

RESPONSE TO REQUEST FOR QUALIFICATIONS  
CONSTRUCTION MANAGEMENT AT RISK SERVICES

*Senior City West*

October 13, 2017



Submitted To: Ms. Kimberly Toon  
Purchasing Manager  
City of Fayetteville  
433 Hay Street  
Fayetteville, NC 28301

Submitted By: Metcon, Inc.  
Aaron Thomas  
110 Anderson Street,  
Fayetteville, NC 28301  
TEL: 910.849.4197

City of  
**Fayetteville**  
North Carolina

**metcon**  
BUILDINGS ■ INFRASTRUCTURE

## COVER LETTER

Ms. Kimberly Toon  
Purchasing Manager  
City of Fayetteville



Dear Ms. Toon,

What an exciting time for the City of Fayetteville – a community we’ve been building in for more than 17 years. As members of this community, Metcon is excited about the Senior City West project and looks forward to the opportunity to be involved in its design, construction, and use for years to come. Our team brings many unique assets to this project, please consider these few as you deliberate and develop your short-list:

**Metcon has a Long and Successful History with CM@R Project Delivery.** Our early involvement during the pre-construction phase is when our team has the greatest influence over project cost. That’s why we believe in developing preliminary cost estimates and validating the budget in the very earliest phases of programming and design. During this time we are focused on providing the owner the best possible product at the best possible price.

**Success with Local & Minority (HUB) Businesses.** Metcon’s commitment to local and minority firms have been proven time and time again on our many projects here in Fayetteville and surrounding locations. Metcon itself is a local minority (HUB) certified firm that was twice awarded the National Minority Construction Firm of the Year. Our success and local minority relationships have afforded us the opportunity to reach record levels of participation. We don’t do it because we are requested but because it is part of our core beliefs to raise all ships together.

**Recreational Experts.** Metcon has the expertise to construct the City of Fayetteville’s Senior City West. Our past projects includes all components that will comprise of the proposed project. We are 100% certain the skills and abilities our team has will allow the project to be completed on time, on budget and be a success. Our team combines the unique capabilities and strengths of each member to give Senior City West an unparalleled mix of experience and requisite knowledge for the facility. We are a team committed to this project and are confident that we can deliver success as your Construction Manager at Risk.

**Local Market Knowledge/Subcontractor Base:** Metcon has a long history of completed projects in Cumberland County and surrounding counties. With Cumberland County being a local market for Metcon we already have the knowledge of current market pricing and have a strong following of subcontractors here that we work with on a regular basis. This is critical in order to “hit the mark” with respect to budget and schedule. We can hit the ground running without having to hold outreach sessions to determine who the local contractors are or without having pre-qualify them for their ability to do the work. We will utilize our existing working relationships within the county government and inspections department to move the project along efficiently.

We appreciate the opportunity to present our proposal to you and look forward to partnering with The City of Fayetteville to make this exciting project a tremendous success. We look forward to discussing our capabilities with you at the interview.

Sincerely,

A handwritten signature in black ink that reads "Aaron Thomas".

Aaron Thomas, MCM, LEED AP  
President - Metcon, Inc.



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# Executive Summary



**metcon**  
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# The most scope for your construction dollar...

Our pre-construction services are designed to get you the most scope for your construction dollar, minimize change orders, and get the local subcontractor market engaged early on in your project.

## Building Information Modeling (BIM) Technology

BIM technology is used more frequently than ever in the world of clash detection & job planning. Our BIM technology allows us the capability to detect the "collision" of mechanical, electrical and plumbing systems prior to the start of construction. This technology eliminates and provides solutions to unforeseen problems. We have a dedicated BIM Specialist Jeffrey Morse, on our team.

## Value Engineering

We will conduct Value Engineering/Analysis studies to ensure that cost-effective approaches to design and overall project quality are incorporated into the final design. These studies will be performed during work sessions with representatives from The City of Fayetteville, Architect, and Metcon. The process is a cooperative effort that succeeds in obtaining optimal value for minimal cost.

## Constructibility Review- Reducing Change Orders

The experience that Metcon brings to The City of Fayetteville is a valuable resource when constructibility issues arise. Our pre-construction process allows for as much insight as possible into the issues and concerns that may arise during construction, thus minimizing the need for subsequent change orders.

### PROPOSED TEAM

## Unmatched Capabilities In Pre-construction Services



**Anthony Vellozzi**  
Pre-Construction Manager

Our Pre-Construction expert, Anthony Vellozzi, works closely with owners and designers to bring the most up to date pricing and techniques to ensure all project goals and milestones are met.



**Mark Floyd, LEED, AP**  
Pre-Con

Mark Floyd has estimated and managed all major construction projects in the Fayetteville location including multi-million dollar projects involving similar scopes as that of the Senior West project.



**Jeffrey Morse, AIA**  
LEED AP, BD&C  
BIM Specialist

Jeff Morse has been doing pre-construction/ BIM in the Carolinas for over 12 years. Jeff will utilize Building Information Modeling (Navisworks, Revit and D-Profiler) to analyze and provide feedback during pre-construction.

CM @ Risk

Robeson County Dept. of Social Services



Our Team knows CM @ Risk

ECU School of Dentistry



LREMC North Center



Metcon is the 1st homegrown ethnic minority HUB firm to complete multiple NC CM at Risk projects on a solo basis.

Cumberland County Jail



UNCP Cypress Hall



Sandy Grove Middle School



Fayetteville State University Renaissance Hall



CM@Risk work on 7 UNC System Campuses.

Fayetteville State University Rudolph Jones Student Center



Bottom Line Benefit to City of Fayetteville

The Metcon team's understanding of the CM at Risk delivery model and the local subcontractors will be valuable knowledge to the Senior City West project.

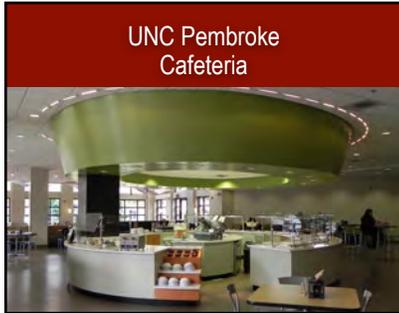
Recreation Expertise



FSU Student Center Cafe



UNC Charlotte Recreational Room



UNC Pembroke Cafeteria



Embassy Suites Swimming Pool

Our Team Knows Recreational Facilities



UNC Pembroke Olympic Swimming Pool



FSU Student Center Movie Room



FSU Student Center Activity Room



FSU Renaissance Hall Classroom Space - Arts/Crafts



FSU Renaissance Hall Exercise Room



Hunter Elem. School Library



West Apex Friendship High School Movie Room/Auditorium

Bottom Line Benefit to City of Fayetteville

Metcon has the expertise to construct the City of Fayetteville's Senior City West. Our past projects includes all components that will comprise of the proposed project.

TRULY LOCAL.

Local Relationships    Local Experience    Local Commitment

We are a Local Team with Local Knowledge

- ✓ Our team has been working in Fayetteville for 17 years
- ✓ Metcon is the # 1 General Contractor in Cumberland and Robeson Counties
- ✓ Metcon maintains a downtown Fayetteville office and has completed many signature projects in Fayetteville, NC

Fayetteville area Market Expertise

- ✓ We know every subcontractor in this market because we have worked with them all
- ✓ Extensive subcontractor knowledge and coverage ensures we hit your budget
- ✓ Relationships with over 2,600 local subcontractors ensures maximum local participation



Bottom Line Benefit to the City of Fayetteville

As Cumberland and Robeson counties are our primary market, our local reputation and local relationships will ensure project success from Day One.

## MINORITY PARTICIPATION

- ✓ *Metcon - 2011/2013 National Minority Construction Firm Of The Year (Awarded by U.S. Dept. of Commerce)*
- ✓ *Nationally recognized for its success as a Minority firm and for its strong record of mentoring and utilizing minority subcontractors.*
- ✓ *Won the Good Faith Effort Award from the Hub Office/SCO for working with minority vendors.*
- ✓ *The Carolina's largest homegrown minority owned construction firm.*

## PROVEN RESULTS



**Metcon: "2011/2013 National Minority Construction Firm Of The Year"**

Awarded By: U.S. Dept. Of Commerce's Minority Business Development Agency

Minority Business Participation - Project Name	MBE %
FSU Student Center (Additions & Renovations)	45%
Fayetteville State University Renaissance Hall	39%
Sandy Grove Middle School	52%
USC Rutledge LeGare Pinckney	38%
USC Hamilton (Renovation)	28%
Cumberland County Jail	40%
UNCP Cypress Hall Dormitory	36%
Downtown Remote Operations Facility	22%
Robeson County Dept. Of Social Services	30%
Lumbee Tribal Housing Authority	88%
UNCP University Center Annex	37%
City of Raleigh New Transit Operations Facility	26%
Progress Energy	51%
<b>AVERAGE:</b>	<b>41%</b>



# 1 Firm Information

**metcon**  
BUILDINGS ■ INFRASTRUCTURE

**A. Firm name, mailing address (include physical location if mailing address is a P.O. Box), contact person, telephone number, and e-mail address.**

**Metcon, Inc.**

110 Anderson St.

Fayetteville, NC 28301

Aaron Thomas, President

T: 910.849.4197

athomas@metconus.com

**B. Type of organization (joint venture, partnership, limited partnership, corporation, etc.). If submitting as a joint venture, firm shall provide a summary of the draft agreement terms.**

Metcon is an Incorporation.

**C. Firm history, including background of firm's executive management and number of years the firm has been in business.**

**Metcon, Inc.**

Metcon is a NC-based Construction Manager and General Contractor with offices in Fayetteville, Pembroke, Raleigh, Charlotte, North Carolina and Columbia, South Carolina. Our Fayetteville office is located downtown close to the job site location. Metcon is a Native American-owned business recognized by the U.S. Department of Commerce as the 2011/2013 National Minority Contractor of the Year. We offer design and robust BIM services. More than 50 percent of our workload is completed using CM-at-Risk delivery and we have over 700 successful project completions in the Carolinas. Headquartered in Pembroke, Metcon has been fortunate to have completed many signature projects across Southeastern NC and Fayetteville. Inherent in our Native American culture is an appreciation for the environment, sustainable construction, and environmental stewardship. Metcon has been in business for 17 years.



**D. Financial information:**

**i. Firm's total annual construction volume for the past five (5) years.**

Metcon, Inc.		
Year	Projects	Volume
2016	35	\$90 million
2015	40	\$75.4 million
2014	40	\$62.7 million
2013	41	\$53 million
2012	28	\$39 million

**ii. Name and contact information of the firm's bonding company.**

**Metcon, Inc. -**

Kenneth (Ken) Peeples  
 Sr. Vice President  
 Managing Director | Mid-Atlantic Construction Practice Group

BB&T Insurance Services, Inc.  
 4309 Emperor Blvd., Suite 300  
 Durham, NC 27703  
 T: 919-281-4510  
 C: 919-215-9779

iii. Letter from the surety indicating the firm's current bonding capacity and the surety's willingness to bond the Project.

iv. A.M. Best rating for the firm's surety, and its status to do business in North Carolina.



Construction Risk Services

4309 Emperor Boulevard, Suite 300  
 Durham, NC 27703  
 P.O. Box 13941  
 Research Triangle Park, NC 27709  
 Main (919) 281-4500  
 Toll Free (800) 672-1674  
 Fax (888) 746-8781

October 4, 2017

City of Fayetteville  
 Attn: Kimberly Toon, Purchasing Manager  
 433 Hay Street  
 Fayetteville, NC 28301

**RE: Metcon, Inc.  
 CM@R Services for Senior Center West**

Dear Ms. Toon:

We are privileged to have been associated with **Metcon, Inc.** as their surety agent since 2001 and we consider this company to be one of our most valued clients. Their surety requirements are placed with the **Liberty Mutual Insurance Company** since 2002, which is one of the country's leading surety companies. The Liberty Mutual Insurance Company has an A. M. Best rating of "A" with a Financial Size Category of "XV", is licensed in all fifty states and is listed as an approved surety on the Department of the Treasury's Listing of Approved Sureties (Circular 570).

The management team of Metcon, Inc. demonstrates excellence and added value to the projects they undertake. Without question, we can recommend this company to you and we think that you will quickly see the high degree of professionalism and expertise they offer. Metcon, Inc. is financially sound and a bonding program of **single projects in the \$40,000,000 range with an aggregate work program in excess of \$100,000,000.**

Should Metcon, Inc. be awarded a contract we are prepared to issue any necessary final bonds. Naturally, the execution of any said bonds would be subject to a review of the final contract terms, conditions and financing by our client and the Liberty Mutual Insurance Company. Liberty Mutual Insurance Company, Metcon, Inc. and or BB&T Insurance assume no liability to third parties or to you if for any reason we do not execute said bonds. This letter of recommendation is valid for a period of one hundred twenty (120) days.

Sincerely,

  
 Jason Lee Sayers  
 Attorney-in-Fact  
 Liberty Mutual Insurance Company



**E. Has the firm, or joint venture partner, ever been involved in litigation or arbitration with an owner of a similar facility? If so, please describe each instance, giving specific detail regarding the reasons for the claim and amount in dispute. Explain how the claim was resolved.** Metcon, Inc. has not been involved in litigation or arbitration with an owner of a similar facility.

# 2 Relevant Experience & Capabilities



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A. Provide confirmation that the firm and its team members are licensed to provide construction management services in North Carolina.



B. Demonstrate the firm’s experience in constructing professional and/or collegiate ballparks and entertainment venues. Provide three (3) or more examples where the firm has provided construction management services for projects similar in size and complexity (i.e. infrastructure, streetscape, roads, etc.) to the Project. The selected projects should demonstrate the firm’s capability, creativity and unique problem solving skills, budget and schedule compliance, and added value. The following information shall be provided for each project:

Please see the following pages.

# Pembroke Senior Village



**Description:** The project consisted of (25) single story duplex buildings for a total of (50) units, (1) recreational building, mail kiosk, and (2) picnic shelters. There are (30) one bedroom units in fifteen buildings and (20) two bedroom units in ten buildings. Included in the recreational center is a kitchen, laundry room, office, computer room, exercise room and lobby.

Designed to achieve Energy Star Certification

**Initial Project Budget:**  
\$5,219,892

**Final Cost:**  
\$5,367,664 (increase due to owner co's)

**Completion Date:**  
September 2015

**Key Personnel:**  
Samantha Locklear - Project Manager  
Sam Isham - Pre-Con

**Owner Rep:**  
Mr. Boscoe Locklear  
910.405.4471

**Location:**  
Pembroke, NC

**Type of Contract:**  
Bid/Build

# UNC Pembroke Bob Caton Field House



**Description:** Design/Build  
27,000 sf. field house for the new UNC Pembroke football team, under extreme schedule constraints (six months from groundbreaking to occupancy) Includes: Facility House, Lobby, Coach offices, Classrooms, Training room, Therapy pool, Olympic Pool Locker room for home team & visitors, Weight training and conditioning room, Equipment storage and issue.

**Initial Project Budget:**  
\$4,300,000

**Final Cost:**  
\$4,300,000

**Completion Date:**  
March 2007

**Key Personnel:**  
Sam Isham- Project Manager  
Sam Isham - Pre-Con

**Owner Rep:**  
Mr. Steve Martin  
910.813.7000

**Location:**  
Pembroke, NC

**Type of Contract:**  
Design/Build

CM at Risk  
Project

## FSU Rudolph Jones Student Center Renovation/Addition



**Description:** Project consisted of 69,000 s.f. renovation and 40,000 s.f. addition to the existing building caters to the student's every need. Within the Student Center the student now have access to all of the student body services, the post office, a 500 seat ballroom, student activity lounge, game room, late night grill, cafeteria, and a 100 seat Movie Theater. The spacious concourse and twenty-four foot curtain walls allow natural light to flood throughout the building.

**Initial Project Budget:**  
\$17,862,120

**Final Cost:**  
\$17,492,120 (money saved)

**Completion Date:**  
8.7.14

**Key Personnel:**  
Mark Floyd - Project Manager  
Elijah Freeland - Assistant PM  
Sam Isham - Pre Con

**Owner Rep:**  
James A. Anderson  
Chancellor  
Fayetteville State University  
910.672.1141  
e. janderson@uncfsu.edu

**Location:**  
Fayetteville State University -  
Fayetteville, NC

**Type of Contract:**  
CM at Risk

**CM at Risk  
Project**

# Fayetteville Embassy Suites Hotel & Conference Center



**Description:** Project consisted of 172,500 square feet of luxury Hotel and Convention Center in Fayetteville, NC. The building includes 167 suites, large and small meeting areas, pool, exercise room, restaurant, and bar. The hotel is constructed using Block and Plank construction with structural steel support members.

Designed to achieve LEED silver status by U.S.G.B.C. CM Project with full Pre-construction services.

**Initial Project Budget:**  
\$21,000,00

**Final Cost:**  
\$21,000,000

**Completion Date:**  
April 2012

**Key Personnel:**  
Mark Floyd - Project Manager  
Sam Isham - Pre Con

**Owner Rep:**  
Mr. Manish Mehta  
910-494.1918  
msmehta@5pointsnc.com

**Location:**  
Fayetteville, NC

**Type of Contract:**  
CM at Risk

CM at Risk  
Project

# Sandy Grove Middle School



**Description:** Sandy Grove Middle School consists of a 74,000 sf, 650 student core building along with associated site development, track, athletic fields & lighting. This project is the 1st “Net Positive” school in the nation. The school includes high tech classrooms, library, art room, dance studio, cafeteria, lobby, auditorium, and gymnasium. It is the nations First “Net Positive” school which will generate more electricity on site than it needs to operate. The facility is LEED Gold.

**Initial Project Budget:**  
\$16,346,000

**Final Cost:**  
\$16,696,830 (increase due to owner co’s

**Completion Date:**  
July 2013

**Key Personnel:**  
Ryan Parker- Project Manager  
Sam Isham - Pre Con

**Owner Rep:**  
Dr. Freddie Williams,  
Superintendent  
Hoke County Schools  
910.875.4106  
fwilliamson@hcs.k12.nc.us

**Location:**  
Fayetteville, NC

**Type of Contract:**  
CM at Risk

# 3 Project Team



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A. Identify the key personnel who will be assigned to the s and entertainment venue and the infrastructure work. Specifically identify the individuals assigned to the venue, infrastructure, and/or both projects. Please see part C (on resumes).

B. Identify the firm's single point of contact for the entire Project.

Samantha Locklear, Project Manager  
Metcon, Inc.  
Slocklear@metconus.com  
910.374.5619

C. Provide an organization chart clearly defining all individuals proposed for the Project.  
Please see the following page.

D. Provide resumes for each individual listed above, including the following:

I. Name and title

II. Years of experience

III. Years with firm

IV. Office location

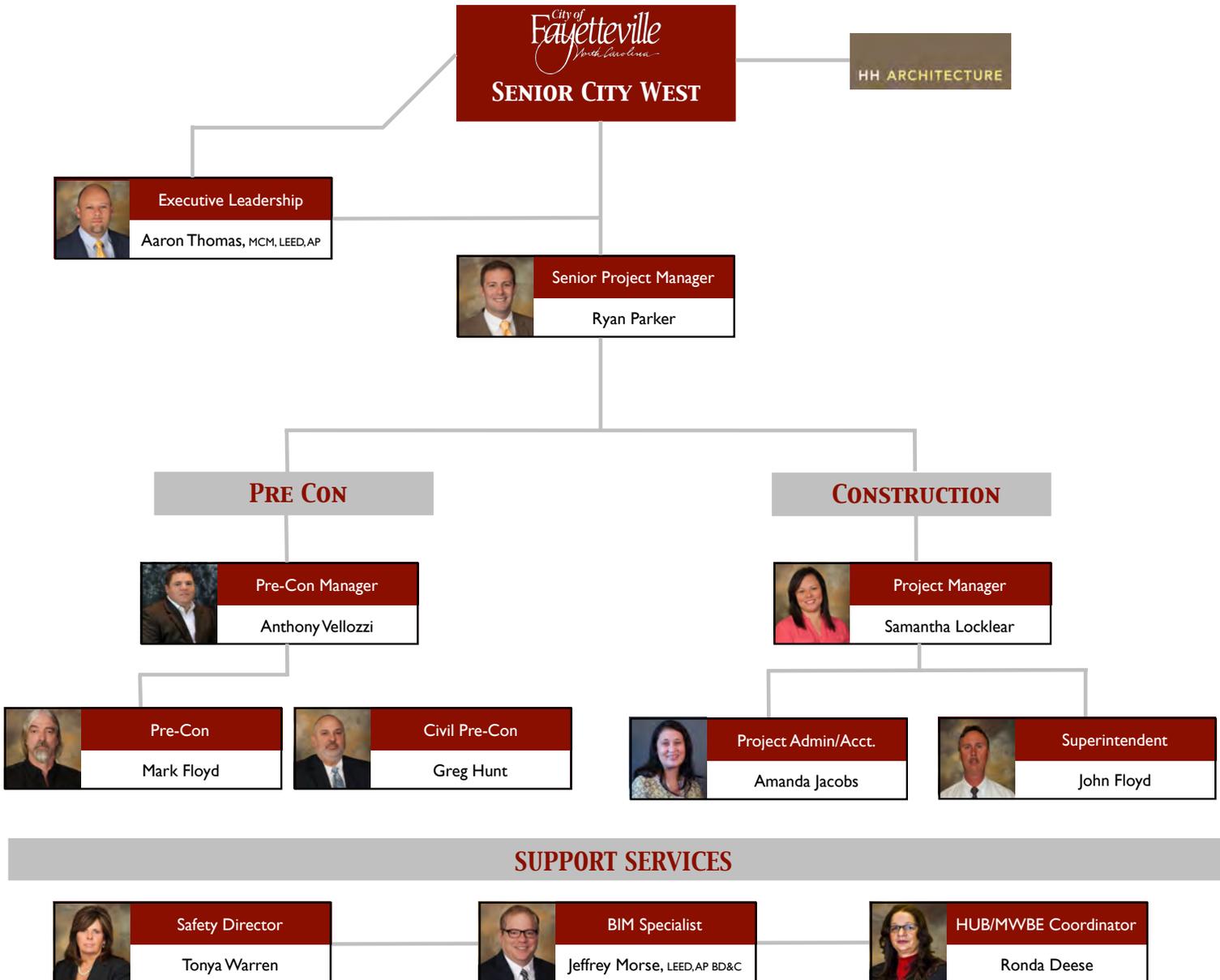
V. Education, certifications, licenses, and/or special training

VI. Description of role and key responsibilities for the Project and level of involvement in each phase

VII. Listing and description of relevant project experience

Please see the following pages after the organizational chart.

E. Identify the level of commitment to the Project for each key personnel, including the project executive and lead project manager(s). Indicate their ability to start pre-construction services in February 2018. Each key personnel assigned to this project has a 100% level of commitment to start the Pre-Construction services in February 2018.





## Aaron Thomas | MCM, LEED-AP, Executive Leadership

Master of Construction Management, East Carolina University  
Location: Pembroke, NC

### Why Aaron?

- ✓ Current chairman (NC State Building Commission)
- ✓ Led Metcon through over 700 successfully complete projects
- ✓ SCO experience

### Experience

- 20+ years of experience in the construction industry.
- 17 years of experience with Metcon

After growing up in a family construction business, Aaron struck out on his own & found Metcon in 1999. Under Aaron's leadership, the company has experienced steady growth and is North Carolina's largest minority-owned construction management firm. In 2011, Metcon was awarded the National Minority Construction firm of the year by the U.S. Dept. of Commerce (MBDA). As President of Metcon, Aaron is responsible for setting and defining the vision and culture of the firm, managing the day-to-day operations, promoting a safe work environment, fostering business opportunities, and maintaining the goals of the organization. He will ensure all necessary resources and systems are available to exceed client expectations delivering a quality product on time and within budget.

Aaron is a results oriented, hands-on administrator, with a proven track record of over 700 successful project completions. Mr. Thomas has proven expertise in Construction Management over a broad spectrum of project types and is a talented leader directing highly skilled construction management teams in support of overall project objectives.

### SIGNIFICANT EXPERIENCE:

- Fayetteville Housing Authority - Fayetteville, NC
- FSU Student Center Renovation/Addition, Fayetteville, NC
- Fayetteville State University Renaissance Hall, Fayetteville, NC
- Embassy Suites Hotel & Conference Center, Fayetteville, NC
- Holiday Inn Express, Pembroke, NC
- Cumberland Detention Center, Fayetteville, NC
- UNCP Student Center, Pembroke, NC

### REFERENCE:

Mr. Steve Martin, AIA  
UNC-Pembroke  
Former Asst. Vice Chancellor for Facilities  
910.813.7000



## Mark Floyd | Pre-Con

BS in Electrical Engineering Management – Cum Luda LaSalle University

Location: Pembroke, NC

### Why Mark?

- ✓ Estimated many million dollar projects in Fayetteville, NC
- ✓ History of client satisfaction with all projects completed on time, on budget
- ✓ Strong communication skills with vendors & subcontractors

### Experience

- 20+ years of experience in the construction industry.
- 9 years of experience with Metcon

Estimated and managed all major construction projects including multi-million dollar projects in Education, Government, Commercial and Institutional. Provided initial designs for Commercial and Residential Construction. Implemented the use of computer based estimating, CAD and construction management programs.

### SIGNIFICANT EXPERIENCE:

- Fayetteville Housing Authority - Fayetteville, NC
- FSU Student Center Renovation/Addition, Fayetteville, NC
- Fayetteville State University Renaissance Hall, Fayetteville, NC
- Embassy Suites Hotel & Conference Center, Fayetteville, NC
- Holiday Inn Express, Pembroke, NC
- Cumberland Detention Center, Fayetteville, NC
- UNCP Student Center, Pembroke, NC

### REFERENCE:

Mr. Steve Martin, AIA

UNC-Pembroke

Former Asst. Vice Chancellor for Facilities

910.813.7000



## Samantha Locklear | Project Manager

FTCC - Architectural Technology, Construction Mgmt. Program at NC State  
Location: Pembroke, NC

### Why Samantha?

- ✓ Experienced Project Manager with new and renovation experience
- ✓ Experience with local Fayetteville subs
- ✓ CM@Risk experience
- ✓ Over 10 years of construction experience

### Experience

- 11 years of experience in the construction industry.
- 11 years of experience with Metcon

Mrs. Locklear is a seasoned construction professional with years of experience in delivering complex projects across the Carolinas. She is proficient in a variety of software, including AutoCAD Architecture, Microsoft Office, and Primavera. Samantha possesses a vast knowledge of construction estimating, scheduling, accounting and engineering principles and techniques. Mrs. Locklear has excellent managerial skills and works well with clients and design teams.

### SIGNIFICANT EXPERIENCE:

- Fayetteville Housing Authority - Fayetteville, NC
- Red Springs Medical Clinic, Red Springs, NC
- Gray Creek Medical Facility - Hope Mills, NC
- UNCP Student Health & Counseling Bldg., Pembroke, NC
- Pembroke Senior Village - Pembroke, NC
- Lumbee Tribal Boys and Girls Club, Raeford, NC
- Lumbee Tribal Housing Complex, Pembroke, NC

### REFERENCE:

Lumbee Tribe of NC  
Boscoe Locklear  
Former Lumbee Tribe Housing Director  
910.405.4471



## Ryan Parker | Senior Project Manager

B.S. Construction Management, University of Florida

Location: Fayetteville, NC

### Why Ryan?

- ✓ Over 10 years of experience in the construction industry
- ✓ Ensures client satisfaction by hitting budget every time
- ✓ Previous experience as Project Manager for CM at Risk Projects
- ✓ Local Fayetteville resident

### Experience

- 10+ years of experience in the construction industry.
- 6 years of experience with Metcon

Ryan's responsibilities as a Senior Project Manager include pre-construction services and overall management of projects once started. Using his knowledge of current construction costs and strategies Ryan assists the pre-construction team in establishing accurate estimates that can be transferred into successful projects. During the construction phase Ryan manages daily construction services, allocating project resources to ensure effective management by our field staff, exercising control over the budget and schedule, and ensuring timely and high quality work by all contractors involved.

### SIGNIFICANT EXPERIENCE:

- Fayetteville State University Renaissance Hall, Fayetteville, N.C
- Sandy Grove Middle School, Lumber Bridge, N.C
- (5) Energy Positive Schools, Myrtle Beach, SC
- Embassy Suites, Fayetteville, N.C.
- Spring Creek Middle School, Goldsboro, N.C
- Grantham Middle School, Goldsboro, N.C
- Rockbridge Capital, Louisville, K.Y.
- Rockbridge Capital, Portland, M.E
- Fairfield Inn, Orlando, F.L
- Townplace Suites, Orlando, F.L

### REFERENCE:

Mr. Robbie Ferris, AIA - President  
 SFL+a Architects  
 919.573.6341  
 rferris@sfla.biz



## Greg Hunt | Senior Infrastructure Project Manager

B.S. Construction Management, University of Florida

Location: Fayetteville, NC

### Why Greg?

- ✓ Over 37 years of construction experience
- ✓ Tons of infrastructure experience at medical facilities
- ✓ History of client satisfaction with all projects completed on time, on budget

### Experience

- 37+ years of experience in the construction industry.
- 13 years of experience with Metcon

Mr. Hunt started utility construction in 1980 on a part time basis while completing high school. After high school, he started working full time in his family's business on all aspects of heavy construction such as sanitary sewer lines, sewer treatment plants, and sewer pump stations. His technical expertise covers all parts of gravity sewer construction as well as gravity sewer maintenance. Work experience also covered all aspects of water line construction, to include water treatment plants, water booster pump stations, and water line and system sterilization. He has completed numerous classes on new installation and construction improvements for Highway and Utility construction. He is certified as a trainer for OSHA trenching and excavation safety standards through Carolinas AGC and NC State University. Greg is responsible for analysis of bid requirements, estimating civil and utility construction, project management of all PU projects, and supervision of all superintendents and project managers under his Division, has completed the Construction Quality Management Course thru the Army Corp of Engineers.

### SIGNIFICANT EXPERIENCE:

- Fayetteville State University Renaissance Hall, Fayetteville, NC
- Fayetteville State University Renaissance Hall, Fayetteville, NC
- Embassy Suites Hotel & Conference Center, Fayetteville, NC
- Sandy Grove Middle School, Lumber Bridge, NC
- V.A. Hospital - Fayetteville, NC
- Embassy Suites, Fayetteville, NC
- Pembroke Senior Village, Pembroke, NC

### REFERENCE:

Lumbee Tribe of NC  
 Boscoe Locklear  
 Former Lumbee Tribe Housing Director  
 910.405.4471



## Anthony Vellozzi | Pre-Construction Manager

Monroe Community College - AS Business Administration  
Location: Raleigh, NC

### Why Anthony?

- ✓ Over 20 years of construction industry experience.
- ✓ Extensive experience with renovation
- ✓ CM @ Risk, Hard Bid, Subcontractor, and Owner's representative experience.

### Experience

- 20 years of experience in the construction industry.

Mr. Vellozzi brings over 20 years of construction experience ranging from pipe fitting and project management to budgeting and value management. His understanding of all building components, budgeting, material procurement and constructibility make him a great asset to any pre-construction effort. He brings a variety of talents, is responsive, easy to work with and is focused on assisting clients and design teams in achieving program and budgetary goals.

### SIGNIFICANT EXPERIENCE:

- The Lodge at Croasdaile – 320 Unit Multi Family - Durham, NC
- Sawmill Waterfront – 280 Unit Multi Family - Wilmington, NC
- Rochester Performing Arts Center - Rochester, NY
- Hobart College - Geneva, NY
- Lansingburgh CSD - Lansingburgh, NY
- Rochester City School District Rochester, NY
- Silo Ridge Residential / Golf Course Development - Orange County, NY
- George Eastman Theater Renovations - Rochester, NY
- Home Depot Stores - Throughout the US
- Global Village- RIT 480 Unit Housing - Henrietta, NY

### REFERENCE:

Mr. Ross Cuilla  
Director of Facilities  
Fairport CSD  
585.421.2004  
rciulla@fairport.org



## John Floyd | Superintendent

Location: Pembroke, NC

### Why John?

- ✓ Proven client satisfaction
- ✓ Enforces the importance of job site safety
- ✓ Strong relationships with subcontractors

### Experience

- 15+ years of experience in the construction industry.
- 7 years of experience with Metcon

Mr. Floyd's background includes supervising and directing large work forces, conducting progress meetings, implementing specifications, and performing quality control inspections. As a Superintendent, John is responsible for laying out the building from start to finish as well as erecting steel buildings. He is also involved in coordinating sub contractors and overseeing their daily installations including safety adherence. He is responsible for minimizing punch list items and ensuring their completions. John interacts with Project Managers to ensure the job is completed on schedule and accurately. Mr. Floyd has over twelve years as a Superintendent. He has experience coordinating and working with prime contractors, subcontractors, suppliers, owners, architects, engineers, inspectors, and field supervisors.

### SIGNIFICANT EXPERIENCE:

- Lumbee River EMC North, Pembroke, NC
- Richmond Community College Forte Bldg., Hamlet, NC
- UNCP Student Health & Counseling Bldg., Pembroke, NC
- UNCP Chavis Dining Hall Renovation, Pembroke, NC
- Southeastern Agriculture Multipurpose Pavilion, Lumberton, NC

### REFERENCE:

Mr. Steve Martin, AIA  
 UNC-Pembroke  
 Former Asst. Vice Chancellor for Facilities  
 910.813.7000



## Ronda Deese | HUB / MWBE Coordinator

Pembroke State University, Business Management

Location: Pembroke, NC

### Why Ronda?

- ✓ Committed to help increase the HUB participation 25% on all projects
- ✓ Strong communication skills with vendors and subcontractors
- ✓ Track record of high MWBE participation on all projects

### Experience

- 6 years of experience in the construction industry.
- 6 years of experience with Metcon

Ronda serves as Metcon's MWBE coordinator. She has excellent written and verbal communication skills, exceptional analytical abilities and an invaluable institutional understanding of local/state government processes. Ronda is a team player and is committed to help increase the HUB participation to 25% on all projects

Ronda actively participates in many events local and national that involves networking to share information and seek opportunities to benefit historically underutilized businesses.

### SIGNIFICANT EXPERIENCE:

- FSU Student Center Renovation/Addition, Fayetteville, NC
- Fayetteville State University Renaissance Hall, Fayetteville, NC
- Embassy Suites Hotel & Conference Center
- Cumberland Detention Center, Fayetteville, NC
- Sandy Grove Middle School, Lumber Bridge, NC
- LREMC Headquarters, Raeford, NC

### REFERENCE:

Trent Rawley  
 Supplier Diversity Specialist  
 trent.rawley@doa.nc.gov  
 919.807.2431



## Tonya Warren | Safety Director

B.S., Safety Engineering, University of Kentucky  
Location: Raleigh, NC

### Why Tonya?

- ✓ Zero OSHA violations in the past five years.
- ✓ Received the prestigious North Carolina Department of Labor's "Certificate of Safety Achievement" for the past seven years

### Experience

- 23 years of experience in the construction industry.
- 5 years of experience with Metcon

Tonya is a skilled safety professional with over 23 years experience in successfully managing large safety programs for the construction industry. She provides very extensive knowledge in varying types of industries, including building construction, heavy civil, manufacturing and highway construction. She is very knowable with State and Federal OSHA regulations governing construction and industrial facilities as well as NIOSH, EPA, SARA Title III, ANSI, MSHA and DOT. Tonya develops and maintains very positive working relationships with associates and customers.

Tonya also holds all of the safety certifications to train and certify our employees and subcontractors in-house for (OSHA 10 & 30 cards, individual equipment OSHA certifications, CPR, and other safety issues.

### SIGNIFICANT EXPERIENCE:

- FSU Student Center Renovation/Addition - Fayetteville, NC
- Embassy Suites Hotel & Conference Center - Fayetteville, NC
- Lumbee River EMC North, Pembroke, NC
- Sandy Grove Middle School, Lumber Bridge, NC
- Spring Creek Middle School, Goldsboro, NC
- UNCP Student Health & Counseling Bldg., Pembroke, NC
- Pembroke Senior Village - Pembroke, NC

### REFERENCE:

Tom Hayes, OSHA Raleigh Bureau Chief  
919.868.6807  
tomhayes@embarqmail.com



## Jeffrey Morse, AIA | BIM Coordinator

Bachelor of Architecture, University of NC at Charlotte, Charlotte NC  
LEED AP, BD&C  
Location: Pembroke, NC

### Why Jeff?

- ✓ CM @ Risk & K-12 Experience
- ✓ Over 12 years in the Construction Industry
- ✓ BIM Expert

### Experience

- Over 12 years of experience in the construction industry.
- 7 years of experience with Metcon

Jeffery is distinctively qualified, creative, and a motivated Licensed Architect with 12 years of competitive experience working with several high profile architectural design firms. He is a graduate of UNC Charlotte's School of Architecture and a member of the American Institute of Architects. Jeffrey is a full time Architect with Metcon and has completed both small and large projects. Jeffrey is a registered Architect in both North and South Carolina. He is in charge of the BIM department at Metcon.

As an expert in the field of Building Information Modeling, Jeffrey will provide plan coordination in scheduling, estimating, systems conflict resolution, and clash detection.

### SIGNIFICANT EXPERIENCE:

- FSU Student Center Renovation/Addition, Fayetteville, NC
- Embassy Suites Hotel & Conference Center, Fayetteville, NC
- Holiday Inn Express Pembroke, NC
- Lumbee River EMC North, Pembroke, NC
- Sandy Grove Middle School, Lumber Bridge, NC
- Fayetteville State University Renaissance Hall, Fayetteville, NC

### REFERENCE:

Andy Aretakis  
LS3P Associates  
910.790.0912  
andyaretakis@ls3p.com

# 4 Project Approach



**metcon**  
BUILDINGS ■ INFRASTRUCTURE

*A. Describe approach to implementing both the sports and entertainment venue and infrastructure work. Identify opportunities, challenges, and risk mitigation strategies.*

Our approach to implementing the work associated with this project begins with putting the right people on our team. We've selected experts from within our organization that have years of experience in similar projects. Our knowledge-base and network of vendors that specialize in this type of work, in North Carolina, is far superior to our competition.

**Specific Challenges:**

**Workforce** - One of the biggest challenges to project success is access to a workforce and more importantly the right workforce. Our team is uniquely qualified and strategically located to maximize local participation and participation from Subcontractors that have been successful with us on this very type of project. Our team is known regionally as the expert in sports and entertainment venues and public infrastructure – The subcontractors that will be required to make this project happen react well to our involvement in these projects.

**Infrastructure** – Urban redevelopment projects often include relocation of wet and dry utilities, some of which are known and readily located and others that are forgotten but nonetheless active and require rerouting. Our team includes the region's foremost experts in complicated subterranean utility relocations and is frequently called upon by municipalities across North Carolina when unplanned repairs and relocations are necessary.

**HUB Inclusion** – Sports and entertainment venues aren't the easiest projects to get the diversity numbers that we want to achieve. What makes this a challenge we are ready to overcome is our 17+ years of local presence – we know the capabilities of our minority partners and know how to carve out manageable portions of the scope to ensure their success. They will leave this project with greater capacity.

**Interruption & Disruption** – Disturbing neighbors or disrupting the business dealings of adjacent property Owners is always a concern with an urban renewal/redevelopment project. To overcome this challenge we rely on the lessons learned from successfully working in downtowns across North Carolina – plan the work, inform those impacted, and perform as promised.

*B. Discuss role as a team member on the Project that includes the City, owner's representative/program manager, architect, engineer, and other Project Stakeholders.*

We begin by learning what each of the other stakeholders requires for the project to be considered a success. Our teams will take each of those "absolutes" on as goals of our own – and from there we create a workable plan that give us a path to deliver on each of those goals. Guaranteed. Our team is committed to working with all the stakeholders to ensure a cost-effective and timely delivery of the project. We are fortunate that we have well established relationships with many of those involved in the project – including City of Fayetteville officials and the design team. As your Construction Manager – we are tasked with and accept the responsibility of acting as your fiduciary and offer the highest standard of care possible in delivering on our promises. It is also our duty to keep the team in-bounds with respect to schedule, cost, and constructibility. We'll challenge the design when appropriate and offer our expertise in this type of project to ensure that we can all achieve our goals and consider the project a success – by any definition anyone chooses to use.

*C. Discuss approach to project controls, including scope, schedule, budget and cost control, and construction quality control with examples of past success.*

### Approach to Project Controls

Metcon will take the lead on construction administration. We are an industry leader in the use of sophisticated technology tools to facilitate the construction operations and project execution. Metcon was an early adopter of collaborative, web-based project management tools by implementing Prolog. We have always been an innovative, forward-thinking company concerning technology that can make our projects and decision making processes more successful.

Our project team can log into Prolog system anywhere there is an Internet connection. It allows collaboration between team members from remote sites 24 hours a day allowing access to all the project records through the Internet.

Prolog allows the transfer of information to the accounting system. This is an attractive option when building a fast track project as it allows real time reporting related to budgets, costs, and various budget options.

Prolog also allows the transfer of information with P6, Primavera's project scheduling software. This allows the project team to tie the schedule to the information management system.

All of our project managers have expertise in both systems, and we are able to utilize either program depending upon the project team's desire. Regardless of the choice made by the team, all project documentation will be entered into the information management system.

Both programs allow documentation to be linked together, compartmentalizing historical data into easily understood components.

Examples of such information that will be tracked in either system are as follows:

- ✓ Daily reports indicating manpower, weather, work completed, issues, and or problems.
- ✓ Material deliveries indicating the quantity of material delivered to the project, date, location etc.
- ✓ Requests for Information (RFI) indicating clarifications required and all supporting sketches, etc.
- ✓ Submittal information indicating those submittals reviewed, in process, and schedule of upcoming submittals. As discussed above this information can be linked to Primavera P6.
- ✓ Change management will be tracked indicating real time status of the budget and costs via easily understood reports.
- ✓ All correspondence will be produced and managed in the same system.
- ✓ All safety documents and insurance certificates will be tracked in the information management system.

In short, everything we produce on the project will be produced in this information management system.

This system has export features that allow the sharing of information in Excel or Microsoft Word. The system will be kept up to date such that the information required at any moment will be real time information provided at a moments notice. Metcon is able to provide an infinite number of reports showing information in the best way for the project team.

As a function of the each individual project, Metcon will produce status reports for document management, change management, trade contractor bid management, meeting minutes, etc. for review in Owner, Architect, Contractor (OAC) meetings. We will also use the same to produce an executive level monthly report for submission with the Pay Application.

Examples of Past Success

PROJECT	ON TIME	IN BUDGET	QUALITY
FSU Rudolph Jones Student Center	✓	✓	✓
FSU Renaissance Hall	✓	✓	✓
Embassy Suites Hotel & Conf. Center	✓	✓	✓
Pembroke Senior Village	✓	✓	✓
Fayetteville Housing Authority	✓	✓	✓
Lumbee River EMC North	✓	✓	✓
Sandy Grove Middle School	✓	✓	✓
UNCP Student Center	✓	✓	✓
UNCP Cypress Hall	✓	✓	✓

Approach to Project Controls Contd.

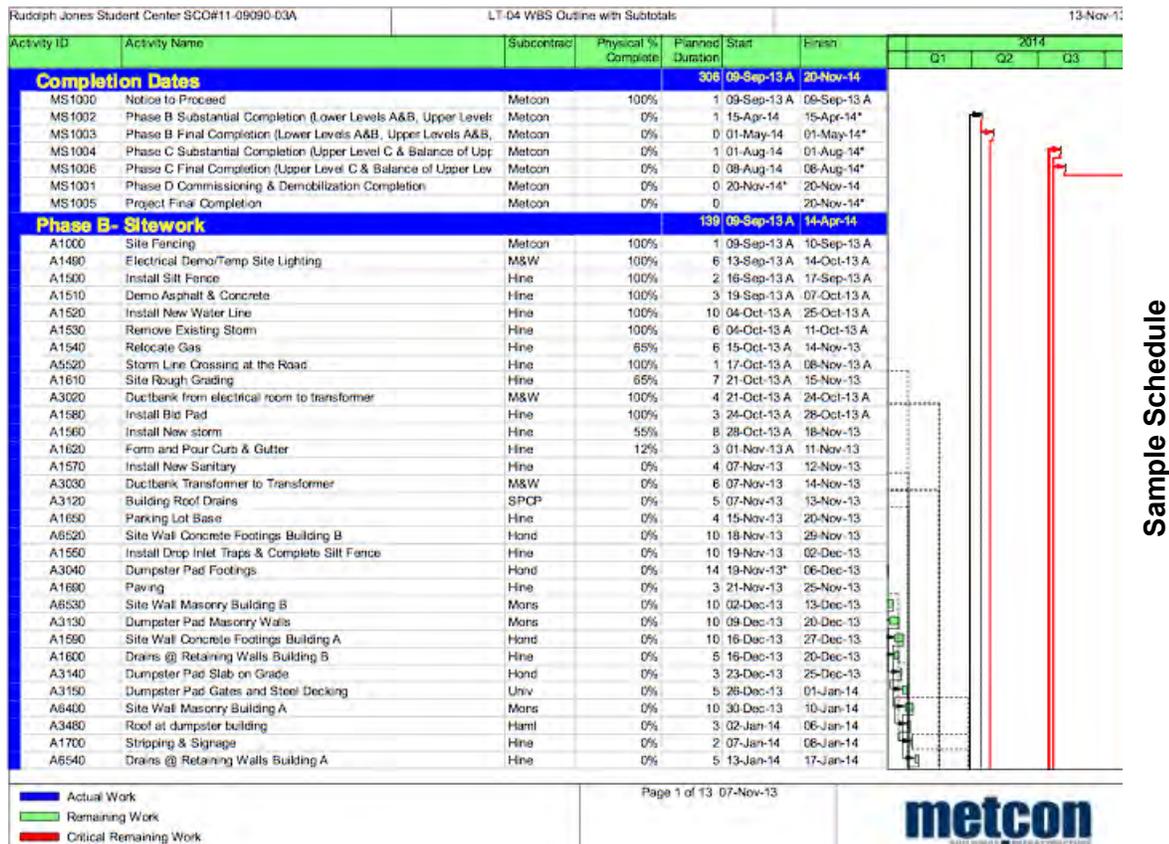
SCHEDULE DEVELOPMENT

Metcon will use the Critical Path Method (CPM) scheduling technique to record and streamline the project path forward. The CPM represents the overall project strategy, objectives, and activities set to a time scale. It is the framework from which all subsequent project time-control information is developed. It also serves as the baseline against which project progress is measured. We view the CPM schedule as a management tool, not an end product. The on-site management team is trained and readily able to adjust and improve the project schedule in real time, on the project site. Although it represents the overall plan for the project, the detailed schedule will remain flexible to accommodate change when necessary.

During the pre-construction phase, our team will manage charette-style scheduling sessions. The charettes are a communication tool that helps to identify key dates and activities and allows buy-in by all team members. This information is used to develop our final work plan and project schedule. The first charette will occur immediately following the award of our contract to schedule all pre-construction activities. This ensures that all parties will agree on the dates for their individual responsibilities and commitments, and assures that the preconstruction process will remain on schedule. A separate charette will occur after the acceptance of the GMP, and will include trade contractors. From this charette, the master construction schedule will be developed.

D. Describe procurement plan to ensure completion of the Project on a timely basis.

Our plan to ensure the project is completed on time is explained above.



*E. Describe practices and processes in monitoring and managing construction activities and subcontractor performance so as to minimize requests for change orders and avoid or mitigate construction related disputes.*

## Managing the Project

### Management of Projects

Our team will utilize advanced technology to effectively manage the project from pre-construction to final punch list using the following tools:

- Maxwell Pro Contractor MX
- Revit & Navisworks
- Building Information Modeling (BIM)
- D Profiler Building Information Modeling pkg. estimating interface
- On Center Digital Takeoff
- ProLog Manager - Project Management System
- Prolog Mobile Filed - Quality control and punch list tracking on I-Pad
- Primavera (P6) – scheduling and project management
- Project Collaborator – management information system
- Instagram and Twitter for communication to students and faculty



*Prolog Mobile provides field documentation of items to be addressed, and are made available to all stakeholders.*

Metcon utilizes Sage to account and track the projects budget from preconstruction through project completion. The use of this program allows us to track Cost to Complete, Owner's Contingency, Cost to Date, and many other cost benchmarks that ensure the projects budget is always under control.

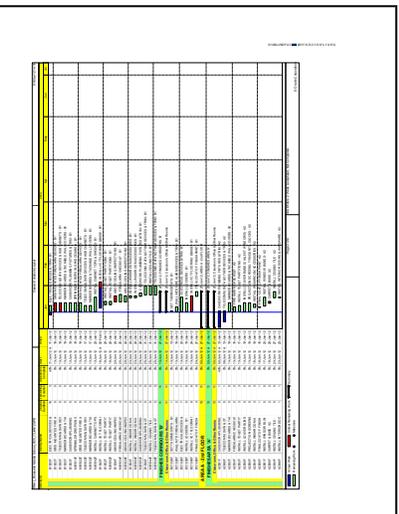
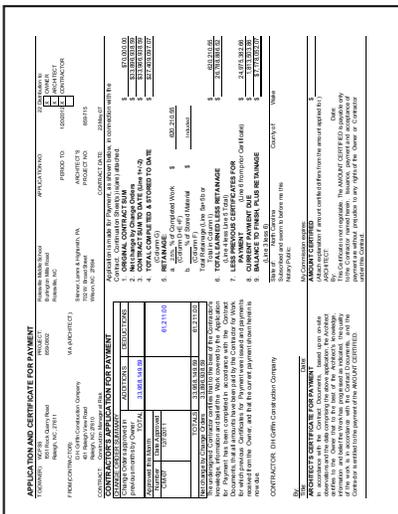
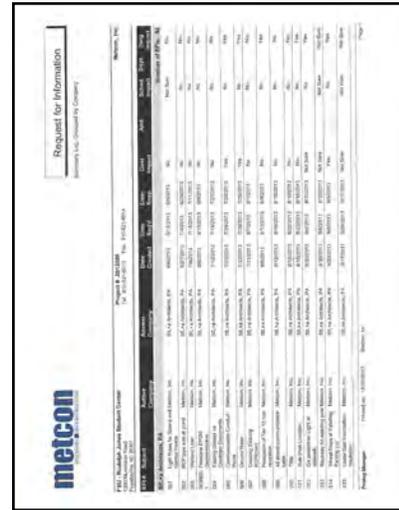
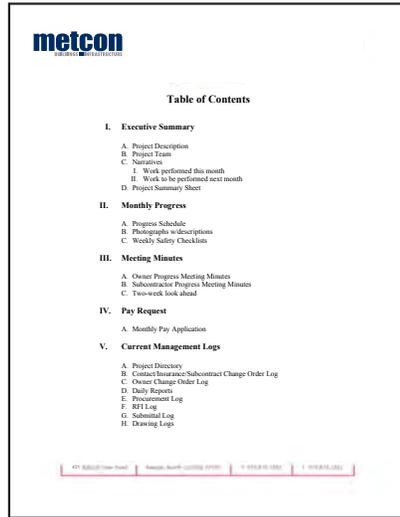
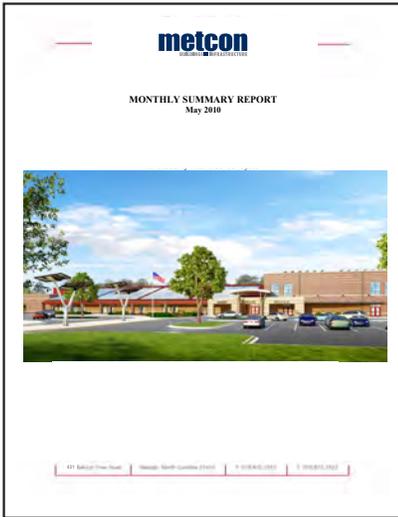
All Change Orders are tracked in Sage to ensure any changes to the project are being accounted for in our financial reports. Potential change orders are logged so that a running balance of potential cost impacts are available at any time. Once a PCO is accepted by ownership the Change Order is incorporated into the project budget and becomes part of the weekly Cost Tracking that our construction team utilizes.

Metcon utilizes Prolog Mobile in the field to ensure that all aspects of quality control are tracked in a quantifiable and trackable platform. The program allows our field staff to use tablets to document quality issues, by pinpointing them on the project documents and attaching pictures and descriptions of the non-compliant work. The "issue" is automatically emailed to the parties involved and shows exact locations and a description of the issues so that the subcontractor can fix the issues almost instantaneously. This software has allowed us to give our subcontractors real time issues logs, and takes any guesswork out of where and what the problem is. Prolog Mobile is also used to track commissioning master issues logs and provides a database of issues that can be tracked and signed off digitally when completed. Our closeout logs are compiled at the beginning of each project in Prolog when the submittal log is established. This allows us to track closeout documents and requirements well before project completion. It is always a paramount goal to have closeout completed by the Substantial completion date so that the owner has all of the needed documentation to take control of the building in a timely manner.

Managing the Project Contd.

Document Control Samples

Monthly Reports



**Monthly reports may include:**

- Project Descriptions
- Project Team
- Narratives
- Progress Schedule
- Photographs w/Descriptions
- Weekly Safety Checklists
- Owner Progress Meeting Minutes
- Sub Progress Meeting Minutes
- Two-week look ahead
- Monthly Pay Application
- Current Management Logs
- Project Directory
- Subcontract Change Order Log
- Owner Change Order Log
- Daily Reports
- Procurement Log
- RFI Log
- Submittal Log
- Drawing Logs

*F. Indicate whether the firm would propose to self-perform any work on the Project and, if so, the nature of the work and the firm's capability to self-perform.*

Since the project will be delivered CM at Risk, we will most likely not be performing this work with our own forces. These specific capabilities however set our team apart because we have the expertise in house which gives us great knowledge and experience in those areas. If bids were not sufficient we could also fill in to ensure the project is completed on time and within budget.

Metcon has unparalleled capabilities to self perform the main components of the project as listed below:

**Street Scape**

**Utility Division**

**Cast in Place**

**Site Work**

**Hoisting & Lifting**



**Street Scape**



**Utility Division**



**Cast in Place**



**Site Work**



**Hoisting & Lifting**

*G. Describe how the firm will ensure competitive pricing and on-time, quality performance by its subcontractors.*

## Competitive Pricing

Metcon uses historical and current project experience to identify value options. Along with our local construction knowledge and current market knowledge, including input from qualified subcontractors, we have the ability to offer cost effective options for material selections and construction details throughout the pre-construction process. This allows an owner to make informed decisions and maximize the value of their project without sacrificing programmed space or other desired features of their building.

At each stage of estimating the design documents, our pre-construction team will present a list of value analysis options along with the associated cost of each option. During a meeting with the design team and owner, our team will present the pros and cons of each option, and the design team will have an opportunity to offer additional input. As an owner makes a decision on each option, our pre-construction team updates the Value Analysis Log and tracks the total effect of the owner's decisions. At subsequent design stages our team will also confirm that each accepted value analysis option has been fully incorporated into the latest design.

Our value analysis effort will cover all aspects of the project. The more significant cost savings tend to come from options on major equipment such as air handling units, elevators, generators, chillers and boilers, or from options regarding entire assemblies such as roofing, exterior skin systems, structures, and foundations. To identify likely candidates, we compare each category of construction on your project to past projects similar in nature. The comparison usually identifies aspects of your project that are more expensive than the same aspect of a similar project.

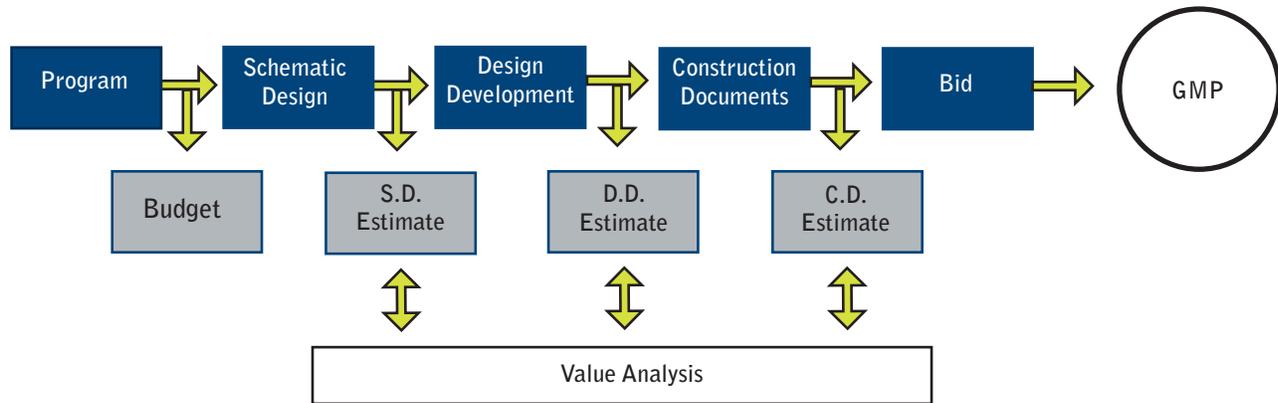
Our past experience serves as extensive historical data that gives us benchmarks to determine reasonable costs for each item.

Depending on current market conditions, past project costs have to be adjusted up or down for a proper comparison.

We analyze the most significant items and compare them to these reference points. These typically include:

- ✓ Site use and improvements
- ✓ Selection of materials, building systems and equipment
- ✓ Time involved in installation
- ✓ Availability of materials and labor
- ✓ Quality of materials
- ✓ Alternative designs
- ✓ Logistical issues and equipment required for installation

It is important that the owner, design team, and Metcon jointly evaluate all value analysis options. Sometimes the right decision actually costs more money rather than providing a savings. Our team strives to present as much information about each option as possible so that the owner can make an informed decision. Often this includes visiting other projects that have incorporated a similar option, discussing long-term maintenance costs, or bringing in specific material manufacturers to learn more about a certain product. Regardless, value analysis cannot be done with a cavalier attitude focused on the cheapest alternative but must be approached as a team decision with as much information developed as possible.



## Cost Model Estimates

Initial cost models are developed by:

- ✓ Quantity survey - measurement and quantifications of all know materials and activities.
- ✓ Application of current unit costs to materials that have been quantified.
- ✓ Vendor-supplied estimates and current material prices.
- ✓ Subcontractor discussion and subcontractor-supplied estimates based on current market conditions.
- ✓ Cost histories and comparisons to recent projects that are comparable in scope, materials, systems, and complexity.
- ✓ Detailed MEP analysis by specialty estimators.

Cost models for this project stadium project will be very detailed and consistent. A key to any updated estimate is a line item by line item comparison of which cost component has changed and why that cost component has changed.

Each updated estimate will be compared with the prior estimate and all detailed estimates will be shared with the owner with an open book policy.

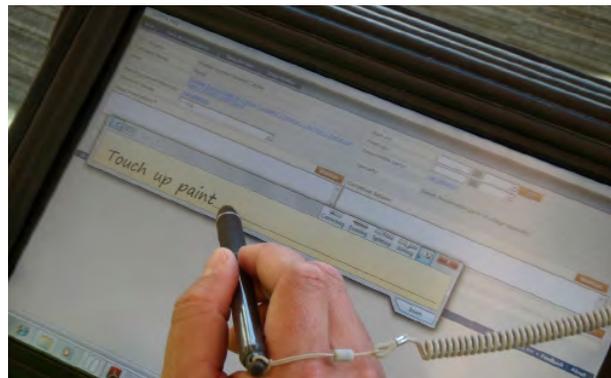
Accompanying every estimate will be:

- ✓ Constructability review
- ✓ Value alternates
- ✓ Construction phasing
- ✓ Construction schedule

## Quality

In the role as a team member, Metcon's quality control program will be folded into and executed within the owner's overall Project Quality Plans. The Quality Plan, requirements and procedures, whether from the client or ultimate customer, will be incorporated and executed. Another important part of the quality process will implement the communications, reporting and corrective action functions and insure coordination.

Development of our Quality Assurance Plan begins with an assessment of the owner's needs and requirements. Once these are clearly understood, we will customize a program for managing the project, from the start of construction documents, through a careful review of the work each subcontractor is to perform, and continues throughout construction to project completion.



Quality is the standard, not the exception - Latista is being used here for punch lists

We control quality in several ways:

- ✓ Review construction documents for coordination and completion as well as constructibility prior to release for bidding, to help keep our projects on schedule.
- ✓ Conduct subcontractor pre-bid meetings to review project quality standards and establish specific quality control procedures for the project.
- ✓ Initiate an A/E document clarification procedure which allows each trade contractor to ask specific questions in writing and to obtain written answers from the A/E.
- ✓ Conduct trade contractor pre-award meetings that specifically cover the subcontractor's construction methods. Technical specifications and critical application/construction procedures or conditions required in the specifications are also reviewed with each trade contractor.

## Quality Contd.

- ✓ Conduct regular project progress meetings that include quality concerns as well as coordination issues that impact quality on site.
- ✓ We use quality check and schedule forms, prepare appropriate forms and a schedule delineating the frequency and format of inspections. These should include quality checks for submittal and shop drawings review, material check, and construction quality inspections.
- ✓ Hold regular inspections of the quality of work and act as primary inspector of quality.
- ✓ Inspect critical material at supplier's factory prior to shipment, to avoid schedule delays.
- ✓ Require subcontractors to improve or replace any work which does not meet the required quality level.
- ✓ Inform the architect and/or the owner if quality appears inconsistent with the requirements of the contract documents.
- ✓ Solicit A/E participation in an inspection at the completion of each zone, for each trade, before a "following" subcontractor covers the work of the first contractor. Implement contract close-out procedures to complete punch list items, obtain all close-out guarantees, warranties, operation manuals, keys, as-built drawings, information, etc.

Metcon will monitor our own workforce as well as our subcontractors to ensure that they are meeting or exceeding the high standards set forth by the team for the project. Our project management staff will conduct site walks to monitor work in progress and produce minutes addressing quality issues as frequently as possible. Our superintendent will be responsible for QA and QC of the day-to-day construction activities. He will inspect the work on a daily basis and immediately address items that do not meet the requirements of the contract documents and/or industry standards. He will ensure that no scope of work proceeds without a high quality level.

Our formal quality program also addresses such important project issues as:

- ✓ The review of construction documents for coordination, completion and design integrity as well as constructability prior to release for bidding.
- ✓ Conducting trade contractor pre-bid meetings that review project quality standards and establish quality control procedures to be implemented on the project.
- ✓ Instituting an A/E document clarification procedure that allows the trade contractor to ask specific questions in writing and to obtain written answers from the A/E eliminating the guesswork and subsequent rework.
- ✓ Tracking project cost performance
- ✓ Regularly inspecting quality of equipment/ materials quality
- ✓ Conducting trade contractor pre-award meetings that specifically cover the subcontractors' construction methods and review technical specifications.
- ✓ Detailed review of critical application/ construction procedures or conditions required in the specifications.
- ✓ Project documentation completeness.
- ✓ Limiting personnel turnover for project continuity.

H. Describe the firm's approach to creating a competitive procurement environment for the benefit of the Project.

**Process: Minority & local Subcontractor Recruitment**

- ✓ Highly structured/project-specific pre-qualification process that will be tailored to identify capabilities
- ✓ MWBE participation plan to develop a mutually beneficial relationship, and achieve predictable results.

**Identify and Recruit Potential Subcontractors**

- Utilize Internal Databases
- Estimating Software
- Advertisements
- Personal Contact
- Local & State HUB Databases

**Introduce Metcon & Project Personally**

Host Project Orientation & Minority Outreach Meetings that Detail the Following:

- ✓ Thoroughly explain project requirements
- ✓ Convey Priorities of Owner & Architect
- ✓ Fair Competition

**Develop Project-Specific Minority Participation Plan**

- Bonding Assistance
- Partnering - Mentor Program
- Joint Check/Quick Payment Agreement

**Establish the Optimal Bid List Continued Contact with Subcontractors to**

- ✓ Evaluate Submissions Deliver Competitive Bids on Bid Day
- ✓ Verify Qualifications Maintain open and consistent communication with
- ✓ Determine Work Packages pre-qualified bidders to address addenda, questions,
- ✓ Partnering Programs and concerns
- ✓ Supplemental Binders as needed
- ✓ Maximize Local Participation

**Continued Contact with Subcontractors to**

- ✓ Deliver Competitive Bids on Bid Day
- ✓ Maintain open and consistent communication with pre-qualified bidders to address addenda, questions, and concerns

**Training Opportunities for Subcontractors**

- ✓ LEED
- ✓ Bidding
- ✓ Billing
- ✓ Minority Certification

**Did you know?**

**Metcon maintains relationships with over 1,000 local and NC subcontractors. This will ensure you get competitive pricing and hit your budget!**

*I. Describe the firm’s experience implementing apprenticeship and/or work for development programs.*

Metcon was heavily involved with Cumberland Improvement for helping to recruit, train, and subcontract work to local minority businesses at our projects on the FSU campus. Metcon CEO, Aaron Thomas partnered with Cumberland Improvement as a teacher or speaker at training sessions for local minority businesses. This proved to be a huge success as Metcon was able to educate firms on how to become HUB certified with the state and would many times help register the firms in conjunction with Ms. Susan Weber of CRIC.



*Metcon’s CEO, Aaron Thomas teaching session on how to Joint Venture.*

**This participation proved highly successful as it:**

1. Added many new local businesses to the (HUB) list.
2. Provided training on the business of construction to local (HUB) firms.
3. Afforded opportunities to work on our projects at Fayetteville State University.
4. Awarded many contacts to (HUB) firms.
5. Provided scholarships to F.S.U. students.

**HUB RESULTS at F.S.U.**

Minority Business Participation - Project Name	MBE %	Value
FSU Student Center (Additions & Renovations)	45%	\$17,458,518
Fayetteville State University Renaissance Hall	39%	\$14,700,000

# 5 Minority Participation



**metcon**  
BUILDINGS ■ INFRASTRUCTURE

Describe the program (plan) that your company has developed to encourage participation by local, minority and other HUB firms to meet or exceed the goals set by North Carolina General Statute 143-128.2. Attach a copy of that plan to this proposal. Provide documentation of the local, minority and other HUB participation that you have achieved over the past two years on both public and private construction projects. Outline specific efforts that your company takes to notify, recruit, and utilize local, minority and other HUB firms of opportunities for participation. Indicate the participation goal that you expect to achieve on this project. The CM@R will be required to submit a final plan for compliance with Section 143-128.2 for City approval prior to soliciting bids for the Project's first tier subcontractors.

# Minority Participation Plan

City of Fayetteville  
Senior City West

## PROVEN RESULTS

Minority Business Participation - Project Name	MBE %
FSU Student Center (Additions & Renovations)	45%
Fayetteville State University Renaissance Hall	39%
Sandy Grove Middle School	52%
USC Rutledge LeGare Pinckney	38%
USC Hamilton (Renovation)	28%
Cumberland County Jail	40%
UNCP Cypress Hall Dormitory	36%
Downtown Remote Operations Facility	22%
Robeson County Dept. Of Social Services	30%
Lumbee Tribal Housing Authority	88%
UNCP University Center Annex	37%
City of Raleigh New Transit Operations Facility	26%
Progress Energy	51%
<b>AVERAGE:</b>	<b>41%</b>

This planning document is just that—a plan. We expect it to evolve and respond to changes in the state's minority business community and state demographic trends.

*City of Fayetteville  
Senior City West  
Minority Participation Plan*

## **Introduction**

Minority business is our business. Minority distinctions and certifications mean nothing if we are not making access to work easier for minority business owners. Our commitment to minority business inclusion and development is sincere; it is an inherent and important aspect of our business philosophy.

Our commitment at the construction management level will foster an environment of inclusion that will permeate throughout the project. Minority subcontractors as a whole feel more comfortable dealing with other minorities; our participation will augment and strengthen the (HUB) participation throughout the subcontract tiers. Additionally, we maintain a dedicated group of highly-skilled minority subcontractors that work in higher education in eastern NC.

We wish to partner with your HUB liaison to make this project one of the most successful ever. Our focus will be to strengthen minority communities by strengthening minority businesses. To achieve that goal, we will take a variety of actions, with an emphasis on increased project awareness, pre-qualification assistance and relationship building. We are dedicated to increasing minority participation in the City of Fayetteville and will work tirelessly to achieve our participation goal of 100% prime contract (HUB) +30% SUBTIERS (HUB).

## **Primary Plan Objectives:**

1. Create a more inclusive minority business community in and around the city of Fayetteville by identifying program participants, advocates and resources and increasing interaction between local minority subcontractors, general contractors/construction managers, owners and key advocacy/support agencies.
2. Build relationships with new subcontractors and introduce the city of Fayetteville to our strong following of eastern NC-based minority subcontractors.
4. Increase assistance/awareness to better promote opportunities for HUB contractors to participate on this project.
6. Implement our plan to achieve or surpass the 30% SUBTIERS (HUB) minority participation goal.
5. Train and add new local business to the NC (HUB) certified list.

## **Sub-prime Assistance**

Our plan centers on assistance and awareness; we believe these are two fundamental aspects of any minority business participation plan.

**Awareness:** Connecting minority communities with opportunities and increasing their knowledge of how to do work with the state of North Carolina; increasing minority firms' access to project-specific information.

**Assistance:** Technical & managerial assistance; capacity building; one-one meetings; navigating “red tape”; resource referrals

## **Awareness**

*(Ongoing efforts)*

1. Hosting bi-annual Statewide Uniform Certification Seminars
2. Hosting networking and subcontractor outreach sessions
3. Developing informational newsletters to send to minority subcontractors in our database

## ***Project Awareness***

Metcon will solicit HUB interest in the project by utilizing the following:

1. Advertising our HUB Outreach efforts, meetings, pre-qualification information process and bid solicitation in media outlets such as:
  - a. The Fayetteville News & Observer
  - b. The Fayetteville Press
  - c. Robesonain Newspaper
  - d. The Raleigh News & Observer
  - e. Fayetteville City Guide
  - f. Acento Latino

*City of Fayetteville  
Senior City West  
Minority Participation Plan*

2. Utilizing other settings/agencies to advertise our outreach meetings, pre-qualification information process and bid solicitations to reach a broader audience such as:
  - a. City of Fayetteville M/WBE Program
  - b. Fayetteville State University HUB Office
  - c. Metcon Fayetteville Office
  - d. NC Institute of Minority Economic Development
  - e. HUB Coordinators Network
  - f. United Minority Contractors of North Carolina (UMCNC)
  - g. NC Hispanic Chamber of Commerce
  - h. North Carolina Indian Economic Development Initiative
  - i. El Centro Hispano/Latino
  
3. Written notices are sent to potential subcontractors and suppliers using information compiled from the State of North Carolina's Office of Historically Underutilized Businesses database, CCR database, and internal Metcon databases as well as other listings that may be supplied by the project owner or engineer
  
4. Metcon personnel, including HUB Coordinator, follow-up via phone with the subcontractors and suppliers who were mailed a written notice.
  
5. Project Information/Outreach Sessions and Pre-qualification Assistance Sessions are planned and hosted during preconstruction. The information collected during these sessions is compiled and evaluated to identify opportunities for HUB firms.

***Bidding/Pre-construction***

*During the pre-construction/bidding phase, we will:*

1. Review and structure bid packages to encourage participation by HUB firms.
2. Conduct interviews with each interested HUB firm to determine qualifications and make every attempt to pre-qualify them.
3. Identify specific trade packages as reduced barrier packages, and make arrangements for special payment terms if necessary to encourage response.
4. Provide opportunities that would enable HUB firms to obtain bonding through an identified underwriter.
5. Provide alternatives to bonding requirements should bonding present a problem for a minority subcontractor.
6. Conduct mandatory meetings with approved pre-qualified bidders to instruct them on the requirements for MBE participation.
7. Require pre-qualified bidders to make the same good faith effort to meet the HUB requirements of the project.

***Oversight/Reporting***

1. Our team will monitor and evaluate progress towards our goal on a monthly basis. We will coordinate with HUB Liaison to report progress, evaluate plan effectiveness and continually revise the plan to reach maximum participation.
2. Prepare aggregate and disaggregate participation reports, classifying by ethnicity, gender, scope of service and spend.
3. Conducting monthly site visits to confirm HUB participation as reported.
4. Provide HUB Liaison with bid tabulations.
5. Provide a listing of reduced barrier bid packages and dollar amounts to the HUB Liaison prior to bid.
6. Submit a written monthly report qualifying (HUB) participation.

# 6 Attachments



**metcon**  
BUILDINGS ■ INFRASTRUCTURE

EXHIBIT A

Certification Form

(Provide separate Certification for each Joint Venture or Partnership entity)

\*\*COMPANY NAME: Metcon, Inc.

\*\*SEAL\*\*



I HEREBY CERTIFY THAT THE INFORMATION CONTAINED IN THIS RESPONSE TO THE REQUEST FOR QUALIFICATIONS IS CORRECT AND TRUTHFUL TO THE BEST OF MY KNOWLEDGE AND BELIEF.

This the 10th day of October, 2017.

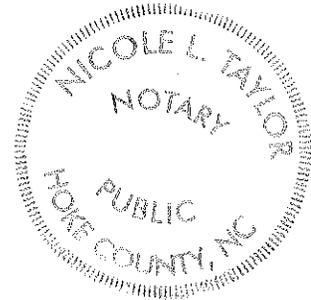
By: Caron Thomas Title: President

License number under which the project will be executed: Name license number above is held in: STATE OF NC COUNTY OF Robeson

I, Nicole L Taylor a Notary Public in and for the County and State aforesaid, do hereby certify that personally came before me this day and acknowledged that he is of and by that authority duly given and as an act of the foregoing instrument was signed by As, attested by him/herself as Secretary, and sealed with the common seal of said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand and Notarial Seal this the 10th day of October, 2017.

Notary Public Nicole L Taylor  
My commission expires: January 14, 2018



E-Verify

STATE OF North Carolina  
COUNTY OF Cumberland

I, Aaron Thomas (the individual attesting below), being duly authorized by and on behalf of Metcon, Inc. ("Employer") after first being duly sworn hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with NCGS §64-25(5).
2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS§64-26(a).
3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. (Mark Yes or No)
  - a. YES , or
  - b. NO
4. Employer and Employer's subcontractors comply with E-Verify, and if Employer subsequently retains any subcontractors on this project Employer will ensure their compliance with E-Verify.

This 0th day of October, 2017

Aaron Thomas  
Signature of Affiant

Print or Type Name: Aaron Thomas

State of NC County of Robeson

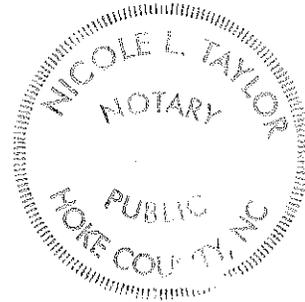
Signed and sworn to (or affirmed) before me, this the 10<sup>th</sup> day of October, ~~2016~~ 2017

My Commission Expires: January 16, 2018

Notary Public

Nicole L. Taylor

Official/Notaria  
1 Seal)  
(Affix

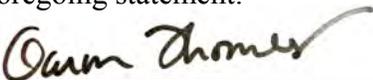


**Iran Divestment Act Certification**

N.C.G.S. 143C-6A-5(a)

As of the date listed below, Metcon, Inc. (name of vendor/bidder) is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 143-6A-4.

The undersigned hereby certifies that he or she is authorized by the vendor/bidder listed above to make the foregoing statement.

	10.11.17
Signature	Date

Aaron Thomas	President & CEO
Printed Name	Title

Notes to persons signing this form:

N.C.G.S. 143C-6A-5(a) requires this certification for bids or contracts with the State of North Carolina, a North Carolina local government, or any other political subdivision of the State of North Carolina. The certification is required at the following times:

- When a bid is submitted
- When a contract is entered into (if the certification was not already made when the vendor made its bid)
- When a contract is renewed or assigned

N.C.G.S. 143C-6A-5(b) requires that contracts with the State, a North Carolina local government, or any other political subdivision of the State of North Carolina must not utilize any subcontractor found on the State Treasurer’s Final Divestment List.

The State Treasurer’s Final Divestment List can be found on the State Treasurer’s website at [www.nctreasurer.com/Iran](http://www.nctreasurer.com/Iran) and will be updated every 180 days.



**metcon**  
BUILDINGS ■ INFRASTRUCTURE

**CONTACT:** Aaron Thomas, MCM, LEED, AP  
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