, availability of materials and labor, time requirements for construction and factors related to the cost of the Project including costs of alternative designs or materials, preliminary budgets and possible economies.
- Given this is a renovation project, we will continue field verification and documentation of existing conditions to ensure we have completely accounted for all existing conditions and their impact on the proposed design solution.
- We will develop a schematic wall/building section(s) as needed to demonstrate the major building elements.
- Re-Evaluation of the zoning and building code analysis to ensure all issues have been addressed and requirements are continuously being addressed and considered.
- Development of MEP schematic drawings and requirements for the project.
- Definition of the IT, A/V and security requirements.
- Based on the SD drawings, we will update the construction estimate.
- We've anticipated several coordination/presentation meetings (as needed) to work closely and communicate with the City; ensuring the City is part of and participates in directing the development of the project. We will follow up on all meetings with team issued meeting minutes.
- Final deliverable for this phase of work will be Schematic Design Documents illustrating the scale of the project(s) and the relationship of components of the project to one another.
- We will utilize drawings, models, 3D renderings, and graphic images as needed to help communicate and document the design during this phase of work. This will include interior and exterior 3D renderings as needed, rendered floor plans, as well as finish boards as needed to communicate the design of the project and ensure your team has a clear understanding of the overall design and scope being proposed for the project.
- We will make presentations to City Council and the Planning Commission as needed and required. These presentations will include updates on the project budget as well as schedule.

The intent of the SD phase of work will be focused on the final scope definition of the project. Ultimately, our deliverable for this phase of work will be:

- Schematic Design Documents. Essentially this is a 15% construction document set which should adequately define the overall project scope.
- Design Communication Documentation which includes interior and exterior renderings as needed, rendered floor plans and conceptual finish boards.
- Updated Project Schedule.

- Updated Cost Estimate.
- Presentation(s) to City Council and Planning Commission as needed.

These documents will be packaged, presented, and submitted to your team for review and approval. Any questions or feedback received from your team related to the submission will be documented and addressed. If revisions to the SD submission are required, our team will incorporate those revision and re-distribute for review as needed.

### **PHASE THREE – Design Development**

Using the work developed during the concept and schematic design phases, we will develop design development drawings. These drawings will represent a 30% construction document set and will include the preliminary work necessary to completely validate the scope and ensure budget/schedule alignment. For this phase of work includes the following:

- As with concept design and schematic design, we will begin the design development phase with a workshop to critique the design as currently developed. Again, the purpose is to revisit the defined goals and objectives and make sure the design and overall project approach satisfies those expectations.
- We will update/revise the design as needed if adjustments are necessary to align with the owner's design and cost expectations.
- We will provide updated, preliminary floor plans showing construction requirements.
- Development of a preliminary ceiling plan with preliminary light fixture schedule.
- We will update building sections as needed.
- Development of preliminary wall sections.
- Development of preliminary door and finish schedules.
- Development of finish plans
- Updated MEP, and FP drawings. (plans and details)
- We will update the 3D renderings to align with any changes resulting through DD phase of work.
- We will update the building code, zoning code, and constructability analysis.
- We will update the construction estimate as well as project schedule.
- We've anticipated several coordination/presentation meetings (as needed) to work closely and communicate with the City; ensuring the City is part of and participates in directing the development of the project.

Our final deliverable for the design development phase of work is a DD set which represents 30% construction documents and preliminary specifications. In addition, an updated construction estimate and schedule will also provided. As with the SD phase of work, these documents will be packaged, presented and submitted to your team for review and approval as well as we will make presentations to City Council and the Planning Commission as needed and required. These presentations will include updates on the project budget as well as schedule.

Any questions or feedback received from your team related to the submission will be documented and addressed. If revisions to the DD submission are required, our team will incorporate those revision and re-distribute for review as needed.

#### **PHASE 4 – Construction Documents and bidding**

Once the Design Development drawings have been approved by your team, we will proceed with Construction and Bidding Documents. These documents will clearly and effectively communicate the requirements of the project's design and provide contractors with information necessary to bid and construct the project. During this phase we will:

- As with previous phases of work, we will begin the construction document phase with a workshop to critique the design as currently developed. Again, the purpose is to revisit the defined goals and objectives and make sure the design satisfies those expectations. This is a significant step as we enter the phase of work where we complete documentation of the proposed design. The CD phase of work is not nearly as iterative as the other phases so it is critical to ensure all stakeholders are in complete alignment as our team moves forward with this phase.
- Finalization of Floor/Finishes Plan and finish schedules
- Finalization of building sections and wall sections.
- Finalization of Ceiling/Lighting Plan with final lighting specifications.
- Complete all necessary Details, Elevations, and Sections
- Complete Door schedules and details.
- Complete Millwork Details.
- Specifications will be provided as a manual (book format).
- Complete MEP and FP plans, details, sections, and specifications.
- We will submit for and secure a building permit (and all other permits/approvals necessary such as zoning, health department, DOTE etc..) including completion of all or any drawing revisions necessary to secure the permits.
- We will issue "review" drawings with updated cost estimates at 60% complete and 90% complete for the City's review. We will schedule follow-up review meetings to address any comments or issues. During this review we anticipate re-evaluation of the project's budget with the completed drawings to ensure the budget expectations are being satisfied. We will participate in value-engineering as necessary and revise drawings as needed to satisfy the budget expectations.
- Complete (100%) documents will be issued for bidding as a bid package and will include a full set of design specifications, front end documents including general and special conditions, bid forms, and compliance packages.
- Our documents will be comprehensive, consistent, and unambiguous and provide the contractor with a clear understanding of the project's requirements. Our drawings will be fully coordinated with all other disciplines and ALL drawings will be assembled into one complete set of drawings. The 100% set of drawings to be issued for bidding, permitting, and construction will be complete to the extent that minimal addenda are issued during the bidding phase.

- We understand the project is to be procured through a Construction Manager. We will work with the CM to identify bid packages and assist through bidding by providing and managing access to the bid documents for prospective bidders.
- We will assist the CM in facilitating a pre-bid meeting as well as be available throughout the bidding process to answer questions (RFI's).
- We will assist the CM and City in the evaluation and completeness of the bids and the awarding of the final contract as-needed. In addition, we will participate in contractor interviews/reviews as needed and provide the City with a recommendation for awarding the bids.

Our final deliverable for the design development phase of work is a complete CD set which represents 100% of the drawings and specifications needed to fully communicate the scope of work and obtain permits and bids. It is essential as we move through this phase of work that all open ended questions and unaddressed feedback are closed and our entire team is in complete alignment as the project heads out to bid. Our process requires us to over communicate and ensure the City has a solid understanding of the final project and there are no surprises as the project is constructed.

#### **PHASE 5 – Construction Administration (Administration and Construction)**

During this phase we will assist the City and the CM with the construction of the project. We will provide the necessary CA to ensure that all the contractors engaged to execute the work are meeting the requirements of the construction documents. Our services during this phase will include:

- Response and review of RFI's during bidding and construction. We will document, log, and track RFI's and respond to all RFI's in a timely manner to ensure zero impact on the construction schedule. We believe the number of RFI's are a function of the completeness of the bid documents and, therefore, as authors of the bid documents, we (our team) is committed to responding to all RFI's though the construction process. Understanding some RFI's take more time to respond to than others, our goal is to always respond within 48 hours of receipt. All communication between our team and the contract will be formally responded to in a written format.
- Review of all submittals and shop drawings. We will document, log, and track all submittals/shop drawings and return them in a timely manner to ensure zero impact on the construction schedule. Our goal is to return all shop drawings/submittals within 5 days, depending on the complexity of the submittal or shop drawing submitted. All shop drawings/submittals will be logged in, tracked and copies will be kept for future reference.
- We will prepare and issue all Bulletins and any other documentation necessary to seek proposals from the contractor for changes in work. Once the changes in work as well as the associated cost (provided by the contractor) is approved by the City, we will formalize the acceptance and issue a Change Order as well as any necessary drawings/documentation necessary to execute the change in work. We will tack and log all field work orders, bulletins, contractor proposals and change orders as needed.
- We will review and approve all applications for payment. Once the application has been approved and signed by us, we will forward to the City to process for payment to the contractor.
- Our team will be onsite for a minimum of 8 hours per week during the duration of construction.

- We will record the progress of the project and provide written reports to the City on a monthly basis. These reports will include a status of construction update and include RFI and Submittal logs as well as a completion status (schedule update) for the project. These reports will be completed in conjunction with the CM.
- We will consult and coordinate with the City and advise of the need for special tests or inspections. In addition, we will coordinate and track these requirements with the contractor.
- We will develop a written punch list and provide follow-up review to ensure punch list items/issues are being addressed in a timely manner.
- We will provide close-out and as-built documents as needed. Our team will facilitate all efforts to close out punch-lists, review completed work for conformance to the contract documents, and conduct the final inspection upon request from the contractor. We will prepare a Certificate for Completion and will transmit the certificate, any affidavits, and manuals, guarantees, warranties, releases, bonds and waivers to the City.
- We will perform a post-occupancy evaluation to confirm that the design intent is functional and satisfactory.
- We will assist with and ensure that a Certificate of Occupancy (CO) is obtained for all parts of the project.

We believe the above outlined process allows for continuous input and communication as well as a checks and balances approach to ensure the project documents contain all the information necessary to construct this project on time and within budget. On projects such as this, communication is everything. It is our job to make sure your team has a clear vision of how this project will be constructed and that all your needs have been addressed. Our entire team is committed to delivering a project that exceeds your expectations

### III. SCHEDULE

At the onset of the project our team will develop a design schedule generally around the following milestone dates:

November 2022	Project Kick-Off
August 2023	100% Construction Documents
October 2023	Start Construction
November 2024	Substantial Completion/Move-In

During Phase 1 of our approach outlined above, our team will build a schedule around these milestone dates. Included in the schedule will be the establishment of re-occurring meetings, key design presentations, community updates/engagement, internal/external consultant coordination meetings, early bid packages, etc. The schedule will be a "living" document and continuously reviewed, modified, and updated as needed

to reflect real time progress and expectations. It is expected schedule updates will be issued on a monthly basis.

IV. FORM OF AGREEMENT

AIA Document B133-2019, Standard Form of Agreement Between Owner and Architect with Construction Manager as the Constructor will be utilized as the base agreement. This document as well as the City’s standard terms and conditions will be attached as Exhibit A and Exhibit B respectively.

V. DESIGN TEAM PARTNERS

We have assembled a team that will deliver a best in class project for the City. This team has worked together efficiently and effectively on many projects and we are focused on delivering a project that will exceed your expectations as well as add to our record of success. The team we have assembled is as follows:

MSA Design	Architect of Record
Advanced Civil Engineers	Civil Engineering
POD	Landscape Design
AEC Engineers	MEPT, FP
SMBH Engineering	Structural Engineer

VI. COMPENSATION AND REIMBURSABLE EXPENSES

Our fees are based on the amount of time we have projected to complete the work as outlined above. We have organized our fees by line item to allow for flexibility for you to assemble services as needed. Our proposed fees are as follows:

Basic Design Services (Phase 1 – Phase 5)	\$1,630,000
Design Contingency (20% of Basic Design Services)	\$326,000.00 (allowance)
Site Survey/Topo/Boundary Check	\$6,000.00 (allowance)
Geotech Engineering	\$8,000.00 (allowance)
Storm Shelter Design/Peer Review	\$25,000.00 (allowance)
FF&E Bid Documents	\$50,000.00 (allowance)
Reimbursable Expenses	\$10,000.00 (allowance)

**Grand Total Fee = \$2,055,000**

The fees outlined above do not include reimbursable expenses. Reimbursable expenses are those expenses associated with printing, reproductions, plots, travel, telephone, postage,

deliveries, etc. We recommend a budget/allowance of **\$10,000** be identified to bill such expenses against. These expenses will be invoiced at cost with no (zero) mark-up and is not included in the fees outlined above.

In addition, our team recommends the City carry Contingency allowance to cover any scope changes. As you are aware, the design solution could potentially result in a solution where something was not accounted for at this time. We recommend a budget/allowance of **\$400,000** be identified to bill such expenses against. Our team will not bill against this number without submitting a proposal and receiving formal, written approval from the City. This allowance will be billed on an hourly not to exceed basis and is in addition to the Basic Design Fees.

Our basic services fees will be invoiced by percent complete per each category/line item above outlined above. For basic service and those services listed as included with basic services, our fee will be invoiced over the five phases of work as follows:

<u>PHASE</u>	<u>PERCENT of SCOPE</u>	<u>FEE</u>
Phase 1 – Programming	5%	\$81,500.00
Phase 2 – Schematic Design	10%	\$163,000.00
Phase 3 – Design Development	25%	\$407,500.00
Phase 4 – Construction Documents and Bidding	35%	\$570,500.00
Phase 5 – Construction Administration	25%	\$407,500.00
	Grand Total Basic Services Fee:	\$1,630,000.00

Thank you for this opportunity. Our team is looking forward to working with you and we are ready to begin work upon your approval to proceed. This is a very exciting project and we will do everything possible to exceed your expectations.

Let us know if you have any questions.

Sincerely,



Keith B. Hall, AIA NCARB  
Managing Principal/Owner – Columbus Studio