

JANUARY 8, 2026

# CITY OF FAYETTEVILLE CONSTRUCTION MANAGER AT RISK SERVICES FOR **FIRE STATION NO. 9**

Building a Safe, Secure, and Resilient  
Community – Together.



3915 Beryl Rd Suite 130

Raleigh, NC 27607

(919) 452-3739

[swinerton.com](http://swinerton.com)

SWINERTON 

## TABLE OF

# CONTENTS

---

<b>01</b>	<b>COVER LETTER</b>	<b>i.</b>
	COVER LETTER	i.
	SURETY LETTER	iii.

---

<b>02</b>	<b>COMPANY GENERAL PROFILE</b>	<b>1</b>
	DETAILS ABOUT THE FIRM	1
	CLAIMS/DISPUTES/LITIGATION DISCLOSURE	1

---

<b>03</b>	<b>COMPANY CMAR EXPERIENCE</b>	<b>2</b>
	EXAMPLES OF CMAR PROJECTS	2
	METHODS, APPROACH AND CONTROLS	5
	PRECONSTRUCTION, COST ESTIMATING, & VALUE ENGINEERING	6
	INCORPORATION OF PHASED CONSTRUCTION	7

---

<b>04</b>	<b>COMPANY PUBLIC SAFETY FACILITY EXPERIENCE</b>	<b>9</b>
	PUBLIC SAFETY PROJECTS	9

---

<b>05</b>	<b>PROJECT TEAM</b>	<b>14</b>
	ORGANIZATIONAL CHART	14
	RESUME FOR EACH TEAM MEMBER	--
	AVAILABILITY AND CURRENT PROJECT COMMITMENTS	15

---

<b>06</b>	<b>HUB CERTIFICATION</b>	<b>16</b>
	OUTREACH PROGRAM	16
	ACTUAL MBE PARTICIPATION	16

---

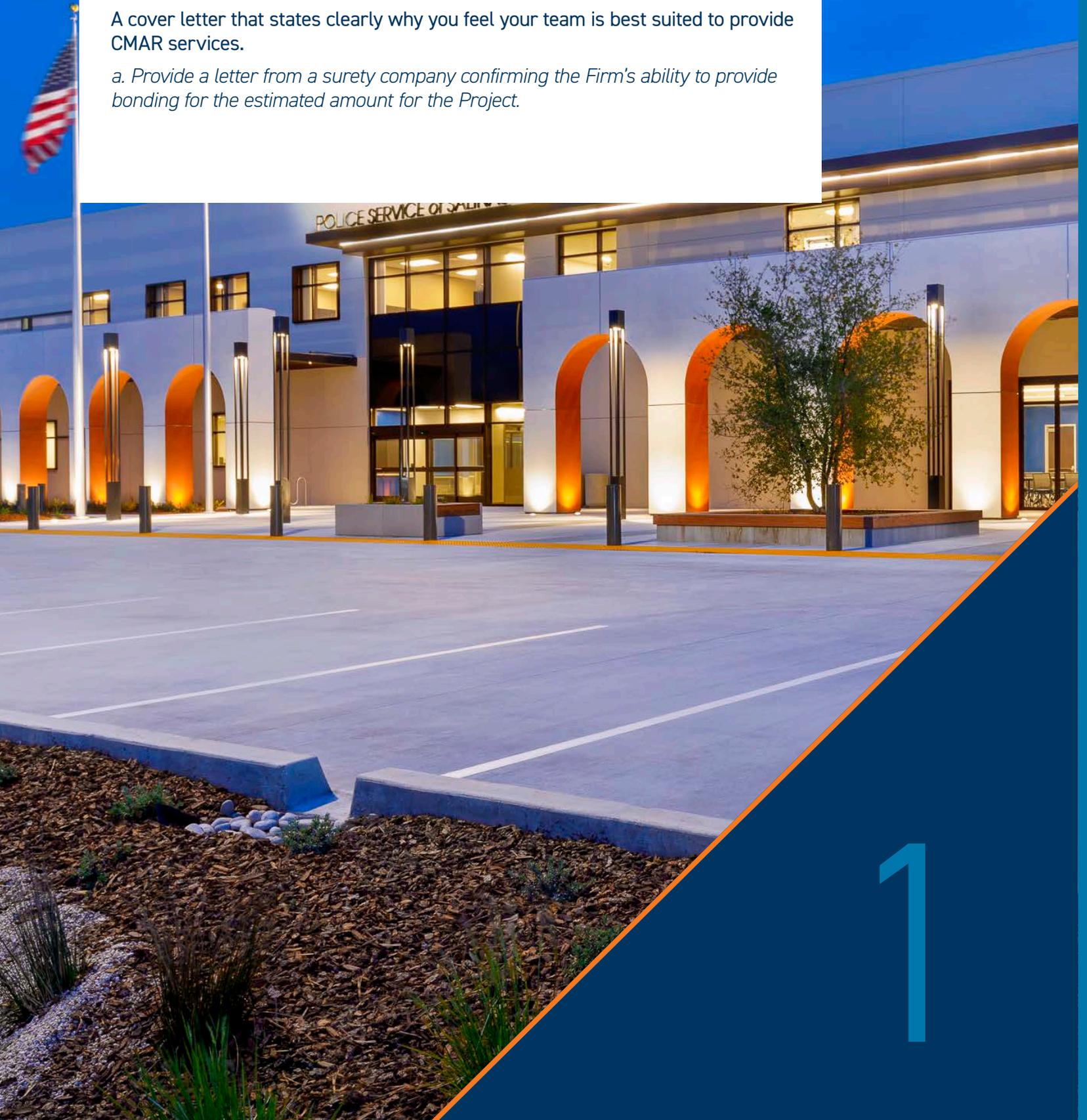
<b>07</b>	<b>PROJECT QUALITY</b>	<b>17</b>
	SAFETY PERFORMANCE RECORD/EXAMPLE SAFETY PLAN	17
	BEING A GOOD NEIGHBOR	18
	PROJECT MANAGEMENT & QUALITY CONTROL PROCEDURES	19
	QUALITY CONTROL RELATED TO SUBCONTRACTORS	20

*Swinerton respects our clients' intellectual property, and prioritizes their data privacy. We respectfully extend the same request that our intellectual property and privacy be honored. In particular, we ask that public-facing AI tools (such as ChatGPT, Gemini, Claude, etc.) not be used to review the following proposal. These tools may store or reuse data in unpredictable ways, and could inadvertently reveal sensitive information. We ask for your direct review, or the use of a privately firewalled AI platform.*

# COVER LETTER

A cover letter that states clearly why you feel your team is best suited to provide CMAR services.

*a. Provide a letter from a surety company confirming the Firm's ability to provide bonding for the estimated amount for the Project.*



January 8, 2026

City of Fayetteville, City Hall  
 Attn: Kimberly Tood  
 433 Hay Street  
 Fayetteville, NC 28301

**RE: CITY OF FAYETTEVILLE RFQ FOR FIRE STATION #9 CMAR**

Dear Kimberly and City of Fayetteville Selection Committee,

As Project Executive for Swinerton, and as someone whose family is deeply rooted in the fire service, I bring a personal commitment to the City of Fayetteville's Fire Station No. 9 that extends far beyond professional obligation. My husband's career as a firefighter has given me a firsthand understanding of the unique challenges and priorities faced by first responders and their families. I know that a fire station is not just a workplace—it is a second home, a place where operational efficiency, safety, and well-being are paramount. **This perspective allows me to approach this project with empathy for the end-users and a genuine dedication to creating a facility that supports the physical, mental, and emotional needs of Fayetteville's firefighters.**

» **A Personal Understanding of Your Mission:** We recognize the vital role this station will play in strengthening public safety and community resilience, and we are inspired by the Fayetteville Fire Department's mission to prepare for, reduce, and mitigate all risks while serving with R.E.S.P.E.C.T. Our own core values—integrity, ownership, passion, and excellence—align closely with your commitment to responsibility, ethics, stewardship, professionalism, entrepreneurial spirit, commitment, and teamwork. **As a 100% employee-owned company, we operate with a sense of shared purpose and accountability, ensuring that every project is delivered with the highest standards of quality and care.**

My personal connection to the fire service informs every aspect of our approach. I understand the importance of apparatus bay layouts that maximize response times, living quarters that foster camaraderie and rest, and support spaces that enhance readiness and resilience. **These insights, combined with Swinerton's industry leading experience in municipal and public safety facilities, uniquely position us to deliver a fire station that truly meets the needs of your department and the community it serves.**



- » **Being a Good Neighbor:** The project site's proximity to a middle school, elementary school, and residential neighborhood underscores our responsibility to be a good neighbor throughout construction. Swinerton's approach to safety is uncompromising: we implement rigorous site-specific safety plans, maintain clear communication with school administrators and residents, and schedule activities to minimize disruption. **Our team is committed to maintaining a secure, clean, and respectful jobsite, ensuring the well-being of students, families, and neighbors at every stage.**
- » **Public Safety Builders:** Our track record includes successful delivery of fire stations and public safety facilities across North Carolina and the Southeast, such as Firehouse #30 and CMPD's Northwest Division Station in Charlotte. On these projects, Swinerton demonstrated proactive schedule management, disciplined cost control, and a collaborative approach that consistently met or exceeded client expectations. **We bring this same dedication to Fayetteville, leveraging early constructability reviews, transparent cost management, and a partnership philosophy that engages the owner, design team, and trade partners from day one.**
- » **Construction Manager at Risk Excellence:** With more than \$3.9 billion in successful CMAR delivery, Swinerton offers unmatched expertise in collaborative public-sector projects. Our team's experience includes local public safety projects like the CMPD Northwest Division Station, where we recently guided the process to a successful CMAR GMP. It also extends beyond the Carolinas, with large-scale, complex CMAR projects like the City of Rialto Police Department and the County of Orange Administration Buildings. This ensures that the City of Fayetteville is benefitting from the lessons learned and the best practices of a local team with national, public CMAR delivery experience.
- » **A Shared Commitment to Community Development:** Swinerton is also deeply committed to supporting the City's Small Local Business Enterprise (SLBE) and HUB-inclusive contracting goals. We have a proven history of exceeding participation targets by actively mentoring and engaging HUB-certified and minority-owned trade partners, fostering local economic growth and opportunity. **Our robust outreach program ensures equitable access and technical support for all qualified firms, in alignment with your participation goals.**
- » **Financial Reliability and Contractual Compliance:** Enclosed is a letter from our surety, confirming Swinerton's capacity to provide payment and performance bonds for the full value of Fire Station No. 9. Our bonding is underwritten by carriers rated at or above A- and Class VII, providing assurance of financial reliability and contractual compliance.

*I'm honored by the opportunity to bring both my professional expertise and personal passion to this important project. Together, we'll deliver a fire station that exemplifies Fayetteville's values while providing Swinerton's industry leading quality and service.*

With deep respect and commitment,

*CMorris*



POINT OF CONTACT

**CARLY MORRIS**

PROJECT EXECUTIVE

Carly.Morris@swinerton.com

(909) 360-7154



Insurance | Risk Management | Consulting

Arthur J. Gallagher Risk Management Services, LLC  
595 Market Street, Suite 2100  
San Francisco, CA 94105  
CA Lic # 0D69293  
United States

P - 415.391.1500  
M - 800.500.7202  
F - 415.391.1882  
ajg.com

September 16, 2025

To Whom It May Concern:

Principals of Arthur J. Gallagher & Co. and our predecessor company have handled the surety business for Swinerton Incorporated and its subsidiary companies, Swinerton Builders, SAK Builders, Inc., Timberlab, Inc., MD Builders, Inc. and Swinerton Energy, Inc. for many decades. The company is extremely well managed and has demonstrated an exemplary performance during that time. We are pleased to recommend this fine firm to you.

Swinerton Incorporated's surety program is a co-surety arrangement between Zurich American Insurance Company and Liberty Mutual Insurance Company. The companies have approved surety credit to Swinerton Incorporated for single projects of \$2 Billion and up to an aggregate backlog of \$10 Billion. Zurich/F&D is rated "A+" (Superior) with a financial size category of XV by A.M. Best and has a US Treasury Limit of \$532,321,000. Liberty Mutual is rated A (Excellent) with a financial size category of XV by A.M. Best and has a US Treasury Limit of \$1,897,231,000.

The surety program referenced above has provided Swinerton Incorporated and its subsidiary companies with more than adequate capacity to run their business; and, they consistently maintain at minimum several hundred million in available capacity within this program. Additional surety capacity could be acquired based on the company's current financial condition if needed to support their business plan.

If Swinerton Incorporated or any of its subsidiary companies noted above, is awarded a contract for your 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 of issuance of bonds is a matter solely between Swinerton Incorporated, and ourselves, and we assume no liability to third parties or to you by the issuance of this letter. It is provided solely as a recommendation for our long time customer. We trust that this information meets your needs; however, in the event you need further information, please feel free to contact me at 415/279-4256.

Best regards,

Arthur J. Gallagher Risk Management Services LLC

A handwritten signature in blue ink, appearing to read 'SH', written over a faint grid background.

Susan Hecker  
National Director - Contract Surety  
Area Executive Vice President

SH:jcr

# COMPANY GENERAL OVERVIEW

Details about the firm, firm history, corporate structure (LLC, corporation, etc.), corporate officers, years in business, office locations, number of staff, services offered, expertise areas, and the office location handling the project. Provide contact info for the key executive on the project. Include details on the firm's licenses for services in North Carolina and confirm its authorization to do business there.

*a. Describe any claims, disputes, and/or litigation resolved/settled within the past five (5) years. State the type of project delivery method for each project that resulted in a claim.*



## 2. / COMPANY GENERAL OVERVIEW

Swinerton brings a proven track record in delivering public safety projects for municipalities and counties nationwide. Over the past five years, we've completed more than \$1.2 billion in civic construction, including fire stations, emergency operations centers, and police headquarters. Each facility reflects our commitment to collaborative communication, cost certainty, schedule discipline, and high-quality environments—delivered through methods such as design-build and CMAR.

Founded in 1888, Swinerton has grown into a leading national construction firm with offices across the U.S. For more than a decade now, we've served the Southeast, blending local professionals with decades of regional experience and seasoned builders from other divisions who bring fresh perspectives to the market.

### CORPORATE STRUCTURE AND OFFICERS

Swinerton operates as a 100% employee-owned C-Corporation, fostering a culture where every team member is invested in long-term success and client satisfaction. For this proposal, the authorized representative empowered to enter into contractual agreements with the City of Fayetteville is Kevin Smith, Carolinas Division Manager and Vice President ([ksmith@swinerton.com](mailto:ksmith@swinerton.com) / (704.251.8434).

### LITIGATION AND CLAIMS HISTORY

Swinerton has maintained an exceptional record of risk management and client satisfaction, with zero litigation or arbitration involving any Project Owner in North Carolina over the past five years.

### OFFICE, STAFF, AND LICENSING

# #73913

NC General Contractor License

# #1340081

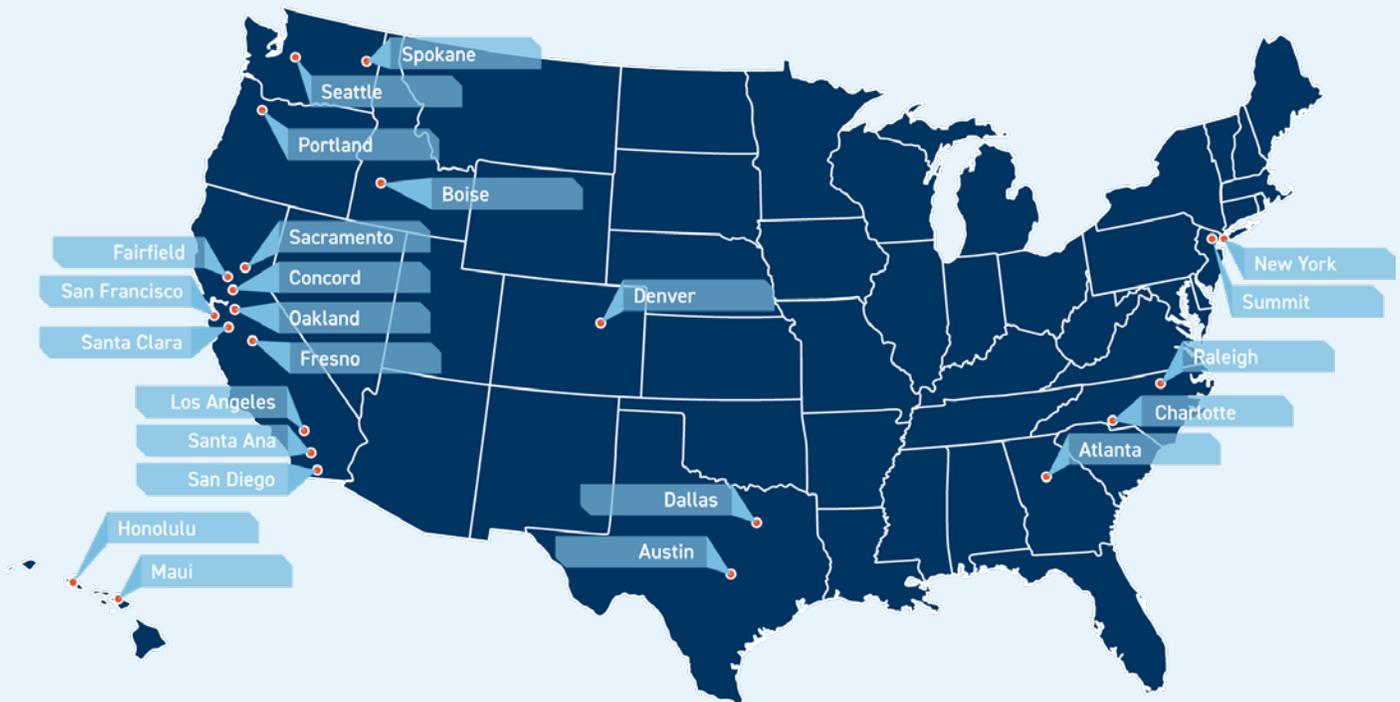
NC SOS ID

# 4,800+

Professionals Nationwide

# 75+

Local Professionals



*Swinerton operates 24 offices nationally, including key Southeastern offices in Charlotte and Raleigh, North Carolina—the office responsible for handling this project.*

# COMPANY CMAR EXPERIENCE

Provide previous experience and examples of similar CMAR projects completed in the last five years by the office where the work will be performed. Do not include projects in which members of the applicant firm worked on while employed by another firm.



3

**Owner's Rep**

Charlotte-Mecklenburg Schools (CMS)  
 Mike Higgins  
 Capital Program Services  
 Charlotte, NC  
 m.higgins@cms.k12.nc.us  
 704.201.3406

**Const'n Time/Completion**

2028 Anticipated Completion  
 (Currently in Precon)

**HUB Goal vs. Utilization**

21% / 25% Commitment

**Final Estimate before Bidding**

\$51,720,040

**HUNTERSVILLE, NC**

**HUNTERSVILLE ELEMENTARY SCHOOL**

The new Huntersville Elementary School involves an on-site replacement of the existing facility with a modern, 45-classroom baseline building. The new school will feature upgraded infrastructure, improved traffic flow, and innovative learning spaces to support academic excellence and community engagement. The project is currently in the design/preconstruction phase.



**Owner's Rep**

City of Charlotte  
 Cathy Buchhofer, Facilities  
 Construction Program Manager  
 Charlotte, NC  
 catherine.buchhofer@charlottenc.gov  
 (980) 416-4039

**Const'n Time/Completion**

550 Days/Nov 2026

**HUB Goal vs. Utilization**

10% / 32%

**GMP/Actual Cost/CO %**

\$19,673,532/\$19,673,532/  
 0%

**CHARLOTTE, NC**

**CMPD NORTHWEST DIVISION STATION**

Swinerton is providing construction management services for the Northwest Division Station of Charlotte Mecklenburg Police Department. The \$19.7 million, 16,000-square-foot build is the city's first net-zero carbon police station and is expected to house approximately 50 employees.



**Owner's Rep**

City of Rialto  
 Mark Kling, Police Chief  
 Rialto, CA  
 (909) 820-2550  
 mkling@rialtopd.com

**Const'n Time/Completion**

856 Days/June 2026

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$65,214,439/\$65,214,439/  
 0%

**CITY OF RIALTO, CA**

**RIALTO POLICE STATION**

This new 50,800-square-foot two-story police station, replaces the existing 50-year old facility. It includes a 911 dispatch center, traffic and patrol centers, a center for investigations, records and IT departments, short-term holding facilities, and an Office of the Chief. The existing police facilities will remain operational during construction and will be demolished following occupancy of the new facilities.



**Owner's Rep**

SpaceCraft  
 Anna Coltrane  
 Dir. of Capital Projects  
 Brooklyn, New York  
 Anna@spacecraft.city  
 (704) 995-2254

**Const'n Time/Completion**

904 Days / Oct 2024

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$23,522,133 / \$23,899,270/  
 1.6%

**CHARLOTTE, NC****420 E 22ND STREET MCFLY**

Swinerton provided general contracting services for the construction of Joinery Phase 2- a multi-building development that continues the Brevard Development Master Plan in Optimist Park. 420 E 22nd Street boasts 115 apartments and 15,000 square feet of retail space. Both buildings total seven stories, consisting of two levels of concrete podium, and five stories of a hybrid cross-laminated timber (CLT)/prefabricated structural system.

**Owner's Rep**

SpaceCraft  
 Anna Coltrane  
 Dir. of Capital Projects  
 Brooklyn, New York  
 Anna@spacecraft.city  
 (704) 995-2254

**Const'n Time/Completion**

877 Days / Sep 2024

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$53,797,887/\$56,892,460/  
 5%

**CHARLOTTE, NC****1816 N BREVARD FLUX CAPACITOR**

Swinerton is providing general contracting services for the construction of 1816 N Brevard- Flux Capacitor, part of The Joinery Phase 2 on the Brevard Street Campus. With a strong commitment to sustainability, the project will feature cross laminated timber horizontal decks, high SEER rated HVAC systems, energy efficient appliances, and will be partially powered by a series of solar panels located on each building's roof.

**Owner's Rep**

Third and Urban  
 Hank Farmer  
 Managing Partner  
 Atlanta, GA  
 hankf@thirdandurban.com  
 (404) 312-4743

**Const'n Time/Completion**

220 Days / Nov 2023

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$2,964,805/\$2,815,966  
 5%

**CHARLOTTE, NC****929 JAY STREET UPFIT**

This 28,000-square-foot office renovation is located in the Lower Tuck adaptive reuse development just outside of Uptown Charlotte.

The space includes conference rooms, private offices, training facilities, a multi-purpose collaborative area, kitchen, breakroom, fitness center, and warehouse space.



**Owner's Rep**

Melmark  
William Ahearn, COO  
Berwyn, PA  
wahearn@melmarkne.org  
(610) 353-1726

**Const'n Time/Completion**

249 Days / Aug 2023

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$2,993,920 / \$2,975,246/  
0.63%

**CHARLOTTE, NC****MELMARK CAROLINAS**

Swinerton provided general contracting services for the conversion of a single-story, multi-tenant office building into a new school. Swinerton worked closely with the design team to maintain the existing building elements, including roofing, building envelope, fire and life safety, electrical systems, and HVAC systems. Swinerton collaborated with the school administration to understand the student needs and provide expertise in regulatory compliance and accessibility.

**Owner's Rep**

Gresham Smith  
Angelica Ritter  
Sr. Interior Designer  
Nashville, Tennessee  
angelica.ritter@  
greshamsmith.com  
(704) 216-1578

**Const'n Time/Completion**

161 Days / June 2023

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$2,807,149/\$3,007,019  
7%

**CHARLOTTE, NC****GRESHAM SMITH  
CHARLOTTE OFFICE**

Swinerton provided preconstruction and general contracting services for the Gresham Smith Charlotte Office. The 18,000-square-foot office is designed to meet the team-oriented, sophisticated workplace needs, featuring sections for both active collaboration and quiet intensive work.

The project was completed ahead of schedule with owner added scope driving change orders.

**Owner's Rep**

Griffin Structures, Inc.  
Deryl Robinson, VP  
Irvine, CA  
drobinson@griffinstructures.  
com  
(949) 497-9000

**Const'n Time/Completion**

2055 Days/Aug 2022

**HUB Goal vs. Utilization**

Not Applicable

**GMP/Actual Cost/CO %**

\$282,826,525/\$306,162,759/  
8%

**SANTA ANA, CA****COUNTY ADMINISTRATION  
BUILDINGS #14 AND #16**

Two new six-story buildings that feature 500,000 square feet of office and EOC space. The project was completed in two phases with Building 16 being built prior to Building 14 beginning. Change orders on this project were the exclusive result of Owner added scope outside of the original GMP. Despite these additions, Swinerton delivered the project four months ahead of schedule.



### 3. / COMPANY CMAR EXPERIENCE

#### Methods, approach, and controls used on CMAR projects.

Swinerton's CMAR approach is rooted in early and ongoing collaboration, bringing together the City of Fayetteville, Davis Kane, and key trade partners to form a unified project team from the outset. This integrated approach centers on proactive risk management, quality control, and transparent owner advocacy.

#### SCHEDULE DEVELOPMENT AND MANAGEMENT:

**We create a master schedule integrating all critical milestones, including design, permitting, procurement, and construction.** Using P6 Critical Path Method (CPM) scheduling, milestone maps, and short-interval (three-week) look-aheads are updated regularly, with trade partner and Owner input ensuring alignment and flexibility.

**Benefit: Risks are proactively documented, with recovery strategies and schedule logic continuously refined.**

**PROACTIVE RISK MANAGEMENT:** Swinerton uses a Risk Register to bring together input about potential risks identified by clients, design teams, and Swinerton, listing and providing details regarding specific risks based on probability and impact. We identify mitigation measures early on in order to close the risk as soon as possible. **The project team consistently reviews and monitors the risk register, taking additional steps to understand and properly respond to new or additional risks as they arise.**

**Benefit: Stakeholder and schedule management.**

**QUALITY ASSURANCE AND SAFETY:** Site-specific quality management and safety and communications plans are developed with our highly credentialed safety professionals and tailored to anticipate project-specific risks. With the Fire Station #9 site being near three different school facilities and surrounded by a residential neighborhood and retail. Swinerton's safety and communications plan will emphasize minimizing disturbances to surrounding community while ensuring the safety of those neighboring the site.

**Benefit: Zero-incident, high-quality delivery.**

#### CHANGE MANAGEMENT AND DOCUMENT CONTROL:

We administer all phases of contract management, document tracking, and information management with a sophisticated suite of software, **ensuring changes are documented, reviewed for impacts, and aligned with contract requirements.**

**Benefit: Constant collaboration.**



On Charlotte Fire Station #30, Swinerton implemented multi-tiered scheduling with master, daily, and three-week look-ahead schedules for precise coordination. Weekly updates enabled early issue identification and proactive adjustments. When delays occurred—including material challenges and over 60 inches of rain from Hurricane Helene—the team re-sequenced activities and coordinated trade overlap. Detailed Record of Impact documentation and “fragnet” analysis ensured effective schedule recovery and on-time delivery.

#### TRANSPARENT REPORTING AND OWNER ADVOCACY:

**Regular reports and updates are provided** on financial status, schedule progress, compliance, diversity participation, and any risks or opportunities.

**Benefit: Enhanced communication.**

#### TRADE PARTNER ENGAGEMENT AND DIVERSE

**PARTICIPATION:** Our bid strategy and outreach maximize participation from local and HUB firms, in line with City priorities for equity and inclusion. Prequalification, technical assistance, smaller scope packaging, and mentorship are integrated in our process.

**Benefit: Community impact and enrichment.**

#### VDC (VIRTUAL DESIGN AND CONSTRUCTION):

Collaborates with trade partners to coordinate digital construction and fabrication models, **detecting and preventing clashes between systems early on.**

**Benefit: Enhanced coordination and limited RFIs.**

**SELF-PERFORM CAPABILITIES:** Swinerton's in-house craft expertise **strengthens quality, cost control, and schedule reliability** for specialty scopes such as concrete, drywall, and millwork.

**Benefit: Constructability during preconstruction.**

### 3. / COMPANY CMAR EXPERIENCE

Approach and methodology for preconstruction cost estimating efforts and value engineering methods, approach, and controls used on CMAR projects.

The foundation of Swinerton’s CMAR methodology includes comprehensive and sophisticated preconstruction services, where we align budget, design, and schedule to the City of Fayetteville’s goals and priorities. Our strategy delivers industry leading certainty for budget, scope, and timelines by leveraging a collaborative approach, in-depth constructability reviews, data-driven cost modeling, and integrated technology platforms. Swinerton’s preconstruction team drives value and minimizes risk through:

**COMMUNICATION AND INTEGRATION:** We establish weekly or biweekly meetings with design partners and City representatives to ensure continual alignment, promote design collaboration, and drive rapid decision-making.

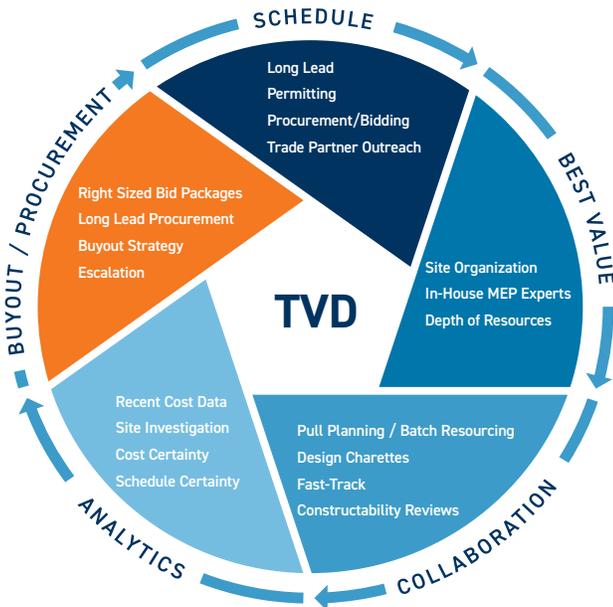
**TARGET VALUE DESIGN (TVD) AND CONSTRUCTABILITY REVIEW:** Our preconstruction managers, with the support of in-house experts in MEPF, quality, and safety, work closely with the design team for ongoing constructability reviews at every design milestone. This ensures all details are feasible, coordinated, and reflect City standards, while value management overlays cost and schedule impacts for every alternative.

**PROGRESSIVE OPEN-BOOK COST MODELING:** Using industry leading software such as Destini and Join, we provide real-time estimates—transparent and continuously updated—that allow the owner and all partners immediate insight into budget impacts and opportunities.

**CONTINUOUS VALUE MANAGEMENT:** Value management is woven throughout the process, analyzing systems and materials for optimum cost, schedule, and long-term value, while carefully tracking enhancements and add-alternates with the owner during design. Join, an online, collaborative platform, enables real-time collaboration with all project stakeholders. It streamlines communication by eliminating disjointed email threads and siloed spreadsheets, providing a detailed roadmap of the decision-making process.

**EARLY IDENTIFICATION OF LONG-LEAD AND CRITICAL ITEMS:** Our team identifies all long-lead materials and equipment at the earliest phases, advising the owner on early release of specialty bid packages and maintaining plan flexibility for changing market conditions.

**SOPHISTICATED PROCUREMENT:** Our procurement plan leverages Swinerton’s national buying power, local market expertise, and real-time supply chain monitoring to optimize cost, quality, and schedule in all buyout activities.



#### COLLABORATIVE EXCELLENCE IN THE CONSTRUCTION OF PUBLIC SAFETY FACILITIES

Charlotte Fire Department’s Firehouse #30 exemplifies how continuous collaboration drives successful public safety facility delivery. Swinerton’s team worked closely with the design team, fire personnel, trade partners, and city officials to optimize layouts, coordinate industry leading electrical systems, and install custom bidirectional amplifiers ensuring reliable emergency communications. Over thirty stakeholders participated in bi-monthly meetings, preventing costly revisions while delivering this groundbreaking all-electric fire station.

**15B+**  
SF of CMAR Projects  
Delivered Nationally

**#5**  
Local Government Builder *BD&C*

**\$1.2B**  
Civic Projects Completed in  
the Past 5 years

**\$3.9B**  
CMAR Projects Delivered

### 3. / COMPANY CMAR EXPERIENCE

Approach for successful incorporation of phased construction with multiple owner-provided vendors and yearlong ongoing events during construction. Owner-provided vendors include, but is not limited to utilities, designers, and inspections.

**Swinerton treats owner-provided vendors as integral team members, incorporating them into weekly contractor meetings and daily huddles to streamline communication.**

The team understands that close coordination with owner vendors is imperative to maintain schedule milestones, particularly when managing multiple parties including third-tier trade partners and suppliers under national vendors.

**Early in the design phase, Swinerton seeks to understand vendor requirements,** determining whether projects involve Owner Furnished, Owner Installed (OFOI) or Owner Furnished, Contractor Installed (OFCI) arrangements. The team develops comprehensive vendor contact lists to understand each vendor's scope of work, submittals, procurement, and installation timelines.

**STRATEGIC PHASING AND SCHEDULING:** Swinerton's phased construction approach involves detailed planning that includes close coordination with design teams, trade partners, local authorities, and neighboring stakeholders. The team develops comprehensive Construction Management Plans broken down by phase, addressing site logistics, worker parking, and coordination requirements throughout the project. **Phasing plans are developed to optimize efficiency and minimize disruption to City operations and the community.** Graphical phase maps and sequencing visuals complement the Gantt schedule, ensuring all parties understand the timing and interface of major work activities.



## CHALLENGE

### Budget Alignment

Fiduciary responsibility is critical for any publicly funded project. Diverse priorities and project goals, current market uncertainty, (tariffs, inflation, etc.) and material delays can all lead to costly overruns.

## OPPORTUNITY

Swinerton embraces TVD during preconstruction to align scope with budget, additionally, 'Real Time' estimating ensures there no surprises at the SD, DD, and CD milestones. We also implement a value management trend log to provide solutions that will uphold the program and design intent.

# PROOF OF EXECUTION



Los Banos Police Department

Swinerton implemented TVD from project inception, establishing target costs for each building system and component during schematic design. This collaborative approach unified the team around shared budget goals.

**Value Delivered: We minimized surprises, kept the client informed, and ensured all essential project features.**

### Schedule Certainty

This new station will serve community needs for better emergency response so on time delivery will be critical. Delays in permitting, coordination with numerous stakeholders, and material procurement all have the potential to hold up the schedule.

We will identify long-lead/high cost items early, implement pull-planning with milestone scheduling, release early work packages for site and MEP trades, and conduct weekly look-ahead meetings with Percent Plan Complete analysis to maintain schedule certainty.



San Francisco Fire Station 35

Swinerton coordinated with 17 different agencies. We established a dedicated permitting team, held regular coordination meetings, and maintained a living risk register to track agency requirements and inspection schedules.

**Value Delivered: Our planning and daily communication practice allowed us to resolve conflicting requirements and keep the project moving forward.**

### Vendor Coordination

Multiple FF&E scopes (IT, AV, security, station alerting) and integration third-party vendor equipment into municipal networks require early and precise coordination with construction activities to avoid costly delays and rework.

We will engage FF&E, low-voltage, and third-party vendors early to integrate activities into the schedule, enable mock-ups and critical system testing, and coordinate with the City's team to prevent last-minute surprises.



Orange County Government Building 16

We performed early strategic onboarding sessions with design-assist subcontractors within the framework of the public bidding policies to produce detailed bid packages. This early involvement with key subs helped resolve issues and maintain the target budget.

**Value Delivered: This built trust, prevented disputes, and supported a timely, high-quality project outcome.**

### Operational Readiness

Late engagement of commissioning agent and unclear responsibilities can cause delays in system readiness and performance. Emergency systems, bay door operations, HVAC zoning, and backup power have the potential to fail if commissioning requirements are misunderstood.

We begin commissioning planning early during design with early owner-agent engagement. A designated Commissioning Champion prioritizes critical systems and ensures the team is familiar with life safety requirements. Finally, we require trade partner pre-functional checklists, and schedule early testing.



Charlotte Firehouse #30

The integration of renewable energy systems and EV charging required careful planning and robust backup systems to ensure operational reliability. Our team's experience with commissioning ensured all requirements were met without impacting the project schedule.

**Value Delivered: We delivered a resilient, sustainable facility that supports the city's carbon-neutral goals and sets a new standard for municipal buildings.**

# COMPANY PUBLIC SAFETY FACILITY EXPERIENCE

Provide previous experience and examples of 5 or more public safety projects completed by the company, from the office where the work will be performed, listing the name of the client and brief description of the project, dates work was started and completed, construction method, cost, etc. Include a current client contact with a phone number for each project. Only list projects completed in the last five years. Do not include projects in which members of the applicant firm worked on while employed by another firm.

MANHATTAN BEACH POLICE & FIRE FACILITY

400 / 420  
15TH STREET

4

**Delivery Method**

Design Bid Build

**Start-End Date**

Apr 2024 - Dec 2025

**Square Footage**

14,500

**Construction Cost**

\$10,075,000

**Owner Contact**

City of Charlotte  
 Corie Shackleford  
 Project Manager  
 (704) 336-3633  
[corie.shackleford@charlottenc.gov](mailto:corie.shackleford@charlottenc.gov)

**Architect Contact**

ADW  
 Keith Carlyon  
 AIA, LEED AP, NCARB  
 Managing Principal  
 (704) 749-5598  
[kcarlyon@ADWArchitects.com](mailto:kcarlyon@ADWArchitects.com)

**CITY OF CHARLOTTE, NC**

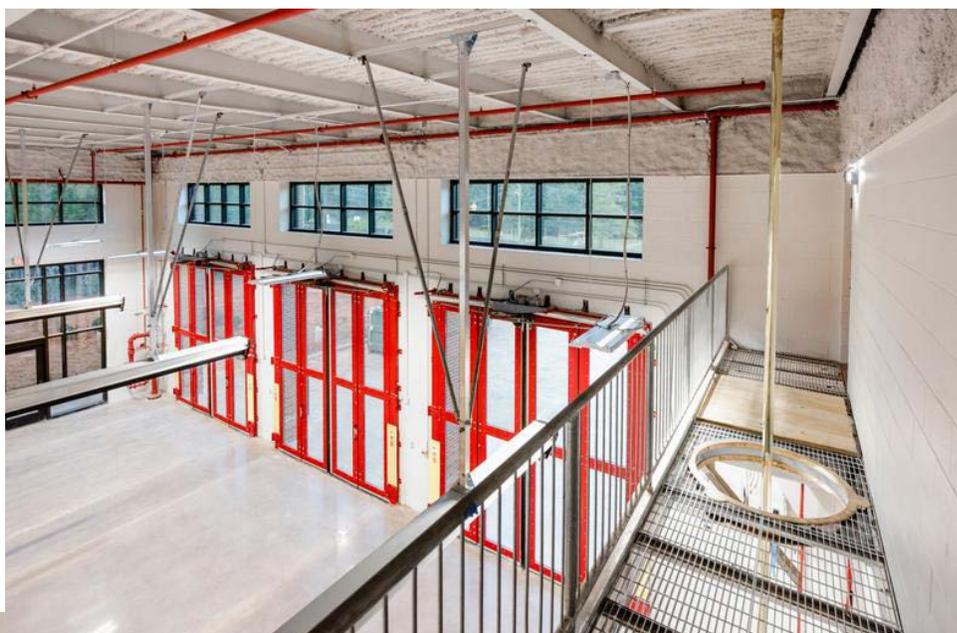
# FIREHOUSE #30

Firehouse #30 represents an industry-leading advancement in municipal emergency facilities. The project called for the demolition of an outdated 1955 facility and the construction of a premier, two-story, three-bay, 14,500-square-foot fire station, establishing a new standard for sustainability in North Carolina. Pursuing LEED® Gold certification, the station features EV charging stations, supporting the city's EV fleet and one of the first North American style all-electric fire trucks in the country.

Among key challenges were pioneering an all-electric platform and integrating a geothermal loop system for energy-efficient heating and cooling. The Swinerton team implemented a rigorous, collaborative approach to design-assist and construction, closely aligning with the City's Strategic Energy Action Plan to achieve a carbon-neutral municipal benchmark. Modern amenities such as fitness areas, living quarters, decontamination facilities, and a solar system provided holistic support for first responders' well-being.

The project not only exceeded MWBE goals with 11% participation but also set a precedent in sustainability, positioning Charlotte as a forward-thinking municipal leader. This transformative buildout underscores a commitment to excellence, innovation, and community-serving infrastructure.

*“The Firehouse #30 project presented unique challenges, including coordination with multiple city departments and maintaining strict timelines. Swinerton navigated these complexities with skill and integrity, delivering the project on schedule and within budget. Their collaborative spirit and respect for the City's goals made them an invaluable partner.”*

**CORIE SHACKLEFORD, CITY OF CHARLOTTE PROJECT MANAGER**

**Delivery Method**

CMAR

**Start-End Date**

Apr 2024 -Nov 2026

**Square Footage**

16,000

**Construction Cost**

\$ 19,673,532

**Owner Contact**

City of Charlotte  
Cathy Buchhofer, Facilities  
Construction Program Manager  
(980) 416-4039  
catherine.buchhofer@charlottenc.gov

**Architect Contact**

C DESIGN  
Joe Humphrey, AIA  
Civic Market Leader  
(704) 333-0091  
jhumphrey@cdesigninc.com

**CITY OF CHARLOTTE, NC**

# CMPD NORTHWEST DIVISION STATION

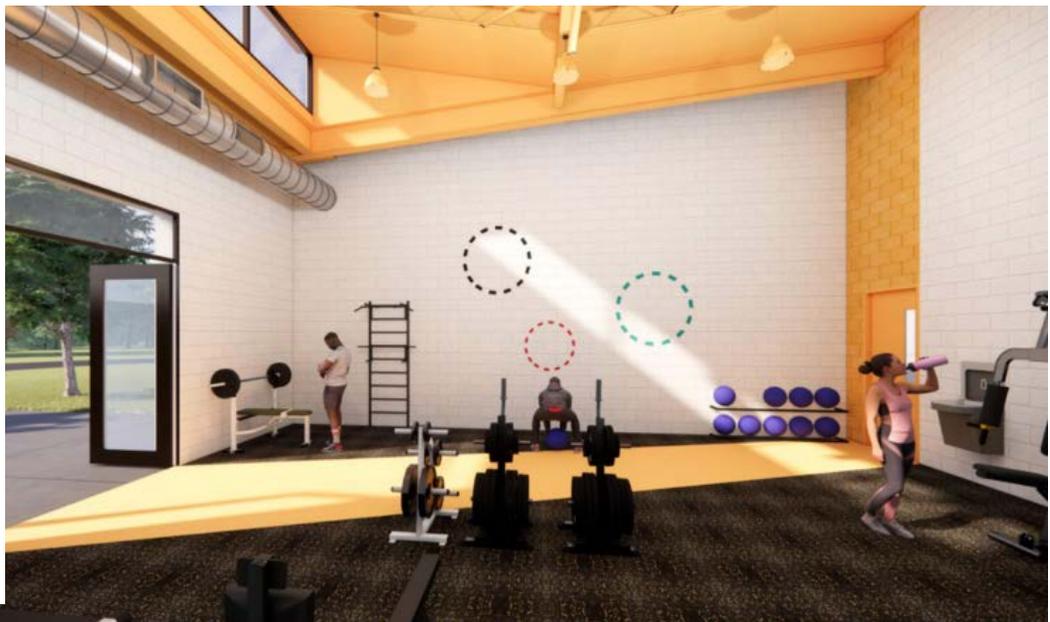
The CMPD Northwest Division Station addressed the critical need for a modern, sustainable law enforcement hub, replacing aging facilities for the Charlotte Mecklenburg Police Department (CMPD). Located on a fully redeveloped 5-acre site off Highway 74, this 15,500-square-foot, ground-up facility delivers enhanced operational capability, incorporating state-of-the-art sustainability and safety features.

The new building includes private offices, open office environments, secure interview rooms, locker rooms, a weight room, and specialized systems designed to support officer wellness and performance. Notably, the structure utilized ICF and steel, with a resilient exterior of brick and custom metal panels and advanced safety measures such as bullet resistant windows and infrastructure for future solar panel installation.

The project's complex scope included coordination with the Charlotte Department of Transportation on new roadway construction. Achieving LEED certification, the facility integrates geothermal wells and low-energy LED lighting. With an 32.26% MWBE participation rate and delivered in just 15 month this initiative advanced sustainable municipal service facilities and community engagement.

*"I think it's really awesome that our public safety is also being a symbol for innovation and sustainable technology throughout our city, because it's really the interaction that a lot of our community has with the city first."*

**ROBYN BYERS, ASSISTANT DIRECTOR OF CHARLOTTE'S OFFICE OF  
SUSTAINABILITY AND RESILIENCE**



## CITY OF JOHNS CREEK, GA

# FIRE STATION #63 & POLICE SUBSTATION

**Delivery Method**

Design Bid Build

**Start-End Date**

Dec 2024 - Dec 2025

**Square Footage**

14,675

**Construction Cost**

\$ 7,812,153

**Owner Contact**

City of Johns Creek

Matthew Pate

(678) 512-3261

[matthew.pate@johnscreekga.gov](mailto:matthew.pate@johnscreekga.gov)**Architect Contact**

Croft &amp; Associates

Allison Hardy, Senior

Project Manager

(470) 531-0901

[ahardy@croftae.com](mailto:ahardy@croftae.com)

The new 14,675-square foot station will be located on a 2.11-acre site a half-mile from the existing Station 63 at 3165 Old Alabama Road. The new, state of the art station doubles the capacity of the existing station to 14,675-square-feet. It will feature two double-depth bays for trucks, spacious work areas, a kitchen and dining room, day room facilities, bunk rooms, an apparatus bay, and more.

Built in 1983 and located at 3165 Old Alabama Road, the current fire station #63 is the oldest fire station serving Johns Creek and the surrounding neighborhoods. The project team understood that because of this landmark status in the Johns Creek Community, the design and delivery process needed to emphasize community engagement. Throughout construction, the City kept the community updated on the project progress through social media, email campaigns, and via their website. Using a 3D interactive GIS tool the public was able to actually experience the build as opposed to reading about it. Our team also celebrated the history of Fire Station #63 by preserving and relocating a historic tree that has become a city monument honoring a fallen firefighter from the old firehouse to the new site.

*“This new building and location will significantly improve the experience of our staff on shift for both the Fire Department and Police Department.”*

- FIRE CHIEF CHRIS COONS



## COUNTY OF ORANGE, CA

# ADMINISTRATION BUILDINGS 16 & 14

**Delivery Method**

P3/CMAR

**Start-End Date**

July 2017 - May 2020 (Bldg 16)

Oct 2019 - Sep 2023 (Bldg 14)

**Square Footage**

500,000 SF (Bldg 16 &amp; 14)

*Project also included two 150,000 SF parking structures***Construction Cost**

\$133,364,827 (Bldg 16)

\$173,048,436 (Bldg 14)

**Owner Contact**

Griffin Structures, Inc.  
Deryl Robinson  
Owners Rep  
(949) 497-9000  
[drobinson@griffinstructures.com](mailto:drobinson@griffinstructures.com)

**Architect Contact**

LPA, Inc.  
Jeremy Hart, Associate  
(949) 701-4046  
[jhart@lpadesignstudios.com](mailto:jhart@lpadesignstudios.com)

Nearly sister images of each other, these two new six-story buildings each feature office space for the Orange County Board of Supervisors. Designed to LEED Silver standards, they perform 70% better than a typical office building in the country. They utilize a steel structural system; a precast concrete skin; and an extensive glass façade that infuses the buildings with natural daylight and provide views for all occupants and promoting mental and physical wellbeing. Notably, Building 16 also houses the County's Emergency Operations Center. This serves as the command and control center for the County to carry out emergency operations and disaster management functions, maintaining the continuity of operations, communications, and public safety during a disruptive event. The facility achieves this through multiple redundancy and resiliency features and was built to withstand cataclysmic events.

From Day 1, we instituted a "One Team" approach with the County with a seamless open book policy. We held an initial review with them regarding all documents, bids, and estimates. We then performed numerous shoulder-to-shoulder sessions with them for constructability reviews and budget and schedule updates. During Schematic Design, Swinerton successfully focused the entire team's efforts on establishing an early target budget. Constructability studies were performed at multiple drawing stages to ensure the target budget was met with the most efficient resulting schedule. Our target budget created at the 25% Design Document phase held through the end of construction. We experienced very limited change orders, which were all covered within the target budget GMP committed to at 50% Design Document drawings.



## CITY OF RIALTO, CA

# CITY OF RIALTO POLICE STATION

**Delivery Method**

P3/CMAR

**Start-End Date**

Feb 2024 - July 2026

**Square Footage**

62,200

**Construction Cost**

\$65,214,439

**Owner Contact**

Mark Kling  
City of Rialto Police Chief  
(909) 820-2550  
[mkling@rialtopd.com](mailto:mkling@rialtopd.com)

**Architect Contact**

LPA, Inc.  
Jeremy Hart, Associate  
(949) 701-4046  
[jhart@lpadesignstudios.com](mailto:jhart@lpadesignstudios.com)

Swinerton, in public-private partnership with Griffin, is providing general contracting services for a new police station that will help transform the interaction between Police divisions, improve employment recruitment, and provide for future growth. This two-story essential services facility will operate 24/7. It will be constructed to allow uninterrupted police services during development.

The new Headquarters advances the police department's operational needs, staff development and community engagement while ensuring occupant wellness, energy efficiency and resiliency. The design benefits the community by incorporating the latest technology that improves the level of service. It also includes spaces where the community can engage the police department and host community events in a safe space. In addition to supporting the community, the building design will improve operations and development of the police force with a layout that connects departments and promotes collaboration. Breakrooms, outdoor spaces, and state of the art fitness facilities will also contribute to staff retention and a sense of common purpose and unity, which are essential to a successful police force.

*"Griffin/Swinerton and its team have exceeded our expectations. They have worked closely with us as true partners to bring our new Police Department forward on schedule and on budget."*

**-CHIEF OF POLICE MARK KLING, CITY OF RIALTO**



# PROJECT TEAM

Names, roles, and tenure with the company of key personnel assigned to the project, including the Project Lead, Project Manager, and Project Superintendent. Indicate the staff availability or current project commitments. Indicate their involvement in any of the projects featured in #3 and #4. Provide an organizational chart of the team including any subconsultants to be assigned to the project along with their respective assignments/responsibilities. A maximum one-page resume for each team member is allowed. Include projects each member has worked on within the past five years that are similar to this project.



5. / PROJECT TEAM

# ORGANIZATION CHART



- LEADERSHIP
- PRECONSTRUCTION
- CONSTRUCTION
- SUPPORT SERVICES
- PRIMARY POINT OF CONTACT



**Kevin Smith**  
VICE PRESIDENT/DIVISION  
MANAGER FOR THE CAROLINAS



**Daniel Getting**  
REGIONAL DIRECTOR OF  
CONSTRUCTION



**Carly Morris**  
PROJECT EXECUTIVE  
PROJECT COMMITMENT: 20%



**Andy Abrams**  
GENERAL SUPERINTENDENT  
PROJECT COMMITMENT: 20%



**Thomas Ivy**  
DESIGN COORDINATOR  
PROJECT COMMITMENT: 30%



**Steve Raper**  
PROJECT MANAGER  
PROJECT COMMITMENT: 50%



**Andy Dillavou**  
SITE SUPERINTENDENT  
PROJECT COMMITMENT: 100%



**Randy Limerick**  
PRECON LEAD/COST ESTIMATOR  
PROJECT COMMITMENT: 30%



**Kwizera Josephat**  
PROJECT ENGINEER  
PROJECT COMMITMENT: 100%

**SUPPORT STAFF:**



**Mark Renz**  
DIRECTOR OF MEP



**Matt Zwetzig**  
DIRECTOR OF VDC



**Mikhail Sinkevich**  
DIRECTOR OF PC/SCHEDULING



**Josh Snead**  
DIRECTOR OF SAFETY



**Daniel Sprinkle**  
QUALITY MANAGER



## POINT OF CONTACT



# Carly Morris

PROJECT EXECUTIVE / PRIMARY POINT OF CONTACT

Carly Morris is an industry leading Project Executive who champions the integrated principles of innovation, flexibility, and cross-disciplinary collaboration, consistently delivering high-value solutions tailored to client and community needs. Carly is known for her deep dedication to client satisfaction, a legacy of leading projects to successful completion using the Construction Manager at Risk (CMAR) methodology, and a genuine commitment to sustainable design and operational efficiency. She draws on substantial field experience across North Carolina, including strong partnerships with local Authorities Having Jurisdiction (AHJs).

**2 YEARS AT SWINERTON**

**17 YEARS OF EXPERIENCE**

## EDUCATION

BS, Construction  
Management  
Appalachian State University

## CERTIFICATIONS

- » CICTI Certified Healthcare Manager (CCHM)
- » First Aid/ CPR Certification
- » OSHA 30-Hour

## PROJECT EXPERIENCE

### CMPD Northwest Division Station, Charlotte, NC

Under a public CMAR delivery contract, Swinerton is providing construction management for CMPD's first net-zero police station. A critical component to the success of this project was the robust community and stakeholder engagement process that drove the alignment of scope, cost, schedule and community development priorities.

### CMS Elementary School, Huntersville, NC

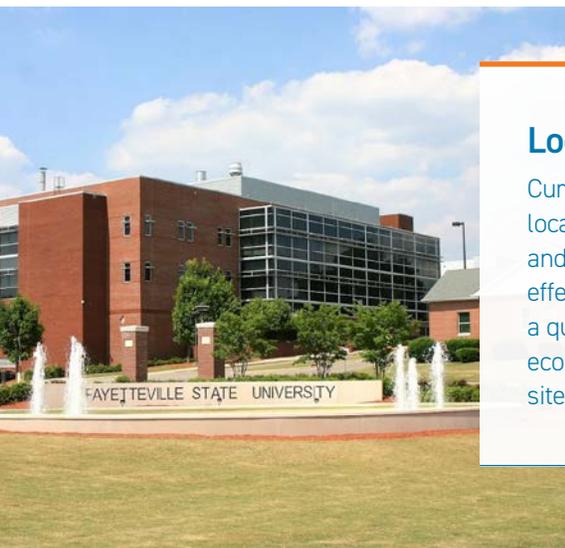
Carly is overseeing all preconstruction and construction activities for this new school, which is being delivered via the public CMAR method. Her focus is on stakeholder engagement, milestone and short-interval scheduling with an emphasis on collaboration among design, trade partners and AHJs.

### Phoenix Montessori Academy, Huntersville, NC

This new 38,000-square-foot building features a wood-frame with an Exterior Insulation and Finish System (EIFS) and is designed to minimize thermal energy loss while allowing builders flexibility in design and exterior finishes. It directly aligns with Fire Station #9's need for future flexibility to accommodate additional crews.

## Local Experience that Enhances Project Efficiency.

Currently, Swinerton is on site at Fayetteville State University, actively engaging local trade partners who possess a deep understanding of the region's permitting and inspection processes. By leveraging these relationships, Swinerton is able to effectively navigate local AHJs while also tapping into the local workforce, ensuring a quicker turnaround for manpower. This approach not only supports the local economy but also enhances project efficiency and responsiveness to regional and site-specific challenges—like permitting and inspections.





# Daniel Getting

## REGIONAL DIRECTOR OF CONSTRUCTION

Daniel recently transitioned to our Carolinas office after fifteen successful years with Swinerton's Southern California team, where he served as Project Manager, Superintendent, and most recently Director of Preconstruction. He brings deep expertise in the public sector and integrated delivery methods such as CMAR, strengthening our Raleigh team's capabilities. Fayetteville will benefit from the proven best practices Daniel developed while managing high-profile, large-scale public CMAR projects—such as Orange County's Administrative Buildings 16 and 14—where his early procurement strategies were instrumental in driving project success.

**16 YEARS AT SWINERTON**

**30 YEARS OF EXPERIENCE**

### EDUCATION

AS, Architectural Drafting and Estimate Technologies  
Dunwoody College of Technology

### CERTIFICATIONS

- » Associate Design-Build Professional®
- » LEED AP® BD+C
- » OSHA 30-Hr

### PROJECT EXPERIENCE

#### **Orange County Administration Buildings 16 and 14, Santa Ana, CA**

These two new six-story buildings house office and administrative space as well as the County of Orange's Emergency Operations Center. It serves as the command and control center to carry out emergency operations and disaster management functions, maintaining the continuity of operations, communications, and public safety during a disruptive event.

#### **Rialto Police Station, Rialto, CA**

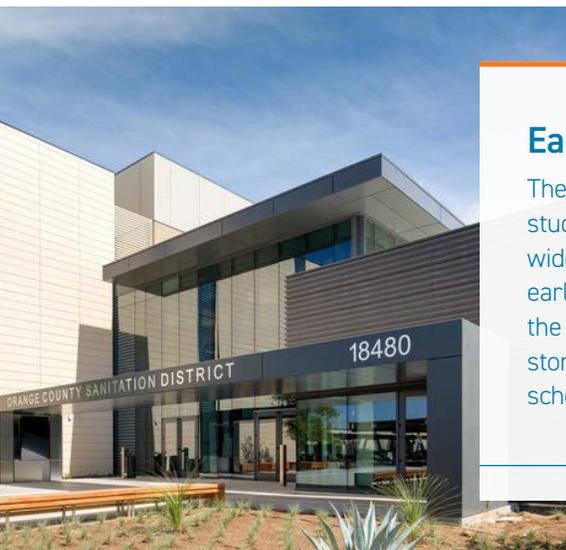
This new police station replaces the existing 50-year old facility. The main building will include a 911 dispatch center, traffic and patrol centers, a center for investigations, records and IT departments, short-term holding facilities, and an Office of the Chief. An additional new single-story support building was also constructed, with features including a training and fitness space and specialized training facilities.

#### **San Bernardino County Valley Communications Center, San Bernardino, CA**

This new three-story mission-critical facility will serve as the primary Emergency Operations Center and Emergency Communications Center in the San Bernardino Valley. The facility will be capable of self-support and self-sufficiency over an extended duration of time as a standalone facility during natural or manmade disasters.

## Early Trade Partner Engagement

The new three-story headquarters for the Orange County Sanitation District is a study in embracing teamwork and transparency. In order to circumvent industry-wide issues surrounding long lead times, Swinerton engaged MEP trade partners early to identify and procure long lead equipment. The project team also worked with the client and architect to obtain early release of materials and is leveraging offsite storage facilities. Our approach ensured continuous installation flow, and maintained schedule reliability while minimizing on-site congestion and safety issues.





# Thomas Ivy

## DESIGN COORDINATOR

Thomas has recently managed the delivery of Charlotte Firehouse #30, a prominent local public safety and emergency response facility, which is why we've tapped him to serve as a Design Coordinator. His understanding of public safety construction informs his approach to preconstruction planning, cost control, trade partner coordination, and project closeout. He champions collaboration and will embrace the expertise of the City of Fayetteville, the design team, engineers, and trade partners throughout all project phases. Recognized for his adeptness in risk mitigation, schedule alignment, and the fostering of innovation, Thomas advances the Swinerton goal of delivering seamless, resilient, and sustainable built environments.

**5 YEARS AT SWINERTON**

**14 YEARS OF EXPERIENCE**

### EDUCATION

BS, Civil Engineering  
University of Tennessee

### CERTIFICATIONS

- » First Aid/ CPR Certification
- » OSHA 30-Hour

### PROJECT EXPERIENCE

#### **Charlotte Firehouse #30, Charlotte, NC**

Charlotte's first all-electric fire station—an industry leading, LEED-seeking, two-story facility advances sustainable building practices and reinforces municipal emergency response capabilities, making it a premier example of our expertise in public safety facility construction, local AHJ interface, and CMAR acquisitions in North Carolina.

#### **Honeywell Headquarters Renovations, Charlotte, NC**

The renovation of an AV storage space into an additional communal space, this project shows our team's ability to expertly navigate significant logistical demands, including material movement and storage, security screenings and badging, and vehicle parking restrictions.

#### **Gresham Smith Offices, Charlotte, NC**

This 18,000-square-foot space is designed with the physical and mental well-being of the occupants in mind. Featuring private and communal space, the office also includes biophilic principles and green features contributing to the project's success with LEED ID + C Certification. It showcases our team's ability to deliver healthy building environments that elevate end-user operations.

### Seamless Interior and FF&E Coordination

Executed under CMAR, with robust communication and milestone-driven planning; the renovations to the Albemarle Corporation Offices typify Thomas's commitment to innovative solutions and aligns with the collaborative expectations of the Fayetteville Fire Station #9 team. Thomas managed project cost control, schedule, and trade partner relationships, ensuring the successful delivery of a project that involved advanced IT/AV integration, specialty acoustical engineering, and custom lighting controls.



# Randy Limerick

## COST ESTIMATING/PRECONSTRUCTION LEAD

For Fire Station #9, Randy brings a trusted record of CMAR preconstruction services, especially in North Carolina's regulatory and market environment. He is skilled at coordinating local trade partners and has demonstrated effective communication with jurisdictional authorities on multiple successful projects. Randy's history with rapid schedules and budget management directly aligns with the Fayetteville's goals for agile schedule management and open book engagement. Randy is a detail-oriented and experienced Cost Estimator whose expertise and balanced judgment underpin his critical role within Swinerton's integrated ecosystem of construction experts.

**6 YEARS AT SWINERTON**

**20 YEARS OF EXPERIENCE**

### EDUCATION

BS, Construction  
Management,  
Florida International  
University

### PROJECT EXPERIENCE

#### **Charlotte Firehouse #30, Charlotte, NC**

Charlotte's first all-electric fire station—an industry leading, LEED-seeking, two-story facility advances sustainable building practices and reinforces municipal emergency response capabilities, making it a premier example of our expertise in public safety facility construction, local AHJ interface, and CMAR acquisitions in North Carolina.

#### **CMPD Northwest Division Station, Charlotte, NC**

Swinerton is providing construction management services for CMPD's first net-zero police station. A critical component to the success of this project was the robust community and stakeholder engagement process that drove the alignment of scope, cost, schedule and community development priorities.

#### **Fayetteville State University Parking Deck, Fayetteville, NC**

Swinerton is providing general contracting services for a new 95,000-square-foot, 235-space, three-level parking structure for Fayetteville State University. Through this work, our team has built an extensive network of regional trade partners enabling us to provide cost-certain budgets throughout the design, bidding, and construction phases. The ability to draw from a deep bench of trusted partners fosters innovation, flexibility, and value engineering—key differentiators that Swinerton brings to every project in Fayetteville.

### Smart Preconstruction. Seamless Construction.

Though there are many highlights of this office buildout for Deloitte, perhaps the most impressive is the tremendous amount of coordination and communication required to put \$19 million of work in place during 18 weeks of construction. As the CMAR, Swinerton worked collaboratively with the owner and design team to overcome significant budget issues during preconstruction in order for the project to start construction on time. Early release packages were a key strategy in procuring longer lead items prior to finalizing the GMP, ensuring we could achieve the tight construction schedule.



# Steve Raper

## PROJECT MANAGER

As the son of a construction business owner, Steve grew up on jobsites. His ability to see things from multiple perspectives - be it an owner's rep, employee, vendor, owner, or investor - allows him to be creative in solving complex problems. His strong work ethic and communication have proven effective in mitigating risk, fostering teamwork, and delivering responsive building environments on time and within budget. As Project Manager, Steve works to ensure successful operations and communications between the team. He is responsible for subcontractor procurement, applications for payment, subcontractor invoice review and processing, submittal management, schedule maintenance, document control and compliance, and quality control.

**3 YEARS AT SWINERTON**

**33 YEARS OF EXPERIENCE**

### EDUCATION

BA, Construction Management  
East Carolina University

### CERTIFICATIONS

- » LEED AP®
- » First Aid/ CPR Certification
- » OSHA 30-Hour

### PROJECT EXPERIENCE

#### **Burlington Fire Station, Burlington, NC**

This new 14,500-square-foot, single-story fire station features three pull-through apparatus bays equipped with an advanced exhaust system and a decontamination area. Additional amenities include gear storage, individual dorm rooms, a combined kitchen, dining, and day room, a multipurpose room, laundry facilities, a fitness room, and administrative offices—creating a modern, functional environment that supports the critical work of first responders.

#### **Confidential Energy Client Operations Center, Dunn, NC**

Swinerton is serving as general contractor and design coordinator for the construction of a new state-of-the-art facility for one of the country's largest energy holding firms. It will feature a mobile substation storage facility with 14 mobile electrical supply units for restoring power utilities following natural disasters or equipment failures. The operations center accommodates a 10-person command center as needed during mobile deployment. The facility incorporates six bays to facilitate smooth equipment transfers on and off trucks.

#### **Verily Access and Security, Raleigh, NC**

Design-build services for the renovation of Verily Access and Security. The project included access and security into and throughout the space, an up-fitted MDF room, a new micro kitchen, and a refresh of select conference rooms.

## Leveraging Proven Fire Station Experience

Swinerton brings unmatched experience in delivering complex public safety facilities, and Project Manager Steve Raper exemplifies that expertise. Steve successfully managed the construction of **Holly Springs Fire Station #1**, an 18,000-square-foot, two-story facility designed to meet the demanding operational needs of modern firefighting. The station includes pull-through apparatus bays with advanced exhaust systems, individual dorm rooms, a combined kitchen/dining/day room, training spaces, hose storage, decontamination areas, gear storage and lockers, multipurpose rooms, public and private restrooms, mezzanine storage for HVAC, laundry facilities, a fitness room, IT and electrical rooms, and administrative offices.





# Andy Abrams

## GENERAL SUPERINTENDENT

Andy's portfolio demonstrates his capability to deliver complex, high-value projects in urban environments and support sustainable, innovative construction in public and commercial sectors. His skills uniquely position him to facilitate successful delivery of North Carolina-based emergency response and public safety infrastructure under collaborative CMAR models. As Superintendent, Andy is responsible for effectively scheduling, supervising, and communicating with subcontractors to ensure that projects are completed on-time and within budget. He is responsible for all daily field operations coordinating, supervising and scheduling subcontractor activities and monitoring the delivery of equipment and materials.

**7 YEARS AT SWINERTON**

**11 YEARS OF EXPERIENCE**

### EDUCATION

BS, Construction Management, California State University

### CERTIFICATIONS

- » LEED® Green Associate
- » First Aid/ CPR Certification
- » OSHA 30-Hour

### PROJECT EXPERIENCE

#### **Charlotte Firehouse #30, Charlotte, NC**

Charlotte's first all-electric fire station—an industry leading, LEED-seeking, two-story facility advances sustainable building practices and reinforces municipal emergency response capabilities, making it a premier example of our expertise in public safety facility construction, local AHJ interface, and CMAR acquisitions in Mecklenburg County.

#### **Gresham Smith Offices, Charlotte, NC**

This 18,000-square-foot space is designed with the physical and mental well-being of the occupants in mind. Featuring private and communal space, the office also includes biophilic principles and green features contributing to the project's success with LEED ID + C Certification. It showcases our team's ability to deliver healthy building environments that elevate end-user operations.

#### **Albemarle Corporation Headquarters, Charlotte, NC**

Renovation of 6,300 square feet to create collaborative environments, advanced AV integration, specialty acoustical engineering, upgraded break areas, and custom lighting controls. Executed under CMAR, with robust communication and milestone-driven planning; this project typifies Andy's commitment to innovative solutions and aligns with the collaborative expectations of the City of Fayetteville.

## Being a Good Neighbor

The Space Craft's Campus on Brevard Street is on a constrained project site with neighboring construction, businesses, and residencies. One of the greatest constraints is the home of a resident who did not agree to sell her property prior to construction. The team is carefully working around this property and going above and beyond to ensure the resident is aware of all construction activities impacting the property. During construction, the team had to shut down the power line that runs to the home. To minimize any disruptions, Swinerton brought in generators to run her electricity.



# Andrew Dillavou

## SITE SUPERINTENDENT

Andy has four decades of construction industry experience. As a Site Superintendent, he oversees the project from the jobsite and is responsible for the day-to-day construction operations. He supervises and directs all field labor and is responsible for the coordination and scheduling of all subcontractor trade work and self-performing work. Prior to the start of construction, he develops site logistics and staging plans specific to the jobsite. His responsibilities also include quality control, and safety and labor relations for the project.

## PROJECT EXPERIENCE

**18 YEARS AT SWINERTON**

**48 YEARS OF EXPERIENCE**

### EDUCATION

San Diego State University,  
Construction Management  
and Estimating coursework

### CERTIFICATIONS

- » OSHA 30-Hour
- » OSHA 10-Hour
- » First Aid/ CPR Certification
- » Competent Person - Fall Protection
- » Safety Trained Supervisor (STS)

### **Fayetteville State University Parking Deck, Fayetteville, NC**

Swinerton is providing general contracting services for a new 95,000-square-foot, 235-space, three-level parking structure for Fayetteville State University. The project has involved coordination with Fayetteville's Public Works Commission (PWC), including on-site coordination, documentation, and permit approvals. Andy's established rapport with PWC officials and understanding of Fayetteville's regulatory environment reduces risk and accelerates project timelines—an advantage that will directly benefit Fire Station 9.

### **Confidential Energy Client Operations Center, Dunn, NC**

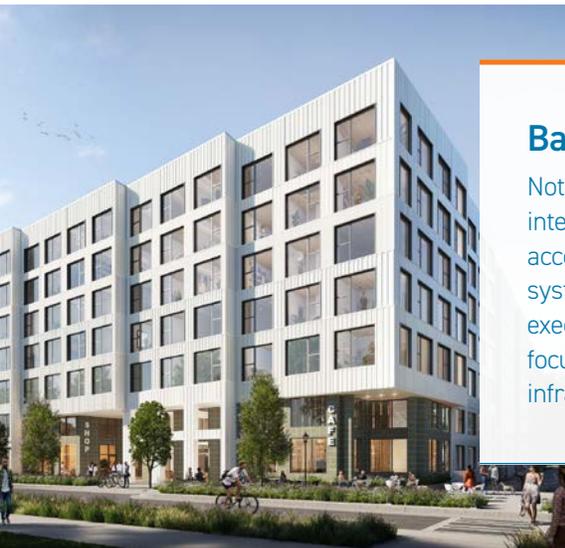
Swinerton is serving as general contractor and design coordinator for the construction of a new state-of-the-art facility for one of the country's largest energy holding firms. It will feature a mobile substation storage facility with 14 mobile electrical supply units for restoring power utilities following natural disasters or equipment failures. The operations center accommodates a 10-person command center as needed during mobile deployment. The facility incorporates six bays to facilitate smooth equipment transfers on and off trucks.

### **Space Craft, The Joinery Phase 2, Charlotte, NC**

Swinerton is providing general contracting services under a CMAR contract for 1816 N Brevard- Flux Capacitor (part of The Joinery Phase 2 Campus development). The new building will feature sustainable elements including cross laminated timber horizontal decks, high SEER rated HVAC systems, energy efficient appliances, and solar panels located on each building's roof.

## Balancing Sustainability with Cost and Schedule Demands

Notably, this new Space Craft Cordo campus maximized value through the integration of concrete podium and cross laminated timber (CLT) deck construction, accelerating schedule and sustainability objectives. Andy led design-build MEP system team integration, reinforcing seamless trade partner collaboration and project execution. Though not a fire station, Cordo's complexity, scale, and sustainability focus demonstrate skill sets directly applicable to public safety and emergency infrastructure in North Carolina.



## 5. / PROJECT TEAM

# WORKLOAD AND AVAILABILITY

Project Name and Client	Construction Value (\$)	Construction Completion	Percent Complete	Team Member Involvement
<b>Dermatology Offices</b> Metrolina Dermatology	\$4,614,777	9/8/2026	3%	●
<b>CMPD Northwest Division Station</b> City of Charlotte	\$19,673,532	11/2/2026	24%	●
<b>Huntersville Elementary School</b> Charlotte-Mecklenburg Schools	\$51,720,040	5/1/2027	1%	●
<b>Jackson Day School</b> HighMark School Development	\$56,531,280	10/12/2026	5%	●
<b>19th Floor Office Relocation</b> Honeywell	\$431,595	4/15/2026	1%	●
<b>Fayetteville Parking Deck</b> Fayetteville State University	\$9,546,175	8/28/2026	8%	●●●
<b>Dunn Mobile Substation Storage</b> Confidential Energy Client	Confidential	7/30/2026	63%	●●
<b>Firehouse #30</b> City of Charlotte	\$10,313,000	Warranty Period	99%	●

- Carly Morris, Project Executive
- Andy Abrams, General Superintendent
- Thomas Ivy, Design Coordinator
- Andy Dillavou, Site Superintendent
- Randy Limerick, Precon/Cost
- Steve Raper, Project Manager



# HUB CERTIFICATION

Construction Manager's outreach program to encourage participation by local HUB contractors and subcontractors, and HUB participation for the construction management of these projects (City of Fayetteville carries a goal of 16% HUB participation) and actual MBE participation.



6. / HUB CERTIFICATION

# A COMMITMENT TO INCLUSION

Swinerton shares Fayetteville's commitment to fair access, economic development, and community engagement. Our proven HUB and small business strategies, rigorous reporting, and strong partnerships position us to meet or exceed the City's goal of 16% for equitable participation. We focus on building long-term capacity for underrepresented businesses, mentoring emerging leaders, and collaborating with organizations like the National Association of Minority Contractors (NAMC) and regional MWBE councils. This holistic approach ensures every project—especially civic and public safety initiatives like Fire Station #9—drives economic growth and workforce development for the entire community.

## APPROACH TO LOCAL AND HUB PARTICIPATION

Swinerton's approach to engaging local and minority trade partners is built on actively creating and maintaining pathways for diverse firms to participate at all levels of construction. We structure our engagement efforts around five key focus areas:

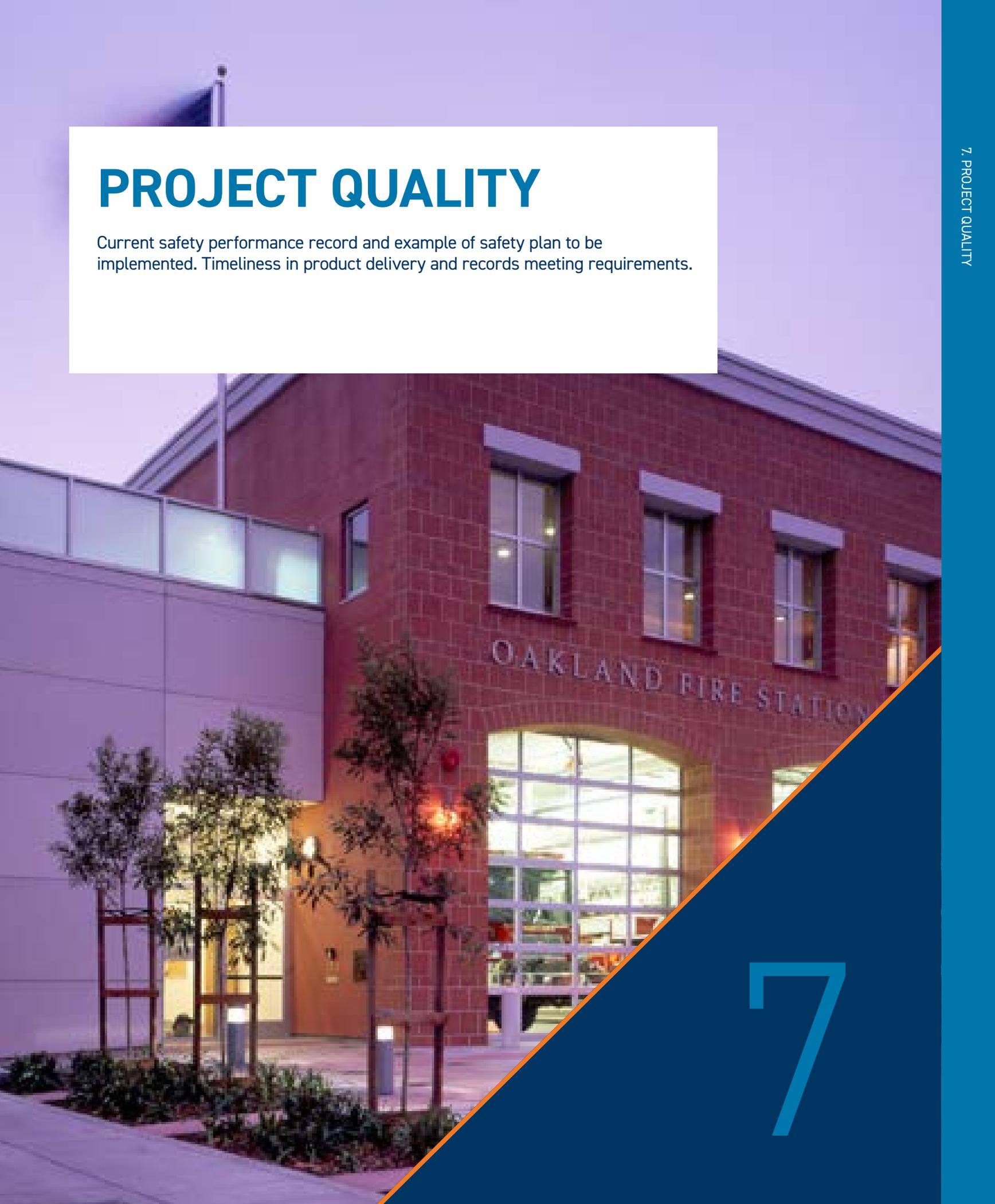
- 1. Community:** We foster two-way communication with local stakeholders by engaging in community meetings, organizing specific project outreach events, and building relationships with local business resource organizations. This ensures a transparent and informative process for all potential trade partners and helps adapt our practices according to local feedback and needs.
- 2. Education:** Through technical assistance, Swinerton provides workshops on prequalification, financial management, bonding, insurance, safety, and procurement. Mentoring programs help minority and small business trade partners build capacity and long-term sustainability.
- 3. Resources:** We offer HUB-eligible firms access to technical resources, training, and support during the bid process—demystifying requirements and reducing entry barriers for new trade partners.
- 4. Opportunity:** Our bid packages are structured to maximize opportunities for HUB and minority business participation. This includes breaking down scopes into accessible units, advertising to both local and national organizations, and connecting certified businesses with prime (tier 1) and second-tier (tier 2) trade partners. We also encourage majority trade partners to engage small and minority businesses in their bids, amplifying participation up the value chain.
- 5. Commitment:** Every Swinerton team member—regardless of project role—shares ownership for supplier diversity. Our field and preconstruction leadership actively support and monitor compliance efforts, demonstrating that our inclusion efforts go beyond contractual obligation and are truly embedded in our culture.

CFD Firehouse #30 - Charlotte, NC	A 14,000 SF Firehouse for Charlotte Fire Department	10% GOAL   11% ACTUAL
DUKE Dunn Operations Center - Dunn, NC	A 30,000 SF new 1-story office building	20% GOAL   21% ACTUAL
DUKE Dunn Mobile Substation- Dunn, NC	A 41,000 SF new 1-story storage facility	20% GOAL   27% ACTUAL
DUKE Burlington OC Reno - Burlington, NC	Office renovation of existing 12,500 SF	10% GOAL   19% ACTUAL
Confidential Financial Client - Leesburg, VA	Construction of a new 4-story, 70,000 SF office bldg.	15% GOAL   20% ACTUAL
CMPD NW Division Station - Charlotte, NC	Construction of new Police Division Station.	18% GOAL   32.26% ACTUAL

## SWINERTON'S PERFORMANCE MEETING MWSBE OBJECTIVES

# PROJECT QUALITY

Current safety performance record and example of safety plan to be implemented. Timeliness in product delivery and records meeting requirements.



## 7. / PROJECT QUALITY

# PROCESSES THAT PROTECT PEOPLE AND PROJECTS.

Resting on a foundational approach, Swinerton's Health and Safety Program works to establish a safety mindset. At every step of every project, our team and partners focus on the industry-recognized strategies, processes, and actions that are known to have the greatest measurable impact on safety, including comprehensive safety plans, meticulous pre-planning, ongoing training, and daily mentoring. By building these actions into our process, we ensure that safety truly becomes a habit.

*As a result, Swinerton boasts an exemplary safety rating, with a 2025 Experience Modification Rate (EMR) of 0.68—well below the national industry average of 1.00.*

**Our safety record reflects a sustained dedication to maintaining incident-free jobsites and prioritizing the health and wellbeing of our employee-owners, trade partners, and the broader community.** Specifically, recent public safety projects such as the Charlotte Fire Department (CFD) Firehouse #30 recorded no lost-time accidents and received recognition for excellence in jobsite safety, including weekly toolbox talks, documented safety meetings, and continuous onsite inspections to ensure all protocols are met.

## Example Safety Plan

Like every Swinerton project, CFD Firehouse #30 received a Site Safety Plan crafted by the Division's Safety Professional, Project Manager, and Superintendent, which ensured hazards were identified and mitigated before work commence. **For example, on recent municipal fire station projects, our plans instructed the marking or relocation of overhead power and telecommunication lines to eliminate exposure, with safety reviews scheduled during preconstruction, three weeks prior to high-risk activities, and immediately before work begins. These reviews allowed us to adapt to evolving site conditions and communicate relevant protocols to all trades onsite.** As a standard practice, our team implements ongoing jobsite assessments, maintains organized housekeeping standards, and employs traffic and access controls to safeguard both workers and the neighboring community. The plan also incorporates frequent coordination with local authorities, proactive monitoring and reporting of site activities, safety inspections, and incident responses, and robust community communication and engagement—which will be a vital part of our Safety Plan for Fayetteville Fire Station 9 given the proximity of the site to multiple school buildings.

*Jobsite safety does more than protect people. It has positive ripple effects on project quality, productivity, cost savings, and efficiency—all of which benefit our clients.*

2023  
0.60  
EMR

2024  
0.54  
EMR

2025  
0.68  
EMR

3-yr  
Average  
0.60  
EMR

## 7. / PROJECT QUALITY

# BEING A GOOD NEIGHBOR.

Swinerton recognizes the importance of being a good neighbor, especially in a community-focused setting. For this reason, we are committed to robust, industry-leading practices that not only account for the safety, health, and well-being of our people in the field—safety plans also detail how to ensure that we are minimizing disruptions to nearby residents, schools, and businesses. This is especially critical on the new Fire Station 9, which sits in a heavily residential area surrounded by three schools and Westover Park.

## PROACTIVE COMMUNICATION

- » **Advance Notifications:** The project team will provide timely construction updates through email, mailers, and posted signage to school administrators, residential neighbors, retail businesses, and park management. Notice will precede any major activity, road closure, or delivery.
- » **Community Liaison:** A designated project representative will serve as the point-of-contact for any questions or concerns from neighbors, schools, and local businesses.
- » **Coordination with Schools and Park:** The team will actively engage with school principals and park coordinators to understand peak activity (arrival, dismissal, recess, special events) and coordinate activities to reduce overlap and limit disruptions.
- » **Regular Stakeholder Meetings:** Monthly meetings (virtual or in person) will be held to share schedule updates and collect community feedback.

## ROBUST SITE SAFETY PROTOCOLS

- » **Secured Perimeter:** Temporary fencing and industry-standard signage will clearly define the jobsite and restrict unauthorized entry, with all access points controlled and monitored.
- » **Traffic and Pedestrian Management:** A comprehensive logistics plan will manage construction vehicle movement. Flaggers and signage will be used especially during school arrival/dismissal and peak retail hours. Large deliveries will be scheduled to avoid these periods.



By maintaining open communication with the surrounding community, coordinating operational schedules, and upholding industry-leading safety standards, the Fire Station 9 team is dedicated to minimizing disruptions and prioritizing the well-being of laborers and the broader Fayetteville community. This commitment both ensures regulatory compliance and reinforces Swinerton's reputation for delivering premier projects while acting as a responsible and thoughtful neighbor.

- » **Noise, Dust, and Vibration Control:** Best practices—including water-based dust suppression, equipment mufflers, and monitored vibration limits—will be implemented to mitigate impact on sensitive neighbors.
- » **Safe Work Hours:** Disruptive activities will be scheduled outside of school operational hours when feasible, with particular attention to testing periods or special school events.
- » **Environmental Safety:** Daily housekeeping, covered dumpsters, and stormwater containment will keep park areas, playgrounds, and nearby retail properties free from debris or runoff.
- » **Emergency Protocols:** Emergency response procedures will be developed in partnership with surrounding schools and businesses, and safety drills will ensure laborers are prepared for evacuation or lockdown scenarios.

## 7. / PROJECT QUALITY

# PROACTIVE. DYNAMIC. EFFECTIVE.

## A Tailored Approach to Quality Assurance

Swinerton's proactive approach to quality encompasses the entire construction process for Fire Station #9 and is documented in the Site-Specific Quality Management Plan (SSQMP). The SSQMP is the project's quality roadmap—tailored to the project and continuously updated throughout the building process. As project elements change or conditions evolve, the SSQMP is updated to reflect any changes or additions to the quality team personnel, test and inspection requirements, and/or other supplements to or improvements of the procedures.

### PROJECT MANAGEMENT AND QUALITY CONTROL PROCEDURES, PROCESSES FOR PERFORMANCE, AND PAST INVOLVEMENT OF THESE TYPES OF PROJECTS.

Swinerton prepares the many necessary elements required for a project's success. The project team reviews the means, methods, and materials of the project to identify any elements of quality risk and specifically builds them into the SSQMP before any construction work begins.

### Conduct Constructability Reviews

Alongside the design team, selected trade partners, and third-party peer reviewers, **Project Manager Steve Raper, Quality Manager Daniel Sprinkle, and Site Superintendent Andy Dillavou** comb through the design documents and review them for potential conflicts within the plans, and between the plans and specifications. Using Virtual Design and Construction (VDC) modeling techniques alongside Swinerton's trade-specific checklists, the team assess the plans and collaborate with the design team to resolve any potential issues. **Potential concerns that are reviewed prior to start of work include:**

- » Dimensional conflicts between civil, architectural, and structural drawings
- » Conflicts in planned and actual equipment dimensions
- » Waterproofing and building envelope



- » Spatial conflicts of work within walls, ceilings, and floors
- » Any missing or incomplete details
- » Document verification
- » Unique or specialty features of work

### Review Existing Conditions

The project team walk the site before work begins to document any existing conditions that require special attention during construction that may affect either the constructability of the building or work at the site

### Establish Definable Features of Work

While Swinerton places a quality emphasis on every element of the construction process, the project team will add extra focus and resources to areas of higher risk as part of the project's Definable Features of Work (DFOW). The project team incorporates previous experience and lessons learned from Swinerton's own database and best practices, alongside that of the City of Fayetteville's facilities team and experience. The DFOW will be tracked throughout the life of the project and will allow Swinerton to quickly and efficiently evaluate, monitor, and intervene in areas of higher risk.

## MANAGEMENT AND QUALITY CONTROL PROCEDURES RELATED TO SUBCONTRACTORS.

Preconstruction constructability reviews with trade partners to identify and resolve potential conflicts before work begins. During Construction, Swinerton executes the SSQMP, verifies and confirms materials, installations, and all work from the first excavations to the project closeout—effectively ensuring that all work, including that of our trade partners, adheres to the City's expectations.

### Develop Submittals, Samples, and Mock-ups

**Project Manager Steve Raper and Quality Manager Daniel Sprinkle** prepare an anticipated submittal log for all submittals on the project. The City and the design team will review and approve submittals, as well as any mock-ups and samples that may be required to help establish the quality standards for the project, and for the teams to use as reference.

### Verify Materials and Equipment

As materials arrive, Swinerton, specifically **Site Superintendent Andy Dillavou** and trade partners, ensure that all materials and equipment delivered to the jobsite conform to the specifications on the contract documents and approved submittals, checking for damage, completeness, and ensuring traceability.

### Conduct Pre-Installation Meetings

Before any scope of work begins, **Site Superintendent Andy Dillavou, Project Manager Steve Raper**, the design team, and the City will conduct pre-installation meetings to review each definable feature of trade partners' work with a focus on preventing deficiencies, rather than detecting them.

### Conduct First Work Inspections

**Site Superintendent Andy Dillavou, Quality Manager Daniel Sprinkle**, and trade partners' supervisors ensure that inspections are accomplished immediately prior to work (using mock-ups as a guide), or at a point when a representative portion of the work is ready.

### Site Photo Documentation

Swinerton executes photographic documentation of the entire project as well as photos of key phases and elements of construction. The team assembles a complete pictorial record to document that specific construction assemblies comply with project requirements, to catalogue all phases of the project installation to track progress, and to visualize potential issues.

We also embrace technology, like Open Space to capture site conditions over time in a visual format, enabling tagging and tracking of quality issues for faster resolution.

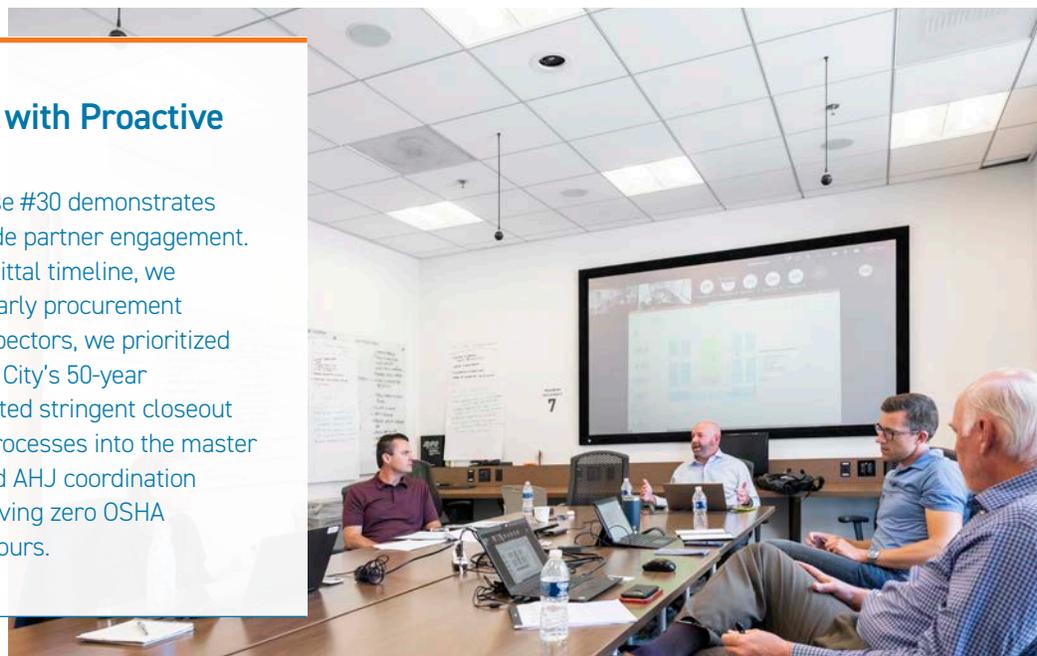
### Track and Perform Quality Control Checklists and Punch Lists

Job closeout requirements are included in the Anticipated Submittal Log developed at the beginning of the project. A smooth ensuring a well-planned transition from the construction phase to Fayetteville Fire Department occupancy.

Punchlists are actively managed via BIM360, ensuring real-time issue tracking and swift resolution—typically requiring any deficient work to be corrected within 72 hours of identification.

## Case Study: Project Certainty with Proactive Coordination

Swinerton's delivery of Charlotte Firehouse #30 demonstrates premier stakeholder coordination and trade partner engagement. Recognizing the aggressive 120-day submittal timeline, we engaged trade partners immediately for early procurement coordination. Working closely with city inspectors, we prioritized rigorous quality standards supporting the City's 50-year building lifespan goal. Our team incorporated stringent closeout requirements and City-specific closeout processes into the master schedule. This meticulous stakeholder and AHJ coordination prevented delays and contributed to achieving zero OSHA recordable incidents across 58,951 man-hours.





POINT OF CONTACT

**CARLY MORRIS**

PROJECT EXECUTIVE

Carly.Morris@swinerton.com  
(909) 360-7154



SWINERTON