Construction Owners Association of America

# PROJECT LEADERSHIP AWARDS
# NOMINATION FORM

## SECTION I - GENERAL PROJECT INFORMATION:

**Name of Project: Carroll A. Campbell, Jr. United States Courthouse**

**Location of Project: Greenville, South Carolina**

**Name and Address of Owner: General Services Administration**
**77 Forsyth Street, SW**
**Atlanta, GA 30303**

**Name and Address of Design Professional(s): HBRA Architects, Inc.**
**372 W. Ontario Street**
**2nd floor**
**Chicago, IL 60654**

**Name and Address of Construction Professional(s):**

**Brasfield and Gorrie**
**3021 7th Avenue South**
**Birmingham, AL 35233**

**Other Consultants or Professionals:**
**Jacobs, Construction Manager / Commissioning Agent**

**Type of Project: Government**
(Commercial, Institutional, Industrial, Governmental, Medical, etc.)

**Delivery Method: CM at Risk**
(Design Bid Build, CM Agency, CM at-Risk, Design Build, Multiple Prime, etc.)

## General Project Description:

The Carroll A. Campbell, Jr. United States Courthouse is the design and construction of a new free standing federal courthouse of approximately 193,000 gross square feet in Greenville, SC. The site for the courthouse is located within the central business district of Greenville and encompasses one city block and a portion of an adjacent city block, totaling 1.97 acres. The constructed facility provides courtroom and chamber space for a total of nine federal judges as well as space for the Fourth Circuit Court of Appeals, United States Marshals Service, United States Probation and Pretrial Services, United States District Clerk, the United States Attorney's Office and other ancillary office and support space. The building also provides 70 inside, secured parking spaces for the building occupants.

The project scope of work included full architectural design and engineering; construction management, commissioning, construction, and post occupancy commissioning services for the first eighteen (18) months after substantial completion. GSA contracted with HBRA Architects who is the Architect of Record (AOR) for the project. HBRA was contracted to provide pre-design stage services which primarily included site studies and programming, in addition to concept design phase services, design development, production of construction documents, and construction phase services. HBRA also provided technical support to GSA with the procurement of the construction manager at risk for the project. GSA also contracted with Jacobs, who served as the Government's Construction Manager as Advisor (CMa) and Commissioning Agent (CxA). The CMa is responsible for ensuring that GSA's interests as the Owner are well served. In this regard, Jacobs provided both administrative and technical assistance and technical advice to GSA during design, construction, and project closeout with regard to the project's scope, schedule, budget, quality and other aspects of the project to ensure that the Government's requirements are met. As the CMa, Jacobs served as the facilitator and coordinator of the activities of all parties to ensure that the project was well executed. Jacobs also provided value engineering services and led the commissioning effort, which included commissioning of the building's mechanical, electrical, plumbing and fire protection (MEP/F) systems, building envelope commissioning, whole building pressure testing and post occupancy commissioning / seasonal testing.

The Carroll A. Campbell, Jr. United States Courthouse was delivered using the Construction Manager at Risk or Construction Manager as Constructor (CMc) delivery method. The CMc was responsible to perform two components of work: Design Stage services and Construction Stage work. The overall responsibilities of the CMc were to perform construction management services relating to constructability, construction strategy and logistics, and budget control under the Design Stage services component, and, upon exercise of the Construction Stage work contract option, to perform the construction in accordance with the construction documents, the Government's requirements for building information modeling and COBie, and other requirements under the Construction Stage work component.

GSA is also committed to sustainable design, construction, operations, and maintenance for its capital construction program. In this regard, GSA participates in both the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) and Sustainable Sites (SITES™) Certification Programs. Through integrative design and application of sustainable design and construction principles, the Carroll A. Campbell Jr. United States project has received BD&C LEED V4 Gold certification and is on track to receive a SITES silver rating through the Green Building Rating System of the U.S. Green Building Council.

**Project Duration: 1,782 calendar days**

**Project Start Date: August 31, 2016**

**Project Completion Date: July 19, 2021 (actual completion date)**

**Changes in Schedule: There were no changes in the project schedule.**

**Initial Construction Cost ($): $80 M**

**Final Construction Cost ($): $88 M**

**Percent of Change Orders: 10%**

## SECTION II - OVERALL PROJECT MANAGEMENT:

(Entire section should not exceed four (4) pages.)

### Project Management:

One example which demonstrated project management excellence by the Owner's Project Manager was taking lessons learned and best practices from other courthouse projects and applying them forward to the Carroll A Campbell, Jr. United States Courthouse project. The Owner for the Carroll A. Campbell, Jr. United States Courthouse project is the General Services Administration (GSA). Within GSA's Southeast Sunbelt Region, approximately six (6) capital courthouse projects have been designed and constructed in the past eight years. The first of these recent courthouses to be designed and constructed was the John A. Campbell Courthouse in Mobile, Alabama which was completed and occupied in 2016. There were steep learning curves by GSA as the Owner, on the Mobile, Alabama courthouse project with the Government's requirements for perimeter security and access control systems (PACS) and placing the building automation systems (BAS) on GSA's virtual network. Lessons learned and information were continuously shared by the GSA Project Manager, the GSA regional operational excellence subject matter expert (SME) and regional energy and sustainability SMEs involved with the Mobile, AL courthouse project. In addition, the Owner's Project Manager was also able to learn about the CMc contractor's experience and expertise on these same issues based on their recent experience on other GSA new construction projects. The Owner's Project Manager's desire for continuous improvement leveraged this combined information and led the team to establish a proactive approach to identifying and removing potential roadblocks and to produce solutions and avoid reacting to absence of information. As a result, during the design phase, the project team was extremely proactive in addressing the BAS and physical security requirements for the Carroll A. Campbell, Jr. United States Courthouse project. As a result of these efforts, the Owner's project team developed a BAS controls specification that has been adopted and implemented on other regional capital courthouse projects. Further, because of

the proactive team approach, the BAS was brought online with the Owner's virtual network prior to commissioning of the building systems. This was a significant accomplishment by the project team that resulted from the culture established by the Owner's Project Manager.

Another example which demonstrated project management excellence by the Owner's Project Manager was the effective implementation of a cadre of communication tools. These include monthly tenant newsletters, quarterly and monthly tenant briefings, monthly construction progress meetings, virtual site tours of the building documenting construction progress, and use of the Integrated Master Schedule. At 15% and 65% construction completion, GSA conducts construction excellence peer reviews for all capital construction projects. The GSA construction excellence program provides guidance to GSA construction projects through collaboration with leaders of the private sector construction community. This partnership allows for the development and implementation of innovative approaches to project management and execution to provide the federal government and client agencies the highest quality construction within budget and schedule. During the construction stage, construction excellence includes among many things partnering and facilitating timely communications. The 65% Construction Excellence Peer Review Report for this project specifically recognized the strong team leadership from each of the team member organizations stating "In the conversations regarding interaction among the team member organizations, it was clear that each team not only had great team leadership, but also each of the project teams' members were high performers. While in general in this report individuals are not singled out for praise or criticism, it should be noted that there was much consensus among the team member organizations regarding the excellent performance of the GSA Project Manager and Contracting Officer on this project." The 65% Construction Excellence Peer Review Report also noted that "there has been an inclusion of all team members at the local level" stating that "It was reported that this project team has been successful in involving local team members in the process. The Marshals local representatives are pleased with the design and construction of their spaces. The Building Manager for GSA for this courthouse has already been selected, is presently located at the existing Haynsworth courthouse, and is involved in the activities leading up to project completion and turnover." The most important influence of the Owner's Project Manager was establishing a culture of trust.

## Scheduling:

The Owner's Project Manager mitigated schedule risks by utilizing limited, high-risk early work package scopes of work before the primary building construction phase work began. This approach included relocating a water supply main traversing the middle of the project site to the surrounding right of ways without impacting the critical path of the overall project.

The Owner's Project Manager also worked collaboratively with the Department of Justice-United States Marshals Service (USMS) for the procurement and onboarding of the USMS' national physical security contractor for the installation of electronic security systems for both the USMS and the Courts early in the

construction phase. Key early involvement allowed the Owner, USMS, Courts, the Architect of Record (AOR) and CMc Contractor to properly align infrastructure with the normal sequence of construction work and avoid late-stage project changes. As a result of these efforts, the electronic security systems were installed and operational to support the judiciary's open to the public date for the new courthouse. One of the primary goals for the project was to provide a facility that meets all the physical and operational electronic security requirements for the facility and end users. Because of the efforts of the Owner's Project Manager, the Carroll A. Campbell, Jr. United States Courthouse fully achieved that goal and is a significant accomplishment for the project team.

## Cost Management:

The Owner's Project Manager used several cost management tools to manage the project budget. One of these tools was a project benchmark, which established the total planned project budget based on the program of requirements. At the beginning of design, the Owner established a uniformat level 3 baseline construction budget based on the project benchmark, with a separate tenant improvement (TI) allowance/line item for each tenant agency. The baseline construction budget was updated at the conclusion of each cost estimate reconciliation effort aligned with key design submittals. A key component of cost management for this project was the CMc project delivery method whereby the CMc contractor was providing cost information to the Owner beginning with the design development phase through construction completion. A significant amount of value engineering was required on this project to align the design with the project budget given the market escalation combined with labor shortages as the project was trying to transition into construction. Value engineering efforts was a heavily collaborative and iterative three-month process that included the Owner, AOR, CMa and CMc on driving changes to the design to meet the project budget. Instrumental to this costing effort was the establishment of the tenant improvement allowances within the control estimate. This breakdown allowed the Owner to not only align the building core shell design with the project budget but also the tenant fit out requirements with the appropriate tenant improvement allowances. The Owner's Project Manager was able to drive conversations with the various end users on identifying additional funding resources or reducing scope, as necessary.

## Quality Management:

GSA, as the Owner, traditionally contracts, as a third-party consultant, a Construction Manager as Advisor (CMa) and Commissioning Agent (CxA) to provide the Owner with technical and administrative support for quality management. A CMa/ CxA was contracted during the concept design phase for the Carroll A. Campbell, Jr. United States Courthouse project. During the design phase, the CMa was tasked with performing three types of reviews of the Architect of Record's (AOR) design submissions – code and standards, coordination, and owner requirements. The primary purpose of the owner's reviews was to assure that the AOR's design was responsive to the Owner's program goals, objectives

and priorities; the completed facility can be efficiently operated and maintained; and the design adequately and efficiently accommodates the space program.

Quality assurance during the design process also included a physical courtroom mockup constructed out of plywood that was adaptable to different geometric configurations. Court stations were movable to experiment with different floor plan and spatial geometries that accurately represented the proposed design(s) for each type of courtroom (district, magistrate, and multi defendant). The primary purpose of the courtroom mock-up was to verify sightlines between each of the courtroom stations and the AOR's overall design of the various courtroom stations, i.e., Judge's bench, jury box witness box, court reporter station, etc. The end user's audio-visual consultant also participated in the courtroom mockup review process which allowed early design coordination discussions and integration of audio-visual technology in the courtrooms. Participation by the Owner, AOR, and the various end users of the courtrooms (i.e., Judges, staff, attorneys, etc.) were required to participate in the courtroom mockup process.

During the construction phase, the CMa provided daily onsite inspection of work in place against the AOR's drawings and specifications. Monthly site inspections by the Owner and AOR were also conducted and provided a framework for the project team to address any quality control concerns. The Owner's Construction Excellence Peer Review process, which was implemented on this project, also provided feedback to the Owner's Project Manager regarding the CMc contractor's quality control in execution of the construction work. The project had two (2) nationally recognized construction industry peers that conducted site visits at 15% and 65% construction completion.

Quality assurance/control during the construction phase also included the construction of a courtroom millwork mockup before fabrication of the millwork was released; a precast mockup, building envelope commissioning; whole building pressure testing and enhanced commissioning of the building's mechanical, electrical, plumbing and fire protection systems. These were all requirements of the project driven by the Owner.

Building Information Modeling (BIM) was also actively used throughout the Construction Stage of this project by the CMc contractor. The BIM Project Execution Plan following the Owner's BIM design guides was established early in the project and subsequently all COBie submittals adhered to the Owner's requirements throughout the project. In addition, the coordination of all electrical, mechanical, and plumbing infrastructure in the model mitigated coordination issues in the field.

A key role of the Owner in quality management for this project was identifying and sourcing the right resources. The scope of the project required significant design and construction-related experience in key positions to ensure reasonable expectation of project success. Qualifications, experience, and performance of key personnel for the CMa/ CxA, and CMc contractors was the most important technical evaluation criteria during the procurement process.

## SECTION III - OVERALL PROJECT SUCCESS:

The project is tangible evidence of “One Project = One Team.” It is an award-winning federal courthouse that embodies the true spirit of proactive, goal-oriented teamwork from start to finish. The project team had a strong partnering culture and focus that resulted in many notable accomplishments throughout design and construction including major accomplishments of aligning design to budget during a period of considerable market escalation and labor shortages, ensuring continuity of operations throughout the COVID-19 pandemic and delivering a courthouse that meets the Owner’s commitment to sustainability, resilience and taxpayer return on investment. Adhering to the day-one planned period for performance, the construction phase began in March 2019 and was completed as on schedule in July 2021.

The Carroll A. Campbell, Jr. United States Courthouse project was funded in 2016 at $447 per gross square foot and was the lowest funded FY16 Courthouse Investment Plan project for GSA. A substantial work effort was required during the Design Phase. Success is attributed to the dedication and hard work of the project team who worked tirelessly to ensure the project moved forward into construction. One key factor in overcoming project challenges was the open book construction contract type and the willingness of the project team to timely and transparently communicate issues with proposed mitigation methods and techniques. This developed a sense of trust among all key partners. The evidence of the project team’s commitment to the success of the project is perhaps most notable during the construction document (CD) phase of design. Prior to issuing the 90% CDs, a substantial amount of work went into aligning the design with the project budget and establishing a control estimate. The project team intended to firm up the construction GMP based on the 90% CDs and transition the project into construction. However, subcontractor bids came in at $8 M over the Guaranteed Maximum Price (GMP) included in the CMc contract. The project team was able to identify approximately $2M in cost reductions without significant redesign to the building. However, to close the gap completely, significant redesign was required. To mitigate additional cost and schedule impacts while allowing time for redesign, the construction contractor developed an updated approach and timeline with key design deliverables that allowed the project team to firm up the construction GMP within the CMc contract requirements and move the project into construction. The Architect of Record was required to produce many deliverables in very short time frames; the CMa and CMc were then required to develop cost estimates and reconcile those estimates, the Owner was required to determine acceptability and track project budget and status while working to keep executive leadership and local stakeholders informed. This was an intense, ongoing process for a period of approximately two - three months and would not have been possible without the collaboration and dedication of the entire team.

Another key factor to the success of this project was the identification and tracking of risks and the implementation of effective change management procedures which has resulted in the project, as the lowest funded FY16 Capital Investment Plan project, being able to return approximately $1.3 M in savings. During the design phase, one of the key risks identified was the possibility of hitting rock below the ground. The Owner mitigated this risk several ways. Once the building footprint and orientation of the building on the site was determined by the Architect, GSA contracted with the AOR to conduct additional geotechnical studies within the footprint of the building to determine the probability of hitting rock during excavation for the building’s foundation. In addition, during the

CMc procurement phase, the Owner included a line item in the bid sheet as an allowance for rock. The Owner also required the CMc contractor to include contingency in the schedule for rock. Other effective change management tools included weekly discussions on pending change orders, frequent and transparent communications with the project team regarding potential project impacts called notification of impact (NOI) and carrying allowances within the CMc contract GMP.

The project team also did an excellent job of communicating and adhering to critical milestones and dates. During design and construction, the project and/or CMc contractor's schedule was consistently communicated to all key stakeholders with hard dates provided for key decisions or information along with the risks or alternative paths forward if those dates were not met. During construction, an Integrated Master Schedule (IMS) was developed and used as a tool to communicate and track all required activities to support the client's "open to the public" date.

The project team also did an excellent job in managing the project close out phase. Approximately six months prior to substantial completion, the CMc contractor established "Red Zone" meetings. These meetings were attended by representatives from all key stakeholders and were specifically focused on substantial completion and facility turnover activities. In addition, the Owner's regional Operational Excellence SME provided the project team with a checklist of operational and facility management tasks required for operations and maintenance of the building. These tasks were integrated into the IMS and were also compiled into a shared Google spreadsheet for collaboration by the Owner's project team. Outside of the "Red Zone" meetings, the Owner's Project Manager and Contracting Officer Representative (COR) led internal team meetings that transitioned from monthly to weekly in preparation for receiving ownership of the completed courthouse. These were highly effective tools and processes that led to a successful turnover of the building. Another key highlight demonstrating the project team's success in managing the project close out phase is that only 4 items, or .1%, out of 2700 punch list items remained open beyond 90 days post substantial completion and there was 100% closure of all open commissioning items within that same period.

The COVID-19 situation was also a substantial factor that could not have been contemplated when the project started. A key to the successful continuation and completion of the work was the CMc Contractor's COVID-19 safety protocols and project team and stakeholder commitment in adhering to the plan. In March 2020, when the COVID-19 pandemic hit the world, the project had been in construction one year. Of the total 28 months construction duration, approximately 57% of the building construction occurred during COVID-19 when counties and cities were in complete lockdown and travel was restricted if not completely prohibited in some areas of the country. This forced the team to think creatively and become innovative to maintain the project schedule. The need to be creative started with the courtroom millwork mockup. As is typical for all GSA capital courthouse projects, a quality control mockup of the courtroom millwork is built at the millwork fabricator's shop during construction. The project team, including the District Courts, the Architect of Record, the Construction Manager as Advisor (CMa), the CMc contractor and GSA, convene in person to view the millwork mockup and mutually establish the quality control standards for the construction of the courtroom millwork. This step is essential before fabrication of the courtroom millwork is released. A late April 2020 date had been set for the project team to conduct the in-person site visit at the millwork fabricator's plant. When COVID-19 hit, the project team had to

react quickly and think of a creative solution to conducting the quality control millwork mockup which was a critical path activity. The CMc contractor worked with the millwork subcontractor and successfully conducted a live "virtual tour" of the mockup which was a first "virtual" millwork mockup of a courtroom. This required ensuring proper technology for all key stakeholders for equal participation, floor plans with digital images and lots of photo documentation in preparation for the virtual tour and was subsequently memorialized in a PDF document containing super hyperlinks allowing the project team could go back through the virtual tour of the courtroom and documented construction of the courtroom millwork for quality control purposes. The effective use of technology in conducting the millwork mockup can be seen in the physical construction of the millwork in the courtrooms. The use of virtual tours was expanded throughout the remaining duration of construction of the courthouse to include both exterior and interior areas of the courthouse. This provided great visuals and effectively communicated project status to key stakeholders (as well as to construction peers for a 65% construction peer review) who were unable to physically travel to the jobsite because of COVID-19.

## SECTION IV – PROJECT COMPLEXITY:

A 20" water main bisected the site and had to be relocated before excavation for the building's foundations could begin. The Owner's Project Manager contemplated relocation of the water main as an early work package early in the project procurement phase and structured the CMc scope and bid sheet to allow the Owner to proceed accordingly. Completing this work in advance of the building construction saved approximately 3 months on the schedule.

The original concept design reflected hand-laid masonry with cast stone accent components at the upper levels and Indiana limestone on the first three levels. Due to significant budget constraints that were further strained by a vibrant construction market and a shortage of masons (geographically) the design was ultimately migrated to a limestone architectural precast façade fabricated to represent Indiana limestone with an ashlar pattern, and traditional stone detailing. Over 2,000 manhours were expended between the CMc Contractor, Architect of Record and Precast Subcontractor to exact architectural details critical to developing a prominent facade appropriate for a U.S. Courthouse while also balancing key structural design elements necessary to meet physical security and constructability requirements. As a result of this collaboration, the project is the recipient of the 2022 PCI Design Award for the Best Government and Public Building.

COVID-19 was a significant event that impacted the project. Even despite the CMc Contractor's adherence to safety protocols issued by public health organizations and federal, state and local governmental agencies, COVID-19 positive cases impacted the project at a very critical time between shifting construction focused from dry-in to interior fit-up and trim-out. In a single month, the project was impacted by over 8,500 lost manhours in the drywall trade alone. Other key trades impacted included glazing, electrical and mechanical. The need for additional manpower was identified and sourced which allowed the project to remain on schedule. The culture of

transparency and partnership established by the Owner's Project Manager ensured the Owner was keenly aware of any issues the CMc was managing throughout the project and allowed the project team to adapt and adjust, as necessary.

Many of the design challenges for the site stemmed from its urban location and relatively small site size compared to building size. It was a challenge to create habitat and incorporate sustainable features with limited open space and a significant number of existing utilities and other items requiring significant coordination.

Three separate electronic security systems are required to be designed, constructed and interface with one another. The Owner delegated the design and construction for two of the systems as turnkey requirements in the CMc scope of work and the Owner's Project Manager was proactively involved in the onboarding and coordination of the end user's third-party national security contractor. All security infrastructure / conduit raceways were modeled in the CMc contractor's BIM model. This level of effort avoided inherent conflicts, delays and changes during construction of the building.

## SECTION V – SUSTAINABILITY ELEMENTS/EFFORTS:

Bicycle facilities include bike storage for visitors and employees within 200-yeards of the building entry, at least 10 diverse uses, access to bike trails and employee changing rooms with showers.

No public parking is located on the site. The reduced parking footprint includes one level of secure, partially underground parking in support of building functions and offers parking to a select group of employees. 5% of onsite parking spaces are reserved for low-emitting, fuel efficient and electric vehicles.

LID features utilized on this project are designed to retain the 95% storm intensity for Rainwater Management. The AOR incorporated LID/Green infrastructure techniques to retain water on-site. A rainwater harvesting cistern meets the irrigation requirements for the project and a bioswale area allows water infiltration and plat uptake. Both practices provide harvested rainwater; what the plants do not intake can be utilized for ground water recharging through percolation.

33% of the site is open space and of this 43% is vegetated. The open space to the north of the site is a pedestrian oriented turf area with seating opportunities to accommodate casual outdoor social activities. Aesthetically pleasing vegetation is integrated throughout the open space to provide year-round visual interest as well. The open space to the west and south of the site is a native garden space designed to provide year-round visual interest at both the street level and to building occupants. The native garden also has pollinator and stormwater functions. The open space at the southwest corner of the site is a pedestrian oriented area that provides seating and social opportunities and serves as a social node and connection to the surrounding city as well as a viewing space for the native garden.

To reduce glare and development impact from lighting on nocturnal environments, exterior lighting was designed to prevent light trespass over site boundaries and into the night sky while still maintaining a safe pathway for pedestrians and automobiles. Exterior lighting fixtures are full cut-

off by design such that no more than 5% of the total initial designed lumens are emitted 90 degrees or higher from nadir. Exterior lighting adheres to and exceeds all ASHRAE 90.1 watts per square foot and watts per linear foot requirements, reducing operational costs and energy consumption. All non-emergency interior lighting has automatic controls to limit the amount of light trespass from the building during non-business night hours. Exterior lighting operational costs contribute to an estimated 66.58% savings annually.

Potable water consumption has been reduced by using high efficiency indoor plumbing fixtures. High-efficiency, ultra- low flow and flush type fixtures, coupled with sensors and automatic controls, were installed resulting in a projected 35% annual water savings when compared to fixtures meeting minimum code compliance.

The landscape design includes native and adaptive plants to reduce the need for irrigation. Condensate and rainwater are collected in an underground storage tank to reduce the need for potable water by 100%.

Energy savings of 26% are projected in this 3A Climate Zone due to an integrated design approach that includes high efficiency heating and cooling equipment, efficient building envelope and LED lighting.

Construction waste, inclusive of concrete, metal, wood and cardboard, was collected and sorted to prevent more than 75% by weight from entering local landfills.

Products and materials for which life-cycle information is available and supports environmentally, economically, and socially preferable life-cycle impacts were specified, installed and tracked. An exemplary credit was earned with at least 40 different permanently installed building materials with Environmental Product Declarations (EPD) sourced from at least five different manufacturers.

## SECTION VI – CONFLICT RESOLUTION:

The most important influence of the Owner's project manager in minimizing and resolving conflicts was establishing a culture of trust and transparency.

Frequent off site project team partnering sessions were held during the design and construction phases of the project.

The contract type the Owner elected to use for this project was an open book Guaranteed Maximum Price (GMP). The Project Manager utilized critical information made available through the CMc's open book access while also transparently sharing critical Owner and Design Team issues. Through transparency and proactive communications, the project team worked together as a whole to resolve any issues that posed a threat to the success of the project.

The Project Manager utilized a series of regularly schedule coordination meetings focused on discipline of prioritizing critical issues and resolving them before they impacted time, cost, quality or safety.

**SECTION VII - 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: General Services Administration

Name: Laura Shadix

Company: General Services Administration, Public Buildings Service

Street Address: 77 Forsyth Street

City, State/Province, Zip/Postal Code: Atlanta, GA 30303

Phone Number: 404-909-1342 (mobile)

Email Address: laura.shadix@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 LAURA SHADIX Digitally signed by LAURA SHADIX DN: C=US, O=U.S. Government, OU=General Services Administration, CN=LAURA SHADIX + OID.0.9.2342.19200300.100.1.1=47001000018458 Reason: I am approving this document with my legally binding signature Location: Date: 2022.08.30 18:25:06-04'00' Foxit PDF Editor Version: 12.0.1 DATE August 30, 2022

TITLE : Project Manager