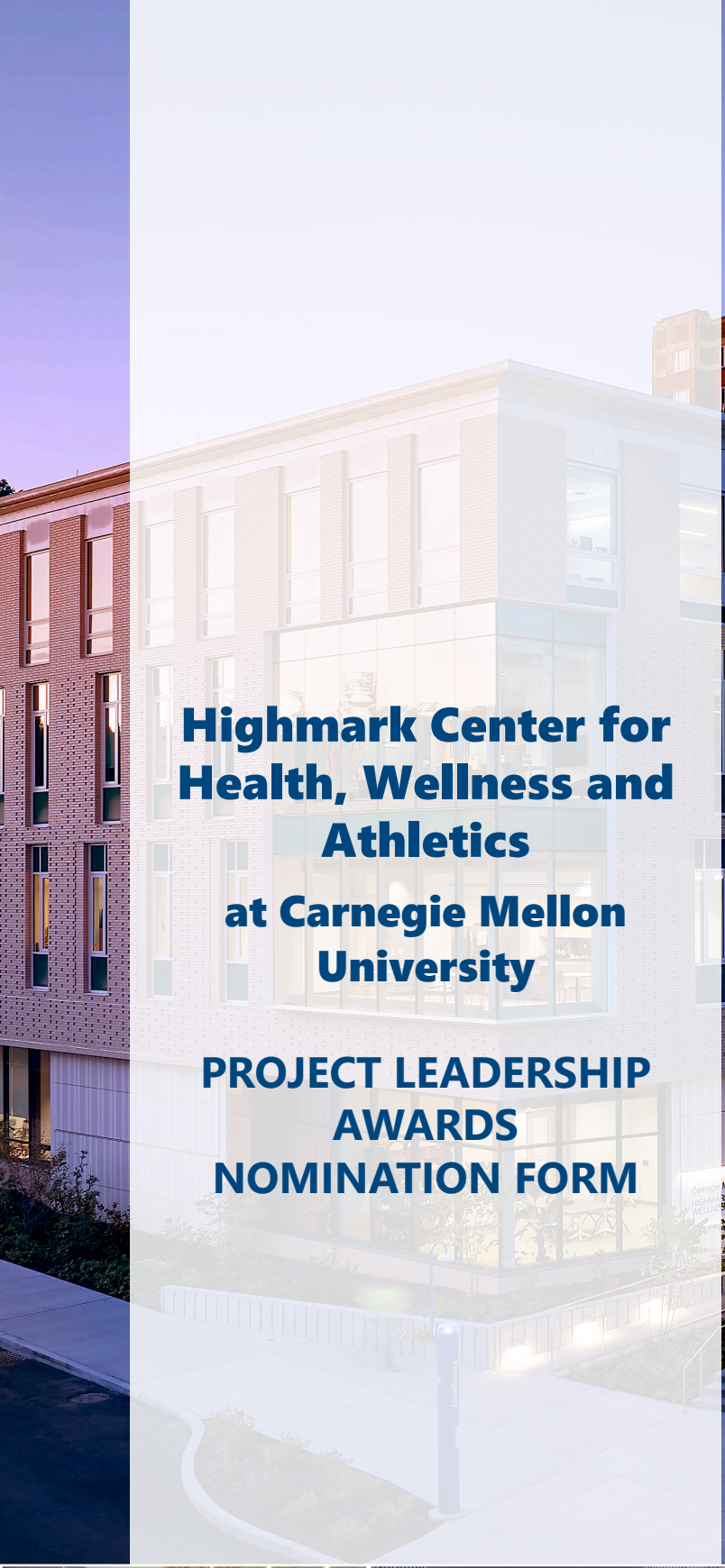
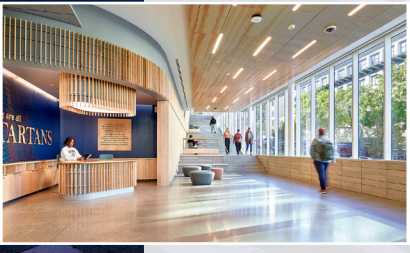
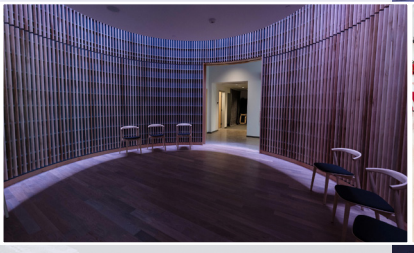
Highmark Center for Health, Wellness and Athletics

at Carnegie Mellon University

PROJECT LEADERSHIP AWARDS NOMINATION FORM







project leadership awards

SECTION I - GENERAL PROJECT INFORMATION:

Name of Project:
Highmark Center for Health, Wellness and Athletics at Carnegie Mellon University

Location of Project:
100 Tech Street, Pittsburgh, PA 15213

Name and Address of Owner:
Carnegie Mellon University
5000 Forbes Avenue Pittsburgh, PA 15213

Name and Address of Design Professional(s):
Bohlin Cywinski Jackson
611 William Penn Place, Suite 1300, Pittsburgh, PA 15219

Name and Address of Construction Professional(s):
Mascaro Construction Company, LP
1720 Metropolitan Street, Pittsburgh, PA 15233

Other Consultants or Professionals:

Engineers:

- Affiliated Engineers Inc. (Mechanical, Electrical, Plumbing, Fire-Protection)
- KPFF Consulting Engineers (Structural)
- Langan Engineering (Civil, Geotechnical)
- OJB Landscape Architects (Landscape)
- BrightTree Studios (AV / IT / Security Consultant)
- Francis Krahe & Associates (Lighting Designer)
- Holmes Keogh Associates (Code Consultant)
- Babich Acoustics (Acoustical Consultant)

Subcontractors:

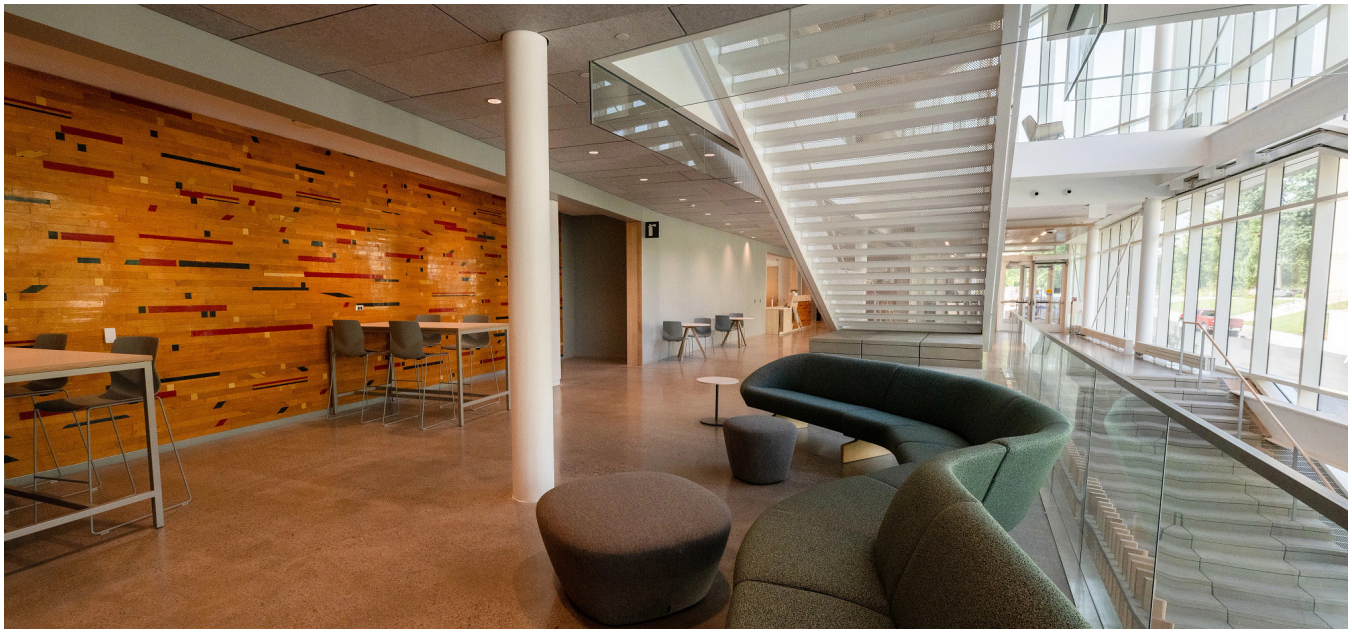
- Demolition - Noralco
- Site excavation - PJ Dick
- Concrete - PJ Dick
- Masonry - Franco
- Structural Steel - Littell
- Metal Wall Panels and Louvers - Mohawk
- SBS Roofing – MTG Roofing
- Fire Protection - Preferred
- Plumbing – Renick
- HVAC - Ruthrauff Sauer
- Electrical - Clista
- Elevators - Thyssen Krupp
- Curtainwall – Southwest
- General Trades/Site Concrete – Mascaro
- Landscaping - Eisler

Type of Project:

(Commercial, Institutional, Industrial, Governmental, Medical, etc.)
Higher Education, Sports Facilities, Health Care

Delivery Method:

(Design Bid Build, CM Agency, CM at-Risk, Design Build, Multiple Prime, etc.)
CM at Risk



General Project Description:
(Provide a brief narrative of the project scope of work, not to exceed one (1) page.)

The Highmark Center for Health, Wellness and Athletics at Carnegie Mellon University (CMU) is a 160,000-square-foot student-facing facility that exemplifies how to integrate robust services and educational programs that are juxtaposition in nature seamlessly.

Construction of the facility comprised the renovation of a 16,000-square-foot historic gymnasium building with a 144,000-square-foot new construction addition unified to house health services, counseling, wellness areas, modern athletics, and facilities maintenance for the university. These programs are typically contradictory in disposition—high-

energy, noisy athletic spaces to quiet, private health and wellness environments—are also varied in construction in special volume, HVAC requirements, acoustic needs, and more. This made for a complex construction project that required the project team to carefully address the diverse needs and requirements of multiple end-users to deliver aesthetically pleasing, highly functional spaces for each university program.

In addition to being aesthetically pleasing and functional, the facility was constructed with sustainability in mind. Upon entering the main entrance, visitors are greeted by a concierge desk crafted from a salvaged slice of sycamore wood, repurposed from a previous CMU construction project. Further inside, a striking copper wall feature was made from the copper salvaged from the roofs of the two old buildings that were demolished on this very site where the facility was being built.

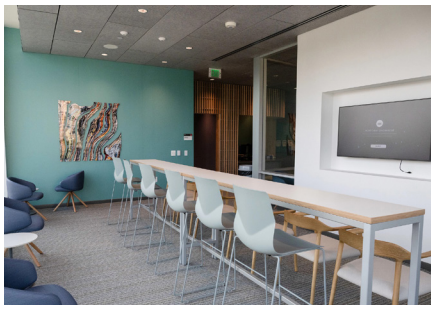
Adjacent to the entrance are the wellness spaces, including a well-being lab, four contemplation nooks, two ablution rooms, and a circular interfaith room. The interfaith room includes a thin floor-to-ceiling window tucked into a spiral configuration, offering privacy while allowing diffused natural light to enter. Also located on the first floor are the varsity athletes' lounge, weight room, sports medicine suite, hydrotherapy pools, and locker rooms. The athletes lounge incorporates some of the 6,000 square feet salvaged wood flooring from the historic Skibo gymnasium, and the Tartans logo from the original center court prominently displayed as wall décor.

The second floor is dedicated to athletics. It begins with the intercollegiate golf training facility, where CMU's men's and women's teams can train at an elite level. The golf facility incorporates three Trackman virtual hitting bays with raised turf for putting practice, all within an acoustically sealed and sound-dampened room. Next, there are two gymnasiums on this floor: an 8,000-square-foot recreational gymnasium lined and equipped for basketball, volleyball, badminton, and pickleball, and a 16,000-square-foot main gym that is home to volleyball, basketball, and university events accommodating up to 2,000 guests on retractable bench-style bleachers. Visitors can explore the history of Tartan athletics through interactive screens in the Athletics Hall of Fame and view the new trophy case near the coaches' and staff offices.

The third floor houses the university's health clinics, student multi-purpose rooms, one of two outdoor garden areas, and the field house. Entering the health clinic, the reception area is divided into separate waiting spaces—with dedicated restrooms—for sick and healthy patients waiting for appointments. The clinic boasts multiple exam and triage rooms with negative pressure controls, offices for a dietician and a phlebotomist, and various clinical and administrative spaces. For guests that need medicine, interactive pharmaceutical lockers are available 24/7 for secure prescription pickup.

The field house features two batting cages for softball/baseball, five 50-meter straightaway running lanes alongside the rectangular turf area, a long jump sand pit, and a pole-vaulting practice area. In this space, air conditioning is distributed through canvas ducts rather than traditional ductwork, offering resilience against flyballs.
Guests can enjoy an irrigated outdoor garden on the third floor or ascend to the rooftop wellness garden on the fourth floor. The wellness garden complements the counseling and psychological services department which includes 15 counseling rooms, a quiet room, and a group therapy room. Each counseling room is equipped with adjustable lighting and a concealed, ceiling-mounted white noise machine to ensure optimal privacy.

The Highmark Center for Health, Wellness and Athletics enables Carnegie Mellon University to holistically support students—across health, wellness, and athletics—as they navigate academic life. Whether it's an athlete meeting with a therapist to manage anxiety, a graduate student seeking a quiet space for daily prayer, or an engineering undergrad enjoying a pick-up basketball game with friends, the center serves as a welcoming hub for student life, offering the resources and support needed to thrive.



Project Duration: (Calendar Days)
1,492

Project Start Date: *(Date)*
6/1/2020

Project Completion Date: *(Planned Completion Date, Actual Completion Date)*
Substantial Completion 6/30/2024
Contract and Actual Completion 7/30/2024

Changes in Schedule: *(Briefly Describe Reasons for Delay or Acceleration)*

Initial Construction Cost ($): *(In Dollars)*
$73,059,806

Final Construction Cost ($): *(In Dollars)*
$80,696,525

Percent of Change Orders: (Percentage of Final Construction Cost)
2.22% ($1,621,630.00)

SECTION II - OVERALL PROJECT MANAGEMENT: *(Entire section should not exceed four (4) pages.)*

Project Management:
(Provide two (2) examples which demonstrate project management excellence by the Owner's Project Manager.)

The excellence in project management displayed by the owner can easily be summed up in three words.

- Accessibility
- Communication
- Adaptability

Early in the pre-construction phase the Highmark Center for Health, Wellness and Athletics was envisioned as a three-phase, five-year project. Initial meetings between the CMU, the contractor, and the architect focused on Phase One – a 54,000 square foot addition for the University Health Services (UHS) and Counseling and Psychological Services (CAPS) departments. Subsequent phases, including a 112,000 square foot renovation and expansion for the athletic and recreation departments, were scheduled to be built later to complete a three-story facility.

During one of these meetings, the contractor pitched the idea of consolidating the phases. This represented a significant shift for the university, with impacts on the construction schedule, building design including height and footprint, coordination of student resources and activities, and revisions to the master plan that had already been approved.

After careful consideration, the university opted to proceed with a consolidated, one-phase, four-story building. This early decision proved pivotal, resulting in a shortened project timeline by one year, reduced overall costs, fewer disruptions to the campus community by minimizing relocations, and a smaller building footprint that freed up ground space and improved stormwater management.

The university played a critical role in facilitating communication with stakeholders beyond the core project team. The Highmark Center for Health, Wellness and Athletics was being built to support the needs of a varied group of users with the campus community (health, wellness, athletics, administration, etc.). Clear lines of communication are essential to integrate varied program typologies into a cohesive facility. Each area required distinct specifications for acoustics, HVAC, lighting, and more. As a result, all work performed by the contractor and specialty subcontractors had to be meticulously coordinated. Real-time issue resolution and immediate communication of changes were vital to keeping the project on schedule. CMU was instrumental in maintaining fluid communication and resolving issues promptly, ensuring the project stayed on track and all parties remained happy.

The university also participated with the construction team in bi-weekly meeting walking the project site to discuss any "outside the fence" activities. This would constitute any construction activities that are outside the main fenced area that could/would impact on the public safety of students, faculty and staff. Acting as a liaison, CMU helped raise awareness, coordinate or reschedule activities, and provide clear, concise communication to ensure the safety of all stakeholders.

Scheduling:
(Provide two (2) examples which demonstrate the Owner's expertise in managing the schedule; that is, identify some steps taken by the Owner which contributed to the management of the schedule.)

CMU implemented an additional scheduling resource for this project called SmartPM. SmartPM is a project scheduling software that was used in conjunction with Primavera P6, used by the construction team, to monitor the life cycle of the project schedule throughout the job. The software compares baseline project data to each schedule update.

When each update occurred, SmartPM would analyze and identify project trends, project health, schedule quality, and the overall project end date. This analysis helped to assist the team in managing critical activities, construction/design impacts, and flag potential issues before they become a major issue.

The addition of this software helped to improve project performance in the field and ensured that all parties were on the same page with the current state of the project at any moment. The team used the analysis reports from SmartPM to identify areas of schedule compression and helped mitigate risk to the project completion date.

The Highmark Center for Health, Wellness and Athletics was constructed within a tightly confined area on the Carnegie Mellon University campus, adjacent to a high-rise condominium housing prominent and influential residents. This proximity presented several challenges, with noise mitigation at the forefront. Late-night and early-morning work was strictly avoided to maintain positive relations with the neighbors. This applied not only to construction activities on-site but also to the unexpected task of separating and realigning the underground utilities of the condominium, which were discovered to be tied into the university.

To ensure that the project team could accommodate this delicate schedule without disrupting the overall timeline, the team implemented the use of graphic schedules with 2-week lookaheads. This proactive planning approach allowed the team to anticipate upcoming tasks and coordinate work around the restricted timeframes. In cases where scheduling conflicts were unavoidable, the team communicated early and transparently with stakeholders to address when any potential variances would occur to maintain a positive relationship.

Cost Management:
(Describe what action the owner took with the project team to manage the project costs.)

There are a multitude of actions that helped manage project costs.

- The decision by CMU to consolidate the project from three phases into one phase lessened the project's timeline by one year thus saving on labor expenses and overall project costs
- Early identification and procurement of materials with long lead times and fluctuating pricing. The early stages of this project started while still feeling the industrial effects of COVID-19. COVID impacted the factories where items were being fabricated, which caused a trickle-down effect in delays and pricing for the customer. CMU brought the design and construction teams together in the very early stages of the project which allowed the collaborative team to identify and procure critical components, such as terracotta panels for the exterior façade, synthetic turf and track surfaces, air handling units, and electrical gear, at cost and ensuring on-time deliveries without causing delays to the project schedule.
- Reuse of materials salvaged from the old Skibo gym (wood floors and roof in particular) were used in the new facility as decorative details
- The team also employed value engineering processes resulting in the following cost-saving changes:
  - Wood pavers and decking were used in rooftop landscaping
  - Substituted plants that were more native to the region
  - Polished concrete was used instead of terrazzo
  - MC cable used instead of conduit
  - Exposed aggregate used in the place of pavers outside
  - Reduced the use of glass and metal panels in favor of brick
  - Instead of larger stairs outside, smaller stairs and seating was put in place along with tent anchors that will be used for outdoor events and races

Quality Management:
(Provide a brief narrative describing the methods of quality control/quality assurance and the Owner's participation in this area.)

For quality control and monitoring, CMU, the construction team, and the architect utilized Viewpoint Field View™, a cloud-based, offline software application. Project floor plans were uploaded into Field View, allowing team members to highlight issues or concerns directly on the digital plans for all stakeholders to see. Because Field View operates offline, observations could be logged and accessed anytime, anywhere without the need for Wi-Fi or internet connectivity. Utilizing Field View streamlined communication and enabled the team to respond quickly to issues, significantly improving workflow and coordination.

In addition, the team employed Construction Site 360, a software tool used to capture 360-degree photographs for documenting as-built conditions. These images proved invaluable when design changes were requested. With visuals at their fingertips, the team could easily access constructability. For example, if a sink needed to be relocated to a different wall, the software allowed the team to verify whether the necessary MEP infrastructure was present behind the finished drywall without opening the wall.

SECTION III - OVERALL PROJECT SUCCESS:
(Identify and briefly explain the factors that contributed to the success of the project such as the selection of the A/E, Prime Contractor and Subcontractors, approach to decision-making, handling end user requests, etc. Entire section should not exceed two (2) pages.)

Communication and fostering strong relationships are key when undertaking a project of this scale and complexity. It began with weekly OAC (Owner, Architect, Contractor) meetings and later evolved into structured sessions that included daily collaboration between all parties to review high-priority RFIs, submittals, and any site issues. These were the steppingstones to building a strong relationship - but what developed at the Highmark Center for Health, Wellness and Athletics went far beyond that.

The collaboration between CMU, the contractor, and architect evolved into a unified team with a single, shared objective: to deliver the highest-quality facility possible. Communication flowed freely, unbound by traditional work hours, extending into evenings, weekends, and whenever it was needed. Personal egos were set aside, timely and effective decisions regarding design and cost were made, and consideration for long-term maintenance was integrated throughout the process.

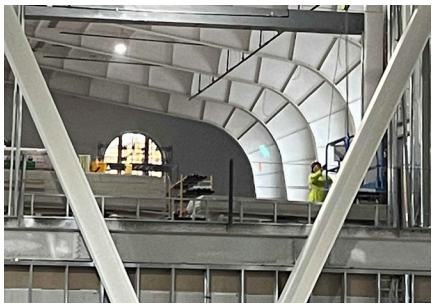
Leading with consistent, transparent communication was essential when building strong relationships with the specialized subcontractors needed to deliver a project with such diverse program typologies, like athletics, mental wellness, and medical. These distinct areas demanded unique specifications for systems like acoustics, HVAC, and lighting - all within a single, unified building. Coordinating the efforts of numerous subcontractors, down to the smallest detail, was critical, with clear communication playing a pivotal role. When issues arose, the team relied on the trust and collaboration they had built to swiftly and effectively resolve challenges.

The varied group of users, adjacent residential neighbors, and university students around the site made for an extremely challenging jobsite and project. But the team remained steadfast in their communication and collaborative efforts which helped to mitigate challenges, build rapport with the community, and run a safe, cohesive jobsite.

SECTION IV – PROJECT COMPLEXITY:
(Provide a brief narrative (i) in bullet form and (ii) maximum of one page; describing the complexity of the project including challenges, constraints and the solutions.)

PROJECT LOCATION SITE:

- Public safety was a major concern for this project due to its location in the middle of an active college campus and across the street from a Children's School. This location posed a logistical challenge for deliveries as the site had only one access point and deliveries were prohibited during childcare drop-off and pick-up times. To ensure safe movement around the



site, certified flaggers were employed for the duration of the project to direct both vehicle and pedestrian traffic. Fencing was installed around the project site not only to protect passersby but also to safeguard workers from curious bystanders entering the site. When work extended beyond the fenced area, the coordinated closely with the university and the Children's School to implement a safety plan to protect everyone involved.

- The Highmark Center for Health, Wellness and Athletics combines the renovation of the historic Skibo Gym with a newly constructed addition to create one cohesive facility. Achieving a seamless integration between the two structures was challenging due to the varying floor-to-ceiling heights in the original gym, which was built in 1924. Complicating matters further, the new building was constructed on a hillside. As a result, team had to custom build each level of the new building to align precisely with the corresponding dimensions of the existing gym.
- To support the structure of the two gymnasiums, six massive structural steel trusses were required. Each truss measured over 100 feet long and weighing 70,000 pounds. Due to the tight constraints of the site and limited delivery access, the trusses were delivered in sections. Each truss was then carefully assembled on-site before being lifted into place and installed.

MECHANICAL, ELECTRICAL, AND PLUMBING

- Due to the close proximity of the neighboring condominium, it was discovered during pre-construction that several of condominium's site utilities were encroaching on the project site. These utilities had to be relocated. As an unforeseen obstacle, this work needed to be completed impacting the project timeline and with minimal disruption to the condominium's residents. The team successfully separated and realigned the utilities, completing the work during a first-ever campus-wide outage that required coordination with multiple university stakeholders.
- The mechanical, electrical, and plumbing (MEP) scope presented significant challenges in terms of both scale and spatial constraints. The new facility required eight large air handling units to be installed in the penthouse, which was situated within the top and bottom chords of the structural steel trusses. This configuration left limited space for installation. To overcome this, the units were hoisted into the penthouse in sections, maneuvered through the trusses, and reassembled in place.
- Space limitations also affected the design of the air handling unit exhaust system. In the original penthouse layout, the exhaust was routed out the side of the building, which restricted access around the units which would be an issue for ongoing maintenance. To resolve this, the team redesigned the ductwork to route the exhaust vertically through the roof, improving accessibility for long-term maintenance

WATER INFILTRATION:

- Water infiltration was a key concern when connecting the existing Skibo Gym to the new construction. Groundwater flowed beneath the original gym, and the new structure was designed to sit below its foundations. To mitigate this risk, the team underpinned and shored the existing foundations. Despite these efforts, water still entered the new building, prompting the team to deploy sump pumps and injectable water stops to address the issue effectively.
- Preventing water infiltration was a top priority for this project. The team not only had to manage water flow, but also to control indoor air moisture levels. Regulating the amount of moisture in the air was essential for the successful installation of the wood gymnasium floors, as wood naturally expands and contracts due to fluctuations of moisture levels. To mitigate these fluctuations, the team allowed the wood to acclimate to the humidity and temperature of its new environment before installation. Once the wood reached an appropriate acclimation level, it was installed with expansion joints (small gaps) to accommodate natural growth. The flooring was carefully protected until the facility opened, and over time, the expansion gaps will gradually close.

SECTION V – SUSTAINABILITY ELEMENTS/EFFORTS:

(Provide a brief narrative (i) in bullet form and (ii) maximum of one page; describing sustainability elements/efforts, if any.)

The Highmark Center for Health, Wellness and Athletics was built with sustainability in mind every step of the way from construction practices to building finishes to the last-lasting effects of air quality. Receiving LEED Gold in May 2025, below are some of the most notable sustainability elements/efforts.

- 45% OPEN SPACE

Open space is provided across the site including an accessible green roof. Over 80% of the open space is vegetated.

- 98% OUTDOOR WATER SAVINGS

All of the project's landscaping, aside from the green roof, was designed to survive without irrigation.

- 11% EMBODIED CARBON REDUCTION

Reuse of the Skibo Gym and Supplementary Cementitious Materials (SCMs) from the project site in the new concrete contributed to a substantial reduction in embodied carbon.

- 17% MATERIALS WITH LIFECYCLE IMPACT REDUCTIONS

Reuse of the Skibo Gym and recycled content in new materials contribute to lifecycle impact reductions.

- The desk in the main concierge area is made from a sycamore tree that was salvaged from a previous CMU construction project
- The athletes lounge incorporates some of the 6,000 square feet of wooden flooring salvaged from the former gymnasium, and the Tartans logo from the center court gym floor serves as a prominent piece of wall décor
- The copper fascia from the roof was reused as part of an interior feature wall

- DONATION OF MATERIALS

Salvageable items that were not incorporated into the new building were donated to local reuse stores. Some of these items included radiators, doors, extra hardwood flooring, etc.

- 42 PRODUCTS WITH EPDS INSTALLED

Products with available Environmental Product Declarations (EPDs) were specifically selected for transparent material life cycle impacts

- 98% OF SITE WATER CAPTURED USED OR STORED

Due to the site's location and Pittsburgh's weather conditions, two new stormwater management systems were installed. The front system was designed to retain and gradually release stormwater runoff back into the ground, promoting natural absorption. The rear stormwater retention tank was engineered to slowly discharge excess runoff into the public stormwater system, helping to prevent flooding and manage peak flows.

- 400 CALIPER INCHES OF TREES WERE REPLACED

Tree protection and preservation were an essential part of this project. To safeguard trees, they were enclosed in orange fencing to ensure visibility and prevent accidental damage. In cases where a tree needed to be relocated or removed, a new tree was planted that matched or exceeded the original tree's caliper inches.

- ABUNDANCE OF NATURAL LIGHT

- Ample glazing, primarily in the Highmark Center's gathering areas, allows for abundant natural light and campus views.
- Canted ceiling, designed in areas with structural steel trusses, allowed natural light into offices and surrounding rooms that would otherwise by blocked in

SECTION VI – CONFLICT RESOLUTION:
(Provide a brief narrative (i) in bullet form and (ii) maximum of one page, describing the owner's role in minimizing and resolving conflicts.)

Having worked together for the past six years, CMU, the architect, and contractor had developed a harmonious working relationship built on trust, teamwork, and collaboration. Clear and concise communication was embedded as a core element of the team dynamic, with transparency serving as a key principle. As a result, conflicts were rare, and any issues that did arise were openly discussed among all parties involved.

- UNEXPECTED CHALLENGE BEFORE COMPLETION

Three weeks before substantial completion, after everyone had left the site for the night, a manufacturer defect caused a faucet to spring a leak. The faucet ran overnight, resulting in water damage through three floors and a freight elevator. Although the damage was discovered early the next morning, it was significant enough to threaten a delay in CMU's move-in date which would have been catastrophic. In a moment when tensions could have escalated, CMU leaned into its relationship with the contractor, trusting the team to do whatever was necessary to ensure the building was ready and completed by move-in day. The contractor quickly pivoted their focus to assess and repair all the damage caused by the leak. By working extended hours, the contractor successfully met the AHJ permitting deadlines for occupancy, allowing CMU to move in as scheduled.

- PRESERVING TRADITION: THE BUGGY RACE

Another challenge arose in relation to CMU's historic Buggy race, "Sweepstakes." Since 1920, Carnegie Mellon students have competed in this annual student-led relay race at the start of Carnival Weekend. The race winds through campus and surrounding areas, with its start and finish lines located directly in front of the project site. Given the deep-rooted tradition of the race and the project site's curb-to-curb footprint, a compromise had to be met. One that preserved the integrity of the construction site, avoided project delays, and ensured safety for students and spectators. CMU served as a liaison between the student body and the project team to guarantee the race proceeded smoothly and the long-standing tradition continued.

- To honor the tradition and support future races, the team permanently marked the start and finish lines on the road and embedded a Buggy medallion in the concrete of the curb.

SECTION VII – THE COAA WAY:

(Provide a brief narrative (i) in bullet form and (ii) maximum of one page, describing how the project team embodies The COAA Way.) The COAA Way is a mindset for completing projects successfully, a desire to continuously improve, and a belief that working collaboratively will lead to greater success.

- TEAMWORK

From the very beginning of any project, it falls to the owner to foster a workplace culture that promotes collaboration, supports open dialogue, and inspires the team to pursue a shared goal. CMU successfully established this environment early in the process and sustained it throughout the project's duration by remaining actively engaged and consistently present. Through this spirit of collaboration, mutual trust, and proactive teamwork, CMU, the architect, and the contractor evolved into true partners - committed not only to the success of the project, but to each other's success as well.

- SAFETY STANDARD

The benchmark for safety on any project is the pursuit of zero recordables and zero loss time. This project not only met that standard—it surpassed expectations by completing its duration with zero recordable injuries and zero loss time cases for all personnel on site, including subcontractors. Given the project's scale, complexity, and duration, this accomplishment is truly exceptional. At its peak, there were approximately 125 workers on site simultaneously, making this safety record a notable feat.

- ENGAGEMENT AND INNOVATION DURING CONSTRUCTION

Throughout the construction phase, Carnegie Mellon University maintained a dedicated webpage to keep stakeholders informed with access to initial design plans, progress updates, and key milestones. The project site also welcomed frequent tours from healthcare and wellness professionals, community leaders, and student groups from nearby universities. These guided tours proved especially valuable for students interested in construction, offering them firsthand exposure to an active job site and opportunities to engage directly with the project team. In a unique demonstration of interdisciplinary collaboration, members of CMU's Robotics team brought their robots to the site to test their capabilities in material handling within a real-world environment.

- COMMUNITY ENHANCEMENTS

The project team went above and beyond their contractual scope, making thoughtful improvements that quietly transformed the surrounding community with lasting impact. One standout initiative involved revitalizing a parcel of land owned by the Pittsburgh Parks Conservancy, located directly across from the construction site. Without any formal obligation, the team landscaped the area, installed concrete pathways and hardscaping, and created safe, welcoming walkways that enhanced both accessibility and aesthetics.

The beautification efforts extended further with the planting of 99 new trees around the project site and along the streets. These trees not only offer shade to pedestrians but also contribute to reducing the urban heat island effect - an investment in both comfort and environmental sustainability.

To improve safety and visual appeal, the team installed new streetlights, burying the power lines along two of the streets that surround the project site. This addition provided light and increased safety for the park visitors and residential neighbors.

Bohlin Cywinski Jackson

Peter Q. Bohlin, FAIA (Special Consultant)
Bernard J. Cywinski, FAIA (1940-2011)
Jon C. Jackson, FAIA (1951-2018)
Raymond S. Calabro, FAIA
Thomas F. Kirk, AIA, LEED AP
Daniel S. Lee, AIA, LEED AP
Kent Suhrbier, FAIA, LEED AP
Patricia Culley, AIA, LEED AP
David C. Miller, AIA

August 30, 2025

COAA Project Leadership Awards
5000 Austell Powder Springs Road, Suite 151
Austell, GA 30106
Re: COAA Project Leadership Awards

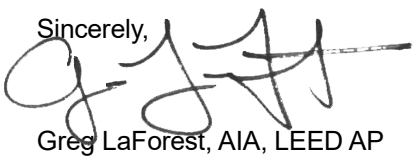
To the Awards Committee.

For nearly forty years, Bohlin Cywinski Jackson has had the good fortune to have, and has worked hard to maintain a relationship with Carnegie Mellon University (CMU). Particularly over the last nine-years, our engagement with the University – especially their Campus Design and Facilities Development (CDFD) department – has developed incredibly meaningful relationships and on incredibly complex projects - often on topographically challenging sites, and with aggressive timelines to meet the needs of their campus partners.

In many ways, the development of the Highmark Center for Health, Wellness and Athletics should have been as challenging a development as they come – tying to, and expanding upon, an existing historically significant structure; the proximity to influential neighbors, a tightly constrained and topographically challenging site, and a multitude of end-users with highly diverse and juxtaposed needs. All of this, not undersold by the start of the design coinciding with start of the global COVID-19 pandemic. The CDFD team masterfully coordinated myriad end-user virtual meetings, senior-leadership engagement, and ensured that the campus and community neighbors were heard from and cared for such that the design and development of the project progressed as though the pandemic never occurred. This management ensured that the project progressed while strictly adhering to the project budget, schedule, and high-quality standards for design, craft, and sustainability.

At the outset of the project, CDFD has a unique skill in pairing design and construction teams in a manner that leads to as harmonious, collaborative, and effective project delivery as imaginable. That is not to say there are no challenges, rather to say that CDFD creates an environment in which all parties can work at their best to deliver for the students, faculty, and fellow staff at Carnegie Mellon University and beynd.

Sincerely,



Greg LaForest, AIA, LEED AP
Associate Principal

Cc: file

Architecture Planning Interior Design
Wilkes-Barre/Pittsburgh/Philadelphia/Seattle/San Francisco

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August 29, 2025

COAA Project Leadership Awards
5000 Austell Powder Springs Rd. Suite 151
Austell, GA 30106
RE: COAA Project Leadership Awards

Dear Awards Committee,

From the very beginning, Mascaro understood that the Highmark Center for Health, Wellness and Athletics at Carnegie Mellon University was being designed and constructed with the end users (students, staff, and faculty) in mind. The successful completion of this project required a collaborative effort and clear, consistent communication among all parties due to the multitude of specialty subcontractors, the constrained project site, and the overall complexity of the build.

CMU led the effort from preconstruction through to completion, guiding the team through design changes, sustainability initiatives, and unforeseen construction challenges. Early in the preconstruction stages, CMU decisively transitioned the project from a multi-phase project with a larger footprint to a single-phase project with a smaller footprint by adding an additional floor. This significantly impacted the design of the building, construction timeline, overall campus planning, and project costs. Nevertheless, CMU led the charge head-on ensuring that the change would not only meet all end-user needs and requirements, but also, that a realistic construction timeline would be feasible without sacrificing quality or safety.

Combining a 16,000-square-foot historic gymnasium renovation with a 144,000-square-foot new addition to create one seamless student-facing facility that houses services and programs that are juxtaposition in nature required extensive coordination between the architect, end-users, university at-large, and Mascaro. CMU played a vital role in this coordination by actively participating in weekly OAC meetings and bi-weekly site walks, effectively communicating issues and proposing real-time solutions, and fostering strong relationships with external stakeholders, especially when challenges arose. Their engagement and proactive leadership were instrumental in mitigating issues and keeping the project on track.

CMU set high goals and expectations for this project. Their team-first mindset and proactive approach were key to transforming a blank site and a gymnasium built in 1924 into a state-of-the-art hub for student life and whole-self well-being.

Sincerely,
Mascaro Construction Project Team

Department of Athletics, Recreational Programs and Physical Education
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213

August 29, 2025

COAA Project Leadership Awards
5000 Austell Powder Springs Rd. Suite 151
Austell, GA 30106
RE: COAA Project Leadership Awards

To the Awards Committee:

On behalf of Carnegie Mellon University's Department of Athletics, Physical Education and Recreation, I am honored to endorse the Highmark Center for Health, Wellness and Athletics for recognition by the Construction Owners Association of America.

The construction of this building is the culmination of decades of dreaming at Carnegie Mellon. In a remarkably short time, it has been transformative for our university community—redefining how we welcome students, support their development, and gather as Tartans. We believe that placing health, wellness, and high-level intercollegiate athletics under one roof represents a progressive, future-facing approach to caring for the whole student. The Highmark Center is not merely a facility; it is a daily expression of CMU's values.

This project was delivered on a complex urban site that required the thoughtful preservation and integration of a 100-year-old historic gym, while also accommodating many distinct—and sometimes competing—program needs. The team achieved all of it and more. From first concept to final handoff, Bohlin Cywinski Jackson (BCJ) and Mascaro Construction were ideal partners, translating an ambitious vision into a student-centered, highly functional building that will provide opportunity for generations to come at Carnegie Mellon.

The impact is already immeasurable. Student-athletes move seamlessly through training, recovery, and team environments; wellness services are visible and accessible; and our community experiences a cohesive, inspiring place that reflects CMU's academic rigor and competitive spirit. Recruiting, retention, collaboration, and a shared sense of pride have all been elevated because of this building.

I have been privileged to play a role in many significant projects during nearly two decades at Carnegie Mellon. None strikes me as transformative as this one. The Highmark Center stands as a model of owner vision paired with design excellence and construction craft—delivered with care for history, context, and, most importantly, for the people who use it.

We are deeply grateful to the entire project team for bringing this dream to life, and we strongly recommend the Highmark Center for COAA recognition.

Respectfully,

Josh Centor, Ph.D.
Associate Vice President of Student Affairs
Director of Athletics, Physical Education and Recreation
Carnegie Mellon University

AFFIRMATION AND RELEASE:

Nomination is submitted by: Ralph Horgan

Name: Ralph Horgan

Company: Carnegie Mellon University - Campus Design and Facility Development

Street Address: 417 South Craig Street, 3rd Floor

City, State/Province, Zip/Postal Code: Pittsburgh, PA 15213

Phone Number: 412-268-6156

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In submitting this application, I affirm to the best of my knowledge, that the information contained herein is accurate and correct. I also agree to grant permission for COAA® to use the nomination materials in their entirety (including photographs) for promotional purposes which may include, but not be limited to, the COAA® website and the *Owners Perspective* magazine.

SIGNATURE Ralph R Horgan DATE 9/3/25

TITLE : Associate Vice President