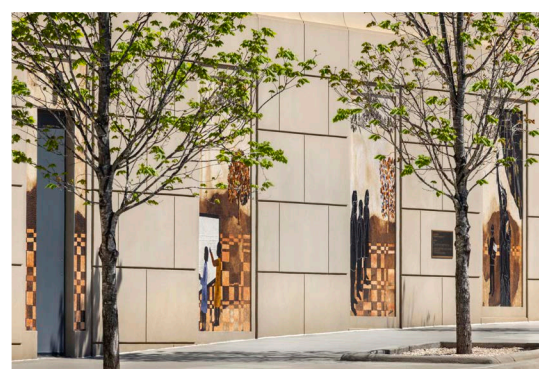
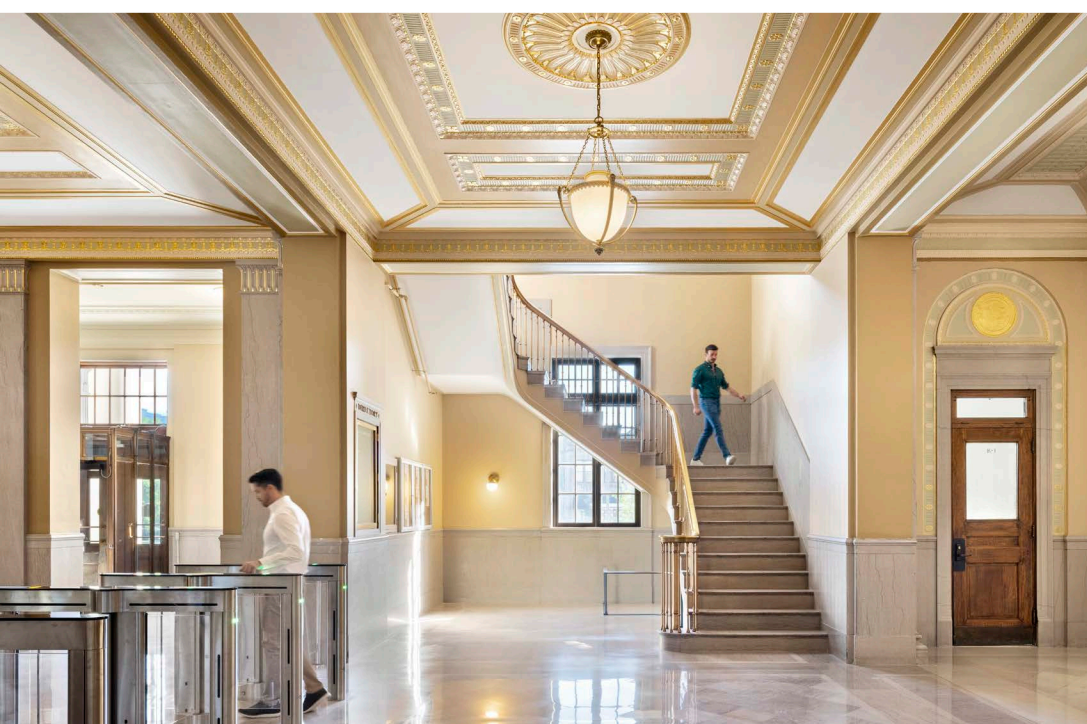


U.S. Courthouse Charlotte
Charles R. Jonas Modernization & Annex

COAA PROJECT LEADERSHIP AWARDS

2023



COAA PROJECT LEADERSHIP AWARDS



SECTION I - GENERAL PROJECT INFORMATION:

Name of Project:

U.S. Courthouse Charlotte/Charles R. Jonas Modernization & Annex

Location of Project:

Charlotte North Carolina

Name and Address of Owner:

U.S. General Services Administration (R04)
77 Forsyth Street, Suite 600
Atlanta, Georgia 30303

Name and Address of Design Professional(s):

Jenkins Peer Architects
112 South Tryon Street, Suite 1300
Charlotte, North Carolina 28202

Robert A.M. Stern Architects, LLP (RAMSA)
460 West 34th Street
New York, New York 10001

Name and Address of Construction Professional(s):

Brasfield & Gorrie LLC
3021 7th Avenue South
Birmingham, Alabama 35233

Other Consultants or Professionals:

See full team listing on the following pages.

Type of Project:

(Commercial, Institutional, Industrial, Governmental, Medical, etc.)

Governmental

Delivery Method:

CM-at Risk

General Project Description:

See full narrative on the following pages.

Project Duration:

1,555 Calendar Days

Project Start Date:

8/1/2018

Project Completion Date:

9/30/2022

(Planned Completion Date, Actual Completion Date)

8/1/2018-9/30/2022 | The project was completed two months ahead of original schedule.

Changes in Schedule:

(Briefly Describe Reasons for Delay or Acceleration)

Initial Construction Cost (\$):

\$128,707,576

Final Construction Cost (\$):

\$143,481,873

Percent of Change Orders:

10% | The change orders reflect added scope including tenant requested enhancements and unforeseen conditions related to hazardous material abatement.

PROJECT TEAM LIST

Contractor

Brasfield & Gorrie
Birmingham, Alabama

Architect-of Record

Jenkins Peer Architects
Charlotte, North Carolina

Design Architect

Robert A.M. Stern Architects
New York, New York

Landscape Architect

Ann P. Stokes Landscape Architects, LLC
Norfolk, Virginia

Construction Manager

fs3 Hodges
San Clemente, California

Courtroom Planner & Architect

CGL Companies
Lexington, Kentucky

Subcontractor

Jordan Construction Company
Greenville, South Carolina

Structural & Blast Engineer

Thornton Tomasetti Group
Boston, Massachusetts

Mechanical / Plumbing

McKnight Smith Ward Griffin Engineers Inc.
Charlotte, North Carolina

Electrical Engineer

Apogee Consulting Group, PA
Cary, North Carolina

Historic Preservation & Envelope

Wiss, Janney, Elstner Associates
Fairfax, Virginia

Civil Engineer

LandDesign
Charlotte, North Carolina

Geotechnical Engineer

Froehling & Robertson, Inc.
Charlotte, North Carolina

Lighting Designer

Cline Bettridge Bernstein Lighting Design
New York, New York

Acoustical & AV

Cerami
New York, New York

Sustainability Consultant

Atelier Ten
New York, New York

Cost Consultant

CCS International, Inc.
Durham, North Carolina

Telecommunications

IGS
Indianapolis, Indiana

Fire Protection, Life Safety & Vertical Transportation

Syska Hennessy Group
Charlotte, North Carolina

Security Consultant

BLW Security Group
Bastrop, Texas

Wayfinding Consultant

Jones Worley
Atlanta, Georgia

Artwork

Ellen Discoll
Brooklyn, New York
Mosaika Art + Design
Montreal, QC, Canada

Mechanical

Hardy Corporation
Birmingham, Alabama

Electrical

Adams Electric Co.
Greensboro, North Carolina

Plumbing

Precision Plumbing
Matthews, North Carolina

GENERAL PROJECT DESCRIPTION

Brasfield & Gorrie completed the repair, alteration, and modernization of the 134,000 sq ft historic Jonas Courthouse built in 1918 and construction of the new 213,000 sq ft Courthouse Annex. The project includes the following features relevant to the Alton Lennon project: value significantly greater than \$35 million; CMc project with open-book accounting where contractor performed both Design Phase and Construction Phase services; Federal construction contract experience; historic renovation / alteration; hazmat abatement and mold remediation; façade restoration; roof replacement; window replacement and restoration; electrical upgrades; MEP replacement; interior renovation; early work packages / phased construction; project performed in North Carolina.

Eleven courtrooms are included in the design: the historic Robert D. Potter Courtroom, three District courtrooms, two Senior District courtrooms, two Magistrate courtrooms, two Bankruptcy courtrooms, and a Special Proceedings courtroom. Additionally, space is provided for the U.S. Circuit Clerk, Judges' Chambers, U.S. Marshals Service (office and detention space), U.S. Probation Office, U.S. Public Defenders Office, U.S. Attorney's Office, Circuit Library, and the GSA. The Annex building features 8-stories above grade and two stories below grade, with 51 enclosed parking spaces while the Jonas Courthouse includes one level below grade and two above grade. The project is designed to achieve LEED Gold and SITES Silver ratings.

DESIGN PHASE SERVICES

Following project award, which was based on the final concept design package, the design phase services involved cost estimating at five distinct design intervals. Over the course of this effort more than \$30 million in cost-reducing suggestions were made by the Brasfield & Gorrie team, with nearly \$14 million implemented in the final design. The guaranteed maximum price (GMP) was established based on the 75% construction documents and was validated at 100% design. The three cost estimates were reconciled at each interval, with all estimates within 1% at 100% design – clear evidence of the collaborative work of the team. Brasfield & Gorrie's design phase deliverables exceeded 1,000 pages and contained detailed subcontractor bid tabulations, subcontractor quotes, and a fully detailed cost estimate. During the reconciliation meetings, led by Brasfield & Gorrie's preconstruction manager, reliable feedback was provided to the A/E team quickly (often within 24 hours) to support important design decisions.

CONSTRUCTION PHASE SERVICES

The work included repair, alteration, and modernization of the historic Jonas Courthouse and construction of the new Courthouse Annex. Work in the Jonas Courthouse was highly complex and involved modernization of civil, structural, architectural, elevator, fire / life safety, HVAC, plumbing, and electrical systems. The work also included sixteen early work packages performed during the design phase, with the scope of this work exceeding \$700,000.

Civil. A 52,000-gallon storm water retention system consisting of four 84-inch diameter interconnected reinforced polyethylene pipes was installed on the north side of the site. Additional site features include flagpoles, a cast stone seal, benches, and relocation of the historic Shipp Monument. Landscaping and irrigation were completely replaced.

Structural. Extensive reinforcing of the existing composite concrete and steel frame structure to support new program areas. Structural modifications created new mechanical shafts along with two interior courtyards.

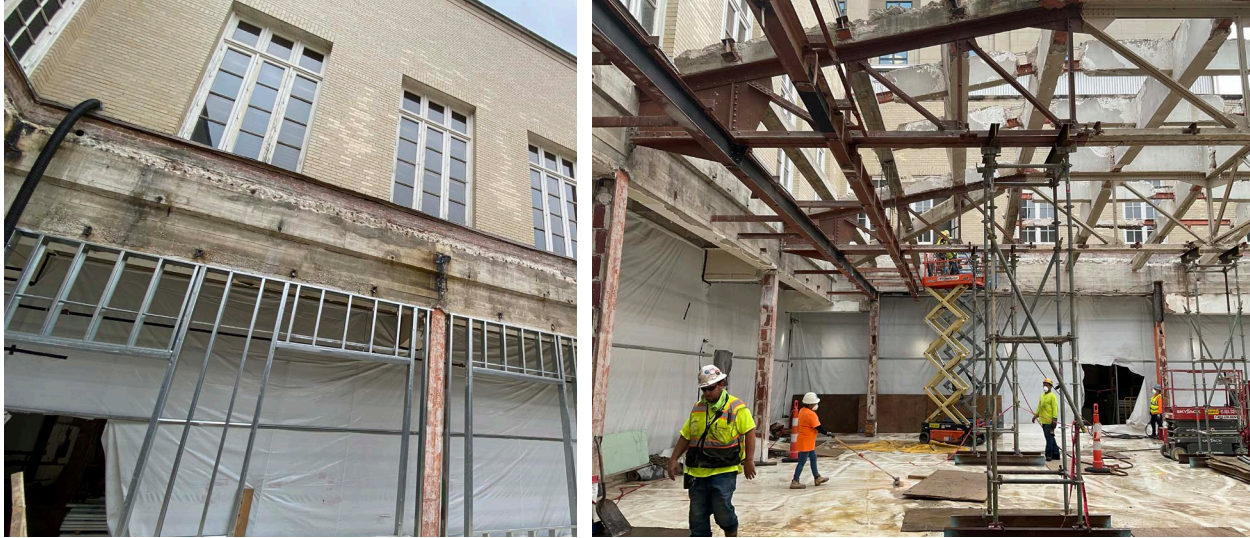
Interior. Extensive interior demolition was performed as needed to create new program spaces on all three floors. New spaces include Circuit satellite library, Pre-trial Services, Pre-trial laboratory, Probation, training room, Jury Assembly and lounge, Grand Jury, building manager / engineer offices, Federal Public Defender's office, and public restrooms. Several renovated spaces are contiguous between the Jonas Courthouse and the new Annex including the District Clerk's office and the Bankruptcy Clerk's office. A new Gallery was created connecting the secure screening area with the new Courthouse Annex. New interior courtyards flanking the Gallery introduce daylight into this important space, along with the adjacent Jury Lounge and the Pre-Trial Services and Probation open office areas. A unique aspect of the interior renovations is the restoration of the historic Potter Courtroom. The work scope in this area included restoration of plaster ceilings, moldings, and light fixtures; modifications to historic furnishings (jury box, court reporter station, spectator seating, spectator rail); new carpeting; acoustical improvements.

Building Systems. Numerous building systems replaced or modernized including fire sprinkler, fire alarm, plumbing, HVAC, power, and lighting. Complete system replacements were performed for HVAC, branch power, and lighting, making this one of the largest work scopes performed.

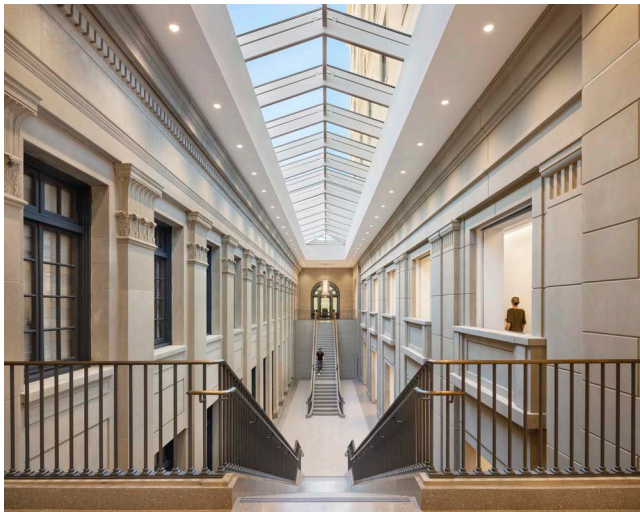
SECTION II - OVERALL PROJECT MANAGEMENT:

Project Management:

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



During the renovation of the historic courthouse, the project team identified a challenge on abating lead beams from removing a floor form the historic building. The project team identified a potential safety constraint with the removal of the lead beams that may impact the health and safety of workers working near where the structural beams were to be removed. Therefore, we developed a significant temporary wall that included engineered structural studs to withstand exterior wind loads that allowed us to completely segregate the demolition of the structural roof system and allowed us to continue working in the inside of the courthouse. This allowed the project to continue production in adjacent areas while high risk work was occurring.



For the Annex, the building tie-in from the stair hall to the Existing Jonas Courthouse also required us to go into the attic of the Historic Jonas building and cut holes through the historic façade in order to connect structural beams that would ultimately tie the structures together. The project team discovered the attic floor was not strong enough to support workers and material to make the welded beam connections, therefore, we engaged a third-party engineer to engineer a working platform inside the attic of the historic courtroom that ultimately allowed us to work safely over occupied judges' chambers to allow our workers access to make the steel connections without disturbing existing court operations.

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.)

The construction of this job was completed at the height of the COVID-19 pandemic. The project team in conjunction with the owner and subcontractors developed a comprehensive COVID-19 mitigation plan that included dedicated staff to implement the COVID-19 plan which included backpack sanitation sprayers, COVID-19 case tracking, social distancing on personnel hoists, and daily sanitation of temporary toilets and high trafficked areas.

Historic Restoration: Unforeseen Abatement Remediation**Situation:**

The project had budgeted \$500,000 to be used for hazardous material abatement cost based on the pre-construction survey and prior reports. During the demolition phase of the project significantly more hazardous materials were encountered that was not ascertainable from a visual survey. To further compound the discovery, several layers of Asbestos containing flooring was discovered, however only a single layer was anticipated. After all demolition was completed the estimated cost to fully abate the building of all hazardous materials was \$1,850,000 with a possible 6-month schedule delay and a depletion of all project contingency in to the negative.

Solution:

To mitigate this schedule, delay the project team including the owner, designer, and general contractor worked together to develop a solution that could keep the project on schedule without delay and while funding was being identified to cover the cost of the change order. Over \$2,000,000 had been removed from the project at an early stage to fund other program needs. The project team developed two approaches to cover these abatement costs.

Option 1: Reduce all landscape scope to bare minimum and use cost savings to cover the cost of abatement. This option allowed the project to keep moving at its current schedule without delay and avoid additional cost overruns due to schedule extensions.

Option 2: The owner provided justification for additional funds to be given back to the project to cover these additional costs and avoid schedule delays or reduction in landscape scope.

It is important to note the entire project team reviewed the design of the landscape and the abatement situation to identify the most cost-effective solutions to keep the project moving with out delay. The contractor proceeded at risk with the abatement remediation while the owner tried to acquire additional funding. Trust, transparency, and cooperation were needed from all three parties to avoid costly project delays to solve this issue. The contractor moved forward at risk, the owner risked stakeholder disappointment in delivering a reduced landscape, and the architect had to make design concessions to cover these unforeseen conditions.

Result:

In the end, the owner did receive the additional funds to cover the cost of the abatement. Because the contractor and architect collaborated with the owner the project was able to continue without delay and the landscape scope was able to remain as originally designed to satisfy stakeholder expectations. A no cost time extension was provided to the contractor to account for additional abatement time and reward them for moving forward at risk while the owner was able to avoid additional change order costs for potential schedule delays. The finished result was one everyone could be proud of. This request took foresight, constant communication, and follow through. Without establishing trust and moving forward at risk with the abatement the project would have received significant delays and/or lost all landscape funding which would have resulted in very unhappy stakeholders and a project lacking in quality and follow-through.

Best Practices Adopted:

- Require destructive testing prior to project start to identify and limit unforeseen conditions and reduce risk of potential costly change orders.
- Do not let leadership removing any project contingency from a project until it has reached Substantial Completion, no matter how well it may be going.

Cost Management:

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

This was a two-phase project with the first phase summarized by the complete construction of an attached new 10-story Annex building followed by a move from the tenants working in the adjacent courthouse to the new Annex and an extensive modernization of the existing courthouse following the vacancy of the historic Jonas courthouse.

Because of the enormous success of the first phase, the Government Budget Committee, identified a significant amount of owner contingency savings from the 1st phase of the project and ultimately took critical project owner contingencies away from project that were needed to complete the renovation and modernization portion of the project. Following the removal of approximately \$1.8 million worth of owner contingency, the project team had to act quickly to identify substantial project risks that may have put the project's budget and schedule in jeopardy. The project leadership team including the GSA, Design Architects, and the General Contractor, conducted a series of focus meetings that included, value engineering ideas, project risk focus execution plans, and an unforeseen hazardous material contingency plan.

Following the value engineering sessions which ultimately provided additional project contingency funds, the project team focused on a hazardous material and abatement contingency plan. The original budget for hazardous material abatement (which was mandated outside the controls of the project execution team), was \$500,000 and a four-week abatement schedule allowance. This allowance was set in place, based on limited surveys that were handicapped by an investigation that had to occur in an active Federal Courthouse. Therefore, a substantial hazardous material assessment which is typically done in unoccupied buildings would have been impossible. Because of the relationships established throughout the course of construction, the existing tenants developed a strong sense of comfort and trust with the project team including us as the Owner, the Design Team, and the General Contractor. Therefore, the project team was granted additional access for early work packages to occur well ahead of their move-out dates into the new Annex building. These early work packages occurred six months prior to the established tenant move-out dates and mitigated 6 months of schedule impacts because the General Contractor was able to conduct the work with the existing staff of the Annex phase.

During the course of the six-month early work packages, the project team was able to do a more substantial hazardous material survey which identified a potential \$1.5 million budget overage for the hazardous material abatement scope. Because the project team identified this issue early enough, we were able to look at various scopes of work that could be removed from the project scope with minimal impacts to the overall program of the project. One of those items was a \$1.5 million landscape package, where we tasked the design team to provide a basic landscape plan valued around \$200,000 that would still provide a functional landscape space in the buildings forecourt in case the project contingency funds were not replenished from the budget committee.

Due to the high trust between all project partners, the project was able to move forward with this understanding of the landscape contingency plan even with the hazardous material abatement overages. Fortunately, the landscape contingency plan was not required, as the project was ultimately able to receive adequate funding for the hazardous material abatement. Had the project team not established this high level of trust, the project would have come to a standstill with potentially months of delay all while waiting on additional funds that were previously removed outside the control of the project team.



Quality Management:

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

The building is one of the few historically significant structures remaining in Charlotte and is listed on the national historic registry. This project connects new construction with an existing historic building to preserve history and meet the needs of the courts for the next 100 years. **The team completed the project under budget and six months ahead of original schedule.**

One example is when our team identified a critical area in the existing historic potter courtroom that would require extensive artistry to restore the intricate detailing of the plaster ceiling. Brasfield & Gorrie hired a specialty contractor to take great care of ensuring the historic ceiling was put back and restored to the original condition, maintaining the original detail.

Another example was relocating the historical Shipp monument outside the building. The monument commemorating Spanish American War Hero William Shipp needed to relocate the 300 yards to the north side of the project. The original design was to take the monument apart and rebuild for \$400,000. Our team worked together and engaged a 'full-house moving' company that offered a solution to undermine the existing monument and put it on a cribbing system that allowed the monument to remain as-is for less than \$80,000.

"Brasfield & Gorrie has provided exceptional service and continues providing quality workmanship. The entire Brasfield & Gorrie team has worked with the government in all aspects of this project to partner together. The contractor is focused on providing the work above a quality level expected by the Government. When deficiencies and/or non-compliances are found they are promptly corrected. Contractor has a strong, partnering focused, working relationship with the Government's CMA, bringing a united front to a culture of quality and safety on the project."

CPARS evaluation of Brasfield & Gorrie's performance on the U.S. Courthouse Charlotte Annex

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.)

Building high-functioning teams quickly is a key component for a successful process. Having an engaged team of design and construction professionals together early in the design and throughout construction drives value and eliminates rework, thus reducing cost. For Lean delivery to be successful, collaborative and trusting relationships are essential. Brasfield & Gorrie equips our project teams with the tools they need to form these relationships as quickly as possible and build on that foundation of trust throughout the project to deliver successful results.

Brasfield & Gorrie, the GSA, and the Design Team used a variety of approaches in implementing efficient and effective meeting management:

- Establish a consistent design meeting schedule that carries into construction
- Define a detailed agenda setting in which all stakeholders are involved in creating
- Identify the leader for all agenda sessions and the stakeholders required for the sessions
- Keep track of time for discussing agenda items and have a “parking lot” for issues not critical to accomplishing them
- Clearly document decision points and incorporate them into the project plan for tracking
- Arrange rooms to promote discussion and problem-solving
- Omit individuals’ positions and titles during collaborative interactions
- Implement daily huddles or consistent check-ins outside of big project meetings to review goals and track progress
- Use pull planning and a daily work plan to maintain a productive workflow
- Use technology to enhance collaboration and efficiency
- Provide time for breakout sessions for problem-solving during team meetings
- Take time for team learning and reflection to promote continuous improvement



The O/A/C team was also committed to putting people first throughout the project.

Brasfield & Gorrie has served as a mentor in the SBA M-P program for the past eight years. Our commitment is to assuring meaningful growth and opportunities for small business and our commitment has resulted in our protégé(s) notable involvement in many federal projects, including this project. Brasfield & Gorrie also recently launched our EQUIP initiative. EQUIP was created to support the business development and inclusion of minority- and women-owned (MWBE) subcontractors, EQUIP delivers education and networking opportunities in workshop settings at our offices.

Good faith outreach events were held prior to award in preparation for this project. The O/A/C team was committed to impact the small businesses throughout the project. Subcontractors were part of the team at every step.

Safety

Brasfield & Gorrie is committed to the development and training of our operations and field forces.

Through our Career Development Department and our NCCER-accredited Field Training and Assessment Center, we offer a variety of classes for our operations and field employees to encourage their ongoing growth and career development. Our goal is to foster a culture of best practices by building and maintaining a team of expertly skilled operations personnel, field managers, and craft workers.

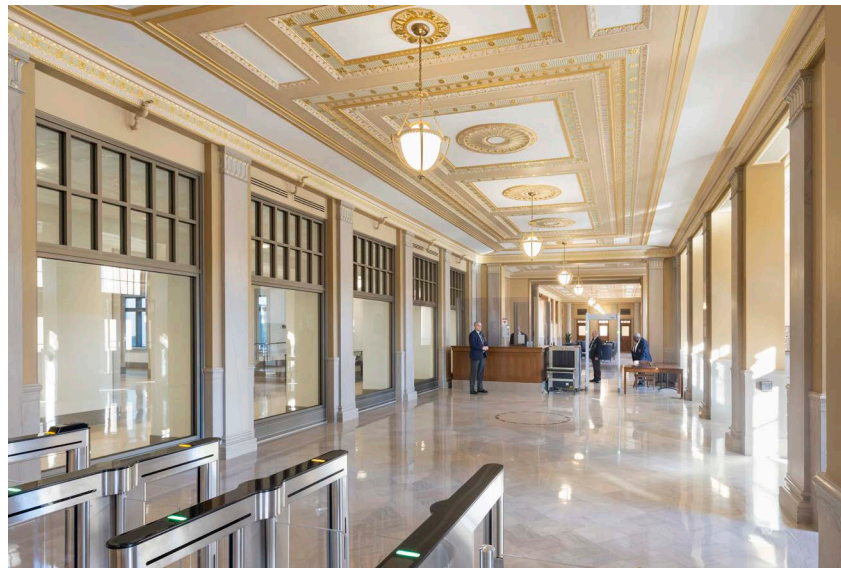
Brasfield & Gorrie launched SKILLED, a new all-encompassing program to represent our craft education efforts offered at our Field Training Center in Trussville, Alabama, and in various other events and initiatives. SKILLED is designed to strengthen our safety culture and better equip our field teams with the training they need to do their jobs safely and effectively and advance in their careers. The program provides our field employees with opportunities to expand their knowledge and improve their skills through in-person events and online content. The people who work on our jobsites every day are essential to our success, and SKILLED is one way we're committing to the long-term growth of our valued employees.

The central component of the SKILLED launch was a new website featuring dozens of videos—in both English and Spanish—that provide useful information that will help field employees with both short-term tasks and long-term education. SKILLED videos span a wide array of craft disciplines including construction basics, field safety, field engineers, leadership, our Stuff That Can Kill You (STCKY) safety initiative, and the First 90 Days program designed for new employees. In addition to the website, we created a series of decals to be displayed on field employees' hardhats to show that they've completed the training for various skills.

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.)

- The original terra cotta wall braces were the first challenge for our team. During our initial review of the existing conditions, the team identified that the main hallways in the building that were required to remain for historic reasons would no longer be adequately braced once the plaster ceiling was removed tying these together, creating an unsafe environment. The project team collaborated to brace the walls with metal stud kickers attaching to existing steel members, supporting the terra cotta historic walls in lieu of demolishing them. This kept the project on schedule and saved these walls for historic purposes and all the historic terra cotta walls are in place today.
- The existing roof deck in the historic courthouse portion was not adequate to support the MEP infrastructure since half of the roof deck was made of 1x6 wood planks with no adequate structural steel support. The previous MEP support system was tied off to the original plaster ceiling below or was inadequately supported with minimal embedment in the wood decking creating a hazard. Brasfield & Gorrie engaged a third-party engineer to design a supplement steel ceiling support system that included the loads for all MEP equipment and infrastructure in the ceiling allowing us to get our design solution accepted and not delay the installation of the MEP infrastructure.
- The existing chillers that served the active adjacent historic Courthouse had to stay operational during the construction of the Annex. We developed a plan to build on top of the existing chiller room and construct the Annex around the existing mechanical room. This allowed the courts uninterrupted permanent HVAC to be operational in the existing courthouse in lieu of having a temporary ducted conditioned air system while construction was occurring. The existing chillers were ultimately demolished and the shutdowns for the new chillers were completed over a weekend to not interrupt service to the adjacent courthouse.
- The reimagined Charles R. Jonas Federal Building and Courthouse pays homage to the courthouse's storied history not only by continuing and complementing its design language but by conserving and enhancing its prominent historic elements. The main entry is carefully preserved, maintaining its longstanding presence on Trade Street to commemorate this history. An outline, with accompanying plaque within the landscaped forecourt, pays tribute to the 1836 Mint building.
- The existing courthouse, delicately retrofitted to work alongside the wing, attains one of the most critical goals of the overall project: better security. Separate and secure circulation paths are designated for the judiciary, the deputy marshals who escort defendants in the courthouse, and the public. Almost all public interface spaces receive abundant natural daylight, orienting persons as they walk through the building.





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.)

As a forward-looking public structure, the new courthouse is conscientiously designed with various sustainability and conservation strategies.

- The project is not only on track to achieve LEED Gold certification but also exceeds minimum code requirements for building envelope insulation.
- Energy conservation strategies implemented by the project team warranted credits from Duke Energy, reducing associated investment costs by yield payback in under four years.
- Building materials were chosen by carefully considering maintenance needs and durability.
- An effective stormwater management system was deployed with cisterns for drip irrigation, and native plants were selected for the landscape, supporting the regional habitat.

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.)

Below are three areas where the project team minimized and resolved conflicts.

The Unforeseen Conditions

As described above in Section II: Scheduling Example of handling the abatement unforeseen condition. The project team quickly identified the problem, developed 2 possible options to resolve the problem, determined possible design and construction concessions to address the abatement issue. Then proceeded to move at risk together unsure of which solution would ultimately prevail at the end of the project put supported each other respectively to make sure that the overall project would stay on track for completion.

The Customer Change Order Request

One example of how the project team addressed customer change order requests is as follows. The customer requested restoration of historic mill work. This was not in the project budget. The design and construction team came together with the owner to explain the costs impacts of this request and provide viable alternatives that were cost effective and would not result in schedule delays. One of those options that was determined was to paint the existing historic millwork so it would match the newly installed patched millwork. This resulted in a no cost change order to the customer, and satisfied result for the customer, and not delay to the construction or discredit to the design.

The Inspection Request

At substantial completion a new high-rise elevator shaft was determined by the inspection team, to not meet the fire code. Due to longer term relationship building with our inspection team the project team was able to propose a modification to each floor of the elevator lobby areas to address the inspection concern that did not meet requested inspection and safety requirements. By the owner, designer, and general contractor working together they were able get this modification approved by the inspection team, and have it implemented in a timely manner with minimal cost and rework that allowed the project to stay on track to achieve its goal substantial completion date.

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.

Owner Led Team Culture

The project team embodied a team led culture but establishing roles and responsibilities and communication strategies from start to finish on this project. A few examples of how the team did this are highlighted below.

How the Project Team Established Team Roles & Responsibilities

- Owner: Established the Vision and Team Goals
- Architect: Designs the Plays
- Contractor: Runs the Plays
- Project Team: Coaches for Collaboration

Project Developed Strategies for Communication

- Created a culture of Communication & Accountability from start of project to end of project.
- Set up Weekly Meeting Schedules
- Created Formal and Informal Check-Ins for all project team members
- Develop Shared Team Project Tracking & Accountability Templates

Owner Led People Focus

The project team embodied a team led people focus but establishing onboarding and off-boarding team member practices from start to finish on this project. The team also planned for and encourage team member changes and promotions. A few examples of how the team did this are highlighted below.

Onboard Team Members and Plan for Changes

- Planned for team growth opportunities & role changes – more than five promotions were achieved on our design and construction team throughout the duration of the project.
- Planned for team trades & retirements – two retirements, one job change, several babies and two marriages happened on our core project team through the duration of this project.
- Anticipated when in the project team members will change out.
- Establish an onboarding process for new team members to integrate and buy into the established team culture.
- Held micro partnering sessions as needed with new team members to create buy-in and quickly integrate new team members into our project culture.

Owner Led Best Practices

The project team embodied a team led best practice culture by identify team strengths, sharing knowledge, creating transparency, and addressing each issue with humility and a project first mindset on this project. A few examples of how the team did this are highlighted below.

- Used experience to identify risks before a project starts to plan for or avoid them from the beginning.
- Planned for things to go wrong and gave their teammates options to maneuver.
- Set stakeholder expectations appropriately
- Left their ego at home when bring solutions to the table.
- Ased questions with a willingness to grow, understand, and help the team
- When problems occurred the owner, designer and contractor brought solutions do not excuse.
- Leaned into team strengths. Experience and collaboration breed solutions no matter what the challenge.
- Addressed the risk with open-mindedness, compromise, communication & transparency

In summary the project team showed time and time again how they exemplified the COAA Way. Each challenge was taken as a unified team where ideas were heard, costs were shared, and solutions were formulated together. This approach to problem solving stands out as a great example of the COAA Way. As owners we are only as good as the teams we are partnered with. Without honest, forward thinking, creative problem-solving partners our job as owners is significantly harder.

SECTION VIII - CUSTOMER SATISFACTION:

Please attach to the Nomination Form the following letters of recommendation:

1. A letter from the Design Professional describing how they found the Owner contributed to the project success.
2. A letter from the Construction Professional describing how they found the Owner contributed to the project success.
3. A letter from the customer or end user of the facility describing their overall satisfaction with the building/facility.

AFFIRMATION AND RELEASE:

Nomination is submitted by: U.S. General Services Administration | Shawn Kelly

Name: Shawn Kelly

Company: U.S. General Services Administration

Street Address: 205 Regency Executive Park Drive

City, State/Province, Zip/Postal Code: Charlotte, NC 28217

Phone Number: 704.340.0445

Email Address: shawn.kelly@gsa.gov

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 Shawn Kelly DATE 08/29/2023

TITLE : U.S. General Services Administration Project Manager



August 29, 2023

Construction Owners Association of America
5000 Austell Powder Springs Rd Suite 151
Austell, GA 30106

RE: U.S. Courthouse Charlotte / Charles R. Jonas Modernization & Annex – Project Leadership Award

To Whom It May Concern:

Please accept this letter of recommendation for the COAA Project Leadership Award on behalf of Shawn Kelly and the General Services Administration. Brasfield & Gorrie was the Construction Manager as Constructor (CMc) and had the opportunity to work with Shawn during the construction of the U.S. Courthouse Charlotte Charles R. Jonas Modernization & Annex which included a new 213,000 sq ft Courthouse Annex and a modernization of the 134,000 sq ft historic Courthouse built in 1918. The facility includes ten courtrooms (three District courtrooms, two Senior District courtrooms, two Magistrate courtrooms, two Bankruptcy courtrooms, and a Special Proceedings courtroom).

We are pleased to say that Shawn Kelly was a key factor to ensuring that the project was a success by every metric. From his exceptional problem-solving skills, a strong desire to continually improve, and his core value of collaboration, Shawn should largely be credited with the successful project outcome on a project that finished under budget and ahead of schedule all during the height of the COVID-19 pandemic.

Specifically, Shawn implemented the latest resources and technologies for the most desirable outcomes for this project by adhering to one of his strongest core values, collaboration. Prior to Shawn's arrival at approximately, the midway point of the project, Brasfield & Gorrie had observed three different project managers overseeing this project for the GSA. When Shawn arrived, he quickly asserted himself as a clear leader who came with solutions and not excuses. Because of his high caliber problem solving skills, the project communication across all stakeholders excelled ultimately leading to mitigation of unnecessary project costs and potential schedule delays. Furthermore, he implemented weekly design collaboration calls, tenant briefing focus meetings, as well as weekly budget reviews where he was quick to work through many of our complex project issues while maintaining a strong relationship between Brasfield & Gorrie and the Design Team.

Shawn continuously promoted a culture of teamwork, accountability, and kept the project organized by keeping the key project goals at his forefront. Therefore, Brasfield & Gorrie highly recommends Shawn Kelly for the Project Leadership Award.

Thank you for presenting us with the opportunity to submit our recommendation and we appreciate the opportunity to work with you on this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "B Murray".

Brian Murray
Vice President / Division Management

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August 30, 2023

2023 COAA Project Leadership Awards Committee

5000 Austell Powder Springs Rd. Suite 205 Austell, GA 30106

Re: Letter of Recommendation for Charles R. Jonas Federal Building and Courthouse

401 West Trade Street Charlotte, North Carolina 28202

COAA Project Leadership Awards

Dear Awards Committee Members,

My name is Kevin Sutton, and I am the United States District Courts, Court Architect for the Western District of North Carolina. The Judiciary is one of the primary key stakeholders and end user of the Charles R. Jonas Federal Building and Courthouse.

The project is a new United States Courthouse Annex and Alteration of the Charles R. Jonas United States Courthouse, located in Charlotte NC. The Charles R. Jonas Federal Building, originally constructed in 1915 with a 1934 addition which tripled the size of the courthouse, is significant to the history of Charlotte, and one of the few historic structures remaining in the Central Business District. It is an example of the Neo-classical Revival style of architecture. The building was listed on the National Register of Historic Places in 1978.

The proposed Annex was constructed on an existing surface parking lot of the Jonas United States Courthouse. The Annex and alteration project allow the federal government to continue its long-term use of this historic facility in Charlotte. States Courthouse, located in Charlotte NC. The Charles R. Jonas Federal Building, originally constructed in 1915 with a 1934 addition which tripled the size of the courthouse, is significant to the history of Charlotte, and one of the few historic structures remaining in the Central Business District. It is an example of the Neo-classical Revival style of architecture. The building was listed on the National Register of Historic Places in 1978. The proposed Annex will be constructed on an existing surface parking lot of the Jonas United States Courthouse. The Annex and alteration project allow the federal government to continue its long-term use of this historic facility in Charlotte.

Charles R. Jonas Federal Building and Courthouse expands the dignified presence of the federal government and judiciary while providing enhanced security, durability, resiliency, and flexibility. The new courthouse will provide space for the federal judiciary for the next thirty years allowing the district courts to meet its mission of administering fair and impartial justice and preserving and enhancing the federal judiciary's core values as the court meets changing national and local needs.

The owner was dedicated to the success of the project, supporting the design team, construction manager, and users throughout the project's long history. The owner's leadership was instrumental in organizing a strong project team to successfully navigate the challenges of a project with complex programmatic and performance requirements. The owner skillfully managed the engagement of major project stakeholders and user groups to support the design team's development of the project program requirements.

The owner established high expectations for the building design through the institution of the Design Excellence program, the incorporation of artwork commissioned through the Art in Architecture program, and by setting an example in Sustainability with the USGBC LEED V4 Gold Certification and the Sustainable Sites Initiative SITES Silver Certification goals. The owner supported the design team's vision and balanced the project budget with unforeseen market escalation and design goals. The owner prioritized design excellence just as much as the project cost during challenging value engineering and ultimately the project team built a high-quality public building that was on budget and on time.

I commend GSA for their efforts on the new Charles R. Jonas Federal Building and Courthouse.

August 30th, 2023

2023 COAA Project Leadership Awards Committee

5000 Austell Powder Springs Rd. Suite 205 Austell, GA 30106

Re: Letter of Recommendation for Charles R. Jonas Federal Building and Courthouse

401 West Trade Street Charlotte, North Carolina 28202

COAA Project Leadership Awards

Dear Awards Committee Members,

As the Architects for the Charles R. Jonas Federal Building and U.S. Federal Courthouse project, we are honored and excited to recommend the GSA owner team for the COAA Project Leadership Award. This project was the largest and most complex project that our firm has ever been involved with in our 45 plus years of history. The ultimate success of this project would not have been possible without the dedication and passion exhibited by the owner and their support of the design team, construction manager, and users throughout the long course of this project. The owner's leadership skills were exhibited right from the outset of the project in establishing a culture of blunt honesty, transparency and communication with the entire project team. This philosophy – exemplified by the owner, was instrumental in navigating the extremely complex program and performance requirements.

This project included 10 major stakeholders, each with their own diverse and sometimes conflicting goals and vision for the final program and design. The owner was able to skillfully manage and engage the multiple stakeholders to ensure they would work efficiently and cooperatively with the designers to achieve the goal of delivering an iconic federal courthouse building for the city of Charlotte and surrounding region.

The GSA set high standards for this project through the initiation of their Design Excellence Program, the incorporation of public art commissioned through their Art in Architecture program and setting a leadership example in Sustainability with USGBC LEED V4 Gold certification and the Sustainable Sites Initiative SITES Silver Certification goals.

Throughout the five-year duration of this project, the owner has consistently supported the design team's vision with a well-balanced eye towards the project budget - demonstrating a keen understanding of their responsibilities as stewards of our public tax dollars. Ultimately, through the owner's leadership, the project team was able to successfully deliver an award-winning civic building, in schedule and in budget.

It was an honor to be part of this project team and a great pleasure to work with the GSA to deliver this landmark building to the city of Charlotte and surrounding community. We look forward to having the pleasure again to partner with the GSA in the future.

Sincerely

Rob Hsin, AIA, LEED AP
Principal
Jenkins · Peer Architects